

RESOURCE

Ombuds Toolkit for Navigating Transition

19 min read

Get set up for success



Guides to Handle Tough Messages/Decisions



Tools to Help Lead with Compassion



Job Aids and Resources



Cross-discipline training

How to Use this Toolkit

As ISC evolves, we recognize that workforce transition can bring both uncertainty and opportunity. To support you during this time, the Ombuds office has developed a comprehensive resource designed to help you navigate transitions with clarity, confidence, and care.

We recommend setting aside dedicated time to explore the resources and support your career planning. Whether you are leading equity-informed change or actively preparing for possible transition, this toolkit is designed to meet you where you are.

The resources are intended to:

- Provide practical guidance and emotional support during workforce changes
- Help you explore career options, both within and outside the organization
- Equip you with tools to manage change, build resilience, and plan your next steps



TOOLS FOR LEADERS

^ Ombuds Advice in Delivering Tough Messages and Decisions



Delivering difficult messages, particularly in the context of the ISC Reorganization, the Comprehensive Expenditure Review (CER), and potential Workforce Adjustment (WFA) if that occurs, requires a thoughtful approach that emphasizes our shared humanity while applying our Cultural Humility to ensure that conversations are conducted with empathy, compassion, clarity, and professionalism, while creating a psychologically safe space for all involved.

Below are some best practices and ideas to help all leaders, supervisors and managers navigate these challenging conversations:

1. Prepare thoroughly

- **Understand the context:** ensure you have a full understanding of the Reorganization, CER decisions, or the WFA process, policies, and the specific situation impacting employees.
- **Anticipate reactions:** consider how the individual may react emotionally and prepare to address their concerns with empathy and respect for their humanity.
- **Plan the conversation:** structure the discussion to include key points, ensuring clarity while leaving room for dialogue and connection.

2. Lead with humanity and Cultural Humility

When delivering difficult messages, it is vital to engage with our humility and connect with our capacity for empathy and compassion to create a safe and supportive environment.

- **Self-awareness:**

- Be mindful of your own emotions, biases, and stress. Remain calm, composed, and professional throughout the conversation.
 - Be comfortable with moments of silence. The employee needs time to absorb the information.
 - Practice self-regulation to manage your own discomfort and maintain focus on the employee's needs.
- **Empathy:**
 - Acknowledge the human impact of the situation.
 - Use empathic language, such as, "*I understand this may be difficult to hear,*" or "*I recognize this is a challenging time for you.*"
 - Approach the conversation with genuine care, recognizing the employee's emotions and perspectives.
 - Recognize non-expressive responses. Some may withdraw and isolate themselves. **Recognize their presence by being present.**
- **Social awareness:**
 - Pay attention to verbal and non-verbal cues. If the employee appears overwhelmed, pause and provide space for them to process.
 - Be culturally sensitive and inclusive, ensuring the conversation reflects respect for the individual's unique circumstances
 - Again, be comfortable with silence—it's a natural part of processing difficult news.
- **Relationship management:**
 - Build trust by being transparent, honest, and supportive. Avoid sugar-coating or being overly vague, and when you do not have the answers, just say so.
 - Maintain professional boundaries while showing compassion. Delivering tough messages is emotionally challenging for both parties, and it's important to stay grounded.
 - Offer resources and next steps to demonstrate that you are committed to helping the employee navigate the situation. Provide written materials, as memory can be impaired under stress.

3. Deliver the message with clarity and compassion:

- **Be direct but kind:** clearly communicate the message without ambiguity, using a tone that conveys respect and care.

- **Acknowledge emotions:** validate the employee's feelings without dismissing or minimizing their concerns. For example, *"I understand this news may feel overwhelming, and it's OK to feel that way."*
- **Provide context where possible:** explain the rationale behind the decision, emphasizing that it's not a reflection of their personal performance but part of broader organizational changes.
- **Avoid over-explaining or "justifying" the decision—silence and thoughtful pauses are often more impactful than filling the space with chatter.**

4. Offer support and next steps:

- **Highlight available resources:** share information on EAP, career transition services, crisis support, Ombuds services, and other relevant resources.
- **Be solution-oriented:** if appropriate, discuss options such as retraining, redeployment, or priority placement within the public service.
- **Follow-up:** offer to schedule a follow-up meeting to address any additional questions or concerns after the employee has had time to **process** the information.

5. Create a safe and respectful space:

- **Choose the right setting:** ensure the conversation takes place in a private, quiet space where the employee feels secure and uninterrupted. Put yourself in their shoes.
- **Allow time for processing:** be patient and give the individual time to absorb the information. Avoid rushing the conversation.
- **Maintain confidentiality:** reassure the employee that the details of the discussion will remain confidential.

6. Practice active listening:

- **Be fully present:** show genuine interest in the employee's perspective by maintaining eye contact and avoiding distractions (ie. putting devices on silent).
- **Reflect and paraphrase:** summarize what the employee has shared to demonstrate understanding. For ex., *"What I'm hearing is that you're concerned about how this will impact your family. Is that correct?"*

- **Avoid interrupting:** let the employee express their thoughts and emotions without cutting them off.
- **Empower through coaching:** use thoughtful questions and encouragement to help the employee explore their next steps. Remember, your role is to support, not to solve or “rescue.”

