

Transcript: Bringing Information and Data Together to Deliver Value for Canadians (15 September 2022)

This event was co-produced by the GC Data Community at the Canada School of Public Service and the Information and Data Governance Division at Treasury Board Secretariat. The speakers at this event included:

- *Stephen Burt, Chief Data Officer of Canada, Treasury Board of Canada Secretariat*
- *Christopher Allison, Chief Data Officer, Public Health Agency of Canada*
- *Jennifer Woods, Director, Government Records Initiative Division, Library and Archives Canada*
- *Meline Nearing-Hunter, Director, Data and Information Governance Policy, Treasury Board of Canada Secretariat*
- *Patrick Charette, A/Director, Enterprise Data Governance and Data Stewardship, Employment and Social Development Canada*
- *Trevor Banks, Manager, Organizational Design and Analytics, Treasury Board of Canada Secretariat*
- *Moderated by Chris Valiquet, Director, GC Data Community, Canada School of Public Service*

This is the transcript of the event, as recorded. It has been edited for readability. [Visit the event wiki page](#) to find links to many of the resources the speakers mentioned.

[00:00:00] **Chris Valiquet:** Good morning and welcome to today's Canada School of Public Service-learning event. We're here to talk about bringing information and data together to deliver value for Canadians. Thank you for joining us today. My name is Chris Valiquet. I'm the director of the GC Data Community here at the School, and I'll be your moderator for today's discussion.

I'd like to start by acknowledging that the land from which I am joining today is the traditional unceded territory of the Algonquin Anishinaabeg people. I recognize that we all work in different places and therefore you work on different traditional Indigenous territory.

You know, we have an exciting discussion plan for you today. And before we proceed, let me share a bit of information to help make that a good viewing experience.

Before we dive in, let's just take a step back and let's consider how we're living and working in some very interesting times. And even if you're not running the latest IT hardware to watch this, you have a very powerful data and information management tool in your smartphone, in your laptop. And these tools, in these technologies to generate, gather, analyze, share data and information, they keep advancing faster. They're opening up new possibilities, as well as issues to manage.

Now, at times they may seem like abstract concepts, but these are very much foundational and connected to trust in government, to our capacity to achieve excellence, to enabling digital government and service delivery. So, if we don't have these conversations today, if we don't talk about the systems and standards and plan and implement change, where are we going to be in five years from now?

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I know we're not going to answer all of the questions or cover all of the issues today, but I think if you stick around for these 90 minutes, you're going to come away with a lot to think about and integrate into your own work.

We have a great panel assembled today, leaders from both information management and data communities. We're going to talk about many of the opportunities that arise as we strive together to bring these communities together.

We're going to start with some opening remarks from Canada's Chief Data Officer Steven Burt, and then we'll turn to a discussion with our panel, amazing leaders with unique perspectives to share with us.

We have Chris Allison, Chief Data Officer at the Public Health Agency

Meline Nearing-Hunter, Director of Data and Information Governance Policy at TBS

Jennifer Woods, Director, Government Records Initiative Division, Library and Archives Canada

We've got Patrick Charette, Director, Enterprise Data Governance and Data Stewardship, Employment and Social Development Canada

We've got Trevor Banks, Manager, Organizational Design and Analytics, also at Treasury Board of Canada Secretariat

We don't have a separate audience question portion of the event, but we are interested in your comments and your questions. And for those who have a GCcollab account and would like to join the live chat, you're welcome to participate on GC message. The channel's called #Bringing Information and Data Together, and you'll have the link to the channel in the email where you also got the link to participate in this webcast.

But even if we don't ask your questions live, your comments and reactions are important. They'll help shape future activities on bringing information and data together.

[00:05:26] **Stephen Burt:** Thanks Chris. And thanks for that introduction. And I would also like to acknowledge that, like Chris, I am on the traditional unceded territory of the Algonquin Anishinaabeg people.

I'm really excited today to engage with you all in uniting forces across data and information. Excellent work is taking place in our respective domains. And there are opportunities to come together in a dynamic space where everyone can share their expertise.

Reflecting on the work of the last few years — well, through most of my career, to be honest — siloed approaches have not worked, despite valiant efforts on all sides and significant progress that we've made in specific parts of the information management and data governance communities. We now have an opportunity with the right conditions to focus on harnessing our collective efforts.

Bringing the information management and data communities together under one umbrella will help provide coordinated, Government of Canada-wide direction, and ultimately assist in delivering better value for Canadians. Treasury Board Secretariat is working to better support departments and agencies in improving how they govern and manage information and data and providing the opportunity at an

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institutional level for Chief Data Officers and Chief Information Officers to collaborate and improve outcomes across government. The more coordinated we are, the more opportunities we will have to innovate, to iterate, and to better support departments and agencies serving Canadians.

Integration, I believe, is necessary for us to take on larger challenges that implicate the Government of Canada on an enterprise-wide scale. And in addition to improving services, it should also improve the employee experience within the public service, an area that has generally not received the same attention.

Information and data assets are critical for the government's ability to serve Canadians, but they are not helpful, if you cannot find, access, use, reuse, or export them when you need them. We will work together to solve this challenge.

My sector is working on more actionable policy direction, including the policy review and refresh of the Standard on Metadata, and developing mandatory configurations for emails and collaboration tools.

We are also refreshing the 2018 Data Strategy and working on guidance for data quality. I look forward to continuing to engage across both communities, since your inputs will be instrumental to the success of these efforts.

Greater integration of information and data will also provide more opportunities to develop an enterprise-wide focus, wherever appropriate. This will result in better stewardship of information and data, better life cycle management, and opportunities for best practices to be applied across information management and data governance. For example, a common enterprise-wide approach to the use of existing metadata standards would provide a foundation for users across different disciplines and domains to understand the full value that could be derived from information and data, even beyond their original purpose. Imagine the benefits of searchable and traceable data to inform decision making and improved GC transparency.

I'm excited about the opportunities this integration presents, and I'm happy for your engagement and continued discussions. Together, we can learn from one another and collaborate to address common challenges, innovate and pilot ideas, support up-and-coming talent in the government in increasingly dynamic and evolving fields, and streamline and automate processes wherever possible for a more seamless user experience.

I'm very much looking forward to today's conversation. And with that, I'll turn it back over to Chris, and I look forward to hearing from our panelists.

[00:09:18] **Chris Valiquet:** Thank you so much, Stephen. You've given us plenty to think about, and it's really great to hear you elaborate on some of the ideas and directions you introduced during previous discussions we've had. It's helpful to hear you creating space on this type of conversation. We're not going to put you on the hot seat today, but you're welcome to stick around and jump in, if ever you like. But I also know that you're on the speaker circuit, so folks watching today will probably see you soon as well.

So, we've heard some introductions about some of the priorities in this space, some of the directions, now let's turn to our panel. And if like me, you like to start at the library. So why don't we start with

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Jennifer Woods at Library and Archives Canada. Jennifer, can you help us with first principles? Why does good data and information management matter for Canadians in the first place?

[00:10:20] **Jennifer Woods:** This is a really exciting time for me, and for all of us, I think, in the world of data and information management. I love the direction of bringing it back together.

