

2021-2022

# Annual REPORT



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# Message from Chairman of the Board

## Daryell Nowlan



Dear Members,

It continues to be an honour and a privilege to serve my fellow public servants as the Chair of the APEX Board of Directors for the second year.

While the pandemic has persisted with sustained challenges around the world, I'm grateful for the incredible dedication of the APEX team, my colleagues on the Board of Directors - and am deeply appreciative of the work and support they all continue to provide.

I'd also like to extend that same depth of gratitude to all our executive colleagues, many of whom have worked under very trying circumstances. It's been tough, but you've risen to the occasion. I applaud you and thank you for your dedication.

With this Annual Report, I'm pleased to share some highlights of our progress with you which continue to be driven by APEX's 5-year Strategic Plan, "Delivering Community Value" to our stakeholders and partners, and you, our executive community.

Over the last year, APEX improved online and virtual experiences for our executive community and automated membership services. We saw a major growth in our Advisory Services and strengthened our position of influence when advocating for the executive community. In a year where executive health and economic increases have been front and center, I am proud of the significant contributions that APEX has made in successfully supporting and advocating in these areas.

To achieve these milestones amongst others, APEX engaged in strategic partnerships and leveraged stronger relationships with the Canada School of Public Service, the Treasury Board Secretariat (OCHRO), Privy Council Office, Statistics Canada and many other public service departments, as well signing new Affinity Partnerships with private sector's Canadian Football League's Ottawa RedBlacks, Via Rail, and the National Association of Federal Retirees.

APEX continues to make progress on our ambition to promote Diversity, Equity, and Inclusion through expanded commitments, programming, and support for various organizations. In May at the Summit, we brought our national and global colleagues together allowing executives to explore the many dimensions of diversity through speaker sessions.

Undoubtedly, the coming year will bring new experiences and opportunities as we move forward in this new virtual hybrid environment. New routines will impact our daily lives and how we engage and collaborate with one another. I have confidence in our ability to adapt and adjust as we always do.

I encourage you to be kind and gracious to yourself, and empathetic and respectful toward others, as we all navigate this new era together. We will continue to shine and make APEX a source of pride for all of us.

Sincerely,

Daryell Nowlan  
APEX Board Chair

# Message from APEX CEO

## Carl Trottier



Dear Members,

It has truly been an honor for me to step into the role of CEO of APEX beginning last January 2022, and I wish to thank all our members, as well as executives across Canada for their support of APEX.

The past year continued to test us in unimaginable ways, yet we continued throughout to deliver to you, our executive community, and each other. I could not be prouder of the tremendous work we've done together, thanks to you and the APEX teams' unwavering dedication, resilience, and sense of purpose throughout.

With sage guidance and strategic leadership from our Board of Directors, the active and present representations from our APEX Ambassadors and the ongoing support from our public service and private sector partners, APEX continues to deliver, and is stronger than ever before.

This Annual Report covers accomplishments from April 2021 to March 2022, a period which continues to be driven by APEX's 5-year Strategic Plan, "Delivering Community Value", our roadmap to a tremendously successful year. Our innovation efforts continue to accelerate, and great strides have been made within each of the four Strategic Pillars and further implementing the plan by strengthening the Centres of Excellence.

We increased our investments in research excellence, equipping ourselves with evidence-based data to reinforce and support our commitment to Advocacy and Research. We continue the development and expansion of our Leadership, Total Compensation and Advocacy Centres of Excellence.

Our focus on Business Sustainability resulted in the modernization and automation of multiple systems such as APEX online membership renewal and programming and registration for the executive community.

The APEX 2021 Virtual Summit was viewed by the community as a resounding success, with record attendance, and 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.

We experienced increased growth in our Ambassador network and a significant uptake in our Digital Communications and Social Media followers. Our APEX membership increased due to higher retention of the new executives beyond their complementary year, and we expanded our resources for the highly valued Advisory Services for Executives.

Our priority continues to be the Wellness of Executives. It defines the APEX story: being there for executives when they need us the most. Advocating on their behalf, supporting them, and helping them build a more confident future. The APEX 2021 Executive Work and Health Study was fielded by Statistics Canada in the thick of the pandemic with over 50% of the Federal Public Service Executives participating.

These selected highlights significantly position APEX to continue its mandate as a vibrant national organization.