7. Engage in training and seek resources:

- **Role-playing exercises:** offer opportunities to practice delivering difficult messages in a safe, controlled environment.
- **Peer support networks:** encourage leaders to share experiences and strategies with each other to build confidence and resilience.
- **Organize and engage in sessions on cultural humility, self-care and resiliency:** equip leaders, supervisors and managers with the skills needed to handle sensitive conversations effectively. Available resources include:

Ombuds Office:

- Cultural Humility Sessions
- Holding Space Sessions
- Change Management Sessions

Workplace Strategies for Mental Health:

- [Emotional intelligence for employees - Workplace Strategies for Mental Health](#)

Canada School of Public Service

- [Developing Your Emotional Intelligence](#)
- [Leadership Series: Emotional Intelligence Toolkit for Public Servants - CSPS](#)
- Developing an Emotionally Intelligent Public Service:
 - [Exploring Your Emotions](#)
 - [Leading with Emotional Intelligence](#)
 - [Managing the Impact of Other People's Emotions](#)
 - [Managing the Impact of Your Emotions](#)
 - [Emotional Intelligence for Successful Leadership](#)

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8. Monitor and reflect on outcomes:

- **Seek feedback:** after delivering the message, ask for feedback on how the conversation was handled and how you can improve in future situations.
- **Learn from experience:** reflect on what went well and what could be improved to refine your approach for future conversations.

Sample empathetic phrases for challenging conversations:

- *"I want to start by saying how much we value your contributions to the team."*
- *"This is not an easy message to deliver, and I know it will not be easy to hear."*
- *"I understand this may feel like a lot to process right now, and I'm here to answer any questions you may have."*
- *"Please know that we are committed to supporting you through this transition."*

Final Thoughts:

Delivering difficult messages is never easy, but by leading with humanity and humility, leaders can create an environment where employees feel respected, valued, and supported.

The tone set during these conversations can have a lasting impact on both the individual and the organization's reputation.

It's essential to ensure that the right individuals—those who are prepared, empathetic, and professional—are tasked with delivering these messages. This is not something to "wing." Thoughtful preparation and a human-centered approach are key to navigating these challenging moments with dignity and care.

I do get discouraged and frustrated. But in these moments I recognize my humanity, and connect with the fact that I am a hope giver. If I can give a sense of hope to another, and allow a space for somebody to connect with their humanity, that is my reason for being here.

- Dr. Nadia Ferrara

The Association of Professional Executives (APEX) provides opportunities for learning and dialogue on the current issues facing public service executives whether they are new to the role or experienced executives. Explore upcoming [events](#).



The Canada School of Public Service offers a range of resources to support senior leaders. The catalogue includes:

Leading teams:

Virtual classroom courses:

- [Engagement and Empowerment Begin with Us \(TRN131\)](#)
- [Human Centered Leadership in a Hybrid Workplace \(TRN416\)](#)
- [_____](#)

Online self-paced courses:

- [The Power and Practice of Mattering at Work \(TRN150\)](#)

- [Fostering Psychological Safety in the Workplace \(TRN459\)](#)
- [Leading Teams in a Hybrid Environment \(TRN461\)](#)

Human-centred workplaces:

Virtual classroom courses:

- [Introduction to Peer Coaching \(TRN401\)](#)

Online self-paced courses:

- [Unleashing Personal and Team Creativity \(TRN428\)](#)
- [Building and Leading Successful Teams \(TRN438\)](#)
- [Building the Foundation of an Effective Team \(TRN421\)](#)

Job aids:

- [Thrive Series: Team Toolkit \(TRN4-J38\)](#)
- [Team Pulse Surveys Series](#)
- [Mental Health Job Aids for Managers: Psychosocial Factors – Introduction \(WMT2-J00\)](#)
- [Peer Coaching Process: Using the GROW Model Approach \(TRN4-J32\)](#)
- [Coaching for Resilience \(TRN4-J33\)](#)
- [Coaching for Empowerment \(TRN4-J34\)](#)
- [Coaching for Engagement \(TRN4-J35\)](#)
- [Coaching for Influence \(TRN4-J36\)](#)
- [Six Practical Ways for Managers to Embrace Vulnerability \(TRN4-J19\)](#)
- [Six Practical Ways for Teams to Embrace Vulnerability \(TRN4-J18\)](#)

Videos:

- [Introduction to Working in Cross-Functional Teams \(DDN2-V29\)](#)



- [Common Challenges when Working in Cross-Functional Teams \(DDN2-V35\)](#)



Online self-paced courses:

- [Becoming an Equity, Diversity and Inclusion Ally and Agent for Change \(INC121\)](#)
- [Adopting an Inclusive Mindset at Work \(INC122\)](#)
- [Moving from Bias to Inclusion \(INC123\)](#)

Inclusive leadership: Supplemental learning

Virtual classroom courses:

- [Making a Difference in Supporting the Careers of Indigenous Employees \(IRA144\)](#)
- [Responding to Unconscious Bias \(INC133\)](#)

Online self-paced courses:

- [Fostering an Inclusive Workplace \(INC118\)](#)

Videos:

- [Exploring Identity \(IRA1-V48\)](#)



- [Inclusive Hiring: Five Tips on Diversifying Your Workforce \(COR1-V09\)](#)



- [Leadership Series: Embodied Leadership for Anti-Racism, Equity and Inclusion \(INC1-V52\)](#)



Job aids:

- [Promoting Inclusive Workplaces \(INC1-J06\)](#)

Learning paths:

- [Workplace Harassment and Violence Prevention Learning Path](#)
- [Learning Roadmap for Managers of Indigenous Employees \(IRA1-PA2\)](#)

[EXecuTALK: The Executive Sponsor: Making Room for New Voices](#)

- [Learning Journal for EXecuTALK: The Executive Sponsor - Making Room for New Voices](#)
- [Video:](#)



EXecuTALK: The Executive Sponsor: Making Roo...