So data has brought information back. Information management is my field. I've been in the field over 25 years (yeah, I started when I was 10). And I was there before computers. Remember those days, anybody? Do you remember typing your file number on long thin pieces of cardboard and inserting them into metal sheets? Anyone? You don't want to admit it because you don't want to admit how old you are! But it happened in my lifetime.

And so, technology came in and brought all kinds of productivity. And disruption. And with the need to learn so much about technology and change to the digital paradigm, the content value kind of lost some of the attention it needed. So having the information and data worlds come back together — because the data science world understands how to leverage the value of that information asset to get more than its original intended use — we need to be able to do more of that with our information.

We've always needed to be transparent, accountable. We're managing our information. We're managing what we have because we're accountable to Canadians as their government. But what we have now is the opportunity to do so much more with our information and leverage the ability to harness the value of the content — what we have, what we need, combine it, produce new results for Canadians.

It's all about starting with the why. And like Steven mentioned, why else? Beyond the intended results — we have information of business value, and we have information that may have value long beyond that original intention for other people. We can bring all of this together into a greater ecosystem of wisdom, learning, and creation.

So, I think that it's a really exciting time. Why is it important? It's accountability, transparency. And it's about being able to create wisdom, by strategically combining the information and data we have — and that we need to gather — and that we can provide all of that, and even with Canadians. So, for Canadians and with Canadians, combining those strategic assets and creating new solutions. Being able to ultimately be wiser, be more productive, have better outcomes for everything we're trying to achieve as a country and even across the planet.

[00:13:04] **Chris Valiquet:** Thanks so much. That's a great perspective on it. And yeah, it has changed rapidly, hasn't it? It's amazing to see. And I like how you're connecting it back to the value for Canadians.

Let's turn to Chris and Patrick. For you, and you have a different perspective, why do you think it matters, day-to-day, inside the federal public service, to have strong information and data management? Chris, maybe I'll start with you.

[00:13:40] **Chris Allison:** Thanks, Chris. At its base, data and information is how we understand our world. If we don't understand what's going on, we're going to struggle to make better decisions, to steward resources, and to make things better, to actually do the work that government requires here.

Our ability to actually create value from data and to make these better decisions depends on a whole array of different activities — data acquisition, integration, analytics, sharing, and storytelling. But to get

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there, all of that work needs to be based on a solid foundation that will ensure that trust of Canadians — that we're going to manage it well, that we're going to identify bias, that we're going to make sure that we are treating the data ethically, and that we're securing it appropriately.

All of this is the foundation that we need to have for trust and the core work that we need to do to actually get started using data and information more effectively. I'd also like to say, information is also data — documents are data. So, I tend to like talking about stewardship more than management, and this is a way that we can actually think about how we're making use of the data that we have in all the documents that we create every day.

What if you could, as a DM, see, all the different briefing notes that are being generated — this is what our people are working on — in an anonymized, de-identified way, to better understand your organization, to make better decisions on how you're going to operate, and to start getting at those better outcomes. I think there's a huge amount of value and a huge amount of work that we can do to actually make this happen.

[00:15:18] **Chris Valiquet:** Thanks, Chris. Patrick, what's your perspective?

[00:15:22] **Patrick Charette:** It's not a surprise — Government of Canada, and especially within Employment and Social Development Canada, we collect and have large volumes of data on citizens. And we need to make sure that we can collect, manage, and secure this data, and to extract that value.

Our programs and services touch citizens throughout their lives, oftentimes at critical times in their lives. And we need to be able to make some decisions around our policies and programs in a fast, effective, and agile manner.

To have that proper management of data and information is critical — it's foundational. Our ongoing business operations, as mentioned earlier, involves creating the data, but then searching through and sifting through all of the data and information that we have and then sharing that across. How do you make that sharing in a cohesive, secure way? So that we can do two main things: getting value out of our assets, but also securing the assets that we have, making sure that we're using them appropriately. Having good management and use of our data allows us to measure and report back to Canadians.

So again, building the trust of Canadians and demonstrating the value that we get out of taxpayer dollars — strong data management and information management really helps to reduce a lot of the duplication that we're making, minimize the wasted time and effort that we're doing across the organization to help find the data, but also determine the credibility and the actual usability of it.

We need to make sure that we're using the right data at the right time to make the right decisions — the best decisions that we can at the time. And I think the pandemic was one of those times that we demonstrated the need to be nimble and have access to the right data tools and processes to really advance our service delivery, at least at ESDC, especially when we're trying to target some of those most vulnerable populations in those times.

[00:17:32] **Chris Valiquet:** Thanks so much, Patrick and Chris, and Jenn, for all of those. I'd love if there were some more examples of this in practice. You've all made good connections with the linkages to trust and the implications of good stewardship. Maybe we could pick up on that stewardship thread and even

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talk about some of the good examples or use cases, experiences you've had in your own work. Chris, are there any that you can elaborate for us?

[00:18:17] **Chris Allison:** Yeah, for sure. Trust is a hugely important thing. In the federal government and in the Public Health Agency of Canada, we recently had the issue of mobility data come up. Now, this was data that in fact was being used ethically. We were sourcing it through contracts that had existed. It was de-identified, it was anonymized. The struggle was — as certain news agencies started to report — and the headlines were for folks who didn't see it “Public Health Agency Confesses to Secretly Tracking 33 million Canadians”. We didn't have enough social capital. So that when we actually said, no, we have done this properly. We have de-identified the data. There is no personal information — folks didn't know that we could actually be trusted there.

So, I think the work to do is on proactively building that trust. I think open data and open government can help here a lot. We actually shared samples of the data to say there's absolutely no personal identifiers here. There's no way to reengineer this. But without a certain level of data literacy and without being proactive on that, we're not going to have the impact that we want. If we don't have the social license — I'm probably going to talk about this more throughout the entire thing — we're not actually going to be able to do the work that we need to do in government.

That's a very practical example. How do we start to build the social license? How do we start to engage in dialogue with Canadians? And how do we start to build the data literacy that we need in our own people, and in the public, to support the work that needs to happen going forward?

[00:19:58] **Chris Valiquet:** Thanks for that, Chris. No, that's absolutely true that we see these times where public attention is captured, and we get a really close sense of what the public understands and public confidence that that is critical for that. Patrick, did you want to weigh in on that one?

[00:20:28] **Patrick Charette:** If I come back to the example of the pandemic — so ESDC created, in a very, very tight time frame, the Canada Emergency Response Benefits and then eventually the Recovery Benefits as well. To deliver on those programs, but then also to measure the impact or measure the gaps that were created, we needed to have very quick data management and data exchanges. It created a very complex environment, because it involved bringing in data from multiple players — Canada Revenue Agency, Statistics Canada — bringing all that data in to try and make sure that we are really meeting the needs of Canadians and measure what we've put out there.

There was so much work and without the proper data management and, you mentioned earlier, the data stewardship, how do you bring this data into the organizations? And we make sure that we're all tracking, or at least speaking the same language. How do we make sure that when we talk about these programs or the service that we're delivered, that we're all using the same yard sticks or that we're not talking apples and oranges. Now sometimes it might be apples, red delicious versus a gala, but at least we're in that same area. So again, very quick timeframes that created this additional pressure and importance around managing our data and information.

