

# Performance Measurement & Management for Government Programs

**How To Enhance Transparency, Set Priorities,  
Monitor Progress & Drive Results**

**October 17-20, 2011 • Ottawa**

## **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:

**Canadian Food Inspection Agency**

**Regional Municipality  
of Halton, Ontario**

**U.S. Department of Transportation**

**Treasury Board Secretariat**

**Member of CMA Ontario**

**Health Canada**

**Intersol Group Ltd.**

**John R. Allen Management Consulting**

**SAP BusinessObjects**

**Landmark Decisions**

**Weidner, Inc.**

**Office of the Privacy  
Commissioner of Canada**

**Timoridge Group Inc.**

**City of Brockville, Ontario**

**New York State Workers'  
Compensation Board**

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To Register, Call (773) 695-9400

## **WHAT YOU WILL LEARN**

Attend this seminar 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
- **Implementing** a comprehensive program-level performance planning, measurement, and reporting framework
- **Transforming** your day-to-day operations to make them more citizen-centered and results-oriented
- **Designing** a framework for assessing project performance
- **Allocating** and justifying budget funds by developing mission-aligned business cases
- **Using** social media to effectively communicate performance information
- **Extending** performance measures beyond program boundaries
- **Enhancing** citizen engagement to increase citizen input and feedback
- **Utilizing** tools for improved sharing, collaboration, and analyzing data
- **Building** outcome management into organization-wide projects
- **Integrating** performance-based budgeting into your organization
- **Improving** your website to help achieve program goals
- **Adopting** the Web as a data source in your performance measurement strategy
- **Fostering** mission-focused employee behavior and culture to support the measurement framework
- **Analyzing, integrating, and evaluating** the use of performance measures for budgeting, management, and reporting
- **Developing** a set of Web analytics to support the delivery of services and programs
- **Aligning** employees and business processes to strategic goals and objectives

## **SUPPORTING ORGANIZATION**



Presented by the  
Advanced Learning Institute  
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**Register by Aug. 25th to Save \$400! • Save 25% - Bring a Team and Save -- Register 3, Send a 4th for FREE!**  
To Register, Call (773) 695-9400 or online at [www.aliconferences.com](http://www.aliconferences.com)

## WHO WILL ATTEND:

This seminar 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.

## WHY IS THIS EVENT ONE YOU CAN'T MISS?

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.

## BENEFITS OF ATTENDING THIS CRITICAL SEMINAR

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

- **21 innovative speakers** at your disposal to share their strategies and experiences in performance measurement and management fundamentals that are already proven to work
- **Over 21 hours of intense, interactive learning** - we guarantee you will recoup your money spent by implementing just a few of the strategies shared during the seminar
- **The opportunity to customize your learning** by participating in 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 - go to [www.aliconferences.com](http://www.aliconferences.com) for more details
- **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 measurement** from leading practitioners like **Health Canada, U.S. Department of Transportation, Canadian Food Inspection Agency**, 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 seminar
- **A formal Certificate of Completion** which documents your training achievement and commitment to continuing professional development
- **Access to the seminar wiki** -- you'll have the opportunity to collaborate and keep in touch with your colleagues after the event using this social networking tool



## Dear Government Executive:

Effective performance measurement has become an essential component and competency of each government of Canada department, Crown Corporation and agency. Many have led the way over the past 15 years and have established themselves as leaders in both the thought and practice of performance measurement in a government environment. Even with that terrific progress, we are still learning and evolving the art and science of measuring success over time in our respective workplaces.

The "Performance Measurement & Management For Government Programs Seminar" presents for us, the opportunity to learn from each other and share how we have tackled the common issues of implementing performance management systems. This seminar brings together the policy makers, organizational planners and operational managers who work together to both develop and implement key performance enhancing frameworks in government. The variety of attendees from the different government organizations will represent the variety of tailored approaches to making performance measurement work. The opportunity facing you is one where you can hear from the experience of those who present their work and share their successes and learnings in the process.

When you attend the "Performance Measurement & Management For Government Programs Seminar" this October in Ottawa, you will have the opportunity to dialogue with experts, discuss best practices and share your own experience in finding ways to enhance organizational performance.

