SHARED SERVICES CANADA

INTEGRATED BUSINESS PLAN

2016–17

Shared Services Canada

Services partagés Canada

Canada

Contents

MESSAGE FROM THE PRESIDENT AND CHIEF OPERATING OFFICER

It is our pleasure to present Shared Services Canada's (SSC) Integrated Business Plan (IBP) for 2016–17. This plan describes SSC's mandate, context and priorities and draws attention to specific activities we will undertake to achieve these priorities in 2016–17. The IBP is a companion document to SSC's Report on Plans and Priorities.

Last year was a time of great change for SSC. In April 2015, the Way Forward was the first large-scale re-organization since the formation of SSC in 2011. Over the year, we reviewed many of our business practices and put the tools in place to improve the way we deliver services to our customers—tools such as the Service Management Strategy and the Customer Satisfaction Feedback Initiative. Our department was in the news frequently and the subject of several Parliamentary committee meetings. This attention underlines the importance of our mandate, and our performance, to Canadians. This February's report from the Office of the Auditor General has both reinforced the importance of the value we provide to the Government of Canada and guided us in refining our priorities.

SSC's Information Technology (IT) transformation plan is an unprecedented exercise in orchestration and synchronization. Primary goals continue to include transitioning our customers to your.email@canada.ca email service, consolidating enterprise data centres, securing networks, and installing videoconferencing. We are working toward the consolidation and procurement of workplace technology device hardware and software and we are continually enhancing the security of the Government of Canada's cyber perimeter. This IBP describes how SSC facilitates the Blueprint 2020 vision of a capable and high-performing public service that embraces innovation, transformation and continuous renewal.

However, we have not made as much progress on our transformation agenda as originally planned. A top priority for the Department in the year ahead is to revise the Transformation Plan to ensure that its scope, underlying assumptions and timelines are reasonable, affordable, and aligned to government priorities and industry best practices.

Budget 2016 funding will strengthen cyber security protection ($77.4 million over five years) and replace out-of-date mission-critical infrastructure ($383.8 million over two years) thereby improving services to customer organizations, facilitating Canada's Open Government approach and enabling more public services to be "digital by default".

SSC's new business model will help ensure we can deliver on our priorities. This model integrates people, project, service delivery and financial strategies. You will see in the IBP we are striving to deliver the highest levels of customer satisfaction. This is where we all share a responsibility: *To provide quality service for our customers.* However, the most important component of SSC's new business model is the People Strategy, previously known as the Workplace Management Strategy. SSC depends on every employee to be fully engaged, high-performing and ready to take on the next challenge. The People Strategy addresses many of the concerns employees raised during the 2014 Public Service Employee Survey (PSES) and the SSC Organizational Culture Inventory.

The People Strategy, which includes career planning, recruitment, and learning and development, contains tools and resources SSC employees can use to enhance their abilities, develop new skills and manage their careers. Through the online hub for this activity, the My Career and Mobility Centre support employees in taking ownership of their careers and professional development.

The IBP, however, is more than careers, strategies, goals and plans; it is also about how you fit in. Your branch's business plan, along with the other branch plans, accompany the IBP for the first time. From these, you can develop a better understanding of how the parts form the whole—the big picture of SSC, how branches connect and how you fit in, engage and contribute. We encourage you to talk to your colleagues and management about your branch's plan to bring to life the part you play in SSC's future.

We have seen that countless people at SSC have risen to meet our challenges with determination and dedication. Together we will move ahead in this unprecedented exercise—for each other, for SSC, for our customers, and for Canadians.

Ron Parker
President

John A. Glowacki Jr.
Chief Operating Officer

SECTION I – OUR DIRECTION

OUR MANDATE

The Government of Canada (GC) created Shared Services Canada (SSC) in 2011 to modernize how the government manages its information technology (IT) infrastructure. SSC has brought together people, IT resources and assets to improve the efficiency, reliability and security of the government's IT infrastructure, increase productivity across departments and agencies, and support the vision of a 21st century public service, as articulated in Blueprint 2020.

SSC reports to Parliament through the Minister of Public Services and Procurement. The Department is mandated to deliver email, data centre and telecommunication services, including videoconferencing and

Vision Statement
To be the public sector's most innovative organization in providing cost-effective shared services that improve service delivery to Canadians.

Wi-Fi, to partner organizations. In addition, SSC provides workplace technology device (WTD) procurement and cyber and IT security services. The Department offers its services on a cost-recovery basis to other federal organizations.

In carrying out its mandate, the Department is:

- working in partnership with key public- and private-sector stakeholders
- adopting enterprise wide approaches for managing IT infrastructure services
- implementing efficient and effective business management processes in support of its mandate

The main legislative authorities for the Department can be found in the *Shared Services Canada Act*.
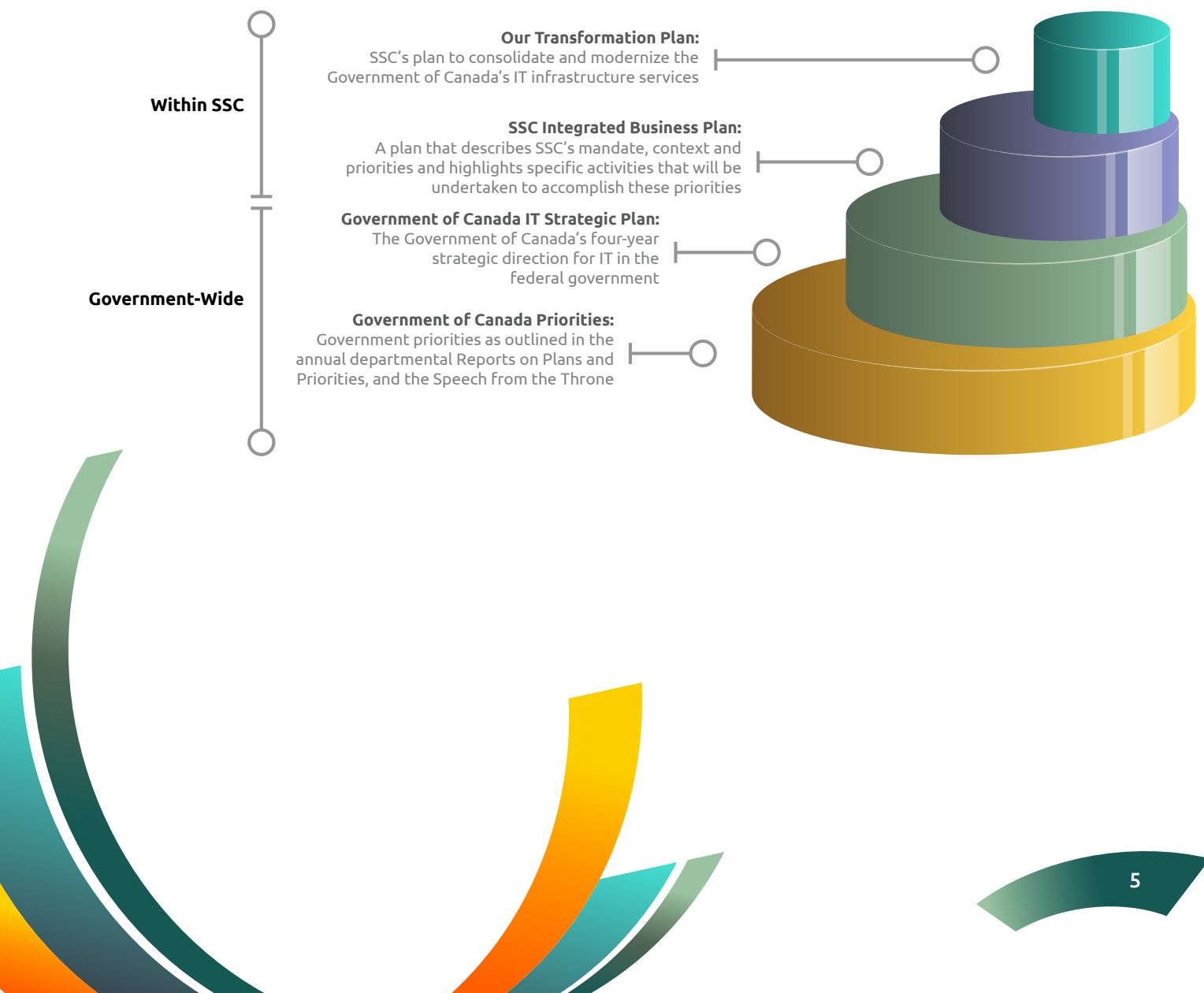
SECTION I

OUR CONTEXT

To provide IT services more efficiently and effectively and generate value for Canadian taxpayers, SSC must plan and operate in consideration of the full spectrum of priorities, from the enterprise level, to our partners, down to SSC-specific initiatives.

