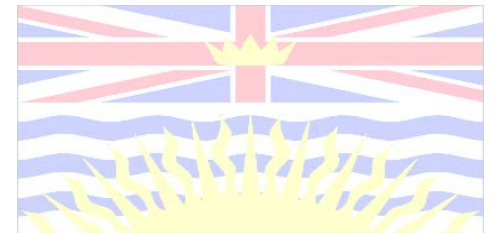
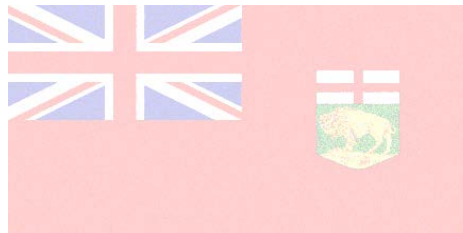


# Shared Services

**Presentation by: Ontario, Quebec, New Brunswick, Manitoba, British Columbia, Shared Services Canada**

## PSSDC-PSCIOC Meeting



# Common themes across the Pan-Canadian community

- Governance as a shared services delivery organization
- Evolving maturity in shared service delivery models
- Funding Mechanisms – some commonalities but lag in terms of an enterprise system
- Enterprise Resource Planning (ERP) platforms/systems



**Ontario Shared Services (OSS)**



# OSS Blueprint

Moving Forward...One Team...One Vision...One OSS



# About Ontario Shared Services

Ontario Shared Services (OSS) provides ministries and employees with a range of back office services related to procurement, finance, human resources, pay and benefits, and enterprise business services.

## Our Organization

- **1,700** staff across numerous locations in Ontario (Thunder Bay, Sudbury, Kingston, Toronto, Orillia, Peterborough, North Bay, St. Catharines, etc.)
- **\$228 million** FY 2016-17 OSS Net Operating and Capital Budget
- OSS has direct service and service management capability and expertise for most back-office services in the OPS

## Services

- Provide more than **50** distinct services to **63,000** OPS clients
- **43** OPS Internal Clients Served per OSS FTE
- **81%** of OSS client-facing service standards met or exceeded
- **90%** overall client satisfaction

## Top Key Facts – Annually

- **\$6.1 billion** OPS annual procurement spend
- **51,000** vendors that do business with the province
- **238,000** inquiries from OPS employees and vendors who do business with the Ontario government are handled through the OSS Contact Centre
- **7.1 million** forms downloaded from the Central Forms Repository
- **\$99 billion** in total payments processed
- **\$1.9 billion** in IFIS accounts receivable invoices issued
- Administer the **\$5.6 billion** OPS annual payroll
- Process **26,000** staff transfers; **14,000** new hires; **14,000** exits; **10,000** leaves of absence
- **4,900** student job opportunities, over **27,000** applicants
- Recruited for over **13,800** non-executive vacancies; over **510,000** resumes screened
- Leveraging the **\$16 million** OntarioBuys fund to drive collaborative procurement, operational excellence and innovation in Ontario's broader public sector

Procurement

Financial  
Services

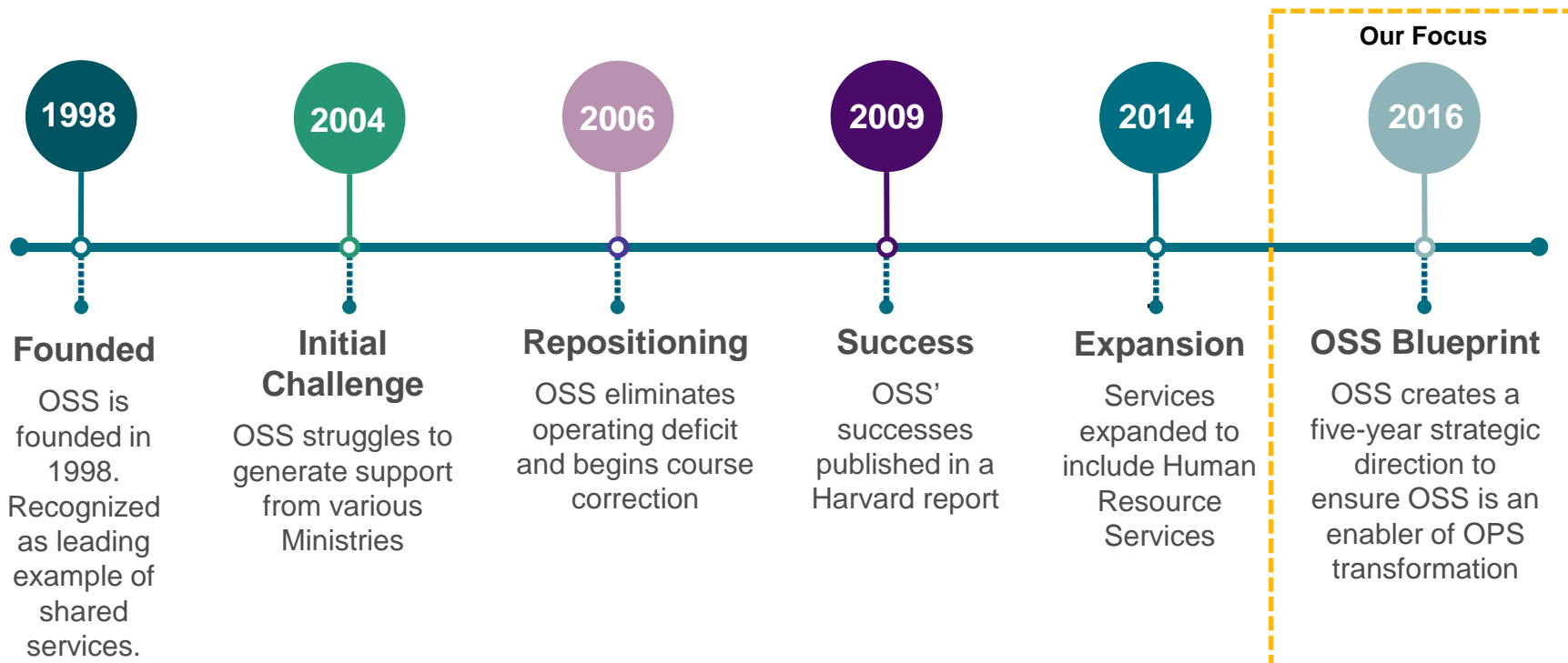
Non-  
Executive  
Human  
Resources

Pay and  
Benefits

Enterprise  
Business  
Services

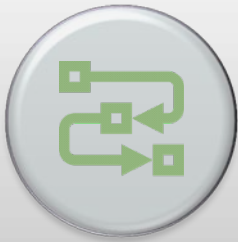
# OSS Transformation Journey

- Since its establishment in 1998, Ontario Shared Services has successfully transformed the way business services are delivered in the OPS while continuously evolving to effectively deliver back-office services across the government
- While the delivery of transactional services continues to meet expectations, feedback from ministries demonstrates an opportunity to adopt an OSS-wide view of service delivery that enables greater collaboration and strategic support for clients across the OPS



