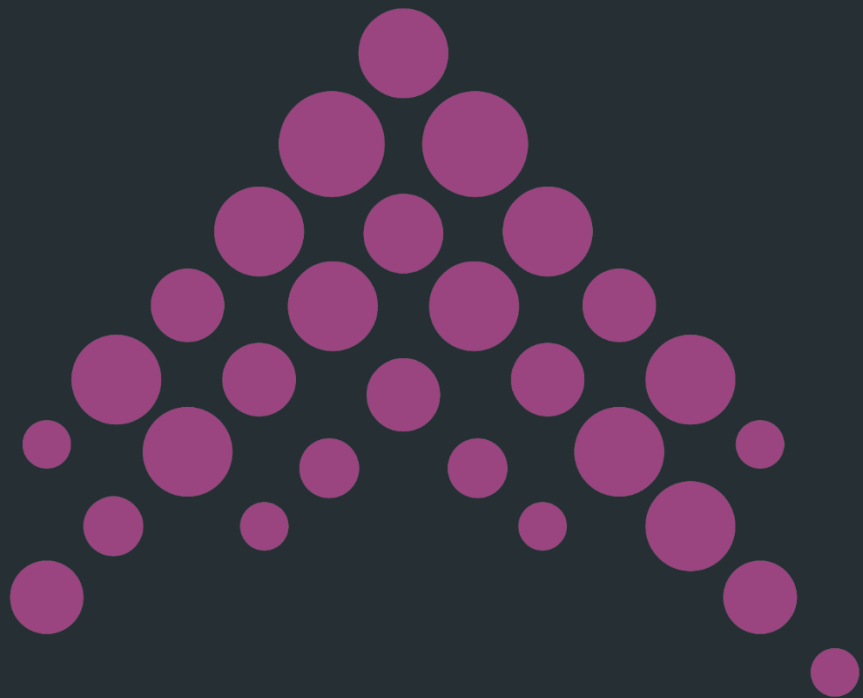




ASSOCIATION OF PROFESSIONAL EXECUTIVES  
OF THE PUBLIC SERVICE OF CANADA  
ASSOCIATION PROFESSIONNELLE DES CADRES  
SUPÉRIEURS DE LA FONCTION PUBLIQUE DU CANADA

# ANNUAL REPORT

## 2022-2023



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# Message from the Chair of the Board of Directors, Daryell Nowlan

Dear Members,

I am thrilled and privileged to have assumed the role of Chair of the APEX Board of Directors once again for a third consecutive year. As I reflect on another uniquely challenging year – still tainted by the pandemic and other international events across the globe, I remain grateful for the unwavering dedication of the APEX team and my fellow board members. Their hard work and support continue to be truly invaluable.



I would also like to take a moment to express my deepest gratitude to you all, my colleagues, the broader federal public service executive community. It has been quite a journey as we all continue to face difficult circumstances and change. You have once again shown remarkable resilience, dedication, and unwavering commitment.

It is my pleasure to share highlights of our progress within this Annual Report which continues to be guided by APEX's five-year [Strategic Plan 2020-2025, Delivering Community Value](#). This plan has paved the way for an exceptionally successful year, marked by significant progress in each of our four Strategic Pillars and the strengthening of our Centres of Excellence.

In 2022, APEX seamlessly transitioned our activities towards a hybrid model, making our events more accessible and inclusive to executives across Canada and around the world. Participation saw record-breaking attendance with up to one-third participating from different parts of Canada or abroad. Among these were sixteen learning events with 8650 total registrations. This includes our Summit 2022 virtual event, and last fall, APEX recognized and celebrated the entry of over 780 new executives of the Federal Public Service into the senior ranks.

APEX remains steadfast in our commitment to promoting equity, diversity and inclusion (EDI) through expanded initiatives, programs, and support for various organizations. As a vibrant example, APEX hosted in December an outstanding networking event in partnership with the Black Executives Network (BEN/REN) to stimulate discussions and mingling among executive peers and the Deputy Minister Community. And as part of our commitment to understanding the operational realities of executives in the North and ensuring their needs are considered in the design and delivery of programs and services, the proposed addition of a dedicated Northern Director on the APEX Board of Directors will help the Association better meet the unique needs of this executive population.



The well-being of executives in the federal public service continues to be our utmost priority. Throughout the year, APEX validated the APEX Advisory Services for Executives (ASE) and the Executive Work and Health Study (EWHs) findings with executives across the federal public service, holding over 63 sessions reaching over 2,500 executives, including in-person sessions outside of the National Capital region (NCR). APEX established a Deputy's Circle to continue the exploration of best practices as well as system and process options for positive change at the highest levels.

The focus of ASE in 2022-2023 was on empowering executives with practical tips and strategies to help them navigate difficult and complex issues. This year, 500 executives accessed the service for the first time.

APEX continues to forge strategic partnerships and foster stronger relationships with key organizations to help achieve so many of these incredible milestones. Through extensive research, such as our Survey of New Executives, and growing engagement efforts via the Organizational Ambassador Network, APEX can better support executives and increase our role and value to organizations. This past year, APEX received its highest level of external sponsorship to date in support of a full program of quality events, ceremonies, and learning activities for executives.



