



ImPACt

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

February 2009

Message from the Chair

By Christina Weise

Welcome to the first edition of ImPACt in 2009! Over the past year, the Manitoba Region Board of Directors worked hard to implement the ideas generated at our strategic planning session in 2007. The Board decided that to effectively serve you we should focus on our programming, to provide networking opportunities and events to support your professional development.

We were very pleased to honour Dr. Allan Preston at Government House when he received the Lieutenant Governor's Medal for Excellence in Public Administration in Manitoba. It was a wonderful and inspiring event which made me proud to be a civil servant in Manitoba.

In September we hosted, along with a multitude of partners, a learning event entitled **Public Service Transformation: Handcrafted Leadership and the Road to Change** on the importance of leadership in the workplace, and what organizations, can and should do, to foster it.

On December 9, we began a three part series - **Public Service in the 21st Century**. The first session featured Marilyn Kapitany, Assistant Deputy Minister, Western Economic Diversification and Chair of the Manitoba Federal Council who spoke about her experiences and perspectives on change, modernization and transformation of the public service. It was a sold out event in which Ms. Kapitany engaged participants in a stimulating discussion about the future challenges and opportunities of the public service. The key message I took home, is that while the public service will need to be flexible to engage potential employees from diverse backgrounds, the core values and principles of the importance of serving the public in a fair and professional manner, remains. I encourage you to attend our next event on February 19, 2009 which will feature Academic Insights (please see the details on page 2) and watch for news of our 3rd event on Media Insights.

We hope that these events provide meaningful and relevant opportunities for you to enhance your learning and connect with colleagues and fellow civil servants. If you have any comments or questions about the upcoming events or about the direction of IPAC Manitoba please feel free to contact me at (204)786-2090.

Finally, on behalf of the Board of the IPAC Manitoba Regional Group, I wish you all the best in 2009!

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On Thursday, February 19, 2009
IPAC Manitoba is proud to present
Public Service in the 21st Century - Session 2: Academic Insights
The 2nd in a 3-part series

Featured Speakers and Content for the event:

✚ **Paul Vogt: Clerk of the Executive Council, Province of Manitoba**, will open the event with remarks on his perspective of today's public service.

✚ **Professor Patrice Dutil, Ryerson University**, will discuss elements of his recent book, *Searching for Leadership: Secretaries to Cabinet in Canada*. Professor Dutil will outline the roles, key functions and impact of those in the highly influential positions of Secretary to Cabinet or "Clerk" and examine how the leadership role of the Clerk must be appreciated and understood in light of modern management practices in the public service.

✚ **Professor Kim Speers, University of Manitoba**, will bring additional perspective on the importance of leadership in public service of the 21st century.

Cost for the Event (lunch included in prices):

- ✚ IPAC members, Students and New Professionals -\$15.00
- ✚ Non-members - \$25.00
- ✚ Three-Pack Special - For those who attend all three events in this series, a special discount will be offered on the third session price!

Logistical Details for the event:

Date: Thursday, February 19, 2009
Location: Legislative Dining Room (Lower Level)
Time: Networking Lunch: 12:30 - 1:15 p.m.
Event: 1:15 - 3:00 p.m.

To Register for the Event:

- ✚ RSVP by **February 12th** to: Lara.McCabe@gov.mb.ca (786-7251)
- ✚ Payment (cash or cheque can be made at the event or by mail to:
IPAC Manitoba c/o Civil Service Commission
935 - 155 Carlton Street
Winnipeg, MB. R3C 3H8

Public Service in the 21st Century: Public Sector Insights December 2, 2008 - The 1st in a 3-part series

By Matt Wiebe, Programs Chair

IPAC-Manitoba was very pleased to kick off a new series on December 2, 2008 which will focus on the public service of the 21st century. The first event focused on public sector insights, and featured Marilyn Kapitany, Assistant Deputy Minister of Western Diversification Canada, speaking from her extensive public sector experience and career with the Government of Canada.

This learning and networking event drew approximately 40 professionals from across various departments and levels of government, as well as representatives from the private sector and the MPA program.

The session featured opening remarks from Debra Woodgate, Deputy Minister and Civil Service Commissioner with the Province of Manitoba.

Featured speaker Marilyn Kapitany then provided an excellent presentation, and spoke about her role as an Assistant Deputy Minister in the federal public sector environment, as well as her work as Chair of the Manitoba Federal Council, which brings together leaders from all federal departments within the province of Manitoba. Ms. Kapitany also shared some excellent ideas and tools for the audience in relation to various topics that are relevant in today's public service environment, including insights on ways to renew and build the organization.

