



National Managers' Community (NMC)

Voice and Influence - The Way Forward

NMC Strategic Planning Session, March 2010



Purpose of Presentation

- Overview of research to date
- Discussion on the way forward
 - Common themes and messages
 - Actions to date
 - Next steps
 - Future plans and initiatives



Research 2008 – 2010

- E-Polling – April 2008
- Focus Groups – Summer 2008
- PSES 2008: Analysis of Managers' Responses – Summer 2009
- Focus Groups – Fall 2009
- Thesis: *Changes in Managerial Behaviors for Delivering Delegated Human Resources Responsibilities* – December 2009
- CCAF Research: *Innovation, Risk and Control* – January 2010
- E-Polling – March 2010



E-Polling and Focus Groups 2008

- Performance management, including managing unsatisfactory performance, is a major concern.
- Given other managerial responsibilities, people management often suffers.
- Managers feel there are excessive rules, leading to increased and less meaningful work, “burnout”, and organizational malaise.
- Managers would like to see more done to prepare current, new and future managers.



PSES 2008 – Analysis

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



Focus Groups – Fall 2009

- Managers want to be empowered, trusted to make decisions and included in the decision-making process.
- Most managers are working extra hours – this impacts on health, team and relationship building, strategic planning and career advancement.
- Coaching and mentoring, formal and informal networks are important to help and support managers.
- Managers expressed a high level of frustration with administrative and reporting burdens.
- Most managers indicated that organizations have minimal tolerance for risk and there is little encouragement to be innovative.



Thesis Findings – 2009

- Managers require more training to deal with people management issues.
- They would also like to have more support and coaching to deal with difficult employees.
- Work tasks often take precedence over people management.
- Workloads are high and managers have difficulty delegating work.
- Managers need more time to think and plan.
- Managers are not rewarded for good people management.



CCAF Research

- Barriers to innovation:
 - Delivery pressures and administrative burdens
 - Lack of resources
 - Low tolerance for risk
 - Restrictive rules, some “phantom”
 - Poor project management skills
 - Insufficient rewards and encouragement



E-Polling 2010

- Perception that organizations are still very risk averse – does not appear to be changing.
- Managers' workloads are overwhelming, and managers acknowledge they need to spend more time on people management.
- Desire for organizational culture that has a higher risk tolerance and supports innovation.
- Managers want user friendly policies and guidelines, more relevant tools and increased access to HR expertise.
- Managers would benefit from encouragement and support to use the (existing) staffing flexibilities to hire quality people.



E-Polling 2010 (continued)

- Managers would benefit from a less time consuming process to deal with unsatisfactory performance.
- They also want support from senior management for the decisions they take.
- Managers generally get feedback on their performance but not discussion on career development.
- Managers feel that there is value in federal departments and agencies working together to offer career developmental opportunities.



Common & Recurring Messages

- Managers are challenged by:
 - Heavy workloads
 - Web of rules
 - Reporting burdens
 - Lack of decision-making ability (not empowered)
 - Downloading of functional responsibilities (HR, Finance, Contracting)
- Managers recognize the need to spend more time on people management.



What Managers Are Requesting

- More time for training/learning, with focus on people management.
- Coaching and mentoring, formal/informal networks.
- Decrease in administrative and reporting functions, freeing up time for people management.
- Authority and support for decision-making.
- Increased support to deal with unsatisfactory performers from senior management and HR.



NMC Actions to Date

- Presentations to DM Committee on PS Renewal (May, Oct. 2008) – influenced PS Renewal Action Plan.
- 2008 E-Polling and Focus Group Reports sent to all DMs by Champion.
- CSPS Programming modified as a result of managers' feedback.
- Network Summit Priorities 2008-2009:
 - Performance Management Working Group
 - Regional Network Summits
 - NCR Engagement Strategy
 - Youth Engagement Strategy
 - Learning and Development
- Article in June 2009 NMC Newsletter (extensive reach).



Moving Forward

- Clarify perceptions and expectations:
 - Feedback from ADM Advisory Board
 - Feedback from Stepping Up Session
 - Presentation to DM Committee on PS Renewal – May 2010
- Next steps:
 - Determine 2 – 3 priorities to address recurring themes (key areas linked to NMC Strategic Pillars).
 - Determine activities and initiatives for each one.
 - Integrate into national and regional work plans.