PUBLIC-PRIVATE PARTNERSHIP

For improved government performance

October 24-25th, 2002

at the Centre des congrès de Québec, Canada

Organized by the

cefrio

www.cefrio.qc.ca

In collaboration with

Canada Economic Development

Québec
Over the past few years, the search for innovative solutions to the ever-growing and complex needs of our modern societies has led to the development of numerous public-private collaboration projects making use of information technology. However, the inevitable shock between the two cultures – government and private industry – has not always yielded the expected benefits.

By way of this symposium of international scope, CEFRIO plans to address a colossal challenge, i.e. prove that collaboration between the public and private sectors not only promotes the quality of services provided to citizens and businesses but also enhances government performance. But how should this be handled?

For answers to this question, CEFRIO invites you to attend its interactive symposium Public-private Partnership: for Improved Government Performance, on October 24th and 25th, 2002. This event, to be held at the Centre des congrès de Québec, will feature more than 40 speakers from Europe, the United States and Canada. International experts, professionals and researchers will successively present the most innovative public-private partnerships. Come and meet the architects of major partnership achievements, and exchange views with field specialists who have learned along the way how to transform the traditional customer/provider relationship into a true partnering relationship.

Their presentations will help you gain a better understanding of the conditions for success, opportunities and issues associated with the various partnership forms. Thus, organizations, private as well as public, wishing to experiment with these new avenues, or grasp their impacts more clearly, will have an opportunity to exchange and benefit from experiences shared worldwide.

Throughout this symposium, participants will be surveyed by means of an interactive voting system. The results will be revealed and projected on a giant screen in real time. This data will actually serve as the first benchmark on public-private partnerships in Quebec, highly relevant information for any manager.

CEFRI0 will also take advantage of this opportunity to reveal the results of an important research project it worked on with Quebec university researchers (Groupe Pivot) as well as two international research centres: the Center for Technology in Government (CTG), University at Albany, New York State, and the Cellule Interfacultaire de Technology Assessment (CITA) at Namur in Belgium.

I urge you to consult this program and register now for this interactive symposium where practice and theory will combine to give you the basics.

A symposium of international scope for decision-makers

- Over 40 eminent speakers from the United States, Europe, Canada and Quebec.
- Plenary, round tables, seminar, conference lunch, sessions and workshops dealing with actual cases will provide answers to the numerous questions raised by the implementation of a public-private partnership.

Experiencing interactivity

Upon arrival, each participant will receive a digital keyboard. This tool will enable him/her to provide instantaneous answers to the questions formulated by the moderator throughout the symposium. In real time, the results will be revealed in the form of tables and graphs, and projected on giant screens. This data will actually serve as the first benchmark on public-private partnerships in Quebec, highly relevant information for any manager.
Thanks to our partners

Organizing Committee

Chairman of the organizing committee
Pierre Lucier
President, Université du Québec
Quebec, Canada

Denis Carette eng.
Officer in charge
Bureau des partenariats d’affaires
(Office for Business Partnerships),
Secrétariat du Conseil du trésor
du Québec, Quebec, Canada

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2nd Vice-President, Institut pour le partenariat public privé (IPPP),
Executive Vice-President, Eastern Region, EDS Canada
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Normand Hogue
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Direction générale des services informatiques gouvernementaux (Governmental Computer Department Branch),
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Lise Préfontaine
Research Associate, CEFRIIO, Researcher, Groupe Pivot, Director,
Project Management Graduate Programs and Full Professor,
Department of Management and Technology, Ecole des sciences de la gestion (School of Management Science), Université du Québec à Montréal (UQAM), Canada
**Greeting and registration**

**Word of welcome**

Pierre Lucier, Chairman of the Conference’s Organizing Committee, President, Université du Québec, Quebec, Canada

**Main conference - Videoconference**

GREAT BRITAIN: AN INSPIRATIONAL SOURCE OF KNOW-HOW!


