Measuring Culture Change at Statistics Canada

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statcan.gc.ca

DELIVERING INSIGHT THROUGH DATA FOR A BETTER CANADA

Statistics Canada / Statistique Canada

Canada

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

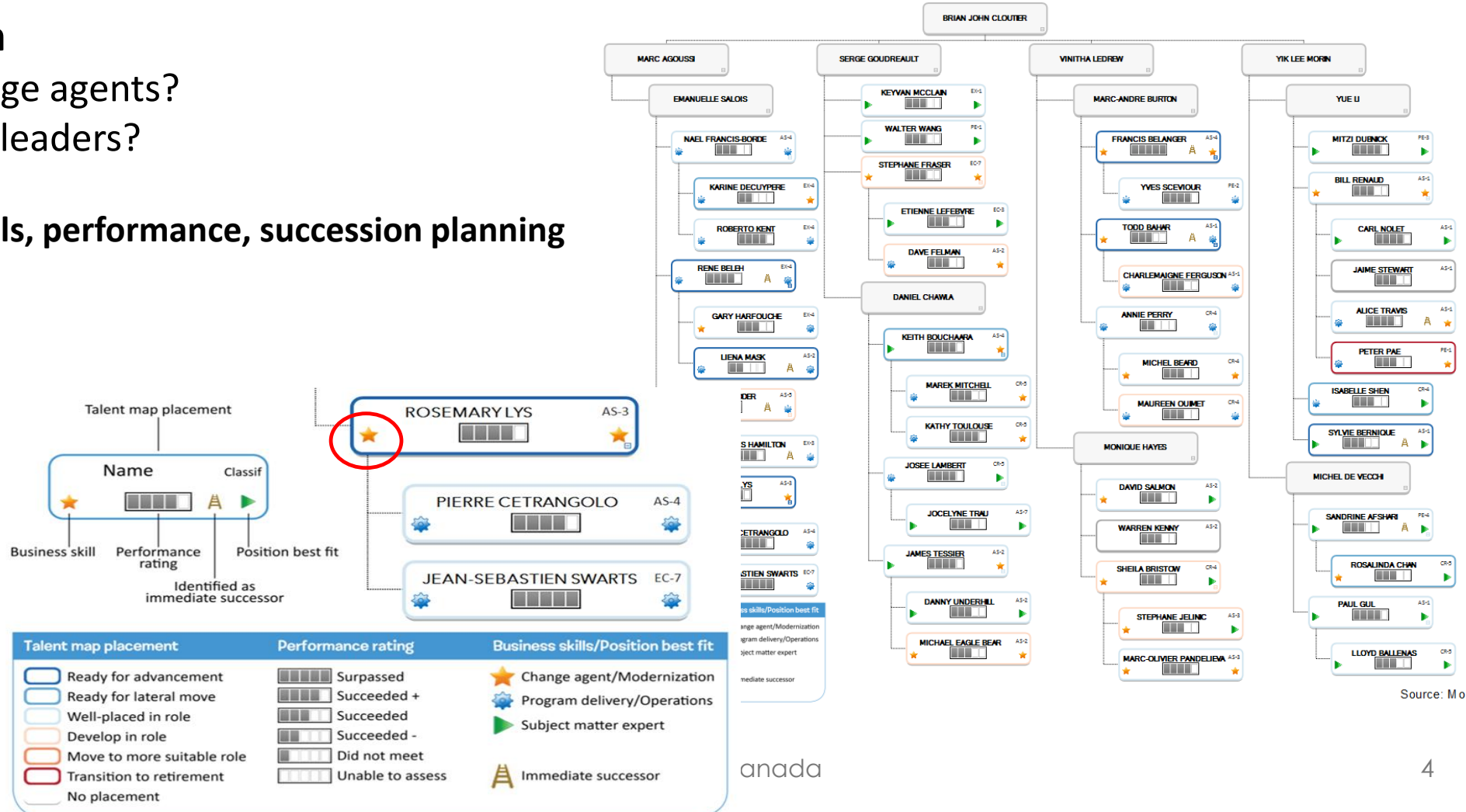# 1. Benchmarking · Leadership & Talent Management

Data Visualization

Where are the change agents?

Who are the future leaders?

