



Government
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NATIONAL
MANAGERS'
COMMUNITY
ANNUAL REPORT
08/09



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Message from the Chair

I am extremely proud to present the first Annual Report of the National Managers' Community. What a journey it has been! We started more than ten years ago as a small, grassroots organization of managers. Today, we are a nation-wide, active and dynamic network, with a presence in 13 regions across Canada.

The Community's vision is to be recognized by all as a vibrant, influential and well-connected community that inspires managers and gives them a voice. This is what we aspire to be, and the accomplishments of this past year have started us well on our way to achieving this vision.

In fiscal year 2008-2009, we received \$2.9 million in funding from thirty-nine public service organizations. We are grateful for this support. With sustainable funding for a full fiscal year we made substantial progress in our work. I would like to take this opportunity to highlight a few of our accomplishments that demonstrate how the National Managers' Community contributes to better public service and results to Canadians.

We delivered a very successful Annual Forum in Vancouver in April 2008. More than 1200 delegates attended the conference to share ideas, discuss challenges and find potential solutions. Managers told us about some of the major hurdles they face: how to find the time to lead and manage their people in the face of a heavy workload, performance management - especially how to manage unsatisfactory performance, the web of rules public servants face, and succession planning.

We followed up on the conference during the summer with focus groups to further flesh out these issues and find solutions for them. The results of these discussions were shared with the Deputy Minister Committee on Public Service Renewal, the Clerk of the Privy Council and departmental Deputy Ministers. Because of this

work, managers' issues are high on the radar of the most senior levels of the Public Service.

We couldn't have accomplished this without the support of our Managers' Community Champion, Mr. François Guimont, Deputy Minister of Public Works and Government Services Canada. He has played a key role in ensuring that the network is listening to managers, and bringing their concerns to the attention of senior leaders.

With Public Service Renewal in the spotlight, the National Managers' Community also organized a network summit in Ottawa where several networks, the Canada School of Public Service and the Canada Public Service Agency came together to see how we could collectively contribute to PS Renewal.

A key priority over the past year for the community has been to improve its visibility and outreach. This first annual report is part of our efforts. We also made significant improvements to our National Managers' Community Web site (managers-gestionnaires.gc.ca), and we launched a connection to GCPEDIA.gc.ca to provide a discussion and collaboration space for managers.

It has been my pleasure to serve managers as Chair of the Governing Council over the past year. I would like to thank our Champion, Mr. Guimont, and his Assistant Deputy Minister Advisory Board for opening doors for us and encouraging us to expand our reach. Thank you also to all the organizations that contribute the funding that makes our work possible, and to everyone who took the time to connect with your colleague managers.

And finally, to the National Managers' Community team of volunteers and staff who work on behalf of managers across this country - I thank you for your dedication.



Mark Butler, Chair,
NMC Governing Council

About the NMC

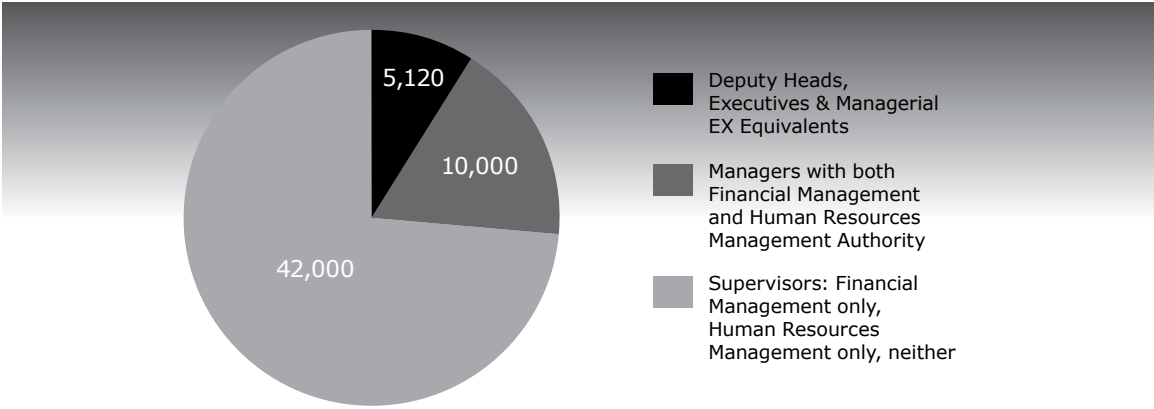


Figure 1: Components of the PS leadership range Data taken from A Discussion Paper Prepared by the CPSA and TBS For the Consideration of the DM Public Service Renewal Committee, May 18, 2007

