



Building Change Management Capacity within Service Canada

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Our Key Learning Points

- Build a partnership early with industry to access their expertise, processes and tools
- Develop your Change Management capability based on industry “Best Practices”
- Use industry expertise to help you build your internal capacity and create new opportunities for staff with on-the-job coaching



Agenda

- **Identifying the Need: The Case for Change**
 - Coming to terms with reality
 - Creating a vision for the future
 - Building a roadmap to get there

- **Building Capability: Creating a Change Management Practice**
 - Building the Team
 - Building a Methodology
 - Training the team

- **Lessons Learned**
 - Where we are going
 - What we experienced

Building the Case for Change - Reality...

- Government of Canada launched Service Canada to provide citizens with convenient one stop access to the government services and benefits
- The Associate Deputy Minister of Service Canada's Innovation and Information Technology Branch (IITB) recognized that this transformation would require the services of a world class information technology organization
- ADM requested assistance from Canada Post and Innovapost to help "jump start" a program to transform IITB's capabilities

Building the Case for Change - Reality...

- Conducted a 16 week Current Situation Assessment to collect facts & determine the future direction of IITB related to:
 - Business - IT Alignment
 - Organization, Culture and Innovation
 - Core IT Capabilities & Competencies
- Assessment resulted in ten core recommendations set as the priorities for the first phase of transformation execution. These initiatives included developing a Change Management practice and enhancing our communications capability



Current Assessment - Themes

■ Engagement

- 61% of all IITB employees participated in the survey (Director and below)
- 85% of IITBs Leadership team participated in the survey (DG and above)

■ Organizational Design

- No single point of contact for customers/clients
- Services/functions are fragmented across directorates



Current Assessment - Themes

- **Human Performance Management**
 - Little emphasis on human performance management at IITB
 - Inconsistent practices - many areas left to the managers/directors discretion
 - There is no clear career path or training & development plan for most employees

- **Change Management**
 - Change is managed within silos and in a reactive, ad hoc manner
 - No official “owner” of communications or an established network



