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# Shared Services Canada's Departmental Evaluation Plan from fiscal year 2025-26 to fiscal year 2029-30

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May 2025

# Deputy head confirmation note for all departments

I approve the Departmental Evaluation Plan of Shared Services Canada for the 2025 to 2026 fiscal year to the 2029 to 2030 fiscal year, which I submit to the Treasury Board of Canada Secretariat as required by the Policy on Results.

I confirm that this 5-year rolling Departmental Evaluation Plan:

- plans for the evaluation of all ongoing grants and contributions programs with 5-year average actual expenditures of \$5 million or greater per year at least once every 5 years to fulfill 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'll ensure that this plan is updated annually, and I'll provide information about its implementation to the Treasury Board of Canada Secretariat, as required.

**Scott Jones**

President

Shared Services Canada

# 1. 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 SSC's (the department) 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 designing and delivering programs and policies.

The most recent mandate letters directed all departments to continue with evidence-based decision making and to maintain an unwavering focus on delivering results. Furthermore, all departments were directed to adapt and develop more agile and effective ways to serve Canadians. The upcoming SSC evaluations will help the department meet these commitments.

SSC evaluations will also support the department in any upcoming Strategic Policy Reviews. Specifically, the evaluations will provide information to verify how relevant and effective SSC programs are. The efficiency analysis conducted in each evaluation will identify opportunities to improve processes and reallocate resources.

Upon request by the Treasury Board of Canada Secretariat (TBS), evaluations are also intended to support resource alignment reviews and centrally led evaluations.

## 1.3 Departmental priorities

**Delivering Digital Solutions Together for Canada** (Digital Together) is a strategic approach to ensuring that government departments are equipped with the modern, standardized tools needed to effectively collaborate across departments and continue to better serve Canadians. Digital Together includes 4 high-level roadmaps that provide an overview of SSC initiatives, services and technologies. These roadmaps present SSC goals and objectives for:

- connectivity services
- hosting services
- digital services
- cyber security services

The roadmaps also outline the current and future activities intended to help SSC achieve these goals and objectives.

OneSSC is an internal SSC strategy to help deliver on the goals and objectives outlined in Digital Together. It recognizes that SSC must work as an integrated, customer-centric service delivery organization to achieve its long-term goals. To deliver on SSC's mandate, the OneSSC vision focuses on:

- empowering people
- optimizing processes
- leveraging technology

Evaluations are powerful tools to support delivery on Digital Together roadmaps. The evaluations can provide valuable insights into SSC's people, processes and technology to help inform the OneSSC vision and demonstrate the value that SSC provides to the GC.

## 1.4 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 TBS. The plan should include:

- a detailed schedule of planned evaluations
- the extent of the Program Inventory's evaluation coverage, 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

## 1.5 Gender-based analysis plus and accessibility

Gender-based analysis plus (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 gender and other intersecting identity factors. SSC is committed to better integrating GBA+ and accessibility considerations into its evaluation processes.

## 1.6 Governance

The Policy on Results calls for deputy heads to establish and chair a Performance Measurement and Evaluation Committee (PMEC) comprising senior officials. At SSC, the Executive Committee (EXCOM) carries out PMEC responsibilities. EXCOM is SSC's most senior executive governance body and is chaired by the SSC President. It's responsible for:

- setting strategic direction and departmental priorities
- overseeing SSC's performance measurement and evaluation functions
- aligning horizontal and enterprise strategies with operational activities

In its PMEC role, EXCOM aims to strengthen the planning, coordination and use of performance measurement and evaluation within the department, and to ensure the appropriate resourcing of these functions. See [Appendix E](#) for the list of PMEC membership.

