

March - **one & two** - 2007  
National New Professionals Conference

Presented By



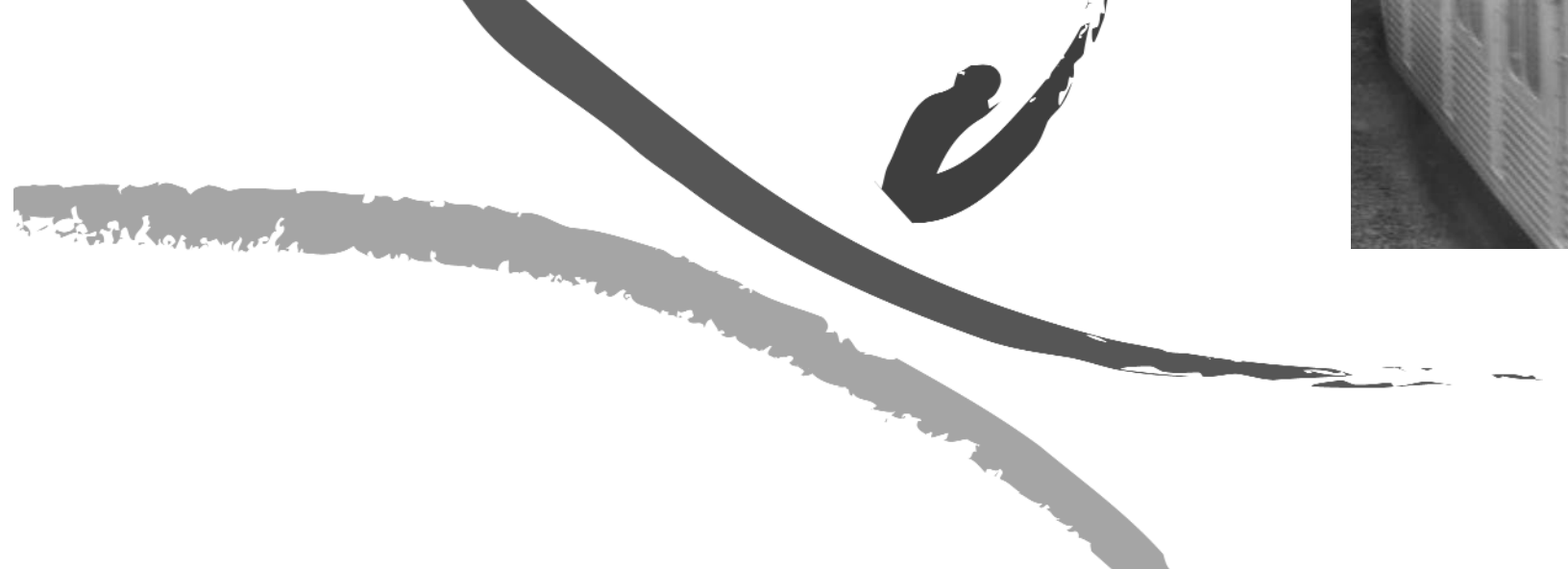
**IPAC New Professionals**



**The Ontario Public Service**



> w e l c o m e





# Letter from the Conference Chair

## Dear Participants

As the Conference Chair, it is my pleasure to welcome you to this gathering of new professionals in the public service at **Mind the Gap: The Changing Face of the Public Service**. The steering committee has been working hard to make this conference an enjoyable, informative and interactive experience.

This conference will draw attendance from new professionals and other members of the public service from across Canada. Speakers representing industry, government policy makers, as well as academic researchers from the talent management arena will present and discuss the latest topics in attraction and recruitment of new talent; focusing on strategies, techniques, and providing new professionals with career development advice.

Some of the key themes for this conference are:

- **Highlighting how new professionals are being engaged in the public service**
- **Discussing why talented employees join, stay and leave an organization**
- **Sharing and building upon retention strategies that go beyond pay, benefits and recognition programs to create a culture of commitment**
- **Showcasing programs which focus on the attraction and retention of equity seeking groups (including First Nations and people with disabilities).**

I would like to encourage you to take full part in this conference. This is an excellent occasion for you to meet with members of the public service from across Canada, creating an opportunity for networking, collaboration, sharing of information and building of relationships across the country and between different orders of government.

I am looking forward to meeting all of you in Toronto at what promises to be a most stimulating and enjoyable event!

