



# Shared Services Canada's Departmental Evaluation Plan

From fiscal year 2024-25  
to fiscal year 2028-29

May 2024

Office of Audit and Evaluation



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## Deputy head confirmation note for all departments

I approve the Departmental Evaluation Plan of Shared Services Canada for the fiscal years 2024-25 to 2028-29, which I submit to the Treasury Board of Canada Secretariat as required by the Policy on Results.

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

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

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

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Scott Jones  
President  
Shared Services Canada

## **1.0 Context and background**

### **1.1 Purpose and government priorities**

Evaluation is the systematic and neutral collection and analysis of evidence to judge merit, worth or value. This document presents Shared Services Canada's (SSC) Departmental Evaluation Plan. The plan is an information and management tool that reflects the results of the department's annual evaluation planning exercise. The plan identifies evaluations for the next 5 years and the resourcing of the evaluation function.

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

### **1.2 Government of Canada context**

Evaluation is a priority of the Government of Canada (GC). The President of the Treasury Board has been charged with instilling a culture of evaluation, measurement and evidence-based decisions across departments for program and policy design and delivery.

The December 2021 mandate letters directed all departments to draw on lessons learned from the pandemic to further adapt and develop more agile and effective ways to serve Canadians. The upcoming SSC evaluations will help the department meet this commitment.

SSC evaluations will also support the department in any upcoming Strategic Policy Reviews. Specifically, the evaluations will provide information to verify the relevance and effectiveness of SSC programs. The efficiency analysis will identify opportunities to improve processes and reallocate resources to adapt government programs and operations to the post-pandemic reality.

Given that the department is entering a period of fiscal restraint, all evaluations will place a renewed emphasis on examining the efficiency of SSC operations.

### **1.3 Requirements of the Policy on Results**

The Policy on Results requires that deputy heads annually approve a 5-year evaluation plan and provide this plan to the Treasury Board of Canada Secretariat (TBS). The plan should include:

- a detailed schedule of planned evaluations
- the extent of evaluation coverage of the Program Inventory, by amount of organizational spending and by program
- the extent of organizational spending and programs that will not be evaluated in the planning period, and justification (that is, what has been excluded from the 5-year schedule and why)
- advice to the deputy heads on the adequacy of resources for evaluation

## 1.4 Gender-based analysis plus (GBA+)

GBA+ is an analytical process that provides a rigorous method for assessing systemic inequalities and the ways diverse groups of women, men and gender-diverse people may experience policies, programs and initiatives.

Evaluation provides an opportunity to consider related gender and other intersecting identity factors. SSC is committed to better integrating GBA+ and accessibility considerations into its evaluation processes.

## 1.5 Governance

The Policy on Results calls for deputy heads to establish and chair a Performance Measurement and Evaluation Committee (PMEC) comprised of senior officials. At SSC, PMEC responsibilities are carried out by the Executive Oversight Board (EOB). The EOB is SSC's most senior executive governance body. It sets strategic direction and departmental priorities, oversees SSC's performance measurement and evaluation functions, and aligns horizontal and enterprise strategies with operational activities.

In its PMEC role, the EOB aims to strengthen the planning, coordination and use of performance measurement and evaluation within the department, and to ensure appropriate resourcing of these functions. See appendix E for the list of PMEC members.

The Policy on Results requires PMEC to:

- review and advise the deputy head on establishing, maintaining and implementing the Departmental Results Framework, Program Inventory and Performance Information Profiles (PIPs)
- review and advise the deputy head on the availability, quality, utility and use of performance information, including evaluation
- review and advise the deputy head on departmental evaluation planning, resources and activities, including recommending the approval of the Departmental Evaluation Plan
- review evaluation reports and summaries, including management responses and action plans, and recommend their approval to the deputy head
- review and advise the deputy head on the neutral assessment of the evaluation function
- monitor follow-up on evaluation recommendations and action plans and advise the deputy head of any issues

