

**RETURN BIDS TO:**  
**RETOURNER LES SOUMISSIONS À:**  
Bid Receiving - PWGSC / Réception des  
soumissions - TPSGC  
Place du Portage, Phase III  
Core OA1\Noyau OA  
11 Laurier St., 11, rue Laurier  
Gatineau  
K1A 0S5  
Bid Fax: (613) 997-9776

**LETTER OF INTEREST**  
**LETTRE D'INTÉRÊT**

Comments - Commentaires

<b>Title - Sujet</b> MPMCT Project - Projet TCGPM	
<b>Solicitation No. - N° de l'invitation</b> W8474-11MP01/G	<b>Date</b> 2013-08-06
<b>Client Reference No. - N° de référence du client</b> W8474-11MP01	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$\$XE-668-26310
<b>File No. - N° de dossier</b> 668xe.W8474-11MP01	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2013-08-28</b>	
<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Daylight Saving Time EDT	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Randall(XEDiv.), Michael	<b>Buyer Id - Id de l'acheteur</b> 668xe
<b>Telephone No. - N° de téléphone</b> (819) 956-0338 ( )	<b>FAX No. - N° de FAX</b> (819) 956-8303
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> DEPARTMENT OF NATIONAL DEFENCE DES PROC - TUNNEY'S BLDG 101 COLONEL BY DR ATTN: MPMCT/A/DES PROC 2-3-5, COVENTRY OTTAWA Ontario K1A0K2 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

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

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

**Issuing Office - Bureau de distribution**  
Business Transformation and Systems Integration  
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781-0000

# Request for Information regarding MILITARY PERSONNEL MANAGEMENT CAPABILITY TRANSFORMATION (MPMCT)

For

**DEPARTMENT OF NATIONAL DEFENCE (DND)**

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- Annex E: Acceptance Procedures for the Migration of CCPS and RPSR  
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- Annex H: Additional Technical Documentation

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Annex I: Description of CCPS and RPSR Documents

## A.1 Background and Purpose of this Request for Information (RFI)

The Department of National Defence (DND) has a requirement for the implementation of a Military Personnel Management (MPM) capability (i.e. Human Resources (HR) and Payroll) for the Canadian Armed Forces (CAF), based on the Commercial Off-The-Shelf Enterprise Resource Planning (ERP) software, Oracle PeopleSoft Human Capital Management (HCM) solution. The MPMCT Project scope includes, but is not limited to:

- Transforming DND/CAF business that supports the delivery of HR and payroll services, including: policy transformation; business process re-engineering and training;
- Configuring and implementing Oracle PeopleSoft to replace legacy CAF HR and payroll applications;
- Modernization of supporting Information Technology (IT) infrastructure (in conjunction with Shared Services Canada (SSC));
- Migration of data from legacy applications into the MPM Solution (named "Guardian");
- Developing and integrating interfaces between Guardian and other DND corporate applications and also between Guardian and other Canadian Government Departments that require CAF HR and payroll information; and
- Transitioning Guardian into an in-service state.

The new MPMCT Implementation Strategy calls for the MPMCT Project to deliver Guardian via multiple Releases in the following three cycles:

- a) **Cycle 1: Definition and Design.** The definition of business and technical requirements, and the planning for Release 1 of Guardian. Release 1 of Guardian will result in the implementation of a single instance of PeopleSoft that will replicate the functionality currently embedded in PeopleSoft HRMS 7.5 and CFRIMS (PeopleSoft 7.5 Recruiting), including much of the existing customizations. Release 1 of Guardian will enable some limited business transformation. During Cycle 1, the MPMCT Project will also work on addressing its various project procurement requirements in support of work required to complete Release 1 of Guardian and in support of the work in subsequent Cycles.
- b) **Cycle 2: Initial Operating Capability.** The implementation of Release 1 of Guardian and the decommissioning of HRMS 7.5 and CFRIMS, and Planning for subsequent releases in Cycle 3.
- c) **Cycle 3: Full Operating Capability.** The implementation of multiple Releases of Guardian enabling full business transformation and the decommissioning of CAF's two payroll applications, i.e. the Central Computation Pay System (CCPS) and the Revised Pay System for the Reserves (RPSR). At this time, DND is planning to complete Cycle 3 work through three capability Releases, the contents of which are still being defined and may be subject to change:
  - a. Release 2: Transformed Core HR, and Compensation and Benefits.
  - b. Release 3: Payroll

c. Release 4: HR enhancements and new functionality.

Guardian will be delivered through an Integrated Project Team (IPT) led by DND. The IPT will be comprised of DND staff and professional services procured through three (3) primary requirements:

- Solution Integration (SI) (for Release 2 through 4);
- Business Change Management (BCM); and
- Project Management Office support (PMO)

This RFI addresses the SI procurement requirement only and includes, but is not limited to, a general description of Canada's overall SI contractor work requirements to support the MPMCT project and the associated approach for acquiring the services of a contractor to deliver such.

The main objectives of this RFI are described in (a) and (b) below.

- (a) To notify industry of Canada's intentions with respect to the SI requirement and encourage dialogue with industry regarding these intentions.
- (b) To provide industry with an opportunity to:
  - (i) assess and comment on the adequacy and clarity of the SI requirements as currently articulated;
  - (ii) offer suggestions regarding potential alternative solutions that would meet the SI MPMCT project requirements;
  - (iii) comment on whether the SI requirement and specifications can be delivered at a reasonable cost and, if not, make suggestions for improvements;
  - (iv) comment on the draft SI procurement strategy and the associated timeline for completing such as outlined in this RFI
  - (v) identify any issues, concerns or recommendations regarding the draft Mandatory Requirements.

The MPMCT project is currently in Cycle 1. The information gathered from industry in response to this RFI will assist in the development of the SI bid solicitation.

## A.2 Nature of Request for Information

This is not a bid solicitation. This RFI will not result in the award of any contract. As a result, potential suppliers of any goods or services described in this RFI should not reserve stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Nor will this RFI result in the creation of any source list. Therefore, whether or not any potential supplier responds to this RFI will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI. This RFI is simply intended to solicit feedback from industry with respect to the matters described in this RFI.

### A.3 Treatment of Responses

- (b) **Use of Responses:** Responses will not be formally evaluated. However, the responses received may be used by Canada to develop or modify procurement strategies or any draft documents contained in this RFI. Canada will review all responses received by the RFI closing date. Canada may, in its discretion, review responses received after the RFI closing date.
- (c) **Review Team:** A review team composed of representatives of DND and PWGSC will review the responses. Canada reserves the right to hire any independent consultant, or use any Government resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.
- (d) **Confidentiality:** Respondents should mark any portions of their response that they consider proprietary or confidential. Canada will handle the responses in accordance with the *Access to Information Act*.
- (e) **Follow-up Activity:** Canada will meet with each respondent upon request. Following the closing date, the Contracting Authority will follow up individually with all respondents who indicate in their responses that they wish to meet with Canada.
- (e) **Fairness Monitor:** Canada has engaged the services of the following organization to act as an independent third party Fairness Monitor for the MPMCT SI procurement process. The Fairness Monitor's duties will include, but not be limited to:
- i) observing all or part of the procurement process (including, but not limited to, RFI & contemplated RFP processes);
  - ii) providing feedback to Canada on fairness issues as required; and
  - iii) to attest to the fairness of the procurement process.

Please note, for the purpose of carrying out its Fairness Monitor related obligations, the Fairness Monitor will be granted access to industry responses and related correspondence received by Canada pursuant to this RFI (any subsequent RFI and any resulting RFP) and may act as an observer at the contemplated RFI follow-up activities indicated in (d) above.

Name of Fairness Monitor Organization:

Howard Grant  
PPI Consulting Limited  
86 Centrepointe Drive, Ottawa, Ont, K2G 6B1

### A. Contents of this RFI

This RFI includes the following appendices:

- (a) Appendix A - Questions to Industry
- (b) Appendix B - Key Mandatory & Point Rated Evaluation Requirements
- (c) Appendix C - Statement of Work (SOW)

List of Annexes to the SOW

Annex A: Glossary

Annex B: Acronyms and Abbreviations

Annex C: Business Requirements for Military Personnel Management

Annex D: Roles and Responsibilities of the Core Team

Annex E: Acceptance Procedures for the Migration of CCPS and RPSR  
Functionality into Guardian

Annex F: Additional Personnel Roles and Responsibilities

Annex G: Sequencing and Workflow Schedule

Annex H: Additional Technical Documentation

001 Annex H to the SOW - Defence Enterprise Resource Planning  
Strategy

002 Annex H to the SOW - Statement of Operational Requirements  
Military Personnel Management Capability  
Project (MPMCT)

003 Annex H to the SOW - Project Charter Military Personnel  
Management Capability Transformation  
Project (MPMCT)

004 Annex H to the SOW - List of COTS software available to DND

005 Annex H to the SOW - CCPS Interface November 2012

006 Annex H to the SOW - CCPS Pay Process Overview

007 Annex H to the SOW - CCPS - RPSR Interface Files Validated Nov  
2012

008 Annex H to the SOW - DND Application Overview Central  
Computational Pay System (CCPS)

009 Annex H to the SOW - As-Is: Central Computational Pay System  
(CCPS)

010 Annex H to the SOW - As Is: Pay System Legend

011 Annex H to the SOW - CCPS Process Diagram Legend

012 Annex H to the SOW - Terminology Legend

013 Annex H to the SOW - Miscellaneous Adjustments

014 Annex H to the SOW - Leave: Cash-Out

015 Annex H to the SOW - Loans: Posting Loans

016 Annex H to the SOW - Insurance: PSDCP

017 Annex H to the SOW - Application Overview Revised Pay System for  
the Reserves (RPSR)

018 Annex H to the SOW - As Is: Revised Pay System for the Reserves  
(RPSR) (Visio)

Annex I: Description of CCPS and RPSR Documents

The above documents remain a work in progress and respondents should not assume that new clauses or requirements will not be added to any bid solicitation that is ultimately published by Canada. Nor should respondents assume that none of the clauses or requirements will be deleted or revised. Comments regarding any aspect of the draft documents are welcome.

## **B. Nature of Responses Requested**

Respondents are requested to provide answers to the questions in Appendix A and to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this RFI could be satisfied. Respondents are also invited to provide comments regarding the content, format and/or organization of any draft documents included in this RFI. Respondents should explain any assumptions they make in their responses. Any marketing or promotional information submitted as part of the responses will not be reviewed.

Responses will not be used for competitive or comparative evaluation purposes thus the response format is not as rigorously defined as would normally be for an RFP; however, for ease of use and in order that the greatest value be gained from responses, Canada requests that respondents follow the structure outlined A.6.

### C. Format of Responses

- (a) **Cover Page:** If the response includes multiple volumes, respondents are requested to indicate on the front cover page of each volume the title of the response, the solicitation number, the volume number and the full legal name of the respondent.
- (b) **Title Page:** The first page of each volume of the response, after the cover page, should be the title page, which should contain:
- (i) the title of the respondent's response and the volume number;
  - (ii) the name and address of the respondent;
  - (iii) the name, address and telephone number of the respondent's contact;
  - (iv) the date; and
  - (v) the RFI number.
- (c) **Numbering System:** Respondents are requested to prepare their response using a numbering system corresponding to the one in this RFI. All references to descriptive material, technical manuals and brochures included as part of the response should be referenced accordingly.
- (d) **Number of Copies:** Canada requests that Responses be provided on CD-ROM (3 copies) and in hard copy (1 original and 5 copies). The text on the CD-ROM(s) and in each hard copy, should be labelled with the date and the respondent's name on each page, and pages should be sequentially numbered. It is preferred that all pertinent information be included on the CD-ROM(s) without the need to visit respondent Web sites. If necessary, however, Web site references may be provided for additional information beyond that requested in this RFI. If this is the case, it should be noted that the information contained in such Web sites would not be used for the analysis of the Responses to this RFI.

Respondents should be aware that the DND standard word processing format is Microsoft Word. However, electronic Responses may also be submitted in either Corel, WordPerfect, Lotus WordPro or Adobe PDF format.

- (e) **Language:** Responses may be in English or French, at the preference of the respondent.

### A.7 Post Submission Review Meetings

Representatives from PWGSC and DND will make themselves available to respondents for individual Post-Submission Review Meetings to be held at a location in the National Capital Region. The intent of these meetings will be to provide an opportunity for a face-to-face discussion between DND, the Contracting Authority and the respondent concerning the feedback, suggestions or alternative approaches set out in their Response to this RFI. The meeting will be optional and held at the request of the respondent. If participation in a Post Submission Review meeting is desired, respondents are requested to indicate so in their written Response to this RFI. Respondents who request a meeting will be forwarded a schedule of available meeting times and locations. Respondents will be asked to identify two potential schedule times for a meeting with Canada. Canada will either confirm a requested time and location or will reply with an alternative

suggested time. Meeting times will be allocated on a first come, first served basis. Further information concerning the scheduling and logistics of the Post Submission Review Meetings will be provided to interested respondents after RFI closing.

## A.8 Response Costs

Canada will not reimburse any respondent for expenses incurred in responding to this RFI including, but not limited to, expenses incurred for participating in Post Submission Review Meetings.

## A.9 MPMCT SI Preliminary Procurement Timeline

### (a) SI Requirement Milestones and Associated Timeline

The following milestones and their associated target delivery dates are estimates which have been provided for information purposes only. Canada reserves the sole option to delete or change each of the individual named milestones and their associated delivery dates as Canada sees fit.

SI Requirement		
	Target Date	Project Milestone
1	September 2013 to October 2013	RFI Post Submission Review Meetings
2	Winter 2013/2014	Publication of subsequent SI RFI (including, but not limited to, draft version of the final SI RFP)
3	Spring/Summer 2014	Publication of SI RFP
4	Summer 2014 to Spring 2015	RFP Evaluations and Approvals
5	Spring 2015	Contract award

## A.10 Enquiries

Because this is not a bid solicitation, Canada will not necessarily respond to inquiries in writing or by circulating answers to all potential suppliers. However, respondents with questions regarding this RFI may direct their inquiries to:

Public Works and Government Services Canada  
 Acquisitions Branch (AB)  
 Business Transformation and Systems Integration Services (BT&SIS) Division  
 Special Procurement Initiatives Directorate  
 Place du Portage, Phase III, 12C1  
 11 Laurier Street  
 Gatineau, Québec, K1A 0S5

Attention: Michael Randall, Contracting Authority

Telephone: (819) 956-0338  
Facsimile: (819) 956-8303  
E-mail address: michael.randall@tpsgc-pwgsc.gc.ca

Alternate: Jeremy Chapple, Delegate Contracting Authority  
Telephone: (819) 956-1004  
E-mail address: jeremy.chapple@tpsgc-pwgsc.gc.ca

#### A.11 Submission of Responses

- (f) **Time and Place for Submission of Responses:** Suppliers interested in providing a response should deliver it to the following location by the time and date indicated on page 1 of this document:

Department of Public Works and Government Services Bid Receiving Unit  
Portage III, 0A1  
11 Laurier Street  
Gatineau, Quebec K1A 0S5

**Responses should not be sent directly to the Contracting Authority.**

- (g) **Responsibility for Timely Delivery:** Each respondent is solely responsible for ensuring its response is delivered on time to the correct location.
- (h) **Bid Receiving Unit Address Solely for Delivery of Responses:** The above address is only for bid submission. No other communications are to be forwarded to this address.
- (i) **Identification of Response:** Each respondent should ensure that its name and return address, the solicitation number and the closing date appear legibly on the outside of the response.

#### A.12 Conflict of Interest

In accordance with Article A.1 above (Background and Purpose of this Request for Information (RFI)), Canada contemplates employing the services of multiple third party contractors (e.g. BCM, PMO, SI, etc.) to participate in the delivery of the MPMCT Project. Canada is still determining its needs with regards to conflict of interest clauses between individual requirements for professional services. Specific conflict of interest requirements will be addressed in each individual RFP as applicable

## Appendix A

### Questions to Industry

This RFI process is an opportunity for the MPMCT project to openly engage industry to solicit feedback.

Though it is not necessary to respond to this RFI, any responses will be extremely valuable in the preparation of the resulting bid solicitation and associated procurement process. Canada encourages respondents to provide feedback to the questions set out below, the draft Key Mandatory & Point Rated Evaluation Requirements (Appendix B), the draft SOW (Appendix C), and the contemplated procurement process. When responding to the below questions, please ensure that your answers, provide the rationale, details, additional information needed, and any price or performance impacts of each of the additions or changes that you suggest.

Please review Appendix C - SOW (including Annex's A through I to the SOW) to assist in responding to the following questions.

#### 1.0 TECHNICAL QUESTION

- 1.1 DND, in conjunction with Shared Services Canada (SSC), is currently developing the specifications for the infrastructure on which Guardian will be running. These specifications may be significantly different from the platform that DND is currently using to host HRMS, CCPS and RPSR. The final platform selection may occur only after the closing of the RFP for the Solution Integrator.
- a. Will this situation impact industry's ability to respond to the resulting SI RFP? If so, please provide feedback on how it will impact industry's ability to respond to any resulting SI RFP?
  - b. To what extent must the resulting SI RFP include specific details regarding the infrastructure (i.e. HW manufacturer make and model, OS and RDBMS type) in order for industry to propose a detailed, comprehensive Firm Fixed price solution in response to the resulting SI RFP?
- 1.2 DND, in conjunction with SSC, is currently developing the solution for the security requirement, i.e. the ability to process and store Protected B data over a WAN (Wide Area Network). With respect to DND's WAN security architecture, please describe the level of detail Canada must include in any resulting SI RFP for industry to propose a detailed, comprehensive Bid?
- 1.3 To what extent must industry know specific details of the scope of the first release of the MPMCT project, beyond that already provided at Paragraphs 1.8.2 and 1.8.3 of the draft SI SOW, in order to provide a Firm Fixed Price on the migration of CCPS and RPSR into Guardian, as described in Section 5.2 of the SOW.
- 1.4 Which Additional Personnel resource categories would industry recommend Canada add or remove from the list currently identified in SOW Article 7 in order for industry to propose the right skill set to address the challenges that the MPMCT project must address: application rationalization, duplication of data entry, point to point "integration" method etc.

- 1.5 Based on industry best practices with projects similar in scope and complexity to the MPMCT project, are the implementation approach, the project phasing and the project timelines proposed by DND as described in the SOW realistic and achievable? If not, please provide comments.
- 1.6 Based on projects similar in scope and complexity to the MPMCT project, will the Oracle PeopleSoft HCM product (as currently licensed by DND) meet the requirements of the Canadian Armed Forces? If not, please provide comments.
- 1.7 DND has identified potential items in the above questions that could limit industry's ability to respond to the resulting SI RFP. Are there any other items (specifically, but not limited to, items of a technical nature), which could limit industry's ability to respond to the resulting SI RFP? If so, please provide comments.
- 1.8 004 Annex H to the SOW includes a draft list of PeopleSoft modules and other software licensed by the Government of Canada and DND. Does industry see any requirements identified in the MPMCT Statement of Operational Requirements of the SI SOW (002 Annex H to the SOW) that could not be met by these available licenses? If so, please provide comments.
- 1.9 DND is contemplating sending key DND personnel on Oracle Unified Methodology training. Does industry consider this beneficial for building future relationships within the MPMCT integrated project team between DND personnel and the SI Contractor? Please provide comments as to advantages and/or disadvantages.
- 1.10 Please identify any key risks with the current implementation approach as described in the SOW and identify potential response strategies for these risks.
- 1.11 Are there any key work components and/or steps missing in the SOW?
- 1.12 Please provide feedback on DND's deliverable acceptance process as described in Annex E of the SOW.

## **2.0 COMMERCIAL QUESTIONS**

- 2.1 Respondents are asked to provide feedback on the strengths, weaknesses and general feasibility of the SI requirement procurement approach described in this RFI and provide suggestions on how to make the process more efficient.

### **2.2 Contract Period and Options**

Canada contemplates recommending a single Bidder for the SI contract award. The contemplated length of the SI contract will be 3 years, with Canada having irrevocable options to extend the period of the contract by up to 3 additional 1 year periods under the same terms and conditions.

Respondents are requested to provide feedback on the proposed SI contract duration (including option periods). If applicable, please ensure that your response includes rationale to support any suggested changes to the contract duration.

### 2.3 Off-ramps

Despite the contract period and option periods specified in 2.2 above, the resulting SI contract may contain yet to be defined off-ramps at completion of various work Cycles or portions thereof, at which time Canada at its sole option, will:

- i) review the SI contractor's deliverables; or
- ii) seek necessary internal expenditure approval

to determine whether to exercise the off-ramp.

In the event that Canada elects to exercise its right to off-ramp, the SI contractor will be entitled to no costs other than the cost for work completed and accepted up to the date the notice of off-ramp was issued.

Respondents are requested to provide feedback on the Off-ramp requirements set out above.

### 2.3 Fee Structure

The fee structure which shall form part of any resulting contract is currently in the preliminary development stage. Canada is interested in adopting a comprehensive yet simple fee structure to cover off all of the resulting contract's various work requirements. With this in mind, Canada is contemplating pricing various work requirements (Travel and Living excluded) on either a Firm Fixed fee basis or on an as and when required Task Authorization ("TA") basis.

At this time, Canada contemplates having Bidders propose a Firm Fixed fee solution to deliver the work requirements described under A) below. Proposed Firm Fixed fee work solutions must provide for one or more named Core Team resources (please see sow article 5.3) to lead and deliver such work. Proposed Firm Fixed fee work solutions may, at the Bidder's discretion, also provide for other non-Core Team resources to participate in the delivery of such work. Other than the requirement for Bidders to propose Firm Fixed fee solutions which provide for one or more named Core Team members to lead and deliver such work, the proposed mix of named Core Team resources and other non-Core Team resources will be at the discretion of each Bidder.

In addition to the Firm Fixed fee pricing component, Canada also contemplates having Bidders propose per diem rates for each Core Team resource job category identified in sow article 5.3.1 and each Additional Personnel resource job category identified in sow article 7.1.2. The named Core Team resources and Additional Personnel will be used to deliver as and when required TA work above and beyond the Firm Fixed fee work described in A) below.

#### A) Firm Fixed Fee

Work under the following sow articles will be priced under the resulting contract on a Firm Fixed fee basis :

- i) *"5.2 Migration of CCPS and RPSR Functionality into Guardian"*. Please note, the resulting Request For Proposal (RFP) will require Bidders to propose a comprehensive Firm Fixed fee solution (broken down into individual work milestones and associated milestone payments) to deliver the *"Migration of CCPS and RPSR Functionality into Guardian"* requirement. Bidders proposed solutions must also include, but not be limited to, a proposed *"Work Plan and*

*Schedule*” and a proposed *“MPM Implementation Strategy”*. The successful bidder’s proposed Firm Fixed fee solution will form part of any resulting contract;

- ii) *“5.4.1a Contractor's Work Plan & Schedule”* (Please note, the requirements under sow article 5.4.3 relate to the work requirements described under sow article 5.4.1a.)  
As part of its bid, each Bidder will also be required to propose a Firm Fixed fee solution to refine and update (post contract award) its proposed *“Work Plan & Schedule”* referenced in A) i) above; and
- iii) *“5.4.1b Review of MPM Implementation Strategy and associated plans”*. (Please note, the requirements under sow article 5.4.4 relate to the work requirements described under article 5.4.1b).  
As part of its bid, each Bidder will also be required to propose a Firm Fixed fee solution to review, refine and update (post contract award) its proposed *“MPM Implementation Strategy”* referenced in A) i) above.

## B) Task Authorizations

A formal TA management process will be set out in any resulting contract. To summarize, each TA would include a description of the as required work, associated deliverables and a request for the contractor to provide proposed pricing for the delivery of the specific TA related work.

Canada contemplates pricing the work described under the below noted sow articles on an as and when required TA basis. For TA work related to these sow articles only, the contractor will be required to provide one or more named Core Team resources to deliver the specific TA work. In addition to the required TA Core Team member(s), other contractor Additional Personnel (sow article 7) may also be used to deliver the work under such TA's. The applicable mix of Core Team resources and other contractor Additional Personnel will be identified in each applicable TA.

Please note, unless indicated in a specific TA the contractor may, at its option, utilize other Additional Personnel to deliver work under TA's not related to the requirements described in the sow articles referenced i) through viii) below.

- i) 5.3.2;
- ii) 5.3.3;
- iii) 5.4.1c - Contractor's Detailed Design for Release 2 of Guardian. (Note, sow article 5.4.6 also falls under article 5.4.1c);
- iv) 5.5 HR Improvements to Guardian Release IOC;
- v) 5.6 Integration and Interface Development;
- vi) 5.7 Storage and Archiving of Data;
- vii) 5.8 Development of Ad Hoc and Standardized Reports; and
- viii) 5.9 Implementing Additional Enhancement to Guardian.

### Questions 1 - Pricing Approach

- i) Please provide feedback on the feasibility and pros and cons of bundling multiple work components under the above noted work categories, specifically:
- a) Firm Fixed fee for the *Migration of CCPS and RPSR Functionality into Guardian* broken down by individual work milestones;
  - b) Firm Fixed fee for reviewing, refining and updating the contractor's proposed *Work Plan & Schedule* post contract award;
  - c) Firm Fixed fee for reviewing, refining and updating the contractor's proposed *MPM Implementation Strategy* post contract award; and
  - d) as required TA work for the work requirements described in 2.3 B) i) through viii) above, where it will be mandatory for specified Core Team member(s) to participate in the performance of any resulting TA work; and
  - e) other as required TA work not related to the work requirements described in 2.3 B) i) through viii) above, where it will not be mandatory for Core Team member(s) to participate in any resulting TA related work (unless otherwise indicted in a specific TA).
- ii) As indicated above, Canada contemplates having the contractor's Core Team involved in the delivery of both the Firm Fixed fee work requirements referenced under A)i), Aii) and A) iii) above and other as required TA work as referenced in B) above. With respect to this approach:
- a) please provide feedback on the feasibility and pros and cons of billing for Core Team services on both a Firm Fixed fee basis and an as required TA basis;
  - b) what is the potential risk for ongoing disputes between Canada and the contractor with respect to the parties disagreeing on which work components are covered under the Firm Fixed fee pricing element vs not being covered under the Firm Fixed fee pricing element and therefore subject to additional charges under a separate TA;
  - c) is this pricing approach a common industry best practice and if so, what steps would industry employ to mitigate against the risk of the parties disagreeing on whether work should be covered under the Firm Fixed fee pricing element vs a separate TA;
  - d) please identify any other risks/concerns associated with the contemplated Core Team fee structure; and
  - e) please provide feedback on potential alternative pricing approaches employed by industry which Canada could use under the contemplated SI contract to address its Firm Fixed fee and TA Core Team work requirements. Please ensure that your answer includes your rationale to explain your response.

iii) Please provide feedback on the feasibility of industry proposing (as part of each bidder's respective bid in response to any resulting RFP) a detailed comprehensive solution and associated firm fixed fee for each of the Firm Fixed fee requirements identified in A)i), Aii) and A) iii) above? Excluding, the information referenced under sow article 8.2.2 (System Documentation subject to special release procedures), please ensure that your response provides, but is not limited to, feedback on whether the level of detail provided under:

- i) sow article 8.1 Background Documentation;
- ii) sow article 8.2.1 System Documentation not subject to special release procedures;
- iii) Annex H to the sow (Additional Technical Documentation); and
- iv) the rest of the sow

provides an adequate level of detail for industry to propose the required firm fixed price solution? If not, please provide feedback on what additional Background Documentation, System Documentation and any other information industry must have access to during the RFP process to prepare and propose the requested firm fixed price comprehensive solutions? Please ensure that your answer includes rationale to explain your response.

- iv) Per A)ii) above the contractor must refine and update its proposed Firm Fixed fee *Work Plan & Schedule* post contract award and per A) iii) above, the contractor must perform a review, refine and update its proposed *MPM Implementation Strategy* post contract award. With respect to these two requirements, please describe any potential impacts the results of the contractor's post contract award updated *Work Plan & Schedule* and updated *MPM Implementation Strategy* might have on the contractor's ability to deliver its proposed *Migration of CCPS and RPSR Functionality into Guardian* solution on time and at the associated Firm Fixed fee.
- v) Excluding any risk you may have already addressed in response to the above noted questions, please identify any other risks associated with the above noted fee structure (particularly the Firm Fixed fee requirements set out under A)i), Aii) and A) iii) above)?
- vi) Please provide a description of the various types of pricing approaches and methodologies employed by industry leaders for the delivery of work similar to the SI requirements described in this LOI? Please ensure that your response, includes but is not limited to, a description of the benefits and risks associated with each pricing approach or methodology.

2.4 Background Documentation (SOW Article 8.1)  
System Documentation not subject to special release procedures (SOW Article 8.2.1)  
System Documentation subject to special release procedures (SOW Article 8.2.2)

To assist in the preparation of Bids, Canada contemplates providing interested parties the:

- i) Background Documentation referenced in sow article 8.1; and
- ii) the System Documentation not subject to special release procedures referenced in sow article 8.2.1

as part of its subsequent RFI and resulting RFP. Preliminary versions of this documentation have been included in this LOI under Annex H to the SOW (Additional Technical Documentation). Some of these documents are currently in the process of being updated. Updated versions will be included in the subsequent RFI and final RFP as applicable. Please note that this Documentation has not been designated sensitive or classified.

Canada also contemplates providing industry the System Documentation identified in sow article 8.2.2. At this time Canada is in the process of reviewing this System Documentation to determine whether it is of a sensitive or classified nature and therefore subject to special release procedures. If designated sensitive or classified then this System Documentation will only be made available, on an as requested restricted basis during RFI and RFP publication, to organizations that hold the required security clearance issued by the Canadian Industrial Security Directorate, Public Works and Government Services Canada. A high level description of the documents listed under sow article 8.2.2 have been included under Annex I to the SOW (Description of CCPS and RPSR Documents) for information purposes.

As a follow-up to this LOI, Canada contemplates publishing a subsequent LOI via the Government of Canada tendering website BuyandSell.gc.ca in the fall of 2013 to notify industry of its security requirements and special release procedures for gaining access to the System Documentation identified in sow article 8.2.2. This will provide interested parties an opportunity to proceed with the security screening process for the purpose of obtaining the necessary security clearance requirements prior to publication of the subsequent RFI and final RFP (Please note, Canada contemplates including a copy of the draft RFP in the subsequent RFI). Screening timelines may vary depending on the security level requested. Interested parties will be responsible for obtaining the required clearances on time. Canada will not delay the publication of the subsequent RFI or RFP to allow potential respondents additional time to obtain the required security requirements.

#### Questions

- (i) Respondents are asked to please provide feedback on the above noted approach for providing access to the Background Documentation (sow article 8.1) and System Documentation not subject to special release procedures (sow article 8.2.1). Please ensure that your response identifies any risks or concerns associated with the above noted process for providing such information. Please also ensure that your response identifies whether a sufficient level of detail has been included in the current versions provided herein for industry to propose a detailed comprehensive solution and an associated firm fixed fee for each of the Firm Fixed fee requirements identified in A)i), Aii) and A) iii) above. If not, please identify what additional information industry would require in any resulting RFP to propose such a comprehensive Firm Fixed price solution? Please provide your rationale to support your response.
- (ii) Respondents are asked to please provide feedback on the above noted approach for providing access to the System Documentation subject to special release procedures (sow article 8.2.2). Please ensure that your response identifies any risks or concerns associated with the above noted process for providing such information.

As indicated above, actual System Documentation referenced under sow article 8.2.2 will only be made available to industry at a later date thus Canada recognizes that industry will not be able to comment on the actual content of such System Documentation at this time. Having said this, with respect to the list of System Documentation set out under sow article 8.2.2 and the associated description of such documentation set out under Annex I to the SOW, please identify any other additional Documentation or information that industry would require to propose a detailed comprehensive solution and an associated

firm fixed fee for each of the Firm Fixed fee requirements identified in A)i), Aii) and A) iii) above? Please provide your rationale to support your response.

- 2.5 Schedule - Given the size and complexity of the SI Implementation requirement, do you feel that the implementation schedule proposed in the Statement of Work (Article 1.3.3. Figure 1MPMCT Approval Cycles) is realistic and if not, what would be more appropriate?
- 2.6 Are there any requirements in the attached draft sow that would be prohibitively expensive or impractical to perform and deliver?
- 2.7 SOW Section 9 - Government Furnished Property and Services describes the materials and support provided by DND in support of the SI Contractor. Are there any concerns with the list of materials and support? Please ensure your Response identifies any issues, concerns or recommendations with respect to the list of materials and support.
- 2.8 As mentioned, Canada contemplates contracting for the work identified in 2.3 A)i), Aii) and A) iii) above on a Firm Fixed fee basis broken down by individual work milestones and associated milestone payments. With this in mind, please provide feedback on the approach and industry best practices industry might employ to implement requirements of similar size, scope and complexity (both government and non-government). Please ensure that your response provides, but is not limited to, feedback on:
- (a) the key work milestones industry would employ to deliver such firm fixed fee requirements;
  - (b) the estimated timeline by key milestones required by industry to implement such firm fixed fee work requirements;
  - (c) a general description of the resources and material required to implement such firm fixed fee work requirements;
  - (d) a description of typical risks industry might expect when implementing such firm fixed fee work requirements and the associated risk mitigation strategies for managing such; and
  - (e) any other material feedback pursuant to these types of requirements.
- 2.9 Governance - As described in SOW Article 2, Canada is contemplating managing the delivery of the Guardian solution through an Integrated Project Team (IPT) approach led by the DND Project Manager. The IPT will be comprised of DND staff and supported by contracted third party professional services (e.g SI Contractor, PMO contractor, BCM contractor). Respondents are asked to please provide feedback on this type of governance approach. Please ensure that your response addresses, but is not limited to the following:
- (i) What is the industry experience dealing with this type of arrangement?
  - (ii) What is the industry best practice for managing this type of arrangement and what are the key challenges for each party operating within this type of governance arrangement (e.g. DND Project Manager, SI Contractor, PMO contractor, BCM contractor)?
- 2.10 Bidders must propose (as part of their respective bids) a firm fixed price solution for the work referenced in 2.3 A) i), ii) iii) above. Per sow article 1.81 "The DND ERP Strategy mandates the MPMCT project to use the latest version of Oracle People Soft for Guardian."

Question A - Please provide feedback on the feasibility of proposing the required Firm Fixed price solutions at the RFP stage for the work components described under question 2.3 A) i), ii) iii) above. Please keep in mind that the "latest version of Oracle People Soft" at the time of RFP preparation may differ from the "latest version" available when the actual solution must be implemented post contract award. Please ensure that your response addresses, but is not limited to, potential concerns regarding impacts to bidders proposed:

- i) Firm Fixed pricing;
- ii) Work Plan & Schedule;
- iii) MPM Implementation Strategy; and
- iv) any other potential impacts to the contractor's proposed solution

should the latest version of Oracle People Soft differ at the time of implementation (post contract award) vs at the time of bid preparation.

Question B - Some of the information that will be included in the SI RFP on CCPS and RPSR may be outdated by the time the contemplated SI contract is awarded. This would mostly likely be due to possible legislative changes concerning payroll.

- i) Would this impact industry's ability to propose a Firm Fixed Price solution for the migration of CCPS and RPSR into Guardian and if so, how?
- ii) What kind of changes would impact your Firm Fixed Price bid? Please also identify what Canada might do at the RFP stage to help mitigate against industry concerns in this regard?

2.11 As indicated in:

- i) Annex H to the SOW (Additional Technical Documentation); and
- ii) Annex I to the SOW (Description of CCPS and RPSR Documents)

under any future RFI and any subsequent RFP, Canada currently contemplates publishing a number of technical documents in English only due to the nature and format of such documents, unless Canada receives an industry request for a translated French version(s). All other portions of any future RFI or any subsequent RFP will be published in both Official Languages.

Please advise which Official Language of Canada your organization will use to communicate with Canada during any subsequent SI procurement related process (e.g. subsequent SI RFI, resulting SI RFP, etc.). Please indicate either English and/or French.

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## Appendix B

### Key Mandatory & Point Rated Evaluation Requirements

#### 1) Mandatory Evaluation requirements

Canada is in the preliminary stages of drafting Mandatory evaluation requirements for the contemplated SI RFP. At this time, Canada is considering including Mandatory evaluation requirements in the resulting SI RFP whereby a Bidder must possess experience as an SI contractor implementing:

- i) PeopleSoft HR; and
- ii) PeopleSoft Payroll

for projects of similar size, scope and complexity as the MPMCT Project.

Question A - Canada acknowledges that the specific Mandatory work experience requirements (e.g. required number of years work experience, how recent the experience must have been acquired, etc.) have yet to be defined. Having said this, from an industry perspective would including such Mandatory requirements in any resulting SI RFP impact industry's ability to Bid on the resulting SI RFP? If so, please explain why?

Question B - Do you have any comments on the above Mandatory evaluation requirements?

#### 2) Point Rated Evaluation requirements

Canada is in the preliminary stages of drafting Point Rated evaluation requirements for the contemplated SI RFP. At this time, Canada is considering including Point Rated evaluation requirements in the resulting SI RFP whereby a Bidder would be evaluated against its demonstrated experience working with military and/or paramilitary organizations.

Question 1 - Canada acknowledges that the specific Point Rated evaluation work experience requirements (e.g. required number of years work experience, how recent the experience must have been acquired, etc.) have yet to be defined. Having said this, from an industry perspective would including such Point Rated evaluation requirements in any resulting SI RFP impact industry's intent to Bid on the resulting SI RFP? If so, please explain why?

Question 2 - Do you have any comments on the above Point Rated evaluation requirements?

*Note To Industry: This SOW includes Annex's A to I. The content of Annex G is currently under development and therefore not included in the attached SOW.*

## **Appendix C**

# **STATEMENT OF WORK (SOW) FOR SOLUTIONS INTEGRATION SERVICES FOR THE MILITARY PERSONNEL MANAGEMENT CAPABILITY TRANSFORMATION (MPMCT) PROJECT**

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# 1 Overview and Background Information

## 1.1 Objective

- 1.1.1 The Military Personnel Management Capability Transformation (MPMCT) Project has a requirement for the services of a Solution Integrator (SI) to provide professional services to assist in the development and delivery of a new Military Personnel Management (MPM) System for the Canadian Armed Forces (CAF). This new MPM System is referred to as Guardian. The contracted services will include system development of ERP applications, integration and implementation services, data application, data migration, and limited business process transformation services.

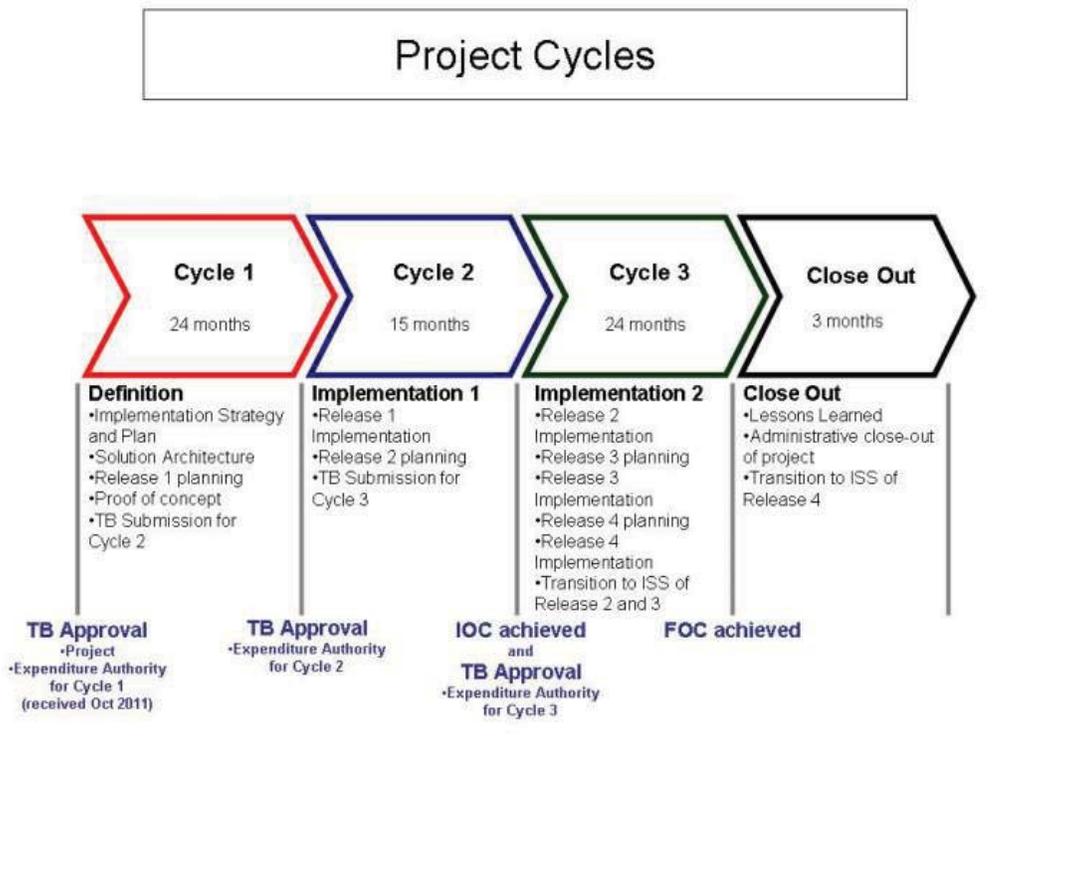
## 1.2 Organization of this Document

- 1.2.1 This document describes the range of services that may be required by the SI Contractor to assist DND in attaining Final Operational Capability (FOC) for Guardian. The following provides an overview of the major sections of this document:
- a. The main body of the document provides background information on the MPMCT Project, describes the scope of work and provides other relevant information including the release plans for Guardian;
  - b. Annex A provides a glossary of terms used within this document and other background documentation.
  - c. Annex B provides explanation of commonly used acronyms.
  - d. Annex C describes Business Requirements for Military Personnel Management
  - e. Annex D describes the roles and responsibilities for the Contractor's Core Team;
  - f. Annex E describes the acceptance procedures to be used for acceptance of the activities associated with the migration of CCPS and RPSR; functionality into Guardian which is related to the activities described in Section 5.2;
  - g. Annex F provides a description of the roles and responsibilities of the Additional Personnel specified in Section 7; and
  - h. Annex G provides a proposed schedule and sequencing and workflow.

## 1.3 MPMCT Project Background

- 1.3.1 The Department of National Defence (DND) has a requirement for the implementation of a modern, flexible and integrated Military Personnel Management (MPM) capability, encompassing Human Resources (HR) and Payroll for the Canadian Armed Forces (CAF). This requirement flows from the Canada First Defence Strategy and involves developing a modern regulatory and policy framework, transforming MPM business processes and implementing a modern, integrated Information Management (IM) system based on the Commercial Off-The-Shelf (COTS) Enterprise Resource Planning (ERP) software, Oracle PeopleSoft.
- 1.3.2 The MPMCT Project has been established to manage and deliver this implementation. The MPMCT Project is using a cyclical project delivery methodology that allows for a continuing program of project reviews, with status and performance assessments (and Go/No Go decision points) at the end of each cycle.
- 1.3.3 Figure 1 below depicts the MPMCT Project Cycles as currently envisioned. The MPMCT Project is currently in Cycle 1. Note that the number and scope of the cycles beyond Cycle 1 are subject to change.

**Figure 1 MPMCT Approval Cycles**



1.3.4 The MPMCT Project scope includes, but is not limited to:

- a. Transforming DND/CAF business that supports the delivery of HR and Payroll services, including: policy transformation; business process re-engineering and training;
- b. Configuring and implementing Oracle PeopleSoft to replace legacy CAF HR and Payroll applications;
- c. Modernization of supporting Information Technology (IT) infrastructure (in conjunction with Shared Services Canada (SSC));
- d. Migration of data from legacy applications into Guardian;
- e. Developing and integrating interfaces between Guardian and other Canadian Government Departments that require CAF HR and Payroll information; and
- f. Transitioning Guardian into an in-service support (ISS) state.

#### ***1.4 DND and CAF Background***

1.4.1 CAF members are employed and deployed across Canada and abroad, with an annual payroll of approximately \$5.6 billion. The CAF consists of the following personnel components:

- a. Approximately 70,000 Regular Force members; and
- b. Approximately 30,000 Reserve Force members comprised of the following sub-components:
  - i. Primary Reserve;
  - ii. Canadian Rangers;
  - iii. Supplementary Reserve; and
  - iv. Cadet Organizations Administration and Training Service (COATS).

#### ***1.5 Technical Environment***

1.5.1 DND is exposed to the high-risk of its military HR system becoming obsolete. This may create critical aspects for HR activities of the DND/CF. As well, the environment is not robust enough to accommodate new legislative and

administrative changes; nor can it scale-up nor support the needs of DND/CF to efficiently and effectively conduct its business by using information exchanges with other systems.

1.5.2 The following sections describe the environment which currently provides Human Resource Management (HRM) capabilities (HRM) capabilities to the CAF.

- a. HRMS 7.5
- b. Canadian Forces Recruiting Information Management System (CFRIMS)
- c. Central Computerized Payroll System (CCPS) for the Regular Force;
- d. Revised Payroll System for the Reserve (RPSR) for the Reserve Force
- e. Other applications supporting military HR functions

1.5.3 HRMS 7.5 is a highly customized instance of PeopleSoft version 7.5 that supports the military human resource information management for the Regular and Reserve Forces of the CAF. Personnel information is made available in report format, ad-hoc requests or data extracts via the Human Resources Reporting System (HRRS). The HRMS 7.5 supplies HR data subsets through either indirect or direct data interfaces to other departmental systems.

1.5.4 HRMS 7.5 contains:

- a. The PeopleSoft modules: administer workforce, position management, a customized version of Track Global Assignment, benefits, manage competencies, manage Human Resources, monitor absences, monitor health and safety; and
- b. Custom built modules: personnel tracking, military occupational structure, operation personnel management, Military Individual Training and Education (MITE) and Air Force Maintenance personnel's technical authorizations called Technical Authorization Record Set (TARS).

1.5.5 CFRIMS is a separate instance of PeopleSoft version 7.5 that provides the functionality to support the complete range of CAF recruiting activities. It too is a highly customized instance of PeopleSoft v7.5.

1.5.6 The CCPS provides pay and pension services for all members of the Regular Force and the Reserve Force when the reservist becomes a member on full time service and is employed on operational duties. It is a mainframe COBOL

application entirely resident on an IT Infrastructure supported by SSC. The information contained in CCPS databases is considered PROTECTED A. Offline batch interfaces provide for internal data exchange with HRMS 7.5, the Public Service Health Care Plan (PSHCP) system, and Defence Resource Management Information System (DRMIS) for hierarchy data. Similar offline batch interfaces provide for external data exchange for generation of payments to financial institutions, printing/ mailing of pay statements, handling of T4/R1 forms and data, and providing other services. Additional details are included in the Applicable Documents as described in Section 8.

- 1.5.7 RPSR provides payroll services to the Reserve Force. Pay and pay related personnel data is entered for each entitled service member through workstations at Reserve units. This data is applied to the database at the RPSR Pay Centre, where it is processed to generate pay and pension transactions. RPSR staff can input miscellaneous vouchers based on documentation from the units. Upon completion of processing, the payroll data is forwarded to the Standard Payment System (SPS) at Public Works and Government Services Canada (PWGSC). Financial information is passed to DRMIS. Additional details are included in the Applicable Documents as described in Section 8.
- 1.5.8 There are a number of other applications that support HR functions for the CAF. These will be reviewed by DND to determine the most appropriate course of action as it relates to the implementation of Guardian.

## ***1.6 Critical Interfaces with HRMS 7.5***

- 1.6.1 HRMS 7.5 and the Government of Canada sponsored, civilian PeopleSoft HRMS v8.9 (HRMS 8.9) are data synchronized through the use of batch programs which run on a nightly basis. The “Positions’ Reports To” value in HRMS 8.9 is linked to HRMS 7.5 because civilian members may report to military members and vice versa. The Department Identification (DEPT\_ID) field is created exclusively in HRMS 7.5 and is migrated to the HRMS 8.9 on a daily basis. HRMS 7.5 and HRMS 8.9 have distinct Security trees. HRMS 7.5 and HRMS 8.9 are synchronized to the DND Organizational Tree.

## ***1.7 HR Reporting System (HRRS)***

- 1.7.1 The DND reporting system called HR Reporting System (HRRS) provides an expanded audience of users with the ability to view information outside HRMS v7.5. The information contained within HRRS is stripped (by fields) of any information that may be considered Protected B. Users are permitted access to various types of information such as statistical reports, custom reports, ad-hoc reports and data extracts.
- 1.7.2 HRRS reports have been created to support several functional lines of HR business. These reports generally allow the user to refine their search through the use of selection parameters. The reports are run against a day-old copy of the

HRMS production database. The following groups of reports are available: compensation, health and safety, leave, Military Pay Statements administration, manning, Military Occupation Structure, Operation Personnel Management System, operational baseline, organization and position, personnel lists, readiness, reserve, staff relations, Technical Authorization Record Set (TARS), and training.

## **1.8 Guardian**

- 1.8.1 The DND ERP Strategy mandates the MPMCT project to use the latest version of Oracle PeopleSoft for Guardian. The MPMCT project has developed the MPM Implementation Strategy that calls for incremental releases for Guardian as illustrated in Section 1.3 at Figure 1 MPMCT Approval Cycles, with each release providing additional functionality and integration as described below. The content for each of release of Guardian is based on current DND plans and may be modified or otherwise altered based on the advice and recommendations of the Contractor. All modifications are subject to approval by the DND Technical Authority.
- 1.8.2 Guardian Release 1 will be based on the Human Capital Management (HCM) module of Oracle PeopleSoft version 9.1 and PeopleSoft People Tools version 8.5.1. It will be created from the migration of the military HRMS 7.5 and CFRIMS and will be the baseline from which the Contractor will be working.
- 1.8.3 Guardian Release 1 will be the human resource information management system designed to support the Regular Force and Reserve Force of the CAF. The information captured includes personnel information, career history, training administration, qualifications and competency management, leave administration, benefits administration, and health and safety. Guardian will supply HR data subsets through either indirect or direct data interfaces to other departmental systems. It also will include the following additional features and functionalities:
  - a. Job Based Specifications to support a Military Employment System (MES)
  - b. An Organization Chart production capability to support organization and establishment requirements
  - c. Improved HR management through Total Force Service Records and personnel readiness reporting
  - d. Integration of CFRIMS functionality;
  - e. An upgrade to the custom built modules for personnel tracking, military occupational structure, operation personnel management, track global assignment, Military Individual Training and Education (MITE)

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- f. An upgrade to the APMS (Automated Posting Message System)
- g. Upgrade to Air Force Maintenance personnel's technical authorizations called Technical Authorization Record Set (TARS); and
- h. Protected B Architecture.

1.8.4 The MPMCT Implementation Strategy calls for Release 2 and 3 of Guardian to result in the implementation of the following core capabilities and functionalities:

- a. Compensation and Benefits (C&B) and payroll;
- b. Career path and enhancement to competency management;
- c. Establishment Change Process (ECP) management workflow;
- d. Enhancement to the personnel records to include personnel availability, personnel tracking and process management workflow;
- e. Integration of recruiting process management with basic training list management thru workflow;
- f. Strength management – personnel tracking reporting and process management workflow and analytics;
- g. Training & Education process management workflows;
- h. Career planning process management workflow;
- i. Internal recruiting process management workflow;
- j. Enhancement to professional compliance to other business areas and process management workflow;
- k. Integration of compensation & allowances data with Military service records, and process management workflow;
- l. Integration of benefits data with Military service records and process management workflow through the use of a self-service capability;
- m. Reserve (Class A) workforce scheduling and attendance Process Management Workflow which may include an interface to a time capturing device;
- n. Reserve Force workforce management to include availability status

declaration and Reserve opportunity portal process management workflow; and

- o. Integration of financial compliance functionalities.

1.8.5 The MPMCT Implementation Strategy calls for Release 4 of Guardian to include enhancements over and above the core capability. DND will identify which specific enhancements that will be implemented. These enhancements may include:

- a. Military Personnel Generation (Strategic Intake Plan & PSR);
- b. Expanded Compensation Workflow;
- c. Expanded Benefits Management Workflow;
- d. Services records – Disconnected Operations;
- e. Succession Planning;
- f. Performance Appraisal;
- g. Military Employment System (MES) – Maintenance of job descriptions;
- h. Training & Education Self-Service;
- i. Release (refers to the retirement or resignation of a CAF member) process management;
- j. Capability Based Planning;
- k. Administrative Reviews; and
- l. Military Grievance Management.

## ***1.9 Expected Outcomes - Guardian***

1.9.1 The expected outcomes resulting from the implementation of Guardian are:

- a. Implementation of product delivered functionality, application of industry best practices and standard processes to reduce the level of customization;
- b. Reduction in the number of existing legacy applications; and

- c. Improved integration thereby reducing the requirement to support additional user and system interfaces.

## **2 Integrated Project Team (IPT)**

2.1.1 Guardian will be delivered through an Integrated Project Team (IPT) led by the DND Project Manager (PM). The IPT will be comprised of DND project management and DND ISS staff and supported by the following professional services:

- a. Solution Integration (SI) (the scope of this requirement) which will provide the professional services necessary to implement the FOC of Guardian including, but not limited to, application and integration, business process transformation, information integration and data migration;
- b. Business Change Management (BCM) which will provide the professional services necessary for activities such as Organizational Change Management, Communications Management and Project Outcomes Management. BCM is defined as the processes and techniques used to manage the people-side of business change in order to achieve the required business outcomes, and to ensure the solution delivery meets stakeholder expectations; and
- c. Project Management Office support (PMO) which will provide professional services to support the MPMCT Project Management Office (PMO) and related control processes.

2.1.2 The DND Technical Authority's responsibilities within the IPT during this contract include but are not limited to:

- a. Act as the representative of the Department responsible for all day to day matters identified in the SOW and any associated Task Authorisations;
- b. Designate specific DND personnel to act on his/her behalf;
- c. Advise MPMCT PM on proposed changes to IPT resources, scope, schedule, risk management, trade-off decisions and control of delivery outcomes;
- d. Review and accept all deliverables;
- e. Arrange for timely access, liaison and discussions with specific DND subject matter experts;

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- f. Assign authorised DND representatives to participate in the IPT;
- g. Ensure that effective ongoing communications take place;
- h. Obtain the required approvals for funding of all activities under this SOW; and
- i. Provide access to DND facilities as required for performance of the Work under this SOW.

2.1.3 The Contractor's responsibilities within the IPT during this contract include but are not limited to:

- a. Provide professional services as required to meet all requirements detailed in each task authorisation under this contract;
- b. Provide personnel with the appropriate qualifications to complete all defined work;
- c. Supervise all of their Contractor and sub-Contractor personnel under this contract;
- d. Ensure that effective ongoing communications take place; and
- e. Contractors, through commitment to targeted delivery outcomes, bring both individual and company experience to the successful resolution of issues and risk reduction throughout the contract.

2.1.4 The Contractor resources must work with DND employees within the MPMCT IPT. Team size must be optimized for efficiency in communications and coordination. The principles of the IPT are as follows:

- a. Cross expertise representation – the IPT must incorporate the appropriate expertise to ensure an integrated approach to supporting the implementation of Guardian and the integration of Guardian into the corporate IT framework as needed; and
- b. Participation on teams – the Contractor must participate within the DND-led IPT as directed by the DND Technical Authority; and
- c. Contractor IPT members must be physically co-located within the National Capital Region (NCR) and available to participate in project related activities at the direction of the DND Technical Authority.

### 3 Constraints

- 3.1.1 The Work associated with this SOW must take into account the following constraints:
- a. Any user and system interfaces required to meet business requirements associated with pensions must be compatible with the ongoing Government of Canada Pension Modernization program;
  - b. The complete technical infrastructure required to operate the Guardian solution will be provided by Shared Services Canada;
  - c. Only software available to DND will be used for Guardian;
  - d. All data must physically remain on DND premises;
  - e. The MPMCT project is being managed as a gated project and is subject to further approvals to be provided by the Treasury Board of Canada;
  - f. DND requires a minimum of 5 business days to respond to Contractor requests for access to DND personnel or scheduling of meetings;
  - g. It is the responsibility of the Contractor to have an approved Visit Clearance Request (VCR) which names the specific resources prior to the start of each approved task. The DND Technical Authority may, at his/her sole discretion, waive this requirement; and
  - h. The final release of Guardian must be implemented no later than January 2018.

### 4 Dependencies

- 4.1.1 The following projects/initiatives will impact the overall Guardian solution. These include:
- a. Government of Canada Pension Modernization program which will include the Military Pension Renewal Project will access pension plan eligibility and prior service deductions and will deliver information as part of the Government Pension Modernisation Project (<http://www.tpsgc-pwgsc.gc.ca/remuneration-compensation/pmssp-gcpmp/pmssp-gcpmp-navigation-eng.html> );
  - b. Government of Canada Transformation of Pay Administration Initiative is acquiring Oracle PeopleSoft v9.1 as a pay solution to replace the Regional Pay System (RPS) and the MPMCT project will leverage GC contracts to acquire Oracle PeopleSoft product licences for the MPMCT Project

<http://www.tpsgc-pwgsc.gc.ca/remuneration-compensation/txt/tap-tpa-eng.html#modern>)

- c. Government of Canada HR Program Centre for access to licensing for Oracle PeopleSoft; and
- d. Audited Financial Statements Project (AFSP) will validate all business and system processes to ensure that internal controls meet the requirements for auditing

## **5 Scope of Work**

### **5.1 General Requirements**

5.1.1 The Contractor must provide a range of services that will result in an integrated MPM solution. The following sections provide an overview of the major areas of activity where the Contractor will have responsibilities:

- a. Migration of CCPS and RPSR into Guardian as described in Section 5.2
- b. Core Team provision of advice and recommendations as described in Section 5.3 on as and when requested basis;
- c. Refinement and Finalization of Planning, Scoping and Implementation Plan documentation as described in Section 5.4 on as and when requested basis;
- d. HR improvements to the initial instance of Guardian as described in Section 5.5 on as and when requested basis;
- e. Integration and interface development as described in Section 5.6 on as and when requested basis;
- f. Storage and archiving of data as described in Section 5.7 on as and when requested basis;
- g. Development of ad hoc and standardized reports as described in Section 5.8 on as and when requested basis; and
- h. Implementing additional enhancements to Guardian as described in Section 5.9 on as and when requested basis;

- 5.1.2 Completion of this Work will require the Contractor to provide a team of professionals that collectively will provide the skills and experience necessary to meet MPMCT requirements specified in the SOW. These include:
- a. A Core Team of senior professionals as defined in Section 5.3; and
  - b. Provision of additional personnel on an as and when requested basis as described in Section 7.
- 5.1.3 The schedule included in Annex G provides an overview of DND's current plans with expected sequencing and workflow. This schedule is subject to change.

## ***5.2 Migration of CCPS and RPSR Functionality into Guardian***

- 5.2.1 Migration of the functionality currently provided by the legacy CCPS and RPSR applications into Guardian is essential in order for DND to realize efficiencies and cost savings. The Contractor must:
- a. Configure, integrate and implement the PeopleSoft modules into Guardian that are required to compensate all CAF personnel defined in Section 1.5.1;
  - b. Migrate legacy data from CCPS and RPSR into Guardian;
  - c. Ensure the integrity and fidelity of the converted data; and
  - d. Maintain interfaces with the DND mandated pension application.
- 5.2.2 Successful completion of the Work described in Section 5.2.1 will be the responsibility of the Contractor and is expected to involve:
- a. The review and analysis of the applicable documents listed in Section 8 of this document;
  - b. Rationalizing and de-conflicting existing pay and HR data elements to properly align with standard PeopleSoft practices;
  - c. Configure, re-configure and customize the Guardian application as required;
  - d. Conducting testing and quality assurance; and
  - e. Integration of all applications and data to meet the desired end state objectives.

