



# e-Journal

a digital dialogue

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## Message From the CEO



Everyone liked our first reimagined e-Journal so much we decided to do a second one.

Everyone liked our first reimagined e-Journal so much we decided to do a second one. The feedback we received was nothing short of outstanding.

Among the compliments: "I like your new e-Journal. The design and layout are very creative, and they capture the reader's attention and interest to read the content."

Plus: "I quickly perused the e-Journal and ended up reading a few of the articles. They provided good info and were short, so not too much effort to take time out to read them. The format also allowed for a quick scan of Chapter activities."

This edition promises to be just as informative. In it, we have a 2018 PD Week recap (more on that in a bit), an interview with PD Week keynote speaker Geena Rocero, stories on Blockchain and AI, along with an article from longtime FMI

member Jonathan Hood looking at Leading Generations in the Workplace.

We also appreciate your input to the e-Journal. If you would like to submit an article for consideration or share a subject matter you would like to learn more about, please contact Trevor Bunke at [trevor.bunke@fmi.ca](mailto:trevor.bunke@fmi.ca).

We recently wrapped up another successful PD Week at the Hilton Lac-Leamy in Gatineau from Nov. 19-23, where more than 5,200 attendees were treated to five days of exceptional keynote speakers, along with 20 streams – ranging from Women and Diversity to Financial Reporting to the latest on AI. Talk about Empowering People!

And we aren't resting on our laurels. We are busy planning PSMW 2019 in Vancouver. The two-day event will be held in Richmond, B.C., on May 13-14 at the River Rock Hotel.

It promises to be a jam-packed learning event, which will pique the interest of those in our public sector community. Stay tuned for more information.

Speaking of learning events, FMI recently hosted a well-received webinar on Smart Cities, which attracted close to 500 participants. [fmi.ca/events/webinars](https://fmi.ca/events/webinars) Stay tuned for more webinar offerings in 2019.

And there are many other exciting activities going on around here as well, including our new online [Leadership Course](#), which has received rave reviews. Narrated by our subject matter expert Professor Andrew Graham of Queen's University, we have created a cutting-edge course that is sure to educate, inspire and empower everyone who takes it.

Thanks for reading.

– Christopher Egan, CEO

Identifying risk in complex data can be daunting, learn how you can harness the power of the MindBridge Ai platform to help.



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in seconds





## PD Week 2018 Recap

Woohoo, PD Week. You rock!

From Laraine Kaminsky on Day 1 to Dr. Janet Lapp on Day 5, participants – more than 5,200 of them – were treated to 10 thought-provoking keynotes and 20 engaging streams during the five-day event at the Hilton Lac-Leamy from Nov. 19-23. That's how you go about Empowering People.



Laraine Kaminsky

It began with Laraine Kaminsky, in her own formidable way, telling us that diversity isn't inclusion, while warning and challenging us at the same time: "We're too comfortable being too comfortable." Laraine pointed out that diversity is the mix, while inclusion is making the mix work. Up next was Carol Ring, an accountant who spoke the language of our community. Her

Ring resonated with delegates as she presented the three P's with her: Perspective, Personal Values and How to Think Positively Big.



Carol Ring

On Day 2, David Coletto brought his Youthquake to PD Week and shook up how we perceive millennials; they want to work with you, not for you – let's call it inclusion!



David Coletto

That afternoon, millennial, trans model

and activist Geena Rocero spoke of her harrowing trek, not only as an immigrant moving from the Philippines to the U.S. but how making it big also had its drawbacks, especially when the fear of acceptance and inclusion were part of the equation. Geena shared the economic and social benefits of inclusion for all communities.

On the third day, we were treated to an arresting session from master and poignant storyteller, Senator Beverley Busson. Beverley, one of the first female police officers in the RCMP and the first woman to be named RCMP Commissioner, regaled us with hilarious tales. Highlighting what it takes to be a caring and inclusive leader. That afternoon, Woohoo Inc.'s Chief Happiness Officer Alexander Kjerulf brought with him from Denmark the most obvious but often ignored aspect of the workplace: A happy worker is a more productive worker. Job satisfaction is what you think about your job and happiness at work is what you feel about your job.



Day 4 was a song straight into our hearts. Susan Aglukark shared her Inuk self-journey. Through her beautiful songs and stories about her people and her family, she shared how we can reconcile the past and move to a positive future in an inclusive fashion.



Susan Aglukark

In the afternoon, former NHL player Doug Smith took us through his career-ending injury and his triumph return to life itself. Doug showed that the affliction of trauma affects every single one of us. He also shared with us that some forms of trauma are visible while others are invisible but just as debilitating. We learned how our minds work and what we can do to heal ourselves.



Doug Smith

On Day 5, our executive panel struck a chord with delegates. With IBM's Michele Lajeunesse moderating, Yves Bacon (Assistant Comptroller General, Treasury Board Canada) and John Walsh (Chief Data Officer, Environment and Climate Change Canada) brought energy, humour and humility in an engaging, forward-thinking session, as Yves asked why taxi cabs still exist. We closed our keynotes with the brilliantly funny Dr. Janet Lapp, who told us that inclusion comes in many different forms, but to get there we need to "find our start line."

After all that, we needed a hit from the oxygen bar.

But we were far from done. With 20 streams to choose from, our community was exposed to a variety of speakers and panelists like never before. In fact, there were 68 speakers covering those streams, which included nine panels. The streams covered Women and Diversity, Forecasting and AI, just to name a few.

At the President's Reception, our PD Week Honorary Chair and Comptroller General of Canada Roch Huppé presented Alain Séguin with the FMI Lifetime Membership Award for his outstanding and humble work in the financial management community.

At FMI, we would like to thank all the volunteers who made PD Week the

awesome success it was, especially the organizing committee headed by Chair Gerry Matthews and Vice-Chair Jennifer Sward, the board of directors and all the onsite event volunteers.



Jennifer Sward & Gerry Matthews

Also, we can't hide the fact that thanks to our sponsors our Friday night Masquerade celebration was an overwhelming success.



