

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:
Bid Receiving - PWGSC / Réception des soumissions
- TPSGC
Place du Portage, Phase III
Core 0A1/Noyau 0A1
11 Laurier St./11, rue Laurier
Gatineau
Québec
K1A 0S5
Bid Fax: (819) 997-9776

SOLICITATION AMENDMENT

MODIFICATION DE L'INVITATION

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Comments - Commentaires

Vendor/Firm Name and Address
Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution
Shared Systems Division (XL)/Division des systèmes
partagés (XL)
4C1, Place du Portage Phase III
11 Laurier St./11, rue Laurier
Gatineau
Québec
K1A 0S5

Title - Sujet Industry Day Invitation	
Solicitation No. - N° de l'invitation 24062-140032/A	Amendment No. - N° modif. 002
Client Reference No. - N° de référence du client 24062-140032	Date 2013-07-12
GETS Reference No. - N° de référence de SEAG PW-\$\$XL-116-26120	
File No. - N° de dossier 116xl.24062-140032	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2013-07-26	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Yang, Annie	Buyer Id - Id de l'acheteur 116xl
Telephone No. - N° de téléphone (819) 956-1560 ()	FAX No. - N° de FAX (819) 953-3703
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
Signature	Date

Solicitation No. - N° de l'invitation

24062-140032/A

Amd. No. - N° de la modif.

002

Buyer ID - Id de l'acheteur

116x1

Client Ref. No. - N° de réf. du client

24062-140032

File No. - N° du dossier

116x124062-140032

CCC No./N° CCC - FMS No/ N° VME

*****AMENDMENT # 3*****

To attach Industry Day Decks presented on July 12, 2013.



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

Better government: with partners, for Canadians

Industry Engagement Day

HR Applications Transformation Initiative

July 12th, 2013

Canada



Safe Harbour Statement

This presentation contains information regarding a strategy that the Government of Canada may choose to undertake

Information provided here is solely for the purposes of gathering further information to support the development of that strategy, and is subject to variations and uncertainties

Information and opinions presented here reflect our current knowledge and directions as of the date presented, and you are cautioned not to place undue reliance on this information

Industry Day Objective

Today's goal is to begin a process to transform the way in which the Government of Canada supports and delivers Human Resources Applications

We will endeavour today to inform and seek feedback from industry on a proposed Government of Canada Human Resources Applications Transformation initiative

Our objectives for our Industry Engagement phase include:

- Providing an overview of the initiative and its expected business outcomes
- Assessing the level of interest/capacity of industry to provide the GC with a modern HR IT applications platform
- Gather input on the potential service delivery options available
- Determine the key service elements and parameters that drive pricing and availability

Agenda

HR Applications Transformation– Industry Engagement Day

Participant Registration : 8:00 am – 9:00 am

Overview	Wade Daley, Chief Technology Officer of the Government of Canada
Objectives	
Business Drivers	Corinne Charette, Chief Information Officer of the Government of Canada
HR Modernization	Christine Nassrallah, Executive Director, Strategic Infrastructure and Information Management, Office of the Chief HR Officer
Current & Future States	Wade Daley, Chief Technology Officer of the Government of Canada
Key Requirements	Scott Levac, Director, Change Management Chief Information Officer Branch
Procurement Approach	
Closing Remarks and Questions	Wade Daley, Chief Technology Officer of the Government of Canada

Business Drivers

*“...committed to **streamlining, consolidating and standardizing** administrative functions and operations within and across organizations.”*

Economic Action Plan 2012, Government of Canada



Chapter 5: Modernizing and Reducing the Back Office

*“The Government is committed to streamlining, **consolidating and standardizing** administrative functions and operations within and across organizations.”*

Budget 2012

*“...reducing duplication of effort, **streamlining our processes,** taking advantage of **new technologies,** and leveraging the Government of Canada’s considerable purchasing power, we will improve our services, increase our productivity, and **reduce costs.**”*



Twentieth Annual Report to the Prime Minister
on the Public Service of Canada, 2013



Overall Project Objectives

The HR Applications Transformation Initiative will standardize, consolidate, and modernize the Government of Canada's HR applications landscape to reduce costs, achieve efficiencies, and allow for greater mobility of the back office workforce

The GC is seeking to obtain the services of a private sector supplier of Managed Application Services to support GC HR services based upon a GC configured instance of PeopleSoft 9.1

Public Works and Government Services Canada will manage the new service delivery arrangement on behalf of the Government of Canada

Shared Services Canada will support the secure integration of this new service with the GC IT environment