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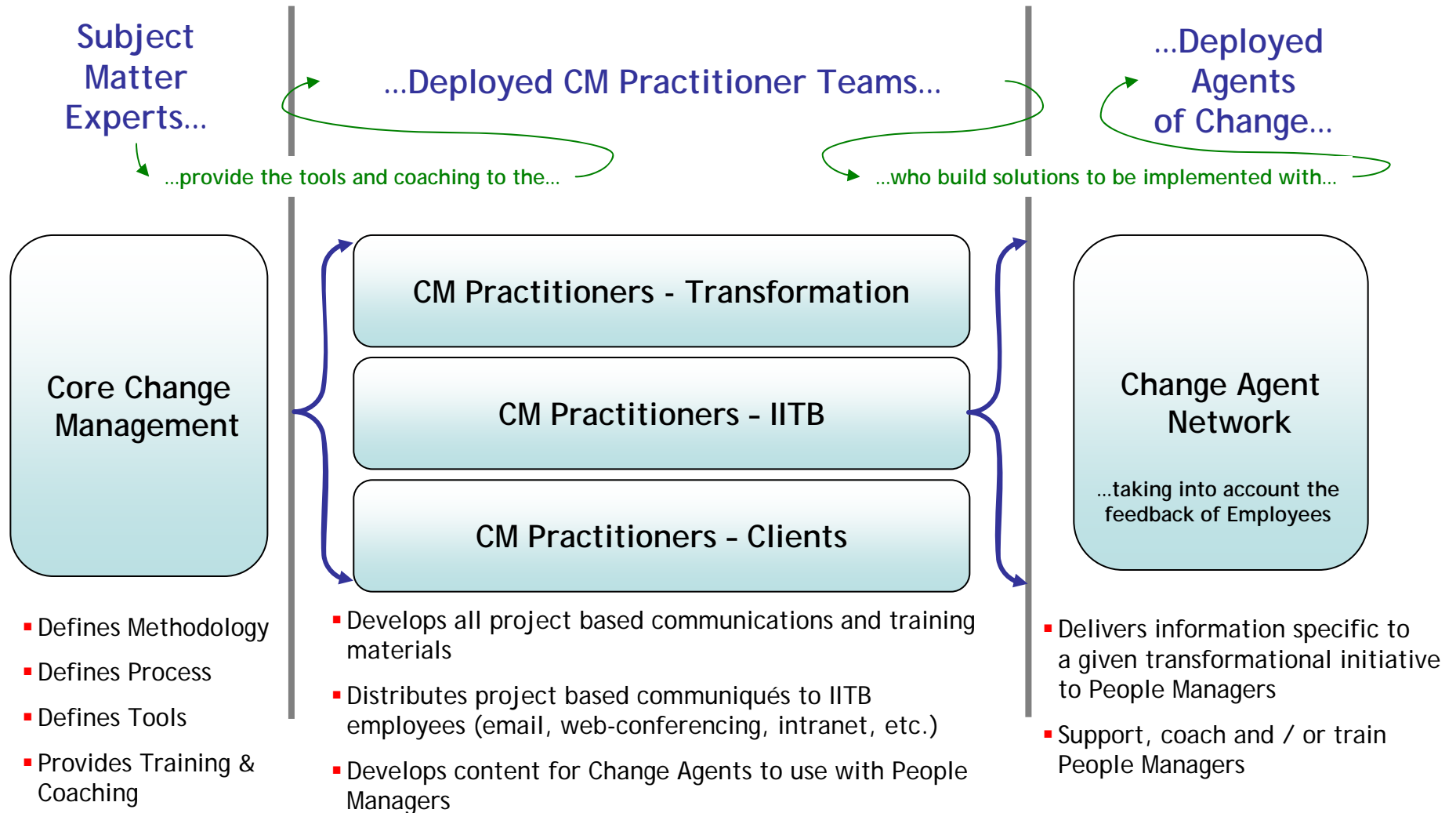
- Building the Team
- Building a Methodology
- Training the team

