



SHARED SERVICES CANADA

2020–21

Departmental Plan



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



Shared Services
Canada

Services partagés
Canada

Canada

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2020–21 Departmental Plan (Shared Services Canada)

Cat. No. P115-7E-PDF

ISSN 2371-7904

Publié aussi en français sous le titre :

Rapport ministériel 2020-2021 (Services partagés Canada)

Cat. No. P115-7F-PDF

ISSN 2371-7912

TABLE OF CONTENTS

From the Minister	1
Plans at a glance.....	3
Core responsibilities: planned results and resources.....	7
Email and Workplace Technology	7
Data Centres	11
Telecommunications	15
Cyber and IT Security.....	19
Customer Relationships and Service Management	23
Internal Services: planned results.....	27
Spending and human resources.....	31
Planned spending.....	31
Planned human resources.....	34
Estimates by vote	34
Condensed future-oriented statement of operations	35
Corporate information.....	37
Organizational profile	37
Raison d'être, mandate and role: who we are and what we do	37
Operating context	37
Reporting framework	38
Supporting information on the program inventory	43
Supplementary information tables	43
Federal tax expenditures.....	43
Organizational contact information	43
Appendix: definitions	45
Endnotes.....	49

FROM THE MINISTER

It is my pleasure to present the 2020–21 Departmental Plan for Shared Services Canada (SSC). This plan sets out SSC's priorities for the year, and how SSC plans to work across the Government of Canada (GC) to deliver secure and reliable IT services and infrastructure to departments and for Canadians.

The GC is continuing to make great strides in becoming a digital-first organization, with SSC being instrumental in making this a reality. 2020–21 will be another important year as SSC retains its key role of supporting departments in the delivery of government-wide digital transformation. SSC is leading a government-wide approach to manage Information Technology (IT) under the next phase of the department's evolution, known as SSC 3.0.



THE HONOURABLE | L'HONORABLE
JOYCE MURRAY

Ministre du Gouvernement numérique | Minister of Digital Government

This new approach will drive SSC's work with departments, agencies and industry, in every aspect; from the beginning to end of all systems and processes. This will improve the GC IT infrastructure and the user experience by consolidating, modernizing and standardizing where possible. Priorities to support the delivery of government-wide digital transformation include:

- Ensuring the Government's network is secure, fast and reliable;
- Providing public servants the digital tools they need and that support a modern workplace;
- Helping to ensure the health of government systems and the modernization of applications by moving data to the Cloud or modern data centres; and
- Enabling government-wide transformations through the creation of standards, revised services, and a new funding model.

These efforts will help the public service collaborate more effectively, deliver essential services and allow the federal government to move at a speed and scale to deliver the best possible services to all Canadians while also protecting data and information.

I encourage you to review SSC's Departmental Plan to learn how SSC supports the GC's Digital Vision.

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

PLANS AT A GLANCE

NEW MINISTER OF DIGITAL GOVERNMENT

The creation of Canada’s first stand-alone Minister of Digital Government reflects the importance the Government of Canada (GC) places on becoming a digital-first organization that will benefit all Canadians. Through the [Minister’s mandate letter](#), the Minister has been assigned the lead role for the digital strategy and programming at the Treasury Board of Canada Secretariat as well as SSC. This includes the renewal of SSC ensuring it is properly resourced and aligned to deliver common IT infrastructure that is reliable and secure.

SSC – A VITAL PART OF DIGITAL GOVERNMENT

SSC provides the digital backbone of the federal government which underpins essential services and programs. It delivers network, data centre, e-mail, security and workplace technology to federal departments and agencies, and supports the technology needs of over 200,000 employees.

DIGITAL GOVERNMENT VISION

Today’s digital landscape is one of relentless and disruptive change with the GC challenged to anticipate, adapt and keep pace. Demand for IT infrastructure services has never been greater and is only expected to rise as both citizens and public servants demand faster, more capable and more secure digital services. Canadians expect to receive government services in their preferred format – wherever they are – and whenever they want them. This requires the GC to focus on offering digital services that are available anytime, on any device, through any communication channel. As the provider of these service platforms, SSC works together with customers in serving Canadians more effectively.

SSC 3.0 – AN ENTERPRISE APPROACH

To achieve its digital government vision, the GC has set digital standards and released the [Digital Operations Strategic Plan: 2018-2022](#). Together these initiatives put users and their needs at the forefront to leverage the latest digital technologies to deliver high-value services to Canadians.

To support the digital vision, SSC has launched its next phase of evolution, [SSC 3.0](#). This is about leading an integrated government approach or what we refer to as an enterprise approach to managing IT. This approach helps the GC deliver on its key digital programs such as the Cloud First Adoption Strategy, and the Directive on Automated Decision-Making for the responsible use of artificial intelligence. Furthermore, it will help deliver cost advantages, more secure and reliable services, and improved value and services to Canadians. This means faster turnarounds, enhanced collaboration, increased reliability and reduced risk.

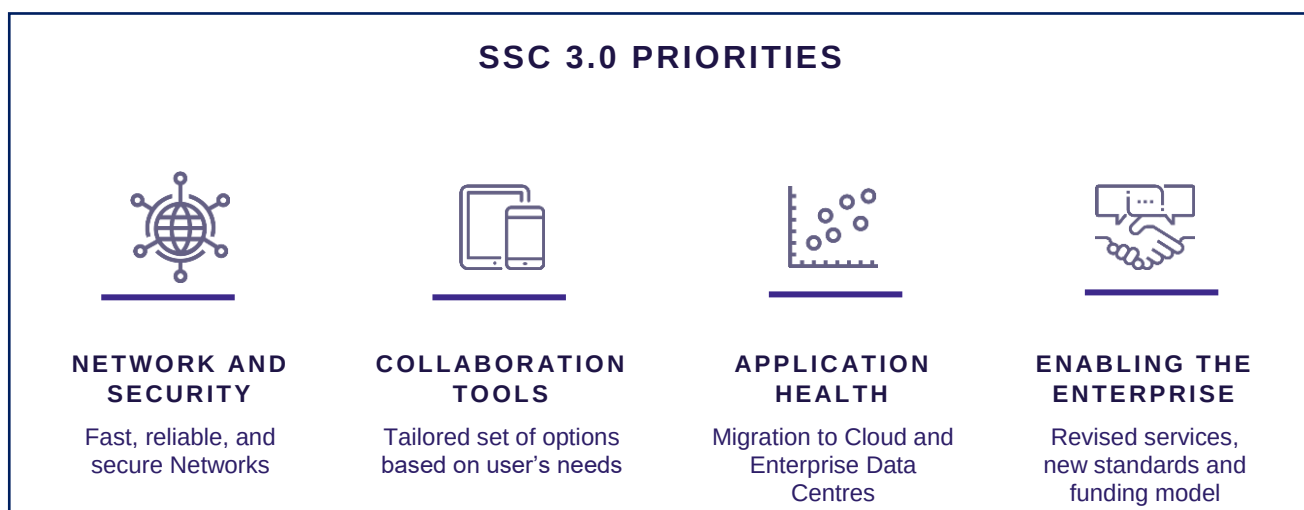
SSC will continue to partner and closely collaborate with users, government departments, vendors and SSC employees. As a service provider, SSC will ensure transparency and provide regular updates on progress. The aim is to start small and be agile, which involves being more experimental by using pathfinder projects to identify standards, write a “playbook” – a document outlining processes, standard operating procedures and values that shape a consistent response – and then scale up to deliver across the government.

