2021-22
Departmental Results Report

Shared Services Canada

The Honourable Helena Jaczek, P.C., M.P.
Minister of Public Services and Procurement Canada and
Minister responsible for Shared Services Canada

Shared Services Canada · Services partagés Canada

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FROM THE MINISTER

As the Minister responsible for Shared Services Canada (SSC), I am pleased to present the Department's 2021-22 Departmental Results Report. SSC has a clear mandate to transform how the government manages and secures its information technology (IT) infrastructure.

This clarity has allowed SSC to attain many successes. We celebrated 10 years as a department and showed how focusing on common Information Technology (IT) infrastructure across government helps Canadians receive quality, accessible and efficient government services.

Digital technology continually transforms how we live and work. This report outlines SSC's many accomplishments over the last fiscal year, which align with our government's focus on expanding the scope of digital service capacity, accelerating the pace of digital modernization, and strengthening the ongoing support for digital tools, systems and networks.

So much effort and resources go on behind the scenes to ensure that our data is safe and easy to access. One example is how SSC supported the first ever Canadian digital census – an incredible feat for a country with a population of over 38 million people. SSC powered over 700 servers to support census collection, data processing, and dissemination. It also equipped 22 virtual offices across the country for the Census staff and set up six virtual call centres. SSC joined forces with Statistics Canada and the Canadian Centre for Cyber Security to ensure reliable and secure infrastructure protected the data from any potential cyber threats.

With the shifting needs to support a hybrid workplace, government employees require modern digital tools in order to connect people onsite and virtually, and to provide programs and benefits to Canadians. SSC fully enabled Microsoft 365 for 39 partners and equipped employees with the tools they need to collaborate internally and roll out government programs and benefits

As the government hosts more and more data in cloud environments, we need to explore more ways to strengthen cyber and IT security. Specifically, SSC established secure cloud to ground connectivity for 18 partners to better protect Canadians' data and information.

With its commitment to power world-class technology for government, SSC closed 53 small and medium-sized aging data centres and migrated to modern, secure, and reliable hosting solutions. This work ensures that Canadians continue to receive uninterrupted quality services.

I thank my colleague, the Honourable Filomena Tassi, for her dedication and leadership in advancing Canada's digital agenda. I invite you to read this report to learn more about how SSC supported Government of Canada IT operations and helped to accelerate digital government during the past year. The work highlighted in this report is a testament to the enormous efforts of the dedicated SSC employees to serve Canadians.

The Honourable Helena Jaczek, P.C., M.P.
Minister of Public Services and Procurement Canada,
and Minister responsible for Shared Services Canada

RESULTS AT A GLANCE

SSC is responsible for operating and modernizing the Government of Canada's IT infrastructure, which is the backbone of digital government. SSC provides networks and security, data centres and cloud offerings, digital communications, and IT tools to enable the public service to effectively deliver services to Canadians.

SSC supports a digital government by expanding and improving the scope of digital service capacity, accelerating the pace of digital modernization, and, strengthening the ongoing support for digital tools, systems and networks government-wide.

SSC Resources Used in 2021-22 to Achieve Results for Canadians	
Total actual spending	**$2,162,154,180**
Total actual full-time equivalents	**7,955**

In 2019, SSC launched SSC 3.0 – The Enterprise Approach[i], which provided a strategy that guides SSC in shaping its service delivery model towards serving the common needs of the enterprise at speed and scale, while still allowing enough flexibility to address unique departmental requirements. It identifies four priority areas to lead SSC's efforts to transform and deliver value to government and continues to guide SSC's approach to supporting digital government:

Network and Security

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

Collaboration Tools

A modern and tailored set of workplace tools with accessibility features built in from the outset allows public servants to deliver on their departments' priorities and better serve Canadians.

Application Modernization

Partner departments require hosting systems that are robust, secure, and that keep pace with changing technology. Aging data centres are at risk of service outages and failures which would impact the applications they house. SSC is working with its partner departments to identify

applications most at risk and to determine solutions to update or create new applications that can run on modern hosting solutions—whether cloud or state-of-the-art Enterprise Data Centres.

Enabling the Enterprise

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

SSC 3.0 proved effective in 2020-21 in responding to the pandemic and the enterprise approach continued to deliver results for Canadians in 2021-22. SSC continued its efforts to modernize its networks and roll-out modern collaboration tools like MS Teams to support partner departments' needs. Specifically, SSC undertook key activities to prepare the Government for a future that relies more on IT and innovative technologies. Some of these key initiatives that will advance the Government's digital capabilities include the use of Artificial Intelligence (AI) to optimize processes and data, the establishment of Government of Canada Network Hubs (GCNH) to support more reliable and secure networks, and enabling Microsoft Office 365 (M365) with built-in accessibility features.

Adopting an enterprise approach continues to be the key for the future and in 2021-22, highlights of SSC's accomplishments in 2021-22 include:

Network and Security	Collaboration Tools	Application Modernization	Enabling the Enterprise
• Upgraded two GCNHs to support network connections	• Fully enabled M365 for 39 out of 45 partners	• Closed 53 small and medium sized legacy data centres	• Supported Statistics Canada in the first ever digital census
• Facilitated the upgraded the security monitoring for two Internet hubs in the National Capital Region	• Deployed Microsoft Teams to all partner departments	• Completed the asset discovery initiative for the IT Repair and Replace program	• Provided technical support to clients for Artificial Intelligence and Robotic Process Automation
• Established secure cloud to ground connectivity for 18 partners	• Migrated all partners from the previous enterprise email service to M365 Enterprise Email	• Centralized all government-approved cloud procurement vehicles into a single vehicle	• Launched Onyx as the new Enterprise IT Service Management Tool

For more information on SSC's plans, priorities, and results achieved, see the "Results: what we achieved" section of this report.

RESULTS: WHAT WE ACHIEVED

COMMON GOVERNMENT OF CANADA IT OPERATIONS

DESCRIPTION

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

RESULTS

2021-22 is the first year that SSC is reporting against one overarching core responsibility that includes all aspects of SSC's technology-focused mandate. This single core responsibility enables SSC to address IT from a whole-of-government lens and reflect the enterprise approach. This allows SSC to adapt to the rapid evolution and convergence of technologies, and to effectively deliver on the department's mandate.

NETWORK AND SECURITY—PRIORITY 1

DEPARTMENTAL RESULT
Government departments and agencies receive modern and reliable network services

Result Highlights

Fast and reliable network services ensure that Canadians can access federal government websites, that public servants have access to the Internet, and that government networks exist to transport data, voice and video between all users and devices. Connectivity upgrades to the network infrastructure allows SSC to provide users with modern, appropriately secured and reliable access to government websites and applicable network providers, allowing them access to important services and tools.

Cloud and Internet Connectivity Upgrades
Secure high-speed Internet is critical to support the increase of digital services. Government of Canada Network Hubs (GCNH) provide direct and secure access to network providers, such as cloud, at sites across the country rather than routing everything through the National Capital Region. By moving the network closer to the user, SSC provides a high-performance direct path to applications and services and a better user experience. In 2021-22, SSC completed the upgrades to two GCNHs (Toronto and Montreal).

Network Modernization for Government Worksites
The federal government network includes approximately 50 networks, spanning approximately 4,000 sites and approximately 5,000 buildings. It reaches over 400,000 users in Canada and around the world. This network includes many diverse physical devices and different levels of integration, creating a complex digital landscape that is ill suited for the growing needs to support a digital government.

To provide the network capacity and performance needed for employees returning to government worksites, SSC began developing a Hybrid Wide Area Network (WAN) that will choose the optimal path for network traffic to travel (i.e., Internet or WAN) in order to make the best use of network resources. SSC also upgraded the security monitoring for two Internet hubs in the National Capital Region that will improve Internet accessibility for public servants returning to the worksite. These changes are a key enterprise infrastructure upgrade to accommodate the additional network requirements as employees are working both remotely and at worksites.