It is truly remarkable how much we have accomplished together. Navigating this new hybrid environment brings about new opportunities and evolution of how we work together. I thank you all again for your unwavering dedication and your ability to uplift one another. I look forward to all that this year has in store, supporting one another, and to making APEX a source of immense pride for all of us.

Sincerely,

A handwritten signature in black ink, reading "Daryell Nowlan".

**Daryell Nowlan**  
**APEX Board Chair**

# Message from the Chief Executive Officer, Carl Trottier

Dear Members,

I am honored to serve as your CEO of APEX for a second year and want to express my heartfelt appreciation to all our members and executives across Canada for their trust and dedication to APEX.

This Annual Report showcases APEX's accomplishments from April 2022 to March 2023, a period driven by our five-year Strategic Plan. Our primary focus remains on providing value to the executive community, stakeholders, and our many partners. With the invaluable guidance of our Board of Directors, the active involvement of our APEX Ambassadors, and the ongoing support from our public service and private sector partners, and the executive community, APEX has not only endured but has emerged stronger than ever before.

Together, we have achieved remarkable milestones that I am incredibly proud of. Your commitment and the dedication of the APEX team have been instrumental in our success.

We continue to make substantial investments in research excellence, equipping ourselves with evidence-based data to reinforce our commitment to Advocacy and Research, Leadership, Total Compensation, and our Centres of Excellence. APEX continues to actively advocate on your behalf with central agencies and key partners on issues that matter to the executive community, such as compensation, health and well-being, career development, only to name a few.

Our focus on Business Sustainability has led to the modernization and automation of various systems and key roles, such as the creation of a new Chief Information Officer to provide an enhanced service delivery to the executive community and our members. A new APEX Executive position for Equity, Diversity and Inclusion will help support our demonstrated commitment to supporting EDI in our initiatives and our influence. And finally, the creation of a new Member Engagement APEX Executive position has already proven useful in better understanding the needs of members and meeting those needs.

As part of APEX's growing engagement efforts, we have designed our outreach activities to engage in two-way communications with individual executives, the executive community, networks, partners, and stakeholders; to share our knowledge, expertise, and services, on topics relevant to the broader executive community.

APEX's membership has grown due to higher retention rates among new executives beyond their complementary year. And our new partnership with Perkopolis means members can now benefit from an enhanced affinity program with a wider range of opportunities to save for work and play.



While we celebrate these accomplishments amongst many others from the past year, let me close by thanking each of you for your hard work and loyalty. There is much work and many exciting opportunities ahead of us, and I know we are up to the challenge as APEX continues to support and empower the executive community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Carl Trottier', with a stylized, flowing script.

**Carl Trottier**  
**Chief Executive Officer**



## Our Members' Feedback

“

*“The APEX tool kits on managing during hybrid helped me to think through my approach.”*

– EWHS Regional Tour CRA participant

“

*“APEX is providing us the unvarnished truth. We can use this to guide our efforts underway with certainty.”*

– EWHS Regional Tour ISC participant

“

*“There are few EX-jobs where you truly get to help people everyday, ASE advisors occupy one of those rare unicorn positions.”*

– ASE client

“

*“I recommend the service to all of you, no matter what level you are and if you are a seasoned executive or just made the ranks. This is professional quality service coming from PS executives who know the bureaucracy and how to navigate internal politics and difficult situations. Because they lived similar experiences and have grown from it, they leave you with a path forward and immense sense of hope that things will improve. Love the practical resources and leadership book references.”*

– ASE client

“

*“It's an underutilized service. While we do have some ombuds offices in departments, there is always a concern for some executive on accessing those services without a leak. Having an independent arms-length organization is better. Also, since the advisors are PS execs themselves, they can truly understand our broader context, issues, and concerns.”*

– ASE client

“

*“I am so glad that APEX is doing this research. We needed the follow-up discussions to really get us to action.”*

– EWHS Regional Tour DFO participant

“

*“About a difficult situation with a supervisor: without the help, support, encouragement and invaluable advice, I don't know if I would have found the strength to carry on. I don't lack courage... but I needed someone to help me put the situation into perspective, find the right tone to make myself heard, and see the light at the end of the tunnel.”*

– ASE client

## 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 2022-2023, 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 a continued environment of unprecedented changes in every dimension of our lives, APEX successfully transformed its delivery model to hybrid and ensured that all executives had access to its support, services and events, with resounding success.



