Shared Services Canada Ministerial Transition 2021

Book 1

October 2021

Shared Services Canada · Services partagés Canada

Canada

SSC celebrating 10 years · **SPC** célèbre ses 10 ans

Shared Services Canada:
Book 1

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Shared Services Canada

Delivering World Class Information Technology for Government

October 2021

Shared Services Canada / Services partagés Canada

Canada

Purpose

The purpose of this departmental overview presentation is to:

Describe Shared Services Canada and the role of the Minister responsible for Shared Services Canada.

Outline the department's priorities, structure, and regional distribution.

Shared Services Canada at a Glance

Shared Services Canada has a mandate to modernize and consolidate the federal government's information technology infrastructure, including email, data centres, network and end-user devices.

Shared Services Canada provides services to 144 Organizations

- 45 Partner Departments/Agencies
- 59 Optional Clients
- 40 Mandatory Clients

Services

- Shared Services Canada provides a full range of shared information management and information technology services to 45 mandated partner departments/agencies (including Shared Services Canada itself), and a subset of those services to all other customer Government of Canada departments and agencies

  (see annex for specific organizations)

Cyber Security

- Shared Services Canada supports information management and information technology security in partnership with Communications Security Establishment Canada, including the Canadian Centre for Cyber Security, and other partners.

Shared Services Canada supports a disparate portfolio and is working to reduce/consolidate the number of systems

- **50** Networks
- **21** Email Systems
- **500 +** Data Centres
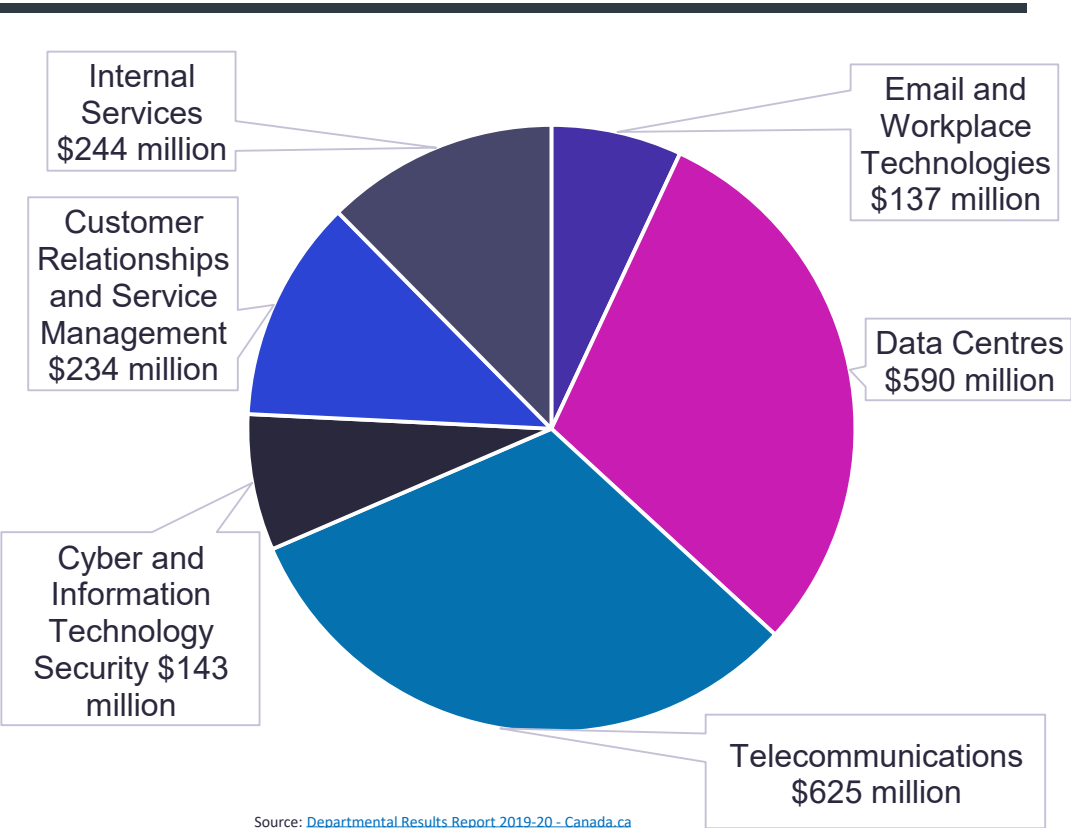- **12,000** Government of Canada Applications

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Shared Services Canada by the Numbers

Shared Services Canada is committed to improving information technology service delivery and management and is constantly evolving its service management practices and processes across the organization, with the goal of delivering service excellence to its customers

Shared Services Canada Financials

$2.7 billion
Total Expenditures (and trend has been growing)

$733 million
Revenues from other departments/agencies for services

$2 billion
Appropriated

$1.2 billion
Tangible Capital Assets

Source: Departmental Results Report 2019-20 - Canada.ca
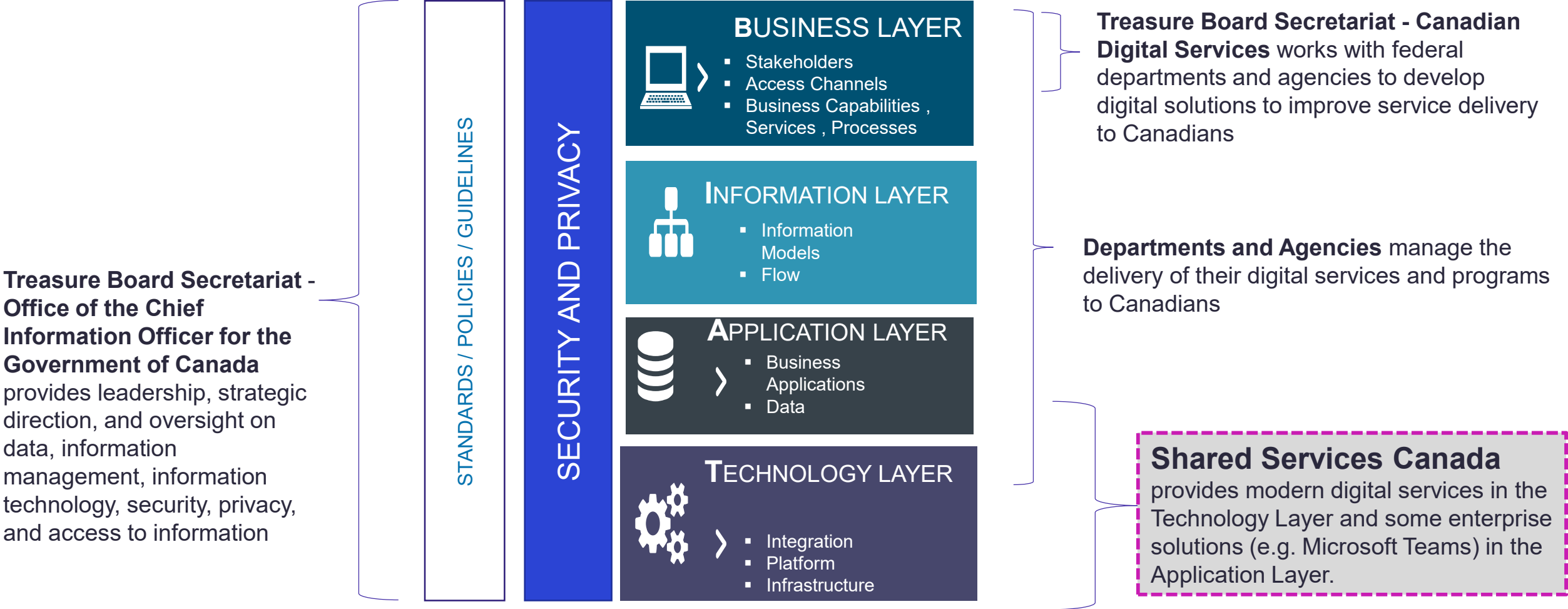
Annual Expenditures by Service

- Internal Services $244 million
- Email and Workplace Technologies $137 million
- Customer Relationships and Service Management $234 million
- Data Centres $590 million
- Cyber and Information Technology Security $143 million
- Telecommunications $625 million

