



Canada School
of Public Service

École de la fonction
publique du Canada

CANADA SCHOOL
OF PUBLIC SERVICE

ÉCOLE DE LA FONCTION
PUBLIQUE DU CANADA

LEADERSHIP DEVELOPMENT OPPORTUNITIES
Reference Guide 2006-2007

INTEGRATED APPROACH TO INDIVIDUAL LEADERSHIP DEVELOPMENT ACROSS THE PUBLIC SERVICE

The CSPS Learning Strategy

The Clerk of the Privy Council, as Head of the Public Service, has launched a strategy to renew the public service to achieve excellence in making a difference for Canadians in the future. This strategy involves a focussed approach that includes clarity of roles, responsibility and accountability, fostering a culture of teamwork, leadership and a commitment to renewal, and the capacity to think and plan for Canada's future.

The Canada School of Public Service plays a vital role in the strategy to renew the public service, as it supports departments in delivering the Government of Canada's *Learning, Training and Development Policy*.

The strategic outcome of the School's mandate is a strong, innovative public service represented by strong organizational leadership and skilled and well-trained individuals. Organizational leadership requires departmental learning strategies that better leverage individual knowledge, manage change and deliver results for Canadians. Individual learning aims to have public servants able to perform in their current job, take on the challenges of their next job, and become skilled in leading change.

To achieve this outcome, the School focuses on three core priorities:

- Ensuring public service management priorities are directly supported by learning opportunities;
- Being the provider of leadership development for the public service;
- Accelerating knowledge transfer on best practices in public sector management for the public service.

The CSPS Leadership Strategy

In the area of leadership, the School is investing in new programs, changing existing ones, and building partnerships with other learning providers (both in Canada and abroad) in order to create a more integrated and complete system that provides Deputy Ministers and their senior managers with better choices in meeting the leadership development and succession planning in their organizations.

This approach provides individual learning solutions for managers and executives at all levels and responds to seven key leadership development needs.

- To provide a **foundation of the basic knowledge** leaders need to succeed upon promotion;
- To **accelerate the development** of high-potential individuals at all levels;
- To fill the specific needs to **strengthen specific aspects of their leadership and management capacity**;
- To **increase knowledge on policy and management issues** important to the public service through various research and learning events open to all;
- To **develop leadership capacity while increasing awareness of international perspectives** and management practices in other countries;
- To **advance leadership through academic study** linked to the strategic objectives of departments; and
- To **better support new entrants to the public service** that are either high-level executives or high-potential new recruits

This Reference Guide provides an overview of the current learning solutions and opportunities available to Deputy Ministers to support the leadership development of managers and executives at all levels within their organization. It includes, among other information, short descriptions, target audience, deadlines for nominations, locations and dates of offerings, and price.

For more information

Please consult your 2006-2007 Catalogue or the School Web site at:

www.mySCHOOL-monECOLE.gc.ca

Client Contact Centre

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LEADERSHIP DEVELOPMENT OPPORTUNITIES

Targeted Learning Audience and Leadership Need



Senior Leaders

Senior Managers

Managers

COURSE/EVENT								LEADERSHIP NEED
	ADM	EX03	EX02	EX01	EXM1	EXM2	OTHER	
Orientation and Delegated Authorities for ADMs (G221)								To provide a foundation of the basic knowledge leaders need to succeed upon promotion
Essentials of Executive Management (G127)								
The Essentials of Managing in the Public Service for New Executives (G126)								
The Essentials of Managing (G110)								
The Essentials of Supervising in the Public Service (G124)								
Orientation for Departmental Assistants								To accelerate the development of high-potential individuals at all levels
Orientation for Senior Exempt Staff								
EX-Orientation (G202)								
Accelerated Executive Leadership Development Program								To fill the specific needs to strengthen specific aspects of their leadership and management capacity
Living Leadership: The Executive Excellence Program (G108) •								
Direrion •								
Management Trainee Program								
Leading Transitions (S208)								To increase knowledge on policy and management issues important to the public service through various research and learning events open to all
Reinvent Your Leadership (L102)								
The Courage to Lead (L109)								
Leadership Reflection and Action (G305)								
Leading Policy (G106)								
Mikawiwini: Leadership and Aboriginal Affairs (S114)								To develop leadership capacity while increasing awareness of international perspectives and management practices in other countries;
Leading for Results (G306)								
Leading a Diverse Workforce (D103)								
Leading Scientific Teams (G100)								
The Art of Coaching (L107)								To advance leadership through academic study linked to the strategic objectives of departments
Leading Strategically: Shaping the Future of a Modernized Public Service (P113)								
Values and Ethics in Public Sector Governance (D102)								
Diversity: Vision and Action (G114)								
Aboriginal Issues and Self-Government (S113)								
Seminars, Dialogues, Armchairs and Other events								To better support new entrants to the public service that are either high-level executives or high-potential new recruits
Top Management Program (U.K. National School of Government) •								
Advanced Leadership Program (U.K. National School of Government) •								
Leadership Foundations (U.K. National School of Government) •								
Leadership for a Democratic Society (U.S. Government Federal Executive Institute) •								
CSPS Visiting Fellows Program •								
Federal Public Servants-in-Residence Program •								
Fulbright-Mid-Career Professional Award •								To better support new entrants to the public service that are either high-level executives or high-potential new recruits
Bridging to the Public Service for Senior Level New Entrants								
Supplementary Orientation Program for High-Potential New Recruits								