**HEATHER ORR**  
Chair, Mind The Gap

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# Message from the IPAC National President and TOPS Chair

It is our pleasure to welcome everyone to the New Professionals Conference co-sponsored by the Institute of Public Administration of Canada and Tomorrow's Ontario Public Service.

Participants are invited to explore the theme, **Mind the Gap: The Changing Face of the Public Service** and meet your colleagues from across the country to exchange ideas. The conference organizers have done a wonderful job in putting together a stimulating agenda. We encourage you to fully participate in all the panel discussion sessions and workshops to explore our next steps as New Professionals. By sharing our knowledge and experience with each other, we can enrich our understanding of the issues we face and the paths we can explore together as public servants.

As you participate in the conference and network with your peers, don't forget to have fun! The conference organizers have prepared a list of exciting venues for you to explore in Toronto. We encourage you to take the opportunity to network among your peers and to make new acquaintances. We're confident you will find a source of inspiration and learning in this gathering of passionate public servants.

We want to take this opportunity to thank the New Professionals Organizers and volunteers for their exceptional work on organizing this conference. Congratulations, you have done an outstanding job!

And thank you for joining us in Toronto. Enjoy the conference.

**CAROL LAYTON**  
IPAC National President 2006-2007

**LUCINDA THEODORE**  
Chair, TOPS Executive Committee



**IPAC New Professionals**



**The Ontario Public Service**





# committee + volunteers

**The Institute of Public Administration of Canada and Tomorrow's Ontario Public Service acknowledges and appreciates the dedication and effort of all volunteers whose tireless work over the past year and a half has made this conference possible.**

## **Chair**

Heather Orr | Victoria New Professionals

## **Conference Steering Committee**

Gabriella Ciampini | IPAC National Representative  
Loretta Fernandes-Heaslip | Youth and New Professionals Secretariat, Ontario  
Karla Kreamer | Saskatchewan New Professionals' Network  
Suzanne Millar | Treasurer and Head of Fundraising  
Sarah O'Callaghan | Youth and New Professionals Secretariat, Ontario  
Tabatha Soltay | Vice-Chair, Environment Canada Action Network  
Jennifer Stewart | TOPS Executive Events Lead  
Ashleigh Wilson | Youth Connect, Government of Canada

## **Conference Steering Committee Members at Large**

Jeff Jean-Baptise | Regional (Quebec) Coordinator of YMAGIN, Montreal  
Joel Gorlick | Former TOPS Executive Committee Chair, Ontario  
Rodger Gregg | IPAC New Professionals Representative, Nova Scotia  
Jennifer Kroeker-Hall | IPAC National Board Member, Victoria  
Jowenne Herrera | Design + Marketing, Youth & New Professionals Secretariat, Ontario  
Elisabeth Laviolette | IPAC Translator  
Sevaun Palvetzian | Director, Youth & New Professionals Secretariat, Ontario  
Adam Pommer | IPAC Calgary Regional Group, Calgary  
Jason Preston | National Capital Region  
Maurice Turco | Greater Montreal Public Administration Institute, Montreal

## **MCs**

Johanne Y. Bélanger | Event Manager, Canada School of Public Service  
Thomas-Dean Landry | Conference Designer-Moderator, Canada School of Public Service

## **Conference Volunteers**

Justyna Baraniak, ON	Jennifer Harrison, ON
Natasha Bartlett, ON	Derek Hatfield, ON
Samantha Blaney, ON	Nicholas Kulyk, MB
Patty Charlton, NS	Tobin Kunju, ON
Angela Clark, NS	La Tania Lecky, ON
Jeremy Cormier, ON	Angela Matheson-Coutu, NS
Autumn Cousins, BC	Urszula Mezynska, BC
Karen Crawford, ON	Beata Nowakowski, ON
Dorienne Cushman, ON	Gulshan Sethna, ON
Heather Devine BC	Leah Smyth, ON
Tasneem Essaji, ON	Lucinda Theodore, ON
Jacqui Forbes, ON	Tracy Trotman, ON
Joanne Haran, GC	Kelly Tunney, ON
Carlene Harris, ON	Andrea Venantius, ON





# programme

## DAY > 1

7:30 am

### REGISTRATION

8:00 am

### BREAKFAST

9:00 am

### OPENING REMARKS

CHURCHILL ROOM

**CAROL LAYTON** | President, Institute of Public Administration of Canada (IPAC), and Deputy Minister, Ontario Ministry of Public Infrastructure Renewal

Carol Layton will provide opening remarks as President of the Institute of Public Administration of Canada. Ms Layton has held various senior roles in the Ontario Government including Ministries of Health and Long-Term Care, Finance and the Attorney General. She was first appointed as Deputy Minister with the Ministry of Citizenship in 2003, which included Responsibility for Seniors and Women's Issues. Prior to her current role, she was Deputy Minister for the Ontario Government's Results Office.

