

Financial Management Institute of Canada
Institut de la gestion financière du Canada



Ontario Chapter



**Sharing Best Practices
in Managing Public
Sector Resources**

**Partager les meilleures
pratiques dans la
gestion des ressources
du secteur public**

www.fmi.ca www.igf.ca

Stay tuned for FMI-Ontario's 2007/08 Professional Development Days:

- October 2007 - Corporate Governance
- February 2008 - Shared Services
- May/June 2008 - Modernization

**Report on Professional Development
Performance Management April 4, 2007
by Patricia Jankun**

The Ontario Chapter of the Financial Management Institute of Canada held a successful Professional Development day on Performance Management on April 4, at the University of Toronto, with 95 participants and a further 30 webcast participants in Peterborough, Sault Ste. Marie, Thunder Bay, London and Guelph.

The following are the highlights for the Professional Development Day:

Jim McCarter, Auditor General of Ontario

The Auditor General is independent from the government. The Legislative Assembly is the Office's client. The primary job of the Auditor General is to:

- Provide information to the Legislature to help it ensure taxpayer funds are prudently spent and government administrators follow sound business practices.
- Encourage improvements in the way governments deliver public services (better and more cost-effective service delivery).
- Provide assurance that financial accounts are fairly presented.

The Auditor General Act directs the Auditor General to report annually to the Assembly on the results of audit work done. The Annual Report is tabled in the Legislative Assembly in November or early December. The media requests that they hold a pre-release lock-up and a formal press conference.

Performance Reporting and the Auditor General Act as per Section 12(2)(f)(v) states that in the Auditor's Annual Report "procedures would be used to measure and report on the effectiveness of programs, the procedures were not established or, in the opinion of the Auditor General, the established procedures were not satisfactory." Typical Audit Criteria are:

1. The Ministry should have clearly established objectives for the Program that are consistent with the Ministry's mandate. Performance measures should be in place to measure results against these objectives.
2. Management information systems should provide timely, relevant, accurate and complete information to assist with program management and performance measurement.

Performance reporting challenges are:

1. Information overload—how can we make relevant to public, legislators, media.
2. Objectivity: often in government's best interest to only report 'good news' results.

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April 4 PD Report continued

3. Laymanese: this sort of reporting can be 'tough sledding' for the average reader/viewer.
4. K.I.S.S. vs. completeness: multitude of objectives across a multitude of programs.
5. Not seen as making a difference – funding, service levels, increasing my pay, getting me re-elected.

There is now more interest in performance measures in the Standing Committee on Public Accounts and increased web based measures such as employment rates by university/college program, medical wait times by hospital, education class sizes by school, workplace accident rates by sector, and municipal department performance benchmarks.

Michael P. Eastman Executive Director – CCAF

An overview of CCAF was presented as follows:

- National non-profit foundation
- Research and capacity-building
- Canada's leader in research on public sector accountability issues

He discussed how performance management can be used to demonstrate accountability, support informed decision-making, provide accurate information, and promote continuous improvement. If you can't see success, you can't reward it or learn from it.

He briefly discussed CCAF's principles but stated that there is more details on the following principles on their website.

- Focus on the few critical aspects of performance
- Look forward as well as back
- Explain key risk considerations
- Explain key capacity considerations
- Explain other factors critical to performance
- Integrate financial and non-financial information
- Provide comparative information
- Present credible information, fairly interpreted
- Disclose the basis for reporting

He suggested improvements by consulting legislators on content/format, adopting user-friendly design, report measures that matter to people, and make reports more visible and accessible to media.

He discussed future requirements/interests in performance reporting as follows:

- PSAB's Statement of Recommended Practice
- Legislative audit community interest
- Impacts of technology
- CCAF research and capacity-building initiatives

Cynthia Chesler, Director, Materiel Management Chatham-Kent Health Alliance

She presented the OntarioBuys Integrated Supply Chain Management (iSCM) framework and their Working Group's contribution to this framework. She presented the following:

- Hospital Supply Chain Visions
- Six key aspects that needed to be addressed by the Working Group
- Membership of the Working Group
- Working Group's plans, current results established in the framework and future plans, which included Phase 1 plan and progress, Report Summary, Guiding Principles, Performance Metrics, Scorecard and how they might be presented, measurement for today and tomorrow, action plan resulting from Phase 1, and the road ahead

Dr. Mark MacDonald, Director, KPMG's Public Sector Practice

In his presentation, he presented trends, experiences and lessons learned. Below are some of extracted from his presentation.

