



Treasury Board of Canada  
Secrétariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# Welcome!

## Next Generation HR & Pay Industry Day



#NextGen

# House Keeping

A few notes before we begin...



Emergency Exits



Language of Your Choice



Presentation Material



Audience Questions

# Opening Remarks

# Overview

# Themes to be Discussed Today

**1** What is the Next Generation HR and Pay initiative?

**2** What is the problem we are trying to solve?

**3** What is the current context and various constraints?

**4** What is the Agile Procurement Process (APP) and how is it set-up?

# Today's Outline

1.

## Next Generation Overview

What is the Next Generation HR & Pay initiative?  
 What problem are we trying to solve?  
 How is the initiative structured?  
 What are the guiding principles for the initiative?

2.

## Program Overview

What are the current problems, constraints, current landscape?  
 What is the opportunity?

Question Period & Break

3.

## Procurement Approach

What is the GC procuring? How will it be procuring it?

Question Period

Lunch Break

4.

## Procurement details for Digital Solution

What are the draft evaluation requirements?

Question Period & Break

5.

## Questions / Discussion

Wrap-up and discussions on the overall content. Is the GC missing something?  
 Do you understand the context? Are the timelines feasible?  
 How should we engage with you and other stakeholders throughout the initiative?  
 Next Steps

# What is the Next Gen HR and Pay Initiative? What are our goals?

## Background

A future HR and Pay system for the Government of Canada should be driven by a modern people management process and system.

A plan was approved to establish a dedicated Next Generation HR and Pay Alternative Team to **put forward options on how the Government of Canada could manage a public servant's HR and Pay needs, from hire to retire.**

## Our Goals



**Pay our People**  
accurately and on  
time



Establish digital  
**enterprise-wide**  
services for HR  
and Pay



Identify user-  
focused  
alternative HR  
and Pay **options**

# Initiative Overview



Phases

**Phase #1**  
Discovery & Analysis

**Phase #2**  
Ideation &  
Experimentation

**Phase #3**  
Implementation &  
Rollout

Gates

Objectives

Understand the problem, the users and the context. Set a vision and identify options.

Validate the options, finalize solutions and implementation plan

Deliver capabilities, realize benefits and transfer to operations

Key  
Outputs

- Vision for HR & Pay
- Target Architecture
- Service & Technical Options
- Recommendation

- Validated solutions
- Successful pilot
- Implementation & change mgmt. plan
- Target service & operating model
- Detailed costing

- Successful implementations
- Benefits

Target End  
Date

Spring 2019

To be confirmed  
Target TBC

To be confirmed  
Multi-year implementation phase

Outcomes

1. Public servants are paid accurately and on time.
2. The GC can attract, retain and nurture a highly qualified workforce through a clear vision for modern digitally-enabled enterprise-wide HR and Pay services.



# Work Streams



## Business Optimization & Transformation

Rethink the way the GC should work in a digitally-enabled era. Business review of capabilities, outcomes, requirements, processes, service models, etc.



## UX & Service Design

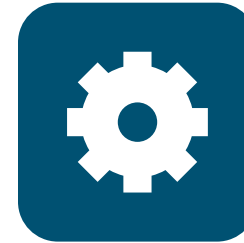
Understand who the users are, what are their goals and expectations, and define a service blueprint that meets those needs.



## Change Management

Ensure individuals, teams, and organizations are prepared and supported to successfully execute the organizational change and meet the business outcomes.

## Today's Focus



## Digital Solutions

Modern innovative solutions that follow industry best practices and tap into technological advancements to deliver GC services that are more in-line with consumer-based experiences.

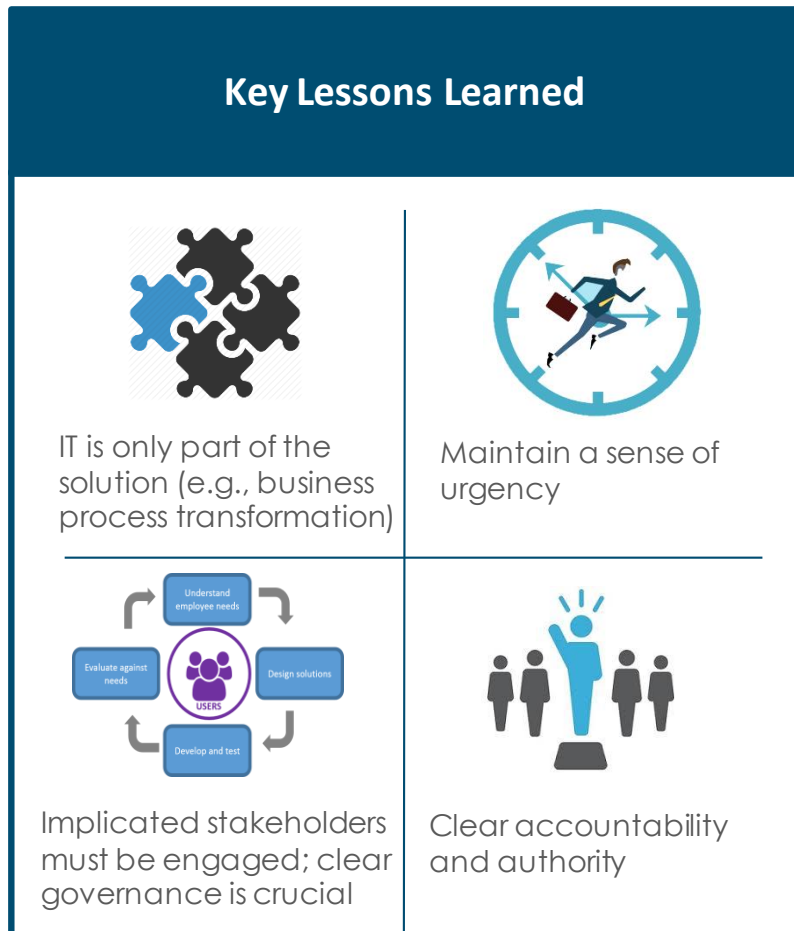


## Program Management

Program oversight, governance, project management and corporate support functions.

# Lessons learned – here are our guiding principles

The Goss Gilroy Report, the Auditor General Report, and other international experiences have shaped the principles that underpin our plan



## Guiding Principles

**Dedicated leadership** exercised from the top

Business requirements drive technology decisions

Users (e.g., employees, compensation advisors, managers, bargaining agents) involved at all stages; open communications throughout

TBS, as lead for general admin, HR and Pay, assumes responsibility and accountability for the planning of a new HR and pay system

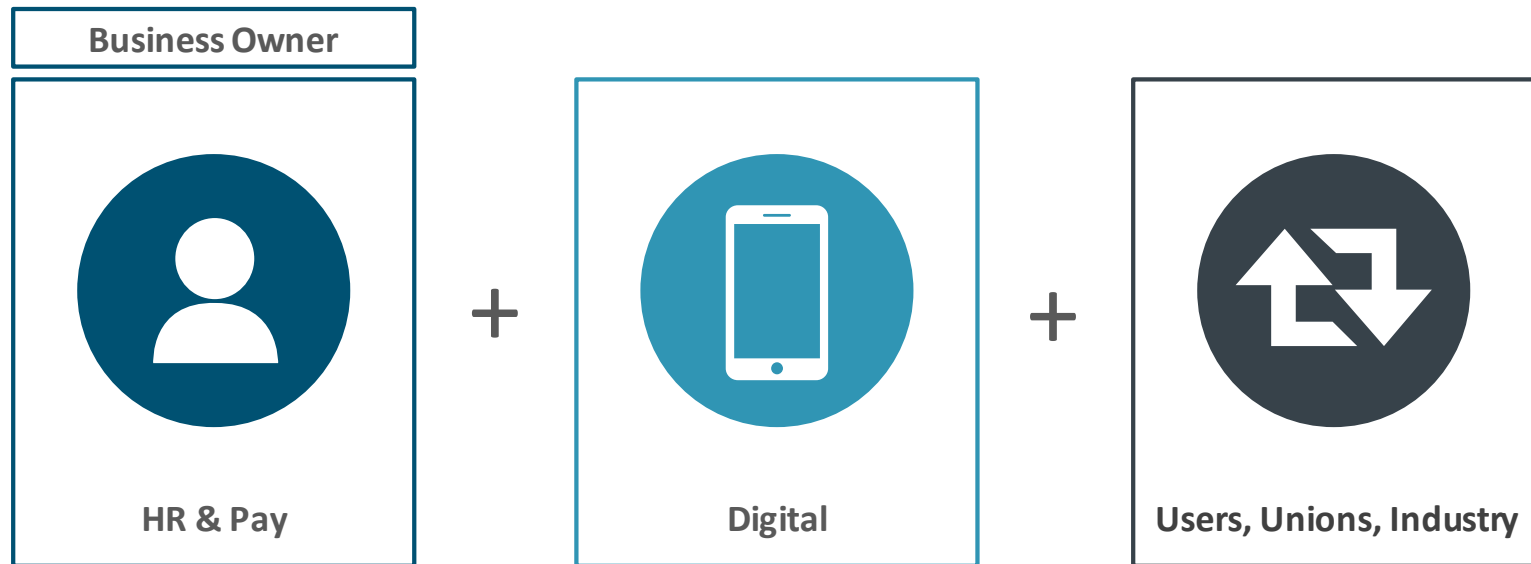
Potential business (IT) solutions include architectural plan

Committed to remain agile and course correct as development continues

Governance to ensure all partners are fully engaged in the process

# How is Next Gen HR & Pay initiative Structured?

We are a **multidisciplinary team** that combines human resources and pay, digital, and users, unions and industry.



