



CONNECT - ENGAGE - COLLABORATE

THE NATIONAL MANAGERS' COMMUNITY 2018 ANNUAL REPORT

TO THE CLERK OF THE PRIVY
COUNCIL AND KEY STAKEHOLDERS



BY THE
PRIVY COUNCIL

Commission by Toki Sarantakos
Canada School of Public Service

Michael Wiernick
Clerk and Secretary to the Cabinet,
Privy Council Office

Canada

Canada

THE NMC MANDATE

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The National Managers' Community (**NMC**) is a key horizontal network representing the voice of managers that strives to:

CONNECT

managers with the peers, senior leaders, resources and tools enabling them to better achieve their objectives

ENGAGE

our network and stakeholders, and

COLLABORATE

with central agencies and other partners in support of public service wide priorities.

MESSAGE

The role of the NMC is to be the voice of managers across the country and a vehicle for 2-way communication with Senior Leaders. This year through innovative initiatives, such as the Recognition Corner on GCconnex and the Ten Easy Ideas to Celebrate Teams campaign as well as a focused strategic and digital communications strategy we broadened our reach and network by connecting with more managers across departments and regions providing them with a mechanism to share best practices, to express their concerns and needs, as well as to provide them with an opportunity to play a role in shaping the priorities of the Public Service of tomorrow and the Government of Canada as a whole.

By connecting with our NMC network and via the NMC Pulse Check Survey, over 4,000 managers told us that their top challenges were workload, supporting themselves and their employees and addressing performance issues. This information was shared with our good friends at the Canada School of Public Service (CSPS) and together we developed an interactive Managers' Exchange that was offered in 6 regions across Canada.

The one-day event consisted of workshops offering practical tools and skills, group discussions, speakers, panelists, a marketplace with a wealth of valuable information and interactive sessions with senior leaders to gain insights and career tips.

Each Exchange offered a common agenda and format while addressing regional issues. The sessions: Are you managing your career or is it managing you?; Are you at your tipping point?; Interest Based Communication: Collaborating through Conflict;

and The future of work— are you ready?, discussed what changes need to be embraced and focussed on to make the public service more agile, equipped and inclusive, as managers will be instrumental in making this shift in mindset and behaviors happen.

The NMC network continues to be leveraged by Departments, Communities and Programs to ensure that new initiatives being developed are in sync with the reality of what managers need and are facing every day. To be at the table for key discussions such as 'Safe Workspaces'; the creation of the Centre for Diversity, Inclusion and Wellbeing, the repositioning of Beyond2020, the development of a more mobile Policy Community and the recruitment of students and employees in minority language situations, allows the NMC and its network to play a leadership role in the renewal of the Public Service.

By leveraging key stakeholders, the NMC is better equipping managers by offering timely and relevant learning events on hot topics affecting the evolving responsibilities of managers. Examples include a Q and A session for managers in collaboration with OCHRO and the CSPS on the legalization of Cannabis and the impact on managers in the workplace, and a Lightning Talk with the Champion of Federal Employees with Disabilities promoting awareness of the new Accessibility legislation.

The NMC is a small, mighty and agile team that has the pulse of managers across the public service and through its collaborative relationships and initiatives the NMC consistently proves its ability to nurture an inclusive workplace through dialogue and to affect positive change for managers across Canada.



Christine Donoghue,

Deputy Minister Champion, National Managers' Community
Deputy Commissioner, Canada Revenue Agency