Why new accountability expectations?

- To satisfy a knowledgeable and sceptical public
- To find out about results, as linked to public spending/ activity
- To find out about the complete range of management responsibilities
- To secure the trust and confidence of the public

How were concepts introduced in BC?

- Budget Transparency and Accountability Act (BTAA)
- Application of BTAA
- Reporting criteria/ other guidance
- Auditor General monitoring implementation

What lessons have been learned?

- It is do-able
- It is worthwhile
- There is a strong link between results-based measurement and new accountability expectations
- It requires strong leadership
- It is an incremental and iterative process
- It is a learning experience-we can learn from own experiences and those of others

Performance Measurement: Ontario Government

- Success for Students (i.e. class sizes, graduation rate, higher morale)
- Better Health (i.e. shorter wait times, more doctors and nurses, preventing illness, promoting wellness)
- Jobs and prosperity (i.e. investing in people, attracting high-value jobs, renewing public infrastructure)

Common Themes for Enhancing Value

- Performance measurement is a large and growing component of government activity
- Common themes for enhancing value include establishing targets, investing in the data, designing frameworks and programs to achieve targets efficiently and effectively, enhancing transparency and accountability in government activities, and outcome measurement – demonstrating results.

Evaluation of April 4 PD Day on Performance Management

The overall satisfaction of attendees stayed the same at very good (almost excellent). However satisfaction with pre-event activities i.e. notification, registration and breakfast all went up and participants rated the speakers as excellent. Overall satisfaction with individual activities climbed by 8%.

What was really exciting for us was that by moving webcast participants into Hotels with high speed internet, overall satisfaction increased by 64%! Overall we went from fair in many areas to very good. We are still slightly below satisfaction levels of Toronto but we intend to work on it!

Participants also clearly indicated in almost all cases that they had gained some insights they could use at the office. Only four participants indicated that they had not learned something new.

We had lots of suggestion for topics which we will consider when designing next years program. We also had suggestions for improving the efficiency of the registration which we will implement. Participants will get copies of the Workshop facilitation materials in their packages. We also continue to receive suggestions for circulating the attendance list to participants. We have decided to place a box at the registration desk for people to drop their business cards in to create a contact list for participants. FMI has decided on this approach to protect individuals' privacy.

Upcoming Professional Development Days

May 2007

The Institute of Internal Auditors (IIA) is offering public sector training in Brampton. FMI members are eligible for a 10% discount.

1. Tuesday May 15 morning seminar
Integration of Internal Audit & Risk Management Functions Within Public Sector Organizations
Speakers: Aaron Konarsky, Canada Lands Company
Ron Foster, City of Oshawa
2. Tuesday, May 15 afternoon seminar
Enterprise Risk Management Within the Public Sector
Speakers from Deloitte's Enterprise Risk Management and Internal Audit Practice
3. Monday and Tuesday, May 15 and 16
Risk Based Audit Planning in the Public Sector
Speaker: Barbara Clark, CIA, CGAP, CPA, MBA

For further details:

<http://www.theiia.org/chapters/toronto> and click on EVENTS

UPCOMING FMI - ONTARIO EVENTS

Supply Chain Management and Annual General Meeting on June 13, 2007

We will continue to use our well received format for the June 13 event:

- Speakers from the public sector — Federal, Provincial and Municipal government, the Broader Public Sector and financial management professionals. Question and answer periods will follow each presentation.
- A workshop in the morning where participants will discuss and record the progress their organizations have made on the topic of the day and in the afternoon where they would like to be and how to get there.

The conference will be held in Toronto at:
[Sam Sorbara Auditorium](#) 2nd Floor, Brennan Hall
St. Michael's College
University of Toronto
81 St. Mary Street
Toronto, Ontario

These events will be webcast to participants in Ontario Government offices in the following locations:

- London
- Guelph
- Peterborough
- Sault Ste. Marie
- Sudbury

Webcast participants will fully engage in questioning presenters, having their own local workshop and presenting their findings to the main conference.

Lunch and refreshments will be served and are included in the price of your registration.

Remember to fill out your application to attend (attached to this email).