The Policy on Results requires PMEC to:

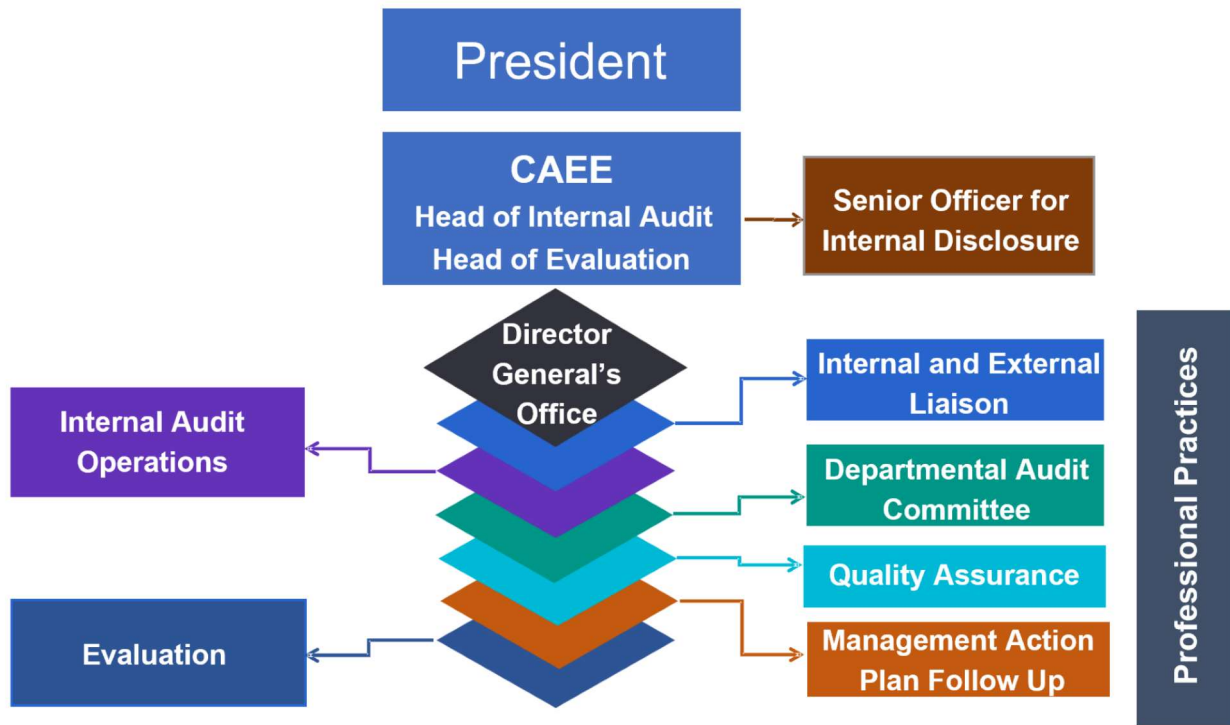
- review and advise the deputy head on establishing, maintaining and implementing the Departmental Results Framework, Program Inventory and Performance Information Profiles (PIPs)
- review and advise the deputy head on the availability, quality, utility and use of performance information, including evaluation
- 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

## 1.7 The evaluation function at SSC

The Office of Audit and Evaluation (OAE) plays a key role in providing reasonable assurance and advice on departmental governance and 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.

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



► The Evaluation Function at SSC - Text version

For fiscal year 2025 to 2026, SSC’s OAE evaluation function is resourced for 12 full-time equivalent positions with an overall budget of \$1.55 million. At this capacity, the evaluation function can conduct 2 evaluations at the same time and deliver 1 to 2 reports annually.

**Anticipated resources for fiscal year 2025 to 2026**

Salary	Operations and Maintenance	Total
\$1.27M	\$0.28M	\$1.55M

**Evaluation positions (as of January 2025)**

	EX-01	AS-01	EC-07	EC-06	EC-05	EC-04	Total
Established	1	1	2	4	4	4	16

	<b>EX-01</b>	<b>AS-01</b>	<b>EC-07</b>	<b>EC-06</b>	<b>EC-05</b>	<b>EC-04</b>	<b>Total</b>
Funded in fiscal year 2024 to 2025	1	1	1.2	2	2.3	2.5	10
<b>Filled</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>10</b>

## 2. Accomplishments in fiscal year 2024 to 2025

### 2.1 Completed evaluations

In fiscal year 2024 to 2025, OAE completed 2 evaluations. The first evaluation assessed the effectiveness and efficiency of SSC's Cloud services and their alignment with the enterprise approach. The evaluation generated recommendations on:

- efficiency
- skills development
- enhancing the user experience
- communications and performance measurement

This was the first evaluation of SSC's Cloud program.