While we have had many great accomplishments this past year, we are setting our sights on much more. As we start on the next leg of our journey together, we start with clarity of purpose and sense of mission that will lead us forward together toward common goals. Prioritizing executive health, solidifying evidence-based advocacy is at the center of our core values supporting and empowering the executive community.

Sincerely,



Carl Trottier  
Chief Executive Officer



# Our Members' Feedback

*"I am proud to be working closely with APEX on numerous activities in support of executives, giving me a unique perspective on the criticality and importance of their role in supporting mental health of our executive cadre."*

*- Anil Arora, Chief Statistician of Canada*

*"Thank you for sharing this unvarnished truth with us. The statistics are disturbing but in a way I feel relieved. I thought it was just me."*

*- Executive Work and Health Study Session participant*

*"Each day was a different highlight. The lineup of speakers was exceptional, and the variety was remarkably calculated."*

*- Summit participant*

*« Les thèmes et la qualité, la diversité et le calibre des conférenciers. J'ai aussi aimé que vous ayez au moins un conférencier francophone. »*

*- Participant au sommet*

*"This past year I have felt so alone. I broke down during a call at work and I hate that. I'm supposed to be strong. It isn't just work. I feel like I am failing my elderly mom, my kids and my work. I have been scared to say that out loud."*

*- Participant at Mentoring Circle session*

*"I appreciate having a place where I can speak up with others who can relate, with someone guiding the conversation."*

*- Participant in the Brave Space onboarding pilot with DND*

# 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 2021-22, tested the organization's resilience, and fostered new levels of innovation that expanded APEX's reach across the full network of Federal executives across Canada, and around the world. In the second year of unprecedented change in every dimension of our lives, APEX successfully transformed its delivery model to fully online and ensured that all executives had access to its support, services and events, with resounding success.

## 2020-2021 APEX at a Glance:

Advocacy and contributions to policymaking on economic increases, inclusion and diversity, anti-racism, executive Terms & Conditions, and hybrid workplace coming out of the COVID-19 crisis

Prepared and delivered its first-ever virtual Leadership Summit in May 2021. The theme of Shape the Future, Together resulted in new records being achieved for the Association with National attendance of approximately 1,200 Federal Public Service Executives

Generated record levels of external sponsorship for APEX programs and events

Sustained and grew the APEX membership to 2951 with an increase of 7.5%

Organized 14 virtual events with over 3,900 executives, including a significant increase from all regions across Canada

Supported 598 clients through the confidential Advisory Service for Executives and conducted 1,640 sessions with clients Celebrated the Entry to Executive Ranks of 840 new public service executives

Accepted a combined 50+ nominations for the 2021-22 APEX Awards of Excellence

Expanded the Organizational Ambassador network to 70 Organizational Representatives

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.

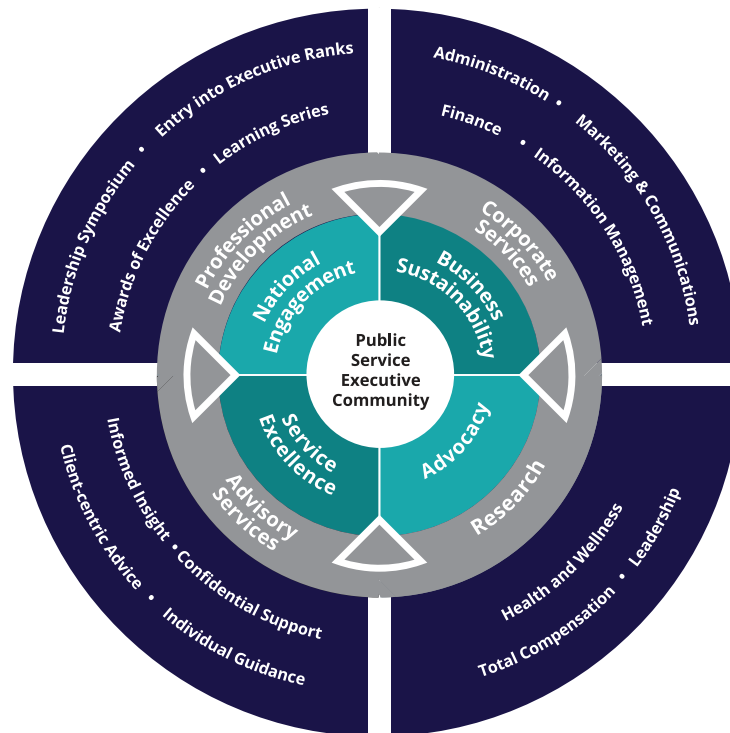


Diagram 1

# Corporate Services Division

## Board of Directors

The APEX Board of Directors is comprised of 15 Directors including:

- 1 associate member who is a former EX or EX equivalent in the Public Service
- 9 regular members who are permanent residents of the National Capital Region
- 5 regular members who are permanent residents in each of the Atlantic, Quebec/Nunavut, Ontario, Prairies/Northwest Territories, and British Columbia/Yukon regions

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 March 22 & April 5, 2021, 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 composition of the Board of Directors remained stable. No new Directors joined the Board in 2021-22 and the 4 members up for re-election were voted back in for their 2nd (and final) term by the membership at the AGM.

## Annual General Meeting

The APEX Annual General Meeting was held on October 5th, 2021. Key agenda items included the 2020-21 APEX Annual Report, the Auditor's Report and Financial Statements, the election of Directors to the Board and the retirement of APEX CEO, Jacqueline Rigg.

Resolutions to approve the Association's Audited Financial Statements for the period ending March 31, 2021, and to appoint a new audit firm for the 2021-22 fiscal-year were approved, as was the proposed slate of candidates re-electing four existing members: Sheriff Abdou, Angela Bate, Daryell Nowlan and Lori Streefkerk 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 2021-22, APEX modernized the Organizational Ambassador program, with a new mandate statement that increased their engagement. We successfully expanded the Organizational Ambassador network to 70 Organizational Representatives with an increase of 17% when compared to the previous year. The Ambassadors contributed to the success of many APEX initiatives, including participation in signature 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 continues to expand its Member Care Team. This team provides enhanced communication and support to individual members and improved coordination for member care.

In 2021-2022, 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 2,921 members with an increase of 7.5%. Most significantly, new membership growth increased in early 2021 as a result of higher retention of the new executives following their complementary 1st year membership.

APEX seized the opportunity to modernize how we do business for the benefit of the executive community. Notable achievements included the introduction of new online tools and partnerships to deliver APEX events, and the gathering of lessons learned throughout the year to improve the virtual experience for clients. This included the launch of the APEX online membership renewal and registration portal, and the online event registration system ensuring streamlined services and facilitated member renewal.

Further information technology investments were made to ensure that staff could deliver their mandates from remote locations, and APEX clients always received a high quality of service and support.

The plan for the next year's annual new member survey was reshaped to focus on measuring satisfaction levels and gain specific feedback on areas for improvement targeted to include executives in their first and second year of being an executive as well as adding those who chose not to renew their membership with APEX for frank and transparent feedback. The survey and results will be available in next year's report.



**As of March 31, 2022**

**Regular Members: 1,956**

**Associate Members: 125**

**New Executives: 840**

## Business Sustainability

APEX continues to value the support it receives from the Clerk, 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 to lead emerging key projects and initiatives in support of the executive community.

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

In January 2022, APEX welcomed new CEO Carl Trottier, and in 2021-22 brought in three new APEX Executives, and two staff members. The organization redesigned the permanent staff organizational structure to adapt to growth and optimize support for mandate.

## Marketing & 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's 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.



## Digital Media

APEX's social media increased significantly in followers by posting more regular, relevant, and intellectual content to its Twitter and LinkedIn feeds. The monthly APEX Newsletter became a preferred platform of choice featuring articles, information, and messages directly from the community with high rates of engagement and readership.

The APEX website launched in late 2021 continues to draw high numbers of visitors, with resources on executive latest news, terms and conditions, programming and events, Advisory Service and Professional Development drawing the most interest. Behind the scenes, work continues to improve functionality, accessibility and to keep content relevant and timely.

In early 2022, APEX established a Communications Editorial Board to review quarterly communication planning, ensuring digital content is developed consistently and in close collaboration between all APEX Centres of Excellence, and to effectively tell the APEX story and contribute to the achievement of APEX's marketing goals.

A new modernized communications calendar including an integrated lookahead layout of thematic and cyclical communications is in its final pilot stage - bringing an industry standard toolset to APEX to enhance digital communications and inform future content strategies.