The Approach

- One enterprise IT platform for the Human Resources (HR) business function founded on common processes and data
- Procurement of an outsourced, managed IT service for the Human Resources business function
- Departments to transition in waves from their legacy HR IT applications to the outsourced GC standard HR IT application commencing once procured services are in place
- IT platform to include infrastructure, application with configuration/customizations reflecting GC requirements, related applications maintenance and enhancement services
- GC retains business process service delivery and end user support


The GC will adopt a collaborative procurement solution similar to the recent Shared Services Canada Email Transformation Initiative and follow an approach of progressive, incremental outsourcing

Benefits of New Approach

- Modern, standard GC HR IT application that facilitates adoption of GC common business processes and data
- Departments will not have to fund individual upgrades and renewals of HR IT applications
- Leverages private sector more strategically to reduce upfront GC investment
- Focuses departmental IT capacity onto mission critical systems
- Accelerates enterprise interoperability of HR applications
- Small departments to benefit from enterprise grade platforms
- Complements SSC's 7-year transformation strategy
 - Opportunity to reduce migration workload to new Data Centers and infrastructure

Moving to common IT systems for the HR business function is a prerequisite for transforming HR service delivery

HR IT Transformation

One Process	One Application	One Provider
 <p>The Common HR Business Process (CHRBP) has been developed will be implemented by 2014.</p>	 <p>Human Resource Business Solution Pilot (HRBSP) to develop the standard configuration for GC will be completed by October 2013.</p>	 <p>Industry Day begins a process that will result in the selection of a single provider of application management services for GC.</p>
One Back Office		

HR Services Modernization Initiative

Approved by TB Ministers in January 2012 and intended to:

- Enhance the efficiency of how HR Services are delivered in departments and agencies
- Drive the HR strategic vision supported by a streamlined and effective service-wide HR governance structure

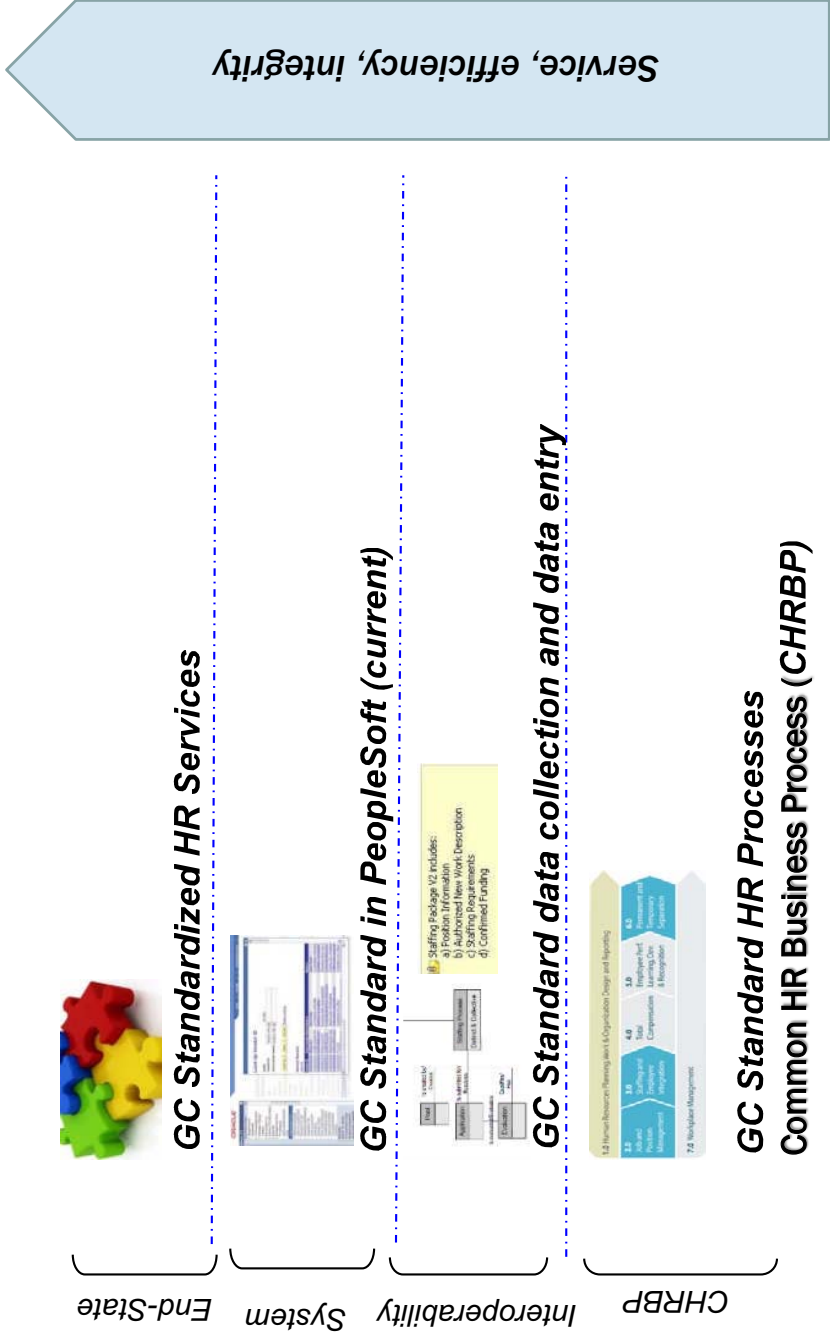
Focus on achieving one process, one system and one set of data for HR beginning with four key initiatives:

1. Implementation of **Common HR Business Process (CHRBP)** - to improve an enterprise-wide approach to HR management practices. (OCHRO)
2. Undertaking the **Human Resources Business Solutions Pilot (HR BSP)** - Build the GC HR System Standard in PeopleSoft 9.1. (CIOB)
3. Replacing the **Human Resources Information System** – Configure a single instance of PeopleSoft for Small Departments and Agencies (SDA). (PWGSC)
4. Introducing the **Enterprise-wide HR Data Interoperability Standard** - Design the standard to establish a common approach among HR systems and other to permit a seamless exchange of data. (CIOB)

***“One Process, One System & One Set of Data”
through central governance for direction setting***

GC Standardized HR Services through Processes, System and Data Collection

Interoperability with other GC services & systems
(i.e. Finance, Pay Modernization, etc.)



“One Process, One System & One Set of Data”
through central governance for direction setting

Common HR Business Process

The GC Standard

Endorsed by TB Ministers as the standard for the delivery of HR business across government - to be implemented by March 2014.

HR / Org Planning

Putting people to work

Day-to-day workforce management

1.0 Human Resources Planning, Work & Organization Design and Reporting

2.0 Job and Position Management

3.0 Staffing and Employee Integration

4.0 Total Compensation

5.0 Employee Perf. Learning, Dev. & Recognition

6.0 Permanent and Temporary Separation

7.0 Workplace Management

Founded upon the **legislative framework** of the Core Public Administration

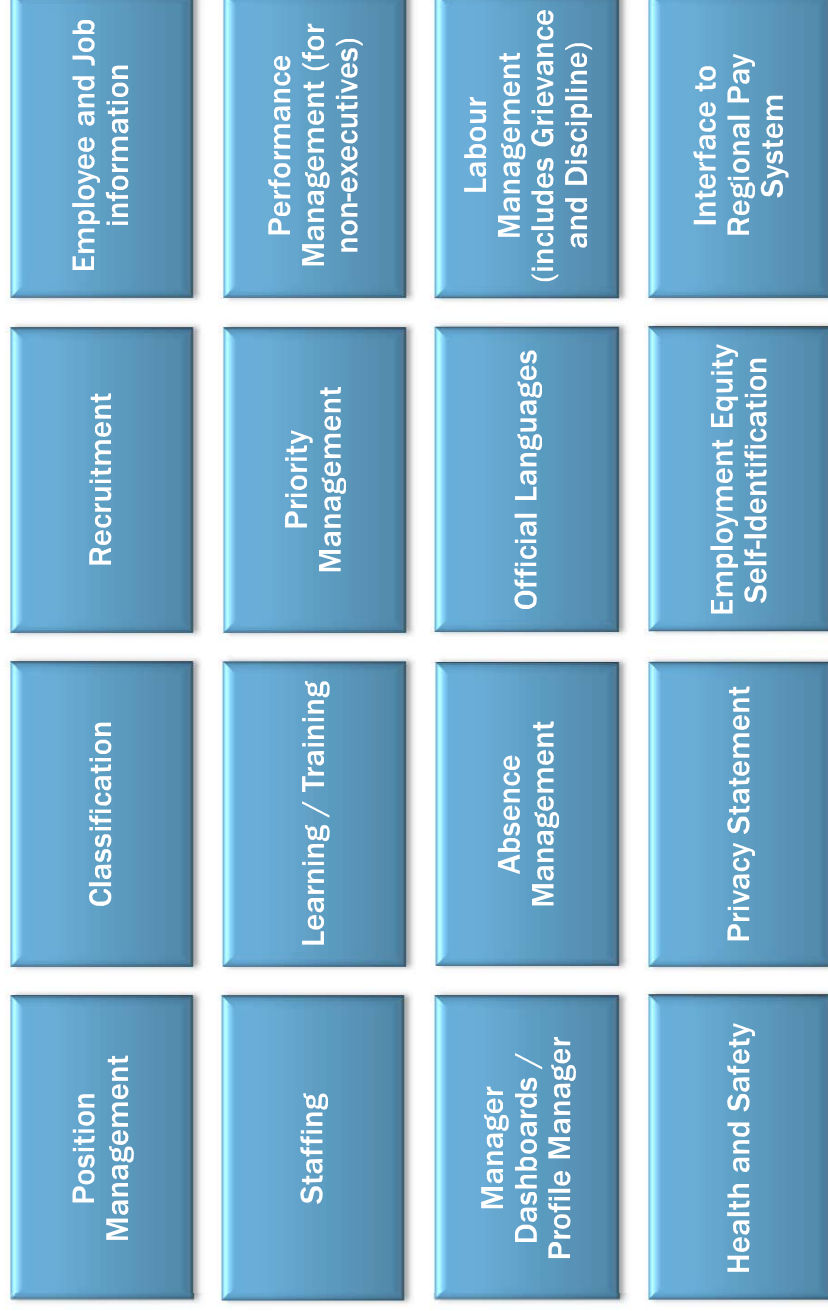
Incorporates public and private Industries **leading practices**