[00:22:10] **Chris Valiquet:** Thanks so much. Those are good reflections and interesting about how this matters during a crisis or a national emergency time, as well as for more normal times, if we can even call them that. And what I'm hearing as well, to both maximize the upside and minimize the risk and the downside as well. We really do need to have to be thinking through some of these things and the

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intended and unintended consequences and benefits in how we gather and steward these assets and that's word we use a lot for these.

Why don't we talk about within organizations? We've heard reference to Chief Information Officers, Chief Data Officers — people with these leadership positions in organizations with specific roles and responsibilities. Now there's some variation, we know, between them, and how individual organizations are adopting that. But whether it's the same individual holding two titles or not, what are some of those key CIO, CDO, Chief Information Officer, Chief Data Officer functions that organizations really need to perform effectively? Trevor, can we start with you on that one?

[00:23:42] **Trevor Banks:** Thanks for starting with me on this one. I'm going to give you a perspective that fuels my advice as we generate an answer to that question. And it's amazing to see the rise, if you will, within the government context, because CDOs, as in data officers, have been around going on 20 years, but certainly the last five years have seen a great proliferation. So, it is time to start to define this space better.

I'll give you my quick perspective and this is a busy panel — we got a lot of questions and content to go through — so I'm going to oversimplify things. But to stress my point, I'm going to say that the CIO's responsible for the container, while the CDO, the Chief Data Officer, is responsible for the content. An oversimplification, but let's start with that premise.

So as such, I would say for functions, that the CIO worries about the state and security of the tech. The Chief Data Officer is about the quality of the content used in the processes, which Chris has already alluded to, as he started to talk about his example. To me, that generates into priorities and, again, an oversimplification here.

We've got the CIO worried about cloud, the tech debt, reducing the tech debt, but here's something I'd like to see the CIO take on is help the community understand the emerging tech. Don't just buy something and turn it on and say over to you. This is the idea where, no, help us understand this thing in the emerging tech, help us understand the trends in the technology. We've alluded to that already in our conversations about how it's gone from the time that Jennifer discussed to the examples we just gave today about collecting data on Canadians. Help us understand this.

For the CDO then, I would say three things as far as the functions go: continue to be the face of change. Until such time that we really define better the Chief Digital Officer in that role, continue to be the face of change, as they have been for the last five years. And Chris, again is a shining star example of that.

Another one is to work in this information and library space more so, so that we can unite our concepts. This is what we're here today to discuss, but this is only the beginning of our discussions and Stephen alluded to this in the opening discussions. And so, to be part of that machine at TBS, involved in that, it's great times ahead.

But it needs to be brokered because we're introducing concepts that are really interesting — enterprise data. As a concept against the information management concept of OPI. We go as far as the borders of our own departments, but here's a concept of data that says, no, we don't want to have the same borders. We gotta reconcile these concepts. And I think it's the CDO's function to enable that discussion.

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So that's my two minutes. That's my generalist of view of the functions, as we get going in this C-suite discussion.

[00:26:26] **Chris Valiquet:** Thanks very much, Trevor. Yeah, container versus contents. I like that. There's more to unpack there for sure. Chris over to you, what's your take?

[00:26:38] **Chris Allison:** It's a really interesting question. I think the CIO role is actually quite well established, but it's also changing really rapidly. Whereas the CDO role is very much an exploration. I guess I see there's going to be overlap and there's going to be the need for some deliberate gray areas and some deliberate sharing of both resources and skills, but also some of the outcomes that we're looking at across the two different teams.

One of the things I tend to refer back to is the Canadian Digital Service article that was put out a couple of years ago, the roadmap to digital 2025. And this basically talks about the fact that technology and data are core to our business. We can't really afford to think about them as a separate thing and a separate piece. What we're doing in the Public Health Agency of Canada is really looking at how we get to that part where if somebody asked our president in two or three years, where's your data area? The response would be, well, that's a really weird question because all of our areas are using data. Otherwise, we wouldn't be able to do our work.

So, the approach we're taking is to actually build core data capacity in the business program areas, a distributed business capacity, and also in addition to holding up and supporting our business partners, also articulating what the north star looks like. This is what highly effective data organizations can do. This is how we need to manage. This is how we need to identify bias. This is what excellent looks like. And using those two roles, the chief data officer role on what excellence look like, and then the DG for data management, innovation, and analysis to say, we're going to help you get there to actually make this happen.

So those two pieces, I think, can't be done without deep support and deep linkages to the CIO function as well. And part of this is data work is not all done in Tableau. You need to have a database, which means you need a server, which means you need networking, which means you need IT security. So below, there's a whole stack there. But then also you need to get from analytics and data science to stories, and we need to use the stories to actually help decision makers understand the context, help them to get to those better outcomes. And then we need to be able to tell those and actually use those to build trust.

There's a bunch of stuff there. It's culture. It's practical. And in the Public Health Agency — and I could talk about it later, if folks are interested — we're actually using a model, a federated model of distributed data service teams, where we're actually trying to build that capacity into the business programs throughout PHAC.

[00:29:23] **Chris Valiquet:** Thank you so much. That's really interesting. It's good to hear your own experience and as well as what you're in the process of working on, Chris. And thanks too, for the shout-out to the Canadian Digital Service. I know we're talking about data and information management. Digital — does it go without saying, is integrated and embedded now — but how we're talking about these things as really part of the same piece.

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Trevor, can we go back on the enterprise side of things and leadership and even more of the differences? Maybe you could elaborate more on some of the differences, as well as the definitions work that's going on?

[00:30:19] **Trevor Banks:** It's an interesting point that I raised versus what Chris raised, in the sense that I immediately separated the two and Chris immediately brought them together, and it was kind of like an integration and a partnership. So let me go back to Chris's point and say, okay, it's a partnership, and it's a community of C-suite leaders working together. That's perfect.

But the leadership necessary to make these transformations at the scale and scope that we're talking about has to go beyond that. What happens when you have different budgetary discussions over, you know, where do the priorities sit — tech debt, or I need Tableau. I'm over oversimplifying again; be patient I'm oversimplifying. But the idea here ultimately is to see some of the differences, not to stress the differences. Not to say you're there and I'm here. It is continued, as Chris said, to be a partnership, but I would turn and answer your question by saying that this establishment that Chris talks about, yes, a hundred percent, the CIO is a very, very established role. As much as the Chief Data Officer's now rising up through the system — we've seen it in private companies, like I said, 20 years ago — it's now time to actually define the space because ultimately, as you get into what Chris was talking about with digital leadership, someone's gotta be paid to care.

We can't just delegate everything. To be extremely blunt, we've tried to do that on email management. Never worked. Hasn't worked, won't work. So, let's learn some lessons here. Pay someone to care, to lead this thing, and be responsible for its implementation. So, in that regard, it does require a brokering of the conversation between these two entities, which is again out of scope of our discussion today, in one sense, but you'll be hearing more about it.

Steven Burt referred to it yesterday at the event was this notion of a Chief Digital Officer, because that's the context we're approaching this entire discussion in. Yes, it's information and data coming together. But why? — go back to Jen's point — because it's a transformation, and I know that's a buzzword, but we're looking to do the processes that Chris just alluded to. I'll speak to that too again, about how we're going to re-enable information and reuse it as data. But that's how I would unpack it. That's how I would reframe and add onto my previous statement.

[00:32:36] **Chris Valiquet:** Thanks, Trevor. Chris, do you want to respond to that one?

