



ImPACt

e-newsletter of the Manitoba Regional Group
Institute of Public Administration of Canada

Fall 2008

Message from the Chair

By Christina Weise

This time of year always puts an end to my summer plans and brings me back to the reality of schedules and routines. But it is also an exciting time in which we buy school supplies and new clothes and kids head off for their first day of school. This year, two of my children are in school and the excitement of the first day, meeting their teachers, learning new things and sharing their summer stories with old and new friends was completely infectious. It made me think about new beginnings and the revitalization of energy and spirit that summer can bring and how that is translated into a renewed desire to learn. I know I am always excited to buy new books and take courses and or attend learning events in the fall.

If you are like me and have a burning desire to learn new things, IPAC has opportunities for you to get out of the office, hear new ideas and meet new people. On Friday September 26, IPAC, along with numerous partners is hosting a one day leadership event - Public Service Transformation: Handcrafted Leadership and the Road to Change. This event will provide practical tools for individuals and teams to lead change in their workplace.

On Tuesday, October 21, we will also be celebrating excellence in public service when we name a new awardee of the Lieutenant Governor's Medal for Excellence in Public Administration. Established in 1987, the past recipients of the Medal include Shirley Strutt (2006), James Eldridge (2005), Don Leitch (2000), Dr. Paul Thomas (1994), and Dr. Ron Duhamel (1987). I encourage you to attend this free event and help us pay tribute to public sector practitioners whose careers exhibit the highest standard of excellence, dedication, and accomplishment.

These are two of our upcoming learning and networking events and there will be more announced in the coming months. IPAC Manitoba is committed to providing you with relevant, interesting and timely learning opportunities. So if you share my desire to buy new books (and pens) and register for new courses I encourage you to mark your calendars and attend our upcoming events.

See you there!

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The Institute of
Public
Administration of
Canada

ImPACt Fall 2008

Public Service Transformation: Handcrafted Leadership and the Road to Change

A 1-day Learning Event and Workshop

*Friday, September 26, 2008 – Winnipeg Convention
Centre*

MANITOBA REGION

**Proudly presents a
1- day workshop**

* * *

**Price includes a
continental
breakfast and
lunch!!**

* * *

**Registration Cost:
\$85**

This timely event will feature presentations by experienced and knowledgeable experts in the area of leading change in the public service, and the road to making the public service a learning organization through Handcrafted Leadership.

Start the morning with acclaimed speaker, [Michelle Painchaud](#), who will provide practical insights into the realities of the modern-day workplace, and tips on transformation and change on an individual level. Feeling energized, you will be further motivated by a panel of public service leaders with concrete, public sector examples, as well as take-away tools, related to organizational transformation and change.

The afternoon will feature renowned speaker [Bob Chartier](#) facilitating a conversation on Handcrafted Leadership, as well as a number of interactive exercises. Bob brings energy and enthusiasm to the world of organizational change as he continues to ask that old question, "Can you make change from the inside?" He remains convinced that we can do so and must.

The workshop will also include a continental breakfast, buffet lunch and two networking breaks to encourage participants to discuss relevant topics with colleagues from various organizations. IPAC is working with the Government of Canada and the Government of Manitoba to promote this event, which will ensure a diverse group of professionals is in attendance for this exciting workshop!

To register:

<http://www2.gov.mb.ca/survey/surveys/Z9JCDO>

For any questions, please contact:

Lara McCabe Phone: 786-7251 Email: Lara.mccabe@gov.mb.ca
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2008 Willard C. Condo Award Winners Announced

By Dr. Kimberley Speers, Chair Willard C. Condo Awards

IPAC Manitoba expresses its sincerest appreciation to everyone who participated in this year's Willard C. Condo Awards. All nominated students are congratulated for their compelling papers, the professors who nominated the students are thanked for their thoughtfulness and time, and gratitude is expressed to the members of the selection committee for their service and participation.

Congratulations to the winner of the 2008 IPAC Willard C. Condo Award: Allison Evers, JMPA, University of Manitoba and University of Winnipeg, "The 'Problem' of Caring for Children in Canada: The Evolution of Advocacy, Policy and Problem Definitions,"; and to the runner-up: Kirsten Ryan, JMPA, University of Manitoba and University of Winnipeg, "The Economic Case for Immigration - The Manitoba Provincial Nominee Program" .

