

2020-2021

Annual REPORT



Table of Contents

Message from Chairperson of APEX Board of Directors, Daryell Nowlan _____	01
Message from APEX CEO Jacqueline Rigg _____	02
Our Members' Feedback _____	03
Executive Summary _____	04
APEX Vision, Mission, Values, and Promise _____	05-06
2020-2025 Strategic Plan "Delivering Community Value" _____	07
Corporate Services Division _____	08
Board of Directors _____	08
Annual General Meeting _____	08
Organizational Ambassadors _____	08
Membership _____	09
Business Sustainability _____	10
Marketing and Communications _____	11
Advocacy and Research Division _____	13
2020-2023 Strategic Research Plan _____	13
Executive Health & Wellness Survey _____	15
Advisory Services Division _____	16
Executive Wellness _____	16
Professional Development Division _____	17
APEX Signature Events _____	17
Executive Insight Series _____	22
Strategic Partnerships _____	22
Looking Ahead _____	23
Our Board of Directors _____	24

Message from Chairman of the Board

Daryell Nowlan

Dear Members,



On October 6, 2020, I became the Chair of the APEX Board. It was an honour to accept this leadership role and a privilege to serve my fellow public servants. My executive career in the public service spans 15 years and I became an APEX member in 2007. I have experienced the value of this Association from multiple vantage points. As an executive, I benefited from APEX's services and support, as a Board Member, I participated and influenced the strategic direction of the Association, and now culminating in my role as Chair, I have the unique opportunity to lead the Board as we implement the 2020-2025 Strategic Plan, "Delivering Community Value". I am the first Chair in APEX's history that resides outside of the National Capital Region. This is a testament to delivering on our National Engagement commitment. I am also a proud member of the LGBTQ2+ community, and am conscious of my own leadership responsibility to promote a respectful and inclusive workplace for everyone.

At APEX, we have had a phenomenal year which you will read about in this Report. We seized the opportunity of virtual engagement to spearhead the largest regional attendance at events in our history. Members across the country and internationally were eager to share with us their appreciation for this new level of national access. To achieve this milestone amongst others, APEX engaged in strategic partnerships as a force multiplier for their events and services. We enhanced our programs leveraging relationships with the Canada School of Public Service, The Treasury Board Secretariat (OCHRO), Privy Council Office, Statistics Canada and many other public service departments. Additionally, our private sector partners include Deloitte, Ryerson University, University of Ottawa, Toronto Dominion, National Federal Retirees Association, Forward 50, and Hyperactive, to name a few. These strategic relationships have allowed us to improve our service to you, the executive community.

Reflecting on some of our milestone achievements, I am so inspired by many of our accomplishments such as, the rebranding of the Association, a complete business model transformation, growth in our Advisory Services and the strengthening of our position of influence when advocating for the executive community. In a year, where inclusion has been front and center, I am proud of the significant contributions that APEX has made in the areas of diversity, equity and inclusion. Whether it was our involvement with recruitment of executives from our employment equity groups, our participation in Deputy Ministers Equity Task Forces, or our contribution on Treasury Board's policy working group - we have made an impact. Our influence and thought leadership has been recognized within the Public Service and across the community.

Our community is well represented by a stellar team of APEX Board Members, CEO and employees. This gives us all great confidence as we face the future with its inherent challenges and opportunities – We are committed, capable and courageous.

A handwritten signature in black ink, reading "Daryell Nowlan". The signature is stylized and fluid.

Daryell Nowlan
APEX Board Chair

Message from APEX CEO Jacqueline Rigg



*"Gratitude makes
sense of our past,
brings peace for
today, and
creates a vision
for tomorrow."*

Melody Beattie

Dear Members,

As I pen this letter, it is Summer 2021, and I am overcome with an immense sense of gratitude. These have been unprecedented times which have demanded extraordinary efforts from all our teams. I wish to thank you, our members, as well as executives across Canada for their support of APEX. I am especially proud of my APEX Team who have navigated and delivered within the pandemic challenges. Also, supporting us are APEX Ambassadors and many of our public service and private sector partners who have flexibly worked with us within the constraints to achieve the superb outcomes that you will read about throughout this document. Additionally, exceptional leadership is at the helm of all we do and as such, we thank our volunteer Board of Directors and welcome APEX's first-ever Board Chair from outside the National Capital Region.

This Annual Report covers accomplishments from April 2020 to March 2021, a period which continues to be driven by APEX's 5-year Strategic Plan, "Delivering Community Value", our roadmap to a tremendously successful year. Great strides have been made within each of the four Strategic Pillars. We reinforced our commitment to Advocacy and Research and developed a framework to guide and support research excellence. As part of our National Engagement efforts, we readily shifted our activities to online platforms – instantly making our events more accessible and inclusive to executives in every part of Canada and around the world. Our first-ever Virtual Summit was viewed by the community as a resounding success and we were excited that attendance was the highest in APEX's history. Providing Service Excellence continues to be a major priority and as such, we experienced increased growth in membership due to higher retention of the new executives beyond their complementary first-year and we expanded our highly-valued Advisory Service for Executives. Our focus on Business Sustainability resulted in the development and approval of a new funding model for the Association that better delivers robust year over year support for the executive community. Lastly, characteristic of our commitment to be a vibrant national organization, we introduced a new sleek and modern logo that pays homage to the past, our Vision and organizational Values. These selected highlights significantly position APEX to continue its mandate as a vibrant national organization.

