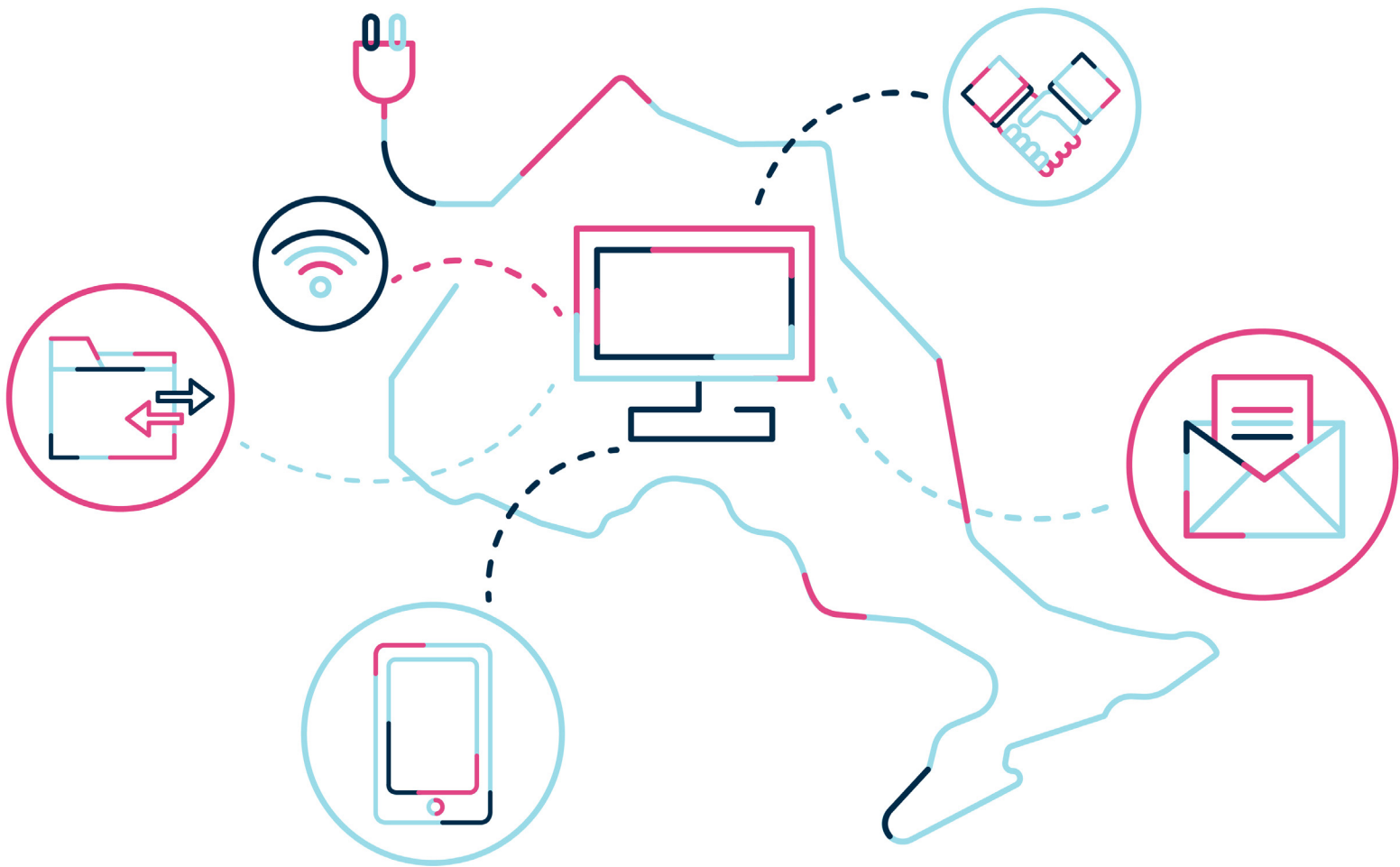


# Let's Get Digital Insights + Recommendations

January 2017

White Paper



## AUTHOR



**MATTHEW SEDDON**  
Policy Advisor

Matthew Seddon is a Policy Advisor at the Brookfield Institute for Innovation + Entrepreneurship (BII+E). Prior to joining BII+E, Matthew was an Intergovernmental Affairs Officer in Cabinet Office with the Ontario government and worked on fiscal arrangements, taxation, and research and development. He has previously worked as an Associate at TD Canada Trust in their Economics section and worked in several Ontario government ministries and an advocacy group in the energy sector in policy, administrative, operations, and emergency management roles. Matthew holds an MPP and Honours B.A. from the University of Toronto.

