
2014 – 2015 ANNUAL REPORT

National
Managers'
Community



Communauté
nationale des
gestionnaires

Canada 

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Introduction

The year 2014-15 was one of great change for the National Managers' Community (NMC). Guided by the Clerk of the Privy Council, the NMC engaged in a transformative re-orientation.

In doing so, the NMC re-committed itself to its vision of “being recognized by all as a vibrant, influential and well-connected community that inspires managers and gives them a voice.” This transformation was designed to enable NMC to better align with the priorities of government in the pursuit of excellence in the Public Service and to fulfill its stated mission of “supporting excellence in public service managers.”

The NMC was instructed by the former Clerk of the Privy Council to:

- i) ensure peer-learning opportunities for managers complement and support the training available at the Canada School of the Public Service (CSPS);
- ii) provide opportunities for managers to offer feedback on government-wide initiatives; and,
- iii) continue to be the voice of managers through the use of new virtual tools and technologies

This Annual Report details how NMC has implemented its transformation from 2014-2015 and progress in achieving the NMC's stated mission.

Overview of Strategic Objectives

The NMC's mandate and mission was reviewed and supported by the NMC's Governing Council through four Strategic Objectives.

1. VOICE

Continue to create opportunities for managers to express needs, interests and concerns to senior management, central agencies and other key partners.

Managers have a unique and valuable vantage point within the organization from which to provide input into the strategic decision-making process. As the cadre charged with implementing programs, processes and systems for the Public Service, managers translate high level strategic direction into operational reality.

2. LEARNING and DEVELOPMENT

Work in partnership with the CSPS to support learning for managers.

While the role of the manager essentially remains the same, the way in which managers play their role in public sector organizations is rapidly changing. It is imperative that managers have the capacity and the opportunity to learn and acquire new skills on an ongoing basis in order to successfully adapt to new realities and continue to deliver results for Canadians.

3. NETWORKING

Continue to develop new and innovative ways to build and strengthen relationships between managers, manager groups and other horizontal and functional communities.

Managers are a vital part of the pathway within the Public Service, enabling organizations to work in collaboration instead of isolation. A well-connected National Managers' Community is essential to reduce duplication of efforts, foster innovation and ensure the successful implementation of developing relationships within communities throughout the Public Service.

4. SUSTAINABILITY

Ensure the NMC's long-term sustainability by focusing on a few select activities with high-impact and well-aligned with broader Public Service priorities.

As a grassroots community, the NMC must endeavor to operate and conduct activities that can be supported into the future, given the limited resources.

Since this was a year of great change, the NMC cautiously approached what could be achieved with reduced staffing and funding. Rather than develop a comprehensive list of activities around each objective, a broad plan of action was produced that focused on the delivery of five regional forums. These Forums were strategically viewed as the best way to utilize the limited resources, engage the community, and begin the restructuring and reinvigoration of the organization. They also provided the NMC with the opportunity to test the current and existing technology, in order to prepare for a national virtual forum, an upcoming virtual event, as directed by the Clerk of the Privy Council.

Organizational Structure

Deputy Minister Champion

In May 2014, a new Deputy Minister Champion for the NMC was appointed by the Clerk of the Privy Council. Ms. Karen Ellis, President of FedDev Ontario, assumed this role in May 2014, taking over from Suzanne Vinet who retired from the Public Service. The Champion's previous experience with Managers' Communities in a number of departments, including NRCan, has proven critical at this time of change for NMC. The role of the Deputy Champion is to ensure that at the highest executive levels, the voice of managers is heard and profiled, while also providing the NMC with strategic advice and guidance. To assist in this latter task, the Champion chairs an ADM Advisory Board.

ADM Advisory Board

The NMC ADM Advisory Board consists of executives from all 39 funding departments to the National Managers' Community. These executives are most often the Champions of their departmental managers' communities. By the beginning of 2014, this Board, which had not convened for over a year, had dwindled to only some 15 members, owing to retirements and reassignments. With the assistance of the Champion, the NMC was successful in re-establishing the Advisory Board. By the end of fiscal, there were some 29 ADMs on the Board, which has met four times over the past year. The Advisory Board provided important advice regarding the action plan for 2014-15 as well as, the proposed regional forums, and offered strategic advice in reaching out to departments.

Appendix 1, ADM Advisory Board Membership List...page 21-22

Managers' Advisory Board

To deepen engagement with departments in 2014-15, the NMC established a Managers' Advisory Board. This group consists of managers who head up their departmental managers' communities. Currently this Board consists of over 30 managers representing 25 departments. The role of this Board is to share information on departmental activities, recruit volunteers from within their departments to help with NMC initiatives and enable these managers to better brief their ADMs on current and proposed joint ventures and NMC activities. This group convened three times over the fiscal year.

Governing Council

The primary role of the Deputy and the ADM and Managers Advisory Boards has been to provide strategic advice to NMC Governing Council on the way forward. The Governing Council appointed a new Chair and Vice-Chair, as the terms of office for the incumbents ended. The NMC recognized the tremendous contribution of Kevin Leahy (New Brunswick, RCMP) and Jackie Mason (Manitoba, Agriculture Canada) throughout the past two years. Judy Beaudoin (Quebec, CSPA) was elected Chair with the Vice-Chair role being assumed by Graham Casey (Manitoba, Grain Commission). Over the same period, two other members of Council retired (Peter Wright, Nova Scotia and Shauna Gebhardt, Saskatchewan).

The NMC Governing Council is the final authoritative body within the organization. Members of the Council are elected by their regional steering committees and help voice the particular concerns and perspectives of managers within their province or territory. In the last year, the governing council has held nine virtual meetings, two WebEx-facilitated sessions for business plan development and one end-of-year, in-person meeting.

Appendix 2, Governing Council Membership List ...page 23

Regional Steering Committees

Each member of Governing Council reports back to, and liaises with, their respective regional steering committees. These committees are composed of managers from federal government departments in each province/ territory who were identified as the regional departmental representative. The work of some these committees has been constrained by the loss of full-time NMC staff in the region. However, by year-end, the Steering Committees were operational in almost all provinces and one territory.

Northern Strategy

The NMC adopted a Northern Strategy to assist in facilitating manager engagement in the Territories which will be operationalized in the new fiscal. Initial links were developed in the early months of 2015 with potential key partners from Northern focused organizations such as CanNor. In 2015-2016, the NMC will work closely with the Northern Regional Federal Council and senior management round tables in each of the three Territories to engage managers across the North.

NMC Regional Managers

While the NMC retained individual provincial/ territorial steering committees, the reduction of staff meant that our remaining regional coordinators had to be assigned new and additional responsibilities. The coordinators were assigned to the following six regions: 1) BC/Alberta; 2) Saskatchewan/ Manitoba; 3) Ontario; 4) NCR/ North; 5) Quebec; 6) Atlantic Canada. Each coordinator was also given corporate responsibilities around communications, IT, and planning to assist the remaining three secretariat staff. Reflecting the changed and expanded roles of the regional staff, their position titles were updated to the title of Regional Managers.

In the past, our Regional Managers were hosted by different departments depending often on their home department's ability to continue supporting their NMC work. To facilitate communication and administration and to better achieve our new mandate, the NMC moved to a new host, the Canada School of the Public Service. All NMC staff in the Secretariat and the regions are housed with the CSPS and share a common email address, access to the School's facilities and technologies and a common approval and authorization process.



Activities and Achievements

This period of transformation for the NMC, with reduced budget and staffing, has not witnessed a diminution in the range and number of activities facilitated or organized by the organization. On the contrary, with a new mandate, new partnerships and using new technologies, the NMC has seen one of its busiest years since its inception some 15 years ago. These activities were aligned to support of our strategic objectives and reflect only the major activities. As a normal part of business, NMC staff, governing council and steering committee members engage in a host of meetings, consultations, and events organized by departments or other functional and horizontal communities in our continued efforts to network across government.

