



Shared Services Canada 2022-23 Departmental Results Report



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and Minister responsible for Shared Services Canada



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2022-23 Departmental Results Report (Shared Services Canada)

Cat. No. P115-7E-PDF

ISSN 2560-9785

Publié aussi en français sous le titre :

Rapport sur les résultats ministériels 2022-2023 (Services partagés Canada)

Cat. No. P115-7F-PDF

ISSN 2560-9793

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Minister's Message

As the Minister responsible for Shared Services Canada (SSC), I am pleased to present the 2022-23 Departmental Results Report. SSC has a clear mandate to transform how the government manages and secures its information technology (IT) infrastructure.

Canadians increasingly work, learn and engage with government online. SSC works to provide secure and reliable digital services to departments and agencies so they can collaborate effectively and deliver programs, information, benefits and services to meet Canadians' needs.

This report outlines SSC's many accomplishments over the last fiscal year. They align with our government's focus on strengthening digital service capacity to enable cutting edge technology and tools, increasing flexibility to meet the demands of hybrid work and improving reliability of networks and digital services, supporting departments to best serve the public.

2022-23 brought a post-pandemic shift from remote work by necessity to a federal hybrid workplace. SSC worked to upgrade bandwidth in federal buildings to accommodate modern, digital tools that connect people onsite and virtually. In its continuing to both consolidate networks and help departments collaborate as seamlessly as possible, SSC continued to migrate partner departments to a cloud-based email solution. To date, 34 of 45 partners have been migrated to this email using the Microsoft 365 (M365) platform.

The department also provided IT support to partner departments. This included the Canada Revenue Agency, which delivered new benefits to Canadians. SSC also supported Immigration, Refugees and Citizenship Canada as they work towards enabling passport renewals online in the coming year.

SSC also worked to ensure that Canadians continue to receive uninterrupted quality services amidst an increasingly hostile cyberthreat environment. Throughout the year, SSC ensured that IT infrastructure security services were available 100% of the time while blocking over 10 billion cyberthreats that attempted to connect to Government of Canada networks. In pursuit of even stronger cyber defence and ongoing reliability, SSC closed another 52 small and medium-sized aging data centres and migrated the applications and data housed there to more modern, secure and reliable hosting solutions. In addition, following [Budget 2022](#)'s commitment to extend cyber defence services to small departments and agencies (SDA), SSC extended a mandatory sub-set of services to 8 SDAs to strengthen their security posture.



I thank my colleague, the Honourable Helena Jaczek, 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 and dedication of SSC employees to serve Canadians.

The Honourable Jean-Yves Duclos, P.C., M.P.
Minister of Public Services and Procurement Canada,
and Minister responsible for Shared Services Canada

Results at a glance

SSC manages the Government of Canada's (GC) networks and systems, and procures technology solutions. This work enables departments to meet their business needs, including building and improving digital services for Canadians. As technology advances and Canadians' expectations for digital government services grow, SSC's work becomes even more central to that of the GC.

SSC achieves its mission by providing:

- **Connectivity Services** - including network infrastructure such as GC Networks Hubs and Wi-Fi to meet the needs of departments and agencies
- **Digital Services** - such as devices and collaborative tools used by departments everyday
- **Hosting Services** - to house data and applications, including enterprise data centers, cloud services, high performance computing and mainframe
- **Cybersecurity Services** - to ensure GC networks and data are protected, accessed reliably and securely

SSC's [Enterprise Approach](#)ⁱⁱ, aligned with the GC's [Digital Ambition](#)ⁱⁱⁱ, has focused its efforts on:

- delivering common, GC-wide needs at speed and scale
- remaining flexible to address unique departmental requirements

Key results in 2022-23

An important result in 2022-23 was how SSC supported the GC's move from remote work to a hybrid model with employees returning onsite. The department updated IT infrastructure to provide reliable and secure network services to all departments. Since new collaboration tools (e.g. MS Teams) require more bandwidth, SSC worked with partners to prioritize upgrading GC locations to provide necessary network capacity.

This past year, SSC completed upgrades at 85% of GC sites with low bandwidth to support increased demand in the workplace. The remaining sites will be upgraded next year. The department also established a new GC networks hub in Vancouver. This significantly increased network speed for users in the West and Northwest.

SSC also made progress to consolidate and standardize IT infrastructure across the GC. The department is also continuing to implement enterprise-wide solutions to support greater standardization and consistency across departments. This allows for a common, shared and simplified enterprise service that delivers increased security, a consistent quality of service, and reduced costs. Progress made includes:

- combining numerous physical GC networks to 3 network contracts
- migrating 34 of 45 partner departments from departmental email systems to a consolidated cloud-based email solution using the M365 platform

The department has also been focusing efforts to update aging IT infrastructure. This will reduce the risk of outages and disruptions to digital services caused by aging infrastructure. SSC has been migrating GC applications and data to more modern, reliable and efficient hosting solutions and closing legacy data centres. SSC is prioritizing overall application health and reliability and sites to achieve maximum return on investment. In all, SSC has now closed 61 per cent of GC legacy data centres—52 in 2022-23 alone.

SSC achieved all of this and much more in the midst of an ever-evolving cyberthreat environment. The department is continuously conducting activities to keep GC IT infrastructure safe and secure by:

- blocking threats that attempted to connect to GC networks
- scanning networks infrastructure assets for vulnerabilities (e.g. computers and wireless devices that connect to the GC network)
- finding and deleting malware installations from GC networks

In 2022-23, SSC focused its efforts on the following strategic priorities to deliver Common Government of Canada IT Operations:

Network and Security	Enterprise Tools	Modern Application Platforms	Enabling the Enterprise
Transform the current patchwork of networks into modern and secure networks and IT infrastructure	Implement modern, secure and robust enterprise tools and supporting capabilities for a digitally-enabled public service	Ensure that the platforms and systems that support service directly are modern, secure and reliable	Work to strengthen governance, funding and decision-making to incentivize enterprise behaviour

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

Core responsibility



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

Priority 1 – Networks and Security

Departmental result: Government departments and agencies receive modern and reliable network services

SSC's partners are increasingly requiring networks with more capacity that can support additional software and IT solutions to deliver services to Canadians. In 2022-23, SSC made updates that improved the speed and reliability of the GC network across Canada. These included upgrades to buildings to support hybrid work for public servants.

Network Modernization for Government Worksites

During the pandemic, working remotely shifted network traffic away from departmental networks while new collaboration tools, such as MS Teams were rolled out. A return to the workplace has moved the traffic back to departmental networks. These lacked the capacity to meet the demand for modern collaboration tools, which use approximately 20 times more bandwidth than previous digital collaboration tools (e.g. email). As a result, this year SSC focused on preparing these networks and buildings for hybrid work.

In 2022-23, SSC completed upgrades at 85% of GC sites with low bandwidth. Increased bandwidth has improved network speed and reliability while providing necessary support to the IT tools public servants use. The remaining sites will be upgraded next year.

SSC has also:

- installed full or partial Wi-Fi in 985 GC buildings across Canada to modernize GC workplace networks and support the return to office

- completed the migration and consolidation of numerous physical networks through the GCNet initiative. GCNet has allowed SSC to consolidate all networking contracts to just 3. This includes 2 contracts for domestic services and 1 for all international locations. This allows for a common, shared and simplified enterprise service that delivers increased network security, a consistent quality of service, and reduced costs.

Wi-Fi in GC buildings

Enterprise Wi-Fi allows GC employees to access secure Wi-Fi service in GC buildings across Canada using their GC-issued laptops or mobile devices for work purposes. Wi-Fi has evolved from a “nice-to-have” to a critical investment to allow employees to be able to work from anywhere.

Hybrid Network Model Pilot

As part of network modernization efforts, SSC continued to experiment with the adoption of a hybrid network model. This model incorporates network resources (such as the Internet) that are readily available in the private sector and scalable on demand. This will increase bandwidth availability and broaden network resilience.

In 2022-23, SSC conducted 2 Hybrid Wide-Area Network (WAN) pilots with Canada Revenue Agency (CRA) and Canada Border Services Agency (CBSA). The results of the pilots will provide useful information to support further development of the model.

Improving the Network Outside the National Capital Region

As government programs become more digital, the need for high-speed, scalable, security-controlled Internet and cloud access grows. These features are necessary to improve the connectivity of public servants and Canadians. SSC works to ensure that public servants across Canada receive the same IT performance as those working in the National Capital Region.

In 2022-23, SSC:

- upgraded the existing GC Networks Hubs in Montreal and Toronto to increase network capacity and respond to demand
- established a new Networks Hub in Vancouver to increase network speed in the West and Northwest regions of Canada

SSC continues to explore sites in Central and Eastern Canada, and even outside Canada.

GC Networks Hubs

SSC is creating geographically distributed GC Networks Hubs to provide direct, appropriately-secured and consolidated access to cloud and Internet providers. This moves the network closer to the user with a direct path to applications and services ensuring a high-quality user experience and resiliency of GC service delivery.

The department also completed pilot activities for Low Earth Orbit (LEO) satellite technologies. This satellite service will provide additional network coverage for enterprise level service, particularly enhancing connectivity to northern and remote sites. As this satellite service is closer to Earth, it improves connectivity speed and increases available bandwidth for partner departments.

Departmental result: Government departments and agencies receive secure and reliable IT infrastructure and services

As the GC becomes more and more dependent on IT, the complexity and potential impact of cyberthreats increases. By providing secure infrastructure, SSC is able to protect the data and provide reliable networks. This ensures partner departments are able to deliver services to Canadians. In 2022-23, SSC:

- continued to provide security solutions to departments for their cloud services
- took an important, first step toward introducing a new and innovative cyber security practice to the GC

Continue to secure the Cloud

Adoption of cloud services has created a need for better and appropriately secure access to services and data hosted in the cloud. To achieve this:

- The Secure Cloud Enablement and Defence (SCED) initiative provides the security controls necessary to safeguard data hosted in cloud environments
- Secure Cloud to Ground (SC2G) provides secure communication for protected information between the GC network, partner departments, and cloud service providers

In 2022-23, SSC onboarded 26 partner departments to the SC2G environment, including 6 that have been onboarded to multiple cloud service providers. SSC also upgraded network capacity and added redundancy to improve reliability for the Montreal and Toronto GC Networks Hubs.

To facilitate accessing cloud environments, the department migrated 3 partner departments with SCED capabilities to a Virtual Cloud Access Point. This allows partners to securely access the cloud virtually using an internet connection rather than through physical network connection. The migration helps meet the increased demand for cloud services while continuing to provide security.

