



PRESIDENT'S REPORT 2003

INTRODUCTION

Being President of IPAC has been an honour and a privilege. I have had the opportunity to meet many wonderful people from across the country. I have had the opportunity to see good public administration in many jurisdictions, and note how lucky the citizens of Canada are in the fine cadre of public administrators that serve our country.

Some of the most enduring memories of my term have been the opportunity to travel to other countries, and meet public administrators, who are doing the same kind of work as we are in Canada. Some of these individuals are facing political, social and economic conditions that seriously challenge the existence of their democracies and their civil societies. What I found remarkable was the acute sense of mission of some of the public administrators, who saw their work intimately connected with the survival of democracy in their country.

In all countries, a well functioning public service is essential to democracy. It is possible to have good public administration in the absence of democracy. However, it is impossible to have democracy without a well functioning public service. In Canada we are blessed with a high quality public service. The former leader of the Conservative party, Joe Clark, said in his final speech to his party last May in paying tribute to the public servants with whom he had come into contact throughout his career, that the public service of Canada, at its best, is the best in the world. I would paraphrase that, and say that the public services of Canada, at their best, are the best in the world.

We do not remain the best just by wishing it. Good public administration requires several essential ingredients. It requires a strong ethical framework. It requires a level of professionalism that enables elected officials and the public to have confidence in its work. It requires absolute neutrality, so the service and the advice we provide are not compromised by partisan considerations. And as managers and administrators we must be dedicated to excellence. The public's work demands no less. In short, what is required is a vision, supported and implemented by hard work.

Some of the elements of good public administration are fostered by good management practices. These tend to be common to all organizations. But the ethical framework that underlies the public service is unique.

Just as good public administration supports our democracy, so IPAC supports our public services. IPAC articulates and promotes the values and elements of a professional, non-partisan public service dedicated to excellence. It emphasizes the importance of the ethical framework within which public service must function. It brings forward new approaches to service delivery, governance, management and professionalism; and it highlights best practices in a variety of areas.

IPAC supports public administration regionally, nationally and internationally. Regionally, our 17 regional groups maintain an active agenda throughout the year, organising events on public administration issues that respond to membership and regional interests. Nationally, IPAC organizes conferences, roundtables, produces first class research and publications and gives out awards for both individual and organisational achievement. Internationally, we have projects in 17 countries, which focus on public sector reform and capacity building.

IPAC's services and programs re-enforce the connection between a well performing public service and a vibrant democracy. As I highlight IPAC's organizational achievements over the past year today I ask you



to reflect not only on the support our organization provides to public services across the country, but by extension, on the very important role we play as public servants in ensuring a high quality of life in Canada.

REGIONAL GROUPS

The Institute's seventeen regional groups provide the principal forum for its regional networking activities. Though each of the groups operates in a unique environment with specific concerns and realities, the common thread that runs through them all and through all of IPAC's programs, is the continued pursuit of excellence in public administration.

Each regional group organises its own independent events. The regional groups are best able to respond and represent the regional identities and geographic diversity that are important parts of Canada's political landscape. It would be impossible to recount all of the 150 plus events that have taken place across the country this year. Generally, however groups sponsor monthly learning opportunities consisting of seminars, workshops, and breakfast or luncheon events dealing with current public policy issues with the aim of keeping public servant in touch with the ideas and people that shape public administration in Canada. Currently, groups in all ten provinces have established an award for excellence in public service. A detailed summary of all regional group events is available on the IPAC website. In addition, eleven regional groups have their own websites, which provide information on group activities and regional highlights.

It is imperative that we recognise the changing reality of public administration within Canada. One of IPAC's top priorities in the last year has been the New Professionals Initiative. This year they have made a special contribution to the national agenda by responding to this priority and organising the New Professional Initiative roundtable discussions and events across the country. Eleven regional groups have met the challenge and organised events such as roundtables, workshops, panel discussions and receptions. Attendance averaged well over 100 participants per event. The sessions were met with great enthusiasm. Many of the participants remarked that these sessions allowed them to see themselves for the first time not only as professionals in their given field but also as an integral part of a vibrant public service. Summary reports of the roundtables discussions can be found on the IPAC website.

As President this year I was privileged to have been able to meet and attend events at several of the regional groups, in Victoria, Vancouver, Calgary, Edmonton, Nova Scotia, Newfoundland and Labrador and Prince Edward Island. As a result I was able to witness first hand the professionalism, dedication and diversity that characterises IPAC regional groups across the country.

RESEARCH AND PUBLICATIONS

An essential feature of a progressive public service and a healthy democracy is the ability to reflect on its assumptions as much as its operations. The work of researchers in public administration is to ask questions and, to the extent possible, share best practices and develop new knowledge to support the idea and practice of good governance. Researchers working with IPAC have delved into many areas of public administration, searching out best practices and new approaches to serving the public and supporting elected officials. The high quality of their research was recognised across the country this year as two IPAC publications received national newspaper coverage in one of the most widely distributed newspapers in Canada.

