



The Conference Board
of Canada

Le Conference Board
du Canada

CONFERENCE **AGENDA**

FEBRUARY 4–5, 2015 • OTTAWA

PUBLIC SECTOR HR 2015

Transformation, Innovation, and Performance.



Tara Azulay
Consultant,
Actionable Books,
and Founding
Partner, Clariti
Group Inc.



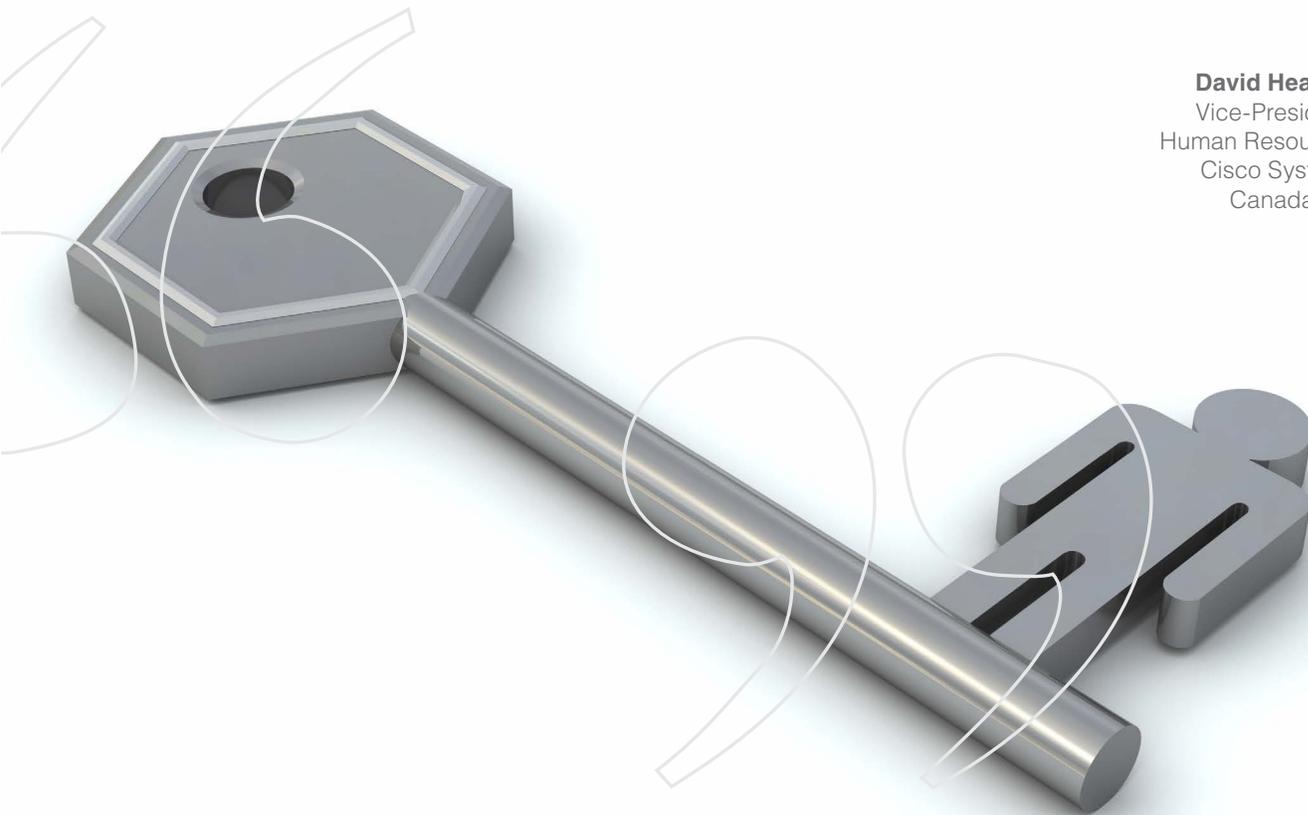
Michael Bach
Founder and Chief
Executive Officer,
Canadian Centre
for Diversity and
Inclusion



Ian R. Cullwick
Vice-President,
Leadership and
Human Resources
Research
The Conference
Board of Canada



David Heather
Vice-President,
Human Resources
Cisco Systems
Canada Co.



#CBoCHR

This year's Public Sector HR Conference will be the most interactive and future focused ever.