The Modernization of Hosting Services (Linux/Unix) was the second evaluation completed in fiscal year 2024 to 2025. This evaluation assessed the responsiveness, effectiveness and efficiency of the modernization of SSC's Linux/Unix hosting services. The purpose was to inform decision making and identify potential implications for future operations. This evaluation generated recommendations on:

- incentive mechanisms
- asset and configuration management
- business request processes

- talent management
- performance measurement

This was the first evaluation of the Data Centre IT Operations Program at SSC.

## 2.2 Other accomplishments

In fiscal year 2024 to 2025, the evaluation team:

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

- publishing the evaluation of Mobile Devices and Fixed Lines
- launching the evaluation of GC Wi-Fi and starting to collect data

### **Strengthened the evaluation function by:**

- presenting the neutral assessment to PMEC which gave an independent and positive review of SSC's evaluation function:

"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 not have time to do on their own but wish they could do more regularly."

“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.”

- presenting the first Annual State of Performance Measurement in Support of Evaluation

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

- supporting SSC branches during the review process for SSC's PIPs and updating the template for the “evaluation needs” section of the PIPs
- participating in monthly meetings with SSC's internal PIP users to provide advice on how to enhance the PIPs and increase their use within branches

### **Strengthened relationships with national and international peers and shared knowledge by:**

- strengthening relationships with international public sector peers, including the United States, Belgium, Denmark, France, Germany, the Netherlands, Sweden, Switzerland and the United Kingdom for ongoing and future evaluations
- strengthening relationships with provincial public sector peers, including British Columbia, Ontario and Quebec
- successfully establishing further collaborations between SSC's Cloud program, France, Scotland and the United Kingdom
- documenting different approaches for client executive functions in the public sector and best practices, based on consultations with international peers
- promoting SSC at a student recruitment event at Memorial University in St. John's, Newfoundland

- supporting the TBS Federal Evaluation Directors Council Working Group on Artificial Intelligence (AI) use in evaluation
- actively participating in the SSC MS Copilot pilot program aimed at exploring the use of AI to enhance both SSC's and its evaluation team's efficiency and productivity in performing tasks
- presenting the use of generative AI in evaluation at the Canadian Evaluation Society and the Department of National Defence
- co-founding the Federal Evaluation Directors Council's AI Working Group
- participating in the Head of Evaluation Emerging Technologies working group for the implementation of the Policy on Results

### 3. Evaluations in progress

OAE is currently working on the evaluation of GC Wi-Fi, which is expected to be delivered to PMEC in the third quarter of fiscal year 2025 to 2026.

By assessing the GC's Wi-Fi network, the **evaluation of GC Wi-Fi** will illustrate the opportunities and challenges associated with wireless connectivity through an enterprise approach. The evaluation will provide timely, forward-looking and strategic evidence to demonstrate SSC's value for:

- implementing an enterprise approach in relation to Wi-Fi
- achieving departmental objectives through an enterprise approach
- improving responsiveness to changing priorities in relation to Wi-Fi

In the first quarter of fiscal year 2025 to 2026, OAE will launch the **Client Service and Delivery Management evaluation**. This evaluation will assess the Client Executive function at SSC. A **Cyber Security** evaluation is scheduled to be launched in the first quarter of fiscal year 2026 to 2027. See [Appendix C](#) for the high-level scope for these evaluations.