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**We Influence And Go Beyond Service,  
We Care!**

**Nous influençons et allons au-delà du service,  
Nous avons vos intérêts à cœur !**

**[apex.gc.ca](https://apex.gc.ca)**



## 2022-2023 APEX at a Glance:

- Organized 16 **learning events** (including 2 signature events) with participation by over 8,650 executives. More than double the total participation of 3,950 in the previous fiscal year.
  - Continued the **mentoring circles** pilot with 30 senior APEX members and 100 new executives in partnership with the Canada School of Public Service.
  - Expanded the **Brave Space Pilot** with DND and ESDC connecting six seasoned executives and 100+ new executives to integrate inclusion through leadership as part of the onboarding process.
  - **2022 Summit** was delivered completely virtually with 1,200 participants making it the most attended APEX Leadership Summit at that time.
  - **Advocacy** for inclusion and diversity, anti-racism, executive terms and conditions of employment, and hybrid workplace coming out of the COVID-19 crisis.
  - 63 **engagement sessions** with executives, networks and management tables reaching over 2,500 executives.
  - Established a **Deputies Circle** for focused discussion on the well-being of executives in the federal public service.
  - Advocacy and contributions to policymaking on **economic increases** resulting in first round of economic increases for 2018-2021 announced in April 2022.
  - **Supported** 500+ clients through the confidential Advisory Service for Executives.
  - Celebrated a hybrid **2022 Entry into Executive Ranks** with 496 participants (in person and online).
  - Reviewed 50+ nominations for the **2021-2022 APEX Awards of Excellence**.
  - Expanded and modernized the **Organizational Ambassador network**.
  - Sustained and grew **APEX membership** to 3,039 with an increase of 118 Members (4%).
  - Record levels of **external sponsorship** for APEX programs and events.
  - Published **monthly newsletters**, including special Signature Event editions, with an average open rate of 34%.
  - Posted 783 LinkedIn **messages**, with 252,000 engagements and 1,758 new followers for a total of 3,941 followers.
  - Welcomed a new APEX Executive to the APEX team dedicated to **Engagement and Membership**.
- 



## 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”.

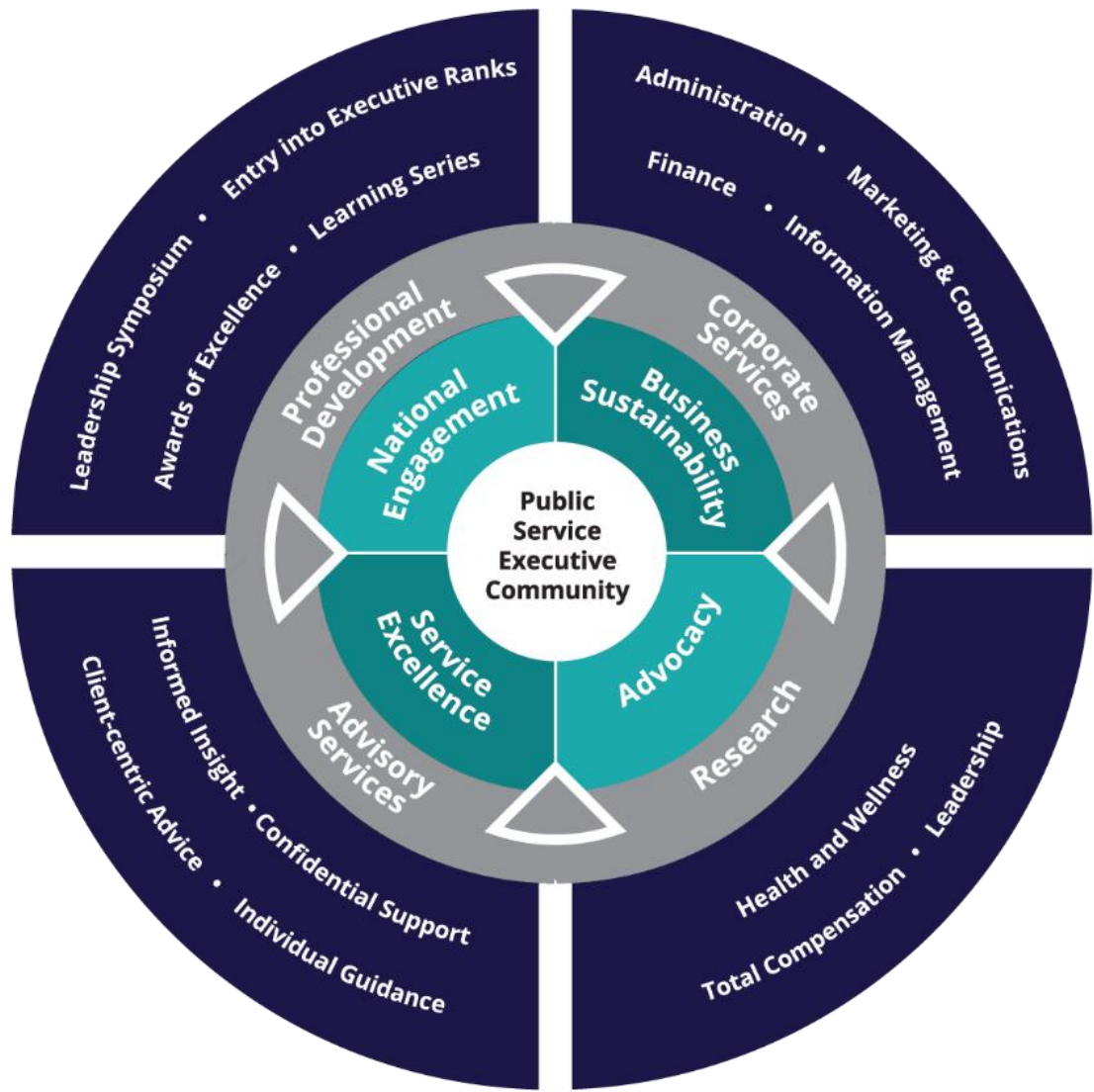
## Culture of Trust

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

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 continues to be our ‘North Star’ as we evolve as a modern and effective organization that provides continuous value to its members.



