



Statistics
Canada

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HLG-MOS: Managing Modernization through Innovation

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CANADA 150

Telling Canada's
story in numbers

April 20, 2017
Seoul, Republic of Korea

Canada 



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

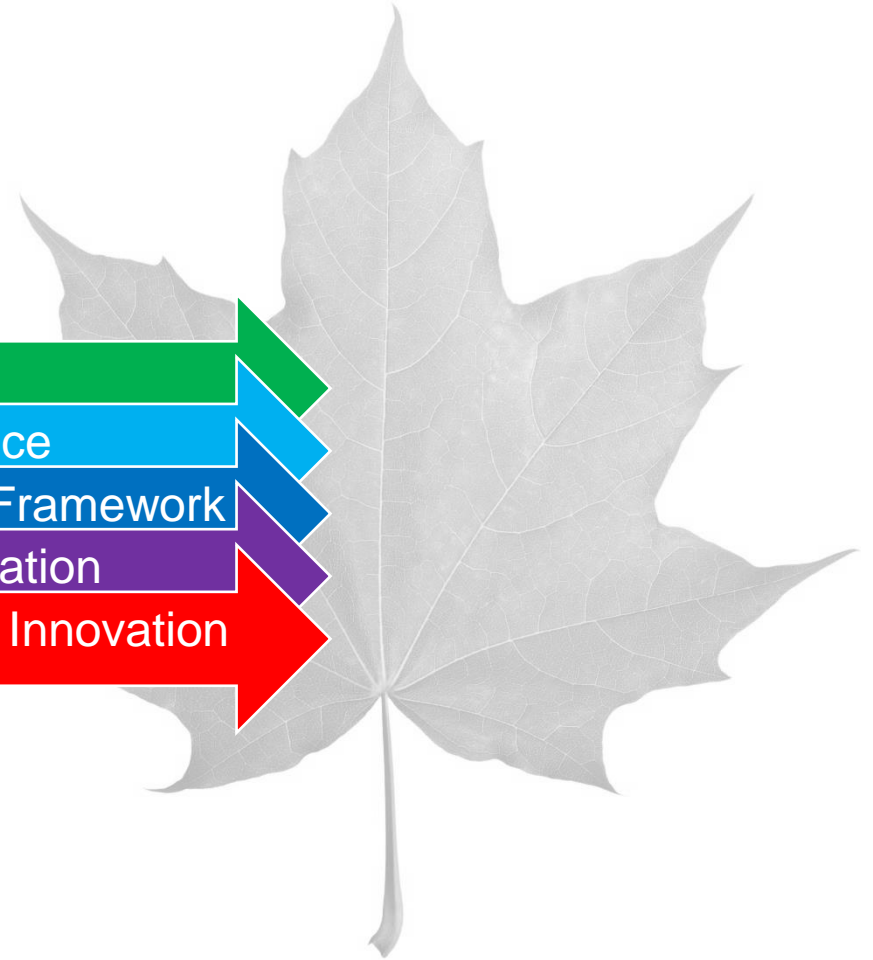
Corporate Vision

Strong Leadership and Governance

Project Management Framework


Communication

Innovation

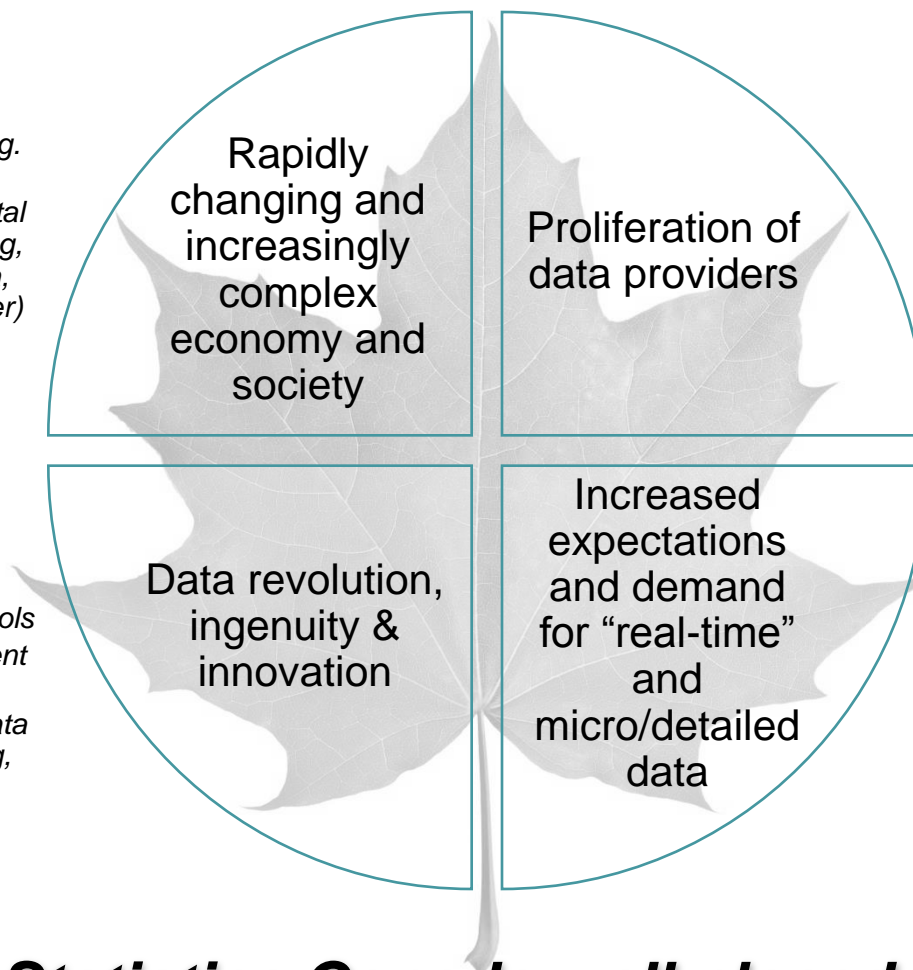