Name of evaluation in progress	Target completion date
Government of Canada Wi-Fi	November 2025

## 4. Evaluation planning

### 4.1 Key planning considerations

Selecting and sequencing evaluations were driven by:

- the need to address all policy

#### Key service areas of Delivering Digital Solutions Together

1. Connectivity services
2. Hosting services
3. Digital services
4. Cyber Security services

requirements and evaluate the programs identified in the Program Inventory

- the need to review significant spending that has yet to be evaluated
- identified programs with key initiatives in SSC's strategy for delivering enterprise services, outlined in Delivering Digital Solutions Together
- a focus on systemic issues that the department is facing that are likely to persist in 2 to 4 years
- 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

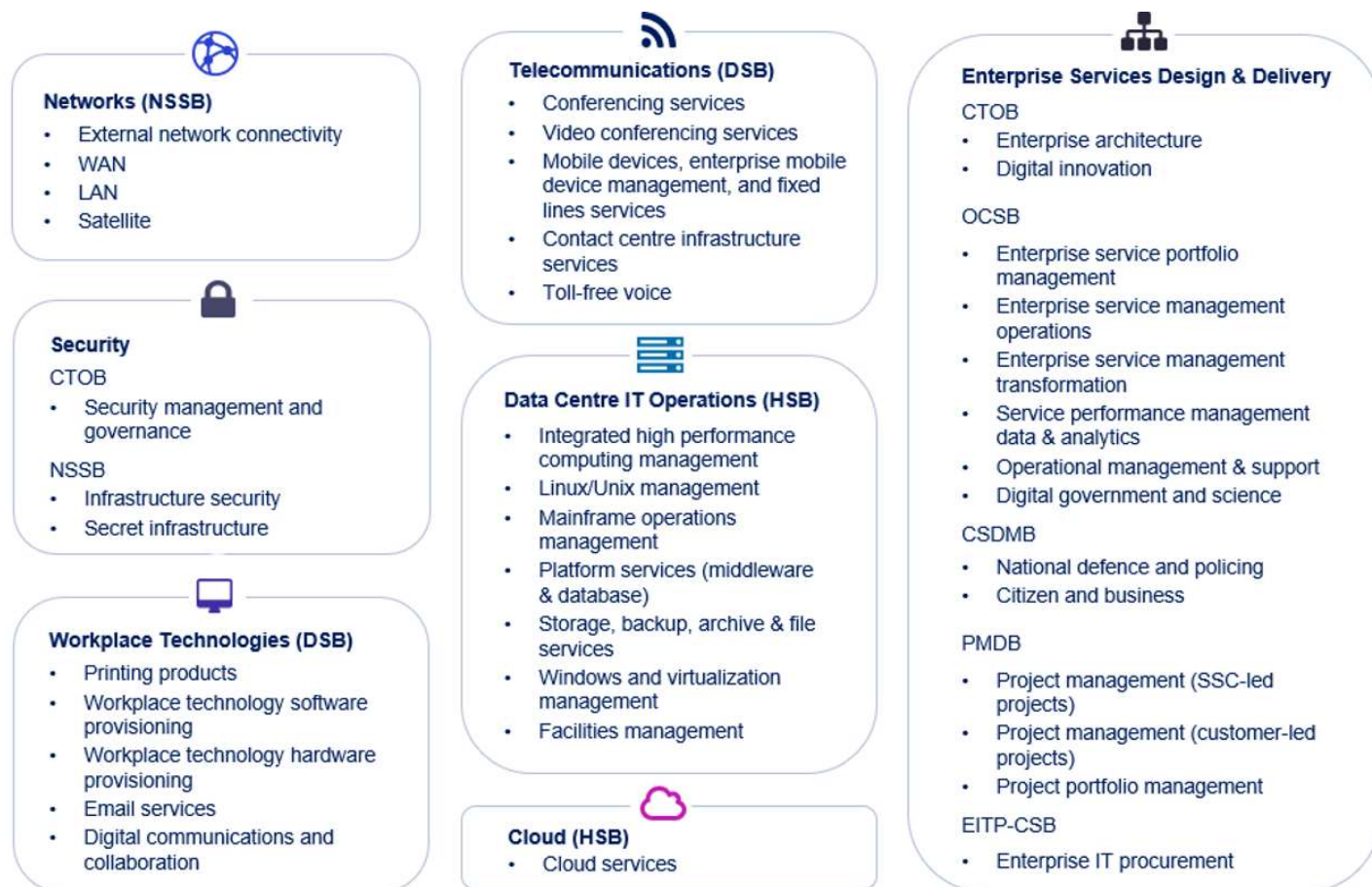
- the prioritization of evaluations that focus on externally facing outcomes supporting partner departments and clients
- requests from branches to conduct advisory engagements

