

WTD Industry Day on Pilot Projects – Agenda (Eastern Standard Time)

Via Web Conferencing and Telephone Service

Time	Presenter	Description
13:15-13:25	<p style="text-align: center;">Greg McGillis <i>Manager, Engagement, Workplace Technology Devices Transformation, Service Strategy and Design, Shared Services Canada</i></p>	Opening Remarks & Industry Day Objectives
13:25 – 13:45	<p style="text-align: center;">Benoît Long <i>Senior Assitant Deputy Minister, Transformation, Service Strategy and Design, Shared Services Canada</i></p>	SSC’s Transformation Agenda
13:45 – 14:20	<p style="text-align: center;">Gail Eagen <i>Director General, Workplace Technology Devices Initiaive, Transformation, Service Strategy and Design, Shared Services Canada</i></p> <p style="text-align: center;">Andre Arsenault <i>Director, Workplace Technology Devices, Transformation, Service Strategy and Design, Shared Services Canada</i></p>	Workplace Technology Devices Initiative Background / Justice Canada Pilot Overview
14:20 – 14:40	<p style="text-align: center;">Raj Thuppal <i>Director General, Cyber and IT Security Transformation, Shared Services Canada</i></p> <p style="text-align: center;">Carey Frey <i>Director Strategic Relationships Office, Communications Security Establishment Canada</i></p>	Supply Chain Integrity
14:40 – 15:00	<p style="text-align: center;">Michelle Beaton <i>Supply Team Leader Procurement and Vendor Relations, Shared Services Canada</i></p>	Justice Canada Pilot Procurement Approach
15:00 – 15:30	<p style="text-align: center;">Greg McGillis (as the Moderator)</p>	Questions and Answers
15:30 – 15:35	<p style="text-align: center;">Greg McGillis</p>	Recap / Closing Remarks



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Industry Day on Pilot Projects

November 8, 2013

WORKPLACE
TECHNOLOGY
DEVICES
INITIATIVE



Shared Services
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WTD Industry Day on Pilot Projects – Objectives

During the Industry Day Presentation, SSC will provide potential vendors with:

- a high-level overview of the Workplace Technology Devices initiative and the pilot projects which includes the proposed approach, the potential scope, and high-level requirements;
- an explanation of the proposed procurement approach for the pilots;
- a discussion regarding the Cyber Security Supply Chain Integrity Threat; and
- the opportunity to provide feedback on the level of interest among their companies and associations related to the pilots and their scope and requirements.



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Workplace Technology Devices: Industry Day

November 8, 2013

Benoît Long

Senior Assistant Deputy Minister
Transformation, Service Strategy and Design



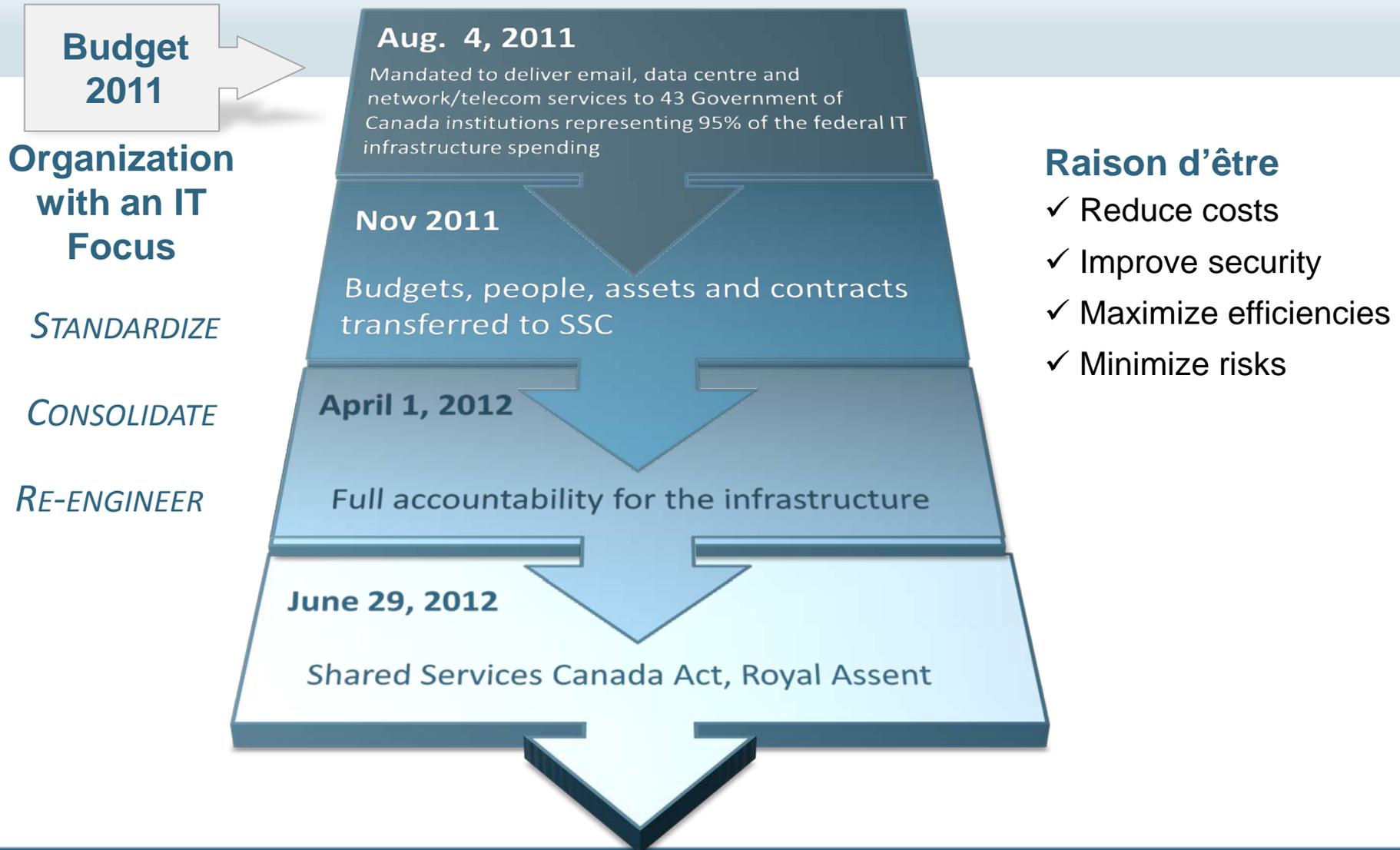
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Background / Context



A Year in Review

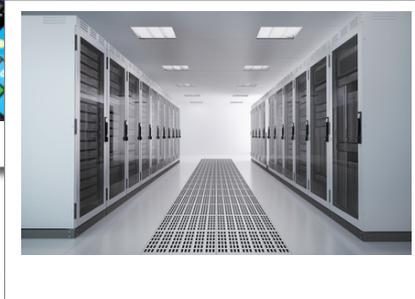
EMAIL

- Transformed the procurement process
- Completed the procurement process with industry
- **June 25, 2013:** contract awarded to Bell and CGI Systems



WORKPLACE TECHNOLOGY DEVICES

- One-year interim agreement with Microsoft

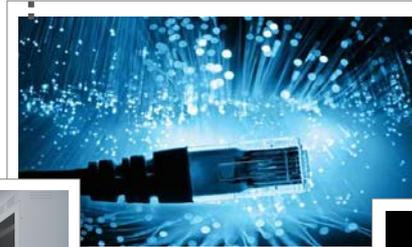


DATA CENTRES

- **June 2013:** Cabinet support for Transformation Plan.
- Hosted industry engagement day on data centre platforms.
- Developed consensus between SSC and industry on fundamental directions on technology and service orientation.
- Centre de données Ouest de Quebec: created horizontal teams across SSC; opening of first development data centre.

