

Don't Miss The 24<sup>th</sup> Forum From The Advanced Learning Institute's Acclaimed Government Executive Training Series...

*Now Updated And Tailored For Canada!*



**RESULTS-BASED Management  
for Government**  
How To Link Performance Measures, Program Evaluation,  
Strategic Planning & Budgeting Into An Integrated Management System  
May 5 - 8, 2008 • Ottawa, Ontario

**Rave Review from a Past Canadian Government Conference Attendee:**

*"All the speakers were excellent. I learned something new from each one. The participants were excellent as well - fully engaged, shared experiences, etc. The best conference I have ever attended."*

Ann Wesch

**Department of National Defence, Government of Canada**

\*\*\* Register by March 27th To Save \$400! \*\*\*

**REGISTER TODAY!**

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Mail to: Advanced Learning Institute, 8600 W. Bryn Mawr Ave., Suite 920-N, Chicago, IL, USA 60631

**KEY TAKE AWAYS:**

Attend this conference to learn how to integrate performance measures, program evaluation, strategic planning and budgeting into a results-based management system to ensure innovative, efficient and effective government, including:

1. **Understanding** the inner-workings and best methods for your performance measurement initiatives
2. **Transforming** your day-to-day operations to make them more citizen-centered and results-oriented
3. **Cascading** measurement processes down throughout all levels of your agency to ensure everyday, bottom-line management
4. **Allocating and justifying** budget funds by developing mission-aligned business cases
5. **Integrating** performance-based budgeting into your organisation
6. **Linking** reward and recognition programs with organisational performance measures to ensure agency-wide ownership
7. **Standardizing** your measurement systems to ensure data validity
8. **Fostering** mission-focused employee behaviour and culture to support the measurement framework

**SPEAKING ORGANISATIONS:**

Hear from these leading agency representatives and experts what it takes to make results-based management an integral part of your strategic planning process and advance your efforts to the next level, with practical lessons learned from:

**Natural Resources Canada**

**Regional Municipality of Waterloo, Ontario**

**National Defence Canada**

**Health Canada**

**Regional Municipality of Halton, Ontario**

**Université du Québec à Montréal**

**Ontario Ministry of Municipal Affairs and Housing**

**John R. Allen Management Consulting**

**J. André Paradis & Associates**

9. **Analyzing, integrating, and evaluating** the effects of using performance measures for budgeting, management, and reporting
10. **Developing** a set of methods for communicating performance measurements
11. **Establishing** the keys to a successful performance measurement program - leadership, cooperation between the branches of government, communication across government, and training
12. **Aligning** employees and business processes to strategic goals and objectives
13. **Integrating** elements of strategy, budget and performance management into one centrally-managed system
14. **Providing** transparency to citizens

## Business Objects, an SAP Company

### Industry Canada

Presented by:



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## A MESSAGE FROM THE PRESIDENT OF THE TREASURY BOARD OF CANADA...

*"Accountability is the foundation on which Canada's system of responsible government rests. It is key to assuring Parliament and Canadians that the Government of Canada is using public resources efficiently and effectively, and that it answers for its actions."* – **The Honourable John Baird**

## WHY IS THIS A CAN'T MISS EVENT?

Several agencies are making dramatic strides in developing approaches and systems that work for them. The periodic sharing of these experiences and "best practices" is an important element of this government evolution. That is why this forum, presented by the Advanced Learning Institute, is such a valuable opportunity to hear perspectives and share experiences of other professionals engaged in the "journey." Join your colleagues now to learn how to improve government results by measuring government performance.

## EXPAND YOUR LEARNING...

Sign up for your choice of these interactive workshops to focus on your individual needs:

- **Pre-Conference Morning Workshop A –**

**Monday, May 5, 2008, 8:00 a.m. – 12:00 p.m.:**

Performance Measurement: How To Do It, How To Use It

- **Pre-Conference Afternoon Workshop B –**

**Monday, May 5, 2008, 1:00 p.m. – 5:00 p.m.:**

How To Link Strategy, Evaluation, Budgeting And Performance Appraisal Into An Integrated, Results-Based Management System

- **Post-Conference Morning Workshop C –**

**Thursday, May 8, 2008, 8:30 a.m. – 11:30 a.m.:**

How To Leverage Technology To Manage And Report Performance Information

## WHO WILL ATTEND:

This conference has been researched with and designed for **FEDERAL, PROVINCIAL, AND MUNICIPAL Government Executives, Managers, Directors, Analysts, Leaders, Officers, Administrators, Specialists, Advisors, Coordinators, Staff & Consultants** involved in:

- Performance Measurement
- Strategic Planning
- Budgeting
- Quality Management
- Financial Planning
- Information Services & Systems
- Auditing
- Administration
- Organisational Development
- Human Resources
- Compensation & Rewards
- Strategic Analysis
- Program Management
- Evaluation
- Reporting
- Change Management
- Operations
- Business Process Reengineering
- Customer Service & Satisfaction
- Accounting
- Leadership Systems
- Quality & Reinvention
- Contracting
- Communications
- Procurement, Purchasing & Acquisition

And all those interested in performance measurement, strategic planning and improving the effectiveness of government programs.

