SHARED SERVICES CANADA

2021–22

Departmental Plan

The Honourable Joyce Murray, P.C., M.P.
Minister of Digital Government, and Minister responsible for
Shared Services Canada

Shared Services Canada   Services partagés Canada

Canada

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2021–22 Departmental Plan (Shared Services Canada)
Cat. No. P115-6E-PDF
ISSN 2371-7904

Publié aussi en français sous le titre :
Plan ministériel 2021-2022 (Services partagés Canada)
Cat. No. P115-6F-PDF
ISSN 2371-7912

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FROM THE MINISTER

As Minister of Digital Government, my mandate is to lead the Government of Canada's digital transformation so every Canadian can access any federal government service, at any time, from any device. This plan sets out our priorities for the coming fiscal year, and how we intend to deliver on them.

The COVID-19 pandemic is a devastating circumstance that served to accelerate generational digital transformation. It now compels us to put forward an ambitious plan to build better, and requires dedication and innovation in how we deliver. Canadians expect responsive services and transactions with their government, supported by reliable and secure digital infrastructure. Digital capability underpins the Government of Canada's ability to deliver on every priority and implement every policy, from reducing call centre wait times, to coordinating pandemic health measures and providing financial supports to businesses and Canadians.

Shared Services Canada's (SSC) response to the pandemic included supporting the overnight shift to telework for the majority of the Public Service, and the accelerated rollout of collaborative tools to ensure the continuity of service to Canadians when they needed it most. We do this in addition to the ongoing work to increase access to cloud services and digital tools for departments, implementation of a standardized email service, and continued agile development of the Next Generation Human Resources and Pay project. These successes will catalyze new opportunities and solutions. Throughout the year ahead, SSC will continue to play an essential role in supporting the digital transformation of the Government of Canada by providing common, integrated and reliable information and communication solutions to public servants who deliver services to Canadians.

SSC's work to modernize and strengthen the foundation of the Government of Canada's digital infrastructure is critical to meeting the diverse and evolving needs of members of the public, and organizations. I encourage you to take a closer look at our Departmental Plan to learn more about how SSC will make the most of the gains achieved so far, and with its partners, continue forging the path to becoming a modern, digitally enabled government.

The Honourable Joyce Murray, P.C., M.P.
Minister of Digital Government, and
Minister responsible for Shared Services Canada

PLANS AT A GLANCE

DIGITAL GOVERNMENT

The Government of Canada's (GC) move to digital service delivery is framed by the modernization and transformation vision of the Minister of Digital Government. The digital world continues to grow quickly, with innovations in technological capabilities and use by Canadians.

SSC will support the GC's digital vision in expanding and improving the scope of digital service capacity, accelerating the pace of digital modernization, and, strengthening the ongoing support for digital tools, systems and networks government wide.

> **Strategic Direction**
>
> The GC is an open, service-oriented organization that operates and delivers programs, information and user-centric services securely, and in simple, modern and effective ways that are optimized for a digital world.

To advance the digital government vision over the next three years, SSC will support the Treasury Board of Canada Secretariat (TBS) in providing government-wide leadership in the following areas:

Modernizing legacy	Improving service	Implementing enterprise	Transforming the institution
Using new modular methods to rebuild, replace and maintain mission-critical legacy IT systems.	Ensuring that outward-facing digital platforms and components are consistent across the Government of Canada and are designed for the person or organization served.	Implementing a modern, strategic enterprise-management approach to information and data stewardship and to IT operations, tools and assets.	Ensuring that Government of Canada Public Service culture and norms are flexible, collaborative, digitally knowledgeable and supported by an enabling leadership.

DIGITAL TRANSFORMATION

The GC was tested with the arrival of the COVID-19 global pandemic. In a very short time, the GC needed to create new digitally-accessible services that were essential to the livelihood of millions of Canadians. This needed to be done while supporting remote work for the vast majority of the Public Service that, up until that point, were used to working from government office buildings.

SSC proved up to the task and successfully improved remote access, increased network capacity, and rolled out collaborative tools, such as Microsoft Teams. This work, which would have taken years to accomplish under normal circumstances, instead took place over a few months. This accomplishment demonstrated that SSC and its partners could move at speed and at scale to deliver responsive modern digital services. The GC had plans to advance to digital government before the arrival of the pandemic. However, the pandemic acted as a catalyst to fast-tracking some digital elements to modernize government operations.

SSC's support of the GC's response to COVID-19 shows that efforts to build and strengthen the digital infrastructure that forms the foundation for enterprise operations was well placed. Having demonstrated an ability to implement improvements within the digital environment, SSC will continue to advance digital government by consolidating, standardizing, and modernizing the GC's information technology (IT) infrastructure and services. In 2021–2022, SSC will build on lessons learned during the pandemic response and continue working with partners and stakeholders to advance the essential elements of digital government. This includes moving towards a modern, accessible, interoperable, and digitally enabled enterprise service delivery model that will provide value to government departments and agencies, and Canadians.

SSC 3.0—FOCUS ON THE ENTERPRISE

SSC 3.0 set the priorities to lead SSC's efforts to transform and deliver value to government and continues to guide SSC's approach to supporting digital government. While recognizing that there is no single "one-size-fits-all" approach to digital services, SSC is working to move the GC away from the current patchwork of systems and networks towards an enterprise approach to managing digital infrastructure and services.

SSC 3.0 identifies four priority areas—robust networks, modern collaboration tools, reliable applications and enabling factors. Working on these foundational components will advance the Minister's vision for the GC.

What Does Enterprise Mean?

The enterprise approach (SSC 3.0) focuses on the GC in its entirety and moves away from providing unique services for each department and agency. While there is no single "one-size-fits-all" approach, SSC is working with its federal partners and customers to improve the user experience by consolidating, modernizing and standardizing digital services wherever possible. Our collective knowledge, expertise and working relationships will be leveraged to achieve a collaborative, user-focused approach that will benefit everyone and meet the real needs of Canadians.

SSC 3.0 Priorities

Priority	Description	Key initiatives for 2021–2022
Network and Security	Networks are fast, reliable and secure	• Cloud and Internet Connectivity Upgrades • Network Modernization • Secure Cloud Enablement and Defence • Cyber and IT Security Program • Secret Secure Remote Access
Collaboration Tools	Public servants have the digital tools needed for a modern workplace	• Microsoft Office 365 (M365) Deployment • Standardize and Simplify Email • Telecom Modernization • Implement Science Collaboration Project
Application Modernization	Digital government is supported by modern systems and applications	• Workload Migration and Data Centre Closure • Critical IT Repair and Replacement • Development and Evolution of the Cloud Operating Model • Modernizing a Human Resources and Pay System
Enabling the Enterprise	Critical elements to a successful transition to an enterprise approach are in place.	• Customer-led Projects • Deliver the Canadian Digital Exchange Platform • Establish Artificial Intelligence and Automation Service • Enterprise IT Service Management • Enterprise Service Delivery Solutions • Funding Model for Enterprise IT Services • Modernization of IT Procurement

For more information on SSC's plans, priorities and planned results, see the "Core responsibility: planned results and resources, and key risks" section of this report.

