

INTERNAL & EXTERNAL COMMUNICATIONS FOR GOVERNMENT

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The Canadian Public
Relations Society, Inc.

October 4 - 5, 2006 • Sheraton Ottawa Hotel, Ottawa

DAY 1

Internal Communications

Proactive planning for keeping your employees engaged and on-message

Chair:

Krista Thompson

Vice President – Change and Internal Communications, Hill and Knowlton Canada

Agriculture
and Agri-Food
Canada Post
Canada Revenue
Agency
Fleishman-Hillard
Canada

Health Canada
Ontario Ministry
of Finance
Service Canada
Royal Canadian Mint
Thornley Fallis Group

DAY 2

External Communications

Tools and techniques for a comprehensive messaging strategy that connects with stakeholders

Chair:

Susan Murray

Former CBC Journalist and Former Director of Communications for Scott Brison

BC Tourism
The Brand Factory
Civica Inc.
Media Strategy
National Capital
Commission

National Arts Centre
Parks Canada
Provident Energy
Public Policy Forum
Royal Canadian Mint
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Plus! All accredited CPRS members who attend will qualify for all Maintenance of Accreditation Units



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Transition. Transparency. Transformation.

Communicators in Government are facing new challenges while the call from Canadians is for more, more, more information. How can you keep up, keep ahead, and keep the confidence of your employees and stakeholders?

The Canadian Institute's INTERNAL AND EXTERNAL COMMUNICATIONS FOR GOVERNMENT conference, on October 4-5, 2006, in Ottawa, Ontario, will provide insight and information, plus take-away tips and tools for navigating the changing nature of the communications function within the public sector.

Managing the new government's mandate for communicators, answering the public's scrutiny, and ensuring that employees stay on-message are just the tip of the communicator's iceberg. This important and timely event will delve beneath the surface to examine:

- Aligning the communications and human resources function for highest impact
- What do employees and other stakeholders want – and need – to know?
- Matching your internal communications to your departmental policy
- Creating mechanisms to solicit employee and management feedback
- Implementing manageable timelines for change and establishing pinpointed communication processes
- Adapting to the multi-news cycle day
- Creating a clear-cut, goal-oriented message strategy
- Using practical tools and approaches for measuring stakeholder and public confidence in your brand

INTERNAL AND EXTERNAL COMMUNICATIONS FOR GOVERNMENT is sure to be a not-to-be-missed opportunity that will gather communicators from across the government spectrum. Be sure to join your colleagues for this important and timely event. You can take advantage of our Flex-Reg plan to focus your learnings on Internal Communications (Wednesday, October 4), External Communications (Thursday, October 5) or get the full picture by attending both days. Further your communications skills by choosing from our three interactive learning sessions on Tuesday October 3rd or Friday, October 6th. The choice is yours!

Register today by calling 1-877-927-7936 or online at www.canadianinstitute.com

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SPEAKERS

Day One:

Internal Communications

Chair:

Krista Thompson
Vice President –
Change and Internal
Communications
Hill and Knowlton Canada

Pam Aung Thin
Vice President
Communications
Royal Canadian Mint

Joanna Baker
Manager
Internal Communications
Service Canada

Johanne Deschenes
Senior Communication
Advisor, CRA
Compensation Service
Delivery Renewal Project

Mark Giberson
Former Manager
Internal Communications
First Nations and Inuit Health
Branch, Health Canada

David Jones
Senior Vice-President,
Fleishman-Hillard Canada

Larry Menard
Director, CRA
Compensation Service
Delivery, Renewal Project

Diane Patell-Pernari
Director,
Employee Communications
Canada Post

Wendy Quinlan-Gagnon
Chief, Performance
Management &
Competencies/Learning
& Development, Human
Resources, Agriculture
and Agri-Food Canada

Greg Robinson
Team Lead & Project
Manager, E-Communications
Financial Services
Commission of Ontario
(FSCO) Ministry of Finance

Joseph Thornley
CEO and Chairman,
Thornley Fallis Group

Interactive Learning Session Leaders:

Amanda Brewer
Director, Change and
Internal Communications,
Hill and Knowlton Canada

Kevin Foster
Vice-President, Product
Development (MRP's),
News Canada Inc.