## BENEFITS OF ATTENDING THIS CRITICAL CONFERENCE:

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This conference is a must-attend event for all those who are serious about ensuring their agency's effectiveness. You will benefit from:

- **15 innovative speakers** at your disposal to share their strategies and experiences in performance measurement fundamentals that are already proven to work
- **Over 21 hours of intense, interactive learning** - we guarantee you will recoup your money spent by implementing just a few of the strategies shared during the conference
- **The opportunity to customize your learning** by participating in the unique and interactive workshop sessions that will enable you to practice and apply your skills in peer groups -- you will walk away with strategies and tactics that you can begin to implement in your own organisation - [click here for more information](#)
- **An abundance of networking opportunities** - you will make many new contacts so be sure to bring plenty of business cards to exchange with your fellow attendees
- **A comprehensive overview of performance measurement** from leading practitioners like the **Natural Resources Canada, Ontario Ministry of Municipal Affairs and Housing, National Defence Canada, Université du Québec à Montréal, Health Canada**, and many more
- **Acquiring new knowledge** to lead your organisation through the imperative, yet sometimes extremely difficult responsibility of ensuring that your organisation's strategic plan stays on track
- **A complimentary packet of research materials** that will serve as a helpful resource long after you have attended this conference
- **A formal Certificate of Completion**, which documents your training achievement and commitment to continuing professional development

## A LETTER FROM THE CONFERENCE CHAIRPERSON...

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Dear Government Executive:

Performance measurement is the backbone of a successful, innovative and high-performing government organisation. Using performance measures to track past performance and forecast future outcomes is critical to success. Performance measurement helps to clarify people's responsibilities, forms a sound, logical basis upon which to allocate resources, and ensures a results-oriented focus for the entire organisation.

When you attend "Results-Based Management for Government," this May in Ottawa, you will explore and discuss best practices in managing for results and integrating performance measures and budget processes.

### **How Will This Conference Help You and Your Organisation?**

Tying performance measures to the budget of your organisation requires efficient systems, a dedication to high-caliber performance and an understanding that measurement fuels your strategic plan. It's difficult, but well worth the effort. When your strategic efforts are aligned with your measurement processes and budget, your organisation's success in producing results your customers care about increases. Without measurement, you cannot correct mistakes you may not even know you are making. A budget integrated with performance measurement is crucial to achieving high performance and showing taxpayers what they are getting for their money.

Increasingly, the public, Parliament, Treasury Board Secretariat and the Office of the Auditor General are all calling for strengthened accountability. Results-based management is crucial to ensuring high quality services to the public and linking results to resources. Departments and agencies that have developed good results information are in a much better position to demonstrate that they are achieving value for money.

### **What Does This Mean For You?**

**Attend the "Results-Based Management for Government: How To Link Performance Measures, Program Evaluation, Strategic Planning & Budgeting Into An Integrated Management System" conference and don't be left behind.** At this conference, you will hear proven strategies and practical experience, firsthand, from leading agencies and practitioners like yourself, on how to improve your management initiatives and learn best practices in using performance measures to drive improvements in organisational performance, including how:

- **Natural Resources Canada** uses integrated results-based management to ensure a high-performing organization
- **The Regional Municipality of Waterloo, Ontario** fosters government collaboration to define, collect and share performance information that drives successful results
- **Université du Québec a Montréal** develops performance management tools to closely monitor the attainment of their outlined financial objectives

Register today to join your colleagues for 4 days of education, practical advice, inspiration and networking. Call our hotline at 773-695-9400 to reserve your space or go to [www.aliconferences.com](http://www.aliconferences.com) to register online.

If you're charged with the task of monitoring your organisation's progress toward developing an integrated performance measurement and budget process, then this is an event you can't miss! I look forward to welcoming you to this unique benchmarking forum this May.

Sincerely,



John R. Allen, Principal

**John R. Allen Management Consulting**  
Conference Chairperson

**P.S. Make your investment pay off even more by bringing a team! Register 3 people and get the 4<sup>th</sup> for FREE!** Call (773) 695-9400 or go online at [www.aliconferences.com](http://www.aliconferences.com) for details.

## **RAVE REVIEWS FROM PAST GOVERNMENT CONFERENCE ATTENDEES:**

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*"Timely and topical – all the presentations provided complimentary perspectives..."*

M. Hudson, Sr. Communications Executive  
**Public Health Agency of Canada**

*"I have no problem recommending your future conferences to co-workers and executives."*

L. Valcour, Inspector  
**Ottawa Police Service, Ontario, Canada**

*"All the speakers were excellent. I learned something new from each one. The participants were excellent as well - fully engaged, shared experiences, etc. The best conference I have ever attended."*

A. Wesch, Head, Internal Communications

**Department of National Defence, Government of Canada**

*"I felt that all presenters were well prepared and provided insights and ideas that I will use."*

L. Ogden, Program Analyst

**U.S. Environmental Protection Agency**

*"Every level of government should have the benefit of this quality training."*

V. Young, Supervisory Community Supervision Officer

**Court Services and Offender Supervision Agency**

*"Very well organized and fantastic content."*

J. Werth, Performance Management Coordinator, Health & Human Services Agency

**County of San Diego, CA**

*"Good conference. Lots of good information to take back to my organisation."*

S. Lacy, Assistant Director

**Forest Service, U.S. Department of Agriculture**

*"I have attended other performance measurement conferences in which promises were not met. I now see clearly the strategies & tactical uses of performance measurement. Thank you very much."*

R. Gamble, IT Business Planner

**U.S. Coast Guard**

*"This is Top Notch - Best in Class - Best I've been to!"*

M. Pitt, Chief Innovation

**U.S. Air Force Office of Special Investigation**

*"Overall, this was an excellent conference. Great speakers and very informative."*

L. Bransford, Chief, Staffing & Training

**U.S. Department of Defense**

## **PRE-CONFERENCE WORKSHOPS: Monday, May 5, 2008**

Take performance measurement from complexity to clarity through these interactive workshops guaranteed to jumpstart your conference experience. These information-packed sessions are a great opportunity to network with fellow attendees while taking a hands-on, common-sense approach to mastering measurement that will enhance your understanding of the informative, case study presentations throughout the entire conference.