CORE RESPONSIBILITY: PLANNED RESULTS AND RESOURCES, AND KEY RISKS

This section contains detailed information on the department's planned results and resources for its core responsibility.

COMMON GOVERNMENT OF CANADA IT OPERATIONS

DESCRIPTION

Using a government-wide approach, SSC delivers reliable and secure IT operations, IT infrastructure and communication and workplace technology services that support and enable government-wide programs and digital services for the Public Service.

PLANNING HIGHLIGHTS

SSC is a key player in delivering on the GC's digital vision. To continue making strides within this space, adopting an enterprise approach involves the alignment of the Department's priorities to four key areas: network and security, collaboration tools, application modernization and enabling the enterprise to position the GC in a way that it can continue to meet the needs of today while preparing to meet the needs of tomorrow. As such, the Departmental Plan for 2021–2022 will identify these four priority areas, aligned with the SSC 3.0 transformation through which the Department will achieve its core responsibility and departmental results.

SSC's New Core Responsibility

Starting in 2021–2022, SSC will be reporting against one overarching core responsibility that includes all aspects of SSC's technology-focused mandate. This streamlining—from five discrete core responsibilities to one—is a reflection of the rapid evolution and convergence of technologies and will make it easier to provide a coherent and integrated performance narrative that continues to capture the work of the Department. The core responsibility is supported by seven departmental results, and will play a key role in driving digital transformation in the Government of Canada.

🌐 NETWORK AND SECURITY—PRIORITY 1

Network and security provide the foundation of a digital government and the basis of all government services. They are indispensable for delivering services for millions of Canadians. As new technologies require more network capacity to perform as designed and as new security threats emerge, SSC needs to continue to invest in maintaining and building an agile, secure and resilient network that enables mobility for users, and is optimized for cloud.

DEPARTMENTAL RESULT
Government departments and agencies receive modern and reliable network services: Reliable network services ensure that Canadians can access GC websites, that public servants have access to the Internet, and that networks within the GC exist to transport data, voice and video between all users and devices. Through SSC's provision of ongoing availability of the network infrastructure, operations and services, and government departments and agencies have reliable networks that enable productivity and connectivity.

Planning Highlights
The importance of fast and reliable access to the network for both Canadians and public servants cannot be over-emphasized. Connectivity upgrades to the network infrastructure as outlined below, will allow SSC to provide users with modern, appropriately secured and reliable access to GC websites and applicable network providers, allowing them access to important services and tools.

> **What is a Network?**
>
> A network is a collection of computers and devices connected together via communication devices and transmission media. A network allows communication and resource sharing (e.g., printers, servers) among a wide range of users.

Cloud and Internet Connectivity Upgrades
As more and more government programs rely on Internet and cloud-based services, high-speed, scalable, security-controlled Internet and cloud access will be important to improve the connectivity of public servants and Canadians. Regional Communication Hubs will provide direct, appropriately-secured and consolidated access to network providers at national geographically-distributed sites. Moving the network closer to the user with a high-performance direct path to applications and services will ensure a high-quality user experience. To support connections to these hubs, SSC will ensure each partner has the upgraded network infrastructure required to accommodate increased bandwidth requirements.

Network Modernization

The current digital landscape resides on a highly complex system of network infrastructure. SSC is working to deliver continuous upgrades to meet increasing demand for higher bandwidth for users, reduction of single points of failures, standardization and modernization of networks and to meet pressing needs (e.g., building redundancy into the secure remote access connections that were implemented quickly in response to COVID-19, and upgrades to the network used by science portfolio departments). SSC will deliver a modernized approach for network services, leveraging software-defined infrastructure and a Zero Trust strategy, improving network manageability and performance, to enable the GC's cloud-first strategy. Additionally, SSC will work to bring the network closer to a utility model for its users, especially in the regions and abroad, thus simplifying network access and making it widespread and simple to use.

> **What is Zero Trust?**
>
> Zero Trust is a security concept founded on an organization not automatically trusting anything inside or outside its perimeters. Everything that tries to connect to its systems must be verified before access is granted.

The National Secure Science Network will build on the foundational elements in place dispersed throughout the federal scientific community. The design uses the latest innovation in software-defined networking and Zero Trust Architecture. The Science Network will allow our science and research community to rapidly share data, collaborate and have access to a wide range of enterprise capabilities, including cloud, high-powered computing and Edge capabilities. Extending this capability to the whole of the federal science community will not only prepare Canada for future emergency situations, but will demonstrate our commitment to science, research and fact-based decision making on the world stage.

DEPARTMENTAL RESULT
Government departments and agencies receive secure and reliable IT infrastructure and services: By providing secure infrastructure, SSC ensures that people, information, assets and services are safeguarded in accordance with policy requirements. Through this work, SSC helps to manage IT-related risks throughout the GC. The provision of consistent, available security services ensures ongoing and effective risk management.

Planning Highlights
Without properly secured GC IT infrastructure and services, Canadians would be reluctant to embrace the use of digital services. The additional safeguarding mechanisms being put in place by SSC will strengthen cyber and IT security, and ensure user confidence remains strong in the measures employed to protect Canadians' data and information.

Secure Cloud Enablement and Defence
Increased demand from teleworking, and early adoption of cloud services by departments has highlighted a need to provide better and secure access to cloud workloads. The Secure Cloud Enablement and Defence (SCED) program allows verified users access to the cloud, but keeps viruses and malware out. SSC, the TBS and Communications Security Establishment Canada have all identified the importance of SCED as a way to use public cloud access while maintaining the security posture of GC IT assets deployed. To ensure redundancy and security are provided when storing and processing data in public cloud computing environments, SSC has accelerated SCED implementation.

Cyber and IT Security Program
In 2021–2022, SSC will establish a Cyber and IT Security Program that will evolve the government's enterprise security posture. The program will ensure appropriate funding for all government departments and agencies so a security baseline can be met through targeted security product upgrades. The Program Management Office will lead ongoing strategy development and drive policy change to secure annual funding for these improvements. The provision of enterprise security services, capabilities and controls that are standardized will align with the GC's digital mandate.

Secret Secure Remote Access
SSC will continue to develop secret secure remote access that will connect users to the GC Secret Infrastructure.

COLLABORATION TOOLS—PRIORITY 2

To deliver on their departmental mandates and provide high-value services to Canadians, public servants need modern and effective workplace tools. By providing a modern and tailored set of workplace tools with accessibility features built in from the outset, SSC will help public servants deliver on their departments' priorities and better serve Canadians.

DEPARTMENTAL RESULT

Government departments and agencies receive modern and reliable communications and workplace technology services: By providing communications and workplace technologies, SSC ensures public servants have access to technologies and programs that allow for communications between internal and external stakeholders and enable collaboration and productivity. To deliver the GC mandate, SSC provides efficient provisioning services required by government departments and agencies.

Planning Highlights

Without proper tools to respond to requests and collaborate online as necessary, government departments and agencies would be unable to provide Canadians with services that are efficient and effective. Previous efforts to use the GC infrastructure as the "default" mechanism for primary communications and collaboration are being revised to enable workstations throughout the GC to be connected and managed through the cloud. The following initiatives will provide public servants with access to modern, up-to-date technologies, regardless of work location, allowing for communication between internal and external stakeholders and increased collaboration and productivity.

