JUPITER PRIME

Consulting • Training • Advisory

جوبيتر برايم للاستشارات والتدريب

COURSE BROCHURE

Forecast Governance, Bias Review and Sign-Off Training Course

23 – 27 August 2027
Milan

Forecast Governance, Bias Review and Sign-Off Training Course

Ref: 2044_75289 **Date:** 23 – 27 August 2027 **Location:** Milan **Fees:** 6200 GBP

Forecast Governance, Bias Review and Sign-Off is a 1-week training course for finance analysts, reviewers and approvers who submit, challenge and endorse the numbers leaders act on, with each participant producing an Outlook Sign-Off Pack. Approval committees now ask who changed a submitted figure, on what evidence and with what known tilt, before they commit cash or headcount. Jupiter Prime Training built the course around that question of accountable approval.

Why Forecast Governance, Bias Review and Sign-Off Matter Now

Three pressures meet at the approval table. Audit committees and lenders want an evidence trail behind every late adjustment, not a verbal assurance. Business heads submit numbers shaped by incentives, so optimism and sandbagging creep into outlooks without anyone intending harm. And management overrides of system outputs are rising as planning tools become easier to edit. Organisations that govern submissions well know which estimates deserve trust. The course rests on a three lines model of oversight, a RACI matrix for approval roles and the COSO internal control principles applied to estimates.

Who Gains Most from Forecast Governance, Bias Review and Sign-Off

- Analysts who assemble divisional submissions and must document every adjustment they accept
- Reviewers who challenge business-unit outlooks before they reach the approval committee
- Controllers responsible for the approval calendar, delegation limits and sign-off records
- Internal control staff who test the evidence behind management overrides
- Commercial finance partners who negotiate sales and cost submissions with operational heads

Finance functions that send submitting analysts and reviewers together gain most.

Forecast Governance, Bias Review and Sign-Off Capabilities

Participants move from preparing figures to defending and approving them.

- Design an approval matrix that separates preparer, reviewer and approver roles — the controller setting delegation limits
- Assess submissions for optimism, sandbagging and anchoring patterns — the reviewer deciding which figures to challenge
- Specify the evidence an override must carry before acceptance — internal control staff testing adjustments
- Calculate bias and tracking signal measures across past submissions — the committee weighing which units to trust
- Communicate a challenge to a business head without eroding the relationship — commercial finance partners
- Build a sign-off record that survives audit enquiry — the audit committee and external auditors

Key Forecast Governance, Bias Review and Sign-Off Terms

- Forecast bias — a persistent tendency for submitted estimates to sit above or below actual outcomes.
- Tracking signal — a ratio of cumulative error to average absolute error that flags when a submitter's estimates drift consistently in one direction.
- Management override — a manual change to a system-generated or submitted figure by someone with authority to alter it.
- Sandbagging — deliberately understating expected results so that later performance appears stronger against the approved figure.
- Delegation of authority — the documented limits that set who may approve which estimates, adjustments and commitments.
- Sign-off pack — the bundle of figures, assumptions, override log and reviewer notes presented for formal approval.

Forecast Governance, Bias Review and Sign-Off Day by Day

Day 1: The Approval Landscape and Accountability

- Three Lines Model — Who Prepares, Who Challenges, Who Approves
- RACI Matrix for Submissions — Clarifying Ownership of Each Estimate
- Delegation of Authority Limits — Setting Thresholds for Approval Escalation
- Approval Calendar Design — Timing Reviews Before Committee Decisions
- COSO Control Principles for Estimates — Linking Oversight to Internal Control

Day 2: Reading Bias in Submitted Numbers

- Optimism and Sandbagging Patterns — Spotting Incentive-Shaped Submissions
- Anchoring and Hockey-Stick Profiles — Questioning Back-Loaded Outlooks
- Bias Percentage and Tracking Signal — Measuring Directional Error by Submitter
- Submitter Scorecards — Ranking Business Units by Historical Reliability
- Ratio and Trend Plausibility Checks — Testing Figures Against Past Performance

Day 3: Evidence for Overrides and Adjustments

- Override Log Structure — Recording Who Changed What and Why
- Evidence Standards for Adjustments — Deciding What Counts as Support
- Assumption Registers — Tracing Each Figure to a Named Owner
- Scenario Range Presentation — Showing Committees Upside and Downside Bands
- Materiality Thresholds for Review — Focusing Challenge Where It Matters

Day 4: Challenge Conversations and Committee Decisions

- Structured Challenge Questions — Probing Submissions Without Confrontation
- Pre-Committee Review Meetings — Resolving Disputes Before Formal Approval
- Escalation Routes — Handling Unresolved Disagreements Between Finance and Operations
- Accuracy Post-Mortems — Feeding Past Misses Into Next Approval Cycle
- Committee Paper Writing — Framing Approval Requests for Executive Readers

Day 5: Practising the Outlook Sign-Off Pack

- Applying the Approval Matrix — Mapping Roles for a Sample Division
- Applying Bias Measures — Scoring Two Sector Case Submissions
- Applying Override Evidence Tests — Accepting or Rejecting Sample Adjustments
- Mock Approval Committee — Defending Figures Under Peer Challenge
- Outlook Sign-Off Pack — Assembling Figures, Log and Reviewer Notes

Applying Forecast Governance, Bias Review and Sign-Off After the Course

- Run a bias and tracking signal review on the last four submission cycles for the controller.
- Introduce an override log with evidence standards for the next approval round.

Forecast Governance, Bias Review and Sign-Off Questions FAQ

What is forecast governance, bias review and sign-off, and why does it matter now?

It is the set of roles, evidence rules and bias checks that decide whether a submitted outlook is approved. It matters now because auditors and lenders expect a traceable record behind every adjustment.

Which roles gain most from forecast governance, bias review and sign-off?

Finance analysts who assemble submissions gain most, alongside reviewers, controllers and internal control staff. You benefit if you prepare, challenge or approve figures that leaders use to commit cash, headcount or capital in manufacturing, retail or healthcare.

How does forecast governance, bias review and sign-off differ from a forecasting model course?

It focuses on approving numbers, not building them. It teaches how to challenge an outlook, measure submitter bias, test override evidence and record a defensible approval.

What do you bring back from forecast governance, bias review and sign-off training?

You bring back a sign-off pack template, an approval matrix, an override log format and bias measures you can run on your own historical submissions.

Forecast Governance, Bias Review and Sign-Off: The Way Forward

The Outlook Sign-Off Pack gives the controller and the approval committee a single record of figures, overrides and reviewer notes. Its first use is deciding which divisional submission needs deeper challenge before the next committee. Analysts maintain it, reviewers annotate it and approvers sign it. After the first cycle, revisit materiality thresholds and scorecards.