



The Conference Board
of Canada

Intergovernmental Forum on Risk Management 2013

Wednesday, **October 2**, and
Thursday, **October 3**, 2013

Ottawa Convention Centre • Ottawa



**Chandrasekhar
Krishnamurthy**
Director, Internal Audit and
Enterprise Risk Management
Hydro Ottawa Holding Inc.



Desiree Matel-Anderson
Chief Innovation Advisor
Federal Emergency
Management Agency
United States



Rob Quail
Director, Enterprise
Risk Management
Hydro One Inc.

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Now's the time for new thinking on risk.

Experts are concerned that fiscal restraint is affecting governance and oversight, and exposes government organizations to increased risk. Effective risk management must lie at the heart of all major decisions and the ongoing management of projects, but how do change and cuts affect risk?

Also, as the public service strives to be more innovative and transparent, how must the corporate culture change, and what role will risk management play?

This event will address these issues and more, and provide you with the insights you need to navigate the future.

If your organization is undergoing change, risk management expertise is crucial.

Learn about the role of risk management during major change, how to demonstrate the value of integrated risk management in transformation and cost cutting, and how proper adaptation to risk is essential to prevent problems and capitalize on opportunities.

Public sector risk is getting more attention than ever before—both good and bad.

Public sector risk remains in the spotlight, with the media constantly on the lookout for the next scandal, misappropriation, project gone bad, or example of poor financial management. Since our last Intergovernmental Forum on Risk Management, public sector risk management has made the news many times and on many different fronts:

- **Procurement**—the controversy over the F35 jet fighter
- **Food safety**—salmonella poisoning traced to an Alberta meat plant
- **Technology**—the increasing use of social media in the workplace
- **Transformation**—organizational changes that expose new and often unforeseen risks

These are just a few of the developments and issues the public sector risk innovators will reference at this benchmark event.

Learn about the lessons of Hurricane Sandy.

We're thrilled to have Desiree Matel-Anderson, Chief Innovation Advisor of FEMA (Federal Emergency Management Agency) in the U.S., joining us to discuss the lessons in innovation and working under extreme pressure learned from Hurricane Sandy.

Canada's top public sector risk event is back, and better than ever!

In the past decade, more than a thousand risk managers from across Canada have relied on this event for essential risk management information, including how to integrate risk measurement, ensure consistent application of best practices across the enterprise, and how to influence organizational culture with risk awareness.

These participants heard success stories from next door and around the world, and went back to their offices with lessons learned to apply in their workplaces. This event's tradition of providing the latest insights and information continues, and you'll meet your peers and experts from across the public service and across the country.

Participate in Canada's top public sector risk event.

This is the top public sector risk management event in Canada, because it consistently delivers essential risk best practices and techniques the public sector risk community needs. You'll hear from a wide range of speakers from inside and outside the public sector. Benefit from their insights and practical guidance on risk planning and management, measurement, and delivery, and learn about the latest public sector risk innovations.





DAY 1—WEDNESDAY, OCTOBER 2, 2013

8:15 a.m. Registration and Continental Breakfast

8:45 a.m. Opening Remarks from the Chair

Rob Quail, Director, Enterprise Risk Management, Hydro One Inc.

9:00 a.m. Plenary Session 1

From Risk to Foresight—Setting Horizons and Foreseeing Risks and Opportunities

Dr. Satyamoorthy Kabilan, Director, National Security and Strategic Foresight, The Conference Board of Canada

In times of fiscal restraint and uncertainty, it's easy to succumb to short-termism—focusing attention on the immediate challenges, the well-known risks, and consensus opinions. If governments are to innovate and risk managers are to contribute to this innovation, it's critical they start thinking more creatively about the future. This means going beyond simple identification of important trends like demographics or technology, to translate intelligence into clear scenarios and robust policies, and review of these possibilities from a risk perspective

With his extensive experience in security and emergency management from the U.K., Satyamoorthy Kabilan will discuss how to use strategic foresight as an effective risk management tool.