1. VOICE

The NMC's work related to creating opportunities for managers to voice their needs, concerns and interests has taken many forms this fiscal year. The NMC has been consulted by departments and organizations to provide managers' perspectives on a wide array of issues and initiatives. In turn, we have also brought managers together across the country to share their perspectives on federal initiatives, test pilot programs, or to ask questions to senior leaders.

NMC Forum Series 2014-15: The NMC's 2014-15 Forum Series: Leadership for the Future has embodied Destination 2020. This virtual forum series has taken place as half day sessions in five locations across the country. Rather than managers coming to the forum, the NMC has taken the forum to managers, which has been identified as especially important for those in the regions. The approach has leveraged technology and encouraged maximum interaction and discussion between managers across the country. Approximately 1200 public servants have participated in the regional forums and approximately half of these virtually at satellite viewing centres. The NMC's vision is that both the regional forums and the subsequent national event in 2015-16 will be embraced as a model of the Blueprint 2020 vision in practice. These events were a key opportunity to express perspectives on a variety of issues including mental health and wellness, change management, learning new ways of working, engagement and leadership.

See Appendix 2. 2014-2015 Forum Series Overview

NMC GCconnex Group: The NMC has used its ever growing GCconnex group to consult with managers instantly and virtually. In many cases, questions posed have spurred fascinating discussions online, bringing new ideas to the (virtual) table. It is worth noting that the NMC group currently has the 10th largest following (membership) on GCconnex.

Canada School of Public Service: 2014-15 marked the beginning of a new partnership with the NMC and the Canada School of Public Service. The two organizations explored ways to connect and collaborate so managers' perspectives are heard and key consultation can take place. This was a critical transition year for the CSPA and an important opportunity for the NMC to lend its advice and perspectives, as the CSPA was redesigning their managers' development program. Key activities where the NMC worked in partnership with the CSPA includes:

- ✓ NMC coordination and recruitment for focus group testing with managers on a mid-year performance management guide;
- ✓ Assistance and consultation in the development of the CSPA new managers' curriculum;
- ✓ NMC coordination and recruitment to support CSPA's Pilot Performance Management Learning Day in the NCR and ongoing consultation on managers regarding Performance Management training;
- ✓ NMC coordination and recruitment for pilots for the CSPA's new managers' curriculum.

Federal Public Service Initiatives: The NMC was also requested to share the perspectives of managers related to key federal initiatives. In 2014-15, these initiatives included:

- ✓ Internal Red Tape Reduction
- ✓ HR Council smart shop
- ✓ HR tool kit for managers
- ✓ Clerk's report to the Prime Minister (Video)
- ✓ Destination 2020 (video)
- ✓ Live tweeted BP2020 sessions
- ✓ Innovation Hub
- ✓ Performance Management mid-year guide (focus group)
- ✓ Collaborated with Talent Management Experts to develop resources for managers on TM (video, webex sessions)
- ✓ Input to PCO communications strategy
- ✓ Presented BP2020 departmental engagement champion committee
- ✓ Consulted managers' community on Destination 2020

- ✓ GC 2.0 Team (seven consultative sessions)

Senior Leaders: Senior leaders look to the NMC to get a pulse on what's on the minds of managers. To support our senior leaders, the NMC coordinates numerous events that bring managers to the table to share their perspectives, concerns and ideas. In 2014-15, these included:

- ✓ DM Louise Levonian's visits to Edmonton and to the Atlantic regions. The purpose of these meetings was to hear from managers on their activities and next steps related to Destination 2020.
- ✓ ADM Andre Lapointe (TC) visited Winnipeg, Vancouver, and Moncton to consult with managers on what strategies they developed in the regions to reinvigorate their departmental managers' communities.
- ✓ ADM Ross McLeod (OCHRO) met with managers in Vancouver to talk about their questions and concerns related to Performance Management.
- ✓ Catherine MacQuarrie (CSPS) met with the NMC Secretariat staff in Vancouver to discuss how the NMC-CSPS partnership was developing and to scope out new opportunities for collaborating on initiatives for managers.
- ✓ 2015 ADM National Forum
 - The NMC contributed by seeking out managers who would be willing to video record short vignettes with challenging questions for senior leaders to be shared at the ADM Forum; and through the participation of the NMC Executive Director, Chair and Past Chair on a panel regarding what managers need from their ADMs and vice versa.

Interdepartmental: The NMC has provided advice and guidance on the behalf of managers to requesting departments related to specific projects, processes or initiatives. In 2014-15, these included:

- ✓ Public Service Commission's student recruitment program
- ✓ TBS OCHRO validation session AS-01 internal / external advertised process pilot
- ✓ Pacific Federal Communications Council consulted NMC on 2014-15 plan for managers
- ✓ Representing voice of managers to Performance Management Interdepartmental Network
- ✓ Prairie Federal Council, Alberta Federal Council, BC Federal Council meetings (Executive Director)

- ✓ Representing voice of managers to newly organized federal councils (NMC Regional Program Managers)
- ✓ Internal Conflict Management Network – representing managers perspectives;
- ✓ Interdepartmental Managers’ Advisory Committee (five meetings).

Internal Consultation: The NMC functions with the advice, guidance and expertise of the Governing Council, the Regional Steering Committees and the Secretariat team. Harnessing the knowledge and perspectives of these groups is another way that the NMC shares the voice of managers. This year, the NMC engaged internally by:

- ✓ Hosting Governing Council meetings
- ✓ Producing “Engaging the Middle: Report to Clerk on BP2020”
- ✓ Contributing three articles to Canadian Government Executive Magazine
- ✓ Consulting Regional Steering Committees on the NMC’s Business Plan
- ✓ Consulting Regional Steering Committees on themes and topics to shape the National Forum and Forum Series

Regional Steering Committee Meetings by Province/ Region

BC	AB	SK	MB	Joint/Prairie	QC	NCR	ON	ATL
4	3	2	3	1	10	<i>Restructuring</i>	5	6

2. LEARNING AND DEVELOPMENT

The NMC’s commitment to managers, as related to learning and development, was of critical importance this year. The NMC was instructed by the former Clerk of the Privy Council to ensure peer-learning opportunities provided for managers complement and support the training available at the Canada School of the Public Service (CSPS). The CSPS is responsible for the provision of formal learning within the Public Service and the NMC successfully partnered with the School in providing learning sessions. Examples of the NMC’s valued input into the School’s training and learning events include the Performance Management Learning Day Series and the New Managers’ Curriculum. The NMC continues to engage in discussions with the CSPS officials for future collaboration on learning opportunities for managers.

The NMC ensured that managers were given the capacity and the opportunity to learn and acquire new skills throughout the year, across the country, in person and virtually to successfully adapt to new realities and continue to deliver results for Canadians. It should be noted that learning themes and topics were developed through extensive consultation of the management community (FY 2013-14 BP2020 consultations) and through outreach with our Regional Steering Committees. Learning opportunities included: The 2014 - 2015 Forum Series, presentations to departments, facilitation and peer learning sessions, and the introduction and use of key tech tools to facilitate virtual engagement.

NMC Forum Series: The NMC planned, coordinated and delivered five sessions of the NMC Forum Series entitled: *Leadership for the Future*. These sessions took place in:

- Pacific Region, October 29, 2014
- Québec Region, December 8, 2014
- Prairies Region, January 14, 2015
- Atlantic Region, February 17, 2015
- Ontario Region/NCR, March 11, 2015



Employees of the NMC and CSPS, behind the scenes at a NMC Forum Series event.