There were eight papers submitted for consideration (in no particular order):

- Noel Badiou, JMPA, University of Manitoba and University of Winnipeg, "*A Brief Overview of Some Economic Factors Influencing Canada's Public Health Care Insurance: The Rosebush has Thorns!*"
 - Nominated by Dr. Linda DeRiviere, University of Winnipeg
- Jennifer Rattray, JMPA, University of Manitoba and University of Winnipeg, "*Indigenous Self-Government and the Policy Process: The Long Road to Freedom*"
 - Nominated by Dr. Ken Gibbons, University of Winnipeg
- Ryan Riddell, JMPA, University of Manitoba and University of Winnipeg, "*Place Branding in Government in the Global Economy*"
 - Nominated by Dr. Kimberly Speers, University of Manitoba
- Allison Evers, JMPA, University of Manitoba and University of Winnipeg, "*The 'Problem' of Caring for Children in Canada: The Evolution of Advocacy, Policy and Problem Definitions*"
 - Nominated by Karine Levasseur
- Kirsten Ryan, JMPA, University of Manitoba and University of Winnipeg, "*The Economic Case for Immigration - The Manitoba Provincial Nominee Program*"
 - Nominated by Dr. Linda DeRiviere
- Jennifer Rattray, JMPA, University of Manitoba and University of Winnipeg, "*The Ethics of Lobbying: Undue Influence or Legitimate Expression?*"
 - Nominated by Dr. Ken Gibbons
- Chloe Burgess, JMPA, University of Manitoba and University of Winnipeg, "*The Sustainable Production and Consumption of Food*"
 - Nominated by Dr. Ken Gibbons
- Noel Badiou, JMPA, University of Manitoba and University of Winnipeg, "*The Weather Patterns of Ethical Issues Relating to Workplace Diversity: A Brewing Storm or a Rainbow of Opportunities?*"
 - Nominated by Dr. Ken Gibbons

Members of the Selection Committee:

- Kim Speers, Department of Political Studies, University of Manitoba (Chair)
- Linda DeRiviere, Department of Politics, University of Winnipeg
- Steve Lecce, Department of Political Studies, University of Manitoba

IPAC Manitoba is pleased to extend
Congratulations to
Allison Evers, JMPA, University of Manitoba and University of Winnipeg
Winner of the 2008 IPAC Manitoba Willard C. Condo Award



Abstract

**The “Problem” of Caring for Children in Canada: The Evolution of
Advocacy, Policy, and Problem Definitions**

This paper applies the theoretical concept of *problem definition* to the issue of *child care* in Canada. The paper begins with a general discussion of theoretical perspectives on problem definition and policy development and considers the extent to which problem definition has an impact on policy development. The second section of the paper takes the form of a case study on child care in Canada. In an effort to ascertain how *the problem of caring for children* has evolved/been defined (i.e., portrayed) over time, it undertakes to trace the evolution of child care advocacy and policy development from World War II to the present. In this section, the paper illustrates that the problem of caring for children first became a *public problem* when women began to move into the workforce in significant numbers. Initially, child care as a public problem was tied to the notion of social obligation vis-à-vis the war effort but, as social, political, and economic conditions changed, feminists and/or child care advocates began to tie it to the issue of women’s employment equality; indeed, for many feminists and child care advocates, child care came to be regarded as the problem and the solution to the problem of women’s inequality. Until approximately the 1990s, however, government was reluctant to view child care through this lens, and opted instead to view the underprivileged as the problem and social welfare assistance as the solution. In the 1990s, academic researchers and child care advocates changed the problem definition and argued that quality early childhood education and care was of critical developmental importance and, soon after, that tremendous economic and social benefits could be derived from investing in children and families through child care. At this point, government began to pay more substantive attention to the issue, presenting some meaningful policy proposals to the public and moving closer to the development of a national child care system. However, the election of the Harper Conservatives in 2006 signaled a virtual return to initial conceptions of the problem and the issue was, by and large, pushed back into the private sphere. In sum, the paper shows that understandings of the problem of caring for children and, as a result, proposed solutions and policy responses, have changed over time and by constituency.

Allison Evers holds a BA in political studies and history from the University of Manitoba and she expects to graduate from the Joint MPA Program at the University of Winnipeg and the University of Manitoba in February 2009. Allison is thrilled to have won the Willard J. Condo Memorial Award, noting that it is “an honour and a privilege to be recognized by IPAC.” Allison is looking forward to finally beginning her public sector career when she starts with Canada Revenue Agency in September.

