ADM, People Management Systems & Processes
Dominic Rochon
@Dominic_rochon

Corporate Secretary
Jacquie Manchevsky
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Executive Director, Digital Delivery
Vernon von Finckenstein
@V_Von_F

On behalf of the entire Next Generation HR and Pay Team, we'd like to thank LeadersGC for hosting our first Digital Engagement Session on December 13, 2018.

We'd also like to thank everyone who shared their feedback, submitted a question, and engaged with us online.

We hope you'll continue to engage with NextGen online via our hashtag and website.

ENGAGEMENT SUMMARY

LEADERSGC 🍁

Chat Report: Next Generation HR & Pay
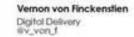Thursday, December 13, 2018 • 8 to 9 pm ET

Jacquie Manchevsky
Corporate Secretary
@jmanchevsky

Vernon von Finckenstien
Digital Delivery
@v_von_f

Dominic Rochon
People Management
Systems & Processes
@dominic_rochon

🐦 **78,570** reach

3,880 engagements **5%**

1,170 RT/♥/replies

6 QUESTIONS
135+ replies
900+ engagements
19,000+ impressions

#LeadersGC
520 tweets

#NextGenHRPay
330 tweets

#ProGenRHPaye
132 tweets

📍 **1,000+** video views

Neutral / Positive / Negative **92**

[word cloud: employee important generation support chat evening solution career user questions needs feedback tonight thank right people work agile future pain using process time pay processes way servants business points hashtag trust users paid team public information access engagement procurement employees]

KEYHOLE

The LeadersGC Digital Engagement Session included five Twitter questions and three Periscope questions that were answered and filmed live by the NextGen Team.

A recap of the entire LeadersGC Chat is available here.

Abe: What about your plans for the next gen pay system should make people hopeful and optimistic that we will not put them through another Phoenix situation?

Answered live via Periscope. Click here to view @Dominic_Rochon's response.

John Price: Could there be a central repository that recognized credentials/degrees, so folks don't have to take parchment off walls or out of basements for interviews?

Answered live via Periscope. Click here to view @JManchevsky's response.

Steph Percival: How are you going to balance the technology with the very real need for prompt, competent, & empathetic service that's currently lacking?

In this phase of the NextGen initiative we are working on identifying options for a NextGen solution. This solution will not be driven by technology but rather business outcomes. Solutions must meet GC capabilities, outcomes and solution architecture, as well as complex user tasks and scenarios. To do so, we are conducting a variety of user research and have held and will continue to hold a number of user engagement sessions to understand user needs. By putting the user at the centre of this work, we're able to leverage your feedback to design with empathy and deliver a better end-product. Future phases will need to consider the service model.

Jeremiah: What steps are being taken to prepare for **unknown** HR changes in the next 5-10 years? (e.g. Consolidation of unions, changes to classification system, etc.)

A two-pronged approach is being undertaken. First, we are actively engaging public service employees on an ongoing basis to obtain feedback on what a next generation HR and pay solution could look like and to address any concerns with existing functionality. That said, not all HR changes in the next 5-10 years will be known to us in the shorter term. As a result, the new solution will be flexible to adapt to user needs as they become known.

QUESTIONS & ANSWERS

A — Anonymous

What are the plans to meet user needs with the move towards a more self serve environment of Government pay? Remote access, access while on leave, etc.

As part of the NextGen's agile approach the user is the center of our work. Engagement is built-in to ensure that user needs and feedback are considered and leveraged, with course corrections applied as needed throughout the process. The NextGen team's work is currently focused on identifying options by discovering and analyzing the problem and the art of what is possible. Nothing is off the table when it comes to what these options may include in terms of user preferences and design.

M — Melody

How will the new system interface with the CWA? Will pay stubs also be designed in such a way that the info and details provided on them are easier to decipher?

The NextGen team is currently working on identifying whether viable market solutions exist to meet GC business outcomes and capabilities. Integration and implementation will be considered in later stages of the initiative; however, we are constantly collecting user feedback to help inform the work ahead. Nothing is off the table at this stage.

G — Guillaume

Will the solution use open standards to avoid lock-in or will it be tied to a specific vendor/technology only?

The NextGen Initiative is starting from a place of service design and standards, using the GC Digital Standards, to guide us on our journey as a set of guiding principles. Under the Digital Standards, we are committed to working with open standards and solutions to allow for maximum interoperability.

K — Kieran

Is next gen pay more about procurement or about the people impacted by the systems?

Answered live via Periscope. Click here to view @V_Von_F's response.

QUESTIONS & ANSWERS

> Given the issues caused by Phoenix, will there be an easy way for people to have their HR and pay files updated in the next solution, if required?