BE THERE NEXT YEAR: November 18-22, 2019, Hilton Lac-Leamy



# The Blockchain Cybersecurity Identity Trinity

*by Nadia Diakun-Thibault, Senior Aviation Security Policy Advisor, Transport Canada*

All good things come in threes. The trinity of our time...  
Blockchain/Cybersecurity/Identity.

Michael Casey and Paul Vigna wrote that, “It might surprise you to read this, but the most subversive, controversial, anti-authoritarian idea in the world of finance, an idea so powerful every government on the planet is trying to figure out whether to co-opt it or outlaw it, the dream of the most fervent libertarian, dark-Web Denizens, is a ledger.”<sup>1</sup>

**BLOCKCHAIN** is the ledger that can be the undoing of fraudulent activity, the champion of truth, the guarantor of rights, the solution to a problem, the facilitator of a more equitable relationship between service provider and service consumer, the record that is antifragile<sup>2</sup> enduring history to be trusted.

**CYBERSECURITY** is an aspiration that often begins with a litany of hardware and software, followed by hard rules or the soft persuasion of “best practices.” In fact, “Cybersecurity is the organization and collection of resources, processes, and structures used to protect cyberspace and cyberspace-enabled systems from occurrences that misalign de jure from de facto property rights.”<sup>3</sup> Human factors, and not physical failures, compromise the robustness of cyber systems, and fracture property rights.

By 2015, Bitcoin had become either the nemesis of finance, and government, or the haven of the libertarian. Bitcoin software was released in January 2009<sup>4</sup>. The confluence of technologies previously described, methods posited, and computer processing came together in a unique, complex, and elegant way. The cryptocurrency was the ‘good’ made possible by the ‘service’ – the blockchain – the platform and the ledger. The benefit of a ledger of transactions secured by cryptography, that cannot be repudiated, is managed by peers using a consensus mechanism, distributed in real-time, auditable, and is append-only, made possible crypto-economics.

Three requirements rule cybersecurity and blockchain:

- **CONFIDENTIALITY:** Ensures that information is shared with the appropriate parties and that sensitive information is shared exclusively with the informed consent of appropriate parties.
- **INTEGRITY:** Ensures that only authorized parties can change data, and that the changes made do not threaten the accuracy or authenticity of the data.
- **AVAILABILITY:** Ensures authorized users have the use of data or resources when needed or wanted.

Blockchain enhances cybersecurity in a way that is ‘antifragile’ because it is:

- Decentralized
- Distributed
- Immutable
- Auditable
- Transparent
- Privacy-preserving
- Append-only
- Ledger of Transactions that is secured by cryptography that is difficult to invert.

There is no single point of failure; it is a system that is difficult to breach and compromise.

And finally, IDENTITY. The very notion of “identity” is conflated with



official records. Identity policy expert David Bich, notes that there are three types of identity for any individual:

- legal identity, which is related to the identifiability of the individual;
- social identity, which is forged from our outward-facing engagement with the rest of society, the relationships we build, and the signals we send about who we are; and
- personal identity, which is how we self-identify.<sup>5</sup>

Humans associate ‘identity’ as a human factor. Whether found in nature, or manufactured, all entities have unique collections of properties and characteristics that constitute their ‘identity.’ It may be a rudimentary designation or a complex series, nonetheless, it distinguishes one from another. The notion of ‘identity’ can be extended to mean a set of attributes that confirms the provenance (origin) of an object with high assurance.

Blockchain is disrupting legacy business practices, norms of governance, and systems. Blockchain is a disintermediary. Blockchain reduces the distance between producer and consumer.

What does this mean for finance? New settlement modalities between institutions that are efficient, cost less, process faster, and open opportunities for other investment of capital. A well-architected blockchain network inherently, through cryptography assures security of the network.

The identity and origin of products in a supply-chain can be tracked from origin to destination. Identity for humans is a bit more challenging to resolve: there needs to be a universal agreement on which attributes are critical to the establishment of an individual's identity: such as a combination of acquired, assigned designators, combined with biometrics, for example.

The trinity of blockchain, cybersecurity, identity has already begun changing banking and financial FinTech. It is securing medical records, facilitating real estate conveyance and ownership, assuring supply-chain integrity, making energy distribution possible, levelling insurance, to name but a few. It is complex and elegant.

<sup>1</sup> Michael Casey and Paul Vigna. *The Truth Machine: The Blockchain and the Future of Everything*. (February 2018)

<sup>2</sup> Nassim Nicholas Taleb, "...in spite of the ubiquity of the phenomenon, there is no word for the exact opposite of fragile. Let us call it antifragile. Antifragility is beyond resilience or robustness. The resilient resists shocks and stays the same, the antifragile gets better." In *Antifragile: Things that Gain from Disorder*. (2012)<sup>3</sup> <http://www.ipsnews.net/2017/03/womens-pay-gap-biggest-robbery-in-history-un-women>

<sup>3</sup> Craigen, Dan, Nadia Diakun-Thibault, and Randy Purse. "Defining Cybersecurity" in *Technology Innovation Management Review*, October 2014.

<sup>4</sup> Satoshi Nakamoto. *Bitcoin: A Peer-to-Peer Electronic Cash System*. (October 2008) "On 3 January 2009, the bitcoin network came into existence with Satoshi Nakamoto mining the genesis block of bitcoin (block number 0), which had a reward of 50 bitcoins. Embedded in the coinbase transaction of this block was the text: The Times 03/ Jan/2009 Chancellor on brink of second bailout for banks. The text refers to a headline in The Times published on 3 January 2009." See: [https://en.wikipedia.org/wiki/Satoshi\\_Nakamoto](https://en.wikipedia.org/wiki/Satoshi_Nakamoto)

<sup>5</sup> Op cit. Casey and Vigna.

Since July 2018, Nadia Diakun-Thibault is Senior Aviation Security Policy Advisor (Blockchain and Identity) at Transport Canada. From 2001 to 2018, she was with the Communications Security Establishment in Canada, with a secondment to Innovation, Science and Economic Development in 2016-2017.