# Corporate Services

## Governance

### 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 Federal Public Service
- 9 regular members who are permanent residents of the NCR
- 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 Annual Planning Meetings on December 6 and 13, 2022, 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 5 members, namely: former Secretary & NCR Director, Joanne Larocque-Poirier; NCR Director Sheriff Abdou; Ontario Region Director, Indira Persaud; Quebec & Nunavut Region Director, Claire Caloren; and Associate Member, Charlotte Stewart. We thank them for their tireless contributions to support APEX and the executive community. We welcomed our new members, Martin Béliveau (NCR), Ziad Shadid (NCR), Tabitha Stubbs (Ontario Region) and Kent Estabrooks (Associate Member). We look forward to working with them in the coming years.

One member up for re-election, Geneviève Binet (NCR), was voted back in for their second (and final) term by the membership at the AGM. Quebec and Nunavut Region Director Claire Caloren opted not to seek a second term but did serve in an ex-officio non-voting capacity until the position is filled.

### Annual General Meeting

The APEX Annual General Meeting was held on October 25, 2022. Key agenda items included the 2021-22 APEX Annual Report, the Auditor's Report and Financial Statements and the election of Directors to the Board.

Resolutions to approve the Association's Audited Financial Statements for the period ending March 31, 2022, and to appoint a new audit firm for the 2022-2023 fiscal-year were approved, as was the proposed slate of candidates re-electing existing member Geneviève Binet and new members, Martin Béliveau, Ziad Shadid, Tabitha Stubbs and Kent Estabrooks.



## Stakeholder Engagement

APEX's stakeholder engagement activities are designed to engage individual executives, the broader executive community, networks, partners, ambassadors and stakeholders, to bring knowledge and expertise of APEX services to the broader executive community.

The objective of ongoing outreach is to explain the benefits and unique value proposition of APEX to the executive cadre and implies an interaction between the sender and the receiver of the message. There is both a commitment to engagement and meaningful two-way communication. Outreach activities can take several forms, such as in-person or online presentations, kiosks, workshops, tours, talks and visits, direct with networks and partners.

### Organizational Ambassadors

The network of APEX Organizational Ambassadors plays a vital role in supporting and advancing APEX's Mission and Vision through direct representation inside organizations across the federal public service.

In 2022-2023, APEX modernized the network with a new mandate statement designed to clarify the role and increase their influence within organizations, to better support all executives and increase awareness about APEX's role and value.

We successfully expanded the network of Ambassadors and deepened the engagement of organizations with more frequent engagement internally, bilaterally with APEX and with the network at a frequency of activities up to five times per month. More than 20 organizations added or replaced their Ambassadors since December 2022, to have now over 60 organizations (and growing) represented in the network from all areas of the Federal Public Service. The Ambassadors contributed to the success of many APEX initiatives, including the [definition of the Ambassador role](#), APEX events, including Summit, new Executive onboarding, and the review of key issues, such as OCRHO's proposed leadership profile.

The frequency of network meetings moved from quarterly to monthly, with supporting materials being provided to enable timely communication and engagement with executives. The APEX website was updated, and a dedicated SharePoint site was created to improve communication with APEX and among network members.



### Membership

APEX is a member-based not-for-profit organization with an annual fee-based membership comprised of several categories. Regular members – of which new Executives receive a complimentary membership in their first year; and Associate members – comprising retired former members of the Executive group (or equivalent).

Eligibility for membership requires that the individual is appointed to the executive category or equivalent. Individuals from other occupational groups that are subject to the executive terms and conditions of employment may also qualify.

APEX recognizes the importance of the care of its members and this year added a new APEX Executive accountable for membership. As a result of this focus, there were several enhancements to

member care, the first being a newly created Member only Affinity program with Perkopolis, plus clarification of other member perks with other partners like TD Insurance, and GoodLife.

Secondly, increased focus has been placed on providing more timely updates to the new member lists in collaboration with human resource branches within organizations. The member care team provides enhanced communication and support to individual members and improved coordination for member care.

For the second year, and with the support of ABACUS Data, APEX ran the revamped New Executive Survey focused on measuring awareness and satisfaction of new executives and to gain specific feedback on areas for improvement. The survey targeted executives in their first and second year of being an executive, as well as those who chose not to renew their membership with APEX for frank and transparent feedback.



**2023**

Annual Survey of  
New Executives

Sondage annuel des  
nouveaux cadres supérieurs

The results were extremely positive on the value proposition of APEX. Improvement in member value was reflected across the board.