■ Lessons Learned

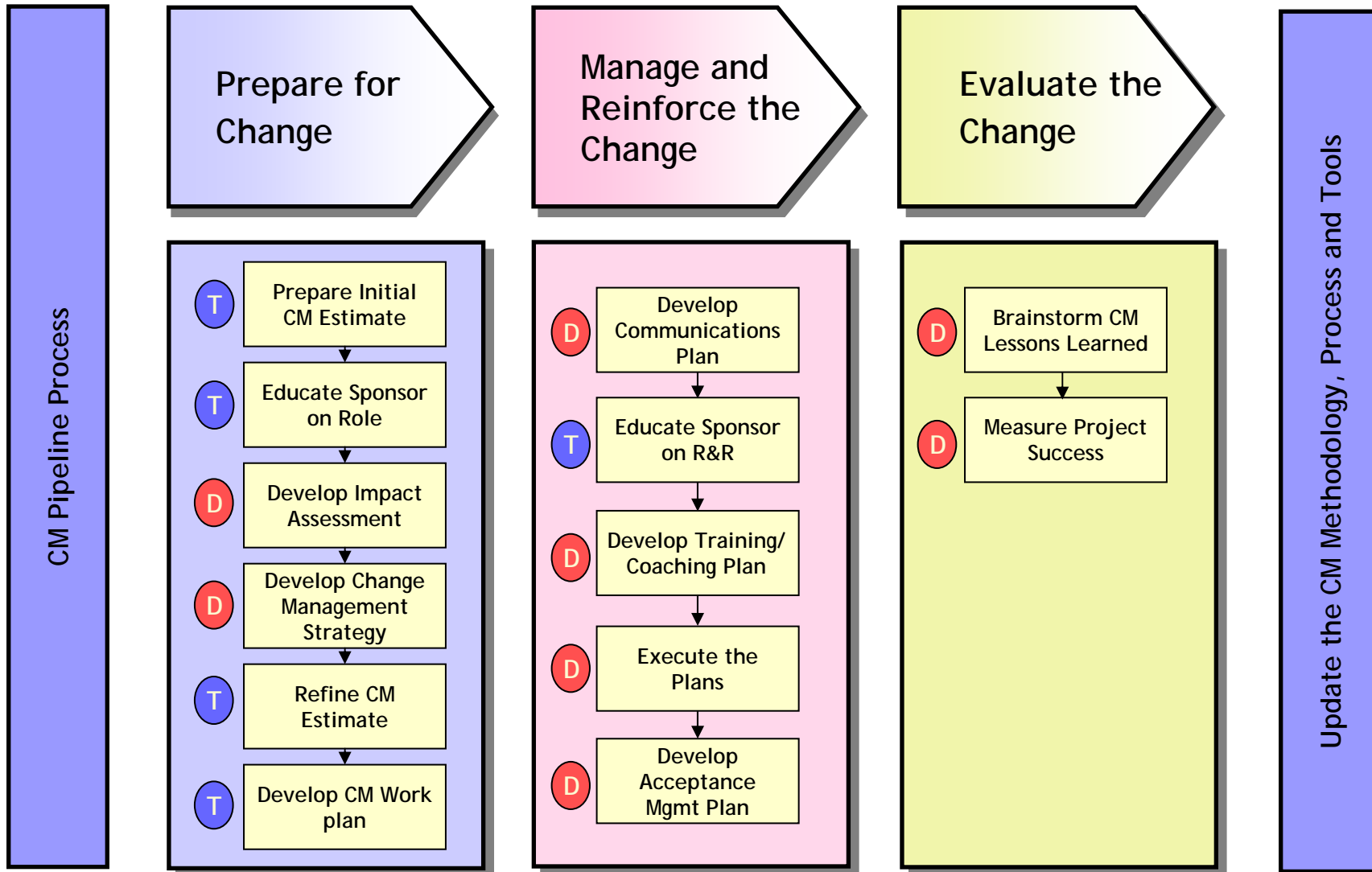
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Change Management Capabilities



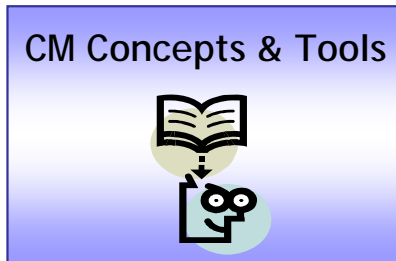
IITB Change Management Methodology





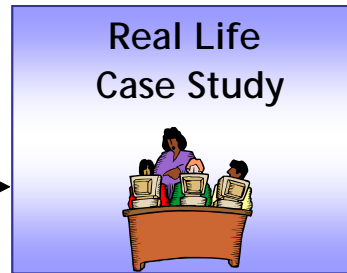
Change Management Practitioner Training

Change Management
Concepts & Tools



Goal: Background on CM concepts & tools
 Length: 4.5 Days in classroom

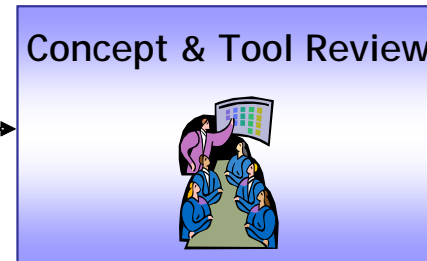
Application of
Change Management
Concepts & Tools



Goals:

- Prepare CM deliverables for case study
- Learn to work virtually

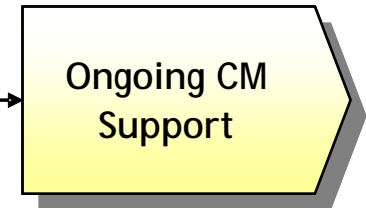
Length: 3 weeks in home location
 Support: Core CM Coaches



