

Advanced Policy Analyst Program



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New APAP Newsletter Editors: Justin and Matt

Justin Meikle and Matthew Bock are excited to be taking over the newsletter and will strive to meet the high quality standard set by Casey Wilkinson and Andrea LeComte over the past year. We can be reached at Justin.Meikle@inspection.gc.ca and Matthew.Bock@canada.ca.

Since the content of every newsletter is based on input from participants and alumni, we encourage you to share any news of announcements, events, alumni, and employment opportunities. Additionally, please let us know if any updates should be made to the Mentorship or Contact lists.

New Deputy Executive Advisor: Nick Xenos

Nick Xenos has taken on the role of Deputy Executive Advisor to the APAP Steering Committee, where he will provide strategic advice to the Executive Advisor and Steering Committee on improving the mechanics and evaluation of the APAP. Nick is the Director of Climate Change and Adaptation at NRCan and is also a mentor in the Program. He graduated from the AETP in '99 and holds a Bachelor of Commerce from the University of Ottawa and a Master of Business Administration from Dalhousie University.

Post-Secondary Recruitment for 2017

The Post-Secondary Recruitment campaign for 2017 runs from September 21 – October 13, 2017. As in previous years, the APAP Secretariat will be reaching out to universities across the country to promote the Program.

Besides the APAP website, these promotion efforts are the primary means of encouraging graduate students to apply. If you would be willing to visit your alma mater, coordinate a Skype session, or incorporate an information session into your existing travels, please contact Shannon Bradey. A pre-prepared deck, poster, and information sheet are available.

Meet the New Cohort

David Bellingham

David's sponsoring department is Natural Resources Canada where he currently serves in the Economic Analysis, Data



and Research division. A native of Kitchener, he studied political science at the University of Waterloo and is completing his master's thesis at Carleton University on the origins of sovereign wealth funds in Canada. When he is not consumed by public policy he can be found playing golf.

Christopher Brodtkin

Chris is sponsored by Transport Canada and has just started his first placement with the Treasury Board Secretariat in the Performance Information and Policy Development



Division. Christopher recently graduated with a M.A. from Carleton University at the Norman Paterson School of International Affairs. His specialization was in Conflict Analysis and Conflict Resolution. He also holds a Bachelor of Arts degree in Political Science from the University of British Columbia. Outside of work, he enjoys playing sports like hockey and baseball, going for long bike rides, and planning his next vacation.

Sarah Bleiwas



Sarah's home department is the CRA, in the Policy, Planning and Legislation Division of the Charities

Directorate. She is interested in the possibilities of policy, technology and data, the implications for equity, and where perspectives diverge and converge. She completed her Masters at the University of Toronto's Munk School of Global Affairs and has worked on data analytics for diplomacy (with Global Affairs Canada), civic tech and the future of work (with the MaRS Solutions Lab), and employment initiatives for youth in Manila (with Street Kids International).

Jennifer Chisholm



Jennifer is sponsored by Employment and Social Development Canada, and is excited to be beginning her APAP experience with ESDC's Federal-Provincial/Territorial Relations team. A proud bluenoser, she holds a BA in Political

Science and International Development Studies from Dalhousie University and an MA in Public Administration from Carleton University. Between her degrees, she gained professional experience in communications. Outside of work, Jennifer enjoys swimming with a local masters team, camping, and always enjoys a good potluck.

Alexandre Harvey

Originally from the Saguenay region, Alexandre's undergraduate studies were in Public Affairs and International Relations at Université



Laval, Quebec. After spending 3 years delving into international issues and a semester at Science Po Paris, he developed an interest for national policies and pursued its exploration at Université de Montréal. He completed a master's in political science in April 2016, focusing his thesis on the influence of scientific experts in energy policy. His home department is Health Canada, and he is currently completing his first placement in the Income Tax Division of Finance Canada.