**Round table**

PUBLIC-PRIVATE PARTNERSHIP: AN INTERNATIONAL CHALLENGE

MODOERATOR: Michel Audet, Scientific Director, CEFRIO, Professor, Industrial Relations Department, Université Laval, Quebec, Canada

- Cynthia Robertson, Former Chairman of the Board of the Canadian Council for Public-Private Partnerships, President, DonCyn Technologies Limited, Halifax, Canada
- Herb Appel, Council Member for The National Council for Public-Private Partnerships (NCPPP) (Washington, DC), President, Greater Fort Bend Economic Development Council (General/Public), Sugar Land, United States
- Gerald Cossette, Director, Alternative Service Delivery Division, Treasury Board of Canada Secretariat, Ottawa

**Workshops**

**Workshop 1**

INNOVATION FOR THE BENEFIT OF CITIZENS: ACCESS INDIANA INFORMATION NETWORK (AIIN) (USA)

CHAIRPERSON: Jon P. Gant, Assistant Professor, Maxwell School and School of Information Studies, Syracuse University, United States

- Laura Larimer, Chief Information Officer, State of Indiana, United States
- Candy Irven, General Manager, Access Indiana Information Network (AIIN), Indianapolis, United States

**Workshop 2**

ONTARIO BUSINESS CONNECTS: FOR BETTER OR FOR WORSE

CHAIRPERSON: Denis Carette eng., Officer in Charge, Bureau des partenariats d’affaires (Office for Business Partnerships), Secrétariat du Conseil du trésor du Québec, Quebec, Canada

- Debbie Farr, Director, Ontario Business Connects, Integrated Service Delivery Division, Ontario Ministry of Consumer and Business Services, Toronto, Canada
- Alison Curtis, Manager, Strategy and Planning, Legal Line of Business, Teranet Inc., Toronto, Canada

**Workshop 3**

TRUE RISK SHARING: BonjourQuébec.com

CHAIRPERSON: Norman Roy, Director, Project Development, CEFRIO, Quebec, Canada

- Henri Chapdelaine, General Manager, Touristic Customer Service, Tourisme Québec, Montreal, Canada
- Christian Goulet, General Manager, Gouvernement du Québec, Education and Tourism Markets, Bell Canada, Quebec, Canada

**Workshop 4**

MOST INNOVATIVE PRACTICES: NEW MODELS OF PUBLIC-PRIVATE COLLABORATION

CHAIRPERSON: Normand Hogue, Manager, Customer Service, Direction générale des services informatiques gouvernementaux (Governmental Computer Department Branch), Secrétariat du Conseil du trésor du Québec, Quebec, Canada

- Lise Préfontaine, Research Associate, CEFRIO, Researcher, Groupe Pivot, Director, Project Management Graduate Programs and Full Professor, Department of Management and Technology, École des sciences de la gestion (School of Management Science), Université du Québec à Montréal (UQAM), Canada
- Line Ricard, Researcher, Groupe Pivot, Associate Professor, Marketing Education Department, École des Hautes Études Commerciales (HEC), Montreal, Canada
- Hélène Sicotte, Researcher, Groupe Pivot, Professor, Department of Management and Technology, Université du Québec à Montréal (UQAM), Canada

**Workshop 5**

PLACEMENTS QUÉBEC: AN ALLIANCE BENEFITING CITIZENS

CHAIRPERSON: Norman Roy, Director, Project Development, CEFRIO, Quebec, Canada

- Bob McCollough, General Manager, Banking and Financial Operations, ministère des Finances du Québec, Quebec, Canada
- Michel Lozeau, Senior Vice-President, E-Commerce, Member of the Executive Committee, National Bank of Canada, Montreal, Canada
SCHEDULE

THURSDAY, OCTOBER 24TH, 2002 (cont’d)

■ Workshop 6
CHALLENGES AND OBJECTIONS:
PARTNERS IN CHANGE
(NEW BRUNSWICK)

CHAIRPERSON: Paule Laberge, Research Manager, Research Fund Development, School of Graduate Studies, University of New Brunswick at Saint John (UNBSJ), Canada
• Jean Finn, Officer in Charge of the “Change Management” topic for the “Partners in change” project (1994 to 1997), General Manager, Division of the Operations, Ministry for Tourism and the Parks, Fredericton, Canada
• Patrick Gendron, Project Director for “Partners in change” (1994 to 1997), Director Enterprise Systems, Domtar inc., Montreal, Canada

■ Workshop 7
STIMULATING EMPLOYMENT
IN THE INTERNET AGE: Hotjob.be
(BELGIUM)

CHAIRPERSON: Sylvie Nigot, Analyst/Consultant NSI-SA, Researcher, Cellule Interfacultaire de Technology Assessment (CITA – FUNDP), Namur, Belgium
• Thierry Vermeeren, Project Director for “Hotjob.be”, Chief Information Officer, FORÊM-DSI, Charleroi, Belgium