She holds a Master's degree in Public Administration from Queen's University in Kingston, Canada, and an ABD (PhD) degree in Slavic Languages and Literatures from the University of Toronto, Canada. She has served as Parliamentary Advisor to Members of Parliament and held an Order-in-Council appointment to the Province of Ontario's Advocacy Commission. Her research interests include neurophilosophy, semiotics, linguistics, and public policy, with a dash of Blockchain and Identity. She is also an adjunct faculty member in the Department of Computer Science and Engineering at North Carolina State University in the United States.



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# HOW ARTIFICIAL INTELLIGENCE WILL IMPACT GOVERNMENT FINANCE PROFESSIONALS

*par Roy Sarker, Senior Content Manager, MindBridge Ai*

Artificial intelligence (AI) tends to conjure up mental images of sci-fi movies, with robots replacing humans for some sinister purpose. The reality is that AI is a collaborative technology that augments human capabilities, not replace them. The traditional software used by accountants today is based upon a series of rules, which accountants script and apply to samples chosen based on anticipated scenarios and industry guidelines. AI-based solutions, on the other hand, mimic human intelligence, going beyond the rigid boxes of what an accountant knows and assumes to letting the data “speak for itself” to reveal unknown, interesting, and unanticipated scenarios.

AI automates many tasks that were previously done manually, and it can analyze up to 100% of all financial datasets. For example, today’s auditors sample from a limited set of ledger data and extrapolate results, whereas AI fills in the blind spots that these techniques miss, acting as a double checking mechanism to help them catch critical scenarios. This helps identify anomalous patterns of activity, such as unusual transaction flows within a ledger, rare outliers that lie beyond the ability for a human to detect, or risks in inventories, with more confidence and completeness than traditional rules-only methods.

The very nature of the technology means that AI-based systems are continually learning and adapting to the data they review. As these systems learn more about the data under review, they can suggest areas of concern and facilitate the ingestion and cross-correlation of supplemental data to provide enhanced analysis and insights into the business under review.



Additionally, AI helps accountants improve the accuracy and quality of transactional data right at the creation stage by deriving intelligence from previously assessed financial data sets. At the same time, this “transactional judgment/decision-making” help that AI gives to the accountants while processing accounting transactions is also speeding up the transactional work to levels of efficiency not seen before. These factors alone are helping accounting firms grow both the top-line and the bottom-line, by allowing them to serve more clients with existing resources as well as reducing the cost per unit of work produced by the firm.

AI has also demonstrated its ability to save costs in regulatory compliance, by automating manual tasks typically performed for compliance reporting and identifying instances of noncompliance. This streamlines processes and frees people to focus on higher-value activities for clients.

It's important to understand that, despite fears promoted in sci-fi movies, AI is not displacing the role of accountants, auditors, or fraud investigators. Rather, AI works alongside people, automating large and mundane tasks, and assisting with decision making when the data set is too large or complex. As stated in a [recent survey](#) of 100 CEOs and over 1000 banking employees, 77% plan to use AI to “automate tasks to a large or very large extent in the next three years,” however, unlike the private sector, governments have their own unique challenges.

Common questions at this year's PD Week revolved around the lack of available human resources and the readiness of data to be analyzed by AI. As MindBridge Ai CEO Eli Fathi discussed during his session, “Canada's Path to Becoming an AI Powerhouse,” these concerns are legitimate but have been overcome with today's technology. Modern solutions help people understand the analysis and results with explainable AI, allowing professionals to review more data and focus on areas of risk, rather than get bogged down learning new technological skills. AI also offers a fast and effective tool for providing a baseline of risks for current data sets and identifying areas that need to be cleaned up.

AI is transforming how business is done, adding value to traditional practices and boosting engagement velocity for audit, fraud detection, regulatory compliance, and more. By enabling accountants to dive deep into 100% of the data set and extract insights, clients can be advised with better evidence and more confidence.

Roy Sarkar is the senior content manager at MindBridge Ai, helping communicate the value of artificial intelligence to business, government, investor, and technical audiences. After years as a software developer, sales engineer, and trainer, he decided the better approach was to write about things while sitting down. Beside a poster of a famous starship. Learning from projects in defense, enterprise software, and game development, Roy figured out one more thing: While technology is always improving, it takes a writer to make it better.





# Towards an End-to-End Framework for Infrastructure Planning, Data & Asset Optimization

by Azfar Ali Khan, Director of Performance, IFSD

The Institute of Fiscal Studies and Democracy (IFSD) recently completed a best practices study and connected symposium underlying evidence-based infrastructure investment decision-making and asset management. There was no single best practice jurisdiction, rather, across the value chain, there were a number of excellent practices

that were all predicated on delivering maximum value-for-money to taxpayers from infrastructure investments. The IFSD study aimed to knit these practices together for an end-to-end framework on best practice infrastructure planning, data and asset optimization. The foundational building block of the framework is good data to provide the

evidence for infrastructure decision-support throughout the infrastructure process lifecycle from front-end due diligence and business cases to project prioritization and selection through to performance evaluation incorporating asset management/repairs and maintenance and ultimately asset renewal.



The survey found that New Zealand's infrastructure metadata standards were a global best practice with respect to having a standardized infrastructure data "language" that would provide an "apples to apples" lens to inform infrastructure prioritization, selection and performance across multiple asset classes.

An evidence-based strategic assessment of long-term infrastructure needs compliments good data. The United Kingdom (UK) this past summer published its first National Infrastructure Assessment that was born out of a review of how the UK plans and delivers its infrastructure. One of the key findings of the review was that the National Infrastructure Plan that was produced by Infrastructure UK was simply a list of projects which had not been built up from an evidence-based assessment of the UK's long-term needs. Technological advancements are also impacting infrastructure investments and a first principles assessment of future trends and their potential impact on infrastructure assets and service delivery is necessary for future proofing and realizing value for money from infrastructure investments.

UK officials, with the Infrastructure Projects Authority, noted that 85% of the infrastructure that the UK will require 20 years from now has already been built. This reinforces the rationale for a

key infrastructure principle underlying infrastructure investment decision-making in Queensland Australia, which is to build greenfield infrastructure as an option of last resort.