Kimberley Macies,

Executive Director
National Managers' Community



CHAMPIONS

1 Deputy Minister
40 Departmental
5 Regional



REGIONS

10 Provincial Steering Committees
12 Regional Advisory Board members representing almost every province/territory



DEPARTMENTS

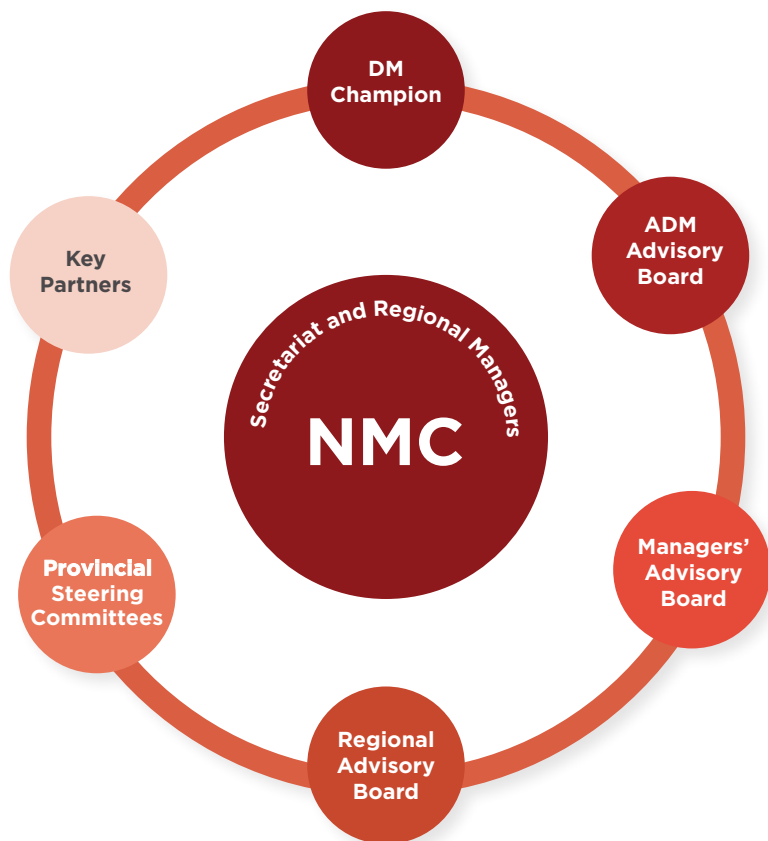
34 Departments represented on the Managers' Advisory Board

NMC NETWORK

CONNECTING ACROSS REGIONS
AND DEPARTMENTS AT EVERY LEVEL

NMC SECRETARIAT

1 Executive Director
6 Regional Managers
2 Admin Professionals
1 Communications Advisor
14 Micro Missions and volunteers



163+ hours spent by committees/advisory boards discussing issues of importance to the managers community with the NMC network

Number of non-EX supervisors as per PSES 2017: **32,600**



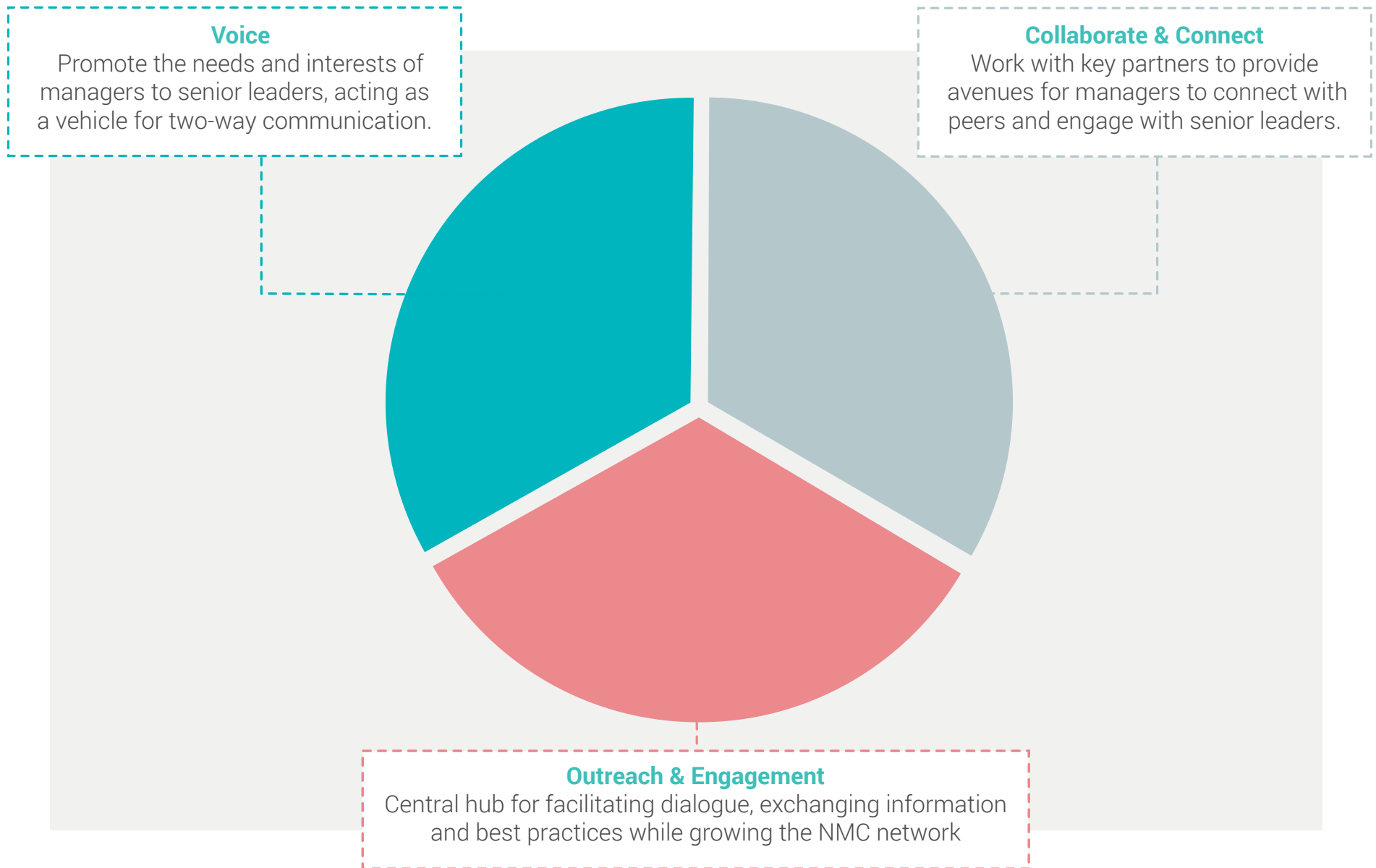
The NMC is a vital and much needed avenue for managers to meet and discuss issues and challenges of common concern. Through the NMC, managers are able to build their networks, get keen insights on leadership development and to meet and discuss issues in a frank and candid way with senior leaders from across the federal public service. An organization devoted to some of the hardest working, passionate and dedicated public servants – our managers - how awesome is that? If you have not yet, get involved and see how the NMC can boost your career.