## How Will This Seminar Help You and Your Organization?

Increasingly, public sector managers are being obligated to demonstrate greater accountability for the programs they deliver to Canadians and the resources used to deliver them. This accountability will need to be demonstrated at a time when government is operating in an environment of fiscal restraint and with sustained pressure to deliver outstanding results. All government organizations will need access to the necessary tools and information that performance measurement systems provide in order to successfully navigate these challenging times. **It is crucial you learn how to help your organization stay on track and link its plans and performance to resources and results.**

## What Does This Mean For You?

Attend the "Performance Measurement & Management For Government Programs Seminar: How To Enhance Transparency, Set Priorities, Monitor Progress, And Drive Results Seminar" so you can lead performance management in your organization. At this seminar, you will hear proven strategies and practical experience, firsthand, from leading agencies and practitioners, on how to improve your management initiatives and learn best practices in using performance measures to drive improvements in organizational performance, including how the:

- **Canadian Food Inspection Agency** overcame implementation obstacles to create a comprehensive program-level performance planning, measurement, and reporting framework with a minimal budget
- **U.S. Department of Transportation** encouraged employee collaboration and empowered citizens using social media to enhance transparency, accountability, and extend performance measures
- **City of Brockville, Ontario** used performance measurement techniques to enhance municipal sustainability and transparency

Register today to join your colleagues for up to four days of education, practical advice, inspiration and networking. Call our seminar hotline at 773-695-9400 to reserve your space or [click here](#).

If you're charged with the task of defining or monitoring your organization's progress toward achieving its strategic goals and ensuring continuous improvement, then this is a can't-miss event! I look forward to welcoming you to this unique benchmarking forum this October.

Sincerely,

Alain Rabeau, Senior Consultant  
**INTERSOL GROUP LTD.**  
Seminar Co-Chairperson

Frank Van Gool, Senior Consultant  
**INTERSOL GROUP LTD.**  
Seminar Co-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 to <http://www.aliconferences.com> for more details.**

# Performance Measurement & Management for Government Programs - Oct.17-20, 2011

## Interactive Pre-Seminar Workshops ~ October 17, 2011

### Monday, October 17, 2011

Take performance measurement from complexity to clarity through this interactive workshop guaranteed to jumpstart your seminar experience. This information-packed session is 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 seminar.

... Choose A or B or BOTH for Maximum Value and Learning ...

### 8:30 a.m. to 11:30 a.m. – PRE-SEMINAR MORNING WORKSHOP A

Registration and continental breakfast will begin at 8:00 a.m. for the morning workshop attendees.

#### How To Integrate A Successful Performance Management Plan Into Your Organization -- From Performance Measurement To Performance Alignment

This workshop is designed to enhance your understanding of performance management concepts and to introduce the value of aligning core management perspectives like risk, project and resource management around a central performance logic model to enable active monitoring of organizational performance.

This session will provide you with the basic fundamentals you need to integrate a successful performance management plan into your organization, including and overview of the following areas:

<b>Performance Management Fundamentals</b> <ul style="list-style-type: none"> <li>• Value of Performance Management</li> <li>• The Performance Focus for Complying with TBS Policies</li> <li>• Performance Management frameworks and methodologies</li> <li>• Performance management terminology</li> <li>• Performance alignment solution overview</li> </ul>	<b>Defining and Qualifying Performance Indicators</b> <ul style="list-style-type: none"> <li>• Purpose and Types of Indicators</li> <li>• Lead vs. Lag Indicators</li> <li>• Defining Targets</li> <li>• Developing Indicator Scores</li> <li>• Using Indicator Alignment Diagrams to Validate Logic Models</li> </ul>
<b>Understanding Logic Models &amp; Building a Performance Plan</b> <ul style="list-style-type: none"> <li>• Linking to Strategy &amp; the Performance Activity Architecture</li> <li>• Defining Strategic Outcomes, Initiatives &amp; Actions</li> <li>• Aligning Risk, Project &amp; Resource Management</li> <li>• Supporting Performance Compliance Requirements</li> <li>• Bringing It All Together – The Performance Plan</li> </ul>	<b>Assessing PM Maturity &amp; “Operationalizing” PM</b> <ul style="list-style-type: none"> <li>• Understanding Performance Enablers</li> <li>• Improving Performance Practices</li> <li>• Benefits of PM Technology</li> <li>• The Role of Dashboards &amp; Scorecarding</li> <li>• Technology Implementation Issues</li> </ul>

**WORKSHOP LEADERS: Mike Haley, President and Founder of Landmark Decisions**, is a veteran performance management consultant and trainer having over 20 years of hands-on experience in helping both public and private sector clients develop, organize and/or deploy leading edge management practices to support improved organizational performance.

