



# Finding the Right Solutions

Deepen and broaden your perspectives and  
knowledge with CPABC's **Executive Programs**

# Finding the Right Solution

Executive Programs are multi-day, interactive, and in-depth programs. The in-residence and online formats are designed to increase the scope of your learning.

Experienced facilitators will guide you through the learning curriculum, and you will reflect on learning outcomes to develop actionable plans for yourself and your organization.

You will also benefit from peer sharing, and building your professional network.

Our inventory includes programs tailored specifically for current or aspiring Controllers and CFOs, as well as members in financial and leadership roles seeking more specific training in areas such as people management, innovative thinking, and risk management.

Learn more at [pd.bccpa.ca/pd-in-depth](https://pd.bccpa.ca/pd-in-depth)



CPABC  
**Executive Programs**

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# The CPABC Executive Program Experience

Fast-track your leadership growth—  
and your career—through a  
transformative learning experience.

Navigating the complex environment in which you  
conduct business can be challenging; we're here to  
help you rise to that challenge.



**2,268**

**participants**  
have attended  
CPABC's  
Executive Programs.



**84%**

of our alumni gave  
**4.7/5** average rating for  
our **Faculty Members**.  
**4.5/5** average rating for  
our **Executive Programs**.

Our Executive Programs often sell out quickly. Spaces are allocated on a first-come, first-served basis. We endeavour to schedule additional offerings to meet demand when possible, but encourage you to register early to avoid disappointment.



In 2022 and 2023,

**92%\***

of participants found  
CPABC's Executive Programs  
to be **highly valuable**.

**97%\***

of participants would  
**recommend or strongly**  
**recommend** the executive  
program they attended to  
others.

**100%\***

of participants from virtual  
offerings found the **online**  
**experience** satisfactory.

\*Percentage derived from the number of participants who responded to our survey

# Special Program Features



In a unique executive learning environment, you will have the opportunity to build relationships, collaborate, and share insights with executive peers.

CPABC offers stand-alone and two-part Executive Programs. Participants will receive a certificate of completion from the Chartered Professional Accountants of British Columbia.

Two-part programs can be completed in any order as they focus on separate and distinct skills. Participants can choose to complete only one component, but if you complete both components you will receive a certificate of completion.

**Stand-alone programs** designed to prepare you for the challenges ahead:

- Enterprise Risk Management Fundamentals

**Two-part programs** designed to provide you with the foundation for success:

**Controllership Program:**

- Controller's Operational Skills Program
- Controller's Management Program

**CFO Program:**

- The CFO's Operational Skills Program
- The CFO's Leadership Program

Note that while in-person and online virtual options will be offered in 2024, not all Executive Programs are available in both delivery formats.

## WHAT IS INCLUDED

The registration fee includes a comprehensive workbook (digital only), as well as all related seminar supplies. In-person offerings also include some meal service.

## PREPARING FOR A PROGRAM

Some programs may require participants to complete pre-readings or pre-work surveys. You will receive information about the pre-work approximately three to four weeks prior to the program start date.