Experts in HR business are part of the core team.

# Meet the Team

## Champions



**Hon. Scott Brison**

*President of the  
Treasury Board &  
Minister of Digital  
Government*

@ScottBrison



**Alex Benay**

*Deputy Minister, Chief  
Information Officer of  
Canada, TBS*

Project Champion

@AlexBenay



**Nancy Chahwan**

*Chief Human Resources  
Officer, TBS*

Business Owner

@NancyChahwan

# Engage with Us!

## Keep up to date



### Canada.ca

Coming soon!

### Twitter

#IndustryDay

#GCHR

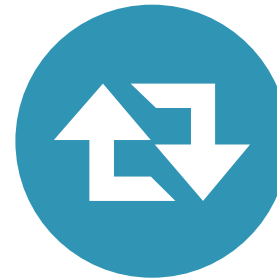
#HRandPay

#GCBuyandSell

### Buy and Sell

Search “HRP-RHP”

## Work With Us



### E-Mail

[nextgen-prochaine-gen@tbs-sct.gc.ca](mailto:nextgen-prochaine-gen@tbs-sct.gc.ca)

### Wiki

<https://wiki.gccollab.ca/HRandPayNextGen-ProGenRHetPaye>

# An Overview of the HR and Pay Business Landscape

# What we are focusing on

---

- Complexities of HR and pay in the Government of Canada (GC)
- The IT systems and infrastructure that support government operations today
- Lessons learned and how it will guide us
- The digital direction of the GC that will support HR and pay in the future
- Next steps for the Next Generation project

# HR and pay governance has multiple roles and responsibilities

## **Office of the Chief Human Resources Officer, TBS**

Supports TB in its role as Employer and Board of Management and provide support for priority/high-risk areas

## **Deputy Heads (Departments and Agencies)**

Responsible for people management in their organization

## **Public Service Commission of Canada**

Appoints people to the public service, conducts investigations and auditing into staffing matters, and conducts research and analysis

## **Canada School of Public Service**

Provides orientation and certification courses, professional/management development, and leadership development training

## **Public Services and Procurement Canada**

Processes pay and pension payment based on rules negotiated in collective agreements and terms & conditions



# These roles and responsibilities are fulfilled through multiple types of GC organizations



## **Core public administration**

Consists of 67 organizations whose employees are employed by the Treasury Board of Canada



## **Separate employers**

Consists of 26 organizations that employ their own employees



## **Crown corporations**

Consists of 36 organizations that operate following a private sector model



## **Parliamentary entities**

6 organizations that support the legislative branch of Canada

More information on GC organizations is available in the GC InfoBase:

<https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

# These organizations employ many types of workers

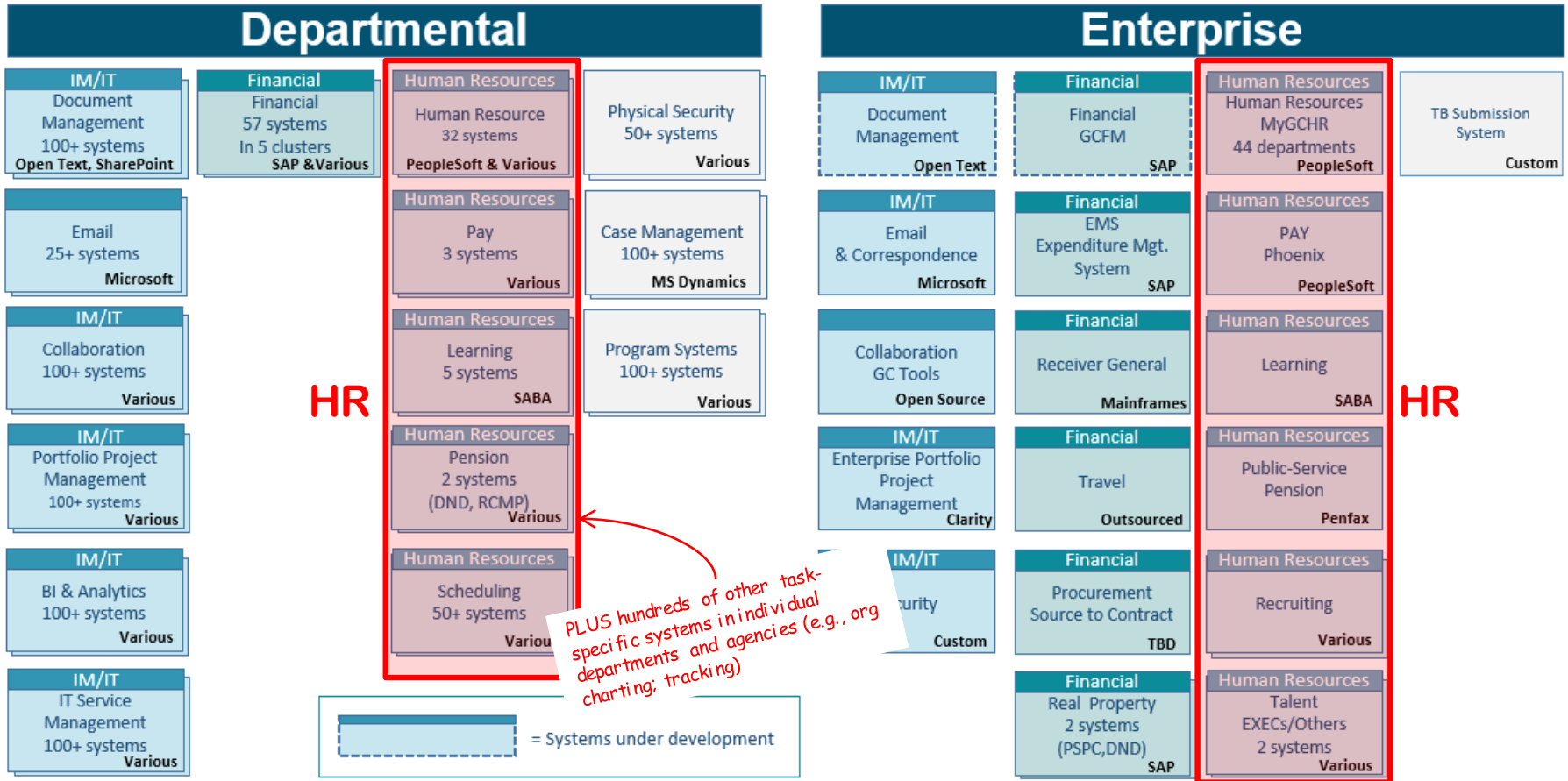
**Highly unionized workforce** – rules negotiated under 82 collective agreements and separate Terms and Conditions of Employment for all public service organizations (CPA and separate employers)

**Wide range of occupational groups** – clerical and operational workers; knowledge workers; shift workers

**Geographically dispersed** – across all provinces and territories, and internationally



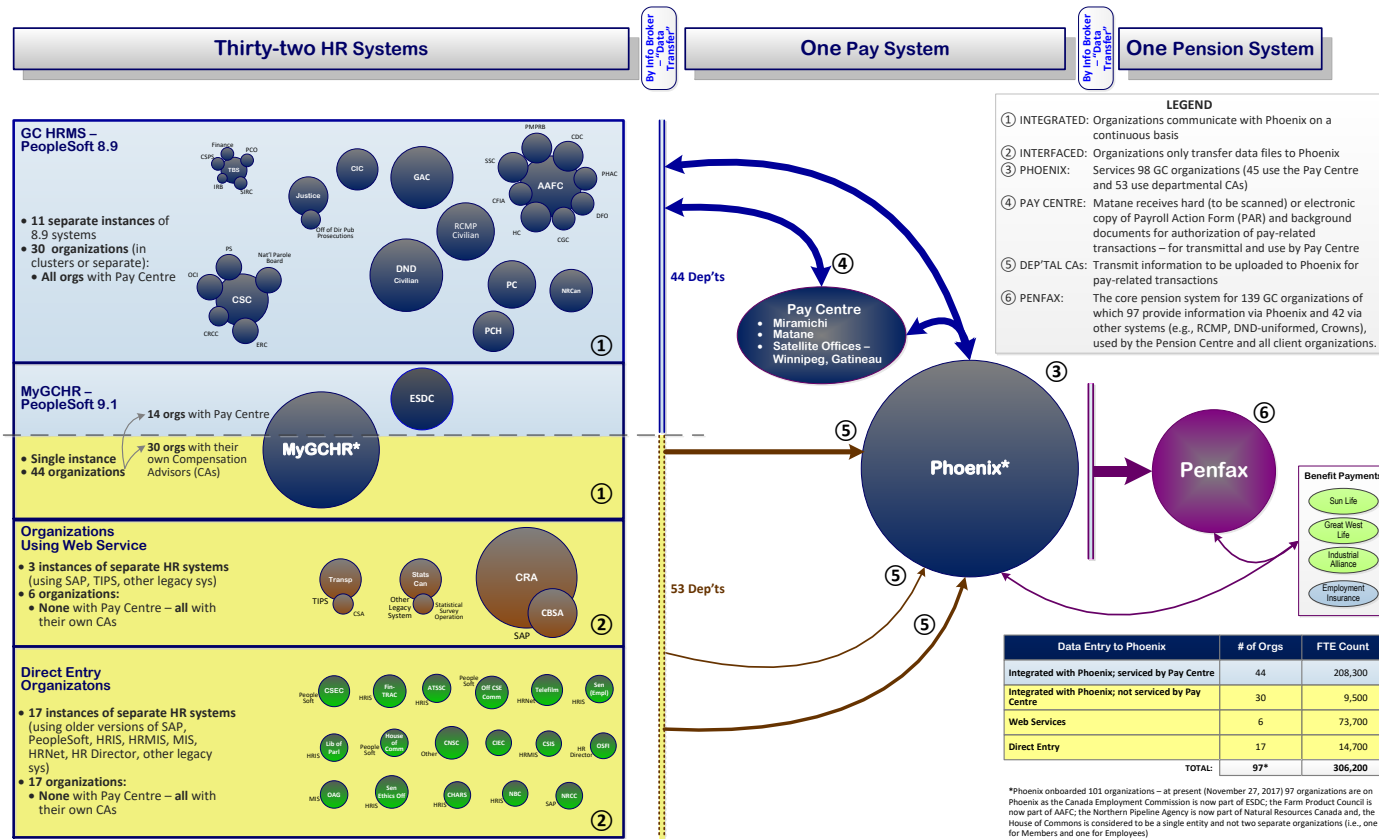
# GC operations are currently dependent on multiple siloed systems at both the departmental and enterprise level