Day Two:

External Communications

Chair:

Susan Murray
Former Journalist, CBC
and Former Director of
Communications for
Scott Brison

Pam Aung Thin
Vice President,
Communications
Royal Canadian Mint

Nancy Averill
Director, Research
and Methodology
Public Policy Forum

Jacqueline A. Bannister
Director, Communications
Canadian Air Transport
Security Authority (invited)

Raymond Chan
Director, 2010 and
Corporate Relations,
BC Tourism

Ishan Ghosh
Vice President Strategic
Planning, The Brand Factory

Jim Gray
Principal, Media Strategy Inc.

Laurie Peters
Director, Strategic
Communications, National
Capital Commission

Carol Sheedy
Director General, External
Relations and Visitor
Experience, Parks Canada

Barry R. Smith
Director of
Communications and
Marketing, SEIU Local 1.0n

Laurie Stretch
Senior Manager,
Investor Relations and
Communications,
Provident Energy

Jayne Watson
Director, Communications
and Public Affairs
National Arts Centre

Joseph Zebrowski
Consultant, Civica Inc.
Public Affairs and Strategic
Communications

Jim Gray
Principal, Media Strategy Inc.

Keelan Green
VP, Thornley Fallis Group

David Jones
Senior Vice-President,
Fleishman-Hillard Canada

DAY 1 INTERNAL COMMUNICATIONS

Interactive Learning Sessions

A Tuesday, October 3, 2006

1:30 p.m. - 5:00 p.m.

Registration opens at 1:00 p.m.

Building an Internal Communications Measurement Strategy from the Bottom Up – Applying the Best Practices of Logic and Good Sense

Amanda Brewer

Director, Change and Internal Communications
Hill and Knowlton Canada

Communications plans do not, and cannot, exist in a vacuum. To achieve optimal results, communicators must be able to illustrate tangible returns on their plans and strategies. This session will focus on the building blocks needed to implement a measurement mechanism that demonstrates effectiveness to senior management and makes a strong case for the inclusion of an internal communications plan as part of the overall business plan.

This session's focus will include:

- Establishing a logical and practical methodology
- Managing confidentiality and employee privacy
- Ensuring employee/management participation
- What is the role of front line managers in employee communications measurement – are manager's reports necessary and how?
- Using employee surveys to develop communications practices that employees will embrace
- How do you ensure employees provide useful feedback on internal communications initiatives?

Don't miss this chance to see how you measure up! Register today!

Amanda Brewer has provided counsel to both private and public sector clients with an emphasis on strategic internal programs designed to deliver on business priorities. Prior to joining Hill & Knowlton, Amanda served as Manager, Internal Communications with the Canadian Broadcasting Corporation (CBC), where she provided leadership on a number of successful national initiatives aimed at promoting the brand and reputation and public accountability of CBC. Amanda also has experience working with AGF Funds Inc., Noranda Inc., (now Falconbridge), and with a division of Health Canada in Ottawa.

Amanda holds an MA in Journalism from the University of Western Ontario and a BA in English from Wilfrid Laurier University. She is a member with the International Association of Business Communicators (IABC) and is a past-president of the world's biggest chapter in Toronto.

A Message from the Chair...

Internal Communications has become top of mind for the public service, as senior executives face the task of building commitment for large-scale change; as managers face a deluge of information and messages they are expected to interpret and cascade to their teams; and as employees are uncertain about "the business we are in" and where they fit.

Corporate Communications and Human Resource leaders are realizing that internal communications doesn't have a role in change management – it has the role. As a result, in a number of departments and agencies, we're seeing change and internal communications evolve from purely a project function to an Internal Communications directorate within the traditional Corporate Communications branch.

As I receive more and more requests from the public sector for hands-on assistance in internal communications, and I hear industry consultants echoing the same requests – this anecdotal evidence supports the notion that Internal Communications is in hot demand. In this one day session, we have the opportunity to focus on internal communications for the public sector, to talk about your unique issues and share ideas and solutions.

I hope you'll join us.

Krista Thompson

Vice President, Change and Internal Communications
Hill and Knowlton Canada

Wednesday, October 4, 2006

8:00 **Registration Opens, Coffee Served** ☞

9:00 **Opening Remarks from the Chair**

Krista Thompson

Vice President – Change and Internal Communications
Hill and Knowlton Canada

9:15 **Effectively Communicating in Times of Change and Transition**

Krista Thompson

Vice President – Change and Internal Communications
Hill and Knowlton Canada

While the day-to-day message often remains the same, certainly government communicators, and public servants are affected and must respond to the changes swirling around them. How do you maintain the message while managing a shifting landscape? This session will answer:

- How does internal communications "fit" within change management?
- How do the communications and human resources functions align or integrate for the highest impact?