- 5.2.3 DND will be responsible for acceptance of this Work. Acceptance will be based on successful completion of all verification procedures and processes described in Annex E.
- 5.2.4 The Contractor will be responsible for completing all Work described within this section. There will be no provision for Task Authorization(TA)s or change requests.

### ***5.3 Core Team Requirements***

- 5.3.1 The Contractor must provide a Core Team of personnel consisting of the following categories:
  - a. Project Manager;
  - b. Enterprise / Technical Architect;
  - c. Human Resources Functional Leader
  - d. Payroll Functional Leader; and
  - e. Data Migration Analyst.
- 5.3.2 The services of the Core Team will be required from Contract Award until the Final Operational Capability (FOC) milestone is achieved. Annex D provides a complete description of the roles and responsibilities and range of services required from the Core Team. In addition to the responsibilities described in Annex D, the personnel in the Core Team will be responsible for:
  - a. Developing proposed work packages;
  - b. Identifying Work for inclusion into TAs;
  - c. Managing and overseeing the activities of Additional SI Contractor personnel;
  - d. Providing quality assurance on Contractor deliverables;
  - e. Participating in IPT meetings including but not limited to risk management, project review, change management and status meetings;
  - f. Providing strategic advice;
  - g. Providing a monthly report as specified in Section 5.3.3
- 5.3.3 In recognition of the experience of the Contractor and its Core Team, the Contractor will be required to provide advice and recommendations in the form of

a monthly report which is to be submitted to the DND Technical Authority that will result in:

- a. Actions that will result in cost avoidance or cost savings;
- b. Actions that will help ensure the requirements of the project schedule are met;
- c. Actions that will ensure that MPMCT project objectives and requirements are met;
- d. Actions that will result in lowering or mitigating project risks;
- e. Actions that will result in improved system performance or improved quality and fidelity of data; and
- f. Identification of any potential problems, risks or impediments that could impact successful completion of Contractor Work.

5.3.4 The completion of this Work as described in 5.3.3 will be done through the use of TAs.

#### ***5.4 Refinement and Finalization of Planning, Scoping and Implementation Plan Documentation***

5.4.1 During the completion of this phase, the Contractor will be required to produce the following deliverables:

- a. Contractor's Work Plan and Schedule:
  - i) Detailed for Release 2 of Guardian; and
  - ii) High-Level for Releases 3 and 4 of Guardian;
- b. Review of MPM Implementation Strategy and associated plans; and
- c. Contractor's Detailed Design for Release 2 of Guardian.

5.4.2 The Contractor's Work Plan and Schedule will be based on the document provided in the Contractor's proposal and updated based on activities and events that have occurred since the submission of the initial document and address feedback provided by the DND Technical Authority. Tasks and activities to be included are:

- a. the activities to be executed in the development of all deliverables;

- b. the resources required to execute the tasks;
- c. the dependencies between tasks;
- d. the timelines for each task; and
- e. the risks and proposed risk response plans relevant to the development of all deliverables

5.4.3 The Contractor's Work Plan and Schedule will become the basis for the coordination of Contractor activities within the MPMCT IPT. The Contractor Work Plan and Schedule will have to be updated for Cycle 3 to cover Releases 3 and 4. It will also be used to:

- a. plan the Contractor's work across Releases 2 through 4 of Guardian;
- b. update the MPMCT integrated project schedule;

5.4.4 The Contractor's review of the MPM Implementation Strategy and associated plans must include the following:

- a. The assessment of the desired end state for Guardian including any required redesign of current business processes based on the latest approved MPMCT SOR at the time of contract award;
- b. The assessment of the Guardian roadmap (actionable steps required) to achieve that end state;
- c. The assessment of the scope of Releases 2 through 4 of Guardian (i.e. the design of the parts of the Guardian roadmap that will be delivered within the constraints of the project);
- d. The identification of interdependencies from both the business and technical perspectives;
- e. Recommendations to update the MPM Implementation Strategy and associated plans, the Guardian roadmap, and the scope of Releases 2 through 4 of Guardian;
- f. Recommendations on procedures to design, develop, test, and migrate data, applications, modules into the Guardian production environment;
- g. Provision of alternatives that can be considered to optimize risks and resources; and
- h. Detailed cost estimates to complete the Work.

5.4.5 The Project will then review the recommendations made by the Contractor and

will finalize the MPMCT Implementation Plan. The MPMCT Implementation Plan will become the basis for the overall coordination of MPMCT project activities, the basis for communication of next steps to the DND stakeholders and with other GC Departments and the planning of next steps for achieving the desired MPM capability end state. It will also be used to:

- a. plan the future work for the MPMCT project;
- b. update the MPMCT integrated project schedule;

5.4.6 The Contractor's Detailed Design for Release 2 of Guardian must address the following:

- a. the analysis of the proposed MPM solution architecture;
- b. the analysis of business requirements;
- c. Guardian configuration and customizations for the desired end state;
- d. the identification of business change impacts;;
- e. integration of Guardian with other ERP and business applications;
- f. system management support; and
- g. application security.

5.4.7 These deliverables will provide input into the creation of TAs for the execution of the required Work. For all proposed activities, the Contractor will be required to provide indication of the priority and criticality of the proposed change and the estimated level of effort and associated category of personnel required. This detail is required in order for DND to assign costs for each of the proposed changes.

5.4.8 DND will review the recommended changes and will either accept or reject them. Accepted changes will become part of the overall integrated project schedule and will result in the issuance of a TA to complete the Work. Rejected changes may require additional substantiation, investigation or definition work.

## ***5.5 HR Improvements to Guardian IOC***

5.5.1 Over and above the Firm Fixed Price work detailed in section 5.2 above, there are a number of planned improvements to Guardian IOC which are listed in Section 1.8.4. The Core Team will analyse the Guardian IOC instance delivered in Release 1, and provide recommendations to the sequencing and workflow of these planned improvements as well as other recommendations to leverage product functionality that will result in:

- a. Implementation of product delivered functionality, industry best practices and standard processes for PeopleSoft in order to achieve optimal benefits of an ERP solution;
- b. Reduction in the number of legacy applications and interfaces;
- c. Reduction of the problems and issues described in Section 1; and
- d. Alignment with and improved ability to realize the requirements described in Annex C.

5.5.2 The completion of this Work will be done through the use of TAs.

### ***5.6 Integration and Interface Development***

5.6.1 In order to provide all required functionality, new interfaces and additional integration will be required. DND will be conducting additional work to identify and define all interface and integration specifications which will define the scope the Work to be completed by the Contractor.

5.6.2 The completion of this Work will be done through the use of TAs.

### ***5.7 Storage and Archiving of Data***

5.7.1 The implementation of Guardian will result in the decommissioning of a number of legacy applications. The data resident in these applications will have to be converted into Guardian, stored or archived. DND will conduct a review and analysis to develop a data storage and disposition strategy that fully complies with relevant Government of Canada legislation and policies, and satisfies all business and operational requirements. The Contractor may be required to identify options associated with the migration, storage and archival requirements and implement the selected option.

5.7.2 The completion of this Work will be done through the use of TAs.

### ***5.8 Development of Ad Hoc and Standardized Reports***

5.8.1 To fully satisfy all business and operational requirements, Guardian must provide the capability to generate reports. DND will be defining specific reporting requirements that may result in the implementation of either ad hoc or standardized PeopleSoft reports. The Contractor may be required to review reporting requirements, identify reporting options, and develop or configure reports as required.

5.8.2 The completion of this Work will be done through the use of TAs.

### ***5.9 Implementing Additional Enhancements to Guardian***

- 5.9.1 There a number of enhancements to the core functionality of Guardian described in Section 1.8.5 and notionally planned for implementation in Release 4 of Guardian.
- 5.9.2 As these enhancements become better defined, DND may request that the Contractor provide detailed cost and schedule estimates associated with the implementation of each enhancement. DND may elect to implement some or all of the enhancements depending on cost and schedule considerations. The TA process will be the mechanism to be used to implement these enhancements.

## 6 Deliverables

6.1.1 The following provides a summary of the deliverables specified in this SOW.

<b>Deliverable</b>	<b>SOW Reference</b>	<b>Frequency &amp; Required Submission Date</b>
Core Team Report	5.3.3	Monthly after contract award
Contractor’s Workplan and Schedule	5.4.2, 5.4.3	Updates required Bi-Weekly after contract award
Contractor’s Final MPM Implementation Strategy and associated plans	5.4.4	Once, 45 days after contract award
Contractor’s Detailed Design	5.4.6	TBD

6.1.2 In addition to the deliverables described above, the Contractor must provide all deliverables specified in the Contractor’s work plan. This work plan must be based on a methodology proposed by the Contractor. All deliverables are subject to approval by DND.

6.1.3 Subsequent TAs will specify additional deliverables.

## 7 Additional Personnel

7.1.1 Completion of all the Work that will result in the delivery of an Integrated End-to-End Solution for Guardian will require additional resources on an as-and-when requested basis to augment the Core Team to complete all the required Work described in Sections 5.4 – 5.9 of this document. This type of work will use TAs to call up the specific Contractor identified categories of personnel.

7.1.2 The following categories of personnel may be required on an as and when requested basis:

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- a. Application/Software Architects Levels 1, 2 and 3
- b. ERP Functional Analysts Levels 1, 2 and 3
- c. ERP Programmer Analysts Levels 1, 2 and 3
- d. ERP System Analysts Levels 1, 2 and 3
- e. ERP Technical Analysts Levels 1, 2 and 3
- f. Programmer/Software Developers Levels 1, 2 and 3
- g. Programmer/Analysts Levels 1, 2 and 3
- h. System Analysts Levels 1, 2 and 3
- i. Test Coordinators Levels 1, 2 and 3
- j. Testers Levels 1, 2 and 3
- k. WEB Developers Levels 1, 2 and 3
- l. Data Conversion Specialists Levels 1, 2 and 3
- m. Database Administrators Levels 1, 2 and 3
- n. Database Analyst / IM Administrators Levels 1, 2 and 3
- o. IM Architects Levels 1, 2 and 3
- p. Network Analysts Levels 1, 2 and 3
- q. System Administrators Levels 1, 2 and 3
- r. Technical Architects Levels 1, 2 and 3
- s. Technology Architects Levels 1, 2 and 3
- t. Business Consultants Levels 1, 2 and 3
- u. Business Process Re-engineering (BPR) Consultants Levels 1, 2 and 3
- v. Network Support Specialists Levels 1, 2 and 3
- w. Operations Support Specialists Levels 1, 2 and 3
- x. Enterprise Architects Levels 1, 2 and 3
- y. Quality Assurance Specialists Levels 1, 2 and 3

- 7.1.3 The typical roles and responsibilities for each of these categories are provided in Annex F.

## **8 Applicable Documents**

### **8.1 Background Documentation**

- 8.1.1 The following documents provide useful background information and context and are not subject to any release restrictions. Please see Annex H (Additional Technical Documentation) attached hereto for the most recent version of the documents referenced below in a. through f, inclusive. Please note that these documents are preliminary in nature and subject to change. Updated versions of these documents, as applicable, will be provided as part of any future solicitation:

- a. the Government of Canada (GC) Guideline on Common Financial Management Business Process 5.1 -Pay Administration (<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=17172> );
- b. the Government of Canada Common Human Resources Business Process (CHRBP) (<http://chrhp-pocrh.tbs-sct.gc.ca/home-eng.aspx> );
- c. 001 Annex H to the SOW - Defence Enterprise Resource Planning Strategy;
- d. 002 Annex H to the SOW – Statement of Operational Requirements Military Personnel Management Capability Transformation Project (MPMCT));
- e. 003 Annex H to the SOW - Project Charter Military Personnel Management Capability Transformation Project (MPMCT); and
- f. 004 Annex H to the SOW - List of COTS software available to DND.

- 8.1.2 The DND Technical Authority may provide other relevant documents as required during the course of the Contract.

### **8.2 System Documentation**

- 8.2.1 The following documents are not subject to special release procedures. Please see Annex H (Additional Technical Documentation) attached hereto for the most recent version of the documents referenced below in a. through n., inclusive. Please note that these documents are preliminary in nature and subject to change. Updated versions of these documents, as applicable, will be provided as part of any future solicitation:

- a. 005 Annex H to the SOW - CCPS Interface November 2012;

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- b. 006 Annex H to the SOW - CCPS Pay Process Overview;
- c. 007 Annex H to the SOW - CCPS – RPSR Interface Files Validated Nov 2012;
- d. 008 Annex H to the SOW - DND Application Overview Central Computational Pay System (CCPS);
- e. 009 Annex H to the SOW - As-Is: Central Computational Pay System (CCPS);
- f. 010 Annex H to the SOW - As Is: Pay System Legend;
- g. 011 Annex H to the SOW - CCPS Process Diagram Legend;
- h. 012 Annex H to the SOW - Terminology Legend;
- i. 013 - Miscellaneous Adjustments;
- j. 014 Annex H to the SOW - Leave: Cash-Out;
- k. 015 Annex H to the SOW - Loans: Posting Loans;
- l. 016 Annex H to the SOW - Insurance: PSDCP;
- m. 017 Annex H to the SOW - Application Overview Revised Pay System for the Reserves (RPSR); and
- n. 018 Annex H to the SOW - As Is: Revised Pay System for the Reserves (RPSR) (Visio).

8.2.2 The following documents are subject to special release procedures. Please see Annex I (Description of CCPS and RPSR Documents) attached hereto for a brief description of each document:

- a. Reporting CCPS and RPSR – RMDS\_Browsers;
- b. CCPS Account Setup & Maintenance;
- c. CCPS Account Closeout;
- d. CCPS Basic Pay;
- e. CCPS Allowances;
- f. Application Architectural Overview (RPSR);
- g. RPSR Overview;

- h. RPSR System Architecture Overview;
- i. RPSR System Context: Pay Processing; and
- j. RPSR System Context: T4/RL1 Processing.

## **9 Government Furnished Property and Services**

9.1.1 Canada will assume responsibility for providing the following:

- a. All required software licenses based on the list of available software identified in Section 8.1.1.f.
- b. Approved access to the required Guardian test, development and production environments as described in Section 10;

## **10 Guardian Technical Environment**

### ***10.1 General***

10.1.1 All instances of Guardian which include development, test, pre-production and production will be located and managed in a Shared Services Canada (SSC) data centre. The responsibility for all system administration activities, monitoring, maintenance and software updates and patches will be shared between DND and SSC. The procedures and processes to manage configuration and control of the technical environment are aligned with Information Technology Infrastructure Library (ITIL) best practices.

### ***10.2 Guardian Development and Test Environment***

10.2.1 To assist the Contractor in the conduct of the required Work, the Contractor will be provided access to the Guardian development and test environment, and as deemed appropriate by the DND Technical Authority, access to the pre-production and production environments.

10.2.2 The Contractor will be required to notify the DND Technical Authority when the Work required in support of assigned tasks has been completed. The DND Technical Authority will be responsible for all review and acceptance activities. Once the Work has been accepted, the DND Technical Authority will be responsible for the effort associated with the migration of the accepted Work into the production environment. The Contractor may be required to provide instructions, advice or assist in the migration efforts.

## **11 Language Requirements**

11.1.1 All Contract personnel must be fluent in English. For the purposes of this

requirement, a resource will be considered to speak a language fluently if the resource can:

- a. Give detailed explanations and descriptions;
- b. Handle hypothetical questions;
- c. Support an opinion, defend a point of view or justify an action; and
- d. Counsel and give advise

11.1.2 All deliverables are to be provided in English

## **12 Location of Work**

12.1.1 All services must be provided on-site at MPMCT Project offices (currently located at 285 Coventry Road, Ottawa, Ontario). Canada will provide sufficient office space, general purpose office furniture and EDP equipment/services (CPU, keyboard, monitor and access to the divisional LAN subject to normal security requirements), for all the Contractor's resources.

12.1.2 Furthermore, Canada shall provide, subject to normal security requirements, and only to the specified Contractor personnel, access to identified databases or applications resident on Canada's computers or networks for the sole purpose of executing the tasks associated with this Contract. Canada, at its sole discretion, will identify the nature and characteristics of such access.

12.1.3 Contractor personnel will have access to the DND facility between 0700 hrs – 1800 hrs from Monday to Friday. Any requirements for access outside of these days/hours must be forwarded to the DND Technical Authority for pre-approval.

## **13 Travel**

13.1.1 Travel may be required in the performance of the specified tasks. Should it be necessary to travel, DND must authorize the travel in advance and DND will reimburse the costs according to Treasury Board travel policies. Travel may be required from time to time within the National Capital Region (NCR); however, expenses for travel within the NCR will not be reimbursed.

**Annex A: Glossary**

<b>Term</b>	<b>Definition</b>
Benefits	Benefits include military special allowances plus medical, dental, etc. (TBD by PD team)
Business Capability	Primary business functionality or business service of Military Personnel Management (MPM) relating to HR and Payroll functions.
Business Change Management (BCM)	The techniques, tools and processes to manage the people-side of business change resulting from the MPM transformation to achieve the required business outcome and to realize that business change effectively within the social infrastructure of the workplace. It will comprise of Organizational Change Management, Communication Management and Project Outcome Performance Measurement.
Business Process	A series of logically related activities or tasks performed together to produce a set of results.
Business Process Redesign (BPR)	The redesign and improvement of the cost, efficiency, effectiveness and adaptability of MPM business processes, with consideration to desired project and business outcomes, aligning to inherent processes and procedures within the implemented application suite including Oracle® PeopleSoft® ERP.
CAF Components	There are two CAF components: the Regular Force and the Reserve Force consisting of four sub-components (the Primary Reserve, the Supplementary Reserve, the Cadet Instructor Cadre and the Canadian Rangers).
CAF Personnel	An employee of the Canadian Armed Forces; includes Civilian Instructors and Staff Cadets of the COATS reserve sub-component where applicable.
Canada	Denotes the Government of Canada; or the Crown.
Chain of Command (C of C)	This is a general term used to refer to the hierarchy of reporting from the lowest levels to the most senior levels in the DND/CAF. This includes both military and civilian, from supervisors through to unit COs through to the Commanders of each of the LIs.
Chief Military Personnel (CMP)	CMP is the MPMCT Project sponsor.
Course of Action	In the estimate process, an option that will accomplish or contribute to the accomplishment of a mission or task, and from which a detailed plan is developed.
Defence Resources Management Information System (DRMIS)	DRMIS refers to the SAP application that is used to provide enterprise wide financial, materiel acquisition and inventory management functionality for DND.
Enterprise Architecture	Enterprise architecture (EA) is the process of translating business vision and strategy into effective enterprise change by creating,

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Term	Definition
	communicating and improving the key requirements, principles and models that describe the enterprise's future state and enable its evolution.
Final Operational Capability	The full attainment of the ability to effectively employ a new or improved capability, and for which adequate infrastructure, training, staffing, and support are in place, both for the new capability and for the organization employing it. For the MPMCT project this will occur with the successful implementation of Guardian Release 4.
Indicative Cost Estimates	An order-of-magnitude estimate that is not sufficiently reliable to warrant Treasury Board approval as a cost objective. (Termium: Indicative cost estimate)
Initial Operational Capability	The first attainment of the minimum ability to effectively employ a new or improved capability, and for which adequate infrastructure, training, staffing, and support are in place, both for the new capability and for the organization employing it. For the MPMCT project this will occur with the successful implementation of Guardian Release 1 (i.e. the transition of HRMS 7.5 and CFRIMS onto a single instance of PeopleSoft version 9.1)
IT Infrastructure	The system of hardware, software, facilities and service components that support the delivery of business systems and IT-enabled processes. (Gartner)
MPM Implementation Strategy	Roadmap, high level plans, definition of MPMCT scope and indicative costs.
Integrated Project Team (IPT)	An IPT is a cohesive integrated team of Canada and industry professionals.
IM/IT Enablers	The implementation of Oracle® PeopleSoft® ERP integrated with other required suite of existing or proposed applications.
MPM	Refers to management of military HR and Payroll functions.
MPM Capability	Refers to business functionality or business services relating to MPM including policies, processes, procedures and IM/IT enablers.
MPMCT Project	Refers to the DND Project for MPM Capability Transformation, identified by Project number C.001576, with the objective to deliver a solution to transform MPM Capability.
MPM Solution	The solution delivered by MPMCT project that will encompass transformation of MPM capability.
MPM System (GUARDIAN)	It is comprised of business processes, procedures and IM/IT enablers for the redesign and improvement of MPM capability.
Project Management	The discipline of planning, organizing, securing, managing, leading, and controlling resources to achieve specific goals.

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Term	Definition
Project Management Office (PMO) support	The PMO Contractor will provide support services in the areas of project management and administration.
Rational Methodology	A guideline system for solving a problem, with specific components such as phases, tasks, methods, techniques and tools.
Resource Plan	Document containing the full list of resources, when they will arrive at the work location and the hardware and software that will be needed.
Solution, solution	Refer to the MPM Solution A solution is an implementation of people, processes, information and technologies in a distinct system to support a set of business or technical capabilities that solve one or more business problems. (Gartner)
Solution Integrator	A company that specializes in bringing together component subsystems into a whole and ensuring that those subsystems function together. SI Contractor will provide the technical and professional services necessary to implement the overall MPM Solution including the application and integration, business process redesign, information integration and data migration.
Strategic Planning and Advice	Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action.
Substantive Cost Estimates	An estimate of sufficiently high quality and reliability so as to warrant Treasury Board approval as a cost objective for the project phase under consideration.
System, system	Refer to the MPM System.

**Annex B: Acronyms and Abbreviations**

<b>Acronym / Abbreviation</b>	<b>Definition</b>
APMS	Automated Posting Message System
BI	Business Intelligence
CAF	Canadian Armed Forces
CCPS	Central Computation Pay System
CFHIS	Canadian Forces Health Information System
CFRG	Canadian Forces Recruiting Group
CFRIMS	Canadian Forces Recruiting Information Management System
CFTPO	Canadian Forces Task Planning and Operation
CHRBP	Common Human Resources Business Process
COATS	Cadets Organizations and Training Service
CONOPS	Concept of Operations
COTS	Commercial off-the-shelf Software
DND	Department of National Defence
DRMIS	Defence Resource Management Information System
EPA	Expenditure Project Approval
ERP	Enterprise Resource Planning
FOC	Final Operational Capability
GC	Government of Canada
HCM	Human Capital Management
HR	Human Resources
HRMS	Human Resource Management System
IM/IT	Information Management/Information Technology
IOC	Initial Operational Capability
IPT	Integrated Project Team
ISCoE	Information Sharing Center of Excellence
ITIL	Information Technology Infrastructure Library
MES	Military Employment Structure
MITE	Military Individual Training and Education
MPM	Military Personnel Management
MPMCT	Military Personnel Management Capability Transformation
NATO	North Atlantic Treaty Organization
NDA	National Defence Act
NDHQ	National Defence Headquarters
PM	Project Manager
PMO	Project Management Office
PPA	Preliminary Project Approval
PWGSC	Public Works and Government Services Canada
OPMS	Operational Personnel Management System
QR and O	Queen's Regulations and Orders
QRA	Qualification Requirements Analysis

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<b>Acronym / Abbreviation</b>	<b>Definition</b>
RDBMS	Relational Database Management System
RPS	Regional Pay System
RPSR	Revised Pay System for the Reserve
SSC	Shared Services Canada
TA	Task Authorization
TARS	Technical Authorization Record Set
TBS	Treasury Board Secretariat
TO and E	Table of Organization and Equipment

## **Annex C: Business Requirements for Military Personnel Management**

- C-1. DND has a very specific and much more demanding personnel management requirements as compared to civilian requirements. MPM policies and processes will be adjusted to fit within the constraints of the new tool and the tool will be designed and implemented to meet the business requirements identified by the project
- C-2. To accomplish its mission, DND/CF is structured into organizational units in accordance with the National Defence Act. These units are composed of military and civilian positions that are created to effectively manage personnel in the accomplishment of their assigned roles and missions. DND requires the flexibility to create and maintain temporary units outside the static units that are required to execute the missions in Canada and abroad. The ability to create, amend and assign positions and personnel “en masse” is an essential requirement to mission accomplishment. The alignment of units to the CF capabilities and financial control is another essential requirement. Unit and position information must be shared with other systems such as the Defence Resource Management Information System (DRMIS).
- C-3. Once the units are created, job descriptions are developed to capture work requirements to accomplish the mission: tasks, skills and competencies. Jobs are then grouped into a hierarchy of jobs/occupational groupings by rank (Private to General) and military classifications. This is referred to as the Military Employment Structure (MES).
- C-4. The MES provides the qualitative definition of specific competencies and qualifications required by all military personnel in performing their required military jobs and provides the foundation for executing a number of HR business processes like recruiting, selection, training, assignment, promotion, career planning and career transition from military service. It is also the basis of how military members are paid and which benefits they are entitled to. In summary, most if not all of the personnel management activities are based on the MES.
- C-5. It is essential to ensure that all military positions are linked to one or more jobs within the MES by component or the Regular Force and the Reserve Force.
- C-6. In the CF, there are presently 20 Career Fields (CFd) (Air Operations, Combat Arms, Health Services, etc.) with 105 corresponding occupations (Pilot, Infantry, Medical Officer, etc.) and sub-occupations. About 8000 different jobs are linked to one or more occupations and each military position has a person in it (approximately 100,000 positions are split between the Regular Force and the Reserve Force) and is linked to one or more jobs. There is always a primary job for a person and there may be one or more secondary jobs. The intent of CF is to

maintain this structure.

- C-7. The ability to create, amend job descriptions and related MES is an essential requirement for the effective management of military personnel.
- C-8. The CF has a complex military personnel management process. There are a myriad of stakeholders directly involved in the decision making process. The CF relies heavily on an effective talent management framework that focuses on attracting, hiring, training, rewarding and retaining top talent. To that end, the CF recruits over 7,000 new members every year to meet its mission. Due to the high cost of training military personnel into an effective force, planning the timely workforce requirement is critical to the CF. Significant efforts are made every year to produce a workforce requirement plan referred to as the Strategic Intake Plan (SIP). The SIP takes into account various elements of HR such as attrition, occupational transfers, succession planning, and Term of Service (TOS) to predict the needs of recruiting into the CF for the next 2 to 5 years. The SIP provides the target for recruiting by components and by occupation.
- C-9. The ability to monitor and report on attrition and recruiting success is an essential requirement to ensure that the CF has a sufficiently high number of qualified members to perform its roles and missions.
- C-10. To maintain the effectiveness of the CF, recruiting the right person for military service is very important. The Canadian Forces Recruiting Group (CFRG) is mandated to support the operational capability of the CF by attracting, processing, selecting and enrolling (hiring) Canadian citizens in accordance with the Strategic Intake Plan for the Regular Force, the Primary Reserve, the Canadian Rangers and COATS. To achieve the recruiting objective depicted in the SIP (approximately 7,000 recruits per year), thousands of applicants must be processed by the recruiters in an efficient manner. To maintain or reduce the CFRG footprint, the organization relies heavily on IM/IT solutions to achieve its objective. Currently, 60% of new recruits have been processed through online recruiting applications. The remainder are processed using a mixture of custom made applications and paper processes in multiple recruiting centers across Canada. It is the CF's intent to increase online application and processing to 95% and reduce the number of recruiting centers.
- C-11. The ability to attract, apply, process applicants, select and enrol Canadian Citizens online is an essential requirement of the CF. The ability to capture personnel information relevant to the recruiting process in a secure fashion is also an essential requirement.
- C-12. Upon enrolment into the CF, tombstone personnel information is captured to create the member's Service Record. Personnel information is required to effectively manage military personnel but is also mandated by legislation. In order to avoid duplicate data entry, the ability to retrieve personnel information from

the recruiting information is an essential requirement. All personnel information required to administer military members must be captured and maintained online and shared with other systems requiring HR information thus avoiding duplicate data entry.

- C-13. Upon creation, the Service Record must be accessed, maintained, closed and archived using streamlined processes and web-enabled workflows. Secured and control access to the information is essential to ensure compliance with legislation. Throughout the member's career, the Service Record will be updated with employment/deployment information, dependants, language and religion, term of service, career information, promotion, training, pay & benefits information, performance evaluations, to name a few. CF members must have access to their Service Record and be able to initiate a request for change to ensure the accuracy of personnel information. Access to the member's Service Record must be controlled based on roles and responsibilities. The Service Record must remain active until the member is released from the CF. Upon retirement from the CF; the Service Record is then closed and archived in accordance with GC and DND regulations.
- C-14. Compensation and Benefits of military personnel is a crucial element of the CF. In the CF, Compensation is based on rank and occupation. There are numerous salary plans for both Officers (General Services Officers, Pilots, Specialist Officers) and Non-Commission Members (NCMs) (Standard, Specialist One, Specialist 2, Command Chief Warrant Officer). The Regular Force and the Reserve Force member on Class C Service is based on a monthly rate of pay, paid bi-monthly (15th of the month and last day of the month) while members of the Reserve Force (Class A, Class B, Rangers and COATS) are based on a per diem rate also paid bi-monthly (same as the Regular Force). For the Reserve Force specifically, the scheduling, tracking and recording of attendance is needed in order to feed the calculation of compensation/benefits. The pay calculation function add or subtracts the debits and credits from the personal and corporate factors to calculate the member's Net Monthly Entitlement (NME) for the next month. The Class C service pay is based on a period of employment (contract period). The amounts, which affect the NME, are Federal/Provincial Tax, Employment Insurance, pension contributions, pay qualifications, continuous deductions, continuous allowances, allotments, taxable fringe benefits, loans and insurance. CF members are paid by direct deposit or cheque and when outside Canada, cash, and local direct funds transfer are used. All CF members pay are processed at the same time (approximately 100,000 per pay run). Furthermore, change to salary plans and allowances normally occur once a year and must be made retroactive, when required.
- C-15. The ability to create and maintain salary plans and allowances is an essential requirement. The ability to link the appropriate salary plan to occupations is also an essential requirement. Allowances must be linked to the appropriate positions and units to ensure that CF members are provided with the right pay and

allowances. Pay for CF members must be calculated in accordance with the rules related to their components and delivered on time. CF members must have the ability to view and initiate the update to their pay records, as required.

- C-16. Every CF member upon enrolment is trained to the highest level possible to ensure mission success. Training is based on job and occupational requirements as well as rank requirements. Training & Education must continue to support the professional development requirements of leaders at all levels to ensure that the CF continues to exhibit the highest standards of military professionalism at home and abroad. Every year, approximately 6,000 to 10,000 CF members are undergoing training. Training can be conducted individually or collectively. Training can be linked to positions, jobs, and occupations or to organization or units. The Training & Education System must be clearly harmonized and better synchronized with CF personnel production activities.
- C-17. The CF must leverage Learning Management Technologies (LMT) that are being implemented in the Department to avoid duplication of effort and therefore the interface between the Military Personnel Management solution and these LMT is an essential requirement.
- C-18. The ability to link training requirements (jobs, occupations and organizations) to training delivery options (formal courses, distant learning, On-the-Job Training, etc.) is an essential requirement. Furthermore, the ability to nominate CF members for training and record the result of training in the member's Service Record is also an essential requirement.
- C-19. Upon completion of the foundational MES training requirements, qualified members are then assigned to a position/unit (approximately 30,000 transactions per year). The focus of the administration and management of CF members' career is to assess groups of individuals to determine best fit for the jobs/positions and identify/prepare CF members to fill a position in a timely manner, thereby minimizing the time that the position is vacant. Organizational priorities and CF member's career progression (succession planning, rank change, development, etc.) and preferences/aspirations are taken into consideration. To leverage the experience of CF members, transfer of personnel between components/sub-components (approximately 500 transactions per year) also require the management of CF members' career.
- C-20. The ability to link the position specifications to the CF member's profile is considered essential to nominate CF members for a position.
- C-21. Movement of CF members from one position and/or unit and/or geographical area for short/long term for a new employment, training purposes or to attend various activities as part of their job occurs within Canada or abroad and in some cases on a regular basis. In addition, movements take place when CF members deploy to international operations where the nature of operations may deem some of this

information as classified. For the planning of CF activities and further determination of benefits, the tracking (time and geo loc) of all personnel movements is considered essential.

- C-22. The ability to track the movements of a CF member to any specific location and capture its duration and to record the result of movements in the CF member's Service Record are essential requirements.
- C-23. To support the CF's activities, there is an essential need to provide real-time and accurate HR information on personnel accountability and readiness for Commanders to make risk-assessed strategic decisions and effectively manage their workforce. A variety of processes (tasking, postings, etc.) rely upon the knowledge that a CF member is 'ready' (capable) to be assigned to perform a job. For the CF this means that a CF member has acquired the necessary experience and skills, performed the required training, is medically fit, and confirmed the status of various administrative actions so that they are 'ready' to deploy if available. Availability refers to whether or not the CF member has other commitments (such as leave, training, post deployment regeneration, etc.) that restrict them from being assigned to a job independent of their ability to do the job (sometimes referred to as Parade State).
- C-24. The ability to assess the overall workforce capability of the CF, in terms of personnel readiness/availability, and to match the position requirements to CF members pedigree is considered essential.
- C-25. Upon a personal (voluntary) or compulsory decision, the CF member will terminate their employment (release) within the CF. The CF are committed to support its members in the release activities and provide them with associated entitlements in a timely manner, with at the same time meeting the operational, legal and accountability obligations of the CF.
- C-26. The ability to link the details of the termination of employment to various entitlements/obligations and to other activities (such as workforce requirements) for planning purposes is considered essential.

## **Annex D: Roles and Responsibilities of the Core Team**

### ***ERP Project Manager***

The ERP Project Manager will be responsible to manage the functional requirements planning activities identified in the Defence ERP Strategy, along with managing the execution of activities according to project plans.

The key areas of responsibility are:

- a. develop and maintain functional PeopleSoft plans, tools, procedures and systems already in use or introduced by the PMO;
- b. implement a reporting strategy and performance measurement dashboard for functional PeopleSoft deliverables;
- c. develop Service Management requirements and practices required for the Project and In-Service Support Organization;
- d. interact with the IPT to document and manage project schedule dependencies;
- e. collect, review, analyze, track and report on project performance data and advise on the time, cost, scope, quality, business requirements or other performance parameters;
- f. plan functional deliverables based on the Contractor's accepted work plan with participation of MPMCT team leads;
- g. develop weekly status reports for use in IPT, management and steering committee meetings;
- h. manage, coordinate and facilitate the use of tools, procedures and systems within the functional teams;
- i. prepare, refine, review written documentation, reports, dashboards and make oral presentations;
- j. prepare cost estimates and scheduling estimates as well as project implementation approaches, issue/quality management processes and organizational requirements;
- k. develop a risk management plan;

- l. prepare, refine and review Work Breakdown Structures (WBS), associated Schedules, and Resource allocations;
- m. prepare allocation matrices (RAM), quality assurance or other necessary standards, Organizational Breakdown Structures (OBS) and other project control documents;
- n. develop and track functional PeopleSoft Build plans and schedules;
- o. proactively identify changes in work scope and ensure appropriate planning measures are taken with internal and external stakeholders;
- p. analyze risk, establish contingency plans and identify trigger events and responsibilities for initiating mitigating action;
- q. document and detail the Custom Development Approach and related functional and functional design templates;
- r. manage and develop Production cutover plan; and
- s. document a Certification and Accreditation approach, deliverables and resource requirements.

### ***Enterprise / Technical Architect***

The Enterprise / Technical Architect will work with DND stakeholders, both leadership and subject matter experts, to develop a comprehensive view of the organization's strategy, processes, information, and information technology assets. Using this information, the Enterprise / Technical architect will develop an effective enterprise architecture to meet the current and future needs of the organization in an efficient, sustainable, agile, and adaptable manner.

The key areas of responsibility are:

- a. Evaluate the enterprise business architecture, determine its consistency and integration with the organization's business strategies, assess the degree of its alignment with industry best practices, and recommend changes to the business architecture to improve its alignment with these external factors;
- b. Identify future business requirements against the current enterprise architecture, perform gaps analyses, develop information and technical architectures, and prepare migration strategies;
- c. Assess the impacts and risks associated with migrating from the current state to the target business architecture and enabling technologies;

- d. Identify business and technology trends that create opportunities for business improvement, provide advice on trends, best practices and emerging technologies and the impact on the organization's architectures and business strategies, model "What if" scenarios and recommend appropriate changes to the existing architecture and infrastructure, and recommend alternative solutions, methodologies and strategies;
- e. Produce an architectural evolution plan, recommend prioritization of architecture evolution initiatives, and develop and/or implement an architecture evolution plan;
- f. Manage the development and implementation of an architectural improvement plan;
- g. Provide advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options;
- h. Develop technical architectures, frameworks and strategies for an organization to meet the business and application requirements;
- i. Review application and program design or technical infrastructure design to ensure adherence to standards and industry best practices and to recommend performance improvements;
- j. Leading other functional staff to define business strategy and processes in support of transformation and system implementation activities;
- k. Identify the policies and requirements that drive out a particular solution;
- l. Analyze and evaluate alternative solutions to meet business problems;
- m. Analyze and evaluate alternative data architecture solutions to meet business problems/requirements;
- n. Review corporate architecture, strategies, frameworks and directions, data requirements, and business information needs and devise ERP based solutions to support them;
- o. Ensure the integration of all aspects of technology solutions;
- p. Monitor industry trends to ensure that solutions are consistent with best practices;

- q. Analyze functional requirements to identify information, procedures and decision flows;
- r. Translate functional and business requirements into technical requirements;
- s. Develop and document ERP functional, business, and/or system requirements specifications;
- t. Develop technical requirements, feasibility, cost, design, and specification documents for ERP systems development, design and implementation;
- u. Implement ERP systems to support projects, departments, organizations or businesses;
- v. Translate ERP business requirements into systems design and specifications;
- w. Analyze and recommend alternatives and options for solutions;
- x. Demonstrate a comprehensive understanding of the technical capabilities offered by ERP facilities; and
- y. Develop or assist with business and functional requirements, project scope, estimates of effort and duration.

### ***Human Resources (HR) Functional Leader***

This HR Functional Leader will work together with the IPT to develop and deliver consulting and implementation services. The HR Functional Leader will be responsible for developing a business around HR Systems implementation programs that include assessing business needs and deploying tailored ERP solutions with minimal disruption to existing client operations.

The key areas of responsibility are:

- a. Provide functional consulting services by assisting as subject matter expert and leading clients through the entire systems development lifecycle;
- b. Work on all project phases on a HR Systems Implementation program including fit/gap, configuration, and testing;
- c. Assist clients in fully integrating the HR ERP system into their current business environments and provide input on best practices;

- d. Advise client on options, risks, and any impacts on other processes or systems;
- e. Configure the systems to meet each client's unique business requirements;
- f. Report progress to the ERP Project Manager;
- g. Continually seek ways to improve the process of delivering solutions and implementation methodology;
- h. Lead and assume responsibility for the HR Systems Implementation Business with projects or programs where clear understanding of targets, budgets, analysis come together to create sound business cases and promotes conservation of organizational resources.
- i. Establish and maintain collaborative relationships to achieve objectives, seeking win-win solutions, developing network of professional contacts, displaying empathy and tolerance of diverse viewpoints;
- j. Work directly with Project leadership to design and execute market strategies;
- k. Develop relationships with DND stakeholders through personal meetings, presentations, speaking engagements, business networking, business forums, and/or other business or social gatherings;
- l. Lead the opportunity development process including client relationship development, client/opportunity targeting, opportunity qualification, win strategy development and execution, deal shape and contract closure;
- m. Work collaboratively with the IPT leadership to provide the best overall value around software and related business process and change management activities for clients.

### ***Payroll Functional Leader***

The Payroll Function Leader will work together with the IPT to develop and deliver consulting and implementation services. The Senior Payroll Functional Leader will be responsible for developing a business around Payroll Systems implementation programs that include assessing business needs and deploying tailored ERP solutions with minimal disruption to existing client operations.

The key areas of responsibility are:

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- a. Provide functional consulting services by assisting as subject matter expert and leading clients through the entire systems development lifecycle;
- b. Work on all project phases on a Payroll Systems Implementation program including fit/gap, configuration, and testing;
- c. Assist clients in fully integrating the Payroll ERP system into their current business environments and provide input on best practices;
- d. Advise client on options, risks, and any impacts on other processes or systems;
- e. Configure the systems to meet each client's unique business requirements;
- f. Report progress to ERP Project Manager;
- g. Continually seek ways to improve the process of delivering solutions and implementation methodology;
- h. Lead and assume responsibility for the Payroll Systems Implementation Business with projects or programs where clear understanding of targets, budgets, analysis come together to create sound business cases and promotes conservation of organizational resources.
- i. Establish and maintain collaborative relationships to achieve objectives, seeking win-win solutions, developing network of professional contacts, displaying empathy and tolerance of diverse viewpoints;
- j. Work directly with Project leadership to design and execute market strategies;
- k. Develop relationships with DND stakeholders through personal meetings, presentations, speaking engagements, business networking, business forums, and/or other business or social gatherings;
- l. Lead the opportunity development process including client relationship development, client/opportunity targeting, opportunity qualification, win strategy development and execution, deal shape and contract closure;
- m. Work collaboratively with the IPT leadership to provide the best overall value around software and related business process and change management activities for clients.

### ***Data Migration Analyst***

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The Data Migration Analyst will work with the IPT and has overall responsibility for the migration of data from legacy and prior versions of ERP applications into the technologically current ERP environment.

The key areas of responsibility are:

- a. Oversee all data conversion activities;
- b. Oversee activities including data mapping, interfaces, mock conversion work, enhancements, actual conversion, and verifying the completeness and accuracy of converted data;
- c. Establish a strong working relationship with all clients, interact effectively with all levels of client personnel, and provide conversion support;
- d. Analyze and coordinate data file conversions;
- e. Work with importing files from heterogeneous platforms;
- f. Define new database structures;
- g. Define data conversion strategies;
- h. Define database conversion specifications and schemas;
- i. Customize database conversion routines;
- j. Finalize a data conversion Strategy;
- k. Work very closely with the users in order to maintain and safeguard the integrity of databases;
- l. Identify requirements for improvements to existing databases by determining users' information requirements and system performance and functional requirements;
- m. Participate in providing gap analyses, from a technical perspective, highlighting current state, future state, client needs, and best practices;
- n. Design and construct technical components for complex architecture;
- o. Provide consulting support to the project during planning, strategy development, architecture design and development phases;

## **Annex E: Acceptance Procedures for the Migration of CCPS and RPSR Functionality into Guardian**

Acceptance criteria herewith relates solely to the payroll function, which is, in general terms, to calculate and process payments. It does not include criteria for related activities of HR, compensation and benefit information required to perform the payroll function; these will be recorded separately.

These acceptance criteria relate solely to the solution provided and are not to be construed with the criteria by which project success is measured, of which solution acceptance is only one criterion.

For the purposes of this document:

**“Accurate”** is defined as 100% in accordance with established pricing formulas; note that this excludes discrepancies that can be justified as resulting from differing rounding practices.

**“Timely”** is defined as on due date, based on specified productions schedules.

**“Successful comparability”** is defined as a comparison of numeric values between those produced/stored in the legacy payroll applications and those produced/stored by the Guardian solution, where the values are deemed to be equal. This excludes discrepancies that can be demonstrated as being the result of rounding practices.

**“Sample population”** is defined as a cross section of the component (regular or reserve) consisting of approximately 10% of the component’s workforce;

**“Successful delivery”** is defined as being successfully delivered to the target population upon:

Three complete payroll cycles of the target population to include:

*Accurate* calculation of all gross income factors identified in the business requirements

*Accurate* calculation of all deduction amounts

*Accurate* calculation of member net pay

*Accurate* calculation of remittances

*Accurate* and *timely* reporting of payments (pay statements)

*Timely* processing of payroll

*Accurate* and *timely* processing of payments

*Successful comparability* of historical pay statement information of the target workforce.

### **Implementation constraints - Payroll:**

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- The payroll capability shall not be implemented during the period from October 1<sup>st</sup> to December 31<sup>st</sup>, otherwise known as the “pre-tax season”.
- Should the payroll capability be implemented during the period from January 1<sup>st</sup> to March 28<sup>th</sup> (29<sup>th</sup>), “tax season”, the legacy payroll solutions will have to be maintained for the production of previous year income slips (T4s/R1s).
- The payroll solution shall not be implemented in a “big bang”. Gradual implementation of payroll across the workforce shall be managed in a manner that will significantly reduce the risk, and allow the business to manage the transition and surplus inquiries resulting from the new solution.

**Solution acceptance confirmation – Payroll capability:**

Solution acceptance will be confirmed upon *successful delivery* of the payroll capability to the entire workforce as defined in the MPMCT Statement of Operational Requirements.

**Solution implementation acceptance criteria:**

Prior to implementation of the payroll capability, the Contractor must demonstrate to the satisfaction of the business process owner that the solution has met the following criteria:

1-For delivery to the entire Regular Force component:

The Solution Integrator must demonstrate to the satisfaction of the business process owner (as represented by the MPMCT project):

- *successful delivery* to a *sample population* of approximately 10% of the regular force
- *successful comparability* of all ledger year to date accumulators for the target population before and after payroll production, for two (2) complete payroll cycles;
- *successful comparability* of all remittance and payment amounts to those produced by the legacy applications during two (2) complete payroll cycles for the target population;
- *successful comparability* of pay statement information to those produced by the legacy applications during two (2) complete payroll cycles for the target population;
- *successful comparability* of all ledger year to date accumulators for the target population; and
- *successful comparability* of historical pay statement information of the target population.

2-For delivery to the Regular Force *sample population*:

The Solution Integrator must demonstrate to the satisfaction of the business process owner (as represented by the MPMCT project):

- *successful delivery* to the Reserve force component
- *successful comparability* of all ledger year to date accumulators for the target population before and after payroll production, for two (2) complete payroll cycles;
- *successful comparability* of remittance and payment amounts to those produced by the legacy applications during two (2) complete payroll cycles for the target population;
- *successful comparability* of pay statement information to those produced by the legacy applications during two (2) complete payroll cycles for the target population; and
- *successful comparability* of historical pay statement information of the target population.

3- For delivery to the entire Reserve Force component:

The Solution Integrator must demonstrate to the satisfaction of the business process owner (as represented by the MPMCT project):

- *successful delivery* to a *sample population* of approximately 10% of the reserve force
- *successful comparability* of all ledger year to date accumulators for the target population before and after payroll production, for two (2) complete payroll cycles;
- *successful comparability* of all remittance and payment amounts to those produced by the legacy applications during two (2) complete payroll cycles for the target population;
- *successful comparability* of pay statement information to those produced by the legacy applications during two (2) complete payroll cycles for the target population; and
- *successful comparability* of historical pay statement information of the target population.

4- For delivery to the Reserve Force *sample population*:

The solution must have passed User Acceptance Testing of the requirements as specified by the business process owner (represented by the MPMCT project) as defined in the Business Requirements Document.

The Solution Integrator must demonstrate to the satisfaction of the business process owner (as represented by the MPMCT project):

- that the solution is capable of processing payroll, producing remittances & payments, and reporting on payroll in accordance with the requirements as defined by the business process owner;

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- that the solution is capable of processing payroll, producing remittances & payments, and reporting on payroll in a *timely* manner for the entire workforce (load and performance testing);
- *successful comparability* of all corporate rates;
- *successful comparability* of all ledger year to date accumulators for the target population before and after payroll production, for two (2) complete payroll cycles;
- *successful comparability* of remittance and payment amounts to those produced by the legacy applications during two (2) complete payroll cycles for the target population;
- *successful comparability* of pay statement information to those produced by the legacy applications during two (2) complete payroll cycles for the target population; and
- *successful comparability* of historical pay statement information of the target population.

Note: the solution integrator may choose to field the initial delivery (of the component) to a *sample population* of less than 10%; however, the minimum to proceed with delivery to the entire component must be at least 10%. The solution integrator may choose to field the capability incrementally to the remainder of the targeted component.

## **Annex F: Additional Personnel Roles and Responsibilities**

### ***1. Application/Software Architect Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

#### **Responsibilities could include but are not limited to:**

- Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements.
- Identify the policies and requirements that drive out a particular solution.
- Analyze and evaluate alternative technology solutions to meet business problems.
- Ensures the integration of all aspects of technology solutions.
- Monitor industry trends to ensure that solutions fit with government and industry directions for technology.
- Analyze functional requirements to identify information, procedures and decision flows.
- Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary.
- Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems.
- Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal.
- Identify and document system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.

### ***2. ERP Functional Analyst Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

#### **Responsibilities could include but are not limited to:**

- Develop and document ERP functional, business, and/or system requirements specifications.
- Develop and document screen, report and interface requirements.
- Develop functional, business, and/or system interface or capability interaction.
- Gather and analyze information to establish the functional needs of a system or project.
- Design methods and procedures for computer systems, and sub-systems of larger systems.
- Develop, test and implement small computer systems, and sub-systems of larger systems.
- Document forms, manuals, programs, data files, and procedures.

### ***3. ERP Programmer Analyst Levels 1, 2 and 3***

**Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

**Responsibilities could include but are not limited to:**

- Develop low-level detailed requirements, programming, and systems development of ERP Systems.
- System testing and implementation.

**4. ERP System Analyst Levels 1, 2 and 3**

**Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

**Responsibilities could include but are not limited to:**

- Develop requirements, feasibility, cost, design, and specification documents for ERP systems.
- Implement ERP systems to support projects, departments, organizations or businesses.
- Translate ERP business requirements into systems design and specifications.
- Analyse and recommend alternatives and options for solutions.
- Develop technical specifications for ERP systems development, design and implementation.

**5. ERP Technical Analyst Levels 1, 2 and 3**

**Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

**Responsibilities could include but are not limited to:**

- Comprehensive understanding of the technical capabilities offered by ERP facilities.
- Develop or assist with business and functional requirements, project scope, estimates of effort and duration.
- Translate functional and business requirements into technical requirements.
- Develop and/or manage technical aspects of application software, user interfaces, and third-party components.
- Conduct, assist with, an/or manage unit and system tests.
- Establish technical standards for the technical framework.

**6. Programmer/Software Developer Levels 1, 2 and 3**

**Experience Levels**

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- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

### **Responsibilities could include but are not limited to:**

- Develop and prepare diagrammatic plans for solution of business, scientific and technical problems by means of computer systems of significant size and complexity.
- Analyze the problems outlined by the systems analysts/designers in terms of such factors as style and extent of information to be transferred to and from storage units, variety of items to be processed, extent of sorting, and format of final printed results.
- Select and incorporate available software programs.
- Design detailed programs, flow charts, and diagrams indicating mathematical computation and sequence of machine operations necessary to copy and process data and print the results.
- Translate detailed flow charts into coded machine instructions and confer with technical personnel in planning programs.
- Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel.
- Correct program errors by revising instructions or altering the sequence of operations.
- Test instructions, and assemble specifications, flow charts, diagrams, layouts, programming and operating instructions to document applications for later modification or reference.

### **7. Programmer/Analyst Levels 1, 2 and 3**

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

### **Responsibilities could include but are not limited to:**

- Create and modify code and software.
- Create and modify screens and reports.
- Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications.
- Design methods and procedures for small computer systems, and sub-system of larger systems.
- Develop, test and implement small computer systems, and sub-systems of larger systems.
- Produce forms, manuals, programs, data files, and procedures for systems and/or applications.

### **8. System Analyst Levels 1, 2 and 3**

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

### **Responsibilities could include but are not limited to:**

- Develop requirements, feasibility, cost, design, and specification documents for systems.
- Implement systems to support projects, departments, organizations or businesses.

- Translate business requirements into systems design and specifications.
- Analyse and recommend alternatives and options for solutions.
- Develop technical specifications for systems development, design and implementation.

### ***9. Test Coordinator Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

#### **Responsibilities could include but are not limited to:**

- Provide advice, guidance and coordination efforts for test strategies and plans, selection of automated testing tools, and identification of resources required for testing.
- Plan, organize, and schedule testing efforts for large systems, including the execution of systems integration tests, specialized tests, and user acceptance testing (e.g., stress tests).

### ***10. Tester Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

#### **Responsibilities could include but are not limited to:**

- Test planning and coordination.
- Supervision of testing in accordance with the plan.
- Management and monitoring of test plans for all levels of testing.
- Management of walkthroughs and reviews related to testing and implementation readiness.
- Status reporting.
- Development of test scenarios and test scripts.
- Establishing and maintaining source and object code libraries for a multi-platform, multi-operating system environment.
- Establishing software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures.
- Establishing and operating "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. For performance, compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure.
- Establishing a validation and verification capability which assumes functional and performance compliance.

### ***11. WEB Developer Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience

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- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

### **Responsibilities could include but are not limited to:**

- Develop and prepare diagrammatic plans for web based service delivery over the internet.
- Analyze the problems outlined by systems analysts/designers in terms of such factors as style and extent of information to be transferred across the internet.
- Select and use the best available web development tools for linking the internet based client to the departmental “back end” information delivery programs and databases.
- Design high-usability web pages to meet the requirement.
- Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel.
- Correct program errors by revising instructions or altering the sequence of operations.
- Test instructions, and assemble specifications, flow charts, diagrams, layouts, programming and operating instructions to document applications for later modification or reference.

### ***12. Data Conversion Specialist Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

### **Responsibilities could include but are not limited to:**

- Oversee all facilities of the conversion process.
- Complete mapping, interfaces, mock conversion work, enhancements, actual conversion, and verify completeness and accuracy of converted data.
- Establish a strong working relationship with all clients, interact effectively with all levels of client personnel, and provide conversion support.
- Analyze and coordinate data file conversions.
- Work with importing files from heterogeneous platforms.

### ***13. Database Administrator Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

### **Responsibilities could include but are not limited to:**

- Customize database conversion routines.
- Finalize Conversion Strategy.
- Generate new database with the client.
- Maintain data dictionaries.
- Develop and implement procedures that will ensure the accuracy, completeness, and timeliness of data stored in the database.

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- Develop and implement security procedures for the database, including access and user account management.
- Advise programmers, analysts, and users about the efficient use of data.
- Maintain configuration control of the database.
- Perform and/or coordinate updates to the database design.
- Control and coordinate changes to the database, including the deletion of records, changes to the existing records, additions to the database.
- Develop and coordinate back-up, disaster recovery and virus protection procedures.

### ***14. Database Analyst / IM Administrator Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

#### **Responsibilities could include but are not limited to:**

- Define new database structures.
- Define data conversion strategy.
- Define database conversion specifications.
- Finalize Conversion Strategy.
- Work very closely with the users in order to maintain and safeguard the database.
- Identify requirements for improvements to existing databases by determining users' information requirements and system performance and functional requirements.
- Develop and implement procedures that will ensure the accuracy, completeness, and timeliness of data stored in the database.
- Mediates and resolves conflicts among users' needs for data.
- Advise programmers, analysts, and users about the efficient use of data.

### ***15. IM Architect Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

#### **Responsibilities could include but are not limited to:**

- Analyse existing capabilities and requirements, develop redesigned frameworks and recommend areas for improved capability and integration. Develop and document detailed statements of requirements.
- Evaluate existing procedures and methods, identify and document database content, structure, and application subsystems, and develop data dictionary.
- Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems.
- Prototype potential solutions, provide tradeoff information and suggest recommended courses of action.
- Perform information modelling in support of BPR implementation.
- Perform cost/benefit analysis of implementing new processes and solutions.
- Provide advice in developing and integrating process and information models between business processes to eliminate information and process redundancies.

- Provide advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options.

### ***16. Network Analyst Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

#### **Responsibilities could include but are not limited to:**

- Prepare implementation plans for particular technologies.
- Installs and monitors particular facets of technology.
- Configures and optimizes technical installations.
- Troubleshoots, and responds to user problems.
- Maintain up to date knowledge of particular technologies and products supporting that technology.

### ***17. System Administrator Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

#### **Responsibilities could include but are not limited to:**

- Install, monitor, upgrade and maintain operating systems.
- Install, monitor, upgrade and maintain hardware and software.
- Work with Business Analysts, Project Managers, Developers, and clients/stakeholders to maintain and improve software performance.
- Apply problem solving skills to troubleshoot and resolve technical problems.
- Ensure timely and reliable system administration procedures, such as backup and/or recovery.
- Analyze system performance and recommend improvements.

### ***18. Technical Architect Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

#### **Responsibilities could include but are not limited to:**

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- Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements.
- Identify policies and requirements that drive out a particular solution.
- Analyze and evaluate alternative technology solutions to meet business problems.
- Ensure the integration of all aspects of technology solutions.
- Evaluate hardware and software relative to their ability to support specified requirements and, by determining potential and actual bottlenecks, and improve system performance through recommended hardware changes.
- Review computer software systems and data requirements as well as communication and response needs and determine operating systems and languages needed to support them.

### ***19. Technology Architect Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

#### **Responsibilities could include but are not limited to:**

- Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements.
- Identify the policies and requirements that drive out a particular solution.
- Analyze and evaluate alternative technology solutions to meet business problems.
- Ensures the integration of all aspects of technology solutions.
- Monitor industry trends to ensure that solutions fit with government and industry directions for technology.
- Provide information, direction and support for emerging technologies.
- Perform impact analysis of technology changes.
- Provide support to applications and/or technical support teams in the proper application of existing infrastructure.
- Review application and program design or technical infrastructure design to ensure adherence to standards and to recommend performance improvements.

### ***20. Business Consultant Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

#### **Responsibilities could include but are not limited to:**

- Analyze, evaluate, develop business processes (financial, operational, systems, etc.).
- Identify organizational and/or project business opportunities for improvement and streamlining of business processes.
- Identify and evaluate critical success parameters, factors and performance measurements.

- Assist other stakeholders in development and implementation of business improvement processes and programs.

## ***21. Business Process Re-engineering (BPR) Consultant Levels 1, 2 and 3***

### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

### **Responsibilities could include but are not limited to:**

- Review existing work processes and organizational structure.
- Analyze business functional requirements to identify information, procedures and decision flows.
- Identify candidate processes for re-design; prototype potential solutions, provide trade-off information and suggest a recommended course of action. Identify the modifications to the automated processes.
- Provide expert advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options.
- Provide expert advice in developing and integrating process and information models between processes to eliminate information and process redundancies.
- Identify and recommend new processes and organizational structures.
- Provide expert advice on and/or assist in implementing new processes and organizational changes.
- Document workflows.
- Use business, workflow and organizational modeling software tools.

## ***22. Network Support Specialist Levels 1, 2 and 3***

### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

### **Responsibilities could include but are not limited to:**

- Coordinate installation, operation, maintenance, resolution of hardware and software problems, monitoring of traffic, capacity planning, system backup and user training for a Local Area Network.
- Evaluate, test and recommend new data communication hardware and software.
- Maintain interface with vendor representatives and other computing resources to resolve hardware and software problems.
- Inform new users of the appropriate hardware and software specifications for access to the network.
- Install or coordinate installation of network hardware, software for use with personal computers and mainframe/personal computer interaction, and network upgrades according to vendor instructions.
- Configure equipment with assistance from vendor or other computing resources.
- Prepare and maintain procedure manuals and documentation for internal use.
- Maintain a reference library to include reference manuals and user guides.
- Maintain accurate records and logs of users, equipment serial numbers, service records, maintenance agreements, warranties, wiring schemes and network problems and solutions.
- Develop, implement, participate, and test a network disaster recovery plan.
- Resolve all connectivity and internal technical problems.
- Assist in training users to use the network and related software.

### ***23. Operations Support Specialist Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

#### **Responsibilities could include but are not limited to:**

- Provide systems administration and systems operations support, including setting up user access, user profiles, back up and recovery, day-to-day computer systems operations.
- Perform software upgrades, and apply patches.
- Provide customer interface to ensure requested changes are implemented.
- Monitor computer workload trends and make adjustments to ensure optimum utilization of computer resources.