Numbers estimated from Application Portfolio Management (APM) database

# The HR-pay\*-pension landscape is particularly complex

- 1 pay system + 32 HR systems exchange information for 97 organizations
- 1 pension system used by the Pension Centre to support these 97 plus 42 other public service organizations which provide information via their own HR and pay systems
- Systems were designed separately, compounding integration complexity and multiplying the time and cost to adopt system and process changes



\* both systems (My GCHR and Phoenix) run on separate instances of PeopleSoft 9.1

TBS, GCHRO, HRMT - April 20, 2018

\*Phoenix serves public servants; there are other pay systems that serve specialized communities (e.g., Canadian Forces)

# Next generation solution must consider...

## People

- The GC's multi-generational workforce with differing needs and expectations
- The GC's wide range of employment situations, each requiring different support and services

## Processes

- The current dispersed HR and pay authorities, which complicate the implementation of any GC-wide changes
- The need for standardized service delivery and re-engineered end-to-end business processes

## Technology

- The current aging infrastructure poses obstacles to adopting modern tools

# Next generation will be guided by Blueprint 2020

- Blueprint 2020 is a vision for a **world-class Public Service equipped to serve Canada and Canadians now and into the future**
- Blueprint 2020 is guided by four principles:
  1. **An open and networked environment** that engages citizens and partners for the public good.
  2. **A whole-of-government approach** that enhances service delivery and value for money.
  3. **A modern workplace that makes smart use of new technologies** to improve networking, access to data and customer service.
  4. **A capable, confident and high-performing workforce** that embraces new ways of working and mobilizes the diversity of talent to serve the country's evolving needs

# From what we have learned...

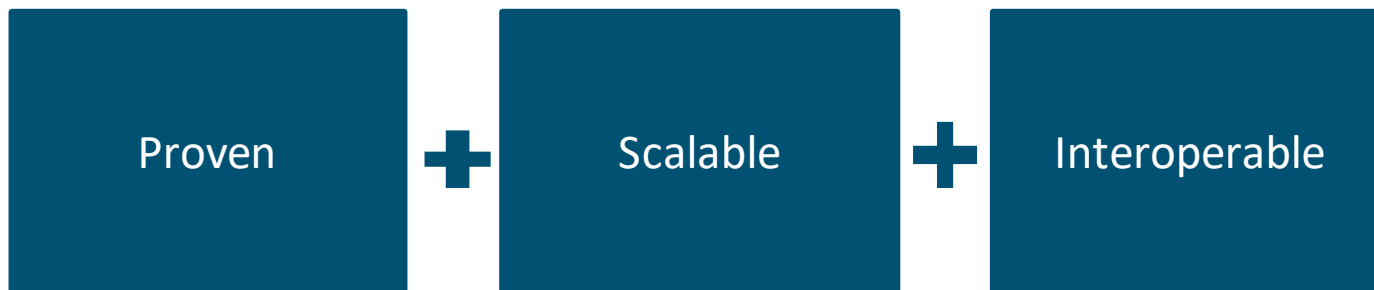
The business owner (OCHRO) will:

- Set a common, enterprise vision of HR, pay and benefits upon which the next generation solution will be based
- Provide a challenge function throughout the project as the Next Gen team engages with potential contractors for the integrated HR and pay solution
- Identify the operating model capabilities and implementation options for the digital solution
- Describe, clarify (and re-engineer as needed) the functional requirements and terminology to support project implementation
- Identify the expected service level goals for application operations and support, looking to improve the business experience of end users
- Ensure that departments, agencies and end users are ready to adopt a new solution

# We have also learned that HR and pay cannot be separated

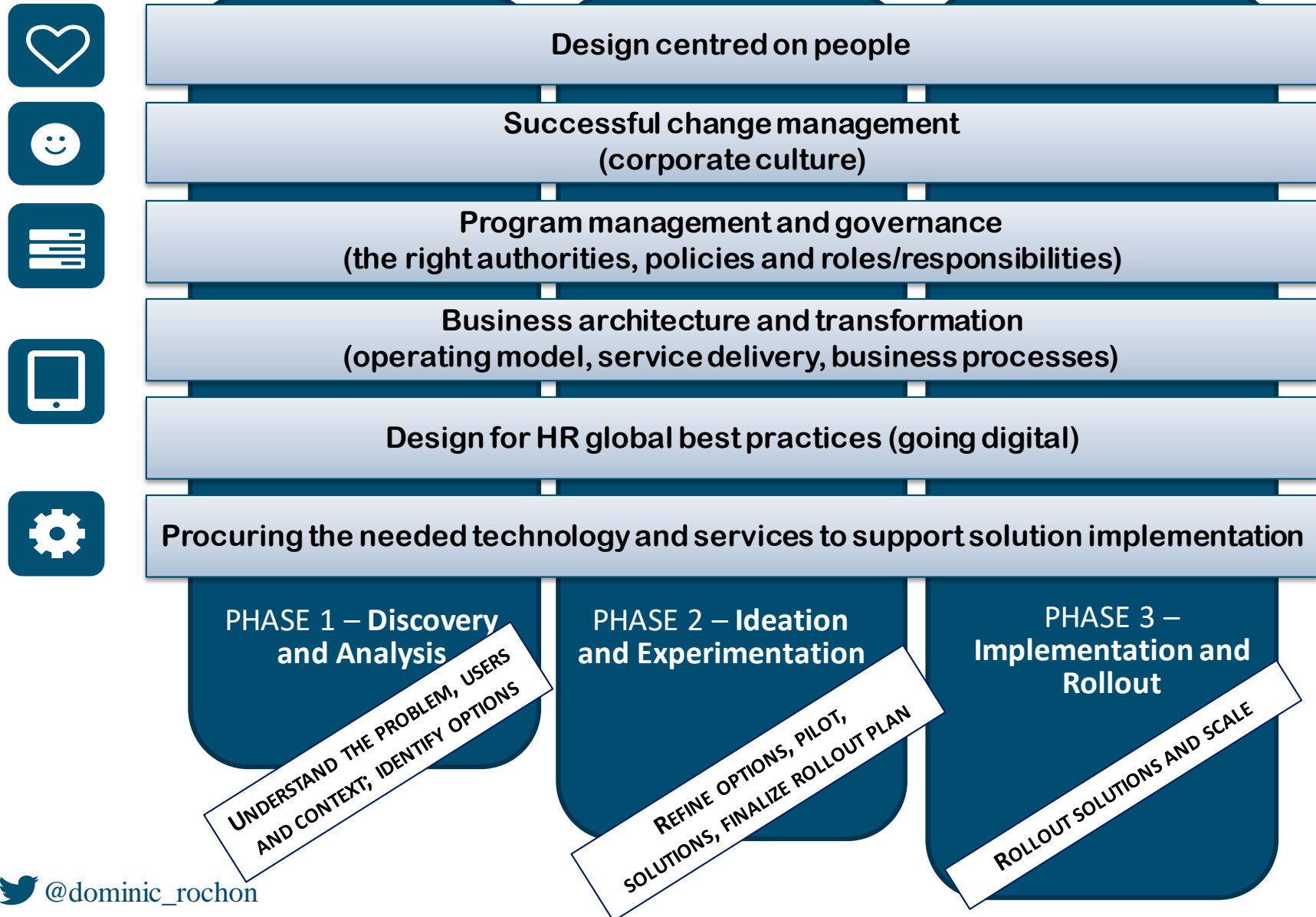
The next generation solution will:

- Provide the full range of integrated HR and pay services
- Cover the full human capital lifecycle (hire-to-retire)





# We will ensure that the next generation solution is informed by...



# We have been developing the foundational pieces



## Business Optimization & Transformation

### HR VISION

First iteration being reviewed and validated with stakeholders

### BUSINESS REFERENCE MODEL

First iteration GC Human Capital Management (HCM) Business Reference Model developed; being reviewed and validated through pilot with community

### PAY RULES

Work underway to classify and categorize pay rules

### HR LEXICON

A common definition of HR terminology developed and currently being validated with stakeholders



## Work that still needs to be done

### SERVICE MODEL

Define approach to future service delivery – community, users, vendors and other stakeholders will help shape the future service delivery model; iterations will be developed collaboratively throughout the procurement process

### ENGAGEMENT

There is a need for multi-stakeholder engagement and collaboration to design and implement any potential business solutions

# Supporting HR and Pay through Digital



# It all starts with our Digital Standards

## GC Digital Hierarchy Model

Tools to guide us on the journey.