### **Choose A or B or BOTH for maximum value and learning**

**8:00 a.m. to 12:00 p.m.**

#### **PRE-CONFERENCE MORNING WORKSHOP A**

Registration and continental breakfast will begin at 7:30 a.m. for the morning workshop attendees.

#### **Performance Measurement: How To Do It, How To Use It**

What gets measured, gets done. A sound performance measurement system drives government in a positive direction. It strengthens accountability to elected officials, it demonstrates value for money to taxpayers, and it reinforces and supports modern planning and quality assurance processes. Most importantly, performance measurement is instrumental in improving government performance at the customer, operational and strategic policy levels.

This workshop provides a simple, step-by-step guide to developing meaningful and useful performance measures for government. What is more, it focuses on the use of performance measurement in reporting, decision making, and improving services. This is an intensive, interactive workshop with many examples and case studies from a variety of government agencies. It is guaranteed to jumpstart your understanding of performance measurement and to enhance your conference experience.

#### **PARTICIPANTS WILL LEARN:**

**How to develop performance measures, by:**

- Defining the program mission

- Identifying and classifying program results
- Selecting performance indicators

**How to use performance measures to achieve customer-focused, as well as strategic goals and objectives, through:**

- Performance planning and reporting
- Linking performance measures to a variety of management processes
- Applying simple, analytical techniques

**WORKSHOP LEADER: J. André Paradis is Principal of J. André Paradis and Associates.** He is a consultant with a senior management background acquired over 29 years in the private sector and 10 years to both the public and private sectors in Canada and the U.S. His broad background includes sales and marketing, strategic planning, general management and performance measurement. Some of André's past clients include the City of Waterloo, Ontario's Ministry of Agriculture, Food and Rural Affairs (OMAFRA), the Université de Moncton, the City of Windsor, and Ontario's Office of Francophone Affairs.

### **Testimonials From Past André Paradis Sessions:**

*"The session was clear, concise, and to the point."*

*"I liked the analogies given in the session; they made the subject matter more compelling."*

*"The information shared during the workshop was easy to understand; simple, straightforward statements."*

**12:00 p.m. to 1:00 p.m.**

**Afternoon break/lunch on your own.**

**1:00 p.m. to 5:00 p.m.**

## **PRE-CONFERENCE AFTERNOON WORKSHOP B**

### **How To Link Strategy, Evaluation, Budgeting And Performance Appraisal Into An Integrated, Results-Based Management System**

Unless a strategic plan is implemented at the operational level, it is merely a statement of good intentions. A strategic plan must be translated into operational priorities and budgetary decisions, and in fact linked to managers' performance agreements. Moreover, a performance measurement system is needed that "drills down" into the organisation, driving operational results in support of the strategy.

Using case studies and examples from real government programs, this workshop will focus on:

- Aligning strategic and operational planning
- Budgeting to support the achievement of strategic outcomes
- Reflecting strategic plans in managers' performance agreements
- Developing a performance measurement system that supports strategic results management

**WORKSHOP LEADER: John R. Allen is a Management Consultant from Toronto** with 31 years experience in strategic planning and results-based management in government. Some of John's recent clients include Human Resources and Social Development Canada, Industry Canada, the Ontario Ministry of Natural Resources, the Manitoba Department of Labour, the City of Waterloo, and Kern County, California, and many others.

### **Testimonials From Past John Allen Sessions:**

*"Thanks for an outstanding session."*

*"John is very knowledgeable and interacts well with the workshop participants. I appreciated the application of performance measurement concepts to government. Great job!"*

*"Thank you!! Excellent presentation and speaker. The handouts were great."*

*"John was an excellent presenter. He expertly used his experience/knowledge to help participants understand the power of performance measurements."*

## **AGENDA - DAY 1: Tuesday, May 6, 2008**

**8:00 a.m.**

### **Registration & Continental Breakfast**

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**8:30 a.m.**

### **Chairperson's Welcome & Opening Remarks**

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John R. Allen, Management Consultant

**JOHN R. ALLEN MANAGEMENT CONSULTING**

**8:45 a.m.**



### **How To Link Strategic Planning, Program Evaluation And Performance Measurement Into An Integrated Management System Focused On Results**

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The Marketed Health Product Directorate (MHPD) is a growing organisation of over 200 staff and experts created in 2002. It is responsible for ensuring that once health products reach the Canadian market, there is on-going monitoring and surveillance of serious adverse reactions to these health products, that risks for consumers are assessed and mitigated and that both users and health professionals are aware of these risks and can make informed choices on their use.