### ***24. Enterprise Architect Levels 1, 2 and 3***

#### **Experience Levels**

- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

#### **Responsibilities could include but are not limited to:**

- Evaluate the enterprise's business/ICT architecture, determine its consistency and integration with the organization's business/ICT strategies, assess the degree of its alignment with Treasury Board CIO Business Transformation Enablement Program (BTEP) and Federated Architecture Program (FAP) and recommend changes to the business/ICT architecture to improve its alignment with these external factors.
- Identify future business/ICT requirements against the current enterprise architecture, perform gaps analyses, develop Requirements for Technology Architectures (RTA), and prepare migration strategies.
- Assess the feasibility of migrating from the current state to the target business architecture and enabling technologies and identify the risks associated with migrating to the target business architecture and technologies and make recommendations for risk mitigation.
- Identify business and technology trends that create opportunities for business improvement, advise business and ICT Senior Executives on ICT trends and emerging technologies and the impact on the organization's and government ICT architectures and business strategies, model "What if" scenarios and recommend appropriate changes to the existing architecture and ICT infrastructure, and recommend alternative solutions, methodologies and strategies.
- Produce an architectural evolution plan, recommend prioritization of architecture evolution initiatives, and develop and/or implement an architecture evolution plan.
- Manage the development and implementation of an architectural improvement plan.
- Coach, mentor and train the organization to perform any of the above.

### ***25. Quality Assurance Specialist/Analyst Levels 1, 2 and 3***

#### **Experience Levels**

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- Level 1: < 5 years of experience
- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

### **Responsibilities could include but are not limited to:**

- Lead development of test plans, test scripts and test data.
- Participate in functional and technical design reviews, perform integration/functional and system testing, and verify test results.
- Identify and document software defects.
- Participate with other project resources to resolve defects.
- Perform regression testing of software applications.

**Annex G: Sequencing and Workflow Schedule**

**Currently under development.**

**Annex H: Additional Technical Documentation**

**Note To Industry: This Annex H includes the following additional Technical Documentation. Please note that this Additional Technical Documentation is preliminary in nature and subject to change under any future RFI or any resulting RFP:**

- 1) **Background Documentation** (Not Subject To Special Release Procedures)
  - a) 001 Annex H to the SOW - Defence Enterprise Resource Planning Strategy \*
  - b) 002 Annex H to the SOW - Statement of Operational Requirements Military Personnel Management Capability Project (MPMCT) \*
  - c) 003 Annex H to the SOW - Project Charter Military Personnel Management Capability Transformation Project (MPMCT) \*
  - d) 004 Annex H to the SOW - List of COTS software available to DND \*\*
  
- 2) **System Documentation** (Not Subject To Special Release Procedures)
  - a) 005 Annex H to the SOW - CCPS Interface November 2012 \*\*
  - b) 006 Annex H to the SOW - CCPS Pay Process Overview \*
  - c) 007 Annex H to the SOW - CCPS – RPSR Interface Files Validated Nov 2012 \*\*
  - d) 008 Annex H to the SOW - DND Application Overview Central Computational Pay System (CCPS) \*
  - e) 009 Annex H to the SOW - As-Is: Central Computational Pay System (CCPS) \*\*
  - f) 010 Annex H to the SOW - As Is: Pay System Legend \*
  - g) 011 Annex H to the SOW - CCPS Process Diagram Legend \*
  - h) 012 Annex H to the SOW - Terminology Legend \*
  - i) 013 Annex H to the SOW - Miscellaneous Adjustments \*\*
  - j) 014 Annex H to the SOW - Leave: Cash-Out \*\*

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- k) 015 Annex H to the SOW - Loans: Posting Loans \*\*
- l) 016 Annex H to the SOW - Insurance: PSDCP \*\*
- m) 017 Annex H to the SOW - Application Overview Revised Pay System for the Reserves (RPSR) \*
- n) 018 Annex H to the SOW - As Is: Revised Pay System for the Reserves (RPSR) (Visio) \*\*

**Note to industry:**

*\* Technical document(s) will be published in both Official Languages under any subsequent SI RFI and the resulting SI RFP.*

*\*\* Due to its nature and format, the referenced technical document(s) will be published in English only under any future SI RFI and subsequent RFP unless Canada receives a request for translated French versions.*

## **Annex I: Description of CCPS and RPSR Documents**

The following provides a brief description of each document as listed in SOW Section 8.2.2 which are subject to special release procedures:

### 8.2.2 a. Reporting CCPS and RPSR – RMDS Browsers \*

This is an Excel spreadsheet that contains the number and the names of all the reports produced by CCPS and RPSR.

### 8.2.2 b. to 8.2.2 e. Business Process Flow Diagrams

This series of Visio diagram is a high level flow diagram with its corresponding process for each business function in CCPS. These Visio documents contain a Visio flow diagram similarly to a workflow diagram that illustrates each particular business process. Along with the diagram it also contains narrated steps for the process for both account setup and maintenance. Below are the Business Process Flow Diagram Document Names:

- b. CCPS Account Setup & Maintenance \*\*;
- c. CCPS Account Closeout \*\*;
- d. CCPS Basic Pay \*\*; and
- e. CCPS Allowances \*\*.

### 8.2.2 f. Application Architectural Overview \*\*

This document is an illustrated diagram of the RPSR Application Architecture. It gives a high level overview of what is comprised in the Client, WebSphere Application and Oracle Database server and how each component relates.

### 8.2.2 g. RPSR Overview \*

This 9 page document that give a high level overview of RPSR with information such as the type of members that are entered into the RPSR system, the members' lifecycle and various RPSR functions such as enrolling/paying a member. Within this document it also outlines information for reporting such as types of reports, frequency and high level steps for a pay run.

### 8.2.2 h. RPSR System Architecture Overview \*\*

This document contains a diagram of the RPSR System Architecture Overview. The document shows users, the flow between systems and the RPSR Environment.

8.2.2 i. RPSR System Context: Pay Processing \*\*

The document is a diagram of the Pay Processing flow to internal and external systems. For each flow it provides the type, the interface format and the load between systems.

8.2.2. j. RPSR System Context: T4/RL1 Processing \*\*

The document is a diagram of the T4/RL1 Processing flow to internal and external systems. For each flow it provides the type, the interface format and the load between systems.

**Note to industry:**

***\* Technical document(s) will be published in both Official Languages under any subsequent SI RFI and the resulting SI RFP.***

***\*\* Due to its nature and format, the referenced technical document(s) will be published in English only under any future SI RFI and subsequent RFP unless Canada receives a request for translated French versions.***



National  
Defence

Défense  
nationale



Information Management Group



Groupe de gestion de l'information

# Defence Enterprise Resource Planning Strategy

Canada

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- D. C4ISR Capability Development Strategy (13 July 2009)
- E. Integrated Command and Control System (IC2S) Vision 2028 (draft)
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Greymark Inc (October 2008)
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### Executive Summary

The Department of National Defence (DND) is uniquely mandated to support the Canadian Forces (CF) in the conduct of its roles; namely the defence of Canada, the defence of North America and contributing to international peace and security. Information management systems, whether corporate or operational in nature, are critical enablers to the effective conduct of operations. To this end, DND/CF has implemented many function-based systems, which may or may not be loosely connected via interfaces, in support of business and operational functions across the Department / CF. These systems collectively represent all areas of the Departmental / CF business enterprise, comprising corporate, operational, tactical and strategic level functions. An Enterprise Resource Planning (ERP) system by design is a fully integrated information system that permits the management of all operational and business functions across an enterprise. Given the advantage of the holistic approach to information management that an ERP system enables, a strategy that informs the way ahead toward consolidation of disparate systems has been a long-standing Departmental / CF requirement. As part of the IM Group Campaign Plan published June 2009, ADM (IM) has committed to develop and support a Defence Enterprise Resource Planning (ERP) capability, the primary goal of which is to harmonize and integrate Departmental business processes to better facilitate decision making across the enterprise. Integral to this commitment is an ERP Strategy that will inform a collaborative approach to legacy system consolidation, as well as direct new requirements, to the targeted ERP platform. This ERP strategy addresses the way forward for system solutions in support of corporate functions, as well as operational support functions described herein. This strategy is also aligned with complementary strategies in the classified domain leading to future convergence toward cross-domain information sharing.

The resource-base information available within the Departmental ERP space is a significant contributor to operational and strategic decision-making, and must be considered in the same operational context as other 'enterprise' intelligence, surveillance and reconnaissance (ISR) information. The traditional approach, of segmenting 'corporate' and 'operational' command and control (C2) systems development into separate silos, is no longer valid; sustaining such an approach is to the detriment of CF operations overall. To that end, this paper uses the terms 'business' and 'business process' inclusively, invoking both Departmental and CF processes; the processes which enable corporate requirements, which are mandated in legislation and policy and the processes by which personnel, finances and materiel are managed to enable CF operations to be effectively planned, efficiently mounted and sustained, and successfully executed. The information and the analytical tools which constitute an enterprise information environment facilitate operational planning, improve operational situational awareness and inform effective decision-making. These effects are applicable from the tactical to the strategic level, including specifically the Force Generators' training and readiness accountabilities and Force Employers' mission C2 responsibilities. Being able to see and manipulate the organization as a comprehensive model, inclusive of its material, structural and financial dimensions has direct effect on the effectiveness and efficiency at the level of the warfighter.

In keeping with Government of Canada direction, Departmental / CF systems of choice for corporate functions are PeopleSoft for Human Resource Management and SAP for Financial and Materiel Management, with other corporate and operational functions being integrated as deemed appropriate based on the vendor's functional footprint.

The Department will leverage these COTS (commercial off the shelf) applications to the maximum extent possible by eliminating or minimizing customization wherever possible. The Department will also adopt and/or adapt standardized internal operating and decision-making processes in keeping with those developed by the SAP cluster group (Integrated Finance and Materiel System) and PeopleSoft cluster group (Government of Canada Human Resource Management System). Thus, where feasible, all legacy system consolidations, as well as new requirements for corporate and applicable operational information systems or reporting capabilities, will be targeted toward either SAP or PeopleSoft, as applicable. In cases where the targeted ERP systems cannot fundamentally deliver an appropriate solution for a given requirement, interim and longer term solutions will be considered, as required. This strategy therefore endorses the retention and/or acquisition of a limited number of legacy or other COTS applications as may be required to meet business and operational needs. However, where feasible, the business process functions in question will be evolved toward alignment to the targeted ERP solution, thereby facilitating the move to the corporate ERP in the mid to longer term.

While there will be a significant reduction in the number of legacy applications, a "single ERP" solution is not anticipated in the foreseeable future. Consequently, an integration toolset will be employed to enable the set of "rationalized" systems to seamlessly support the information collection, processing, communication and provisioning needs within DND/CF's Enterprise Resource Planning and decision-making processes.

## Strategic Context

1. The Department of National Defence (DND) is uniquely mandated to support the Canadian Forces (CF) in the conduct of its roles; namely the defence of Canada, the defence of North America and contributing to international peace and security. Information management systems, whether corporate or operational in nature, are critical enablers to the effective conduct of operations. As such, the Department and Canadian Forces have invested significant time, effort and financial resources in developing a large number of information management systems, the vast majority of which are function based with little or no integration among related systems. This fragmentation has cost the Department in terms of the availability, reliability and timeliness of information with which to make well informed decisions in support of operations. An Enterprise Resource Planning (ERP) system by design is a fully integrated information system that permits the management of all operational and business functions across an enterprise. While the current Departmental application landscape comprises several ERP systems, including two separate instances each of SAP and PeopleSoft, these ERP systems were never implemented as true ERP systems that support end-to-end business process integration. Instead, only a small subset of the available functionality has been implemented, thereby rendering the existing ERP systems as similarly limited function based applications. Lack of integration within and between systems has meant lower functional capacity and lower information value. A strategy that informs the way ahead toward consolidation of disparate systems onto one or more ERP system platforms, the goal of which is enhanced capability to mount and to sustain operations, has been a long-standing Departmental / CF requirement.

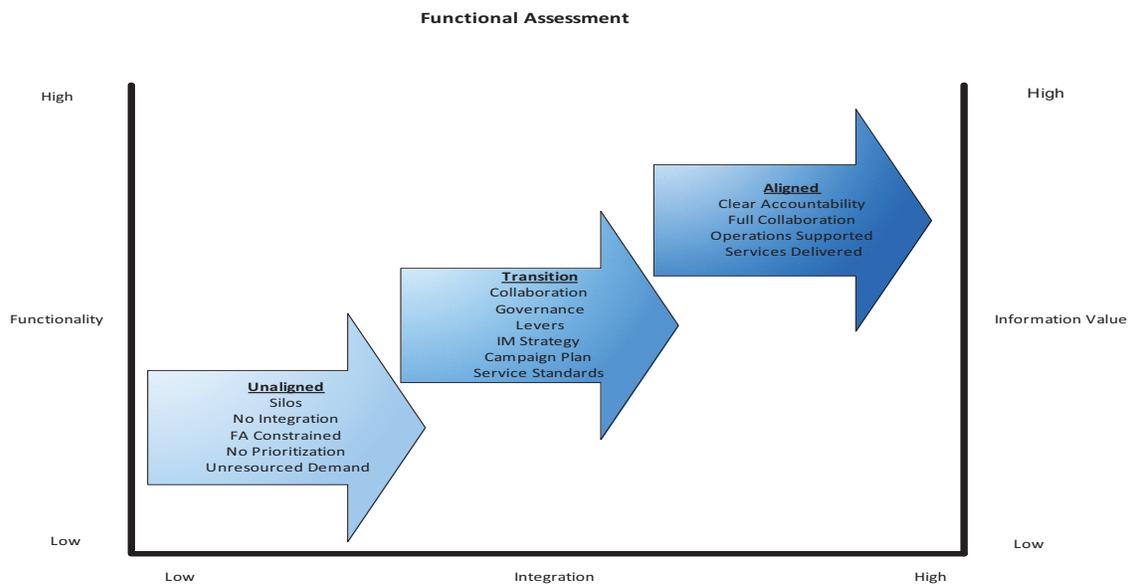


Figure 1 – IM Functional Assessment

2. As part of the IM Group Campaign Plan published June 2009, ADM (IM) has committed to develop and support a Defence Enterprise Resource Planning (ERP) capability which will harmonize and integrate Departmental business processes to better facilitate decision making across the enterprise. Integral to this commitment is an ERP Strategy that will inform a collaborative approach to legacy system consolidation, as well as direct new requirements, to the targeted ERP platform. Functional authorities, as represented by key level 1 (L1) stakeholders in CMP, ADM (HR Civ), ADM (Fin CS), ADM (Mat), ADM (IE), with sponsorship from VCDS, have unanimously endorsed moving to a consolidated ERP landscape. ADM (IM) as the functional authority for IM/IT for DND/CF has expanded this forum to other stakeholders, including Chief of Defence Intelligence (CDI), the Environmental Chiefs of Staff (ECS) and the Operational Commands to support successful implementation of this ERP strategy at the earliest opportunity.

### **Strategic Objectives**

3. This ERP strategy aims to enable informed decision-making in support of Departmental and Government of Canada (GoC) priorities through the provision of a highly integrated and streamlined information systems landscape.
4. In addition to the traditional “corporate” impact of a harmonized, effective ERP capability, the extension of the ERP sphere into the Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) sphere will also better enable operational decision-making. The capabilities and data content of the ERP systems are significant enablers to model course-of-action alternatives, to improve operational situational awareness and facilitate operational planning. These effects are applicable from the tactical to the strategic level; being able to see and manipulate the organization as a comprehensive model, inclusive of its material, structural and financial dimensions has direct effect on the effectiveness and efficiency at the level of the warfighter.
5. This ERP strategy supports defence priorities as currently articulated in the Canada First Defence Strategy (CFDS), in that the targeted ERP landscape situates IM as a strategic enabler across the 4 capability pillars; personnel, equipment, readiness and infrastructure. It also enables the Defence priorities relating to success in operations and building the Defence Team. The strategy will be synchronized with the C4ISR Capability Development Strategy (reference D) that is guiding the DND/CF towards a common C2 environment which interconnects people, information, sensors and systems from the strategic to tactical levels through a fully integrated information-based capability. The ERP Strategy roadmap will be similarly linked to the C4ISR governance structure and capability development plan. This strategy is aligned to the Defence Information Management Strategy 2020, the goal of which is to achieve “significantly improved operational effectiveness and efficiencies by leveraging the integration of the diverse components of Defence IM capability.” Furthermore, integration of

systems within the unclassified / protected domain is a precursor to the goal of cross-domain information sharing, enabling agile and well-informed decision making in support of operations.

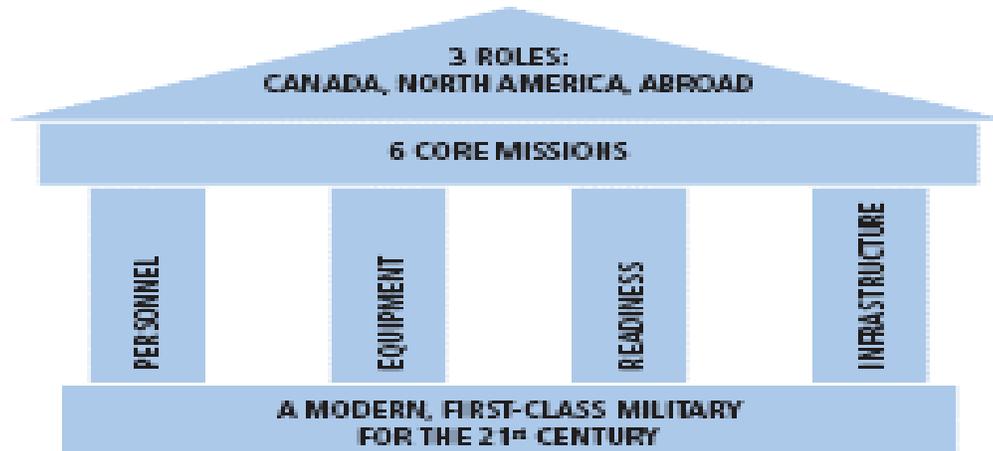


Figure 2 – Canada First Defence Strategy

### ERP Systems Landscape

6. This strategy addresses the way forward with regard to system solutions within the ERP landscape in support of force-employment, force-generation and readiness activities, as well as corporate functions.
7. In keeping with Government of Canada direction, systems of choice for Departmental corporate functions are PeopleSoft for Human Resource Management and SAP for Financial and Materiel Management, with other corporate and operational functions being integrated as deemed appropriate by leveraging the vendor's functional footprint to meet operational demands. Given the operational capability already resident in the Departmental SAP footprint, this strategy likewise endorses further expansion of the SAP logistics modules to exploit its considerable operationally-relevant capabilities footprint. Integration toolsets, including Business Intelligence (BI) and Business Process Modeling (BPM) tools, inherent in these ERPs will be exploited to provide value-added integration and reporting capabilities to support and capture the impacts of decisions made at all levels. This combined corporate and operational thrust will facilitate the management of information as a strategic enterprise resource.
8. The Department will leverage COTS (commercial off the shelf) applications to the maximum extent by minimizing or eliminating customization wherever possible. The Department will also adopt and/or adapt standardized internal operating and decision-making processes as developed by the SAP cluster group (Integrated

## Defence Enterprise Resource Planning Strategy

Finance and Materiel System) and PeopleSoft cluster group (Government of Canada Human Resource Management System), as required to meet Departmental / CF needs.

9. In cases where the targeted ERP systems cannot fundamentally deliver an appropriate solution for a given requirement, interim and longer term solutions will be considered. This strategy therefore endorses the retention and/or acquisition of a limited number of legacy or other COTS applications as may be required to meet business and operational needs. However, where feasible, the business process functions in question will be evolved toward alignment to the targeted ERP solution, thereby facilitating the move to the corporate ERP in the mid to longer term.
10. While there will be a significant reduction in the number of legacy applications, a “single ERP” solution is not anticipated in the foreseeable future. Consequently, an integration toolset will be employed to enable the set of “rationalized” systems to seamlessly support the information collection, processing, communication and provisioning needs within DND/CF's Enterprise Resource Planning and decision-making processes and to enable effective and comprehensive operational situational awareness, analysis and decision-making. This toolset will enable process coordination amongst separate process domains (e.g. HR, finance, materiel, etc.) to provide an integrated view of information with which to inform cross-domain decision-making and initiate necessary follow-on actions within the processes of each domain.

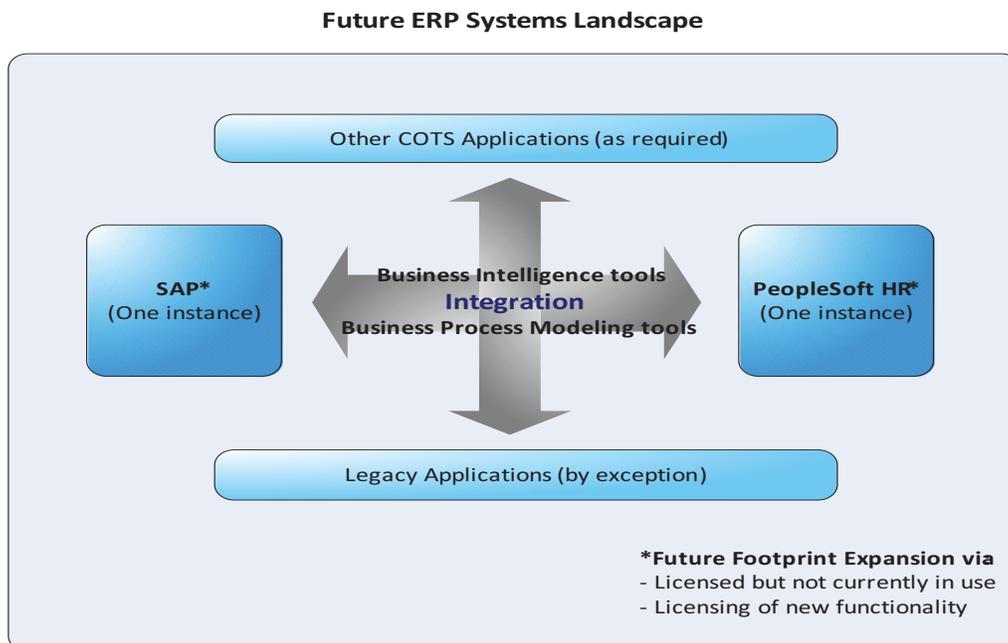


Figure 3 – Future ERP Landscape

## **Business Transformation**

11. Necessary business transformation efforts (and the linked C2 systems adaptations), such as those being undertaken by the Materiel Acquisition and Support (MA&S) Optimization initiative, the Infrastructure and Environment (IE) Business Modernization Program and the Military Personnel Management Capability Transformation (MPMCT) project, will be supported by this strategy by providing a target system against which business requirements may be assessed and processes configured within the relevant ERP system. In the case of MPMCT in particular, this strategy endorses the upgrade of the existing military personnel management support system (HRMS v7.5) to a newer version of PeopleSoft. In order to ensure minimal customization of COTS applications, this strategy further endorses migrating to the defence variant of PeopleSoft, which provides for a military specific solution to HR management. Additionally, other military personnel support functions currently supported by a variety of legacy systems will be integrated into PeopleSoft, as is feasible based on the functional footprint available within the defence variant. Consolidating military HR management requirements onto the PeopleSoft platform will enable the future integration of the civilian and military HR solutions towards a comprehensive approach to HR management within the Department / CF.

## **Change Management**

12. It is important to recognize that ERP systems are designed to re-organize business processes across an enterprise in order to facilitate greater integration. Therefore, process standardization must be undertaken in a consultative manner with active engagement of the implicated functional and operational communities to ensure that agreement is reached on standardized and streamlined processes that meet all stakeholders' requirements. Moreover, transitions to the new system environment must be well planned and communicated in order to understand and mitigate the organizational risks associated with the introduction of new and/or standardized business processes and to enhance user acceptance. Training must be provided to those impacted by these changes in a timeframe which enables the smooth transition from the legacy system to the new system.

## **Value Proposition**

13. Significant efficiencies as well as cost savings are expected as a result of the consolidation of business and operational functions within the above described ERP landscape. Benefits will include modernized and standardized business processes, more effective operations and enhanced visibility across the enterprise.

## Defence Enterprise Resource Planning Strategy

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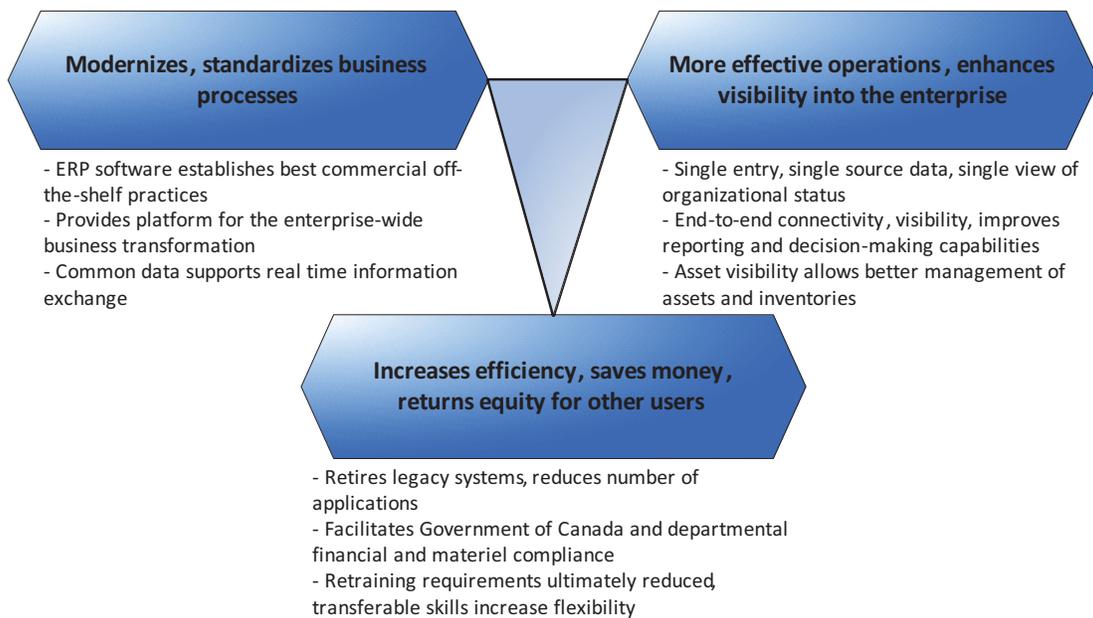


Figure 4 – ERP Value Proposition

### Approach

14. A phased approach will be taken in order to move toward the desired future state in which most, if not all, corporate and applicable operational support functions reside in either one of the two ERP systems. If deemed necessary, legacy applications will continue to be supported until such time as they are fully transitioned to the applicable ERP solution.
15. A business case will be required in order to substantiate the value of all ERP investment requests. In all circumstances, the business case must clearly state the measurable outcomes to be addressed and the cost savings that will be attained by moving to the ERP solution. In the event that a proposed solution is not SAP or PeopleSoft based, the business case must also provide a detailed options and cost / benefit analysis supporting the proposed option. Funding sources will include capital funding in support of ERP follow-on projects as well as savings achieved through the de-commissioning of obsolete legacy systems.
16. L1, ECS and Command stakeholder engagement will be on-going throughout the planning process so that the way forward is transparent and reflects an enterprise view. This engagement includes active participation by the ERP working group in the development of a detailed roadmap, which will chart the course for consolidation of specific applications within specific (fiscal year based) timeframes. In addition to consolidation activities, IM solutions for new requirements will be oriented toward the corporate ERP solutions, where appropriate.

17. The Application Rationalization Initiative (ARI) will be leveraged as a means to identify applications that may be candidates for consolidation. The ARI is a separate but complementary initiative led by DGIMSP, which will identify and subsequently rationalize the myriad of software applications across the Department / CF. Where appropriate, the base functions inherent in these applications will be targeted for incorporation into SAP or PeopleSoft, as applicable.
18. Enterprise Architecture frameworks, such as those provided by the DND Architectural Framework (DNDAF) and international business standards, as well as the associated methodologies, will be leveraged for principles, standards and best practices in developing ERP architectures and the required transition architectures.
19. Integrated Risk Management will be employed to help inform the decision making process, whereby strategic decisions will be based on formally and explicitly identified risks and opportunities. ERP stakeholders will perform regular risk assessments of their environment to identify, respond to and monitor the risks that may affect the achievement of the ERP strategy.
20. This strategy will be supported by an ERP strategic plan, which is in turn connected to a C4ISR strategy and capability development plan. The strategic plan will include a detailed roadmap to move to a more integrated ERP landscape, as well as annual ERP action plans, which provides for planning of individual projects and initiatives that will be undertaken toward consolidation in a given fiscal year. Success in attaining the objectives of this strategy will be measured against achievement of the strategic plan as articulated in the roadmap generally and through the execution of the annual plans in particular.
21. An in-service support model will be developed to address the on-going maintenance as well as evolution of the ERP system landscape.

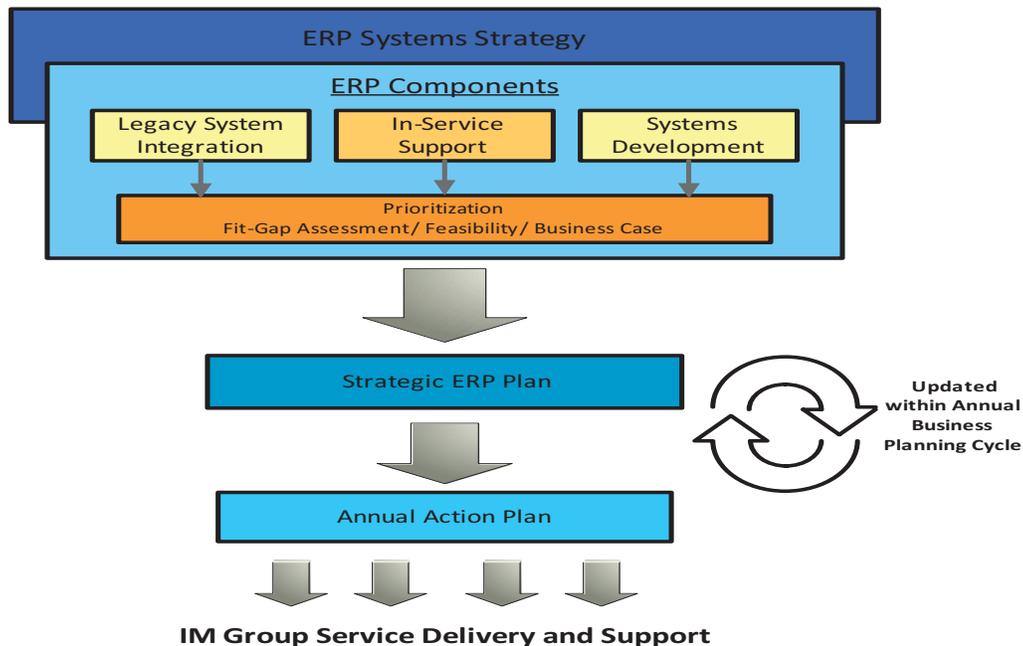


Figure 5 – ERP systems strategy components

### Guiding Principles

22. The following guiding principles will be applied throughout the planning and execution of this strategy:
- i. Functional and operational authorities will be fully engaged in collaboration with IM Group representatives toward the planning and execution of this strategy.
  - ii. Application rationalization efforts and new requirements will be directed to the maximum extent possible to either SAP or PeopleSoft, depending on the base functionality required. Only after these options are ruled out as not being viable and/or affordable will other options be investigated.
  - iii. Redundant legacy systems will be retired as soon as feasible contingent on functionality being available or configurable in the applicable ERP system. If deemed necessary, legacy applications will continue to be supported until such time as they are fully transitioned to the targeted ERP solution.
  - iv. Customization of COTS products will be strictly controlled and minimized to the extent required to support mandatory i.e. legislative and/or regulatory requirements.
  - v. Standardized processes will be developed in conformity with GoC where applicable or based on community of practice (COP), thereby enabling such processes to be configured once in the ERP solution for the benefit of all.

## Major Constraints

23. The following constraints will temper the timing and rate at which consolidation efforts may be reasonably expected to proceed:
- i. Capacity: Operational and corporate requirements will drive demand for ERP capability, while capacity within the IM group service delivery and support teams will temper the rate at which consolidation efforts may be reasonably expected to proceed. Capacity and readiness of client organizations to accept system and business process changes will also impact the timing of the delivery of solutions toward the consolidated ERP system landscape.
  - ii. Procurement: A procurement strategy that proactively addresses future requirements for possible footprint expansion will be developed. The proposed ERP roadmap must therefore be developed in consultation with procurement authorities in ADM (Mat), recognizing the need for an enterprise approach which would leverage intrinsic benefits of existing ERPs while optimizing the associated corporate support costs.
  - iii. Security: This strategy has a heavily reliance on an IT security strategy that proactively addresses future security requirements. Physical, personal and IM/IT security are aspects that must be considered in support of possible footprint expansion so that issues like data aggregation and accessibility are addressed in terms of any security related issues. The proposed ERP roadmap must therefore be developed in parallel with ongoing enhancements to our network security so that the associated risks are identified and addressed in consultation with security authorities in ADM (IM) and VCDS.

## Stakeholder Engagement

24. An ERP governance committee will be established to inform decisions regarding the consolidation of legacy systems into the corporate ERPs. A decisive criterion for success will be the inclusion of representation from the force employers and force generators, who have much to gain from an ERP strategy which is shaped to enable their activities. The terms of reference and governance framework will be jointly developed by the ERP working group and IM group representatives. In order to build on the foundational ERPs, key deliverables for this collaboration will include the identification of legacy applications that may be candidates for consolidation or decommissioning if the application is no longer required, as in the case of multiple systems performing like functions. In all other cases, an assessment as to the “fit” to the existing or near-term SAP and PeopleSoft footprints (i.e. fit-gap assessment) will be undertaken.
25. This committee will also be responsible to address governance in areas of potential functional overlap within the multi-functional environment.

## Evaluation Criteria

26. While it is clear that the DND/CF operational priorities will be paramount, other factors that may also contribute to the prioritization exercise are listed below.
- i. Priority will be given to integrating those systems whose license agreements are due for renewal, as well as those requiring upgrading, within the near-term time horizon in order to avoid future commitments to support these applications.
  - ii. “Fit” to the existing ERP footprints could be a key factor in the determination of applications for consideration of early consolidation into the corporate ERP system of choice. The better the functions inherent in a given legacy system “fit” to the existing ERP footprint, the greater the opportunity for early consolidation and subsequent retirement of the associated legacy system.
  - iii. Departmental priorities, such as those currently articulated in the Canada First Defence Strategy (CFDS), as well as GoC mandated requirements, many of which are legislative and regulatory in nature, are factors for consideration in the prioritization exercise. One such GoC requirement is the Audited Financial Statement Project (AFSP). The AFSP is a Treasury Board (TB) sponsored initiative in which Departmental financial systems, as well as those Departmental feeder systems that contribute to the account balances recorded therein, must be controls-reliant audit ready by April 2015. In order to ensure Departmental adherence to this TB requirement, all implicated systems will be evaluated for controls reliance and incorporated into the Departmental corporate ERP (as deemed necessary) by April 2015.
  - iv. Dependencies among related legacy systems and/or their associated processes and the capacity of the impacted business owners and IM support group to manage the resultant business transformation imperatives, including user training, must be considered.
  - v. Other criteria as identified by the working group will also be taken into account in the development of the detailed roadmap.

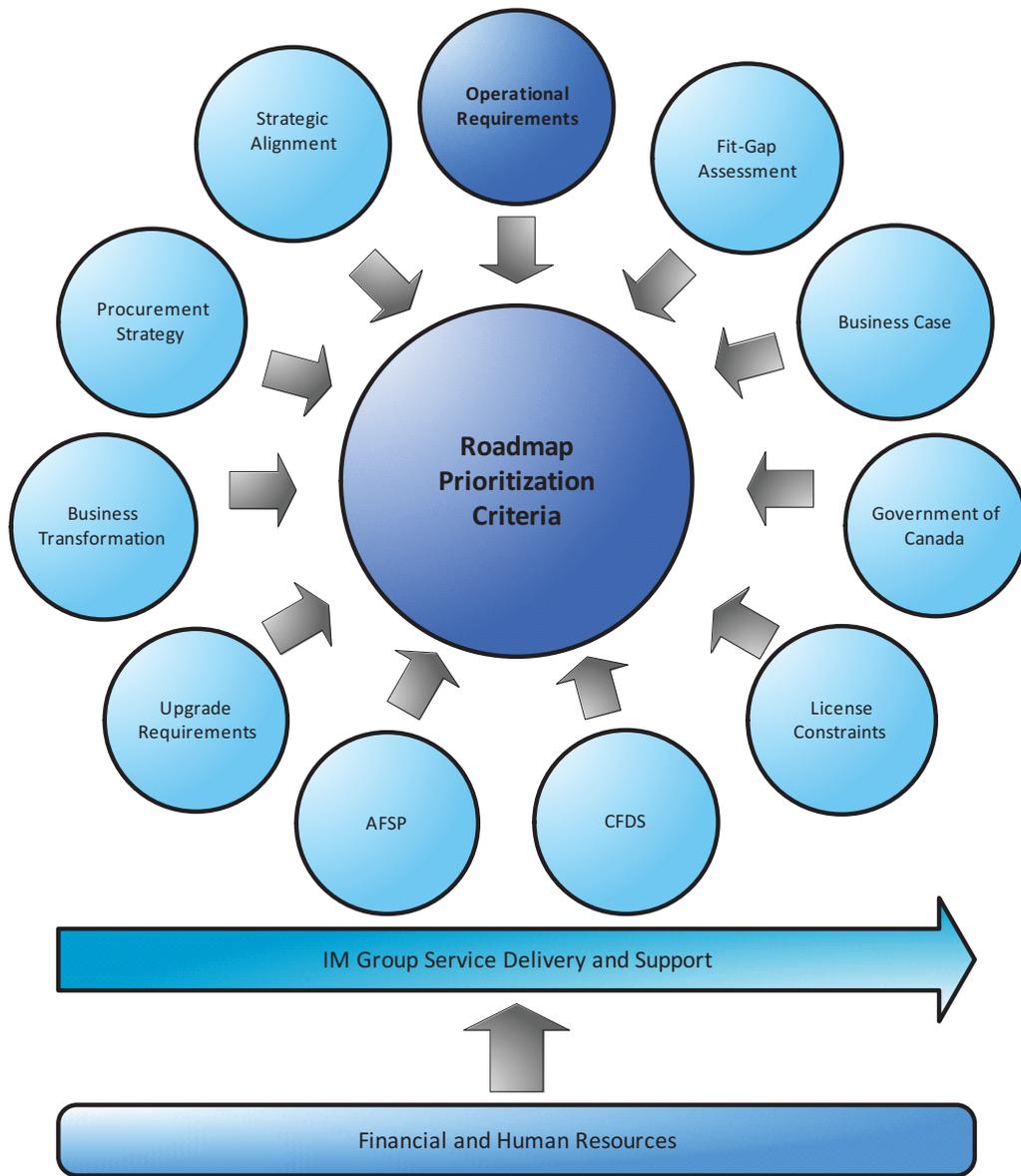


Figure 6 – Consolidation roadmap prioritization criteria

## High Level Roadmap

27. Given the scope of this undertaking, system integration will proceed using an incremental approach, the detailed roadmap for which is to be developed by L1, ECS and Command stakeholder representatives and endorsed by the Information Management Board (IMB) and the Program Management Board (PMB).
28. Prioritization of legacy system consolidation will be based on multiple criteria, as discussed in paragraph 26 above. However, given the impetus toward consolidation at the earliest opportunity, the following high level roadmap may be indicative of the main (though not exclusive) thrust of each phase:
  - i. Phase 1 - This phase commences with the amalgamation of FMAS and MASIS onto a single SAP instance as of April 2010 as the baseline SAP footprint. As a general rule, legacy applications providing functionality that can be accommodated within the current ERP footprints with little or no adjustment will be consolidated first. For example, certain ADM (IE) legacy systems that “fit” to the SAP footprint could be amalgamated as a first step toward a full Real Property solution. Other relevant evaluation criteria as discussed in paragraph 26 above will also be taken into account in the prioritization exercise for phase 1 projects and initiatives. In addition, work toward implementation of the defence variant of PeopleSoft in support of the MPMCT project will proceed.
  - ii. Phase 2 - This phase will focus on expanding the existing ERP footprints to incorporate additional functionality in support of further consolidation of legacy applications. This functionality could include significant enhancements to existing functionality or expansion into new functional areas. For example, additional ADM (IE) requirements toward an end-to-end Real Property solution could potentially be addressed by the expansion of the current SAP footprint.
  - iii. Phase 3 - This phase of the rationalization effort will see the incorporation of the remaining applications into the relevant ERP system.

## Conclusion

This strategy formalizes the Departmental commitment toward a more fully integrated ERP landscape in direct support of defence priorities as currently articulated in the Canada First Defence Strategy. ADM (IM) as the functional authority for IM/IT for DND/CF has further reinforced his commitment to this objective by making the delivery of a “Defence Enterprise Resource Planning Capability” one of the key lines of operation within the IM Group Campaign Plan. IM group will work in close collaboration with L1, ECS and Command stakeholders toward the successful implementation of this strategy using a phased approach to direct the consolidation of legacy systems and new requirements to either SAP or PeopleSoft, where appropriate. IM group will also support other legacy and COTS applications as may be required to support the full range of corporate and operational functions as articulated in this strategy document.

# **002 Annex H to the SOW**

## **STATEMENT OF OPERATIONAL REQUIREMENT**

### **Military Personnel Management Capability Transformation Project (MPMCT)**

**Project Sponsor: CMP**

**Project Number C.001576**



Version 6.1

Dated: 24 Apr 2012

**RECORD OF AMENDMENTS**

<b>Version No.</b>	<b>Amendment Date</b>	<b>Description</b>
1.0	10 Nov 2009	BTI -- First published draft.
2.0	27 Nov 2009	BTI – Second published draft.
3.0	04 Dec 2009	Revised draft – MPMCT Project team feedback
4.0	30 Dec 2009	Revised draft – MPMCT stakeholder feedback. <ul style="list-style-type: none"> <li>▪ CMP / CDA -</li> <li>▪ CMP / CDA -</li> <li>▪ VCDS / DGCFGA -</li> <li>▪ CMP / DHRD -</li> <li>▪ CMP / J1 Coord -</li> <li>▪ CMP / DPGR -</li> <li>▪ CMP / DGPFFS -</li> </ul>
5.0	19 Feb 2010	Final – SRB and MPMCT stakeholder feedback. <ul style="list-style-type: none"> <li>▪ VCDS DDFP -</li> <li>▪ CANOSCOM -</li> <li>▪ SJS -</li> <li>▪ IMG CCI2 -</li> <li>▪ CLS DLPM/G1 -</li> <li>▪ CLS DLPM/G1 -</li> </ul>
5.0	16 Aug 2010	Revised Final to include CFD within signature block.
6.0	31 Jan 2011	Refined to accurately describe the defined solution and provide clarity to industry (Request For Proposal process).
6.1	24 Apr 2012	Amended to address SRB membership feedback.

**SIGNATURE PAGE FOR STATEMENT OF OPERATIONAL REQUIREMENT**

PROJECT TITLE : Military Personnel Management Capability Transformation

PROJECT SPONSOR	SIGNATURE AND DATE	DESIGNATION	TELEPHONE

PROJECT IMPLEMENTER	SIGNATURE AND DATE	DESIGNATION	TELEPHONE

PROJECT LEADER - SPONSOR	SIGNATURE AND DATE	DESIGNATION	TELEPHONE

PROJECT LEADER - IMPLEMENTATION	SIGNATURE AND DATE	DESIGNATION	TELEPHONE
PROJECT DIRECTOR	SIGNATURE AND DATE	DESIGNATION	TELEPHONE

PROJECT MANAGER	SIGNATURE AND DATE	DESIGNATION	TELEPHONE

CHAIR - CAPABILITY DEVELOPMENT BOARD	SIGNATURE AND DATE	DESIGNATION	TELEPHONE

Endorsed secretorially by Senior Review Board

Date:

31 May 2012

**RELEASE CONDITIONS**

**This document is intended for internal Department of National Defence use only. Release to parties outside of the Department requires the authorization of the Project Director.**

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# 1 INTRODUCTION

## 1.1 Aim

The aim of this document is to state the planning parameters and functional requirements for a modern, flexible and integrated Military Personnel Management (MPM) capability that will transform MPM support to the CF at all levels.

## 1.2 Objectives and Outcomes

### 1.2.1 Business Objectives

The business Objectives of the Military Personnel Management Capability Transformation (MPMCT) project are to provide:

- The transformation of key Military Personnel policies, processes, and procedures;
- The re-alignment of the overall approach to Military Personnel Management with current best HR and Pay practices; and
- The implementation of an up-to-date integrated application based on the commercial ERP software, Oracle/PeopleSoft, providing both technical currency and extended functionality.

Project objectives specific to each Functional Business Capability are outlined in Appendix B.

### 1.2.2 Desired Outcomes

These objectives will allow the CF to achieve the following Outcomes:

- Increased alignment with Government of Canada (GoC) requirements;
- Increased operational readiness;
- Increased process efficiencies and effectiveness;
- Elimination of redundant systems;
- Increased quality of data;
- Increased level of service delivery to commanders and staff;
- Increased level of service delivery to members;
- Increased confidence in the MPM System by all stakeholders;
- Increased member satisfaction (morale); and
- Increased member operational readiness (availability).

### 1.3 Key Assumptions

The key assumptions of the MPMCT Project are the following:

- Where possible and logical, legacy policies, procedures, systems and stand-alone applications<sup>1</sup> will be discontinued or decommissioned once the replacement system is in place and proven capable of meeting the defined business requirements; and
- Over the course of the project implementation timeline, MPM policies and processes will continue to evolve. The MPMCT Project must ensure that strong change management practices are put in place and balance the mandatory changes to policy and the business process environments. To this end, the project will work closely with the business process owners to limit changes and freeze the requirements to the greatest extent possible.

### 1.4 PROJECT BACKGROUND

#### 1.4.1 Summary

The MPMCT Project is one of two projects under CMP's Military Personnel Management Transformation Initiative (MPMTI). The Initiative is intended to provide the Department with a coordinated, holistic view and approach to strategic Military Personnel Transformation. Within the Initiative, the MPMCT Project will address military Human Resource (HR) and Pay requirements while the Military Pension Renewal project will address military pension requirements. These two projects are distinct in that they are each pursuing different technology solutions, integrated in the sense that they are part of the Personnel Management continuum and that potential policy and business rule changes in one could lead to impacts on the other.

#### 1.4.2 Strategic Fit

The business need is aligned with the Canada First Defence Strategy (CFDS) which provides a road map for the modernization of the CF and associated investments to produce a "first class, modern military that is well trained, well equipped and ready to take on the challenges of the 21st century". The MPMCT Project addresses issues in three of the four pillars of the CFDS.

Personnel, the first pillar, will account for as much as 51% of the budget allocation of the Department over the next 20 years. The CF needs a more flexible Personnel generation capability and must transform the approach to MPM to ensure the continued delivery of essential HR and Pay administration services.

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<sup>1</sup> Note out of scope limitation ref appendix C, para 2.9

Infrastructure, the second pillar of the CFDS, includes the technology framework as represented by the Department's commitment to developing and supporting a Defence ERP capability, the primary goal of which is to harmonize and integrate Departmental business processes to better facilitate decision making across the enterprise. Integral to this commitment is a strategy that will provide a collaborative approach to legacy system consolidation, as well as direct new requirements, to the targeted ERP platform.

Operational Readiness, which forms the third pillar of the CFDS, will be addressed by improved information management and data visibility, resulting in better decision support in the areas of Strength Management, Reserve employment, posting, and component and occupational transfer.

The intent is to establish a modern integrated MPM approach that will be coordinated and centred on CF personnel. Critical to this intent is the implementation of a transformed MPM approach that equitably supports all CF personnel, regardless of component, sub-component, terms and conditions of service, and which is supported by an effective and integrated ERP application, in order to address current readiness levels and regain strategic agility.

## **1.5 Capability Deficiency**

### **1.5.1 Drivers for Change**

CF Transformation, the realities of modern operations, the changing nature of CF operations, organizations, missions, readiness requirements and people management have all contributed to the growing capability gap between what the CF needs and what the current MPM framework and its IM/IT enablers can provide.

As indicated by the CDS initiating directive for the MPMCT Project dated 21 May 2008:

- The MPM approach as a whole has not kept pace with the changing operational needs of the CF. The CF Transformation and new operational imperatives, disconnected policies, business processes and disparate information management capabilities, have resulted in inaccuracies, inefficiencies, and lengthy delays in implementing legislative, regulatory, and critical policy changes required to support the Total Force;
- The current suite of personnel management applications and databases currently in use (estimated at 200) do not provide the necessary decision support, as they are largely inaccessible to leadership; and
- The CF is no longer able to deliver accurate and timely HR information and delays in the payment of authorized Pay impact the credibility of the CF's commitment to service personnel and their families.

The existing, outdated, and complex policy framework results in the inconsistent and inefficient application of business processes. Multiple areas of overlap and conflict

between Regular and Reserve Force policy result in the potential for areas of legal challenge by CF personnel. For example, HR and Pay policies, processes and procedures:

- Are not harmonized, consistent, or adaptive to changing circumstances;
- Have different rules for Regular and Reserve Force and an inconsistent application of HR and Pay processes across CF components; and
- Are often constrained by automated legacy applications with supporting manual processes and procedures that require multiple points of data entry and manual intervention.

Similarly, the existing suite of IT systems are based on outdated technologies which are barely able to be maintained, while being unable to respond to high priority change requests and growing demands for IT services. Further:

- The core HRMS is based on PeopleSoft version 7.5 which is no longer supported by the vendor and whose local implementation has been heavily customized;
- Pay systems are custom built applications that are based on outdated technology that is increasingly difficult to sustain;
- Maintenance and recovery of these applications is problematic and poses a high failure risk;
- There is a critical shortage of trained and experienced technical resources;
- Due to the high-level of customization, there is an inability to respond to change requests in a timely manner;
- The current suite of applications are not integrated and do not support corporate and/or operational reporting requirements;
- Many applications are in contravention of security policies, and are not certified or accredited for the management of data at the Protected B classification level; and
- The introduction of any change to policy, procedure or process, such as the Land Duty Allowance, requires significant work and manual intervention by technical and functional staff to implement and execute.

The need and priority for the Project also reflects a range of external and internal influences such as legislative changes impacting many facets of Personnel Management, the outcomes of internal policy working groups, and overall departmental and GoC direction in areas such as IM/IT.

There is therefore an urgent need for a comprehensive and fully integrated approach to MPM covering all aspects of a military career from initial enrolment to release, including the transition to pension and Veterans Affairs Canada (VAC) services.

### 1.5.2 Strategic Capability Gaps

The above deficiencies and many others are captured in one form or another in the CF Strategic Capability Roadmap (SCR) that sets the targets for Force Development activity and provides guidelines for Force Generators. The MPMCT Project is aligned with the SCR objectives and will contribute to alleviating deficiencies within the Personnel Management domain by addressing inadequate capacity and capability in order to:

- Enable a common operational picture (COP) and situational awareness (SA) at the strategic and operational level to facilitate managed readiness;
- Provide command support planning capability at the strategic and operational levels;
- Provide decision support processes to facilitate managed readiness;
- Provide a planning capability to facilitate managed readiness;
- Provide information exchange mechanisms at the strategic and operational level;
- Provide information exchange mechanisms at the tactical level;
- Enforce enterprise architecture processes, policies and standards;
- Deliver and enforce authoritative data;
- Establish and provide IM/IT core enterprise services; and
- Provide operational-level Personnel Management and support in theatre.

A list of the SCR capability gaps being addressed, either fully or partially, appears at Appendix A.

## **1.6 Project Constraints**

The MPMCT Project is subject to the following overarching constraints:

- Regulatory and/or policy modernization initiatives must recognize the existing legislative framework while aligning with the Canada First Defence Strategy, the strategic intent of CF transformation and emerging requirements of the future forces structure 2018 and beyond;
- Project-driven policy transformation must be coordinated through policy owners within the Departmental submission process and take place within the current compensation and benefits envelope;
- The project must align to the Defence ERP Strategy, specifically the mandating of the use of Oracle/PeopleSoft as the commercial ERP for HR and Pay applications;
- The project will leverage licensing for commercial software available to the GoC and to the DND;
- The project must leverage, to the greatest degree possible, the HR and Pay capabilities offered by the latest available version of the mandated commercial ERP software, Oracle/PeopleSoft;
- The MPM solution must, to the greatest degree possible, meet identified requirements through the configuration of the software, not through customization; and
- The project is limited to funding levels as approved in the Treasury Board submission dated 20 Oct 2011.

## **1.7 Current Situation**

The MPMCT Project has received Department of National Defence (DND) and Treasury Board (TB) approvals to proceed with the definition phase effective 20 October 2011.

The project is currently engaged in the process of defining the business requirements through Business Process Owner (BPO), stakeholder and Multi-Disciplinary Working Groups (MDWG) for all MPM capabilities defined in this SOR. In parallel to this activity, policy intents for transformation under the scope of the project are being staffed through internal mechanisms such as the Military Personnel Policy Review Committee (MPPRC). The project is documenting the AS-IS environment that currently supports the MPM capability and has commenced development of an initial draft of the Integrated Solution Architecture for the MPMCT solution. Procurement efforts to acquire a Solution Integrator, Business Transformation, Project Management Office (PMO) support, and various minor contracts are underway. The project activities, schedule and budgets are constantly being reviewed to reflect the most up to date information.

## 1.8 Project Interdependencies

The MPMCT Project has identified the following project dependencies:

- Military Pension Renewal Project (C.000076). The Military Pension Renewal initiative solution will provide pension plan eligibility and prior service deductions;
- Audited Financial Statement Project – AFSP (C.001196). AFSP will validate all business and system processes to ensure that internal controls meet the requirements for a controls-reliant audit;
- Canadian Forces Health Information System – CFHIS (C.002800). The MPMCT will receive readiness related medical profile information on CF personnel from CFHIS; and
- GoC Pay Modernization Project. The Pay Modernization Project is acquiring Oracle/PeopleSoft as a Pay solution to replace the Regional Pay System (RPS). The MPMCT project will leverage GoC Pay Mod contracts to acquire product licences.

The MPMCT Project has identified the following project contributions:

- Military Pension Renewal Project (C.000076). The Military Pension Renewal initiative solution will process HR, service, earnings and deduction information;
- Defence Learning Network – DLN (C.000788). The DLN needs HR data and a suitable business process to ensure the types of training available and managed through the DLN, whether formal DND training or private industry, are captured and appropriately recorded (IAW CF Standards). The delivery date of DLN needs to be synchronized with MPMCT activities;
- Material Acquisition and Support Information System – MASIS (C.002272). The Defence Resource Management Information System (DRMIS) needs to access timely and accurate workforce and organization information below the Departmental ID in order to support DRMIS enabled MA&S and Financial business processes; and
- Canadian Forces Health Information System – CFHIS (C.002800). The CFHIS requires basic HR information.

The MPMCT Project has identified the following In-Service relationships:

- Information Sharing Center of Excellence (ISCoE). The MPMCT reporting solution will require an Enterprise Business Intelligence (BI) tool<sup>2</sup> that is under the purview of ISCOE to provide as part of their common infrastructure; and
- IT infrastructure (DGIMT). The solution shall rely on the IT infrastructure and common enterprise services directly related to multi-level security provided by DGIMT.<sup>3</sup>

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<sup>2</sup> [Application](#) software designed to retrieve, analyze and report data.

<sup>3</sup> Note that this may migrate to Shared Services Canada (SSC).

## **2 SOLUTION OPERATION**

### **2.1 Mission and Scenarios**

The MPMCT will transform military personnel management policies, processes and supporting IT infrastructure required to meet the CF's operational requirements, the needs of the people who serve, and those of their families.

### **2.2 Environment**

The MPM solution must operate in a diverse set of locations and conditions. The DND/CF<sup>4</sup> IT infrastructure which will support the MPM capability must be able to provide service to these locations. It must also be sufficiently robust to address the high volume of data and transactions expected to be required to support the operation of the MPM capability while maintaining the levels of security required for the management of HR and pay information.

### **2.3 Threats**

The MPM solution must consider the sensitive nature of individual HR and Pay information that will be captured, stored, accessed, processed and transferred to other systems. Special consideration must be made to deal with the risk related to the compromise of aggregate data. The potential threat of access to aggregated data requires the solution be designed with appropriate safeguard measures. While the threat of a cyber attack and the unauthorized access to the aggregate of data is ever present, more mundane but equally damaging threats relate to inappropriate storage and the inappropriate use of information by authorized system users.

In order to mitigate the negative impact resulting from events such as a system failure or a natural disaster, the MPM solution will be supported by a comprehensive Business Continuity Plan which will include a Disaster Recovery Plan.

### **2.4 Concept of Operations**

#### **2.4.1 General**

The aim of the Military Personnel Management Capability Transformation (MPMCT) Project is to deliver a transformed Military Personnel Management (MPM) system that will provide the Canadian Forces (CF) with a more flexible personnel generation and

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<sup>4</sup> Note that this may migrate to SSC.

employment capability. The project will support the transformation of the approach to MPM to ensure the continued delivery of essential personnel management and compensation and benefits services. The transformation of the MPM System will provide the necessary agility and flexibility to serve the evolving needs of those in uniform; increase operational readiness; increase service record management capability and accuracy; eliminate policy and process barriers impeding recruiting, retention, employment and access to benefits and services; and provide Commanders and individuals with timely decision support based on accurate information. In short, a transformed MPM System will contribute to generating the right people, with the right qualifications, at the right time, in the right place, and in the best way.

The MPMCT Project is focused on providing a solution that will provide the basis for the transformation of the MPM System and provide supporting applications. The solution will address and integrate, in whole or in part, the identified MPM business functions. The solution will be based on and fully utilize the core capabilities provided by the latest version of the commercial Enterprise Resource Planning (ERP) software, Oracle PeopleSoft™.

#### 2.4.2 CF Member Service Record

Central to the MPM system is the concept of a service record. A service record is the cumulative collection of information regarding the activities and accomplishments of a CF member. It is composed of both electronic and non-electronic elements. The MPM System generates a significant portion of the elements which compose a member's service record. This information is crucial to the execution of MPM within the CF.

The personnel file as it is currently known, a folder with numerous pieces of paper, will evolve. It will be replaced by suitable views of information stored in one or more data repositories. Once an individual becomes a CF member, his/her CF Service record will be created and then maintained throughout his/her career, and until such time as required to meet all record retention obligations. The appropriate elements of the service record will also be provided to the Accounting, Banking and Compensation Branch of Public Works and Government Services Canada for pension administration purposes and to Veterans Affairs Canada (VAC) for Veteran Benefits administration. The service record will be transferred to Library and Archives Canada for archiving.

Personnel management information in a member's service record will be managed and updated using a variety of methods, including transactions initiated by CF members, the chain of command and/or designated service agents, as well as through centralized input. The results of the various MPM processes will, over time, further contribute to the member's service such that all MPM-related aspects of a member's career are documented and accessible via the solution.

Canadian Forces members and MPM practitioners at various levels will initiate and/or process MPM transactions related to employment, training and education, and biographical data, etc, thereby updating the CF service record of individual CF members. Designated service agents will be able to initiate and process transactions related to their

functional role and responsibility and ensure that the MPM transactions initiated by CF members are processed in a timely fashion. Consumers of this information, such as the CF chain of command and MPM practitioners, will use this information to initiate business transactions related to selection for training, deployment and future employment of CF members. CF members will be notified of changes that affect them, such as changes that affect their eligibility and entitlement to compensation and benefits.

Military Personnel Management practitioners will be required to initiate MPM transactions related to a member's operational role in order to ensure that appropriate recognition and benefits are provided. At the strategic and operational levels, consumers of this information will include strategic and operational commanders and staff for decision support and reporting purposes.