### STRATEGIC: Government of Canada Digital Standards – The Big Picture

**Purpose:** A set of high level principles to guide the GC in digital transformation and augmented service delivery. The outputs will be tied to the digital policy. It's the WHY.

**Audience:** GC service providers, program areas

### TACTICAL: Digital Architectural Checklist– Build it Right

**Purpose:** The architecture Checklist for departments building out digital servicesolutions. This is the WHAT.

**Audience:** CIOs, solution architects, enterprise architects, technical leads

### OPERATIONAL: Digital Playbook – Here's How

**Purpose:** Detailed methodologies to implement the digital solutions. This portion is the HOW.

**Audience:** GC practitioners, designers, developers, front-line staff

## Government of Canada Digital Standards

A Set of Guiding Principles

Design with users

01

Iterate and improve frequently

02

Work in the open by default

03

Use open standards and solutions

04

Address security and privacy risks

05

Build in accessibility from the start

06

Empower staff to deliver better services

07

Be good data stewards

08

Design ethical services

09

Collaborate widely

10

# GC Architectural Standards: We need a modern design

## 1. Business Architecture

### Align to the GC Business Capability model

- Define program services as business capabilities to establish a common vocabulary between business, development, and operation
- Identify capabilities that are common to the GC enterprise and can be shared and reused
- Model business processes using Business Process Management Notation (BPMN) to identify common enterprise processes

### Design for Users First and Deliver with Multidisciplinary Teams

- Focus on the needs of users, using agile, iterative, and user-centred methods
- Conform to both accessibility and official languages requirements
- Include all skillsets required for delivery, including for requirements, design, development, and operations
- Work across the entire application lifecycle, from development and testing to deployment and operations
- Ensure quality is considered throughout the Software Development Lifecycle
- Encourage and adopt Test Driven Development (TDD) to improve the trust between Business and IT



## 2. Information Architecture

### Keep Data Organized

- Decouple Master Data from applications and host within the appropriate system of record
- Make systems of record authoritative central sources
- Assign data custodians to ensuring data is correct, consistent, and complete
- Design data resiliency in accordance with GC policies and standards
- Use Master Data Management to provide a single point of reference for appropriate stakeholders

### Enable Interoperability

- Expose all functionality as services
- Use microservices built around business capabilities. Scope each service to a single purpose
- Run each service in its own process and have it communicate with other services through a well-defined interface, such as an HTTPS-based application programming interface (API)
- Run applications in containers
- Leverage enterprise digital exchange components such as the GC Service Bus, Digital Exchange Platform, and the API Store based on fit-for-use



# GC Architectural Standards: We need a modern design

## 3. Application Architecture

### Use Open Standards and Solutions by Default

- Use open source standards, solutions, components, and leading practices
- Enforce this order of preference: open source first, then platform-agnostic COTS, then proprietary COTS, and lastly custom-built
- Make source code open and reusable under an appropriate open source software license
- Expose public data to implement Open Data and Open Information initiatives

### Maximize Reuse

- Leverage and reuse existing solutions, components, and processes
- Select enterprise and cluster solutions over department-specific solutions
- Achieve simplification by minimizing duplication of components and adhering to relevant standards
- Inform the GC EARB about departmental investments and innovations
- Share code publicly when appropriate, and when not, share within the Government of Canada



## 4. Technology Architecture

### Use Cloud first

- Enforce this order of preference: Software as a Service (SaaS) first, then Platform as a Service (PaaS), and lastly Infrastructure as a Service (IaaS)
- Enforce this order of preference: Public cloud first, then Hybrid cloud, then Private cloud, and lastly non-cloud (on-premises) solutions
- Design for cloud mobility and develop an exit strategy to avoid vendor lock-in

### Design for Performance, Availability, and Scalability

- Design for resiliency
- Ensure response times meet user needs, and critical services are highly available
- Support zero-downtime deployments for planned and unplanned maintenance
- Use distributed architectures, assume failure will happen, handle errors gracefully, and monitor actively



## 5. Security Architecture and Privacy

### Design for Security and Privacy

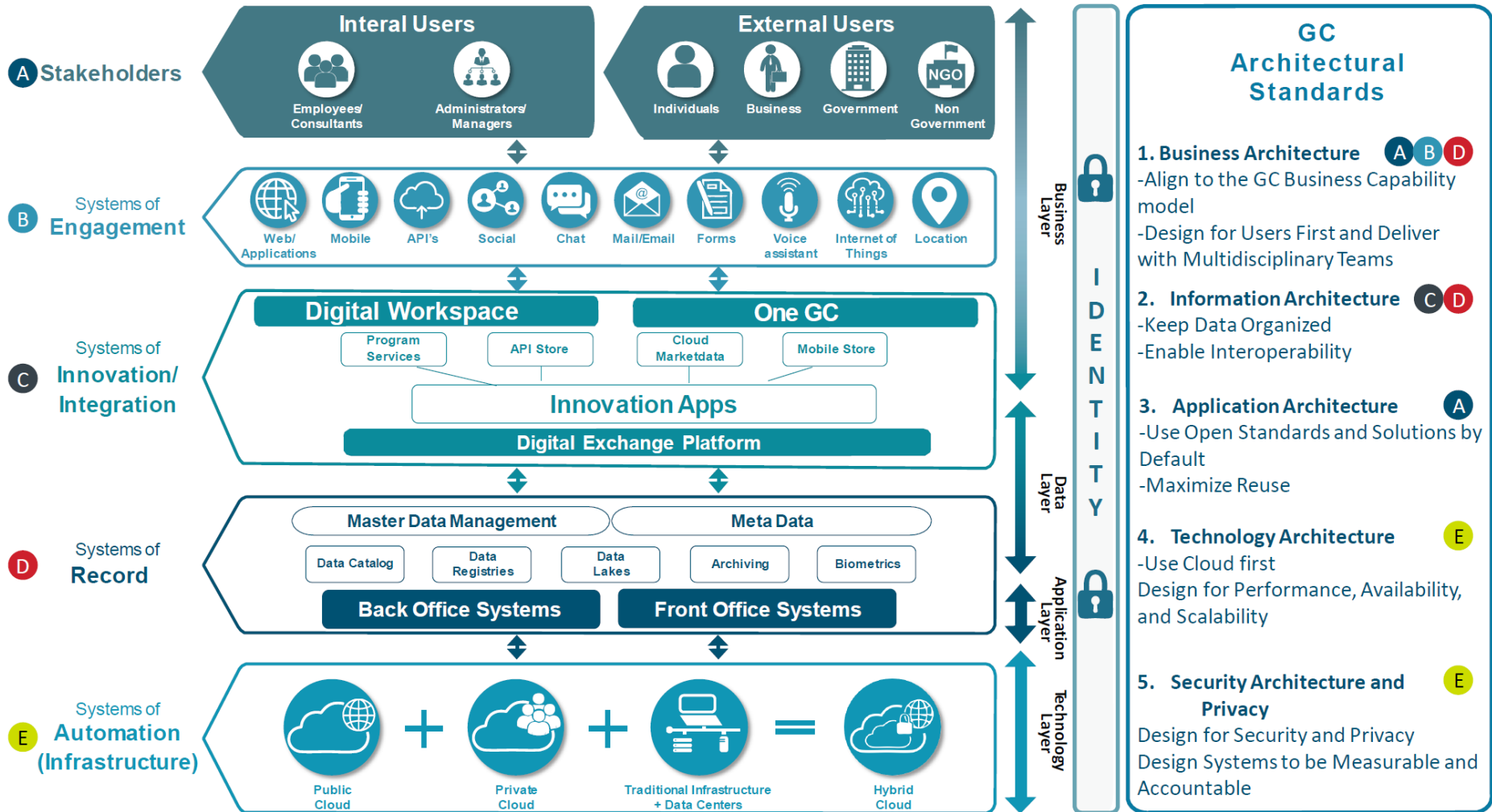
- Implement security across all architectural layers
- Categorize data properly to determine appropriate safeguards
- Perform a privacy impact assessment (PIA) when personal information is involved
- Balance user and business needs with proportionate security measures

### Design Systems to be Measurable and Accountable

- Publish a Service Level Agreement for each service
- Make an audit trail available for all transactions to ensure accountability and non repudiation
- Establish business and IT metrics to enable business outcomes
- Apply oversight and lifecycle management to digital investments through governance