• Requires Deputy Minister Nomination (space is limited - applications may have to be prioritized by CSPS)

FOUNDATIONS AND BASIC KNOWLEDGE

Orientation and Delegated Authorities for Assistant Deputy Ministers (G221)

2 day course

No charge for required learners *

\$1,150 for other learners

This program is designed to strengthen ADMs' strategic leadership capabilities and develop best practices to model exemplary behaviour. It will cover participants' roles in the government's strategic management agenda, key relationships, and a vision for the future. Participants will also receive key information to ensure they have the necessary knowledge to exercise their delegated signing authorities. The course includes a follow-up online assessment of knowledge of delegated authorities.

Essentials of Executive Management (G127)

2 day course

No charge for required learners *

\$1,150 for other learners

This course will provide participants with essential government-specific knowledge to competently exercise delegated authority in financial management, procurement, human resources and government information. Participants will have opportunities to deepen their understanding of legal, regulatory and political priorities including values and ethics and influencing decision-making at the executive level. This course reinforces sound management practices and high organizational performance. The course includes a follow-up online assessment of knowledge of delegated authorities.

The Essentials of Managing in the Public Service for New Executives (G126)

5 day course

No charge for required learners *

\$1,650 for other learners

This course will provide participants with essential government-specific knowledge to competently exercise delegated authority in financial management, procurement, human resources and government information. Participants will have opportunities to deepen their understanding of legal, regulatory and political priorities including values and ethics, and influencing decision-making at the executive level. This course reinforces sound management practices and high organizational performance. The course includes a follow-up online assessment of knowledge of delegated authorities.

The Essentials of Managing in the Public Service (G110)

5 day course

No charge for required learners *

\$1,650 for other learners

This unique five day course will provide participants with essential government-specific knowledge to exercise delegated authority competently in managing finances, procurement, human resources and government information. Participants will have opportunities to develop or deepen their understanding of the legal, regulatory and political priorities including values and ethics, influencing their decision-making process at the managerial level, on a daily basis. Based on the Management Accountability Framework (MAF), this course reinforces sound management practices and high organizational performance. The course includes a follow-up online assessment of knowledge of delegated authorities.

Essentials of Supervising in the Public Service (G124)

3 day course

No charge for required learners *

\$1,050 for other learners

As part of the new learning strategy, the School has developed training for newly appointed public service supervisors, to provide knowledge, insights and strategies for the implementation of modern and accountable management practices. The *Essentials of Supervising in the Public Service* course was designed to provide an overview of the procedures, policies, laws and other statutory instruments that govern activities and behaviours of public service supervisors.

By the end of the course, participants will be introduced to their individual and corporate roles, responsibilities, obligations and accountabilities. Armed with an over-arching awareness of the policies, rules and procedures that govern public service activities and behaviours, supervisors will not only be equipped to fulfill their duties, but will also be able to apply appropriate tools and strategies to manage risk and address or prevent problems.

Orientation for Departmental Assistants

1 day course

No charge

The session will prepare Departmental Assistants to better support their Minister and Deputy Minister by providing an opportunity to strengthen their knowledge on accountabilities and roles related to their new responsibilities, to network and build personal relationships, and to share best practices and lessons learned from current and ex-Departmental Assistants as well as current Deputy Ministers. This course is held only occasionally, about once a year.

