

W P D A T E

CCAF National Conference

Building Excellence

Governance, Management and Accountability in the Public Sector

MARCH 19 & 20, 2001 - THE WESTIN HOTEL, OTTAWA, CANADA

Results-oriented management; good governance; and good stewardship, accountability and comptrollership in the public sector share a common dependence on getting a few things right. They include an ability to:

- ensure the relevance and appropriateness of programs and services and the way in which they are delivered – policy and strategic planning
- maintain ‘capacity’ to implement policy and manage affairs effectively
- understand and communicate what was or is being accomplished – performance reporting
- maintain ‘control’
- identify and manage risk
- manage affairs with appropriate values and ethics

Integral to building capacity in all these key drivers is the need to build a ‘culture of good governance’ within the public sector. Governance is largely a product of people’s attitudes, thoughts and behaviour, and as such, management, governing body members and those who serve accountability relationships such as auditors, as well as citizens, must all be engaged in the process and in creating ‘cultural change’.

This conference is about moving from the vision to the reality of excellence in public sector management and governance – through a focus on the ‘key drivers’ of excellence in results-oriented management governance, stewardship and comptrollership.

Conference Co-Chairs

RITA BURAK *Former Secretary of the Cabinet, Government of Ontario*

FRANK CLAYDON *Secretary of the Treasury Board & Comptroller General of Canada*

‘Moving to a new level’, a level of excellence in the above critical areas will in many ways determine the success of results-oriented management regimes adopted by, for example, Ontario and Alberta and other provinces; the “Results for Canadians Management Framework” recently advanced by the President of the Treasury Board of Canada; the new governance, management and accountability legislation in Quebec; and, certain important provisions of the Social Union Framework Agreement.

While the challenge is significant, so are the results of doing so successfully – in terms of the health, social, economic and educational well being of all Canadians; our ability to compete as a nation with others; and, increased levels of confidence that the public sector is effectively contributing to the aspirations and needs of citizens. These are matters of important national interest affecting both the public and the business sectors.

This conference will engage each of the key drivers presented above from a number of important perspectives including:

- Understanding the standards that need to be espoused as demonstrating the excellence we seek
- Assessing the progress that is being made and adjusting the course as a result if needs be
- Addressing the fundamental issues of our capacity to achieve and maintain such standards and to effectively deliver out on public policy/services
- Understanding the kinds of leadership that are needed to ‘create and sustain’ cultures of results-oriented management and governance
- Looking at how we deal with the inevitable possibility that some things will go very wrong, very publicly – how we ‘practice good governance’ in those circumstances (and central to this is the issue of risk sharing and management)
- Understanding the environment of tomorrow – we need to aim to that environment or we will undershoot the mark and risk uncertainty
- Looking at the underlying basis for the exercise of certain professional disciplines in the process – e.g. audit and evaluation
- Finding new ways to measure the right things especially when there is no historical performance track record to understand ‘value created’
- Learning from others as to how they manage risk and mistakes – public administration is not alone in this
- How to better connect with Canadians on these issues
- Locating the public and private sectors in relation to their shared interests in these matters

Conference sessions are designed to provide those who are faced with providing the general and technical leadership to help achieve a new level of excellence. These people include:

- Senior and middle level general and program managers
- Senior and chief financial officers, comptrollers and professionals who work in this community
- Analysts, planners and all those who have responsibility to prepare reports on performance or interpret their results
- Auditors

- Elected representatives
- Members of Board of crown corporations or other governmental agencies, boards or commissions and their senior executives
- Representatives of professional standard setting bodies, regulatory agencies or central agencies of government who establish standards and exercise oversight
- Academics who are engaged in public administration and governance in both the business and the public sectors
- Consultants and advisors in accountability, governance, management to the business and public sectors

Conference Program

The conference will open with a joint address by the Conference Co-Chairs on *The Need for Excellence* and a keynote address on *Building a Governance and Management Culture of Results for Canadians*.

Plenary and concurrent sessions that will be featured throughout the program include:

Principles for Public Performance Reporting

An important research initiative on public performance reporting principles that CCAF has undertaken in partnership with the governments of Alberta, Canada and Ontario is nearing completion. (See http://www.ccaf-fcvi.com/english/visitors/joint_initiative_entry.html for more information on this research project.) The project will provide guidance from a government management perspective to promote good practice in public reporting on performance as a step towards developing meaningful and agreed principles that will bridge the interests of key communities, embrace common ground, and serve as a basis for concerted action. This session will introduce and explore the results of this endeavour together with the senior executives involved. This project parallels a similar recent effort undertaken by Canada's legislative auditors.

Leadership for Transparent Government

An integral part of the Foundation's public performance reporting program is to gain insight and understanding into the human dimensions of public reporting and to use these insights to support dialogue on public performance reporting. This discussion began at the 1999 Conference. Since that conference we have been working with leading members of Canada's governance and executive communities, developing their counsel into a publication that represents a unique and valuable expression of shared views and insights on the human dimensions of public performance reporting issues. This conference plenary session will introduce and explore the results of this undertaking featuring the public sector leaders interviewed and members of the project's steering committee.

