



NETWORK SUMMIT

September 23-24, 2008

Minto Suite Hotel, Ottawa, Ont.

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**Network Summit Report
September 23 and 24, 2008
Minto Suite Hotel - Ottawa**

1. Executive Summary

The National Managers' Community (NMC) organized a Network Summit that was held from September 23 – 24th at the Minto Suite Hotel in Ottawa with the purpose of engaging Network and Community representatives in discussion about topics and issues of common interest, such as Public Service Renewal. Representatives from the following Networks and Communities were in attendance: National Managers Community (NMC); Regional Federal Councils (RFC); Federal Youth Network (FYN); Association of Professional Executives (APEX); Human Resources Council (HRC); Network of Advocates for PS Renewal; ADM Advisory Board (for the NMC); Canada School of Public Service (CSPS)

The event commenced with welcoming remarks from Mark Butler, NMC Governing Council Chair and François Guimont, Deputy Minister Public Works and Government Services Canada and Champion for the NMC.

Following an informal networking session, an Armchair Session was held with representatives from the National Managers Community, Federal Youth Network; Association of Professional Executives; Regional Federal Councils; Human Resources Council; and the Network of Advocates – PS Renewal. Each representative spoke on their respective networks' strengths, challenges, and future initiatives.

During the course of the 1 ½ day event, participants were guided through a number of different sessions and processes which ultimately culminated in the development of a Network Summit Action Plan based on the following two priorities selected by the Summit participants:

1. Performance Management/Dealing with Poor Performers
2. Regional Network Summits on Public Service Renewal and Employee Engagement

Short and mid-term achievements for the next 12 month period were identified for each priority. The networks and communities also identified what were the key factors and necessary actions required for success; the strengths and leverages of the "collective" groups; and guiding principles and core values that would ensure we continue to keep connected and worked together.

To ensure that there was continued momentum and a commitment to take follow up action; lead representatives from each network/community were identified as a contact for follow up, further plan development and plan implementation.

A separate working group of Summit participants was established to address the specific and unique challenges in the National Capital Region on engaging NCR managers.

Closing comments were provided by François Guimont, who gave his strong endorsement and support for the priorities selected and action plan developed during the Network Summit.

2. Introduction

This report captures the proceedings and what was documented during the course of the 1 ½ day Network Summit attended by representatives from the following networks, communities, and organizations:

- National Managers Community (NMC)
- Regional Federal Councils (RFC)
- Federal Youth Network (FYN)
- Association of Professional Executives (APEX)
- Human Resources Council (HRC)
- Network of Advocates for PS Renewal
- ADM Advisory Board (for the NMC)
- Canada School of Public Service (CSPS)

Please see Annex A for a list of Summit participants.

3. Context & Participation

At the last two national forums, the NMC held electronic polling surveys of delegates and through this technology engaged the most senior leaders in the federal public service. In particular, last year's session in Vancouver resulted in extremely positive feedback from both delegates and senior leaders who participated in the session. Resulting from both the results of the electronic polling and dialogue with senior leaders, François Guimont, DM Champion for the NMC, suggested that the NMC organize a summit to get together representatives from various networks and communities to discuss area of common interest and determine if there was opportunity to work together and build on the collective efforts of all parties.

The NMC Governing Council strongly supported Mr. Guimont's suggestion and took the lead to organize a Network Summit. For this initial meeting, invitations were sent to representatives from a number of networks and communities who were selected because they represented a cross section of employees and functional communities, and have similar interests and concerns in dealing with the issues related to PS Renewal

4. Network Summit Goals

The goal of the Summit was to engage invited Network and Community representatives in discussion about topics and issues of common interest, such as Public Service renewal, to:

- identify synergies and similar priorities of communities and networks
- develop strategies for collaboration and mutual support,
- develop a cooperation agreement and action plan to work on identified and shared priorities

5. Network Summit Agenda

The agenda for the Network Summit was designed to provide participants with an opportunity to get to know each other and find out about other networks and communities, identify emerging themes and common priorities, select a few priorities and develop an action plan that the networks and communities could work on jointly.

Attached as **Annex B** is the detailed Network Summit Agenda.

6. Welcoming Remarks

Mark Butler, NMC Governing Council Chair, welcomed all participants. Each representative was asked to introduce themselves, identifying both the network/community they represented and their home department and location.