[matthew.seddon@ryerson.ca](mailto:matthew.seddon@ryerson.ca)

The Brookfield Institute for Innovation + Entrepreneurship (BII+E) is a new, independent and nonpartisan institute, housed within Ryerson University, that is dedicated to making Canada the best country in the world to be an innovator or an entrepreneur.

BII+E supports this mission in three ways: insightful research and analysis; testing, piloting and prototyping projects; which informs BII+E's leadership and advocacy on behalf of innovation and entrepreneurship across the country.

For more information, visit [brookfieldinstitute.ca](http://brookfieldinstitute.ca)



@BrookfieldIIE



The Brookfield Institute for Innovation + Entrepreneurship



/BrookfieldIIE

20 Dundas St. W, Suite 921  
Toronto, ON  
M5G 2C2

## ACKNOWLEDGMENTS

We would like to thank the Policy Innovation Platform team, including Jesse Darling, Caitlin Cassie, Andrew Do, and Annalise Huynh. Thank you to our note takers from the School of Public Policy and Governance at the University of Toronto, Aaron Aimes, Jasmine Lam and YiChen Xia, and finally the BII+E staff who volunteered, Matthew Lo, Creig Lamb, Jessica Thornton and Erin Hesselink.

---

## TABLE OF CONTENTS

ACKNOWLEDGMENTS	
INTRODUCTION	1
INSIGHTS	2
1. <b>Attracting Talent</b>	2
<i>Recruitment</i>	2
<i>Poor Perception</i>	2
<i>Value Proposition</i>	3
2. <b>Organizational Culture</b>	3
<i>Asking Permission</i>	4
<i>Mismatched Incentive Structure</i>	4
<i>“T-Shaped Individuals”</i>	4
3. <b>Communication</b>	5
<i>Low Digital Government Profile</i>	5
<i>High Cynicism</i>	5
<i>Diverse Expectations</i>	6
RECOMMENDATIONS	6
<i>Improve Training and Development</i>	6
<i>Invest in Technology to Encourage Collaboration</i>	6
<i>Reform IT Procurement</i>	6
<i>Expand Communications Efforts</i>	6
<i>Engage and Retain Digital Talent Differently</i>	7
<i>Encourage Focusing on the “End User”</i>	7
APPENDIX – DATA COLLECTION METHODS AND SURVEY RESULTS	8
BIBLIOGRAPHY	12

## INTRODUCTION

On October 17, 2016, the Brookfield Institute for Innovation + Entrepreneurship (BII+E) hosted *Let's Get Digital*, a public interactive workshop with digital leaders from across industry, community, non-profit organizations, and government. The purpose of the event was to introduce the Ontario government's Digital Government team to innovators and entrepreneurs across the province to shape and inform the development of the Digital Government Action Plan.

In order to unearth insights from participants, the Institute drew from best practices and principles from the design community. A series of activities were made available throughout the evening to facilitate conversations about how the Ontario government can deliver services that put citizens first and are user-friendly.

These activities included:

- *Family Feud* – Based on the popular TV show, Digital Government team members faced off against four participants from the community. Rounds of questions were informed by data pulled from the registration form.
- *Cards Against Mundanity* – An adaptation of the party game “Cards Against Humanity” where the content of the cards pertained to working in government and large organizations.
- *Design Jam* – Participants were led through a series of design thinking exercises to understand what different user groups experience, feel, believe and see when it comes to working for and with the Ontario Public Service (OPS).
- *Strategic Foresight* – A facilitator led participants through a series of activities to brainstorm future possibilities of how the Ontario government could deliver services digitally.

In order to harness the collective intelligence of the room and effectively inform the Digital Government Action Plan, a research agenda was built into the design of the event. Each activity had research questions assigned to it. Most workshops focused on exposing insights to inform the digital talent strategy embedded within the Action Plan. In order to gather insights, each activity had note takers present and reflection sheets were distributed to each participant or group of participants. Please see the appendix for more information on the activities and the research questions as part of their design.