Queensland's emphasis is on "sweating the assets" and trying to extract the maximum value out of the existing infrastructure stock prior to building new infrastructure. By leveraging demand management, capacity management and minor capital reworks first, Queensland only builds greenfield infrastructure after all other options have been exhausted.

A concrete example of this approach is the Interstate 91 Viaduct in Massachusetts. A visual inspection concluded that the elevated bridge should be condemned and rebuilt. The Massachusetts Department of Transportation instead selected the option to rebuild the viaduct as is by performing a full deck replacement and evaluating the existing structure through instrumentation and monitoring. By implementing a \$180,000 structural health monitoring program, the cost of rehabilitation was reduced from an estimated \$800M to \$260M that extended the estimated useful life by 35 years.

The infrastructure symposium also noted that the project background and strategic context sections of business cases

were typically poorly done as they are often used to justify a decision that was already made and are framed towards steering business case reviewers towards the preferred option and decision. Completing detailed infrastructure business cases can typically cost upward of \$2 million dollars and if the problem that you are trying to solve has not been properly defined to begin with then this will result in an expensive misuse of resources and options analysis that are not as fulsome as they should be.

The symposium also highlighted the importance of improving the assurance process over infrastructure investment spending. Independent bodies that have an appropriate governance structure and operating model to provide arm's length advice on the prioritization of projects as well as assurance over business cases can increase the probability of realizing the desired value for money outcomes.

Like in other federal states, multiple orders of government have distinct infrastructure planning, delivery and operations responsibilities in Canada. The vast majority of these jurisdictions are in a fiscal deficit and/or fiscally unsustainable position. As a result, a laser focus on realizing optimal value for money outcomes should underlie infrastructure investment decision-making in Canada.



A standardized infrastructure data language, a strategic assessment of projected national infrastructure needs, transparency into the performance and value being derived from our existing infrastructure asset base, business cases with proper and clearly articulated

problem definitions and independent assurance over business cases and infrastructure decision-making are proving to be key elements in enhancing evidence-based and value for money infrastructure investment decision-making in other jurisdictions.

Adopting these best practices in Canada will bring value for money to the fore by improving the evidence base to select the right infrastructure projects at the right place and at the right price.



Azfar is an experienced financial professional passionate about optimizing performance around the core mandate and value proposition of public sector organizations.

For the last 17 years, Azfar has been a senior public sector executive, teacher and consultant. His public sector experience has centred on financial oversight and due diligence, benchmarking, business transformation, marketing and sales operations (with a crown corporation) and corporate planning. He has specialized experience in expenditure management best practices and in instilling these practices to enhance the performance culture of public sector organizations. Specific accomplishments include identifying hundreds of millions of dollars of savings to the fiscal framework of one public sector client as a direct result of due diligence and benchmarking performed.

Prior to joining the public sector, Azfar worked in the private sector in external auditing, internal auditing and corporate finance. This experience was a combination of Canadian and international experience gained in the Middle East working for a Swiss corporate finance boutique.

**Join the Conversation →**



# 10 Reasons to Volunteer with FMI:

## 1. Grow Your Professional Network

Through the FMI Volunteer Program, you will have the opportunity to work with like-minded peers and connect with leaders and experts from your professional community.

## 2. Build Confidence

We all have areas in which we don't feel confident. Why not volunteer with FMI and allow yourself the chance to work in situations that can help boost your confidence, while being supported by the organization and fellow volunteers?

## 3. Have Your Say & Make A Difference

You want your industry to be strong and believe that you can make a difference – we do too! By volunteering with FMI, you can influence and help to shape your Association!

## 4. Learn Skills & Apply Current Skills

Volunteering is a good way to apply a new skill, in a safe environment or even

discover something you never even knew you were good at! Take advantage of the opportunity FMI provides its volunteers to learn and apply a new skill.

## 5. Endless Learning & Professional Development Opportunities

All of our volunteers receive complimentary membership to their local Chapter. FMI members have access to Chapter events and National events, webinars and courses. The opportunities to earn CPD hours really are endless!

## 6. Build Your Resume

Volunteering with FMI is a great way to gain experience and take on a leadership role – plus according to a [recent study done by Deloitte](#), 82% of hiring managers indicated that they would be more likely to choose a candidate with volunteer experience on their resume.

## 7. Personal Growth

Volunteering with FMI can provide a personally rewarding experience. In some

cases, you will find yourself involved in projects you normally wouldn't have the opportunity to work on. Volunteering also provides you with a real sense of giving back, and who doesn't feel good about that!

## 8. Support Your Professional Association

FMI depends on volunteer support to serve our membership. What better way to give back to your professional community than by volunteering your time?

## 9. Increase your overall health!

[Studies](#) show that there are positive health effects associated with volunteering, including less stress and feeling more socially connected.

## 10. Have Fun!

Did you know our Chapter and National events aren't just educational? They're also FUN! We believe that with hard work comes a lot of fun and the sense of camaraderie.

Become an FMI Volunteer Today!  
Contact [national@fmi.ca](mailto:national@fmi.ca) for more info.







# LEADING GENERATIONS IN THE WORKPLACE

*by Jonathan Hood*

A key challenge over the next decade will be to attract and retain a skilled workforce as it is anticipated that the skilled labour market will remain tight. Employers find themselves managing several generations of workers, including:

- **Baby Boomers** (Born between 1946 and 1964)
- **Generation X** (Born between 1965 and 1980)
- **Generation Y or Millennials** (Born between 1981 and 1996)
- **Generation Z** (Born between 1997 to present)

Employers have always had multiple generations at work. Each generation has wanted to be different from the previous one. However, it is important to understand the differences between each generation, why they exist and what actions employers should take to maintain a healthy and productive environment.

## LET'S LOOK AT EACH GENERATION:

### Baby Boomers.

Boomers often see their self-worth tied to career and that hard work would result in both material and personal success. Their optimistic outlook and youth orientation have helped them embrace technology, though direct person-to-person communication is their preference. They are also responsible for the "Me Generation," with its pursuit of personal gratification.

