

APEX

ANNUAL REPORT

2013-2014

ASSOCIATION OF PROFESSIONAL EXECUTIVES
OF THE PUBLIC SERVICE OF CANADA



TABLE OF CONTENTS

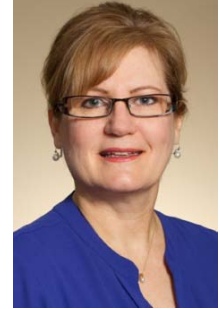
MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS AND THE CEO.....	1
A CLEAR DIRECTION	3
APEX STRATEGIC PLAN 2012-15	3
STRATEGIC OBJECTIVE #1	4
ADVISORY SERVICE FOR EXECUTIVES (ASE).....	4
STRATEGIC EX OBJECTIVE #2.....	6
ANNUAL APEX LEARNING SYMPOSIUM	6
APEX AWARDS OF EXCELLENCE.....	8
EXECUTIVE DEVELOPMENT AND LEARNING	9
APEX BLUEPRINT 2020 SUBMISSION	10
STRATEGIC OBJECTIVE #3	11
MEMBERSHIP	11
APEX INDUCTION CEREMONY FOR NEWLY APPOINTED EXECUTIVES.....	12
STAKEHOLDERS AND PARTNERS	13
APEX CHARITABLE CONTRIBUTIONS	14
OTHER MATTERS.....	14
GOVERNANCE	14
APEX BOARD OF DIRECTORS AND COMMITTEES	14
THE APEX ANNUAL GENERAL MEETING (AGM).....	15
CONCLUSION	16

MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS AND THE CHIEF EXECUTIVE OFFICER



Friends and colleagues,

As APEX approaches its 30th anniversary in September 2014, it is an opportunity to both reflect on our accomplishments over the years and ensure that we continue to orient ourselves to support the Canadian Public Service as a world class institution. The Public Service must be innovative, dynamic, agile, and flexible and be able to adapt to the evolving needs of the Government and Canadians.



This calls for a strong and engaged cadre of executives to develop and implement seamless, integrated programs and services that meet the needs of Canadians in an increasingly online environment. APEX has supported major Public Service renewal efforts since its inception in 1984, and contributed actively to the Clerk of the Privy Council's recent *Blueprint 2020* initiative. APEX members have a wealth of knowledge and experience to bring to bear on issues facing today's Public Service as well as a responsibility, as Public Service leaders, to uphold the integrity of the Public Service of Canada as a vital national institution integral to our parliamentary democracy.

The series of online and face-to-face consultations conducted by APEX over the course of the year make it clear that executives care a great deal about the Public Service and understand their responsibilities as leaders. They took time out of their busy schedules to meet with us in cities across the country and responded in large numbers to several surveys, including questionnaires on *Blueprint 2020* and the proposed new Key Leadership Competencies developed by the Office of the Chief Human Resources Officer.

In a survey conducted in December 2013, APEX members confirmed that health and wellbeing continues to be one of the top issues of concern to executives. This year, APEX released the results of our fourth *Executive Work and Health Survey* conducted in 2012. We continued to emphasize the importance of creating healthy organizations, with a healthy executive cadre, in order to improve individual and collective health outcomes – with the ultimate objective of maximizing organizational performance. APEX encouraged organizations to

make use of this valuable information by offering to subsidize 50% of the cost of producing reports comparing their results with those of the Public Service. We are pleased to report that the 26 largest departments and agencies took up APEX's offer!

Last year, APEX provided short-term support to executives who were affected by deficit reduction initiatives. This year, APEX made a conscious shift to provide ongoing support to early and mid-career executives who are the foundation for the future. APEX offered executive development programming specifically tailored to meet the changing needs of our members, particularly those new to the executive cadre. We will continue to partner with organizations to deliver high quality professional development offerings in support of our members.

APEX activities present opportunities for executives to connect with one another, exchange ideas and best practices and create valuable professional networks. The association is uniquely positioned to create safe spaces for strategic conversations around issues facing executives – helping to create an engaged network of leaders from across the Public Service. Our annual Learning Symposium was a success again this year, attracting 500 executives from across the country to explore new and creative ideas for modernizing the way we do business.