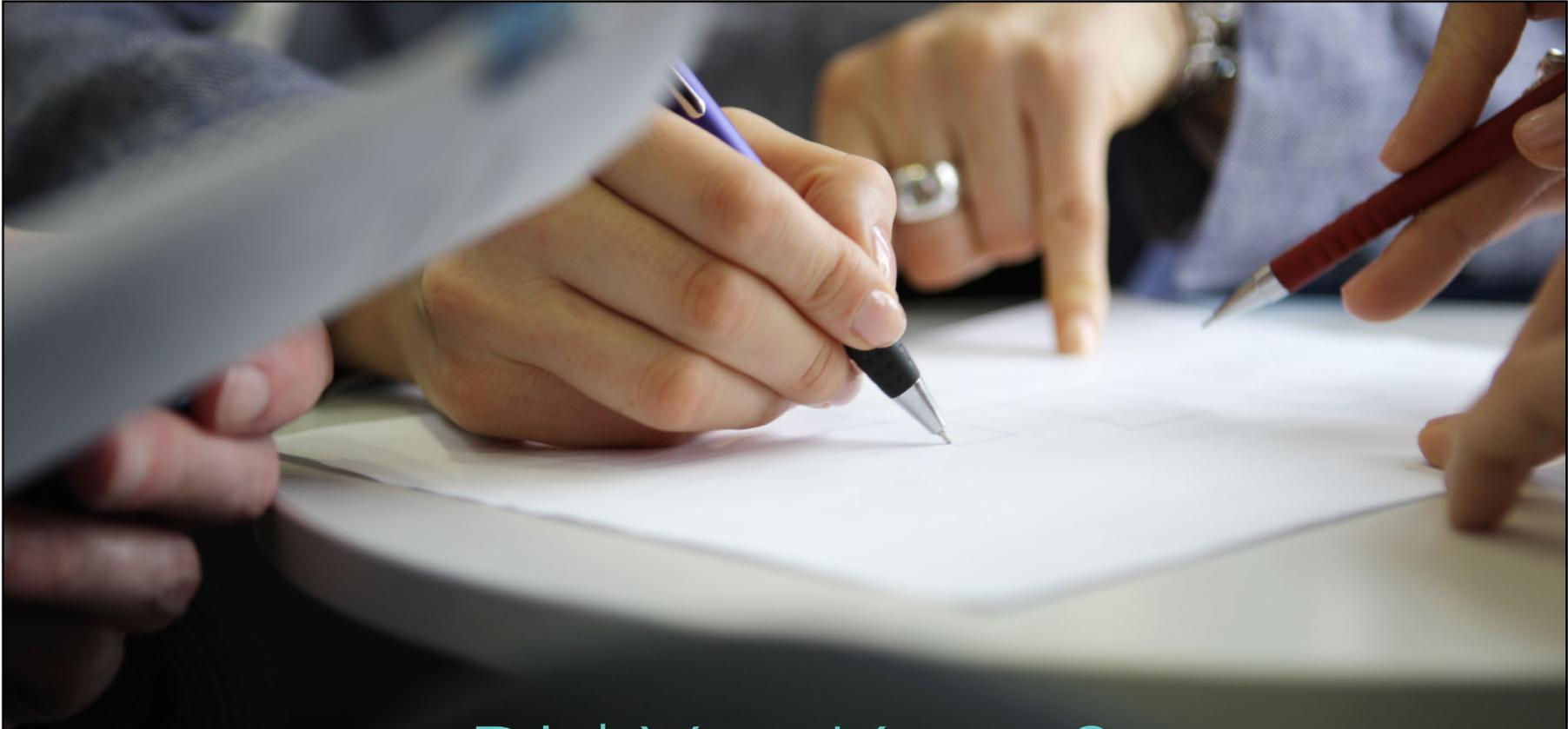
## TECHNICAL REQUIREMENTS FOR VIRTUAL PROGRAMS

Where programs are offered through Zoom Conferencing, participants will need:

- Reliable high-speed internet access.
- Desktop computer, laptop, or tablet.
- A webcam, speakers, and microphone (or the ability to dial-in). **These are strongly recommended due to highly interactive portions of the programs.**

## ACCOMMODATION FOR IN-PERSON PROGRAMS

The accommodation costs for in-residence programs are separate. Please visit our website for more information.



## Did You Know?

The **BC Employer Training Grant** program is designed to assist employers in providing skills training to new or current employees that will develop skills and certification, upgrade skills needed due to automation, and enhance productivity.

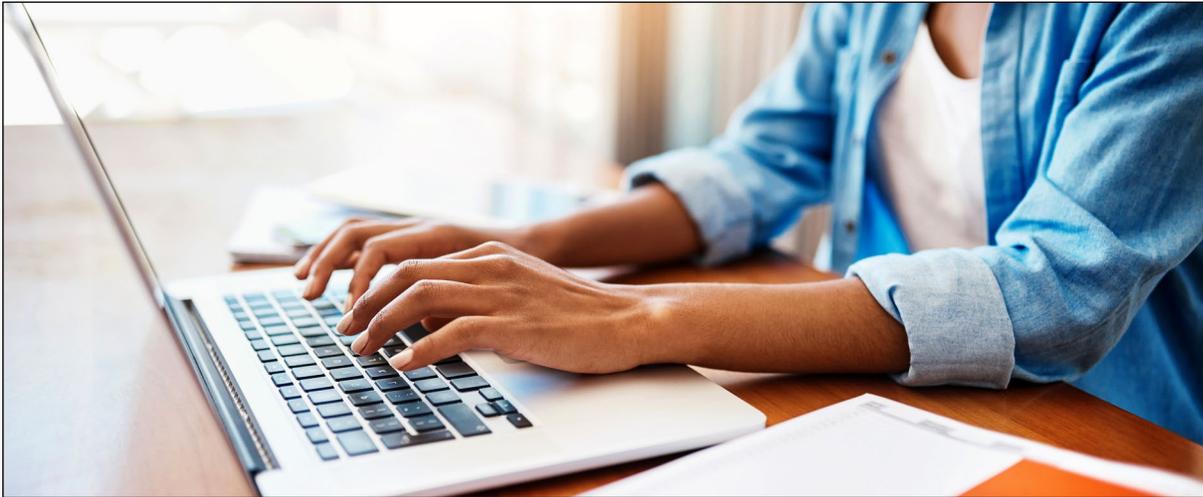
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The maximum an employer can receive per fiscal year (April 1<sup>st</sup> – March 31<sup>st</sup>) is **\$300,000 in total government funding.**