What are GC Network Hubs?

A Government of Canada Networks Hub (GCNH), formerly known as Regional Communication Hub, is a connection point between the government network, which is a private network managed by the government for government organizations, to external networks (i.e., the Internet). In addition to the Internet, GCNHs can also provide direct connections to Cloud Service Providers, as well as to specific applications such as M365.

DEPARTMENTAL RESULT
Government departments and agencies receive secure and reliable IT infrastructure and services

Result Highlights
Properly protected government IT infrastructure allows public servants to work securely and for the Government to provide secure digital services to Canadians. The additional safeguarding mechanisms that were put in place by SSC have strengthened cyber and IT security to better protect Canadians' data and information. As the federal government makes more and more use of the cloud, cloud security was a focus of SSC's efforts this year.

Cloud Security
As more services move to the cloud, an enterprise approach is required for cyber security. The Secure Cloud Enablement and Defence (SCED) initiative provides the security controls necessary to safeguard data hosted in cloud environments and ensures a secure and reliable access to an enterprise-wide cloud service. It also improves access to the public cloud, which are cloud computing services provided by third-party providers over the public internet. The Secure Cloud to Ground provides a secure communication for protected information between the government network, partner departments and Cloud Service Providers.

In 2021-22, SSC worked on implementing SCED into hubs by upgrading network hubs in Toronto and Montreal. It also started establishing a GCNH in Vancouver, which is expected to be complete in early 2022-23. Through these network hubs, SSC has established a Secure Ground to Cloud connection for 18 partner departments. SSC also advanced work to establish a Cloud Access Security Broker solution, which is a software tool that sits between an organization's onsite infrastructure and the cloud to allow the organization to extend the reach of their security policies beyond its own infrastructure and ensure security compliance in the cloud. SSC is working with vendors for this to be available to partner departments in 2022-23.

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⊞ COLLABORATION TOOLS—PRIORITY 2

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DEPARTMENTAL RESULT
Government departments and agencies receive modern and reliable communications and workplace technology services

Result Highlights
Modern digital tools allow public servants to respond to requests and collaborate online as necessary, in order to provide Canadians with services that are efficient and effective. In 2021-22, SSC made progress towards improving the tools available to public servants and new communication methods to increase collaboration.

Microsoft Office 365 (M365) deployment
M365 provides public servants with the modern collaboration tools to work efficiently in a remote work environment. In 2021-22, SSC fully enabled M365 for 39 out of 45 partners with built-in security requirements. The six remaining partners have some M365 components available to their users and once they complete their security assessments, SSC will be able to fully enable M365. The Teams component of M365, which offers conferencing capabilities, has been deployed to all of SSC partner departments.

> **What is M365?**
>
> M365 is a suite of applications and tools that enables efficiency and collaboration but that are accessed via the cloud rather than your desktop. These include; Office applications such as Word and Excel, email, instant messaging, file storage, and many more.

Standardize and Simplify Email
The M365 cloud-based email solution is enterprise-wide and aligned with the Government's Cloud Adoption Strategy[ii]. This provides public servants with a modern email solution that allows them to work from anywhere. In 2021-22, SSC successfully migrated the final partner using an older enterprise email service to the new M365 enterprise email solution. SSC also migrated four partner departments from their in-house email service to the M365 enterprise email. There are 13 remaining partner departments using in-house email services which will be included in the next migration.

Telecom Modernization
The increased use of mobile devices and desktop communications throughout the federal government has reduced the need for traditional, wired office desk phones. SSC is retiring all landlines with the exception of those identified as essential to align with updated standards that outline the technologies needed for a digital workforce. By the end of 2021-22, SSC vendors had disconnected 17,515 fixed lines out of the total 48,586 that have been identified by partner departments.

APPLICATION MODERNIZATION—PRIORITY 3

DEPARTMENTAL RESULT

Government departments and agencies receive modern and reliable hosting solutions and platforms

Result Highlights

To ensure that Canadians continue to receive uninterrupted quality services that benefit from the latest technologies, SSC is working with partners and clients to move applications to modern hosting solutions. Of equal importance, SSC will continue to refresh operating systems that are near their end-of-life cycle, and conduct critical IT repair and replacement of assets for key government undertakings.

Workload Migration and Data Centre Closures

The Workload Migration program supports the federal government's efforts to reduce the risk of system outages and IT infrastructure failures. SSC coordinates with partner and client departments to assess and move their software applications and data from old data centres to modern hosting solutions, such as cloud and Enterprise Data Centres. In 2021-22, SSC closed 53 small and medium sized legacy data centres, although the pace was impacted by the limited access to physical sites due to the COVID-19 pandemic. SSC has now closed 359 of 720 legacy data centres and also developed a comprehensive strategy to continuously improve migrations based on lessons learned.

IT Repair and Replacement

The routine ongoing repair and upgrade of tangible (for example, hardware) and intangible (for example, software) assets ensures the reliability of digital government, including the security and protection of the GC's and Canadians' data. SSC received funding in Budget 2021[iii] for three years to continue its work to repair and replace critical IT infrastructure. In 2021-22, SSC completed the multi-year asset discovery initiative and has accounted for over 170,000 assets. This provides necessary information for the department to establish an accurate baseline that identifies life cycle (tracking) activities, including regular replacement, modernization or disposal of SSC assets.

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

What is the Cloud Operating Model?
The GC Cloud Operating Model is a service delivery system to support cloud migration and digital transformation. It will maximize the value cloud brings to the GC in the areas of client service, reliability, innovation, security and cost efficiency.

In conjunction with Treasury Board Secretariat (TBS), the Government of Canada Cloud Operating Model provides guidance to partner and client departments as they develop cloud solutions using a common approach across the federal government. In 2021-22, SSC made continuous upgrades to its client-facing Cloud Services Portal and added the Cloud Documentation Portal as an enterprise platform for information to share information with departments and agencies. Information on the portal includes playbooks, standards, and tools to provide a consistent and standardized approach across government and assist clients on their cloud journey.

In 2021-22, SSC also centralized access to all government-approved cloud-procurement vehicles into a single window. This has streamlined the procurement process for partner departments and facilitated cloud adoption.

ENABLING THE ENTERPRISE—PRIORITY 4

DEPARTMENTAL RESULT
Government departments and agencies receive effective IT project management

Result Highlights

SSC is a leader in providing enterprise IT infrastructure solution design, and plays a supporting role in IT projects that are led by other departments. SSC's IT project management function provides sound governance and oversight to enable effective delivery of projects. In 2021-22, SSC's department-wide project management framework continued to advance projects and ensured that projects adhered to government policies and supported government priorities. Moreover, SSC received an Organizational Project Management Capacity Assessment (OPMCA)[iv] Class 3 rating in recognition that SSC has the capacity to successfully deliver large projects to achieve evolving objectives.

Customer-Led Projects
SSC worked closely with other federal departments to provide support on their projects and made progress on key customer-led projects.

- Statistics Canada—Implementation of the 2021 Census of the Canadian Population: To conduct the first ever digital census, SSC powered more than 700 servers to support census collection, data processing, and dissemination. SSC also equipped 22 virtual offices across the country for the Census staff and set up six virtual call centres. SSC joined forces with Statistics Canada and the Canadian Centre for Cyber Security to ensure that reliable and secure infrastructure protected the data from any potential cyber threats.

- Immigration, Refugee and Citizenship Canada (IRCC)—Asylum Interoperability Project: In 2021-22, SSC delivered the necessary security requirements (secure cloud enablement services) for IRCC's cloud-based asylum application to be connected to other IRCC systems on the government network.

- Canada Border Services Agency (CBSA)—Assessment and Revenue Management Project: In 2021-22, SSC launched the initial online portal using Secure Cloud to Ground services. SSC implemented network encryption for this project to provide additional security enhancements and also implemented a multifactor authentication to provide additional security to the public.

