

## YOUR FACILITY HEAR FROM EXPERIENCED LEADERS



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**Andrew Graham,**  
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**QUEEN'S UNIVERSITY**



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



**Natalie C. MacDonald,**  
Employment Lawyer. Founder,  
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Lead, AI/DT Supercluster Program (NRC),  
**NATIONAL RESEARCH COUNCIL**



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**Eric Belzile,**  
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**Jean-Rock Tourigny,**  
MScA, Senior Director, Environment,  
Health & Safety,  
**PUBLIC SERVICES AND PROCUREMENT  
CANADA**



**Deborah Jelly,**  
Managing Director-Investigations,  
**CHARRON HUMAN RESOURCES**

12<sup>th</sup> Annual Event!

# Risk Management IN THE PUBLIC SECTOR

*Essential Concepts in Thinking About, Planning For and Mitigating Risk*

**January 22 – 23, 2019 • Ottawa, Ontario**

## 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

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# Risk Management in the Public Sector

January 22 – 23, 2019 • Ottawa, Ontario

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 Co-Chairs

*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 - 10:40

## Conducting a Maturity Assessment of your Risk Management Function

*Darren Budd, Partner, Orbis Risk Consulting*

- What is meant by the maturity of a risk management function?
- Benefits to your organization of assessing maturity
- Filtering to find the most important considerations
- Determining the "target" maturity level
- Investigating the options for conducting an assessment

10:40 - 12:00

PANEL DISCUSSION

## 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*

*Karen Zarrouki, Treasury Board of Canada Secretariat - Internal Audit and Evaluation Bureau*

- 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

12:00 - 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, Lead, AI/DT Supercluster Program (NRC), 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

Register Now!

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# Risk Management in the Public Sector

January 22 – 23, 2019 • Ottawa, Ontario

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. Launched 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; and
- Greater federal leadership on cyber security

12:00 – 1:15

Luncheon Break

1:15 - 2:10

**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.

2:10 – 2:25

Networking Break



2:25 - 3:20

**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.

3:20 - 4:40

PANEL DISCUSSION

**The Climate Lens. Long Term Infrastructure Planning with ERM**

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

**Panelists:**

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

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

*Alexander Hay, Principal, Southern Harbour Ltd*

*Jean-Rock Tourigny, MScA, Senior Director, Environment, Health & Safety, Public Services and Procurement Canada*

- 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

# Risk Management in the Public Sector

January 22 – 23, 2019 • Ottawa, Ontario

## REGISTER BY PHONE, ON-LINE, OR IN THESE 3 EASY STEPS!

### 1 PRINT YOUR NAME AND CONTACT INFORMATION

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Prices subject to GST.	FULL PRICE	Register by January 11
Course for Groups of 3 +	\$2,199 each	<b>\$1,999 each</b>
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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.**

#### SPONSORSHIP, EXHIBITION, AND PROMOTIONAL OPPORTUNITIES:

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