



# **Finance Function - A Strategic Partner for Today and Tomorrow**

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# Context

- **Deputy Heads (DHs) are “Accounting Officers”**
  - Within a department a CFO reinforces sound stewardship
  - The Office of the Comptroller General (OCG) provides functional leadership government-wide
- **Significant investment since 2006 to develop a high performing financial community with the requisite financial skills**
- **While the community now has strong financial skills, DHs and CFOs are demanding more from the finance function**
  - The finance function must evolve into a stronger strategic partner

# Financial Management (FM)

COMMUNITY PROFILE	
Population	5,000 Financial Officers 500 Financial Executives
Population residing within the National Capital Region (Ottawa region)	70%
Average Age: Professionals	Under 40
Retirement eligibility within 5 years (approximate)	CFO – 25% DCFO – 20% FM Executive – 30%
Main characteristics of community	<ul style="list-style-type: none"><li>• Well organized, strong sense of community</li><li>• Technically proficient, evolving to strategic advisor</li><li>• Focal point of enterprise-wide transformation</li></ul>

# Talent Management Challenges

- **Structural Issues**
  - Not all CFO positions are created equal
  - Departmental decisions impact on government-wide talent management
  - Fewer Senior Director positions than Director General ones
- **Recruitment**
  - Fewer entry level candidates being recruited through centralized process
  - Mid-career recruitment is often challenging
  - Executive level recruitment is particularly challenging
- **Talent Development**
  - Gaps in strategic leadership competencies (i.e. communications, strategic thinking and people management)
  - Gaps in experience
  - Limited understanding of the business

# Draft Vision for Talent Management

*To develop high performing financial officers, managers and executives who have the strategic leadership skills, breadth of experience and core financial competencies to lead their organization into the future*

Inherent in this vision is the following:

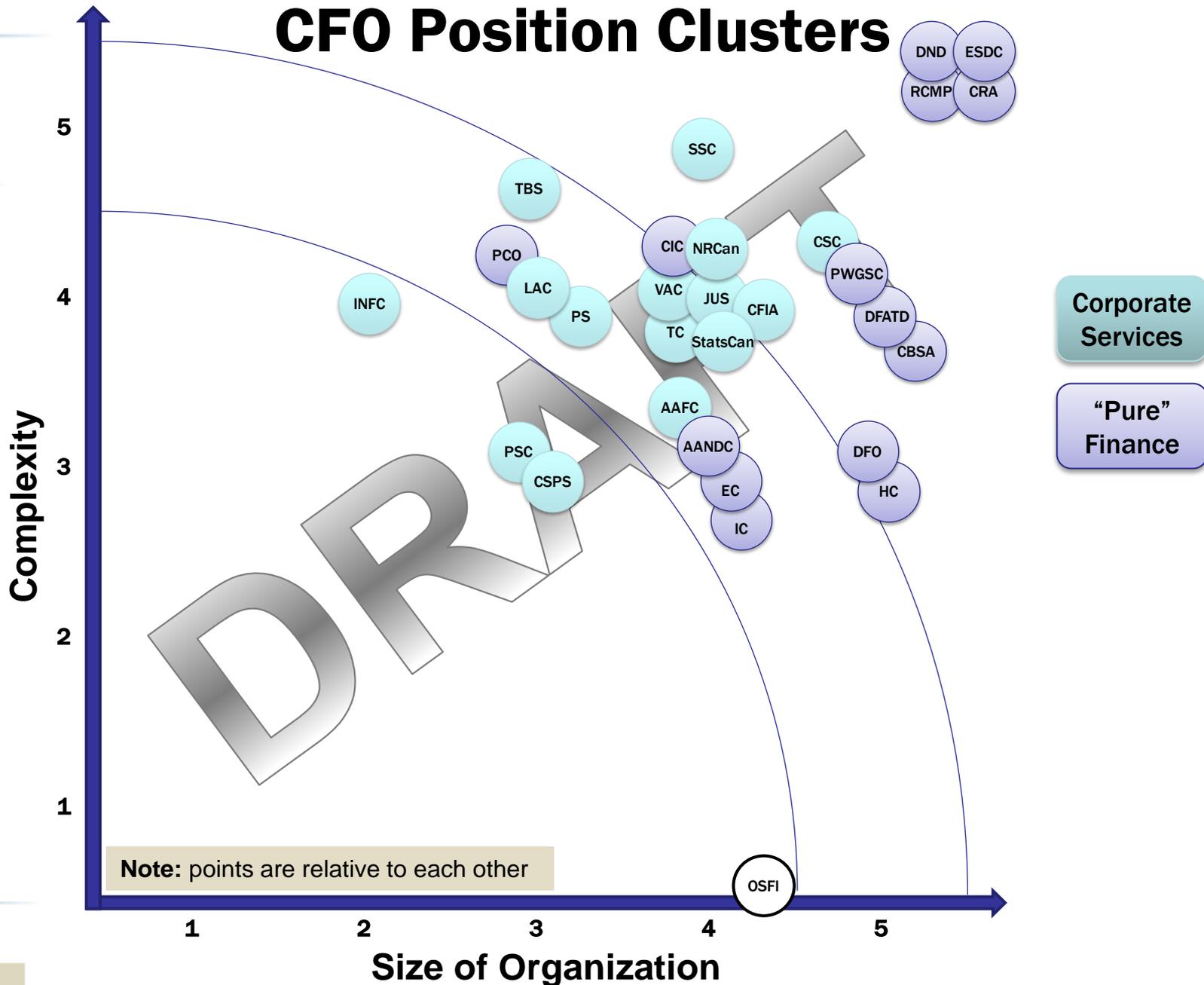
- Not all financial professionals want to/can become CFOs; however, their leadership acumen, experience and financial skills are critical in the ability of an organization to meet its mandate
- We need to develop DG and ADM ready executives; technical financial skills are a given
- We will strive to have two to three candidates ready to backfill vacated positions
- To address the talent management current challenges will require an investment of time and resources across the government supported by strong leadership