Delegates in 2014 told us they loved this conference—but they wanted more opportunity to roll up their sleeves and work on the issues they face in the workplace day to day. We've responded with three participative sessions focused on these three key issues:

1. The future of HR in Canada's public service
2. Innovation—and how to use diversity to deliver greater innovation in organizations
3. Communications and culture—how the conversations we have at work—whether about performance, wellness or other issues, help create the culture. Get these right and you have the foundation for a healthy productive workplace

Canada's premier venue for the best of public sector HR

Take advantage of peer-to-peer discussions and networking to develop new ideas and get answers to your toughest HR questions, as you learn how to:

- think creatively about the future role of HR
- use strategic workforce planning to think strategically about your role
- lead change and transformation
- make performance management more effective
- engage in difficult conversations about performance and wellness
- contribute to the government's innovation agenda through diversity and inclusiveness



Become an HR leader who makes a difference in your organization.

You'll learn plenty of new things and hear new ideas from our expert speakers. And you'll get the opportunity to work with some of these at the event. The combination will help you understand how HR can make an even greater contribution to performance in the future. As talent shortages increase and the next generation of public servants takes on even more senior HR roles, new opportunities will arise for HR leaders. Join us at this event to hear the latest developments and share your ideas and aspirations for the future of HR.

To register, visit www.conferenceboard.ca/conf

AT A GLANCE

7:45 a.m.	Registration and Continental Breakfast	12:45 p.m.	Networking Luncheon
8:15 a.m.	Opening Remarks from the Chair	1:45 p.m.	Plenary Session 6
8:30 a.m.	Plenary Session 1	2:45 p.m.	Refreshment Break
8:45 a.m.	Plenary Session 2	3:00 p.m.	Plenary Session 7
9:30 a.m.	Networking Break	3:45 p.m.	Plenary Session 8
10:00 a.m.	Plenary Session 3	4:30 p.m.	Plenary Session 9
11:15 a.m.	Plenary Session 4	4:45 p.m.	Closing Remarks from the Chair
12:30 p.m.	Plenary Session 5	5:00 p.m.	Day 1 Adjourns

7:45 a.m. Registration and Continental Breakfast

8:15 a.m. Opening Remarks from the Chair

John Brewer, Executive Program Developer, The Conference Board of Canada

8:30 a.m. Plenary Session 1

Turning Information into Action

Tara Azulay, Consultant, Actionable Books, and Founding Partner, Clariti Group Inc.

Kevin Barwin, Consultant, Actionable Books, and Founding Partner, Clariti Group Inc.

We are delighted to include several sessions by Actionable Books in this event. Actionable books are leaders in their field. They take leading business and self development books, study them, mine them for the actions they recommend and then communicate the lessons in highly engaging, thought provoking workshops.

For this event, Actionable Books has developed fast paced, action-focused mini-sessions that will introduce you to new thinking translated into a clear agenda for action.

For this introductory session, Tara Azulay and Kevin Barwin will provide insights into their approach and provide a guide as to how you can take the information and insights you hear from this event and translate them into action items that will help you get your job done more effectively.

8:45 a.m. Plenary Session 2

HR Evolution: Emerging Trends and Innovative Practices

Ian R. Cullwick, Vice-President, Leadership and Human Resources Research, The Conference Board of Canada

Lynn Stoudt, Director, Human Resources Transformation, The Conference Board of Canada



Today's public service and public sector organizations must walk a fine line between providing the services Canadians require, with the continuing need to control human resources-related costs. External factors such as the aging workforce, volatility in the marketplace, stagnant labour force participation rates, and skills shortages are creating additional challenges for the HR function. In such a complex and dynamic environment, HR must continue to evolve its processes, practices, and policies to ensure that its organization has the workforce capacity, talent management strategies, and engaging work culture necessary to meet business objectives and operational priorities.

In this session, Ian Cullwick and Lynn Stoudt will provide the context for the evolving HR function and innovative HR programs. Drawing on the third edition of the Conference Board's HR Trends and Metrics research, they will discuss trends and implications for HR practices and processes including outsourcing, technology usage, HR competencies, and performance measurement.

9:30 a.m. Networking Break

10:00 a.m. Plenary Session 3

Boosting Performance—Increasing Employee Resilience at Work and Away

Dr. Jamie A. Gruman, Associate Professor, Organizational Behaviour, University of Guelph

In today's workplace doing more with less has gone from being a temporary phase to business as usual. And we all know that this takes a huge toll on everyone—both physically and mentally.

