



National
Managers'
Community

Communauté
nationale des
gestionnaires

ANNUAL REPORT 2023-24



Prepared for the Clerk of the Privy Council

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Message to the Clerk of the Privy Council



As the Champion and Secretariat for the National Managers' Community (NMC), we are delighted to present our 2023-2024 Annual Report.

This report covers the period from April 1, 2023, to March 31, 2024, and highlights our efforts to provide managers and aspiring managers with opportunities to connect, engage, collaborate, and achieve excellence in the federal public service.

We are committed to cultivating a workplace culture that embraces compassionate leadership and integrates trauma-informed approaches on mental health. Drawing on Indigenous teachings, we prioritize resilience and the forging of meaningful connections. Through effective conflict resolution strategies in navigating challenging conversations, we empower managers to address performance anxiety and manage change thoughtfully. Our community continues to serve as a hub for exchanging advice and resources on timely issues and concerns, ensuring that managers are equipped to lead with confidence and insight.

Through various events and activities, both in-person and virtual, we have supported managers' leadership development and their capacity to be change agents in a complex work environment. We have championed important conversations on topics such as values and ethics, the future of work, anti-racism, diversity & inclusion, and public service renewal. We are proud of our work and look forward to continuing to support and amplify the voice of managers.

Sincerely,



Arun Thangaraj and the [NMC Secretariat](#)

NMC is not just any network, it is an interdepartmental community, stretching its arms across regional, national, and departmental boundaries, creating a mosaic of opportunities!



Acknowledgement

The National Managers' Community recognizes that our work spans many First Nations, Inuit and Métis traditional territories. We recognize the long-standing knowledge and stewardship Indigenous Peoples have of these territories. We acknowledge this in gratitude to those on whose territory we work, live, and visit as a step towards Reconciliation.

NMC at a glance

MISSION : Supporting managers as they work towards achieving excellence in the public service.

MANDATE : To sustain and enhance managers' capacity to advance public service renewal.

PRIORITIES :

Hybrid Work

Future of work

Resilient Work Force

Equip with proper tools

Diversity, Recruitment
and Retention

Call to Action -
Recruit with intention

Facilitating two-way communication, we advocate for public service priorities and represent the needs and interests of managers to senior leaders and central agencies. In doing so, we underscore the indispensable role that managers play in advancing organizational objectives. The NMC is supported by a Secretariat and is housed at the Canada School of Public Service. Our Community depends on the financial support from approximately forty federal departments and agencies to operate effectively and have the reach necessary to help address and support the professional needs of public service managers.

STRATEGIC OBJECTIVES

Highlights from the past year will be presented according to our strategic objectives: Connect, Engage, Collaborate and Support.

CONNECT

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

ENGAGE

Engaging our networks and stakeholders, act as a knowledge broker, facilitate dialogue and share information and best practices

COLLABORATE

Collaborating with central agencies and other partners to facilitate two-way communication in support of public service wide priorities
[\(see list of partners and contributors\)](#)

SUPPORT

Supporting managers across Canada, increase awareness and impact of the NMC to ensure its renewal and relevance

Examples used are just a small sample of the many ways in which the NMC worked creatively and collaboratively to support public service managers and advance our 2023-2026 [Strategic Plan](#).

Success stories from the NMC Managers Connect event series

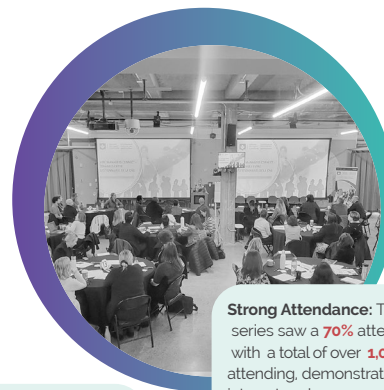
The National Managers' Community has wrapped up a successful series of its signature regional NMC Managers Connect events! **In 16 different regions**, from coast to coast to coast, managers and aspiring leaders came together for these full-day in-person gatherings, which provided a safe space to engage, connect, collaborate, and support one another. Managers showed significant enthusiasm for the events, reaching maximum capacity on registrations on multiple occasions due to exceptionally high demand.