While we celebrate "wins" along our journey, we are mindful that change is the only constant, adapting and innovating will be necessary to ensure our continued relevance. As we optimistically look to the future, we promise that APEX will be right there with you in 2022, offering you support, inspiration and tools to continue reaching higher, towards your goals. I close with one of my signature messages, "everything that we are doing at APEX, everything that your Department is doing, and everything that you are doing personally should fuel your leadership power to not only shine, but to go 'super-nova' with achievements." Be well and be safe in 2022!



Jacqueline Rigg
Chief Executive Officer

Our Members' Feedback

'Merci pour ce si beau message, si plein de vérité. Je suis reconnaissante de travailler pour une organisation qui a notre santé physique et mentale à cœur et qui nous permet en ces temps difficiles, de pouvoir plus sereinement que beaucoup de nos concitoyens que les choses iront mieux bientôt. Je vous souhaite une excellente fin de semaine de l'Action de Grâce'

"We're very proud of all of our #publicservice partners, especially those of #APEX_GC, for the great work you do. You make our country, and the work for those in it, better" #leadersGC #NPSW2020 #NPSW #WorkMadeBetter

"In response to 'would you attend another APEX event':

*'Already have and it is always excellent.'
'THANK YOU! I'm also engaged in your Coaching Summit this week and you're doing amazing work!!!'*

"Another fantastic message Jacqueline. I am thankful, among other things, for having a vibrant professional association composed of many fabulous individuals, and a leader to emulate as her actions align with my values: particularly understanding the need for true engagement; delivering value-added services and activities; providing empathy and support so that members feel valued, recognized and motivated to 'pay it forward' to others. Thanks to you and your team!"

"I am so impressed with how quickly APEX got up to speed with technology for these sessions. Kudos."

"Wonderful to see so many of our #GCCommunicationsCommunity reps recognized in this year's" @APEX_GC Awards. Congrats to all of our #GCLeaders.

"This was my first APEX event. It won't be my last!"

Executive Summary

We are an active voice, safe space, and catalyst that connects executive communities. Our research, partnerships, and alliances are our strengths.

APEX has supported executives since 1984, and like our community, we have evolved as new challenges and opportunities have arisen. The year 2020-21, tested the organization's resilience like no other, and fostered new levels of innovation that expanded APEX' reach across the full network of Federal executives across Canada, and around the world. In a year of unprecedented change in every dimension of our working and home lives, APEX transformed its delivery model online and ensured that all executives had access to its support, services and events, with resounding success.

2020-2021 APEX At a Glance:

Organized 29 virtual events with over 5,000 executives, including a significant increase from regions across Canada

Advocacy and contributions to policy-making on inclusion and diversity, anti-racism, executive Terms & Conditions and government management of the COVID-19 crisis

Supported 490 clients through the confidential Advisory Service for Executives

Celebrated the Entry to Executive Ranks of 627 new public service executives

Accepted a combined 157 nominations for the 2020 and 2021 APEX Awards of Excellence (with a total of 14 awards conferred at a combined ceremony in May 2021)

Introduced a new APEX logo and branding that pay homage to the past, our Vision and organizational Values.

Launched a new APEX Communications Program and heightened social media presence

Expanded the Organizational Ambassador network to 61 Departments and Agencies

Sustained and grew the APEX membership base

Generated record levels of external sponsorship for APEX programs and events

Secured agreement with Public Service Departments on a new funding framework for the Association

The APEX Strategic Plan for 2020-2025: "Delivering Community Value" provided the right foundation to adapt and innovate during the pandemic. As we look to the future, this Plan will continue to be our 'North Star' as we evolve as a modern and effective organization that provides continuous value to its members.



Vision

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

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 Brand Promise

Together and individually,
we are committed to
excellence, trusted
service, and meeting the
needs of our executive
leaders.

Our Values

Professionalism

Continually striving for high quality and the promotion of excellence within the organization and in support of our executive community of leaders.

Collaboration

Participating fully and collegially in all workplace initiatives, as equal team players, offering ideas and time to benefit individual colleagues and the organization as a whole. This extends to our consultative and collaborative approaches to working with external stakeholders as we create mutual alliances that benefit public service executives.

Innovation

Constantly developing new ways to improve the way we work and proactively addressing the needs of our executive community as they experience new trends and challenges.

Inclusivity

Every employee feeling valued, supported, and respected in our workplace. We bring people together while striving for an environment that represent a diverse workforce. This extends to a community network of executive leaders with system-wide representation that readily participate in knowledge sharing and professional development.

Integrity

Without wavering, we will behave honourably and uphold the highest ethical standards in all aspects of our work such as, decision making, interacting with colleagues and in our service to the executive community. We will lead by example, exercise open communication, and be accountable for our actions. Each day, we will “do the right thing”, “walk the talk”, and close the “say-do” gap.

Empathy

We are self-aware of the impact of our words and actions when dealing with colleagues and clients. We will ensure time for reflection and the understanding of what it is like to “walk in someone else’s shoes”.

Culture of Trust

We support open discussion, share information and easily have difficult conversations in a climate of trust. This extends to an environment that is a safe space for individual public service executives to access for support.