Public Sector Management Workshop 2007 Winnipeg, Manitoba, May 27-29, 2007

The middle of the Canadian prairies is the place to discuss how to improve how we are taking care of business:

- New faces for the business of government
- Green business is good business
- Reporting to citizens

Come to Winnipeg in May 2007 for dynamic and exciting sessions that will communicate best practices and inspire dialogue and innovation. You will find a friendly city with unique shops, restaurants and entertainment. Winnipeg offers something for everyone to enjoy!

To register or for further information go to:
http://www.fmi.ca/psmw2007/index_e.html

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June 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3 CICA In-depth GST Course June 3-8 Collingwood, ON	4 IIA Financial Services Conference Orlando, FL.	5	6 FMI Halifax	7 AICPA/CICA Conference: Serving Your Aging Clients June 7-8 Las Vegas, NV	8	9
10	1 CICA Conference on International Financial Reporting Standards June 11-12 Toronto	12	13 Supply Chain Mgmt FMI Ontario CMA Acct Conference June 13-15 Toronto	14 IPAC Balanced Collaborative Governance in Health Care Toronto	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

July 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
2	3	4	5	6	7	8 IIA International Conference Amsterdam, Holland
9	10	11	12 CFE Prep Courses July 12-14 Toronto	13	14	15
16	17	18	19	20	21 CICA Part 3 Tax Course July 21-25 Whistler, BC	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

August 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6	7	8 The CICA SME Advisors Conference August 8-10, 2007 Sheraton Niagara Falls, ON	9	10	11	12
13	14	15	16	17	18	19
20 IIA Risk and Control Conference Aug 20-22 San Diego	21	22	23	24	25 CICA Part 3 Tax Course August 25-29, 2007 Collingwood, ON	26
27	28	29	30	31		

CGA Ontario – Fraud Courses

Toronto May 11, 2007

AM: Fraud and Internal Controls - This seminar reviews how strong internal controls can help prevent fraud from occurring in businesses. It examines the relevance of internal controls; ethics policies; risk assessment; and internal controls, in a computer-based environment.

PM: Fundamentals of Computer Fraud

This seminar examines computer fraud, including the use of e-mail, the Internet and e-commerce. Participants attain a basic understanding of what computer fraud is; how a business or organization may be susceptible to it; and what one can do to minimize the risks of this type of crime.

CGA - The Controller's Program

Toronto, May 24, 25, 26

The controller's program is an intensive, three-day course, which focuses on all topics of controllership and serves as both an overview of the role of the controller—especially in a small- to medium-sized enterprise. Time is assigned to topics based on their relative importance to the controllers' activity, and a wide range of tips, ideas and discussion is generated that can help controllers develop and share best practice activities.

Note: the number of participants is limited to 35.

For more information <http://www.cga-ontario.org/>

CMA Ontario Strategic Management Accounting Conference

June 13 (evening) –June 15, 2007

For more information: <http://ww3.cma-ontario.org>

Association of Certified Fraud Examiners Toronto Chapter

CFE Preparation Courses:
July 12, 13 and 14, 2007
For more info, please see:
<http://www.acfetoronto.com/>

IPAC: Balanced Collaborative Governance in Integrated Healthcare Delivery Systems

June 14, 2007 Toronto

An informative and interactive session that will help to realign your organization's goals to achieve the best in Collaborative Governance. Join other health care colleagues to learn more about best practices for governance and management in integrated healthcare delivery systems. See: http://www.ipac.ca/files/Brochure-IPAC_APR10.pdf

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DID YOU KNOW...

WE NOW HAVE 141 MEMBERS IN THE ONTARIO CHAPTER (We've almost doubled in membership since Dec 2006!)

WHAT HAS THE ONTARIO CHAPTER EXECUTIVE BEEN UP TO LATELY?

READ THE LATEST MINUTES ON OUR WEB-SITE:
http://www.fmi.ca/ontario/index_e.html

* With deepest regrets we inform you of Bob Allison's passing, Superintendent of Education, Business and Corporate Services with the Kawartha Pine Ridge District School Board and FMI Ontario's Director of Liaison, Broader Public Sector. Bob was instrumental during the beginning stages of FMI Ontario and will be greatly missed by his colleagues and friends. He leaves behind his wife of 30 years, 3 children and 2 grandchildren.