Microsoft Office 365 deployment

Nationwide, public servants are increasingly able to work in more connected ways using digital collaboration tools such as instant messaging, videoconferencing, web applications, enterprise-wide social networks and more. SSC will continue to roll out Microsoft Office 365 (M365), a suite of tools that enables new levels of efficiency and collaboration via the cloud. Leveraging M365 throughout the GC enables SSC to accelerate its deployment of new digital communications and collaboration tools and services.

Standardize and Simplify Email

SSC provides email services for its customer organizations and is migrating all email customers from the current platform to M365. This is aligned with the GC's cloud-first direction, and will provide public servants with a modern communications and collaboration suite of tools allowing them to work from anywhere.

Telecom Modernization

The increased use of mobile devices and desktop communications throughout the GC—further accelerated by the COVID-19 pandemic—has reduced the need for traditional, wired, office desk phones that employ technologies that are under-used and out-of-date, but costly to maintain. To align with upcoming TBS policy standards that will define the digital technologies required for a mobile, collaborative and digital workforce, SSC will aggressively retire all but essential landline services. In addition, evolving SSC's current Government Telecom Services and Videoconferencing Services through the Canada Conferencing Services will enable SSC to meet the immediate conferencing demands of the GC during and after the COVID-19 pandemic, for increased capacity, flexibility, accessibility, and reliability.

Initiate Science Collaboration Project

Science departments have identified specific needs for collaboration tools such as the ability to share unclassified scientific data with a defined user community, an ability to connect and collaborate with both domestic and international organizations on research, and capabilities to share and distribute structured and unstructured data systematically with academia, industry and in the context of Open Science.

APPLICATION MODERNIZATION—PRIORITY 3

The objective of this priority is to ensure hardware and software systems are robust, secure, and keep pace with changing technology. Nearly 80 percent of the GC's applications currently reside in aging data centres at risk of service outages and failures. SSC will work with customers to identify applications most at risk and to determine solutions to update or create new applications that can run on modern hosting solutions—whether cloud or state-of-the-art Enterprise Data Centres.

DEPARTMENTAL RESULT

Government departments and agencies receive modern and reliable hosting solutions and platforms: The provision of reliable hosting solutions and platforms—through SSC's Enterprise Data Centres or through Cloud options—reduces the risk of service outages and failures for the applications hosted on these solutions. SSC works to provide efficient procurement of solutions as well as the availability of hosting solutions and platforms for government departments and agencies to serve Canadians.

Planning Highlights

We live in a world where changes to IT are occurring at an ever-increasing pace. To ensure that Canadians continue to receive uninterrupted quality services that benefit from the latest technologies, applications are being moved to modern hosting solutions, such as to the cloud or to Enterprise Data Centres wherever possible. Of equal importance, SSC will continue the ongoing repair and upgrade of its hardware and software assets. This includes refreshing operating systems that are near their end-of-life cycle, and conducting critical IT repair and replacement of assets for key government undertakings.

Workload Migration and Data Centre Closure

The Workload Migration program coordinates and accelerates the migration of GC applications from at-risk legacy data centres to modern, secure and reliable hosting services. Workload Migration projects are multi-year endeavours based on the analysis of current and future requirements through consultation with customers and industry experts. The Data Centre Closure program focuses on the small and medium legacy data centres scattered throughout the country. The program moves applications from existing, aging data centres to modern hosting solutions. While the initial focus was on smaller sites, the next step will focus on the closure of more complex, medium-sized data centres.

Critical IT Repair and Replacement

The routine, ongoing repair and upgrade of tangible (e.g., hardware) and intangible (e.g., software) assets supports the reliability of digital government, including the security and protection of government's and Canadians' data. Continued maintenance of SSC-managed IT infrastructure ensures its sustainability and integrity, which is critical for delivering GC departmental programs, and providing digital services to Canadians. Some of the key IT repair and replacement activities to be undertaken by SSC during 2021−2022 include:

- Continuing the asset inventory of IT equipment;
- Refining requirements to secure long-term funding of the Program;
- Consolidating and modernizing network and computer infrastructure, storage and operating systems; and
- Migrating Windows Server 2008 and planning migration for Windows Server 2012.

Develop and Evolve the Cloud Operating Model

To enable the GC to take full advantage of cloud services, SSC will continue efforts to adopt and strengthen support to enterprise cloud operations. This work includes the establishment of an enterprise platform, the development of roadmaps and strategies for the use of hybrid and private cloud, and the evolution of standards and tools necessary to implement and measure application reliability.

Modernizing a Human Resources and Pay System

SSC is leading a program of results-based work in collaboration with TBS's Office of the Chief Human Resources Officer and Public Services and Procurement Canada, to test Human Resources (HR) and Pay solutions and chart a path forward to an HR and pay solution that will serve the needs and expectations of GC employees. The Next Generation HR and Pay (NextGen) initiative aims to robustly test and recommend a new digital solution that is mobile, accessible, available 24/7 and designed in accordance with modern people management processes, and the reality of the GC's complex set of HR and pay parameters.

NextGen will involve up to two pilots and a feasibility study, with the pilot process allowing the GC to pivot between pre-qualified vendors on the basis of lessons learned. This will allow SSC to provide an evidence-based recommendation to the government regarding the replacement of the current pay system (Phoenix), and the replacement of 34 separate HR systems, with an integrated solution with proven functionality. The process will also build on ongoing engagement with key stakeholders, such as employees and managers, HR practitioners, compensation advisors and bargaining agents to simplify processes where possible, and ensure the proposed solution meets primary user needs.

NextGen's focus on using iterative testing of solutions and pilots is to support a well-informed final decision. The initiative has the objective of recommending a path forward for a transformational enterprise HR and Pay Solution that is easily adoptable, delivers results for the GC and its employees, and replaces a myriad of end-of-life HR systems throughout the GC.

ENABLING THE ENTERPRISE—PRIORITY 4

As SSC furthers its digital and IT transformational efforts it recognizes there are critical elements needed for the successful transition to an enterprise approach. It also requires strategic alignment, oversight and integration as part of a larger change management effort.

DEPARTMENTAL RESULT
Government departments and agencies receive effective IT project management:
IT Project Management includes project management processes, standards and tools to ensure projects are well-managed and therefore achieve their intended outcomes. IT Project Management provides sound governance and oversight to enable effective delivery of projects.

Planning Highlights
SSC is the authoritative source for the GC to provide enterprise IT infrastructure solution design, and often plays a supporting role in IT projects that are led by other departments to help them in achieving their goals for Canadians. In 2021–2022, SSC's department-wide project management framework will continue to enable project success and agility to ensure that projects adhere to GC policies and standards.

Customer-Led Projects
SSC works closely with other federal departments to provide support in customer-led projects. Some key customer-led projects include:

- Statistics Canada—Implementation of the 2021 Census of the Canadian Population;
- Immigration, Refugee and Citizenship Canada—Asylum Interoperability Project;
- Canada Border Services Agency—Assessment and Revenue Management Project; and
- Canada Border Services Agency—Enhanced Passenger Protect Program.