Mauricette Howlett
 Director, Hamilton Niagara Tax Services
 Office, CRA and National Managers'
 Community Regional Champion for Ontario

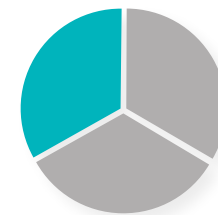
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STRATEGIC OBJECTIVES



VOICE

BY ACTING AS A VEHICLE FOR 2-WAY COMMUNICATION, THE PULSE OF MANAGERS IS TAKEN FROM ACROSS THE COUNTRY, SHARING THEIR INTERESTS AND NEEDS WITH SENIOR LEADERS AND STAKEHOLDERS, ALLOWING FOR THE MOBILIZATION OF RESOURCES IN SUPPORT OF KEY PRIORITIES.



INTEL

Identify the needs and wants of managers ensuring they are equipped

Stakeholders have leveraged the network **20+** times - allowing managers to play a role in shaping the priorities of the Government of Canada

- Public Service Commission – Sub Committee
- Clerk of the Privy Council's Annual Report to the Prime Minister
- Clerk of the Privy Council – Informal Round Table on Harassment
- Diversity and Inclusion Centre of Expertise
- Policy Community
- Office of the Chief Human Resources Officer – Recognition + Next Generation HR + Pay Solutions
- Public Service Renewal – Beyond2020 + National Public Service Week + Innovation Fair
- Regional Federal Councils
- Canada School of Public Service

4,000+

Pulse Check Survey respondents

240

Executive speed mentors

282

Provincial Steering Committee members

61

Managers' Advisory Board members



The Public Service Commission is proud to foster its partnership with the National Managers Community through regular exchanges with varying bodies of the network. We are particularly pleased to have established the NMC Sub-Committee on PSC Consultations. With membership from a variety of departments from across Canada, this sub-committee has members sharing their diverse perspectives, in addition to piloting initiatives that will serve to influence the development of end-to-end GC recruitment solutions. What better way to ensure our recruitment solutions are client centric than to obtain first hand insight from hiring managers. We look forward to continuing this collaboration and shaping the GC recruitment landscape with the National Managers Community.

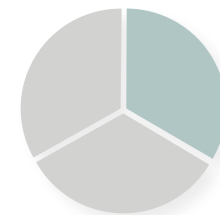


Véronique Gaudreau, Director General,
Central Programs and Regional Offices
Public Service Commission of Canada



COLLABORATE AND CONNECT

ENSURING INCLUSIVITY AND COLLABORATION FURTHERS THE PROMOTION AND SUPPORT OF A HIGH PERFORMING PUBLIC SERVICE AND HELPS LEVERAGE PARTNERSHIPS AND NETWORKS USING A DIVERSITY OF PLATFORMS.



