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**NATIONAL
MANAGERS'
COMMUNITY
ANNUAL
REPORT**
2012–13



Canada

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National Managers' Community Annual Report 2012–13

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Table of Contents

Message From the Chair.....	1
2012–13 Year in Review.....	2
• Accomplishments at a Glance.....	2
• Voice and Influence.....	3
• Engaged Managers.....	4
• A Sustainable and Relevant NMC.....	6
Financial Highlights	7
NMC New Strategic Direction for 2013–14: The New Beginning.....	8

Message From the Chair

It is my pleasure to present the National Managers' Community (NMC's) 2012–13 annual report. We have had another very productive year, and we are happy to be able to share with you our successes in the past fiscal year and our plans for 2013–14.

The NMC has experienced a year of significant transition. Over the last year, we have seen significant change in the leadership of the organization and roles, from both a volunteer and staff perspective. As we all become accustomed to our new roles, we are sensing a renewed energy in our ranks, which should serve our community well in the coming year. We have also transformed a number of our business practices and continue to look for ways to increase our effectiveness while maximizing the use of our resources.

In May 2012, the NMC hosted its Professional Development Forum in Winnipeg. Over 1,000 managers from across the public service benefited from a robust three days of learning and sharing, and left better equipped, and re-energized, to face the challenges that lie ahead.

We have continued to offer our ever-popular “Tools for Engagement” workshops and “Changing the Conversation: Coaching Practices for Managers” sessions, and we have been piloting, with excellent results, our “Team Building Is Not a Workshop” series. We are also pleased to report that our new evaluation framework is demonstrating that our learning events are adding significant value to participants' ability to manage effectively.



Suzanne Vinet, NMC Champion

In February 2013, we issued *The Voice of Managers: 2012 National Consultations*, our much anticipated report on our consultations with federal managers across the country. Our report identified a number of key challenges faced by managers and made recommendations for the NMC and senior leaders. As a result of this consultative process, the NMC decided to focus its attention on two strategic objectives: being a leader in government transformation and enabling management effectiveness. Our recently published *Strategic Direction (2013 to 2014)* details how we plan to achieve these objectives while continuing to contribute to public service excellence for years to come. The NMC will be conducting follow-up activities in the coming year to develop recommendations for horizontal solutions to challenges identified in the report. In addition to informing our planning, this consultative process has prepared the NMC to engage and consult managers on Blueprint 2020. The NMC is very excited to be taking a very active role, along with our partners, in the Blueprint 2020 exercise.

I would like to take this opportunity to thank the hundreds of volunteers across Canada who deliver NMC workshops to fellow managers, those who serve on regional steering committees, the NMC Governing Council and the Assistant Deputy Minister Advisory Board, as well as our dedicated Regional Coordinators and Secretariat staff, for the amazing work they do in service of managers. I would also like to thank our Deputy Minister Champion, Suzanne Vinet, for her continued support. Together we will continue to help make Canada's public service a high-performing organization.



*Kevin Leahy, Chair,
National Managers'
Community Governing
Council*

Each year, the NMC offers:

- Over 250 regional learning events across Canada;
- A national forum;
- Regular consultation of our membership; and
- Advice and support to central agencies on research and policy development.

2012–13 Year in Review

Accomplishments at a Glance

Table 1 outlines the NMC's accomplishments under each of our three strategic priorities in 2012–13.

Table 1: The NMC's Accomplishments at a Glance		
Voice and Influence	Engaged Managers	A Relevant and Sustainable NMC
Managers and senior leaders partner to make positive changes that facilitate serving our government and Canadians.	Managers are committed and work to make improvements that contribute to employee engagement and citizen satisfaction.	Managers and senior leaders have the capacity to work as a horizontal collective through the NMC.
Consulted over 200 managers and published a report entitled <i>The Voice of Managers: 2012 National Consultation</i> , which was tweeted by the Clerk of the Privy Council.	Delivered over 250 learning events to over 8,300 participants across the country.	Trained 102 volunteer managers to deliver the "Tools for Engagement" workshops to other managers within the federal government.
Published a report on the findings from e-polling and dialogue with senior officials from the Professional Development Forum held in Winnipeg in May 2012.	1,100 people from 56 departments and agencies attended the 2012 Professional Development Forum in Winnipeg.	Trained 17 volunteer managers to deliver the "Changing the Conversation: Coaching Practices for Managers" workshops to other managers within the federal government.
Published two articles in <i>Canadian Government Executive</i> magazine.	Delivered 89 "Tools for Engagement" workshops across Canada.	Developed a new virtual strategic planning process for NMC staff and Governing Council members.
Continued to use the survey feature on the NMC website to solicit managers' input on key issues on an ongoing basis.	Delivered 50 "Changing the Conversation: Coaching Practices for Managers" workshops.	Published four issues of <i>The Voice</i> , the NMC newsletter.
Collaborated with Policy Horizons Canada, using the e-polling exercise at our Professional Development Forum in Winnipeg, to provide input by managers on research on the future of the public service for the Deputy Minister Committee on Public Service Renewal.	Recognized and presented leadership awards to 13 recipients across Canada.	Used web technology to follow up with workshop participants and gauge the effectiveness of our workshops.
Worked with several partners to develop and share tools and information that managers need.	Piloted a new workshop entitled "Teambuilding Is Not a Workshop" across the Western regions.	