Presentations: The NMC was approached by several departments and horizontal communities to deliver presentations on our mandate and mission. These were considered key outreach activities.

- ✓ Keynote on Performance Management for Natural Resources Canada
- ✓ Annual Governexx Forum
- ✓ Canada Revenue Agency Young Professional Network
- ✓ Federal Youth Network, Québec

Facilitation and Peer Learning: Many of the NMC Secretariat staff, as well as regional steering committee members and departmental representatives are members of the Coaching and Engagement Communities of Practice. As such, they are often identified as preferred people to provide facilitation services and workshop leadership to requesting departments and agencies. The NMC considers these additional skillsets to be invaluable to the GoC as a whole as they are cost-effective, complement existing training opportunities and provide managers with additional leadership opportunities. This year, facilitation and peer learning included:

- Canadian Heritage All Staff meeting, Vancouver
- Canada School of Public Service/Canadian Border Services Agency Family Status Accommodation, Vancouver
- Canadian Border Services Agency Panel Discussion, Vancouver
- Office of the Commissioner of Official Languages Armchair Discussion, Québec;
- Health Canada Virtual Capabilities, Prairies
- Industry Canada All Staff meeting, Vancouver
- Parliamentary Precinct Branch of PWGSC Business Planning and Town Hall; NCR.

Tools for Engagement Peer Learning Events: Total 17

Coaching Practices for Managers Peer Learning Events: Total 22

Other Learning Opportunities:

- Organized Virtual Talk show on WebEx with Joint Learning Program (JLP), June 24, 2014 (Atlantic Region)

- Coordinated Public Service Commission Information sessions for Managers, September 2014 (Atlantic Region – 5 sessions facilitated by the NMC)
- Coordinated and promoted JLP workshops on Mental Health in the Workplace (3 sessions in Nova Scotia - partnership between NMC/local Union)
- Assisted in coordination of Performance Management Learning Day Series (Prairies, NCR - 14 sessions organized in partnership between CSPA and NMC)
- Assisted in promotion of Social Media Training on WebEx by Clicks and Tips during National Public Service Week (10 sessions – 5 in English and 5 in French)
- Spearheaded NMC internal virtual strategic and business planning process

Virtual tools and technology: The NMC was committed this year to developing a virtual community, by engaging the following groups to join the conversation using key online tools:

GCConnex: NMC developed several group sites to encourage online interaction.

- ✓ Governing Council
- ✓ Steering Committee members
- ✓ General membership
- ✓ NPSW - webinar on GCConnex

WebEx: NMC took a leadership role in learning the ins and outs of WebEx to conduct events and promoted its use as a viable tool in:

- ✓ A delivery tool for four of the NMC Forum events
- ✓ Training forum volunteers on how to use WebEx for hosting viewing centres
- ✓ Governing Council Strategic planning session
- ✓ Steering Committee meetings
- ✓ Regional meetings

Twitter: The NMC provided managers with opportunities to learn how to use Twitter in a government context by promoting learning sessions delivered by Roy Nader, Clicks and Tips, during National Public Service Week 2014.

3. NETWORKING

The NMC has achieved as much as it has this fiscal year through the development and fostering of key partnerships and the coordination of key networking opportunities with departments, agencies, horizontal communities and other levels of government. These relationships are valuable investments into NMC's future success. Networking involved building partnerships, strengthening relationship and joining initiatives with the organizations.

Departmental Managers' Network Leads

The NMC engaged in a networking strategy aimed at building a strong community of departmental managers' network leads. The aim is to build an NCR-based group of departmental leads of managers' networks to improve and streamline NMC outreach activities:

Departments Managers' Network Meetings:

Throughout 2014-2015, the NMC worked with departmental managers' network leads to organize and hold a series of meetings with managers from their departments. In total, the NMC met, in-person and virtually, with groups of managers from approximately 20 departments and agencies. These meetings provided managers an opportunity to learn about current NMC initiatives and activities, share their perspectives directly with the NMC and discuss opportunities for the NMC to continue to support them in their roles. The NMC will continue to meet with departmental managers' networks and intends to reach even more organizations in the coming fiscal-year.

Canada School of Public Service (CSPS)

The NMC entered into a new host relationship with CSPS. The NMC now co-resides with the CSPS in both the NCR and Regions and partnered in the planning and implementation of the five forum series events. The successful NMC forum series events were possible with thanks to solid working relationship built with the CSPS Conferences and Special Events and Marketing units. Together, the NMC and CSPS collaborated on key projects and streamlined resources.

Translation Bureau, PWGSC

The NMC effectively partnered with the Translation Bureau office (PWGSC) with an innovative simultaneous language interpretation services pilot project for three of the Forum Series events. Together, with this innovative project, the NMC assisted PWGSC in testing their new service

while improving the language of choice options to the NMC's community members.

BP2020 National Secretariat (NS)

The NMC participated with the BP2020 NS virtual team; provided strategic advice on engagement strategies; promoted and participated in webcast; attended the Departmental Champion's network meetings and participated in initiatives such as the social media squad.

GC2.0

The NMC met with the GC2.0 team to discuss opportunities for collaboration and cross promotion; participated in meetings to provide system improvement opportunities; provided opportunities for promotion at forum series events; offered webinars in partnership with Clicks and Tips on GC2.0 tools.

Informal Conflict Management Network

An awareness and promotion video was produced and regionally and the NMC partnered in various learning activities beneficial to the community.

Federal Councils

The NMC and Regional Federal Councils are reshaping their relationship and engagement. Meetings were held across the country between a number of regional federal councils, the NMC Executive Director and the NMC's Regional Managers to seek out opportunities for collaboration and to gain a mutual understanding of respective strategic priorities.

Federal Youth Network

The NMC met regularly with the National Chair and Regional representatives across the country and provided administrative and finance support throughout the year. Together, best practices and lessons learned were exchanged, as the NMC developed virtual events, templates and more.

Joint Learning Program (JLP)

In several regions, the NMC connected with the JLP to discuss opportunities for collaboration. The NMC assisted the JLP in networking and marketing efforts by distributing workshop announcements and recruitment campaign information, in addition to hosting information

session for managers. The NMC also assisted the JLP by providing venues for their regional hiring processes.

Public Service Commission (PSC)

The NMC collaborated with the PSC on a joint project for student recruitment, which explored the potential of having a shared resource housed with the NMC. An agreement is expected to be signed by the end of the fiscal year.

Community of Federal Regulators (CFR)

The NMC and CFR are co-located at the Health Canada offices in the NCR. This year, the NMC provided support to the CFR by coordinating parallel networking events during the NMC Forum Series in the regions. The CFR is working to expand their membership across the country and the NMC assisted by promoting their networking events and working within the regions to identify locations to host events (CSPS offices). In some regions, the NMC Regional Program Managers hosted networking sessions. Finally, the NMC developed a communications strategy to leverage cross-promotion opportunities.

Non Federal Organizations

Universities and Colleges

The NMC invited a group of Algonquin College students from the Marketing Research and Business Intelligence Programme to do a research evaluation project of the NMC Forum Series. Their research, which incorporated both qualitative and quantitative elements, was based on feedback from event participants, event organizers and senior officials who attended one or more of the events. The central conclusion of the students' research was that the NMC's new hybrid virtual and in-person event model is an effective means of connecting and engaging managers that provides significantly increased access to managers based in more remote centres. The students also provided several overarching recommendations, based on the feedback received, for where the NMC could further refine and improve the model.

4. SUSTAINABILITY

This fiscal year, the NMC took great strides in paving the way for a more sustainable future for the Community. Through the use of new tools and technologies, we have effectively reduced spending without reducing impact. Through securing a new permanent departmental host, the NMC can better function administratively allowing for greater impact. The organizational structural changes in staffing and processes have also allowed for the NMC to function in a more effective and efficient manner.