Many now find themselves working longer than they had planned or working part-time after retiring from their full-time jobs to supplement their income.

### Generation X.

They naturally question authority figures and are responsible for creating the work/life balance concept. This generation of workers possesses strong technical skills and is more independent than prior generations. The popular image of Gen X is a product of change in the broader society. This often contributes to their independence and self-direction, while at the same time resulting in less trust toward authority. They tend to be adaptable, focused on results and motivated by a need for security. Their self-sufficiency causes them to ask for feedback only when they need it. Gen Xers are willing to develop their skillsets and take on

challenges and are perceived as adaptive to job instability in the global economy.

### Millennials.

This group is the largest group in the workplace (25%), the first global-centric generation, having come of age during the rapid growth of the Internet and information technology. They are resilient in dealing with change.

Millennials are more educated than previous generations of workers. They are a team-centric generation, as they have grown up at a time where both parents worked and programmed much of their lives with activities.

Millennials are willing to work hard and set goals to achieve the lifestyle they want. They value learning and seek advancement in their careers. Their early lives were busy with many activities making them both confident and comfortable with multitasking. As they work to live, work/life balance is more important to them than salary.

### Generation Z.

This generation is starting to enter the workforce in large numbers. While they want to have fun at work, Gen Zs value money and job security and are concerned about their future finances as they saw their parents struggle. They prefer ongoing feedback rather than annual evaluations. They are competitive and independent, preferring to demonstrate their abilities at work and own their work. They are comfortable with technology and grew up with smartphones.

## STRATEGIES FOR CROSS-GENERATIONAL LEADERSHIP

There will always be multiple generations in the workplace and each generation will bring fresh perspectives. Employers need strategies in place to attract and retain talent and should ensure compensation, benefits and incentives are attractive for the changing workforce. For example, as more people retire later in life, the value of additional time off increases in relation to compensation. Younger people may value more flexibility in their careers, including assignments that develop new competencies.



While younger workers are usually more comfortable with technology, they may need to work on soft skills.

Leaders shape the strategic vision and organization culture. Managers need strong interpersonal skills to foster relationships with employees and each other. The organizational culture values cooperation and collaboration to deliver results. A respectful, open and inclusive environment will allow workers of all ages and cultural backgrounds to feel comfortable to communicate.

Corporate communication should be provided in multiple formats, so workers receive and understand important messages. Baby Boomers may prefer verbal communication about changes in policy or procedures, while younger workers may prefer the use of email, instant messages, or corporate broadcasts.

As more established and experienced workers near retirement, develop strategies to ensure knowledge transfer and retain organizational memory.

Mentoring programs can facilitate knowledge transfer. Determine younger employees' goals and developmental needs, and then pair them with experienced employees. In addition to one-on-one mentoring, group programs and exposure to senior leadership discussions are viable options.

Despite the challenges, organizations should embrace the diversity among generations to create a flexible work environment that values all employees and is productive.



Jonathan Hood is a retired federal public executive with more than 30 years of experience in financial management. He worked in several federal government departments and agencies, including National Defence, Health Canada, Agriculture and Agri-Food Canada, Global Affairs Canada and Canadian Food Inspection Agency.

Jonathan holds a Chartered Professional Accountant (CPA) designation, a Master of Business Administration and is a full member of the Chartered Institute of Public Finance and Accountancy (CIPFA). He is also a graduate of the National Security Program from the Canadian Forces College.

An active volunteer, Jonathan served as a Vice-President and Director of the Association of Canadian Financial Officers (ACFO) for eight years and was responsible for collective bargaining for financial officers in the federal public service. Jonathan was on the FMI Board of Directors as Central Regional Director from 2015 to 2017. He is actively involved in Toastmasters and enjoys public speaking.



## LEADERSHIP DEVELOPMENT FOR THE FINANCIAL EXECUTIVE

Module 1: April 3-9  
Module 2: Sept 19-21  
Module 3: Nov 6-9

- ✓ LEADERSHIP
- ✓ STRATEGY AND LEADING CHANGE
- ✓ STRATEGIC EXECUTION



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*On Tuesday, November 20th onsite at PD Week 2018 Joanne Ouellette, National Learning and Development at FMI, interviewed Geena Rocero, Trans Model and Activist, following her keynote presentation. The transcript of their interview follows below.*



# Q&A

## Interview with Geena Rocero, Trans Model & Activist

**Joanne Ouellette:** What policies should organizations have in place to better support diversity and inclusion?

**Geena Rocero:** I think the policies that organizations need, whether it's a corporate environment or any organization, to better support diversity and inclusion are really first to start with supporting LGBTQ individuals or anybody that represents diversity in their expression, but most importantly anti-discrimination policies set in place for corporate environments, or any organization, in ensuring that potential employees or current employees that work in all these environments are supported, that there's a safe space for them to be who they are. This actually has a direct correlation to the input and economic output of employees. It's beneficial for organizations to have employees that can be who they are, they express who they are, and that they

can be productive while also bringing their full self to work. For transgender individuals, I think it's important to also make sure that there are insurance policies - I think that's one of the critical questions for trans individuals in making sure that when they go work for a certain organization, that their healthcare will be covered, that if they want to access hormones or transition related care, that it won't be considered as this cosmetic surgery.

This is a health need for trans people. I think in ensuring that there's a safe space, and even also within a cultural context, for trans individuals, or gender non-conforming employees, is important. Making sure that companies and organizations have specific bathrooms where they can use the bathroom that they want, that they won't be questioned when they're expressing, if

they simply want to go to the bathroom - or having a gender-neutral bathroom, or even policies that recognize the diversity when it comes to pronouns. When a trans person transitions to a job, it's important that their employment environment makes sure that their pronouns will be recognized and respected. Majority of cases in the US, and unfortunately in many places, when a trans person transitions, they usually get fired. In the US, in more than 30 states if you're a trans person, and you're transitioning into your job, you could get fired by being who you are.