Why is “redundancy” a good thing in IT?

"Redundancy" is viewed negatively when duplication is unnecessary, often from poor planning or design.

In IT, it's the opposite. Here, redundancy refers to a duplicate component or system that serves as a backup to enable continued functioning.

Moving forward on cybersecurity's new frontier

Zero Trust Architecture (ZTA) is a security framework. It authenticates, authorizes and validates all users before granting or continuing their access to applications and data. Moving to a ZTA approach represents a major paradigm shift in enterprise security that has significant implications for the future of GC IT.

ZTA:

- ensures that appropriate users can have access to the right applications and data under the right circumstances
- limits what a user can access and how long they can access it
- reduces the impact of any potential security breach and loss of valuable information

In 2022-23, SSC co-led efforts to innovate and collaborate with the National Research Council of Canada on a ZTA Proof-of-Concept which:

- showed ZTA can deliver cloud-based access to applications, files, or desktops from any device, anywhere, without a connection to the GC network
- confirmed that a robust identity foundation is crucial to enabling a secure ZTA. This insight has shaped the direction of ZTA within the current GC landscape

Extending core IT and security services to small departments and agencies (SDA) – Improving cybersecurity for SDAs and the GC overall

In February 2022, the National Security and Intelligence Committee of Parliamentarians (NSICOP) tabled its *Special Report on the Government of Canada's Framework and Activities to Defend its Systems and Networks from Cyber Attack*^{iv}. It recommended that the government extend advanced cyber defence services, including internet services provided by SSC and cyber defence sensors from Communications Security Establishment, to all federal organizations.

In 2022-23, following [Budget 2022](#)^v's commitment to extend cyber defence services to SDAs, SSC extended the following services to 8 SDAs:

- Enterprise Internet Service
- secure remote access (allowing employees to work from a location outside of government buildings while ensuring data is protected)
- Digital Communications and Collaboration Enterprise Email enabled by M365

SSC will expand these efforts to 17 more SDAs in 2023-24 to:

- review their current IT network and security services
- determine the best approach to migrate them to SSC-managed Internet and secure remote access services

Bringing SDAs within the enterprise IT infrastructure will improve their overall IT security along with that of the GC as a whole.

Priority 2 – Enterprise Tools

Departmental result: Government departments and agencies receive modern and reliable communications and workplace technology services

As the GC introduces a hybrid work model, access to reliable and effective workplace technologies support public servants in this transition. These technologies also enable collaboration and productivity for departments to best serve Canadians. In 2022-23, SSC made headway on:

- using new solutions to keep departments connected to Canadians and each other
- developing new tools to support key cross-GC functions and practices
- managing device disposal in a more secure and environmentally-friendly way

Moving forward on email migration

Aligned with the [GC's Cloud Adoption Strategy: 2023 Update^{vi}](#), SSC is migrating departmental email systems to a consolidated cloud-based email solution. Digital Communications and Collaboration (DCC) uses the M365 platform to give public servants modern collaboration tools to work efficiently in a remote work environment.

In 2022-23, SSC completed the email migration for 4 additional partner departments and developed a high-level plan for the remaining organizations. To date, SSC has migrated 34 of 45 partner departments.

Modern Endpoint Management – Enabling a hybrid workforce

Modern Endpoint Management (MEM) allows public servants to work from anywhere across Canada and on any GC device. This new solution streamlines the management of devices and contributes to an enhanced experience for the end user. The adoption of MEM allows for the management and monitoring of devices over a public internet connection.

The MEM allows SSC to respond rapidly and keep devices up to date by installing software or updating settings over the internet. This improves user experience by:

- increasing stability
- enhancing security
- optimizing performance

In 2022-23, SSC launched the MEM approach with 3 departments that enables the use of both cloud and on-premise services according to their needs. This desktop solution is now available to all departments. SSC is adding MEM to its M365 Partner Playbook in 2023-24 to support partner departments during their transition.

What is a playbook?

Playbooks ensure departments receive lessons learned and best practices from previous pilots.

M365 Playbook: This is a guide to assist partners as they enhance and optimize their M365 solution. As partner departments implement MEM, the playbook will be a key resource, providing necessary information to support their transition.

Contact Centre Modernization – keeping Canadians connected with the GC

Contact centres provide communication systems that allow Canadians to interact with GC departments through multiple channels (e.g. phone, text message, chat, email, etc.). SSC is modernizing departmental call centres to help improve this service to Canadians. Contact centres are being modernized and migrated to 1 of 3 service delivery models including public-cloud platforms. Modernized contact centre solutions deliver many benefits for partner departments, including:

- feature-rich, scalable, efficient and reliable services
- reduced risk of service outages
- different levels of support offered depending on partner preference
- rapid deployment of new updates and features.

Did you know?

Modern solutions will allow for efficiencies and innovations within contact center operations. Partners will be able to better manage their workforce to support changes in business cycles and fluctuations in demand.

Modernized contact centre solutions also deliver more convenient, secure and reliable options to Canadians, including:

- ability to communicate through chat, email or videoconference
- automatically receive sources of information
- options for automatic call-back and self-service
- electronic access for those requiring accessible services

In 2022-23, SSC modernized 3 contact centres as part of its plan to migrate over 45 contact centres to new private or public cloud solutions.

Modernizing a Human Resources and Pay System

SSC is mandated to lead a technical viability assessment of the proposed HR and Pay solution to ensure that it can support GC requirements. The GC requires a modern and sustainable HR and Pay capability that:

- will consistently give employees accurate, appropriate and timely compensation
- is structured to meet both the government's current and future HR needs

In 2022-23, SSC continued to test the proposed HR and pay system with volunteer departments. The number of departments participating grew to allow SSC to test more complex GC pay requirements. This testing sets the foundation to provide an evidence-based assessment of the proposed HR and pay solution.

SSC is testing the technical viability of the new solution based on 4 categories:

- Functionality – does it meet business requirements?
- Complexity – is it flexible enough to respond to complex scenarios?
- Accuracy – does it provide accurate compensation?
- Mandatory Requirements – does it meet GC's mandatory requirements (e.g. security and accessibility)?

SSC has completed the research and experimentation phase of the proposed HR and pay solution. A findings report will provide an analysis of the results and conclusions on the technical viability of the proposed solution to business owners.

Internal Audit Enterprise Application – TeamMate+

TeamMate is an internal audit and evaluation application suite that is used by most of SSC's partner departments. SSC is collaborating with the Office of the Comptroller General at TBS to implement an enterprise cloud-based solution based on the TeamMate+ platform to bring together many departments.

This new solution makes it easier for SSC to provide support and increases the application's reliability. Providing this GC Application Platform as a service is a method SSC can and will apply to other, future application platform requirements.

In 2022-23, SSC completed an enterprise-wide security assessment of this new solution. As a result, TeamMate+:

- received authority to operate and become an enterprise solution
- onboarded 8 partners, with additional organizations preparing to join in the near future

Supporting Enterprise Solutions for Science

Open Science is a GC initiative which makes government-produced scientific inputs, outputs and processes freely available to all with few restrictions. SSC is supporting a publication platform to make federal science publications available to the public.

In 2022-23, following a successful pilot, SSC collaborated with National Research Council (NRC) and the Office of the Chief Science Advisor (OCSA) to set up a federal repository of scientific articles and publications from participating science-based departments and agencies (SBDA). As of August 2023, there are over 800 publications and articles posted. This repository platform allows users to access, upload, save, reuse and share GC scientific articles and publications.

Through consultations with SBDAs, SSC identified and piloted cloud technologies and data solutions. These will support how SBDAs can collaborate, share, collect, access, analyze process, visualize, store and manage data while respecting security and privacy.

SSC expanded the GC Science Network to provide a modern, secure, high-bandwidth, rapid network. This allows scientists across government, academia, and industry to:

- collaborate
- exchange large amounts of data
- access research equipment, labs and computing/storage services

Recycling Out-of-Date Devices

SSC collected approximately 115,000 end-of-life mobile devices from partner departments and recycled them all in 2022-23.

In 2022-23, SSC launched a Mobile Devices Recycling Program. This service is offered to all partner departments and provides the following options:

1. Reuse the device: recent devices that are sent back to SSC can be reused
2. Provide the device to the [Computers for Schools Program](#)^{vii}: devices are refurbished and distributed to schools, libraries, not-for-profit organizations, and other eligible groups
3. Recycle the device: devices are sent to the [Electronic Products Recycling Association](#)^{viii} (EPRA) to be recycled

As a result, the devices did not end up in landfills which will, in turn, lessen the environmental impact.

Telecom Modernisation – adapting to new realities

The GC's increased use of mobile devices and ways of communicating beyond traditional voice calls has reduced the need for standard, wired office desk phones. SSC is retiring all landlines except for those identified as essential. This work aligns with updated standards that outline the technologies a digital workforce needs.

In 2022-23, 28 of 45 partners completed their review of all their fixed lines and identified 112,614 to be disconnected. As of March 2023, the department has cancelled 66,379 of these lines with work continuing in the next fiscal year.

SSC also worked in collaboration with partner departments to identify underutilised mobile plans. Launching the mobile zero-usage initiative, SSC suspended and disconnected over 50,000 mobile account plans which resulted in significant savings for the GC.

In addition, SSC is developing an enterprise softphone service which will allow employees to make and receive external calls through their computer using the MS Teams application. The softphone service will:

- reduce the need for legacy telephony solutions (i.e. fixed lines)
- reduce reliance on mobile devices
- result in a decrease in material and electricity consumption

SSC conducted a successful softphone pilot with 16 partners departments, paving the way for an enterprise-wide deployment in 2023-24.

Priority 3 – Modern Application Platforms

Departmental result: Government departments and agencies receive modern and reliable hosting solutions and platforms

Providing reliable hosting solutions and platforms—through SSC's Enterprise Data Centres or Cloud options—reduces the risk of service outages and application failures. In 2022-23, SSC continued to support partner departments to move applications to modern hosting solutions so Canadians receive uninterrupted quality services.

Workload Modernization and Migration and Data Centre Closure – Increasing efficiency and reducing risk

One of the fastest growing areas of need in technology is the hosting of IT solutions (workloads and applications). These hosting solutions need to be capable of running, storing and transmitting large sets of information and applications. The Workload Migration initiative (WLM) was established to set up clear repeatable processes and tools to help partner departments move from

aging infrastructure to modern solutions. SSC has established 4 world class, modern Enterprise Data Centers (EDCs) and has been working consistently to migrate IT solutions in order to shut down legacy platforms.