✓ Map **positions, skills, performance, succession planning**
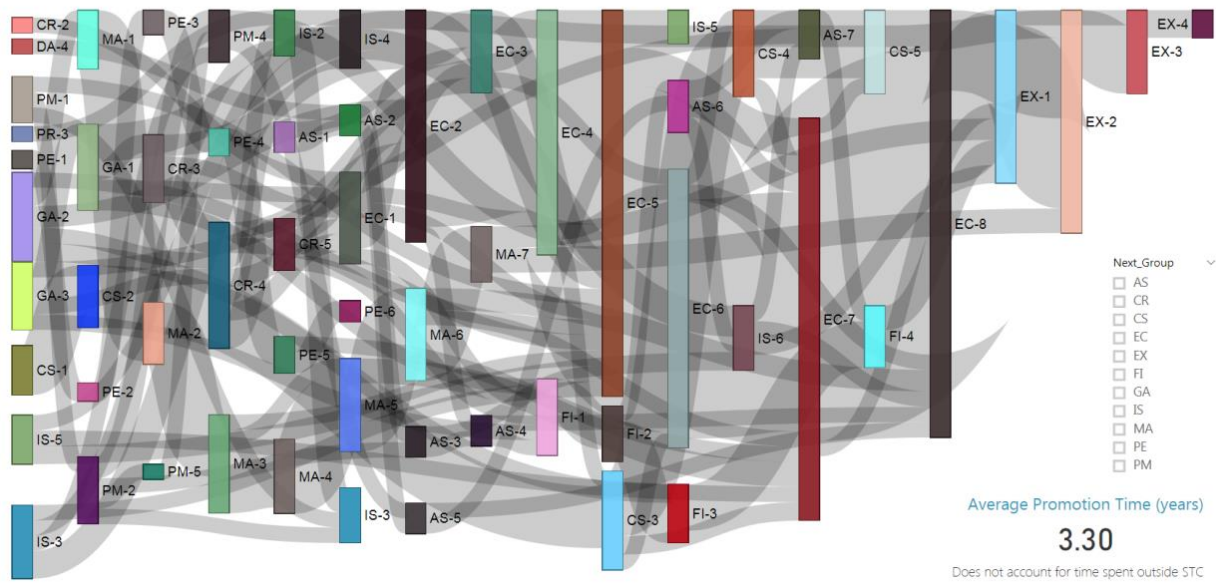

StatCan Talent Management Mock Data

Data Visualization

What are the possible career paths?

How can we influence, accelerate talent development?
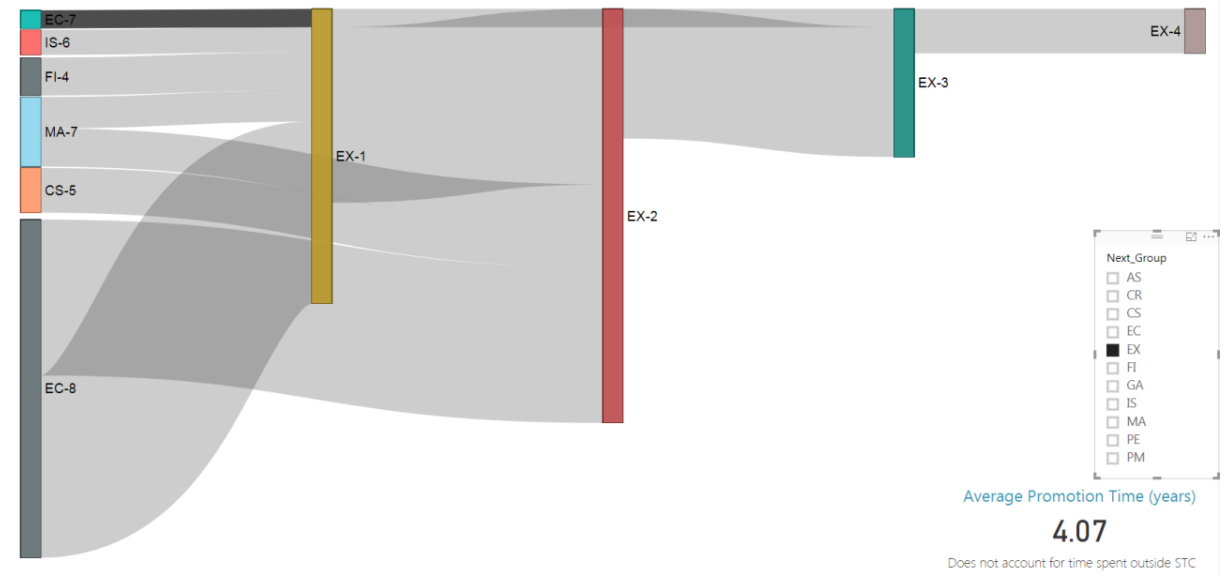
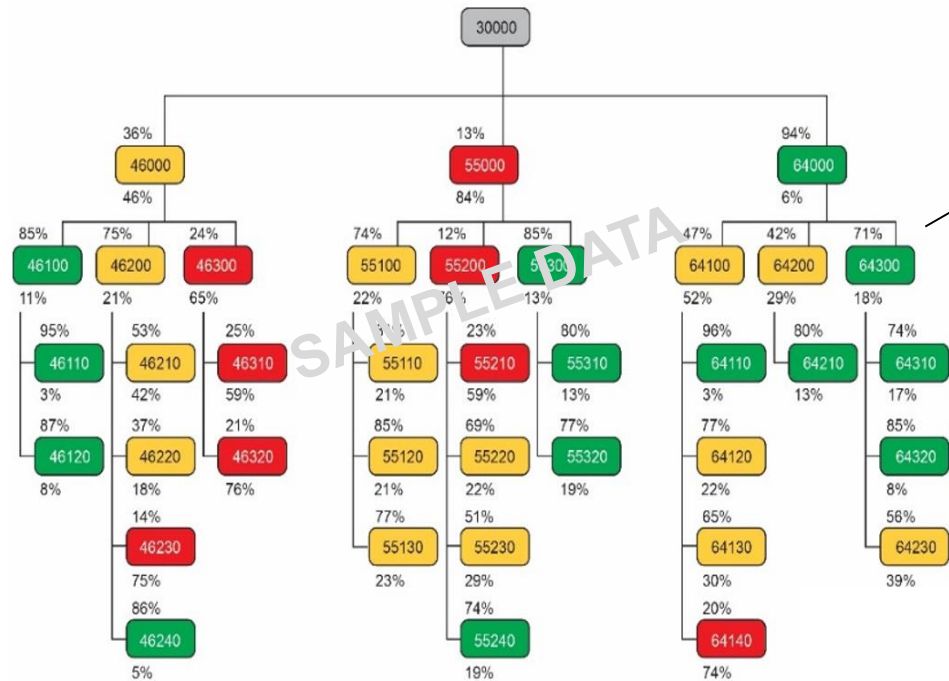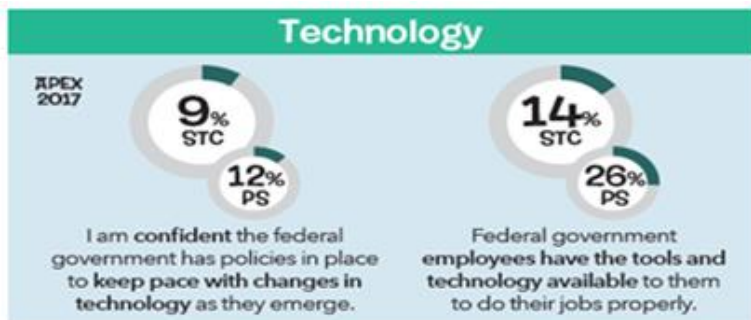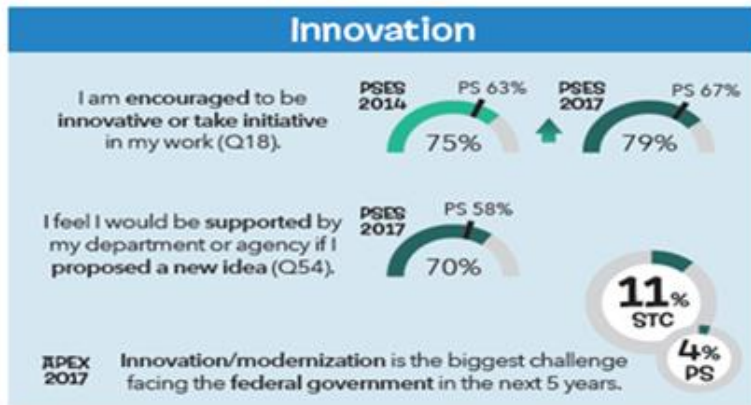# 1. Benchmarking · Leadership & Talent Management