TELECOMMUNICATIONS

- **June 2013:** Cabinet support for Transformation Plan
- Hosted Industry engagement days for GC Network and Wide-Area network, converged communications
- Implemented Government Enterprise System (GENS) in 130 of 3850 buildings; IIS procurement



CYBER AND IT SECURITY

- **January 2013:** launched two-step procurement process to strengthen supply chain integrity
- Managed Security Service

Target End State

Target end state: Less than 10 data centres

- Established in pairs for redundancy
- Mostly private sector-owned
- Most outside of the National Capital Region

First pair: Development data centres

- GC-owned Macdonald-Cartier in Ottawa
- Bell Canada in Gatineau

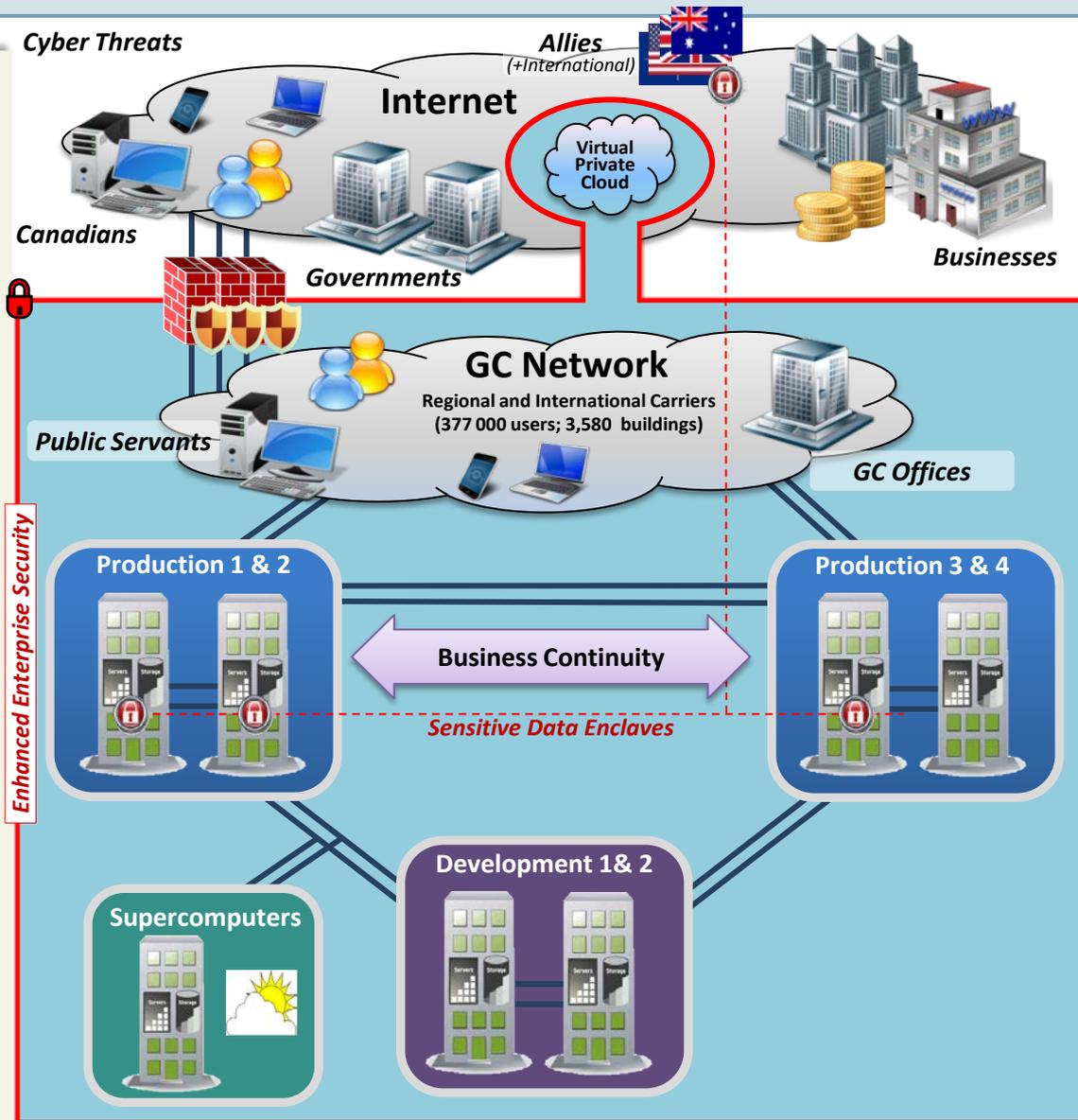
Second pair: First set of production data centres

- GC-owned facility on the Canadian Forces Base (CFB) Borden
- Site located within 100 km of Borden

Next pair(s): Next set of production data centres

- If /as required (to be confirmed)
- Located outside of NCR and ON

High Performance computing - specialized supercomputing facility



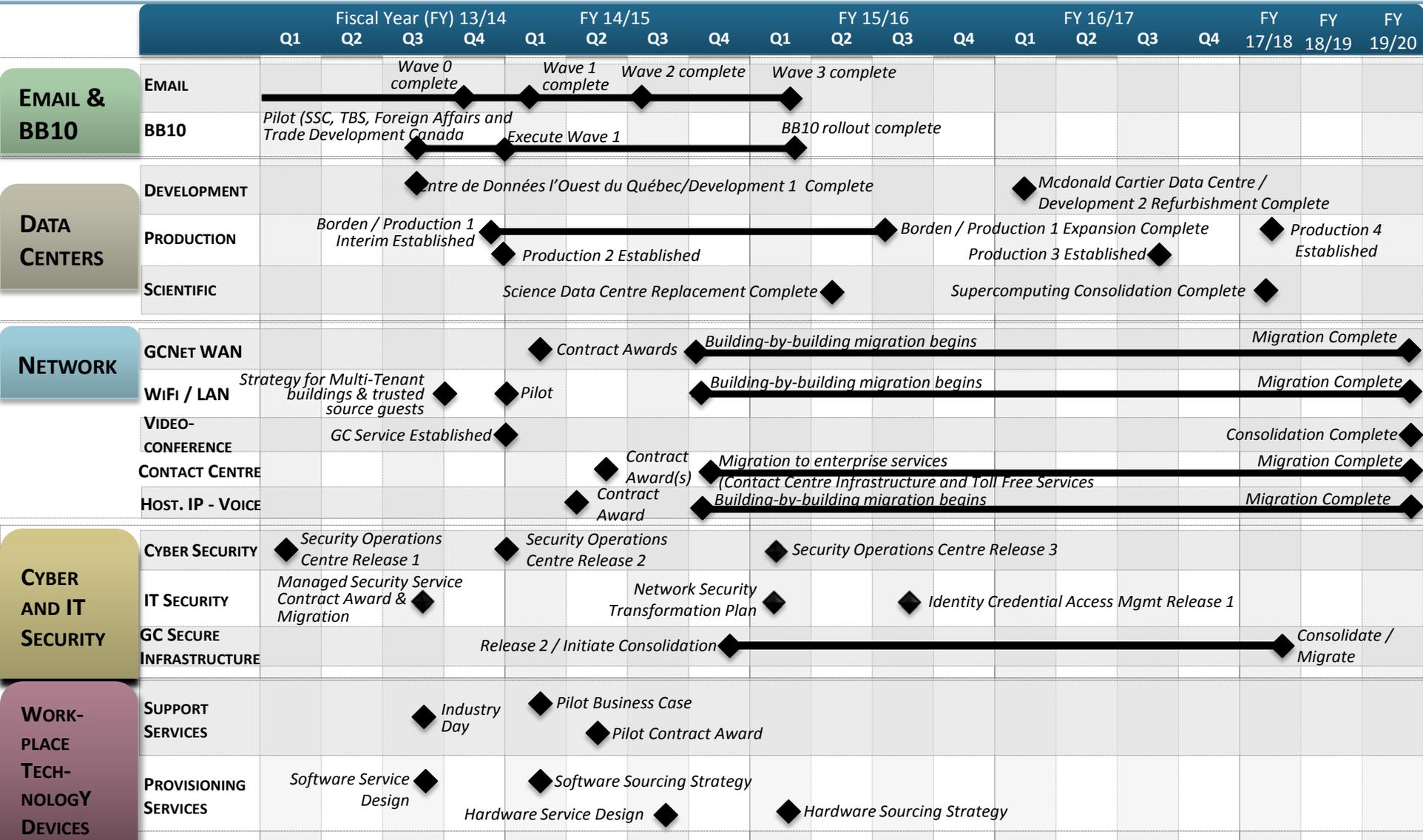
Target end state: Streamlined networks

- Connecting 377 000 public servants to each other and to Canadians
- Linking 3 580 GC-occupied buildings