- CBSA—Enhanced Passenger Protect Program: In 2021-22, SSC set up the infrastructure required to implement the compliance release. This enables CBSA to verify compliance

by airlines that have been onboarded to the Passenger Protect Program. SSC increased the infrastructure capacity, storage and database to support a larger volume of data.

Modernizing a Human Resources and Pay System

SSC is working with TBS' Office of the Chief Human Resources Officer (OCHRO) and Public Services and Procurement Canada (PSPC) to examine the viability of adopting a new government-wide model for the delivery of Human Resources (HR) and pay services, and identify an HR and Pay solution that will serve the needs of the enterprise and government employees. SSC will determine a recommendation based on the results and data gathered from pilot studies with select partner departments.

In 2021-22, SSC successfully completed consultations with specialists, users and stakeholders which identified the need to add software capabilities that can accommodate more complex pay scenarios that are critical to HR and Pay. Three additional departments were added to the pilot and will allow SSC to test the software against more complex pay requirements in the federal government, and to assess the accessibility features of the tool and operability in both official languages.

Artificial Intelligence and Automation Service

Artificial Intelligence (AI) driven goods and services have become commonplace – AI is behind search algorithms, digital assistants, facial recognition, and text editors, to name a few. As AI continues to be integrated into the everyday lives of Canadians, the Government has a responsibility to leverage the potential benefits of this emerging technology to generate value for Canadians, while ensuring ethical, transparent, and responsible use of AI in government services.

In 2021-22, SSC began preparing for the establishment of the AI Center of Expertise and the Robotic Process Automation (RPA) Center of Expertise, developing strategies, support documents, and tools. Throughout the year, SSC identified over 20 processes where an AI solution is being explored and established a government-wide contract that will help partner and client departments get RPA technologies. Additionally, SSC supported 19 partner departments by providing guidance and technical support for both AI and RPA issues to ensure that departments are able to benefit from predictive analytics, big data, artificial intelligence, as well as process automation and optimization to increase business value.

DEPARTMENTAL RESULT
Government departments and agencies receive effective IT service management

Result Highlights

SSC is implementing a modern Information Technology Service Management (ITSM) system to provide SSC with a suite of internal tools to improve planning, delivery, operations and control of IT services offered to clients to meet their evolving needs. During 2021-22, SSC continued to improve its service management practices to provide partner and client departments with increased agility in delivering stable and secure digital services to Canadians.

Enterprise IT Service Management (ITSM)

SSC continued to promote enterprise-wide ITSM processes aimed at improving the efficiency of operations and supporting consolidated performance reporting. SSC's enterprise ITSM tool - Onyx, provides partner and client departments with standard access to SSC's services using a single ITSM tool. This will improve the efficiency of operations and provide better quality data to measure service standards. In 2021-22, Onyx went live for partner and client departments and is steadily replacing the old Enterprise Control Desk tool improving delivery of SSC services. Services were gradually added to the tool using a staggered approach in three releases throughout the year. This represents a continuous improvement in SSC's ability to provide end-to-end delivery of IT services for clients.

Enterprise Service Delivery Solutions

SSC continued to enhance and modernize its service management practices to improve the delivery of services to partner and client departments across the federal government and added capabilities to manage our services better. In 2021-22, SSC approved a new application performance management solution, finalized plans for upgrades that will reduce the time required to restore service after critical incidents occur, and successfully migrated to a new service contract and vendor that will optimize service delivery and customer experience.

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

Science Departments

In order to meet the technical needs and provide specific tools required by scientists, SSC has made efforts to modernize networks and strengthen collaboration capabilities with science departments. SSC's services will evolve to allow for the science and research community to rapidly share data, collaborate and have access to a wide range of enterprise capabilities such as cloud, high-powered computing and edge capabilities.

- In 2021-22, SSC continued investments in its own Science Program and partnered with LabsCanada to drive digital services for scientists forwards. SSC began a pilot with the

National Research Council of Canada (NRC) to test Zero Trust principals that would enable NRC scientists to authenticate their identity and securely access applications and files without a connection to the government network. Lessons learned from this and other pilots, will be applied as SSC continues to evolve its service delivery to science based departments.

- SSC also collaborated with a Canadian Food Inspection Agency / Laboratories Canada site in British Columbia on a pathfinder project to assess and modernize the current Government of Canada Science Network (GCSN) service and explore connections to the GCSN through regional communication hubs to improve collaboration, exchange, and large data storage.

- In 2021-22, SSC also developed a federal publication repository pilot that enabled open access publishing of scientific articles and other scientific publications by science based departments and agencies. The pilot ran from June 2021 to February 2022 and was successfully endorsed by participating science departments. The repository will allow science departments to share unclassified scientific data with a specific user community and allow them to connect and collaborate with both domestic and international organizations on research.

DEPARTMENTAL RESULT
Government departments and agencies receive effective and cost-efficient IT procurement

Result Highlights
SSC provides the digital backbone of the federal government and effective and cost-efficient IT procurement services support the Government's digital agenda. SSC is modernizing procurement to achieve value, strengthen collaboration with public and private stakeholders and enhance services. SSC recognizes that the business community, including Canadian small and medium enterprises (SME), has a key role to play in providing technology solutions. The Department continues to develop initiatives to support Canadian SMEs and other priority groups to participate in IT procurement processes.

Modernization of IT Procurement
Effective IT procurement drives innovation and economic growth, and advances environmental and socio-economic objectives, including relations with Indigenous peoples. In 2021-22, SSC reviewed and assessed various vendors and resulted in the identification of nine qualified respondents across the services areas for the government network to enable delivery of a reliable, fast and scalable network and improve the procurement process. SSC has developed a Socio-Economic Strategy Form submitted during the qualification process and vendors are required to submit an annual socio-economic report that outlines activities benefiting priority groups to increase participation of Canada's priority groups.

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

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

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

- Three of four EDCs at SSC already meet the minimum LEED Silver Certification. Two of them are using waterless cooling. Using less water and reusing water supports sustainable water management.

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

- In 2021-22, through data centre consolidation[v], SSC closed 53 small and medium legacy data centre. This means that in total, SSC has closed 359 of 720 legacy data centres. Closing older, legacy data centres and migrating workloads to enterprise infrastructure supports the goal of being climate resilient as workloads can be spread across several data centres and can better adapt to climate disasters – building resilient infrastructure.
- SSC has recently completed the first phase of a proposal which saw five companies develop proof of concepts for recycling e-waste. SSC is now working with PSPC to complete three contract awards so that companies can build a prototype and test them. This next contract is scheduled to take 24 months. SSC is also collaborating with Environment et Climate Change Canada (ECCC) to ensure that prototypes meet sustainability standards.

SDG 12: Ensure sustainable consumption and production patterns

- Consistent with previous years, SSC has continued to provide support for the federal government's Sustainable Development Strategy's Green Procurement requirements. SSC has continued to support, and be supported by, the comprehensive environmental and ethical supply chain stewardship standards of EPEAT, through which device manufacturers commit to:
    - The reduction or elimination of environmentally hazardous materials
    - Design for reuse and recycling
    - Energy efficiency
    - End of Life management
    - Environmental stewardship in the manufacturing process
    - Packaging

> **Electronic Product Environmental Assessment Tool (EPEAT)**
>
> The EPEAT is a global eco-label for the IT sector that helps purchasers, manufacturers, resellers, and others buy and sell environmentally preferable electronic products. EPEAT-registered products must meet environmental performance criteria

- SSC continues to promote the use of the EPEAT ecolabel throughout IT hardware purchasing where relevant, specifically through the EPEAT certified categories of:
  - Computers and Displays
  - Imaging Equipment
  - Mobile Phones
  - Servers
- 100% of electronic assets were divested through the re-use, sale, or recycling.

EXPERIMENTATION

SSC continues to foster a workplace culture which embraces experimentation and to promote the use of the results of its experiments in decision-making. SSC's Phishing Campaign was so successful that it was highlighted as a notable management practice. It is currently being scaled up and in the process of being expanded to inform a more sophisticated phishing campaign in 2022, and its results will be compared to those of the 2019-20 experiment to determine if SSC's security awareness has improved.

