

Don't Miss The **26th Forum** From The Advanced Learning Institute's Acclaimed Government Executive Training Series, *Updated For Summer 2009...*



Rave Review from a November 2008

Results-Based Management for Government Conference Attendee:

"I found the conference to be very relevant and useful."

D. Fernandes, Manager, Performance Measurement Research, Analysis & Evaluation Branch
British Columbia Ministry of Children and Family Development

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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 accountable, innovative, efficient and effective government, including:

- **Understanding** the inner-workings and best methods for your performance measurement initiatives
- **Transforming** your day-to-day operations to make them more citizen-centred and results-oriented
- **Cascading** measurement processes down throughout all levels of your organization to ensure everyday, bottom-line management
- **Allocating and justifying** budget funds by developing mission-aligned business cases
- **Integrating** performance-based budgeting into your organization
- **Standardizing** your measurement systems to ensure data validity
- **Fostering** mission-focused employee behaviour and culture to support the measurement framework
- **Analyzing, integrating, and evaluating** the

SPEAKING ORGANIZATIONS:

Hear from these leading agency representatives and departmental 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:

Healthy Environments and Consumer Safety Branch, Health Canada

Regional Municipality of Peel, Ontario

Public Works and Government Services Canada

Innovation Institute of Ontario

New York State Workers' Compensation Board

Regional Municipality of Waterloo, Ontario

Ontario Ministry of Community and Social Services

effects of using performance measures for budgeting, management, and reporting

- **Developing** a set of methods for communicating performance measurements
- **Establishing** the keys to a successful performance measurement program - leadership, cooperation between the branches of government, communication across government, and training
- **Aligning** employees and business processes to strategic goals and objectives
- **Integrating** elements of strategy, budget and performance management into one centrally-managed system
- **Providing** transparency to citizens

Presented by:



Your Government Training
Partner Since 1997

Regional Municipality of Halton, Ontario

**Ontario Municipal Chief Administrative Officer's
Benchmarking Initiative (OMBI)**

**Health Products and Food Branch,
Health Canada**

John R. Allen Management Consulting

Deloitte

J. André Paradis & Associates

Weidner, Inc.

SAP BusinessObjects Division

A MESSAGE FROM 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, past President, Treasury Board**

WHY IS THIS A CAN'T MISS EVENT?

Several government entities 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.

MAXIMIZE YOUR TRAINING!

Choose From Four Workshops For Ultimate Value And Learning!

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

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

Monday, June 1, 2009, 8:00 a.m. – 12:00 p.m.:

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

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

Monday, June 1, 2009, 1:00 p.m. – 5:00 p.m.:

Managing For Results: How To Integrate Strategic Planning, Performance Measures, Budgeting, Accounting, Employee Performance And Performance Contracting Into An Integrated Management System Focused On Results For Customers

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

Thursday, June 4, 2009, 8:30 a.m. – 11:30 a.m.:

How To Leverage Technology To Manage And Report Performance Information

• **Post-Conference Afternoon Workshop D –**

Thursday, June 4, 2009, 1:00 pm. – 4:00 p.m.:

How To Use Portfolio Management To Align Policy With Execution And Improve Your Project And Resource Allocation Decisions

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
- Organizational 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:

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

- **17 innovative speakers** at your disposal to share their strategies and experiences in performance measurement fundamentals that are already proven to work
- **Over 22 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 organization
- **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
- **Participating in instructional sessions** that will share real-world examples, tactics and lessons learned from leading results-based management for government initiatives that will ground you in advancing your own strategy
- **A comprehensive overview of results-based management** from leading practitioners like **Health Canada, Regional Municipality of Peel, Ontario, Public Works and Government Services Canada, Innovation Institute of Ontario, New York State Workers' Compensation Board, Ontario Ministry of Community and Social Services**, and many more
- **Optional networking lunches** that give you the opportunity to brainstorm and benchmark solutions with your fellow attendees
- **Acquiring new knowledge** to lead your organization through the imperative, yet sometimes extremely difficult responsibility of ensuring that your organization's strategic plan stays on track
- **The opportunity 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, in a hands-on environment
- **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...



