



Shared Services Canada Five-Year Departmental Evaluation Plan 2021-22 to 2025-26

Prepared by the Office of Audit and Evaluation
Shared Services Canada



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Table of Contents

Page

1

Deputy Head
Confirmation Note

Page

8

Appendix 1 - Five-
Year Evaluation
Schedule

Page

2

Context and
Background

Page

10

Appendix 2 - SSC
Programs and
Planned Spending

Page

4

Resources and
Capacity

Page

11

Appendix 3 – Example
of COVID-19 Response
Issues and Questions

Page

5

The Evaluation
Planning Process

Page

12

Appendix 4 – Examples
of Program Evaluation
Questions

Page

7

Evaluation
Coverage Over
Next Five Years

Deputy Head Confirmation Note for All Departments

I approve the Departmental Evaluation Plan of Shared Services Canada for the fiscal years 2021-22 to 2025-26, which I submit to the Treasury Board of Canada Secretariat as required by the *Policy on Results*.

I confirm that this five-year rolling Departmental Evaluation Plan:

- Plans for evaluation of all ongoing programs of grants and contributions with five-year average actual expenditures of \$5 million or greater per year at least once every five years, in fulfillment of the requirements of subsection 42.1 of the *Financial Administration Act*,
- Meets the requirements of the Mandatory Procedures for Evaluation, and
- Supports the requirements of the expenditure management system including, as applicable, Memoranda to Cabinet, Treasury Board submissions, and resource alignment reviews

I will ensure that this plan is updated annually, and I will provide information about its implementation to the Treasury Board of Canada Secretariat, as required.

Paul Glover
President
Shared Services Canada
May 2021

Context and Background

Purpose

This document presents Shared Services Canada's (SSC) Departmental Evaluation Plan. The Plan is an information and management tool that reflects the results of the Department's annual evaluation planning exercise. The Plan identifies evaluations for the next five years and the resourcing of the evaluation function.

The scope and content of this plan are consistent with the requirements of the Treasury Board of Canada *Policy on Results*.

Government of Canada Context

Evaluation is a priority of the Government as demonstrated in Mandate Letter Commitments. Specifically, the President of the Treasury Board is charged with instilling a culture of evaluation, measurement and evidence-based decisions across departments for program and policy design and delivery.

Requirements of the *Policy on Results*

The *Policy on Results* requires that deputy heads annually approve a five-year evaluation plan and provide it to the Treasury Board of Canada Secretariat (Section 4.3.15). The Plan should include:

- ✓ A detailed schedule of planned evaluations.
- ✓ The extent of evaluation coverage of the Program Inventory, by amount of organizational spending and by program of the Program Inventory.
- ✓ The extent of organizational spending and programs that will not be evaluated in the planning period, and justification (i.e. What has been excluded from the five-year schedule and why).
- ✓ Advice to the deputy heads on the adequacy of resources for evaluation.

What is evaluation?

The systematic and neutral collection and analysis of evidence to judge merit, worth or value.

Evaluation looks at the relevance, effectiveness and efficiency of programs listed in the Program Inventory.

Context and Background

Governance

The Performance Measurement and Evaluation Committee

The *Policy on Results* calls for deputy heads to establish and chair a Performance Measurement and Evaluation Committee (PMEC) of senior officials. At Shared Services Canada, PMEC is conducted as part of the Executive Oversight Board (EOB), chaired by the President.

PMEC aims to strengthen the planning, coordination and use of performance measurement and evaluation within SSC, as well as to ensure appropriate resourcing of these functions.

The *Policy on Results* requires PMEC to:

- Review and advise the deputy head on the establishment, maintenance and implementation of the Departmental Results Framework (DRF), Program Inventory (PI), and Performance Information Profiles (PIPs)
- Review and advise the deputy head on availability, quality, utility and use of performance information including evaluation
- Review and advise the deputy head on departmental evaluation planning, resources and activities, including recommending approval of the departmental evaluation plan
- Review evaluation reports and summaries, including management responses and action plans, and recommend approval to the deputy head
- Review and advise the deputy head on the neutral assessment of the evaluation function
- Monitor follow-up on evaluation recommendations and action plans and advise the deputy head of issues

Context and Background

The Evaluation Function



Evaluation at Shared Services Canada

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

Reporting directly to the President SSC, the Chief Audit and Evaluation Executive (CAEE) makes recommendations on the relevance and performance of departmental programs, policies, and initiatives through the OAE evaluation function. The CAEE is also the designated departmental Head of Evaluation and represents the departmental link to the Treasury Board of Canada Secretariat for evaluation.