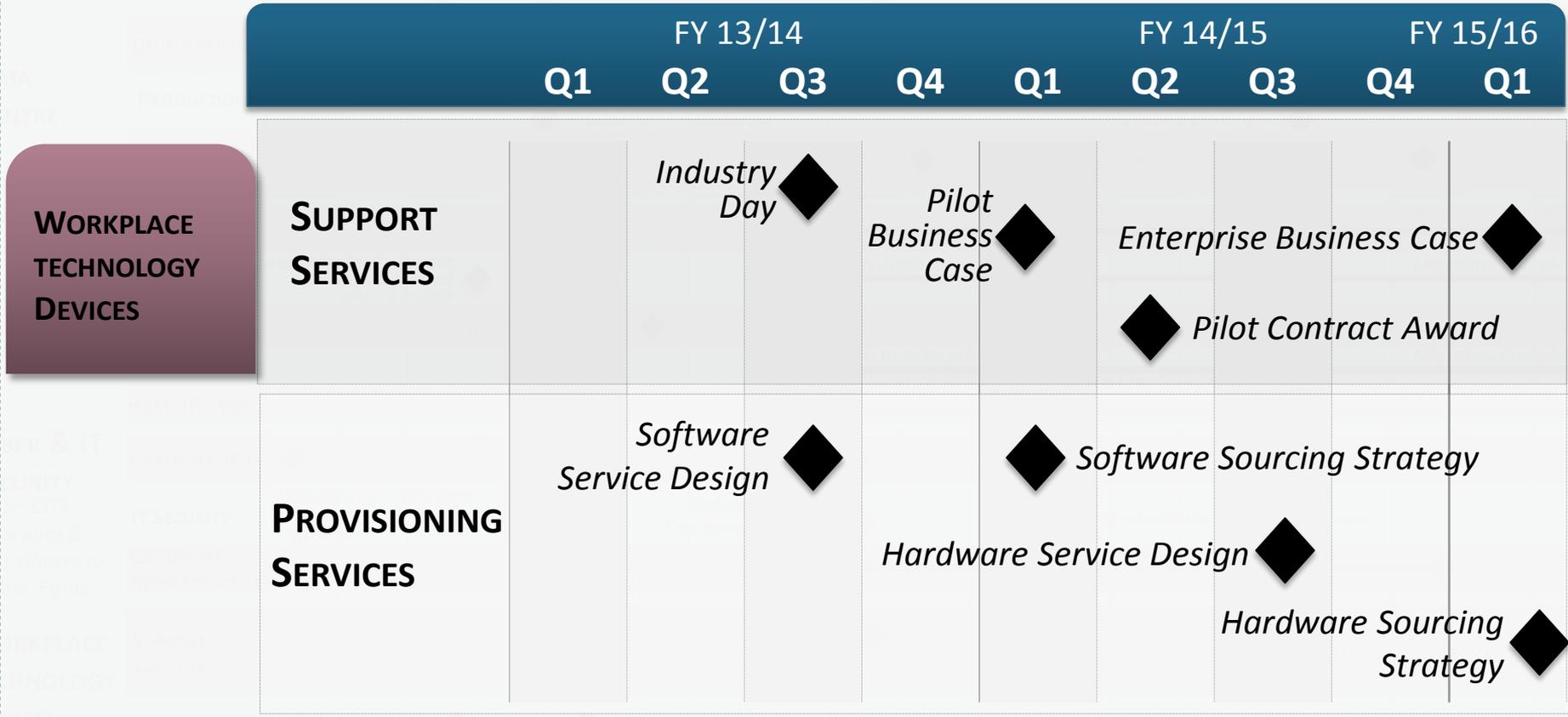
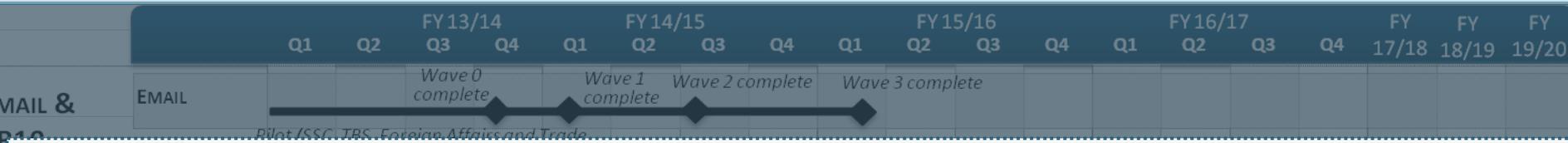
Key components include:

- Single **enterprise-wide network** with enhanced capacity and robustness
- Ultra high-speed, no fail **connectivity between data centres**
- Greater, more secure **Internet connectivity**
- Streamlined and **wireless** telecom infrastructure inside buildings
- **Voice services (VoIP)** (wired and wireless)
- More desktop **videoconferencing services**
- Contact Centre Infrastructure Services
- **Enhanced security** through consolidated security services and increased perimeter security

Transformation Timelines



SSC Transformation Timelines – Workplace Technology Devices



What To Expect Over The Next Year



- Wave 0 and Wave 1 departments are migrated to new Email and Blackberry 10 services



- Transformation of the current hardware/software/network supply arrangements to support platform standardization
- DEV 1 and PROD 1 come online – migrations begin
- Sourcing



- GCNet is procured and detailed implementation planning and execution begins
- VC services established; Contact Centre enterprise technology services and hosted IP service procured



- Security Operations Centre release 2
- Plan for consolidation of secure infrastructure developed



- Industry engagement (industry days and Architecture Framework Advisory Committee)
- Pilots selected and procured
- Software and hardware standardization and provisioning services begin

What is the Workplace Technology Devices initiative?

- The Workplace Technology Devices (WTD) initiative will standardize, consolidate and re-engineer the delivery of end user device hardware, software and associated support services in the Government of Canada to reduce costs and increase security for 95 organizations (includes SSC, and 43 partner and 51 client departments and agencies).
- The initiative was established following announcements in Budget 2013 and the approval of Orders-in-Council (OiC) 2013-0368 in April 2013.
 - The OiC mandated SSC with the responsibility for the procurement of hardware and software, including security software, and related support services for end user devices.
 - Organizations continue to be responsible for WTD support services, however SSC was asked to explore how these services could be modernized.



Workplace Technology Devices Initiative: Background

*“Economic Action Plan 2013 takes concrete action to reduce duplication in government information technology (IT) by **standardizing and consolidating the procurement** of end-user devices and transitioning to a single platform for federal email systems.*

Federal departments are currently individually responsible for procuring end-user IT devices for their employees—including computers, operating software, and peripherals such as Printers—as well as providing the associated IT support services. Duplication of effort in these activities has resulted in the Government spending significantly more than the private sector.

By moving away from each department independently managing these activities, there are opportunities to drive economies of scale, achieve savings for taxpayers and improve service. Therefore, Economic Action Plan 2013 announces the consolidation and standardization of software procurement for end-user devices for federal employees, resulting in annual savings of \$8.7 million beginning in 2014–15. Moving forward, the Government will explore further whole-of-government approaches to reduce costs in the area of procurement of end-user devices and associated support services”.
– Budget 2013.

