



## **National President's Report 1999-2000**

Since 1947, IPAC has been what would today be described as a “knowledge-based organization. With the intellectual energy of its members as its key strength, IPAC is actively contributing to excellence in public administration regionally, nationally and internationally. IPAC’s achievements are all the more remarkable because we employ a very small staff and engage the efforts of hundreds of volunteers from all parts of Canada. Public servants, academics, students and others interested in public administration dedicate their own time to work with IPAC, sharing best practices and new ideas in networks which range from local to global. Because it is positioned at the intersection of theory and practice, IPAC’s contributions are made by means of a wide-range of activities, research and writing, organizing regional group events, serving on awards’ juries, organizing annual conferences and providing practitioner to practitioner advice in our international programs. As I relate some of the major achievements of the past year, I hope you will keep in mind the volunteers who made them possible.

### **Organizational Highlights**

Over the past year and with an eye to the future, your Board has focused on putting into place its Business Plan and improving the financial health of the Institute. Some of the highlights of the year include:

- Reversing the deficit trend, the 1999 year ended with a surplus of \$109,000.
- Membership increased by 168 and is on track for the December 31, 2000 target.
- Young professionals are being attracted by the new membership fee for interns.
- Regional group programming is increasingly innovative.
- Attendance at IPAC events has increased.
- New research initiatives have developed.
- International programs have been added and others renewed.
- The web-site has been enhanced and the priorities set for its future development.
- The groundwork was laid for integration of the Business Plan and Budget for 2001.

With these organizational achievements in mind, let’s look at some highlights from the programs and projects, beginning with International Programs which are best presented in the context of IPAC’s eight years of involvement in the field.

### ***International Programs***

In 1992 the world was globalising rapidly. Public servants felt that they had much to contribute and much to learn in this new environment. Few had any international experience which was becoming more and more necessary to be an effective public servant. With this as background, some eight years ago three deputy ministers Robert Giroux (Canada), Jocelyn Jacques (Quebec) and Jim Beaulieu (Manitoba), all of whom were IPAC Presidents at some time during the 1990s, set out to South East Asia to establish our initial international program. The mission was supported by the Partnership Branch of the Canadian International Development



Agency. From this mission emerged our programs in Indonesia and Philippines, led to our practitioner to practitioner methodology, three year contracts with the Partnership Branch of CIDA involving additional projects in Africa and the Americas, as well as to bilateral programs in Eastern Europe, China and South Africa and partnerships in World Bank contracts. International programs have become an integral part of the work of IPAC. The Annual Report of the International Program can be found on the IPAC Website, is also available at the Annual General Meeting and some promotional material can be found in your registration kit.

I would mention just a few recent developments. In June, we signed a four-year contribution agreement for the Canada-South Africa provincial twinning project. Phase two of the Public Policy Options Program-China (a 50/50 partnership with the Conference Board of Canada) has been approved and contract negotiations are underway. IPAC is also a minority partner in the World Bank project about to begin on the financing of local government infrastructure in Bosnia-Herzegovina. In addition, I would like to draw your attention to the annual conference session on Tuesday morning, which will deal with our very successful project in Lithuania. Following this session IPAC with the Lithuanian Chancellor will be making a presentation on this project at the World Bank on August 31.

I would like to thank all those who have been involved in the past year in our international programs, either travelling abroad or making presentations to the numerous visiting delegations. Finally I would like to acknowledge the support of CIDA and the advice of its staff and particularly the Partnership Branch who made the initial investment in IPAC and got us started down this rewarding path.

### ***Rediscovering Public Service***

Our most recent survey of deputy ministers and chief administrative officers of major municipalities identified human resources as the most critical issue they would face over the coming three years. Out of this research, IPAC developed the "Rediscovering Public Service" project. As Kathy Langlois mentioned last year, its purpose is to:

- recognize and publicize the critical role of the public service in sustaining our democratic institutions and in fostering economic prosperity and well-being;
- acknowledge that a highly competent, professional and non-partisan public service, at all levels of government, is central to meeting the formidable challenges facing governments in the new century; and
- make clear that to meet these challenges effectively, public servants need the collaboration of all segments of society, notably the general public, politicians, business people, the media, the voluntary sector, and academics.

