Digital User Expo
Questions and Answers

Questions and answers pulled from the Digital User Expo Q&A Activity from April 8, 2019 to April 30, 2019.

Q: **Does this next generation solution pull together pay and leave systems?**

The NextGen solution will include HR and pay functions, including leave functions.

Q: **I see on the site there is only three applications to test. Is there only 3 now? I know it was five vendors months ago.**

The NextGen team is currently working through an active process. At this stage, a list of qualified vendors (Ceridian, SAP and Workday) has been established. The GC will continue to work with suppliers and stakeholders to develop the best options.

Q: **Will we get answers to all the questions/feedback left on the post-its at the in-person sessions held a month or two ago?**

The post-it note exercise during the User Expos was an opportunity for the NextGen Team to collect feedback on what a NextGen solution could look like for public servants, as well as feedback on current HR and pay business processes. Questions collected during the User Expos will not be posted publicly. If you have a specific question related to our work, we encourage you to use this platform as we have committed to responding to all questions as part of this exercise publicly.

Q: **Will there be an opportunity to rank priority features by vote?**

Not at this time.

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Q: Would the same system generate records of employment, T4s, etc?

All modern end-to-end HR and pay systems have the ability to generate T4s and records of employment from a single system. As such, the NextGen solution will look at doing the same.

Q: I would like to know more about the applications we are testing. I also would like to offer advice, but there was no expo in my area.

Any future in-person engagements will be posted via canada.ca/next-generation.

Q: Will you be using a staggered approach this time (i.e. pilot with smaller departments/agencies) before releasing it across the government?

As noted in Budget 2019, as a next step NextGen will work with suppliers and stakeholders to develop the best options, including pilot project(s) that will allow for further testing with select department(s) and agency(ies), while assessing the ability of suppliers to deliver.

Q: I cannot open 2/3 demo's on the computer available for use at work?

Thank you for your feedback. We understand at this time that security at CRA is preventing some links from opening. We have advised your department in the hopes of resolving this issue soon.

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Q: This was sent to my department today and the in person tests only after they were done. Will you communicate in a timely manner or just after decisions are made?

Communications for the NextGen Digital User Expo were shared between April 2 and April 5th with departments and agencies, as well as posted on the NextGen website canada.ca/next-generation. In a similar fashion, in-person expos were communicated in the same way. We continue to keep departments and agencies updated on our work, and encourage public servants to continue to follow our website for all updates, get involved and share their feedback.

Q: Post Expo engagement dates on your main welcome page - still cannot find!

Any future in-person engagements will be posted via canada.ca/next-generation under the timeline located on the right of the page (select "full timeline" for complete details). At this time, we have not communicated any plans for any future in-person engagements.

Q: How will the new system manage Isolated Post Allowances and Vacation Travel Allowances for employees posted in the North or remote locations?

NextGen has ensured that, as part of the agile procurement process, a variety of allowances are being considered throughout the evaluation process. These considerations will allow for the future solution to meet the needs of all government employees, including remote workers.

Q: There should be quick and easy way to reach to the Pay Compensation team of the department with individual problem on pay stub. Any plan on this?

NextGen is applying a service design approach to solving current HR and pay issues. We are conducting research specifically focused on understanding user needs, wants, and issues which allows for new ways of thinking and problem solving. One of the components of the new solution will be comprehensive and user-friendly pay stubs.

Q: Will there be consideration for future work contexts (e.g. precarious labour)? For example, will the chosen option include the ability to pay by the day?

NextGen is applying a service design approach to solving current HR and pay issues. As part of the procurement criteria, bidders are measured on how their proposed solution will best meet the requirements of the Government of Canada as employer, including future work contexts.

Q: New systems need to be two way communication with client and not limited to one way email service response from a service representative.

NextGen is applying a service design approach to solving current HR and pay issues. The team has conducted user research focused on discovering users' needs, wants and issues' in order to procure the most ideal end-to-end HR and pay solution. A solution that will apply a balanced approach between technology, people, and business; such as a comprehensive helpdesk with user-centric functionality.

Q: Will this system accurately capture 'Extra Duty Pay' for Stat Holidays, Overtime Pay and Shift Premiums? This is especially crucial for our many shift workers.

NextGen has ensured that as part of the agile procurement, a variety of allowances are being considered throughout the evaluation process. These considerations will allow for the future solution to meet the needs of all government employees and to ensure accurate and timely pay going forward.

Q: Are there any opportunities for the chosen vendor to build off the previous pay solution pre-Phoenix (e.g. where the net pay calculator currently resides)?

The ultimate goal of a NextGen solution is an intuitive and efficient end-to-end HR and pay system. In order to best meet this goal, a future solution will not build on previous solutions. Instead, the chosen solution will be using a comprehensive, modern, and flexible technology provided by the vendor.

Q: One problem with Phoenix is it is not as user friendly when PSEs do not report to PSEs. Hope the new system will be the same for everyone.

NextGen is applying a service design approach to solving current HR and pay issues. The team has conducted user research focused on discovering users' needs, wants and issues' in order to procure the most ideal end-to-end HR and pay solution. The ideal solution will be chosen/built with the user in mind and will take policy requirements into consideration to allow for change where required.

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Q: Will you have actual people answer calls to work with you to solve the problem immediately or direct you to another person like the previous system had?

