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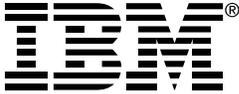


Conference

Public Sector Transformation: Leading, Managing, and Sustaining Change

Wednesday, November 19, and
Thursday, November 20, 2008
The Westin Ottawa • Ottawa

SPONSORED BY:



Get answers for your toughest change management
questions from the public sector change experts:



Denise Amyot
*Senior Vice-President
Leadership and
Talent Management
Canada Public Service Agency*



Shelly Jamieson
*Secretary of the Cabinet
Head of the Ontario Public
Service and Clerk of the
Executive Council*

Conference e-Proceedings

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Is complex change overwhelming your organization?

“Every day, we face ambiguity, changing priorities, complexity, challenging relationships with many different stakeholders, and long term and seemingly intractable policy issues. We have heightened accountability and scrutiny, frequent crisis management, and disappointment when months and years of work must sometimes be left behind.”

—Karen Ellis, Vice-President of the Public Service Renewal and Diversity Branch
Public Service Human Resource Management Agency of Canada, and
speaker, 2008 Public Sector Human Resources Conference

Learn how to navigate rapid and discontinuous change.

Public servants face a seemingly endless list of change challenges—increased accountability, transparency, demographic pressures, new technologies, increasing diversity, expanding citizen demands, and more. Each of these would be challenge enough, but when many of these issues are occurring at the same time, change management becomes critical to your success and even to your survival.

In this environment, you must take charge of change and use the opportunity to create success for you and your team. Each session will provide new information and perspectives to help you progress in the change process from planning all the way through successful implementation.

Improve your approach to change leadership.

Top down initiatives provide the vision and guidance for change, but the multi-faceted nature of most change challenges makes your leadership essential to get beyond the concept and successfully institute major change. Improve your approach to change leadership with insights from the experts, and discuss how to apply their learning to your organizational environment.

Contribute to the discussion of today's public sector change challenges.

Building on the successful spring 2008 Public Sector Transformation conference, this event will help you rise to the challenge with new innovations and insights into superior public sector change management:

- **understand** the complex and unique change challenges of public sector environments
- **improve** your performance as a leader of change
- **change** your culture to drive high performance
- **tackle** issues such as accountability, new technology, and increasing service expectations
- **communicate** the rationale and process of change effectively
- **ensure** change leads to improved performance
- **focus** on employee engagement during a major transformation
- **build** flexibility into your organization
- **deal** effectively with the fallout from change, including increased stress, mental health, and employee wellness issues
- **overcome** resistance to change in your organization
- **implement** new “Web 2.0” social media and technologies to enhance communication, collaboration and performance
- **overcome** resistance to change

Learn how to use Appreciative Inquiry to facilitate change—optional workshop!

Participate in the optional workshop and find out how appreciative enquiry techniques can help build support for change across your team and throughout your organization.

Meet a diverse range of senior change leaders and learn from their experience.

Government executives in all functions, departments, and levels must deal with change, and while some challenges are unique, many are shared with other public sector colleagues. Collaborate with your peers from across the public sector and benefit from their experiences as they learn from yours. This event will be of particular interest to leaders in:

- Human Resources
- Information Technology
- Risk Management
- Shared Services
- Project Management
- Performance Management
- Communications
- Diversity
- Learning and Development

And here's what they had to say about the event:

"Excellent!"

"Excellent conference overall. Lots of learning and confirmation that I and my organization are doing some things right, and many ideas to take back, share and act upon."

"Thank you for a great conference!"

"Excellent, very worthwhile. Much to apply in current work environment."

"Excellent variety of speakers and themes."

"Excellent session, very well done!"

"Great conference—open the eyes to all the experience and information and tools that already exist!"

"Best conference—Most informative, insightful I've attended in a while."

"Very interesting and meaningful presentations."

"This was a great experience and full of interesting topics."

BUILDING ON SUCCESS

As Canada's most respected independent research and conference development organization, the Conference Board is uniquely positioned to attract the public sector's foremost change experts and provide an insightful and enlightening learning experience for conference participants.

Delegates at our spring 2008 Public Sector Transformation conference included representatives of:

*Agriculture and Agri-Food Canada
Alberta Justice and Attorney General
Bank of Canada
British Columbia Ministry of Finance
Canada Border Services Agency
Canadian Heritage
Capital District Health Authority
CGI Group Inc.
Change Experience Inc.
Government of Nunavut
Health Canada
Indian and Northern Affairs Canada
Innovapost Inc.
MacBride-King and Associates
Mohawk Council of Kahnawake
Natural Resources Canada
Northwest Territories Department
of Public Works and Services
Ontario Ministry of Environment
Ontario Ministry of Labour
PricewaterhouseCoopers LLP
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Royal Bank Financial Group
TG Cockwell & Associates
Transport Canada
Treasury Board of Canada Secretariat
University of Ottawa
Whole Systems Change Inc.*



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Program

Day 1 Wednesday, November 19, 2008

7:45 a.m. **Registration and Continental Breakfast**

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

Daniel Munro, Senior Research Associate, Organizational Effectiveness and Learning, The Conference Board of Canada

8:30 a.m. **Plenary Session 1**

Opening Keynote Presentation: Renewal and Change in the Federal Public Service

Jim Lahey, Deputy Secretary to the Cabinet, Public Service Renewal, Privy Council Office

Driven by the service and transparency expectations of citizens, changing demographics and the need to reinvigorate the public sector brand, change is now top of the agenda for leaders in all levels of government and the broader public sector. Kevin Lynch, Clerk of the Privy Council, believes there is a choice between renewal and government “becoming less relevant, less useful and less respected as the years go by.”