Who We Are

Over the years, the NMC has evolved into an active national community of managers connected by regional and departmental networks across Canada. The community has become the voice for managers by:

- Promoting needs and interests of managers to decision makers;
- Enabling managers to connect and learn at events;
- Engaging and facilitating dialogue and the sharing of best practices;
- Fostering communities of practice – managers learning from managers.

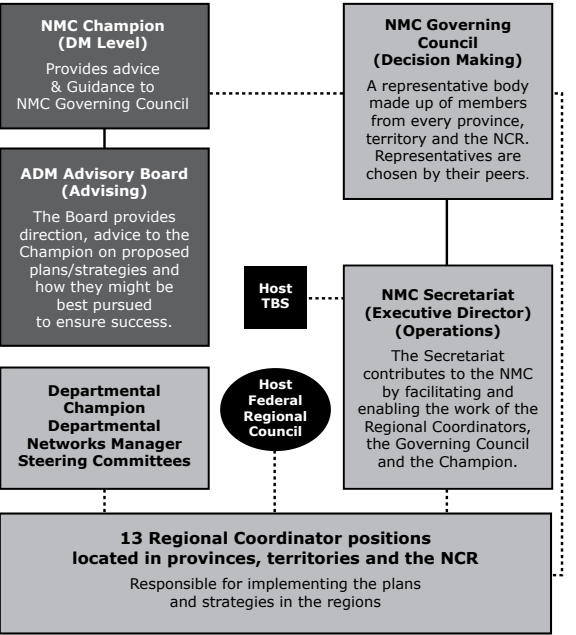
Our membership is broad and includes managers who manage people and/or money, and public servants who aspire to be managers. See Figure 1.

We are a national network; our programs are delivered by Regional Coordinators across the country, a Secretariat in Ottawa, a volunteer Governing Council and local managers. We are supported by Departments, Central Agencies, Regional Federal Councils, an ADM Advisory Board, and our DM Champion.

NMC Governance Structure

The Community also works closely with other public service networks and organizations, such as the Youth Network, the Human Resources Community, the Canada School of Public Service, the Association of Professional Executives and Central Agencies.

Working together, we give managers a strong voice, and inspire them to be effective leaders in the Public Service.



2008-2009 Year in Review

Community Building and Engagement	Learning and Development	Policy Effectiveness
1200 participants from 48 organizations attend Annual Forum	2800 people attend more than 77 learning events	200 managers participate in focus groups to confirm e-polling results
Managers identify top issues through e-polling session	NMC fosters two active Communities of Practice	4 key issues that are top of mind for managers are shared with Clerk
NMC hosts a Networks Summit to advance work on PS Renewal	50 public servants are trained to deliver one-day coaching workshops	4 key issues are shared with Heads of all federal public service organizations
NMC expands its reach and new networks are formed	Coaches commit to delivering a total of 250 workshops	NMC presents 4 key issues to DM Committee on PS Renewal
13 managers receive Leadership Awards and Richard Crowe receives Mike Nurse Award	15 public servants take a refresher course to deliver workshops on tools for engagement	Performance Management Working Group is created as a result of Network Summit
NMC launches CLF2 compliant website and wiki on GCPEDIA	These practitioners commit to delivering a total of 75 workshops	Federal Councils agree to host regional network summits
Email database reaches more than 650 managers		NMC provides Central Agency support to reach managers

As we started the year, the National Managers' Community was welcoming a new champion at the deputy minister level, Mr. François Guimont, the Deputy Minister of Public Works Government Services Canada. The Community Secretariat had recently changed host departments and had moved from the Canadian International Development Agency to the Canada Public Service Agency. The community was starting the fiscal year with sustainable funding for the first time and contributors and the new host for the National Managers' Community Secretariat were stressing the need for more accountability. In terms

of the National Managers' Community presence, six regions were without coordinators. The Secretariat in Ottawa was operating with minimal staff and had not had a full time Executive Director in place for several months.

