



Data Stewardship

Towards a whole of government approach

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Delivering insight through data, for a better Canada



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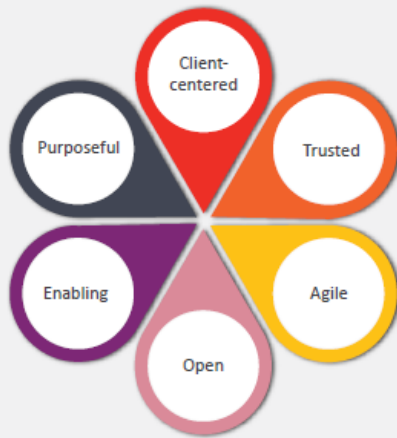
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DATA STRATEGY FRAMEWORK FOR THE FEDERAL PUBLIC SERVICE

A whole-of-government approach to creating, protecting, using, managing and sharing data as a strategic asset, enabling informed decisions that lead to better outcomes and services for Canadians

GUIDING PRINCIPLES



DESIRED OUTCOMES FOR CITIZENS, BUSINESSES AND GOVERNMENTS

- Improved services
- Greater public value from data
- Greater usability and availability of data
- Protection of individuals' information and privacy by design
- Trusted and sound governance of data, which are treated as a valuable and strategic asset
- Increased evidence-informed decision-making
- Better reporting on results
- Increased intra and inter-governmental collaboration

PROPOSED PILLARS

People and culture

The government has the talent and capacity it needs to manage, interpret, use and understand data. Includes, for example:

- Culture
- Skills
- Recruitment and retention
- Development and training

Environment and digital infrastructure

Processes and infrastructure are aligned to turn good data and analysis into action. Includes, for example:

- Enabling infrastructure and tools
- Security, confidentiality and integrity
- Privacy
- Legislation and supporting policies

Data as an asset

The government has the data it needs, which are fit for use, discoverable, and available. Includes, for example:

- Planning and stewardship
- Use
- Quality
- Storage
- Sharing and access

FOUNDATION

Governance

Governance exists at the right levels to ensure that data are managed holistically as a strategic asset. Includes accountability, roles and responsibilities.

Communication

Transparency to Canadians on the government's management and use of data, as well as effective intra and inter-governmental communication.

Where are we going?

What will success look like?

Current State

- Canadians do not always have access to the data they need
- Departments/agencies do not always know the data holdings of others that may be relevant to their work
- Departments/agencies do not consistently collaborate or share data
- There is no strategic oversight to the use of data
- Data are not being effectively leveraged for evidence-informed decision-making
- Programs and services for Canadians are not consistently improved through the use of timely data and analytics
- Employees do not have the skills they need to use data effectively

FROM

THROUGH

- Robust data governance, leadership, and stewardship
- Increased availability and interoperability of data
- Increased data analytics capacity and broader data literacy
- Integration of data and analysis into decision-making processes
- A culture of innovation and experimentation
- Robust IT infrastructure
- Capacity building in data literacy and use

New State

- Improved services
- Greater public value from data
- Greater usability and availability of data
- Protection of individuals' information and privacy by design
- Trusted and sound governance of data, which are treated as a valuable strategic asset
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TO

Transformation Roadmap

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Laying the foundation and building momentum

Short-term
(up to September 2019)

Build confidence, create momentum and demonstrate the value of changing the way the government uses and manages data

Strengthen leadership to drive progress, set up systems and capability to support horizontal collaboration and greater use of data

Expanding and scaling across the government

Medium-term and transition advice
(October 2019+)

Expand successful practices across the government, adapt to build capability and support progress

Implement systemic changes necessary for holistic adoption and transformation

Recommendations

100

Governance

- Modify DM CEPP
- Enterprise data leadership; chief data steward
- Data ethics and security frameworks
- Departmental data strategies; accountabilities, roles, and responsibilities
- Data in decision-making process
- Collaborate with other levels of government and Indigenous Peoples
- Indigenous data strategies



People and Culture

- Assess skills and competencies required
- Pilot and launch a digital academy
- Competitive hiring practices
- Renew HR strategies



Environment & Digital Infrastructure

- Legislative and policy frameworks
- Support/build digital ID ecosystem
- Establish a common set of data tools
- Assess digital/data infrastructure needs