NextGen is applying a service design approach to solving current HR and pay issues. The team has conducted user research focused on discovering users' needs, wants and issues' in order to procure the most ideal end-to-end HR and pay solution. A solution that will apply a balanced approach between technology, people, and business such as a comprehensive helpdesk with user-centric functionality.

Q: Would like to be able to speak to a pay person in my own building like I used to be able to.

NextGen is applying a service design approach to solving current HR and pay issues. The team has conducted user research focused on discovering users' needs, wants and issues' in order to procure the most ideal end-to-end HR and pay solution. A solution that will apply a balanced approach between technology, people, and business such as a comprehensive helpdesk with user-centric functionality.

Q: There seems to be a disconnect between employees, the pay centre and compensation advisors. I hope the new system is able to connect everyone better.

NextGen is applying a service design approach to solving current HR and pay issues. The team has conducted user research focused on discovering users' needs, wants and issues' in order to procure the most ideal end-to-end HR and pay solution. A solution that will apply a balanced approach between technology, people, and business such as a comprehensive helpdesk with user-centric functionality.

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Q: Will there be a test for roles other than an employee (e.g. s. 33 approver, finance roles for reporting/ monitoring/ oversight)? These are major deficiencies now.

As part of NextGen's agile procurement process, the team has engaged subject matter experts to evaluate various functionalities of the proposed solutions including finance subject matter experts who revised the salary forecasting capability; workflow approvals for section 32/33/34; and auditing and reporting. Any proposed solution would be thoroughly tested by end-users and enablers before wide spread implementation.

Q: I would like to see an employee's annual salary listed on the pay stub. Is this a possibility?

NextGen is applying a service design approach to solving current HR and pay issues. The team has, and are continuing to, conduct research specifically focused on understanding users' needs, wants, and issues. A by-product of this research is a future HR and pay solution that comprises comprehensive and user-friendly pay stubs, including the ability to view annual salaries.

Q: Need to be able to access the pay slips from home. Those on mat leave, disability, long term sickness, etc. should have the right to see their pay info.

NextGen recognizes the importance of being able to access HR and pay remotely. While the solutions available as part of the User Expos were presented as a browser-based applications, a new Government of Canada digital solution will be mobile, accessible and available 24/7.

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Q: I'm with CFIA and I had issue with getting in to the demo, once in I couldn't access the training info.

Thanks for your feedback. We've tested this issue on our end, and recognize that it may relate to the pop-ups disabled by the GC.

Q: Will there be full validation testing of this new system before rolling it out?

NextGen will work with vendors and stakeholders to develop the best practices, including pilot project(s) that will allow for further testing.

Q: Will the new pay system be accessible from our home computers? Most of us do not keep our banking information at work.

NextGen recognizes the importance of being able to access HR and pay remotely. While the solutions available as part of the User Expos were presented as a browser-based applications, a new Government of Canada digital solution will be mobile, accessible and available 24/7.

Q: "What is missing?" It is difficult to answer this question based on the demos. What are the functional requirements expected from these demos?

As part of the User Expos, public servants were provided with an employee self-service version of solutions to experiment with, and offer an opportunity to provide early feedback on the solution's interface. While these versions are high level, having them presented to users is a first step in involving public servants and gain an understanding in what features are missing.

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Q: Thanks for working in the open but it seems this has died down. How are you selecting files to be shared and when can we expect them posted? More info please!

The NextGen team has committed to working in the open by sharing our documents. Materials have recently been posted to the NextGen Wiki, and as work on the NextGen initiative progresses and materials become available for public posting, the team will update the NextGen website and Wiki page.

Q: Interested to know if this so called system have proven itself anywhere or are we the first to pioneer the NextGen system?

As part of the official procurement, the NextGen Team has asked vendors to provide references of other organizations currently leveraging their systems. These systems are active in the private sector and are currently support enterprise-wide HR and pay for multiple companies.

Q: Most in person test dates were in the NCR. Will the new system involve better understanding of jobs outside the NCR?

From January 14 to February 14, 2019, the NextGen Team held 15 engagement sessions across 7 cities - Ottawa, Gatineau, Montreal, Victoria, Dartmouth, Winnipeg and Edmonton. Recognizing the limitations of in-person engagements, the NextGen Team developed the Digital User Expo to engage with public servants from coast to coast to coast. To date, we have heard from public servants from Ontario, Quebec, New Brunswick, British Columbia, Alberta, Saskatchewan, Nova Scotia and Newfoundland and Labrador. We are committed to hearing feedback from all public servants in order to inform our work and to ensure that a future solution is representative of employees and their jobs across Canada.

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Q: One of the main issues with Phoenix is integration. These demos do not demonstrate what happens when you do an acting, go on LIA, retro payments …

The demos provided under the Digital User Expo are meant to engage users and solicit their feedback and do not demonstrate the full scope of the future HR & Pay solution. As part of the procurement process, bidders will be evaluated on their solution's ability to complete a variety of scenarios. The chosen solution will be fully configured to the needs of the Government of Canada employees.

Q: We work 24/7/365 in MSC. Can you demonstrate that what ever you choose will handle working 12 hour shifts, overnight, on weekends, at Christmas/New Years etc?

NextGen has ensured that as part of the agile procurement process, a variety of allowances and work schedules are being considered and tested throughout the evaluation process. These considerations will allow for the future solution to meet the needs of all government employees and to ensure accurate and timely pay going forward.