Dear Government Executive:

Performance measurement is the backbone of a successful, innovative and high-performing government organization. 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 organization.

When you attend "Results-Based Management for Government," this June in Toronto, 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 Organization?

Tying performance measures to the budget of your organization 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 organization'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, elected representatives, central agencies and audit offices are all calling for strengthened accountability, and this is true at the Federal, Provincial and Municipal levels. 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 organizational performance, including how the:

- **Regional Municipality of Halton, Ontario** meets expectations for greater transparency and accountability in strategic planning and decision making
- **Health Products and Food Branch, Health Canada** links strategic planning, program evaluation and performance measurement into an integrated management system focused on results
- **New York State Workers' Compensation Board** leverages technology to manage and report performance information

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

If you're charged with the task of monitoring your organization'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 June.

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 4th for FREE!
Call (773) 695-9400 or go online at www.aliconferences.com for details.

RAVE REVIEWS FROM PAST CONFERENCE ATTENDEES:

"The conference provided good examples of real applications supporting performance measurement. I made some good contacts and picked up some new tips for my own work."

E. Zamparo, Manager, Financial Strategies and Solutions, Finance Department
Region of Peel, Ontario

"There was very good coverage of results-based management through the various presentations. This was of great interest for me to better assist my organization in revamping its performance measurement system to focus on results."

R. Cuenca, Senior Planning Analyst
Canadian Intellectual Property Office, an Agency of Industry Canada

"There was a good mix of various levels of government both presenting and in attendance."

J. Faragone, Manager, Results-Based Management Unit
Natural Resources Canada

"The conference speakers provided excellent insight into performance management techniques that any public sector organization can relate to and apply! Fantastic!"

T. Bressi, Director, Business Intelligence
Université du Québec à Montréal

"Thank you for organizing this conference. It was worthwhile."

M. Villemare, Program Manager
Transport Canada

"I appreciated the move from theory regarding performance management down to the practical application techniques and lessons learned."

T. Noseworthy, Director, Executive Council
Government of Newfoundland & Labrador

"I learned a lot from the conference and got many tools and tips that will help; thanks."

S Gates, Director, Quality Improvement
Leeds, Grenville & Lanark District Health Unit

"This was an excellent conference...really good speakers."

C. Carroll, Director, Community Relations
Regional Municipality of Halton, Ontario

"Overall, there were very interesting presentations!"

S. Lecour, Policy & Program Advisor
Health 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

PRE-CONFERENCE WORKSHOPS: Monday, June 1, 2009

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 and practical 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: 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 federal, provincial, state and local government agencies across Canada and the USA; further, André teaches performance measurement in English and in French in the executive development programs of three leading Canadian universities.

Testimonials From Past André Paradis Sessions:

"I really enjoyed the delivery and the materials. Good job!"

"Right level, right timing and the examples were very interesting."

"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

Managing For Results: How To Integrate Strategic Planning, Performance Measures, Budgeting, Accounting, Employee Performance And Performance Contracting Into An Integrated Management System Focused On Results For Customers

"Managing for Results" means developing an integrated management system that focuses people and resources on results for customers at both the operational and strategic levels. Award-winning government organizations have done it and done it well. In this session, you will learn how the Cities of Austin, Texas; Nashville, Tennessee; Seattle, Washington; The District of Columbia, and the Counties of Maricopa, Arizona and Franklin, Ohio have successfully developed these integrated management systems focused on results. Adapt what they have learned to your own Canadian government organization by hearing how they implemented a Managing for Results framework.