We invite you to review this annual report which outlines the activities and achievements of the association on behalf of its members over the course of 2013-14. We look forward to continuing to build on this solid foundation of success in the years to come.

Nadir Patel
Chair, APEX Board of Directors

Lisanne Lacroix
Chief Executive Officer

A CLEAR DIRECTION

APEX STRATEGIC PLAN 2012-15

APEX's three-year [Strategic Plan](#) sets out the organization's priorities, objectives and overall direction. It is reviewed and updated on an annual basis to ensure that APEX is positioned to respond to the evolving needs of its members.

This year, APEX took advantage of the *APEX Blueprint 2020* consultation process to ask executives about the issues that concern them most with a view to updating its Strategic Plan.

In an online survey conducted in December 2013, members were asked to identify the top three issues of interest and or concern to them. Survey results confirmed that APEX's three strategic objectives remain relevant:

- *Promoting EX health and wellbeing;*
- *Supporting EX leadership excellence; and*
- *Developing a national community of leadership practice.*

APEX Vision

To inspire leadership excellence, honesty and trust in the Public Service for the benefit of Canada and all Canadians. As the voice of the federal executive community, APEX is a dynamic national organization whose advice on critical Public Service issues is valued and acted upon by key decision-makers.

Members are looking to APEX to work with departments and agencies to address workplace issues that are having a negative impact on their health and to provide the support they need during difficult times. They also value the opportunities APEX provides to come together to learn, share their views and experiences and find new and innovative ways of dealing with workplace challenges. The opportunity to discuss sensitive issues with other executives in a “safe environment” and the sense of community this creates are two of the key reasons executives say they belong to APEX.

The activities and initiatives undertaken in 2013-14 and highlighted in this report, flow from the three strategic objectives listed above. APEX is proud of what it has accomplished this year. It will continue to build on the success of the past two years as it enters year three of the current Strategic Plan.

STRATEGIC OBJECTIVE #1: PROMOTING EX HEALTH AND WELLBEING

ADVISORY SERVICE FOR EXECUTIVES (ASE)

The **Advisory Service for Executives** provides confidential support and/or referral services to executives across the Public Service, including those in the regions and abroad. This service was established in 2003 with the generous support of the Deputy Head community.

The Service is provided by a Senior Advisor who ensures complete confidentiality and provides objective and personalized advice. The last two years saw a significant rise in the number of executives who looked to

the Senior Advisor for support. This increase was due in large part to the number of executives who were directly or indirectly affected by deficit reduction initiatives.

In 2013-14, the Senior Advisor saw a return to normal levels: 202 executives made use of the service, while the total number of client interactions reached 302; 68% were one-time only visits; 25% of clients came two or three times; and the remaining 7% used the service four to eight times during the fiscal year. The percentage of repeat visits increased from 44% to 50%. There continued to be a representative mix of departments, with executives from 56 organizations contacting the ASE, compared to 62 the previous year and 58 the year before.

The top reasons, in order of frequency, that executives sought support of the ASE during the fiscal year were: (1) terms and conditions of employment; (2) career management; (3) career transition; (4) health (including re-entry/duty to accommodate); (5) relationship with their supervisor; (6) harassment; (7) performance management; and (8) retirement. The top four issues were raised in 50% of cases and the bottom four in 25% of cases.

"I just wanted to let you know that things are looking and feeling much better these days."

"Thank you for your insightful and well rounded advice ... It was a pleasure meeting you and I will keep in touch as I move forward with the strategies."

"I just wanted to thank for taking the time to meet with me ... I really appreciated it and it was very helpful to discuss options with you and to get your perspective on my situation."

**Source: Clients of
the Advisory Service for Executives**

For a more detailed account of the ASE, please refer to the *2013-14 Annual Report, Advisory Service for Executives*, available on our website.

EXECUTIVE HEALTH AND WELLBEING

The fourth APEX-commissioned Executive Work and Health survey was conducted in the fall of 2012 by Gap-Santé, University of Ottawa. It was sent to all Public Service executives, and over 2,300 EXs responded.