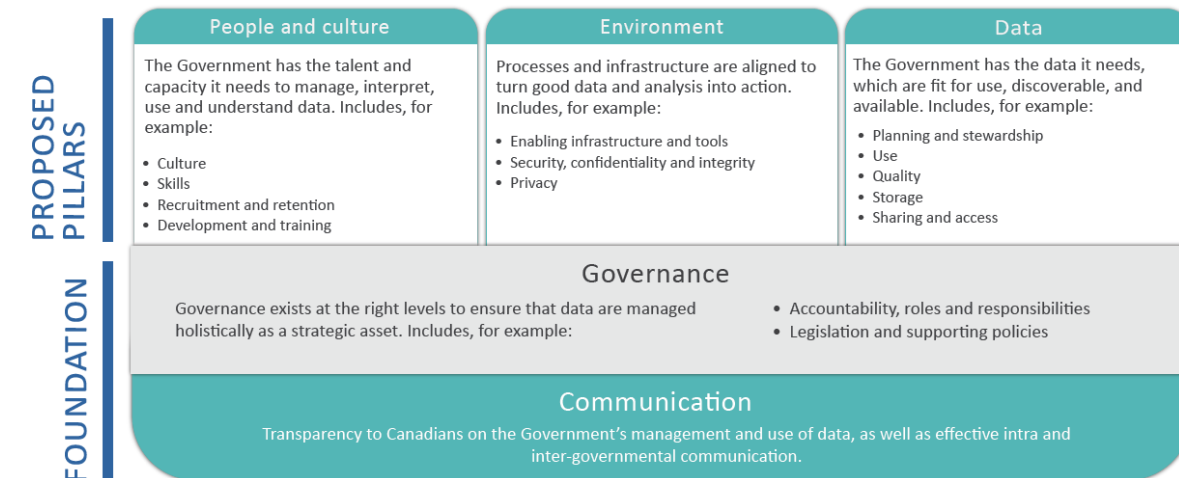
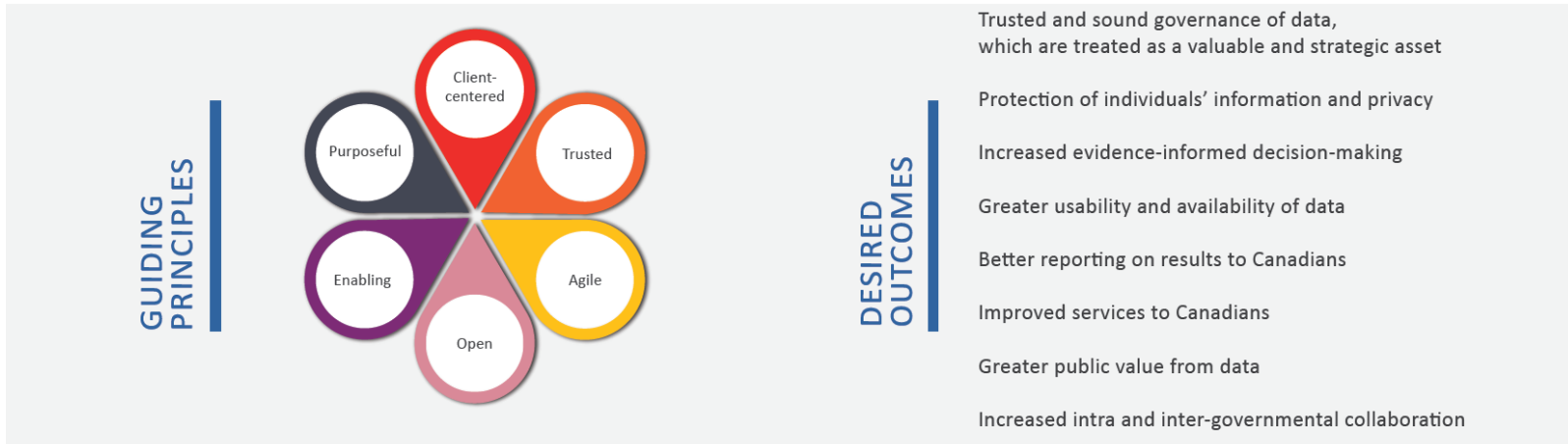
# GC Digital Landscape: We need a solid foundation



# Data Strategy: It is not all about the technology

## GOVERNMENT OF CANADA DATA STRATEGY FRAMEWORK

A whole-of-government approach to protecting, using, managing and sharing data as a strategic asset, enabling informed decisions that lead to better outcomes and services for Canadians

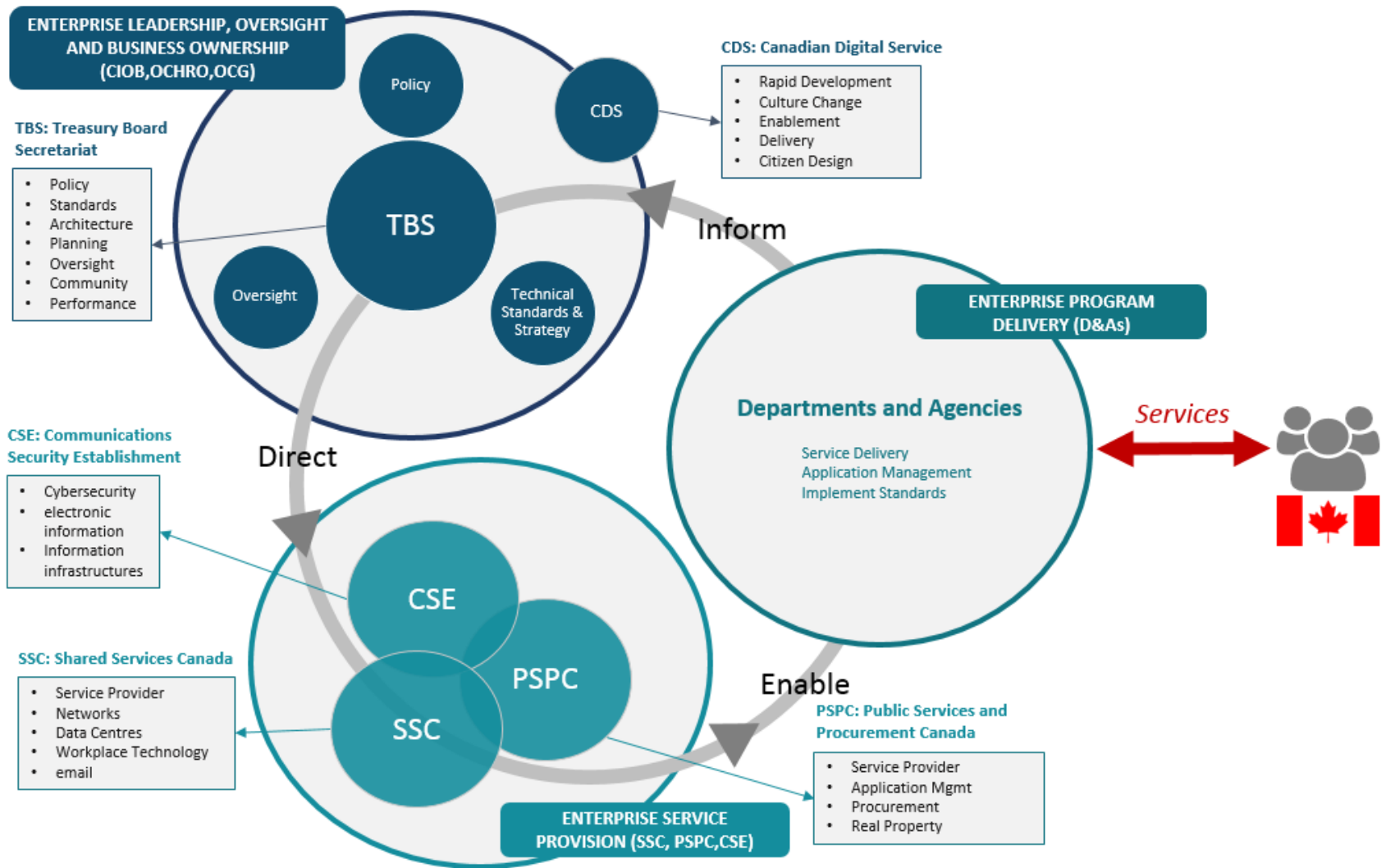


### PROPOSED LENSES THROUGH WHICH TO CONSIDER ALL ELEMENTS





# Enterprise Roles: A chance for change!



Note: Internal services are also delivered through departmental clusters and external providers.

*Departments and agencies leverage enterprise services delivered through TBS, SSC and PSPC*

# Meeting the GC enterprise challenge



## Go Full Digital!

Not techno. only; rethink end-to-end processes. Apply Digital Principles;



## Keep Breaking Silos!

Not only departmental; enabling functions too; transgress jurisdictions.



## Progressive Approach

No Big Bang; long term; phased; well articulated outcomes and results.



## Enterprise First!

Integrated business processes with aligned data, apps and techno.



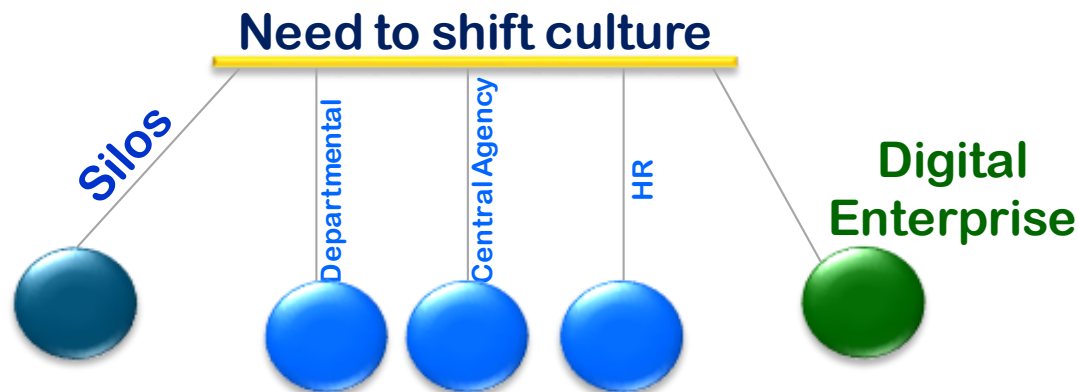
## Enterprise Lead.