Organizations have a responsibility to help their employees live healthier lives. They also want employees to perform optimally at work. So when they consider how to help employees foster resilience and effectiveness they tend only to think of approaches and techniques that can be applied on the job. But there's a new way to approach organizational effectiveness that focuses on how the activities you engage in while away from the job make you more effective, productive, and resilient when you return to work.

This approach is called "Boosting" and focuses on how you can flip your downtime into "Uptime" to most successfully recharge your batteries and return to work happier, more productive, and feeling

like work requires less effort. In this session, Dr. Jamie Gruman will discuss his forthcoming book and present his “ReNEW” model, which synthesizes the research behind “Boosting”, and will discuss specific activities we can implement during our time away from work so that instead of just having your leisure time give us a break, it gives you a boost!



11:15 a.m. Plenary Session 4

Be Careful What You Wish For—HR and the High Performing Organization

Ian R. Cullwick, Vice-President, Leadership and Human Resources Research, The Conference Board of Canada

David Heather, Vice-President, Human Resources, Cisco Systems Canada Co.

In an increasingly competitive marketplace, each organization must constantly strive to improve performance. Is your HR function up to the task of developing and supporting high performance?

This session features Ian Cullwick in conversation with David Heather. Ian will focus on the implications of high performance for HR governance and strategy.

At the same time, HR strategy is changing, as organizations reject a simple one-size-fits-all approach to human capital management, and instead determine priorities and then focus their resources accordingly.

David Heather will share how the HR function has changed at Cisco in response to a changing environment.

12:30 p.m. Plenary Session 5

Leading with Questions—by Michael J. Marquardt

Tara Azulay, Consultant, Actionable Books, and Founding Partner, Clariti Group Inc.

Kevin Barwin, Consultant, Actionable Books, and Founding Partner, Clariti Group Inc.

In this first summary, Actionable Books will present the action steps developed by Michael J. Marquardt in his best-selling book, *Leading with Questions* that discusses how you can use the power of questions to engage employees, raise performance, develop new ideas and create a high performing culture.



12:45 p.m. Networking Luncheon

1:45 p.m. Plenary Session 6

Breakthrough Innovation Through Diversity

Michael Bach, Founder and Chief Executive Officer,
Canadian Centre for Diversity and Inclusion

In a world that calls on all of us to be more innovative, one clear advantage HR possesses is its influence on employee diversity and inclusiveness. Yet too often diversity programs operate in isolation of other HR initiatives such as talent management, succession or engagement.

As the founder of CIDI, Michael Bach is passionate in his belief that organizations can leverage diversity and inclusiveness for greater innovation. In this interactive session, Michael will introduce you to an approach that can help you tap into the innovation potential of a diverse workforce.

This session will create opportunities for you to explore new practices with the potential to transform D&I strategies into organizational success stories. This will be an interactive session that will help you discover the innovation potential of diversity.

2:45 p.m. Refreshment Break

3:00 p.m. Plenary Session 7

Buy, Build, Borrow, or None of the Above? Choosing the Best Options for Closing Talent Gaps

Dr. Mary B. Young, Principal Researcher, Human Capital,
The Conference Board Inc., United States

Building on her industry leading work in the area of Strategic Workforce Planning, Mary Young will provide an overview of her most recent work in the area of leading edge HR.

Based on case studies of a range of organizations her upcoming report describes how companies choose the best option(s) for addressing future talent demand—buy, build, borrow, redeploy, or none of the above—and innovative practices in each of these categories.

3:45 p.m. Plenary Session 8

Applying the New Standard and Other Tools to Improve Mental Health in Your Organization

Samuel Breau, Program Manager, Workplace Mental Health, Mental Health Commission of Canada

Elizabeth E.A. Inyang, Director, Wellness Programs, Health Canada

The last few years have seen a dramatic increase in concern for the mental health of employees. Long ignored by employers and shrouded in stigma, most now realize that it has a huge impact on the performance of organizations. It is simply not possible to talk about high performing organizations without accounting for mental health—how can employees silently suffering depression, anxiety and other conditions possibly function optimally?