In 2021-22, SSC leveraged digital technology to facilitate process improvements to improve efficiency and effectiveness. Robotic Process Automation solutions were developed to support the Access to Information and Privacy team for activities such as document uploading, data entry and automatic removal of duplicates. Information and lessons learned are being shared with other departments through inter-departmental committee meetings to provide support and encourage knowledge-sharing across the Government of Canada. The results of this experiment will inform the use of Robotic Process Automation solutions in other processes.

SSC has also committed human and organization resources to promote experimentation and to create enthusiasm for it within the department. Experimentation processes have been streamlined in order to facilitate planning, which will ensure a robust design. Governance continues to be incorporated in the process to ensure the department is choosing experiments that support learning opportunities and solutions for SSC, and may also have the potential to be scaled up for the Enterprise.

KEY RISKS

As the collective public service and SSC were still largely operating in a pandemic world – one in which employees across the Government of Canada needed to be supported with the enterprise tools and network infrastructure critical for the delivery of government programs and services, certain risk exposures and emerging trends had impacted achievement of departmental outcomes. The pandemic precautions that limited access to work sites, and slow transition to a mix of in-office and work-from-home arrangements posed unique risks related to the organizational management including engagement and recruitment of employees; effective management of complex enterprise IT projects to continue digital transformation, and increasing and sophisticated cybersecurity incidents exacerbated by increasing reliance on digital services. In addition, SSC continued to operate within a continually evolving landscape including the global supply chain disruptions, shifting global socio-economic, political, and/or environmental conditions, and the ever-changing industry standards and best-practices related to IT service delivery.

Considering the host of internal and external risks, the department undertook a number of critical initiatives to strengthen risk management throughout its diverse portfolio of IT operations, service delivery, and accompanying strategic reporting and planning activities. With an aim to communicate the foremost threats faced by the organization, the department developed its Corporate Risk Profile to capture the foremost risk exposures faced by the organization and to ensure strategic alignment with its enterprise approach and the Digital Operations Strategic Plan 2021-2024. SSC's Risk Profile serves as a valuable tool to assist department employees, at all levels, with the identification and analysis of internal and external risk exposures, whilst simultaneously providing advice on high-level mitigation strategies.

RESULTS ACHIEVED

The following table shows, for Common Government of Canada IT Operations, the results achieved, the performance indicators, the targets and the target dates for 2021-22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator		Target	Date to achieve target	2019-20 actual result	2020-21 actual result	2021-22 actual result
Government departments and agencies receive modern and reliable network services	% of time the GC Edge network connectivity is available		99.5%	March 31, 2022	N/A	N/A	100%
	% of time the Mobile Device Services Cellular Network is available	Contractor 1	99.5%	March 31, 2022	Target Met*	Target Met*	Target Met*
		Contractor 2			Target Met*	Target Met*	Target Met*
	% of time the contact centre service is available		99.95%	March 31, 2022	99.99%	100%	100%
	% of circuits migrated to the GC Network Wide Area Network (GCNet WAN)**		78%	March 31, 2022	N/A	74.35%	83%
Government departments and agencies receive secure and reliable IT infrastructure and services	% of time IT infrastructure security services are available		99.8%	March 31, 2022	99.98%	100%	99.99%

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

*   In accordance with contract confidentiality clauses, results are input as "target met" or "target not met"

** This is a multi-year target that measures progress and will increase over the years until complete

Departmental result	Departmental result indicator	Target	Date to achieve target	2019-20 actual result	2020-21 actual result	2021-22 actual result
Government departments and agencies receive modern and reliable communication and workplace technology services	% of time the enterprise email service is available	99.9%	March 31, 2022	100%	100%	100%
	% of time email service outages are restored within established service level standards	100%	March 31, 2022	100%	100%	100%
	# of critical incidents impacting legacy email systems*	≤ 90	March 31, 2022	57	26	5
	% of hardware requests fulfilled within established service level standards (emergency contracts / time sensitive)	90%	March 31, 2022	100%	92.86%	89.47%**
	% of hardware requests fulfilled within established service level standards (call-ups)	90%	March 31, 2022	96.51%	97.05%	96.68%
	% of hardware requests fulfilled within established service level standards (virtual/inventory)	90%	March 31, 2022	97.21%	97.75%	96.53%
	% of hardware requests fulfilled within established service level standards (requests for volume discounts)	90%	March 31, 2022	98.25%	73.47%	72.41%**
	% of software requests fulfilled within established service level standards	90%	March 31, 2022	97.11%	97.27%	97.67%
	# of partner departments that have migrated their email in the cloud (out of 43)	≥ 27	March 31, 2022	N/A	N/A	30

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

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

** These indicators for hardware requests were impacted by supply chain issues caused by the COVID-19 pandemic and resulted in delays in meeting delivery service standards.

Departmental result	Departmental result indicator	Target	Date to achieve target	2019-20 actual result	2020-21 actual result	2021-22 actual result
Government departments and agencies receive modern and reliable hosting solutions and platforms	% of time the enterprise data centre facilities are available	99.98%	March 31, 2022	100%	100%	100%
	% of time legacy data centre facilities are available	99.67%	March 31, 2022	N/A	100%	99.99%
	# of critical incidents impacting legacy data centre facilities	≤ 24 per year	March 31, 2022	7	8	7
	% of cloud brokering requests fulfilled within established service level standards	90%	March 31, 2022	90.06%	88.75	99.65%
Government departments and agencies receive effective IT project management	% of SSC-led and customer-led projects rated as on time, on scope and on budget	70%	March 31, 2022	61%	64%	64.10%*
Government departments and agencies receive effective IT service management	% of critical incidents under SSC control resolved within established service level standards	60%	March 31, 2022	59.34%	65.63%	59.54%**
	Average rating provided in response to the General Satisfaction Questionnaire (five-point scale)	3.6/5	March 31, 2022	3.67/5	3.9/5	3.91/5
	Average rating provided in response to the Services Satisfaction Questionnaire (five-point scale)	3.6/5	March 31, 2022	N/A	N/A	3.88/5
Government departments and agencies receive effective and cost efficient IT procurement	Cost of procurement per each $100 of contracts awarded	≤ $1.75	March 31, 2022	$1.02	$0.94	$1.14

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

* this indicator missed the target as projects continue to be impacted by delays in IT goods procurement due to global supply chain issues caused by the COVID-19 pandemic

** Factors that impacted SSC's ability to meet the service level standard included multiple complex outages and outages that occurred in remote geographical locations

BUDGETARY FINANCIAL RESOURCES (DOLLARS)

The following table shows, for Common Government of Canada IT Operations, budgetary spending for 2021-22, as well as actual spending for that year.

2021-22 main estimates	2021-22 planned spending	2021-22 Total authorities available for use	2021-2022 actual spending (authorities used)	2021-22 difference (actual spending minus planned spending)
1,665,953,050	1,665,953,050	2,117,744,093	1,855,611,278	189,658,228

HUMAN RESOURCES (FULL-TIME EQUIVALENTS)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021-22.

2021-22 planned full-time equivalents	2021-22 actual full-time equivalents	2021-22 difference (Actual full-time equivalents minus planned full-time equivalents)
5,652	6,351	699

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

INTERNAL SERVICES

DESCRIPTION

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

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

RESULT HIGHLIGHTS

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

**TO BE SUCCESSFUL
SSC 3.0 REQUIRES EMPLOYEES WHO ARE:**

ENGAGED	**ENABLED**	**EMPOWERED**	**ACCOUNTABLE**
Work together and are fully involved in any initiative	Provided with the tools they need	Able to make needed decisions	Provide regular oversight and reporting

SSC's People Strategy
In 2021-22, SSC completed the conversion of the Computer Science (CS) to Information Technology (IT) classification and SSC began creating an entry-level IT development program and new learning management system that will be rolled out in 2022-23.

