CPF Leader Networking Event and 41ˢᵗ Annual General Meeting

October 12-15, 2017

CANADIAN
PARENTS
FOR FRENCH

Day 1 – Friday October 13th

- Network Impact – Working Together
  - Impact Study 2009 Progress Made, PCH Updates
  - Next Steps: Performance Measurement Strategy: Why & How?

Lunch

- Governance and Operations – Leading Together
  - Building Capabilities, High Performance Organizations: *CPF Relevance Test*
- Strengthening our CPF Network
  - Network Framework of Collaboration, Next Steps Forward

Council of Presidents – Business Meeting (Vice Presidents invited)

Leadership Team Dinner at St Éloi Restaurant

Network Impact – Working Together

Impact Study 2009 Progress Made, PCH Updates

▶ Goals for this session:

- ▶ Review as a whole group, ask and answer questions, share concerns, clarify understanding
- ▶ Gain understanding on next steps – Expectations from PCH going forward
- ▶ Implementation Timeline

▶ Purpose of the Study:

- ▶ Determine if CPF and its activities
  - ○ continue to be relevant
  - ○ is making any progress towards achieving its anticipated results.
- ▶ Evaluate the rationale and relevance of activities against PCH priorities.
- ▶ Identify issues that inhibit the CPF network's ability to achieve its strategic objectives.
- ▶ Identify changes to be made in order to improve the IMPACT on the government's investment.

Evaluation of CPF Network / Internal Business Review (Impact Study) April 2009

▶ As a result of the review, several recommendations were made to **address areas for improvement related to relevance and impacts of the issues examined.**

▶ Address understanding of the **interconnected structure within CPF Network.**

▶ Enable more intensive impact to be demonstrated across the country.

RELEVANCE

NETWORK

Recommendations grouped by category

- Governance

  - Strategic Planning / Operational Directions

  - Review Voting Rights / AGM Process

  - Input on Policy Direction, Transparent and Accountable Practices

  - Clarify Role for Governance of Boards of Directors / Training and Support

  - Clarify Leadership Role of National

  - Develop a Crisis Management Strategy

- Membership

  - Develop a Membership Recruitment Strategy (vis-à-vis stagnant membership numbers).

Recommendations grouped by category

- Internal Communications
    - Develop an Internal Communications Plan.
    - Improve efforts, processes for internal communications & ensure increased collaboration.
- External Communications
    - Review CPF's external communications activities to achieve some cost savings (shifting from paper to digital, consolidating newsletters, etc.)
    - Develop a social media (web 2.0) strategy.
    - Better coordinate the presentation of the CPF research plan.
    - Host all websites to present a consistent, professional organizational image.

Recommendations grouped by category

- National Support to Branches
    - Review support provided by National Office to Branches: insurance, collecting data for FSL report, new products, activities, training.
    - Review cost burden for Branch Concours participation in finals (travel support).

- Revenue Generation
    - Pursue aggressively other funding opportunities.
    - Develop and implement a fundraising strategy, concrete action plan to address this issue.

Recommendations grouped by category

▶ Revenue Distribution – PCH*

  ▶ Lack of transparency as to how the final decision is made for allocation to National office and each Branch.

  ▶ Concerns about allocation of funding from PCH as not appropriately aligned with the core business of the CPF (serving the needs of parents).

  ▶ Clarify the decision-making process and distribution of PCH funds across the network.

  ▶ Clarify the "value-added" of the National office to the Branches and Chapters.

Revenue Distribution – PCH*

▶ As a <u>national</u> organization, the CPF Network (Branches and National office) receives funding for its 'core programming' through the Official Languages Support Programs Branch (Appreciation and Rapprochement sub-component).

▶ The Dept. of Canadian Heritage allocates the amounts within each funding envelope.

▶ Currently, 70% of this entire funding envelope is allocated to CPF core programming (Branches and National). Funding has remained at the same level since 2010.

▶ The allocation of funds is based on several criteria: the number of potential clients, % of potential clients, % of bilingual youth, etc.

