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SEP - 6 2019

The Honourable Kevin Sorenson, P.C., M.P.
Chair
Standing Committee on Public Accounts
House of Commons
Ottawa, Ontario K1A0A6

Dear Mr. Sorenson:

Following the release of the 70th report of the Standing Committee on Public Accounts entitled: Call Centres, Report 1 of the 2019 Spring Reports of the Auditor General of Canada, I am pleased to provide, for your information, Shared Services Canada's progress report on the Contact Centre Modernization plan.

This progress report highlights Shared Services Canada's plan of action in addressing Recommendation 6 of the report. Although no government response is scheduled for consideration by a parliamentary committee at this time, Shared Services Canada wants to proactively disclose what is being done to complete the modernization of its remaining contact centres and to align itself with the Treasury Board of Canada Secretariat's government-wide approach for client services and business needs.

I trust this information will be helpful to you.

Sincerely,

Sarah Paquet for

Paul Glover
President

Enclosure

c.c. Ian McCowan, Deputy Secretary to the Cabinet, Privy Council Office

Canada

Contact Centre Modernization

Status Report to the Standing Committee on Public Accounts:
Call Centres, Report 1 of the 2019 Spring Reports of the Auditor General of Canada

August 22, 2019

Canada

Recommendation 6: Modernizing the remaining contact centres

That, by October 31, 2019, Shared Services Canada (SSC) provide the House of Commons Standing Committee on Public Accounts with a report outlining what progress has been made with regard to completing its modernization of the remaining contact centres, including consideration of the Treasury Board of Canada Secretariat's government-wide approach to client services and the business needs of lead departments and agencies.

Background/Context

As part of SSC's telecommunications services transformation mandate, the Department embarked on a contact centre transformation for the Government of Canada (GC). SSC's inventory identified 221 contact centres in operation that were supported by the Department. The key goal of the transformation was to replace and consolidate aging and obsolete contact centres with a state-of-the-art, highly secure and dependable service, scaled to meet the demands of Canadians and employees.

SSC initiated the transformation activities with the procurement of an enterprise solution, known as the Hosted Contact Centre Service (HCCS) solution, which provides a modern, secure infrastructure that permits greater agility in the GC's ability to adopt new technologies and enable self-service capabilities. Migration to this solution was initiated for the eight most complex contact centres from Employment and Social Development Canada, the Canada Revenue Agency (CRA) and SSC (pathfinder).

In fall 2018, through further business analysis, a third-party review from Deloitte and initial Office of the Auditor General (OAG) findings, SSC began revising its strategy from implementing a one-size-fits-all solution, that would address all contact centre requirements, to one that ensures a best-fit solution in terms of cost and requirements for the remaining 213 contact centres.

Current status – July 31, 2019

Over the past several months, SSC has been engaging with partners to conduct discovery of legacy contact centre infrastructure and to validate modernization assumptions. On the basis of partner data received, SSC re-defined tiers of complexity and aligned contact centres within these tiers, with Tier 1 being the most complex contact centres requiring high availability and increased security, and Tier 3 being a simple voice only call routing. The findings from the inventory indicated there are 17 centres under Tier 1, 112 under Tier 2 and 92 under Tier 3. In parallel, SSC conducted an options analysis to determine the optimal solutions to meet the requirements of the Tier 2 and 3 contact centres.

Resulting from these activities, SSC developed a contact centre modernization strategy that was presented to the GC Enterprise Architecture Review Board (GC-EARB) to ensure alignment with government-wide approach to services. The strategy was endorsed by GC-EARB with conditions on July 4, 2019. These conditions included that SSC return to present the business rationale for migrating the remaining Tier 1 contact centers onto HCCS as well as the prioritized migration of the end of life, end of support contact centres to existing platforms.

SSC was also requested to continue cloud pilots and return to GC-EARB in 18 to 24 months with the findings.

Final expected outcome/result

By modernizing the GC contact centres infrastructure to support a digitally enabled Public Service, SSC is aligning with the government strategy of cloud-first services while improving overall service reliability and availability. This evolution enables dynamically scalable solutions so the business can adjust their complement of contact centre agents to meet fluctuating business cycles and capacity peaks (e.g., the CRA during tax season). Furthermore, it will address citizens' evolving expectations by allowing for multiple channels to interact with public servants and Canadians to support a service-oriented government, with a user-centred approach.

Key interim milestones

Conduct survey / inventory validation……………………………………………………Complete

Options analysis of "best-fit solutions" for Tier 2 and 3…………………………………Complete

Consult / present findings and updated strategy to GC-EARB …………………………Complete

Prepare increased HCCS usage justification…………………………………………Q3 FY 2019–2020

Develop migration plan for Tier 1 and end-of-life, end-of-support contact centres………Q3 FY 2019–2020

Conduct cloud pilots and report findings to GC-EARB……………………………………Q3 FY 2020–2021

*Quarter (Q), Fiscal year (FY)

Final completion date

SSC plans to initiate migration of the remaining Tier 1 and Tier 2 end-of-life, end-of-support contact centres in FY 2020–2021, as per the migration plan. In parallel, the Department will continue to pilot cloud solutions, with the goal of moving Tier 2 contact centres to the cloud when it is a viable offering. It is anticipated to take more than five years to fully modernize all contact centres and it will be supported by a long-term evergreening plan to avoid future requirements for mass migrations at the end of individual contracts.

Responsible organization

Raj Thuppal, Senior Assistant Deputy Minister, Networks, Security and Digital Services, SSC.

Annex A: OAG Management Action Plan Status

	Management Action Plan Update			
#	Action	Planned Completion Date	Level	Status

1	• Survey/inventory validation:
	
	  ▪ Engaged partners to conduct discovery of legacy contact centre infrastructure and validate modernization assumptions
	
	  ▪ Based on partner data received, adjust scope of contact centres within Tier 1, Tier 2 and Tier 3
		July 31, 2019	5	• Completed survey/inventory validation:
				
				  ▪ 17 Tier 1 (including contact centre migrated to HCCS), 112 Tier 2, 92 Tier 3
				
				  Note: Based on inventory results, definitions of Tier 1, 2 and 3 were adjusted

2	• Options analysis of "best-fit solutions"
	
	  ▪ Continue to collaborate with IBM and the industry to develop cost estimates, including level-of-effort and timelines
	
	  ▪ Conduct options analysis to determine the optimal solution to meet the requirements of the Tier 2 and Tier 3 contact centres
		July 31, 2019	5	• Completed options analysis of the best-fit solutions, identified detailed costing of one-time and ongoing costs for each, and identified viable procurement options

3	• Consult/present findings and updated strategy to GC-EARB to ensure alignment with government-wide approach to services	July 31, 2019	5	• Presented to GC-EARB on July 4, 2019 and received endorsement of the Contact Centre Modernization strategy with a few conditions (return with rationale/justification to increase usage on HCCS solution, proceed with the migration of the end-of-life / end-of-service [25 to 30] contact centres to existing Tier 2 procurement vehicles, continue cloud pilots and return the GC-EARB with findings within 18–24 months)