This report summarizes and distills the insights gained from *Let's Get Digital*. These insights have been refined to provide Ontario's Digital Government team with recommendations on what to consider when crafting the Digital Government Action Plan.

While this report speaks to the Ontario government, we are confident that the challenges they face are not unique. In fact, many large organizations presumably face similar challenges with respect to attracting and retaining top talent, as well as fostering a culture that supports innovation. We encourage large organizations to reflect on these insights and consider applying our recommendations.



## INSIGHTS

The following insights derive from the activities at *Let's Get Digital*, where data was collected from each activity's templates and reflection sheets, and each note taker's observations. This paper is a distillation of all of the quantitative and qualitative data gathered from the event. While the event was designed to inform the Digital Government Action Plan, specifically the digital talent strategy, many of the following insights pertain to the wider pressures and challenges facing the Ontario government, and likely many other large organizations.

These insights highlight the importance of Digital Government team's ability to work collaboratively with other areas of the Ontario government to support broader structural change and create conditions such that the Ontario government can truly "make government work better for citizens by delivering simple and straightforward digital services and products." The following insights are grouped under the themes of: Attracting Talent, Organizational Culture, and Communication.

### 1. **Attracting Talent**

The insights from this section largely came from the Cards Against Mundanity and Design Jam activities. The research question for Cards Against Mundanity was: "How can the Ontario government attract and build a talent pipeline and cultivate a renewed culture?" For the Design Jam, the research questions were: "How might we attract individuals with digital skills to the Ontario Public Service?" and "How might we empower and nurture people with digital skills inside the Ontario Public Service?"

This section addresses the "push" and "pull" factors — the perceived attractive and unattractive elements — of working for the Ontario Public Service (OPS). This includes opaqueness of the government's hiring process and the attractive and unattractive elements of working at the Ontario government.

#### *Recruitment*

Many participants noted that the Ontario government's hiring process is not transparent. This includes a lack of understanding about the decision making that goes into hiring and a lack of follow up after applicants apply to the Ontario government. The Ontario government's Open Government consultation supports this insight where the fourth most popular suggestion for the section on improving transparency was "improve transparency in the government's hiring process".

There are considerable consequences to this concern. Participants noted that top candidates do not have the patience or the time to wait for the lengthy government hiring process when they are evaluating competing offers. However, participants did balance this concern by noting that hiring a permanent employee is a large investment and risk for the government and therefore rigour in hiring is necessary. Overall, participants shared consensus over the slow hiring process within the OPS. This presents an opportunity for government to recognize this pain point and identify tactics and levers to work toward remedying it.

#### *Poor Perception*

Another challenge for the Ontario government is its poor external perception. Many participants noted that they assume that working at the Ontario government is a very dull experience. This is a major barrier to attracting talent, especially as the Ontario government is competing with technology companies that invest heavily to create a fun work atmosphere in order to attract talent. However, the poor perception people have of government is also an opportunity for change. In response to our survey question, "Name something that would make you instantly accept a job with the Ontario Government", nineteen percent (the second most popular response) of participants stated "interesting projects".

Poor perception stems beyond the role and responsibility of a civil servant. Many participants noted organizational culture as a major barrier to selecting a job in the civil service, citing government as a very bureaucratic place to work. Participants described a bureaucratic environment in three ways: 1) a place where an employee is preoccupied with filling out forms, tracking approvals and navigating an abundance of formal structure, 2) a space where blue sky thinking is unwelcome and 3) a place where decisions are primarily made behind closed doors. Similar to the comments in the “Recruitment” section, a lack of transparency in decision-making was a significant source of frustration.

Participants cited a risk to the stability of their day-to-day work (not their position itself) due to the electoral cycle and potential for political mandates to change as a important perception that mars the Ontario government’s reputation. This risk was expected to manifest itself in two ways. First, participants were concerned that if their project was not a political priority or if there was a change of government, it could be cancelled at any time, which could stunt their professional growth. Therefore, this risk creates a barrier to attracting young professionals who are looking for a stable environment to develop skills and advance a career. The second way this risk can manifest pertains to Digital Government itself. Participants believed that there could be a lack of political will for Digital Government that would prevent it from fulfilling its mandate. Therefore, the perception of political risk to one’s day-to-day work was cited as a concern from participants.

