



Public Sector Transformation 2009: Mastering Complex Change for High Performance

Monday, **November 23**, and
Tuesday, **November 24**, 2009

Fairmont Château Laurier • Ottawa



Janice Charette
Deputy Minister
Human Resources
and Skills Development
Canada (HRSDC)



Ian Mumford
Chief Operating Officer
Canadian Blood Services



G. Lee Salmon
Executive Coaching Manager
Federal Consulting Group
National Business Center
Department of Interior
United States

Learn how to manage
change and achieve high
performance.

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Become a better change leader.

Improve your skills with proven best practices from case studies that demonstrate change management success. Share your issues with your peers and get their input into your situation. Find out from the experts how to link change management and high performance to make even more of a difference in your organization.

Greater change management expertise will increase your organization's effectiveness.

Regardless of your area of the public sector, you can't escape change. Public servants face a seemingly endless list of change issues, increased expectations, and an evolving workforce. On their own, these issues present major challenges. Together and combined with new budget constraints, they create overwhelming complexity that makes achieving high performance even more difficult.

If you're managing in the public sector, you're managing change.

Increasing transparency and accountability demands, new technologies, and changing demographics and citizen expectations are just some of the most common public sector change challenges. Now, as budgets come under increased scrutiny, there's pressure to focus on transformation for higher performance.

Public Sector Transformation 2009: Mastering Complex Change for High Performance, Monday, November 23, and Tuesday, November 24, 2009 at the **Fairmont Château Laurier, Ottawa** will help you become better at managing and leading change:

- New insights from change experts into how change affects organizations
- How to approach change management and high performance simultaneously
- Collaboration with your public sector peers on common challenges
- Examples of successful change with valuable lessons for change leaders

Learn how to deal with major change management obstacles.

Meet leading change practitioners from all levels of government, and benefit from their experiences in communication, leadership, building trust, engaging stakeholders, improving performance, and dealing with change anxiety. Most importantly, these change experts will explain how to execute change effectively, identify and avoid the pitfalls, and sustain momentum and engage people with your change and performance vision.

Can you think of a more important skill than how you manage change?

Your ability to manage change has become critical to the operation of the public service. Join us for this enlightening exploration of the latest strategies and techniques to improve performance with superior public sector change management.

I look forward to meeting you there.

Sincerely,

Bill Robertson
Executive Director, Conference Programs

Building on success.

As Canada's most respected independent research and conference development organization, the Conference Board is uniquely positioned to attract the public sector's foremost change management experts and provide an insightful and enlightening learning experience for conference participants.



DAY 1—MONDAY, NOVEMBER 23, 2009

7:45 a.m. Registration and Continental Breakfast

8:15 a.m. Opening Introduction from the Event Facilitator and Delegate Discussion 1

What does Change mean to you?

John Brewer, Executive Program Developer,
The Conference Board of Canada

This opening exercise explores what change means to you and its role in your organization.

8:30 a.m. Plenary Session 1

Opening Keynote Presentation: “Excellence in Everything We Do”—Leading Change at HRSDC and across the Public Service

Janice Charette, Deputy Minister, Human Resources and Skills Development Canada (HRSDC)

Janice Charette is Deputy Minister of HRSDC, a portfolio department of over 24,000 people with a budget of almost \$100 billion. Janice is also a member of the Deputy Minister’s Steering Committee on Public Service Renewal, and will share her thinking from these two vantage points, focusing on the changing role of public servants and their common challenges:

- increasing citizen expectations
- new technologies
- multiple, sequential, and simultaneous changes
- different generations in the workplace
- performance management
- leadership

9:15 a.m. Case Study

Transformation at Bridgepoint Health

Marion Walsh, President and Chief Executive Officer,
Bridgepoint Health

Bridgepoint Health was the inaugural gold winner of the IPAC Deloitte Leadership Award for Organizational Transformation and Influencing Health System Change.

Marion Walsh will discuss how Bridgepoint Health achieved this recognition, transformation at Bridgepoint, and parallels with the broader change needs of Canada’s healthcare system. Marion will also explain the challenges and successes of developing and implementing a bold vision for Bridgepoint to be “Canada’s leader in complex chronic care and complex rehabilitation.”

