



Leadership & Strategic Thinking on Public Financial Management

November 27–December 1, 2017
Ottawa, Ontario



Monday, November 27, 2017

Readings

[Liberal party platform](#)
[Economic & Fiscal Update 2017](#)
[Speech from the Throne 2017](#)

Note: *ACFO has invited IFSD 360 participants for dinner Monday night at JOEY Rideau. Participation is not mandatory but participants and instructors are welcome.*

From Electioneering to Governing: Transitions

08:00	Continental breakfast Room 107, Hagen Hall, uOttawa 115 Séraphin-Marion
09:00	Welcome from Kevin Page, Helaina Gaspard & Sahir Khan. Introductions & review of the IFSD 360 agenda Icebreaker: Welcome to Cabinet The election is over... and now the Prime Minister must choose her cabinet. An explanation of the process cabinet ministers go through to be considered. Participants should prepare a 2 minute bio and pitch for their posting of choice.
09:45	Health break

10:00	<p>Good intentions: The writing & costing of a political platform</p> <p>Election platforms are political documents that are equal parts of vision, ambition and assumption. While the first two ingredients can engage voters and inspire public servants, the latter can be the cause of stress and conflict as vision is moulded into government policies and programs. Our panel examines how platforms are constructed and transformed in government.</p> <p>Guest panel:</p> <ul style="list-style-type: none"> • Mark Cameron • Ian Wayne • Dan Demers <p>Following the presentation, participants will form working groups of five. Each group will be assigned a portion of the 2015 Liberal platform and asked to review for cost, risk, and performance. Each review will be presented with comments from panellists.</p> <p>FORMAT</p> <p>30 mins: 3 x 10 mins per discussant</p> <p>20 mins: Review of the Liberal platform. Each table is assigned a department and review the platform for cost, risk and performance (and sleeper issues)</p> <p>40 mins: Each presentation is 5mins, critiqued by our panelists</p>
11:45	Lunch
13:00	<p>The last federal election was fought with each major political party offering their own interpretations of the economy and, accordingly, prepared unique platforms and the fiscal plans that underpinned them. Short and long-term changes in the economy can impact the revenue of the government and, accordingly, the fiscal and policy planning environments for governments.</p> <p>This panel discussion will address the significant short and long term economic trends that may impact a government’s policy, programs and operations. The panelists will also discuss how governments in Canada have responded through both policy and fiscal action to significant economic shocks in the past.</p> <p>The learning objective for participants is to gain a better understanding of the linkage between the economy and the government’s ability to both react and influence those changes.</p> <p>Panel discussion</p> <ul style="list-style-type: none"> • Angella McEwan • Mostafa Askari
14:15	Health Break

14:30	<p>Writing your own Speech from the Throne</p> <p>Rooted in the platform, the Speech from the Throne is a product of multiple influences, where the process becomes as important as the final product. The SFT is a critical point of engagement between political leadership and the public service. In small groups, you will develop components of the SFT.</p> <p>Exercise</p> <ul style="list-style-type: none"> • Participants will break into groups of 5 individuals • Each represent a different element of the system PMO, PCO, FINANCE, LINE DEPT. we will give instruction on each group, role and way forward. • Each group will develop three to four paragraphs for and SFT
16:30	Close

Tuesday, November 28, 2017

Readings

[Economic and Fiscal Update 2017](#)

[IFSD Case Study: IT Infrastructure Costing Exercise](#)

Planning and spending

08:00	<p>Continental breakfast</p> <p>Room 107, Hagen Hall, uOttawa</p> <p>115 Séraphin-Marion</p>
09:00	<p>Morning Session I: The best laid fiscal plans...</p> <p>Randal Bartlett, Chief Economist IFSD</p> <p>There is an inextricable link between what happens in the economy and how governments make decisions. Indeed, changes in the economy can deeply affect revenues available for government programs, and pressures for governments to increase spending or turn off the taps. Randall Bartlett, discusses how the treasury can be affected at a macro level, and how these impacts can reverberate to the political and departmental level.</p> <p>In this session, you will model economic changes and their impact on departmental spending.</p>
10:30	Health Break