### APEX Communications Highlights 2021-22:

**843** Tweets, with **540 000** impressions and **355** new followers

**490** LinkedIn posts, with **117 823** engagements and **531** new followers

**12** monthly newsletters, including special Signature Event editions with an average open rate of **35%**

Over **265 977** views on the APEX website, with more than **60 810** unique visitors

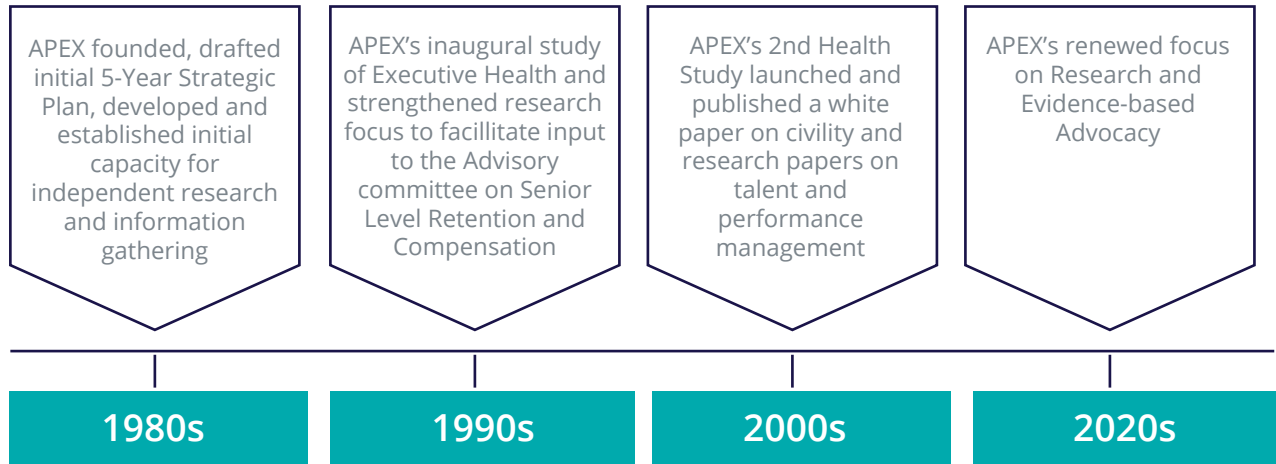
Increased communications with established GC networks

# Advocacy & Research Division

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

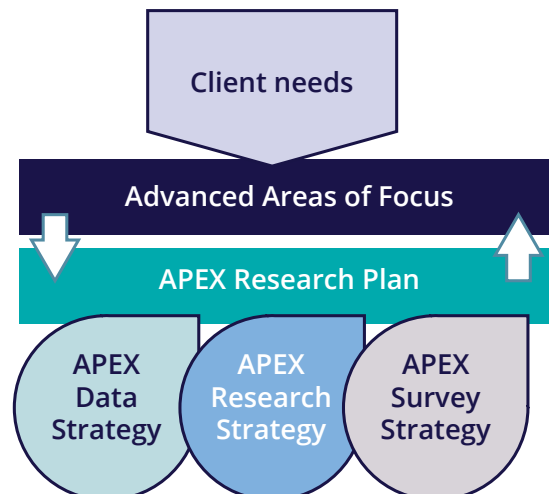
### The History of Research at APEX

#### 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.

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 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 2021-22, APEX 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 2021-22, 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 wrote to the President of Treasury Board Secretariat and pursued 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 vacant executive positions and better position the Government of Canada as an employer of choice. This ongoing advocacy for the executive community was followed shortly with the new economic increase rates being announced in April 2022. APEX will remain seized with the issues and continue to seek opportunities to affect impactful change.



*“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”.*

**Carl Trottier, APEX CEO**

In 2021-22, APEX became positioned as a trusted research collaborator on TBS-OCHRO's emerging Senior Leaders' Strategy, a multi-year effort to renew and improve talent management, succession planning, leadership development, performance management and other key functions affecting the executive community.

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 continued to voice and dialogue on COVID-19 measures for federal workplaces and in support of the mental health of executives, including bringing to the attention of senior public service leaders the findings of the Executive Work and Health Study and the Advisory Service for Executives. The organization has built a constructive relationship with the Treasury Board Secretariat around executive terms and conditions of employment, including compensation, engaging in regular dialogue and agreeing to share information and data.

In 2021-22, APEX partnered with Ryerson University on an executive compensation research project. The project examined current domestic and international public sector and private sector executive compensation policies and frameworks.