Continuous improvement efforts require reliable performance-based evidence of current program delivery to identify and seize opportunities for improvements. Since April 2006, MHPD developed a Strategic Plan, a Business Plan and a 1 year Operational Plan and the required functional plans, to translate strategies into long and short term business objectives. In a parallel stream, MHPD developed and implemented an integrated performance management framework which links results and resources from strategy to day to day program delivery.

In this session, you will learn how MHPD managed to connect the dots to better focus on results, including:

- Linking strategic, business plans, operational plans and performance management through the right systems, tools, practices to achieve horizontal and vertical information integration
- Measuring organisational performance through time tracking
- Reporting monthly performance to management
- Being prepared to respond to any internal and external enquiries
- Integrating program evaluation into mid- and long-term practices for continuous improvements

In addition, this session will provide you with information on:

- The approaches, systems and tools adopted to meet all information needs on MHPD's business and performance including questions from Parliamentary Committees on Health or Main Estimates/Public Accounts, from Central Agencies (TBS, the OAG,) or Canadians
- How change is being managed within MHPD
- The resources, expertise and the best practices used
- The critical success factors used to make it work
- Overall lessons learned

Francine Dubé, Manager of Planning, Budgeting and Reports, Bureau of Strategic Initiatives and Planning,

**9:45 a.m.**



### **Speed Networking**

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Become acquainted with your fellow conference attendees in this fun and fast-paced forum! You'll have a chance to meet and greet your colleagues.

**10:15 a.m.**



### **Morning Refreshment & Networking Break**

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**10:45 a.m.**



### **CASE STUDY**

### **Fostering Government Collaboration To Define, Collect And Share Performance Information That Drives Successful Results**

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The Ontario Municipal Chief Administrative Officer's Benchmarking Initiative (OMBI) is a partnership of 15 municipalities in the Canadian Province of Ontario. These municipalities which range in size from over 2.5 million to 30,000 have come together in order to establish performance measurements across most of the municipal services they provide. The partners feel that by establishing these benchmarks they will come to a better understanding of their services and will ultimately be able to provide their services in a more effective and efficient manner. OMBI has been cited as the leader in this type of effort in North America—no other collective of government bodies collects, shares and now publicly reports such a large (over 500 measures) diverse set of joint performance measures.

In this informative session, you will hear about this successful government collaboration. In addition, you will learn how this benchmarking initiative was formed and how some early missteps were overcome, including:

- Developing a structure, project office, and other committees of experts in each service
- Developing the right performance measures
- Standardizing the definitions of the measures (the OMBI data dictionary)
- Standardizing costing including allocation of "overhead" type costs
- Streamlining data collection—including the development of a web-based Data Warehouse
- Meeting mandatory guidelines for government reporting on performance measurement

This fascinating case study will also share some of the actual measures and results of this unique government collaboration. You'll hear, firsthand, about the ongoing use of the measures in each of the municipalities. All levels of government can benefit from the lessons learned during this innovative government partnership and benchmarking initiative that's setting the standard for government accountability and results.

Stefan Loker, CMA, AMCT, Manager of Performance Measurement & Benchmarking  
**REGIONAL MUNICIPALITY OF WATERLOO, ONTARIO**



11:45 a.m.



## **How To Develop Performance Management Tools To Closely Monitor The Attainment Of Outlined Financial Objectives**

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The Université du Québec à Montréal (UQAM) is a public university with over 40,000 students. Similar to any business, shifting the organisational paradigm from an operationally focused one to strategic-centric poses significant challenges.

Similar to other universities, hospital, and social work agencies, UQAM is a professional bureaucracy that struggles with the particular hurdles which are specific to this type of organisation and which imposes strategic planning and performance management approaches that are different than those usually observed. In addition to this, UQAM is now contending with a major financial crisis.

As a result, the university's strategic and tactical climate has changed. Accountable to the government in how it manages its financial health prior to receiving critical financial aid within imposed timelines UQAM is propelled towards revising its current balanced scorecard approach to efficiently manage strategic activities while adding focus on tactical dashboards to manage daily operations.

The development of performance management tools to closely monitor the attainment of outlined financial objectives will help the university evaluate the cost and efficiency of all its processes and provide a solid foundation for broader and more extensive initiatives later on.

This session will focus on the actions UQAM is taking and the challenges it is overcoming to deploy and maintain a performance management system that appeases both immediate tactical government requirements as well as nourish future balanced scorecard initiatives. Finally, UQAM will highlight its best practices that any early adopter performance management institution can relate to.

Learn from this insightful organisation how you too can better manage your performance initiatives to ensure innovative, efficient programs.

Lise Carrière, Director, Institutional Research Department

**UNIVERSITÉ DU QUEBEC A MONTRÉAL**

Tanya Bressi, Director, Business Intelligence

**UNIVERSITÉ DU QUEBEC A MONTRÉAL**

12:45 p.m.

## **Lunch On Your Own -- But Not Alone!**

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Join a group of your colleagues for lunch with an informal discussion facilitated by one of our expert speakers. Take this opportunity to connect with others in a small, interactive group setting to network and brainstorm solutions to your most pressing performance measurement for government concerns.

2:15 p.m.



## **Developing Meaningful Performance Measures That Focus On Efficiency, Quality And Desired Program Outcomes**

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Developing meaningful performance measures that are efficient, address priorities in a meaningful way, and result in desired program outcomes, are an arduous task for any organisation. Quality performance measurement is especially challenging for public agencies.