2014-15 has been a year of significant transformation for the NMC. As has been the case with the Public Service as a whole, the NMC has continued to institute new and increasingly sustainable approaches and practices. This transformation has been aptly characterized as a ***‘widening of our circle and a tightening of our cycles.’***

Widening the NMC's Circle

This year, the NMC developed and instituted a suite of operational practices that enabled both greater engagement of members and increased collaboration between partners. Increased consultation with managers across the country through input sessions, GCconnex discussion threads and fluid surveys provided managers across the Public Service with more direct opportunities to influence the NMC's priorities and activities. The new governance model which has been instituted allows for greater participation of managers in the steering and direction of the organization. The NMC developed new and more formal partnerships with other organizations including a new hosting relationship with the CSPS and an MOU with the CFR. The NMC also engaged directly with departments and agencies to support the growth and development of their internal managers' communities and networks. Establishing the new Managers' Advisory Board, a parallel body to the ADM Advisory Board, opened up new lines of communication between departments and the NMC Secretariat. Working more closely with departments, agencies, networks and individual members of the community enabled the NMC to be significantly more in tune and responsive to the needs of managers and the Public Service as a whole.

The NMC saw significant staff reductions in 2014. However, it was able to sustain the organization and engage in an extensive range of activities by systematically recruiting and making use of volunteers. From the regional forums, to events with subject matter experts, to

facilitated meetings, the NMC employed a large number of manager volunteers. To better ensure a wider group of managers may avail themselves to these opportunities, the NMC has negotiated with Treasury Board for the 2015-16 learning plans to include an option to volunteer and work on a NMC project. This will allow the NMC a better opportunity to show the value of the volunteer contribution and ensure that this is recognized by the employer.

Tightening the Cycles

The NMC put in place a number of processes, systems and standard operating procedures to increase the organization's effectiveness and efficiency. A new strategic Human Resources Management System allowed the NMC to maintain continuity through staff turnover. Growing community capacity and developing a new process for engaging volunteers allowed the NMC to leverage its limited human resources. New strategic and business planning processes were developed and refined to ensure consistency and continuity of the NMC's approach both across regions and over time. Experimenting with and adopting new best practices as a mobile team allowed the NMC Secretariat and Governing Council to be more adaptable and efficient in day to day operations. Making use of free and available technology to test and stretch the limits of the Public Service's current resources made the NMC a leader and trailblazer in virtual engagement and positioned the NMC to make strategic recommendations for the enhancement of existing tools and the adoption of new cost effective tools and platforms. These recommendations will enable the Public Service to invest in solutions that will grow capacity in the long term, rather than simply purchase one-off solutions to address current challenges.

Tools and Technology

NMC sought to profile the multitude of the various tools available in the Public Service, to underscore their usefulness to managers. This has been the hallmark in the way in which the NMC has worked since transformation. All of the NMC events and meetings are designed to demonstrate in practice the power of these new tools, so managers can see them in operation and may be influenced to try them.

Four of the NMC regional forums were conducted as 'virtual' meetings, using WebEx to relay the proceedings to managers who were participating from a distance. The NMC also uses WebEx for staff and council meetings. At the forums, the NMC used the NMC Twitter account to broadcast the events, receive instant responses and feedback and to receive questions to pose to the expert panels and guests.

The NMC social media strategy now includes an active GConnex group, Hootsuite and Clearspace. The NMC has a YouTube Channel to broadcast internal videos including conversations with the NMC Champion and managers' vignettes. Webcasts have also been produced and profiled, most notably, the Ontario/ NCR Forum.

The NMC also employs MailChimp to host a manager contact list for distributing mass emails, in addition to fluidsveys. Fluidsveys is a tool used to collect managers' opinions on new initiatives and ideas. The NMC is further reviewing ways to link these tools for targeted marketing, to further supplement other mechanisms for accessing and informing managers.

Conclusion

A transformative year did not hinder the NMC in achieving, or even surpassing, goals and expectations. Throughout this process, the National Managers' Community has sought to profile its tremendous internal resources within the federal Public Service. The existing tools and technologies that are at the disposal of almost all public service managers offer a new and better ways to do things. These tools provide the NMC with the ability to engage staff in an efficient and cost-effective manner.

Tools and technologies alone, however, do not make for excellence in the public service. The real strength of Canada's public service are the dedicated people who employ these tools, technologies, engagement strategies and deliver programs and services to Canadians from coast-to-coast-to-coast. Through its work, the National Managers' Community assists the managers with supporting their voices, and learning and networking opportunities, which only further assists them in continuing to deliver service excellence.



The NMC Secretariat and NMC DM Champion, Karen Ellis

ADM Advisory Board

Appendix 1

Aboriginal Affairs and Northern Development Canada	
Agriculture and Agri-Food Canada	<i>Pierre Corriveau</i>
Atlantic Canada Opportunities Agency	<i>Daryell Nowlan</i>
Canada Border Services Agency	<i>Martin Bolduc</i>
Canada Revenue Agency	
Canada School of Public Service	<i>Jean-François Fleury</i>
Canadian Food Inspection Agency	<i>Stephen Baker</i>
Canadian Heritage	
Canadian International Development Agency	
Citizenship and Immigration Canada	<i>Catrina Tapley / David Cashaback, (Co-Champions)</i>
Communications Security Establishment Canada	
Correctional Service Canada	<i>Jennifer Wheatley</i>
Finance Canada	<i>Randy Larkin</i>
Justice Canada	<i>Marie-Josée Thivierge</i>
Economic Development Agency of Canada Region of Québec	
Environment Canada	<i>Dan McDougall</i>
Federal Development Economic Agency	<i>Susan Anzolin</i>
Fisheries and Oceans Canada	<i>Michael Alexander, NL</i> <i>Kevin Stringer</i>

Foreign Affairs, Trade and Development Canada	<i>Diane Jacovella</i>
Health Canada	<i>Sony Perron</i>
Employment and Social Development Canada	<i>Peter Larose</i>
Immigration and Refugee Board of Canada	
Industry Canada	<i>Sylvain Laporte</i>
Library and Archives Canada	
National Defence	<i>Dr. Marc Fortin (Civilian)</i> <i>(Military)</i>
Natural Resources Canada	<i>Kami Ramcharan</i>
Parks Canada	<i>Jeff Anderson</i>
Passport Canada	
Privy Council Office	
Public Health Agency of Canada	
Public Safety Canada	<i>Annie LeBlanc</i>
Public Service Commission of Canada	<i>Stan Lee</i>
Public Works and Government Services Canada	<i>Donna Achimov</i>
Royal Canadian Mounted Police	<i>Rennie Marcoux</i>
Statistics Canada	<i>Marie Brodeur</i>
Transport Canada	<i>André Lapointe</i>
Treasury Board of Canada Secretariat	
Veterans Affairs Canada	
Western Economic Diversification Canada	<i>Bramwell Strain</i>

NMC Governing Council

Appendix 2

Chair Judy Beaudoin <i>Canada School of Public Service, Quebec</i>	Vice Chair Graham Casey <i>Canadian Grain Commission, Manitoba</i>
British Columbia Julie Balantes <i>Canada Border Services Agency</i>	Quebec Virginie Daoust <i>Public Works and Government Services Canada</i>
Alberta Diana DiMarcello <i>Canada Revenue Agency</i>	New Brunswick Nathalie Levesque <i>Department of Fisheries and Oceans</i>
Saskatchewan Brika Steinberg <i>Indian Residential Schools Adjudication Secretariat</i>	Nova Scotia Ann Day <i>Canada Revenue Agency</i>
Manitoba Pam Fryers <i>Service Canada</i>	Prince Edward Island Lizanne Thorne <i>Heritage Canada</i>
Ontario Vanessa Pyrce <i>Heritage Canada</i>	Newfoundland & Labrador Margo Edison <i>Fisheries and Oceans</i>
NCR Valérie Ladouceur <i>Department of National Defence</i>	Northwest Territories Sharon Lake <i>Canada School of Public Service</i>

2014-2015 NMC Forum Series Report

Appendix 3

2014 – 2015 NMC Forum Series Overview



Canada 

INTRODUCTION

In 2014, the National Managers' Community (NMC) went through a period of transformation. Following the Report on the Review of NMC by the Prime Minister's Advisory Committee on the Public Service and with the guidance of the Clerk of the Privy Council, the NMC engaged in a transformative re-orientation.