Specifically, in this workshop, you will learn how to:

- Use a consistent and comprehensive approach to strategic business planning that organizes services around results to create a program structure used for budgeting
- Integrate the strategic business plans with the accounting and budgeting systems
- Use this highly successful planning and performance measurement process to develop Result, Output, Demand and Efficiency measures for both operational and administrative programs
- Use this advanced system to align individual employee performance with organization performance by integrating operational performance measures, including results, into the performance plans of every employee
- Use strategic business plans to succeed at performance-based contracting
- Achieve new levels of accountability by telling taxpayers what they are getting for their money
- Use performance information to save money and improve performance

Attend this dynamic and highly interactive workshop to learn what it takes to successfully Manage for Results in your organization.

WORKSHOP LEADER: Marv Weidner is the CEO and Chairman for Weidner, Inc., and has a background of more than 20 years of senior government experience. Since leaving government service in the State of Iowa in 1998, he has worked as a consultant with some of the United States' best-run local, state and federal government organizations to help them develop and implement Managing for Results.

Testimonials From Past Weidner, Inc. Sessions:

"Thank you. Very good information and meaningful/interesting discussions."

"Very effective presenter, good materials. Good information that I can use in a very practical way right away."

"This hit the mark of what I wanted from the conference."

"Great speaker; good at thinking on his feet and answering questions."

"Very knowledgeable and superbly presented. Great tools for use in the field."

AGENDA - DAY 1: Tuesday, June 2, 2009

8:00 a.m.

Registration & Continental Breakfast

8:30 a.m.

Chairperson's Welcome & Opening Remarks

John R. Allen, Principal

John R. Allen Management Consulting

8:45 a.m.



How To Equip Front-Line Managers, Staff And Senior Management To Meet The Ever-Increasing Demand For Evidence-Based, Results-Oriented Performance Information

Protecting Canadians against hazardous consumer products is one of the federal government's top priorities. On December 17, 2007, the Prime Minister of Canada announced the Government's intention to introduce legislation as part of a Food and Consumer Safety Action Plan. Budget 2008 further reaffirmed this priority by providing funding of \$458.4 million over five years towards the Food and Consumer Safety Action Plan. On April 4, 2008 Treasury Board (TB) Minister's approved the TB Submission related to the Action Plan – A key component of the TB Submission was the development of a strategic horizontal Results-Based Management and Accountability Framework (RMAF).

In this session, you will hear about the key elements of a horizontal – regulatory-based RMAF, and how to develop and implement plans to monitor, measure and evaluate progress against program expected results and outcomes, including the details behind:

- Developing a regulatory Logic Model with shared accountabilities
- Creating and using multiple cross-cutting performance indicators
- Data collection and analysis activities – making performance real
- Establishing a functional governance & accountability structure

Cesare Spadaccini, Policy & Program Advisor, Director General's Office, Strategic Planning and Performance Measurement, Product Safety Directorate

Healthy Environments and Consumer Safety Branch, Health Canada

9:45 a.m.



Speed Networking

Become acquainted with your fellow conference attendees in this fun and fast-paced forum!

10:15 a.m.



Morning Refreshment & Networking Break

10:45 a.m.



From Concept To Implementation: How To Translate Performance Methodology For A Diverse Stakeholder Group And Avoid Pitfalls In Implementation

The Innovation Institute of Ontario (IIO) is dedicated to advancing the innovation agenda in Canada. Created in 2000, as a not-for-profit, the IIO managed \$1.3 billion of research funding for over 1,300 projects through two large Ontario programs: the Ontario Innovation Trust and the Ontario Research and Development Challenge Fund (ORDCF). The IIO also helped create several important innovation enabling organizations, including the MaRS Discovery District, the Ontario Institute for Cancer Research and the Ontario Genomics Institute.

Research, discovery, the creation and sharing of knowledge and training the next generation of innovators is the essence of innovation. Innovation also means a constant search for grants, funding and investment, and increasingly time-

consuming reporting to institutions and funding stakeholders to demonstrate performance and impacts of funded research. These activities are important, but they take time away from innovation. In addition, the long gestation period between scientific research and ultimate impact, with factors like multiple funders, the domino effect of research and increasing number of collaborative research between multiple stakeholders can make it challenging to attribute and demonstrate impact of research based organizations.

