ISETP Internal Change Management Project

The experience of front-line employees in a major policy transformation and its impact on the ground. How to achieve the policy vison by considering the human experience in its implementation.

Final Report
February 2020

ESDC Innovation Lab

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ISETP Internal Change Management Project

Enabling a sustainable partnership for systemic change

Context

Persistent across Canada, the disparities in labour force outcomes between Indigenous and non-Indigenous people translate in lower employment and labour market participation among Indigenous people[1]. To address this issue, since 1991, the ESDC has implemented various active labour market programmes, including the recently launched Indigenous Skills and Employment Program (ISET). Building from the Aboriginal Skills and Training Strategy (ASETS), ISET is based on a renewed relationship with the Government of Canada in support of Reconciliation efforts.

The program changed fundamentally from a single pan-Indigenous approach to "a new distinctions-based strategy that recognizes, respects and reflects Canada's Indigenous peoples, specifically the First Nations, Métis and Inuit, but also addresses urban/non-affiliated service delivery needs"[2]. Transformative in nature, the policy orientation of the program is impacting not only the way the Government of Canada (GoC) works with Indigenous partners, but also triggers reframing our traditional approach to service delivery.

Under ISET, frontline staff must now redefine their service relationship roles with Agreement Holders (AHs). The program objectives shifted from oversight, compliance and activity-based monitoring towards capacity building for self-government. The new service model towards capacity building, the Distinction-based approach, and longer agreements, has triggered functional areas within NHQ and regions to work differently together in order to ensure a successful implementation.

"... because many of the aspects of the program have been and continue to be co-developed, there are many unknowns at this time … this has now placed the Department in unfamiliar territory. "

(survey respondent)

About the Project

To support and define what is still uncharted territory for this major program transformation, the ESDC Innovation Lab (the Lab) has undertaken a design thinking project to support and inform the ISET Internal Change Management Strategy. The Lab directly engaged with regional frontline employees simultaneously across regions to guide them to define solutions that will both empower them and respond to their needs to support the transition from ASETS to ISET.

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[1] As highlighted by the 2018 OECD report: "(…) Indigenous and non-Indigenous Canadians do not share the same labour market outcomes and the differences between the two groups are striking along many indicators."
2 About the Indigenous Skills and Employment Training Program

The project used a human-centered approach—fusing design thinking and change management together—to help redefine the service relationship with AHs under ISET. This meant acknowledging and leveraging bottom-up and top-down dynamics to further a transformative culture change.

A foundational focus of this design thinking was to concentrate on the realities of frontline staff, their fears, hopes, and motivations that drive their behaviours at the nexus of their interactions with AHs. We strived to empathize with Senior Program Development Officers (SPDOs), Business Expertise (BEs), and Senior Financial Analysts (SFAs) and designed interventions to surface their challenges, institutional barriers, unmet or unarticulated needs. We then worked together to suggest solutions that respond to their frustrations, while supporting collective efforts for internal change management for ISET.

The Lab worked independently in close collaboration with the Director Change Champions, Gillian Campbell and Shane Reoch, and established from scratch a solid network of 10 Regional Change Leaders (RCLs) from the across the ESDC's regional offices who encouraged and mobilized their peers in this train-the-trainer model.

The Approach

From March 2019 to December 2019, the Lab worked together with the RCLs to better understand the reality of program delivery employees from the Service Canada regional offices in the context of the transition from ASETS to ISET. The aim was to foster a bottom-up conversation on the program-policy and service delivery contexts, which included uncovering assumptions, and understanding the nuances in experiences of frontline staff in their interaction with the AHs, as well with the communities and, at the same time, applying their experience to their new/emerging operating context under ISET.

The project created a first major opportunity for the Lab to understand and record internal dynamics at frontline level to design interventions for a culture change with the departmental regional offices across Canada.

Illustration by: Jordana Globerman

NOVEMBER
NHQ Engagement Session II
• Policy
• Program & operations
• Finance

SEPTEMBER -NOVEMBER
Regional Change Management Workshops Co-developed (Lab & RCLs)

JUNE
All RCLs in-person change management workshop

Regional & NHQ: Senior Management buy-in

Directors of Change Champions

2019 January Project charter negotiations

MARCH
Project kick off: Launch of new program & closing of old.

APRIL-MAY
Co-developed frontline survey: Understanding the transition

JUNE
NHQ Engagement Session I
• Policy
• Program & operations
• Finance

JULY-SEPTEMBER
Research design & regional staff engagements (led by RCLs: in-person or virtual)

Richmond Hill Sept. 10-11
Dartmouth Nov. 5
Winnipeg Nov. 5
Saskatoon Nov. 7
Montreal Nov. 14
Vancouver Nov. 9
Edmonton Nov. 14

Bank of 750 solutions
Napkin pit ches
120 frontline participants
Regional directors and Managers buy-in

RCL survey: closing aspirations

Report & insights

DECEMBER
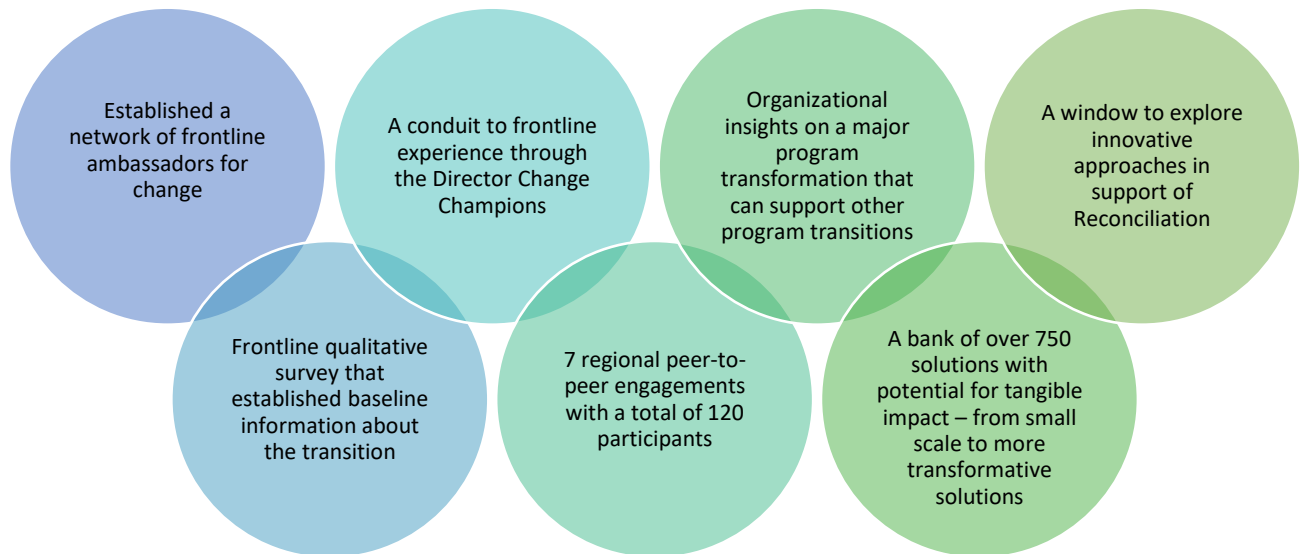Closing workshop (NHQ with RCLs virtual)

FOUNDATIONAL BLOCKS
• RCLs bi-weekly teleconference calls
• RCLs regional bilat meetings as needed
• Pulse-check with Director Change Champions
• Dedicated web platform to share information
• Lab analysis and sharing of observations across project milestones
• In-person and virtual support from the Lab in the delivery of regional activities
• Tailoring of interventions: real-time towards capacity building
• Senior management debriefs (Lab and Change Managements Directors)

Note:
RCLs = Regional change leaders
NHQ = National Headquarters

Project Accomplishments

Established a network of frontline ambassadors for change

A conduit to frontline experience through the Director Change Champions

Organizational insights on a major program transformation that can support other program transitions

A window to explore innovative approaches in support of Reconciliation

Frontline qualitative survey that established baseline information about the transition

7 regional peer-to-peer engagements with a total of 120 participants

A bank of over 750 solutions with potential for tangible impact – from small scale to more transformative solutions

• A reminder to readers that this report is guiding you through a journey in the life of the frontline staff in the context of the ISET Program transformation, their lived experience navigating internal structural dynamics and in a temporal political context. We present you our understanding and interpretation of insights and findings from the frontline perspective. We recognize our narrative sheds light on one functional component of the transition - service delivery - and that other functional components (i.e. policy or program operations) would need to be considered to understand the full picture.