Source: Departmental Results Report 2019-20 - Canada.ca

Shared Services Canada Operations

8,166
Full Time Equivalents

$1.4 billion
Shared Services Canada-led project costs

$1.2 billion
Tangible Capital Assets
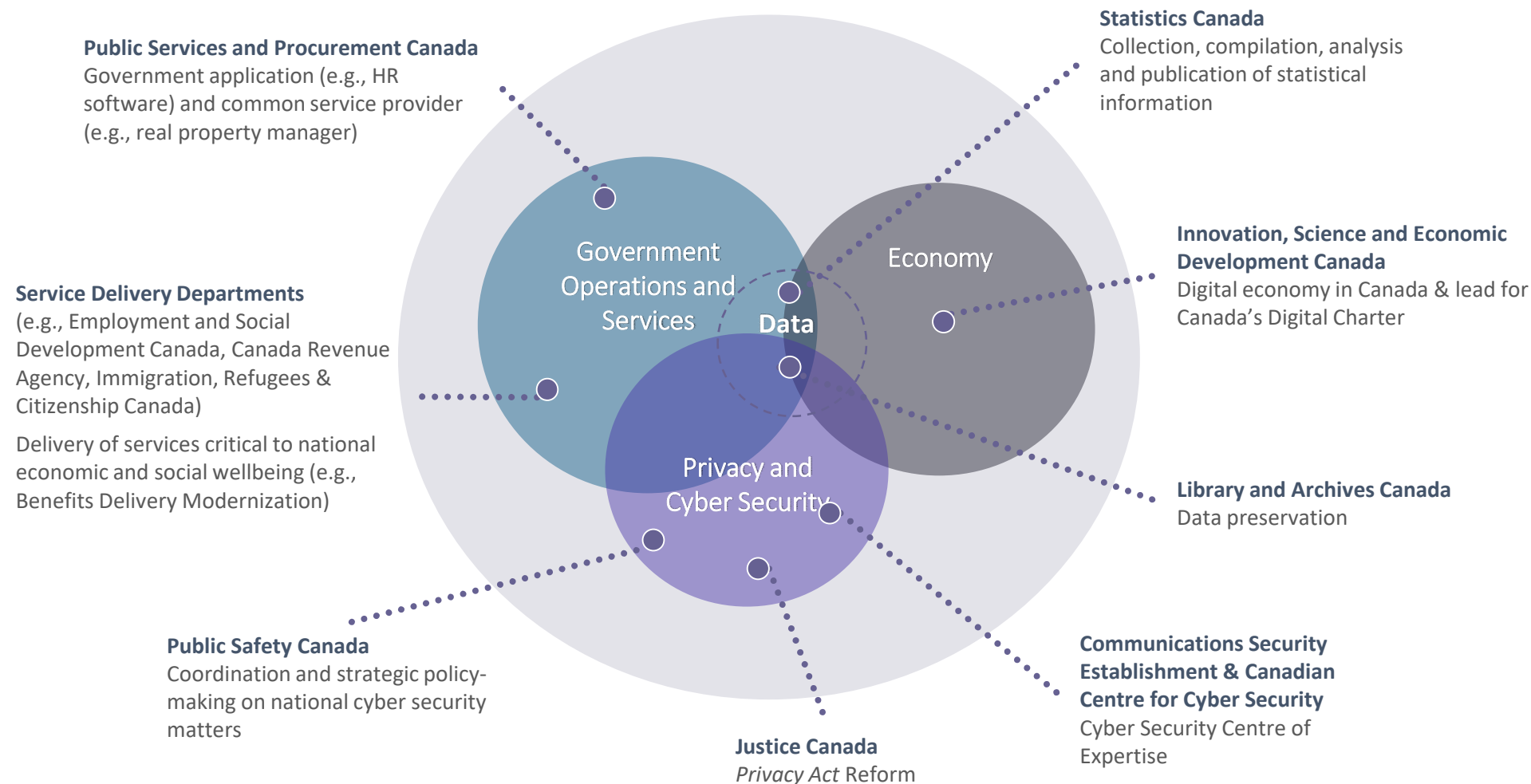
3,174
Formal business requests

Source: Government of Canada Enterprise Dashboard (May 2021)
Budget of 2021-22 Main Estimates
Full Time Equivalents as of March 31, 2021

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Digital Landscape: Key Federal Departments

Treasure Board Secretariat - Office of the Chief Information Officer for the Government of Canada provides leadership, strategic direction, and oversight on data, information management, information technology, security, privacy, and access to information

STANDARDS / POLICIES / GUIDELINES

SECURITY AND PRIVACY

BUSINESS LAYER
- Stakeholders
- Access Channels
- Business Capabilities , Services , Processes

INFORMATION LAYER
- Information Models
- Flow

APPLICATION LAYER
- Business Applications
- Data

TECHNOLOGY LAYER
- Integration
- Platform
- Infrastructure

Treasure Board Secretariat - Canadian Digital Services works with federal departments and agencies to develop digital solutions to improve service delivery to Canadians

Departments and Agencies manage the delivery of their digital services and programs to Canadians

Shared Services Canada provides modern digital services in the Technology Layer and some enterprise solutions (e.g. Microsoft Teams) in the Application Layer.

Digital Landscape: Other Federal Partners

Digital change at scale requires actively engaging and working with key partners.

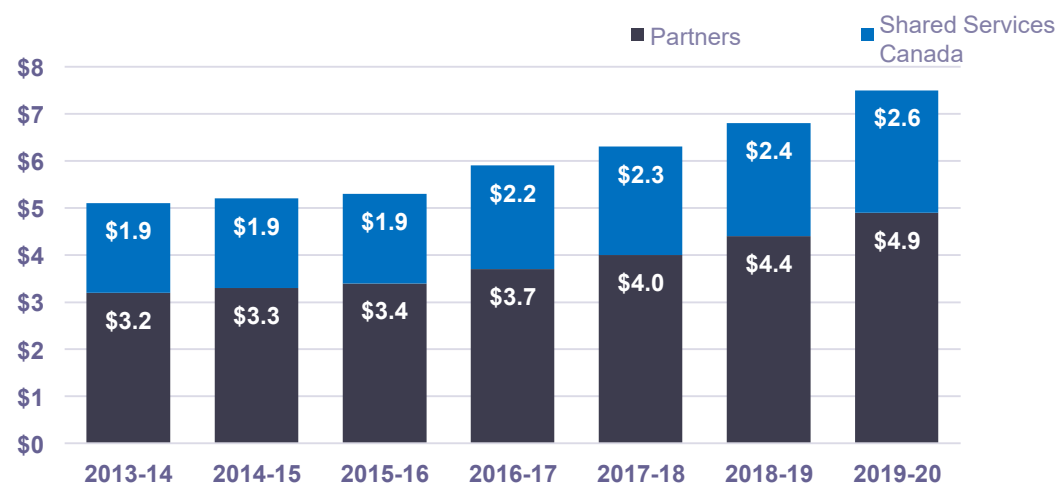**Public Services and Procurement Canada**
Government application (e.g., HR software) and common service provider (e.g., real property manager)

Service Delivery Departments
(e.g., Employment and Social Development Canada, Canada Revenue Agency, Immigration, Refugees & Citizenship Canada)

Delivery of services critical to national economic and social wellbeing (e.g., Benefits Delivery Modernization)

Statistics Canada
Collection, compilation, analysis and publication of statistical information

Innovation, Science and Economic Development Canada
Digital economy in Canada & lead for Canada's Digital Charter

Library and Archives Canada
Data preservation

Communications Security Establishment & Canadian Centre for Cyber Security
Cyber Security Centre of Expertise

Public Safety Canada
Coordination and strategic policy-making on national cyber security matters

Justice Canada
Privacy Act Reform

Government Operations and Services

Economy

Data

Privacy and Cyber Security

Note: This list is illustrative, not exhaustive.

Applications and Technology Layer - Expenditures Have been Increasing

- Now, more than ever, Canadians want to receive modern digital services from the Government of Canada that are fast, reliable and secure. As a result, the demand for faster networks with greater available bandwidth and hosting solutions that can support heavier work loads has significantly increased.

- While the unit cost has decreased over time, and with Shared Services Canada having mitigated increasing expenditures through the economies of scale that have been achieved with the consolidation and modernization of the Government of Canada's information technology infrastructure, overall costs continue to increase to support this increase in demand.

Government of Canada Information Technology Expenditures ($ billions)

Expenditures by Information Technology Services Groups ($ millions)

Information Technology Program Management, $722
Information Technology Security, $420
Telecom and Networks $1,361
Distributed Computing, $1,188
Information Technology Applications, $2,639
Production and Operations Computing, $1,202

Shared Services Canada is the provider of information technology infrastructure services (technology layer), which represent approximately 40% of annual government expenditures

The Government of Canada has a complex portfolio of information technology systems and networks

- Historically, federal institutions developed and implemented their programs and services and supporting operations independently of each other.

- This has resulted in siloed operations, data and technology, with each department developing its own approaches.

- In 2011, Shared Services Canada was created to integrate the Government of Canada information technology infrastructure and some of the information technology support services (email, telecommunications). It took over an aging patchwork of information technology systems and networks that lacked interoperability.

- In 2019, the Government of Canada Chief Information Officer-led Enterprise Governance and Planning, along with policy changes, supported significant investments to modernize and enhance the Government's digital services.

- Shared Services Canada has made progress repairing and replacing critical hardware infrastructure, including decommissioning costly legacy data centres, implementing modern cross-government information technology solutions.

- Progress to support departments to modernize their applications has been slower.

Decades of under-investments have resulted in the accrual of significant **"technical debt"** as information technology infrastructure ages faster than the pace of repairs or replacements.

