



CPA

CHARTERED
PROFESSIONAL
ACCOUNTANTS
CANADA

COMPTABLES
PROFESSIONNELS
AGRÉÉS
CANADA

Public Sector Certificate Program

Increase your skills,
confidence and expertise
in public sector finance

Featuring:

- Superior academic rigor with content relevant to your field
- Online modules that provide flexibility and innovation
- Capstone session to bridge theory and practice
- Virtual forums to connect with peers across Canada

Developed in collaboration with:

FINANCIAL MANAGEMENT
INSTITUTE OF CANADA

fmi

INSTITUT DE LA GESTION
FINANCIÈRE DU CANADA

igf



Deepen your expertise in public sector finance and gain the recognition you deserve

Today's public sector environment demands a new kind of business and accounting professional — one with strong technical knowledge and well-developed skills in decision-making, communication and resource management.

This program provides **you** with many benefits:

- Knowledgeable facilitators who offer extensive real-world experience in the public sector
- The most current Canadian curriculum to help you succeed in the marketplace
- A valuable peer network that connects you with other bright public sector financial professionals
- Professional development to complement your Canadian CPA designation

This program provides **your employer** with many benefits:

- A positive impact at work as you progress through the program
- A unique format that accelerates your development in public sector finance
- Quick, out-of-the-gate value in public sector accounting, financial reporting and financial management
- A strong return on their investment that fosters productivity and excellence

Program Overview

The Public Sector Certificate Program provides the most comprehensive, practical and relevant public sector training for financial professionals in Canada. It is an ideal foundation for those seeking competitive senior positions in the public sector.

Better Learning: Two Levels

The curriculum is extensive and complete, ensuring that you are prepared with the knowledge and skills you need to build a long and successful career in government.

This unique two-level approach provides the opportunity to immerse yourself in an exceptional learning environment that is flexible, interactive and complements on-the-job training.

Level I addresses public sector foundations and Level II covers advanced topics in the public sector, concluding with a two-day capstone session that is also available virtually.

Blended Learning: A Modern Delivery Model

The Public Sector Certificate Program includes 40 hours of online modules in Level I and 30 hours of online modules plus two days of in-person study for Level II, with real-life scenario application, comprehensive case work and first-class facilitators.

To enhance your learning experience, you will have access to *Public Sector Connect* throughout the program. Use this exclusive online discussion forum to collaborate with fellow students and engage with experienced facilitators, researchers and public sector standards staff at CPA Canada.

There are also self-assessment checks along the way to help you evaluate your success at different stages of the program.

Certificate of Achievement

Students who successfully complete the Public Sector Certificate Program receive a CPA Canada Certificate of Achievement, which is a nationally recognized symbol of excellence in continuing education.

Advanced Standing

There are two options to earn advanced standing in the Public Sector Certificate Program. Advanced standing is available to:

- Alumni of the Public Sector Financial Reporting and Accounting Course
- Professionals who have completed the public sector elective in the Advanced Certificate in Accounting and Finance (ACAF)

For more information, contact Alyssa Hammerstrom at 604-605-5067 or ahammerstrom@cpacanada.ca.

Professional Development Partners

CPA Canada has brought together an unprecedented group of professionals including facilitators, academics, instructional designers, authors, consultants and more.

As subject matter experts, our partners combine extensive public sector knowledge, government experience and wide-ranging advisory work with a desire to share their strategies and skills.

This team includes:

Martin Boucher

Martin is a partner in the Montreal office of PricewaterhouseCoopers LLP (PwC)'s National Accounting Consulting Services Group. Martin has extensive experience working with a range of clients in the private and public sectors. He is a key resource within PwC Canada on Public Sector Accounting Board (PSAB) standards. He is also an International Financial Reporting Standards (IFRS) subject matter expert within PwC Canada and a member of the Global Accounting Consulting Services Group of the PwC international network, which provides assistance on complex accounting matters. Martin is a frequent lecturer on accounting and auditing matters.

Andrew Graham

Andrew conducts research, teaches and writes on public sector management, financial management, integrated risk management and governance. He teaches at the Queen's University School of Policy Studies, as well as at a variety of international and Canadian venues.

Andrew is the author of Canada's leading source on managing public money, *Canadian Public Sector Financial Management*, which has been adopted as a textbook by a number of Canada's leading universities and is used for governmental staff training. He is also the Series Editor of the Case Study Program of the Institute of Public Administration of Canada (IPAC), Canada's leading source of public sector case studies.



He was an Assistant Deputy Minister for 14 years in the federal government and has over 30 years of service with in-line operations (Kingston Penitentiary) and complex regional operations knowledge as well as experience in a number of national policy and corporate leadership roles, including Senior Deputy Commissioner of Correctional Service Canada.