**Joanne Ouellette: How effective are current corporate policies at supporting diversity and inclusion, specifically transgender individuals in the workplace?**

**Geena Rocero:** Yeah, I think there's so much conversation that's happening now both in culture and most importantly at place of work. I mean there are many platforms out there right now. One I can name is Human Rights Campaign, where they have this corporate equality index, which basically makes sure that every year they rate certain Fortune 500 companies and how transgender inclusive they are when it comes to their policies. It could look at so many different variables - whether it's do they have a gender-neutral bathroom, do they respect gender pronouns, do they have transition related care as part of their healthcare package? I think with all of these things we could easily go into "Oh this is so deep into the policy." I mean, these are basic needs of trans individuals to feel supported, to feel that they have safe space at work, but most importantly for them to be the most productive employee that they are at their place of work.

**Joanne Ouellette: What shift in awareness is needed for workers to better understand and adhere to organizational diversity policies?**

**Geena Rocero:** I think the shift that needs to poke us is truly implementing culturally relevant topics and conversation when it comes to diversity and inclusion, there's been a saying that "Diversity is being invited to a party, and inclusion is about being invited to dance at the party." There is a myth that if you put one trans person on your corporate board and you're good. I think there is this myth that you put one, that tokenizing aspect, "Let's put one trans person and we're good. Let's put one woman on our corporate boards and we're good", no it's all about equal

representation of diverse expression and identities, whether it's someone wanting to represent what it means to be a woman or a woman of colour, what it means to have an Indigenous person on corporate boards, or having a trans person as part of our team, it doesn't end by inviting one trans person to speak in your corporate environment or corporate events. Also, learning more about celebrations at work, making sure that there's an employment research program for diverse individuals that for so long have not been represented.

**Joanne Ouellette: What can individuals do to support or encourage policy changes within their work places?**

**Geena Rocero:** I think it is so important, and what's so critical, is encouragement of allies in this context. We have to recognize the degree of privileges of people that don't really fully experience the oppression of marginalized groups, whether the marginalized groups that we're talking about are LGBTQ people, people of colour, immigrant rights, as a woman, I think it's important to recognize which one has the privilege here and make sure that the people that have a privilege at work actually would step up in those critical moments when it's needed, to step up for something that's so critical. Whether it's a conversation about race, conversation about equal pay, conversation about LGBTQ policy for a specific organization. Allies have a very critical role to play in this, and what I mean is the relationship with the word ally for me is not a noun. This is not a person. I think ally is actually a verb. It's an actual action item. And most importantly, a person of privilege does not get to define that they are the ally. The people in the communities that are marginalized in these contexts are actually the ones who get to define who the ally is. It's because of what they've done and they're continuously doing and making sure that the people that are marginalized have a place at the table, a voice at the table, and most importantly have a critical place, a seat at the table.

**Joanne Ouellette: What are three, if you can, most common challenges transgender individuals face in the workplace?**

**Geena Rocero:** I think one of the first, some of the common challenges that trans people face at work, many things, but one certainly that I can think of is when they're afraid that if they're going to transition at work that they're going to get fired or they're

going to be treated differently. I think when a place of work does not have a full support system for the trans employees, there's that fear of what happens if I fully express my full self, am I going to pay a price for that? And I think that's a challenge for corporate environments where they could make sure that there is a safe place for the trans person to transition and enabling that person to be a better employee.

The second thing that I could think of is purely just the biggest conversation when it comes to the bathroom. Just so many people are so stuck in this notion that a trans person can't go to the bathroom that they want. It's just the most basic conversation, but still one of the bigger issues that's happening all over the place - whether in the US or Canada or in many places all over the world - and I think just to really allow trans people to go to the bathroom that they want is as simple as that.

And I think three, and the most important thing, is making sure that corporate environments have policies that support transition related care whether they're transitioning at work and they want to access hormones or if they want to go further and have a medical intervention for their transition-related care, that they would not be denied. That there would be a medical insurance, health insurance that would recognize their trans-ness whether it's a trans woman wanting to access hormones or a trans man wanting to have a double mastectomy. Having a health insurance place that will recognize the person you are is critical.

**Joanne Ouellette: Looking ahead, what do you think the future will look like with respect to diversity and inclusion given the younger generation that will be entering the workforce? Do you believe that diversity and inclusivity will become the norm?**

**Geena Rocero:** Yeah, I think, I have so much hope, especially for the younger generation when it comes to ... They're going to obviously, just take over and I think this whole understanding of very rigid understanding, gender binary or like so many of these cultural and societal forces that's been in place by so many people, I think they're just going to question and going to smash it. Studies have been done. There's a research group called J. Walter Intelligence Group that surveyed Gen Z, which is basically people aged 18 and lower. They don't adhere to gender binary. Their shopping habits, they prefer someone or a brand that represents not just male or female shopping experiences, or they know

someone that identifies with a gender-neutral pronoun.

To see that and to know that and to learn that, it gives me so much hope because in society at large we've been led to believe that you have a certain identity and you need to stick with it. Because your parents told you that you're supposed to be a certain way and you have to follow that and you can't question it. I think we should question more, what we've been told, and I think we should be curious and understanding more and more about what makes us who we are. Question the things that would allow us to be the best version of ourselves. Whether it's the way we relate to our partners, our friends, the people that we work with, and the country that we live in and really the fullness of what it is to be a human being and what it means to be a person that is their most authentic self in the world that we live in.

**Joanne Ouellette: Is there something that I didn't think of that you want to say or that you think is important that people should know?**

**Geena Rocero:** I'll say something. I think it's important to understand that in society at large when people find this transgender identity or gender non-conforming, gender non-binary identity that they find it, is such a new thing that it's hard for them to understand that, why do I need to learn about a new pronoun called they? No, it's simply being respectful of a person trying to identify as the person that they are. And they and gender-neutral pronouns, it's nothing new, have always existed in so many different cultures in so many places all over the world. I'm from the Philippines, we don't have he or she in our pronouns and many of the cultures in southeast Asia and Polynesian cultures in most pre-colonized nations. So, it's important to recognize that trans people have always been here since the beginning of time. When a trans woman declares her womanhood, believe her because that makes her a woman of substance. Believe trans people when they say who they are, because we are who we are. People try to question, and we're forced to sort of validate our own journey and our humanity. When I say I'm a trans woman, I'm a woman, I am. As simple as that.