[EXecuTALK: Allyship and the Executive Ally](#)

- [Learning Journal for EXecuTALK: Allyship and the Executive Ally](#)
- [Video:](#)



EXecuTALK: Allyship and the Executive Ally

^ Care and Compassion Series



Choosing Empathy over Silence

Increasing understanding and awareness impacts employees as people and how they show up at work. We dedicate ourselves to supporting a public service that reflects the perspectives of all Canadians, particularly the Indigenous communities we serve.

Building a welcoming and safe work environment relies on encouraging employees to employ empathy and human-centred thinking in their interactions. The following are some suggestions managers can consider as we look to support greater engagement.

“We are people, working with people, and working for people.”

~ Dr. Nadia Ferrara

Lead by example. Leading a team of employees from different cultures, races, genders, and backgrounds requires a strong understanding and appreciation of different perspectives. Create a culture of inclusivity. Encourage diversity. Show respect for others. Challenge your own preconceived notions — not just about social issues, but about anything your team doesn’t agree with. Acknowledge the challenging social landscape. Appreciate your team’s empathy.

*

Don’t force it. Talking about experiences with systemic oppression could be a trigger for some employees. Encourage your team to confirm colleagues are willing and prepared to engage on these topics. These interactions require curiosity and humility, and people may not always be able to dedicate their interest and restraint. When initiating conversations looking to engage on issues around equity and inclusion, ensure you express your intentions for the conversation and remind folks ideas shared should not be taken personally. Remember that it isn’t a manager’s job to teach your team about equity and inclusion, but it is your job to teach them how to talk about tough issues.

*

Emphasize respect. In high-energy conversations, it's easy to forget that there's a basic level of respect that needs to be maintained in teams. As managers, you'll want to be proactive in maintaining polite and respectful interactions. Watch for mood swings and be ready to respond if conversations veer from healthy discussion to anger.

*

Encourage self-reflection. Many discussions can go wrong because we don't try to understand each other, and we are so focused on proving the other person wrong that we fail to listen. Managers should help their team members to move past this inclination. Colleagues can be encouraged to think about what they find attractive about the other side's position or argument, and what concerns them about their own.

*

Seek to understand. Our values are shaped by our life experiences and seeking to understand how those experiences led them to their beliefs is key to constructive conversations. Encourage vulnerability by asking your colleagues to humanize the people they disagree with. These conversations can sometimes be messy and uncomfortable, but they also often result in moments of enlightenment.

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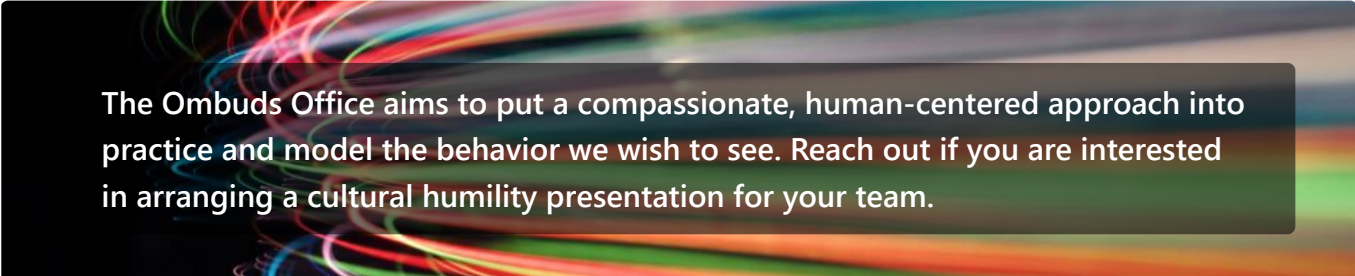
Call out inappropriate comments. Despite our best efforts, instances can arise that violate corporate and team values. It is imperative that Managers speak up in a timely manner in these situations, and signal to their entire team when comments are inappropriate and follow up directly with the individual who made the comments to demonstrate that behavior is unacceptable.

*

Hold yourself to the same standard. When Managers talk about their perspectives with team members, this can be complicated by the power dynamic. When a manager's perspectives differ from members of the team, self-reflection is needed to ensure interactions are not influenced on a subconscious level.