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Learn more at [workbc.ca](https://workbc.ca)

# High-Impact Virtual Experience



For 2024, some of CPABC's Executive Programs will continue to be available virtually as we believe that this delivery format will allow training access to a greater number of our members. The programs went through a vigorous digital conversion in 2021 and have been further fine-tuned to provide participants the optimal interactive remote learning and practical hands-on experience.

## Unique benefits of virtual Executive Programs:

### Connect and Collaborate

Virtual delivery has the added feature of interactive Zoom functions to engage participants and enable easier exchange of ideas.

### Multi-Segment Format

Some programs are available in the multi-week format allowing participants to manage their time between work and other commitments.

### Flexible

Save on time, and on travel and accommodation costs.

### Support from the PD Team

A dedicated PD Program Coordinator will be on-hand during the program to offer technical assistance, as well as to answer questions pre- and post-program.

## Here's what our Executive Programs alumni say about their virtual learning experiences:

*"Highlight for me was how cooperative everyone was. Everyone shared tips and tricks. Zoom was fantastic, everyone participated and we could participate from the comfort of our homes. I didn't know what to expect, but this was THE best PD course I have taken."*

*"Love it, excellent for those of us outside the Lower Mainland. Easier to participate since the costs are way down since there is no travel."*

*"I was a bit concerned about the virtual program, however, I felt that the facilitators did a great job with mixing up the presentations with different sized break-out sessions. Breaks were also well planned. By the end of the first day I was used to the technology and really enjoyed the virtual interaction. I actually think it was easier for me to participate virtually, than it would have been in-person."*

### » WANT TO LEARN MORE ABOUT PD SEMINARS VIA ZOOM?

Watch [this video tutorial](#) produced by the CPABC PD team on how to use some Zoom features.

# Current Programs

## CONTROLLERSHIP PROGRAM

Created with the aspiring and new Controller in mind.

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The **Controller's Operational Skills Program** focuses on the core technical processes and procedures of the financial role.

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The **Controller's Management Program** focuses on honing your personal and interpersonal effectiveness.

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## CFO PROGRAM

Geared towards aspiring and new CFOs.

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The **CFO's Operational Skills Program** focuses on the strategic technical competencies of the role.

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The **CFO's Leadership Program** focuses on developing the skills needed to be an influential leader in your organization.

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## ENTERPRISE RISK MANAGEMENT FUNDAMENTALS

Geared towards financial professionals seeking knowledge in risk management.

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The **Enterprise Risk Management Program** is a stand-alone program for financial professionals with at least a few years of experience, who want to further their career and/or add more value to their organization.

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Pages 22-23

# Faculty



**LINDA LUCAS, CPA, CMA** is a principal of Lead Vantage LLP, where she specializes in helping C-level executives and business owners identify and execute their strategic objectives. Her focus is building strong teams to create a culture of innovation and initiative, resulting in operational excellence and increased profitability. Drawing on over 25 years' experience in strategic, operational, and financial management, she knows that the heart of success, in any organization, starts with their people. Linda develops and facilitates leadership programs that emphasizes empowerment, collaboration, and trust. She has helped her clients – from small-and mid-sized companies to national corporations – cultivate a sustainable, adaptable, and future-forward organization.