Mark introduced Francois Guimont, Deputy Minister Public Works and Government Services Canada and Champion for the NMC. Mr. Guimont reiterated the purpose of the Summit and discussed the benefits of the networks building on their collective strengths and synergies to work jointly together on areas of mutual interest.

He asked that in our deliberations over the next few days to identify issues that would lead us to action and to consider the following elements in our discussions:

- What can we do collectively to address and take action on issues?
- What can Central Agencies do to take action and provide support?
- What requests could we make to Deputy Ministers to either provide support or take specific action?

7. Cracker Barrel Session

The facilitator led the participants through a one hour "Cracker Barrel" session, a process that allowed participants to spend time to get to know each other better and find out more about the other networks and communities that were present at the Summit. A lead representative from each network/community hosted a table and participants were asked to select 3 tables during the session to find out more about each of groups represented.

8. Armchair Discussion

Representatives from each network and community were invited to participate in an armchair discussion to identify the strengths and challenges of their respective networks and what initiatives and activities they were planning in the next 12 months that was exciting. The purpose of this activity was to provide an environmental scan of the strengths and challenges of each network and identify where there were common issues, emerging themes and potential opportunities for cooperation.

Mark Butler, Chair, National Managers' Community Governing Council

Strengths

- 70% of members are in the regions giving NMC strong regional presence
- NMC have representation at Regional Federal Councils
- Strong connection to departmental networks
- Annual National Managers' Professional Development Forum – high level of participation at these events and well known by senior officials and managers

Challenges

- Getting engagement in the National Capital Region
- Communication and getting the messages down through departments
- Recognition of the value of the work – although considered voluntary in nature it is critical that senior leaders and organizations recognize the importance of the NMC, its strategic objectives and its accomplishments

Future Initiatives/Activities

- Full implementation of the new governance structure
- Organizing the next National Managers' Professional Development Forum for 2009 in Montreal
- Network Summit and acting on the outcomes of the summit

Jennifer Wessner, Chair, Federal Youth Network

Strengths

- Represents 11 regional networks and 19 departmental networks
- Network is member driven and FYN is accountable to members
- Network is far reaching and has large representation at all levels, including students and term employees

Challenges

- Network may not be known by all stakeholders
- Some managers do not see the value in Youth Network which impacts on accessibility of members and engaging potential members
- No specific allocation of funding to support the Network
- Regional networks have different challenges than FYN nationally

Future Initiatives/Activities

- Developing governance model for FYN
- Launch of a website with CPSA support

Simon Coakely, Chair, Association of Professional Executives

Strengths

- Association is member driven and voluntary

- APEX has been in existence for 25 years
- Members are from across the country and most departments and agencies are represented
- APEX is an independent organization outside the federal public service; doesn't have to deal with same financial structures and processes as other federal public service organizations
- APEX is governed by Board of Directors who have support from their respective departments and agencies

Challenges

- Currently coming out of transition with a new Board of Directors
- Have to seek a new Executive Director in the near future

Future Initiatives/Activities

- Co-sponsoring an event with Federal Councils in Atlantic Canada
- Holding a Forum Symposium on the health of the Executive Community

Marilyn Kapitany, National Chair, Regional Federal Councils

Strengths

- Horizontality and work of Federal Councils
- Voluntary nature of the work and keen sense of wanting to make a difference
- Ability to link in to the Center and meet with people who can influence and make things happen
- Capacity for relationship building and maintenance

Challenges

- Distribution of resources among Councils
- Geographic challenges, especially in the North
- Support from Deputy Ministers
- Getting recognition for the work of Councils – work is voluntary and not considered as part of one's job

Future Initiatives/Activities

- Seeking ways to make a more substantial difference on PS Renewal
- Working on the demographic data and analysis collected in each region to implement strategies to address issues identified in analysis
- Federal Councils are developing a common planning and reporting framework that will be implemented this year.
- Holding Grants and Contributions workshops in each region to follow up on the work of the Blue Ribbon Panel

Camille Therriault-Power, Representative, Human Resources Council

Strengths

- Council is forum for advocacy to address HR service delivery

- Emphasis on improving transaction services

Challenges

- Recognizing the service role of the HR Community
- Issues on capacity and instability in expertise of HR Community members
- Ensuring that what the Community is doing is linked with the performance agreements of Deputy Ministers; making the horizontal linkages and attempting to be a strategic partner with the DM community

