DATA GOVERNANCE AND MANAGEMENT TOOLKIT AND LEARNING SERIES

DATA TOOLKIT WEBINAR SERIES

Webinar #2: Incorporating Data into Indigenous Governments

Series Facilitator: Harmony Johnson sɛƛakəs

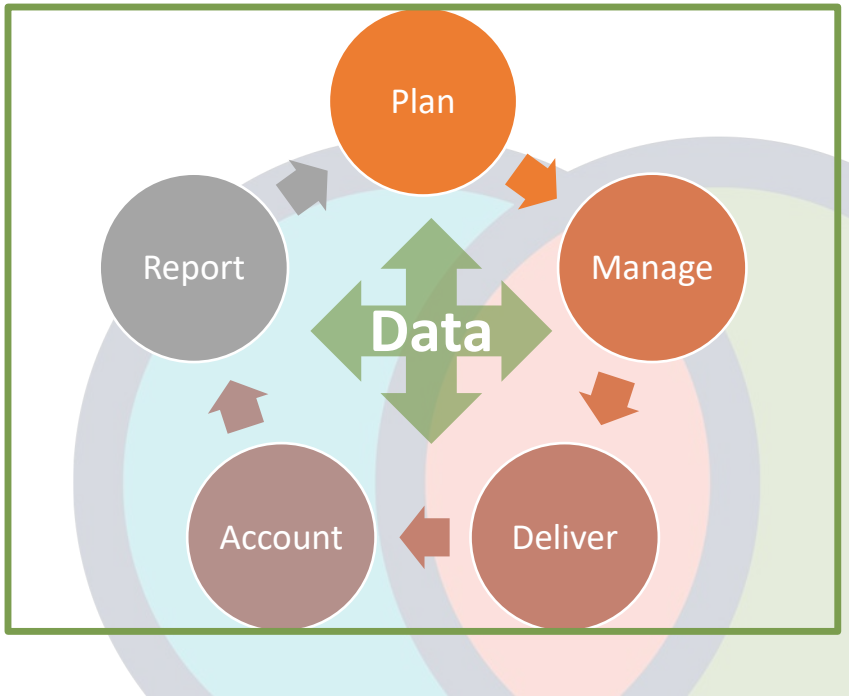
February 10, 2021

What are we doing here?

- Series organized by self-governing Indigenous Governments involved in a collaborative fiscal process
- Webinars will provide practical knowledge about data to support Indigenous Governments in their responsibilities
- Today is the second webinar in the series – Incorporating Data into Indigenous Governments
  - Self-assessment (hour 1)
  - Break
  - Change management (hour 2)

Why does data matter?

- Better policy, planning and investment
- More accountability
- Support access to funding
- Celebrate success



Housekeeping

- This webinar will be recorded and posted (in part or in full) publicly to the website – if you speak or turn your video on, you may appear in the video.
- You will not be able to unmute yourself or turn your video on until discussion portions of the webinar.
- To ask questions…
  - Through the chat OR
  - Use the hand up function

Some personal notes:

- I apologize in advance if I use the term 'Nation' instead of 'Government'
- I will often be looking at my second monitor
- I will try not to talk too fast
- We will do our best with the technology and may make some mistakes along the way

Zoom

Mute/unmute

Start/stop video

Open the chat

Raise your hand

Session 1 Recap: Core Concepts

- Tour of the Toolkit https://indigenousdatatoolkit.ca
- Introduction to Sulingituk Government case study
- Reflections on Ktunaxa experience
  - Sovereignty and self-determination as the foundation
  - Take an approach that reflects your culture, worldview, and what matters to your citizens
  - Tie indicators and measurement to goals and vision
  - A grandmother (not “big brother”) approach, *“we want to know because we care”*

Share your thoughts, questions, reflections in the chat

Key terms (*see toolkit glossary)

- **Assessment:** Evaluation or estimation of the quality or ability of something
- **Change management:** Process, tools and techniques to support people's needs in order to achieve successful change. Ultimately, change management focuses on how to help employees embrace, adopt, and utilize a change in their day-to-day work.