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#### **LINDA CO-FACILITATES**

- The Controller's Management Program



**MIA MAKI, BA, MBA, FCPA, FCMA**, is a principal of a consulting firm and a professor with the University of Victoria Gustavson School of Business, with over 25 years of teaching experience. She has worked in finance and accounting since 1986 and has experience in a wide variety of industries, including audio technology, airlines and aviation, not-for-profit, public accounting, marine transportation, fisheries monitoring, gaming, and other technology arenas.

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#### **MIA FACILITATES**

- The Controller's Operational Skills Program



**LESLEY-ANN MARRIOTT, CEC, PCC**, is a Certified Executive Coach who holds the highest credential of Professional Certified Coach. A former executive in the food industry, Lesley-Ann has over 25 years of leadership and management experience. She has facilitated hundreds of corporate partnerships at the most senior levels of the world's largest food companies – Coca-Cola, Procter & Gamble, and Nestle. Contracts in excess of \$50 million and managing sales of over \$2.5 billion were negotiated based on dynamic, collaborative partnerships. Today, Lesley-Ann's clients include a roster of Executive Directors, Board leaders, Vice Presidents, CEO/CFOs and business owners who face a range of challenges: strategic development, launching new businesses, managing conflict, managing global/cross-cultural teams, improving the effectiveness of their board, identifying and developing their star performers, creating a team that is engaged in the company vision.

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#### **LESLEY-ANN CO-FACILITATES**

- The Controller's Management Program
- The CFO's Leadership Program

# Faculty



**JEFFREY D. SHERMAN, MBA, CIM, FCPA, FCA** (Ontario), has over 25 years' experience as an executive and corporate director in high tech, biotechnology/medical, financial services, and business services. He is a popular presenter, a frequent course director and course author for many organizations, and has created and presents executive development programs and one-day seminars for most provincial Chartered Professional Accountants organizations across Canada. He has written over twenty books including *Strategy and Planning Toolkit for Small and Medium Businesses* and *Finance and Accounting PolicyPro* (guide to governance, procedures, and internal control), both published by CPA Canada.

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#### **JEFFREY FACILITATES**

- The CFO's Operational Skills Program



**TAMMY TOWILL, MBA, FCPA, FCMA** is a partner in the Cordura Group and Chair of the School of Business for Capilano University, providing business advisory services and related education and training programs to organizations and communities seeking growth or change. For over 25 years, Tammy has worked with private and public sector companies throughout North America and Europe, providing education, training and facilitating in the areas of leadership, strategy, business planning, and curriculum development and implementation. She has served on and worked with several boards in Canada and the US.

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#### **TAMMY CO-FACILITATES**

- The CFO's Leadership Program



**WILLIAM (BILL) WESIOLY, CPA, CMA** (Ontario), is a risk management consultant and Leadership Coach who enriches the effectiveness of people and organizations through both skill and heart. His background is in the financial services industry, first with BMO and then with RBC. The last 15 years of his banking career was in successfully building and leading risk management programs.

He currently teaches with CPA Ontario and CPAs in other provinces including with CPABC. His consulting assignments over the last few years included organizations in the private, public and nonprofit sectors. He has also recently published a Management Accounting Guideline for CPA Canada – *A Practical Approach for Managing Risks in Small- and Medium-Size Organizations*.

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#### **BILL FACILITATES**

- Enterprise Risk Management Fundamentals

# Operational Skills Program



*“The program enhanced my knowledge on my role as a controller and filled gaps. It was an excellent learning experience to reflect at discussions with other controllers.”*

*“Wonderful, course instructor was amazing and made a real connection with members through experiences.”*

## OBJECTIVE

As a controller, you are expected to be the financial expert in your organization. You are relied upon to produce, analyze, and interpret the financial data that will be used by the executive team to make key financial decisions. To excel, you must continuously demonstrate leading edge knowledge and keen business acumen.

The Controller's Operational Skills Program is designed to enhance your role on the management team by sharpening your skills in risk management and controls, ethical leadership, planning, budgeting and forecasting, performance measurement approaches, and financial reporting.

You will explore ways to maximize the effectiveness of your accounting department through staffing and structure, policies and procedures, and process and quality management.

You will gain insights into performance enablers for success, with a focus on information management and human resources management, and an eye towards trends in controllership.

## WHO SHOULD ATTEND

Are you responsible for management and financial reporting? Do you want to build upon your operational skills and knowledge of controllership? Do you want to gain more confidence and be more effective in your role? If you answered “yes”, and if you are either an aspiring controller or an existing controller, then this is the program for you.