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

Business skills map placement

Change agent – Modernization

Executives — Positions

Program delivery / Operations

Subject matter expert / Steady state

Department wide, the business skill proportions seem to be well balanced.

Succession planning risk analysis

MODERATE · SLIGHT · SEVERE

StatCan

8 positions at StatCan **certain** to become vacant by the end of this fiscal year

60% have an immediate successor identified

91% have a long-term succession plan

Modernization

55% of StatCan positions can have a direct or influential role on modernization

Developing
Strong
☑ #1

Create vision and strategy	Mobilize people	Uphold integrity and respect	Collaborate with partners and stakeholders	Promote innovation and guide change	Achieve results
32%	17%	2%	17%	20%	12%
13%	17%	14%	21%	15%	20%

Key leadership competencies

2. Benchmarking ▪ Qualitative Employee Surveys

Public Service Employee Survey

- Annual survey
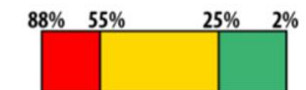- Trends in leadership, innovation, workplace wellbeing

Human Resources

2017   2018

Innovation and Technology survey infographics (Statistics Canada); central organizational tree diagram (SAMPLE DATA); and Human Resources quartile trees for 2017 and 2018.
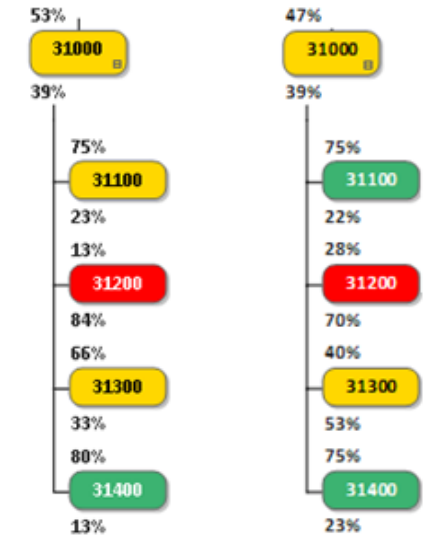
Tip : Hover the mouse over either percentages (%) to see top and bottom results!

