



Government  
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du Canada

**NATIONAL  
MANAGERS'  
COMMUNITY  
ANNUAL  
REPORT**  
2009–10



Canada

National Managers' Community - Annual Report 2009–10.

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## Table of Contents

1. Message from the Chair .....	5
2. About the National Managers' Community .....	6
3. 2009–10 Year in Review .....	7
• Accomplishments at a Glance .....	7
• Voice and Influence .....	8
• Engaged Managers .....	10
• A Relevant and Sustainable National Managers' Community .....	14
4. Financial Highlights.....	15
5. The Year Ahead .....	16
6. Appendix.....	18
• Member Information.....	18
• Publications .....	19
• Contributing Organizations.....	19



## Message from the Chair

As Chair of the National Managers' Community (NMC), I am delighted to present our 2009–10 annual report highlighting our accomplishments for the year. This year, the NMC has identified its strategic direction for the next three years and has established the following three principal strategic outcomes in response to the ongoing and emerging needs of managers:

- **Voice and influence:** Making positive changes that facilitate serving government and Canadians;
- **Engaged managers:** Making improvements that contribute to employee engagement and citizen satisfaction; and
- **A relevant and sustainable National Managers' Community:** Increasing the capacity of our organization to support managers and senior leaders to work as a horizontal collective.

This was a productive year for the NMC. In fall 2009, we conducted a series of focus groups across the country, engaging managers from 30 departments and agencies to follow up on key findings from Public Service Employee Survey 2008 from a manager's perspective. In March 2010, we delivered a very successful 9th Annual NMC Professional Development Forum in Montréal to more than 1,200 delegates. The theme of the conference was "Engagement: Connecting Communities," and we partnered with the Association of Professional Executives of the Public Service of Canada (APEX) and invited the Federal Youth Network to participate, connecting our federal public service communities to share experiences and participate in learning activities. We delivered over 150 regional learning events and forums all across the country and increased our capacity to deliver the workshop "Coaching Practices for Managers" by training 31 new practitioners.

François Guimont, Deputy Minister, Public Works and Government Services Canada, continues to provide unwavering support as our Champion and ensures that our voice is brought to the attention of the most senior leaders in the federal public service. I twice had the privilege this year to make a presentation on key managers' issues to the Deputy Minister Committee on Public Service Renewal. Deputies reiterated their ongoing support for our community, recognizing the significant and pivotal role that managers perform in their organizations.

With the support of a very committed and engaged NMC Governing Council, Assistant Deputy Minister Advisory Board, Regional Coordinators and Secretariat staff, we have continued to grow and mature as a nationwide, active and dynamic community with representation in 14 provinces, regions and territories across Canada.

Thank you to all the organizations that contribute the funding that makes our work possible, and to all the managers who participate in their local managers' community. Finally, thank you to all the NMC staff and volunteers who work on behalf of managers across the country. Through this collective effort, the NMC continues to deliver successful results that contribute to the overall objectives of the public service for the benefit of Canadians.



**Mark Butler**, Chair,  
NMC Governing Council

## About the National Managers' Community

### Who We Are

The NMC is a grassroots, horizontal, national network of thousands of federal public service managers spanning all departments and agencies, regions and territories. Just 10 years old, the community has evolved into an active and influential community of managers connected by regional and departmental networks across the country.

The NMC represents, supports and promotes the needs, interests and aspirations of all federal public service managers in their role of achieving public service objectives. Our membership is broad and includes managers who manage people and/or money, and public servants who aspire to be managers (see Figure 1).

Programs and services include regional learning and networking events, an annual national forum, and research and policy activities, all of which are delivered by Regional Coordinators across the country, a Secretariat in Ottawa, the volunteer NMC Governing Council and local managers.

We are supported by departments, central agencies, Regional Federal Councils, an Assistant Deputy Minister Advisory Board and our Deputy Minister Champion. We also work with other public service networks, including APEX and the Federal Youth Network. Working with all our partners, we are able to give managers a strong voice and inspire them to be effective leaders in the public service.