As instructed by the former Clerk of the Privy Council, the NMC redirected its efforts to provide opportunities for managers that complement the programs and services offered at the Canada School of the Public Service (CSPS), while giving managers the opportunity to provide input on government-wide initiatives and continuing to be the voice of managers through the use of relationships and virtual tools and technologies.

To deliver on this new direction, the NMC launched its journey with an ambitious project, titled *2014-2015 Forum Series: Leadership for the Future*. The purpose of the Forum Series was twofold. First, to experiment and test the Government of Canada's existing tools and technology to prepare for the delivery of a national virtual forum, thus moving from the previous model of an in-person National Forum to a National Virtual Forum. Secondly, to continue to do what the NMC has always done with great success - serve the managers' community with valuable networking and informative opportunities.

Five forums were held in the span of five months, with over 1400 people attending or participating in these sessions from October 2014 to March 2015: Pacific (October 29); Quebec-Bathurst (December 8); Prairies (January 14); Atlantic (February 17); NCR-Ontario (March 11). In addition to the hub locations, where the speakers and in-person participants were gathered, there were a total of 164 viewing centres held across the country. Viewing centres were boardrooms and spaces reserved by public servants who wished to observe and participate in the forum from afar. The viewing centres provided all viewers, regardless of location, with the opportunity to view the Forum through virtual technologies (WebEx for four forums, webcasting for the last). Reports were written on each forum, in addition to a comprehensive technology

report. Those reports provide deeper details on the trials and successes of the technology used, program content, participation rates and feedback.

ACHIEVEMENTS

In spite of the experimental nature of the Forum Series, it was considered a success on all fronts. It was an ambitious endeavour that has never been previously attempted by the NMC. The NMC delivered five forum sessions that linked multiple hubs across the country, with an interactive program while using existing technologies. This was accomplished within five months and in most cases, at zero cost, as all of the tools, resources and speakers were in-house. Since the Forum Series took place after the NMC's staff reduction, the NMC staff had to take on new challenges, quickly learn new tools and, in general, work differently to accomplish the goals of the Forum Series. Through this 'trial by fire,' the NMC Secretariat emerged as a 'lean, keen, mobile team.' No matter where the NMC staff were located, they effectively used all of the tools available to work closely together, more quickly and more creatively as a team.

THEMES

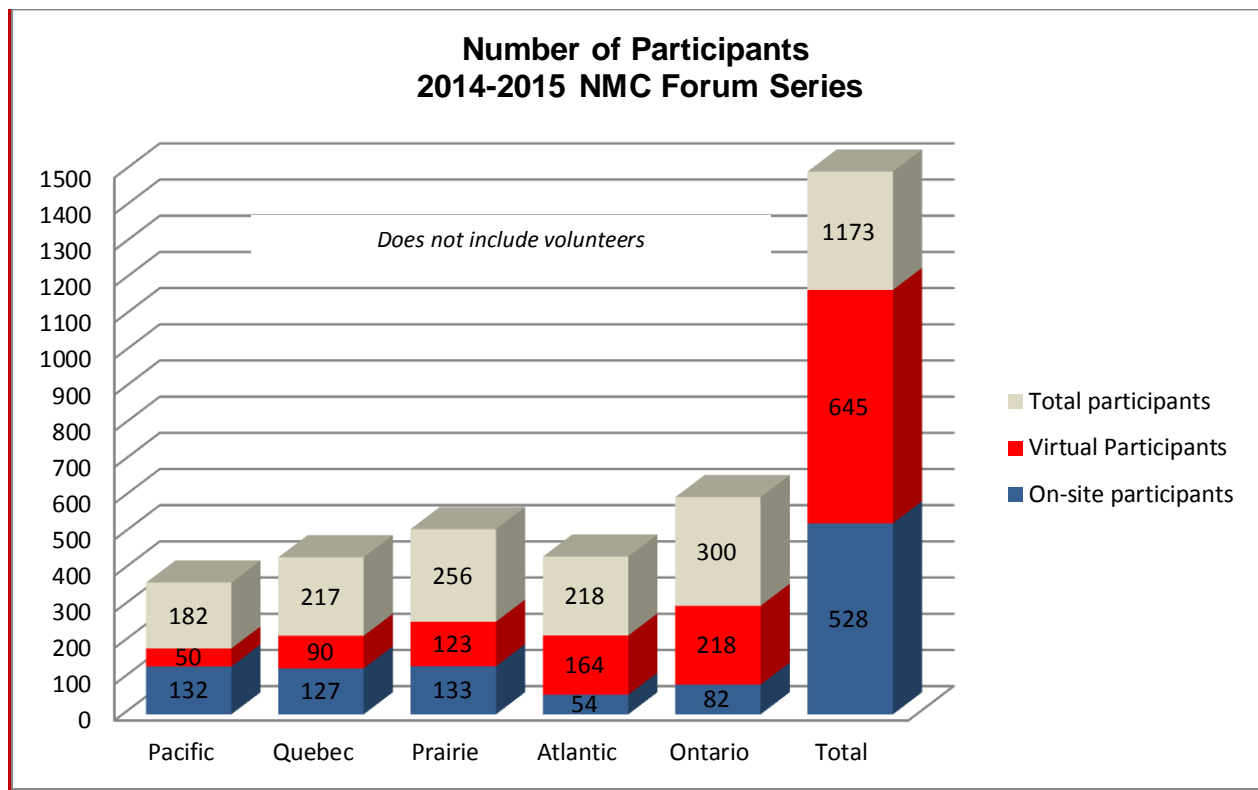
Prior to the Forum Series, the NMC Secretariat conducted outreach in the regions to identify a theme that captured a key priority to managers. Based on the feedback, the team chose the overarching forum theme of 'Leadership for the Future,' which also linked into the objectives of Destination 2020 and the priorities of the Public Service. Other themes that were identified through the NMC's research included mental health and wellness, management skills, technology and social media, networking and recognition. Each regional forum then selected a subtheme that was chosen by the regional steering committees and the regional managers' community. Interestingly, many of the subthemes and elements that were included in the regional forums, were identified in the initial consultation with the larger managers' community.

PARTICIPATION

Through the use of virtual technology and in-house resources, the NMC attracted more participants at the forums than were normally attracted to the former, single centre, in-person forums of the past. Furthermore, these events attracted many more volunteers across the country, helping to build the NMC community and networks in all regions. Viewing centre numbers steadily increased with each forum, showing increased familiarity with and attraction to this model of virtual experience. This reflected a paradigm shift within the community – that one can participate and engage in a NMC event by simply setting up a monitor, phone and internet

line, along with a few other instructions, from the comfort of a nearby boardroom, across the country.

