

12th Annual Event!

Risk Management IN THE PUBLIC SECTOR

Essential Concepts in Thinking About, Planning For and Mitigating Risk

January 22 – 23, 2019 • Workshops: January 24, 2019 • Ottawa, Ontario

YOUR FACULTY HEAR FROM EXPERIENCED LEADERS



Darren Budd,
Partner,
ORBIS RISK CONSULTING INC.



John Lark,
Managing Principal,
COHERENT ADVICE INC



Andrew Graham,
Professor, School of Policy Study,
QUEEN'S UNIVERSITY



Brian Philbin, Assistant Commissioner
and Chief Internal Audit Executive,
CANADA REVENUE AGENCY.



Natalie C. MacDonald,
Employment Lawyer. Founder,
MACDONALD & ASSOCIATES



Dr. Margaret McKay, Senior Advisor to
the Vice-President, Policy Governance,
CHARRON HUMAN RESOURCES



Aron Feuer, Managing Director of the
Cybersecurity Practice,
VALENCIA



Ashley Jean-Marie,
Senior Innovation Officer,
GLOBAL AFFAIRS CANADA



David Lapp, FEC, P.Eng. IRP -
Manager, Globalization and Sustainable
Development,
ENGINEER CANADASECURITY



Eric Belzile
Director General, Cyber defence
**THE CANADIAN CENTRE FOR CYBER
SECURITY**



Alexander Hay,
Principal,
SOUTHERN HARBOUR LTD SECURITY



Martin Pergler,
Principal,
BALANCED RISK STRATEGIES, LTD.



Djoura Abbas,
Director - Strategic Planning, Performance
and Risk Management Directorate,
GOVERNMENT OF CANADA

Improve Capability in Risk Management for the Public Sector to Meet Accountability Expectations

- Explore tactics for the continual improvement of risk management from the different levels of the government
- Learn how to align risk culture to risk profile and objectives
- Discover the link between risk management, priority setting and performance measurement
- Improve your abilities to manage cyber-related risks
- Strategies for assessing the effectiveness of your plans
- Understand how regulatory risks may be connected with corporate risks
- Look at how interconnectivity and interdependence is changing the risk management landscape
- Learn how to integrate internal controls into your risk management
- Simple techniques to manage conflict and move a group forward
- Find out why crisis management is not sufficient for dealing with reputation risks

Optional Post-Conference Workshops: January 24, 2019

Workshop A

9:00-12:00 **Building A Unified Front to Tackle Risk**

David Pearson CTO, Iceberg Networks

Kirk Hogan, COO, Iceberg Networks

Workshop B

1:00-4:00 **Preventing Harassment, Workplace Violence and Conflict. Your Policies in Action.**

Deborah Jelly, Director Investigations- CHR

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Risk Management in the Public Sector

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DAY ONE AGENDA: TUESDAY, JANUARY 22, 2019

7:30 - 8:30 Registration and Continental Breakfast

8:30 - 8:40

Welcome and Opening Remarks from the Chair

John Lark, Managing Principal, Coherent Advice Inc.

Darren Budd, Partner, Orbis Risk Consulting

8:40 - 9:40

The Architecture of Failure: Getting Beyond ERM and into the Culture

Andrew Graham, Professor, School of Policy Study, Queen's University National Editor, Case Study Program, Institute of Public Administration of Canada

- The architecture of failure in major change projects around the world
- Phoenix pay system as an example
- It's the culture, stupid
- Successful culture optimizes risk
- Assessing and addressing risk as a consistent variable in all systems
- No place to hide - get beyond aversion and avoidance
- ERM and your role as a decision maker and risk taker - make it work.
- What does the architecture of success look like?