The results of the survey, released in 2013, emphasized the importance of creating healthy organizations to improve individual health outcomes and maximize organizational performance. An overview of the results was provided at the annual *APEX Learning Symposium*. As well, the [findings](#) were posted on the APEX website and information sessions and webinars were offered to all executives. A segment of the Symposium was dedicated to executive health and wellbeing.

APEX negotiated a contract with Gap-Santé to produce **Tailored Reports** for eligible departments and agencies interested in obtaining survey results specific to their organization. APEX offered to cover 50% of the cost of these reports and twenty-six (26) organizations took up APEX's offer.

Gap-Santé was also commissioned to conduct further research that compared data from the APEX Executive Health and Work survey with that of the Canadian Community Health Survey. The **Comparison Report** to be released this Fall contrasted key health outcomes of federal public service executives with those of Canadians sharing similar socio-demographic profiles.

A **Health Working Group (HWG)** composed of a dozen representatives from various organizations and regions was struck to produce practical tools that executives can use to help themselves and their organizations. The Working Group is hard at work on a **Compendium of Healthy Workplace Practices** that will give departments and agencies a sense of what others are doing and ideas for improving organizational health. It is working in close collaboration with the Mental Health Commission of Canada on the Compendium and other tools and resources.

A new professional development program entitled **Breaking the Silence** was introduced in the fall of 2013 to help executives deal with workplace mental health issues.

APEX also invited Dr. Elliott Lee, a sleep specialist at the Royal Ottawa Mental Health Centre, to conduct a **Webinar on sleep problems and solutions** in response to survey results showing that a high number of executives suffer from sleep problems and take medication for insomnia.

To further support executive health and wellbeing, APEX established a partnership with **GoodLife Fitness** that entitles members and their family to a gym membership, anywhere in Canada, at a significantly reduced rate. We also secured an agreement with **Medisys** that entitles members and their family to **Preventative Health Assessments** at a preferential cost.

APEX continues to press for action on the executive health and wellbeing file to improve the quality of the workplace. In its **Blueprint 2020 Submission** to the Clerk of the Privy Council, APEX recommended that the **National Standard on Psychological Health and Safety** be adopted in the Public Service. The APEX CEO also participated in a number of media interviews on the health and wellbeing of federal public service executives.

STRATEGIC EX OBJECTIVE #2: SUPPORTING EX LEADERSHIP EXCELLENCE

ANNUAL APEX LEARNING SYMPOSIUM

Since 1988, APEX has hosted an annual Learning Symposium to examine timely issues and topics of interest to the leadership of the Public Service. Under the theme **The Edge of a New Beginning**, the 2013 Symposium focused on the need for executives to adapt to a rapidly changing and inter-connected world. The Symposium drove home the point that after several years of deficit reduction measures, the time has come for the Public Service to begin looking to the future. Executives were invited to question traditional assumptions, be open to new ideas, integrate different domains into their work, and think and act horizontally.

Despite an environment of budgetary constraints, 500 executives, from more than 70 departments and agencies, attended the 2013 Symposium. Executives from the regions accounted for 19% of participants, with representation from every province. Approximately three quarters of attendees were members of APEX.

The post-symposium survey revealed that 92% of participants rated the two day event as either “very good” or “excellent.” Survey respondents also told us that they see the Symposium as a major opportunity to connect with colleagues and peers from across the country.

Year after year, the first class reputation of the Symposium has allowed APEX to attract high quality speakers from the worlds of academia, for profit and not-for-profit enterprises as well as internationally recognized Canadians.

The Symposium co-chairs, **Janice Charette**, Deputy Clerk of the Privy Council and **Daniel Jean**, Deputy Minister of Canadian Heritage were described by participants as outstanding, inspirational leaders with a great sense of humour.

Wayne Wouters, Clerk of the Privy Council provided the opening keynote address, and the Honourable **Tony Clement**, President of the Treasury Board, reflected on the need for the Public Service to continually adapt to meet the needs of Canadians. He also took the opportunity to introduce the new Directive on Performance Management for all employees.

A varied group of leaders shared their views on how Canada can best adapt to the challenges and opportunities of the new economic, social and public finance realities.