Orientation for Senior Exempt Staff

1 day course

No charge

The session will prepare Exempt Staff to better support their Ministers and the government by providing an opportunity to strengthen their knowledge on accountabilities and the roles related to their new responsibilities. The session provides an opportunity to share best practices and lessons learned from ex-staff members as well as ex-Ministers. This course is held only occasionally, about once a year.

* Public service employees required to participate according to the Directive on the Administration of Required Training.

FOUNDATIONS AND BASIC KNOWLEDGE (CONT.)

EX-Orientation (G202)

3 day course
\$1,795

This course has participants reflect on their role as leaders in a constantly evolving context. This role will then be redefined in terms of new strategic and corporate expectations. The course provides a brief overview of the machinery of government, government priorities and tools to support leaders.

ACCELERATING LEADERSHIP DEVELOPMENT

Accelerated Executive Leadership Development Program (AEXDP)

4 year program

Centralized funding based on selection process

AEXDP focuses on the development and career advancement of executives who have shown that they have the potential to become Assistant Deputy Ministers. The Program consists of two complementary aspects that are characterized by a firm and consistent commitment to Action Learning. The first aspect deals with developmental assignments while the second is adapted to the needs and the strengths of the participants and it ties together various learning mechanisms and development tools to produce the cycle of action, reflection, learning and practice. AEXDP's participants are selected through a rigorous selection process initiated and managed by the Public Service Human Resources Management Agency of Canada (PSHRMAC).

AEXDP is offered in partnership with The Leadership Network of PSHRMAC. CSPS is responsible for the Educational Component of the Program.

Living Leadership: The Executive Excellence Program (G108)

40 day program over a period of 18 months
\$22,000

An advanced, strategic, comprehensive leadership program that focuses on the skills required to produce high performance, innovative, citizen-centred service, integrated horizontal policy, and create learning organizations. Throughout the program, participants will experience a wide range of innovative learning techniques, including customized workshops, site visits, action learning groups and one on one coaching sessions that have been designed to meet the specific needs of their participant group.

**Deadline for nominations by Deputy Heads:
October 30, 2006**

Direxion

6 week program over an 18-month period
\$22,000

A complete leadership development program that prepares aspiring executives and managers to work with new ways of thinking and respond with flexibility, creativity and ethics to the needs of organizations in change. It is an indispensable tool for organizations investing in succession planning for their leadership cadre. Experiential and interactive, Direxion offers the opportunity to develop through action the leadership competencies that are both useful and sought after by organizations committed to a modernization process. As a result of this program, participants will make great contributions as leaders in public service.

Next deadline for applications October 30, 2006

Direxion is also the Educational Component of the Career Assignment Program (CAP), an accelerated leadership development program offered in partnership with The Leadership Network of PSHRMAC. CSPS is responsible for the Educational Component of CAP.

Management Trainee Program (MTP)

24 to 36 month program

Centralized funding based on selection process

The Management Trainee Program (MTP) focuses on the development of bilingual entry-level candidates who have demonstrated their potential to become managers and future leaders through a rigorous selection process launched and managed by the Public Service Human Resources Management Agency of Canada.

MTP develops leadership competencies through a diversity of experiences gained from rotational assignments, self-learning, action learning groups and an educational component managed by the Canada School of Public Service. The MTP Educational Component is intended to provide a flexible, innovative approach to personal and organizational learning. It provides challenges, structures and support to enable future leaders to build a personal culture and practice of learning, doing and teaching, which are fundamental building blocks of the learning organization.

MTP is offered in partnership with The Leadership Network of PSHRMAC. CSPS is responsible for the Educational Component of the Program.

STRENGTHENING LEADERSHIP AND MANAGEMENT CAPACITY

Leading Transitions (S208)

5 day course
\$5,900

This course explores the human dimension of the leadership challenges created by change. Leading transitions effectively requires an understanding of the reactions, feelings and behaviours that change provokes. Participants receive 360° feedback on their personal leadership style and data on their preferences in areas related to managing transitions. A one-on-one session with a certified facilitator helps pinpoint concrete actions toward a personal development plan.

Reinvent Your Leadership: Coaching for Designing a Powerful Future (L102)

4 day course
\$3,800

This course offers simple, powerful tools to overcome obstacles to achieving results. The interpretations we carry with us and how we behave in a situation often block us from taking action to achieve results. Coaching helps individuals uncover underlying interpretations by observing, listening and using language in ways that reveal new possibilities. Greater individual awareness and competency translate into results for projects, teams and organizations.