Migrating IT solutions to Cloud or EDC hosting platforms, allows partner departments to benefit from:

- efficiencies and functionalities of the modern platforms
- reduced risk of system outages and IT infrastructure failure
- reduced GC technical debt by closing small scale legacy environments

The Workload Migration Program also allows partner departments to assess their applications and data hosted in legacy data centres and identify the ideal hosting environment – Cloud or EDCs.

The program prioritizes the migration based on a number of criteria including:

- the number of critical and high priority incidents
- the reliability of the legacy data centre and percentage of infrastructure that has reached end of service life
- if there are critical business applications
- small and medium legacy data centres scattered across the country
- sites to achieve maximum return on investment and the greatest overall application health and reliability

In 2022-23, SSC closed 52 small and medium legacy data centres, moving the work done there to modern hosting solutions. The department has now closed 61% of data centres, or 440 of 720.

Developing and Evolving the Cloud Operating Model – Uplifting the GC to maximize cloud’s advantages

In 2022-23, SSC’s role evolved to an “enterprise cloud steward” in addition to its “cloud broker” role. This was highlighted in the [Cloud Adoption Strategy: 2023 Update](#)^{ix} and will support the GC’s shift towards a “Cloud Smart” approach. This will enable the transition towards a consolidated, modernized and standardized enterprise approach for cloud services. SSC also implemented automatic security guardrails for cloud environments to reduce risk and provide added security.

SSC had previously established framework agreements which allowed partner departments to rapidly procure cloud services from validated providers. As SSC evolves the framework agreements, the department is working closely with the TBS and other key stakeholders to ensure these will allow for large transformations and extensive cloud adoption. SSC also wants to ensure the framework agreements will enable the GC to adapt as needed and allow the department to behave as an organized buyer through optimized pricing strategies.

In 2022-23, SSC began efforts to refresh and expand existing framework agreements and develop new ones to support evolving requirements of cloud services. This includes supporting services that are on-site and managed by the vendor and adding environmental sustainability criteria.

IT Repair and Replacement (ITRR) – focusing on upgrades and updates

Providing a reliable digital government through ongoing and routine repair, replacement or upgrades of the GC’s IT infrastructure ensures the security and protection of services and data. SSC houses applications and data on IT infrastructure that is vital to Canadians (such as passports, income taxes, Social Insurance Numbers, and bank information) and the functioning of GC programs (such as the disbursement of Employment Insurance, Old Age Security and Canada Pension Plan, Student Loans, and communication of severe weather alerts).

Through SSC’s internal Operational Risk Program, SSC proactively identifies IT infrastructure that is at risk of failure due to age or security vulnerabilities. The ITRR initiative can then prudently plan and prioritize the allocation of funds.

In 2022-23, SSC successfully addressed and reduced 21 risks relating to failing IT infrastructure. Over the years, SSC has seen a decrease in the number of critical incidents due to hardware failure. This improvement shows how ITRR supports and improves IT infrastructure service delivery and its continuous availability to partner departments and Canadians.

What is the Operational Risk Program

The Operational Risk Program identifies, assesses and treats risks to IT infrastructure. This includes all threats that could impact the operation of IT infrastructure thus impacting service delivery to partner departments and agencies.

SSC created a comprehensive set of controls, such as reporting tools, to track the deployment of assets purchased through ITRR. This allows the department to deploy IT assets within the purchase year. ITRR also has controls in place to maximize economies of scale, while ensuring best use of current inventories.

Priority 4 – Enabling the Enterprise

Departmental result: Government departments and agencies receive effective IT project management

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 recognition that SSC has the capacity to successfully deliver large projects to achieve evolving objectives, the department received an [Organizational Project Management Capacity Assessment \(OPMCA\)^x](#) Class 3 rating. In 2022-23, SSC supported partner departments to improve and maintain important public-facing services.

Customer-led projects - supporting SSC partner department to deliver services to Canadians

In 2022-23, SSC worked closely with other federal departments to provide support on their projects and made progress on key customer-led projects. Some examples of projects SSC supported last year include:

- **Emergency contact centres:** helped IRCC set up emergency contact centres following conflicts in Afghanistan and Ukraine. Through these contact centres, IRCC was able to advise Canadians and refugees in those hazardous areas so they could find safety and come home.
- **CRA applications:** From October 15 to 17, 2022, SSC performed its most extensive application update over a single weekend, impacting over 200 existing and new CRA applications. These applications support the delivery of benefits such as the Canada Housing Benefit, and the Climate Action Incentive payment.
- **Asylum Interoperability:** This project seeks to improve processes and the efficiency of asylum registration and intake processes. In 2022-23, SSC increased the infrastructure and its storage capacity allowing to store more documents and to facilitate data sharing with partners.
- **Passport Modernization:** helped IRCC prepare for its ePassport Next Generation by successfully delivering all IT infrastructure key milestones on an accelerated timeline. This included implementing required security parameters. The first modernized passport office is expected to go live in 2023-24.

Artificial Intelligence and Automation Services – maximizing and managing an emerging disruptor

SSC experimented with the use of Robotic Process Automation (RPA), which is programmed to handle repetitive, long, mundane, and/or inefficient tasks. This allows employees to work on more meaningful tasks.

In 2022-23, SSC conducted pilot projects that used RPA to assist employees, including Access to Information and Privacy (ATIP) and some areas of HR. These pilots included various iterations and scaling up of the project and received notable results. Some key proven results from the use of RPA include that it:

- improves the accuracy of data
- reduces duplication
- provides a quick turnaround on the tasks
- increases the number of requests processed
- saves dollars and hours

The pilot projects have been successful and have shown positive results. SSC is sharing its lessons learned and processes with partner departments to assist them in gaining similar benefits from technology.

Departmental result: Government departments and agencies receive effective IT service management

SSC continued to enhance and modernize its service management practices through a variety of activities and projects. These projects improved how SSC delivers its services to partner departments across the GC.

Enterprise ITSM Tool

SSC Onyx is the Enterprise ITSM tool and provides GC partners with standard access to SSC services. This tool is an application that manages IT service requests, such as ordering a mobile phone, and managing incident and change tickets, such as system upgrades, within SSC as well as between SSC and client departments. This new tool supports more efficient service management by enhancing automation and improving the quality of the data for service standards. SSC Onyx also provides partner departments with real-time information about their service requests.

What is Onyx?

Onyx is an ITSM tool that allows SSC to manage IT services from start to finish using a single tool. Onyx also supports the processes and activities required to deliver IT services to clients and partner departments.

By the end of 2022-23, the 45 partner departments and 40 clients that were previously using the Enterprise Control Deck as their ITSM tool were migrated to Onyx. This new tool improves how SSC serves its partner departments and clients by providing a single self-service portal to support service requests and incident reporting for 49 services.

Enterprise Service Model

As IT services transition to being managed at the enterprise level, SSC and the Office of the Chief Information Officer (OCIO) at TBS are co-leading the implementation of an Enterprise Service Model (ESM). This model shifts away from individual departmental requirements to applying standards for IT services to every organization. This allows SSC to leverage common IT tools and standardize the configuration and use of IT systems for departments.

This will result in partner departments:

- receiving quicker turnarounds
- enjoying greater reliability
- saving money
- reducing risk

In 2022-23, SSC implemented the ESM for the following common services:

- Mobile and Fixed Line Telephony
- Email
- Conferencing
- Software provisioning
- Internal Credential Management
- Data Center Facilities
- Mainframe

Planning and Prioritization – GC Enterprise Portfolio Management (EPM)

The GC EPM, which TBS and SSC co-lead, is an enterprise-wide system that gives senior executives a GC-wide view of demand for IT infrastructure and investments already made for digital. This information provides partner departments with key information when developing their annual Departmental Plan on Service and Digital, which outlines investments and IT plans. This continues to improve planning and prioritization of IT spending across the GC.

As an additional GC EPM capability, SSC deployed the Business Requirements Document (BRD) online module within GC EPM and onboarded 11 partner departments by the end of 2022-23. The BRD is the main document that partner departments need to complete when submitting a request to SSC. When BRDs provide clear and thorough information that is aligned with prioritized departmental investments and IT plans, SSC can process requests more quickly

and accurately. Moving this process to the GC EPM system simplifies the process for both partner departments and SSC.

Departmental result: Government departments and agencies receive effective and cost-efficient IT procurement

SSC serves as the digital backbone of the GC, which underpins essential services and programs for Canadians. The IT services SSC provides to partner departments facilitates their delivery of high-quality services to Canadians. Providing effective and cost-efficient procurement of IT allows the department to support the GC's digital agenda. In 2022-23, SSC continued making improvements to modernize how SSC procures IT for partner departments.

Providing departments access to secure, reliable vendors

SSC has in place a Cyber Security Procurement Vehicle (CSPV) framework. It safeguards GC networks by:

- pre-screening vendors into a Secure Supplier Ecosystem
- allows SSC to publish GC security requirements to only pre-qualified vendors

Using the CSPV to limit access to GC security requirements continues to protect GC networks. In 2022-23, SSC continued to use the CSPV when procuring security requirements.

Modernizing IT Procurement – Widening departments' pathways to quality vendors of cutting-edge technologies

The GC Network Services (GCNS) initiative will help modernize the enterprise data communication needs and delivery of network services for the GC as part of the next step in building the foundation for network modernization.

A significant number of network-related procurement vehicles have expired or will need to be established to support the direction described in [SSC's Network and Security Vision^{xi}](#). The GCNS initiative has used a comprehensive and coordinated approach to establish the required procurement vehicles to support:

- Building Access Network Services (BANS)
- Software Defined Wide Area Networks Services (SD-WAN)
- Optical Network Services
- Leased Dark Fibre Services

In 2022-23, SSC established procurement vehicles for 3 of the 4 streams. In the coming years, these procurement vehicles will be put into operation and be used to provide network services to partner departments. Also, SSC's existing Leased Dark Fibre contract will migrate to the GCNS which will help modernize SSC's backbone infrastructure and enable the implementation of the GC Networks Hubs.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

SSC has achieved some results toward its core responsibility “Common Government of Canada IT Operations” and its support to implement the United Nations 2030 Agenda and the Sustainable Development Goals (SDGs). Achievements include:

- **SDG 6: Ensure availability and sustainable management of water and sanitation for all**
 - 100 % of SSC’s enterprise data centres are LEED Silver certified or equivalent. These facilities may use less or no water for cooling and integrate other water conservation features (e.g., re-use of rainwater for toilets).