### *Value Proposition*

There were frequent mentions of the perception of the public service’s dullness being balanced out by an attractive lifestyle. The lifestyle afforded by working in public service was described as having good benefits with a stable position (but not necessarily stable work, as mentioned above) and an appealing work-life balance. In fact, many participants heralded the Ontario government as an attractive place to work, and it shows as the government has garnered entry on six 2016 top employer lists.

A unique value proposition that government offers is the capability to offer meaningful work that can result in making a deep impact on citizen’s lives. Data collected by the registration form revealed that thirteen percent of participants (the third highest response) would instantly accept a job with the Ontario Government because they could have “positive impact”. According to KPMG, this benefit is particularly meaningful to millennials, and therefore should be relevant to attracting digital talent.

However, this value proposition may not resonate with many of those used to project-based work. “Interesting projects” was a more popular response than “positive impact”, which can imply that a “project” lens appealed more to participants than a “vision” lens. Therefore, this value proposition presents a challenge to government to translate the opportunity to do meaningful work, even if the benefits are not immediately palpable.

## **2. Organizational Culture**

Organizational culture is essential for creating the conditions for an organization’s success. It has been identified as a critical component to attracting and retaining talent. *Let’s Get Digital* activities revealed that many participants believed that culture within the OPS needed to change. In order to fulfill the Digital Government mandate, the culture within the Ontario Government must become more open and collaborative, and incentivize employees to try new approaches. Cultural aspects that were frequently identified by participants include the custom of having to ask permission, the mismatch of incentives between bureaucracy and innovation, and the development of “T-shaped individuals”.

Like the Attracting Talent section, many of the insights from this piece derive from the Cards Against Mundanity and Design Jam activities. Another important source was the keynote speech made by Huda Idrees, an entrepreneur and former Head of Product and Design at Wealhsimple.

## *Asking Permission*

Participants highlighted that a prominent characteristic of the culture within the Ontario government is that employees must “ask permission” to advance their work. This engrained process fails to empower employees, stifling creativity and productivity especially because this practice encourages looking for reasons why something cannot be done. This characteristic also causes employees to feel powerless and under-motivated. It is likely that many smart people spend a considerable portion of their time asking permission rather than making an impact. This concern is exacerbated by the government’s long hierarchy, which acts as a very slow and challenging filter. This presents an opportunity for the Ontario government to modernize reporting and team structures to provide public servants greater flexibility and autonomy, while still maintaining accountability.

## *Mismatched Incentive Structure*

Many of the concerns noted by participants, including having to ask permission, are a result of a mismatch in a public servant’s incentives. Whether it be through performance reviews or from their manager, there is a view that public servants are often incentivized to follow “traditional bureaucratic values” rather than take a different approach to problem solving. Some participants noted that initiatives aiming to increase innovation in the civil service are not accompanied by the tools and skills needed to effectively induce change in the public service. In addition, several participants cited frustration with a lack of follow up from management on new ideas. Correcting this imbalance requires a long and protracted effort from offices in the Ontario government with a mandate for public service reform and there is a role for the Digital Government team to assist in bringing about this change.

Participants noted that this mismatch is also evident in a manager’s incentive to integrate technology in policy and service delivery. Managers are frequently told to procure modern technology, but multiple IT directives discourage this practise by offering conflicting guidance. In addition, IT professionals must work through the IT procurement system in order to get the tools the managers and their employees need.

## *“T-Shaped Individuals”*

During her speech, Huda Idrees introduced the concept of the “T-shaped individual”. The “T” concept is a description of the talent that works in startups. These individuals have a breadth of knowledge and skills (horizontal line), as well as being experts with a specialized skillset (vertical line).

Participants acknowledged that government is proficient at fostering the vertical part of the “T”. Government provides training and experience to develop the skills needed to better perform in a narrowly defined role. However, where government fails is at providing opportunities to expand the horizontal part of a person’s “T”. This is because, according to participants, there is room for improvement in the number of opportunities offered to civil servants to expand rather than improve their skillsets. However, this does not imply that civil servants are not effective content generalists. Public servants are more than capable of deploying their skillsets on very different policy areas. Nevertheless, it is important to help public servants expand their general skills because they can bring a more multidisciplinary and empathetic attitude to public issues which can lead to more sustainable and effective solutions.