Paige Gouin



Paige Gouin is sponsored by the Canada Revenue Agency and the CRA is her first rotation in the APAP. Originally from Windsor, where she completed a

B.A. in International Relations and Development Studies, Paige worked for a year in the Defence and Security Relations at Global Affairs Canada before joining the Program. Paige recently graduated with her M.A. with a specialization in Intelligence and National Security from the Norman Paterson School of International Affairs at Carleton University. Outside of work, Paige enjoys reading, the Ottawa food scene, and spending time with her English bulldog, Bruce.

Michael Kelly

Michael is sponsored by DFO and is currently completing his first placement at the Department of Finance with the Corporate Finance and Asset Recycling team. He is originally from Paradise,



Newfoundland and Labrador and completed his B.A. in International Studies and Modern Languages at the University of Ottawa and his M.A. in Political Science at Memorial University of Newfoundland. Before entering the APAP, Michael worked with Public Services and Procurement Canada for just over a year. Outside of work, Michael loves to listen to and play live music, read science fiction, play board games, and use the Oxford comma. He also tries to enjoy the summer patio weather while it lasts in Ottawa.

Jessica Nasrallah



Jessica is sponsored by the Canadian Food Inspection Agency, and is currently working in the Legislation & House Planning Division at PCO for her first APAP placement. Prior to joining APAP, Jessica worked with the International Relations

team at the Canadian Nuclear Safety Commission. She also has experience working for the Trade Commissioner Service at Global Affairs Canada. Jessica holds a Master's Degree in International Affairs and a Bachelor's in Public Affairs & Policy Management from Carleton University. She enjoys traveling and eating delicious food!

Janice Pillon

Janice is a recent graduate of the Sustainable Energy Policy Program at Carleton University. She is currently an Analyst in the Economic and Regional



Development Policy division at the Privy Council Office and her sponsoring department is Innovation, Science and Economic Development Canada. Janice worked for a small non-profit organization and in Natural Resource Canada's Energy Sector before joining the Program.

Nicole Uher



Nicole is sponsored by Immigration, Refugees and Citizenship Canada and recently started her first placement with the Financial Sector Policy Branch at the Department of

Finance. She earned a Master of Arts in Public Administration from Carleton University where she specialized in International and Development Policy, and holds a Bachelor of Arts Honours in Political Studies and French from Queen's University. In her spare time she enjoys playing sports, spending time with friends, and exploring local parks with her dog Bella.

Adam Walter

Adam is the new recruit for INAC. His first placement is at TBS where he is working on spending reviews and expenditure policy in the Expenditure Management Sector. Prior to joining the federal public service,



Adam spent a year working on international policy for the Ontario Cabinet Office in Toronto as well as six months with the Legislative Assembly of B.C. as part of the province's legislative internship program. He holds a B.A. in Political Science and History from SFU, an M.P.A. from Queen's University, and is working toward a economics Certificate from Ryerson University. Adam enjoys hiking, playing pick-up rugby, and reading wonk-ish books.

Diana Zeng



Diana is sponsored by Finance Canada and is currently at TBS working in the Information and Privacy Policy Division. Diana is originally from Deep River and spent much of her childhood in Ottawa. Diana began her career in environmental science at Queen's University

where she completed her B.A. She then moved into public policy and completed her MPA at Cornell University. Diana has worked at the World Bank where she supported the publication of annual reports, and at the Inter-American Development Bank where she helped design a program to improve reproductive education and resources to youth in rural communities in Costa Rica. Diana is happy to be back in Ottawa and is excited to be a new member of the APAP network.

APAP Events

APAP Workshop on the new MC Template

As many of you may know, there will be a new template for Memoranda to Cabinet coming into effect in September 2016.

Please join us on August 17th, when Allen Sutherland, Assistant Secretary for Machinery of Government at PCO and an AETP Alumnus, will walk us through nuances of the new template, discuss the context of the changes and answer your questions.

Location: Department of Finance, 90 Elgin Street, Room 2A.

Time: August 17th from 12 to 1 pm. Registration will open at 11:45.

Advance registration is required. Please RSVP to Kayle.Hatt@pco-bcp.gc.ca.