In 2022-2023 overall total membership grew by 4% to 3,039. APEX Membership reflects approximately 38% of the overall Executive cadre in the federal public service. APEX's ratio of regional vs NCR Members reflects the distribution of Executives in the public service. We remain committed to understanding the needs of regional executives and ensuring they can benefit from and participate in APEX service and activities.

Just under one third (30%) were non-paying, new Executives. The number of new Executives continues to increase. Since 2022, we have seen an 8% increase and APEX is working to retain these members beyond their first year.

## Business Sustainability

APEX continues to value the support it receives from the Clerk and the Deputy Head community, including their engagement in our work and attendance at our events. 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 and transitioning to a new hybrid model, along with business continuity measures to ensure an uninterrupted support to federal public service executives.

In January 2022, APEX welcomed new CEO Carl Trottier. In 2022-2023 brought in four new APEX Executives, and two staff members in preparation for Line Larose's retirement after 26 years of dedicated service to APEX. The organization continues to redesign the permanent staff organizational structure to adapt to growth and optimize support for mandate.



## Communications

Communication with Canada's large and diverse executive community is vital to APEX's Mission, and the pandemic provided new impetus to modernize its communications approach. The new approach emphasizes APEX's role as a thought leader on leadership and inclusion, executive wellness and the public service work environment for executives. It placed the interests of the executive community at the centre of its focus, in alignment with the APEX five-year Strategic Plan.

### Digital Media

APEX's digital communications activities continue to improve and increase to provide regular, relevant, and intellectual content. LinkedIn continues to be APEX's primary social media channel of choice as the leading professional networking platform connecting millions of professionals worldwide. The number of followers increased substantially over the last year and equal almost half of all Public Service executives.

The monthly APEX Newsletter has become the preferred platform of choice featuring articles, information, updates on advocacy and research, and messages directly from the community and our partners with ever increasing engagement and readership.

The APEX website continues to draw a high number of visitors. 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. The board meets monthly and continues to collaborate to effectively tell the APEX story and contribute to the achievement of APEX's marketing goals.

### APEX Communications Highlights 2022-2023



**629**  
Posts

**292,871**  
Engagements

**1,833**  
New followers

**4,062**  
Total followers



**12**  
Monthly  
newsletters

**34%**  
Avg open  
rate



**Increased  
communications with  
established GC networks**



**65K**  
Users

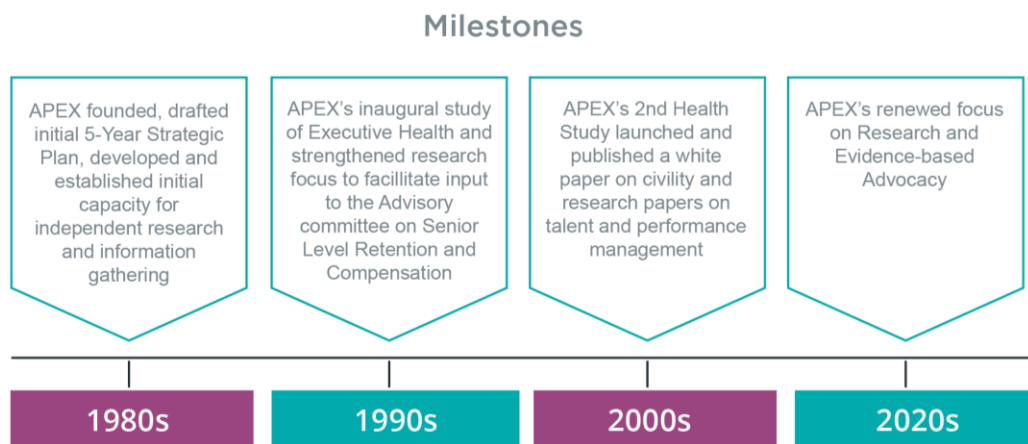
**320K**  
Web pageviews



# Advocacy & Research

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

### The History of Research at APEX



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 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 and the war in Ukraine. These types of challenges allow for individual and team performance to shine, in this context APEX actively advocates with the Treasury Board Secretariat (TBS) for the executive cadre to be valued, rewarded, and recognized.



APEX is 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 its engagement to Government departments, including key internal service providers such as Public Services and Procurement Canada (PSPC), to assist executives with a range of topics including economic increases, 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 concerns and dialogue 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, improvements to existing programs and new initiatives, covering a variety of topics such as compensation, performance management, inclusion and development programs, engaging in regular dialogue, sharing information and data, and leveraging the ambassadors' network for consultation.

In 2022-2023, APEX undertook much more specific research around the executive total compensation advocating for a fair, objective, transparent and timely process to determine executive total compensation. Following a series of successful meetings and correspondence between the APEX CEO, senior executives, and the President of the Treasury Board in early 2022, executive economic increases for 2018-2021 were announced in April 2022.



APEX continued to publish regular updates on the implementation of economic increases throughout the year and answered specific questions on this matter from answering hundreds of emails about executives concerned about salary inversion, assisting in validating current salary and helping those dealing with Phoenix repayment issues. Additionally, throughout the many Executive Work and Health Study presentations to executives, compensation, in particular salary inversion, was a major area of interest.