Fully integrated across HR functions and non-HR services

Developed by hundreds of public servants and from the **perspective of a line manager**

The Foundation for Renewal and Modernization of Human Resource Management

GC PeopleSoft v9.1 Release 1 Functionality



Current State: by the numbers

70 Individual operators of HR applications

113 Departments and agencies

377 Thousand self-service users

Working in **1400** towns and cities throughout Canada

100's Of international locations

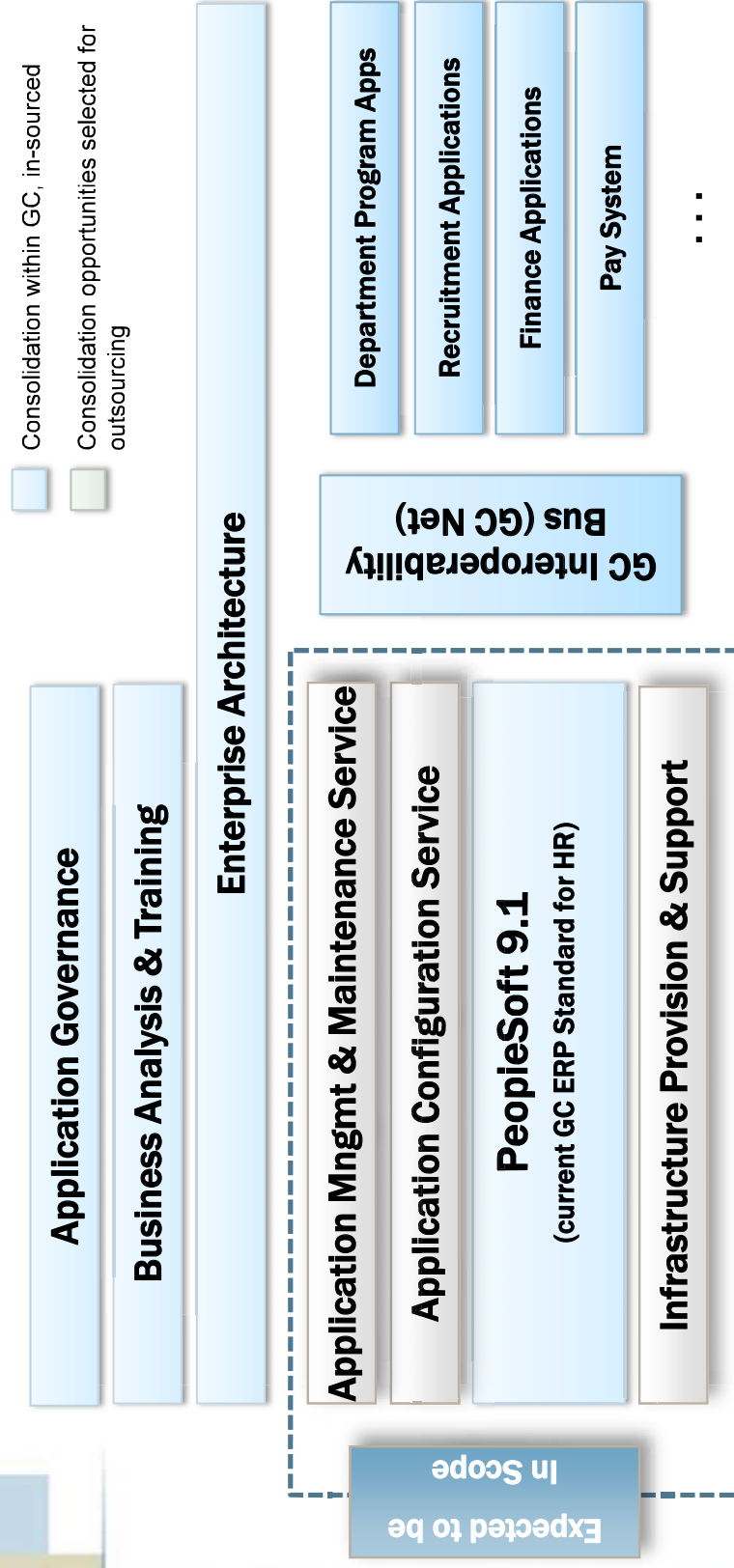
Indicative values: exact values will vary with time