**Scott Hodge, Principal Associate at Landmark Decisions**, has over 15 years experience as an advocate and practitioner of the design and implementation of organizational performance architectures, aligning and integrating an organization’s frameworks for accountability performance planning (i.e. PAA and logic models), resource management, program and project management and risk management.

### 11:30 a.m. to 1:00 p.m. – Afternoon break/lunch on your own

### 1:00 p.m. to 4:00 p.m. – PRE-SEMINAR AFTERNOON WORKSHOP B

#### Take Your Performance Measurement & Management Program To The Next Level: Leading Organizational And Cultural Change To Drive Performance

The most brilliant performance measurement and management program is ineffective if it is not fully implemented, and many programs that are implemented do not deliver the expected results. This is because successful implementation often requires significant change in the organizational culture and employee behavior, an aspect that is often underestimated in implementation efforts.

Public sector managers have a critical role to play in leading and facilitating these types of change. But how do you lead organizational change when you are stretched to the limit just to maintain high quality services in a time of fiscal restraint? How do you implement new ways of working in a bureaucracy designed for stability? What change leadership practices can be most effective in a government context?

This hands-on workshop will draw on the latest thinking in change leadership and cultural transformation from a variety of sources. You will advance your performance measurement and management initiatives by exploring these questions in interactive learning activities that will increase your ability to:

- Articulate compelling objectives that will effectively guide change efforts
- Identify and understand the forces working for and against organizational and cultural change
- Select tools and approaches that are most appropriate for your organizational context
- Strategically focus change management and leadership activities to address potentially limiting values and behaviors

**WORKSHOP LEADERS: Joanna Barclay is a Senior Organizational Development Consultant and Cultural Transformation Practice team member at Intersol Group Ltd.** Intersol helps public and private sector organizations leverage the knowledge, experience and expertise inherent in their own people to achieve strategic and operational alignment.

**Lise Hebabi is a Senior Consultant and Change Management Practice Lead at Intersol Group Ltd.** She has been active in human resources, organizational development and facilitation for over 20 years.

# Performance Measurement & Management for Government Programs - Oct.17-20, 2011

## Interactive Post-Seminar Workshops ~ October 20, 2011

### Thursday, October 20, 2011

These workshops are designed to take your seminar experience to the next level. Post-seminar 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 seminar by attending these highly interactive, 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-SEMINAR MORNING WORKSHOP C

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

#### Performance-Based Budgeting: How To Link Your Results To Resources

In public sector organizations, there is an active initiative to link performance measurement to resource allocation. However, this process is not as straightforward as it is in the private sector – there is no bottom line by which we can compare alternative investments.

Linking performance and the budget really means using results information in a variety of ways, such as:

- Structuring budgeting and performance measurement so that they support organizational priorities
- Assessing the adequacy of budget requests – is the right information provided, and your planned performance realistic?
- Analyzing budget requests using methods such as time trend, variance analysis, benchmarking, incremental comparison, and interrelated performance measures
- Building a sound business case to advocate for resources
- Coping with declining budgets
- Comparing contracting out to in-house service delivery
- Incentive funding

This interactive workshop will highlight government examples and case studies to illustrate the concepts presented and provide you with the opportunity to practice applying the tools for linking results to resources.

**WORKSHOP LEADER: John R. Allen is a Management Consultant** from Toronto with 30 years experience in government performance measurement. He has served governments at all levels in both the United States and Canada, including Health Canada, Citizenship and Immigration Canada, Industry Canada, the Department of Foreign Affairs and International Trade, the provinces of Ontario and Nova Scotia, and many others.

### 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-SEMINAR AFTERNOON WORKSHOP D

#### How To Leverage Benchmarking As A Key Component To Delivering Real, Sustainable Performance Improvements

More than ever before, obtaining funding for initiatives is under heightened scrutiny. By adopting a rigorous framework for delivering value, top performing organizations can nearly double the likelihood that they will complete projects on-time, within budget and achieve the promised results. Transforming project management into true value management starts with analyzing current performance, identifying areas for improvement and building a business case for investing in programs to make these improvements. The second step is identifying the best Key Performance Indicators (KPIs) to manage and track performance improvements. Finally, ongoing performances assessments help ensure the improvements are sustainable.

A critical element in value management is the use of benchmarking - a process which enables continuous improvement through ongoing performance measurement. Incorporating benchmarking into your overall performance management program is important as it helps you target what does and does not work well, supports the identification and adoption of best practices and provides evidence to facilitate informed decision making.