The four priorities identified under **SSC 3.0** will allow SSC to take a leadership role in delivering government-wide digital transformation. Sharing essential IT services across government will ensure a truly digital government that puts users first, understands their needs, embeds data protection in everything it does, and simultaneously provides the best possible digital services, programs and policies.

ENTERPRISE NEEDS END-TO-END THINKING

To be successful SSC will expand upon its GC-wide, or enterprise approach, towards building the IT infrastructure. Various aspects such as service delivery, risk and network infrastructure will be considered from this larger perspective. For example, an end-to-end consideration of the entire system that includes all components that interact with the network infrastructure (such as servers and applications) will improve overall performance. Under this new mindset the work is integrated and everyone in government will have a role to play as we move forward with the digital government vision.

SSC 3.0 – PRIORITIES



Network and Security: SSC must solidify the IT foundation by increasing network reliability and strengthening security. The number one priority is to build a reliable network “utility” that is always on, available anywhere, reliable, fast and scales up based on changing needs. With SSC 3.0, the GC has the opportunity to transition away from single departmental networks to modern enterprise networks. Modern networks will use the latest security measures that better protect personal information, connect seamlessly to Cloud and Enterprise Data Centres (EDCs),

and grow quickly to give users the connectivity they need to do their work. As a government we need to think about the network in terms of being a utility. To do this, SSC must consider the entire system from beginning to end and all the integrated elements in between. This means taking into account all factors that touch on the network, such as desktop computers, applications, servers and printers. It is only when all of the component parts work in an integrated manner that the network will enable improvements leading towards the digital vision.

Collaboration Tools: Collaboration tools refer to the tools we use to do our work such as mobile devices, tablets, or communication tools like teleconferencing. SSC must modernize collaboration tools to enable, engage and empower federal public servants to deliver on their departmental mandates and provide high-value services to Canadians. SSC 3.0 will support a government-wide Enterprise Digital Workplace Platform. This means federal public servants will have access to devices ranging from mobile to traditional workstations from anywhere. By providing a modern and tailored set of workplace tools with accessibility features built-in from the outset, SSC will help public servants better serve Canadians.

Application Health: When we think about application health we are referring to how things are working and operating. Are there elements which need to be modernized? For application health the GC must adopt Cloud and EDC services to improve reliability and reduce risk. Under SSC 3.0, SSC will work with customers to identify applications most at risk with the biggest potential impact on services to Canadians. Together, we will determine solutions to update or create new applications that are reliable and can run on Cloud or EDCs. The objective is to ensure hardware and software systems are robust, secure, and keep pace with changing technology.

Enabling the Enterprise: SSC's fourth priority enables the building blocks that are critical for a successful transition to an enterprise approach. The key elements include a streamlined suite of client-centric integrated services; a clear and limited set of standards driven by user communities and business needs; and a simple, transparent, predictable and sustainable funding model that once in place will provide incentives toward smart investments that are aligned with the GC's digital government agenda.

KEY RISKS

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

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

Operational Risks

Aging IT Infrastructure: There is a risk that IT systems and assets beyond their normal useful life will fail to meet the timely delivery of critical information and services to Canadians.

Cyber and Security: There is a risk that SSC will be unable to effectively respond to cyber and IT security threats, resulting in government-held information and the privacy of Canadians being compromised.

Technological Advancements: There is a risk that the GC lacks the agility, awareness and knowledge to keep pace and leverage rapid technological advancements to modernize existing and emerging IT infrastructure and service requirements.

Enterprise Risks

Organizational Readiness: There is a risk that SSC and customer organizations lack the integrated capacity and the organizational culture to achieve interdependent end-to-end IT solutions to implement the SSC 3.0 priorities.

Enterprise IT Project Management: There is a risk that the lack of enterprise-wide decision making, investment prioritization and IT readiness may result in misunderstanding, inconsistent buy-in, and poor engagement by stakeholders for the implementation of end-to-end IT solutions and the management of their respective lifecycles.

Internal Management Risks

Financial Management: There is a risk that SSC may have limited access to sufficient ongoing funding and limited capacity to apply the funds necessary to support and evolve enterprise IT infrastructure requirements.

Human Resources Management: There is a risk that SSC may not be able to establish the organizational culture, tools, and processes to attract and retain the necessary capacity and competencies to support IT infrastructure and service modernization.

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

CORE RESPONSIBILITIES: PLANNED RESULTS AND RESOURCES

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



EMAIL AND WORKPLACE TECHNOLOGY

DESCRIPTION

SSC procures, manages and protects email services for its customer organizations. SSC also acquires and provides hardware and software for workplace devices.

PLANNING HIGHLIGHTS

CUSTOMER ORGANIZATIONS RECEIVE MODERN AND RELIABLE EMAIL SERVICES

As part of its Digital Communications Program, SSC undertook work to improve email services across the government. In the definition phase, foundational elements were identified such as robust network connectivity, security, identify management and information best practices. Efforts were refocused to the Digital Communications and Collaboration Project (DCCP), which reflects the direction for the government email services and advancing digital collaboration as outlined in the [Digital Operations Strategic Plan \(DOSP\)](#). To deliver modern tools and services that enable, engage and empower

employees, SSC is working with customers in deploying non-email communication and collaboration services such as SharePoint and One Drive, including new features to use email in the Cloud (Exchange Online). DCCP will initially enable the use of specific capabilities (Exchange Online, Teams, OneDrive) for pathfinders, leading to the development of an adoption playbook.

AGILITY IN PRACTICE

Pathfinders: Pathfinders are the leaders in helping bring forward change. SSC will work with them by starting small and conducting user testing to ensure the products satisfy user needs before government-wide implementation. The department will experiment with pathfinders to iterate, learn and to iterate again and deliver a much better service.

Playbooks: Success with pathfinders will allow SSC to create playbooks of common standards and processes, then grow the products and services to deliver across government. Standardizing and sharing IT solutions across several departments and agencies through playbooks will result in consistency, compatibility, interoperability and efficiency.

CUSTOMERS RECEIVE HIGH-QUALITY, TIMELY AND EFFICIENT SOFTWARE AND HARDWARE PROVISIONING SERVICES THAT MEET THEIR NEEDS

Through renewal of the agreement with Microsoft Canada to procure software and services for the GC, SSC will now be able to provide all public servants with access to the Office 365 suite of services. The seven-year agreement includes continued support for the Windows operating system, Microsoft Exchange (i.e., email platform), Server Operating System and other infrastructure and development software and business applications. This overarching agreement ensures SSC will continue to get product upgrades and security patches, and provide public servants with the tools they use every day such as software licences, and network and business application software. Combining all software services and support under the same umbrella has allowed for simplified contract management and ensures better value for Canadians.

SSC's Workplace Technology Devices (WTD) provisioning service has been fully operational since April 2015. It provisions WTD software and hardware to all GC departments and agencies. The service is steady and stable and processes in excess of 10,000 requests annually, enabling SSC to provide an effective and agile service to customers.

Workplace Technology Services offers, as an optional managed service, workplace technology support services which are currently delivered on a cost-recovery basis to four customers (Public Services and Procurement Canada, Shared Services Canada, Canada School of Public Service, and Infrastructure Canada). This includes the provisioning of laptops and tablets and related office productivity software, as well as associated support services.