Voice and Influence

Since it was created 13 years ago, the NMC has grown and evolved into a dynamic network that provides a voice for managers throughout the federal government. The NMC continues to play a key role in supporting management excellence throughout the public service. The NMC brings the perspective of managers to senior leaders to effect positive change and facilitate the implementation of public service initiatives.

NMC Consultation With Managers 2012

In November and December 2012, the NMC undertook a series of consultations with over 200 managers in 30 departments and agencies across the federal government. Managers were consulted on six themes: performance management, engagement, communication, pride and recognition, mental health, and changing/competing priorities. Following these consultations, the NMC compiled *The Voice of Managers: 2012 National Consultations*, which identifies recommendations for the NMC and for senior leaders. The report was shared with the Clerk of the Privy Council; all deputy ministers; the NMC's ADM Advisory Board; Suzanne Vinet, Deputy Minister of Agriculture and Agri-Food Canada and NMC Champion; and managers throughout the regions. The Clerk of the Privy Council mentioned the work of the NMC in his *Twentieth Annual Report to the Prime Minister on the Public Service of Canada*.

Taking the Pulse of Managers

Following its Professional Development Forum in Winnipeg in May 2012, the NMC published reports on findings from our session on e-polling and dialogue with senior officials. The results were shared with the Deputy Minister Public Service Management Advisory Committee and the Deputy Minister Sub-Committee on Public Service Renewal.



Workshop participants in Moncton learning the Interview Matrix tool in October 2012.

The NMC solicited feedback from managers through the “Your Voice” section of its website. Some of the topics covered were the challenges of being a manager, what it will be like to be a manager in the future public service, and managers’ perceptions of their greatest strengths. Results of past surveys are available on the NMC website. The feedback was used for developing the themes for the NMC consultation with managers in 2012.

Sharing the Management Perspective

During the course of the year, the NMC was invited to contribute to *Canadian Government Executive magazine* and wrote two articles: “Managers: The Key to Business Transformation” and “Finding Your Leadership Voice.” These articles have been viewed on the *Canadian Government Executive* website over 2,000 times.

“I read the 2012 #consultations report from the Ntl Managers Community. Great work! Thanks for the insight! [#GC #GOC](http://bit.ly/140I7oI)”

— Tweet from Wayne Wouters, Clerk of the Privy Council and Secretary to the Cabinet

Engaged Managers

The NMC provides opportunities for managers to learn, engage with others, and share best practices across departments. In 2012–13, the NMC delivered over 250 learning events to over 8,300 managers across the country. The learning events held in each region were tailored to the needs of local managers. All of this was accomplished despite the ever-changing world in which we work and the ever-increasing demands on managers.

Tools for Engagement and Coaching Practices for Managers

In 2012–13, the NMC held 139 “Tools for Engagement” and “Changing the Conversation: Coaching Practices for Managers” workshops across the country. Taking our signature “managers learning from managers” approach to learning and capacity development, these sessions were delivered by volunteer members of the NMC’s Engagement and Coaching Communities of Practice.



Bob Chartier engaging managers in an open space conference in Halifax in October 2012.

From January to March 2013, the NMC piloted a new workshop called “Teambuilding Is Not a Workshop.” This new offering responds to the needs of managers who, over the years, have stated that although they felt capable of applying what they learned in our “Tools for Engagement” workshops, they had a hard time expressing their learning experience to their respective teams. Managers are encouraged to bring their whole teams with them to the workshop

where together they learn how to integrate the use of NMC engagement tools into their day-to-day business practices. This approach makes team building part of the way in which teams work together every day as opposed to periodically on designated team-building days.

