

Financial
Management
Institute of Canada

Controllership

PD Day

February 25
2009



For best practices related
to the management of
public sector resources

Speakers



Murray Lindo Director Financial Management and Control Policy Branch, Office of the Provincial Controller, Ontario Ministry of Finance

Murray assumed his role as the first director of the Financial Management and Control Policy Branch within the Office of the Provincial Controller in August 2007. In his role he provides leadership in developing policies that promote more effective financial decisions across the OPS and strengthen assurance that effective financial management is in place throughout the OPS. He is also responsible for providing guidelines and tools to support line ministries in implementing good financial management, accountability, performance reporting and control practices. In addition he provides leadership in strengthening the capacity of financial resources across the OPS.

Prior to joining OPCD, Murray was the Director of MGS's Business Planning and Financial Management Branch. Murray is a former Chairman of the Finance and Business Management Council and a member of a number of inter-ministry councils. Murray is a Certified Management Accountant and a graduate of York University.



CARL J. ZEHR CGA Mayor City of Kitchener

Carl has been the Mayor of Kitchener since 1997. From 1985 to 1994 he served as a councillor. He is currently Chair of the Large Urban Mayors' Caucus of Ontario as well as Chair of the Big City Mayors Caucus of Canada. From 1981 to 2002 he worked for Mercer, Hildebrand & Zehr. He received his CGA designation in 1972. As an accountant he has received the following awards: Top 100 CGAs in Canada in 2008; Ivy Thomas Award for exceptional business community and political activities; Fellow of CGAs designation in 1982, and life membership in CGA Ontario in recognition for extraordinary service to the Association.



Dan Zbacnik, CPA (Illinois), MBA, FCMA Partner KPMG Advisory Services Operations Improvement practice. He is the Canadian Lead Partner for Financial Management Advisory. He has over 20 years of business experience both in industry and advisory. He has worked with a diverse group of industries including public sector, telecommunication,

banking and consumer products.

His primary area of focus is assisting clients to unlock value from their Finance function through finance strategy, process redesign, and performance management. He has assisted clients with their Finance strategy, implementing financial shared services, redesigning their entire finance function, and better allocating their costs. He contributed to the development of KPMG's Global Financial Management Tools and Methodologies. Prior to joining KPMG, he was the Director Financial Planning and Reporting at Coca-Cola Bottling, and the Corporate Controller at FCA International Ltd.



Richard Charlebois, Vice-President of Corporate Management Branch and Chief Financial Officer, Civil Service Commission of Canada Prior to working at his work at the Public Service Commission, Richard led a project at the Office of the Comptroller General on enabling interdepartmental internal

services. Richard was also DG Financial Operations and Senior Full-time Finance Officer at Health Canada. Richard spent his previous career at National Defence in the Canadian Forces where he worked in various financial areas and locations. He was Comptroller for Assistant Deputy Minister (Materiel) which employed over 4,000 personnel to procure \$3B a year in capital equipment and associated maintenance contracts. Richard spent one year in Syria on a United Nations Peacekeeping Mission. Earlier in his career, he spent time as a Comptroller and finance officer at several military Bases throughout Canada.

Richard has also been active with FMI and was the Capital Chapter President in 2003-04. He is a CMA and has an MBA

FMI Ontario Controllership Professional Development Day

The Ontario Chapter is holding a professional development day on **February 25, 2009** on Controllership.

A controllership function is common in most large organizations that maintain accounting records and use those records to produce financial information for decision-makers. Webster's dictionary defines a Controller as the chief accounting officer of a business enterprise or an institution. In addition to their accounting role, controllers are also responsible for establishing a good system of internal control to ensure that information produced by the accounting system is timely, relevant, reliable, comparable, and understandable.

Public-sector controllers have historically focused primarily on establishing basic accounting systems and financial controls to, for example, ensure that government spending is within the levels approved by the Legislature. However, over the last decade there have been a number of initiatives at the federal and provincial government level to expand this traditional role of the controller. For instance, in 1996, the federal government acknowledged that the modernization of the controllership function was key to improving the performance of government. A Federal Panel issued a report identifying four key elements of modern controllership:

- integrated performance information;
- appropriate control systems;
- a sound approach to risk management; and

•a shared set of ethical practices and organizational values.

The single most important change needed was a move to a new guiding philosophy for controllership. Essentially, the culture of controllership had to move from a "command/control" orientation to a "loose-tight" orientation that would combine a strong commitment to centralized standards and values designed to achieve planned results with a flexible approach to processes and operating results.

FMI will continue using our successful format for the PD Day that includes:

- Speakers from Federal and Provincial governments, the Broader Public Sector and financial management professionals (see over). Question and answer periods will follow each presentation.
- A workshop where participants will discuss and record the progress their organizations have made on the topic of the day and where they would like to be and how to get there.

The results of this session will be recorded and published.

The Conference is being held in Toronto at:
Sam Sorbara Auditorium
81 St. Mary Street
St. Michael's College,
University of Toronto

The day will be web cast to participants in the following locations:

St. Catharines
Guelph
Peterborough
Sault Ste. Marie
Sudbury

Web cast participants will be fully engaged in questioning presenters, having their own local workshop and presenting their findings to the main conference. Lunch and refreshments will be served and included in the price of your registration.

February 25, 2009

Program



8:15 am Registration, refreshments

9:00 am Welcome and Introductions

9:15 am **Murray Lindo Director Financial Management and Control Policy Branch, Office of the Provincial Controller, Ontario Ministry of Finance**

10:00 Q&A Conference and Webcast Participants

10:15 am Break

10:30 am **Dan Zbacnik, CPA (Illinois), MBA, FCMA Partner KPMG Advisory Services**

11:15 am Q&A Conference and Webcast Participants

11:30 am **Workshop: Where is your organization and where do we want to be?**

12:00 pm Report back from conference and Webcast Participants

12:30 pm Lunch

1:30 pm **CARL J. ZEHR CGA Mayor City of Kitchener**

2:15 pm Q&A Conference and Webcast Participants

2:30 pm Break

2:45 pm **Richard Charlebois, Vice-President of Corporate Management Branch and Chief Financial Officer, Civil Service Commission of Canada**

3:30 pm Q&A Conference and Webcast Participants

3:50 pm to 4:00 pm Closing remarks

To register, click on www.echapter.ca and go to FMI Ontario access page