Q: Will the new system have integrated tools for resolving incorrect pay, adjusting deductions, or other issues?

NextGen applies a service design approach, rooted in identifying and addressing HR and Pay challenges. A future HR & Pay Solution will apply a balanced approach between technology, people, and business in order to best address any concerns, as well as considering industry standards and best practices to meet the GC's HR and Pay requirements.

Q: Can we go back to the way it was before Phoenix was implemented? Sometimes centralizing does not work

The ultimate goal of a NextGen solution is an intuitive and efficient end-to-end HR and pay system. In order to best meet this goal, a future solution will not build on previous solutions. Instead, the chosen solution will be using a comprehensive, modern, and flexible technology provided by the vendor. Through the NextGen initiative, we will be reviewing all lessons learned to date, including those that pertain to the centralization of services, in order to inform the way forward.

Q: What quality control will we exercise when the eventual provider migrates legacy data into the "new" system?

The NextGen team continues to apply a service design approach that includes responsible change management prior to rollout. The team is currently developing recommendations to address this concern as part of the agile procurement underway. As part of this work, the NextGen team is evaluating vendors' capacity as well as best practices in order to determine what is required to clean the data before migrating it to a new solution.

Q: Will the new system be accessible for GC employees with disabilities? For example, will the new system be usable for someone who uses a screen-reader?

Accessibility is one of the key evaluation components of the third gate of the NextGen agile procurement process. The Team is working directly with the Accessibility, Accommodation and Adaptive Computer Technology (AAACT) team to ensure a future solution is accessible to all Government and Canada employees.

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Q: How can we ensure an organized and disciplined roll out of the replacement system, with adequate phased testing and bug fixing, to avoid a repeat of Phoenix?

As noted in Budget 2019, as a next step NextGen will work with suppliers and stakeholders to develop the best options, including pilot project(s) that will allow for further testing with select department(s) and agency(ies), while assessing the ability of suppliers to deliver. Consideration for incremental deployment strategies, as well as rigorous and iterative testing by end-users and enablers will need to occur before implementation.

Q: One problem with Phoenix is it is not as user friendly when PSEs do not report to PSEs. Hope the new system will be the same for everyone.

NextGen has applied a service design approach to solving current HR and pay issues so that future solutions do not have the same issues. The team has conducted user research focused on discovering users' needs, wants and issues in order to procure the most ideal end-to-end HR and pay solution. The ideal solution will be chosen/built with the user in mind and will take policy requirements into consideration to allow for change where required.

Q: Whatever system is selected will there be a user manual for front line staff? Timesheet entries were trial and error with Phoenix to get it right.

The NextGen team is applying a human centric service design approach to solving users' HR and Pay issues. The proposed solution would have reference materials and technical support available to address a multitude of concerns, including a full training program.

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Q: There is currently a large volume of corrupted data in Phoenix. How will this data be handled when it comes to migrating data to the new system?

The NextGen team is applying a service design approach that includes responsible change management prior to rollout. The team is currently developing recommendations to address this concern as part of the agile procurement underway. As part of this work, the NextGen team is evaluating vendors' capacity as well as best practices in order to determine what is required to clean the data before migrating it to a new solution.

Q: What is the guarantee from the selected vendor that the system will operate as promised? Including training staff, bug fixes, server up time, etc…

As noted in Budget 2019, as a next step NextGen will work with suppliers and stakeholders to develop the best options, including pilot project(s) that will allow for further testing with select department(s) and agency(ies), while assessing the ability of suppliers to deliver. For this solution, we are looking at a Software as a Service (SaaS) model, where we are entering a partnership with the supplier, and where we purchase subscriptions to an ever-evolving solution, rather than purchasing only the current iteration of the software, as is the old IT procurement model.

Q: Will the pension estimate tool be revamped as well. In my case, it has never worked for me - can't even have access to the tool once I get to the Phoenix page.

The ultimate goal of a NextGen solution is an intuitive and efficient end-to-end HR and pay system. At this time, the pension estimate tool is not part of the NextGen scope, though this may expand over time.

Q: I heard that Phoenix does not hold historical data (!). No wonder why retro pay is such a challenge. Hope the new system will hold historical data properly?

NextGen is applying a service design approach to solving current HR and pay issues so that future solutions do not have the same issues. We are conducting research specifically focused on understanding user needs, wants, and issues which allows for new ways of thinking and problem solving. We are working to ensure this solution can accurately calculate retro pay.

Q: Is this new system going to be replacing Phoenix or is it a new user/employee interface to make accessing pay stubs and pay information more user friendly?

The ultimate goal of a NextGen solution is an intuitive and efficient end-to-end HR and pay system. In order to best meet this goal, a future solution will not build on previous solutions. Instead, the chosen solution will be using a comprehensive, modern, and flexible technology provided by the vendor.

Q: If during a pay period, I hit an increment, then get an acting, etc. I would still expect ONE pay cheque as ONE employee with proper deductions / taxes.

NextGen is applying a service design approach to solving current HR and pay issues. We are conducting research specifically focused on understanding user needs, wants, and issues which allows for new ways of thinking and problem solving. One of the components of the new solution will be comprehensive and user-friendly pay stubs.

Q: Will all of the pay issues with Phoenix be fixed before switching over to this new system so that all of those issues are sucked into the new system?