Part I of this course is a 3 day session. Part II is a 1 day session approximately one month after Part I.

The Courage to Lead (L109)

3 day course
\$1900

The Courage to Lead helps public service leaders face an increasingly dynamic and complex environment. The premise of the course is that executives and senior managers that have a greater self-awareness of who they are as leaders and their impact on their organizations are better equipped to navigate all challenges, crossroads and decision-making points.

Leadership Reflection and Action (G305)

5 day course
\$2,750

A comprehensive, interactive course aimed at developing the practice of leadership so that executives and managers can achieve their goals more effectively. Participants explore emotional intelligence and, through a one-on-one session with a certified facilitator, identify concrete actions to enhance leadership skills. Since its debut in 2000, over 1500 managers and executives have taken the program.

This course is also delivered in joint offerings with participants from the Republic of Ireland.

Leading Policy (G106)

5 1/2 day course
\$4,400

Senior managers working in a policy capacity or operational role face unique leadership challenges. A site visit to an organization that has demonstrated policy leadership gives participants the chance to see policy in action and to discuss current issues with key players. Participants also contribute to resolving actual policy issues.

The structure of this course is a 1/2 day orientation session, a 1 or 2 day site visit, and 4 days in the classroom.

Mikawiwin: Leadership and Aboriginal Affairs (S114)

4 day course
\$3,000

This transformational leadership development experience – engaging the mental, spiritual, emotional and physical dimensions of growth – offers managers a comprehensive appreciation of Aboriginal affairs, grounded in a policy, planning and decision-making framework. Mikawiwin helps managers make policy that works in a public service context, combining a holistic cross-cultural and principle-centred leadership approach with traditional teachings and the wisdom of Elders.

Leading for Results (G306)

3 day course
\$1,645

This program follows the theories and the concept of the Servant Leader, developed by Robert K. Greenleaf. During the course, participants will explore this philosophy and its place in the Public Service of Canada. This concept will be studied to develop personal and interpersonal leadership masteries. Participants will gain an enhanced understanding of their leadership journey.

This course is also delivered in joint offerings with participants from Sweden.

Leading a Diverse Workforce (D103)

2 day course
\$795

With recent federal government initiatives such as the *Public Service Modernization Act* and the identification of Key Leadership Competencies for the Federal Public Service (FPS), and with the increasing diversity of Canada's population, supervisors are being called upon to examine the way they are managing people and diversity. Leading a Diverse Workforce will provide supervisors with a better understanding of the importance of leveraging the differences employees bring to the workplace in order to advance individual and organizational excellence. Supervisors will also explore strategies for creating inclusive environments in which employees understand, value and respect each others' differences.

STRENGTHENING LEADERSHIP AND MANAGEMENT CAPACITY (CONT.)

<p>Leading Scientific Teams (G100)</p> <p>3 day course \$2,000</p>	<p>An experiential, interactive program that will help managers understand and develop the leadership competencies required in the federal science and technology (S&T) work environment. Through the use of self-assessment instruments and 360° feedback, as well as customized learning exercises, participants will become more aware of their own approach to leadership and its impact.</p>
<p>The Art of Coaching: Developing Practical Competence in Coaching and Leadership (L107)</p> <p>3 day course \$2,700</p>	<p>One of four courses in the Leadership Coaching Program, this workshop is for managers who want to inspire deeper levels of commitment in employees at all levels by developing practical coaching skills and abilities. Participants receive a thorough grounding in the essential elements of coaching and immerse themselves in the practice of coaching, in both structured learning settings and natural opportunities in workplace settings.</p>
<p>Leading Strategically: Shaping the Future of a Modernized Public Service (P113)</p> <p>3 day course \$1,645</p>	<p>The course is intended for managers who are interested in leading change strategically within the new parameters of a modern public service and the related complexities and challenges of renewal, reform and culture change. The course uses a blended learning approach that supports the development of all four key public service leadership competencies: Values and Ethics, Strategic Thinking, Engagement and Excellence Management. It also supports the application of a continuous learning-based strategic leadership model and a strategic planning process that can be applied to any workplace change initiative.</p>
<p>Values and Ethics in Public Sector Governance (D102)</p> <p>2 day course \$795</p>	<p>This course provides a blended learning approach that explores the practices of exemplary leadership founded on public service values and ethics. It is grounded in a policy-planning and decision-making framework, and provides hands-on connections to help managers make decisions that integrate values and ethics in day-to-day activities.</p>
<p>Diversity: Vision and Action (G114)</p> <p>2 day course \$795</p>	<p>This course provides a blended learning approach that focuses on the concept of diversity and its leadership in a personal, interpersonal and organizational context. It provides hands-on learning connections that help managers craft a diversity leadership vision and action plan to bring employment equity and diversity strategies to life.</p>
<p>Aboriginal Issues and Self-Government (S113)</p> <p>2 day course \$1,500</p>	<p>This interactive course is designed to expand participants' knowledge about Aboriginal Peoples, self-government and community development issues, and to help them understand the past and emerging authority, accountability and responsibility of governments at all levels in shaping Canada's relationship with Aboriginal peoples.</p>