Participant evaluations confirmed that the level of satisfaction was deemed high for the NMC forums in general (>70%) and the information shared was also perceived as useful as more than 40% of participants have since adopted or implemented the learning from the forum series. *(Source: NMC Satisfaction Study, Algonquin College, Lauren Perron, Kavisha Patel, Jakeline Celis, Mushtaq Klasra).*



COLLABORATION AND NEW WAYS OF WORKING

The Forum Series provided a wonderful opportunity for the NMC to collaborate with new partners and do so in exciting and different ways. In particular, 2014 marked the beginning of a new partnership with the Canada School of Public Service (CSPS). With each successive forum, the NMC and the CSPS worked closely together, streamlined processes and embraced opportunities for new efficiencies. Other important partnerships were formed as well, particularly with applying technology vis-à-vis Shared Services Canada, the Translation Bureau (PWGSC) and the Federal Councils.

The NMC forged a new path by maximizing its exploration and application of Government of Canada approved engagement tools and technological tools. The NMC Secretariat increased its capacity to engage the community virtually, as the precursor to delivering a National Virtual Forum. The NMC's understanding of and ability to use these tools improved markedly with each forum session, using and enhancing tools that worked, moving on from tools that did not serve the desired purpose. Furthermore, once the NMC learned how to apply these tools to maximize efficiencies and serve the community in a virtual way, the NMC then often taught the community how to use the tools as well, a great example being WebEx. Any of the viewing centres that watched four of the Forum Series events (the last session used webcasting) also learned how to use WebEx, through supportive tutorials, detailed instructions and hands-on support. Some other examples of tools that were used, explored and leveraged include: Webcasting, GCConnex, FluidSurvey, MailChimp, Twitter, HootSuite, Blackberry Smartphones and more.

FORUM SERIES REGIONAL RECAP

Pacific Region

"Leadership for the Future: Health and Wellness in the Workplace"

The Pacific Forum focused on the leadership role of managers in creating a healthy workplace where the well-being of both employees and the manager are made a priority. This half-day event linked Vancouver and Edmonton using virtual engagement tools.

Pacific Region: Program Summary

The NMC's Executive Director, Brian McKee, emceed the event and emphasized in his welcoming remarks the key role that middle managers play in the Public Service. The event was then opened by the NMC's Deputy Minister Champion, Ms. Ellis, who spoke on the importance of health and wellness in the workplace and shared personal accounts about how she was able to maintain her health as a manager during challenging periods through her career.

Ms. Ellis's remarks were followed by a keynote address delivered by Eileen Dooley, CEO of Health Partners Canada. Ms. Dooley set the broader context for the day speaking first to the general topic of health and wellness and then importance of taking care of your own well-being as a manager to enable you to take care of the employees who work for you. She also shared a

number of practical tips, tools and resources which managers can use and access to support their own health.

Following the keynote address, a panel of five managers from various departments and agencies presented their personal philosophies on health and wellness in the workplace. Each speaker took five minutes to share their take on the issue and best practices they have picked up along the way in their careers. After all panelists had the opportunity to present their ideas, a facilitated process was used to gather questions from the participants in both Vancouver and Edmonton. The questions were reviewed and presented to the panelists for discussion and debate in a talk show format moderated by the emcee, Brian McKee.

Closing remarks were provided by Deputy Minister Daphne Meredith, Western Economic Diversification Canada. Ms. Meredith also emphasized the important role that managers play in the promotion of health and wellness in the workplace.

Quebec Region

“Leadership for the Future: Change Management”

This forum focused on the role of managers as leaders in adapting to change, their ability to influence change, and on their capacity to inspire their teams. This half-day event linked Montreal and Quebec, with Bathurst as a satellite location. In addition, there were 30 viewing centres across the country. The event content was delivered mainly in French, however English simultaneous interpretation was offered to participants who wanted to hear the session in English.

Quebec Region: Program Summary

Participants at the Forum were formally welcomed by Marie Lemay, Deputy Minister / President of the Economic Development Agency of Canada for the Regions of Quebec and Chair, Quebec Federal Council; Philippe Morel, Regional Director General, Atlantic and Quebec Regions and Champion, NMC, Quebec Region and Judy Beaudoin, Regional Manager, Canada School of Public Service, and the newly appointed Chair of the NMC's Governing Council.

The event was opened by the NMC's Deputy Minister Champion, Ms. Karen Ellis, who spoke about her views on the role and key characteristics of a successful leader and manager, particularly in times of transition and change.

Ms. Ellis's presentation was followed by a keynote address delivered by Jocelyne Larocque, Strategic Change and Coaching Services, CSPS. Ms. Larocque explored ways of thinking that help managers increase their effectiveness and strengthen the adaptive capacity of team members. She also shared a planning model, Adaptive Action, which highlighted ways to take action in an uncertain world. Her presentation was followed a recognition ceremony of two former members of the NMC community in Quebec.

Following the keynote address, there was a three-person panel comprised of representatives from the Quebec Federal Council, the Federal Youth Network and the NMC. Two members of the panel were based in Montreal, and a third one was in Quebec, making this a virtual dialogue. A Talk Show followed, moderated by Ms. Larocque, which encouraged participants in the hub, satellites and viewing centres to submit questions.

Closing remarks were provided by Ms. Beaudoin, who also emphasized the critical role that managers play in the transformation of the Public Service and of the importance in maintaining an active NMC with the perspective of influencing our future.

Prairie Region

"Leadership for the Future: Health and Wellness in the Workplace"

The Prairie Forum focused on creating an awareness about the effects of life's challenges in the workplace and offered an engaging discussion on what employees can do, personally and for others that are in their sphere of influence.

The program content included presentations from speakers with thought-provoking perspectives, while affording an opportunity for dialogue among participants, as well as the development of participant-generated questions for a Talk Show with speakers.

Winnipeg and Regina were the hub locations that housed the event speakers and had participants work together to develop questions for the Talk Show. Saskatoon and Brandon joined as satellite locations, meaning that although there were no event speakers on-site, participants contributed to providing questions.

Prairie Region: Program Summary

The Prairies Forum was opened by the Master of Ceremonies, Gina Scaramuzzi, Canada School of Public Service (CSPS), about the partnership between the NMC and the CSPS. Opening remarks were then provided by Brian McKee, Executive Director of the NMC, who set the intentions for the event to be a conversation amongst managers, supervisors, team leaders and aspiring leaders and to learn from each other.

The keynote speaker was Lani Elliot, Aboriginal Affairs and Northern Development Canada, (AANDC), who delivered a remarkable recounting of her experience with domestic violence and how it affected her and others in her various workplaces. Her speech created space for the audience to consider how what happens in a person's life can carry over into the workplace, impacting not only the person, but their colleagues, supervisors and more.

The following four speakers offered personal and job related experiences and discussed the available resources within the public service, as well as other local supports, to deal with mental health issues. The speakers included: Tammy Kardoos, Manager, HR Client Services, Health Canada and Public Health Agency of Canada; John Mitchell, Clinical Nurse Specialist - Mental Health, First Nations and Inuit Health Branch; Carol Casey, Prairie Region Field Coordinator (Union), Joint Learning Program; and, M. Teresa Fleury Manager, Operations Centre, National Microbiology Laboratory / Infectious Disease Prevention and Control Branch, Canadian Science Centre for Human and Animal Health, Public Health Agency of Canada/Government of Canada Health Canada.

Following the speakers' short presentations, a facilitated exercise took place with participants located in the two hubs and two satellite locations with Abram Deighton (NMC) as the lead facilitator. The exercise connected managers in a face-to-face discussion to generate questions that were posed to speakers in the subsequent Talk Show, hosted by the Master of Ceremonies. Questions were asked from the hub and satellite locations and the Master of Ceremonies also asked some questions received from the viewing centres.

Following the Talk Show, the NMC's Deputy Minister Champion, Ms. Karen Ellis, spoke about the importance of managers and leaders being mindful of individual and team needs in the workplace. She emphasized the need to take responsibility to maintain productivity and performance measures. Ms. Ellis linked these needs not only at the local levels but with those

who are managed from a distance. She encouraged people to continue to explore how technology can assist in this work and indicated that during this period of transition, we are charting new ways of working and need to be patient with our technical challenges as well as our own virtual management capabilities.