Building on the 2020-2023 Strategic Research Plan, APEX took several steps in 2022-2023 to leverage research and thought leadership that merges the organization's best thinking and applies it strategically to build brand power, demand for services, create new opportunities and drive executive community loyalty. An APEX Centres of Excellence (COE) Forum was launched as an internal cross-cutting, cross-functional mechanism to discuss APEX operational topics and issues and to make recommendations to the APEX CEO. Driven to enhance advocacy and service excellence, the COE Forum meets regularly on compensation, health and wellness, leadership, applied research, marketing, professional development, communications, engagement, membership, and other subjects.

Research continued in the area of Executive total compensation. A reference document was prepared summarizing many years of APEX data and research. Additionally, a paper describing the seven fundamental issues and best practices in total executive compensation was compiled. APEX also [drafted a proposal on term of reference](#) for an external advisory committee on executive compensation and shared it with the President of the Treasury Board. Work has begun on documenting the value of a Public Service executive as well as comparator research on the benchmarking of executive salaries. APEX is preparing its advocacy and support strategy to provide advice to the TBS.

The Leadership Centre of Excellence once again contributed to the success of APEX flagship events by organizing themes, program content and presentations by world-renowned thought leaders at the Recognition of Entry to the Executive Ranks ceremony and the APEX Leadership Summit and Awards



of Excellence Ceremony. Key exploratory leadership research was completed with 600 federal executives on assessing their own abilities to manage change, ambiguity and uncertainty in partnership with a global expert, Dr. Randall White, a researcher and practitioner at the *HEC Paris*. A report on key findings will be finalized and disseminated in the current fiscal.

A multi-method case study was launched on exploring executive's readiness to adopt digitization as a strategy in the future of work with researchers at *École nationale d'administration publique* (ENAP), and Carleton University's School of Public Policy and Administration. Executives in two federal organizations, Correctional Service Canada, and Fisheries and Oceans Canada, are participating in the research which is expected to be completed and disseminated early 2024.

## APEX Executive Work & Health Study (EWHS)

APEX recognizes that research and analysis 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 analysis 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 Association's research, advocacy and programming.

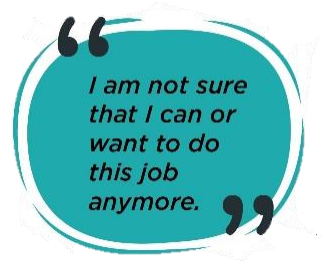
The [2021 Health Study](#) was accelerated by a year in its first ever collaboration with Statistics Canada to provide executives an opportunity to share experiences in the thick of the pandemic. Over 4,300 executives completed the survey representing 53% of the Federal Public Service Executive population 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 in 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.

In 2023, APEX evolved its work on the EWHS from a stand-alone piece of credible, powerful longitudinal research to a comprehensive demonstration of thought leadership. APEX came out strong, taking a stand for the well-being of executives.



Throughout the year, APEX validated the EWHS findings with executives across the federal public service with 63 sessions reaching over 2,500 executives. These included in-person regional sessions developed in collaboration with federal councils. The sessions continue in 2023-24 and are now largely led by APEX's Advisory Services for Executives (ASE) as a more focused discussion on well-being overall.

In 2022-2023 APEX took steps for positive change in debunking the myths that lifestyle factors have the greatest influence on individual well-being. The evidence shows that work must be seen as a determinant of health. The most powerful points of intervention are leadership behaviour, design of work and ways of working. APEX took measures by:



- Establishing a Deputy Minister forum that meets regularly on the well-being of executives;
- Advocating to senior decision-makers up to and including the President of Treasury Board on [topics of executive well-being and total compensation](#);
- Creating a Researchers' Roundtable, bringing in outside expertise to refresh the findings and sharing insights;
- Briefing the Human Resources Council monthly and milestone follow-up with the Public Service Management Advisory Committee;
- Ensuring access to the findings through sessions, posting survey results on website; and
- Tailoring tools for executives including:
  - **3** [best practice guides and toolkits](#)
  - **6** [professional development sessions](#)
  - **3** [secondary research and think pieces](#)

## 2022-2023 EWHS High-level Findings

The APEX methodology uses advanced epidemiological analyses to examine the web of interlinked factors, including respect, recognition, recovery, and resilience, on both individual and organizational health outcomes.



## Inclusion and Talent Management

In partnership with the Department of National Defence and the Canada School of Public Service, APEX launched two three-year pilot initiatives to support and enhance the development of inclusive leadership skills with 100 new executives and 25 seasoned executives. The pilots are scheduled for review in 2023-24.

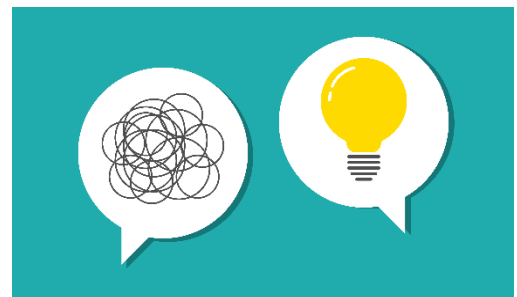
The **Brave Space** initiative is a series of sessions facilitated by seasoned APEX members supporting the development of leadership skills within a culture of inclusion.