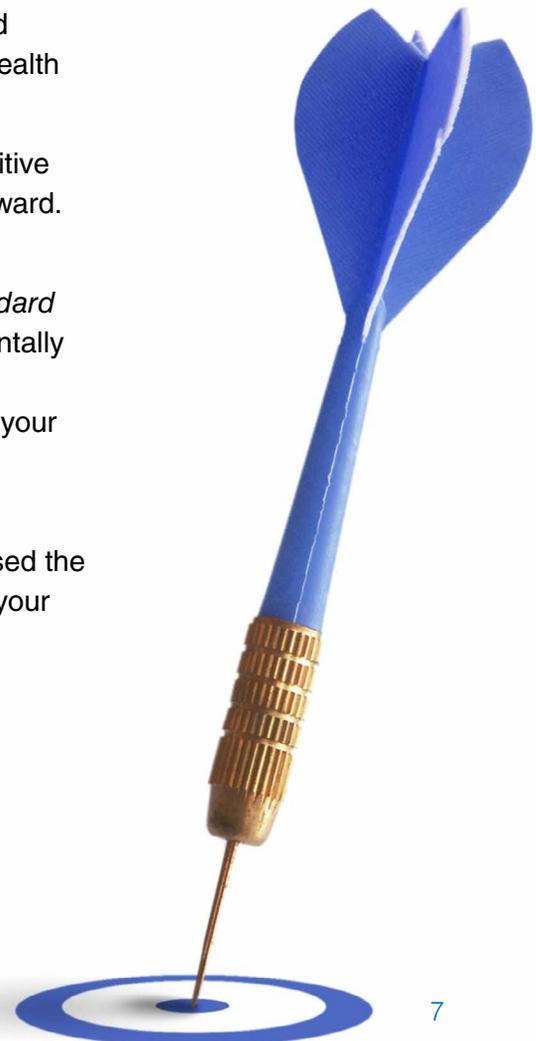
This session will look at a range of tools that help improve the mental health of your workplace most notably the *National Standard for Psychological Health and Safety in the Workplace*, released in 2012. The *Standard* is a voluntary set of guidelines, tools and resources focused on promoting employees' psychological health and preventing psychological harm due to workplace factors.

The response to the *Standard* has been overwhelmingly positive but some organizations have struggled with how to move forward.

During the session you will:

- be provided with a roadmap on how to implement the *Standard*
- learn the four key steps to successfully building a more mentally healthy workplace
- gain insight into a variety of tools and resources to help on your journey
- find out how to get started

Health Canada will join the MHCC to share how they have used the *Standard*, some of the challenges they faced and to answer your questions about how to approach the issue effectively.



4:30 p.m. Plenary Session 9

Collective Genius—by Emily Truelove, Greg Brandeau, Kent Lineback, and Linda A.Hill

Tara Azulay, Consultant, Actionable Books, and Founding Partner, Clariti Group Inc.

Kevin Barwin, Consultant, Actionable Books, and Founding Partner, Clariti Group Inc.

This second summary by Actionable Books will reinforce many of the learnings of this first day related to innovation and diversity. You will learn about the central paradox of innovation and how to overcome it through your people.

4:45 p.m. Closing Remarks from the Chair

John Brewer, Executive Program Developer, The Conference Board of Canada

5:00 p.m. Day 1 Adjourns



AT A GLANCE

7:45 a.m.	Continental Breakfast	10:45 a.m.	Plenary Session 13
8:15 a.m.	Opening Remarks from the Chair	11:00 a.m.	Plenary Session 14
8:30 a.m.	Plenary Session 10	11:45 a.m.	Plenary Session 15
8:45 a.m.	Plenary Session 11	12:30 p.m.	Closing Remarks from the Chair
9:45 a.m.	Plenary Session 12	12:45 p.m.	Conference Adjourns
10:30 a.m.	Networking Break		

7:45 a.m. Continental Breakfast

8:15 a.m. Opening Remarks from the Chair

John Brewer, Executive Program Developer, The Conference Board of Canada

8:30 a.m. Plenary Session 10

The End of the Performance Review—by Tim Baker

Tara Azulay, Consultant, Actionable Books, and Founding Partner, Clariti Group Inc.

Kevin Barwin, Consultant, Actionable Books, and Founding Partner, Clariti Group Inc.