SSC Leadership Development
SSC continues to focus on developing the leadership talent of current and future leaders. In 2021-22, SSC continued to provide training and information sessions such as the Leadership Pathway, Aspiring Leaders Program and the Mentorship Plus Program. Individual coaching was also available to support succession planning. In 2021-22, the department also made use of anonymized staffing processes and SSC completed two fully anonymized processes (EX-04 and EX-01).

Future of Work at SSC
SSC developped a Distributed Workforce Strategy for the department that outlines a hybrid model that includes SSC employees continuing to work virtually and at government worksites. SSC continued the evolution of its workplace strategy to consolidate and reduce the real estate footprint, to meet targets set out by green initiatives and align with the new hybrid model. SSC assessed and addressed policy impacts on safety, geography, commutable distance and core hours in consultation with external policy stakeholders, including the TBS and the unions.

SSC also began testing and improving technology that will support a smooth transition from remote work to hybrid work. Areas of focus include preparing boardrooms and Cloud Video Interoperability technology that integrates existing boardroom technology with Microsoft Teams.

Advancing Accessibility at SSC and Throughout the GC
SSC provides adaptive, accessible solutions, accommodations and tools to employees both within SSC and throughout the federal government. In 2021-22, SSC's Information and Communication Technologies (ICT) Procurement Pilot saw a significant increase in requests for support to build accessibility into the enterprise. Requests for accessible ICT procurement advice and guidance increased from 64 to 115 and the number of departments supported on accessible ICT procurement also increased from 17 to 22. This is expected to continue as departments develop their Departmental Accessibility Plans.

The Accessibility, Accommodations and Adaptive Computer Technology (AAACT) program has also seen a significant increase in demand for all services. In 2021-22, there was an increased demand for training and workshops as a result of the promotion of training sessions in alignment with major events (e.g., National AccessAbility Week and International Day of Persons with Disabilities) and broader awareness within the federal government. SSC has increased the number of sessions offered (24 to 62) and has also seen an increase in the number of participants per session.

Data Analytics Centre of Excellence

The Data Analytics Centre of Excellence strengthened its enterprise data and analytics capabilities. In 2021-22, SSC onboarded 8 enterprise data sources and over 10 user groups, as well as the implementation of the Power Business Intelligence tool. This includes data management and data governance activities such as the development of a data quality framework and an approach to include Protected B information in the Enterprise Data Repository.

Agile Procurement

SSC developed an agile contracting framework to execute procurement projects that will provide better contract outcomes, faster delivery, improved leverage of private sector expertise and that better meets the needs of the end-user. In 2021-22, SSC deployed the Agile Procurement Process framework and will continue to incrementally develop and deploy improvements.

Departmental Financial Management System Optimization

SSC is preparing to migrate to a new cloud-based financial management system as part of a mandatory legacy application upgrade. The migration to a new financial system is intended to transform certain aspects of finance, procurement, and asset management functions. A Financial Management Evolution Program was established to enable and support these internal business transformation efforts. In 2021-22, interim solutions were designed and developed for high priority areas, including better planning and forecasting tools, as well as improvements to existing revenue management processes.

Internal Communication

Internal communication with employees allows for an exchange of ideas on topics important to them and supports a positive organizational culture that promotes SSC's commitment to openness and transparency. In 2021-22, SSC held a series of formal and informal engagement sessions to promote an open dialogue between SSC employees and senior leaders on various key subjects. Activities included "Ask Me Anything" virtual question and answer sessions, SSC employee virtual engagement fora including departmental town hall meetings and virtual engagement sessions with the President, Executive Vice-President and Assistant Deputy Ministers, held with employees from across the country. In addition, a new intranet platform was launched with improved engagement features, re-organized content and improved functionality to enhance the sharing of corporate information with employees.

BUDGETARY FINANCIAL RESOURCES (DOLLARS)

The following table shows, for internal services, budgetary spending for 2021-22, as well as spending for that year.

2021-22 main estimates	2021-22 planned spending	2021-22 Total authorities available for use	2021-22 actual spending (authorities used)	2021-22 difference (actual spending minus planned spending)
242,101,984	242,101,984	306,542,902	306,542,902	64,440,918

HUMAN RESOURCES (FULL-TIME EQUIVALENTS)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021-22.

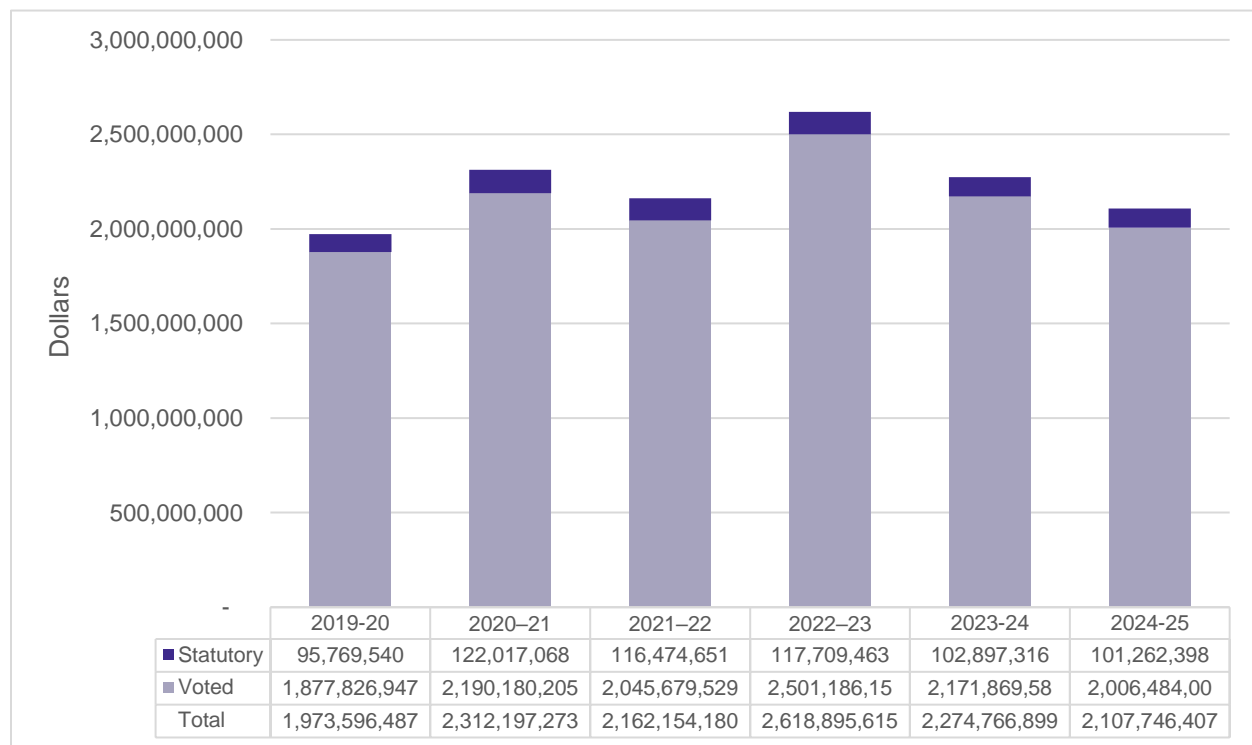| 2021-22 planned full-time equivalents	2021-22 actual full-time equivalents	2021-22 difference (Actual full-time equivalents minus planned full-time equivalents)
1,340	1,604	264

SPENDING AND HUMAN RESOURCES

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

SPENDING

DEPARTMENTAL SPENDING 2019-20 TO 2024-25

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

	2019-20	2020–21	2021–22	2022–23	2023-24	2024-25
■ Statutory	95,769,540	122,017,068	116,474,651	117,709,463	102,897,316	101,262,398
■ Voted	1,877,826,947	2,190,180,205	2,045,679,529	2,501,186,15	2,171,869,58	2,006,484,00
Total	1,973,596,487	2,312,197,273	2,162,154,180	2,618,895,615	2,274,766,899	2,107,746,407

The total spending increase from 2019-20 to 2020-21 is mainly due to funding for IT Services, infrastructure and cyber security, communications services during COVID-19 (off-cycle Budget 2020), the Workload Migration Program (Budget 2018) and the replacement and repair of ageing IT equipment (Budget 2018).