Key Insights and Findings

The findings are summarized in six key insights that are interrelated. A cross-cutting factor that underpins all insights is the need to build and maintain trusting relationships between all actors in the system, as well as all functions embrace news ways of working, both internally and externally together. This includes:

- Frontline functional groups
- Operations
- Program-policy
- NHQ and regional leadership
- Indigenous partners

Insight 1: From vision to practice: along the policy-program-service continuum there is a gap in translating the policy vision for capacity building to the day-to-day concrete practice of frontline staff.

Front line staff realize that the current design of the ISET program is the result of a co-development approach with AHs. This was carried through by the policy function of the program before the project with the Lab started. This important negotiation, in a supportive political context, created a space for shared understanding between government officials in policy and AHs for a new way of working with Indigenous Peoples in support of reconciliation, a transformation which has generated a ripple effect to other Indigenous programs across the GoC. This was a major accomplishment. However, frontline program delivery staff were not part of defining what the new service relationship would look like. As a result, we have heard on multiple occasions that frontline staff are trying to catch up on important outcomes and information from these negotiations, which led to major policy developments that affect their day-to-day work.

Frontline staff felt caught in a transition over a short few months, i.e. in between two roles – letting go of one focused on oversight and compliance and moving towards one focused on relationship and capacity building. To frontline staff, the ISET vision is still quite theoretical and confusion exists as of how to move from theory to practice concretely. It was observed through our interactions and layers of management in this project, and hearing conversations between BEs, SFAs and SPDOs, that there exist discrepancies in the roles and responsibilities of frontline staff for capacity building – despite having a Roles and Responsibility Guidance document released recently (however still not widely distributed and socialized with the frontline staff) for the duration of this project.

"I am not sure if I am showing up for an open heart surgery or a nose bleed?"

"I am serving a buffet but nobody knows what I am serving. No labels of what we offer."

"I feel like a turtle on its back, stuck in the mud, in-between two worlds."

"Confusing signage – I am not sure if my AH would be comfortable with me bypassing them and going to a community, so what is the proper way we should take? Is it a case by case?"

"Old tools new rules – it is confusing for all."

"We cannot use community and AH interchangeably."

"There are conflicting pressures do what is best for the region, for the AH and for the community."

For example, most frontline staff understand that the service relationship requires a mindset shift towards a new way in program delivery, but they hear conflicting messages about what this means concretely in a day-to-day context.

- How should they engage or not with AHs with optimal capacity ratings? They hear mixed messages internally. Among them, some say they do not need to engage to respect self-governance principles, and also hear they need to gather positive stories so that others can learn, and that their presence holds their AHs to account.
- How should they engage in a relationship with communities versus their AHs? They hear they are the 'boots on the ground' and the 'face of government' from levels of management, yet it is unclear for them if this means meeting with AHs or communities or both. They do not believe the current operational scope supports a vision for regular in-person travel to the communities to develop a presence for a trusting relationship to blossom, and many expressed they would hope a travel budget exists for their new role.
- How should they engage with communities they believe require more capacity support than their current assessment rating suggests? Or, how should they flag their observations, concerns, perceived gaps, and success stories in communities to both the AHs and NHQ? They wonder about the process for a visit on in communities that respects governance and cultural nuances within the Agreement, and if validation is required, how is the information they collect and report on informing other policy functions or programs serving Indigenous populations.
- How should they provide capacity building support and services to AHs when they do not feel equipped to do so? Frontline staff wondered about what building capacity looks like, such as how and when they should approach these types of conversations with AHs, and what information and resources they need to support these conversations (e.g. Labour market information about the community).

Most frontline workers we spoke to shared they are aware their relationship is influenced by their own trust building at a personal/relational level, but also understood that the geo-political negotiations above their working level with policy officials and senior government officials affect this relationship. To them, and from what they hear from their AHs, the current instability in the operating context, a minority government for example, has them worried about not being properly informed of nuances or changes before engaging with their AHs and communities.

Another layer of complexity in the program dynamics highlighted by the frontline stemmed from the Nation-to-Nation relationship under ISET and the fact that, as mentioned above, they were not part of the co-development process. This resulted in parallel layers in relationship building and communication channels with impact on the day-to-day work of the frontline staff, as well as a lack of clarity on job responsibilities and misalignment with the program vision. Many have stated how sensitive and difficult it is for them to navigate co-developed expectations of the new service relationship when there is information asymmetry – e.g., their AHs know more than they do about the project and their own role.

To satisfy this confidence gap, operational context gap, and craving for a shared sense-making about this new service model with the AHs, the Lab noticed in the qualitative survey conducted in the regions in April-May 2019, and in the regional workshops, that frontline highlighted the

stringent need to develop among themselves a shared understanding of their new role in their capacity building function, and regularly sharing their fieldwork experiences to learn from each other. As such, multiple activities have been suggested across regions during the regional workshops to respond to that need.

How might we enable and equip our frontline for a holistic approach in response to the needs of communities?

Proposed solutions:

How Might We (HMW)… that address relationship building and establishing trust with AH	Proposed solutions

• *HMW…empower staff to have meaningful discussions with AHs while meeting program requirements?*
• *HMW…Develop strategic relationships with new AHs and add value?*
• *HMW… build a partnership mentality with our AHs?*
• *HMW … maintain/build trust between SPDO and AH?*
• *Improve common understanding between AH and frontline?*
	• Flexibility to let SDOs engage with AHS and lead discussions and communication as they see fit - less scripted, more honest and open
	• Let AH Lead in the co-development process (i.e. lead discussions, having them set meeting agendas, lead on initiatives, asking for support when needed etc.)
	• Provide more face to face opportunities and activities to build better relationships with AH (i.e. more informal discussions, going on location, joint training, going away on joint retreats)
	• Communication must be frequent, regular
	• Sharing best practices across functions (SPDO, BE, etc.) within and across regions
	• Management needs to be clearer with direction and reporting requirements and show staff support when encountering obstacles for Mid Year dialogues
	• More consultation and feedback with AH about what the partnership looks like:
	  ○ defining the new PA role more clearly
	  ○ determining common ground/shared understanding to move forward
	  ○ setting up and understanding expectations
	• Trust building is about less paperwork and administrative details and more about taking time to establish trust, being more open and transparent

HMWs about tailoring capacity building based on capacity level
 	
• *HMW …improve common understanding of capacity building between AH and frontline?*
• *HMW … tailor our supports to AH with differing capacity levels?*
• *HMW … better support the development of our AH's skills?*
	Proposed solutions
	• Achieve a common understanding with AH about what capacity building means under ISET:
	    ○ Have information sessions and packages for AHs
	    ○ Q&A sessions
	    ○ Providing examples of capacity building
	• Continuous in-person meetings with AH to help define what capacity building is, set overall goals and expectations this is reflective of their community/context/reality
	• Conducting a needs assessment with AH to better determine capacity building supports needed and developing action plans
	• Having a common understanding about capacity building within ISET (i.e. regionally and NHQ) with clear guidelines and policies and ensure we have the tools to support them
	• Training on capacity building or that supports capacity building

