

Annex 6 / Annexe 6

Client Comments on the APEX Advisory Service for Executives / Commentaires des clients sur le Service conseil de l'APEX pour les cadres de direction

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Note: In some instances, parts of the comments have not been included in order to protect the identity of the client. / Dans certains cas, des sections des commentaires ne sont pas reproduites afin de protéger l'identité des clients concernés.

Is your particular situation now resolved? If so, was the service provided to you instrumental in resolving it? / *Votre situation est-elle résolue? Le cas échéant, le service fourni vous a-t-il aidé à la résoudre?*

- Pas encore.
- My situation has been resolved and the information received was helpful in achieving the desired results.
- Yes.
- Non. Service fourni a permis d'identifier des limites et des balises, qui ont permis « d'accepter » la situation.
- My situation is not resolved, but the assistance from Colette has been extremely helpful in moving it along.
- No. Despite the best efforts of Colette, I couldn't find the right combination of people perfectly suited to taking up my cause with my employer. (Note: the rest of the comment is not reproduced because it might reveal the identities of the individuals involved).
- The specific issue I was dealing with at the time I contacted Colette is now resolved. (Note: the rest of the comment is not reproduced because it might reveal the identities of the individuals involved). Colette was extremely helpful to me on each of the encounters we had. She was most sympathetic and understanding. Believe me; it was nice to have a friendly voice at the other end of the telephone.
- The service provided to me was instrumental in my advancing the resolution to my problem. While the problem has not yet been resolved I have certainly advanced my position and I sincerely believe Colette deserves the credit.
- Les conseils au niveau de cheminement de carrière seront très utiles, car je vais utiliser les conseils pour entreprendre les démarches requises.
- Depuis mon entretien avec Mme Nault en (...), j'ai quitté mon poste de la (...) par l'entremise d'une mutation à un autre ministère (...). (Note : la suite du commentaire n'est pas reproduite afin de protéger l'identité des individus concernés).
- My situation is not finalized as yet although progress is being made in a very positive direction as far as identifying another position for me in the public service. The service provided by APEX was helpful in that the advice provided and information given assisted me in directing efforts in a positive direction. I have yet to follow up on a referral provided but will do so if current developments do not result in my obtaining another position.
- No. Helpful in understanding the situation.
- No, but it's not a situation that will be resolved until I find alternative employment. That being said, Ms. Nault's advice has provided me with coping mechanisms to ride-out the current situation. In addition, having Ms. Nault available to discuss issues as they come up has been invaluable. The situation will eventually resolve itself. Ms. Nault's advice has been instrumental in taking care of the situation until then.
- Yes it is resolved. The information gathered was very useful in presenting my case --. Colette also helped a great deal to put the situation in perspective for someone on the

border – entering the EX category. (...)Note: the rest of the comment is not reproduced because it might reveal the identities of the individuals involved).

- The situation is resolved – the support was very beneficial in resolving immediately thereafter.
- YES, to my satisfaction. The service and the supportive manner in which it was offered were key to my sticking to my guns. I needed an independent yet realistic sounding board to test out my thinking, to help me see through another's eyes about how I was being dealt with, and how it might play out. Colette asked some good probing questions, the kind that arbitrators might have asked. I had tried to get this kind of advice at senior HR levels in my departmental NHQ but received no support, even though at least in my mind the integrity of the staffing process was being called into question (the response being that ADMs were pretty much free to do as they wish, a sad storey about staffing integrity if in fact this is the case). Colette did confirm that in technical terms I had "rights" that the department was obliged to deal with, but provided cautions about how things might play out. Perhaps unlike others who are not on the Ottawa career merry go round, and being close to retirement, I felt I had less to lose and was more willing to fight for an acceptable resolution. This raises in my mind whether the real EX standard is that we are supposed to roll over when push comes to shove, a question for another day e.g. there are staffing rules, but they can be broken when it suits ADMs, and as EXs we are not supposed to complain for fear of what this might do to a career. In my case, I did get an independent read of what the rules were, and the rules as practiced "were". This was important as it served as a good, like it or not, reality check. The other thing I had going for me was that it had not reached the point where I could not discuss this with my immediate supervisor; we differed on some points, but we both respected each other throughout the disagreement. I stuck to my guns until an acceptable alternative was found. Had I not done so I would have been forced into accepting something that was, clearly to me, unacceptable.
- My situation has not been resolved but it cannot be in the current PMP environment.
- Non. Ma situation n'est pas encore résolue. (...) Je juge essentiels les services offerts par Mme Nault dans ce genre de situation. La plainte de harcèlement psychologique dont je fais l'objet a été déposée en (...). Mon employeur n'a rien fait pendant plusieurs mois et m'a ainsi mis dans une position intenable et intolérable. Sans compter que la gestion supérieure et les ressources humaines (...) ne m'ont accordé aucun soutien ou support dans la situation. J'ai été isolé, exclu voire même répudié par mes supérieurs. Selon ma compréhension de la situation de la plainte, il n'y a pas et il n'y a pas eu de harcèlement de ma part. Mon supérieur m'a indiqué lors du dépôt de la plainte qu'il la jugeait futile et m'a ordonné de faire comme si rien n'existait (Business as usual). Le climat de travail s'est détérioré à un point tel que (...). Je crois que la situation que je vis n'est pas unique. Les gestionnaires sont laissés à eux-mêmes et sont sans recours ni soutien de la part des organisations. Nous sommes exposés à une multitude de recours exercés par les employés (divulgaration, appel sur nomination, contestation sur tout et sur rien, plaintes de harcèlement ou autres etc.). Les employeurs ne prennent pas position et n'appuient pas les gestionnaires. Ils semblent que lorsqu'un recours est exercé, le gestionnaire que l'on présume fautif est laissé à lui même et ce sans appui ni conseil. Et pourtant, j'ai obtenu des bonus de performance à chacune de mes années à titre de (...). Malgré ce fait, mes supérieurs m'ont isolé à un point tel que j'ai l'impression qu'on remet en question mon avenir au sein de l'organisation. Et le processus de plainte n'est pas terminé et nous ne savons toujours pas le résultat. Seule l'APEX m'a apporté son soutien et des conseils me permettant de garder la tête au dessus des eaux troubles. Il est donc essentiel que tout gestionnaire qui vit une situation similaire puisse avoir recours à vos services ainsi qu'à un suivi de la part des gens de l'APEX. Je considère que pour le moment, l'APEX est le seul organisme qui prend compte des problèmes et de la situation dans laquelle les gestionnaires sont plongés devant tous ces recours possibles ouverts aux employés, que ce soit de façon confidentielle (divulgaration) ou par la voie de plainte officielle. Dans mon cas bien précis, (...). Je crois que les services offerts par l'APEX devraient aller plus loin

encore. Malgré ce fait, je crois sincèrement que sans l'écoute et les conseils prodigués par Mme Nault, je n'aurais pas pu m'en sortir seul.