Set HR Enterprise Program, led by business, with strong oversight.



## Focus on user centric

Simple, secure, end-to-end digital service delivery; employees = clients!



**People, processes enabled by digital technology!**

# Next Steps



# The work ahead...

- The Next Generation design intersects with specific functional areas and business activities defined in the GC HCM Business Reference Model
- The task ahead is to build mutual understanding between HR, end-users, IT and potential suppliers through a multi-stage process that could procure subscriptions to HCM cloud-based solution(s) and potential implementation services from the vendor (as the prime contractor).
- A key part of this journey will be to determine the links between stabilization efforts and the potential implementation of any NextGen solution(s)



# Question Period

Join us at  
Slido.com  
#NextGen-ProGen



Treasury Board of Canada  
Secrétariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# Break

Next Generation HR & Pay **Industry Day**



#NextGen

# Procurement Approach

# Recap - Notice of Planned Procurement

## Background

On behalf of the integrated HR and Pay Stabilization team and TBS Next Generation initiative, PSPC Acquisitions released a Notice of Procurement that contains all the Enterprise procurement requirements

## Goal

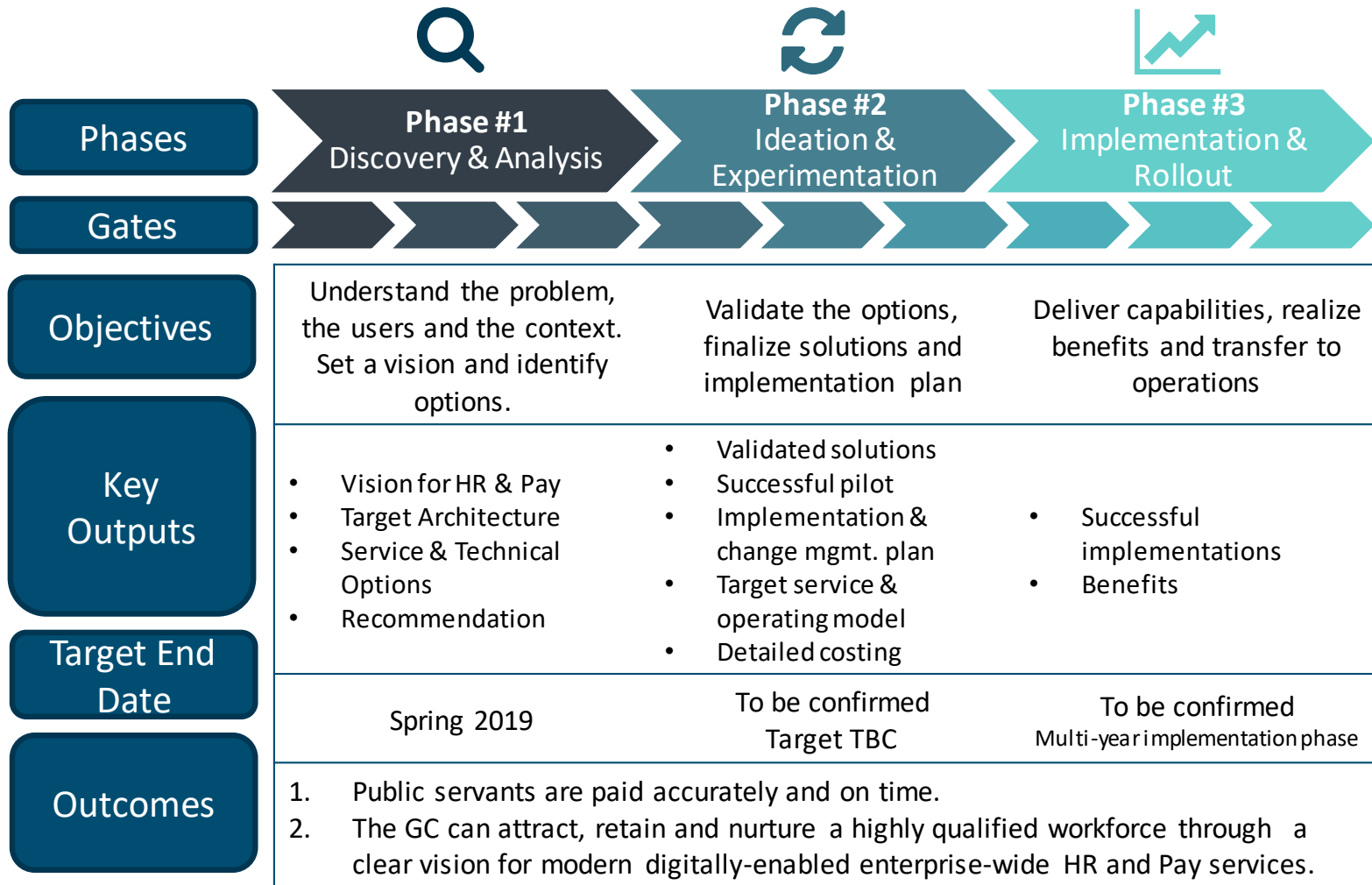
Describe and classify the help required for future looking Next Generation and immediate Stabilization needs

## Outcome

Flexible, refreshable, open and transparent industry engagement vehicle for all levels of Industry.



# Next Generation Initiative Overview:



# Work Streams



## Business Optimization & Transformation

Rethink the way the GC should work in a digitally-enabled era. Business review of capabilities, outcomes, requirements, processes, service models, etc.



## UX & Service Design

Understand who the users are, what are their goals and expectations, and define a service blueprint that meets those needs.



## Change Management

Ensure individuals, teams, and organizations are prepared and supported to successfully execute the organizational change and meet the business outcomes.

## Today's Focus



## Digital Solutions

Modern innovative solutions that follow industry best practices and tap into technological advancements to deliver GC services that are more in-line with consumer-based experiences.



## Program Management

Program oversight, governance, project management and corporate support functions.

# Procurement Overview

## What we're looking to acquire In Phase #1

1. A proven, scalable and interoperable core HCM digital solution
2. Other solutions and services tailored towards specific challenges

## Procurement Goals

- Work collaboratively with industry to gather insights and recommendations to feed into Phase #1 outputs
- Set the required procurement vehicles to ensure a smooth transition into Phase #2

## Agile Procurement

**A modern, efficient procurement process that respects the principles of openness, fairness, flexibility and collaboration.**

The GC is committed to modernizing procurement processes to increase value for taxpayers, while decreasing the burden for businesses. An Agile Procurement Process (APP) will result in improved investment manageability, improved likelihood of project success, increased focus on value and shortened time to realize that value, improved ability to adapt to changing needs and market conditions and, improved collaboration between parties.

# Agile Procurement Principles

## User Centric



Involve users in the design, testing and evaluation of solutions

## Transparent



documentation, criteria and progress reports are posted publicly

## Iterative



inputs and requirements are reviewed and refined continuously throughout the process