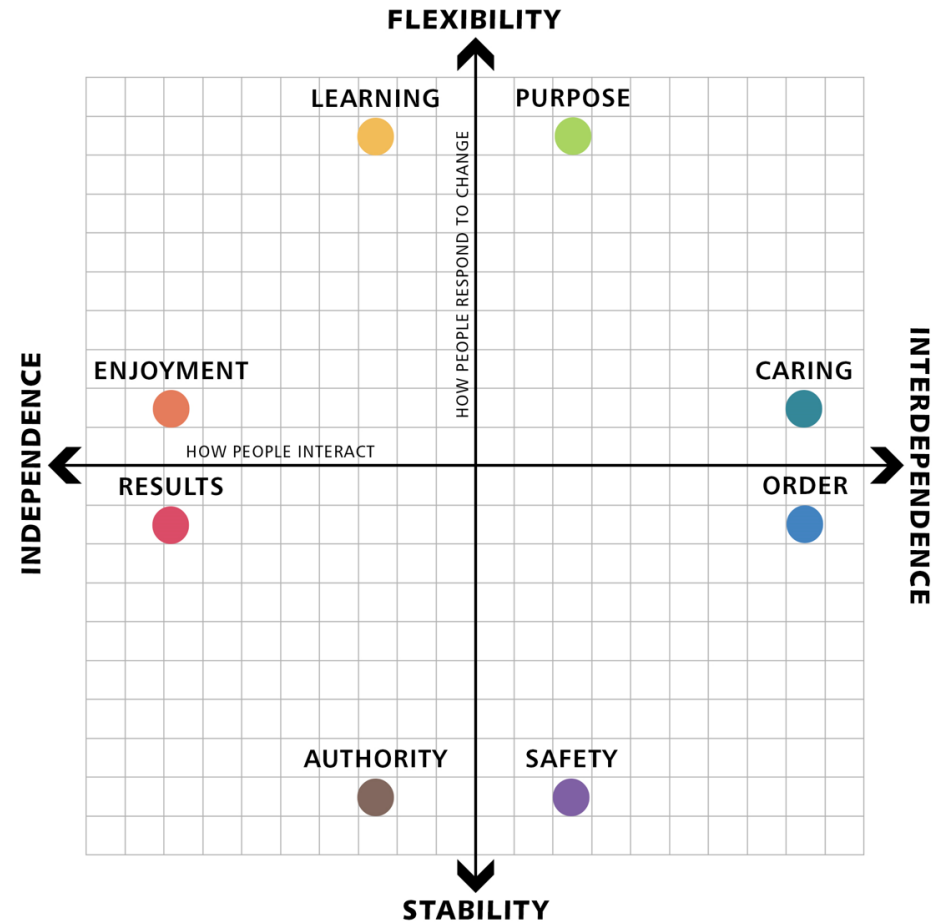Upper Quartile (25%) - Interquartile Range (50%) - Lower Quartile (25%)

Benchmarking current culture

8 distinct culture styles
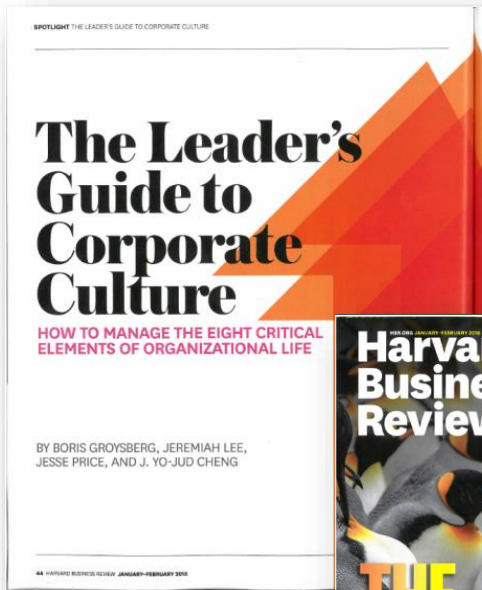
Harvard Business Review Jan-Feb 2018

ON A SCALE OF 1–5, RATE HOW WELL EACH OF THESE STATEMENTS DESCRIBES YOUR ORGANIZATION.

1 = NOT AT ALL WELL 2 = NOT VERY WELL 3 = SOMEWHAT WELL 4 = VERY WELL 5 = EXTREMELY WELL

| THE ORGANIZATION IS FOCUSED ON:	THE ORGANIZATION FEELS LIKE:	TOTAL
COLLABORATION AND MUTUAL TRUST 1 2 3 4 5	A BIG FAMILY 1 2 3 4 5	CARING
COMPASSION AND TOLERANCE 1 2 3 4 5	AN IDEALISTIC COMMUNITY OR CAUSE 1 2 3 4 5	PURPOSE
EXPLORATION AND CREATIVITY 1 2 3 4 5	A DYNAMIC PROJECT 1 2 3 4 5	LEARNING
FUN AND EXCITEMENT 1 2 3 4 5	A CELEBRATION 1 2 3 4 5	ENJOYMENT
ACHIEVEMENT AND WINNING 1 2 3 4 5	A MERITOCRACY 1 2 3 4 5	RESULTS
STRENGTH AND BOLDNESS 1 2 3 4 5	A COMPETITIVE ARENA 1 2 3 4 5	AUTHORITY
PLANNING AND CAUTION 1 2 3 4 5	A METICULOUSLY PLANNED OPERATION 1 2 3 4 5	SAFETY
STRUCTURE AND STABILITY 1 2 3 4 5	A SMOOTHLY RUNNING MACHINE 1 2 3 4 5	ORDER