- Pas vraiment, mais j'ai l'intention de poursuivre des cours offerts aux cadres de direction par la Fonction publique dans le but de trouver d'autres défis.
- Yes if you mean being forced into retirement. No if you mean a useful resolution.
- Oui. Fort utile!
- I joined APEX and consulted Dougald Brown at Nelligan for legal advice and received the APEX discount. I brought the executive termination policy to the attention of my employer – and it was useful as a guideline. I negotiated a termination package and have now left the public service.
- Yes & yes.
- The service provided me with the solution I was looking for; unfortunately, I was restricted by financial resources due to recent government direction and unable to follow-up.
- L'information et les conseils fournis par Madame Nault, ainsi que les conseils et l'information fournis par les experts qui m'avaient été recommandés, m'ont permis d'examiner mes options en tenant compte de divers éléments dont je n'étais pas familière.
- Les choses se sont calmées et ma situation est plus tolérable – le milieu a changé. Le problème n'est pas résolu mais résorbé. La situation pour laquelle j'ai consulté va fort possiblement se reproduire. Irai-je consulter vos services à nouveau? Fort probablement, ne serait-ce que pour obtenir une autre opinion/perspective sur mes démarches. Les mentors ne sont pas légion dans mon organisation....
- Resolved in the short-term. Advice not really instrumental.
- Dans la mesure où j'avais une préoccupation plutôt immédiate, je dirais oui; pour le long terme, ça reste encore à déterminer.
- Non.
- No.
- Yes. Not really.
- I was very grateful for the assistance and empathy and professionalism I received from Colette. She was terrific and helped me tremendously and is someone who I would recommend to anyone who needs this type of assistance. I am equally grateful that APEX offers this service. That's because for today's public service executive it is a terrific resource, as it doesn't appear that we have support from anywhere else. I would be very pleased to be an endorsement for the service as we were able to resolve the dispute to the satisfaction of all concerned. Not only did the resolution result in tens of thousands of dollars saved for the Crown, but resulted as well in a win-win for all of those who would have been involved had the case continued. The human cost of continuing would have been very negative. In the end all were happy with the solution.

Thanks for all the help - particularly to Colette!

- Ma situation a été résolue de façon satisfaisante alors que j'avais plus ou moins perdu espoir. Mme Nault a su écouter et me conseiller sur mes options. Ensemble, nous avons élaboré un plan d'action.
- Yes, my situation is resolved.
- Oui, dans la mesure où j'ai quitté l'organisation et me suis réorienté vers de nouveaux défis, la situation problématique que je vivais s'est résolue. Cependant, les problèmes de gestion (...) demeurent entiers, selon les informations que je continue de recevoir.
- Non, la situation n'est pas encore résolue.
- No, indeed the situation has deteriorated significantly.
- Not completely – I am still waiting to be scheduled for my writing test, for which the results have expired, before I can begin the process of arranging for training (...)
- Provided neutral advice that contributed to the process of resolution.
- This issue was related to the PMP process. While it is not yet resolved, I received excellent advice from Colette, in a way that was very sensitive and supportive of my situation. I have followed the advice and am now moving forward.

- My situation is still unresolved but the advice has helped me plan a strategy.
- Pas encore résolue, mais le service a été très utile dans le déroulement des événements jusqu'à présent.
- Yes, for the short term. It was very helpful in starting the ball moving (and in the right direction).
- Not as of yet. However I am pleased to have someone there who can listen, provide advice and support.
- Yes my situation was resolved by referring me to expert resources. I was given two choices of contacts and decided to stay with the first connection. The connection was very available to me and followed up with me to see how things worked out.
- No, the situation is not resolved as of yet. The draft report will be provided within the next few weeks for review. I will still need assistance at the review stage of the report when it becomes available.
- Oui, et très favorablement à mon égard. Je suis très reconnaissante des services fournis par Colette; ça m'a aidée à me positionner, à déterminer une approche appropriée avec des arguments fondés sur la politique salariale en vigueur pour les EX. En d'autres mots elle m'a très bien renseignée, guidée, et ce, dans des délais très courts. Ce nouveau service fût très apprécié.
- Not yet resolved.
- Yes, my situation, or crisis, was resolved and Colette was integral to the process.
- The particular short-term situation is resolved.
- Pas encore résolu mais le service fourni va sûrement aider.
- No.
- Yes – my situation is resolved. The service was useful but was not instrumental. I had been approaching a number of alternatives to resolve the situation.
- Situation resolved. Service was instrumental in providing accurate info and advice in very timely manner. Direct and to the point. My home department did not provide correct info to me.
- No the situation is not yet resolved.
- Non, mais j'ai appris à gérer/accepter ma situation.
- Yes. Most definitely. The information shared with me as well as the contacts provided by Ms. Nault were most helpful in moving to an acceptable resolution.
- No.
- Oui.
- My situation is resolved. You referred me to the PSC and through their mentoring service, I got the help I needed.
- My situation is still on hold. This is due to lack of movement by my department. The draft report will be provided within the next few weeks for review. I will still need assistance at the review stage of the report when it becomes available.
- Pas encore. Mon supérieur, pour des raisons que j'ignore, tarde à faire le suivi (...). Cela fait maintenant plus de X mois que j'ai demandé (...) d'être entendu par un comité de révision. J'aimerais fermer la boucle le plus rapidement possible afin d'avoir l'esprit libre pour passer à autre chose.
- My situation remains unresolved, not as a result of poor advice, rather the fact that there are very few redress avenues open to executives in my circumstances. Successful resolution of harassment (in my case action that equates to constructive dismissal) often relies on organizational culture and an openness to acknowledging unacceptable actions/behaviours by senior managers. If an organization does not accept responsibility for treating executives in a responsible and reasonable manner and is not willing to acknowledge any level of wrong doing, the normal methods of informal resolution (e.g. identification and discussion of the issues, alternative dispute resolution, etc.) will not be successful even if pursued. That leaves more formal redress, of which there are few options. Additionally, it's very clear that complainants at the executive level in these types of situations pay an extremely high price professionally and personally. I'm still debating