In the near future, Allison Evers and Kirsten Ryan’s papers will be posted on the IPAC Manitoba website - see Willard C. Condo Award.

**Congratulations to
Kirsten Ryan, JMPA, University of Manitoba and University of Winnipeg
Runner-Up of the 2008 IPAC Manitoba Willard C. Condo Award**

Abstract

**The Economic Case for Immigration - The Manitoba Provincial
Nominee Program**

Immigration is an enormously important issue that has social, economic, security, and global political effects, to name only a few. In Manitoba, immigration has been positioned as an important pillar of the Premier's economic strategy for the province. The media repeats the message of the urgent need for more skilled workers. Whether Manitoba should engage in immigration is a separate issue and not discussed. Instead, two questions are posed about Manitoba's Provincial Nominee Program. First, is the program serving its original intent? In other words, are actual Manitoba labour market needs viably connected to the immigrants who are chosen by the program, ready to work within the skill set that brought them to Manitoba in the first place? If they are not, what, if any, economic penalties are imposed and upon whom?

A Piguovian tax scenario is used as a model to examine the penalty imposed upon immigrant worker's skills, and how that might affect the available skilled labour supply. Immigrant skills are discounted as undesirable (vs. Canadian skills) in the Manitoba labour market, thus restricting access to the skilled labour market, thereby artificially lowering the amount of skilled labour available. A 'penalty' or 'tax' (such as retraining in their field) is imposed upon the migrant who wishes to gain entry to the skilled labour market.

Rounding out this discussion is a deeper examination of reported low unemployment figures, and how they can be misleading. Would worker numbers increase (naturally) if the invisible hand of the *market* responded with higher wages, as opposed to the state's intervention in sourcing greater numbers of workers?

Finally, the wisdom of overly relying on immigration to solve the economic issues attached to that of an aging population, is discussed. The OECD and the Canadian Senate Committee ("Demographic Time Bomb" June 2006) agree that immigration alone will never work. Increased productivity, changing retirement age, and allowing pension contributions past 65 are a few ideas that should also be considered, perhaps equally with immigration. As well, they recognize that the immigrants we need must be employed fully, and that firm deadlines for such actions are needed now.

Kirsten graduated with a BA in Political Science from the University of Winnipeg in 2006, and is currently working on her thesis as an MPA student in the joint program at University of Manitoba/University of Winnipeg. During 2006-2008 she served as President of SAMPA, the Student's Association of Masters of Public Administration, a role she loved as a way to get to her know her colleagues. She has worked in the non-profit sector, and for many years in the health care sector in various settings, most recently for the Winnipeg Regional Health Authority. Job opportunities have taken her family to London, Ontario where she continues to work on her thesis - an evaluation of the Manitoba Provincial Nominee Program.

Marks your calendars! 2008 Lieutenant Governors Medal for Excellence in Public Administration Award Ceremony

Date: Tuesday, October 21, 2008
Time: 12:00 noon
Location: Government House

Further details will be forwarded by e-mail to the IPAC Manitoba membership in the near future and posted on the IPAC Manitoba website at <http://www.ipac.ca/Manitoba/Index>

Upcoming Right to Know Week and Prairie Health Information Privacy Day events!

Monday, September 29 - 3:30 to 4:30 - University of Winnipeg, Eckhardt-Gramatte Hall
Public presentation by [Dr. Alasdair Roberts](#), Professor of Law and Public Policy, Suffolk University, Boston, titled: "Blacked Out: Government Secrecy in the Information Age".

Wednesday, October 1 - noon to 1:00 - Portage Place, Edmonton Court
Public information event, "Know Your Right to Know", with participants from the media, other experienced access to information seekers and access to information professionals sharing their experiences and addressing questions.

