

Shared Services Canada 2022-23 Accessibility Progress Report

December 2023



Shared Services
Canada

Services partagés
Canada

Canada

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Table of Contents

Permission to Reproduce.....	2
Message from the President	7
Message from the Persons with Disabilities Co-Champions.....	8
General	9
Alternate formats.....	9
Accessibility Feedback.....	9
Background.....	10
Design and Delivery of Programs and Services	14
Key Planned Action 1 – Design and Delivery of Programs and Services.....	14
Key Planned Action 2 – Design and Delivery of Programs and Services.....	14
Key Planned Action 3 – Design and Delivery of Programs and Services.....	15
Key Planned Action 4 – Design and Delivery of Programs and Services.....	16
Key Planned Action 5 – Design and Delivery of Programs and Services.....	16
Key Planned Action 6 – Design and Delivery of Programs and Services.....	17
Key Planned Action 7 – Design and Delivery of Programs and Services.....	18
Key Planned Action 8 – Design and Delivery of Programs and Services.....	19
Key Planned Action 9 – Design and Delivery of Programs and Services.....	19
Information and Communication Technologies	22
Key Planned Action 1 – ICT	22
Key Planned Action 2 – ICT	22
Key Planned Action 3 – ICT	23
Key Planned Action 4 – ICT	23

Key Planned Action 5 – ICT	23
Key Planned Action 6 – ICT	23
Procurement of Goods, Services and Facilities	25
Key Planned Action 1 – Procurement of Goods, Services and Facilities	25
Key Planned Action 2 – Procurement of Goods, Services and Facilities	25
Key Planned Action 3 – Procurement of Goods, Services and Facilities	26
Employment	28
Key Planned Action 1 – Employment.....	28
Key Planned Action 2 – Employment.....	29
Key Planned Action 3 – Employment.....	29
Key Planned Action 4 – Employment.....	30
Built Environment.....	32
Key Planned Action 1 Built Environment.....	32
Key Planned Action 2 Built Environment.....	33
Key Planned Action 3 Built Environment.....	33
Key Planned Action 4 Built Environment.....	33
Communication, other than Information and Communication Technologies.....	34
Key Planned Action 1 – Communication, other than ICT	34
Key Planned Action 2 – Communication, other than ICT	34
Key Planned Action 3 – Communication, other than ICT	35
Key Planned Action 4 – Communication, other than ICT	36
Culture	37
Key Planned Action 1 – Culture	37

Transportation	40
Key Planned Action 1 – Transportation.....	40
Key Planned Action 2 – Transportation.....	40
Consultations.....	41
How SSC consulted persons with disabilities in preparing this progress report.....	41
Other ways SSC has consulted on accessibility	42
Feedback.....	44
General description of how SSC manages the feedback it receives.....	44
Feedback statistics, observations, analysis and trends	44
Feedback about how SSC is implementing its accessibility plan	45
Feedback about barriers persons who deal with SSC have encountered.....	46
The Path Forward: Opportunities for 2023-2024.....	52
Closing	53
Annex A: Detailed information about consultations with persons with disabilities	54
Consultation 1: Accessibility Plan	54
Consultation 2: Duty to Accommodate (DTA)	56
Consultation 3: Diversity Council	64
Consultation 4: Gender-based Analysis Plus (GBA) Plus	66
Consultation 5: Accessibility Progress Report (APR).....	68

List of Tables

Table 1: Number of total responses received for each questionnaire 72

Table 2: Average ratings by participants by priority area..... 73



Message from the President

I am pleased to present the Shared Services Canada (SSC) 2022-23 Accessibility Progress Report.

In 2022-23, SSC made significant progress on accessibility, both as an employer and as a service provider to the Government of Canada. Our key achievements include:

- Setting out priorities and key planned actions in our 2022-25 Accessibility Plan
- Aligning accessibility planning and reporting with SSC's corporate planning and reporting
- Including a section on how to build accessibility into projects in SSC's updated *Project Management and Delivery Operating Guide*
- Beginning to monitor the accessibility considerations of SSC procurement

We are in the early days of implementing SSC's Accessibility Plan, and we are committed to learning and making adjustments as we go forward.

We have heard that information about accessibility is not easy to find, so we need to do better in this area. While we have more accessibility barriers to remove, we are fortunate to have a diverse group of employees with lived experience to help us do better.

We continue to consult with persons with disabilities to ensure our priorities and plans address barriers. The feedback of many persons with disabilities who were consulted are included in the report.

We thank our employees and partners for their ongoing commitment to making SSC a more accessible and inclusive workplace for employees and a responsive service provider for our partner departments and clients.

When everyone is included, we are stronger together.

Scott Jones

(he/him)

President

Shared Services Canada



Message from the Persons with Disabilities Co-Champions

We are encouraged by the early progress Shared Services Canada (SSC) has made on several key planned actions in the SSC Accessibility Plan 2022-25. We are also heartened by the interest and support SSC has received from all branches.

SSC's accessibility feedback process will make it easier for employees, managers and clients to submit feedback about the accessibility barriers they experience when dealing with SSC, and about how SSC is implementing its Accessibility Plan. SSC is accountable to plan and report on its efforts to identify, prevent and remove accessibility barriers in the workplace. This also applies to the design and delivery of our services to clients and partners.

SSC's ongoing commitment to consult with persons with disabilities is making the department a more inclusive and accessible workplace for employees and a more responsive service provider for our clients. These consultations are documented in the Annex of the Accessibility Progress Report. They demonstrate SSC's commitment to seeking the advice of employees, managers and clients with disabilities when making decisions that affect them. It is an important first step to ensure everyone feels included, respected and empowered in our workplace.

As SSC's Co-Champions for the Persons with Disabilities Network, we encourage all employees and managers to read the Accessibility Progress Report and reflect on how they can contribute to making SSC more accessible as we move forward in implementing the Accessibility Plan.

Matt Davies

Co-Champion, Persons with Disabilities

Julie Hébert

Co-Champion, Persons with Disabilities

Mike Pepkowski

Co-Champion, Persons with Disabilities

General

Alternate formats

Large print, print, braille, MP3 (audio), e-text and DAISY formats are available on demand. You may use the contact information listed below to request a copy of Shared Services Canada's (SSC) Accessibility Plan, this Progress Report or the feedback process description in an alternate format.

Accessibility Feedback

If you have questions or comments about SSC's Accessibility Plan, this Progress Report, or any barriers you may have experienced when dealing with SSC, we want to know.

Designated person to receive feedback

The Director of Accessibility Strategy and Governance is responsible for receiving feedback on the SSC Accessibility Plan or any issue or barrier related to accessibility that you experience when dealing with SSC.

Important note: Accessibility feedback received by SSC will be acknowledged in the same format it was received, unless it was received anonymously.

How to contact SSC to provide accessibility feedback

Provide your feedback using any of the methods below.

By email: sscaccessibility-accessibilitespc@ssc-spc.gc.ca

Online: [Provide feedback on accessibility at Shared Services Canada](#)

By telephone: (toll-free) 1-833-970-3746

By mail:

Director, Accessibility Strategy and Governance Unit
Shared Services Canada
10 Wellington Street, 2nd Floor
Gatineau QC K1A 0H4

Background

Shared Services Canada (SSC): An accessibility leader in the Government of Canada

SSC is uniquely positioned as an accessibility leader because:

- Its mandate is to digitally enable government programs and services by providing networks and network security, data centres and cloud offerings, digital communications and IT tools to enable the public service to effectively deliver services to Canadians
- It is home to the [Accessibility, Accommodation and Adaptive Computer Technology \(AAACT\) program](#), which enables public servants and organizations across the GC to build accessible and inclusive workplaces
- It is an important partner for vendors of information technology products and services, as we obtain these for the Government of Canada and Canadians

SSC is also involved in many initiatives to improve accessibility and disability inclusion, including:

- Leading [7 government-wide](#) actions supporting the goal to “*make information and communications technology usable by all*” under the [Accessibility Strategy for the Public Service of Canada](#)
- Supporting other departments to reach the goals of their accessibility strategy

For SSC, accessibility means taking action that reflects our multiple roles: as a provider of modern, secure and reliable IT services to Government of Canada organizations; as a department in the Government of Canada; and as an employer.

About Shared Services Canada's Accessibility Plan 2022-25

Shared Services Canada published its first Accessibility Plan on December 16, 2022.

The commitments in [SSC's Accessibility Plan 2022-25](#) form the baseline against which the department is assessing the progress it has made to become a more disability-inclusive and accessible organization.

SSC's Accessibility Plan 2022-25 describes its commitments as:

- **Goals** – What can we hope to accomplish by 2040? These are longer term and aspirational items that are intended to live on past this iteration of the Plan.
- **Objectives** – What are we committed to making progress on over the next 3 years toward achieving our goals?
- **Key planned actions** – What actions will we take to meet our objectives?

SSC's Accessibility Plan 2022-25 describes the department's commitments toward our goal of achieving accessibility and disability inclusion in the 7 priority areas identified in section 5 of the *Accessible Canada Act*. The Plan also includes an 8th priority area—Culture—which SSC added. The Plan is organized by priority area in the following order:

- Design and delivery of programs and services
- Information and communication technologies
- Procurement of goods, services and facilities
- Employment
- Built environment
- Communication, other than information and communication technologies
- Culture
- Transportation

There are 33 key planned actions (KPAs) across these 8 priority areas, to be implemented by SSC over the first 3 years of its Accessibility Plan.

SSC is also:

- integrating accessibility commitments into existing planning and reporting cycles
- devising implementation and delivery plans to achieve the Plan's goals and objectives and to track progress
- taking an iterative approach focusing on continuous improvement

About the SSC 2022-23 Accessibility Progress Report

This Progress Report describes SSC's first steps toward our goal to achieve accessibility and disability inclusion in the 7 priority areas identified in section 5 of the *Accessible Canada Act*, as well as an 8th priority area—Culture—that SSC added.