In this interactive session, you will learn how to leverage the value management framework in your organization, as well as learn how benchmarking can be used to:

- Identify and prioritize opportunities
- Establish a performance baseline prior to engaging in any process improvement exercises
- Compare performance both internally and externally to peers
- Manage on-going performance management with year-over-year comparisons or dashboards for continuous improvement
- Prove the success of your programs by quantifying the performance improvements delivered

While this workshop is not about technology, and not about a particular vendor's product, the workshop will include a brief demonstration of the SAP® BusinessObjects™ Strategy Management / Value Engineering solution as an example of how such a vehicle can jumpstart performance improvements.

**WORKSHOP LEADER: Malcolm Faulkner is a Director within the SAP BusinessObjects Solution Marketing Team.** In this role he is responsible for defining and driving a vision for innovative strategy management solutions that are part of the SAP BusinessObjects Enterprise Performance Management portfolio.

**8:00 a.m.**

### Registration & Continental Breakfast

**8:30 a.m.**

### Chairpersons' Welcome & Opening Remarks

Alain Rabeau, Senior Consultant  
Frank Van Gool, Senior Consultant  
**INTERSOL GROUP LTD.**

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

### Using Citizen And Stakeholder Input To Help Shape Your Strategic Plans

How well do you know what matters most to your residents? Are they consulted before you set goals? Are they satisfied with your organization's management performance? Seeking answers to these questions led the Regional Municipality of Halton to undertake an innovative, multi-faceted approach to obtain citizen input into the Regional Council's action plan for its 2011-2014 term of office.

This session will share with you the development of an action plan that is fundamentally different from any strategic plan ever developed at Halton, and show you how you can use citizen input to find out what is important to them in planning your next year's priorities, including:

- Using public opinion research, focus groups and online consultation to increase understanding of what is important to your citizens and stakeholders
- Learning how to prioritize areas within your organization's action plan
- Transforming your day-to-day operations to make them more citizen-centered and results-oriented
- Using key initiatives, key actions and measurements to reflect your future agendas



Carleen Carroll, Director Strategic Communications  
**REGIONAL MUNICIPALITY OF HALTON, ONTARIO**

**9:35 a.m.** 

### Break-Out Blitz!

### Network And Discuss Challenges With Your Fellow Seminar Attendees

This session will open the conversation by connecting you with other seminar participants and gain greater understanding into many similar issues, concerns, and challenges that your peers are also facing. Become acquainted with your fellow seminar attendees in this fun and fast-paced forum!

**10:05 a.m.** 

### Morning Refreshment & Networking Break

**10:25 a.m.**  **CASE STUDY**

### Overcoming Implementation Obstacles For A Comprehensive Program-Level Performance Planning, Measurement, And Reporting Framework, With Little To No Budget

Establishing the key elements to a successful performance measurement program in a large, regulatory organization is fraught with many barriers to success. What may seem on the surface to be a relatively straightforward process, i.e. developing indicators then linking them to existing organizational databases in order to gain knowledge and report, is a significant challenge filled with obstacles that need to be dodged, worked around, or otherwise overcome, in order to be successful.

In this session, you will get a healthy dose of lessons learned and techniques needed in order to help you succeed in program-level planning, measurement, and reporting, including:

- Overcoming significant challenges or changes in leadership, staff, and inter-Branch cooperation
- Why you might be the wrong person to lead this project
- How your good planning instincts may help you fail
- Fostering mission-focused employee behavior and culture to support your framework
- Why cynical and disengaged collaborators will be your best allies
- How success can lead to failure
- Why having a low budget can be helpful

Bart Bilmer, Director, Business Planning and Governance  
**CANADIAN FOOD INSPECTION AGENCY**

**11:15 a.m.**  **CASE STUDY**

### **Proactive Performance Management In The Public Interest: How Integrated Planning, Budgeting, Monitoring And Reporting Drives Performance And Conformance And Meets The Accountability Mandate In A Changing Fiscal Environment**

By definition, professionals earn special status within a larger society in exchange for valued, often distinctive, services that serve the public interest. Members of the Certified Management Accountants (CMA) profession possess a unique blend of expertise and leadership in assembling, aligning and evaluating reliable performance information for improved decision-making and accountability in not-for-profit and public sector organizations.

The CMA competency map has been applied successfully to frame the design, development and implementation of an integrated planning and performance management function in a not-for-profit organization and a federal government department. Performance management competencies enable the drafting of a five-year strategic plan aligned with governmental management processes and systems. Conformance management competencies enable the development of performance scorecards and the delivery of expert financial management advisory services.