The NextGen Team continues to apply a service design approach that includes responsible change management prior to rollout. The team is currently developing recommendations to address this concern as part of the agile process underway. As part of this work, the NextGen team is evaluating vendors' capacity, as well as best practices in order to determine what is required to clean the data before migrating it to a new solution.

Q: Should there not be set persons for each department since each has different codes that match their specific collective agreement. You take the call you fix it.

As part of NextGen's work, lessons learned have been reviewed and considered as part of the initiative's way forward. This includes lessons related to the centralization of services. Additional work in this area is still anticipated as the initiative progresses and decisions are reached on future implementation.

Q: We should also be able to regularly access a list of the status of each of our PARs and Phoenix submission forms. Right now they go into the ether.

The NextGen team continues to apply a human centric service design approach to solving users' HR and Pay issues. The proposed solution would have technical support available to address a multitude of concerns.

Q: Why are we not fixing the system that allowed Phoenix to be implemented? That should be done before we do anything else.

The NextGen team is taking an agile approach to identify options for a next generation HR and pay solution. This agile approach has enabled the team to leverage vendor feedback, lessons learned from similar undertakings, and best practices to allow for course correction as needed.

Q: When the Phoenix Pay System was first being implemented to determine if leave (ie: sick leave) was not submitted from the previous system to the new system?

The NextGen team continues to apply a service design approach that includes responsible change management prior to rollout. The team is currently developing recommendations to address this concern as part of the agile procurement underway. As part of this work, the NextGen team is evaluating vendors' capacity as well as best practices in order to determine what is required to clean the data before migrating it to a new solution. The NextGen team is also working in collaboration with the Pay Stabilization team, who is working to fix pay issues in the current system.

Q: Why are none of the proposed vendors headquartered in Canada?

In order to maintain a fair process, the agile procurement process for a NextGen solution was open to all companies, regardless of origin. That being said, there were and continue to be Canadian companies and Canadian affiliates in the Agile Procurement Process.

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Q: **Is PeopleSoft being discontinued? It is what is currently being used in the Agency I am employed with.**

The NextGen team is currently working through an agile process to identify a next generation HR and pay solution. The team is exploring all options, and is working with experts, unions and technology providers on a way forward.

Q: **Beyond ensuring accurate pay into the future, the new system needs to provide compensation with robust tools to conduct pay audits and resolve prior pay issues.**

NextGen is committed to ensuring the chosen solution equips HR and Pay practitioners with modern tools to conduct their work duties. In addition, the team recognizes the need to perform pay audits and has included this in the evaluation as part of the agile procurement process.

Q: **Can we please have our hourly rate of pay posted on our pay stub?**

NextGen is applying a human centric service design approach to solving current HR and pay issues. The team has, and are continuing to, conduct research specifically focused on understanding users' needs, wants, and issues. A by-product of this research is a future HR and pay solution that comprises comprehensive and user-friendly pay stubs.

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Q: Can the system send a note to the person doing HRMIS entries in the department when docs. are required? Maybe have the option of attach the docs in the system?

NextGen recognizes the need for interoperability between systems, as such, the target solution will emphasize interoperability. The solutions currently being considered are robust, modern solutions that incorporate industry best practices, including messaging, embedded notifications, as well as many other flexibilities.

Q: Could there be a chat option in the new system? Instead of calling and wait on the line, the person can ask the question right there and get an answer faster.

NextGen is applying a service design approach to solving current HR and pay issues. The proposed solution would have a chat function and technical support available to address a multitude of concerns.

Q: Would there be an easier way to get HR departments to talk to each other through the system that would help reduce time in the transfer out/in of employees?

The proposed NextGen solution would include both HR and pay functions, and would allow employees to change departments and agencies seamlessly with a pay file that follows them throughout their career in Core Public Administration departments. This will be achieved through the work being led on interoperability between systems and has been addressed as part of the procurement process.

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Q: Will you reinstate a verification stage when CAs do entries to prevent errors, like pre-Phoenix? So two people look at the entry before it's sent to the system.

As part of the working being led by NextGen, a review of business processes is being conducted to align with the chosen solution, ensuring that these processes are based on industry best practices to increase quality and accuracy.

Q: When testing the new system, will you use scenarios that are more complex? With Phoenix the scenarios were based on perfect situations which is never the case.

NextGen has ensured that, as part of the agile procurement process, multiple complex scenarios are being considered throughout the gated evaluation process. These considerations will allow for the future solution to meet the needs of all government employees, regardless of their work situation. As noted in Budget 2019, as a next step NextGen will work with suppliers and stakeholders to develop the best options, including pilot project(s) that will allow for further testing with select department(s) and agencie(s), while assessing the ability of suppliers to deliver.

Q: Will the new system be easy for people who work part-time?

NextGen has ensured that, as part of the agile procurement, a variety of work schedules are being considered throughout the evaluation process. These considerations will allow for the future solution to meet the needs of all government employees and to ensure accurate and timely pay going forward. As noted in Budget 2019, as a next step NextGen will work with suppliers and stakeholders to develop the best options, including pilot project(s) that will allow for further testing with select department(s) and agencie(s), while assessing the ability of suppliers to deliver.

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Q: **Okay so the Phoenix system is so broken instead of fixing it the plan is to make an entirely new pay system?**

Ongoing stabilization remains a top priority for the Government of Canada. The work of NextGen, as defined by Budget 2018, is taking place in parallel to identify possible solutions for an alternative, long-term and sustainable solution. Recognizing that the current pay system does not reflect the current or future needs of the GC, a NextGen solution will use a comprehensive, modern, and flexible technology provided by the vendor that encompasses both HR and pay.