Andrew Hill

Andrew is the CEO of Smartfirm, Inc., where he focuses on designing custom learning and development programs for professional services firms and associations. From 2000 to 2015, he played a leading role with the Atlantic School of Chartered Accountants (ASCA)'s online pre-qualification program. He also helped CPA Canada develop a strategy to adopt computer-based testing and a digital app to manage member competencies.

Outside of Canada, he also advises accounting and consulting firms in the United States, Europe and Asia. His work has been recognized with several industry excellence awards sponsored by Brandon Hall and the American Talent Development Society.

Prior to founding Smartfirm, Andrew practiced auditing and consulting with a Big Four firm. In that role, he audited and advised government agencies at the federal, provincial and municipal levels.

Steve Marcotte

Steve is a partner in the assurance practice of PwC in Ottawa. He has over 15 years of experience in auditing and financial reporting in the public and private sectors. Over the last 10 years, Steve has assisted many public sector organizations with financial statements, audit readiness and internal control over financial reporting projects. He manages various financial statement audits and contribution agreement audits on behalf of public sector organizations, including federal government departments and agencies. Steve has also been an active facilitator in CPA Canada's Public Sector Financial Reporting and Accounting Course.

Raili Pollanen, PhD, MBA, CPA, CMA

Dr. Raili Pollanen is an Associate Professor of Accounting at Carleton University who teaches both undergraduate and graduate courses in the Sprott School of Business, including an MBA course on financial reporting and control in public organizations. She has led or been involved with several research projects on performance measurement, management and reporting in the public sector. Her work has been published in numerous professional and academic journals, books and conference proceedings. She also serves on several professional committees, including a taskforce on Canadian public performance reporting.

Cam Scholey, PhD, MBA, CPA, FCPA

Cam is a speaker and innovator. For the past two decades, he focused mainly on balanced scorecards and strategy mapping, with specific areas of interest in accounting, management control and finance. Cam also teaches bilingual courses at the Royal Military College of Canada in-person and online.

Cam is an experienced writer and the author of *A Practical Guide to the Balanced Scorecard*. As a subject matter expert, he has written several management accounting guidance documents for CPA Canada on strategy mapping and the balanced scorecard. Cam currently serves as a session leader and content developer in the new CPA Professional Education Program (PEP).

In addition to working with CPA Canada on public sector topics, Cam recently played a critical role in the development of the Certificate in Driving Organizational Profit and Performance.

Erin Stephen, CPA, CA

Erin Stephen is the Director of Risk Assurance at PwC, where she focuses on providing assurance and advisory solutions to public sector clients. Erin has more than 15 years of experience in providing support to organizations that want to elevate trust and transparency. Through evaluation of regulatory requirements, policies, procedures, processes, data and controls, she has helped organizations implement practical solutions to meet both stakeholder and management objectives.

As Manager of Financial Reporting at Strathcona County, Erin established business processes and internal controls to ensure the efficient and effective implementation of new financial reporting standards (PSAS), measuring relevant performance information for presentation to council and the public through a redesign of the quarterly and annual reports. As an Assistant Vice-President in Treasury at Canadian Western Bank, Erin implemented the liquidity risk management function to measure, monitor, report and evaluate key risk indicators established by regulators and the board.

Erin earned her Bachelor of Commerce degree from the University of Saskatchewan and has a strong interest in education and community as evidenced through her work with the Aboriginal Head Start Program and with CPA Canada's financial literacy program, as well as professional education and professional development programs. She is currently a public audit committee member of Elk Island Catholic Schools.

Gary Wuschnakowski

Gary has been a member of the Ontario Public Service (OPS) for over 30 years and held a number of financial and administrative positions during that time. Currently, he is the Director of Financial Management and Control Policy for the Provincial Controller Division of the Ontario Treasury Board Secretariat. His main responsibility is creating a financial management framework for the OPS. This includes the development and oversight of corporate financial management and control policies, the implementation of financial capacity and competency development programs, and leading the review of OPS risk management activities.

Previously Gary was the Director of Service Management and the Director of Business and Resource Planning for the Ontario Ministry of Energy and the Ontario Ministry of Infrastructure. He also served as Chair of the Ontario Finance and Business Management Council, where he led the development of an enhanced financial internship program as well as a financial competency model for the OPS financial community.