Future Initiatives/Activities

- Working on the PS Renewal agenda and supporting the focus on people management as being front and centre
- Working with various networks to develop infrastructure that provides stability on different areas of HR expertise
- Focused on “working smarter” and getting HR processes right

Daniele Besner, Representative, Network of Advocates – PS Renewal

Strengths

- Network created last spring and has 15 different networks represented
- Ability to spread the word and profile PS Renewal initiatives and activities

Challenges

- Getting the Network established
- Network members are at different stages of PS Renewal awareness

Future Initiatives/Activities

- Currently collecting information from each Network Advocate member and will be preparing a summary report
- Review report and identify common priorities and potential areas that could be addressed

After each representative gave an overview of their networks strengths, challenges and future plans, the Armchair Host facilitated a discussion to further engage representatives on the value of cooperation and collaboration. Following is a summary of key messages that were delivered:

Networks and their Added Value on PS Renewal

- NMC is an enabler - the Trunk - and well positioned to implement recommendations
- Regional Federal Councils can be the “fertilizer” that takes the information and shares it with others.
- FYN is well positioned to connect with employees just coming into the federal public service.
- APEX is well positioned to present concerns to the “system”.
- Network of Advocates has a diversity of groups and they bring different perspectives.

- HR Council is well positioned to work within organizations as the implementer of many renewal initiatives.
- Networks are communities of interest and all have abilities to reach out to their constituents

Ways to Consolidate the Efforts of the Various Communities for Maximum Effect

- Recognition that you can do some things together, but not everything
- Getting it right. Understanding the agenda of functional communities and prioritizing.
- Addressing the issue in the National Capital Region to foster collaboration and cooperation. Federal Councils are present in the regions, but not in NCR.
- FYN and NMC both have networks in the NCR that have been challenged in getting started, but are starting to take off.

Competition of Networks – Resources and Getting Attention

- Consensus by all representatives that there is more effort being made to collaborate
- Important to recognize that different networks address different needs of constituents they represent.
- Recognize that there may be some overlap, and we should avoid any duplication and focus on supporting and collaborating with each other.

9. Presentation - NMC Focus Group Sessions

Mark Butler, Chair NMCGC, delivered a presentation on the preliminary results of focus group sessions that were held across the country over the summer. These sessions, organized by the NMC, were held to get additional information and data on key issues that were highlighted as a result of the electronic polling survey that was held at the last National Managers' Professional Development Forum in Vancouver in April 2008.

Mark noted that 229 managers participated in these sessions. A number of questions were asked on the following topics:

- Performance Management
- People Management
- Web of Rules
- Preparing Future Leaders

Attached as **Annex C** is a copy of the presentation that Mark Butler delivered.

10. Identification of Areas of Common Interest

The Facilitators led the participants through a session to identify areas of common interest. The purpose was to get participants to come up with potential common themes and areas for future

action. Participants, seated at pre-assigned tables, were asked to respond to the following question:

“As a result of this morning’s discussions what are some emerging areas/ideas/possibilities that would benefit our networks/councils if we could connect and/or work more closely together (co-incident timing and synergy)”

The Facilitator informed participants that this session would be followed by a priority setting exercise based on voting criteria.

Each participant was asked to note on index cards their responses to the question asked and post on an “Affinity Wall”. Once ideas were posted, participants were asked to group like ideas and themes. The following identifies themes and ideas that were presented during this session:

Recruitment and Retention

- Synergies between managers community, HR Council and Youth networks on recruitment and retention

Staffing (PSEA) to Support PS Renewal

- Create a partnership of common stakeholder between the NMC, APEX and HR with the goal of improving the functionality of the PSEA and to better support PS Renewal

PS Renewal

- What it means in each community – a conversation
- Clerk’s Priority – Engagement of all employees on PS Renewal

Leadership at All Levels

- Card depicts a triangle with Youth Network, APEX & Managers’ Community
- NMC Partners with APEX and RFCs (Regional Federal Councils) to conduct focus groups to identify and raise awareness of the impact of the “web of rules” and the culture or risk-aversion. Result – enabling the sharing of relevant information to improve management performance. Could also include HR Council and Community of Advocates.
- Partnership between APEX and Managers’ community to influence possible health issues
- FLN & NMC Partnership (best practices, advice, mentoring & coaching)
- Managers Communities to support HR Council’s review of developmental programs. Many departments have tailored the CAP/MTP to increase success commitment, fit for specific communities (S & T)