#### 2.4.3 Transformation

The desired end-state is a set of MPM regulations and policies for Regular and Reserve members that is linked to current and future force structures and integrates all necessary MPM business functions, such as career management, leave and absence management, recruitment, and compensation. This will facilitate the management of all military personnel and provide the CF chain of command with an accurate picture of the CF's personnel strength and force generation/sustainment capability, while at the same time providing CF personnel with improved access to their service record, and a limited ability to initiate transactions that update a defined set of information.

To achieve the desired end-state will require a significant transformation to the overall MPM system. This transformation will be the result of targeted changes to personnel policy. Transformation will also occur as a result of the adoption of the proven industry standard business practices embodied in the Oracle PeopleSoft™ software. The delivered MPM solution will form the basis for future transformation/enhancement of the MPM system by creating adaptable policies and processes that cater to existing and future personnel requirements and that fully exploit the capabilities provided by the technical solution.

#### 2.4.4 Support to Operations

The MPMCT solution must be able to support CF operations at all levels. At the strategic level, the solution must be able to provide the necessary information needed to support manage force readiness, conduct capability and capacity planning, and other analytical efforts. At the operational level, the MPM solution must support force generators with the necessary management information to conduct management activities such as succession planning as well as support contingency planning and conduct of operations. Tactically, the MPM solution must cater to the day-to-day work associated with CF members. The solution must support the MPM with flexible and easy to use workflow, significant tools for maintaining data integrity, and visibility on services records in accordance with privacy rules and regulations.

#### 2.4.5 Interaction with Other Information Systems and Providers

The MPM solution will be supported by and operate within the existing and planned IT infrastructure. Information will be exchanged as required between the appropriate Departmental corporate applications, such as the Defence Resource Management Information System (DRMIS), the Canadian Forces Health Information System (CFHIS), and the civilian-HRMS. The sharing of information with these applications, and others, provides the necessary strategic and tactical capabilities on which the effective management of military personnel information is reliant. The MPM solution must also be compliant with and support legislative and central agency requirements, such as the *National Defence Act*, *Financial Administration Act*, *Official Languages Act* and the Program Activity Architecture. The MPM solution will ensure CF alignment with the Government of Canada Human Resources Business Solutions Project and facilitate the expedient transfer of information across government agencies such as VAC.

#### 2.4.6 Information Flow

The fundamental principle upon which the solution will be based is the capture of information a single time, at source, with its reuse thereafter multiple times without requiring a re-entry of the same information. Information flows will be extensively supported by workflow thereby minimising the processing time for various processes, improving data accuracy and ensuring consistent application of policies and procedures.

The prevalence of electronic transactions will significantly increase with the future MPM system. While paper files/transactions/approvals will not be eliminated, they will be reduced to a minimum. Personnel involved in MPM such as commanders, recruiters, and Resource Management Support (RMS) clerks will view and update information based on their roles within the solution. Individual members will be able to access their own record, make limited changes to their personal information, and initiate select transactions.

While the MPM solution will provide CF members a capability to directly access and update their service record, they will continue to be supported by service agents. These service agents will be supported by a centrally administered system of policies, procedures and helpdesks. The MPM solution shall be regularly accessible and available where CF personnel are serving, in the official language of their choice.

The solution will have the flexibility to allow for the further integration and expansion of the MPM system in order to effectively handle corporate information requirements in such areas as decision making, force generation, force employment, resource utilisation, and performance measurement. Additionally, the solution will integrate work scheduling and the tracking of attendance.

#### 2.4.7 Security

Access to the MPM solution shall be controlled via user roles and associated privileges. Users will be limited in the actions they can perform and the records they can access by such factors as the unit they belong to, their role within the unit of chain of command, etc.

Data stored and processed by the system will be designated Protected A (PA), Protected B (PB) and in some cases Protected C (PC). The delivered solution will apply appropriate safeguards to mitigate any associated risks. This will be done using combination of security capabilities inherent within the ERP Application and the available IT infrastructure.

### 2.5 Concept of Support

The MPMCT solution will be supported by existing in-service support organizations and DND personnel, augmented by industry on an as-required exception basis only. To this end, the MPMCT Project will work with the matrix MPM and IM/IT in-service organizations<sup>5</sup> to develop a support concept and ensure a seamless transition to in-service support. Knowledge transfer from contracted project resources to DND personnel is essential. This effort will be developed during definition and incorporated into the Operational Readiness Plan.

The following areas will be supported with any associated procedures required:

- First line support for CF personnel will be provided by units, bases or headquarters;
- Second line support for solution users (unit, base or headquarters) will be provided by central helpdesk(s);
- Third line support for helpdesks will be provided by the business and functional analysts;
- Solution users will obtain training and be required to certify before being able to process;
- RMS clerks will obtain training through their trade qualification courses;
- Change Management/Business Transformation needs will supported through a change management board;
- Business Analyst roles and duties to address future business needs under a fully integrated Solution will be reviewed;
- Functional Analysts will be supported through training and an effective handover; and
- Technical staff will be supported through training and an effective handover.

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<sup>5</sup> Note that this may migrate to SSC.

## 2.6 Key Roles

The solution must be accessible to various types of users, subject to Security and Privacy specifications. The main users of the MPM solution are Commanders, Delegated Managers, Business Specialists, Functional Analysts, Technical Analysts, Security Specialists, Service Agents, CF Personnel, and under certain conditions, CF family members.

These roles (users) are further defined within the Solution Access Capability in Appendix C.

## 2.7 Key Tasks

The key tasks to be performed by the solution are to manage CF personnel HR information, compensate CF personnel for their work, and provide the capability to manage the effective strength of the CF. Tasks performed by the various roles will be dependant on each specific business capability. The MPMCT Project will perform a roles definition exercise to identify the tasks / activities that will be performed for each defined role and business capability; new to the equation is that CF personnel will be required to process some of their own data and requests.

## 2.8 User Characteristics

The user community for the MPM solution will increase significantly, extending beyond the current set of users (e.g. RMS clerks and MPM specialists), to include all CF personnel who will be expected to manage some of their own data and initiate requests.

Given the extent of user access to be provided, the MPMCT solution needs to support a wide spectrum of user characteristics. These include:

- Computer Skills: personal computer literacy will vary significantly; typically, the younger generation will adapt more easily while others may reject the notion of performing their own changes due to fear of doing the wrong thing, or simply not being comfortable with a computer;
- Education: personal education levels vary from grade 9 education to University graduates;
- Language: French, English or both; while employees may possess other language capabilities, these will not be addressed by the solution;
- Age: the main users will range from 16 to 65, however there is no age limit for Rangers – users aged greater than 65 would be minimal;
- Accessibility: user access to the solution will vary from direct access from their workstation, local access at their work location in Canada, local access at their work location abroad (Embassies), limited access in remote locations abroad, limited access in northern regions, remote access from home, personal access from home, to no access;

- Training: RMS clerks will receive training as part of their trade training. All users, other than the general CF personnel, will receive training adapted to their role upon initial implementation of this solution and will be required to certify prior to processing. A certification program will be required for new users subsequent to implementation. There will be no formal training required for the general population (CF personnel), however user help will be available;
- Population (files): the MPM capability for the CF manages information for three distinct groups of employees:
  - First and foremost, it manages the information for all members of the CF, who number approximately 130,700. CF members are employed and deployed across Canada and abroad. The breakdown of the CF members is as follows:
    - Regular Forces: employed full-time (approximately 68,000);
    - Primary Reservists: employed both full-time and part-time (approximately 34,000);
    - Canadian Rangers: employed both full-time and part-time (approximately 5,300);
    - Supplementary Reservists: not employed (approximately 15,500); and
    - Cadet Organizations Administration and Training Service (COATS): employed both part-time and full-time (approximately 7,900).
  - The MPM capability manages information on approximately 4,800 civilians who directly support the Cadet Organization. The breakdown of these civilian employees is as follows:
    - Civilian Cadet Instructors: employed both part-time and full-time (approximately 2,100; and
    - Staff Cadets: summer employment for senior cadets (approximately 3,000).
  - The MPM capability also manages information for approximately 222,000 retirees from the CF. While there is a need to maintain certain information for up to 98 years, retroactive processing is performed regularly on retirees up to two years after retirement, and sporadically for up to seven years after retirement.
  - Civilian employees of the Department of National Defence (DND), approximately 29,000 strong, form an integral part of the Defence Team, and as such, are reflected in the DND/CF organization, holding various degrees of responsibilities with regards to the management of CF members. However, the civilian employees are not managed by the MPM capability.
- Population (users): at this time there are approximately 5000 users consisting of military employees, civilian employees of DND and contractors, responsible for processing data in the current solutions. The user base of the new solution shall increase to include the entire population being served, excluding retirees.

With the spectrum of user characteristics anticipated, the MPMCT solution will provide appropriate system assistance for user productivity (i.e. help). The MPMCT solution will leverage available technologies to provide the online training and support capability. This will be supplemented through work with the MPM and IM/IT support organizations to prepare a comprehensive support environment, ensuring all users are able to acquire the necessary skills required to execute the processes that are intended to be completed.

### **3 DESIGN AND CONCEPT GUIDANCE**

The MPMCT Project has identified a series of design principles to guide and shape the design and delivery of all project deliverables for the MPM solution.

#### **3.1 Policy**

HR and Pay policies will be transformed in that they are harmonized and are consistent across all elements of the CF (i.e. apply equally to both Regular Force and Reserves).

HR and Pay policies will be transformed in that they support best HR and Pay business practices.

#### **3.2 Process and Procedures**

HR and Pay processes and procedures will be transformed in that they are revised and updated to leverage, to the greatest degree possible, the HR and Pay capabilities offered by the latest available version of the mandated commercial ERP software, Oracle/PeopleSoft, specifically:

- Empowerment of CF personnel;
- Integrated processes;
- Single data entry; and
- System of record.

#### **3.3 Application**

The application will maximize the technical capabilities of Oracle/PeopleSoft, specifically:

- Integrated data;
- Self-Service;
- Integrated procedures; and
- Single data entry.

Customization to the applications will only be considered when it has been determined that a requirement cannot be met through the best HR and Pay business practices delivered by Oracle/PeopleSoft.

## **4 SYSTEM EFFECTIVENESS REQUIREMENTS**

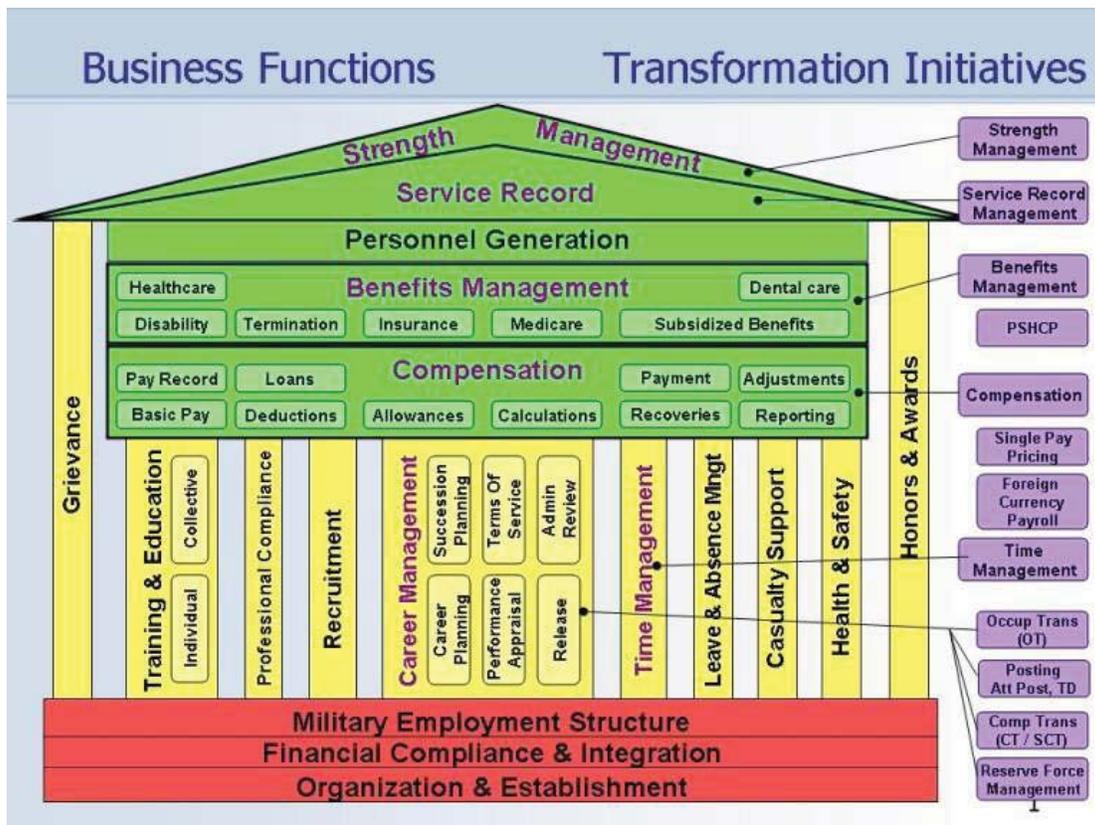
### **4.1 General Requirements**

Appendices B and C detail the MPMCT business requirements, the objectives to achieve for each business function, and the policies targeted for transformation within the scope of the project for the related function.

### **4.2 Operability**

#### **4.2.1 Business Functions**

The MPMCT builds on the CF Military Personnel Management Conceptual Model, bringing together the various elements of the complex system of systems that make up the CF Military Personnel Management System. In effect, three corporate business functions (Organization & Establishment, Financial Compliance & Integration and the Military Employment Structure) represent the ‘bricks and mortar’ that lays the foundation of the HR management capabilities. From a firm and solid foundation, numerous pillars of MPM business functions rise and support the MPM business functions of Compensation, Benefit Management and Personnel Generation, all of which are linked and held in place under a single service record. This holistic MPM capability allows the CF to perform effective Strength Management and achieve the desired effect of the right sailor, soldier, airman and airwoman, having the right qualifications, in the right place at the right time (R4).



#### 4.2.1.1 Corporate business functions:

The solution shall provide an Organization and Establishment Business Function that provides a single view of the entire DND/CF organization. Strong internal controls are required to process changes. The solution will enforce the rules, delegations and notifications required to enable decentralized management while maintaining a single, central view of the CF establishment. Change requests to the establishment will be routed to the appropriate authority for approval within the solution.

The solution shall address the Financial Compliance & Integration Business Function that provide for the visibility and accountability dictated within the Treasury Board Pay Administration Model under the Financial Management Framework. The solution shall incorporate the appropriate internal controls and financial signing authorities to track the activities and expenditure information required from the Organisation and Establishment processes through the Pay processes on onward for financial reporting in the Department's financial application (DRMIS).

The solution shall address the Military Employment Structure (MES) Business Function to analyze, develop, and maintain job descriptions and job structures for implementing updated structures against established positions.

#### 4.2.1.2 Personnel Management business functions:

The solution shall address the management of Personnel information from Recruitment into the CF to their Release from the forces. The solution shall address the functions to Train and Educate CF personnel, track their Time Worked as well as their Absences, and Manage their Careers while ensuring Professional Compliance standards are maintained.

Additionally, the solution shall address the management of CF personnel Grievances, their Health & Safety, Casualty Support and their Honours and Awards.

#### 4.2.1.3 Personnel Management resulting business functions:

While all business function functions have linkages, the following require a holistic interpretation of the information to be effective.

The central hub is the service record which will contains all personal information required for the management of CF personnel. The current paper based records will be consolidated into a “one-stop-shop” single entity. The service record will commence when a person is enrolled and will record the evolution of the person throughout their career up to final retirement, including transfers between components/sub-components or any re-enrolment into the CF.

The Benefits Management Business Function shall determine the eligibility of CF personnel to the various benefits, process the enrolment of the applicable CF personnel into the benefit plans, and determine the resulting obligation or entitlement in order to feed the applicable Compensation processes.

The Compensation Business Function shall determine the eligibility and entitlement of CF personnel to pay and allowances based on the information processed in the other Business Functions, manage and process deductions, manage loans to CF personnel, perform the required calculations, process payments to and from the employee, and report information in accordance with Canadian business and Government of Canada employer obligations. The payroll cycle is twice a month.

The Personnel Generation Business Function will analyze a wide range of organization, establishment, occupation, CF capability, attrition, compensation and personnel information to model, identify and project the workforce requirements for the subsequent 5 years.

Finally, the Strength Management Business Function shall provide accurate accountability and readiness information enabling the CF to make risk-assessed strategic military decisions. It will enable the CF to task, screen and track the workforce, and provide a CF readiness reporting capability.

#### 4.2.2 Transformation Initiatives

Intimately linked are numerous project-led Transformation activities that will have a direct effect on the various MPM business functions:

Changes to Strength Management policies will have a direct impact on the Strength Management business function.

Changes to Service Record Management policies will have a direct impact on the Service Record business function.

Significant changes to the Benefits Management business will be undertaken to streamline the capability; while the re-definition of this business will impact numerous processes and instructions, changes to the Public Service Health Care Plan will be more significant and require policy changes.

Significant changes to the Compensation business will be undertaken to streamline the capability; while the re-definition of this business will impact numerous processes and instructions, changes to the Outside Canada payments will be more significant and require a review of current policies, and changes to the pricing formulas for pay and allowances will require extensive changes to policies.

Significant changes to the Time Management business for reserve service will be undertaken. This function will introduce significant capabilities to address audit observations in the areas of work scheduling.

Policy changes related to Occupational Transfers, Postings, Component Transfers and Reserve Force Management will have a direct impact on the Career Management business function.

#### 4.3 Survivability

Continued integrity of the solution environment must be assured. The MPMCT solution will maintain comprehensive business and disaster recovery plans to ensure the Department's business continuity obligations are met.

The MPMCT Project, in partnership with the in-service support organizations, shall develop comprehensive business and disaster recovery plan.

Requirements for survivability are detailed at Appendix C.

#### **4.4 Maintainability**

The MPMCT solution will be transitioned to the in-service support organizations upon the Initial Operating Capability, and again with each subsequent package until Full Operating Capability is delivered.

The MPMCT Project, in partnership with the in-service support organizations, will develop effective transitions plans to ensure a seamless transition to the in-service support organizations.

#### **4.5 Availability**

The CF operates worldwide and requires access to information to provide the required services. The solution shall allow users regular access to the systems. Any extended periods where the information or services will not be available must be communicated well in advance.

#### **4.6 Reliability**

The MPMCT solution must ensure reliability of the MPM environment, with adequate planning and system redundancy to ensure the environment remains available to the users. The reliability of the environment includes all aspects, i.e. the hardware, software and human components.

#### **4.7 Environmental Sustainability**

The solution must be available to support processes domestically, internationally and in a deployed environment.

#### **4.8 Safety and Health**

The solution does not present a concern for user safety and health. Ergonomic conditions resulting from the use of hardware will not be addressed by the solution.

#### **4.9 Delivery Requirements**

The solution will be centrally operated on the Defence Enterprise Servers currently located in Borden<sup>6</sup>, and delivered through established communication means (DWAN) to the users. Quantity, quality and location of Time Management hardware requirements will be investigated further during the definition phase.

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<sup>6</sup> Note that this may migrate to SSC.

## **5 SUB-SYSTEM EFFECTIVENESS REQUIREMENTS (PROCESSES)**

Not Applicable. All requirements are identified in Section 4.0.

## 6 PERFORMANCE MEASURES

The MPMCT solution will meet the following criteria:

- Objectives: the degree to which the project objectives are achieved;
- Transformation: the solution must be implemented in a coordinated manner to ensure policies, procedures and technologies minimise the impact to the organization and in particular on legacy applications;
- Organisational readiness: the solution must ensure the organization is prepared and capable of managing the solution;
- Business Analyst acceptance: the solution must deliver the functionality specified in the requirements;
- User Acceptance testing: the solution must be accepted by the Business Process Owners following testing completed by various user groups;
- Data: the solution must be capable of operating with the data converted or uploaded during implementation;
- Compliance: the solution must be compliant with all Federal, provincial and Territorial Acts, regulations and policies;
- Audit: the solution must meet or exceed the audit and internal control specifications for the GoC; and
- Solution Performance: the degree to which the project met the stated performance standards. Requirements for solution performance are detailed in Appendix C.

## **7 PERSONNEL AND TRAINING REQUIREMENTS**

### **7.1 Personnel**

#### **7.1.1 Commanders, Delegated Managers, Business Specialists and Service Agents**

The solution will have an impact on how operational staff process data in the performance of their duties. The revised processes, procedures and new technology will introduce efficiencies and free up staff time currently spent on transactional and data quality activities to engage and advise CF personnel and better respond to CF operational activities.

#### **7.1.2 Business Analysts, Functional Analysts, Technical Analysts and Security Specialists**

The solution will upgrade technology in the HR system above and beyond the current Oracle/PeopleSoft ERP baseline and drastically change the landscape of Pay systems with the introduction of Oracle/PeopleSoft Payroll North America and Time & Labour. These integrated systems combined with an enhanced technology infrastructure will significantly impact both the business, functional and technical support staff that are currently supporting the legacy applications.

#### **7.1.3 CF personnel**

CF personnel will be responsible for processing limited changes to their own data and initiating selective personal requests.

### **7.2 Training**

#### **7.2.1 Process training**

The solution will establish new procedures and instructions. Training aids will be developed to assist users (help) and the project will deliver training to the appropriate target audiences. The project will work with the training centers (CFSAL) to ensure trade training is updated.

#### **7.2.2 Application training**

The solution will incorporate a comprehensive application training program that will be delivered to the users of the system and adapted to the target audiences. The training will be designed to ensure targeted users are provided an optimal level of training required to complete, with confidence, the transactions for which they are responsible. The project will work with the training centers (e.g. CFSAL) to ensure trade qualification training courses are updated.

### 7.2.3 System support training

The project will identify the appropriate training needs and work with the matrix support organizations to ensure business, functional and technical staffs obtain the skills and qualifications needed to effectively maintain the system post implementation. These plans will ensure an appropriate transfer of knowledge between project and in-service support resources.

## 8 MILESTONES

Project schedule and major milestones are based on the Treasury Board dated 20 October 2011 and are projected as follows:

<b>Project Gates (decision points)</b>	<b>Baseline Date</b>	<b>Expected Date</b>	<b>Actual Date</b>	<b>Approval Authority</b>
Synopsis Sheet (Identification) – Approved	Jan 09		14 Jan 09	Sponsor
Gate 1 (Business Case and General Readiness)		Oct 11	20 Oct 11	TBS
Gate 2 (Project Charter/ Project Management Plan)		Gate 1 + 18 months (Apr 13)		SRB
Gate 3 (Phase 1 Detailed Project Plan and HR Functional Specifications; Phase 2 High Level Project Plan )		Gate 2 + 6 months (Oct 13)		TBS
Gate 4 (Phase 2 Detailed Project Plan and Pay Functional Specifications)		Gate 3 + 15 months (Jan 15)		TBS
Gate 5 (Phase 1 Construction Complete and Deployment Readiness)		Gate 3 + 15 months (Jan 15)		SRB
<b>Initial Operating Capability</b>		Gate 3 + 16 months (Feb 15)		Sponsor
Gate 6 (Phase 2 Construction Complete and Deployment Readiness)		Gate 5 + 15 months (Apr 16)		SRB
<b>Full Operating Capability</b>		Gate 5 + 16 months (May 16)		Sponsor
Gate 7 : Project Close out		Gate 6 + 3 months (Jul 16)		SRB

Note: The above milestones do not reflect 9 months of contingency time for phase 1 and 6 months per subsequent phase.

## 9 PROJECT REFERENCES

The MPMCT Project has identified the following references:

Project Reference(s)	Hyperlink(s)
a. Capability Investment Database (CID)	<a href="http://otg-vcd-webs018.ottawa-hull.mil.ca/CID/intro_e.asp">http://otg-vcd-webs018.ottawa-hull.mil.ca/CID/intro_e.asp</a>
b. Defence Planning and Management System	<a href="http://vcds.mil.ca/sites/page-eng.asp?page=4160">http://vcds.mil.ca/sites/page-eng.asp?page=4160</a>
c. Project Approval Directive	<a href="http://vcds.mil.ca/sites/page-eng.asp?page=11611">http://vcds.mil.ca/sites/page-eng.asp?page=11611</a>
d. Military Personnel Management Doctrine	<a href="http://cfm.mil.ca/sites/page-eng.asp?page=3560">http://cfm.mil.ca/sites/page-eng.asp?page=3560</a>
f. CF Organization and Establishment Policy and Procedures	A-AE-219-001/AG-001 (CFP 219-1)
g. Canada First Defence Strategy (CFDS)	<a href="http://www.forces.gc.ca/site/pri/first-premier/index-eng.asp">http://www.forces.gc.ca/site/pri/first-premier/index-eng.asp</a>
h. DND/CF Architecture Framework	<a href="http://www.img-ggi.forces.gc.ca/pub/af-ca/vol-01/doc/od-ed-vol-1-eng.pdf">http://www.img-ggi.forces.gc.ca/pub/af-ca/vol-01/doc/od-ed-vol-1-eng.pdf</a>
i. Privacy Act	<a href="http://www.admfincs-smafinsm.forces.gc.ca/aip/pr-rp/apa-alprp-eng.asp">http://www.admfincs-smafinsm.forces.gc.ca/aip/pr-rp/apa-alprp-eng.asp</a>

## 10 GLOSSARY

Business Capability	Primary business functionality or business service of MPM.
Business Process	A series of logically related activities or tasks performed together to produce a set of results.
Business Process Transformation	The redesign and improvement of the cost, efficiency, effectiveness and adaptability of MPM business processes, with consideration to desired project and business outcomes, aligning to inherent processes and procedures within the implemented application suite including Oracle PeopleSoft ERP.
Business Specialists	An employee of the CF responsible for oversight of a business capability of process with specific authorities.
Business Requirement	A series of statements that are used to communicate the specific needs of a business capability.
Career Path	A succession of jobs that optimizes the appropriate development of competencies necessary to meet successively higher and ultimately Senior CF roles. For the purposes of the MES, career path is defined as those series of hierarchical jobs that lead to the highest rank within a functional area, career field development, occupation, or sub-occupation.
CF Component	There are three CF components: the Special Force, the Reserve Force consisting of four sub-components (the Primary Reserve, the Supplementary Reserve, the COATS and the Canadian Rangers), and the Regular Force.
CF Personnel	An employee of the Canadian Forces; includes Civilian Instructors and Staff Cadets of the COATS reserve sub-component where applicable.
Chain of Command (C of C)	This is a general term used to refer to the hierarchy of reporting from the lowest levels to the most senior levels in the DND/CF. This includes both military and civilian, from supervisors through to unit COs through to the Commanders of each of the LIs.
Commanders	Leaders within the CF that require MPM information to accomplish their mission.
Conduct	To direct the course of; manage or control.
Delegated Managers	An employee of the CF that has the authority to approve transactions.

Family Member	A family member of the CF that has been authorized to perform transactions on behalf of the member.
Functional Requirement	A functional requirement defines specific behavior or functions. In general, functional requirements define what a system is supposed to <i>do</i> . A function is described as a set of inputs, the behavior, and outputs.
Environment	Identifies Sea, Land and Air.
Establish	To prove or settle beyond reasonable doubt / Define, document, and implement
Establishment	The authorized personnel structure of an organization (unit) as approved by the MND.
Initialize	To determine, set, prepare, format.
Legislation	Refers to Acts requiring legislated approval by a federal, provincial or territorial government.
Maintain	To keep or preserve; to take care of.
Manage	To direct or control the use of; to handle.
MPM	The management of military personnel HR and Payroll functions.
MPM Capability	The business functionality or business service relating to the HR and Payroll functions of MPM.
MPM Solution	The solution delivered by MPMCT project that will encompass transformation of policies, processes, business change management and IM/IT enablers that support the management of military personnel HR and Payroll functions.
MPM System	The IM/IT enabler part of the MPM Solution including business process redesign and improvement, an end product resulting from implementation of Oracle PeopleSoft and other required suite of existing or proposed applications.
MPMCT	The DND Project identified by Project number C.001576 and is defined as MPM Capability Transformation.
Non-Functional Requirement	Specific capability that can be used to judge the operation of a system, rather than specific behaviors. In general, non-functional capabilities define how a system is supposed to <i>be</i> .
Objective	What we are aiming to achieve for the specific business capability.

Outcome	What the business gains from what we actually deliver as a result of the Solution (expected results).
Policy	Instructions and statements that guide the administrative application of regulations based on judicial interpretations and administrative efficiency. The policy may supplement or amplify the regulation.
Position	The smallest component part of an establishment that requires the work of one individual. A position exists whether it is occupied or vacant and is the basic accounting unit for personnel production planning and control activities. A number of similar positions may comprise a job.
Process	A series of operations performed in the making or treatment of a product / Sequence of interdependent and linked procedures which, at every stage, consume one or more resources to convert inputs into outputs.
Record	To store data on a particular subject.
Regulation	A rule or order issued by an executive authority or regulatory agency of the federal, provincial or territorial government, and having the force of law. The regulation usually stems from an Act (legislation).
Responsible Service Agent	Generic term used identify an employee for which the specific role has yet to be determined.
Service Agents	An employee responsible for providing administrative support that involves the use of the MPMCT solution.
Solution	End state product delivered by the MPMCT.
Sustain	To maintain or support an activity or process over the long term.
System	IM/IT enabler of the solution.
Track	To monitor a process or the results of an action, item, piece of data.
Universality of Service	Universality of Service is defined as the liability of every service member to perform any lawful duty and includes the liability to be operationally employable and deployable. This liability is limited only where a justifiable exemption has been promulgated by the CDS or an accommodation of individual employment limitations has been explicitly granted through a NDHQ administrative review. There are three elements to employability: common performance requirements, common fitness requirements and common aquatic requirements.
Validate	To attest or confirm the accuracy of an item.

Workflow	<p>A sequence of connected business steps that automatically rout business transactions requiring intervention by an individual (member, manager, approving authority...) in order to capture, update or approve the information before continuing on to the subsequent business steps. Workflow is concerned with providing the information required to support each step of the business cycle.</p>
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## 11 ACRONYMS AND ABBREVIATIONS

Acronym / Abbreviation	Description
ACS	Automated Cashier System
ADM (Fin CS)	Assistant Deputy Minister (Finance and Corporate Services)
ADM (IM)	Assistant Deputy Minister (Information Management)
ADM (Mat)	Assistant Deputy Minister (Materiel)
AFC	Armed Forces Council
AFSP	Audited Financial Statement Project
Assoc DM	Associate Deputy Minister
AWOA	Absence Without Authority
BOR	Base Orderly Room
BTI	Business Transformation and Integration
BTL	Basic Training List
C of C	Chain of Command
C Prog	Chief of Programme
CANFORGEN	Canadian Forces General Message
CCPS	Central Computation Pay System
CD	Canadian Decoration
CDA	Canadian Defence Academy
CDB	Capability Development Board
CDS	Chief of the Defence Staff
CF	Canadian Forces
CFAO	Canadian Forces Administrative Orders

Acronym / Abbreviation	Description
CFAT	Canadian Forces Aptitude Test
CFD	Capability Force Development
CFDS	Canada First Defence Strategy
CFHA	Canadian Forces Housing Agency
CFHIS	Canadian Forces Health Information System
CFOO	Canadian Forces Organization Orders
CFPMC	Canadian Forces Personnel Management Council
CFPSA	Canadian Forces Personnel Support Agency
CFRC	Canadian Forces Recruiting Centre
CFRG	Canadian Forces Recruiting Group
CFRTW	CF Return to Work Program
CFSA	Canadian Forces Superannuation Act
CFSSU	Canadian Forces Supply System Upgrade
CID	Capability Investment Database
Civ	Civilian
CMP	Chief Military Personnel
CO	Commanding Officer
COATS	Cadet Organization Administration and Training Service
COBOL	Common Business Oriented Language
Comd and Sense ICAT	Command and Sense Integrated Capability Assessment Team
CONOPS	Concept of Operations
COP	Common Operational Picture
COTS	Commercial off-the-shelf

<b>Acronym / Abbreviation</b>	<b>Description</b>
CP	Change Proposal
CPP	Canada Pension Plan
CRA	Canada Revenue Agency
CRNC	Criminal Record Name Check
CRUD	Create, Replace, Update, Delete
CSNI	Consolidated Security Network Infrastructure
CY	Current Year
D/PD	Deputy Project Director
DAOD	Defence Administrative Orders and Directives
DART	Disaster Assistance Response Team
DCSM	Director Casualty Support Management
DDFP	Director Defence Force Planning
DFA	Director Financial Accounting
DFC	Defence Finance Committee
DG Fin Ops	Director General Financial Operations
DGCFGA	Director General Canadian Forces Grievance Authority
DGCB	Director General Compensation and Benefits
DGEAS	Director General Enterprise Application Services
DGMC	Director General Military Careers
DGMP	Director General Military Personnel
DGPFSS	Director General Personnel and Family Support Services
DH and R	Director Honours and Recognition
DHRIM	Director Human Resource Information Management

<b>Acronym / Abbreviation</b>	<b>Description</b>
DIHRS	Defence Integrated Human Resource System
DIMEI	Director Information Management Engineering and Integration
DISB	Defence Information Services Broker
DLN	Defence Learning Network
DM	Deputy Minister
DMC	Defence Management Committee
DMCA	Director Military Careers Administration
DMCPG	Director of Military Careers Policy and Grievance
DMS	Defence Management System
DND	Department of National Defence
DP and M	Defence Planning and Management
DPGR	Director Personnel Generation Requirements
DPM Secur	Deputy Provost Marshal Security
DRMIS	Defence Resource Management Information System
D Safe G	Director of General Safety
DSA	Director Senior Appointments
DSP	Defence Services Program
DWAN	Defence Wide Area Network
EAB	Environmental Assessment Board
EC	Establishment Change
ECP	Establishment Change Proposal
ED and T	Exempt Duty and Training
EFT	Electronic Funds Transfer

Acronym / Abbreviation	Description
EI	Employment Insurance
EPA	Effective Project Approval
ERP	Enterprise Resource Planning
FA	Functional Authority
FAA	Financial Administration Act
FSO	Former Service Officer
FOB	Forward Operating Base
FOC	Full Operational Capability
GoC	Government of Canada
GAPDA	Garnishment, Attachment and Pension Diversion Act
GSO	General Safety Officer
GSs	General Specifications
GST	Goods and Services Tax
HAMIS	Housing Agency Management Information System
HCM	Human Capital Management
HOs	Hazardous Occurrences
HR	Human Resource
HRDC	Human Resources Development Canada
HRMS	Human Resource Management System
HRSDC	Human Resources and Skills Development Canada
IAW	In accordance with
IM/IT	Information Management/Information Technology
IMB	Information Management Board

Acronym / Abbreviation	Description
IOC	Initial Operational Capability
IPC	Incentive Pay Category
IT and E	Individual Training and Education
JBS	Job-based Specification
JCRB	Joint Capability Review Board
JDs	Job descriptions
JHQ	Joint Headquarters
LAC	Library and Archives Canada
LOI	Language of Instruction
LOP	Limitations of Payments
LWOP	Leave Without Pay
MASIS	Materiel Acquisition and Support Information System
MEP	Military Equivalency Program
MES	Military Employment Structure
MES IP	Military Employment Structure Implementation Plan
MFRC	Military Family Resource Centre
MIP	Master Implementation Plan
MILPERSCOM	Military Personnel Command
MOO	Military Organization Orders
MPM	Military Personnel Management
MPMCT	Military Personnel Management Capability Transformation
NCM	Non-Commissioned Member
NDA	National Defence Act

Acronym / Abbreviation	Description
NDHQ	National Defence Headquarters
NEO	Net Enabled Operations
NES	Non-Effective Strength
NOC	National Occupation Classification
NOK	Next of Kin
O and E	Organization and Establishment
OG	Occupation Group
OGD	Other Government Departments
OJT	On the Job Training
OSFI	Office of the Superintendent of Financial Institutions
OSISS	Operational Stress Injury Social Support
OSS	Occupation Specialty Specification
PAA	Program Activity Architecture
PAD	Pre-authorized Debit
PAG	Project Approval Guide
PBDA	Pension Benefit Division Act
PCR	Project Closeout Report
PCRA	Project Complexity and Risk Assessment
PD	Project Director
PDC	Prior Determination Committee
PDP	Problem Definition Paper
PEN	Personal Emergency Notification
PER	Personnel Evaluation Report

Acronym / Abbreviation	Description
PILL	Premium in Lieu of Leave
PKI	Public Key Infrastructure
PL	Project Leader
PM	Project Manager
PMB	Program Management Board
PML	Preferred Manning Levels
PMO	Project Management Office
PMP	Project Management Plan
PMPR	Project Management Personnel Resource
PPA	Preliminary Project Approval
PPRA	Project Profile and Risk Assessment
PSC	People Solution Centre
PSDCP	Public Service Dental Care Plan
PSEA	Public Service Employment Act
PSHCP	Public Service Health Care Plan
PWGSC	Public Works and Government Services Canada
QR and O	Queen's Regulations and Orders
QRA	Qualification Requirements Analysis
RegF	Regular Force
ResF	Reserve Force
RFRG	Reserve Force Retirement Gratuity
RMOC	Risk Management Oversight Committee
RMS	Resource Management Support

Acronym / Abbreviation	Description
ROM	Rough order of magnitude
RPSR	Revised Pay System for the Reserves
RRSP	Registered Retirement Savings Plan
RSAs	Responsible Service Agents
SA	Situational Awareness
SAG	Sponsors Advisory Group
SCR	Strategic Capability Roadmap
SIP	Strategic Intake Plan
SISIP	Service Income Security Insurance Plan
SME	Subject Matter Expert
SOA	Structure Options Analysis
SOR	Statement of Operational Requirement
SOW	Statement of Work
SPAC	Senior Project Advisory Committee
SPHL	Supplementary Personnel Holding List
SRB	Senior Review Board
SS (ID)	Synopsis Sheet Identification
SSC	Share Services Canada
TA	Training Authority
TB	Treasury Board
TBS	Treasury Board of Canada Secretariat
TE	Training Establishment
TL	Team Leader

Acronym / Abbreviation	Description
TO and E	Table of Organization and Equipment
TOR	Terms of Reference
TSD-PI	Trait Self-descriptive Personality Inventory
VAC	Veterans Affairs Canada
VCDS	Vice Chief of the Defence Staff
VPN	Virtual Private Network
WBS	Work Breakdown Structure
WCB	Workers Compensation Board
WRT	With regards to

## APPENDIX A – SCR CAPABILITY GAPS

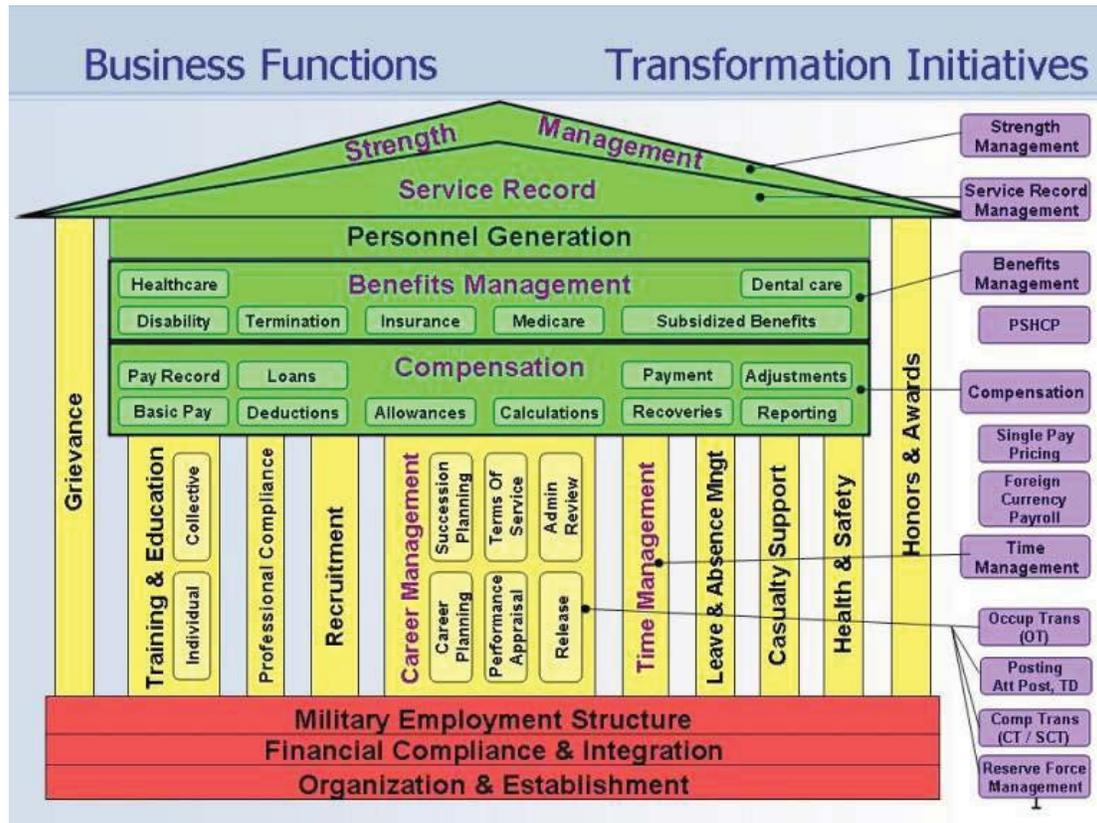
The following capability deficiencies have been identified in the SCR as being relevant to the Military Personnel Management Capability Transformation (MPMCT):

- a. SCR2008 Cmd 2 - Inadequate capacity and capability to provide Common Operational Picture (COP) and Situational Awareness (SA) at the strategic and operational level;
- b. SCR2008 Cmd 3 - Inadequate capability to provide Command support planning tools at the strategic and operational levels;
- c. SCR2008 Cmd 5 - Inadequate capability to provide decision support processes to facilitate managed readiness;
- d. SCR2008 Cmd 6 - Inadequate capacity and capability to provide a Common Operational Picture (COP) and Situational Awareness (SA) to facilitate managed readiness;
- e. SCR2008 Cmd 7 - Inadequate capability to provide planning tools to facilitate managed readiness;
- f. SCR2008 Cmd 8 - Inadequate capacity and capability to provide information exchange mechanisms at the strategic and operational level;
- g. SCR2008 Cmd 9 - Inadequate capacity and capability to provide information exchange mechanisms at the tactical level;
- h. SCR2008 Cmd 11 - Inadequate capacity and capability to establish and enforce IM/IT Enterprise Architecture processes, procedures, policies and standards;
- i. SCR2008 Cmd 12 - Inadequate capability to deliver and enforce authoritative data;
- j. SCR2008 Cmd 14 - Inadequate capacity and capability to establish and provide IM/IT core enterprise services;
- k. SCR2008 Cmd 15 - Inadequate capacity and capability to provide IM/IT network services; and
- l. SCR2008 Sus 13 - Insufficient capacity to provide operational-level Personnel Management and support in theatre.

## APPENDIX B - FUNCTIONAL REQUIREMENTS

The Functional Requirements relate directly to the Business Functions within the Military Personnel Management scope. These Business Functions are represented in four parts:

- Corporate Business Functions: The necessary business functions required to build a strong foundation for the MPM framework; without them, numerous Personnel Management functions will be inefficient or incapable of producing the desired results, ultimately the outcomes cannot be achieved.
- Personnel Management Business Functions: The management functions contribute in various aspects to each other and ultimately to deliver the desired outcomes.
- Personnel Management resulting Business Functions: The outcome capabilities the solution must deliver.
- Out-of-Scope Functions: The solution will not deliver the functionality.



## **1 CORPORATE BUSINESS FUNCTIONS:**

### **1.1 BUSINESS FUNCTION: FINANCIAL COMPLIANCE & INTEGRATION**

#### 1.1.1 Overview

This business function describes the over-arching processes in the management of HR and Pay financial information.

#### 1.1.2 Concept of Operations

The broad concept of operations for the Financial Compliance & Integration function is to establish the information required to feed the Department's financial application (DRMIS). It tracks the activities and expenditure information required from a financial perspective from the Organisation and Establishment processes through to the Pay process, ensuring the appropriate internal controls and financial signing authorities are in place. The required visibility and accountability dictated within the Treasury Board Pay Administration Model under the Financial Management Framework shall be applied.

#### 1.1.3 Objectives

The business function objectives are to:

- Align common HR/Compensation processes to the Treasury Board (TB) Pay Administration Model;
- Incorporate the appropriate Internal Controls within the HR/Pay processes as per TB Policy on Internal Controls;
- Ensure processing of information within the HR/Pay processes is compliant with the appropriate delegation of authorities (sections 32, 33 and 34 of the FAA);
- Comply with TBS, GoC and departmental regulatory framework;
- Eliminate manual financial coding determination. Report salary and benefits expenditure to Defence Resource Management Information System (DRMIS) to enable DFA to comply with various stakeholders reporting requirements; and
- Provide the required HR and Pay expenditure information to DRIMS to accurately meet the Departmental reporting requirements.

#### 1.1.4 Transformation

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however it is anticipated that Treasury Board will issue new policies WRT electronic signatures during the life of the project.

#### 1.1.5 Business Processes

The following are key business processes underlying high-level requirements that the solution must address:

#### 1.1.5.1 Manage Delegation of Authorities

The management of delegations of authorities process focuses primarily on the controls (request, validate, confirm, registered, keep records) of financial signing authorities of the positions and individuals who have been delegated the responsibility of section 32 of the FAA (sufficient funds availability, record commitments), section 34 FAA (verification, quality assurance of adequacy of section 34 FAA), and section 33 FAA (requisitions).

This process will provide the ability to:

- Manage the delegation of authorities;
- Validate the authority delegations assigned to the positions or individuals against the matrices and individual qualifications; and
- Ensure FAA certifications (FAA Sec 32, 33 & 34) are carried out by delegated personnel only.

#### 1.1.5.2 Implement and maintain Internal Controls

In compliance with the TBS Policy on Internal Controls, the common HR and Pay business processes must align to the Pay Administration Control Framework to ensure controls related to compliance, reporting and operations are met. Processes leading to a financial transaction must be authorized, complete, accurate and timely.

The associated controls apply to:

- Operational Planning, Commitment Control and Salary Management;
- HR processes;
- Pre-Payroll processes;
- Payroll Processes; and
- Post-Payroll processes (before and after the payment release).

#### 1.1.5.3 Maintain Audit Trail

The audit trail process focuses on elements that allow tracking of an entire transaction. These include delegation of authorities' matrices, user profiles, data and files required to reconstruct the sequence of events and the transactions processed.

This process will provide the ability to:

- Ensure supporting evidence (audit trail) exists for all transactions;
- Maintain a record of creation, deletion, modifications or cancellation of records and transactions;
- Maintain a record of the initiating and approving authority; and
- Record the supporting documentation of the transaction.

#### 1.1.5.4 Process Financial Information

The Process Financial Information process focuses on elements that allow Departments to record the transaction into the official Department accounting system.

This process will provide the ability to:

- Record commitments individually or in bulk;
- Determine the applicable financial coding throughout the transaction processing;
- Validate financial coding;
- Manage DRMIS rejects;
- Send all financial transactions to DRMIS as per financial coding standards including line by line items; and
- Attribute military compensation and benefits to program activities (PAA structure).

#### 1.1.5.5 Financial Reporting

The financial reporting process focuses on providing compensation and benefits reports that cannot be produced by the department financial systems.

This process will provide the ability to:

- Create reports with data extracts by accounting and by pay periods;
- Produce reports for earned Pay and Allowances by FY but not yet paid;
- Produce reports relative to CF employees characteristics; and
- Produce reject reports for units.

## **1.2 BUSINESS FUNCTION: MILITARY EMPLOYMENT STRUCTURE**

### 1.2.1 Overview

This business function describes the arrangement of Canadian Forces jobs into structural elements consisting of Career Fields, Occupations and Sub-occupations that collectively provide the necessary management framework and employment specifications for the Personnel Management Cycle of activities across all components of the CF, and throughout the spectrum of conflict. Referred to as the Military Employment Structure (MES), it provides the basis upon which the CF Personnel Management System executes its functions, including personnel generation, recruiting/selection, training, establishment and assignment of personnel, personnel sustainment activities, and career transition.

### 1.2.2 Concept of Operations

The broad concept of operations for the Military Employment Structure (MES) business function is one where CF personnel and their C of C (RegF / ResF), MES Managers at all levels, and Job Analysts perform MES business processes as part of the MES Change

Management Process. MES Managers and Job Analysts are responsible to analyze, develop and maintain job descriptions (JDs) and job structures using various survey methodologies and instruments and applications such as automated job analysis, work management/tracking, structure charting, Command HQ staff would be able to adjust operational jobs in a more timely fashion through direct access to job analysis and structure charting tools, while following sanctioned approval processes. CF personnel and their supervisors and managers at all levels would have direct access to view finalized Job-Based Specifications (JBS) that include JDs, job structures and career paths.

### 1.2.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes;
- Eliminate redundancy within the existing processes;
- Increase the visibility of job information (specifications/descriptions) to Employees to allow them to make decisions on their individual careers;
- Reduce the processing time of changes to job requirements; and
- Increase the accuracy, completeness, and availability of job related information in support of other functions (e.g. Training, Succession, and Performance Appraisal).

### 1.2.4 Transformation

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however certain policies/instructions may require amendment to support the new solution.

### 1.2.5 Business Processes

The following are key business processes underlying the high-level requirements that the solution must address:

#### 1.2.5.1 MES Change Management Framework

##### Ascertain Problems/Issues

The Ascertain Problems/Issues business process focuses on the identifying problem(s) with an Occupation(s). Once a problem(s) has been identified, DPGR will meet with the Occupational Authority and ascertain the problems that can be resolved by DPGR using the MES Change Management Framework and those that need to be resolved through other means.

This business process will provide the ability to:

- To view Establishment change information;
- To view Personnel Generation reports;
- To view Organization & Establishment reports; and
- To view jobs to positions report.

### Job Analysis

The Job Analysis business process focuses on analyzing the identified problem, by collecting and analyzing job information and existing JDs. If required, new JDs are drafted. Jobs are mapped to positions.

This business process will provide the ability to:

- To view all JDs;
- To view Personnel Generation reports;
- To view Organization & Establishment reports
- To view incumbent for all positions selected for analysis;
- To create new JDs; and
- To amend existing JDs.

### Structure Analysis

The Structure Analysis business process focuses on performing a Qualification Requirements Assessment, an analysis of the occupational structure, and identifying various structure options. A modeling process is conducted resulting in a feasibility report.

This business process will provide the ability to:

- To view existing MES construct;
- To create new MES construct;
- To amend MES construct;
- To create career path by MES construct;
- To amend career path information; and
- To link jobs to appropriate MES construct.

### Sponsor Decision/Matrix Brief

The Sponsor Decision/Matrix Brief business process focuses on presenting the process, findings, decisions and recommendations to the Sponsor Advisory Group and HR Matrix.

This business process will provide the ability to:

- To view proposed MES constructs; and
- To track changes to proposed MES constructs.

### Implementation Planning

The Implementation Planning business process focuses on the drafting of the MES Implementation Plan (MES IP). The MES IP clearly identifies the activities required to implement the MES change, and the organization responsible to conduct the activities.

This business process will provide the ability to:

- To view all JDs;
- To view Personnel Generation reports;
- To view Organization & Establishment reports;

- To view proposed MES construct; and
- To view career path information by MES construct.

### Implementation

The Implementation business process focuses on the implementation of the various action items identified in the MES IP. Where problem arise with the MES IP, a Matrix meeting is held to solve the problem.

This business process will provide the ability to:

- To activate new JDs;
- To activate new/amended MES construct;
- To view Organization & Establishment reports;
- To view rank to rank ration for a given MES construct; and
- To view career path information for a given MES construct

#### 1.2.5.2 MES Steady-State sustainment

The MES steady-state sustainment business process focuses on the maintenance of existing JDs and MES construct.

This business process will provide the ability to:

- Ability to amend the MES construct (occupations, sub-occupations and jobs);
- Ability to create and amend Job Descriptions;
- Ability to create and amend Employment Qualifications; and
- Ability to create amendment reports.

## **1.3 BUSINESS FUNCTION: ORGANIZATION AND ESTABLISHMENT**

### 1.3.1 Overview

This business function describes the process to manage and maintain all organization structures, entities and establishment data in DND in accordance with the National Defence Act and ancillary orders and directions. The Organization and Establishment structures are then used by other parts of the organization to effectively manage personnel.

### 1.3.2 Concept of Operations

The broad concept of operations for the Organization and Establishment business function is one where the Director Defence Force Planning (DDFP) maintains a single view of the entire DND/CF organization. The maintenance of all sections, subordinate sub-sections and positions is done by service agents according to established processes. The process includes incorporating job management impacts, civilian position structure changes, etc. Strong internal controls are required to process changes. Authority will be delegated to Commanders to move positions at the section level, with automated rules,

delegations and notifications required to enable decentralized management while maintaining a single, central view of the CF establishment. O&E managers will initiate establishment change requests directly, and be provided direct access to view the status of their requests. Central approving authorities will have the ability to link CFOOs and MOOs to the appropriate establishments providing access for all business specific specialists to Organizational Orders.

### 1.3.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes;
- Eliminate redundancy within the existing processes;
- Increase visibility of the DND organization by various hierarchies (e.g. Position, Unit, etc.);
- Reduce processing time of the Establishment Change (EC) process;
- Increase control mechanisms of the EC process;
- Increase the visibility and progress of EC activities; and
- Increase control and accuracy of expenditure management reporting.

### 1.3.4 Transformation

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however certain policies/instructions may require amendment to support the new solution.

### 1.3.5 Business Processes

The following are key business processes underlying the high-level requirements that the solution must address:

#### 1.3.5.1 Maintain Organization Structure

The Maintain Organization Structure business process focuses on reflecting the hierarchy of military and civilian (and combined) organization units from the CDS/DMs office down to the various units and detachments. The organization descriptions and the hierarchy of units are defined in CFOOs and MOOs, following a strict process of approvals.

This business process will provide the ability to:

- Maintain all relevant organization information such as descriptions, base support identification, financial coding, etc.; and
- Maintain the hierarchy of organization units and detachments, including historical views of that hierarchy.

### 1.3.5.2 Maintain Establishment Structure

#### Manage Sections

The Maintain Establishment Structure – Manage Sections business process focuses on representing lower level organization groupings (sections, sub-sections) that are not governed by CFOOs or MOOs. These groupings provide individual units the flexibility to organize their establishments so that they can manage their positions and people in a more practical manner.

This business process will provide the ability to:

- Maintain all relevant section information including the link to the organization unit or detachment to which it belongs;
- Maintain the organization structure, including sections and all subordinate sub-sections; and
- Maintain historical, current, future and proposed planning establishment data.

#### Manage Positions

The Maintain Establishment Structure – Manage Positions business process focuses on the maintenance of all positions in the integrated Total Force establishment. It includes maintaining all positions within the DND/CF including military (RegF, ResF), civilian, full-time, part-time, proposed, designated, etc.

This business process will provide the ability to:

- Make changes to their establishment without central approvals;
- Make requests for new/changes to positions, including reporting structure; and
- Create new positions based on existing positions.

### 1.3.5.3 Link Positions to Financial Controls

The Link Positions to Financial Controls business process focuses on the linking of all positions to the specific financial codes responsible for the position. As part of the position management process, it is imperative that positions are assessed within the financial controls and occupation structures set out by the organization.

This business process will provide the ability to:

- Assess the impact of new/changes to positions on the allocation and financial envelope of the organization making the request; and
- Perform analyses of position and financial information using advanced analytical tools.

#### 1.3.5.4 Provide Information to Other Applications

The Provide Information to Other Applications business process focuses on the integration to external applications for Organization and Establishment information. As the single source of organization descriptions and structures, this information must be made available electronically to all other applications throughout the DND/CF so that consistent and accurate organization-based reporting can be done. Some key applications that require this information include DRMIS (formerly MASIS/FMAS), CFSS, TO&E.

This business process will provide the ability to:

- Transfer the organization structure and organization information to other applications within DND.

## **2 PERSONNEL MANAGEMENT BUSINESS FUNCTIONS:**

### **2.1 BUSINESS FUNCTION: CAREER MANAGEMENT**

#### **2.1.1 Overview**

This business function describes the series of processes of managing and administering a CF member's career. The function encompasses a series of distinct processes, related by the affect they have on a CF member's continued service in the CF. Processes include career planning (both from an individual and organization perspective), annual posting cycle (RegF) and employment opportunities (ResF) maintenance, performance reviews, organization succession planning, career administrative reviews, and release (both voluntary and compulsory).

In general, Career Management encompasses the requirements to balance organizational priorities (i.e. filling of key positions / vacancies) with CF member career preferences and aspirations. The focus is on assessing and identifying CF personnel to fill position requirements in a timely manner, thereby minimizing the time that the position remains vacant or filled with an unqualified CF member.

Included in the more broad definition of Career Management are those processes that either evaluate the viability of a CF personnel continued service in the CF (i.e. Admin Review), or conduct the necessary steps to terminate the CF personnel service in the CF (i.e. Release).

#### **2.1.2 Concept of Operations**

The broad concept of operations for the Career Management business function can be best described within each related process.

For Career Planning, positions requiring succession planning will be identified. Career Managers or C of C will identify and target candidates for succession using skill matching functions and results of performance appraisals. A focus will be on ensuring CF personnel have fulfilled all the requirements needed to assume the responsibilities of the targeted senior positions.

For Annual Posting Cycle and Employment Opportunities Maintenance, Career Managers in consultation with the C of C will be able to assess groups of individuals to determine best fit for the jobs/positions managed through the posting cycles (Regular Force) or employment opportunities (Reserve Force). Career Managers will be supported in the process with notifications identifying a CF personnel interest in certain jobs or locations and with facilities to track, approve, and generate statistics on the posting process. With a focus on encouraging openness and transparency in the process, information will be made available to the relevant stakeholders (e.g. CF personnel, C of C, Career Managers, Career Field / Occupation Authorities, Branch Advisors, Force Employers, etc.)

For Performance Reviews, evaluations will be carried out and approved by the C of C, with CF personnel having direct access to view the results and steps within the process. Selection boards will have access to performance rankings and will communicate and generate career progression decisions resulting from the board (e.g. promotions).

For Administrative Reviews, the C of C would notify a CF member that a review has been initiated. Each step in the review process will be tracked, with visibility by necessary stakeholders (e.g. C of C, CF member, Career Manager, CO, DMCA, etc.) to the progress / status of the review.

For Release, whether triggered by a CF member (voluntary release) or a related process (compulsory release), support will be provided to initiate the process and to track the progress of activities. Release requests will be routed to the appropriate authorities for approval and processing. In cases where a CF member has not fulfilled the required obligations, the authorities to conduct further action will be notified (e.g. payment recovery). Upon release, additional organizations will be notified of the need to initiate further release related processes, such as the termination of benefits, compensation account reviews, and external organization notifications (e.g VAC, Pension).

### 2.1.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes;
- Eliminate redundancy within the existing processes;
- Provide visibility to CF personnel (RegF and ResF) into all Career Management processes;
- Reduce manual processing related to all Career Management processes;
- Reduce processing time for all Career Management processes;
- Increase the accuracy and timeliness of CF member benefit entitlements related to Career Management processes;
- Increase the efficiency of the audit process; and
- Increase the accuracy, completeness, and availability of CF member Career Management data for external organizations (Pension, VAC).

### 2.1.4 Transformation

The project must comply with existing Regulations and Policies. While certain administrative support policies (instructions) will require amendment to support the new solution, the following specific policy area is targeted for transformation:

- Policies and Instructions will be amended to develop an integrated and standardized Reserve Workforce Management framework which will support a Total Force Personnel Management Capability;
- Policies and Instructions will be amended to harmonize and rationalize Regular and Reserve force Posting;

- Policies and Instructions will be amended to reduce the length of time required and to improve efficiency in the transfer process, which will meet the goal of having a more integrated Total Force; and
- Policies and Instructions will be amended to streamline the occupational transfer process and to ensure that the CF is taking maximum advantage of opportunities to retain skilled personnel.