- whether to lodge formal action but am very apprehensive about the short and long term effects of doing so.
- Not yet. But that is because I have not been able to follow up further. I am not convinced that the expert opinion is correct, and I believe that the government as employer should be involved.
 - It was a definite step forward. I expect to get back to Ms. Nault, later.
 - My situation is not yet resolved and I may never know whether the advice received from ASE reflected the best course of action. My situation required a decision on my part to acquiesce to or to refuse a request from the PSC. Either acquiescence or refusal could lead to a revocation of my appointment to my current position depending on what ensued. Obviously the stakes were and continue to be quite high and the outcome is as yet unknown. I received advice from ASE to acquiesce to the PSC request after a short telephone conversation. In the end I decided to acquiesce, as advised.
 - The situation is not resolved but at least I know that this issue will take two years to sort out.
 - En grande partie. Oui. Le service fourni a joué un rôle crucial dans la résolution de la situation.
 - Ma situation n'est pas encore résolue étant donné que l'employeur n'a pas encore réagi à ma proposition telle que décrite dans un courriel en novembre dernier.
 - More or less resolved. Helpful, not instrumental.
 - No, the situation is ongoing, but Colette was able to assist me in identifying appropriate resources that I required at that time to make the next step in my language training. She is also a patient listener. Her advice was helpful and saved me considerable time and effort.
 - Ma "situation" est nettement améliorée, en grande partie grâce aux précieux conseils de Mme Nault.
 - It is resolved and the service helped. I was provided with superb advice on what and what not to do, including how things might be perceived.
 - Oui et oui.
 - Not yet. However the service was very helpful in that I was able to explore various options and decide on steps to deal with the situation. The service was especially important in providing an objective, third party perspective on the situation.
 - I would say it is very nearly resolved - but to my disadvantage, unfortunately. The situation concerns eligibility to buy back pensionable service for the time I worked at NATO. Nowhere is there a clear interpretation of the rules governing this option. None of the HR people with whom I consulted - at Government House, at DND, at PCO - had been able to advise me accurately on this matter. I accepted the offer to join the PCO on the assurance by the HR people that I would very likely be eligible. It has taken close to 10 months to get a response from Treasury Board on the issue - and an unfavourable response at that.
 - Resolved satisfactorily. Service was ideal.
 - It is ongoing... the portion that is resolved is to my satisfaction - very much so. The portion that is not is simply the generic way that Executives can be treated by HR personnel in government without the knowledge of the Deputy, APEX, or the PSC and when the latter are brought in, they are fettered by the lack of authority or influence in areas that should be natural for a smooth running Cadre. I was referred to legal counsel who is now involved with TBS and obliquely the Justice Department as my home department transferred all responsibility the moment they were officially challenged. Despite intermediaries: external, internal, the above organizations and an outside mediator - the particular departmental personnel appeared intransigent and perhaps irrational. Only time and the final outcome through legal proceedings will determine if my statements above are fair.
 - Somewhat resolved but not because of the lack of information provided to me. In fact, it helped me make other decisions which have lead to pursuing other choices for the moment.

- No, the situation is not resolved and it is having a serious impact on my health. Unfortunately, I was unable to find the contact person recommended (she must have retired) and numerous calls to the Public Service Commission did not result in any call-backs. That said, despite the fact that the outcome was unsatisfactory, my satisfaction with the service was high, and I have in fact recommended the service to others.
- Oui. La situation est résolue. Le service m'a aidé en partie à la résoudre en m'indiquant certaines pistes à suivre.
- Le service fourni m'a aidé à mieux comprendre les enjeux et la dynamique du processus en question. Cela m'a également permis de réaliser que je n'étais pas seul à avoir vécu ce genre de situation.
- Not yet.

Would you recommend this service to colleagues? Why? / *Recommanderiez-vous ce service à des collègues? Pourquoi?*

- Absolutely. On m'a donné plusieurs informations extrêmement pertinentes et on m'a référé aux bonnes personnes contacts pour m'aider à trouver des réponses à mes questions.
- Yes. The advisor was very professional and gave timely answers to my questions. I had the confidence of the impartiality and accuracy of the information. I believe APEX provides a great service for executives. A reliable resource to access is there, when needed, which itself provides peace of mind.
- Oui: écoute et conseils très pertinents et objectifs.
- Absolutely, I was not aware that the service existed, and the advice provided by Colette has been knowledgeable, timely and professional. I would certainly recommend the service to other Executives in similar situations.
- Oui, parce que ce service est donné en toute confidentialité et, dans le cas qui me préoccupait, m'a permis d'avoir une réponse précise et rapide.
- Yes I would because Colette is very professional yet empathetic.
- I would definitely recommend your service to colleagues. It feels like a safe environment and you folks are very professional.
- I have referred several colleagues to her and will continue to do so. In my opinion her service is absolutely essential. Without her being there I would not have known where to turn. Colette is very professional, empathetic and extremely resourceful.
- Oui, très approprié pour les nouveaux cadres qui ne connaissent pas nécessairement les rouages de cette communauté.
- À mon avis, ce service est essentiel pour l'appui des cadres supérieurs afin d'avoir accès à des avis et des interprétations, d'y obtenir des conseils de gestion ainsi que de mieux comprendre les obligations sous le code de l'éthique et les valeurs de la Fonction publique.
- Yes, provided fast response when I couldn't obtain information elsewhere.
- I would absolutely recommend this service and Ms. Nault to colleagues facing problems as Executives in the Public Service. Executives in difficult situations need access to an ASE type of service for a variety of reasons:
- A sounding board to determine whether the situations they face are "normal."
- Burnout and stress.
- Access to someone who knows where to find help and guidance.
- Access to someone who has the credible experience to speak to issues that could be surfaced by Executives.
- I would – Colette was knowledgeable, balanced, and provided good ideas with which to build my arguments.
- I would certainly recommend the service because I found it personally very helpful to have someone listen to the issue and provide some reasonable feedback. Advisor was an excellent listener.