## Collaborative



work with bidders and key business communities to achieve the best results

## Lean



maximize the amount of work not done

## Evidence Based



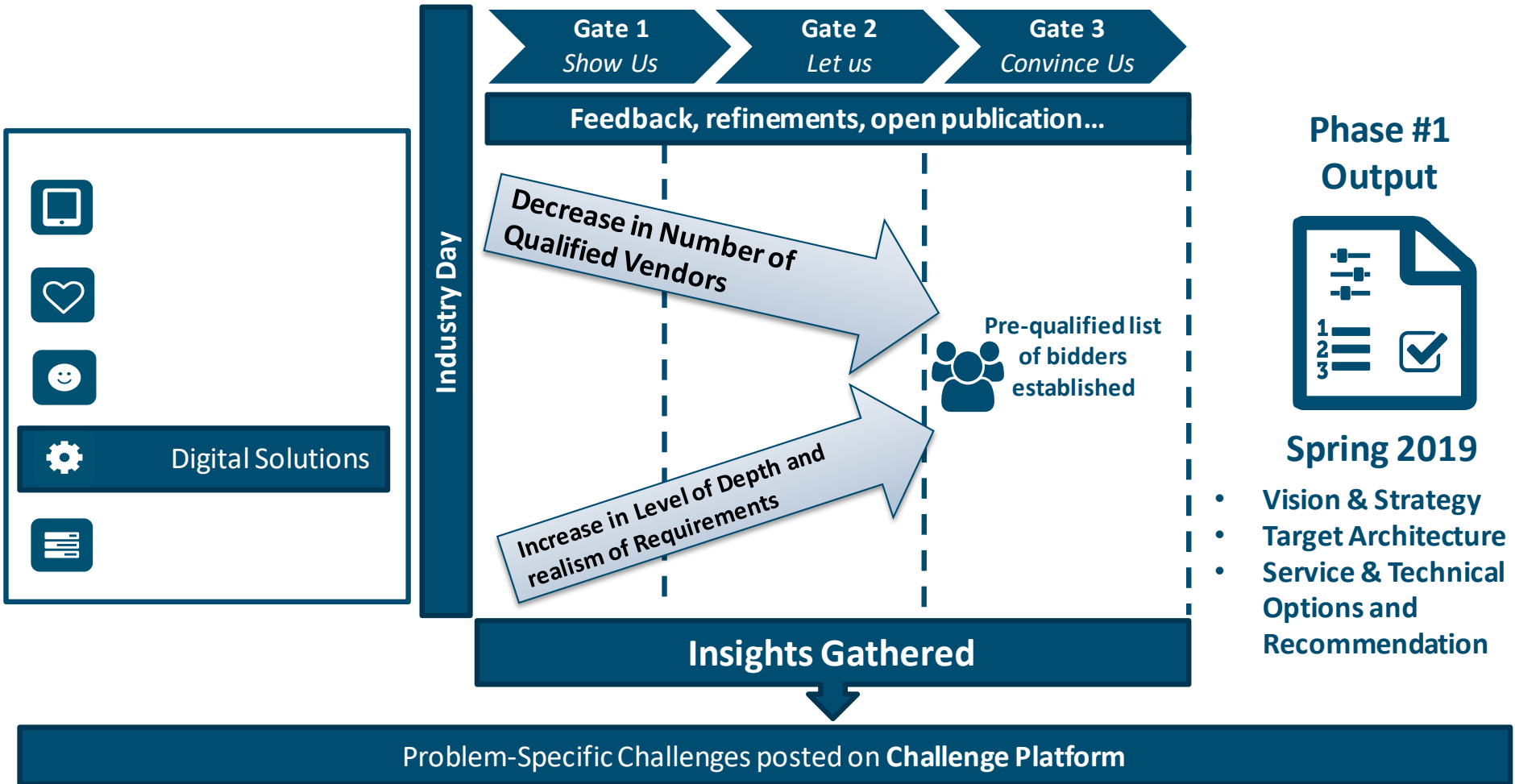
evaluations at each gate focus on proof provided by bidders

## Forward Thinking



evaluate solutions based on current proposals and their future roadmaps

# Phase #1 Overview



# Gating Steps – Repeated for each Gate

## Step #1

- **Establish Gate Objectives & Pre-solicitation**
  - Draft requirements are posted publically
  - Bidders review requirements and provide feedback

## Step #2

- **Refinements and Posting of Gate Requirements**
  - NextGen Team reviews feedback and updates requirements if needed
  - Gate requirements are posted

## Step #3

- **Development of Proposal**
  - Bidders finalize their proposal for evaluation, potentially including public 1-pager

## Step #4

- **Evaluation**
  - NextGen Team members will complete evaluations, which may be done through various methods (bid response, user testing, pitch...)

## Step #5

- **Gate results**
  - Qualifiers are published publically

# Evaluation Overview: We need to see and try it!!!

## Evaluation Topic



Goal: Simple to respond for industry based on Government standards

### Gate 1 *Show Us*

**Will look for solutions and services that are proven, scalable and follow our standards and principles**

- GC Digital Principles
- GC Architectural Standards

### Gate 2 *Let us*

***More show, less tell***

- Use of real scenarios and case studies
- Actual testing and interaction with users
- Presentations, demos, real-time feedback...

### Gate 3 *Convince Us*

**Collaborate and Co-design implementation and innovation solution**

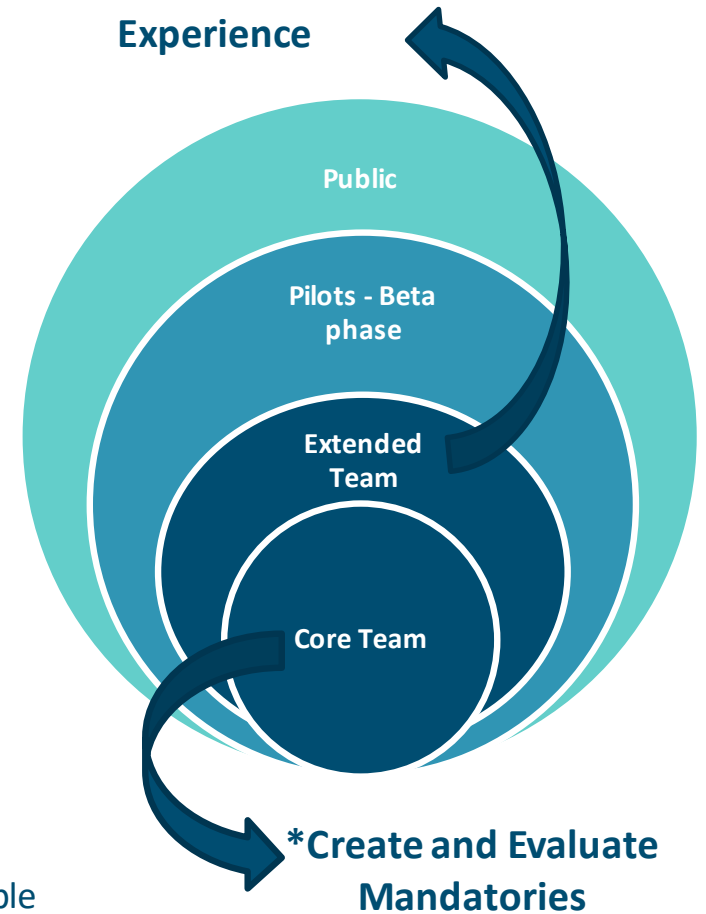
- Understand final costing and implementation scenarios
- Develop key principles for sustainment.

# Evaluation Overview: We are involving our community

## Evaluation Committee

The full Next Generation HR and Pay evaluation team will be multi-disciplinary and may change per Gate and per stream. It may include representatives from, but not limited to: TBS (OCHRO, OCIO), End-Users from departments, Union representatives, External advisors...

**\*Assess User Needs and Experience**



\* Evaluation team example from Technology stream





# Core HCM Digital Solution

## Additional Details

# Draft Gating Details – HCM Solution Stream

## Gate 1

### Show Us

- GC HCM Business Reference Model coverage & Product Roadmap
- Compliance to GC Architectural Standards (security, privacy, accessibility, OL...)
- Software as a Service, vendor as prime & basic environment
- Base costing model

## Gate 2

### Let us

- Configured environment using depersonalized data
- Specific test cases & usage scenarios, tested by users
- Detailed application program interface (API) analysis

## Gate 3

### Convince Us

- Cross-stream handshake – multi-functional approach
- Implementation & change management strategy & framework
- Detailed costing



# Innovation Challenge Stream Additional Details

# Draft Details – Innovation Challenge Stream

## **Purpose of the Challenge Stream: *Focused Solutions for focused pain-points***

- Welcome and encourage innovative ideas from all businesses (Small, Medium and Large)
- Support challenge-oriented, outcomes-based and innovative solutions
- Establish a modern architecture that supports modular add-ons and limits customization to modules external to core HCM engine
- Whenever possible, deliver small increments quicker to solve key user pain points

## **Process: *Leverage and reuse existing challenge capabilities***

- Exact process to be confirmed

## **Potential Challenge Examples:**

- Document collective agreement rules in business rules engine
- Develop an app for Personal assistants (Siri, Alexa, Google...)

# Question Period

Join us at  
Slido.com  
#NextGen-ProGen



Treasury Board of Canada  
Secrétariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# Lunch Break

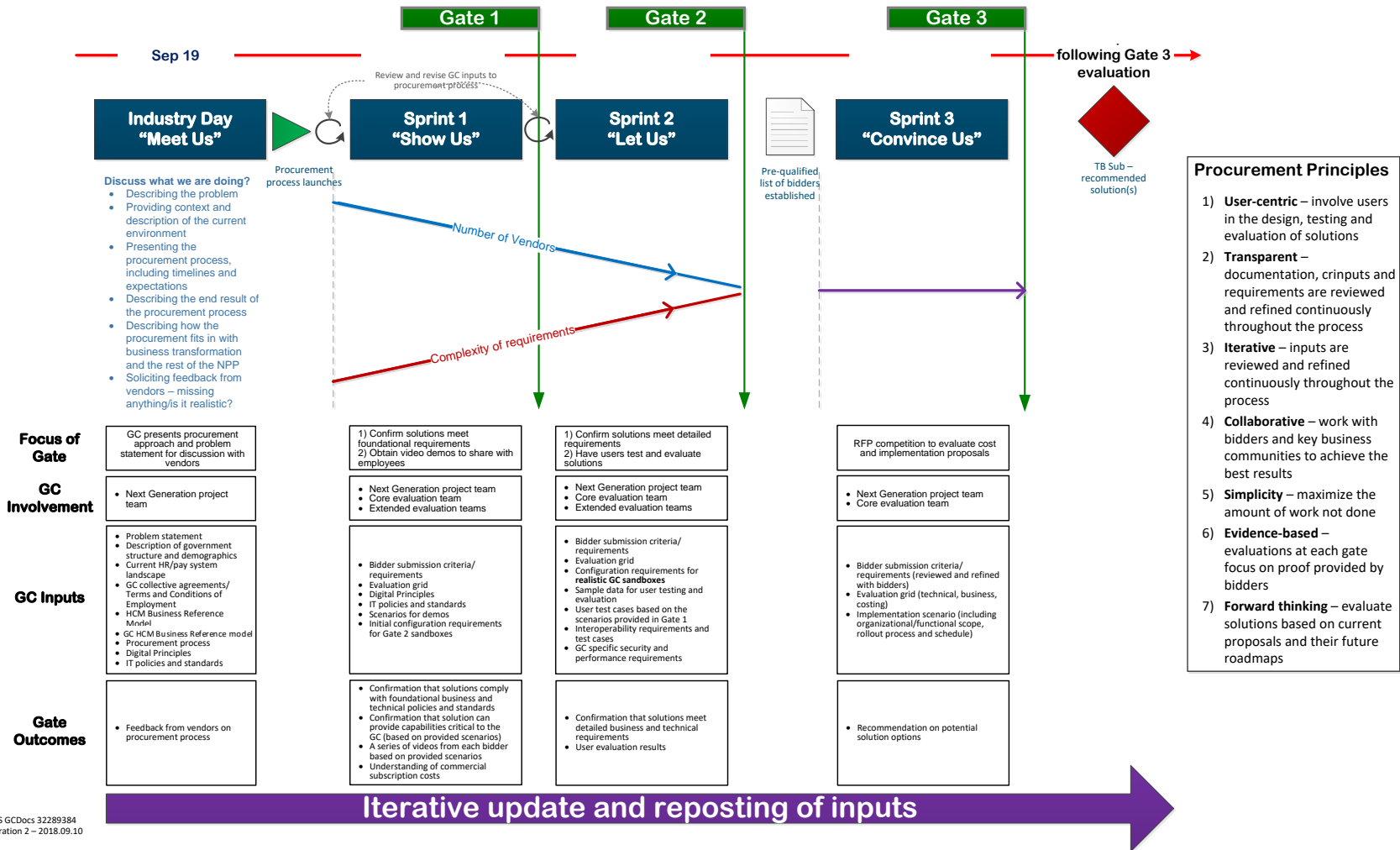
Next Generation HR & Pay **Industry Day**