This year our research agenda was inspired by the biannual survey of Deputy Ministers and Chief Administrative Officers and Regional Groups. Among the priorities identified in the survey were issues around the "Human Resource Renewal." IPAC's research in this regard yielded three studies this year:

- ♦ *Making Government the Best Place to Work: Building Commitment*, by Monica Belcourt and Simon Taggar (*New Directions Series*, No. 8). This report involved a series of roundtable discussions with senior public servants, an in-depth literature review and a survey. It focuses on



practical “best ideas” that have emerged in the past few years on managing human resources. It was also an important part of the development of the New Professionals Initiative.

- *Beyond Service: State Workers, Public Policy and the Prospects for Democratic Administration* by Gregg McElligot (IPAC Series in Public Management and Governance at the University of Toronto Press)
- *“Always Better”: Continuously Innovative Public Sector Organizations in Canada*, by Peter Buker (New Directions Series, No. 11)

The second pillar identified was “service improvement.” IPAC’s research in this regard yielded a number of original studies:

- *Citizens First 3* (in association with the Institute for Citizen-Centred Service) IPAC has been working jointly with the Institute for Citizen Centred-Service (ICCS), on a research initiative entitled Citizen’s First. The work is groundbreaking in its scope, its goals and its analysis concerned with citizens as public service client’s expectations, perceptions and experiences of the services they receive from government. The third report in the series, *Citizen’s First 3*, builds on and extends the citizen-centred research agenda that is a cornerstone of the Canadian approach to public service improvement. Under the same ICCS partnership, *Taking Care of Business*, a new project serving as a follow-up to *Client’s Speak*, dealing with client satisfaction and single window services will be completed by Winter 2003.
- *“To Better Serve Canadians: How Technology is Changing the Relationship between Members of Parliament and Public Servants,”* by Jonathan Malloy (New Directions Series, No. 9) This collaborative study, undertaken with Canadian Centre for Management Development, examined how elected officials and senior public servants can work together more effectively through the better use of information and communications technologies.
- *“Service to the Public North of 60,”* by Frances Abele and Katherine Graham (New Directions Series, No. 10) Based on detailed roundtable discussions, this study involved participants from aboriginal, federal, territorial and municipal governments, educational institutions and aboriginal organisations. The report takes an in-depth look at the challenges of public service in Canada’s three northern territories. It considers the commonalities that exist within in the Northern context while also emphasizing how the distinct environments of each territory impact on the public service.

The third desired focus for research was “results-based management and accountability”. IPAC’s research responded with the following publications:

- *A Law unto Itself: How the Ontario Municipal Board has Developed and Applied Land Use Planning Policy*, by John Chipman (IPAC Series in Public Management and Governance at the University of Toronto Press)
- In March 2003, IPAC hosted a two-day symposium was held in Vancouver entitled *“Competitive Cities, Healthy Communities: Charting Collaboration,”* in which participants held a lively debate on the “urban agenda.” Over 120 representatives from all three levels of government and various communities in Canada and the United States attended. The report on this event was published as *New Directions Series, No. 12.*
- *The Politics of Public Management: The HRDC Audit of Grants and Contributions*, by David A. Good (IPAC Series in Public Management and Governance at the University of Toronto Press)

The fourth area of interest was “rethinking government and governance arrangements.” IPAC contributed to the reflection with the following publications:



- *Health Care, Entitlement, and Citizenship*, by Candace Johnson Redden (IPAC Series in Public Management and Governance at the University of Toronto Press)
- *La politique culturelle du Québec de 1992 : continuité ou changement ?*, by Diane Saint-Pierre (Collection IAPC en Management public et gouvernance, Presses de l'Université Laval)
- *Horizontalité et gestion publique*, edited by Jacques Bourgault, (Collection IAPC en Management public et gouvernance, Presses de l'Université Laval)
- In September 2002 IPAC held a very successful international research conference entitled *Red Tape to Smart Tape: Fostering Regulatory Innovation in the 21st Century*. Over 300 participants from 10 countries around the world attended the event drawing from both the public and private sector. A CD of the conference presentations was produced and distributed to participants. IPAC has continued to work on the subject of regulation and is currently in the process of establishing a Centre for Regulatory Reform.

All New Directions Series reports have been made available to the membership and are published on the website. Launches were held to introduce the books written by Jacques Bourgault and Gregg McElliot. The IPAC *Public Sector Management Magazine* published interviews with two IPAC authors this past year, Candace Redden in Volume 13, No. 3 and John Chipman in Vol. 13 No. 2.

A key feature of IPAC's research agenda has been the creation and management of study groups. The groups assemble experts, practitioners and academics to discuss, compare, analyse and attempt to advance the understanding of current themes and cutting edge issues. Participants are able to advance their own understanding of key issues, analysis tools and management capabilities. The knowledge and information discovered through these study group initiatives is destined for publication. Three groups were active this year:

- The Executive style of the Provinces, led by Michael Howlett, Keith Brownsey and Luc Bernier
- The Auditor General and the Future of Accountability, led by Prof. Danielle Morin
- The Management of External Affairs, led by Nelson Michaud and Luc Bernier

All three teams have completed their work and their products are in the process of being prepared for publication.

This year, the IPAC Board of Directors initiated a new process to select study groups. A call for proposals was issued in April 2003 and the Research Committee has chosen to support two new groups. Each group will be granted \$10,000 to fund networking and researching activities.