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- How does the internal communications function help an organization get ready for change?
- What do employees and other stakeholders want — and need — to know?
- Are you communicating to achieve employee commitment — or compliance? Which approach and tactics work best for achieving commitment or compliance?
- How do you help manage resistance?
- How do you know if communications are effective?
- What actions can you take to course correct in times of turbulence?
- How do you help sustain the change?

10:00 Networking Coffee Break

10:15 Identity Crisis? Demonstrating and Instilling the “Big Picture” Viewpoint to Maintain Focus on Departmental Communications and Business Objectives

Joanna Baker
Manager, Internal Communications, Service Canada

Mark Giberson
Former Manager, Internal Communications
First Nations and Inuit Health Branch, Health Canada

Wendy Quinlan-Gagnon
Chief, Performance Management &
Competencies/Learning & Development, Human
Resources, Agriculture and Agri-Food Canada

The merging of departments and restructuring of ministries is inherent to the shift of power in Ottawa. While the structure and focus of each government department is unique, the focus of each department's employees must remain constant in order to successfully reach goals.

- Setting milestones and measuring successes
- Making the message “real” for employees
- Navigating the communications function with the policy
- Maintaining focus and morale while riding changes and shifts

11:15 Special Delivery: Mastering Employee Communications on an Enormous Scale at Canada Post

Diane Patell-Pernari
Director, Employee Communications, Canada Post

- Knowing your corporate culture — establishing benchmarks
- Understanding the role of internal communications when implementing measurement processes
- Evaluating key communication techniques versus routine messaging
- Reviewing and testing your communications plan before you roll it out
- Measuring employee engagement levels on an ongoing basis
- Identifying the success factors for communicating to remote employees
- Creating mechanisms to solicit employee and management feedback
- Translating qualitative evaluation into quantitative reports

12:00 Networking Luncheon for Speakers and Delegates

1:15 Work In Progress: FSCO’s Intranet Redesign Project

Greg Robinson
Team Lead & Project Manager,
E-Communications, Financial Services
Commission of Ontario (FSCO)
Ministry of Finance

Recognizing it as a vital communication resource requiring significant reorganization, the E-Communications Team at this Ministry of Finance agency has undertaken a comprehensive redesign of its internal staff Intranet site and the way it manages content. This session includes:

- Communication through the effective use of project management principles
- Stakeholder consultations: Using focus groups to create and cultivate your site
- Incorporating feedback into design: Who uses what, when do they use it, how do they use it, and how would they like to use it?
- Developing a taxonomy: Creating a site map that is intuitive for all
- Deciding what’s important: Separating “need to know” from the “nice to know”, and setting “importance thresholds” as a gauge for controlling content
- Creating a governance plan to manage site content

2:00 Achieving Employee Satisfaction and Building an Integrated Internal Communications Plan at the Royal Canadian Mint

Pam Aung Thin
Vice President Communications
Royal Canadian Mint

From the springboard of transparency and accountability comes a new information flow within the organization. The communications professional becomes an important factor in facilitating the information flow within the organization, as well as to Canadians at large. The Royal Canadian Mint has an ongoing employee communication program in place, and will be implementing a new ERP program bringing about a need for change management. Pam Aung Thin brings her experience to illustrate success factors in employee communications.

- Including communicators in business decisions and plans
- Reporting to the Stakeholder: recognizing the direct link of the employee to the stakeholder
- Securing buy-in and cooperation across the operational spectrum
- Cultivating recognition of communications as integral to the business plan

2:45 Networking Coffee Break

3:00 Social Studies: Utilizing Social Media to Improve your Internal Communications Function

David Jones
Senior Vice-President, Fleishman-Hillard Canada
Blogger (prworks.ca) and
Co-host of Inside PR podcast (insidepr.ca)

Joseph Thornley, CEO and Chairman
Thornley Fallis Group, Blogger (propr.ca)

The ever-expanding world of interactive web-based media opens new platforms for communicating within your organization. Can the use of blogs and podcasts replace the newsletter? Should it? This session brings real-life public and private sector examples to highlight the potential in harnessing and applying Social Media in the government realm.