Not only is it inherently **costly to maintain**, older infrastructure often **performs poorly** and can be more prone to **service interruptions**.

Shared Services Canada 3.0 Need for an Enterprise Approach

- Shared Services Canada 3.0 outlines a strategy that focuses on the Government of Canada in its entirety to improve service delivery and the user experience by consolidating, modernizing and standardizing digital services and infrastructure

- While there is no single "one-size-fits-all" approach for Government of Canada digital services, custom and unique solutions lead to increased costs and sub-optimal service deliver.

1 NETWORK AND SECURITY
Transition away from single departmental networks to modern enterprise networks that are secure, reliable and accessible.

2 COLLABORATION TOOLS
Deliver modern digital solutions that are accessible by design, enhance productivity and allow collaboration across departments.

3 APPLICATION MODERNIZATION
Identify applications most at risk, with the biggest potential impact on services to determine solutions that are modern and reliable.

4 ENABLING THE ENTERPRISE
Establishment of standards, revised services and funding model will increase efficiency and effectiveness.

- Shared Services Canada has enabling procurement authorities to procure all goods and services related to delivery of the shared services that it is mandated to provide, while Public Service and Procurement Canada retains the authority to provide procurement-as-a-service to other departments.

- Moving to an enterprise approach will leverage economies of scale, provide more secure and reliable services, faster turnarounds, enhanced collaboration, and reduce risk – ultimately, better serving Canadians.

Regional Distribution
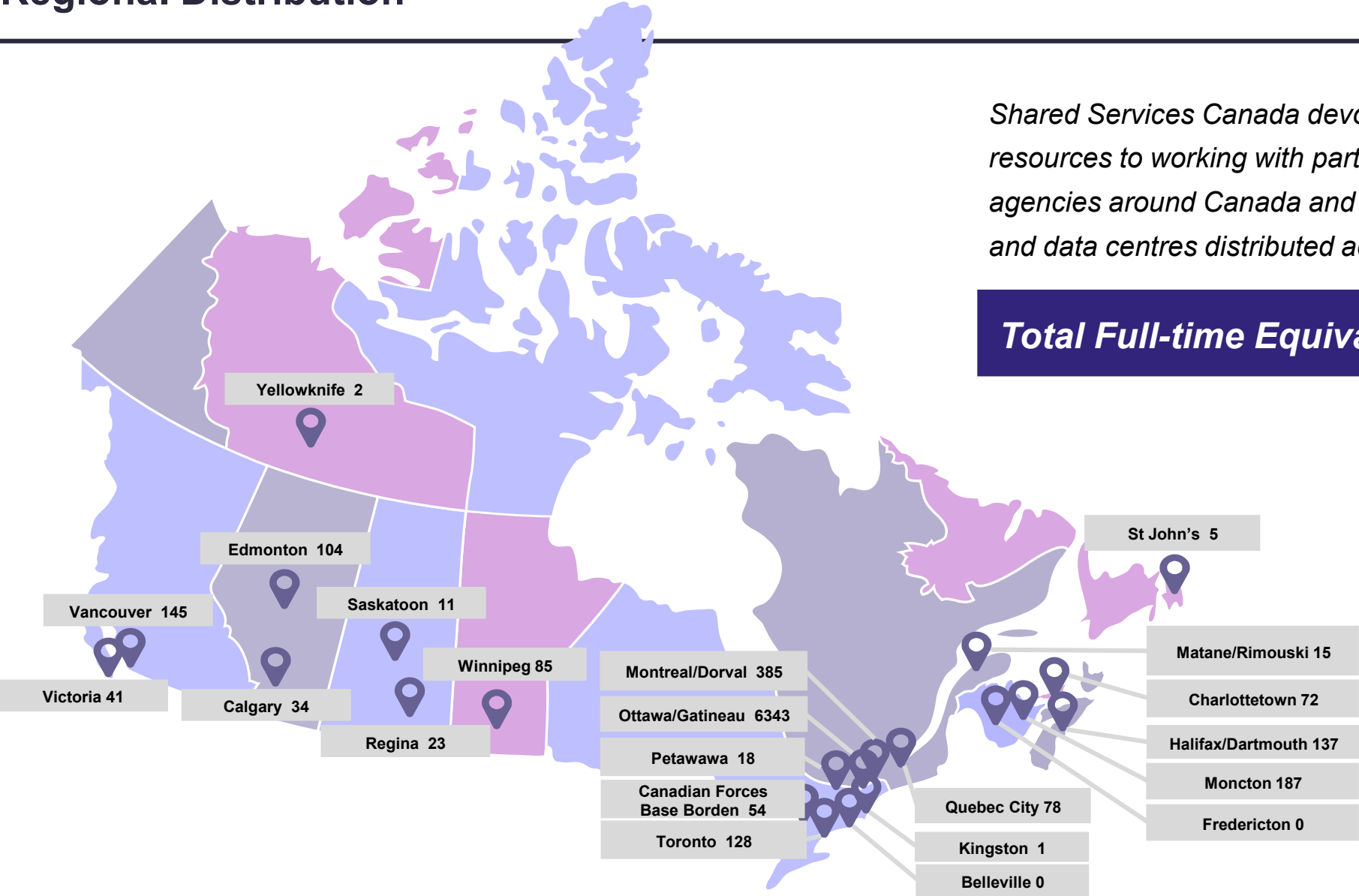
Shared Services Canada devotes considerable resources to working with partner departments and agencies around Canada and has employees, offices and data centres distributed across the country.

Total Full-time Equivalents 8,166

*Data from April 1, 2021

Yellowknife 2

Edmonton 104

Vancouver 145

Saskatoon 11

Victoria 41

Winnipeg 85

Calgary 34

Regina 23

St John's 5

Montreal/Dorval 385

Matane/Rimouski 15

Ottawa/Gatineau 6343

Charlottetown 72

Petawawa 18

Halifax/Dartmouth 137

Canadian Forces Base Borden 54

Quebec City 78

Moncton 187

Toronto 128

Kingston 1

Fredericton 0

Belleville 0

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Organizational Chart

Paul Glover
President

Sony Perron
Executive Vice-President

Greg McKay
Senior Assistant Deputy Minister, Operations Management

Patrice Nadeau
Assistant Deputy Minister, Networks and Security Services

Mélanie Scott
Assistant Deputy Minister, Digital Services

Jacquie Manchevsky
Assistant Deputy Minister, Data Centre Services

Louis-Paul Normand
Senior Assistant Deputy Minister, Project Management and Delivery

Shereen Benzvy Miller
Assistant Deputy Minister, Next Generation HR and Pay

Ken Canam
Senior Assistant Deputy Minister, *Client Service Delivery and Management – Citizen and Business

Kristina Casey
Assistant Deputy Minister, *Client Service Delivery and Management - Citizen and Business

Brendan Dunn
Assistant Deputy Minister, *Client Service Delivery and Management – National Defence and Policing

José Gendron
Assistant Deputy Minister, *Client Service Delivery and Management - Digital Government and Science

Stéphane Cousineau
Senior Assistant Deputy Minister, Enterprise Information Technology Procurement and Corporate Services

Paule Labbé
Assistant Deputy Minister, Strategy and Engagement

Shannon Archibald
Assistant Deputy Minister and Deputy Chief Technology Officer

Matt Davies
Chief Technology Officer

Samantha Hazen
Assistant Deputy Minister and Chief Financial Officer

Begonia Lojk
Chief Audit and Evaluation Executive

Marie-Claude Renaud,
Chief Information Officer

Alexandre St-Jean
Ombuds

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Shared Services Canada Fun Facts

Fun Facts

Supercomputing[1]
Shared Services Canada supports Environment and Climate Change Canada High Performance Computing capacity to improve the accuracy and timeliness of weather forecasting services.

Satellite Communication[2]
Shared Services Canada supports the Department of National Defence's ability to communicate with ships around the world via satellite network.

Canadaarm2[3]
Shared Services Canada supported the Canadian Space Agency to ensure the success of robotics operations on board the International Space Station.

Annexes

Annex: *Shared Services Canada Act*

The *Shared Services Canada Act*, and Orders-in-Council, stipulates how Shared Services Canada supports the Government of Canada in its delivery of the many programs and services provided by the numerous organizations to Canadians.

Shared Services Canada Act

- The *Act* establishes Shared Services Canada's role to provide centralized administrative shared services to the Government of Canada.

- The Governor in Council may name the Minister responsible for Shared Services Canada, set out the specific mandated services and identify the departments that Shared Services Canada may and must serve through orders-in-council.

- The *Act* gives the Minister responsible for Shared Services Canada enabling procurement authorities.

Orders-in-Council

- Orders-in-Council outline Shared Services Canada's core mandate with regards to the provision of services related to:
    - email;
    - data centres;
    - networks; and,
    - services related to end-user information technologies (also known as work place technology devices) with the exception of end-user support services.

- As part of these four mandate areas, Shared Services Canada also plays a significant cyber security role, in close collaboration with other security departments and agencies.

