



# The Voice

National Managers' Community



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## NMC Newsletter

Issue 3  
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In this issue of The Voice, NMC focuses on the recent Annual Forum. Your comments and suggestions on this and other issues are welcome.

## 9<sup>th</sup> Annual NMC Professional Development Forum: A Forum for managers delivered by managers

*By Françoise Lavoie  
Regional Coordinator,  
NMC Quebec*



I joined the National Managers' Community (NMC) in May 2008, as the NMC Regional Coordinator for Quebec. At the

time I could not have imagined what was ahead for me as a member of the host city.

Supported by a team of experienced regional coordinators from across the country, I quickly



*Farrah Fleurimond from Transport Canada and Charles Taker from the Office of the Commissioner of Official Languages were volunteer emcees at the forum*

grasped that the task that had been assigned to me would require the participation of a large number of delegates from my region.

We promptly formed a regional committee that became responsible for the various Forum ceremonies, the choice and organization of off-site visits, and the recruitment of volunteers.

The members of the Regional Committee came from various departments and agencies and from the Quebec Federal Public Servants' Youth Network. They were ready to see it through right to the end and were dedicated to this initiative despite their very busy schedules! Our goal was to showcase the richness and diversity of our region.

Coming from different cultural backgrounds, they shared their diverse knowledge and competencies to ensure that the event would be one to remember for a long time to come.

I can now proudly say mission accomplished and thank everyone involved and my region's 200



*Delegates on a site visit to the Royal Military College Saint-Jean*

representatives for making the event a success. We never could have pulled this off without them!

To see [highlights](#) of the forum and to access some of the presentations, please visit our [website](#). Thanks to the Communications Community Office for providing great coverage of the conference in their most recent [newsletter](#).



*Simon Coakeley, Chair of APEX and Mark Butler, Chair of the NMC Governing Council welcome delegates to the Forum.*

# Taking the Pulse of Managers

*By Cathy Mercer and Georgette Houle  
NMC Secretariat*

The National Managers' Community (NMC) offered a 3 hour session entitled "Dialogue with Senior Officials" at the 2010 Professional Development Forum in Montreal. Similar sessions were

held in the two previous forums, Ottawa (2007) and Vancouver (2008), with significant findings and follow up action by the NMC as well as Central Agencies to address key issues raised.

At the March 2010 session, over 1,100 participants, including executives, managers, new

professionals and future leaders in the federal public service across Canada engaged in a dialogue and discussion with five Deputy Ministers.

## **Perspectives of PS managers gathered through e-polling**

E-Polling technology allowed for instantaneous results to 19 questions which focused on the following three themes:

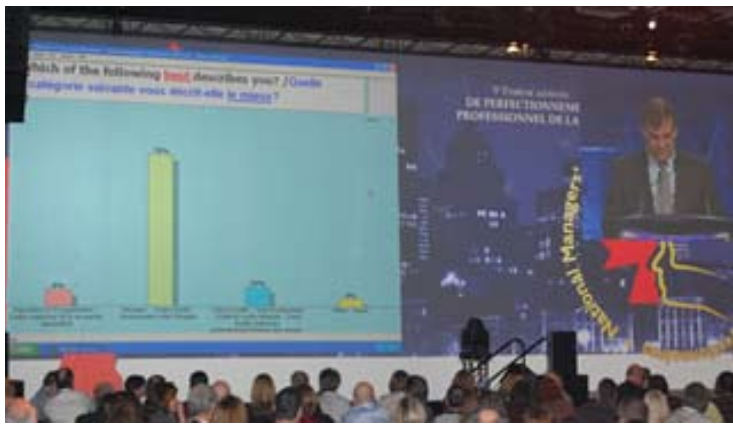
- Innovation, risk and control
- People management
- Talent management

Following is a brief summary of some of the key points.

- There is a perception that organizations are risk averse, and do not appear to be streamlining or eliminating unnecessary rules and policies.
- 70% of managers indicated that they are not able to spend



*Delegates participate in e-polling*



Omer Boudreau chairs the session

as much time as they would like on people management.

- Managers reported that they would benefit from user friendly policies and guidelines, more relevant tools and increased access to HR expertise. As well are seeking increased support to use existing staffing flexibilities.
- Managers would benefit from a less time consuming process to deal more effectively with unsatisfactory performance. They are also seeking support from senior management for the decisions they make.
- While the majority of managers indicated they regularly get feedback from their manager on performance, this does not usually include a discussion about career development.
- Most managers feel that there is still value in federal departments and agencies working together to offer career development opportunities.