■ Workshop 8
AMERICA’S ONE-STOP SERVICE:
Firstgov.gov (USA)

CHAIRPERSON: Patricia D. Fletcher, Associate Professor, Center for Technology in Government (CTG), University of Maryland Baltimore County, United States
• Bill Piatt, Former CIO, General Services Administration, U.S. Government, Principal, eStrategy, Booz Allen Hamilton, McLean, United States
• Speaker: To be confirmed

3:15 p.m.
Health break

3:30 p.m.
Round table
PUBLIC-PRIVATE PARTNERSHIP:
BUILDING QUEBEC’S FUTURE BY
JOINING FORCES TODAY

MOTERATOR: Michel Audet, Scientific Director, CEFRO, Professor, Industrial Relations Department, Université Laval, Quebec, Canada
• Me Louis Beauregard, Secretary and Founding Member, Institut pour le partenariat public-privé (IPPP), Montreal, Canada

■ Workshop 9
PARTNERS IN CHANGE:
CHALLENGES AND OBJECTIONS
(CANADA)

CHAIRPERSON: Michel Audet, Scientific Director, CEFRO, Professor, Industrial Relations Department, Université Laval, Quebec, Canada
• Line Ricard, Associate Professor, Marketing Education Department, École des Hautes Études Commerciales (HEC), Montreal, Canada
• Hélène Sicotte, Professor, Department of Management and Technology, Université du Québec à Montréal (UQAM), Canada
• Mario Bourgault eng., Research Associate, CEFRO, Assistant Professor, Department of Mathematics and Industrial Engineering, École Polytechnique de Montréal, Canada

Center for Technology in Government (CTG)
• Sharon Dawes, Director, Center for Technology in Government (CTG), University at Albany, United States
• Jon P. Gant, Assistant Professor, Maxwell School and School of Information Studies, Syracuse University, United States

FRIDAY, OCTOBER 25TH, 2002

7:30 to 9:30 a.m.
Conference breakfast
SPECIAL GUEST: Honourable Frank McKenna, P.C., Q.C. (Privy Council, Queen’s Counsellor), Premier of New Brunswick from 1987 to 1997, Counsel with the Mcqnes Cooper law firm, Moncton, Canada

9:30 to 11:30 a.m.
Seminar
PUBLIC-PRIVATE PARTNERSHIP:
STRATEGIC ISSUES
Exchange and training seminar

MOTERATOR: Michel Audet, Scientific Director, CEFRO, Professor, Industrial Relations Department, Université Laval, Quebec, Canada
Groupe Pivot
• Lise Préfontaine, Research Associate, CEFRO, Director, Project Management Graduate Programs and Full Professor, Department of Management and Technology, École des sciences de la gestion (School of Management Science), Université du Québec à Montréal (UQAM), Canada
• Line Ricard, Associate Professor, Marketing Education Department, École des Hautes Études Commerciales (HEC), Montreal, Canada
• Hélène Sicotte, Professor, Department of Management and Technology, Université du Québec à Montréal (UQAM), Canada
• Mario Bourgault eng., Research Associate, CEFRO, Assistant Professor, Department of Mathematics and Industrial Engineering, École Polytechnique de Montréal, Canada

Center for Technology in Government (CTG)
• Sharon Dawes, Director, Center for Technology in Government (CTG), University at Albany, United States
• Jon P. Gant, Assistant Professor, Maxwell School and School of Information Studies, Syracuse University, United States

4:30 p.m.
Closing remarks first day
Michel Audet, Scientific Director, CEFRO, Professor, Industrial Relations Department, Université Laval, Quebec, Canada

5:00 p.m.
Cocktail
Centre de congrès de Québec

11:30 a.m.
Closing of the Conference
Monique Charbonneau, President & Chief Executive Officer, CEFRO, Quebec, Canada
ROUND TABLES
THURSDAY, OCTOBER 24TH, 2002

9:30 a.m.
PUBLIC-PRIVATE PARTNERSHIP: AN INTERNATIONAL CHALLENGE
(Simultaneous translation)
This initial plenary session will focus on the major challenges that public-private collaboration implies nowadays, as far as governments and private industry are concerned. Experts from the four corners of the world will sketch the extensive changes that this type of partnership requires, as well as outline the issues it raises. Using their insight, these field specialists will not only share their thoughts but also reveal the important conclusions they have drawn from their experiences.