Desired Business Outcomes

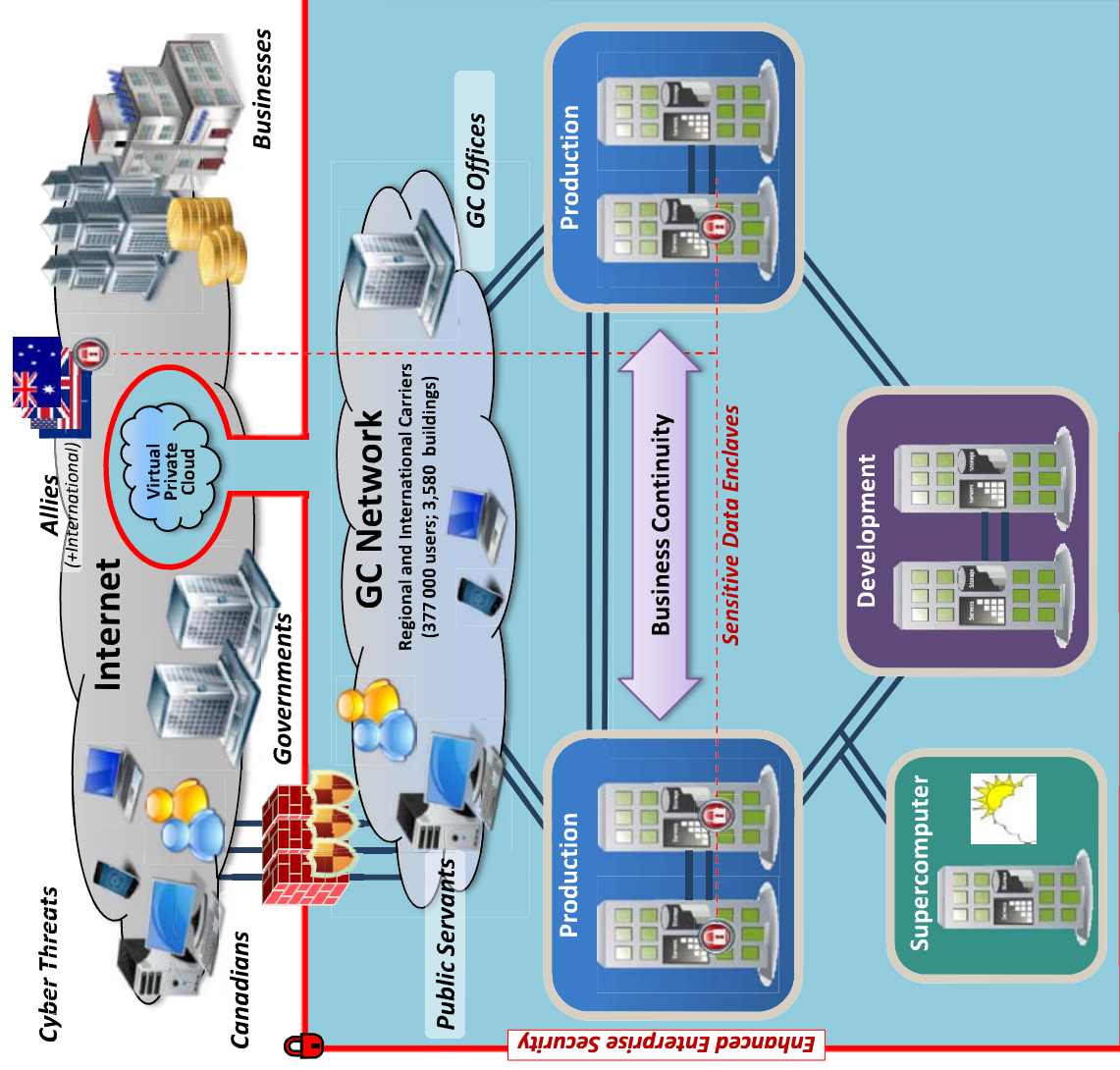
- Establishment of a consolidated HR applications platform for the Government of Canada
- Reduction of costs to deliver and renew HR applications
- Improved business value derived from our HR applications platform; e.g. a change in the business process results in change to one application
- Consistent technology tools to enable the back-office business process