This Progress Report covers the period from April 1, 2022, to March 31, 2023. The report includes information about:

- each priority area, the key planned actions under each area and a description of the progress that has been made.
- a summary of the feedback that was received (during the timeframe noted above) and a description of how SSC has taken this feedback into consideration. It may include information that carries over into 2023-24.

Considerations

SSC is at the beginning of the journey toward meeting our goals and objectives. Progress on key planned actions in this Progress Report reflects that SSC focused its efforts in 2022-23 on defining a sustainable accessibility management program and the required horizontal management and governance functions.

Several of the key planned actions were well under way before the publication of the Accessibility Plan. Progress made on those key planned actions is included in this report. On the other hand, planning is under way for many key planned actions that are being implemented in the second year of the Accessibility Plan (2023-24).

SSC consulted with departmental employees and partner organizations, including persons with disabilities, to develop the Accessibility Plan and this Progress Report. Some of the unedited comments received during the consultation have been included in this report. For a description of what SSC did to consult on the progress report, refer to [Annex A, Consultation 5](#).

Accessibility is everyone's responsibility, just as for official languages and security. It took time for security and official languages to be defined and managed before they became fully integrated in what we do. This will also be the case for accessibility.

Moreover, barriers and feedback identified are often complex and systemic, relating to more than one priority area. This means assigning ownership to a single individual or group is inappropriate. Many parts of SSC play leading roles on different aspects of accessibility within the department. We must ensure ongoing collaboration and consultation across the organization on how to proactively identify, remove and prevent accessibility barriers at SSC. The department will take a continuous improvement approach to defining roles and responsibilities.

Design and Delivery of Programs and Services

Accessibility in the design and delivery of SSC programs and services means ensuring that the needs of persons with disabilities are intentionally included in the design, development and implementation of all enterprise IT services that SSC provides to partner departments. This is done by making accessibility and disability inclusion a priority in decision making and key design and delivery practices through intentional collaboration with persons with disabilities.

SSC has 9 key planned actions related to the Design and Delivery of Programs and Services priority area. The following describes the progress SSC has made in 6 of these key planned actions in 2022-23.

Key Planned Action 1 – Design and Delivery of Programs and Services

Review existing governance to identify opportunities to incorporate accessibility information from feedback and consultations in decision making on a continual basis.

Progress made 1– Design and Delivery of Programs and Services

No results reported in 2022-23.

Key Planned Action 2 – Design and Delivery of Programs and Services

Work with SSC's departmental planning and reporting team to align and integrate accessibility requirements into existing planning and reporting systems, processes, tools and workflows.

Progress made 2 – Design and Delivery of Programs and Services

SSC has raised accountability for accessibility by, for the first time, including it as a distinct and integral element in its business planning at all levels—departmental, branch and directorate.

SSC is also using its annual Departmental Results Report to highlight its workforce representation and inclusion efforts to advance accessibility.

An accessibility section was included in the 2023-24 branch business plans developed by each branch. Branch business plans are consolidated into SSC's 2023-24 Integrated Business Plan. Including accessibility in integrated planning helps to raise awareness of accessibility barriers and identify new opportunities for all of SSC to actively participate in removing those barriers.

Some SSC branches use their annual branch business plan to promote accessibility. For example, in its most recent business plan, the Enterprise IT Procurement and Corporate Services Branch included a new section to identify real property requirements for office space and storage areas for persons with disabilities. It also identified specific accessibility engagement events for the year.

SSC introduced a section on "Building an Inclusive and Accessible Workplace" in the Project Management and Delivery Operating Guide. The Guide, used by SSC projects, provides information on how projects can build in accessibility.

Comment received during consultation on SSC's progress made 2 – Design and Delivery of Programs and Services

"As we digitize the business planning/report – need to ensure accessibility in approach, processes and tools."

Key Planned Action 3 – Design and Delivery of Programs and Services

Establish an accessibility testing policy starting with SSC's enterprise user-centric services and technologies, then SSC internal operational services and technologies, and finally technology-specific operational technologies.

Progress made 3 – Design and Delivery of Programs and Services

No results reported in 2022-23.

Key Planned Action 4 – Design and Delivery of Programs and Services

Increase representation of persons with disabilities in SSC’s workforce by using employment best practices so lived experiences contribute to the design and delivery of enterprise IT infrastructure and services.

Progress made 4 – Design and Delivery of Programs and Services

SSC established a bias and barrier-free checklist, inventory and recruitment targets for persons with disabilities. SSC also implemented a strategy to increase the number of persons with disabilities that it hires by targeting Federal Student Work Experience Program (FSWEP) students and students at Carleton University with disabilities. Recruitment targets are used to support quarterly results reporting, which is shared with senior management to support recruitment decisions. SSC’s recruitment efforts are supported by integrating the Government of Canada Workplace Accessibility Passport¹ into its onboarding process.

Comment received during consultation on SSC’s progress made 4 – Design and Delivery of Programs and Services

“I see a lot of effort being placed to recruit new people. This is an excellent initiative. I don’t see a lot of people with disabilities coming into the department in all areas in all geographical locations. I feel very alone and it still appears as if there are major barriers to advancement once in the door.”

Key Planned Action 5 – Design and Delivery of Programs and Services

Develop and implement strategies to improve accessibility capacity at SSC in the following areas:

- accessibility testing for SSC enterprise IT systems and services

¹ [About the Government of Canada Workplace Accessibility Passport](#)

- accessibility training for anyone responsible for the design and/or delivery of SSC's programs and services

Progress made 5 – Design and Delivery of Programs and Services

Regarding testing, SSC's Accessibility, Accommodation and Adaptive Computer Technology (AAACT) program:

- produced a prototype requirements generator for technical authorities and government departments. It generates custom criteria using the 2021 edition of EN 301 549 digital accessibility standards².
- completed the planning for a pilot of the Central Accessibility Conformance Report Shared Repository (CASR). The CASR pilot was created to share accessibility conformance reports that are produced by GC accessibility subject matter experts and by ICT industry suppliers. The CASR will be used by accessibility subject matter experts, which will minimize duplication of work across departments.

Regarding training, SSC's Accessibility, Accommodation and Adaptive Computer Technology (AAACT) program:

- delivered workshops for developers, procurement experts, managers, content creators and technical staff on a variety of topics, including digital accessibility, adaptive technology and inclusive service design
- led the creation of a GC repository of tools, best practices and support material related to digital accessibility, called the "digital accessibility toolkit," with a soft launch scheduled for 2023-24
- released a video on document accessibility in partnership with the Canada School of Public Service

Key Planned Action 6 – Design and Delivery of Programs and Services

Review, in consultation with persons with disabilities, key SSC enterprise processes and practices to identify options and address accessibility gaps.

² Treasury Board of Canada Secretariat has strongly encouraged departments to leverage these standards in procurement in the [Guideline on Making Information Technology Usable by All](#)

Progress made 6 – Design and Delivery of Programs and Services

SSC's Digital Enterprise Skilling (DES) initiative helps SSC employees gain the knowledge and skills they need to improve IT service delivery and adapt to the workforce needs of the future. DES is building, curating and delivering foundational and technical training for all SSC employees on the latest technologies.

To build accessibility into these key SSC enterprise processes and practices, the DES team hired an accessibility specialist who:

- automated and manually tested the Cloud Enterprise Skilling (SharePoint) web pages for accessibility
- evaluated the SSC Cloud Learning Journeys web pages, separating the platform-related accessibility and user experience issues from the potential content author-created assistive technology user experience challenges
- reviewed the GC Skilling (SharePoint) site and offered accessibility and user experience enhancement suggestions
- provided accessibility training sessions to the team to upskill their accessibility and user experience knowledge and learn more about WCAG requirements and best practices for handheld devices on smaller viewports
- composed a variety of easy-to-digest, practical accessibility checklists and materials for the team to dive deeper into the compliance requirements and assistive technology usability testing tools and strategies

In addition, SSC's Security Management and Governance directorate is working with technology vendors on accessibility testing in the Archer tool, which is used for enterprise project intake, tracking and oversight, as well as assessment, authorization and compliance.

Key Planned Action 7 – Design and Delivery of Programs and Services

Review practices and materials to identify opportunities to align accessibility assessments with security, privacy and risk assessments.

Progress made 7 – Design and Delivery of Programs and Services

No results reported in 2022-23.

Key Planned Action 8 – Design and Delivery of Programs and Services

Develop a roadmap to address accessibility barriers in SSC's ICT for end users and employees.

Progress made 8 – Design and Delivery of Programs and Services

Work has begun to develop a roadmap. SSC is working with technology vendors on remediating identified deficiencies in technologies that the department procured. Once accessibility testing is completed (such as in the Security Management and Governance Modules within Archer identified in Key Planned Action 6), then the remediations are tracked. This type of information is important input to a roadmap.

Key Planned Action 9 – Design and Delivery of Programs and Services

Assess demand for:

- Accessibility, Accommodation and Adaptive Computer Technology (AAACT) program services to ensure SSC continues to provide relevant support for departments that offer programs and services to Canadians and federal public service employees with disabilities, injuries and ergonomic requirements. This includes a review of AAACT's service offerings, tools, training, resources and adaptive computer technologies.
- SSC's Lending Library program to ensure SSC continues to offer relevant short-term accommodations, adaptive technology, services and tools for public service employees with disabilities or injuries.

Progress made 9 – Design and Delivery of Programs and Services

- SSC's AACT program started to implement its multi-year Data Performance Measurement Strategy by collecting key performance indicators.
 - Over the course of the year, AACT received 16,340 inquiries and 229 formal requests for advice and testing for inclusive design and accessibility, hardware, software and digital content. AACT gave 44 presentations on numerous topics to 6,658 participants.
 - Recommendations from an organizational review of AACT's service offerings, tools and funding model were partially implemented in 2022-2023. This will continue in 2023-2024.
- AACT conducted a series of stakeholder and client interviews to assess client satisfaction for products and services offered by the Lending Library Service Pilot Project and to identify improvements.
 - A survey of 33 client departments gave the Lending Library Service Pilot a satisfaction score of 8.4 out of 10. Most respondents were very satisfied with needs assessments, delivery times and overall service.