It was clear that the National Managers' Community had to put some effort into rebuilding its presence in the regions and its Secretariat. Business processes that would demonstrate our accountability also needed attention.

Community Building and Engagement

Annual National Forum 2008

The 2008 version of this annual event was held in Vancouver, British Columbia in April. More than 1,200 participants from 48 organizations came together to network and learn from each other. They also participated in an on-site e-polling session where they identified the challenges facing managers within the Public Service.

We held focus groups across Canada after the forum to delve deeper into some these issues, and to explore solutions.

What managers told us:

Performance management, including managing unsatisfactory performance, is a major concern. They want to learn how to better manage performance.

Given their other managerial responsibilities, people management often suffers. Managers have little time to interact with people and therefore little opportunity for dialogue. They want to know how to manage people better.

Managers feel there are excessive rules, leading to increased and less meaningful work, 'burnout', and organizational malaise. They want a decrease in the "web of rules."

Managers feel that not enough is being done to prepare current, new and future managers. They are interested in learning and development opportunities to help with succession planning.

The power of connectivity is great. The forum is an opportunity to both learn and give in a different way. There is an unleashing of energy.

- Delegate at Forum 2008

Expanding the Network

The NMC focused on reaching more managers and aspiring managers through its various networks departments, agencies and regions. With the help of our Champion, François Guimont, his Assistant Deputy Minister Advisory Board, and his DM colleagues across government, the NMC worked to start or revitalize networks. We created a Network Start-up Toolkit (PDF) with tips and suggestions on how to start a network. We would like to congratulate the new or revitalized networks at: Treasury Board Secretariat, the Canadian Food Inspection Agency, Foreign Affairs and International Trade, Public Safety Canada, the Communications Security Establishment, the Public Service Commission, Industry Canada and Natural Resources Canada.



Launch of TBS Middle Managers' Community, Ottawa, March 2009

The NMC also collaborated with its many partners to advance PS Renewal. A Network Summit on the topic in Ottawa brought together various networks, including the Association of Professional Executives, the Youth Network, the Federal Council, the Human Resources Council, the Canada School of Public Service and the Canada Public Service Agency. A committee was created coming out of the summit dedicated to performance management and the regional Federal Councils agreed to hold regional network summits in the future.

Communications

The NMC needed to increase its outreach to managers and aspiring managers and decided to use the website as our primary communications vehicle. We greatly improved it, adding new features and tools like an on-line newsletter, and making it easier to navigate.

We were also part of a pilot project to create a presence on GCPEDIA, the Public Service wiki. The NMC space on GCPEDIA provides a space for managers to discuss and collaborate on issues, challenges and ideas. By joining the wiki, managers can participate in ongoing discussions, give feedback on learning events put on by the NMC, get help from their colleagues on projects, create and edit articles, and offer and receive practical advice on managerial issues.

To further improve our direct communications with members, we launched the first issue of The Voice, the NMC newsletter.

In January 2008 the NMC started to compile an e-mail database to reach managers directly. At the time of printing this report, more than 650 people (including some networks) had registered to receive updates from the NMC through email.

These initiatives add up to a more connected, more visible, and more vibrant community.

Awards and Recognition

Each year the National Managers' Community recognizes excellence through our leadership awards. Thirteen managers (one per region and territory) are rewarded for outstanding initiative, meaningfully engaging their employees, and creating positive organizational change.

A single national award, the Mike Nurse NMC Leadership Award (named after a former Champion), is presented to an individual manager, leader or team who demonstrates excellence in meeting management and leadership challenges or who positively impacts managers across the country. Richard V. Crowe, Client Services Director, Public Works and Government Services Canada, Atlantic Region, received the 2008 Mike Nurse Award for his outstanding leadership at the helm of the National Managers' Community.

The NMC Web site has the full list of 2008-09 award recipients.



NMC Award winners, 2008, Vancouver (l-r):
Gerry Schellenberg-MB; Rob Kelln-SK; Len LeRiche-NL;
Karen Henderson-Ont.; Etienne Laliberté - BC; Michel
Sigouin-Alberta; Gabriel Bergeron-NCR; Ann Drouin-QC;
Claudette Thériault-PEI; Marilyn Earle for David Eisen-
haur-NS; Mike McCluskey and Pat Gullivan-NB. (Missing
from the photo- Daniel Lindsay-YK)

Learning and Development

The leadership and learning events have collectively strengthened the level of co-operation and collaboration among managers across departments in every geographic region.