# Addressing Structural Issues

In collaboration with Deputies and CFOs the issues that affect all organizations can be addressed:

- "Position" different CFO jobs relative to one another to help with succession planning (see next slide)
- Analysis of the different CFO organizational models and structures
- Establishment a CFO Standing Committee on Talent Management

# CFO Position Clusters



Clustering is based on select current EX-04 and EX-05 positions

# Addressing Recruitment

- Enhanced Financial Officer Recruitment and Development (FORD) program
  - Make the FORD program the primary entry level recruitment tool
- Develop a Mid-Level Financial Officer Recruitment and Development program
  - Target external candidates with 4-10 years of work experience
- Develop a Financial Management Executive Recruitment and Development program
  - Target external candidates able to assume EX-01 to EX-03 roles

# Addressing Talent Development

The OCG is proposing a four pronged approach to enhance talent development:

## 1. More Consistency with Staffing

- Provide more direction with regards to the minimum experiences required at each level
- Formalization of on-boarding sessions at the FI-02 to FI-04 level
- Regularly conduct collective staffing processes for executive levels

## 2. Emphasis on Competency and Experience

- Simplify the message and clearly articulate expectations
- Encourage employees to seek rotational opportunities not only within the finance field, but also in regional, program or operational roles

# Addressing Talent Development

## 3. Enhanced Learning

- Working with the Canada School of the Public Service
- Working with learning partners, develop the concept of FM-Connex

## 4. Develop NextGen Development Programs:

- Advanced Financial Officer- targeted at FI-02 to FI-03 level
- Financial Executive- targeted at the experienced FI-04 level
- Deputy CFO- targeted at the experienced EX-01 to EX-02 level
- CFO- targeted at the experienced EX-03 level

# Next Steps

- Continue:
  - Efforts to address TM challenges
  - Aligning competencies with government-wide and CPA requirements
  - Monitoring vacancy risks
  - Annual TM cluster reviews
- Consider:
  - Do CFO competencies change under an “enterprise” model?
  - The extent to which accounting designations should be mandatory?
  - How much oversight the OCG should have in financial officer recruitment and succession planning?
  - Whether to include government-wide TM management objectives in the performance agreements for CFOs and FM executives?
  - What is the impact of more corporate services responsibilities on the core mandate of CFOs?

# Conclusion

- CFO organizations are critical to the success of a department in meeting its mandate
- The talent management plan outlined above will ensure that CFOs are, and are supported by, professionals who have the functional and leadership skills necessary to fulfill the strategic partnership role that is expected of them