Deliver the Canadian Digital Exchange Platform
The Canadian Digital Exchange Platform (CDXP) will deliver a modern GC interoperability platform enabling sharing of information, data and resources throughout the GC and to Canadians. CDXP will deliver the GC Application Programming Interface Store and Event Broker platforms.

Establish Artificial Intelligence and Automation Service

Through the application of data science and artificial intelligence best practices, technologies and associated infrastructures, SSC will establish an Artificial Intelligence and Robotic Process Automation Centre of Excellence. Its capabilities will ensure SSC is able to derive business value from predictive analytics, big data, artificial intelligence and process automation and optimization.

DEPARTMENTAL RESULT

Government departments and agencies receive effective IT service management:

IT Service Management (ITSM) is the design, planning, delivery and operation of IT services. From a performance perspective, it addresses SSC's capacity to resolve issues affecting services, and whether these services meet the expectations of government departments and agencies. ITSM ensures government departments and agencies receive services that perform consistently, and that they are satisfied with these services.

Planning Highlights

Over the past few years SSC has demonstrated a continuing commitment to providing effective ITSM to meet the expectations of other government departments and agencies. The implementation of its new Enterprise ITSM Tool will provide further improvements. During 2021–2022, SSC will also modernize its service management practices through a variety of other service improvement activities and projects. This will provide our partners with increased agility in delivering stable and secure digital services to their customers.

Enterprise IT Service Management

SSC is establishing enterprise-wide ITSM processes aimed at improving the efficiency of operations and supporting consolidated performance reporting. These processes will be enabled through the implementation of SSC's new Enterprise ITSM Tool, which, through its initial release, will feature the configuration of 4 LEAN processes and 15 service offerings. This will standardize customers' points of entry for accessing SSC's services, create operational efficiencies and improve the quality of data that supports service standard analytics. The ITSM tool will enhance automation and streamline workflows, resulting in more responsive and integrated customer, partner and SSC ITSM activities.

What is a LEAN process?
A LEAN process is defined as a process that seeks to maximize customer value, and to identify and eliminate waste from operations.

Enterprise Service Delivery Solutions

SSC will continue to modernize its service management practices through a variety of continual service improvement activities and projects. The Application Performance Management Solution will allow SSC to increase and improve its ability to manage the GC's infrastructure and applications, which will further enable the GC to deliver stable and secure digital services to Canadians. The state-of-the-art Integrated Enterprise Command Centre facility in the National Capital Region will generate numerous operational benefits for the GC enterprise, including reducing the time to restore service after critical incidents occur. A refreshed service delivery approach for the GC's Enterprise Service Desk will introduce agility, scalability and increased value to partner departments and agencies, thereby improving overall partner satisfaction.

Funding Model for Enterprise IT Services

SSC will continue working with government departments and agencies on a revised funding model that will support an enterprise approach for IT service delivery. Coupled with Treasury Board standards and policy, the funding model will ensure a predictable, cost-effective and transparent provision of enterprise IT services to government departments and agencies and create incentives for departments to modernize.

DEPARTMENTAL RESULT

Government departments and agencies receive effective and cost-efficient IT procurement: SSC provides the digital backbone of the federal government, which underpins essential services and programs, and facilitates the delivery of high-quality services to Canadians. SSC's effective and cost-efficient IT procurement services enable this mandate and support the GC's digital agenda by allowing government departments and agencies to access negotiated contracts and technically-validated procurement vehicles.

Planning Highlights

SSC will continue to modernize procurement, achieve value, strengthen collaboration with public and private stakeholders and enhance services. SSC recognizes that the business community, including Canadian small and medium enterprises (SME), has a key role to play in providing technology solutions. The Department will continue to develop initiatives to support Canadian SMEs and other priority groups to participate in IT procurement processes.

Modernization of IT Procurement

IT procurement drives innovation and economic growth, and advances environmental and socio-economic objectives, including relations with Indigenous peoples. New service offerings allow government departments and agencies to obtain standardized and secured IT equipment in an effective and cost-efficient manner. In 2021–2022, SSC will begin the next iteration of GC network managed services through the establishment of network services procurement vehicles that will enable delivery toward a reliable, fast and scalable network. The Department will qualify telecom vendors in the following five services areas:

- Core Network Services;
- Building Access Network Services,;
- Software Defined Wide Area Network Services;
- Optical Network Services; and
- Leased Dark Fibre.

SSC will establish the appropriate procurement vehicles and contracts in these areas. The GC is encouraging interested vendors to include in their response a socio-economic strategy to increase the participation of Canada's priority groups in this procurement process.

UNITED NATIONS' 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT AND THE UNITED NATION'S SUSTAINABLE DEVELOPMENT GOALS

Planned activities under SSC's core responsibility "Common Government of Canada Information Technology Operations" support Canada's efforts to implement the United Nations' 2030 Agenda and the Sustainable Development Goals (SDG). For example:

SDG 6: Ensure availability and sustainable management of water and sanitation for all

- SSC establishes Enterprise Data Centres in Leadership in Energy and Environmental Design (LEED) silver certified facilities, which may use less or no water for cooling and integrate other water conservation features (e.g., re-use of rain water for toilets).

SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

- Through data centre consolidation[i], SSC is replacing aging data centres with new state-of-the-art Enterprise Data Centres (e.g., minimum LEED silver certified) that have built-in green technology and energy efficiency.
- SSC and Environment and Climate Change Canada launched the Plastics Challenge: Electronic waste[ii] under the Innovative Solutions Canada Program to find a solution that will enable recycling and repurposing of electronic waste (plastics and metals) in Canada, while respecting domestic and international requirements and obligations.

SDG 12: Ensure sustainable consumption and production patterns

- SSC requires most workplace technology devices it procures (e.g., computers) to be registered under the Electronic Product Environmental Assessment Tool (EPEAT) eco-label, reducing environmental impacts and encouraging environmental stewardship.
- SSC participates in the Innovation, Science and Economic Development Canada led Computer for Schools Program, which refurbishes donated digital devices and distributes them to schools, libraries, not-for-profit organizations, Indigenous communities and eligible low income Canadians. Equipment that cannot be re-used is recycled with the Electronic Product Recycling Association, which operates across nine provinces and ensures secure, efficient and ethical recycling of IT equipment.

> **Electronic Product Environmental Assessment Tool**
>
> The EPEAT is a global eco-label for the IT sector that helps purchasers, manufacturers, resellers, and others buy and sell environmentally preferable electronic products. EPEAT-registered products must meet environmental performance criteria (e.g., supply chain greenhouse gas emissions reduction, design for circularity and product longevity, energy conservation, end-of-life management).

EXPERIMENTATION

SSC has a coordinated, Department-wide approach to experimentation. A plan is being developed to integrate experimentation more fully into the Department. Following the recent completion of the 2020 Phishing experiment, further experiments are in the planning phase for 2021–2022.

KEY RISKS/OPPORTUNITIES

SSC 3.0's priorities will assist with managing the risks and/or opportunities associated with maintaining and improving the delivery of secure IT infrastructure services, and renewing the government's aging IT infrastructure.