As part of this project IPAC was one of the sponsors of five roundtables, culminating last fall, called "Rediscovering Public Service: Recognizing the Value of an Essential Institution." Our partners included the Conference Board of Canada, the Business Council on National Issues, the Public Policy Forum, the Leadership Network (before I became its deputy minister) and the Committee of Federal Deputy Ministers on Pride and Recognition. The report (Kernaghan Report) was printed and sent to all members as well as being made available on our website. As follow-up to this exercise we have several initiatives planned.

At this conference we will have a session on this topic and launch a video on contributions of Canadian public servants. It has been designed to be shown on cable television and used in senior public school civics classes. Members can also use it for high school vocation days as students begin to think about their careers and university studies.

In the fall we will organize a series of roundtables looking at best practices in the issues identified in the Kernaghan Report. At the same time we will begin work to develop an enhanced "Public Service Week" for 2001 involving all levels of government and our regional groups. Some of our regional groups have already shown leadership in this area.

On the international side, we have prepared the section on "Low Public Respect" for the World Bank website under construction on the topic of public sector reform. As well, Jacques Bourgault and I delivered a paper on "Pride and Performance in Public Service: the Canadian Experience" at the recent conference of the



International Institute of Administrative Science (IIAS). The paper will appear in a special issue on pride and performance in the IIAS journal, the International Review of Administrative Sciences, to be published in spring 2001. Finally, in May I was invited to represent IPAC at a special UN meeting of experts to examine "Globalization and Public Administration".

### **Regional Groups**

In the past couple of years I have had the good fortune to be able to speak at several regional group meetings on human resources related topics. It has been a delight to attend these well organized and enthusiastic events all carried out by IPAC volunteers. Space does not permit a detailed reporting on what is approximately 150 regional events in a year.

Events have ranged from Regina's public series "Suds and Sensibility", to Toronto's eight ½ day Millennium Series sessions, to Manitoba's "Leadership to Learning Series" bringing members together to discuss topics from the influence of the media in public policy to capacity building in First Nations communities. I would like to single out the following events that attracted large audiences:

- the prize for excellence sponsored by the Montreal Regional group, l'École nationale d'administration publique (ENAP) and the Graduates of ENAP drew an audience of approximately 600 persons for the award ceremony;
- the Victoria Regional Group with University of Victoria's School of Public Administration co-hosted a conference in Victoria in March on "The Future of Work in the Public Sector" that attracted 375 participants;
- the Edmonton Regional Group conference on "Shared Services" attracted an audience of 150;
- the Prince Edward Island Regional Group along with all levels of government sponsored a three day venture on "You're-doing-a-good-job" attended by 600 people;
- the Newfoundland Regional Group organized a three day conference with six partners on Millennium Management: Evolution, Revolution and Devolution" that was attended by 450 persons; and
- the Regina Regional Group with the Federal Council, the Saskatchewan Institute for Public Policy and the Saskatchewan Public Service Commission sponsored a two day conference on "Trends in Public Management". There were 300 persons in attendance.

A more detailed report on regional group activities is available at this meeting and can be found on the IPAC website.

### **Research and Publication**

Our new team of editors Allan Tupper (Editor), Mohamed Charih (Associate Editor, French) and Sharon Sutherland (Associate Editor, English) have been responsible for our flagship journal beginning with the first issue in 1999. I would like to congratulate them on maintaining the high quality of the journal. At the Monday lunch we will be giving out the Hodgetts /Parenteau Awards for the best articles appearing in the 1999 journal in English and French respectively. Alasdair Roberts will receive the Hodgetts Award for his article "Retrenchment and Freedom of Information: recent experience under federal, Ontario and British Columbia law", which appeared in the winter 1999 issue. The Parenteau award will be presented to Louis Borgeat and Daniel Mockle for their article that appeared in the Summer 1999 issue entitled "Les plaintes des citoyens : une revendication de «qualité» des services publics".