Q: **Allowing public servants the opportunity to meet with a pay representative to resolve more complicated cases would be much more beneficial.**

As part of NextGen's work, lessons learned have been reviewed and considered as part of the initiative's way forward. This includes lessons related to the centralization of services and a balance approach between technology, people and business. Additional work in this area is still anticipated as the initiative progresses and decisions are reached on future implementation.

Q: **The coding of each entry/line on our paystubs should be easy to understand (without needing to access a guide).**

The NextGen team is conducting research specifically focused on understanding users' needs, wants and issues. A by-product of this research is a future HR and pay solution that comprises comprehensive user-friendly pay stubs.

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Q: There are a lot of talented software developers and companies in Canada. Why aren't any Canadian companies being considered?

In order to maintain a fair process, the agile procurement process for a NextGen solution was open to all companies, regardless of origin. That being said, there were and continue to be Canadian companies and Canadian affiliates in the Agile Procurement Process.

Q: RE mention of phone apps for new system. Will those without government issued phones be able to access all functions of the new system without the phone app?

Through the agile procurement process, NextGen is looking at possible features for a proposed future system, including access from personal devices. We recognize the importance of being able to access HR and pay from home and are working towards this model for a new HR and pay solution.

Q: How will years of pay issues be resolved, given that the information in the system is incorrect and will not be readily understood by a Pay Advisor?

NextGen is evaluating vendors' capacity as well as best methods to address the current data quality issues in the existing GC HR and Pay solutions. Functionalities considered include the ability to perform pay audits and data migration from the old to new systems.

Q: Would it be more realistic to develop individual systems, each one specific to an individual collective agreement, or by Union?

Developing an individual HR and pay system per collective agreement or union would require managing many systems across all departments and agencies, and could negate the benefits of acquiring a modern end-to-end HR and pay solution, the likes of which could improve mobility throughout the GC. For this reason, the NextGen team was formed to identify possible solutions, by assessing the art of what is possible in the open market through the agile procurement process.

Q: Maybe we're putting too much on the developers of a system to be able to handle all the various collective agreements and rules into one pay system.

NextGen is evaluating various functionalities of the proposed solutions in alignment with collective agreements across the GC. NextGen is using environmental scanning, user research, and lessons learned as part of this process. As part of this work, the Team has learned that the GC's situation is very similar to other organizations that have deployed these solutions and have been successful. As noted in Budget 2019, as a next step NextGen will work with suppliers and stakeholders to develop the best options, including pilot project(s) that will allow for further testing with select department(s) and agencies(s), while assessing the ability of suppliers to deliver.

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Q: Will there be an opportunity to provide more detailed feedback on the proposed solutions? Just asking what we liked and what was missing isn't sufficient.

As part of the Digital User Expo, users were provided with an employee self-service sandbox environment to offer early feedback on the solution's interface. While these environments are high level, having them presented to users is a first step in involving public servants in the work we are leading and more importantly, into the conversation on an initiative that directly impacts them. As part of the official procurement, more in-depth testing has been conducted and weighted towards the evaluation to determine which vendors will advance. The next phase of the initiative would be to pilot possible solutions, for in-depth testing with departments and agencies.

Q: There should be an "Employee/Self-service" program and a separate system accessible only to Comp advisors. Too many users is one of the problems with Phoenix.

NextGen has ensured that, as part of the agile procurement process, a variety of functionalities are being considered throughout the evaluation process, including user-specific entry credentials. The solutions have been and will continue to be thoroughly tested by end-users and subject matter experts. These modern, flexible solutions are designed for multiple user-types, and have been deployed successfully in organizations other than the Government of Canada.

Q: The new system should issue separate paystubs for overtime pay and base pay like the pre-Phoenix system did. It's much harder to verify when they're combined.

NextGen is applying a service design approach to solving current HR and pay issues. We are conducting research specifically focused on understanding user needs, wants, and issues which allows for new ways of thinking and problem solving. One of the components of the new solution will be comprehensive and user-friendly pay stubs.

Q: Why not a GoC internally developed open-source software solution? A closed-source blackbox solution may hide critical security and privacy issues.

The NextGen approach is to focus on open standards, interoperability and APIs in order to ensure that the solution is extensible, flexible, open, and future proofed. NextGen is an example of a System of Record (back-office services that have a slower rate of change than a System of Innovation). We view Open Source Software as excellent enabler for NextGen and open architecture will allow for innovation with OpenSource. In addition, we are also procuring an existing Human Capital Management Software-as-a-Service, which is already being used by comparable clients to the Government of Canada. Privacy and Security requirements for all of the procurement gates have been generated through industry consultation and working with GC subject matter experts, meeting international, GC, and Canadian privacy laws. This approach also enables the GC to develop a partnership that mitigates risks and maximizes value for money for public servants and for Canadians.

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Q: Will reliable firm[s] be hired to assess the readiness of the new system and will their reports be made public and given attention? Gartner warned last time.

The GC may undertake a third party Independent Verification and Validation (IV&V) to provide oversight and ongoing insight into the NextGen project(s).

Q: Is there going to be an app to access my pay info at home, or even send my leave request in the app?