Evaluation Resources

SSC will continue to grow an evaluation capability to meet evolving needs. The OAE evaluation function will be resourced for 16 full-time equivalent (FTE) positions and an overall annual budget of \$1.74M by the end of fiscal year 2021-22.

Evaluation Capacity

The focus in fiscal year 2021-22 will be to grow and train the team. The initial capacity for 2021-22 will be sufficient to deliver one final evaluation report. The function will deliver 3 to 4 evaluation reports annually at full capacity.

Evaluation Resources for Fiscal Year 2021-22

Salary	O&M	Total
\$ 1.59 M	\$ 0.15 M	\$ 1.74 M

Evaluation Positions (as of April 2021)

	EX-01	AS-01	EC-07	EC-06	EC-05	EC-04	Total
Establishment	1	1	2	4	4	4	16
Filled	1	1	1	2	0	2	7

Evaluation Planning

Key Planning Considerations

The **selection and sequencing** of the evaluations was driven by:

- ✓ The need to address all policy requirements
- ✓ SSC's impact on the Government of Canada COVID-19 response
- ✓ The need to review significant spending that has never been evaluated
- ✓ The maturity of Programs and their performance measures for results
- ✓ The maturity of service design and renewal
- ✓ Customer Satisfaction Feedback Initiative (CSFI) scores
- ✓ Prioritization of evaluations to inform decision-making on funding renewals
- ✓ Prioritization of evaluations that focus on externally-facing outcomes supporting partner departments and clients
- ✓ Programs with key initiatives supporting SSC 3.0 strategic priorities
- ✓ The allocation for evaluations of Internal Service programs

The Evaluation Planning Process

The Departmental Evaluation Plan is based on analysis and consultations conducted during the Winter of fiscal year 2020-21. This included:

- **Document review:** The review of various sources of information to identify any mandatory evaluation requirements and assess coverage of the Program Inventory. Key documents included the last approved 5-Year Plan, Performance Information Profiles, memoranda to Cabinet, Treasury Board submissions and more.
- **Consultations with Branches:** Thirty-five separate consultations, involving 127 participants, were held with Assistant Deputy Ministers, Directors General and other key stakeholders in order to review the timing and scope of proposed evaluations, and to confirm their usefulness and value.
- **Coordination with Internal Audit.** The plan is coordinated with the Risk-Based Audit Plan (RBAP) for Internal Audit engagements to reduce the burden placed on Branches from oversight activities.
- **Consultation with the Treasury Board of Canada Secretariat.** In accordance with the *Policy on Results*, the Head of Evaluation also consulted with TBS.

Evaluation Planning

SSC Program Inventory and Components

Workplace Technologies

- Email Services
- Digital Communications and Collaboration
- Workplace Technology Software Provisioning
- Workplace Technology Hardware Provisioning
- Workplace Technology Services

Cloud

- Cloud Services

Data Centre Information Technology Operations

- Enterprise Operations
- Linux/Unix
- Windows and Virtualization
- Integrated High Performance Computing
- Mainframe and Bulk Print Management
- Platform Services
- Storage, Backup & File Services
- Facilities Management

Networks

- Local Area Network (LAN)
- Wide Area Network (WAN)
- Satellite
- Internet

Enterprise Services Design and Delivery

- Architecture
- Science Program
- Service Management
- Partner Engagement

Security

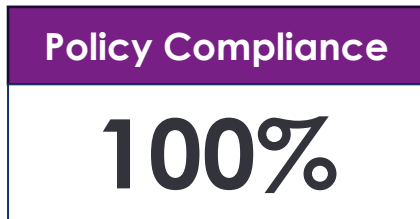
- Security Management and Governance
- Secret Infrastructure
- Infrastructure Security

Telecommunications

- Conferencing Services
- Contact Centre Infrastructure Services
- Toll Free Voice
- Mobile Devices and Fixed-Line Phones



Evaluation Coverage Over Next Five Years



Planned Evaluation Coverage

The *Policy on Results* introduced the requirement for a Program Inventory, which contains the entire list of programs in the Department. The Program Inventory helps demonstrate how the Department delivers on its mandate, supports the authorization of expenditures through Cabinet, and supports performance reporting.

The Program Inventory represents the entire evaluation portfolio. The *Policy on Results* requires all programs and planned spending in the Program Inventory (except for internal services) to be evaluated periodically.

The Evaluation team plans to conduct 14 evaluations over the next five years, representing all seven programs in the SSC Program Inventory. This represents 100% of policy coverage requirements.

Internal services are essential to the department's success as key enablers of SSC 3.0, and two are included for evaluation.

