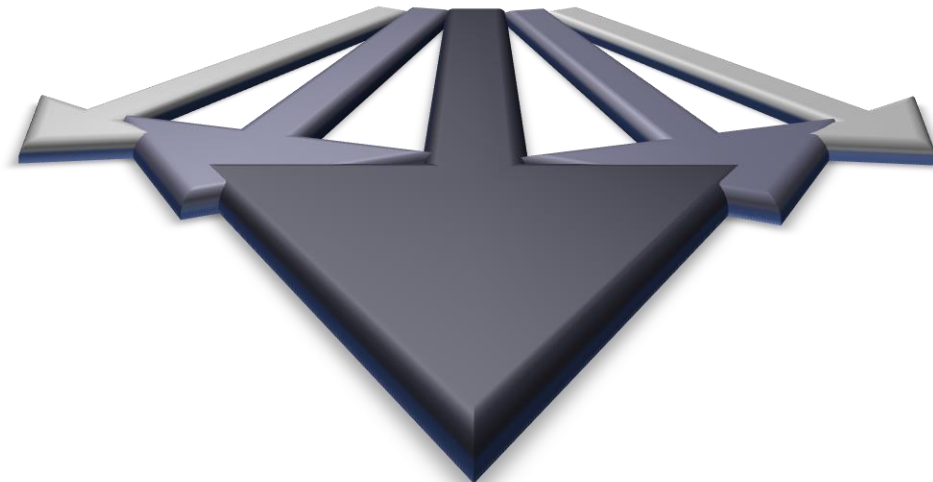# The Journey Towards Serving a Digital Government

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Purpose

Government of Canada's experience with Shared Services
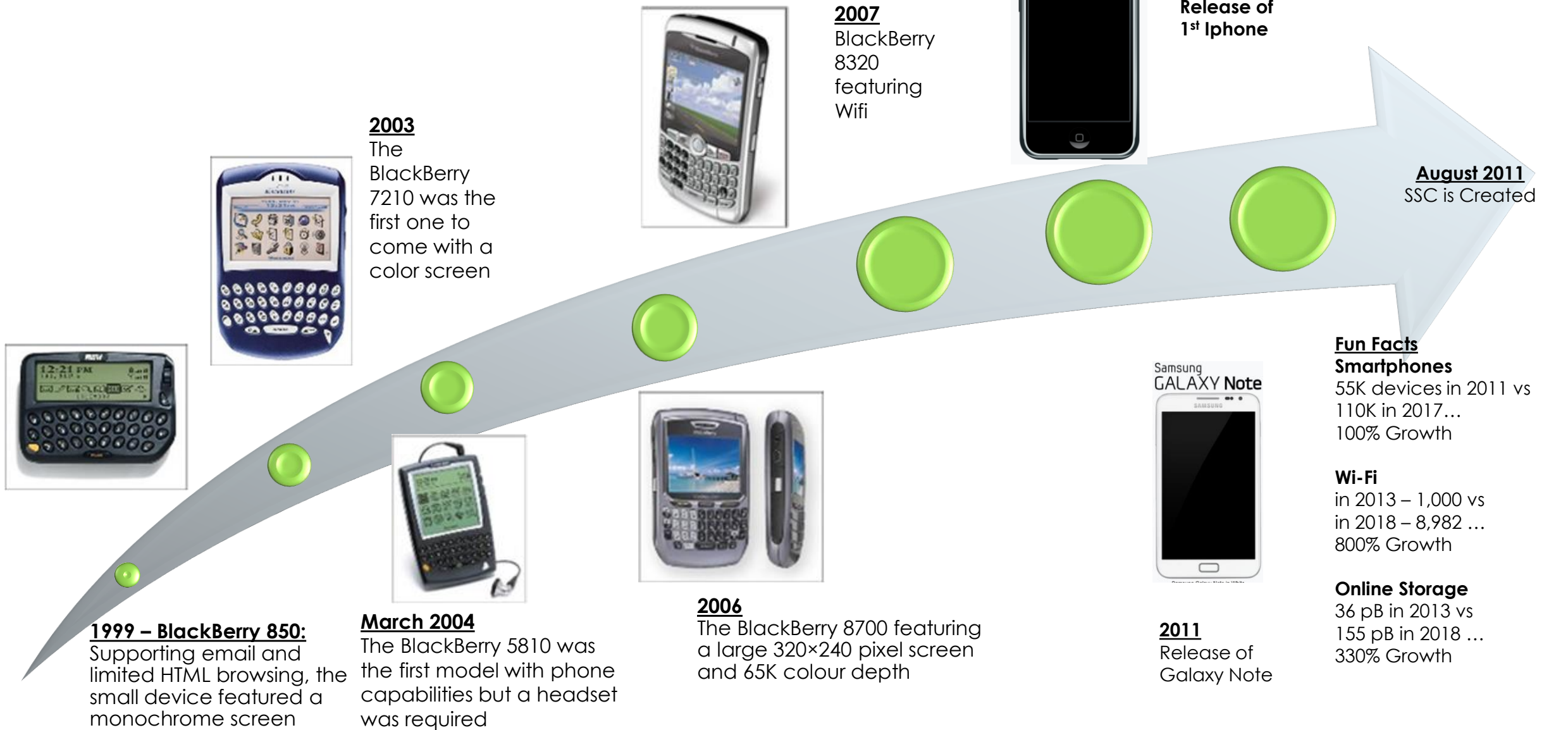
- History