# The OSS Blueprint Opportunity

*The OSS Blueprint provides an opportunity to strategically choose how to drive transformation, horizontal integration and investments*



Move to end-to-end view of processes and policy change impacts



Better leverage significant IT investments, to date, in ERPs



Reduce duplicate IT systems and services across the OPS



Increase capacity to invest in continuous improvement and evolving client needs



Provide improved analytics, service governance and transparency of costs



Better support for OPS transformation opportunities

*Delivery of client-centric services focussed on continuous improvement, transparency and outcomes*

# Case for Change



**The OSS Blueprint is a plan that will drive the efficiency, effectiveness and sustainability of OSS and evolve OSS to become an enabler of OPS transformation. The five-year plan will position OSS to provide increased support for clients and OPS initiatives and PRRT boulders.**

## *If OSS implements the OSS Blueprint, OSS will:*

- ✓ Be an agile and sustainable organization suited to meet client needs and enable OPS transformation
- ✓ Be a better, more strategic client partner
- ✓ Invest strategically, in service offerings, to evolve with ministries' needs
- ✓ Demonstrate success, value and quality based on evidence
- ✓ Be recognized as a leading shared services organization and key partner

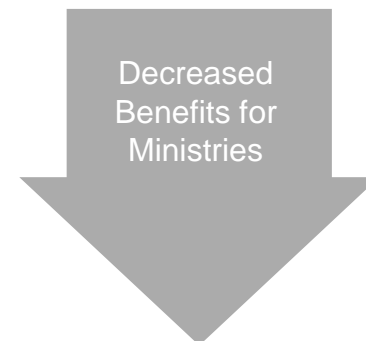
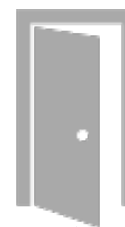
## *If OSS maintains the Status Quo:*

- x Government investments will increase as ministries duplicate systems and services
- x Clients will circumvent OSS services, seeking third party vendors and expand shadow organizations as frustration increases with services
- x Enterprise Resource Planning systems (IFIS/WIN/OTP) and other technology will erode due to a lack of sustained investment
- x OSS will be unable to build capacity to meet future demands



E.g. Reduction in number of direct invoices and automating a currently manual process both frees resources for higher-value work and encourages wider adoption of efficient OPS-wide services

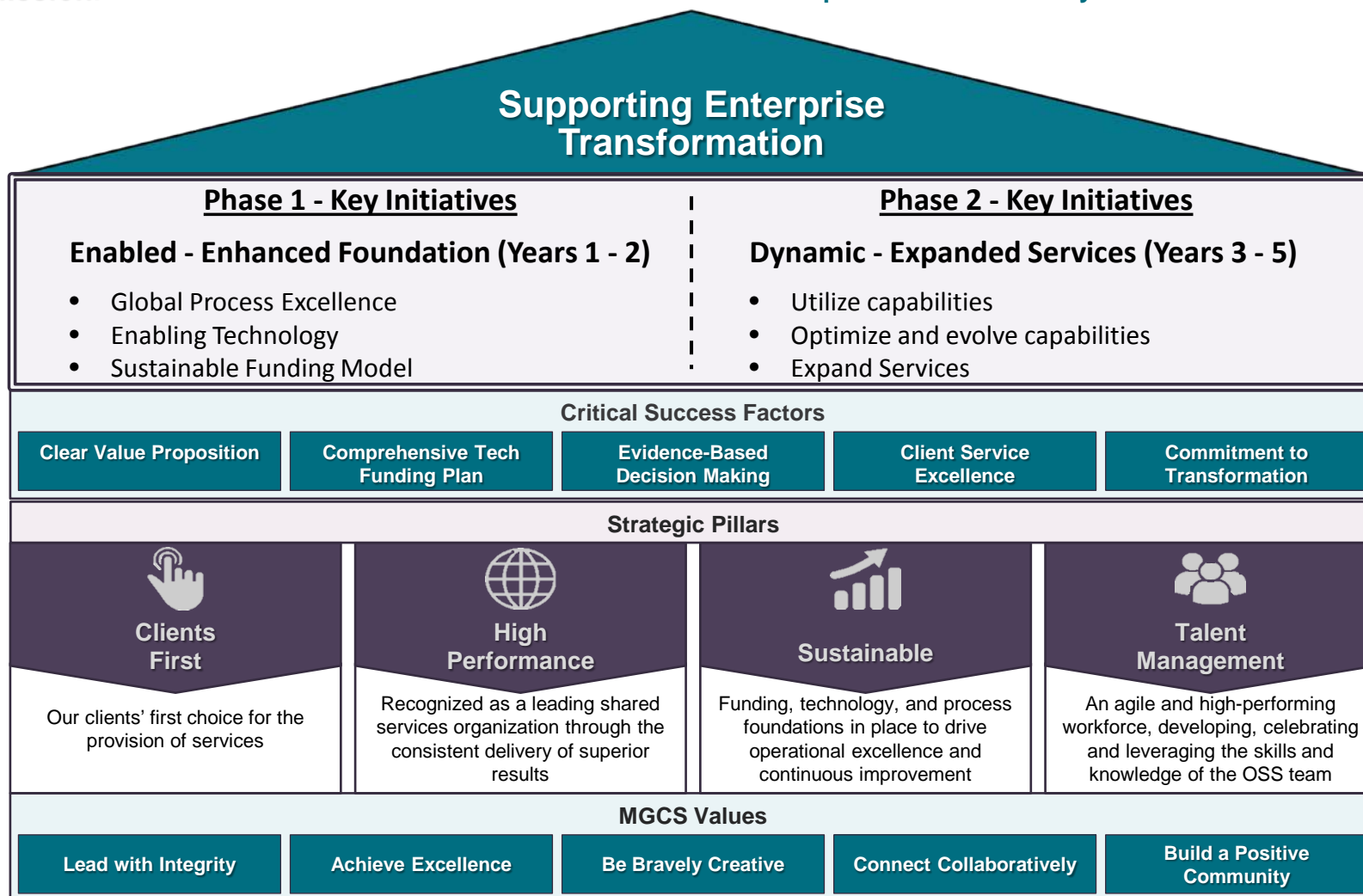
E.g. Certain services continue to reside within client organizations, such as MTO accounts payable invoicing whose specialized needs required exemption from using enterprise-wide platforms