- Workshop participant

The NMC knows that great managers never stop learning. We organized 77 events in 2008-2009 across the country - everything from armchair discussions with the Canada School of Public Service to lunch and learns and speakers' series. Thanks to these events, 2,800 managers from forty-one organizations had the opportunity to come together, learn, share, find solutions and become better managers. Topics included leadership, performance management, building learning organizations and coaching practices for managers, with most events selling out early.



Performance Management Event, London, February 2009

Communities of Practice

The NMC fosters two active communities of practice to help our members be better managers: Coaching, and Leadership and Learning. The focus in both communities is to “Train the Trainer.” Fifty public servants from across the country were trained this year to deliver the one-day coaching workshop. Each of the fifty practitioners will deliver five sessions to their colleague managers. That translates into 250 workshops to potentially thousands of managers.



Coaching Session, Québec, May 2009
Photo credit: Gervais Pelletier, Natural Resources Canada

The second community of practice is about leadership and learning. We provided a refresher session to fifteen people who are now better equipped to deliver these workshops, and share insights on how to use innovative organizational learning and engagement tools with other managers.

It only takes one match. The community of practice is that match. Trained knowledgeable people are the key to success, and this is an excellent venue to take us down that road.

- Nicky Compton, Veterans Affairs (retired)

Policy Effectiveness

Through the Vancouver forum and subsequent focus groups of about 200 managers, policy challenges on issues such as performance management, accountability and risk-taking, learning and development, and succession planning were consistently identified by managers at all levels and across the country.

The NMC, with the assistance and support of our Champion, François Guimont, raised these challenges with the Public Service’s most senior leaders, including the Clerk of the Privy Council, and presented twice to the Deputy Minister Committee on Public Service Renewal.

Performance Management Working Group

Most managers have said that performance management is their number one challenge. The Performance Management Working Group was created to bring managers and government organizations together to find better ways to support and equip managers.

The Working Group is co-chaired by the NMC and the Public Service Renewal Task Force at the Privy Council Office, and includes representatives from the Canada School of Public Service, the Office of the Chief Human Resources Officer, the Human Resources Council and the Association of Professional Executives of the Public Service.

The working group is concentrating on the problems of managing unsatisfactory performance, and identifying tools and ideas to create a positive performance management culture. The Canada School of the Public Service has revamped its performance management curriculum, and the Office of the Chief Human Resources Officer is developing new tools to assist managers.

Working with Central Agencies

The NMC is becoming the go-to source when Central Agencies want to reach or hear from managers. We participated with the Human Resources Council and the Canada Public Service Agency in the Human Resources Capacity Pilot.

We also met with Treasury Board Secretariat to discuss the web of rules that managers face.

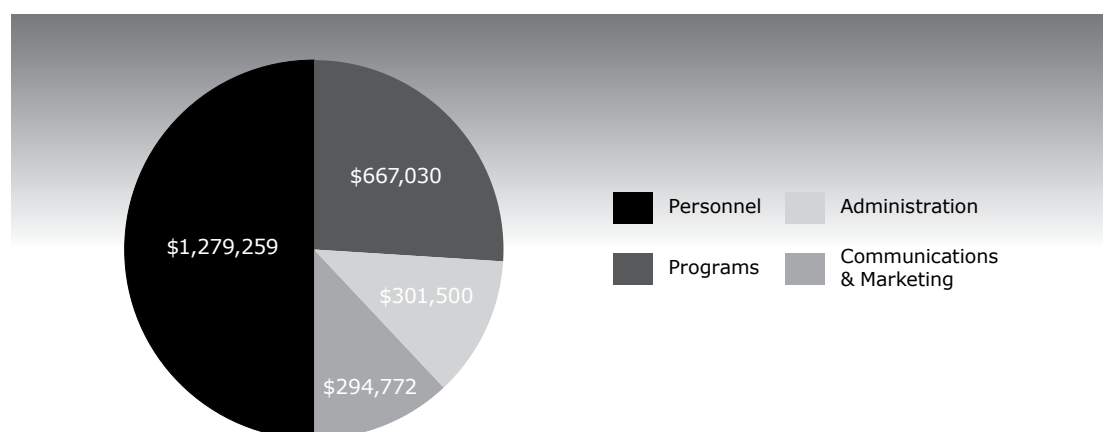
And we have been working with The Canada School to develop a partnership.