In this session, you will learn how integrated planning, budgeting, monitoring and reporting competencies can take your performance management initiatives to the next level, including how to:

- Design and develop a performance management framework that sets the stage for continuous improvement in integrated planning, resources utilization and policy conformance
- Develop and use cascading measurement processes and performance dashboards for all levels of the organization to ensure everyday, bottom-line management
- Analyze, integrate and evaluate the use of performance measures for planning, budgeting, monitoring and reporting
- Lead strategic and organizational review and cultural change activities that drive performance and ensure accountability

Christine Winiarz Searle, CMA  
**MEMBER OF CMA ONTARIO**

**12:05 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 join others in a small, interactive group setting to network and brainstorm solutions to your most pressing performance measurement and management concerns.

1:35 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 performance measurement and management for government.

2:25 p.m.  **U.S. Government CASE STUDY**

### How To Successfully Encourage Employee Collaboration And Empower Citizens Using Social Media To Enhance Transparency, Accountability, And Extend Performance Measures

From the outset of President Obama's call for a more transparent, participatory and collaborative approach to government, U.S. agencies have faced the challenge of becoming more citizen-centric in their approach, employing social media and Web 2.0 tools to help accomplish this task.

With few exceptions, agencies have not been able to uniformly demonstrate an ability to clearly, transparently, and effectively communicate performance information to the average citizen.

Indeed, the push for open government is dictating a new approach. You will leave this session with a new understanding of how to integrate social media into all levels of your organization, including:

- Key successes and studies in missed opportunities for being transparent
- How to effectively communicate performance information using social media
- How to drive evidence-based accountability measures at every level
- How to extend performance measures beyond programmatic boundaries
- How you can integrate social media into your overall communications strategy around performance



H. Giovanni Carnaroli, Associate Chief Information Officer  
**U.S. DEPARTMENT OF TRANSPORTATION**

3:15 p.m. 

### Afternoon Refreshment & Networking Break

3:35 p.m.  **U.S. Government CASE STUDY**

### Using Performance Measurement To Enhance Municipal Sustainability And Transparency

Performance measurement is recognized as a useful tool in provincial and federal government programs. Increasingly, the demands on municipalities to enhance community sustainability and citizen transparency are prompting municipalities to utilize similar tools to tell their performance story. This session will highlight one rural municipality and their experiences exploring, using and reporting municipal performance through structured performance measurement approaches.

Specifically, this session will share the City of Brockville's lessons learned in the use of logic models and indicators at the municipal level, and will highlight uses of indicators at a broad level, with a specific focus on Economic Development Key Performance Indicators to demonstrate the effectiveness of KPI's in the municipal context. From this session, you will gain the tools and techniques needed to enhance your organization's sustainability and transparency, including how to:

- Developing results logics for various dimensions of municipal/community services
- Manage citizen expectations and promote transparency of reporting and performance stories
- Use performance measurement internally as a means of guiding municipal decision making
- Implement performance measurement at the municipal/community level to promote a sustainability agenda

# Performance Measurement & Management for Government Programs - Oct.17-20, 2011

## General Sessions - Day One - October 18, 2011

Dave Paul, Director of Economic Development  
**CITY OF BROCKVILLE, ONTARIO**  
Francis Loughheed, Director of Facilitation\  
**TIMORIDGE GROUP INC.**

**4:25 p.m.**

**More "How To's" To Help You Get The Work Done:**

**An Interactive Panel Discussion With Today's Speakers**

Need to dive deeper into specific topics? Want more details? Here's your chance! Available speakers from today's sessions will answer your questions to help you innovate your own performance measurement and management plan. Digest what you've learned and apply it to your own initiatives to get feedback and ideas for improvement.

**4:55 p.m.**

**End Of Day One**

**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 seminar 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.

### RAVE REVIEW FROM A PAST SEMINAR ATTENDEES:

*"Overall, there were very interesting presentations!"*

S. Lecour, Policy & Program Advisor  
**HEALTH CANADA**

General Session - DAY 1: Tuesday, Oct. 18

**8:00 a.m.**

### Continental Breakfast & Networking

**8:30 a.m.**



**CHAIRPERSONS' ADDRESS**

### Chairpersons' Opening Of Day Two & Presentation: Strategic Alignment - How To Engage Your Team And Key Stakeholders To Align Strategic Priorities Towards Performance

This dynamic session will introduce you to industry-leading performance management and measurement models to engage your key people towards aligning key organizational strategies and performance. The strategic alignment of organizational priorities linked to performance management and measurement is critical in today's economic realities and transparency requirements.