Participants delved into dynamic workshops tailored to the specific needs of managers in their regions, such as thoughtful discussions on authentic Indigenous teachings, leading with compassion, navigating difficult conversations, trauma-informed approaches, embracing change, building resilience, and creating healthy workplace cultures. Discussions focused on creating meaningful relationships and trust within teams, promoting inclusivity, and advancing diversity and inclusion in the public service.

We offered interactive sessions throughout the Managers Connect days, in which participants: engaged in speed mentoring with executives, participated in peer coaching circles, learned and practiced coaching techniques to move from complaints to solutions and contributed to renewing the public service and promoting effective leadership.



High Satisfaction: Feedback from the event revealed that **90%** of the participants were more than satisfied, indicating successful and positive events.



Strong Attendance: The event series saw a **70%** attendance rate, with a total of over **1,000 participants** attending, demonstrating significant interest and engagement levels.



Wide Outreach: The NMC team visited **16 different cities** across Canada, showcasing ambitious effort to engage with managers' diverse realities.

“The NMC Managers Connect event featured insightful workshops on trauma-informed practice, discussions that blended Inuit values with corporate principles, and valuable networking and learning opportunities for future leaders in Nunavut. Bringing the event to us allowed for meaningful dialogue, and an opportunity for me to share a taste of our country food, paving the way for a stronger understanding of our teachings and future collaboration.”

Qujannamiik,
Alexia



Connect



Throughout the year, the NMC demonstrated its commitment to connecting managers by facilitating access to peers and senior leaders, which is essential for their success. Hosting 20 highly engaging in-person events, ranging from workshops to expansive conferences, we showcased the importance of face-to-face interactions and networking, elements named frequently by our managers as being of tremendous value.

▶ The team has delivered **20 in person events** across the country, for a total of **1,195 managers** in attendance. That represents an average participation rate of **69%**.

▶ Virtually, the team delivered **31 events**, with a participation of around **16,604 managers**. This represents an average of **66.6%** participation rate.

Improving communication has also been a key focus, with substantial enhancements made to our newsletter, delivering more relevant content tailored to managers' needs. Our community has experienced extraordinary growth, recently surpassing 10,000 members - a clear testament to the valuable resources we provide. To effectively manage this growth and continue to provide excellent service, we modernized our subscription platform. This improvement not only supports membership base, but also reduces costs and improves data management capabilities.

Our presence at partner events and conferences, coupled with information kiosks, played a vital role in this expansion, enhancing both our visibility and reputation within the managerial community and the public service as a whole.

The NMC also provided presentations at internal manager meetings, senior leadership forums, Federal Councils, and other networks, which greatly increased the visibility of the NMC's offerings and fostered cross-functional collaboration among managers.

In 2023, the community experienced a notable increase of approximately 26% in its membership (with 11,085 members). This significant growth is the result of an effective outreach strategy. Going forward, the NMC will continue to improve its efforts to attract and engage new members.



Engage

By engaging with partners and stakeholders, the NMC served as a knowledge broker, facilitating dialogue and sharing best practices across a diverse range of topics. Throughout these engagements, we placed high value on human interaction, open conversation, and the sharing of diverse perspectives. Participants benefited from live demonstrations and practical exercises that equipped them with actionable tools to address real-world challenges, while fostering valuable peer relationships in a psychologically safe environment.

Gathering insights from discussions and consultations with the NMC Advisory Boards; Managers' Advisory Board ([MAB](#)), Regional Advisory Board ([RAB](#)), Assistant Deputy Minister ([ADM](#)), Regional Steering Committees, and Federal Councils, has been instrumental in shaping our offerings to meet the evolving needs of managers.



We have also actively worked with partners such as Canada School of Public Service (CSPS), Privy Council Office (PCO), Office of the Commissioner of Official Languages (OCOL), Office of the Chief Human Resources Officer (OCHRO), Indigenous Services Canada (ISC) ([see a list of partners and contributors](#)).

to create meaningful engagement opportunities by consulting managers on specific topics. These initiatives have resulted in valuable insights that ensure our offerings are effectively tailored to meet managers' needs.