Advisory Services

The evaluation team will also provide advice and assistance for the Police Infrastructure Operations Review and the Service Review in fiscal year 2021-22.

Programs excluded from the planned coverage calculation

At the program level, there are no excluded operational programs.

Some SSC Programs are significant in size and will require more than one evaluation for complete spending coverage. For example, Data Centre Information Technology Operations has \$588.6M in Planned Spending which would be \$2.9B over five years. However the programs contain distinct and standalone components that are outlined in the Performance Information Profiles and captured in financial cost centre data. As a result, the Plan reflects a calibrated approach based on value for decision-making. Some of the planned spending associated with specific components within programs may be evaluated in future years.

Appendix 1 – Five-Year Evaluation Schedule¹

2022-23

Evaluation Name	Strategy ² to EOB (PMEC)	President Approval	Branch	Link to Program Inventory
SSC's COVID Response	May 21	Apr 22	All	All
Mobile Devices and Fixed Lines	Nov 21	Jul 22	NSDS	Telecommunications
Enterprise Data Centres	Apr 22	Jan 23	DCS	Data Centre Information Technology Operations

2023-24

Evaluation Name	Strategy to EOB (PMEC)	President Approval	Branch	Link to Program Inventory
Contact Centre Infrastructure Services	Jul 22	Apr 23	NSDS	Telecommunications
Hosting Platforms and Services	Sep 22	May 23	DCS	Data Centre Information Technology Operations
Digital Communications and Collaboration	Jan 23	Oct 23	NSDS	Workplace Technologies

Note 1: As required by TBS, evaluations are listed by the year in which they are scheduled for presentation to EOB (PMEC) and the President for approval. The Evaluation Strategy confirms the areas of focus and the evaluation questions with EOB to ensure the evaluation report will inform senior management decision-making.

Note 2: The strategy will present the planned scope and questions for each evaluation for discussion and endorsement by PMEC before the start of data collection.

Appendix 1 - Five-Year Evaluation Schedule (continued)

