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USE OF GENERALIZED SYSTEMS FOR PROCESSING ANNUAL BUSINESS SURVEYS AT STATISTICS CANADA



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Overview

- Background
- Development and Maintenance
- Drivers of Change
- Change Management
- Governance
- Challenges

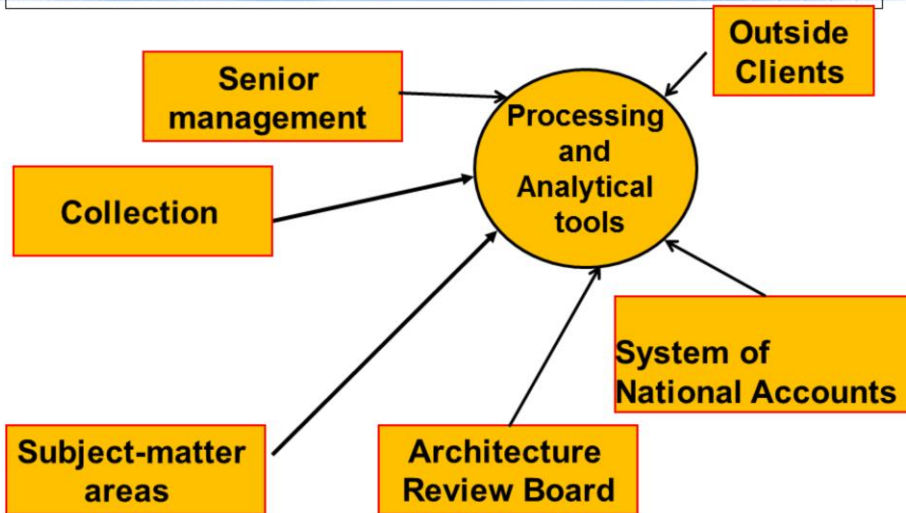
Background

- Use generalized systems to process establishment surveys
 - Edit and imputation
 - Allocation
 - Estimation
 - Analysis
- Why generalized systems
 - Approach introduced in 1997
 - Standardization and streamlining
 - Efficient in terms of cost
 - Less reliance on few HR resources

Development and Maintenance of the Systems

- **Development**
 - Some centralized
 - Some in Enterprise Statistics division
- **Maintenance**
 - Major changes usually centralized
 - Most maintenance in Enterprise Statistics division
- **Must use StatCan approved software**

Generalized Systems Must Meet Many Demands



Drivers of Change

- Requirements for change could come from
 - Strategic decisions
 - Streamline to reduce costs
 - Increase timeliness
 - Accommodate more cost-recovery
 - Technological requirements
 - Innovation
 - Correcting existing problems

Change Management

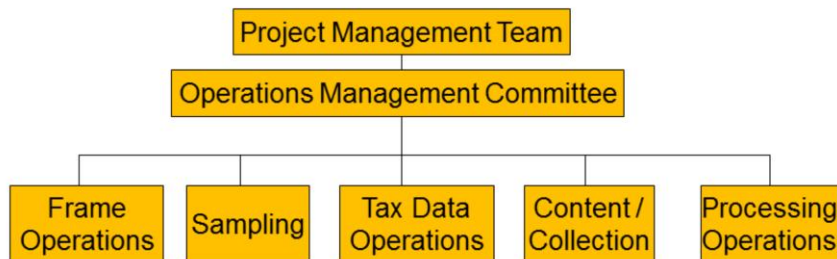
- **Strategic decisions**
 - Made by ADM in consultation with his counterparts
 - Implications on costs, quality, timeliness considered
 - Consultations with stakeholders
 - Cost-benefit analysis

Change Management

- Technological requirements
 - Planned for in advance
 - Mostly governed by Architecture Review Board
 - Separate funds can be requested during the financial planning cycle
- Innovation and/or correcting problems
 - Most requests come from working-level
 - Need to build business case
 - Have change management process
 - Have to weigh pros and cons and satisfy needs of majority of users

Governance

- Committees charged with decision making
- Resolve issues arising from stakeholder requests



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PMT (Program Management Team)

Chaired by the DG of the Industry Statistics Branch (Peter Lys); Membership includes the directors of the three major subject matter divisions having UES surveys (Distributive Trades, Manufacturing, Construction and Energy, and Services Industries divisions); Enterprise Statistics Division; Tax Data, Standards and Business Register Divisions; O&ID and ORDD; Input-Output and Balance of Payments Divisions; and BSMD. Responsible for strategic decision making and general directions; decisions involving financing beyond approved levels.

OMC (Operational Management Team)

Chaired by an A/D in Enterprise Statistics Division. Membership includes reps from all partner divisions as above, usually at the Chief or A/D level, as well as the Sub-Committee chairs (see below). Responsible for operational decision making within existing budget and parameters so as to ensure the UES objectives are met (including cost and timeliness targets). Raises unresolved issues to the PMT.

Individual Sub-Committees

Chaired or co-chaired by chief-level staff most directly involved in the particular activity. Responsible for ensuring the smooth operations of each major function in the UES, including problem solving and decision making within defined parameters. Raises unresolved issues to the OMC.

Challenges

- **Competing demands**
 - Even though standardized specific needs arise
 - Have moved further away from a standardized approach
- **Must prioritize**
 - Must look at the relative implications of making or not making the change
- **Moving towards a more prescriptive environment**
 - More centralized decision-making
 - Have clients champion one aspect of the processing

Questions