



Leaders Digest



The National Managers' Community Newsletter

Volume 3, issue 4

January 2006

Inside this
issue:

Leaders Digest – 1
January 2006

Leaders Digest – January 2006

As we begin 2006, plans are well underway for the Annual National Conference in St. John's Newfoundland April 30 to May 3. For more information on the conference, please check this link:

<http://www.managers-gestionnaires.gc.ca>

Focus on Regional Coordinators:

One of the key links to the National Managers' Community is the network of Regional Coordinators that are located across the country. As part of the NMC Secretariat, they work closely with manager communities to ensure that managers have a voice, as well as implementing national initiatives, such as Coaching Practices for Managers and Tools for Leadership and Learning.

The following are short bios for some of the Regional Coordinators. The others will be profiled in the next issue. Contact information for all Regional Coordinators can be found at:

http://www.managers-gestionnaires.gc.ca/about_us/regional_coordinator_e.shtml

Quebec: Geneviève Drouin

Geneviève Drouin has worked for the Government of Canada since 2000. She began her career at Transport Canada, where she worked in Aircraft Services at the Ottawa Airport. She was then selected for the Management Trainee Program in 2001. She joined the Department of National Defence, her home department, where she worked as environmental consultant to the Director, Land Environment. She then worked at Agriculture and Agri-food Canada for the Director, Dairy and Swine Research and Development Centre, Lennoxville. She currently works for the Quebec Federal Council Office in Montreal. She coordinates the Middle Managers Network (MMN), the Quebec Federal Public Servants' Young Network, and the National Managers' Community for the Quebec Region.



Manitoba – Roger Todd

Roger Todd has been employed as a Management Consultant in the Air Force operational headquarters for the past fifteen years. He previously held various positions in Employment and Immigration Canada, including those of analysts with the departmental management information system, economist, and employment counselor.

He has also been a sessional lecturer at the University of Winnipeg for the past four years, teaching graduate-level courses in Public Administration. His academic background includes having received Master's degrees in Public Administration and Political Science. He also studied towards a Ph.D. in Germany on scholarship.

In 2001, Roger presented papers on performance management at the annual conference of the International Institute of Administrative Sciences in Athens, Greece, and at the Ethical Leadership conference in Kingston dealing with the ethical basis of Canadian foreign policy. He has been active in the Institute of Public Administration of Canada, as well as in the federal mentoring



(Continued on page 2)

**About 150
future leaders
with the
federal public
service across
Newfoundland
and Labrador
participated in
a networking
and
professional
development
event in St.
John's in
November.**

(Continued from page 1)
program.

In October, 2005, Roger accepted an assignment to the Manitoba Federal Council Secretariat as Coordinator, Manitoba Managers' Network.

Nova Scotia – Rob Diamond



Rob Diamond joins the National Managers Community from the Canada Revenue Agency where he was an income tax auditor for 10 years, during which time he also received a Certified Management Accountant (CMA) designation. Rob now works out of the Public Works Government Services Canada offices in Halifax where in addition to the local managers events he organizes for Nova Scotia, he is always very involved with the Managers National Professional Development Forum. Rob can't seem to stay away from the "money" side of the business, in addition to managing the budget for the National Forum each year, he also keeps a close eye on the finances for the National Managers Community Secretariat. While he usually has trouble explaining to his friends what he does for a living, he certainly appreciates all the opportunities the National Managers Community has given him.

Saskatchewan – Dawn Popescul

Dawn Popescul is the current Regional Coordinator for Saskatchewan and is on assignment from Agriculture and Agri-Food Canada (AAFC) until 2007. Dawn is co-located with Saskatchewan Federal Council in Regina, and receives administrative and operating support from the Council.

Dawn has been with the federal government for over 10 years - most of her career with AAFC in Saskatchewan. In her home department, she manages the Communications Unit at AAFC/PFRA in Regina.

Dawn holds an Agriculture degree from the University of Saskatchewan and has over 20 years experience in the agriculture industry in various capacities. She's a farm gal from southern Saskatchewan and is still strongly

connected to farming through family members.