Comments received during consultation on SSC's progress made 9 – Design and Delivery of Programs and Services

"The AACT team is doing a wonderful job. They might benefit from being more decentralized to have more of their team across Canada closer to more managers and directors."

"I am a participant of the AACT program and I am very satisfied with the service I have received from them to date. They are very knowledgeable and non-judgemental when it comes to my accessibility needs. I am unsure of whether non-service delivery employees and managers are required to receive training on accessibility, but it seems it could be useful across the board."

“I am happy to hear that there is a Data Performance Measurement Strategy and KPIs being collected for the AAAC program. I am satisfied with the program thus far, and hope it continues to be in place/continues to improve for all participants.”

Information and Communication Technologies

Information and communication technologies (ICT) accessibility ensures that people with and without disabilities can access the same information, perform the same tasks, and receive the same services using information technology.

Given SSC's mandate, ICT accessibility strongly connects to the Procurement and Programs and Services sections of this Accessibility Plan. This section, however, focuses on the accessibility of SSC's corporate solutions, tools and practices that SSC employees use to do their work.

SSC has 6 key planned actions in the ICT priority area. In 2022-23, SSC made the following progress on 2 of these key planned actions.

Key Planned Action 1 – ICT

Review existing governance to identify opportunities to incorporate accessibility information from feedback and consultations in decision making on a continual basis.

Progress made 1 – ICT

No results reported in 2022-23.

Key Planned Action 2 – ICT

Integrate accessibility into SSC's Enterprise IT Procurement and Corporate Services Branch's annual business planning and reporting, and its corporate risk profile.

Progress made 2 – ICT

SSC's Enterprise IT Procurement and Corporate Services Branch created templates for several business planning and reporting products, including its Branch Business Plan and its input to the Departmental Results Report. This allowed SSC's Enterprise IT Procurement and Corporate Services Branch to integrate accessibility in accessibility-specific and accessibility-relevant sections.

Key Planned Action 3 – ICT

Develop and adopt training strategies to improve accessibility competency for anyone responsible for the design and/or delivery of SSC's corporate ICT solutions, tools and practices.

Progress made 3 – ICT

No results reported in 2022-23.

Key Planned Action 4 – ICT

Review key SSC corporate processes and practices with persons with disabilities to identify and address accessibility gaps.

Progress made 4 – ICT

No results reported in 2022-23.

Key Planned Action 5 – ICT

Collect accessibility feedback from SSC employees on their hybrid work environment experience and take corrective action where necessary.

Progress made 5 – ICT

SSC began to collect feedback from employees in 2022-23. SSC will continue to collect feedback from employees in 2023-24, and will report the results and the collective action it will take in the third quarter of 2023-24.

Key Planned Action 6 – ICT

Develop and adopt a plan to increase SSC employees' use of the GC Workplace Accessibility Passport, AACT, and the Lending Library program.

Progress made 6 – ICT

No results reported in 2022-23.

Comment received during consultation on SSC's progress – ICT

"I think employees would need to know more about these things. GC Workplace Accessibility Passport, AACT, and the Lending Library program."

Procurement of Goods, Services and Facilities

Accessibility in procurement means meeting the broadest set of user needs possible from the start of the process. This minimizes the need for accommodation.

SSC has 3 key planned actions in the Procurement of Goods, Services and Facilities priority area.

Key Planned Action 1 – Procurement of Goods, Services and Facilities

SSC will reach out to suppliers to better understand industry's readiness to provide accessible digital communications, workplace support and enterprise resource planning solutions.

Progress made 1 – Procurement of Goods, Services and Facilities

SSC began internal discussions with the AACT team and the Applied Procurement Policy team about options, including accessibility considerations, for supplier engagement through existing supplier networks.

Key Planned Action 2 – Procurement of Goods, Services and Facilities

Liaise with other GC organizations, including the Treasury Board of Canada Secretariat (TBS) and Accessible Standards Canada, on a planned new GC ICT accessibility standard that includes implementation as it relates to SSC's mandate.

Progress made 2 – Procurement of Goods, Services and Facilities

The development of the new GC ICT accessibility standard is being led by TBS and supported by SSC advice and guidance. For example, SSC has participated in several working meetings with TBS, Public Services and Procurement Canada, and Accessible Standards Canada regarding a new GC ICT accessibility standard.

The Government of Canada's Next Generation HR and Pay initiative is testing and evaluating an enterprise human resources and pay solution. The aim of this initiative is replacing the existing pay system, as well as up to 33 human resources systems across government, with one single integrated solution.

In 2022-23, the initiative implemented an Accessibility Conformance Framework mandating full Harmonized European EN 301 549 Accessibility standard conformance of the solution prior to any departmental implementation.

As well, three third-party accessibility audits (baseline, interim and end-of-pilot) were conducted, and all submitted accessibility fixes were independently verified by a third party.

As of March 28, 2023, the vendor had fixed 80 percent of the high and medium priority issues, as well as 18 percent of the low priority issues; thus, exceeding its commitments for the fiscal year and providing confidence that they will be able to deliver a fully accessible solution by spring of 2024.

In addition, in July 2022, the vendor began to release all completed accessibility fixes, thereby, increasing the accessibility of the solution for Canadians already using the system.

In addition, SSC updated a Government of Canada Accessible ICT Procurement Guide for contract and technical authorities on integrating best practices in accessible procurement and digital accessibility.

Key Planned Action 3 – Procurement of Goods, Services and Facilities

Establish a formal process to monitor and report progress on procurement of accessible ICT. This includes capturing the number of procurements subject to SSC's procurement governance review that have considered ICT accessibility.

Progress made 3 – Procurement of Goods, Services and Facilities

SSC's Applied Procurement Policy team began to:

- monitor for accessibility provisions in procurements to identify the procurements that considered and/or included accessibility provisions (subject to procurement governance review); and
- recommend and provide guidance on inclusion of accessibility criteria for the procurements subject to procurement governance review that did not include accessibility provisions.

Employment

Employment includes recruitment through to hiring, onboarding, accommodations, career and job development, performance management and job exit.

SSC has 4 key planned actions in the Employment priority area.

Key Planned Action 1 – Employment

Make use of best practices from within SSC and across the GC to develop and implement an integrated strategy to better align staffing plans to the department's established targets for hiring persons with disabilities.

Progress made 1 – Employment

SSC developed a Strategic Workforce Plan³ that sets out specific activities that are designed to support diversity and inclusion, such as the establishment of recruitment inventories and an initiative to assist management in establishing representative assessment committees.

At the same time, SSC has worked to make various human resources forms and documents more accessible. Below are 2 forms to which accessibility enhancements were made:

- Review of the Second Language Evaluation Request form (completed)
- Elimination of the Staffing Action Request (SAR) form for Express Lane staffing actions (completed)

³ The Strategic Workforce Plan is an internal report only.

Key Planned Action 2 – Employment

Design and deliver tailored training on various disabilities to managers.

Progress made 2 – Employment

A virtual workshop was held to help raise awareness about the challenges and strengths of those living with Attention Deficit Hyperactivity Disorder (ADHD). The workshop featured a presentation and question and answer session hosted by an expert in clinical psychology from the University of Ottawa.

A virtual workshop on ableism and able-bodied privilege was held to guide leaders through uncomfortable discussions to help them remove barriers for persons with disabilities.

A hybrid presentation on design thinking raised awareness about this user-centric, solutions-based methodology that marries strategy and creativity to provide the structure and methods for solving complex problems.

Comments received during consultation on SSC's progress made 2 – Employment

“This definitely needs to be ramped up.”

“This training would be good and is encouraged.”

Key Planned Action 3 – Employment

Establish a Centre of Expertise to support employee accommodation needs that will:

- Develop and deliver regular communications for supervisors about their duty to accommodate and the resources available at SSC to support employee accommodations.
- Put in place a “yes by default” approach for accommodations and adaptive computer technology. This will allow SSC to handle employee accommodations and adaptive computer technology requests more quickly and efficiently.

- Develop information and tools to improve onboarding for employees with disabilities. This will include ensuring they have the accommodations they need upon arrival.
- Develop and implement a performance/data management strategy for capturing employee/accommodation information to identify and report on data/trends.

Progress made 3 – Employment

In 2022-23, SSC carried out many activities to prepare for the launch of its Duty to Accommodate Centre of Expertise (launched in May 2023). Activities included defining the Centre’s mandate, vision, mission, objectives, and roles and responsibilities.

When developing the communications plan to support the launch and to build awareness, SSC engaged numerous interested stakeholders, including various GC networks and Community of Practice groups. There was a wide range of support from different areas of SSC, such as Labour Relations; Occupational Health and Safety; Disability Management; AAAC; Security, Accommodation and Material Management; SSC bargaining agents; and various SSC diversity networks.

Comment received during consultation on SSC’s progress made 3 – Employment

“This type of help ‘centre of expertise’ is usually a value add. I like it.”

Key Planned Action 4 – Employment

Ensure full implementation of current action plans to address:

- Recommendations of SSC’s Employment Systems Review (ESR), including creating working groups to review policies, processes and behaviours related to employment
- Employment Equity, Diversity and Inclusion (EEDI)

Progress made 4 – Employment

- After analyzing and considering the results of its ESR, SSC has taken proactive steps to address identified issues. A working group was created to plan and co-develop initiatives aimed at reducing or eliminating systemic barriers within SSC. By working together and taking targeted actions, the aim is to make positive changes for everyone. The initiatives will be added to the EEDI action plan, where progress will be tracked and monitored.
- SSC completed drafting and received approval for its Triennial Employment Equity, Diversity and Inclusion Action Plan. Moving forward, branches will collaborate closely to ensure awareness and active involvement in the activities supporting the outlined initiatives. The Plan will be published for all employees on the internal website.

Comment received during consultation on SSC's progress made 4 – Employment

“It is good to see the application process is now accessible. It is still difficult to find forms to fill out, such as requests for training. There are still PDF files to be filled out that are almost accessible, but not easy to use with assistive software.”