10:00 a.m. Delegate Discussion 2

Why are you here?

This discussion exercise will help you define your goals for the conference.

10:15 a.m. Networking Break

10:45 a.m. Plenary Session 2

Transformation or Revolution? Six (not so simple) Steps to Revolution in Ontario

Bob Stark, Deputy Minister and Chief Executive Officer,
Service Ontario

Whether it’s in healthcare, municipal, provincial, or federal public service, or a crown corporation, service delivery requirements often drive transformation. Taking the Government of Ontario as an example, Bob Stark will outline the six steps required to achieve a revolution in customer service:

- modernize your systems
- build your brand
- engage your employees
- guarantee service
- meet and change expectations
- learn, share, and partner

Above all, Bob will explain how the revolution never stops, and how organizations must always strive to improve performance and change.

11:30 a.m. Delegate Discussion 3

What Obstacles must you Overcome?

This third interactive discussion session will give you an opportunity to assess your change experiences and the obstacles to change you’ve encountered. Delegate insights will be compared with the results of an informal survey of business and government leaders into the factors that derail change and how to overcome them.

11:45 a.m. Plenary Session 3

Managing Technological and People Change

Johanne Roberge, Director, High Performance Workforce, Human Resources and Skills Development (HRSDC)

Christina Sutcliffe, Senior Consultant, Innovapost

In an effort to transform itself into a world class IT service provider, the Innovation and Information Technology Branch (IITB) of HRSDC has introduced a series of high performance workforce practices to manage performance and develop talent, as recommended in the latest *Report on the Public Service of Canada*.

By improving the way it develops and deploys people, IITB is moving to a performance-focused culture that optimizes employee engagement and drives business transformation. Learn from IITB's experience investing in people, and its successes, lessons learned, and next steps:

- the creation of career paths to help employees see opportunity within the organization and an ability to manage their careers
- a competency-based performance management system aligned with strategic objectives and supported by a process to enhance management's feedback and coaching capabilities
- a new talent identification and development tool to enable leadership and succession planning
- proactive use of change management methodologies to ensure successful implementation of these people initiatives

12:30 p.m. Luncheon and Presentation

Building and Sustaining Trust during Major Transformation

Ian Mumford, Chief Operating Officer, Canadian Blood Services

Canadian Blood Services was created ten years ago in the wake of the tainted blood scandal. Charged with rebuilding trust in this vital service, the organization has risen to the challenge, having received wide recognition, including "Hall of Fame" status for its Balanced Scorecard strategy, and a 2009 Conference Board/Spencer Stuart National Award in Governance.

Ian Mumford will share his perspective on Blood Services' transformation journey, from crisis management through rebirth to its ongoing transformation efforts.

2:00 p.m. Plenary Session 4

Transformation Collaboration and Leadership at Natural Resources Canada

Marj Akerly, Chief Information Officer, Natural Resources Canada

Cassie Doyle, Deputy Minister, Natural Resources Canada

Transformation at Natural Resources Canada is built on 3Cs—Common purpose, Collaboration, and Cultivating leadership. NRCan's transformation process will be examined from an overall leadership perspective, and how the 3Cs have informed and been supported by a social media strategy. Issues to be discussed include:

- risk aversion and trust
- establishing a common purpose
- performance management
- creativity and innovation
- culture

3:00 p.m. Refreshment Break

3:15 p.m. Plenary Session 5

Demographic Transformation—Why can't we all just get along?

Lauren Friese, Founder, TalentEgg Inc.

Increasing diversity characterizes today's workplace, and one of the greatest and least understood dimensions of diversity is generational difference. Today's workforce is comprised of Traditionalists, Baby Boomers, Gen Xers, and Gen Ys, each with its own unique identity that impacts performance, productivity, and passion. To fully engage all employees, organizations must tap into the values, expectations, and behaviours of each generation to optimize skill sets and manage the differences.

Lauren Friese operates a career Web site devoted to recent graduates, and will examine how generational identities translate into different workplace behaviours, and how to harness young workers' talents, energy, enthusiasm, and technological skills to support successful transformation.