IIO's first-hand experience of the challenges of innovation spurred the creation of a performance management methodology for research management and reporting that has helped innovators spend less time and resources on administration and more on innovation. This methodology provides an alternate approach to the traditional collection of research performance information that has been done through field visits, surveys, end-of-project feedback, and file analysis.

In this experience-sharing session, we will review case studies on implementation of this methodology for research-based organizations. You will learn about the aspects of implementing principles of performance model for a research intensive organization, avoiding the pitfalls and the practical issues that need to be overcome in translating performance methodology to a diverse stakeholder group.

Specifically, this session will include:

- An activity-based approach to measuring performance
- Designing common performance measures to meet needs of multiple stakeholders
- Standardizing the definitions of research performance measures for use by the community
- Collecting, aggregating and reporting of research activities using web-based technology solutions

Kavita Khara, Director of Information Solutions

Innovation Institute of Ontario

11:45 a.m.



How To Meet Expectations For Greater Transparency And Accountability In Municipal Government Strategic Planning And Decision Making

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 its 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 the council's goals for the community.

Rick Cockfield, MCIP, RPP, Director, Strategic Planning & Policy

Regional Municipality of Halton, Ontario

Carleen Carroll, APR, Director, Strategic Communications
Regional Municipality of Halton, Ontario

12:45 p.m.

Lunch On Your Own -- But Not Alone!

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 results-based management for government concerns.

2:15 p.m.



How To Use Operational Results-Based Management Tactics To Meet Your Strategic Goals And Objectives

Wayne Chee, Manager, Licensing & Compliance Unit, Quality Assurance & Accountability Branch
Ontario Ministry of Community and Social Services

3:15 p.m.



Afternoon Refreshment & Networking Break

3:45 p.m.



Fostering Government Collaboration To Define, Collect And Share Performance Information That Drives Successful Results: Lessons Learned From A 16 Municipality Partnership

The Ontario Municipal Chief Administrative Officer's Benchmarking Initiative (OMBI) is a partnership of 16 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 costs 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

And Co-Chair, Management Committee

Ontario Municipal Chief Administrative Officer's Benchmarking Initiative (OMBI)

Ron Gibson, Project Manager

Ontario Municipal Chief Administrative Officer's Benchmarking Initiative (OMBI)

4:45 p.m.

Chairperson's Recap And Close Of Day One

John R. Allen, Principal

John R. Allen Management Consulting

5:00 p.m.



Networking Reception: Please Join Us!

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

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

AGENDA - DAY 2: Wednesday, June 3, 2009

8:00 a.m.

Continental Breakfast & Networking

8:30 a.m.

Chairperson's Opening Of Day Two

John R. Allen, Principal

John R. Allen Management Consulting

8:40 a.m.



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

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

9:40 a.m.



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

The Marketed Health Product Directorate (MHPD) is a growing organization 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 organizational 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,
Marketed Health Products Directorate

Health Products and Food Branch, Health Canada

10:40 a.m.



Morning Refreshment & Networking Break

11:00 a.m.



Leveraging Technology To Manage And Report Performance Information

Workplace injuries, and their aftermath, impact nearly 4 million Americans each year. In the past, New York's workers' compensation system had been characterized as slow and unresponsive. The New York State Workers' Compensation Board embarked on an aggressive program to revitalize the workers' compensation program in New York and refocus its 1500 employees on service to its customers - the State's workers and employers. The Board recognized that the implementation of a system that addressed only the functional requirements of the claims process would be incomplete. The Board's systems modernization effort would need to include technological innovations that address the informational requirements of the Agency and its constituents.