IPAC has successfully revived its Case Study program under the leadership of Prof. Carolyn Johns of Ryerson University. Ten innovative case studies have been added to the collection in 2003.

In spite of the growth of other journals in the field, IPAC is proud to be able to maintain the high standard of our flagship journal, *Canadian Public Administration*. The editorial team has been extremely pleased with the consistent flow and excellent quality of the manuscripts submitted for publication. I would like to take this opportunity to extend a special thank you to the editor of *Canadian Public Administration*, Prof. Allan Tupper (UBC), and the associate editors Mohamed Charih (ENAP-Hull) and Barbara Wake Carroll (McMaster) for their hard work and diligent efforts.

The work of Research and Publications at IPAC is the product of many people, all of whom deserve high praise:



Wynne Young, Chair of the Saskatchewan Public Service Commission, who is now ending her extraordinary term as Chair of the IPAC Research Committee;

Carolyn Johns (Ryerson), editor of the IPAC Case Study Series.

Donald J. Savoie (Moncton), editor of the "Public Management and Governance Series" and the "Collection IAPC en Management public et gouvernance."

AWARDS

IPAC offers a range of awards that identify success in several important components of the public administration field. These awards recognise excellence in areas such as teaching, scholarship and management and honour individual as well as organizational achievement. They celebrate new ideas, best practices and efforts to manage change.

Her Excellency, Governor General Adrienne Clarkson, graciously presented the Vanier medal, which honours individual accomplishment, to Peter Barnes, at a special ceremony at Rideau Hall in October 2002. Peter Barnes is a former Secretary of Cabinet of the Ontario Government. The 2003 Vanier Medal recipient will be announced on Tuesday evening.

Last year IPAC created the Pierre De Celles Award, in memory of a great teacher in the field, an ENAP Professor and Director General, Pierre De Celles. The late Dr. De Celles was also a member of the Board of Directors of IPAC, and acted as Treasurer and President-Elect. The annual award recognises excellence in the teaching of public administration. The recipient of the 2002 award was Dr. Marie-Michèle Guay, a full professor at the ENAP, Montreal campus, with a distinguished career of over twenty years. Last year Professor Guay concluded her remarks by saying:

"I try not to forget that teaching public administration is to witness many discoveries and the birth of insights in the minds of the students. I try to do as Socrates showed us: Support an environment that invites questions, critical thinking, multiple explorations, idea-sharing for the best interest of the students, but also for public organizations."

The 2003 recipient of the award will be announced at Monday's luncheon.

IPAC has two awards that recognise scholarship, the Hodgetts' Award and the Parenteau Award. The awards are given, respectively, for the best English language and French language articles published in the IPAC journal, *Canadian Public Administration*. This year the Hodgett's award recipient was Lorne Sossin for "Discretion Unbound: Reconciling the Charter and Soft Law." Jacynthe Demers and James Ian Gow were awarded the Parenteau Award for "Gestion des Ressources humaines et Nouveau Management Public: Opinions de gestionnaires fédéraux et québécois." Both articles appeared in Vol. 45, No. 4 of *Canadian Public Administration*.

The IPAC Award for Innovative Management highlights excellence in organisational achievement in public service innovation; it celebrates creative, cutting edge projects that produce results and increase effectiveness. All of which are elements that are essential to the smooth functioning and progressive quality that we strive for within our public service culture.

In 2002, under the theme, "Outside In: Changing Government to Met Client Needs," the gold, silver and bronze winners were, the Government of Alberta; the Government of Saskatchewan and the Government of Ontario, respectively.



This year, the theme of the Award, which is sponsored by IBM Canada, is "In the Know: Managing Knowledge." The winners, chosen from among the 90 entries submitted for the 2003 competition, will be announced at the Awards Luncheon on Wednesday.

I would like to thank the five members of the 2003 jury, Arthur Kroeger, Chancellor, Carleton University, Ian Macdonald, President Emeritus, York University, Gail Stephens, CEO, British Columbia Pension Corp, Maurice Boisvert, President, Office de protection du consommateur and Mary Gusella, Chief Commissioner, Canadian Human Rights Commission. An executive summary of each submission can be found on the IPAC Website.

I would also like to make special mention of one of our previous awardees. The City of Vancouver, Neighborhood Integrated Systems Team Project, received the Gold IPAC Award for Innovative Management in 1997. This same project was awarded one of the inaugural United Nations Public Service Awards for Innovation in the Europe and North America division. The award was presented at the UN headquarters on the first United Nations Public Service Day, June 23, 2003. These awards were created to recognize institutional contributions made to enhance the role, professionalism and visibility of the public service and to draw attention to best practices in the international community.

INTERNATIONAL PROGRAMS

Our international programs promote excellence in public administration and management on a global scale. It is now approximately 10 years since the IPAC International Program commenced. The projects are guided by the expertise and experience of IPAC volunteers, membership and consultants, most of whom are public servants. Our international partners play an essential role in conceptualization and issue identification and also provide important feedback and criticisms. As a result of the keen and professional contribution of its volunteers, the IPAC International Program has grown significantly. As of June 2003, the International Program consists of nine projects, valued at almost \$40 million and located in Central and Eastern Europe South Asia, Africa, the Middle East and the Caribbean. Projects are funded in various ways such as, the Canadian International Development Agency (CIDA), the World Bank and specific country governments.

