

Shared Services Canada's Management Action Plan

As part of Shared Services Canada's (SSC) development of the target operating model, the Department completed its review of existing processes, practices and tools by summer 2018. The review provided recommendations on improvements to move SSC to standardized industry practices and delivery models. The Department developed training activities to increase awareness and will continue to provide training on an as needed basis.

SHARED SERVICES CANADA DETAILED ACTION PLAN

To the Recommendations of the Disposing of Government Surplus Goods and Equipment Report of the Spring 2018 Reports of the Auditor General of Canada

Report Ref. No.	Office of the Auditor General Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement (For Committee Use Only)
	<p>1. Public Services and Procurement Canada (PSPC), the Royal Canadian Mounted Police (RCMP), and Shared Services Canada (SSC) should review their asset life cycle processes, including procurement, to facilitate and encourage the transfer and reuse of assets.</p>	<p>Agreed. SSC initiated work to properly define the full life cycle of materiel management, including the development of a target operating model. This will result in a singular view of asset management across the Department's service lines with defined activities, interdependencies, performance metrics, and transfer and disposal strategies, including the Computers for Schools program. Development of the target operating model and an implementation roadmap will be completed in spring 2018.</p>	<p>Assigning Materiel Management (MM) to review/recommend all disposal requests. Communications were prepared and sent to all stakeholders. An SSC Disposal Request form, Disposal Training Guide for Cost Centres and a Transfer Agreement was created and approved.</p>	<p>December 2018</p>	<p>Currently a Target Operating Model is being developed to identify long-term best practices for the disposal management process at SSC. However, in the short-term and following the deficiencies observed in the Office of the Auditor General report, a centralized disposal process was established, which will provide control management efficiency and facilitate the transfer and reuse of materiel assets.</p> <p>The short-term model includes assigning an MM disposal functional authority responsible for reviewing, monitoring and validating the disposal requests by:</p> <ul style="list-style-type: none"> • developing an internal tool (i.e. Synergi) to, when practical and cost effective, advertise/promote surplus materiel assets internally; • encouraging the use of PSPC's tool, GCTransfer; • ensuring compliance to national standards and disposal policy requirements; • providing disposal policy support and guidance to cost centres; and • communicating internally and externally for direct transfers. 	<p>Stéphane Cousineau, (Senior Assistant Deputy Minister [SADM], Corporate Services [CS]) 1-613-670-1758</p>	

					<p>Deliverables in progress:</p> <p>1) Assigning MM to review/recommend all disposal requests. Communication plan to be prepared and sent to all stakeholders (December 2018).</p> <p>1.1) SSC Disposal Request Form sent for approval to senior management (November 2018).</p> <p>1.1.1) Draft (June 2018).</p> <p>1.1.2) Send draft to stakeholders for input (July 2018).</p> <p>1.1.3) Amendments and changes (October 2018).</p> <p>1.2) Disposal training guide for cost centres sent for approval to senior management (November 2018).</p> <p>1.2.1) Draft (June 2018).</p> <p>1.2.2) Send draft to stakeholders for input (September 2018).</p> <p>1.2.3) Upon request, one-on-one training (November 2018).</p> <p>1.3) Transfer Agreement sent for approval to senior management (September 2018).</p> <p>1.3.1) Draft (June 2018).</p> <p>1.3.2) Send draft to stakeholders for input (September 2018).</p> <p>1.3.3) Send to Legal Services for review (October 2018).</p> <p>1.4) Establish a process to transfer materiel assets internally within SSC using Synergi to (September 2018):</p> <ul style="list-style-type: none"> • advertise materiel assets that are no longer required by an SSC organization that may have a benefit to others within the department; and • allow SSC organizations to acquire surplus assets from others within the Department as an alternative to buying new materiel assets. 	
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					1.4.1) Outline and design (July 2018). 1.4.2) Communication Plan roll-out to cost centres (September 2018).	
2.	The Canada Revenue Agency, PSPC, the RCMP, and SSC should review internal processes to facilitate the donation of surplus assets.	Agreed. SSC has an approved standard for materiel transfer, loan, and donation, which outlines the process and parameters that cost centre managers must follow for information technology materiel and equipment. The Department will review the standard to identify opportunities for improvement, and will communicate instructions to cost centre managers and provide training on the disposal processes in summer 2018.	A Donation Agreement and an SSC Disposal Request Form was created and approved.	December 2018	As noted, MM as the functional authority will oversee all disposals of surplus/obsolete materiel, and will provide guidance and support to ensure donations of surplus materiel are in compliance with the Treasury Board's <i>Directive on Disposal of Surplus Materiel</i> . Deliverables in progress: 2.1) Donation Agreement sent for approval to senior management (November 2018). 2.1.1) Draft (June 2018). 2.1.2) Send draft to stakeholders for input (July 2018). 2.1.3) Send to Legal Services for review (October 2018). 2.2) SSC Disposal Request Form sent for approval to senior management (November 2018). 2.2.1) Draft (June 2018). 2.2.2) Send draft to stakeholders for input (July 2018). 2.2.3) Amendments and changes (October 2018).	Stéphane Cousineau, (SADM, CS) 1-613-670-1758
3.	PSPC, the RCMP, and SSC should keep sufficient documentation to justify the disposal method selected. The departments should consider standardizing their forms to ensure consistency, and consider all factors when making disposal decisions, such as disposal cost, asset value, and environmental impact.	Agreed. As part of SSC's development of the target operating model, a review of existing processes, practices and tools such as forms for both non-information-technology and information technology assets is being conducted. The review will provide recommendations on improvements to move the Department to standardized industry practices and delivery models. Communications and training activities will be undertaken to raise awareness among cost centre managers related to their responsibilities in making disposal decisions. This was completed in summer 2018.	A disposal training guide for cost centres and an SSC Disposal Request Form was created and approved.	December 2018	The assigned MM disposal functional authority will be responsible for reviewing and validating the information on the SSC Disposal Request Form, which was updated to include: <ul style="list-style-type: none"> the cost benefit analysis that was used to justify the disposal decision; and other pertinent historical data such as proceeds of sales of similar items and cost of disposal can also help in identifying the optimal method of disposal. 	Stéphane Cousineau, (SADM, CS) 1-613-670-1758

					<p>Deliverables in progress:</p> <p>3.1) SSC Disposal Request Form sent for approval to senior management (November 2018).</p> <p>3.1.1) Draft (June 2018).</p> <p>3.1.2) Send draft to stakeholders for input (July 2018).</p> <p>3.1.3) Amendments and changes (October 2018).</p> <p>3.2) Disposal training guide for cost centres sent for approval to senior management (November 2018).</p> <p>3.2.1) Draft (June 2018).</p> <p>3.2.2) Send draft to stakeholders for input (September 2018).</p> <p>3.2.3) Upon request, one-on-one training (November 2018).</p>	
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