Thank you!





Background on the Workplace Technology Devices Initiative and Justice Canada Pilot Overview

Gail Eagen,

Director General, Workplace Technology Devices Initiative,
Transformation, Service Strategy and Design,
Shared Services Canada

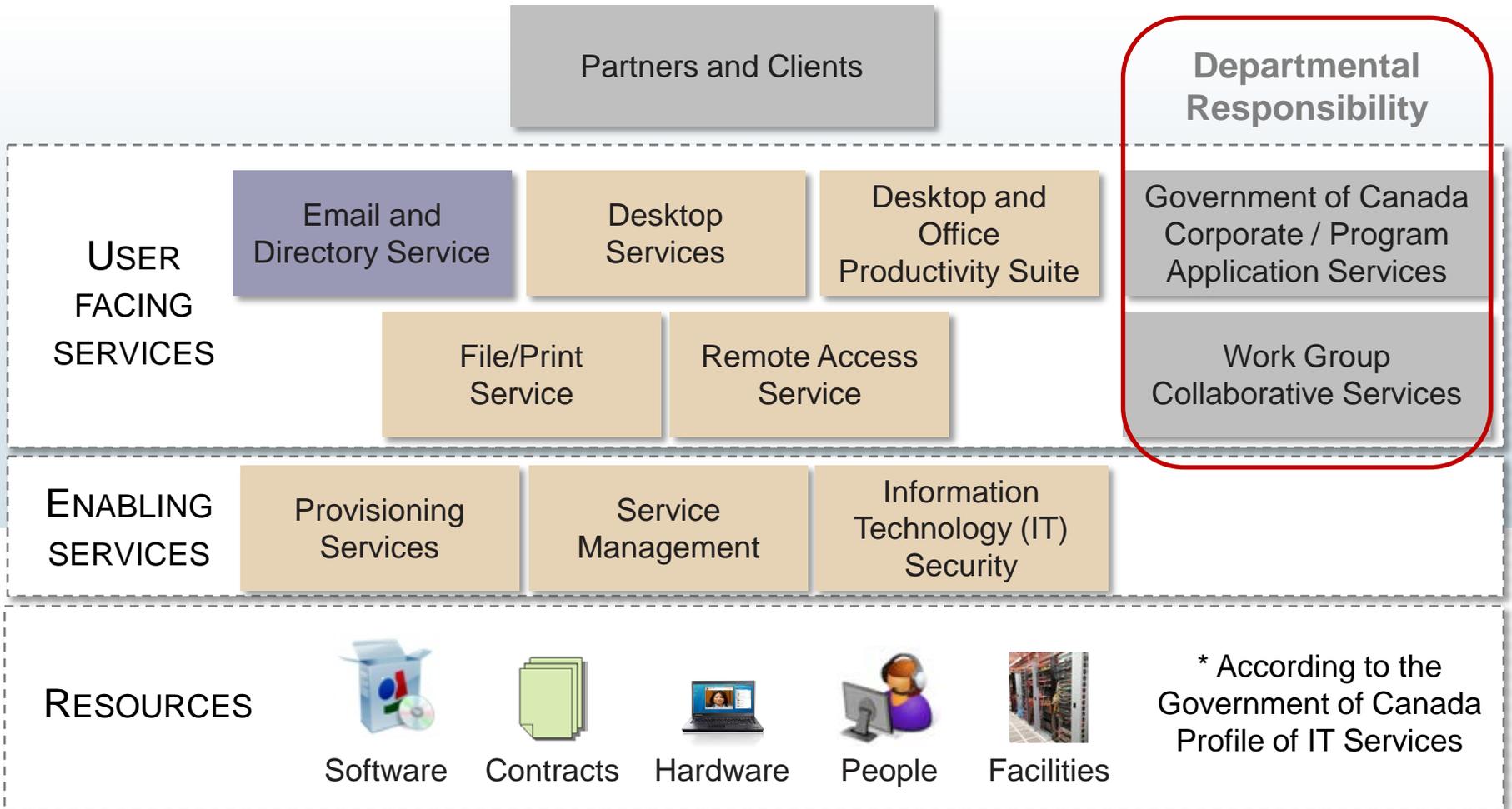
André Arsenault

Director, Workplace Technology Devices Initiative,
Transformation, Service Strategy and Design,
Shared Services Canada



- Scope the Workplace Technology Devices initiative and update on current activities
- Justice Canada Pilot Overview

WTD initiative - Scope*



Legend:

Email – Shared Services Canada (SSC) Scope

Workplace Technology Devices Scope

Departmental scope

WTD initiative - Scope



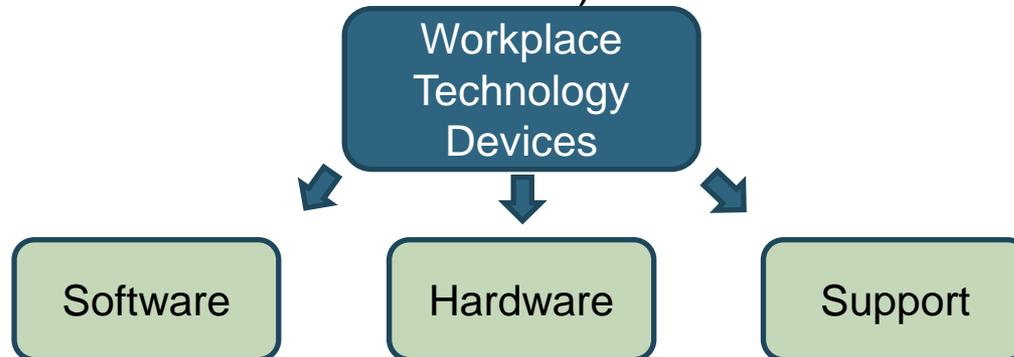
- WTD Hardware includes client computers: desktops, laptops, notebooks, tablets and peripherals such as printers and scanners. Hardware services include Acquisition and Provisioning.



- WTD Software includes operating systems, office productivity suite, and security software (e.g. Antivirus). It also includes desktop virtualisation technologies and mobile device management. Software services include Acquisition and Provisioning.



- WTD Associated Support services include Level 1 Service Desk Support, Level 2 Deskside Support (break-fix, troubleshooting, configuration and installation), WTD Device Engineering and Management (e.g. Patch Management and Software Distribution).



WTD initiative - Current State in the GC

- The GC spends an estimated \$660M annually on WTDs:
 - ~50% for end user device hardware and software acquisition.
 - ~50% for associated support services.
- There are approximately 400,000 devices.
- WTDs are currently costing departments an estimated **\$1,650 to \$2,750 per device** (represents full asset life cycle – Hardware, Software, and Support).
 - Industry benchmarks are significantly lower.
- Departments are currently responsible for support services and efforts are underway to consolidate the procurement of WTD software and hardware within SSC.

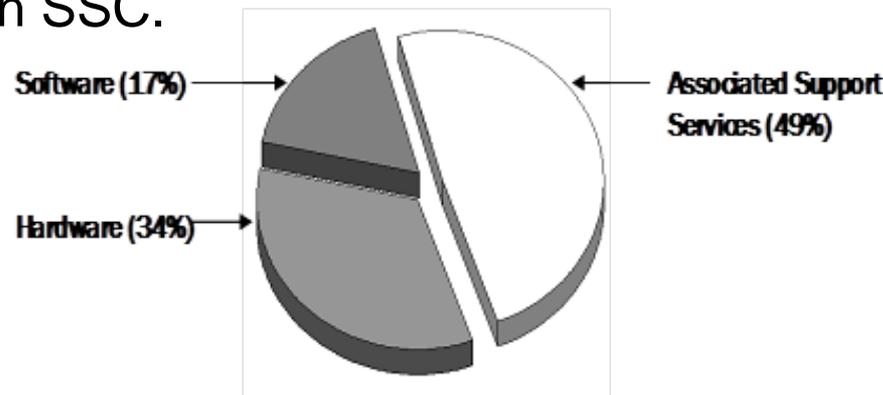


Figure 1: Breakdown of Current Costs

WTD initiative – SSC Key Activities

Software

- SSC will standardize software offerings and consolidate procurement to leverage the government's purchasing power.
- Asset management will be centralized and consolidated within SSC.
- During the transition period, partners and clients are to use existing procurement instruments (except for Microsoft products, which SSC will procure).