Jim Lahey will set the scene with his insights into Canadian Public Service renewal, and how change management is needed at the individual, team, department, and organizational levels.

9:15 a.m. **Plenary Session 2**

How “Web 2.0” will Change the Way You Work

Jeff Braybrook, Deputy Chief Technology Officer for Canada, Chief Information Officer Branch, Treasury Board of Canada Secretariat

Web 2.0 and advanced social media can have a dramatic impact on public service communications, collaboration and work processes. While not yet widely used in the workplace, their adoption is accelerating in the personal and professional lives of your employees. Jeff Braybrook will share the findings from several pilot projects and will discuss how social media and new technologies will impact the workplace, and what new guidelines and rules may be necessary to manage social media in the future.

10:15 a.m. **Networking Break**

10:45 a.m. **Plenary Session 3**

Matching Technological Change with Cultural Change

Katherine Murray, Manager, Organizational Development, Export Development Canada

Change initiatives are often driven by technological change that promises greater efficiencies and improved performance. However, organizations frequently fail to realize the full benefits of these changes because cultural and behavioural change hasn't kept pace.

Katherine Murray will address this issue through the experiences of EDC. In its quest to become more customer focused, EDC changed its technology, structure, process, and culture. Katherine will share the transformation's strategies and tactics and the impact on customer service, client relationships, and EDC employees.

11:45 a.m. **Plenary Session 4**

The Internal Change Agents' Role in Facilitating and Sustaining Change

Maureen Hennessy, Vice-President, Learning and Development, Saint Elizabeth Health Care

Long time change agent, Maureen Hennessy, will reflect on her experience with change in the health care system. Maureen's career has involved change in technologies, hospital mergers and closures, an aging workforce, increasing demands, and declining resources. This experience brings with it insights into how you can make a significant and lasting impact on your organization as an internal change agent.

Conference



Watch!

2008 Intergovernmental Forum
on Risk Management

September 22–23, 2008
Crowne Plaza Ottawa Hotel
Ottawa

Western Public Sector
Project Management

September 25–26, 2008
The Fairmont Empress
Victoria

2009 Public SPM

January 20–21, 2009
The Westin Ottawa
Ottawa

12:30 p.m. Luncheon and Keynote Presentation Public Service Change Strategies and Transformational Leadership

Denise Amyot, Senior Vice-President, Leadership and Talent Management, Canada Public Service Agency

People lie at the heart of any change initiative. The rate of public sector retirements is accelerating, so the renewal of the workforce is also accelerating. Effective change in this environment requires a renewal of leadership, including a redefinition of the key leadership competencies and a process to identify, nurture, and develop leaders who can initiate, drive and sustain change. The “how” of leadership is becoming as important as the “what”.

Denise Amyot will outline the essential elements of the new leadership and what her agency is doing to foster new leadership for future success.

2:00 p.m. Concurrent Sessions (Please choose one.)

A—Change as an Opportunity to Create Your Future

Donna Karlin, President and Executive and Political Coach, A Better Perspective

“The future is not a result of choices among alternative paths offered by the present, but a place that is created—created first in the mind and will, created next in activity. The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them, changes both the maker and the destination.”

—John Schaar

Many people experience high anxiety when facing change as the result of a feeling of lack of control. A major challenge and opportunity for change agents is to give people a sense of control so they feel they’re creating their own future.

Donna Karlin will examine how effective coaching can help leaders see change differently. Donna will explain that the gap between where you are and where you want to be is filled by what you choose to do in the time available, including every conversation, thought, choice, and decision.

B—New Environments, New Ideas, and New Perspectives: Developing Flexible Change Leaders

Marina Christopherson, Director, Management Development, Alberta Corporate Human Resources

Public sector HR professionals are challenged to balance demographic pressures and the increased complexity of their organizations with the need to develop leaders with the insight and experience necessary to lead accelerating change.

Marina Christopherson will share Alberta’s experience with its Executive and Senior Manager Mobility Program. Launched in 2005, this program gives executives the opportunity to “walk a mile” in the shoes of their colleagues in other departments by taking on assignments in their area of expertise but in different contexts, processes, and cultures. One result of this program has been increased cross-fertilization between departments, with executives and those they work with being exposed to new concepts and perspectives. More importantly, executives return to their roles rejuvenated, full of new ideas, and with a better understanding of their organization.

