

Don't Miss The **25th Forum** From The Advanced Learning Institute's Acclaimed Government Executive Training Series...

Updated Program For Fall 2008!



Rave Review from a May 2008

Results-Based Management for Government Conference Attendee:

"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

***** Register by September 17th To Save \$400! *****
To Register, Call (773) 695-9400

REGISTER TODAY!

www.aliconferences.com

Phone: (773) 695-9400 • Fax: (773) 695-9403

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 accountable, 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 organization 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 organization
6. **Standardizing** your measurement systems to ensure data validity
7. **Fostering** mission-focused employee behaviour and culture to support the measurement framework
8. **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:

Public Works and Government Services Canada

Ontario Ministry of Research & Innovation

Public Health Agency of Canada

Washington State Transportation Improvement Board

British Columbia Ministry of Aboriginal Relations and Reconciliation

Regional Municipality of Waterloo, Ontario

Industry Canada

Ontario Ministry of Municipal Affairs and Housing

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

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

New York State Workers' Compensation Board

Regional Municipality of Halton, Ontario

J. André Paradis & Associates

SAP

Weidner, Inc.

John R. Allen Management Consulting

Presented by:



Your Government Training
Partner Since 1997

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.

EXPAND YOUR LEARNING...

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

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

Monday, November 3, 2008, 8:00 am – 12:00 pm:
Performance Measurement: How To Do It, How To Use It

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

Monday, November 3, 2008, 1:00 pm – 5:00 pm:
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, November 6, 2008, 8:30 am – 11:30 am:
How To Leverage Technology To Manage And Report Performance Information

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

Thursday, November 6, 2008, 12:30 pm – 3:30 pm:
How To Apply And Analyze Performance Information To Improve Your Decision-Making Capabilities And Program Results

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 24 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 performance measurement** from leading practitioners like **Industry Canada, Service Canada, Ontario Ministry of Resource and Innovation, Public Health Agency of Canada** 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 a key pillar of a high-performing government organization. Tracking key performance measures at all levels of the organisational structure can drive better alignment throughout. Performance measures help each employee and manager understand their valuable contribution to the achievement of the strategic objectives. This framework can deliver a clear 'line of sight' from the bottom up as well as from the top down of public organizations. This is particularly manifested when measures are focused on outcomes rather than simply outputs.

Resources are more logically allocated and focused on the right initiatives which support key outcomes. This virtuous cycle can result in levels of performance that are optimized and visible internally and to the public.

Increasingly, visible accountability is being mandated across Canada, the United States and around the world. When you attend "Results-Based Management for Government," this November in Ottawa, you will discover and dig deeper into best practices available for managing for results and making budget and performance a reality.

How Will This Conference Help You and Your Organization?

As pressure on government budgets increases, greater performance is expected to be achieved by public entities. More needs to be done with stagnating or shrinking budgets. And taxpayers are expecting this to be achieved in a manner that is increasingly leaner and cost-effective.

Linking performance measures to the budget in order to achieve desired outcomes in a cost effective way requires efficient systems, real dedication to high performance and a clear alignment. It is not an easy feat but it can be very rewarding as your organisation takes a leading role in proactively showing taxpayers how much is being achieved with their 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:

- **Public Health Agency of Canada** strategically aligns their evaluation function
- **Ontario Ministry of Research and Innovation** defines the best performance measures while improving performance reporting, data collection and service delivery
- **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 November.

Sincerely,

A handwritten signature in black ink that reads 'Jerome Feltracco'.

Jerome Feltracco, Director, Public Sector Solutions

SAP

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:

"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, November 3, 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 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:

"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: William Aaron serves as the Chief of Consulting Services and Innovation for Weidner, Inc., which has worked with governments at all levels for a decade to help them implement Managing For Results. Prior to joining Weidner, William worked for more than seven years for the Metropolitan Government of Nashville & Davidson County, Tennessee, leading that government’s planning and performance management work. He helped take Metro Nashville from having no strategic planning to full implementation of planning, performance budgeting, and performance reporting, earning national awards for the city in the process.

Testimonials From Past Weidner Sessions:

“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, November 4, 2008

8:00 a.m.
Registration & Continental Breakfast

8:30 a.m.
Chairperson's Welcome & Opening Remarks

Jerome Feltracco, Director, Public Sector Solutions
SAP

8:45 a.m.
 **CASE STUDY**

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

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, and how to implement an evaluation and accountability framework in your own organization, including the details behind:

- 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

Jeff Jorgensen, Senior Evaluation Officer
INDUSTRY CANADA

9:40 a.m.



Speed Networking

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.

10:10 a.m.



Morning Refreshment & Networking Break

10:40 a.m.