The total spending decrease from 2020-21 to 2021-22 is mainly due to supply chain issues and resource capacity constraints that affected SSC's planned priorities and impacted several deliverables in 2021-22.

The total planned spending increase from 2021-22 to 2022-23 is mainly due to Budget 2021 initiatives, including the department's implementation of the Information Technology Enterprise Service Model, offset by the sunsetting of Budget 2018 funding and other projects and initiatives.

The total planned spending decrease from 2022-23 to 2023-24 is mainly due to the reduction of funding for several initiatives, including Mission Critical Projects (Budget 2018), Next Generation Human Resources and Pay Solution (Budget 2019), Cyber and Information Technology Security initiatives (Budget 2018) and the Workload Modernization and Migration Program (Budget 2021).

BUDGETARY PERFORMANCE SUMMARY FOR CORE RESPONSIBILITIES AND INTERNAL SERVICES (DOLLARS)

The "Budgetary performance summary for core responsibilities and internal services" table presents the budgetary financial resources allocated for SSC's core responsibilities and for internal services.

Core responsibility and Internal Services	2021-22 Main Estimates	2021-22 planned spending	2022-23 planned spending	2023-24 planned spending	2021-22 total authorities available for use	2019-20 actual spending (authorities used)	2020-21 actual spending (authorities used)	2021-22 actual spending (authorities used)
Common Government of Canada IT Operations	1,665,953,050	1,665,953,050	2,371,719,694	2,059,284,538	2,117,744,093	1,729,100,577	2,010,907,056	1,855,611,278
Subtotal	**1,665,953,050**	**1,665,953,050**	**2,371,719,694**	**2,059,284,538**	**2,117,744,093**	**1,729,100,577**	**2,010,907,056**	**1,855,611,278**
Internal Services	242,101,984	242,101,984	247,175,921	215,482,361	306,542,902	244,495,910	301,290,217	306,542,902
Total	**1,908,055,034**	**1,908,055,034**	**2,618,895,615**	**2,274,766,899**	**2,424,286,995**	**1,973,596,487**	**2,312,197,273**	**2,162,154,180**

SSC's total authorities available for use in 2021-22 were $2,424.3 million, an increase of $516.2 million from the Main Estimates amount of $1,908.1 million. The total authorities available for use includes funding received throughout the fiscal year as part of the supplementary estimates process, as well as central vote funding and approved carry forward amounts. The main contributors to the overall $516.2 million increase include the carry forward from 2020-21, funding for the Next Generation Human Resources and Pay Solution (Budget 2019), Cyber and Information Technology Security initiatives (Budget 2018), and Budget 2021 initiatives such as the Information Technology Repair and Replacement Program, the Workload Modernization and Migration Program and the Secure Cloud Enablement and Defence Evolution and Departmental Connectivity and Monitoring initiative. SSC's actual spending in 2021-22 was less than the total authorities available for use, resulting in a $262.1 million surplus. The TBS approved a carry forward to 2022-23 of $176.2 million. The remaining surplus that was reprofiled related to delays SSC identified throughout 2021-22 such as continued supply chain issues, as well as resource capacity constraints that impacted several planned deliverables in 2021-22.

♟ HUMAN RESOURCES

The "Human resources summary for core responsibilities and internal services" table presents the full-time equivalents (FTEs) allocated to each of SSC's core responsibilities and to internal services.

HUMAN RESOURCES SUMMARY FOR CORE RESPONSIBILITIES AND INTERNAL SERVICES

Core responsibility and Internal Services	2019-20 actual full-time equivalents	2020-21 actual full-time equivalents	2021-22 planned full-time equivalents	2021-22 actual full-time equivalents	2022-23 planned full-time equivalents	2023-24 planned full-time equivalents
Common Government of Canada IT Operations	5,688	5,920	5,652	6,351	6,515	6,404
Subtotal	**5,688**	**5,920**	**5,652**	**6,351**	**6,515**	**6,404**
Internal Services	1,369	1,555	1,340	1,604	1,352	1,327
Total	**7,057**	**7,475**	**6,992**	**7,955**	**7,867**	**7,731**

The full-time equivalent (FTE) increase of 963 between planned and actual for 2021-22 is mainly due to additional priorities, including Budget 2021 initiatives and will better position SSC to respond to the continued increased demand for IT services in 2022-23 and beyond. These additional FTEs were approved by SSC senior management throughout 2021-22 to pursue the growth of SSC's workforce and support service delivery.

⊞ EXPENDITURES BY VOTE

For information on SSC's organizational voted and statutory expenditures, consult the Public Accounts of Canada 2022.[vii]

📊 GOVERNMENT OF CANADA SPENDING AND ACTIVITIES

Information on the alignment of SSC's spending with the Government's spending and activities is available in GC InfoBase.[viii]

FINANCIAL STATEMENTS AND FINANCIAL STATEMENTS HIGHLIGHTS

FINANCIAL STATEMENTS

SSC's financial statements (unaudited) for the year ended March 31, 2022[ix], are available on the departmental website.

FINANCIAL STATEMENT HIGHLIGHTS

The financial highlights presented within this Departmental Results Report are intended to serve as a general overview of SSC's Statement of Operations and Departmental Net Financial Position and its Statement of Financial Position. More detailed information is provided in SSC's 2021-22 financial statements. These unaudited statements have been prepared using government accounting policies, which are based on Canadian public sector accounting standards.

The unaudited financial statements are prepared in accordance with accrual accounting principles and are therefore different from the information published in the Public Accounts of Canada, which are prepared on an appropriation basis. Other sections of this report contain financial information based on parliamentary authorities, which reflect cash flow requirements. Items recognized in the Statement of Operations and Departmental Net Financial Position and in the Statement of Financial Position in one year may be funded through parliamentary authorities in prior, current or future years. A reconciliation of net cost of operations to current year authorities used is presented in Note 3 of SSC's 2021-22 financial statements on its website.

The tables below illustrate the March 31, 2022, ending balances for each major financial statement grouping, along with the corresponding change from the previous fiscal year.

Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021-22 planned results	2021-22 actual results	2020-21 actual results	Difference (2021-22 actual results minus 2021-22 planned results)	Difference (2021-22 actual results minus 2020-21 actual results)
Total expenses	2,749,477,050	3,342,700,233	3,238,977,257	593,223,183	103,722,976
Total revenues	665,364,707	947,434,191	867,573,963	282,069,484	79,860,228
Net cost of operations before government funding and transfers	2,084,112,343	2,395,266,042	2,371,403,294	311,153,699	23,862,748

SSC's total expenses for 2021-22 were $3,342.7 million, an increase of $103.7 million over the previous year's total expenses of $3,239.0 million. In 2021-22, the salaries and employee benefits represented the largest portion of expenses (29%) at $965.0 million ($963.0 million and 30% in 2020-21), followed by the telecommunications expenses (17%) at $570.1 million ($570.6 million and 18% in 2020-21), the rentals expenses (16%) at $539.9 million ($481.7 million and 15% in 2020-21), the professional and special services expenses (13%) at $425.8 million ($364.8 million and 11% in 2020-21), and the amortization of tangible capital assets (13%) at $425.7 million ($389.4 million and 12% in 2020-21).