- Yes. Pretty much for the reasons outlined above. An independent pair of eyes to help assess the situation, before you jump to a precipitate action. Colette made the point about being clear about what it is you want. In her experience it was often the case that the aggrieved did not really speak clearly about their needs, and thus the discussion never really got to the point of trying to reach a resolution. (This may go back to my earlier comment about not feeling that you can speak up without getting a “reputation”.)
- Yes I would recommend this service. Unless EX’s use this service APEX will not be kept in touch with what is happening in this community. The EX culture supports abuse of this group of public servants.
- Je juge essentiel l’apport de l’APEX dans les situations comme celle que je vis présentement. Vu l’isolement que subi un gestionnaire accusé faussement ou avec raison, chaque individu a le droit d’être reconnu innocent jusqu’à preuve du contraire. La réaction de mon employeur de ne pas prendre position officiellement alors que sous le couvert de l’anonymat il juge la plainte non fondée, il est évident que le gestionnaire devient le bouc émissaire et que les hauts gestionnaires refusent de prendre les responsabilités qui sont les leurs. Au lieu de répondre officiellement, mon supérieur immédiat—a ordonné une enquête externe pour éviter d’avoir à prendre une décision. Mais ce n’est que partie remise car suite à la conclusion de l’enquête, il devra prendre position. Si la plaignante a raison, le gestionnaire sera-t-il sacrifié? Si la plaignante a tort, y aura-t-il des mesures à son encontre?
- Oui, il est certainement préférable d’avoir des conseils d’une tierce personne.
- Yes, if I believed that APEX was likely to provide advice and was a supporter of whatever concern they had.
- La pertinence des conseils: on m’a conseillé avec réalisme sans dorer la pilule et avec une perspective à long terme. L’écoute sincère et le suivi ont été aussi fort appréciés.
- Yes certainly. It was timely, professional, sensitive, and very useful.
- Yes – EX folks need a place to go for advice without the fear that it will be retained on a personnel file.
- This is very helpful and provides an area to discuss common issues.
- Oui et c’est déjà fait! Je crois que la plupart de mes collègues n’étaient pas conscients de la nature et de la gamme des services offerts (i.e. types de problèmes qui peuvent être abordés).
- Oui – quoique plus ou moins utile dans mes circonstances, le service peut suggérer des éléments de solution.
- It is worth recommending because it is useful to have input from APEX.
- Oui. Quand on fait partie de la gestion supérieure, il n’y a pas beaucoup de personnes à qui on peut se confier et desquelles on peut recevoir une opinion “confidentielle” et objective. En situation de stress, c’est bien utile de pouvoir s’adresser à un tel service.
- Oui. Sa grande qualité, qui tient pour beaucoup à la qualité de Colette Nault.
- Yes. APEX an excellent source of info related to issues faced by EXs.
- Yes. If you need advice in a generic sense, APEX is likely a good place to go.
- Je recommanderais les services de Mme Nault sans hésiter. Même si notre plan d’action avait échoué, cela ne changerait en rien l’opinion que j’ai de la qualité des services offerts.
- I would definitely recommend the service to my colleagues.
- Oui, la personne-ressource de l’APEX qui m’a contacté a fait preuve d’une grande capacité d’écoute et, bien que j’avais déjà engagé mes démarches de réorientation, elle m’a fourni une perspective utile et détachée sur l’ensemble de la situation qui me préoccupait.
- Oui, sans hésitation. L’aide apportée par la personne ressource à qui on m’a référé a été d’une aide inestimable.
- Yes, the service is professional and confidential and serves as a good vehicle to help executives deal with issues that they might encounter in their daily professional lives.
- Yes – Colette returned my call quickly, and provided practical advice. I haven’t had any experience dealing with the service on other matters.

- Yes.
- I would highly recommend the service to others – it was a lot more than just someone to listen to my problem. Much to my surprise, I was given immediate, informed, concrete advice. This advice helped me very early on to deal with a situation in which I believe I had been treated unfairly and to respond in a positive, constructive manner.
- Yes!
- Oui, sans hésitation. Service professionnel et pertinent.
- Yes, because EXs seriously need a place to go where the service provider intrinsically understands the culture, complexity and pressures of the Public Service of Canada. Outside services cannot bring this dimension to the service.
- I would recommend this service to colleagues – and already have – because all too often EXs are left out of the “assistance” loop and they need the services offered too. (...) restores one’s faith in the system again and gives us purpose. This is why we are here in the first place, right?!
- I totally recommend this service to my colleagues. Our department is not prepared to invest in Executive development through external resources so to gain insight and support from other Executives in the Public Service is very welcome and needed.
- Définitivement. J’avais parlé à des collègues en ressources humaines et le fait d’avoir consulté le service aux cadres de l’APEX m’a permis d’avoir une perspective plus large quant à l’approche choisie et des cas potentiellement semblables au mien. Oui, je recommanderais à des collègues d’utiliser ce service.
- Yes. I found it helpful – and essentially the same as advice that I got from a lawyer (much cheaper).
- I absolutely would recommend the service to my colleagues!!! In fact, I have already done so. The assistance Colette offered was nothing short of outstanding. She is, first and foremost, a kind and caring person who possesses the skills, contacts and personal attributes necessary to guide executives and provide direction in the resolution of problems. Colette was excellent!
- Definitely – the advice was timely, excellent, insightful and helpful to me. (I would recommend it) surely, for the simple reason that EXs also need professional advice and help from time to time to deal with work situations.
- Oui, parce qu’il est utile, de qualité et offert de façon professionnelle.
- Yes. I found it helpful to talk to someone about my situation. There are very few places an EX can turn when in a difficult situation. Having someone who could lend an ear and who was knowledgeable about an EX’s rights and possible avenues of resolve was greatly appreciated.
- Yes I would as the service was professional and accurate.
- Yes. I would recommend to colleagues. Better service than EX Coordinator in my home department in terms of speed of response – my home department is not adequately resourced. Also, service is confidential and advisor does not know the players so discussion, etc. is objective.
- Yes, I would recommend this service for the reasons you mentioned above, and the fact that this can be done confidentially.
- Tout à fait, nous n’avons pas toujours les idées claires dans des moments difficiles, donc avoir une ressource pour nous faire réfléchir avant d’agir est essentiel!!
- Should the need ever arise, I would most certainly recommend the ASE to any of my colleagues. The rapidity with which a response to my request for assistance was dealt with by the office. Also the validity and usefulness of the information and contact resources provided by Ms. Nault.
- No, because it is not very helpful in resolving the matter.
- Oui.
- Yes. I didn’t know where to start or what to do. The service got me started down the right track to resolving things.
- I would recommend this service to my colleagues. There is essentially nowhere to go or no one to speak to in regard to employment issues from the EX community except APEX.