10:45	<p>Morning session II: Case study & exercise on economic flexibility. Randal Bartlett, Chief economist.</p> <p>In 2008 tax revenue dropped sharply and unexpectedly as a result of the global financial crisis. The fiscal assumptions for 2008 Conservative electoral platform were no longer valid but the commitments remained as well as a broad belief that a stimulus package would be required. As a result, the economy described in the 2008 Economic & Fiscal Update bore little resemblance to the situation described in Budget 2009.</p> <p>A similar shift in the economic context influenced EFU 2014 and subsequently Budget 2015, and again EFU 2015 and Budget 2016.</p> <p>In this session, you will analyze these three case studies and how governments moved to meet commitments and expectations in unstable and worsening economic environments.</p>
12:00	<p>Buffet lunch Room 107, Hagen Hall, uOttawa 115 Séraphin-Marion</p>
13:30	<p>Case Study #1. IT Infrastructure costing exercise</p> <p>Azfar Ali Khan, Director of Performance, IFSD</p> <p>Azfar will take you through a case based on an actual file flagged by cabinet for its risks and costs. Through this exercise you will develop techniques to identify, acquire and analyze data that provide the evidence to assess the reasonableness of cost estimates.</p> <p>60 mins for preparation 30 mins to present</p>
15:00	<p>Health Break</p>
15:15	<p>Afternoon session II: The Promise and the Perils... governments, transitions and their first months in office.</p> <p>Second only to the capacity to run a fair election, a smooth transition is one of the key functions of a modern democracy. The outgoing government must transfer not only authority but knowledge to their political foes. It is a time of delicacy and professionalism and the neutral public service finds themselves squarely in the middle.</p> <p>In this session, Kevin Page and Alex Himelfarb, former Clerk of the Privy Council, offer their insights in to the perils and promise of governments in transition.</p>
	<p>Close</p>

Wednesday, November 29, 2017

Readings

[Strengthening Parliamentary Scrutiny of Estimates and Supply: A report of the Standing Committee on Government Operations & Estimates](#)

[The fiscal impact of the Afghan War \(PBO report\) \(Français\)](#)

Note: *IFSD will hold a social event Wednesday evening for participants.*

Parliament & oversight

08:00	Continental breakfast Hagen Hall, 115 Séraphin-Marion
09:00	Morning Session I: Parliament and the Public Purse From the principles of Magna Carta to the Parliament's fiscal scrutiny obligations, Helaina Gaspard provides an overview of Parliament's roles and responsibilities in the raising and spending of public monies. During today's session, you will explore the constitutional and legal foundations of Parliament's role in public finance, and survey their opportunities and challenges in executing their obligations.
10:00	Health Break
10:15	Morning Session II: The Cost of War: The Constitutional Obligations of MPs In 2006, Paul Dewar was asked to develop a position for the NDP on the Afghan War. He quickly found that information was difficult to find and that the actual cost of the war effort was obscure. Mr. Dewar describes how and why MPs seek out the necessary financial information from the public service, the government and Parliament apparatus, to do their jobs.
12:00	Buffet lunch Hagen Hall, 115 Séraphin-Marion
13:00	Afternoon Session I: Estimates Reform Many reports - endorsed by all parties - have offered opportunities to improve the estimates process to enhance transparency and clarity. Kelly McCauley discusses various approaches to implementing estimates reform.
14:15	Health Break

2:30	<p>Afternoon Session II: Hindsight is 20/20...usually: The Public Accounts Committee (PAC)</p> <p>Armed with the power of subpoena, led by the opposition, and infused with the spirit of inquiry, the PAC is a well-known parliamentary committee. In this session, you will engage with practitioners and experts to explore the unique characteristics of the committee, its connections to the public service, and its role in the financial cycle.</p> <p>Guest panel</p> <ul style="list-style-type: none"> • David Christopherson • Alastair Mullin
16:00	Reception

Thursday, November 30, 2017

Readings

[IFSD Case Study: DRAP](#)

[A Guide to Preparing Treasury Board Submissions \(Français\)](#)

[A Drafter's Guide to Cabinet Documents \(Français\)](#)

