

From Silos to Strategy: Service-Centric Analytics at Transport Canada

Service Management Office
Transport Canada



Transport
Canada

Transports
Canada

Canada

Agenda

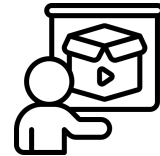
1. Why a services lens



2. How we're solving it



3. What this looks like



4. What we learned



5. Our next steps



Problem: Hard to See the Whole Service

GC Requirement: Capture service-level data annually

Intent: transparency, comparability, and public accountability for services

The data can be strong, but without a service-centric lens, the picture stays fragmented

Symptoms (siloed systems)

- No shared **Service ID** across systems
- KPIs defined differently by program
- Manual, one-off reconciliations

Impacts

- No end-to-end service view
- Difficult to benchmark and compare trends
- High effort spent reconciling instead of analyzing



The Approach We Took

We align existing systems to a governed service model, one story, many sources

Anchor / Catalogue

- Launch a collection tool
- Gather external-facing services & assign a canonical Service ID
- Capture core service metadata

Identify Gaps / Sources

- Identify decision-grade fields
- Identify source systems for those fields

Align

- Map entities ☐ Service ID
- Curate key fields
- Compute measures

Scale

- Standardize onboarding
- Reuse ingestion and crosswalk templates



Anchor: Service Inventory and Tool

Central registry of services, updated by those who run them, creating the Service ID and shared dimensions we use in holistic reports



TBS-Aligned & Analytics-Ready

GC-required fields and analytics-ready fields for enhanced insight



Program-Owned Updates

Service owners refresh records on a regular cadence



Consistent Fields

Standard metadata captured the same way across department



Service Inventory: Trust in Metadata

Accurate, consistent metadata is the backbone of a reliable service view, and we've built controls to keep it that way.



Validate at entry (D365)

smart rules block illogical values



Data Quality Report

Gaps and outliers automatically flagged



Approval Stage

Side-by-side change history



Data Dictionary

Clear field definitions available to users



Step 2: Enrich Beyond the Inventory

Find service-relevant data the inventory can't hold, partner metadata and LOB signals



Partner Datasets

- BCM (Business Continuity Management)
- Service Fees Team
- APM (Application Portfolio Management)



Line-of-Business Systems

- Direct connection to LOB systems
- Near-real-time transactions
- Service performance metrics
 - Cycle Time
 - Feedback



Step 3: Align: Transform to the Service Lens

We transform source data into a clear, comparable service view

Partner Datasets – Map to Service ID

- Crosswalks map partner entities to a Service ID

Partner entity	Key(s)	Service ID
APM	Application Name	501
APM	Application Name	505
BIA	Location	506
BIA	Location	501
...		

Line-of-Business Systems – Map and Measure

- Map transactions to a Service ID
- Curate and transform data-calculate performance against standards



Step 4: Scale and Repeat

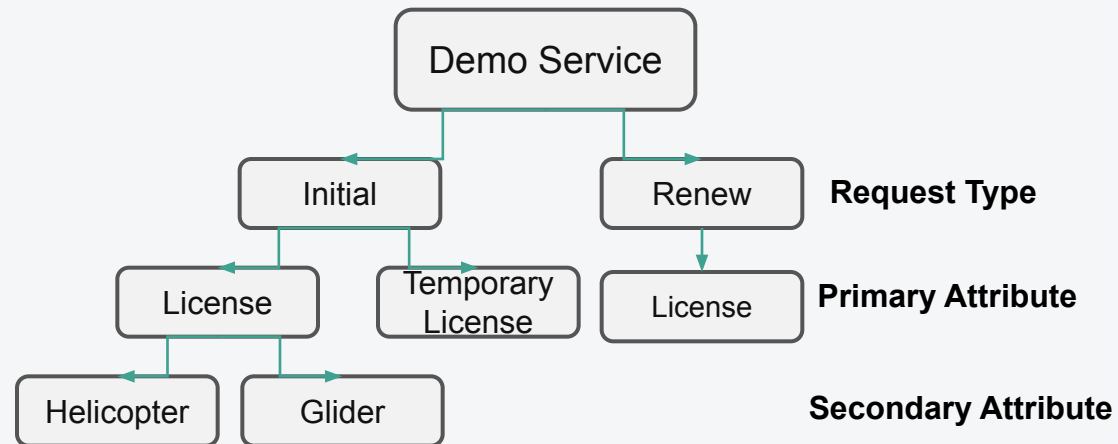
Same pattern, less effort each time

- **Reusable pipelines:** curate and map (no bespoke joins)
- **Standard onboarding:** data contract, checklists, quality checks, lineage tracking

Lessons Learned

Importance of a Clear Service Structure

- Programs reported at uneven levels of granularity (often system-driven)



Drive Adoption, Not Just Definition

- Service-level reporting isn't just an annual exercise
- Continuously engage with programs to embed service-level data ownership
- Educate why accurate, standardized data matters

Next Steps- Enrich, Expand, Operationalize

Turn the service lens into day-to-day decisions across programs

Broaden Data Coverage

- Onboard readily accessible datasets: dimensions (service properties) or operational LOB systems

Explore ML Environment

- Azure ML environment is ready and handles Protected B data
- Summarize service feedback, pilot with programs, and measure usefulness

Operational Dashboard

- Work with programs for more granular view:
 - Forecast volumes by service
 - Capacity planning (staffing)
 - Spot seasonality and event-driven surges



Q&A