Reports from our action research projects in the New Directions Series are distributed free of charge to members. Three such reports were mailed to members in March including the proceedings of our research conference "Collaborative Government: Is There a Canadian Way". Also published in March was the long awaited report of the study team edited by Evert Lindquist called **Government Restructuring and Career Public Services**. The book appeared in IPAC's Monograph Series. Also appearing in that Series was "**Precarious Values: Organizations, Politics and Labour Market Policy in Ontario**" by Thomas Klassen, co-published with the School of Policy Study, Queen's University. The sole publication in the Canadian Public Administration Series last year was Michèle Dagenais' **Des pouvoirs et des hommes: l'administration municipale de Montréal, 1900-1950**.

We are expecting to have our two latest publications available at this annual conference. They were both published in conjunction with our federal partner, the Canadian Centre for Management Development. The



**New Public Organization** is by Kernaghan, Borins and Marson, which we expect will become the text book in the field. In relation to the second book, by Henry Mintzberg, there is a famous assertion by Wallace Sayre that “business and government administration are alike in all unimportant respects”. Henry Mintzberg in **Managing Publicly** aptly describes some of the important respects of government administration.

As part of the research program the Institute worked under the Senior Service Delivery Officers (SSDO) on the Citizens First initiative to discuss what citizens want and expect from government services. Contributions for this second random survey of 50,000 Canadians were received from the federal government, all provinces, Yukon Territory and the cities of Vancouver, Toronto and Montreal. The results will appear on the IPAC website in the fall and an article will appear in **Public Sector Management**.

### **Awards**

The Institute has awards for both individual and organizational achievement. The national award for individual achievement is called the Vanier Medal after the late Governor General Georges Vanier. The 2000 recipient will be announced at the Tuesday banquet. Last year the Governor General presented the Vanier Medal to 1999 recipient Donald Savoie at a special ceremony at the Citadel in Quebec City.

There are Lieutenant Governor or similar awards at the regional level in most provinces. In 2000, the New Brunswick and Moncton Regional Groups in conjunction with Her Honour Marilyn Trenholme Counsell, established the Lt. Governor’s Award for Excellence in Public Administration.

The award for organizational achievement, the IPAC Award for Innovative Management, is sponsored by PricewaterhouseCoopers and IBM Canada. The theme for 2000 was “Collaboration: New Approaches to Policy and Management”. A total of 108 entries was received. The 108 entries were reduced to 7 finalists and following a day-long series of interviews by the jury, the gold, silver and bronze recipients were determined. The top three will present at the conference on Tuesday afternoon and the results will be announced at the Wednesday luncheon. The top three, in no order of priority are, The Centre for Entrepreneurship Education and Development of the Nova Scotia Department of Education, The CRTC and the Ontario Ministry of Energy, Science and Technology. I would like to give a special note of appreciation to the 2000 Jury – Hugette Labelle (Chair), Alphonsus Faour, Nicole Malo, Paul Dawson and Stefan Dupré.

In terms of our own awards, we have revamped the Wes Black trophy which formerly went to the Regional Group that had the highest net percentage increase in members. It is now a “Regional Group Excellence Award” which will be determined by such criteria as regional group programming, membership recruitment, retention and participation, financial performance and governance. The recipient will be announced at the Tuesday lunch. Thank you to the Service to Members Committee for the work on revising this program.

In summary we have had a good year. Our financial situation has improved significantly. Membership is up and our focus on attracting young public servants has begun to show results. Regional group programming is becoming more and more innovative. Attendance at IPAC events has increased. New research initiatives have developed and we have added and renewed international programs. Administratively, we have a business plan with performance indicators.