While the sandbox environments provided under the Digital User Expo are presented as a browser-based application, solutions are available as mobile applications to align with the target service model under development by the NextGen Team and their stakeholders. NextGen recognizes the importance of being able to access HR and pay from home and is working towards this model for a new HR and pay solution.

Q: Does the new system solve the issue of receiving 2- T4's if you live and work in one province but take on a virtual assignment in a different province?

The GC will be assessing all current HR and Pay processes in order to best optimize the chosen solution and meet the needs of users, and while assessing the need for potential policy changes to ensure that the GC can maximize the benefits of implementing a modern end-to-end.

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Q: On April 1st when the new fiscal year begins, employees should have their new quotas available to submit holidays. SAP HR does it well, unlike Peoplesoft.

NextGen has ensured that, as part of the agile procurement process, a variety of functionalities are being considered throughout the evaluation process. These considerations will ensure a future HR and pay solution that comprises comprehensive and user-friendly HR and Pay scheduling, including leave quotas.

Q: While a new system will be great, how long will I need to wait in order to obtain the retro pay that is still owing to me from 2017 collective agreement?

The NextGen Team is working in parallel to the Stabilization Team led by PSPC. Questions related to retro-payments under the current system should be directed to the Pay Centre, or your department/agency's compensation team.

Q: Do you have the employer sections for the 3 demos? I would like to test the functionalities for approving employee leave and overtime.

As part of the NextGen's agile procurement process, the team has engaged subject matter experts to evaluation various functionalities of the proposed solutions, including financial experts who revised the pay forecasting capability; leave and overtime approvals for sections 32/33/34; as well as the verification of previous transactions. Any proposed solution would be thoroughly tested by users and facilitators prior to large scale implementation.

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Q: **Are they Canadian companies?**

In order to maintain a fair process, the agile procurement process for a NextGen solution was open to all companies, regardless of origin. That being said, there were and continue to be Canadian companies and Canadian affiliates in the Agile Procurement Process.

Q: **In cases where new pay problems (tickets) arise, will there be accessibility, status transparency or other summary details?**

NextGen has applied a service design approach to solving current HR and pay issues. The team has conducted user research focused on discovering users' needs, wants, and issues in order to procure the most ideal end-to-end HR and pay solution. A NextGen solution will apply a balanced approach between technology, people, and business, including considerations such as a comprehensive helpdesk with user-centric functionality.

Q: **I have pay problems. In my branch, we do not have pay clerks. Could you assign a pay clerk by work location.**

As part of the NextGen initiative, we will review all lessons learned to date, including those related to the centralization of services, to inform the way forward.

#NextGenHRPay

Digital User Expo
Questions and Answers

Q: **How can the employee confirm that attempts to fix payment issues do not generate new ones?**

The NextGen team continues to apply a service design approach that includes responsible change management prior to rollout. The team is currently developing recommendations to address this concern as part of the agile procurement underway. As part of this work, the NextGen team is evaluating vendors' capacity as well as best practices in order to determine what is required to clean the data before migrating it to a new solution.

Q: **Can all identified pay issues with a paystub be resolved at once? instead of treating each issue independently.**

As part of the human centric service design approach taken by the NextGen team, considerations have been given to user communication and service needs. The team has conducted user research focused on discovering users' needs, wants, and issues in order to procure the most ideal end-to-end HR and pay solution. This solution will apply a balanced approach between technology, people, and business such as a comprehensive helpdesk with user-centric functionality.

Q: **Will pension services be part of this as well? Would be nice to have a one stop shop for all areas of pay and compensation, including benefits.**

The ultimate goal of a NextGen solution is an intuitive and efficient end-to-end HR and pay system. At this time, Pensions are not part of the NextGen scope, though this may expand over time.

#NextGenHRPay

Digital User Expo

Questions and Answers

Q: How will an employee be able to confirm they are going to be paid accurately at the next pay period? Can they view forecasted rates of pay and hours of pay?

NextGen is applying a service design approach to solving current HR and pay issues so that future solutions do not have the same issues. The team has, and are continuing to, conduct research specifically focused on understanding users' needs, wants, and issues. A by-product of this research is a future HR and pay solution that comprises comprehensive and user-friendly pay stubs.

Q: Can the actual day we are being paid for overtime be listed next to the pay? so we can easily track if we are paid for the work we do?

NextGen is applying a service design approach to solving current HR and pay issues so that future solutions do not have the same issues. The team has, and are continuing to, conduct research specifically focused on understanding users' needs, wants, and issues. A by-product of this research is a future HR and pay solution that comprises comprehensive and user-friendly pay stubs.

Q: Will any of the potential new systems allow details of upcoming pay to be reviewed more than 2 days before pay day?

NextGen has ensured that, as part of the agile procurement process, a variety of functionalities are being considered throughout the evaluation process.

Q: Went a little too fast, expecting the demos to be in the toolkits. These are links to pictures...Tried out the demos and reported the issues found.

As part of the Digital User Expo, users were provided access to a sample employee self-service sandbox environment in order to experience possible solutions and provide feedback that will help shape the way forward. As part of the official procurement process, additional in-depth testing and evaluation has been conducted against a wide range of criteria to ensure that GC is positioned to choose the best solution(s) that meets its business, digital, and user needs. As noted in Budget 2019, as a next step NextGen will work with suppliers and stakeholders to develop the best options, including pilot project(s) that will allow for further testing with select department(s) and agencie(s), while assessing the ability of suppliers to deliver.