Lessons learned

- 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”
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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)*

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

- *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)*

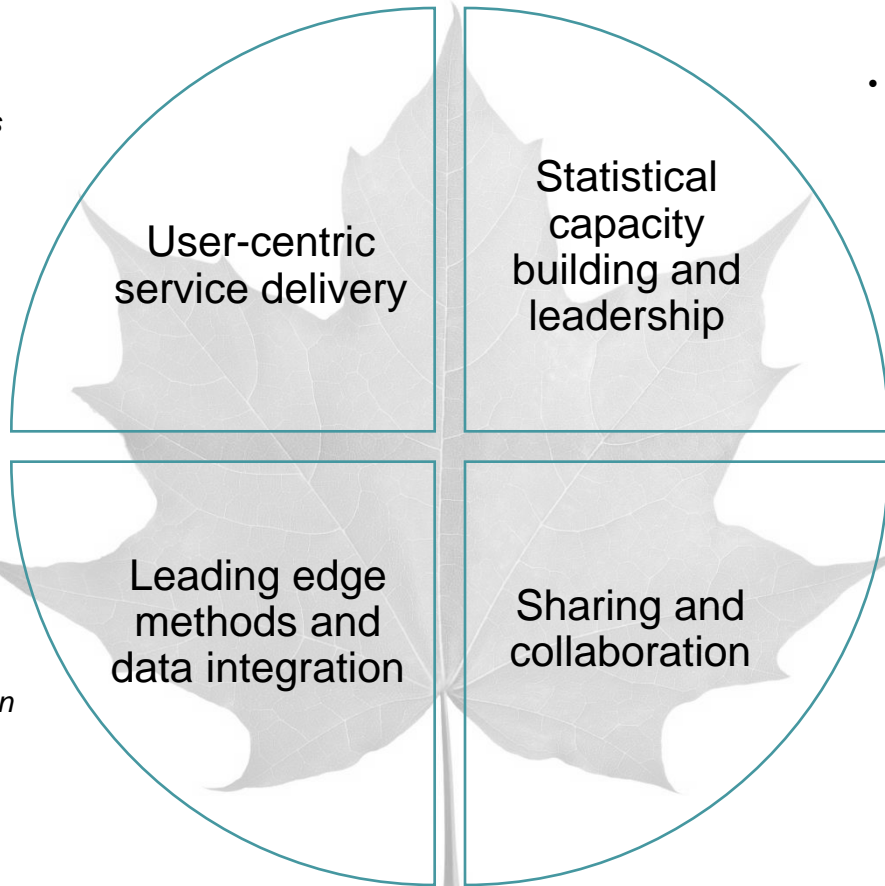
- *Growing demand for access to microdata*
 - *24/7 news cycle*
- *Instantaneously available information (e.g. smartphones, tablets, social media)*