### NMC Governance Structure

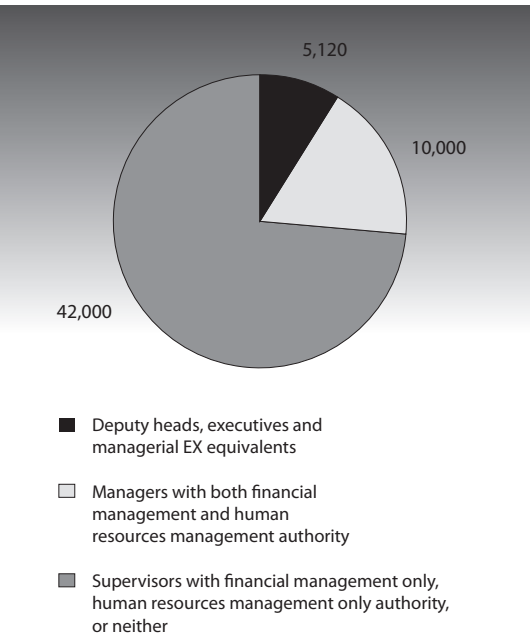


Figure 1: Components of the PS leadership range <sup>1</sup>

<sup>1</sup> 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

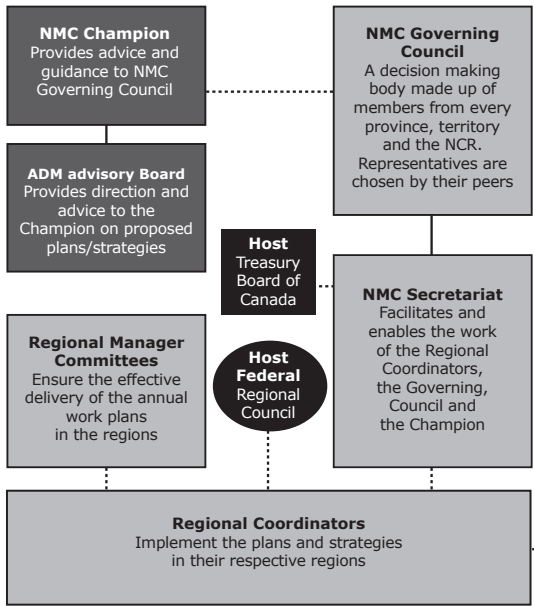


Figure 2: Illustrates the NMC's governance structure

## 2009–10 Year in Review

### Accomplishments at a Glance

**Table 1: The NMC's Accomplishments in 2009–10**

Voice and Influence	Engaged Managers	A Relevant and Sustainable NMC
Held focus groups with managers across the country to follow up on results of Public Service Employee Survey 2008; published a report on the findings	Hosted the NMC Annual Professional Development Forum, which was attended by over 1,200 delegates from 46 organizations	Developed a three-year strategic plan
Polled 1,200 managers on their top issues at the Annual Forum and facilitated a discussion with senior officials; published a report on the findings	Presented over 150 learning events and regional forums to more than 5,500 managers, a 100-per-cent increase over last year	39 federal public service organizations provided \$2.9 million annual funding to the NMC
Gave two presentations to the Deputy Minister Committee on Public Service Renewal on managers' issues and concerns	Delivered 82 coaching sessions to more than 1,900 managers to support them in engaging their staff and being better managers	Hosted second Network Summit to advance work on public service renewal
Signed an MOU with the Canada School of Public Service to work together on managers' learning needs and provided input on new curriculum for managers	Delivered 16 sessions to more than 580 managers on leadership tools	Published first annual report on performance
Supported the Treasury Board of Canada Secretariat's consultations on the <i>Public Service Modernization Act</i>	Trained 47 trainers from across departments to deliver coaching workshops and tools for leadership and learning	Published three issues of the newsletter <i>The Voice</i>
Provided input to <i>Workplace and Workforce Task Force: Compendium of Practical Approaches</i>	Supported development and/or renewal of 4 departmental managers' networks	Revamped the NMC website and piloted an NMC wiki on GCPEDIA to improve communication with and among managers
Facilitated managers' input to CCAF-FCVT's new report, <i>Innovation, Risk and Control</i>	Recognized excellence in management with Leadership Awards to 13 managers and the Mike Nurse Leadership Award to Geoff Munro	Enhanced linkages with EX community through a partnership with APEX to deliver the NMC Annual Forum
Facilitated managers' input to the Public Service Commission's five-year review of its appointments policy	Collaborated with the Canada School of Public Service to deliver two armchair sessions that were webcast across the country	Invited the Federal Youth Network to participate in the NMC Annual Forum

## Voice and Influence

The NMC continues to give support and advice on key policy issues such as staffing, recruitment, performance management, innovation and risk, and the “web of rules.”