IPAC's unique expertise continues to be its capacity to twin Canadian and international jurisdictions. We bring public servants together in practitioner-to-practitioner relationships that focus on common issues and solutions. IPAC's Canadian volunteers openly and candidly share their successes and failures in a constructive way. They are also eager to learn from the corresponding experiences of their international partners. The professional relationships that are developed have often continued over a number of years and, in some cases, long after the project has ended.

To date, IPAC's International Program has focused on center of government reform, strategic and financial planning, decentralization, poverty reduction and climate change. Good governance continues to be a top priority and an over-arching theme for the developing countries and countries in transition with whom we work.

Our current projects include the following:

Caspian Basin Greenhouse Gas Emission Training Program (CTP): The CTP is funded by CIDA in the amount of, \$4.28 million project and is being implemented in three countries Azerbaijan, Kazakhstan and Uzbekistan. The primary goal of this program is to strengthen the capacity of the participating countries in the Caspian Basin to reduce future growth in greenhouse gas emissions and to create an environment conducive to future private sector interest in the energy sector. More details on the project can be found at the program Website: [Http://Ctp-Ghg.Com](http://Ctp-Ghg.Com)



China - Public Policy Options Project (PPOP II): In July 2001, IPAC and the Conference Board of Canada signed a three-year, \$3.8 million contribution agreement with CIDA to co-manage and implement Phase II of the China Public Policy Options Project. The goal of the project is to promote China's continuing socio-economic reform in areas critical to the development of a socialist market economy by helping to improve public policy development processes and structures. Discussions are currently ongoing to extend the Project into Phase III with an additional budget of \$2 million.

Lithuania - Public Service Reform Project (PHASE III): IPAC has been implementing the Lithuania Public Service Reform Project since July 1999. Phase III commenced in January 2003 with a budget of \$148,000. The project is designed to improve the capacity of the Lithuanian government to develop and deliver policies in support of Lithuania's democratic, economic and social development.

Canada-South Africa Provincial Twinning Project: This four-year project commenced in June 2000, with CIDA funding in the amount of \$3.48 million. The project is designed to assist South African provinces to strengthen their capacity to provide efficient governance contributing to effective and efficient delivery of government programs and services in South Africa and to strengthen relationships between the South African provinces and assist them in sharing knowledge and skills among themselves.

Canada - Ukraine Environmental Cooperation Program (CUECP): This \$1.4 million, four-year project, commenced in 1999, with funding from CIDA. The key objective of the project is to strengthen the Ukraine's capacity to act within the UN Framework Convention on Climate Change and the Kyoto Protocol through the development of a national climate change strategy.

Public Sector Capacity Building for Governance and Social Development Program (MSOP): This 4-year, multi-country program, commenced in September 2001 with CIDA funding in the amount of \$5.31 million. The goal of the program is to foster responsive, democratic governance and an enabling environment for sustainable social development and poverty reduction. Capacity building partnerships and relationships have been developed between: Malawi/New Brunswick, Uganda/Ontario, Tanzania/Ontario, Namibia/Saskatchewan, Indonesia/Nova Scotia, and Trinidad and Tobago/Manitoba. Discussions are also underway in the Philippines.

This program also supports three Public Sector Membership organisations, the Commonwealth Association for Public Administration and Management (CAPAM), the African Association of Public Administration and Management (AAPAM) and the International Institute of Administrative Sciences (IIAS).

Ghana Central Governance Project: IPAC in collaboration with BearingPoint Inc. is implementing the Ghana Central Governance Project with the Government of Ghana. The key objective of the project is to assist the Office of the President in enhancing executive decision-making and policy management by clarifying the role and functions of the central agencies and improving the capacity of the policy management groups and the processes. Funded by CIDA, the project has a budget of \$ 3.9 million.

Canada-South Africa Municipal Financial Management Technical Assistance Project: IPAC is a partner in a consortium, which includes Cowater International and the Federation of Canadian Municipalities, on this \$ 5.0 million, World Bank funded project. The project will commence in September 2003. The goal of the project is to assist a targeted group of municipalities to become more effective through the modernisation and automation of their financial management systems.

State of Qatar - The National Project for Public Services Administration Development: In partnership with BearingPoint, IPAC commenced work in Qatar in 2003. The National Project focuses on public sector reform in targeted Qatari ministries to enhance service quality and efficiency. The budget for the 18-month design and pilot phase is \$8.7 million. The implementation stage will follow. The Government of Qatar funds this project directly.



The lessons learned from our international experiences over the last decade have enriched and informed the way we view public administration and hopefully exposed our eyes to different realities. To mark the first 10 years of the IPAC International Program, the International and Research Committees undertook an assessment of the program in the form of a short questionnaire designed to document the benefits of the program and to explore possible future directions. The survey highlights the linkages that exist between IPAC and our many international partners in Africa and Middle East, Asia, Central and Eastern Europe and Latin America and the Caribbean. One of the most frequent comments from the ten year retrospective survey was the benefits of the two way learning process. Over and over volunteers commented on how their experience working with our international partners contributed to their overall knowledge of public administration and allowed them to analyse and review situations and realities in a new light. I was privileged to experience that same realisation when I visited Nigeria and Cameroon this past year. A more detailed analysis of the survey results appears on the IPAC website.