CASE STUDY

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, Senior Analyst, Strategic Planning and Management

PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

11:35 a.m.



How To Establish The Keys To A Successful Performance Measurement Program: Leadership, Cooperation Between The Branches Of Government, Communication Across Government, And Training

The core responsibilities of the Ontario Ministry of Municipal Affairs and Housing include developing and administering the policy and regulatory frameworks for local government, land use planning, residential tenancy regulation, affordable and social housing, and building regulation. This is done within a results-based focus of the government, with an emphasis on accountability for effectively managing resources and achieving measurable results.

The success of the ministry in achieving its intended results is highly dependent on its ability to collaborate with other ministries and levels of government. Additionally, the ministry plays a leadership role in establishing appropriate mechanisms that clarify and promote shared accountabilities across organizational or program boundaries.

In this session, you will learn about:

- The role of results-based planning as an integrated approach to achieving results while promoting horizontal collaboration
- Opportunities and challenges of developing performance measures for shared accountabilities
- Mechanisms to tap into expertise across organizational boundaries
- Examples of successes in knowledge sharing to improve performance measurement
- Differences in framing performance measurement for policy development versus program or service delivery
- The role of communication in developing and monitoring performance measures

This session will also show how best practices drawn from a number of fields can strengthen the art and science of performance measurement. Examples will be provided to demonstrate the benefits of thinking strategically about performance measurement.

Nilam Bedi, Manager, Strategic Business Services, Corporate Planning Branch

ONTARIO MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

12:30 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.

2:00 p.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, Community Relations
REGIONAL MUNICIPALITY OF HALTON, ONTARIO

2:55 p.m.



Afternoon Refreshment & Networking Break

3:10 p.m.



How To Foster Mission-Focused Employee Behaviour And Culture To Support The Measurement Framework

Similar to other ministries, The Ministry of Aboriginal Relations and Reconciliation, struggles with the hurdle of fostering mission-focused employee behavior. As a result, the ministry has undertaken an innovative management approach that is used to manage daily operations as well as monitor and achieve the ministry's vision.

In response to diversity and the shift in labour market dynamics, the ministry has begun to focus on performance measures that align with the government's overall organizational culture.

In this engaging case study session, you will hear about the ministry's management tool, e-performance, overall lessons learned, and how to:

- Align performance to organizational culture
- Approach change

Lynn Anderson, Manager, Budgets and Accounting

BRITISH COLUMBIA MINISTRY OF ABORIGINAL RELATIONS AND RECONCILIATION

Cris Forrest, Manager, Corporate Planning, Strategic Initiatives Division

BRITISH COLUMBIA MINISTRY OF ABORIGINAL RELATIONS AND RECONCILIATION

4:05 p.m.



How To Access And Interpret Performance Reporting Data With Software Dashboard Technologies For Better Decision Making

Successful performance management demands effective performance reporting. Fortunately, technology has simplified the effort of communicating quality data to leaders and managers. Software dashboards in particular offer elegant simplicity to the otherwise difficult task of reporting performance for quick interpretation by both the numbers people and the ideas people. The use of dashboards to display decision-critical data has grown rapidly in the private sector and is catching on with public agencies.

The Washington State Transportation Improvement Board (TIB) implemented its performance dashboard in 2003 and followed Governor Gregoire's performance management directive in earnest after its adoption in 2004. Performance management became a key tool in driving the board's grant programs after years of over-programming by a prior administration. An internal performance dashboard was a natural extension of that focus because dashboards facilitate easy access and interpretation of data and provide instantly updated information for management decision making.

As a recent winner of the Innovations Award from the Council of State Governments as well as and receiving the Award for Excellence in Government Finance from the Government Finance Officers Association, the TIB's dashboard continues to deliver the high-level performance reporting that successful performance managers need.

During this insightful session, you will see:

- A live dashboard demonstration over the Internet
- How performance management turned a government agency around
- How to develop software dashboards
- Measures that are really used

Stevan Gorcester, Executive Director

WASHINGTON STATE TRANSPORTATION IMPROVEMENT BOARD

5:00 p.m.

Chairperson's Recap And Close Of Day One

5:10 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 Ottawa's fine dining while you continue to network with your colleagues.

AGENDA - DAY 2: Wednesday, November 5, 2008

8:00 a.m.

Continental Breakfast & Networking

8:30 a.m.



CHAIRPERSON'S ADDRESS

Chairperson's Opening Of Day Two & Presentation Becoming A Performance-Focused Organization: How To Integrate Budget, Cost And Performance Information

Managing for results is a destination toward which every government entity is moving. Another term that crystallizes these efforts is performance-based budgeting. This session will share with you lessons learned from government efforts at all levels including the initiatives that cross typical functional areas of responsibility.