For all of these accomplishments I would like to thank all of those volunteers who have contributed to IPAC and, in particular, to the following who headed committees on the Board of Directors and Board members.

Kathy Langlois -	Immediate Past-President
Errol Price -	President-Elect
Michael Jordan -	Vice-President, Chair-International Programs Committee
Cynthia Williams -	Vice-President, Rediscovering Public Service
Pierre De Celles -	Treasurer and Chair-Finance and Audit Committee
Jocelyn Soulière -	Secretary and Chair-Service to Members’ Committee
Allan Tupper -	Editor, CPA
Luc Bernier -	Chair - Research and Professional Practices Committee
Andrew Sancton -	President - CAPP
Jacques Bourgault -	Chair - Vanier Medal Committee
Denis Deveau -	Chair - Communications and Technology



Ted Bruce - Chair - Exploiting Our Assets  
Karen Maxwell - Friends of IPAC  
Jim Rivait - Government Partnership  
Caryl Arundel  
Sue Bishop  
André Chenier  
France Desjardins  
Diane Devonshire  
Bonny Hoyt-Hallett  
Donald Maccormac  
Joyce Mcdonald  
Roger Ouellette  
Catherine Ryan  
Susan Ryan  
Gérard Séguin

**Mary Gusella**  
**President 1999-2000**





### **National Treasurer Report, 1999-2000**

Last year Cynthia Williams exclaimed "What a difference a year makes!" Would you believe two years?

In 1999 the surplus was \$108,562. In just two years we have gone from a fund balance deficit of \$110,903 in 1997 to a fund balance surplus of \$60,450 at the end of 1999. As a result we have been able to meet the clear financial goals set in late 1997 by the Board of Directors which included no accumulated deficit by December 31, 2001. We have now moved to the next stage of the plan where part of the surplus will be allocated to an "Opportunity Fund" and the other part to the accumulated surplus.

The good news in 1999 is attributable to several factors. I wish to single out one in particular that the proceeds from the 1999 annual conference which were \$40,500 more than expected. I should note also that all the federal government, the Yukon Territory and all provinces save one made a contribution to the Institute in 1999. The one exception has made a contribution to the Institute in the current fiscal year. I would like to take this opportunity to thank all governments for their continued support of the Institute.

I look forward to responding to any questions.

Pierre de Celles  
National Treasurer, 1999-2000



## **National Secretary's Report, 1999-2000**

I have had the pleasure of serving as National Secretary of the Institute of Public Administration of Canada (IPAC) for the past year. It was a privilege to participate as a member of the Executive Committee and to chair the Service to Members Committee (SMC). I must begin by thanking the members of SMC. Their commitment and dedication to strengthening and improving services to our members and to ensuring a vibrant and effective network of regional groups is always evident. Thanks also to Gabriella Ciampini and Joe Galimberti and all members of the national staff for their guidance and support.

The objective of the Service to Members Committee (SMC) is to maintain and strengthen the relationship between the national body and regional groups. This year's Service to Members Committee is truly a champion of strong collaboration and linkages between regional groups and the national body, and between the various committees of IPAC National. We have continued the work begun by previous chairs, among them Kathy Langlois, Karen Maxwell, and Jim Hamilton. The on-going goal is to foster and promote collaboration across and among all programs, committees and regional groups, in support of IPAC's commitment to excellence in public service.

We believe that regional groups can be a resource to each other and to national programs. In regional groups across the country, there are many innovative approaches to membership, recruitment and programming and partnership activities. Changes to the Wes Black Award will allow regional groups to profile these accomplishments as well as growth in membership. The Service to Members Committee this year shared information on Best Practices. Good ideas from every regional group are captured and shared. The conference calls we have held with Regional Group Chairs have been a rich source of new material for this report

The Service to Members Committee has undertaken a variety of activities and strategies in support of IPAC's business plan and overall objectives.