## 4.2 Consultation and coordination

The Departmental Evaluation Plan (DEP) is based on analysis and consultations conducted in fall 2024. This included:

- **Document review:** Various sources of information were reviewed to identify any mandatory evaluation requirements and assess the Program Inventory's coverage; these sources of information include:
  - the last approved Mandate Letters
  - the Departmental Evaluation Plan
  - the Departmental Plan
  - PIPs
  - Service reviews
  - the results of the Customer Satisfaction Feedback Initiative
  - Delivering Digital Solutions Together
- **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 and planned by the Office of the Auditor General and the Office of the Comptroller General, and others
- **Consultation with TBS:** In accordance with the Policy on Results, the Head of Evaluation has consulted on the plan with TBS

## 4.3 SSC program inventory and components (January 2025)



► SSC program inventory and components - Text version

## 5. 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. At the end of fiscal year 2024 to 2025, there will be 3 remaining programs that have yet to be evaluated since SSC was created. They are:

- Security
- Workplace Technologies
- Enterprise Services Design and Delivery

Assuming current funding, OAE plans to deliver 7 evaluations over the next 5 years to ensure departmental compliance with the Treasury Board Policy on Results by completing evaluations for all programs in the SSC Program Inventory.

With a full staff complement, OAE would complete up to 14 evaluations over the same 5 years. Based on the DEP consultations, **OAE will advance the planned evaluation of Accessibility, Accommodation and Adaptive Computer Technology (AAACT) and the evaluation of Enterprise Desktop**. Funding the established positions would also allow OAE to conduct evaluative reviews (shorter, lighter touch, advisory engagements) to inform decision making.

## 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 2027 to 2028. It'll focus on opportunities to improve:

- efficiency
- effectiveness
- performance measurement
- responsiveness to the changing context

## 5.3 Programs excluded from the planned coverage

At the program level, there's 1 excluded operational program. The Cloud program, which was evaluated in fiscal year 2024 to 2025, will be merged with the Data Centre IT Operations program within the scope of this 5-year plan. An evaluation of the Data Centre IT Operations program is scheduled for fiscal year 2029 to 2030.

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.

