



PROSPECTUS FOR CERTIFICATE PROGRAM
IN **PUBLIC SECTOR LEADERSHIP
AND GOVERNANCE**

MEETING THE NEED FOR PUBLIC SECTOR EXECUTIVE DEVELOPMENT

EFFECTIVE COUNTRIES DEPEND ON QUALITY PUBLIC SERVICE

Please note: We will offer our regular sessions in hybrid form: in person at Odell House (180 Waller Street South), and via Zoom. We encourage attendance in person, unless a participant is ill. Study visits will be in person.

Like all advanced countries, Canada relies on well-designed and competently administered government policies, programs and services for the effective functioning of its economy and society. While politicians decide on the direction and tone of government action, it is public servants who support them in shaping policy and delivering services.

Globalization and population mobility, growing demands for inclusion and declining trust in institutions require public service leaders who can keep Canada in the front ranks of advanced societies. In the Certificate Program in Public Sector Leadership and Governance, we foster in leaders an awareness of this complex and dynamic world and build a mature capacity to learn and adapt despite the daily frenzy.

These and other challenges are occurring while experienced public service leaders continue to retire in high numbers. New leaders need to step up quickly and make sense of today's crises and the longer-term issues that lie beneath the surface. Few senior executives will take up their roles with all the knowledge and skills they need to thrive in this world. Our challenge

is providing an environment in which senior leaders can prepare themselves for the greater responsibilities that come with top public service positions.

THE CERTIFICATE PROGRAM IN PUBLIC SECTOR LEADERSHIP AND GOVERNANCE

This Program is designed to accelerate the development of promising senior public service leaders who need to broaden and deepen if they are to lead effectively.

Each autumn, a Cohort of about 30 participants begins a 20-month journey of learning and discovery at the University of Ottawa's Odell House, home of the Centre on Public Management and Policy and part of the Graduate School of Public and International Affairs within the University of Ottawa's Faculty of Social Sciences. While most participants come from the federal public service, executives from Crown corporations, provincial or municipal public services, or the private sector, will also benefit from the Program, and make the learning experience richer for all.

The Certificate Program has two parts: the first focuses on public sector management and governance, and the second on the world and Canada's place in it. Both parts emphasize leadership and the good use of evidence in shaping advice and action. We also incorporate topics of accelerating importance, such as Technological Change, Indigenous Reconciliation, and Diversity and Inclusion more generally.

The Program concerns itself throughout with the key leadership competencies identified by the federal Treasury Board Secretariat : the ability to create vision and strategy, to mobilize people, uphold integrity and respect; collaborate with partners and stakeholders; achieve results, and promote innovation and guide change. We provide a learning environment in which participants can prepare themselves to assume greater responsibility at the levels of Assistant Deputy Minister or Director-General, or their equivalents.

Our Program is practical, not academic. There are no exams, marks or degrees. What we emphasize is "how things really work." Because this priceless tacit knowledge is seldom written, we



probe it through conversation with exceptional practitioners who generously share what their experience has taught them. We understand that these insights have many different facets, and our sessions offer multiple overlapping perspectives on executive leadership in the public sector. By the end of our twenty months, we find that participants have internalized the crucial principles, in effect, the “accumulated wisdom.”

PROGRAM OBJECTIVES

The Program does not try to perfect the present but instead aims to prepare participants for the future. While many of the Program’s learnings can indeed be applied in current roles, our primary goal is to build sustainable leadership capacity. With this in mind, we do not emphasize tools or techniques but rather seek a broader and more in-depth understanding of the challenges of leading in a future that is fast approaching. Our learning objectives for the Program are to:

- Deepen knowledge of leading thought and practice in the areas of public sector leadership, management and governance, and of Canada in the world;
- Expose leaders to diverse ways of thinking and acting in the increasingly complex environment in which they must operate, through candid dialogue with top practitioners;
- Probe themes such as the good use of evidence and the impact of technological change on governance and leadership;
- Become more aware of current and enduring issues such as indigenous reconciliation and diversity and inclusion more generally, and explore policies and practice that result in positive change;
- Develop each individual’s “leadership practice,” including their capacity for self-directed and group learning, problem-solving, and personal resilience; and
- Connect participants with senior colleagues within the public service and with thought leaders in the broader world, from whom they can continue to learn and exchange in the years ahead.



