

**IVEY**  
**SENIOR**  
**PUBLIC**  
**SECTOR**  
**LEADER**  
**PROGRAM**



# IVEY SENIOR PUBLIC SECTOR LEADER PROGRAM

## Program Overview

These are challenging times for senior public servants. Considered policy advice, formerly the exclusive preserve of the public service, has been replaced by a constant bombardment of raw information and ideas, delivered 24/7 via Twitter. The confidential policy advice elected politicians do receive from the public service is regularly published in the media via access-to-information requests. Accountability legislation means that even the most minute detail of how government departments are run is under intense public scrutiny. The ongoing evolution of ministerial responsibility means that public servants are increasingly expected to shoulder the blame when government policies go awry. In sum, today senior public servants regularly confront challenges rarely seen by even the most seasoned private sector executives.

Yet a non-partisan, professional public service is a key asset to any nation seeking to succeed in today's hyper-competitive global economy. To help support the public service as a critical national institution and to prepare senior public servants to successfully meet the challenges they confront, the Ivey Business School's Lawrence National Centre for Policy and Management is offering a program of executive education for senior public sector leaders.

## Who Should Attend?

Admission to the program is through nomination by a Deputy Minister or a crown corporation CEO. The program is geared to individuals who have completed at least a year as an Assistant Deputy Minister (ADM) or a crown corporation VP in both federal and provincial governments who have the potential to assume further responsibility in their career. The program is designed to encourage participants to meet and exchange with their peers in other organizations.

DATES	LOCATIONS	FEE
<b>Module 1:</b> September 10 – 15, 2017	<b>London:</b> Ivey's Spencer Leadership Centre	\$15,000
<b>Module 2:</b> April 3, 2018	<b>Toronto:</b> Ivey's Tangerine Leadership Centre	
<b>Module 3:</b> October 2, 2018	<b>Toronto:</b> Ivey's Tangerine Leadership Centre	
<b>Module 4:</b> Regional Workshops	Region Specific	

London: Fees include all materials, meals and accommodations.

Toronto: Fees include all materials and daytime meals.

All Ivey Executive Education Program fees are tax exempt.

# FACULTY

The program will be taught by leading Ivey faculty and former senior public servants using Ivey’s highly successful Case-Method of Learning.

## PROGRAM CONTENT

<b>LEADERSHIP</b>	<b>ACCOUNTABILITY</b>
<p>ADMs and crown corporation VPs operate in a more complex, demanding and ambiguous environment than ever before. The changing roles of Ministers’ offices and parliamentarians and legislators, the perceived collapse of the knowledge advantage that public services once had, the increase in scrutiny and oversight by third parties, and the shrinkage of budgets are all factors that are redefining the role, the scope and the accountabilities of senior leaders. This program theme will assist executives in taking stock of these challenges and developing new leadership strategies to address them. Executives – in addition to being good managers – must lead and inspire. The program will provide senior leaders with tools to assist them in leading their organizations.</p>	<p>The specific lines of accountability between elected officials and the permanent public service have always been, by design, somewhat imprecise. For a number of reasons, these lines are increasingly blurred and are often redefined in real time. This program theme will explore the causes of this evolution and compare it to developments in other countries. ADMs and crown corporation VPs will be provided with insights and strategies to deal constructively with increasingly unclear accountability lines.</p>
<b>DECISION-MAKING</b>	<b>DEPARTMENT AND PORTFOLIO COORDINATION</b>
<p>Decision making is increasingly afflicted by the curse of short-termism. Decisions are made without full information because the pressure of time. This program theme focuses on “battlefield surgery” decision-making where known unknowns represent strategic risks and authority is unclear and accountability is focused on public servants. ADMs and crown corporation VPs will develop a strategic perspective on the increasingly frequent situations where a product is sought within extraordinarily short time frames, with limited staff resources and an undefined notion of success.</p>	<p>A key difference between the work of Directors General, and the work of ADMs and crown corporation VPs is the need for the latter to assume leadership for departmental corporate initiatives and on issues that span branches and portfolio organizations. For example, arms-length organizations have increasingly come under scrutiny from oversight bodies, the opposition and the media. Issues of governance accountability between boards and governments continue to be a source of stress. This program theme will assist senior leaders in managing departmental corporate initiatives as well as the relationships between ministers and portfolio organizations.</p>
<b>MANAGEMENT</b>	<b>CASE STUDIES</b>
<p>CEOs of publicly-traded companies must release quarterly financial results, including a Management Discussion and Analysis (MDA) section that provides a narrative on challenges and opportunities. Such obligations focus the attention of senior executives and their organizations on tracking progress, as well as identifying new developments and potential problems. This program theme will assist ADMs and crown corporation VPs in developing practical management reporting systems to enhance organization effectiveness and efficiency.</p>	<p>The cases used for the program are drawn from both the public and the private sectors since we believe that many of the challenges leaders of large organizations face are the same for both the private and public sectors. The various case discussions will be supplemented by targeted lectures and presentations by outside experts from the private and public sectors.</p>



# TAKE THE NEXT STEP.

## About the Lawrence Centre

The Lawrence National Centre for Policy and Management is a public policy centre that operates within a large network of academic, business and government leaders with expertise on a range of topics.

The Lawrence Centre bridges business strategy and government policy by:

- Providing a forum for business and government to discuss policy development and implementation.
- Educating future business leaders in public policy and government leaders in business strategy.
- Conducting leading-edge research on major issues that involve business-government coordination.

## About Ivey Executive Education

With open-enrollment programs ranging from three days to three weeks, our programs develop individuals to have the breadth and capacity they need to lead and grow an organization.

Ivey Executive Education also designs and delivers custom programs that are tailored to meet the real challenges your organization faces.

At Ivey, our unique learning method, immersive environment and world-class faculty all come together to deliver a learning experience unlike any other. From financial analysis to leadership development, Ivey's Executive Education Programs will have an immediate impact on your career.

## Create Immediate Impact

Throughout the program, you will track your learning outcomes and pinpoint specific initiatives to implement. You leave knowing exactly how you will apply your new knowledge and skills, and a self-developed implementation plan to start your impact once back in the office.

## ► Getting Started

The Executive Education team will be happy to answer your questions and arrange a meeting to discuss your development needs.

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