

CASE STUDY 3 Nuance Card – The Disruptor**Triggering Event:**

By mid-July 2026, Alberta Education clarified that while funding for the new hires begins in September, salary dollars will not flow until November. Jurisdictions must front-load costs and be reimbursed later.

Immediate Implications:

- Budget officers warn of short-term cash flow strain.
- HR is told to continue hiring, but uncertainty spreads.
- Professional associations begin questioning transparency.
- Some candidates withdraw due to delayed start confirmations.

Reflective Prompt:

How does this change your approach?

What assumptions about timing, trust, or communication must now shift?

How do you maintain staff confidence while navigating fiscal ambiguity?