4:00 p.m. Plenary Session 6**Coping with Curve Balls: How Your Transformation Can Weather Today's Scrutiny**

Ellen Corkery-Dooher, Lead Partner, Public Sector Business Transformation Practice

Susanne DiCocco, Director, Strategy, People, and Change

Stephen Finestone, Director, Strategy, People, and Change
PricewaterhouseCoopers LLP

No margin for error. That is the reality of today's environment in which you lead public sector transformation. Because public sector transformation is extremely complex and can span three to five years, projects can easily be derailed by unexpected curve balls. Successful initiatives have a resiliency that enables them to manage to the finish line and benefit from the results. Using a series of case studies, this session will outline the key factors in coping with the curve balls, by adopting best in class practices.

**4:45 p.m. Delegate Discussion 4—Part I
Learn, Spurn, and Confirm**

Delegates will be invited to discuss new things they've learned from the day's sessions, beliefs they've had confirmed, and any new ideas they think won't work in their organizations.

5:00 p.m. Day 1 Adjourns**DAY 2—TUESDAY, NOVEMBER 24, 2009****8:00 a.m. Continental Breakfast****8:30 a.m. Delegate Discussion 4—Part II
Learn, Spurn, and Confirm**

The previous dialogue session continues, as participants explore common issues and challenge conventional thinking on public sector change and transformation.

**8:45 a.m. Plenary Session 7
Lessons from Success in Facilitating Change through Coaching**

Donna Karlin, President and Executive and Political Leadership Coach, A Better Perspective

G. Lee Salmon, Executive Coaching Manager, Federal Consulting Group, National Business Center, Department of Interior, United States

Leadership development and coaching are becoming essential elements of successful transformation. Canada and U.S. coaching experts will focus on leadership and

transformational coaching as high impact top talent retention and development investments, and the most efficient approach when resources and leadership focus are constrained by financial pressures:

- when and with whom does coaching have the greatest impact
- specific issues that coaching can address
- bringing about observable and sustainable behavioural change
- pursuing major objectives that impact measurable outcomes
- identifying effective coaches who can deliver results
- criteria for successful coaching

10:00 a.m. Refreshment Break**10:15 a.m. Plenary Session 8
Culture Change in the Public Sector**

Greg Honey, Vice-President, Human Resources, Farm Credit Canada

Culture change is central to public sector transformation, and is also one of the most complex and difficult challenges faced by leaders in a rapidly changing environment. Culture implies a certain stability that can either facilitate or frustrate change and transformation.

Greg Honey will share his experience with culture change and the strategies FCC deployed to build and sustain the right culture for the organization.

**11:00 a.m. Plenary Session 9
Closing the Gap—Navigating Change in the Public Sector of the Future**

Curtis Clark, Director, Global Government Innovation, IBM Public Sector, IBM Canada Ltd.

What factors make or break the execution of a change strategy? To answer this question, IBM recently conducted a new strategy and change study, *Making Change Work*. Based on face-to-face interviews with more than 1,500 project leaders, project sponsors, and change leaders worldwide, this timely research provides practical insights into how to increase the likelihood of successful change in an increasingly global economy.

Curtis Clark will discuss emerging trends that can help transform the business processes of government, and will examine the findings and their public sector application, including:

- critical factors for successful change
- consistent and robust change methods that really work the evolution of change management discipline
- leadership styles that enable change

11:45 a.m. Closing Delegate Discussion Transforming Public Sector Change Management

Speakers and delegates will discuss the day's sessions, and solutions for the common change management and transformation challenges faced by all public sector organizations.

12:00 p.m. Conference Adjourns

12:00 p.m. Luncheon for Optional Workshop Delegates

1:00 p.m. Optional Workshop Transactions, Transitions, and Transformation— Making Employee Engagement Central to Change

Sylvie Pepin, Principal Consultant, Government Consulting Services, Public Works and Government Services Canada

Dan Stepchuk, Principal Consultant, Government Consulting Services, Public Works and Government Services Canada

This highly interactive workshop will explore a new model for major change in the public service, featuring a structured change management process with integrated steps aimed at managing the people and technical aspects of change.