# Curriculum

## The Controller's Role

- A framework for effective controllership
- Risk identification, management, and controls
- Planning, budgeting, and forecasting
- Performance monitoring and reporting
- Financial standards and statutory reporting

## Running an Effective Accounting Department

- Organizing an effective accounting team (including people and process)
- Purchasing and payables
- Credit, billing, and collections
- Inventory planning and management
- Cash planning and management

## Performance Enablers and the Way Forward

- Brief introduction to managing change
- Information technology – today and tomorrow
- Controller's role in HR management
- Emerging issues and trends
- Personal life skills, action planning, and closing

Approximately half of the total program time is allocated to group activity and discussion to build a high level of engagement, sharing of participants' ideas, and general networking.

## FACULTY

Mia Maki, BA, MBA, FCPA, FCMA

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## 2024 DATES

### ■ May 22-25

Online Virtual

Early Bird: \$2,350

(register by March 22)

Regular: \$2,450

### ■ September 18-21

In-person, Vancouver

Early Bird: \$3,350

(register by July 18)

Regular: \$3,650

### ■ December 18-21

Online Virtual

Early Bird: \$2,350

(register by October 18)

Regular: \$2,450

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**CPD:** 25 hours

(includes 4.5 hours of pre-work)

**Ethics Content:** 4 hours

## THE CONTROLLER'S Management Program



*“I liked that the program gave me insight into how I acted as a leader and how I could improve. It gave me some good takeaway action.”*

*“I feel rejuvenated, empowered and love that I will be able to pass along my takeaways to others in my organization - up, down, and across the line.”*

### OBJECTIVE

As a controller, you not only provide financial expertise in your organization, you provide leadership as a key member of the management team. Building on the foundation of your technical skills, your management and leadership skills will take you and your organization to the next level.

The Controller's Management Program is designed to provide you with the theory, best practices, tools, and skills to further sharpen your leadership and management skills.

The program concentrates on four key leadership areas:

- 1 Self-awareness and self-management
- 2 Organizational perspective and influence
- 3 Managing and leading others
- 4 Effective communication for a variety of contexts

This highly interactive program will provide you with a unique experience and opportunities for you to network and learn from your peers. Through case studies, group discussions, exercises, and role-plays representative of situations faced by controllers and financial managers, you will gain skills and confidence to increase both your personal and interpersonal effectiveness.

Over the course of four days you will gain critical insights into leading practices in management and leadership and have the opportunity to apply tools and skills to your work context, share experiences with your peers, and take away actionable goals.

### WHO SHOULD ATTEND

This course is for you if you are:

- Relatively new to a controller or financial manager role
- Aiming to move up to the controller role from another position
- Preparing to shift from a staff position or public practice into an industry management role
- Looking to sharpen your interpersonal and management skills

# Curriculum

## Controller as Leader

- Increase self-awareness and understanding of your leadership style
- Understand linkages between leadership and self-management
- Know what motivates you when things are going well and when things are not going well
- Understand different personality profiles and learn how to build productive work relationships
- Learn how to adapt your approach and leadership to your organization and team

## Supervisory Skills

- Learn how to provide effective and timely feedback
- Understand how to align your staff with organizational goals
- Build your listening and emotional intelligence skills
- Become aware of unconscious bias and its impact on behaviour
- Learn core coaching skills for managing performance

## Team Dynamics

- Know how to create effective teams
- Learn how to conduct effective meetings
- Understand how organizational culture shapes team dynamics

## Communication Skills

- Know how to adapt your message and delivery for specific audiences and situations
- Appreciate the importance of non-verbal communication
- Learn to effectively negotiate and collaborate with your colleagues
- Become more comfortable with difficult conversations

## Conflict & Change Management

- Learn how to identify the root causes of conflict
- Understand conflict behaviours in yourself and others, and ways they shape responses to conflict
- Know how to use conflict to build relationships
- Learn different ways to respond to conflict and how to choose your approach for a variety of situations
- Appreciate why change can be a source of conflict and how to overcome resistance to change
- Explore best practices for leading change and guiding your teams to peak performance

## FACULTY

Linda Lucas, CPA, CMA  
Lesley-Ann Marriott, CEC, PCC

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## 2024 DATES

### ■ June 5-8

In-person, Vancouver

Early Bird: \$3,350  
(register by April 5)

Regular: \$3,650

### ■ October 23-26

In-person, Victoria

Early Bird: \$3,350  
(register by August 23)

Regular: \$3,650

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**CPD:** 29 hours

(includes 3.5 hours for pre-work)

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## UNIQUE FEATURES INCLUDE

- Comprehensive pre-work surveys including 360 Degree Leadership Survey
- State of the art self-awareness assessment
- Private one-on-one executive coaching session

THE CFO'S

# Operational Skills Program



## OBJECTIVE

The role of the CFO has evolved constantly, never more so than during the pandemic. This course will reinforce your operational skills and provide fresh ideas as you guide your organization and yourself through the recovery.

