SHARED SERVICES CANADA DETAILED ACTION PLAN

to the recommendation of the audit of Procurement of Complex IT Solutions for the Federal Government Reports of the Auditor General of Canada tabled February 25, 2021

Report Ref. No.	OAG 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)
1.47	To further support the government's modernization of procurement: - The Treasury Board of Canada Secretariat, Public Services and Procurement Canada, and Shared Services Canada should develop more comprehensive guidance and training for employees to improve understanding of agile procurement and how to apply collaborative methods. - The Treasury Board of Canada Secretariat, with input from Public Services and Procurement Canada and Shared Services Canada, should also assess what skills, competencies, and experience procurement officers need to support agile approaches to complex IT procurements.	Agreed. Shared Services Canada is working closely with TBS and PSPC with respect to undertaking transformational IT procurements, and fostering a common understanding of agile procurements. Work on agile procurement has been done in close partnership and through engagement with other government departments who are our procurement clients. In December 2019 Shared Services Canada established a Centre of Expertise in Agile and Innovative Procurement that is dedicated to supporting procurement officers in the implementation of agile and innovative procurements. The Department has also undertaken significant efforts to launch and implement the Procurement Refresh, Essentials, and Practice (PREP) Program, which is continuously modernized. Shared Services Canada will continue to ensure that employees involved in transformational IT procurements have a more comprehensive understanding of agile and collaborative procurement methods through refinements to guidance, training and support being provided to procurement officers.	Shared Services Canada will update Procurement and Vendor Relation's Procurement Group (PG) Professional Development Strategy and its Procurement Refresh, Essentials, and Practice (PREP) Training Program to incorporate the skills, competencies, and experience necessary for procurement officers engaged in agile and complex IT procurements. Shared Services Canada will update its existing PREP Essentials Program to include agile procurement and collaborative methods application in order to improve understanding. Shared Services Canada will develop and deliver a course on agile procurement, including collaborative methods application which will incorporate lessons learnt from Shared Services Canada agile pilot procurements.	End of Q1 2021/22 End of Q2 2021/22 End of Q1 2022/23	Updated Professional Development Strategy Delivery of updated PREP Essentials Program Delivery of the Agile Procurement Course.	Stephane Cousineau SADM, Corporate Services 819-956-7055	

| 1.53 | Treasury Board of Canada Secretariat, Employment and Social Development Canada, and Shared Services Canada should ensure governance mechanisms are in place to engage senior representatives of concerned departments and agencies for each of the complex IT procurements we audited. This will be particularly important to support agile procurements of complex IT initiatives and their successful achievement of business outcomes. | Agreed.

Shared Services Canada is pleased to report that processes are already in place.
For the Workplace Communication Services (WCS) procurement, SSC is committed to engaging all stakeholders at the appropriate junctures in the procurement process, ensuring roles and responsibilities are clearly understood and agreed to, and seeking decision-maker commitment to ensure desired business outcomes are achieved.
Since the awarding of the Workplace Communication Services contract, Shared Services Canada put in place the Project Management Framework in 2017, which guides the effective management and delivery of the department's projects throughout the project lifecycle. The framework consists of tools such as a project control framework, integrated plans, risk registers and the stakeholders responsibility and accountability matrix which ensures continued alignment between all stakeholders to support the achievement of the desired business outcomes. The department's Project Governance Framework documents and communicates the role of the various governance committees in providing effective oversight and a challenge function.

SSC also has a Procurement Governance Framework since July 2019 which was developed, implemented and communicated as appropriate to provide procurement oversight, control, integration, risk management and decision making for greater transparency and accountability. This framework tailors the required stakeholder oversight levels in relation to the size, scope, complexity and risks of the procurements.