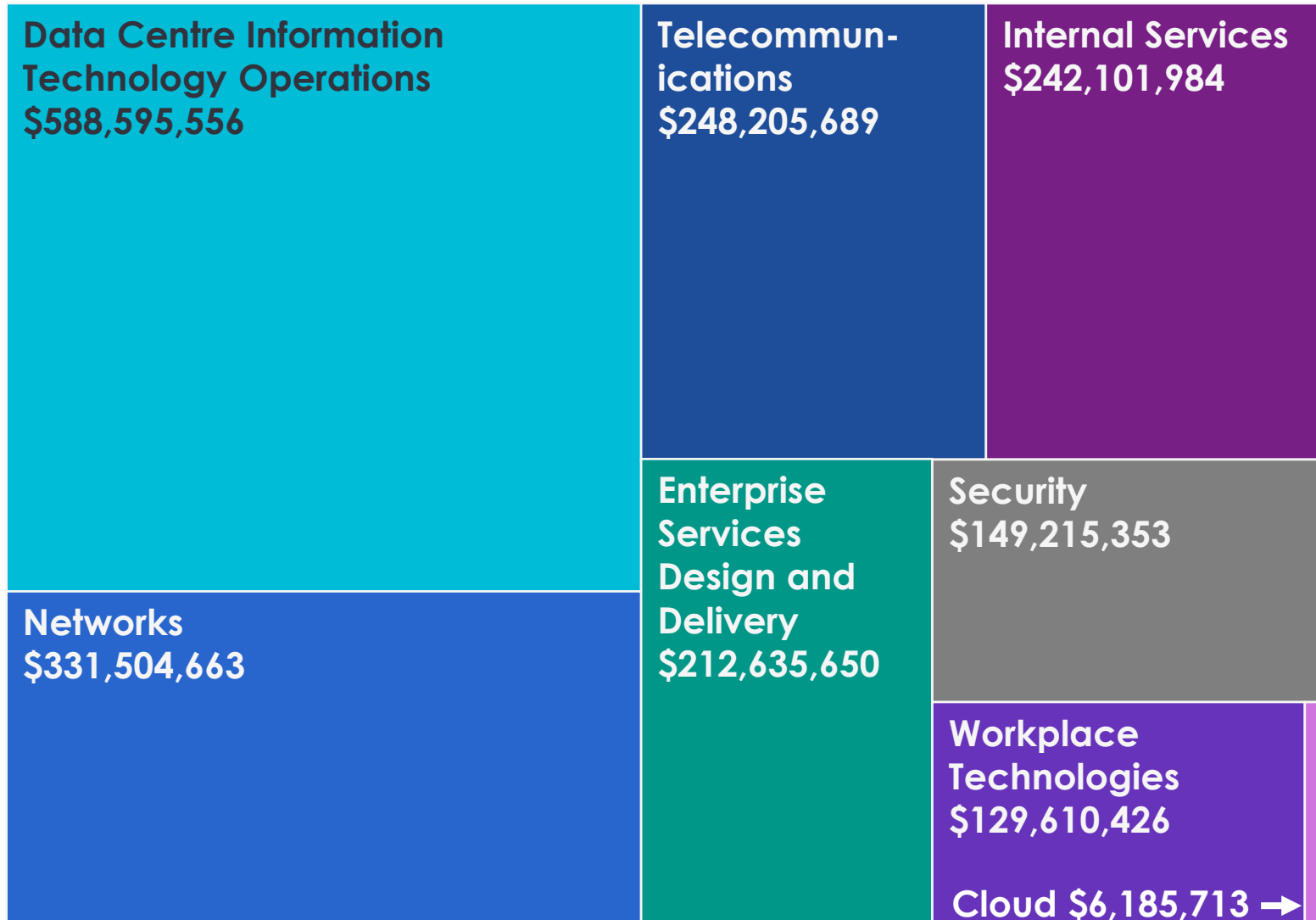
2024-25

Evaluation Name	Strategy to EOB (PMEC)	President Approval	Branch	Link to Program Inventory
Cloud Services	Jul 23	Apr 24	CTO	Cloud
Service Management	Sep 23	May 24	OM	Enterprise Services Design and Delivery
Evaluation of an Internal Service: Funding Model	Oct 23	Jun 24	CFO	Internal Services
Networks	Apr 24	Jan 25	NSDS	Networks

2025-26

Evaluation Name	Strategy to EOB (PMEC)	President Approval	Branch	Link to Program Inventory
Workplace Technology Software Provisioning	Sep 24	May 25	NSDS	Workplace Technologies
Infrastructure Security	Oct 24	Jun 25	NSDS	Security
Strategic Direction	Jan 25	Oct 25	CTO	Enterprise Services Design and Delivery
Evaluation of an Internal Service: (TBD)	May 25	Feb 26	TBD	Internal Services

Appendix 2 - SSC Programs and Planned Spending



Appendix 3 – Example of COVID-19 Response Issues and Questions

Core Issues and Draft Questions for the Evaluation of the SSC COVID-19 Response:

- **Relevance** is the extent to which a program addresses and is responsive to a demonstrable need.
 - 1) How responsive was SSC to the changing COVID-19 context?
 - 2) What were the factors that supported or hindered responsiveness?

- **Effectiveness** examines the impacts of a program and the extent to which it is achieving its expected outcomes.
 - 3) To what extent was SSC effective in responding to the pandemic?

- **Efficiency** is the assessment of resource utilization in relation to the production of outputs and outcomes.
 - 4) Were the actions taken in the COVID-19 response sustainable?
 - 5) What are the opportunities to improve efficiency?

Appendix 4 – Examples of Program Evaluation Questions

SSC evaluations will incorporate recent international trends in evaluation and best practices. They can also examine alignment with government priorities and Enterprise 3.0:

- **Relevance** is the extent to which a program addresses and is responsive to a demonstrable need. For SSC, the focus will be on the extent to which the objectives and design of a program respond to the needs of partner departments and continues to do so as circumstances change.
 - 1) To what extent has the program **responded to changing client needs and priorities**?
 - 2) Is the program **aligned with emerging technology trends** and best practices?
- **Alignment** is a component of relevance and it assesses the linkages between objectives and government priorities.
 - 3) To what extent has the program streamlined and moved towards an **enterprise approach**?
 - 4) Is there an **effective engagement process in place** to guide SSC in the prioritization of work with clients departments and relevant partners?
- **Effectiveness** examines the impacts of a program and the extent to which it is achieving its expected outcomes. The focus is on immediate and intermediate outcomes, i.e. the “so what”?
 - 5) What is the level of satisfaction of partner departments and other clients regarding the program?
 - 6) Has the program **achieved the desired outcomes** (for example, reducing risk, achieving outcomes for partner departments and CIO clients, and other benefits from modernization)?
- **Efficiency** is the assessment of resource utilization in relation to the production of outputs and outcomes.
 - 7) What are the opportunities to **improve efficiency**?
 - 8) What are the **innovative practices** implemented by SSC to modernize programs?

Some engagements may include support from Internal Audit for lines of evidence that focus on risk:

- Is there a good alignment and understanding of the enterprise risks in the SSC program?
- What is the progress achieved by SSC in reducing risks associated with the program?