10:00 a.m. Networking Break

10:30 a.m. Plenary Session 2

The Use and Abuse of Models in Risk Management

Dr. Lauchlan T. Munro, Director, School of International Development, University of Ottawa

Starting with the premise that all models are wrong but some are useful, Lauchlan Munro will discuss which models to use, when, and how. This will include consideration of when models fail, and how to avoid the false sense of security they offer.

Using examples such as the Fukushima nuclear reactor in Japan and the latest financial crisis, Lauchlan will identify some common ground on why models fail. This will lead into a discussion of how to stress test your models and to ensure you use the right model for the risks and environment you're working with.

11:15 a.m. Plenary Session 3

Building a Top ERM Function in Your Organization

Tikiri Herath, Manager, Integrated Risk Management, Fisheries and Oceans Canada

Like everyone in the public service, Fisheries and Oceans Canada is expected to do more with less. In this environment, the ministry set about to reinvigorate its risk management function. Quickly realizing that risk management is change management, they recognized they'd have to do things differently.

In this discussion of the transformation of enterprise risk management (ERM), Tikiri Herath will discuss the challenges of managing risk in a large, complex organization, how to change old risk averse attitudes, use risk to find opportunity, and knowing how and when to engage senior management.

The end result of this process has been the creation of an exemplary ERM function.

12:00 p.m. Networking Luncheon

1:00 p.m. Plenary Session 4

Applying Risk Management to the Meat Plant Audit Process

Mike Cassidy, Coordinator, Food Safety Science Unit, Food Inspection Branch, Ontario Ministry of Agriculture and Food, Ontario Ministry of Rural Affairs

Norton Thomas, Senior Manager, Ontario Power Generation Inc.

Food inspection program and systems around the world are undergoing modernization, exploring alternative approaches that are effective in minimizing food safety risk. Our meat plants audits have been used to determine compliance to regulations and conformance to standards, but pre-2010, the program was experiencing a number of challenges.

Resulting from an "audit of the audit process", Mike Cassidy will discuss a case study where a risk management approach was applied to the auditing process at the operational level, making improvements for both the ministry and for provincially licensed meat plants.

Norton Thomas will provide his perspective on the relationship between risk and audit based on his experience at Ontario Power Generation.

2:15 p.m. Refreshment Break

2:30 p.m. Plenary Session 5

Whole Community Approaches for Innovation and Risk in the Face of Disaster

Desiree Matel-Anderson, Chief Innovation Advisor, Federal Emergency Management Agency, United States

Tabatha Soltay, Innovator and Entrepreneur

In November 2012, a devastating hurricane hit the Eastern U.S. Hurricane Sandy affected 24 states, and initial damage estimates were over \$71 billion USD.

In the immediate aftermath of the storm, the Federal Emergency Management Agency deployed a group of volunteer innovators to help communities identify and address their needs in the response and recovery process.

This session will start with a short case-study on the deployment of the Innovation Team during Hurricane Sandy that highlights the risks and opportunities in doing so. The experts will then provide an opportunity for you to explore risk mitigation through resilience, during an interactive peer-to-peer exercise focusing on whole-of-community resilience.

4:00 p.m. Closing Remarks from the Chair

Rob Quail, Director, Enterprise Risk Management, Hydro One Inc.

4:15 p.m. Day 1 Adjourns

DAY 2—THURSDAY, OCTOBER 3, 2013

7:45 a.m. Continental Breakfast

8:00 a.m. Opening Remarks from the Chair

Rob Quail, Director, Enterprise Risk Management, Hydro One Inc.

8:15 a.m. Plenary Session 6

Leadership and Risk Culture

Dr. Jeffrey Gandz, Professor Emeritus, Strategic Leadership, Ivey Business School at Western University

“In an increasingly volatile world there is arguably no more important role for senior leaders than to prepare their organizations for risk—taking it, avoiding it and managing it.”

So begins Jeffrey Gandz’s latest article on risk and culture in the Ivey Business Review. Jeffrey and his co-author, Gerard Seijts, walked through the steps two prominent private sector organizations—TD Bank and Maple Leaf Foods—took to embed risk management in their culture.