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)
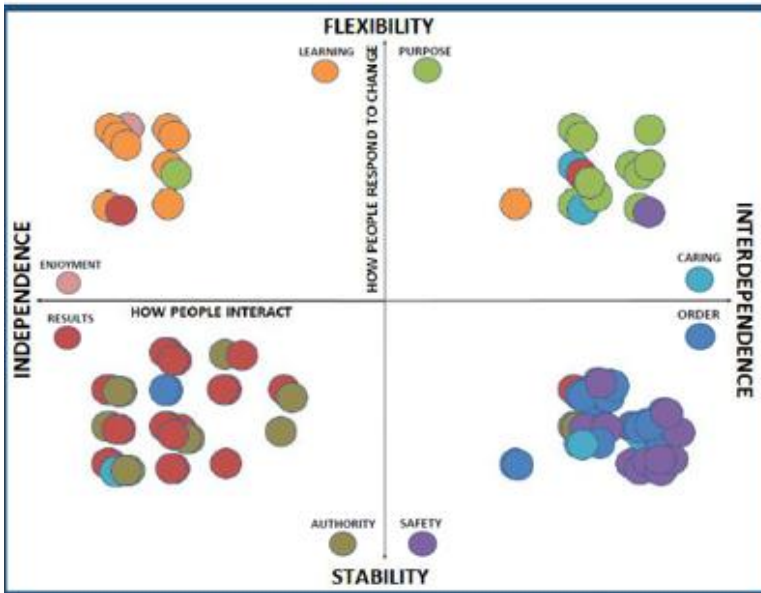
See expanded version of this assessment at HRB.ORG
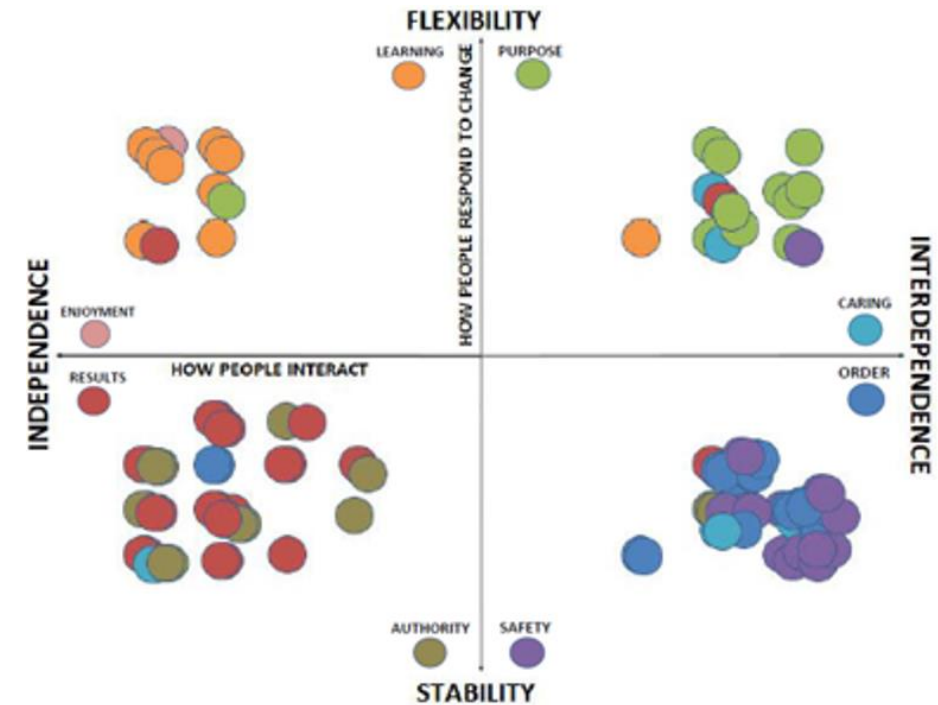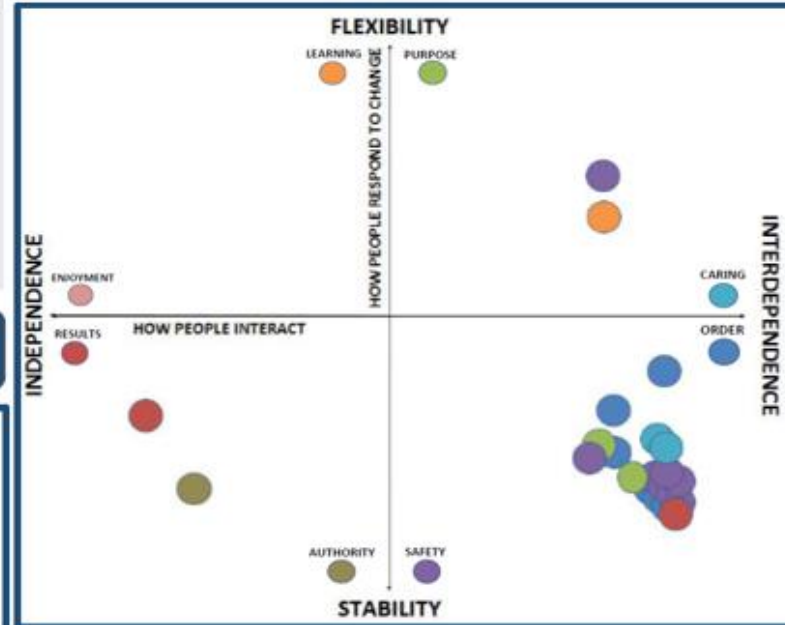
3. Benchmark ▪ StatCan Culture in 2018

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.