Built Environment

Built environment refers to all physical human-made structures and objects that make up SSC spaces. This includes entrances, elevators, signage, meeting rooms, lighting and so on. Accessibility and disability inclusion is important in the built environment so that everyone can access the physical human-made structures and objects that make up SSC spaces in the same way.

SSC has started converting its workplaces to GCworkplace standards and is aiming to complete the transformation by 2026-27. Although the GCworkplace standards meet the CSA Accessible design for the built environment standard, SSC has developed its own internal standards that go beyond the current minimum accessibility requirements. SSC routinely involves the AACT program in accommodations projects and engages with both accessibility experts and persons with lived experiences throughout the project lifecycles to ensure that projects meet workplace standards.

SSC has 4 key planned actions in the Built Environment priority area. In 2022-23, SSC made the following progress on all 4 of these key planned actions.

Key Planned Action 1 Built Environment

Complete move of SSC's AACT program to a new, more accessible workplace that will allow SSC to offer the following benefits to all GC employees:

- a more accessible location
- a larger space to provide training
- a place for showcasing best practices and viewing and testing adaptive and new technologies

Progress made 1 Built Environment

The project's planning stage was completed in 2022-23. SSC secured space, completed layout plans, launched the tender, secured contractors and started construction, which is to be completed in 2023-24. The space was designed following upgraded accessibility standards and specific AACT requirements.

Key Planned Action 2 Built Environment

Work with Public Services and Procurement Canada (PSPC) to:

- conduct accessibility audits of buildings that host SSC workplaces
- make modifications to workplaces, where possible, based on audit findings

Progress made 2 Built Environment

Working with PSPC, SSC completed an audit of 9 of 18 of its buildings that are part of its long-term Accommodation Plan. The audit of the remaining 9 buildings is expected to be conducted in 2023-24.

Key Planned Action 3 Built Environment

Make systems and tools that support employees coming into SSC workplaces more accessible, such as the employee workplace booking system.

Progress made 3 Built Environment

By March 31, 2023, the upgraded version of Archibus (a tool used by SSC employees to reserve workspaces) met accessibility requirements. The next upgrade will include new features that will require additional accessibility testing in 2023-24.

Key Planned Action 4 Built Environment

Update SSC's building welcome guides to include the results of accessibility audit findings.

Progress made 4 Built Environment

Completed PSPC building audit reports were received in late March 2023. Audit recommendations will be actioned in 2023-24. Links to the audit reports, key findings and planned worked will be made public.

Communication, other than Information and Communication Technologies

Communication other than ICT refers to the ways people share and access information. It can include the choice of language used (messaging), use of interpreters, meeting formats, visual communications, and documents. Accessible communication ensures that people with and without disabilities can access and share the same information.

SSC has 4 key planned actions in the Communication, other than ICT priority area. In 2022-23, SSC has made the following progress for 3 of these key planned actions.

Key Planned Action 1 – Communication, other than ICT

Complete migration of SSC's intranet to a new digital platform.

Progress made 1 – Communication, other than ICT

The migration of the SSC intranet to a new digital platform started in 2022-23. The new platform increases web accessibility compliance, and its improved layout makes it easier for users to navigate.

The new platforms are based on frameworks built to meet the GC's accessibility standard. SSC's AACT reviewed the new platform for accessibility issues.

In addition, SSC created appropriate content types. This improves accessibility because it creates "rigid" templates for editors to work with where they can ONLY modify the content of the page and not the surrounding elements.

Key Planned Action 2 – Communication, other than ICT

Review content on SSC's corporate communications platforms to identify opportunities for improvement.

Progress made 2 – Communication, other than ICT

SSC's internal and external platforms were updated to improve the accessibility of the content by reviewing them for plain language and structure.

SSC's Communications Directorate also increased its requirements for plain language review in the majority of its products and platforms.

Key Planned Action 3 – Communication, other than ICT

Develop and promote accessible and inclusive communications practices and tools.

Progress made 3 – Communication, other than ICT

SSC regularly informed managers and executives about their duty to accommodate and the resources available to support accommodations.

The importance of accessible and inclusive communications practices in the workplace was promoted by sharing accessibility-related guides, training, tools and resources. This was done through corporate internal communications channels and when providing communications advice to internal clients.

SSC's progress in the area of accessibility and disability inclusion was highlighted during the President's and Executive Vice-President's speaking engagements, such as SSC leadership and all-staff forums.

SSC supported the hosting of accessible SSC-wide events and Ask Me Anything sessions by implementing accessibility practices such as sign language interpretation (ASL and LSQ), Communication Access Realtime Translation (CART) services, and simultaneous language interpretation in both official languages.

SSC's corporate communications also ensured that internal events were held in accessible spaces and that event products were available in digital formats to ensure they could be read with accessibility tools such as screen readers. For external events, corporate communications also ensured that social media and event promotions were published in accessible formats. Furthermore, if an event was not accessible, a disclaimer in related promotional products clearly indicated that.

SSC ensured that corporate communications products were reviewed for plain language and that they met accessibility standards before being published internally or externally. This included using accessible fonts, font colours and text that is readable by screen readers. When developing new communications templates, visuals and social media content, corporate communications ensured that these met accessibility requirements.

SSC promoted AACT's training and services for GC employees, SSC's Accessibility Plan for 2022-25, the 2022 National AccessAbility Week (NAAW), and International Day of Persons with Disabilities through SSC and GC networks, as well as through social media.

Using organic and paid recruitment outreach campaigns, SSC was promoted as an accessible and inclusive workplace.

In 2022-23, SSC's Hosting and Services Branch developed guidelines and best practices for all of their internal communication content and performed an accessibility review cycle. In addition, they initiated an ongoing review cycle of published information and, to ensure compliance, documents are now reviewed whenever there are new accessibility requirements.

Key Planned Action 4 – Communication, other than ICT

Develop and deliver an awareness curriculum to address gaps related to accessible communications.

Progress made 4 – Communication, other than ICT

No results reported in 2022-23.

Culture

Culture refers to making accessibility a priority through collaboration, inclusivity and respect. It starts by understanding what accessibility means and why it matters.

SSC has 1 key planned action in the Culture priority area.

Key Planned Action 1 – Culture

Increase awareness of accessibility and inclusion through change management and communications activities, such as:

- publishing accessibility-related information regularly through corporate internal communications channels.
- distributing communications related to key disability inclusion and accessibility events, such as International Day of Persons with Disabilities (IDPD) and National AccessAbility Week (NAAW).
- sharing information on available training related to accessibility and disability inclusion.
- communicating SSC's progress in the area of accessibility and disability inclusion at key speaking engagements.
- informing SSC supervisors about the duty to accommodate and the resources available at SSC to support accommodations.

Progress made 1 – Culture

In 2022-23, SSC made important progress to support the culture change that is necessary to achieve a more accessible organization for both its employees and for users of SSC services across the GC.

A number of communications activities were undertaken to increase awareness of accessibility and inclusion, both within SSC and with our partner organizations. Short articles were published in internal newsletters directing readers to SSC's Accessibility Plan 2022-25 and an accessibility feedback web page. Messages were also distributed through emails to many different networks, encouraging them to share information with their members. This included the:

- Persons with Disabilities Network
- Indigenous Circle
- Pride Network

- Visible Minorities Network
- Women's Network
- various professional networks

This was followed up with presentations to these same organizations to draw attention to the Accessibility Plan and its feedback process, along with information on resources available to help persons with disabilities and to help managers in accommodating the needs of their teams.

Recognizing that management must be proactively engaged in driving culture change, steps were taken to ensure that mandatory commitments for all of SSC's executives (EXs) include performance measurements for accessibility in annual EX Performance Management Agreements (PMA) for 2023-24. As a result, the 2023-24 Corporate Management and Workplace Commitments mandatory performance measures also now include these commitments.

To support the culture change needed to achieve the departmental commitment to ensure an accessible workplace, SSC identified a set of common basic departmental measures for branch business plans in 2023-24 and 2024-25. These common departmental actions are to:

- improve the rates of recruitment, retention and promotion of persons with disabilities
- improve the accessibility of meetings and documents
- promote GC training and events to increase management and employee awareness and understanding of accessibility and disability inclusion
- include accessibility requirements in procurements
- plan and conduct accessibility reviews of programs or services in consultation with persons with disabilities

To support these common departmental actions, the 2023-24 departmental commitments for SSC managers were amended to include the following:

“Become aware, and promote awareness, of barriers that confront persons with disabilities and support the implementation of SSC's actions in its Accessibility Plan, such as making documents and meetings accessible and encouraging employees to take accessibility training. Encourage employees and partners to use the department's feedback process to identify, prevent and remove accessibility barriers.”

Comments received during consultation on SSC's progress – Culture

“When areas of SSC and other GC departments know their systems are not accessible and offer the solution stating we have staff to help, this raises a huge red flag. It conveys the message, ‘We know our chosen system isn’t accessible, but we will help, because we don’t want to change.’ Not only does this demonstrate no cultural shift toward a more inclusive workplace; it also sends the message that we don’t want to welcome people into our unit who cannot use these inaccessible systems and services.”

"More needs to be done with respect to cultural changes. As long as there are pockets where accessibility and inclusion is ignored, we cannot claim to have an accessible, inclusive, and welcoming workplace.”

Transportation

SSC has 2 key planned actions in the Transportation priority area.

Key Planned Action 1 – Transportation

Invite persons with disabilities to pilot an accessible mobile application for transport services and incorporate feedback from persons with disabilities during the pilot.

Progress made 1 – Transportation

SSC is supporting PSPC, which is the lead department for this pilot.

Comment received during consultation on SSC's progress made 1 – Transportation

“This would be an important step in order to best understand what works best.”

Key Planned Action 2 – Transportation

On a continuous basis, review and remove additional barriers (such as signage and access) that restrict movement for persons with disabilities between buildings.