### **Program size based on planned spending (\$M) in fiscal year 2025 to 2026**

Data Centre IT Operations

**699.5**

Telecommunications

**330.6**

Networks

**317.3**

Security

**307.4**

Workplace Technologies

**301.0**

Enterprise Services  
Design and Delivery

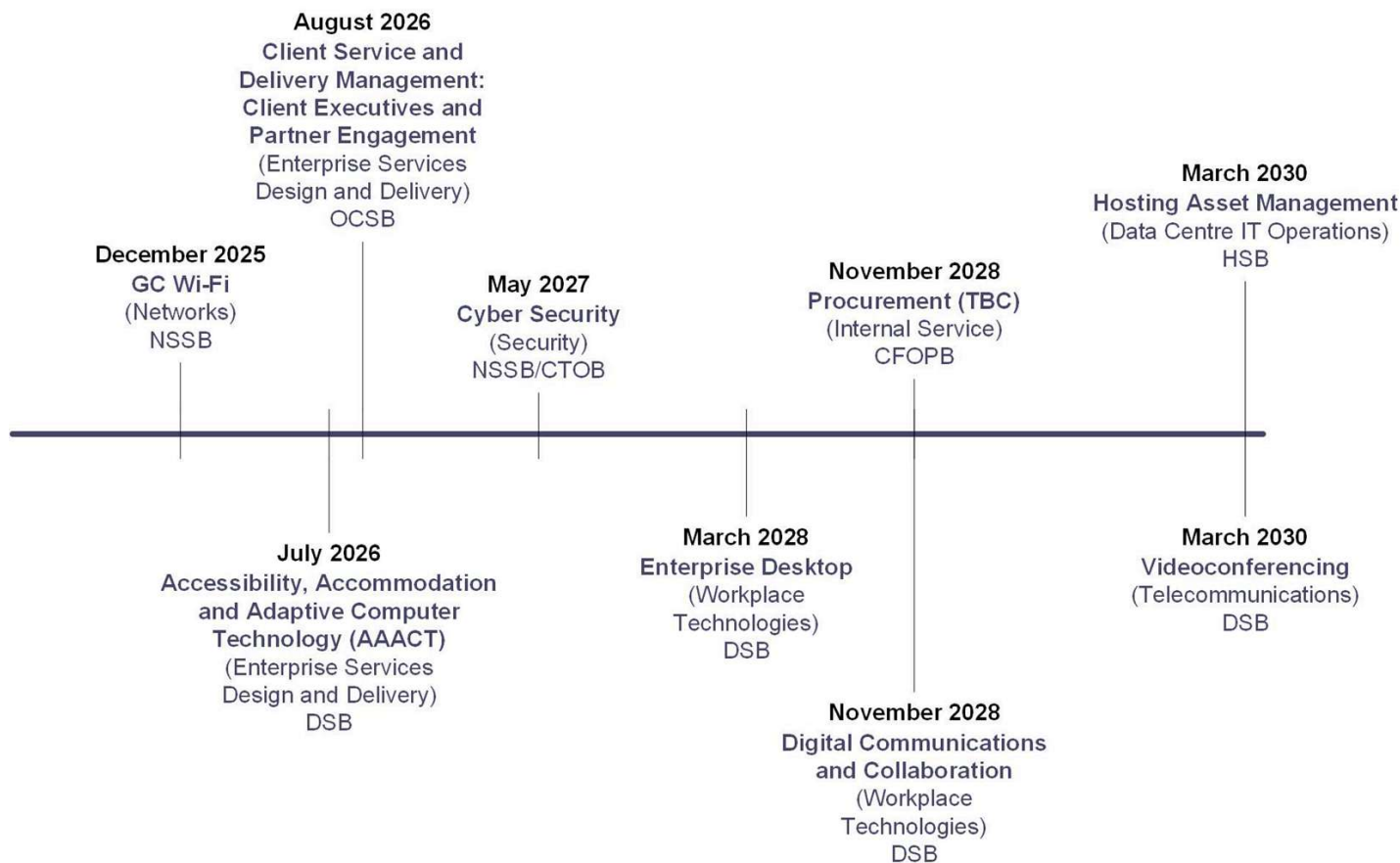
**195.0**

Cloud

**15.5**

► Text version

# Appendix A: 5-year evaluation delivery schedule



► 5-year evaluation delivery schedule - Text version

# Appendix B: 5-year evaluation schedule

Year <sup>1</sup>	Evaluation Name	Link to Program Inventory	Branch	Strategy <sup>2</sup> to EXCOM (PMEC)	President Approval
2025 to 2026	<b>GC Wi-Fi</b>	Networks	NSSB	Nov. 2024	Dec. 2025

<b>Year 1</b>	<b>Evaluation Name</b>	<b>Link to Program Inventory</b>	<b>Branch</b>	<b>Strategy 2 to EXCOM (PMEC)</b>	<b>President Approval</b>
2026 to 2027	<b>Accessibility, Accommodation and Adaptive Computer Technology (AAACT)</b>	Enterprise Services Design and Delivery	DSB	Jun. 2025	Jul. 2026
	<b>Client Service and Delivery Management: Client Executives and Partner Engagement</b>	Enterprise Services Design and Delivery	OCSB	Aug. 2025	Aug. 2026
2027 to 2028	<b>Cyber Security</b>	Security	NSSB CTOB	Apr. 2026	May 2027
	<b>Enterprise Desktop</b>	Workplace Technologies	DSB	Feb. 2027	Mar. 2028
2028 to 2029	<b>Internal Service: Procurement (TBC and coordinated with audit)</b>	N/A	CFOPB	Oct. 2027	Nov. 2028
	<b>Digital Communications and Collaboration</b>	Workplace Technologies	DSB	Oct. 2027	Nov. 2028
2029 to 2030	<b>Hosting Asset Management</b>	Data Centre IT Operations	HSB	Mar. 2029	Mar. 2030
	<b>Videoconferencing</b>	Telecommunications	DSB	Mar. 2029	Mar. 2030