[00:32:40] **Chris Allison:** Yeah. And Trevor's absolutely right. This is one of those evolving spaces where fundamentally the Government of Canada is trying to figure out how we do our job better. And when you're talking — and I hate the word digital — but if you're thinking of digital transformation, it involves going back to first principles in a number of areas.

Our CIO roles have a tremendous responsibility, like the number of things, the span, and the scope. There's always a thousand problems and there's never the people or the resources to deal with all of those. So again, one of the things we're doing in the Public Health Agency — and I recognize that we have a unique context coming, fingers crossed, closer to the tail end of a pandemic — is we need to be able to action these things, and we can't do this alone.

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So we need to create those really tight bondings with the CIO organizations and with the skills, so we can utilize the cloud computing, so we can utilize standard images that are secure, but we've got the flexibility to work with our business partners to say, how do we stand up something that will meet your business needs that will help you to get things done, that will result in the better decisions that we need, that is not part of a multi-year IT rollout that already has a backlog of 12 to 24 months. I think that's the space we're in and just trying to figure out how do we do this flexibly. Understand that a large corporate IT initiative or large corporate data initiatives take a long time, and they're really error prone.

So how do we start looking at local solutions that meet the needs? And this is the idea of federated data service teams, where each of these teams will have what they need. And then we look at a data fabric or a data mesh above that plugs in that has got the permissions, the management, the security, but also the ability to articulate business value from the objective-focused analytics and data science work that's going on. So, it's a really fascinating space and lots of fun stuff and lots of great work to do.

[00:34:49] **Chris Valiquet:** Thank you so much, Trevor and Chris. That's great thinking and insight into these leadership roles and how things are evolving and where things are going.

Meline, Patrick — let's talk even beyond the leadership positions. There are some things that are new, there are also things that have been with us a while. What are the policies, what are the practices of well-functioning — Patrick, it's right in your job title — enterprise data governance and stewardship of these assets. Meline, how about you start off with that one.

[00:35:30] **Meline Nearing-Hunter:** Based on the conversation that we're having now, I hear a lot of talking about what is happening at an institutional level, in an organization like Public Health Agency or ESDC, but I think we need to start thinking globally. Thinking about the enterprise and how do we actually share information and data assets across the enterprise. So that really comes back to how do we actually strategically think about these things, how do we manage or steward them as strategic assets.

And as everyone has said, thinking about them for reuse and based on not necessarily just their intended purpose for now, but for years and decades to come. And Jennifer can talk about this and from Library and Archives Canada of how do we actually think of these for over long-term preservation?

From an information perspective, this means thinking beyond the end of the life cycle about retention and disposition schedules. We often think about information in a paper-based world and that it had a specific purpose and a specific use, but we know that information lives forever. And that it can go anywhere. So, we need to actually redesign our policies and practices to reflect the new reality. They are often rooted in, and have been rooted in, bespoke solutions to paper problems, as I said.

We need to think bigger, and we need to make sure they're adaptive solutions to digital — and I know, Chris, you don't like the word — but digital problems that can be applied and reused across the GC as an enterprise. So, there are things that we're looking at in terms of how do we steward that information at an enterprise level? We put out a standard that all departments must meet in terms of managing their information and data at a systems level.

How do we look at enterprise level metadata? For the sharing of information across the GC and also with our other partners? Other provinces and territories, which I know is really important, was really important in the health information space. There is a lot of work that we need to do in terms of implementing new

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practices and new policies, that think beyond where we were and how we can bring those information assets together in the future.

[00:38:03] **Chris Valiquet:** Thanks, Meline. Patrick?

[00:38:06] **Patrick Charette:** As you mentioned, I might be a bit biased, since it's in the title of my position, but I really see the enterprise governance and for data and stewardship really as a foundation for our departments moving forward, And Meline, the word you use “enterprise”, that is the key word in this. When we look ESDC, we have our enterprise data strategy and it spans across multiple areas, including data governance, and ethical, legal, and responsible data use. We're looking at data culture and literacy.

We have, obviously what we talked about earlier, the architectural foundations, that it's technology and the innovation to support the work. And we need to advance on all these fronts. To make sure that we have the right data environments in place and to provide the employees with the tools and processes they need to do their work. But really, it's about giving them the abilities to find out what data we do have, how we best manage and steward it. How can it be used to really deliver on the department's mandate and improve our end goal, which is to provide services to our citizens. So, making sure we have the safeguards in place and being able to share that data across the enterprise. Again, so that horizontal view — to get out of what we talked about earlier, the siloed approach from the past — get into the organizational horizontal perspective, getting the more coherent data across to do that storytelling, to bring in the data from across the organization to really have the full picture.

But one of the key things here is — you know, tools and processes, they can only do so much — so it really comes back to those people in the organization. The people, the culture of the organization, and this is where at ESDC, we've launched a Data Stewardship Network. And these people will play that pivotal role in stewarding the data across the organization and to ensure the compliance — yes, we have to comply to our policies, directives, and standards, and getting that value out of our assets. So, I see the stewardship as being that critical piece.

[00:40:21] **Chris Valiquet:** Thanks, Patrick. And thanks, Meline. It seems that we have that same word “enterprise”, but I've seen an evolution in how that's used and what that means. Meline or Patrick, did you want to build on that one? Or on where we are going, where we're moving from to where we're going to?

[00:40:44] **Meline Nearing-Hunter:** I think we're moving away from this notion that a department or an agency manages or stewards their information for their own use. There are many programs that work across institutions, that have data and information that is valuable to everyone, that needs to be reused by the entire Government of Canada, and to drive value, not just for a particular department or agency, but for the entire Government of Canada and for Canadians.

It's that thinking of “this information or data is for my program” to thinking of it more as “this information and data could be useful and supportive for the entire enterprise”. So, thinking of it from an enterprise level. I know departments and agencies think of their own enterprise because they are made up of very different parts of an organization. But I'm thinking for the greater GC and even beyond just the GC, looking beyond our own jurisdiction, looking to how we actually work with provinces and territories as well, because there is a lot of value there.

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[00:41:52] **Chris Valiquet:** Thank you so much, Meline. Patrick?

[00:41:57] **Patrick Charette:** ESDC, for anybody who knows the department, we are an extremely massive department, almost 40,000 employees. We have Service Canada, we have Employment, Social Development, and we have the Labour program, which all fall into that portfolio. Trying to chip away at an enterprise angle, from an ESDC perspective, is a challenge, but fully agree. We have to also look at it from a Government of Canada perspective. And it comes out so clearly when we talk about all the work that we do with either the provinces or the territories, or when we talk about all the data and information that we exchange with other departments, including CRA, Statistics Canada, which are huge, huge, huge partners for us.

So, there is this need to embrace and jump into getting into Government of Canada-wide standards that were mentioned earlier. How do we bring that into the organization and break down those program silos? Because at ESDC, we have a lot of different programs, and they all want to look at the data. We're trying to get rid of the word "owner" or "ownership of data" in the department to really come back to that notion of stewardship and really bring home, reinforce that the data that we hold, we steward on behalf of Canadians. It is not ESDC's data — it is the data of our citizens.

[00:43:24] **Chris Valiquet:** Thanks so much, Patrick. You were talking about it now and a bit earlier, too, on the people, on the cultural side of this and that actually ties to something even more recently with the Digital Ambition that we have from the Chief Information Officer, which does have an emphasis on some external recruitment to help fill these needs for skilled employees.