PROGRAM DESIGN

We take experienced senior managers out of their hectic offices for a day and a half per month and place them in the neutral space of Odell House, a historic restored 19th-century residence, ideally suited for informal discussion (under the “Chatham House rule” intended to encourage direct and candid conversation and ensure confidentiality).

The Program design incorporates cognitive and experiential development through three interwoven learning approaches:

- Senior practitioners and thought leaders in conversation with participants in which personal contact and frank conversations build awareness and expand tacit knowledge;
- Participants in conversations with each other where practical insights from hard-won experience in executive leadership are shared, and;
- Participants in a process of continuous self-reflection that integrates knowledge, consolidates understanding, and deepens and expands self-awareness.

“ Good leadership is not an end state, it is a process and the Certificate Program in Public Sector Leadership and Governance prepares participants to embark on a lifelong process of improving and enhancing their leadership skills. ”

(Cohort VII participant)

Throughout the program, a variety of learning methods are used:

- Readings and reflection on a broad range of topics to expose participants to relevant subject matter and new sources of information;
- Dialogue and debate as participants learn from senior practitioners, thought leaders and each other;
- Experience with the art and practice of effective communication to build confidence in presentation, briefing and discussion at senior levels;
- Carefully targeted travel and first-hand contact with people, cultures and institutions that play an essential role in the world around us;
- Exploration of case studies prepared by participants based on personal career experience and focused on the management issues raised in the Program; and
- Deepening of an individual “leadership practice” (that set of knowledge, experience, ethos and energy that defines them as leaders) through coaching and structured self-reflection.

Perhaps the most important design feature of the Program is sharing the journey with fellow travellers. The group dynamics within each cohort contribute enormously to the overall impact. The different backgrounds, expertise and perspectives which participants bring, as well as the diverse organizations from which they come, and their varied management styles and experience within the public service and elsewhere, become critical sources of mutual learning and support.

Participants gain an invaluable enduring professional asset in the life-long bonds of trust and friendship forged with first-rate colleagues from across the breadth of the system, which will continue long after their graduation to enrich their careers. Odell House supports this through an active Alumni Program.

PROGRAM FORMAT

The Program runs for about 20 months at Odell House and consists of monthly sessions of a day and a half with occasional longer sessions and three study tours.

A. Orientation and Base Camp

We have learned that it is important to orient the participants to the Program, so everyone starts from a common foundation. Thus, the Program’s first event is an Orientation session where participants are welcomed, introduced to each other, briefed on the Program and invited to reflect on and work with the concept of a personal leadership practice as a means to assess and track their development.

Because participants come to the Program with different levels of familiarity with the basics of governance and public management in Canada, a “Base Camp” is offered before participants begin the regular Program. These intensive sessions provide an overview of Parliament, Cabinet, the roles and relations between the federal and provincial/territorial governments, the role of the courts, machinery of government, the policy process, legislation and regulations, setting the fiscal plan, determining expenditure budgets, public accounts and accountability.

B. Program Layout

After Orientation and Base Camp, the Program is organized into two consecutive parts, each of which includes at least seven sessions of a day and a half or two days.

Part One: Public Sector Management and Governance

- We begin with a synthesis of policy intent and sound practice in the fundamental public management areas of people management, financial management, management of





information and technology, operational delivery, values and ethics, and accountability.

- We then broaden our focus to look at governance, including the political context of democratic governance, relations between political figures and senior public servants, the importance of public trust, the impact of the media and social media, the roles of central agencies, federal-provincial/territorial relations, Aboriginal governance in Canada and comparisons with governance in provinces, private sector corporations and not-for-profit organizations.