Goals:

- Review case study & reinforce concepts & tools
- Effective consulting
- CMP Certification
- First projects assigned

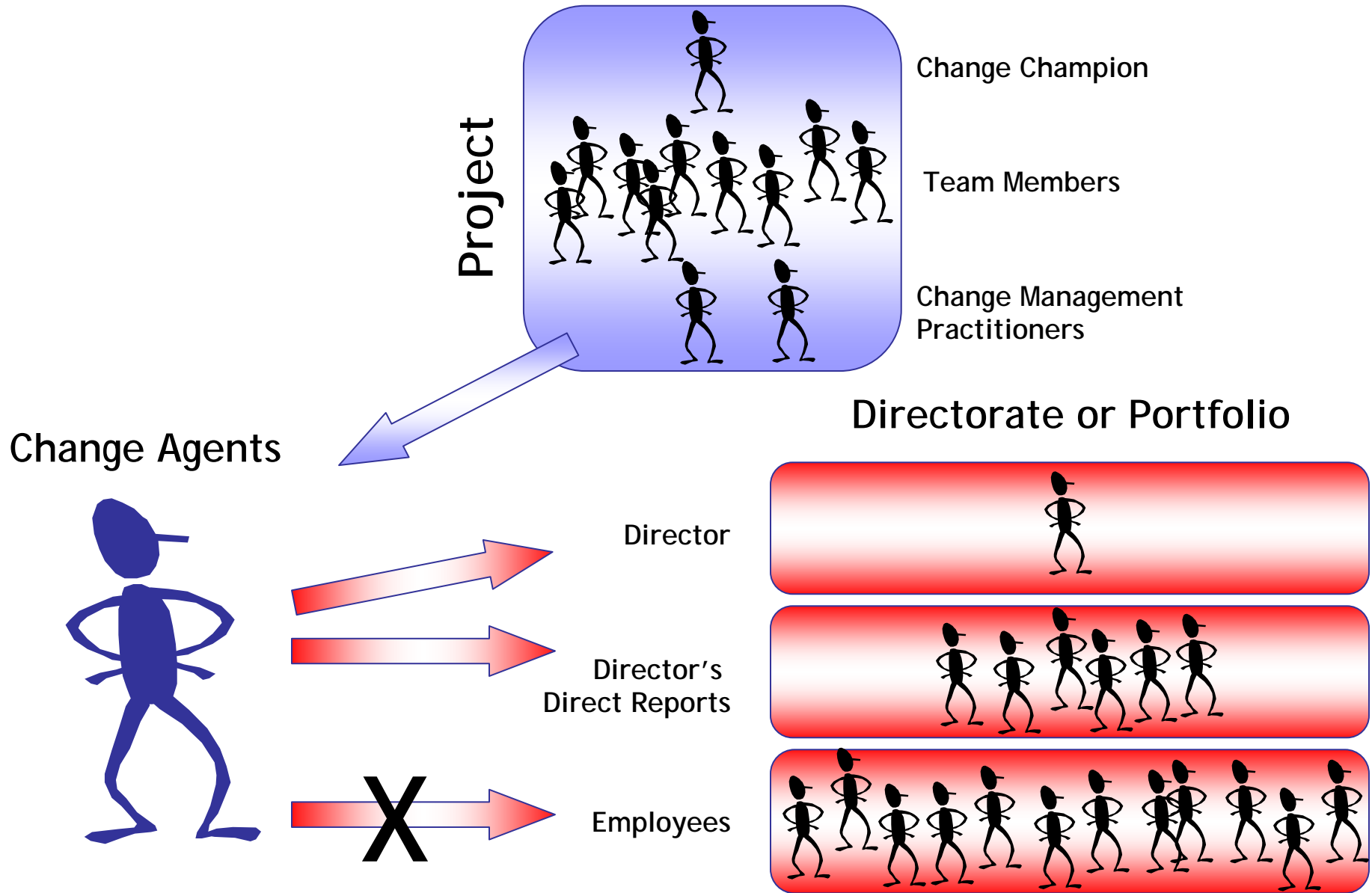
Length: 4 days in classroom



Goal: Support CMPs on first projects
 Length: Ongoing in home location
 Support: Core CM Coaches