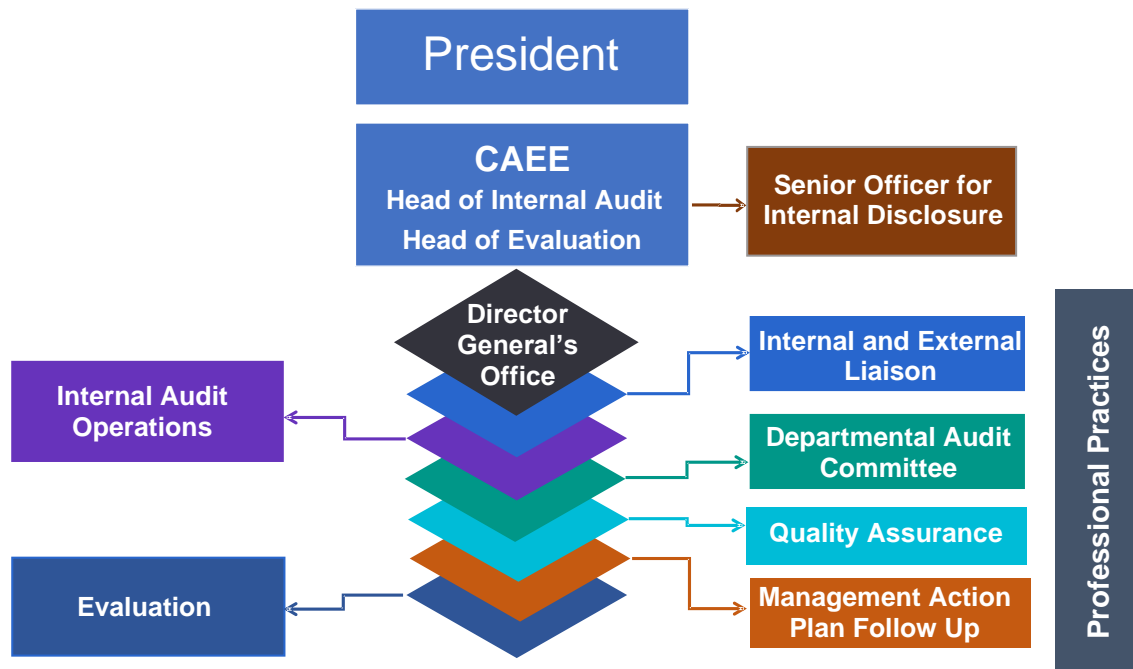
## 1.6 The evaluation function at SSC

The Office of Audit and Evaluation (OAE) plays a key role in providing reasonable assurance and advice on departmental operations to the President of SSC.

Reporting directly to the President, the Chief Audit and Evaluation Executive (CAEE) makes recommendations on the relevance and performance of departmental programs, policies and

initiatives through the OAE evaluation function. The CAEE is also the designated departmental Head of Evaluation and represents the departmental link to TBS for evaluation.

The OAE, under the CAEE, provides services as noted in the following graphic.



For the 2024-25 fiscal year, SSC's OAE evaluation function is resourced for 12 full-time equivalent positions with an overall annual budget of \$1.54 million. At this capacity, the evaluation function can conduct 2 evaluations at the same time and deliver 1 to 2 reports annually.

Resources for fiscal year 2024-25		
Salary	Operations and Maintenance	Total
\$1.27M	\$0.27M	\$1.54M

Evaluation positions (as of May 2024)							
	EX-01	AS-01	EC-07	EC-06	EC-05	EC-04	Total
Established	1	1	2	4	4	4	16
Funded	1	1	2	2	3	3	12
<b>Filled</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>12</b>

## 2.0 Fiscal year 2023-24 accomplishments

### 2.1 Completed evaluation

In fiscal year 2023-24, OAE successfully completed the Evaluation of Mobile Devices and Fixed Lines, 2 components of the Telecommunications Program. This evaluation assessed the responsiveness, effectiveness and efficiency of SSC's mobile devices and fixed lines services, and their alignment with the enterprise approach. The evaluation generated recommendations on improving change management, performance measurement, efficiency and accessibility. This was the first evaluation of a departmental program in 7 years.

### 2.2 Other accomplishments

In fiscal year 2023-24, the evaluation team:

#### **Conducted, reported on and communicated program evaluations**

- published the Evaluation of SSC's COVID-19 Response
- prompted the refresh of SSC's Business Intake and Demand Prioritization Framework, based upon a recommendation from the Evaluation of SSC's COVID-19 Response
- launched the evaluation of SSC's Cloud services, completed data collection, and drafted the final report
- launched the evaluation of Modernization of Hosting Solutions and started collecting data

#### **Strengthened the evaluation function**

- continued to build the evaluation function, which has been built up to 12 positions (capped due to funding)
- launched a neutral assessment of SSC's evaluation function which gave an independent and positive review:
  - "The evaluation team is perceived quite positively by departmental stakeholders. It is seen as professional, collaborative, and open to feedback, questions, and recommendations. Its members have a variety of complementary academic backgrounds and professional experience, and this makes the team particularly capable of tackling various evaluation challenges at SSC."
  - "The development and growth of the evaluation function over the past five years has led to the establishment of structured evaluation processes and the production of useful evaluations in areas that add most value to the department."
  - "SSC senior executives recognize the usefulness of having the independent and professional evaluation function to inform decision-making and program improvement. They trust the function and recognize its value in providing neutral, credible, and objective insights. They also appreciate the opportunity provided by evaluations to focus on fundamental questions related to branch/service relevance and effectiveness. This is something that senior leaders and their



teams often did have time to do on their own but wish they could do more regularly.”