Annex: Shared Services Canada Partners

The following partners are mandatory recipients of Shared Services Canada email, networks, and data centre services, along with Shared Services Canada end-user information technology and workplace technology device services.

1) Agriculture and Agri-Food Canada
2) Atlantic Canada Opportunities Agency
3) Canada Border Services Agency
4) Canada Economic Development for Quebec Regions
5) Canada Revenue Agency
6) Canada School of Public Service
7) Canadian Food Inspection Agency
8) Canadian Heritage
9) Canadian Northern Economic Development Agency
10) Canadian Nuclear Safety Commission
11) Canadian Space Agency
12) Correctional Service of Canada
13) Crown-Indigenous Relations and Northern Affairs Canada

14) Department of Finance Canada
15) Department of Justice Canada
16) Employment and Social Development Canada
17) Environment and Climate Change Canada
18) Federal Economic Development Agency for Southern Ontario
19) Financial Transactions and Reports Analysis Centre of Canada
20) Fisheries and Oceans Canada
21) Global Affairs Canada
22) Health Canada
23) Immigration and Refugee Board of Canada
24) Immigration, Refugees and Citizenship Canada
25) Indigenous Services Canada
26) Infrastructure Canada

27) Innovation, Science and Economic Development Canada
28) Library and Archives Canada
29) National Defence
30) National Research Council
31) Natural Resources Canada
32) Pacific Economic Development Canada
33) Parks Canada
34) Prairies Economic Development Canada
35) Privy Council Office
36) Public Health Agency of Canada
37) Public Safety Canada
38) Public Service Commission
39) Public Services and Procurement Canada
40) Royal Canadian Mounted Police

41) Shared Services Canada
42) Statistics Canada
43) Transport Canada
44) Treasury Board of Canada Secretariat
45) Veterans Affairs Canada

Annex: Shared Services Canada Mandatory Clients

The following Government of Canada clients are mandatory recipients of a subset of Shared Services Canada email, networks, and data centre services, and are mandatory recipients of Shared Services Canada end-user information technology and workplace technology device services.

1) Administrative Tribunals Support Service of Canada
2) Canada Employment Insurance Commission
3) Canada Energy Regulator
4) Canadian Centre for Occupational Health and Safety
5) Canadian Grain Commission
6) Canadian Human Rights Commission
7) Canadian Institutes of Health Research
8) Canadian Intergovernmental Conference Secretariat
9) Canadian Radio-television and Telecommunications Commission
10) Canadian Security Intelligence Service
11) Canadian Transportation Accident Investigation and Safety Board

12) Canadian Transportation Agency
13) Civilian Review and Complaints Commission for the RCMP
14) Communications Security Establishment
15) Copyright Board
16) Federal Judicial Affairs Canada
17) Financial Consumer Agency of Canada
18) Impact Assessment Agency of Canada
19) Invest in Canada Hub
20) Military Grievances External Review Committee
21) Military Police Complaints Commission of Canada
22) National Film Board of Canada
23) Natural Sciences and Engineering Research Council of Canada

24) National Battlefields Commission
25) National Farm Products Council
26) Northern Pipeline Agency Canada
27) Secretariat of the National Security and Intelligence Committee of Parliamentarians
28) Office of the Communications Security Establishment Commissioner
29) Office of the Correctional Investigator
30) Office of the Secretary to the Governor General
31) Office of the Superintendent of Financial Institutions
32) Parole Board of Canada
33) Patented Medicine Prices Review Board
34) Polar Knowledge Canada
35) Public Prosecution Service of Canada

36) Royal Canadian Mounted Police External Review Committee
37) Security Intelligence Review Committee
38) Social Sciences and Humanities Research Council of Canada
39) Veterans Review and Appeal Board
40) Women and Gender Equality Canada

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Annex: Shared Services Canada Optional Clients

The following Government of Canada clients are optional recipients of Shared Services Canada services.

1) Atlantic Pilotage Authority
2) Atomic Energy of Canada Limited
3) Bank of Canada
4) Business Development Bank of Canada
5) Canada Council for the Arts
6) Canada Deposit Insurance Corporation
7) Canada Development Investment Corporation
8) Canada Infrastructure Bank
9) Canada Lands Company Limited
10) Canada Mortgage and Housing Corporation
11) Canada Pension Plan Investment Board
12) Canadian Air Transport Security Authority
13) Canadian Broadcasting Corporation
14) Canadian Commercial Corporation
15) Canadian Dairy Commission

16) Canadian Museum for Human Rights
17) Canadian Museum of History
18) Canadian Museum of Immigration
19) Canadian Museum of Nature
20) Canada Post Corporation
21) Canadian Race Relations Foundation
22) Conflict of Interest and Ethics Commissioner
23) Courts Administration Service
24) Defence Construction Limited
25) Destination Canada
26) Export Development Canada
27) Federal Bridge Corporation Limited
28) Farm Credit Canada
29) Freshwater Fish Marketing Corporation
30) Great Lakes Pilotage Authority
31) House of Commons

32) International Development Research Centre
33) Laurentian Pilotage Authority
34) Library of Parliament
35) Marine Atlantic Inc.
36) National Arts Centre
37) National Capital Commission
38) National Gallery of Canada
39) National Museum of Science and Technology
40) Office of the Auditor General of Canada
41) Office of The Chief Electoral Officer
42) Office of the Commissioner of Lobbying
43) Office of the Commissioner of Official Languages
44) Offices of the Information and Privacy Commissioners of Canada
45) Public-Private Partnerships Canada Inc.

46) Pacific Pilotage Authority
47) Parliamentary Protective Service
48) Public Sector Integrity Commissioner
49) Public Sector Pension Investment Board
50) Registrar of the Supreme Court Of Canada
51) Royal Canadian Mint
52) Ridley Terminals Inc.
53) Senate Ethics Officer
54) Senate of Canada
55) Standards Council of Canada
56) Telefilm Canada
57) The Jacques-Cartier and Champlain Bridges Inc.
58) VIA Rail Canada
59) Windsor-Detroit Bridge Authority

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Senior Leaders - Bios

Bio: Paul Glover - President

Paul Glover was appointed to the role of President of Shared Services Canada in January 2019.

He also served as the President of the Canadian Food Inspection Agency from October 2016 to January 2019.

Paul was the Associate Deputy Minister of Health Canada from July 2013 to October 2016.

Prior to his appointment as Associate Deputy Minister of Health Canada, he was Assistant Deputy Minister of both the Health Products and Food Branch (January 2011 to July 2013), and the Healthy Environments and Consumer Safety Branch (September 2008 to January 2011). Prior to that, he worked on a wide range of social policy issues in the Privy Council Office's Operations Secretariat.

Paul began his career at Health Canada in 1986, in the informatics area. He then moved on to health systems management assuming jobs with progressively more responsibility.

He eventually accepted a position of Director General to a number of business units, including Indigenous and Inuit health programs, the Non-Insured Health Benefits Program, and the Safe Environments Program.

Over the years Paul has served on numerous governing bodies, including the Board of Directors of the Queensway Carleton Hospital, the Mental Health Commission of Canada, Canada Health Infoway, the Advisory Board for the Canadian Institutes of Health Research, and the Queen's University Board of Directors for the Centre for Water and the Environment. He has been a member of the National Academies of Science in the United States and the International Joint Commission.

Paul served as the Assistant Deputy Minister Champion for the Community of Federal Regulators and currently serves as the Deputy Minister Champion for Brock University.

Paul earned his Master's in Business Administration from Queen's University.

Bio: Sony Perron – Executive Vice-President

Sony Perron was appointed to the role of Executive Vice-President of Shared Services Canada on September 28, 2020.

Prior to arriving at Shared Services Canada, Sony held the position of Associate Deputy Minister at Indigenous Services Canada. Sony also served as Senior Assistant Deputy Minister of the First Nations and Inuit Health Branch at Health Canada from January 2014 to December 2017, and Assistant Deputy Minister, Corporate Services Branch between 2012 and 2013.

Previously, Sony occupied a number of executive functions in Health Canada including the positions of Director General, Transformation; Director General, Non-Insured Health Benefits; and Executive Director, Operational Services and Systems.

Sony started his Public Service career at Canada Economic Development in 1997, and worked at the Treasury Board Secretariat and Human Resources Development Canada prior to joining Health Canada.

Sony served as the National Chair of the 2020 Government of Canada Workplace Charitable Campaign.

Sony holds a Master's in Public Administration and a Bachelor's Degree in Urban Planning. He is married and the father of three children.

Bio: Greg McKay – Senior Assistant Deputy Minister

Greg McKay is the Senior Assistant Deputy Minister of the Operations Management branch at Shared Services Canada.

He joined Shared Services Canada in 2016. Greg has over 35 years of experience in information technology services, with a particular focus on client delivery management and ensuring accountability across large, complex delivery organizations.