MODERATOR: Michel Audet, Scientific Director, CEFRIO, Professor, Industrial Relations Department, Université Laval, Quebec, Canada
Speakers
• Cynthia Robertson, Former Chairman of the Board of the Canadian Council for Public-Private Partnerships, President, DonCyn Technologies Limited, Halifax, Canada
• Herb Appel, Council Member for The National Council for Public-Private Partnerships (NCPPP) (Washington, DC), President, Greater Fort Bend Economic Development Council (General/Public), Sugar Land, United States
• Stephen Harris, Head, International Strategy, International Financial Services, London, Great Britain
• Gerald Cossette, Director, Alternative Service Delivery Division, Treasury Board of Canada Secretariat, Ottawa

A full-scale debate where the private and public sectors will challenge each other’s viewpoints for your greater benefit.

3:30 p.m.
PUBLIC-PRIVATE PARTNERSHIP: BUILDING QUEBEC’S FUTURE BY JOINING FORCES TODAY
(Simultaneous translation)
Collaboration between the public and private sectors can take various forms, however some are more promising than others. This round table, exclusively made up of Quebec contributors, will examine the various issues and challenges that lie ahead for Quebec with respect to private/public partnership. These experts will analyze the forms of partnership that are most profitable for Quebec’s society; the strategic conditions that can guarantee the success of new forms of collaboration and potential benefits in terms of performance.

MODERATOR: Michel Audet, Scientific Director, CEFRIO, Professor, Industrial Relations Department, Université Laval, Quebec, Canada
Speakers
• Me Louis Beauregard, Secretary and Founding Member, Institut pour le partenariat public-privé (IPPP), Montreal, Canada
• Yves-Chantal Gagnon, Research Associate, CEFRIO, Researcher, Groupe Pivot, Tenured Professor, Education and Research Branch, École nationale d’administration publique (ENAP), Montreal, Canada
• Jacques Lafrance, Associate Secretary, Government Procurement, Secrétariat du Conseil du trésor du Québec, Quebec, Canada
• François Geoffrion, Executive Vice-President, Strategic Development, CDP Capital, Montreal, Canada

Submit your questions to the speakers
Each symposium participant may submit three questions to the speakers of the round table and seminar. These questions will be forwarded to the speakers so that they will know what to expect from the participants in regard to their presentation.
- To submit your questions to the speakers, visit the symposium Web site at the following address: www.cefrio.qc.ca/conference2002/programmation/question.htm
- You may also submit your questions by filling in the space provided for this purpose in the registration form on page 12.
KEYNOTE SPEAKERS

THURSDAY, OCTOBER 24TH, 2002

8:45 a.m.

Main conference - Videoconference

GREAT BRITAIN: AN INSPIRATIONAL SOURCE OF KNOW-HOW!
(Simultaneous translation)

A world leader where public-private partnerships are concerned, Great Britain has become a veritable source of inspiration for anyone seeking to initiate such projects. According to several experts, companies and governments who fail to adopt these new ways of doing things will most certainly fall behind. Peter Ryan will share with us the viewpoint of a senior British official. He will explain how collaboration between the public and private sectors has become a must in his country, list the ingredients that are essential to its success and point out the mistakes that need to be avoided. He will define the meaning of a true public-private partnership and explain who its architect should be. He will spell out everyone’s role, with special emphasis on the role that politicians should play. He will dwell not only on the importance of meeting budgets and deadlines, but also on the way to measure the success of such an initiative. In addition to marking the launch of this international symposium, this conference will surely inspire many North Americans.


12:15 p.m.

Conference lunch

PUBLIC-PRIVATE PARTNERSHIP: THE PATH TO GOVERNMENT TRANSFORMATION
(Simultaneous translation)

Public-private partnerships are gradually carving out a space for themselves in government circles. The reason is really quite simple: the benefits are substantial. In the past, most government executives have used this approach largely to cut costs. More recently, they have begun to target dramatic improvements in organizational performance to substantially increase value for taxpayers. However, getting people to adopt these new approaches is not an easy task. Despite senior officials’ efforts to promote the concept, the impediments remain: rigid procurement procedures, union pressure, difficulty sharing power, budget uncertainty, etc. During her presentation, Dr. Jane C. Linder will draw an accurate picture of the situation using the results of a major study recently conducted by the U.S. consulting firm Accenture. Come and discover the multiple facets of public-private partnership.