As it is imperative for all government to be able to validate its resources, this includes manpower, funding and materials, performance measurement is imperative for managers to use in order to make the most accurate and informed decisions. This will enable them to properly allocate their most important resource -- their workforce.

In this session, you will learn about:

- The issues with collecting the right data the first time to make informed performance measurement decisions
- Having a process to track and report progress and ensure accountability
- Deploying and validating a capabilities assessment program
- Connecting strategic objectives to budget formulation and resource allocation

Colonel Robert Testa, Director, Defence Strategy Management

**NATIONAL DEFENCE CANADA**

Craig Miller, Director, Force Planning and Program Coordination

**NATIONAL DEFENCE CANADA**

**3:15 p.m.**



### **Afternoon Refreshment & Networking Break**

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**3:45 p.m.**



### **CASE STUDY**

#### **How To Build, Access And Use Data As A Tool To Establish Benchmarks For Performance And Improve The Services You Provide To Citizens**

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In 2001, The Ontario Ministry of Municipal Affairs and Housing launched the Municipal Performance Measurement Program (MPMP), which requires municipalities to collect data and publicly report on a prescribed set of measures in 12 core municipal service areas.

Now, in partnership with the Association of Municipalities of Ontario (AMO), the Ministry has developed the Municipal Information and Data Analysis System (MIDAS). MIDAS is a user-friendly web tool that enables municipalities to access and analyze municipal financial and performance data. It allows for sharing and comparing data with peer municipalities in order to better establish benchmarks for performance. The tool also converts financial and MPMP data into meaningful reports and presentations.

The ministry's approach to performance measurement is focused on providing access to accurate data and performance information that encourages municipalities to pursue a performance management approach. The robust nature of the data available through the MPMP and MIDAS enables municipalities to use tangible performance data in making vital management decisions, including:

- Incorporating data and comparisons into budgeting processes, program evaluation and service/program reviews
- Influencing the prioritization of strategic priorities within municipalities
- Highlighting the acceptance of performance data as a critical component in decision-making

The focus on improving access to performance and financial data enables municipalities to move closer towards evidence-based decisions on programs and services for their municipalities and the citizens they seek to serve.

Municipalities in Ontario are part of the performance measurement discussion and demonstrating a growing interest in applying performance measurement data into municipal budgets as well as strategic and operational plans.

Andrew Posluns, Director, Intergovernmental Relations and Partnerships Branch,  
Local Government and Planning Policy Division

**ONTARIO MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING**

4:45 p.m.

## Chairperson's Recap And Close Of Day One

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5:00 p.m.



## Networking Reception: Please Join Us!

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We invite you to join us for a drink as you relax with your peers. All conference attendees and speakers are welcome to join us for this special opportunity to continue networking. Don't miss this chance to benchmark new ideas over complimentary drinks!

6:30 p.m.



## Dine Around

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Sign up during the day for dinner with a group. Take advantage of Ottawa's fine dining while you continue to network with your colleagues.

## AGENDA - DAY 2: Wednesday, May 7, 2008

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8:00 a.m.

## Continental Breakfast & Networking

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8:30 a.m.

## Chairperson's Opening Of Day Two

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8:45 a.m.



## CHAIRPERSON'S ADDRESS

### How To Coordinate Your Management Initiatives Across Departmental And Jurisdictional Lines To Ensure Results

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Many of the issues faced by government cross departmental or jurisdictional lines, and require the coordinated efforts of a number of partners in order to address Government priorities effectively and efficiently. Horizontal initiatives face unique problems in achieving outcomes, including the:

- Clarity of roles and responsibilities
- Potential for duplication or even working at opposing purposes
- Accountability for budgets
- Targeting of performance and understanding results
- Momentum of existing programs
- Communication and coordination of activities

Using examples and case studies from real horizontal initiatives, this session will teach you how to apply concepts of results-based management to your own horizontal programs and initiatives. Specifically, this session will address:

- Developing a workable results management framework for a horizontal initiative

- The documenting of performance indicators to ensure reliable data collection and reporting
- Budgeting for results
- Using performance information to manage results
- The implementation of results management in horizontal initiatives

John R. Allen, Principal

**JOHN R. ALLEN MANAGEMENT CONSULTING**

9:45 a.m.



## **Using Integrated Results-Based Management To Ensure A High-Performing Organization: An Ongoing Journey**

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The Corporate Management and Services Sector (CMSS) at Natural Resources of Canada (NRCan) is mandated to provide policy direction and leadership, as well as effective and efficient internal services, to support NRCan in achieving its strategic outcomes and to enable sound management in the management areas of: human resources, finance, supply chain, facilities and assets, information management/information technology, and oversight; as well as safety, security and emergency management. A distinct feature of CMSS is the inclusion of the Shared Services Office, a unique feature within the Government of Canada context.

So how does one ensure that CMSS is valued, trusted and respected as a corporate partner enabling NRCan to be a high-performance organization? A key success factor is CMSS' ongoing journey of enhancing and implementing its Integrated Results-Based Management Framework.