- 1 As required by TBS, **evaluations are listed by the year in which they're scheduled to be presented to EXCOM (PMEC)** and the President for approval.
- 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

### GC Wi-Fi (in progress)

<b>Started</b>	November 2024
<b>Anticipated completion</b>	December 2025
<b>Link to Program Inventory</b>	Networks
<b>Office of primary interest</b>	Networks and Security Services Branch (NSSB)

### Rationale and preliminary scope

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 how

well it meets users' needs and requirements. 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.

## Accessibility, Accommodation and Adaptive Computer Technology (AAACT) program

<b>Anticipated start</b>	June 2025
<b>Anticipated completion</b>	July 2026
<b>Link to Program Inventory</b>	Enterprise Services Design and Delivery
<b>Office of primary interest</b>	Digital Services Branch (DSB)

### Rationale and preliminary scope

DSB's mandate is to deliver and transform digital services designed to enhance communication, mobility and productivity across the enterprise, while enabling partners and clients to deliver improved value for Canadians. DSB deploys modern, reliable and cost-effective digital services, including telecommunications, conferencing, contact centres, email, digital communications and collaboration, hardware, software and engineered desktop solutions. The DSB provides individuals across the GC with Accessibility, Accommodation and Adaptive Computer Technology (AAACT) services. AAACT offers a wide range of adaptations, alternate approaches, tools, training, services, resources and adaptive computer technologies for public service employees with disabilities or injuries. It allows them to explore, experiment and learn about inclusive design, collaborative workplaces and adaptive solutions. There are over 130 software packages and 4,000 different technical aids in use across the federal public service. These aim to respond to a wide variety of vision, hearing, cognitive,

learning, physical and other disability-related requirements. The recent transfer of AAAC from CSB to DSB provides a timely opportunity for evaluation. This evaluation can offer valuable insights to branch management by highlighting areas for improvement and identifying challenges that may hinder the achievement of objectives. It also aims to assess the effectiveness of the AAAC program and determine whether it's making progress towards meeting its intended goals.

## Client Service and Delivery Management: Client Executives and Partner Engagement

<b>Anticipated start</b>	August 2025
<b>Anticipated completion</b>	August 2026
<b>Link to Program Inventory</b>	Enterprise Services Design and Delivery
<b>Office of primary interest</b>	Operations and Client Services Branch (OCSB)

### Rationale and preliminary scope

SSC's 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're 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. It can also assess how this role serves SSC internally and identify potential gaps, conflicts or opportunities to improve the role. Under the Policy on Results, all non-Grants and Contributions

programs in the Program Inventory must be evaluated periodically. This evaluation of Client Services and Delivery management will advance SSC compliance with Treasury Board Policy, as the Enterprise Services Design program has yet to be evaluated.

## Cyber Security

<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 Services Branch and Chief Technology Officer Branch (CTOB)

## Rationale and preliminary scope

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, 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.

## Enterprise Desktop

<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

### Rationale and preliminary scope

SSC is building the new enterprise desktop as a service as part of Digital Together. At present, every partner and client department manages its desktops. The vision for this SSC initiative is to onboard public servants on an enterprise basis. A strategic early-stage evaluation will provide critical insights to ensure these offerings align with the OneSSC and Digital Together strategic roadmaps. This evaluation will influence key decisions on service development to meet SSC's needs as well as partner and client expectations. This evaluation will also inform the branch on expanding the service to other partners and client departments.