SPEAKER: Jane C. Linder, Associate Director, Institute for Strategic Change, Accenture, Cambridge, United States

FRIDAY, OCTOBER 25TH, 2002

7:30 to 9:30 a.m.

Conference breakfast

Special guest: Honourable Frank McKenna, P.C., Q.C.
(Simultaneous translation)

Public-private technology partnerships can have a beneficial, multiplying effect on society and all participating organizations. However, this approach is not suited to everyone. In plain language, you have to be “built tough” to ensure the success of such alliances. A company looking to create a public-private partnership will quickly learn that you cannot deal with the government as you would with an industrial partner; you have to consider the fact that political leaders have to justify their actions before their constituents and that the whole affair may eventually end up in the hands of the opposition. For their part, the ministries and agencies involved must be able to ease the apprehensions of government employee unions and overcome internal resistance to changes.

Drawing upon his experience on both sides of the fence, the Honourable Frank McKenna will review the strategies and tactics that promote the establishment of win-win public-private partnerships.

SPEAKER – SPECIAL GUEST: Honourable Frank McKenna, P.C. Q.C. (Privy Council, Queen’s Counsel), Premier of New Brunswick from 1987 to 1997; Counsel with the McInnes Cooper law firm, Moncton, Canada

Speaker
Peter Ryan

Speaker
Jane C. Linder

Speaker
Frank McKenna
WORKSHOPS
THURSDAY, OCTOBER 24TH, 2002

11:00 a.m.

WORKSHOPS

Workshop 1
Innovation for the benefit of citizens: Access Indiana Information Network (AIIN) (USA)
(Simultaneous translation)

Set up in 1995, the Access Indiana Information Network is a private-public model of collaboration frequently quoted as an example. Among other things, this U.S. portal provides information to citizens and businesses, and improves the performance of online transactions. Its policies, design and selection of interactive services were determined by an action committee made up of State officials, professional association members, business representatives and citizens.

However, this State-regulated network would not exist today had it not been for the massive injection of private funding. Its patron, Indian@Interactive Inc, actually handles the daunting task of maintaining the site. The AIIN network includes 100,000 pages of government information from 75 State agencies, departments and public commissions, as well as Indiana’s judicial system. An inspirational example.

CHAIRPERSON: Jon P. Gant, Assistant Professor, Maxwell School and School of Information Studies, Syracuse University, United States
• Laura Larimer, Chief Information Officer, State of Indiana, United States
• Candy Irven, General Manager, Access Indiana Information Network (AIIN), Indianapolis, United States

Workshop 2
Ontario Business Connects: For better or for worse
(Simultaneous translation)

Some experts jokingly draw a link between public-private partnerships and mariage: it seems that living together is not always easy. At the very least, the experience raises questions: Can power be shared equitably; Can alliances of this type be successful; What are the ingredients for success; How are the low points managed?

Joined for better and for worse within the framework of the Ontario Business Connects project, the Teranet company and the Ontario Government have experienced different types of public-private partnerships. During this workshop, the speakers - worthy representatives of their respective camps - will give an account of this union. The partners - according to their individual perceptions - will focus on the key factors of success and the obstacles hampering or halting the process. They will describe their “life as a couple” with its good and bad moments: how they learned to manage their problems, to avoid certain confrontations, etc. Furthermore, they will present and comment on the various models tested over the past few years.

CHAIRPERSON: Denis Carette eng., Officer in charge, Bureau des partenariats d’affaires (Office for Business Partnerships), Secrétariat du Conseil du trésor du Québec, Quebec, Canada
• Debbie Farr, Director, Ontario Business Connects, Integrated Service Delivery Division, Ontario Ministry of Consumer and Business Services, Toronto, Canada
• Alison Curtis, Manager, Strategy and Planning, Legal Line of Business, Teranet Inc., Toronto, Canada

Workshop 3
True risk sharing: BonjourQuébec.com

At a time when the government is cutting back on its spending, a $30 million investment in the promotion of tourism in Quebec has to be viewed as a daring exploit. In circumstances such as these, needless to say the BonjourQuébec.com portal would never have seen the light of day without help from the private sector. To give birth to its project, Tourisme Québec turned to Bell Canada who not only had the financial means to develop and operate this information and reservation system designed for the Quebec tourism industry, but also had the necessary expertise. Results: both partners now equitably share the expenses, the profits and especially the risks.