A — Anonymous

This is one of the functionalities the NextGen Team will be considering as part of the solution architecture work that is being led under the Digital Delivery Team.

G — Guillaume

> Will the solution be designed to evolve over time to accommodate the changing needs of the users?

The solution will be designed to evolve over time. As the Software-as-a-Service (SaaS) solution changes to meet the needs of users, the GC will inherit the updated service. As part of the overall solution architecture, interoperability is also a key requirement that enables the GC to add additional services and capabilities to meet ever changing user needs.

> Is there a plan to migrate old data from department HR and Phoenix into NextGen, for reporting purposes only? If not, is there a plan for reporting capabilities?

P — Paul

At this stage in the NextGen initiative, the team is working on identifying whether viable market solutions exist to meet GC business outcomes and capabilities. Modern reporting tools are a common feature in technologies which will be explored as work on the solution architecture advances. Clean data will be fundamental for any new solution, how this data is obtained will be determined in future stages of the initiative.

I — Iona

> Why should folks trust you and go on this journey with you?

NextGen is working openly and transparently, as well as collaboratively with users, vendors and stakeholders to ensure that engagement is built-in to our process. By working in this way, we're delivering an iterative process that enables your involvement and feedback to course correct, as needed.

QUESTIONS & ANSWERS

Whenever I ask about or read about the agile method I just hear jargon and boosterism. Can you explain why this method is appropriate for government?

A

Anonymous

NextGen has adopted an agile approach for the entire initiative, including but not limited to procurement. As part of this approach, we are working in small/faster sprints through our three gates. By working in this way, our scope is flexible and adaptable, allowing for ongoing interaction with vendors and enabling industry feedback and best practices to be applied throughout the process. This approach encourages ongoing feedback throughout the process, which will in turn inform the Government of Canada's business outcomes, enabling course-corrections throughout the procurement as information is presented or discovered.

See why it is being used for NextGen here: https://open.canada.ca/en/blog/agile-how-were-working-differently

A

Anonymous

Why don't we move to a system like many private organizations have, where employees are accountable for their own information and files, with controls in place.

The current system currently obtains data from employees (through submitted transactions), as well as through approvals by management. In order to ensure clean data, the role of the Subject Matter Experts will be essential to ensure the system is running on reliable data.

What type of testing has been conducted to ensure this new system is not also problematic? Will it be rolled out to all employees at once or gradually?

A

Anonymous

As part of the NextGen's gated approach, all possible solutions will be tested. This testing will include a specific evaluation team, as well as open testing to public servants across Canada. We are working towards identifying options for Spring 2019, with future implementation and roll-out to be considered in later stages of the initiative.

QUESTIONS & ANSWERS

What opportunities do you see, not just for fixing the pay system, but for adding new functions that make managers and employees lives easier?

A — Anonymous

The NextGen team is engaging with users, including employees, managers, HR and Financial practitioners and bargaining agents to leverage their feedback as part of our agile procurement process and to understand user preferences and needs to support work on business outcomes and processes.

K — Kieran

Is there any way to integrate graphs/charts/data visuals for pay and deduction amounts to help people understand what's driving the constant changes to their net?

As part of the work being led by the NextGen Digital Delivery team, feedback on user preferences will be leveraged to support the solution architecture. At this stage, we are currently working on finding options for a viable market solution that meets GC business outcomes and capabilities. Future work will focus on integration of user preferences to develop an interface that meets user needs, such as visuals to better understand data. Nothing is currently off the table.

Are you planning a simpler GC approach- transfer out, transfer in transaction should be part of the past...all within one GC account?

A — Anonymous

As part of the work being led by the Office of the Chief Human Resources Officer (NextGen Business Owner), business processes, outcomes and capabilities are being reviewed to assess where harmonization of processes or policies are feasible.

QUESTIONS & ANSWERS

Will NextGen take lessons learned into account?

A — Anonymous

We are committed to reviewing lessons learned that can be applied as part of our agile approach, enabling course corrections as needed. Lessons learned have focused on key themes, including but not limited to: governance/oversight; stakeholders and collaboration; leadership; people/talent; change management/organization culture; project management; technology; business processes; communications; and, workforce transformation. We've heard from the Senate Committee on National Finance; Goss Gilroy; Ernst and Young; the Auditor General of Canada; the Parliamentary Accounts Committee; and, Professor Michel Parent, among others.

A — Aalya

What exactly are the goals/mandate of #NextGenHRPay? Is this meant to be a panacea for all corporate HR and compensation matters - or what elements? Thanks!