Program Agenda

Public Sector Certificate Program Level I

- 40 hours of interactive online learning
- Access to *Public Sector Connect* — the exclusive discussion forum for CPA Canada Public Sector Certificate Program participants and facilitators
- Assessment after each module and upon completion of the course



Topics	Learning Outcomes
Governance and Decision-Making Process	<ul style="list-style-type: none"> • Recognizing the typical legislative authorities and provisions defining how governments receive, disburse and manage public funds • Being able to understand the elements of governance and decision making in public sector environments, including how government staff work and communicate with elected officials and their staff, federal members of Parliament, members of provincial parliaments and city councillors • Being able to describe government stakeholders, including the public, and their expectations of accountability, transparency, value for money and the sustainability of taxpayer-funded spending
Planning and Budgeting Process	<ul style="list-style-type: none"> • Being able to explain the government planning and budgeting process, which culminates in an annual budget • Being able to describe the steps in the government planning and budgeting process
Government Operating and Capital Budgets	<ul style="list-style-type: none"> • Recognizing the difference between operating and capital budgets, and between funding for operations versus funding for capital • Being able to prepare a budget component for a program, division or other small segment that will be rolled up into the overall budget
Public Sector Accounting and Reporting	<ul style="list-style-type: none"> • Recognizing public sector accounting as a basis of government financial reporting and the role of sovereign governments in that process • Being able to explain or support the preparation of the statements, notes, schedules and other components of a typical set of public accounts • Knowing how to evaluate which government agencies, government business enterprises and other government organizations are part of the Government Reporting Entity (GRE) • Knowing how to evaluate whether an organization needs to be consolidated with its host ministry or department and perform consolidations where indicated • Being able to apply public sector GAAP measures to government transactions • Being able to explain and account for all government revenues, including taxes, transfers and non-tax revenue • Being able to describe the different types of government transfer payments
Decision Support	<ul style="list-style-type: none"> • Knowing how to use financial analysis of program-specific financial reports and annual financial statements to assess the strength of agencies and not-for-profit organizations delivering government programs • Being able to compare and contrast performance measurement in government, not-for-profit and for-profit organizations
Auditing	<ul style="list-style-type: none"> • Being able to describe the concept of public sector auditing and the accountability relationship with the public • Knowing how to assess financial control and related risks associated with government program delivery, including third-party organizations such as agencies • Being able to identify process weaknesses and recommend appropriate financial and internal controls to address identified weaknesses • Being able to apply internal audit procedures to assess value for money in government program delivery • Being able to describe the types of internal and external audits most frequently encountered in a public sector context • Being able to explain the methodology applied in these engagements, including value-for-money audits versus audits that focus on fair presentation

Public Sector Certificate Program Level II

- 30 hours of interactive online learning and an in-person two-day capstone session
- Curriculum:
 - applied financial reporting
 - financial management
 - leadership development
- Embedded principles:
 - ethics
 - accountability and transparency
 - risk management
 - communications



Level
II

Part 1: Financial Reporting

Topics	Learning Outcomes
Introduction	<ul style="list-style-type: none"> • Being able to describe the role of the PSAB in setting Canadian public sector GAAP • Being able to explain the process PSAB uses to set standards • Knowing how to identify the five other sources of GAAP and the conditions where they may be applicable in a public setting • Knowing how to apply a four-question decision tree to determine the appropriate basis of GAAP for a particular entity • Being able to identify the objectives of public sector financial reporting, and how it differs from the private sector • Knowing the key elements necessary for creating public sector financial statements
Financial Statements	<ul style="list-style-type: none"> • Being able to identify the five mandatory public sector financial statements • Knowing how to identify the differences between public sector financial statements and private sector financial statements • Being able to explain the structure and components of each of the five financial statements
Revenue	<ul style="list-style-type: none"> • Being able to define the term “revenue” • Knowing how to identify typical sources of government revenue • Being able to recognize the main sources of guidance, including: <ul style="list-style-type: none"> – primary (PSAS) – secondary (IFRS, ASPE) • Being able to explain how standards apply to the recognition, presentation and measurement of revenue • Being able to identify two alternatives for recognizing revenue in a government-controlled not-for-profit organization: <ul style="list-style-type: none"> – pure PSAS – PSAS adapted for PS 4200 • Being able to account for three types of restricted assets and revenues: <ul style="list-style-type: none"> – external restrictions – internal restrictions – designated assets
Tangible Capital Assets	<ul style="list-style-type: none"> • Being able to account for tangible capital assets • Being able to provide useful information to stakeholders by accounting for tangible assets • Being able to identify and explain which items are not recorded assets • Knowing when leases should be recorded as tangible capital assets • Knowing when write-downs should be recorded
Government Transfers	<ul style="list-style-type: none"> • Being able to explain current standards for government transfers • Being able to identify the three types of government transfers • Knowing how to review the recognition criteria for government transfers • Being able to recall the practical issues of applying government transfers
Liability for Contaminated Sites	<ul style="list-style-type: none"> • Being able to identify the key features of the liabilities for contaminated sites standard • Being able to explain the criteria for recognition and measurement • Knowing how to recognize the completeness of liabilities for contaminated sites
Emerging Issues	<ul style="list-style-type: none"> • Being able to identify current standard development activities of PSAB • Being able to identify new or revised standards • Being able to explain standards in development and describe their potential implications
Consolidation	<ul style="list-style-type: none"> • Being able to identify the indicators of control • Knowing how to recognize the appropriate accounting treatments to use for different government units • Being able to explain and recall key consolidation principles • Knowing how to account for investments

(continued...)