9:15 am

### KEYNOTE ADDRESS

CHURCHILL ROOM

**EVAN SOLOMON** | Television Broadcaster, Journalist and Author

Evan Solomon brings his tremendous experience as a print and broadcast journalist with CBC News to share his global perspective on the digital world, the changing business paradigms and creative approaches to managing and solving the complex challenges of sustainability in the 21st century.

Conference delegates will benefit from hearing Mr. Solomon insights based on the Ingenuity Project, which brings together the best and brightest minds in the world to find market-based solutions to the challenges of sustainable development. He will help us understand how to apply both technical and social ingenuity to big problems while sustaining our environment, our health and future generations.

10:15 am

## THE IMPORTANCE OF PUBLIC SERVICE RENEWAL

CHURCHILL ROOM

**KAREN ELLIS** | Vice-President of Public Service Renewal and Diversity Branch  
Public Service Human Resources Management Agency of Canada

Karen Ellis was appointed to her current role on September 2006. Prior to this appointment, Ms Ellis was Assistant Deputy Minister (Infrastructure and Environment) at the Department of National Defence, a position she had occupied since December 2002.

Ms Ellis will speak about the importance of public service renewal and give an overview of what new professionals need to know to succeed. She will discuss the challenges and opportunities facing tomorrow's leaders and will draw on her own personal experiences as a senior federal public servant to illustrate the importance of investing in new professionals.

10:45 am

## NETWORKING BREAK

11:00 am

## PANEL DISCUSSION # 1

CHURCHILL ROOM

### An Evolving Talent Landscape: Demographic Realities of a 21st Century Workforce

MODERATOR

**SUZANNE MILLAR** | City of Toronto


**DR. PATRIK MARIER** | Canada Research Chair in Public Policy

**COUNCILLOR ADAM GIAMBRONE** | City of Toronto

**JUDITH L. MACBRIDE-KING** | MacBride-King and Associates

**INSPECTOR SANDY THOMAS** | Ontario Provincial Police

It is recognized that many employers across Canada will face a dilemma over the next 5 years as a large portion of the workforce nears retirement. This panel will explore the demographic challenges facing the public service and Canada as a whole, outlining current trends, causes and effects. This session will help frame the remaining conference sessions by outlining the demographic challenge from various perspectives.



Over the next 10 years, British Columbia is expected to have one million job openings. That's one for every young person graduating from high school - plus another 350,000.

12:00 pm

**LUNCH**

1:00 pm

**AFRICAN PERSPECTIVES**

CHURCHILL ROOM

## Engaging Employees in the Public Service - Best Practices and Future Possibilities

**DAVID ROGER J. WALUGEMBE** | Information Scientist,  
Ministry of Public Service, Uganda

**SUZANNA JOACHIM MAGOTI** | Administrative Officer, Presidents Office,  
Public Service Management, Tanzania

**ANDREW MONOKE EPULE** | Service Head in Charge of Reception and Routing,  
Ministry of the Public Service and Administration Reform, Secretariat General,  
Cameroon

This panel will showcase the New Professionals perspectives on the public service based on experiences from Cameroon, Uganda and Tanzania. A key policy objective of the Ministry of the Public Service and Administrative Reform in Cameroon is the engagement of productive, efficient and innovative civil service personnel who are pivotal to the achievement of a performance driven administration. The mission of Uganda's Ministry of Public Service is to attract, retain and develop a competent and motivated public service workforce that is enriched with an induction training manual for newly appointed public officers and a competency framework. The Government of Tanzania uses three key strategies to attract and retain new professionals including: painting a positive picture of public service, providing self-development opportunities, and giving new professionals a chance to make a difference.

### didyouknow?

The Saskatchewan Public Service can anticipate increasing retirements over the next decade, with the peak number of retirements occurring from 2011 to 2013 when they will near 500 per year.