In addition to the presentation, Ms. Kapitany also devoted over 30 minutes of time to answering questions from the audience and leading an intriguing discussion around the opportunities and challenges that exist in today's public service. The high level of audience participation and engagement in the conversation was indication that the session was both beneficial and relevant for attendees.

Future sessions of this series will bring you opportunities to learn and explore these concepts further, such as looking at insights from the academic community and insights from the media. Stay tuned to the IPAC-Manitoba website and watch your email for more information and details on these upcoming sessions, which are sure to be exciting and informative!

**IPAC Manitoba helps public servants build networks,
share knowledge, and celebrate excellence.**

Member Perspective on IPAC Manitoba Breakfast Event with Marilyn Kapitany - December 9, 2008

By Roger Todd

Some of the most interesting content in the talk given by Marilyn Kapitany, was in her response to my question regarding what pieces of advice she would pass on to new public servants.

Ms. Kapitany first would advise any new public servant to take any opportunity that comes their way. Of great importance, however, is to allow yourself the freedom to take a demotion, or take a lateral move, if you see it to be in your long-run personal and career interest. Ms. Kapitany did this early in her career, and really benefited from it, moving into an interesting job with many learning opportunities.

Another excellent piece of advice is to avoid, when possible, positions where you are not compatible with your boss, even when the job may involve more money or prestige. One way of doing this is to ask your potential employer, during the recruitment interview, about this person's philosophy of management. Sometimes, this may provide the necessary information to determine whether you are a good match for this organization or position.

Ms. Kapitany also stressed the importance of learning plans. One might even draft a "career plan."

In addition, she pointed out that one should maintain one's communication and face-to-face skills, limiting one's use of Blackberries and other devices to an appropriate setting. Blackberry etiquette is important. Blackberries, for example, can be particularly useful at airports to catch up on emails.

Are you reading a complimentary copy of ImPACT - IPAC Manitoba's e-newsletter?

An IPAC membership opens the door to participation at the Regional level: sitting on committees, attending program events at a reduced cost, and other exclusive values. You will receive e-ImPACT - the Regional Group's newsletter, regular e-Updates filled with tidbits that will help you in your work, *Canadian Public Administration* - IPAC's quarterly scholarly journal, and *Public Sector Management* - IPAC's quarterly magazine. To join IPAC right now [click here](#), or for more information <mailto:Joanne.Thibault@gov.mb.ca>

IPAC National Leads on Many Fronts

By Joanne Thibault, Membership Services

In November 2008 IPAC National held standing committee meetings, plus a meeting of the full IPAC board. I participated in two committee meetings and the Board meeting, on behalf of the IPAC Manitoba Regional group. This experience opened my eyes to the significant leadership role that IPAC plays in public service research, practice and international development. Here is a summary of the items and discussions that came forward.

Research and Professional Practices Committee

CEPMA: The Centre of Excellence in Performance Management and Accountability (CEPMA), sponsored by PriceWaterhouseCoopers and IPAC National, discusses and shares knowledge and best practices in the area of public sector performance management and accountability. The membership of CEPMA continues to grow.

Surveys: In addition to the annual Deputy Minister survey report, IPAC will also share the results of an extensive membership survey early in 2009. This survey information is widely drawn upon to inform public sector planning exercises.

CPA Journal: All issues of IPAC's highly respected Canadian Public Administration Journal are now available on-line. IPAC has also successfully secured SSHRC funding of \$30,000 per year for three years to support the publication.

Annual IPAC National Conference: Plans for the IPAC National Conference in New Brunswick in August 2009 are well in hand and on target. As a preparedness measure, IPAC is closely monitoring how economic uncertainty may impact attendance and building scalability into the conference. When the IPAC National Conference was hosted by the Manitoba Regional Group in 2007, almost \$50,000 in net revenues were earned to support our local programming.

General IPAC Conferences: IPAC National organizes and partners on a wide variety of professional development, leadership and emerging issues conferences. The conferences generate essential revenues, increase IPAC's membership and provide a valuable knowledge transfer service. By the way - watch for news on IPAC Manitoba Region's Fall 2009 Conference.

Study Grant Applications: IPAC also supports leading edge research on core public sector topics. The most recent grant of \$10,000 will support, on a cost-shared basis, the project "Understanding and Evaluating New Accountability Regimes: Canada in Comparative Perspective".

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IPAC National Leads on Many Fronts *(cont'd from page 5)*

Case Studies: IPAC is renewing its highly successful Case Study program. The effort is being lead by Andrew Graham of the Queens School of Policy Studies. The program will build upon case study programs within the Australian Government, the Evans School of Public Affairs (Electronic Highway) and the Richard Ivey School of Business (Case study writing and teaching course). The results will provide a tremendous learning resource for IPAC members.