### Discussion with senior officials on the results

The results of these questions formed the basis for inquiry and discussion between participants and the panel of five Deputy Ministers:

- Janice Charette, Human

Resources and Skills Development Canada

- Monique Collette, Atlantic Canada Opportunities Agency
- Linda Lizotte-Macpherson, Canada Revenue Agency
- Daphne Meredith, Office of the Chief Human Resource Officer (TBS)
- François Guimont, Public Works and Government Services Canada

Delegates asked questions directly to the panellists in a 90-minute discussion facilitated by Omer Boudreau, Vice-President of Human Resources, Canadian Food Inspection Agency.



Senior officials from left to right: Janice Charette, Monique Collette, Linda Lizotte-Macpherson, Daphne Meredith and François Guimont

Managers explored a number of topics and touched on a range of issues that had come up during the e-polling session.

Issues about workload, decision-making authority, trust, innovation, risk tolerance, dealing with difficult employees, hiring, and career development were all discussed with a great deal of candour, leading 85% of respondents to rate this session as very good to excellent.

François Guimont, NMC Champion, concluded the session by saying that this feedback is important and will form the basis of a work plan that outlines areas for improvement. The NMC will be sharing this information with the Deputy Minister Committee on Public Service Renewal as well as using this information to guide its efforts for the year ahead.

For a summary of the issues raised and responses provided by the Deputies, see the full report entitled *Dialogue with Senior Officials Session* on the NMC website.

You may also comment on this article on [GCPEDIA](#).

# NMC Update

By Shannon Cox  
Regional Coordinator,  
NMC BC & Yukon

As you can expect, much of our focus over the last quarter was on delivering the National Forum. We are proud of the results and how well it was received. Since then we have been busy analysing results from the e-polling session as well as preparing various related reports. Check our website for highlights of the Forum as well as other information as it becomes available.

Besides the National Forum in March, NMC has delivered many other learning events across the country since January. Here is a snapshot:

- Newfoundland & Labrador partnered with Future Leaders Network of N.L. to present "Think on Your Feet" to 100 people in St. John's.
- Alberta held a Learning Tools event in Calgary for 22 managers from 9 departments.
- Prince Edward island supported a Canada School of the Public Service (CSPS) Orientation to the Public Service.
- National Capital Region partnered with the CSPS and held an Armchair Discussion on virtual team building via webcast.
- New Brunswick held a day-long event on Social Media and Government in Moncton.
- British Columbia partnered with the Youth Network and IPAC for a learning

event on social media. They also delivered a career development event featuring speed networking and mentoring in Vancouver.

- Coaching events were held in Charlottetown, Miramichi, Dartmouth, St. John's, Oromocto, Yellowknife, Whitehorse, Kelowna, Victoria, and Vancouver.

We recently held two one-week Coaching Practices for Managers train-the-trainer events, adding another 39 coaching practitioners across the country. Each has committed to facilitate five workshops over the next 18 months providing valuable tools to equip managers with having effective conversations in the workplace.

At the end of that training, the NMC said goodbye to Anne Gillis, the national coordinator for the

Coaching Practices program, who is retiring.

Welcome to two new Regional Coordinators who have recently joined the NMC:

Cindy Roache, Nunavut

Natasha Connors, Nova Scotia

Like most of you, we are all involved in year-end activities, including annual reporting and planning for the upcoming year.



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mailing list!**

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# Federal Youth Network Meets Clerk of the Privy Council

By Colleen Power  
Vice-Chair,  
Federal Youth Network

It isn't everyday that you have the undivided attention of the most senior public servant in the country. Yet the Federal Youth Network (FYN) had the privilege of meeting with the Clerk of the Privy Council, Mr. Wayne Wouters, during the NMC conference for a full hour. Mr. Wouters joined FYN representatives from across the country, along with FYN Champion, Simon Kennedy, to discuss the Network's accomplishments and future plans.

The FYN and Mr. Wouters discussed the realities of the Public Service (PS) and the role new and young Public Servants play now and will play in the future. Mr. Wouters explained that as the PS agenda shifts to a period of fiscal restraint and as our population ages at an unprecedented rate we cannot lose sight of who we are as a Public Service. There is a world of opportunities out there and young professionals have a role to play to demonstrate their leadership and share their views to influence change.

Mr. Wouters and Mr. Kennedy expressed strong appreciation and support for the role FYN and its members are playing in leadership and professional development, and in contributing to positive work environments. The Clerk said the role is more relevant than ever and will be an important factor in influencing policy issues and developing a more modern and innovative Public Service for the future. Left feeling inspired and valued, FYN is already hard at work planning its next steps!