## Evaluation of an Internal Service: Procurement (TBC)

<b>Anticipated start</b>	October 2027
<b>Anticipated completion</b>	November 2028
<b>Link to Program Inventory</b>	N/A
<b>Office of primary interest</b>	Chief Financial Officer and Procurement Branch (CFOPB)

## Rationale and preliminary scope

SSC's Enterprise IT Procurement function plays a crucial role in strategic sourcing by centralizing acquisition of IT and other goods and services. Consultations have indicated that there are challenges in the contract management practices, leading to limited adaptability to market trends. A misalignment may also exist between traditional procurement cycles and the evolving industry model, which would hinder SSC's ability to achieve value for money. An evaluation of the procurement function could determine the effectiveness and efficiency of SSC's procurement practices and help the department align with modern digital industry standards. This evaluation would be coordinated with any internal audit work that may be underway or planned. It may be that this is a joint audit and evaluation product.

## Digital Communications and Collaboration

<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

## Rationale and preliminary scope

The Digital Communications 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 helping SSC partners achieve their mandates, it's 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 service's efficiency and its progress towards meeting desired program outcomes.

## Evaluation of Hosting Asset Management

<b>Anticipated start</b>	March 2029
<b>Anticipated completion</b>	March 2030
<b>Link to Program Inventory</b>	Data Centre IT Operations
<b>Office of primary interest</b>	Hosting Services Branch (HSB)

### Rationale and preliminary scope

Data Centre Facilities Management manages and maintains the facilities for all SSC data centres, telecommunications rooms and Government of Canada Networks Hubs. It also supports the physical relocation of IT infrastructure from legacy data centres to the larger, more secure enterprise data centres through the Data Centre Consolidation Program. This evaluation will assess the effectiveness, efficiency and alignment of SSC's Hosting Asset Management practices—including on-premises, cloud and hybrid environments—in supporting the delivery of reliable, secure and cost-effective hosting services for Government of Canada departments.

## Evaluation of Video Conferencing

<b>Anticipated start</b>	March 2029
<b>Anticipated completion</b>	March 2030

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**Link to Program Inventory**

Telecommunications

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**Office of primary interest**

Digital Services Branch

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## Rationale and preliminary scope

The Telecommunications (Telecom) directorate provides voice, mobile and telephony support services to enable communication and collaboration across the GC. Telecom is responsible for day-to-day voice services operations and service continuity, while modernizing telephony technologies for SSC partners and clients. Telecommunications services enable GC users to collaborate effectively and to efficiently leverage technologies required to communicate and collaborate. This evaluation will inform branch management on implementation to determine the effectiveness and efficiency of SSC's videoconferencing services.

# 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 value does SSC provide to the Government of Canada?
4. How much progress has been made to date towards achieving enterprise outcomes?

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

5. 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

- **President (Chair)**
- **Executive Vice-President (Co-chair)**
- Assistant Deputy Minister (ADM) Networks and Security
- ADM Digital Services
- ADM Corporate Services
- Senior ADM Hosting Services
- ADM Hosting Services
- ADM Operations and Client Services

- ADM Project Management and Delivery
- ADM Strategy and Engagement
- ADM and Chief Financial Officer and Procurement
- Chief Technology Officer and Chief Information Officer
- Chief Audit and Evaluation Executive
- Director General, Human Resources and Workplace, Security and Accommodation

## Appendix F: List of acronyms

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Acronym	Description
<b>ADM</b>	Assistant Deputy Minister
<b>CAEE</b>	Chief Audit and Evaluation Executive
<b>CFOPB</b>	Chief Financial Officer and Procurement Branch
<b>CIO</b>	Chief Information Officer
<b>CSDMB</b>	Client Service Delivery and Management Branch
<b>CTOB</b>	Chief Technology Officer Branch
<b>DEP</b>	Departmental Evaluation Plan
<b>DSB</b>	Digital Services Branch
<b>EITP-CSB</b>	Enterprise IT Procurement and Corporate Services Branch
<b>EXCOM</b>	Executive Committee
<b>GBA+</b>	Gender-Based Analysis plus
<b>GC</b>	Government of Canada

<b>Acronym</b>	<b>Description</b>
<b>HSB</b>	Hosting Services Branch
<b>IT</b>	Information Technology
<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

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