

National
Managers'
Community



Communauté
nationale des
gestionnaires

National Managers' Community

Terms of Reference

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1. National Managers' Community – National Charter

The National Managers' Community (NMC) is a grassroots, horizontal, national network of thousands of federal public service managers spanning all departments and agencies, and all provinces, territories and National Capital Region (NCR).

The NMC represents, supports, and promotes the needs, interests and aspirations of all federal public service managers in their role of achieving public service objectives. The NMC Secretariat receives direction and guidance from the Deputy Minister Champion and three advisory boards: the Assistant Deputy Minister Advisory Board, the Managers Advisory Board and the Regional Advisory Board

2. Vision

The NMC is recognized by all public servants as a vibrant, influential and well-connected community that inspires managers and gives them a voice.

3. Mission Statement

Supporting excellence in public service managers.

4. Strategic Objectives

The following strategic and operational objectives were reviewed and approved by the NMC's Assistant Deputy Minister (ADM) Advisory Board and the Chairs/Co-Chairs of the provincial/regional Steering Committees:

- a. **Voice:** Promote the needs and interests of managers to senior leaders, acting as a vehicle for 2-way communication.
- b. **Collaborate and Connect:** Work with key partners to provide avenues for managers to connect with their peers and engage with senior leaders.
- c. **Outreach and Engagement:** Function as a central hub for facilitating dialogue, acting as a knowledge broker, exchanging information and sharing best practices, while growing NMC's network.
- d. **Renewal:** Increase awareness and the impact of the NMC across Canada and ensure its sustainability and relevance.

5. Definitions

a. 'Manager'

- Managers are federal public servants who manage people and/or exercise delegated financial signing authority.
- The NMC supports and represents all managers, supervisors and public servants who aspire to be managers.

b. Departmental Representatives

- Federal public service managers, who represent their home organization on the Managers Advisory Board and or Steering Committees.
- Departments/Agencies are encouraged to identify alternate committee members to ensure attendance when the principal member is unavailable.
- Serve as ambassadors for the NMC by promoting NMC events within their home organizations.

6. Governance Structure

a. Governance Diagram



b. NMC Champions

- i. Deputy Minister Champion
 - The Deputy Minister Champion is appointed by the Clerk of the Privy Council.
 - The role of the Deputy Minister Champion is to ensure that at the highest executive levels, the voice of managers is heard and profiled, while also providing the NMC with strategic advice and guidance.
 - The Champion chairs the ADM Advisory Board.
- ii. Departmental Champions
 - Identified by Deputy Heads of departments
 - Provide advice to DM Champion and NMC Secretariat
 - Act as advocates for managers in their respective organizations
- iii. NMC Regional Champions
 - The Regional Champions are executives named by the Chairs of the Regional Federal Councils and sit on the ADM Advisory Board.
 - The role of the Regional Champion is to ensure that regional executives are engaged and the voice of managers is heard and profiled, while also providing the NMC Regional Manager and Steering Committee Chairs/Co-Chairs with strategic advice and guidance.

c. NMC Advisory Boards

i. ADM Advisory Board

- The ADM Advisory Board is the Deputy Minister Champions' Advisory Committee.
- It consists of executives from all departments and agencies that act as the Champion and advocates for the managers' network in their respective communities and regions.
- The Board represents the ADM cadre, advises the Deputy Minister on the NMC's plans and strategies, relays information and advocates for the NMC within their own departments/agencies and regions.

ii. Managers Advisory Board

- This group consists of managers who lead their respective departmental/agency communities and managers networks.
- The role of the Board is to share information on departmental/agency activities, recruit volunteers from within their departments/agencies to help with NMC initiatives and enable these managers to better brief their ADM Champions on current and proposed joint ventures and NMC activities.
- The Executive Director chairs the Managers Advisory Board.