# Five-Year Strategic Direction

**Vision:** OSS is the best provider of business solutions for the Ontario Public Service

**Mission:** Provide innovative business solutions that enable effective public service delivery and transformation



# Tangible Benefits for Clients



**Implementation of the OSS Blueprint will strengthen the delivery of transactional and advisory back-office services to the OPS, enabling the provision of higher-value services to benefit Ontarians**



## **Client-Centric Service Delivery**

Increased client satisfaction through one point of contact, service governance and transparency



## **Accelerated Digital Uptake**

Continuing the transition toward paperless processes, driving efficiency and modernization



## **Integrated Business Processes & Technology**

Simplified user experience driven through integrated, standardized processes and optimized technology



## **Strategic Delivery and Analytics**

Provision of performance reporting and enhanced analytics informing business decisions and continuous improvement of OSS and ministries

# OSS IT Context - Functional

- Infrastructure Technology Services (ITS) provides the underlying infrastructure of all government IT services.
  - ITS delivers enterprise-wide IT services to approximately 63,000 Ontario Public Sector end-users
  - ITS is also a “shared service”, but is not within OSS’s mandate/scope
- Application management and operations functions are provided through the Government Services Integration Cluster (GSIC)
  - GSIC is a division within the Ministry, and a partner of OSS
  - GSIC partners with ITS as required
- OSS’s Enterprise Financial Services and Systems Division is an integrated business and IT team

# IT Support for the OSS Blueprint

- Core Enabling Technology:
  - Oracle eBusiness R12 = Integrated Financial Information System (IFIS)
    - » Planning infrastructure upgrades
  - Oracle PeopleSoft HCM 9.0 = Workforce Information Network (WIN)
    - » Upgrade to v9.2 in progress
  - Cognos & Oracle BI = Enterprise Workforce Planning & Financial Analytics
    - » Planning underway to update/refresh applications and infrastructure
- Developing an information technology strategy and roadmap leveraging capabilities of existing systems, for example:
  - Enhancing integration between existing applications
  - Simplifying the technology footprint and replacing custom applications that current support Recruitment and other HR programs
  - Achieving compliance with Accessibility for Ontarians with Disabilities Act
  - Migrating to the cloud
- Success is predicated on a sustainable funding examining different ways of funding our core enterprise systems to enable necessary investments and ongoing continuity of support.

LE CENTRE DE SERVICES PARTAGÉS DU QUÉBEC

UN ALLIÉ  
DE CHOIX

# LES SERVICES PARTAGÉS AU GOUVERNEMENT DU QUÉBEC

## LES SERVICES PARTAGÉS AU QUÉBEC

### EN 2005, LE GOUVERNEMENT DU QUÉBEC DÉCIDE DE S'ENGAGER DANS LES SERVICES PARTAGÉS.

- › **Inspiré par le modèle britannique, et pour répondre aux impératifs liés aux finances publiques, une loi de l'Assemblée nationale est adoptée, le 6 décembre 2005, créant le Centre de services partagés du Québec (CSPQ) ayant pour mission de :**
  - Fournir ou rendre accessible aux organismes publics les biens et les services administratifs dont ils ont besoin dans l'exercice de leurs fonctions, notamment en matière de ressources humaines, financières, matérielles, informationnelles et de moyens de communication.

### L'EXPÉRIENCE DES SERVICES PARTAGÉS DEPUIS 10 ANS : ADAPTER LES SERVICES À L'ÉVOLUTION DES BESOINS DE LA CLIENTÈLE

- › **Miser sur la consolidation, l'amélioration et le développement de services à valeur ajoutée démontrée ;**
- › **Miser sur les services de commodité ;**
- › **Mettre en place des services obligatoires ;**
- › **Être soutenu par une volonté ferme des autorités et du gouvernement dans la mise en place d'un tel modèle ;**
- › **Miser sur les expériences à succès : consolidation de centres de traitements informatiques, services bureautiques, téléphonie cellulaire, SAGIR, etc.**

## PORTRAIT DU CSPQ

### AUJOURD'HUI, PLUS DE 10 ANS PLUS TARD, ...

- › 2 000 employés ;
- › Un chiffre d'affaires de 565 M\$ ;
- › Des économies estimées à près de 121,7 M\$ en 2015-2016 et de 1,2 G\$ depuis 2006.

### UN IMPORTANT DONNEUR D'OUVRAGE :

- › Du 1<sup>er</sup> avril 2015 au 31 mars 2016, 1 971 contrats de 1 000 \$ et plus octroyés pour une valeur de 731,1 M\$.

### PLUS DE 500 CLIENTS

- MINISTÈRES ET ORGANISMES
- RÉSEAU DE LA SANTÉ
- RÉSEAU DE L'ÉDUCATION
- MUNICIPALITÉS

### UN MODÈLE DE FINANCEMENT EN DEUX VOLETS :

**30%**

Financement central ;

**70%**

Services tarifés aux MO clients.

## PORTRAIT DU CSPQ

**LE CSPQ, C'EST LA DISTRIBUTION DE PRÈS DE 100 SERVICES DANS TOUS LES DOMAINES DE L'ADMINISTRATION PUBLIQUE, NOTAMMENT :**

- › **Technologies de l'information (TI) et des communications**
- › **Ressources financières**
- › **Acquisitions de biens et services**
- › **Ressources humaines**
- › **Et d'autres...**

## SERVICES OFFERT – QUELQUES EXEMPLES

### TECHNOLOGIES DE L'INFORMATION ET DES COMMUNICATIONS

- › **Le Québec gère des programmes gouvernementaux à large portée :**
  - Régime d'assistance sociale ;
  - Régime de retraite public ;
  - Régime de perception fiscale auprès des citoyens et des entreprises ;
  - Etc.
- › **L'administration de ces programmes exige le stockage et le traitement de centaines de millions de données dans des serveurs à très haute capacité, localisés dans des sites à sécurité élevée.**
- › **Le CSPQ assume ce mandat grâce à six ordinateurs centraux dans trois centres sécurisés.**

## SERVICES OFFERT – QUELQUES EXEMPLES

### TECHNOLOGIES DE L'INFORMATION ET DES COMMUNICATIONS – MOYENS DE COMMUNICATION

#### › La téléphonie

- Les quelque 500 000 membres du personnel de l'État québécois ont besoin de services de téléphonie, qu'elle soit fixe ou mobile, pour communiquer entre eux ou avec les citoyens et les entreprises.
- Le CSPQ met à leur disposition des services de téléphonie fixe (91 000 lignes) et mobile (50 000 lignes).