Dawn is thoroughly enjoying her assignment with the managers' community and especially enjoys the supportive, positive, forwarding-thinking environment of the community. The ability to network and share a common passion with others who truly believe in the valuable contribution of managers has been invigorating, and Dawn also likes the break from many years as a manager. Dawn keeps busy with her career, water sports (canoe/kayak/dragon boats) and most importantly, her young family of two. She recently took up women's hockey, and after seeing her play, her spouse advises she should not quit her day job!



Ontario – Mike Feyko

Mike is one of original NMC members, having been involved in the inaugural meeting. His beginnings were with Manpower & Immigration as an Employment Counsellor in Windsor, Ontario. Since then he has worked as a Manager in Leamington, Parry Sound and Lindsay and is currently located in Peterborough. Mike is just completing 35 years of Federal Public Service and is looking forward to retirement at the end of June.

Mike worked on assignment with the NMC Secretariat as a project manager for 2 years and has been the Ontario regional Coordinator since June, 2003. In addition to his role as a Coordinator, Mike also has been the editor of the Leaders Digest and is currently the lead for the NMC Website, and is involved in both the Coaching Practices and Learning Organization Practitioners Communities of Practice.



(on page 3)

(Continued from page 2)

Mike comes from a farming background from the Essex County area – Canada's Sunparlour. Retirement will see him spending more time on photography and woodworking.

Future Leaders of Newfoundland and Labrador – thanks to Lorraine Smith for the following article:

About 150 future leaders with the federal public service across Newfoundland and Labrador participated in a networking and professional development event in St. John's in November, presented by the Future Leaders of Newfoundland and Labrador (FLNNL). The two-day forum – "Defining Your Future: Finding Your Way in the Public Service" – offered newer federal employees workshops on topics such as career planning, French language learning, personal profiling, leadership and much more.

One of the forum highlights was an **Intergenerational Lunch and Dialogue**, moderated by Pierre de Blois, Outgoing Executive Director for the Association of Professional Executives of the Public Service of Canada (APEX). At each table, an APEX manager and members of the Newfoundland & Labrador Managers Community led an informal discussion about how to prepare for opportunities with the public service. Employees and managers shared their challenges and experiences, while facilitators recorded important points from each discussion.

As one participant said: "It was great to be able to broaden your horizons by talking with other people about common interests and goals, and to learn from others who have already traveled on that path."



Manitoba – Building Connections – thanks to Roger Todd for sending this along: On November 24th 2005 the managers' community in Manitoba was invited to an Evening Learning Event "Building Connections" hosted by the Manitoba New Generation of Public Servants (MNGOPS).

The intention of the event was to build stronger relationships between the managers and young employees of the federal public service in Manitoba. Managers also had opportunity to network with their peers since members of the Manitoba Federal Council, Manitoba Mentorship Program, and the Manitoba Managers who attended the National Managers Community Forum in Regina, April 2005 were invited.

The evening began with a networking activity designed and executed by MNGOPS steering group members titled "Speed Networking". Managers and youth were given three minutes to discuss prearranged topics, and then switched to meet a new person with a new topic!

Saskatchewan Managers Update – thanks to Dawn Popescu

The Managers' Steering Committee identified two key priorities for 2005 - reaching out to local managers and learning more about the work of other federal employees. To help meet these objectives, the Committee held its September meeting in Swift Current. This gave the committee the opportunity to visit with local managers and tour the Agriculture Canada Research Station.

The next meeting was held in Prince Albert in early December. Committee members had a chance to meet with local managers and Linda Clarke, Correctional Service of Canada, provided a tour of the Saskatchewan Penitentiary. Linda is a long-time manager at the penitentiary and provided the committee with insight into the many challenges faced by federal employees working at the facility. The Managers' Network hosted a learning event in conjunction with the Prince Albert meeting. Local managers listened to presentations on PSMA and Creating A Respectful Workplace; and speakers provided tools to help managers assess their leadership and management abilities, and gave an update on the Canada School of Public Service and the role of Saskatchewan Federal Council. Earlier this fall, the Managers' Network co-hosted a Regina learning event in conjunction with the Saskatchewan Youth Network. Over 40 participants heard about how four generations are affecting the work place, how personality temperaments influences behavior, and why career planning is essential for everyone. The Saskatchewan facilitators' community of practice continues to meet regularly with 10-15 active participants. Bob Chartier

(Continued on page 4)

"It was great to be able to broaden your horizons by talking with other people about common interests and goals, and to learn from others who have already traveled on that path."