HMWs about clarifying roles and responsibilities of SPDOs • *HMW … clarify SDO role in the ISET transition?* • *HMW … better define our role / responsibility to support the development of AHs competencies?*	*Proposed Solutions* • Create working groups with SPDOs to develop/input into job descriptions • Solicit input from SPDOs/have SPDOs come up with job descriptions • Consultation with ED/AHs to shape SPDO roles and responsibilities (i.e. the needs and expectations of AH should be reflected in SPDO roles, responsibilities and job descriptions)
HMWs about supporting AH and budgetary constraints- *HMW … be creative in meeting challenges of supporting AH and internal staff within budgetary constraints?* • *HMW … address the lack of travel budget for ISET staff (SPDO)?*	*Proposed Solutions* • Better leverage the use of technology through tools such as: Video conference, Skype, FaceTime, WebEx to both have meetings and provide AH with training. • Have designated subject matter expertise to provide training (i.e. not off the side of the desk) • Reallocating budget to support travel for frontline staff to support AH • Combining activities when having in-person dialogues to save on travel for example: ○ in W-T during Feb 2020 meeting with AHs, have MYD dialogue at the same time (or other activities)

Insight 2: Frontline staff remains unclear about the boundaries for providing wraparound services and how they can provide tailored and holistic guidance connecting with other GoC programs

Throughout the project, frontline participants shared they feel there is a lack of intersectionality within ISET and across current Indigenous programming. They highlighted that a fragmented approach to Indigenous socio-economic gaps really hinders their ability to build a positive relationship for capacity building. Staff expressed that some communities face issues beyond the scope of the program, however these issues dramatically impact labour market outcomes. They do not know how to leverage changes to the program to best address barriers to training and employment outcomes that are experienced in communities they serve. And for this reason, they experience a disconnect between program parameters and the reality of their AHs. For example, the high rates of suicide that affect northern Inuit communities. In order to help close socio-economic gaps, staff wondered about what a holistic approach based on wraparound services could look like for them, as they are the 'boots on the ground'.

Many SPDOs would like to tailor their capacity building support by connecting the dots between GoC/ESDC's programs[3]. They expressed this is also what AHs want. If a SPDO goes to a community and has a capacity building conversation for ISET, and in the conversation realizes that the community does not have enabling infrastructure for transportation or day care or housing or Internet, the conversation on building capacity for employment, skills and training becomes an impediment to building trust. In this context, SPDOs would want to help their AHs navigate with other programs or relay back information internally for a responsive follow-up that would need to be created and keeps them on the loop. In these scenarios, SPDOs are unsure about the boundaries across programs that they can cross – could they leverage or help their AH or community access funding for immediate or urgent interventions (e.g. suicide prevention)?

In order to better equip themselves for the potential of this navigation role as part of capacity building, some regional workshops participants highlighted the need to better leverage existing data or work to fill data gaps. They would be interested in leveraging what exists and developing mock-up dashboards that would collect up to date socio-economic information they could use prior to a visit for holistic wrap-around services. They also suggested having profiles of their AHs in terms of knowing the various other agreements they may hold. This might help frontline staff understand how ISET fits in a larger context with other federal programs and tailor their approach to capacity building (e.g. % envelop to an AH dedicated for ISET versus other programs). The Lab observed that it might be also hopeful for the SPDO to have a profile of other funding to the AHs to help them see where ISET fits in the larger picture. There is no need to provide detailed financial details, but perhaps % of funding ISET has relative to other federal programs could help.

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[3] The Lab felt a connection between what frontline expressed and findings from the 2018 OECD report: *(…) federal active labour market programs for Indigenous Programs have placed a strong emphasis on obtaining meaningful employment as a successful outcome of government interventions; however, Indigenous people often face severe and multiple barriers to employment".*

SPDOs appreciate that they already have a close relationship with AHs that can be beneficial for the GoC and other programs. Some AHs are organized and have all this info but this community/AHs profile information is not integrated/organized systematically to be helpful for capacity building visits. Albeit it was acknowledged that these solutions were beyond the scope of this project for ISET internal change management, frontline staff agreed that having this information readily accessible would be valuable for them or other federal programs. This maybe a suggestion for an interdepartmental working group. To add another layer of complexity, some SPDOs even suggested they should also be aware of provincial programs – like super frontline agents informed of provincial and federal resources.

How might we enable and equip our frontline for a holistic approach in response to the needs of communities?

Proposed solutions:

HMWs about holistic and wrap around support	*Proposed solutions*

• HMW… empower program delivery staff in order to support AHs in addressing the true needs of their clients and communities, while also meeting program requirements?
 	
• HMW …share our knowledge of AHs so it is holistic/unbiased?
 	
• HMW …empower AHs to identify the successes for their community, to reach their determined needs of their communities, and to improve our programs?
	• Based on the intersection of AH processes, needs, community goals etc. revise program requirements as needed (i.e. tailored approach)
	• Establishing a holistic understanding of the community beyond ISET program to better understand community and address needs and wrap-around services/supports
	  ○ training on cultural sensitivity
	  ○ connecting with other federal departments involved in communities
	• Create comprehensive background information about the AH and communities (community profiles, online articles, background institutional knowledge, labour market statistics etc.)
	  ○ example of creating dashboards with comprehensive background information about AH and communities
	• Qualitative approaches for demonstrating progress/success/impact (beyond the reports and numbers) through activities like:
	  ○ narratives
	  ○ show cases (i.e. videos, photos, etc.)
	  ○ artistic
	• In-person travel to AH from all levels (frontline, regional management, and NHQ)
	• Continuous/regular in-person meetings with AH to check in with them, provide resources and support as needed, and opportunities to collaborate with them
	• working groups between SPDOs and AH for to better collaboration and discussions
	• More cross-regional engagement between frontline staff about best practices, share experiences, and brainstorm ideas and prototypes
	• Discuss with AH so they have an understanding/guidance about what "success", results, and outputs looks like in this new model for their local realities

	• Better data capturing technology that is user friendly and allows for easier capturing and tracking of priorities
	• Opportunities to have job shadowing and swapping:
	    ○ between AH and government
	    ○ between frontline and NHQ

HMW communicate knowledge across federal programs? • HMW … communicate frontline AHs experience from the ISET Program change to inform transitions in other programs within the Government of Canada?	*Proposed solutions* • Establish Peer to Peer networks for sharing knowledge and getting support and challenging bias • Open dialogue with AH with regular follow ups

HMWs build or maintain trust during times of uncertainty?
 	
• HMW … manage AH expectation in this time of uncertainty?
• HMW… maintain or build trust amongst SPDOs/AHs in a context of uncertainty on both sides?
• HMW … improve our relationships with our AHs?
• HMW… better understand the perception of Aboriginal people vis-à-vis Service Canada and our relationship of understanding to adjust our service relationship in a QC context?
	Proposed solutions
	
	• Consistent and open communication with AH, with regular follow-ups, particularly about:
	    ○ The fact that things are still in transition, so we may not have all the answers/clarifications
	    ○ regular updates as new information becomes available
	• Allow AH to express their needs, concerns, ask questions, and get updates in various way such as:
	    ○ surveys
	    ○ online web space
	    ○ regular weekly/monthly bulletin news
	    ○ blog
	    ○ Facebook
	    ○ video tutorials
	• Using technology where possible to keep consistent communication with AH
	• Opportunities to have job shadowing and swapping:
	    ○ between AH and government
	• working groups or round tables between SPDOs and AH to work collaboratively, share information, etc.