This constantly evolving one-stop service includes over 17 000 records providing information about Quebec and its regions. Users worldwide can also make reservations in more than 700 establishments and discover over 250 vacation packages. In addition to being a model to be copied in a society where the welfare state is tending to disappear, Bonjour Québec.com is a pooling project in a highly diversified economic sector (variety of business types and sizes).

CHAIRPERSON: Norman Roy, Director, Project Development, CEFRIQ, Quebec, Canada
• Henri Chapdelaine, General Manager, Touristic Customer Service, Tourisme Québec, Montreal, Canada
• Christian Goulet, General Manager, Gouvernement du Québec, Education and Tourism Markets, Bell Canada, Quebec, Canada
Workshop 4
Most innovative practices:
New models of public-private collaboration
This workshop will deal with the lessons drawn from an important research project focusing on public-private collaboration and led by CEFIRIO over the past two years. Among other things, researchers will be presenting a management guide for public and private sector executives who are called upon to make collaboration decisions involving public service delivery.

Managed in partnership with two international research centers the Center for Technology in Government (Albany, New York) and Cellule Interfacultaire de Technology Assessment (CITA) (Namur, Belgium), the project New Models of Collaboration for Public Service Delivery helped to identify some of the world’s most innovative public-private partnership initiatives. These results stem from 150 interviews conducted among public and private sector respondents, the Delphi study in which 65 experts were surveyed, and information on monitoring activities focusing on close to 140 collaboration projects found on the Web.

CHAIRPERSON: Normand Hogue, Manager, Customer Service, Direction générale des services informatiques gouvernementaux (Governmental Computer Department Branch), Secrétariat du Conseil du trésor du Québec, Quebec, Canada

- Lise Préfontaine, Research Associate, CEFIRIO, Researcher, Groupe Pivot, Director, Project Management Graduate Programs and Full Professor, Department of Management and Technology, École des sciences de la gestion (School of Management Science), Université du Québec à Montréal (UQAM), Canada
- Line Ricard, Researcher, Groupe Pivot, Associate Professor, Marketing Education Department, École des Hautes Études Commerciales (HEC), Montreal, Canada
- Hélène Sicotte, Researcher, Groupe Pivot, Professor, Department of Management and Technology, Université du Québec à Montréal (UQAM), Canada

Workshop 5
Placements Québec:
An alliance benefiting citizens
Clients of Placements Québec can now obtain information and perform savings and retirement transactions in several ways: at the counter, by mail, by telephone, and via Internet. However, a communication centre of this scale requires considerable resources. To develop her project, Quebec’s Finance minister elected to recruit a private partner. The latter is responsible for managing the project and handling Placements Québec operations on behalf of the Quebec Government. For remuneration, the partner provides material, financial and human resources on a periodic basis.

CHAIRPERSON: Norman Roy, Director, Project Development, CEFIRIO, Quebec, Canada

- Bob McCollough, General Manager, Banking and Financial Operations, ministère des Finances du Québec, Quebec, Canada
- Michel Lozeau, Senior Vice-President, E-Commerce, Member of the Executive Committee, National Bank of Canada, Montreal, Canada

Workshop 6
Challenges and objections:
Partners in Change (New Brunswick)
(Simultaneous translation)
Three years after the conclusion of the project, Partners in Change (PC) still raises arguments: the issue of the economies generated by PC continues to be hotly debated.

For the government, the controversy surrounding costs and benefits keeps cropping up. In some government circles, people are still questioning the soundness of an alliance with a private enterprise in a sector as sensitive as social assistance, despite the fact that the original objectives have been largely met. On the other hand, the private partner is wondering whether the profits earned are really worth the public backlash. Execution errors, delays and adverse publicity largely contributed to the withdrawal of Accenture (formerly Andersen Consulting Canada) from all collaboration projects in New Brunswick.

And yet, Partners in Change has proven to be an innovative project through its global approach whereby technological implementation is linked to the in-depth reform of an organization and its management practices with a view to ensuring improved service delivery. A project where the public and private sectors manage much more than change.