National Capital Region Employees

Upper Management

Outcome

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

Regional Office Employees
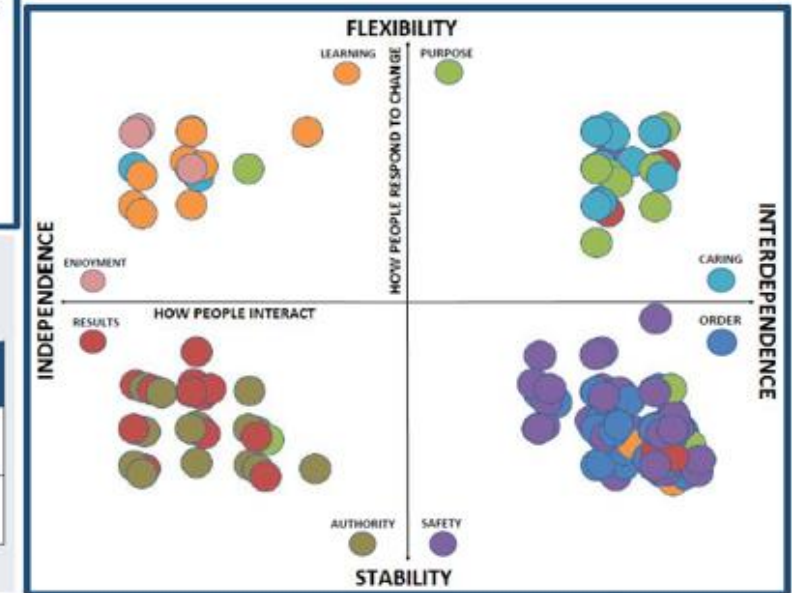
1 circle = 1 respondent

Culture Style

● Learning		● Results		● Purpose		● Safety	
● Enjoyment		● Authority		● Caring		● Order	