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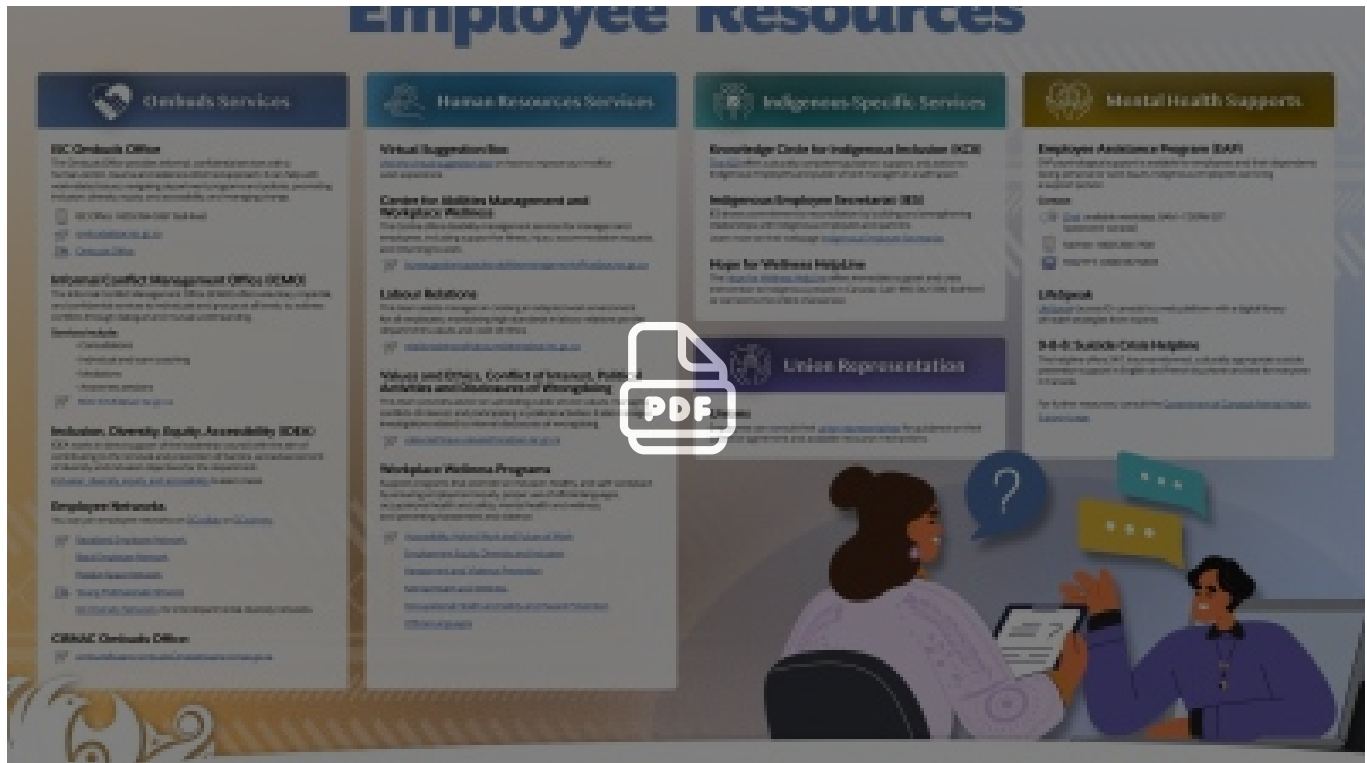
Seek outside advice. It is always okay to ask for help. Leverage your network to connect with other managers and leaders to learn how they may be navigating these situations in their own teams.



The Ombuds Office aims to put a compassionate, human-centered approach into practice and model the behavior we wish to see. Reach out if you are interested in arranging a cultural humility presentation for your team.

Contact the office at ombuds@sac-isc.gc.ca

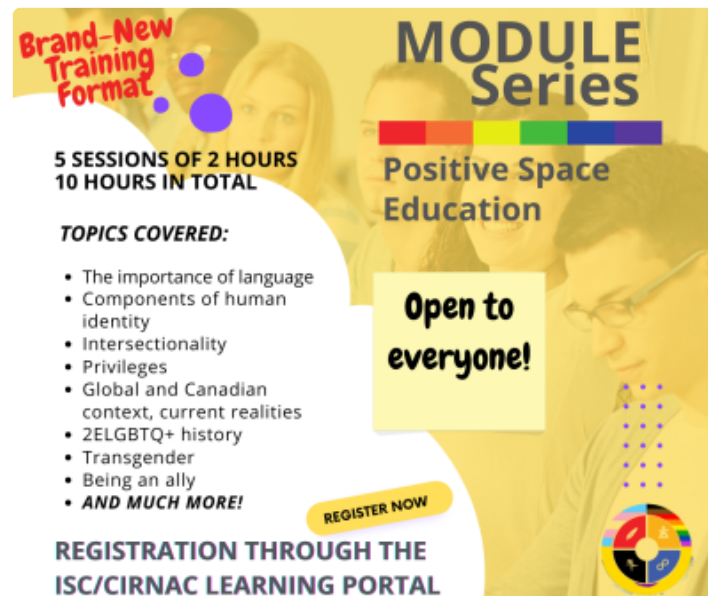
RESOURCES





Mental health in the workplace: mak...





^ Equity Informed Change Management

1. Equity and Inclusion

Application:

- Conduct team equity assessments to identify gaps in representation, voice, and access.
- Use inclusive facilitation techniques in meetings to ensure all team members are heard.
- Create safe spaces for feedback, especially from equity-deserving groups.

2. Transparency

Application:

- Share the rationale, goals, and expected impacts of changes openly with the team.
- Use clear, accessible language in communications.
- Regularly update the team on progress and decisions.

3. Accountability

Application:

- Set team-level equity goals and track progress.

- Assign equity champions or leads within the team.
 - Incorporate equity outcomes into performance evaluations and team reviews.
-

4. Collaboration

Application:

- Involve team members in co-designing change initiatives.
 - Use participatory decision-making models where possible.
 - Encourage cross-functional collaboration to bring in diverse perspectives.
-

5. Cultural Responsiveness

Application:

- Recognize and respect cultural differences in communication, work styles, and values.
 - Adapt team norms and practices to reflect the diversity of the team.
 - Celebrate cultural events and milestones meaningfully.
-

6. Sustainability

Application:

- Integrate equity into team onboarding, training, and development.
- Build equity considerations into project planning and evaluation.
- Encourage continuous learning and reflection on equity practices.



The Ombuds Office has developed an integrated Change Management session designed to support leaders through transition with empathy and clarity. Get in touch to schedule a presentation for your team.

Contact the office at ombuds@sac-isc.gc.ca

RESOURCES



Mental Health Job Aid for Managers: Psychosocial Factor 6 – Growth and Development

Growth and Development are present in a workplace where employees receive encouragement and support in the development of their interpersonal, emotional and job skills. This type of workplace provides a range of internal and external opportunities for employees to build their repertoire of competencies.