A key method of expanding one’s skillset is exposure to different roles and subject matter experts. However, participants highlighted the siloed nature of projects within the OPS. There are few opportunities to work on projects outside immediate roles and collaborate with other ministries. By discouraging inter-ministerial collaboration, it is harder for civil servants to learn new skills that may improve their work and they are constrained from understanding how to address issues from an interdisciplinary perspective.

In addition, this is a cause for frustration for many public servants, given that most policy issues need input from many ministries. It is clear that many participants felt that the failure to create these opportunities lead to a general feeling of isolation and a lack of a community.

### 3. **Communication**

In order to effectively implement the Digital Government mandate, both internal and external communication must be very high priorities. Many participants were concerned about the communication efforts from the Ontario government. This concern was highlighted with respect to the Digital Government team, which to date has failed to articulate specific details about its mandate. This concern is married with a high degree of cynicism in the civil service and public, and the diverse expectations for Digital Government's mandate and work.

The insights for this section came from all of the aforementioned activities, plus the Strategic Foresight activity. The research questions for the Strategic Foresight activity were: "What is the preferred future scenario of the Ontario government to make it work better for citizens by delivering simple and straightforward digital services and products?" and "On the current trajectory, what is Digital Government doing to realize this preferred future? What else should it be doing?"

#### *Digital Government's Low Profile*

In general, participants were interested in learning more about digital government. 85 percent of survey respondents were interested in attending *Let's Get Digital* in order to "learn more about digital government and the Digital Government Action Plan". However, there was a low awareness of the Action Plan as 39 percent of respondents either did not know anything about the Action Plan or only knew it was going to happen, while 50.5 percent only knew some of the details. In addition, in response to the Family Feud question, "What's the biggest rumour you've heard about Digital Government?" the top answer was "haven't heard much" at 38 percent.

In addition to not describing what Digital Government is, there is also a gap in explaining what Digital Government means for day-to-day work. It is likely that many public servants do not know what digital or service design transformation actually looks like.

#### *High Cynicism*

Among the participants, there was an air of cynicism and wariness about another "innovation campaign" from a large government. Participants noted that these efforts appear to be regularly rolled out, are often lackluster, can be inspired by anything, and are ineffective because they do not solve deeper organizational barriers to innovation, most notably the aforementioned mismatched incentive structure. Participants that are not members of the Ontario government shared this perspective with public servants. In addition, there was a shared concern that change in government and service delivery will be cosmetic and incremental, as opposed to transformational.





## *Diverse Expectations*

The Strategic Foresight activity provided some clues regarding the issues citizens and public servants expect Digital Government to address. In particular, participants envisioned faster access to public services that are entirely online and are accessible to all of the province's citizens. The policy area that participants felt that there was the most potential for change within was health, for services ranging from health card renewal to cancer treatment. This is encouraging given that one of Digital Government's signature digital projects is to work with the Ministry of Health and Long-Term Care to provide better access to data that should help Ontarians effectively navigate the health care system.

## **RECOMMENDATIONS**

The following recommendations were developed from the research stemming from the *Let's Get Digital* event. These recommendations were either made directly by participants or were made by BII+E in direct response to the aforementioned insights. The purpose of this recommendations section is to inform Ontario's Digital Government Action Plan.

### *Improve Training and Development*

Digital Government should solicit feedback from the OPS on areas in which they want to expand their skillset to help grow the horizontal part of their "T". In addition, courses pertaining to digital skills, such as design, coding, and design thinking should be offered and advertised extensively in order to expand the capacity of the public service and create a common language for communication between digital, policy and operations personnel. These courses should be developed and delivered in partnership with existing digital skills education platforms. In addition, employees and managers need to be incentivized to include these courses in their employee learning and performance plans to ensure that civil servants are rewarded for expanding their skillset.