### **Provided advisory services to SSC branches**

- supported SSC branches during the review process for SSC’s PIPs and updated the template for the “evaluation needs” section of the PIPs
- participated in monthly meetings with SSC’s internal PIP users to provide advice on how to enhance the PIPs and increase their use within branches
- provided advice and assistance to SSC branches, including Policing Infrastructure Operations

### **Built relationships with national and international peers and shared knowledge**

- established relationships with 13 international and 3 provincial public sector peers for the first time and built relationships for ongoing and future evaluations
- documented different approaches to cloud services in the public sector and lessons learned, based on consultations with international and provincial peers
- reported on lessons learned about Linux/Unix hosting solutions in the public sector, based on consultations with national and international peers
- promoted SSC at student recruitment events at l’École nationale d’administration publique (ÉNAP) in Montréal and at Memorial University in St. John’s Newfoundland
- presented “Staffing in the Age of Large Language Models like ChatGPT” to SSC’s Human Resources and Workplace division, the TBS Federal Evaluation Directors Council and the Public Service Commission
- presented “Internal Audit and Evaluation: How They Complement Each Other” to the Canadian Mortgage and Housing Corporation
- helped establish the TBS Federal Evaluation Directors Council Working Group on Artificial Intelligence
- presented “Share and Learn: Use of Generative Artificial Intelligence for Government of Canada Evaluations” at the GC Evaluation Community of Practice

### 3.0 Evaluations in progress

OAE is currently working on 2 evaluations, which are expected to be delivered to PMEC in the first and third quarters of fiscal year 2024-25. An additional evaluation will be launched in fiscal year 2024-25.

The **Evaluation of SSC's Cloud Services** has finished collecting data and is scheduled to be presented to PMEC in June 2024. During the evaluation period, SSC was authorized to provide a light-touch cloud brokering service and a cloud advisory service to federal departments and agencies and other levels of government. The light-touch brokering model provided GC departments and agencies access to secure cloud services for purchase using SSC's framework agreements with 8 cloud service providers. The cloud advisory service provided departments and agencies with knowledge and advice on cloud security, design and implementation. The evaluation examined the alignment, responsiveness, effectiveness and efficiency of SSC's Cloud Services, and recommendations will help inform upcoming changes to SSC's cloud services.

By assessing the modernization of Linux and Unix services, the **Evaluation of Modernization of Hosting Solutions** will illustrate the opportunities and challenges associated with modernizing hosting services through an enterprise approach. The evaluation will provide forward-looking and strategic evidence that would support SSC in:

- understanding how an enterprise approach is implemented in relation to hosting services
- understanding how an enterprise approach is helping the department achieve its objectives
- informing the implementation of the new hosting services vision

In the third quarter of fiscal year 2024-25, OAE will launch the **GC Wi-Fi evaluation**. See Appendix C for the high-level scope for this evaluation.

Name of evaluation in progress	Target completion date
SSC's Cloud Services	June 2024
Modernization of Hosting Solutions	November 2024

## 4.0 Evaluation planning

### 4.1 Key planning considerations

Selecting and sequencing the evaluations were driven by:

- the need to address all policy requirements
- the need to review significant spending that has yet to be evaluated
- the identification of programs with key initiatives in SSC's strategy for delivering enterprise services, outlined in Delivering Digital Solutions Together
- the maturity of programs
- the prioritization of evaluations to inform decision making on stewardship and progress towards an enterprise approach
- the Customer Satisfaction Feedback Initiative scores
- the prioritization of evaluations to inform decision making on funding renewals
- the prioritization of evaluations that focus on externally facing outcomes supporting partner departments and clients
- requests from branches to conduct advisory engagements