### 2009 Focus Groups

In fall 2009, we held cross-country discussions with managers to “drill down” on Public Service Employee Survey 2008 results. Many of the issues raised in the focus groups were recurring. Managers indicated that they need to feel trusted and empowered and need to be supported in their development.

They also wish to be regularly consulted and have input in the decision-making process. Dealing effectively with these issues would address some of the concerns managers have raised with respect to their workload, their ability to make effective and timely decisions, their relationship with employees and clients, and their confidence and competencies.

The findings and results of these focus groups revealed a number of areas where further investigation was

warranted, and the data collected through these consultations was used to formulate the topics and themes for the e-polling questions and the dialogue between delegates and deputy ministers at the Annual Forum held in March 2010. NMC published the results of these consultations in **National Managers’ Community National Focus Groups 2009: a Review of the 2008 Public Service Employee Survey Results**. Table 2 provides the main highlights of this report.

Table 2: Highlights from the Public Service Employee Survey 2008

- Managers are not able to complete their assigned workload during regular working hours.
- Results indicated there was a need for more effective and timely decisions and better flow of information from senior management.
- Managers identified a need and interest for more on-the-job coaching.
- Managers’ responses indicated that their overall confidence in senior managers is low.

### Highlights of the Dialogue with Senior Officials and E-Polling Results

At the Annual Forum held in March, more than 1,200 delegates participated in an on site e-polling session where they identified the challenges facing managers within the public service. This was followed by a dialogue with a panel of deputy ministers to further explore key issues identified and to discuss approaches to address them (see Table 3).

Table 3: Dialogue with Senior Officials: What Managers Told Us

Innovation, Risk and Control	People Management	Talent Management
<ul style="list-style-type: none"><li>• There is a perception that organizations are risk-averse. Managers desire a culture that has a higher risk tolerance and supports innovation.</li></ul>	<ul style="list-style-type: none"><li>• Managers acknowledge the need to spend more time on people management but identify administrative workload and reporting functions as key obstacles.</li><li>• More training on people management would be welcomed.</li></ul>	<ul style="list-style-type: none"><li>• Managers generally receive feedback on their performance but not on their career development.</li></ul>



Table 3: Dialogue with Senior Officials: What Managers Told Us (*cont*)

Innovation, Risk and Control	People Management	Talent Management
<ul style="list-style-type: none"> <li>Managers strongly desire user-friendly policies and guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Managers recognize the need to deal with unsatisfactory performance, but they need support from senior management and human resources. Managers are also concerned about the time-consuming process required to address unsatisfactory performance.</li> </ul>	<ul style="list-style-type: none"> <li>Coaching, mentoring, and formal/informal networks are seen as key learning tools.</li> </ul>
<ul style="list-style-type: none"> <li>Managers want to exercise their authorities and want to have support from senior management for decisions taken.</li> </ul>	<ul style="list-style-type: none"> <li>Managers desire more relevant tools and access to human resources expertise and support to use (existing) staffing flexibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Managers indicated that there is value in federal departments and agencies working together to offer career development opportunities.</li> </ul>

A follow-up report, “**National Managers’ Community Ninth Annual Professional Development Forum — Montréal ‘Dialogue with Senior Officials’ Session, March 3, 2010**”, was prepared. It summarizes the e-polling results, delegates’ recommendations for addressing issues and concerns raised, and potential solutions identified during the dialogue with deputy ministers. This information is being shared with deputy heads and senior officials in the public service.



Managers participate in e-polling session

## Network Summit

The NMC also collaborated with its many partners to advance public service renewal. A second Network Summit was held in Ottawa that brought together various networks, including APEX, the Federal Youth Network, the Regional Federal Councils, the Office of the Chief Human Resources Officer, the Human Resources Council, the Canada School of Public Service and the Privy Council Office. These groups committed to working together on the following:

- Performance management;
- Leadership development; and
- Engagement strategies for the National Capital Region.

## Memorandum of Understanding (MOU) with Canada School of Public Service

In June 2009, the NMC signed a MOU with the Canada School of Public Service that set the stage for a more effective working relationship with the School and opened the door for the NMC to provide input to the School's new curriculum for managers. NMC and the School collaborated on two armchair sessions: one on performance management and another on virtual management. The School also provided services to NMC to help plan and deliver the NMC's Annual Forum as well as several other events in regions across Canada.