Desired Future State



- The solution will interoperate with other IT application domains through a future GC interoperability bus and future GCNet

GC IT Services Reference Architecture



Key Service Provider Requirements

Services

It is expected that the private sector supplier would provide the following services to the GC:

1. **APPLICATION MANAGEMENT & MAINTENANCE SERVICES:** May include;
 - a. **Application Maintenance:** This comprises the support and management of the specific PeopleSoft business application functional modules implemented.
 - b. **Problem Control and Resolution:** Once the incident is resolved, conducting in-depth analysis to identify the root of the incident to prevent future failures
 - c. **Capacity Management:** Activity associated with reporting and controlling the systems usage and identifying areas of concern
 - d. **Performance Management:** Activity associated with assessing the performance data for systems and business impact, continual monitoring of major and minor alarms to quickly rectify any server system problems

Key Service Provider Requirements

Services

- e. **Service Level Management:** Service level metrics provided to the service receiver; metrics generated periodically by business group, department or location
- f. **Security Management:** The development and implementation of organizational processes that provide for the addition of new users, including granting these authorized users the right to use a set of services, or any particular service, and the deletion of employees leaving the enterprise or being assigned to new duties in the enterprise
- g. **Business Continuity Planning:** Design, develop, and implement the Business Continuity Plan that provides recovery within the recovery time objective

Key Service Provider Requirements

Services

2. APPLICATION CONFIGURATION SERVICES: May include;

- a. **Change Management:** All activities and disciplines surrounding the change or implementation of a new software release or service into the live environment including the evaluation, authorization (RFC), prioritization, planning (CAB) and testing
- b. **Customization:** Addition of functionality to the product that is not included in the base (out of the box) installation of that product
- c. **Maintain Configuration Information:** Concerned with ensuring that only authorized and identifiable configuration items are accepted and recorded from receipt to disposal. It ensures that no Configuration Item (CI) is added, modified, replaced, or removed without appropriate controlling documentation
- d. **Integration:** Develop and maintain the functionality required to orchestrate processes and exchange data between multiple applications

Key Service Provider Requirements

Services

3. **INFRASTRUCTURE PROVISION AND SUPPORT:** High availability processing capabilities to meet the demands of the GC. May include;
 - a. **Asset Management:** Procuring products and the logistics resulting from the receipt of the procured product into a central warehouse/staging area for specific pre-installation activities to prepare the product for customer delivery and installation
 - b. **Investigate and Diagnose:** 2nd / 3rd line assessment of incidents transferred from Service Desk including further details, collection and analysis of all related information and resolution (including any workaround) or a route to on-line support
 - c. **Proactive Problem Management:** The process of identifying, recording, appropriately communicating, resolving to client satisfaction, and reporting all issues regarding IT products and services that impact client operations
 - d. **Security Management:** Sound processes to monitor the security of the infrastructure and proactively protect against security threats

Key Service Provider Requirements

Services

- d. **Monitor Infrastructure:** The examination of the entire server infrastructure for automated alerts and other changes in the status of individual components from satisfactory to a status requiring attention, and the taking of specific actions to address these including initiating an incident or problem report with the Service Desk
- e. **Back-up and Archive Management:** The execution and monitoring of backup and recovery procedures that are agreed to by the client

Key Service Provider Requirements

Services

4. **SERVICE MATURITY:** Highly mature service delivery processes based upon industry standards and best practices
5. **ONBOARDING/MIGRATION:** Ability to onboard departments and agencies into the service provider's environment in an efficient and cost effective manner
6. **PARTICIPATION:**
 - a. **Participate in Architecture and Planning:** the service provider will be required to attend meetings and/or to provide technical expertise as input into the development and planning of enterprise architecture relating to PeopleSoft services
 - b. **Involvement in IT Policy and Practice Development:** the service provider will be required to provide consultative input into the development and documentation of key policies and practices such as Data Management, Software License Management, Application Management, Service Level Requirements, Product Evaluation & Usability Testing, etc. in relation to PeopleSoft services

Key Service Provider Requirements

Services

7. **INTEROPERABILITY:** The service must be compliant with industry standards using open, non-proprietary standard interfaces

Key Service Provider Requirements

Security

It is expected that the private sector supplier's service delivery will meet the following security requirements:

1. **SECURE:** The new HR Applications solution(s) must be certified to accommodate employee records: Classified up to Secret and Designated up to Protected B
2. **DEFENSE-IN-DEPTH:** The service must support layered security controls, such as:
 1. Perimeter security services (e.g. firewall)
 2. Protection from threats to data at rest (e.g. access control)
 3. Protection for data in motion (e.g. encryption)
 4. Security operations
 5. Security incident management
 6. Ongoing security assessment and monitoring