The Annual Conference is a special time as many of our international partners able to join us for the proceedings. This year we are privileged to host delegates from Uganda, Tanzania, South Africa, Qatar, Malawi, Lesotho and Ghana. I hope that you will extend the same warm hospitality to them that they have so often shown to us in their home countries.

CONCLUSION

In promoting the goal of a Professional, non-partisan public service dedicated to excellence, IPAC has done much this year. I am delighted to see the active leadership role played by our Regional groups in the development of the New Professionals Initiative. The research and publications programs and international programs are branching out in new directions while remaining responsive to current and cutting edge issues. Partnerships with both the public and private sector are stronger than ever.

We must not forget however the IPAC is an organisation that is largely dependant on volunteers. So I would like to take this opportunity to extend my heartfelt appreciation to all of the volunteers who have contributed to ensure IPAC's continued success. I would like to thank:

Cynthia Williams –Past President, responsible for the Vanier Medal and Nominating Committees
Judy Rogers – Vice President, President Elect and responsible for New Professional Initiative
Luc Bernier – Vice President and Responsible for the Pierre De Celles Award
Jocelyn Souliere- Vice President
Carol Layton – Treasurer and Chair, Finance and Audit Committee
Clinton Lawrence-Whyte – Secretary and Chair, Service to Members Committee
Allan Tupper – Editor, CPA Journal
Wynne Young – Chair Research and Professional Practices Committee
Ardath Paxton-Mann – Chair International Committee
Evert Lindquist – President, CAPPA
Kathy Langlois – Chair, IPAC Endowment Fund

I would also like of thank all of the other members of the Board who have also given tirelessly of their time and effort. They are:

Caryl Arundel
Pierre A. Bélanger
Sue Bishop
Linda Bradley Frank
Keith Brownsley
Mark Butler
Richard Cantin
Nancy Faraday-Smith
Jennifer Kroeker-Hall
Helene Leblanc Basque



Keith Leggat
Donald Maccormac
David Martin
Susan Ryan
Karen Taylor

A sincere thank you also goes out to the Staff at the IPAC national head office. Without their continued dedication, tireless efforts and vision many of the successes discussed today would not have been possible.

A special thank you to the Toronto Regional Group for the fine job they have done as our hosts for this Conference.

CLOSING WORDS

At the beginning of my speech, I spoke of the linkages between a quality public service and the quality of life in Canada. We are indeed society blessed by a public service second to none in the world. In order to remain at our best, we need an organization dedicated to the practice and theory of public administration. IPAC is that organization, and its role in supporting our public services to remain their best, underscores the important contribution we make to the sustenance of civil society and good governance in Canada.

Thank you.

Alphonsus Faour
National President





Treasurer's Report 2002

I had the good fortune to become Treasurer of IPAC when its financial situation was on the upswing. That good fortune continues.

For fiscal year ending December 31, 2002, IPAC's Board of Directors had approved a budget that anticipated utilizing \$58,296 from IPAC's Opportunity Fund. Instead fiscal year 2002 ended with no need to tap the Opportunity Fund, a surplus of \$31,856, producing a net positive swing of \$90,152. As a result we now have an Accumulated Surplus and Opportunity Fund totalling in excess of \$219,000.

The main variation in the budget in 2002 relates to programs like research projects that span two or more fiscal years. You will note that both revenues and expenditures are affected on a proportional basis. In particular I would like to note the contribution that the "Smart Tape" conference brought to IPAC on both an intellectual and financial basis.

I also expect our good fortune to continue in fiscal year 2003. There are some unexpected new projects and the Ghana project has been compressed into a tighter time frame.

I look forward to any questions.

Carol Layton
National Treasurer, 2002-2003



National Secretary's Report, 2002-2003

During the course of 2002-2003, I have been privileged to serve as National Secretary of the Institute of Public Administration of Canada (IPAC), participate as a member of the Executive Committee and chair the Service to Members Committee (SMC). It has been an exciting year that has provided me with an opportunity to become actively involved in the many interesting and diverse activities at both the national and regional levels.

Regional and National Linkages

One of the key objectives for the SMC in 2002-2003 was to capitalize upon the strong membership support for IPAC research and international programs by further strengthening collaboration among the International and Research Committees and Regional Groups.

The SMC agreed that one way of improving collaboration was to identify which International and Research Committee activities would be of interest to Regional Groups as they commenced planning their program calendars. In April 2003, the Directors of the Research and International Committees were invited to make presentations to the SMC of the variety of activities that Regional Groups could consider integrating into their events calendars.

From the International Committee a number of interesting ideas were introduced, including:

- Visiting delegations in regions, particularly representatives from twinning and volunteer programs (i.e. South Africa, etc.) and bilateral programs (Ukraine, Caspian, Ghana);
- Speakers, including Canadians that have gone on missions, and IPAC program managers; and
- Workshops/Events.