Progress made 2 – Transportation

Whenever SSC becomes aware of a barrier to accessibility, it takes action to remediate the barrier. This is an ongoing commitment that SSC performs on a continuous basis.

Consultations

Shared Services Canada consults and engages with partners, clients and employees on issues and matters of importance to them to ensure their voices are heard. The feedback received helps to inform how SSC can achieve excellence in technology and operations. In support of SSC's commitment to accessibility, the department recognizes that consultations and engagement, particularly with persons with disabilities, are essential in identifying and removing accessibility barriers that persons with disabilities face every day.

SSC strives to approach consulting and engaging persons with disabilities and our other stakeholders from a basis of recognition of rights, respect, cooperation and partnership. We ensure that consultations and engagement activities are designed to be meaningful, inclusive and accessible.

How SSC consulted persons with disabilities in preparing this progress report

From August 31, 2023, to September 13, 2023, a series of accessible online questionnaires was prepared and participants were asked to complete them. Alternatively, they could complete and submit a Word version of the questionnaires by email.

From an accessibility and privacy perspective, SSC made the decision to consult exclusively through the online questionnaire. This is consistent with the Government of Canada's Digital Standards and SSC employees are accustomed to completing these digital questionnaires. It also reduced the burden on participants and enabled greater accessibility to participate.

The primary audience was SSC employees with disabilities, so an email invitation to participate in the consultation was sent to the Persons with Disabilities (PWD) Network. However, SSC recognizes that not all employees with disabilities self-identify or are involved in the PWD Network so invitations were also sent to a number of other internal management tables and stakeholder groups.

Through the series of questionnaires, information was shared about:

- SSC's progress in the 2022-23 fiscal year on accessibility in the priority areas and for each key planned action in SSC's Accessibility Plan

- feedback received through SSC's feedback process and how SSC considered the feedback it received
- SSC's proposed path forward

Participants were then asked to provide the following:

- comments on the stated progress for each key planned action
- comments on the feedback received by SSC through its the feedback process, and how SSC is considering it
- a rating of SSC's progress on accessibility for each priority area (with an explanation for the rating given)
- comments on SSC's proposed path forward

Other ways SSC has consulted on accessibility

In 2022-23, as part of the implementation of its Accessibility Plan, SSC prepared an additional accessibility question as part of its Customer Satisfaction Feedback Initiative (released in the April 2023 questionnaire). This lets SSC customers measure and report their satisfaction with the accessibility of the technology, information and related services provided by SSC.

In 2022-23, SSC also engaged with persons with disabilities and other key stakeholders with regard to accessibility, mostly through regular interactions with SSC's Persons with Disabilities Network. In addition, SSC consulted with persons with disabilities in:

- developing SSC's Accessibility Plan 2022-25
- understanding the current obstacles and challenges in the duty to accommodate process and the needs of employees and managers with regard to that process
- the Gender-based Analysis Plus (GBA Plus) experiment to validate a draft GBA Plus Guide and Questionnaire
- engagements with SSC's Diversity Council⁴

Detailed information about these consultations and their results is in [Annex A](#).

Finally, a special SSC Ombuds report, entitled "Uncovering the human experiences behind the numbers: Deep dive into diversity, equity, inclusion and belonging at

⁴ The purpose of SSC's Diversity Council is to: "... provide strategic direction and leadership to ensure Shared Services Canada (SSC) propels initiatives that foster diversity and inclusion in the workplace going forward. The members will cooperatively discuss short- and long-term strategies to create a barrier-free workplace and institute department-wide changes to policies, practices and behaviours."

Shared Services Canada,” also informed this Accessibility Progress Report. The special SSC Ombuds report, published in April 2023, was the result of an extensive research project conducted in 2022-23 that went beyond the statistical data and metrics about the public service in terms of diversity, equity, inclusion and belonging (DEIB) and sought to understand the stories of SSC employees who are members of equity-seeking groups, including persons with disabilities.

If you have any additional questions about Shared Services Canada’s consultation and engagement activities, please contact us.

Feedback

SSC's [accessibility feedback process](#) was created to enable SSC employees, partners and the public to ask questions about how the department is implementing its Accessibility Plan and to identify accessibility barriers they experience when dealing with SSC.

Individuals can submit their feedback via email, online form, telephone and regular mail. Receipt is acknowledged in the same format as the feedback was sent, and persons submitting feedback can remain anonymous if they prefer. For additional information, refer to the [General](#) section of this document.

General description of how SSC manages the feedback it receives

When feedback is received, it is recorded for statistical purposes and undergoes a preliminary review to determine what action is necessary. Once logged, a summary of the feedback is sent to the appropriate areas within SSC so that it can be assessed and action can be taken to remove the barrier. If a workaround has been put in place to remove the barrier temporarily, the feedback is flagged for follow-up so that SSC can identify an action plan for the permanent removal of the barrier.

SSC will be using a continual improvement approach to how it manages [accessibility feedback](#) and will work with persons with disabilities and other stakeholders to ensure opportunities to improve and refine the [process](#).

Feedback statistics, observations, analysis and trends

SSC's [accessibility feedback process](#) was launched on December 16, 2022, when SSC's Accessibility Plan 2022-25 was published. From then to March 31, 2023, SSC received 18 feedback requests, all from SSC employees.

In many cases, the feedback identified multiple barriers and/or involved more than one priority area. SSC received feedback about all priority areas except for transportation.

Employment was the most common feedback category, with approximately half of the feedback related to the duty to accommodate. A number of barriers were raised related to employee concerns around returning to the office, as well as training and development.

Communication, other than ICT appeared to be an underlying issue for much of the feedback received, followed by ICT, built environment and culture.

Feedback about how SSC is implementing its accessibility plan

SSC received a mix of positive and negative feedback, including questions about our ability to measure and report progress given that the Accessibility Plan does not have metrics or indicators to support performance measurement and reporting.

Feedback received

“The online version of the accessibility plan is excellent.”

“This plan is an example of how weak the culture of disability is, and for the one that cannot be seen (neurodiversity)..., it appears that there are no concrete plans to assist them.”

“Shared Services Canada’s Accessibility Plan does not provide any metrics or details on how success will be measured. Has this been considered, and if yes, how so?”

How SSC is considering feedback about the Accessibility Plan

SSC acknowledges that, while the initial Accessibility Plan presents clear goals and objectives to make SSC accessible for all, additional work is needed to measure the progress made. Feedback is helping SSC to:

- work with its stakeholders to identify opportunities to improve overall awareness and understanding of accessibility.
- increase our efforts to more effectively communicate how everyone has a role to play to make SSC more disability-inclusive, both as an employer and as a service provider.

- develop a path forward that sets out actions that SSC will undertake starting in 2023-24. These actions include developing and adopting performance metrics and indicators, and improving the management and oversight of the Accessibility Plan.

Feedback about barriers persons who deal with SSC have encountered

Design and Delivery of Programs and Services

SSC did not receive any feedback about barriers related to the design and delivery of its enterprise programs in 2022-23. However, a request was submitted for guidance on how to ensure accessibility is built into the various stages of a project aimed at developing a new tool that would be used by the different service lines within SSC.

How SSC is considering feedback about barriers related to the design and delivery of programs and services

SSC responded by providing information about the services offered by the AACT program so that the project team can schedule an information session and learn how to build in accessibility from the start of projects.

SSC is reviewing opportunities to increase awareness of accessibility planning and will include promotion and training activities in future accessibility implementation plans for the design and delivery of programs and services.

Information and Communication Technology (ICT)

The barriers identified included:

- Users having issues with their adaptive technology, including how it can impact readability of certain document types
- Employees who are deaf, hard of hearing, or have difficulty communicating over the telephone struggle to communicate with the staff at SSC's IT Service Desk for all IT--related issues

How SSC is considering feedback about barriers related to ICT

For technical issues related to adaptive technology, SSC's AACT program worked directly with the user to remove the barrier. In addition, SSC updated procedures to prevent the issue from happening again.

SSC responded immediately to remove the barrier to accessing the IT Service Desk for the employee by providing them with alternate ways of contacting the Service Desk. SSC was aware of the barrier and has been working with AACT to test solutions, such as adding a chat function that employees could use to communicate with the IT Service Desk. Additional work is being done to identify options to build accessibility in from the start, but it will take time and will require SSC to define accessibility requirements and work with the relevant vendor to build a roadmap.

Procurement of Goods, Services and Facilities

A single barrier was raised about how annual procurement cut-off dates could affect a person's ability to buy software that is needed as part of an accommodation for them to do their job.

How SSC is considering feedback about barriers related to procurement

The barrier was removed for this individual by informing them how to re-submit the request and flag as a duty to accommodate (DTA). SSC is now working to fix the gaps this feedback has highlighted by assessing ways to improve the overall processes, systems, tools, training, information and awareness related to the purchasing of hardware and software for DTA. This includes reviewing:

- existing training for managers
- the information and system used to submit requests for software and hardware
- procedures for handling requests

Employment

Thirteen of the 18 feedback items received in 2022-23 referenced employment. In most cases, the feedback:

- identified multiple barriers
- included requests for information, or

- raised concerns about duty to accommodate (DTA)

Themes included:

- staffing (processes)
- hiring (practices)
- career development
- language
- accessible workplaces
- return to the office
- support for employees with invisible disabilities such as neurodiversity

Feedback often linked employment barriers to other areas, such as communication, built environment and ICT.

How SSC is considering feedback about barriers related to employment

For each request for information and DTA that was raised, the immediate barrier was removed by providing the requester with the information they were seeking and transferring the request to the unit responsible for carrying out the function. Individual privacy and confidentiality were considered when handling these requests.

SSC is looking at ways to increase the knowledge and skills of its employees by reviewing communication, awareness and training products. This includes, but is not limited to:

- establishing a DTA Centre of Expertise to improve support for SSC employees and managers
- improving content on the MySSC+ intranet for SSC employees
- updating SSC's onboarding package to include information about accessibility
- providing targeted training for managers to help them better understand the needs of employees with disabilities, particularly neurodiversity
- reviewing internal HR practices and tools to identify opportunities to improve accessibility

SSC has been supporting other departments that are responsible for parts of the employment process that are not in SSC's area of responsibility, including the Public Service Commission (PSC) and the Treasury Board of Canada Secretariat (TBS). In the meantime, SSC continues to remove barriers temporarily on a case-by-case basis through accommodation.