Q: Demo is nice, but doesn't resolve the underlying issue - can these systems actually issue pay accurately and consistently.

NextGen has ensured that, as part of the agile procurement process, a variety of allowances and work schedules are being explored and tested in the evaluation process. These considerations will allow for the future solution to meet the needs of all government employees and to ensure accurate and timely pay going forward.

Q: 2 of 3 demo solutions are just as bad (or worse) than Phoenix in terms of ability to comprehend a pay stub.

NextGen is applying a service design approach to solving current HR and pay issues. We are conducting research specifically focused on understanding user needs, wants, and issues which allows for new ways of thinking and problem solving. One of the components of the new solution will be comprehensive and user-friendly pay stubs.

Q: Will the system be running in real time instead of an HR phone agent writing notes to type into Phoenix later?

The target solution will be a modern end-to-end HR and Pay system that ensures interoperability. The solutions currently being considered are robust and incorporate industry best practices, including the ability for systems to interact with each other.

Q: There should be a way for promotional pay and transfer of a personnel file to new department to happen quickly, and not 2 years. Is this being considered?

A centralized NextGen solution would allow employees to change departments and agencies seamlessly with a pay file that follows them throughout their career in Core Public Administration departments. This could be achieved through the work being led on interoperability between systems and has been addressed as part of the procurement process.

Digital User Expo
Questions and Answers

Q: The new system should issue separate paystubs for overtime pay and base pay like the pre-Phoenix system did. It's much harder to verify when they're combined

NextGen is applying a service design approach to solving current HR and pay issues so that future solutions do not have the same issues. We are conducting research specifically focused on understanding user needs, wants, and issues which allows for new ways of thinking and problem solving. One of the components of the new solution will be comprehensive and user-friendly pay stubs.

Q: The new system should show the annual rate of pay for each paycheque, so we can see at a glance if we're getting acting pay, increments, etc.

NextGen is applying a service design approach to solving current HR and pay issues so that future solutions do not have the same issues. We are conducting research specifically focused on understanding user needs, wants, and issues which allows for new ways of thinking and problem solving. One of the components of the new solution will be comprehensive and user-friendly pay stubs.

Q: It's great that you're conducting User Experience Research, but will you be conducting proper Usability Testing to validate your design decisions?

As noted in Budget 2019, as a next step NextGen will work with suppliers and stakeholders to develop the best options, including pilot project(s) that will allow for further testing with select department(s) and agency(ies), while assessing the ability of suppliers to deliver.

Digital User Expo

Questions and Answers

Q: Why are none of the proposed vendors headquartered in Canada?

In order to maintain a fair process, the agile procurement process for a NextGen solution was open to all companies, regardless of origin. That being said, there were and continue to be Canadian companies and Canadian affiliates in the Agile Procurement Process.

Q: I'd like to see something that's user friendly and compatible across devices. I'd also like to see compensation advisors be more available to answer questions.

As part of NextGen's work, lessons learned have been reviewed and considered as part of the initiative's way forward. This includes lessons related to the centralization of services and a balanced approach between technology, people and business. Additional work in this area is still anticipated as the initaitive progresses and decisions are reached on future implementation.

Q: Has there been a review of the current pay issues to generate a set of test cases for any proposed new systems? Especially those that are typical to industry?

NextGen has ensured that, as part of the agile procurement process, a variety of complex scenarios are being considered throughout the gated evaluation process. These considerations will allow for the future solution to meet the needs of all government employees, regardless of their work situation. As noted in Budget 2019, as a next step NextGen will work with suppliers and stakeholders to develop the best options, including pilot project(s) that will allow for further testing with select department(s) and agencie(s), while assessing the ability of suppliers to deliver.

#NextGenHRPay

Digital User Expo
Questions and Answers

Q: **Pay stubs and tax documents should be easy to read and access. Programs should be quick to load even in rural parts of Canada.**

NextGen is applying a service design approach to solving current HR and pay issues so that future solutions do not have the same issues. The team has, and are continuing to, conduct research specifically focused on understanding users' needs, wants, and issues. A by-product of this research is a future HR and pay solution that comprises comprehensive and user-friendly pay stubs. We are also looking at possible features for a proposed future system, including access from personal devices.

Q: **Can the new system integrate retirement information i.e. years & pension earned – maybe a countdown clock**

The ultimate goal of a NextGen solution is an intuitive and efficient end-to-end HR and pay system. At this time, Pensions are not part of the NextGen scope, though this may expand over time.

Q: **Will this be replacing HRMIS? Will this integrate overtime and automatically ask you how you want your overtime to be claimed without having to do a PAR?**

The current GC HR and pay application landscape is made up of many, aging solutions that no longer meet the GCs needs, nor take us into the future. The ultimate goal of a NextGen solution is to source a single, user-centric, efficient end-to-end HR and pay system that meets the GCs evolving needs. The GC is currently running an Agile Procurement Process to identify the best option(s) that would meet the GC's current and long-term needs.

Q: Is there a list of test cases? A group think on those could be very helpful.

NextGen has ensured that, as part of the agile procurement process, a variety of complex scenarios are being validated throughout the gated evaluation process. These considerations will allow for the future solution to meet the needs of all government employees, regardless of their work situation. As noted in Budget 2019, as a next step NextGen will work with suppliers and stakeholders to develop the best options, including pilot project(s) that will allow for further testing with select department(s) and agency(ies), while assessing the ability of suppliers to deliver.