- What are the Shared Services that Shared Services Canada (SSC) provides to the Government of Canada (GC)?

- Some of SSC's early challenges

- Shared Services Canada Resource Alignment Review (Gartner)

- What has changed?

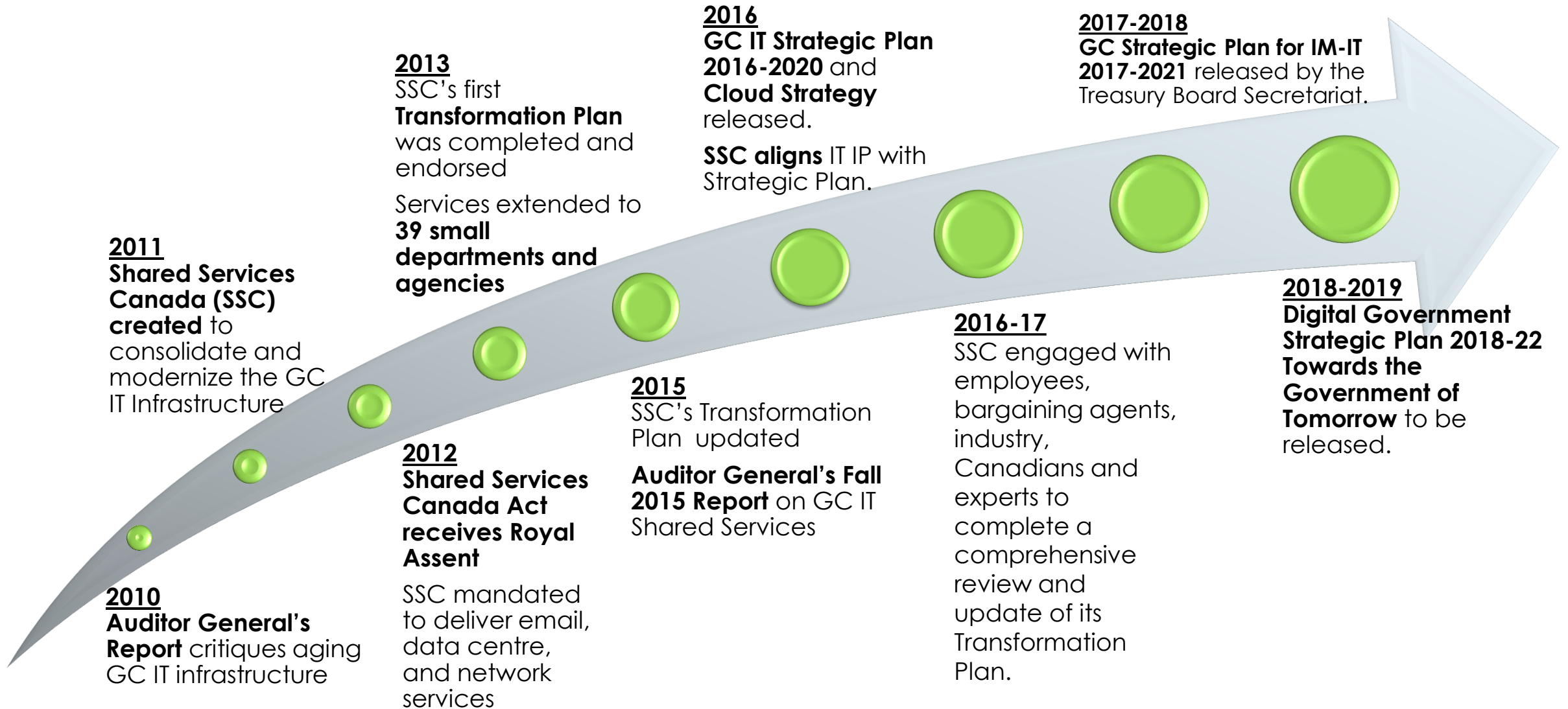- Next Steps

History

SmartPhone timeline

2007
BlackBerry 8320 featuring Wifi

2007
Release of 1st Iphone

2003
The BlackBerry 7210 was the first one to come with a color screen

August 2011
SSC is Created

Fun Facts
Smartphones
55K devices in 2011 vs 110K in 2017… 100% Growth

Wi-Fi
in 2013 – 1,000 vs in 2018 – 8,982 … 800% Growth

Online Storage
36 pB in 2013 vs 155 pB in 2018 … 330% Growth

1999 – BlackBerry 850:
Supporting email and limited HTML browsing, the small device featured a monochrome screen

March 2004
The BlackBerry 5810 was the first model with phone capabilities but a headset was required

2006
The BlackBerry 8700 featuring a large 320×240 pixel screen and 65K colour depth

2011
Release of Galaxy Note

History

The Government of Canada's Shared Service journey

2010
Auditor General's Report critiques aging GC IT infrastructure

2011
Shared Services Canada (SSC) created to consolidate and modernize the GC IT Infrastructure

2012
Shared Services Canada Act receives Royal Assent

SSC mandated to deliver email, data centre, and network services

2013
SSC's first **Transformation Plan** was completed and endorsed

Services extended to **39 small departments and agencies**

2015
SSC's Transformation Plan updated

Auditor General's Fall 2015 Report on GC IT Shared Services

2016
GC IT Strategic Plan 2016-2020 and **Cloud Strategy** released.

SSC aligns IT IP with Strategic Plan.

2016-17
SSC engaged with employees, bargaining agents, industry, Canadians and experts to complete a comprehensive review and update of its Transformation Plan.

2017-2018
GC Strategic Plan for IM-IT 2017-2021 released by the Treasury Board Secretariat.

2018-2019
Digital Government Strategic Plan 2018-22 Towards the Government of Tomorrow to be released.

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What are the Shared Services that SSC provides to the Government of Canada?

Departmental Results Framework

Departmental Results Framework

Core Responsibilities