- Access to Colette Nault through APEX is a major opportunity for EX's to get expert advice and information. Colette contacted me immediately after my initial inquiry, made me comfortable in telling my "story" and gave me her candid expert advice based on training and experience without building false expectations or hopes on my part.
- I would not hesitate to recommend APEX service to colleagues. The APEX service was essentially my last ditch effort to seek and acquire support. My formal support ruled that this was a regional issue and should be addressed at region. Regional support did not react until I started to inquire for financial support for purchase of advisory service. Overall, proactive support and service was received from APEX!
 - Oui. Je suis convaincu qu'un tel service est souhaitable pour les cadres de la fonction publique qui se retrouvent parfois dans des situations où il leur est impossible ou non souhaitable d'en discuter avec leur supérieur. Ce service de l'APEX à ses membres permet à ceux-ci d'être plus efficace dans leur travail et par ricochet plus efficace dans leur capacité de bien servir les Canadiens et Canadiennes.
 - Given these circumstances, I would not likely recommend the service to colleagues in similar situations unless they were only looking for an objective party with knowledge of the federal public service culture and environment to tell their story to.
 - Yes. The service was an important help in finding out where to look further, even though this is not an issue of which Ms. Nault was herself informed. It is important also that this service can put individual concerns into a larger EX community context. I hope to return to Ms. Nault later.
 - Advice on a decision this important merits a longer discussion and probably a referral to other expert resources.
 - The service was indeed first rate and much appreciated.
 - Absolument. Parce qu'il est confidentiel, rapide et qu'il représente une référence sûre.
 - Je recommande vos services pour les raisons suivantes. Premièrement pour toutes les raisons énoncées dans les questions 1 et 2 de votre sondage et pour lesquelles j'ai évalué vos services comme exceptionnels. Deuxièmement parce que dans des dossiers de gestion des ressources humaines où nous sommes interpellés personnellement, nous nous retrouvons alors seuls devant certaines situations. C'est alors qu'un organisme, tel le vôtre, est fort utile pour circonscrire la situation, nous informer de la relativité d'une situation par rapport à l'ensemble, des suggestions sur la façon de réagir à une telle situation de même que des éléments de solution.
 - Yes, because it was a neutral third party service, which was unavailable from within the department.
 - Absolutely! In fact I have recommended the service to others. Colette was professional and realistic in her advice. I have a high degree of confidence in her ability to provide excellent counsel in a confidential fashion.
 - Assurément, à quiconque est prêt à poser les gestes qui s'imposent.
 - I would recommend this service without reservation. In fact, I think an EX would be crazy not to check with APEX before proceeding with such issues. Advice from one's department is helpful, but the department has its interests first.
 - Non, parce que les besoins de transferts latéraux (service de réseautage non-formel pour les EX désireux d'exploiter d'autres opportunités) n'est pas un des services faisant partie du mandat de l'APEX.
 - Yes – because the service provided was knowledgeable (i.e. – from another EX, with experience), and removed from the direct departmental channels.
 - Yes. Very helpful, very prompt, very understanding.
 - Will recommend it, as it was recommended to me, because it's the best in town.
 - Absolutely - in fact, I believe that it is something that should be part of any all packages offered by Departments to Executives when facing career difficulties. HR sectors do offer counselling programs and they are cognizant of other effective programs for non Executives; however they lack a strong coordination with APEX to ensure that both the organization and the Executive can avail themselves of the knowledge and experience in the data bank of APEX

- Unequivocally YES. I never realized how much misinformation I was getting until I met with Colette Nault. This executive service is critical in my opinion for EXs and is non-existent elsewhere. It is refreshing to have unbiased advice and correct information provided in a way that allows you to move forward with that added confidence that is sometimes required on sensitive and very personally based work matters.
- Oui, absolument. Le “coaching” et le mentorat offerts m’ont été d’une aide précieuse.
- Yes, it was well done and it is important for EX’s to have somewhere to turn when the normal channels do not work or the issues are about their activities or lack thereof. The advice is needed before action can be taken; otherwise asking the question implies actions which one may choose not to take.
- Sans hésitation. D’abord pour l’écoute et la compréhension manifestée. Ensuite pour les précieux conseils quand au processus et à l’approche à prendre.
- Yes. There is no one here to turn to.

What could be done to improve the service? / *Comment pourrait-on améliorer le service?*

- Very little. Service was prompt, professional and helpful.
- Améliorer le site web.
- You could potentially publish questions and answers or resolved case studies on the website – for information dissemination purposes.
- Le maintenir. Faire un lien (sûrement déjà en place) entre ce que vous entendez et les revendications faites par l’Association.
- No recommendations, as noted above, I have been impressed by the level of service provided.
- Pas de recommandation précise à suggérer à ce stade-ci.
- For Official Languages cases, form a group of students to help others who have problems with dealing with their Official Languages Divisions or who were harassed by their superiors like I was.
- I don’t really know enough about your capabilities to suggest improvements.
- Duplicate Colette because once her existence becomes well known she will not be able to meet the demand.
- I have not imposed greatly on the services provided by APEX so am probably not in the best position to recommend improvements. The service I received was excellent and fulfilled my needs at that time.
- Nothing comes to mind.
- I can’t think of anything, I thought that the service was very good.
- I cannot think of how to improve this although in this situation there was no need to refer the matter to others so I do not know how that would work.
- Given the fuzziness of the TB policies there are a lot of grey areas. The list of legal firms who had some knowledge about the federal environment and case law was very useful, not that I got to the point where I had to use them. In my case I felt my option was to, if need be, explore a constructive dismissal case. For that I would have needed legal advice. Colette was not familiar with this term, or to whom I should present this case, if need be. The web sites don’t really tell you much about this and I was worried about losing a constructive dismissal case simply on the technicality that I had gone the wrong route. I feel the advisory service should have a basic familiarity with the legal concept of constructive dismissal and the process. This would have made the service more “complete”.
- No suggestions.
- Je pense que des services juridiques devraient être offerts aux membres pour les aider à mieux se préparer et pour évaluer les conséquences de telles plaintes mais aussi pour préparer toute action ou étape ultérieure qui pourrait découler de ce genre de situation.
- Je crois que plusieurs personnes voient l’APEX plus ou moins comme une organisation utile, mais sans véritables pouvoirs pour nous aider à effectuer des changements de carrière. Peut-être qu’APEX pourrait participer plus directement au placement des cadres dans de nouveaux postes.