Hardware/Devices

- SSC will standardize device offerings and consolidate procurement to leverage the government's purchasing power.
- During the transition period, partners and clients are to use existing procurement instruments.

Associated Support Services

- Partners and clients remain responsible for providing WTD Support Services.
- SSC will initiate pilot projects to explore optimal, cost-effective service delivery solutions for WTD Support Services.

WTD initiative - High Level Objectives for Pilot Projects

	Objective	Description
1.	Pricing	Obtain “true” pricing from vendors that can be used in the WTD Business Case.
2.	User Segmentation and Requirements	Understand / evolve the user segmentation model and WTD business requirements for the Government of Canada.
3.	Regional / International Delivery	Understand approaches and risks for delivering services across the country and the world.
4.	Emerging Technology	Test emerging technologies (e.g. anywhere, anytime, any device).
5.	Service Delivery and Sourcing Strategy	Compare various service delivery and sourcing options.



Justice Canada Pilot Overview

Safe Harbour Statement

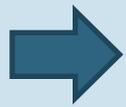
The information contained within this presentation is intended to communicate preliminary requirements for the Justice Canada Pilot as part of an Industry engagement process and cannot be interpreted as a final contractual document.

Justice Canada Pilot – Business Objectives

1. Meet the operational requirements of Justice Canada with minimal impacts or change to users.
2. Use this pilot as a case study to:
 - a) Help inform the WTD Enterprise Business Case
 - b) Gather information on costing, requirements and risks related to delivering services to regional locations and remote users.
 - c) Learn from a hybrid sourcing option where GC employees deliver Level 2 Deskside Support in collaboration with a vendor delivering Level 1 Service Desk and Level 3 WTD Engineering and Support services.
3. Evolve the GC Enterprise requirements and user segmentation strategy.

Justice Canada Pilot* - High Level Scope at a Glance

Attribute	Scope
Size	<ul style="list-style-type: none">• ~5,850 end user devices
Location	<ul style="list-style-type: none">• NCR and Regions• Includes Justice Canada and Public Prosecution Service of Canada
Technology	<ul style="list-style-type: none">• “Traditional” Thick Client End User Devices• Printer Fleet Maintenance and Support
Service Scope	<ul style="list-style-type: none">• Level 1 Service Desk• Level 2 Deskside Support (National Capital Region only)• Level 3 Desktop Engineering and Support
Contract Length	<ul style="list-style-type: none">• 4 to 5 years
Timing	<ul style="list-style-type: none">• Request for Proposal responses received by end of March, 2014



*The Justice Canada Pilot will consist of a Request for Proposal (RFP) for IT Support Services currently contracted out (current contract expiring on March 2015)

Justice Canada Pilot - Current State

Attribute	Parameters
End User Devices*	<ul style="list-style-type: none"> • ~4,600 Desktops** • ~1,250 Notebooks • ~55 Windows 8 Tablets • ~1,175 Printing devices
Locations	<ul style="list-style-type: none"> • Offices in 11 cities across Canada • 13 different locations in the National Capital Region (NCR)
Number of Users	<ul style="list-style-type: none"> • ~6,000 users (Justice Canada ~5000 + Office of the Director of Public Prosecutions ~1,000)
Service Desk Call volumes	<ul style="list-style-type: none"> • ~36,000 Incidents per year
Sourcing Model***	<ul style="list-style-type: none"> • Contracted out: <ul style="list-style-type: none"> • Level 1 Service Desk – Enterprise Service • Level 2 Deskside Support –NCR locations only • Level 3 Desktop Engineering and Support – Enterprise Service • Insourced (GC employees): <ul style="list-style-type: none"> • Level 2 Deskside Support – Locations outside NCR
Service Requests	<ul style="list-style-type: none"> • ~7,000 Service Requests per year (NCR) • ~16,000 Service Requests per year (Total)
Operating System	<ul style="list-style-type: none"> • Windows 7 (implementation to be completed by contract award)

* The Department delivers services through a mix of co-located departmental legal services units. In most cases, client departments are providing end users devices and associated support services to Justice Canada employees.

** Note that Justice Canada is moving towards a 70% Laptop / 30% Desktop mix over the next 12 months.

*** Sourcing model to remain unchanged

Justice Canada Pilot – Hardware/Devices Provisioning Scope

Attribute	Vendor Responsibility	GC Responsibility
Ownership of all existing and new desktops, notebooks, Windows 8 tablets, printers and WTD related Software		Yes
Procurement of all new WTD devices (desktops, notebooks, Windows 8 tablets, printers), WTD related Software and printing consumables		Yes
Pre-staging of desktops, notebooks, Windows 8 tablets and printers	Yes	

Justice Canada Pilot - Level 1 Service Desk Provisioning Scope

Attribute	Vendor Responsibility	GC Responsibility
Telephony toolset such as, Toll-free number(s), Automatic Call Distribution (ACD) and Interactive Voice Response solution (IVR)	Yes (On Vendor's premises)	
Toolset for tracking of incidents, problems, changes, service requests (including Approval Workflow), and Configuration Management Database (CMDB)	Yes (On Vendor's premises)	
Toolset for remote control of end user devices (Microsoft System Center Configuration Manager 2012)		Yes (On GC premises)
Provisioning of Self-service portal for end users, (includes , opening of tickets, searchable knowledge base, status open tickets, announcement of system outages and etc...)	Yes (On Vendor's premises)	
Resourcing to log, troubleshoot, resolve all Level 1 calls from Justice Canada users for applications and infrastructure	Yes (On Vendor's premises)	
Resourcing to assign/escalate tickets to other support levels	Yes	

Justice Canada Pilot - Level 2 Deskside Support Provisioning Scope

Attribute	Vendor Responsibility	GC Responsibility
Resourcing for Level 2 Deskside Support (for Incidents and Service Requests)	Yes – NCR locations	Yes – Locations outside NCR
Resourcing for Break / Fix Services for hardware (End User Devices and Printers)	Yes	
Procurement of spare parts not under warranty		Yes
Coordination with hardware vendors for parts and warranty services	Yes	

Justice Canada Pilot - Level 3 WTD Engineering and Support Provisioning Scope

Attribute	Vendor Responsibility	GC Responsibility
Software licenses and IT infrastructure of toolset for WTD Engineering and Support (includes Microsoft System Center Configuration Manager 2012)		Yes (On GC premises)
Configuration and management of toolset for WTD Engineering and Support (includes Microsoft System Center Configuration Manager 2012)	Yes	
Image Management and Desktop Operating System deployment	Yes	
Certification of new applications to be added to the image baseline	Yes	
Software Packaging and Distribution	Yes	
Patch Management and Distribution for end user devices	Yes	
Anti-Virus Updates for end user devices		Yes

Justice Canada Pilot – Provisioning Scope of Other Services

Attribute	Vendor Responsibility	GC Responsibility
Network Storage (share drives)		Yes
Support existing Justice Canada Terminal Services solution servers and OS		Yes
Manage existing Justice Canada Terminal Services solution presentation layer (e.g. Software layer on Terminal Services solution)	Yes	
Provide Network Connectivity (Local and Remote) to end users		Yes
Privilege and Computer Network Account Management		Yes
LAN Management, Network Management and Monitoring		Yes
Print Server hardware and Printer Queue Management Software (including Maintenance and Support)		Yes