Research Collaboration: IPAC is breaking major ground to enhance research collaboration between IPAC members from the academic world, and members actively practicing in the public sector. The result will be a more richly informed body of knowledge.

Service to Members Committee

IPAC/Deloitte 2008 Public Sector Leadership Award: The IPAC/Deloitte Public Sector Leadership Awards program, new in 2008, recognizes organizations that demonstrate outstanding leadership by taking bold steps to improve Canada, through advancements in public policy and management. The program attracted thirty-three nominations across Canada in the Federal/Provincial, Municipal and Broader Public Sector categories.

Membership Marketing: A standard note/thank-you card is being developed for regional group use. As well, a collection of membership promotion tools, and a communication (including outreach) strategy are in development. These will be a great support to regional activities.

Value of Public Service: A program is in development to raise the positive profile of public service in Canada and re-establish the public service "brand". The concept includes marketing through print materials and paid advertising, and a public education component, especially focused on students. Potential funding partners (federal, provincial and territorial governments, major consulting firms, banks and other major corporations) are being recruited. In year one, the plan is to stage roundtables to dialogue with the current and prospective public servants to establish an effective message and method of program delivery.

New Professionals: A New Professionals Facebook page is in development to keep graduates connected. The 2009 New Professionals conference is being held in Halifax on October 27 & 28, 2009.

Regional Group Best Practices: The IPAC Manitoba Region membership recruitment business card, circulated as an example of a membership development tool, was very popular. More best practice examples are being gathered from around the IPAC regions and they will be shared on a regular basis.

Globe & Mail Insert: The recent IPAC National insert on the new IPAC/Deloitte Public Sector Leadership Award was extremely well received. IPAC National is investigating the possibility of providing over-run copies of IPAC National's Globe & Mail inserts to regional groups for their promotional purposes.

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IPAC National Leads on Many Fronts *(cont'd from page 6)*

IPAC National Board Meeting

In addition to the committee business discussed at the National Board Meeting, a number of other topics were covered.

Current Economic Climate: The IPAC National Board acknowledged the impact of the more restrictive funding environment within the public sector due to the economic climate. IPAC is already reflecting this new dynamic in its operational decision-making and management.

IPAC Strategic Planning: IPAC National has developed a new strategic framework, which includes an inventory of all possible priorities and plans. For 2009, the IPAC workplan and resource allocations will generally reflect the strategic themes, while the Board Executive and Committee Chairs will continue to refine the strategic plan into an implementable and resource-based long range business plan.

International Public Administration: IPAC national has a very successful and well respected international program, in partnership with CIDA. IPAC's vision, at the international level, is to be the best Canadian source of senior-level public sector knowledge and expertise in support of sustainable development, good governance, and effective public policy. IPAC's unique expertise is the capacity to twin Canadian and international jurisdictions, and to bring public servants together in practitioner-to-practitioner relationships that focus on common issues and solutions.

Member Perspective on IPAC Manitoba Event Public Service Transformation: Handcrafted Leadership and the Road to Change – September 26, 2008

By Bob Christmas, City of Winnipeg, MPA student

Dear colleagues, on September 26th, 2008 I had the privilege of attending a one day workshop on leadership and organizational change at the Winnipeg Convention Centre. It met the high standards that I have come to expect from anything associated with the Institute of Public Administration Canada. Having just returned from the annual IPAC conference in Quebec City, I found this gathering in Winnipeg to be a welcome 'fix' for the professional and intellectual stimulation that I have come to expect from all IPAC events. This brief note is addressed to my "colleagues" because if you are reading this, you are a part of the Canadian fraternity of public servants, a group of "colleagues" with a common interest in working to improve the lives of Canadians. As a member of a municipal government (the Winnipeg Police Service), I find myself in the minority among provincial and federal officials at these events. Yet, I have found that the fraternity, and common interest in learning, consistently creates a collegial and open environment that allows everyone to gain. At these events, I have been deeply impressed at the willingness of people to openly share their expertise and experiences for the benefit of "colleagues", regardless of rank or position. They are truly learning environments, and this is why I have sought to remain involved.

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Member Perspective on September 26, 2008 Public Service Transformation Event (cont'd from page 7)

At this September 26th workshop, entitled: *Public Service Transformation: Handcrafted Leadership and the Road to Change*, the same friendly learning environment was produced.

Professional performance consultant, Michelle Painchaud described how evolving demands are driving organizational change, however, 65% of those initiatives fail due to a lack of appropriate attention to the people. She stressed the importance of "positive mental attitude" and the fact that people have control over their own minds. An expert panel described the lessons learned from their respective organizational changes, and the illustrated the importance of learning from others experiences.