SSC's numerous initiatives will also help in mitigating key risks that may impact the delivery of services to Canadians.

Internal Management	
Financial Management	There is a risk that SSC may have limited access to sufficient ongoing funding and limited capacity to apply the funds necessary to support and evolve enterprise IT infrastructure requirements.
Human Resources Management	There is a risk that SSC may not be able to establish the organizational culture, tools and processes to attract and retain the necessary capacity and competencies to support IT infrastructure and service modernization.
Enterprise	
Organizational Readiness	There is a risk that SSC and customer organizations lack the integrated capacity and the organizational culture to achieve interdependent end-to-end IT solutions to implement the SSC 3.0 priorities.
Enterprise IT Project Management	There is a risk that the lack of enterprise-wide decision-making, investment prioritization and IT readiness may result in misunderstanding, inconsistent buy-in, and poor engagement by stakeholders for the implementation of end-to-end IT solutions, and the management of their respective life cycles.
Operational	
Aging IT Infrastructure	There is a risk that IT systems and assets beyond their normal useful life will fail to meet the timely delivery of critical information and services to Canadians.
Cyber and IT Security	There is a risk that SSC will be unable to effectively respond to cyber and IT security threats, resulting in government-held information and the privacy of Canadians being compromised.
Technological Advancements	There is a risk that the GC lacks the agility, awareness and knowledge to keep pace and leverage rapid technological advancements to modernize existing and emerging IT infrastructure and service requirements

Planned results for Common Government of Canada Information Technology Operations

Departmental result	Departmental result indicator		Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
Government departments and agencies receive modern and reliable network services	% of time the GC Edge network connectivity is available		99.5%	March 31, 2022	N/A	N/A	N/A
	% of time the Mobile Device Services Cellular Network is available	Contractor 1	99.5%	March 31, 2022	N/A	Target Met*	Target Met*
		Contractor 2				Target Met*	Target Met*
	% of time the contact centre service is available		99.95%	March 31, 2022	100%	99.96%	99.99%
	% of circuits migrated to the GC Network Wide Area Network (GCNet WAN)**		78%	March 31, 2022	N/A	N/A	N/A
Government departments and agencies receive secure and reliable IT infrastructure and services	% of time IT infrastructure security services are available		99.8%	March 31, 2022	N/A	99.95%	99.98%

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
Government departments and agencies receive modern and reliable communication and workplace technology services	% of time the enterprise email service is available	99.9%	March 31, 2022	100%	100%	100%
	% of time email service outages are restored within established service level standards	100%	March 31, 2022	N/A	100%	100%
	# of critical incidents impacting legacy email systems***	≤ 90	March 31, 2022	N/A	28	57
	% of hardware requests fulfilled within established service level standards (emergency contracts / time sensitive)	90%	March 31, 2022	N/A	80.83%	100%
	% of hardware requests fulfilled within established service level standards (call-ups)	90%	March 31, 2022	N/A	55.83%	96.51%
	% of hardware requests fulfilled within established service level standards (virtual/inventory)	90%	March 31, 2022	N/A	94.17%	97.21%
	% of hardware requests fulfilled within established service level standards (requests for volume discounts)	90%	March 31, 2022	N/A	80.33%	98.25%
	% of software requests fulfilled within established service level standards	90%	March 31, 2022	N/A	71.71%	97.11%
	# of partner departments that have migrated their email in the cloud (out of 43)	≥ 27	March 31, 2022	N/A	N/A	N/A

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
Government departments and agencies receive modern and reliable hosting solutions and platforms	% of time the enterprise data centre facilities are available	99.98%	March 31, 2022	100%	100%	100%
	% of time legacy data centre facilities are available	99.67%	March 31, 2022	N/A	N/A	N/A
	# of critical incidents impacting legacy data centre facilities	≤ 24 per year	March 31, 2022	N/A	11	7
	% of cloud brokering requests fulfilled within established service level standards	90%	March 31, 2022	N/A	98.17%	90.06%
Government departments and agencies receive effective IT project management	% of SSC-led and customer-led projects rated as on time, on scope and on budget	70%	March 31, 2022	N/A	72%	61%
Government departments and agencies receive effective IT service management	% of critical incidents under SSC control resolved within established service level standards	60%	March 31, 2022	N/A	60%	59.34%
	Average rating provided in response to the General Satisfaction Questionnaire (five-point scale)	3.6/5	March 31, 2022	3.4/5	3.42/5	3.67/5
	Average rating provided in response to the Services Satisfaction Questionnaire (five-point scale)	3.6/5	March 31, 2022	N/A	N/A	N/A
Government departments and agencies receive effective and cost efficient IT procurement	Cost of procurement per each $100 of contracts awarded	≤ $1.75	March 31, 2022	N/A	$0.82	$1.02

Note: Actual Results with N/A (not available) were not previously measured or reported by SSC.
*   In accordance with contract confidentiality clauses, results are input as "target met" or "target not met".
**   This is a multi-year target that measures progress and will increase over the years until complete.
***   A critical incident is any event that is not part of the standard operation of the email service and that causes a full outage of the email service for 50,000 or more users.

Planned budgetary financial resources for Common Government of Canada Information Technology Operations (dollars)

2021–2022 budgetary spending (as indicated in Main Estimates)	2021–2022 planned spending	2022–2023 planned spending	2023–2024 planned spending
1,665,953,050	1,665,953,050	1,636,949,140	1,597,853,521

Planned human resources for Common Government of Canada Information Technology Operations

2021–2022 planned full-time equivalents	2022–2023 planned full-time equivalents	2023–2024 planned full-time equivalents
5,652	5,651	5,567

Financial, human resources and performance information for SSC's Program Inventory is available in the GC InfoBase[iii].

INTERNAL SERVICES: PLANNED RESULTS

DESCRIPTION

Internal Services are those groups of related activities and resources the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the ten distinct services that support program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management Services
- Financial Management Services
- Information Management Services
- Information Technology Services
- Real Property Management Services
- Materiel Management Services
- Acquisition Management Services

PLANNING HIGHLIGHTS

Internal services will be vital to the success of SSC 3.0. Many of the initiatives associated with Internal Services will contribute significantly to the goal of having employees that are engaged, enabled, empowered and accountable.

TO BE SUCCESSFUL
SSC 3.0 REQUIRES EMPLOYEES WHO ARE:

ENGAGED
Work together and are fully involved in any initiative

ENABLED
Provided with the tools they need

EMPOWERED
Able to make needed decisions

ACCOUNTABLE
Provide regular oversight and reporting

SSC's People Strategy

The goal of SSC's People Strategy is to promote an engaged, enabled, empowered and accountable workforce. To that end, SSC will focus on the following four strategic pillars:

- Workforce Planning: Analyze, plan and design workforce and organizational structure to meet future needs for talent, skills and ways of working;
- Recruitment, Succession and Talent Management: Attract, recruit and select best IT talent, and promote a diverse and inclusive workplace that represents Canada's workforce;
- Learning and Development: Invest in workforce skills, competencies and leadership development to build strong talent within SSC; and
- Workplace Wellness: Commit to creating a culture that embraces strong values and ethics and promotes a respectful and engaging workplace.