Mental Health Job Aid for Managers 2022-09-31

Psychosocial Factor 6
GROWTH AND DEVELOPMENT

Growth and Development are present in a workplace where employees receive encouragement and support in the development of their interpersonal, emotional and job skills. This type of workplace provides a range of internal and external opportunities for employees to build their repertoire of competencies.

Growth and Development: Where to Start?

Take Action!

- Encourage your employees to seek out training opportunities and establish their learning and development plan (see Canada School of Public Service Courses listed below).
- Regularly discuss career planning and aspirations with your staff during one-on-one discussions, such as bilateral meetings, and support those who wish to progress in their career.
- Encourage and provide your staff with growth opportunities, such as job-shadowing, job-sharing, coaching, and mentoring as development tools.
- Establish a talent management plan including opportunities for developmental assignments (as explained in the *Directive on Performance Management*) for employees who are exceeding expectations.
- Provide opportunities for your staff to develop career advancing skills, such as involving them in special projects or helping other team members with tasks that might be slightly more advanced than their current job description.
- Widely communicate internal and external opportunities for personal and professional growth and development, such as networking opportunities, interdepartmental events, or job postings related to their interests.

Additional Resources:

- Canada School of Public Service Courses
 - Performance Management for the Government of Canada (COR109);
 - Developing a Plan to Further Your Career (TRN235);
 - Developing Performance Agreements and Learning Plans (COR108); and
- Your organization's Succession Planning Advisor
- Government of Canada jobs (Government jobs, information for candidates, Temporary work assignments)
- Growth and Development... Workplace Strategies for Mental Health: Facilitator's Guide, Presentation Slides, Participant handout

To assess each psychosocial factor, you may use the *Organizational Review Worksheet* and *Survey Tool* provided by Guarding Minds at Work.

Developed in collaboration with the *Centre of Expertise on Mental Health in the Workplace*.

Download as PDF (264 KB)

^ Equity Assessment Tools

Equity Impact Assessment

For All New and Existing Policies, Programs, and Practices

New and existing policies, and practices must meet the Government of Canada's legal and policy obligations related to the advancement of reconciliation, along with the advancement of equity, diversity, inclusion, accessibility, and anti-racism. The Equity Impact Assessment is a practical tool designed to help decision-makers assess compliance with relevant legislation, directives, and commitments before implementation.

It prompts consideration of systemic impacts, meaningful consultation with affected communities, and alignment with human rights and employment equity requirements. By applying this checklist early in the design process, leaders can reduce the risk of non-compliance and systemic harm, and ensure that new initiatives contribute to a more inclusive and equitable public service.

Guidance for Completing the Equity Impact Assessment

The Equity Impact Assessment is a tool designed to support thoughtful reflection, identify potential impacts, and guide meaningful action. To ensure its effectiveness, we ask that you approach it with honesty, humility, and a learning mindset. Please keep the following in mind as you complete your assessment:

- Be transparent, not performative. The goal is not to showcase perfection, but to understand where equity considerations are being meaningfully integrated—and where there is room to grow. Overstating progress can obscure areas that need attention and limit opportunities for improvement.
- Focus on impact, not intention. While good intentions matter, this tool is designed to assess the actual or anticipated impact of your work on systemically-marginalized groups. Consider outcomes, not just aspirations.
- Acknowledge gaps and challenges. Equity work is complex and ongoing. Identifying barriers, limitations, or areas of uncertainty is a strength, not a weakness—it helps us collectively learn and improve.

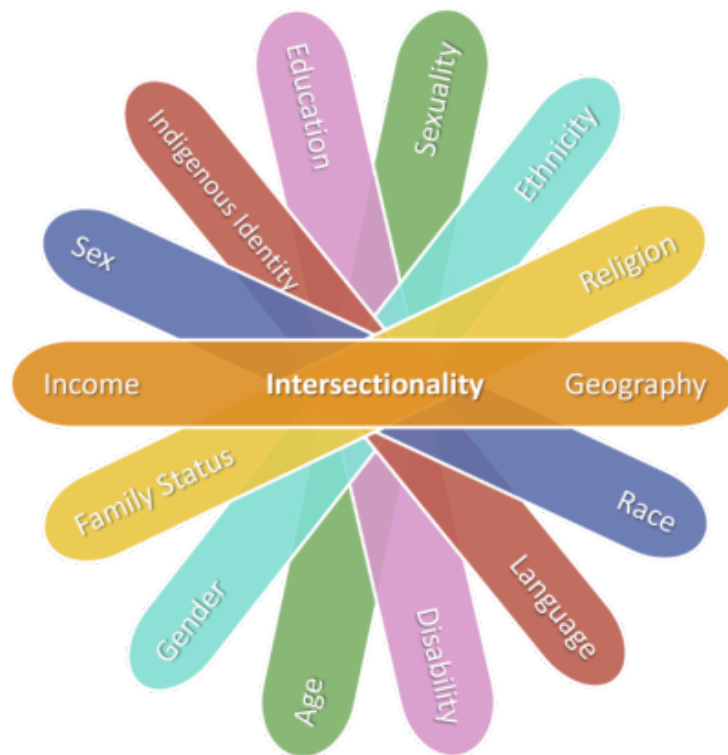
Get in touch with the [IDEA Secretariat](#) to pilot the tool.