Our 2020-2025 Strategic Plan: Delivering Community Value



The APEX Strategic Plan “Delivering Community Value” is a roadmap for the future. It is an actionable plan that builds on the rich APEX history and incorporates strategic partners and collaborators to support executive leadership. ***Our plan*** directs us to advance our Advocacy & Research in the areas of executive compensation, leadership, and health and wellness

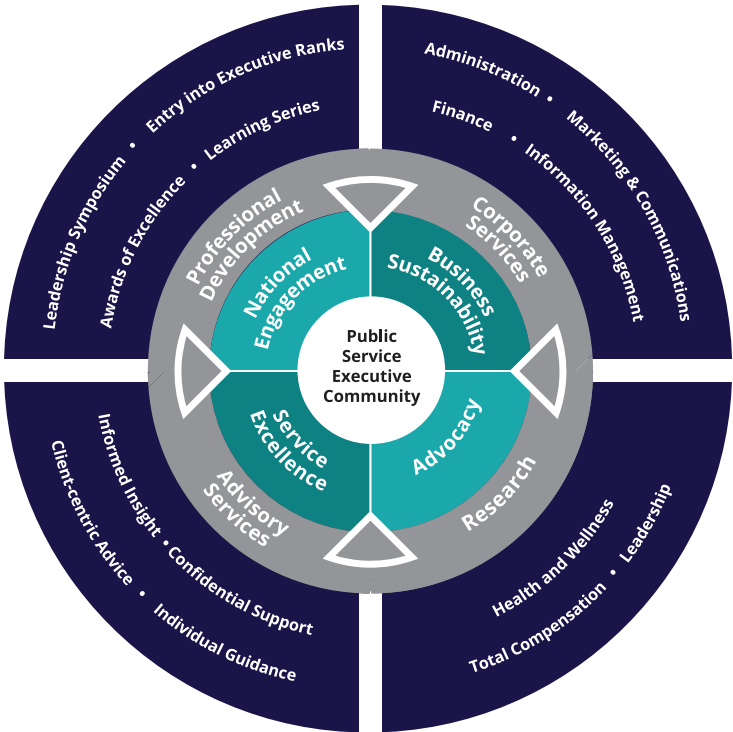


Diagram 1

Corporate Services Division

Board of Directors

The APEX Board of Directors is comprised of fifteen members, including nine regular members from the National Capital Region, one regular member from each of the five regions and one associate member. Directors are elected by the members for a term of three years, commencing on the date of the Annual General Meeting and are eligible for one additional consecutive term of three years. The Executive Committee of the Board includes the Chair, Vice-Chair, Secretary, Treasurer and Officer-at-Large. The Board of Directors meets 6 to 8 times a year and plays a key role in setting the organization's strategic direction.

In addition to its regular meetings, the Board also held an Annual Planning Meeting on December 16th, 2020, to review the Association's key accomplishments and to undertake a forward planning exercise in relation to the key challenges facing Executives and the top opportunities for action.

The Board saw the departure of three members; former Vice-Chair Laurie Sargent, former Secretary and Board Chair Piero Narducci and former Board Chair Michael Whittaker. We thank them for their tireless contributions to support APEX and the executive community. We welcomed our new members Darlène de Gravina, Lilia Trombetti and Anthony Sheehan. We look forward to working with them in the coming years.

Annual General Meeting

The APEX Annual General Meeting was held on October 6th, 2020. Key agenda items included the approval of the 2019 AGM minutes, a presentation of the 2019-20 APEX Annual Report, a review of the Association's Audited Financial Statements and the election of the slate of proposed candidates to the Board of Directors.

Resolutions to approve the Association's Audited Financial Statements for the period ending March 31, 2020, and to appoint a new audit firm for the 2020-21 fiscal-year were approved, as was the proposed slate of candidates re-electing three existing members; Emilio Franco, Boyana Zizic and Doug Zolinsky and adding three new members to the Board of Directors.

Organizational Ambassadors

The network of APEX Organizational Ambassadors play a vital role in supporting and advancing APEX's Mission and Vision.

In 2020-21, APEX modernized the Organizational Ambassador program, with a new mandate statement that increased their engagement. We successfully grew the network to cover 61 Federal departments and agencies. "As of December 2020, the number of APEX Ambassadors increased by 13% when compared to the same period the previous year." The Ambassadors contributed to the success of many APEX initiatives, including participation in events, communications with the community, and highlighting key services like the ASE.

Membership

APEX membership consists of regular members, associate members who are former or retired public servants and new executives who have recently been appointed to executive positions. It also includes individuals from other occupational groups that are subject to the EX terms and conditions of employment.

APEX recognizes the importance of membership care and has expanded its Member Care Team. This team enhanced communication and support to individual members as well as improved coordination for member care including database management and gave program support for members.

In 2020-2021 we experienced a shift in the APEX membership base, as the required suspension of the security clearance program for retired executives brought a reduction in active memberships by that group. Nonetheless, APEX achieved its short-term goal to stabilize membership by year end, with a total of 2,743 members. Most significantly, new membership growth increased in early 2021 as a result of higher retention of the new executives following their complementary first year membership.



As of March 31, 2021:

Regular Members: 1,962

Associate Members: 159

New Executives: 622

Business Sustainability

APEX continues to value the support it receives from the Deputy Minister and Deputy Head community, including their engagement in our work and attendance of our events. Deputy Ministers and Deputy Heads also provide key support to the organization through their approval of multi-year salary and operational funding plans as well as support of Interchange Agreements, allowing executives to join APEX for defined periods in order to lead key projects and initiatives in support of the executive community.

