



Statistics
Canada

Statistique
Canada

Canada



Statistics Canada
www.statcan.gc.ca

Enterprise Portfolio Management Program

Profiling of Large and Complex Enterprises

Francine Lavoie, Statistics Canada

Tuesday, September 8, 2015



Outline: Statistics Canada's Enterprise Portfolio Management (EPM)

Profiling of Large and Complex Enterprises

- Measures for improving data quality and coherence
- Identifying complex businesses
- Scope of the Enterprise Portfolio Management (EPM) program
 - ✓ maintaining the survey frame by organizational profiling (legal and operating)
 - ✓ survey collection management
 - ✓ relationship management
 - ✓ coherence analysis



Statistics Canada's framework for producing coherent economic statistics

- Economic survey programs are mandated to use a central frame, 'the Business Register' (BR)
- Integrated Business Statistics Program (IBSP)
- Survey User Guides

Designing a system to achieve coherence is beneficial, but we go further

- For large and complex companies, significant effort is required to identify production units where revenues and expenses can be reported aligned with our requirements
- Respondents may not interpret questions correctly or may not maintain books in a manner that meshes well with statistical reporting requirements



Identifying Complex Businesses

- Complexity rankings for all business structures on the Business Register – systematic process of ranking
 - Revenues and number of employees, number of legal entities, multiple provinces of operations, multiple industries, number of collection entities, critical surveys
- Consultation with subject matter areas (SMA's) and Business Register Division (BRD)
- Complexity rankings are reviewed every 2 to 3 years
- Responsibility for large and complex enterprises are divided between the Enterprise Portfolio Management program (EPM) and Business Register Profiling team



Scope of EPM program

- EPM program covers about 320 of the largest and most complex Canadian enterprises (representing 52% of GDP)
- 10 individual enterprise portfolio managers (EPM); supported by 6 analysts
 - Specialized training required / Tools created



Training and Working Tools

- 2-week hands on training of the Business Register
- On-line manuals and job aids
- 'Profiling task list and deliverables' - step by step profile review
- 'Research Analyst Handbook' – pertinent tools, links and passwords, and procedures
- Industry specific profiling guides: Oil and Gas industry, Concepts and definitions guides for Head Office operations and for the Rental and leasing and property management industry
- Training opportunities: Oil and Gas sector: upstream and downstream processes; Electricity Industry Fundamentals



Responsibilities:

Organizational Profiling (legal and operating)

- EPM staff devote 60% of their time conducting research aimed at determining how complex businesses operate and then update the survey frame (Business Register) accordingly
 - Review administrative data, annual reports, information on the Internet, feedback obtained from survey respondents and from staff from survey programs
 - Determine data reporting capabilities
 - Update frame to reflect latest available information
 - Validate structures with company representatives (company visits or by telephone)



Responsibilities:

Survey Collection and Management

- EPM work at managing and minimizing the burden placed on companies
 - Create a “Survey Inventory” for awareness
 - Manage survey burden
 - Reviewed internally to identify reporting issues
 - Customization of survey reporting:
 - Merging and splitting of questionnaires as per reporting capabilities
 - Create customised reporting arrangements where required
 - Collect data using the Customised Reporting Tool (CRT); Excel based, generate a questionnaire, automated capture



Responsibilities: Coherent data

- Separate Coherence Section
 - Compiling data from various survey data (sub-annual and annual), administrative data and Annual Reports as published by companies
- EPM review and analyse the coherence reports, work with coherence team and industry specialists to identify problems
 - Work with company respondents to resolve issues

EPM program: contribution to the Statistical Business Process Model (GSBPM)

Generic Statistical Business Process Model (GSBPM) - Quality management							
Specify needs	Design	Build	Collect	Process	Analyse	Disseminate	Evaluate
Identify needs	Design outputs	Build collection instrument	Create frame and select sample	Integrate data	Prepare draft output	Update output systems	Gather evaluation inputs
Consult and confirm needs	Design variable descriptions	Build or enhance process components	Set up collection	Classify and code	Validate output	Produce dissemination products	Conduct evaluation
Establish objectives output	Design collection	Build or enhance dissemination components	Run collection	Review and validate	Interpret and explain outputs	Manage release of dissemination products	Agree on action plans
Identify concepts	Design sampling frame and sample	Configure workflows	Finalise collection	Edit & Impute	Apply disclosure control	Promote dissemination products	
Check data availability	Design Processing and Analysis	Test production system		Derive new variable & units	Finalise outputs	Manage user support	
Prepare business case	Design production systems and workflow	Test statistical business process		Calculate weights			
		Finalise production systems		Calculate aggregates			
				Finalise data files			



It pays to develop a relationship with large business respondents

- Better quality and coherent data
- Rapidly reacting to data issues
- Reduced reporting burden
- Creating a mutually beneficial relationship which increases satisfaction levels



For additional information please contact:

Francine Lavoie

Chief Enterprise Portfolio Management Program, Statistics Canada

150 Tunney's Pasture Driveway, Ottawa ON CANADA K1A 0T6

francine.lavoie@statcan.gc.ca

Telephone 1 613-878-7049

Government of Canada