#### 2.1.5 Business Processes

The following are key business processes underlying the high-level requirements that the solution must address:

##### 2.1.5.1 Manage Individual Career Planning

The Manage Individual Career Planning business process focuses on CF personnel directly providing input to their career plan. Upon commencing Basic Occupational Qualification training, CF personnel are directly involved in the career planning process.

This business process will provide the ability for CF personnel to:

- Have direct access to their own service record, JDs, department ‘sanctioned’ career paths, available positions, etc.;
- Search for jobs of interest and other career opportunities through a variety of approaches; and
- Record their preferred career profile that may include jobs, positions, or locations.

##### 2.1.5.2 Manage Organizational Career Planning

The Manage Organizational Career Planning business process focuses on Career Managers or C of C role in providing guidance and support to CF personnel on the requirements for jobs/positions, following various career paths and then how to sustain the technical and generic requirements of their occupation.

This business process will provide the ability for the Career Manager or C of C to:

- Access the CF member service record including employment and training history, performance evaluations, career profiles, etc.;
- Assess the CF member’s career plans against various job/position vacancies or jobs/positions that will become vacant in the future; and
- Provide guidance to the CF member on the requirements for jobs/positions, following various career paths, etc.

#### 2.1.5.3 Manage Succession Plan for Key Positions

The Manage Succession Plan for Key Positions business process focuses on identifying key organization positions, and then identifying and preparing individuals to fill these key positions in a timely manner. The intent is to minimize the time that the position is vacant, or filled with a yet-to-be qualified individual.

This business process will provide the ability to:

- Identify key positions as needing a succession plan;
- Perform online gap analyses of job/position requirements against a group of CF member's skills, including ranking of CF personnel for best fit; and
- Maintain successive plans to be able to manage the position over the course of several posting cycles.

#### 2.1.5.4 Manage Posting Cycle

The Manage Posting Cycle business process focuses on the Career Managers or C of Cs role in managing the yearly process to fill position vacancies. The yearly posting plot (RegF) or employment opportunities (ResF) is the standard succession planning process that applies to all positions that are managed by Career Managers or C of C. The intent is for the Career Manager or C of C and others stakeholders to analyze member preferences and determine best fit options, while increasing the transparency of posting decisions for CF personnel.

This business process will provide the ability to:

- Manage the current year posting plot (RegF) or employment opportunities (ResF) as well as subsequent posting cycles;
- Identify which positions are to be managed by which Career Manager or C of C; and
- Track the status of filled positions (RegF and ResF) for the posting plot for each Career Manager or for C of C planning purposes.

#### 2.1.5.5 Manage Personnel Movements (other than task)

The Manage Personnel Movements business process focuses on completing the administrative requirements associated with a move of a CF member. With the decision / approval to move a CF member, several processes need to be done to complete the administrative requirements of the process including communications with the CF member, losing unit, gaining unit and URS.

This business process will provide the ability to:

- Complete the administrative requirements of the movement of personnel.

## 2.1.5.6 Manage CF member's Performance Evaluation

### Validate Performance Appraisal

The Validate Performance Appraisal business process focuses on identifying an action plan to improve a CF member's performance (e.g. training, mentoring, assignments), and conducting the performance appraisals along with the various approval / notification processes.

This business process will provide the ability to:

- Incorporate information from face-to-face discussions onto a shared performance evaluation form;
- Identify an action plan to improve performance gaps; and
- Complete the performance evaluation online with the requisite approvals.

### Track Performance Appraisals

The Track Performance Appraisals business process focuses on scheduling performance appraisals to be conducted throughout the year, and tracking the progress for completion. The schedule is published by DGMC and various Reserve Force HQs, and is based on occupation and rank.

This business process will provide the ability to:

- Track the progress of individual performance appraisals; and
- Track the progress of performance appraisals by occupation, by rank and by organization.

### Review of Performance Appraisals

The Review of Performance Appraisals business process focuses on the C of C review of a CF personnel performance appraisal, supported by automate approval and notification processes.

This business process will provide the ability to:

- Review the performance appraisal and all relevant CF member and job/position information; and
- Easily compare performance appraisals for ranking.

## 2.1.5.7 Administrative Reviews

### Initiate Admin Review

The Administrative Reviews - Initiate Admin Review business process focuses on the initiation of a workflow to review a CF member's service record due to an event such as disciplinary actions, medical employment limitation, alcohol/drug abuse, etc. Each event in the review process will be recorded and sent to the appropriate approving authorities.

This business process will provide the ability to:

- Initiate a workflow to conduct an administrative review of a CF member;
- Access a CF member service record;
- Record each event in the workflow; and
- Send the recommendations to the appropriate approving authorities.

#### Record Admin Review Decisions

The Administrative Reviews - Record Admin Review Decisions business process focuses on the recording of specific actions applied to a CF member as a result of an administrative review such as disciplinary actions under the Code of Service Discipline, Employment Limitations, Release, etc.

This business process will provide the ability to:

- Record decision resulting from the administrative review on the member service record;
- Notify the chain of command of any civilian offence as required;
- View the results of the actions on the member's service record; and
- Provide the trigger to initiate other processes such as release, Employment Limitations under Casualty Support, etc.

#### 2.1.5.8 Manage Releases

##### Initiate a Release

The Manage Release - Initiate a Release business process focuses on the activities required to initiate a voluntary release from the CF, and the tracking of the request by the CF member.

This business process will provide the ability to:

- Apply for a release; and
- Track the status of their request directly.

##### Process a Release

The Manage Release - Process a Release business process focuses on the activities to approve, assess the reason for a release, and the notifications of the outcome of a release request.

This business process will provide the ability to:

- Validate approval and assess reason for release;
- Notify the CF member automatically as steps in the release process are completed, including confirmation of move entitlements, cash out of retirement leave, etc.; and
- Automatically generate the release notification to the CF member.

## **2.2 BUSINESS FUNCTION: CASUALTY SUPPORT**

### 2.2.1 Overview

This business function describes the process of reporting and tracking CF personnel that have suffered injuries (Minor / Major, including Death), as well as the tracking of any investigation related to the reported incident / accident.

### 2.2.2 Concept of Operations

The broad concept of operations for the Casualty Support business function would have casualties reported in the Command and Control systems (including CFHIS), with appropriate integrations to supporting systems to address the administrative aspects of casualty management. The support unit will utilize information on the CF member's service record for notification and communication to emergency contacts following established casualty procedures. Members will be identified as casualties, triggering manual casualty support procedures to be enacted and recorded. The appointment of the assisting officer will be recorded to allow access to the Member's service record to assist in discharging the enhanced support role. Casualty information will be made highly visible and passed to VAC to enable support processes to be initiated.

### 2.2.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes, subject to legislative limitations (ref appendix C, para 2.4); specifically, management of Disability Compensation exclusive to the Reserves;
- Eliminate redundancy within the existing processes;
- Provide visibility of all injuries of CF personnel
- Provide tracking of CF member's within the Casualty Support administrative process; and
- Increase the timeliness of processing a CF member's injury administrative measures and entitlements.

### 2.2.4 Transformation

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however certain policies/instructions may require amendment to support the new solution.

### 2.2.5 Business Processes

The following are key business processes underlying the high-level requirements that the solution must address:

### 2.2.5.1 Record Casualty Support Activities

The Record Casualty Support Activities business process focuses on the reporting of incidents by the C of C, and the tracking of further activities related to the incident.

This business process will provide the ability to:

- Complete an incident report that identifies the circumstances of the injury;
- Automatically forward the incident report to the Health Care Worker through the C of C; and
- Track the progress of any investigation that they are involved with.

## 2.3 BUSINESS FUNCTION: GRIEVANCE

### 2.3.1 Overview

This business function describes the process of supporting the entitlements of CF personnel to grieve the outcomes of certain processes. A CF member who has been aggrieved by any decision, act or omission in the administration of the affairs of the CF for which no other process for redress is provided under the National Defence Act (NDA), is entitled to submit a grievance. A grievance follows a standard process through the C of C to the Director of Military Careers Policy and Grievance (DMCPG), and in some cases to the CDS. The information captured throughout the grievance process is considered sensitive in nature (Protected B), requiring a more involved security handling procedure.

### 2.3.2 Concept of Operations

The broad concept of operations for the Grievances business function would have CF personnel being provided direct access to initiate the grievance process, to track the progress of grievances they have submitted, and to be informed of the outcomes of grievance decisions. The grievance authority and the C of C would be supported in executing the grievance process with automated notification and approval processes.

### 2.3.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes;
- Eliminate redundancy within the existing processes;
- Provide visibility of all grievances, subject to privacy requirements;
- Provide visibility of where a CF member is within the process;
- Increase the availability of consolidated data for the analysis of the grievance process; and
- Provide supporting mechanism for the analysis of the grievance process.

#### 2.3.4 Transformation

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however certain policies/instructions may require amendment to support the new solution.

#### 2.3.5 Business Processes

The following are key business processes underlying the high-level requirements that the solution must address:

##### 2.3.5.1 Record Grievances

The Record Grievances business process focuses on the initiation of grievances by a CF member, the notifications that are triggered upon receipt of a grievance, and the recording of the outcome of grievances. A CF member (RegF, ResF) can grieve a variety of decisions made by the CF, including promotions, releases, postings, performance evaluations, benefits, pay, etc.

This business process will provide the ability to:

- Complete a grievance form;
- Automatically forward the grievance to the CO; and
- Track the progress of all grievances that have been initiated.

## 2.4 BUSINESS FUNCTION: HEALTH AND SAFETY

### 2.4.1 Overview

This business function describes the process to develop, coordinate, promulgate and administer the General Safety Program for the department. The General Safety Program, developed by the Director of General Safety (D Safe G), encompasses occupational health and safety policies and guidelines, meets legislated requirements, while providing guidance and direction to reduce accidents, human sufferings and financial losses.

The Health and Safety business function includes the processes for identifying, tracking, and reporting on hazardous occurrences that take place on DND property or to DND personnel while they are conducting work for DND.

### 2.4.2 Concept of Operations

The broad concept of operations for the Health and Safety business function would have CF personnel identifying hazardous occurrences to the C of C, supported later in the process with notifications to additional stakeholders within the Health & Safety C of C. The activities required to investigate, document, and report on hazardous occurrences will be tracked and this information will be made available to necessary stakeholders.

### 2.4.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes;
- Eliminate redundancy within the existing processes;
- Increase the availability of consolidated data for the Health & Safety process analysis;
- Provide supporting mechanism for the Health & Safety process analysis;
- Increase the visibility of financial impacts related to H&S incidents;
- Increase the timeliness of processing health & safety incidents for CF personnel; and
- Increase the visibility of corrective and preventative measures taken.

### 2.4.4 Transformation

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however certain policies/instructions may require amendment to support the new solution.

### 2.4.5 Business Processes

The following are key business processes underlying the high-level requirements that the solution must address:

#### 2.4.5.1 Apply Preventative Measures

The Apply Preventative Measures business process focuses on developing measures to prevent Hazardous Occurrences (HOs) from taking place. Although not limited to training, preventative measures are often aimed at educating people to the risks associated with hazards and how to plan ahead to prevent HOs from occurring.

This business process will provide the ability to:

- Analyse HO information;
- Amend preventative measures each organization is responsible for conducting; and
- Retain a history of preventative measures each organization has conducted.

#### 2.4.5.2 Process Hazardous Occurrences

The Process Hazardous Occurrences business process focuses on notification, processing, and reporting of hazardous occurrences. All individuals performing work for DND have an obligation to notify a supervisor or manager, of all HOs, as soon as it is known a HO has occurred. Once the initial notification has taken place, HRSDC must be informed of specific HOs that involve DND employees.

WCB must also be informed of all HOs, incurring WCB costs, that involve civilian employees and/or Reserve Force (ResF) members.

This business process will provide the ability to:

- Notify individuals involved in the HO process that an HO occurred;
- Link individuals injured in an HO to a specific HO; and
- Assign an investigator to a hazardous occurrence.

#### 2.4.5.3 Monitor Hazardous Occurrences

The Monitor Hazardous Occurrences business process focuses on ensuring complete and accurate maintenance of the Health and Safety program. This Quality Control function ensures that the HO information is valid & complete, that appropriate codes have been created for each HO and that the same HO has not been reported and/or recorded multiple times.

Through the monitoring process, D Safe G can also track the overall impact caused by HOs; including how much money DND spends each year as a result of HOs. These costs may range from the number of days individuals could not work as the result of an injury, to the cost of repairing and/or replacing material assets that are destroyed in HOs.

This business process will provide the ability to:

- Conduct quality control of hazardous occurrence information;
- Report compensation information; and
- Report hazardous occurrence costs.

#### 2.4.5.4 Apply Corrective Measures

The Apply Corrective Measure business process focuses on taking the necessary steps to prevent further HOs from occurring. DND has a responsibility to ensure the safety of all individuals who carry out work for DND. As such, corrective actions must be taken in all instances where an HO has taken place, unless the HO is deemed to be caused by an inherent hazard of the task performed. Corrective actions are utilized after an HO has taken place to prevent other, similar HOs, from occurring

This business process will provide the ability to:

- Analyze hazardous occurrence information;
- Implement corrective actions; and
- Validate corrective actions.

## **2.5 BUSINESS FUNCTION: HONOURS AND AWARDS**

### **2.5.1 Overview**

This business function describes the process to initiate the request for a medal / award, the tracking of status of requests, and finally the awarding of medals / awards to CF personnel.

### **2.5.2 Concept of Operations**

The broad concept of operations for the Honours and Awards business function would have a CF member and/or the Chain of Command initiate the request for a medal / award, track the status of their requests, and upon completion of the process be notified of the outcome of their requests. Supported by automated approval and notification processes, the approving authorities are able to communicate the outcome of medal / award requests. In cases where medals / awards are awarded directly by the CF (e.g. service time), automated approvals and notifications would be used to support communications to the C of C. The approval and awarding of a medal / award will be captured on the CF member service record, and where necessary (e.g. monetary benefit) will trigger the applicable external processes (e.g. recording of fringe benefits).

### **2.5.3 Objectives**

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes;
- Eliminate redundancy within the existing processes;
- Increase timeliness in processing an honour/award for eligible CF personnel;
- Increase the visibility of all applications for Honours & Awards; and
- Increase the tracking capability of where a CF member is in the Honours & Awards administrative process.

### **2.5.4 Transformation**

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however certain policies/instructions may require amendment to support the new solution.

### **2.5.5 Business Processes**

The following are key business processes underlying the high-level requirements that the solution must address:

#### **2.5.5.1 Record Application**

The Record Application business process focuses on the activities of initiating a request for a medal / award, the comparison against eligibility criteria, and the capturing of the final outcome of the process. Active and former CF personnel

can be awarded a CF Medal or award. The awarding of the medal / award can be initiated by the CF based on information in their service record or it can be initiated by an application from the CF member, Unit, C of C, or civilian. The review/assessment process may result in the awarding of a CF Medal or award, which would be recorded on the CF member's service record.

This business process will provide the ability to:

- Complete an application for certain medals, using as much existing information from the CF member's service record;
- Compare the service record information to the eligibility criteria for awarding medals; and
- Determine which medals will be awarded to a CF member.

#### 2.5.5.2 Track Application Progress

The Track Application Progress business process focuses on tracking the progress of requests for a medal / award.

This process will provide the ability to:

- View the status of a medal application; and
- View the service record of the CF member.

## **2.6 BUSINESS FUNCTION: LEAVE AND ABSENCE MANAGEMENT**

### 2.6.1 Overview

This business function describes the management of CF member leave and absence processes for CF member leave and absences from work. Leave is an integral part of the total compensation package. Leave and absences will directly affect the employee's remuneration and will have an impact on the CF member's duty status and benefits.

### 2.6.2 Concept of Operations

The broad concept of operations for the Leave and Absence Management Business Function provides the ability for a CF member to apply for leave or absence request through the C of C, track the progress of their request and maintain an up to date record of the member's leave balances. The solution will determine eligibility and associated entitlements. In some cases, the CF initiates a compulsory leave or absences. Once approved, the solution will process adjustments and record results. The solution will track all absences from work. The solution will maintain all leave credits and manage rules for all types of leave.

### 2.6.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes, subject to legislative limitations (ref appendix C, para 2.4); while the intent is to harmonize processes, Reserve specific processes may differ according to the different benefit entitlements (e.g. Premium in Lieu of Leave);
- Eliminate redundancy within the existing processes;
- Ensure the determination without intervention of the employee eligibility and entitlements;
- Reduce the administrative effort associated with leave management;
- Eliminate manual reconciliation of leave cash out processing;
- Ensure leave/ED&T is approved by the appropriate delegated authority;
- Generate large scale leave requests for units/formations;
- Capture absence without authority and trigger related processes;
- Increase the timeliness of leave processing;
- Increase accountability (visibility and timeliness); and
- Provide employees with timely leave information.

### 2.6.4 Transformation

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however certain policies/instructions will require amendment to support the new solution.

### 2.6.5 Business Processes

The following are key business processes underlying the high-level requirements that the solution must address:

#### 2.6.5.1 Manage leave

CF personnel are entitled to a paid leave benefit based on their employment situation, tenure, operational taskings, and may be granted sick leave or leave without pay. Individual leave requests as well as group leave requests will be processed through the chain of command for approval.

This process will provide the ability to:

- Determine CF member eligibility to various leave types;
- Determine CF member entitlement to various leave types;
- An employee to process a request for leave;
- Service agents to process leave requests in bulk for employees;
- Service agents to process a compulsory leave request for an employee;
- Determine eligibility to cash-out unused leave entitlements;
- A CF member to request a cash-out of leave credits;

- Notify the C of C (Mil/Civ) of requests of leave and leave cash-out requests for approval;
- Service agents to process a forfeiture for exceeded leave entitlements;
- Provide the CF member and the C of C with up to date leave entitlements; and
- Trigger processes to determine eligibility and entitlement to pay, allowances and benefits while on Leave Without Pay (LWOP).

#### 2.6.5.2 Manage absence

CF personnel may request or be placed on a period of absence. Some of these will cause the stoppage of the generation of pay, allowances and benefits, but must not stop the payment of any previously earned pay and allowances.

This process will provide the ability to:

- Service agents to process a period of Absence Without Authority (AWOA);
- Service agents to process a period of Limitations of Payments (LOP);
- Service agents to process a period during which a CF member is 'Missing';
- Service agents to process a period during which a CF member is a of Prisoner of War;
- Service agents to process a period during which a CF member is Interned or Detained by a Foreign Power;
- A CF member to request a period of Exempt Duty and Training (ED&T);
- Notify the C of C (Mil/Civ) of ED&T requests for approval;
- Determine a period of Non Effective Strength (NES);
- Trigger the ceasing of payments;
- Trigger the determination of eligibility to pay, allowances and benefits; and
- Advise the pension solution of leave and absences.

#### 2.6.5.3 Manage Leave Remuneration

The Manage Leave Remuneration business process focuses on compensation in lieu of taking earned leave, and allows Reserve Force members to be compensated for leave during periods of service that does not accrue leave credits.

This business process will provide the ability to:

- Determine leave cash-out entitlement;
- Determine leave forfeiture deduction;
- Determine the Premium In Lieu of Leave (PILL) eligibility;
- Notify service agents and employees of eligibility status;
- Service agents to process a PILL abatement;

- Determine PILL entitlement;
- Record cash-out disbursement information; and
- Provide benefit reporting.

## **2.7 BUSINESS FUNCTION: PROFESSIONAL COMPLIANCE**

### 2.7.1 Overview

This business function describes the process to maintain and track the compliance related activities of CF personnel (e.g. aircraft maintenance technicians) and to compare qualifications against professional compliance standards to ensure government and/or industry standards are being met.

### 2.7.2 Concept of Operations

The broad concept of operations for the Professional Compliance business function deals with the ability to track and compare the compliance activities of CF personnel (RegF/ResF) to professional compliance standards/criteria to ensure compliance with government and/or industry standards. Examples of compliance activities include number of hours of flying time, length of time performing certain jobs, etc.

### 2.7.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes;
- Provide visibility of CF personnel compliance status against legislated / industry standards;
- Provide visibility to the activities within the compliance process;
- Provide tracking of CF member's within the Professional Compliance process; and
- Increase the timeliness of processing compliance related activities for CF personnel.

### 2.7.4 Transformation

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however certain policies/instructions may require amendment to support the new solution.

### 2.7.5 Business Processes

The following are key business processes underlying the high-level requirements that the solution must address:

#### 2.7.5.1 Maintain Compliance Standards

The Maintain Compliance Standards business process focuses on capturing the standards for compliance related activities, to be used in comparison processes. For each government or industry standard, the compliance standards must be maintained.

This business process will provide the ability to:

- Record professional compliance standards based on criteria such as length of time, number of activities in a period of time, etc.; and
- Maintain a history of compliance standards as they change over time.

#### 2.7.5.2 Track Compliance Activities

The Track Compliance Activities business process focuses on the activities to track CF personnel compliance information. Based on the compliance standards, various activities that CF personnel (RegF/ResF) undertake must be tracked.

This business process will provide the ability to:

- Record compliance activities such as length of time doing a job, number of times performing a certain activity, log book entries etc.; and
- Send a request to a supervisor or technical authority to approve that a compliance activity has been completed.

#### 2.7.5.3 Determine Compliance Status

The Determine Compliance Status business process focuses on comparing the approved CF member compliance activity information against the professional compliance standard to determine the overall compliance status.

This process will provide the ability to:

- Access the CF member's compliance activity; and
- Access the professional compliance standard.

## **2.8 BUSINESS FUNCTION: RECRUITMENT**

### 2.8.1 Overview

This function describes the process of attracting prospective candidates to join the CF, receiving and processing their applications, having them perform various evaluations and tests, and making them an offer as a result of a formal selection processes. Upon enrolment into the CF, the individual service record is created enabling Pay processing to occur and triggering appropriate interfaces to other systems such as Pension, CFHIS and other Operational Systems.

## 2.8.2 Concept of Operations

The broad concept of operations for the Recruitment business function is one where applicants deal with the CF through multiple channels. Dealings are not limited to an online application to the CF with electronic documents attached, but also include tracking of their application online, using online tools to schedule various assessment activities, and responding to an online offer from the CF. The RSAs (currently Recruiters) will also be able to deal with applicants in a more flexible, efficient manner using online scheduling tools, automated notifications between recruiters and other support staff, automated assessments and online communications with the applicants. Upon enrolment into the CF, the service record is automatically created enabling Pay processing to occur and triggering appropriate interfaces to other systems such as Pension, CFHIS and other Operational Systems.

## 2.8.3 Objectives

The function objectives are to:

- Harmonize Regular Force and Reserve Force processes;
- Eliminate redundancy within the existing processes;
- Reduce the time period between candidate enrolment into the CF and the start of occupation training;
- Reduce the processing time for skilled applicants and applicants for hard-to-fill occupations; and
- Increase accuracy, completeness, and availability of recruiting related information in support of other functions (e.g. Training, Career Management).

## 2.8.4 Transformation

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however certain policies/instructions may require amendment to support the new solution.

## 2.8.5 Business Processes

The following are key business processes underlying high-level requirements that the solution must address:

### 2.8.5.1 Manage Intake Plan

The Strategic Intake Plan (SIP) is a management tool that articulates the desired intake numbers, for both external and internal recruiting, required to restore and maintain the established manning levels of a given occupation (referred to as the Preferred Manning Levels - PML).

This process will provide the ability to apportion the overall recruiting target identified in the SIP to the appropriate CFRCs and monitor the success of the recruiting campaign against the overall target for the year.

#### 2.8.5.2 Attract Potential Recruits

The Attraction business process focuses on finding the right talent for the CF by posting jobs, providing direct access for an applicant to create their own profile, search available jobs and apply for jobs. Recruiters will also be able to interact with the applicant's, answer questions, help the applicant take The Canadian Forces Aptitude Test (CFAT)/ Trait Self-descriptive Personality Inventory Test (TSD-PI) and encourage the right personnel to join the CF.

The Attraction business process will provide the ability to have direct access to:

- Create, view and update a job opening;
- Post a job opening internally and externally; and
- Interact between recruiters and applicants.

#### 2.8.5.3 Process Applicants

The Processing business process focuses on examining the applicant's qualifications and potential, through a series of verification and checks to determine if an applicant can be enrolled into the CF.

The process will provide the ability to:

- Record, view and update the data of the CF employment application electronically;
- Review all the applicant's qualifications; and
- Assign a military suitability score.

#### 2.8.5.4 Selection

The Selection business process is essentially the culmination of the application processing. All the requirements of Processing must have successfully been met before an applicant can be processed within the Selection business process. The applicant will undergo selection and merit ranking before the job can be offered to the applicant.

The process will provide the ability to:

- Capture and verify applicant details with regards to assessments as well as the results of the assessments;
- Notify defined individuals of the results; and
- Capture job offer details, create and send offer letters electronically to the applicant.

#### 2.8.5.5 Enrolment

The Enrolment business process focuses on preparing enrolment documents, converting an applicant into a CF member through an attestation ceremony and to prepare the necessary documentation required to authorize the newly enrolled

member to travel to the first unit of employment. The final step is to enrol into the HR system.

The process will provide the ability to

- Capture enrolment documentation electronically;
- Enable the creation of the service record; and
- Enable Pay processing to occur.

## **2.9 BUSINESS FUNCTION: TIME MANAGEMENT**

### **2.9.1.1 Overview**

This business function describes the processes for the scheduling and tracking of attendance for Reserve Force members and specific employees of the CF. While the Regular Force currently operates under the assumption of time worked unless specified otherwise, the Reserve Force requires attendance tracking and confirmation of time worked in order to be compensated.

### **2.9.2 Concept of Operations**

The broad concept of operations for the Time Management business function is to schedule authorized work including shift work, electronically collect time worked, record work performed, utilize the approved time worked to determine eligibility and entitlements to various compensation and benefit items, and to provide source information for the Duty Status of a CF member.

### **2.9.3 Objectives**

The project must significantly update the current capabilities; the current processes surrounding Time Management have been subject to repeated audit observations due to the lack of internal controls and extensive manual processing.

The business function objectives are to:

- Implement work scheduling;
- Implement tracking capability;
- Eliminate manual recording of time worked;
- Ensure approval of time worked is applied by the appropriate delegated authority;
- Integrate approved time worked to compensation, benefits management and other related processes;
- Increase operational effectiveness;
- Increase transparency;
- Increase audit ability; and
- Increase accuracy.

#### 2.9.4 Transformation

The project must identify, create and amend policies to support the new solution and processes. Furthermore, certain administrative support policies (instructions) may require amendment to support the new solution.

#### 2.9.5 Business Processes

The following are key business processes underlying high-level requirements that the solution must address:

##### 2.9.5.1 Manage Work Schedule

The Manage Work Schedule business process focuses on the scheduling of full-time and part-time employment in the Reserve Force.

This business process will provide the ability to:

- Determine eligibility to be scheduled for work;
- Establish reservist work schedules (FAA Sec 32), individually and in bulk;
- Determine applicable financial coding;
- Manage reservist work schedules; and
- Notify C of C and employees of work schedules.

##### 2.9.5.2 Record Work Time (Attendance)

The Record Work Time business process focuses on the capture of the attendance of the reservist.

This business process will provide the ability for:

- An employee to electronically record their attendance at work; and
- Service agents to electronically capture the attendance of a reservist, individually and in bulk.

##### 2.9.5.3 Process Work Time

The Process Work Time business process focuses on the method by which attendance is validated against the schedule and sent to Compensation for calculation and payment. This process will also feed the calculation of employee benefits.

This business process will provide the ability to:

- Validate the time worked (attendance) against the work schedule;
- Notify C of C and service agents of discrepancies;
- Process discrepancies (FAA Sec 32);

- Process an employee request for Civil Service Pay;
- Approve time worked (FAA, Section 34); and
- Provide reporting of approved time worked.

## **2.10 BUSINESS FUNCTION: TRAINING AND EDUCATION**

### 2.10.1 Overview

This business function describes the process to manage and administer the training and education of individual CF personnel, as well as the management of collective training. This includes governing professional development, identifying qualification needs, creating professional development activities to meet the qualification requirements, developing instructional strategy design for courses, managing CF course schedules, administering students taking CF courses, and applying the results of any professional development activities (internal or external) to the CF member's service record.

### 2.10.2 Concept of Operations

The broad concept of operations for the Training and Education business function deals with the ability to track and record professional development and collective training activities, such as Military/Civilian training, education, exercises and work experience, and record the achievement of a qualification or activity.

Qualifications are achieved through one or a combination of the following methods: formal DND training course, distant learning (E-Learning), on-the-job training (OJT), pre-course package, formal education, job experience, certification, or some other IT&E event. Many of the DND formal courses will be scheduled, in part, based on job requirements, a Professional Development Plan or on request by a CF member, Career Manager or Training Authority. The processes for requesting, loading, notifying, evaluating and confirming results will be done directly including all requisite approvals and authorizations. To improve the efficiency and timeliness of these processes, automated rules will be used for course loading, generating notifications and recording qualification results. In addition to qualification results, other professional development such as civilian courses and university education will also be recorded on the CF member's service record.

### 2.10.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes;
- Eliminate redundancy within the existing processes;
- Increase timeliness of training management (assignment of employee);
- Increase the visibility of training options to all CF personnel;
- Increase access for CF personnel to initiate training requests; and
- Increase the accuracy of the employee's training record.

## 2.10.4 Transformation

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however certain policies/instructions may require amendment to support the new solution.

## 2.10.5 Business Processes

The following are key business processes underlying the high-level requirements that the solution must address:

### 2.10.5.1 Manage Professional Development

#### Initialize Qualification Requirements

The Manage Professional Development – Initialize Qualification Requirements business process focuses on identifying the qualifications associated to the employment structure (occupations/jobs), assessing the employment needs, and identifying the appropriate method of training to achieve the associated qualification. Methods include one or a combination of the following: formal DND training course, on-the-job training (OJT), pre-course package, formal education, job experience, certification, or some other IT&E event.

This business process will provide the ability to:

- Record a qualification and link it to one or many of the following methods: formal DND training course, E-Learning, on-the-job training (OJT), etc.

#### Initialize Professional Development Activities

The Manage Professional Development – Initialize Professional Development Activities business process focuses on the scheduling of various professional development activities to align with the Master Implementation Plan created by MES Job Analysts.

This business process will provide the ability to:

- Maintain and determine qualification equivalencies; and
- Record a professional development activity and link it to qualification.

#### Initialize Instructional Strategy Design for Courses

The Manage Professional Development – Initialize Instructional Strategy Design for Courses business process focuses on identifying the appropriate method(s) of delivery and course type to achieve a particular qualification. This will then be used to ensure the effective tracking of

training events, and to capture the data required for successful performance measurement reporting.

This process will provide the ability to:

- Identify the unique method of delivery and course type for each qualification.

#### 2.10.5.2 Manage Courses

##### Initialize Course Session Schedules

The Manage Courses – Initialize Course Session Schedules business process focuses on identifying the demand for courses, and producing a schedule of course sessions to fulfill the expected demand.

This business process will provide the ability to

- Assess the demand for specific courses based on recruiting demand, analysis of occupation trends, assessment of CF member skills gaps, etc.;
- Incorporate the impact of course costs in the determination of course schedules; and
- Identify the course sessions, Language of Instruction (LOI) and location, making them available for loading.

##### Manage Course Loading

The Manage Courses – Manage Course Loading business process focuses on specific authorities (e.g. Career Managers, C of C, Training Authorities, CF personnel) applying for or selecting CF personnel to attend specific DND course sessions.

This business process will provide the ability to:

- Review all qualification and course information as it relates to the current job/occupation or another job/occupation of interest;
- Make a direct request for participation in a course session, with all approval and authorizations processed electronically; and
- Load individuals or a group of individuals onto courses individually or based on min/max enrolment rules<sup>7</sup>.

##### Manage Professional Development Results

The Manage Courses – Manage Professional Development Results business process focuses on recording the results of training activities against the CF member's service record. If a course is managed by DND,

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<sup>7</sup> Will validate during definition with DLN.

updates are done automatically upon course completion. The results of all other IT and E events are also recorded. Rules are applied to determine if and when qualifications are to be applied to the CF member's service record.

This business process will provide the ability to:

- Manage the status of the course;
- Generate all course completion messages online; and
- Receive all DND course results information directly.

### Manage Collective Training

The Manage Courses – Manage Collective Training business process focuses on recording the outcome of more unit based training type activities. Collective Training activities, whereby a group of CF personnel (RegF/ResF) take part in an exercise or equivalent, are critical to the CF's ability to maintain a well-trained force. To determine the best fit candidates for jobs and operations, it is imperative that Collective Training activities are reflected on the CF member's service record.

This business process will provide the ability to:

- Identify a Collective Training activity;
- Link Collective Training activity to Organization Such as Units, Ships Squadrons);
- Assign a CF member, or a group of CF personnel, to a Collective Training activity; and
- View the CF member's service record to confirm that their participation on Collective Training activities has been reflected accordingly.

### **3 PERSONNEL MANAGEMENT RESULTING BUSINESS FUNCTIONS**

#### **3.1 BUSINESS FUNCTION: BENEFITS MANAGEMENT**

##### 3.1.1 Overview

This business function describes the process to make available to employees various Social Programs, on top of their normal pay. Such benefits may be mandatory or voluntary and in all cases, the benefit will affect the employee's income.

##### 3.1.2 Concept of Operations

The broad concept of operations for the Benefits Management business function is to process the enrolment into the various benefit plans, determine eligibility, associated obligation or entitlement, and trigger the applicable Compensation entries. Employees will receive automated notifications of their eligibility and entitlement status and will have the ability to update any changes to their personal factors directly. Service agents will be provided notifications of new requests and changes to benefits entitlements through workflow, allowing them to finalize the requests.

##### 3.1.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes, subject to legislative limitations (ref appendix C, para 2.4); while the intent is to harmonize processes, Reserve specific processes may differ according to the different benefit entitlements (e.g. Regular and Reserve specific dental plans, BC Medicare group plan for Regular Force/self-administered plan for Reserve Force);
- Eliminate redundancy within the existing processes;
- Integrate the benefits management processing within the solution, utilizing existing HR information to determine eligibility and entitlement;
- Increase the timeliness of benefits processing;
- Provide employees with timely benefit information;
- Convert personal cheque payments for benefit premiums to Electronic Funds Transfer (EFT);
- Eliminate manual reconciliation of employer premium payments; and
- Eliminate breaks in benefit coverage and unnecessary employee application forms.

##### 3.1.4 Transformation

The project must comply with existing Regulations and Policies. While certain policies/instructions may require amendment to support the new solution, the following specific instructions are targeted for transformation:

- Public Service Health Care plan policies will be reviewed and amended to eliminate breaks in benefit coverage and unnecessary employee application forms due to component transfers, change in class or length of service, period of

employment extensions, annuitant breaks in service, release, in/out Canada postings with dependants, LWOP periods and LOP;

- Dental care process will be transformed to reduce administrative burden at unit levels;
- SISIP process will be transformed for the determination of insurance coverage and avoid dual data entry between SISIP and DND's systems;
- Disability compensation process will be transformed to avoid overpayments.
- BC Medicare process will be transformed to ensure coverage cease dates are actioned in a timely fashion and proper employer share remitted; and
- Subsidized benefits will be transformed to determine the appropriate fringe benefit and avoid redundant data input in multiple systems.

### 3.1.5 Business Processes

The following are key business processes underlying high-level requirements that the solution must address:

#### 3.1.5.1 Manage Health Care Plans (PSHCP)

The Manage Health Care Plans business process focuses on managing the enrolment into the plan for CF employees and/or their dependants based on their eligibility.

This business process will provide the ability to:

- Determine the eligibility;
- Notify service agents and employees of eligibility status;
- Manage the PSHCP application process;
- Determine employee and employer rates;
- Determine fringe benefit; and
- Provide benefit reporting.

#### 3.1.5.2 Manage Dental Care Plans (PSDCP)

The Manage Dental Care Plans business process focuses on managing the administration of the Government sponsored dental care plan that CF employees may participate in to cover themselves and/or their dependants.

This business process will provide the ability to:

- Determine plan eligibility;
- Notify service agents and employees of eligibility status;
- Manage the PSDCP application process;
- Determine fringe benefit;
- Determine and process dental diversion; and
- Provide benefit reporting.

### 3.1.5.3 Manage Medicare Benefits

The Manage Medicare Benefits business process focuses on the administration of provincial health care benefits. This includes the application, deduction, determination and/or reimbursement of the government share.

This business process will provide the ability to:

- Determine eligibility to GoC Group provincial healthcare plan;
- Determine eligibility to self-administered provincial healthcare plan;
- Notify service agents and employees of eligibility status;
- Notify provincial healthcare administrator of eligibility status change;
- Process member invoices and determine the employee re-imburement;
- Process provincial invoices, determine the employee deduction and employer share;
- Determine the fringe benefit; and
- Provide benefit reporting.

### 3.1.5.4 Manage Employer Insurance Plans - SISIP

The Manage Employer Insurance Plans business process focuses on the insurance plan provided to CF employees through the Service Income Security Insurance Plan (SISIP). There are compulsory and voluntary components to this group insurance plan.

This business process will provide the ability to:

- Determine the eligibility to compulsory SISIP insurance plans;
- Determine the employee and employer deductions rates;
- Determine fringe benefit;
- Determine the eligibility to voluntary insurance plans;
- Notify service agents and employees of eligibility status;
- Manage the voluntary insurance plan application process;
- Determine insurance plan deductions;
- Determine and process yearly deduction update; and
- Provide benefit reporting.

### 3.1.5.5 Manage Disability Compensation

The Manage Disability Compensation business process focuses on providing compensation to Reserve Force members during a period of injury, disease or illness which is attributable to military service and the injury, disease or illness continues beyond the period of service during which it occurred.

This business process will provide the ability to:

- Validate eligibility to Disability Compensation;
- Notify service agents and employees of eligibility status;
- Determine Disability Compensation interim entitlement;
- Process Disability Compensation settlement;

- Process Disability Compensation recovery; and
- Provide Disability Compensation reporting.

### 3.1.5.6 Manage Termination Benefits

The Manage Termination Benefits business process focuses on the process by which CF Employee's receive certain benefits upon termination of employment with the CF, including death.

This business process will provide the ability to:

- Determine eligibility to Severance Pay;
- Determine eligibility to Reserve Force Retirement Gratuity;
- Determine eligibility to Supplementary Death Benefit Plan participation;
- Determine eligibility to Reserve Force Death Gratuity;
- Notify service agents and employees of eligibility status;
- Determine entitlement of benefit;
- Record disbursement information; and
- Provide benefit reporting.

### 3.1.5.7 Manage Subsidized Benefits

The Manage Subsidized Benefits business processes focus on the processing of employer subsidized benefits for CF employees living in northern regions, government and executive parking, and government provided meals.

#### Northern Region Benefits

This business process will provide the ability to:

- Determine eligibility to Northern Region benefits;
- Notify service agents and employees of eligibility status;
- Process Northern Leave Travel Assistance request;
- Determine Northern Region Deemed benefit for housing;
- Determine fringe benefit for Northern Quarters;
- Determine fringe benefit for Northern Rations; and
- Provide benefit reporting.

#### Parking Benefits

This business process will provide the ability to:

- Capture CF member government assigned parking;
- Process executive employee reimbursement request;
- Determine employee deduction;
- Determine fringe benefit; and
- Provide benefit reporting.

### Meal Benefits

This business process will provide the ability to:

- Process government provided meals; and
- Determine the fringe benefit.

## **3.2 BUSINESS FUNCTION: COMPENSATION**

### 3.2.1 Overview

This business function describes the processing of the employee's basic pay, allowances, deductions, adjustments, loans, calculations, payments, recoveries and payroll reporting.

### 3.2.2 Concept of Operations

The broad concept of operations for the Compensation business function is to determine the employee's pay rate and eligibility, process the employee's pay and allowance entitlements, process and record deductions, manage loans, perform the required calculations, adjustments, process payments to and on behalf of the employee twice a month, process recoveries and payroll reporting. As a Financial Information Strategy compliant department, DND is required to process all payments through Public Works Government Services Canada (PWGSC). All entitlements, obligations and adjustments must be derived from existing HR and Corporate information, and Canadian Forces (CF) employees informed of impending changes to their Pay.

### 3.2.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes subject to legislative limitations (ref appendix C, para 2.4); while the intent is to harmonize processes, it is recognized that certain processes will be applicable to only the Regular Force and others only to the Reserve Force due to the different eligibility criteria to entitlements;
- Consolidate Regular Force and Reserve Force Pay records into a single Pay record;
- Ensure the determination without intervention of the employee pay rate, eligibility and entitlement, based on employee HR information;
- Ensure the determination without intervention of the employee allowance eligibility and entitlements, based on employee HR information;
- Create a seamless end-to-end process for the management of posting loans;
- Increase the timeliness of compensation processing;
- Eliminate redundancy within the existing processes;
- Eliminate manual reconciliation;
- Eliminate the business of interface transactional correction and reject processing between HR and Pay processing;

- Reduce the administrative effort associated with third party deductions (allotments) where services are provided by financial institutions;
- Convert manual Foreign Currency payment processing to Electronic Funds Transfer (EFT);
- Reduce manual processing of off-cycle payments;
- Increase accountability (visibility and timeliness) of overpayment recovery; and
- Provide employees with timely compensation information.

#### 3.2.4 Transformation

The project must comply with existing Regulations and Policies. While certain policies/instructions may require amendment to support the new solution, the following specific policy areas are targeted for transformation:

- CF pay and allowance calculations are based on a mix of monthly and daily rates depending on the class of service (Reserve Force) and the type of allowance (continuous/casual). Pricing methodology will be reviewed and harmonized into a single pay pricing rule;
- Foreign currency payroll policies will be reviewed and amended if required to leverage GoC outside Canada payment capabilities; and
- The replacement of cheque payments by CF personnel with Pre-Authorized Debits from employees' bank accounts requires a review of default payment instructions and policies.

#### 3.2.5 Business Processes

The following are key business processes underlying high-level requirements that the solution must address:

##### 3.2.5.1 Manage Employee Pay Record

The Manage Employee Pay Record business process focuses on the creation and the ongoing maintenance of an employee's Pay information. On enrollment to the Canadian Forces the solution must create an employee pay record. This record must be maintained throughout the career of the employee.

This business process will provide the ability to:

- Initiate the pay record for a new employee;
- Audit and close out the pay record;
- Re-activate a prior pay record;
- Notify pension solution;
- Trigger the determination of pay, allowances, deductions and benefits;
- Maintain the pay record; and
- An employee to record banking arrangements.

##### 3.2.5.2 Manage Employee Basic Pay

The Manage Employee Basic Pay business process focuses on the determination of a CF employee's rate of pay and eligibility. There are numerous factors

required to determine an employee's pay rate. The initial values for these factors are determined during the recruiting process. These factors will be updated / maintained throughout the career of the employee primarily through the Career Management process.

This business process will provide the ability to:

- Determine the employee's pay rate entitlement;
- Service agents to process annual salary pay rates;
- Determine employee eligibility to pay;
- Increment the pay rate on the accumulation of time;
- Determine applicable financial coding; and
- Notify the employee of any change to their entitlement.

#### 3.2.5.3 Manage Employee Allowances

The Manage Employee Allowances business process focuses on the determination of employee's allowances. These allowances are managed through a combination of eligibility and entitlement factors which can be position based or task based.

This business process will provide the ability to:

- Determine the eligibility to various allowances (currently 155 types);
- Notify CF member and service agents of eligibility;
- Determine the entitlement to eligible allowances;
- Determine the level based on historical information;
- Determine allowance financial coding;
- Service agents to approve allowance entitlement (FAA Sec 34);
- Notify the employee of any change to their entitlement; and
- Determine and process the next allowance level increment.

#### 3.2.5.4 Manage Employee Deductions

The Manage Employee Deductions business process focuses on the process by which factors are captured to determine the appropriate statutory, compulsory (e.g. garnishments), DND and voluntary deductions. These factors will be used in the calculation of deductions during the payroll generation process.

This business process will provide the ability to:

- An employee and service agents to manage Statutory deductions;
- Service agents to manage Compulsory deductions;
- Service agents to manage DND deductions; and
- CF personnel to manage Voluntary deductions.

#### 3.2.5.5 Manage Loans

The Manage Loans business process focuses on the ability to determine employee eligibility, process an application, determine and manage the repayment schedule. Posting loans are offered to CF Employees, posted to certain locations outside of

Canada. Members who have a posting loan and are subsequently posted to another location outside Canada, may be entitled to an additional loan.

This business process will provide the ability to:

- Determine eligibility to a loan;
- Notify CF member and service agents of eligibility;
- A CF member to process a loan application;
- Determine and validate loan entitlement;
- Notify C of C of loan application for approval;
- C of C to approve loan;
- Process determine the repayment schedule;
- Manage the repayment of the loan;
- Manage the loan disbursement; and
- Provide loan statements to CF personnel.

#### 3.2.5.6 Manage Adjustments

The Manage Adjustments business process focuses on manipulating a member's pay record. During the career of an employee, circumstances will occur that require the corrections, adjustments, and the processing of miscellaneous debits or credits to the pay record.

This business process will provide the ability to:

- Process miscellaneous manual adjustments;
- Process Obligatory Service adjustments;
- Process manual accumulator adjustments;
- Process ledger adjustments; and
- Process manual exception processing.

#### 3.2.5.7 Manage Recoveries

The Manage Recoveries business process focuses on identifying the debit balance of an employees pay record and managing the recovery of the monies owed. This process must include the prompt identification of the overpayment to initiate the process.

This business process will provide the ability to:

- Identify pay records with a debit balance;
- Notify employees and service agents of debit balances; and
- Manage the repayment.

#### 3.2.5.8 Perform Calculations

The Manage Calculations business process focuses on the calculation of all pay and benefits owed to an employee. This process combines the determined rates of pay and allowances with the employee's work schedule and calculates the amounts payable to a member.

This business process will provide the ability to:

- Calculate pay;
- Calculate allowances;
- Calculate benefits;
- Calculate fringe benefits;
- Calculate adjustments; and
- Calculate deductions.
- Calculate net entitlement;
- Perform pay calculation simulations; and
- Perform loan calculation simulations.

#### 3.2.5.9 Process Payments

The Process Payments business focuses on the disbursement of funds to employees, OGDs and 3<sup>rd</sup> parties, and the collection of funds from employees.

This business process will provide the ability to:

- Generate inside Canada regular cycle payments;
- Generate outside Canada regular cycle payments;
- Generate 3rd party payments;
- Generate remittances;
- Process off-cycle payments;
- Record external off-cycle payments;
- Service agents to override regular cycle payments;
- Manage PAD collections;
- Approve release of payments and remittances (FAA Sec 33); and
- Process returned payments.

#### 3.2.5.10 Report Payroll

The Report Payroll business process focuses on the production of reports required from payroll data. The process includes, production of pay statements and Records of Employment in conjunction with regular cycle payroll, any legislated reporting requirements, and management requested reports. It will send payroll transactions to the departments financial system (DRMIS) and report required information to external and internal stakeholders such as, but not limited to, the pension system, CRA, Revenue Quebec, SISIP, Services Canada, OSFI, DRMIS, PWGSC SPS system, etc.

This business process will provide the ability to:

- Report payroll information to the departmental financial system (DRMIS);
- Report employee information to the Office of the Superintendent of Financial Institutions;
- Report payroll information to CRA and provincial taxation offices;
- Produce legislative reports;
- Produce management reports;
- Provide employees with pay statements;

- Provide employees and Service Canada with Record Of Employment; and
- Produce historical pay statements.

### **3.3 BUSINESS FUNCTION: SERVICE RECORD MANAGEMENT**

#### 3.3.1 Overview

This business function describes the processes to create, manage and administer the data contained in the CF member's service record. It will allow CF personnel to directly maintain certain information on their own service record. Where necessary, information must be validated prior to being accepted by the CF.

#### 3.3.2 Concept of Operations

The broad concept of operations for the Service Record Management business function deals with the ability to maintain a CF member's information. The service record will contain all personal information required for the management of the CF member.

The current paper based records will be consolidated into a "one-stop-shop" single entity. The service record will commence when a CF member is enrolled and will record evolution of the member throughout their career up to final retirement, including transfers between components/sub-components or any re-enrolment into the CF.

It is the responsibility of the CF member to ensure that their service record is accurate and up-to-date.

#### 3.3.3 Objectives

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes;
- Eliminate redundancy within the existing processes;
- Increase the visibility, accuracy and completeness of the service record;
- Reduce manual paper based processes for the service record;
- Increase the timeliness in updating the service record;
- Increase the tracking capabilities of service record change request requiring approval;
- Provide a single and complete service record of all information pertaining to a CF member at any given moment; and
- Provide timely and accurate information to external sources (e.g. VAC).

### 3.3.4 Transformation

The project must comply with existing Regulations and Policies. While certain policies/instructions will require amendment to support the new solution, the following specific policy area is targeted for transformation:

- Policies and Instructions will be amended to harmonize Regular and Reserve Forces service records and provide for a single record from enrolment to release and beyond.

### 3.3.5 Business Processes

#### 3.3.5.1 Creation of the Service Record.

The Creation of the Service Record business process focuses on a CF member's service record being created upon enrolment in the CF from the initial data captured on a contact/applicant. At this point; the service record will be part of CF Personnel Records and shall be managed IAW with various legislations and policies.

This business process will provide the ability to:

- Provide the CF access to the member's service record to ensure accuracy and provide the ability to make career decisions;
- Provide the CF member direct access to his/her record for validation as well as to help him/her make decisions with regards to their employment situation and career; and
- Link to the source document for verification.

#### 3.3.5.2 Management of the Service Record.

The Management of the Service Record business process focuses on the management of the service record throughout the member's career. It will contain all personal information required for the Personnel Management cycle such as biographical information (i.e.: language, DOB, Gender, etc), domestic (life changes) events (i.e. marriages, births of children, etc), career information (i.e. rank, occupation, employment history, assignments, professional development, etc.) that might affect the member's pension, annuity, pay, allowances, benefits or expenses.

This business process will provide the ability for:

- Service agents to view, maintain and update the service record;
- CF member to view and modify the data contained in their own service record. Where changes impact benefits or other approvals are necessary, the approving authority will be automatically notified of the change or request for change;
- Tracking change requests and notifying the CF member when the changes have been processed;

- Automatically notifying the service agents when a request to amend a CF member's service record has been submitted; and
- Linking to source document for verification.

Note: The maintenance of much of this information is identified in other business processes.

### 3.3.5.3 Service Record Retention.

The Service Record Retention business process focuses on retaining the service record throughout a member's career and upon a member's release for a definite period dictated by policy and legislation.

This business process will provide the ability to:

- Access historical information on demand for authorize users;
- Maintain access to all digital source documentation;
- Manage the service record as mandated by policy and legislation (i.e. five years retention for DND up to 90 years retention by Library and Archives Canada (LAC)); and
- Manage data archiving transfers to LAC.

### 3.3.5.4 Manage Various Business Processes within the Service Record.

This business process focuses on supporting business processes such as the Personal Emergency Notification (PEN), Notification of Next of Kin (NOK) and Statement of Ordinary Residence. These supporting processes provide information that is part of the service record and as such the business processes need to be captured.

This business process will provide the ability to:

- Directly capture the information in a members service record; and
- Enable communication or interaction with interested parties if required.

#### 3.3.5.4.1 Process Requests for Information.

The Process Requests for Information business process focuses on providing the required information to authorize users when required.

This business process will provide the ability to:

- Enable the authorized user the possibility to create their own specific reports, such as a CD, NES, PER, Honours & Awards, etc.;
- Provide the authorize users with up-to date information (i.e. daily information downloads); and
- Provide third party information as required and authorized.

### **3.4 BUSINESS FUNCTION: STRENGTH MANAGEMENT**

#### **3.4.1 Overview**

This business function describes the process of managing HR data to reflect Total-Force personnel accountability and military readiness. This data empowers Commanders and leaders at all levels to make risk-assessed strategic decisions and effectively manage, screen, track, and optimize their workforce.

#### **3.4.2 Concept of Operations**

The broad concept of operations for the Strength Management business function is to capture, maintain and present accurate, reliable and timely personnel accountability and military readiness HR data.

A Total-Force personnel tracking capability (Duty Status) provides real-time accountability reporting. The intent is to track all personnel movements greater than 24 hours away from a member's attached unit.

A Total-Force readiness tracking capability (Readiness Status) provides real-time and projected force-readiness reporting. The intent is to track all personnel activities that affect personnel readiness (e.g. fitness status, medical category, scheduled temporary duty, universality of service, etc.)

In concert with other initiatives tasked to create a Total-Force Establishment linked to capabilities, Duty Status and Readiness Status functions will be a powerful tool to assess CF readiness and select the best-qualified members or units for military operations.

#### **3.4.3 Objectives**

The business function objectives are to:

- Institute new processes focused on effectively capturing Duty and Readiness Status HR data in one system of record; and
- Provide Commanders real-time Duty and Readiness Status reports.

#### **3.4.4 Transformation**

The project must comply with existing Regulations and Policies. While certain policies/instructions may require amendment to support the new solution, the following specific policy area is targeted for transformation:

- Policies and Instructions must be established to manage Total-Force readiness and personnel accountability.

### 3.4.5 Business Processes

The following are key business processes underlying high-level requirements that the solution must address:

#### 3.4.5.1 Track Personnel Movement

The Track Personnel Movement business process focuses on personnel accountability. CF personnel operate in a dynamic environment with frequent deployments, training attendance, temporary duty, official travel and personal holidays. It is imperative we know where CF personnel are at all times.

This business process will provide the ability to:

- Differentiate between multiple Duty Status categories;
- Project future personnel movement;
- Be sufficiently responsive and intuitive to facilitate rapid, real-time updates; and
- Have a robust reporting capability to present vital data to Commanders.

#### 3.4.5.2 Track, Manage and Report Readiness Data

The Track, Manage and Report Readiness Data business process focuses on supporting the extensive requirements to ensure CF personnel are ready to deploy and meet specific operational demands. These requirements cover a broad spectrum of academic courses, equipment qualifications, medical preparedness, fitness, pre-deployment training, current travel documents, immunizations, weapon qualifications, security clearances, threat briefings and many more.

This business process will provide the ability to:

- Track and manage myriad readiness-related data fields;
- Be sufficiently responsive and intuitive to facilitate rapid, real-time updates; and
- Have a robust reporting capability to present vital data to Commanders.

## **3.5 BUSINESS FUNCTION: PERSONNEL GENERATION**

### 3.5.1 Overview

This business function describes the process to more effectively plan and budget for recruiting, training, external sourcing of the workforce by providing capabilities to analyze supply and demand trends (attrition, intake, etc.) for complex competencies, identify gaps and design plans to fill those gaps by the production of the strategic intake plan.

### 3.5.2 Concept of Operations

The broad concept of operations for the Personnel Generation business function is one where the Personnel Generators, Force Generators and Force Employers use advanced analytical tools to analyze a wide range of organization, establishment, occupation, CF capability, attrition, compensation and personnel information to model, identify and project the workforce requirements for the subsequent 5 years.

### 3.5.3 Objectives

The business function objectives are to:

- Eliminate redundancy within the existing processes;
- Increase the availability of consolidated data and supporting mechanism for personnel generation analysis;
- Increase the timeliness of making changes to the Strategic Intake Plan (SIP); and
- Increase the visibility of Personnel Generation outputs in support of other HR processes (e.g. Recruiting, Training).

### 3.5.4 Transformation

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project, however certain policies/instructions may require amendment to support the new solution.

### 3.5.5 Business Processes

The following are key business processes underlying the high-level requirements that the solution must address:

#### 3.5.5.1 Conduct What-if Modeling

The Conduct What-if Modeling business process focuses on altering certain parameters and/or baseline information that is used in the analysis process to see the impacts on the analysis results, and maintaining the results to support comparison of what-if scenarios.

This business process will provide the ability to:

- Adjust certain input parameters and baseline information, such as the number of target personnel, attrition rates, job demands, compensation levels, etc.;
- Maintain a history of all scenarios including the parameters that defined the scenario; and
- Compare the results of multiple scenarios.

### 3.5.5.2 Develop Personnel Generation

The Develop Personnel Generation business process focuses on the production of the Strategic Intake Plan (SIP), Personnel Status Reports, and other workforce based plans. Plans are produced based on a review of organization, establishment, occupation and CF capability requirements, combined with personnel information, terms of service rules, attrition calculations, employment structures, training capabilities, etc.. These personnel generation identify and project workforce requirements for the subsequent five years.

This business process will provide the ability to:

- Access all CF capabilities (current and future, real and potential) within various operating scenarios;
- Access all jobs (RegF/ResF), Military Employment Structures (MES) and related information; and
- Integrate all accessible information, including the results of personnel gap analyses, in a variety of scenarios using advanced analytical tools to generate personnel generation.

### 3.5.5.3 Approve Personnel Generation

The Approve Personnel Generation business process focuses on obtaining the necessary approvals of various workforce based plans by the requisite approval authorities.

This process will provide the ability to:

- Automatically notify successive levels in the C of C of the various personnel generation scenarios that must be approved; and
- Approve personnel generation online, with the requisite approval authorities.

## **4 OUT OF SCOPE FUNCTIONS:**

### **4.1 BUSINESS FUNCTION: DEVELOP COMPENSATION PACKAGE**

#### **4.1.1 Overview**

The broad concept of operations for the Develop Compensation Package Business Function depicted the processes to conduct benchmark analysis on employment and compensation factors both internal and external to the CF using the DWAN and internet. Pay Evaluators were to analyze current and historical workforce information such as JDs, the MES, qualifications, allowances and pay to determine adjustments to the total compensation package.

This Business Function is out of scope. The Personnel Management System does not provide the analytical capabilities required to address this function. While personnel and compensation information will be available to the evaluators, the analytical tools will not.

### **4.2 BUSINESS FUNCTION: PENSION**

#### **4.2.1 Overview**

In July 2010, the Sponsor Oversight Committee directed that the Pension function be removed from the scope of the MPMCT. The Pension function will be addressed by the Military Pension Renewal project.

While the Pension function itself is out of scope, it is recognized that significant HR and Pay information will need to be provided to the Pension Solution, and that the Pension Solution information will be required by the Compensation processes to properly calculate and deduct pension contributions.

### **4.3 BUSINESS FUNCTION: TASKING SUPPORT**

#### **4.3.1 Overview**

Tasking support (tactical systems) other than provision of member personnel and compensation information required to support tasking is out of scope.

This should not be confused with the in-scope requirement of tracking personnel movements on taskings required by the various HR management processes.

## **APPENDIX C - NON FUNCTIONAL REQUIREMENTS**

The Non-Functional Requirements relate indirectly to the Business Functions described in Appendix B. These requirements are represented in two parts:

- General Non-Functional Requirements: The solution must address the requirements; and
- Out-of-Scope Non-Functional Requirements: The solution will not deliver the functionality.

### **1 GENERAL NON-FUNCTIONAL REQUIREMENTS:**

#### **1.1 REQUIREMENT: CORPORATE PROCESSING**

##### 1.1.1 Overview

Updates and changes to percentages, rates and amounts in the corporate tables will be required on a recurring basis. These actions will affect numerous employees. The change in value may be future dated or retroactive. A facility must be provided to centrally update the corporate values and re-calculate any entitlement or obligation applicable to the affected employees. All current, historical and superseded values must be maintained for audit purposes. All corporate changes must be subject to thorough validation before commitment.

##### 1.1.2 Business Requirements:

- 1.1.2.1 Manage corporate values;
- 1.1.2.2 Validate corporate value changes; and
- 1.1.2.3 Process corporate adjustments.