Yesterday's terms:

- Data
- Data sovereignty
- Data governance
- Data management
- OCAP™
- Indicator
- Outcome

DATA GOVERNANCE AND MANAGEMENT TOOLKIT AND LEARNING SERIES

PLANNING, ASSESSMENTS, DATA AND DECISIONS – I'M STRESSED ALREADY!

Adam Perry – Nisga'a Lisims Government

Overview

- Governance – and data management (Public Sector Context / Indigenous Context)
  - Accountability
  - Sacred/Cultural/Spiritual and Family
  - Private vs Public Data – Ownership and Control

- Taking Stock - Assessments on Where Things Are At
  - Assessments and Evaluation are part of Successful Strategic Planning and Performance
    - An ability to gather information and HRs together at key aspects for critical discussions and decisions (Bryson, 1988:80)
    - Recognition that there will be varied interpretations (debates) on what is working within the organization (baseline assessments help ground these discussions and helps focus on the remedial actions to move forward)
    - Judging success may very well rest on identifying what is important for government (context) – setting priorities – taking actions – future orientated planning

- Let's Focus for now on Assessing Governance & Data Management within our Contexts
  - The DSC presents a tool to consider and use in practical application as we connect website resources within our networks
  - Collecting and understanding data and having access to information when needed for decision making is the point

Governance - Overall Benefits of Planning and Strategy

Effective Strategic Planning leads to Results

- Teams geared to this work focus attention on the planning and actions required for key decisions

  - Strategic planning tends to fuse planning (incorporating data) and decision making – Bryson (1988:81) – We can learn from results and outcomes and incorporate into better programming

    - I'm tired of simply output reporting !!

  - Output measures = "how many" or "how much" – elevating measures to learning about outcomes = "how well" (in context) "how efficiently or optimized" – to "what effect or connected" (adapted from Ammons, 2013:507)

    - Multiple variables /multiple standards of evaluation

    - An Elders judgment over a program's effectiveness vs a young bureaucrats' from a Provincial or Territorial Government, for example

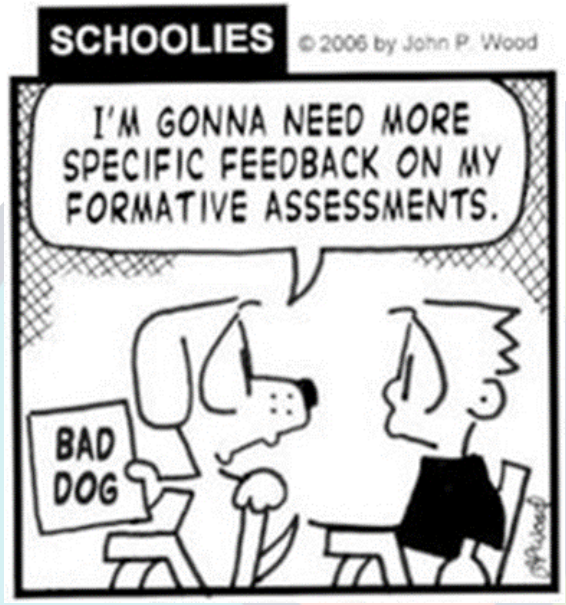
The Importance of Assessments

- Assessment is today's means of modifying tomorrow's instructions.

  - Carol Ann Tomlinson (author, instructor)

Key in all aspects of life, including government, organizations, businesses, sports, education, home and health

- One Example: High Performance Model of Sport Management
  - continual assessment of coaches and athletes
  - determine best practice
  - Informed & makes for data–driven decisions



SMITH, J. & SMOLIANOV, P. (2016). THE HIGH PERFORMANCE MANAGEMENT MODEL: FROM OLYMPIC AND PROFESSIONAL TO UNIVERSITY SPORT IN THE UNITED STATES. *THE SPORTS JOURNAL, 21*.

Governance - Overall Benefits of Planning and Strategy What does Research and the Literature Say?