9:40 - 10:00

Networking Break



10:00 - 11:00

The Right Stuff. The Skills You Need As a CRO

Djoura Abbas, Director - Strategic Planning, Performance and Risk Management Directorate, Government of Canada

- Strengthening departmental risk management through your skills
- Competing with the private sector to attract the best talent
- Overcoming barriers, lack of knowledge and attitudes
- Navigating complex operating environments
- Vacancies, changes and setbacks. You'll get through
- Quantifying risk metrics in the public sphere
- Securing proper resources

11:00 - 12:00

Managing Risk, Transition And Change. Keeping Your Eye on the Ball

John Lark, Managing Principal, Coherent Advice Inc.

Darren Budd, Partner, Orbis Risk Consulting Inc.

Martin Pergler, Principal, Balanced Risk Strategies, Ltd.

Phil Dupuis, Director, Risk Management, Indigenous and Northern Affairs Canada

- Change, with changed roles, modified objectives and new governance is always a source of risk - Maintain your course
- Risk management can support continued achievement of objectives during change
- Learn the critical success factors:
 - maintaining focus and retaining key resources
 - Strong support from to senior management
 - Rapid, effective and clear identification and mitigation of risks
 - A clear picture of the "end state" and final objectives

12:15 - 1:15

Luncheon Break

1:15 - 2:15

Risk Management in the #MeToo Era. The Legal Outcomes

Natalie C. MacDonald, Employment Lawyer. Author of textbook Extraordinary Damages in Canadian Employment Law Founder, MacDonald & Associates

- The Weinstein Effect - Things have changed forever. What this means to you.
- Understanding, identifying and mitigating potential harassment problems.
- Understanding the financial and reputation risks in harassment cases today.
- Acting quickly and decisively as a Risk Manager. Your tool kit to respond effectively and confidently with little risk to you.
- Worst case scenario #1 - failing to act on a complaint. Tune up your judgement.
- Worst case scenario #2 - false harassment allegations and your duty to mitigate damages to the careers of individual(s) and the Public Sector in general.
- Worst case scenario #3. You knew and tried to cover it up. How bad can it get - Extraordinary Damages

2:15 - 2:30

Networking Break



2:30 - 3:30

Employee Conflict. Are you Prepared? Early Warning Signs

Deborah Jelly, Managing Director-Investigations, Charron Human Resources

- Harassment Prevention - Policy, training, supervision to the standard.
- Make sure your policies are up to date and your employees understand what those words mean.
- It is all about the leader.
- Early warning signs!
- Complaining versus complaints; know your responsibilities.
- Roles during an investigation.
- What happens when an entire department is disrupted by an investigation?
- Costs: financial, careers, health, production, reputations, relationships.
- And finally, recovery.

3:30 - 4:30

Risk in Complex, Multi-Stakeholder Environments

Dr. Margaret McKay, Program Manager, Digital Technologies, National Research Council

- Strategic alliances between different spheres and sectors are growing in importance while surfacing additional risks to understand, leverage and mitigate
- Understanding stakeholders through the lens of risk and opportunity
- Allocating risk between the parties and reaching a level of comfort
- Nurturing working relationships built on trust and open communication
- Acknowledging differing mandates, risk appetites, risk tolerances and technical competencies
- Multi-Stakeholder Partnerships are greater than the sum of their parts

4:30 End of Day One

Risk Management in the Public Sector

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DAY TWO AGENDA: WEDNESDAY, JANUARY 23, 2019

7:30 - 8:30 Registration and Continental Breakfast

8:30 - 8:40

Welcome and Opening Remarks from the Co-Chairs
John Lark, Managing Principal, Coherent Advice Inc.
Darren Budd, Partner, Orbis Risk Consulting

8:40-9:40

Failure, Friction and Fear - Where to focus in building your CyberSecurity and Privacy Program

Aron Feuer, Managing Director of the Cybersecurity Practice, Valencia

- Cyber security is, for many “the elephant in the room”
- Fear of an ever evolving threat concerns staff at all levels
- Having a clear focus is the first step in addressing this risk
- The presentation will provide practical advice on how to manage this risk successfully.

9:40 – 10:00

Networking Break



10:00 - 11:00

Risk to Innovation: Increasing Your Presence Can Be A Powerful Strategy

Ashley Jean-Marie, Senior Innovation Officer, Global Affairs Canada, International Business Development, Investment and Innovation.