- Who's blogging who? The benefits and pitfalls of promoting employee bloggers
- Senior Management podcasting: does it work?
- Feedback or static? Are there lines to be drawn within the lines of communication?
- Real-time communication management: does social media really enable you to be the "first to know"?
- Instituting buy-in and comfort level across the employee spectrum
- Setting parameters and rules for using social media

4:00 Proactively Implementing Change through Strategic Employee Communications: Canada Revenue Agency's Compensation Service Delivery Renewal Project

Johanne Deschenes, Senior Communication Advisor
CRA Compensation Service Delivery Renewal Project

Larry Menard, Director
CRA Compensation Service Delivery Renewal Project

In 2002, the CRA recognized the need to streamline its compensation services. This change would mean ensuring employees understand and adapt to new functions. The Compensation Service Delivery Renewal Project has been implementing various initiatives for the last few years and engaged along the way.

- Securing employee buy-in for sweeping change across the department by keeping them informed
- Changing the nature of dealing with the client, while ensuring the client that its best interests were being considered
- Implementing manageable timelines for change and establishing step-by-step pinpointed communication processes
- Building the plan from a support base at the highest level of management
- Instilling Employee Empowerment through the changes to keep employees on-side
- Managing media intrusion within the internal communications plan
- Engaging employees with open lines of communication, including face-to-face meetings with the Agency Management Committee, web-based feedback, and outreach activities
- Maintaining the recognition and attention of employees by internal branding

5:00 Chair's Closing Remarks and Conference Day 1 Concludes

A Message from the Chair...

Communicating to the public is becoming increasingly challenging at a time of an ever-shifting media environment. Communicators need to adapt to the 24-hour news cycle, the era of blogs and blackberries, the blurring line between hard news and opinion, and new government mandates to control the message.

Add to that a skeptical yet demanding public and government communicators have the right to feel confused about what they're supposed to be doing and how to do it.

Our day long session on External Communications will help demystify the evolving media landscape. It will offer practical tips on how to stay on message at a time of transition and provide the opportunity to share best practices.

As someone who has worked both sides of the media divide, as both a journalist and director of communications, I feel it is important to gather with other communicators to explore and tackle the obstacles we face. I hope you will, too.

I look forward to seeing you in October.

Susan Murray
Former Journalist, CBC, and
Former Director of Communications for Scott Brison

Thursday, October 5, 2006

8:00 Registration Opens, Coffee Served ☕

9:00 Opening Remarks from the Chair

**Susan Murray, Former Journalist, CBC, and
Former Director of Communications for Scott Brison**

9:15 Effectively Communicating in Times of Change and Transition

**Susan Murray, Former Journalist, CBC, and
Former Director of Communications for Scott Brison**

With the change in government comes a change in communications policy. Prime Minister's Harper's oversight of the messaging mechanism may create an adversarial relationship between the media and government communicators — or it may streamline the messaging that comes from Ottawa's policy makers. Susan Murray brings her both-sides-of-the field expertise to set the tone for the day's learnings.

10:00 Networking Coffee Break ☕

10:15 Adapting to the Multi-Newscycle Day: How to Manage the Proliferation of Media Outlets

Jim Gray, Principal, Media Strategy

The landscape of media messaging has changed considerably with the advent of 24-hour TV news and instant news access on

the web, news portals and blogs. Accordingly, the role of the communicator is no longer deadline-based, but rather a round-the-clock function. Are there enough hours in the day?

- Recognizing the media outlets and audiences who access them
- Tailoring your message to cross outlet lines as well as to appeal to specific areas
- Forging relationships to control and disperse your message
- Monitoring the ever-expanding media landscape

11:00 Crown Corporation Forum: Innovative Approaches to Stakeholder Communications and Engagement

Moderator:

Nancy Averill, Director, Research and Methodology
Public Policy Forum

Pam Aung Thin
Vice President Communications, Royal Canadian Mint

Raymond Chan
Director, 2010 and Corporate Relations, BC Tourism

Laurie Peters, Director, Strategic Communications
National Capital Commission

Jayne Watson, Director, Communications and
Public Affairs, National Arts Centre

Jacqueline A. Bannister, Director, Communications
Canadian Air Transport Security Authority (invited)

Crown Corporations recognize that Shareholder communications are key factors to their success and growth. In this open forum, representatives from the Crowns will share their experiences and field your questions on key success factors and how challenges can present opportunities for reaching goals.