In the Speech from the Throne (SFT) and Budget 2016 Growing the Middle Class, the government set out broad priorities such as improving service for Canadians, open government, and enhancing public safety. The recently-released Government of Canada IT Strategic Plan explains how government IT services (including those delivered by SSC) will support achievement of those priorities. The IBP

sets out in more detail how SSC will contribute to these and other priorities, such as the Blueprint 2020 vision of a high performing Public Service that embraces innovation and collaboration.

Finally, SSC's IT transformation plan is a subset of the Department's IBP priorities; specifically the plans to consolidate and modernize the Government of Canada's IT infrastructure. SSC is currently consulting staff, departments, industry and Canadians on a revised version of the Transformation Plan to ensure it remains relevant, achievable and sustainable for years to come.

Within SSC

Our Transformation Plan:
SSC's plan to consolidate and modernize the Government of Canada's IT infrastructure services

SSC Integrated Business Plan:
A plan that describes SSC's mandate, context and priorities and highlights specific activities that will be undertaken to accomplish these priorities

Government of Canada IT Strategic Plan:
The Government of Canada's four-year strategic direction for IT in the federal government

Government-Wide

Government of Canada Priorities:
Government priorities as outlined in the annual departmental Reports on Plans and Priorities, and the Speech from the Throne

GOVERNMENT OF CANADA INFORMATION TECHNOLOGY (IT) STRATEGIC PLAN

In June 2016, the Treasury Board of Canada Secretariat (TBS) released the Government of Canada Information Technology (IT) Strategic Plan for 2016–20. Most of the actions outlined in the Government of plan involve leadership or contributions from SSC.

This Strategic Plan has set out the direction for IT in the federal government over the next four years. In responding to government priorities and current challenges, the plan has charted the path forward for

IT from a whole-of-government perspective and has positioned the government to manage and use IT as a strategic asset in innovative ways. This will result in the ability to provide better programs and services to end-users, and ultimately deliver greater value to Canadians.

The Government of Canada's IT Strategic Plan sets out four strategic areas for action over the next four years and beyond:

Service IT

Secure IT

Manage IT

Work IT

The Government of Canada has set out a clear path to getting the maximum benefit out of the money it spends on IT. SSC's efforts in implementing this agenda are crucial to ensuring that the Government of Canada is ready and able to meet the needs and expectations of Canadians in the years ahead.

BLUEPRINT 2020

Blueprint 2020 is the government-wide vision of a modern, networked, and high-performing public service equipped to serve Canada and Canadians. SSC's mandate is at the core of the Blueprint 2020 vision and the Department is supporting a modern, open, connected and collaborative public service.

Government-Wide

In a government-wide context, SSC has made notable progress towards its Blueprint 2020 commitments and has already achieved tangible results:

- **GEDS 2.0 –** SSC has enhanced the Government Electronic Directory Services (GEDS) including detailed employee profiles, a competency-based search function, and a social media feature linking employees' postings on GCpedia and GCconnex. Since the official launch on March 25, 2015, employees can now include a detailed profile and enable their GCconnex and GCpedia posts to appear on their profile page. Users are also able to synchronize their GCconnex profile with GEDS 2.0 and as of October 30, 2015, the integration of GCconnex and GCpedia with GEDS 2.0 is complete

- **Desktop Videoconferencing –** SSC's commitments were to provide a common videoconferencing infrastructure and service to allow employees to hook into conferences across departmental lines and also a self-service portal to guide users on how to access training materials and find information on how to obtain a webcam and software[1]. Today, employees in 43 partner organizations have access to SSC's videoconferencing service featuring self-serve virtual meeting rooms to host online meetings anytime

- **Wi-Fi Access –** The target of providing Wi-Fi availability to 30,000 end users by March 30, 2016 was met. SSC is working towards the target of providing enhanced Wi-Fi services[2] to 40% of public servants by March 2017 and to 80% by March 2020

- **Other Tools to Support a Mobile Workforce –** SSC's commitments were to initiate a pilot with a group of mobile workers to identify the tools and approaches required to support public servants who work both within and outside government buildings and to offer best practices solutions to departments and agencies for implementation. To meet this commitment, SSC reviewed the results of the mobility

pilots conducted by the Community of Federal Regulators[3] and is integrating recommendations within its plans and guidance documents. SSC also regularly publishes communications to partners regarding best practices and uses for mobile devices[4]

In addition, SSC is collaborating with TBS to deliver shared intranet and usability enhancements to GCpedia and GCconnex, such as improved search capability and simplified sign-on. Simplified sign-on has now been introduced, and on April 20, 2016 at the Blueprint 2020 Innovation Fair, the Clerk of the Privy Council announced a re-branded, new look and feel for GCconnex as well as a new search feature that enables users to search information on GEDS 2.0, GCpedia, GCconnex and the GCIntranet at the same time. A new Government of Canada Intranet, with content contributed by departments, is also under development. SSC is supporting TBS in implementing these enhancements by providing server capacity to support these features.

Within SSC

SSC has undertaken a number of internal initiatives that support the Blueprint 2020 vision, as summarized in SSC's December 2015 Blueprint 2020 Progress Report. SSC's internal commitments were to build an agile and skilled workforce and a unique workplace culture based on communication to employees and through change management. Some key actions to date include the launch of the Learning Map tool[5] in November 2015, and the implementation of the mentorship pilot program for Administrative Services employees, the inclusion of common commitments in PMAs, and the delivery of change leadership sessions. To build a healthy, respectful and supportive work environment and reinforce culture

---

1 User guides and guidance are published on SSC Serving Government Web portal since November 2015.

2 The objective of the enhanced services is for Government of Canada employees to be able to connect to the new Government of Canada Wi-Fi service regardless of which federal government building they are in, contingent on department take-up and implementation of the service.

3 Six organizations participated in mobility pilots conducted by the Community of Federal Regulators. Participation included over 800 inspectors from the Canadian Food Inspection Agency; 1,400 from Transport Canada; 15 from Fisheries and Oceans Canada.

4 For example, a communiqué for international travel was re-published on Dec. 18, 2015 and Tips and tricks are planned for publication on the SSC Serving Government website in June 2016.

5 The Learning Maps are new learning and development (L&D) tools for the six corporate learning priorities. These maps will facilitate the process for employees in identifying required competencies and associated L&D. These tools are added to the Academy.

change, employees were also engaged through Coffee with the President and the COO on the Collaboration and Engagement page of MySSC website[6].

In 2016–17, SSC will put more emphasis on communications and engagement of employees to continue building the Blueprint 2020 culture going forward. A Communications and Engagement Action Plan is in development that outlines key engagement and communications activities to accomplish by September 2016. SSC will also work towards "Living Blueprint

2020" by continuing regular reporting on progress and leveraging the MySSC website to share progress with employees. Also, tiger teams comprised of SSC employees were established in March 2016 and are working on recommendations to address key workplace culture issues in 2016–17 and beyond.[7]

These activities all contribute to SSC's goal of being #collaborative, #innovative, #agile, #high performing and #proud.

---

6   For example, crowdsourcing, feature stories.

7   The 5 topics to be addressed by the tiger teams include: 1) Information Sharing; 2) Business and Office Processes; 3) Learning & Training; 4) Concept of Operations; and 5) Client Service.