KEY PARTNERS AND AMBASSADORS

CSPS
PS Renewal
OCHRO
PSC
Regional Federal Councils
Functional/Horizontal Communities

Connected with/
equipped
6,366
Managers

@
56
Events

29
Departments
TOOK PART IN 21 PEER
COACHING CIRCLES



I have a deep appreciation of the role that my managers played in guiding me over the years. The crucial leadership role of middle managers makes the NMC a key partner for us as we start to look beyond 2020.

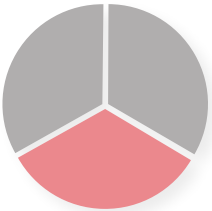
Tim Pettipas, Assistant Secretary to the Cabinet,
Public Service Renewal,
Privy Council Office



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OUTREACH AND ENGAGEMENT

BY FACILITATING DIALOGUE, EXCHANGING BEST PRACTICES AND BY EXPLORING TECHNOLOGY AND TOOLS, THE NMC NETWORK CONTINUES TO GROW AND EQUIP MANAGERS FOR EXCELLENCE.



Newsletter

#NMC CONNECTIONS
#CNG CONNEXION
Prairies – NWT
2018 DECEMBER

LEARNING DAY FOR MANAGERS
This 2019 event is offered in collaboration with the Canada School of Public Service (CSPS) for those who were unable to attend their regional NMC's Managers' Exchange in Fall 2018. It will bring the themes covered by the Exchange to a wider audience and will be delivered to smaller groups, equipping them with the knowledge and skills needed to thrive in the 21st century.

Managers who have connected with the NMC have ensured that their voice is heard and that they were aware of events and opportunities that will contribute to the development of a more agile, equipped, and inclusive public service

“

In the face of a rapidly changing world, strategic foresight is an essential function in any forward-looking government. Working with the National Managers' Community allows us to help build foresight capabilities of public sector leaders across the country so they can develop future-oriented policy and programs that are robust and resilient in the face of disruptive change



Kristel Van der Elst, Executive Head,
Policy Horizons Canada

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38 NMC kiosks

Social media followers: 6,858



3,055



3,267



418



118

TEN EASY IDEAS to appreciate & celebrate teams

1 Organize a discovery walk. It's a fun way to connect and create new adventures as a team.

2 Hold a potluck and invite everyone to bring in food to share together.

3 Create a Win Wall or Good Book. Use it to recognize team wins and personal and professional accomplishments.

4 Hold Lunch and Learns for individuals to showcase their talents and passions.

5 Ask your team how they want to be appreciated. Some people like private words of appreciation and others prefer public forms of recognition.

NMC Deputy Minister Champion's space on GCconnex



THINKING OUT LOUD
PENSER TOUT HAUT

MANAGERS' EXCHANGES 2018

delivered in **6** cities

1,572 participants

118 Kiosks as part of the Marketplaces

70+ départements,
agencies & boards



“

The event was well organized and the subject matter touched concrete aspects of our challenges as managers.

**Participant from the Managers' Exchange
2018 in Montreal**

“

Vancouver . Winnipeg . Toronto . Gatineau . Montreal . Moncton

95.31% of managers were satisfied with the Managers Exchanges 2018.

Workshops

Future of Work – Are you ready?

Are you Managing Your Career or is Your Career Managing You?

Collaborating through Conflict

Are You Near Your Personal Tipping Point?

Speed Mentoring with Senior Leaders

“

The National Managers' Community offered a fantastic program that responded to the needs and requests of managers and was hosted by an amazing group of speakers and panelists

British Columbia Federal Council

“



To provide an opportunity for managers and aspiring managers to learn together, and to further strengthen their networks and community;



To examine management and leadership practices and tools that build resiliency, cultivate personal growth, promote inclusion and contribute to safe workplaces and public service excellence;



To explore complex ideas about the changing nature of work within Government

BROADENING OUR REACH:

66.1%

1st time participants

BEST PART OF THE DAY:

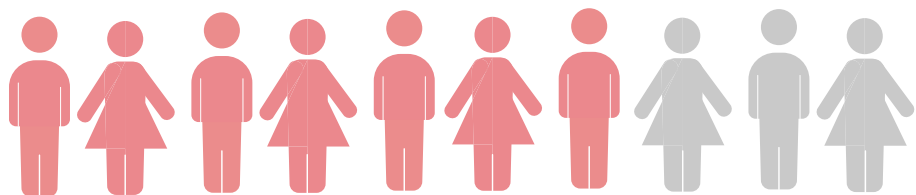


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2018 NMC PULSE CHECK SURVEY



MANAGERS WHO IDENTIFY AS FRANCOPHONE AND WHO WORK IN THE ATLANTIC REGION TEND TO BE MORE POSITIVE OR IN AGREEMENT WITH STATEMENTS ABOUT THEIR RELATIONSHIP WITH SENIOR MANAGEMENT AND MENTAL HEALTH AND WELL-BEING.