This session will help you engage your team to assist you in leading and managing the strategic alignment and review process as part of the performance management cycle. Case studies examples will be cited as best practices to illustrate the process and its potential for success, including:

- The importance and value of aligning strategic priorities while integrating performance management and measurement
- Building your organizational capacity towards strategic alignment
- Engaging employees, key stakeholders and decision makers throughout the performance management process

Alain Rabeau, Senior Consultant

**INTERSOL GROUP LTD.**

Frank Van Gool, Senior Consultant

**INTERSOL GROUP LTD.**

**9:30 a.m.**



**CASE STUDY**

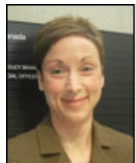
### How To Document And Assess Economy And Efficiency Within Your Program Evaluations

The Government of Canada's (GoC) Policy on Evaluation, documented April 2009, has expanded the core issue required to be addressed by all federal evaluations to include the demonstration of efficiency and economy (E&E) of federal programs.

Health Canada has drafted a conceptual framework in order to clarify the definitions and address operationalizing the assessment of economy and efficiency in its program evaluations. This session will outline that framework now being used by Health Canada and provide you with tools to assist you in the development and assessment of economy and efficiency in program evaluations.

Specifically, this session will provide you with the insight you need to take your program evaluations to the next level, including:

- Definitions, scope and key performance questions
- Decision tree to determine the scope of economy and efficiency assessments
- Samples of key performance indicators and quality assessment criteria for data collection



Chantal M. Langevin, Ph.D, Evaluation Manager, Departmental Performance Measurement and Evaluation Directorate

Paul Kenney, B.Sc., Senior Evaluation Analyst, Departmental Performance Measurement and Evaluation Directorate

**HEALTH CANADA**

**10:20 a.m.**



### Morning Refreshment & Networking Break

10:40 a.m.  CASE STUDY

### How To Successfully Link Your Policy And Budgets With Your Projects: The Evolved Project Management Office

Projects are common activities across both public and private sector organizations. Once started, however, public sector projects often fail to track, and ultimately meet, the strategic objectives outlined in their business cases. By integrating policy and budget management with the delivery of projects, your organization can more effectively drive value through these activities.

In this session, you will learn how to successfully link your policy and budgets with your projects, including how to:

- Define project success in terms of outcomes
- Identify the key risks which can affect project performance in the public sector
- Understand how to effectively integrate policy analysis, budget and project functions in your organization
- Design a framework for assessing project performance
- Learn how to build outcome management into your projects



Andrzej Antoszkiewicz, Manager of HRIS Cluster Liaison  
**OFFICE OF THE PRIVACY COMMISSIONER OF CANADA**

11:30 a.m.  U.S. Government CASE STUDY

### 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**

12:20 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 performance measurement and management concerns.

1:50 p.m.  INTERACTIVE SESSION

**Performance Dashboard Panel Session:  
Practical Advice On Tools, Techniques, And Best Practices**

You have questions? We have answers. Interact and discuss questions you have regarding the use of performance management and measurement dashboards. You will leave with new tools and ideas how to successfully integrating a dashboard into your own performance measurement and management initiatives.

**Panelists:**



Jeremy Stephens, Director of Software Services  
**WEIDNER, INC.**



Mike Haley, President and Founder  
**LANDMARK DECISIONS**



Malcolm Faulkner, Director  
**SAP BUSINESSOBJECTS**

2:40 p.m. 

**Afternoon Refreshment & Networking Break**

3:00 p.m.  CASE STUDY

**Measuring The Performance Of Your Online Services To Better Deliver Your Organization's Programs And Services**

The Web is highly measurable, but it is not a goal in and of itself. The Web is a channel by which you can deliver your programs and services. It can also be used to communicate and engage your target audience. Many public sector organizations struggle to figure out how to account for resources dedicated to their Web presence. Rather than integrating the reporting into their program logic models, they report separately on hits, visits or other volume metrics.