SECTION II – OUR FOCUS IN 2016–17

OUR PLANNING CONTEXT

SSC operates in a dynamic and complex environment. To transform enterprise IT infrastructure services, SSC must be agile and strive for continuous improvement; an awareness of contextual changes empowers the organization to respond to a context that is in constant motion, enabling SSC to plan, design, and manage our activities effectively. This year's plans will reflect this awareness and agility by building on inputs such as the Auditor General's report and Blueprint 2020.

The three-year Service Management Strategy provides strategic direction for service improvement and outlines how this improvement will be measured. Within this revised context, client satisfaction feedback will be gathered and acted upon; an online service catalogue will specify expectations for the five priority services; and a pricing strategy will be implemented.

In the wider context, the departmental Environmental Scan (E-Scan) describes trends and factors that may have an impact on transformation initiatives and service delivery. Areas covered in the E-Scan include information and communication technology, government priorities, service delivery, and society and the economy. Consideration of the larger context in which SSC operates allows decision-makers to ensure departmental activities are well planned, designed, operated and managed.

OUR KEY OPERATIONAL RISKS

As part of the planning process, SSC identifies risks that could have an impact on the achievement of our objectives. This process enables the Department to deploy the appropriate strategies and resources to areas where risk is most likely to adversely affect SSC's operations.

SSC identified five key operational risks which were presented in the 2016–17 RPP:

- **Financial Management and Sustainability:** There is a risk that SSC will not have the financial resources, systems and funding mechanisms in place to maintain mission-critical systems and fund the Transformation Plan
- **Cyber and IT Security:** There is a risk that SSC will be unable to effectively respond to cyber and IT security threats, resulting in government-held information being compromised and/or impeding disaster recovery activities to restore services to partners, clients and Canadians
- **Availability and Quality of Information:** There is a risk that a lack of availability and integrity of information will impede effective planning and decision-making, impacting the achievement of the Department's objectives

- **Human Resources:** There is a risk that SSC will be unable to invest in, recruit, mobilize and retain a workforce with the right skills and capacity to support current, transitional and future business needs
- **Service Delivery and Partnership Collaboration:** There is a risk that inadequate communication, collaboration and a lack of defined roles and responsibilities between SSC and its partner and client organizations will compromise service delivery and implementation of the Government of Canada IT infrastructure transformation

Risk responses, with clear timelines and accountabilities, were developed to indicate how these risks are being addressed in order to minimize their impact and/ or likelihood. Because risks cut across service areas, responses were developed in coordination with stakeholders from all branches.

SSC continues to develop its capacity to recognize, respond to, and capitalize on new challenges and opportunities as risk management in the department matures. To expand risk management's capacity to

support more effective, results-focused government, SSC is working to incorporate it in all areas and across silos through integrated risk management. In the coming year, SSC will work to incorporate risk tolerance into discussions on uncertainty and decision-making. The Department will also continue to pursue a government-wide perspective on IT risk which acknowledges the central role that SSC plays in supporting partners and clients across the GC.

OUR PRIORITIES

The Treasury Board of Canada Secretariat (TBS) has set forward a framework which outlines the 16 Government of Canada outcome areas as organized by their alignment to key Government spending areas. SSC's Strategic Outcome was developed in accordance with the whole-of-government outcome of "well managed and efficient government operations." Our Strategic Outcome is supported by four priorities which are renewed every fiscal year.

This annual Integrated Business Plan (IBP) outlines the plans and supporting initiatives required to meet these priorities, and is a resource for all SSC employees.

Priorities and Initiatives

PRIORITY #1: IMPROVE THE DELIVERY OF IT INFRASTRUCTURE SERVICES

SSC's IT infrastructure services are critical to the government's operations and delivery of services to Canadians. To ensure its services meet the requirements of departments, SSC is implementing a comprehensive service strategy that sets out how it will deliver enterprise IT infrastructure services, including roles and responsibilities and service targets. SSC will use its customer satisfaction questionnaire to measure, report on and improve client service levels. The introduction of a comprehensive set of performance indicators will help SSC improve its reporting to departments and Parliament on the health of the government's IT systems (such as security, availability, reliability and capacity).

Initiatives
1. Implement a comprehensive service strategy, catalogue and performance measurement and reporting processes
2. Collaborate with departments to improve the planning, prioritization and execution of projects and service requests
3. Enhance SSC's project management capability and capacity

PRIORITY #2: CONSOLIDATE AND MODERNIZE THE GOVERNMENT OF CANADA'S IT INFRASTRUCTURE

The IT infrastructure that supports government programs and services is aging, vulnerable to security risks and inefficient. Renewal of this infrastructure will establish a secure and reliable platform for the delivery of digital services to Canadians. SSC's plan for renewing the government's infrastructure (the Transformation Plan) will undergo a comprehensive review and update in 2016–17 to ensure its continued sustainability and alignment with government priorities. This review will be informed by lessons learned from past experience and the advice of experts.

Initiatives
4. Update the Transformation Plan to ensure sustainability and alignment with Government of Canada priorities
5. Migrate departments to the single email solution
6. Facilitate departments' migration to enterprise data centres
7. Implement enterprise network and telecommunication services
8. Decommission legacy infrastructure
9. Consolidate and modernize the provisioning of end-user software and hardware

INTEGRATED BUSINESS PLAN 2016 – 17

PRIORITY #3: SECURE THE GOVERNMENT OF CANADA'S DATA AND TECHNOLOGY ASSETS

The frequency and complexity of cyber security attacks pose a threat to Government of Canada IT infrastructure and networks that house critical data and provide services to Canadians. Enterprise-wide management of cyber and IT security issues is required to reduce risks and protect the integrity of Government of Canada services and operations. In 2016–17, SSC will work closely with Government of Canada security agencies to support the implementation of the "Top 10 IT Security Actions to Protect Government of Canada Internet-Connected Networks and Information" recommended by the Communications Security Establishment of Canada.

Initiatives
10. Enhance collaboration with lead security agencies and communications with departments to protect the Government of Canada's cyber perimeter
11. Maintain the integrity of the Government of Canada's IT supply chain
12. Maintain and enhance IT continuity processes to protect critical government services and infrastructure
13. Consolidate and expand the Government of Canada Secret-level network infrastructure
14. Enforce appropriate controls over access to Government of Canada data and assets

PRIORITY #4: INCREASE THE EFFICIENCY AND EFFECTIVENESS OF INTERNAL SERVICES

Agile, responsive and effective internal services are needed to ensure SSC's capacity to support enterprise IT Infrastructure Services.

Initiatives
15. Implement an enterprise cost management framework and pricing strategy
16. Optimize and integrate workforce planning, forecasting and allocation strategies to support the Department's transformation activities
17. Improve the Department's corporate planning, risk management and performance measurement functions
18. Increase the timeliness, integration and availability of high-quality information, research and business analytics
19. Advance the adoption of an integrated, client-centric delivery model for internal services
20. Provide efficient, secure, and cost-effective IT procurement services to enable the expanded SSC mandate created by OiC 2015-1071

In addition to these priorities, SSC will use the funds allocated in the 2016 Federal Budget to replace mission-critical IT infrastructure that has reached the end of its normal lifecycle and to reinstate expired maintenance contracts. Furthermore, as noted in the GC IT Strategic Plan, SSC will establish itself as the broker of cloud computing services for federal departments.

For the complete list of sub-initiative highlights, please see the corresponding Branch Business Plans:

- Service Management and Delivery Branch Business Plan
- Data Centres Branch Business Plan
- Networks and End User Branch Business Plan
- Cyber and IT Security Branch Business Plan
- Strategy Branch Business Plan
- Corporate Services Branch Business Plan

OUR TRANSFORMATION PLAN

Following SSC's creation in 2011, a comprehensive Transformation Plan (TP) was developed to guide the consolidation and modernization of the GC IT infrastructure.