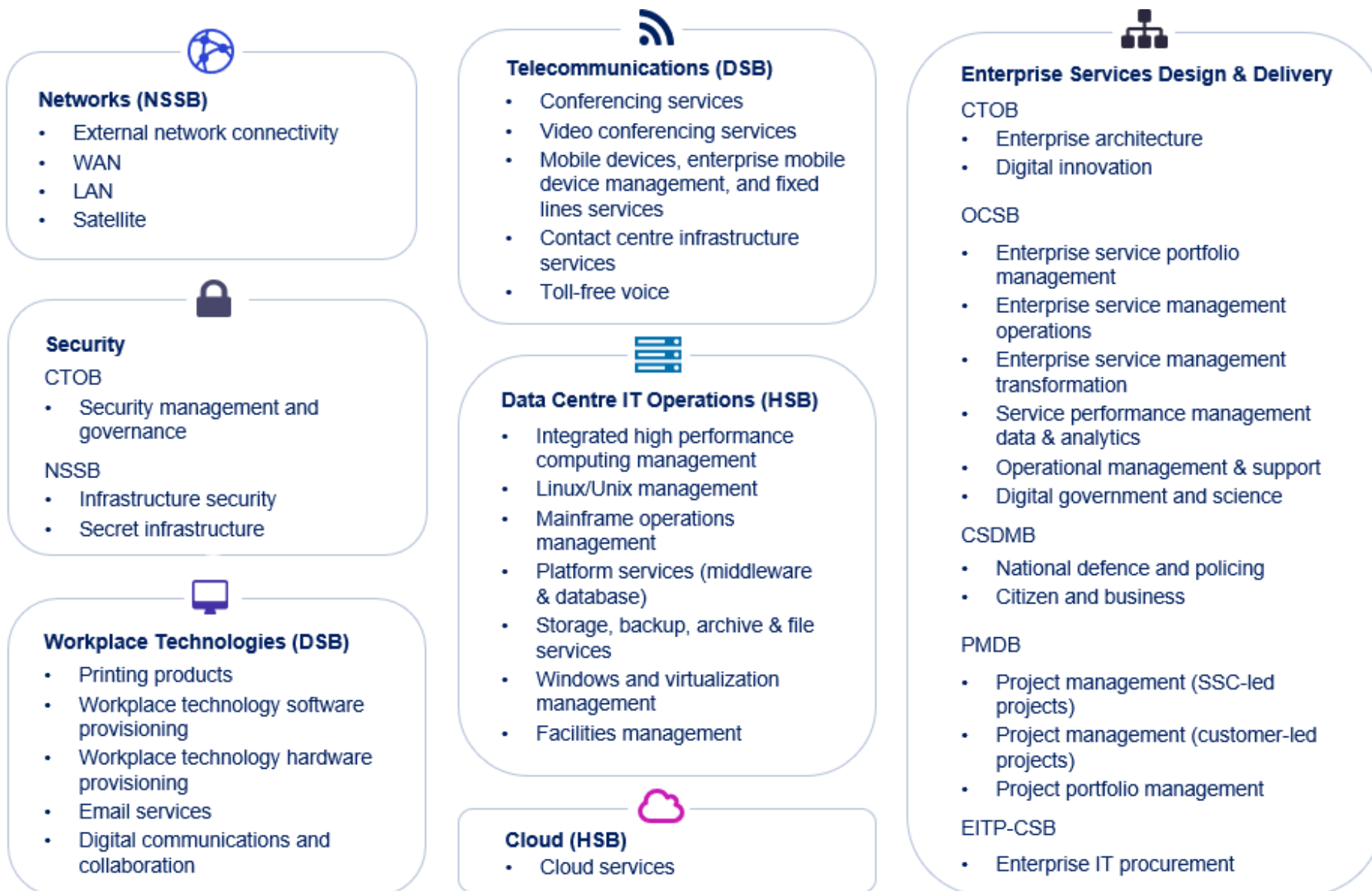
Delivering Digital Solutions Together key service areas	
1	Connectivity services
2	Hosting services
3	Digital services
4	Cyber Security services

### 4.2 Consultation and coordination

The Departmental Evaluation Plan is based on analysis and consultations conducted in winter 2024. This included:

- **document review:** various sources of information, including the last approved Departmental Evaluation Plan, PIPs, Service Reviews, Customer Satisfaction Feedback Initiative results, and Delivering Digital Solutions Together, were reviewed to identify any mandatory evaluation requirements and assess the Program Inventory's coverage
- **consultations with Branches:** all SSC branches were consulted to review the proposed evaluations, and to confirm the evaluations' usefulness and value
- **coordination with Internal Audit:** the plan is coordinated with the Risk-Based Audit Plan for Internal Audit engagements to reduce the burden of oversight activities on the branches
- **consideration of External Audits:** the plan has taken into consideration external audits conducted by the Office of the Auditor General and the Office of the Comptroller General
- **consultation with TBS:** in accordance with the Policy on Results, the Head of Evaluation has consulted with TBS

### 4.3 SSC program inventory and components



## 5.0 Evaluation coverage over the next 5 years

### 5.1 Planned coverage

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

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

The evaluation team plans to deliver 8 evaluations over the next 5 years, representing all 7 programs in the SSC Program Inventory. With a full staff complement, we will be able to complete up to 14 evaluations.