The study began with a literature review for validation of measures to be observed through both a qualitative assessment of results from a series of semi-structured interviews with human resource (HR) professionals and a quantitative survey of 337 Canadian managers and executives from both private and public sector organizations. Three significant results emerged. Firstly, it was found that private sector managers and executives face a highly statistically significant difference in total compensation between upper management and middle management when compared with public sector managers and executives. Secondly, private sector managers and executives have their compensation reviewed more regularly than their public sector counterparts. Thirdly, the private sector has significantly more specific elements of compensation that differentiates the level of total compensation between upper and middle management when compared with the public sector. Certain conclusions were made.

Experience, competency, and skills equally contribute to the level of compensation when recruited in both the public and private sector, although a private sector executive is likely to be more satisfied with their compensation and to receive higher levels of compensation when recruited for their skills and/or experience. Furthermore, compensation strategies in the private sector appear to be more flexible, creative and attractive than in the public sector. In 2022-2023, APEX will be undertaking more specific research in the area of the executive total compensation.

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).

## APEX Executive Work & Health Study (Health Study)

APEX recognizes that research and analyses have been an important driver of improvements in achieving better individual and organizational health and the Association is invested at the individual level, no matter where executives sit.

As such, over the last 25 years, APEX has examined and reported on the workplace dynamics that lead to healthy leaders, healthy leadership, and healthy organizations. During this period, the Association has come to be recognized as the flag bearer on issues facing executives and an important contributor to the body of research on workplace health both within the stakeholder public service community, and externally and has contributed significantly to the industry research shift from looking at individual risk to the collective determinants.

Using a methodology of advanced epidemiological analyses to examine the web of interlinked factors, including respect, recognition, recovery, and resilience, on both individual and organizational health outcomes, the study provides the baseline of executive and workplace health.

But more than that, it identifies the workplace levers that individuals and organizations can use to improve health outcomes and use regression analysis to better understand the people at greatest risk. The results stemming from unvarnished insights from the executive community are continuously used to inform the Associations research, advocacy, and programming.

The 2021 Health Study was fielded by Statistics Canada from the end of May 2021 to mid-July 2021, in the thick of the pandemic.

A total of 4328 executives participated representing 53% of the Federal Public Service Executive population at the time of the study. This was the highest and most diverse participation rate to date where respondents' demographics were representative of the executive population on all major dimensions. This made the results generalizable to the overall executive community, and the margin of error is plus or minus 1.5%, 99 times out of 100.

APEX consolidated the analysis with the Advisory Services for Executives annual report and launched validation sessions with 300 individual executives within eight organizations and networks before the end of the fiscal. Briefing notes and backgrounds were shared with the Clerk, Deputy Clerk and deputy heads across the federal public service and an overview of the findings and of report were shared on the APEX website.

# 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

For over 15 years, APEX has integrated and validated the research findings to deliver its confidential Advisory Services for Executives (ASE). Executives seek advice, obtain information, and explore strategies to improve their health and wellness, develop their agility and resilience, and empower themselves and their employees to achieve greater work-life balance and build more diverse, inclusive, and psychologically safe environments.

To further assist executives on their path to physical and mental wellness, APEX is committed to a suite of wellness and outreach programming, with a special focus on leadership development, especially for new executives by providing training, support, networking opportunities and access to wellness experts.



*“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

## Advisory Services for Executives (ASE)

Executives should never feel alone! This confidential, bilingual, and free of charge service is available to all executives (and equivalents). ASE team members are seasoned executives with a broad range of expertise and lived experiences. They use a human-centric and empathic approach to build trust with their clients and explore a wide range of options and strategies that will benefit them individually. Executives reach out for advice and guidance on topics such as career reflections and strategies, conflict management, including conflict with immediate manager, harassment, workplace violence, complaints, and investigations, people management strategies, performance and talent management discussions, retirement considerations, terms and conditions of employment, wellness and work-life integration.

In 2021-2022, ASE services provided support to 598 clients (compared to 490 the previous year), and conducted 1,640 sessions with those clients, (compared to 1,396 sessions last year). This speaks volume in terms of the complexity of issues faced by the executive community and is also a great testament of client's satisfaction and confidence in ASE services. Client satisfaction survey results were very positive with a 99% overall satisfaction rate; clients felt that the advisory services team understood their questions and concerns extremely well or very well.

ASE services was also involved in over 10 outreach sessions and presentations to different departments and agencies, reaching over 1,500 participants in efforts to further promote APEX service offering, discuss trends and emerging issues and help identify solutions and best practices to prevent recurring or systemic issues and focus on healthy, psychologically safe and inclusive leadership practices.