The APEX corporate secretariat was an essential anchor for the organization's transformation of its operations, and its service and event platforms in the pandemic year. Early priority was placed on the health and safety of APEX staff, along with business continuity measures to ensure an uninterrupted support to public service executives.

The Association seized the opportunity to do business differently for the benefit of the executive community. Notable achievements included the introduction of new online tools to deliver APEX events, and the gathering of lessons learned throughout the year to improve the virtual experience for clients.

A new, sustainable funding model for APEX was implemented in 2020, supported by the work of the corporate team. APEX also brought in a new auditing firm and delivered a successful audit in spring 2020.

The organization brought in four new APEX Executives and two permanent staff members in 2020-21. Further information technology investments were made to ensure that staff could deliver their mandates from remote locations, and APEX clients received a high quality of service and support at all times.

Marketing and Communications

Communication and engagement with the Canada's large and diverse executive community is vital to the APEX Mission, and the pandemic provided new impetus to revitalize its communications approach. The new program launched in September 2020 emphasized APEX' role as a thought leader on leadership and inclusion, executive wellness and the public service work environment for executives, and it placed the interests of the executive community at the centre of its focus, in alignment with the APEX 5-Year Strategic Plan.

In Fall 2020, APEX introduced its new logo, to modernize the organization's brand and reflect the diversity and commitment to excellence of Canada's public service executive community.



This sleek, modern design pays homage to the past and the accent embodies our vision and organizational values - professionalism, inclusion, integrity, innovation, and collaboration. It also demonstrates the requirement for solid foundational structures and, at the same time, embraces individuality, flexibility and executive excellence on their upward journey. The circles of various sizes were chosen to represent diversity and the whole executive, including our wellness and professional aspirations. Our new logo positions APEX as a modern and progressive organization.

Our Logo: The Evolution



Digital Media

APEX launched a new social media strategy in the Fall 2020, adding more relevant, intellectual content to its Twitter and LinkedIn feeds, and increasing its follower base substantially. The APEX Newsletter became a more important platform featuring messages and information directly from the community with readership.

The APEX website continues to draw high numbers of visitors, with resources on executive Terms and Conditions, the Advisory Service and the Awards program drawing the most interest. Behind the scenes, work began to develop an exciting, all-new APEX website, launched later in 2021.

APEX Communications Highlights 2020-21

228 Tweets, with **1,100** likes from Nov-March

41 LinkedIn posts, with **320** engagements

27 newsletters, including **3** special COVID editions
*the newsletter switched to a monthly format in 2021

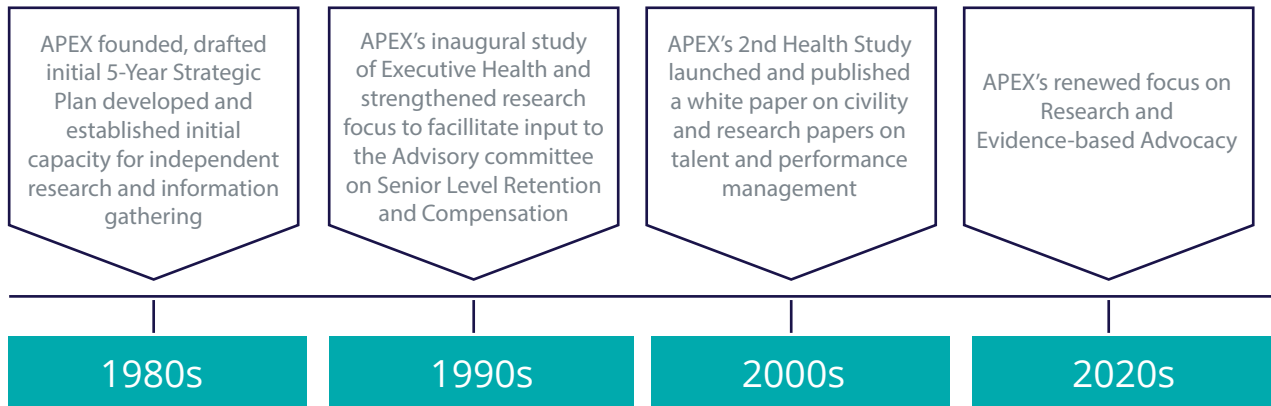
Over **74,000** visits to the APEX website, with more than **47,000** unique visitors

Advocacy & Research Division

2020-2023 Strategic Research Plan: A Framework for APEX Research

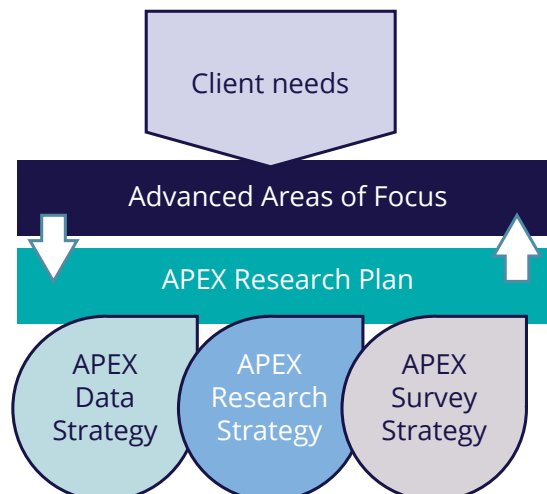
The History of Research at APEX

Milestones



APEX'S desire to undertake research and utilize evidenced-based information can be traced to the Association's founders, who, in 1984, conducted an initial survey of executives to gauge the interest for creating the Association, its initial mandate and objectives.