2016 Orientation Week: The New APAP Cohort of 2016-18 Hits the Ground Running!

From June 20 to June 24, the new cohort officially embarked on their APAP journey as they took on orientation week with great enthusiasm and energy. Some key highlights of the week included: hearing about deliverology and results from Matthew Mendelsohn, Deputy Secretary to the Cabinet (Results and Delivery); a discussion with Marta Morgan, Deputy Minister of Immigration, Refugees and Citizenship Canada; Glenn Mason's welcoming words; and the speed mentoring session. The Program Advisors for the 2016-18 cohort would like to thank all of the guest speakers and alumni who participated in this year's orientation week. Thanks to your participation, the new cohort benefited from an intensive week of training and received a great deal of useful advice that will support them throughout their APAP adventure.

A very warm welcome to the new cohort and all the best in the APAP!

A special thank you to Leslie Anderson (Class of 1986) for facilitating orientation week.

Site Visit to CSIS

On June 10, the first and second years and their Program Advisors travelled to CSIS- HQs for a site visit. They were hosted by speakers from the both policy and intelligence analysis branches, and discussed Canada's threat landscape as well as the wide-array of current security challenges. The visit was facilitated by the Academic Outreach Program at CSIS. Many thanks to Matthew Bock and Esther Kwan for organizing.



Graduation

On June 20, 2016, after two challenging and rewarding years, the 2014-16 cohort graduated from the APAP. The event took place at Backdrop, with Glenn Mason (APAP Executive Advisor) as master of ceremonies. Thank you to all who organized the event (i.e. Shannon Bradey) and to those who attended to show their support! The class of 2016 (pictured below) would also like to extend a big thank you to all of those who made the APAP such an extraordinary experience over the past two years, particularly the Program Advisors (Michelle Bailey, Jaimie Boyd, James Clark, Eiad El Fateh, and Francis Nolan-Poupart) who provided guidance and support throughout!



Alumnus Profile of Yves Gingras



Sarah Bleiwas and Michael Kelly (Class of 2018) caught up with Yves Gingras, an AETP/APAP alumnus who is currently the Director General, Evaluation at Employment and Social Development Canada.

What is your career story and how does the AETP/APAP fit in?

I studied Economics at Laval University and was a research assistant before I joined the Program in 1992. My favourite placement was my first, at the Federal Provincial Relations Office at the Privy Council Office where I worked on Quebec issues and the Charlottetown Accord. Being at the centre and working on this very sensitive issue of unity was an eye opener on bureaucracy. As a Quebecker I was then sent to Edmonton to work with Western Economic Diversification. Afterwards, during my time at Finance

Canada, I worked in Social Policy and Federal Provincial Relations on social and health transfers, and with the Treasury Board, I worked in the Program Branch on the Industry Canada portfolio.

What was the best part of AETP/APAP?

The chance to work at central agencies early in your career is such that even if you develop a specialization later on, you will always carry with you the understanding of the Cabinet decision making process and the importance of the broader agenda that is pursued by a government. Without this chance, you could believe that your issue is the top issue. However, with this exposure, you can see there are competing agendas, limited resources and you realize the importance of setting priorities. This experience made me more strategic from the beginning of my career.



What advice do you have for current participants?

Be courageous to ask questions. Seize the opportunities to ask those questions. Don't be shy: this is how you are going to learn. You just have six months in each placement, so ask.

If you could snap your fingers and change one thing about the public service...

I feel fortunate to be part of an organization with such a high quality of people. We work on complex issues and solutions are the results of difficult tradeoffs. Nevertheless at times I have seen team members lack courage on some issues. In Canada, you have Deputy Ministers managing a professional public service. This creates room for officials to raise difficult issues and to implement adequate solutions. This is not the case in some other countries. Also underlying this issue is the notion of risk aversion. Opportunities are missed when risk taking is not valued enough.

What do you imagine will be different in the public service of 2026?

I think the public service will be more nimble. We are trying to be more efficient as all other sectors of the economy. Even the way we write has changed. When I started, people would write lengthy letters and now I can just write a quick email from my tablet, which has effectively become my office wherever I go. Going forward I think we will provide Ministers with much faster answers to their questions.

If you were not a public servant, what would you have been?