This session will focus on a wider understanding of how the Web fits into your organizations' objectives, including how to:

- Use your website to help you achieve your program goals
- Measure the success of your website
- Define and measure web-related goals
- Include your website in your program logic models
- Develop key performance indicators for website goals
- Use the Web as a data source in your performance measurement strategy



Laura Wesley, Lead, Web Usability  
**TREASURY BOARD SECRETARIAT**

**3:50 p.m.**

**More “How To's” To Help You Get The Work Done:  
An Interactive Panel Discussion With Today’s Speakers**

Need to dive deeper into specific topics? Want more details? Here’s your chance! Available speakers from today’s sessions will answer your questions to help you innovate your own performance measurement and management plan. Digest all of the information you have learned, new ideas to apply, and discuss what you’ll do as you return to your office.

**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.

Alain Rabeau, Senior Consultant

**INTERSOL GROUP LTD.**

Frank Van Gool, Senior Consultant

**INTERSOL GROUP LTD.**

**4:25 p.m.**

**Close Of General Sessions**

## SLEEPING ROOMS WILL BE HELD AT THE:

**Delta Ottawa City Centre Hotel** (was previously the Crowne Plaza Hotel)  
 101 Lyon Street  
 Ottawa, ON K1R 5T9  
 Hotel Phone: (613) 237-3600  
 Reservations: (613) 237-3600, ext. 6200 or (888) 890-3222  
<http://www.deltahotels.com/en/hotels/ontario/delta-ottawa-city-centre-hotel/>

## ALL SEMINAR SESSIONS WILL TAKE PLACE A HALF-BLOCK AWAY FROM THE SLEEPING ROOMS AT THE:

**Delta Ottawa Hotel and Suites**  
 361 Queen Street  
 Ottawa, ON K1R 7S9  
 Phone: (613) 238-6000  
<http://www.deltahotels.com/en/hotels/ontario/delta-ottawa/>



Photo courtesy of Ottawa Tourism

Please contact the Delta Ottawa City Centre Hotel directly when making your reservation. For the seminar, a limited number of rooms have been reserved at the reduced rate of \$154/night. Please call the Delta Ottawa City Centre Hotel no later than September 16, 2011 to help ensure this rate and mention the "Advanced Learning Institute." We recommend that reservations be made early as rates are subject to availability.

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

Join us in Ottawa for A.L.I.'s 5th forum on "Performance Measurement & Management For Government Programs: How To Enhance Transparency, Set Priorities, Monitor Progress, And Drive Results" and enjoy this wonderful city's restaurants, shopping, attractions and nightlife.

For more information on your visit to Ottawa, go to [www.ottawatourism.ca/](http://www.ottawatourism.ca/).

## REGISTRATION FEES:

The following are included in your seminar registration: attendance, a detailed seminar workbook and any additional meeting materials -- including access to the seminar wiki, continental breakfasts, morning & afternoon refreshments, and evening networking reception.

<b>Group Discount: Register 3 colleagues and the 4th is FREE!</b>	<b>Earlybird Pricing: Register with payment by Aug. 25th</b>	<b>Regular Pricing: Register with payment after Aug. 25th</b>
Seminar Only (October 18 & 19)	\$1,299 CAD	\$1,699 CAD
Seminar Plus <b>One</b> Workshop	\$1,699 CAD	\$2,099 CAD
Seminar Plus <b>Two</b> Workshops	\$1,999 CAD	\$2,399 CAD
Seminar Plus <b>Three</b> Workshops	\$2,199 CAD	\$2,599 CAD
Seminar Plus <b>All Four</b> Workshops – <b>ALL ACCESS PASS!</b>	<b>\$2,299 CAD BEST VALUE!</b>	\$2,699 CAD
Seminar Workbook Only (if not attending)	\$199.00* + \$30.00 S&H	

\*IL residents will be charged 9.75% sales tax on workbook orders.

*Please add 13% HST to all prices above (A.L.I.'s GST #884005323RT0001).*

*Credit card transactions will be processed in U.S. dollars determined by rates at [www.bankofcanada.ca/](http://www.bankofcanada.ca/).*

*The final charges will vary slightly from those above due to variances in exchange rates.*

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

# ABOUT OUR SEMINAR SUPPORTERS



**The Ontario Municipal Benchmarking Initiative (OMBI)** is a groundbreaking collaboration between 14 Ontario municipalities and 2 associate members including Calgary and Winnipeg. Led by the Chief Administrative Officers (CAOs) and City Managers in each participating municipality, OMBI fosters a culture of service excellence in municipal government. It does this by creating new ways to measure, share and compare performance statistics to help Councils, staff and citizens understand where their administrations are performing well and where they can make improvements. OMBI also allows experts in each of the participating municipalities to share ideas on leading operational practices, so that they can find new ways to improve the delivery of services in their municipality.