Source: Harvard Business Review's Leader's Guide to Corporate Culture

4. Setting Direction and Measuring Progress ▪ From – To

Setting a Culture Target

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

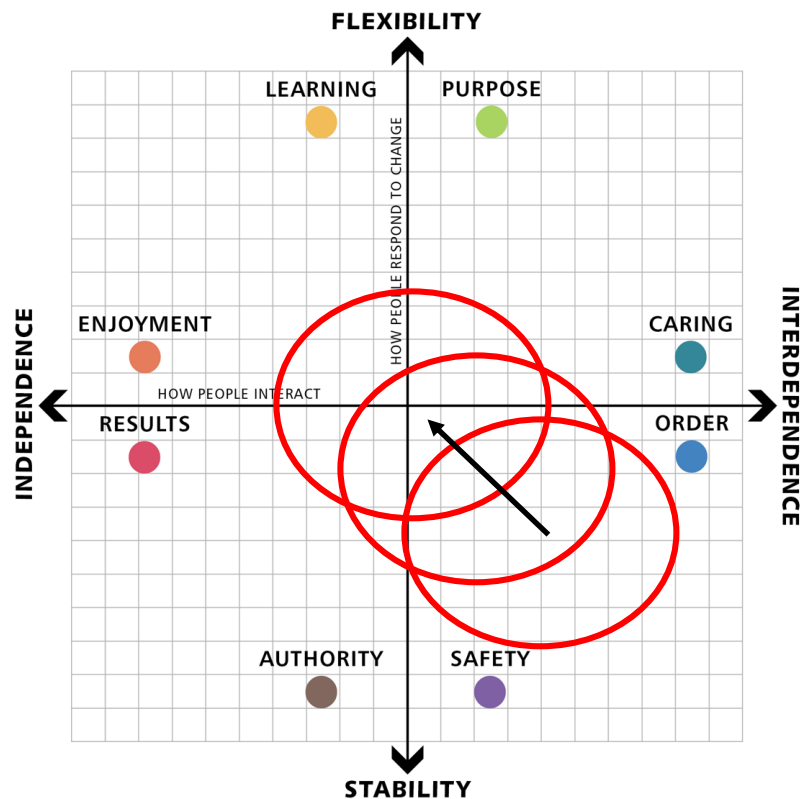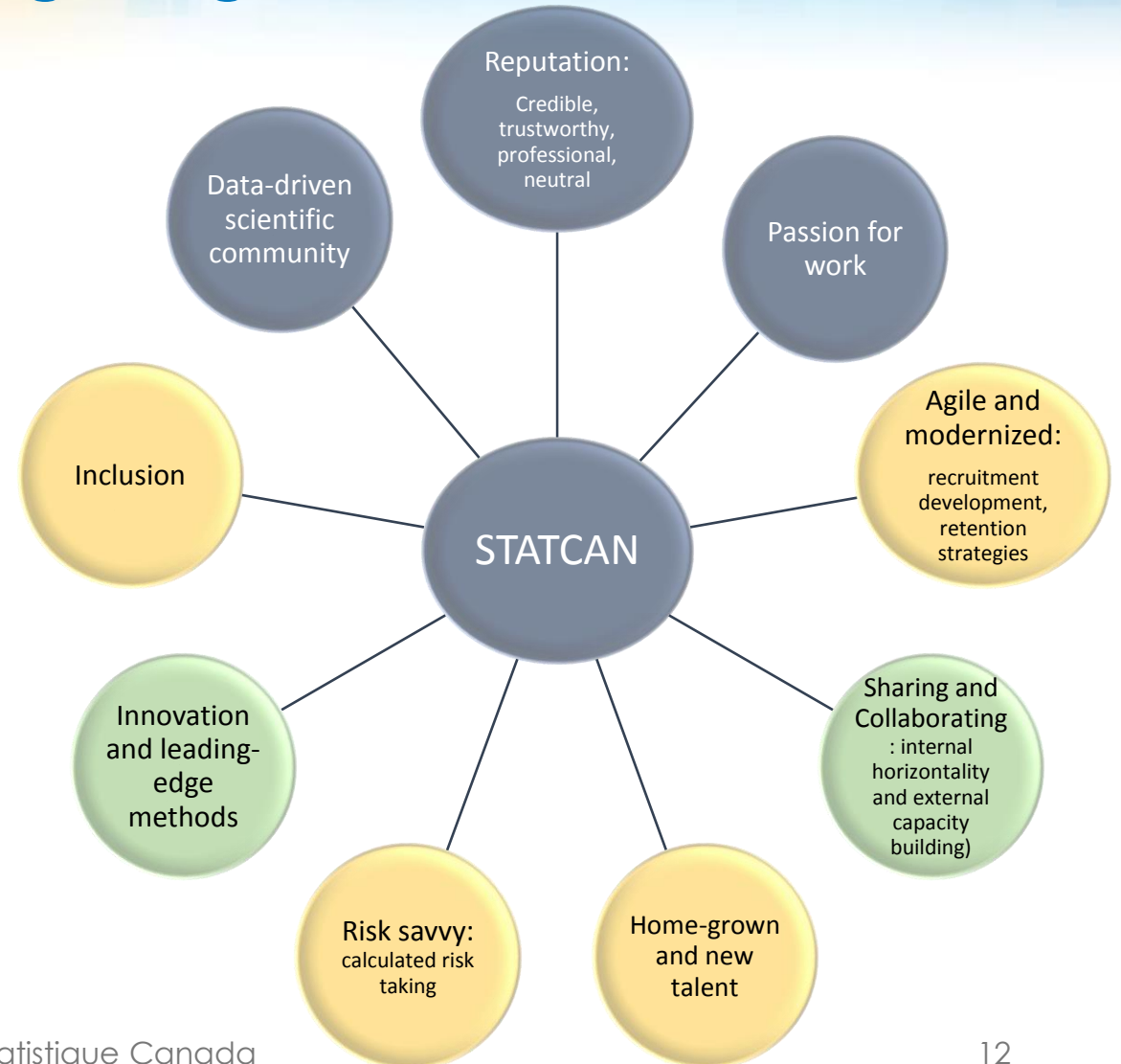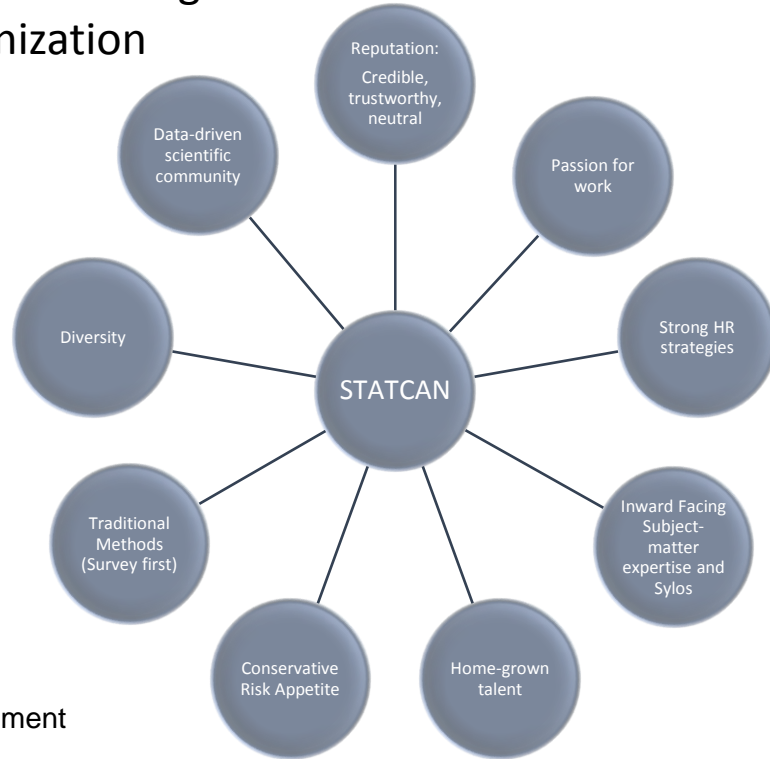| CULTURE STYLE	ADVANTAGES	DISADVANTAGES
CARING Warm, sincere, relational	Improved teamwork, engagement, communication, trust, and sense of belonging	Overemphasis on consensus building may reduce exploration of options, stifle competitiveness, and slow decision making
PURPOSE Purpose driven, idealistic, tolerant	Improved appreciation for diversity, sustainability, and social responsibility	Overemphasis on a long-term purpose and ideals may get in the way of practical and immediate concerns
LEARNING Open, inventive, exploring	Improved innovation, agility, and organizational learning	Overemphasis on exploration may lead to a lack of focus and an inability to exploit existing advantages
ENJOYMENT Playful. Instinctive, fun loving	Improved employee morale, engagement, and creativity	Overemphasis on autonomy and engagement may lead to a lack of discipline and create possible compliance or governance issues
RESULTS Achievement drive, goal focused	Improved execution, external focus, capability building, and goal achievement	Overemphasis on achieving results may lead to communication and collaboration breakdowns and higher levels of stress and anxiety
AUTHORITY Bold, decisive, dominant	Improved speed of decision making and responsiveness to threats or crises	Overemphasis on strong authority and bold decision making may lead to politics, conflict, and a psychologically unsafe work environment
SAFETY Realistic, careful, prepared	Improved risk management, stability, and business continuity	Overemphasis on standardization and formalization may lead to bureaucracy, inflexibility, and dehumanization of the work environment
ORDER Rule abiding, respectful, cooperative	Improved operational efficiency, reduced conflict, and greater civic-mindedness	Overemphasis on rules and traditions may reduce individualism, stifle creativity, and limit organizational agility