From the Research Committee a number of ideas were also introduced, including:

- Participating in the Revisiting of IPAC's Statement of Principles Regarding the Conduct of Public Employees project,
- Utilizing authors of recent IPAC publications as speakers,
- Organizing 'Burning Issues Symposium' events based on issues identified in the biennial survey of Deputy Ministers and Chief Administrative Officers.

The SMC looks forward to fostering fruitful collaboration with the Research and International Committees.

Renewal of the SMC mandate

A unifying element of the SMC has been the Committee mandate, which has highlighted the importance that IPAC places on individual members and vibrant regional groups. The SMC decided to undertake a review of the current mandate, since it has not been substantially adjusted since 1997.

Following discussions at the April SMC meeting, a draft mandate was presented to the IPAC Board of Directors on April 13, 2003. It was recommended that Regional Groups have an opportunity to comment on the new mandate, and if it fully responds to the role the SMC should play now and in the future.

The proposed draft SMC mandate is as follows:

"The Service to Members Committee is a sub-committee of the National Board of Directors of IPAC. The Service to Members Committee develops IPAC policy, products and services to support membership

promotion and related Regional Group activities. The Service to Members Committee also provides a forum to share best practices and link activities of IPAC committees and Regional Groups.”

Further consultations on the draft mandate will involve both the SMC and Regional Groups.

Improving Support to Regional Groups

Given the pivotal contribution that strong and active Regional Groups make to the success of our organization, the SMC has continued to identify other ways of supporting them, whether it is through direct financial support, or through the provision of innovative products and services.

Information Technology Services

One of the directions that IPAC has aggressively moved is in the realm of Information Technology (IT), specifically with respect to the utilization of the improved national Web Site.

SMC, in conjunction with Regional Groups, is exploring the possibility of providing the following IT services:

- Web-based database development;
- Website autonomy to Regional Groups;
- Email event announcements for Regional Groups; and
- On-line registration for Regional Group events.

In some cases, the IPAC National Office already provides these services, as is the case with the email announcement service that has been successfully introduced into the National Capital Region Group.

In regards to other IT services, further SMC and Regional Group consultations are required before full implementation can commence, in order to address issues of cost and capacity at both the regional and national levels.

Other Services and Products

The IPAC National Office has also made available to Regional Groups at competitive rates, promotional items that could be used as gifts, including: business cardholders.

Reduced Regional Group Memberships

At the October 2002 meeting, the Board of Directors accepted the SMC recommendation that Regional Groups be allowed to purchase up to five regular memberships per year, at a cost of \$50 each, to be used as gift presentations. The intention of this proposal was to provide Regional Groups with a cost-effective means of providing gifts to speakers and/or key individuals in order to build upon local efforts to market the IPAC brand.

Membership Services Payment

Each Regional Group that submits annually a Membership Target and Plan and an Annual Report receives a membership services payment in recognition of the recruitment and operational costs. The minimum payment is \$500; for every member between 50-200, the Regional Group receives an additional \$5 per member; for every member over 200, the Regional Group receives an additional \$3 per member.

Rebates for Net Membership Increase

Each Regional Group with a net membership increase receives a rebate of \$20 for each new member and \$6 for each new student member.



Regional Group and Membership Support Review

The SMC, in conjunction with the Finance Committee, has commenced a select review of IPAC National support to Regional Groups. The review will address the following questions:

- Should the current funding formula be revised (i.e., membership services payment and rebates for net membership increases)? If so, how?
- Should national office reinstate the retired membership category?
- What additional measures could be taken to assist Regional Group membership attraction?

A working group has been created with representatives from each committee to assess each question (including financial impacts) and seek Regional Group input. The group is charged with making recommendations to the Board of Directors.

IPAC National Members Survey

The SMC, along with Regional Groups, has been considering when it would next be appropriate to conduct a follow-up survey to the 2001 National Members Survey. The consensus has confirmed that the best time to undertake another Members Survey would be in 2004 or 2005, and discussions are underway to consider the logistics and cost issues related to the implementation of another survey.

Regional Group Excellence Award

The SMC has continued its support of the IPAC Regional Group Excellence Award. This year the proud winner of the Wes Black Trophy, a Kwakiutl carving, and framed certificate is the Edmonton Regional Group.

The Regional Group Excellence Award is awarded on an annual basis, according to the following criteria, revised in 1999:

- Relevance of Regional Group Programming
- Membership
- Financial Performance
- Governance

In 2002, a number of Regional Groups, along with the SMC, have indicated that the criteria be revisited, in view of the significant amount of work that is needed to develop a suitable submission. The SMC has agreed to undertake a review of the award criteria, and to consult with Regional Groups in order to identify areas for improvement.

New Professionals

The SMC has continued to support the work of the New Professionals Committee as they continue to chart the role they will play in the renewal of IPAC.

In 2003, IPAC, through the National Office and the SMC, has been able to support New Professionals through its stewardship of a new initiative. In June 2002, the National Executive Committee approved the use of \$10,000 from the New Professionals Fund, for a new initiative to assist New Professionals in attending the 2003 Annual Conference in Toronto. The funds for this initiative are from the profits of the successful New Professionals Driving a New Public Service Conference held October 22-23, 2001 in Toronto.