- **SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**
 - In 2022-23, SSC closed 52 small and medium legacy data centres and replaced them with new state-of-the-art enterprise data centres (e.g. minimum LEED silver certified) with built-in green technology and energy efficiency. This represents 61% of all legacy data centres SSC has closed and consolidated.
 - SSC continues to support the Innovative Solutions Canada Program’s [Electronic waste recycling challenge](#)^{xii}. The solution must enable recycling and repurposing electronic waste (plastics and metals) in Canada while respecting domestic and international requirements and obligations. This E-Waste challenge is now in ISC Challenge Phase 2 stage (Develop Prototype). SSC is working with 3 companies who offer different solutions to build prototypes.

- **SDG 12: Ensure sustainable consumption and production patterns**
 - SSC requires most workplace technology devices (e.g., computers) it procures to be registered under the EPEAT eco-label. This policy reduces environmental impacts and encourages environmental stewardship. All computers and displays, imaging equipment, mobile devices, and servers procured in 2022-23 were EPEAT certified. Specifically, 61% were Gold certified; 4% Silver certified; and 35% Bronze certified.
 - SSC participated in the Innovation, Science and Economic Development Canada (ISED) led Computer for Schools program. It refurbishes donated digital devices and distributes them to schools, libraries, not-for-profit organizations, Indigenous communities and eligible low-income Canadians. When equipment cannot be re-used, the program either:
 - sells it on GC Surplus (which ensures reuse of the equipment) or
 - recycles it with the Electronic Product Recycling Association (EPR), which operates across 9 provinces. The EPR ensures secure, efficient and ethical recycling of IT equipment. SSC recycled 100% of its operational waste using these programs

Innovation

SSC has continued to conduct innovations and experiments of various scopes and at all levels within the department. The following is a list of some experiments currently underway at SSC:

- **Home to Hybrid:** Delivering digital transformation initiatives to improve the hybrid workplace experience for SSC employees. This includes:
 - Cloud Managed Services
 - Collaboration Tools
 - Network / Bandwidth improvements
 - Boardroom Revitalization and Video Conferencing innovation
 - Printer improvements and roll out
- **Information Management (IM) Modernization:** IM Modernization reduces legacy repositories and reinforces the lifecycle management of information of business value and transitory information.
- **Robotic Process Automation:** Working with business owners to redesign forms and workflows based on the desired outcomes. Also making processes more focused on the user by incorporating business rules within the solution.
- **Modern Desktop Management:** Provide support to organizations who wish to pilot and/or implement Cloud Desktop Solutions(CDS). The objective is for this experiment to reach GC-wide adoption of CDS to improve the digital user experience.
- **Science-based Cloud Sandbox Environment:** Develop a digital environment to facilitate scientific development and experimentation. The objective is to provide efficient hosting services to enable scientists to test and develop (experiment) solutions.
- **Federal Science Data Hub:** Develop an enterprise portal to deliver data storage and analytic solutions for federal science. This will allow SSC to deliver foundational infrastructure for science data and facilitate scientific collaboration.
- **Deployment of Agile Procurement:** SSC's agile procurement approach is a more collaborative and effective way to procure IT solutions. It gathers technical and contracting experts in empowered teams to expedite the process. Furthermore, it encompasses flexible and scalable solicitations and contracts.
- **Digital Enablement:** Design, develop and implement Proof of Concepts (PoC) for various application innovation capabilities (e.g. application virtualization) as a foundation for digital enablement within SSC and for its partners. These activities are designed to investigate emerging technology, aimed at specific business problems.
- **GBA Plus:** To improve the ways in which GBA Plus can be applied to its mandate, SSC is running a qualitative experiment to test the efficacy and value of the current tools. The experiment will collect feedback from stakeholders to evolve practical guidance and tools for the IT environment.

Key risks

The table below identifies SSC's 2022-23 Key Risks and initiatives that provided mitigation for each risk during the year.

Key Risk and Risk Statement	Examples of Key Mitigation Strategies
<p>Adoption of Emerging Technologies SSC may not have the capacity and/or skills to keep up with wide adoption of emerging technologies and their long-term implications. Examples of emerging technology could include quantum computing and cryptography.</p>	<ul style="list-style-type: none"> • Network Modernization • Secure Cloud Enablement and Defence (SCED) Evolution and Departmental Connectivity • Secure Cloud 2 Ground Program (SC2G) • Cloud Managed Desktop • Cloud Operating Model • Artificial Intelligence and Automation Services (AI)
<p>Asymmetrical Incentives for Modernization and Enterprise SSC and its partners sometimes have different incentives and interests related to IT priorities. This could slow the pace of modernization across the GC and the adoption of enterprise IT solutions.</p>	<ul style="list-style-type: none"> • Digital Communications and Collaboration (DCC) • Enterprise Service Model • Enterprise IT Service Management (ITSM) • Financial Management Evolution • Workload Migration (WLM)
<p>Aging Infrastructure Critical and aging GC IT infrastructure may fail. This could significantly disrupt the public service's ability to deliver services to Canadians.</p>	<ul style="list-style-type: none"> • Telecom Modernization • Contact Centre Modernization • Small- and mid-sized Legacy DC closures • WLM • IT Repair and Replace (ITRR)
<p>Reputation for Service Delivery SSC's reputation may suffer if it is unable to meet service standards related to departments' and agencies' IT needs.</p>	<ul style="list-style-type: none"> • Planning and Prioritization – GC Enterprise Portfolio Management (EPM)
<p>Cyber Incidents Cyber security incidents may significantly disrupt the public service's ability to access key information and data. This could negatively affect the delivery of services to Canadians.</p>	<ul style="list-style-type: none"> • Zero Trust Architecture (ZTA) • Cyber Security Procurement Vehicle (CSPV) • GC Security Information and Event Management (SIEM)
<p>Human Resource Capacity, Skills and Retention Limited labour market availability may increase competition for personnel with specialized IT skillsets. This may limit SSC's</p>	<ul style="list-style-type: none"> • Psychological Health and Safety • Departmental Accessibility Plan • Diversity and Inclusion • Marketing and Recruitment campaign • University Champion Program

ability to recruit and retain IT specialized staff to meet ongoing needs.	<ul style="list-style-type: none"> Digital Enterprise Skilling Program
Price and Supply Shocks SSC may not be able to acquire products and services it needs due to evolving global socio-economic, political, and/or environmental conditions.	<ul style="list-style-type: none"> Agile Procurement Project Management Industry engagement

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 2022-23, and the actual results for the 3 most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020-21 actual results	2021-22 actual results	2022-23 actual results
Government departments and agencies receive modern and reliable network services	Percentage of time the GC Edge network connectivity is available	99.5%	March 31, 2023	N/A	100%	99.66%
	Percentage of time the Mobile Device Services Cellular Network is available - Contractor 1 / Contractor 2	99.5%	March 31, 2023	Target Met ¹ / Target Met ¹	Target Met ¹ / Target Met ¹	Target Met ¹ / Target Met ¹
	Percentage of time the contact centre service is available	99.95%	March 31, 2023	100%	100%	99.47 ²
	Percentage of circuits migrated to the GC	78%	March 31, 2023	74.35%	83%	99.30%

¹ Results appear as “target met” or “target not met” to respect contract confidentiality clauses.

² In July 2022, the Toll-free services vendor had a Canada-wide outage that lasted approximately 72 hours and affected all GC department contact centres relying on this vendor. SSC is working with the vendor to develop a dedicated back-up service and continuity plan to ensure that service is uninterrupted in the future. The vendor has developed a secondary network within their network that is fully redundant and separate from their primary network, which is currently being referred to as “Network B”. There are approximately 25 call centres that have been identified as critical for the first tranche for redundancy implementation. The vendor is still on track to have all continuity plans in place by December 31, 2023. The vendor has committed to a more detailed presentation that will be delivered to the SSC Toll-Free team in September 2023 to demonstrate the architecture of “Network B”. There is no need to engage any other vendor at this time.

Departmental results	Performance indicators	Target	Date to achieve target	2020-21 actual results	2021-22 actual results	2022-23 actual results
	Network Wide Area Network (GCNet WAN) ³					
Government departments and agencies receive secure and reliable IT infrastructure and services	Percentage of time IT infrastructure security services are available	99.8%	March 31, 2023	100%	99.99%	100%
Government departments and agencies receive modern and reliable communication and workplace technology services	Percentage of time the enterprise email service is available	99.9%	March 31, 2023	100%	100%	n/a ⁴
	Percentage of time email service outages are restored within established service level standards	100%	March 31, 2023	100%	100%	71% ⁵
	Number of critical incidents impacting legacy email systems	≤ 90	March 31, 2023	26	5	13
	Percentage of hardware requests fulfilled within service level standards (emergency contracts / time sensitive)	90%	March 31, 2023	92.86%	89.47%	92%
	Percentage of hardware requests fulfilled within service level standards (call ups)	90%	March 31, 2023	97.05%	96.68%	98%

³ This project is now complete and will not appear in future reports. There are still some outstanding small sites which have not migrated for various reasons such as complexity or site access

⁴ Data no longer available, the Your Email Service (YES) has now been decommissioned. Availability of the enterprise cloud email service will be reported through a new indicator in 2023-24. Enterprise cloud email service was available 99.99% of the time in 2022-23.

⁵ In 2022-23, SSC encountered several complex incidents involving multiple services which required more time to investigate and resolve. For instance, incidents with complex technical cases can have longer restoration efforts due to diagnosis, troubleshooting, testing efforts, and delayed vendor support response. Other incidents involved email services on the legacy platform, the continued migration of email to the cloud will improve service availability. Additionally, we will be reviewing our future plans to mitigate these issues and ensuring those plans are validated by our vendors to avoid additional risks or issues.

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Departmental results	Performance indicators	Target	Date to achieve target	2020-21 actual results	2021-22 actual results	2022-23 actual results
	Percentage of hardware requests fulfilled within service level standards (virtual / inventory)	90%	March 31, 2023	97.75%	96.53%	96%
	Percentage of hardware requests fulfilled within service level standards (requests for volume discounts)	90%	March 31, 2023	73.47%	72.41%	94%
	Percentage of software requests fulfilled within established service level standards	90%	March 31, 2023	97.27%	97.67%	99%
	Number of partner departments that have migrated their email in the cloud (out of 43)	≥ 27	March 31, 2023	N/A	30	34
Government departments and agencies receive modern and reliable hosting solutions and platforms	Percentage of time the enterprise data centre facilities are available	99.98%	March 31, 2023	100%	100%	100%
	Percentage of time legacy data centre facilities are available	99.67%	March 31, 2023	100%	99.99%	99.99%
	Number of critical incidents impacting legacy data centre facilities	≤ 24 per year	March 31, 2023	8	7	4
	Percentage of cloud brokering requests fulfilled within established service level standards	90%	March 31, 2023	88.75%	99.65%	99.17%
Government departments and agencies	Percentage of SSC-led and customer-led projects rated as on	70%	March 31, 2023	64%	64.10%	61% ⁶

⁶ In 2022-23, projects missing scope, cost and schedule targets were primarily due to procurement delays (which range from time needed to properly identify requirements, preparing the solicitation, time required for the vendors to submit bids and time required for security accreditation and vendor in-service) as well as specialized resource availability. Specialized resources refer to SSC resources and professional services resources capacities to support projects.