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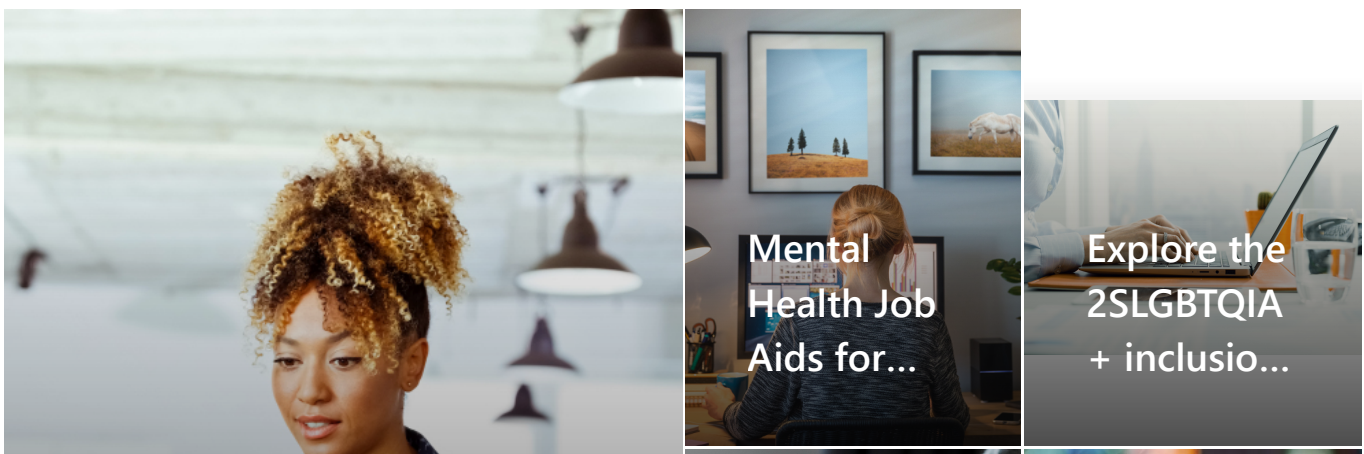
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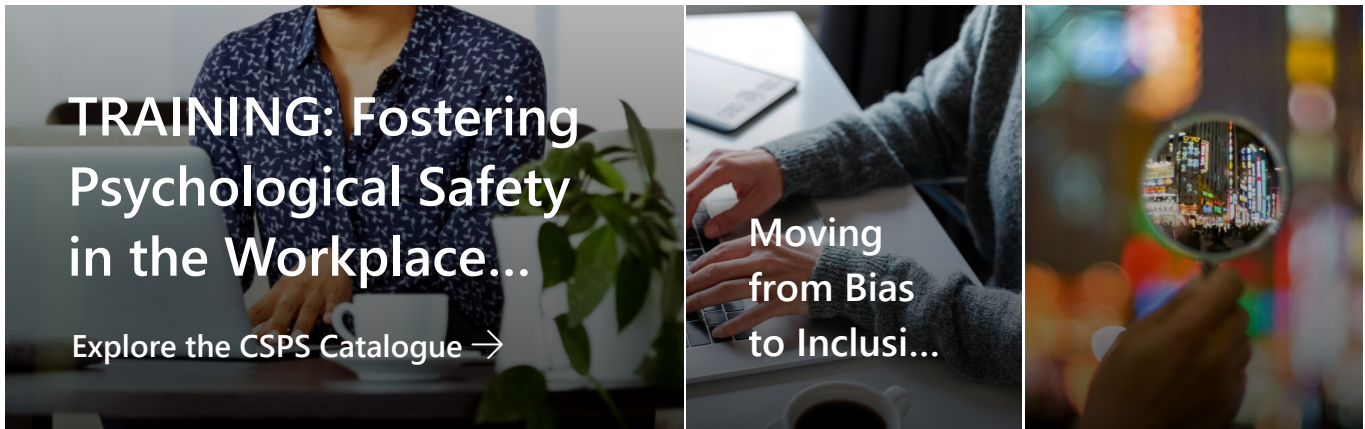


[GBA Plus Resource Hub](#)

Visit this online platform where Indigenous Services Canada (ISC) employees can easily access frameworks, tools, guidance, presentations and trainings, and learn about events to support the application of Culturally Competent Gender-based Analysis (GBA) Plus in their work.

Be sure to explore the [ISC GBA Plus Research Database](#), an important tool designed to support the application of high-quality, culturally competent GBA Plus.





TOOLS FOR INDIVIDUALS AND TEAMS

^ Ombuds Advice for Receiving Challenging Messaging



As ISC undergoes significant transformation through the Reorganization and the Comprehensive Expenditure Review (CER), you may be part of conversations that involve difficult or uncertain messaging—including the possibility of Workforce Adjustment (WFA).

These moments can be emotionally complex and personally impactful. This guide is intended to support you in receiving such messages with care, clarity, and resilience—while honouring our shared humanity and commitment to Cultural Humility.

1. Create Space for Emotional Processing:

- It's okay to feel a range of emotions—shock, sadness, anger, confusion.
- Give yourself permission to pause and reflect before responding.
- If needed, ask for time:
"I appreciate you sharing this. I'd like to take some time to process and

reconnect.”

2. Listen with Presence and Care

- Focus on the message, not just the messenger.
- Avoid interrupting or reacting immediately.
- Use active listening techniques: eye contact, nodding, and paraphrasing to confirm understanding.

Affirming Shared Humanity

“I know this impacts many of us, and I appreciate the care being taken.”

“We’re all human, and I’m grateful for the respectful way this is being handled.”

“I see the effort to approach this with compassion, and that means a lot.”

3. Seek Clarity with Compassion

- Ask questions to understand the context and implications:
“Can you help me understand what this means for my role?”
“What supports are available during this transition?”
- Avoid adversarial language—frame questions with curiosity and respect.

4. Respond with Professionalism and Humanity

- Acknowledge the message, even if it’s difficult to hear.
- Express appreciation for transparency, even when the news is hard.
- If you disagree or feel unheard, share your perspective respectfully:
“I’d like to share how this is landing for me.”