Specifically, under this initiative, funding will be used to cover 1/3 of a number of New Professionals' total eligible conference participation costs, while Regional groups and employers would each be expected to cover the remaining 2/3 of total eligible conference participation costs. Each Regional Group will be guaranteed support for at least one New Professional, although up to five New Professionals per



Regional Group may receive support, provided that New Professionals Fund take-up is uneven across the country, and that sufficient funds remain within the \$10,000 ceiling.

It is hoped that this initiative, along with others, has helped to strengthen the presence of New Professionals at this Conference and throughout IPAC.

Membership

This report also includes membership statistics that are attached. Charts 1 and 2 show membership by category and by Regional Group for December 31, 2001 and December 31, 2002 respectively. Chart 3 shows the 2001-2002 gains and losses. Chart 4 shows new members. This year shows a net loss of members of 10.3%, in spite of recruiting 575 new members. On December 31, 2002, membership actuals were 2,780, with a retention rate of 71.1%, below the historical rate of 83%. The low retention rate is a result of the loss of members associated with the government service agreements and the year over year drop in members from the annual conference. However, when the retention rate is adjusted for these items, it works out to approximately 81.5%, closer to the IPAC average.

On a more positive note, the National Board, recognizing the changing public sector demographics, over the years has been committed to new public servants. One of the Institute's priorities is to continue to focus on maintaining and increasing our membership base, ensuring that strategies are developed to attract new public servants to IPAC.

In closing, I would like to echo the sentiments of my predecessor, who stated that: "Regional Groups, their members and volunteers are of course, IPAC's face across the country." I would also add that the successes we have achieved as an organization are a reflection of their valuable contributions and is a fact that has never been forgotten by the Service to Members Committee nor the National Executive and Board of Directors.

Since much of the work that we do is not done in isolation, I would like to thank the members of the SMC and the Regional Group Chairs for the support they have provided me during the course of the year.

I would also like to thank Joseph Galimberti and the national staff for their support, and in particular, Gabriella Ciampini, the Director of Member Services, for the exemplary level of service that she has continued to provide to Regional Groups and individual members.

I would also like to thank my predecessor, Bonny Hoyt-Hallet in recognition of her work establishing the foundation that I have been able to build upon during the past year.

It has been a pleasure to serve as National Secretary and Chair of the Service to Members Committee and to work with the National Executive and Board in helping to support excellence in public administration in Canada.

Clinton Lawrence-Whyte
National Secretary 2002-2003
Chair of the Service to Members Committee



**MEMBERS AS OF
DECEMBER 31 2001**

CHART 1	ACADEMI C	ASSOC.	CORP.	FEDERAL	MUN.	PROV.	RETIRED	STUDENT	HON.	TOTALS
CALGARY	8	3	0	3	12	19	4	2	0	51
EDMONTON	13	11	0	30	15	287	3	8	0	367
FREDERICTON	14	14	0	18	9	207	0	3	0	265
HAMILTON	14	6	0	2	40	13	2	9	0	86
MANITOBA	8	16	0	15	20	126	3	22	0	210
MONCTON	12	8	0	42	3	19	1	2	0	87
MONTREAL	18	19	0	24	32	39	3	11	0	146
NCR	20	38	0	249	14	36	16	31	1	405
NF & LB	6	5	0	2	3	48	0	3	0	67
NS/NÉ	15	9	1	21	12	40	7	56	0	161
PEI/ÎPÉ	3	4	0	9	1	7	0	1	0	25
QUEBEC	16	16	0	8	8	82	1	6	0	137
REGINA	9	7	0	7	7	109	5	6	0	150
TORONTO	26	81	1	44	73	247	15	26	0	513
VANCOUVER	4	16	1	9	31	19	2	8	0	90
VICTORIA	14	23	1	6	13	106	1	20	0	184
YUKON	0	1	0	2	0	10	0	0	0	13
Others and Disbanded Groups	14	79	0	1	24	16	2	4	0	144
TOTALS	214	356	4	492	317	1434	65	218	1	3101



MEMBERS AS OF DECEMBER 31 2002

CHART 2	ACADEMI C	ASSOC.	CORP.	FEDERAL	MUN.	PROV.	RETIRED	STUDENT	HON.	TOTALS
CALGARY	9	3		4	12	16	2	3		49
EDMONTON	10	9		15	10	227	3	8		282
FREDERICTON	9	5		16	8	168		5		211
HAMILTON	15	8		3	42	10	2	13		93
MANITOBA	8	11		15	20	121	2	17		194
MONCTON	9	6		24	4	11	1	1		56
MONTREAL	19	19		26	27	28	3	8		130
NCR	20	37		185	10	30	19	34		335
NF & LB	5	7		6	3	44		5		70
NS/NÉ	16	9	1	34	14	68	7	40		189
PEI/ÎPÉ	3	6		8	1	6				24
QUEBEC	14	16		5	7	73	1	3		119
REGINA	9	3		6	7	99	4	7		135
TORONTO	25	82	1	38	72	205	13	30		466
VANCOUVER	5	21		13	31	17	1	7		95
VICTORIA	15	23	1	6	14	60	1	31		151
YUKON				3		11		2		16
Others and Disbanded Groups	18	94	0	1	21	20	2	9		165
TOTALS	209	359	3	408	303	1214	61	223		2780