1:30 pm

**WORKSHOP SESSION # 1**

## Changing How Work is Done and Delivered

CHURCHILL ROOM

### SESSION A EFFECTIVE COMMUNICATIONS IN THE OFFICE

MODERATOR

**MICHELLE LUCAS** | Communications Director, Nova Scotia Public Service Commission

**BILL LAHEY** | Deputy Minister, Nova Scotia Ministry of Environment and Labour

**LAURA LEE LANGLEY** | Assistant Deputy Minister, Nova Scotia Communications

**MARGARET MACDONALD** | Assistant Deputy Minister, Nova Scotia Treasury and Policy Board

Three senior civil servants with the Nova Scotia Government will showcase their new and innovative internal communications guide, and will provide further insights into effective communications in the workplace. In addition to his current role, Bill Lahey is the Executive Champion of GoverNEXT, a new initiative within the Nova Scotia Public Service that ensures young public servants have a voice in its future development and renewal. Prior to Margaret MacDonald's current role, she was a Senior Solicitor with the Department of Justice, and was Legal Advisor to the Department of Natural Resources and the Department of Finance. In June 2004, Laura Lee Langley was appointed the first Assistant Deputy Minister for Communications Nova Scotia - a full service communications agency supporting the province of Nova Scotia. She began her career as a journalist in the early 1980's and has worked in both radio and television, as a reporter, anchor and producer.

CARLYLE ROOM

## SESSION B

### INNOVATIVE PUBLIC POLICY PARTNERSHIPS

**BRUCE CAMPBELL** | Executive Director, Canadian Centre for Policy Alternatives

Do think tanks have a legitimate and useful role to play in enhancing the policy process and outcomes? Bruce Campbell will speak about the experience in his organization, and will also review the experience of other think tanks and the role they play. His presentation will include constructive suggestions for improving the relationship between think tanks and policy makers, and overall improvements to the policy process and outcomes.

SCOTT ROOM

## SESSION C

### INNOVATIVE SERVICE DELIVERY

**NANCY VANSTONE** | Assistant Deputy Minister, Nova Scotia

Ministry of Environment & Labour

**RON MCKERLIE** | Corporate Chief Information Officer IT & Chief Strategist, Service Delivery, Ontario Ministry of Government Services

Nancy Vanstone's presentation will discuss innovative service delivery from a regulator's perspective. Governments, like the Province of Nova Scotia, are responding to dual pressures to protect citizens, communities and the environment, and to deliver faster, more efficient services. One solution to address these sometimes conflicting pressures lies in the development and support of the regulatory profession.

Ron McKerie's presentation will highlight how the Ontario government is in the midst of a sweeping modernization program focused on improving efficiency as well as the quality of service delivery. The primary objective of the government's drive toward modernization is to improve the services it delivers to the people of Ontario. Strong Information and Information Technology is critical to the success of these priorities. Attracting and retaining the right skill also plays a critical role in our ability to meet these challenges



didyouknow?

In 2005, employee satisfaction with employment in the Alberta Public Service was at 78%.

2:30 pm

**NETWORKING BREAK**

3:00 pm

**PANEL DISCUSSION # 2**

CHURCHILL ROOM

## Engaging a New Generation of Leaders: Lessons Learned from the Non-Profit Sector

MODERATOR

**SEVAUN PALVETZIAN** | Director, Youth and New Professionals Secretariat  
Ontario Ministry of Government Services

**BEN PETERSON** | Co-founder and Executive Director, Journalists for Human Rights

**TAYLOR GUNN** | Chief Election Officer, Student Vote

**FRANCA GUCCIARDI** | Executive Director and CEO, Canadian Merit Scholarship Foundation

**PARKER MITCHELL** | Co-founder and CEO, Engineers Without Borders Canada

The session will focus on best practice examples of youth engagement programs, initiatives or organizations either inside or outside of the public sector. The objective of this afternoon's session will be to explore how various youth networks have successfully tapped into the energy, talents and enthusiasm of young professionals to accomplish great ends.

4:15 pm

**INVESTING IN TOMORROW'S WORKFORCE TODAY**

CHURCHILL ROOM

**The Ontario Public Service  
Human Resources Plan**

**HON. GERRY PHILLIPS | Minister, Ministry of Government Services,  
Government of Ontario**

Gerry Phillips was appointed Minister of Government Services in June 2005 by Premier Dalton McGuinty. Prior to his current role, he served as Ministers for both the Ministry of Citizenship and Ministry of Labour. In opposition, he served as Finance and Native Affairs Critic, and as Chair of the Economic Policy Committee for the Official Opposition.