HR Tools and Support Activities

- Priority setting and training
 - Annual summit like this
 - Brown bag lunches
 - Intergroup exchanges
 - Exposure to other groups
 - What are other countries doing
 - Presentations by subject matters expertise
 - Threshold knowledge tests

- Competencies establishment and develop org. to fit
- Job shadowing – “in your shoes”
- Brown bag lunches on general HR /Manager Challenges; collect and put on one calendar all activities
- Synergy of HR Councils and Management cadre on specific HR training & tools for Managers
- Collaboration between HR council and Youth Networks on assisting youth in broadening experience base

Coordinate and Exchange Regional Leadership

- Federal Councils take the lead in ensuring that regional summits are held with all networks
- How do you see your network contribute and support the well-being of your membership in the next 3 – 5 years?
- Use the concept of a Network of Advocates at the regional level to ensure that all stakeholders involved in complementing PSR at the regional level
- Regional Federal Councils can work with other networks to coordinate activities in a given region and ensure the most effective implement of activities and action plans, and avoid duplication
- What can the other networks do to help the FYN develop their governance & structure? Also, what can the FYN learn from the other networks? What best practices can be shared?

Repository of Practices

- Looking at community leadership as a continuum
- Explore opportunities to share intelligence on activities underway /planned gathered through Network of Advocates
- Job Shadowing between all organizations; i.e. spend a day in “my shoes” – a win-win situation; get a better understanding for all the roles and responsibilities, create partnerships, continuing collaboration and show best practices
- Repository of all activities around the renewal agenda; put on a self-managed website (Lead CPSA)
- Leveraging technology in program delivery; Communities looking at that in support of departments

Learning

- HR Capacity Working Group for Managers – we need to integrate work & recommendation into our plan – focus on one or two priorities
- Stronger exchange between the Managers’ Community, the School, Youth Network to better determine learning/training requirements and focus test (?) at the School
- Work with other stakeholders- like the HRC, NMC, CPSA – to create a professional development module or activity to help managers in “Having the difficult performance discussions”

11. Priority Setting

Participants were asked to identify criteria that would be used to vote on ideas presented. Following was the criteria identified:

- Involves and engages all communities
- Connects to NMC pillars, Clerk priorities and other networks involved
- Short term deliverables that can be achieved in a 12 month timeframe
- Real action (clear deliverables – tangible)
- Achieve using existing resources (or if funding is needed be realistic)

Each participant was given 4 dot stickers and asked to place their dots on the areas that they considered highest priorities based on established criteria. They were also advised to use the dots as they wish (e.g. could place all dots on one item, select four items or any variation).

Following 3 topics were the ones that yielded the most votes and are presented in order of preference.

1. Work with other stakeholders- like the HRC, NMC, CPSA – to create a professional development module or activity to help managers in “Having the difficult performance discussions”
2. Regional Federal Councils take the lead in ensuring that regional summits are held with all networks
3. Repository of practices around the renewal agenda; put on a self-managed website (Lead CPSA)

12. Developing the Action Plan

The Facilitators led the participants through a process to focus on the three topics chosen. Each participant was asked to select one of the three topics that interested them the most, and form a “Table Working Group” to identify key objectives and outcomes on their chosen topic.

On completion of this part of the exercise, participants were invited to go to the other tables (tables in which they did not participate as original members) and listen to the suggestions and recommendations to each of the table working groups, giving them an opportunity to provide feedback on the other 2 topics. Table representatives gave a presentation on objectives and results identified by the original working group and participants were given a “Comment Card” and asked to respond to the following questions:

1. What I really like and would suggest you add is . . .
2. Something that is missing and I think that we should consider is . . .
3. Something that I would suggest be removed because . . .

The feedback was reviewed by the original Table Working Group and comments and feedback were incorporated in the original plan.

Following summarizes the action plans developed based on the above noted process:

Note: For each of the 3 priorities identified, linkages were made to PS Renewal Strategy and Clerk's Priorities.

Priority # 1 – Performance Management and Dealing with Poor Performers

CLERKS PRIORITY: People Management

Summit Priority: Performance Management

Work with other stakeholders like the HRC-NMC-CPSA to create a professional development module or activity (formal training) to help managers in "having the difficult performance discussion:

Managers are equipped to have frank discussion about actual performance.