INCREASING KNOWLEDGE ON POLICY AND MANAGEMENT ISSUES

Seminars, Dialogues, Armchairs and Other Events

From 1 hour to 2 days

Prices vary

CSPS offers a range of dialogues, seminars, armchair discussions and other events meant to help public servants increase their knowledge of the often highly complex policy and management issues shaping government priorities and directions. These events provide opportunities for timely interaction with leading thinkers and experts, both within and outside of government, and for colleagues to share information and ideas with one another in informal settings.

The **Manion Lecture** is the flagship annual event hosted by CSPS, for which an outstanding Canadian or international thinker or leader is invited to speak. The Manion Lecture addresses pressing public policy and public management issues that affect the professional roles and responsibilities of public servants in a way that challenges orthodoxies, speaks to the future, and broadens the horizons of federal public servants and Canadian academics.

ADM Seminars are learning events that bring together between 15-20 ADMs in a safe-space environment to hear presentations and engage in dialogue with recognized experts from both Canada and abroad on issues of public policy importance. They take place approximately every 6 weeks.

EX Forum is presented in collaboration with the Association of Professional Executives of the Public Service of Canada – APEX – and offers public service executives an opportunity to engage in open and frank discussion on important issues of the day with subject matter experts and opinion leaders. A series of informal debates, the EX Forum brings together 25-30 executives in a confidential environment.

From September to June, the School's weekly **Armchair Discussions** explore a wide range of issues and topics of interest to public servants from all levels and feature keynote speakers from the public and private sectors, as well as academia, in presentation and moderated discussion formats.

The annual **Leadership Conference** features two days of plenary sessions and interactive workshops which explore and address issues and trends in leadership and modern management with leading voices from Canada and abroad.

The annual **University Seminar** (USEM), hosted by the Canada School of Public Service, provides an opportunity for senior public servants to engage leading academics from across Canada on key policy and governance challenges facing the public service. By bringing practitioners together with academics from management, public and business administration as well as political science faculties, USEM promotes innovative thinking on how to address both enduring and emerging issues facing the bureaucracy.

INCREASING AWARENESS OF INTERNATIONAL PERSPECTIVES

Note that these programs are offered on a pilot basis through partnerships with the United States and United Kingdom governments.

Requires Deputy Minister Nomination (space is limited - applications may have to be prioritized by CSPS)

Top Management Programme (U.K. National School of Government)

20 days over 4 separate weeks
or 2 separate 2 week sessions

**Deadline for nominations by Deputy Heads:
November 30, 2006**

The Top Management Programme uses a very wide variety of activities to ensure participants get the best learning experience possible. The programme actively draws on the vast array of skills and experience that participants bring with them. Many of the participants have done difficult jobs in the public eye - and from experience, the most profound learning can often come from sharing insights with other leaders.

Participants have the opportunity to learn by doing - acting in "consultancy mode" during live case studies in which they gain unique access to an organisation, talk to staff at all levels and gain insight into key operational and strategic challenges the business faces. Participants generally provide feedback to the case study host at board level. The programme also contains a few carefully crafted simulations which provide a safe place to hone personal skills. Participants will also hear top speakers relate the story of their own leadership journeys.

The Canada School of Public Service has negotiated a limited number of seats on this course on a pilot basis with the U.K National School of Government.

INCREASING AWARENESS OF INTERNATIONAL PERSPECTIVES (CONT.)