Tomorrow's Issues Today

It is evident that in the foreseeable future, there will be continuing public pressure for accountability, good government and, good governance, values and ethics. Performance results and the capacity to deliver out on important public business as well as how the conduct of that business conforms with public expectations, will continue to be significant issues for governments and the public.

A number of important trends and changes are taking place in Canada and worldwide, in both the public and the business sectors. These include:

- Pace – compressed time-frames in decision making
- Organizational and operational patterns of business, public sector and professions
- Maturing of auditing and performance reporting practice & practitioners
- New public sector and research institutions
- New accountability issues as power shifts
- Technological change and impact on information/reporting and knowledge workers
- Human and financial resource constraints that challenge management and operational capacity
- The increasing impact of and relationship between governance and accountability practices on the business of international investment

These trends and developments suggest new vistas and opportunities in the context of accountability, governance and management approaches. A key plenary session at the conference will explore a new emerging generation of issues – an exploration of tomorrow's issues, today.

The day that internal audit was externalized – Coping with a new paradigm

Internal audit reports in the federal and in some provincial government settings are now being made public. What are the consequences of the changed internal audit paradigm? What new or different standards ought to attend this changed paradigm and define the audit product so that it is both useful and reliable in the public setting?

Good Governance Models for Government Agencies

This session will look at whether and how government agencies can adopt “state of the art” governance models. It will share the experiences of several agency heads and senior executives who have adopted such a model, including crown corporations and other agencies. Speakers will examine if and how these models can be applied in other like agencies.

Preserving Management Capacity to Deliver and Control

A number of factors ranging from demographics to compensation are testing the public sector's ability to maintain and grow its management capacity to deliver on policy and programs and to manage and control the risks and opportunities of government. Some would argue that we have let that capacity erode and that the result will be a weakened public sector with unfortunate consequences for the well being of Canadians and the business sector. This plenary session will be devoted to looking at how this issue can be managed.

'Comptrollership' and 'Control'

The single most important change proposed in the report of the Independent Panel on Modernization of Comptrollership in the Government of Canada (for copy of report see <https://www.ccaf-fcvi.com/english/all.html#report>) had to do with a move to a new guiding philosophy for comptrollership. (That is dealing with: control, risk, performance reporting and values and ethics). In very general terms, it was proposed that the philosophy guiding comptrollership move from a "command/control" orientation to a more contemporary one, sometimes called "loose/tight." A "loose/tight" orientation combines a strong commitment to central standards and values and achievement of planned results with flexibility regarding processes and operational approaches. Better or good control does not simply mean continuously adding new controls. It means being selective, gearing controls to risk and knowing "what to let go of". The need to move to this kind of approach has been tested in recent events and this session will provide a practical understanding of what it means in practice.

Good control however cannot be achieved by management working alone. Elected representatives and others must together create and foster the environment in which control can be achieved and maintained. They must be part of the circle of control. Elements of the session will explore how this can be achieved.

The session will at the same time look at the current state of progress in advancing comptrollership. How do senior government leaders judge the progress being made? How are we measuring the rate of return for our investment? How are we coping with big problems like the competition for time and attention of senior management?

Creating a Culture of Good Governance

It has been argued by business and public sector leaders alike that in both sectors we have not succeeded in creating the needed culture of governance that will drive and encourage meaningful accountability, control and values and ethics. What are the opinions of these leaders on what is needed to create a culture of good governance? How can we move from the vision to the reality?

Connecting to Canadians

Accountability, good governance and good management are very much in the eye of the beholder. How do Canadians view results, performance, accountability and control, values and ethics? Connecting to Canadians in ways that will be convincing in both substance and form is essential if we are to overcome a growing cynicism between the public and their governments. Notions of personal versus collective accountability, rewards and sanction, the views of a new generation of young Canadians and the very notion of “citizen responsibility” will be explored in this session.

Pursuing Excellence in Performance Reporting

The Treasury Board of Canada Secretariat is introducing an important Award in the federal public sector which recognizes excellence in government departmental and agency public performance reports. CCAF is providing advocacy, support and assistance in the Award process and will host the Inaugural Award Ceremony at the National Conference. The Awards for Excellence in Departmental Performance Reports is a significant initiative designed to promote continuing improvement in reporting practices government-wide. All government departments and agencies are eligible for the Award. The inaugural ***Award of Excellence for Public Reporting*** is being presented at the Conference by the Secretary of the Treasury Board and Comptroller General of Canada, Frank Claydon, and Conference Co-Chair.

Building Excellence: International Approaches and Developments

Canada is not alone in making efforts at building excellence in governance, management and accountability in the public sector. Similar efforts are being made around the globe. This plenary session will look at two specific examples—the U.K. and the USA. The UK Prime Minister has launched a broad-scope initiative termed “Modernising Government” to enhance government services to the public through a focus on integrated policy making that focuses on citizen engagement, shared goals, defined results and risk management. In the United States significant attention is being brought to bear on integrating performance measurement and reporting into decision-making at the highest government level. Efforts are underway to look at how the House of Representatives can effectively use the Government Performance and Results Act —such that it effectively supports congressional decision-making and oversight and improves confidence in the accountability and performance of the federal government.

