Leading Deep Change
to Close the Implementation Gap

Kurt Sandstrom: Policy Coordination – innovation and change at a government level

David Merner: Leading Transformational Change – stories from British Columbia

Julie Macfarlane: User Focussed Problem Diagnosis and Innovation Design – World Café

Session Goals

- To address the implementation gap by:
  - organizing and leading transformational change
  - actualizing "next steps" for a particular problem
- To demonstrate:
  - thinking about a problem in different ways leads to better solutions
  - the successful engagement of users in problem diagnosis and innovations design
  - different perspectives, experiences, and expertise are critical to system reform and redesign

Safe Communities: Background

- Crime Reduction and Safe Communities Task Force, 2007

- Safe Communities Initiative
  - Premier-led
  - 9 partnering ministries
  - $150 million initiative led by Justice
  - 35 staff seconded from partnering ministries to Safe Communities Secretariat

Rocky start

- First year not meeting Premier's expectation
- DMs divided up the $150 million
  - Secretariat
  - Safe Communities Innovation Fund (SCIF)
- No clear vision
- Encroachment on SG mandate
- Hundreds of committees, no common vision

Toward a common vision and governance

- Strategic planning
  - vision, mission and mandate
- Clear objectives
  - what needed to be done in three years
- Governance
  - issues mandate briefings
- Focus on long-term strategy

Alberta's Crime Prevention Framework

- Culture shift
  - from "tough on crime" to "smart on crime"
- Engaged communities and stakeholders
- Developed clear outcomes and performance measures

Alberta Crime Prevention Framework/Action Plan

Alberta Gang Reduction Strategy

Crime Prevention Funding and Programs

Marijuana Grow Ops

Legislative Initiatives (Body Armour Control Act, Missing Persons Act)

Mental Health and the Justice System

Accomplishments

- Alberta Gang Reduction Strategy developed
- Crime Prevention Framework developed
  - Community crime prevention plans developed in many ready communities
  - Partnerships with indigenous communities
- Integrated Justice Services Project
- Marijuana Grow Ops Strategy
- Legislation:
  - *Civil Forfeiture (Victims Restitution and Compensation Payment Act)*
  - *Body Armour Control Act,*
  - *Safe Communities and Neighbourhoods Act*
  - *Amendments to the Gaming and Liquor Act*
  - *Gunshot and Stab Wounds Mandatory Reporting Act*
  - *Witness Security Act*
  - *Missing Persons Act*
- SCIF Projects: 88 innovative crime prevention projects totaling $60 million funded with evaluations + encouraged partnerships in communities

Assessment of Ron Hicks

1. Assign Responsibility and Accountability
   – Communicate political, public service executive support

2. Enable Coordination
   – Chose structures, paired with processes, to address pitfalls

3. Enable Coordination with Cultural Shifts
   – Choose practices that will change the corporate culture
   – From competition to collaboration

Critical factors to promote innovation in government:

- Premier led – in ministry mandates
- Common vision, mission and mandate
- An overarching Framework with clear outcomes, strategies and evaluation framework established by all ministries, community and stakeholders
- Good governance promoting relationship building and shared governance and understanding
- Sound project management, action plans and tracking
- Extensive engagement of community and users
- Evaluation and evidence based policy
- Funds to promote innovation (SCIF)
- Cross-ministry funding envelopes

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From Reform to Transformation

- **Context:** BC Justice Review Task Force Reports
  - BC Supreme Court Rules reform
  - Small Claim Pilot
- **Early learning on the implementation gap:**
  - from reform to transformation: a new model
  - navigating the culture of delay and complacency
  - "no worthy problem is solved in the plane of its original conception"

Transformational Change: the Drivers

- **Leadership:**
  - What kind of leadership do we need and not need?
  - Key challenge: next generation leadership
- Overcoming **"culture of delay and complacency"**
  - **The Narratives**
    - OCIO and TBS
    - Justice
    - Bench, Bar, PLEI organizations
  - Toward the new culture

Building the Transformation Culture (1)
One Team and One Project at a Time

- **New values:** what's important and not important?
  - Then: action
  - Now: user focused design, development, and continuous improvement
  - Next: holistic, end to end, integrated services for users

- **Values drive priorities:** "what's important"
  - measurably improve user experience and user satisfaction?
  - cut cost, complexity and delay in big, measurable ways?
  - only a priority if the answer to (1) and (2) is "Yes!"

Building the Transformation Culture (2)

One Team and One Project at a Time

- New attitude and vocabulary
  - Linked to values and The Narratives

- Leveraging the best of other cultures
  - ✓ ADR community; Tribunal community; public service
  - ✓ Technology community
    - ✓ Office of the Chief Information Officer
    - ✓ DM Committee on Transformation and Technology

- **Multi-disciplinary teams**
  - led by innovators and project managed

Building the Transformation Culture (3)
One Team and One Project at a Time

Human resources model: Leadership is essential to transformational change

- **Recruitment:**
  - "fit" with multi-disciplinary team needs:
    - business case, DR, legal, operations, subject matter, technology
  - people who can problem unusual problems and isolation:
    - drive the technology contractors; navigate bureaucracy; win legal battles
  - "next generation leaders"
    - ODR, big data, machine learning anyone?)
  - people who will drive culture change by example
    - technology people with project management expertise key to change
    - business case developers essential to funding
    - building our greenhouses
- **Retention:**
  - meaningful work
  - high fun quotient, anyone works from home any time
  - continuing education / new skills development
  - please don't stay!

Technology and Transformation

- Technology community as a….
  - culture change driver
    - user focused service design, user testing (with real data)
    - Integration, project management, Agile action orientation
    - language
  - narratives driver
    - "ODR modelled on eBay and PayPal"
    - "24/ 7 access to justice"
    - "Agile, rolling wave implementation"
    - "big data and machine learning"
  - Tail that wags the dog: business transformation

Key Tools – A Recap

- Culture change
  - meeting user needs, as identified by users
- Story telling – the Narratives
  - true stories, chapter after chapter
  - told to the right people, at the right time
  - must tie back to The Users
- Leadership: the start and the end
  - system, silos, Transformation Teams
  - enabling users to be leaders

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Collaborating with Users on Design and Justice Reform

- **What different perspectives, experiences, and expertise are critical to system reform and redesign?**

The Judy Gayton Case

Overview/ summary

Adult Guardianship and Trusteeship Act

Alberta Rules of Procedure s2.11(c)

- Judy must have a "litigation representative" to act on her behalf (including filing documents and speaking in court).

The World Cafe

- How could this situation have been avoided?

- What are the possible solutions?

- Or, what will be necessary to ensure that the same problem is not faced in the future by persons with disabilities – and in particular those deemed "incompetent" – who also lack legal representation?"

- What "implementation gap" obstacles might be anticipated here, and how can these be overcome?

Next steps

- Refining the most promising ideas
- Making a plan that anticipates implementation obstacles
- Continuing to build dialogue with users and ensuring ongoing consultation
- Identifying leadership
- Using this model in other areas