Actually, for the whole panel, I'd love to give each person a turn on this, but from your perspective, what can we do to better attract and retain new talent into data and information? Management needs upskilling too, as well for current staff. So, recruitment of new talent, as well as upskilling. Trevor, how about you start us off on this one?

[00:44:22] **Trevor Banks:** Well, this is the reason why I came back to TBS. I mean, not that the digital was first in digital ambition, but the whole idea is the people side. And I'm actually going to capitalize on Meline's point and Chris's point, and I'm going to now refer to it no longer as the Digital Ambition, but as the enterprise ambition.

And I think this is the idea, right? How do we align our thinking? Because certainly the spirit of recruitment is all based off of. There are emerging positions — the number one candidate there is data science. There is a complete free-for-all right now going on between everybody to try to hire data scientists and define that space.

I'm in the thick of capturing this because I feel that in defining this information and data space, that the notion of the content wins out and therefore data sciences are part of this thing. Furthermore, they're part of the EC community. We're part of the matrix team but let me get back to the recruitment part.

This aspect is key because we're going after as much as the provinces are and the businesses are, so what is the key from the perspective of what do we offer that's different? And so, it's the talent management, to use those words, but it's the idea that they have a career here and they can have a career.

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There's a couple things we need to actually get in order to show career progression. Right now, we have a system that's just basically you get hired into a box, and then it's up to you to figure out your own way. And, to oversimplify, yet again, it's the whole "robbing Peter to pay Paul" model that we have.

When we think enterprise, we can no longer think this. So, the idea is to run a global recruitment campaign, much like the IT community has. Part of the work that we're doing here at TBS is to redefine that front-end of the old acronym, IM-IT, and make the front-end information and data, and have a recruitment aspect like we've used for the CSs, now called ITs.

So buried in that is the retainment. Help them figure out how to rise their careers, resurrect the developmental programs, resurrect the learning of how to rise in the system, show them that it isn't just a random job they've landed into. There's a lot more to be discussed here for sure. But then let's get to the second half — the upskilling.

I would say two things. And for the audience here today, what can we do? We can walk the talk. We can walk the talk. The digital competencies have been worked on. They'll be published soon. This is the Russian doll idea of them. And then the data competencies and the information competencies, we need to bake those into the way we do our businesses and the services we offer. Chris gave some examples about that — driving the wedge into redoing the business. But we can start with simple things. Like, why did I literally have to print out my secondment agreement and sign it and take a picture of it on my phone and email it as an attachment. That's ... I just ... I'm shocked. I'm literally shocked that I had to do this.

The second thing I would offer is to get some laboratories going. And I'll define that, I know we don't have much time, but the laboratory idea, we need to figure out how to make the user experience baked into this, as Meline was talking about, and Jen was talking about. The idea here is get used to the technology, play in this space to figure out the best process, give us some time to work on making this process — much like the matrix team that Chris alluded to. We land people in a model like this, where they can grow their skills and be allowed to grow their skills in this laboratory concept. That's what I would offer up for discussion as we plan our way forward.

[00:47:50] **Chris Valiquet:** Yeah, excellent. Good stuff to think about, Trevor. Jen, what's your take on this skills and competencies side?

[00:48:03] **Jennifer Woods:** I think it's really important for us to recognize that there are three very distinct professional fields that we're addressing. We have the folks who understand the technology — the ones and zeros, the pipes, the systems that can move content, that store it, that do things to it. And then we have the people who understand the content, and that's divided into those who understand the data — how we have structured information. And then we have the folks who understand the information that is unstructured — the information managers. We have to really understand that there are those three distinct fields with three distinct skill sets.

And my thing I beg of all of you is cross train. Cross train, cross train, cross train. Because if you remember when technology arrived, the IM folks, the information professionals had task-based conflicts with IT because we were like, oh, we wanna do this, that, the other thing. We told IT what we wanted, and we said things like, I wanna integrate this. And IT went, integration?! We didn't know that what we were asking for was all kinds of difficult technical complexity, where we're actively integrating — I just wanted them to work together. I used the wrong word. I learned to become a little more understanding of my

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technical colleagues, what the terminology meant to them, what they needed from me to properly express my requirements and helped them understand a bit more of my world. So those task-based conflicts were able to go away, disappear, because we learned to work together and understand each other and value each other's world.

So, we have to not only train and recruit — and recruitment, let's really collaborate with the academic institutions— that's kind of my first key thing, because we can train and bridge and all that good stuff. But please let's cross train. Let's recognize that our organizations are made of living human beings. We're not just organizations, we're organisms. We consist of humans, and these people, these humans who are going to work together differently need to understand and not feel threatened by one another, feel collaborative, have a safe environment to learn about each other's work, to really collaborate and innovate and be agile in really safe ways.

Because change is hard. Everyone loves change — as long as it stays the same. And things won't change, until the pain of staying the same becomes greater than the pain of change. This is some of my favorite change management things that I've learned. I want to pass that on — the change management aspect of all of this is going to be addressed by the training . And the cross training, I think, is going to be huge.

[00:51:06] **Chris Valiquet:** Thanks, Jen. Specialization and cross training and change management. I'm glad we're talking about that, Chris Allison, how about you?

[00:51:19] **Chris Allison:** I'm going to actually build on something Jen was talking about and that's the cross training, but I'll go a step further. Despite all the posters on my walls at work, I don't actually like unicorns all that much. And I don't think it's the most effective way for us to try and work or to hire.

I tend to think of the team as the lowest unit that we should be thinking of value creation within our organization. So, it's not about having a cross trained person who gets IT and who gets data and who gets information management. It's about actually having these multidisciplinary teams with the people that you need to work across all of those spaces.

And that goes back to the point, the connections we need with the CIO organization. You can't do data work, if you don't have access to the databases, if you don't have some folks who understand the data architecture and infrastructure to set up continuous integration, continuous development pipelines, to deploy machine learning models. All of this stuff requires deep technical competency. And you can't have, well, you can talk to those people in six months. You need to figure out what the business needs and how you can establish the teams that can do that all across the stack.

I've been focusing down on the stack, but there's also, how do you tell those stories? You need the data storytellers, which is not just data visualization. You can have the prettiest dashboard in the world, but if people don't understand it, and if they can't use it to make actionable decisions, to actually create value, there's no value to it. No value at all.

So how do we get there? How do we actually start thinking about the data work that we're doing as service work? And this is why we're talking about a data service team model. It's not, oh, we're going to spend six months, we're going to build a dashboard. And then the business takes the dashboard, and we go on and build more dashboards. It's how do we create ongoing value within the organization, through

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the mechanism of longstanding teams that can build that expertise and do amazing work. How do we make sure that they've got the support they need?

On the talent side, we need people all across this space, but we are in a knockdown war with the private sector, other governments, with everybody else who needs these skills, as well. This is a really, really important thing. There's all sorts of things we need to look at: compensation, quality of life. But a big thing, one of the biggest things for us, is making sure that as we bring these people in, they're empowered — they've got the tools, they've got the partners, and they've got the people that they need so that they can really be effective.