SSC Leadership Development

SSC is focused on developing the leadership talent of current and future leaders. Key initiatives to support leadership development include:

- The Leadership Pathway, which is client-centric and digital, offering a unique opportunity for employees to take control of their learning and development and adapt them to their individual needs to enhance leadership competencies;
- The Aspiring Leaders Program and the "Know Yourself as a Leader" course, which are critical to support the Executive (EX) feeder group and the renewal of leadership talent, will have dedicated cohorts for equity seeking groups;
- Annual recruitment targets specifically for the Executive (EX) and EX feeder group to ensure the Department is deliberate in its actions, and making use of anonymized recruitment processes to reduce the possibility of biases;
- The Networks and Leadership Talks initiatives will provide a forum for the leadership community to address challenges within the current operating context;
- Senior leadership committed to mentoring and sponsoring members of equity-seeking groups and supporting the Women's Mentorship pilot that will expand to non-executives roles, and to help support diversity and address underrepresentation of employment equity groups; and
- Continued investments in coaching to further provide support for SSC leadership development.

Future of Work at SSC

SSC is leading the Future of Work initiative, including the development of a Distributed Workforce Strategy. This includes a blended model of employees continuing to work virtually and onsite. Onsite workspaces will be equipped with modern tools and optimized spaces for operational requirements. The Future of Work strategy will bring together short-, medium- and long-term initiatives to support emerging considerations related to the workforce, workplace and technology throughout the GC.

Process Improvements

SSC is focused on process improvements throughout the Department to improve efficiency and effectiveness. SSC is committed to continuous improvement as demonstrated by the implementation of digital signatures, accelerated delivery of collaboration tools and improvements to onboarding. Building on these improvements, SSC will:

- Produce functional organizational charts, provide onboarding guidance for managers, implement robotic process automation and establish a Centre of Excellence for process improvements; and
- Conduct lean exercises on human resources processes to increase efficiencies and to leverage digital technology to better serve our customers.

Advancing Accessibility at SSC and Throughout the GC

SSC provides adaptive, accessible solutions, accommodations and tools to employees both within SSC and throughout the GC. As part of the Accessibility, Accommodation and Adaptive Computer Technology Program's key initiatives, SSC will:

- Continue to assist building accessible workplaces government-wide, particularly in support of the GC's commitment to hire 5,000 employees with disabilities by 2025;
- Develop a multi-year SSC accessibility plan, feedback loop and progress reports that meet and exceed accessibility obligations;
- Evolve the Lending Library service that mitigates procurement delays for short-term accessibility requirements, and eases the hiring process for employees with disabilities;
- Develop and implement a data and performance measurement strategy;
- Continue to embed accessibility into the procurement of information and communications technology; and
- Lead and influence federal government inter-departmental working groups.

Data Analytics Centre of Excellence

The Data Analytics Centre of Excellence is developing enterprise data and analytics capabilities. Key activities include:

- Capturing data in the Enterprise Data Warehouse to provide an authoritative single source of information for reporting and decision making;
- Providing analytical capabilities and leveraging cloud technology;
- Establishing data management frameworks and practices within SSC;
- Developing a Data Literacy program that will support employees' knowledge and expertise in data management; and
- Implementing SSC's Data Strategy, to be supported by implementing a human resources strategy focused on data analytics.

Agile Procurement

SSC is developing an agile contracting framework to execute procurement projects that will result in better contract outcomes, faster delivery, improved leverage of private sector expertise and that better meets the needs of the end-user.

Departmental Financial Management System Optimization

SSC is working to optimize the departmental Financial Management System (i.e. SAP) to enhance user functionality for budgeting, planning, forecasting, management of project financials and management of funds from initial "sale" to revenue within the system.

Planned budgetary financial resources for Internal Services (dollars)

2021–2022 budgetary spending (as indicated in Main Estimates)	2021–2022 planned spending	2022–2023 planned spending	2023–2024 planned spending
242,101,984	242,101,984	229,912,110	201,566,657

Planned human resources for Internal Services

2021–2022 planned full-time equivalents	2022–2023 planned full-time equivalents	2023–2024 planned full-time equivalents
1,340	1,340	1,315

SPENDING AND HUMAN RESOURCES

This section provides an overview of the Department's planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years' actual spending.

PLANNED SPENDING

Departmental spending 2018–2019 to 2023–2024

The following graph presents planned (voted and statutory) spending over time.

	2018–19	2019–20	2020–21	2021–22	2022–23	2023–24
Statutory	91,207,582	95,769,540	96,520,249	94,672,200	95,038,163	93,871,571
Voted	1,756,601,481	1,877,826,947	2,445,404,846	1,813,382,834	1,771,823,087	1,705,548,607
Total	1,847,809,063	1,973,596,487	2,541,925,095	1,908,055,034	1,866,861,250	1,799,420,178
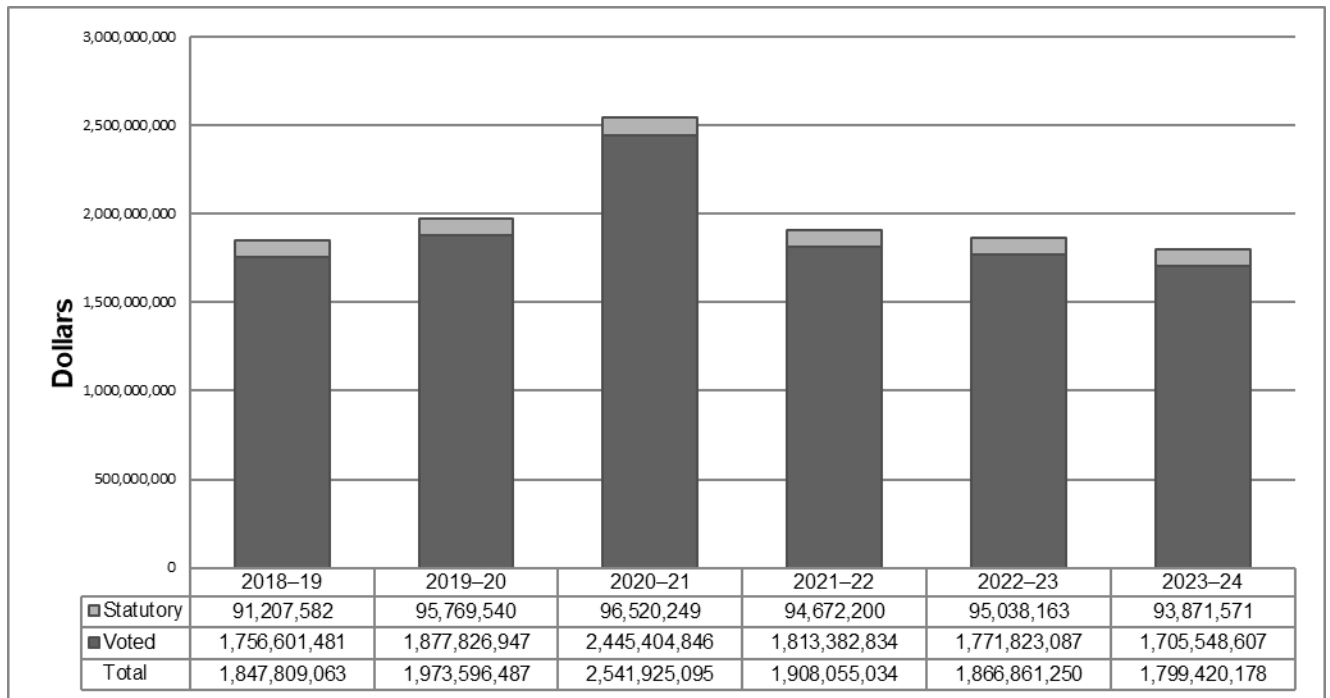
Budgetary planning summary for core responsibility and Internal Services (dollars)

The following table shows actual, forecast and planned spending for SSC's core responsibility and to Internal Services for the years relevant to the current planning year.