MEMBERSHIP GAINS AND LOSSES AT DECEMBER 31, 2002

CHART 3	ACADEMIC	ASSOC.	CORP.	FEDERAL	MUN.	PROV.	RETIRED	STUDENT	HON.	TOTALS	PERCENTAGE
CALGARY	1	0	0	1	0	-3	-2	1	0	-2	-4.08%
EDMONTON	-3	-2	0	-15	-5	-60	0	0	0	-85	-30.14%
FREDERICTON	-5	-9	0	-2	-1	-39	0	2	0	-54	-25.59%
HAMILTON	1	2	0	1	2	-3	0	4	0	7	7.53%
MANITOBA	0	-5	0	0	0	-5	-1	-5	0	-16	-8.25%
MONCTON	-3	-2	0	-18	1	-8	0	-1	0	-31	-55.36%
MONTREAL	1	0	0	2	-5	-11	0	-3	0	-16	-12.31%
NCR./RCN	0	-1	0	-64	-4	-6	3	3	-1	-70	-20.90%
NF & LB	-1	2	0	4	0	-4	0	2	0	3	4.29%
NS/NÉ	1	0	0	13	2	28	0	-16	0	28	14.81%
PEI/ÎPÉ	0	2	0	-1	0	-1	0	-1	0	-1	-4.17%
QUEBEC	-2	0	0	-3	-1	-9	0	-3	0	-18	-15.13%
REGINA	0	-4	0	-1	0	-10	-1	1	0	-15	-11.11%
TORONTO	-1	1	0	-6	-1	-42	-2	4	0	-47	-10.09%
VANCOUVER	1	5	-1	4	0	-2	-1	-1	0	5	5.26%
VICTORIA	1	0	0	0	1	-46	0	11	0	-33	-21.85%
YUKON	0	-1	0	1	0	1	0	2	0	3	18.75%
Others and Disbanded Groups	4	15	0	0	-3	0	0	5	0	21	12.73%
TOTALS	-5	3	-1	-84	-14	-220	-4	5	-1	-321	-11.547%



NEW MEMBERS FROM JANUARY 1, 2001 TO DECEMBER 31, 2002

CHART 4	ACADEMIC	ASSOC.	FEDERAL	MUN.	PROV.	RETIRED	STUDENT	HON.	TOTALS
CALGARY	1		1	1	1		2		6
EDMONTON	2	2	5	3	13		2		27
FREDERICTON	1			1	28		5		35
HAMILTON	1	2		8	2		5		18
MANITOBA	2	1	3	3	23		4		36
MONCTON			4	1			1		6
MONTREAL	4	3	7	6	4		2		26
NCR	2	5	40	1	6	1	14		69
NF & LB	1	3	4		6		3		17
NS/NÉ	3		20	4	31		12		70
PEI/ÎPÉ		3	1	1	1				6
QUEBEC		3	1	1	17				22
REGINA	1		1		23				25
TORONTO	5	17	5	12	40		15		94
VANCOUVER	2	5	5	4	2		3		21
VICTORIA	2	5		5	16		16		44
YUKON			1		3		2		6
Others and Disbanded Groups	6	26	0	1	7		7		47
TOTALS	33	75	98	52	223	1	93		575





Minutes of the Annual General Meeting

Place: TERRITORIES ROOM
Fairmont Royal York Hotel
Toronto, Ontario

Date: Sunday, August 24, 2003

Time: 4:00 pm - 5:00 pm

The President, Alphonsus Faour, called the meeting to order at 4:00 pm.

1. Adoption of the Minutes of the meeting held at the Casino Nova Scotia in Halifax on Sunday, August 25, 2002.

Motion:

To adopt without further reading the minutes of the Annual General Meeting held at the Casino Nova Scotia in Halifax on Sunday, August 25, 2002.

Proposed: *Ardath Paxton Mann*

Seconded: *Richard Cantin*

Carried

2. Discussion of Matters Arising from the Minutes

There was no discussion.

3. Report of the National President

Fonse Faour gave a summary of the President's report distributed prior to the meeting.

Motion:

That the President's report be adopted.

Proposed: *Judy Rogers*

Seconded: *Kathy Langlois*

Carried

4. Report of the National Treasurer

Carol Layton spoke to the Treasurer's report distributed prior to the meeting.

Motion:

That the 2002 Financial Statements be adopted.

Proposed: *Laura Freeman*

Seconded: *Jocelyn Soulière*

Carried

5. Report of the National Secretary

Lawrence Clinton-Whyte reported on the highlights of the Secretary's Report distributed prior to the meeting.

Motion:

That the Secretary's Report be adopted.

Proposed: Sue Bishop

Seconded: Syd Baxtor

Carried

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, 2003.

Proposed: *David Martin*

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 26, 2003 in the Algonquin Room at Fairmont Royal York Hotel

8. Other Business

There was no other business.

The meeting adjourned at 5:00 pm.

Alphonsus Faour
National President, 2002-2003

Joseph Galimberti
Executive Director