The substantive portion of Greg's career took place with Electronic Data Systems where he held positions of increasing responsibility across the organization culminating in the role of Vice-President, Service Delivery. His most recent roles were leading the Information Technology Outsourcing Division of ATCO I-Tek, a shared service to ATCO's subsidiaries, and as General Manager, Service Delivery.

Greg holds a Master's degree in Business Administration from Queen's University.

Bio: Patrice Nadeau – Assistant Deputy Minister

Patrice Nadeau is the Assistant Deputy Minister responsible for the Networks and Security Services Branch at Shared Services Canada.

Prior to assuming his current role, he was Director General of the Data Networks directorate at Shared Services Canada. He joined Shared Services Canada when it was created in 2011.

Previous to that, he worked at Public Works and Government Services Canada from 1996 to 2011. During this time, he held various information technology management positions, including Account Manager for the Government Telecommunications and Informatics Services and the Delivery Executive of the Telecommunications and Information Technology Security Service Delivery Division.

Patrice began his career in the private sector with Matrox in Dorval, Quebec.

Patrice holds a Bachelor's degree in Electrical Engineering from l'École de technologie supérieure de Montréal.

Bio: Mélanie Scott – Assistant Deputy Minister

Mélanie Scott is the Assistant Deputy Minister responsible for the Digital Services Branch at Shared Services Canada.

In her current role, she oversees digital services that improve workplace communication, collaboration and mobility. She provides workplace tools and technology at the enterprise level, while delivering improved value for Canadians.

Melanie has provided leadership in the areas of information technology security, data management business relationships and partnerships, and information technology operations in various director and director-general roles at the Communications Security Establishment Canada, Library and Archives Canada as well as Shared Services Canada.

Mélanie was the recipient of the Governor General's Academic Medal of Canada for the University of Sherbrooke, the 2016 Excellence of Service Award from Library and Archives Canada for Excellence in Service Delivery, and the 2016 Shared Services Canada Award of Excellence for Collaboration and Organizational Improvement.

For more than three years, Mélanie was Shared Service Canada's co-champion for Official Languages and remains passionately committed to creating a bilingual and inclusive work environment for the public service.

Mélanie holds a Bachelor of Computer Science from the University of Sherbrooke and a Master of Business Administration Executive MBA Program from the University of Ottawa. She is currently completing the Certificate in Public Leadership and Governance with the University of Ottawa. Mélanie is the proud mother of three.

Bio: Jacquie Manchevsky – Assistant Deputy Minister

Jacquie Manchevsky is the Assistant Deputy Minister of the Data Centre Services Branch at Shared Services Canada.

Prior to assuming her current role, Jacquie served as Assistant Deputy Minister for the Next Generation Human Resources and Pay initiative for the Treasury Board Secretariat where she led extensive employee and stakeholder engagement building on lessons learned from the Phoenix pay system to identify three options for a modern, integrated human resources and pay solution for the Government of Canada.

Jacquie has a significant number of years' experience in providing operational services to Canadians which have national oversight with regional delivery across Canada. She has held various Director and Director General positions at Employment and Social Development Canada across various programs including Employment Insurance Appeals, Employment Insurance, Canada Pension Plan and Old Age Security Call Centres, the Temporary Foreign Worker Program and Grants and Contributions.

Additionally, in her 25+ year career in the Government of Canada, Jacquie has worked in various roles across departments with increasing areas of responsibility, including, Environment Canada, Privy Council Office, and the Millennium Bureau of Canada. She is highly experienced in leading transformation initiatives, building strategic partnerships and team management.

Bio: Louis-Paul Normand – Senior Assistant Deputy Minister

Louis-Paul Normand is the Senior Assistant Deputy Minister of the Project Management and Delivery branch at Shared Services Canada. He joined the Department in October 2016.

From 2013 to 2016, Louis-Paul served as the Associate Vice-President of the Information, Science and Technology branch at the Canada Border Services Agency. He is a seasoned senior executive with a solid track record in transforming large and complex organizations, and has over 30 years in private and public sector organizations.

Prior to joining the Public Service in 2013, Louis-Paul was with IBM leading business development activities in strategic outsourcing for clients in Ontario, Quebec and the Maritimes.

Louis-Paul holds a Master's degree in Science (Electrical Engineering) from the University of Ottawa and a Bachelor's degree in Electrical Engineering from the Royal Military College of Canada.

Bio: Shereen Benzvy Miller – Assistant Deputy Minister

Shereen Benzvy Miller is the Assistant Deputy Minister of the Next Generation Human Resources and Pay Branch.

She has taken on the leadership of the NextGen Pilot Project Team, which has been established at Shared Services Canada to explore a future human resources and pay solution for the Government of Canada. This solution will be a digital solution that is mobile, accessible and available 24/7, and will be built on the foundation of users' needs and modern people management processes. Shereen reports directly to Paul Glover, President of Shared Services Canada, and the team will operate as a project separate from Shared Services Canada operations.

This is Shereen's third position as an Assistant Deputy Minister having been the Assistant Deputy Minister of Small Business, Tourism and Market Place Services at Innovation, Science and Economic Development Canada and the Deputy Chair, Refugee Protection at the Immigration and Refugee Board. Shereen is a senior executive with a strong record of leadership in delivering timely, innovative and effective business and process transformation in the Government of Canada over the past 20 years.

She has expertise in shaping strategic policy, conceptualizing, guiding and directing key programs, and overseeing operations in both service delivery and regulatory bodies. She is the creator and founder of the Build In Canada Innovation Program (Supply push procurement program) and the Innovative Solutions Canada Program (Demand pull procurement program); the Canadian Innovation Centre for Mental Health in the Workplace. She built and launched a new electronic tendering system for the Government of Canada, www.buyandsell.gc.ca. She is highly experienced in process and organizational change, digital transformation, executive team management and strategic partnership building.

Shereen has a Bachelor of Arts from McGill University, a Masters of Arts in Criminology from the University of Pennsylvania, and her Juris Doctorat from Osgoode Hall Law School. She is a long-standing advocate for human rights, diversity and inclusion and a really good baker.

Bio: Ken Canam – Senior Assistant Deputy Minister

Ken is the Senior Assistant Deputy Minister of the Client Service Delivery and Management – Citizen and Business Branch.

At the start of the COVID-19 pandemic, Ken assumed responsibility for service delivery specifically for the Canada Revenue Agency and Economic and Social Development Canada. Ken was tasked with ensuring that Shared Services Canada would be successful in meeting the Government of Canada's delivery of benefit programs as a result of COVID-19.

Ken's role was to oversee the overall growth of infrastructure (networking, security and computing) for Canada Revenue Agency and Economic and Social Development Canada – in some cases, the infrastructure was increased by almost 900%. Ken and his teams continue to work with Canada Revenue Agency and Economic and Social Development Canada on various return to work initiatives, and more specifically with Economic and Social Development Canada, the advancement of the Benefits Modernization Program. Ken also assumed the leadership of the client executive teams supporting the Canada Border Services Agency, Immigration, Refugee and Citizenship Canada and the Immigration Refugee Board.

In addition to this role, Ken will support departmental priorities and broader Government of Canada objectives to advance the government's digital agenda and oversee the transition of his current files as he prepares for retirement.

Before his time in Client Service Delivery and Management, Ken was the Senior Assistant Deputy Minister of Data Centre Services Branch. Prior to this, he served as the Director General responsible for mid-range computing and digital data storage systems.

Before joining Shared Services Canada, Ken held senior management positions in information technology systems, security and project management at the Financial Transactions and Reports Analysis Centre of Canada, the Communications Security Establishment and Canada Revenue Agency .

Ken has more than 31 years of experience serving Canadians and brings to his role a vast information technology and leadership experience from across the federal Public Service.

Ken holds a Bachelor's degree of Science in Computer Science from the University of New Brunswick.

Bio: Kristina Casey – Assistant Deputy Minister

Kristina Casey joined Shared Services Canada in September 2021 as an Assistant Deputy Minister in Client Service Delivery and Management Branch.

Kristina comes to Shared Services Canada from Global Affairs Canada where she served as Chief Information Officer and Director General of the Information Management and Technology Branch since 2018. She led information and technology services to clients at Global Affairs Canada head quarters, as well as at sites across Canada and at Canada's missions abroad.

Previous to this, at Natural Resources Canada, Kristina was known for her leadership in advancing that department's information management and information technology transformation, including the implementation of Natural Resources Canada's Federal Science Library that earned a GTEC award. She has more than 15 years of experience in developing, managing and delivering information management and information technology.

Bio: Brendan Dunne – Assistant Deputy Minister

Brendan is the Assistant Deputy Minister for the Client Service Delivery and Management – National Defence and Policing Branch.

He is responsible for the effective and efficient delivery of information technology services to the Department of National Defence, the Canadian Armed Forces, the Royal Canadian Mounted Police, and Veterans Affairs Canada. Brendan leads the client executive teams that support these departments in providing information technology services to digitally enable their unique operational and security requirements. Brendan is also responsible for Shared Services Canada's only dedicated service line, Policing Infrastructure Operations, which provides data centre, network, email, and security services to the Royal Canadian Mounted Police and the wider Canadian policing community.