Part Two: Canada in the World and Sound Use of Evidence

- This part probes the world and Canada's place in it. We explore, in turn, the state of affairs and trends in North America, conditions in Asia, Europe and Latin America, and such multilateral themes as trade, defence, global security, and international development. We focus on deepening awareness of the world, but also on the related roles and opportunities for Canada.
- We also examine the nature of evidence and the practice of risk management in formulating policy and applying legislation, including the interplay of policy analysis, research, public opinion, and political leadership. Applications in the fields of science and regulation, economic and social policy and intelligence are explored.

Throughout the two parts, we keep returning to the crosscutting theme of leadership. Successful leadership has a critical emotional and interpersonal dimension, and we offer coaching, which assists participants to concentrate on areas for improvement. Two opportunities to participate in small group peer coaching will be offered.

C. Study Tours

Complementing our sessions at Odell House are up to three one-week (plus travel time) study tours. One takes us to Washington and New York City (or another major American city) to focus on global issues and institutions, such as the United Nations, the International Monetary Fund and the World Bank, and to visit world-leading think tanks and centres of expertise. Another will be to Vancouver and one or two other Canadian cities such as Victoria, Calgary, Whitehorse or Yellowknife. One or two regular sessions may be held in locations such as Toronto, Kitchener-Waterloo or Montreal to facilitate access to exceptional presenters. If circumstances permit, a third study visit will be to London and another European capital to explore governance and public management practices and the civil service in the UK and another European country.

D. Wrap up

The program concludes with two final sessions designed to review and consolidate the learnings of the Program, from all parts of the Program, including the coaching, and reflections on the participants' developing leadership practices.



LEADERSHIP PRACTICE

Our thinking is that no one model of leadership is inherently better than another, that effective leaders draw on many sources of strength, and that preparation for greater responsibility necessarily includes developing abilities across a broad front.

The Program emphasizes participants personal development as leaders. We use what we call the “Leadership Practice Framework” to organize this aspect of our work. Over the arc of a career, leaders acquire varied experience, develop knowledge and skills, and deepen their belief in public service. In time, this repertoire comes to define their identity as a leader. It shapes their character and becomes their style, and it determines how they lead and manage. We call this a leadership practice. It is a personal, professional asset that is unique to an individual leader. We provide both structured and informal opportunities for participants to grow their practice so that it can support them in positions of greater responsibility.

Our Leadership Practice Framework has four dimensions: experience, competence, ethos and energy. Each of these has a number of different elements, and the complete framework consists of 16 different ways to describe someone’s unique approach to leadership. The frame is flexible and dynamic, and one of the first tasks for participants is to validate or adjust it. When a good fit is established, participants are asked to use the framework and assess their progress at the start, middle and end of the Program. Participants are encouraged to seek validation from trusted observers for their self-assessments, and Program staff provide confidential feedback. In this way, we can see where development is happening, provide assurance that the Program is achieving its desired results, and confirm that leadership capacity is being enhanced.

PROGRAM REQUIREMENTS

The Program is designed to inspire and develop exceptional mid-career public service executives or executives from other sectors to take on expanded leadership roles in the future. We believe that effective leaders are continuous learners, and we expect them to be actively engaged throughout their time with us to:

- Prepare “leadership practice” self-assessments at the beginning, middle, and at the end of the Program;
- Completing assigned readings, and reflect in advance on thoughtful questions;
- Attend and participate actively in the sessions and the study tours;
- Share responsibility for reporting on and distilling lessons from the study tours, and;





- Present and discuss a case study or equivalent assignment on an agreed-on topic.

We understand that participants have many professional, domestic and personal demands on their time and attention. Still, we believe that proper time management is the hallmark of an effective leader who can arrange their time commitments to take full advantage of the learning investment that has been made in them.