Objectives	Results
<ul style="list-style-type: none"> • Create an inventory of existing resources (depts. Conference Board of Canada, private sector) linked in to other networks (APEX, HRC) - evaluate. • Build on diagnostic of line managers HR Capacity Working Group; identify and assess learning needs • Design and develop learning module • Look at co-development with unions • Design, communicate & deliver sessions • What applies to non-managers (current & future managers) • Engage staff relations community- what exists (training) • Ensure component includes discussion on whether we have senior management support to take on. • Get senior management involvement – get them to take module or coaching /mentoring • Component to discuss poor fits; org culture; defining of poor performer; competency based; behavior based. -differing solutions- the effect on team of not dealing. • Module include how managers will create action plan to help employees • Module include how to prepare employee for discussion – rules of engagement 	<ul style="list-style-type: none"> • Identify best practices • Prevent us from "reinventing the wheel" • promote existing tools • Focus on adapting what exists • Focus on coaching/mentoring practice simulations • Validate needs and helps build learning approach and activities • Opportunity for communities of practice/coaching circles • Timely sessions

Priority #2 – Federal Councils Holding Regional Summits

CLERKS PRIORITY: Employee Engagement on PS Renewal

Summit Priority: Regional Engagement on PS Renewal (Fed. Councils): *“Making it real across the country”*

Federal Councils take the lead in ensuring those regional summits are held with all networks/
Coordinating exchange and regional leadership (Federal Councils).

Objectives	Results
<ul style="list-style-type: none"> • Regional summit- bringing all networks together for a meeting in whatever format makes sense for each region • Ensure 2-way strategic dialogue, not just a series of talking heads 	<ul style="list-style-type: none"> • Increase common understanding of the PSR among public servants at all levels across all regions • Buy-in from senior managers and RFC's to promote and raise awareness on PSR-related activities, management excellence, learning and development, community engagement. • Increased awareness of each networks priorities and activities to capitalize on common issues and increase/build on synergies. • All networks are plugged into RFC's (Which networks are to be included re.info sharing and results) • Encourage info dissemination by all network reps to their constituents • Develop and implement communication strategy to increase awareness of regional networks –branding –marketing • Verify that networks links on RFC's WebPages as appropriate

Priority #3 – Repository of Practices

CLERKS PRIORITY: Knowledge Transfer

Summit Priority: Best Practices

Objective	Results
<ul style="list-style-type: none"> • Sharing Best Practices • PS Renewal Linked to related info. e.g. CSPA orientation • Networks themselves & Initiatives (organized) 	<ul style="list-style-type: none"> • Webpage • All network/council with links to each community/council website • WIKI self-managed

<ul style="list-style-type: none"> • Encourage cross breeding – ID face to face opportunities • ID best technologies (web 2.0) and means to manage. • Engage subject matter experts • Seek ways of attracting input 	<ul style="list-style-type: none"> • Collaborative area for comments/ratings of all info/best practices currently available
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Note: After further discussion and consideration, participants agreed that Topic #3 - Repository of Practices- was less issue based and more of a means of how to get information and tools to managers. It was agreed that while this issue is important the group would focus on the priorities 1 and 2, and give consideration in working on these priorities to using technology and other means to inform managers.

13. Refining the Plan

Facilitators had participants take part in an interview matrix, where each participant had an opportunity to respond to the following 4 questions:

1. What are some short and mid-term achievements (6 – 12 months) that will demonstrate progress and build momentum on shared objectives we have developed?
2. What are the key factors and necessary conditions we need to identify for us to succeed?
3. What are the strengths we bring as a conglomerate of networks and how can we leverage these strengths to achieve our objectives?
4. What are 2 or 3 guiding principles and/or core values that will govern how we stay connected and how we will work together?

Based on feedback received, participants were put in 4 separate groups and asked to develop a summary on each of the above noted questions. The outcome of this exercise became the basis of the Network Summit Action Plan.