In support of its Performance Measures Project, the Board developed a computer system called the "MIRROR" - Management Information, Research References and Operational Reports. The MIRROR distills data from operational systems and presents performance reports that cascade down from the agency's mission statement all the way to the individual staff member.

This session will include a live demonstration of the MIRROR and a review of the key ingredients to a successful performance measures project, including:

- Thinking strategically, acting locally
- Understanding common themes in performance measurement systems
- Finding and keeping "the balance" in the scorecard
- Knowing the "gotcha" of implementing performance measurement systems
- Implementing measures from the board room to the mail room
- Keys to standardizing performance reports

Tom Wegener, Director, Management Information System/Research

New York State Workers' Compensation Board

12:00 p.m.

Lunch On Your Own -- But Not Alone!

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 results-based management for government concerns.

1:30 p.m.



Group Exercise: Brainstorm Solutions And New Ideas You Can Use

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 results-based management for government initiatives.

2:00 p.m.



Transforming Your Day-To-Day Operations To Make Them More Citizen-Centred And Results-Oriented

The Region of Peel has been involved with performance measurement over the past several years in many forms both corporately and at the program level. In the 1990's, Peel's enterprise-wide performance measurement was focused on cost measurement with the goal of demonstrating that regional services were delivered in a cost effective and efficient manner while having the right community impact.

More recently, there has been a renewed focus on business performance measurement at Peel Region in order to accomplish several objectives:

- Improve accountability/transparency with Regional Council and the broader community (and in doing so, build trust and confidence in Peel)
- Shift to an outcome/output (instead of input) orientation
- Connect input and process metrics to service outputs and program outcomes (both long- and short-term)
- Measure results (what Peel does) as well as how Peel is delivering on those results

This session will focus on Peel's strategy for measuring how well it is delivering on its results. This strategy describes an enterprise-wide approach to measuring levels of employee engagement, client satisfaction and trust & confidence in the Region of Peel.

There are four key objectives of Peel's measurement strategy:

1. To measure the outcomes of employee engagement, client satisfaction and trust & confidence in the Region of Peel
2. To identify improvement opportunities by uncovering the factors that drive engagement, satisfaction and Trust
3. To achieve effective service delivery by focusing on the drivers for service improvement
4. To connect such measures to the larger performance measurement framework at the Region

The Region's first enterprise-wide client satisfaction and trust and confidence measurements were conducted in the spring of 2008. The client satisfaction measurements cover a total of 26 services delivered by Regional staff to the citizens of Peel.

The result showed that a key driver to client satisfaction, second only to a satisfactory outcome, is clients feeling that staff made a real effort to ensure the client got what they needed. The results are being used by service managers to focus improvement efforts.

This will be an insightful presentation to learn how to develop and ensure that your own measures are producing effective results.

Chine Nkado, PMP, Project Leader, Strategic Projects, Office of Strategic Innovation and Policy
Regional Municipality of Peel, Ontario

3:00 p.m.



Afternoon Refreshment & Networking Break

3:15 p.m.



Cascading Measurement Processes Down Throughout All Levels Of Your Organization To Ensure Everyday, Bottom-Line Management

By providing innovative common services to the Government of Canada (GC), Public Works and Government Services Canada (PWGSC) helps federal departments and agencies focus on what they do best — serving Canadians. They provide vital services like accommodation, purchasing, banking, information technology and translation. They are committed to delivering these services smarter, faster and at a reduced cost — improving how government does business and saves taxpayer dollars.

This session will provide you with an overview of how PWGSC has implemented a Departmental Dashboard throughout their entire organization to improve monitoring and reporting and improve strategic decision making based on how well they are achieving their goals for providing improved services.