For more information, please go to: <http://www.ombi.ca>

## RAVE REVIEWS FROM PAST SEMINAR ATTENDEES:

*"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. Villemaire, 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**

## **SPONSORSHIP & EXHIBIT OPPORTUNITIES ARE AVAILABLE:**

This seminar provides an excellent opportunity to market your products and services to a targeted government audience. Space is limited, so please call Erin at (773) 695-9400 x18, 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 agency and receive the same group discount. The free registrant must be of equal or lesser value.

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

Earn seminar attendance bonuses as you benchmark with other organizations. For every A.L.I. seminar attended, receive a **\$200 discount** off your next A.L.I. seminar. 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 canceled. 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 seminar (before October 3) a refund will be provided less a \$295 administration fee. Registered participants who do not attend or who cancel two weeks prior to the seminar or less (on or after October 3) will be issued a credit memo. Credit memos will be valid for one year from date of issuance and can be used by anyone in your organization.

## **RAVE REVIEWS FROM PAST SEMINAR ATTENDEES:**

*"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**

*"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**

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

## 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 Organizations:

- Agriculture & Agri-Food Canada
- Alberta Environment
- Atomic Energy of Canada
- Bell Canada
- Calgary Airport Authority
- Canada Post
- Canadian Food Inspection Agency
- Canadian Heritage
- Canadian Intellectual Property
- Canadian Real Estate Association
- Canadian Trucking and Human Resources Council
- Cancer Care Ontario
- City of Burlington
- City of Calgary
- City of London
- City of Ottawa
- College of Physiotherapists of Ontario
- Correctional Services Canada
- CNW Group
- Department of Canadian Heritage
- Department of Tourism & Parks, NB
- digitalOttawa
- Enterprise Saskatchewan
- Equitable Life of Canada
- Government of Manitoba
- Government of Newfoundland & Labrador
- Health Canada
- Health Council of Canada
- Health Force Ontario MRA
- Human Resources and Social Development Canada
- Hydro-Quebec
- Industry Canada
- Innovation Institute of Ontario
- Justice & Consumer Affairs, NB
- Legislative Assembly of Alberta
- Library and Archives Canada
- Meloche Monnex
- Microsoft Canada
- Ministry of Attorney General, ON
- Ministry of Community & Social Services, ON
- Ministry of Education
- Ministry of Enterprise & Innovation
- Ministry of Government and Consumer Services, ON
- Ministry of Municipal Affairs and Housing
- Ministry of Natural Resources
- Ministry of Research & Innovation, ON
- Ministry of Training
- MTV Canada
- National Aboriginal Health Organization
- National Defence Canada
- National Energy Board
- Natural Resources Canada
- Office of the Premier, BC
- Ontario Energy Board
- Ontario Municipal Affairs & Housing
- Ontario Ministry of Revenue
- Ontario Pension Board
- Ontario Trillium Foundation
- Prescient Digital Media
- Public Health Agency Canada
- Public Safety Canada
- Public Service Commission
- Public Works Canada
- Regional Municipality of Halton, ON
- Regional Municipality of Waterloo, ON
- Royal Canadian Mint
- Royal Ontario Museum
- SaskTel
- Service Canada
- SYNEX Canada Ltd
- TD Bank Financial Group
- Transport Canada
- Transmission Content + Creative
- Tucows Inc.
- University du Quebec Montreal
- University of Toronto
- WebDrive Canada, Inc.
- Workplace Safety and Insurance Board

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

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# Performance Measurement & Management for Government Programs

How To Enhance Transparency, Set Priorities, Monitor Progress & Drive Results

October 17-20, 2011 • Ottawa

## Registration Form

*Please photocopy for group members.*

Yes, I'd like to register for the Oct. 2011 Perf. Meas. & Mgt. for Gov. Programs seminar in Ottawa

### Please check:

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

Seminar Only

Seminar Plus Workshop(s):

Pre-Seminar Workshop A: How To Integrate A Successful Performance Management Plan Into Your Organization -- From Performance Measurement To Performance Alignment

Pre-Seminar Workshop B: Take Your Performance Measurement & Management Program To The Next Level: Leading Organizational And Cultural Change To Drive Performance

Post-Seminar Workshop C: Performance-Based Budgeting: How To Link Your Results To Resources

Post-Seminar Workshop D: Leveraging Benchmarking As A Key Component To Delivering Real, Sustainable Performance Improvements

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