Justice Canada Pilot - Contract and Security Requirements

Attribute	Justice Canada Pilot Requirements
Limitation of Liability	<ul style="list-style-type: none">• The existing “Professional Services” Commodity Class will be used for the Limitation of Liability clauses
Benchmarking	<ul style="list-style-type: none">• Industry benchmarking clauses will not be included in this contract
Data Sovereignty	<ul style="list-style-type: none">• All data related to the solution must reside in Canada. This includes Service Management data
Personnel Security Requirements	<ul style="list-style-type: none">• Depending on their specific role, vendor support staff may be required to be:<ul style="list-style-type: none">• Canadian Citizens• Secret Cleared

Justice Canada Pilot - Service Catalog Requirements

Catalog Item	Attributes
Office Worker	<ul style="list-style-type: none">• Desktop Device• NCR or Regional user• Standard Support or Premium Support
Mobile Worker	<ul style="list-style-type: none">• Laptop Device and Docking Station• NCR or Regional user• Standard Support or Premium Support
Network Printer	<ul style="list-style-type: none">• NCR or Regional location• Standard Support
Personal Printer	<ul style="list-style-type: none">• NCR or Regional location• Standard Support
Service Requests	<ul style="list-style-type: none">• Simple, Complex and “Priced Separately” Requests• A baseline number of Simple and Complex service requests are to be included in core service price• “Priced Separately” Requests will be priced by the vendor at the time of the request

Justice Canada Pilot - Level 1 Service Desk Targeted Service Levels

Attribute	Standard Support	Premium Support
Hours of Operation	<ul style="list-style-type: none">• Attended: 6:00 - 20:00 [EST]<ul style="list-style-type: none">○ Live agents processing phone calls and emails requests○ Troubleshoot, escalate to the appropriate group, if required• Unattended: 20:01 – 5:59 [EST]<ul style="list-style-type: none">○ Agent is on standby only○ Phone requests only, emails are processed the following working day○ Users leaves a voice message and agents have 30 minutes to call back○ Best effort, no Deskside Level 2 on stand-by (unless special arrangement), unresolved incident are dealt with the following working day	<ul style="list-style-type: none">• Same as standard

Justice Canada Pilot - Level 1 Service Desk Targeted Service Levels

Attribute	Standard Support	Premium Support
Max. Time to Answer	<ul style="list-style-type: none"> • 3 rings, 95% of the time 	<ul style="list-style-type: none"> • 3 rings, 95% of the time
Max. Time On Hold	<ul style="list-style-type: none"> • 2 minutes, 95% of the time 	<ul style="list-style-type: none"> • 30 seconds, 95% of the time
Max. Time to Escalate Unresolved Incidents	<ul style="list-style-type: none"> • 30 minutes, 95% of the time 	<ul style="list-style-type: none"> • 15 minutes, 95% of the time
Max. Time to Respond to Self Serve and Email Initiated Incidents	<ul style="list-style-type: none"> • 30 minutes, 95% of the time 	<ul style="list-style-type: none"> • 5 minutes, 95% of the time
First Call Resolution Rate (apps and infrastructure)	<ul style="list-style-type: none"> • 85% (for WTD related tickets) 	<ul style="list-style-type: none"> • 85% (for WTD related tickets)
Service Desk Tool Availability	<ul style="list-style-type: none"> • 99.5% uptime 	<ul style="list-style-type: none"> • 99.5% uptime
Max. Time to Restore for Service Desk Tool	<ul style="list-style-type: none"> • 4 hours 	<ul style="list-style-type: none"> • 4 hours

* FGWD – Federal Government Working Days

Justice Canada Pilot - Level 2 Deskside Support Targeted Service Levels (NCR)

Attribute	Standard Support	Premium Support
Hours of Operation	<ul style="list-style-type: none"> 7am – 6pm (EST) on FGWDs* 	<ul style="list-style-type: none"> 24 hours on FGWDs*
Response Time	<ul style="list-style-type: none"> 4 hours from ticket assignment, 95% of the time 	<ul style="list-style-type: none"> 2 hours from ticket assignment, 95% of the time
Maximum Time to Restore	<ul style="list-style-type: none"> 1 FGWD, 95% of the time 	<ul style="list-style-type: none"> 4 hours, 95% of the time
Maximum Time to Fulfill Service Request	<ul style="list-style-type: none"> 5 FGWDs* for Simple requests, 95% of the time 20 FGWDs* for Complex requests, 95% of the time 	<ul style="list-style-type: none"> 5 FGWDs* for Simple requests, 95% of the time 20 FGWDs* for Complex requests, 95% of the time

* FGWD – Federal Government Working Days

Justice Canada Pilot - Summary of Questions for Industry Feedback

1. Based on the information provided on the Justice Canada pilot(s), please comment on the proposed scope and approach.
2. Do you have any comments or recommendations with respect to the approach for leveraging the Government-Furnished Equipment?
3. Given that Justice Canada end users are dispersed across the country, what strategies and options would vendors employ to ensure that these users receive consistent services? Can you share any lessons learned from previous experiences in delivering WTD support services to large geographically-distributed organizations?
4. Given the scope of the Justice Canada Pilot, do you have any suggestions on the pricing and evaluation strategy that should be applied to the Pilot RFP?
5. Do you have standard catalogue offerings for WTD services? If so, what are they and what are the corresponding pricing models?
6. Are there emerging technologies or service enhancements for Workplace Technology Devices that SSC should consider testing through this pilot or another one?
7. How could the contract(s) be structured to allow new and emerging technologies to be leveraged while ensuring value to the crown over a long term contract?
8. What level of current state detail would be required to provide an accurate proposal and proceed with implementation of a pilot project?
9. What would you identify as the key challenges or barriers in providing WTD services that meet business needs (e.g. mobility, scalability, adaptability to new technology)?
10. Other comments?

Next Steps

- Industry representatives are invited to submit written responses to the questions included in the notice and discussed today by November 20th 2013.
- If clarification on any of the responses is required, follow-up meetings may be scheduled by SSC if necessary.
- Additional industry engagement activities will be scheduled in the future in order to discuss broader considerations.
- A draft of the Justice Canada RFP will be released for industry feedback.
- The final Justice Canada RFP is expected to be released early March, 2014.

Questions?
(for suppliers only)





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Justice Canada Pilot Procurement Approach

Michelle Beaton

Supply Team Leader

Procurement and Vendor Relationships,
Shared Services Canada



Shared Services
Canada

Services partagés
Canada

Canada

- Procurement considerations for the WTD initiative
- Overview of SSC Procurement Processes
- Engagement Activities Schedule
- Procurement Approach and Schedule for the Justice Canada Pilot

Procurement Considerations for the WTD Initiative

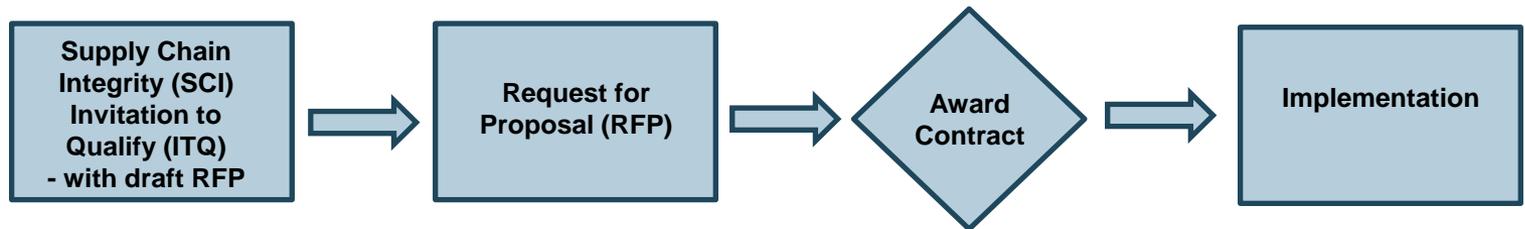
- A National Security Exception (NSE) may apply.
- WTD will leverage the PWGSC Fairness Monitor Program to oversee all related procurement activities. Please go to <http://www.tpsgc-pwgsc.gc.ca/se-fm/index-eng.html> for more information.
- It is anticipated that for all WTD pilot procurements, the vendor will be required to hold a valid Secret Level Security clearance.