Built Environment

SSC received 2 feedback items related to SSC buildings (the built environment) in 2022-23. Both were questions or concerns about the accessibility of buildings in preparation for the implementation of the hybrid work model.

In addition, an employee accommodation-related barrier had a link to the built environment, as it raised a question about SSC's policies and practices for accessing non-standard furniture or equipment when an employee is in the office.

How SSC is considering feedback about barriers related to built environment

SSC includes accessibility by default as part of its existing facilities and accommodations practices. The department will continue to work collaboratively with accessibility subject matter experts and persons with lived experiences from the AAAC program.

SSC responded directly to the questions asked by individuals about specific buildings and will be updating building guides once PSPC completes each building audit. SSC is also reviewing information it provides to employees and training for managers to improve the hybrid work experience. Discussions are under way to define and implement changes needed to support employee accommodation needs when it comes to access and storage of non-standard IT equipment and furniture.

Communication, other than ICT

Communication appeared to be an underlying barrier for much of the feedback SSC received. Most of the barriers raised were focused on accessible formats for documents, forms, and so on, as well as accessible meetings.

All other communication barriers raised indicated that information for employees about accessibility is limited or unclear, and that many documents and forms are not user-friendly or accessible. The kind of feedback received included:

- the HR security screening form and an application form for an IT development program at SSC
- PDFs are not equally accessible to all, making them awkward to read and hard to navigate depending on the adaptive technology that is being used
- information on duty to accommodate is vague

- questions about how to promote the accessibility passport and who to reach out to if someone requires an interpreter for a mandatory training event as part of onboarding to a new tool
- a statement that employees should be able to easily find or access information about duty to accommodate and the accessibility of a building, especially as they plan their return to the office

How SSC is considering feedback about barriers related to communication, other than ICT

SSC is reviewing the information currently available on the MySSC+ intranet to identify opportunities to make the information on accessibility more user-centric and, in turn, more accessible. SSC is collecting feedback from various events, meetings, presentations, conferences and webinars, and is using it to help improve existing employee guides.

Culture

Culture appeared in 5 of the 18 feedback items received in 2022-23. A few questions were about accountability and what SSC is doing to measure performance related to accessibility. Others were linked to increasing awareness of accessibility and changing attitudes.

Overall, the feedback was generally positive and most seemed to be open and willing to be part of the solution and were looking for ways to collaborate. However, some feedback seemed to indicate that persons with disabilities and their managers are frustrated with the lack of progress in certain areas when it comes to accessibility. Questions and concerns were raised about:

- SSC's implementation of the hybrid work model. Comments were somewhat negative and implied there is a misunderstanding around the benefits of the hybrid work model when it comes to the safety and well-being of employees with disabilities.
- SSC's use of adaptive technology. Comments were directed at SSC's apparent tendency to prioritize adaptive technology to solve all issues for persons with disabilities even when they may not be the best option.

How SSC is considering feedback about barriers related to culture

In response to this feedback, SSC is:

- reviewing the feedback it receives online and from various events to update the information on the MySSC+ intranet and in presentations about hybrid work.
- providing training and support for managers on how to have the discussion with employees about their work arrangements.
- reviewing the process related to the purchase of hardware and software so that if adaptive technology is being purchased, it is the right technology, and that it meets not only the needs of the employee but also of the infrastructure at SSC.
- improving its accountability by working collaboratively with teams across SSC to develop Accessibility Implementation Plans (AIPs).
- building dialogue and trust with persons with disabilities and their allies by reviewing the governance around accessibility. SSC is looking at options to put in place governance committees and working groups to improve communication, collaboration and decision making by asking employees to help them identify opportunities to improve dialogue with persons with disabilities and their allies. SSC will create opportunities for employees, persons with disabilities and their allies to actively participate in the development of implementation plans and performance measures.

Transportation

SSC did not receive any feedback about accessibility barriers related to transportation in 2022-23.

The Path Forward: Opportunities for 2023-2024

Publishing Shared Services Canada's (SSC) Accessibility Plan 2022-25 was a significant step to strengthen our foundation to build an accessible and inclusive workplace. However, we know there is still much work to do to advance accessibility and disability inclusion at SSC.

In 2023-24, SSC will focus on the following:

1. Starting to measure our progress by:
 - a. including an accessibility-related question in SSC's Client Satisfaction Feedback Initiative (feedback from the Chief Information Officers of SSC's partners and clients)
 - b. conducting SSC's first annual Accessibility Survey
 - c. identifying performance indicators to measure progress in each of the priority areas
2. Defining accountability by:
 - a. specifically including accessibility in the Performance Management Agreements for SSC's executives and senior managers
 - b. aligning and integrating accessibility requirements, content and common branch accessibility commitments into Branch Business Plans, Integrated Business Plans, SSC's Departmental Plan, and SSC's Departmental Results Report
3. Creating additional opportunities for open dialogue to learn about and address accessibility barriers regarding the return to the workplace policy and process, as well as accommodations
4. Defining SSC's Accessibility Management Program and the functions necessary to sustainably operate and support SSC's compliance with the *Accessible Canada Act*
5. Improving access to accessibility information at SSC
6. Moving SSC toward a greater culture of accessibility and disability inclusion

Closing

Shared Services Canada sincerely appreciates the continuing guidance of persons with disabilities. We emphasize our respect for their lived experience. We commit to:

- engaging in ongoing discussions with persons with disabilities to strengthen our collaborative work together
- further identifying areas of future work to identify, prevent and remove barriers
- monitoring the successful implementation of SSC's Accessibility Plan 2022-25 in the next fiscal year

Annex A: Detailed information about consultations with persons with disabilities

Consultation 1: Accessibility Plan

Date: A series of consultations and engagements on accessibility barriers at SSC was held between February 2022 and June 2022.

Location: On Microsoft Teams, by telephone and online.

Participatory process chosen: Persons could use Microsoft Teams or telephone to participate in group and individual virtual consultation sessions. Alternatively, they could complete and submit a feedback form by email.

A 3-step iterative approach was used to collect information:

1. Pre-consultation sessions collected information about barriers, and a dry run was held with employees of the Accessibility, Accommodations and Adaptive Computer Technology program.
2. Two focus groups (1 in English, 1 in French) were held with members of SSC's Persons with Disabilities Network.
3. Four consultation sessions (2 in English, 2 in French), open to all SSC employees, were promoted using different corporate communications channels.

Between May and June 2022, SSC partner departments were asked to comment on their experience with the accessibility of SSC services. A presentation was made to the CIO Roundtable; a CIO communiqué was issued to SSC partners.

Rationale for chosen participatory process – Accessibility Plan

Different communications channels and products were used to reach different target audiences. This reduced the burden on participants and enabled greater accessibility to participate.

Ensuring that the participatory process was accessible – Accessibility Plan

The team that organized the consultations did a dry run with Accessibility, Accommodations and Adaptive Computer Technology program staff to ensure that the consultations were accessible.

Stakeholders participated – Accessibility Plan

SSC consulted employees with disabilities, their allies, employees at all levels, and partner organizations. Approximately 100 people participated in consultations held using Microsoft Teams.

Thirty-five responses were received through other channels, including email and telephone. Of these 35 responses, 7 came from people in 3 partner departments: Environment and Climate Change Canada (ECCC), Library and Archives Canada (LAC), and the Treasury Board of Canada Secretariat (TBS).

Disabilities represented – Accessibility Plan

Not tracked.

Focus of the participatory process – Accessibility Plan

Involving persons with disabilities in the development of SSC's Accessibility Plan 2022-25.

Questions asked – Accessibility Plan

Offices of Primary Interest identified for each priority area were asked for their views on what was and was not working at SSC, as well as their ideas and potential solutions.

Persons participating in consultation sessions were asked questions that:

- encouraged discussion and captured employees' thoughts, points of view, experiences and perceptions
- gathered information about the accessibility barriers participants experienced or witnessed while working at or with SSC

Answers/comments received – Accessibility Plan

For each of the 8 priority areas, findings were grouped and reported as follows:

- summary of barriers
- what we heard
- notable quotes
- participant solutions

Details for these are contained in the executive summary in the What We Heard report.

Results – Accessibility Plan

In February 2022, consultation sessions involving groups (including management committees, the Planners' Network and Offices of Primary Interest from across SSC) contributed to the drafting of various parts of the Accessibility Plan. More specifically, engagements involving the primary contact person for each priority sector helped to identify the key planned actions in the Accessibility Plan.

The What We Heard report, which summarized accessibility consultations at SSC, was shared with persons who had participated in consultations and was published on Canada.ca. The report was reviewed and discussed with SSC's branches and primary contacts, and it guided the development of the Accessibility Plan's priorities, commitments and actions.