Illustrations on the nature and maturity levels of these efforts will be discussed with an emphasis on identifying some of the most successful points of entry into this new world. Finally, this session will also outline a vision and roadmap toward achieving real integration of budget, cost and performance information in order to move closer to managing for results.

Specifically in this session, you will:

- Learn how other countries are approaching and tackling performance and budget integration
- Explore multiple entry points to "managing for results" based on where your organization is today

Learn from the experiences at other public sector organizations across the globe how you, too, can integrate budget, cost and performance information in order to move closer to managing for results.

Jerome Feltracco, Director, Public Sector Solutions

SAP

9:35 a.m.



Defining The Best Performance Measures While Improving Performance Reporting, Data Collection And Service Delivery

In 2005, the Ministry of Research and Innovation (MRI) was created to focus on the government's commitment to innovation as a driver of growth across all sectors of the economy. This goal is being delivered through a number of programs and today there are almost 30 programs, each with a suite of measures to report on the performance of the Ministry investments. To date, measuring program outputs has been attainable, measuring outcomes and high-level indicators have been a challenge.

In 2008, MRI launched the "Ontario Innovation Agenda" (OIA), a plan to develop a high and sustainable level of prosperity, healthy communities, high-quality jobs, and better lives for people in Ontario. "Measuring Results" is a key deliverable of the agenda, resulting in an extensive review of the Ministry's Performance Measurement Framework. The goal of the Review is to ensure the pillars of the Innovation Agenda and program goals are delivered and achieved. Some activities include working with stakeholders, aligning existing programs, and liaising with program leads to improve the Performance Measurement Framework. A key result of the Review is an "MRI Scorecard" aimed at measuring innovation.

This session will focus on what the Ministry has done and is currently working toward to improve its performance measurement framework, performance reporting and service delivery. Specifically, you will learn how to:

- Improve performance measures to determine outputs, outcomes and high level indicators
- Develop online tools to improve performance reporting and data collection
- Develop efficiency measures to improve service delivery

Natasha Tang Kai, Senior Advisor, Corporate Policy and Program Services Branch

ONTARIO MINISTRY OF RESEARCH AND INNOVATION

10:30 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

11:55 a.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.

1:25 p.m.



INTERACTIVE SESSION

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.

2:10 p.m.



CASE STUDY

Innovative Evaluation Processes & Tools: Equipping Front-Line Staff, Managers And Senior Management To Meet The Ever-Increasing Demand For Evidence-Based, Results-Oriented Information

Since 2004, and as a new federal department, The Public Health Agency of Canada has envisioned healthier individuals and communities in a healthier world by promoting and protecting the health of Canadians through leadership, partnership, innovation and action in public health. Yet, the growing expectations in accountability for structure, process and programmatic results has challenged all levels of the Agency to demonstrate evidence-based performance impacts that also meet evolving reporting requirements within the Program Activity Architecture, Departmental Performance Report, Report on Plans and Priorities, and annual reporting to government and the general public alike.

Increasing expectations from the Treasury Board Secretariat for more effective evaluations are expected this calendar year, increasing the pressure for broader and more complete evaluation coverage.

In this informative session, you will hear how the Public Health Agency of Canada is strategically aligning its evaluation function and implementing innovative evaluation processes and tools in order to:

- Ensure programmatic evaluation results to support and bolster government reporting and accountability
- Meet the needs of stakeholders, departmental and central agency reporting-for-results in the age of changing accountabilities
- Address broad, strategic performance measurement standards through cross-cutting innovative frameworks and systems

This session will also highlight newly developed practical solutions that provide front-line staff, managers and senior management with the data they require to meet the ever-increasing demand for evidence-based, results oriented, information.

Paul Kenney, Senior Evaluation Analyst, Centre for Excellence in Evaluation & Program Design
PUBLIC HEALTH AGENCY OF CANADA

3:05 p.m.



Afternoon Refreshment & Networking Break

3:20 p.m.



CASE STUDY

Fostering Government Collaboration To Define, Collect And Share Performance Information That Drives Successful Results: Lessons Learned From A 15 Municipality Partnership

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 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, OMBI Management Committee

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

***** Register by September 17th To Save \$400! *****
To Register, Call (773) 695-9400

POST-CONFERENCE WORKSHOPS: Thursday, November 6, 2008

INTERACTIVE WORKSHOPS

These workshops are 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 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.

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

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 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 held various roles at both Hyperion and IBM.

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 12:30 p.m.

Afternoon break/lunch on your own.

12:30 p.m. to 3:30 p.m.

AFTERNOON POST-CONFERENCE WORKSHOP D

How To Apply And Analyze Performance Information To Improve Your Decision-Making Capabilities And Program Results

Although performance measurement has important uses in accountability reporting, its real value accrues when performance data is used for decision making. But that does not just happen. Performance measurement data needs to be reviewed and analyzed in a way that will quickly identify areas where performance could be improved as well as highlight exceptional performance that could be repeated elsewhere.

