

*Annual Report to the Clerk  
and Key Stakeholders*

Communauté  
nationale des  
gestionnaires



National  
Managers'  
Community

**2017**

**I**t has been a very productive year for the National Managers' Community (NMC), with a new strategic and operational plan that reflects our updated strategic objectives and a governance structure which focusses on regional inclusiveness. The NMC has positioned itself well to take the pulse of managers from across the country through the departmental Managers' Advisory Board, provincial Steering Committees and the new Regional Advisory Board. Managers are passionate about what they do and are honest about what they need in terms of support, learning and communication. Through our networks and key partners, the NMC works to connect managers to the fundamental skills and knowledge that are necessary for success. The NMC also ensures that managers' voices are heard by senior leaders via departmental and regional Champions, the NMC Assistant Deputy Minister Advisory Board and Regional Federal Councils.

A highlight for us this year was personally connecting with over 1000 managers from across the country at NMC events in every region. Hearing about the challenges and concerns that affect managers every day, motivated the NMC Team across Canada to innovate and successfully collaborate with a variety of partners such as the Canada School of Public Service, the Canada Revenue Agency, the Public Service Commission and the Federal Youth Network, to make available relevant, timely and meaningful activities that are offered in both official languages, both in person and online.

The NMC has leveraged its ability to be a two-way conduit for communicating in person and virtually with managers, allowing them to identify key themes and the fundamental skills and tools they need to strengthen their leadership in delivering on priorities. This feedback has been instrumental in the development of learning events offered in partnership with the Canada School of Public Service to 5,800 managers across the country. Emotional Intelligence, Positive Space, Tools to Engage, Recognition, Working in an Open Spaces, Work Life Integration and Leading at a Distance, are the topics we focused on, and all are relevant in assisting managers to achieve their objectives and to do their part to strengthen the public service.

Receiving numerous requests from other government departments, agencies and horizontal communities to collaborate, the renewed and reinvigorated NMC is recognized as the core network connecting managers across the country. Whether it is the new Indigenous Learning Series, Diversity and Inclusion, Mental Health and Workplace Wellbeing, or the new Direction in Staffing, the NMC continues to be well placed to work with key partners to take the pulse and obtain the advice of managers and report back to senior leaders across the public service.

Lastly, as part of the #MyGC2020 Story initiative, we are pleased to share the [profiles](#) of 12 exceptional managers, leaders and key supporters of the National Managers' Community. (Annex A.)

**Karen Ellis**  
Associate Deputy Minister  
Veterans Affairs Canada and  
Champion, National Managers' Community

**Kimberley Macies**  
Executive Director  
National Managers' Community

***“Practice the fundamentals exceedingly well every single day, for they are the foundation of excellence.”***

**Karen Ellis  
DM Champion, NMC**

# The Objectives



# The Network



# The Numbers

5800

Managers discussed, learned and collaborated on key issues and relevant priorities at NMC events.

475

Senior leaders attended NMC events, to share information, inspire and engage with managers.

36

Departments and Agencies represented on the ADM Advisory Board and the departmental Managers Advisory Board.

242

Managers who sit on one of 11 provincial/regional Steering Committee and met 77 times to discuss important issues, plan events and support Government of Canada priorities.

140

Meetings with key partners and stakeholders to provide intelligence and strategic advice on the managers community.

1

Very loved Deputy Minister Champion with the mandate to support and advocate for managers at the senior level of government.

# The Numbers

23

Managers Learning Days across the country, in partnership with Canada School of Public Service. 22 took place in the Regions.

2100

Participants and stakeholders who attended the Managers Learning Days across Canada.

9

Secretariat staff with the mandate to support the voice of managers and help them connect, collaborate, network, engage and grow.

228

Coaching Circles and Action Learning participants in 24 groups and in 120 sessions.

452

Students who participated in learning and recruitment events and networked with supportive managers.

5233

Social media followers (GCTools and Twitter) reached by the NMC to share information and best practices.

# Fundamental Knowledge and Skills for Managers\*

## KNOWLEDGE

### How Government Works

- Values and Ethics within the Government of Canada
- Government Branches and the Westminster system (compared to others)
- How laws, regulations and policy are developed and put into force
- Federal and provincial/territorial roles and jurisdictions
- Relations with provinces/territories
- Instruments of governance (law, regulations, policy, Memorandum of Understandings, Agreements, difference between Policy and policy)
- Major laws that govern how government works: Access to Information and Privacy, Federal Accountability Act
- Parliamentary Officers including Auditor General
- Government universe (schedule organizations – central agencies, departments, agencies and others)
- Appointments
- Relations with stakeholders

### Finance

- Budget and Reporting Cycle
- grants and contributions
- votes meaning
- Results based reporting, MAFs, DPR, RPP
- Delegation – how to manage a budget and exercise authorities

### Access to Information and Privacy

### Human Resources

- Staffing - mechanisms and rules
- Delegation – accountabilities
- Value and Ethics
- Conflict of interest
- Employment equity
- Disability management
- Duty to accommodate
- Planning: how to evaluate and plan for human resources needs

### Information Technology and Information Management

### Accommodation

### Audit and Evaluation

### Communication

*\*Not exhaustive*

*\*Please consult the Canada School of Public Service for information on these learning opportunities.*

## **SKILLS**

### Management in the Public Service

#### Engagement and Communication

- Running meetings
- Writing Briefing Notes for Senior Officials
- Briefing Officials – up, down and across
- Collaboration

#### Achieving Results

- Setting priorities, developing work plans
- Departmental governance / clear accountabilities
- Strategic thinking
- Managing risks/opportunities
- Collaboration with partners and stakeholders
- Reporting on results/evaluation
- Change/transition management
- Leading innovation
- Project Management
- Information Management
- Service excellence

### People Management/Leadership

Vision and Leadership styles and how to manage up, down and across

Planning including succession planning and risk management

Effective communication – perspective

Emotional intelligence

Diversity/inclusion

Employment Equity

Official Languages

Harassment free workplaces/creating healthy work environments

- Mental Health
  - Psychosocial risk factors in the workplace
  - Active listening
- Space: positive spaces, working in open spaces

Work-life integration

Mobilizing people and team members

- Engaging/empowering teams – multi-disciplinary, matrix, cross-functional
- Recognition and appreciation
- Multi-generational teams
- Leading at a distance

Evaluating performance

- Setting clear objectives and expectations
- Writing relevant PMAs
- Giving feedback / having difficult conversations
- Managing talent
- Learning: coaching, mentoring, training, shadowing, assignment/secondments