This result links to the [DOSP](#) regarding the modernization of workplace technology devices, as well as the SSC 3.0 priority to modernize collaboration tools.

Planned results for Email and Workplace Technology

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Customer organizations receive modern and reliable email services	% of time the enterprise email service is available	99.9%	March 31, 2021	100%	100%	100%
	% of time email service outages are restored within established service level standards	100%	March 31, 2021	N/A	N/A	100%
	% of Government of Canada mailboxes migrated to the enterprise email system	22%	March 31, 2021	14%	16%	23.86%
	# of critical incidents* impacting legacy email systems	<90	March 31, 2021	N/A	N/A	28
	Customer satisfaction with email services (five-point scale)	3.6/5	March 31, 2021	N/A	N/A	3.81/5
Customers receive high-quality, timely and efficient software and hardware provisioning services that meet their needs	% of hardware requests fulfilled within established service level standards (emergency contracts / time sensitive)	90%	March 31, 2021	N/A	N/A	80.83%
	% of hardware requests fulfilled within established service level standards (call-ups)	90%	March 31, 2021	N/A	N/A	55.83%
	% of hardware requests fulfilled within established service level standards (virtual/inventory)	90%	March 31, 2021	N/A	N/A	94.17%

Customers receive high-quality, timely and efficient software and hardware provisioning services that meet their needs (continued)	% of hardware requests fulfilled within established service level standards (requests for volume discounts)	90%	March 31, 2021	N/A	N/A	80.33%
	% of software requests fulfilled within established service level standards	90%	March 31, 2021	N/A	N/A	71.71%
	Customer satisfaction with hardware and software provisioning (five-point scale)	3.6/5	March 31, 2021	N/A	N/A	3.43/5

Note: Actual Results with N/A (not available) were not previously measured or reported by SSC.

* A critical incident is any event which is not part of the standard operation of the email service and which causes a full outage of the email service for 50,000 or more users.

Planned budgetary financial resources for Email and Workplace Technology (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
105,658,739	105,658,739	104,532,683	93,491,711

Planned human resources for Email and Workplace Technology

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
307	307	307

Financial, human resources and performance information for SSC's Program Inventory is available in the [GC InfoBaseⁱ](#).



DATA CENTRES

DESCRIPTION

SSC provides modern, secure and reliable data centre services to customer organizations for the remote storing, processing and distribution of data, including cloud storage and computing services.

PLANNING HIGHLIGHTS

PROGRAMS AND SERVICES TO CANADIANS ARE SUPPORTED BY MODERN AND RELIABLE DATA CENTRE SERVICES

Nearly 80% of the federal government’s roughly 18,000 applications reside in aging and unreliable data centres which are at risk for service outages and failures. While some of these departmental applications have not been maintained, others were simply not built for today’s digital realities.

Before these old applications can be moved to the Cloud or one of SSC’s four state-of-the-art EDCs they need to be rebuilt. SSC will collaborate with customers to identify the applications most at risk with the biggest potential impact on services to Canadians.

Together, we will determine solutions to update or create new applications that are

reliable and able to run on modern hosting solutions. The Workload Migration Program (WLM) will accelerate the pace of customer workload migrations by leveraging the newly established migration services procurement vehicle, the WLM Factory, and will also work with the GC WLM governance to plan new intake of migration projects. While both the Cloud and EDCs are secure, reliable, and offer data backup and retention, SSC’s first choice for migrating applications will be the Cloud in keeping with the GC’s Cloud-first policy. In 2020–21, SSC will accelerate and simplify the Cloud-first GC program to improve implementation and better serve customers.

WORKLOAD MIGRATION

Workload Migration – the moving of workloads from various locations and the closing of older and outdated data centres - will be a key initiative during 2020–21.

Following migration, older small and medium sites will be closed. Selection will be prioritized to achieve maximum return on investment and obtain the greatest overall application health and reliability. Work related to the SSC 3.0 priority of Application Health will ensure that applications and software and hardware systems are healthy enough to perform the services required of them, now and in the future, and are hosted in modern and secure environments. Future data centre services, which incorporate security by design, will be driven by user communities and business needs. Services will be designed to increase efficiency and enable a

self-serve approach which will be guided by GC standards. Working with stakeholders, SSC will adopt an agile approach when possible and work with pathfinders to learn and develop the best models. These efforts comply with [DOSP](#) direction related to workload migration and cloud adoption, as well as ensuring IT infrastructure sustainability.

In 2020–21 SSC will also create an inventory of End-Of-Life SSC assets / technologies to help prioritize the allocation of resources. The asset inventory will be in the form of a centralized Operational Data Store.

WHAT IS AN OPERATIONAL DATA STORE (ODS)?

An ODS is a type of database that collects data from multiple sources for processing. The data is then sent to operational systems and data warehouses. An ODS provides a central interface or platform for all operational data used by enterprise systems and applications.

CLOUD SERVICES MEET THE NEEDS AND RELIABILITY EXPECTATIONS OF CUSTOMER ORGANIZATIONS

WHAT ARE CLOUD SERVICES?

Cloud services provide access to shared IT resources through “pay for use” models, similar to those for water and electricity utilities. A public cloud is a shared environment where each tenant is isolated from the others. In the case of a private cloud, the services are for the exclusive use of a single enterprise such as the GC.

SSC will continue to improve on its current cloud governance and oversight to ensure appropriate advice and guidance is provided to support customers and SSC service lines in moving to a cloud approach. A centre of excellence on cloud services will be established where clear roles and responsibilities as well as concepts of operations for different cloud service

models will be defined. SSC will expand the current foundational services for Cloud (e.g., connectivity, security, etc.) to align with the requirements of customers. SSC is also working towards the approval of a Cloud Management Platform approach to provide consistent management of cloud usage across public, private and hybrid services. In addition, mechanisms for business intake and prioritization will be improved to better balance supply and demand.

To enable customer migration to Cloud, SSC will establish a Protected B commercial cloud supply, a commercially managed private cloud supply, and cloud container solutions for customers.

WHAT IS A CONTAINER?

A container is an application plus all its dependencies bundled together to get the software to run reliably when moved from one computing environment to another.

Planned results for Data Centres

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Programs and services to Canadians are supported by modern and reliable data centre services	% of time the enterprise data centre facilities are available	99.98%	March 31, 2021	N/A	100%	100%
	% of time legacy data centre facilities are available	99.67%	March 31, 2021	N/A	N/A	N/A
	# of critical incidents impacting legacy data centre facilities	<24 per year	March 31, 2021	N/A	N/A	11
	Customer satisfaction with data centre services (five-point scale)	3.6/5	March 31, 2021	N/A	N/A	3.22/5
Cloud services meet the needs and reliability expectations of customer organizations	% of cloud brokering requests fulfilled within established service level standards	90%	March 31, 2021	N/A	N/A	98.17%
	Customer satisfaction with cloud brokering services (five-point scale)	3.6/5	March 31, 2021	N/A	N/A	3.6/5

Note: Actual results with N/A were not previously measured or reported by SSC.

Planned budgetary financial resources for Data Centres (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
589,344,295	589,344,295	519,770,030	521,911,137

Planned human resources for Data Centres

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
1,686	1,686	1,686

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



TELECOMMUNICATIONS

DESCRIPTION

SSC delivers data, voice and video communication services within and across the Government of Canada. SSC also provides the Government of Canada's contact centre IT infrastructure, cellular and toll-free services.

