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
Measuring Culture Change at Statistics Canada

Benchmarking
1. Leadership, change agents
2. Qualitative employee surveys
3. Culture survey

Setting Direction & Measuring Change
4. From → To
5. Quantitative & qualitative measures
1. Benchmarking - Leadership & Talent Management

Data Visualization
Where are the change agents?
Who are the future leaders?

✓ Map positions, skills, performance, succession planning
1. Benchmarking - Leadership & Talent Management

Data Visualization
What are the possible career paths?
How can we influence, accelerate talent development?
1. Benchmarking • Leadership & Talent Management

By the numbers...

• 36% of Leaders identified as change agents
• 55% of Leadership positions have a role in Modernization
• >90% staffing within
• 3 – 4 years average promotion time
• Low risk for succession planning
• Top current leadership skill is collaboration
• Top skill requiring development is creating vision and strategy
2. Benchmarking • Qualitative Employee Surveys

Public Service Employee Survey
• Annual survey
• Trends in leadership, innovation, workplace wellbeing

- Innovation
  - I am encouraged to be innovative or take initiative in my work (Q18).
  - PS 63% in 2017
  - PS 67% in 2018
  - PS 75% in 2019

- Technology
  - I am confident the federal government has policies in place to keep pace with changes in technology as they emerge.
  - 14% STC in 2017
  - 12% PS in 2018

Human Resources

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td>Innovation</td>
<td></td>
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<tr>
<td>Federal workers</td>
<td>55%</td>
<td>47%</td>
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<tr>
<td>Innovation</td>
<td></td>
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<tr>
<td>Modernization</td>
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<td>Federal workers</td>
<td>75%</td>
<td>75%</td>
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<td>Modernization</td>
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<td>Human Resources</td>
<td>12%</td>
<td>13%</td>
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<td>Technology</td>
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<td>PS 19% in 2017</td>
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<tr>
<td>Federal workers</td>
<td>88%</td>
<td>55%</td>
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<td>Federal workers</td>
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3. Benchmarking • Measuring current perceptions of culture

Benchmarking current culture

8 distinct culture styles

Harvard Business Review Jan-Feb 2018
3. Benchmark • Measuring perceptions of culture

Survey Methodology
✓ Senior Leaders in Capital
✓ Supervisors Capital
✓ Supervisors in Regions

Convergence Matters
“Low convergence indicates that employees view their company in varying and often opposite ways…”

“High convergence correlates with levels of employee engagement...if the culture you have is not the one you want, high convergence will make it harder to change.” (HBR)
3. Benchmark - StatCan Culture in 2018

Background
Statistics Canada employees and management have completed an organizational cultural profile survey in order to assess the state of the agency and how we will adapt to changes relating to modernization.

Upper Management
According to management, the agency’s culture style is focused on safety and order, while favouring stability and interdependence. Employees (chief level and below) show a broader range of responses.

National Capital Region Employees

Regional Office Employees

1 circle = 1 respondent

Culture Style
- Learning
- Results
- Purpose
- Safety
- Enjoyment
- Authority
- Caring
- Order

Setting a Culture Target

Vision, mission, modernization principles
Identify actions in quadrants to guide direction, eg. learning, results

<table>
<thead>
<tr>
<th>CULTURE STYLE</th>
<th>ADVANTAGES</th>
<th>DISADVANTAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARING</td>
<td>Improved teamwork, engagement, communication, trust, and sense of belonging</td>
<td>Overemphasis on consensus building may reduce exploration of options, stifle competitiveness, and slow decision making</td>
</tr>
<tr>
<td>PURPOSE</td>
<td>Improved appreciation for diversity, sustainability, and social responsibility</td>
<td>Overemphasis on a long-term purpose and ideals may get in the way of practical and immediate concerns</td>
</tr>
<tr>
<td>LEARNING</td>
<td>Improved innovation, agility, and organizational learning</td>
<td>Overemphasis on exploration may lead to a lack of focus and an inability to exploit existing advantages</td>
</tr>
<tr>
<td>ENJOYMENT</td>
<td>Improved employee morale, engagement, and creativity</td>
<td>Overemphasis on autonomy and engagement may lead to a lack of discipline and create possible compliance or governance issues</td>
</tr>
<tr>
<td>RESULTS</td>
<td>Improved execution, external focus, capability building, and goal achievement</td>
<td>Overemphasis on achieving results may lead to communication and collaboration breakdowns and higher levels of stress and anxiety</td>
</tr>
<tr>
<td>AUTHORITY</td>
<td>Improved speed of decision making and responsiveness to threats or crises</td>
<td>Overemphasis on strong authority and bold decision making may lead to politics, conflict, and a psychologically unsafe work environment</td>
</tr>
<tr>
<td>SAFETY</td>
<td>Improved risk management, stability, and business continuity</td>
<td>Overemphasis on standardization and formalization may lead to bureaucratization, inflexibility, and dehumanization of the work environment</td>
</tr>
<tr>
<td>ORDER</td>
<td>Improved operational efficiency, reduced conflict, and greater civic-mindedness</td>
<td>Overemphasis on rules and traditions may reduce individualism, stifle creativity, and limit organizational agility</td>
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</tbody>
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4. Setting Direction and Measuring Progress • From – To

- Identified current values and where change was required
- Aligned our culture change to support modernization

![Diagram showing various elements such as STATCAN, Reputation, Data-driven scientific community, Passion for work, Inclusion, Innovation and leading-edge methods, Risk savvy: calculated risk taking, Home-grown and new talent, Agile and modernized: recruitment development, retention strategies, Sharing and Collaborating: internal horizontality and external capacity building.]