National Forum

In May 2012, the NMC hosted its annual Professional Development Forum in Winnipeg entitled “The Leadership Journey: Managing in a New Era.” One of the highlights of this event, which brought together about 1,100 federal public service managers, was an opening keynote address given by Wayne Wouters, Clerk of the Privy Council and Secretary to the Cabinet, who spoke directly to the pressures faced by managers as the public service moved into a period of workforce adjustment. Managers also had the opportunity to participate in workshops on workforce adjustment to help prepare them for the challenges ahead.

Workforce Planning and Management

The NMC continued in 2012–13 to support managers across the country who face challenges related to workforce planning and management. Following presentations and seminars, we offered, in collaboration with the Treasury Board of Canada Secretariat's Office of the Chief Human Resources Officer and the Canada School of Public Service, the NMC-piloted series of regional events entitled "The Leadership Connection." This new series provided managers with the opportunity to connect and share experiences and best practices with colleagues who face similar management challenges in other departments or agencies in their regions.

NMC Leadership Awards

Each year, the NMC presents its Leadership Awards to deserving managers across the country. The 2012 recipients were honoured at the Leadership Awards ceremony in Winnipeg on May 8, 2012, as part of the NMC's Professional Development Forum.

"The Canada Border Service Agency (CBSA) Atlantic Region has gained significant benefit from the learning events and workshops offered by the National Managers' Community. Several management representatives in the region have taken the initiative to be trained and to deliver to their peers the 'Tools for Engagement' session. Moving forward, the entire CBSA Atlantic management team will complete this valuable training as part of the commitments made in their performance management agreements. Engagement is integrated into our daily routine, and our managers are actively contributing to a culture of high performance and employee engagement."

— Andrew LeFrank, Regional Director General, CBSA, Atlantic Region



The NMC and the Federal Youth Network bring managers and youth together for a learning event in June 2012 in Québec.

A Sustainable and Relevant NMC

Reflecting on Our Role

During the 2012–13 fiscal year, the NMC paid close attention to the changing landscape of the public service and the increased pressures and demands that managers currently face. Gathering input from our community through a variety of channels, and reflecting on the evolving role of the manager, the NMC refreshed its business practices to align with the emerging needs and interests of its members.

Connecting Our Community

The NMC published four issues of *The Voice*. This quarterly newsletter features articles of interest to managers, updates from the regions, and information on important happenings at the NMC.

Measuring Our Performance

In December 2012, the NMC began regularly surveying participants who had attended our workshops three to four months prior. Asked whether the workshops were effective, participants responded with a resounding yes. Of respondents, 81 per cent said they had tried out what they learned in the workshop when they returned to the workplace, 92 per cent indicated that what they learned in the workshop improved their ability to be an effective manager, and 91 per cent said they were better equipped to increase the engagement or performance of their team after attending an NMC workshop.

Growing Our Capacity

During the 2012–13 fiscal year, the NMC trained 102 “Tools for Engagement” practitioners and 17 “Coaching Practices for Managers” practitioners. These practitioners have been very active in bringing our workshops to managers in the regions, as well as in ensuring the sustainability of the NMC’s products.

“The NMC leads initiatives to enhance management practices and organizational excellence within the framework of public service values and ethics.”

— Event participant

Financial Highlights

The NMC receives financial contributions from 39 organizations. These contributions are used to help the NMC achieve its objectives. The funding received is based on a levy of \$14.10 per employee. The organization started this year with \$2.73 million. This represents a decrease from last year and is a result of a reduction in departmental contributions and the Deficit Reduction Action Plan.

In the last year, the NMC has maintained an average of 17.76 employees. Fully staffed, the organization consists of 20 full-time equivalents (FTEs). Maintaining staffing levels has been challenging. These vacancies have contributed to the organization's end-of-year balance by reducing overall salary expenditures. As well, reduced capacity in the regions has resulted in a decrease in regional activities and, in turn, a decrease in program expenditures. Table 2 shows financial highlights for the past two fiscal years.

Table 2: Financial Highlights in 2012-13 and 2011-12 (\$)

	2012-13	2011-12
Revenue	2,735,525	2,861,650
Expenditures	2,496,144	2,878,735
Balance	239,381	-17,085
FTEs	17.76	20

Table 3 summarizes expenditures in personnel and programs in the past two fiscal years.