Reporting to the CEO or president, the Chief Financial Officer is the top job that leads, initiates, and manages the financial decision-making process within the organization. As senior advisor to the CEO and the board with the CFO has at least six roles: business partner, scorekeeper, commentator, expert, custodian, and conscience. These multiple functions mean that the CFO has to see both the forest and the trees, needs to understand the business and its numbers, as well as lead, develop, and help execute the business strategy.

This program delivers core CFO operational competencies that organizations expect and demand. Get up to speed on corporate governance and risk management along with changes resulting from the pandemic and post-pandemic business environment. Explore the critical CFO competencies in business valuation, strategy planning, M&A and behavioural economics. Learn how to effectively communicate with internal and external stakeholders.

## WHO SHOULD ATTEND

Do you currently direct, or wish to direct the finance and administration areas of your organization? Do the CEO and the board look to you for counsel and guidance? Are you trying to improve governance, accountability, and the control environment? Would you like to examine the

*“Unconventional with the right mix of technical and practical application.”*

*“This program was very comprehensive, adding new perspective plus amending known requirements of my role. It will add value to what I bring to the table within my organization.”*

state-of-the-art developments in strategy, risk management, and financial reporting? If so, then this program was created with you in mind.

This program will help you:

- Improve operational effectiveness of your department and organization
- Enhance the control environment
- Apply insights from behavioural economics
- Understand how to integrate governance, strategy, and sustainability
- Learn how COSO's Enterprise Risk Management can enhance shareholder value
- Apply the right techniques when reviewing acquisitions
- Plan the optimal capital structure

# Curriculum

## Governance, Strategy, and Risk Management

- Stakeholders, shareholders, and the board
- Culture, ethics, and wisdom
- Stakeholders and shareholders
- Role of the CFO for the organization and the board
- Behavioural finance and behavioural insights
- Integrating governance and strategy
- Sustainability and risk management

## Creating Value Through Financial Management

- The new normal: Post pandemic business macro and micro issues
- Operational and financial tools
- Internal control and COSO's Internal Control integrated framework
- Communicating and reporting to stakeholders

## Corporate Finance

- Mergers and acquisitions
- Optimal capital structure
- Business valuations refresher

## FACULTY

Jeffrey D. Sherman, MBA, CIM, FCPA,  
FCA (Ontario)

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## 2024 DATES

### ■ June 17-20

In-person, Vancouver

Early Bird: \$3,350  
(register by April 17)

Regular: \$3,650

### ■ October 20-23

In-person, Whistler

Early Bird: \$3,350  
(register by August 20)

Regular: \$3,650

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**CPD:** 28 hours  
(includes 3 hours of pre-work)

**Ethics Content:** 4 hours

THE CFO'S

# Leadership Program



*“Turned the skeptical ‘been there, done that’ attitude into ‘wow, would love to do more’...”*

*“This was very valuable time spent. Magic formula of great facilitators, great content, engagements from the attendees.”*

## OBJECTIVE

The role of the Chief Financial Officer continues to evolve. Beyond technical expertise, today's CFOs need to make strategic financial decisions in a changing dynamic environment. This necessitates inspired, authentic leaders capable of solving challenging problems as a valued member of the C-suite. From supporting and driving strategic decision making through to strong financial stewardship, there is a need for the CFO to demonstrate expertise in a broad range of areas, including regulation, globalization, technology, risk, transformation, stakeholder management, reporting, and talent management. In short, they need to be truly effective leaders.

The CFO's Leadership Program is an intensive and interactive program that blends best practices, case studies, group discussions, and role play to allow participants

to move from the technical aspects of being a finance professional, to being a strategic partner and catalyst for organizational change. This program concentrates on areas where CFOs have told us they feel they need the most help:

- Leveraging strategy to get results.
- Persuasive communications.
- Leading and influencing across all stakeholders.
- Leading culture and change.

