



2025 Strategic Plan

Delivering COMMUNITY VALUE



APEX



Vision

An executive community with elevated wellness, elite leaders and extraordinary impacts through partnerships.

Introduction

Leadership excellence demands effort. APEX invests the time and effort so that executives can invest in themselves.

The Association of Professional Executives of the Public Service of Canada (APEX) has supported Federal Public Service executives since 1984. We are recognized as a unique voice of executives, offering quality speakers and hosting learning events that stimulate thought and enhance capability, while drawing on industry leaders on topics that are current for the Federal Public Service and the executive community.

We recognize that the world around us is changing, nowhere more noticeably than in the Federal Public Service where executives balance changing priorities with challenges and diverse teams.

Over the latter half of 2019 under a strong governance model we re-cast our Vision and Mission and refreshed our Strategic Plan so that we remain relevant for members, current and future.

The result of our effort is a new APEX Strategic Plan, “Delivering Community Value”, a roadmap for the future.

This is an actionable Strategic Plan that builds on the rich APEX history and incorporates select partners and collaborators to enable support for executive leadership.

The Association intends to support the executive community by offering a variety of topical learning events, confidential advisory services, comprehensive guides and other benefits. Our Plan calls on us to advance our advocacy and research in the areas of executive compensation, leadership, and health and wellness.

We invite you to read the pages that follow to explore the summary of our bold plan for the future. We hope you will be as excited as we are about the many ways in which APEX will support and enable your leadership.

The Public Service executive community is our raison d'être.

Sincerely,



Jacqueline Rigg
Chief Executive Officer



Michael Whittaker
Chair, Board of Directors

Mission

We will be a vibrant national organization that inspires executive excellence in leadership through strategic advocacy, research, professional development and advisory services. We will be the preeminent voice for the executive community of the Public Service of Canada.



Our Story

We honour our founders, the men and women who, with vision and drive, molded a network of like-minded colleagues into a respected voice for executives and a force for positive change within the Public Service.

Since our inception in 1984, APEX has benefited from exceptional leaders who have championed and significantly overcome many challenges. These include securing deputy head support and stable government funding, the establishment of strong governance, overcoming the perception of being a union, enhancing regional engagement, and the acceptance of APEX as a voice for the executive cadre.

With steadfast commitment and determination, APEX has supported Public Service executives through management excellence, advisory services, professional development and networking opportunities. At our deeply-held core is a profound sense of community and purpose. Collaboration, consultation, respect, and adaptability have been the hallmarks of APEX's interactions and successes in the past. These values have remained constant over the years. Today, APEX is known for the quality of advice provided, learning events offered, and services delivered nationally.



Our 2020-2025 Strategic Plan, “Delivering Community Value” builds on the successes of the past while recognizing our foundational strengths. Over the years, we have developed our capacity and have been recognized for advocacy, independent research and information gathering. An executive-centered approach has allowed us to maintain a strong voice on a range of issues, that include Executive Wellness, Performance Management and Total Compensation.

The Plan provides an opportunity to re-set our research orientation with an emphasis to enhancing the depth and breadth of research undertaken to benefit the executive community. We have prioritized Leadership, Health and Wellness, and Total Compensation, as our Advanced Focus Areas. Positioned as Centers of Excellences (CoEs), these areas represent core and emerging research strengths, through which APEX will contribute to discovery, new insights and creative work. Our raison d’être is as an Association that is both executive-centred and research-intensive.

A growing APEX membership is also evidence of the confidence that has been placed in us. We are committed to continuing to be an important resource for executives seeking to enhance their leadership skills. A wide range of professional development activities and initiatives are designed to provide executives with opportunities to develop a strong community of practice, promote well-being, and support leadership excellence. We are exceptionally proud of our annual Leadership Symposium, Awards Ceremony and the Induction of new executives, all of which are recognized as premier national events that engage Public Service executives.

We celebrate these achievements, as we build our roadmap to the future, and invite you to review our Plan and work with us as we contribute to executive excellence.



Unique Value Proposition



**The Active Voice for
Public Sector Executives**
Independent Advocate



Research
Experiential Insight, Informed
Care, and Thought Leadership



Individual Access
Client-centric Reach and
Accessible Safe Space



Partnerships
Mutual Alliances benefitting
Public Service Executives



Connected Community
Inclusive Interconnected
Network of Executive
Leaders for Knowledge
Sharing and Professional
Development

Strategic Pillars

Advocacy

Supporting Individual Executives and acting as their voice

National Engagement

Relationship building that improves presence, visibility and awareness coast to coast

Service Excellence

Striving to provide the highest quality service to clients

Business Sustainability

Building resource capacity that endures

Goals

Aligned to Strategic Pillars

Advocacy

Goal 1:

To leverage research and thought leadership that merges the organization's best thinking and applies it strategically to build brand power, demand for services, create new opportunities and drive community loyalty.