Insight 3: The scripted and prescribed structure that defined the service relationship has disappeared and put frontline staff in a foreign position - without the tools and confidence to reimagine and be part of the new relationship with AHs. This is both scary and exciting.

First, a main concern raised by many SPDOs is that the reframing of the service relationship requires them to show up in the same context, but the rules of that relationship changed. Both sides have to adjust and are shaping together this new relationship, but frontline staff are stepping into this relationship with negotiated expectations from their policy counterparts, context they know is important but that they have not been privy to. They are going out to the field "blind".

Secondly, the monitoring structure and reward system supporting the SPDO performance for ASETS attracted and retained a certain skillset in these positions and produced behaviours towards AHs that are no longer incentivized. For many SPDO, this changed relationship is both a threat and an opportunity. For those accustomed to operate within a controlled environment and filling templates and tools, the transition is more challenging because they feel unprotected and worry about making mistakes, not being competent, losing their job. For those excited by the opportunity to freestyle and exercise their own judgement, they worry about how the AHs will respond to their new identity in their relationship and worry that the geo-political context shifts again rendering their new self obsolete, or in a vulnerable position – resulting in a reputational risk fro them and the Government.

Frontline staff still feel unprepared to provide the clarity and the right supports to AHs because they have not been adequately and timely equipped for their [new] jobs. It is *"not clear who is doing what"*. In addition, implicit concerns were raised around job security and shifting job descriptions.

To help them show up with intent, presence, active listening, skills and competence in this transition, some SPDOs have suggested having workshops with role playing, improvisation, and collective training to surface unconscious bias to help them develop or polish facilitative and active listening skills which will be essential for the new service relationship model. A mock-up facilitation guide could be repurposed from the Lab should this be of interest.

How might we support our frontline staff in their transition to new roles?

Proposed solutions:

HMWs about staff having the adequate tools, resources • *HMW … Assist staff with tools/resources for new program(s)?*	**Proposed solutions** • Have a collective, central location to share resources, information. Repeated suggestions to set up a wiki page as a one stop shop for ISET/GCC tools, resources, and links) • Staff/frontline led development of tools; Can be done via working groups within and across regions • Co-develop tools with AHs and NHQ • Reduce the number of tools; adapt and modify existing tools • Better awareness of tools and adequate time for training in tools and technology • Opportunity for frontline staff to provide feedback on tools created by NHQ and testing of these tools • Sharing tools and best practices within and across regions

HMWs about how to make frontline feel confident in the new roles
 	
• *HMW … build confidence of SPDOs in a holistic way?*
• *HMW …empower SPDOs to be creative/take ownership without fear of repercussion?*
• *HMW … we better support SPDOs in the development of their skills / knowledge?*
	Proposed solutions
	• Better celebrate SPDO successes by things like:
	   o recognition by management and colleagues
	   o having a "win-win" or success wall
	   o SPDOs reflecting on their own strengths and successes
	   o working groups could be established for this
	• Have senior SPDOs provide mentorship to new/junior colleagues through things like:
	   o "buddy system"
	• Allowing the space for SPDOs to be able to take initiative and calculated risks without feeling like they might be punished - giving them safe spaces to talk about their challenges
	• SPDOs having a greater voice at senior/NHQ tables (i.e. via comms, national comms)
	• Sharing tools and best practices within and across regions:
	   o done in person, via video, etc.
	   o having a national/all-regions SDO event annually
	• Have a collective, central location to share resources and best practices
	• Opportunity for staff to provide feedback on tools created and testing of tools
	• Working Groups between BE and SPDOs for better knowledge sharing and collaboration

Insight 4: Communication is the symptom, <u>not the underlying problem</u>. Program transformation requires changing habits and practices, a new way to work together that initiates from within and starts at the top.

In the current practice, the ESDC/SC relies on information trickling down from NHQ through regional management and functions to keep on-the-ground employees in-the-know. From the perspective of frontline staff, there is a need to complement new practices with Indigenous partners with internal systemic solutions and behaviours for just-in-time and consistent information and communication management so that our frontline staff do not feel this ''lag'' or ''asymmetry'' of information.

The Lab's intentions through the ISET Internal Change Management Project was to provide a new channel for information and empowerment for ISET frontline to feed more directly into the policy transformation, but this project is not enough to change the culture of information management and communication beyond ISET.

The departmental internal culture is formed of habits, practices and assumptions in the collective way of working that are currently ingrained in a level-to-level and top-down vertical communication flow, as well as fragmentation in information management. This culture poses a risk that could jeopardize a successful transition. Throughout the project, from the RCLs experience, to the survey respondents and workshop participants, the ESDC/SC's employees working on ISET did not feel enabled to engage in bottom-up participatory ideation to find solutions for the new program implementation because of a general lack of trust in the NHQ's willingness to listen and implement their proposed actions/solutions.

To them, the lack of thinking through about their role, rushed implementation, followed by slow direction from NHQ, as well the organizational internal culture regarding communication flow have eroded the staff morale and confidence. During the project, some AHs (top or frontline) had information about ISET before regional frontline, or instances where AHs would go directly to the Minister, or policy or operations counterparts, bypassing communication channels, and then frontline staff have to catch up again.

As we seen in many Iceberg exercises[4] done throughout this project across regions, the current communication flow is an important irritant for frontline staff. The current infrastructure molds behaviours that influences the collective way of working. ISET requires a new mental model but it is operating in a communication mindset structured in hierarchical traditions that gets in the way of enabling frontline staff to feel empowered in their new role. It happened a couple of times in the course of this project where seemingly innocuous demands to support this project did not come to fruition, sending conflicting messages about the importance of this project from RCLs to their peers. Two concrete examples from the project are the distribution of kick-off

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[4] An activity that exposes a more complete picture of a complex problem.

communication emails to the regions framing the role of RCLs and finding a common platform to host the Ideas Board across regions.

In addition, as expressed at the workshops, many SPDOs are using the same ASETS tools, systems, communication channels, templates which sends a confusing message to support a new service relationship away from oversight and compliance.

Several SPDOs suggested continuing a practice of communication across functions with more real-time information sharing in working groups - some already exists but they do not connect with their realities. In response to the SPDOs unmet need for more access to information regrading their new job for capacity building, improving their preparation for their meetings with AHs, and leveraging what worked in other regions or Distinctions, several regional workshops for this project focused on improving the internal communication culture. In other words, SPDOs proposed to "hack" the current vertical hierarchical system with more opportunities to work flat across regions, and improving the flow of information top-down, bottom-up and sideways by using a common and open platform such as the GcCollab with ISET information with a dedicated section for AHs and SPDOs, or Pan-Canadian Ideas Board, or RCLs SharePoint site. Another region suggested opening their calendar learning events to other regions and AHs to participate together and learn from one another, or plan workshop(s) with AHs to design tools for capacity building together rather than develop tools internally that might not respond to AH needs or wait for internal updates for partial information through the existing hierarchical communication system.

These new channels of communication could change behaviours about communication and information management. Frontline staff in regions can provide rich input and feedback, and they demonstrated their ability to support and champion change through this project. NHQ has a big part in enabling using and testing these new communication channels.

How might we embrace new ways of working internally to support the relationship between frontline and AHs?