#### **1.2 REQUIREMENT: DATA**

##### 1.2.1 Overview

A prime objective of the solution is to ensure timely and accurate information is available to the Commanders and employees. It is essential that the solution have the appropriate information on record to assure trouble free processing. The solution shall incorporate converted data from the HRMS, CCPS and RPSR legacy applications, and identify procedures to obtain and load information not currently available.

##### 1.2.2 Business Requirements:

- 1.2.2.1 Extract timely and accurate information;
- 1.2.2.2 Ensure data integrity;
- 1.2.2.3 Identify data incompatibilities;
- 1.2.2.4 Report data incompatibilities to data business owners;

- 1.2.2.5 Convert all required data from the HRMS, CCPS and RPSR legacy applications; and
- 1.2.2.6 Establish procedures for data not currently available from legacy applications.

### **1.3 REQUIREMENT: INTERACTING SYSTEMS**

#### 1.3.1 Overview

The number of interacting systems is to be reduced to increase data integrity and quality, and reduce processing and training needs; namely the HR and Pay solutions (HRMS 7.5, CCPS and RPSR). There are a number of systems that will benefit from the solution information while there are others that will contribute to the solution through the exchange of data. The following list is subjected to change and it may not be inclusive.

#### 1.3.2 Business Requirements – Internal to DND:

- 1.3.2.1 Interact with HRMS 8.9 (Civ Pers);
- 1.3.2.2 Interact with DRMIS (financial management system);
- 1.3.2.3 Interact with CFHIS (health information);
- 1.3.2.4 Interact with DLN (training);
- 1.3.2.5 Interact with Automated Cashier System (off-cycle payment system);
- 1.3.2.6 Interact with Canadian Forces Personnel Support Agency (CFPSA) administrative system;
- 1.3.2.7 Interact with SISIP systems;
- 1.3.2.8 Interact with DCSM Mission Support System;
- 1.3.2.9 Interact with Unitrak (D Food Svcs system);
- 1.3.2.10 Interact with HAMIS (CFHA); and
- 1.3.2.11 Interact with Claims-X (for TD purposes).

#### 1.3.3 Business Requirements – External to DND:

- 1.3.3.1 Interact with CF Pension system (CCPS-Pension or PWGSC)<sup>8</sup>;
- 1.3.3.2 Interact with PWGSC-Standard Payment System (regular cycle payment system);
- 1.3.3.3 Interact with Provincial Medicare program systems;
- 1.3.3.4 Interact with Bank of Canada, Canada Savings Bond system;
- 1.3.3.5 Interact with Service Canada (HRDC Records Management);
- 1.3.3.6 Interact with Canada Revenue Agency;
- 1.3.3.7 Interact with Revenue Quebec;
- 1.3.3.8 Interact with the Office of the Superintendent of Financial Institutions system (OSFI);
- 1.3.3.9 Interact possibly with WSIB; and
- 1.3.3.10 Interact possibly with PSHCP (Sun Life).

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<sup>8</sup> Currently planning to migrate to PWGSC.

## **1.4 REQUIREMENT: PRIVACY**

### 1.4.1 Overview

The solution must comply with GoC and DND Privacy Acts, Regulations and Policies. The project shall ensure that only production environments contain live data. All personal information types processed in the solution shall be reported to TB and Privacy Commissioner IAW the above policies. The solution shall apply appropriate measures to protect the personal information, including non-production information and test files.

### 1.4.2 Business Requirements:

- 1.4.2.1 Process live information in production environment only;
- 1.4.2.2 Process un-identifiable (test/masked/altered) information in non-production environments; and
- 1.4.2.3 Report all information types to TB and the Privacy Commissioner.

## **1.5 REQUIREMENT: RECORDS RETENTION**

### 1.5.1 Overview

Complete information for active and released Members must be maintained for a period of no less than 98 years. Access to historical information must be granted on demand. Demand may entail processing changes to the information with follow on changes to employee entitlements or obligations. The solution must maintain access to all digital source documentation. Information used as a baseline as a result of missing historical information during the conversion exercise must clearly be identified as such.

### 1.5.2 Business Requirements:

- 1.5.2.1 Manage data pruning;
- 1.5.2.2 Manage data archiving; and
- 1.5.2.3 Manage source document retention.

## **1.6 REQUIREMENT: SECURITY**

### 1.6.1 Overview

A robust system security is required to manage and confirm solution access. The authority to view and process shall be dependent on the type of user and the specific user. Data stored and processed by the system will be designated Protected A (PA), Protected B (PB) and in some cases Protected C (PC). The delivered solution will apply appropriate safeguards to mitigate any associated risks. This will be done using combination of security capabilities inherent within the ERP Application and the available IT infrastructure.

At this time, instances where the information related to the identification of employees to certain organizations such as JTF2 personnel, has been identified as protected C. Aggregate Strength Management information may exceed the Protected B level. This will be defined further during the definition phase.

All project personnel involved with the manipulation of designated information MUST have a security clearance commensurate to the information being manipulated.

#### 1.6.2 Business Requirements:

1.6.2.1 Manage user permissions;

1.6.2.2 Manage employee security sensitivity; and

1.6.2.3 Manage sensitive information.

### 1.7 REQUIREMENT: SYSTEM ACCESS

#### 1.7.1 Overview

The system must be accessible to various types of users, subject to Security and Privacy specifications. The main users of the system are:

- Commanders: the ability to view, extract and receive notifications of information specific to their organizational needs;
- Delegated Managers: the ability to view, extract, receive notifications and process approvals of information specific to their delegated authorities;
- Business Specialists: the ability to initiate, view, extract, update and delete information related to the specific Business Function;
- Functional Analysts: the ability to view, extract, analyse information, and make the necessary corrections;
- Technical Analysts: the ability to schedule system processes;
- Security Specialists: the ability to manage user accounts and permissions;
- Service Agents: the ability to initiate, view, extract, process information on behalf of an employee or a group of employees, and process approvals of information specific to their delegated authorities;
- CF Personnel: the ability to initiate, view, extract, receive notifications and process changes of information pertaining to the employee; and
- Family Member: under certain conditions, the ability to initiate, view, extract, receive notifications and process changes of information pertaining to the employee, if authorized by the employee (a valid proxy must be on file).

- 1.7.2 Business Requirements:
  - 1.7.2.1 Validate user; and
  - 1.7.2.2 Validate processing rights (CRUD).

## **1.8 REQUIREMENT: SYSTEM AVAILABILITY**

### 1.8.1 Overview

The CF operates worldwide and requires regular access to information to provide the required services. Extended periods where the information or services will not be available requires advance notification.

- 1.8.2 Business Requirements:
  - 1.8.2.1 Ability to operate 18/6; and
  - 1.8.2.2 Ability to view data 24/7.

## **1.9 REQUIREMENT: SYSTEM PERFORMANCE**

### 1.9.1 Overview

System performance capabilities must allow for timely provision of services. As transaction occur that information will be updated and processed immediately to ensure the most accurate information is available at all times.

- 1.9.2 Business Requirements:
  - 1.9.2.1 Ability to operate in all DND locations (Canada, US, Europe, deployed environment e.g. Afghanistan);
  - 1.9.2.2 Ability to interoperate with key DND and GoC departmental ERPs (e.g. VAC) as well as sufficient flexibility to eventually exchange HR and Pay information with other CF, OGD and allied nations' operational systems;
  - 1.9.2.3 Ability to interface with readiness applications or systems that require MPM information for the further execution of business processes; and
  - 1.9.2.4 Ability to support the disconnected operations of certain business processes via the Government Secure Network or other DND security approved access.

## **1.10 REQUIREMENT: SYSTEM SURVIVABILITY**

### 1.10.1 Overview

Continued integrity of the system environment must be assured. Survivability plans must be established to ensure survivability in the event of a disaster.

### 1.10.2 Business Requirements:

- 1.10.2.1 Minimum out of service time;
- 1.10.2.2 Solution survivability plan;
- 1.10.2.3 Manage backup; and
- 1.10.2.4 Manage recovery.

## **1.11 REQUIREMENT: USER INTERFACE**

### 1.11.1 Overview

The user interface identifies the requirements of how the solution must interact with the various types of users.

### 1.11.2 Business Requirements:

- 1.11.2.1 Ability to interact in both official languages (English and French);
- 1.11.2.2 Ability to set standard date format to eliminate date confusion (i.e. 11 July or 7 November); and
- 1.11.2.3 Ability to align to GoC common look and feel guidelines.

## **2 OUT OF SCOPE NON-FUNCTIONAL REQUIREMENTS:**

### **2.1 REQUIREMENT: DATA CLEANSING – NON CORE SYSTEMS**

#### 2.1.1 Overview

Resourcing for data cleansing for systems not targeted for conversion is out of scope.

Note: the Project will ensure that systems requiring conversion will be cleansed (to the extent possible) of erroneous data.

### **2.2 REQUIREMENT: DOCUMENT MANAGEMENT**

#### 2.2.1 Overview

A new document management system is out of scope.

This will continue to be dependant upon current matrix organizations for delivery and support.

### **2.3 REQUIREMENT: HARDWARE**

#### 2.3.1 Overview

Hardware such as Public Key Infrastructure tokens required on the client workstation for connected operations access via the internet is out of scope.

The provision of end-user hardware such as laptops or workstations with necessary security encryption to achieve protected B status for deployed operations is out-of scope

This will continue to be dependant upon current matrix organizations for delivery and support.

### **2.4 REQUIREMENT: LEGISLATIVE CHANGES**

#### 2.4.1 Overview

Changes to legislation such as the *National Defence Act* are out of scope.

## **2.5 REQUIREMENT: PEOPLE SOLUTION CENTER**

### 2.5.1 Overview

A People Solution Centre (PSC), the cornerstone of the support concept, was originally intended to be enabled to serve as the primary contact point for all matters pertaining to military HR and Pay, in support of CF operations worldwide.

This requirement is out of scope as the ability to re-define matrix support organizations is beyond the project's authority. The project shall limit their involvement in this area to organizational readiness; specifically, the project will ensure that the matrix support structure is ready for deployment of the solution.

## **2.6 REQUIREMENT: REMOTE ACCESS**

### 2.6.1 Overview

Network access, bandwidth, and any additional security infrastructure required for deployed operations of any type, including ships, are out of scope.

The provision of HR/Pay data to support disconnected operations by a means other than via the Government Secure Network or other DND security approved access is out of scope.

These will continue to be dependant upon current matrix organizations for delivery and support.

## **2.7 REQUIREMENT: SECURITY OF CLASSIFIED INFORMATION**

### 2.7.1 Overview

Safeguarding and access to information of a secret and above classification, and application support to secret deployed operations, is out of scope.

## **2.8 REQUIREMENT: SINGLE SIGN-ON**

### 2.8.1 Overview

Single sign on to Defence Wide Area Network and the HR Applications Portal is out of scope.

## **2.9 REQUIREMENT: SYSTEM DECOMMISSIONING – NON CORE SYSTEMS**

### 2.9.1 Overview

System decommissioning and archiving of legacy data not converted to MPMCT is out of scope.

# **Project Charter**

## **Military Personnel Management Capability Transformation**

**Project Number 00001576**



**Project Sponsor: CMP**

Version 4.1  
Dated: 21 Sep 2011

### RECORD OF AMENDMENTS

<b>Version No.</b>	<b>Amendment Date</b>	<b>Description</b>
0.6	27 Nov 08	First published draft.
1.0	26 Feb 09	Second published draft.
1.1	12 Mar 09	First draft including comments by SRB members.
1.2	16 Mar 09	Final draft for approval by SRB.
1.3	20 Mar 09	Final version with minor edits resulting from SRB endorsed process.
2.0	8 Sep 09	First draft of revisions to approved project charter.
2.1	9 Sep 09	Draft revisions with comments from MPMCT personnel.
2.2	13 Oct 09	Final updated version with minor edits resulting from SRB endorsed process.
2.3	15 Oct 09	Updated version with inclusion of Terms of Reference for Procedures Leader.
2.4	23 Nov 09	Update to note transfer of responsibility from DGEAS to DGIMPD
3.0	17 Dec 09	Update to reflect changes in project structure and associated terms of reference, project cash flow, and membership on various committees.
3.1	8 Jul 10	Update to reflect removal of pension from project scope as well as changes in project structure, governance and personnel.
3.2	23 Aug 10	Updated Cash Flow – Vote 5 table and list of SRB Members (Annex B) – from similar detail in PPRA And made minor edits to text throughout to ensure consistency with review comments on Business Case from CMP.
3.3	21 Sep 10	Correct minor changes and edits to ensure consistency with the latest version of PPRA (18 Aug 10).
3.4	25 Oct 10	General edit of structure and content to ensure clarity and consistency with adjustments to related documents such as the Business Case (V 3.0)
3.5	03 Dec 10	Further adjustments to format and detail in project schedule table.
3.6	7 Jan 11	Adjustment to project cost and sponsorship.
4.0	31 Aug 11	Adjustments to costs, timelines, personnel changes, roles

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		and duties; addition of Military Personnel Management Transformation initiative linkages, terms of reference for Project Leader – Implementation, project Steering Committee, and statement of understanding for matrix personnel tasked to the project.
4.1	21 Sep 11	Addition of CMP and ADM(IM) to SRB membership

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## **1 PROJECT OVERVIEW**

### **1.1 Project Sponsor**

The Project Charter for the Military Personnel Management Capability Transformation (MPMCT) is issued on authority of the project sponsor, Chief Military Personnel (CMP) to govern all phases of the MPMCT project. The Project Charter is a living document and shall be amended as required to keep it current with the scope and status of the project.

### **1.2 Reference Documents**

This Project Charter has been prepared in accordance with the following guidelines:

- a. Defence Planning & Management (DP&M), May 2004; and
- b. Project Approval Guide (PAG)

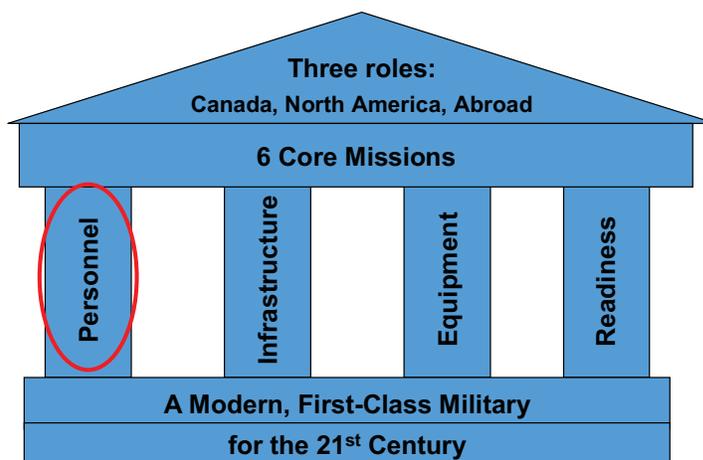
The following major documents also contain important information relating to this project:

- a. CDS Initiating Directive for the Military Personnel Management Capability Transformation – 21 May 2008
- b. MPMCT Business Case;
- c. MPMCT Statement of Operational Requirements;
- d. MPMCT Project Complexity and Risk Assessment (PCRA); and
- e. MPMCT Project Profile and Risk Assessment (PPRA).

### **1.3 Background**

As the Canadian Forces (CF) transformation, launched in 2005 to realign the CF for success in the modern battle space, progressed, it became clear that the next priority would need to be transformation of the military personnel management system. In launching this next step, we are cognizant of the Chief of Defence Staff (CDS) views as evident in speeches and transformation documentation that CF Human Resources (HR) policy must focus on three imperatives: the operational mission of the CF; the requirements and needs of soldiers, sailors, airmen and airwomen; and alignment with Government direction. The ability to align with this three-fold direction is dependent on a relevant, responsive, flexible, and integrated Military Personnel Management (MPM) capability.

The business need is fully aligned with the CFDS which provides a road map for the modernization of the CF and associated investments to produce a *“first class, modern military that is well trained, well equipped and ready to take on the challenges of the 21<sup>st</sup> century”*.



**“Rebuilding the CF - Investing across the four capability pillars.” (CFDS)**

**“The effective generation, employment and sustainment of the human capability is the core of Military Personnel Management.” (CF Mil Pers Doctrine)**

Figure 1 CFDS Pillars

The MPMCT project will address issues in three of the four pillars of the CFDS.

- a. Personnel, the first pillar, accounts for as much as 51% of the CFDS budget allocation over the next 20 years. Given the tremendous investment in people and the fundamental contribution to the defence capability, investment in transforming the personnel capability is an essential part of the delivery of CFDS over the years to come.  
 “People are Defence’s most important resource”<sup>1</sup>. To deliver on the Government’s level of ambition and rebuild the CF as detailed in the CFDS, “the Canadian Forces must be a fully integrated, flexible, multi-role, combat capable military”<sup>2</sup>. An effective MPM System will assist Canadian Forces/Department of National Defence (CF/DND) leadership in making well-informed balanced investments across all four capability pillars (personnel, equipment, readiness and infrastructure).
- b. Infrastructure, the second pillar of the CFDS, includes the technology infrastructure as represented by the Department’s commitment to developing and supporting a Defence Enterprise Resource Planning (ERP) capability, the primary goal of which is to harmonize and integrate Departmental business processes to better facilitate decision making across the enterprise. Integral to this strategy and commitment is the need to provide a collaborative approach to legacy system consolidation, as well as direct new requirements, to the targeted ERP platform.
- c. Operational Readiness, which forms the third pillar of the CFDS, is dependent on improved information management and data visibility, to support decision making

<sup>1</sup> CFDS, p. 4

<sup>2</sup> Ibid. p. 14

in the areas of Strength Management, Reserve Employment Posting and Component and Occupational Transfer.

The CF needs a more flexible personnel generation capacity and must transform the approach to Military Personnel Management to ensure the continued delivery of essential personnel management and compensation and benefits services. Transformation of the MPM System will provide the agility needed to serve the evolving needs of those in uniform, rebuild an integrated CF, increase operational readiness, increase record management capability and accuracy, eliminate policy and process barriers impeding recruiting, retention, employment and access to benefits and services, provide Commanders and individuals with timely decision support based on accurate information, contribute to generating the right people, having the right qualifications at the right time, at the right place, and in the best way.

While CF and Military Personnel Command (MILPERSCOM) transformation initiatives have made considerable progress in modernizing the MPM System, the urgency of the need and the scope of change required, demands the establishment of a focused corporate/institutional initiative aimed at transforming the CF personnel capability. To that end, the MPMCT project was launched through a 21 May 2008 CDS Initiating Directive and established in the Financial Managerial Accounting System (FMAS) as project number 00001576 through the Synopsis Sheet (Identification) signed 14 January 2009.

#### **1.4 Capability Deficiencies**

There are many areas of CF personnel generation and readiness requirements for operations that are not adequately serviced by the current MPM, they are:

- a. The need for visibility to allow for example Total Force (Regular and Reserve) readiness assessment, is changing in ways that the current MPM framework and IM/IT enablers cannot adequately support. The state of MPM policies and the need for agile, accessible and understandable MPM policy instruments were briefed to Armed Forces Council (AFC) and the Defense Management Committee (DMC) in 2008. The current Queen's Regulations & Orders (QR&O) are based on constructs of the 1950's. Elements of Cold War mobilization and force generation concepts continue to exist in regulations and these constructs are such that they no longer support the needs of 21st century operational readiness, particularly with respect to utilization of the Reserve. The multiple policies and complex processes required to manage within the regulatory framework, in many cases, impede integration and stand as obstacles to the introduction of modern military personnel management policies and practices. Over time, this situation has resulted in inefficiencies and a huge administrative burden. Attempts to modernize policy and process without first modernizing the regulatory framework have created overly complex policy instruments and produced disjointed and sometimes conflicting policy direction;
- b. Decision support and reporting to government are currently impaired due to lack of data integrity, the need for multiple queries of separate systems, and, a requirement for a certain amount of data manipulation to respond to questions as

- basic as how many people are currently serving within the Regular and Reserve components;
- c. The MPM approach is now based on an outdated regulatory framework, a hotchpotch of sometimes contradictory policy instruments and documents, including Defence Administrative Orders and Directives (DAOD), Canadian Forces Administrative Orders (CFAO), Military Personnel Instructions, Canadian Forces General messages and a mass of processes and procedures made overly complex by the need, for various workarounds, to implement the intent of the archaic regulations in a highly customized system, to support the modern operational context. The implementation of new policies and processes to support Total Force personnel generation including Strength Management, Reserve Employment, Posting and Temporary Duty (TD), Component and Occupational Transfer, succession planning and core personnel management and career administration, will continue to be impaired in the absence of modernization of the regulatory and policy framework and the transformation of business processes enabled by a robust technology infrastructure;
  - d. Whether on operations, in static units or in a headquarters environment, people are transitioning much more frequently between job assignments and components/sub-components. The need for greater integration of the Regular and Reserve (mainly the Primary Reserve sub-component) is also driven by the need to generate and retain personnel with the right competencies, now and into the future;
  - e. Personnel assignment transitions and component transfers are not well supported by current processes and systems. Indeed, the lack of proper integration between the various applications that support MPM, as well as the lack of integration between Human Resource Management System (HRMS) with the Central Computerized Pay System (CCPS) and the Revised Pay System for the Reserve (RPSR) often seriously jeopardizes the ability to put the right people, having the right qualifications, in the right place, at the right time and in the best way. DND and the CF will not gain best value from the significant investment in people, without an integrated MPM approach capable of providing work force analytics, appropriate performance measurement as well as and internal and external reporting/decision support;
  - f. Data quality and integrity are significant problems within the existing PeopleSoft 7.5 HRMS and within the pay system (CCPS and RPSR). There is no capability in place to rationalize and harmonize data into one single source of true “Total Force” personnel information, which leads to multiple data entry and increased risk of errors. Personnel Reporting has become a patchwork of standard and custom, all of which are difficult to validate. Increased risks in decision-making and lack of confidence in the IM/IT systems have resulted in a continuing proliferation of independent and sometimes overly-complex applications that are costly to maintain or which, because of the lack of integration, detract from the credibility of the system of record;

- g. The CF is currently using only 20%-30% of the functionality delivered with PeopleSoft version 7.5. Most of the functionality being used is underutilized. For example, Position Management and Competency Management use only about 50% of the delivered features. In addition to being underutilized, several custom built modules were developed to automate somewhat ineffective and inefficient paper-based processes, rather than exploiting the built-in functionality of PeopleSoft 7.5. In short, instead of changing old business processes to increase flexibility and take advantage of the Commercial-Off-The-Shelf (COTS) application, decisions were made to customize the COTS;
- h. From a technical perspective, the personnel and pay systems suffer from obsolescence. Over-customization and the sheer number of applications currently in use, have made the systems largely unsustainable. Further, the technical viability of the current personnel systems has become critical. Business continuity cannot be assured. The military personnel data resides in a highly customized version of PeopleSoft that is no longer maintained by Oracle for technical support, patches or repairs. The Regular Force pay system and associated pension module are COBOL-based. The toolsets used to maintain the applications are still supported by the vendors, but end of life dates have been notified and the pool of personnel capable or willing to work with these systems is shrinking rapidly; and
- i. The Reserve Force pay system has severe limitations, which because it is separate from the Regular Force system, adds to the complexity of managing component transfers and moving reservists into operational positions for deployments. The need for the manual transfer of records from the RPSR to CCPS for Reservists on operational deployments has, on occasion, left the reservist in limbo for extended periods of time, relying on manual to the member and extensive manual involvement to correct accounts.

For the reasons cited above, it is imperative that the Department make the necessary funding and resource commitments that will allow the MPMCT project to transform the business of Military Personnel Management. Only through the delivery of a modern regulatory and policy framework, transformed business processes, and a state-of-the-art, comprehensive application, or integrated suite of modern applications, can DND and the CF achieve the level of ambition detailed in the *Canada First* Defense Strategy and investment plan.

### **1.5 Service Capability Gaps**

The above deficiencies and many others are captured in one form or other in the CF Strategic Capability Roadmap (SCR) that sets the targets for Force Development activity and provides guidelines for Force Generators. The MPMCT project is aligned with the SCR objectives and will contribute to alleviating deficiencies within the Personnel Management domain, by addressing inadequate capacity and capability in order to provide:

- a. Common Operational Picture (COP) and Situational Awareness (SA) at the strategic and operational level to facilitate managed readiness;
- b. command support planning capability at the strategic and operational levels;

- c. decision support processes to facilitate managed readiness;
- d. planning capability to facilitate managed readiness;
- e. information exchange mechanisms at the strategic and operational level;
- f. information exchange mechanisms at the tactical level;
- g. enforce Enterprise Architecture processes, policies and standards;
- h. deliver and enforce authoritative data;
- i. establish and provide IM/IT core enterprise services; and
- j. operational-level personnel administration and support in theatre.

A list of the SCR capability gaps to be addressed, either fully or partially, appears at Annex A.

## **1.6 Objectives and Outcomes**

The MPMCT project objective is to establish a modern, flexible and integrated MPM capability. Transformation of the MPM capability will produce the following outcomes, as identified using the Treasury Board Outcomes Management<sup>3</sup> methodology.

### **1.6.1 Strategic Outcomes**

The required business transformation will provide the agility needed to:

- a. increase alignment with Government of Canada requirements;
- b. achieve further integration of the Regular and Reserve Forces;
- c. eliminate policy and process barriers impeding recruiting, retention, employment and access to benefits and services; and to
- d. serve the evolving operational and administrative needs of those in uniform;
- e. increased operational readiness;
- f. transformed MPM capability; and
- g. to manage and track the right person, Right place, Right time, Right qualifications and Best way.

Transformation of the Military Personnel Management capability in these areas will further result in:

- a. an integrated and rationalized Military Personnel Management framework to support CF components, sub-components, commanders, men and women in uniform;
- b. a new MPM approach, including research based personnel policy, pay and benefits, integrated processes and procedures, seamless service delivery, and IM/IT solutions;

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<sup>3</sup> <http://www.tbs-sct.gc.ca/emf-cag/outcome-resultat/outcome-resultat-eng.asp>

- c. a new agile integrated Pers and Pay system that is responsive to legislative, regulatory and policy changes in order to allow timely implementation of changes to pay and benefits, and to provide individuals with ready access to their own pay and benefits information; and
- d. a Total Force MPM approach in which commanders, sailors, soldiers, airmen and airwomen have confidence.

#### 1.6.2 Operational Enhancements

The planned integration of policy, transformation of business process and information management functionality will also result in significant enhancements to MPM operational capabilities, as represented by:

- a. capability to optimize the work force;
- b. timely and accurate pay and benefits delivery;
- c. seamless transition from pay to pension;
- d. integrated IM/IT COTS enablers with minimum customization; and
- e. access to relevant & reliable data & information through self-service based on roles and need to know.

This will support achievement of the following target operational outcomes:

- a. increased capacity and capability for operational/institutional employments;
- b. increased retention of members;
- c. increased member operational readiness (availability);
- d. increased members satisfaction (Morale);
- e. increased effectiveness and efficiency of commanders and staff;
- f. more informed decision making;
- g. increased confidence in System of Record;
- h. increased confidence in the MPM approach by all stakeholders; and
- i. increased compliance with mandated standards.

## **2 PROJECT AUTHORITY**

### **2.1 Project Champion**

Through the Military Personnel Management initiative (see 5- Organizational Structure and Relationships), the Associate Deputy Minister is the project Champion. As such he will assist in:

- a. establishing project priority and visibility within the Department and outside (Deputy Ministers (DMs), Other Government Departments (OGDs), and Central Agencies);
- b. promoting self-service to facilitate the access to accurate complete, reliable, relevant and timely information;
- c. leading change with respect to security practices aligned with the Government of Canada (GC) and industry standards; and
- d. influencing corporate priorities to obtain required regulatory changes and Treasury Board (TB) approvals in timely manner.

### **2.2 Project Stakeholders**

The MPMCT project scope, which is related to strategic investment and to interoperability direction, is fully supported by the Department. The CMP, as the Functional Authority for MPM, is the sponsor for the MPMCT project. The CMP is fully engaged and committed to the success of the project.

The Assistant Deputy Minister (Information Management)(ADM (IM)) is the implementer of the project.

Other Primary Stakeholders include the three Environmental Chiefs of Staff, the Assistant Deputy Minister (Finance and Corporate Services) (ADM(Fin CS) and the Assistant Deputy Minister (Materiel) (ADM (Mat)).

Secondary Stakeholders<sup>4</sup> include organizational groups and agencies as well as individuals throughout the CF who depend upon access to a current and valid base of personnel information. This includes groups and individuals such as:

- a. operational commanders;
- b. training and in-service support organizations;
- c. strategic planners for recruitment and deployment analysis;
- d. CF members and their families; and
- e. Veterans Affairs Canada.

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<sup>4</sup> The Secondary stakeholders are those who depend on, or will be affected by, the actions of the Primary stakeholders.

### 3 PROJECT SCOPE

#### 3.1 Work and Services Included

The project scope reflects the need to transform policies and procedures, and to streamline and integrate business processes to facilitate the implementation of a transformed MPM approach in support of core operational objectives. The planned harmonization and rationalization of regulations, policies and business processes will be aligned with CF transformation goals and objectives, and will be enabled by the concurrent delivery of the upgrade/replacement of existing IM/IT enablers. Specifically:

Compensation & Benefits Transformation – will result in harmonization and simplified processes for all CF components, providing for a seamless and streamlined transition between Pers and Pay, eliminating redundancy and extended timelines.

Policy Transformation – will result in transformed policies with supporting processes and procedures which will leverage technology to allow CF members to take responsibility and accountability for their own information and personnel transactions whenever possible, while maintaining appropriate safeguards and audit frameworks consistent with Government of Canada policies and legislative requirements.

Business Continuity – will ensure alignment with on-going matrix activities to leverage best practices inherent in the technology, and a seamless transition to in-service support in multiple areas for those processes and procedures, that are not to be transformed, but are part of the MPMCT scope.

Technology Upgrade – will ensure the deployment of modern and sustainable IM/IT enablers. The existing IM/IT enablers will be updated/replaced with an integrated (ERP based) solution that will support the policy framework and business processes.

These changes will involve:

- a. upgrade of the existing HRMS based on PeopleSoft 7.5 to the latest commercially available version of PeopleSoft (V9.x);
- b. replacement of the CCPS, which was first developed in 1965 and later reengineered in 1999, and the RPSR, which was based on Interim Reserve Pay and Personnel System (IRRPS) and Ceridian for calculations and payments, with PeopleSoft Payroll North America and Time and Labor (V9.1), leveraging the contracts of the PWGSC Pay Modernization project; and
- c. definition and implementation of additional MPM capabilities.

Leveraging policy transformation and upgrade of the IM/IT enablers to conduct process improvement will also ensure new processes are implemented with a minimum of customization, thereby ensuring alignment with the Defence ERP Strategy and IT infrastructure, reducing implementation complexity, and minimizing future maintenance costs. Transformation of the approach to Military Personnel Management in these areas will result in:

- a. rationalization and transformation of key policies;
- b. use of streamlined business processes; and
- c. implementation of modern sustainable technologies.

The end state will be a transformed, integrated and responsive approach to military personnel management for CF Commanders and leaders at the strategic, operational and tactical levels.

### **3.2 Options Analysis phase**

The Option's Analysis phase has resulted in an approach to pursue Definition with a more holistic view of the entire scope of the project, thereby mitigating certain project risks and aligning to GC best practices. The scope will continue to be refined throughout the Definition phase. The changes to be delivered in each subsequent phase will be determined during the initial Definition phase, as documented in the submission for Preliminary Project Approval (PPA).

### **3.3 Definition phase**

The Definition phase will focus on:

- a. the procurement of industry support to the project;
- b. continued documentation of the business needs;
- c. the development of a data management action plan;
- d. continued effort to transform key policies and procedures within the project scope;
- e. a holistic analysis of the Personnel and Pay needs;
- f. an assessment of the IM/IT enablers capability to meet the business needs and associated transformation required;
- g. a review and confirmation of scope; and
- h. an implementation approach.

### **3.4 Solution Training Needs**

Based on the results of a Training Needs Analysis, the project will develop a training strategy to provide conversion/initial cadre training and will assist existing organizations in updating steady-state training plans and materials. The MPMCT Training Strategy will be a component of the overall change management strategy.

### **3.5 Excluded Work and Services**

In accordance with Sponsor Oversight Committee direction, Pension functionality is out of scope. However, this does not negate the need to exchange information with the Pension capability that is targeted for migration to the PWGSC solution.

### 3.6 Assumptions

The following assumptions have been made:

- a. the MPMCT project will maintain alignment with the *Canada First Defence Strategy (CFDS)* and *Defence Enterprise Resource Planning (ERP) Strategy*;
- b. the core MPM platform will remain PeopleSoft-based and will be upgraded to the latest Defence variant of PeopleSoft;
- c. the pay solution will be based on PeopleSoft Payroll for North America which is the product acquired by the *GC Pay Modernization project*; and
- d. where possible and logical, legacy policies/procedures/systems/stand-alone applications will be discontinued/decommissioned once the replacement System is in place and proven capable of meeting the defined corporate and operational business requirements.

### 3.7 Constraints and Restraints

The following constraint(s) has been imposed on the project:

- a. regulatory and/or policy modernization initiatives will recognize the existing legislative framework while aligning with the *Canada First Defence Strategy*, the strategic intent of CF transformation and emerging requirements of the future forces structure 2018 and beyond;
- b. project-driven policy transformation must take place within the current compensation and benefits envelope;
- c. over the course of the project implementation timeline, MPM policies and processes will continue to evolve. The MPMCT project solution must provide enough flexibility to address the continuously changing policy and business process environments; and
- d. to the maximum extent possible, the MPMCT project will leverage the inherent capabilities/processes embedded within the IM/IT COTS enablers (e.g. latest commercially available versions of PeopleSoft (v9.x)), privileging product standards over customization.

### 3.8 Risk Management

Risk management will form an integral part of the MPMCT project management processes. The Integrated Risk Management approach adopted by the project is consistent with the Treasury Board Secretariat (TBS) Integrated Risk Management Framework. The approach will include identification of risks, assignment of accountability for risk management, and management and mitigation strategies to address the identified risks.

To ensure risks to the project and project outcomes receive the necessary oversight and executive engagement, a high-level Risk Management Oversight Committee (RMOC) will be established (see Annex C). Additionally, the project will develop as part of the approval documentation, a gate plan for scheduled project reviews and establish a program for independent project reviews.

### 3.9 Related Projects

#### Dependencies

Project Title	Project Number	Dependency Description	Impact if not delivered
Military Pension Renewal (MPR) Initiative	C.000071	The Military Pension Renewal initiative solution will process MPMCT HR, service and earnings information and will provide MPMCT pension plan eligibility and prior service deductions.	MPMCT solution will be incapable of effectively processing pension contributions and deductions. DND will require significant investment in current pension solution and continued maintenance of the Public Service Health Care Plan (PSHCP) legacy solution for annuitants.
Defence Information Services Broker (DISB)/ISCoE	00000224	The MPMCT reporting strategy will require an Enterprise Business Intelligence (BI) tool that is in scope for DISB to provide as part of their common infrastructure.	Lack of a BI tool will complicate the production and distribution of MPM/HR reports and will force MPMCT to procure its own BI toolset.
Cross-domain Exchange Network Architecture (XENA)	00000789	XENA will provide infrastructure and common enterprise services directly related to Multi-Level Security as part of the project.	In the absence of XENA provided services, the MPMCT will not be fully interoperable with CF Command and Control Information System (C2IS) as operational DND and OGD information is passed to the strategic levels.

Project Title	Project Number	Dependency Description	Impact if not delivered
Audited Financial Statement project (AFSP)	00001196	AFSP will validate all business and system processes to ensure that internal controls meet the requirements for a controls-reliant audit.	The delivered application must be TB compliant and will be subject to an Office of the Auditor General (OAG) audit. Failure to meet compliance standards will result in system process changes to be implemented post production.
Integrated Information Environment Directory Services (IIE Dir Svcs) project	00002768	The IIE Dir Svcs project is expected to deliver a corporate Identity and Access Management solution. This solution will allow for improved application security and more timely management of user access to the applications.	Lack of an Identity and Access Management strategy will result in continued poorly architected authentication mechanisms and/or require the MPMCT project to acquire and architect a siloed solution for authentication and authorization.
Canadian Forces Health Information System (CFHIS)	00002800	The MPMCT will receive readiness related medical profile information on members from CFHIS.	Duplication of data entry regarding medical profile.
GC Pay Modernization project (PWGSC)		The Pay Modernization project is acquiring through their supporting contracts PeopleSoft as a pay solution to replace the Regional Pay System (RPS). The project is targeted for HRMS PeopleSoft compliant departments with solution deployment anticipated in Jun 15. project EPA target Jun 12.	Failure of the Pay Modernization project could jeopardize the project's ability to leverage the supporting contracts which contain the licensing agreements to use PeopleSoft North American Payroll.

**Table 1 – Related Projects – Dependency Relationship**

**Contributions**

Project Title	Project Number	Contribution Description	Impact if not received
Defence Learning Network (DLN)	00000788	The DLN needs personnel data and provides qualification and training management data. The delivery date of DLN needs to be synchronized with MPMCT activities.	Duplication of effort regarding the creation and maintenance of interfaces between DLN and HRMS (and future HRMS).
Materiel Acquisition and Support Information System (MASIS)	00002272	MA&S needs personnel data to support workforce management.	Duplication of personnel data could diminish confidence in the corporate MPM system of record and place individuals at risk because of incomplete service records.
Integrated Information Environment Directory Services (IIE Dir Svcs) project	00002768	The MPMCT will provide user identity and position information that will support the IIE Dir Svcs Identity and Access Management solution.	Poor authentication and authorization processes, leading to disjointed self-service (i.e. SOA) capabilities will be limited across DND.
Canadian Forces Health Information System (CFHIS)	00002800	The MPMCT will provide basic personnel information to CFHIS.	Duplication of personnel data that could diminish confidence in the corporate MPM system of record. Additionally, members may be delayed in accessing medical services to which they are entitled.

**Table 2 – Related Projects – Contribution Relationship**

## 4 RESOURCES

### 4.1 Budget

Funding requirements for the MPMCT project are:

- a. the definition phase 1 has a substantive cost of \$50.734M (\$BY) Vote 5 exclusive of HST; and
- b. definition, implementation and close-out phases have a total indicative cost estimate of \$204,5M (\$BY) Vote 5 exclusive of HST;

The costs are chargeable to the Defence Services Programme (DSP) Vote 5 budget, estimated at a cost of \$204,5M, excluding HST. This excludes definition and implementation costs for policy and procedure transformation being performed by the matrix in support of the project. Funding for the project is currently included as a line item in the Strategic Investment Plan associated with Integrated Defence Enterprise Resource Planning.

Cash Flow Vote 5 (exclusive of HST):

Fiscal Year	PMPR Required Mil	PMPR Available Mil	PMPR Required Civ	PMPR Available Civ	Planned Capital Amount - A (\$000)	Planned Capital Amount - B (\$000)	Planned Capital Amount - C (\$000)	Planned Capital Amount - D (\$000)	Planned Capital Amount - E (\$000)	Planned Capital Amount - X (\$000)
2011/2012	\$0	\$0	\$0	\$0	\$0	\$9,306	\$0	\$0	\$0	\$0
2012/2013	\$0	\$0	\$0	\$0	\$0	\$31,461	\$0	\$0	\$0	\$0
2013/2014	\$0	\$0	\$0	\$0	\$0	\$9,967	\$32,743	\$0	\$0	\$0
2014/2015	\$0	\$0	\$0	\$0	\$0	\$0	\$35,9080	\$27,753	\$0	\$0
2015/2016	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$43,627	\$0	\$0
2016/2017	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,143	\$0	\$0
2017/2018	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,489	\$0	\$0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$50,734	\$68,651	\$85,189	\$0	\$0

**Table 3 – Vote 5 Cash Flow**

## 4.2 Project Structure and Milestones

### 4.2.1 Project Structure

The MPMCT project will take a cyclical approach to delivering the necessary capabilities. Specifically, the project is pursuing three cycles at this time with multiple gates for delivering the solution for Personnel, Payroll and the necessary IM/IT enablers. This approach is illustrated below:

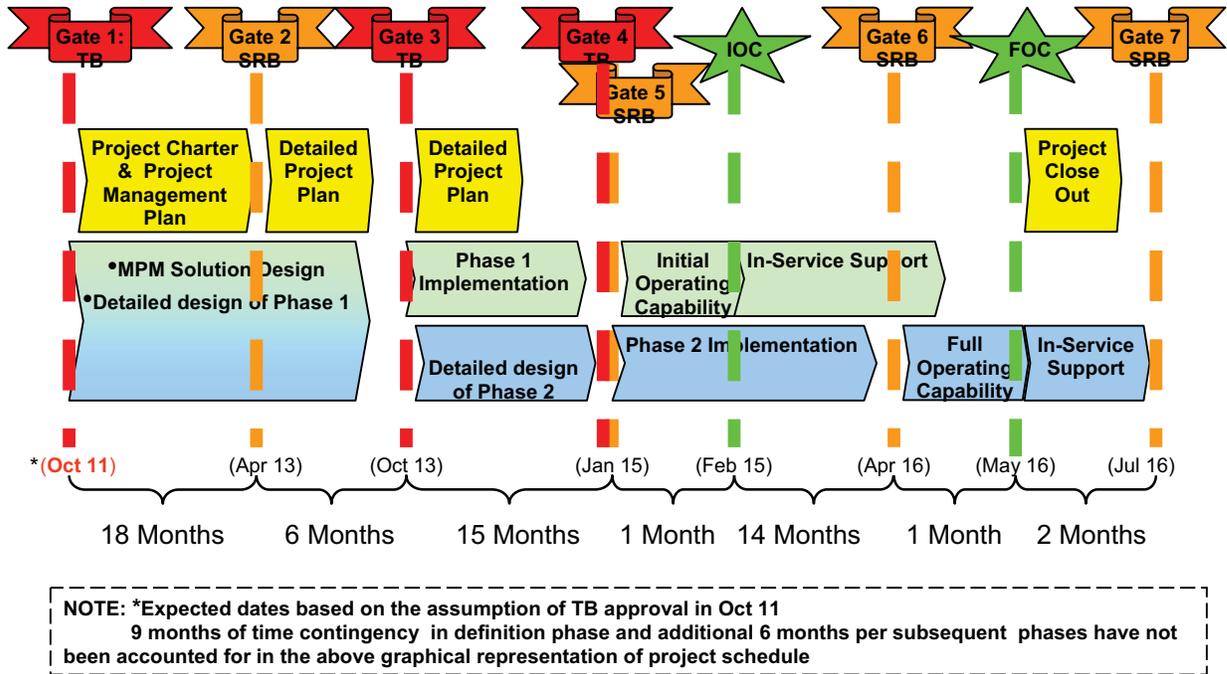


Figure 2 MPMCT Project Structure

## 4.2.2 Management Milestones

Project schedule and major milestones are based on the assumption of Treasury Board approval October 2011 and are projected as follows:

<b>Project Gates (decision points)</b>	<b>Baseline Date</b>	<b>Expected Date</b>	<b>Actual Date</b>	<b>Approval Authority</b>
Synopsis Sheet (Identification) – Approved	Jan 09		14 Jan 09	Sponsor
Gate 1 (Business Case and General Readiness)		Oct 11		TBS
Gate 2 (Project Charter/ Project Management Plan)		Gate 1 + 18 months (Apr 13)		SRB
Gate 3 (Phase 1 Detailed Project Plan and HR Functional Specifications; Phase 2 High Level Project Plan )		Gate 2 + 6 months (Oct 13)		TBS
Gate 4 (Phase 2 Detailed Project Plan and Payroll Functional Specifications)		Gate 3 + 15 months (Jan 15)		TBS
Gate 5 (Phase 1 Construction Complete and Deployment Readiness)		Gate 3 + 15 months (Jan 15)		SRB
<b>Initial Operating Capability</b>		Gate 3 + 16 months (Feb 15)		Sponsor
Gate 6 (Phase 2 Construction Complete and Deployment Readiness)		Gate 5 + 15 months (Apr 16)		SRB
<b>Full Operating Capability</b>		Gate 5 + 16 months (May 16)		Sponsor
Gate 7 : Project Close out		Gate 6 + 3 months (Jul 16)		SRB

Note: The above milestones do not reflect 9 months of contingency time for phase 1 and 6 months per subsequent phase. Delays in obtaining TB approval will result in changes to the above dates.

**Table 4 – Project Management Milestones**

### 4.3 Personnel

The figure below represents the hi-level project organization. Personnel requirements for the definition of phase 1 of the MPMCT project are indicated at annex L of the Project Charter. Personnel requirements for subsequent phases of the project will be determined during the definition phase.

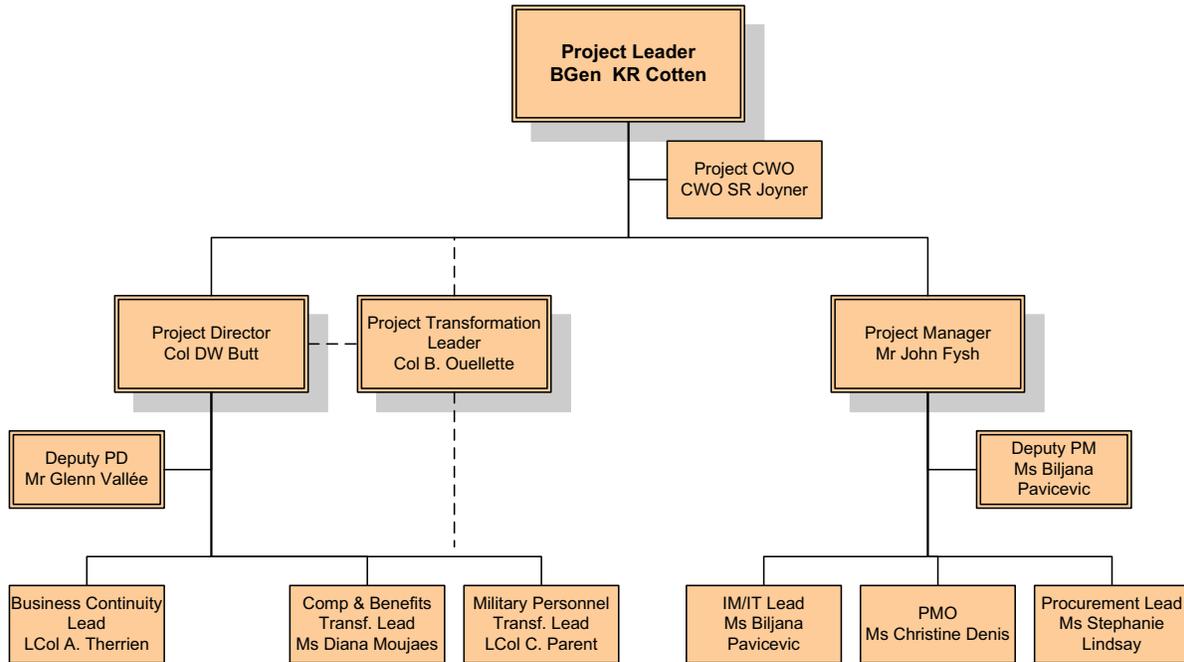


Figure 3 - Project Organizational Chart

### 4.4 Personnel training

Personnel assigned to the project shall continue to receive appropriate job and development training throughout the project lifecycle in accordance with their Personal Learning Plans (see annex L for further details). Training may be augmented with project specific learning on an immediate as-required basis.

### 4.5 Information Systems

The Project Management Office (PMO) is connected to the DND Wide Area Network. Internet access is available for e-mail communications between the project team and external agencies. It is expected that this project will have requirements for and impact on, the Departmental IM infrastructure. The project will complete the Information Management Directives (IMD) 116 - IM Programme Validation Mechanism and will coordinate its activities with ADM (IM).

### 4.6 Facilities

The MPMCT project staff will be located in the Coventry building to the maximum extent possible for the duration of the project.

## 5 ORGANIZATIONAL STRUCTURE AND RELATIONSHIPS

### 5.1 Concept of Operation

The MPMCT project is one facet under the Military Personnel Management (MPMT) Initiative, a CMP led Initiative intended to provide DND with a coordinated, holistic view and approach to strategic military personnel transformation. Within the Initiative, the Military Personnel Management Capability Transformation (MPMCT) project will address military Human Resource and Pay requirements while the Military Pension Renewal (MPR) project will address military Pension requirements. These two projects are distinct in that they are each pursuing different policy, process, procedure and technology solutions; interdependent in that they are both part of the personnel management continuum and potential policy and business rule changes in one may dictate changes in the other. Both projects are to be managed in accordance with the Department’s project management framework using a coordinated approach, and governed by a single overarching steering committee having a centralized executive-level governance with CMP being closely supported by ADM (IM).

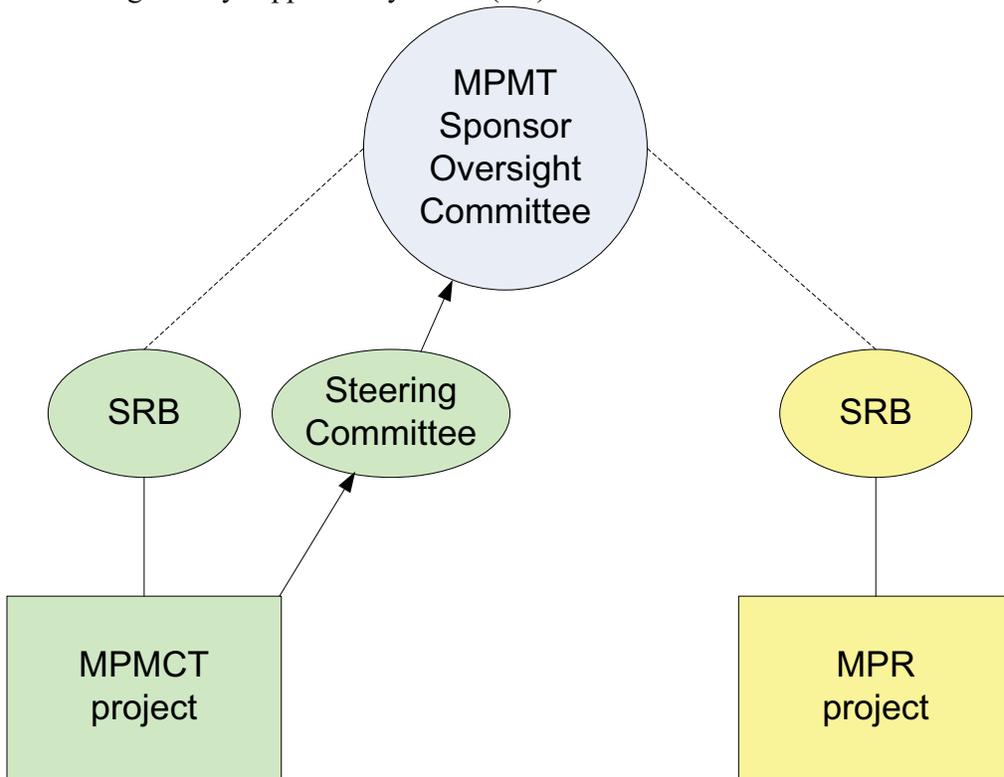


Figure 4 - Project Organizational Structure

The MPMCT project is different from many projects undertaken within the DND/CF in that it involves transformational change, major acquisition and seeks to fill a corporate need as opposed to providing for a specific environmental or operational capability. The project will deliver a transformed MPM capability and enterprise system architecture.

The need for institutional and senior DND/CF leadership engagement, the demands for due diligence and the cross-functional impact of changes require a robust governance structure. The governance structure must be aligned with the DND/CF strategic/institutional governance processes (e.g. CFPMC/AFC and DMC),<sup>5</sup> capability development processes (e.g. CDB and JCRB), and project management governance structures (e.g. SRB and PMB). The MPMCT project must also be structured to support the definition and implementation of the institutional transformational changes required to meet the identified project outcomes, departmental and CF requirements and the implementation of the underlying cultural change.

The MPMCT governance process depicted below provides strong, top-down leadership and accountability. The two-pronged, complimentary, approval process integrates and aligns capability transformation with GC direction, the CFDS, and CF transformation. It also conforms to the Project Management best practices of TB and the Department.

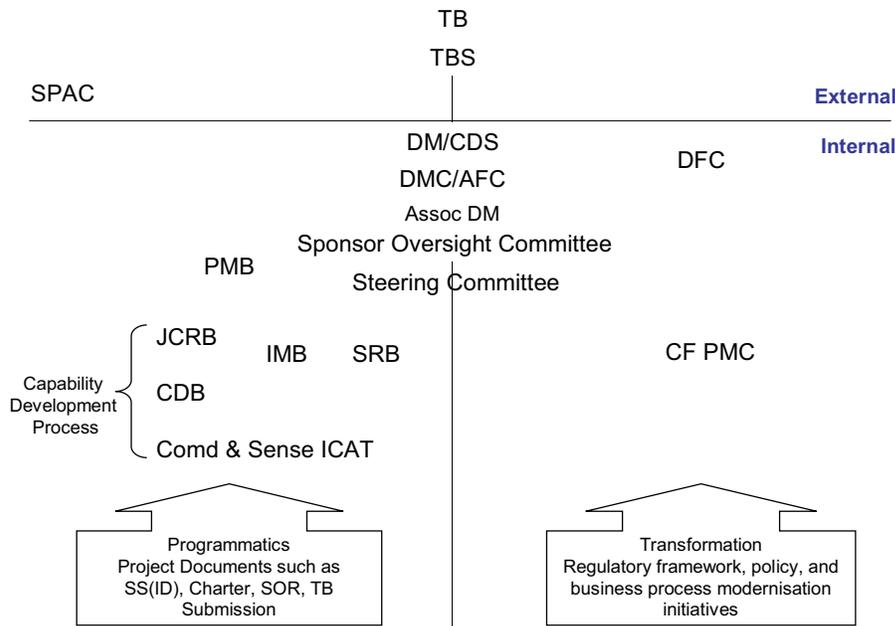


Figure 5 - MPMCT Project Governance Process

Project governance will be achieved through four project-specific, internal and external, committees: namely the Special Project Advisory Committee (SPAC), the Sponsor Oversight Committee, the project Steering Committee (SC), and the Senior Review Board (SRB). These committees are responsible for resource and risk management, for guiding the project in terms of the transformation, and for integrating the IM/IT modernization effort. The committees highlighted will engage broad executive level leadership/stakeholder commitment and the matrix support needed to implement the institutional change management required.

<sup>5</sup> See para 13 for Acronyms & Abbreviations.

## 5.2 Capability Development Process

The MPMCT project will use the Capability Development Process to ensure alignment to the Strategic Capability Roadmap, Force Development, and Capability Investment Plan. Standing committees, such as Armed Forces Council (AFC) and the Defence Management Committee (DMC), will be used to approve and align the transformational aspects of the project, as appropriate. The governance accountability matrix depicted below summarises the high-level accountabilities and roles within the MPMCT governance structure.

Activities/Deliverables	Project	SRB	SC	Sponsor	CF PMC	PMB	CDB	AFC	DMC	SPAC	TB
Financial Management	A	E		E		I					
Contingency funds	A	E		E		I					
Cost/capability tradeoffs	R	E		A		I	I				I
Risk Management	R	I	E	A		I					C
Strategic direction and alignment	R	C		A	C			I	I	I	I
Transformation initiatives	R	C		E	C			A	I	I	
Interdepartmental issues	R	C		A						C	C
Project Scope	R	E	I	A	I	C	C	I	I		
PPA TB submission	R	E		A		E					E
EPA TB submission	R	E		A		E					E
Statement of Requirement	A	E		A		I	E				I
Procurement Plan	R	E		A		E			E	E	E
Option Selection	R	E		A		E	I		I		E
Project Charter	R	E	I	A	I	I					I
Concept of Operation	R	E		A							I
Project Closeout	R	E		A	I	E	C				E

Legend: R: Responsible, A: Accountable, C: Consulted, I: Informed, E: Endorsed

**Table 5 – Governance Accountability Matrix**

## 5.3 Project Leadership

MPMCT is a corporate transformation project under the Deputy Minister (DM) and CDS. Institutional integration will proceed under the guidance of the Assoc DM, the project Champion, the Vice Chief of the Defence Staff (VCDS) and project sponsor. CMP, the military personnel Functional Authority and effectively the Project Leader-Sponsor (PL-S), will act as the project steward guiding the policy and business process changes required. A PL under CMP will act as the institutional integrator, lead the MPM capability transformation, and provide central management, integration and coordination of CF/institutional inputs to achieve desired interim and final outcomes.

#### 5.4 Senior Project Advisory Committee (SPAC)

See annex B for the Terms of Reference (TOR) of the SPAC.

#### 5.5 Sponsor Oversight Committee (SOC)

See annex C for the Terms of Reference (TOR) of the SOC.

#### 5.6 MPMCT Steering Committee (SC)

See annex D for the TOR of the MPMCT Steering Committee.

#### 5.7 Senior Review Board (SRB)

See annex E for the TOR of the SRB.

#### 5.8 Project Team Authorities, Responsibilities and Duties

##### Standard Roles

Role	Position	Rank	Initials	Last Name	Phone Number
Project Sponsor	CMP	RAdm	A.M.	Smith	613-992-7582
Project Implementer	ADM (IM)	Mr.	J.	Turner	613-995-2017
Project Leader - Sponsor	PL-S	BGen	K.R.	Cotten	613-992-2622
Project Leader - Implementation	PL-I	Mr	T.	Hoe	613-992-9119
Project Director	PD MPMCT	Col	D.W.	Butt	613-992-4160
Deputy Project Director	D/PD MPMCT	Mr	G.	Vallée	613-992-2311
Project Manager	PM MPMCT	Mr	J.T.	Fysh	613-995-2666
Deputy Project Manager	D/PM MPMCT	Ms	B.	Pavicevic	613-992-6692
Procurement Officer	DES Proc	Mr	M.	Boileau	613-995-9358
Departmental Analyst	DDPC 3-4	Maj	R.	Dunbar	613-995-5431
Project Comptroller					

**Table 6 – Project Standard Roles**

Project team roles

Role	Position	Rank	Initials	Last Name	Phone Number
Project Transformation Leader	PTL MPMCT	Col	J.G.B	Ouellette	613-992-1185
Compensation & Benefits Transformation Leader	C&B Transf. Lead	Ms	D.	Moujaes	613-996-5344
Military Personnel Transformation Leader	MP Transf.Lead	LCol	C.	Parent	613-992-7605
Business Continuity Leader	BC Lead	LCol	A.	Therrien	613-995-8138
IM/IT Team Leader	IM/IT Lead	Ms	B.	Pavicevic	613-992-6692
Procurement Team Leader	Proc Lead	Ms	S.M.	Lindsay	613-995-9456
PMO Team Leader	PMO	Ms	C.	Denis	613-995-8197

**Table7 – Project Team Roles****5.9 Standard Roles – Terms of Reference**

The TORs for standard project roles are found as annexes, as listed below:

- a. Annex F – Project Leader - Sponsor;
- b. Annex G – Project Leader - Implementation;
- c. Annex H – Project Director;
- d. Annex I – Project Manager;
- e. Annex J – Procurement Officer; and
- f. Annex K – Project Comptroller.

**5.10 Organizational Table**

See annex L for personnel support.

## 6 PRELIMINARY WORK BREAKDOWN STRUCTURE

The preliminary Work Breakdown Structure (WBS) is located at annex M.

## 7 EVALUATION CRITERIA

The MPMCT SRB shall evaluate the project as a minimum on an annual basis.

The project will be evaluated against the following criteria:

- a. Scope: The degree to which the project's approved performance objectives were successfully implemented or are progressing toward implementation;
- b. Cost: The degree to which the project completed all of its work within the approved budget (cost objective) or is projected to complete;
- c. Schedule: The degree to which the project completed all of its work within the approved timeframe (schedule objective) or is forecast to complete;
- d. Quality: The degree to which the project met the stated performance standards; and
- e. Objectives: The degree to which the project objectives are achieved.