This session will provide you with a brief theoretical overview, but more importantly, you will learn how the theory translates into everyday application, including:

- What is actually meant by Integrated Results-Based Management Framework – moving beyond the buzz words
- What are the links which include the Management Accountability Framework (MAF) – connecting the dots – do not push the panic button
- What are the success factors and why have they worked
- What are the speed bumps along the way – a smooth ride usually means your efforts are not adding value

Joe Faragone, CD, MPPPA, Manager, Results-Based Management Unit  
Corporate Management and Services Sector

**NATURAL RESOURCES CANADA**

10:45 a.m.



## **Morning Refreshment & Networking Break**

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11:15 a.m.



## **How To Meet Expectations For Greater Transparency And Accountability In Municipal Government Strategic Planning**

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The Regional Municipality of Halton is located in the western Greater Toronto Area where residents have come to expect a high quality of life and effective, responsive public service. The area has recently experienced some of the highest population increases in the country and growth pressures are expected to continue into the future. Residents, community

groups and elected municipal officials are concerned about the threat of continued growth on the community's quality of life. Given these concerns, there has been increasing expectations on the part of the public that council and municipal staff be increasingly transparent and accountable in their planning and decision-making.

In this session, you will hear how Halton Region's elected municipal officials and staff have developed a strategic planning process that is integrated into the annual budget and has evolved to better enable council to:

- Develop goals through public consultation
- Direct staff on annual actions to achieve their goals
- Decide how to resource the actions to achieve their goals
- Monitor progress through performance measurement
- Communicate progress and achievements to the public

In addition, you will learn how Halton Region's strategic planning process and community relations continue to respond to increased expectations for greater transparency and accountability in municipal government, including how performance measurement is being employed and communicated to inform the public on progress in achieving council's goals for the community.

Rick Cockfield, MCIP, RPP, Director, Strategic Planning & Policy  
**REGIONAL MUNICIPALITY OF HALTON, ONTARIO**

Carleen Carroll, APR, Director, Community Relations  
**REGIONAL MUNICIPALITY OF HALTON, ONTARIO**

**12:15 p.m.**

### **Lunch On Your Own -- But Not Alone!**

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Join a group of your colleagues for lunch with an informal discussion facilitated by one of our expert speakers. Take this opportunity to connect with others in a small, interactive group setting to network and brainstorm solutions to your most pressing performance measurement for government concerns.

**1:45 p.m.**



### **Group Exercise: Brainstorm Solutions And New Ideas You Can Use**

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You asked for it, you got it! Interact and discuss solutions to your performance measurement challenges with your fellow attendees and our experienced speakers. You will leave with new tools and hands-on experience and ideas for more successfully applying best practices to your own performance measurement initiatives.

**2:45 p.m.**



### **Afternoon Refreshment & Networking Break**

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**3:00 p.m.**



### **Counting Counts, If You Can Count It: Measuring The Performance Of An Evaluation Shop**

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A vital part of achieving results-based management (RBM) in government includes the involvement of the evaluation function. A typical evaluation shop is primarily responsible for the evaluation of the relevance and success of policies, programs and initiatives. Although such evaluations are intended to inform both program managers and senior decision-makers, they may or may not contribute to achieving RBM for a variety of reasons. More often than not, on-going performance measurement is as equally important to program managers in particular, in their efforts to link management decisions and the allocation of resources with goals and objectives. Moreover, without good performance measures and reliable data, evaluations are often limited in the extent to which they can measure success. In addition, the timing of performance information is also critical to the success of RBM.

In an effort to contribute both to the understanding of RMB across the Federal Department of Industry Canada and to maximize efforts to inform program managers and senior decision-makers in a timely manner with useful information, the Evaluation Directorate has embarked upon an initiative to design and implement its own Results-Based Management and Accountability Framework (RMAF). It is hoped that the RMAF will become a tool for the Evaluation Directorate to self-monitor and improve its own performance.

In this session, you will hear about the key elements of the RMAF, including:

- Data collected from post-engagement surveys
- Evaluation recommendation follow-ups
- The influence of performance measurement advice provided by the Evaluation Directorate on program managers and decision-makers across the department

Beate Schiffer-Graham, Director of Evaluation  
**INDUSTRY CANADA**

Jeff Jorgensen, Senior Evaluation Officer  
**INDUSTRY CANADA**

**4:00 p.m.**

**Chairperson's Recap:  
Key Takeaways And What To Do When You Get Back To The Office**

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We'll recap the highlights of the past two days and ask you to share key insights and next steps with the group.

**4:15 p.m.**

**Close Of General Sessions**

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\*\*\*\* Register by March 27th To Save \$400! \*\*\*\*

**POST-CONFERENCE WORKSHOP: Thursday, May 8, 2008**

**INTERACTIVE WORKSHOP**

This workshop is designed to take your conference experience to the next level. Workshops allow you to take the information you gained from the general sessions, and identify and focus on your individual needs and applications. Make the most out of this conference by attending this highly interactive, hands-on session. Space is limited to ensure interactivity!

**8:30 a.m. to 11:30 a.m.**

**MORNING POST-CONFERENCE WORKSHOP C**

Continental breakfast will be provided at 8:00 a.m. for the morning workshop attendees.

**How To Leverage Technology To Manage And Report Performance Information**

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Public sector organisations at all levels are feeling the squeeze between rising expectations and shrinking budgets. Stakeholder needs continue to mount, yet financial pressures limit many organisations' ability to increase funding to meet the demands. In the face of these pressures, public sector organisations must find ways to radically improve performance toward their missions, undertaking innovative reforms, and competing or partnering with private sector organisations for the delivery of goods and services.