Core responsibility and Internal Services	2018–2019 expenditures	2019–2020 expenditures	2020–2021 forecast spending	2021–2022 budgetary spending (as indicated in Main Estimates)	2021–2022 planned spending	2022–2023 planned spending	2023–2024 planned spending
Common Government of Canada IT Operations	1,640,638,039	1,729,100,577	2,279,636,412	1,665,953,050	1,665,953,050	1,636,949,140	1,597,853,521
Subtotal	**1,640,638,039**	**1,729,100,577**	**2,279,636,412**	**1,665,953,050**	**1,665,953,050**	**1,636,949,140**	**1,597,853,521**
Internal Services	207,171,024	244,495,910	262,288,683	242,101,984	242,101,984	229,912,110	201,566,657
Total	**1,847,809,063**	**1,973,596,487**	**2,541,925,095**	**1,908,055,034**	**1,908,055,034**	**1,866,861,250**	**1,799,420,178**

SSC's planned spending reflects the amounts approved by Parliament to support the Department's core responsibility. The approved amount is net of vote-netted revenue of $665 million.

The total expenditures net increase from 2018–2019 to 2019–2020 is mainly due to Budget 2018 new funding received including, Service Integrity, Refresh of Infrastructure Technology, Cyber Security and the Workload Migration Program.

The forecast spending for 2020–2021 relate to authorities to date, and includes items such as the carry-forward from 2019–2020 and funding for newly signed collective agreements, for supporting IT Services, for Infrastructure and Cyber Security during COVID-19, for the Refresh of Infrastructure Technology and for improving the Management of IT.

The decrease from 2020–2021 forecast spending to 2021–2022 planned spending is mainly owing to the sunsetting of Budget 2018 funding related to the Workload Migration Program and other temporary funding to address immediate priorities, such as Information Technology Services, Infrastructure and Cyber Security, and Communications Services during COVID-19.

2021–2022 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2021–2022.

Core responsibility and Internal Services	2021–2022 planned gross spending	2021–2022 planned revenues netted against expenditures	2021–2022 planned net spending
Common Government of Canada IT Operations	2,330,953,050	(665,000,000)	1,665,953,050
Subtotal	**2,330,953,050**	**(665,000,000)**	**1,665,953,050**
Internal Services	242,101,984		242,101,984
Total	**2,573,055,034**	**(665,000,000)**	**1,908,055,034**

Note: SSC does not have any specified purpose accounts in 2021–2022.

PLANNED HUMAN RESOURCES

The following table shows actual, forecast and planned full-time equivalents (FTE) for each core responsibility in SSC's departmental results framework, and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibility and Internal Services

Core responsibility and Internal Services	2018–2019 actual full-time equivalents	2019–2020 actual full-time equivalents	2020–2021 forecast full-time equivalents	2021–2022 planned full-time equivalents	2022–2023 planned full-time equivalents	2023–2024 planned full-time equivalents
Common Government of Canada Information Technology (IT) Operations	5,338	5,688	5,680	5,652	5,651	5,567
Subtotal	**5,338**	**5,688**	**5,680**	**5,652**	**5,651**	**5,567**
Internal Services	1,230	1,369	1,298	1,340	1,340	1,315
Total	**6,568**	**7,057**	**6,964**	**6,992**	**6,991**	**6,882**

FTE increase from 2018–2019 to 2019–2020 was mainly owing to the funding announced in Budget 2018 and additional FTEs that were approved throughout 2019–2020 to pursue the growth of SSC's workforce and to support service delivery improvements. The FTE increase from 2020–2021 to 2021–2022 is mainly owing to the realignment of SSC authority from Operating to Personnel to support projects and services that respond to SSC priorities, including Vote-Netted Revenue requirements, and new funding received from Budgets 2018 and 2019.

The decrease from 2022–2023 to 2023–2024 is owing to a reduction in funding related to time-limited initiatives, such as mission-critical projects.

ESTIMATES BY VOTE

Information on SSC's organizational appropriations is available in the 2021–2022 Main Estimates.[iv]

CONDENSED FUTURE-ORIENTED STATEMENT OF OPERATIONS

The condensed future-oriented statement of operations provides an overview of SSC's operations for 2020–2021 to 2021–2022.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations[v] and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on SSC's website.

Condensed future-oriented statement of operations for the year ending
March 31, 2022 (dollars)

Financial information	2020–2021 forecast results	2021–2022 planned results	Difference (2021–2022 planned results minus 2020–2021 forecast results)
Total expenses	3,279,231,421	2,749,477,050	(529,754,371)
Total revenues	774,434,939	665,364,707	(109,070,232)
Net cost of operations before government funding and transfers	2,504,796,482	2,084,112,343	(420,684,139)

The decrease in planned expenses from 2020–2021 to 2021–2022 is mainly due to Budget 2018 sunsetting funding related to the Workload Migration Program and other temporary funding to address immediate priorities, such as Information Technology Services, Infrastructure and Cyber Security, and Communications Services during COVID-19.

Revenue authority levels were temporarily increased to $774 million in 2020–2021 to meet various urgent COVID-19 requirements, and for 2021–2022 they return to pre-existing approved levels of $665 million.

CORPORATE INFORMATION

ORGANIZATIONAL PROFILE

Appropriate minister: The Honourable Joyce Murray, P.C., M.P.

Institutional Head: Paul Glover, President, Shared Services Canada

Ministerial portfolio: Digital Government, and Minister responsible for Shared Services Canada

Enabling instrument(s): *Shared Services Canada Act* [vi]

Year of incorporation / commencement: 2011

Other: Associated *Orders-in-Council* include Privy Council Numbers 2011-0877[vii]; 2011-1297[viii]; 2012-0958[ix]; 2012-0960[x]; 2013-0366[xi]; 2013-0367[xii]; 2013-0368[xiii]; 2015-1071[xiv], 2016-0003[xv] and 2019-1372[xvi]

RAISON D'ÊTRE, MANDATE AND ROLE: WHO WE ARE AND WHAT WE DO

"Raison d'être, mandate and role: who we are and what we do[xvii]" section is available on SSC's website.