Proposed solutions:

HWMs about how to better support frontline (beyond tools and resources)	Proposed solutions
HWMs about how to better support frontline (beyond tools and resources) • *HMW …create a bank of best practices for frontline staff to support AHs?* • *HMW …better support frontline implementing new approaches?*	*Proposed solutions* • Regional sharing (i.e. such as via working groups, cross-regional annual events) about experiences, best practices, and common issues with AH • Have a collective, central location to share resources and best practices • Clearer instructions and guidance from management on implementation and sharing best practices
HMWs about consistent and timely communication • *HMW …share information consistently?* • *HMW …balance consistency with timeliness of information* • *HMW …reimagine the way communication is delivered in W-T?*	*Proposed solutions* • Communication from top down must have the following: ○ ONE consistent/same message (re: program information, emails, etc.) instead of slightly differently worded communication by various regional senior mgmt. ○ Be sent to the entire region at once ○ Be sent in a timely manner • More frequent (i.e. on a weekly basis) in-person or VMR meetings (esp. in W-T) with regional senior management, across functions for following: ○ receiving consistent communication about processes and expectations ○ sharing best practices ○ co-development of tools • More/regular meetings with regional staff and NHQ for updates and exchanging perspectives • There should be a central repository (such as SharePoint, Wiki, or website) for storing tools and communication that: ○ is easily accessible ○ is organized (i.e. clean up tools, versions, old sites, alphabetical order etc.) ○ reduces the duplication of tools and versions • More in-person meetings and engagement with AHs for open discussions about the uncertainty, explaining new agreements, and co-development

	• More cross-regional engagement between functions for exchanging best practices and ideas • Consider different platforms for sharing information consistently such as: podcasts, websites, call center, E-Newsletter • Be better at forecasting planning and implementation
HMWs about building stronger cross regional and cross functional relationships (includes NHQ) --??? • *HMW …improve how we work together across programs and functions?* • *HMW …maintain and build trust between SPDOs/ NHQ/ AHs/ BE in a context of uncertainty?* • *HMW … build empathy between regions and headquarters?*	***Proposed solutions*** • Develop a cross regional network/platform- similar to the RCL network (NHQ involvement as well) • More group meetings with co-workers/all functions to get to know each other, share information, and team building • SPDOs represented at national level (i.e. on national calls, in person, etc.) to voice concerns, regional issues, provide feedback as needed • Communication from top down must have ONE consistent/same message • More active involvement of AH in our processes i.e.) in calls, mentoring new AHs • Be better at forecasting planning before implementation

Insight 5: Lack of clarity for both frontline and AHs in terms of balancing flexibility with accountability

While ASETS was based on a defined management framework to ensure appropriate financial controls, there is a perception among frontline staff that the new program is moving away from processes that are more concrete with potential implications on monitoring and reporting requirements and, ultimately managing resources and ensuring accountability of public funds. Also, while "accountability for improved results" was one of the three pillars of ASETS, it is not clear how performance monitoring and reporting will be done under ISET and what type of performance information will be required from the AHs and with what frequency – all of which can influence the new service relationship. The main concern raised was about implementing a system where the "rules will change during the game" in data collection from AHs. There is anxiety at the frontline level the landscape might change, new requirements might be defined and impact differently the seasoned AHs versus the newer ones less used to government's way of working.

As previously mentioned, while there is recognition by frontline of a need for less oversight and involvement from the government moving forward, considerations were raised about some AHs rating and frontline perceived "on the ground" capacity reality, particularly on aspects of financial capacity. To them, this will have implications in future capacity assessment and relationships with the AHs. There is also an antagonistic feeling and mistrust by frontline staff at the Nation-to-Nation level, with a recognition that a new government can change the current programming requirements with new political orientations, which is a reputational hit for frontline staff who are the 'face of government'.

The participants strongly expressed the need for direction, as well as concrete ISET tools and guidelines that are well designed, consistent, simple and easy to implement. They would support them and the AHs by giving a comprehensive, positive and generate momentum to where the organization is trying to go.

In addition, beyond financial controls and to avoid the ASETS inability to demonstrate long-term results[5], frontline staff suggested that ISET data collection should include a mix of quantitative and qualitative information to support demonstration of closing socio-economic gaps between the Indigenous People and other Canadians – making room for storytelling of progress, hardship and human impact.

> Considerations were raised regarding the fact that there is no longer a list of eligible activities and what judgement does the SPDOs use to justify what can happen under ISET agreements. There are frustrations and worries at the frontline level *"… how do I have that dialogue with my AH? How to assess [Indigenous] organizations while protecting the public purse?"*

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[5] As expressed by the Auditor General Michael Ferguson in 2017, under ASETS: "The measure of success has become the amount of money spent, rather than improved outcomes for Indigenous People."

How might we ensure public funds are directed towards expected results while maintaining flexibility of the long-term agreement?

Proposed solutions

HMWs about not losing accountability under this new model that promotes flexibility	*Proposed solutions*
• HMW… drive our relationships with AHs from being so heavily based on numbers/reports/etc., and place a great focus on the working relationship and helping communities achieve their results without losing accountability? • HMW …help communities achieve their results without losing accountability? • How could we redefine the relationship between AP and DE with flexibility and accountability?	• Visit communities on-site to better understand local realities, needs, barriers - it's more of a holistic understanding of the community • Change our reporting/monitoring structure to be more reflective of local realities and AH input • Discuss with AH so they have an understanding/guidance about what "success", results, and outputs looks like in this new model for their local realities • Continuous/regular in-person meetings with AH to check in with them, provide resources and support as needed, and opportunities to collaborate with them • There should be a central repository for AH to access tools and resources

HMWs about demonstrating results/success under flexibility
 	
 • HMW …demonstrate success in the absence of defined expected results?
 	
 • HMW … manage the flexibility to make decisions while minimizing risk?
	Proposed solutions
	
	 • Qualitative approaches for demonstrating progress/success/impact (beyond the reports and numbers) through activities like:
	    o narratives
	    o show cases (i.e. videos, photos, etc.)
	
	 • Clearer guidelines from regional senior mgmt./NHQ about how to operate within flexible arrangements:
	    o training on decision making about "grey areas" i.e.) using scenarios,
	    o training on conflict resolution
	
	 • Discuss with AH so they have a understanding/guidance about what "success", results, and outputs looks like in this new model for their local realities
	
	 • SPDOs better track the decisions made (i.e. using framework, other strategies/methods)

Insight 6: The policy-program-service continuum for ISET is unidirectional and sequential. It would benefit from looping back frontline knowledge and service experience. This should be included - *by default.*

Under the new delivery model, ESDC/SC's regional employees working on ISET have a crucial role to play in achieving the expected program outcomes, yet it is these employees that suffer the most from the lack of clear direction with a risk of disconnecting from the program's values and mission. Many were so thankful to have the opportunity to meet and talk to each other about their challenges and motivations. This reflective conversation allowed frontline staff to value and honor their own experiences – and feel appreciated (as evidenced in workshop feedback forms).

Most appreciated that much internal efforts were invested towards co-development with Agreement Holders for ISET to be launched by the new fiscal year, yet their insights did not contribute to these co-development efforts.

They wish the delivery-facing arm of the GoC under Reconciliation has employees engaged and informed, and their knowledge valued and considered by default. To them, no amount of strategizing at NHQ or NHQ-AHs levels will be effective without meaningful participation from the people responsible for directly working with the ISET Indigenous partners.

The participants in the project expressed a clear disparity between the potential value offered by engaged frontline employees and the lack of channels and opportunities to engage them. They worry about what will happen without the Lab's interventions and support at the close of the project. They highlighted opportunities for the organization to reduce high turnover rate and drive more value from the frontline.