All the Achievements came about through four pillars—Human Resources Strategy, Modern Comptroller ship, Information Management Strategy and the Integrated Defence Management Framework.

(Continued from page 3)

recently met with the group and members practiced the art of storytelling.

The committee is currently planning two more learning events for early in the New Year.

Modern Management In Defence Yields Impressive Results – *thanks to Lise Lamontagne for sending along the following from DND:*

Now with its successes in hand, DND is moving into the future with the federal government Management Accountability Framework. The program called Modern Management in Defence has chalked up an impressive array of achievements since it began in April 2001.

Until the program ended in March 2004, different sectors across the Department of National Defence (DND) and the Canadian Forces (CF) were successful in accomplishing management changes in many different areas such as hiring, training, cost visibility, comptrollership and strategic planning to name only a few.

Now with its successes in hand, DND is moving into the future with the federal government's Management Accountability Framework (MAF).

The story began about six years ago when DND became one of five pilot departments in the Modern Comptrollership program that the Treasury Board Secretariat began.

Leading the way in management reform in the Government, DND participated in a three-year pilot project followed by a three-year implementation phase. DND not only followed the lead of the federal government's Modern Management agenda *Results for Canadians*, but also used information gathered from its own *Comptrollership Capacity Check*.

The successes and improvements came about as DND identified nine priority areas:

- ◆ communication;
- ◆ streamlined planning processes;

- ◆ clarified roles and responsibilities;
- ◆ performance management;
- ◆ training;
- ◆ integrated corporate systems;
- ◆ risk management;
- ◆ function support capabilities; and
- ◆ smarter control mechanisms.

All the achievements came about through four pillars—Human Resources Strategy, Modern Comptrollership, Information Management Strategy and the Integrated Defence Management Framework. And, the changes took place across groups and commands in a horizontal fashion.

For more information, please visit the web site at: http://www.vcds.forces.gc.ca/dgsc/pubs/bravo/fall04/management_e.asp

Fostering a Knowledge- Sharing and Collaborative Defence Environment

Promoting a knowledge-sharing culture is becoming the new strategic imperative for companies and government departments worldwide.

Recognizing the value of our knowledge is key to innovative thinking, corporate investment and improved organizational performance. Organizations are encouraging a culture of collaborative learning, and they are focusing on the people—the knowledge workers—who contribute to the knowledge base by sharing ways of learning and building new knowledge.

Current research shows that a knowledge-sharing culture helps organizations to establish more effective ways to capture, use, leverage and reconfigure knowledge. The defence community is no exception.

Defence is exploring and adopting principles and strategies for sharing and leveraging defence knowledge—a critical enabler to support the capability for transformation.

(Continued on page 5)

(Continued from page 4)

Throughout the early to mid-1990s, government departments underwent downsizing and budget cutback exercises, resulting in a negative impact on the preservation of corporate knowledge. Current demographic trends demonstrate that with an aging population, more senior and experienced people will soon be leaving the federal government for retirement.

As a result, there is a need to re-examine organizational strategies that will help to preserve corporate knowledge.

The literature shows that establishing a culture that encourages knowledge creation and sharing is critical to any organization's success.

However, the way to introduce and nurture this kind of culture is not through dramatic changes to the existing culture. Knowledge sharing and collaboration must be linked to the organization's existing core values.

According to a Treasury Board Secretariat report in 2000, the Canadian public service in the future "will be increasingly engaged in knowledge work and will be a learning organization." It will create and foster an environment that takes innovative approaches to sharing knowledge and continuous learning, such as communities of practice, distance learning, e-learning, mentoring, and coaching. The defence community, too, has recognized the importance of instilling more effective processes, systems and behaviours for making maximum use of knowledge. Once the defence environment encourages people to create, share and regenerate knowledge, the cultural environment will change itself.