Departmental results	Performance indicators	Target	Date to achieve target	2020-21 actual results	2021-22 actual results	2022-23 actual results
receive effective IT project management	time, on scope and on budget					
Government departments and agencies receive effective IT service management	Percentage of critical incidents under SSC control resolved within established service level standards	60%	March 31, 2023	65.63%	59.54%	63.16%
	Average rating provided in response to the General Satisfaction Questionnaire (five-point scale)	3.6/5	March 31, 2023	3.90/5	3.91/5	3.88
	Average rating provided in response to the Services Satisfaction Questionnaire (five-point scale)	3.6/5	March 31, 2023	N/A	3.88/5	3.89
Government departments and agencies receive effective and cost-efficient IT procurement	Cost of procurement per each \$100 of contracts awarded	≤ \$1.75	March 31, 2023	\$0.94	\$1.14	\$1.04

Financial, human resources and performance information for SSC’s program inventory is available in [GC InfoBase](#).^{xiii}

Budgetary financial resources (dollars)

The following table shows, for Common Government of Canada IT Operations, budgetary spending for 2022-23, as well as actual spending for that year.

2022-23 Main Estimates	2022-23 planned spending	2022-23 total authorities available for use	2022-23 actual spending (authorities used)	2022-23 difference (actual spending minus planned spending)
2,371,719,694	2,371,719,694	2,540,091,421	2,188,263,542	(183,456,152)

Financial, human resources and performance information for SSC’s program inventory is available in [GC InfoBase](#).^{xiv}

Human resources (full-time equivalents)

The following table shows, in fulltime equivalents, the human resources the department needed to fulfill this core responsibility for 2022-23.

2022-23 planned full-time equivalents	2022-23 actual full-time equivalents	2022-23 difference (actual full-time equivalents minus planned full-time equivalents)
6,515	6,956	441

Financial, human resources and performance information for SSC's program inventory is available in [GC InfoBase](#).^{xv}

Internal services

Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- acquisition management services
- communication services
- financial management services
- human resources management services
- information management services
- information technology services
- legal services
- material management services
- management and oversight services
- real property management services

Result Highlights

SSC's internal services functions are vital for the efficient and timely delivery of services in support of departmental priorities. SSC focused its efforts on initiatives associated that support an engaged, enabled, empowered and accountable workforce. SSC leaders strive to create a culture that enshrines psychological health, safety and well-being in all aspects of the workplace. They pursue this goal through collaboration, diversity, inclusivity and respect.

Psychological Health and Safety

A psychologically safe and healthy workplace is vital to improving employee mental health and wellness. Employees who feel that their mental health is valued and protected are:

- more engaged and productive
- more likely to remain within the organization

In 2022-23, 4,000 SSC employees participated in sessions or workshops in support of psychological health. These events were delivered through the Mental Health Program and the Canadian Innovation Centre for Mental Health in the Workplace.

Diversity and Inclusion

SSC continues to support the [Clerk of the Privy Council's Call to Action on Anti-Racism, Equity, and Inclusion](#)^{xvi} in the Federal Public Service. Leaders and employees work to:

- meet the highest standards of anti-racism, dignity and respect
- build a diverse, equitable and inclusive public service

In 2022-23, SSC created an Employment Equity, Diversity and Inclusion (EEDI) Action Plan for 2022-25. It outlines specific actions that will help to:

- close gaps in the recruitment and promotion of diverse employees at all levels
- foster a culture of inclusion

Advancing Accessibility at SSC and throughout the GC

SSC provides adaptive, accessible solutions, accommodations and tools to employees both within SSC and throughout the GC. Accessibility, Accommodation and Adaptive Computer Technology (AAACT) helps to:

- build accessible workplaces government-wide
- embed accessibility into the procurement of information and communications technology

In 2022-23, AAACT saw a continued increase in requests for services. SSC received 16,340 inquiries and 229 official requests for advice and testing to ensure an inclusive design and accessibility for hardware, software and digital content.

SSC also published its first [Accessibility Plan](#)^{xvii} in December 2022. It sets out how the department will identify, remove and prevent barriers in the workplace, policies, programs, practices and services over the next 3 years.

Leadership Development

SSC continues to focus on developing leadership talent that can manage workplace volatility, uncertainty, complexity and ambiguity. As workforce demographics continue to shift, the department also looks to develop leadership talent both for today and tomorrow.

In 2022-23, SSC created a Leadership Development Framework to strengthen its leadership culture by defining requirements to ensure expected behaviors for leaders and employees are clear.

A Character-Based Leadership Learning Pathway was also developed and piloted. In February 2023, the first of these sessions became available to all SSC directors.

Departmental Financial Management System Optimization and Evolution

SSC continues to improve its departmental Financial Management System (using SAP software) to make it easier to use for planning budgets and managing funds.

In 2022-23, SSC focused on replacing the current budget forecasting tool and expanding the use of time cost management tools to also include services. These changes will allow SSC to better understand how the department is using its resources and plan more strategically.

Future of Work at SSC

Following the [Clerk of the Privy Council's announcement of the expectation for a hybrid work force^{xviii}](#), SSC experimented with hybrid work models. SSC also worked to implement TBS's mandate of ensuring employees work on site 2 to 3 days each work or 40 to 60 percent of their regular schedule.

In 2022-23, SSC completed the following activities to support its employees during the transition to hybrid work:

- developed and promoted change management guides and resources to support managers and employees through a positive transition to hybrid work
- continued to improve the concept of team neighbourhoods
- launched Archibus, a workspace booking system, to organize cost-effective and collaborative accommodations for employees
- completed an exceptions exercise that defined and approved eligible employees for full-time telework
- worked with TBS to launch the myWorkArrangements application within SSC and provide clear understanding of managements' expectation for hybrid work

Agile Procurement

As IT service delivery is modernized, SSC is making procurement more agile, collaborative and inclusive. Whenever possible, SSC uses competition to get the best value for Canadian tax dollars. To better meet the needs of the end-user, SSC is implementing an agile contracting framework for procurement projects. The results will include:

- better contract outcomes
- faster delivery
- improved leveraging of private sector expertise

In 2022-23, SSC experimented with new methods of procurement, including ScaleUp, a social procurement initiative that targets small Canadian businesses that are owned or led by under represented groups. Since its rollout, ScaleUp awarded over 15 contracts, the majority of which were awarded to first-time GC contractors. ScaleUp, along with other agile procurement

initiatives have shown a high degree of success and promise to contribute significantly to the evolution of its procurement processes.

To date, outside of ScaleUp, the agile procurement process framework has supported no less than 12 procurements, including:

- a contract for Robotic Process Automation
- a secure file transfer solution

SSC also continued to mobilize the vendor community to participate in its agile procurements. SSC continuously collects information from industry and uses this feedback to make timely adjustments to solicitations.

MySSC+ Update

Internal communication is critical to:

- ensure openness and transparency with employees
- encourage the exchange of ideas
- support positive organizational culture

In 2022-23, SSC launched a new intranet platform with improved engagement options and new functions. The site's improved content and better accessibility enhance the sharing of corporate information with employees. The new intranet, MySSC+, is the result of innovation and horizontal collaboration within the department.

On March 29, 2023, SSC was recognized for this work when it received the Insider Award for Communications Excellence from the Communications Community Office of the Privy Council Office of Canada. The award acknowledges the exceptional contribution of a team who support excellence in communications to internal partners and employees.

Contracts awarded to Indigenous businesses

SSC must ensure that a minimum 5% of the total value of the contracts it awards to Indigenous businesses by the end of 2022-23. In its 2023-24 Departmental Plan, the department forecasted that, by the end of 2022-23, it would award 5% of the total value of its contracts to Indigenous businesses.

As shown in the following table, SSC awarded 19.31% of the total value of its contracts to Indigenous businesses in 2022-23.

Contracting performance indicators	2022-23 Results
Total value of contracts* awarded to Indigenous businesses† (A)	\$476,294,367.81
Total value of contracts awarded to Indigenous and non-Indigenous businesses‡ (B)	\$2,466,910,458.88
Value of exceptions approved by deputy head (C)	\$0
Proportion of contracts awarded to Indigenous businesses [A / (B-C)×100]	19.31%

*Excludes contract amendments with Indigenous businesses and contracts that were entered into with Indigenous businesses by means of acquisition cards. May include subcontracts.

†For the purposes of the 5% target, Indigenous businesses include Elders, band and tribal councils; businesses registered in the [Indigenous Business Directory](#)^{xix} for contracts under the [Procurement Strategy for Aboriginal Business](#)^{xx} and businesses registered in a beneficiary business list for contracts with a final delivery in a modern treaty or self-government agreement area with economic measures as defined by Indigenous Services Canada.

‡Includes contract amendments.

SSC's procurement documentation strategy documentation, the Procurement Summary and Risk Assessment (PSRA), requires SSC Contracting Authorities to document Indigenous considerations for all procurements. Further, all SSC procurements valued over \$5M are subject to oversight by the Procurement Governance Framework, which reviews opportunities to advance Indigenous participation in procurements.

SSC supports other government departments in achieving the 5% target by developing and evolving procurement tools such as standing offers and supply arrangements. SSC has implemented the following standing offers and supply arrangements with Indigenous considerations, and seeks opportunities to include Indigenous considerations in new and renewed methods of supply:

- Cyber Security Procurement Vehicle
- Physical Infrastructure Supply Arrangement
- Workplace Technology Devices Microcomputers National Master Standing Offer
- Video Conferencing Procurement Vehicle

SSC also creates opportunities for Indigenous businesses to participate in federal contracting by piloting Indigenous Benefit Plans in sectors with limited Indigenous business capacity. Indigenous Benefit Plans produce benefits such as Indigenous subcontracting, employment and skills training. For example in 2022-23, SSC piloted an Indigenous Benefit plan in the Request for Proposal for a Network Monitoring, Awareness & Reporting Solution.