*Mary Jacobi (former Executive Director, NMC), Élise Boisjoly (Director General, Functional Communities and Blended Learning Centre, Canada School of Public Service) and Mark Butler (Chair, NMC Governing Council) at the signing ceremony of the MOU.*

## Consultations with Central Agencies and Other Organizations

In spring 2009, Treasury Board of Canada Secretariat held consultations with a variety of stakeholder communities across Canada, including managers, deputy heads, bargaining agents, young public servants, human resources professionals and various regional councils to support the five-year review of implementation, administration and operation of the Public Service Modernization Act. The NMC assisted in promoting the sessions with managers and played a primary role in their organization in a number of regions.

In fall 2009, the NMC participated in a task force led by Monique Collette, President, Atlantic Canada Opportunities Agency. The resulting report, **Workplace and Workforce Task Force: Compendium of Practical Approaches**, cites several NMC initiatives, including "Coaching Practices for Managers" workshops, the Network Summit and the NMC's support of public service renewal.

The NMC arranged for managers' input to a major study of the CCAF-FCVI, **Innovation, Risk and Control**. The perspective provided by federal public service managers is an important element of this report, which was published in January 2010. In winter 2010, the NMC worked closely with the Public Service Commission on a five-year review of its appointments policy. The Commission wanted to hear directly from managers on the effectiveness of the policy and was particularly interested in having managers identify areas where they were experiencing difficulties.

## Engaged Managers

### Annual NMC Professional Development Forum

More than 1,200 people from 46 organizations across the Government of Canada attended the 9th Annual NMC Professional Development Forum held in Montréal from March 2 to 4, 2010.

The theme, "Engagement: Connecting Communities," was presented in collaboration with APEX. As well, the NMC invited the Federal Youth Network to participate, and managers were joined by experienced executives and new professionals for enhanced learning and sharing of experiences.

Wayne Wouters, Clerk of the Privy Council and Secretary to Cabinet, gave a keynote address on the first day of the Forum. The Honourable Christian Paradis, Minister of Natural Resources, provided opening remarks, and Marie-Lucie Morin, National Security Advisor to the Prime Minister and Associate Secretary to the Cabinet, introduced the session entitled

“Dialogue with Senior Officials.” During this interactive session, delegates were electronically polled about their views in areas related to managing and leading in today’s public service. The results were instantly visible to all, and delegates had the opportunity to discuss the results with a panel of senior officials that included the following:

- Janice Charette, Deputy Minister, Human Resources and Skills Development Canada;
- Linda Lizotte-MacPherson, Commissioner, Canada Revenue Agency;
- Monique Collette, President, Atlantic Canada Opportunities Agency;
- Daphne Meredith, Chief Human Resources Officer, Treasury Board of Canada Secretariat; and
- François Guimont, Deputy Minister, Public Works and Government Services Canada, and NMC Champion.



**Wayne Wouters, Clerk of the Privy Council, addresses delegates at the 9th Annual NMC Professional Development Forum in Montréal in March 2010**

Forum participants had the opportunity to attend one of four sessions on the topic of employee engagement,

as well as interactive workshops, off-site study tours and a marketplace with 30 exhibitors. Dr. Samantha Nutt, Executive Director of War Child Canada, gave a moving and thought-provoking closing keynote address.

Here is what delegates told us about the Forum:

- 91 per cent indicated a moderate or greater level of encouragement to participate in their communities as a result of the Forum;
- 96 per cent indicated that they would recommend the Forum to a colleague;
- 94 per cent felt that the Forum was moderately effective or greater in providing useful knowledge to support their work; and
- 93 per cent of delegates indicated that the forum was effective in providing networking opportunities.

## Regional Events

Over the 2009–10 fiscal year, the NMC offered more than 150 learning events to over 5,500 participants in every region across the country. This included coaching and other professional development workshops for managers, networking events, regional forums, and focus groups. With a full complement of staff and active regional councils, the NMC was able to increase the number of offerings as well as the types of events it was able to hold (see Figure 3). Thirty-eight events were delivered in partnership with other organizations such as the Canada School of Public Service and other levels of government. Several events were webcast to include more participants (see Figure 4). We expect to make more use of this technology and others in coming years in order to reach out to a broader audience.