As noted earlier, the Transformation Plan is currently undergoing revision and is composed of the following six programs:

For details on how the Transformation Plan is being revised, please go to "SSC's Transformation Plan Consultation" web page.

Email Transformation Initiative

SSC is responsible for the consolidation of 63 independently managed email systems across the Government of Canada to establish a single, secure, cost-effective email system. Bell Canada and CGI Information Systems are the chosen private sector service vendors, responsible for the development of the new solution and the migration of all government mailboxes to the single email system.

- SSC estimates that a total of 500,000 mailboxes will be migrated to the new system. This is 40,000 less than projected, however the reduction is attributed to dormant and duplicate email accounts
- As of December 4, 2015, SSC has successfully migrated 51,600 mailboxes. Due to technical issues, account migration was halted in November 2015, and is expected to resume in 2016. The transition is now projected to reach completion by March 2018

Data Centre Consolidation

SSC is also responsible for reducing the number of data centres from over 500 to fewer than seven, and standardizing information technology infrastructure to maximize its use across the Government of Canada. Many of these legacy data centres are not designed to meet the modern efficiency and security specifications required to maintain the integrity and security of government data. SSC has already established three new purpose-built Enterprise Data Centres (EDC) at Gatineau, Borden and Barrie.

Telecommunications

Telecommunications refers to transmission of voice and data within and across an enterprise. Currently, the Government of Canada delivers voice services through a combination of landline phones, Voice over Internet Protocol (VoIP) and mobile cellular services. These systems operate on a series of networks, minimizing the standardization and consistency of services. This patchwork of mediums and service providers is costly to support and unsustainable in the long-term, as landline systems will be retired by suppliers.

SSC has committed to consolidate the existing 50 wide area networks into a single enterprise network, to secure and reduce connections to the internet, and to migrate dated phone lines to wireless devices and VoIP technology. GCNet is SSC's largest and most complex telecommunications transformation project which is currently comprised of two Canadian streams and one international stream, provided through private-sector resources.

Workplace Technology Devices

The Workplace Technology Device (WTD) initiative is a procurement project which provides essential computing tools that enable public servants to deliver services and programs to Canadians, such as laptops, productivity software and printers. Software services are currently provided under 335 contracts, and SSC aims to reduce the total number of contracts to 78. SSC intends to award a contract for end-user devices in March 2017, and an additional contract for printing products in February 2017.

Cyber and IT Security

Shared Services Canada works closely with the Treasury Board Secretariat (TBS), the Communications Security Establishment (CSE), Public Safety Canada (PS), and our partner departments and agencies to protect the Government of Canada's (GC) IT systems and data, secure government operations, economic data, and Canadians' personal and financial information.

SSC has a commitment to the prevention, detection and response to cyber intrusions and to the recovery of the Government's IT systems when they are compromised. Cyber security threats and threat actors are constantly evolving. The level of sophistication and the complexity of cyber threats encountered by the Government of Canada is constantly increasing. The modernization of the Government's IT infrastructure will address some of the underlying causes of past and present cyber incidents.

SSC has increased the overall cyber and IT security of the Government of Canada by establishing a government-wide 24/7/365 Security Operations Centre and perimeter defence, with an integrated cyber and IT security program to protect IT systems and information.

SSC is planning to improve how departments transmit classified information by establishing a secure, single Government of Canada Secret Infrastructure.

IT Service Delivery Management

SSC has established a clear commitment to improve IT service delivery and management and has created a dedicated Service Delivery and Management Branch. The Branch is responsible for running day-to-day operational

Service Management activities as a priority. SSC has established a dedicated Service Management Program within the GC IT Infrastructure Plan for the first time. SSC's Service Management Strategy (SMS), established in 2015, provides strategic context to the Program and outlines the service improvement initiatives that SSC intends to implement over three years to improve both its approach to SM and the delivery of its services to clients. Tactically, the Program seeks to establish enterprise-level oversight and support for the delivery of IT services offered to customers. This includes a strong focus on the lifecycle management of GC IT services supported by the establishment of enterprise standards, processes and tools.

Central to the achievement of SSC's Service Management (SM) objectives are a set of key projects and initiatives:

- Ongoing evolution of SSC's SM Framework
- Procurement and delivery of a single, integrated enterprise ITSM tool set
- The establishment and execution of an ITSM Roadmap Implementation project, a multi-year initiative to mature enterprise-wide service management processes, supported by industry-leading experts
- Expansion of capacity in key pressure areas, including Service Desk, Incident Coordination, Service Delivery Management, and SM project/process management
- Enhancements to Operational Performance Reporting

OUR RESULTS AND DELIVERY AGENDA

Government-Wide

The Government of Canada is committed to taking a transparent approach when delivering and reporting on departmental results and performance to Canadians. A strong focus has been placed on the importance of relating accurate, timely, and evidence-based information when reporting on progress and achievements of departments.

To fully achieve the government's new results and delivery approach, three conditions are crucial. Departments must:

- be clear and concise about the goals they wish to achieve for programs and policies
- have detailed implementation plans outlining how these goals will be achieved
- systematically measure and assess progress to determine whether desired results are being produced, and identify what must be changed if goals are not being accomplished

Successfully achieving this approach also requires the efforts of Chief Results and Delivery Officers (CRDOs). CRDOs from each department oversee an agenda for the implementation of an outcomes-based approach within their respective department, ensuring appropriate departmental structure and leadership are maintained. Working collaboratively across departments, they achieve results and support Government-wide top priorities while proactively finding solutions to difficult implementation issues.

Additionally, Data Leads have been designated to ensure the necessary departmental information technology (IT) applications and tools are in place to support timely collection and use of quality performance data.

Within SSC

Peter Bruce, Senior Assistant Deputy Minister of the Strategy Branch, and Liz McKeown, Chief Information Officer, carry out the roles of Chief Results and Delivery Officer (CRDO) and Data Lead, respectively for SSC. Together, they support the results and delivery agenda through numerous actions, including overseeing the implementation of outcomes-based approaches, identifying appropriate results, and working across departments to support Government-wide priorities. They are working collaboratively to implement a results and delivery approach at SSC.

This approach is being implemented through a system of monthly reporting to the Minister of Public Service and Procurement. With a main focus on the revised SSC Transformation Plan and the review of Cyber and Security measures, SSC is ensuring its progress on mandate commitments is being communicated and recognized. To confirm the alignment of information between these commitments, SSC Results and Delivery Unit, as well as the Cyber and IT Security Branch, is cooperatively working with Public Safety (PS), the Communications Security Establishment Canada (CSEC) and the Treasury Board Secretariat (TBS). On a broader scale, SSC is improving its decision-making processes by embedding performance results in internal reporting and review mechanisms.