In closing the first day of the conference, Minister Phillips will share Ontario's approach to the issues of attraction, engagement and retention of current and future generations of public servants. In addition, he will share Ontario's progress towards modernizing the organization to ensure quality, cost-effective services are delivered to the public.



**didyouknow?**

**In the Nova Scotia Public Service, 5% of the workforce is 20-29 years old.**

4:40 pm

**CLOSE OF DAY 1**

CHURCHILL COURTYARD

5:00 pm

**WINE AND CHEESE RECEPTION**



**didyouknow?**

**In the Manitoba Public Service, 47% of senior management were in the age group of 45-54 years old; 1.3% were in the 25-34 category.**

**There were 606 student work experience placements in 2005/2006 in the Saskatchewan public service.**



**Every year, the Summer Experience Program (SEP) in the Ontario Public Service hires approximately 4000 people between May and August.**

**TOPS is organized and directed on a volunteer basis by an Executive Committee of OPS new and young professionals in the Ontario Public Service.**

**The City of Toronto expects the number of retirements to double in 2010 compared to 2006.**

# programme

## DAY > 2

8:30 am

### BREAKFAST

9:15 am

### OPENING REMARKS

CHURCHILL ROOM

#### CANDY PALMATER

Mi'kmaq Liaison Officer, Stand-up Comic, Activist, and Recovering Lawyer,  
Nova Scotia Department of Education

Candy Palmater currently delivers corporate training on Aboriginal Perceptions to the Nova Scotia civil service as well as private sector clients. Ms Palmater has lectured extensively throughout Canada on education and employment equity issues and has provided nation-wide commentary to print, radio and television media on Aboriginal legal issues. She will use her years of experience working as a lawyer, diversity advisor and stand-up comedian to set the tone for the day.

9:30 am

### PANEL DISCUSSION #3

CHURCHILL ROOM

#### The Future of the Public Service: Talent Management Strategies

MODERATOR

**ANDREW WHITTINGTON** | Manager, Organizational Development  
Ontario Ministry of Training, Colleges and Universities

**JENNIFER LAIDLAW** | Director, Archives Operations Branch  
Ontario Ministry of Government Services

**JEAN IRVINE** | Director of Human Resources, Scarborough Hospital

**PER SCOTT** | Senior Manager of Strategy and Planning, Human Resources  
Royal Bank of Canada

**LYNDA TARRAS** | Assistant Deputy Minister, Talent Management  
British Columbia Public Service Agency

Our Talent Management panellists, Jennifer Laidlaw, Jean Irvine, Per Scott and Lynda Tarras, represent best practice organizations from the public and private sector in Canada. Our panellists will cover a range of topics under Talent Management (TM), including:

- Details on current and emerging approaches to TM
- How TM is a necessary response to a critical situation all organizations face - namely the loss of senior level talent to retirements
- A sense of what different organizations include/exclude in their definition of TM - succession planning, recruitment, learning & development, performance management, and/or compensation
- Clarity on what or who TM targets - leaders, managers, professionals
- How TM practices represent a real and attractive employment value proposition for new and young professionals

10:30 am

## NETWORKING BREAK

10:45 am

## PANEL DISCUSSION # 4

CHURCHILL ROOM

### Ensuring our Workforce is as Reflective as the Population we Serve

MODERATOR

**WYATT WHITE** | A/Director of Policy, Office of Aboriginal Affairs  
Government of Nova Scotia

#### INTRODUCTORY REMARKS

**LAURA GARTON** | Director, Human Resources Management Research  
Conference Board of Canada

Laura Garton will provide an overview on what Canadian organizations are doing to build a more inclusive workplace environment and where there's room for improvement in the strategies used to identify, retain and develop a diverse workforce.

#### FIRST NATIONS INVOLVEMENT IN THE PUBLIC SECTOR

**CANDY PALMATER** | Mi'kmaq Liaison Officer, stand-up comic, activist, and recovering lawyer  
Nova Scotia Department of Education

Candy Palmater shares her perspective on how our differences help us to work and live together more amicably. As a Mi'kmaq woman Candy will present examples of where lack of knowledge can cause work place conflict. In addition she will provide information on how best to move forward in a demographically changing world.