▶ The "funding formula" has been examined every 3 to 5 years by the Dept. of Canadian Heritage to ensure it meets the needs of the population being served.

Revenue Distribution – PCH*

► The 'Core' funding is distributed to the Branches by PCH regional coordinators as part of a <u>National organizations program.</u>

► CPF National has an oversight obligation for the network, and therefore has a reporting obligation to collect data from Branch interim and final reports on results and provide a summary of the impact of the CPF network as a whole to Dept. of Canadian Heritage.

► CPF Branches and National are required to provide regular interim and final reports on results to their regional or national PCH coordinator, according to their contribution agreements. <u>TIME SENSITIVE</u>

► Beyond this 'core programming' funding, CPF Branches and National may apply for and receive funding for special projects from the Dept. of Canadian Heritage or other Government departments or outside organizations.

► For 'project' funding, CPF National is not required to report on behalf of the CPF network. Branches and National report on their own project results.

Revenue Distribution – CPF*

- ▶ Review alignment of activity costs of strategic importance of overall network.

- ▶ Examine the cost-sharing formula used by National with branches/chapters for participation in activities (such as annual conference).

- ▶ **Examine the consolidation of tasks across the Network.**

- ▶ **Examine the rationalization of the administrative expenses across the Network.**

Recommendations grouped by category

▶ Performance Measurement Indicators, Framework and Reporting

    ▶ Improved reporting: simplify and streamline reports to PCH. Include set of performance targets for strategic objectives. Monitor the performance of key activities.

    ▶ Reporting to include a summary of activities completed compared to the annual plan, information on progress achieved toward each strategic objective.

    ▶ Develop and implement a **Performance Measurement Strategy for the Network** (next contribution agreement) to clearly articulate the key strategic objectives and the key measurement indicators to monitor progress.

    ▶ Develop a one-page graphical summary of the CPF network strategic objectives and key performance indicators.

Implementation and Timeline

▶ Final report, CPF National Response to the Impact Study – Submitted to PCH by March 31st, 2018.

▶ PCH Contribution Agreement Obligations for 3 years:

o For PCH*

  ▶ Develop and implement a Performance Measurement Strategy for the Network.

  ▶ Examine the consolidation of tasks across the Network.

  ▶ Examine the rationalization of the administrative expenses across the Network.

o For CPF*

  ▶ Update CPF Communications Strategy 2018–2020.

  ▶ Clarify CPF Funding Diversification Strategy and pursue aggressively. ☺

Dîner - Lunch

Network Impact – Working Together

▶ Next Steps: Performance Measurement Strategy: Why & How?

▶ What is a Growth-Oriented Organization?

As Charles Darwin once said, "It is not the strongest of the species that survives, nor the most intelligent, **but the one most responsive to change."**

Embracing Change as a Process (ADKAR Model)

► We can't keep doing what we have always been doing, and expect a different outcome.

► **Engagement** plays a key role in building movements of change.

► Change is a process

  ► Awareness, Need to Change

  ► Desire to Change

  ► Knowledge to be Successful

  ► Action / Understand Expectation

  ► Reinforcement, Measuring Success

Next Steps: Performance Measurement Strategy: Why & How?

Performance Measurement Strategy: The process of collecting, analyzing and/or reporting information regarding the performance of an individual, organization, or system. It involves studying processes/strategies within organizations to see whether output are in line with what was intended or should have been achieved.

▶ Evaluation Leads to Action More Often, for More Purposes.

▶ Evaluation Addresses Needs and Questions that are Important to a Range of Stakeholders.

▶ Evaluation is Planned, Conducted, and Shared in a More Collaborative Way.

▶ Evaluation is Used When and Where It Can Help the Most.

Why Performance Measurement?

Because Evaluation Matters.

▶ To better understand and interpret existing and new methodologies and approaches for use.

▶ To enhance evidence about community needs and assets, promising practices, and program impact, which can play a key role in high level planning for our organization.

▶ To evaluate whether your processes are effective to guarantee our future success.