Integrating Performance Measurement into Management Decision-Making – The Measurable and the Unmeasurable

This session will look at how leading governments are making performance measurement integral to their management decision-making through a focus on building the required capacity—engaging line departments and agencies, integrating tools and processes with management systems and ensuring that managers see the value of using performance information to make decisions and choices. It will also explore leading edge approaches to measure value creation where traditional performance measures are not a true valuation of performance, as is increasingly the case in the public sector where laws, strategies and programs have extended periods before impacts are obvious but it is nevertheless important to understand whether they are adding value as they go along.

Registration Details

Choose one of the following easy ways to register:

- Register online by clicking here:
https://www.ccaf-fcvi.com/english/national_conference_form.html
- Print out the registration form and fax it to (613) 241-6900
- Phone in your registration to CCAF at (613) 241-6713, extensions 24 or 21

VISA is accepted for conference registrations and can be processed for online or phone-in registration.

Registration Fees: Members \$775.00 Non-members \$895.00

Registration Fees include:

- Attendance at all sessions on both conference days
- Lunch on Monday and Tuesday
- Dinner on Monday evening
- All conference materials

Conference Agenda

Sunday, March 18

1:00 - 8:00 Registration

Monday, March 19

7:30 - 9:00 Registration

9:00 - 9:30 Opening Proceedings & Joint Address by Conference Co-Chairs

9:30 - 10:45 Plenary ~ ***Principles for Public Performance Reporting***

10:45 - 11:15 Refreshment Break

11:15 - 12:30 Concurrent Sessions

Good Governance Models for Government Agencies

Comptrollership and 'Control'

12:30 - 1:45 Lunch & Presentation of ***Awards of Excellence for Public Reporting***

2:00 - 3:00 Plenary ~ ***Leadership for Transparent Government***

3:00 - 3:30 Refreshment Break

3:30 - 5:00 Plenary ~ ***Connecting to Canadians***

6:30 Reception

7:30 Dinner

Tuesday, March 20

*****Please note new session times and 3:30pm conference closing***

8:00 - 9:00 Plenary ~ ***Integrating Performance Measurement into Management Decision-Making – The Measurable and the Unmeasurable***

9:00 - 10:00 Plenary ~ ***Building Excellence: International Approaches and Developments***

10:00 - 10:30 Refreshment Break

10:30 - 12:00 Concurrent Sessions

Creating a Culture of Good Governance

The day that internal audit was externalized – Coping with a new paradigm

12:15 - 1:30 Lunch & Keynote Address

1:30 - 2:30 Plenary ~ ***Preserving Management Capacity to Deliver and Control***

2:30 - 3:30 Plenary ~ ***Tomorrow's Issues Today*** and Conference Closing

REGISTRATION FORM

CCAF NATIONAL CONFERENCE

MARCH 19 & 20, 2001

WESTIN HOTEL, OTTAWA, ONTARIO, CANADA

- Mr.
 Mrs.
 Ms.

Name

Title or Position

Employer

Street Address

City

Province

Postal Code

Country

Telephone No ()

Facsimile No

Email Address

Have you attended a previous conference?

- Yes No

Cancellations

Full registration fee will be refunded for cancellations received ten business days prior to the conference. For cancellations received less than ten business days prior to the conference, 50% of the conference fee will be charged. No refunds will be given for cancellations received later than five business days before the conference. CCAF will not be responsible for making or cancelling hotel reservations or for any charges thus incurred.

Hotel Accommodations

The Conference will take place at the Westin Hotel in Ottawa. Delegates are responsible for their own reservations and accommodation costs. The Foundation has secured a block of rooms for delegates at a special conference rate of \$185.00. After registering, you will receive a hotel reservation card. Hotel rates and other information will be included on the card. To reserve accommodation, send the completed card directly to the Hotel, or call Hotel reservations directly at 613-560-7000 or 1-800-937-8461 indicating that you are a delegate of the CCAF Conference. It is recommended that reservations with the Hotel be confirmed.

Payment Options

- Invoice Me Visa Mastercard

Credit Card Number

Expiry Date

mm/yy

Signature

Conference Fees (prices do not include GST):

Members	\$ 775.00
Non-Members	\$ 895.00
Dinner Guest	\$ 60.00

- Yes, I plan to attend the Conference Dinner on March 19.
 I plan to have the following guest accompany me to the conference dinner on Monday, March 19.

Guest Name

Conference Fee	\$
Dinner Guest	\$
*7% GST	\$
Total	\$

* If you are exempt from GST, please attach a copy of your exemption certificate.



Complete Order Form and mail to:

55 Murray Street, Suite 210
Ottawa, Ontario, CANADA K1N 5M3

OR Fax to: (613) 241-6900

If you require additional information, please contact CCAF at 241-6713 ext. 24.