**Joanne Ouellette: That's great. Thank you so much, Geena.**

**Geena Rocero:** Thank you.



# FMI COUNTS



**BRUCE HIRST**  
Deputy Chief,  
Corporate Services  
& CFO, CSE

No matter how you add it up — says Bruce Hirst, Deputy Chief Corporate Services and CFO at the Communications Security Establishment (CSE), and former Capital Chapter president — FMI is a key cog in the financial management community.

“FMI is a great organization, filled with dedicated officers and volunteers,” said Bruce. “There is no doubt that the Capital Chapter has been a de facto arm of the Comptroller General and helped train and professionalize the finance officer cadre of the public service.

“We would not have the quality of people we have in our organizations if it were not for FMI. If FMI did not exist — we would have to invent it, it is that important to our community.”

And Bruce knows of what he speaks. He has been an FMI member since joining the public service in the early 1990s and served as Capital Chapter president from 1995 to 1996.

Additionally, Bruce has been on the organizing committees of numerous PD Weeks and played a lead role in PSMWs in Vancouver, Victoria, Halifax, Moncton and Charlottetown.

“Great experiences,” Bruce said of his PSMW memories. “I met a host of great provincial and municipal folks — people who really make (up) the backbone of FMI.”

The Leamington-born, Belle River-raised Bruce enjoyed an

exceptional military career before joining the public service.

“I joined the Navy at 17 and for the next 26 years spent time on ships on both coasts, Victoria and Halifax, as well as other Armed Forces bases: Edmonton, Borden, Toronto and Ottawa,” said Bruce. “In Ottawa, one of my jobs was special advisor to the Vice Chief of Defence and my last job was in Costing Services in the CFO branch. I retired as a Commander and went to the Office of the Comptroller General.”

Being a part of FMI has been key for Bruce throughout his professional life.

“Coming from the military, although I had experience, FMI was a great way to make connections and learn about the job of a finance officer in the government,” he said. “I found that the FMI Capital Chapter and national (members) are like a family with a great deal of drive and experience that one can draw on to get advice or help push projects forward. There are still people today who I met (through) FMI that I rely on and feel that I can talk openly and honestly about ideas or problems.”

Prior to his appointment to CSE in 2011, Bruce was Executive Vice-President and CFO for London Health Sciences and St. Joseph’s Health Care, one of Ontario’s largest healthcare complexes.

Before entering the healthcare industry, Bruce had an extensive career in the federal public service, where he held several

senior level positions. In 2008, he was appointed the Assistant Deputy Minister and CFO of the department of Foreign Affairs and International Trade. From 2002-2008, Bruce was Director General Finance at Natural Resources Canada. From 1992-2002, Bruce held positions of increasing responsibility in the Office of the Comptroller General and the Treasury Board of Canada. These positions included Director of Financial Authorities and Director General of Financial Management Policies.

Bruce relishes his current job with CSE.

“The agency is tasked with gathering cyber intelligence and protecting the government and critical infrastructure against cyberattacks. As in any such position you have to look ahead one, five, ten years and see what the challenges will be and how you can prepare your department to meet these challenges,” he said. “On a day-to-day basis, it is somewhat like being a coach of a football team: all players have to be in shape (i.e. pick good people and make sure they are knowledgeable and properly trained); they have to know the playbook (i.e. what is

the vision, what are we working towards and what are the steps to get there); let the team execute the plays (i.e. step in only where adjustments are needed); celebrate wins (i.e. have fun too!).

“My philosophy has always been: we spend about a third of our lives at work, so enjoy the job you have. If you don’t, then change jobs — find something else — life is too short to be unhappy for a third of your life! I have been extremely lucky as I have thoroughly enjoyed each job I’ve had!”

Bruce holds an honours BA from the University of Windsor, an MBA from the Ivey School of Business at the University of Western Ontario and is a graduate of the Canadian Forces Staff College. He is also a Chartered Professional Accountant. Bruce and his wife Erin live in Maberly, near Perth, where Bruce makes his own maple syrup; they also own a gift shop on Perth’s main street called Ground Waves! The couple has five children, seven grandchildren and three dogs to keep them busy in their spare time.



# CHAPTER UPDATES

## > CAPITAL UPDATE

The Capital Chapter has hosted four successful events to kick off the fall season:

### SEASON OPENER

We had a great turnout at the Season Opener on Sept. 20. In partnership with the Association of Fraud Examiners (ACFE) Ottawa Chapter, the Capital Chapter launched its first reception, during which we heard about our exciting lineup of professional development events to be offered in the upcoming season by both organizations. It was a great opportunity to socialize, relax and network with other like-minded professionals across the financial management and the fraud examination field.

### DEPARTMENTAL LIAISON BREAKFAST

On Oct 4, Capital Chapter held a Departmental Liaison breakfast. It was a wonderful opportunity to meet and network

with other DLs and participate in a Q&A session to better understand the role of DLs and how we can help strengthen financial management in the public sector.

### SERVICE DELIVERY AND PERFORMANCE MEASUREMENT – FROM PLANNING TO RESULTS

We launched our 2018-19 PD Season Building on Oct. 25. In collaboration with PPX, the Capital Chapter was pleased to offer another exciting and informative professional development day focused on performance and results. Speakers and panelists included **Derek Armstrong**, Executive Director of TBS, **Rohit Samaroo**, Director Analytics of TBS and **Valerie Gideon**, Senior Assistant Deputy Minister, Indigenous Services Canada.

### ANNUAL GENERAL MEETING

Also, on Oct. 25, the Board shared the past year's accomplishments and provided an

overview of future directions. It has been a year of significant change. We met new Board members, current and new Capital Chapter patrons and sponsors and our Departmental Liaison Officers.