To acknowledge this gap presumes rethinking about collaboration across functions for major policy transformation and supporting a mindset shift with structures to embed frontline experience and knowledge in the co-creation lifecycle – as *the rule, not the exception*.

This project underscored organizational loss from an organizational model in which transformation is driven solely by policy. This traditional process connected to the political context presumes other functions of the organization will adjust with a moment's notice to an ambitious timelines and new behaviours while in a storming context. Frontline employees felt neglected in the transformative change. They did not feel empowered and valued, yet they are committed, and wanted to share their innovative ideas.

While each region and frontline staff adapts to the needs of their Agreement Holders with this new policy transformation, the regional experience of Distinction-based may create a rupture in the culture of the organization. Each region is starting to experience their new ISET service relationship differently, influenced for example by the makeup of their team and confidence with the vision for capacity building, provincial political dynamics and heritage of the historical relationship with Indigenous peoples.

Additionally, the understanding of the Nation-to-Nation concept varies across the country, given the specific historical context in each provinces and territories. For example, this concept has been part of Quebec's political fabric for years in its relationship with Ottawa and creates a specific dynamic in the region between the Indigenous Peoples and the Government of Quebec. The meaning of Nation-to-Nation may have subtle nuances for frontline staff, and this was not explored in the context of this project, but frontline staff from Quebec did express they need to have a good knowledge of provincial programs.

How might we ensure our frontline knowledge is embedded in the policy and program development – by default? How might we promote and sustain relationships that are based on trust while balancing national consistency with regional autonomy?

Proposed solutions:

HMWs about how regional staff can have a greater input/influence into development of initiatives, tools and resources being developed by NHQ	Proposed solutions

HMWs about how regional staff can have a greater input/influence into development of initiatives, tools and resources being developed by NHQ
 	
 • *HMW … identify and propose solutions to program activities?*
 	
 • *HMW … create opportunities for region-led initiatives?*
 	
 • *HMW …create opportunities for regions to influence initiatives for ISET (similar but diff wording from above)?*
	Proposed solutions
	 • Have working groups to:
	     o share information
	     o brainstorm ideas and solution to "local" issues
	     o have a presence at NHQ led works groups
	 • Meeting with AH and their communities to determine needs and having local tools/resources to meet them
	 • Opportunities to have job shadowing and swapping:
	     o between AH and government
	     o between frontline and NHQ
	 • More group meetings with co-workers/all functions to address "local" issues

ISET Project Closing Conversation

Facilitated by the Lab and bringing together the RCLs, NHQ program-policy and operations, as well as the Director Change Champions, the project closing conversation aimed to anchor commitments for continued frontline engagement. Participants recognized the need and expressed the willingness to continue the engagement in this highly collaborative approach in the policy-program-service continuum, with active participation of frontline staff.

In the short-term, an agreement was reached to focus on the following areas:

Continuation of the RCLs network

- Maintenance and governance of the RCLs network by program operations, including regular participation at Director-level forum meetings.

NHQ & frontline working groups

- Establishment of a working group (NHQ & frontline) on a topic of common interests: e.g. performance measurement of capacity building.

Frontline engagement

- Delivery of regional specific activities in the next 4-6 months to continue sharing of experience to build confidence and competencies in new SPDO role.
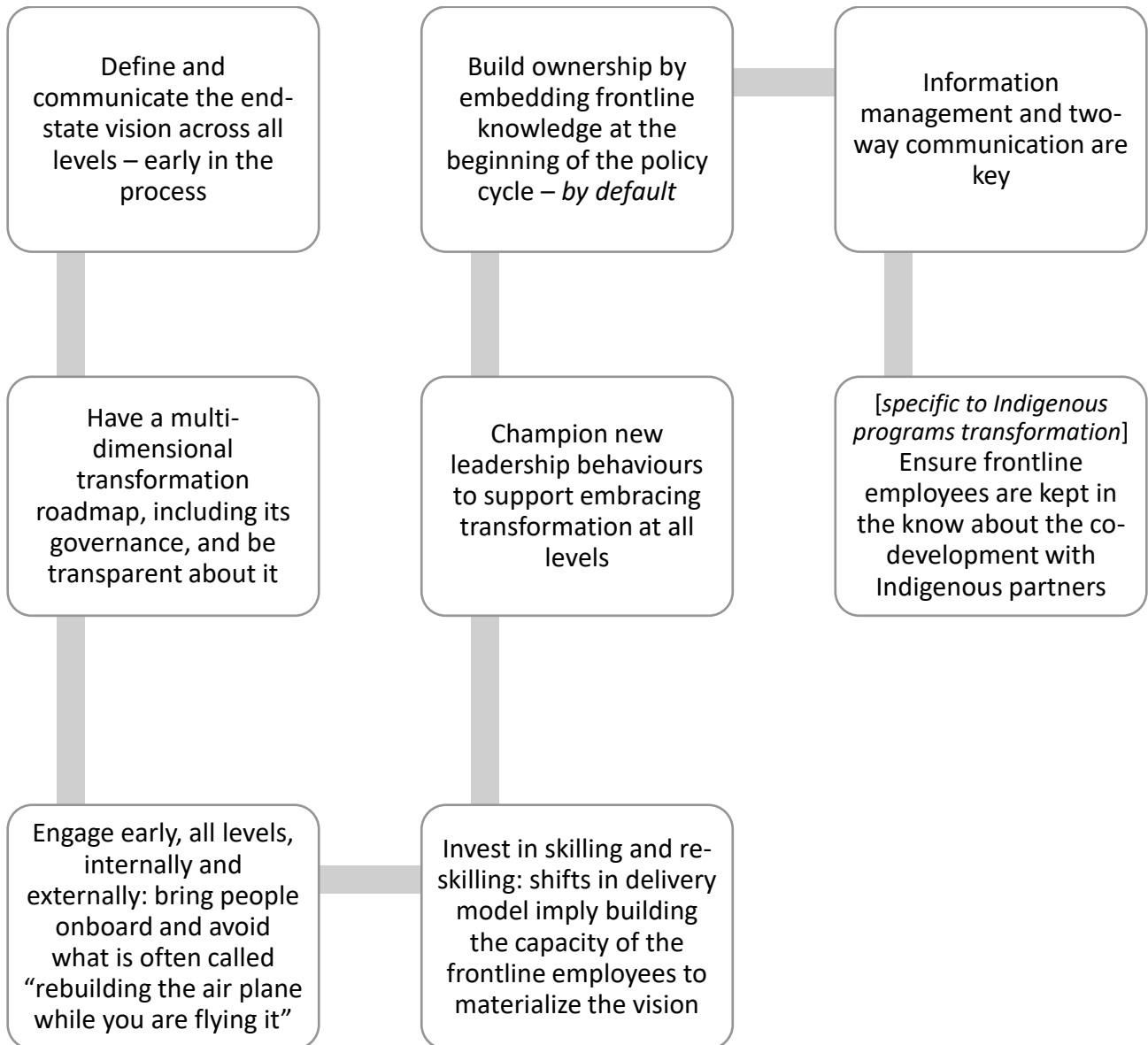
Information sharing

- Piloting a platform to share information in addition to current communication channels.

Co-development of ISET tools

- Sharing of NHQ led tools for RCLs feedback

Success factors identified from the project for future efforts in ESDC/GoC program transformation

There are a number of success factors that have been identified from the work conducted as part of the Lab project, which can inform the design and implementation of program transformation, specific to, and beyond Indigenous programming.