Acting in part as an introduction to the discussions that follow, you will hear about the five conversations you can have that can replace the traditional performance review. While that may not be possible in a public sector setting, you will gain insights that will help you regardless of the performance process in your organization.

8:45 a.m. Plenary Session 11

Mental Health, Performance Management and Culture—Connecting Through (Difficult) Conversation

Loretta M. Brill, Chief Executive Officer, NxKnowledge Corporation

Eric Gagné, Director General, Science and Technologies Branch, Environment Canada

Mental health in the workplace and performance management share two common challenges: they both often involve difficult conversations and each is determined by the culture of the organization.

Fortunately, the quality of conversation is one of the key determinants of culture that can be used as an effective tool to implement change.

This interactive session will examine two potential conversations:

- the performance discussion between manager and employee
- what to do and say if you believe your boss has a mental health issue



You will have the opportunity to discuss these and explore ways conversation can change culture.

9:45 a.m. Plenary Session 12

Changing Culture and Increasing Engagement in Large Organizations—Lessons from the BC Public Service

Jill Adams, Manager, Performance Measurement, BC Public Service Agency

In 2006, the BC Public Service Agency partnered with BC Stats to conduct an annual employee engagement survey. Thus began a journey to increase engagement and in so doing improve the culture of the whole public service.

In this session, Jill Adams will reflect on nearly a decade of initiatives and efforts to make change targeted at engagement. Jill will share the significant results achieved as well as discuss what worked and what didn't over the decade.

10:30 a.m. Networking Break

10:45 a.m. Plenary Session 13

***Creative People Must be Stopped*—by David A Owens**

Tara Azulay, Consultant, Actionable Books, and Founding Partner, Clariti Group Inc.

Kevin Barwin, Consultant, Actionable Books, and Founding Partner, Clariti Group Inc.

This final session by Actionable Books will address a second paradox about innovation as you receive practical steps you can take to overcome blocks to innovation in your organization.

11:00 a.m. Plenary Session 14

Employee Engagement Through Career Self-Management at Parks Canada

Robert D. Beeraj, Director, Business Management, Business Centre, Corporate Services Branch, Department of Justice Canada

This session will discuss one organization's use of career self-management both to increase engagement and nudge the culture.

While not a new concept, career self-management is garnering greater interest as the next generation of leaders emerges in the public sector and the demands on leaders and executives increase. For organizations to respond effectively to the challenges they face, it is no longer enough for employees—particularly high

performers—to take a reactive approach to their careers. Luckily this reality coincides with a new ambitious generation that wants to seek out new opportunities, develop new skills and make a difference.

Combined with a renewal of competencies, career self-management offers a way to harness the ambition and energy of your workforce and direct it effectively to your organizations needs and goals.

11:45 a.m. Plenary Session 15

The Future is Social and it's About HR—Insights into HR in a World of Change

Adrian J. Ebsary, Online Community Specialist, University of Ottawa

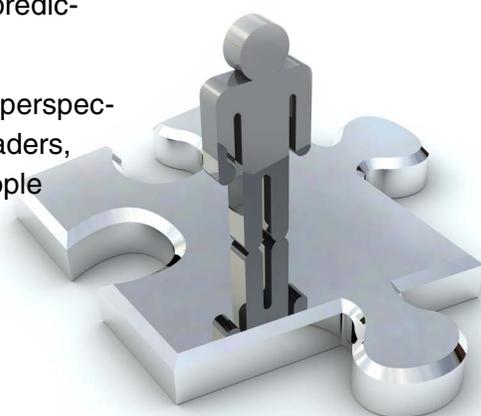
Lina M. Neaga, President, Human Resources Student Association, York University

The issue of millennials in the workplace is familiar territory to the HR community and leaders across the public service. You've no doubt heard many presentations on the defining characteristics of boomers, Gen Xers, Gen Y's and now even Gen Z. And frequently you've heard about inter-generational conflict and misunderstanding.

While these offer useful guides and explanations that shed light on the dynamics of the workplace, the time has come for a different approach. In this concluding session, we will return to some of the issues raised at the very start of the conference but seen through the eyes of broad technological changes and the implications for HR.

The session will open with Adrian Ebsary guiding you on a whirlwind tour of technological change and thought provoking predictions of how your world may change in the next 20 years.

Emerging HR leader Lina Neaga will follow—outlining her perspective on the challenges facing the next generation of HR leaders, their expectations of the workplace and their vision for people centred, high performing organizations of the future.