Figure 3: The NMC's Number of Learning Events in 2009-10 and 2008-09

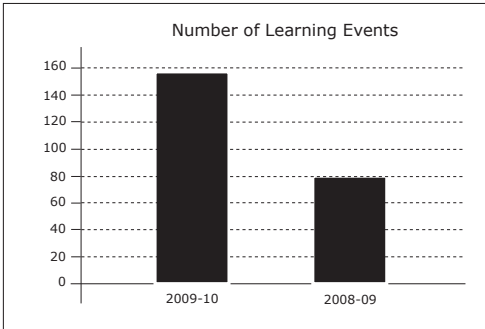
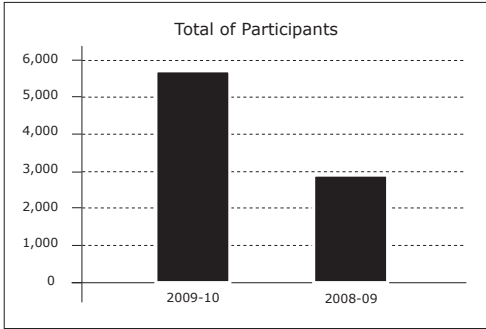


Figure 4: The NMC's Total Number of Participants of Learning Events in 2009-10 and 2008-09



Managers Learning from Managers

A total of 82 “Coaching Practices for Managers” workshops were held across the country and were attended by more than 1,900 participants. Using a “train the trainer” format allowed the NMC to deliver these sessions in a cost-effective manner, averaging about \$20 per person (excluding salary costs), and sessions were offered at no cost to participants. Evaluations of the sessions were very positive, with participants highlighting the relevance of the material and the practical application of tools and techniques in the workplace.

In addition, we delivered 16 sessions to more than 580 managers and senior managers on how to use innovative organizational learning and engagement tools. NMC representatives also delivered keynote and motivational speeches to support 14 other organizations with their own in-house events.



“Tools for Engagement” session in St. John’s in November 2009

Departmental Networks

With the assistance of our Champion, François Guimont, his Assistant Deputy Minister Advisory Board, and his deputy minister colleagues across government, the NMC worked to support, revitalize and start a number of new managers’ networks inside departments and agencies. We would like to congratulate the new networks at Correctional Service Canada, Environment Canada, Indian and Northern Affairs Canada, and the Public Safety Commission of Canada.

## Awards and Recognition

Each year, the NMC recognizes management excellence through Leadership Awards presented at the Annual NMC Professional Development Forum. In 2009–10, the following managers were recognized for their outstanding initiative in engaging employees and creating positive organizational change:

- Glen Lehtovaara, Canada Border Services Agency (British Columbia and Yukon)
- Lorraine Seale and Greg Yeoman, Indian and Northern Affairs Canada (Northwest Territories)
- Levina Ewasiuk, Health Canada (Alberta)
- Rob Garrison, Correctional Service of Canada (Saskatchewan)
- John Beverley, Canada Revenue Agency (Manitoba)
- Spencer Dewar, Indian and Northern Affairs (Nunavut)
- Barry Halman, Canada Revenue Agency (Ontario)
- Barbara Adams, Fisheries and Oceans Canada (National Capital Region)
- Charles Lajoie, Citizenship and Immigration Canada (Quebec)
- Louis Turgeon, Service Canada (New Brunswick)
- Major Celeste McLeod, National Defence (Nova Scotia)
- Roger Steadman and Ian Morrison, Parks Canada (Prince Edward Island)
- Judy Rowell, Parks Canada (Newfoundland and Labrador)

A single national award, the Mike Nurse Leadership Award (named after the first NMC Champion), is presented to a manager, leader or team who demonstrates excellence in meeting management and leadership challenges across the country.

The 2009–10 winner of this prestigious award was Geoff Munro, Chief Scientist and Assistant Deputy Minister, Natural Resources Canada, Innovation and Energy Technology Sector.



*From left to right: Judy Rowell, Greg Yeoman, Glen Lehtovaara, Ian Morrison, Roger Steadman, Celeste McLeod, Geoff Munro, Levina Ewasiuk, François Guimont (NMC Champion), Louis Turgeon, Barry Halman, Rob Garrison, John Beverley, Charles Lajoie and Barbara Adams*