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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

Legend:
- No change
- Incremental change/alignment
- Fundamental change

From (left diagram): STATCAN with surrounding nodes: Reputation: Credible, trustworthy, neutral; Passion for work; Strong HR strategies; Inward Facing Subject-matter expertise and Sylos; Home-grown talent; Conservative Risk Appetite; Traditional Methods (Survey first); Diversity; Data-driven scientific community

To (right diagram): STATCAN with surrounding nodes: Data-driven scientific community; Reputation: Credible, trustworthy, professional, neutral; Passion for work; Agile and modernized: recruitment development, retention strategies; Sharing and Collaborating: internal horizontality and external capacity building); Home-grown and new talent; Risk savvy: calculated risk taking; Innovation and leading-edge methods; Inclusion

Statistics Canada Culture Change Framework

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

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

VISION

Delivering insight through data for a better Canada

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

GOVERNANCE
- Led by HR
- Reporting to SMC

Synthesized into:
- 4 Core Values
- Expected Behaviours
- Employee Engagement Plan

Culture Change Action Plan

Values	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 AI centre of expertise

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

Statistics Canada

4. Measuring Progress ▪ From – To

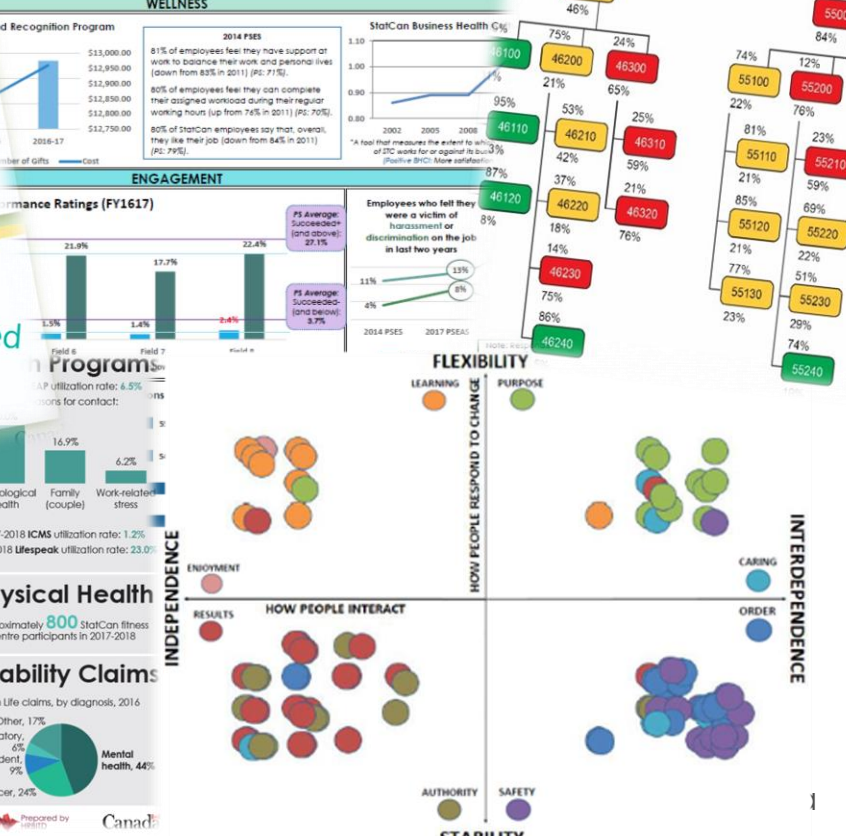## Qualitative and Quantitative Measures of Progress

Annual Employee Survey
Pulse-Check Surveys
Organizational Health
Culture measurement
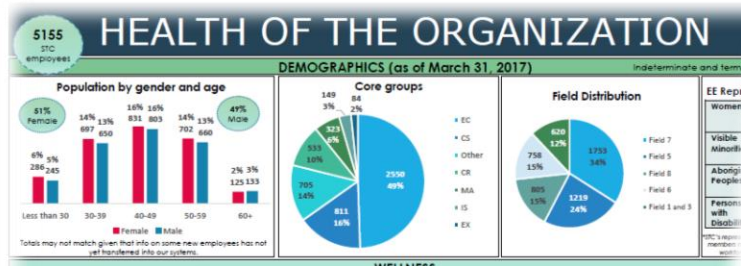
Branch Modernization Plans
Program Efficiency Indicators

Academic Partnerships

14

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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