Key Service Provider Requirements

Security

3. **TRUSTED SUPPLY CHAIN:** Solution must be compliant to the GC Technology Supply Chain Guidelines (TSCG)

-Please refer to: <http://www.cse-cst.gc.ca/its-sti/services/tscg-ccat/tscg-ccat01g-eng.html>

4. **PRIVACY:** The service must ensure that information is accessible only to those authorized; the service must comply with the statutory obligations under the Privacy Act and Access to Information Act

Key Service Provider Requirements

Data Sovereignty

It is expected that the private sector supplier's service delivery will meet the following data sovereignty requirements:

1. The application services, the data, and infrastructure of the solution will be established within the Geographic Boundaries of Canada under Canadian control
2. Government information is secured at all times, at rest and in motion, and is only accessed by those authorized to access the data
3. It must be recognized:
 - a) Canada's right to order the destruction or deletion of data
 - b) Compliance with the GC privacy and security policy instruments and practices, and recognition of the GC notification regarding privacy and security breaches
 - c) It is mandatory that the data remain sovereign and not accessible (nor disclosed) to any other jurisdiction

Key Service Provider Requirements

Vendor Security Profile

It is expected that the private sector supplier will meet the following security profile requirements:

- GC will finalize the Vendor Security Profile requirements following the Industry Engagement phase
- Our objective is to provide as much time as possible for companies to arrange their security clearance
 - Please refer to: <http://ssi-iss.tpsgc-pwgsc.gc.ca/questions/esosp-psos-eng.html>
- Companies can expect that personnel participating in this process will be required to be security cleared to Secret
- Companies can expect that at the RFP stage, all bidders must satisfy all security requirements including facilities

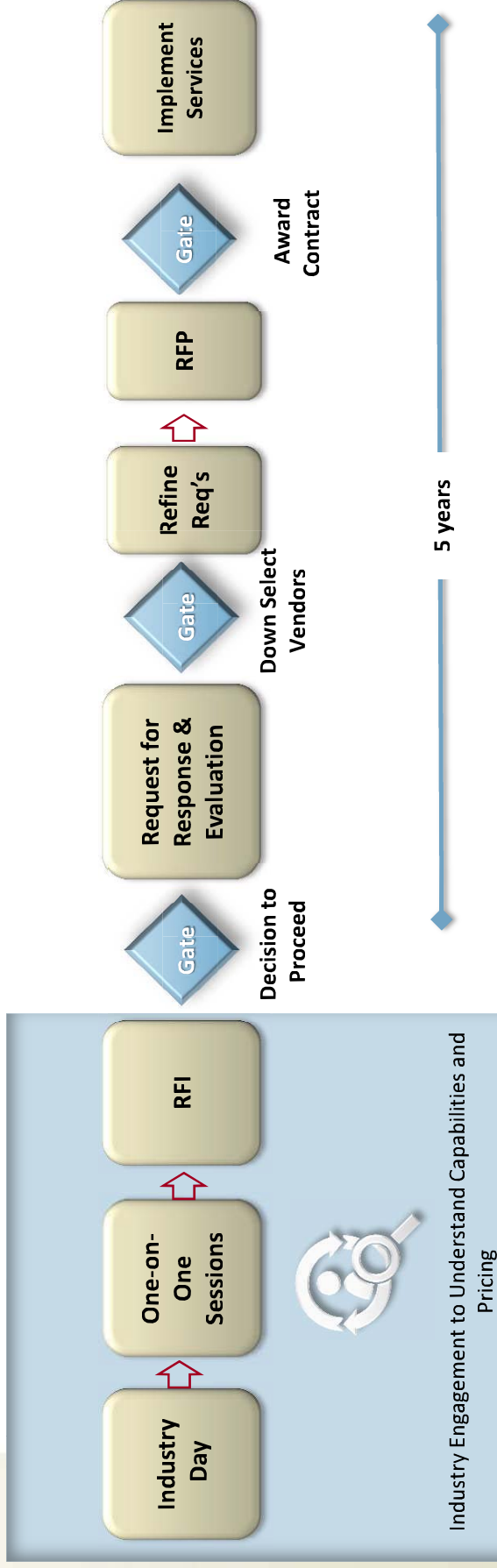
What is out of Scope?