- Provide all with equal support. I could not help but get the feeling that APEX was not prepared to support older EX, possibly because they feel they (older EXs) are keeping younger members from access to positions.
- Advertise its existence beyond APEX.
- Not enough experience with the service to say for sure.
- Je crois qu'il serait nécessaire de continuer d'informer les EX que le service est disponible et de leur faire part des questions qui peuvent faire l'objet d'une consultation. Pour ma part, le rappel décrivant le service qui avait été envoyé à tous les EX par courriel a été un facteur important puisque je ne réalisais pas que le service existait.
- En formant une liste de cadres, ex-cadres prêts à partager leur expérience/savoir/contacts, ou même à agir en tant que mentors/coach? En précisant ce que le service peut et ne peut pas fournir?
- The individual must be able to provide value-added that I can't get from elsewhere. Important not to oversell.
- J'ai été très satisfait des réponses obtenues face aux questions que j'ai alors soulevées. Ceci dit, il est possible qu'une base de données ou un réseau pertinent pourrait aider le conseiller ou la conseillère à mieux conseiller le cadre qui la consulte sur le plan de l'évaluation, de la formation, du perfectionnement, même des possibilités de mouvement au sein de la Fonction publique. Bien sur, il y a un service un peu analogue à la Commission de la fonction publique, mais il est coûteux et, compte tenu qu'il faut en faire approuver la dépense par son supérieur, ça n'a pas toujours le niveau de confidentialité qu'on souhaiterait avoir, surtout quand on traverse une période difficile... ou une période de restructuration...
- It would be helpful if the service or APEX in general had more clout in dealing with issues such as mine. As it stands, the advice and info I received was very helpful but the bottom line was that I was really on my own in dealing with an unfair situation. APEX has some 'moral suasion' on its side but no real authority to deal with difficult issues or situations. I'd be glad to expand on this with you.
- Increased knowledge in areas such as follow up and options for someone faced with harassment charges.
- D'abord, je dois dire que le service de conseil auprès des cadres en situation de travail difficile m'apparaît essentiel, compte tenu de plusieurs autres situations problématiques dont des collègues m'ont parlé lorsque je leur expliquais ma propre expérience. Selon moi, le service doit être axé sur l'écoute et les conseils quant à la meilleure façon de traiter de telles situations. Je ne crois pas que l'APEX doit être impliquée dans la résolution de conflits, ni dans un appui à la réorientation dans ce genre de cas.
- Je ne sais pas. Le service qui m'a été donné par Colette Nault a été fait de manière très professionnelle et d'une gentillesse très appréciée.
- Follow through and feedback by the APEX advisory service with individual clients would be wonderful but it is inherently understood that such a service would be extremely time intensive and not very cost effective. Clearly, if the client required further follow-up, it would be incumbent on them to seek the appropriate reference and/or assistance.
- Again, from my perspective, the service was excellent.
- This was a simple referral to external legal advice. Key is to have available resources and agreements with experts for the membership of APEX.
- Based on my single experience, I don't think there is anything I can suggest. I was very impressed with the help I received.
- Include Level 4 Managers in your client group. Level 4's are left out of any formal support system.
- 1) It would be very effective and helpful I believe, if the service began with some explanation or clarification of the protection of the shared personal information by the Privacy Act. This should be explored. 2) My background is e-learning so I ask, could there be an "Ask the Expert Online or Community Chat Board Service" that EXs could anonymously use to get some feedback or strategic advice on "best practices" for management issues whereby a seasoned senior executive (even someone in recent

- retirement) would respond anonymously? This would not be expensive if the parameters are not too grand. Maybe the Senior Advisor could author some or all, or coordinate the answers. Just an idea, maybe to start something new.
- Clone Colette, do not let her go. More of the same is great. I like the fact that the person on the other end is a female since I think it may have been harder to speak to a male. Perhaps males think the opposite who have used the service but, in my case, Colette was a lifeline which I needed and utilized and felt proud again.
 - I can't think of anything at this point in time.
 - This is the first time that I receive service from APEX and for what it's worth, the understanding individual at the other end and persons like Colette Nault, knowledgeable, experienced and proactive.
 - Mes commentaires vis-à-vis le service que j'ai reçu sont très positifs. L'écoute attentive, les conseils judicieux de Colette basés sur des recherches m'ont été très utiles. Le service que j'ai reçu était on ne peut plus excellent.
 - Not sure at this point – may have different response once my situation is resolved.
 - I don't know whether your service is well known within the EX community.
 - Have legal counsel on staff or as a service to the EX community.
 - Nothing at this point. As more people begin to use this service, please make sure it stays adequately resourced.
 - Nothing. A real service to APEX members.
 - Difficile à dire. Disons, avoir accès à des recours plus formels sans avoir peur de représailles...
 - From what I observed and actually experienced, it seems that the service is quite outstanding. I am not certain if it was my particular situation, but Ms. Nault was most efficient in providing assistance. She seems quite proficient at handling the workload and was quite efficient in helping to resolve my situation.
 - Perhaps nothing, simply because the organization lacks the clout and authority to bring meaningful results to its clients.
 - Aucun changement n'est nécessaire.
 - More advertising of the service within the EX community.
 - This was the first time that I received service from APEX and for what it's worth, the understanding individual at the other end and persons like Colette Nault, was knowledgeable, experienced and proactive.
 - I can only speak for my own situation and, in light of the obstacles I face which are systemic, am at a loss to suggest anything specific in terms of the service offered. My problem does not lie with the service, it rests in the fact that executives are pretty much on their own in these types of situations and the APEX counselling service can only make useful suggestions if the organization is willing to be reasonable and responsible. In harassment cases, the counselling service is most beneficial when the client has minimal understanding of available options for resolution; needs suggestions about how to handle the situation; and/or needs validation for approaches being proposed.
 - Le service est excellent. La seule chose que l'on pourrait améliorer – car il y en a toujours une et que je creuse un peu – est le fait qu'il gagne à être mieux connu.
 - Continuer comme maintenant, c'est bien parti.
 - At this time, I have no suggestion for improvement.
 - The only thing would be being able to have access to this support at any time. I really can't say too much good about the service I received. It was invaluable.
 - It is very good as it is.
 - The only thing I can think of is that you might look in particular at the problems facing those of us who have spent part of our working careers outside of the public service and who have been offered positions in the public service because of the expertise and experience we have accumulated elsewhere. There are a number of difficulties - for some, it's language proficiency; for others, questions of compensation; and for those like me, it's being able to buy-back years of pensionable service (especially for those years