Total Length: 5 weeks Training

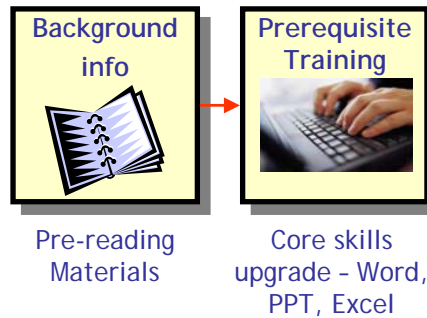
Change Agent Network





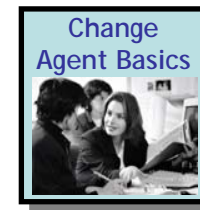
Change Agent Network (CAN) Training

Pre-Workshop Preparation



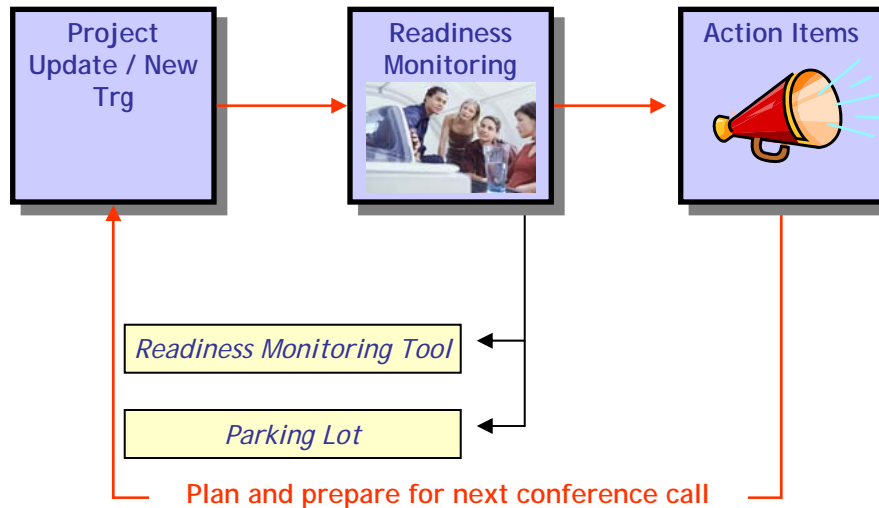
At Home Prerequisite Training

Workshop - Intro to IITBs CAN



3 Days in Class

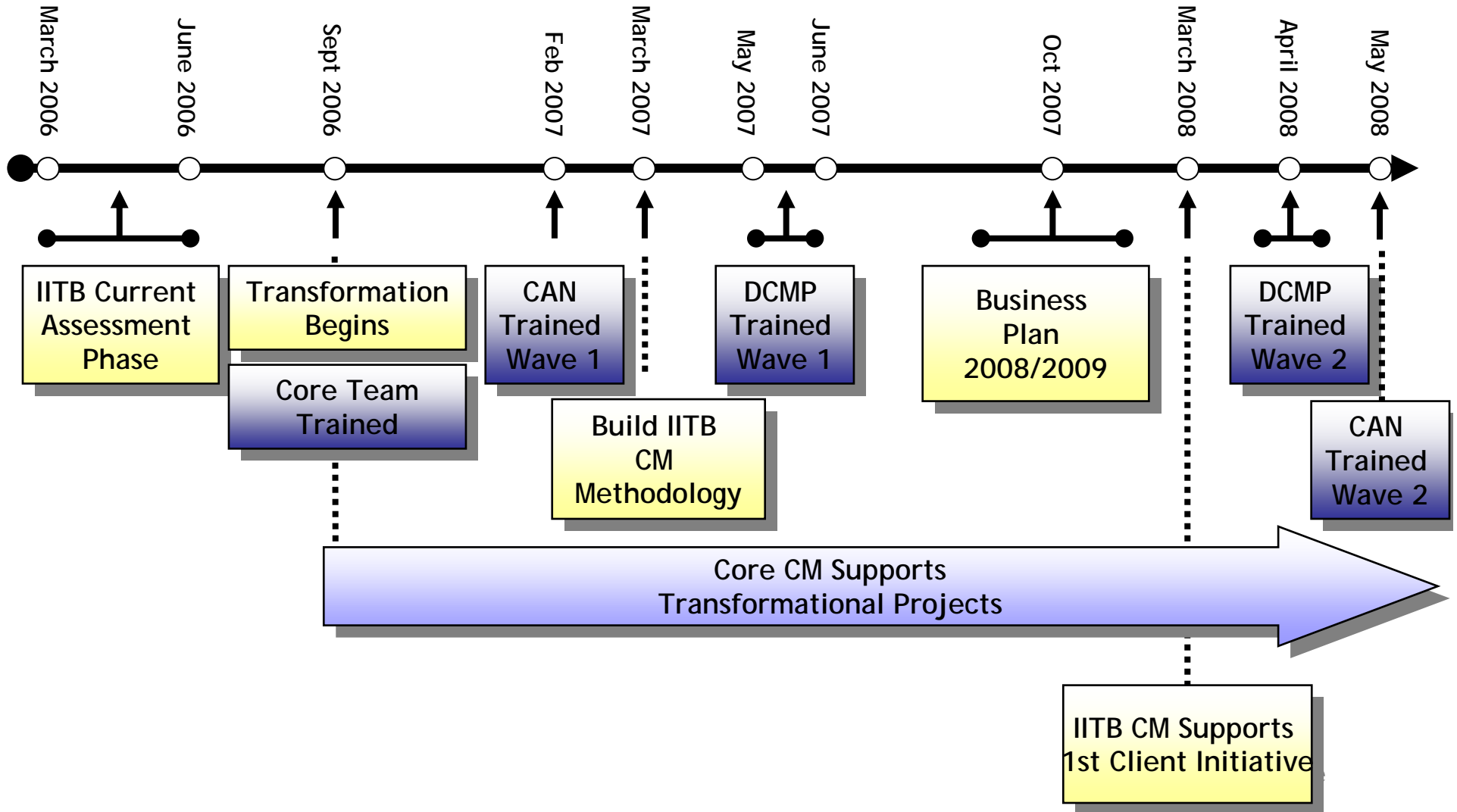
Monitor Readiness Conference Calls



Sustain



IITB Change Management Timeline





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Future Direction...

- Align the Change Management Practice with Portfolios to gain strong business knowledge and better insight into future change initiatives
- Build a Horizontal Change Management perspective at the Branch and Departmental level
- Bundle projects into related services - end to end processes
- Continue to support IITBs Transformation and support Service Canada/HRSDC initiatives
- Continue our partnership with industry to seek Change Management expertise, coaching and additional capacity
- Formalize the work descriptions and classifications for Change Management roles

What We've Learned...

- Senior Executive understanding and belief in Change Management is crucial
- Continually sell change management and the “What’s in it for Me”
- Managing change is not easy - manage it proactively and horizontally
- Apply Change Management capabilities on a key organization initiative as quickly as possible in order to win over skeptics
- Change Management resources are scarce - assign them to priority initiatives

What We've Learned...

- Intensive, goal based training combined with constant on-the-job coaching through project deliverables works
- Challenges will be many and will change over time
 - Early stages = building demand & awareness while building capability
 - Later stages = prioritizing competing demands with resource capacity
- Jump in at the deep end: take risks and learn as you go

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