"During our meeting, the advisor took the time to listen with empathy, understand the situation, the context, and the different particularities, she also did not hesitate to ask me specific questions in order to evaluate, validate and look at certain solutions that were available to me. The professional approach used inspired confidence and gave me the certainty that my choice to have approached APEX was the right one." – ASE Client

In March 2022, the ASE published its Seventeenth Annual Report. The report offers a compelling view into the most acute challenges faced by public service executives. Health and mental health concerns continue to be top of mind for the executive community. The top three work-related issues continue to be: relationship issues with the boss (including harassment), harassment complaints from employees and investigations, and career management (at 38%, 30% and 22%, respectively). The ASE Report was shared broadly with senior leaders across the public service and APEX offered special seminars and sessions to more than 30 senior management tables or key stakeholder groups to address the results and discuss options, strategies, and a path forward.

## Inclusion and Talent Management

In partnership with the Department of National Defence and the Canada School of Public Service, APEX launched two pilot initiatives to support and enhance the development of inclusive leadership skills with 40 new executives. The "Brave Space" program is a series of seven sessions facilitated by seasoned APEX members supporting the development of leadership skills within a culture of inclusion. Similarly, the "Mentoring Circles" program is made possible thanks to the volunteer efforts of APEX members giving back to the executive community. APEX ASE provides the topics of pressing interest then validated by the mentees. The first series of mentoring sessions was completed in June 2021 and included 16 mentors and 74 new executives from across the country. The second series wrapped up in February 2022 and included 29 mentors and 95 mentees.

# Professional Development Division

## APEX Signature Events

The ongoing COVID-19 pandemic has continued to impact APEX's professional development program's in-person events. A complete transformation to a virtual event platform for all APEX events has benefited executives' ability to access timely and relevant learning opportunities across the country.

The APEX events program was recalibrated to the needs of executives who were adapting their leadership within a pandemic environment. In all, APEX hosted 14 virtual events in 2021-22, with 3905 registered participants, and undertook 15 outreach sessions with Federal departments and agencies with another 1,000 plus executives. Participation in many of 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 a total of 14 virtual events in 2021-22 with 3905 registrations.

- 2022 Summit with 1210 participants
- 2021 Induction with 840 participants – the largest cohort to join the federal Public Service executive ranks in a one-year period
- 12 Speaker Events with 1855 participants with a focus on various topics of importance to executives including:
  - Global Perspectives
  - Mental Health
  - Compensation and benefits
  - Leadership and Inspiration
  - Diversity and Inclusion
  - Digital Innovation

APEX prepared and delivered its first-ever virtual Leadership Summit in May 2021.

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's partnership with Heads of Human Resources and departmental awards champions, and the generous sponsorship of corporate partners.

As with the 2020 Symposium, the Awards 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.

*"Leaders with a larger vision see themselves as part of something longer, something deeper, and something wider. 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 of the highest honours you can receive as an executive in the public service". - Janice Charrette, 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 2021, the Recognition of Entry ceremony "The Power of an Opportunity" went virtual and saw its largest attendance ever, with 840 new executives taking including 90 Deputy Ministers and senior representatives.

For the first time in APEX history, two external speakers were invited to speak to new executives - Dr. Bonnie Henry, Chief Medical Officer of the Province of British Columbia, and Christine Sinclair, Captain of Canada's gold-medal winning Women's Soccer Team at the Tokyo Olympics. In addition, Janice Charette, Interim Clerk of the Privy Council, delivered a keynote address on rising to the challenges of public service leadership, and the new executive cohort was represented in the ceremony by one of its own ranks, Wendy Désir from National Defence Canada.