Define and communicate the end-state vision across all levels – early in the process	Build ownership by embedding frontline knowledge at the beginning of the policy cycle – *by default*	Information management and two-way communication are key
Have a multi-dimensional transformation roadmap, including its governance, and be transparent about it	Champion new leadership behaviours to support embracing transformation at all levels	[*specific to Indigenous programs transformation*] Ensure frontline employees are kept in the know about the co-development with Indigenous partners
Engage early, all levels, internally and externally: bring people onboard and avoid what is often called "rebuilding the air plane while you are flying it"	Invest in skilling and re-skilling: shifts in delivery model imply building the capacity of the frontline employees to materialize the vision	

We would like to extend our sincere gratitude to each and every person who participated in this project.

A huge thank you goes out to the RCLs, the Directors Change Champions, as well as to all the workshop participants.

We look forward to your continued thoughts and ideas as the ISET transition continues.

Thank you!

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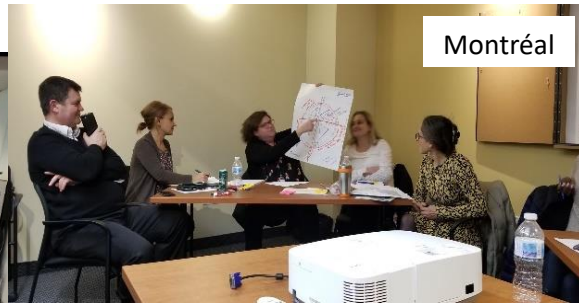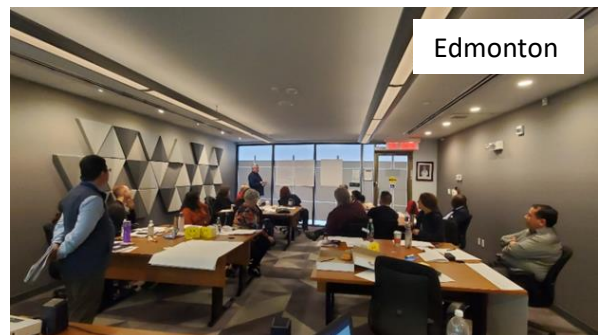Adam Hewson (NHQ POB)

Winnipeg

Toronto

Montréal

Vancouver

Ottawa

Saskatoon

Edmonton

Ottawa

Annex A. Solutions from Napkin Pitches

Ontario

1. Uncover Unconscious Bias

Pitch: Host workshop activities and discussions to uncover unconscious bias in the current ways frontline interact with AHs and the operating systems supporting these interactions. Identifying unconscious bias in capacity building conversations is a way to train new and seasoned SPDOs to recognize and identify where these biases exist, and how these biases frame their approach to conversations with AHs. The proposed workshop series would look at the current systems, structures and personal values to identify ways to address unconscious bias and solutions to help shift mindsets—should this be needed.

The Panelists validated that this space is of interest across the GoC and has potential to scale across programs beyond ISET. The Lab offered to share Unconscious Bias cards developed for another design project the Lab delivered in partnership with HRSB. The cards were developed to identify potential bias in staffing processes leveraging behavioural insights and designed a workshop series in partnership with HRSB in July 2018. To support this solution, the Lab also offered to help design, provide coaching and facilitation guidance/advice to deliver this workshop series should this be of interest.

2. AH Profile Across the Indigenous Labour Market Programs

Pitch: Develop AH dashboards/profiles to support frontline dialogue. The dashboard/profiles would includes socio-economic and geographical information, and "tags" based on stories of the community, informed by news clippings and frontline interactions.

The Panelists applaud the ambition and intent of this solution and offered some advice to generate content beyond the scope of ESDC. The scale and scope of this proposal was discussed among panelists who encouraged frontline workers to develop a visual of this proposal identifying ideal content – the "Cadillac" version, and then work towards a scaled down "Corolla" version to test feasibility with rounds of feedback. This solution could benefit from prototyping a few options to push this concept into practice and learn from rounds of iterations. Staring with a wide or ambitious scope could get in the way of the solutions. Thus, the Panelists suggested approaching this idea by first determining the criteria for a minimum viable product that would be of value to SPDOs in their day-to-day work, then develop a few low-definition prototypes through workshop activities, and use ritual dissent to garner feedback and iterate on the original idea. Once there is a strong minimum viable product, it is easier to add functions/components to the dashboard. The Lab offered to share facilitation guides and workshop designs from past projects as well as facilitation advice/support for this initiative.

3. **AH Dashboards/Profiles**

Pitch: Develop AH dashboards or profiles integrating visuals from all the systems that capture information on AHs, including socio-economic information. There were similarities with the other dashboard idea (#2). An added element of this solution was to also include qualitative evidence to support SPDO discussions. This qualitative evidence is captured in different locations and systems, therefore this solution suggested to leverage this input, perhaps coding it to include qualitative information in a synthesized dashboard. This solution could respond to AHs concerns regarding internal churn.

The Panelists supported the group to explore this idea further. A suggestion from the Lab was to explore segmenting the AHs by unmet needs or barriers concerning capacity building, and to integrate positive and difficult stories that could be shared with other communities and with NHQ.

4. **Conversation Guide on Capacity Building**

Pitch: Develop a discussion guide and onboarding to support frontline workers in their dialogue around capacity building, leveraging frontline experience and existing knowledge.
Focusing on soft skills support through a guide was an interesting way to address some discomfort experienced by SPDOs to engage in capacity building conversations with AHs without a tool. The panelist suggested leveraging role-playing and conversations among SPDOs to develop content for this guide. This guide could also have an onboarding feature helping to respond to internal churn.

W-T (Winnipeg)

1. **"Tell Us About" Weekly Podcast**

Identified Issue: Relevant information is not provided in a timely and consistent manner, often resulting in information overload.

Pitch: A weekly podcast would allow regional and national senior management to share information directly to staff. This includes current news, updates and reminders, staffing updates, achievements, and success stories. Everyone gets the same information at the same time, thus, preventing issues of trickle down and filtered messaging. This can be a tool for onboarding, for staff to access information at convenient times, and even refer back to archived information. Episode guests could potentially go beyond senior management (i.e. a day in the life of an SPDO). Podcasts exists within the Government of Canada which can be leveraged (e.g. Todd Lyon's Innovate on Demand).

2. **Reboot existing tools and resources**

Identified Issue: Currently, resources and tools are lacking. Key players, especially frontline, receive information at different times and inconsistently.

Pitch: When developing new tools and resources for ISETP, consider which ASETS tools worked well and could be rebooted or repurposed for ISETP. This involves cleaning up and centralizing existing information banks, forming a W-T working group to better share and develop information and resources (e.g. in preparation for MYD), and having more inclusive meetings where staff have a say on agenda items for management. This idea would enable timely and shared understanding of information, and help SPDOs feel more prepared to engage with AHs.

3. ISET Wiki

Identified Issue: It is difficult for SPDOs to know where to go to get the correct information and resources because it's either not stored centrally and/or the accuracy of current information is not certain.

Pitch: An ISET Wiki is a central repository for all resources. Operating like Wikipedia, there would be a search engine, and the development and update of information is organized chronologically. The source of information is verified and can be trusted to be the most up-to-date. This idea can enhance client service, decrease staff frustration, increase efficiency, enable more accurate information, and save time for staff (i.e. can search information instead of emailing). An ISET Wiki can be modelled after the Temporary Foreign Workers Program and Work Share wiki.

W-T (Saskatoon)

1. Roles & Responsibilities Working Group

Identified Issue: Clarity is needed for the role of SPDOs while strengthening relationships with AHs.