- Both decision makers (elected leaders/Elders) and planners (mangers, hired staff, technical folks) – can oscillate in leading the process or provide inputs (both data and context are essential)

- **Team work is critical – structure, flexibility and innovation seem to bring the magic**
  - The process will be unique to each respective government and Nation

Assessments in Public & Private Service

*Similar Modus Operandi

- Assessing internal strengths and weaknesses is one of the key elements in a conventional strategic planning process (Poister, 2005)
- Many organizations implement annual or even more regular assessments, possibly throughout the implementation process, which can encourage a rhythm and a cycle of systemic improvement (Ford & Evans, 2002)
- Focus on "organizational capacities in such areas as managerial capability, power structure, culture, leadership, and organizational structure" enhances performance (Vinzant and Vinzant, 1996, 203) / **HRs matter!**
- Local governments assessing existing programs to determine efficiency, effectiveness and make comparisons to alternative options show performance improvements

HOW COUNTIES CAN USE EVIDENCE-BASED POLICYMAKING TO ACHIEVE BETTER OUTCOMES. THE PEW CHARITABLE TRUSTS. HTTPS://WWW.PEWTRUSTS.ORG/EN/RESEARCH-AND-ANALYSIS/REPORTS/2018/12/10/HOW-COUNTIES-CAN-USE-EVIDENCE-BASED-POLICYMAKING-TO-ACHIEVE-BETTER-OUTCOMES.

FORD, MATTHEW & EVANS, JAMES. (2002). MODELS FOR ORGANIZATIONAL SELF-ASSESSMENT. BUSINESS HORIZONS. 45. 25-32. 10.1016/S0007-6813(02)00257-4.

POISTER, T. AND G. STREIB. (1999). "PERFORMANCE MEASUREMENT IN MUNICIPAL GOVERNMENT: ASSESSING THE STATE OF THE PRACTICE." PUBLIC ADMINISTRATION REVIEW, 59(4): 325-335.

VINZANT, DOUGLAS H., AND JANET VINZANT. 1996. STRATEGIC MANAGEMENT AND TOTAL QUALITY MANAGEMENT: CHALLENGES AND CHOICES. PUBLIC ADMINISTRATION QUARTERLY 20(2): 201–19.

A Focus on Assessing your Organization's Data Structures – An Example from the Data Steering Committee (DSC)

- A Self-Assessment Tool (one of many and connected to our web resources and support networks)
- Key Take Away - Data Governance & Management connects to Overall Strategic Planning

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Let's now turn to the self-assessment (one of many in the toolkit for success)

BREAK

CHANGE MANAGEMENT TOOLS SULINGITUK GOVERNMENT CASE STUDY

Katie Newcombe and Luke DeCoste - Davis Pier

Introductions & Presentation Purpose

- **Introductions:** Luke Decoste & Katie Newcombe with Davis Pier

- **Presentation Purpose:**
  - Introduce Change Management concepts by applying them to the fictitious Sulingituk Government
    - *Note*: This Case Study assumes that it has been decided that the change is unavoidable and required
  - Invite participants to ask questions about the tools and how they can be helpful to support people through change

Our discussion is meant to show how straightforward change management can be – please ask any questions that will help make this easier for you and your team

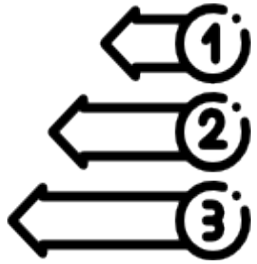
What is the Sulingituk Government?

- Sulingituk Government is a fictional Self-Governing Indigenous Government

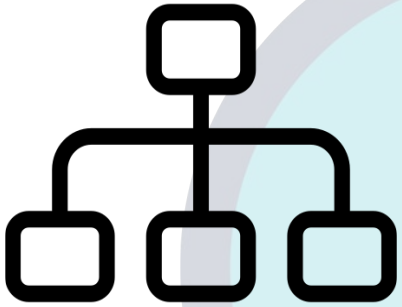
- It is used to provide an example and context throughout the Data Governance and Management Toolkit

Some key attributes of the Sulingituk Government include:

700 members



Numerous competing priorities



Headed by an elected governing body with an Executive Director as the head of the administration

Eight (8) departments with 80 staff total

What is Change Management?