For more information on the Department's organizational mandate letter commitments, see the "Minister's mandate letter[xviii]".

OPERATING CONTEXT

Information on the operating context[xix] is available on SSC's website.

REPORTING FRAMEWORK

SSC's approved Departmental Results Framework and Program Inventory for 2021–2022 are as follows.

	Common Government of Canada IT Operations		
Departmental Results Framework	Government departments and agencies receive modern and reliable network services	• Percentage of time the GC Edge network connectivity is available • Percentage of time the Mobile Device Services Cellular Network is available • Percentage of time the contact centre service is available • Percentage of circuits migrated to GCNet WAN	**Internal Services**
	Government departments and agencies receive secure and reliable IT infrastructure and services	• Percentage of time IT infrastructure security services are available	
	Government departments and agencies receive modern and reliable communication and workplace technology services	• Percentage of time the enterprise email service is available • Percentage of time email service outages are restored within established service-level standards • Number of critical incidents impacting legacy email systems • Percentage of hardware requests fulfilled within established service-level standards • Percentage of software requests fulfilled within established service-level standards • Number of partner departments that have migrated their email in the cloud (out of 43)	
	Government departments and agencies receive modern and reliable hosting solutions and platforms	• Percentage of time the enterprise data centre facilities are available • Percentage of time legacy data centre facilities are available • Number of critical incidents impacting legacy data centre facilities • Percentage of cloud brokering requests fulfilled within established service-level standards	

Departmental Results Framework	Government departments and agencies receive effective IT project management	• Percentage of SSC-led and customer-led projects rated as on time, on scope and on budget	**Internal Services**
	Government departments and agencies receive effective IT service management	• Percentage of critical incidents under SSC control resolved within established service-level standards • Average rating provided in response to the General Satisfaction Questionnaire (five-point scale) • Average rating provided in response to the Services Satisfaction Questionnaire (five-point scale)	
	Government departments and agencies receive effective and cost efficient IT procurement	• Cost of procurement for each $100 of contracts awarded	
Program inventory	**Workplace Technologies**		
	Data Centre Information Technology Operations		
	Cloud		
	Telecommunications		
	Networks		
	Security		
	Enterprise Services Design and Delivery		

Changes to the approved reporting framework since 2020–2021

Below are changes to the approved reporting framework since 2020–2021. The new Core Responsibility will provide the Department with an updated, streamlined framework for tracking, measuring and reporting on its key results on a year-over-year basis. This will enable better decision-making through a strategic reporting tool that tells SSC's performance story as accurately as possible. The Department can articulate how planned and ongoing activities will enable modernization and transformation and the shift towards digital government.

Structure	2021–2022	2020–2021	Change	Reason for change
CORE RESPONSIBILITY	Common Government of Canada IT Operations	N/A	New	Note 1
CORE RESPONSIBILITY	N/A	Email and Workplace Technology	Ended	Note 1
PROGRAM	Workplace Technologies	Workplace Technologies	No change	N/A
CORE RESPONSIBILITY	N/A	Data Centres	Ended	Note 1
PROGRAM	Data Centre Information Technology Operations	Data Centre Information Technology Operations	No change	N/A
PROGRAM	Cloud	Cloud	No change	N/A
CORE RESPONSIBILITY	N/A	Telecommunications	Ended	Note 1
PROGRAM	Telecommunications	Telecommunications	No change	N/A
PROGRAM	Networks	Networks	No change	N/A
CORE RESPONSIBILITY	N/A	Cyber and IT Security	Ended	Note 1
PROGRAM	Security	Security	No change	N/A
CORE RESPONSIBILITY	N/A	Customer Relationships and Service Management	Ended	Note 1
PROGRAM	Enterprise Services Design and Delivery	Enterprise Services Design and Delivery	No change	N/A

Note 1: The Core Responsibilities were consolidated into one strategic Core Responsibility to reflect the overarching enterprise approach SSC is following. This change allows for more flexibility and adaptability considering the modernization and evolution of technology in the GC.

SUPPORTING INFORMATION ON THE PROGRAM INVENTORY

Supporting information on planned expenditures, human resources, and results related to SSC's Program Inventory is available in the GC InfoBase[iii].

SUPPLEMENTARY INFORMATION TABLES

The following supplementary information tables are available on SSC's website:
- Sustainable Development Goals[xx]
- Departmental Sustainable Development Strategy[xxi]
- Gender-based analysis plus[xxii]

FEDERAL TAX EXPENDITURES

SSC's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021–2022.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the Report on Federal Tax Expenditures.[xxiii] This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

ORGANIZATIONAL CONTACT INFORMATION

GENERAL INQUIRIES

Please send your inquiries to the following email address:
SSC.information-information.SPC@canada.ca.

MEDIA INQUIRIES

Please send your inquiries by email to SSC.media-medias.SPC@canada.ca or to the Media Relations Office by telephone at 613-670-1626.

APPENDIX: DEFINITIONS

Appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of a department over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

Departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

Departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct form innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

Full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

Government-wide priorities (priorités pangouvernementales)

For the purpose of the 2021–2022 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

Horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

Non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

Performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

Performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

Plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

Planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

Program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

Program inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

Result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Software-defined infrastructure (infrastructure logicielle)

Software-defined infrastructure (SDI) refers to the entire operating environment (server, storage, security and network) leveraging the software-defined networking architecture strategy.

Software-defined networking (réseau défini par logiciel)

Software-defined networking (SDN) is a network architecture strategy that enables the network to be intelligently automated and centrally programmed using software applications.

Statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

Target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

Network as a utility (réseau utilitaire ou réseau en tant qu'utilitaire)

Network as a utility captures the sense of users being able to connect securely and seamlessly to a departmental network, the Internet or the cloud. A reliable network "utility" is always on, available anywhere, reliable, fast and scales up based on changing needs.

Voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

Wide area network (Réseau étendu)

A wide area network (WAN) is a telecommunications network that extends over a large geographic area.

ENDNOTES

i Data Centre consolidation, https://www.canada.ca/en/shared-services/corporate/data-centre-consolidation.html

ii Plastics Challenge: Electronic waste, https://www.ic.gc.ca/eic/site/101.nsf/eng/00085.html

iii GC Infobase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#orgs/dept/305/infograph/intro

iv Main Estimates, https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html

v Future-Oriented Statement of Operations, https://www.canada.ca/en/shared-services/corporate/publications/future-oriented-statement-operations-2021-22.html

vi *Shared Services Canada Act*, http://laws-lois.justice.gc.ca/eng/acts/S-8.9/

vii Order-in-council 2011-0877, https://orders-in-council.canada.ca/attachment.php?attach=24554&lang=en

viii Order-in-council 2011-1297, https://orders-in-council.canada.ca/attachment.php?attach=24978&lang=en

ix Order-in-council 2012-0958, https://orders-in-council.canada.ca/attachment.php?attach=26384&lang=en

x Order-in-council 2012-0960, https://orders-in-council.canada.ca/attachment.php?attach=26386&lang=en

xi Order-in-council 2013-0366, https://orders-in-council.canada.ca/attachment.php?attach=27572&lang=en

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