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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. Pilars - 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

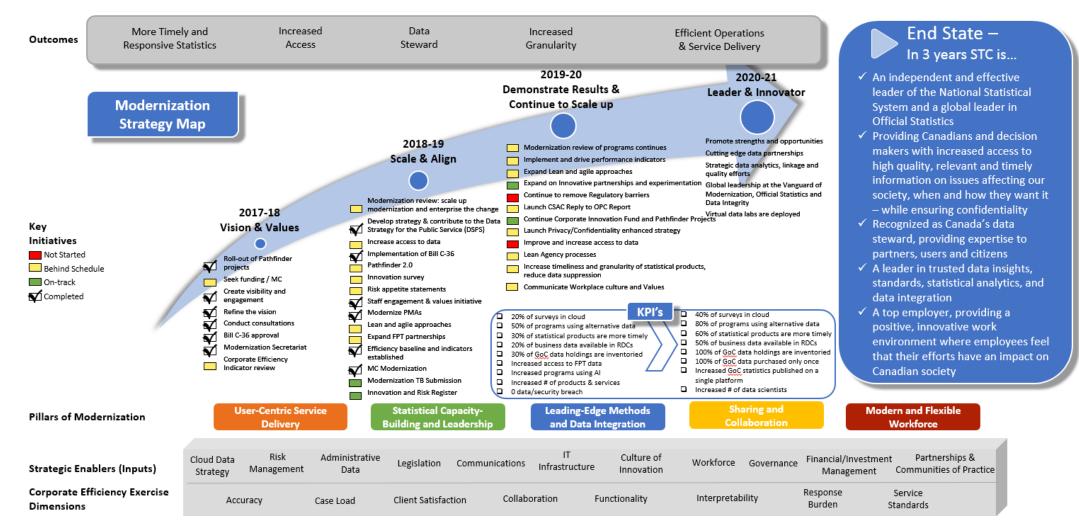
2. Transition to a Low-carbon Economy

3. International Tourism Growth Measures

4. Canadian Housing Statistics Program



3. Plan - Multiyear Modernization Strategy



4. Workforce and Workplace - Statistics Canada's Modernization Initiative

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



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4. Vision, Culture - Statistics Canada's Modernization Initiative



Statistics Canada Culture Change Framework

Vision

Delivering insight through data for a better Canada

4 Core Values

- Trustworthy
- 2. Purposeful
- 3. Caring and Inclusive
- Curious & Always Learning

TRUSTWORTHY

We place a high value on our reputation as credible, trustworthy and neutral. Our employees act as trusted data stewards who take pride and ownership in the safekeeping of our data assets. We are committed to upholding:

- Security
- Privacy
- Confidentiality
- Integrity

PURPOSEFUL

We are results-driven, focused on providing meaningful and tangible outcomes for Canadians. We are committed to delivering services that are:

- User-centric
- Timely
- · High quality

VISION

Delivering insight through data for a better Canada

CARING & INCLUSIVE

We show understanding, care and compassion for our most prized asset – our employees. We apply a diverse and inclusive lens in all aspects of our work.

We are committed to promoting:

- Mental health/Workplace Wellness
- Accessibility
- Diversity
- Inclusion

CURIOUS & ALWAYS LEARNING

We have a growth mentality, promoting curiosity and every-day learning. We embrace:

- New ideas
- Innovation
- Flexibility
- Collaboration

MEASUREMENT

- Public Service Employee Survey (PSES) Data
- Pulse Check Surveys
- · Administrative data

GOVERNANCE

- Led by HR
- · Reporting to SMC



4. Culture - Statistics Canada's Modernization Initiative



4 Core Values

Behaviours

Engagement Plan

Expected

• Employee

Culture Change Action Plan

∀alues	Employee Behaviours	Corporate Activities and Enablers
TRUSTWORTHY	I take personal responsibility and accountability for the safeguarding and protection of data I takes 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 De-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 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 program 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 out the input of others, and take initiative to collaborate across the organization I am inclusive and open-minded, considering many diverse view points 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 Al centre of expertise

Communicate & Engage	Reinforce & Reward	Measure, Track Progress & Adjust
Town Halls	Identify and track corporate enabling activities	Leverage PSES, pulse-check and administrative data to track progress
MOD bulletins and @ StatCan articles	Integrate into PMAs	Led by HR
Seek feedback	Reinforce through awards and recognition program	Reporting to SMC
Identify change agents and business champions	Align HR strategies to support	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, placemat 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, GCDocs 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's 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 Behaviours 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.









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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