Table 3: Summary of Expenditures in 2012-13 and 2011-12 (\$)

	2012-13	2011-12
Personnel	1,780,200	1,967,076
Programs	715,943	911,659
Total	2,496,143	2,878,735

In order to align our business processes with the October 2012 *Directive on the Management of Expenditures on Travel, Hospitality and Conferences*, the NMC conducted strategic planning sessions virtually instead of holding two in-person, face-to-face meetings as had been done in previous years. This also contributed to the organization's end-of-year balance.

The NMC allocated the majority of its operational funds to supporting regional programs and initiatives this year despite decreased regional capacity. Table 4 shows the breakdown between national and regional program expenditures for the past two fiscal years.

Table 4: Program Expenditures in 2012-13 and 2011-12 (\$)

	2012-13	2011-12
Regional Programs	500,425	605,283
National Programs	215,518	255,493
Total	715,943	860,776

The NMC hosts the Federal Youth Network (FYN), providing both financial and in-kind support to enable the FYN's activities. The NMC provides \$100,000 annually to the FYN that covers the Network Coordinator's costs for salary and benefits, operations and projects. Table 5 summarizes the FYN's expenditures in 2012-13 and 2011-12.

Table 5: FYN Expenditures in 2012-13 and 2011-12 (\$)

	2012-13	2011-12
Personnel	61,453	25,912
Operations and Projects	39,000	15,000
FTEs	1	1
Total	100,453	40,912

NMC New Strategic Direction for 2013–14: The New Beginning

In April 2013, the NMC conducted a virtual strategic planning process with our contributors across the country. Taking into consideration the findings captured in *The Voice of Managers: 2012 National Consultations*, the Clerk of the Privy Council's *Nineteenth Annual Report to the Prime Minister on the Public Service of Canada*, and the emphasis that recent experience has placed on the need to remain nimble, flexible and responsive as a public service organization, the NMC developed a focused vision for 2013–14.



Managers in Vancouver share their perspectives at the NMC consultation with managers in November 2012.

Strategic Priorities

Building on and refining the three strategic priorities that guided the NMC in previous years—i.e., voice and influence, engaged managers, and a relevant and sustainable community—the NMC identified two strategic priorities that most advance the government's priorities and support managers in their role. The following are stated objectives under our two new strategic priorities that we will strive to achieve in the coming year:

- Be a leader in public service transformation:
 - Contribute to and support departments in making their contributions to the Blueprint 2020 engagement process;
 - Conduct follow-up activities to develop recommendations for horizontal solutions to challenges identified in *The Voice of Managers: 2012 National Consultations*; and
- Collaborate with the Treasury Board of Canada Secretariat and the Canada School of Public Service to support the roll-out of the new Performance Management Initiative.
- Enable management effectiveness and engagement:
 - Continue the “Teambuilding Is Not a Workshop” cross-Canada tour to develop capacity and awareness of NMC engagement tools; and
 - Deliver targeted learning events across the country on relevant topics such as change leadership, performance management and workplace wellness.

Virtual Professional Development Forum

With new federal budget constraints, the annual NMC Professional Development Forum will not take place in 2013.

For 2014, the NMC is envisioning a new model of event management that uses audiovisual, videoconferencing, and web-based technologies to link a small, face-to-face forum in the National Capital Region with a series of regional forums across Canada.

A virtual national forum should offer delegates engaging opportunities for learning and networking as they participate on a national scale from a regional location.

Partnerships and Collaboration

The NMC will continue to work closely with Regional Federal Councils, the FYN, the Canada School of Public Service, the Treasury Board of Canada Secretariat's Office of the Chief Human Resources Officer, and the Public Service Commission of Canada in order to unify our efforts to develop and share the tools and information that managers need to achieve excellence in public service.

We look forward to continuing to work with our Champion, Suzanne Vinet, Deputy Minister of Agriculture and Agri-Food Canada. With her support, we will continue to influence government direction by seeking opportunities for dialogue with senior leaders in the federal public service and with key deputy minister committees.

“This past year, the Public Service managed a considerable amount of change—both in terms of delivering on a dynamic policy agenda and re-engineering how we deliver many of our internal and external services, as well as in renewing and streamlining our institution.”

— The Clerk of the Privy Council, *Twentieth Annual Report to the Prime Minister on the Public Service of Canada*