The course is offered in four-day online virtual and face-to-face, retreat formats. You will gain critical insights into leading practices in management and leadership, and have the opportunity to apply tools and skills to your work context, share experiences with your peers and take away actionable goals.

## WHO SHOULD ATTEND

This course is for you if you:

- Direct, or wish to direct the finance and administration areas of your organization.
- Provide, or are seeking to position yourself as counsel to the CEO and the board.
- Wish to expand your knowledge and develop your leadership skills as they apply to strategy execution and talent management in the finance and administration area.
- Want a unique opportunity to go beyond focusing on what you are doing as a leader to truly understand how you are being as a leader.

# Curriculum

## How to be a Strategist

- Learn how to shift from the operational phase to the strategic phase to tap into the different perspectives of all stakeholders to influence desired results
- Learn how to help your team execute better by being a better strategist
- Explore the gap between corporate strategic goals and the day-to-day operations in rapidly changing environments
- Understand how the role of the CFO impacts the development and sustainability of a positive corporate culture
- Discuss tools and techniques for how to drive change

## Communicating and the Art of Persuasion

- Learn how to convey complex financial results and business performance to drive actionable outcomes through persuasive communications
- Receive feedback that will enhance your specific style
- Learn the latest techniques for persuasive communications
- Understand how to frame the organization both internally and externally
- Explore impacts on communication from core drivers such as globalization, technology, and multi-generational workforces

## Leading and Influencing

- Learn how to develop a more effective leadership style to help lead your organization through globalization and growth
- Learn how to give and receive effective feedback
- Explore how to plan for and manage the risks associated with succession
- Understand and explore when pay for performance is the right tool to drive performance and when it can impede desired results

## Best Practices on Creating and Sustaining Resilient Leadership

- Learn tips about how effective executives manage their personal well-being
- Explore the best practices for managing daily tasks, interactions and relationships
- Learn how to build 'executive presence' to be yourself while inspiring others
- Learn how to position yourself to have the greatest strategic impact both currently and in the future with the senior leadership team, other key stakeholders in the organization and with the board

## Negotiations

- Learn how to enhance your ability to negotiate and build consensus at the C-level
- Understand your negotiation style and its impact
- Explore various approaches to negotiations for success in today's business environment
- Review techniques and tools for internal and external negotiations

## FACULTY

Tammy Towill, MBA, FCPA, FCMA  
Lesley-Ann Marriott, CEC, PCC

## 2024 DATES

### ■ May 15-16, 22-23

Online Virtual

Early Bird: \$2,350

(register by March 15)

Regular: \$2,450

### ■ November 13-16

In-person, Whistler

Early Bird: \$3,350

(register by September 13)

Regular: \$3,650

CPD: 28 hours

(includes 5 hours of pre-work)

## UNIQUE FEATURES INCLUDE

- Comprehensive pre-work surveys include 360 Degree Leadership and Organizational assessment
- State of the art self-awareness assessment
- Confidential one-on-one executive coaching session

# Enterprise Risk Management Fundamentals



*“By far the best program I have attended. Have acquired relevant tools to take back and implement with the management team.”*

*“Phenomenal instructor with a tremendous knowledge of the topic and variations on the application.”*

## OBJECTIVE

In our increasingly complex environment, it is critical that finance professionals understand and embrace risk management as a key discipline. This three-day, seven module program has been designed to help finance and other business leaders anticipate, prepare for and quickly respond to evolving business threats and opportunities. By understanding and properly managing risk, businesses can thrive, create value, and achieve a competitive advantage.

Learning outcomes participants can expect:

- Learn about risk, risk management, and the Enterprise Risk Management (ERM) Framework.
- Develop the ability to identify and assess the various risks that may have a critical impact on business and choose the optimal risk mitigation strategies.

- Develop successful strategies for reporting on risks for senior management and boards.
- Learn to use key risk management tools: Risk and control assessments, risk bow tie and key risk indicators.
- Apply the learnings, concepts, and tools to their organizations.
- Understand how risk integrates with strategic decisioning.

This highly interactive and hands-on learning program will include instructor led discussions, group discussions and case studies and real-life examples all supported by a current and comprehensive resource materials package.