A knowledge-enabling environment is committed to sharing knowledge with every other part of the organization, and effective leadership and management demonstrate this commitment. For knowledge exchange to occur, managers must ensure that employees have the knowledge they need to carry out their responsibilities and to make effective, fully

informed decisions. Establishing a structured reward and recognition system may help to encourage collaborative organizational development. Rewards, both tangible and intangible, acknowledge the value of knowledge sharing, demonstrate the merit of people's contributions, and enhance an awareness and importance of "not hoarding what you know," according to the *Knowledge Management: A Guide for Your Journey to Best-Practice Processes* from the American Productivity and Quality Center (APQC).

For more info, follow this link: http://www.vcds.forces.gc.ca/dqsc/pubs/bravo/summer05/fostering_e.asp

2005 Management Trainee Association Merit Award.

The recipient of the 2005 Management Trainee Association Merit Award is Etienne Laliberte from PSHRMAC. The NMC was among those who recognized his contribution to the Staffing Toolkit, the National Managers Community and NCRMC, as well as the creation of PSHRMAC Managers' Network. Etienne's role on the Staffing Toolkit gave him the opportunity to get a good grasp on the new PSEA, and in particular he was energized engaging in the National Managers' Community.

Etienne has recently been offered a MTP assignment with Fisheries and Oceans in Vancouver.

Grasshoppers' Convention – *thanks to Ghislaine Savoie for sending this along:*

You might wonder... a picnic, in the middle of December where green's the dress code ? OR maybe an exercise class where you hop till you drop ? Some 60 managers and young public servants didn't know what to expect when they registered for this one-day, one-time event on a cold but sunny December day in Moncton. Yet, what an experience it was!

As the invitation read, it was " an opportunity to have fun, meet new people, and have a great conversation about the future public service manager, and it broke all the rules for a traditional styled Learning Event.

(Continued on page 6)

A knowledge-enabling environment is committed to sharing knowledge with every other part of the organization.

<http://www.managers-gestionnaires.gc.ca>

E-Mail Subscription Service

Sign up to automatically receive your copy of the NMC newsletter via e-mail. Simply go to the NMC web site to register: <http://www.managers-gestionnaires.gc.ca>

Submissions / Feedback

The newsletter will be informative and concise, with links to related sites for full information. You are encouraged to contribute items that are happening in your community, and we want you to let us know what you'd like to see in the newsletter, so we look forward to your feedback.

To contribute to or comment on this newsletter, please contact Mike Feyko, National Managers' Community, e-mail: mike.feyko@servicecanada.gc.ca

(Continued from page 5)

The format, not your typical hotel venue, was set in a local stage theater. The room was void of distraction.... no windows, no props, only 60 chairs in a semi-circle, two flipcharts and a stool for Bob.

First came Speed Networking (no, not the dating kind), the Ice Breaker. Managers heard great stories from young public servants, as they shifted chairs every five minutes..... on what they expected of their work, and what they hoped to achieve in their career. The synergy between young and old was already apparent.

Then, on to an inspiring and thought-provoking two hour Conversation with Bob, where he shared his vision of the future public service manager. Young and old were smitten by his Storytelling, and wanted more, and more of his vision of a Continuous Learning Organization with modern Leadership, Action heroes, Change innovators, Systems thinkers, Entrepreneurial managers and lots of Conversation, not communication!

Lunch was work, as participants chowed down pizza while engaging in more great conversation. Then on to the promised fun! To prime their minds to think "outside the box", participants could choose their medium..... painting, colouring, drawing, collage, improv or music. And the task was simple "what does LEADERSHIP sound like, feel like, smell like, look like....." They were encouraged to let their imagination roll! In the end, a feast of colour, filled with energy engulfed the room, as one group after the other shared its creative vision of Management in the future.

The Finale was no mere closing. In Bob's typical fashion, he gathered young and old, reminiscent of a fireside chat, and engaged them in conversation on their day's experience. It was a reflective moment for many of them, looking back at a most unusual day, in a most unusual setting, on a critically important mission to nurture and grow tomorrow's leaders.

So if the Grasshopper Convention comes to your neighbourhood, you might want to sign up. You won't be sorry! ■