Email and Work Place Technology	Data Centres	Telecommunications	Cyber and IT Security	Customer Relationship and Service

Program Inventories

- **Email and Work Place Technology**
  - Email
  - Hardware Provisioning
  - Software Provisioning
  - Workplace Technology Services

- **Data Centres**
  - Bulk Print
  - File and Print
  - Hosting Integration Services
  - Middleware and Database
  - Data Centre Facility
  - HPC Solution
  - Mid-Range
  - Storage
  - Cloud Brokering

- **Telecommunications**
  - WAN/LAN
  - Internet
  - Satellite
  - Mobile Devices and Fixed Line Phones
  - Conferencing Services
  - Contact Centre Infrastructure
  - Toll-Free Voice

- **Cyber and IT Security**
  - Identity and Access Management
  - Secret Infrastructure Security
  - Cyber and IT Security Operations
  - Security Management
  - Secure Remote Access

- **Customer Relationship and Service**
  - Strategic Direction
  - Service management
  - Account Management

Internal Services

Departmental Priorities

Priority #3
Strengthen Cyber and IT Security

Priority #1
Improve Service Delivery

Priority #2
Modernize GC IT Infrastructure

Priority #4
Build the Workforce

Some of SSC's early challenges

Financial categories (Service, Growth, Evergreening, Project) used in GC IT Strategic Plan for 2016-2020

SSC Key Challenges:

- No mechanism to cover **GROWTH** in demand
- **EVERGREENING** funded by applying a break/fix approach to legacy infrastructure
- Insufficient financial and HR capacity to meet **SERVICE** demand
- Inadequate project and service management maturity to respond to **SERVICE** demand
- No initial investment in **MODERNIZATION PROJECTS**

Impact on partners:

- Low customer satisfaction – **SERVICE**
- Inability to predict IT costs – **GROWTH**
- Ongoing dependency on unreliable legacy infrastructure – **EVERGREENING**
- Low confidence in enterprise approaches – **SERVICE**
- Delays in migration to enterprise solutions – **PROJECT** delays

Shared Services Canada Resource Alignment Review (Gartner)

Management Summary and Recommendations:

Findings

Governance Is the Most Critical Gap

➢ There is no central role, authority or accountability to manage prioritisation and operational direction across the GC.