For this session, Jeffrey will turn his attention to the public sector and discuss to what extent the lessons of private enterprise apply. He’ll examine the unique circumstances of public sector organizations, and share his thoughts on the connections between risk, culture, and leadership.

9:15 a.m. Plenary Session 7

Can Risk Management Really Aid Innovation? Putting the Enterprise in ERM

Chandrasekhar Krishnamurthy, Director, Internal Audit and Enterprise Risk Management, Hydro Ottawa Holding Inc.

In his presentation at our 2012 forum, Chandrasekhar Krishnamurthy delighted the audience with his take on the complexities and challenges of the career path of risk managers, as they aspire to the heights of becoming a CRO (Chief Risk Officer).

Continuing this entertaining and insightful narrative, Chandrasekhar will share his thoughts on how the profession focuses too much on risk, and not enough on enterprise. He’ll also argue that, in the current era of restraint and austerity, it’s more important than ever that risk managers find a way to look more positively at the future, recognize opportunity, and learn how to use risk to promote innovation.

10:15 a.m. Refreshment Break

10:30 a.m. Plenary Session 8

An Overview and Latest News on ISO International Risk Management Standards

Jan K. Mattingly, President, RiskResults Consulting Inc.





Proudly Canadian, Jan Mattingly was appointed the ISO Convenor of an international working group of experts around the world tasked with developing the implementation guide for ISO 31000. This session reports on the latest developments with this and other directly relevant ISO risk management standards including the update of ISO 31000 Risk Management Principles and Guidelines and Guide 73 risk management terminology. It will also showcase actual experience from around the globe that organizations report from using ISO 31000—the world’s most popular risk management standard.

11:15 a.m. Plenary Session 9

Concluding Panel Session—Wither Risk Management?

Moderator:

Diana Del Bel Belluz, President, Risk Wise Inc.

Panellists:

Jeffrey Johnson, Senior Partner, Coherent Advice

Dr. Satyamoorthy Kabilan, Director, National Security and Strategic Foresight, The Conference Board of Canada

Paule Labbé, Executive Director, MAF and Risk Management Directorate, Treasury Board of Canada Secretariat

Rob Quail, Director, Enterprise Risk Management, Hydro One Inc.

Discussion at this event has pivoted around themes of restraint, culture, innovation, forecasting, threats, and opportunities. This is hardly surprising for a profession concerned, above all, with the future.

But what is the future of risk management? What benefits have all the recent risk efforts produced? Is it really possible to combine risk and innovation, and what should that look like? How important is the language we use? Which new approaches offer the most promise?

This closing session will invite you to join the dialogue with three respected risk experts on the future of risk.

12:30 p.m. Closing Remarks from the Chair

Rob Quail, Director, Enterprise Risk Management, Hydro One Inc.

12:45 p.m. Forum Adjourns

Benefit from these great and diverse sessions:

Under the expert moderation of well-known risk management authority Rob Quail of Hydro One, you’ll hear from:

1. FEMA and Public Safety Canada, in an interactive session on innovation and resiliency
2. The Conference Board’s own Satyamoorthy Kabilan, acknowledged international expert on security and foresight, who will open the forum with how to think about the future
3. Chandrasekhar Krishnamurthy will rejoin us for the next installment of his lively and original take on the daily life of risk managers, as he takes on the thorny issue of balancing threat and opportunity in risk management
4. Fisheries and Oceans, Ontario Ministry of Agriculture and Food, Ontario Power Generation, and others’ real life examples of risk management
5. Jeffrey Gandz from the Richard Ivey School of Business, who will compare risk culture and leadership
6. International risk experts on the latest developments in international standards
7. Your peers and the experts in a provocative and stimulating dialogue about the future of risk management. Is it doomed or set for a renaissance?

Learn how to implement risk management more effectively.

Learn from best practice public sector case studies, and experts describing how risk management enhances government effectiveness. You’ll also find out how to make the strongest case for the value of risk management in your organization.