#### NEW IMMIGRANTS AND FOREIGN TRAINED PROFESSIONALS

**JANE LEWIS** | Country Human Resources Manager, Procter & Gamble Canada

Jane Lewis will showcase Procter & Gamble's commitment to Diversity in the Workplace towards attracting and retaining New Immigrants and Foreign Trained Professionals. Jane is currently an inaugural member of the Advisory Group for Career Bridge, a paid internship program helping qualified, professional-level immigrants gain their first Canadian work experience in their fields.

#### CANADIANS LIVING WITH DISABILITIES

**MIGUEL AGUAYO** | Manager, Employer Outreach Secretariat  
Ontario Ministry of Community and Social Services

Miguel Aguayo brings his in-depth knowledge and experience with disabilities and career management in public and private sector and extensive community outreach work to share some insights on how to enhance employment opportunities for Canadians living with disabilities.

12:00 pm

## LUNCH

didyouknow?

Aboriginal employees  
make up 10.8% of the  
total number of employ-  
ees in the Saskatchewan  
public service.

1:00 pm

CHURCHILL ROOM

didyouknow?

61.8% of City of Toronto staff identify as members of the Baby Boomer generation.

## SEVEN IDEAS THAT COULD CHANGE PUBLIC SECTOR LEADERSHIP TODAY

### Howling from the Cubicles

**BOB CHARTIER** | Public Sector Leadership Practitioner, Indian and Northern Affairs Canada & the National Managers' Community

Bob Chartier's passion is building learning organizations and promoting a leadership culture that recognizes leadership at all levels. This workshop will offer new professionals seven simple ideas to develop their leadership skills and help them prepare for the important role they will play in public service renewal.

Mr. Chartier challenges public servants to see that effective leadership is a practice not a position and that effective learning must go beyond the traditional training model to become both continuous and culturally rooted in an organization.

He uses humour, storytelling and practical experience to deliver a hopeful and energizing message that you won't soon forget.

1:45 pm

CHURCHILL ROOM

## WORKSHOP SESSION #2

### Career Pathing in the 21st Century

#### SESSION A

##### THE ART OF FACILITATION: A PRIMER

**PETER SHERIFF** | Regional Manager, Learning and Development Branch  
Ontario Ministry of Government Services

**BRIAN BENN** | Regional Manager, Learning and Development Branch  
Ontario Ministry of Government Services

Peter Sherriff and Brian Benn are Regional Managers in the Learning and Development Branch of the Centre for Leadership and Learning, in the Ontario Government. Bringing a wealth of experience in organizational development, training and group facilitation, these two master facilitators will introduce participants to the concept of facilitation and demonstrate effective facilitation skills and techniques.

CARLYLE ROOM

#### SESSION B

##### BECOMING AN INSPIRATIONAL LEADER

**LORRAINE WEYGMAN** | President, Weygman Consulting

Lorraine Weygman has over 25 years of international experience as an accomplished motivational speaker, consultant, writer, facilitator and radio host. In this workshop, Ms Weygman will discuss how the command and control style of military management is necessary to win wars but doesn't create happy civilians in today's workplace. Making a difference can only happen when the leadership and workplace culture focus on being constructive, rather than passive or aggressive; when people want to come to work, give their best enthusiastically and rise to their daily challenges.

Because an organization's leadership is the primary driver of its culture, only in an inspired, enlightened culture do employee engagement, innovation, motivation, risk taking and transformation excel. During this stimulating, interactive session, participants will be better prepared to analyze the qualities of inspirational leaders, the type of cultures they lead and their impact on attitudes, behaviours, performance and high quality results.

SCOTT ROOM

## SESSION C

**WORK LIFE BALANCE STRATEGIES: LIVE WELL, LAUGH, LOTS, PLAY OFTEN**

**SUSAN STEWART | Stand-up Comic Turned Inspirational Speaker**

A guide to the effects of healthy living and positive thinking! After experiencing this fun and fast-paced presentation, you will be inspired to eat good food, move your body more, and have more laughter and fun in your life! Presenter, Susan Stewart, is both a recovering stand-up comic and a learning and development coordinator within the Ministry of Citizenship & Immigration. In this workshop, Susan reveals the powerful mind-body connection: having healthy habits and enjoying all that life brings to you are the key elements to being in balance with your desires and dreams.