The sessions follow a series of leadership themes through the lens of inclusion. The topics evolved throughout the year as the executive gains experience within their home department.

- Self-assessment – self-health and finding balance in life as a new federal public service executive.
- Optimizing the relationship with my supervisor to set the foundation of my executive career.
- Optimizing my place in my team to drive results and address under-performers – storming, norming and performing.
- Am I seen as a boss or a leader and do I leverage differences in the team to deliver results?
- Extending my network beyond my department.
- Bouncing back from setbacks and determining if this role is the right fit.
- Reflection on the year past.

Similarly, the **Mentoring Circles** initiative is made possible thanks to the volunteer efforts of APEX members giving back to the executive community. APEX's ASE provides the pressing topics of interest validated by the mentees, which included:

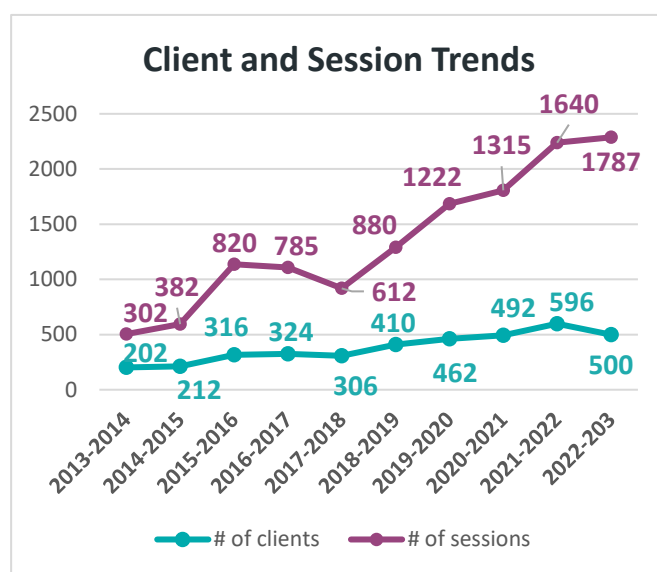
- Self-care
- Dealing with conflict
- Asking for and receiving meaningful feedback
- Considering a career move
- Creating an environment of inclusion
- Finding that mid-career spark
- Managing work relationships from a distance



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 25 mentors and 100 mentees.

## Advisory Services for Executives

Executives should never feel alone! Advisory Services for Executives (ASE) is a confidential, bilingual, and free of charge service 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.



This year, 500 executives accessed the service for the first time, and more than 50 executives continued to use the service on a regular basis from the previous fiscal year. ASE is flexible and responsive to clients' needs.

The increase in total client sessions is representative of the complexity of issues faced by the executive community. ASE helps executives unpack their issues one conversation at a time, undertakes research and helps them prepare for difficult conversations, meetings, or interviews.

In 2022-2023, ASE conducted 1,787 sessions\* with those clients, (compared to 1,640 sessions last year). This speaks volumes in terms of the complexity of issues faced by the executive community and is also a great testament of clients' 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.

*\*A session is typically equivalent to one hour, which can also include time spent on research and review of client documentation.*



*I liked the empathetic and trauma-informed approach that the advisor used during our sessions. After many months of being gaslighted at work, it felt really good to talk to someone who understood what I was going through. Yes, there is a way forward to deal with these types of situations and you are not losing your sanity!*

- ASE Client

ASE's main focus in 2022-2023 was on empowering recently appointed and acting executives with practical tips and strategies to help them navigate difficult and complex issues and feel more equipped to embrace their new role as people-centric leaders.

In addition to [APEX's ongoing learning and programming](#) events targeted at new and aspiring executives, a [comprehensive and holistic practical guide](#) was developed using an inclusive and collaborative approach with key stakeholders and partners. APEX received support from various Heads of Human Resources and departments who integrated the practical guide into their existing onboarding packages for new executives and aspiring leaders including Library and Archives Canada (LAC), Natural Resources Canada (NRCan), Statistics Canada (SC), Environment and Climate Change Canada (ECCC), Innovation, Science and Economic Development Canada (ISED), Canada School of Public Service (CSPS), Parole Board, Public Services and Procurement Canada (PSPC), Department of Agriculture and Agri-Food (AAFC).

In 2023-2024, APEX will continue to explore how it can continue to improve services offered by ASE based on comments received, add more value and continue to be responsive to the needs of feeder groups to the executive cadre and newly appointed executives. To this effect, APEX was extremely proud of its partnership with the National Managers' Community on the development of an [essential guide for aspiring executives](#). The content was designed to suit the broader needs of the middle management community, with a special focus on leadership assessment and readiness for an executive role, as well as tangible tips and advice on how to prepare for competitions at the EX-level.