The Financial Statement's Note 14 segmented information provides detailed information by major object of expenses and by core responsibility.
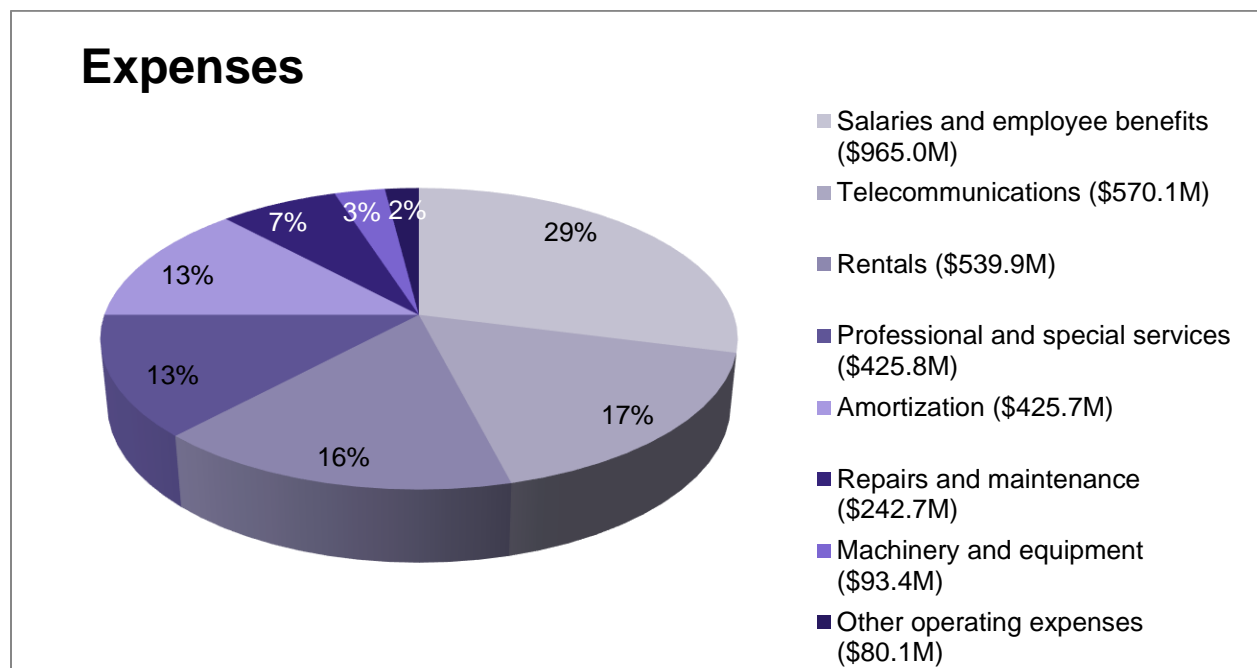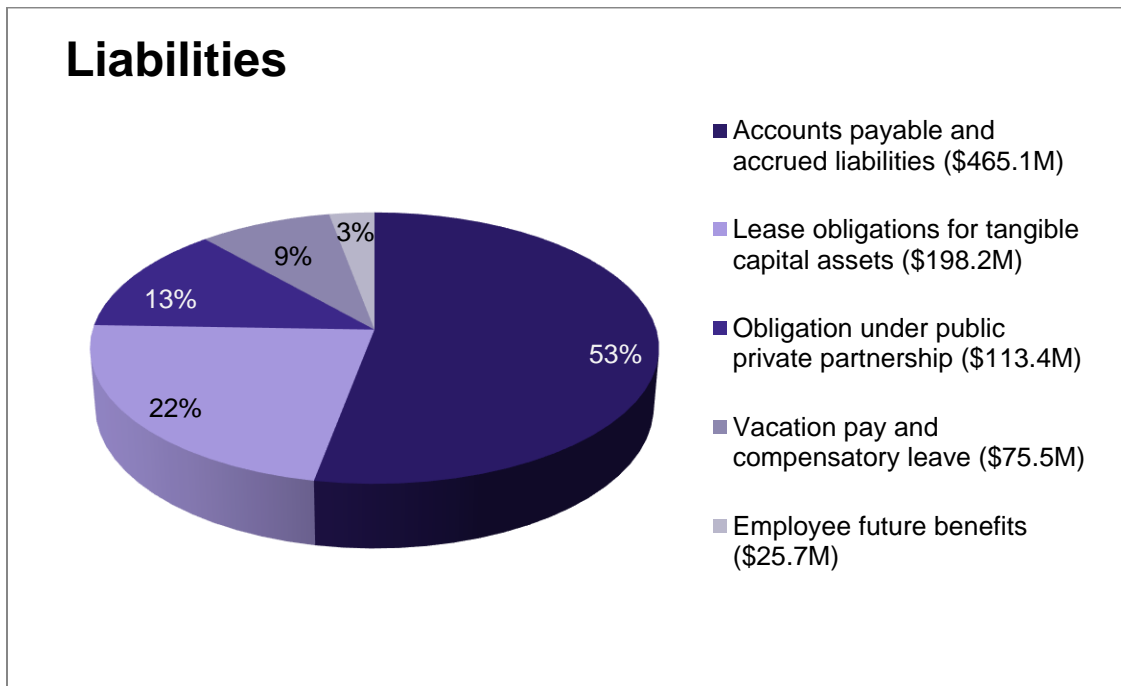

SSC's total revenues for 2021-22 were $947.4 million, an increase of $79.8 million over the previous year's total revenues of $867.6 million. Of these revenues, the majority are respendable revenues related to Information Technology infrastructure services provided to partner organizations and other departments and agencies on a cost recoverable basis. SSC's revenues, net of $41.4 million in non-respendable revenues earned on behalf of government, consist mainly of the sale of goods and services.

Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (dollars)

Financial information	2021-22	2020-21	Difference (2021-22 minus 2020-21
Total net liabilities	877,939,326	974,566,728	(96,627,402)
Total net financial assets	524,078,508	892,490,373	(368,411,865)
Departmental net debt	353,860,818	82,076,355	271,784,463
Total non-financial assets	1,241,925,823	1,321,442,576	(79,516,753)
Departmental net financial position	888,065,005	1,239,366,221	(351,301,216)

The 2021-22 planned results information is provided in Shared Services Canada Future-Oriented Statement of Operations for the year ending March 31, 2022[x].

Total liabilities were $878.0 million at the end of 2021-22, a decrease of $96.6 million (10%) over the previous year's total liabilities of $974.6 million. In 2021-22, accounts payable and accrued liabilities represented the largest portion (53%) at $465.1 million ($627.7 million and 64% in 2020-21). Lease obligations for tangible capital assets represented 22% at $198.2 million ($119.3 million and 12% in 2020-21). Obligation under public private partnership represented 13% at $113.4 million ($117.0 million and 12% in 2020-21).

Liabilities

- Accounts payable and accrued liabilities ($465.1M) — 53%
- Lease obligations for tangible capital assets ($198.2M) — 22%
- Obligation under public private partnership ($113.4M) — 13%
- Vacation pay and compensatory leave ($75.5M) — 9%
- Employee future benefits ($25.7M) — 3%

Total net financial assets were $524.1 million at the end of 2021-22, a decrease of $368.4 million (41%) over the previous year's total net financial assets of $892.5 million. In 2021-22, Accounts receivable and advances represented (50%) of the net financial assets at $263.9 million ($467.4 million and 52% in 2020-21) and the amount due from the Consolidated Revenue Fund (CRF) represented 50% at $260.2 million ($425.1 million and 48% in 2020-21).