In 2021-22 SSC launched ScaleUp, a collaborative social procurement initiative that aims to increase the diversity of bidders on information technology contracts. Solicitations issued under ScaleUp are limited exclusively to Canadian micro and small businesses that are either Indigenous businesses or businesses owned or led by underrepresented groups such as women, visible minorities and persons with disabilities. SSC continues to leverage ScaleUp to simplify SSC’s procurement process and increase access to the procurement system for Indigenous businesses.

The SSC “Procurement Modernization – Strategic Engagement Committee” (PM-SEC) provides a forum for industry associations, experts, and SSC representatives to propose, analyse and recommend means to improve and modernize procurement practices, including measures that promote the participation of Small and Medium Enterprises (SMEs) and Indigenous businesses. PM-SEC membership includes the Canadian Aboriginal Minority Supplier Council (CAMSC), a nationally respected not-for-profit organization that advocates business relationships and economic growth of the Canadian supply chain through the inclusion of Aboriginals and Minority suppliers.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022-23, as well as spending for that year.

2022-23 Main Estimates	2022-23 planned spending	2022-23 total authorities available for use	2022-23 actual spending (authorities used)	2022-23 difference (actual spending minus planned spending)
247,175,921	247,175,921	349,837,351	349,837,351	102,661,430

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 2022-23.

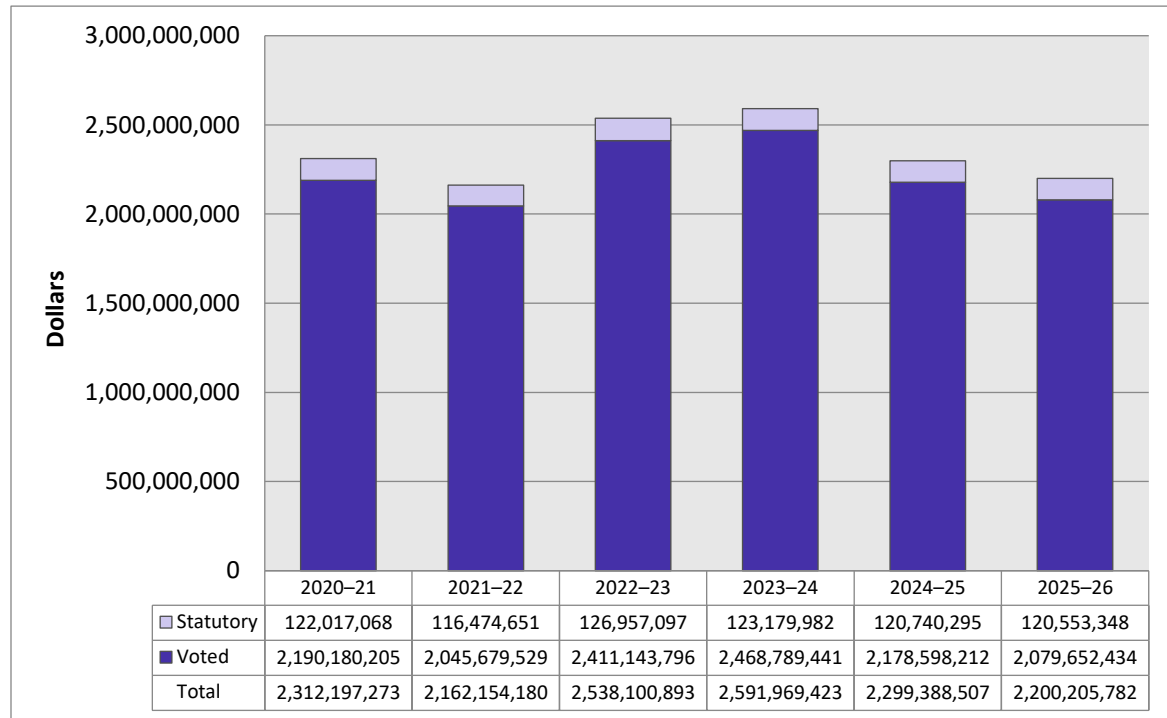
2022-23 planned full-time equivalents	2022-23 actual full-time equivalents	2022-23 difference (actual full-time equivalents minus planned full-time equivalents)
1,352	1,694	342

Spending and human resources

Spending

Spending 2020-21 to 2025-26

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



The departmental spending trend graph presents trends in SSC’s planned and actual spending over time. The graph breaks down the data representing actual spending (from 2020-21 to 2022-23) and planned spending (for 2023-24 to 2025-26) between statutory and voted expenditures.

Analysis of the variances in actual spending and planned spending is provided in the budgetary planning summary for core responsibilities and internal services section.

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 responsibility and for internal services.

Core responsibility and internal services	2022-23 Main Estimates	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending	2022-23 total authorities available for use	2020-21 actual spending (authorities used)	2021-22 actual spending (authorities used)	2022-23 actual spending (authorities used)
Common Government of Canada IT Operations	2,371,719,694	2,371,719,694	2,328,056,120	2,044,490,128	2,540,091,421	2,010,907,056	1,855,611,278	2,188,263,542
Subtotal	2,371,719,694	2,371,719,694	2,328,056,120	2,044,490,128	2,540,091,421	2,010,907,056	1,855,611,278	2,188,263,542
Internal services	247,175,921	247,175,921	263,913,303	254,848,379	349,837,351	301,290,217	306,542,902	349,837,351
Total	2,618,895,615	2,618,895,615	2,591,969,423	2,299,338,507	2,889,928,772	2,312,197,273	2,162,154,180	2,538,100,893

Analysis of trends in spending

Analysis – 2022-23 Total authorities available for use versus 2022-23 Planned spending and actuals

SSC’s total authorities available for use in 2022-23 were \$2,889.9 million. This is an increase of \$271.0 million (or 10%) from the Main Estimates amount of \$2,618.9 million. The increase is:

- a result of additional resources received through the Supplementary Estimates, as well as central vote funding and approved carry forward amounts
- mainly attributable to the carry forward from 2021-22, funding for the Network Modernization and Implementation Fund (Budget 2021) and funding for the cost of providing core IT services

SSC’s actual spending in 2022-23 of \$2,538.1 million was less than the total authorities available for use. This resulted in a \$351.8 million (or 12%) surplus. This surplus includes approved reprofiles of \$185.6 million SSC identified early in the fiscal year. Reprofiting was necessary because of supply chain issues and resource capacity constraints affecting SSC’s planned priorities and deliverables.

SSC also requested a carry forward to 2023-24 of \$178.8 million, surplus. Issues that impacted planned deliverables and explain the surplus include:

- resource capacity challenges for professional services
- lower service cost and consumption related to contracts
- vendor and other delays and deferrals which impacted planned deliverables

Trend analysis – Actual spending from 2020-21 to 2022-23

The total spending decrease of \$150.0 million (or 6%) from 2020-21 to 2021-22 was mainly due to:

- decreases in funding for communications services and IT infrastructure during COVID-19
- continued supply chain issues
- resource capacity constraints that impacted several planned deliverables in 2021-22

The total spending increase of \$375.9 million (or 17%) from 2021-22 to 2022-23 was mainly due to Budget 2021 initiatives. This includes the department's implementation of the IT Enterprise Service Model.

Trend analysis – Planned spending from 2022-23 to 2024-25

The total planned spending decrease of \$26.9 million (or 1%) from 2022-23 to 2023-24 is mainly due to changes in funding for multi-year initiatives, projects and transfers. This was then offset by an increase in new funding for IT services and projects and for reprofiles from previous fiscal years.

The total planned spending decrease of \$292.6 (or 11%) from 2023-24 to 2024-25 is mainly due to the reduction of funding for several initiatives, including:

- the Workload Modernization and Migration Program (Budget 2021)
- Cyber and Information Technology Security initiatives (Budget 2018)
- Mission Critical Projects (Fall 2017 Economic Statement)
- IT Repair and Replacement Program (Budget 2021)
- Network Modernization and Implementation Fund (Budget 2021)

2022-23 Budgetary actual gross spending summary (dollars)

The following table reconciles gross planned spending with net spending for 2022-23.

Core responsibility and internal services	2022-23 actual gross spending	2022-23 actual revenues netted against expenditures	2022-23 actual net spending (authorities used)
Common Government of Canada IT Operations	3,081,861,444	(893,597,902)	2,188,263,542
Subtotal	3,081,861,444	(893,597,902)	2,188,263,542
Internal services	349,837,351	-	349,837,351
Total	3,431,698,795	(893,597,902)	2,538,100,893

SSC is required to provide specialized IT services to its customers. SSC's Vote-Netted Revenue (VNR) authority enables the department to charge for services provided and re-spend the revenue received. This practice offsets the incremental costs incurred in providing services to partner organizations.

In 2022-23, SSC collected a total of \$893.6 million in revenues (26% of its gross spending). This amount reflects the continued rise in customers' demand for IT services, including investments and transformation aligned with the GC digital strategy.

Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to SSC’s core responsibility and to internal services.

Human resources summary for core responsibilities and internal services

Core responsibility and internal services	2020-21 actual full-time equivalents	2021-22 actual full-time equivalents	2022-23 planned full-time equivalents	2022-23 actual full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
Common Government of Canada IT Operations	5,920	6,351	6,515	6,956	6,824	6,659
Subtotal	5,920	6,351	6,515	6,956	6,824	6,659
Internal services	1,555	1,604	1,352	1,694	1,546	1,545
Total	7,475	7,955	7,867	8,650	8,370	8,204

The full-time equivalent (FTE) increase of 783 between planned and actual for 2022-23 is mainly due to requirements to address departmental priorities, investment activities and projects. These FTES:

- will better position SSC to respond to the continued increased demand for IT services in 2023-24 and beyond
- were approved by SSC senior management throughout 2022-23 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](#).^{xxi}

Government of Canada spending and activities

Information on the alignment of SSC’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).^{xxii}

Financial statements and financial statements highlights

Financial statements

[SSC’s financial statements \(unaudited\) for the year ended March 31, 2023](#)^{xxiii}, are available on the department’s 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 2022-23 financial statements. These unaudited statements have been prepared using GC 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 1 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 2022-23 financial statements on its website.