Friday, October 3 - noon to 1:00 - St Boniface College, Room 1531
Public presentation, in French, by Suzanne Legault, Associate Information Commissioner of Canada on access to information

MORE DETAILS ON THESE EVENTS, SPONSORED BY THE MANITOBA RIGHT TO KNOW COMMITTEE, TO BE POSTED AT <http://www.ombudsman.mb.ca>

Tuesday, October 21 - Delta Winnipeg
Workshops associated with Prairie Health Information Privacy Day, organized and co-hosted by Manitoba Ombudsman and the Offices of the Information and Privacy Commissioners of Alberta and Saskatchewan, **MORNING** - "PIA Primer"
AFTERNOON - "Advanced PIAs...When the Answers are Not So Clear"

Wednesday, October 22 - Delta Winnipeg
Conference, Prairie Health Information Privacy Day, organized and co-hosted by Manitoba Ombudsman and the Offices of the Information and Privacy Commissioners of Alberta and Saskatchewan, for access and privacy personnel, health professionals and health organizations, all staff of provincial and municipal government, school divisions, universities and the interested public.

REGISTRATION AND DETAILS AT <http://www.verney.ca>

IPAC Manitoba supports Two New Professionals' experience in Quebec City

By Nick Kulyk, Chair New Professionals

Each year Manitoba IPAC, in conjunction with IPAC National, provides funding assistance for New Professionals in Manitoba to attend the Annual National IPAC Conference. Funding was made available to two individuals to attend this year's conference in Quebec City: Roselle Miko (Management Intern, Manitoba Government) and Chris Minaker (Management Intern, Manitoba Government). Both Roselle and Chris have provided articles for this edition of *ImPACT* that share their lessons learned and experiences from Quebec City.

2008 IPAC Conference by Roselle Miko

Bonjour! Hello! As you know, the 2008 Institute of Public Administration of Canada (IPAC) Conference was held in Quebec City, a return to the city which hosted IPAC's very first conference in 1949. Not only is 2008 a hallmark year with IPAC hosting its 60th conference, but Quebec City turned 400 years old this year, and the Public Service Commission of Canada celebrated its 100th anniversary.

Therefore, it was appropriate that this year's conference theme was "New World, New Society, New Public Administration." The 2008 IPAC Conference provided an opportunity to discuss key issues in public administration, with an eye on the past and a view to the future.

Prior to the larger IPAC opening reception held at the Musée national des beaux-arts du Québec, a new professional's reception provided an opportunity for new professionals to meet with other colleagues from across Canada, including Ontario, British Columbia, Saskatchewan, Yukon, and the Atlantic provinces.

Competencies, competencies, competencies. Manitoba's Civil Service Commission is a leader in promoting the use of competency based self-learning tools and would be pleased to know that competencies anchored the new professional's reception ice breaker activity. Integrity. Loyalty. Accountability. Competence. These and other competencies were discussed by groups of new professionals who brought unique regional perspectives on how competencies are reflected in individuals and how they, in turn, use these competencies to promote a stronger public service.

The camaraderie established at the new professional's reception continued both informally and formally. An impromptu dinner suggestion led to a group of new professionals walking Quebec City's historic cobblestone streets to a dining experience replete with energized dinner conversation and delicious bowls of gazpacho soup.

A new professional's breakfast held the following morning had new professionals pondering Laurent Lapierre's presentation, "Creativity and leadership". Monsieur Lapierre shared insightful observations on how creativity is embodied in managers and how managers-to-be develop and refine their leadership skills.

2008 IPAC Conference by Roselle Miko (continued)

Monsieur Lapierre also raised the salient point that “Too much of a good thing can be bad.” To illustrate his point, Monsieur Lapierre asked participants to work in groups to produce a list of personal “strengths” and discuss how, when taken to extreme or in a different context, these same strengths can devolve into our Achilles’ heel. Participants shared anecdotes of situations where personal strengths such as “perfectionism”, being “highly competitive”, or being “super-achievers” sometimes had unintended negative results. Many new professional’s heads nodded in agreement with shared accounts of being a new professional and trying to “prove one’s self and worth”, “taking too much on”, or “trying to get their work perfect every time”.

In his wrap-up comments, Monsieur Lapierre reminded us that as we move into our respective roles in government, we should learn what our “strengths” and “weaknesses” are; learn what happens when we take either to an extreme; and most importantly, learn how we can best integrate these two dichotomies as we develop into high-quality managers.

Other conference sessions of particular interest to new professionals included the Employment workshop, Intergenerational Equity or Atlas Challenges workshop, and the Diversity workshop. After the conference finished, I took a few days to visit places that have only been words in history textbooks—The Plains of Abraham and la Citadelle de Québec, two sites from Quebec and Canada’s founding history.