SSC Procurement Processes

Traditional Request For Proposal*



Two-Phase Approach (Supply Chain Integrity (SCI) Invitation to Qualify)*



Three-Phase Approach (Collaborative Procurement Solutions – CPS)*



* Engagement activities such as Industry Days, Letters of Interest, Requests for Information, etc. may precede the formal tendering process

Justice Canada Pilot – Industry Engagement Activities Schedule

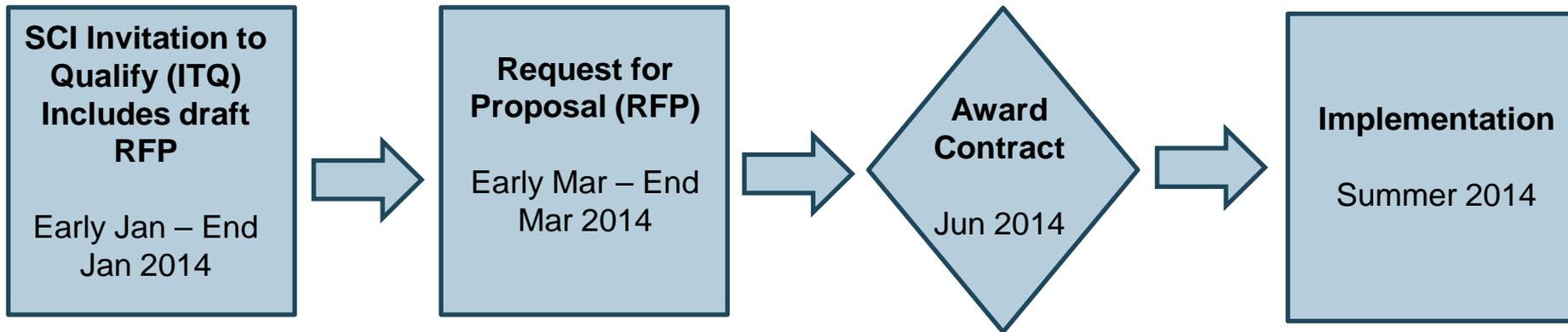
Justice Canada Pilot Industry Engagement Activities



Written Submissions

Justice Canada Pilot - Anticipated Procurement Approach and Schedule

Two-Phase Approach (Supply Chain Integrity (SCI) Invitation to Qualify (ITQ))



Questions?
(for vendors only)





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Supply Chain Integrity (SCI)

Workplace Technology Devices Initiative
Industry Day

November 8, 2013

Raj Thuppal, Director General, Cyber and IT Security Transformation Program

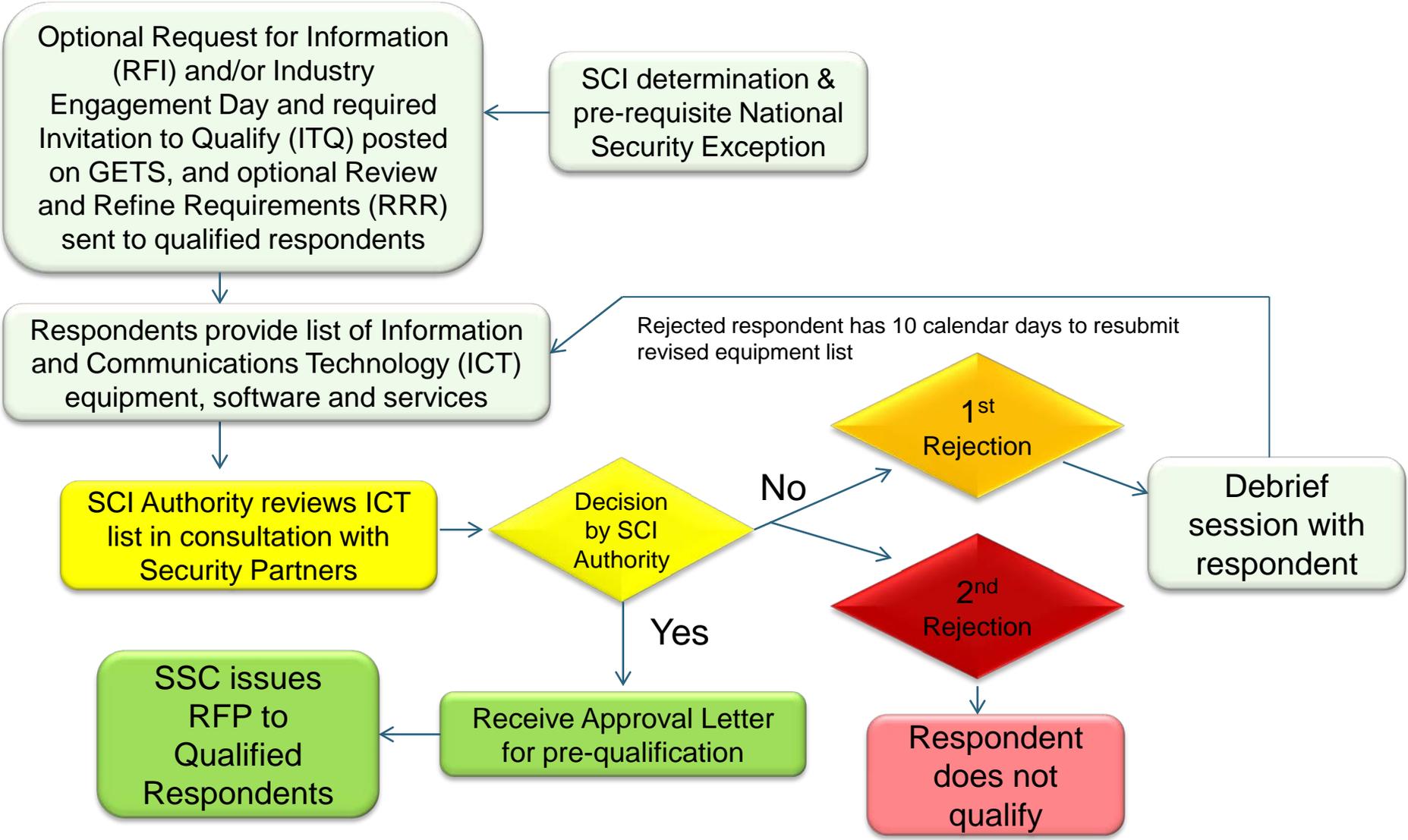


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SCI in Competitive Procurements