Join Canada’s leading public sector risk professionals as they discuss their top issues and common day-to-day challenges, including how to:

- innovate under pressure
- implement risk management as part of a transformation process
- integrate risk management and build a culture that understands and applies risk management discipline effectively
- optimize risk practices in complex situations and in response to dramatic change

- manage the risk of new technologies and processes, such as social media, crowdsourcing, and cloud computing
- measure your risk management program's effectiveness
- improve decision-making and project management with risk management
- communicate risk and the risk and opportunity message internally and externally
- use foresight to get a better appreciation of the future
- think broadly about the future of risk management in your organization
- increase collaboration between risk and internal audit
- apply international standards to your risk processes

Effective risk management is even more important during change, turmoil, and budget constraints. Explore how to use risk management thinking to improve strategic development and decision-making, and how to embed risk awareness and understanding in your organization's culture.

Collaborate with your peers and top public sector risk management experts.

This forum provides senior level contacts and essential information for Assistant Deputy Ministers, Directors General, Directors, and Senior Managers in all levels of the public service, crown corporations, and healthcare, including executives responsible for:

- | | |
|-----------------------|---------------------------------------|
| • risk management | • public security |
| • finance | • emergency preparedness and response |
| • crisis management | • human resources |
| • policy and planning | • project management |
| • legal | |
| • audit | |

Over the last decade, these are just a few of the organizations whose leaders have learned to manage risk more effectively at this event:

Aboriginal Affairs and Northern Development Canada
 Ambeos Management Consulting Inc.
 Bank of Canada
 Canada Post Corporation
 Canada Revenue Agency
 Canadian Blood Services
 Canadian Food Inspection Agency
 Canadian Medical Protective Association
 Canadian Transportation Agency
 Communications Security Establishment Canada
 CSA Group
 Defence Construction Canada
 Export Development Canada
 Fisheries and Oceans Canada
 Foreign Affairs and International Trade Canada
 Government of Saskatchewan
 Halifax Regional Municipality
 House of Commons
 Human Resources and Skills Development Canada
 Immigrant Services Society of British Columbia
 Infrastructure Canada
 Interprovincial Lottery Corporation
 National Defence
 Natural Resources Canada
 Office of the Procurement Ombudsman
 Office of the Superintendent of Financial Institutions Canada
 Ontario Lottery and Gaming
 Ontario Ministry of Agriculture, Food and Rural Affairs
 Ontario Ministry of Community and Social Services
 Ontario Ministry of Education, Training, Colleges and Universities
 Ontario Ministry of Natural Resources
 Pan/ParaPan Am Toronto 2015
 Peel Regional Police
 Public Safety Canada
 Public Works and Government Services Canada
 Saskatchewan Social Services
 Service Nova Scotia and Municipal Relations
 Shared Services Canada
 Transport Canada
 University of Alberta
 Veterans Affairs Canada



REGISTRATION

And here's what they had to say:

- “ Knowledgeable, experienced speakers!”
- “ A very positive experience”
- “ An excellent conference. High quality speakers from a variety of organizations. Looking forward to the next”
- “ Many thanks for such an inspiring conference – well worth it”
- “ Great forum, great location, presenters and chair. Great job done overall”
- “ Nice mix of speakers, topics and styles”
- “ ...well organized with lots of opportunities for networking”
- “ Very impressed with the conference and the (speakers') performances”

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Fees	Before Aug. 2, 2013	Before Sep. 13, 2013	After Sep. 13, 2013
Regular Rate	\$1,195	\$1,295	\$1,395

Your registration in this event includes the sessions, continental breakfasts, breaks, luncheon, and a link to **e-Proceedings**.

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Hotel Accommodations

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Conference fees don't include accommodations. Please contact the hotel directly for reservations, and mention The Conference Board of Canada to receive the **preferred rate of \$154, available until September 11, 2013.**

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E-mail Registrar: registrar@conferenceboard.ca

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<input type="checkbox"/> Forum	\$1,195	\$1,295	\$1,395
<input type="checkbox"/> e-Proceedings			\$775

Please confirm attendance at event functions:

Networking Luncheon: Day 1

Payment method: (all fees are due by the event date)

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