For the Next Generation Human Resources and Pay initiative, Shared Services Canada will continue to work with the Office of the Chief Human Resources Officer at the Treasury Board Secretariat as well as senior officials and users in other departments and agencies to define business needs and anticipate change management requirements. As the initiative moves from discovery to more substantive phases, decision makers will be required to be engaged | A governance framework for the Next Generation Human Resources & Pay initiative has been approved by both the President of SSC and CHRO. Details will be finalized and implemented. It includes interdepartmental representation, a decision-making framework and identification of clear roles and responsibilities. | June 30, 2021 | April 30, 2021 – approval of NextGen governance framework | Shereen Benzvy Miller

ADM NextGen,

613-298-6205 | |

		thoroughly. A review of existing governance to align it with upcoming phases is underway					
1.64	Shared Services Canada should begin to use data analytics to improve its ability to identify procurement integrity issues.	Agreed. Shared Services Canada agrees that data analytics may contribute to enhance its ability to identify procurement integrity issues and to undertake experimentation to inform enhancement to its current practices. will augment its data analytics capabilities by developing a Departmental Analytics Strategy and roadmap. Further, the Shared Services Canada Data and Analytics Centre of Excellence will onboard procurement data into the department's Enterprise Data Repository in 2021-22 and pilot the use of data science, artificial intelligence, and machine learning to improve Shared Services Canada's ability to identify procurement integrity issues.	Shared Services Canada will expand internal management and procurement reports to include procurement integrity risks. Shared Services Canada will onboard its Procurement Data in its Enterprise Data Repository (EDR). (EDR is the "container" for the aggregated data extracted from Shared Services Canada and Government of Canada data sources, and serves up data to analytic and reporting tools thereby reducing data preparation time, ensuring the correct version of truth (data) and allowing data to be combined for rich analysis and reporting.) Shared Services Canada will test an Artificial Intelligence (AI) prototype to explore how data science could be used to identify potential procurement integrity risks (similar to forensic accounting AI practices).	End of Q2 2021/22 End of Q2 2021/22 End of Q2 2021/22	Delivery of: - Procurement Activity and Contract Management Dashboard, which details statistics on competitive vs. non-competitive procurements, expiring contracts within 3, 6 and 12 months, procurement files reviewed by Governance Committees, key active contracts and key contract awards. - Procurement Performance Report evaluating procurements meeting service standards - Proactive Disclosure of Contracts - Business Activity Reports (e.g. Top Vendors) - Annual Procurement Report (which details statistics on competitive vs. non-competitive procurements, summary of governance	Stephane Cousineau SADM, Corporate Services 819-956-7055	

					oversight, socio-economic statistics)		
					- Departmental Results Framework		
					- Onboarding of procurement data into Enterprise Data Repository (EDR)		
					- Testing of Artificial Intelligence prototype.		
1.68	Public Services and Procurement Canada and Shared Services Canada should improve their information management practices to help contracting authorities better demonstrate that their procurement processes are fair. The departments should ensure that procurement records include, at minimum, file histories, explanations of any problems that arise (and how they were resolved), and all relevant decisions and communications within implicated parties.	Agreed. Shared Services Canada is pleased to communicate that the Department has already implemented a number of information management tools and procedures to help demonstrate that procurement processes are fair. Shared Services Canada has developed guidelines on procurement file organization and make-up, a procurement file documentation list, and a compliance and quality assurance program, all of which help contribute to sound information management practices. The department will continue to communicate the importance these practices to ensure that new and existing employees are aware of the tools and processes in place for sound information management.	Shared Services Canada will develop and implement communications products related to information management to help contracting authorities with the standardization of procurement files, to ensure existing recordkeeping controls and practices within Procurement and Vendor Relations align with the relevant sections on recordkeeping in the Treasury Board *Policy and Directive on Service and Digital*.	End of Q1 2021/22 End of Q4 2021/22	Development of the Information Management Communications Products Shared Services Canada's Procurement and Vendor Relations will communicate Information Management requirements, operational procedures and best practices to all contracting authorities.	Stephane Cousineau SADM, Corporate Services 819-956-7055	