As an attendee at this year’s IPAC conference, I have happily shared some of the conference “lessons learned” and a box of maple syrup filled chocolates with colleagues back in Manitoba. While IPAC 2008 is finished, the knowledge gained and shared from participating in the conference will continue to pay dividends. Until we, as new professionals meet again in Halifax, au revoir.

2008 IPAC Conference by Chris Minaker

Recently, I had the opportunity to travel to Quebec City to experience the 2008 IPAC conference, which was made possible for me through New Professionals’ funding from both IPAC Manitoba and IPAC Canada. The conference was the perfect mix of past, present and future.

Quebec City, which is currently celebrating its 400th year, is a shining jewel on full display. The conference was located right next to the “old city” and during the evenings I was able to explore cobblestone streets lined with perfectly-preserved examples of Renaissance and Second Empire architecture. I was incredibly impressed with the art and heritage, but even more so by the warmth and welcome of its people. Quebec City is a national treasure.

The annual IPAC conference is an opportunity to mix with today’s senior public administration executives and let me tell you, being in a room with 750 extremely intelligent people dedicated to the betterment of our society is inspiring for a new public servant. The presentations reflected the best current public administration expertise from a wide range of practitioners, academics, politicians. Topics included; “Stakeholder Engagement,” Succession Planning,” and the “Political Independence of the Public Service.”

2008 IPAC Conference by Chris Minaker (continued)

In addition to the best of current wisdom, the subject of much discussion was the future of public service as indicated in the conference's theme, "New World, New Society, and New Public Administration." One notable presentation by Dr. Kettl of Pennsylvania University, addressed the critical challenge of coordination across departments, jurisdictions and all levels of government. Dr. Kettl challenged the audience to name even one major problem facing the world today that does not require the collaboration of many branches of government - no one could think of an example; can you?

In the wake of global problems such as SARS, hurricane Katrina, and food security, Dr. Kettl argued that government, in order to continue to provide the services and good governance that citizens have come to expect, must be more systemic in its thinking. This means breaking down the "silos" and cutting across the arbitrary and artificial lines of departments in order to get the job done.

So, how do we prepare for the next global epidemic? How do we redefine the role of government as an intervener, collaborator and facilitator? How do we work with civil society and engage our stakeholders? How do we incorporate systems thinking into our policy and approaches? These are the questions facing the public service of tomorrow, today.

If you are a new professional, I highly recommend attending the next IPAC conference. There is no better place to network, learn and engage.

IPAC Manitoba Reports on Two Exciting Events

By Matt Wiebe, Chair, Programs

Public Service Week - Leadership Learning Event - June 17, 2008

IPAC-Manitoba was proud to partner with the three levels of Government in Manitoba and the Public Service Week Steering Committee to co-host the Leadership Learning Event. The event, held on June 17, 2008 as part of Public Service Week, saw an attendance of 115 professionals from all levels and jurisdictions in public service. Attendees were able to listen to panels, speakers, and participate in learning activities at their tables on the topic of how we can move forward as proud public servants within our organizations.

The event was kicked off by Corrine Scott, Superintendent, City of Winnipeg Police Services, who gave some of her perspectives on leadership and pride through her career in policing. Corrine provided some excellent insights and highlighted ways that she as a leader was able to instil pride and renewal within her organization.

Following this, an opening panel did a great job of setting a positive tone for the event, by speaking of the importance of collaboration and partnerships when it comes to advancing HR Renewal in organizations. The panel was comprised of senior leaders from each jurisdiction:

- Paul Vogt, Clerk of the Executive Council, Province of Manitoba
- Marilyn Kapitany, Chair, Manitoba Federal Council and Assistant Deputy Minister, Western Economic Diversification Canada
- Luella Lee, Director of Internal Services, City of Winnipeg

IPAC Manitoba & Partners Event - Public Service Week (continued)

Following the panel, Greg Graceffo, Assistant Deputy Minister of Corrections Division, Manitoba Justice, spoke very passionately on being proud of the important role we play as public servants. The audience was clearly excited and invigorated by the power of Greg's words.

Lorne Pelletier, A/Director, Communications, Marketing and Ministerial Services, Service Canada, followed by speaking on some lessons he has learned to date when it comes to leadership in public service, and the concluding thought that our role is something that we can and should be proud of.