As part of this shift, public sector organisations have turned to performance management which links together goals and objectives to program execution through performance measures. What role does technology have in this performance management journey? Are desktop tools like Microsoft Word, Excel and PowerPoint robust enough to manage the process or do they create new silos of information and reflect hidden sources of errors? Do organisations have to invest in expensive data warehouses layered with unwieldy IT systems or can they rely on simple-to-deploy solutions that leverage their current investments?

This session will provide you with recommendations and best practices based on the experiences of hundreds of government organisations. Specifically, this workshop will cover how you can use technology to:

- Transform goal development from its current isolation in the planning office to an exercise that is relevant to more stakeholders, is more interactive, and more explicitly tied to organisational operations
- Go beyond haphazard measure collection and display, to coordinated workflow that supports role-based entry, approval, and the publishing of key performance indicators
- Change the focus of reporting results so that it includes internal periodic operational performance reviews, not just externally-driven mandates

While this workshop is about technology, it is not about a particular vendor's product.

**WORKSHOP LEADER: Ranga Bodla is Senior Director, Solution Marketing, Enterprise Performance Management for Business Objects, a SAP Company.** He is chartered with leading the vision for delivery of innovative strategy management products as part of SAP's broader Corporate Performance Management offerings. Leveraging over 12 years of experience in building products for both large and small high-tech companies, Ranga is responsible for bringing relevant and innovative solutions to improve business performance. He is a frequent speaker and contributor to the performance management community having written and presented extensively on numerous topics related to performance management. Prior to joining SAP, Ranga led marketing for Pilot Software (acquired by SAP) as well as Hyperion and IBM.

### Testimonials From Past SAP Sessions:

*"Good overview of topic and good for someone new to the strategic planning area."*

*"This was great! It really helped me understand the madness of our current strategic plan."*

*"The information was on point and was what I needed. We need to go back and do a strategy map and re-examine objectives in my organisation."*

## VENUE AND LODGING:

### ALL CONFERENCE SESSIONS WILL BE HELD AT THE:

#### Delta Ottawa Hotel and Suites

361 Queen Street

Ottawa, Ontario K1R 7S9

Phone: (613) 238-6000

Toll Free: (800) 268-1133

Email: [ccampeau@deltahotels.com](mailto:ccampeau@deltahotels.com) (Carolyn Campeau, Reservations Manager)

Website: <http://www.deltahotels.com/hotels/hotels.php?hotelId=14>

Please contact the hotel directly when making your reservation. **For the conference**, a limited number of rooms have been set aside at the **government rate of \$149 CAD/night. Please be sure to call the hotel no later than April 11, 2008 to help ensure this rate and mention that you are attending the Advanced Learning Institute event and quote the Reservation ID Code: GFSMIT.** We recommend that reservations be made early, as the number of rooms at our rate is limited.

The Delta Ottawa Hotel and Suites is located in the heart of downtown, convenient to many of the area's top sites. Airport access is just 13 km/8 miles away at Ottawa International Airport (YOW).

Join us in Ottawa for A.L.I.'s 24<sup>th</sup> Conference on "RESULTS-BASED MANAGEMENT FOR GOVERNMENT: How To Link Performance Measures, Program Evaluation, Strategic Planning & Budgeting Into An Integrated Management System," and enjoy this wonderful city's restaurants, shopping, attractions and nightlife.



Photo courtesy of Ottawa Tourism

**Don't miss Ottawa's Annual Canadian Tulip Festival, May 2-19, 2008! For more information about the festival, call the Tulip Hotline at (613) 567-4447 or (800) 66-TULIP or visit [www.tulipfestival.ca](http://www.tulipfestival.ca).**

**For more general information on your visit to Ottawa, go to <http://www.ottawatourism.ca/en>.**

## REGISTRATION FEES:

The following are included in your conference registration: attendance, a detailed conference workbook and any additional meeting materials, continental breakfasts, morning & afternoon refreshments, evening networking reception and breakfast for morning workshop attendees.

<b>Group Discount: Register 3 colleagues and the 4<sup>th</sup> is FREE!</b>	<b>Earlybird Pricing: Register with payment by March 27<sup>th</sup></b>	<b>Regular Pricing: Register with payment after Mach 27<sup>th</sup></b>
Conference Only (May 6 <sup>th</sup> & 7 <sup>th</sup> )	\$1,099 CAD	\$1,499 CAD
Conference Plus <b>One</b> Workshop	\$1,499 CAD	\$1,899 CAD
Conference Plus <b>Two</b> Workshops	\$1,799 CAD	\$2,199 CAD
Conference Plus <b>ALL Three</b> Workshops	\$1,999 CAD <b>BEST VALUE!</b>	\$2,399 CAD
Conference Workbook Only	\$199.00* CAD + \$20.00 S&H	

\*Illinois (U.S.A.) residents will be charged 8.75% sales tax on workbook orders.

**Please add 5% GST to all prices above (GST #884005323RT0001). Credit card transactions will be processed in equivalent U.S. dollars, so final charged amounts may vary slightly from those above.**

**Payment is due two weeks prior to the conference. If payment has not been received two weeks before the conference, a credit-card hold will be taken to ensure your space.**

## SPONSORSHIP & EXHIBIT OPPORTUNITIES ARE AVAILABLE:

This conference provides an excellent opportunity to market your products and services to a targeted government executive audience. Space is limited, so please call Melissa at (773) 695-9400 x14, for more information.