PLANNING HIGHLIGHTS

CUSTOMER ORGANIZATIONS RECEIVE MODERN AND RELIABLE NETWORK AND TELECOMMUNICATION SERVICES

Currently there are numerous GC networks – many of which are aging and not ready for Cloud, video and voice. They are complex, labour-intensive, costly to maintain and lack the capacity to grow and deliver the services Canadians need. SSC 3.0 provides the GC with an opportunity to transition to modern enterprise networks that are secure, fast and reliable and able to meet increasing demands. These networks will be built with accessibility for all in mind, while accommodating and supporting continuous improvement and an increasing diversity of government programs and services.

Fundamental in the digital age, a network is just as essential as other utilities. Like the electricity grid, the network needs to support users when and where they need it. SSC's number one priority is to build a network utility that is always on, available anywhere, reliable, fast and can address changing needs. With network consolidation, SSC will be able to lower costs, more easily respond to changing customer needs,

reduce outages and performance degradation, improve speed and capacity, and ensure GC assets are protected and the network connections to the Cloud and internet are adequately monitored. To obtain peak performance, SSC will consider the entire end-to-end system in all its integrated parts. All factors which touch upon the IT network infrastructure, such as computers and their applications, whether from the beginning of the process to the end, or through back and forth interactions, need to be considered. In 2020–21, SSC will work towards modernizing the IT network infrastructure to improve network, internet and cloud connectivity solutions and improve mobility.

WHAT IS A NETWORK?

A network is a collection of computers and devices connected together via communication devices and transmission media. A network allows communication and resource sharing (i.e., printers, servers, etc.) among a wide range of users.

SSC is responsible for the delivery of digital services and telecommunications, including enhancements that support collaboration and mobility in the workplace. These services include planning, design, implementation, maintenance and support for telecommunications and digital

communications and collaboration services. During 2020–21, SSC will continue to eliminate unused phone lines and migrate departments from outdated and costly older phone systems to wireless devices and Voice over Internet (VoiP) service. Alternative cloud-based services will also be considered.

In 2020–21, SSC will continue to improve Wi-Fi delivery through leveraging the commercial Wi-Fi service contract when possible, and strengthening working relationships with other groups to optimize delivery of new projects, as well as developing prioritization criteria to better manage customer expectations. The Wi-Fi group will also launch a pathfinder initiative where there are multiple tenants in a building, to better inform the design, funding approach and support considerations necessary to cover the entire building, to be known in the future as a Whole-of-Building Approach.

Videoconferencing services (VCS) will continue to support collaboration across the GC. SSC customers are now using the common enterprise videoconferencing service, which contributes to improved productivity and reduced travel costs, enabling mobility and agile services.

Activities in 2020–21 support the [DOSP](#) direction around network connectivity and consolidation, and the provision of Wi-Fi access and desktop video-conferencing to employees. They also support SSC 3.0 priorities in terms of network, security and collaboration tools.

Planned results for Telecommunications

Departmental result	Departmental result indicator		Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Customer organizations receive modern and reliable network and telecommunications services	% of time critical enterprise Internet outages are restored within established service level standards		60%	March 31, 2021	N/A	N/A	77.78%
	% of time the Mobile Device Services Cellular Network is available	Contractor 1	99.5%	March 31, 2021	N/A	N/A	Target Met*
		Contractor 2					Target Met*
	% of time the contact centre service is available		99.95%	March 31, 2021	99.998%	100%	99.96%
	% of circuits migrated to the Government of Canada Network Wide Area Network (GCNet WAN)		60%	March 31, 2021	N/A	N/A	N/A
	Customer satisfaction with telecommunication services (five-point scale)		3.6/5	March 31, 2021	N/A	N/A	3.49/5

Note: Actual results with N/A were not previously measured or reported by SSC.

* Since the 2019–20 Departmental Plan, the Performance Indicator has been divided into two sub-categories. In accordance with contract confidentiality clauses results are input as “target met” or “target not met”.

Planned budgetary financial resources for Telecommunications (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
604,105,778	604,105,778	518,683,875	538,885,698

Planned human resources for Telecommunications

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
1,689	1,684	1,684

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



CYBER AND IT SECURITY

DESCRIPTION

SSC works with other Government of Canada departments to provide secure IT infrastructure services to ensure the confidentiality, integrity and availability of electronic information stored, processed and transmitted by the Government of Canada.

PLANNING HIGHLIGHTS

GOVERNMENT OF CANADA DATA AND TECHNOLOGY ASSETS ARE PROTECTED BY SECURE IT INFRASTRUCTURE

Although the GC has an excellent international reputation on IT security, cyber and IT security threats are constant and ever-changing. Within the highly-complex digital world there is unprecedented connectivity between networks and devices. SSC will continue collaborating with Treasury Board of Canada Secretariat (TBS), the Canadian Centre for Cyber Security, and the Communications Security Establishment (CSE) to provide effective security services that align with the GC's network renewal. Under SSC 3.0, these security standards will safeguard data and infrastructure in the Cloud and EDCs.

Canadians place their trust in the GC to protect their personal information. It is paramount that the GC's IT infrastructure is protected from vulnerabilities and the safety and security of Canadians' data is ensured. Under its mandate, SSC is responsible for the GC's IT infrastructure – development of standards, plans, designs, operations and management of cyber and IT security services. SSC protects the infrastructure and data through a layered security model that includes perimeter defence, intrusion prevention, access controls, detection, end-point security, identity, and credential and privilege management.

In 2020–21, SSC will improve and strengthen its security posture, by implementing Enterprise Vulnerability and Compliance Management (EVCN), and the Administrative Access Control System (AACS). SSC will also work towards developing user device profiles and authentication of network devices for use by customers.

The EVCN identifies weaknesses in IT devices and infrastructure based on cyber threats. It establishes an enterprise service to assess, monitor and report on compliance. In addition, it will inform the IT infrastructure through testing existing security compliance when updates are introduced. EVCN will also procure vulnerability and compliance tools for the GC that will enable integrated compliance approaches and automated vulnerability detection across the enterprise.

The AACS project will deploy solutions and begin to put them into usage in 2020. Funded through [Budget 2016](#), AACS standardizes the management of administrative accounts to ensure only those who should have administrative privileges are provided with the appropriate level of access. This will ultimately provide customers with the capability to manage administrative / privileged access within their own environments.

End-point device profiles will be developed by SSC, in consultation with TBS and CSE, for use by customers. An enterprise GC Network Access Control (GCNAC) solution is planned. The purpose is to establish a cost-efficient method to deploy GCNAC for SSC and all customers who submit a business requirement. To date, departmental

GCNAC solutions have been implemented at the Department of National Defence and the Canadian High Arctic Research Station. Natural Resources Canada, and Employment and Social Development Canada pilot implementations are currently in progress and will be converted to the Enterprise GCNAC.

WHAT IS NETWORK ACCESS CONTROL?

Network Access Control is a component for multi-tenant buildings where a GC employee can enter a building and their mobile device will be routed to their respective departmental network and applications.