- when one has not benefited from a pension plan, which was the case for me at NATO because I was there less than 10 years).
- More case information, to compare results, to anticipate.
 - Improve the willingness of others to recommend and market APEX. Have two or three specialists come on board working full-time with APEX in areas that receive the most demand: e.g. ombudsman, legal affairs, compensation/pension issues etc. Otherwise - not much.
 - My experience was excellent. However, I am not convinced that one person is able to continue to provide the service and meet the demand that exists for EXs, particularly as word gets around further about this service; I expect the trend will continue to increase.
 - APEX needs to do more to provide career counselling services or ensure that some government agency plays this role. What happens to executives who wish to expand into other areas, or change career paths? It is all in networking and those without extensive networks or contacts are out of luck. I am afraid this will get worse as the new Act is implemented.
 - Le service n'était pas connu par tous mes collègues – il faudrait encourager les Divisions des Ressources humaines dans différents ministères/agences gouvernementales à diffuser plus largement l'information sur votre service.
 - No suggestions.
 - Difficile à dire, c'était ma première expérience. Une alternative serait d'avoir plus d'une personne pouvant donner une aide immédiate. Il peut se produire des situations comme celle que j'ai vécue ou une simple écoute est requise au tout début. Il est important d'avoir la possibilité d'avoir une personne disponible immédiatement à ce moment.
 - Perhaps add follow up and also take it one step further to help with reassignment.

Please feel free to add any other comments or suggestions. / *N'hésitez surtout pas à ajouter d'autres commentaires ou suggestions.*

- J'ai beaucoup apprécié l'efficacité, la rapidité et le professionnalisme de vos services!
- I have been very happy with the service.
- Thanks very much for the assistance.
- I have only one comment - Thank you!
- In addition to the survey, I would like you to know that I can't say enough good things about Colette. I sincerely hope APEX can keep her as a resource in her current capacity. She is, in my estimation, a natural in the ASE function.
- I'd like to thank the Deputy Community for funding the ASE, and I hope they continue with their patronage.
- Thanks for the support.
- Thanks again for the service. Please pass my thanks along to Colette. Would be "happy" to work with her again.
- My thanks to APEX in making this service readily available to folks in the regions. I had a couple of calls with Colette, and was able to connect while in Ottawa on business. In the later case she juggled her time to be available when it worked for me.
- J'aimerais par la présente profiter de l'occasion pour remercier Mme Nault pour son soutien moral et ses conseils judicieux qui furent très appréciés.
- Je vous remercie de m'avoir offert l'occasion de donner mes commentaires sur le Service conseil pour les cadres de direction.
- Il y a quelques semaines, je vous ai fait parvenir un courriel dans lequel je faisais part de mon entière satisfaction à l'égard du service reçu. N'hésitez pas à le consulter au fin de votre analyse.
- J'ai été très impressionnée du service offert par Madame Nault : ses connaissances, son professionnalisme et sa personnalité sont remarquables. Merci pour tout.
- Je puis vous indiquer dès maintenant que j'ai beaucoup apprécié ma rencontre avec Colette Nault et que ça m'a beaucoup rassuré, compte tenu que je traversais alors une période plutôt difficile et pleine d'inquiétudes. Le tout s'est estompé maintenant. Je suis

toujours un peu perplexe quant à mon avenir à la fonction publique, et je considère de plus en plus la possibilité de prendre ma retraite (faute de défis vraiment intéressants), mais je ne suis plus inquiet... Colette Nault a été là un au bon moment et a été d'un grand réconfort; en outre, elle s'est donnée la pleine de re-communiquer avec moi après un certain nombre de semaines pour voir si tout allait bien et si je serais intéresser à relever un autre défi, ailleurs, geste que j'ai beaucoup apprécié.

- Understand that service was useful, but as one stop in a series. Careful not to oversell as a solution-based service.
- J'ai été en tous points enchanté par les services fournis par Colette.
- At the time of the meeting, I was feeling quite upset, felt cornered, overwhelmed and I did not know where to turn or who to speak to. I was indeed very grateful that APEX was a place I could go and get help as an Executive. After a few minutes of describing my scenario, I was told that I needed to hire a lawyer to help me with my problem. I was shocked and bewildered to hear such advice at that point in time. That meant at my own expense, I would need to hire someone to protect me as a "civil servant". That idea alone made me feel much worse than the original reason I came for advice. To me, it implied that Gov't processes were "broken" and I was stuck in the middle of an even bigger problem/mess. It made a very bad situation even more unappealing.
- I'm delighted to say that the situation was resolved through mediation. That exercise was quite trying, draining and exhausting as well, but in the end, it's now behind me although I remain hopeful that better ways can be found for quicker resolutions and more timely results when someone such as me is faced with this type of problem.
- À mon avis, les services conseils de l'APEX répondent à un besoin réel au sein de notre communauté. Il faudrait continuer à les promouvoir auprès des EX.
- I am very satisfied with the service I received and am grateful that it is there as an option for EXs.
- À la lumière de mon expérience, je suis d'avis que la dénonciation d'actes fautifs et de cas exceptionnels de mauvaise gestion est autant d'intérêt pour les cadres de la Fonction publique, à titre de victimes, que pour les employés syndiqués. L'APEX a tout avantage à s'impliquer dans le dossier d'une prochaine Loi sur la dénonciation, pour défendre les intérêts des cadres qu'ils/elles soient aptes à dénoncer, ou sujets à une dénonciation.
- I feel quite fortunate that I had called APEX at the suggestion of one of my colleagues. I was feeling quite devastated when I called and Colette helped me to get some perspective on this. We spoke for about an hour, and by the end of it I felt equipped to start moving forward. She is a valuable resource for APEX members.
- My particular counsellor was most helpful and I continue to liaise with her about my situation.
- When this "mess" started it was very disheartening. I am a strong confident professional woman and somehow this incident has eroded my confidence not only in myself but in the system as a whole. After speaking with Colette and getting her to listen and ask questions it felt like a weight had been lifted. There are very limited places for EXs to get assistance and this is one of the best places. I wholeheartedly support the Deputy Ministers in supporting this initiative.
- I found that Colette put things into perspective for me again. I did not have to see only the small world I had started to seclude myself in and was able to see that I do have a purpose here and that I should not lose sight of it. The fact that she asked me how I was doing personally was a great thing. It restored my faith in that we all have feelings and are human so thanks you again Colette for helping.
- I found the service very professional, timely and informative. Again thanks.
- I felt the Executive I was referred to was genuinely interested in my needs and development. Provided excellent advice on how to present at an EX 2 Selection Board.
- Additional advice was offered and/or provided above and beyond.
- Helpful and very professional.
- My situation was dealt with positively via distance by telephone/email throughout.
- I cannot say enough on the support received.

