Modernization experience at Statistics Canada: Context/Drivers for Corporate Business Architecture (CBA) initiative in 2010

- Rapidly changing environment
- Need to maintain:
  - relevance and the quality of our programs
  - supporting infrastructure
- Too many homegrown applications/processes designed to support individual, but not unique business functions
- Sub-optimal organization of work
- Status quo is not sustainable

*(see Appendix for additional details on CBA results)*
Keys to success

Corporate Vision
Strong Leadership and Governance
Project Management Framework
Communication
Innovation
Lessons learned

- Focus has to be on overall benefit to organization – leadership and communication are key
  - There will always be perceived “winners” and “losers” in any modernization activity

- Need enterprise level management of interdependencies to avoid having “too many trains in the station”

- Must have a strategy for measuring success
  - Regular revalidation of assumptions driving cost/benefit analysis

- Must take risks - Innovation has to have room to “pivot”
Imperative for Change Today

- Globalization
- Emerging businesses (e.g. sharing economy)
- Changing views on societal issues (e.g. assisted dying, legalization of marijuana, sexual identity and gender)

- Advances in enabling technologies and analytical tools
- Rapid growth and development of applications
- Emerging opportunities for data gathering (e.g. web scraping, peer-to-peer transactions)

Rapidly changing and increasingly complex economy and society

Proliferation of data providers

- Big data (e.g. Google analytics, Adobe, Facebook)
- Monetization of data

Data revolution, ingenuity & innovation

Increased expectations and demand for “real-time” and micro/detailed data

- Growing demand for access to microdata
- 24/7 news cycle
- Instantaneously available information (e.g. smartphones, tablets, social media)

Statistics Canada well placed to provide national leadership
Comprehensive Response Strategy

- Focused, responsive, high value products and services
  - Structured integrated consultation activities and advisory bodies
  - Connected forward thinking subject matter experts
- Approach based on administrative data and integration (e.g. housing framework)
- Minimized response burden on Canadians
  - Greater use of new technologies and tools (e.g. crowd-sourcing, Cloud and high processing platforms)
  - Multi-purpose platforms

User-centric service delivery

Leading edge methods and data integration

Statistical capacity building and leadership

Sharing and collaboration

- Statistical training through the Canada School of Public Service and academic institutions
  - Tools to evaluate data
  - New centres of expertise
  - International leadership
- Redefined and strengthened partnerships with Provinces/Territories, private sector providers, open data providers, etc.
  - Modernized digital infrastructure for access to microdata

Responsive legislative framework and modern workforce
StatCan’s next challenge: Towards a modern flexible workplace

Vision leverages creative minds and innovation through:

- continued learning and development
- enhanced collaboration and inclusion
- improved wellness and work-life balance
- empowered employees with modernized technology, facilities and work methods
## Principles of a modern, flexible workplace

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Networked and mobile</td>
<td>Promotes networking and mobility across the landscape.</td>
</tr>
<tr>
<td>Innovative</td>
<td>Inspires innovation through flexibility, increased collaboration, workplace design and continued learning and development.</td>
</tr>
<tr>
<td>Inclusive and healthy</td>
<td>Facilitates an inclusive workforce that is adapted to employee needs and promotes work-life balance in a safe environment.</td>
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<tr>
<td>Culturally adapted</td>
<td>Supports and maintains organizational identity and culture.</td>
</tr>
<tr>
<td>Collaborative</td>
<td>Creates an environment, supported by technology, that enhances outcome-based collaboration between teams.</td>
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<tr>
<td>Empowering</td>
<td>Empowers managers and employees by enabling flexibility in the way they work and making them accountable for accomplishing tasks.</td>
</tr>
<tr>
<td>Efficient</td>
<td>Provides a wide range of workplace designs to enable efficient and diverse working styles.</td>
</tr>
</tbody>
</table>
Workplace modernization through innovation

<table>
<thead>
<tr>
<th><strong>The Inspirators:</strong></th>
<th>A team of facilitators who support the Front Runners in the creation of their modern workplace, and who enable a successful culture shift within the organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Front Runners:</strong></td>
<td>A variety of change agents\teams committed to change and to embracing a new way of working in collaboration through innovative means.</td>
</tr>
<tr>
<td><strong>Towards a modern, flexible workplace</strong></td>
<td></td>
</tr>
<tr>
<td><strong>The Tools:</strong></td>
<td>An inventory of tools, policies and training to assist the Front Runners in achieving their goals and encourage culture change within the organization</td>
</tr>
<tr>
<td><strong>The Foundation:</strong></td>
<td>A set of principles that will guide our Front Runners to create their own work environment</td>
</tr>
</tbody>
</table>
In Conclusion

- Modernization is an on-going activity
- Strong leadership/governance is key
- Sharing solutions and lessons learned – both positive and negative – building and strengthening partnerships
- Continuous communication is important
- Increased flexibility in the way results are achieved
Appendix

Background information on Corporate Business Architecture (CBA) experience at Statistics Canada
What is Statistics Canada’s CBA initiative?

- CBA is a comprehensive review of our business architecture:
  - business processes and rules
  - enabling computer systems and hardware
  - planning systems
  - training and organizational structure

- CBA objectives: efficiency, responsiveness, robustness

- Importance of governing principles to ensure alignment with strategic direction
The journey started with a corporate vision

- Need to clearly describe where we were, where we want to go and why (vision paper)
- Objectives were stated from the beginning of the CBA initiative
- Guiding principles referred to constantly
- Enterprise Architecture roadmap aligned to vision
- Widespread and repeated communication

Challenge #1: Develop a realistic, yet innovative vision
Then we needed solid Leadership and Governance

- Unwavering senior management support and accountability was essential (‘tone from the top’)
  - CBA top priority in our strategic planning exercise
- Strong governance structure including senior management committee and Champion(s)
- Review and approval of all new business proposals to ensure compliance with CBA objectives
  - Performed challenge function and encouraged diverse views (constructive tension)

Challenge #2: Ensure that non-compliance with governing principles is not an option
Impact on Human Resources

- Impacts should not be underestimated
  - Corporate rather than local thinking
  - People needed to be flexible and mobile
  - Adaptation to new tools and training
  - Opportunities to generate/influence ideas and innovate
  - Culture needed to learn to embrace change
  - Do we have the right people with the right skills?
  - Reassured staff – fear of being replaced/ let go

Challenge #3: Significant change of culture
Communications

- Regular updates to all staff: communicated often
- Communications strategy was tied to corporate strategy
- Needed to engage staff at all levels and needed to listen/address concerns promptly
- Key messages were consistent and repeated
- Tools included intranet site, email, reports, notices, internal newsletter, presentations, training sessions, management meetings

Challenge # 4: Time commitment
Innovation

- Leadership: Innovation Champion
- Governance: Innovation Forum
- Participation:
  - Innovation Channel crowd-sourcing tool
  - Big Ideas Conference linked to agency priorities
  - Innovation Centre and Open Network IT lab

Challenge # 5: Increased propensity for risk taking
Questions?