Network Device Authentication (NDA) is a security mechanism designed to ensure that only authorized devices, managed centrally, can connect to a given network, site or service. During 2020–21 the NDA project will deploy solutions and transition to operations. This is a 5-year project that is scheduled to end in 2022–23.

The expansion of the GC Secret Infrastructure (GCSI) will also be a key initiative for 2020–21. This is a five-year, [Budget 2018](#) funded project that will result in a secure and collaborative operating environment for the development, sharing, transmission, and storage of classified (up to SECRET) information. Following project definition, scheduled for completion in spring 2020, the project will proceed to the operational readiness phase. Expansion of the GCSI will consolidate secret infrastructures currently supported by SSC to allow for more secure and cost effective operations, with the addition of improved availability and disaster recovery capabilities. With Voice over Internet Protocol (VoIP) Classified Unified Communications, the current portfolio of SSC unified communications solutions and services will provide a foundation to implement secret VoIP and video-conferencing services on the GCSI.

EXPERIMENTATION

SSC follows a coordinated department-wide approach to experimentation. An experiment currently underway relating to Cyber and IT Security will test the most effective method to raise employee awareness of what a phishing email looks like and the appropriate response. Quantitative data collected from phishing tests will be collected, reviewed and results assessed. This will lead to a security awareness training program to educate and inform users of the cyber security risks introduced by opening emails from unknown senders and clicking untrustworthy links. Changing user behaviour and building a risk-aware culture will help mitigate any impacts from phishing cyber attacks.

WHAT IS PHISHING?

Phishing is an attempt to obtain confidential information (such as a username or password) from an internet user that looks like it is from a legitimate organization, but contains a link to a fake website.

Planned results for Cyber and IT Security

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Government of Canada data and technology assets are protected by secure IT infrastructure	% of time IT infrastructure security services are available	99.8%	March 31, 2021	N/A	N/A	99.95%
	Customer satisfaction with SSC's cyber and IT security services (five-point scale)	3.6/5	March 31, 2021	N/A	N/A	3.96/5

Note: Actual results with N/A were not previously measured or reported by SSC.

Planned budgetary financial resources for Cyber and IT Security (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
150,947,078	150,947,078	138,829,875	136,954,662

Planned human resources for Cyber and IT Security

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
740	716	716

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



CUSTOMER RELATIONSHIPS AND SERVICE MANAGEMENT

DESCRIPTION

SSC provides customer relationships and service management functions to ensure customers are supported and engaged and their IT services are well managed throughout their life cycle.

PLANNING HIGHLIGHTS

CUSTOMERS ARE SATISFIED WITH SSC'S DELIVERY OF SERVICES

Relationships with customers are essential to effectively understand their needs and to deliver services. SSC uses a model where, Client Executives act as the key interface with customers. In 2020–21, the SSC Client Executive team will continue to improve customer relationships by conducting joint planning with customers to develop appropriate customer-specific integrated plans. This activity will promote alignment of activities to SSC 3.0, improving SSC's capability to deliver services in accordance with GC and customer business priorities.

Identifying customers' requirements is an essential step in the delivery of services. SSC's Enterprise Business Intake and Demand Management (EBIDM) program will continue to identify areas of improvement in 2020–21 through the business intake process cycle. Of note, the EBIDM program will act as the Business Sponsor to develop requirements for an entire process (i.e., from ordering to payment). Similarly, and in conjunction with TBS-Office of the Chief Information Officer on the GC Enterprise Portfolio

Management (GC EPM) initiative, the EBIDM program will act as the SSC Business Sponsor for consolidating all business intake through Business Request Documents (BRDs) in the GC enterprise tool (Clarity). This will allow demand, whether it is GC-prioritized projects or BRDs, to be categorized and prioritized by SSC Service Lines, thereby providing clear GC prioritization to SSC for all GC business demands.

WHAT IS BUSINESS INTAKE?

Business intake is the means by which a service delivery organization receives the demands from a customer for products and services.

The reliability and resilience of IT infrastructure services is essential to providing services to Canadians. In an effort to improve these services, SSC will assist and guide other departments in the rebuilding of their applications that reside in aging and unreliable data centres. The SSC Performance and Reliability Program will offer departments and agencies an objective and industry-based assessment of their application health to assist them in rationalizing, upgrading or creating new applications with a focus on improved reliability while running on modern hosting solutions such as the Cloud or an Enterprise Data Centre. The program will help determine the

reliability of an application based on an index, industry-based standards for the engineering of an application, and performance indicators for monitoring.

CUSTOMERS ARE PROVIDED WITH EFFECTIVE SERVICE MANAGEMENT

For the enterprise approach of SSC 3.0 to work, government-wide solutions are needed. A key to success will be establishing Information Technology Service Management (ITSM) processes aimed at improving operations efficiency and supporting consolidated performance reporting. The ITSM tool will be a game-changer in allowing SSC service review efforts to keep pace with non-ending information technology changes. The initial release of the ITSM Tool ("Release 1") is expected in 2020–21, and in keeping with the enterprise approach, licences have been bought for all SSC customers from the outset.

PROCESSES IN SUPPORT OF THE ITSM TOOL:

- Request Fulfillment
- Incident Management
- Service Asset and Configuration Management
- Service Catalogue Management
- Change Management
- Event Management
- Knowledge Management
- Problem Management
- Service Level Management
- Release Management

Investment in a new Enterprise Monitoring Solution (EMS) will allow events to be managed from a single console, and enable broader connectivity with service line tools. The EMS will enable SSC's Service Management Operations and customers to have real-time warning and diagnosis of service outages and degradation, which will enhance SSC's IT service delivery performance.

IT INFRASTRUCTURE SERVICES RELIED UPON BY CUSTOMER ORGANIZATIONS ARE SUPPORTED BY STRONG PROJECT MANAGEMENT AND EFFICIENT PROCUREMENT

The timely and effective delivery of numerous IT projects, where SSC is the lead or in support of customer-led projects, is essential to the success of SSC 3.0 and the delivery of digital services to Canadians. Starting in 2020–21, SSC will implement a revised suite of project management tools and processes to align SSC practices with the new TBS [Policy](#) and [Directive on the Management of Projects and Programmes](#).

The GC is continuing to make significant investments in SSC so that the department may continue to modernize and improve IT infrastructure and services that Canadians rely upon now and in the future through the delivery of digital government. SSC Procurement Modernization will simplify, enhance access and find innovative ways to deliver procurement solutions. This will result in an increase to government-wide efficiencies and better balance procurement risk and flexibility.

Planned results for Customer Relationships and Service Management

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Customers are satisfied with SSC's delivery of services	Average rating provided in response to the Customer Satisfaction Questionnaire (five-point scale)	3.6/5	March 31, 2021	3.1/5	3.4/5	3.42/5
Customers are provided with effective service management	% of critical incidents under SSC control resolved within established service level standards	60%	March 31, 2021	N/A	N/A	60%
IT infrastructure services relied upon by customer organizations are supported by strong project management and efficient procurement	% of SSC-led projects rated as on time, on scope and on budget	70%	March 31, 2021	N/A	N/A	72%
	Cost of procurement per each \$100 of contracts awarded	≤ \$1.75	March 31, 2021	N/A	N/A	\$0.82

Note: Actual results with N/A were not previously measured or reported by SSC.