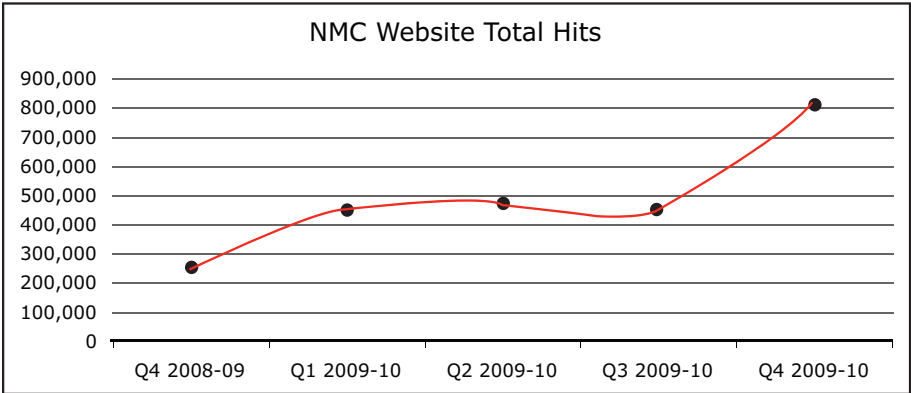
## A Relevant and Sustainable National Managers’ Community

### Communications

Fiscal year 2009–10 was the first full year of the NMC’s revamped website. Total hits for the year exceeded 2 million, representing growth of over 100 per cent, with use of the website growing in each quarter (see Figure 5). The most popular download from the website were the publications *Tools for Leadership and Learning*, followed by *Coaching Practices for Managers*—a clear indication that managers are finding these to be practical and relevant tools.

Additional features to the website this year include a page highlighting NMC research and analysis, a section on job opportunities that advertises any openings with the NMC, and a revised mailbox where managers can sign up to get regular updates and news from the NMC. At the time of publishing this annual report, more than 1,400 managers had subscribed to this feature.

Figure 5: Growth of Total Hits to the NMC’s Website for 2009–10 and Last Quarter of 2008–09



The NMC page on GCPEDIA provides a place for managers to discuss and collaborate on issues, challenges and ideas. By joining this 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.

Three issues of the newsletter *The Voice* were published during this fiscal year. The themes of the first two newsletters were performance management and networking; the third newsletter provided highlights of the 9th Annual NMC Professional Development Forum in Montréal.

In June 2009, the NMC published its first annual performance report, which was presented to all our funding partners and posted on our website. This is part of the NMC’s ongoing effort to give a full account of its activities, outcomes and results, and to keep our membership and stakeholders informed of our accomplishments. An article about the NMC in the March 2010 issue of *Canadian Government Executive* also helped in our outreach to managers and stakeholders.



## Financial Highlights

The NMC receives funds from 39 organizations, mostly through the Annual Reference Level Update. The funding received is based on a levy of \$14.10 per employee, which is used to support the NMC in achieving its objectives.

Revenues increased in 2009–10 compared with the previous year because two organizations increased their contributions (see Table 3).

**Table 3: Financial Highlights in 2009–10 and 2008–09**

	2009-10	2008-09
Revenue	2,984,711	2,908,172
Expenditures	2,834,024	2,542,561
Balance	150,687	365,611
FTEs*	18	15

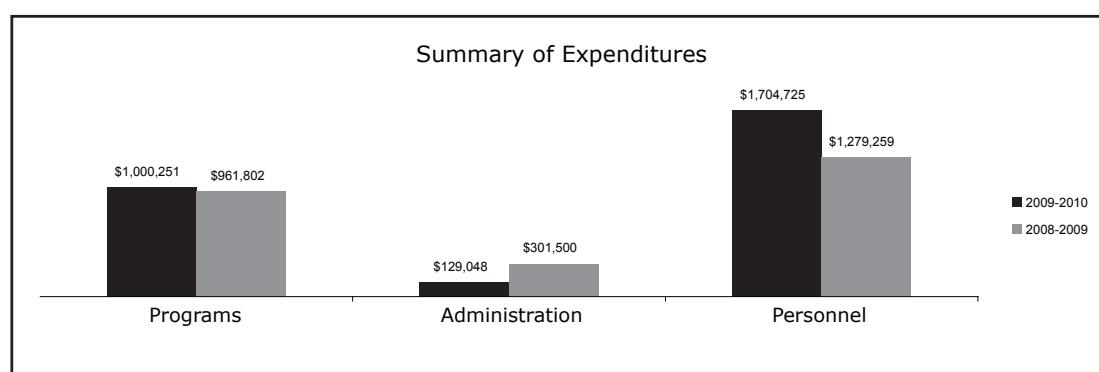
\* Full-time equivalents

Over the last year, the NMC was able to staff some vacant positions in regions across Canada and in the Secretariat, bringing its staff complement up to 18 employees from 15 the previous year. This resulted in increased salary expenditures but also allowed increased capacity to deliver on our priorities, including the Annual Forum. In addition, the NMC carried the full weight of costs for staff benefits whereas we had not in the previous year.