### 5.2 Internal services

The evaluation team will also complete an evaluation of an internal service. The specific scope will be determined in consultation with the relevant branch in fiscal year 2026-27. It will focus on opportunities to improve efficiency, effectiveness and performance measurement, and responsiveness to the changing context.

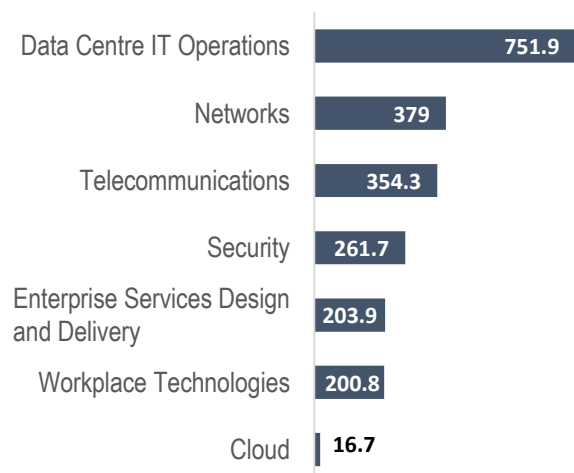
### 5.3 Programs excluded from the planned coverage

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

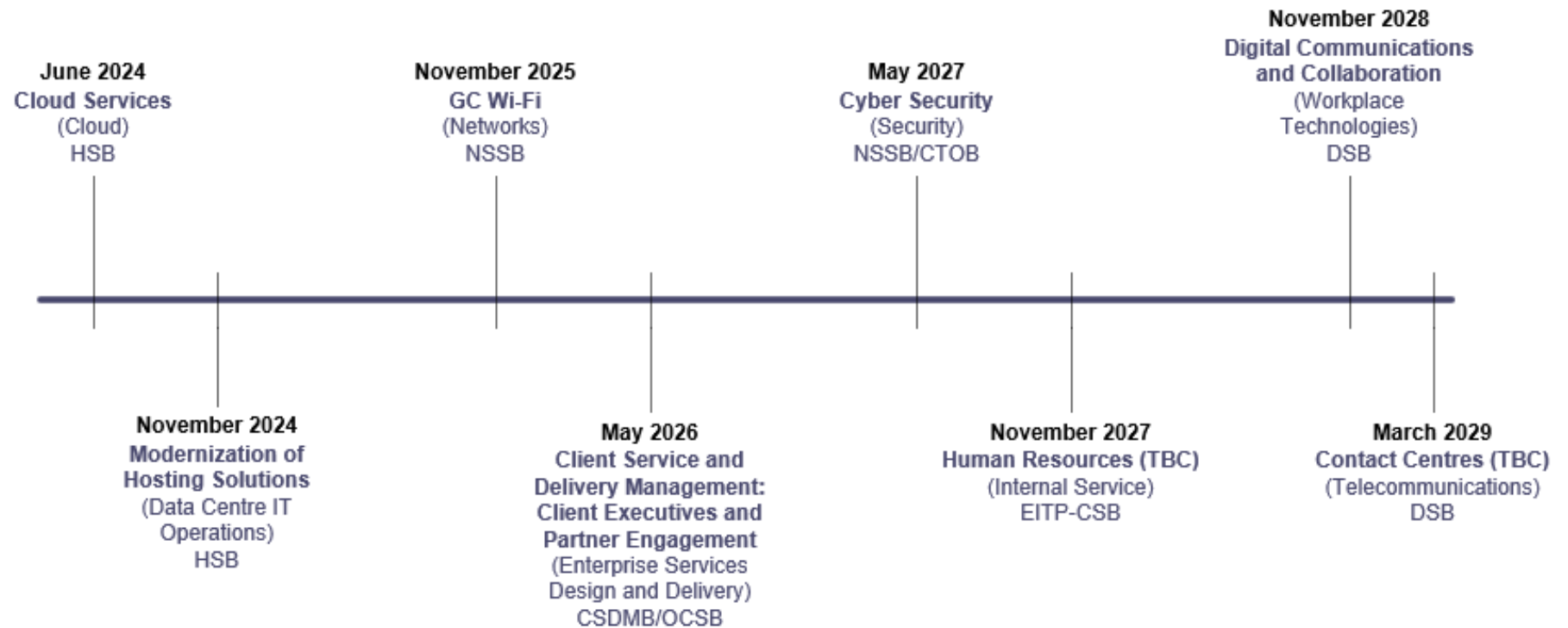
Some SSC programs are significant in size and will require more than 1 evaluation. As a result, the plan reflects a calibrated approach based on value for decision making. This means that some of the planned spending associated with specific components within the programs may be evaluated in future years.