The Program requires participation in:

- Orientation and Base-Camp (at least 7 days);
- At least seven regular sessions for both 10-month parts of the Program (usually one and a half days each in duration). This totals at least 25 days.

- Up to three one-week study tours (plus travel time) – up to 15 days in total.
- About one additional day per month for reading and assignments.

Participants and presenters are encouraged to present and discuss freely in either English or French. Accordingly, participants are expected to be comfortable in both official languages.

The Program culminates in a Certificate conferred by the Faculty of Social Sciences. It does not result in formal academic credits.

// The program gave me enormous confidence...and heightened my sense of curiosity – it allowed me to think about completely different issues than what I was used to dealing with. //

(Cohort IV participant)



PROGRAM STAFF



Natasha Rascanin – Natasha joined the University of Ottawa Centre on Public Management and Policy in 2021, after more than thirty years in the federal public service where she held progressively more senior positions within the Department of Finance, Canada Border Services Agency, the Privy Council Office (Intergovernmental Affairs), and Infrastructure Canada. Natasha finished her public service career as the Assistant Deputy Minister for Transformation at Transport Canada, where she led the internal modernization of the department, as well as the horizontal Oceans Protection Plan, with a strong focus on Indigenous reconciliation. She brings a proven track record of team building as well as mentoring and coaching individuals



James Lahey – Jim has been a Visiting Research Professor and Director of the Centre on Public Management and Policy at the University of Ottawa since 2009. From 1973 until early 2009, Jim worked in the federal public service. Over his last ten years in government, Jim served successively as Associate Deputy Minister in Human Resources Development Canada, Associate Secretary in the Treasury Board Secretariat, Associate Deputy Minister in Indian and Northern Affairs, and Deputy Secretary to the Cabinet (Public Service Renewal) in the Privy Council Office.



Simon Larivée-Boisvert – Simon Larivée-Boisvert is the Administrative Coordinator at the Centre on Public Management and Policy. He previously worked as an Academic Labour Relations Agent at the Office of the Associate Vice-President, Faculty Affairs at the University of Ottawa. Simon holds a Joint Honours BSocSc in Public Administration and Political Science.



David Henley – David has been a Senior Fellow at the Centre on Public Management and Policy since late 2017. He spent over 30 years with the federal public service and served as a Director General in a number of diverse functions ranging from Executive Development to Communications to Corporate Management. A graduate of the London School of Economics, David also spent 8 years with the Government of Saskatchewan.



William Pullen – William is an expert in public sector human and organization development. Over a period of twenty-five years he has designed, delivered and evaluated leadership and professional development programs in the Canadian government, and for the governments of Saskatchewan, Ontario and New Brunswick. He has taught graduate courses in Advanced Organizational Behaviour, Organizational Leadership, and Organizational Change at Queen's and Carleton Universities and holds professional credentials in Human Performance Technology (CPT) and Human Capital Strategies (MHCS).

PROGRAM RESOURCES

The Program invites distinguished current and former senior federal officials and other experts to address the participants. We also call on professors and senior fellows associated with the University of Ottawa's Graduate School of Public and International Affairs (GSPIA), and other parts of the University.

The Certificate Program is based at Odell House, a restored nineteenth century residence located at 180 Waller Street South, close to the Rideau Canal in downtown Ottawa.

The Program maintains a dedicated website where participants can access Program agendas and presentations, as well as reading materials and other resources.

// The course allowed me to become more resilient, strategic and deliberate. There was a richness and diversity of perspective, and I became more comfortable in making the best decisions possible with the information available at the time. //

(Cohort IX participant)



ODELL HOUSE

Odell House, a restored 19th century residence, is home to the University of Ottawa's Centre on Public Management and Policy, part of the Graduate School of Public and International Affairs. The Centre offers professional development programs, undertakes research and fosters candid conversations focused on improving public management in Canada.

Centre on Public Management and Policy
www.cpmp.uOttawa.ca