

The role of National Statistical Offices in the development Data Strategies

The Canadian Experience

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Statistics
Canada

Statistique
Canada

Canada

The role of National Statistical Offices (NSOs)

- The **role NSOs in the development of Federal (or National) data strategies** centers on providing a voice for data and a means to support its integral value and treatment as a strategic asset.

NSOs have a **responsibility to share our expertise and insights** on data foundations (i.e., data frameworks and data standards) to enable and enrich data flows throughout the federal or national data ecosystem.

We must ensure data is leveraged *strategically* and *ethically* to **feed government programs and enable better outcomes for citizens**, now and into the future.



The Canadian Context – Federal framework

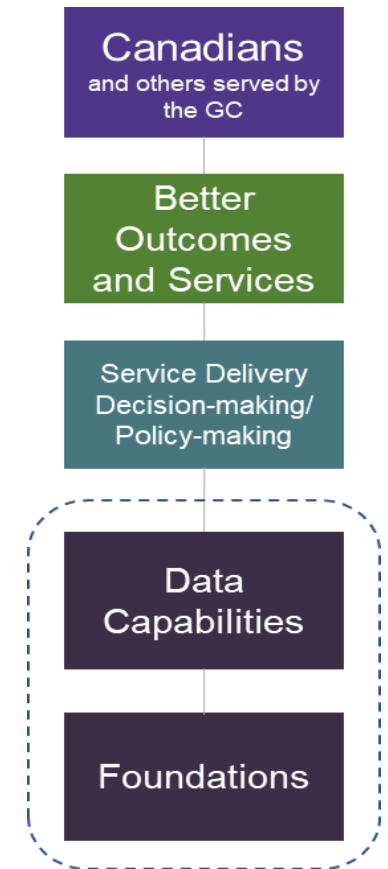
- The Treasury Board of Canada is the Cabinet committee of the Privy Council of Canada which oversees the spending and operation of the Government of Canada and is the principal employer of the core public service
- There are 137 distinct organizations within the public service
- Statistics Canada acts as the **national statistical agency for Canada**, and Statistics Canada produces statistics for the federal government on its population, resources, economy, society, and culture



Outcomes for Canadians

- Data fuels the delivery of **outcomes and services** for **Canadians, Canadian businesses and others served by the Government of Canada (GC)**
- Data capabilities influence how well the GC makes decisions, develops good policy and delivers effective services
- Using data capabilities to their fullest rests on foundations including governance, digital infrastructure, culture, and resources

Data Strategy Focus



The Canadian Experience – the original strategy

- In 2018, the [Report to the Clerk of the Privy Council: A Data Strategy Roadmap for the Federal Public Service](#) was developed by two Government of Canada central agencies (the Privy Council Office & the Treasury Board of Canada Secretariat) and our National Statistical Organization: Statistics Canada.
- This report put forward a “whole-of-government approach to creating, protecting, using, managing, and sharing data as a strategic asset”.
- The context, priorities and maturity of the federal data landscape evolved and there was a need to update the data strategy.



The Canadian Experience – the original strategy

- The original strategy resulted in many positive outcomes for the Government of Canada (GC):
 - All GC organizations developed their own data strategies;
 - Most GC organizations named Chief Data Officers (CDOs) or other like data authorities;
 - The Canada School of Public Service developed many, many data literacy training courses, greatly improving literacy throughout the GC (STATCAN developed many of these training modules with the Canada School and provided mentorship support).
- However, the strategy lacked authority for data governance:
 - STATCAN and one of the central agencies created a task force to develop a data governance model – this resulted in the creation of a senior body with authority for data and information governance in the GC (Chaired by the CDO of Canada with the CDO of STATCAN as vice-chair).
- This laid the required foundations for renewal...



The renewal ...

The renewal **highlighted the most important items for the public service to pursue** and identified concrete actions that would allow the government to **evolve and mature into the future**

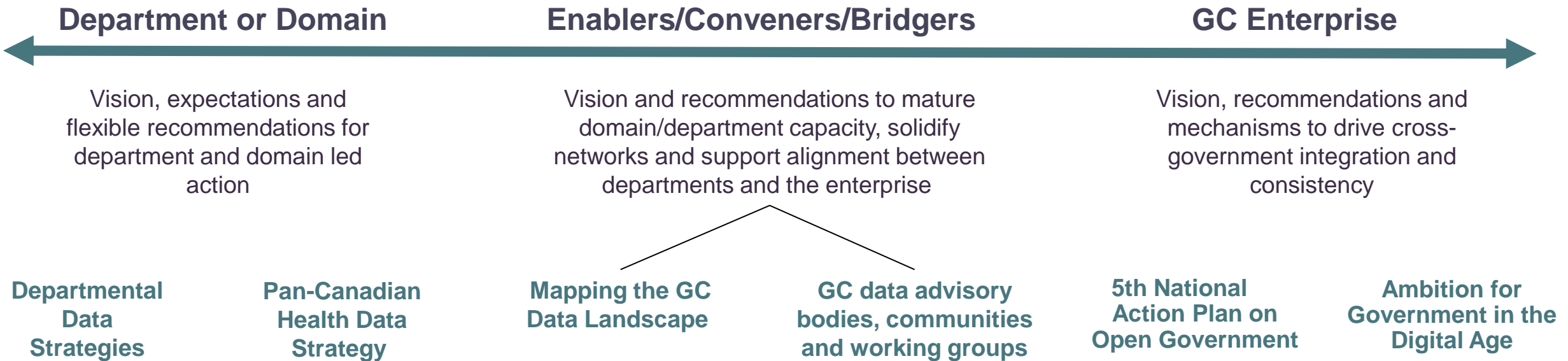
Goals of the renewal:

- Demonstrate the Government of Canada's continued commitment to **truly embed data** into how we make the best decisions and deliver services while ensuring privacy and security
- Outline **specific steps** and strategic guidance **with assigned responsibilities** to implement priorities and achieve desired outcomes (i.e., strengthen governance and assign data roles).
- **Communicate expectations** and goals for data efforts across the Government of Canada, re-energizing the work of the 2018 Data Strategy to move past existing plateaus.
- **Strategically align** the Data Strategy with the evolving digital and data environment and **existing Government of Canada priorities** more broadly (re: digitization and modernization).



Building off and aligning with ongoing efforts

The strategy was oriented to complement, build off, and enhance existing work to address public sector needs and challenges



Strategy vision and framework

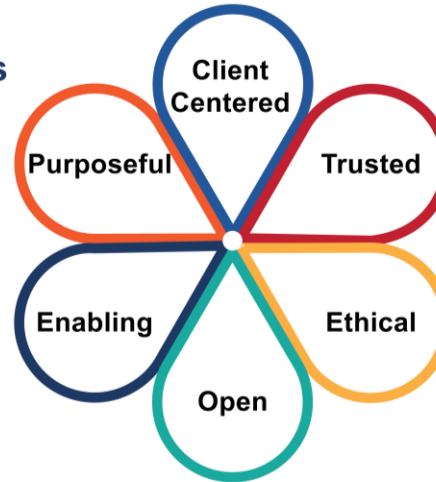
Vision:

This strategy builds the foundation for data-driven results and outcomes.

Aligned with, and in support of, advancing overall digital transformation ([Canada's Digital Ambition 2022](#) and building off the foundation of the [Policy on Service and Digital](#)).

Data strategy framework for the federal public service

Guiding Principles



Desired outcomes

- Effective, equitable, ethical and inclusive services, programs and policy
- Trusted and accountable government
- Greater public value from data
- Enhanced evidence-informed decision-making
- Support for Indigenous data sovereignty

Culture, Communication and Change management

Data as an Asset

Data is fully integrated into how outcomes are delivered to Canadians and valued like any other critical asset.

Foundation

Talent

The government has the talent and capacity it needs to leverage data to inform its decisions.

Governance

Governance is effective and ensures that data is managed horizontally and holistically as a strategic asset.

Processes and tools

Processes and digital infrastructure enable secure cross-governmental integration and the use of data for the benefit of Canadians.



Consultations, engagement, buy in

- Although three lead agencies stewarded the renewal, many, many consultations and even 2 engagement events with Government of Canada (GC) organizations were hosted to help develop the missions to drive the renewal.
- The goal of the consultations was to hear from all GC organizations and from all perspectives: science, policy, service, regulatory, etc.
- 2 What We Heard Reports were generated to summarize the feedback received.
- We needed all GC organizations to see themselves in the strategy and we needed senior executives to communicate the merits of driving forward on the missions and objectives.
- The strategy is about what can be accomplished in the next 3 years... foundational change... standards, frameworks, and literacy to be exact (and STATCAN will lead on many of these).
- The consultations drove the development of the missions...

Overview of missions

Priority missions – Data Strategy for the federal public service

Data by design

Data needs are proactively considered when designing initiatives

Data for decision making

Data is stewarded for effective integration into analysis to inform insights

Enabling data driven services

Data flows securely where it is needed to improve user experience while maintaining trust

Empowering the public service

Teams are equipped and supported to effectively integrate the talent and tools they need



Mission 1: Data by design

Data needs are proactively considered when designing initiatives



Clarify data leadership responsibilities within and across the GC



Embed planning for data activities in policy, program, and service development, delivery, monitoring and evaluation



Provide clear expectations from central agencies related to appropriate resource allocation for data needs and operations in program, policy, and service development



Mission 2: Data for decision-making

Data is stewarded for effective integration into analysis to inform insights



Establish a federal data stewardship model for enterprise data and standards



Set expectations and implement common practices



Transform data into insights



Mission 3: Enabling data driven services

Data flows securely where it is needed to improve user experience while maintaining trust



Drive service design, iterative service improvements, improved user experience and better outcomes through effective data flows



Prioritize open and responsible data flow to improve service to Canadians



Set clear expectations for responsible, transparent and ethical data stewardship to maintain trust



Advance a whole-of-government approach to the management and sharing of Indigenous data

Mission 4: Empowering the public service

Teams are equipped and supported to effectively integrate the talent and tools they need



Promote and improve data careers in the public service



Provide opportunities to improve data skills of all public servants



Ensure public servants are equipped with the appropriate tools to support their work



Current work

- The renewed strategy was published April 2023.
- The lead organizations continue to map progress and provide reports.
- Data governance was strengthened before the renewal with the creation of a senior executive committee on data and information and the empowering of other bodies such as the GC CDO Council (both these groups meet monthly).



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Delivering insight through data for a better Canada