A post-project evaluation, using the same criteria above, shall be conducted by the SRB upon project completion.

## 8 REPORTING REQUIREMENTS

The project team may bring to the attention of the SRB any matter that it considers necessary at any time. The project team will report the status of the project to the PL, covering the following topics:

- a. project status;
- b. activity summary;
- c. current schedule;
- d. current cash flow;
- e. current resource status;
- f. outstanding and new issues;

- g. key events for the next year;
- h. IM Project Delivery Management (PDM); and
- i. miscellaneous items.

Reporting requirements as detailed in the Defence Planning & Management system shall be followed.

## **9 PROJECT CLOSEOUT**

The PL is accountable through the normal chain of command to the DM/CDS for the overall management of the project. Any change in delegation must be specified in writing and included as an Annex to this Project Charter. Transfer of leadership from the functional organization, CMP, to the implementing organization, ADM (IM), will occur at a time agreed to by the parties. The project sponsor shall formally acknowledge any handover of project leadership in writing.

Transition to In-Service Support organizations will be incremental based on implementation packages that will be determined during the definition phase. The project will work closely with both business and system support organizations to develop the appropriate transition plans and ensure organizational support readiness.

Full Operational Capability (FOC) is planned for May 2016, with subsequent project closeout activities to be conducted in accordance with the Project Approval Guide.

## **10 AMENDING PROCEDURES**

The amending procedure for this Project Charter will be as follows:

- a. all proposals for amendments must be referred to the PL;
- b. all recommended amendments must be endorsed by the SRB; and
- c. all amendments require the agreement of all signatories as indicated on the signature page.

The amended Project Charter will be posted to the Capability Investment Database (CID).

## 11 PROJECT REFERENCES

HyperLink
Capability Investment Database - <a href="http://otg-vcd-webs018.ottawa-hull.mil.ca/CID/intro_e.asp">http://otg-vcd-webs018.ottawa-hull.mil.ca/CID/intro_e.asp</a>
Defence Plan Online <a href="http://vcds.mil.ca/DPOnline/">http://vcds.mil.ca/DPOnline/</a>
Defence Planning & Management System website - <a href="http://vcds.mil.ca/sites/page-eng.asp?page=4160">http://vcds.mil.ca/sites/page-eng.asp?page=4160</a>
Mat KNet - <a href="http://dgmssc.ottawa-hull.mil.ca/matknet/english/default.htm">http://dgmssc.ottawa-hull.mil.ca/matknet/english/default.htm</a>
Military Personnel Management Doctrine - <a href="http://cfm.mil.ca/sites/page-eng.asp?page=5190">http://cfm.mil.ca/sites/page-eng.asp?page=5190</a>
Project Approval Guide website - <a href="http://vcds.mil.ca/sites/page-eng.asp?page=4775">http://vcds.mil.ca/sites/page-eng.asp?page=4775</a>

## 12 ACRONYMS & ABBREVIATIONS

Acronym / Abbreviation	Description
Assoc DM	Associate Deputy Minister
ADM (Fin CS)	Assistant Deputy Minister (Finance and Corporate Services)
ADM HR (Civ)	Assistant Deputy Minister (Human Resources - Civilian)
ADM (IM)	Assistant Deputy Minister (Information Management)
ADM (Mat)	Assistant Deputy Minister (Materiel)
AFC	Armed Forces Council
AFSP	Audited Financial Statement project
BI	Business Intelligence
BTI	Business Transformation & Integration
BY	Budget Year
C2IS	Command and Control Information System
CANFORGEN	Canadian Forces General Message
CCPS	Central Computation Pay System
CDB	Capability Development Board
CDS	Chief of the Defence Staff
CF	Canadian Forces
CFAO	Canadian Forces Administrative Orders
CFDS	Canada First Defence Strategy
CFPMC	Canadian Forces Personnel Management Council
CFHIS	Canadian Forces Health Information System
CFSA	Canadian Forces Superannuation Act
CIO	Chief Information Officer
CMP	Chief Military Personnel
COBOL	Common Business Oriented Language
COP	Common Operational Picture
COTS	Commercial off-the-shelf
C Prog	Chief of Programme
CY	Current Year
D/PD	Deputy Project Director
DAOD	Defence Administrative Orders and Directives
DES Proc	Director Electronic Systems Procurement
DIHRS	Defence Integrated Human Resource System

Acronym / Abbreviation	Description
DISB	Defence Information Services Broker
DFC	Defence Finance Committee
DGEAS	Director General Enterprise Application Services
DGIMPD	Director General Information Management Project Delivery
DM	Deputy Minister
DMC	Defence Management Committee
DMPAP	Director Military Pay & Accounts Processing
DND	Department of National Defence
DLN	Defence Learning Network
DP&M	Defence Planning & Management
DSP	Defence Services Program
EISE	Enterprise information Security Environment
EPA	Effective Project Approval
ERP	Enterprise Resource Planning
FA	Functional Authority
FMAS	Financial Managerial Accounting System
FOC	Full Operating Capability
GC	Government of Canada
HST	Goods and Services Tax
HR	Human Resource
HRMS	Human Resource Management System
ICAT	Integrated Capability Assessment Team
ID	Identification
IIE Dir Svcs	Integrated Information Environment Directory Services
IM/IT	Information Management/Information Technology
IMB	Information Management Board
IMD	Information Management Directives
IOC	Initial Operating Capability
IRPPS	Interim Reserve Pay and Personnel System
ISCoE	Information Sharing Center of Excellence
JCRB	Joint Capability Review Board
MASIS	Materiel Acquisition and Support Information System
MILPERSCOM	Military Personnel Command
MPM	Military Personnel Management

Acronym / Abbreviation	Description
MPMCT	Military Personnel Management Capability Transformation
MPMT	Military Personnel Management Initiative
MPR	Military Pension Renewal
NDA	<i>National Defence Act</i>
NDHQ	National Defence Headquarters
OAG	Office of the Auditor General
OGD	Other Government Departments
OPI	Office of Primary interest
PAG	Project Approval Guide
PCR	Project Completion Report
PCRA	Project Complexity and Risk Assessment
PD	Project Director
PL	Project Leader
PL-I	Project Leader - Implementation
PL-S	Project Leader - Sponsor
PM	Project Manager
PMB	Program Management Board
PMC	Personnel Management Consult
PMO	Project Management Office
PMP	Project Management Plan
PMPR	Project Management Personnel Resource
PPA	Preliminary Project Approval
PPRA	Project Profile and Risk Assessment
PRC	Procurement Review Committee
PSEA	<i>Public Service Employment Act</i>
PWGSC	Public Works and Government Services Canada
QR & O	Queen's Regulations & Orders
RFI	Request for Information
RFP	Request for proposals
RMOC	Risk Management Oversight Committee
ROM	Rough order of magnitude
RPSR	Revised Pay System for the Reserves
SA	Situational Awareness
SCR	Strategic Capability Roadmap

Acronym / Abbreviation	Description
SME	Subject Matter Expert
SOA	Special Operating Agency
SOR	Statement of Operational Requirement
SOW	Statement of Work
SPAC	Senior Project Advisory Committee
SRB	Senior Review Board
SS	Synopsis Sheet
TB	Treasury Board
TBS	Treasury Board Secretariat
TD	Temporary Duty
TL	Team Leader
TOR	Terms of Reference
VAC	Veterans Affairs Canada
VCDS	Vice Chief Defence Staff
WBS	Work Breakdown Structure
XENA	Cross-domain Exchange Network Architecture

**Table 8 – Acronyms and Abbreviations**



## **ANNEX A - MPMCT ALIGNMENT WITH THE STRATEGIC CAPABILITY ROADMAP**

1. The MPMCT project is aligned with the objectives of the SCR and will contribute to alleviate deficiencies within the Military Personnel Management domain. The following capability deficiencies have been identified in the SCR as being relevant to the MPMCT:
  - a. **SCR2008 Cmd 2** - Inadequate capacity and capability to provide Common Operational Picture (COP) and Situational Awareness (SA) at the strategic and operational level;
  - b. **SCR2008 Cmd 3** - Inadequate capability to provide command support planning tools at the strategic and operational levels;
  - c. **SCR2008 Cmd 5** - Inadequate capability to provide decision support processes to facilitate managed readiness;
  - d. **SCR2008 Cmd 6** - Inadequate capacity and capability to provide a Common Operational Picture (COP) and Situational Awareness (SA) to facilitate managed readiness;
  - e. **SCR2008 Cmd 7** - Inadequate capability to provide planning tools to facilitate managed readiness;
  - f. **SCR2008 Cmd 8** - Inadequate capacity and capability to provide information exchange mechanisms at the strategic and operational level;
  - g. **SCR2008 Cmd 9** - Inadequate capacity and capability to provide information exchange mechanisms at the tactical level;
  - h. **SCR2008 Cmd 11** - Inadequate capacity and capability to establish and enforce IM/IT Enterprise Architecture processes, procedures, policies and standards;
  - i. **SCR2008 Cmd 12** - Inadequate capability to deliver and enforce authoritative data;
  - j. **SCR2008 Cmd 14** - Inadequate capacity and capability to establish and provide IM/IT core enterprise services;
  - k. **SCR2008 Cmd 15** - Inadequate capacity and capability to provide IM/IT network services; and
  - l. **SCR2008 Sus 13** - Insufficient capacity to provide operational-level personnel administration and support in theatre

## **ANNEX B - SENIOR PROJECT ADVISORY COMMITTEE – Terms of Reference**

### Members

Position	Title	First Name	Last Name	Phone Number
Co-Chair	CMP	RAdm A.M.	Smith	613-992-7582
Co-Chair	ADM (IM)	Mr. J.M.	Turner	613-995-2017
Member	ADM (Fin CS)	Mr. K.	Lindsey	613-992-5669
Member	ADM Acquisition Branch PWGSC	Mr. T.	Ring	613-992-7447
Member	ADM (Mat)	Mr. D.	Ross	613-992-6622
Member	TBS	Ms. G.	Smith	
Member	TBS	Mr. I.	Matheson	
Member	MPMCT Project Leader - Sponsor	BGen K.R.	Cotten	613-996-2622
Member	Veterans' Affairs	Mr.N.	Nahie Bassett	
Member	Industry Canada	Mr. H.	Santos	
Member	Department of Aboriginal and Northern Development	Ms. D.	Coelho	

**Table to annex B – Senior Project Advisory Committee**

### Authorities

The members of the Senior Project Advisory Committee have authorities and accountabilities in accordance with their functional roles. The SPAC is an interdepartmental, senior-level forum used to consider the appropriate steps needed to orient a major project to achieve relevant national objectives.

### Responsibilities

The mandate of the Senior Project Advisory Committee is to:

- a. advise the project leader on all aspects of the project and to carry out the procurement review function for the project;
- b. provide a forum for reviewing and discussing project objectives, requests for proposals and other key project instruments;

- c. act as a forum for resolving issues that arise;
- d. perform the role of procurement review that is normally undertaken by the Procurement Review Committee (PRC) for projects of value less than \$100M; and
- e. when appropriate, stimulates agreements between the sponsoring and relevant participating departments.

## ANNEX C – SPONSOR OVERSIGHT COMMITTEE – Terms of Reference

### Members

Position	Title	First Name	Last Name	Phone Number
Chair/sponsor	CMP	RAdm A.M.	Smith	613-992-7582
Member	ADM (Fin CS)	Mr. K.	Lindsey	613-992-5669
Member	ADM (HR-Civ)	Ms. C.	Binnington	613-992-7447
Member	ADM (IM)	Mr. J.M.	Turner	613-995-2017
Member	ADM (Mat)	Mr. D.	Ross	613-992-6622
Member	VCDS/C Prog	MGen I.C.	Poulter	613-996-7539

**Table to annex C – Sponsor Oversight Committee Members**

### Authorities

The members of the Sponsor Oversight Committee have authorities and accountabilities in accordance with their functional roles over the Military Personnel Management Transformation initiative, comprising both the MPMCT and MPR projects. CMP will identify business requirements and ADM (IM) will deliver the integrated enabling IM/IT solution(s). Members of the oversight committee have the shared responsibilities and accountabilities identified below.

### Responsibilities

The mandate of the Sponsor Oversight Committee is to:

- a. provide the institutional leadership IAW Functional authorities necessary for the success of the project including leading the required cultural change;
- b. identify requirements and allocate resources (people & dollars) to provide bridge to TB approval;
- c. provide direction to ensure Matrix inputs to support the transformation requirements are met in a timely manner;
- d. ensure alignment with DND/CF activities; and
- e. direct and approve cost/capability trade-offs and changes to the project scope.

## ANNEX D – PROJECT STEERING COMMITTEE (SC) – Terms of Reference

### Members

Position	Title	First Name	Last Name	Phone Number
Co-Chair	Project Leader - Sponsor	BGen K.R.	Cotten	613-996-2622
Co-Chair	ADM (IM)/DGIMPD	Mr T.	Hoe	613-992-9119
Member	ADM (Fin CS)	Ms P.	Laviolette	613-971-6506
Member	ADM (HR-Civ)/COS	Ms G.	Johnson	613-971-0248
Member	ADM (IM)/DGIMPD	Mr T.	Hoe	613-992-9119
Member	ADM (Mat)/DG Proc. Svcs	Ms C.	Bedard	613-996-8935
Member	CMP/DGMP	Mr K.W.	Wenek	613-995-0014
Member	CMP/DGCB	Capt(N) L.	Bisson	613-995-1930
Member	TB/CIOB	Ms A.	Prosper	

**Table to annex D – Project Steering Committee Members**

### Authorities

The members of the project Steering Committee shall provide oversight specific to the MPMCT project. Members of the oversight committee have the shared responsibilities identified below.

### Responsibilities

The mandate of the Steering Committee is to:

- a. provide the institutional guidance IAW Functional authorities necessary for the success of the project including leading the required cultural change;
- b. identify requirements and allocate the necessary resources;
- c. provide direction to ensure Matrix inputs to support the transformation requirements are met in a timely manner;
- d. ensure alignment with DND/CF activities;
- e. provide guidance and recommend cost/capability trade-offs and changes to the project scope;
- f. in accordance with TB risk management policies and guidelines, the form the core of the RMOC, calling up advisors as required, to provide an established forum where existing risks are reviewed, new risks are identified, proposed actions are discussed and best practices are shared;

- g. ensure that an integrated risk management function is incorporated into the project strategic management and project processes, and that risk management is an integral part of day-to-day project activities;
- h. established a capacity to actively monitor, on an ongoing basis, the external and internal environment as well as project risk management practices and controls;
- i. develop and maintain an ability to detect and communicate within the organization, as early as possible, significant risks, mitigation plans, potential and actual control failures, and other significant management vulnerabilities; and
- j. undertake timely and effective action to address risks and deficiencies in management practices and controls.

**ANNEX E – SENIOR REVIEW BOARD – Terms of Reference**Members

Position	Title	First Name	Last Name	Phone Number
Chair	CMP	RAdm A.M.	Smith	613-992-7582
Member	ADM (IM)	Mr. J.M.	Turner	613-995-2017
Member	Project Leader - Sponsor	BGen K.R.	Cotten	613-992-2622
Member	ADM (IM)/DGIMPD	Mr T. Ms L.	Hoe Clouâtre	613-992-9119 613-995-1763
Member	VCDS/DFSR	Col R.P. LCol K.E.	Testa Racine	613-995-6278 613-995-6312
Member	VCDS/DDPC	Maj R.E.	Dunbar	613-943-6953
Member	VCDS/D Res	Capt (N) K.A.	Kubeck	613-995-8912
Member	ADM (Mat)/DMGSP 6	Mr Z.	Hussain	613-995-9489
Member	ADM (Mat)/DIRAP	Mr G.	Crookston	613-992-1271
Member	ADM (Mat)/DES Proc	Mr M.	Boileau	613-995-9358
Member	CMS/DGNP/SA /DMIMR	Capt (N) A. Mr. R.B.	Garceau Walker	613-944-5895 613-945-0657
Member	CMS / D Mar Pers	Capt (N) M.	Teft	613-971-7788
Member	CLS / G1	Col G.F. LCol A.	Dame Dugas	613-971-7336 613-945-0443
Member	CAS / D Air Pers Mgt	Col W. Maj. R.	McLean Paxton	613-971-7373 613-992-3233
Member	CMP / DMPPC	Ms A. Mr D. LCdr W.	Keele Paterson Saltman	613-947-6173 613-945-0224 613-995-9764
Member	Canada COM/J1	LCol J.P.	Costello	613-945-2907
Member	CANSOFCOM	LCol W.R.	Dymond	613-998-4690
Member	CANOSCOM/COS	Capt (N) M.R.	Eldridge	613-945-2098
Member	ADM (Fin CS)/DSFC	LCdr F.R.	Desjardins	613-992-9824
Member	CMP/DMPAP	Capt (N) P.	Bédard	613-971-6100
Member	CMP/DCFPS	Mr. D.	Grandmaison	613-971-6632
Member	ADM (HR Civ)/HRBTO	Ms M.F.	Baptiste	613-971-0068
Member	ADM (IE)DRPP	Ms C.	Brunet	613-995-2679
Member	ADM (IM)	Mr. J.	Gendron	613-992-1674

Member	ADM (S&T)	Ms S.	Truscott	613-992-6162
Member	SJS	Col C. LCol A.A LCol W.J.	Simonds Smith Spaan	613-992-3576 613-995-2311
Member	CDI	Maj. A.M.	Marston	613-945-1389

**Table to annex E – Senior Review Board Members**

#### Authorities

SRB members exercise the authority to make project related decisions on behalf of their Level One organisation. Overall, the SRB has the authority to:

- a. assign contingency funds from the project;
- b. approve/reject project plans; and
- c. provide the project team with specific direction through the functional members of the SRB.

#### Reporting Relationships

SRB Members are to report directly to the chair of the SRB. This does not obviate the requirement for SRB members to keep immediate functional supervisors well informed on project matters, and to seek and accept direction in the usual manner through the functional chain-of-command.

#### Accountabilities

The PL is accountable, through the chain of command, to the DM/CDS for the overall management of the project. The SRB members provide advice to the PL and are accountable to their respective Level One organisations for advice given.

#### Responsibilities

The SRB advises the PL on the management of the project from planning through to implementation. The responsibilities of the SRB are:

- a. to provide the PD, PM and other team members with sufficient guidance, staff assistance and delegated authority for the proper conduct of the project;
- b. to consider and recommend options presented by the project team;
- c. to review Treasury Board (TB) submission documents before these documents are forwarded for departmental or expenditure authority;
- d. to endorse the Project Charter;
- e. to review and recommend changes to project documentation. This may include, but is not limited to: the Statement of Operational Requirement (SOR), the

project schedule, the Project Management Plan (PMP), the Project Profile and Risk Assessment (PPRA), the procurement plan, the Project Completion Report (PCR);

- f. to review all recommended proposals to change the project scope (*vis-à-vis* time, cost, performance);
- g. to ensure that contingency funds are used for activities within the scope of the project and are expended only as a result of "un-forecast events" beyond the project staff's control which make it impossible to get the deliverables for the originally estimated price;
- h. to monitor and review project progress, including issues of finance, personnel, contracting, engineering, and integrated logistics support; and
- i. to establish a cohesive DND position for any forum involving other government departments.

**ANNEX F – PROJECT LEADER - SPONSOR – Terms of Reference**Authorities

The PL acts on behalf of CMP, the military Personnel Functional Authority, is appointed by the CDS, and derives project authority from the DM.

Reporting Relationships

The PL shall report to the DM and CDS through CMP, the military personnel FA and the project steward.

Accountabilities

The PL is accountable to the DM and CDS through the institutional Champion, Associate DM, and CMP (chain of command) for overall project leadership, guiding the MPM Capability transformation and for providing central management, integration and coordination of CF and institutional inputs to achieve desired interim and final outcomes.

Responsibilities

The PL is responsible for the leadership of the MPMCT project, which includes its overall planning, organisation, co-ordination and implementation.

The PL sets priorities with respect to Military Personnel Management Policy and Business Process modernization and transformation, guides the process change and ensures policy and process integration across DND/CF.

The PL is responsible for developing the readiness for change strategy and for providing ongoing situational awareness to allow the departmental and CF leadership to guide and direct the cultural, policy, business process and IM/IT enabler change required

The PL is responsible and accountable for the completion of project documentation required for project approvals, for project financial management and for the exercise of due diligence in all aspects of the project.

As chairperson of the project SRB, and with the consensus of the SRB members, the PL shall:

- a. endorse the Project Charter;
- b. ensure issues arising among project participants are resolved;
- c. approve the assignment of contingency funds from the project budget at the recommendation of the SRB;
- d. ensure that progress towards the approved objectives is made and reported to the SRB according to plan, and that corrective action is taken whenever necessary;

- e. ensure that an appropriate degree of authority is delegated to the PD and PM consistent with good management practices and in keeping with departmental policy;
- f. ensure that the PD and PM plan, organize and co-ordinate all of their assigned activities in accordance with departmental policy;
- g. ensure compliance with appropriate management practices, consistent with the methods and procedures for the management of projects in DND;
- h. ensure the early and continued participation of any third party stakeholders;
- i. ensure through agreement with the functional authorities involved that delegated authority of all functional organizations is understood, co-ordinated and documented in the Project Charter;
- j. inform both the sponsor and implementer in writing on behalf of the SRB of any change in project leadership; and
- k. be accountable for the measurement, reporting, and ultimate achievement of the project outcomes identified as part of the Outcomes Planning process.

## **ANNEX G - PROJECT LEADER - IMPLEMENTATION – Terms of Reference**

### Authorities

The Project Leader - Implementation, appointed by ADM (IM), for the MPMCT Project is DGIMPD.

### Reporting Relationships

The PL - Implementation is accountable to the DM, for the conduct of the project in accordance with the Project Management Principles and Policy for DND (May 99) and Project Approval Guide (PAG).

### Responsibilities

The Project Leader – Implementation shall:

- a. advise the SRB of any significant developments which may affect the Project in meeting its functional objectives and identify what corrective actions have been or should be undertaken;
- b. review Project approval documentation prepared by the Project Team prior to its submission for SRB endorsement, PMB, and MND approvals;
- c. provide the Project Team with sufficient direction and authority for the proper implementation of the Project;
- d. monitor the Project implementation progress, including issues of finance, personnel, infrastructure and contracting;
- e. exercise general control over the project implementation, ensuring that the Project Team complies with the policies, procedures and directives issued by higher authority;
- f. ensure that the SRB meets regularly to review the status of the Project, scheduling SRB meetings as appropriate;
- g. ensure that the use of contingency funds is consistent with the approved scope of the Project;
- h. assist and support the Project Team to implement the Project; and
- i. assume DND's responsibility for the management of the project, including performance of the following tasks from, "Project Management Principles and Policies for DND":
- j. ensure conflicts between project participants are resolved in cognizance of a project's objectives and constraints,
- k. on behalf of the SRB, approve the assignment of contingency funds from the project budget subject to ADM(Mat) cash forecasting conditions,
- l. ensure that progress is made towards the approved objectives according to plan, and that corrective action is taken whenever necessary,

- m. ensure that an appropriate degree of authority is delegated to the PD and PM, consistent with good management practices and in keeping with Departmental Policy,
- n. ensure that the PM plan, organize and coordinate all of his assigned activities in accordance with approved Departmental direction and established functional organization procedures,
- o. ensure compliance with appropriate management practices, consistent with the methods and procedures for the management of projects in DND,
- p. ensure the early and continued participation of any third party whose mission or interest may affect or be affected by the project,
- q. ensure, through agreement with the Group Principals involved, that delegated authority of all functional organizations is fully understood, coordinated and documented in the Project Charter.

#### Financial Authority

The expenditure of funds in support of the project will be in accordance with the provisions of the FAA, the TB Guidelines and the departmental financial management control framework.

**ANNEX H – PROJECT DIRECTOR – Terms of Reference**Authorities

The PD is appointed by CMP and derives authority from the PL.

Reporting Relationships

The PD reports to the PL.

Responsibilities

The PD's basic areas of responsibility are to:

- a. prepare recommendations for, and participate in, decision-making regarding cost/capability trade-off decisions throughout life of the project;
- b. ensure the project continues to align with Departmental and IM Strategies and Plans;
- c. prepare and staff project decision documents for PPA and support the PM in developing EPA documentation;
- d. prepare or assist in the preparation of other government documentation as directed by the normal chain of command or the appropriate project committee of the PL;
- e. represent the functional superiors as appropriate in working level discussions and negotiations;
- f. plan, schedule and co-ordinate activities in support of project objectives within the NDHQ functional matrix;
- g. prepare and submit intra/inter-departmental project status/progress reports as required, and as directed by the normal chain of command; and
- h. develop a project change management plan to include:
  - (1) planning and managing user training, and
  - (2) developing, maintaining and executing a project communications strategy.

During the project definition and implementation phases, the PD will:

- a. maintain the Statement of Operational Requirements;
- b. prepare, maintain and execute a data action plan;
- c. monitor the activities and provide support to the implementing organisation as necessary;

- d. initiate decisions with respect to changes which impact the satisfaction of the business requirements;
- e. participate in decisions which impact the project cost, schedule and performance objectives;
- f. represent the functional organisations at various working groups which have potential to influence the project;
- g. assist the PM in the preparation of the PCR;
- h. assist in the preparation, review and comment on the:
  - (1) Test/Evaluation Plan,
  - (2) Personnel Establishment Plan,
  - (3) Responsibility Hand-over Plan; and
- i. act as the primary point of contact in DND/CF for all project requirements.

**ANNEX I – PROJECT MANAGER – Terms of Reference**Authorities

The PM is appointed by the implementing organisation (DGIMPD) and derives authority from the project sponsor and the PM's functional organisation.

Reporting Relationships

Reporting relationships are as follows:

- a. the PM reports to the PL, and to the SRB for management of the project; and
- b. the PM is responsive to the PD for activities assigned to the PM as specified in the PAG.

Responsibilities

The PM's basic areas of responsibility are to:

- a. represent and report through the normal chain of command to the implementing organisation for all aspects of the project;
- b. ensure that planning activities necessary for the implementation of the project are undertaken;
- c. manage the team of specialists engaged in carrying out the activities of the project once leadership has transferred from the PD;
- d. provide project management in all phases and ensure effective transition to the in-service stage;
- e. prepare, maintain and execute project risk management plan, to include, but not limited to, project and outcomes risks; and
- f. co-ordinate the preparation, staffing and update of all mandatory project documents, including:
  - (1) PMP,
  - (2) schedule,
  - (3) risk, and
  - (4) budget.
- g. production of, and changes to, the project's mandatory documents;
- h. represent functional superior as appropriate in discussions, negotiations, etc; and
- i. prepare and submit intra/inter-departmental project status/progress reports as required.

During the project definition and implementation phases, the PM will:

- a. manage activities in accordance with the approved PPA and PMP and ensure that the normal chain of command and PD are advised immediately of developments which could lead to changes to project performance, schedule, or cost;
- b. represent the project in related working-level discussions and negotiations;
- c. ensure problems and differences are resolved at the lowest possible level;
- d. co-ordinate functional organisation inputs and prepare requisite implementation documentation;
- e. manage and administer the activities of the project team;
- f. co-ordinate all requests for implementation support from the NDHQ functional organisations and from the Commands;
- g. advises the normal chain of command, PL and/or SRB of any significant developments which may affect the project in meeting its objectives and identify what corrective actions have been taken or should be taken;
- h. ensure that all approved project objectives are met, within the assigned resources;
- i. ensure the end project meets the technical specification derived from the SOR;
- j. ensure effective transition to the in-service stage; and
- k. prepare the PCR in consultation with the PD.

**ANNEX J – PROCUREMENT OFFICER – Terms of Reference**Authorities

The Procurement Officer is appointed by name by the Procurement Authority and derives authority from the Procurement Officer's functional organization Director Electronic Systems Procurement (DES Proc), and the PM as described in the PMP.

Reporting Relationships

During the definition phase, the Procurement Officer is responsive to the PD, and reports to DES Proc for day-to-day guidance. During the implementation phase, the Procurement Officer is responsive to the PM for activities specified in the PMP, and reports to DES Proc for day-to-day guidance.

Responsibilities

The Procurement Officer's basic responsibilities are to:

- a. conduct all procurement activities for the project; and
- b. advise the PD and PM on procurement and supply matters, and serve as project's primary contact within the ADM (Mat) Group.

The Procurement Officer's specific responsibilities are to:

- a. assist the PD and PM in the preparation of, approval documentation such as TB submissions;
- b. prepare procurement requisition/instruments as requested by the PM;
- c. maintain records for audit purposes in accordance with the Financial Administration Act;
- d. act as the principal point of contact between DND, OGDs (e.g. PWGSC and TB), and the contractor on contractual and procurement;
- e. review technical documents to ensure that they are within the scope of the project and are contractually appropriate;
- f. participate in key project meetings, especially contract progress review meetings;
- g. conduct contract administration, including liaison with PWGSC; and
- h. advise the PM on procurement strategy.

**ANNEX K – PROJECT COMPTROLLER – Terms of Reference**Authorities

Comptrollership over Vote 5 capital expenditures will be assured by ADM(Mat) Comptroller. Comptrollership over Vote1 expenditures will be assured by CMP Comptroller.

Reporting Relationships

The project comptrollers reports to their respective L1 organizations.

Responsibilities

The project comptroller is responsible for the preparation and maintenance of project cost, budget and expenditure information and is the authoritative source of information and data concerning capital costing and cost issues for a project.

The Comptrollers specific responsibilities are to:

- a. advise the PD and PM on financial matters;
- b. conduct all financial management activities for the project;
- c. prepare cost estimates/milestones for decision documents;
- d. assist the PD and PM in the preparation of, approval documentation such as TB submissions;
- e. monitor, and ensure, all expenditures are within the scope of the project as indicated in the project approval documents and within the funding envelope approved by TB;
- f. maintain records for audit purposes in accordance with the Financial Administration Act;
- g. prepare financial authority documents, such as financial encumbrances;
- h. provide financial management for the project by supplying the PM with the financial information needed to manage the project, and senior management with financial information concerning the project (e.g. cash forecasting, input to main estimates, and financial presentations); and
- i. participate in key project meetings.

## **ANNEX L – PROJECT PERSONNEL**

### Introduction

The MPMCT project will undertake the development and implementation of a transformed military personnel management capability. In accordance with 1920-1(DDPC 3-4) dated 7 Mar 11, the use of existing positions to fill or offset the project establishment is required. The project will not be pursuing the stand-up of an independent organization, but rather rely on the loan of matrix personnel to fill the required positions. As such, formal assignment is not a staffing option as there is no position in which to assign the resources; personnel supporting the project will continue to occupy their current positions within their respective organization and will simply be tasked by the matrix organization to support the MPMCT project.

### Objectives and Scope

The purpose of this annex is to establish new reporting lines and corresponding responsibilities for personnel tasked to support the MPMCT project. The sponsoring organizations agree that:

- a. The matrix organisations (DG Proc Svcs, DGEAS, DGIMPD, DGMP, DGCB and Asst CMP) shall task the personnel to fulfill the roles indicated in support of the MPMCT activities and capabilities;
- b. ADM(IM)/DGIMPD will manage all PMPR positions;
- c. The senior matrix resource on loan from each organization shall ensure the well-being of all resources and that assigned work and designated reporting relationships are consistent with the relevant work descriptions;
- d. The senior matrix resource shall provide the matrix organization, through the appropriate Chain of Command (CoC), regular project updates;
- e. All staffing matters, including grievances, are to be managed through the matrix organization;
- f. The senior matrix resource shall ensure that all employer guidelines are adhered to, including but not limited to:
  - (1) Human Resource plan;
  - (2) Performance Appraisal reporting and completion;
  - (3) Disciplinary/Performance expectations;
  - (4) Personal Learning Plan reporting, completion and execution;
  - (5) Management of leave IAW relevant collective bargaining agreements; and
  - (6) Direction wrt union issues.

- g. The senior matrix resource shall be made available to matrix organization to plan and advise on matters related to para. F; and
- h. As indicated above, personnel tasked will remain employees of the matrix organization. As such, continued tie-back to the organization is deemed essential. Up to a maximum of one (1) day per quarter per employee assigned to the project shall be made available for matrix organization issues, to be managed by the senior matrix resource and coordinated with the project.

#### Financial Arrangements

- a. Full-time resources tasked to the MPMCT project shall have their salary expenses charged directly to the appropriate Vote, from the MPMCT Salary Wage Envelope (SWE);
- b. All associated employer related expenses of resources tasked to the MPMCT project shall be paid from project funds;
- c. MPMCT specific expenses shall be charged directly to the MPMCT project;
- d. Matrix related expenses shall be reimbursed from the appropriate matrix operating budget; and
- e. Cash-out of any leave accrued during the project, not expended IAW relevant collective bargaining agreements, will be a project responsibility. Cash-out of accrued leave not attributable to the project shall remain a matrix responsibility.

#### Travel and Hospitality

- a. The MPMCT project shall authorize any MPMCT related travel for resources tasked to the project as deemed necessary, and obtain from the lead sponsor L1 authorization if required. The senior resource shall advise the matrix organization of any resources that are traveling outside Canada for MPMCT purposes;
- b. The matrix shall authorise any non-MPMCT related travel, subject to MPMCT availability; and
- c. The MPMCT shall obtain, through the lead sponsor, L0 authorization for any hospitality requirements.

#### Return of Resources

The return of resources shall be administered in the following manners:

- a. Un-planned – early termination of project (cancellation of project): all resources shall report back to the matrix organization immediately and await further instructions;
- b. Un-planned – lack of work/funding: after a notification period of six (6) months, the identified resources shall report back to matrix organization;

- c. Un-planned – disciplinary/performance deficiency: the resource shall be returned and replaced with an employee with appropriate skills and abilities; the senior matrix resource shall ensure that the project has sufficiently documented the case to initiate an administrative review if required;
- d. Un-planned – termination by employee: in the event of the termination of the employment by the employee (retirement, deployment, appointment, etc), the project shall request that a replacement of the resource, if required, from the matrix organization; and
- e. Planned – gate driven: the resources planned to be returned upon attainment of a gate (IOC, FOC) shall form part of the project readiness plan, and will include the necessary re-integration plans for each resource being returned.

#### Settlement of Disputes

Any dispute regarding the interpretation or modification of this annex will be resolved by consultation between the participants and will be escalated, if necessary, in accordance with the project governance model described in this Project Charter.

**ANNEX M – DEFINITION WORK BREAKDOWN STRUCTURE****1 Military Personnel Management**

- 1.1 Concept of Operations
- 1.2 Statement of Operational Requirements
- 1.3 Policy Transformation
- 1.4 Business Process Re-engineering/Transformation
- 1.5 Business Continuity
- 1.6 Business Requirements
- 1.7 Functional Requirements
- 1.8 As-IS Business Documentation / Deficiencies
- 1.9 Future Business Objectives/Target Outcomes
- 1.10 Data Readiness
- 1.11 Quality Review Framework/User Acceptance
- 1.12 Communication
- 1.13 Organizational Readiness

**2 ERP**

- 2.1 Data Architecture
- 3.2 Define Reporting Architecture and tools
- 2.3 Define Security Architecture
- 2.4 Define Integration Architecture
- 2.5 Define Usability/Portal Architecture
- 2.4 Infrastructure set up by DND
- 2.7 Build Security Architecture
- 2.8 Data Architecture
- 2.9 Usability/Portal
- 2.10 Infrastructure Technology
- 2.11 Application Architecture

**3 Project Management Office**

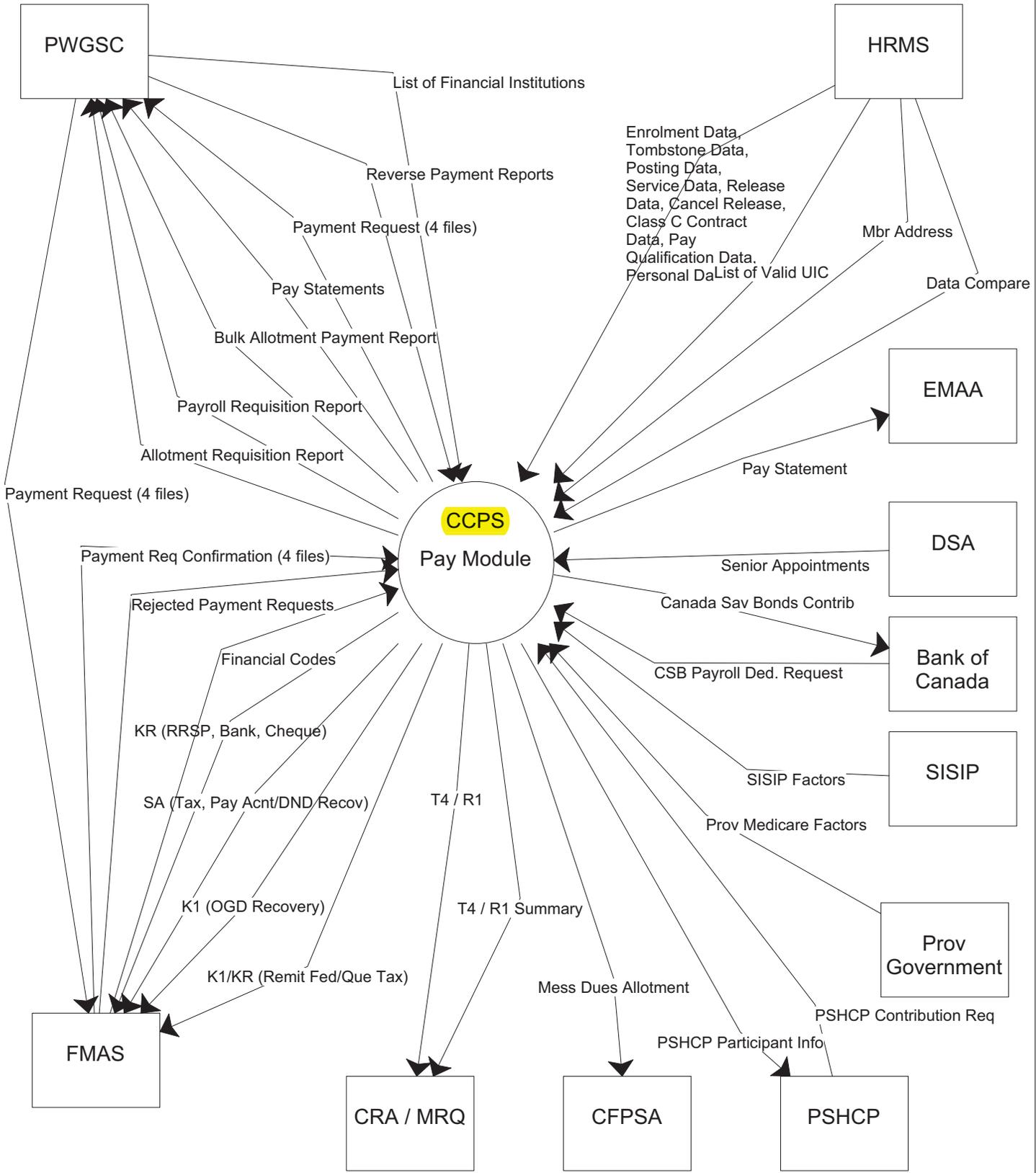
- 3.1 Integrated Project Management Plan (PMP)
- 3.2 Procurement
- 3.3 Project Governance and Approvals
- 3.4 Project Reporting and Administration
- 3.5 Project Monitoring and Control

## **004 Annex H to the SOW - List of COTS software available to DND**

Following is a preliminary list of PeopleSoft modules and other software currently licensed by Canada. Please note that this list of available software is subject to change. The final list will be included in the resulting SI RFP. Such PeopleSoft modules and other software licensed by Canada will be made available where required (at Canada's cost) to implement the requirements described under 002 Annex H to the SOW - Statement of Operational Requirements Military Personnel Management Capability Project (MPMCT).

1. PeopleSoft Enterprise Extended Enterprise License - Employee Count Perpetual
2. PeopleSoft Enterprise Human Resources - Nonstandard User Perpetual
3. PeopleSoft Enterprise Payroll North American - Nonstandard User Perpetual
4. PeopleSoft Enterprise Benefits Interface - Formerly: P- Nonstandard User Perpetual
5. PeopleSoft Enterprise eCompensation Nonstandard User Perpetual
6. PeopleSoft Enterprise eDevelopment - Nonstandard User Perpetual
7. PeopleSoft Enterprise eProfile - Nonstandard User Perpetual
8. PeopleSoft Enterprise Recruit - Nonstandard User Perpetual
9. PeopleSoft Enterprise eRecruit Manager Desktop - Nonstandard User Perpetual
10. PeopleSoft eProfile Desktop Manager
11. PeopleSoft ePerformance
12. Oracle Time and Labour
13. Oracle User productivity Kit

# CCPS Interface November 2012



## **CCPS Pay Process Overview**

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## CCPS Pay Process Overview

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### 1. CORPORATE FACTOR

#### 1.1 Overview

Corporate Factors are variables and literals used in many processes but primarily in the Pay Calculation Processes. These factors are not specific to any one CF member but are used in conjunction with the CF member's Personal Factors.

Policy changes affecting the Corporate Factors are determined by various agencies external to the CCPS system. They include: Director of Compensation and Benefits Administration, Director of Compensation Development, Revenue Canada, Revenue Quebec, Public Works and Government Services Canada, Treasury Board and Director of Account Processing Pay and Pension.

In addition, the literals for the Unit Identifier Code from HRMS (Human Resources Management System), and the Cost Center Code, the General Ledger Account Code, the Fund Code, the Internal Order Code from FMAS (Financial Management and Accounting System), and Financial Institution File from PWGSC (Public Works and Government Services Canada) are included in the Corporate Factors.

#### 1.2 Responsibilities

- (a) Accepts and maintains any personnel information affected by government policies.
- (b) Accepts and maintains any pay qualification/data affected by government policies.
- (c) Accepts and maintains any deductions affected by government policies.
- (d) Accepts and maintains any allowances affected by government policies.
- (e) Accepts and maintains any tax credits and exemptions affected by government policies.
- (f) Accepts and maintains any fringe benefits affected by government policies.
- (g) Accepts and maintains any allotments affected by government policies.
- (h) Accepts Unit Identifier Code from HRMS.
- (i) Accepts Cost Center Code, General Ledger Account Code, Fund Code, and Internal Order Code from FMAS.
- (j) Accepts Financial Institution File from PWGSC.
- (k) Accepts and maintains posting loan factors affected by the government policies.

#### 1.3 Description.

Corporate Factors are variables and literals used in many processes but primarily in the Pay Calculation process. These factors are not specific to any one CF member but are used in conjunction with the CF member's Personal Factors.

## CCPS Pay Process Overview

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Policy changes affecting the Corporate Factors are determined by various government agencies external to the CCPS system. Policy changes are received and validated by the Pay Procedures Section of DAPPP. The changes are then implemented through the Corporate Factors Table Maintenance.

In addition to the government agencies, three External Systems in particular will provide Corporate Factors to the CCPS system. The Human Resources Management System (HRMS) provides the Unit Identifier Code, the Financial Management and Accounting System (FMAS) provides the Cost Center Code, the General Ledger Account Code, the Fund Code, the Internal Order Code, and Public Works Government Services Canada (PWGSC) provides the Financial Institution File.

With the exception of the Unit Identifier Code Report, only adhoc reports will be produced using Corporate Factors data.

## 2 PAY CALCULATION

### 2.1 Overview

For Regular Force and Reserve Force members on Class C service, the Pay Calculation function adds/subtracts the debits and credits from the Personal and Corporate Factors to calculate the member's Net Monthly Entitlement (NME) for the next month. Class C pay is based on a period of employment (contract period) but, both Regular Force and Class C service is based on Regular Force rates. The pay ledger balance is updated on the first of the month with the current month's NME.

The amounts, which affect the NME, are Federal/Provincial Tax, Employment Insurance, Pension contributions, pay qualifications, continuous deductions, continuous allowances, allotments, taxable fringe benefits, personable fringe benefits, pension, loans and insurance.

The Pay Calculation function handles casual allowances and other one-time debits and credits, which do not affect the NME.

The Pay Calculation function also handles adjustments to the member's pay ledger for changes to NME factors effective earlier than the first of the following month.

### 2.2 Responsibilities:

- (a) Calculates and posts Personal Entitlement and Deduction amounts.
- (b) Post one time debits and credits.
- (c) Calculates adjustments.
- (d) Calculates and posts Net Monthly Entitlement.

## CCPS Pay Process Overview

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### 2.3 Description

The pay system calculates the financial value of the member's personal factors, which are:

- (a) Basic and incentive pay;
- (b) Continuous or casual allowances;
- (c) Fringe Benefits;
- (d) Continuous or one-time deductions;
- (e) Optional Deductions;
- (f) Regulatory Deductions;
- (g) One Time Credits;
- (h) One Time Debits.

Allowances and Basic and Incentive Pay are priced using the Corporate Factors.

Fringe Benefits affect the member's NME indirectly in order to compute the member's income tax, pension deduction or T4 values.

Continuous, Optional and Regulatory Deductions are priced using the Corporate Factors and/or Personal Factors.

On a monthly basis, the effective Pay Allotments are debited from the member's pay.

For a Regular Force member or Reserve Force member on class C service, the pay is calculated any time there is an NME factor change and the pay is based on Regular Force rates.

## 3 PAYMENT

### 3.1 Overview

Each Regular Force and Reserve Force member on Class C service receives two payments per month, primarily corresponding to his/her pay entitlements. The mid-month payment is on the 15th of the month (or the previous workday). The end-month payment is on the last workday of the month.

A payment may also be made on a demand basis. This casual payment may be issued for several reasons: pay advance, posting allowance advance, mess dues, and bank accounts closed, etc.

### 3.2 Responsibilities

- (a) The generation of the regular payment to members through the system
- (b) The recording of casual payments

## CCPS Pay Process Overview

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- (c) The generation of the regular payment to members through the local payroll system.
- (d) The generation of special payments.
- (e) The preparation of the request to PWGSC to send the payment to the member.
- (f) The reconciliation of the payments made through PWGSC.
- (g) The preparation of the financial documents for FMAS.
- (h) The reconciliation of the payment financial documents.
- (i) The production of the pay statement and its distribution to members.

### 3.3 Description

For members inside Canada with a "banking" or "Receiver General Cheque" pay arrangement, a pay roll is generated by the system according to a pre-determined schedule. Once approved, a payment request is forwarded to PWGSC, which issues the actual payment via cheque or central direct deposit.

PWGSC returns information regarding the success of the payment requests. The amount for any unsuccessful requests is reversed from a member's pay ledger, and appropriate action is taken to correct the situation.

Payroll payments can be made to members inside Canada via cash or departmental cheque also.

For members outside Canada, the Pay Office initiates a pay roll. Payments are made to members via cash, cheque, local direct funds transfer, etc. Pay rolls are generated according to uniqueness factors (e.g., Pay office number, payment type, currency, etc.).

A request for a casual payment may be processed at any time by the Pay Office and paid via cheque or cash.

Each time a payment is made, the A/R payment amount is recorded in the member's pay ledger.

DND's Financial Information System (FMAS) is informed of the financial expenditure each time a payment is made. FMAS is also informed of rejected payments.

On-going reconciliation is performed between a member's pay ledger and FMAS.

The member's pay statement is sent to PWGSC twice monthly according to a pre-determined schedule. PWGSC prints and mails the pay statements to either the member's work or home address (as chosen by the member).

## CCPS Pay Process Overview

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If the payment is unsuccessful, the payment amount is reversed in the member's pay ledger and appropriate action is taken to make payment to the member.

### 4 PERSONAL FACTORS

#### 4.1 Overview

Personal Factors maintains information specific to a person that contributes to the calculation of a person's pay.

The Personal Factors process deals with personal pay profile information including specific tax, pay qualifications, entitlements, deductions, allowances, benefits, pension, loans, insurance and instructions associated with a particular member.

A personal factor originates from a member or from the member's unit.

#### 4.2 Responsibilities

- (a) Accepts tombstone and enrolment/release information from HRMS for the Regular Force and Reserve Force class C members.
- (b) Accepts personal data change from the Pay Office and the member.
- (c) Handles requests from the member and the Admin Office relating to the member's entitlement, allowances and deductions.
- (d) Accepts pay qualifications from HRMS for Regular Force members.
- (e) Accepts Class C contract information and pay qualifications from HRMS for Reserves on Class C service.

#### 4.3 Description

Personal Factors are grouped into four (4) major types. They are: Personal Data, Pay Data, Entitlements and Debits.

A set of pre-defined reports and ad-hoc on-line queries are performed to obtain Personal Factor information from the system.

As part of the management of the military pay Regulations, the Admin Office authorizes the creation and modification to the following Personal Factors:

- (a) Basic and Incentive Pay information,
- (b) Allowance information (continuous and casual),
- (c) Fringe Benefit information,
- (d) Regulatory Deductions, and
- (e) Continuous Deductions.

## CCPS Pay Process Overview

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HRMS is responsible for sending authorized tombstone information for Regular Force and Reserve Class C members.

The member may ask the Pay Office to record modifications to the following Personal Factors:

- (a) Personal Data (pay and banking arrangements)
- (b) Optional Deductions (Pension Arrears, extra taxes),
- (c) Certain Regulatory Deductions.

Other Unit Sections have the responsibility of reporting One Time Debit and Credits for Reserve and Regular Force members.

HRMS and PSHCP External Systems and Superannuation Benefits contribute to the maintenance of Personal Factors.

## 5 ENROLMENT/RELEASE

### 5.1 Overview

The Enrolment function identifies the newly enrolled Regular or Reserve Force Class C member into the CCPS system.

The Release function identifies the release of Regular Force members from the Regular Force and release of Reserve Force members from the Reserve Force, and casualty notification.

The transfer function is the release and re-enrolment from one component of the Forces to another.

### 5.2 Responsibilities

- (a) Accepts Regular Force enrolment and release notification from HRMS.
- (b) Accepts Reserve Force class C enrolment and release notification from HRMS.
- (c) Accepts casualty notification from HRMS for Regular Force members.
- (d) Accepts casualty notification from HRMS for Reserve Force class C members
- (e) Closes pay records for Regular Force and Reserve Force class C members with pay entitlements.
- (f) Interfaces to the Release/Benefits Online Sub-system.
- (g) Creates a Severance Pay record on release.

## CCPS Pay Process Overview

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- (h) Accepts transfers between the Regular and Reserve Forces.
- (i) Accepts amendments to the release information (e.g. new release date, cancel release).

### 5.3 Description

The Enrolment/Release function encompasses all of the tasks involved in the enrolment or release of a member into the CCPS system.

HRMS updates the CCPS system with enrolment and release information for Regular Force and Reserve Force Class C members. Pay qualification details are required for enrolment. The Enrolment process will record the pay qualification, however any updates to pay qualifications will be handled by Personal Factors.

The release function updates the Member data store with the release reason and release date which the Pay Calculation function uses to price or adjust the member's final payment and release them from the CCPS system.

When a Regular Force member is enrolled, a trigger is sent to the Pay Calculation process such that the next month pay entitlement is updated accordingly and the member will begin being paid.

When a member is released, a trigger is sent to the Pay Calculation process such that the next month pay entitlement is updated accordingly and the members pay account is closed and a Record of Earnings is produced.

The CCPS System sends discrepancies (rejected transactions) to HRMS.

Transfers, to other components of the Canadian Forces, will be handled by release from one component and the enrolment to another component (for example a Reserve who transfers to the Regular Force will be released from the Reserve Force and enrolled into the Regular Force).

Amendments to release information will be accepted, for example a member can be released one day and the release notification can then be cancelled at any time there after.

## 6 ACTIVITY COSTING

### 6.1 Overview

Activity Costing is the summation of the costs incurred within DND and the Canadian Forces while performing specific functions or activities (e.g., the Gulf conflict), as well as costs incurred by individual Cost Centers and units. These costs include personnel costs, supply costs and maintenance costs. The CCPS system can supply via the payroll records, the personnel costs. Costs are determined for Regular Force and Reserves on Class C service.

## CCPS Pay Process Overview

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### 6.2 Responsibilities

- (a) Determine for the Canadian Forces, the personnel costs associated with the Unit Identification Code.
- (b) Determine for the Canadian Forces, the personnel costs associated with the Cost Center.
- (c) Determine for the Canadian Forces, the personnel by Rank totals within each Cost Center.
- (d) Determine for the Canadian Forces, the non-recurring adjustment costs associated with an Activity (Internal Order).

### 6.3 Description

Activity Costing will provide costing information to DND Management in the form of a series of reports. These outputs will be based on information that is contained within the CCPS system.

This process will cover the requirements to produce reports containing information pertaining to the personnel costs by Unit and by Cost Center and the non-recurring adjustment costs by Allowance Type and by Activity for the Regular Force and Reserves.

## 7 ALLOTMENT

### 7.1 Overview

A pay allotment is a recurring monthly deduction from a member's pay, which is either authorized by the member (voluntary) or by the Commanding Officer (compulsory).

In the case of the Reserve Force, the reservist must have a contract for Class C service with continuous service in excess of 90 days remaining in order to start an allotment.

An allotment is made to a third party recipient. The recipient could be a financial institution, an insurance company, an individual, etc.

### 7.2 Responsibilities

- (a) The management of the allotment details data.
- (b) The preparation and sending of the request to PWGSC to affect the payment of the allotted amount to a third party recipient.
- (c) The reconciliation of the allotment payments made through PWGSC.

## CCPS Pay Process Overview

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- (d) The production of the allotment payment files for reconciliation with FMAS.

### 7.3 Description

An allotment is set up by the Pay Office to assign a portion of a member's pay to a specific recipient on a regular basis (a minimum of once per month) for a period of time (definite or indefinite). In the case of the Reserve Force, the reservist must have a current contract for Class C service with continuous service in excess of 90 days remaining in order to start an allotment. The allotment may be continued if another contract period is a continuation of the original 90-day period.

Either a member or the member's Commanding Officer makes an allotment request. A trigger is sent to the Pay Calculation process such that the next month pay entitlement is updated with the amount.

The allotment details are updated for a member (effective dates, amount, frequency, recipient, payment method, etc.) whenever a change to an allotment is required (actions: add, change, and terminate). A change in the amount will trigger a Pay Calculation.

The allotment process will manage the detail allotment data, and the preparation and sending of all allotment information to PWGSC in the form of a request to make the actual allotment payment. PWGSC will make the allotment payment via cheque or direct funds transfer and will confirm whether or not the allotment payment request was successful.

Any unsuccessful allotment payments are credited to the member's pay ledger by the Pay Calculation process, which is triggered by the Allotment process. Appropriate actions are taken to correct the situation with PWGSC, the initiator of the allotment (member or the Commanding Officer) and the CCPS system.

## 8 HISTORY

### 8.1 Overview

A history of a member's pay information is kept for at least 54 years. This consists of pay rates, allowances, deductions, allotments, etc. in effect for members during this period.

Other historical information not directly related to a member's pay (where a member served, addresses, pay office responsible, etc.) is also kept.

### 8.2 Responsibilities

- (a) The maintenance of an historical record for both a member's pay and other non directly related information to be maintained on-line for a minimum of five years to support retroactive calculation (with the exception of pay qualification and pensionable earning information that will be kept until two years after a member is released).
- (b) The maintenance of an historical record for both a member's pay and other non-directly related information to be maintained in an archive format to support historical and ad-hoc queries spanning more than five years.

### 8.3 Description

History is an accumulation of data created by business process activities over time.

The system must support historical pay records of members for at least 54 years.

A minimum of the five most recent year's data will be maintained in the operational database to support retroactive calculations. The remaining data will be maintained in an archive format.

The history function is a technical design issue and has no directly associated business process.

Business Rules:

- (a) Keep for each member Pay Qualification and Pensionable earnings until two years after the member is released.
- (b) Keep a minimum of five years of data related to a member, (Personal factors, Pay records and Allotment), except for data identified in point 1.
- (c) Keep a minimum of ten years of data for corporate factors in the operational database.

## CCPS Pay Process Overview

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- (d) Archive data no longer required in the operational database and keep for a period of at least 54 years.

## 9 AUDIT TRAIL

### 9.1 Overview

The primary reason for having an Audit Trail is to provide the Director of Account Processing Pay and Pension (DAPPP) with a means of tracking changes to the CCPS System database. A secondary reason is to provide support to operations personnel when diagnosing production problems.

The Audit Trail will record an instance of change (creation, correction, approval) of a pay record. In other words, who did what and when. Audit trail information is associated with each database row affected during event processing.

### 9.2 Responsibilities

Associate audit trail information to all database rows affected by an event.

### 9.3 Description

The Audit Trail must allow the tracing of insertions, updates and logical deletions to operational data in the CCPS system database. It must identify who performed an action, when the action was performed, and the process used to effect the action.

The Audit Trail must satisfy the needs of DAPPP. There are no specific business processes related to the maintenance of an Audit Trail.

Other topics included are the two-step approval process and date processing. The two-step approval process ensures that the person who approves a change to a row is different from the one who enters it. Date processing ensures that no two-production values are in effect at the same time by using effective dates and expiry dates.

#### Business Rules:

For each insertion/update/logical delete to the CCPS System database record the following information:

- (a) User identification for online processes and source name for batch processes;
- (b) Database timestamp indicating when the action occurred;
- (c) Process identifier used to effect the action;
- (d) Approval identification for online processes (if required);

## CCPS Pay Process Overview

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(e) Effective date and expiry date (if required).

### 10 LOANS

#### 10.1 Overview

To provide financial assistance to the member who is posted outside Canada, the member is entitled to an interest-bearing-posting loan. The Loans process is the mechanism to grant and recover such loans from the member.

Once the loan approval is received from the Commanding Officer (CO), the Pay Office is responsible for initiating the loan while DAPPP is responsible for monitoring the recovery of the loan.

The loan is granted to the member following a set of rules. The loan is recovered directly from the member's pay in most cases.

#### 10.2 Responsibilities

- (a) Calculate and display forecasts of a loan.
- (b) Set-up/Capture the initial loan information (principal, interest rate, payment start date, payment end date, payment amount).
- (c) Change/Update the loan information (lump sum payment, payment amount, adjustment, repayment period).
- (d) Renegotiate a loan (change of the principal amount, interest rate).
- (e) Set-up/Capture recovery procedure (payment amount, payment start date, payment end date).
- (f) Display a loan including all activities and forecasted activities.
- (g) Reconcile with FMAS.
- (h) Remit an Expenditure Adjustment for the monthly interest amount from the loan account to the government revenue account.

#### 10.3 Description

To provide financial assistance to the member who is posted outside Canada, a posting loan is granted to the member and recovered through the member's pay. A loan may be granted to a member of the Regular Force or Reserve Class 'C'.

The member requests an estimate of a loan repayment details (rate, duration, start date, end date). The pay office 'forecasts' the details adhering to the validations of the ceiling amount; the duration and the repayment start date. If the member is in agreement with the details, he/she requests a loan. Once the loan approval has been received, the pay office raises a

## CCPS Pay Process Overview

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cheque; the member signs for the cheque (and thus the loan) and the loan details including the repayment are recorded. The loan is repaid directly from the member's pay.

Once the repayment starts, the member may renegotiate the rate of interest or the principal amount to the ceiling amount. The member may also make a lump sum repayment once during the repayment period.

If the member is released prior to full repayment of the loan or a notice of casualty is received, actions are taken to ensure the recovery of the loan.

While on Leave Without Pay, the member must continue to pay during this period. The member must arrange a method of repayment before going on leave.

The loan process is responsible for triggering the financial expenditure adjustment for Posting Loan interest charges on a monthly basis. At the end of each month, DAPPP does reconciliation with FMAS.