Planned budgetary financial resources for Customer Relationships and Service Management (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
373,741,032	373,741,032	198,796,652	165,948,245

Planned human resources for Customer Relationships and Service Management

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
1,244	1,244	1,237

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

INTERNAL SERVICES: PLANNED RESULTS

DESCRIPTION

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

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

PLANNING HIGHLIGHTS

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



SSC 3.0 is supported by the following Internal Services initiatives:

FUNDING MODEL

SSC presently operates under a complex patchwork of various types of funding and user pay practices that impose a heavy administrative burden on itself and customers. A new funding model that will better reflect the existing and future digital environment is presently under consideration. SSC is working with customers and central agencies on ways to develop a model that will support an enterprise approach to IT service delivery. It is anticipated that the funding model will have built-in incentives to limit investments in older systems and encourage investments in new modern IT solutions. When ready for implementation the funding model will be critical to successfully transforming and implementing an enterprise approach across the GC.

HUMAN RESOURCES SUPPORT

One of the key issues facing SSC, and indeed the world's IT organizations is the attraction and retention of people with the right skills and experience to deliver on modern IT infrastructure. SCC continues to face challenges in these areas as the department chases a limited pool of potential candidates to replace departing personnel or to grow when and where needed to support the delivery of core responsibilities. Indeed, SSC has managed to grow as a result of significant GC investments through recent federal [Budgets](#) to support renewal and capabilities. Efforts such as the recruitment of a more diverse workforce and the department's pro-active involvement in promoting and supporting women in Science, Technology, Engineering and Mathematics (STEM) will continue to improve our ability to deliver services.

In addition, increasing focus on supporting current employees through key initiatives such as Learning and Development programs will continue in 2020–21. Key initiatives such as language training and pay stabilization support will continue in order to maintain an engaged, enabled and empowered workforce.

STRATEGY FUNCTION

Throughout 2020–21, SSC will undertake several initiatives to strengthen the strategic support it provides to SSC 3.0. The enterprise approach to planning and delivering IT infrastructure services requires a robust strategic policy function to envision the needs of digital government now and in the future and to position the department and senior management to plan for and respond to the ever-changing IT environment and user expectations. In 2020–21, SSC will continue to build expertise in the strategic policy field, with a particular focus on improving the ability to draft key documents, managing the departmental mandate and authorities, evaluating and evolving departmental culture and delivering SSC's national and international engagement.

TOOLS FOR A DIGITAL WORKFORCE AND IMPROVED WORK PROCESSES

The goal of the Chief Information Officer (CIO) is to support a workforce that is increasingly digital and to take the lead in improving work processes. The CIO's focus for this year falls under four key pillars: (1) providing personalized, responsive services and tools to employees, (2) enabling the SSC program partners to deliver value to their customers, (3) modernizing service delivery and achieving operational excellence, and (4) providing accessibility for persons with disabilities by removing barriers through the use of tools, guidance and expertise.

The CIO's priority is to improve the employee experience at SSC by providing better services and tools, and facilitating the way these can be accessed. Doing so will build a workplace that encourages innovation and the removal of service delivery barriers, like complex and cumbersome processes. This will allow SSC to deliver outstanding services to our employees and customers.

COMMUNICATION SERVICES

SSC's role in building digital government requires strong communication support in 2020–21 to ensure the enterprise approach under SSC 3.0 is well understood by customers and Canadians alike. Support to the implementation and evolution of SSC 3.0 will continue the dialogue with both employees and customers on the renewed enterprise approach to delivering IT infrastructure services.

Planned budgetary financial resources for Internal Services (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
231,380,208	231,380,208	226,130,519	223,013,109

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
1,289	1,289	1,289

SPENDING AND HUMAN RESOURCES

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

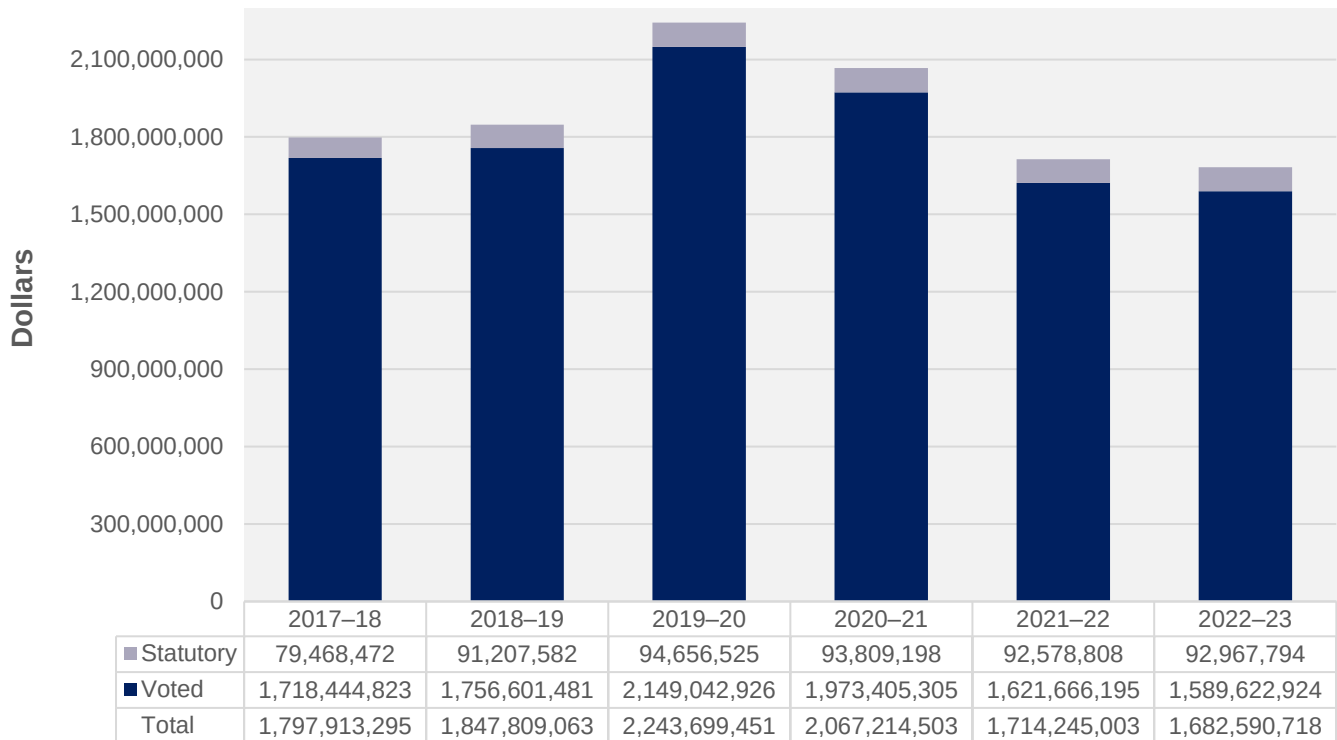


PLANNED SPENDING

Departmental spending 2017–18 to 2022–23

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

Departmental spending trend graph



Budgetary planning summary for core responsibilities and Internal Services (dollars)

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

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Email and Workplace Technology	112,593,738	108,500,168	120,850,226	105,658,739	105,658,739	104,532,683	93,491,711
Data Centres	603,868,831	570,914,462	609,728,088	589,344,295	589,344,295	519,770,030	521,911,137
Telecommunications	593,531,543	623,192,447	685,796,595	604,105,778	604,105,778	518,683,875	538,885,698
Cyber and IT Security	141,359,360	145,163,167	195,664,404	150,947,078	150,947,078	138,829,875	136,954,662
Customer Relationships and Service Management	168,830,597	192,867,795	417,990,021	373,741,032	373,741,032	198,796,652	165,948,245
Subtotal	1,620,184,069	1,640,638,039	2,030,029,334	1,823,796,922	1,823,796,922	1,480,613,115	1,457,191,453
Internal Services	177,729,226	207,171,024	213,670,117	231,380,208	231,380,208	226,130,519	223,013,109
Total	1,797,913,295	1,847,809,063	2,243,699,451	2,055,177,130	2,055,177,130	1,706,743,634	1,680,204,562

SSC's planned spending reflects the amounts approved by Parliament to support the Department's core responsibilities. The approved amount is net of vote-netted revenue of \$595 million.