#### › Échanges de données

- Les organisations gouvernementales, dans le cours de leurs opérations doivent se transmettre des informations rapidement et en toute sécurité.
- C'est au CSPQ que revient la responsabilité de la mise en place et du fonctionnement d'un réseau d'échanges de données par fibre optique.
- Ce réseau, disponible partout au Québec, est utilisé par plus de 100 ministères et organismes et 350 organisations du réseau de la santé.

## SERVICES OFFERT – QUELQUES EXEMPLES

### TECHNOLOGIES DE L'INFORMATION ET DES COMMUNICATIONS – MOYENS DE COMMUNICATION

#### › La sécurité publique et civile

- En cas de catastrophe ou de sinistre, une dizaine d'organisations doivent agir au même moment et au même endroit : policiers, pompiers, ambulanciers, services de sécurité civile, transports, etc.
- La communication radio entre tous ces responsables est essentielle pour une intervention efficace de l'État. Des vies peuvent en dépendre.
- Depuis 2005, le CSPQ est responsable d'un réseau de radiocommunication (voix et données) qui couvre la totalité du territoire québécois (560 900 km<sup>2</sup>) et qui permet à tous les organismes de sécurité civile et publique de l'État québécois de communiquer entre eux.

## SERVICES OFFERT – QUELQUES EXEMPLES

### RESSOURCES FINANCIÈRES

- › **L'État québécois dépense chaque année plus de 70 G\$. Ces dépenses se traduisent par le versement, sous forme de chèques ou de virements bancaires, à des dizaines de milliers de fournisseurs, d'employés, de citoyens et d'entreprises.**
- › **Le CSPQ est responsable d'assurer, pour l'État québécois, le traitement de ces dépenses à partir d'un système de gestion des ressources financières. Ainsi, le CSPQ produit chaque année :**
  - 700 000 chèques ;
  - 450 000 virements bancaires ;
  - 340 000 comptes de dépenses ;
  - En plus de traiter la paie de 54 000 employés.

## SERVICES OFFERT – QUELQUES EXEMPLES

### LES ACQUISITIONS DE BIENS ET SERVICES

- › Pour assurer leurs opérations, les MO ont besoin de biens et services de toute nature qu'ils acquièrent par le biais de contrats avec des fournisseurs privés dans tous les domaines (équipement médical, véhicules, services en TI ou autres).
- › Au Québec, l'attribution de contrats est fortement règlementée ce qui fait que le domaine des contrats publics est une spécialité en soi.
- › Le CSPQ met à la disposition des MO des services d'acquisition de biens et services.
- › Aujourd'hui, le CSPQ est le 3<sup>e</sup> donneur d'ouvrage en importance au gouvernement du Québec, et le 1<sup>er</sup> en matière de TI.
- › La centralisation des activités d'acquisition dans un organisme comme le CPSQ permet de mettre en place des achats regroupés, utilisés par plusieurs MO partageant un même besoin, qui généreront des économies tant sur le plan du processus d'acquisition que sur les prix au volume obtenus.

Le 16 avril 2015, le ministre responsable de l'Administration gouvernementale et de la Révision permanente des programmes et président du Conseil du trésor rendait public le plan de transformation du CSPQ.

Le plan vise à recentrer le CSPQ sur sa mission d'origine, et ce, afin de lui permettre de répondre pleinement aux attentes fondées envers lui, à savoir le regroupement de services administratifs à l'échelle de la communauté gouvernementale.

### LE RECENTRAGE DU CSPQ VISE À RENCONTRER TROIS OBJECTIFS :

- 1 Regrouper des services administratifs à valeur ajoutée démontrée, en assurer la distribution adéquate ;
- 2 Mettre en place un modèle de services partagés qui vise la réduction des coûts et la distribution de services fiables et de qualité ;
- 3 Devenir un centre d'expertise gouvernemental en matière d'administration de services partagés en ressources humaines, financières, matérielles, informationnelles et de moyens de communication.

### LE PLAN DE TRANSFORMATION DU CSPQ REPOSE SUR CINQ AXES D'INTERVENTION

#### **AXE 1** L'offre de services

#### **AXE 2** La gestion des technologies de l'information et des communications

#### **AXE 3** Les relations avec les ministères et organismes clients

#### **AXE 4** Le cadre financier et légal d'exercice des services partagés

#### **AXE 5** La performance de l'organisation

Le Plan de transformation s'articule selon trois phases distinctes :

- › La phase 1 s'est déroulée d'avril 2015 à mars 2016.
- › La phase 2 s'est amorcée le 1<sup>er</sup> avril 2016.
- › Une troisième phase est prévue pour l'année 2017-2018.

Depuis son lancement en avril 2015, le Plan de transformation :

- › Est considéré comme le Plan stratégique 2015-2018 du CSPQ.
- › A évolué afin de tenir compte de la Stratégie gouvernementale en TI (rendue publique le 19 juin 2015) et du Passeport Entreprises (rendu public le 30 octobre 2015).

### LE MOTEUR DE LA TRANSFORMATION

## LA VALEUR AJOUTÉE DÉMONTRÉE

#### POUR LES MO CLIENTS

- › **Services partagés qui libèrent les MO de tâches administratives, qui leur permettent de se consacrer pleinement à leur mission**
- › **Services à coût égal ou moindre**
- › **Services de qualité qui répondent à leurs besoins**
  - Niveaux de service
  - Disponibilité du service
  - Etc.
- › **Prestataire de services accessible et disponible**
- › **Information complète et avancée sur les services utilisés**

#### POUR LE CSPQ

- › **Des services de base, standards, de commodité, non intrusifs à la mission, éviter le sur mesure**
- › **Au chapitre des coûts :**
  - Privilégier le volume
  - Tarifier à la consommation
  - Performer sur le plan organisationnel
  - Innover dans les approches de distribution des services
- › **Au chapitre du service à la clientèle :**
  - Engagement et livraison de niveaux de service
  - Accessibilité du Centre et de ses services
  - Prise en charge rapide et adéquate des demandes clientèles
  - Reddition de comptes complète et régulière auprès des clients