In addition, our efforts to support peer coaching circles and the co-development program have generated high levels of engagement. These initiatives allowed managers a safe space to explore the complexities of their roles, enhance their problem-solving skills, and develop their leadership capabilities under the guidance of trained facilitators.

Collaborate



The NMC leveraged its partnerships with various departments and organizations across the country to offer events, workshops and pilot initiatives that addressed public service (PS) priorities from a managerial perspective. We tackled topics such as: PS Renewal / future of work, hybrid teams, digital transformation, recruitment and retention, equity, diversity, and inclusion (EDI), accessibility, language maintenance, resiliency, mental health and self-care. We are proud of the value and impact we brought to managers through our collaborative activities ([see list of partners and contributors](#)).

We teamed up with the Office of Public Service Accessibility (OPSA), the Public Service Commission (PSC), and the Office of the Chief Human Resources Officer (OCHRO) to host the workshop **“Creating an Inclusive Workplace”**. This workshop equipped managers with strategies to support employees with disabilities, address biases, and adopt best practices in recruitment and accommodation, fostering a more inclusive and equitable workplace environment.

We also collaborated with the Public Service Pride Network, the Black Executives Network and CSPS for an event on **“Intersectionality and Allyship”**, which explored the complexities of identity and the importance of effective allyship in the workplace. This event raised awareness and understanding of the diverse experiences and perspectives and, encouraged managers to foster a culture of inclusion and respect.

Partnering with seasoned change leaders to deliver the event **“Leading in a Digital World Strategies for Modern Managers”**, we underlined the importance of evolving as leaders with the skills, tools and resources to effectively navigate digital complexities. This event helped managers to embrace digital transformation & innovation, and to support their teams in adapting to changing work environments.

We hosted networking events such as **“Conversation Corners”** in collaboration with the Public Services and Procurement Canada (PSPC) Managers' Community Network, as well as **“The Art of Networking: Building Meaningful Connections”** in collaboration with DPI, where participants shared observations, challenges and best practices on key themes through discussion forums and speed mentoring.

Our successful collaboration with the Association of Professional Executives (APEX) continued with more sessions of the popular **“Making the leap to the executive rank”** being delivered, in which executive panelists provided insights on navigating the challenges and opportunities of executive transitions, offering valuable advice for aspiring and new executives on adjusting to changes in roles, mindsets, and responsibilities.

We worked with PSPC to host sessions on **“Compassionate Leadership”**, to provide managers with valuable tools and techniques to enhance the skills needed to become compassionate and trauma-informed leaders. These sessions highlighted the importance of emotional intelligence, active listening, and feedback skills for managers.

Testimonials

Compassionate Leadership event: Creating Psychologically Safe Teams

"Excellent, engaging training. Incredible speakers. Passion and insight really came through. Hope more sessions are available for my colleagues, as I highly recommend!"

Leading in a Digital World: Strategies for Modern Managers event

"Beyond the theory, concrete examples and tools were given. It was truly one of the most valuable and practical sessions I have participated in, Thank you NMC."

Managers Workshop: Creating an Inclusive Workplace event

"I particularly loved the testimonials - hearing how other managers have also struggled to accommodate employees."

Support



We passionately supported managers across Canada, focusing on expanding the NMC's impact and ensuring its ongoing relevance. Our first ever **Managers Connect** event in Iqaluit, Nunavut, and St. John's, Newfoundland, marked a significant expansion into the North and East coasts respectively, providing essential support and guidance on complex and unique issues. This event underscores our commitment to continue our reach into more regions and expand our representativeness.

"The National Managers' Community (NMC) plays an important role in amplifying the efforts of the Public Service Pride Network (PSPN). Together, we've shared important messages, like the open letter to deputy ministers, and integrated them with the Clerk's Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service. This partnership shows our dedication to making sure everyone's voice matters in the workplace."