### *Invest in Technology to Encourage Collaboration*

Collaboration was a frequently cited concern for many participants. There is a role for Digital Government to evaluate how well the OPS' existing technology platforms are facilitating inter-ministerial collaboration. In the event that existing platforms are not performing well and cannot be reformed, Digital Government should work with other public service reform offices to develop a more effective platform. Working with other central agencies is key to the success of this recommendation because technology is a necessary but not sufficient condition for greater inter-ministerial collaboration. The Digital Government team does not have to wait until a review is complete. A lot can be accomplished through building a community of practice that can inform the development of such a technology platform.

### *Reform IT Procurement*

The Digital Government should prioritize reviewing the Ontario government's IT procurement system to ensure that it does not stifle the execution of the Digital Government Action Plan. This would require working with analysts, managers, front line workers and senior management to ensure that it's understood where the existing procurement system is working and failing. In addition, special attention should be paid to ensuring that modern digital IT products and services are easy to procure so service transformation is not held up and value for money is maximized.

### *Expand Communications Efforts*

While much progress has been made through the use of Medium and monthly office hours offsite, our survey results showed that Digital Government is largely unknown within and outside of the Ontario government.

The Digital Government needs to communicate more effectively and more frequently in advance of the Digital Government Action Plan. Despite the Chief Digital Officer not being hired yet, Digital Government should focus on explaining the Digital Government team's public mandate, the impact their mandate is expected to have on how public servants work, any initial steps that have been taken and what is expected in the future. The Digital Government team should be forthcoming about what they do and do not know, and challenges they are facing. Being forthcoming may help convince cynics that the Digital Government team is aware of the magnitude of their mandate.

The Digital Government team should build on the success of *Let's Get Digital* and continue to seek input on the Action Plan from the public and civil service. A robust consultation process should be established that would allow the public and OPS to directly feed into the Action Plan. By establishing and building a working relationship with the public and civil service early, a stable dialogue can be founded on which the Digital Government team can learn whether they are meeting the needs of users and community members. It should be a priority of the Digital Government team that ongoing consultation includes marginalized and disadvantaged citizens to ensure that the Digital Government Action Plan and its execution incorporates digital accessibility standards.

### *Engage and Retain Digital Talent Differently*

There is an opportunity for Digital Government to improve hiring in the OPS due to the need to appeal to a different professional demographic than usual. Therefore, when hiring digital talent, the Digital Government should equally emphasize the specific project and the intrinsic value of serving the public. In addition, the Digital Government team should work with the OPS' HR system to develop more flexible hiring and tasking models that allow digital talent to be deployed to projects that use their skills most effectively. By having a variety of projects available and being open to digital talent going in and out of the public sector, they can remain interested in working for the Ontario government. Finally, managers should be trained and encouraged to actively seek and recruit digital talent rather than passively through job postings. This is because managers can act as a public face for what may seem like an unfamiliar and monolithic employer, which can help attract digital talent.

Digital Government should contribute to a broader public service reform effort that revises the Ontario government's recruitment and retention efforts in response to some of the insights found from this event. Some of the components of this reform effort would include improving communication with applicants, updating the OPS careers website, expanding recruitment tactics, and making the formal competition process less onerous and rigid. These efforts should also work toward improving the OPS' perception as a prospective employer.

### *Encourage Focusing on the "End User"*

The Digital Government mandate letter mentions the team's commitment to "fundamentally change the citizen experience with government". This will require not only reorienting how government delivers services, but also how it perceives the initial design of public services. Therefore, Digital Government needs to work with all areas of government to stress the importance of the "end user" and to work with other offices within the government to ensure that a civil servant's incentives are aligned with a service's performance. However, in order to do this, the culture of asking permission needs to be fundamentally changed such that public servants have the trust and space to act quickly and decisively in order to respond to citizens' needs. This is possible as long as a civil servant understands that their objective is to serve the citizen not a process. There is a role here for Digital Government to implement a technological solution that can help maintain accountability in the public service and give public servants greater autonomy.

## APPENDIX – DATA COLLECTION METHODS AND SURVEY RESULTS

This appendix explains the methods used to gather insights and the results of each activity. In addition, the sample from which the insights are drawn are described and the survey results are presented.