“It was a great conference. Choice of MCs was fabulous! They make us all want to continue working in the PS.”

“The focus on wellness and health was welcome”.

“Fantastic - great learning opportunity – very rich. Very much the premier learning event for EXs!”

“ The variety of speakers was excellent and provided a diverse perspective on issues.”

Source: Post Symposium Survey

Colonel Chris Hadfield, Dr. Peter Jensen and the **Honourable Hugh Segal** were amongst the most popular speakers. Program details are available [here](#).

As an adjunct to the Symposium, attendees were once again invited to participate in the **Follow the Leader** contest by submitting a rationale as to why they should be selected to job shadow **Thomas Hockin**, Executive Director representing Canada, Ireland and the Caribbean at the International Monetary Fund (IMF). **Dany Boulanger**, Director, Financial Planning, Analysis and Estimates from Aboriginal Affairs & Northern Development Canada was the successful candidate and had the unique opportunity to travel to Washington to spend the day at the IMF’s headquarters.

APEX AWARDS OF EXCELLENCE

Every year, APEX highlights the leadership excellence of federal Public Service executives through its Awards of Excellence program. APEX believes that recognizing executives who demonstrate excellence within the EX cadre is an important way of celebrating individual and collective achievements.

The recipients of the 2013 APEX Awards of Excellence clearly demonstrate that they have the commitment, vision and leadership needed for the Public Service to serve Canadians at the highest possible level – well into the future. In their own unique way, they have made a significant contribution to our collective wellbeing.

The 2013 winners were recognized at an awards banquet hosted by APEX on the eve of the Symposium. The recipients were interviewed on camera that evening and a 10 minute video was produced and shown at the Symposium the following day. The [award recipient video](#) is a source of inspiration for Symposium participants and all public servants.

AWARD RECIPIENTS

- **LEADERSHIP AWARD**

Chip Bird, Superintendent, Parks Canada, Cape Breton Field Unit, for his leadership in the establishment of the Torngat Mountains National Park, Canada's 42nd and the first in Labrador.

- **CAREER CONTRIBUTION AWARD**

Susan Molinski, Director of Executive Resourcing and Talent Management at Fisheries and Oceans Canada for her significant contribution not only to the HR community, but particularly to the executive cadre throughout her stellar career.

- **PARTNERSHIP AWARD**

Brad Cline, Director, Aboriginal Affairs and Northern Development Canada for supporting and enhancing the growth of the Aboriginal business sector through increased Aboriginal participation in a number of major procurement initiatives across the country.

- **PUBLIC SERVICE CITATION**

Dr. Ivan P. Fellegi, former Chief Statistician for Canada in honour of a remarkable career that spanned a half century and embodied the essence of dedication, commitment and excellence to the Public Service and Canada.

- **PIERRE DE BLOIS AWARD**

Dr. Brian Evans, Chief Veterinary Officer, Canadian Food Inspection Agency for his exceptional contribution to both the Public Service and his community.

- **INNOVATIVE TEAM AWARD**

The **eMedical Team** at Citizenship and Immigration Canada for being a shining example of the innovation and creativity the executive cadre can bring to bear as it transforms the Public Service.

EXECUTIVE DEVELOPMENT AND LEARNING

APEX will be celebrating its 30th anniversary in September 2014 – this upcoming milestone is testimony to the organization’s responsiveness and ability to re-focus its efforts to meet the evolving needs of executives. APEX has a long history of providing professional development offerings and information sessions in support of its membership. It prides itself on being able to develop and deliver tailored offerings in a timely manner.

Last year, APEX made a concerted effort to support members of the executive community affected by restraint measures through the rollout of special offerings. This year, APEX focused its efforts on newly appointed executives. The needs of new inductees were identified through a survey and programming developed to fill the gaps.

- The ***Mentoring Pilot Program*** for EX-01s was launched in April 2013 with over 40 new inductees expressing an interest in being part of the project. More than 60 senior executives, both current and retired, answered APEX’s call for mentors. The program has since been expanded and is available to all members.
- APEX offered two series of short, dynamic and targeted *breakfast learning workshops*, ***So You Are An Executive ...Now What?*** and ***Leading in A***

Challenging Environment – The Art Of The Possible to help executives succeed in the current environment.