### ***Attracting Young Professionals and Students to IPAC***

During the November 1999 Board Meeting, IPAC's national board agreed that, in order to remain vibrant, relevant and current, IPAC must move to attract young professionals and students to membership and involvement in IPAC. IPAC is experiencing the same need to attract young professionals and to undertake succession planning, as are governments and public sector agencies across the country.

A subcommittee of the SMC provided leadership and coordination in developing a strategy to attract and provide appropriate services and programming to young public administrators and students. The subcommittee is comprised of members of the SMC and student and intern members. An initial report is expected at the August Board meetings.

The SMC developed and successfully implemented a plan to allow public administration interns in recognized internship programs across Canada to continue to pay the student fee of \$50/year for the duration of the internship. In addition, the terms and conditions of some negotiated provincial grants to IPAC include memberships for public administration interns.

Students continue to pay a reduced fee at the Annual Conference. The Ottawa Organizing committee has provided limited free accommodation, on a first-come, first-served basis and recommended students receive first consideration for these spaces.



### ***Performance Targets and Measurement - Business Plan***

A second subcommittee of SMC has undertaken to assist all committees of the Board to develop performance indicators that will give numerical and qualitative indicators of our success in achieving the goals and objectives of the business plan. This is a support to the whole Board and helps us to ensure we are accountable to members and regional groups for meeting their needs.

We are cognizant that any measures and data gathering required need to be simple and that the information derived must be useful and pass some “benefit-cost” tests. No-one is interested in data gathering for its own sake!

### ***Information about and from Members, Non-members and Clients***

A number of committees and programs of IPAC national have indicated they would like to consult members about satisfaction levels, programming and research needs, etc. Concern has been expressed that too many approaches to members, potential members and clients will lead to confusion, frustration or “consultation fatigue”.

SMC will convene and lead a small, ad-hoc group of representatives from all parts of the organization, to prepare a strategy for gathering meaningful information from various target groups. The Ottawa Regional Group has volunteered student resources to assist with implementing the strategy

### ***Policy for Access to IPAC Programs and Services***

As a result of a request for services made to the Toronto Regional Group and the Fredericton and Ottawa conference organizers by a hearing-impaired member, the SMC will develop a policy regarding access to services.

We are striving for a balance between moral, ethical and legal obligations; responsiveness to members’ needs and affordability. Once again IPAC is doing ground breaking work, since few NGOs have policies that might serve as a guideline for us. We are looking for statement of principles that are consistent with IPAC’s values and may go so far as to ensure IPAC’s values statement encompasses our beliefs regarding inclusiveness and access.

The subcommittee spearheading this initiative has consulted with regional groups to develop a draft policy for consideration by the National Executive and Board.

### ***Membership***

Membership remains a key priority of the Board of Directors. The Board has continued to support activities designed to increase our membership base. Regional groups continue to receive a Membership Services payment once the group submits Membership Targets and Plans and an Annual Report. This payment, which is based on the number of members within the group, is in recognition of the groups’ recruitment and operational costs. To better support some of the smaller regional groups, the National Board continues to provide the option of new memberships in lieu of these payments. To date, the regional groups in Moncton, Yukon and Prince Edward Island have successfully exercised this option.

Last year’s positive trends in membership statistics have continued. Of note,

- net membership grew by 6.3 per cent, for a total of 2,820 members as of December 31, 1999. This is the second consecutive year of net membership growth, following seven years of decline.