In addition, ASE developed a comprehensive [Reflections and Best Practices Guide](#) which was shared with more than 2,500 executives across departments via outreach presentations to senior management. ASE also helped shape the content of a few additional APEX initiatives like the Mentoring Circles with 100+ new executives.

ASE leveraged its ongoing relationship with the federal ombuds network to join forces and develop additional strategies and recommendations to present senior management with a way forward, including concrete practical strategies to affect system change and challenge the status quo.

ASE now sits as a permanent observer at their Quarterly meeting of the Organizational Ombuds Council, and is determined to regularly exchange information on trends, systemic issues, best practices and areas of improvement.

ASE will continue to be a strong ally when it comes to APEX overall advocacy and outreach efforts to the Deputy Minister's community and central agencies with respect to people-centric leadership competencies and key leadership attributes required for the future, and ensuring executives are aware of the various supports available to help them on their health and wellness journey.

In 2023-2024, ASE will continue to build knowledge and expertise in the area of psychological health and safety, inclusive leadership, and trauma-informed approaches, and will look at developing new guides for more relevance to the community.



# Professional Development

## APEX Signature Events

The pandemic continued to impact APEX's 2022-2023 professional development program's in-person events. In 2022-2023, a complete transformation to a virtual event platform for all APEX events had benefited executives' ability to access timely and relevant learning opportunities across the country.

This past year, the APEX events program was recalibrated to a more hybrid approach to continue to meet the changing needs of executives who were adapting their leadership within a hybrid environment.

In all, APEX hosted 16 learning events in 2022-2023, with 8,650 total registrations (compared to 3905 in 2021-2022). Participation in many of these events saw the highest ever percentage from outside the NCR, with up to one-third participating from different parts of Canada or abroad.

These include:

- 2022 Summit with 1,160 participants
- 2022 hybrid Induction with over 496 participants (in-person and online)
- Fourteen speaker events with a focus on various topics of importance to executives including:
  - Global Perspectives
  - Mental Health
  - Compensation and Benefits
  - Leadership and Inspiration
  - Diversity and Inclusion



The APEX Summit themed – **Engage, Energize, Elevate** resulted in new records being achieved for the Association:

- National attendance with 1,200 plus Federal Public Service Executives
- 30% regional attendance
- Diverse speakers – various genders, radicalized, persons with disabilities, Indigenous peoples, Anglophones and Francophones, national and international, private sector, not-for-profit, and academia.
- Awards of Excellence Ceremony – with over 50 nominations for 13 Awards



- 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

## 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.

APEX received 52 nominations in 2022. The event featured the Clerk of the Privy Council, Janice Charette, and videos of each award winner and the corporate award sponsor.



*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 CHARETTE, Clerk of the Privy Council and Secretary to Cabinet

## Recognition of Entry into the Executive Ranks

Each Fall, APEX hosts a prestigious ceremony to recognize all new executives in the federal public service. In November 2022, the Recognition of Entry ceremony **The Power of an Opportunity** went hybrid and had over 496 participants (in-person and online) including Deputy Ministers and senior representatives.

The program featured internal keynotes by the Clerk of the Privy Council and Secretary to Cabinet, as well as the Chief Human Resources Officer from Treasury Board of Canada Secretariat, who talked about current context, challenges and opportunities, and words of advice for this cohort of new executives.



Christine Donoghue, Former Chief Human Resources Officer, Treasury Board of Canada Secretariat



Our external keynote featured Kenneth Cukier, an award-winning journalist, book author, Senior Editor at The Economist, and fellow at Oxford's Said Business School, researching Artificial Intelligence. His messaging to new executives was about the importance of framing and reframing issues and adopting inclusive and positive mindsets.

## 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 2022-2023, 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.

In total, \$95,000 in sponsorship funds were generated for Summit 2022 and the Recognition of Entry into the Executive Ranks 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 on the operational delivery of events and the design to further modernize and deliver quality programming for executives.

## Looking Ahead

As we take pride in our achievements, we acknowledge the inevitability of change and evolution in the future of work and embrace our ability to adapt within an ever evolving and dynamic environment. Looking ahead our primary focus remains on transforming APEX into a contemporary, robust, and sustainable organization that fosters executive well-being and excellence.

A crucial priority is aligning our business drivers to foster the delivery of value to the executive community, our partners and stakeholders. To demonstrate this value, it is essential for members to actively engage with our services and offerings. Therefore, we believe that by improving and enhancing our valuable services and products, federal public service executives will recognize the significance of their membership to our Association.

Our commitment to elevating APEX's prominence as an influential voice and thought leader on critical executive issues remains unwavering. This endeavor will continue to be spearheaded through our Centers of Excellence. Another key priority is the ongoing pursuit of sustainable revenue sources, starting with expanding APEX membership. Additionally, we will explore new technologies and partnerships to provide the most comprehensive and inclusive experience for executives. We are confident that these endeavors will bolster APEX's reputation, enhance its credibility and visibility, enable well-informed advocacy, and facilitate the creation and communication of increased value.

Lastly, APEX promises to uphold excellence, provide trusted service, and meet the unique needs of our executive community both collectively and individually.







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



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

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

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