In this session, you will learn how the implementation of the PWGSC Dashboard has:

- Aligned management accountability to Departmental objectives and priorities through a process of "cascading" dashboards to the Branch level of the Department
- Strengthened management support and application of results-based management
- Transformed strategic objectives into a suite of quantitative business metrics at the Departmental and Branch levels
- Centralized the gathering and reporting on key information for various federal government reporting frameworks
- Made use of a graphic representation of progress towards performance targets to quickly communicate status to the management community

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

- Barriers you may encounter and the critical success factors
- Overall lessons learned

Steve Slaby, Deputy Director, Strategic Planning & Reporting
Public Works and Government Services Canada

4:15 p.m.

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

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

4:30 p.m.

Close Of General Sessions

***** Early Bird Rates Extended until May 15th! *****

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POST-CONFERENCE WORKSHOPS: Thursday, June 4, 2009

INTERACTIVE WORKSHOPS

These workshops are designed to take your conference experience to the next level. Post-conference 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 these highly interactive, practical and hands-on sessions. Space is limited to ensure interactivity!

Choose C or D or BOTH for maximum value and learning

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

POST-CONFERENCE MORNING 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

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

As part of this shift, public sector organizations 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 organizations 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 organizations. 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 organizational 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 LEADERS: Ranga Bodla is Senior Director, Solution Marketing, Enterprise Performance Management and Governance, Risk and Compliance for SAP BusinessObjects Division. 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 held various roles at both Hyperion and IBM.

Mike Bettencourt is a Solution Manager, Enterprise Performance Management for Finance at SAP BusinessObjects Division. Leveraging over 12 years of experience in building products and delivering solutions for both large and small commercial and public sector organizations, Mike is responsible for translating and driving relevant and innovative requirements that improve business performance into usable software. Bettencourt has spoken with and presented to 100s of organizations on numerous topics related to Performance Management. Prior to joining SAP, Mike held several roles in Sales and Professional Services for Pilot Software (acquired by SAP) as well as Oracle.

Testimonials From Past SAP Sessions:

"Best presentation of the conference!"

"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 organization."

11:30 a.m. to 1:00 p.m.

Afternoon break/lunch on your own.

1:00 p.m. to 4:00 p.m.

POST-CONFERENCE AFTERNOON WORKSHOP D

How To Use Portfolio Management To Align Policy With Execution And Improve Your Project And Resource Allocation Decisions

All levels of government and the broader public sector are under increasing scrutiny to deliver increased levels of service that promote accountability, transparency and cost-efficiency. The accelerating pace of change and the transformational nature of many initiatives lead to a greater number of projects being initiated, with larger budgets, higher complexity and more interdependencies. Without proper governance, most organizations initiate more opportunities than they have the capacity to deliver. As the inevitable result, they always have too much to do and not enough time or resources to do it. **Making the right investment decisions, executing and monitoring projects has never been more important.**

Through practical examples, case studies, and hand-on exercises, this session will outline how public sector organizations have started to adopt portfolio management techniques to improve their governance decision-making processes. This informative workshop will highlight a number of key factors that must be considered to properly adapt portfolio management and establish effective governance structures to meet their unique needs. Leading practices for adopting portfolio management techniques for overall program resource allocation decisions will be presented in support of an "investments in outcomes" philosophy to align policy with execution.

Specifically during this session, we will:

- Outline how governments have started to adopt portfolio management techniques to improve the decision-making process
- Demonstrate how portfolio management can be used to align and prioritize large-scale projects, as well as the building blocks that must be in place before you contemplate an automated solution
- Explain how the same techniques can be used for overall program resource allocation decisions, helping to promote an "investments in outcomes" philosophy that aligns strategy with execution
- Conduct hand-on exercises and leave the participants with a set of prioritization criteria that are tailored to their specific environment and a simple tool that can be applied in practice upon return to the office

WORKSHOP LEADER: Daniel Martyniuk IMBA, PMP serves as a Manager within the public sector Strategy & Operations consulting practice at Deloitte. He is a seasoned project manager and an experienced advisor known for his high energy and result-oriented approach to project and portfolio management. Daniel's areas of expertise include business IT strategy development, project portfolio management (PPM) framework implementation, program/portfolio governance and leadership structure design, as well as project/program management office (PMO) establishment.