Through the use of examples and case studies, in this workshop, you will learn how to:

- Use the mission statement and logic model as analysis tools, even before performance data is collected
- Use variance analysis, time series, and linkages among performance measures to pinpoint and understand performance issues
- Design a process to ensure that performance data is analyzed and used

WORKSHOP LEADER: John R. Allen is a Management Consultant from Toronto with more than 30 years experience in government performance measurement. He has served governments at all levels in both the United States and Canada. Some of John's recent clients include Health Canada, Human Resources Development Canada, Industry Canada, the Department of Foreign Affairs and International Trade, the U.S. Air Force, the State of New York, the provinces of Ontario and Nova Scotia, and many others.

Testimonials From Past John Allen Sessions:

"Thank you for an informative session."

"This was a great session. The wealth of experience of the workshop leader was obvious."

"Excellent information with solid examples and explanations. It generated good, tangible ideas to take home."

"Great workshop and very good materials and examples."

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 (Carolyn Campeau, Reservations Manager)

Website: www.deltahotels.com <<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 October 2, 2008, to help ensure this rate and mention that you are attending the Advanced Learning Institute event and quote the Reservation ID Code: GFADVL. We recommend that reservations be made early, as the number of rooms at our rate is limited.

Join us in Ottawa for A.L.I.'s 25th 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.

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

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: Register with payment by September 17th	Regular Pricing: Register with payment after September 17th
Conference Only (November 4 th & 5 th)	\$1,299 CAD	\$1,699 CAD
Conference Plus One Workshop	\$1,699 CAD	\$2,099 CAD
Conference Plus Two Workshops	\$1,999 CAD	\$2,399 CAD
Conference Plus Three Workshops	\$2,199 CAD	\$2,599 CAD
Conference Plus ALL Four Workshops	\$2,299 CAD BEST VALUE!	\$2,699 CAD
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 (GST #884005323RT0001).

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

A.L.I. FREQUENT ATTENDEE DISCOUNT:

Earn conference attendance bonuses as you benchmark with other organizations. 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:

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 (before October 20th), 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 October 20th) 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.

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:

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:

- **Agriculture & Agri-Food Canada**
- **Alberta Environment**
- **Atomic Energy of Canada**
- **Calgary Airport Authority**
- **Canada Post**
- **Canadian Food Inspection Agency**
- **Canadian Heritage**
- **Canadian Intellectual Property**
- **City of Calgary**
- **Correctional Services Canada**
- **Department of Canadian Heritage**
- **Government of Manitoba**
- **Government of Newfoundland & Labrador**
- **Health Canada**
- **Human Resources and Social Development Canada**
- **Industry Canada**
- **Innovation Institute of Ontario**
- **Ministry of Attorney General, Ontario**
- **Ministry of Community & Social Services, Ontario**
- **Ministry of Education**
- **Ministry of Government and Consumer Services, Ontario**
- **Ministry of Research & Innovation, Ontario**
- **National Defence Canada**
- **Natural Resources Canada**
- **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**
- **Regional Municipality of Waterloo, Ontario**
- **Royal Canadian Mint**
- **Service Canada**
- **Transport Canada**
- **Université du Québec à Montréal**
- **University of Toronto**

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

Event #1108A2 ©2008 A.L.I., Inc. All rights reserved.

RESULTS-BASED Management for Government

How To Link Performance Measures, Program Evaluation,
Strategic Planning & Budgeting Into An Integrated Management System

November 3-6, 2008 • Ottawa, Ontario

REGISTER TODAY!

www.aliconferences.com

Phone: (773) 695-9400 • Fax: (773) 695-9403

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

***** Register by September 17th To Save \$400! *****
To Register, Call (773) 695-9400

Registration Form

Please photocopy for group members.

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

Please check:

- Conference Only E-mail Priority Code: _____ Amount Due: _____
- Conference Plus Workshop(s):
- Pre-Conference Workshop A: Performance Measurement: How To Do It, How To Use It
 - Pre-Conference 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
 - Post-Conference Workshop C: How To Leverage Technology To Manage And Report Performance Information
 - Post-Conference Workshop D: How To Apply And Analyze Performance Information To Improve Your Decision-Making Capabilities And Program Results
- 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: _____

Country: _____

Phone: _____ Fax: _____

Registrant's E-mail: _____

Approving Manager: _____

Approving Manager's E-mail: _____

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: _____

Credit Card Billing Address: _____

Signature/Name on credit card: _____

Event #1108A2 • ©2008 A.L.I. All Rights Reserved