As part of Budget 2018, the GC committed to finding options for an alternative, sustainable and long-term next generation HR and Pay solution. To support this objective, funding to establish a dedicated multi-disciplinary team within TBS was approved in the amount of $16 million over two years, beginning in 2018-19. This work is focused on discovery and analysis to understand the problem and the realm of the possible when it comes to viable market solutions that will meet GC business outcomes and capabilities.

We are small, but certain people who have problems with Phoenix would like to participate. Is it possible?

A — Anonymous

As part of Gate 2 of the agile procurement process, the NextGen initiative will be engaging with users, including employees, managers, HR and FIN practitioners and bargaining agents to test possible solutions. These engagement opportunities will include a variety of public servants. Stay tuned for more information!

QUESTIONS & ANSWERS

A — Anonymous

Why isn't this conversation happening during the workday? It will be starting at 9pm Atlantic. / Will there be a separate session in French?

This digital engagement session leveraged the bilingual LeadersGC platform, which schedules monthly chats on Thursdays at 8:00pm EST. Stay tuned for more engagement opportunities and continue to engage with us online using our hashtags.

S — Stephanie Aubrey

Will it be properly tested? Implemented in phases, like Agile steps, working before moving to next steps. Phoenix was not !

This question was included and answered as Q5 of the LeadersGC chat.

NextGen is working differently in order to find options for a next generation HR and pay solution (see how agile is being applied to our work here: https://www.youtube.com/watch?v=IytJbcS1_rk). By using an agile approach, we are able to course correct as needed throughout the entire process. This will allow the team to apply lessons learned and best practices in an iterative way. Should an element fail, we can adapt in order to move forward. As part of Gate 2 of the agile procurement process, we're asking vendors for more show. In this gate, we are using scenarios and case studies to test possible solutions with users. Presentations and demos will also allow for interactive sessions with users, including unions and subject matter experts, for NextGen to obtain real-time feedback. We will be evaluating these solutions to ensure alignment with GC standards and capabilities.

M — Mike

Will collective agreements have clauses, entitlements, etc. expressed in open-source executable form &accessible online to empower both employees & payroll officers?

The NextGen team is currently working on identifying the art of what is possible to present recommended options on whether viable market solutions exist to meet GC business outcomes and capabilities. Through our engagement efforts we are collecting feedback on user preferences/needs to inform work ahead on the solution architecture.

QUESTIONS & ANSWERS

K

Kiran

How are next gen pay and next Gen travel connected?

While both initiatives have been inspired by the name "NextGen" – a common label applied to a major upgrade of a hardware or software product – the two are not currently related.

G

Guillaume

Will the solution designed be leveraging service oriented architecture or even micro-services or will it be a monolithic block?

The solution is leveraging a service oriented architecture, which allows for interoperability and aligns with the GC Digital Standards. It will be modular and extensible. Micro-services will be included in the architecture. This work is being led by the Digital Delivery team.

What groups are involved? No one in my department knows how you are going to make sure pay works before pushing it to us. I sure hope it works better then Phoenix.

S

Seb

The NextGen Initiative is being led by Alex Benay, Chief Information Officer of Canada under the Treasury Board Secretariat. Work by the NextGen team is supported by the Chief Human Resources Officer of Canada and project partners, including the Public Service Commission of Canada, the Canada School of Public Service, Public Services and Procurement Canada, and Deputy Heads – who are regularly briefed – from various departments and agencies.

A

Anonymous

What about getting on-boarded to new insurance when changing job (excluded position, becoming an executive)?

One of the common recommendations we've heard from public servants to date is how they would like the next generation HR and pay solution to accommodate a significant number of onboarding functions (insurance, security clearance, course completion, etc.). As we move forward with the agile procurement process, we are looking into the art of the possible and hope to encompass as much onboarding functionality as possible. Nothing is currently off the table.

QUESTIONS & ANSWERS

Will you automatically enrol all eligible employees for Level 1 PSHCP (similar to the Dental plan)? Why require a paper application for level 1?

A

Anonymous

Through our engagement efforts, the NextGen team is collecting feedback on user preferences and needs to support the work ahead on the solution architecture.

A

Anonymous

How is this new system going to deal with an GC employee journey from the moment of hiring until retirement? Are we going to continue using different systems?

Engagement efforts to date have focused on the complete employee lifecycle from hire to retire in an effort to understand user preferences, obtain feedback on user needs, and inform work being led on business processes by the Office of the Chief Human Resources Officer. Feedback to date has included better support for onboarding, parental leave, as well as retirement – areas we've identified as part of the user scenarios that will support testing in Gate Two of the agile procurement process.

What specific measurable outcomes determine success for you?