Pitch: The idea is to develop region-specific working groups with two representatives from each region to form a national table. The aim of the regional and national working group is to establish what SPDOs see as their role, and use that brainstorming as input for NHQ's development of SPDO draft job description. By end of the 3rd quarter, with manager review and input, regions feed up ideas to NHQ about what roles and responsibilities should be. Engage AHs as part of this process to ask what works well, what could be improvement, what they expect of SPDOs, and what's realistic and achievable. The working group would provide feedback to NHQ on SPDO job description via videoconference. The expertise of SPDOs can be leveraged to co-develop what a job description looks like, while respecting the priority of truth and reconciliation to consult AHs.

2. SPDO Mentorship Program

Identified Issue: Some SPDOs do not feel confident in their new role to support AHs and to exercise creativity because there is a lot of new information and programmatic knowledge that can only be gained through hands-on experience.

Pitch: Since the change requires staff to exercise judgement, a formalized mentorship program would connect SPDOs on a variety of needs. First, create an excel database/inventory that lists profiles of SPDOs and their areas of expertise (e.g. which distinction group they work with, other Indigenous programs they work on, their expertise in holding mid-year dialogues or creating a personal filing system, site visit advice, etc.). SPDOs can seek mentorship from those listed in the database. Mentor-Mentee work can be included in the Performance Management Agreement process in order to recognize mentors for their time and effort. The program can start off at a Directorate level in W-T with the potential to expand across the region. This is a great opportunity for onboarding new employees, and to provide leadership training for interested mentors. Mentorship allows SPDOs to share their experiences and strengths, and to build relationships, feel supported, and be encouraged to take risks.

W-T (Edmonton)

1. **Modern technology as venues for communication**
Identified Issue: There is limited travel budget to meet with AHs.

Pitch: Use face-to-face video technology such as WhatsApp, FaceTime, and Skype to communicate with AHs. By leveraging technology that people already use, the region can free up funds for other people in places that are located in more remote communities or have limited connectivity. AHs can also help invest and open up venues for communication. This improves accessibly, mobility, and improved communication by having face-to-face to better assess visual cues that is missing over the phone or email.

2. **Alberta meeting (February 2020): Cater workshops to AH needs and build in one-on-one time for mid-year dialogue**
Identified Issue: There is limited travel budget to meet with AHs.

Pitch: Leverage the Alberta meeting in February 2020 to have in-person meetings and network with AHs. Offer AHs the opportunity to meet face-to-face at the event to have the mid-year dialogue. This is a different format than typical agreement holder meetings and would be more interactive and dynamic. The event can host a number of different workshops at different times that be subject-specific. This gives AHs ownership to self-determine which workshops are most relevant and important for them. The event can be joint training and should be flexible to allow people to come and go.

3. **Job swap between AH and SPDO**
Identified Issue: There are frustrations from SPDO and AH due to the lack of understanding of the roles/ pressures/ responsibilities of the other organization

Pitch: To enable joint learning and improve shared understanding of each other's realities, this idea is an interchange program/ job exchange between AH and SPDO. There are many instances of frustration and negotiation on both ends (e.g. endless calls to obtain information, negotiating deadlines, staff turnover, gathering information/ documents for reporting). A job exchange

would help SPDO and AH to start to understanding each other's views, challenges, and limitations that they go through on a day-to-day basis, thus, enabling collaborative solutions moving forward. Interchanges already exist in the Government of Canada that can be applied to this model.

4. **Call-in Broadcast Show**
Identified Issue: Information sharing is inconsistent.

Pitch: A show that is broadcasted to a larger audience where AHs can call in and ask questions (e.g. local radio station). To address some of the negativity around the program, the show could highlight what is being achieve and share success stories. This would be a way for AHs to learn from each other and to debunk myths about the program for the average Canadian.

W-T (Vancouver)

1. **Story-telling for success: Charting a new way with AHs**
Identified Issue: With co-development being so prevalent, the AH way of reporting may not be the same as ESDC's expectation.

Pitch: AHs define and tell SPDOs how they want to report success and how they measure success. SPDO use that as a way to tell the story versus trying to fit into ESDC's definition of success.

> *"AH - oh the time has come and you know that you're the only one to say - the way. What recorded results will be - you'll see. We try to please you here at ESDC - it's true. We're lowering the burden for you to report our way. We wanna hear success from you - your way. Fully engaged you are. Paving a new way to tell your story. Challenges might be but we won't flee - hand in hand we'll chart this new party - focusing more on the peeps - less on the math."*

2. **'The Feast': A celebration of AH successes and stories**
Identified Issue: What do we to celebrate the success stories from our clients?

Pitch: The Feast is celebration event to recognize AHs and showcase results in an innovative way. It is an opportunity where people can connect over food (e.g. traditional foods from communities), and where everyone can learn from each other, share knowledge, and celebrate successes. AHs get time to present in their own way (e.g. story, art, video) to showcase what they did, and the impact of the ISET program on their community. AHs may choose to bring community members that were touched by the program. This event would also be a great chance for SPDOs and AHs to build rapport and get to know each other. We can look to other events such as "Gathering our Voices" for inspiration. Meeting in Kamloops, BC is a good location option. Attendees of the event include NHQ, SPDOs, BEs, SFAs, AHs, NIOs, DM, political figures, etc.

3. **One-stop-shop App: Enhancing communication and transparency**

Identified Issue: Inconsistent messaging

Pitch: An app for everyone to share and get information at the same time. Based on the concept of "tell me once", it will increase transparency and consistent understanding amongst everyone (AH, SPDO, BE, SFA, NHQ). This idea helps to address the issues of siloed information sharing, no central repository, and lack of consistency and timeliness with information sharing. An app can act as a one-stop-shop for NHQ, SPDO, BE, SFA, and AH. It will help reduce redundancy, increase efficiency and modernization, enhance co-development and collaboration, and increase transparency.

Atlantic

1. **Visioning exercise**

Organize a visioning exercise workshop to validate the frontline staff roles and responsibilities under ISET how they can happen in real life. Staff expressed concerns about developing their regional approach to the change that might not align with other regions, but Distinctions cut across regions. With this context, they wanted to have their assumptions validated by proposing three options back to their own management in Lions Den's Panel. The three options would represent what could be possible under different conditions demonstrated through a few scenarios. The objective would be to open up a candid dialogue about these scenarios with management and front line staff, and hear their views on risks, gaps for the three options. Perhaps a hybrid option will emerge, but the hope for Atlantic region is to gain clarity for what service to AH and service to community imply.

Québec

1. **Niska Day**

Pitch: Creation of a meeting formula - development day - open to AHs and communities. The goal is to force a sharing of cultures and expectations with First Nations and Inuit to work on the specific needs of each distinction according to their current capacity. The development day with the participation of SPDO/ BE / AHs and the Innovation Lab would take place at one of the AHs. The training session will serve establish a common vision and will create a safe / healthy discussion environment.

2. **Committing to better partnerships**

Pitch: Consult the AHs on their needs, understand their frontline vision and try to respond to it with a continuous relationship and openness to partnerships (involving all departments / all levels).

Ways of engagement:
— Regular exchange forums open to all AHs;
— Joint training (initiated by both parties) – e.g. on budget planning;
— Field meeting;

— Targeted "open" partnerships (with other departments, employers, third parties);
— [Allocation of] money.

3. Training curriculum

Pitch: Co-develop a training curriculum with the AHs with the following characteristics:
— Developed from local knowledge / reality (local and regional);
— Developed from the needs of the AHs and the community at local and regional level (no national organization);
— [Piloted] through a concrete project/idea on job creation and/or skills improvement;
— With the establishment of evolving indicators that are clear and allow monitoring;
— Involving ISO / Lean certifications.