3:00 p.m. Refreshment Break



To learn more contact:
Rhonda Bradbury
416-481-1904
bradbury@conferenceboard.ca

3:15 p.m. Plenary Session 5

Building on the Past and Preparing for Future Transformation

Shelly Jamieson, Secretary of the Cabinet, Head of the Ontario Public Service and Clerk of the Executive Council

Ontario's first *Framework for Action* report in 1997 described a vision of a smaller, more integrated and accountable public service organization focused on its core businesses and providing quality service to citizens. More than ten years later, this journey continues.

Shelly Jamieson will reflect on her experience with change since becoming Secretary to Cabinet in January 2008, and from her previous roles in the Ministry of Transportation and Extencicare Canada. Shelly will discuss the province's successes and vision, including its approach to:

- diversity
- talent management
- the changing "psychological contract" of employment
- adapting to a more complex world
- aligning the organization to common goals

4:15 p.m. Closing Remarks from the Chair

Daniel Munro, Senior Research Associate, Organizational Effectiveness and Learning, The Conference Board of Canada

4:30 p.m. Networking Reception

Meet the conference faculty and fellow delegates to discuss the day's sessions and your common change management challenges.

Day 2 Thursday, November 20, 2008

8:00 a.m. Continental Breakfast

8:30 a.m. Opening Remarks from the Chair

Daniel Munro, Senior Research Associate, Organizational Effectiveness and Learning, The Conference Board of Canada

8:45 a.m. Plenary Session 6

Introducing the Public Sector Enterprise of the Future—Lessons from the IBM 2008 Global CEO Study

Kim Devooght, Vice-President, Public Sector Industries, IBM Canada Ltd.

What will the enterprise of the future look like? To answer that question, IBM conducted the 2008 Global CEO Study—the largest study of its kind ever conducted—based on face-to-face interviews with more than 1,100 CEOs and public sector leaders worldwide.

The findings paint a surprisingly similar view of the traits that we believe will be needed for future success. At its core, the enterprise of the future is:

- hungry for change
- innovative beyond customer imagination
- globally integrated
- disruptive by nature
- genuine, not just generous

Kim Devooght will discuss these traits with respect to the public sector and Canadian findings, how organizations can determine their level of maturity against these five traits, and the specific strategy, people, process, and technology actions required to become an enterprise of the future.

9:45 a.m. Refreshment Break

“Very interesting topic – great to hear examples and also receive guidance, information, and implementation”

—Past Delegate

10:00 a.m. Plenary Session 7

Leveraging Learning to Achieve a Culture of Service Excellence

Richard Rochefort, Senior Director General, Policy Partnership and Corporate Affairs, Service Canada College

Effective service delivery lies at the heart of effective government, and the need to improve service drives much of the change currently underway at all levels of government. This session will examine the drivers of service excellence and the link between employee engagement and citizen satisfaction.

Richard Rochefort will share his insights into the complexities of moving the public sector to a culture of service excellence. He will draw from his experience in building a corporate university within Service Canada College to discuss the potential of learning as a strategic lever to effect change. He will also describe new initiatives at the intergovernmental and international level that provide examples of innovation and new models for change in service delivery.

11:00 a.m. Plenary Session 8

Trust: The Foundation of Successful Change

Carleen Carroll, Director, Community Relations, Halton Region

In the rush to transform the public sector, it is important not to lose sight of “trust”. Carleen Carroll will explain the evolution of Halton, a Regional Municipality serving over 400,000 residents in Southern Ontario, and how building trust has been central to its organizational changes, consultation policies, and new service delivery processes.

11:45 a.m. Closing Remarks from the Chair

Daniel Munro, Senior Research Associate, Organizational Effectiveness and Learning, The Conference Board of Canada

12:00 p.m. Luncheon for Optional Workshop Delegates

1:00 p.m. Optional Workshop

Facilitating Transformational Change through Appreciative Enquiry

Robert Legris, President, Summum Evolution Inc.

While the term Appreciative Inquiry is becoming common in business literature today, many still don't know what it is or how it can facilitate transformational change. First coined in the mid-1980s at Case Western Reserve University by Dr. David Cooperrider, Appreciative Inquiry is now part of transformational change practices around the world.

Based on his experience at National Defence Canada and other organizations, Robert will help workshop participants:

- **turn** a problem or issue into a positive topic for discovery
- **develop** the generative questions for exploration of that topic
- **search** for “life-giving” forces that will define that topic at its best
- **create** a “preferred future”
- **outline** the structural and people resources required to achieve that future
- **keep** the discovery ongoing

Robert will also share examples of other practitioners who are using Appreciative Inquiry successfully in their organizations and communities, educating participants on the process in action and demonstrating its potential impact.

4:15 p.m. Optional Workshop Adjourns



To learn more contact:
Rhonda Bradbury
416-481-1904
bradbury@conferenceboard.ca



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Fees: **Before Sept. 24, 2008** **Before Oct. 22, 2008** **After Oct. 22, 2008**

Conference\$1,525.....\$1,625.....\$1,725

Luncheon: Day 1

Networking Reception Day 1

Concurrent Sessions (Please choose one.): A or B

Day 2: Optional Workshop (including lunch)\$535

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