- Change Management includes the processes and approaches to **prepare** and **support** people in making change

- Change Management is not one size fits all – it is adaptive and can be used in different ways depending on the nature of change and how those impacted feel about the change
  - For example, Change Management might look different if people are excited about a change than if they are feeling anxious and uncertain about the change

Change Management is about supporting everyone who is impacted through all stages of change *(preparation, implementation, and ongoing management)*

What is Change Management? (Cont'd)

Change Management is about supporting everyone who is impacted through all stages of change *(preparation, implementation, and ongoing management)*

- We recognize this statement can feel overwhelming
- We have identified four (4) key questions to support leaders to successfully manage change

How can we make sure people **understand** the change?	How are people **feeling** about the change?	How do we **support** people through the change?	What **tools** can be used to support the change?

We are going to walk through each of these questions and apply them to the Sulingituk Government

1. How can we make sure people understand the change?

- This first step is not just about making sure people understand the change, it is also about gathering feedback and adjusting based on what people are concerned about

- A key focus in making sure people understand change is **communication**
  - Some considerations with regards to communication include:

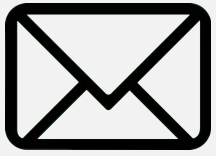
Communication should be two-way

- People impacted by the change should have the opportunity to ask questions and give feedback

Multiple tools should be used to support communication

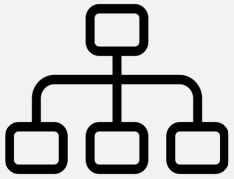
For example:

- In person meetings, emails, PowerPoint slides or visual documents, social media post



Communication should be top-down

- More senior people should have a good understanding of the change before more junior people



2. How are people feeling about the change?

- The only way to understand how people are feeling about change is to talk to those who are impacted
- Even when change is beneficial, it can create uncertainty, anxiety, and concern
- Most people will be willing to accept changes that are not their ideal, as long as their concerns are heard, and they believe there is a sincere effort to address them

2. How are people feeling about the change? (Cont'd)

- In the case of the Sulinginuk Government, the Change Leader has talked to community members, Sulingituk Government staff, and Sulingituk Elected Officials to understand how they are feeling.
- This happens through two-way communication, where information is shared with the impacted group and they can respond.

#	Impacted Group	How are they feeling?
1	Community Members	• Many members are unaware of this change • Expectations of Government will not change • Will want more information once data system is in place, especially if changes how they submit forms
2	Sulingituk Governme nt Staff	• Staff feel overwhelmed by the lack of resources to support existing workloads • Recognize data management system will be great, but it sounds like a challenging and overwhelming road to get to that point
3	Sulingituk Elected Officials	• They know better data is needed to improve the wellbeing of citizens, to determine if programs are working, and to negotiate more funding • Have not had the time to fully learn about the system and how exactly it will work in each department

3. How can we support people through the change?

- There are a number of ways to support change and many tools to help
  - It can be overwhelming considering all of the change management tools available
  - It is best to keep it as simple and straightforward as possible by focusing on clear, consistent communication
- Based on our understanding of the Sulingituk Government, we have identified three (3) key considerations when approaching this change:

Give extra attention to those most impacted by / concerned about the change	Identify Change Champions who will be key proponents of the change	Ensure regular, clear communication keeping people informed

4. What tools should the change leader use to support the change?

- Based on the understanding developed, we have identified four (4) key tools to support the Sulingituk Government through the data management changes
- These include:

1. Change Impact Assessment
2. Communications Schedule
3. Question and Answer Document
4. Training Plan

4.1 Change Impact Assessment

What is the purpose of this tool?	A way to review everyone who could be impacted by the change, understand how they are impacted, and identify opportunities to meaningfully engage
When should it be used?	As early in the process as possible – as soon as the potential for change is identified

What does this tool look like?	We have provided a sample here – a template will be available in the toolkit

#	Stakeholder	What is the impact?	Level of Impact	Engagement
1	*Name a key stakeholder group*	*How is this stakeholder group impacted?*	*How much is this group impacted (High, Medium, Low)*	*How can you meaningfully engage with this stakeholder group?*