Mr. Bob Pruden of Canwest Global Communications said we tend to spend too much time focussing on the technology and not enough time on people. He stressed the importance of gaining commitment from middle management, in order to make any organizational changes succeed.

Ms. Dori Gingere-Beauchemin, ADM, Manitoba Agriculture, Food, and Rural Initiatives, successfully implementing major changes to the 134 year old Manitoba Department of Agriculture, and said that if she were to do it again she would record the events more carefully and pay greater attention to organizational culture.

Ms. Marylin McLaren, CEO of Manitoba Public Insurance, oversaw the amalgamation of two major public corporations. She said that organizational change will be much easier if the affected people believe in what is being done. These observations resonated with the people that I spoke with at the conference. It is a time of great change in all of our departments, at all three levels of government, and the focus of this workshop was timely and useful for people across the public service.

The afternoon was spent with Mr. Bob Chartier, author, professor, and experienced government leadership teacher. He explained that many traditional tools of government administration have not evolved with demands that are now placed on civil servants. He said in the modern knowledge era we are looking for leadership at all levels, not the command and control structures of the past industrial society. Effective modern leaders strive for learning organizations, and facilitate and encourage all employees to learn and practice the skills that they are interested in developing. Mr. Chartier stressed the effects of modern technology in causing people to be disconnected, and the importance of face-to-face communication.

Overall, it was a great workshop. The networking component was effective, and the discussions were great. The speakers were interesting and reinforced their messages with interactive exercises. I am already watching for the next opportunity to attend and learn at an IPAC event.

Report from Students' Association for the Master of Politics and Public Administration program (SAMPA)

By Jennifer Forrest VP Marketing, SAMPA

A new academic year is upon us and the Students' Association for the Master of Politics and Public Administration program (SAMPA) has already hit the ground running. SAMPA is both proud and excited to share with you our priorities for the 2008-2009 academic year.

First of all, SAMPA now represents the Master of Politics students in addition to the Master of Public Administration students. SAMPA welcomes the opportunity to collaborate with the Master of Politics students and the opportunity to represent their interests and concerns.

Second, SAMPA has officially elected our new Executive. Student interest in SAMPA was so overwhelming this year that SAMPA had to create new Executive positions in order to accommodate all the interested students. The Executive members of SAMPA are:

President - Rob McLeary
Secretary-Treasurer - Taiwo Oyekan
VP Student Affairs - Tetyana Kim
VP Communications - Christina Von Schindler
VP Marketing- Jennifer Forrest
GSA Representative - Devi Goberdhan
VP Part-time Students - Kaila Mahoney
VP Special Functions - Jennifer Dahl-Kowalski
VP MA Students - Michael Kelly
UM Political Studies Representative - Bob Christmas
Member at Large - Jeff Kehler
Member at Large - Matt Wiebe

Finally, the new SAMPA Executive had our first meeting on October 28th, where we determined SAMPA's priorities for the academic year. One of our top priorities will be to connect with Master of Politics and Public Administration alumni. SAMPA would like to strengthen the relationship between alumni and current students in order to provide networking opportunities.

Additionally, SAMPA is committed to strengthening student engagement and creating a sense of community amongst the Master of Politics and Public Administration students. SAMPA is doing this by organizing formal and informal events where students can socialize and inform each other on their current school and work projects. SAMPA has already organized a meet and greet pub night, which took place at Finn McCue's on Thursday, November 20th. SAMPA is also working on organizing an event where students can present their research projects that they are currently undertaking.

If you would like to hear more about SAMPA's upcoming events and activities, please feel free to join our distribution list by contacting Christina Von Schindler at chrisvs@mts.net. Also, SAMPA's website is a great tool to keep you informed on all of our events and activities. SAMPA's website can be found at: <http://www.uwinnipeg.ca/faculty/politics/SAMPA.htm>

Dr. Allan Preston Recognized for Leadership in Public Administration in Manitoba

Dr. Allan Preston, Assistant Deputy Minister, Manitoba Agriculture Food and Rural Initiatives was awarded the 2008 Lieutenant Governor's Medal for Excellence in Public Administration in Manitoba by the Institute of Public Administration of Canada (IPAC).

His Honour the Honourable John Harvard, P.C. O.M., presented Dr. Preston with his medal at a ceremony at Government House, in Winnipeg on October 21, 2008.



From left to right:

- ✚ Shannon Roe, IPAC Manitoba Award Selection Committee Chairperson
- ✚ Honourable John Harvard, Lieutenant Governor of Manitoba
- ✚ Dr. Allan Preston, Recipient 2008 Lieutenant Governor Medal for Excellence in Public Administration
- ✚ Rosann Wowchuk, Manitoba Minister Agriculture, Food and Rural Initiatives
- ✚ Winnipeg Mayor Sam Katz