- 725 of these are new members, demonstrating the success of provincial partnership agreements and recruiting efforts by regional groups and national staff.
- Efforts to retain members remain successful, with a retention rate of 79%. Some of the members who chose not to renew had received their memberships as part of the registration fee for the Annual Conference. This does, however, represent a decline in year over year retention rates, since 84% of members were retained in 1998, with a historical retention rate of 83%. Clearly, we must continue to focus on remaining relevant to our current members.
- Detailed charts of membership statistics are attached. Charts 1 and 2 show membership by category and by regional group for December 31, 1999 and December 31, 1998 respectively. Chart 3 shows the 1998-99 gains and losses, while Chart 4 shows new members. IPAC's business plan targets a membership of 3000 at December 31, 2000. We are making significant progress towards that goal. With the continued efforts of regional groups and the national body, it is well within our reach!

### ***IPAC Regional Group Excellence Award***

The Service to Members Committee congratulates the *Montreal* Regional Group as the recipient of the Regional Group Excellence Award for the 1999 year. The Wes Black Trophy, a Kwakiutl carving, is awarded on an annual basis to a regional group according to the following criteria, revised for 1999 and future years:

#### ***Relevance of Regional Group Programming:***

- To the local community, partners, governments and/or stakeholders
- To the IPAC's selected key issues
- To IPAC's Research and Publications programs

#### ***Membership:***

- Opportunities for membership participation
- Recruitment, Retention and Special activities

#### ***Financial Performance:***

How does the Regional Group enhance the financial viability of the group?

#### ***Governance:***

Does the Regional Group

- hold elections?
- provide opportunities for participation at the executive level?

#### ***How Does the Regional Group Evaluate Its Performance?***

Regional groups, their members and volunteers are, of course, IPAC's face across the country. I cannot close this report without drawing your attention to the dedication and effort of all regional group volunteers. These individuals manage membership recruitment and retention strategies, provide programming for members and non-members in their regions, allow for networking opportunities amongst public administration colleagues and participate in national initiatives. Strong, vibrant regional groups mean a healthy and relevant national body. The Service to Members Committee, together with the National Executive and Board strives to support these groups and their members to achieve our collective goal of excellence in public service.

Jocelyn Soulière  
National Secretary, 1999-2000





***Minutes of the Annual General Meeting***

**Place:** CAPITAL HALL – 1B  
Congress Centre  
Ottawa, Ontario

**Date:** Sunday, August 27, 2000

**Time:** 4:00 pm - 5:00 pm

---

The President, Mary Gusella, called the meeting to order at 4:00 pm.

**1. Adoption of the Minutes of the meeting held at the Ballroom A&B at the Sheraton Inn Fredericton, New Brunswick on Sunday, August 29, 1999**

**Motion:**

to adopt without further reading the minutes of the Annual General Meeting held at Sheraton Inn Fredericton, New Brunswick on Sunday, August 29, 1999.

**Proposed:** Karen Maxwell

**Seconded:** Jim Hamilton

**Carried**

**2. Discussion of Matters Arising from the Minutes**

There was no discussion.

**3. Report of the National President**

Mary Gusella gave a brief summary of the President's report included in the annual conference registration kit.

**4. Report of the National Treasurer**

Pierre De Celles gave a brief summary of the Treasurer's Report included in the annual conference registration kit.

**Motion:**

that the 1999 Financial Statements be adopted.

**Proposed:** John McCullough

**Seconded:** André Chenier

**Carried**

**5. Report of the National Secretary**

Jocelyn Soulière reported on the highlights of the Secretary's Report included in the annual conference registration kit.

## **6. Appointment of the Auditors**

### **Motion:**

That the firm Selby Silverstein Chartered Accountants be retained to audit the accounts of the Institute for the fiscal year ending December 31, 2000.

**Proposed:** Karen Maxwell

**Seconded:** Geoff Kettel

**Carried**

## **7. Announcement of the Time and Place of the Board of Directors Meeting (Incoming)**

The Board of Directors meeting (Incoming) is scheduled for 5 p.m. on Tuesday, August 29, 2000 in the *Governor General Room*, Westin Hotel, Ottawa.

## **8. Other Business**

There was no other business.

The meeting adjourned at 4:45 pm.

### **Mary Gusella**

National President, 1999-2000