On upskilling, again, we need continuously learning organizations. We need our people. And we need to invest in our people to try and build the data literacy, to build a technical competency in folks. And there's a ton of tools out there — open source has brought us forward decades in terms of the democratization of the skills of the technology. Now it's up to us as leaders to actually take the time, spend the resources, and invest in our people.

[00:54:27] **Chris Valiquet:** Thanks Chris. I like the multidisciplinary team and the talk about unicorns too and their role in it. Meline, over to you.

[00:54:37] **Meline Nearing-Hunter:** Maybe just building on Chris's point on the multidisciplinary teams. I remember working on a project where we were visualizing data that we were publishing openly. And I remember talking to some colleagues who had done this before and they basically said, listen, you're going to need someone who understands the technology, someone who understands the data, someone who comes from journalism who can actually write really good stories. So, it was really clear to us that we couldn't actually hire one person to do this role. So that goes to Chris's point around how you actually need many people in order to fulfill these roles.

But just getting back to recruitment. I would argue there's a lot of people who would be more than happy to serve their fellow Canadians, if they actually understood the really cool things that we do in government. That we're not just all paper pushers and that there's some really, really interesting work. And in the information and data space, I don't think people really recognize that we have probably one of the world's largest repositories of information and data in the Government of Canada.

And imagine the things that you could actually do with that. We need to get better at communicating with those who are looking at potentially coming to the Government of Canada. I agree, Chris, there's lots of things we need to do once they get in here in order to retain them. The empowerment piece is truly important. But I think that communicating what we do in the public service, why we do it, the importance of that to Canadians and those around the world, I think we don't do a very good job in any of the fields, not just in the information and data space. So, I think in terms of attracting talent, we could do a much better job at that.

In terms of retention and upskilling, particularly of those who are already here, I think there is an understanding that we have huge data sets and information repositories, as I said, but how do we actually make better use of them? And how do we do a better job of actually attracting professionals internally to make a difference with what we have? I think those are some areas that we could look at.

[00:57:02] **Chris Valiquet:** Thanks, Meline. That's great. Yeah, that gives us lots to think about. Patrick.

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[00:57:16] **Patrick Charette:**

[00:59:38] **Trevor Banks:**

We have to work together. We can't go to job fairs and sit beside each other and compete against each other. We have to work in a global way, like the IT community does on global hiring practices. And that is a goal of this group. I think there's some tangible entities we need to include here. So, thanks for letting me add that.

[01:00:42] **Chris Valiquet:**

Jenn, Meline, let's unpack this a bit more. We talked about multidisciplinary and specialization and cross training. There are sometimes real methodological differences really between these domains, and even one of the questions that came up from our audience beforehand was, explain the tension between sometimes the principles-based flexibility versus rules-based real by the book stuff. Do you have some examples of the common ground, where these disciplines can work together, but be flexible enough? Maybe you can elaborate more. Let's start with you, Jennifer, on that one.

[01:01:37] **Jennifer Woods:** I think there is so much more in common in those domains than is not common, and it's recognizing that that is going to help us the most. It is about being able to see all of it as part of an information ecosystem, an information universe. And if I can be so bold to just ask, and no one has to answer now, but to those listening, where are the libraries? Because in this ecosystem with data and information, we know that we lost a lot of that expertise that is published information and research. So just to say that I think some of that also can come back as part of the whole ecosystem.

It's about, yes, we have to manage things according to similar rules, because it's the nature of the content, not the format of the content that dictates the rules. If it's a piece of data or a whole document that implies someone's personal information, then of course, it needs to be protected the same way. So, it's understanding that we're talking about differences of format, which means the differences also in the systems that manage it. How can we bring those systems together better? And I think Meline mentioned this earlier, but I love the idea of being able to better mine the unstructured information for structured content and data.

So, if you look at the OIC application, I believe it's on the Privy Council Office website, they have digitized the Orders in Council. They have drawn particular data from that formatted document, pulled the data, and now you can run it as a tool that you can search. It's things like that, and that's just small. The way AI can work with all of this stuff too, the way that we can leverage artificial intelligence, how we can program and pull the value and combine the value of content?

If you look in your phones and you look in your photos, if you haven't already realized, there's a search bar. And if you search cat or dog, all of your pets are going to show up. Did you tag any of that stuff? No, I didn't. So that's how smart things are out there in the real world. We gotta get smarter in the Government of Canada. And this ability to bring content together and focus on the whole system, the whole ecosystem of content, is the similarity that brings us together. So, the differences are the systems. How do we break through the silos and the systems?

[01:04:24] **Chris Valiquet:** Thank you so much. Meline, over to you.

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[01:04:30] **Meline Nearing-Hunter:** I completely agree with Jen, that we need to stop thinking about the differences. Yes, there are some differences that will always be there. The data folks may not be thinking about long term preservation or archival, but that's okay. So, if we really focus on the things that actually bring the communities together, I think that's what we need to do.

And I'll give you an example. I had the privilege of listening in on a call with the State of Oregon in the US. And they were talking about the implementation of Microsoft 365 in the state. And that has been something in the Government of Canada that has been very much focused in the domain of information management professionals. However, in their state, their CDO, their chief data officer, and their CIO, who had their information management professionals, came together to implement practices and at a systems level in Microsoft 365.

I found it very interesting. Here was a tool that is often seen as an IM tool to support the management of documents and chats and that kind of stuff. But in that state, it was actually seen as a data tool. And so, the professionals came together. I think that's a really good example of something that is seen in one domain here in the Government of Canada, but elsewhere is seen actually from both the data and information management perspective.

I think there's also something around things that we don't do well in the Government of Canada, around interoperability and reuse, of where data professionals and IM professionals can actually come together and learn together, and work together and actually solve some of these problems together. They may not be naturally within either of their domains, but that's an area that I think we can start to focus on — where are things that we can actually learn from each other to move forward and build an integrated community.

[01:06:43] **Chris Valiquet:** Thank you so much. Lots of good thoughts. Not so much on the differences, but where we're working together and bringing both those strengths. We've talked a lot today about some of those areas, where can we work together, where we should be future oriented focused.

And I'd love to ask this panel to do a whole round table on that very topic, about what's really exciting about the future of this space. What are those trends that are already here or they're coming on the horizon that are going to be really important for people to come together on and work on? Maybe Chris Allison, I can start with you on that one.

[01:07:35] **Chris Allison:** This is a big space, and there's so much happening that's really exciting. I'm going to go back to data trust. What can we do to actually make sure that we've got the social license to do the work that we need to do across government?

I think there's a whole bunch of really exciting work happening in terms of generating fake data, synthetic data. Taking real data sets, not using that, but generating similar enough data that folks can learn, and that they can generate. And we can figure out the value of some of this stuff without needing to actually use personal or private or sensitive information. I think is a phenomenal technique that's coming up that could have broad use across the Government of Canada.

Around that, open source, open platforms — the more we can do to actually generate and help people to understand our data, to use open algorithms, to show our work, to document the work that we're doing.

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Platforms like GitHub, GitLab, wherever, it doesn't even matter where it is, but making sure that folks can understand and trust the work that we're doing, I think is going to be super important.

AI and machine learning — we've been talking about it for seven, eight years now. But one of the things that shocked me is how rapid the image generation platforms have advanced just over the past couple of months. Two, three months ago, it was a little niche thing, but through Midjourney, DALL-E 2, DALL-E mini, Stable Diffusion, in a span of three months, the art world has been totally upended. An entire sector of work across the world is being suddenly thrown up in the air, and we don't know what's going to happen there. So, I think paying really close attention to that.