Atlantic Region

“Leadership for the Future: Embracing New Ways of Working”

This half-day event was delivered from the Atlantic Region with Halifax and Moncton as hub locations, meaning that they housed the event speakers and had participants working together to develop questions for the Talk Show. St. John’s joined as a satellite location, and although there were no event speakers on-site, participants helped develop questions. Charlottetown planned to join as a satellite location; however, due to a very severe winter storm and many road and office closures, it could not participate.

Atlantic Region: Program Summary

Prior to the forum, two key activities took place for participants. The GC2.0 Tools Ambassadors were on site to help participants create GCconnex/GCpedia accounts and to teach them how to use the tools. Facilitators also encouraged networking by posting ‘Check in Questions:’ 1. Who are you?; 2. How are you today?; 3. What are your expectations for today?

The Forum was formally opened with the Master of Ceremonies, Brian McKee, who discussed the important partnership and cooperative venture between the NMC and the Canada School of Public Service (CSPS). Welcoming remarks were also delivered by Paul LeBlanc, President, Atlantic Canada Opportunities Agency (ACOA) and Chair, Atlantic Federal Council; Daryell Nowlan, Vice-President, Policy and Programs, ACOA and NMC Champion, Atlantic Federal Council; and Judy Beaudoin, Regional Manager, Canada School of Public Service (CSPS), and Chair, NMC.

Following the opening remarks, Roy Nader, Manager, Virtual Technology and Tools, NMC, and Initiator of the Clicks and Tips Community of Practice, delivered a presentation on “Managing Virtually.” Next, Marc Babineau, delivered a presentation entitled, “Creating a Culture of Continuous Improvement.”

Next, a facilitated exercise called a 'World Café' took place that brought together participants to generate questions to pose in the Talk Show. The Talk Show was moderated by Anissa Aldridge, Regional Director - Health Program East, Regions and Programs Bureau, Health Canada. Panelists included Mr. Nader and Mr. Babineau, as well as Teresa Laforest, who shared her perspectives on managing a virtual team. After quick introductions and opening questions, the Master of Ceremonies asked spokespeople from both of the hub and satellite locations to ask questions of the panelists. Viewing centres were also able to submit questions via WebEx.

Lastly, the NMC's Deputy Minister Champion, Ms. Karen Ellis, recognized outgoing NMC Governing Council Chair, Kevin Leahy for his commitment and service to the Community. Ms. Ellis also delivered closing remarks, which marked the conclusion of the Forum. The event content was delivered mostly in English, however some speakers also delivered remarks in French.

National Capital Region (NCR) & Ontario Region ***"Leadership for the Future: Leadership and Engagement"***

The National Capital Region (NCR) and Ontario Region partnered together to deliver the fifth and last forum in the series. The final forum in this series focused on the role of engagement and leadership as the Public Service adapts to change. This half-day event connected Ottawa with Toronto as the hub locations, with an additional 72 viewing centres across the country. The event content was delivered in both English and French, with the intention of simultaneous translation services to be made available.

NCR and Ontario Regions: Program Summary

Prior to the Forum, participants had the opportunity to participate in a 30 Minute Twitter Jam, led by Roy Nader, NMC. Mr. Nader shared with participants how to set up a Twitter account, how to tweet and encouraged participants to tweet about the event. Since the Forum was held equally in the two cities of Toronto and Ottawa, the cameras continually panned back and forth as speakers were in both cities. It was of great importance to ensure that representation was felt in both Regions. The Forum began with a welcome from Brain McKee (based in Ottawa), Executive Director of the NMC. The event was then opened by the NMC's Governing Council Representative for Ontario, Vanessa Pyrce (based in Toronto). Ms. Pyrce spoke on how the

Ontario Steering Committee selected the subtheme of Leadership and Engagement and spoke on the subject engagement as related to the NMC in the past, present and plans for the future.

Next was a Managers' Panel, consisting of three managers who spoke on the important role of engagement with staff, especially during times of change and transition. The Managers' Panel consisted of Sandra Di Giantomasso, CSPS, Ontario, Marc Gagnon, CBSA, NCR and Jane Manuel, TBS, NCR and moderated by Brian McKee. The panelists explored what the term 'engagement' means to them as managers, ways they engage employees, challenges and best practices.

Following the Managers' Panel was an Assistant Deputy Minister's (ADM) Panel. The ADM Panel consisted of Donna Achimov, PWGSC, NCR; Mary Crescenzi, Service Canada, Ontario and Frances McRae, PCO, NCR. The ADM Panel was moderated by Pat Tobin, FedDev, Ontario. The ADMs spoke on why engagement is so vital, shared personal experiences, discussed how it links into Blueprint 2020 and more.

The final speaker for the Forum was the NMC's Deputy Minister Champion, Ms. Karen Ellis, who gave an overview of all five Forums and the key messages she heard from each Forum. Ms. Ellis addressed the NMC's transformation in 2014 and the importance of honouring the past, diving into the present and setting an agenda for the future. She discussed how management is about coping with complexity and how leadership is about coping with change. She encouraged all managers to use both skills in their day-to-day roles and operations and gave examples and advice she has gathered through her career with the Public Service.

Challenges and Recommendations for the National Virtual Forum

Engagement – In-Person Versus Virtual

Designing the Forum Series events was particularly challenging because organizers needed to balance the priorities of providing a high quality in-person session for participants and capturing and maintaining the interest of the increasingly growing number of viewing centres across the

country. A significant ingredient in the recipe for success for the National Managers' Community has always been the provision of engagement opportunities for managers, which was highly considered throughout the series. During the Forum Series, in the Hub and Satellite locations, NMC trained practitioners were on-site to engage and facilitate discussions. This process was positively received by on-site participants.

Feedback from the first forum (Pacific) indicated however, that viewing centre participants wanted to contribute to the conversation as well. With this feedback, future programming was adjusted to provide opportunities for participation through either the WebEx chat function or through Twitter. The Forums also encouraged managers to continue the conversation on GCConnex. Interestingly, by the end of the Forum Series, the NMC had the 10th largest GCConnex group in the Public Service. It will be vital to include opportunities for all participants to be able to engage in some capacity in the National Virtual Forum.

Technology

Please see the NMC's 2014-2015 Forum Series: Technology Report for additional details

Advantages:

- Opportunity to access a national pool of speakers
- Significantly reduced travel costs
- Participation is available to almost all Government of Canada employees
- Minimal to no budget is required when using WebEx
- Events can be recorded and viewed at a later time

Disadvantages:

- Higher risk of failure due to technological limitations and resources
- Bandwidth can cause screens to freeze and prevent participants accessing the event
- Event organizers require a higher understanding of the technology applications
- Limits the opportunity for in-person networking

Program Format

In some regions, using the Tools of Engagement such as the Talk Show model was chosen by the local working groups and steering committees (Pacific, Atlantic and Prairie) to incorporate into the session. In other regions like Quebec, a more academic lecture style was selected. That format resonated well with the Quebec viewers, but didn't connect as well with people viewing via WebEx. In the NCR and Ontario, panel discussions were used, which were received well by viewers. That said, more opportunity to network was strongly voiced by all. This should be taken into consideration when preparing the programming for the National Virtual Forum.

Recognition Ceremonies

The Quebec and Atlantic Forums also introduced holding recognition ceremonies at the Forums. In Quebec, two members of the community were recognized, starting with Line Pineault, Former Senior Executive Director, Service Canada. Ms. Pineault served as a sponsor of the National Managers' Community (NMC), contributing greatly to the Steering Committee in guiding, encouraging and inspiring members of the NMC. This was followed with recognition for Martine Tremblay, former Regional Coordinator of the NMC, Quebec for her exemplary commitment and dedication to the NMC.