Advanced Leadership Programme (U.K. National School of Government)

13 days over 9 months

**Deadline for nominations by Deputy Heads:
November 30, 2006**

The Advanced Leadership Programme allows participants to step back from the everyday pressures and rethink their approach to leadership while gaining powerful new personal and organizational perspectives. Participants will take back new tools and techniques and new behaviours that significantly increase their effectiveness as a leader.

The programme provides grounding in the United Kingdom Senior Civil Service and explores themes such as: Why leaders have impact, leaders and their teams, generating and sustaining organizational culture, delivery from the citizen's point of view, and setting purpose and direction and developing the right strategy.

Participants get access to a wide selection of speakers from different backgrounds with varying views on leadership, and are supported throughout the programme through coaching, peer support, mentoring, and learning from each other in action learning sets.

The Canada School of Public Service has negotiated a limited number of seats on this course on a pilot basis for Canadian executives working in Europe.

Leadership Foundations (U.K. National School of Government)

5 day program

**Deadline for nominations by Deputy Heads:
November 30, 2006**

The Senior Civil Service Leadership Foundation Programme (SLFP) aims to support leaders at this important transition stage when many new leaders to the Senior Civil Service are taking on their first corporate leadership role. Recommended timing of attendance is 3-6 months into the role and generally, participants should have no more than 12 months experience at this level.

The overall goal of the programme is to enable participants to enhance their personal development as leaders thereby contributing to the collective leadership capability of the organization, set their new roles and responsibilities in a corporate context, aligning their objectives with the strategic direction of the employing organization, reflect on the essential ingredients of leadership, evaluate and enhance their own approach to leadership and begin the process of becoming the leader they want to be, and develop a foundation for their continuing personal and career development.

The programme offers a mix of theory, discussion, presentation, and time to share ideas and experiences with people at the same point in their career and with experienced practitioners.

The Canada School of Public Service has negotiated a limited number of seats on this course on a pilot basis with the U.K National School of Government.

Leadership for a Democratic Society (U.S. Govt Federal Executive Institute)

28 day course

**Deadline for nominations by Deputy Heads:
November 30, 2006**

Based on a partnership, this four-week program brings together managers and executives from 25 to 30 USA domestic and defence agencies for a unique, residential learning experience. The objective is to help agencies in the development of their career executive corps, linking individual development to improved agency performance.

The themes of the Federal Executive Institute (FEI)'s Leadership for a Democratic Society (LDS) program reflect and enhance the common culture of senior USA Federal executives. Personal leadership, organizational transformation, policy, and global perspectives components support an overarching emphasis on the USA government's constitutional framework.

At FEI, executives explore and build their knowledge and skills in personal leadership, transforming public organizations, the policy framework in which Government leadership occurs, and the global context of both U.S. and international trends and events that shape the USA Government's arena and agenda for action.

The Canada School of Public Service has negotiated with the Federal Executive Institute, a limited number of seats on this course on a pilot basis.

ADVANCING LEADERSHIP THROUGH ACADEMIC STUDY

Requires Deputy Minister Nomination (space is limited - applications may have to be prioritized by CSPS)

CSPS Visiting Fellows Program

6 months to 2 years in duration

Home departments pay salary. CSPS contributes a research allowance.

The Visiting Fellows program provides opportunities for experienced practitioners, from the public or private sectors, to use and develop their expertise in a learning milieu. As full participants in School life, visiting fellows to CSPS can teach, advise School executives and specialists, conduct research and participate in learning events. Visiting fellows can shape a rich experience at the School with boundless opportunities to engage public servants of all levels and from different domains, and in doing so can make a meaningful contribution to the knowledge base of the public service leadership community by bringing new ideas, lessons learned and best practices.

Federal Public Servants-in-Residence Program

1 to 2 year program

Sponsoring departments are responsible for paying the salaries, benefits and moving costs of successful applicants, while the host school or program will provide administrative, technical and research support, and office space.

The Federal Public Servants in Residents Program places executives in Canadian universities for conducting research and/or teaching linked to the strategic objectives of sponsoring departments and the broader public service.

The program provides public servants with the unique opportunity to build robust relationships with Canadian universities in fields related to public management and public administration. Apart from research and/or teaching duties, participants are expected to be active members within the academic communities that they join, and thus may be asked to deliver lectures, collaborate with faculty members on research projects, and be available to consult with students.