In addition to the above, attendees were able to participate in the event in a more interactive fashion by discussing the topics of public service pride and leadership. Attendees wrote down ideas on how they as a leader could showcase their sense of pride in public service, and how this could have a positive impact on their organization and on the public's view of public service. Comments generated from the table discussions were shared with attendees and will be posted on IPAC-Manitoba's website.

Event organizers were pleased to make this a green event by providing online event information and evaluation forms as opposed to paper handouts.

Overall, audience feedback was very positive. Attendees left feeling a sense of pride in their roles as leaders in public service, and were looking forward to sharing this information with others in their organization.

Healthy Workplaces Learning Event - June 26, 2008

IPAC-Manitoba was pleased to kick off the start of summer by hosting a breakfast event on June 26, 2008 on the topic of Healthy Workplaces in public sector settings. The event drew over 30 people together for morning networking, learning, and discussion on this relevant and timely topic.

The learning event was presented by Joel Hershfield, Manager of Finance and Technology with the Materials Distribution Agency of the Province of Manitoba. The presentation generated awareness and thought to some of the considerations and steps required to create healthy workplaces.

Audience discussion and participation centred on some of the ways that healthy workplaces can benefit organizations, some of the challenges of creating healthy workplaces and how it is possible to overcome these challenges, and some possible ideas that leaders can consider to create a healthier workplaces for employees.

It was clear from the attendance and from the discussion that the topic of healthy workplaces was an important one that should continue to be on the radar for managers and leaders in organizations.

Please stay tuned for future workshops from IPAC-Manitoba that will provide you with current, informative, exciting learning experiences!

Steady Growth: Annual Report of SAMPA's Activities

By Rob McLeary, SAMPA Liaison to IPAC Manitoba

The 2007-2008 academic year represented the second year of strong Students' Association for the Master of Public Administration (SAMPA) activities and presence after several years in hiatus. The main focus for SAMPA last year was succession planning, as most of the early organizers are graduating and moving on. As the sole returning student on the executive, I would like to take some time to thank the outgoing executive team for their hard work and dedication they have shown throughout the year.

Mike Edwards, the Graduate Students' Association (GSA) Rep, faithfully attended GSA meetings and made sure our financial disbursements were correct. Patrick Lagioia, VP Student Affairs, did a wonderful job of organizing many SAMPA-related events. Robert Stangl, Political Studies Department Rep and VP Part-Time Students, liaised with many people to build awareness of issues facing MPA students. Dan Fehr, VP Special Functions, was kind enough to step into this position part way throughout the year and he helped out with several activities. Leah Galley, Secretary-Treasurer, kept accurate track of our finances and ensured precise minutes were taken during our meetings. Last, but not least, Kirsten Ryan, President, was responsible for spearheading the reactivation of SAMPA; without her leadership, none of this would have gotten off the ground.

SAMPA would also like to extend a huge "thank you" to the outgoing Chair of the MPA program, Joan Grace, whose support of the organization over the past two years helped us accomplish many things. We look forward to working with the incoming Chair, Kim Speers, and hope to build on the momentum achieved.

Because of the great work that has been done, SAMPA is in an excellent position for a new executive team to assume the helm in the 2008-2009 academic year. The new year will be all about strengthening partnerships for the organization. For instance, IPAC Manitoba Region has extended an invitation for two SAMPA representatives to sit on their Executive. With similar visions between the organizations, there are opportunities to work collaboratively on initiatives.

SAMPA is also looking into the possibility of expanding its membership to include Master of Arts – Political Science students, which would mean a joint graduate student association for the entire political science department, from which both the MA and MPA programs arise. It would also represent a strong, united voice for both sets of students. This opportunity will be explored further at the beginning of the academic year.

Finally, SAMPA is always looking for new ways to conduct outreach and engage MPA alumni. If you are an alumnus and have suggestions for how you would like to be engaged by SAMPA, please send your comments to Rob McLeary at ummclean@cc.umanitoba.ca.

The Student Association for the Master of Public Administration (SAMPA)

<http://www.uwinnipeg.ca/faculty/politics/SAMPA.htm> coordinates the educational and social functions for MPA students, and acts as a liaison between students enrolled in the program and faculty members from the University of Winnipeg and the University of Manitoba. As a means of promoting student interests, the Association maintains active involvement with the Institute of Public Administration of Canada (IPAC), and seeks to facilitate linkages between students and those already working in public administration. Elections of the SAMPA executive are held annually and all MPA students are eligible for nomination.