- Innovation and the role of government in the new era of risk management
- Risk Management and bottom line innovation
- Science, technology and innovation - jobs of the future
- The mindset of risk management and innovation
- Science, technology and innovation: an increasingly collaborative world

11:00 - 12:00

The Toughest Challenges in Cyber Security

Eric Belzile, Director General, Cyber defence and IT Security Operations, The Canadian Centre for Cyber Security

- The creation of the Canadian Centre for Cyber Security is a major milestone in the way the Canadian government approaches cyber security.
- Launching in the fall of 2018, the CCCS is specifically designed to have:
- Clear points of accountability on cyber security
- Better coordination and collaboration between departments
- Greater clarity on how and with whom the private sector should engage
- Greater federal leadership on cyber security

12:00 – 1:15

Luncheon Break

1:15 - 2:15

Building Resilience: The Key to Risk Mitigation

Alexander Hay, Principal, Southern Harbour Ltd

- Overcoming “disincentive” in government risk management. ERM is organizational culture and practice, not a process.
- Rewarding risk reduction, not just the crisis heroes. Make your case early.
- The duty of care and desire for accountability: upholding the public trust through impartial, efficient and transparent management of reasonably foreseeable risk.
- 10% of the decision makers are genuinely interested in the future, 90% are focused on today’s issues. How do we overcome this cultural bias?
- Beneficial capability, value projection and avoiding stranded assets.
- Regions that lack resilience lack value and potential, and can take generations to recover from disaster.
- Building resilience is an active system. Learn your dynamic and act accordingly.

2:15 – 2:30

Networking Break



2:30 - 3:30

Risk & Resources. When to Spend on Mitigation and When to Stop

Brian Philbin, Assistant Commissioner and Chief Internal Audit Executive, Canada Revenue Agency

- Fiscal impacts of risk and mitigation.
- Making it priority: Justifying expenditures on Enterprise Risk Management.
- Solid case studies provide valuable examples to show your boss it works.
- Out with the old. Getting rid of ineffective ERM habits to maximize the value you current have.
- Using data to better measure risk before engaging new stakeholders.
- Focusing resources where they are most needed.

3:30 - 4:30

The Climate Lens. Long Term Infrastructure Planning with ERM

Moderator: John Lark, Managing Principal, Coherent Advice
Chad Nelson, Principal Advisor, Sectoral Policy,

Infrastructure Canada

David Lapp, Manager, Globalization and Sustainable Development, Engineers Canada

Greg Paoli, Principal Risk Scientist, COO, Risk Sciences International

Alexander Hay, Principal, Southern Harbour Ltd

- The Climate Lens - vision for the future and what it means to you.
- Timescales and forecasting.
- Scope and boundaries.
- The risk management process + the climate lens. Review your mechanisms.
- Determining the level of risk analysis required.
- Preparing for and welcoming change.

4:30

End of Conference

OPTIONAL POST-CONFERENCE WORKSHOPS: JANUARY 24, 2019

Workshop A

9:00-12:00 Building A Unified Front to Tackle Risk

David Pearson CTO, *Iceberg Networks*

Kirk Hogan, COO, *Iceberg Networks*

Every organization, including public sector organizations, operate in a rapidly evolving risk environment. They're looking for ways to mature their risk management programs and processes to increase their ability to respond to new and emerging risks, and ensure that they are aligned to their overall corporate risk profile and strategy -- all while staying focused on the ultimate outcome: delivering more efficient and effective programs to the public and stakeholders.

A key challenge is dealing with the increasing volume of risk data being captured on spreadsheets. It is overwhelming and difficult to scale, and organizations are looking for new approaches and new ways to leverage technologies to automate and simplify risk management, and provide greater transparency into their risk posture.

