Mission and Vision Roadmap to a Modernized Statistics Canada

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September 2019

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Roadmap to Modernization

Agency Modernization
1. Pillars
2. Pathfinder Projects
3. Multi-year Plan
4. Workforce and Workplace (vision, values, culture)
5. Organizational Design
1. Pillars - Statistics Canada’s Modernization Initiative

Moving beyond a survey-first approach to an approach based on **new methods** and **integrating data** from a variety of existing sources

Making our data **more accessible** and easier to use by developing **new tools** and **enhancing the ability** to analyze and visualize the data

Helping more Canadians use data to make **evidence-based decisions**

**A data driven society and economy**

Based on the pillars of a modern statistical organization

- Statistical capacity building and leadership
- Sharing and collaboration
- User-centric service delivery
- Leading-edge methods and data integration
- Modern workforce and flexible workplace

Fostered by a culture entrenched in innovation and the will to continuously improve and develop our products and services
2. Pathfinders - Statistics Canada’s Modernization Initiative

Signature Pathfinders Projects

1. Measuring Cannabis
2. Transition to a Low-carbon Economy
3. International Tourism Growth Measures
4. Canadian Housing Statistics Program
3. Plan - Multiyear Modernization Strategy

Outcomes
- More Timely and Responsive Statistics
- Increased Access
- Data Steward
- Increased Granularity
- Efficient Operations & Service Delivery

Modernization Strategy Map

2017-18
Vision & Values
- Full collapse of in-house projects
- Cuts in funding
- Increase in liabilities
- End of project
- Develop data strategy and contribute to the Data Strategy for the Public Sector (DPS)
- Increase access to data
- Implementation of DHIC 20
- Enhance CIO Innovation
- Risk appetite statements
- Staff engagement & risk management
- Modernization
- Lean and agile approaches
- Expand KPI partnerships
- Efficiency baseline and indicators established
- Modernization
- Modernization T&L Submission
- Innovation and Risk Register

2018-19
Scale & Align
- Modernization
- Review scale up
- Implementation and enterprise
- Develop strategy and contribute to the Data Strategy for the Public Sector (DPS)
- Increase access to data
- Implementation of DHIC 20
- Enhance CIO Innovation
- Risk appetite statements
- Staff engagement & risk management
- Modernization
- Lean and agile approaches
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2019-20
Demonstrate Results & Continue to Scale up
- Modernization
- Review scale up
- Implementation and enterprise
- Develop strategy and contribute to the Data Strategy for the Public Sector (DPS)
- Increase access to data
- Implementation of DHIC 20
- Enhance CIO Innovation
- Risk appetite statements
- Staff engagement & risk management
- Modernization
- Lean and agile approaches
- Expand KPI partnerships
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- Modernization T&L Submission
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2020-21
Leader & Innovator
- Promote strategic capabilities
- Data and data partnerships
- Strategic data analysis, linkage, and quality efforts
- Global leadership at the Vanguard of Modernization
- Public sector leaders and data
- Public sector leaders and data
- Public sector leaders and data

Key Initiatives
- Not Started
- Behind Schedule
- On Track
- Completed

Pillars of Modernization
- User-Centric Service Delivery
- Statistical Capacity-Building and Leadership
- Leading-Edge Methods and Data Integration
- Sharing and Collaboration

Strategic Enablers (Inputs)
- Cloud Data Strategy
- Risk Management
- Administrative Data
- Legislation
- Communications
- IT Infrastructure
- Culture of Innovation
- Workforce
- Governance
- Financial/Investment Management
- Partnerships & Communities of Practice

Corporate Efficiency Exercise Dimensions
- Accuracy
- Case Load
- Client Satisfaction
- Collaboration
- Functionality
- Interpretability
- Response Burden
- Service Standards

End State – In 3 years STC is...

- An independent and effective leader of the National Statistical System and a global leader in Official Statistics
- Providing Canadians and decision makers with increased access to high quality, relevant and timely information on issues affecting our society, when and how they want it – while ensuring confidentiality
- Recognized as Canada’s data steward, providing expertise to partners, users and citizens
- A leader in trusted data insights, standards, statistical analytics, and data integration
- A top employer, providing a positive, innovative work environment where employees feel that their efforts have an impact on Canadian society
Modern Workforce and Flexible Workplace

- Launched initiative to leverage power of collaboration and technology, change thinking and behaviour in the workplace
- Leverage employee engagement phase to also discuss vision, values, and culture change
4. Vision, Culture • Statistics Canada’s Modernization Initiative

Vision
Delivering insight through data for a better Canada

4 Core Values
1. Trustworthy
2. Purposeful
3. Caring and Inclusive
4. Curious & Always Learning
### Culture Change Action Plan