iii. NMC Regional Advisory Board

- The NMC Regional Advisory Board acts as the voice of managers from across the country and provides strategic advice and direction to the ADM Advisory Board via the NMC Executive Director and Regional Managers.
- Members of the Advisory Board are the Chairs/Co-Chairs from the Steering Committees from each region/province and territory and from the NCR.
- The NMC Regional Advisory Board is Co-Chaired by the Executive Director and on a rotational basis, a provincial Chair/Co-Chair elected/nominated by the Board.
- The Regional Advisory Board meets bi-monthly.

d. Managers' Networks

i. NMC Secretariat

- The NMC Secretariat (NMCS) is comprised of an Executive Director, Administrative Manager, Administrative Assistant, and six Regional Managers (one for each Region, including the NCR).
- It leads NMC efforts to influence policy by reflecting the voice of managers to Public Service decision-makers.
- The NMCS is a facilitator and information broker, bringing people together and helping them share best practices, resources and contacts.
- The NMCS is the main point of contact for central initiatives, agencies and communities.
- It works together with the Advisory Boards to promote a strong, united management community.
- It coordinates the strategic planning process and the preparation of the strategic plan.

ii. Departmental Representatives

- Managers representing their respective organizations on the Managers' Advisory Board
- Advocate for managers within their organizations
- Work with Champion to identify activities and events for managers

iii. Provincial/Regional Steering Committees

- Steering Committees are led by Chairs/Co-Chairs and comprised of managers who represent their home organizations.
- The Committees hold monthly/quarterly steering committee meetings
- The Committees provide a source of intelligence and feedback of information from the departments/agencies about manager issues and innovations.
- It is responsible for informing their departments/agencies managers of NMC activities and opportunities.
- Currently there are no Steering Committees in the Territories, the NMC Secretariat is undertaking efforts to recruit members and to develop a Northern network.

7. National Secretariat Functions / Operations

a. Selection of Secretariat

- Assignment positions filled through an advertisement of opportunity through the NMC community.
- The assignments are for two years with the possibility of a one-year extension. .
- Selection of an Executive Director is done by the Deputy Minister Champion in conjunction with the NMC Regional Managers.
- Selection of Regional Managers is done by the NMC Executive Director in conjunction with the Regional Advisory Board members.
- Selection of the NMC Secretariat staff is done by the Executive Director.

b. Duties of Secretariat

i. Executive Director

- Liaison between Deputy Minister Champion and Regional and Managers Advisory Board members in developing of the national strategic plan and annual action plan.
- Responsible for activities related to the national strategic plan.
- Manages NMC Regional Managers and administrative professionals.
- Delivery of action plans and the submission of the Annual Report.
- Liaises with the other key partners and Advisory Boards of the governance model.

ii. Administrative Manager

- Advises on status of NMC budget.
- Maintains HR records of secondments.
- Oversees required assets of the NMC.
- Supports the Executive Director and the Regional Managers.
- Liaises with CSPS for the delivery of corporate services.

iii. Administrative Assistant

- Under guidance from Administrative Manager, records and balances the NMC financial statements.
- Supports travel requirements of the Executive Director and the Regional Managers.
- Responsible for the acquisition card for NMC third party services.

iv. Regional Managers

- Collaborates, liaises with and provides support and advice to Steering Committee Chairs/Co-Chairs and members
- Provides regional updates to Deputy Minister Champion and or Regional Champions
- Represents NMC at events, including Regional Federal Council meetings and other horizontal senior level communities, advocating on issues of importance to managers.
- Collaborates with key partners, including functional communities (i.e. Federal Youth Network and Human Resources Council), to provide avenues for managers to connect with their peers and engage with senior leaders.
- Fosters a proactive and innovative interaction, connecting managers using a diversity of platforms.

v. Micro-missions

- Micro-missions with the NMC are now an option on Performance Management Agreements.
- Individuals can perform community and/or project assignments of varying length with the NMC.
- Includes volunteers at NMC events or partner events.