\*Planned program spending is based on the SSC Departmental Plan for fiscal year 2024-25.

**Program size based on planned spending (\$M) in fiscal year 2024 to 2025**



## APPENDIX A: 5-year evaluation delivery schedule



## APPENDIX B: 5-year evaluation schedule

Year <sup>1</sup>	Evaluation Name	Link to Program Inventory	Branch	Strategy <sup>2</sup> to EOB (PMEC)	President Approval
2024-25	SSC's Cloud Services	Cloud	HSB	-	June 2024
	Modernization of Hosting Solutions	Data Centre IT Operations	HSB	-	Nov. 2024
2025-26	GC Wi-Fi	Networks	NSSB	Oct. 2024	Nov. 2025
2026-27	Client Service and Delivery Management: Client Executives and Partner Engagement	Enterprise Services Design and Delivery	CSDMB/OCSB	Apr. 2025	May 2026
2027-28	Cyber Security	Security	NSSB/CTOB	Apr. 2026	May 2027
	Internal Service: Human Resources (TBC)	N/A	EITP-CSB	Oct. 2026	Nov. 2027
2028-29	Digital Communications and Collaboration	Workplace Technologies	DSB	Oct. 2027	Nov. 2028
	Contact Centres (TBC)	Telecommunications	DSB	Apr. 2028	Mar. 2029

Note 1: As required by TBS, **evaluations are listed by the year in which they are scheduled to be presented to EOB (PMEC)** and the President for approval.

Note 2: The strategy will present the planned scope and questions for each evaluation for discussion at PMEC before data collection begins.

## APPENDIX C: High-level summaries of planned evaluations

<b>Evaluation name</b>	<b>SSC's Cloud Services</b> (in progress)
<b>Started</b>	February 2023
<b>Anticipated completion</b>	June 2024
<b>Link to Program Inventory</b>	Cloud
<b>Office of primary interest</b>	Hosting Services Branch
<b>Rationale and scope</b>	
<p>SSC's Cloud Services were launched in 2017 following the GC's release of the Right Cloud Adoption Strategy the previous year. In 2018, this GC strategy was updated to the Cloud First Adoption Strategy and then evolved to "cloud smart" in 2023. In November 2023, TBS announced a pending "GC Cloud Strategy 2024" update. This occurred after the data collection had been completed. During the evaluation period, SSC was authorized to provide light-touch cloud brokering and cloud advisory services to departments and agencies. The cloud brokering services provided GC departments and agencies access to secure cloud services for purchase using SSC's framework agreements with 8 cloud service providers. The cloud advisory services provided knowledge and advice on cloud security, design and implementation. The evaluation examined alignment with the enterprise approach and the effectiveness and efficiency of SSC's Cloud Services. The evaluation team is working with senior management to ensure evaluation recommendations will inform upcoming changes to SSC's Cloud Services.</p>	

<b>Evaluation name</b>	<b>Modernization of Hosting Solutions</b> (in progress)
<b>Started</b>	July 2023
<b>Anticipated completion</b>	November 2024
<b>Link to Program Inventory</b>	Data Centre IT Operations
<b>Office of primary interest</b>	Hosting Services Branch
<b>Rationale and scope</b>	
<p>SSC's Hosting Services Branch was established in 2023 with the aim to consolidate all of SSC's hosting solutions into 1 comprehensive offering. In consultations, senior management was concerned that including all hosting services in 1 evaluation would result in a scope too large to be properly covered. Accordingly, this evaluation focused on the modernization of Linux/Unix services. Linux/Unix services are operating systems that host applications and databases. Examining Linux/Unix services will illustrate the opportunities and challenges associated with modernizing hosting services and will help identify insights applicable to other hosting services. The evaluation will assess the progress made so far, considering the factors that have facilitated and hindered the modernization of hosting services and the advancement of an enterprise approach. Additionally, the evaluation will analyze how effectively the program achieved its intended outcomes and identify opportunities to improve efficiency.</p>	