This penchant for research has continued to 2020. The 2020-2025 Strategic Plan: Delivering Community Value, contains principles and priorities that specifically relate to research and evidence-based advocacy. It supports the implementation of three Advanced Focus Areas, identified as Centres of Excellence (CoEs). We have positioned these focus areas as CoEs to represent core and emerging research strengths through which APEX will contribute to discovery, new insights and creative work.



This more focused approach to research is supported by the Inaugural 2020-2023 Strategic Research Plan (SRP), a Framework to provide the roadmap for guiding and supporting research excellence at APEX and to encourage exploration and discovery. The emphasis on intensifying research is evident in all aspects of APEX's operations, including its recruitment of required competencies. There is also a focus on greater recognition of the importance of supporting the research capacity with strategic partnerships, collaboration and engagement as essential to achieving successful outcomes.

Research and Advocacy Impact

Over its 35 years, APEX has been a strong, constant voice for executives – whether in front of departments, Central Agencies or third parties working on behalf of the Government of Canada. APEX is guided by its dedication to the Public Service and to helping executives better serve Canadians.

The executive community has been identified as being integral to leading through many challenging and transformational initiatives, the most recent being a global pandemic. These types of challenges allow for individual and team performance to shine, in this context APEX actively advocates with the Treasury Board Secretariat for the executive cadre to be valued, rewarded, and recognized.

In 2020-21, APEX CEO had a notable presence in a range of important executive policy discussions, both within the Government of Canada and in public fora. The CEO has been recognized as a thought leader on inclusion and combating racism in the government, taking part in a number of high profile events, meetings and advancing initiatives to improve diversity in staffing, promotion processes and self-identification. APEX has engaged actively with key networks and alliances, including but not limited to, the Black Executives Network, Black Women's Executive Network, the Indigenous Executives community, the Office of Public Service Accessibility and the Public Service Pride Network.

Leading up to 2020-21, APEX sought the opinions of executives on a variety of fronts including performance management, talent management, diversity and inclusion and terms and conditions of employment, including compensation. With this rich information, APEX pursued Treasury Board Secretariat's senior leadership with proposals to address ongoing concerns about the performance and talent management programs, for a compensation adjustment from April 1, 2018 and for substantive change to the existing method for calculating future increases in executive compensation. This latter proposal included a recommendation that could result in a reduction in Crown costs associated with retroactivity, address cyclical salary compression issues between executive and non-executive groups and improve the Government's ability to attract the most talented candidates to fill vacant executive positions and better position the Government of Canada as an employer. This advocacy for the executive community is ongoing and APEX will remain seized with the issues and seek opportunities to affect impactful change.

Advocacy has extended beyond engaging with Treasury Board Secretariat to Government departments, including key internal service providers such as Public Services and Procurement Canada, to assist executives with a range of topics including retirement, disability and terms and conditions of employment. This advocacy is a regular part of APEX's support for all members of the executive community.

APEX has used its voice in dialogue on COVID-19 measures for federal workplaces and in support of the mental health of executives, including briefings to senior public service leaders on the findings of the Advisory Service for Executives. The organization has built a constructive relationship with the Treasury Board around executive terms and conditions of employment, including compensation, engaging in regular dialogue and agreeing to share research and data.

In 2020-21, APEX partnered with Ryerson University on an executive compensation research project. The project is to examine current domestic and international public sector and private sector executive compensation policies and frameworks. It will include a literature review, development and design of an appropriate research methodology, survey and interviews, and data analysis. A white paper will be developed with a summary of the findings.

APEX also supported its members by addressing over a hundred queries from federal executives on their terms and conditions, often in consultation with the Office of the Chief Human Resources Officer (OCHRO). Additionally, the organization produced a reference document for executives on the new Harassment and Workplace Violence framework in early 2021.



"We are committed to working with the public service – working together to build environments with system equity, individual equity and equality of opportunities...building workplaces where everyone can thrive".

Jacqueline Rigg, APEX CEO

APEX Executive Work & Health Survey (EWHS)

APEX recognizes that surveys and analyses have been an important driver of improvements in achieving better individual and organizational health. As such, over the last 20 years, APEX has completed a Health and Wellness Survey with the Federal public service executive community every 5-years. During this period, the Association has come to be recognized as an important contributor to the body of research on workplace health both within the stakeholder public service community and externally. As an example, in prior years its studies have been cited in a World Health Organization report on the determinants of health. Recognizing the importance of this research and data for the community, APEX plans to accelerate the cycle to 3 years going forward.

Advisory Services Division



"As executives, we often forget that we are employees too. We can all experience things like workplace challenges with a colleague, boss or employees, or needing advice if we are facing an investigation or recourse process. We don't have to know everything and there are resources available like the ASE that provide safe and discreet spaces for us to discuss sensitive issues and obtain specialized support services. As a free service, the ASE is invaluable resource for executives and I highly recommend all executives to explore the services it offers."