Jason Bett (he|him|lui),
Public Service Pride Champion

We enhanced manager capabilities by providing access to a variety of developmental tools and resources through presentations, workshops, training, coaching, and mentoring sessions, including the well-received **"Practical leadership tools and resources - en Français"** initiative, which enabled Prairies' managers to refine their second language skills through hands-on discussions of everyday HR topics.

The NMC supported managers in unpredictable circumstances. This year, following the largest strike among Government of Canada PSAC-represented employees, NMC consulted with managers and respondents overwhelmingly identified the challenge of how to restore a healthy and positive workplace. Timely **mini-connects** - virtual facilitated conversation sessions were rolled out, providing participating managers with prompting questions for discussion and opportunities to share best practices. Managers noted that these sessions were instrumental in helping them navigate through the challenges and foster supportive dialogues among their team members post-strike.

In support of managers across Canada, we gather feedback on key issues in a variety of ways, including through regional NMC steering committee meetings. By gathering information from managers on an ongoing basis, we are able to increase engagement, align activities and foster and promote a positive, collaborative work culture.

Spotlight on a Conversation with the Clerk and Deputy Clerk on Values & Ethics



On March 1, 2024, in partnership with the CSPS, the National Managers' Community (NMC) hosted "A Conversation with the Clerk and Deputy Clerk on Values & Ethics," drawing remarkable engagement and insights.

Nearly **1,000 managers** contributed to a consultation questionnaire, shaping the event's direction. Ten pre-recorded questions from managers across the country were selected, with seven presented live to the Clerk and Deputy Clerk.

- ▶ The event attracted **6,641 participants**, reflecting an impressive **74% participation rate**.
- ▶ Notably, **665 attendees** provided feedback, expressing appreciation for the prioritization of the discussion and a strong desire for follow-up events.

The event's impact extends further as its video has been incorporated into the Canada School of Public Service's [new Values & Ethics learning path](#). Looking ahead, the NMC Team will collaborate closely with the Privy Council Office to continue the conversation in upcoming 2024-25 regional events, ensuring further dialogue and development in values and ethics within the public service community.



List of events/activities

- Conversation Corners In-Person Networking Event for Managers
- Managers Connect day :

Abbotsford	Charlottetown	Edmonton	Halifax	Iqaluit	Kingston
Miramichi	Montreal	Ottawa	Quebec	Régina	Saskatoon
St. John's	Vancouver	Victoria	Winnipeg		
- Meet and Greet in Iqaluit, Yellowknife, Whitehorse
- Intersectionality and Allyship
- Overview for Hiring Managers: Public Service Employment Act (PSEA)
- Practical leadership tools and resources - en Français for managers in the Prairies
- Webinaire Z Generation discussion (FR)
- Flipping the Script on Performance Anxiety
- Hybrid model - discussion forum
- Leading in a Digital World: Strategies for Modern Managers
- A Conversation for Managers about Values and Ethics with the Clerk and Deputy Clerk
- Become an Agile Manager
- Career Conversations
- Compassionate Leadership: Creating Psychologically Safe Teams
- The Art of Networking: Building Meaningful Connections - NCR In-person Speed Mentoring
- Building a Culture of Experimentation - Hybrid seminar
- How purchasing for your team could impact your department/agency
- Managers Workshop: Creating an Inclusive Workplace
- Making the leap into the executive ranks: Another conversation
- Next Generation HR and Pay Ask Me Anything sessions
- NMC Managers mini-connect sessions
- Peer Coaching Circles / Co-development workshops and trainings
- Speed Mentoring FYN Career Boot Camp
- The Artistry of Change: The Top Practices of Highly Resilient Managers
- Top 3 Things Managers should know about series: Taking the Leap / Performance Management and Mental Health
- NMC Kiosk at Breaking Barriers: Creating a Disability-Confident Workplace
- NMC Kiosk at FYN Career Boot Camp
- NMC Kiosk at IPAC conference
- NMC Kiosk at DPI's Professional Development Week (PDW)

For all details and recordings
visit the [NMC Events
and Activities page](#).