Net financial assets

- 50%
- 50%
- Accounts receivable and advances ($263.9M)
- Due from the CRF ($260.2M)
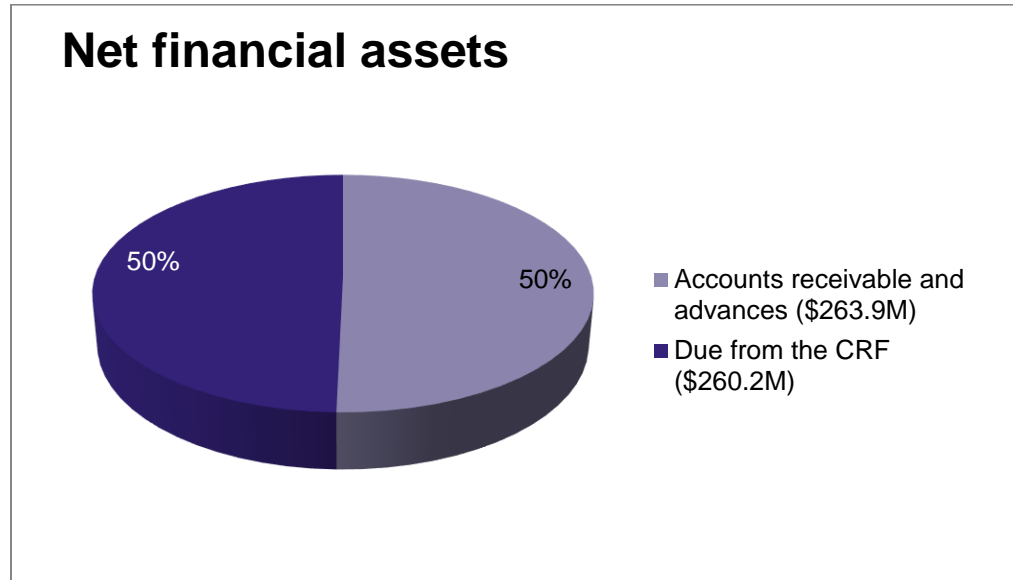
Total non-financial assets were $1,241.9 million at the end of 2021-22, a decrease of $79.5 million (6%) over the previous year's total non-financial assets of $1,321.4 million. This decrease is explained by a decrease of $83.2 million in tangible capital assets (from $1,227.6 million in 2020-21 to $1,144.4 million in 2021-22, a decrease of $2.4 million in prepaid expenses (from $93.8 million in 2020-21 to $91.4 million in 2021-22), and an increase of 6.1 million in inventory (from $0 million in 2020-21 to $6.1 million in 2021-22).

Non-financial assets

- 1%
- 7%
- 92%
- Tangible capital assets ($1,144.4M)
- Prepaid expenses ($91.4M)
- Inventory ($6.1M)
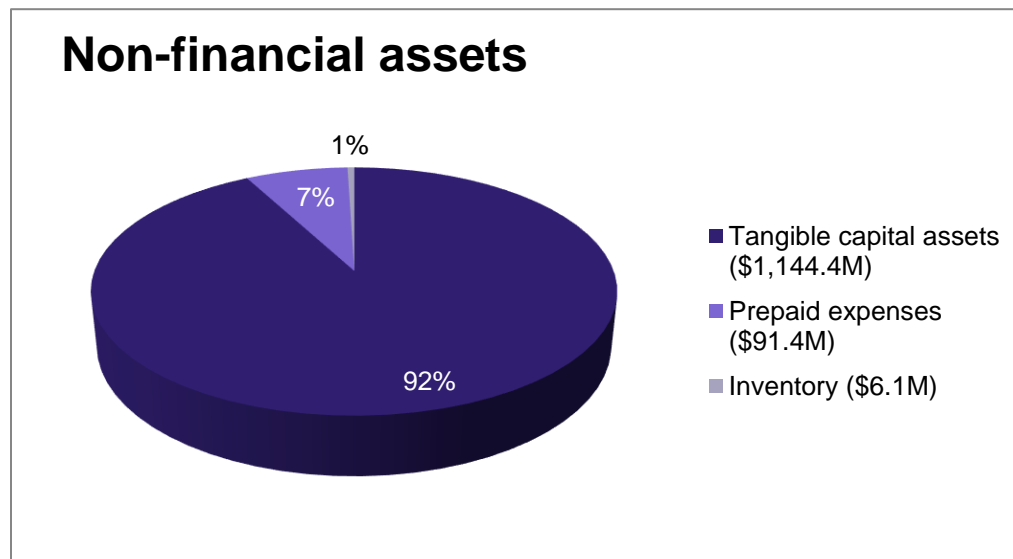
CORPORATE INFORMATION

ORGANIZATIONAL PROFILE

Appropriate minister: The Honourable Helena Jaczek, P.C., M.P.

During the 2021-22 fiscal year; the Honourable Joyce Murray was the appropriate minister until October 26, 2021, when she was replaced by the Honourable Filomena Tassi, P.C., M.P.. The Honourable Helena Jaczek was then appointed August 31, 2022.

Institutional Head: Sony Perron, President, Shared Services Canada

Paul Glover was President of SSC until his retirement in February 2022 and was replaced by Sony Perron.

Ministerial portfolio: Public Services and Procurement Canada, and Minister responsible for Shared Services Canada

SSC began the 2021-22 fiscal year under the Minister of Digital Government. On October 26, 2021, SSC was moved to the Public Services and Procurement Canada portfolio.

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

Year of incorporation / commencement: 2011

Other: Associated *Orders-in-Council* include Privy Council Numbers 2011-0877[xii]; 2011-1297[xiii]; 2012-0958[xiv]; 2012-0960[xv]; 2013-0366[xvi]; 2013-0367[xvii]; 2013-0368[xviii]; 2015-1071[xix], 2016-0003[xx] and 2019-1372[xxi]

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

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

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

OPERATING CONTEXT

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

REPORTING FRAMEWORK

SSC's approved Departmental Results Framework and Program Inventory for 2021-22 are as follows.

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

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

SUPPORTING INFORMATION ON THE PROGRAM INVENTORY

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

SUPPLEMENTARY INFORMATION TABLES

The following supplementary information tables[xxvi] are available on SSC's website:

- United Nations 2030 Agenda and the Sustainable Development Goals[xxvii]
- Reporting on Green Procurement[xxviii]
- Gender-based analysis plus[xxix]
- Response to parliamentary committees and external audits[xxx]

FEDERAL TAX EXPENDITURES

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.[xxxi] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

ORGANIZATIONAL CONTACT INFORMATION

GENERAL INQUIRIES

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

MEDIA INQUIRIES

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

APPENDIX: DEFINITIONS

Appropriation (crédit)

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

Budgetary expenditures (dépenses budgétaires)

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

Core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

Departmental priority (priorité ministérielle)

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

Departmental result (résultat ministériel)

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

Departmental result indicator (indicateur de résultat ministériel)

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

Departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

Experimentation (expérimentation)

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

Full-time equivalent (équivalent temps plein)

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

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

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

Government-wide priorities (priorités pangouvernementales)

For the purpose of the 2021-22 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

Horizontal initiative (initiative horizontale)

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

Non-budgetary expenditures (dépenses non budgétaires)

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

Performance (rendement)

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

Performance indicator (indicateur de rendement)

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

Performance reporting (production de rapports sur le rendement)

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

Plan (plan)

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

Planned spending (dépenses prévues)

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

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

Program (programme)

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

Program inventory (répertoire des programmes)

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

Result (résultat)

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

Software-defined infrastructure (infrastructure logicielle)

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

Software-defined networking (réseau défini par logiciel)

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

Statutory expenditures (dépenses législatives)

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

Strategic outcome (résultat stratégique)

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

Target (cible)

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

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

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

Voted expenditures (dépenses votées)

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

Wide area network (Réseau étendu)

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

ENDNOTES

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

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

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

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

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

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xx   Order-in-council 2016-0003, https://orders-in-council.canada.ca/attachment.php?attach=31674&lang=en

xxi   Order-in-council 2019-1372, https://orders-in-council.canada.ca/attachment.php?attach=38707&lang=en

xxii   Raison d'être, mandate and role: who we are and what we do, https://www.canada.ca/en/shared-services/corporate/publications/2021-22-departmental-plan/raison-etre-mandate-role.html

xxiii   Minister's Mandate Letter, https://pm.gc.ca/en/mandate-letters/2019/12/13/minister-digital-government-mandate-letter

xxiv   Operating Context, https://www.canada.ca/en/shared-services/corporate/publications/2021-22-departmental-plan/operating-context-2021-22.html

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