- › Dans le cadre des phases 1 et 2, les actions réalisées auront généré des bénéfices significatifs pour nos clients :
  - Des économies de 9,6 M\$.
  - L'amélioration du service à la clientèle pour 144 MO ainsi que pour les autres clients du CSPQ.
  - Une baisse de tarification estimée à 11,4 M\$ pour 2016-2017 et à 2,4 M\$ pour 2017-2018.
- › En conclusion :
  - Le CSPQ s'est lancé dans une transformation organisationnelle d'envergure en avril 2015 et poursuivra celle-ci avec la réalisation de la 2<sup>e</sup> phase et, par la suite, la mise en œuvre d'une 3<sup>e</sup> phase afin d'atteindre à terme la vision qu'il s'est fixée, soit de recentrer l'organisation sur sa mission d'origine qui est d'offrir à la communauté gouvernementale des services à valeur ajoutée démontrée.
  - Ce plan de transformation constitue le Plan stratégique du CSPQ pour les années à venir.

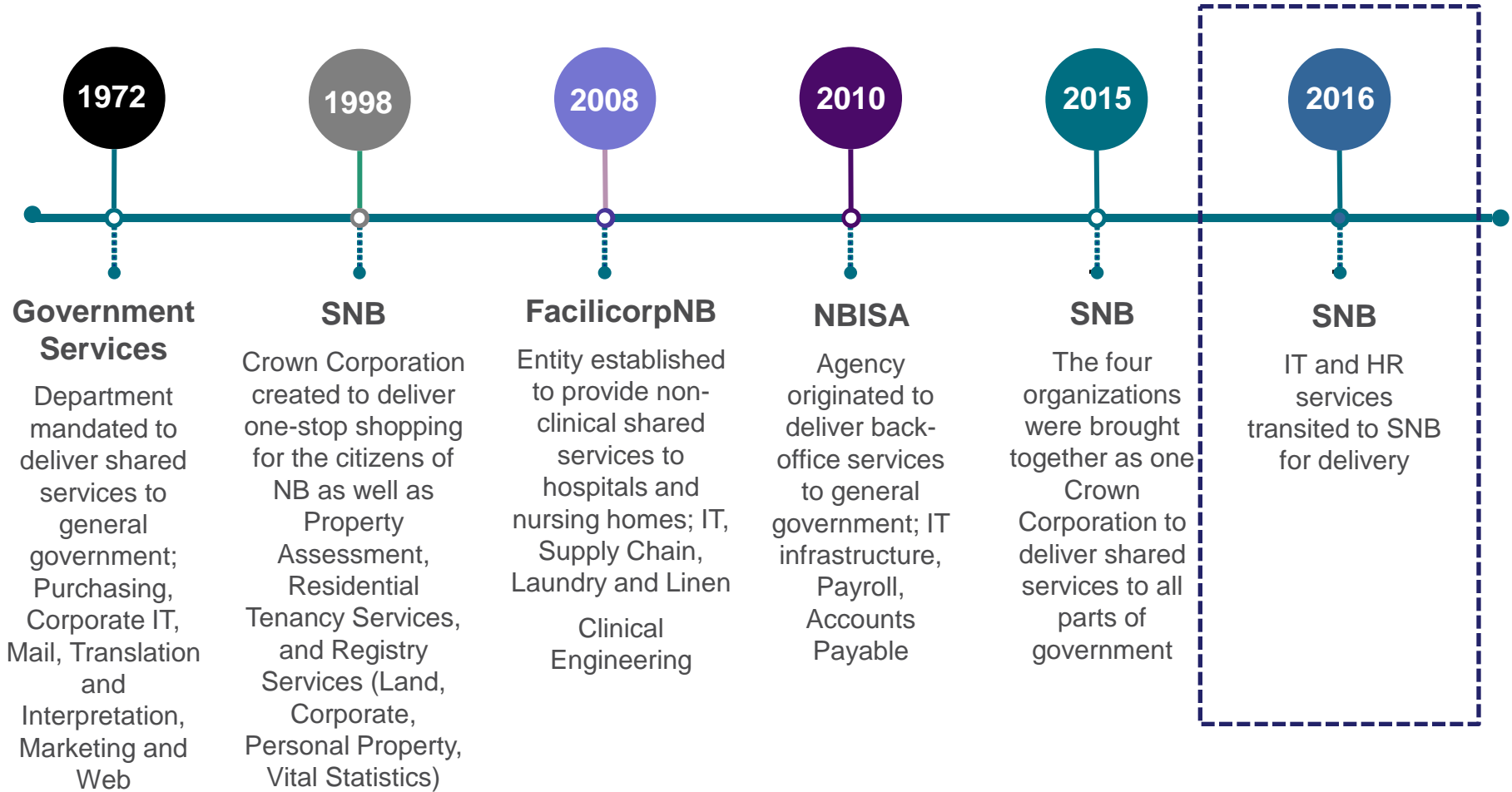
# Service New Brunswick

**Proving excellence in the delivery of shared  
services**

**February 2017**



# Our History



# Internal Services

- IT
- Human Resources
- Payroll and Benefits
- Accounts Payable
- Print
- Mail
- Procurement and Supply Chain
- Laundry and Linen
- Marketing and Web
- Translation and Interpretation
- Clinical Engineering
- Energy Management

# External Services

- One-stop Shop Service Delivery
  - Service centres
  - TeleServices
  - Digital Services
- Property Assessment Services
- Residential Tenancy Services
- Registry Services
  - Land
  - Corporate
  - Personal Property
  - Vital Statistics

# About us

- Crown Corporation with a Board of Directors
- **2,300** staff across the province
- **\$275 million** Operating Budget

## Service Attributes

- Provide more than 400 distinct services to 750,000 citizens and businesses
- Provide back-office services to 46,000 government employees
- **83%** overall client satisfaction
- \$99.2 million in strategic procurement savings over the last 5 years
- 22 million pounds of laundry processed annually
- 13 million words translated annually
- Support 22,000 desktop and laptop devices

# Our Focus

- Customer Service
- Productivity / Continuous Improvement
- Standardization & elimination of duplication
- Innovation
- Our Employees

All to be measured and reported regularly

# Our Challenges

- Required Investments
  - ERP
  - IT Infrastructure & solutions
- Aggressive savings targets
  - Shrinking workforce
- Numerous large priority initiatives
- Impact of change on our employees