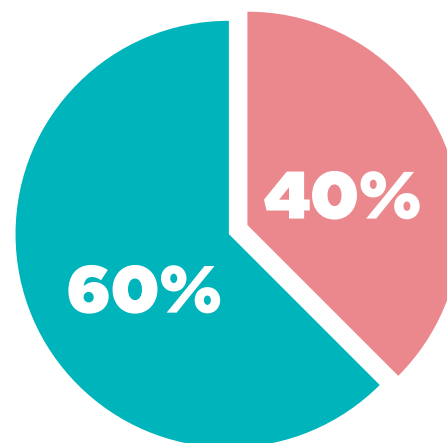


Seven out of 10 managers (**71%**) reported they would hire their boss



Just over half (**55%**) have confidence in senior management.

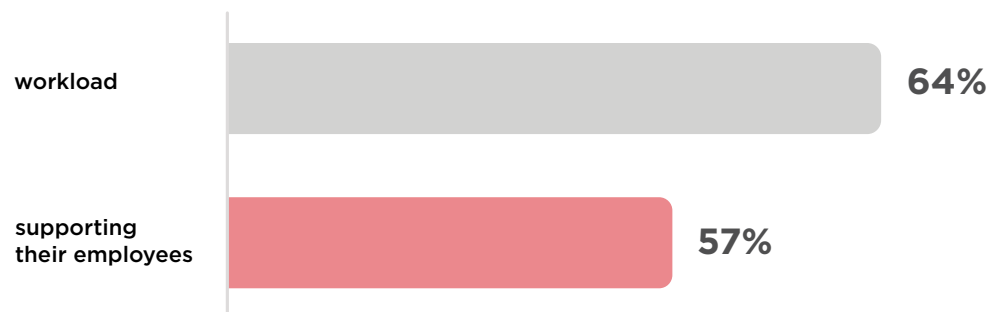
Only **15%** of regional managers (excluding the NCR) said senior management from headquarters always/often understands and addresses the needs of regional staff, while **38%** reported it occurs sometimes and **37%** reported it rarely/never occurs.



4,000+ respondents from
67 Departments/Agencies

60% of respondents work in the Regions and **40%** work in the National Capital Region (NCR).

45 customized reports prepared



Managers reported that the top two challenges impacting their ability to undertake their jobs were workload (**64%**) and supporting their employees (**57%**).

LOOKING AHEAD TO 2019

Over the next year the NMC in **collaboration** with key partners, will continue to deliver strategic opportunities and initiatives that bring managers and stakeholders together to **exchange** information, **network** and **engage** as a vehicle for timely dialogue.

Based on the content of the six Managers' Exchanges that took place in each region during the Fall of 2018, **Managers' Learning Days**, delivered in partnership with the Canada School of Public Service, will be rolled out to include new locations across the country providing managers who were not able to attend the larger events the ability to connect with peers and acquire tools to assist them in undertaking their responsibilities and managing their teams.

With the rapid changes in **social media** and **communication tools**, the creation of a **Managers' Hub** using GCTools and an updated NMC Website will provide more easily accessible, relevant and timely information for managers to explore in order to be more effective in their roles.

Our goal is to remain agile in delivering results by incorporating the **intelligence** gathered by surveys, focus groups, regional and national committees and key stakeholders. Sharing this information with Regional Federal Councils in the delivery of **armchair discussions** informed by the results of the 2018 Pulse Check Survey, as well with the Beyond2020 team, will further promote the critical role managers play in championing changes in mindset and behaviours.

Remaining **inclusive** and creating an environment where individuals are safe to express themselves is vital in the development of ideas and decision making. It is by **engaging** members of the **NMC advisory boards** and **provincial steering committees** that different perspectives from coast to coast will be brought to the table, highlighting regional issues and providing valuable direction to NMC activities and government priorities.

Working with the our **NMC network**, acting as a vehicle for **two-way communication**, collaborating with central agencies and other partners in support of public service wide priorities will **empower** our workforce and continue to **grow** and **equip managers for excellence**.