CHAIRPERSON: Paule Laberge, Research Manager, Research Fund Development, School of Graduate Studies, University of New Brunswick at Saint John (UNBSJ), Canada

- Jean Finn, Officer in Charge of the “Change Management” topic for the “Partners in change” project (1994 to 1997), General Manager, Division of the Operations, Ministry for Tourism and the Parks, Fredericton, Canada
- Patrick Gendron, Project Director for “Partners in change” (1994 to 1997), Director Enterprise Systems, Domtar inc., Montreal, Canada
Workshop 7
Stimulating employment in the Internet age: Hotjob.be (Belgium)

Founded in 1997, Hotjob (http://www.hotjob.be) is a veritable one-stop employment service. Initiated by FOREM, a joint management public service, this Belgian portal gives job hunters and employers access to over 500 employment and training sites. In addition to online consultation and automatic matching of offers and applications, Hotjob provides a variety of services such as assistance in preparing career résumés and job offers, discussion groups, etc. Because a portal of this magnitude is not something you develop on your own, FOREM recruited private partners to handle the platform's technical development, as well as the creation and dissemination of information. However, the project managers are very careful to protect the intellectual rights regarding developments, ideas, etc. Private-public relationships are therefore closely monitored from a legal point of view.

Willingness to work in close collaboration with the private sector represents a strategic starting point, given the relatively short terms of execution. It was crucial for FOREM to develop this type of application as quickly as possible, as national and European competition is increasingly fierce in this field.

CHAIRPERSON: Sylvie Nigot, Analyst/Consultant NSI-SA, Researcher, Cellule Interfacultaire de Technology Assessment (CITA – FUNDP), Namur, Belgium
• Thierry Vermeeren, Project Director for "Hotjob.be", Chief Information Officer, FOREM-DSI, Charleroi, Belgium

Workshop 8
America’s one-stop service: Firstgov.gov (USA) (Simultaneous translation)

The U.S. Government’s official Web site, FirstGov.gov was created at the direct request of the President of the United States. Launched in September 2000, this portal now includes more than 51 million Web pages originating from the Federal Government and various States, the District of Columbia and U.S. territories. It is designed for senior citizens, students and workers, as well as exporters and entrepreneurs. It features information on a wide variety of subjects like public services, legislation, e-business, etc. There is even a section on terrorism, which was added following last September’s events. Managed by the U.S. Government, this information and transaction portal has earned a number of awards for its design and the quality of its services.

The result of a most original public-private partnership: FirstGov.gov owes its existence to the three-year loan of a powerful search engine by the Inktomi company. Among other things, this singular donation made it possible to develop this behemoth in record time, i.e. a mere 90 days. However, this approach also made it necessary for the Federal Government to exercise procurement innovativeness.

CHAIRPERSON: Patricia D. Fletcher, Associate Professor, Center for Technology in Government (CTG), University of Maryland Baltimore County, United States
• Bill Piatt, Former CIO, General Services Administration, U.S. Government, Principal, eStrategy, Booz Allen Hamilton, McLean, United States
• Speaker (1): To be confirmed
PUBLIC-PRIVATE PARTNERSHIP: STRATEGIC ISSUES
Exchange and training seminar (Simultaneous translation)

MODERATOR: Michel Audet, Scientific Director, CEFRIQ, Professor, Industrial Relations Department, Université Laval, Quebec, Canada

This hands-on seminar is a unique opportunity to:
• discuss with experts the potential of information technology as it applies to public-private partnership;
• compare how Quebec, Europe and the United States view public-private collaboration;
• share practical experiences and actual cases.

Upon registering for the symposium, each participant will be asked to formulate three questions dealing with public-private partnership issues. These questions, compiled on the symposium’s Web site, will then be submitted to three teams of researchers involved in the project “New models of private-public collaboration for service delivery”. The latter will serve as a basis of discussion for this exchange and training seminar. Thus, this workshop will provide “food for thought” and solution paths to the problems raised by the participants’ questions.

Center for Technology in Government (CTG)
• Sharon Dawes, Director, Center for Technology in Government (CTG), University at Albany, United States
• Jon P. Gant, Assistant Professor, Maxwell School and School of Information Studies, Syracuse University, United States
• Ophelia Eglene, Researcher, Center for Technology in Government (CTG), University at Albany, United States
• Patricia D. Fletcher, Associate Professor, Center for Technology in Government (CTG), University of Maryland Baltimore County, United States

Cellule Interfacultaire de Technology Assessment (CITA)
• Sylvie Nigot, Analyst/Consultant NSI-SA, Researcher, Cellule Interfacultaire de Technology Assessment (CITA – FUNDP), Namur, Belgium

Submit your questions to the speakers
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• You may also submit your questions by filling in the space provided for this purpose in the registration form on page 12.
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- Question 1: ___________________________  A  B  C
- Question 2: ___________________________  A  B  C
- Question 3: ___________________________  A  B  C

A = Round table - Public-private partnership: An international challenge (Thursday, October 24th, 9:30 a.m.)
B = Round table - Public-private partnership: Building Quebec’s future by joining forces today (Thursday, October 24th, 3:30 p.m.)
C = Seminar - Public-private partnership: Strategic issues (Friday, October 25th, 9:30 a.m.)