The What We Heard report concluded that SSC could improve:

- education and awareness of accessibility across the department
- the inclusion of accessibility
 - in the design and delivery of its services
 - in how work is performed in the workplace
 - in the design of workplaces

Consultation 2: Duty to Accommodate (DTA)

Date: October 2022 to March 31, 2023

Location: Virtual

Chosen process: virtual group discussions

Rationale for virtual group discussions – DTA

- SSC wanted input from the manager and the employee perspective, and decided to consult with existing SSC stakeholder networks
- Managers are the ones accountable for providing accommodation measures to employees
- The SSC Persons with Disabilities Network is composed of employees who self-identify as having a disability, as well as their allies

Ensuring the participatory process was accessible – DTA

- Meetings were held in both official languages with interpretation services
- Participants were encouraged to wear headsets
- Documentation was provided in various accessible formats in both official languages
- Documentation content was respectful of accessibility formatting best practices
- Virtual meetings allowed employees from across the country to participate fully in discussions

Stakeholders consulted – DTA

- SSC Managers' Network
- SSC Persons with Disabilities Network
- Employment Equity, Diversity and Inclusion team
- Accessibility Strategy and Planning
- Accessibility, Accommodation and Adaptive Computer Technology team
- New Employee Onboarding Improvement Working Group
- Employment Systems Review Working Group

Number of participants – DTA

Not tracked

Disabilities represented – DTA

Not tracked

Focus of the participatory process – DTA

- Understand the current DTA context at SSC
- Identify the current obstacles and challenges in the DTA process
- Understand the needs of employees and managers
- Understand the current services and processes in place
- Establish relationships with various partners and stakeholders
- Seek feedback on the role of the proposed DTA Centre of Expertise (CoE)
- Discuss how the DTA CoE can help facilitate the DTA process
- Prioritize next steps for the implementation of the DTA CoE
- Determine areas of focus for the DTA CoE

Questions asked – DTA

SSC Persons with Disabilities Network

During your last requests for accommodation:

- At what point in the process did you encounter your first obstacles?
- Could you tell us a little more about the issues, difficulties, and obstacles that you experienced?
- Was this your first request for accommodation, or have you previously requested accommodation in another job?
- What has been done better elsewhere that you would like us to implement at SSC?
- What do you think would be the key element to improve your experience?
- How did you feel and what would you have appreciated as support (manager, union, etc.)?
- Would you know where to go to find information to facilitate discussion?
- If you had to request accommodation again, what would you do differently and why?
- What would be the best way to minimize the impact on everyone on the work climate, job equity, etc.?
- What are the winning conditions when talking about accommodation?
 - How can we make the accommodation process as humane as possible?
 - What support would you like to have?
 - What information do you think is crucial to know to make it easier for you (or even for managers) to understand the process?

- Are there any quick improvements we could make that you think would make a big difference?

In terms of tools:

- What tools do you need?
- What would you like to see in the Centre of Expertise?

SSC Managers' Network

About your lived experience:

- Have you ever had requests for accommodation from your employees? What did you face at the time (conflict, emotions, feeling helpless, confident in the situation...)?
- What did you do when your employee approached you (what steps did you take to initiate discussions with your employee)? What follow-up did you do? Who did you contact for support, if applicable?
- How did you feel about the situation?
- Did you know where to go to get information to facilitate discussions with your employees? For information on the steps to take to implement accommodation measures?
- What would you have liked to have in terms of support at that time? What tools would you have liked to have to manage this situation?
- In your professional experience, have you had to deal with accommodation requests in other departments? What tools and resources were available to you elsewhere?
- Do you have any good practices you would like to share here?
- Have you had any negative experiences with accommodation requests? What happened? What do you think could have helped the situation go more smoothly?
- What do you think would be the key element to improve your experience?
- As an employee yourself, do you have any personal experiences that you would be comfortable sharing to learn from, and what worked well or not so well?
 - At what point in the process did you experience your first obstacles?
 - Could you tell us a little more about the issues, difficulties, and obstacles you experienced?
- What are the winning conditions when talking about accommodation?
- What tools do you need?
- What would you like to see in the Centre of Expertise?

Answers/comments received – DTA

DTA Process

- The DTA process is often confrontational. The process is unclear and often driven by the employer.
- The process is long and complex and can result in an unnecessary monetary burden due to the documentation requested by the employer to support the employee's statements.
- Employees feel that they do not have a say in the matter when it comes to the DTA process.
- Employees find it difficult to complete the accessibility passport and get help to better understand the information required by management.
- The process is not clear and there is a lack of openness for conditions/situations.
- The process requires better understanding of formal and informal accommodations as well as the steps to follow and the team to contact.

Issues, challenges and dissatisfaction – DTA

- In some cases, the accommodations implemented do not meet the needs of employees to manage their day-to-day work.
- Managers lack openness to find other alternatives to correct the accommodations in place because they consider that the employee has been accommodated (turns into a performance problem instead).
- It is long and difficult to obtain adaptive technologies, mostly because of budget and lack of cooperation between different teams.
- The accommodations team does not listen to obstacles and needs identified by employees and recommendations that are made during building tours (not ready to change things).
- Difficulty having follow-ups from the accommodations team (creates anxiety among employees who do not know if the equipment and changes to the work environment have been carried out or not).

Concerns regarding the impartiality of the DTA process

- Labour Relations tends to side with the employer instead of the employee when it comes to putting accommodation measures in place.
- Employees do not tend to turn to the Ombuds and the unions because they do not believe this will help them obtain the necessary accommodations.

- Managers and employees do not know where to turn for support to make the process easier.
- Senior management does not differentiate between hybrid return and accommodations. They do not want to consider the possible impact on mental health, physical constraints, etc. (lack of advocates for employees and definition of who has decision-making authority—Manager, DG, ADM).
- We must create a more inclusive way to discuss accommodations and collaborate on solutions on both sides.
- There are questions about the impact of a recommendation made by DTA CoE versus a recommendation made by the employee. (Is DTA CoE only there if the employee does not know how to manage their condition?)
- There is a misunderstanding of the value of a health professional's support in the process.

Concerns regarding medical assessments – DTA

- Employees can be reluctant to have forms completed. There is difficulty understanding the relationship between the requested accommodation and the information requested.
- Employees are saddened to miss work to get a medical note to complete the Fitness to Work Evaluation (FTWE) or undergo consultations with several specialists (time and money not only for the employee but also for taxpayers).
- Not all costs for regular follow-ups with health professionals are covered by insurance (e.g., psychologist or psychotherapist to gradually improve living conditions).

Training and awareness – DTA

- Training is essential for employees, managers and directors on the numerous types of disabilities, including invisible disabilities, and other accommodation needs to make it a normality (decomplexify the process and encourage openness).
- Not all managers have the same knowledge and tools to help them. There is an inconsistent level of understanding of the challenges and obstacles faced by some employees (e.g., neurodivergent employees).
- There should be a “flexible” and easy-to-implement accommodation list of different issues that could be made available to all to facilitate discussion when accommodation is required.

- There should be a section on accommodation requests and DTA CoE services to be integrated into the orientation of new employees.
- There is a willingness to hold frequent information sessions with scenario integration to allow as many employees and managers as possible to attend, ask questions and learn about the process, best practices, DTA CoE services, and the roles and responsibilities of employees versus employers (e.g., monthly or bi-monthly).
- Participation in Ask Me Anything sessions allows all employees to ask all kinds of questions, participate in the conversation and raise awareness quickly.
- It would be helpful to make available pre-recorded training capsules with interpretation and subtitles for quick and easily accessible consultation on the intranet at all times.
- There is a willingness to make accommodation training mandatory for all employees and management.
- More education is needed on the different disability spectrums and health conditions.
- Training needs to be hands-on: no self-paced GC Learning courses (interactive courses that fully explain the manager's obligations for accommodations, and perhaps case studies where managers work on fictional/practice accommodation requests from start to finish with the guidance of subject matter experts).

Best practices – DTA

- Accessibility best practices should be easily available to all employees and management (e.g., a section on an intranet page with accessibility resources and recommendations, such as a list of headsets, virtual meeting best practices, standard signature blocks).

Tools and guides – DTA

- Templates should be developed to facilitate the implementation of accommodations, not only for visible disabilities but also for invisible disabilities (e.g., describe the differences of this type of person to accommodate workplace expectations).
- Information should be available on the different visible and invisible disabilities to better inform employees and managers about the differences between these individuals and the challenges they experience daily while highlighting the advantage of having a diversity of employees for the good of our services (e.g., strengths, weakness, different vision, different experiences, etc.)

- Having examples of different conditions and accommodations put in place would help employees and managers understand what is possible in the workplace or simply give them ideas to propose solutions for improvement.
- A flowchart that clearly shows how the process unfolds would help to manage expectations and reduce fear of the unknown.

Support services – DTA

- There should be employee support services (e.g., long-term sick leave, pool of candidates with disabilities, etc.) to be provided from the outset without employees having to do the work on their own. They may not know that DTA CoE exists and where to turn (difference between disability management versus DTA CoE).
- There is a poor understanding of DTA CoE's role and services (e.g., Does it provide advice and guidance only to management or also to employees?)

Organizational changes – DTA

- Some managers are responsible for a team while the position is filled, which makes employees who have special situations or requests for accommodations more vulnerable. Because they do not have time to build trust, they sometimes have to choose between sharing their situation or special needs vs. adapting as best they can in the hopes that their situation or health condition will not worsen (need for supervision and a person who will advocate for the employees).
- At times, during transitions, there is no clear contact person who would at least have a general understanding of the employee's situation and the required accommodations (process or in place).

Roles and responsibilities – DTA

- Better distinction is required between the roles of managers and supervisors. Sometimes managers are only responsible for approving leave requests and submitting PMAs (no weekly or biweekly meeting or other form of supervision or time to talk between the manager and the employee).
- Supervisors don't necessarily have the training to help navigate working with an employee with disabilities (At times, they seem to be completely out of their element, which actually hinders their leadership).
- Supervisors may not know how to work with employees with disabilities even after an employee has tried many times to explain their accommodation needs by providing examples of what they require.

- Supervisors may not understand the gravity of what it means to ignore accommodations because they don't have a lot to lose like managers do. Managers attend a lot of training sessions to get their signing authority and know (for the most part) how serious and non-negotiable it is to follow accommodations and what repercussions they could face for failure to comply.

Stereotypes, stigma and culture change – DTA

- There have been disturbing comments made toward people with disabilities (visible or invisible) from SSC managers (e.g., “You don't look disabled,” the occasional use of inappropriate words or pejorative terms, or referring to a disability as a ‘condition.’)
- Accommodations should be at the front of everything and considered normal, not some dreadful situation (something that we can all help cultivate and not one group's sole responsibility).