<b>Evaluation name</b>	<b>GC Wi-Fi</b>
<b>Anticipated start</b>	October 2024
<b>Anticipated completion</b>	November 2025
<b>Link to Program Inventory</b>	Networks
<b>Office of primary interest</b>	Networks and Security Services Branch
<b>Rationale and preliminary scope</b>	
<p>GC Wi-Fi service provides public servants with greater mobility, flexibility and productivity by providing secure access to Wi-Fi networks in GC workplaces. Since the COVID-19 pandemic, partner demand for this service has significantly increased. To implement Wi-Fi services more efficiently, SSC introduced the Whole Building Approach on April 1, 2023. Under the Whole Building Approach, instead of installing Wi-Fi only on the floors occupied by the requesting department or agency, SSC installs Wi-Fi services for all SSC clients in the building. An evaluation of GC Wi-Fi could help SSC determine whether the business model is achieving desired results and assess its relevance to the needs and requirements of users. It could also demonstrate whether the Whole Building Approach is meeting its goals of reducing its deployment time and costs and improving overall efficiency, while meeting the growing demand for Wi-Fi across the GC.</p>	

<b>Evaluation name</b>	<b>Client Service and Delivery Management: Client Executives and Partner Engagement</b>
<b>Anticipated start</b>	April 2025
<b>Anticipated completion</b>	May 2026
<b>Link to Program Inventory</b>	Enterprise Services Design and Delivery
<b>Office of primary interest</b>	Client Service Delivery and Management Branch and Operations and Client Services Branch
<b>Rationale and preliminary scope</b>	
<p>The client executive function has recently been restructured and is now divided between the Client Service Delivery and Management Branch and the Operations and Client Services Branch. Client executives engage with SSC partners and clients and SSC service lines. They are responsible for customer account management and service delivery. An evaluation of Client Service Delivery and Management could assess the responsiveness of client executive roles and responsibilities. It could also assess whether the current client executive business model, processes and tools are effectively and efficiently meeting the needs of partners and clients as their IT demands increase and SSC services evolve.</p>	

<b>Evaluation name</b>	<b>Cyber Security</b>
<b>Anticipated start</b>	April 2026
<b>Anticipated completion</b>	May 2027
<b>Link to Program Inventory</b>	Security
<b>Office of primary interest</b>	Network and Security Service Branch and Chief Technology Officer Branch
<b>Rationale and preliminary scope</b>	
<p>Cyber security is a critical aspect of IT infrastructure that works to keep GC assets safe. As technology advances, cyber security operations must also evolve. SSC established a Cyber Security Program Management Office responsible for centralized stewardship and strategic direction for enterprise cyber security initiatives. An evaluation of cyber security could examine whether SSC is optimally organized and funded to provide this critical function to partners and clients. It could also examine the effectiveness and efficiency of SSC's cyber security management model and roles and responsibilities. Under the Policy on Results, all non-Grants and Contributions programs in the Program Inventory must be evaluated periodically. The Security program has never been evaluated. This evaluation of cyber security will help SSC comply with Treasury Board Policy.</p>	

<b>Evaluation name</b>	<b>Evaluation of an internal service: Human Resources (TBC)</b>
<b>Anticipated start</b>	October 2026
<b>Anticipated completion</b>	November 2027
<b>Link to Program Inventory</b>	N/A
<b>Office of primary interest</b>	Enterprise IT Procurement and Corporate Services Branch
<b>Rationale and preliminary scope</b>	
<p>SSC's Human Resources and Workplace division plays a crucial role in recruiting, staffing, and training and developing SSC's workforce. However, processes related to staffing have been identified as barriers to obtaining the required expertise for many of the transformations SSC is undergoing. Furthermore, as the department has grown there is a need to determine how human resource services should evolve to meet SSC's changing needs. An evaluation of the human resources function could determine the effectiveness and efficiency of its processes and help SSC align itself with its future staffing and upskilling needs.</p>	

<b>Evaluation name</b>	<b>Digital Communications and Collaboration</b>
<b>Anticipated start</b>	October 2027
<b>Anticipated completion</b>	November 2028
<b>Link to Program Inventory</b>	Workplace Technologies
<b>Office of primary interest</b>	Digital Services Branch
<b>Rationale and preliminary scope</b>	
<p>Digital Communication and Collaboration service enhances productivity and increases communication, collaboration and accessibility for public servants through its cloud-based Microsoft 365 platform. While this service is critical to assist SSC partners to achieve their mandates, it is still a new program, and much work is needed to fully establish the service. An evaluation could help the Digital Communications and Collaboration service identify pain points and barriers to achieving its goals. It could also determine the efficiency of the service and its progress towards meeting desired program outcomes.</p>	