# Best Practices

- Balanced Scorecard methodology
- Lean six sigma
- Customer Relationship Management
- Employee Engagement
- Project Management
- Benchmarking

# Manitoba Finance- Central Services - Overview

---

Presentation to Joint Councils  
Meeting of PSSDC-PSCIOC  
Feb 22, 2017



# Manitoba Finance - Central Services – Basic Facts

- Central Services established in 2014/15
- Core Services
  - IT (Plan, Build, Run) , Accommodations, Procurement, Fleet, and Logistics
- 1055 staff support province-wide operations
- \$ 256 million net operating and capital (FY15/16)

# Objectives of Central Services Consolidation

- Increase capability of Central Services to support and enable departments and treasury board deliver on government priorities. Achieved via:
  - Provision of high quality, risk based information and advice required by government to make strategic decisions related to procurement, accommodations, IT, logistics, and vehicles.
  - Reliable, consistent delivery of value added services as assessed by “client” departments and agencies.
  - Development and use of increasingly mature public sector portfolio management, contract management, and service management standards.
  - Organization-wide adoption of continued service improvement approach.
- Increase trust in Central Services by central government, departments, and agencies.
- Efficiencies and Cost Savings

# Capabilities

- Delivery – On time, on budget, no surprises.
- Communications – What, who, when and why.
- Portfolio Management – Value -the big picture.
- Performance Measurement – How are we doing?
- Client focus – Are we delivering value for clients?
- Operational Management – We are in control!
- Evidence based – Facts, not opinion.
- Risk based – Measure and manage risk, not fear
- Stewardship – Balance corporate and client needs.
- People management - Are we engaging staff?

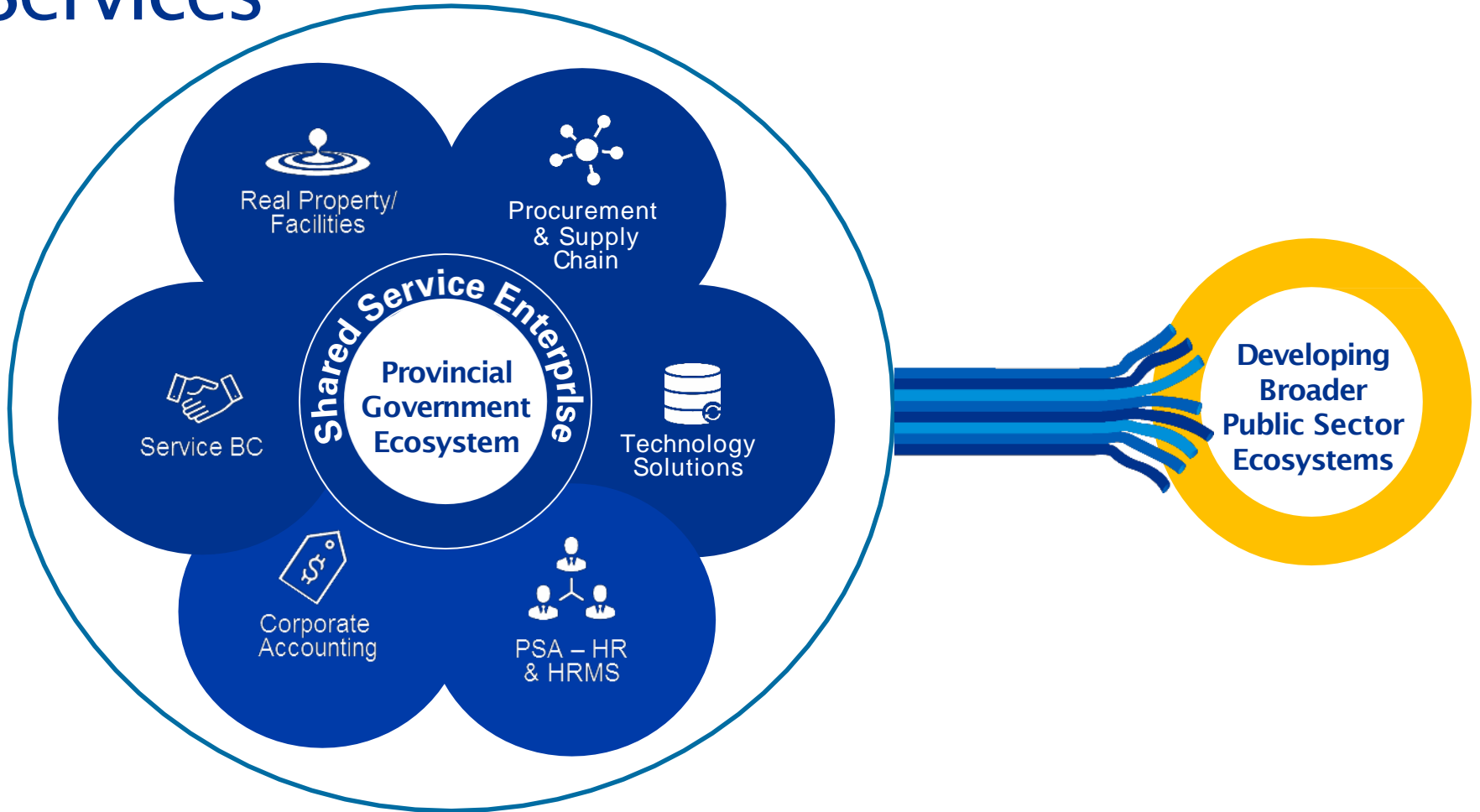
# Key Focus – To date

- Establish central office
- Prioritize and address immediate pressures
- Communicate expectations
- Transition - understand new government priorities
  - *“fix finances, repair services, rebuild economy”*
- Understand current capability gaps
- Recruitment of key leadership personnel (BTT, PSB VEMA)
- Focus on IT and Procurement initially
- Seek approval for transformation plans for 2017/18

# Benefits of Shared Services Network

- Forum for DM's/ADM's to discuss and deliberate common strategic issues
  - Sustainable funding and resource models
  - Leverage of enterprise IT systems
  - Building superior service and operational capacity and culture
  - Talent management
  - Delivering on government priorities
- Opportunity for officials to accelerate progress through sharing of resources, tools, experience and, or direct collaboration