## GROUP DISCOUNTS:

Four or more attendees, registering together, enjoy a savings of at least \$1,099! **Register three attendees and the fourth registrant is FREE! That's a 25% savings off each registration.** Note to small departments — register together with your colleagues from another organisation and receive the same group discount. The free registrant must be of equal or lesser value.



## **A.L.I. FREQUENT ATTENDEE DISCOUNT:**

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Earn conference attendance bonuses as you benchmark with other organisations. For every A.L.I. conference attended, receive a \$200 discount off your next A.L.I. conference. Also, you will receive special bonuses and perks reserved only for A.L.I. frequent attendees.

## **PROGRAM CHANGES:**

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A.L.I. reserves the right to make changes in programs and speakers, or to cancel programs if enrollment criteria are not met or when conditions beyond its control prevail. Every effort will be made to contact each enrollee if a program is cancelled. If a program is not held for any reason, A.L.I.'s liability is limited to the refund of the program fee only.

## **CANCELLATION POLICY:**

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You may make substitutions at any time; please notify us as soon as possible. If you cancel (in writing) more than two weeks prior to the conference (before April 21<sup>st</sup>), a \$150 service fee will be charged and a credit memo will be sent reflective of that amount, which can be used for a future A.L.I. conference. Registered delegates who do not attend or who cancel two weeks prior to the conference or less (on or after April 21<sup>st</sup>) are liable for the entire fee. A credit memo will be issued which can be used for a future A.L.I. conference by anyone in your organisation.

## **ABOUT THE ADVANCED LEARNING INSTITUTE:**

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The Advanced Learning Institute's mission is to help executives build strong personal relationships, expand their business knowledge of cutting-edge trends, and find proven solutions to a wide range of strategic management problems.

Our forums bring together industry leaders and experts to share valuable, real-world experiences, and best practices on how to meet tomorrow's management challenges.

The Advanced Learning Institute's focus is on delivering high-quality programs, which consistently meet the needs of our customers. Our conferences serve a broad range of specialized industries and functions, including:

**Government · Human Resources · Performance Measurement · Strategic Planning  
Brand Management · Communications · Marketing · Technology  
Health Care · Biometrics · e-Commerce**

## **WE GUARANTEE RESULTS:**

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The Advanced Learning Institute has been successfully providing senior executives with forums to share practical experiences and solutions to a variety of organisational challenges. We are so confident you'll benefit from the innovative strategies shared during this conference that we'll guarantee it! If you follow the advice of our speakers, and you don't improve efficiency valued at the cost of your registration fee, then we'll send you a full credit to be used for a future event.

### **A Few Of Our Past Attendees Include Representatives From These Leading Organisations:**

- Hydro-Quebec
- Public Health Agency Canada
- Royal Canadian Mint
- Bell Canada
- Calgary Airport Authority
- Atomic Energy of Canada
- University of Toronto
- Canada Post
- Panorama Business Views
- Public Safety Canada
- FreeBalance Inc.
- Passport Canada
- Alliance Atlantis Communications
- U.S. Postal Service
- City of Austin, Texas
- District of Columbia
- Federal Bureau of Investigation
- U.S. Social Security Administration
- City of Chicago, Illinois
- U.S. Department of Defense
- Office of Management and Budget
- U.S. Department of Agriculture
- State of Iowa
- U.S. Department of the Treasury
- City of Atlanta, Georgia
- U.S. Department of Homeland Security
- Booz Allen Hamilton
- Centers for Disease Control and Prevention
- U.S. Air Force
- University of Baltimore, Maryland
- U.S. Department of Veterans Affairs
- City of Las Vegas, Nevada
- U.S. Small Business Administration
- State of Colorado

**Thousands of satisfied alumni can't be wrong - register today for the opportunity to learn from our platform of proven experts!**

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# Registration Form

*Please photocopy for group members.*

Yes, I'd like to register for the May 2008 Results-Based Management for Government Conference in Ottawa.

**Please check:**

E-mail Priority Code: \_\_\_\_\_ Amount Due: \_\_\_\_\_

- Conference Only
- Conference Plus Workshop(s):
  - Pre-Conference Workshop A: Performance Measurement: How To Do It, How To Use It
  - Pre-Conference Workshop B: How To Link Strategy, Evaluation, Budgeting And Performance Appraisal Into An Integrated, Results-Based Management System
  - Post-Conference Workshop C: How To Leverage Technology To Manage And Report Performance Information
- I would like to order a conference workbook only
- Please add me to your mailing list to receive future conference notifications

Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

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Country: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

Approving Manager: \_\_\_\_\_

Payment by:  Visa/IMPAC  MasterCard  Amex  Diner's Club  Discover  
 Check/Training Form (payable to Advanced Learning Institute, Inc.)

Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_\_

Extra 3-4 digits on front/back of card: \_\_\_\_\_

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Signature: \_\_\_\_\_

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**REGISTER TODAY!**

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**Mail to: Advanced Learning Institute, 8600 W. Bryn Mawr Ave. Suite 920-N, Chicago, IL, USA 60631**

**\*\*\* Register by March 27th To Save \$400! \*\*\***