USEFUL INFORMATION

VISIT THE CONFERENCE INTERNET SITE:
www.cefrio.qc.ca/2002conference

HOTEL RESERVATIONS
A number of rooms have been booked at the Hilton Quebec Hotel. We urge you to make your reservations before September 24, 2002 by contacting the hotel directly ($129 CAN + taxes a night, single or double occupancy). You should mention the fact that your reservation is for the CEFRO conference.

- Hilton Quebec Hotel
  1100, René-Lévesque East, Quebec
  (418) 647-2411, 1-800-hiltons
  (1-800-445-8667)

SIMULTANEOUS TRANSLATION
Presentations will be delivered in English and French. Simultaneous translation will be available to participants for round-table discussions, conferences and certain workshops.

FOR FURTHER INFORMATION, PLEASE CONTACT
Mélanie Normand or Paul-André Robitaille:
melanie.normand@cefrio.qc.ca or
paul-andre.robitaille@cefrio.qc.ca

CEFRIO - Quebec
900, René-Lévesque East, suite 717
Quebec (Quebec) Canada G1R 2B5
Telephone: (418) 523-3746
Fax: (418) 523-3239

CEFRIO - Montreal
550, Sherbrooke West, suite 350, West tower
Montreal (Quebec) Canada H3A 1B9
Telephone: (514) 840-1245
Fax: (514) 840-1275

REGISTRATION CARD

LAST NAME
FIRST NAME
TITLE
ORGANIZATION
ADDRESS
CITY
PROVINCE OR STATE
COUNTRY
POSTAL CODE
TELEPHONE
FAX
E-MAIL ADDRESS

WORKSHOP SELECTION

ONE SINGLE SELECTION PER HALF A DAY
Thursday, October 24th, 2002 – 11:00 a.m.
- Workshop 1 - Innovation for the benefit of citizens: Access Indiana Information Network (AIIN) (USA)
- Workshop 2 - Ontario Business Connects: For better or for worse
- Workshop 3 - True risk sharing: BonjourQuébec.com
- Workshop 4 - Most innovative practices: New models of public-private collaboration

Thursday, October 24th, 2002 – 2:00 p.m.
- Workshop 5 - Placements Québec: An alliance benefiting citizens
- Workshop 6 - Challenges and objections: Partners in Change (New Brunswick)
- Workshop 7 - Stimulating employment in the Internet age: Hotjob.be (Belgium)
- Workshop 8 - America’s one-stop service: Firstgov.gov (USA)

REGISTRATION CANCELLATION POLICY

Cancellations presented in writing before October 17th, 2002 will be accepted. However, a $25 fee will be charged. After October 17th, 2002, no cancellations will be accepted and the full amount of the registration fee will be invoiced. Substitutions are acceptable.

TAX REFUND

Foreign participants, i.e. not from Canada, may file a request for reimbursement of the Goods and Services Tax (GST). For more information, or to obtain a copy of the Application for Visitor Tax Refund, visit the following Web site: http://www.cra-arc.gc.ca/E/pblg/pf/gst176e.pdf

PAYMENT TERMS

By mail (cheque made out to CEFRIO)
CEFRIO: 900, René-Lévesque East, suite 717, Quebec (Quebec) Canada G1R 2B5

By credit card
- Visa
- Master Card
Account number: ________________________________  Expiration date: ________________________________
Signature: ______________________________________

You may also submit your questions at this address: www.cefrio.qc.ca/conference2002/programmation/question.htm

Note: Conference constitute an admissible activity according to the Act fostering the development of manpower training.

COSTS

CEFRIO MEMBERS
Before Sept. 27th 2002: $395 + GST $27.65 + QST $31.70 = $454.35 CAN
After Sept. 27th 2002: $495 + GST $34.65 + QST $39.72 = $569.37 CAN

NON-MEMBERS
Before Sept. 27th 2002: $495 + GST $34.65 + QST $39.72 = $569.37 CAN
After Sept. 27th 2002: $595 + GST $41.65 + QST $47.75 = $684.40 CAN

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