At the Atlantic Forum, Kevin Leahy, RCMP, New Brunswick, was recognized by Ms. Ellis for his years of contribution to the NMC, cumulating in his leadership as the Chair of the Governing Council. Mr. Leahy's on-going support and strong leadership during times of change were recognized and an award was presented to him in Halifax.

The opportunity to recognize members and leaders of the managers' community at the Forums was well received and it will be included in the programming for the National Virtual Forum.

CONCLUSION

The *2014-2015 Forum Series: Leadership for the Future* set out to test the tools and resources available to the NMC to provide nation-wide virtual events for managers and other stakeholders. The NMC delivered on its commitment to provide five strong sessions during a period of transformation. While the series stretched the NMC to a new capacity, it also strengthened its skill set and positioned the organization for future success. The NMC forged new partnerships

and relationships, learned how to use technological tools and mobilized both managers and stakeholders across the country. It demonstrated the NMC Secretariat's capacity to engage managers and work together as a 'lean, keen and mobile team.' Building on the lessons learned and partnerships forged through the 2014 2015 Forum Series, the NMC is positioned, with the support of the Public Service leadership, to deliver the National Virtual Forum. This Forum will be the first of its kind, ready to break new records and set new standards for the whole of government, from coast to coast to coast.

SNAPSHOT OF THE NUMBERS

Over 1,400 public servants participated in the five sessions of the 2014-2015 NMC Forum Series. Note the increase in viewing centres from the first Forum (7) to the last Forum (72).

Pacific Forum – October 29, 2014						
Hub – Vancouver: 89 ppl from 31 depts	Satellite - Edmonton: 36 ppl from 14 depts	Viewing Centres – 7 – approximately 50 ppl	Speakers and Panelists - 9	Volunteers – 13		
↓						
Quebec Forum – December 8, 2014						
Hub – Montreal: 70 ppl from 26 depts	Hub – Quebec City: 33 ppl from 13 depts	Satellite – Bathurst: 24 ppl from 2 depts	Viewing Centres – 30 – approx 90 ppl	Speakers and Panelists – 9	Volunteers – 45	
↓						
Prairie Forum – January 14, 2015						
Hub – Winnipeg: 58 ppl from 17 depts	Hub – Regina: 39 ppl from 12 depts	Satellite - Saskatoon: 18 ppl from 5 depts	Satellite - Brandon: 8 ppl from 5 depts	Viewing Centres: 26 – approx 123 ppl	Speakers and Panelists – 8	Volunteers – 33
↓						
Atlantic Forum – February 17, 2015 (<i>Atlantic Snowstorm</i>)						
Hub – Halifax: 27 participants from 13 depts	Hub – Moncton: 17 participants from 8 depts	Satellite – St. John's: 10 ppl from 7 depts	Satellite – Charlottetown: Closed - 66 cm snow	Viewing Centres – 55 – approx 164 ppl	Speakers and Panelists - 7	Volunteers – 42
↓						
NCR & Ontario Forum – March 11, 2015						
Hub – Ottawa: 52 ppl from 30 depts	Hub – Toronto: 30 ppl from 14 depts	Viewing Centres – 72 : approx 218 participants	Speakers and Panelists – 11 (6 NCR + 5 Ontario)	Volunteers – 43 (22 NCR + 21 Ontario)		

NMC Forum Series Technical Report

Appendix 4

2014 – 2015 NMC Forum Series Technical Report



Canada 

2014 – 2015 NMC Forum Series: Technology Report

Executive Summary

In January, 2014, the Clerk of the Privy Council and Secretary to Cabinet instructed the National Managers' Community (NMC) to replace its marquee event, the Annual National Forum, with a new model, a National Virtual Forum. Since the NMC is known for providing quality in-person networking and peer-sharing opportunities, this represented a significant shift in the way it approached fulfilling its mission: *to support management excellence across the Public Service*. In the spirit of Blueprint 2020, the NMC endeavored, not only to envision, develop and refine a new, virtual model for the forum, but to make *smart use of technology* a core element of its broader operating model. Recognizing the continued value of face-to-face engagement, the NMC also sought to maintain an in-person component to the opportunities it offered its manager community. As such, the NMC embraced the complex challenge of becoming a truly virtual community, while retaining the hallmark of in-person engagement.

The Approach:

In order to become a virtual community, the NMC needed to transform operationally and culturally. Learning how and when to use new technologies and tools became a vital part of the NMC Secretariat's day to day business. Collaborating with partner organizations across the Public Service to experiment with these technologies, the NMC was able to benefit from the knowledge and expertise of others while providing them with opportunities to test and pilot new strategies and approaches. Through a process of trial and error, the NMC was able to discern which technologies would, and would not, support the specific needs of Community members. Developing capacity both within the Secretariat and across the broader Community, particularly in the regions, the NMC began to engage more frequently and more confidently in a virtual way.

The 2014-2015 **NMC Forum Series** was developed as a staged approach, through which the Community was able to build towards a National Virtual Forum. The five hybrid virtual/in-person events which comprised the forum series gave the NMC, along with partner organizations such as Shared Services Canada (SSC), the Canada School of Public Service (CSPS) and the Translation Bureau (TB), the opportunity to test the technological capacity across the country and pilot different types of content and event formats. The forum series events were a hybrid in that they brought managers together in-person in small and medium sized groups across the country and connected those groups virtually. While all five events were highly successful, they provided valuable lessons for the NMC which will inform the technology strategy for the National Virtual Forum in January 2016.

Key Lessons Learned:

The following are the top three lessons learned throughout the **2014-2015 NMC Forum Series**:

1. Choose the right tools for the job.

As the NMC approached planning each forum series event, it was crucial to articulate the specific technology needs before selecting the tools and platforms to be used. The hybrid virtual and in-person event format adds a new set of considerations to the event planner's list. And with so many exciting options to choose from, it is easy to choose the wrong tool for the job. It is also important to keep in mind that a feature shouldn't be used just because it is available. The bells and whistles can often just get in the way.

2. The infrastructure is as important as the tools themselves.

One of the main challenges the NMC faced throughout the forum series was the limited bandwidth available on the Government of Canada servers. When the amount of available bandwidth is low, for reasons such as excessive traffic from internet users not participating in the event, the quality of video and audio feeds is reduced. This causes stalling and lagging on the viewer's end. One observation made by the the NMC Secretariat team, which will influence the technology strategy for the National Virtual Forum, is that the bandwidth on the viewer's server is as important, and in some cases more important, than the bandwidth on the broadcasting server. Investing in stronger bandwidth would significantly improve the quality of the audio and video for virtual events, but this investment would need to be in the server bandwidth across the country not just the places where events are to be broadcast from.

3. Knowing how to use the technology is as important as having it.

When hosting virtual events with multiple sites, it is imperative that the people on the ground operating the technologies at each site know how to use them. Over the course of the Forum Series, the NMC developed instructions, frequently asked questions documents, dry run exercises and troubleshooting protocols to assist and support the site leads in each location as they learned how to operate the technologies.

Conclusion:

The NMC will continue to embrace opportunities to explore and adopt the use of new technologies and tools into its day to day operations in 2015-2016. Maintaining and growing our partnerships with the CSPS, SSC, TB and the GC2.0 Tools Team will remain a key priority for the NMC Secretariat as well. When planning and coordinating the National Virtual Forum for January 2016, the NMC will integrate the lessons learned and the best practices identified throughout the 2014-2015 Forum Series to further build on its success in working more efficiently while providing virtual engagement and participation opportunities to all managers in the Public Service.