Financial Highlights 2008-2009

The National Managers' Community receives funds from thirty-nine organizations, mostly through Annual Reference

Level Update. The funding formula is based on a levy of \$14.10 per employee.

Summary of Expenditures



Program Expenditures 2008 – 2009	
Regional Programs	426,050
National Programs	240,980
Total	667,030

Financial Highlights	
Revenue	2,908,172
Expenditures	2,542,561
Balance	365,611
FTEs	15

The Year Ahead

First and foremost, the efforts of the National Managers' Community are directed at managers for the benefit of both the Federal Public Service and Canadians. Managers are key to translating strategic direction into results on the front line and influencing the effectiveness of their teams.

Managers' issues will continue to be in the spotlight. With the challenges facing managers and the Public Service as a whole, there is a great opportunity for the NMC to influence change.

Senior officials in government are paying significant attention to the role of the manager, because they know it's key to the successful future of the Public Service. The results of the recent Public Service Employee Survey emphasized the importance of engagement and the influence that managers have in engaging their

teams. The Clerk of the Privy Council said in the Sixteenth Annual Report to the Prime Minister on the Public Service of Canada that he is "going to pay particular attention to the middle management community". We have a committed Champion who can reach senior leaders and engage them in change. The Canada School of Public Service has identified managers' learning as a priority and is partnering with us.

With that kind of support – and our efforts over the last year to become more visible, to forge new partnerships, and to speak with a unified voice – the NMC is well-positioned to take advantage of this opportunity.

We have redefined our vision and will focus on three overarching outcomes over the next three years: Voice and Influence, Engaged Managers and Relevant and Sustainable National Managers' Community. Each is briefly explained in the framework below.

NMC Results Based Framework

Vision: The NMC is recognized by all as a vibrant, influential and well-connected community that inspires managers and gives them a voice.		
Voice and Influence	Engaged Managers	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.
Strategic Outcomes		
<ul style="list-style-type: none">NMC is recognized as the voice of all managers.Matters that impact managers are improved.	<ul style="list-style-type: none">Managers increase their competence and improve the work environment.Managers adopt new practices that improve the work environment.More managers across the public service are engaged in improvements.	<ul style="list-style-type: none">Senior Executives support the role of NMC.Fiscal sustainabilityCapacity to reach managers as a collective.

NMC Results Based Framework *Con't*

Voice and Influence	Engaged Managers	Relevant and Sustainable NMC
Immediate Outcomes		
<ul style="list-style-type: none"> Managers share their concerns and ideas for improvement. Intelligence is accepted by senior leaders. 	<ul style="list-style-type: none"> Managers have access to learning, share information and participate. Managers are exposed to new ideas. Departments have active manager networks More managers participate in NMC activities. 	<ul style="list-style-type: none"> NMC value proposition is understood. Contributors have confidence that NMC is a well-governed organization. NMC has a national presence.

We will explore the use of technology to meet our objectives and benefit from economies of scale. For example, a virtual Community of Practice space has been created to help practitioners across Canada engage in meaningful discussions, share ideas and best practices, collaborate and problem solve together. Connecting managers in an online environment will serve to engage a wider audience and give voice and influence to those who could not otherwise participate. Similarly, we plan to encourage managers to use our virtual meeting space. To unite our geographically-dispersed managers, real-time webcasting will be explored for conferences and events so that everyone, including those in the regions, can participate.

Although a decision was made to postpone the National Forum for 2009 - 2010, the National Managers' Community is committed to offering opportunities for managers and aspiring managers to connect. Many regional forums and events will be going ahead and more coaching sessions will be offered. We are also exploring options for a National Forum later in 2010.

We believe that the public service is well served by resolving the issues that managers are concerned about and by inspiring managers to excel. We hope that you get engaged with the community of managers as we move forward over the course of the year. With your contribution, we can have a positive impact and collectively, we can make a difference.



Mike Nurse

History

1998 – 2000: The Beginning

The NMC formally started in 2000, created from the fusion of manager communities that had sprung up in regions across Canada following La Relève.