14. Network Summit Action Plan

I. Short and Mid Term Achievements

Priority #1 Performance Management & Dealing with Poor Performers

Three months

1. A Working Group will be established

Six Months

1. A complete inventory of existing resources and tools
2. Action Plan developed with roles and responsibilities and milestones.
*CSPS, NMC, FYN, APEX, HRC, CPSA

Priority #2 Regional Network Summits on Public Service Renewal /Employee Engagement

Six Months

1. Federal Councils solicited and support obtained to hold Regional Network Summits

Twelve Months

1. Regional Federal Council Chairs will convene a Network meeting to develop regional strategies to engage employees on PSR
2. Every Regional Federal Council will organize a meeting at which every department in the region will send a representative sample of employees to discuss a topic determined by the Council.

II. Key Factors and Necessary Actions for Success

The critical factors that we will ensure are in place to succeed are

Develop a work plan including:

- Vision and mission
- Realistic objectives/measures/follow-ups
- Clear OPI /lead
- Identification resources/expertise to develop communications plan

III. Strengths and Leverages

- We are credible networks with diverse experience and expertise.
- We can leverage these strengths by working together to provide horizontal advice to key stakeholders. (i.e. DM community, senior managers) to better educate the public service.
- Networks have strong outreach capacity to all public servants across the country allowing them to share best practices and resources.

IV. Guiding Principles/Core Value to Keeping Connected and Working Together

The principles that will guide how we stay connected are:

- Maintain regular communication using flexible mechanisms
- Agree on objectives and reporting milestones
- Create a governing body today – point of contact.

The principles that will guide how we work together are

- Leverage the common interests of each of the individual networks to advance PS Renewal
- All networks are equally committed and are equal participants

15. Network and Community Representatives for Next Steps

After a review of the plan, Facilitators asked the participants to convene with their respective networks/community and select a representative. Cathy Mercer with the National Managers' Community Secretariat agreed to be the focal point and contact to convene network and community representatives to initiate first steps in getting started on the Network Summit Action Plan.

Following are the designated representatives:

- Mark Butler – National Managers' Community
- Marilyn Kapitany – Regional Federal Councils
- Kelvin Chan – Federal Youth Network
- Francine Kennedy – ADM Advisory Board
- Matthew Symonds – Association of Professional Executives
- Valerie Heaman – Representative for Departmental Managers' Networks
- Daniele Besner – Network of Advocates, PS Renewal
- Paulette Panzeri – Human Resources Council

16. National Capital Region

During the course of the summit an issue was raised regarding the challenges of getting a similar structure of support in place in the NCR as existed in the regions with Federal Councils. It was noted that both the Managers' Community and the Youth Network have active groups in the NCR, but they tended to work in isolation and independently with limited access to senior officials.

This has been a long standing issue, and one that participants strongly felt needed to be addressed. A Working Group of Network Summit participants was struck to get together to further discuss this issue and identify approaches to remedy this situation. Mary Jacobi, Executive Director, National Managers' Community Secretariat, agreed to organize first meeting of the Working Group.

Members of this Working Group are:

- Francine Kennedy – ADM Advisory Board
- Daniele Besner – Networks of Advocates, PS Renewal
- Valerie Heaman – NMC Co-chair, National Capital Region
- FYN Representative – TBD (Jennifer Wessner to follow up and provide name of representative)

17. Participants' Accountability Agreements

The Facilitators closed off the Summit by getting the participants to complete an Accountability Agreement, which asked each participant to respond to the following statements:

- My offer in the next 60 days to continue to build on the discussions and action we developed at the September 2008 NMC Summit – I am going to . . .
- I will provide Cathy Mercer, National Managers' Community Policy Liaison Officer, any follow information as a result of this agreement, by phone (709)772-6805 or via email: cathy.mercer@acoa-apeca.gc.ca

Participants were asked to complete, provide their name & organization and signature to the agreement card. They were also asked to share their agreement with colleagues at their tables.

These cards were collected and given to Cathy Mercer.

18. Closing remarks

In closing, Francois Guimont thanked all session attendees for their contributions and active participation. He stressed the importance of continuing to build on the momentum of the Summit. He also noted that the DM Committee on PS Renewal was aware that this session was taking place and very interested in hearing about the results and outcomes of the session. He mentioned that Mark Butler, as NMC Governing Council Chair, has been invited to the next DM Committee on PS Renewal meeting scheduled for October 14, 2008. Along with the results of the focus group sessions, Mark would also be given the Committee an overview of what transpired at the Summit and the Network Summit Action Plan.

M. Guimont complimented the participants on the work accomplished over the last day and a half and indicated his strong endorsement and support for the priorities selected and action plan developed.