### Introduction

At *Let's Get Digital*, four activities were held. The first event, Family Feud, was observed by all of the event's participants, where five participants that were selected before the event competed against five members of the Digital Government team. Following this activity, there was a short introduction of the Digital Government team and participants were given instructions about how the evening was to proceed. For the first 40 minutes, participants took part in one of three activities, and then they rotated as they saw fit to another activity for another 40 minutes. Following the second activity, Minister Deb Matthews, the Minister Responsible for Digital Government, gave a short closing speech.

*Let's Get Digital* had a total of 74 participants. Using their occupations, they were sorted into the following categories:

- Technology (n=9)
- Design (n=4)
- Entrepreneur (n=2)
- Private sector (not including technology and design) (n=6)
- Ontario Public Service (n=29)
- Think tank (n=2)
- Non-profit (n=6)
- Student (n=4)
- Other government (n=7)
- Did not identify (n=5)

### Cards Against Mundanity

In this workshop, participants played “Cards Against Mundanity” in small groups of five. This game was a take on the party game where a rotating player (the Card Czar) reveals a card with a phrase or question and all other players submit a card that either fills in Czar's card's blank or answers the question. The Card Czar then selects the combination of cards that is most interesting and the participant who laid down that winning combination keeps the original Czar's card. All other cards are then removed and a new Card Czar – the next in the circle – lays a new card. By and large, participants followed instructions, but some reflection sheets were filled out individually and others were from the entire group. Cards Against Mundanity was very well attended; most of the event's participants played in one of the two rotations. However, it was observed by the facilitator that there was some attrition from older participants.

The research question for this activity was: “How can the Ontario government attract and build a talent pipeline and cultivate a renewed culture?” In order to gather insights and inform this question, a note taker was present for both rounds of the workshop and groups were asked to fill out a reflection sheet.

### Design Jam

In the Design Jam activity, participants were led through a series of design thinking activities to answer the following problem statements: “How might we attract individuals with digital skills to the Ontario Public Service?” and “How might we empower and nurture people with digital skills inside the Ontario Public Service?” Participants were expected to fill out an empathy map and a journey map, and define the problems their user faces. In general, participants understood the activity and enjoyed it, but the lead facilitator noted that it would have been preferable to have facilitators for each individual group.

This activity was very popular in the first rotation and had two facilitators present for the first rotation. There were six teams of five for the first rotation and one larger group for the second rotation where the lead facilitator was present at the table for the duration of the exercise. For the first rotation, two note takers were present and one remained for the second rotation.

**Strategic Foresight**

For this activity, participants filled out a template that resembled the front page of a newspaper with their vision of how Digital Government has transformed Ontario in 2020. Participants were given a booklet of trends that are expected to influence Ontario’s commitment to delivering services. The research questions for this activity were: “What is the preferred future scenario of the Ontario government to make it work better for citizens by delivering simple and straightforward digital services and products?” and “On the current trajectory, what is Digital Government doing to realize this preferred future? What else should it be doing?”

This activity was not very well attended, with only two groups per rotation of four to five people per group. However, the facilitator noted that people generally enjoyed the activity, but because the activity was poorly introduced it did not have as much uptake as they would have preferred.

**Survey**

Upon registration, participants were asked to answer the following survey questions. The number of responses is given per question. The response rate was approximately 100%. We would caution that the survey respondents do not entirely match up with *Let’s Get Digital’s* participants for two reasons. First, of the 100 people that registered, 74 people attended. Secondly, some people who did not register ahead of time participated in the event.

Participants gave their occupation and employer and were coded into the following categories (n=100).

Technology	Design	Entrepreneur	Other Private Sector	OPS	Think Tank	Non-Profit	Student	Other
12	7	8	6	42	2	7	11	5

Why are you interested in coming to this event? (Select all that apply) (n=99)	
To network	67
To learn more about Digital Government and the Digital Government Action Plan	84
To share my perspective on how government can become more innovative and entrepreneurial	54
I am thinking about applying for a job with the Ontario government	19
I am passionate about tech, innovation, and new approaches to problem solving	76

How much do you know about the Ontario’s Digital Government Action Plan? (n=99)	
1. I don’t know what it is.	6
2. I know it’s going to happen, but that’s about it.	33
3. I know some of the details.	50
4. I am very familiar with it.	10

