**Bilingual speaking points**

**Presentation date: October 12, 2018**

* In my role as Chief Human Resources Officer, a role I stepped into 4 weeks ago, I am responsible for the Government of Canada’s employees -- a job I take seriously.
* It is in this context, and as the Business Owner of HR processes, policy and systems, that I will be working with my colleague Alex, focusing on the elements you see here. It is quite the undertaking, and we ***must*** get it right.
* My team and I will be advocating for ***all*** the personas that make up the federal public service, whether they are nurses in Nunavut, captains on ships, park rangers in Banff, office workers here in Ottawa, compensation advisors, human resources advisors, or managers supporting virtual teams. Employees of the public service who work across the country!
* I’ll challenge the project team to engage users at the outset in order to establish an appropriate and modern business architecture that will meet employees’ current and future needs.
* Therefore, we will have to do things differently to ensure that our services, processes and solutions are designed or configured based on users, and leverage best practices to ensure that we are leading the way.
* We will have to determine the service levels for improving the user experience and meeting users’ expectations, while meeting our legislative requirements. This could involve reworking or streamlining processes or practices that are not “best practices”, that don’t meet users’ needs, or that are simply not efficient in a modern digital world.
* What is clear to me in all of this is that the **change management** associated with such a transformation, in how we conduct the business of HR and Pay in the Government of Canada, ***cannot*** be understated.
* One of the things that we have learned as part of various projects in the past is the importance of starting change management early, and continuing through the entire life of the project, and even beyond…
* As Deputy Heads, be assured that part of my commitment is that public servants will have the support they need before any new digital solution is implemented, and that both the business and employee readiness to engage with a new solution and a new way of doing HR will be attended to well before go-live.
* Providing authentic leadership, empathetic service and lasting partnerships is at the heart of all that I do.
* We intend to keep hearing the diverse voices that make up the public service and beyond. We’ve already started listening! We’ve held a few workshops over the last few weeks to get some initial input; that will help us shape the direction we take. Many of the participants in those workshops are from your departments, and I thank you for your support.
* During those sessions, the participants shared their irritants with the current processes and systems, suggested ideas for improvement, and even thought about what they expect from a new system.
* In fact, I was told that one participant had even sent feedback after one of the workshops, indicating that he was hopeful about the future of our hours-of-work pay system for the first time in a long time. This confirms that people want to be part of the search for a solution. We can’t afford to lose our momentum in this type of engagement.
* So, we’re going to continue being committed. As the project progresses, we will need to define the business scope, business outcomes, users’ stories, capabilities and test scenarios. If we were to try **doing it ourselves, we simply wouldn’t be able to.**
* Further engagement with users in all areas of your organizations is necessary, whether it be in the development of these key foundational documents, or through user testing in sandbox environments. **We will need input, and we plan on collaborating as widely as reason dictates.**
* We remain committed to sharing whatever we’ve developed throughout the process, making public servants and the Canadian public aware of our work, progress and challenges.
* We’ll be sharing an engagement and change management strategy in the coming months. So rest assured that you will be hearing a lot from us!