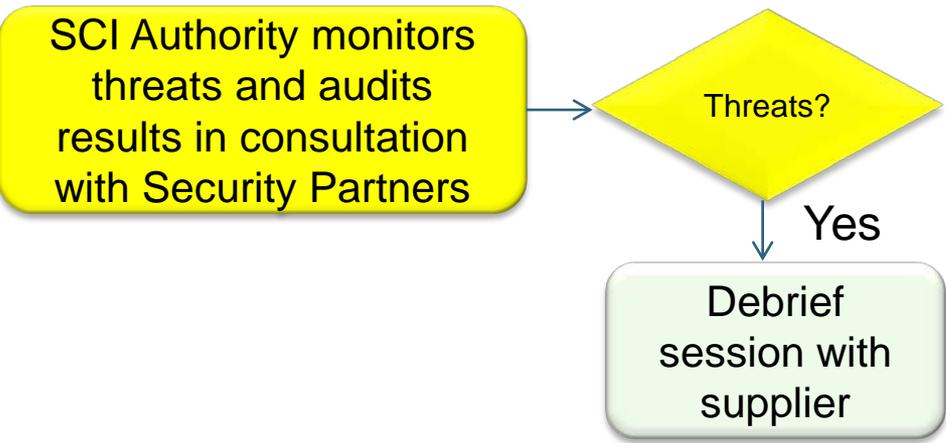
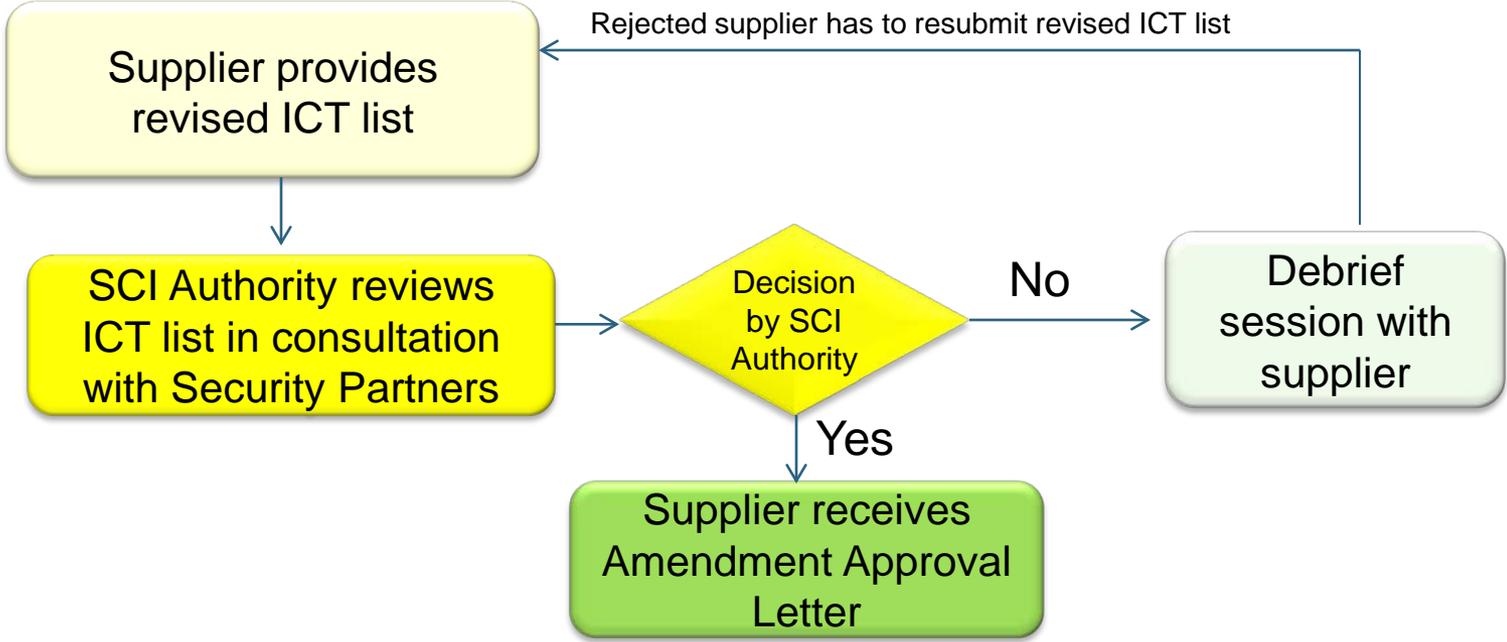


Required Information from the Respondents

- Once the SOW is finalized, GC will request that the respondents provide their Supply Chain Security Information. More specifically, when it applies, the GC will be requesting the following detailed information:
 1. List of equipment used to deliver the service (vendor, manufacturer, model number, software load version).
 2. List of subcontractors (names of companies and the location from where these services are delivered).
 3. All of the above applies for sub-contractors and partners (sub-contractors and their own sub-contractors). This should include all companies who will be sub-contracted to provide equipment or services as part of the Workplace Technology Devices Initiative.

On-going Supply Chain Integrity Auditing

On-going SCI auditing from the moment the contract has been awarded until it ends.



Internal threat evaluation can lead to the questioning/exclusion of specific equipment/services



Cyber & Supply Chain Threats to the GC

Services partagés Canada – Workplace Technology Devices (WTD) Initiative

- November 8, 2013
- Carey Frey, Director Strategic Relationships Office
Communications Security Establishment Canada



CSEC: What We Do

- CSEC: Canada's national cryptologic agency
- Our Mandate
 - Foreign Signals Intelligence
 - IT Security
 - Support to Lawful Access
- 'B' Mandate
 - To provide advice, guidance and services to help ensure the protection of electronic information and of information infrastructures of importance to the Government of Canada



CSEC: IT Security Program

- We help prevent, detect and defend against IT security threats and vulnerabilities
- CSEC provides unique technical expertise, capabilities and classified information that we use to complement commercial security technologies available to IT security practitioners
- We use our own methods and operations to detect and defend against threats that are not in the public domain



Effects of Market Forces on Technology

- Market forces favour commercial and personal technologies over requirements for security features
- Our society is almost totally dependent on software and hardware commercial technology providers from global markets
- New products and new versions of products are rapidly produced
- No regulatory framework exists for hardware/software safety and security
- Traditional government policies and processes impose security requirements after products and systems have been developed
- Few incentives for commercial technology developers to invest in security



Technology Vulnerabilities

- “People write software sloppily. Nobody checks it for mistakes before it gets sold”
 - Peiter Zatkó (Mudge), WhiteHouse Cyber-Security Summit (2000)
- Unintentional vulnerabilities or weaknesses
 - Design flaws
 - Implementation errors
- **Cyber Threat** – a threat actor, using the Internet, takes advantage of a known vulnerability in a product for the purpose of exploiting a network and the information the network carries
- Intentional vulnerabilities or weaknesses
 - Predetermined deliverables can be implanted in a product with or without knowledge of company.
- **Supply Chain Threat** – a product can be easily tampered with in the supply chain to later facilitate a cyber-intrusion against that product in order to exploit a network and the information the network carries



The Evolving Cyber-Threat

- Today, malicious cyber activities are directed against Canada and our closest allies on a daily basis
- Threat actors range in sophistication from malfeasant hackers to organized crime groups, to terrorists to nation states
- Canadians trust the GC to defend Canada's cyber sovereignty and protect and advance our national security and economic interests



An Issue of National Security

- **Cyber security risks from end user devices**
 - Easily compromised by cyber threat actors
 - Vulnerable to vast range of social engineering techniques & variants of malicious software
 - Difficult to remediate if exploitation becomes persistent eg: through BIOS
 - Subjects other devices on the same network & infrastructure to easier compromise
 - Must be frequently patched to remain secure
 - Often connected in untrusted environments and introduce vulnerabilities into secure enterprises
- **Risks from the supply chain**
 - Hardware and software are delivered with pre-positioned capabilities to facilitate cyber exploitation
 - Managed services present increased risks of social engineering, theft of credentials and access to GC information



GC Procurements

- CSEC is working in partnership with GC departments to eliminate or significantly reduce risks to the GC from cyber threats & global supply chain vulnerabilities
- CSEC will provide follow-up briefings on supply chain risk mitigation to interested suppliers for GC consolidated initiatives
 - Companies must be willing to sign a CSEC non-disclosure agreement to receive this information
- Various security requirements for cyber-protection, cyber-defence and supply chain risk mitigation may be stated and must be met in order to successfully bid on such initiatives
 - As the IT Security authority for the GC, CSEC will seek long-term partnerships with successful suppliers
 - CSEC will assist Shared Services Canada in conducting any supply chain pedigree analysis where required for proposed procurements
- Examples of these requirements can be found on CSEC's website under Technology Supply Chain Guidance

Questions?
(for suppliers only)



Recap & Closing Remarks