Q: It appears that the pay , leave and performance management systems will be integrated to one system. This is encouraging, are you able to confirm?

The target solution will be a modern end-to-end HR and Pay System that ensures interoperability. The solutions currently being considered are robust and incorporate industry best practices, including the ability for systems to interact with each other.

Digital User Expo
Questions and Answers

Q: Will it make moves, promotion or position transitions easier?

A centralized NextGen solution could allow employees to change departments and agencies seamlessly with a pay file that follows them throughout their career in Core Public Administration departments. This would be achieved through the work being led on interoperability between systems and has been addressed as part of the procurement process.

Q: The paystubs need to be accessible from home or off the GCNetwork. Preferably on its on app. Not all of us have access to GOC cellphones with data.

NextGen recognizes the importance of being able to access HR and pay remotely. While the solutions available as part of the User Expos were presented as a browser-based applications, a new Government of Canada digital solution will be mobile, accessible and available 24/7.

Q: How will the system interface with the Compensation Web Application where all pension-related information resides? Will there be a single window approach?

The ultimate goal of a NextGen solution is an intuitive and efficient end-to-end HR and pay system. In order to best meet this goal, a future solution will not build on previous solutions. Instead, the chosen solution will be using a comprehensive, modern, and flexible technology provided by the vendor.

Digital User Expo
Questions and Answers

Q: Will the new system have the ability to handle leave with income averaging or leave without pay, and not cause issues to the employees pay for taking the leave?

NextGen has ensured that, as part of the agile procurement process, a variety of complex scenarios are being considered throughout the gated evaluation process. Including a variety of leave focussed scenarios.

Q: Will the new system allow positive time tracking against projects including overtime? Some organizations have project tracking integrated with time tracking.

NextGen is applying a service design approach to solving current HR and pay issues so that future solutions do not have the same issues. The team has, and is continuing to, conduct research specifically focused on integrating functions that are aligned with users' needs.

Q: Interesting, I was directed here under the impression that I could have a look at the new pay system software. How are we supposed to share our thoughts?

The Digital User Expo offered three activities for users to participate in, and share their feedback. These activities included an opportunity to experience solutions and complete a short survey to offer their feedback on navigation and the overall self-service interface. Users were also allowed to submit questions as part of our Q&A activity, which is where this question was posed. Finally, users had the opoprtunity to share general feedback on what they'd like to see in a NextGen solution through our Feedback gallery. As always, the NextGen Team welcomes feedback through our website where our team can be contacted directly via email.

Digital User Expo
Questions and Answers

Q: What about tests for fixing errors? e.g. wrong hours entered, wrong start / end date put in for an acting etc. fixed "after" payment was issued.

NextGen has ensured that, as part of the agile procurement process, a variety of complex scenarios are being considered throughout the gated evaluation process. The target solution will be a modern end-to-end HR and Pay System that ensures interoperability. The solutions currently being considered are robust and incorporate industry best practices.

Q: Will the new solution provide external access (i.e. outside the government system)? Will it include a mobile application?

NextGen recognizes the importance of being able to access HR and pay remotely. While the solutions available as part of the User Expos were presented as a browser-based applications, a new Government of Canada digital solution will be mobile, accessible and available 24/7.

Q: Would Phoenix not have passed the user experience? We'll learn how to work with it. Key is looking at proper functioning software that works with dynamic data.

Ongoing stabilization remains a top priority for the Government of Canada. The work of NextGen, as defined by Budget 2018, is taking place in parallel to identify possible solutions for an alternative, long-term and sustainable solution. Recognizing that the current pay system does not reflect the current or future needs of the GC, a NextGen solution will use a comprehensive, modern, and flexible technology provided by the vendor that encompasses both HR and pay.

Q: Will every possible known scenario / workflow where Phoenix has failed be covered in testing phases of the new system?

NextGen has ensured that, as part of the agile procurement process, a variety of complex scenarios are being considered throughout the gated evaluation process. These considerations will allow for the future solution to meet the needs of all government employees, regardless of their work situation. As noted in Budget 2019, as a next step NextGen will work with suppliers and stakeholders to develop the best options, including pilot project(s) that will allow for further testing with select department(s) and agencie(s), while assessing the ability of suppliers to deliver.

Q: Hello, why not move compensation advisors back into the departments, with direct access to employee files (Phoenix)?

As part of NextGen's work, lessons learned have been reviewed and considered as part of the initiative's way forward. This includes lessons related to the centralization of services. Additional work in this area is still anticipated as the initiative progresses and decisions are reached on future implementation.

Q: Why change Phoenix. It seems the problem is due to a lack of departmental resources and expertise in compensation.

Ongoing stabilization remains a top priority for the Government of Canada. The work of NextGen, as defined by Budget 2018, is taking place in parallel to identify possible solutions for an alternative, long-term and sustainable solution. Recognizing that the current pay system does not reflect the current or future needs of the GC, a NextGen solution will use a comprehensive, modern, and flexible technology provided by the vendor that encompasses both HR and pay.

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Next Generation HR and Pay

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NextGen Wiki:
https://wiki.gccollab.ca/HRandPayNextGen-ProGenRHetPaye

Thank you to all those who participated in the Digital User Expo! We remain committed to putting the user at the centre of this initiative!