The tables below illustrate the March 31, 2023, 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, 2023 (dollars)

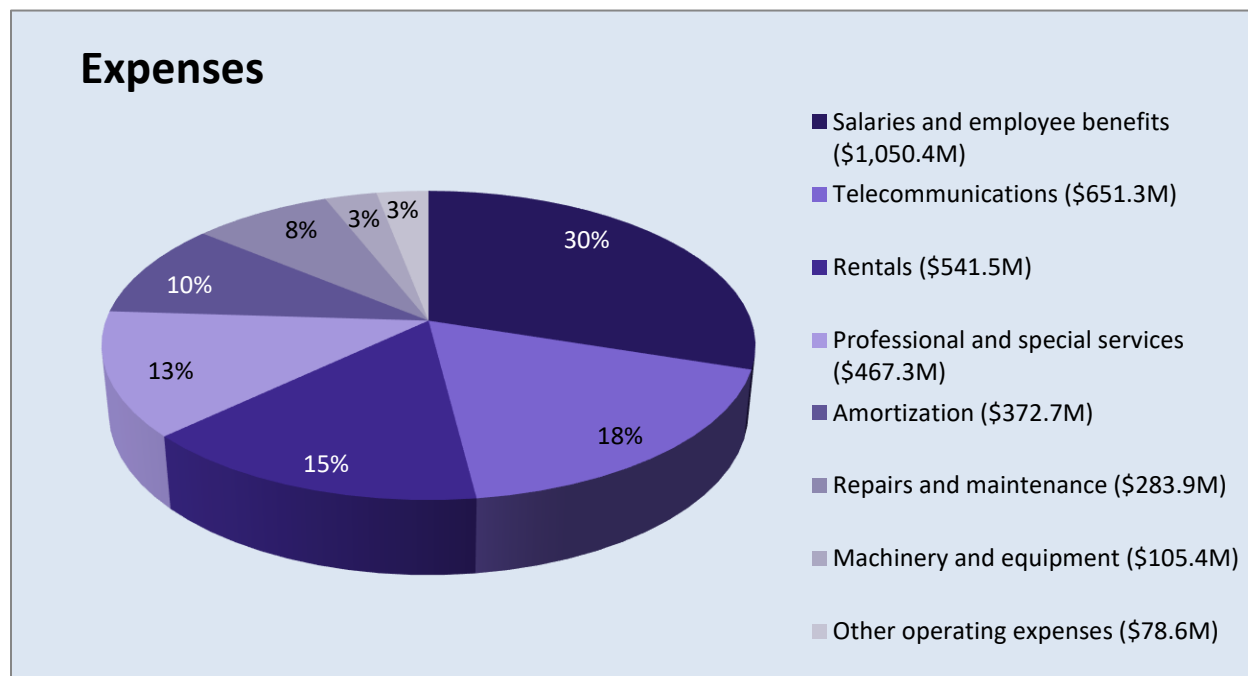
Financial information	2022-23 planned results	2022-23 actual results	2021-22 actual results	Difference (2022-23 actual results minus 2022-23 planned results)	Difference (2022-23 actual results minus 2021-22 actual results)
Total expenses	3,467,800,301	3,551,143,881	3,342,700,233	83,343,580	208,443,648
Total revenues	787,535,322	892,109,827	947,434,191	104,574,505	(55,324,364)
Net cost of operations before government funding and transfers	2,680,264,979	2,659,034,054	2,395,266,042	(21,230,925)	263,768,012

The 2022-23 planned results information is provided in [SSC's Future-Oriented Statement of Operations and Notes 2022-23^{xxiv}](#).

SSC's total expenses for 2022-23 were \$3,551.1 million, an increase of \$208.4 million over the previous year's total expenses of \$3,342.7 million. In 2022-23, the salaries and employee benefits represented the largest portion of expenses (30%) at \$1,050.4 million (\$965.0 million and 29% in 2021-22), followed by the telecommunications expenses (18%) at \$651.3 million

(\$570.1 million and 17% in 2021-22), the rentals expenses (15%) at \$541.5 million (\$539.9 million and 16% in 2021-22), the professional and special services expenses (13%) at \$467.3 million (\$425.8 million and 13% in 2021-22), and the amortization of tangible capital assets (10%) at \$372.7 million (\$425.7 million and 13% in 2021-22).

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

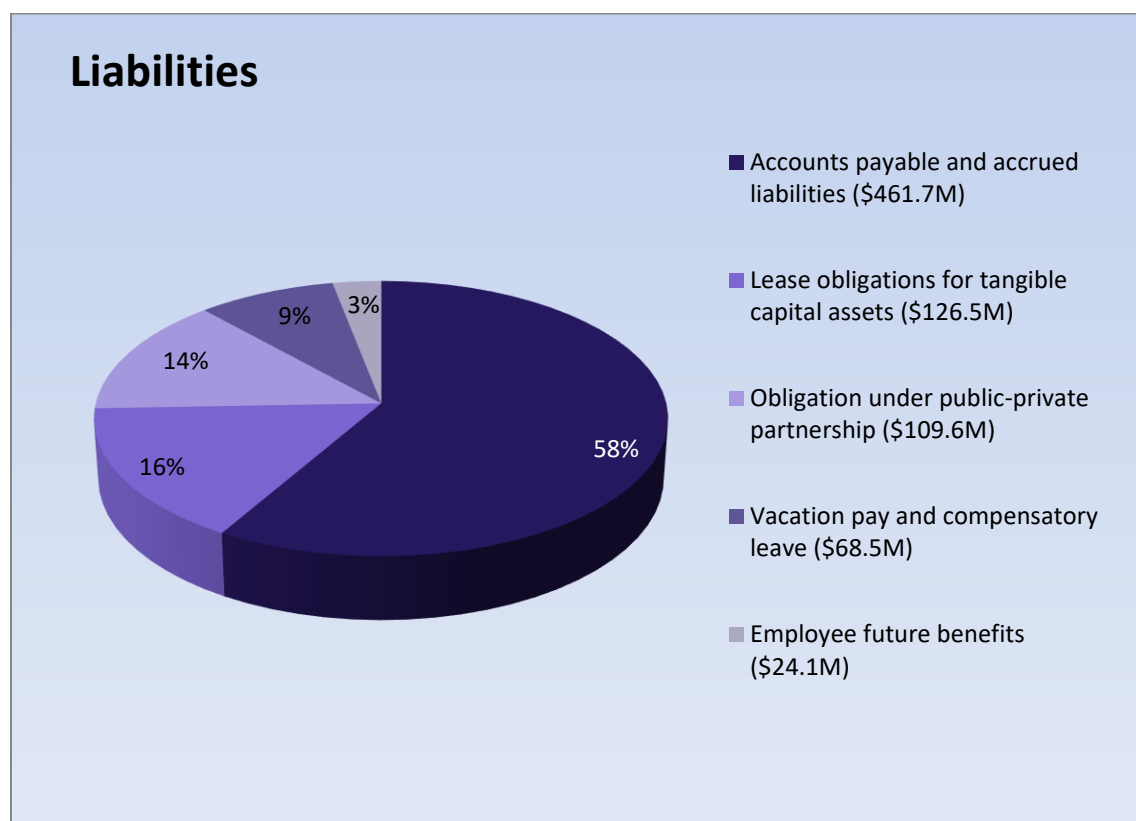


SSC's total revenues for 2022-23 were \$892.1 million, a decrease of \$55.3 million over the previous year's total revenues of \$947.4 million. Of these revenues, the majority are responsible revenues related to Information Technology infrastructure services provided to partner organizations and other Government of Canada departments and agencies on a cost recoverable basis. SSC's revenues, net of \$40.2 million in non-responsible revenues earned on behalf of government, consist mainly of the sale of goods and services.

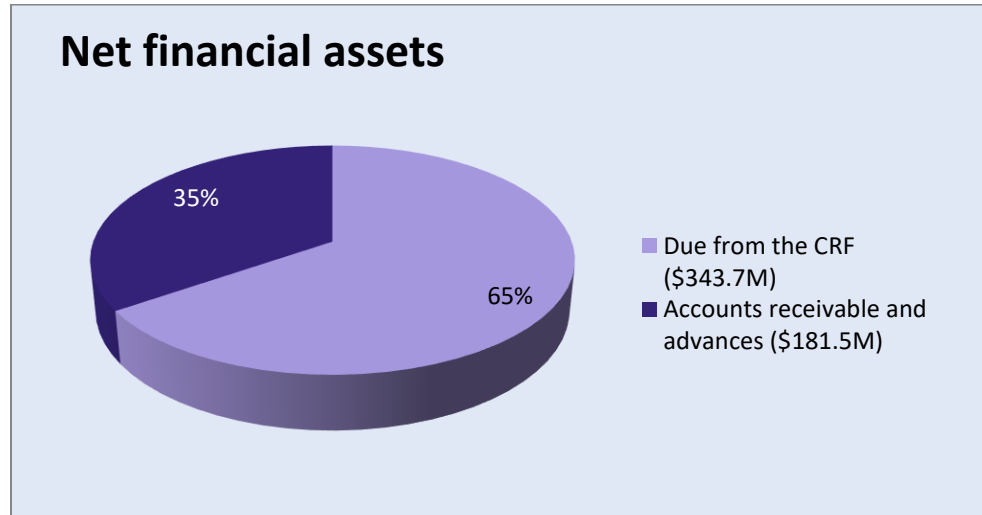
Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022-23	2021-22	Difference (2022-23 minus 2021-22)
Total net liabilities	790,390,512	877,939,326	(87,548,814)
Total net financial assets	525,164,560	524,078,508	1,086,052
Departmental net debt	265,225,952	353,860,818	(88,634,866)
Total non-financial assets	1,147,041,990	1,241,925,823	(94,883,833)
Departmental net financial position	881,816,038	888,065,005	(6,248,967)

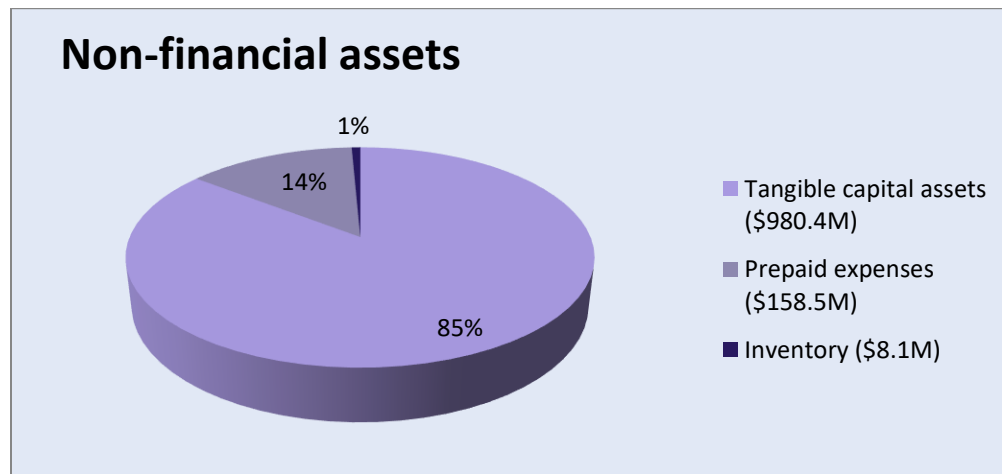
Total liabilities were \$790.4 million at the end of 2022-23, a decrease of \$87.5 million (10%) over the previous year’s total liabilities of \$878.0 million. In 2022-23, accounts payable and accrued liabilities represented the largest portion (58%) at \$461.7 million (\$465.1 million and 53% in 2021-22). Lease obligations for tangible capital assets represented 16% at \$126.5 million (\$198.2 million and 22% in 2021-22). Obligation under public private partnership represented 14% at \$109.6 million (\$113.4 million and 13% in 2021-22).