VENUE AND LODGING:

ALL CONFERENCE SESSIONS WILL BE HELD AT THE:

Sheraton Centre Toronto Hotel

123 Queen Street West

Toronto, ON M5H 2M9

Reservations: (888) 627-7175 or (416) 947-4955 x4440

Main Hotel Number: (416) 361-1000

<http://www.sheratontoronto.com/>

Please contact the hotel directly when making your reservation. **For the conference, a limited number of rooms have been reserved at the government per diem rate of \$199 CAD/night. Please call the hotel no later than May 1, 2009, to ensure this rate and mention that you are attending the "Advanced Learning Institute's Government Conference." Alternatively, you can secure your reservation online via <http://www.starwoodmeeting.com/StarGroupsWeb/res?id=0903252688&key=4C2AC> .**

We recommend that reservations be made early, as the number of rooms at our reduced rate is limited.

In the centre of the business and entertainment districts, the Sheraton Centre Toronto Hotel is connected to PATH, a 16-mile underground network of shops and services, and just steps from the Eaton Centre shopping mall and convention center. Experience the utmost in urban comfort and style as the Sheraton Centre Toronto Hotel boasts Toronto's largest year-round pool, a 24-hour fitness centre, Business Centre, Senses Spa, a two-story waterfall and pond in 2.5 acres of picturesque waterfalls, gardens and terraces and two levels of shops, services, restaurants and lounges.

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Photo Credit: Tourism Toronto

For more general information on your visit to Toronto, go to <http://www.seetorontonow.com/>.

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, and an evening networking reception.

Group Discount: Register 3 colleagues and the 4th is FREE!	Earlybird Pricing: Extended Until May 15th	Regular Pricing: Register with payment after May 15th
Conference Only (June 2 nd & 3 rd)	\$1,299 CAD	\$1,699 CAD
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Conference Workbook Only	\$199.00* CAD + \$20.00 S&H	

*Illinois (U.S.A.) residents will be charged 9.75% sales tax on workbook orders.

Please add 5% GST to all prices above (A.L.I.'s GST #884005323RT0001).

Credit card transactions will be processed in U.S. dollars. The final charges will vary slightly from those above due to daily variances in exchange rates.

Payment is due two weeks prior to the conference. If payment has not been received two weeks before the conference, a credit-card hold, training form or purchase order 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 ext. 14, for more information.

GROUP DISCOUNTS:

Four or more attendees, registering together, enjoy a savings of at least \$1,299! 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 organization and receive the same group discount. The free registrant must be of equal or lesser value.

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PROGRAM CHANGES:

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:

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 (on or before May 15th), 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 (after May 15th) 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 organization.

ABOUT THE ADVANCED LEARNING INSTITUTE:

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.

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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 organizational 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 Canadian Organizations:

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- Ministry of Community & Social Services, Ontario
- Ministry of Education
- Ministry of Government & Consumer Services, Ontario
- Ministry of Research & Innovation, Ontario
- National Defence Canada
- Natural Resources Canada

- Canadian Food Inspection Agency
- Canadian Heritage
- Canadian Intellectual Property
- City of Calgary
- City of Victoria
- Correctional Services Canada
- Department of Canadian Heritage
- Government of Manitoba
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- Human Resources and Social Development Canada
- Industry Canada
- Innovation Institute of Ontario
- Ontario Ministry of Revenue
- Ontario Municipal Affairs & Housing
- Ontario Pension Board
- Public Health Agency Canada
- Public Safety Canada
- Public Works Canada
- Regional Municipality of Halton, Ontario
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Registration Form Please photocopy for group members.

Yes, I'd like to register for the June 2009 Results-Based Mgt. for Govt. conference in Ontario.

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- Post-Conference Workshop D: How To Use Portfolio Management To Align Policy With Execution And Improve Your Project And Resource Allocation Decisions

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