

Knowledge - Café Workshop

Policy, Program and Change Management --
Selected Examples, / Lessons Learned /
Takeaways: Personal Perspective

Felix Kwamena & Valentin Konza

Infrastructure Resilience Research Group,
Office of the Dean, Faculty of Engineering and
Design.

June 12th , 2025
Metcalfe Hotel, Ottawa, ON



Presentation Outline

Program Reviews: Tools for Fiscal Management Policy Evaluation (Change Management)

Five Selected Review Periods:

1982 – 1986 / 1988 – 1992 / 1994 – 1996 - 1999 / 2001 – 2006 / 2012-2014

- Used as tools for fiscal management and policy evaluation.
- Used to assess program effectiveness, efficiency and alignment of current priorities.
- Used to effect changes in spending, program delivery, or address uncertainties

Pressures - Triggers:

- Election platform commitments
- Internal dissatisfaction Program alignment
- Responding to fiscal pressures
- External – Terrorist attacks, state nation threats.

Lessons Learned / Takeaways:

- Stress on affected employees
- Uncertainties
- New opportunities

Program Review = Change

Change / Change Management- Notable Quotes:

⇒ **“Change is the only constant.”** - Heraclitus

Greek Philosopher, 540BC Unity of opposites and concept of change.

“

To improve is to change, so to be perfect is to have changed often.

Winston Churchill

“

Change is the law of life. And those who look only to the past and present are certain to miss the future.

John F. Kennedy

“

It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.

Charles Darwin

“

Progress is impossible without change, and those who cannot change their minds cannot change anything.

George Bernard Shaw

1982- 1986 Period:

Period of Rising National Debt and Concerns about Fiscal Stability:

Industry Trade and Commerce + Regional Economic Expansion = Department of Regional Industrial Expansion (DRIE).

- Immediate staffing Freeze
- Program review and functional alignment
- Key work continues under cloud of uncertainties.
- Unstaffed positions cancelled, affected indeterminate employees placed on priority list, etc.

1988 – 1992 Period

Period of Addressing Resource Development Jurisdiction:

1. Joint Offshore Accord Management.

1984 Brian Mulroney Conservative Platform committed to joint management of continental offshore resources

- Canada Oil and Gas Lands Management (COGLA) mandate changed to transfer East Coast offshore management to joint independent management.
- Establishment of Canada –Newfoundland and Labrador Offshore Petroleum Board (C-NLOPB) 1987
- Establishment of Canada – Nova Scotia Offshore Petroleum Board (C-NSOPB) 1988.

2. 1992 Natural Resources Canada.

- Energy Mines and Resource + Forestry Canada + 25% of Canada Oil and Gas Administration (COGLA) = Natural Resources Canada

3. 1992 Relocation of National Energy Board + 75% of COGLA to Calgary

1994 – 1996 – 1999 Period

- ❑ Goal was ‘to ensure that the government’s diminished resources are directed to the highest priority requirements and those areas where the federal government is best placed to deliver services to’
- Deficit of \$42 billion in 1994, was gone by 1997.
- Accumulated surplus of \$95.6 billion between 1998 and 2003
- ❑ Deemed a success
 - Reduction of public spending by restructuring programs and redefining the role of government in society.
 - No across-the-board reductions, but carefully targeted program cuts, which were designed to have lasting effects.

1994 – 1996 – 1999 Period

❑ Consequences

- Termination, downsizing, or redesigning of many programs.
- Tensions within departments and government agencies, between departments, etc.
- Learned lessons from past reforms, avoidance of past, and experienced and skilled individuals were leading the reform, and establishment of communication lines among departments, and central agencies.
- Well received by the financial and business community.
- Canada's fiscal credibility was restored.

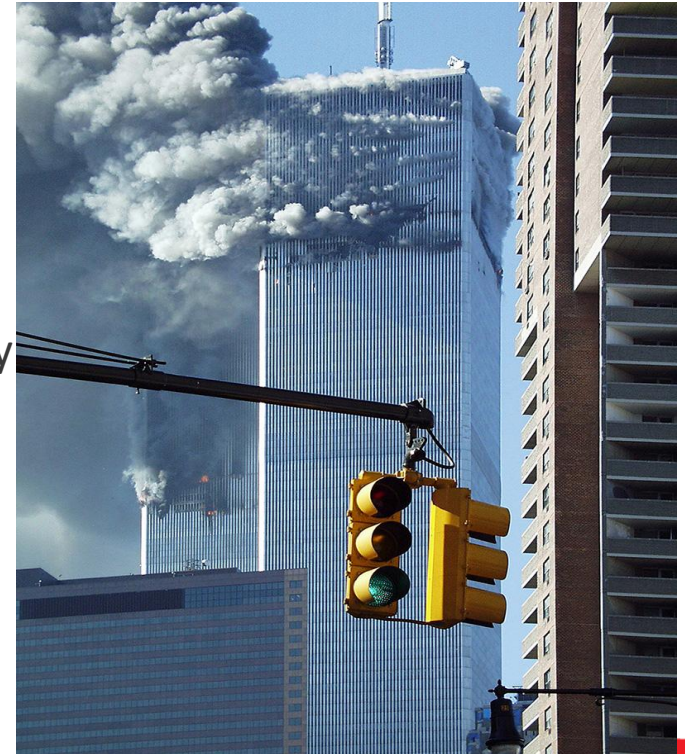
2001 – 2006 Period

Period of Addressing International Terrorism and Power Blackouts:

- **9/11 Terror Attacks**

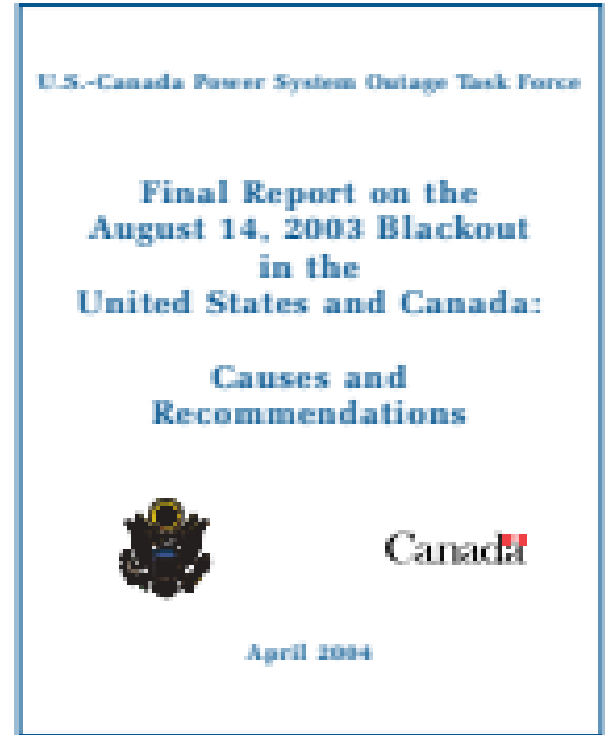
The World Trade Centre towers in New York City were attacked by terrorists on September 11, 2001.

- The Canadian government enacted several new security measures to combat terrorism at home, increasing security at airports, ports and border crossing
- PSATA expanded departmental mandate to address threats
- OCPEP, PESEP, PS



2001 – 2006 Period

- OCPEP, PESEP, PS
- Original 4 critical designated Energy and Utilities, Finance and Banking Transportation, and .
- later extended to 10
- Public – Private security partnership and information sharing
- 2003 Canada U. S. Power outage
- Joint cross border energy facility assessments.



Anticipated Reviews-- 2025 and Beyond Period

Period of Emerging International and Domestic Pressures and Uncertainties:



Throne Speech

Anticipated Review 2025 and Beyond Period

4. Trump Tarriff Threats / CUSMA / Canada – EU Agreement

Collaboration with EU

G 7 / Five - Eyes

Shift from Multi to Bilateral engagements ?

5. Canada Nation Building Major Resources Development.

New Major Projects Office

Streamlined Environmental Review Process

6. National Security / Defence procurement / NATO Commitment

Northern Development

Arctic Radar System

Lessons Learned / Takeaways

1. Program reviews require legislation / regulations to implement
 - Take at least 3 years to implement
 - Add stress and uncertainties.
 - Factoring evolving public perceptions / sentiments.
2. Use of outside consultants
 - Increase in costs
 - Use public servants' knowledge and information to write reports
 - Lack of data to undertake econometric analysis (Drug Price Review)
3. Over - zealous application of review mandates leads to unintended consequences
 - Cancellation of vaccine production in Canada and lack facility to produce vaccine during Covid -19 emergency
4. Supply change challenges
 - Public Vs. Private good costing and prizing criteria ?

Lessons Learned / Takeaways

Cont'd

5. Stick to your knitting, **and**
6. Frame your work based on legislation and regulations
7. Be proactive and offer ideas / suggestions.
8. Cultivate and nurture partners and / strategic allies within and outside your own
branches/ sectors/ departments /agencies.
9. Be aware of what is going on in your work environment
10. Embrace change (AI, ML, Digitization, etc.)
 - Not to become an expert but gain enough understanding to manage change, ask right questions, etc.

Summary

- Change hurts. It makes people insecure, confused and angry.
- Why ?
 - People want things to be the same as they've always been, because that makes life easier.
 - But, if you're a leader, you can't let your people hang on to the past.

IRRG through its professional training and courses has been visionary and strategic and are here to help during the anticipated reviews by providing you with the skills and knowledge you need for future program reviews and change management !

Empower yourself and team to better Navigate Uncertainties



Change requires vision and ability to inspire yourself and others by building resilience to embrace challenges.

**Thank You
Questions?**