I think I would still be an economist. When I was at University I had started work in natural resources. I completed a contract for Hydro-Quebec. I had a plan to open an office in Montreal with a professor to provide analytical services on natural resources issues. I think this would have happened. However, I've been very fortunate to work on issues that are intellectually satisfying, and I am also grateful for my happy life. I'm a very curious person and I've been able to open boxes and look at information that has led me to change my view on lots of issues. I am able to understand socioeconomic issues in depth, and I feel privileged for that.

What is something you have changed your view on?

In the past I would have supported a simple and flat tax system. I understand now it is not just about economic efficiency, there are equity, regional and sectoral issues, and the interplay with other agendas like the social and environmental agendas. I realize that policies are the results of trade-offs. That's one reason why as bureaucrats we don't have the final decision: we bring the facts to help Ministers who are elected, and the elected officials bring the political reality to those decisions.

What are some of your hobbies?

I am quite sportive. I've tried all sorts of things but I do karate. I also do yoga, running, sailing, hunting and skiing. I particularly like outdoor activities, including gardening.

Thanks to Sarah Bleiwas and Michael Kelly (Class of 2018) for preparing this profile.

Alumni News

Jaimie Boyd has taken on a new role as the team lead for Open Government Implementation at Treasury Board Secretariat where she will be responsible for Canada's most recent action plan on open government. She was previously a Senior Policy Analyst at the Internal Trade Promotion Office at Innovation, Science and Economic Development Canada.

Philip Jennings became Associate Deputy Minister of Natural Resources, on July 11, 2016. Previously, he was Assistant Deputy Minister, Industry Sector, Innovation, Science and Economic Development Canada.

Chantal Maheu, currently Assistant Secretary to the Cabinet (Priorities and Planning), Privy Council Office, will become Deputy Secretary to the Cabinet (Plans and Consultations), Privy Council Office, effective September 6, 2016.

Marta Morgan became Deputy Minister of Immigration, Refugees and Citizenship, on June 27, 2016. Previously, she was the Associate Deputy Minister of Finance.

Employment Opportunities

Canadian Food Inspection Agency, Policy and Programs Branch

The User Fee group within the Policy and Programs Branch is looking for a policy analyst at the EC-05 and EC-06 level. This small and dynamic team is looking for an individual with strong research and analysis skills, excellent communication skills, along with strong organizational, collaboration and relationship-building skills. An economics background is preferred. The team is undertaking significant policy development work as well as broad communications and engagement activities and

requires a motivated and action-oriented individual to join the team to develop policy options, briefing products and consultation materials.

If interested and for more information, please contact Julie Hartleib, A/ Director of User Fees, Policy and Programs Branch at: julie.hartleib@inspection.gc.ca or 613-773-6437.

Natural Resources Canada, Climate Change Impacts and Adaptation Division

The Climate Change Impacts and Adaptation Division in the Earth Sciences Sector has a competition underway for two EC-05 positions. We are looking for people who are interested in bringing their knowledge of economics or the energy sector (or both) to help Canadian communities and industry adapt to a changing climate.

The poster can be found at: <https://emploisfp-psjobs.cfp-psc.gc.ca/psrs-srfp/applicant/page1800?poster=934741>

Treasury Board Secretariat, Open Government Implementation

The Open Government team is scaling up! We have an exciting mandate, along with new Budget 2016 funding, to design and deliver an ambitious strategy that will enhance openness and transparency across the Government of Canada.

We are looking for **extremely motivated analysts** (EC-03 to EC-06). Analysts would be joining the team responsible for implementing Canada's most recent [action plan on open government](#). We are looking for people with strong writing and project management skills that can deliver results and collaborate effectively across government. Branch responsibilities include international and inter-jurisdictional collaboration, public outreach and consultation, technology design and delivery, and government-wide community-building, coordination, and policy development. Please contact Jaimie Boyd (Jaimie.Boyd@tbs-sct.gc.ca, 613-796-2708) for more information.

We are also looking for **an experienced EX-1** who is ready to take on a significant new challenge and wants to make a difference. For non-EXs, please feel free to nominate your favourite director – we are looking for the best! More information on the EX-1 role is [available on GConnex](#).