Federal Youth Network members with the Clerk



## Guardians of Our Communities, from Local to Global

August 22 - 25, 2010  
Westin Hotel, Ottawa

The Institute of Public Administration of Canada's Annual Conference attracts senior officials from federal, provincial, territory and municipal levels of government, as well as senior representatives from academia and the private sector. It provides a unique chance for new public servants to meet colleagues and senior officials from across Canada and also presents a great developmental opportunity for managers.

For information and to register: [IPAC Conference](#)

# Making a Difference in Public Service

By Mary Heffernan  
Regional Coordinator,  
NMC New Brunswick

The National Managers' Community is proud to announce the winners of the 2009 Leadership Awards. We were pleased to recognize this exceptional group at a Special Recognition Evening held during the forum.

## Mike Nurse Leadership Award

This year's recipient of the Mike Nurse Leadership Award is Geoff Munro, Chief Scientist and Assistant Deputy Minister of the Innovation and Energy Technology Sector at Natural Resources Canada.

This award recognizes someone who has led national initiatives to empower the national manager community of the federal public service. The award and Geoff Munro along with the strength of the community are featured in the March edition of *Canadian Government Magazine* – published just in time for the Forum.

## Regional Leadership Awards

This year's fourteen recipients were elected by peers, supervisors, clients, partners



From left to right: Judy Rowell, Greg Yeoman, Glen Lehtovaara, Ian Morrison, Roger Steadman, Celeste McLeod, Geoff Munro, Levina Ewasiuk, François Guimont (NMC Champion), Louis Turgeon, Barry Halman, Rob Garrison, John Beverley, Charles Lajoie, Barbara Adams

and supervised staff from coast to coast. Each one is a striking example of managers who are using their initiative to achieve results in ways that meaningfully engage their employees and that effect positive organizational change.

To learn more about this year's recipients and their contributions, please visit the [NMC website](#).

## Congratulations to all the recipients:

**Alberta:** Levina Ewasiuk – Health Canada

## British Columbia & Yukon:

Glen Lehtovaara – Canada Border Services Agency

**Manitoba:** John Beverley – Canada Revenue Agency

## National Capital Region:

Barbara Adams – Fisheries and Oceans Canada

**New Brunswick:** Louis Turgeon – Service Canada

## Newfoundland and Labrador:

Judy Rowell – Parks Canada

## North West Territories:

Lorraine Seale and Greg Yeoman – Indian and Northern Affairs Canada

**Nova Scotia:** Major Celeste McLeod – National Defence

**Nunavut:** Spencer Dewar – Indian and Northern Affairs Canada

**Ontario:** Barry Halman – Canada Revenue Agency

**Prince Edward Island:** Roger Steadman and Ian Morrison – Parks Canada

**Quebec:** Charles Lajoie – Citizenship and Immigration Canada

**Saskatchewan:** Rob Garrison – Correctional Service of Canada



François Guimont (NMC Champion), Geoff Munro and Mark Butler (Chair of NMC)

# Leadership – in the world and in the workplace



By Mary Heffernan  
Regional Coordinator,  
NMC New Brunswick

*Dr. Nutt, closing keynote speaker*

Dr. Samantha Nutt, Co-Founder and Executive Director of War Child Canada, was the closing keynote speaker at the Forum and drew thunderous applause from participants.

While Dr. Nutt is humble in nature, her accomplishments throughout the world are nothing less than amazing. She is a physician with more than fifteen years of experience working in war zones. Since the beginning of her career, she has focused on providing assistance to war-affected women and children.

Through her work with War Child Canada, the United Nations and several other non-governmental organizations, Dr. Nutt has travelled to some of the world's most violent flashpoints including Iraq, Afghanistan, The Democratic Republic of Congo, Liberia, Sierra Leone, Somalia, Burundi, northern Uganda, Ethiopia and the Thai-Burmese border. She just returned from Haiti where she saw first-hand the devastation caused by the recent earthquake.

In connecting her work with that of public servants at the Forum, she said that her experiences in countries where governments had been overthrown and/or corrupt have shown her the importance of taking pride in our public service – one that is non-partisan and trusted all over the world.

She challenged participants to ask themselves why they get up and do what they do every day. Her experiences working with and on behalf of others in war-torn countries are what motivate her daily to effect change. Although the issues and goals seem overwhelming for one person or team to achieve, she firmly believes we can all find the strength to persevere and celebrate the small victories. Regardless of the difficult environment we find ourselves living and working within, there is never a lost opportunity to affect change.

Dr. Nutt said it's easy to become overwhelmed by the day-to-day but it's important to be creative, and to think "outside of the machine". The public service has contributed and continues to invoke change throughout the world. She reminded us that it takes managers who can inspire and lead others through a shared sense of public service in order to effectively lead others to change.

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mailing list!**



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