And art is just one area that you can use, like diffusion techniques to actually generate things in. So that could be applied to text. It can be applied to music. The doors open a crack, and we need to pay really close attention to what's happening there. It's exciting. It's also terrifying. And I think from a policy regulatory and then from an internal-looking perspective, we've got a lot of good thinking to do.

[01:09:51] **Chris Valiquet:** Thanks Chris. Lots of good things to think about there. Patrick, over to you, what excites you about the future?

[01:10:01] **Patrick Charette:** There are so much data and information assets that we have within the Government of Canada that really remain untapped or perhaps only partially leveraged. There's so much more we can still learn from that data and benefit Canadians. Coming back to what Jennifer mentioned around AI and cats and dogs, how can we leverage some of these advanced technologies and create data or create structured information or structured data from unstructured data, so that we can actually sift through it and find the information we're looking for in a much faster fashion?

There's been work that we've been doing at ESDC around that, which is exciting. And we want to advance that even more. I'll use the “digital” word, even though it's kind of taboo, but there's this whole demand for digital information that needs to move through digitalized workflows and digitalized tools, so that Trevor doesn't have to take pictures of his deployment paperwork anymore. But we need to make sure that we have those appropriate technologies and processes in place to help foster those efforts to promote that innovation.

Obviously, we have the data platforms, so how do we bring all the tools and the computing capacity, the cloud platforms that are growing? This will just expand and continue to grow to help get faster computing, faster access. But again, and no surprise — I'll come back to that people and culture side — there's also this increasing maturity around data information in an organization and the advancement of that role. There's been that role for information management or information stewardship, but I really see growth in data stewardship within ESDC and within the GOC. So, I think that's something that's going to be really critical over the next months and years to help bring this to fruition.

What are the trends? We've talked about the AI and robotic process automation. How do we do this? How do we bring in this technology to help reduce errors, minimize risk, and optimize the internal processes that we have to deliver value and deliver services to Canadians? But yeah, there's the technology side, but it allows it to be more of a scalable solution, so we can actually expand or contract based on our needs.

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[01:12:33] **Chris Valiquet:** Very interesting. Thanks, Patrick. Yeah, lots of computer-assisted areas to watch and see. Trevor, your turn on that one.

[01:12:46] **Trevor Banks:** What I like about this panel is the various viewpoints we bring. We've got big ideas. So, I'm going to actually shrink it down a bit in my answer and take this more tangible approach, if you will. And so, for me, what excites me, beyond the Jays on a hot run and Bo being on fire, and the Jay's making the playoffs — but more on point — is some of the practical things we've been able to make a stake in the ground on, and that is the Digital Ambition, or the enterprise ambition.

This is an important milestone. This is a really important milestone. So having that as our frame of reference just doesn't give it lip service, it gives it direction and meaning. I'm excited about that. And in that regard, I'm excited about things like Meline working in Stephen's shop, I'm excited that the ability to have an event like this that comes from that configuration. I'm excited by the fact that the people side of this business is spread across TBS in a collaborative way.

So, these are the things that I think are proving that, in an incremental way, we're starting down this path already. And one of the things about that is the digital competencies and the soon-to-be job descriptions around the information and data space. Again, a trend that defines this thing and takes it out of the conceptual and makes it pragmatic, allowing for the previous question, the recruitment to happen.

As far as trends go, I'll just scope it into five years. What I'm excited about is the next five years for the information community. Does it face an uncertain future? No, it faces an opportunistic future, at this point now. There's no reason not to join forces with the data community. They have been championing new concepts that will sell a heck of a lot better than email management, that's for dang sure. So, I like the partnerships that we can forge, so that as we go forth with our story, we're part of that mechanism, and we're no longer selling the previous stories, which I won't belabor.

And what excites me is Patrick's work — one of our major themes that we highlighted today was the reuse of information. And when Meline hosted the metadata conference and we had the McGill prof show you the logs that they were scanning to harness the weather from a hundred years ago to detect trends. Countless examples like that emerge and prove the point. If you look at the StatsCanada way of training, they go, grab your data, clean it up, analyze it, you got information. Let's reverse engineer that, how about the trend is we reverse engineer that. We get the engineer, we get the information already sitting there, and make sense of it from a data perspective. So those trends dissecting the record, the old school notion of a record into data that also excites me. Maybe not as much as the Jays currently right now, but that's how I would answer that.

[01:15:35] **Chris Valiquet:** Thanks Trevor. And thanks for the practical perspective on that question. Meline, how about you?

[01:15:44] **Meline Nearing-Hunter:** I like Trevor's last point — not on the Jays, but, well yes, on the Jays — but on how we could actually harness the information to turn it into data, then to analyze and make better decisions. I think Chris talked about that earlier, as well.

But on a very practical level and in the near term, as opposed to a long-term trend, from a data governance and an information governance perspective, I think there is so much that can be done at the asset level. Trevor talked about taking a picture of his secondment agreement, like how cool would it be if

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you were able to transfer to a department and your HR file followed you seamlessly? That doesn't happen today. But that can happen if we have enterprise data governance. If you look at an ATI request, that simply verifies the contents of a search result, and then immediately posted to a web portal. That can be done with data governance.

So, things like environmental audits, where it can be done by a GC employee from coast to coast to coast, just by having the right knowledge and a few search criteria. That can be done with data governance. This idea that we can do enterprise data governance is the near-term future thing that I'm really excited about. And all the other stuff that all the panel said, around AI and robotic automation. But in my world, from the governance perspective, that's what I'm excited about.

[01:17:29] **Chris Valiquet:** Thanks, Meline, thanks so much for that. Jen, over to you.

[01:17:56] **Jennifer Woods:** Some of the really exciting opportunities we have, not only turning unstructured information into data, but also — think about it — using workflows to create documents. One of the value propositions of bringing information and data together is workflows. That's the productivity, right?

Like HR processes don't have to be just a document anymore. In fact, our department, Library and Archives, has done a fantastic job — and I shouldn't say too much about how well we use our SharePoint front-end for workflows because people come to ask us questions about how good it is (yes, you can come visit) — they've done a fantastic job here with workflows and it's about bringing the data together and then you create actual documents from the data that's together on all the approvals. And there may be a whole new way of thinking about what a record is. Anyway, just throwing that out there.

With Library and Archives, we're thinking — I mean, our long-term future is we're literally thinking trends 500 years out — I worry a little bit about long term preservation of the digital record. We all know that the electronic record is far more fragile than the paper ever was. We have big concerns about that. So, Library and Archives is concerned about things like non fungible tokens, NFTs. So, if we collect private artwork that is digital in the future, how do we work those things?

And how do we manage long term the formats that digital is going to bring in? Do we need to be thinking about storage on different types of things, like the research on storing on DNA or water — these are weird things to think about. But literally, Library and Archives has to be thinking 500 years from now. What are we going to do to help ensure that whatever we're doing today is available for Canadians and the global citizen, as we tell our history of who we are as a country? So those are some of the other big picture perspectives that we're trying to put on as Library and Archives Canada, when it comes to trends thinking.