As a result of SSC's reporting and delivery efforts, our partners, clients and Canadians will get a clearer idea of the positive impacts SSC is making, how these impacts are accomplished, and the value they serve.
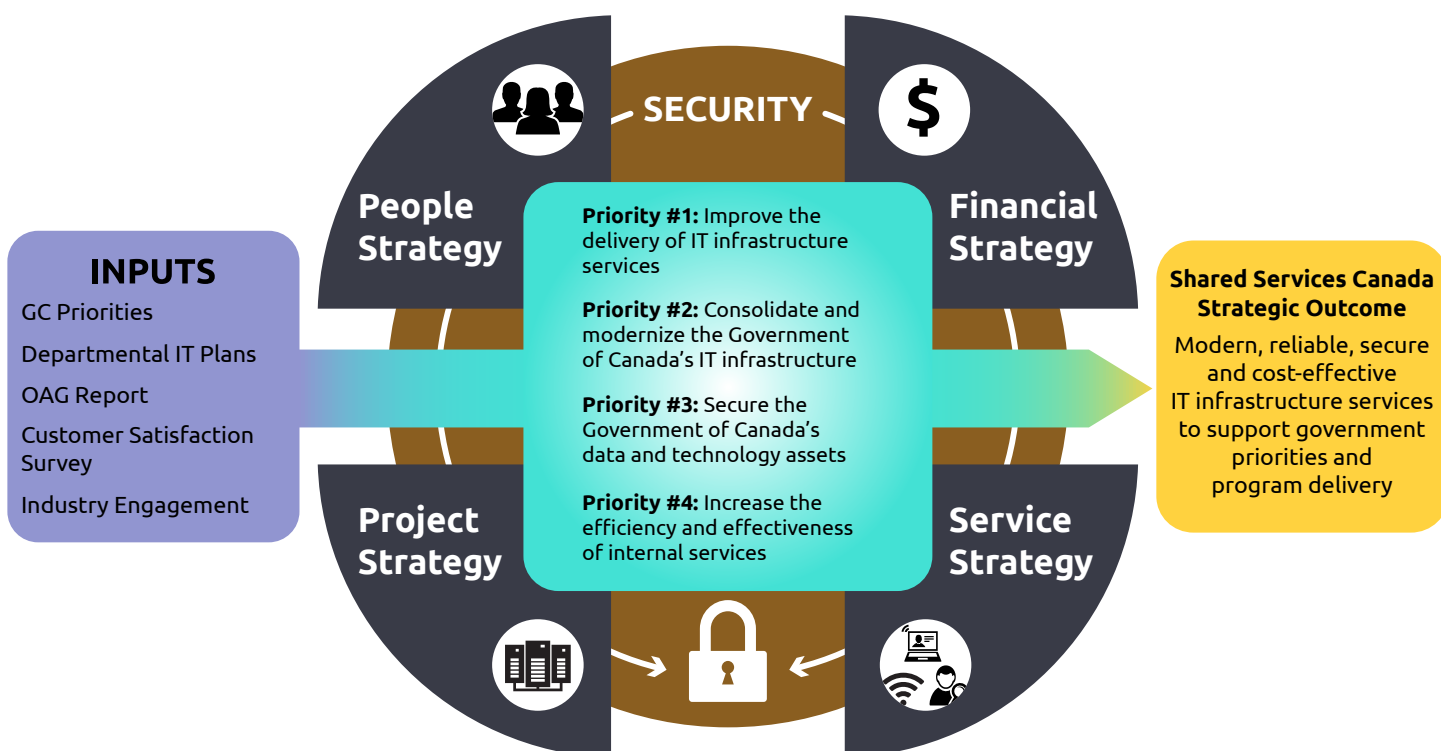
PSPC Ministerial Priorities Relevant to SSC				
MINISTERIAL PRIORITIES	COMMITMENT	OUTCOMES		
		2016	2019	
1 **Review of Transformation Plan**	Support the President of the Treasury Board in reporting on the implementation of existing enterprise-wide transformation initiatives in advance of Budget 2016, including making recommendations on actions to ensure successful completion of complex enterprise initiatives, including a review of Shared Services Canada's Transformation Plan.	• Revise the plan to consolidate and modernize the government's IT infrastructure	Canadians will receive more efficient, secure and reliable digital services from their federal government.	

2 **Review of Security Measures**	Support the Minister of Public Safety and Emergency Preparedness in a review of existing measures to protect Canadians and our critical infrastructure from cyber-threats.	• Development of a framework to better inform GC cyber security policy, program and investment decisions.
		• Continued cyber and IT security support to GC service delivery, operations and national security, including:
		  • Canada's foreign service;
		  • Military; and,
		  • Law enforcement.
			Following implementation of a renewed cyber security strategy, Government of Canada departments and agencies will be protected behind a common identity and credential system, leveraging government-wide Secret infrastructure for classified operations, and benefiting from a full set of services to prevent, detect, respond and recover from cyber threats.	

SECTION III – OUR BUSINESS MODEL

OUR BUSINESS MODEL

The Government has entrusted SSC with the responsibility of building and maintaining the platform for delivering safe and reliable digital services to Canadians. Achievement of this mandate requires precise coordination of large-scale plans, the success of which depend on the capacity of vendors, the collaboration of partner departments and, above all, the expertise and skills of staff. SSC has analyzed its experience to date and determined that it cannot achieve its mandate without a new and comprehensive business model.

The following graphic illustrates SSC's business model. The model reflects Government of Canada priorities and Departmental IT plans, and the findings of the Office of the Auditor General (OAG), customer satisfaction surveys, and industry engagement to deliver on our priorities and move SSC closer to achieving its strategic outcome.

INPUTS

GC Priorities

Departmental IT Plans

OAG Report

Customer Satisfaction Survey

Industry Engagement

SECURITY

People Strategy

Financial Strategy

Project Strategy

Service Strategy

Priority #1: Improve the delivery of IT infrastructure services

Priority #2: Consolidate and modernize the Government of Canada's IT infrastructure

Priority #3: Secure the Government of Canada's data and technology assets

Priority #4: Increase the efficiency and effectiveness of internal services

Shared Services Canada Strategic Outcome

Modern, reliable, secure and cost-effective IT infrastructure services to support government priorities and program delivery

People Strategy

The People Strategy will focus on reinforcing SSC's commitment to a capable and high-performing workforce. This strategy recognizes its staff for their unrelenting dedication in often demanding conditions. It also focuses on strengthening their capacity in the face of ever-evolving skill requirements through targeted learning and development in critical and emerging areas, including cyber security, service and project management, and business analytics. These efforts are supported by advanced workforce planning, including more judicious use of professional services, increased workforce mobility planning to facilitate departmental prioritization, a requirement strategy, and regular employee surveys to inform improvements.

Ultimately, this strategy affirms SSC's commitment to a skilled, engaged and high-performing workforce, with industry expertise and personnel leverages when required to deliver on short-term projects, fill temporary gaps, and generally complement employees' existing skillset.

- Workforce planning
- Recruitment
- Learning and development
- Employee surveys and engagement

Financial Strategy

Financial management is an important discipline at SSC as it influences all activities within the organization. The planning function is an inextricable dimension of financial management and the foundation to support accurate financial information, and provide sound and robust financial advice to support key financial decisions within SSC. This new financial strategy that SSC is implementing includes a clear and transparent costing and pricing strategy, fully accounts for new and ongoing service demand, and establishes a formal capital replacement program to address SSC's current challenges with end-of-life, end-

- Enterprise Cost Management Framework
- Pricing Strategy
- Evergreening Funding Mechanisms

of-service IT equipment. This strategy will also define a clear approach for measuring progress made and benefits realized, with defined reporting to its government customers, to Parliamentarians, and to Canadians at large. This strategy will directly address SSC's current and ongoing financial pressures, while ensuring sustainability and reinforcing customer accountability for their own demand management.

Project Strategy

SSC has upgraded its project management regime to ensure effective governance, integrated planning, and timely organizational capacity.

As SSC matures in its project management practices, we are building on our successes to date and are continuing to identify enhancements to our project management environment. To build a "best-in-class" project management function, SSC is looking at consolidating project management support functions to gain economies of scale and at formalizing a community of practice. To meet this objective, SSC is launching an exercise, in collaboration with our project management community and staff, to work through scenarios for an improved project management model.

- Enterprise governance and oversight
- Project Management Framework
- Integrated IT planning
- Organizational Project Management Capacity

Service Strategy

SSC's challenges to date have highlighted the need for a more holistic, customer-centric approach to providing day-to-day services, as well as delivering on transformational activities. A key step taken to date in delivering on this vision was to evolve SSC's organizational structure in

- Life Cycle Management
- Service Catalogue & Service Level Expectations (SLE)
- Integrated Service Management Tool
- E-services & cloud brokering

April 2015 to ensure end-to-end accountability for a given service, including its day-to-day operations and long-term transformation. Moreover, SSC recently adopted a revamped Service Management Strategy, supported by enterprise tools and processes and a dedicated program, all designed to improve integrated IT planning and confidence in IT performance across government.