Increasing staff also allowed for less reliance on temporary help, thereby decreasing costs in administration. Program costs remained relatively stable and were split quite evenly between regional and national programs in each of the two years (see Figure 6).

15

**Figure 6: Summary of Expenditures (2009–10 and 2008–09)**



The NMC has strong networks throughout the regions. Most of its operational funds last year supported the delivery of initiatives and programs in 13 regions across Canada. This year saw an increase in funding directed at national programs that resulted from two “train the trainer” programs for managers that

increased our inventory of coaching practitioners to deliver sessions in both official languages across the country (see Table 4). The sessions are aimed at providing managers with tools to increase their effectiveness.

Table 4: Program Expenditures

	2009-10	2008-09
Regional Programs	\$572,546	\$573,436
National Programs	\$427,705	\$388,366

With the introduction of its new strategic plan at the beginning of 2009, the NMC began to track its expenditures against its three strategic outcomes, with the largest share of funding going toward engaging managers through learning events such as the Annual Forum, regional forums and “Coaching Practices for Managers” workshops (see Table 5).

Table 5: Summary of Expenditures 2009–10

	2009-10
Salaries and Benefits	\$1,704,725
Operations:	
• Voice and Influence	\$148,436
• Engaged Managers	\$534,545
• A Relevant and Sustainable Community	\$446,318
<b>Total</b>	<b>\$2,834,024</b>

## The Year Ahead

The NMC is recognized as a “go to” organization, speaking as one voice for all managers, supportive of its members and contributing effectively in addressing many of the challenges affecting the public service today. As the largest and most active community in the federal public service, managers play and will continue to play a vital role in the renewal of the public service. The NMC has the capacity to reach managers nationally, across regional and departmental networks, to gather intelligence on trends and issues and to use that information to influence positive change.

The NMC strategic plan developed at the onset of fiscal year 2009–10 established goals and objectives to enable managers, as a collective, to partner with senior leaders to better serve our government and Canadians. Consistent with our Charter, we will review our strategic plan in fall 2010. In the meantime, the NMC believes that a continued focus on the following three overarching outcomes will yield excellent results for managers and the public service overall:

- **Voice and influence:** Managers and senior leaders partner to make positive changes that facilitate serving our government and Canadians;
- **Engaged managers:** Managers are committed and work to make improvements that contribute to employee engagement and citizen satisfaction; and
- **A relevant and sustainable National Managers’ Community:** Managers and senior leaders have the capacity to work as a horizontal collective through the NMC.

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*“Managers are the creators and carriers of corporate culture. They translate the principles and goals of renewal into the realities of daily work.”*

— Clerk of the Privy Council,  
2010–11 Public Service Renewal Action Plan

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As we look forward to the year ahead, we will enhance our efforts to support existing communities, help create new departmental managers' communities, and find ways to build on each other's strengths, resulting in a more coordinated effort to support managers. We will look for ways to further enhance our mechanisms to engage and consult with managers on relevant policies and issues and to ensure that their views and concerns from across the country are heard.

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 such as the Deputy Minister Committee on Public Service Renewal to ensure that managers' views are expressed and to collaborate on measures to enhance and support managers in their roles.

In response to the great demand from managers for learning sessions on coaching and other tools, we are increasing our capacity in this area and are developing a plan that will guide us well into the future.

Partnerships will continue to be key as we look to foster our existing relationships with the Regional Federal Councils, other networks, the human resources community and central agencies and look to develop new strategic alliances. These partnerships will better allow us to reach our goals.

Finally, we recognize that taking advantage of new technologies and innovative methods of engaging and communicating with our community is important to our effectiveness. We will continue to enhance our use of available tools within our organization as a virtual entity and with the management community as a whole.