▶ Examine each step of our key activities and the results they generate to determine if we operate at the highest possible levels of efficiency and effectiveness.

How?

- Develop A Learning Organization: Commit to Use and Learn. Growth and Learning Require Effort.

- Identify Opportunities for Improvement.

- Establish specific performance measures, or indicators, tied to the main steps of each activity.

- Use the Right Evaluation Approach for the Job.

- Review sequencing of the steps, or the logic of the flow between one step and the next.

- Apply the results of your measurements to adjust your processes until they are as efficient as possible.

- Establish a safe place to share evaluation results. Share …

Performance measurement is most effective when it is a continual effort.

Measuring Performance - a Process

Program/Activity

- ▶ What do we want to know (who has the information)
- ▶ What are the activities/inputs (who delivers)
- ▶ What Indicators shall we measure? (Lagging, Leading)

▶ Lagging indicators are typically **OUTPUT** oriented, easy to measure but harder to improve or influence. Your numbers are in or they are not.

▶ Leading indicators are typically **INPUT** oriented, harder to measure and easier to influence. Leading indicators are the best source for influencing **OUTCOMES.** What are the activities/inputs you undertake to achieve the desired outcome?

▶ **IMPACT** is the change that occurs that is a direct result of inputs into activities – those things that would not have happened anyway.

What is a Growth-Oriented Organization?

it only grows if you pay attention to it

GROWTH

GROWTH-ORIENTED

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What is a Growth-Oriented Organization?

What is a Growth-Oriented Association?

- https://www.youtube.com/watch?v=eIDH91fuY3g

- http://www.csaebizmodel.com/growth-oriented-associations-explainer-videos/

Governance and Operations – Leading Together

❖ *The CPF Relevance Test*

❖ Building Capabilities, High Performance Organizations

Successful Leaders in the 21st Century Must:

▶ Lead as organizational architects / designers who know how to put the various parts of their associations together, **and facilitate change** to make sure that the various components work productively together.
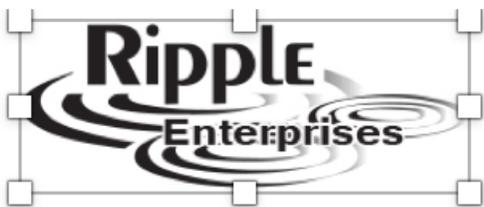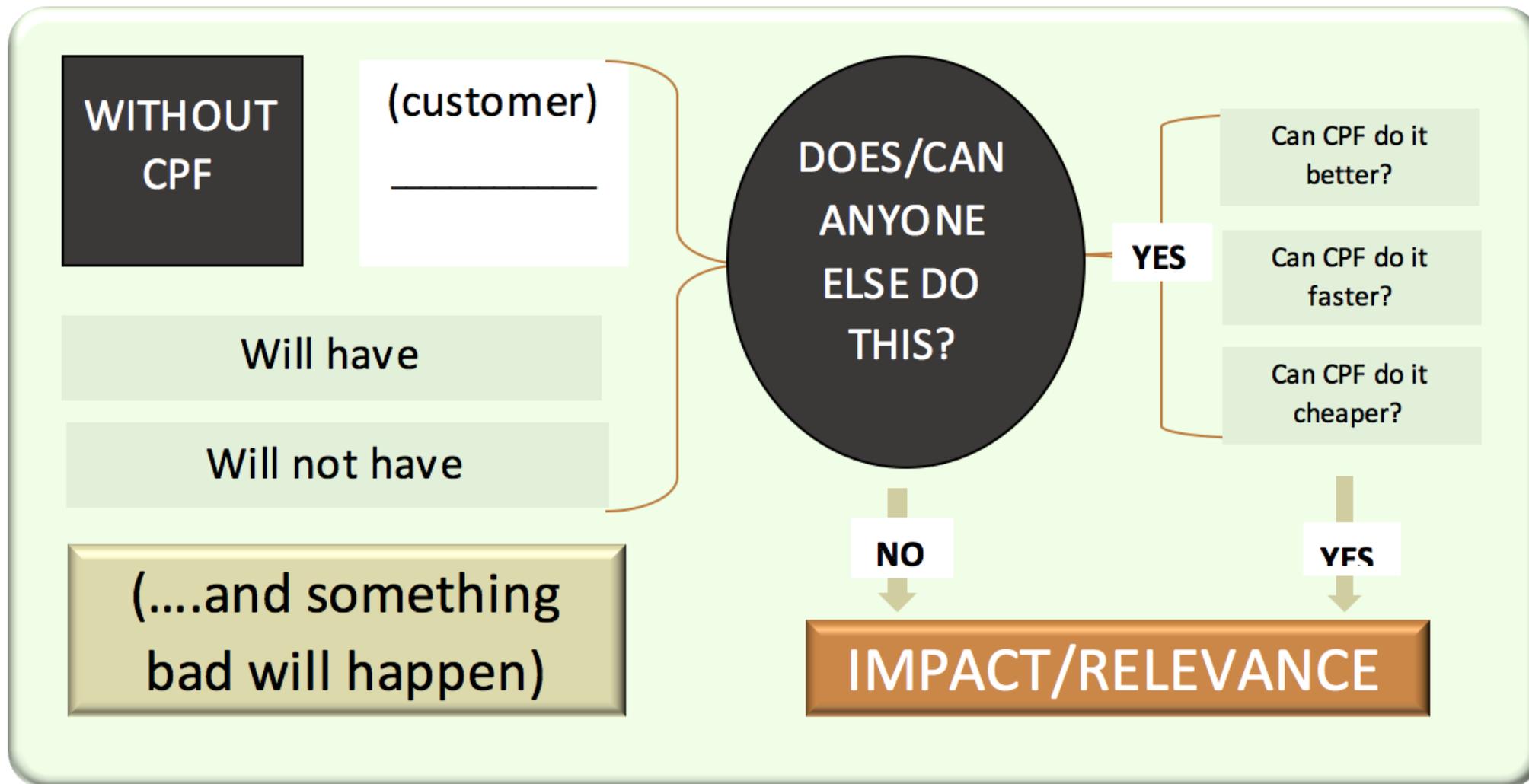
Life Cycle of Organizations

In 2015, together, we reviewed the life cycle of organizations:

o   Development Phase,

o   Mature Phase,

o   Declining Phase,

o   And we chose our next steps: **Revitalization Phase.**

An association built on a foundation that fosters creativity and innovation is an adaptable one that can be responsive to changes; thus, not only surviving the test of time, but encountering many successes along the way.

A TEST OF RELEVANCE/IMPACT

WITHOUT CPF

(customer)

_____

Will have

Will not have

(....and something bad will happen)

DOES/CAN ANYONE ELSE DO THIS?

YES

Can CPF do it better?

Can CPF do it faster?

Can CPF do it cheaper?

NO

YES

IMPACT/RELEVANCE

Without Canadian Parents for French ...

- **Students** will ... will not have ...
- **Government** will ... will not have ...
- **Schools** will ... will not have ...
- **Communities** will ... will not have ...
- Other …

Building Capabilities, High Performance Organizations

▶ Clarity of Roles – Governance, Operations

▶ Responsive, Issue-focused Communications

▶ Embrace Generative Thinking - Relevance and Impact

▶ Risk Management – legal, fiscal and ethical issues

▶ Support Performance Measurement / Evaluation Efforts

▶ Lead and Champion Change

▶ Streamline Governance Structures

▶ Develop a Culture of Philanthropy

Pause-santé – Health Break

Wrap-up Day 1 – With Thanks!

- ❖ Council of Presidents – Business Meeting (Vice Presidents invited)

- ❖ FRIDAY DINNER: Leadership Team Dinner at St Éloi Restaurant – T-Shirt Exercise

- ❖ SATURDAY: Bus Trip to Gatineaus … MosaiCanada… Miwate … Byward Market