## > FREDERICTON UPDATE

The 2018-19 programming has begun at FMI's Fredericton Chapter, and Board members are working hard to attract relevant speakers from the Fredericton area.

At our first event of the year on Oct. 16, we welcomed **Bailey Church**, from KPMG, who presented a workshop on Asset Retirement Obligations to more than 25 attendees.

In 2017-18, the Fredericton Chapter hosted five events.

The last event on Sept. 14 featured **Clay Wesenberg**, Senior Strategic Alliance Manager at Keysight Technologies, whose session provided participants with an opportunity to learn about areas, such as understanding your target partner and how to create a value proposition.

During the event, the 2018-2019 Board of Directors was voted and passed by the

membership. Returning members are: **Valeri Perry, Melinda Pederson, Michael Melanson** and **Ian Groen**. We welcome new member **Christine Robichaud**, Director of Speakers. Without the help of outgoing members – **Andrew Law, Amy Wesenberg, Tanya Johnson**, and **Ben Eagan** – the Chapter would not have enjoyed the successes it has. Thank you for all for everything you have done.

On March 1, the Chapter hosted a unique professional development opportunity on Ethics and Diversity featuring guest speaker and former FMI President **Martha Okot Thomas**, CPA CA. The session introduced participants to some of the broader concepts of ethics and diversity, while asking some provocative questions and providing tools to help members navigate through ethical issues.

Every year the Fredericton Chapter is pleased to have the New Brunswick Auditor

General present updates and on Jan. 25, **Kim MacPherson**, CPA, CA, spoke on important notes directly from the AG's reports. This session always draws a crowd of provincial and federal professionals interested in what Kim has to say.

On May 31, **Dave Coderre**, President, Computer Assisted Analysis Techniques & Solutions (CAATS), presented the session: Using Data Analytics to Identify and Assess Fraud Risk.

The Chapter hosted a breakfast event on Nov. 14, 2017, featuring guest speaker **Janice Butler**, the founder and president of Creative Breeze Training. The engaging and insightful session inspired participants to sail through their internal fear and learn from past experiences to discover their ultimate potential.

## > HALIFAX UPDATE

FMI's Halifax Chapter enjoyed another successful learning event on Oct. 31 on the topic of: Innovation in Business: Challenges and Successes, with speakers **Saeed El-Darahali**, Founder and President/CEO, SimplyCast, along with **Surita Maddox**, Regional Executive Director, Innovation, Science and Economic Development (ISED) Canada – Atlantic Region.

The Chapter will hold its next event on Wednesday, Jan. 23: Taking the Boredom out of Financial Management and Controls, with speaker **Michael Pickup**, CPA, Auditor

General of Nova Scotia. See our website for details.

The Halifax Chapter is currently being led by **Mike Haley** and **Jeff Pottie**, who have agreed to be Interim Co-Presidents for the Chapter with a revised focus on increasing membership. A recent drive was undertaken to reach out to existing and potential members to determine if there was interest in joining the Chapter Board. We were encouraged by the responses and hope to enhance the size of our Board in the coming months.

A recent survey was also sent out to our membership in the hopes of receiving feedback not only about FMI but on the events that we support. The survey provided us with valuable information on how to improve the way FMI and its events are promoted, as well as the topics/events that were of more interest to our membership.

The Halifax Chapter is pleased to announce that it is partnering with CPA Nova Scotia in supporting events that would be beneficial to both our memberships.



## > MANITOBA UPDATE

The Manitoba Chapter's 167 members celebrated their many successes during the annual general meeting luncheon on Sept. 26. Among the accomplishments in 2017-18 were four learning events which attracted 186 participants. Events included:

- **Guy Chevalier**, senior Principal with CPA Canada, who presented: *Setting the Foundation for Broader Public Financial Management Support*.
- **Katie Thom**, who addressed everyday wellness and stress in the workplace.
- **Robert Kirby**, who presented: *Collective Bargaining – A Chief Negotiator's Perspective*.
- **Jeff Hnatiuk**, President and CEO of the Canada Summer Games, who presented: *2017 Canada Games – Operational and Capital Successes and Legacies*.



The AGM was also an opportunity to welcome some new faces on the Manitoba Chapter Board and thank those who were leaving. Chapter members were introduced to **Kerry Zakowich**, who is with the City of Winnipeg. We are thrilled to have Kerry on



board as a new member with a two-year term.

The Chapter also bid adieu to two outgoing board members: Duong Tran and David Coopsamy. The Manitoba Chapter thanks Duong and David for their service.

The Manitoba Chapter also said goodbye to longtime board member **Robyn Van Vliet**. Robyn served the Manitoba Chapter in a variety of positions, including Chapter President. She was a huge proponent of FMI and was involved in the organization and success of two local PSMW events, co-chairing PSMW 2017.

Robyn leaves huge shoes to fill as she moves on to retirement. We wish her every success and happiness in her future endeavours.

## > ONTARIO UPDATE

It was a wet and overcast morning, but 85 people made their way to the University of Toronto's grounds to attend FMI Ontario Chapter's Digital Transformation professional development event on June 27. Concurrently, a record number of 15 volunteer webcast hosts across the province broadcast the event live to another 137 staff at municipal, provincial and federal locations. Others joining the Ontario Chapter for the event were Markham (municipal), Newmarket (municipal), North Bay secondary location (provincial) and Ottawa (federal), bringing

our webcast partners to 20 locations in Ontario.

This was the Chapter's **sixth in-person event** since its reboot in October 2016, targeting finance professionals at all levels of government, across the province.

At this event, we explored digital transformation in the public sector, learning how data can improve business operations, as well as hearing about the Ontario Digital Service's mandate to better "digitize" the work we do and further

enhance the user's digital experience with government services.

The topic was the chapter's most requested, and one participant told us that: "(It) **provided a broad picture of the impact of technology in society and how we can adapt.**"

Thanks to all those who attended. If you would like to learn more about our past and future events, please check out our website, [fmi.ca/chapters/ontario](http://fmi.ca/chapters/ontario), for more information.

#PSMW



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THE DATE

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2019

MAY 13 & 14, 2019

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Richmond, BC