Statistics Canada well placed to provide national leadership



Comprehensive Response Strategy

- Focussed, responsive, high value products and services
 - Structured integrated consultation activities and advisory bodies
- Connected forward thinking subject matter experts



- Statistical training through the Canada School of Public Service and academic institutions
 - Tools to evaluate data
 - New centres of expertise
 - International leadership

- 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

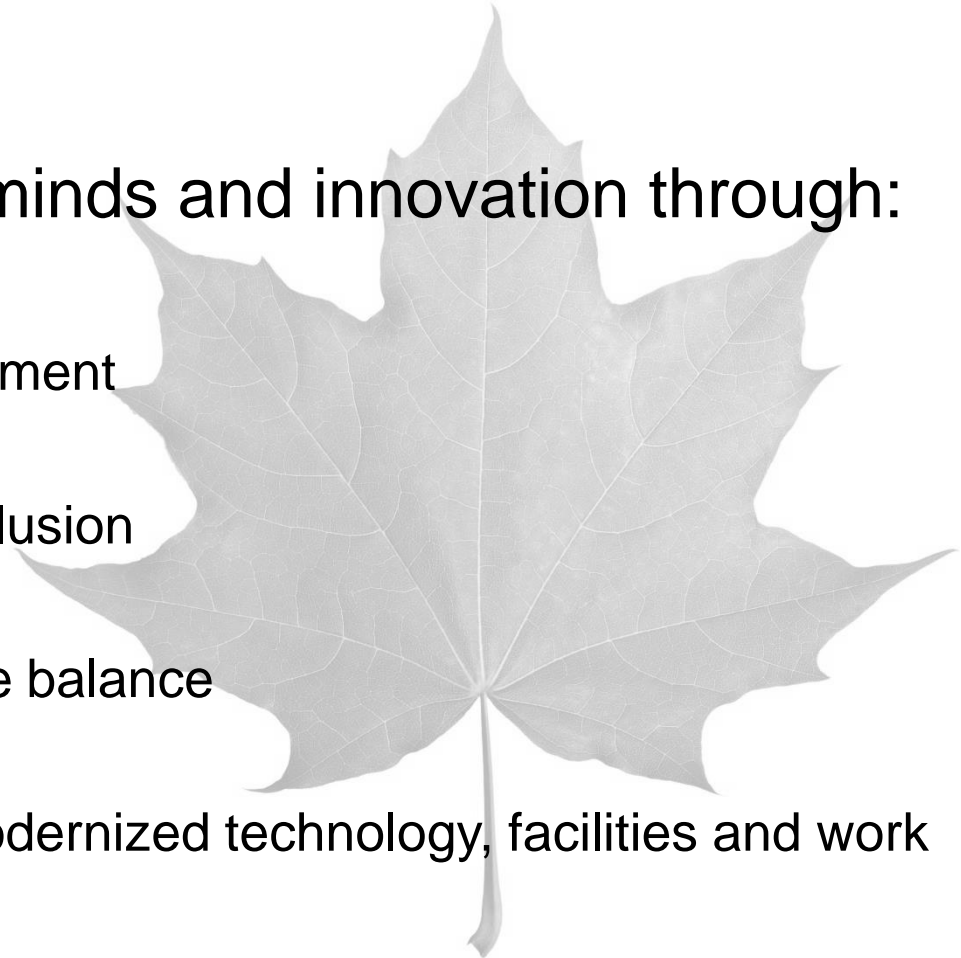
- Redefined and strengthened partnerships with Provinces/Territories, private sector providers, open data providers, etc.
 - Modernized digital infrastructure for access to microdata

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

Networked and mobile

Promotes networking and mobility across the landscape.