*"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**

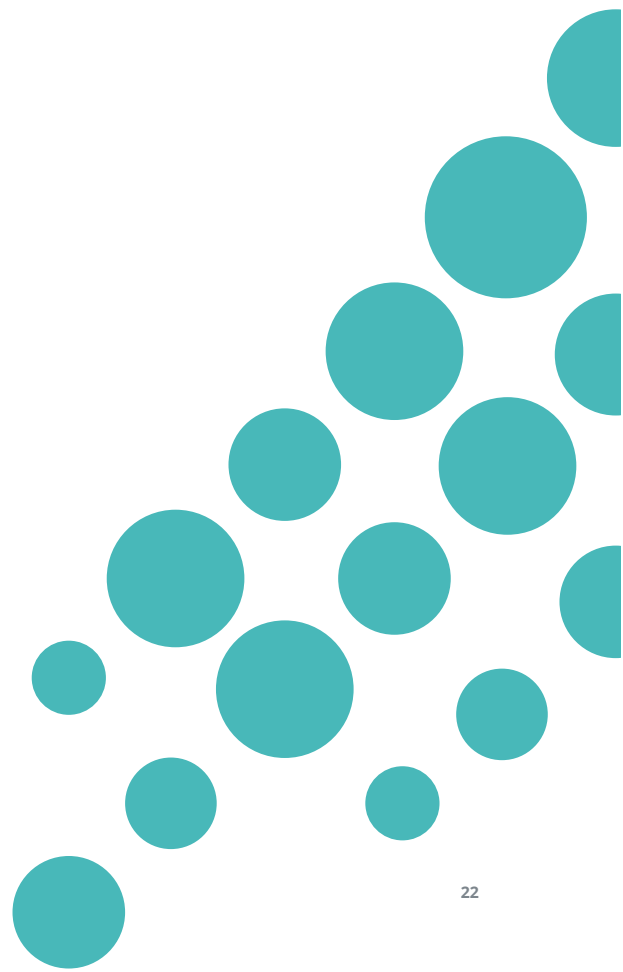
## Strategic Partnership

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 2021-22, 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 Summit 2021 and the Recognition of New Executives ceremony. This included key external sponsors like Deloitte, Desjardins, Accenture, and CIGI to enhance the research and event portfolio. APEX also signed new Affinity Partnerships with Canadian Football League's Ottawa RedBlacks, Via Rail, the National Association of Federal Retirees, adding significant value to its membership package.

In addition, new internal sponsor and collaboration relationships were established with the National Association of Federal Retirees, and with the Canada School of Public Service on both the operational delivery of events and the design to further modernize and deliver quality programming for executives.



# Looking Ahead

While being proud of our accomplishments, we recognize that ‘change is the only constant’, and therefore we will continue to be nimble within an everchanging and dynamic environment. As we look to the coming year, we expect to be working in a modified future while we continue to leverage our Strategic Plan. We will also proceed with our efforts to build APEX into a modern, powerful, and sustainable organization that supports executive excellence.

A priority is to align our business drivers to continue to innovate, clearly communicate, and deliver value to the executive community and stakeholders. We know that there is a positive correlation between offering value and better membership outcomes and that to demonstrate value, it is vitally important for members to use our services and offerings. Hence, we believe that with improved marketing and communications of our augmented services and products, executives will appreciate the value of membership to their Association. Another priority is the continued pursuit of sustainable revenue sources beginning with growth in APEX membership. We will also explore new technologies and partnerships to the best possible, and most inclusive experience for executives. We are confident that these efforts will ultimately enhance APEX’s reputation, improve its credibility and awareness, ensure Advocacy is better informed, and enable the creation and communication of increased value.

Our work to elevate APEX’s presence as an influential voice (“thought leader”) on critical issues will be spearheaded through our three Centers of Excellence focused on Total Compensation and Advocacy, Workplace Leadership, inclusion and anti-racism, and Executive Wellness.

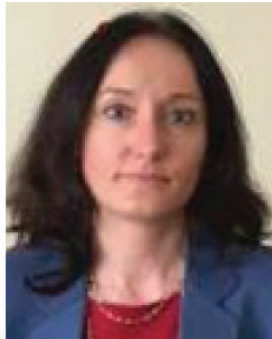
Lastly, our promise is that together and individually, we are committed to excellence, trusted service, and meeting the needs of our executive leaders.



# The 2021-22 APEX Board of Directors



Daryell Nowlan  
Atlantic Region  
(Chair)



Bojana Zizic  
National Capital  
Region (Vice-Chair)



Joanne  
Larocque-Poirier  
National Capital  
Region  
(Secretary)



Emilio Franco  
National Capital  
Region  
(Treasurer)



Lori Streefkerk  
National Capital  
Region  
(Officer-at-Large)



Sheriff Abdou  
National Capital  
Region



Angela Bate  
British Columbia  
and Yukon Region



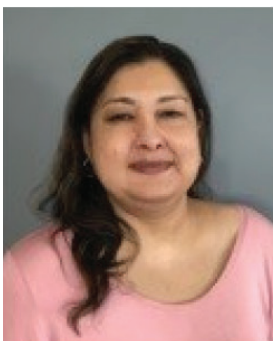
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National Capital  
Region



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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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