He has almost 35 years technology and leadership experience within the Government of Canada at the Canada Revenue Agency, Canada Border Services Agency, the Royal Canadian Mounted Police and Shared Services Canada. Since 1995, Brendan has held civilian leadership positions primarily in law enforcement, policing, and public safety domains.

As a senior executive with the Royal Canadian Mounted Police from 2003 to 2011, he was responsible for all national systems and led key horizontal technology initiatives including the 2010 Olympics and G8/G20 Summits.

Brendan graduated from the Executive Development in Policing program at the Canadian Police College in 2009.

Brendan planned and led the transition for the Royal Canadian Mounted Police into Shared Services Canada in 2011. During his first 3 years at SSC, he took on senior leadership roles in the National Security Portfolio, Enterprise Data Centres and, in 2014, became the Director General responsible simultaneously for Government Operations Portfolio and Enterprise Information Technology Service Management organizations.

Brendan became the Chief Technology Officer for the Canada Border Services Agency in 2015 and was responsible for all border operations technology as well as managing both government and industry partners. Key accomplishments include Operation Syrian Refugees in 2015-16 and leading an international Border Five senior advisory group.

Brendan returned to Shared Services Canada in 2018 to lead the Policing Service Delivery Renewal program. As the senior executive accountable for all aspects of Shared Services Canada services to the Royal Canadian Mounted Police and Canadian policing agencies, Brendan was recognized by both the Royal Canadian Mounted Police and the wider policing community as having successfully transformed the relationship.

In 2020, as an Associate Assistant Deputy Minister, Brendan co-led Shared Services Canada's successful collaborative efforts implementing the Canada Emergency Response Benefits and other benefit programs in response to the pandemic.

Brendan has a Bachelor of Commerce, Honours, with a specialization in Management Information Systems from the University of Ottawa.

Bio: José Gendron – Assistant Deputy Minister

José Gendron is the Assistant Deputy Minister of the Client Service Delivery and Management – Digital Government and Science Branch.

He is responsible for the effective and efficient delivery of information technology services offered to 35 of Shared Services Canada's partner departments, 40 mandatory clients and 65 optional clients. José leads the client executive teams that support these organizations in service delivery and ensures client satisfaction.

Previously, he occupied the position of Acting Associate Assistant Deputy Minister responsible for the Client Executive organization in the Service Delivery and Management branch at Shared Services Canada from 2018 to 2020.

He also served as the Director General responsible for leading service delivery management for various federal government departments under the Service Delivery and Management branch and Strategy branch from 2015 to 2018.

José joined Shared Services Canada in December 2011 serving as the Director General leading the National Security Portfolio under the Operations branch until 2015.

In 2010, José started in the Public Service as Director Defence Information Management Planning. Soon after, he was appointed Acting Director General of Information Management Strategic Planning at the Department of National Defence. Prior to this he had been a member of the Canadian Armed Forces since 1977 where he served in various command positions.

José holds a Bachelor's of Electrical Engineering from the Royal Military College of Canada and a Master's Degree in Defence Studies.

Bio: Stéphane Cousineau – Senior Assistant Deputy Minister

Stéphane Cousineau was appointed to the role of Senior Assistant Deputy Minister of Enterprise Information Technology Procurement and Corporate Services at Shared Services Canada in May 2018.

Prior to this appointment, he was the Assistant Deputy Minister of Corporate Management Services and Chief Financial Officer of the Financial Transactions and Reports Analysis Centre of Canada.

He has 29 years of experience in the federal government; 19 years of which have been at the executive level. He has served as Director General of the Project Management Bureau as well as Chief Information Officer at Passport Canada, Elections Canada and the Department of Foreign Affairs and International Trade.

Stéphane also contributes to a number of broader Government of Canada initiatives, including mental health and wellness. He was the Co-Champion of the National Public Service Week for 2020-2021, he was the Co-Champion of the Workplace Charitable Campaign at Shared Services Canada for 2019–2020 and he also served as the Co-Chair of the Assistant Deputy Minister Learning Advisory Committee in 2019.

Stéphane teaches project leadership on an annual basis at Queen's University.

He holds a Master's Degree in Business Administration from Queen's University.

Bio: Paule Labbé – Assistant Deputy Minister

Paule Labbé joined Shared Services Canada as the Assistant Deputy Minister of the Strategy and Engagement Branch.

Previously she was the Assistant Deputy Minister of Executive and Leadership Development at the Office of the Chief Human Resources Officer for the Government of Canada. In this role, she was responsible for the policy framework governing executive classification, organization and compensation as well as government-wide leadership for the performance and talent management of the 5,400+ executives in the core public administration.

Paule has enjoyed a varied career in the public service, ranging from tax policy and administration at the Department of Finance and the Canada Revenue Agency, to strategic and operational planning, reporting and results at Health Canada.

As an Executive Director at the Treasury Board Secretariat, she transformed the Management Accountability Framework from a qualitative, ratings-based process to a rigorous, data and information driven assessment of Government of Canada management.

She led the Policy Suite Reset initiative that has led to the streamlining of administrative policies governing key corporate functions (e.g. financial, information management / information technology, human resources, etc.) across the federal government. In that role, Paule also provided technical assistance on public management to the governments of Kazakhstan and South Africa.

Paule has a Bachelor of Economics (McGill University) and a Master of Business Administration (University of Ottawa).

Bio: Matt Davies – Chief Technology Officer

Matt Davies, Chief Technology Officer for Shared Services Canada, is a well-respected visionary leader and a corporate director who understands the importance of developing business strategies that support growth and innovation objectives while driving digital transformation and managing cybersecurity risk. Strong business acumen coupled with experience is reflected in Matt's versatility and vision.

Matt has shared his insight and expertise to help educate board members and executives on both digital transformation and cybersecurity risk. He recently shared his perspective for an Institute of Corporate Directors webinar on "Cybersecurity Risk: What Every Director Needs to Know" following up from an earlier webinar on "Cybersecurity governance: Roadmap for directors and cybersecurity leaders". Matt currently serves on the Hydro Ottawa and the University of Ottawa Heart Institute Foundation boards and volunteers as a Chartered Public Accountant/Certified Management Accountant panel member.

Matt is a graduate from the University of Ottawa and has completed Executive Education programs at the Tuck School of Business and the Wharton School of the University of Pennsylvania. He has also completed the National Association of Corporate Directors Cyber Risk Oversight program earning the Computer Emergency Response Team Certificate in Cybersecurity Oversight issued by the Software Engineering Institute at Carnegie Mellon University. He recently received the Certified Chief Information Security Officer Award, which recognizes an individual's outstanding work in information security, at the Chief Information Security Officer Forum Canada 2020.

Bio: Shannon Archibald - Assistant Deputy Minister and Deputy Chief Technology Officer

Shannon Archibald is the Assistant Deputy Minister and Deputy Chief Technology Officer at Shared Services Canada.

Prior to this, she was the Chief Information Officer for Shared Services Canada, where she was responsible for data management, accessibility, and enabling Shared Services Canada teams with tools, applications and services in order to support Shared Services Canada's 43 partner departments. She and her team were focused on digital workplace that encourages innovation and the removal of service delivery barriers, like complex and cumbersome processes.

Prior to joining Shared Services Canada, Shannon was the Director General of Government of Canada-Wide Programs and Solutions within Public Services and Procurement Canada – where she was responsible for implementing and leading several large-scale programs to over 80 departments and agencies.

She spent most of her career between Environment Canada and Public Services and Procurement Canada – all within information technology. The majority of her executive experience has involved delivering large complex programs and creating diverse partnerships.

Bio: Samantha Hazen – Assistant Deputy Minister and Chief Financial Officer

Samantha Hazen was appointed Assistant Deputy Minister and Chief Financial Officer at Shared Services Canada in October 2020.

In 2000, she began her career in the public service with the Office of the Auditor General of Canada then joined Foreign Affairs, Trade and Development Canada in 2004 and Correctional Services Canada in 2014. Throughout these appointments, she gained experience in audit, corporate accounting, financial policy, internal controls and operations. From 2015 to 2017, Samantha was the Senior Director of Financial Strategies and Costing at Shared Services Canada and in 2017 was appointed Shared Services Canada's Deputy Chief Financial Officer. Her responsibilities covered all areas of Financial Management including: Financial Management Advisory Services, Resource Management, Corporate Accounting, Financial Systems, Investment Planning and Treasury Board Submissions.

In January 2020, Samantha became the Executive Director, Financial Policy and Community Development in the Treasury Board Secretariat, Office of the Comptroller General, where she was responsible for strengthening financial management oversight across the Government of Canada, by providing frameworks, policies and guidance to departments and agencies. She also supported the professional development capacity of the financial management community within the Government of Canada.

In January 2013, Samantha received the Queen Elizabeth II Diamond Jubilee Medal for her outstanding contribution to the Public Service.