A Cross-GC Role for IT Is Required

➢ High-level leadership (i.e., at the Deputy Minister level) for GC IT must be established.
This role would have overall authority and accountability for IT and the IT profession for the GC.

DM of IT Implement a Set of Key Recommendations

➢ The Expert Panel identified five macro-level recommendations that the GC must consider to achieve its short- and long-term goals.

Recommendations

1. Establish Partner governance for SSC

2. Stabilise service delivery

3. Develop an SSC "relief valve" strategy for the transition period

4. Baseline the current state

5. Reconstruct a future SSC and refine the transformation plan

What has changed?

Shared Services Factors for Achieving Success

1. Establish Partner governance for SSC

Ensure transparent customer engagement and validation

2. Stabilise service delivery

Develop a strong workforce and change management strategy

5. Reconstruct a future SSC and refine the transformation plan

Implement a flexible funding model that accounts for growth and evergreening

4. Baseline the current state

Establish a baseline for service metrics and asset inventory

3. Develop an SSC "relief valve" strategy for the transition period

1. Establish Partner governance for SSC

Ensure strong enterprise governance for priority setting and oversight;

What has changed?

1. Establish Partner governance for SSC

Changes to GC IT/IM Policy

> **High level Leadership**

Clarifying roles and responsibilities of departmental CIOs and the GC CIO

- Establish the role of the GC CIO (DM level)
- Establish and require the role of departmental CIO
- Establish functional relationship between GC CIO and department CIO's

> **Establish Partner governance**

Establishing A/DM-CEPP and GC-EARB oversight committees

- A/DM-CEPP manages GC wide prioritization of IT initiatives
- ADM-CEPP members are selected ADM level representatives of partners
- DM-CEPP members are selected DM level representatives of partners
- GC-EARB provides early oversight and direction for concepts

What has changed?

2. Stabilise service delivery

IT Infrastructure Library (ITIL) Process Improvement:
- Request fulfillment
- Incident Management
- Change Management
- Service Asset & Configuration Management

4 key processes

IT Service Management Tool

Service Standards and Service Inventory

Increase of 900 personnel over three years

What has changed?

3. Develop an SSC "relief valve" strategy for the transition period

Cloud Brokering

- Unclassified contracts in place
- Protected B contracts will be in place next year

Work Load Migration

- Retire
- Migrate to unclassified cloud
- Migrate to Protected B cloud
- Migrate to On-premise cloud for Classified/High Risk Applications
- Migrate to Enterprise Data Centre

What has changed?

4. Baseline the current state

ITR Program:

- Puts in place a process to keep the Government of Canada's information technology resources relevant and up to date (3 year budget: $356M)

Program centred around three activities:

Asset Discovery
- Create an inventory of assets to establish a baseline and to ensure that work is focused on the most important areas such as infrastructure refresh and managing organic growth

Windows 2008 Operating System (OS) Migration
- Infrastructure requirements supporting the migration of the Windows 2008 OS to Windows 2016 (20K+ servers in 2 years)

Legacy IT Replacement
- Continue the work of Program Integrity (Evergreening) addressing the SSC aging infrastructure that has reached End of Life/End of Service and is at risk of failing

What has changed?

5. Reconstruct a future SSC and refine the transformation plan

- In 2011, SSC was formed to consolidate, and optimize the Information Technology of 43 Government departments.
  - Subsequently, planning activities were undertaken in collaboration with the Privy Council Office to derive the transformation of the GC infrastructure, for Data Centres, Email , & Telecommunications.
  - SSC was to transform and consolidate in order to achieve savings through economies of scale, and increased purchasing power with the vendor community.

- In 2015, SSC established a charging model associated with the challenge of growth in consumption of SSC services.
  - Partner demand for enterprise and legacy services put pressure on SSC's ability to meet expectations as we were not appropriated for this increased consumption. (i.e. WAN, Wi-Fi, Voice (Cellular) etc....)

- In 2016, Recommendations from the Gartner report on IT Transformation in Canada addressed to identify solutions to the aging infrastructure and the need for investments in the Government of Canada's IT Infrastructure.
  - SSC shifted to a more client centric approach in providing applicable service standards to its partner departments.
  - SSC began to work with central agencies to derive a solution for the aging infrastructure that it inherited at inception. SSC was not funded to replace the infrastructure but to maintain and improve.

- In 2017, SSC identified the need for an investment in its workforce to enhance customer experience and reduce the mean time to repair in infrastructure.

- Today, SSC is supporting the Department of Finance, the Treasury Board Secretariat of Canada, and the Privy Council Office as they develop a sustainable funding model for SSC.

What has changed?