Beginning with the differences between the three T's of change—Transaction, Transition, and Transformation—participants will learn how these differences call for different strategies and approaches to change. The resulting change model has people as its centre, and focuses on change management, organizational performance, and leadership coaching.

The session will also include an analysis of lessons learned from recent public sector change initiatives, and how to avoid common mistakes such as inadequate or poorly articulated business cases, an over-emphasis on top-down change, and more.

4:00 p.m. Optional Workshop Adjourns

This conference provides senior level contacts and essential information for Assistant Deputy Ministers, Directors General, Directors, and Senior Managers in all levels of the public service, crown corporations, and healthcare, and executives responsible for:

- Human Resources
- Risk Management
- Finance
- Crisis Management
- Policy and Planning
- Project Management
- Service Delivery
- Public Security
- Emergency Preparedness and Response



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In Print

This brochure is printed waterless with soy inks on paper made from 50% post consumer recycled content. In addition, our total paper use has been reduced by more than one third.

In Venue

The green house gas emissions resulting from this event are being offset by Zerofootprint, through a variety of ISO 14064 compliant projects in Canada. We encourage our delegates to offset their travel to the event as well, using the calculator provided after registering online. This event is also bullfrogpowered with 100% green electricity. Bullfrog Power will inject carbon-free green power, sourced exclusively from wind power and low-impact hydro producers onto the Ontario electricity grid to match the amount of electricity used by this event.

REGISTRATION

Register now and save!

Register before **September 8, 2009** and **save \$200** with our special early-bird savings.

Be inspired and enlightened by implementation success stories.

Practical examples from public sector experts will help you:

- manage the complex and unique change challenges of the public sector
- become a better change leader
- use coaching to improve change leadership
- change organizational culture to increase flexibility and drive high performance
- overcome accountability, new technology, and service expectations issues
- engage all your stakeholders through effective communication
- ensure change leads to improved performance
- translate grand transformation plans into practical front line action
- understand resistance to change in your organization
- build and maintain trust while transforming your organization
- improve service quality and delivery
- understand how demographic change impacts you and how to work with different generations
- adapt your strategies to match the complexity of change

Fees	Before Sept. 8, 2009	Before Oct. 6, 2009	After Oct. 6, 2009
Forum	\$1,535	\$1,635	\$1,735

Your registration in this event includes the sessions, continental breakfasts, refreshment breaks, luncheon, and a link to speaker presentations.

To Register

Online: www.conferenceboard.ca/conf

Fax: Complete the Fax Registration Form on the back cover and fax form to 613-526-4857

Having trouble registering?

Phone Registrar: 1-800-267-0666 or 613-526-4249

E-mail Registrar: registrar@conferenceboard.ca

All registrations will be confirmed • Program subject to change • Events are GST exempt
Please see www.conferenceboard.ca/conf for our cancellation policy.

Send a team and save!

Visit www.conferenceboard.ca/conf or call 1-800-267-0666 and find out about our **4-for-the-price-of-3** team offer.

Conference fees don't include accommodations. Please contact the hotel directly for reservations, and mention The Conference Board of Canada to receive the **preferred rate of \$169 available until October 23, 2009.**

Hotel and Conference Venue

Fairmont Château Laurier
1 Rideau Street
Ottawa, ON K1N 8S7
613-241-1414

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Priority Code 2

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Public Sector Transformation 2009

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YES! Please register the following delegate for this event (4-for-the-price-of-3 team offer available—See www.conferenceboard.ca/conf for details.)

Name	Title	
Organization	Tel	
E-mail	Fax	
Mailing Address		
City	Province	Postal code

Your registration in this event includes the sessions, continental breakfasts, refreshment breaks, luncheon, and a link to speaker presentations.

Fees	Before Sept. 8, 2009	Before Oct. 6, 2009	After Oct. 6, 2009
<input type="checkbox"/> Conference	\$1,535	\$1,635	\$1,735

Please confirm attendance at event functions:

<input type="checkbox"/> Day 1—Luncheon	
<input type="checkbox"/> Day 2—Optional Workshop (includes luncheon)	\$545

Payment method: (all fees are due by the event date) American Express MasterCard VISA Cheque (payable to "The Conference Board of Canada")

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