Innovative

Inspires innovation through flexibility, increased collaboration, workplace design and continued learning and development.

Inclusive and healthy

Facilitates an inclusive workforce that is adapted to employee needs and promotes work-life balance in a safe environment.

Culturally adapted

Supports and maintains organizational identity and culture.

Collaborative

Creates an environment, supported by technology, that enhances outcome-based collaboration between teams.

Empowering

Empowers managers and employees by enabling flexibility in the way they work and making them accountable for accomplishing tasks.

Efficient

Provides a wide range of workplace designs to enable efficient and diverse working styles.



Workplace modernization through innovation

The Inspirators: 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

The Front Runners: a variety of change agents/teams committed to change and to embracing a new way of working in collaboration through innovative means.

Towards a modern, flexible workplace

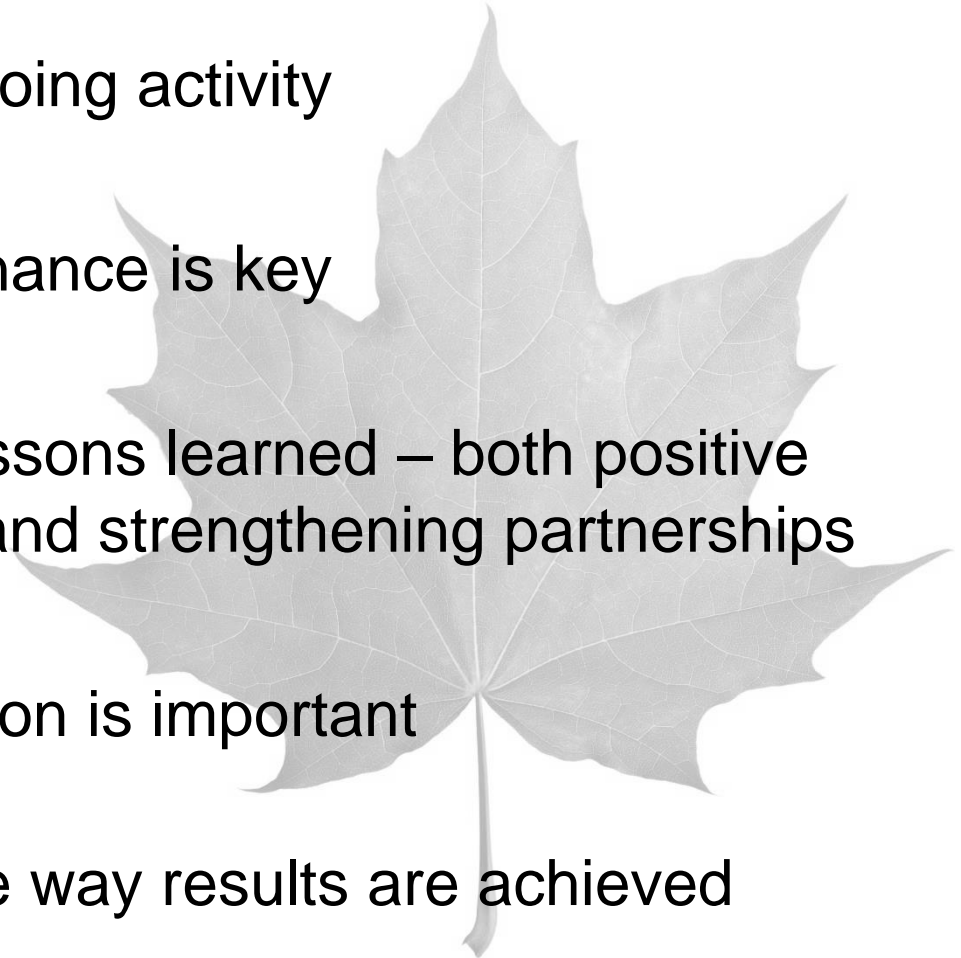
The Tools: An inventory of tools, policies and training to assist the Front Runners in achieving their goals and encourage culture change within the organization

The Foundation: a set of principles that will guide our Front Runners to create their own work environment



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?