Other improvements (intranet and communications) – DTA

- We should ensure the DTA process is always a safe environment and show employees what to expect before they contact DTA CoE. Employees feel nervous to make the initial request because they don't know what to expect (i.e., There have been other times where they asked for help and received negative reactions, so reaching out is always a big step).
- It would be easier if it were possible to see or hear what the process looks like from start to finish (better knowledge and understanding of what will be asked and the steps to follow).
- It would be helpful to have an example scenario written out on MySSC+ (intranet) or perhaps even a video demonstrating each step.

Results – DTA

The information gathered is being reviewed and analyzed to develop the Duty to Accommodate Centre of Expertise action plan and determine priorities and activities for the first year of implementation.

Consultation 3: Diversity Council

Date(s):

- Diversity Council meetings: June 28, 2022; October 5, 2022; February 21, 2023

- Diversity Council feedback session: November 8, 2022

Location: Virtual

Participatory process chosen – Diversity Council

Virtual group meetings had open discussions. Diversity Council of February 21 was hybrid, with 90% participating virtually.

Rationale for virtual group discussions – Diversity Council

To reduce burden on participants and enable greater accessibility to participate.

Ensuring that participatory process was accessible – Diversity Council

Live sign language interpretation during the virtual meetings in both languages; bilingual meeting materials sent to participants in advance; meeting materials reviewed and verified for accessibility.

Stakeholders participated – Diversity Council

Employment equity groups, including persons with disabilities.

Number of participants – Diversity Council

Not tracked.

Disabilities represented – Diversity Council

Not tracked.

Focus of the participatory process – Diversity Council

Information, dialogue and discussion.

Questions asked – Diversity Council

Open conversation—no specific questions asked, but open-ended feedback was requested during dialogue sessions.

Answers/comments received – Diversity Council

There is a desire for accountability (e.g., reporting of disaggregated data) and intersectionality (e.g., in measurement and tracking processes).

Results – Diversity Council

Feedback was used to inform the Employment Equity, Diversity and Inclusion Action Plan and in the work plan (forthcoming).

Best practice of having distinct sessions for English and French should be used when it involves open flow discussion (particularly for feedback).

Consultation 4: Gender-based Analysis Plus (GBA) Plus

Date: January 26, 2023

Location: Virtual

Participatory Process: focus groups

Participatory process chosen – GBA Plus

The GBA Plus team asked open-ended questions and transcribed each of the conversations to ensure employees' feedback was assembled and analyzed through themes identified across all of the data collected. While the initial research analysis plan included pre-determined categories of information, the team remained adaptive and was able to modify the analysis to include additional perspectives (outside initial scope) as they emerged from the data (e.g., more forward-thinking applications of GBA Plus/how GBA Plus applies outside SSC and to the greater federal public service).

Rationale for virtual group discussions – GBA Plus

A qualitative research methodology was chosen, and focus groups were used to gain feedback from employees.

Ensuring that the participatory process was accessible – GBA Plus

American Sign Language and Quebec Sign Language interpretations were offered at focus groups in both official languages for those employees who required these services.

Stakeholders participated – GBA Plus

A meeting with the Persons with Disabilities Network was held as an introduction to the GBA Plus experiment process. This included why the Socio-economic and Internal Policy team wanted the support of persons with disabilities. All members of the Persons with Disabilities Network were invited, and 3 of them participated in the focus group discussion on January 26, 2023.

Focus of the participatory process – GBA Plus

The focus groups were part of the GBA Plus experiment to validate the draft GBA Plus Guide and Questionnaire to SSC employees' work and lived experiences.

Questions asked – GBA Plus

1. Are there any gaps in the information presented in the draft guide and questionnaire?
2. Are there strengths or aspects that you would like to see kept?
3. Is the guide applicable to your work and lived experiences?
4. What was the impact of reviewing the guide on your knowledge of GBA Plus?
5. What does success look like to you for GBA Plus?

Answers/comments received – GBA Plus

Feedback on the GBA Plus Guide and Questionnaire included:

- There were preferences around language, notably “hard of hearing” to replace “hearing impaired.”
- There were requests to shift away from person-first language when it came to neurodivergent conditions, as it is difficult to separate the person from the disability.
- There was an interest in having more educational opportunities for SSC employees on the experiences of persons with disabilities and what it means to support the needs of persons with disabilities.
- There is a need for more opportunities for people to have a voice to reaffirm the need for individualized approaches and create nuance about invisible disabilities.

Results – GBA Plus

The lessons learned from these consultations have enabled SSC to update the GBA Plus toolkit, which integrated much of the knowledge and findings from the focus groups. It will help to integrate accessibility into SSC’s work by shifting thinking from a medical model of disability into a social one. The social model shifts the onus of accessibility onto systems, and the GBA Plus toolkit helps employees understand this distinction, supporting SSC to identify what barriers could exist and then developing options to mitigate them.

Consultation 5: Accessibility Progress Report (APR)

Date: August 31, 2023 – September 13, 2023.

Location: Online

Participatory process chosen: An online questionnaire (using Microsoft Forms) was prepared and participants were asked to complete it. There was a questionnaire for each of the 8 priority areas and a questionnaire for the Accessibility Plan, future planning and priority setting. Completing all questionnaires was voluntary so participants could choose to complete any or all of them. Alternatively, they could complete and submit a Word version of the questionnaire by email.

Rationale for chosen participatory process – APR

From an accessibility and privacy perspective, SSC made the decision to consult exclusively through the online questionnaire. This is consistent with the Government of Canada's Digital Standards and SSC employees are accustomed to completing these digital questionnaires. This also reduced burden on participants and enabled greater accessibility to participate.

A note regarding the timing: SSC is aligning its accessibility planning and reporting with other corporate planning and reporting processes (Departmental Plan, Departmental Results Report, etc.) This means that the consultations focused on progress made in 2022-23 and were held after the 2022-23 fiscal year and before the 2024-25 planning cycle starts in Q3 of the 2023-24 fiscal year.

Ensuring that the participatory process was accessible – APR

The invitation to participate in the consultation was sent to SSC employees with links to an accessible HTML-based SharePoint page and the questionnaires. An accessible Word version of the invitation and the questionnaires were made available and could be completed and then submitted by email.

Staff from the Accessibility, Accommodations and Adaptive Computer Technology Program and Persons with Disabilities Network reviewed all information for accessibility before it was shared with employees.

Stakeholders participated – APR

The primary audience was persons with disabilities so an email invitation to participate in the consultation was sent to the Persons with Disabilities Network. However, SSC recognizes that not all employees with disabilities self-identify or are involved in the PWD Network so invitations were sent to a number of other internal management tables and stakeholder groups, including the Co-Champions of Persons with Disabilities Network; SSC's Planners Network; the Agora Network; the Managers' Network; all other diversity networks (Black Employees Network, etc.); Human-Centred Community of Practice members. Recipients were encouraged to share with anyone they felt would be interested in participating.

Disabilities represented – APR

Participation was voluntary and participants were not asked to self-identify. As a result, SSC did not collect information about the disabilities represented in the responses. However, there are a broad range of disabilities represented by the members of the various networks (including the PWD Network) and SSC's AACT team.

Focus of the participatory process – APR

To involve persons with disabilities in the development of SSC's 2022-23 Accessibility Progress Report.

Questions asked – APR

Information was shared about:

- SSC's progress in the 2022-23 fiscal year on accessibility in the priority areas and for each key planned action in SSC's Accessibility Plan
- feedback received through SSC's feedback process and how SSC considered the feedback it received
- SSC's proposed path forward

Participants were then asked to provide the following:

- comments on the stated progress for each key planned action
- comments on the feedback received through the feedback process and how SSC is considering it
- a rating (with an explanation for their rating) of SSC's progress on accessibility for each priority area
- comments on SSC's proposed path forward

Answers/comments received – APR

There was recognition of the important work under way and progress made by SSC. However, there was definite room for improvement, particularly in terms of:

- showing evidence of progress (measurement) on outcomes
- inaccessible ICT solutions and systems
- inaccessible documents and forms
- training of SSC employees and managers

- culture change, prioritizing the building in of accessibility from the start and consultation/collaboration with persons with disabilities

Participants also commended AACT's work and SSC's efforts to improve accommodations.

Results – APR

Number of total responses received for each questionnaire

SSC received a total of 69 responses: 46 came through our online questionnaires and 23 from individuals that chose to submit the Word version of the Questionnaire via email.

Of the 69 questionnaires completed, 8 were about the Accessibility Plan and the path forward. The remaining 61 were about the 8 priority areas.

The following table breaks down the number of respondents to the questionnaires for each of the 8 priority areas, as well as the questionnaire for the Accessibility Plan, future planning and priority setting.

Table 1: Number of total responses received for each questionnaire

Questionnaire / Priority Area	Number of responses
Design and Delivery of Programs and Services	7
Information and Communications Technologies (ICT)	6
Procurement of Goods, Services and Facilities	7
Employment	9
Built Environment	10
Communication, other than Information and Communications Technologies	7
Culture	8
Transportation	7
Accessibility Plan and path forward for 2023-24	8
Total number of completed questionnaires	69

Average ratings by participants by priority area

Participants gave an overall average level of satisfaction rating of 3.36 out of 5 for SSC's progress.

Participants rated SSC's progress on barriers in the areas of culture, communication and transportation as below average and the ratings for SSC's progress on barriers in the built environment, procurement, information and communications technologies, and employment as above average.

Table 2: Average ratings by participants by priority area

Priority Area	Rating
Design and Delivery of Programs and Services	3.33
Information and Communications Technologies (ICT)	3.40
Procurement of Goods, Services and Facilities	3.50
Employment	3.38
Built Environment	3.50
Communication, other than ICT	3.17
Culture	3.29
Transportation	3.00
The Accessibility Plan and Path Forward for 2023-24	3.57
Total overall rating	3.36

How SSC considered the input received

Comments received were organized into:

1. comments about the 2022-23 progress and where revisions to the progress report should be considered; and
2. suggestions or recommendations on what or how SSC could do better in the future.

Comments about the progress were used to make revisions to the draft content of the progress report.

Suggestions or recommendations on what or how SSC could do better in the future were noted and will be shared with the appropriate SSC program leads or stakeholders for consideration in their future planning.