4.1 Change Impact Assessment (Sample)

#	Stakeholder	What is the impact?	Level of Impact	Engagement
1	Community Members	• No direct impact • If Sulingituk staff are feeling overwhelmed, community members may notice an impact to other services Government provides.	Low	• Inform of change through social media, public posters, etc. • Test new system with community members to make sure they are able to use
2	Sulingituk staff	• Staff will need to learn a new data management system and adjust current practices for managing data. • This will require education on the new practices and a change to how things are currently done.	High	• Regular, consistent, two-way communication through multiple mediums
3	Sulingituk Elected Officials	• Benefit from easier access to information and may receive questions about the updated system from members.	Medium	• Inform of change through quick, simple communications

4.2 Communications Schedule

What is the purpose of this tool?	Allows for predictable, consistent communication that can be planned for and tracked
When should it be used?	As early in the process as possible – as soon as the potential for change is identified
What does this tool look like?	There are a different ways to visualize a communications schedule – we have provided two options on the following slides

4.2 Communications Schedule Sample 1

#	Recipient	Speaker / Sender	Purpose	Mechanism	Date	Status
2	All Department Managers	Change Leader	Inform all Managers that the new data governance system is being introduced in June. Allow opportunity for questions before sharing with all staff.	In person meeting	March 15th	Email invitation sent Materials developed
5	All staff	Managers	Follow up to March 22nd in person meeting inviting questions or concerns to be brought forward	Email	March 24th	Email drafted, has not been sent
6	All staff	Change Leader	Beginning of weekly Question and Answer document being distributed using questions submitted during March 15th and 22nd meetings. Invite staff to submit additional questions to be included.	Email	Send weekly on Friday afternoon	Question and Answer document has not been drafted

4.2 Communications Schedule Sample 2

SAMPLE March Calendar				
Monday	Tuesday	Wednesday	Thursday	Friday
1 Send Managers invitation - March 15th meeting	2	3	4	5
8 Finalize materials for March 15th meeting	9 Send invitation for March 22nd meeting	10	11 Meeting with Elected Officials	12
15 Meeting with Managers	16 Finalize materials for March 22nd meeting	17	18 Bi-weekly meeting with Managers	19
22 Meeting with all staff	23	24 Managers send email to all staff	25	26 First update and Q&A sent to all staff
29	30	31	1 Bi-weekly meeting with Managers	2 Send update and Q&A to all staff

4.3 Questions & Answer Document

What is the purpose of this tool?	Allows for predictable, consistent communication that can be built upon and shared verbally and written to help with understanding
When should it be used?	Once people have an initial understanding of the change and have had some time to digest The Q&A should be updated regularly and shared with staff as new questions are identified.
What does this tool look like?	It is typically written out in a word document – sample to follow

4.3 Questions & Answer Document Sample

Sample Question 1: Why do we need to do this change when we're already so busy?

It is well understood that our staff are extremely busy supporting several important initiatives to better the lives of our members. We do not want to take away from the important work that you have on your plate, but we do want to make your lives easier. Having an updated document management system will be helpful for all of us (our staff, community members) in the long run, and we are confident that you will feel the benefits. We will work closely with you and your Managers to make sure we are not overburdening you as we work to implement the data management system.

A strong Q&A Document…

- Requires Change Leader to talk directly to the people being impacted to know what information would be valuable to include.
- Has concise and clear answers
- A contact person in case there are follow up questions
- Is updated regularly and shared with staff as new questions are identified

4.4 Training Plan

- Uncertainty about change can come from people lacking confidence in their ability to support the change. Training is a key way to address this concern. A detailed training plan that is clearly communicated to staff would be an important tool in this particular situation, as it shows that staff will have the support that they need to use the new tools.

A training plan should include items such as…

- Purpose of training
- Timing of training
- Learning objectives and goals
- Training material development plans
- Supports required for training
- How learners will be engaged (teaching methods, practical examples, questions, practice time)

Final Thoughts

- Every change is different.
- The Sulingituk Government Case Study provides a couple examples of how change management tools can be useful to provide consistency and clarity throughout a time of significant change for the staff.
- The most important part of change is to be **consistent**, **clear**, and **open** in communication to make sure people feel heard and supported.
- Templates for all of the samples provided can be found in the Building Capacity Toolkit Change Management section.

THANK YOU for your time – any questions?