# BC Provincial Government Shared Services



# Highlights from British Columbia organizations

Interviewed Organizations	Highlights
<b>BC Ministry of Finance, Office of the Comptroller General</b>	<ul style="list-style-type: none"> <li>• Single financial management and control system</li> <li>• Success in change management</li> <li>• Focus on efficiency and value</li> </ul>
<p>Overall</p> <p>Technology Solutions</p> <p>Procurement &amp; Supply Chain</p> <p>Real Estate Division</p> <p>Service BC</p>	<ul style="list-style-type: none"> <li>• Utilize existing governance structures</li> <li>• Leveraging outsourced service providers</li> <li>• Challenging to assess value for money</li> <li>• Structured to have business units deliver shared services</li> <li>• Mixed financial model (cost recovery &amp; base budget)</li> <li>• Pricing model allows for projects &amp; overhead</li> <li>• Provides strategic support to clients (service integration)</li> <li>• Clients incented to manage volume (e.g. printing)</li> <li>• Interest in developing/refining their BPS value proposition</li> <li>• Costs recovered but limited ability to invest in business area</li> <li>• Supply and demand driven service delivery approach</li> <li>• Mature business plan model</li> <li>• Resource management challenges</li> <li>• Robust performance management and service governance</li> <li>• Effective use of data and analytics</li> <li>• Leverage digital interfaces</li> </ul>
<b>BC Public Service Agency</b>	<ul style="list-style-type: none"> <li>• Outsourced portion of services</li> <li>• Focus on flexibility, agility and the role of the retained organization</li> <li>• Focus on employee engagement and internal change management</li> </ul>
<b>BC Clinical and Support Services</b>	<ul style="list-style-type: none"> <li>• Robust performance measurement</li> <li>• Strong focus on employee upskilling</li> <li>• Fundraising done through clear business cases</li> <li>• Perceived as a utility</li> </ul>



Service | Innovation | Value

# Overview of Shared Services Canada (SSC)

## Joint Councils meeting (PSCIOC and PSSDC)

Enterprise and Strategic Policy Integration  
Strategy Branch  
Shared Services Canada

February 22, 2017



Shared Services  
Canada

Services partagés  
Canada

Canada

# IT Roles and Responsibilities within the Government of Canada

The **Government of Canada (GC)** is made up of over 100 separate organizations that deliver programs and services to individuals and businesses in Canada and abroad. As the provider of government-wide information technology (IT) infrastructure, **Shared Services Canada (SSC)** supports the government in its delivery of many programs and services.

Key roles in the area of IT are as follows:

## Treasury Board Secretariat (TBS)

- Sets government-wide **strategic direction** for IT.



## Public Services and Procurement Canada (PSPC)

- Provides IT support services such as **human resource management** systems, pay and pension, enterprise records and document management, and financial systems and services.



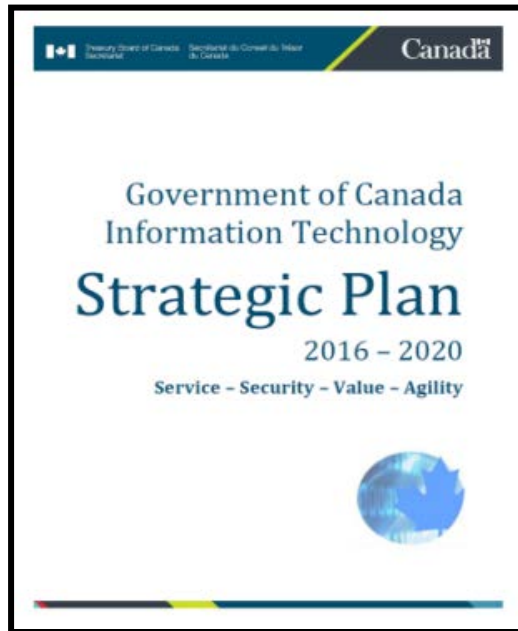
## Shared Services Canada (SSC)

- Provides IT infrastructure through the delivery of **email, data centre and telecommunication services** to departments and agencies.



# Shared Services Canada – Mandate

SSC's mandate is in line with the [\*Government of Canada IT Strategic Plan 2016-2020\*](#) published by Treasury Board Secretariat (TBS) in June 2016.



## SSC's Mandate

- Improve IT service delivery and management
- Deliver an enterprise-wide email system
- Consolidate and modernize government data centres
- Transform government telecommunications services
- Consolidate enterprise-wide procurement of workplace technology software and hardware
- Establish a secure, resilient and consistent government-wide security posture

**SSC's Strategic Outcome:** **Modern**, **reliable**, **secure** and **cost-effective** IT infrastructure services to support government priorities and program delivery.

# Shared Services Canada – Key Facts

**~6,000**



Full time employees

Shared Services Canada:

## Key Facts

**Services provided to  
257,000 end users**



Email, data centre,  
telecommunication  
(videoconferencing & WiFi),  
workplace technology device  
procurement and cyber & IT  
security.



SSC is headquartered  
in Ottawa, Ontario,  
Canada.