The total expenditures net increase from 2017–18 to 2018–19 is mainly due to an increase in salaries and to [Budget 2018](#) new funding received in 2018–19 such as: 2021 Census of Population, Service Integrity, Refresh of Infrastructure Technology and Cyber Security.

The forecast spending for 2019–20 represents the authorities to date, including the carry forward from 2018–19, the newly signed collective agreement, as well as the [Budget 2018](#) funding to support the Refresh of Infrastructure Technology and Workload Migration Programs.

The decrease from 2019–20 forecast spending to future years planned spending is mainly due to the following:

- [Budget 2018](#) sunset funding for Refresh of Infrastructure Technology and Workload Migration Programs in 2020–21 and 2021–22 respectively; and
- Transfer to the Department of Foreign Affairs, Trade and Development for the costs of providing information technology services to missions abroad.

2020–21 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2020–21.

Core responsibilities and Internal Services	2020–21 planned gross spending	2020–21 planned gross spending for specified purpose accounts	2020–21 planned revenues netted against expenditures	2020–21 planned net spending
Email and Workplace Technology	135,559,557	-	(29,900,818)	105,658,739
Data Centres	743,225,729	-	(153,881,434)	589,344,295
Telecommunications	932,718,119	-	(328,612,341)	604,105,778
Cyber and IT Security	202,047,951	-	(51,100,873)	150,947,078
Customer Relationships and Service Management	397,256,817	-	(23,515,785)	373,741,032
Subtotal	2,410,808,173	-	(587,011,251)	1,823,796,922
Internal Services	239,368,957	-	(7,988,749)	231,380,208
Total	2,650,177,130	-	(595,000,000)	2,055,177,130

Note: SSC does not have any specified purpose accounts in 2020–21.



PLANNED HUMAN RESOURCES

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

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Email and Workplace Technology	302	296	304	307	307	307
Data Centres	1,572	1,585	1,665	1,686	1,686	1,686
Telecommunications	1,491	1,480	1,616	1,689	1,684	1,684
Cyber and IT Security	597	663	708	740	716	716
Customer Relationships and Service Management	940	1,314	1,228	1,244	1,244	1,237
Subtotal	4,902	5,338	5,521	5,666	5,637	5,630
Internal Services	1,073	1,230	1,189	1,289	1,289	1,289
Total	5,975	6,568	6,710	6,955	6,926	6,919

Full-time equivalent increase from 2019–20 to 2020–21 is mainly due to the realignment of SSC authority from Operating to Personnel, various transfers with other Government Departments and the Refresh of Infrastructure Technology and Workload Migration Programs ([Budget 2018](#)).



ESTIMATES BY VOTE

Information on SSC's organizational appropriations is available in the 2020–21 [Main Estimates](#).ⁱⁱ



CONDENSED FUTURE-ORIENTED STATEMENT OF OPERATIONS

The condensed future-oriented statement of operations provides an overview of SSC's operations for 2019–20 to 2020–21.

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

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

Condensed future-oriented statement of operations for the year ending March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	2,765,401,300	2,742,690,163	(22,711,137)
Total revenues	666,410,384	595,267,592	(71,142,792)
Net cost of operations before government funding and transfers	2,098,990,916	2,147,422,571	48,431,655

The decrease in planned expenses from 2019–20 to 2020–21 is mainly due to the following:

- The sunsetting of Budget 2018 funding for the Refresh of Infrastructure Technology and Workload Migration Programs; and
- A transfer to Global Affairs Canada for the costs of providing information technology services to missions abroad.

The decrease in planned revenues from 2019–20 to 2020–21 is mainly due to a temporary decrease in capital funding in 2020–21.

CORPORATE INFORMATION



ORGANIZATIONAL PROFILE

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

Institutional head: Paul Glover, President, Shared Services Canada

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

Enabling instrument(s): [Shared Services Canada Act](#) ⁱⁱⁱ

Year of incorporation / commencement: 2011

Other: Associated *Orders-in-Council* include Privy Council Numbers [2011-0877](#); [2011-1297](#); [2012-0958](#); [2012-0960](#); [2013-0366](#); [2013-0367](#); [2013-0368](#); [2015-1071](#), [2016-0003](#) and [2019-1372](#) ^{iv}



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

“Raison d’être, mandate and role: who we are and what we do” is available on [SSC’s website](#).

For more information on the department’s organizational mandate letter commitments, see the “[Minister’s mandate letter](#)”.



OPERATING CONTEXT

Information on the operating context is available on [SSC’s website](#).



REPORTING FRAMEWORK

SSC's approved Departmental Results Framework and Program Inventory for 2020–21 are as follows.

Departmental Results Framework	Core Responsibility 1 : Email and Workplace Technology		Core Responsibility 2: Data Centres		Internal Services
	Customer organizations receive modern and reliable email services	% of time the enterprise email service is available	Programs and services to Canadians are supported by modern and reliable data centre services	% of time the enterprise data centre facilities are available	
		% of time email service outages are restored within established service level standards		% of time legacy data centres are available	
		% of Government of Canada mailboxes migrated to the enterprise email system		# of critical incidents impacting legacy data centre facilities	
		# of critical incidents impacting legacy email systems		Customer satisfaction with data centre services	
		Customer satisfaction with email services			
	Customers receive high-quality, timely and efficient software and hardware provisioning services that meet their needs	% of hardware requests fulfilled within established service level standards	Cloud services meet the needs and reliability expectations of customer organizations	% of cloud brokering requests fulfilled within established service level standards	
		% of software requests fulfilled within established service level standards		Customer satisfaction with cloud brokering services	
		Customer satisfaction with hardware and software provisioning			
	Program Inventory				
Workplace Technologies			Data Centre Information Technology Operations		
			Cloud		

Departmental Results Framework	Core Responsibility 3 : Telecommunications		Core Responsibility 4: Cyber and IT Security		Internal Services
	Customer organizations receive modern and reliable network and telecommunication services	% of time critical enterprise internet outages are restored within established service level standards	Government of Canada data and technology assets are protected by secure IT infrastructure	% of time IT infrastructure security services are available	
		% of time the Mobile Device Services Cellular Network is available			
		% of time the contact centre service is available		Customer satisfaction with SSC's cyber and IT security services	
		% of circuits migrated to GCNet WAN			
		Customer satisfaction with telecommunication services			
	Program Inventory				
Networks			Security		
Telecommunications					