Darlène de Gravina

Assistant Deputy Minister, Human Resources, Employment and Social Development Canada, and Member of APEX Board of Directors

Executive Health & Wellness

To assist executives on their journey of wellness, APEX is committed to a suite of offerings that is driven by years of experiential advisory service, insight, and evidenced-based applied research that inform care. We enhance the overall wellbeing of executives, informed by over fifteen years of ASE cases, health and wellness programming and the exclusive APEX Executive Work and Health Survey (EWHs). We are also placing a specific focus on the wellness of new executives as we implement programming that provide training, support, and a network to assist these executives to transition with ease into their new roles.

Confidential Advisory Services

The APEX Advisory Services provides a discreet and confidential sounding board; a safe place to discuss sensitive issues; and a one-stop shop for advice and referral to specialized services to the Executive community.

In 2020-2021 the Advisory Services provided support to 492 clients (6.5% increase over the previous year), and conducted 1,315 sessions with those clients, (7.6% increase over the previous year).

In December 2020, the ASE published its ***Annual Report***, which highlighted the issues of Health and Mental Health, Harassment, and Career Management as core concerns of executive clients, and with many issues couched in the particular challenges of the COVID-19 pandemic. The ASE report was shared with the Clerk of the Privy Council, Deputy Ministers and all heads of Human Resources; additionally, APEX offered special seminars on the ASE findings in winter 2021 to over 530 participants across Canada.

The ASE also increased its offering of mental health resources with a series of special newsletters in spring 2020. It also produced a reference document for executives on the new Government of Canada Harassment and Workplace Violence framework.



"In the complex environment that the executives of the public service have to work in, it is sometimes a challenge to balance senior management responsibilities with one's own need for advice and guidance. Like all employees of the public service, it is essential that executives have access to a confidential source of advice, to help them navigate the challenging work and personal situations they may face. I believe the ASE is an important part of this framework and I never hesitate to recommend it."

Francis Trudel

Assistant Deputy Minister, Human Resources Global Affairs Canada and Human Resources Council Executive Member

Professional Development Division

APEX Signature Events

The emerging COVID-19 pandemic in April 2020 had a significant impact on APEX' professional development program, starting with the cancellation of the annual Symposium in May 2020, but ending with the full transformation to a virtual platform for all APEX events which has benefitted executives across the country.

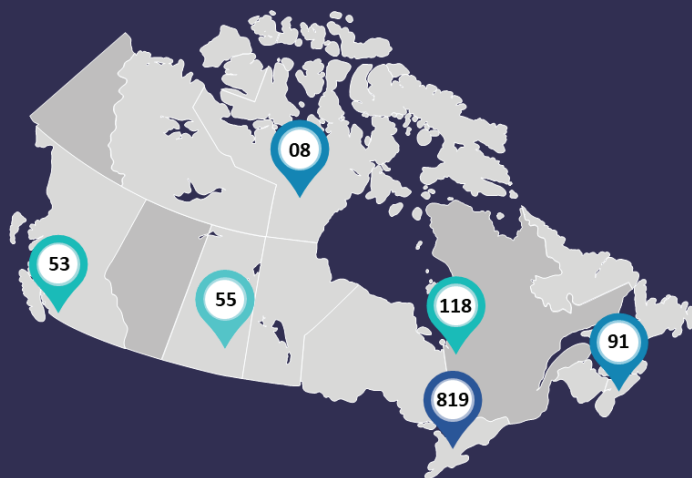
The Signature events program was also quickly recalibrated to the needs of executives who were adapting their leadership to a pandemic environment. In all, APEX hosted 29 virtual events in 2020-21, with 5,109 registered participants, and undertook 15 outreach sessions with Federal departments and agencies with another 1,000 plus executives. Significantly, participation in these virtual events saw the highest ever percentage from outside the National Capital Region, with up to one-third coming from different parts of Canada or abroad.

APEX ran four event series throughout the year:

- The Leadership Series, with a focus on issues and trends of importance to executives
- The Public Policy Series, which addressed the pandemic through a policy-making lens
- The Wellness Series, focussed on tools to strengthen well-being and mindfulness
- The Inclusion Series, to foster a dialogue on diversity and inclusion

The 2020 Annual APEX Symposium was postponed due to the pandemic. APEX quickly shifted to preparing the first-ever virtual Leadership Summit to be delivered May 2021. In light of the extenuating circumstances to deliver this new format for our Signature event, we are delighted to share with you some highlights of the outcomes.