Cyber and IT Security

All four strategies described above are underwritten by an overarching security-by-design approach. Cyber and IT security are intrinsic components of and tightly linked to the GC IT Strategic Plan, Canada's Cyber Security Strategy (CCSS), and the GC programs that ultimately deliver services to Canadians. Indeed, departments and agencies government-wide have become increasingly aware of the growing security risks to their infrastructure and data. These strategies, plans and emerging realities represent key drivers that collectively shape SSC's delivery of trusted, protective and resilient enterprise-level security services in support of the GC IT infrastructure through close integration with every other element in its evolved business model. As the GC moves forward with its vision to standardize, consolidate and modernize its IT infrastructure, ensuring an equally unified approach to cyber and IT security is fundamental to achieving broader GC IT security outcomes. SSC's role in realizing this vision is paramount to the trusted delivery of government programs, and to the protection of Canadian privacy and data.

To support SSC in fulfilling this role in the face of an ever-changing and active threat landscape, the GC is investing directly in the department's enterprise Cyber and IT security services. This includes the Budget 2016 strategic investment of $77 million over five years in SSC's cyber and IT security program, which will enable the department to strengthen the GC's security posture and better defend its networks and Canadians' data from cyber threats, malicious software and unauthorized access.

The safety and security of Canadians and their data will always remain paramount. Accordingly, this target state will be more secure, with a consistent security posture for all of government that reduces the opportunity for cyber-attacks while improving security management on a daily basis.

SSC will realize this vision by delivering on three key outcomes:

1. Reducing the GC's exposure to threats through consolidation of email, network and datacenters so that it can better manage the infrastructure;

2. Improving the GC's information system management and data management hygiene by ensuring that cyber and IT security is integrated upfront, and that IT service management with people, process and technologies are both in place and scalable to support GC; and,

3. Augmenting the GC's existing security tools and processes in order to best position the government to address the cyber threats of today and tomorrow.

OUR PEOPLE

The People Strategy reinforces SSC's commitment to support its capable and high-performing workforce by leveraging employees from coast to coast to fill critical and high-demand areas and by enabling employees to take advantage of available opportunities.

A Human Resources Plan is under development to support timely and evidence-based people management decisions, including staffing decisions, and facilitate effective workforce planning. The plan will be rolled-out over the next year to address key human resources management areas and is expected to evolve to meet emerging requirements. This year's focus is on classification and learning and development, where current and future human resources needs are examined, strategies to address gaps are identified and integration amongst internal services is emphasized. As a first step in developing the Human Resources Plan for the Department, SSC released in March 2016 several planning documents, including departmental and branch demographic portraits, departmental staffing principles and branch staffing plans to help better understand the current state of the workforce, identify human resources gaps and realignment opportunities, and provide insight about possible opportunities for employee career development.

To enable employees to improve and direct their capabilities to meet current needs and evolve to become the workforce of the future, SSC will establish a **Departmental Learning and Development Strategy**. The strategy sets out departmental learning priority areas with associated learning and development resources and tools, based on top skill shortages and resourcing needs, and promotes organizational agility. In doing so, SSC aims to have the right people, with the right skills and competencies, at the right time and place, thus maximizing opportunities for employees and reducing the requirement for professional services and consultants.

To support a capable and high-performing workforce, the Classification Action Plan continues to be implemented with the goal of having the entire Department classified by 2016–17.

Continued support for an ethical and healthy workplace environment remains a priority. As such, the People Strategy will continue to address areas for improvement raised by employees through targeted and focused activities, namely those related to Values and Ethics, mental health, service delivery improvements and regional engagement.

In response to the changing staffing landscape following the coming into force of the New Direction in Staffing on April 1, 2016 providing departments with greater discretionary authority over some key policy decisions in staffing, SSC will be customizing its staffing regime in a phased approach to meet its evolving needs, transformational context and desired outcomes. To support the culture change required to adapt to this policy shift, SSC will focus on improving integrated planning capabilities, providing adequate training to managers, and enhancing HR's role to become a business partner.

The Academy

As an integral part of the transforming Government IT environment, SSC employees must anticipate the evolution of the public service and position themselves to meet the challenges of tomorrow. The Academy is a community of continuous learning which acts as the focal point for all learning, development and career management within SSC, which gives employees the tools to progress their careers. With the operating principles of innovation, collaboration, facilitation, standardization and integration, the Academy strives to position employees' growth at the centre of SSC's transformation agenda and the public service of tomorrow.

Culture and Engagement

During the 2015–16 fiscal year, the department continued to align its organizational culture with the SSC vision statement, the Blueprint 2020 vision for the public service and the public service values. The emphasis of culture work in 2016 will be to improve employees' pride and morale by addressing five key issues identified by executives and employees as drivers of excellence in service delivery: Information Sharing, Business and Office Processes, Learning and Training, Concept of Operations and Client Service. Tiger teams made up of volunteers at all levels in the organization have been established to address these issues.

SSC also saw an enhanced level of employee engagement from January to June 2015 as the Way Forward generated higher volumes of communications and engagement planning, activities and interest. In 2016, SSC will continue to focus on engagement and two-way communications with employees and customers to help increase knowledge and understanding of our business, and to help develop and maintain their trust. The President and COO will continue to engage staff through regular webinars, and through the informal Coffee with the President and COO forum, giving employees the opportunity to participate in frank and open discussions about the department's priorities. Managers and Executives Information Kits will also be distributed on a regular basis to help them keep employees up-to-date on the progress of departmental initiatives.

The launch of the department's Service Management Strategy and Customer Satisfaction Feedback Initiative in late 2015, as well as an update to the Transformation Plan in the fall of 2016, will enable SSC to further engage with its customers. SSC will also begin work on the renewal of Serving Government, to maximize the potential and utility of the site for SSC stakeholders, partners and clients; making it the one-stop shop for information and the single window for accessing SSC services.

OUR PARTNERS, OUR CLIENTS AND OUR CUSTOMERS

In order to be the public sector's most innovative organization in providing cost-effective shared services that improve service delivery to Canadians, SSC works closely with many departments, central agencies, private sector companies and individuals. To better understand these relationships, SSC has standardized the following terms:

Partners: The 43 departments and agencies from which funding was transferred to create SSC, and includes SSC as a department.

Clients: All federal government "non-partner" organizations that are consumers of SSC services.

Customers: All users of SSC services (both "partners" and "clients") focused on end-users as individuals and delivering a high quality user experience.
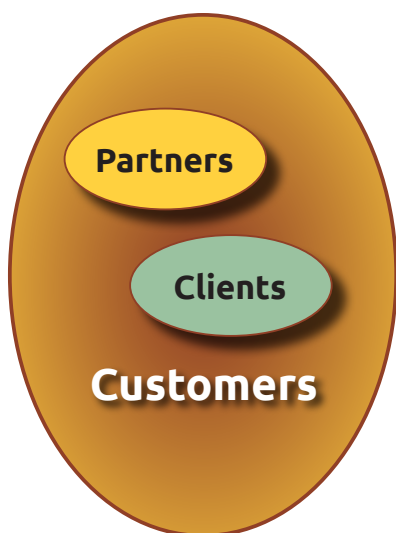
Our Customers

In December 2015 SSC launched the first Customer Satisfaction Questionnaire, which seeks monthly feedback and input from customers in order to better service them and in turn, Canadians. The results, which were published in February of this year, set a benchmark to measure progress, and reflect SSC's commitment to understand and service the needs of our partners.

The questionnaire is now conducted monthly and is aligned to the Institute of Citizen-Centred Service's

Citizen First model. There are 16 questions which were grouped into the five drivers of satisfaction: Timeliness, Ease of Access, Positive Outcome, Process Aspects and Engagement Experience. Each question was rated on a scale of 1 to 5 from Strongly Disagree to Strongly Agree. In addition, there are seven questions which allow the respondents to provide textual feedback on satisfaction. The questionnaire exercise is complemented by individual interviews with each of the partner CIOs. Our partners participation is greatly appreciated, and these contributions assist SSC in identifying upcoming priorities and areas of improvement.