The original purpose of the NMC was to support managers to enable them to be more effective in their work. It accomplished this through networks across all Departments and Agencies, and promoting learning and development to address the specific needs of managers. The early years of the NMC saw strong support from senior leadership, in particular Michelle Comeau, then Associate Deputy Minister with Agriculture and Agri-Food Canada, and Michael Nurse, then Associate Deputy Minister with Public Works and Government Services Canada, who were the first two Champions for managers. They each brought passion and were instrumental in the creation of the National Managers' Community.

An ADM Advisory Board was formed and has been a continuing presence, providing advice, guidance, and advocacy and always stepping forward individually and collectively as required. A small Secretariat office was set up in Ottawa, and each province, region and territory was provided with funding to hire a Regional Coordinator to support regional community building efforts and events. Manager Representatives from the each of the ten provinces, the National Capital Region, Northwest Territories and Nunavut were appointed as Council Members to represent their managers' community, bring the respective views of their community to the Council, and develop strategy and direction for the NMC.

In 2001 the NMC partnered with Canadian Centre for Management Development to hold its first managers' forum in Ottawa. This first event was a huge success, and became an annual event. Our partnership with The Leadership Network led to the development of Communities of Practice for Coaching and Learning Organizations, both of which have been so successful that they are still active and vibrant today.

Like today, the NMC's relationship with Regional Federal Councils during its formative years was critical to its success. Most of the Regional Coordinators were and continue to be hosted by Federal Councils, who provide a significant amount of in-kind and program support. While this relationship has evolved over the years, the affiliation between NMC and Federal Councils remains strong.

In the early years, NMC supported a range of regional activities such as annual networking forums (National Managers' Community Professional Development Forum along with regional forums), local learning events, and communities of practice. The NMC started to publish a series of learning resources and in 2003, launched its annual NMC Awards Program. Every year, 13 regional awards, and the Mike Nurse Leadership Award, are presented to worthy recipients.

In 2004, Ric Cameron, then Assistant Deputy Minister with Canadian International Development Agency, was appointed Interim Champion for the NMC following the retirement of Mike Nurse. Financially, the NMC was very fragile and vulnerable with funding provided by 33 departments and agencies under a levy arrangement that was voluntary and annual in nature with no assurance that funding would continue beyond the current fiscal year. The NMC's annual budgets fluctuated from 1.3 million to 2.5 million. A number of Regional Coordinator positions were not staffed due to concerns about the future of the NMC resulting in little or no activity in some regions.



Ric Cameron

2001 – 2004: The Formative Years

During this time, the National Managers' Community forged strong relationships with The Leadership Network and the Canadian Centre for Management Development. A number of federal government departments and agencies also provided significant funding and resources to support the NMC.



National Forum 2004, Québec City

2005 – 2007: Business Case Review and NMC Restructuring

Uncertainty related to the year-to-year funding model created problems for long term planning and made it difficult to attract and retain staff. It weakened the infrastructure to the point where it became difficult to sustain the NMC. Under Champion Ric Cameron, the NMC developed a five-year business case and proposed a new funding model.

As part of the renewal process, the Hay Group was commissioned to conduct an external review. Extensive consultations were held both within the NMC and externally through in-depth interviews with senior executives. The Hay Group report highlighted that the NMC was the only organization affiliated with the Government of Canada that worked exclusively for managers. The report also noted that the NMC had the capacity to reach the entire managerial community in the public service in a non-fragmented, holistic manner and was the sole body through which the entire community of public service managers could be addressed.

The report did recommend improvements to the organization, including enhancing governance, increasing partnerships, securing long-term funding, and increasing awareness and visibility.

The resulting strategic plan identified three strategic pillars – Community Building and Engagement; Learning and Development; and, Contributing to Policy Effectiveness.

In 2007 François Guimont was appointed as Deputy Minister Champion for the National Managers' Community. Under his leadership, the NMC focused on increasing stability, implementing its new funding model that guarantees annual funding of about \$3 million and further enhancing its governance structure.

2008 – 2009: Present and Future

In the fall of winter of 2008 and 2009, the NMC Governing Council focused its efforts on developing a strategic plan for the NMC for fiscal years 2009/2010 to 2011/2012 to guide its future. As the largest and most active community in the Federal Public Service – 50,000 strong – managers play and will continue to play a vital role in the renewal of the Public Service. And the NMC will continue to be a driving force in helping make Public Service Renewal a reality.