Samantha received a Honours Bachelor of Commerce degree from the University of Ottawa and is a Chartered Professional Accountant and a Certified Internal Auditor.

Bio: Begonia Lojk – Chief Audit And Evaluation Executive

Begonia Lojk is the Chief Audit and Evaluation Executive at Shared Services Canada.

Prior to joining Shared Services Canada, Begonia led the Shared Services Travel Program at Public Services and Procurement Canada as its Senior Director, providing an enterprise wide travel, expense and reporting program to 92 customer departments.

Previous to that, she held various leadership roles in national and international standards, including five years as the Senior Director of Canadian General Standards Board and nine years in internal policy and programs with Standards Council of Canada, where she served as the Secretary of its two national standards policy and programs committees, and represented Canada the board of directors of the Pan American Standards Commission.

She has also worked for Engineers Canada building consensus with the provincial and territorial engineering regulatory bodies.

Begonia is a professional engineer, with a degree in Civil Engineering from McGill University and a Master's of Business Administration from the University of Ottawa. In 2015 she obtained her Certificate in Regulatory Leadership from the University of Ottawa and Carleton University joint program. She is a member of l'Ordre des ingénieurs du Québec and Professional Engineers Ontario, and has served on the Executive of the Ottawa Chapter from 1995 to 2003 and as Chair in 2002.

Bio: Marie-Claude Renaud – Chief Information Officer

Marie-Claude Renaud is the Chief Information Officer for Shared Services Canada. In this role, Marie-Claude is focussed on Shared Services Canada's departmental needs, empowering the people of Shared Services Canada with the corporate tools, solutions and technology required to enable enterprise service delivery to Shared Services Canada's 43 partner departments and Canadians.

Marie-Claude is accountable for the provisioning of desktop and workplace technology services, as well as applications, accessibility, information and data management services. Her team provides individuals across the Government of Canada with Accessibility, Accommodations and Adaptive Computer Technology services.

Marie-Claude is a driven and seasoned executive with 30 years of information management and information technology experience within the Federal Public Service. She spent most of her career between the departments of Innovation, Science and Economic Development and Public Services and Procurement Canada – all in information management and information technology.

The majority of her executive experience has involved the development of departmental information management and information technology policies and strategies as well as enterprise information management. Marie-Claude holds a Master of Business Administration with a concentration on Management and Change from the Sprott School of Business, Carleton University.

Marie-Claude has two daughters and lives in Chelsea, Quebec with her husband.

Bio: Alexandre St-Jean – Ombuds

Alexandre was appointed Ombuds for Shared Services Canada in March 2021.

Alexandre joined the Public Service in 2009 after working eight years in various industries of the private sector. Since then, he has worked in the fields of wellness, conflict management, harassment prevention and values and ethics. Most notably, he was the Director of Informal Conflict Management System at the Department of Justice. He has played a leadership role in the Federal Informal Conflict Management System Network and continues to play a key role in the Interdepartmental Organizational Ombuds Community. He comes to Shared Services Canada from the Treasury Board of Canada Secretariat where he was the Ombudsman and Director of the Office of the Ombudsman, Ethics and Conflict Resolution. Throughout his career, he has played a key role in resolving complex issues through coaching, mediation and group intervention process.

He also developed an expertise in the field of emotional intelligence, resiliency and effective interpersonal communication.

Alexandre holds a Bachelor's degree of Commerce with specialties in Finance and Marketing from McGill University.

Shared Services Canada 3.0

AN ENTERPRISE APPROACH

Towards a digital government

Today's digital landscape is one of relentless and disruptive change. In this fast-paced environment, the Government of Canada is challenged to anticipate, adapt and keep pace. When Shared Services Canada (SSC) was established in 2011, cloud computing, artificial intelligence, blockchain and the internet of things seemed like a distant future.

Canadians expect to use the latest digital technology to receive the services they need, when and where they need them on any device – whether they are filing their taxes, applying for a passport or getting the latest recall information.

To meet these expectations, federal employees need modern digital tools that are accessible by design, enhance their productivity and allow them to collaborate across departments to deliver the essential services Canadians rely on.

To achieve its digital government vision, the Government of Canada has set digital standards and released the 2018-2022 Digital Operations Strategic Plan, which together, put users and their needs at the heart of everything we do and leverages the latest digital technologies to deliver high-value services to Canadians.

Shared Services Canada is a key player in this vision. At the outset, SSC was given a big mandate to modernize and consolidate the Government of Canada's information technology infrastructure. SSC's 7,100 employees support the technology needs of over 200,000 federal employees and handle about 600,000 requests and 100,000 incidents a year.

Since its inception, SSC has gone through tremendous transformation and growth. The department was stood up as an entirely new organization in record time, a chapter that is considered the beginning, or "SSC 1.0". SSC's second phase, "SSC 2.0", focused on enhancing service delivery and client satisfaction and saw the beginnings of an enterprise approach.

While the department has made remarkable progress, the current digital landscape in the federal government is highly complex with a myriad of networks, applications, programs, collaboration tools, and data centres – many unique to individual departments.

This leads to the natural evolution of the department. Our new Vision, Mission and Values are helping us define who we are as an organization, and SSC 3.0 is how we get there. This new phase is focused on an enterprise approach for all of government.

Why does enterprise matter?

While there is no single "one-size-fits-all" approach for Government of Canada digital services, we are working with our federal partners and clients to improve the user experience by consolidating, modernizing and standardizing. This is resulting in economies of scale, more secure and reliable services, faster turnarounds, enhanced collaboration, and reduced risk – ultimately, better serving Canadians.

In the near future, all services will have digital elements. SSC 3.0 is taking an enterprise approach that builds upon other Government of Canada programs such as "Tell Us Once", the Cloud First Adoption Strategy, and the Directive on Automated Decision-Making for the responsible use of artificial intelligence. We are working together to build a modern, reliable, and secure digital platform for all that meets the needs of today and tomorrow.

#GCDigital

Network and security are the very foundations of digital government and the basis for all government services. Simply put, there is no digital vision without them.

There are currently 50 Government of Canada networks across the country – many of which are aging and not ready for cloud, video and voice. These networks are complex, labour-intensive, costly to maintain and lack the capacity to scale and deliver the services Canadians need. Some lack advanced security standards for protection against cyber threats.

The network couldn't be more fundamental in the digital age. It is as essential as other utilities that we depend on such as electricity and heat. 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 Government of Canada is transitioning away from single departmental networks to modern enterprise networks. These networks will be accessible anytime, anywhere, and by anyone. They will be built with accessibility in mind, while accommodating and supporting continuous improvement and an increasing diversity of government programs and services.

This will make the Government of Canada more responsive to Canadians' demands for services they can access anytime, anywhere and from any device, on a trusted and secure platform. An updated network will use the latest security measures that better protect personal information, connect seamlessly to cloud and enterprise data centres, and move at a speed and scale that gives users the connectivity they need to do their work.

"We need a fast, reliable, and secure Network."
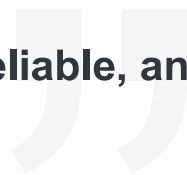
Today, workplace collaboration tools used by federal employees vary from one department to the next, with limited overarching standardization or integration.

To deliver on their departmental mandates and provide high-value services to Canadians, public servants need modern and effective workplace tools.

This will not be a one-size-fits-all approach, but rather one that is streamlined with a tailored set of options based on users' needs.

An inspector who spends much of their time in the field, for example, could require multiple access points and a virtual office, while a researcher could require big data on large sharing platforms in a more traditional office setting.

SSC 3.0 is supporting a government-wide Enterprise Digital Workplace Platform. This means federal public servants have access to devices ranging from mobile to traditional workstations from anywhere.

The platform has built-in security, single sign-on, seamless remote access and the full suite of Microsoft Office 365 cloud-based software.

Employees are increasingly able to work in a more connected way using integrated email, instant messaging, enterprise-wide social networks, videoconferencing, web applications, digital collaboration tools and more.

By providing a modern and tailored set of workplace tools with accessibility features built-in from the outset, SSC is helping public servants deliver on their departments' priorities and better serve Canadians.

"Tailored set of options based on users' needs."

Nearly 80% of the federal government's roughly 18,000 applications reside in aging data centres which are more at risk of service outages and failures.

At the same time, there are departmental applications and data that have not been maintained, with some based on software that wasn't built for today's digital realities. These applications need to be rebuilt before they can be moved to the cloud and state-of-the-art Enterprise Data Centres.

Under SSC 3.0, SSC is working with clients to identify applications most at risk with the biggest potential impact on services to Canadians. Together, we are determining solutions to update or create new applications that are reliable and can run on modern hosting solutions - whether cloud or enterprise data centres.

To date, SSC has worked with its clients to close more than 200 legacy data centres. SSC is risk-managing with clients to prioritize applications and work towards the best solutions for their needs.

The objective is to ensure hardware and software systems are robust, secure, and keep pace with changing technology.

"Migration to Cloud and Enterprise Data Centres."