OUR BARGAINING AGENTS

Open and collaborative relationships with bargaining agents have allowed SSC to establish and maintain mutually beneficial partnerships with them. Senior Management meets at least four times a year for the National Labour Management Consultation Committee meetings and four times a year for the Human Resources

Union Management Consultation Committee meetings. In the 2016–17 fiscal year; SSC will ensure that both parties work together to resolve matters of importance to employees and management and to focus on achievement of governmental priorities.
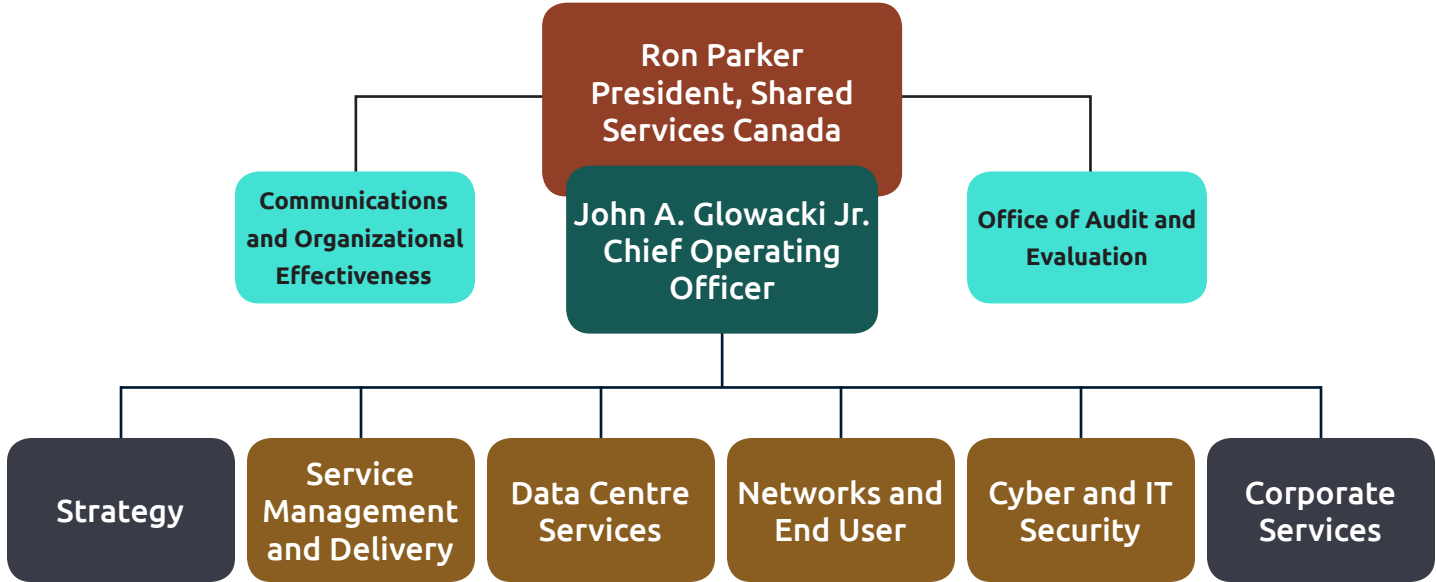
SECTION IV – OUR DEPARTMENT

OUR ORGANIZATIONAL CHART

SSC recently divided the Service Management and Data Centres (SMDC) branch into two separate branches: the Service Management and Delivery branch, and the Data Centre Services branch. The Service Management and Delivery branch oversees service delivery to partner organizations, and the Data Centre Services branch is responsible for the data centre services and consolidation.

The separation of SMDC allows clarity in responsibilities and accountabilities. Entire lifecycle services are being implemented at SSC, and this organizational change will allow one branch to maintain strong ties with partners over the entire course of transformation to ensure both accurate understanding of their needs, and consistent and transparent communication.

Ron Parker
President, Shared Services Canada

Communications and Organizational Effectiveness

John A. Glowacki Jr.
Chief Operating Officer

Office of Audit and Evaluation

Strategy

Service Management and Delivery

Data Centre Services

Networks and End User

Cyber and IT Security

Corporate Services

SSC Governance Structure

OUR LINES OF BUSINESS

Service Delivery and Management

SSC has established a clear commitment to improve IT service delivery and management. The formation of the Service Delivery and Management Branch in early 2016 is evidence of the focus SSC has on delivering service excellence. The SADM is responsible for running day-to-day operational service management activities as performed by the Service Management Operations Directorate. These processes include, but are not limited to, incident, problem, request, change, asset, and event management. The Service Delivery Management directorate (SDM) executes principally client-facing functions and processes in conjunction with the account management teams under the Strategy Branch. The SDM function should be seen as the advocates of the client in its role of holding SSC accountable for its service delivery.

For the first time, SSC has established a dedicated Service Management Program with the Government of Canada IT Infrastructure Plan. SSC's Service Management Strategy (SMS), established in 2015, provides strategic context to the Program and outlines the service improvement initiatives that SSC intends to implement over the next years. As part of this strategy, the Service Management Transformation Directorate has been formed and is responsible for several major activities including Service Catalogue evolution and the Service Authorization process, as well as the critical ITSM Roadmap Implementation Project. The project will leverage the procurement of an enterprise-level ITSM tool to support the maturing of enterprise-wide service management processes.

Data Centre Services

Data Centre Services Branch is responsible for the development of plans, designs, and operations of data centre services for the Government of Canada IT infrastructure. DCSB will provide full lifecycle management (strategy, plan, build, test, deploy, operate, and decommission) of its service offerings.

The objectives of the DCSB will be fulfilled through various strategic and tactical functions. DCSB is comprised of eight service lines. The branch will support SSC lines of business by implementing efficient service delivery strategies.

DCSB key objectives include consolidating, standardizing and streamlining Government of Canada operations and database computing (data centre) services which support partner organizations' delivery of programs and services to Canadians. The branch will optimize services and resources and will accelerate the migration of applications and services to the new IT infrastructure while supporting IT operations across the Government of Canada. DCS will also continue to decommission legacy data centre infrastructure, execute projects to implement partner priority initiatives, and manage our service levels and service requests.

DCSB functions include the end-to-end management of physical complexes; the establishment of computing environments for partner organizations and for SSC's internal needs across all computing platforms; and the provision of technical support and certification for day-to-day operations, production applications, and database computing environments.

Networks and End Users

The Networks and End Users Branch (NEUB) is responsible for the service management, operations, projects, as well as the design and planning aspects of the Government of Canada's network and end user services infrastructure that fall within SSC's scope.

NEUB is comprised of six services that will collectively enhance end user services and technologies within SSC and across Government. The focus on savings and security will be maintained by identifying and implementing network and telecommunications services as one single enterprise.

The key objectives of NEUB include the rationalization and consolidation of network and end user services that it delivers to partner organizations. In support of these objectives and SSC's vision, NEUB will: continue to deploy the Government of Canada's single-email solution; standardize, consolidate and re-engineer the delivery of end user devices across the Government of Canada; and support the provision and ongoing maintenance of global electronic data and communications networks.

NEUB will also support enhanced telecommunications and network services to improve collaboration, mobility and capacity at the enterprise level while delivering savings for Canadians.

NEUB's key objectives include: a standardized enterprise service offering for videoconference (VC) bridging services; the provision of Local Area Network (LAN) management, wireless LAN, cabling and intra-data network services; and facilitating the efficient delivery of customer IT transformation projects as they relate to the mandated services of the Branch.

Cyber and IT Security

The Cyber and Information Technology Security Branch (CITS), while a program on its own, is closely bound to the overall GC IT Strategic Plan 2020, Canada's Cyber Security Strategy (CCSS), SSC's GC IT Transformation Plan (GCITT Plan) and customer programs that deliver services to Canadians. These strategies, plans and programs are key drivers that continue to influence SSC's need to deliver trusted, protected and resilient, enterprise-level security services for the GC's IT infrastructure. SSC's role in strengthening security is paramount to: 1) delivering the government's programs and priorities; 2) protecting the privacy of Canadians; and, 3) preserving our competitive advantage, economic prosperity and national security. Canadians (individuals and businesses alike) and our allies must have confidence in the government's ability to safeguard their personal information and sensitive data.