Deadline for application to CSPS: February 28, 2007

Fulbright-Mid-Career Professional Award

1 year program

For cost details, please consult the CSPS

Deadline for application to CSPS: October 30, 2006

The Fulbright Mid-Career Professional Award provides Government of Canada executives with a unique opportunity for engaging with the most influential thinkers of the day within richly creative settings at major American academic institutions. This program is part of a larger effort to ensure that the public service has the leadership it needs to achieve success for Canadians in its most important international relationships.

Participants have considerable scope to shape their Fulbright experience, whether proposing to conduct directed research or to pursue a more conventional higher learning credit based program. Upon returning from the program, participants are expected to share their experience with the broader public service, by participating in a CSPS learning event, for example.

SUPPORTING NEW ENTRANTS TO THE PUBLIC SERVICE

Bridging to the Public Service: Program for Senior Level New Entrants

Duration TBD

This new program is being designed to serve new entrants at the EX-03 to Deputy Minister levels, including participants on Interchange Canada, which supplements the foundational knowledge provided by regular orientation programs for executives and senior leaders. The Bridging to the Public Service Program will offer additional support through small group sessions and one-on-one advice, to provide early learning and community building opportunities, and assist new entrants in making the transition from outside to inside the public service.

FOUNDATIONS AND BASIC KNOWLEDGE**2007**

JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
Orientation and Delegated Authorities for ADMs								
30-31 NCR (B)				14-15 NCR (B)				
Essentials of Executive Management								
10-11 NCR (E)		25-26 NCR (E)			06-07 NCR (E)		08-09 NCR (E)	
The Essentials of Managing in the Public Service for New Executives								
11-15 NCR (E)		16-20 NCR (E)		20-24 Winnipeg (E)		11-15 Moncton (B)	15-19 NCR (F)	12-16 NCR (E)
18-22 NCR (F)		23-27 Toronto (E)		27-01 Dec NCR(E)		22-26 NCR (E)	05-09 Vanc (E) 19-23 Mont (F)	
The Essentials of Managing								
Several offerings per month in both official languages in regions and the NCR. Please visit our website for details.								
Essentials of Supervising in the Public Service								
Several offerings per month in both official languages in regions and the NCR. Please visit our website for details.								
Orientation for Departmental Assistants								
Upon invitation by the CSPA President								
Orientation for Senior Exempt Staff								
Upon invitation by the CSPA President								
EX-Orientation								
11-13 NCR (E)			27-29 NCR (F)			26-28 NCR (E)		

ACCELERATING LEADERSHIP DEVELOPMENT**Accelerated Executive Leadership Development Program (AEXDP)**

Contact the Public Service Human Resources Management Agency of Canada
for details regarding participant selection and dates

Living Leadership: The Executive Excellence Program •

Next offering starts January 22, 2007
Deadline for nominations by Deputy Heads: October 30, 2006

Direxion •

8 Offerings per year. Applications (with letter of recommendation) will be considered on a space-available basis starting in April of each year. Next deadline October 30, 2006

Management Trainee Program (MTP)

For information, please contact the School's Client Contact Centre

• Requires Deputy Minister Nomination (space is limited - applications may have to be prioritized by CSPA)