## WHO SHOULD ATTEND

The program will be of great benefit to financial professionals with at least a few years of experience, who want to further their career and/or add more value to their organization. It is especially valuable for those financial professionals in organizations and industries where risk management is gaining critical importance.

The concepts and practices that will be presented can be applied to all sectors, organizations, and industries – e.g., the finance sector, the public sector, not-for-profits, and small and medium-sized business.

# Curriculum

## Introduction to Enterprise Risk Management

- Definitions - Risk and Enterprise Risk Management (ERM)
- ERM and corporate governance
- Benefits of ERM/difficulties with ERM
- Risk and cognitive biases
- The ERM Framework relative to ISO and COSO

## Establish Context for Managing Risk

- Establishing the tone at the top
- Considering the external and internal environment
- Risk appetite and risk tolerance
- Risk taxonomy
- Roles and responsibilities – the three lines of defense model

## Risk Identification and Risk Assessment

- Risk identification – approaches/techniques to identifying risk
- Risk prioritization – inherent risk and residual risk
- Risk measurement criteria – likelihood and severity, velocity and adaptability
- Risk heat maps

## Risk Treatment/Response

- Risk avoidance/risk acceptance/risk transfer-sharing
- Risk mitigation with controls
- Corrective and recovery controls
- Risk registers
- Risk and control assessments
- Risk bow ties and risk bow tie methodology

## Risk Monitoring and Risk Reporting

- Areas of priority for monitoring
- Key risk indicators
- Lagging and leading risk
- Risk reporting - who's the audience?
- Examples of best practice risk reports

## Incorporating Strategic Decisions and Implementing ERM

- Change Management 101 and Risk Management
- Aligning strategic decisions with risk appetite – different perspectives
- Implementing ERM – tips and principles for success

## FACULTY

Bill Wesioly, CPA, CMA

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## 2024 DATES

### ■ November 20-22

Online Virtual

Early Bird: \$2,350

(register by September 22)

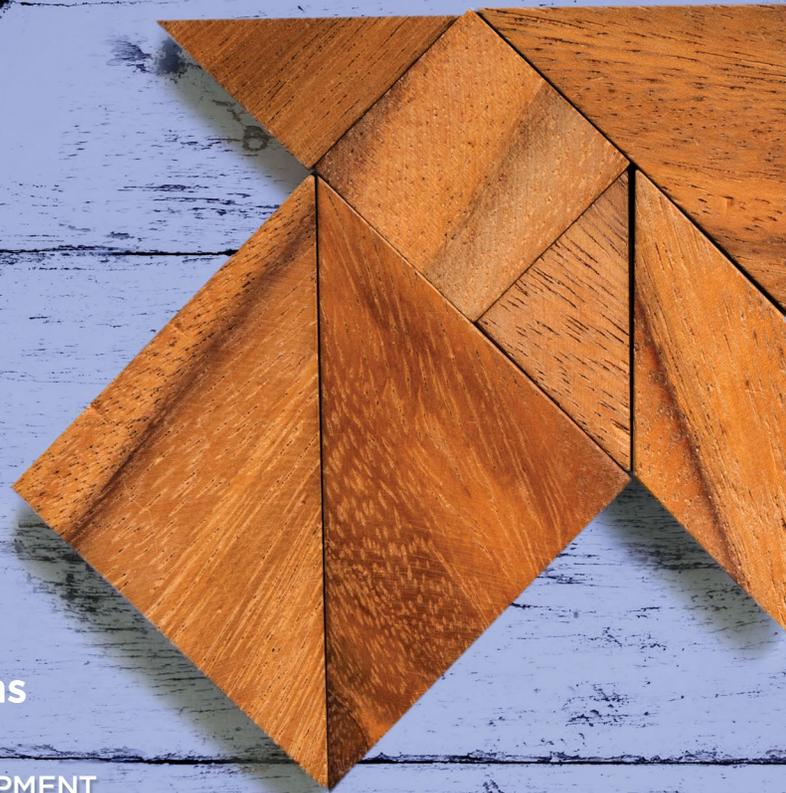
Regular: \$2,450

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CPD: 20 hours

(includes 0.5 hours of pre-work)

**Ethics Content:** 0.5 hours



CPABC  
**Executive Programs**

**CPABC PROFESSIONAL DEVELOPMENT**

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 [cpabc](https://www.tiktok.com/@cpabc)