Expressing Emotional Impact with Respect

“This is difficult to hear, and I need a moment to process.”

“I understand this is part of a broader change, and I’m doing my best to take it in.”

“I’m feeling a lot right now, but I want to stay present in this conversation.”

“I recognize the complexity of this situation—it’s a lot to absorb.”

5. Focus on Support and Next Steps

- Clarify timelines, expectations, and opportunities for feedback.
- Consider what you need to feel supported and safe—then advocate for it.
- Ask about available resources (e.g., EAP, career transition services, peer support).

Ombuds Office:

ICMO Services (Consultations, Individual and team coaching, mediations, awareness sessions)

Union representation:

Employees can consult their union representatives for guidance on their collective agreement and available recourse mechanisms

Workplace Strategies for Mental Health:

[Emotional intelligence for employees - Workplace Strategies for Mental Health](#)

Canada School of Public Service:

[Developing Your Emotional Intelligence](#)

[Developing an Emotionally Intelligent Public Service: Exploring Your Emotions](#)

[Developing an Emotionally Intelligent Public Service: Managing the Impact of Your Emotions](#)

6. Practice Self-Compassion and Community Care

- You are not alone. Reach out to trusted colleagues, mentors, or support networks.
- Take care of your mental, emotional, and physical well-being.
- Extend grace to others—everyone is navigating this moment in their own way.

7. Remember: You Are More Than Your Role

- Your value is not defined by your job title or employment status.
- Honour your contributions and the relationships you've built.
- Trust that your skills, experiences, and humanity will carry you forward.

Final thoughts

Receiving tough messaging is never easy, especially when it relates to your role, team, or future. Workforce reorganization and potential Workforce Adjustment processes can bring uncertainty, change, and difficult conversations that require emotional strength and a supportive environment.

We encourage all employees to recognize that everyone involved is navigating uncertainty and to extend kindness to yourself and others.

The Ombuds Office is a sounding board where employees can reach out as a first step for confidential guidance and advice in an informal way. We can help you determine next steps, and are prepared to support you no matter what your goals and desired outcomes are.

~ Dr. Nadia Ferrara

Workbook for Preparing to Lead Change Effectively ([TRN4-J50](#))

This job aid serves as a workbook to generate and capture personal insights, and to bring focus and clarity to the action planning process when preparing to lead a change initiative.



Workbook for Preparing to Lead Change Effectively

Purpose

This job aid serves as a workbook to generate and capture personal insights, and to bring focus and clarity to the action planning process when preparing to lead a change initiative. It helps you build a change plan that considers each element of successful change leadership: context, communication, commitment, collaboration, and compassion.

You can record your notes and responses electronically or print out a paper copy to do so. Research supports the benefits of putting pen to paper.

Focus Questions

1. What is the change I am leading?
2. What is my role?
3. What is the impact I want to have on this change?

job aid 1184.pdf

Canada
Service du public / Service à la clientèle

 **Download as PDF**
(1.6 MB)

Navigating Career Options

Earlier this year, the [Public Service Alliance of Canada](#) and [Professional Institute of the Public Service of Canada](#) released advice to help members understand their rights and protections when changes to the workforce are being contemplated. These guides are designed to reduce uncertainty, provide clarity, and empower members to make informed decisions.

Even in times of stability, having a clear understanding of employment options and entitlements can support a proactive approach to exploring opportunities within the federal public service:

Employees are encouraged to:

- Gather information about your entitlements, including job aids
- Provide resumes or other relevant information that can assist your support networks in securing new work for you.
- Ensure you can be contacted easily.
- Consider training and job opportunities.
- Be aware of timelines and proactively consider your options when decisions are required.

Union job aids to support employment transition

Public Service Alliance of Canada



The Public Service Alliance of Canada (PSAC) has outlined your rights and options as a worker facing these challenges. Review the Frequently Asked Questions regarding employment transition on the [PSAC website](#) for more information about the process.

Canadian Association of Professional Employees



Members of the Canadian Association of Professional Employees (CAPE) can visit the union's [Job Protection Help Center](#) for the latest on how they are supporting members facing potential workforce impacts.

The Professional Institute of the Public Service of Canada



The Professional Institute of the Public Service of Canada (PIPSC) is working to ensure workforce processes are followed and members feel supported. Visit the union's [website](#) for the latest resources.

^ Job Aids : Virtual Tools for Career Management



The following are virtual resources that can support public servants navigate career options. All sessions listed below can be accessed using the password: Mhc2024-25.

Applying for a Job in the Federal Government

English session: <https://canada.webex.com/canada/ldr.php?RCID=aa1b68332fea89e7b96481fab003cf62>

French session: <https://canada.webex.com/canada/ldr.php?RCID=abf0ace05c5fc12806a3d48fb958c4c6>

Supporting documentation and resources : [Online Event Page](#) | [Eventbrite](#)

Preparing for Assessments and Interviews: A Step Toward Success

English Session: <https://canada.webex.com/canada/ldr.php?RCID=0464ede8b0032cb138070937ca9fb30a>

French session: <https://canada.webex.com/canada/ldr.php?RCID=39e679ddd44acbb4f85155ccc7527c22>

Supporting documentation and resources : [Online Event Page](#) | [Eventbrite](#)

Career Development: Explore Your Possibilities

English session : <https://canada.webex.com/canada/ldr.php?RCID=291dd0a8d1690277245d05b6c7e703f1>

French session : <https://canada.webex.com/canada/ldr.php?RCID=ded32cae0841f9f477a3637b333e0d48>

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 - Provide resumes or other relevant information that can assist your support networks in securing new work for you.
 - Ensure you can be contacted easily.
 - Consider training and job opportunities.
 - Be aware of timelines and proactively consider your options when decisions are required.
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^ Cultural Humility: Self-Care

Practicing Cultural Humility: A Path to Self-Awareness and Compassionate Connection

In today's diverse and dynamic environments, the practice of **Cultural Humility** offers a powerful framework for fostering deeper self-awareness and more meaningful connections with others. While cultural competence implies understanding of knowledge about other cultures, cultural humility is an ongoing process of self-reflection, self-evaluation, and openness to learning from others.