## Appendix

### Member Information • Assistant Deputy Minister Advisory Board Members

**François Guimont** (Champion), Deputy Minister, Public Works and Government Services Canada  
**Donna Achimov**, Vice-President, Individual Learning, Canada School of Public Service  
**James Baird**, Regional Director, Newfoundland and Labrador, Fisheries and Oceans Canada  
**Stephen Baker**, Vice-President, Finance Administration and Information Technology, Canadian Food Inspection Agency  
**Major General Robert Bertrand**, Director General, Chief of Program, National Defence  
**Fred Caron**, Assistant Deputy Minister, Claims and Indian Government, Indian and Northern Affairs Canada  
**Kin Choi**, Assistant Deputy Minister, Corporate Services Branch, Health Canada  
**Cheryl Fraser**, Assistant Commissioner, Human Resources Branch, Canada Revenue Agency  
**Janet Gagnon**, Vice-President, New Brunswick, Atlantic Canada Opportunities Agency  
**Ron Hebert**, Assistant Deputy Minister, Corporate Services Branch, Veterans Affairs Canada  
**Michaela Huard**, Acting Assistant Deputy Minister, Policy Sector, Fisheries and Oceans Canada  
**Marilyn Kapitany**, Assistant Deputy Minister, Western Economic Diversification Canada  
**Francine Kennedy**, Chief Executive Officer, Translation Bureau, Public Works and Government Services Canada  
**David MacDonald**, Senior Assistant Deputy Minister, Human Resources and Skills Development Canada  
**Darrell Mahoney**, Assistant Commissioner, Pacific Region, Canada Revenue Agency  
**Bill Merklinger**, Assistant Deputy Minister, Corporate Management and Services Sector, Natural Resources Canada  
**David Moloney**, Executive Vice-President, Office of the President, Canadian International Development Agency  
**Ross MacLeod**, Assistant Deputy Minister, Governance, Planning, Policy and Infrastructure Sector, Treasury Board of Canada Secretariat  
**Virginia McRae**, Acting Assistant Deputy Minister, Corporate Services, Department of Justice Canada  
**Paul Mills**, Vice-President, Newfoundland and Labrador, Atlantic Canada Opportunities Agency  
**André Morency**, Assistant Deputy Minister, Corporate Services, Transport Canada  
**Charles Nixon**, Assistant Deputy Minister, Citizen Services Branch, Service Canada  
**Marc O'Sullivan**, Assistant Comptroller General, Treasury Board of Canada Secretariat  
**Ron Parker**, Senior Assistant Deputy Minister, Industry Sector, Industry Canada  
**Chuck Shawcross**, Assistant Deputy Minister, Chief Information Officer, Environment Canada  
**Gerry Thom**, Vice-President, Staffing and Assessment Services, Public Service Commission  
**Dr. Bob Walker**, Assistant Deputy Minister, Science and Technology, National Defence  
**Mark Watters**, CA, Assistant Deputy Minister, Chief Financial Officer, Citizenship and Immigration Canada

### Member Information • Governing Council Members

**Mark Butler** (Chair), Atlantic Canada Opportunities Agency  
**Jocelyn Anderson**, Canada Revenue Agency, Prince Edward Island  
**Andrew Brebner**, Natural Resources Canada, Northwest Territories  
**Major David Devries**, National Defence, Ontario  
**John Doody**, Fisheries and Oceans Canada, Newfoundland and Labrador  
**Valerie Heaman**, National Defence, National Capital Region  
**Donald James**, Natural Resources Canada, Nunavut  
**Shaffina Kassam**, Environment Canada, Ontario  
**Gail Krestanovich**, Canada Revenue Agency, British Columbia and Yukon

**Kevin Leahy**, Royal Canadian Mounted Police, New Brunswick  
**Marcel Martineau**, Canada Revenue Agency, Alberta  
**Jackie Mason**, Agriculture and Agri-Food Canada, Manitoba  
**Linda Mayne**, Veterans Affairs Canada, Prince Edward Island  
**Jean McLean**, Indian and Northern Affairs Canada, Saskatchewan  
**Bev Mitelman**, Canada School of Public Service, Quebec  
**Elisabeth Stoqua**, Public Works and Government Services Canada, National Capital Region  
**Bob Thompson**, National Defence, Nova Scotia  
**Jennifer Wessner**, Office of the Commissioner of Official Languages, Saskatchewan

Please visit the NMC website at [www.managers-gestionnaires.gc.ca](http://www.managers-gestionnaires.gc.ca) for up-to-date contact information for Regional Coordinators and Secretariat staff.

## Publications

National Managers' Community National Focus Groups 2009: A Review of the 2008 Public Service Employee Survey Results

"National Managers' Community Ninth Annual Professional Development Forum — Montréal 'Dialogue with Senior Officials' Session, March 3, 2010"

"Voice and Influence — The Way Forward" (a PowerPoint presentation that summarizes all research conducted by the NMC in recent years)

19

## Contributing Organizations

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