Looking ahead



As we gear up for the NMC's 25th anniversary in April 2025, we're already setting our sights on the upcoming year with great anticipation. We're excited to announce that we'll be offering managers numerous opportunities to deepen their understanding and continue the conversation on Values and Ethics, as well as the UN Declaration on the Rights of Indigenous Peoples.

The Secretariat is piloting a new organizational structure, with additional support positions to stabilize and support the growing demands of our managers community. Additionally, we are planning to revisit and renew our terms of reference to ensure cohesion with our evolving goals and objectives. We are also focused on expanding our permanent funding base and transitioning to a more stable funding model with our contributors.

We aim to extend the reach of the NMC by actively recruiting new members from across our federal family of departments. In addition to sustaining our collaboration with existing partners we continue to explore new and innovative partnerships, as well as provide clear leadership to internal departmental manager networks. This strategy ensures the ongoing provision of high-quality, sought-after, and timely support to managers.

In addition to this important priority, we're committed to enhancing our data collection methods to ensure relevance and effectiveness. We'll actively seek to refine our branding, communications, and marketing strategies to keep them engaging and impactful.

Furthermore, we're ensuring our deliverables align with our Strategic Plan, while remaining steadfast in our dedication to diversity and inclusion. Here's to an impactful year ahead as we continue to celebrate and grow!



Partners and contributors



The NMC Secretariat and our Champion would like to thank all our partners and contributors for your invaluable collaboration to our achievements. We look forward to our future endeavors!

Departments

Atlantic Canada Opportunities Agency
Canada Revenue Agency (CRA)
CRA Wellness Conference
Canada School of Public Service (CSPS)
CBSA Management Network
CFIA Women's Network
Correctional Services Canada (CSC)
Health Canada
Indigenous Services Canada (ISC)
Justice Canada
National Defence (DND)
Office of the Procurement Ombudsman
Privy Council Office (PCO)

- Public Service Renewal (PSR)

Public Service Commission (PSC)
Public Services and Procurement Canada (PSPC)

- Pension Centre
- PSPC Managers' Community Network

Employment and Social Development Canada (ESDC) – Service Canada
Shared Services Canada (SSC)

- Accessibility, Accommodation and Adaptive Computer Technology (AAACT)
- NextGen HR and Pay

Transport Canada (TC)
Treasury Board of Canada (TBS)

- Office of the Chief Human Resources Officer (OCHRO)
- Centre of Diversity and Inclusion (CDI)
- Office of Public Service Accessibility (OPSA)
- Centre of Expertise on Mental Health in the Workplace

Veterans Affairs Canada (VAC)

Partners and contributors continued...

Other initiatives

Anti-Racism Ambassadors Network (ARAN)
Association of Professional Executives (APEX)
Association of Public Sector Information Professionals (DPI)
Atlantic Leaders in Learning Intergovernmental CoP
Black Executive Network
Canadian Innovation Centre for Mental Health in the Workplace (CICMH) (ISED)
Centre of expertise Agile
Federal, Regional and Provincial Councils
Federal Youth Network (FYN)
FlexGC
Future Leaders of Ontario
Canada's Free Agents Program
Human Resources Council (HRC)
Infinity Network
Institute of Public Administration of Canada (IPAC)
Joint Learning Program
Kingston Cluster of the Ontario Federal Council
National Speakers Bureau

Knowledge Centre for Indigenous Inclusion
Office of the Commissioner of Official Languages (OCOL)
Ontario Provincial Government (OPS)
Ontario Public Service Leadership Network
Public Sector Integrity Commission
Public Service Pride Network
NMC Regional Steering committees

*Note: This list may not be exhaustive; other partners may also be involved

Special Mention

With special thanks to the volunteer members of the following committees:

Regional Steering Committee
Regional Executive Champions
Regional Advisory Board
Managers Advisory Board and
Assistant Deputy Minister Advisory Board
Executive Board

And special thanks to the community of managers, supervisors and aspiring managers who work so hard to create and support teams, services, processes and enabling systems that ultimately deliver to the Canadian public whom we all serve.

Contact us

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This annual report was prepared with the assistance of the following members of the National Managers' Community Secretariat:

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