François Guimont

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The Secretariat for the National Managers' Community

Who We Are

The Secretariat for the National Managers' Community was set up in August 2000 with a mandate to provide leadership and support to managers across the Public Service in their efforts to build community. At the same time, representatives from manager working groups from coast to coast came together to form the National Managers' Council. The Secretariat and the National Managers' Council work together to promote a healthy and engaged community that encourages sharing, networking, learning communication and collaboration. Headed by Mary E. Jacobi, the Secretariat is hosted by Treasury Board Secretariat, Office of the Chief Human Resource Officer.

Managers' Needs

Public Service managers today must deal with not only increasingly complex operations but also major change initiatives on a daily basis. Corporate success depends on the effectiveness of front-line managers. But these same managers have spoken out about their need for support. Through the National Managers' Council, regional and departmental networks and forums, managers have started to work together, unite for common cause and where practical and necessary bring their concerns to the highest levels of government.

What We Do

The Secretariat works hand in hand with the National Managers' Council to promote a strong, united management community. It acts as a facilitator and information broker, bringing people together and helping them share tips, best practices, resources and contacts. The head of the Secretariat offers support to the management community networks in the Regions and the National Capital Area.

The Future

The Secretariat and the National Managers' Council look forward to busy months ahead. From forums and workshops, to Web sites, Web casts and chat groups, they are exploring ways to bring managers together and strengthen the management community.

For more information contact:

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ADM Advisory Board for Managers

The ADM Advisory Board for Managers is made up of ADMs from most departments and is chaired by the Managers' François Guimont. The Board provides advice and guidance to the Managers' Community on proposed plans and strategies and how they

might be best pursued to ensure success. Individual members often take leadership on specific initiatives and represent the Champion and the Board at various events for managers. Members are also advocates for the managers' networks within their departments

ADM Champions and Departmental Representatives

ADM Champion	Department/Coordinates	Contact
Guimont, François (Champion)	Deputy Minister Public Works and Government Services Canada 11 Laurier Street, Place du Portage III, Tower A, 17A1 Gatineau, QC K1A 0S5 Tel: 819-956-1706 Fax: 819-956-8280 francois.guimont@pwgsc.gc.ca	Denise Major Tel: 819-956-1708 denise.major@pwgsc.gc.ca
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ADM Advisory Board for Managers ADM Champions and Departmental Representatives Con't

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ADM Advisory Board for Managers **ADM Champions and Departmental Representatives Con't**

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ADM Advisory Board for Managers **ADM Champions and Departmental Representatives Con't**

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ADM Advisory Board for Managers **ADM Champions and Departmental Representatives Con't**

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ADM Advisory Board for Managers ADM Champions and Departmental Representatives Con't

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List of Publications

- Dialogue with Senior Leaders -
Report of the E-Polling Session, April 22, 2008
(PDF)

List of Contributing Organizations to the NMC

Department or Agency

- Atlantic Canada Opportunities Agency
- Canada Border Services Agency
- Canada Public Service Agency
(Host Agency for NMC)
- Canada Revenue Agency
- Canada School of Public Service
- Canadian Food Inspection Agency
- Canadian International Development Agency
- Correctional Service of Canada
- Department of Agriculture and Agri-Food
- Department of Canadian Heritage
- Department of Citizenship and Immigration
Canada
- Department of Finance Canada
- Department of Fisheries and Oceans Canada
- Department of Foreign Affairs and International
Trade Canada (2)
- Department of Health
- Department of Human Resources and Skills
Development Canada
- Department of Indian and
Northern Affairs Canada
- Department of Industry
- Department of Justice Canada
- Department of National Defence
- Department of Natural Resources
- Department of Public Safety
- Department of Public Works and Government
Services
- Department of the Environment
- Department of Transport
- Department of Veterans Affairs
- Department of Western Economic Diversification
- Economic Development Agency of Canada
for the Regions of Quebec
- Immigration and Refugee Board
- Library and Archives Canada
- Parks Canada Agency
- Passport Canada
- Privy Council Office
- Public Health Agency of Canada
- Public Service Commission
- Royal Canadian Mounted Police (Civilian Staff)
- Statistics Canada
- Treasury Board Secretariat