Total net financial assets were \$525.2 million at the end of 2022-23, an increase of \$1.1 million (0.2%) over the previous year's total net financial assets of \$524.1 million. In 2022-23, the amount due from the Consolidated Revenue Fund (CRF) represented 65% of the net financial assets at \$343.7 million (\$260.2 million and 50% in 2021-22) and Accounts receivable and advances represented 35% at \$181.5 million (\$263.9 million and 50% in 2021-22).



Total non-financial assets were \$1,147.0 million at the end of 2022-23, a decrease of \$94.9 million (8%) over the previous year's total non-financial assets of \$1,241.9 million. This decrease is explained by a decrease of \$164.0 million in tangible capital assets (from \$1,144.4 million in 2021-22 to \$980.4 million in 2022-23), an increase of \$67.1 million in prepaid expenses (from \$91.4 million in 2021-22 to \$158.5 million in 2022-23), and an increase of \$2.0 million in inventory (from \$6.1 million in 2021-22 to \$8.1 million in 2022-23).



The 2022-23 planned results information is provided in [SSC's Future-Oriented Statement of Operations and Notes 2022-23^{xxv}](#).

Corporate information

Organizational profile

Appropriate minister: The Honourable Jean-Yves Duclos, P.C., M.P.

The Honourable Filomena Tassi, P.C., M.P., was the appropriate minister until August 31, 2022, and then replaced by the Honourable Helena Jaczek P.C., M.P..

The Honourable Helena Jaczek, P.C., M.P., was the appropriate minister until July 26, 2023, and then replaced by the Honourable Jean-Yves Duclos, P.C., M.P..

Institutional head: Scott Jones, President, SSC

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

Sony Perron was President of SSC until September 11, 2023, and then replaced by Scott Jones.

Ministerial portfolio: Public Services and Procurement Canada, and minister responsible for SSC

Enabling instrument: [*Shared Services Canada Act*](#)^{xxvi}

Year of incorporation / commencement: 2011

Other: Associated *Orders-in-Council* include Privy Council Numbers [2011-0877](#)^{xxvii}; [2011-1297](#)^{xxviii}; [2012-0958](#)^{xxix}; [2012-0960](#)^{xxx}; [2013-0366](#)^{xxxi}; [2013-0367](#)^{xxxii}; [2013-0368](#)^{xxxiii}; [2015-1071](#)^{xxxiv}; [2016-0003](#)^{xxxv} and [2019-1372](#)^{xxxvi}

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](#)”^{xxxvii} is available on SSC's website.

For more information on the department's organizational mandate letter commitments, see the [Minister's mandate letter](#)^{xxxviii}.

Operating context

Information on the [operating context](#)^{xxxix} is available on SSC's website.

Reporting framework

SSC’s departmental results framework and program inventory of record for 2022–23 are shown below.

Common Government of Canada IT Operations		
Departmental Results Framework	<p>Government departments and agencies receive modern and reliable network services</p>	<ul style="list-style-type: none"> • 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
	<p>Government departments and agencies receive secure and reliable IT infrastructure and services</p>	<ul style="list-style-type: none"> • Percentage of time IT infrastructure security services are available
	<p>Government departments and agencies receive modern and reliable communication and workplace technology services</p>	<ul style="list-style-type: none"> • 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)
	<p>Government departments and agencies receive modern and reliable hosting solutions and platforms</p>	<ul style="list-style-type: none"> • Percentage of time the enterprise data centre facilities are available • Percentage of time legacy data centre facilities are available

Internal Services

		<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

Financial, human resources and performance information for SSC’s program inventory is available in [GC InfoBase](#).^{x1}

Supplementary information tables

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

- [Reporting on Green Procurement](#)^{xli}
- [Gender-based analysis plus](#)^{xlii}
- [Response to parliamentary committees and external audits](#)^{xliii}

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](#).^{xliv} 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 an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. 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 quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its 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.

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. For a particular position, the full-time equivalent figure is the ratio of

number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

horizontal initiative (*initiative horizontale*)

An initiative where 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 to the expected result.

planned spending (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

A 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.

Indigenous business (*enterprise autochtones*)

For the purpose of the *Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses* and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, an organization that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

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.

target (*cible*)

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

voted expenditures (*dépenses votées*)

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

Endnotes

- i Budget 2022, <https://www.budget.canada.ca/2022/home-accueil-en.html>
- ii Enterprise Approach, <https://www.canada.ca/en/shared-services/ssc-3-enterprise-approach.html>
- iii Canada's Digital Ambition, <https://www.canada.ca/en/government/system/digital-government/government-canada-digital-operations-strategic-plans/canada-digital-ambition.html>
- iv Special Report on the Government of Canada's Framework and Activities to Defend its Systems and Networks from Cyber Attack, <https://www.nsicop-cpsnr.ca/reports/rp-2022-02-14/intro-en.html>
- v Budget 2022, <https://www.budget.canada.ca/2022/home-accueil-en.html>
- vi GC's Cloud Adoption Strategy: 2023 Update, <https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/cloud-adoption-strategy-2023-update.html>
- vii Computers for Schools Program, <https://cfsc-opecc.org/en/>
- viii Electronic Product Recycling Association, <https://epra.ca/>
- ix GC's Cloud Adoption Strategy: 2023 Update, <https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/cloud-adoption-strategy-2023-update.html>
- x Organizational Project Management Capacity Assessment (OPMCA), <https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/organizational-project-management-capacity-assessment-tool.html>
- xi SSC's Network and Security Vision, <https://www.canada.ca/en/shared-services/corporate/publications/network-modernization-way-forward.html>
- xii Electronic waste recycling challenge, <https://www.ic.gc.ca/eic/site/101.nsf/eng/00085.html>
- xiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvi Clerk of the Privy Council's Call to Action on Anti-Racism, Equity, and Inclusion, <https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service.html>
- xvii Accessibility Plan, <https://www.canada.ca/en/shared-services/corporate/publications/shared-services-canada-accessibility-plan-2022-25.html>
- xviii Clerk of the Privy Council's announcement of the expectation for a hybrid work force, <https://www.canada.ca/en/government/publicservice/staffing/common-hybrid-work-model-federal-public-service.html>
- xix Indigenous Business Directory, <https://www.sac-isc.gc.ca/eng/1100100033057/1610797769658>
- xx Procurement Strategy for Aboriginal Business, <https://www.sac-isc.gc.ca/eng/1354798736570/1610985991318>
- xxi Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiii SSC's financial statements (unaudited) for the year ended March 31, 2023, <https://www.canada.ca/en/shared-services/corporate/publications/2022-23/departmental-financial-statements-2023.html>
- xxiv SSC's Future-Oriented Statement of Operations and Notes 2022-23, <https://www.canada.ca/en/shared-services/corporate/publications/2022-23/future-oriented-statement-operations-2022-23.html>
- xxv SSC's Future-Oriented Statement of Operations and Notes 2022-23, <https://www.canada.ca/en/shared-services/corporate/publications/2022-23/future-oriented-statement-operations-2022-23.html>
- xxvi *Shared Services Canada Act*, <http://laws-lois.justice.gc.ca/eng/acts/S-8.9/>
- xxvii Order-in-council 2011-0877, <https://orders-in-council.canada.ca/attachment.php?attach=24554&lang=en>
- xxviii Order-in-council 2011-1297, <https://orders-in-council.canada.ca/attachment.php?attach=24978&lang=en>

- xxix Order-in-council 2012-0958, <https://orders-in-council.canada.ca/attachment.php?attach=26384&lang=en>
- xxx Order-in-council 2012-0960, <https://orders-in-council.canada.ca/attachment.php?attach=26386&lang=en>
- xxxi Order-in-council 2013-0366, <https://orders-in-council.canada.ca/attachment.php?attach=27572&lang=en>
- xxxii Order-in-council 2013-0367, <https://orders-in-council.canada.ca/attachment.php?attach=27596&lang=en>
- xxxiii Order-in-council 2013-0368, <https://orders-in-council.canada.ca/attachment.php?attach=27597&lang=en>
- xxxiv Order-in-council 2015-1071, <https://orders-in-council.canada.ca/attachment.php?attach=31527&lang=en>
- xxxv Order-in-council 2016-0003, <https://orders-in-council.canada.ca/attachment.php?attach=31674&lang=en>
- xxxvi Order-in-council 2019-1372, <https://orders-in-council.canada.ca/attachment.php?attach=38707&lang=en>
- xxxvii Raison d'être, mandate and role: who we are and what we do, <https://www.canada.ca/en/shared-services/corporate/publications/2022-23/2022-23-departmental-plan/raison-etre-mandate-role.html>
- xxxviii Minister's mandate letter, <http://pm.gc.ca/eng/mandate-letters>
- xxxix operating context, <https://www.canada.ca/en/shared-services/corporate/publications/2022-23/2022-23-departmental-plan/operating-context-2022-23.html>
- xl GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xli Reporting on Green Procurement, <https://www.canada.ca/en/shared-services/corporate/publications/departmental-results-report-2022-23/supplementary-tables/reporting-green-procurement.html>
- xlii Gender-based analysis plus, <https://www.canada.ca/en/shared-services/corporate/publications/departmental-results-report-2022-23/supplementary-tables/gender-based-analysis-plus.html>
- xliii Response to parliamentary committees and external audits, <https://www.canada.ca/en/shared-services/corporate/publications/departmental-results-report-2022-23/supplementary-tables/response-parliamentary-committees-external-audits.html>
- xliv. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>