Review exercises

08:00	<p>Continental breakfast Hagen Hall, 115 Séraphin-Marion</p>
09:00	<p>Morning Session I: The Interoperability of the Public Service Apparatus: On the Roles of Central Agencies and Line Departments in Government Transparency and Accountability Kevin Page & Helaina Gaspard</p> <p>In the systems and processes of government lies a nexus between public finance and public policy, between central agencies and line departments. Central agencies provide decision-support and oversight to cabinet and ensure the government's strategic direction is implemented and maintained throughout the public service. Line departments, as operational units are critical for policy development and the sound management of resources. Together, central agencies provide the bread and line departments the meat in the proverbial sandwich of government. As a financial officer, understanding these roles and relationships is critical to a complete perspective of public finance.</p> <p>In this introductory session, you will explore the reality of the relationship between central agencies and line departments.</p>
09:30	<p>Morning session II: Due diligence role of Financial Officers Ram Matillakath</p>

	Mr. Mathilakath will leverage his experience in private sector corporate finance, oversight at TBS, founding member of the Parliamentary Budget Office and experienced financial officer to take participants through tools and approaches to due diligence on major program and projects. Emphasis will be on providing participants with tools to provide critical review on proposed expenditure prior to consideration by Ministers, Cabinet and Treasury Board. Particular attention will be made on testing cost estimates and risk as presented by project proponents.
10:45	Health Break
11:00	<p>Morning session III: Case study #2 DRAP</p> <p>In Budget 2012, the federal government introduced the Deficit Reduction Action Plan (DRAP), measures through which the government promised they could identify cost savings without program reductions or impact on service provision.</p> <p>In this case study, we consider the DRAP plan in terms of what cost savings were promised or realized, what impact these cuts had or didn't have on service provision, and present tools to enable financial officers to assess efficiency and transformation initiatives for operational performance, financial results and transparent reporting.</p> <p>We will also look at the impact of DRAP and other fiscal consolidation exercises on the government's fiscal situation, operations and stakeholder perceptions.</p>
12:00	Lunch Buffet Hagen Hall, 115 Séraphin-Marion
13:30	<p>Analyzing Expenditure Reviews and Transformations</p> <p>Expenditure reviews have become important fiscal tool for the targeting of priorities, savings and program effectiveness. Governments have used both program reductions and efficiency initiatives (IT enabled transformations) to achieve desired fiscal objectives. Each approach has benefits, costs and risks.</p> <p>In this section of the course, we will examine the history of reviews in Canada, their contexts, effectiveness and approaches. Using an examination of the 2005 Expenditure Review Committee (ERC) that was part of Budget 2005. We will also present an analytical approach that the participants may consider using to undertake due diligence on proposals made in future review exercises.</p>
14:45	Health Break
15:00	<p>Afternoon session II Panel discussion: Feeding the goat: The media - What is a story?</p> <p>What makes a good media story? What are journalists looking for? How do communications staff craft answers and respond to pointed questions? The panel provides an insider view of what it takes to feed newsrooms and an internet that is always hungry for the next thing.</p> <ul style="list-style-type: none"> • Steve Maher • Melanie Gruer
16:30	Close

Friday, December 1, 2017

Reading

[IFSD Case study: Phoenix](#)

Challenges and Opportunities

08:00	Continental breakfast Hagen Hall, 115 Séraphin-Marion
09:00	Morning Session I: Case study #3 Looking for Phoenix The Phoenix pay system has created issues for two governments in the last five years. Poorly planned and tested, the program has impacted moral, confidence and productivity within the public service. <ul style="list-style-type: none">• Kevin Page• Sahir Khan
10:45	Health Break
11:00	Morning session II: The gift that keeps on giving: Implications from Phoenix Journalist Julie Ireton has followed Phoenix since the beginning and joins IFSD President Kevin Page to discuss the implications.
12:00	Lunch: Charles-Antoine St. Jean, former Comptroller General of Canada and former partner at Ernst & Young, will discuss with participants, the challenges and opportunities facing the FI community. Mr. St. Jean will also discuss the importance of situating FIs at the centre of evidence-based decision-making in the government, particularly as it relates to improving our expenditure management system and enhancing public confidence in government.
13:30	Afternoon session I: Assessing the performance of the financial cycle: Canada in an international context How can you assess performance in different components of the financial cycle, from budget, to estimates, to public accounts? What are the internationally recognized best practices for performance? Which countries perform well relative to these standards? What can Canada learn from these standards, improve and implement in the short- and medium-terms?
14:45	Health Break
15:00	Wrap up of lessons learned
16:00	Close