Departmental Results Framework	Core Responsibility 5: Customer Relationships and Service Management		Internal Services
	Customers are satisfied with SSC's delivery of services	Average rating provided in response to the Customer Satisfaction Questionnaire	
	Customers are provided with effective service management	% of critical incidents under SSC control resolved within established service level standards	
	IT infrastructure services relied upon by customer organizations are supported by strong project management and efficient procurement	% of SSC-led projects rated as on time, on scope and on budget	
		Cost of procurement per each \$100 of contracts awarded	
Program Inventory			
Enterprise Services Design and Delivery			

Changes to the approved reporting framework since 2019–20

Structure	2020–21	2019–20	Change	Reason for change
CORE RESPONSIBILITY	Email and Workplace Technology	Email and Workplace Technology	No change	Not applicable
PROGRAM	Workplace Technologies	N/A	New program	Note 1
PROGRAM		Digital Communications	Program ended	Note 2
PROGRAM		Email Services	Program ended	Note 2
PROGRAM		Hardware Provisioning	Program ended	Note 2
PROGRAM		Software Provisioning	Program ended	Note 2
PROGRAM		Workplace Technology Services	Program ended	Note 2
CORE RESPONSIBILITY	Data Centres	Data Centres	No change	Not applicable
PROGRAM	Data Centre Information Technology Operations	N/A	New program	Note 3
PROGRAM		Bulk Print	Program ended	Note 4
PROGRAM		File and Print	Program ended	Note 4
PROGRAM		Middleware and Database	Program ended	Note 4
PROGRAM		Data Centre Facility	Program ended	Note 4
PROGRAM		High Performance Computing Solution	Program ended	Note 4
PROGRAM		Mid-Range	Program ended	Note 4
PROGRAM		Mainframe	Program ended	Note 4
PROGRAM		Storage	Program ended	Note 4
PROGRAM	Cloud	Cloud Brokering	Title change	Note 5
CORE RESPONSIBILITY	Telecommunications	Telecommunications	No change	Not applicable
PROGRAM	Telecommunications	N/A	New program	Note 6
PROGRAM	Networks	N/A	New program	Note 7
PROGRAM		Local Area Network	Program ended	Note 8
PROGRAM		Wide Area Network	Program ended	Note 8
PROGRAM		Internet	Program ended	Note 8
PROGRAM		Satellite	Program ended	Note 8
PROGRAM		Mobile Devices and Fixed-Line Phones	Program ended	Note 9
PROGRAM		Conferencing Services	Program ended	Note 9
PROGRAM		Contact Centre Infrastructure	Program ended	Note 9
PROGRAM		Toll-Free Voice	Program ended	Note 9

CORE RESPONSIBILITY		Cyber and IT Security	Cyber and IT Security	No change	Not applicable
	PROGRAM	Security	N/A	New program	Note 10
	PROGRAM		Secret Infrastructure	Program ended	Note 11
	PROGRAM		Infrastructure Security	Program ended	Note 11
	PROGRAM		Cyber Security Strategic Planning	Program ended	Note 12
	PROGRAM		Security Management and Governance	Program ended	Note 11
CORE RESPONSIBILITY		Customer Relationships and Service Management	Customer Relationships and Service Management	No change	Not applicable
	PROGRAM	Enterprise Services Design and Delivery	N/A	New program	Note 13
	PROGRAM		Strategic Direction	Program ended	Note 14
	PROGRAM		Service Management	Program ended	Note 14
	PROGRAM		Customer Relationships	Program ended	Note 14
Note 1: "Workplace Technologies" was created to bring SSC's Program Inventory to a higher, more strategic level, which will ensure stability over time and ensure better tracking and reporting of program performance.					
Note 2: The following programs, "Digital Communications, Email Services, Hardware Provisioning, Software Provisioning and Workplace Technology Services" have been moved under "Workplace Technologies" as a result of streamlining SSC's programs to align with SSC priorities and depict an accurate performance story.					
Note 3: "Data Centre Information Technology Operations" was created to bring SSC's Program Inventory to a higher, more strategic level, which will ensure stability over time and ensure better tracking and reporting of program performance.					
Note 4: The following programs, "Bulk Print, File and Print, Middleware and Database, Data Centre Facility, High Performance Computing Solution, Mid-Range, Mainframe and Storage" have been moved under "Data Centre Information Technology Operations" as a result of streamlining SSC's programs to align with SSC priorities and depict an accurate performance story.					
Note 5: The "Cloud Brokering" Program title was modified to "Cloud" to bring SSC's Program Inventory to a higher, more strategic level, which will ensure stability over time and ensure better tracking and reporting of program performance. The modification is a result of streamlining SSC's programs to align with SSC priorities and depict an accurate performance story.					
Note 6: The "Telecommunications" Program was created to bring SSC's Program Inventory to a higher, more strategic level, which will ensure stability over time and ensure better tracking and reporting of program performance.					
Note 7: "Networks" was created to bring SSC's Program Inventory to a higher, more strategic level, which will ensure stability over time and ensure better tracking and reporting of program performance.					
Note 8: The following programs, "Local Area Network, Wide Area Network, Internet and Satellite" have been moved under "Networks" as a result of streamlining SSC's programs to align with SSC priorities and depict an accurate performance story.					
Note 9: The following programs, "Mobile Devices and Fixed-line Phones, Conferencing Services, Contact Centre Infrastructure and Toll-Free Voice" have been moved under "Telecommunications" as a result of streamlining SSC's programs to align with SSC' priorities and depict an accurate performance story.					

Note 10: "Security" was created to bring SSC's Program Inventory to a higher, more strategic level, which will ensure stability over time and ensure better tracking and reporting of program performance.

Note 11: The following programs, "Secret Infrastructure, Infrastructure Security and Security Management and Governance" have been moved under "Security" as a result of streamlining SSC's programs to align with SSC priorities and depict an accurate performance story.

Note 12: The following program "Cyber Security Strategic Planning" was deleted as a result of streamlining SSC's programs to align with SSC priorities and depict an accurate performance story.

Note 13: "Enterprise Services Design and Delivery" was created to bring SSC's Program Inventory to a higher, more strategic level, which will ensure stability over time and ensure better tracking and reporting of program performance.

Note 14: The following programs, "Strategic Direction, Service Management and Customer Relationships" have been moved under "Enterprise Services Design and Delivery" as a result of streamlining SSC's programs to align with SSC priorities and depict an accurate performance story.

SUPPORTING INFORMATION ON THE PROGRAM INVENTORY

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

SUPPLEMENTARY INFORMATION TABLES

The following supplementary information tables are available on [SSC's website](#):

- Departmental Sustainable Development Strategy
- Gender-based analysis plus
- Status report on transformational and major Crown projects

FEDERAL TAX EXPENDITURES

SSC's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

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

ORGANIZATIONAL CONTACT INFORMATION

GENERAL INQUIRIES

Please send your inquiries to the following email address:

SSC.information-information.SPC@canada.ca.

MEDIA INQUIRIES

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APPENDIX: DEFINITIONS

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

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

full-time equivalent (équivalent temps plein)

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

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

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

strategic outcome (résultat stratégique)

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

target (cible)

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

voted expenditures (dépenses votées)

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

ENDNOTES

- i GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#>
- ii Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- iii *Shared Services Canada Act*, <http://laws-lois.justice.gc.ca/eng/acts/S-8.9/>
- iv Order-in-Council, <http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&page=secretariats>
- v Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>