- Together with our partner, the **Telfer School of Management's Centre for Executive Leadership**, we launched the first of a no-cost quarterly series of **Leadership Forums**. These 90-minute sessions, open only to APEX members, have proven to be extremely popular and have been filled to capacity on the same day invitations are sent out.
- An exciting new action learning program entitled **Leading for Passion, Purpose and Possibility** was introduced in February 2014. The program offers participants the opportunity to explore the challenges of leading in an era of profound change in the Public Service.
- APEX also launched a new and improved retirement program in collaboration with the **Telfer School of Management's Centre for Executive Leadership**. **Retiring Right** is an action learning program that invites small groups of executives to reflect on the challenges and opportunities retirement presents and to take action to turn their vision of retirement into reality.

We offer a host of other executive development programming and no-cost webinars available to executives in all regions.

APEX BLUEPRINT 2020 SUBMISSION

In February 2013, APEX organized a **Leadership Summit**, the theme of which was *The Edge of a New Beginning*. Some 60 leaders, from EX1s to Deputy Heads, managers and young professionals were invited to answer four questions:

1. What role is emerging for the federal government?
2. What enabling changes are needed in the federal Public Service?
3. What competencies, skills and mind-sets are required in the federal Public Service?
4. What other critical questions are emerging for you?

APEX organized a second Leadership Summit in February 2014 under the heading *Paving the Way for Tomorrow's Public Service: Turning Vision into Reality*. The Summit was designed to elicit concrete suggestions for bringing about change in the priority areas identified in the *Blueprint 2020 Summary Interim Progress Report* and to demonstrate how a networked leadership approach can be used to tackle

complex and challenging issues. Summit participants were challenged to move beyond conceptualization to implementation. Their insights and recommendations along with those of the February 2013 Leadership Summit were captured in APEX's Blueprint 2020 submission which was delivered to the Clerk in February 2014.

APEX's report was informed not only by the February 2013 and 2014 Leadership Summits but by cross-country dialogues with members, online surveys and research conducted by the APEX Secretariat. The [APEX 2020 Submission](#) focuses on issues it believes to be of strategic importance and where Public Service leaders can make the most effective contribution to the goals of Blueprint 2020. It outlines a six-point strategy for improving the Public Service and ensuring that it remains a world-class institution.

STRATEGY FOR IMPROVING THE PUBLIC SERVICE

- Strengthen mutual respect and confidence between ministers and public servants.
- Increase the efficiency of enterprise-wide management systems.
- Strengthen sound, strategic, nonpartisan advice to ministers.
- Increase the efficiency of service delivery to meet Canadians' needs.
- Foster new leadership for 2020 and beyond.
- Improve the quality, effectiveness, efficiency, and equity of workplaces.

STRATEGIC OBJECTIVE #3:

DEVELOPING A NATIONAL COMMUNITY OF LEADERSHIP PRACTICE

MEMBERSHIP

Membership stood at approximately 2,225 as at March 31, 2014 including 425 Alumni members. Executives in the regions and abroad represent approximately 24% of overall membership.

Sixty nine percent (69%) of our members are at the EX-01 level and 18% are at the EX-02 level. The balance of the membership is comprised of executives at the 3, 4 and 5 levels, executives outside the core Public Service and retired executives.

This year, APEX revised its membership eligibility criteria. Employees who have been acting in an EX position for six months or more are now eligible to join APEX. Employees often occupy EX positions on an interim basis for significant periods before being appointed on an indeterminate basis. We believe that these employees will benefit from the support and services APEX provides and be better equipped to fulfill their new responsibilities.

APEX also reached out to its Alumni members to determine how it could better meet their needs and explored ways of engaging them for the benefit of all APEX members. More than 50% of alumni members responded to a survey conducted by APEX. The results of the survey will be used to inform next year's operational plan.

Approximately 60 APEX members serve as the liaison point between APEX and the executive community in their respective organizations. These **Departmental and Agency Representatives** provide valuable insights into the issues of concern to executives within their respective organizations. APEX wishes to acknowledge their important contribution to the executive community. They are one of the key reasons APEX is able to keep its finger on the pulse of the executive community and to respond quickly to meet its evolving needs.