2:45 pm

## NETWORKING BREAK

3:00 pm

## PANEL DISCUSSION #5

CHURCHILL ROOM

### Engaging Employees in the Public Service: Best Practices, Future Possibilities...

MODERATOR

**GABRIEL SÉKALY | Executive Director, Institute of Public Administration of Canada (IPAC)**

**JENNIFER STEWART | Executive Events Lead, Tomorrow's Ontario Public Service (TOPS)  
Ontario Ministry of Government Services**

**KARLA KREAMER | Co-Chair, Saskatchewan New Professionals' Network  
Government of Saskatchewan**

**HEATHER ORR | Director of Programming, Victoria New Professionals' Network  
Government of British Columbia**

**TABATHA SOLTAY | Vice-Chair, Environment Canada Action Network**

**VIJAY R. BHASHYAKARLA | Chair, GoverNEXT, Nova Scotia**

This engaging panel will bring together new professionals from across Canada to share their unique experiences. This panel is intended to showcase successful, effective programs and strategies implemented by new professional organizations. Each panel member is a key lead of a new professional organization; and can provide insight into how they operate within their government and share their accomplishments and challenges. This is an outstanding opportunity for the audience to interact with the panel and share ideas and thoughts on the solutions towards meeting the demographic challenge through new professional groups.

4:00 pm

## CLOSING REMARKS

CHURCHILL ROOM

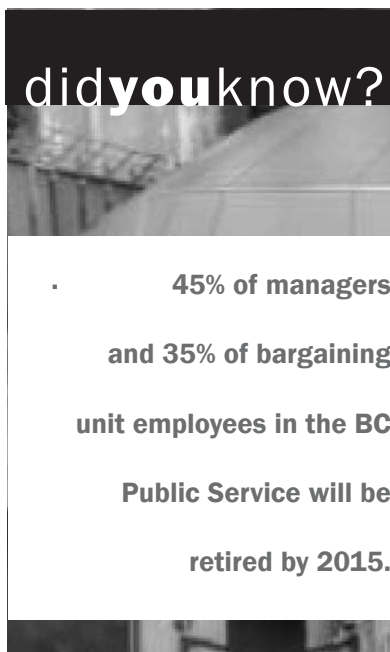
INTRODUCTION

**LUCINDA THEODORE | Executive Chair, Tomorrow's Ontario Public Service (TOPS)  
Ontario Ministry of Government Services**

**SHIRLEY HOY | City Manager, City of Toronto**

4:30 pm

## CONFERENCE CLOSES



**didyouknow?**

45% of managers  
and 35% of bargaining  
unit employees in the BC  
Public Service will be  
retired by 2015.



Tomorrow's Ontario Public Service (TOPS) is an organization that was created by young professionals from across the OPS, with the aim of providing networking, mentoring and learning opportunities.

TOPS is creating a space for visionaries who believe in government and want to build a more dynamic public service for the future.

Through the "three L's" — Linking, Learning and Leading — TOPS is creating opportunities for young and new professionals in the OPS, while working to build a more dynamic public service for tomorrow.

Watch for the TOPS Northern Symposium - Coming to Thunder Bay in Fall 2007

# big thanks

The Mind the Gap Planning Committee would like to thank our sponsors for their contributions to our conference. We appreciate their interest in improving public administration in Canada and ensuring a smooth transition to tomorrow's leaders. Their assistance demonstrates their commitment to supporting better government across Canada, which is in the interest of all citizens.

We would also like to thank our speakers for contributing to this important conference. The calibre of speakers demonstrates an unprecedented level of support for a new professionals event. For all of our speakers who have donated their time to Mind the Gap: The Changing Face of the Public Service, we have made a donation on their behalf to the Stephen Lewis Foundation, an organization whose mandate is to fight HIV/AIDS in Africa through support to community-based initiatives.

Sincerely,

**The Mind the Gap Planning Committee**

## **THE STEPHEN LEWIS FOUNDATION**

helps to ease the pain of HIV/AIDS in Africa at the grassroots level. It provides care to women who are ill and struggling to survive; assists orphans and other AIDS affected children; supports heroic grandmothers who almost single-handedly care for their orphan grandchildren; and supports associations of people living with HIV/AIDS.

Donations have been made on behalf of our speakers to



*the Stephen Lewis*

**FOUNDATION**

*Easing the pain of HIV/AIDS in Africa*

For more information on the Stephen Lewis Foundation  
<http://www.stephenlewisfoundation.org/>

C O N F E R E N C E   S U P P O R T E R S

**IPAC**

The Institute of  
Public Administration of Canada



**IAPC**

L'Institut d'administration  
publique du Canada