In this hands-on workshop, participants will explore success stories from the public and private sectors that will include:

- How to integrate risk management within a broader strategic planning framework and corporate planning activities
- How to break down departmental silos, and develop common risk taxonomies, processes and organizational alignment for a holistic view of risk in areas including cyber risk, vendor management and procurement, audit management, business resiliency, privacy, compliance, and overall enterprise risk management priorities
- How to integrate a horizontal service-based approach, focused on delivering efficient and effective delivery of services and information to Canadians
- How to incorporate digital tools into the risk management process to drive automation, and develop more effective reporting. This will include examples of dashboards, KPIs and KRIs that improve the transparency and timeliness of risk information being shared within departments and to external stakeholders
- How to improve issues management and tracking, to ensure timely and accountable remediation of identified gaps and weaknesses. This includes best practices for prioritizing remediation activities based on risk level, risk tolerance and budget
- Recommendations on developing a roadmap and resource planning to chart a course to build the maturity of their risk management programs

About Your Workshop Facilitators:

Iceberg Networks works with organizations, to help plan, deploy and support successful implementations of Governance, Risk Management & Compliance (GRC) solutions, driving more informed and confident business decisions. Based in Ottawa and serving the public and private sectors in North America, their roster of clients includes municipal, provincial and federal government departments and agencies. Their team of consultants, developers and subject matter experts offers a full lifecycle of services, including executive workshops, implementation and integration, and support services. They are also a software reseller for some of North America's leading GRC software platforms.

David Pearson co-founded Iceberg Networks in April 2006 to deliver leading edge Enterprise Risk Management solutions and services. In a consulting role, he has worked with dozens of organizations in the public and private sectors across North America to plan, implement, and support GRC. Mr. Pearson has assisted Government of Canada clients to implement Treasury Board policies and standards for IT Security, and helped developed certification, accreditation and information security risk management frameworks for Shared Services.

Kirk Hogan has over 20 years of experience in the information technology industry throughout management, development, and information security. As COO of Iceberg, he oversees the delivery team and has worked with North America's largest financial institutions to develop their strategy and roadmap for GRC solutions. He developed and oversees Iceberg's Centre of Excellence to elevate the value of Iceberg's services for their end customers and partner organizations alike.

Workshop B

1:00-4:00 Preventing Harassment, Workplace Violence and Conflict. Your Policies in Action.

Deborah Jelly, Director Investigations- CHR

When employees come forward with complaints of harassment and workplace violence, employers and their representatives often scramble to determine what action the situation demands. The response is often muddled and delayed followed by decisions that do not suit the situation. These reactions lead to delays in resolving the problem, sometimes additional harm is caused, the problem becomes worse, employees become ill or disillusioned, complaints are made to external agencies and in general the employer experiences losses.

This workshop reviews the foundation of an effective and legally appropriate response, including the steps the employer should undertake to review policy and procedure. The policies should identify roles, responsibilities, definitions, steps, record keeping, preventing additional injury and processes for resolution. This interactive session will cover;

- Harassment as an injury which the employer is legally responsible for preventing
- The employer's legal duties in prevention and resolution
- What constitutes a complete and effective policy? Get your checklist in order
- Understanding Procedural Fairness will help you understand your duties
- Managing employee confidentiality
- Every Supervisor, Team Leader and Manager is expected to serve as a role model and point of intervention. Be ready to respond

About Your Workshop Facilitator:

Ms. Deborah Jelly is the Managing Director of CHR. Deborah liaises with clients, develops standards, recruits consultants and provides leadership to the CHR team of consultants. Deborah has extensive experience in the analysis and resolution of complex workplace disputes as well as the development and delivery of related training.

Deborah is known for her insights into the causes of workplace dissatisfaction and conflict; her understanding of the legislation informing relevant policy; her coaching and support of leaders; and her forecasts concerning the impact of policy changes, and implementation of decisions in cases of workplace conflict and harassment.

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LOCATION:

Risk Management in the Public Sector will be held at a convenient location in Toronto, Ottawa. Detailed venue information will be provided with your registration confirmation.

YOUR REGISTRATION INCLUDES:

Registration fees include all course materials, continental breakfast, lunch, and refreshments. **Parking and accommodation are not included.**

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