A

Anonymous

This question was included and answered as Q6 of the LeadersGC chat.

As part of Phase One of the NextGen Initiative, the NextGen team is working on establishing a clear vision for HR and pay in the GC, the target architecture, service and technical requirements. These outputs are driving the work towards recommended options for Spring 2019.

With digital delivery, we are working with vendors through our agile procurement process to identify whether viable market solutions exist. Paying our employees accurately and on time remains a top priority for the GC and is a key outcome for the NextGen initiative.

Paying our employees accurately and on time remains our top priority both in the work we are leading with stabilization and with NextGen.

QUESTIONS & ANSWERS

Who's accountable if it doesn't succeed and how are you setup to 'recover' from failure?

A — Anonymous

As Project Champion, the Chief Information Officer of Canada is accountable for the Next Generation HR and Pay Team, with the Chief Human Resources Officer leading as Business Owner. As part of the agile approach we have adopted, the manner in which we are working will allow for course corrections as needed to apply best practices and lessons learned throughout the process. This will enable the team to adapt to new information as it is obtained in real-time.

A — Anonymous

Will Miramichi staff be required to know both the Phoenix system and the new payroll system?

The implementation of the next generation HR and pay solution has not yet been determined, but we are cognisant of the need for training resources to support employees.

Collective agreements are constantly changing. How are we supposed to do both in Phoenix and in this new system?

A — Anonymous

Changes to collective agreements or any business rules are performed in multiple systems today and it is expected that this will continue. Consolidation of systems will reduce the amount of redundancy and overlap, but every effort will be made to leverage work between systems.

A — Anonymous

Will our department be involved in testing this? CBSA and others have complex payroll needs.

As part of Gate 2 of the agile procurement process, the NextGen initiative will be engaging with users, including employees, managers, HR and FIN practitioners and bargaining agents to test possible solutions. We agree that not all employee experiences are the same and will be ensuring our engagement includes experiences from various departments and agencies, as well as user types.

QUESTIONS & ANSWERS

A
Anonymous

Phoenix had a lot of missing payroll functions. How will this not be the same?

The intention behind finding options for a next generation HR and pay solution is to deliver a solution that performs a full range of HR and pay transactions from hire to retire. We recognized that HR and pay go hand in hand and we've applied this lesson to the work we are leading. As part of our agile approach, we are constantly learning from past lessons and course correcting as needed. In working in this way, the scope of our work remains flexible to adapt to changing needs, which we continue to collect through ongoing engagement efforts.

How will you avoid the common pitfalls of large government projects that demand TBS stage gates, meet arbitrary dates set by execs at the cost of quality, etc.

A
Anonymous

The NextGen Initiative continues to apply lessons learned as the initiative evolves to ensure best practices are applied throughout the process. We recognize from past endeavors that accountability and transparency are key to the initiative's success.

A
Anonymous

Why are we limited to 160 characters in our question?

LeadersGC managed the sli.do at 160 characters to support the formatting of questions within the chat in both official languages.

How will the system be designed to handle flexible schedules (shift work, part/gig, or gradual return to work after an illness) and teams (different manager approves)?

A
Anonymous

A future solution will be designed to ensure various employee profiles and work environments are considered.

QUESTIONS & ANSWERS

Q (Anonymous): Will mandatory GC, professional development, and e.g. specialty tech training be captured with cert renewal /tracking built in across departments and agencies?

A: The purpose of a enterprise solution is to allow for data to be managed in one place. However, we have yet to define the scope of the implementation plan, which will define what HR functions and onboarding will be included in the new solution.

Q (Anonymous): When will the new system be available? 2019? How will you select which departments will get it first if its not all at once.

A: The NextGen team is currently working towards recommended options for Spring 2019. Work to date has focused on discovery and analysis to confirm the problem and identify whether possible market solutions exist that meet GC business outcomes and capabilities.

Q (Paul): With departments outside PSEA, how is NextGen planning to accommodate the need to track both core and non-core public servants? (a-la-DND or RCMP)

A: The NextGen Team is currently working on finding options for enterprise-wide next generation HR and pay solution. This could include one single solution or multiple solutions, to accommodate unique departments. At this stage, we are working identifying the art of what is possible and nothing is off the table.

Q (Paul): Is there a planned pilot process including parallel payroll administration between new NextGen and Phoenix/existing payroll?

A: NextGen is currently funded to identify options for an alternative, long-term and sustainable HR and pay solution. Recommended options will focus on a future solution and will be presented this Spring. Options could include piloting. While work on Phoenix stabilization is occurring in parallel, NextGen is focused on moving away from Phoenix.

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