#NextGen

# Review of Procurement Sprints & Gate Requirements

# Digital Solution Stream: Core HCM





# Procurement Considerations / Rules

1. **Collaborative:** Requirements will be developed and updated over the course of the process. Updates to requirements will be posted
2. **Iterative:** Gated approach to creating, testing and evaluating requirements
3. **Co-create:** Subsequent gate requirements will be created by the collaboration of Industry and government stakeholders
4. **User Input:** Each gate will offer hands-on use in a sandbox environment
5. **Iterative Requirements:** Additional requirements may be decided on prior to the launch of a gate or during
6. **Fairness:** A fairness monitor has been engaged in the overall procurement process
7. **Contract:** May or may not result in a contract
8. **Solution:** Should a contract be issued; may or may not be used in whole in part within Government
9. **Scope:** Solution procurement may be open to all levels of Government (Provincial...)
10. **Non-disclosure:** Agreements may be required to engage in NextGen deliverables

# Digital Services Evaluation Team

Core Team: Overall responsibility for Evaluation Criteria Development and Assessment of Mandatory Digital Standards Requirements across all Gates.

Members: Full-time (5-6 resources)

- PSPC Contracting Authority
- TBS Technical Authority
- HR Subject Matter (OCHRO)
- Pay Subject Matter (CIOB)
- Interop Subject Matter (Interop)
- Agile Procurement Expert (CIOB)
- Financial interoperability subject matter expert (TBS – OCG)
- \*\*\* Observer Fairness Monitor

Possible Extended Team: Accountable for User Engagement and Experience assessments across all Gates.

Members: Part-time as Required; from 20-100 resources 5 locations (NCR, North, West, East and Quebec)

- Union Reps
- Employees
- Managers
- Compensation Experts
- HR Practitioners
- Millennials

**Focus of Gate**

1. Business Capability Coverage
2. Solution maturity and adherence to Government basic policies and standards

**Evaluation Team**

Core evaluation team to evaluate **Digital Standards Mandatories** and Extended Team to evaluate **User Experience**

**Information Provided to Bidders**

- Bidder submission criteria and evaluation grid (reviewed/refined with bidders)
- Problem statement & current business & technical landscape
- GC collective agreements & Terms and Conditions of Employment
- GC HCM Business Reference Model
- Digital Principles, architectural standards, HR & IT Policies and standards
- Scenarios for demos
- Initial configuration requirements for Gate 2 sandboxes

**Gate Objectives**

Confirmation that solutions comply with foundational GC Business and Technical standards and can provide the needed business capabilities

Show Us

# Gate #1 – Detail Criteria

## Key Evaluation Topics

- **User Experience Stream:**
- GC HCM Business Reference Model (e.g.: Supplying videos demonstrating capabilities)
- **Digital Standards Stream:**
- Product owner & vendor as prime partner for solution delivery
- Solution robustness and scalability (e.g.: up to and including 350,000 employees)
- Solution interoperability (e.g.: maturity and robustness of API library)
- Compliance with official languages & accessibility requirements
- Compliances with the Directive for Electronic Data Residency
- Compliance with the *Cloud First* standard through a SaaS offering
- Robustness of security & privacy policies, standards and controls (e.g.: ISO/EIC 27001, 27017)
- Availability of product for user testing (e.g.: make an environment accessible to the GC)

## Vendor Activity & Submission Package

- **User Experience Stream:**
- Vendor Commercial Product Videos based on government user stories
- User Experience Mapping current & future product offerings to GC Business Capability Model
- **Digital Standards Stream:**
- Mandatory Criteria Response and Evidence
- Forward looking product roadmaps for each key business capability
- Data model & workflow (to provide mock data for Gate #2)
- Costing model

Let Us

## Gate #2 – Overview

### Focus of Gate

1. Confirm solutions meet high specificity requirements
2. Validate solution configuration, interoperability and user testing
3. Create list of qualified vendors

### Evaluation Team

Core evaluation team to evaluate **Digital Standards Mandatories** and Extended Team to evaluate **User Experience and Data and Interoperability Functions**

### Information Provided to Bidders

- HR Vision of digital solution
- Bidder submission criteria and evaluation grid (reviewed/refined with bidders)
- Evaluation grid
- GC User test cases with accompanying mock data to configure environment
- Interoperability requirements
- GC specific security and performance requirements
- Lexicon terminology

### Gate Objectives

Confirmation that solutions meet detailed business and technical requirements within a Sandbox environment that has been configured to meet GC User Test Cases.  
Have users validate solutions against complex and specific use cases.

Let Us

# Gate #2 – Detail Criteria Overview



## Key Evaluation Topics

- Working solution available for user testing using mock data
- Pay cycle capabilities
- Solutions configuration and flexibility vs customization
- Solution robustness and scalability (e.g.: up to and including 350,000 employees)
- Solution interoperability (e.g.: maturity and robustness of API library)
- Testing of Interoperability Links to GC Finance, GC Docs and other key enterprise systems



## Vendor Activity & Submission Package

- Configured environment
- Detailed costing model

# Gate #3 – Overview

## Focus of Gate

Final competition between qualified vendor(s) to evaluate cost and implementation proposals

## Evaluation Team

Core evaluation team to evaluate **Digital Standards Mandatories and Implementation – Pilot Scenarios** and Extended Team to evaluate **User Experience**

## Information Provided to Bidders

- Bidder submission criteria and evaluation grid (reviewed/refined with bidders)
- Evaluation grid (technical, business, costing)
- Implementation scenario (including organizational/functional scope, rollout process and schedule)
- Target state architecture and proposed data model including interoperability touch-points

## Gate Objectives

Confirm solution options, potential implementation strategies and asses interoperability maturity

## Gate #3 – Detail

### Key Evaluation Topics

- Financial viability of vendor
- Service model viability and operational sustainability
- Value for money
- Pilot Capabilities
- Quality of proposed implementation strategy
- Maturity of service support frameworks
  - Change Management
  - Product Management
  - Service & Support Management
- Overall quality of presentation, delivery, partnership proposal and answers to questions

### Vendor Activity & Submission Package

- Organizational processes and frameworks around Change, Product and Service Management
- Detailed Costing Proposal



# Next Steps

To find all postings on NextGen on Buy and Sell, search “HRP-RHP”

# Next Steps

- Please provide feedback on overall process and GATE 1 requirements
- If you have a proven, scalable modern HCM foundation that can meet our outlined criteria, please start preparing the following environments
  - Generic demo environment to submit videos for GATE 1; and,
  - GC configured sandbox to enable hands-on by GC Employees in GATE 2
- Keep watching us on Twitter, Facebook and Buy and Sell for the launching of other procurement streams

# Question Period

Join us at  
Slido.com  
#NextGen-ProGen



Treasury Board of Canada  
Secrétariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# Break

Next Generation HR & Pay **Industry Day**



#NextGen

# Open Question and Answer Period

# Open Question and Answer Period



Do you feel the  
Government of Canada is  
missing any key elements  
to solve the stated  
problem?

# Open Question and Answer Period



Do you have the information you require to understand the context of the HR and Pay landscape in the Government of Canada?

# Open Question and Answer Period

---



Do you think the  
timelines are feasible for  
you to engage as an  
industry?



# Open Question and Answer Period



How else do you think we should engage users and stakeholders during this process?

# Closing Remarks



Treasury Board of Canada  
Secrétariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# Thank you!

Stay in touch

[nextgen-prochaine@tbs-sct.gc.ca](mailto:nextgen-prochaine@tbs-sct.gc.ca)



#NextGen