Business Sustainability

Goal 1:

Increasingly and creatively pursue diversified and sustainable funding streams

Goal 2:

Continue good corporate governance and risk management practices

Goal 3:

Known as an Employer of Choice

National Engagement

Goal 1:

Drive recruitment, retention and engagement across national and regional target communities to maximize membership.

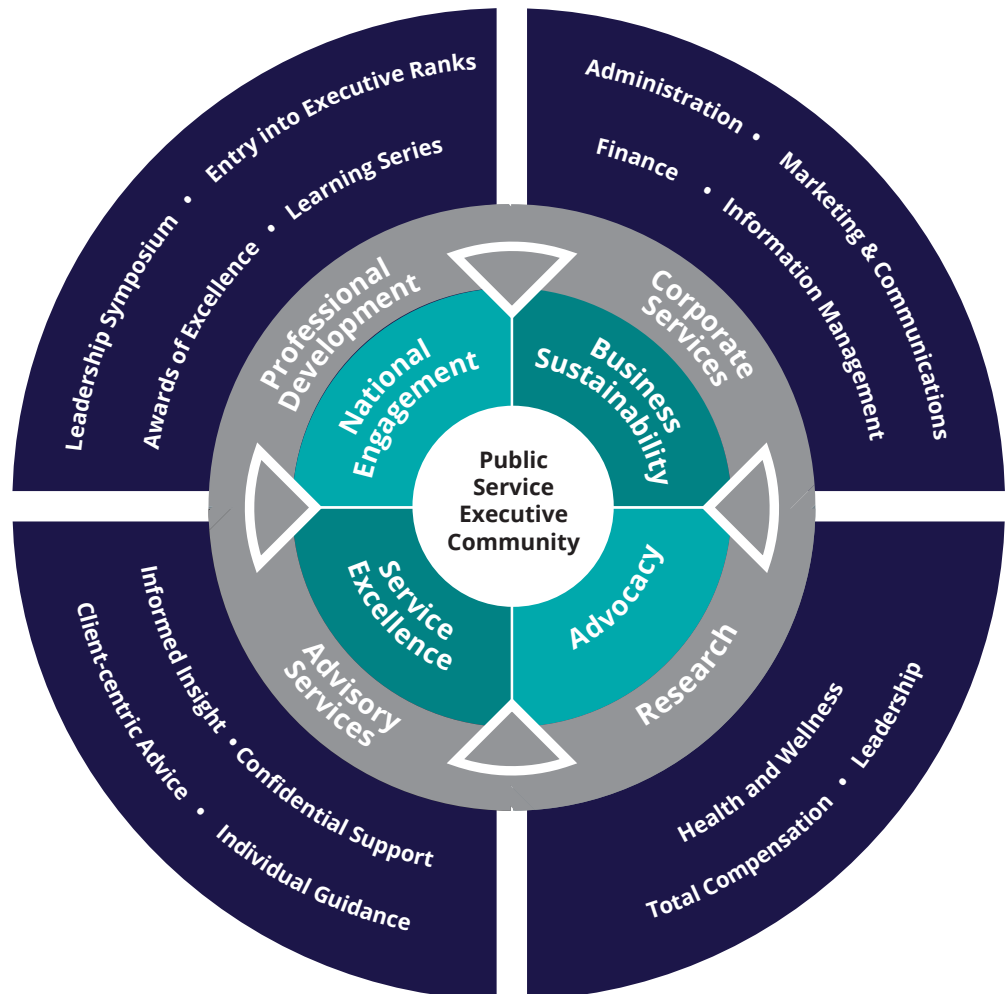
Goal 2:

Leverage programming, offerings, sponsorships, and partnerships to enhance our unique value while surpassing needs and expectations.

Service Excellence

Goal 1:

Deliver value and maximize experiences through enhanced processes, systems, policies, data and technology



Values

We are committed to:

- **Professionalism • Integrity**
- **Inclusivity**
- **Empathy • Innovative**
- **Collaboration**
- **Culture of Trust**

Thank You
to our executive
community for the
steadfast support
that empowers us to
succeed.



**ASSOCIATION OF PROFESSIONAL EXECUTIVES
OF THE PUBLIC SERVICE OF CANADA**

**ASSOCIATION PROFESSIONNELLE DES CADRES
SUPÉRIEURS DE LA FONCTION PUBLIQUE DU CANADA**

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