[01:20:21] **Chris Valiquet:** Thank you so much. No, those are very good perspectives, and that's a different timeframe completely to consider. Speaking of time, we are coming up to our time. How about we take stock — we've talked about governance and stewardship and talent and recruitment and even culture, we've talked about the trends. I know we've covered a lot of ground, but really what I'd love to wrap up with a tour de table is on the practical takeaways you want to leave everyone with today.

Jenn, you went last, last time. How about you start us off with that one?

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[01:21:08] **Jennifer Woods:** Okay. And I will be a little bit selfish on Library and Archives' behalf right now and say that one of our takeaways I'd like to leave with you is really a question to our audience, and that is: what can LAC do?

When we think about the paradigm we're in now, where we have professionals who are really trying to focus on the day forward value proposition of the content and how we manage it. And what we know, what we've heard from the CIOs out there and the Directors of IM out there is that you've got legacy backlog. You've got paper in iron mountain warehouses. You've got GCdocs repositories, full of content, some of it a little bit legacy now.

What are some of the practical things, Library and Archives, if we are seen as the central agency responsible to support the operational paradigms of the information and data world for the Government of Canada, and that's the role we play. Policy is done at Treasury Board — we are part of that picture, but when it comes to the operational day-to-day support, it's in our legislation to give advice and guidance. And we want to. We've got the archivists, the historical background of your institutions, the institutions we serve. So, when it's difficult to think about what to do with the past stuff, Library and Archives can help.

But what can we do from a big picture, a Government of Canada perspective? How can LAC support? What are some of the crazy ideas? Do we put a federated search on some of the GCdocs repositories that are going to become legacy? And then do we have a centralized group that either supports or does life cycle management? ATIP searches, help with all of this stewardship, which is my takeaway of the day, I love that word. But so that's what I would throw out there — send messages to me. Let us know what role we can play from a Government of Canada perspective in supporting the overall new paradigm that we're moving into.

[01:23:18] **Chris Valiquet:** Great, thank you so much, Jen. Thanks for that offer. And we've got lots of smart people watching, I know, so I bet some of them will take you up on that. Meline, over to you. What's your takeaway?

[01:23:29] **Meline Nearing-Hunter:** There's been a lot of great things talked about today, but there a couple of things, one I'll steal from Jen: cross train. So, if you are in the information space and you're not currently working with your data colleagues in the data space, do so, meet them, talk to them, understand how you can support each other. Same with the data folks, if you're in the data space and you're not currently talking to your IM colleagues, do so, connect.

And the other thing is, from an enterprise perspective, this whole idea of think globally act locally. If you're in programs where you're working with your data, think about it from an enterprise perspective, how valuable would this be from a GC perspective?

So those are two things that I would leave with people today. And also, get involved. There is a lot of work happening in the Enterprise Data Community of Practice. There is an IM Leaders Group. There's lots of work in terms of communities of practice where you can get involved.

[01:24:33] **Chris Valiquet:** Fantastic. Thank you so much, Meline. Trevor, over to you.

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[01:24:38] **Trevor Banks:** All right, so I'm going to borrow heavily on Meline's points. Number one for me is the word enterprise. And I encourage us all to think this way. I get it — ESDC's 40,000 big, I get how big CRA is, I know how big and decentralized NRCan and Health Canada are. I understand these parts, but it's a collective idea we've been trying to discuss today. And Jen's framed it as even bigger than just the Government, it's bigger than us. Adopt this mentality. And in that sense, a takeaway is if you harness the spirit that Chris brought to the table, if you harness the spirit the data community's bringing to the table about, yes, we can. To quote Obama, yes, we can. That's a takeaway for me is that spirit and that energy they bring. And for the sake of the enterprise.

The other takeaway I have is sell it. Sell info and data together. Before I came to TBS, my group at PCO, we merged with the data team. Now, again, there's a nuance to governance, management, analysis, but the trend is going that way, and so I think it's easier to do now, going forward. There are models out there that we can point to that show how these connections and where these connections are being made to show that it's one approach to the client. Because this client may have a data need, but they've got a filing cabinet. What's in that, and can we transfer it into the conversation and include it in their analysis?

And the last point is Meline's point about getting involved. I am running working groups, which I like to call research groups, over the job descriptions that are going to help define this space. We are knee deep, and we have to do this sooner rather than later because of the PA conversion, which our notes are going out on, and it's, therefore, both an exciting and interesting time get involved. Reach out to me. Reach out to me and find out more.

[01:26:26] **Chris Valiquet:** Thanks, Trevor, good offer. Patrick, what about you?

[01:26:31] **Patrick Charette:**

A second takeaway for me is obviously the word enterprise, critical. And Trevor, fully on board. Yes, ESDC's a massive department, but we also need to look at the GC, and we've been participating as much as we can. I encourage everybody to try and help grow and foster that community within the Government of Canada.

Coming back to it again, managing data and information — it's not just about the technology and the tools — those are critical enablers, but really it does come back to the people and the process. So again, come back to that stewardship notion across the organization.

[01:27:42] **Chris Valiquet:** Thank you so much, Patrick. Now I get to turn to Chris, any key takeaways you want to leave people with?

[01:27:59] **Chris Allison:** Foundations — information is data, data is information. The documents we have are data, and your job is stewardship. Everyone, data is your job, data stewardship is your job. There's tremendous potential to learn in this space. Open source has democratized the ability to learn. There are fantastic resources at the Canada School. You've got the data community. So, you've got the ability to take concrete steps, to learn and expand and grow in this space. And this space will just keep getting more and more important as the years are going by. So please take advantage of that now and use the resources that you've got.

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Data technology — these are core to our business. We can't look at them as side things. It's not, oh, we're doing all this, and now we're going to talk to the CIO, or now we're going to talk to the CDO. It's how do we start to really think of this as — and this goes back to why I don't like “digital” — because this is our business. If we say it's digital and it's a digital transformation, it's that extra thing. Whereas really, this is core to us being able to do our work and to meet the expectations and needs of our government and of Canadians and people in Canada. So, this is super important for us. We need to build the data and the technology component into every single piece of work that we're doing across government. I would challenge anyone to find something that's happening somewhere that does not touch information technology, does not touch data.

And finally, just build — if you're a leader anywhere, even if you're not — start building multidisciplinary teams. You've got amazing people. Your colleagues are fantastic. They can do incredible things when you come together. So find ways to empower each other, empower your people, and hopefully have a bunch of fun doing it.

[01:29:51] **Chris Valiquet:** Fantastic. Thank you so much. Thank you, everyone. You know, at the beginning, I said we're not going to cover all the issues, but I feel like we've covered a ton of issues and come up with a few answers and a mix of practical and principle-based things.

Your feedback is important to us. I encourage you to fill in the evaluation that you'll receive in the next day or two. The email's also going to have a link to a wiki page for this event with some of the resources that we've been talking about. Check that out.

I'll double down on what Meline said, and Trevor mentioned it too — join the communities. The GC Data Community it is just one of them. The School also will continue to have learning events. I encourage you to stay up-to-date and participate in those.

Here's one you won't want to miss — the GC Data Community's helping to organize the next learning event on the Renewal of the Federal Data Strategy. You've heard about that a couple times, October 4th is the date for that. You can hear from Steven Burt, André Loranger from Statistics Canada, and Kara Beckles from the Privy Council Office.

Thank you! Merci ! Migwech!