8. Provincial/Territorial/NCR Functions/Operations

a. Steering Committee Chair/Co-Chairs

- The Chairs/Co-Chairs represent NMC at events.
- The Chairs/Co-Chairs help identify gaps in the committee structure and recruit members.
- The Chairs/Co-Chairs liaise with senior officials in their respective department to ensure they are aware of NMC activities, including topics and dates; and that they are supportive of managers attending events.
- The Chairs/Co-Chairs are responsible for calling regional steering committee meetings and preside as chairpersons.
- The Chairs/Co-Chairs approve meeting agenda.
- The Chairs/Co-Chairs are responsible for succession planning
- The Chairs/Co-Chairs are responsible for ensuring the recognition of members and managers in their respective provinces/regions.
- The Chairs/Co-Chairs form regional subcommittees as needed.

- The Chairs/Co-Chairs serves for a term of two years, with the possibility of an extension.
- Ideally, the Chairs/Co-Chairs should have served on the regional steering committee in good standing for a minimum of one year.
- Should the Chair/Co-Chair wish to extend, they must notify the Executive Director and Regional Manager; inform the Steering Committee who will be required to vote on the motion; a quorum (4 Steering Committee members) will be required for the motion to pass.

b. Steering Committee

- The Steering Committee (SC) support the objectives of the NMC Strategic and Operational Plan and assists the Regional Manager and the Regional Champion in its implementation.
- Committee members participate in developing, implementing and monitoring of the provincial action plan which reflects the strategic objectives of the NMC.
- It communicates with the local manager community ensuring their voice and needs are identified to the Regional Advisory Board and Regional Manager.
- The Steering Committee organizes activities and events for the local manager community in addition to national efforts, which are consistent with the national strategic plan.
- A representative from that region's Federal Council Secretariat, Canada School of Public Service, Public Service Commission and Federal Youth Network may participate as a full member of the steering committee.
- The Committee must share feedback/intelligence received from the DM and Regional Champion with their respective communities, to ensure 2-way communication exists.

c. Steering Committee Members

- Members attend all meetings or ensures the attendance of an alternate in their place.
- Members adequately prepare for meetings by reading all advance materials.
- Members serve as ambassadors for the NMC by promoting NMC events within their organizations.
- Members represent the views of their organization at the provincial/territorial/NCR steering committee and at consultations or focus groups sponsored by the NMC.
- Members assist the Regional Manager and Chairs/Co-Chairs to implement the Strategic and Operational Plan and regional activities.
- Members make every effort to attend and support NMC events and initiatives.

d. Steering Committee Secretary

- The Secretary schedules, reserves venues and sends meeting invitations.
- The Secretary prepare minutes of meetings of the committee and other Secretariat support.
- The Secretary drafts agenda for meetings.
- If no Secretary is appointed, then the Chair will appoint a steering committee member as secretary at the start of each meeting to record the minutes.

e. Meeting Frequency

- Meetings will be called by the Chair/Co-Chairs on an as-needed basis but at a minimum once per quarter.
- The NMC Regional Manager will be responsible through the Steering Committee to conduct an Annual Meeting (AM) once per year.

9. Key Partners

- The NMC is hosted by the Canada School of Public Service (CSPS) and collaborates with the School on an ongoing basis in achieving the objectives of both organizations.
- Partners may include any federal government department, agency, committee and functional/horizontal communities who share a common interest or participate in achieving common goals.
- The NMC works closely with the Regional Federal Councils who assist the NMC in supporting and strengthening 2-way communication with regional Steering Committees.
- Partnerships are important to ensure that the goals and objectives of the NMC can be met including facilitating networking opportunities and exchange of information. The NMC is open to innovative and creative partnerships.

10. Amendments

- The above Terms of Reference format and content has been approved nationally by the NMC ADM Advisory Board and Chairs/Co-Chairs of Steering Committees to provide for consistency in each province /territory/NCR.
- A provincial/territorial/NCR steering committee should adhere to the above Terms of Reference, but can amend their provincial/territorial/NCR Terms of Reference to add additional paragraphs as needed provided it maintains consistency with the national terms of reference.
- It should be noted that, at this time, the Quebec Steering Committee chooses not to name a Chair/Co-Chairs, however on a rotational basis, a spokesperson will be named and will represent the Quebec Region on the Regional Advisory Board

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