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Delivering insight through data, for a better Canada







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

BUSINESSES

CITIZENS,

GOVERNMENTS

AND



PROPOSED PILLARS

FOUNDATION

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

People and culture	Environment and digital infrastructure	Data as an asset
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	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	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

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

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 decisionmaking 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
- Increased evidence-informed decision-making
- · Better reporting on results
- Increased intra and intergovernmental collaboration

TO



FROM



Transformation Roadmap

Laying the foundation and building momentum

Short-term (up to September 2019)

Expanding and scaling across the government

Medium-term and transition advice (October 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 Expand successful practices across the government, adapt to build capability and support progress

Implement systemic changes necessary for holistic adoption and transformation





Recommendations

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

Environment & Digital Infrastructure

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

People and Culture

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

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 Canada



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Delivering insight through data, for a better Canada

Laying the foundation Why is this important? and building Raise awareness Provide horizontal momentum:

data

Engage key influencers,

Driving early action

- viders nents, agencies or porifo and data providers Governance Data leads to better decision-making and communication with strategies policy development Canadians Encourage data sharing, ole-of-governm access and collaboration Government has the data it needs Modify DM CEPP Data as an asset Clarify roles and Greater use and responsibilities including Review and analysis availability of data for a Chief Data Steward of data pilots Data in decision-making • Data use is Develop prototype • Ethics and security appropriate, citizenof virtual data lab and business-centric, Frameworks and ethical Update policy **Environment and** requirements Data are well digital infrastructure towards a new managed, secure, digital policy Accelerate work to assess and fit for use legislative and policy frameworks Value driven by Develop federal combining roadmap for infrastructure Government-held digital IDs needs data with data from other sources Encourage horizontality and coherence
 - IT architecture supports and facilitates data management and analytics

- direction on strategic and technical data issues
 - Model and support cultural change

 Manage coherence and flexibility

- Develop data
 - Ensure accountabilities for data roles and responsibilities

People and culture

- Assess state of data literacy
- Launch digital academy
- Identify Pilot demand talent map for hiring supply targets sources
 - Data scientist recruitment
 - pilot
- Assess required

processes are

available

- Protect data and privacy of information
- Fully harness technological infrastructure and opportunities

- Maximize public value from data through standardization and prioritization
 - Foster data-driven culture that is open and shares by default
 - All public servants are data agents
 - Hire, retain, cultivate, and empower the right talent and capacity
- Increase data literacy of employees

Canada

Statistics

- Statistique Canada

Appropriate tools,

expert users, academics

Commitment to transparency

and protection of individual

Next steps

Early key implementation:

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