Data as an Asset

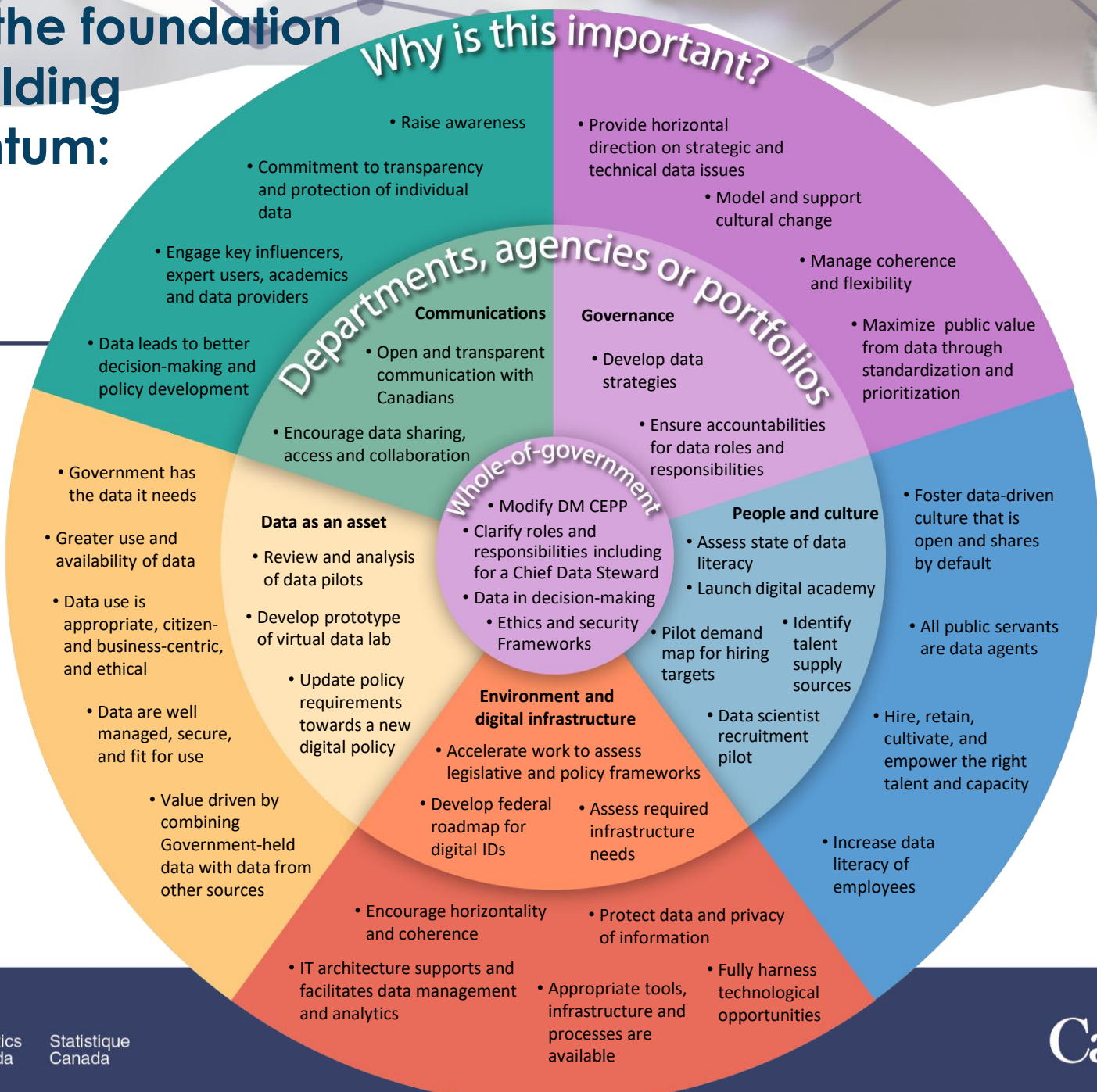
- Foster innovation
- Facilitate access to government data
- Central view of government data and a quality framework
- Strengthen performance measurement, program and policy development
- Drive competitiveness with increased access to public/private sector data





Laying the foundation and building momentum:

Driving early action



Next steps

Early key implementation:

- Increase access to data
- Greater collaboration on data issues
- Organizational data strategies
- Organizational roles and responsibilities for data functions