<table>
<thead>
<tr>
<th>Values</th>
<th>Employee Behaviours</th>
<th>Corporate Activities and Enablers</th>
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</table>
| TRUSTWORTHY  | • I take personal responsibility and accountability for the safeguarding and protection of data  
• I take steps to carefully evaluate the impact of my actions and how they could be perceived by Canadians  
• I make ethical decisions and communicate openly with my manager in cases where I need support or advice | • Mandatory training, including new secure mobility course  
• Do-identification guidelines and principles  
• Integrated risk management framework and practical tools for employees  
• Code of values and ethics |
| PURPOSEFUL   | • I am aware that I play an important role in delivering results for Canadians  
• I apply a user-centric lens on all aspects of my work, consulting with clients and stakeholders to ensure the best product or service  
• I take personal accountability for delivering quality and timely results that will meet my client’s needs  
• I use data to assess performance to ensure I am attaining my goals  
• I take accountability for maintaining and enhancing my subject-matter expertise | • SMART work objectives with clear link to modernization and results for Canadians  
• Data-driven performance assessments for employees and executives  
• Highlight outstanding client feedback for excellent service or product delivery  
• Reward results through awards and recognition programs  
• Enable horizontal collaboration through new technologies, e.g. tech radar and other workflow management tools |
| CARING & INCLUSIVE | • I show respect and consideration for my colleagues  
• I actively seek the input of others, and take initiative to collaborate across the organization  
• I am inclusive and open-minded, considering many diverse viewpoints  
• I lead by example by creating a positive work environment | • Integrity & Respect awareness campaign  
• Mental health and wellness strategies and campaigns  
• Inclusion strategy  
• Cultural awareness training for employees and managers  
• GBA+ lens at outset of initiatives  
• Leadership training and support for leaders to create a positive work environment |
| CURIOUS & ALWAYS LEARNING | • I am curious and always learning  
• I challenge the status quo and identify areas for improvement  
• I embrace experimentation and the use of new methods  
• I get involved in departmental and interdepartmental initiatives | • Innovation forum  
• Lean coaching and facilitation  
• Hackathons and micro-missions  
• Innovation speaker series  
• Continuous learning + accelerated learning (e.g. data science accelerator hub)  
• Machine learning and AI centre of expertise |

**4 Core Values**

**Expected Behaviours**

**Employee Engagement Plan**

**Communicate & Engage**
- Town Halls
- MOD bulletins and StatCan articles
- Seek feedback
- Identify change agents and business champions

**Reinforce & Reward**
- Identify and track corporate enabling activities
- Integrate into PMAs
- Reinforce through awards and recognition program
- Align HR strategies to support

**Measure, Track Progress & Adjust**
- Leverage PSES, pulse check and administrative data to track progress
- Led by HR
- Reporting to SMC
- Track progress and adjust strategies as required
4. Culture • Statistics Canada’s Modernization Initiative

Culture framework
Engagement Strategy Schedule

Proposed strategy for all values

September 2019
- Equip DGs/directors to foster adherence to values in every team — toolkit (letter of information about the project, plan/etc.) explaining the new values and list of activities.
- Create an ICN page for Good Deeds.
- Encourage employees to post pictures, selfies and brief notes about their wins, good deeds, collaborative projects, innovation, as well as those of their colleagues to inspire others.
- Leverage support from relevant areas, committees, working groups and clubs within the agency.

Curious & always learning

May 2019
- Promote the interdepartmental innovation fair.

October 2019
- Presentation series: Meet Modern Thinkers (external speakers).
- Launch a Learning Week featuring:
  - Learning Fair: Kiosks on new technologies, new services or tools ordered at StatCan including collaborative initiatives, teleworking best practices, creative ways to maximize the new working environment, GDDocs or Power BI super users, etc.

November 2019
- Presentation series: Employees who took risks - successes and failures (internal speakers).
- Workshops: “How to” learning sessions (grassroots initiatives).

Caring and inclusive

August 2019
- Develop pop-up messages on computers with tips to be more caring, positive or inclusive and “feel good” messages (e.g., “Have a wonderful day! Take 5 minutes to help a colleague today”).
- Create a “Kudos Wall” on each floor where employees could post short messages to thank a colleague or applaud a good deed.

September 2019
- Implement a marketing strategy to promote a caring and inclusive workplace.
- Encourage employees to be caring and respectful with the video A Small Gesture and the new Integrity and Respect posters.

October 2019
- Implement a voluntary “Secret Friend” week to allow employees to get to know colleagues in their division.

November 2019
- Encourage use of existing mechanisms (e.g., thank you cards).
- Target activities by level of responsibility (e.g., specific activities for supervisors/managers/etc.).

Trustworthy

Reinforce messaging and awareness to strengthen behaviours related to security, privacy, confidentiality and integrity through the strategic use of highly visible reminders:

September 2019
- Supply employees with passports that will be stamped when participating in activities.

January-March 2020
- Implement a data stewardship communications campaign.
- Promote the Modern and Flexible workplace videos Behaviour and Etiquette and Information Management.
- Maintain exposure of Teddy’s security campaign products.
- Continue the awareness campaign for Integrity and Respect.

May 2020
- Awards and recognition (e.g., Award for best culture transformation, pizza lunch with the CS, etc.).

Purposeful

September 2019-April 2020
- Continue the faces of StatCan campaign.

January-March 2020
- Organize show and tell sessions during which employees present their collaborative projects that have positive impacts on Canadians. Could be on small scale or large scale projects.

April-May 2020
- Engage senior management.
  - Send invitations to the DGs and ACs for all of the events.
  - Schedule teleconference with Regional Directors.
  - Provide opportunities for employees to share what they do externally and demonstrate that they adhere to these values (e.g., volunteer work).

June-August 2020
- Summertime activities with GCWCC and other StatCan groups.
- Encourage employees to present their ideas, collaborations on the ICN Good Deeds Wall.

Delivering insight through data for a better Canada
5. Next Steps • Organizational Design

Designing business and leadership through organizational structures
Roadmap to a modernized Statistics Canada

Lessons Learned
✓ Iterative process
✓ Pathfinders
✓ Governance & Leadership
✓ Engagement
✓ Multi-year Plan
✓ Role of culture and values in guiding change

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