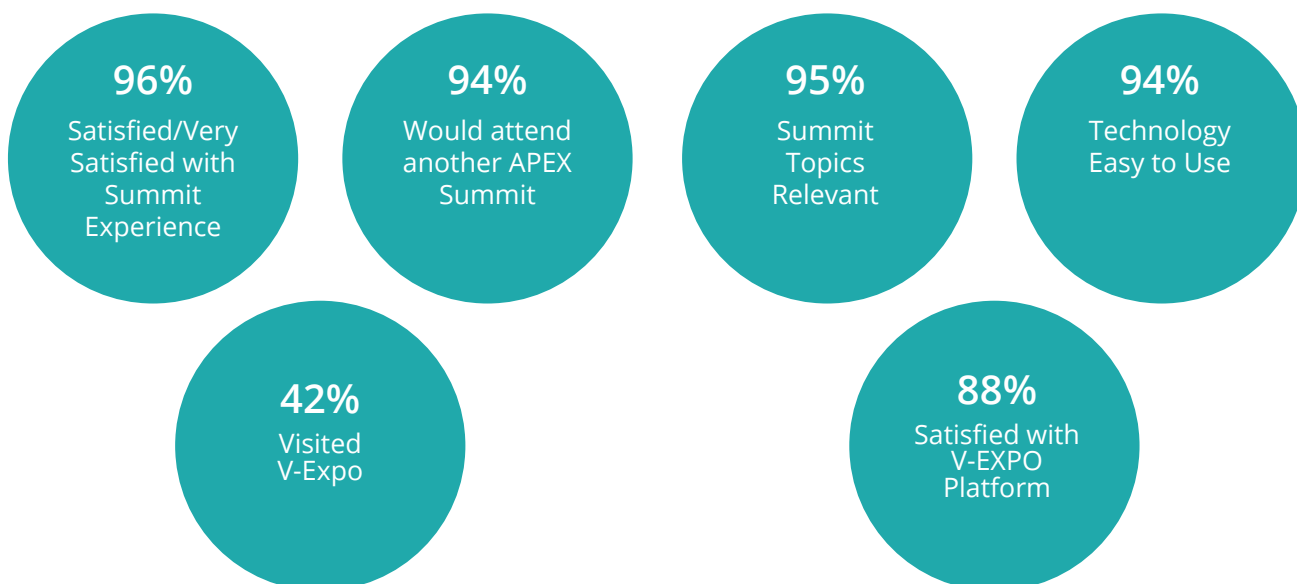




The APEX Summit – Shape the Future, Together resulted in new records being achieved for the Association:

- National attendance with 1,200 plus Federal Public Service Executives
- 30% Regional attendance
- Diverse speakers – gender, visible minorities, persons with disabilities, Indigenous peoples, bilingual, national and international, private sector, not-for-profit, academia
- A double Awards of Excellence Ceremony – conferring 14 Awards for 2020 and 2021.
- Sponsors and Partners included Sun Life, iA Financial Group, Via Rail Canada, TD, National Association of Federal Retirees, Accenture, Telfer Executive Programs (U of Ottawa), Nelligan Law, Desjardins.

Post Summit Participant Feedback - 43% Respondent Response Rate



Key Summit Speakers' Messages

Global Context, Challenge & Opportunities

- During difficult periods, public service executives need to reinvent themselves, break the “traps of path dependency”, “structure time for creative endeavors” and “fail faster”.
- We need to embrace the “rapid global economic, demographic, informational and political change and how it impacts Canada” while listening to the needs of citizens.

Nourishing Mental & Emotional Health

- During difficult periods, public service executives need to reinvent themselves, break the “traps of path dependency”, “structure time for creative endeavors” and “fail faster”.
- We need to embrace the “rapid global economic, demographic, informational and political change and how it impacts Canada” while listening to the needs of citizens.

Inspirational Leadership & Resilience

- During difficult periods, public service executives need to reinvent themselves, break the “traps of path dependency”, “structure time for creative endeavors” and “fail faster”.
- We need to embrace the “rapid global economic, demographic, informational and political change and how it impacts Canada” while listening to the needs of citizens.

APEX Awards of Excellence Ceremony

The APEX Awards of Excellence Ceremony occupies a place of prestige in the executive community. Each year the event provides a unique forum to recognize excellence in executives' contributions to the Federal Public Service. The Awards program relies upon APEX' partnership with Heads of Human Resources and departmental awards champions, and the generous sponsorship of corporate partners.

As with the 2020 Symposium, the 2020 Ceremony was postponed due to COVID-19, and later incorporated into the May 2021 virtual event. APEX received 64 nominations in 2020, followed by an incredible 93 nominations in Winter 2021. The Event featured the interim Clerk of the Privy Council, Janice Charette, and videos of each award winner.



"The APEX Awards of Excellence are truly the Oscars of the public service! It's not just an award or a trophy. It's recognition among your peers. It's one the highest honours you can receive as an executive in the public service".

Janice Charette, Interim Clerk of the Privy Council and Secretary to Cabinet

Recognition of Entry to the Executive Ranks

Each Fall, APEX hosts a prestigious ceremony to recognize all new executives in the federal public service. In November 2020, the Recognition of Entry ceremony went virtual and saw its largest attendance ever, with 490 new executives taking part (of a total cohort of 627), and 84 Deputy Ministers and senior representatives. Ian Shugart, Clerk of the Privy Council, delivered a keynote address on rising to the challenges of public service leadership, and for the first time, the new executive cohort was represented in the ceremony by one of its own ranks, Susanne Ogunnaike-Cooke of the Public Health Agency of Canada.

Other Programming

New Executives Program

New executives are a priority to APEX in its mandate to provide them with support, tools and leadership inspiration as they begin their career ascent.

In order to address the unique challenges faced by new executives, APEX developed the New Executives Program – specifically designed to help new executives develop and to empower them at the beginning of their executive journey.

APEX conducts an annual survey of new executives to identify the challenges experienced by new executives as well as key measures of satisfaction, which are used to brief senior managers and to inform APEX programming. In 2020-21, 49% of eligible participants completed the survey. In 2020-21, APEX held special leadership seminars for new executives and contributed its expertise to the Canada School of Public Service New Directors' Program.