ADVISOR RESOURCES

Jacqueline Quinless, PhD

- Data Sovereignty;
- Data Management;
- Data Sharing;
- Visioning and strategic planning;
- Community Planning;
- Indigenous approaches to data and evaluation
- Data Collection Ethics;
- Policy development and guidelines;
- Application of industry standards and best practices;
- Primary Data Collection (ex. surveys);
- Acquiring data from external sources (Ex. FNIGC, Statistics Canada, P/T health data)
- Developing Data Indicators;
- Data Entry Practices;
- Data Analysis;
- Data Quality;
- Presenting data, reporting data, knowledge translation; and,
- Staffing for data governance and management.

Big River Analytics Ltd.

- Primary Data Collection (ex. surveys);
- Using administrative data to track outcomes
- Acquiring data from external sources (Ex. FNIGC, Statistics Canada, P/T health data)
- Developing Data Indicators;
- Tracking Data outcomes;
- Data Entry Practices;
- Data Analysis;
- Data Quality;
- Presenting data, reporting data, knowledge translation;
- Staffing for data governance and management; and,
- Change Management.

Alex Ker, NVision Insight Group

- Data Sovereignty;
- Data Governance;
- Data Management;
- Information Governance and Management;
- Visioning and strategic planning;
- Community Planning;
- Indigenous approaches to data and evaluation
- Policy development and guidelines;
- Primary Data Collection (ex. surveys);
- Using administrative data to track outcomes
- Developing Data Indicators;
- Tracking Data outcomes;
- Data Analysis; and,
- Staffing for data governance and management.

ADVISOR RESOURCES

Davis Pier Consulting

- Data Sovereignty;
- Data Governance;
- Data Management;
- Information Governance and Management;
- Data Sharing;
- Visioning and strategic planning;
- Community Planning;
- Indigenous approaches to data and evaluation
- IT Systems;
- IT Procurement;
- Data Storage, Backups, and Archiving;
- Data Collection Ethics;
- Data Security;
- Data Privacy;
- Legislation (SGIG privacy and access to information laws; relevant federal, provincial and territorial laws);
- Policy development and guidelines;
- Application of industry standards and best practices;
- Primary Data Collection (ex. surveys);
- Using administrative data to track outcomes
- Acquiring data from external sources (Ex. FNIGC, Statistics Canada, P/T health data)
- Developing Data Indicators;
- Tracking Data outcomes;
- Data Entry Practices;
- Data Analysis;
- Data Quality;
- Workflow Analysis;
- Presenting data, reporting data, knowledge translation;
- Staffing for data governance and management; and,
- Change Management.

Chris Grosset, NVision Insight Group

- Information Governance and Management;
- Visioning and strategic planning;
- Community Planning;
- Indigenous approaches to data and evaluation1
- Data Collection Ethics;2
- Policy development and guidelines;
- Application of industry standards and best practices;
- Research Side of acquiring data from external sources (Ex. FNIGC, Statistics Canada,
- P/T health data)
- Data Analysis;
- Data Quality; and,
- Presenting data, reporting data, knowledge translation.

ADVISOR RESOURCES

Stuart Rennie

- Information Governance and Management;
- Records and Information Management and Legal Retentions;
- Application of industry standards and best practices;
- Lawyer and Librarian;
- Law Reform;
- Legislation (SGIG privacy and access to information laws; relevant federal, provincial and
- territorial laws);
- Policy development and guidelines;
- Contracts and agreements;
- Data Sharing Agreements;
- Freedom of Information & Privacy Law;
- Privacy Impact Assessments; and,
- Data Privacy.

Bobbi Bishop

- Information Governance and Management;
- Records and Information Management;
- Application of industry standards and best practices;
- Visioning and strategic planning;
- IT Systems – mapping administrative record locations; and,
- Workflow Analysis.

Closing

- Next Webinar February 22
  - Session 3: Data Governance
  - ***NOTE: Revisiting scheduling of Webinar 4*

- Utilize the advisors to support your work – contact Mieke at mcoppes@Nvisiongroup.ca

- Please briefly complete the pop-up poll, *"How would you rate the usefulness of this webinar?"*

- For more information: https://indigenousdatatoolkit.ca