STRENGTHENING LEADERSHIP AND MANAGEMENT CAPACITY

2007

JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
Leading Transitions								
			02-06 NCR (E) 30-03 Nov NCR (F)	06-10 NCR (E) 27-01 Dec NCR (E)		22-26 NCR (E)	12-16 NCR (F)	19-23 NCR (E)
Reinvent Your Leadership: Coaching for Designing a Powerful Future								
			23-25 NCR (E)			29-31 NCR (F)	20-22 NCR (E)	
The Courage to Lead								
			23-25 NCR (E)		12-14 NCR (F)		06-08 NCR (E)	06-08 NCR (B) 13-15 NCR (E)
(Additional offerings in May and June 2007. Please consult our website for details)								
Leadership Reflection and Action								
		11-15 NCR (E) 18-22 NCR (F)	16-20 NCR (E)	20-24 NCR (F)	11-15 NCR (E)	08-12 NCR (F) 29-02 Feb NCR (E)		05-09 NCR (E) 26-30 NCR (F)
Leading Policy								
			06-17 Nov NCR (E)			12-01 Feb NCR (F)	26-22 Mar NCR (E)	
(Additional offering in May-June 2007. Please consult our website for details)								
Mikawiwini: Leadership and Aboriginal Affairs								
		11-14 Memramcook (E) 25-28 Saint-Donat (F)						
Leading for Results								
		11-13 NCR (E)* 25-27 NCR (E)*	31-02 Nov Moncton (B)	14-16 NCR (E)	05-07 Toronto (E)	16-18 Vanc. (E) 22-24 NCR (E) 29-31 Whitehorse (E)	12-14 NCR (F)	28-30 NCR (E)
*International Executive Leading for Results with Swedish Government								
Leading a Diverse Workforce								
		14-15 NCR (E) 20-21 Halifax (E)	11-12 Calg (E) 16-17 NCR (E)	08-09 Winn (E) 20-21 NCR (E)	06-07 Montreal (F) 14-15 NCR (E)	18-19 NCR (E) 24-25 Tor (E)	01-02 NCR (F) 07-08 Monct (F) 15-16 NCR (E) 21-22 Regina (E) 22-23 Vancouver (E)	01-02 NCR (E) 07-08 Edm (E) 19-20 NCR (E)
Leading Scientific Teams								
		11-13 Halifax (E)	16-18 NCR (E)				05-07 NCR (F)	05-07 Van. (E)
The Art of Coaching: Developing Practical Competence in Coaching and Leadership								
							7-9 NCR (E)	21-23 NCR (F)
Leading Strategically: Shaping the Future of a Modernized Public Service								
		20-22 NCR (E)	11-13 Mont (F) 3-5 Edm. (E)	21-23 Saskatoon (E)	11-13 NCR (E)	10-12 NCR (F)	27-01 Mar Tor (E)	07-09 NCR (E) 13-15 Charl (E)
Values and Ethics in Public Sector Governance								
		18-19 NCR (E)		15-16 Toronto (E)	11-12 NCR (F)		01-02 Mont (F) 06-07 Vanc (E)	05-06 NCR (E)

STRENGTHENING LEADERSHIP AND MANAGEMENT CAPACITY (CONT.)								2007
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
Diversity: Vision and Action		07-08 NCR (E)	17-18 Toronto (E) 19-20 NCR (E)	07-08 Halifax (E) 29-30 NCR (F)		18-19 Moncton (F) 22-23 Moncton (E) 25-26 Quebec (F)	19-20 NCR (E)	20-21 Winn (E)
Aboriginal Issues and Self-Government						16-17 Regina (E)	27-28 NCR (E)	13-14 NCR (F)

INCREASING KNOWLEDGE ON POLICY AND MANAGEMENT ISSUES

Seminars, Dialogues, Armchairs and Other Events

Seminars, Dialogues, Armchairs and Other Events are offered throughout the year.
Please refer to the CSPS web site for specific dates and topics.

INCREASING AWARENESS OF INTERNATIONAL PERSPECTIVES

Top Management Program (U.K. National School of Govt) •

For information, please contact the School's Client Contact Centre. Deadline for nominations by Deputy Heads: November 30, 2006

Advanced Leadership Program (U.K. National School of Govt) •

For information, please contact the School's Client Contact Centre. Deadline for nominations by Deputy Heads: November 30, 2006

Leadership Foundations (U.K. National School of Govt) •

For information, please contact the School's Client Contact Centre. Deadline for nominations by Deputy Heads: November 30, 2006

Leadership for a Democratic Society (U.S. Govt Federal Executive Institute) •

For information, please contact the School's Client Contact Centre. Deadline for nominations by Deputy Heads: November 30, 2006

ADVANCING LEADERSHIP THROUGH ACADEMIC STUDY

CSPS Visiting Fellows Program •

For information, please contact the School's Client Contact Centre

Federal Public Servants-in-Residence Program •

Deadline for application to CSPS: February 28, 2007

Fulbright-Mid-Career Professional Award •

Deadline for application to CSPS: October 30, 2006

SUPPORTING NEW ENTRANTS TO THE PUBLIC SERVICE

Bridging to the Public Service for Senior Level New Entrants

Dates to be determined (will be posted on CSPS Web site and Newsletter)

Supplementary Orientation Program for High-Potential New Recruits

Dates to be determined (will be posted on CSPS Web site and Newsletter)

• Requires Deputy Minister Nomination (space is limited - applications may have to be prioritized by CSPS)