Executive Insight Series

In 2020-21, consistent with our Signature programming the Executive Insights Series had to be changed from in-person to 100% virtual delivery. A further change during the year is that the Series was revamped to target a more senior audience of executives. As an example, over 90 Executives, at the EX-2 and EX-3 levels, nominated by their Deputy Ministers have been in attendance.

Over the year, APEX collaborated with Deloitte Canada to deliver the third and final session of the Executive Insights Series: The Wellness-Oriented Leader: It All Starts with You!

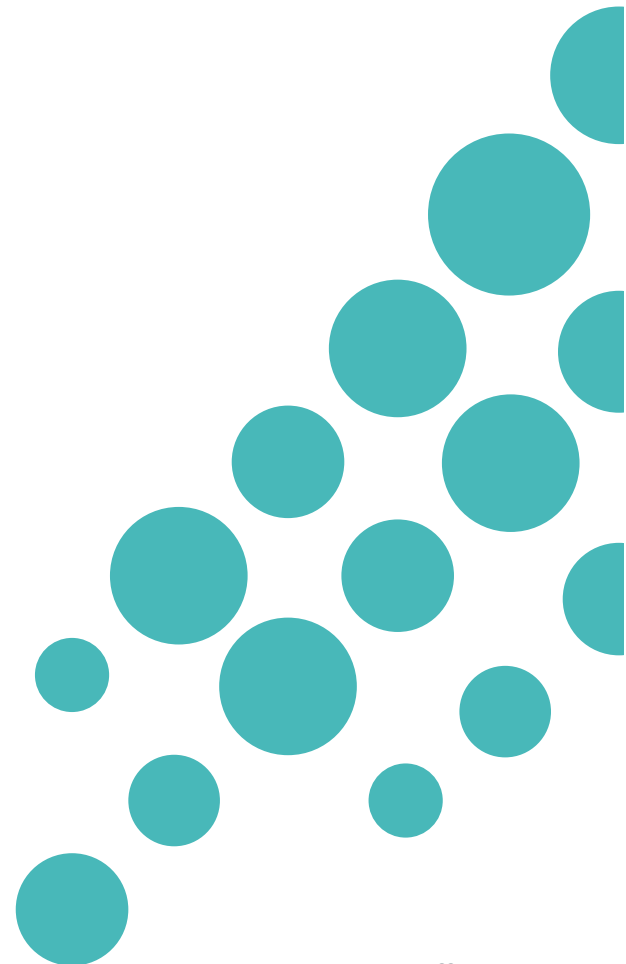
On June 29, 2020, APEX held the last of the 3-part Series with keynote speakers as follows: Louise Bradley, President & CEO of the Mental Health Commission of Canada; Walter Natynczyk, Deputy Minister of Veterans Affairs Canada and Sarah Chapman, National Corporate Responsibility & Sustainability Leader from Deloitte Canada.

In the post-event evaluation, 100% of Executives who responded to the survey told us that they found the content useful as it contained practical tips and 93% were satisfied with their virtual experience and would attend another

Strategic Partnership

APEX is committed to building effective partnerships with diverse public, academic and private sector organizations, for the benefit of its members. These include policy and research partnerships, program and event collaborations, and sponsorship and affinity partners.

In 2020-21, APEX received its highest ever level of external sponsorship in support of a full program of quality events, ceremonies and learning activities for executives, and to facilitate the organization's rapid adoption of online platforms. Over \$150,000 in sponsorship funds were generated for Symposium 2020 and the Recognition of New Executives ceremony. APEX also signed an Affinity Partnership with TD Insurance, adding significant value to its membership package.



Looking Ahead

This has been a year of adaptation and resilience as we reorganized ourselves to address pandemic challenges. During the year, we asked our network of Organizational Ambassadors, across all Government of Canada Departments and Agencies, to express in one word what they expected for 2021. We feel the following word cloud also essentially speaks to 2022.



As we look to the coming year, we expect to be working in a modified future while we continue to leverage our new Strategic Plan. We will continue to explore new technologies and partnerships to offer the best possible, and most inclusive experience for executives. A priority is the continued pursuit of sustainable revenue sources beginning with growth in APEX membership. We are confident that with improved marketing and communications of our augmented services and products, executives will appreciate the value of membership to their Association. Our work to elevate APEX's presence as an influential voice ("thought leader") on critical issues like total compensation, workplace leadership, inclusion and anti-racism, and executive wellness will continue.

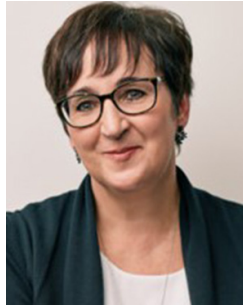
The 2020-21 APEX Board of Directors



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Bojanna Zizic
National Capital
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Region
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Sheriff Abdou
National Capital
Region



Angela Bate
National Capital
Region



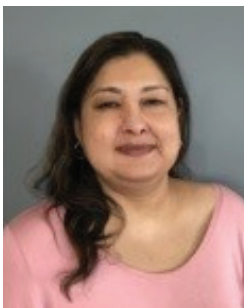
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Indira Persaud
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Thank You
to our executive
community for the
steadfast support that
empowers us to
succeed.



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

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