APEX INDUCTION CEREMONY FOR NEWLY APPOINTED EXECUTIVES

Every fall, APEX welcomes new leaders into the executive community on behalf of the Clerk of the Privy Council, departments and agencies.

This year, 150 new executives from 35 departments and agencies attended the annual APEX Recognition of Entry to the Executive Group Ceremony. All new executives, including those who were unable to attend the ceremony received a free one-year membership to APEX.

This ceremony includes a half day learning event focused on the roles, responsibilities and key challenges facing new executives. It is followed by a reception and dinner which is attended by the Clerk of the Privy Council and a large number of Deputy Heads. The event receives extremely high ratings from

participants. It not only marks an important milestone in a leader's career but serves to reinforce pride in the Public Service.

Highlights of the 2013 program included an insightful conversation with **Daniel Watson**, Chief Human Resources Officer, Treasury Board Secretariat; a session with senior executives who shared their personal experiences on becoming a leader in the Public Service; and a discussion on delivering results for today while meeting the needs of the future with **Karen Jackson**, Senior Associate Deputy Minister of Employment and Social Development Canada and Chief Operating Officer for Service Canada and **Renée Jolicoeur**, Associate Deputy Minister, Public Works and Government Services Canada.

"Mr. Watson was truly inspirational – his dynamic presentation reinforced my sense of pride – I can honestly say I'm proud to be an executive in the Public Service of Canada."

"The presentation by the executives was not only interesting and informative but fun as well."

"The Deputies were engaging and their insight invaluable. Again, the openness and willingness to share stories and lessons learned was great."

"Really appreciated that the Clerk and so many Deputy Heads - including mine – took the time to attend the ceremony."

Source: Newly Inducted EXs

STAKEHOLDERS AND PARTNERS

APEX works closely with a broad range of stakeholders inside and outside the Public Service. This includes Deputy Heads, the Privy Council Office, the Office of the Chief Human Resources Officer, EX Services groups and departmental networks within federal bodies, the Human Resources Council, and other member-driven associations.

Over the course of the year, APEX played an active role in supporting and advancing government initiatives such as *Blueprint 2020* and the proposed new *Key Leadership Competencies*. APEX members and executives at large participated in the Association's online and face-to-face consultation initiatives for *Blueprint 2020* and the new proposed *Key Leadership Competencies*. The results of APEX's executive consultation processes were shared with the Clerk of the Privy Council Office, the Office of the Chief Human Resource Officer, the Deputy Head community and executives.

As in past years, the APEX CEO met regularly with Deputy Heads, Heads of Agencies and key central agency officials at the Treasury Board Secretariat and the Privy Council Office to highlight and discuss issues of importance to the federal executive

cadre. The CEO also travelled across the country to meet with APEX members and to seek their views on key topics and issues of concern to them.

APEX continued to work with the Telfer School of Management's Centre for Executive Leadership and a network of expert resources to develop its executive development programming.

As an independent, not-for-profit organization, APEX relies heavily on the support of Deputy Heads and corporate sponsors. The Deputy Head Community covers the salary of the CEO, Deputy CEO and Senior Advisor positions. Departments and agencies also pay the salary of the Visiting Executives who come to APEX on assignment. The funding provided by a long list of corporate sponsors helps APEX organize its annual Symposium, the premier learning opportunity for federal executives.

We would like to take the opportunity to thank the Deputy Head community and our corporate sponsors for their generous support.

APEX CHARITABLE CONTRIBUTIONS

Once again, APEX made a \$5,000 contribution to the **Government of Canada Workplace Charitable Campaign (GCWCC)**: \$3,000 was allocated to the Ottawa-Carleton campaign and \$2,000 to the Outaouais campaign. APEX's annual contribution to the GCWCC is evidence of its commitment to the broader community.

OTHER MATTERS

GOVERNANCE

APEX BOARD OF DIRECTORS AND COMMITTEES

The 15 members of the **APEX Board of Directors** are elected by, accountable to and responsible for representing federal executives from across the country. The Board includes nine members from the National Capital region, one member from each of the five regions and one alumnus.