**\$2.23 billion**



**2016-17 funding  
authorities total**

**43**

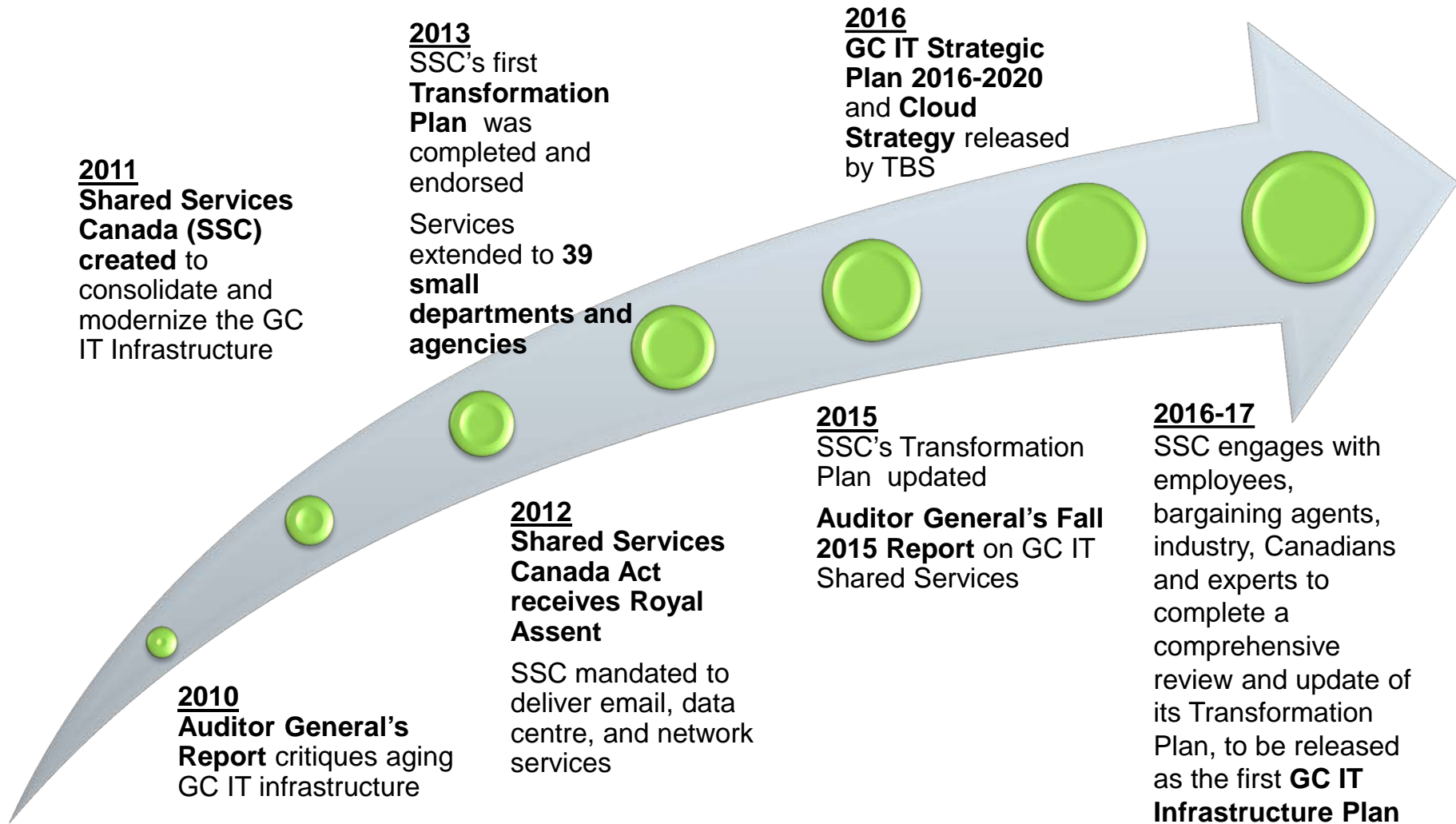


Partner  
departments



SSC website:  
[canada.ca/en/shared-services.html](http://canada.ca/en/shared-services.html)

# Shared Services Canada – Our Journey So Far

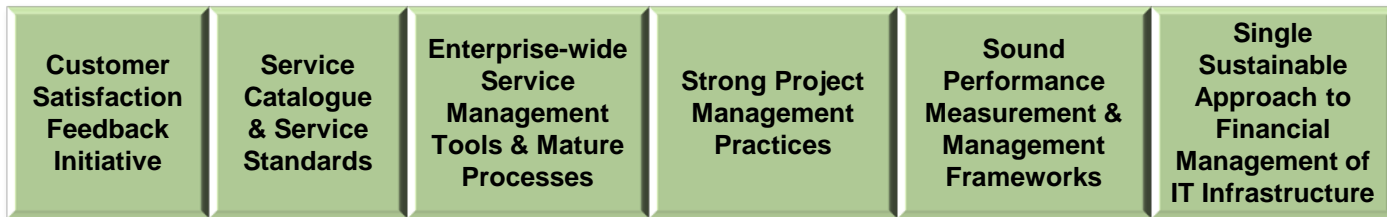


# Shared Services Canada – Target State

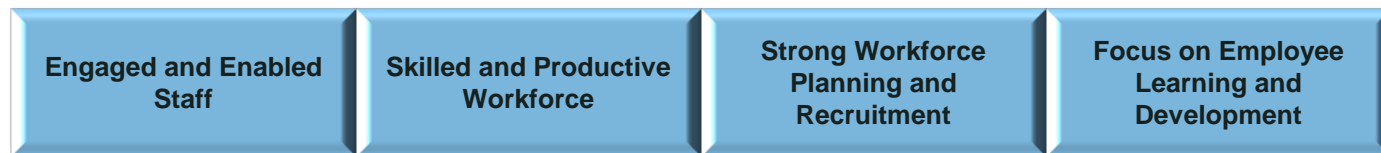
## A modern, secure IT platform...



## ...delivered by a world-class service provider...



## ...built and maintained by an engaged, equipped workforce



# Shared Services Canada – Challenges

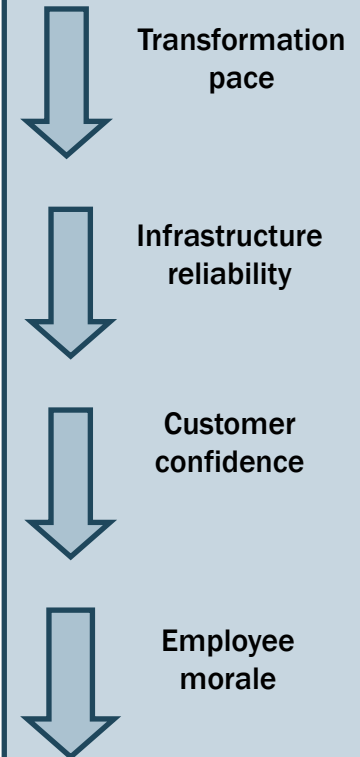
## Key Challenges

- Fundamental complexity of the enterprise-wide transformation process
- Insufficient financial and human resource capacity
- Inadequate service management maturity to respond to service demand
- No baseline initially established for service-level agreements
- No initial investment in modernization projects, and therefore insufficient funding to drive transformation
- No funding mechanism to cover growth in demand for service
- Evergreening (maintenance / renewal) of outdated or 'legacy' infrastructure funded through a "break/fix" approach

## Significance and Impact on Customers / Departments

- Low customer satisfaction
- Inability of federal departments and SSC to predict costs
- Ongoing dependency of federal departments on unreliable legacy infrastructure
- Delays with implementation of "enterprise" (government-wide) IT solutions
- Low confidence in enterprise approaches

## Ongoing Challenges



# Shared Services Canada – Way Forward

- SSC is developing a revised and comprehensive GC IT Infrastructure Plan to address challenges.
- The Plan will include:
  - Greater focus on partners and service management
  - More realistic timelines and implementation strategies
  - Better model for funding growth
  - Sustainable approach to refreshing outdated or ‘legacy’ infrastructure
  - Incremental investment in transformation projects to modernize IT infrastructure