- Data-driven scientific community
- Inward Facing: Subject-matter expertise and Sylla
- Inclusion
- Innovation and leading-edge methods
- Risk savvy: calculated risk taking
- Home-grown and new talent
- Agile and modernized: recruitment development, retention strategies
- Sharing and Collaborating: internal horizontality and external capacity building

- Strong HR strategies
- Inward Facing: Subject-matter expertise and Sylla
- Data-driven scientific community
- Passion for work
- Risk savvy: calculated risk taking
- Inclusion
- Innovation and leading-edge methods
- Agile and modernized: recruitment development, retention strategies
- Sharing and Collaborating: internal horizontality and external capacity building
Synthesized into:

- 4 Core Values
- Expected Behaviours
- Employee Engagement Plan

**Statistics Canada Culture Change Framework**

**Delivering insight through data for a better Canada**

**Trustworthy**
- We place high value on our reputation as credible, trustworthy and neutral. Our employees act as trusted data custodians, who take pride and ownership in the stewardship of our data assets. We are committed to:
  - Security
  - Integrity
  - Confidentiality
  - Transparency

**Caring & Inclusive**
- We foster understanding, care and compassion for our hard-working audit - our employees. We apply a simple and inclusive lens to all aspects of our work. We are committed to:
  - Mental health/employee wellness
  - Accessibility
  - Diversity
  - Inclusion

**Purposeful**
- We are mindfulness. Focused on providing meaningful and tangible outcomes for Canadians. We are committed to delivering services that:
  - User-focused
  - Timely
  - High-quality

**Curious & Always Learning**
- We have a growth mindset, valuing curiosity and everyday learning. We are committed to:
  - New skills
  - Innovation
  - Flexibility
  - Collaboration

**Vision**

**Culture Change Action Plan**

**Values**
- TRUSTWORTHY
  - I take personal responsibility and accountability for the safeguarding and protection of data.
  - I take steps to sensibly evaluate the impact of my actions and how they could be perceived by all stakeholders.
  - I communicate my ideas, opinions and concerns openly with my manager in cases where I need support or advice.
- PURPOSEFUL
  - I am aware that I play an important role in delivering results for Canadians.
  - I apply a user-centered lens on all aspects of my work, consulting with clients and stakeholders to ensure the best possible service.
  - I take personal accountability for delivering quality and timely results that meet my client’s needs.
  - I am open to learning new things to enable me to maintain my current level of performance.
- CARING & INCLUSIVE
  - I provide respect and consideration for my colleagues.
  - I actively seek out the input of others, and take initiative to collaborate across the organization.
  - I maintain and update skills, considering many diverse career paths.
  - I lead by example by creating a positive work environment.
- CURIOUS & ALWAYS LEARNING
  - I am curious and always learning.
  - I challenge the status quo and identify areas for improvement.
  - I confer with others and consider the use of new methods.
  - I get involved in departmental and interdepartmental initiatives.

**Employee Behaviours**
- Mandatory training, including online courses.
- Conduction of performance assessments for employees and supervisors.
- High volume of client feedback for excellent service or product delivery.
- Internal and external recognition programs.
- Enable horizontal collaboration through internal networks, e.g. tech-week and other excellence management tools.

**Corporate Activities and Enablers**
- Innovation forum.
- Lean coaching and facilitation.
- Hackathons and micro-innovations.
- Innovative operator suites.
- Continuous learning and accelerated learning (e.g., data science accelerator hub).
- Mandate learning and 40 hours of expertise.

**Communicate & Engage**
- Town Hall.
- MOOD bulletins and StatCan articles.
- Lead and feedback.
- Identify change agents and business champions.

**Reinforce & Reward**
- Identify and track corporate rewarding activities.
- Integrate into PMAs.
- Recognize through awards and recognition programs.
- Align HR strategies to support.

**Measure, Track Progress & Adjust**
- Leverage PMAs, pulse check and administrative data to track progress.
- Led by HR.
- Reporting to SMC.
- Track progress and adjust strategies as required.
4. Measuring Progress • From – To

Qualitative and Quantitative Measures of Progress

Annual Employee Survey
Pulse-Check Surveys
Organizational Health
Culture measurement

Branch Modernization Plans
Program Efficiency Indicators

Academic Partnerships
Measuring Culture Change at Statistics Canada

- Benchmark current state
- Qualitative and quantitative sources
- Leverage the extensive possibilities with human resource data analytics
- Treat your data holdings as assets to unlock their potential
- Look for opportunities to collaborate internally/externally
- Pay attention to ethical concerns

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