<b>Evaluation name</b>	<b>Contact Centres (TBC)</b>
<b>Anticipated start</b>	April 2028
<b>Anticipated completion</b>	March 2029
<b>Link to Program Inventory</b>	Telecommunications
<b>Office of primary interest</b>	Digital Services Branch
<b>Rationale and preliminary scope</b>	
<p>There are about 220 GC contact centres that range from simple set-ups with a small, specific audience to large, complex centres that deliver critical services to many Canadians at home and abroad. Most contact centres use legacy infrastructure and technology and will need to be modernized by 2025 due to expiring contracts. An evaluation of contact centres could help determine whether SSC is optimally structured and resourced to effectively deliver a cloud-based contact centre as a service to partners and clients. It could also determine whether the operating model and support services are responsive to partner needs and measure the impact of the new GC Cloud Strategy on the cloud-based contact centre services. An evaluation of contact centres could position and prepare SSC if OAG follows up on its 2019 report on partner call centres (which receive their infrastructure from SSC's Contact Centre Services).</p>	

## APPENDIX D: Examples of program evaluation questions

SSC evaluations will incorporate recent international trends in evaluation and best practices.

**Relevance and responsiveness** are the extent to which a program continues to address a demonstrable need and is responsive to changing needs as circumstances evolve.

- 1) How well were changing partner and client needs addressed over time?

**Effectiveness** examines the progress towards expected results and outcomes with reference to performance targets, program reach and program design.

- 2) What have been the impacts of poor and excellent SSC performance for partners and clients?
- 3) What has been the progress to date towards achieving enterprise outcomes?

**Efficiency** is the assessment of resource utilization in relation to the production of outputs and progress towards expected outcomes.

- 4) What are the opportunities to improve efficiency?

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

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

## Appendix E: PMEC membership

PMEC membership
<ul style="list-style-type: none"> <li>• <b>President (Chair)</b></li> <li>• <b>Executive Vice-President (Co-chair)</b></li> <li>• Senior Assistant Deputy Minister (SADM) Networks and Security Services</li> <li>• Assistant Deputy Minister (ADM) Client Service Delivery and Management – Citizen and Business</li> <li>• ADM Client Service Delivery and Management – National Defence and Policing</li> <li>• ADM Digital Services Branch</li> <li>• ADM Enterprise IT Procurement and Corporate Services</li> <li>• ADM Hosting Services Branch</li> <li>• ADM Operations and Client Services</li> <li>• ADM Project Management and Delivery</li> <li>• ADM Service and Innovation</li> <li>• ADM Strategy and Engagement Branch</li> <li>• Chief Financial Officer</li> <li>• Chief Technology Officer</li> <li>• Chief Audit and Evaluation Executive</li> <li>• Chief Information Officer</li> <li>• Corporate Secretary and Chief Privacy Officer</li> <li>• Director General, Human Resources and Workplace</li> <li>• Deputy Executive Director and General Counsel, Legal Services</li> <li>• Chief of Staff to the President</li> <li>• Special Advisor to the President and Executive Vice-President</li> </ul>

## APPENDIX F: List of acronyms

Acronym	Description
<b>ADM</b>	Assistant Deputy Minister
<b>CAEE</b>	Chief Audit and Evaluation Executive
<b>CFOB</b>	Chief Financial Officer Branch
<b>CSDM</b>	Client Service Delivery and Management
<b>CTOB</b>	Chief Technology Officer Branch
<b>CSDMB</b>	Client Service Delivery and Management Branch
<b>DSB</b>	Digital Services Branch
<b>EITP-CSB</b>	Enterprise IT Procurement and Corporate Services Branch
<b>EOB</b>	Executive Oversight Board
<b>ESM</b>	Enterprise Service Model
<b>GBA+</b>	Gender-Based Analysis plus
<b>GC</b>	Government of Canada
<b>HSB</b>	Hosting Services Branch
<b>IT</b>	Information Technology
<b>LAN</b>	Local area network
<b>NSSB</b>	Networks and Security Services Branch
<b>OAE</b>	Office of Audit and Evaluation
<b>OAG</b>	Office of the Auditor General of Canada
<b>OCSB</b>	Operations and Client Services Branch
<b>PIP</b>	Performance Information Profile
<b>PMDB</b>	Project Management and Delivery Branch
<b>PMEC</b>	Performance Measurement and Evaluation Committee
<b>SADM</b>	Senior Assistant Deputy Minister
<b>SSC</b>	Shared Services Canada
<b>TBC</b>	To be confirmed
<b>TBS</b>	Treasury Board of Canada Secretariat
<b>WAN</b>	Wide area network