Organizational transformation

In order to deliver on the Digital and IT service transformation priorities, SSC is transforming its internal organization to enable, empower, and engage employees, while creating accountabilities across the organization, and at all levels. It includes addressing what we've heard from employees and re-thinking our processes, workplace, workforce, and technology to meet our needs, now and into the future. Some of the key building blocks include:

Standards

SSC supports a proliferation of customized IT products and services across government with multiple versions of each.

Tailoring applications and workplace tools department by department leads to more delays and less efficient service.

Setting standards is therefore critical to SSC 3.0's success.

Moving to an enterprise suite of standards and service catalogue will significantly streamline and simplify SSC's current working environment, free up capacity and resources to work on other projects, and provide better service to clients.

This results in tool sets such as desktop collaboration platforms and cloud services that can be used and shared across government.

Enterprise Service model

SSC's current service model is a complex patchwork of various types of funding and user pay practices which places a heavy administrative burden on SSC and clients.

SSC is working with central agencies to develop a new enterprise service model. Once implemented, it will have built-in incentives to limit investments in legacy systems and to encourage investments in new modern IT solutions. Investments will be aligned with the Government of Canada's rapidly evolving digital government agenda and enterprise approach.

This will lead to a service model that is simpler, transparent, understandable, predictable and sustainable for both SSC and its clients.

Services

SSC currently delivers 23 catalogue services and many minor services across 43 departments. It is a fragmented environment that has been largely unchanged since the Department's inception, leading to service delays and higher overhead costs.
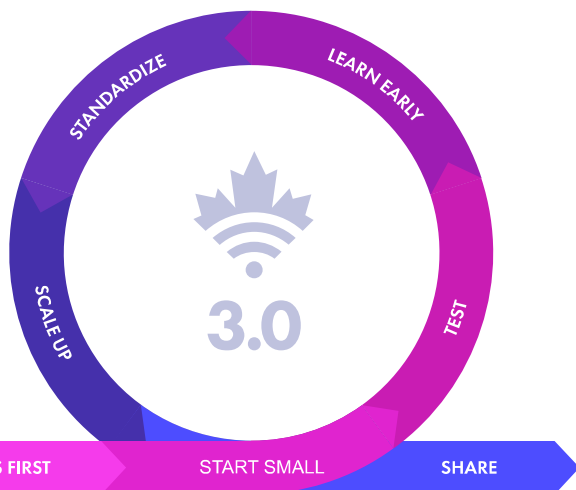
With SSC 3.0, SSC is moving to a simplified and streamlined suite of enterprise services:

• Cloud-based services
• Consistent service management
• Clearer standards
• Incentivized pricing model
• Tiered service levels

The objective is to provide more timely service and empower our clients to self-serve with express checkout lanes, self-checkout, and a more robust system for business requirements.

A streamlined set of services – whether data centres, networks, software, mobile technology or workplace devices – will make it easier for SSC to tailor the services to best meet clients' needs.

#SSCexcellenceSPC

STANDARDIZE
LEARN EARLY
SCALE UP
3.0
TEST
PUT USERS FIRST
START SMALL
SHARE

Our approach

As we innovate and collaborate together on new ways of working, we are starting small and being agile in our approach. This means we are experimenting with pathfinders, iterating, learning, iterating again and delivering. We are identifying and locking-in standards, writing the playbook and then scaling up to deliver enterprise-wide.

#SSCexcellenceSPC

Accountability

SSC is committed to being open and transparent throughout the implementation of SSC 3.0. We will report on progress to our clients, vendors and Canadians by publishing dashboards and progress reports online on a quarterly basis.

Stakeholders have the opportunity to provide input and feedback to help ensure objectives are met.

SSC will aim to foster confidence and accountability by reporting on progress openly and transparently. This will help ensure that we are following through on the commitments laid out in SSC 3.0.

SSC is committed to a team-based, collaborative approach that is engaging, enabling and empowering SSC employees to help provide the digital services Canadians expect.

PUTTING THE "SHARED" IN SHARED SERVICES

SSC 3.0 is not just a plan for Shared Services Canada, but a plan for all of government, supported by central agencies. Success requires a united approach.

By working with users, clients, partners and vendors, SSC is helping create a truly digital government that delivers quality services to Canadians.

Success requires SSC and our partners to have a relentless focus on the user experience. It means working together to realize a true enterprise vision of IT service excellence.

SSC is working closely with clients and key stakeholders to implement SSC 3.0. Our collective knowledge, expertise, and working relationships is being leveraged to achieve the enterprise approach. A collaborative, user-centric approach benefits everyone – and meets the real needs of Canadians.

SSC 3.0 won't be the end of the journey. The plan is evergreen and continues to evolve to keep pace with accelerating change and innovation in the digital world. The Government of Canada must be flexible if it is to deliver new services, with technology designed to meet Canadians' needs.

The future is digital. With SSC 3.0, the Department is playing a central role in helping build a digital government that meets the needs of Canadians today and well into the future.

SSC's Vision, Mission & Values

Our new Vision, Mission and Values are helping us define who we are as an organization, and SSC 3.0 is how we get there.

VISION

Powering world-class technology for Government
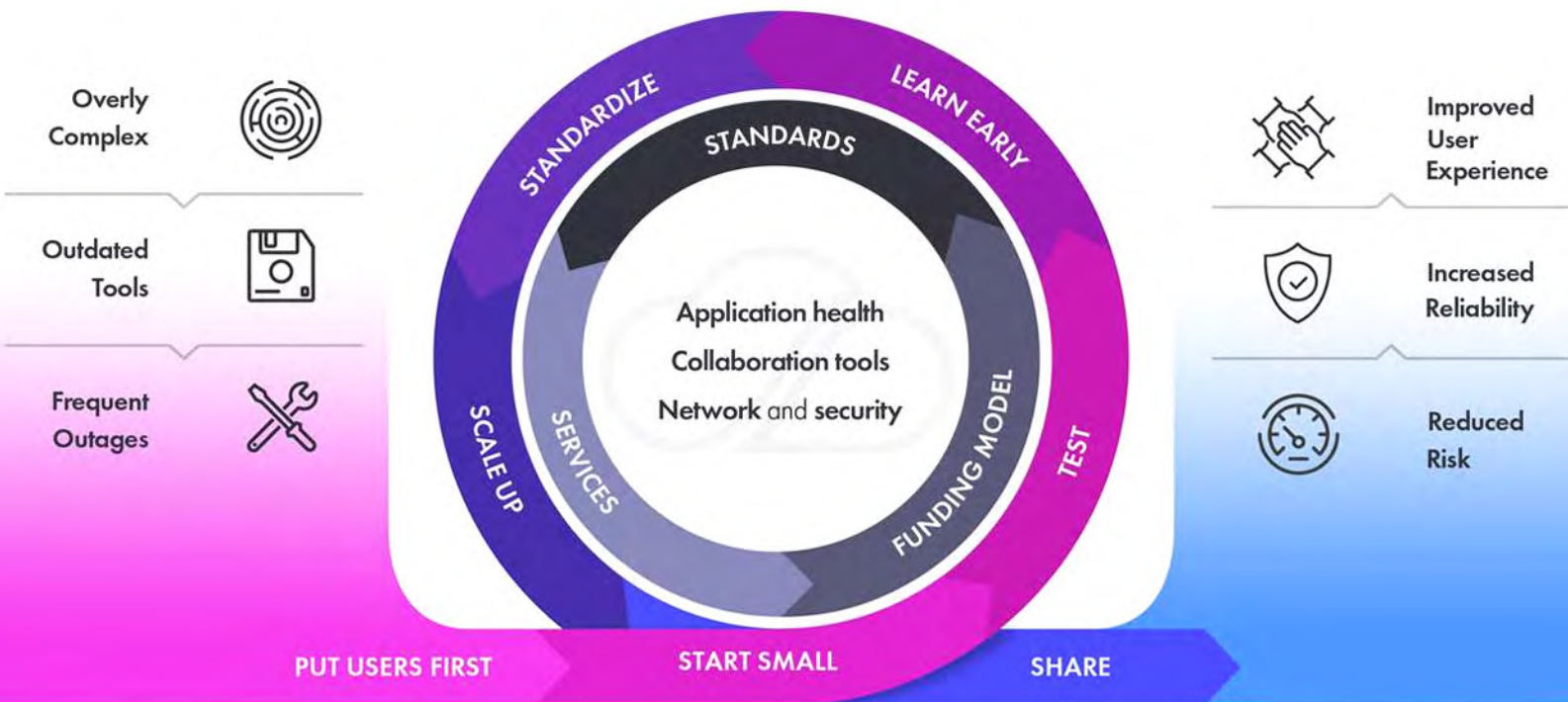
VALUES

- Pursue excellence

- Our relationships are built on trust and respect

- We act with integrity and accountability

MISSION

To work with partners to provide secure and reliable networks, modern tools and client-centric digital services for Canadians

Shared Services Canada 3.0
AN ENTERPRISE APPROACH