It is expected that the GC will deliver and/or manage the following elements with participation of and/or consultation with the private sector supplier

- Business Process Outsourcing: HR service delivery
- Helpdesk: Tier one support
- Governance: Structures, membership, and terms of reference to make decisions for service delivery
- Business Analysis: Identifying the business needs of the enterprise
- Training: Training programs required to educate users
- Enterprise Architecture: The definition of standards in support of enterprise architecture

Proposed Procurement Approach

Collaborative Procurement Solution

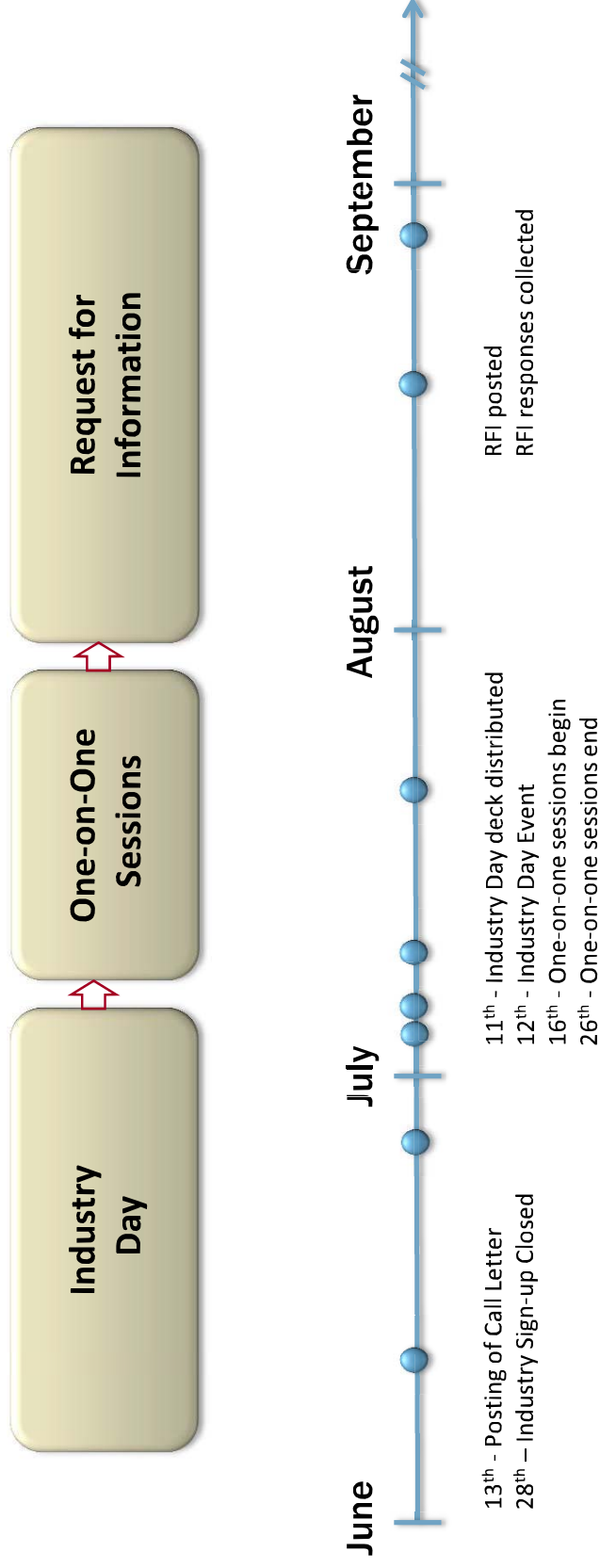


National Security Exception

- Canada may invoke its rights under national and international trade agreements to use a National Security Exception (NSE) for this procurement
- An NSE allows Canada to remove a procurement from some or all of the obligations of the relevant trade agreement where Canada considers it necessary to do so in order to protect its national security or other related interests specified in the text of the national security exceptions

Source: *Investment, Project Management and Procurement Policy Division.*
Treasury Board Secretariat
<http://www.tbs-sct.gc.ca/cmp/doc/nse-esn/nse-esn-eng.asp>

Industry Engagement Phase



One-on-One Sessions

- The one-one-one sessions will take place between July 16th to July 26th; 30 minutes per session. They will take place in government offices. Instructions for registration contained within Industry Day Call Letter

<https://buyandsell.gc.ca/procurement-data/tender-notice/PW-XL-116-26120>

- During the sessions you may present any information that you feel could help us scope this work to fit industry methods and capabilities
- We need your input:
 - HR Applications Transformation options and considerations
 - How can GC leverage Government Furnished Equipment (GFE)?
 - Minimizing costs, complexity and business impacts for:
 - HR service delivery
 - Data migration
 - Application integration
 - User training
 - Emerging technologies? Lessons Learned? Case studies?

Request for Information

The formal Request for Information is expected to be posted late August

Areas of interest for the GC include:

- Service characteristics that affect pricing
- Service offerings and capabilities
- Indicative pricing for services
- Strategic considerations
- Vendor evaluation criteria to be used in future Request for Response and Evaluation (RFRE) to pre-qualify vendors
- Evaluation criteria for a future Request For Proposal



Questions/Clarifications?