- Innovative approach to messaging for shareholders
- Using the internet to engage the public and involve them in policy and process
- Setting reasonable goals to measure outreach successes
- Effectively messaging within the parameters of transparency and accountability

12:30 Networking Luncheon for Delegates and Speakers

1:45 State of the Union: Partnering with Bargaining Units to Align External Messages

Barry R. Smith, Director of Communications
and Marketing, SEIU Local 1.0n

Joseph Zebrowski, Consultant, Civica Inc.
Public Affairs and Strategic Communications

When new government policies or procedures impact how government employees do their jobs, unions snap into action. The negative effects of this reaction can be averted, by anticipating the conflicts and cooperating with your organized employees' union from the outset. Partnering, during the planning stages, can generate win-win outcomes for a variety of labour-management challenges. This session will focus on:

- Building trusting relationships with bargaining unit leaders and union leaders

- Finding common ground and developing common principles
- Understanding how your union's goals align with those of the business—what are the pathways to maintain a strong relationship?

2:30 Networking Refreshment Break

2:45 Doing it Right: Innovative Approaches to Engage Canadians and Get the Media on Your Side

Carol Sheedy, Director General, External Relations
and Visitor Experience, Parks Canada

- Creating a clear-cut, goal-oriented message
- Layering the communications plan with levels of appeal across a wide spectrum of audiences
- Developing communications and relationship programs which are relevant to stakeholders and audiences
- Building a sense of Canada through experiences and messages

3:30 Communicating with the Private Sector: Bridging the Gap

Laurie Stretch, Senior Manager, Investor Relations
and Communications, Provident Energy

Often, communications between the public and private sectors can be viewed as a "Mars/Venus" situation; with each speaking in their own distinct languages. The ability to see the world from each other's perspective could make a world of difference and ease the communication pathways. Laurie Stretch draws on her experience in both sectors to illustrate modes of messaging and finding common ground to facilitate meaningful and beneficial dialogue.

- Understanding the conceptual differences that prevent clear communications between the public and private sectors
- Learning to "talk the talk" – communication approaches that resonate
- Building productive relationships
- Deciphering and driving toward mutually satisfactory outcomes

4:15 Brand and Reputation Metrics: How to Measure Public Relations Effectiveness Against Stakeholder and Public Confidence

Ishan Ghosh

Vice President Strategic Planning, The Brand Factory

Measuring the performance of external communications is challenging. It is also essential if you hope to have any understanding of how to influence public opinion or support your brand effectively. Hear from Ishan Ghosh on how to make metrics an integral guide for your branding campaigns.

- Using practical tools and approaches for measuring stakeholder and public confidence in your brand, including:
 - measuring customer relations management results
 - using focus groups
 - incorporating measurement instruments into special branding events
 - tracking logo displays and corporate branding initiatives

5:00 Chair's Closing Remarks and Conference Day 2 Concludes

Interactive Learning Sessions

B Friday, October 6, 2006

9:00 a.m. - 12:30 p.m.

Registration opens at 8:30 a.m.

Media Relations Rating Points (MRP): the New Canadian Standard for Editorial Media Measurement

David Jones, Senior Vice-President, Fleishman-Hillard Canada

Kevin Foster, Vice-President, Product Development (MRP's), News Canada Inc.

Keelan Green, Vice-President, Thornley Fallis Group

One of the greatest challenges many communications practitioners face is measuring editorial media coverage. Evaluating and reporting the results of a media relations campaign has traditionally been a fairly subjective process, with many different — and often outdated or ineffective — systems in use. There is a new method — developed by a CPRS volunteer group of Canadian communications professionals — that aims to standardize the measurement, evaluation and reporting of editorial media coverage in Canada. The new system, called Media Relations Rating Points (MRP), is now available for use by practitioners across Canada at no cost. In addition, a subscription-based database of standardized impression data is also available. This session will provide an overview of the new system, including:

- Why use a measurement standard for editorial media measurement?
- How MRPs work
- Case studies from international corporations using MRPs to measure their campaigns
- An overview of the MRP database, which provides affordable access to standardized impression data
- An introduction to the PR Measurement Blog

Register today! Space will be limited!