SSC's foundational Charging model

- **Calculating the cost of IT service delivery**

- Calculating the cost of IT service delivery begins with a clear understanding of the **service definitions** and **service costing**.

- **Service definitions** are driven by foundational agreements that define SSC's legislative obligations.
  Described in SSC's Service Catalogue the service definitions also delineate between standard and optional services.

- **Service costing** defines the unit of consumption for each of SSC's services and provides a calculation for the full total cost and "unit" cost of each service offering.

Foundational Agreements

Federal legislative instruments that define SSC's service obligations to customers (Orders in Council)

Service costing

Defines the "unit of consumption" for each service (e.g.: FTE's, e-mail accounts)

Provides the calculation of the full total cost and full "unit" cost of each service

Service definitions

Defines SSC services offered to customers

Clearly delineates standard (no fee) vs. optional (fee-based) services for customers

Service pricing

Defines the approach to pricing "units of consumption" of standard/optional services for customers.

Defines "unit of consumption" thresholds for customer standard services (i.e. the level beyond which customers will pay a fee)

Customer Terms and Conditions

Defines the actual prices and terms under which customers consume SSC services outlined in the Service catalogue

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What has changed?

5. Reconstruct a future SSC and refine the transformation plan

The future state of SSC

RUN	GROW	TRANSFORM
▪ All operational activities (Keeping the lights on) ▪ Ongoing preventative maintenance ▪ Evergreening of existing assets	▪ Meeting the IT demand of Departments	▪ Building the target 'Enterprise' end-state architecture

Performance tracking, governance and funding will be aligned to Run, Grow and Transform the business

Work underway to support refine SSC's charging model aligning to the RUN,GROW, TRANSFORM perspective

- To make the charging model more relevant and transparent, SSC is looking to categorize its services:
    - Individual Enterprise services (Enhance ability of public servants to deliver services to Canadians)
    - Facility Based Services (Enhance the public servants' workplace to facilitate delivery of services to Canadians)
    - Infrastructure Services (Enhance the IT infrastructure used by public servants to deliver services to Canadians)
    - Specialty Services (Specific program related services)

Next Steps

Since early 2016, the Government has made significant investments to improve its IT infrastructure services

Budget 2016

- $383.8 million from 2016 to 2018 to support the transformation of government IT systems, data centres and telecommunications networks.
- $77.4 million over five years to strengthen cyber security

Fall 2017
Economic Statement

- $359 million to SSC to complete mission-critical IT projects
- $277 million to SSC and the Communications Security Establishment to continue cyber-security initiatives.

Budget 2018

- $2.2 billion over six years for SSC to improve the management and provision of IT services and infrastructure within the Government of Canada, and to support related cyber security measures.

Dashboard of Key Initiatives in the 2018–19 Departmental Plan

Core Responsibility

Email and Workplace Technology	Data Centres	Telecommunications	Cyber and IT Security	Customer Relationships and Service Management

Departmental Result

Customer organizations receive modern and reliable email services
- Email Transformation Initiative
- Future of Digital Communications

Customers receive high quality, timely and efficient software and hardware provisioning services that meet their needs
- Contracting for Managed Print Services
- Common Desktop Operating Environment

Programs and services to Canadians are supported by modern and reliable data centre services
- Complete EDC Borden Expansion
- Workload Migration Enablement and Migration Projects

Cloud services meet the needs and reliability expectations of customer organizations
- Public Cloud Services
- Private Cloud Services

Customer organizations receive modern and reliable network and telecommunications services
- GCNet WAN Project
- Hosted Contact Centre Services Modernization Project
- Workplace Communications Services Project

GC data and technology assets are protected by secure IT infrastructure
- Smart Phone for Classified Project
- Network Device Authentication Project
- Secure Remote Access Migration Project
- Enterprise Perimeter Security (Budget 2016)
- Enterprise Vulnerability and Compliance Management (Budget 2016)
- Administrative Access Controls Service (Budget 2016)
- Application Whitelisting (Budget 2016)

SSC's responses to cyber and IT security incidents are effective
- Security Information and Event Management Project

Customers are satisfied with SSC's delivery of services
- Department-wide Customer Service Strategy

Customers are provided with effective service management
- Implement IT Service Management Tool

IT infrastructure services relied upon by customer organizations are supported by strong project management and efficient procurement
- Procure-to-pay Enhancements
- Vendor Performance Incentive
- Maturing of Project Management and Delivery Processes and Tools

Internal Services
- Recruitment
- Learning and Development Plan
- Health and Wellness
- Modernization and Change Initiatives

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Questions?