Topics	Learning Outcomes
Financial Instruments	<ul style="list-style-type: none"> • Being able to recognize the key features of the new financial instruments standard • Being able to explain the criteria for recognition and measurement • Being able to recall the transition rules for organizations adopting the financial instruments standard and what they need to consider • Knowing how to identify the requirements for presentation and disclosure of risk in financial statements
Employee Future Benefits	<ul style="list-style-type: none"> • Being able to identify the various types of retirement benefit plans • Knowing post-employment, compensated absences and termination benefits • Being able to recognize the challenges and complexities of recognition and measurement • Knowing how to explain the differences between vested, accumulated and event-driven benefits

Part 2: Financial Management

Topics	Learning Outcomes
The Public Sector Context	<ul style="list-style-type: none"> • Being able to identify the public sector context from both a general and a financial management perspective • Being able to recognize the unique qualities and importance of financial management in the public sector • Being able to explain the delivery of public services and goods • Being able to describe the key competencies necessary for effective financial management in the public sector
Governance and Accountability	<ul style="list-style-type: none"> • Being able to identify the key areas critical to successful governance and accountability in the public sector • Knowing how to explain the attributes of governance and oversight • Being able to describe accountability and risk management in the public sector
Effective Resource Management	<ul style="list-style-type: none"> • Being able to explain resource management and how the financial professional can add value as a skillful resource manager • Knowing the nature and characteristics of effective resource management • Knowing how to use logic models • Being able to identify stakeholders, external monitoring, strategic reviews and reallocation
Planning, Budgeting and Costing	<ul style="list-style-type: none"> • Being able to explain the nature of planning and budgeting in the public sector, along with the most relevant topics • Knowing how to plan and budget in public sector finance • Being able to identify effective planning and budgeting techniques • Being able to explain costing and accounting and how they relate to budgeting • Knowing how to ensure the sustainability of programming through the budget process
Performance Management and Measurement	<ul style="list-style-type: none"> • Being able to recognize leading ways that performance can be managed and measured for optimal results • Knowing how to identify performance management and measurement in the public sector • Being able to explain performance improvement opportunities in the public sector • Being able to link performance management to financial management and describe the role of public sector financial professionals

Capstone Session

Facilitated by experts in the public sector, the capstone session is an in-person two-day workshop with virtual options available.

In the capstone session, you will collaborate with other participants on a variety of applied learning activities, including case studies about financial reporting, financial management and valuable leadership development in the public sector. It is designed as a comprehensive final exercise to complete the Public Sector Certificate Program.

Topics	Learning Outcomes
Case Study 1: Municipal	<ul style="list-style-type: none"> • Knowing how to use the CPA Way to approach scenario analysis and communicate conclusions that support stakeholder decisions • Being able to assess a municipal case scenario that includes the following topics: <ul style="list-style-type: none"> – consolidation – revenue recognition – financial monitoring and management – resource management and efficiency – risk management and governance oversight
Case Study 2: Federal-Municipal	<ul style="list-style-type: none"> • Being able to assess a federal-municipal transfer case scenario that includes the following topics: <ul style="list-style-type: none"> – government transfers – transfer of assets – post-employment benefits and compensated absences – change management – performance based budgeting – risk mitigation and sustainability assessment
Case Study 3: Provincial	<ul style="list-style-type: none"> • Being able to explain emerging issues in financial reporting, including examples in the following areas: <ul style="list-style-type: none"> – PS 1201: financial statement presentation – PS 3450: financial instruments – PS 3041: portfolio investments – PS 2601: foreign currency translation • Being able to assess a provincial Ministry of Finance case scenario that includes the following areas: <ul style="list-style-type: none"> – financial management and control policies for new standards – training and coaching for successful process implementation – statement of remeasurement gains and losses – implementation of internal controls to address strategic outcomes
Case Study 4: Provincial	<ul style="list-style-type: none"> • Being able to assess a provincial Ministry of Energy case scenario that includes the following topics: <ul style="list-style-type: none"> – financial reporting for a government business enterprise – contaminated sites liability – performance management and measurement – communication strategies

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