12:30 p.m. Closing Remarks from the Chair

John Brewer, Executive Program Developer,
The Conference Board of Canada

12:45 p.m. Conference Adjourns

Register now and save!

Fees	Before Dec. 4, 2014	Before Jan. 5, 2015	After Jan. 5, 2015
Regular Rate	\$995	\$1,195	\$1,395
Promotional Rate	\$895	\$895	\$895
Conference Board Executive Network Rate	\$698	\$698	\$698

Your registration in this event includes the sessions, continental breakfasts, breaks, luncheon, and a link to speaker presentations.

TO REGISTER

Online www.conferenceboard.ca/conf

Fax PDF form to 613-526-4857 • **Phone** 1-800-267-0666 or 613-526-4249

All registrations will be confirmed. Program subject to change. Events are HST exempt. Please see www.conferenceboard.ca/conf for our cancellation policy.

HOTEL AND CONFERENCE VENUE

Fairmont Château Laurier

1 Rideau St, Ottawa ON K1N 8S7

Tel. 800-441-1414

Conference fees don't include accommodations. Please contact the hotel directly for reservations, and mention The Conference Board of Canada to receive the **preferred rate of \$169, available until Jan. 2, 2015.** Should you need to cancel your reservation, you must do so 72 hours prior to arrival to avoid penalty of one night room and tax.



SPECIAL OFFERS

4-for-the-price-of-3 team offer!

Visit www.conferenceboard.ca/conf or call 1-800-267-0666 to find out more.

Network Members save on registration!

Members of The Conference Board of Canada executive networks save **50% off registration** for all upcoming conferences! For details, contact 613-526-3090 x236 or confmarketing@conferenceboard.ca.

Earn Directors College Continuing Professional Development (CPD) Hours!

Conference Board of Canada conferences contribute to Continuing Professional Development (CPD) hours for Directors College, Chartered Directors. For more information on CPD requirements and criteria visit www.thedirectorscollege.com.

The Conference Board's Privacy Policy

By registering for this event, you are giving us consent to use information you provided to help us inform you about additional Conference Board products and services. To view our Privacy Policy, visit www.conferenceboard.ca/privacy_policy.htm. If you wish to withdraw your consent to our use of your information, contact us at contactprivacy@conferenceboard.ca or 1-866-711-2262.

Registration Form

Public Sector HR 2015

FEBRUARY 4–5, 2015 • OTTAWA

Group rates are available—See www.conferenceboard.ca/conf for details.

- YES! Please register the following delegate for all conference sessions, *including* the Pre-Conference Optional Workshop (additional fee of \$695)**
- YES! Please register the following delegate for this event conference sessions only, *excluding* the Pre-Conference Optional Workshop**

Name _____ Title _____

Organization _____ Tel. _____

E-mail _____ Fax _____

Mailing Address _____

City _____ Province _____ Postal Code _____

Your registration in this event includes the sessions, continental breakfasts, breaks, luncheon, and a link to speaker presentations.

Fees	Before Dec. 4, 2014	Before Jan. 5, 2015	After Jan. 5, 2015
<input type="checkbox"/> Conference	\$995	\$1,195	\$1,395
<input type="checkbox"/> Pre-Conference Optional Workshop (Tuesday, February 3, 2015)	\$695	\$695	\$695

Please confirm attendance at event functions:

Day 1 Networking Luncheon

Payment method: (all fees are due by the event date)

- Credit card (we will e-mail you a link to our secure system for payment)
- Cheque (payable to “The Conference Board of Canada”)

The Conference Board of Canada—255 Smyth Road, Ottawa ON K1H 8M7

All registrations will be confirmed. Program subject to change. Events are HST exempt.
Please see www.conferenceboard.ca/conf for our cancellation policy.

Email this form to: registrar@conferenceboard.ca, or fax to: **613-526-4857**



Sponsors

We'd like to thank our generous sponsors for their contribution to this event.

MARKETING PARTNERS



SPECIAL CONTRIBUTOR



Connect with your top prospects!

Sponsor this event, and collaborate with senior executives, practitioners, and thought leaders. Connect your brand with the solutions, and position your organization as a leader in its field. To learn more about sponsor benefits, contact Rhonda Bradbury at 416-481-1904 or bradbury@conferenceboard.ca.