The Power of Cultural Humility

Cultural humility begins with the recognition that we all carry biases, emotions, and assumptions that shape how we interact with the world. By practicing cultural humility in our daily lives, we become more attuned to our own needs and the needs of those around us. This heightened awareness allows us to respond with greater empathy, compassion, and effectiveness.

It encourages us to pause and reflect—on our feelings, our reactions, and our perspectives—creating space for **active listening** and genuine connection. Through this lens, we learn to validate others' experiences without centering ourselves, fostering a more inclusive and respectful environment.

Cultural Humility in Practice

The practice of cultural humility begins with self-regulation: the ability to recognise, manage and deal with our emotions effectively. This involves regular self-assessment,

reflecting on ourselves to better understand our reactions and intentions.

Empathy and compassion are at the heart of this approach. Empathy allows us to understand the experiences of others without relating them to ourselves. However, it is essential to distinguish empathy from excessive identification. Over-identifying with another person can lead us to neglect our own needs, thereby compromising our well-being.

Let's take an example: a colleague confides in you about an altercation with another colleague. An empathetic response would be to acknowledge their feelings, listen to them and offer your support within your means. Over-identification, on the other hand, could lead you to put aside your own priorities, skip lunch, or even devote your entire day to this situation.

This distinction is crucial to maintaining a balance between supporting others and taking care of yourself.

The Role of Self-Reflection

Self-reflection is a cornerstone of cultural humility. It invites us to ask: *How am I feeling? How are my emotions influencing my actions?* By connecting with our authentic selves, we lay the foundation for effective self-care.

Emotional awareness allows us to process our feelings without judgment, while a realistic self-assessment—grounded in humility—requires openness to both our strengths and areas for growth. In the midst of a busy day, taking time to reflect can be challenging. Tools like **journaling** can help us pause and reconnect with ourselves.

Engaging in Self-Evaluation

To care for ourselves effectively, we must understand our **mindset, goals, stressors, and sources of happiness**. This process of self-evaluation deepens our understanding of what drives us and how we adapt to challenges.

By exploring our **motivation, resilience, and capacity for change**, we build a strong foundation for sustainable self-care practices.

Strengthening Self-Awareness

Self-awareness is not a fixed trait—it's a skill that must be cultivated over time. Like a muscle, it grows stronger with consistent practice. As we reflect on our thoughts and actions, we begin to interact with others in ways that reflect **compassion, empathy, and humanity**.

Ultimately, cultural humility is not just about understanding others—it's about understanding ourselves. It's a lifelong journey of learning, unlearning, and growing in ways that honor both our own humanity and the humanity of those around us.

Our work is based on the principles of Cultural Humility, and it is trauma and resilience-informed. Our office truly believes people need to be at the center of our work, and we try to help humanize bureaucracy by incorporating humility into our approach. We believe this supports stronger relationships founded on trust, understanding, and compassion.

~ Dr. Nadia Ferrara

Finding the Right Work-Life Balance ([WMT2-J14](#))

- The Wheel of Life exercise is a simple but powerful coaching tool that helps you find work-life balance and increase your level of personal satisfaction.
- In one hour, you will have a snapshot of the areas of your life that are in balance today and an action plan for creating the changes you wish to make.
- Consider doing the exercise periodically to benefit fully from it.

Executive Learning



Finding the Right Work-Life Balance



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- In one hour, you will have a snapshot of the areas of your life that are in balance today and an action plan for creating the changes you wish to make.
- Consider doing the exercise periodically to benefit fully from it.

How to complete the exercise

- Select eight "areas of life" from the examples on the next page that you would like to explore.
- Write the name of each area on the outer ring of a segment of the Wheel of Life.
- Indicate your current degree of satisfaction with each area of life (1 = very dissatisfied, and 10 = fully satisfied) by connecting the numbers in the segment to form a wedge.

We suggest you print out the pages. Doing the exercise on paper will have more impact than simply thinking about it.

Balance is personal and unique to each individual.
What may be satisfying or balanced for one person may be stressful or boring for someone else.






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(256 KB)

Union job aids to support employment transition

Public Service Alliance of Canada



The Public Service Alliance of Canada (PSAC) has outlined your rights and options as a worker facing these challenges. Review the Frequently Asked Questions regarding employment transition on the [PSAC website](#) for more information about the process.

Canadian Association of Professional Employees



Members of the Canadian Association of Professional Employees (CAPE) can visit the union's [Job Protection Help Center](#) for the latest on how they are supporting members facing potential workforce impacts.

The Professional Institute of the Public Service of Canada



The Professional Institute of the Public Service of Canada (PIPSC) is working to ensure workforce processes are followed and members feel supported. Visit the union's [website](#) for the latest resources.



Portal content represents a collaborative effort and the ISC Ombuds team is working to ensure that the IDEA Portal meets language and accessibility guidelines. Your feedback is important to us. Please share suggestions or comments with the IDEA Portal team by email at [SecretariatduIDEA-IDEASecretariat@sac-](mailto:SecretariatduIDEA-IDEASecretariat@sac-isc.gc.ca)

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