- Coaching via distance was provided as well.
- Very supportive and assistance was offered as needed.
- Contact of persons with expertise was made by Colette with my concurrence. The advisor was very proactive and helpful.
- Voilà longtemps que ce service aurait dû exister. Merci de l'avoir créé.
- I would like to help out so APEX/ASE can make a strong case to the DMs for more funding but am concerned about privacy.
- Obviously I am very thankful for and satisfied with the professional advice provided to me by APEX/ASE. I would suggest that you might wish to anticipate future demands from more visible minority EXs. Perhaps we could assess the special needs of this designated group and perhaps the possibility of a focus group exercise (which I am willing to help organize).
- The service provider was very empathetic, professional and knowledgeable – qualities that create confidence and trust.
- I appreciate the help given and the follow up performed by Colette.
- Vous assurer de sélectionner les personnes ressources avec soin car elles jouent un rôle très important. Colette a été pour moi une ressource parfaite pour ce rôle. Merci Colette.
- Pierre – un gros merci à ton équipe.
- Thanks – I am very grateful for the help. I was in a terrible situation and this really helped. I also appreciated the seminar session that was held by APEX on Harassment in the Workplace and Changing Job situations that I attended this past spring in Ottawa. Again, APEX extended the invitation to non-APEX members, and while APEX did indicate the benefits of becoming a member, it was very low-key promotion and there was no pressure.
- Thank you again APEX for your assistance.
- I wish to thank Colette Nault for her assistance with my situation. Without her assistance, I would not have been able to deal with the situation effectively. The advice and support received from her was invaluable.
- I appreciate that the service was available to assist in my situation. Without it, and as stated earlier, I may not have been as effective in dealing with the situation. The advice received was professional and supportive right up to the point of the interview taking place.
- I was most appreciative that APEX was willing to provide a contact (Colette) with specific skills and knowledge to assist me with my issue. APEX did so even though I am not currently a member of APEX.
- Je voudrais remercier l'APEX et son conseil de direction, ainsi que le Secrétariat du Conseil du Trésor pour son appui financier à cette importante initiative qui contribue à la santé du groupe des cadres de direction. Pour un investissement somme toute modeste, les gains de productivité pour la fonction publique sont inestimables.
- I am not alone in my current situation. I'm aware of many executives/senior managers who are encountering similar situations to varying degrees. It's not something that's talked about very frequently and this serves to further isolate victims. While I recognize the mandate of APEX and its Advisory Service, I think that APEX could perform a very valuable service to harassed executives if it was able to more formally support these individuals in their dealings with their organizations. It would be great if all departments and agencies were willing to discuss these types of problems with a view to constructive resolution but that is simply not the current public service environment.
- I really found the service first rate.
- Merci et CHAPEAU à Colette Nault pour son efficacité et son grand professionnalisme.
- Merci de m'avoir invité à répondre à votre sondage. J'en profite pour vous remercier ainsi que Mme Nault pour votre disponibilité et vos conseils judicieux.
- Earlier, I had the opportunity to meet Colette as part of a group of executives with learning disabilities during her consultation on Language Training in the Federal Government. The report she wrote on our behalf was excellent and has gone a long way to creating some

- positive changes within the federal government in the area of language training. For that I am very thankful.
- Since that time I have consulted with her on the management of my situation. Coincidentally, I had a meeting with my ADM today and as a result will be calling her shortly to discuss career options and their implications.
Thank you for the opportunity to provide my feedback.
 - Suite à ces contacts privilégiés, j'ai décidé de m'impliquer davantage et fais dorénavant partie du comité de l'APEX sur (...). Il me ferait plaisir de rencontrer M. de Blois pour poursuivre la discussion à sa convenance.
 - The service was professional, accurate and absolutely necessary to protecting and understanding my rights. Colette was great and I am remiss in not expressing my appreciation to her and APEX for the service that was provided to me, my apology.
 - I've filled out the questionnaire below, but Pierre, this service is invaluable. EXs do not have anyone else to help ensure our rights are protected and, it seems, we are usually perceived as the "bad guy". Thanks to Colette and APEX"
 - Bien que mes besoins n'étaient pas ceux offerts par le Service conseil, Mme Nault a pris le temps d'écouter mes besoins et a recherché des pistes de solutions, très professionnelle.
 - I very much appreciated having been referred to Colette, and for the opportunity to discuss my situation, receive feedback from someone with an understanding of how things work, and receive suggestions as to ways to remedy the situation, beyond what is necessarily written in policy documents.
 - I was particularly impressed by the quick response of Collette to my questions and the understanding with which she addressed them. She helped very much in putting me on the right track for finding answers to some tricky questions concerning buy-back of pensionable service.
 - The advice was bang on and the emotional support essential. Thanks.
 - I was bowled over by the personal effort put in by Colette Nault and I have been indirectly aware of Pierre's leadership and commitment for several years. Government as a whole could not be better served than public servants like these two.
 - I have spent 23 years in the public service and would like to spend many more years in the public service if I could find a position that would provide me with greater job satisfaction and more personal time. I am not sure how long I can continue to work 70-hour weeks. I had a much better time and more professional satisfaction as an IS-04. All I do now is paperwork. There is a lot of talk about "results", but hardly any about the conditions under which executives work. We are very vulnerable and will be more so under the new Act. Thanks for listening.