CITS protects Government of Canada IT infrastructure supporting services and operations, through a government-wide, centralized, coordinated 24/7/365 Security Operations Centre and perimeter defence, with an integrated security program, incorporating security into the design of IT projects and initiatives.

CITS is responsible for the development of policies, standards, plans, designs, operations and management of cyber and IT security services for the Government of Canada information technology and Secret infrastructure within the mandate of Shared Services Canada.

OUR SUPPORTING BRANCHES

Strategy Branch

The objectives of the Strategy Branch will be fulfilled through various strategic functions, which will enhance SSC's ability to plan, manage and respond effectively to the emerging needs of our customers. The branch serves as a single, integrated focal point for measuring the progress and performance of SSC's Transformation Plan. In 2016–17, the branch will conduct ongoing analysis by tracking the financial, service delivery and security benefits achieved through the execution of the Government of Canada's IT infrastructure plan. The Strategy Branch develops the enterprise IT architecture design, blueprints and roadmaps for SSC and associated partner project solutions while also providing centralized support for partner bi-lateral governance and community engagement activities.

The Strategy Branch also helps partners to prepare for the transformation process and provides guidance concerning business impact, risk mitigation and change management. The Strategy Branch standardizes the management of partner projects and streamlines project management governance to align with SSC's finance, security and architecture requirements, and in support of the GC Committee on Enterprise Planning and Priorities. Along with coordination of central agency reporting, risk and performance measurement, the branch will implement a streamlined SSC integrated business planning process, working closely with planners embedded in all branches and service lines to ensure clearer governance and accountability. The Strategy Branch will support SSC as it delivers on results for Canadians, ensuring the Department remains focussed on its end goals.

Corporate Services Branch

The Corporate Services Branch (CSB) touches on every facet of SSC, providing a wide range of client services and support. This includes financial administration, procurement, human resources and workplace management, accommodations and asset management, information management, departmental security, departmental information technology, and corporate secretariat services.

CSB supports the management and administrative functions that enable SSC's lines of business and the Strategy Branch to advance the department's transformational and operational priorities.

In 2016–17, CSB will contribute to SSC's overall progress across two fundamental clusters of activities: enabling the enterprise vision; and strengthening stewardship and improving service delivery. By focussing on stewardship, agility, reliability and quality of service delivery, CSB will continue to improve program management and the delivery of internal services.

OUR SUPPORTING OFFICES

Communications and Organizational Effectiveness

Communications and Organizational Effectiveness (C&OE) supports business strategy and objectives through change management consulting services, communications and engagement.

The Directorate:

- Manages communications and engagement with media, partner organizations, industry stakeholders, Canadians and employees
- Provides ministerial and corporate event and announcement support
- Develops policies, directives and guidelines related to web services, social media and corporate identity
- Supports change management and cultural and leadership practices in the execution of SSC's service delivery and Transformation Plan

C&OE's focus is on the implementation of the Communications and Engagement plan with a commitment to implement the new Communications Policy and Government of Canada Strategy, increase engagement internally and externally, increase application of digital communication and engagement tools as well as renew our Web presence.

Office of Audit and Evaluation

The Office of Audit and Evaluation (OAE) is a key provider of reasonable assurance and advice on departmental operations to the President and the Comptroller General of Canada.

Reporting directly to the President, the Office makes recommendations to improve governance, controls, and performance (efficiency, economy and effectiveness) of SSC's operations.

The OAE provides reasonable assurance on:

- the effectiveness and adequacy of risk management, controls, and governance processes through its internal audit function (in compliance with the Treasury Board Policy on Internal Audit)
- the relevance and performance of departmental programs, policies, and initiatives through its evaluation function (in compliance with the Treasury Board Policy on Evaluation)

The Office of Audit and Evaluation also supports the Department's open and cooperative relationship with various federal oversight entities, such as the Office of the Auditor General and the Office of the Procurement Ombudsman, by providing a single point of coordination thereby ensuring a unified departmental approach and response.

OUR FINANCIAL RESOURCES (PLANNED SPENDING)

Planned Spending

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
1,549,854,701	1,551,254,701	1,452,263,477	1,428,733,389

The Department's total planned spending for the 2016–17 fiscal year reflects approved funding by the Treasury Board which supports the Strategic Outcome and Programs.

Additional information on financial estimates can be found   in the 2016–17 Main Estimates.

OUR HUMAN RESOURCES (FULL-TIME EQUIVALENTS)

2016–17	2017–18	2018–19
6,000	6,000	6,000

The Human Resources (HR) table indicates the total planned full-time equivalent (FTE) for SSC over the next three fiscal years.

SECTION V – 2015–16 ACCOMPLISHMENTS

As of March 31, 2016, SSC employees have accomplished the following:

- Migrated 52,324 mailboxes to the enterprise email system (migrated 4,126 mailboxes as of March 31, 2015)

- Closed 62 legacy data centres

- Reduced data centre square footage to 538,935 square feet (from 603,708 square feet)

- Reduced numbers of physical servers to 19,401 (from 23,424)

- Reduced physical servers by:
  - Decommissioning 5,387 legacy servers
  - Installing 2,780 new servers in enterprise data centres

- Migrated 304 applications from legacy data centres to enterprise data centres
  - 100 applications in 2014–15
  - 204 applications in 2015–16

- Provided Wi-Fi service to 30,729 public servants

- Transitioned all partner organizations to the enterprise videoconferencing platform

- Migrated 97,718 desktop phones to Voice over Internet Protocol (VoIP) technology

- Removed 25,631 unused telephone lines

- Activated 15,977 cell phones onto the Blackberry Enterprise Server 10 (BES10)

- Completed Government of Canada Secret Infrastructure (GCSI) – secret medium assurance proof-of-concept

- Transferred software and hardware procurement vehicles from Public Services and Procurement Canada (formerly Public Works and Government Services Canada) to Shared Services Canada

- The Office of Audit and Evaluation (OAE) completed 6 internal audits and coordinated 24 external oversight activities that involved SSC

- Created the Customer Service Questionnaire to help drive continuous improvement in service delivery processes and engagement practices

- Launched the online service catalogue which offers all of SSC's services, thereby advancing customer service capabilities

- Developed a service management strategy that sets out SSC's service vision, initiatives and performance framework to improve the overall delivery of services to customers

- Distributed a **responsibility assignment matrix** that outlines SSC and partner organizations' roles and responsibilities for IT security

- Aided in the Syrian Refugee Effort by:
  - Offering telecommunications and IT support at the ports of entry into Canada and receiving areas
  - Establishing telephone areas in welcoming centres, allowing individuals to contact loved ones back in Syria
  - Helping partner organizations such as Canada Border Services Agency, Immigration, Refugees and Citizenship Canada (IRCC) and Service Canada, to operate effectively

- Participated as one of the first departments to migrate its web content to the new Canada.ca website as part of the Web Renewal Initiative to consolidate approximately 1,500 Government of Canada websites into one site

- Aligned all SSC employees to the new organizational structure before the desired end date of June 2015

- Reorganized the SSC governance structure—as well as reorganized governance functions and clarified roles and responsibilities—to align with the new organizational structure to enable and ensure excellent enterprise-wide business management

- Were the first employees to migrate to the new email service, your.email@canada.ca

- Automated the procurement-to-pay process with a supplier self-service portal as part of the Internal Service Transformation Initiative

- Created the Mobility Centre to support employee mobility throughout SSC by offering a hub for managers, employees and the various internal networks and communities of practice to connect, leverage best practices, transfer knowledge and align to departmental priorities

- Redesigned and restructured My SSC to better meet employees' needs and clearly present SSC business lines in a simplified and standardized manner

- Worked diligently and effectively over an intense 48-hour period when the safety and security of personnel and equipment at the Aviation Parkway Data Centre (APDC) were put at risk due to an overloaded power distribution unit