David Jones joined Fleishman-Hillard Canada in May 2006 and brings over 15 years of experience in the public relations industry. At Thornley Fallis Communications, David built and led the consumer marketing, sports and financial side of the client roster, working on award-winning programs for Molson Canada and leading the Gillette, Charles Schwab and Nike accounts. He also served at Molson Canada as the brewery's Director of Public Relations for English Canada, leading PR activities including the world's largest single-day ticketed concert—the Molson Canadian Rocks Toronto SARS benefit concert, featuring the Rolling Stones, AC/DC and 450,000 attendees.

An award-winning PR professional, David manages a full roster of private and public sector clients, and has earned a reputation as a leading advocate of social media. He blogs at www.prworks.ca and is the co-host of the Inside PR podcast (www.insidepr.ca).

Kevin Foster joined News Canada in November of 2005 and brings over 19 years of business and information technology experience with him. Kevin has worked in various capacities with many internet and high-tech companies such as Bell Canada, Rogers Communications and CNW Group. Kevin was one of the co-founders of MediaNetCentral.ca, Canada's first online media list directory back in 2001. Kevin is responsible for all facets of product development for News Canada MRP and will be demonstrating the MRPdata.com web site and its ease of use when analysing editorial coverage using the MRP™ system.

Keelan Green joined Thornley Fallis in 2002 after more than four years with the Federal Government. He leads the firm's Ottawa office and specializes in communications and public relations for clients in the public sector and defence industry. A native of Ottawa, he holds a Bachelor's degree in Business Administration from Acadia University and is a member of the CPRS, IABC and CADSI.

C Friday, October 6, 2006

1:30 p.m. - 5:00 p.m.

Registration opens at 1:00 p.m.

Managing Media Interviews: Advanced Media Skills for the Government Spokesperson and Winning Techniques for Training Key Staff

Jim Gray, Principal, Media Strategy Inc.

This media relations training workshop will give participants practical tools and techniques to manage a broad range of challenges, many of which are unique to public sector professionals and elected officials.

Through a mix of instruction, exercises and mock interviews, this workshop will teach participants how to:

- Recognize what makes news and why
- Address the various needs and challenges associated with print, radio, television and internet media
- Improve teamwork within your organization to ensure rapid response
- Develop sound media relations protocols
- Marry your objectives to those of reporters
- Recognize roles and responsibilities within public sector organizations
- Plan media responses to building issues and crisis situations
- Prepare themselves and others to serve as media spokespeople
- Develop media savvy messages and briefing materials
- Answer questions effectively and bridge back to your key messages
- Ensure a good night's sleep after an interview is given

Don't leave your spokesperson unprepared! Register today for this comprehensive full-day media skills training workshop.

Jim Gray has helped plan and implement sharp, productive communication strategies for organizations across a range of sectors over the past 15 years. A former journalist with The Toronto Star and the Canadian Broadcasting Corporation, Gray uses 'The Power of Three', a simple template system, to assist his clients in developing strong content. Through his guidance, they're able to bring that content to life in compelling media interviews and speeches. Gray's clients are able to improve dramatically as presenters through a coaching model that emphasizes rehearsal and feedback. In his sessions, clients learn how to identify the informational needs of listeners, how to 'hook' their audiences early and how to utilize compelling verbal and non-verbal techniques from start to finish. An expert in crisis communications, Gray frequently provides counsel to organizations facing challenging public and internal issues. Gray is a graduate of Acadia University in Nova Scotia.

Register at 1-877-927-7936 or in Toronto 416-927-7936 or www.CanadianInstitute.com

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5 Reasons to Attend!

- 1 Navigate New Government Message Control Mandates and their Effects
- 2 Manage the Proliferation of Non-traditional Media Outlets
- 3 Answer the Call of Heightened Public Scrutiny
- 4 Integrate Communications and Business plans
- 5 Shift Communications Strategy Based on Measurement Applications

5 Easy Ways to Register

- MAIL The Canadian Institute
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For information on hotel room availability and reservations, please contact Sheraton Ottawa Hotel at 613-238-1500.

Program Materials

Conference participants will receive a comprehensive set of conference materials prepared by the speakers. These materials are intended to provide the participants with an excellent reference source after the conference.

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