The full Board met seven times in 2013-2014. Board members also sit on committees which meet several times a year. APEX's governance structure includes

three standing committees (Governance, Audit, and Nominations) and two ad hoc committees (Business Transformation and Health).

The Business Transformation Committee is new this year. APEX has launched a **Business Transformation Initiative** with a view to modernizing the way it does business and communicates with its members. Modern systems and tools to support a digital membership platform – across remote locations – are essential if APEX wishes to remain relevant and be in a position to respond to the evolving needs of its members.

To this end, we will be replacing our infrastructure and move our data and applications to a cloud computing environment shortly. Needs analyses for new Client Relationship Management (CRM) and Financial Management systems will be undertaken in the coming year. With a solid foundation in place, APEX will be in a position to modernize its web presence and tools to deliver a digital membership engagement and support service to federal Public Service executives across the country and abroad.

A Bylaws Committee was struck this year for the express purpose of reviewing the Association's bylaws in light of the coming into force of the new *Canada Not-For-Profit Act*. The Committee will be disbanded once its work is done.

THE APEX ANNUAL GENERAL MEETING (AGM)

The **APEX AGM** was held on September 30, 2013. A slate of candidates was nominated and adopted. Three new members were elected to the Board of Directors: **Maxime Garon** (Quebec / Nunavut Region); **Richard Séguin** (Ontario Region); and **Michaela Huard** (Alumni).

Three existing members were re-elected to the Board: **Natasha Alimohamed**, **Don Bilodeau** and **Matthew Symonds**. All three represent executives in the National Capital Region.

The Chair thanked the APEX Board and Secretariat for its sound financial management, and the motion to approve the audited financial statements for the period ending March 31, 2013 was unanimously carried. The CEO provided highlights of the 2012-2013 Annual Report.

The financial statements for 2013-14 will be made available on the APEX website under the *About APEX – Annual Report* section following the September 30, 2014, AGM.

CONCLUSION

APEX is proud of its track record in supporting the executive cadre within the federal Public Service, and contributing to government initiatives aimed at modernizing the institution in a continually evolving environment. A high-functioning public service that supports the government of the day and provides timely, high quality services to Canadians requires a strong leadership cadre. APEX members are a key ingredient in efforts to improve the federal Public Service and ensure that it remains a world-class institution.

We look forward to working collaboratively with departments, agencies and central agencies in developing innovative approaches that will enable the Public Service to meet the challenges in the year to come. APEX will continue to promote executive and organizational wellbeing as a key success factor. We will offer leadership development programming that will support new and mid-career executives who are committed to making the public service the best that it can be.

APEX remains committed to bringing executives together with a view to developing a national network of leaders who can work together to deliver on the Clerk of the Privy Council's *Destination 2020* objectives as well as the government's agenda. We will modernize our membership outreach activities to better support our members, in line with similar efforts in other membership-driven organizations and elsewhere.

APEX is seen as the voice of executives by its members, central agencies and Deputy Heads. This is both a privilege and a responsibility that we take very seriously. APEX is committed to providing the best possible support to the leaders of the federal Public Service, a vital national institution that is considered to be one of the best in the world.

www.APEX.gc.ca

THE ASSOCIATION OF PROFESSIONAL EXECUTIVES OF THE PUBLIC SERVICE OF CANADA (APEX) IS AN INDEPENDENT, NOT-FOR-PROFIT NATIONAL ORGANIZATION.

OUR MISSION IS TO PROMOTE A QUALITY PUBLIC SERVICE BY STRENGTHENING LEADERSHIP EXCELLENCE, PROMOTING THE HEALTH AND WELL-BEING OF EXECUTIVES AND THEIR WORKING ENVIRONMENTS, AND DEVELOPING AN ACTIVE, ENGAGED AND GROWING NATIONAL LEADERSHIP COMMUNITY OF PRACTICE THAT SUPPORTS EXECUTIVES IN THEIR QUEST FOR HIGH PERFORMANCE, PRODUCTIVITY AND PROFESSIONAL GROWTH.