Name something people do on their computers while taking a break at work. (n= 100)	
Twitter	18
Read Articles	17
Facebook	10
Surf the Internet	10
Reddit	7
Look at Cat Pictures	6
Job Hunt	6
Check Email	6
YouTube	6
Watch Sports or Play Games	5
Make Plans	4
LinkedIn Creeping	3
Instagram	2

Imagine that you are senior executive leading a digital team. You are really good at _____. (n=100)	
Transformative Leadership	24
Communications	19
Data Analysis	11
User Experience	9
User Centered Design	8
Problem Solving	8
Project Management	7
Knowledge Translation (but in a cool way)	6
Partnerships	5
Listening	3



Name something that would make you instantly accept a job with the Ontario government. (n=100)	
Culture Change	20
Interesting Projects	19
Positive Impact	13
Autonomy	10
Flexible Work Arrangements	9
Awesome Team	9
Inspiring Boss	6
Full Time Offer	3
Professional Development	3
Free Food	3
Currently Work in the Ontario government	2
More Money	2
Nothing	1

What's the biggest rumour you've heard about Digital Government? (n=100)	
Haven't Heard Much	38
Tough Mandate, Hard to Deliver	17
It Will Change Government	13
Have Taken Over IT	11
Awesome Team	9
They are Robots/Superhuman	7
Hiring a Cool CDO	4
Make Government Work Better for Citizens	1

## BIBLIOGRAPHY

Borins, S. (2014). *The Persistence of Innovation in Government: A Guide for Innovative Public Servants*. Washington, D.C.: IBM Center for The Business of Government. Retrieved from <https://www.innovations.harvard.edu/sites/default/files/3252703.pdf>

Lewis, A. (2009). *Whether You're Ready or Not, We're Millennial-Bound: Recruiting and Motivating Today's Millennial Generation*. Washington D.C.: KPMG Government Institute.

---

- i <https://www.ontario.ca/page/september-2016-mandate-letter-digital-government>
- ii <https://www.ontario.ca/page/open-government-consultation>
- iii For transparency's sake, the highest ranked idea was "adopt the international Open Data Charter and its 6 principles for all Ontario ministry and provincial agency data." Followed by, "publish road event data (closures accidents) using the Open511 standard to allow for the creation of apps to alert drivers of road events in real-time, and promote the adoption of the standard by municipalities, so that drivers have information about all the roads they drive on." And in third place "improve transparency around earnings and expenses."
- iv <https://www.gojobs.gov.on.ca/Pages/Workforce.aspx>
- v The highest response was "culture change" and the second highest response was "interesting projects".
- vi Lewis, 2009.
- vii While mentioned by Huda Idrees in her speech, this concept comes from Tim Brown of IDEO. The following is his definition of T-shaped people. "T-shaped people have two kinds of characteristics, hence the use of the letter "T" to describe them. The vertical stroke of the "T" is a depth of skill that allows them to contribute to the creative process. That can be from any number of different fields: an industrial designer, an architect, a social scientist, a business specialist or a mechanical engineer. The horizontal stroke of the "T" is the disposition for collaboration across disciplines. It is composed of two things. First, empathy. It's important because it allows people to imagine the problem from another perspective- to stand in somebody else's shoes. Second, they tend to get very enthusiastic about other people's disciplines, to the point that they may actually start to practice them. T-shaped people have both depth and breadth in their skills." See: <http://chiefexecutive.net/ideo-ceo-tim-brown-t-shaped-stars-the-backbone-of-ideo%E2%84%A2s-collaborative-culture/>
- viii Participants did not define what "traditional bureaucratic values" are. However, the following barriers within bureaucracy largely corroborates with what participants said: "...hostile or skeptical attitudes or turf fights, difficulty coordinating organizations, logistical problems, difficulty maintaining the enthusiasm of program staff (burnout), difficulty implementing a new technology, opposition by unions, opposition by middle management, and opposition to entrepreneurial action within the public sector." See Borins, 2014, p. 22.
- ix The solution that is currently in place is the Ontario government's laudable secondment program. While this is a step in the right direction, there are two flaws that diminish its ability expand the horizontal part of an employee's "T". First, it relies on asking permission from a manager. Secondly, it only appeals to those interested in leaving their position for a significant amount of time. Finally, it is inflexibly confined to a role, rather than project basis.