## 11 INSURANCE

### 11.1 Overview

The Insurance process deals with the following insurance-related business: the Service Income Security Insurance Plan - SISIP (Executive Basic, Executive Optional, Long Term Disability, Survivor Income Benefit/Dependent Life, Option Group Term Insurance - Member, Spousal) and Provincial Medicare for Regular and Reserve Class C members. All insurance-related premium (combined total of employee and employer share), deduction (employee share), employer share, sales tax, and fringe benefit amounts are calculated within the Insurance process.

In terms of the Public Health Service Care Plan - PSHCP, the process receives approved PSHCP (the plan) data from PSHCP (the organization).

DAPPP is responsible for the management of SISIP Executive Basic. SISIP (the organization) is responsible for the management of the remaining SISIP plans. The Pay Offices are responsible for the management of Provincial Medicare.

### 11.2 Responsibilities

- (a) Accepts participation information for eligible Regular Force members from the CCPS system for SISIP Executive Basic and SISIP LTD coverage.
- (b) Accepts participation information from the members for other SISIP coverage and Provincial Medicare. For SISIP Executive Optional, the information may be received via the SISIP office for both Regular and Reserve Force members.

## CCPS Pay Process Overview

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- (c) Accepts approved data from PSHCP.
- (d) Maintains insurance records for SISIP and Provincial Medicare participants including updates to the member's premium due to pay qualification changes (for Executive benefits, LTD, SIB/DL), rate changes, gender, age factor and smoking status.
- (e) Calculates all premiums (government and member shares where applicable) for SISIP and Provincial Medicare.
- (f) Calculates applicable provincial sales tax for the premiums.
- (g) Calculates affected members' SISIP premiums and/or provincial sales tax when there are pay related Corporate Factor changes from the CCPS system.
- (h) Sends Payments to FMAS for the premiums and provincial sales tax.
- (i) Sends Central Accounting Journal Vouchers to Directorate of Financial Services (D FIN S) for the recovery of the government share of contribution.
- (j) Sends SISIP Executive participant information to SISIP (the organization) for Regular and Class C, for subsequent forwarding to Maritime Life Insurance.
- (k) Sends SISIP Executive participant information (government share) to the Director of Compensation and Benefits Administration (DCBA).
- (l) Feeds the CCPS System with the SISIP, Provincial Medicare and PSHCP participant information that triggers the CCPS system to start or cease deductions and/or fringe benefits.
- (m) Accepts insurance factors from the provincial governments and SISIP (the organization).
- (n) Accepts release or decease information, which may affect the member's insurability status from the CCPS system.
- (o) Produces the required Medicare reports and tapes for Provincial Governments.
- (p) Calculates the fringe benefit amount, where the government pays a portion of the insurance premium.
- (q) Produces the required reports for access by DAPPP, SISIP, and Pay Offices.

### 11.3 Description

The Insurance process maintains insurance information for members of the Canadian Forces. This includes the Insurance-specific corporate factors, member data, and the subsequent calculated amounts.

For the Regular Force, the Insurance process is notified by the CCPS system (in the case of SISIP Executive Basic and LTD compulsory), the member (for all other SISIP and Provincial Medicare), or PSHCP for participation in the respective plan. An account for the participant is opened and the required information is recorded once the necessary validations are completed.

## CCPS Pay Process Overview

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For Reserve Class C, the notification comes from the SISIP office for members entitled to SISIP Executive and SISIP-LTD.

The premium amount is calculated and the provincial sales tax (for Ontario and Quebec) is calculated on the premium amount for all types of SISIP. PSHCP premium is calculated by PSHCP and is received by the Insurance process.

The corresponding fringe benefit amount is calculated where applicable, as is the applicable government share of the contribution.

The insurance deduction amount and the fringe benefit amount are forwarded to the CCPS system.

Once a month, Payments are sent to FMAS. A Central Accounting Journal Voucher (CAJV) is sent to Director of Financial Services (DFINS) to recover the government share of the premium contribution. For PSHCP contributions, PSHCP is responsible for the Payment and CAJV.

Monthly summary reports are sent to SISIP and the Directorate Compensation and Benefits Administration (DCBA). Reports are produced for Provincial Governments concerning Provincial Medicare. Other reports for DAPPP, the Pay Offices and SISIP are also produced.

The Application must be capable of canceling a severance pay entitlement on-line and debit the member's pay account accordingly.

## 12 SEVERANCE PAY

### 12.1 Overview

Upon the termination of a member from the forces voluntarily, involuntarily or through death, the Severance pay process calculates the members final pay based upon all the members entitlements resulting from their years of service. It basically cleans the members' file and produces the members' final pay.

### 12.2 Responsibilities

- (a) Calculates the gross severance pay entitlement amount;
- (b) Calculates federal and provincial tax amount using approved lump sum withholding rates to be withheld from the gross severance pay amount;

## CCPS Pay Process Overview

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- (c) Allows for the transfer of all or part of a severance pay entitlement to a member's Registered Retirement Savings Plan accounts;
- (d) Allows for the recovery of member debit balances by crediting all or part of the after tax severance pay amount to the member's pay account;
- (e) Allows a member to transfer all or part of the after tax severance pay amount to an account (non-RRSP) at a financial institution via Direct Funds Transfer;
- (f) Generates a payment file for distribution of bank transfers through the FMAS application;
- (g) Allows the member (or his/her estate) to receive all or part of a severance pay entitlement via Receiver General Cheque;
- (h) Calculates severance pay entitlement adjustments;
- (i) Cancels a severance pay entitlement on-line and debit the member's pay account accordingly.

### 12.3 Description

The application must calculate the gross severance pay entitlement amount based on:

- (a) The severance pay plan type input by the user
- (b) The applicable pay rate from the member's pay record
- (c) A gross multiplier determined according to the release reason

The application must calculate federal and provincial tax amount using approved lump sum withholding rates to be withheld from the gross severance pay amount taking into consideration:

- (a) Allowable tax exemption amounts for deceased persons, if applicable,  
or
- (b) Amounts transferred to the member's RRSP

The application must allow for the transfer of all or part of a severance pay entitlement to a member's Registered Retirement Savings Plan accounts (subject to the limitations set out in the income tax act) by recording:

- (a) The amount to be transferred
- (b) The Bank Transit Number **or** the name and address of the institution
- (c) The RRSP account number.

The application must allow for the transfer of amounts to a maximum of 10 RRSP accounts.

## CCPS Pay Process Overview

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The application must generate a payment file for distribution of RRSP transfers through the FMAS application (see interface section).

The application must allow for the recovery of member debit balances by crediting all or part of the after tax severance pay amount to the member's pay account.

The application must allow a member to transfer all or part of the after tax severance pay amount to an account (non-RRSP) at a financial institution via Direct Funds Transfer. The application must record:

- (a) The amount to be transferred
- (b) The Bank Transit Number **or** the name and address of the institution
- (c) The bank account number

The application must generate a payment file for distribution of bank transfers through the FMAS application (see interface section).

The application must allow the member (or his/her estate) to receive all or part of a severance pay entitlement via Receiver General Cheque. The application must record:

- (a) The amount of the cheque to be issued
- (b) The address to which the cheque is to be delivered

The application must generate a payment file for issuance of the cheque via the FMAS application (see interface section).

The application must be able to calculate severance pay entitlement adjustments as a result of:

- (a) Retroactive changes to member's pay rate.
- (b) Retroactive changes to the member's release reason.
- (c) Retroactive changes to member's release date.

As for an original entitlement, the application must withhold the appropriate federal and provincial tax amounts, allow transfer of all or part of the entitlement to an RRSP, recover debit balances from the after tax amount or distribute all or part of the after tax amount via bank transfer or cheque.

The Application must allow for bulk approval for payment, including re-calculated severance pay transactions.

The Application must be capable of canceling a severance pay entitlement on-line and debit the member's pay account accordingly.





Annual	CD flat file	0.10	CCPS-OSFI
Annual	CD flat file	5.00	CCPS-OSFI
Annual	CD flat file	0.10	CCPS-OSFI
Annual	CD flat file	14.00	CCPS-OSFI
Annual	CD flat file	0.10	CCPS-OSFI
Annual	CD flat file	0.10	CCPS-OSFI
Annual	CD flat file	0.30	CCPS-OSFI
Twice monthly	Emailed text files	0.02	Contingency Payments-RPSR
Twice monthly	Emailed text files	0.02	Contingency Payments-RPSR
Yearly	Manual transfer of flat file	40.00	RPSR-T4 Database
Monthly	Emailed csv file	0.02	PSHCP-RPSR
Twice monthly	FTP flat file	25.00	RPSR-PWGSC
Yearly	HTTPS XML file	40.00	RPSR-CRA
Yearly	HTTPS XML file	10.00	RPSR-MRQ
Monthly	Manual CSV file	0.02	RPSR-RFRG
Daily	FTP flat file	0.02	DRIMIS-RPSR
Twice monthly	Manual flat file load into DRMIS	76.00	RPSR-DRMIS
Yearly		50.00	RPSR-TBD (In Development)
Daily	FTP flat file	0.20	RPSR-Monitor MASS
Twice monthly	Emailed Excel file	0.02	Misc Dbr/Cr-RPSR
Twice monthly	Manual flat file	0.02	RPSR-+10 Stats
Monthly	Emailed Excel file	0.02	CFHA-RPSR
Yearly	FTP XML file	40.00	RPSR-RPSR
Daily	FTP XML file	0.20	T4 database-RPSR
Daily	FTP flat file	0.08	HRMS-RPSR
Twice monthly	FTP flat file	80.00	RPSR-EMAA

Content	MSFT
(All inter-departmental file transfers are scheduled to use MSFT by end March 2013)	
HRMS PROCESSED TRANSACTIONS RECONCILIATION	
HRMS ERROR TRANSACTIONS RECONCILIATION	
CCPS TO HRMS COMPARISON DATA	
HRMS TRANSACTIONS FOR CCPS	
ELIGIBILITY INFORMATION AND PENSION DEDUCTIONS	
Processed transactions results	
Error report for action	
ANNUAL T4 DATA (In Development)	
ANNUAL R1 DATA (In Development)	
In Year amendments for CRA	
In Year amendments for MRQ	
ANNUAL T4 DATA (In Development)	
ANNUAL R1 DATA (In Development)	
IN YEAR T4 AMENDMENTS (In Development)	
IN YEAR R1 AMENDMENTS (In Development)	
PIL INFORMATION (In Development)	
PIL INFORMATION (In Development)	
RPSR TRANSACTIONS FOR CCPS	
RPSR PROCESSED TRANSACTIONS FOR CCPS RECONCILIATION	
RPSR ERROR TRANSACTIONS FOR CCPS RECONCILIATION	
CCPS PAY STATEMENTS	
Allotment payment data	Potential
T4/R1 Forms	YES
T4/R1 Forms	YES
T4/R1 Forms	YES
Members pre-authorised deduction information	YES
PAD file control files for SPS load	YES
PAD file control files for SPS load	YES
PAD file control files for SPS load	YES
PAD file control files for SPS load	YES

Daily payments cancellation data	YES
RETURNED PAYMENT ADVICE NOTE	YES
Payment confirmation data REG	YES
Payment confirmation data REL	YES
Payment confirmation data ALT	YES
First Awards (process suspended, but available)	
	Potential
PAY - SEVERANCE PAY	
PAY - DAILY SA	
PENSION - RETURN OF CONTRIBUTION	
PENSION - TRANSFER VALUE	
PENSION - MINIMUM DEATH BENEFIT	
PENSION - SMALL PENSION	
PENSION - SDB	
PENSION - RFDG	
PENSION - PBDA	
PENSION - DAILY SA (FED TAX, QUE TAX, PAY A/C RECOVERY, DND RECOVERY)	
PENSION - KI OGD REC TRANSFER	
PAY - CSB	
HSA ACCOUNT DATA	
HSA Individual amounts	
HSA Sub accounts	
Gen Reg & Rel Pymnt Req	
FED TAX ACCOUNT	
PROV TAX ACCOUNTS	
HSA ACCOUNT DATA	
CSLP, EIAREARS, FEDTAXARR	
QPIP Accounts	
Canada Saving Bonds	Yes
JCL	Yes
Yearly CSB Input File	Potential
PSHCP input data	Potential
NPF Allotment data	Potential
NPF allotment error trans	Potential
Tombstone.txt	Potential
Service.txt	Potential
Elective service.txt	Potential
Elective service earnings.txt	Potential
Elective service payments.txt	Potential
Salary / earnings.txt	Potential
Contribution summary part i.txt	Potential
Contribution summary part i.1.txt	Potential
Contributions part i.txt	Potential
Contributions part i.1.txt	Potential
Term payment part i.txt	Potential
Term payment part i.1.txt	Potential
PBDA lump sum part i.txt	Potential
Entitlement part i.txt	Potential

Entitlement part i. i. 1.txt	Potential
Survivors part i.txt	Potential
Survivors part i. i. 1.txt	Potential
SOB.txt	Potential
OSB part i members.txt	Potential
Calendar year.txt	Potential
PBDA reduction part i.txt	Potential
Contingency Payments	
Contingency Payments	
T4 Data	
PSHCP deductions	
Payment funds for direct deposit and cheque printing	YES
T4 filer	
RL1 filer	
Gratuity Pay	
SPS return files and cancellations	
Pay Run Results	
T4 and RL1 Print data	
Class A Attendance	
Miscellaneous debits and credits	
Pay statistics	
PMO deductions	
T4/RL1 reprint data	
T4/RL1 reprint data	
Member addresses	
Pay statements	

# DND Application Overview

## Central Computation Pay System (CCPS)



Department of National Defence

July 17<sup>th</sup>, 2009

**Version 0.1**

## Revision History

Date	Version #	Author	Description
2008-10-08	00.1	Stephen Raoux	WIP – First Review
2008-11-17	00.2	G D'Aoust	Add information
2008-11-21	00.3	D Nisbet/C Cope	Add Information

## Quality Review

The following personnel have been nominated as quality reviewers for this document:

Name	Title
TBD	Architecture

## Sign-Off

The following personnel have been designated as approvers for this document:

Approver	Title	Signature	Date
TBD			



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6.0 -	Financial/Costing.....	Error! Bookmark not defined.



## 1.0 - CCPS Overview

<p><i>Application Overview</i></p>	<ol style="list-style-type: none"> <li>1. The CCPS provides pay services to Regular Force members and the Class C Reserves and pension services for all CF members. In March 2007, the CCPS Pension Module Upgrade (CPMU) Project replaced the old Pension-ACTVAL system with a new system to support the administration of the modernized Canadian Forces Superannuation Act (CFSA) Part I and Part I.1. In September 1999, the CCPS-Re-engineered project G1981 implemented a new Pay system version, completing the transition from a batch flat-file system under CCPS Mk II in the 1980's through the hybrid phase of CCPS MK III in the 1990's to a fully integrated CICS/DB2 online application.</li> <li>2. CCPS Pay supports a full range of services for the maintenance of the member's pay record, reflecting all transactions as well as all debits and credits to the member's account. These services include a wide variety of unique entitlements, adjustments, deductions, allowances, and allotments to third party and payments to the members.</li> <li>3. CCPS Pension supports the Service, Earnings, Eligibility, Contributions and members Benefits capabilities under the new CFSA and grandfathered members. It also provides functions such as recording pension information, processing benefit payments, processing retroactive pay increases affecting lump sums and annuity payments, administering Supplementary Death Benefits, managing reports and queries, and automated interfaces.</li> <li>4. The information contained in CCPS databases is PROTECTED A. Access to the production system is restricted to authorized Base/Unit and central service pay offices (PONs). CFSAL Finance Instructors have access to non-production Computer-Based Training databases. Offline batch interfaces provide for internal data exchange with the DND: <ul style="list-style-type: none"> <li>• Financial and Managerial Accounting System (FMAS);</li> <li>• Human Resources Management System (HRMS);</li> <li>• Public Service Health Care Plan - Armed Forces system (PSHCP – AF);</li> <li>• Employee Member Access Application (EMAA);</li> <li>• Revised Pay System for the Reserves (RPSR);</li> <li>• Non-Public Fund Allotment System;</li> </ul>           Similar offline batch interfaces provide for external data exchange with: <ul style="list-style-type: none"> <li>• Public Works and Government Services Canada (PWGSC) Standard Payment System (SPS) for generation of payments to financial institutions, printing/mailing of pay statements;</li> <li>• Revenue Canada Taxation System/Agency;</li> <li>• Revenue Quebec Taxation System;</li> <li>• Bank of Canada Savings Bonds System;</li> <li>• Non-Public Fund Allotment System;</li> <li>• Superintendent of Financial Institutions (OSFI);</li> <li>• Outside Canada Financial Institutions (US, CFE);</li> <li>• Public Works and Government Services (PWGSC) Annuitant System – manual.</li> </ul> </li> </ol>
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	<p>A Memorandum Of Agreement between DND/DAPPP and PWGSC (DND/GTIS MOU# 93091331, dated 15 Jun 1995) sets out service criteria.</p> <p>5. CCPS is a mainframe application hosted by the <b>IBM 9672-R36z9-EC-S08 2094-705</b> and HDS Pilot-58<b>IBM z9-BC-S07 2096-M04</b> servers at the Defence Enterprise Server Complex (DESC) at CFB Borden. Access from user workstations utilizes generic Base/Unit LAN/MAN infrastructure and DWAN connectivity. There are no local CCPS application servers nor are local LAN configurations unique to CCPS. With the exception of Duty Standby laptops (with ACM) and the SISIP PON, all user workstations are located at DND/CF installations. Interfaces external to CCPS utilize the FTP facilities of the DESC.</p>	
<i>Tombstone</i>	<b>System ID</b>	CCPS
	<b>Also Known As</b>	Central Compensation Pay & Pension Systems
	<b>Military or Civilian or both</b>	Military
	<b>Implementation Date</b>	1999 & 2007
	<b>Current Version</b>	CCPS version 3.12.02 November 2008
	<b>Years Until Support Ceases</b>	5 +
	<b>Number of Users</b>	2,900
	<b>Frequency of use</b>	Daily
	<b>Organizations that use the system</b>	CF pay offices across Canada and abroad, Pay Operations & Finance Officers (DMPAP), Pension Services ( DCFPS)
	<b>Pending Changes or Upgrades?</b>	Both, Pay & Pension
	<b>If yes, when and why?</b>	Monthly fixes and quarterly releases – Legislatives and mandated Department changes
	<b>Business Category</b>	Life Cycle Support

## 2.0 - Technology Overview

### 2.1.1 Application Architecture

<i>Application Technology</i>	<b>Presentation Layer (web, forms, client application etc.)</b>	3270 Terminal Emulation - IBM's Host on Demand using the corporate browser (Internet Explorer)
	<b>Business Layer (same as presentation layer, rules engine etc.)</b>	Visual Age Pacbase (COBOL)
	<b>Web Server/ Application Server (vendor, version etc.)</b>	NA
	<b>Database</b>	CICS/DB2
	<b>Current Size (and date)</b>	Production 180gb, History 176gb, Training 25gb, Development 240gb as at Nov 17, 2008.
	<b>Database Connectivity</b>	
	<b>Dependencies (Libraries, DLLs, ActiveX etc.)</b>	Pay history request are supported by a tunnel from the Production online to the history database.
	<b>Programming language?</b>	COBOL plus 20 FORTRAN modules from Superintendent of Financial Institutions (OSFI)



	<b>Desktop Requirements? (i.e. special software deployed to desktop)</b>	NA
	<b>Targeted User Group</b>	Regular Forces pay/admin clerks, Finance Officers and Pay & Pension Specialists
	<b>Client Devices Supported</b>	None
	<b>Is it a COTS application?</b>	NO
	<b>If YES, has it been modified?</b>	
	<b>Any additional Add-Ons?</b>	
	<b>Main Application (If the application/service is exposed as a part of another application)</b>	HRMS, PWGSC (SPS)
	<b>Application Security Considerations</b>	Protected A
	<b>Port Requirements (drive maps etc.)</b>	
	<b>How many people is the system licensed for?</b>	3072 as of 19 November 2008
<b><i>Volumetrics</i></b>	<b>Bandwidth requirements</b>	
	<b>Performance requirements</b>	

### 3.0 - Business Overview

<b><i>Business</i></b>	<b>What is the impact to the business if system is down for a specific period of time?</b>			
	<b>Day(s)?</b>	<b>Week(s)?</b>	<b>Month(s)?</b>	
	Minimal	Incorrect and possible Pay and Pension payments delay	No Pay and Pension Payments delivery	
	<b>Under what authority does your system operate?</b>	Client ADM(Fin); support ADM(IM)		
	<b>What is the primary purpose of the system?</b>	Provide for compensation benefits and payments to Regular Force Members, Reserve Class C members, CF pensioners and their survivors.		
	<b>Is the system critical to your job?</b>	yes		
	<b>Business Process Mapping</b>	1.0 Capability Management	Yes/No	
		2.0 Organization and Establishment	Yes/No	
		3.0a. Military Employment	Yes/No	
		3.0b. Personnel Production Requirements	Yes/No	
		4.0 Recruitment	Yes/No	
		5.0 Personnel Administration	Yes/No	
		6.0a Compensation and Benefits	Yes/No	
		6.0b. Pension	Yes/No	
		6.0c. Training	Yes/No	
7.0 Career Management		Yes/No		
8.0. Strength Management	Yes/No			
9.0 Release/Termination	Yes/No			



		10.0 Reporting	Yes/No
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#### 4.0 - Data Overview

<i>Data</i>	<b>Data storage and processing (DBMS type, Access, flatfile, Spreadsheet etc.)</b>	DB2
	<b>Current Database Size</b>	Production 180gb, History 176gb, Training 25gb, Development 240gb as at Nov 17, 2008.
	<b>Database backup methodology</b>	Daily Production/History/Training, Weekly Development
	<b>Data retention policy</b>	14 day - DB2 Backup Retention
	<b>High Availability (method, duration, 24/7 etc.)</b>	Yes
	<b>Data Model/Entity Relationship Diagram (ERD), please specify location or paste below</b>	S:\DATABASE\SilverRun CCPS-080923.rdm Pension-080923.rdm
	<b>Data Dictionary, please specify location</b>	Pacbase Repository (Mainframe)
	<b>Access Control method</b>	RACF
	<b>High Level Data Overview (Example: Tombstone, Pension, Security Clearances and etc.)</b>	CF Tombstone, Insurance, Loan, Pay and Pension Benefits Data
	<b>Method of maintaining data quality (manual, automatic, source-dependent)</b>	Application enforced.
	<b>How is data integrity enforced?</b>	Application enforced.

#### 5.0 - Support & Training

<i>Support</i>	<b>Internally or externally supported?</b>	Internal
	<b>How and when is the system backed-up?</b>	Daily via scheduled system backups and scheduled database backups prior to overnight processing cycle
	<b>Backup Recovery Plan (Y/N)</b>	yes
	<b>Is your system configured for Disaster Recovery?</b>	yes
	<b>How are changes tracked?</b>	Via Packbase repository for Code changes and DB2 event logs for database changes
	<b>How do users raise problems and get support?</b>	Problem tracking system, and scheduled change control meetings
	<b>How are problems tracked?</b>	Within “Support Magic” for field clients and within custom “PR” application for system and data problems.
	<b>Documented Service level</b>	Yes
	<b>When does support end?</b>	never
	<b>Is there a lifecycle plan?</b>	No
<i>Training</i>	<b>Does training exist for your system?</b>	Yes
	<b>What type (in-house, OJT, contracted)?</b>	In House and OJT
	<b>Length</b>	Variable depending on target audience



	<b>Cost</b>	
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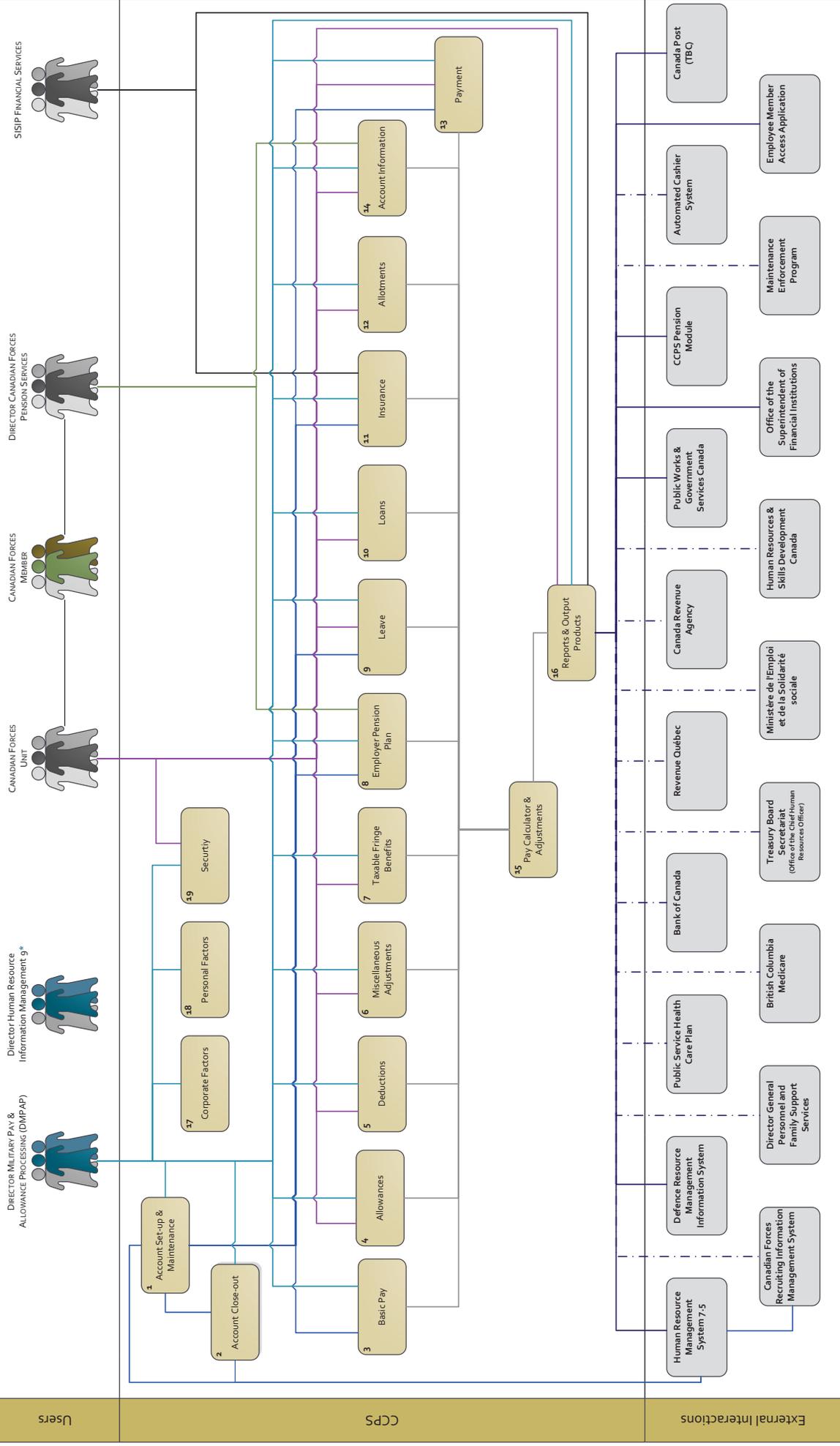
**6.0 - Financial/Costing**

<i>Costs</i>	<b>What were the initial implementation costs (development, hardware etc?)</b>	CCPS Pay re-engineered project costs \$15.22M (1999) CCPS Pension project costs \$10M (2007)
	<b>What are your on-going internal support costs?</b>	Annual Professional Services Contract: \$3.6M
	<b>How many people support the system?</b>	18 Contractors – 9 DND employees
	<b>What is the level of effort per person?</b>	Full time daily effort
	<b>What is the combined total salary?</b>	\$911K
	<b>What are your ongoing license costs?</b>	Packbase \$amount TBD



# As Is: Central Computation Pay System (CCPS)

CCPS Version 1.0

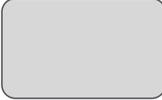
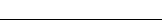


Users

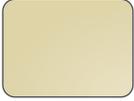
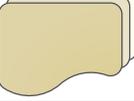
CCPS

External Interactions

## 010 - As Is: Pay System Legend

Shape	Shape Name	Description
	Specialist User	A user at that is the specialist for the system, usually at Headquarters level.  *DHRIM 9 is responsible for maintaining the regular and reserve force pay systems (CCPS and RPSR).
	General User	A user at a unit level that has general access to the systems.
	Employees	A Canadian Forces member, Regular, or Reservist Class A, B or C service and have no access to either pay system.
	Process	Shows a high level process within the pay system that may trigger another process within the system.
	System	Identifies the computer system or organization in which data may be exchanged.
	Connector	Associates the processes that DMPAP perform.
	Connector	Associates the processes that Canadian Forces Units perform.
	Connector	Associates the processes that DCFPS performs.
	Connector	Associates the processes that DCFPS can view only.
	Connector	Associates the processes that SISIP FS performs in CCPS.
	Connector	Associates the process data that is sent to CCPS Pension Module from RPSR.
	Connector	Associates the HRMS interface to the Pay System processes.
	Connector	Associates the processes that are sent to the Pay Calculator and Adjustments process in CCPS and Pay Processing in RPSR.
	Connector	Associates the Pay System with clients that are internal and external to DND. The exchange of data is via interface between systems.
	Connector	Associates the Pay System with clients that are internal and external to DND. The exchange of data is manual.

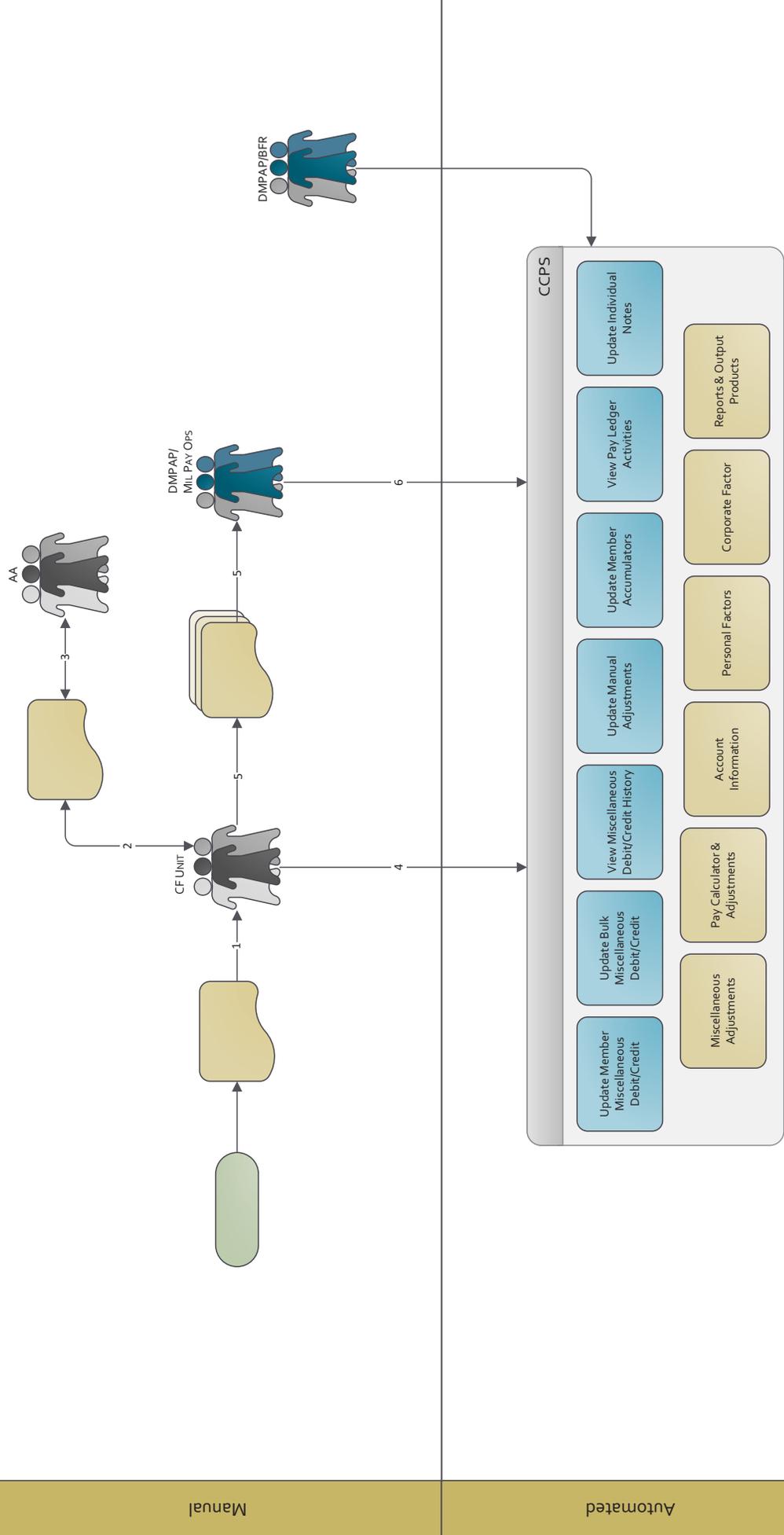
011 Annex H to the SOW - CCPS Process Diagram Legend

Shape	Shape Name	Description
	Process	Shows a process or action step.
	Screen	Indicates the screen(s) that a user may be required to view or update in the system.
	Document	This shape is for a process step that produces a document.
	Multi Document	This shape is for a process step that produces more than one document.
	Decision	Indicates a question or branch in the process flow. Typically, this shape is used when there are 2 options, i.e. yes/no.
	Terminator	Terminators show the start and stop points in a process. When used as a Start shape, terminators depict a trigger action that sets the process flow into motion.
	On page reference	Shows the linking of one process to another.
	Specialist User	A user at that is the specialist for the system, usually at Headquarters level.
	General User	A user at a unit level.
	Employees	A Canadian Forces member, Regular, or Reservist Class A, B or C.
	System	The computer systems which processes occur.
	Connector	Depicts the typical flow in a process.
	Connector	Depicts exception processing (e.g. errors) flow until a decision point is reached.
	Connector	Depicts exception processing (e.g. errors) flow. Decision 1.
	Connector	Depicts exception processing (e.g. errors) flow. Decision 2.
	Connector	Depicts the flow for a Reserve Force Class C member's process if it is different than a Regular Force member's.

## 012 Annex H to the SOW - Terminology Legend

Acronym/ Abbreviation	Description
AA	Approval Authority
ACS	Automated Cashier System
BC Med	British Columbia Medicare
BoC	Bank of Canada
CCPS Pen Mod	Central Computation Pay System Pension Module
CF Member	Canadian Forces Member
CF Unit	Canadian Forces Unit
CFRIMS	Canadian Forces Recruiting Information Management System
CO	Commanding Officer
CP	Canada Post
CRA	Canadian Revenue Agency
DCFPS	Director Canadian Forces Pension Services
DGPFSS	Director General Personnel and Family Support Services
DHRIM 4/HRIC	Director Human Resource Information Management 4/Analytical Services - Human Resources Information Center
DHRIM 5	Director Human Resource Information Management 5 - HR Application Development & Support
DHRIM 9	Director Human Resource Information Management 9 - Military Pay Systems
DMPAP/BFR	Director Military Pay & Allowance Processing/Business and Functional Requirements
DMPAP/FR	Director Military Pay & Allowance Processing/ Financial Requirements
DMPAP/Mil Pay Ops	Director Military Pay & Allowance Processing/Military Pay Operations
DRMIS	Defence Resource Management System
EMAA	Employee Member Access Application
HRMS 7.5	Human Resources Management System 7.5
HRSDC	Human Resources and Skills Development Canada
MEP	Maintenance Enforcement Program
MESS	Ministère de l'Emploi et de la Solidarité sociale
OSFI	Office of the Superintendent of Financial Institutions
PR	Problem Report
PSHCP	Public Service Health Care Plan
PWGSC	Public Works and Government Services Canada
RPPO	Release Personnel Pay Office
RPSR	Revised Pay System for the Reserves
RQ	Revenue Québec
SISIP FS	SISIP Financial Services
SPS	Standard Payment System
TBS	Treasury Board Secretariat

Miscellaneous Adjustments



## 6. Miscellaneous Adjustments

CCPS Version 1.0

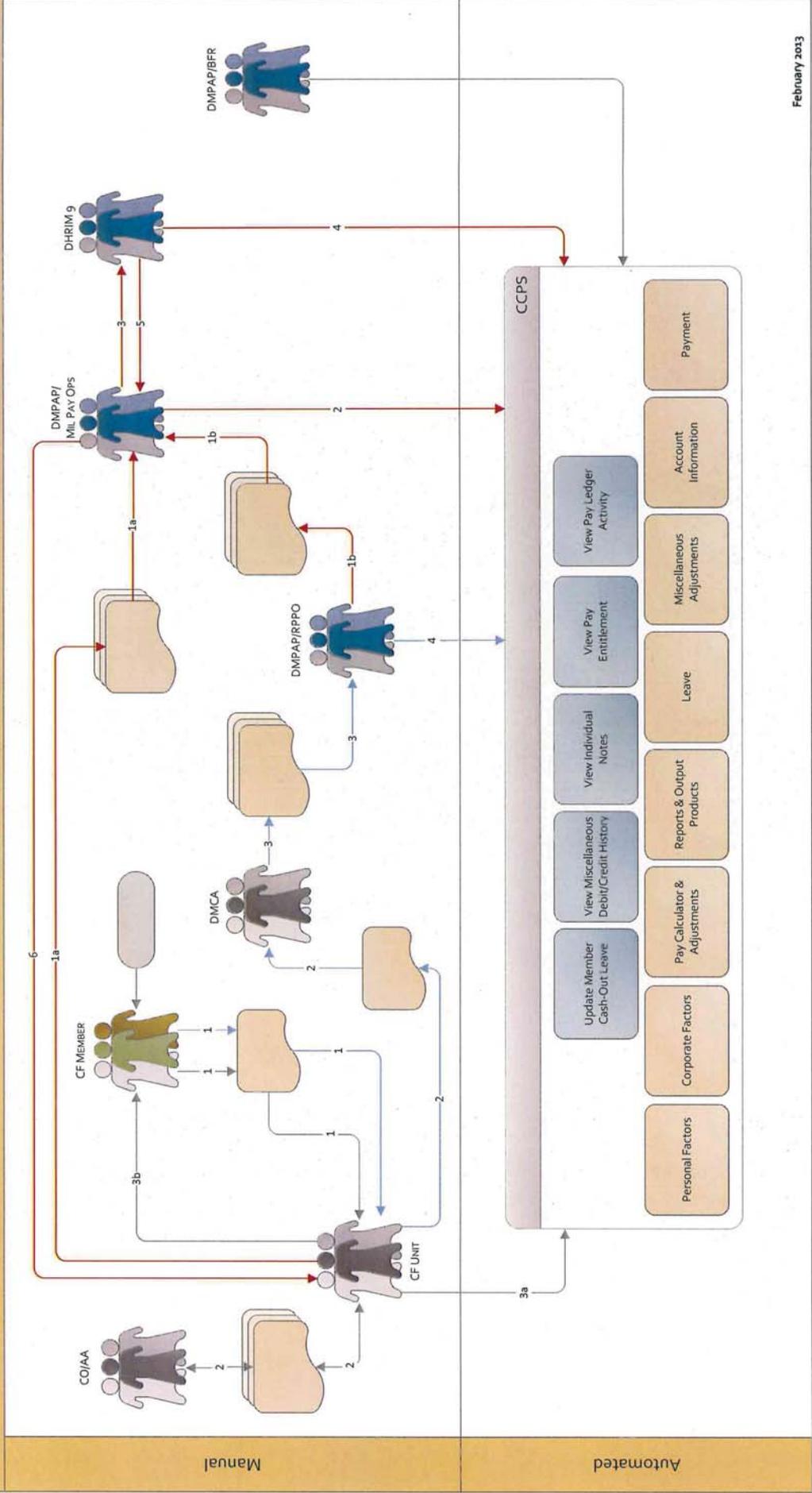
### Standard Processing

1. The CF Unit receives an application for an entitlement, a receipt for reimbursement, or a notification for recovery for a CF member, or a group of CF members. There is approximately 150 current miscellaneous debit/credit codes in the CCPS.
2. The CF Unit raises a Sundry Debit or Credit Voucher or a General Allowance Claim in order to obtain authorization for the debit or credit.
3. The CF Unit sends the Sundry Debit or Credit Voucher or a General Allowance Claim with the supporting documentation to the AA for signature. The AA sends the signed documentation back to the CF Unit.
4. The CF Unit enters the data from the Sundry Debit or Credit Voucher or a General Allowance Claim into the CCPS for the CF member, or the CF members (when bulk functionality is available).
5. The CF Unit sends the original documents to DMPAP/Mil Pay Ops for archiving. If the CF Unit does not have authorization to enter a particular debit or credit on CF member's pay account, then the CF Unit will send the authorized documentation to DMPAP/Mil Pay Ops for the process to be complete.
6. DMPAP/Mil Pay Ops enters the debit or credit request into the CCPS.

Description

Dated: February 2013

Leave: Cash-out



## 9. Leave: Cash-out

**Standard Processing**

1. The CF member completes an application for Cash-out of Leave and sends it to the CF Unit.
2. The CF Unit completes the remaining portion of the application, raises a Sundry Miscellaneous Debit or Credit Voucher, and sends to the AA for authorization. The AA returns the documentation to the CF Unit.
- 3a. The CF Unit enters the cash-out of leave data into the CCPS for the CF member if it has been authorized.
- 3b. The CF Unit notifies the CF member if the application for cash-out of leave is not authorized.

**Release Processing**

1. If the CF member is releasing from the Regular Force, the CF member completes an application for the Cash-out of Leave and sends it to the CF Unit.
2. The CF Unit sends the Cash-out of Leave application to DMCA to be processed.
3. The DMCA completes the remaining portion of the application and authorizes the Cash-out of Leave. The authorized documentation is sent to DMPAP/RRPO.
4. DMPAP/RRPO raises a Sundry Miscellaneous Debit or Credit Voucher and enters the cash-out of leave into the CCPS on the CF members pay account.

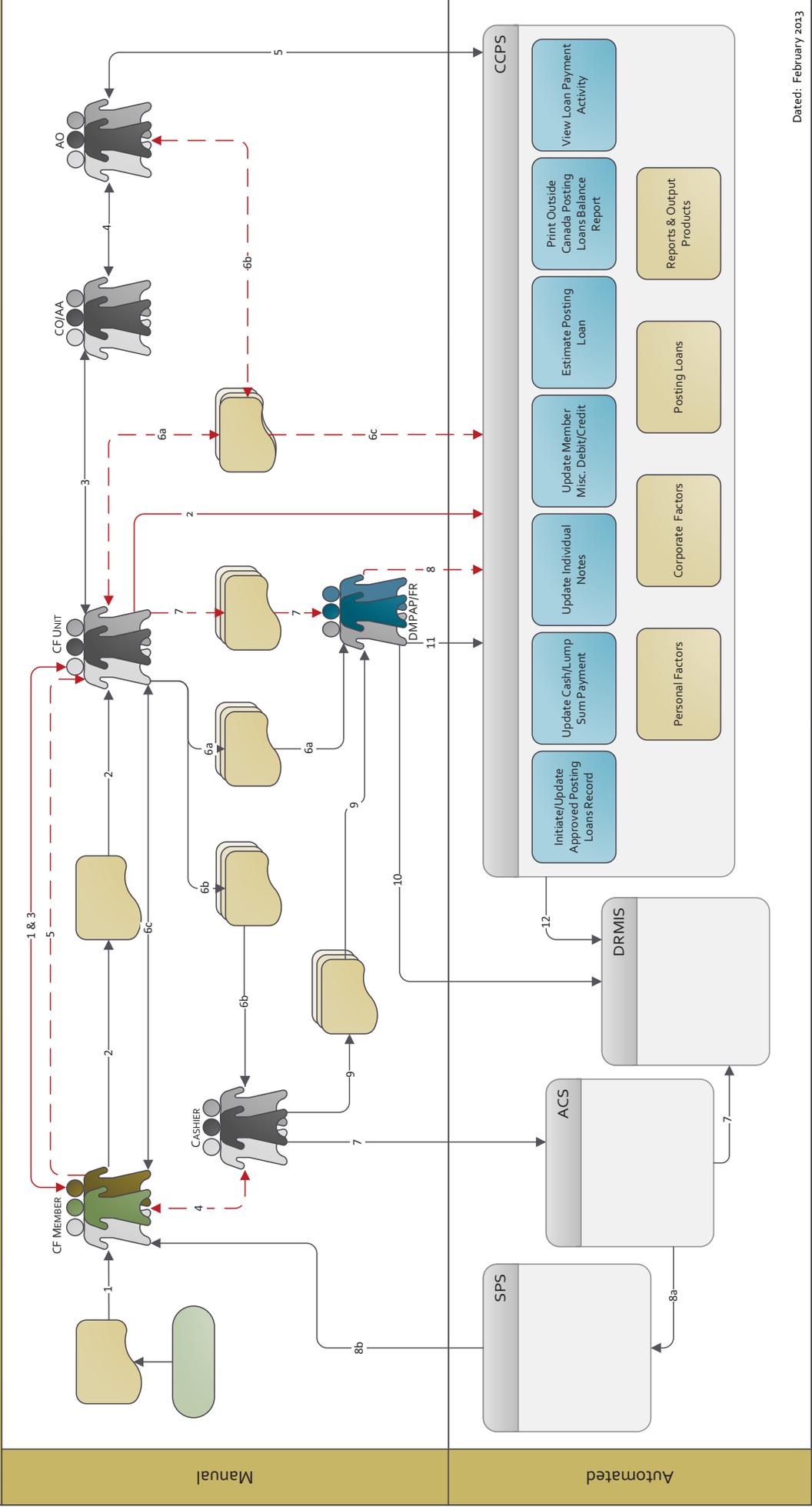
**Exception Processing**

- 1a. The CF Unit sends the authorized documents to DMPAP/Mil Pay Ops when a Cash-out of Leave cannot be entered into the CCPS.
- 1b. DMPAP/RRPO sends the authorized documents to DMPAP/Mil Pay Ops when a Cash-out of Leave cannot be entered into the CCPS.
2. DMPAP/Mil Pay Ops enters Cash-out of Leave in CCPS for the CF member. If the cash-out of leave cannot be completed, continue to step 4, otherwise continue at step 6.
3. DMPAP/Mil Pay Ops raises a CF member specific PR. This PR is sent to DHRIM 9 for correction to the CF member's pay account.
4. DHRIM 9 makes the PR changes and runs a recalculation on the CF member's pay account.
5. DHRIM 9 notifies DMPAP/Mil Pay Ops when the PR is complete.
6. DMPAP/Mil Pay Ops notifies the CF Unit when the requested corrections are completed.

Description

Loans: Posting Loans

CCPS Version 1.0



Dated: February 2013

## 10. Loans: Posting Loans

CCPS Version 1.0

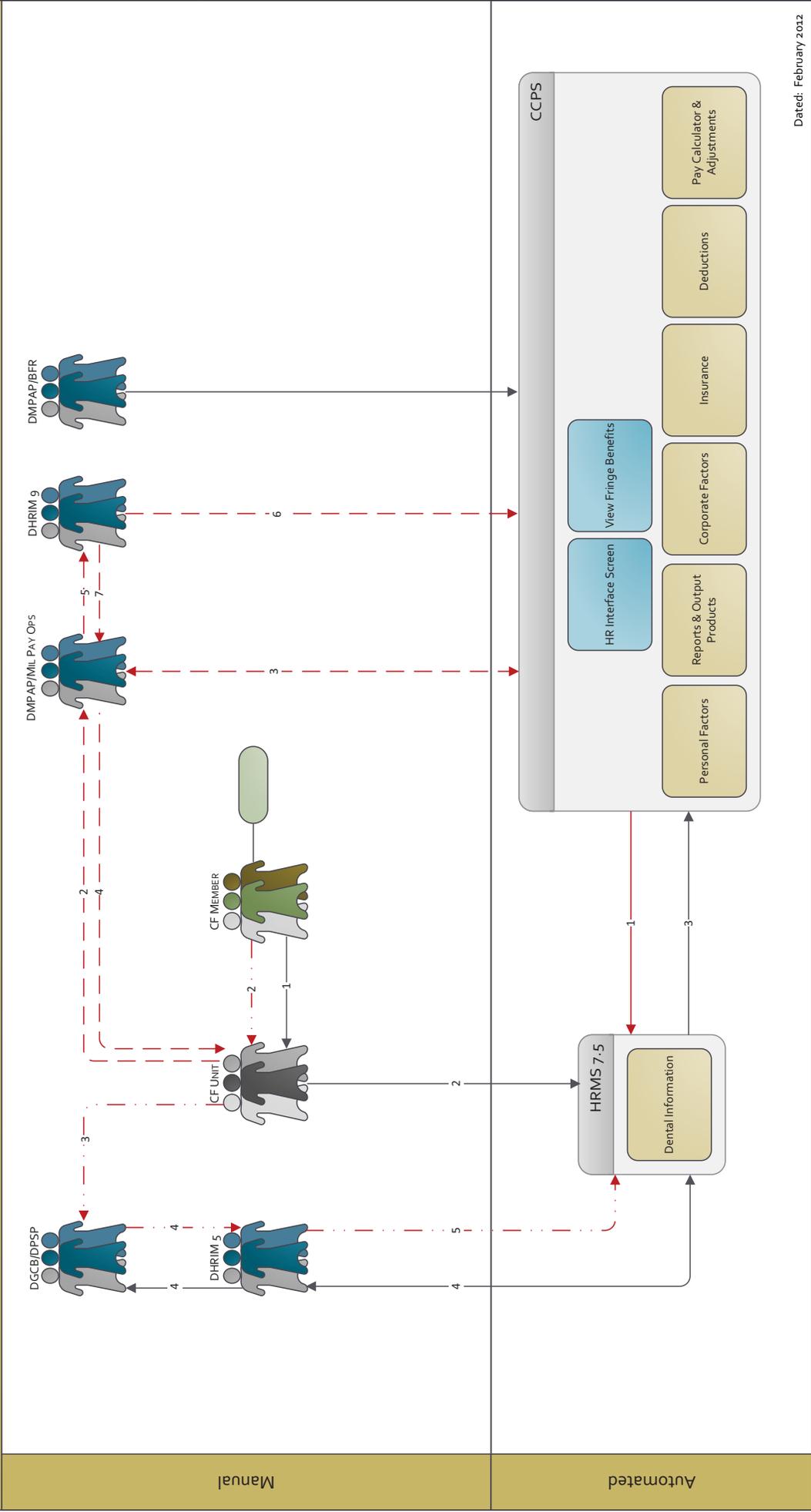
### Standard Process:

1. An CF member receives an outside Canada posting message.
2. An CF member completes the Posting Loan application form for a New Loan, Lump Sum Payment, or Supplementary Loan, and forwards it to the CF Unit.
3. The CF Unit sends the Posting Loan application to the CO for approval inside Canada, or to the AA for outside Canada.
4. The CO/AA forwards the application to the AO to determine the Posting Loan amount.
5. The AO requests a Loan Estimate for the member through the Estimate Posting Loan screen in the CCPS. The AO sends the Loan Estimate back to the CO/AA for approval.
- 6a. If the loan is approved, the CF Unit faxes a copy of the Loan Application form, Annex E, and the Posting message to DMPAP/FR.
- 6b. If the loan is approved, the CF unit sends the original Loan Application form to the Cashier.
- 6c. If the loan is rejected, the CF Unit advises the CF member.
7. The Cashier enters the CF member's Posting Loan data into the ACS. The ASC sends the transaction to the DRMIS.
- 8a. The Cashier disburses payment to the SPS.
- 8b. The SPS disburses the loan payment to the CF member, either by DFT or RG cheque.
9. The Cashier sends the Loan Application and Payment Requisition to DMPAP/FR.
10. The DMPAP/FR retrieves the Loan Notification Report from the DRMIS and performs a reconciliation.
11. The DMPAP/FR enters the Posting Loan data into the CCPS. The data entered is the loan type, loan amount, payment start date, monthly payment, loan approval date, number of payments, departmental accounting ID, financial reference, posting loans receipt funds date, and renegotiated date (if applicable).
12. The CCPS send the transaction details to the DRMIS.

### Repayment Options:

1. The CF member requests a change to the repayment of the Posting Loan. There are 3 options:
  - 1 = Renegotiated Payment Amount
  - 2 = Renegotiated Cease Date
  - 3 = Lump Sum
2. The CF Unit views the Loan Payment Activities in the CCPS and prints the Outstanding Posting Loan Balance report.
3. The CF Unit advises the CF member of the outstanding balance. If the CF member chooses *Option 1* or *2*, then the process starts at step 11 in the **Standard Process**.
4. If the CF member chooses *Option 3*, the CF member delivers a personal cheque to the Cashier for desired amount that is equal to or greater than \$500. The CF member is provided with a receipt of deposit.
5. The CF member provides the CF Unit with the receipt of deposit.
- 6a. The CF Unit creates a CF442 Sundry Debit or Credit Voucher for the amount of the deposit.
- 6b. The AO or authorized representative signs the CF442.
- 6c. The CF Unit enters the data from the CF442 into the CCPS on the CF member's Update Member Miscellaneous Debit/Credit screen.
7. The CF Unit sends a copy of the CF442 and the CF member's data, the balance of the posting loan, and the amount of the repayment to DMPAP/FR by fax, mail or email.
8. The DMPAP/FR enters the repayment data on the CF member's Update Cash/Lump Sum Payment screen in the CCPS.

Description



11. Insurance: PSDCP

**Standard Processing**

1. A CF member requests PSDCP through his/her CF Unit.
2. The CF Unit inputs the CF member's PSDCP data in the HRMS 7.5.
3. The HRMS 7.5 sends PSDCP transactions to the CCPS for processing.

**Exceptions Processing**

1. When transactions are rejected from the CCPS, a notification is sent to the HRMS 7.5.

**Decision 1:**

2. The CF Unit contacts DMPAP/Mil Pay Ops when a CF member's PSDCP data is incorrect in the CCPS.
3. DMPAP/Mil Pay Ops re-queues the transactions (via the HR Interface Screen) in the CCPS and makes changes so the transactions can be processed. Once processed, DMPAP/Mil Pay Ops validates the PSDCP data is correct.
4. DMPAP/Mil Pay Ops notifies the CF Unit the CF member's PSDCP data is correct.
5. If DMPAP/Mil Pay Ops cannot make corrections (due to system limitations), a CF member specific PR is raised and sent to DHRIM 9 for changes to the member's PSDCP data.
6. DHRIM 9 makes the PR changes then runs a recalculation on the CF member's pay account.
7. DHRIM closes the PR and notifies DMPAP/Mil Pay Ops.

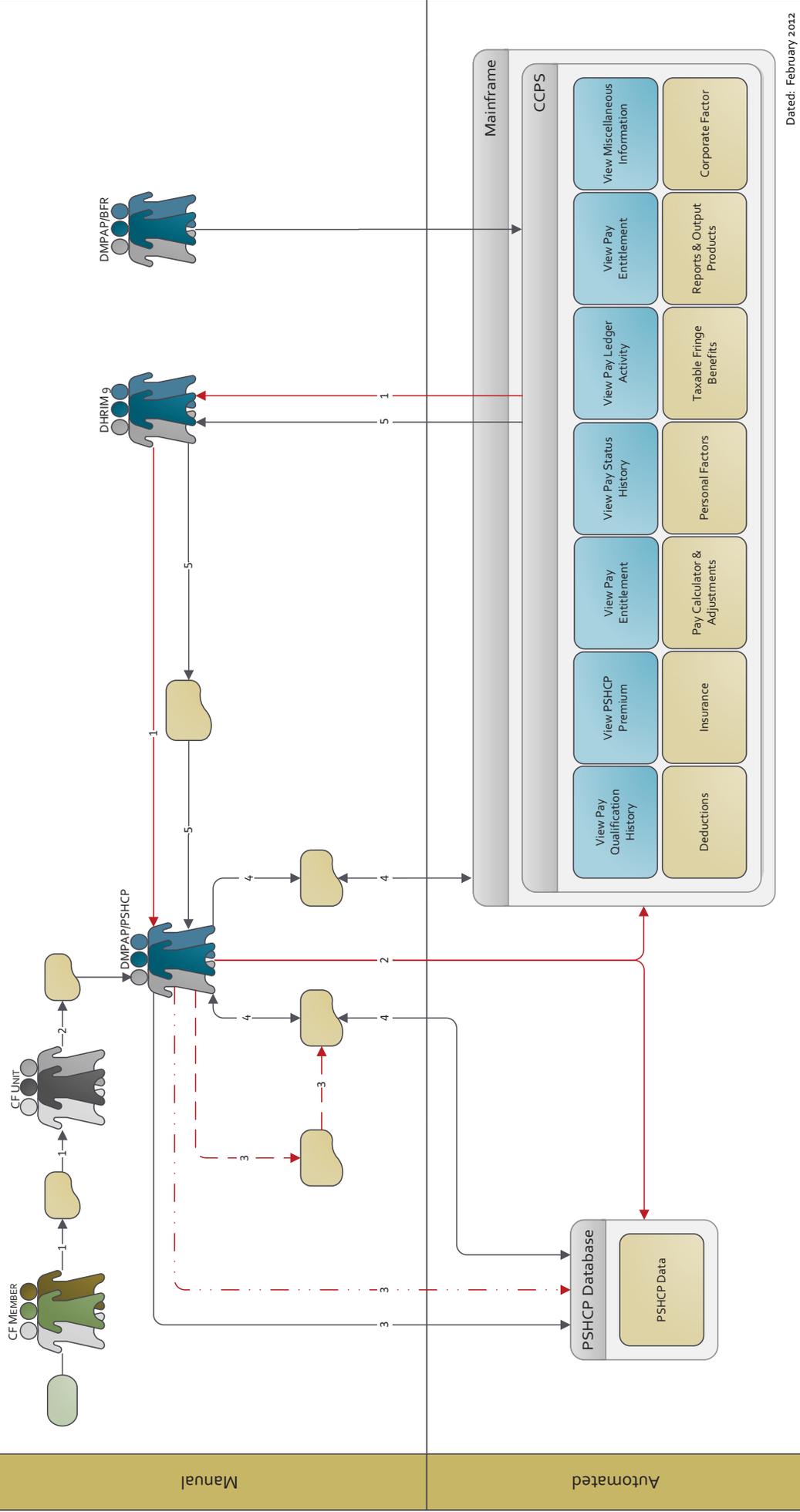
**Decision 2:**

2. A CF member contacts his/her CF Unit when he/she has questions concerning PSDCP activation.
3. The CF Unit contacts DGCB/DPSP when the member has inquiries on PSDCP activation.
4. DGCB/DPSP contacts DHRIM 5 to request changes to HRMS 7.5 PSDCP data.
5. Once the change is made, HRMS 7.5 sends PSDCP transactions to the CCPS for standard processing.

Description

As Is: Insurance - Public Service Health Care Plan(PSHCP)

CCPS Version 1.0



Dated: February 2012

## 11. Insurance: PSHCP

CCPS Version 1.0

### Standard Processing

1. A CF member requests PSHCP coverage through his/her CF Unit.
2. The CF Unit submits the request to DMPAP/PSHCP.
3. DMPAP/PSHCP processes the request in the PSHCP database.
4. DMPAP/PSHCP extracts participant data from the PSHCP database to create a transaction file then:
  - include any corrections from **Exception Processing Decision 1**
  - reformat the transaction file and save to a network drive.
  - run a *.bat* file to transfer the transaction file to the Mainframe for processing in the CCPS.
5. DHRIM gextracts a PSHCP participant file from the CCPS. This file is used to reconcile PSHCP participant data between the PSHCP database and the CCPS.

### Exceptions Processing

1. A rejected transaction file is sent to DMPAP/PSHCP.

2. DMPAP/PSHCP investigates the rejected transactions by reviewing the PSHCP database and/or the PSHCP data in the CCPS.

#### Decision 1:

3. Rejected transactions are corrected on a MS Excel worksheet and included in the standard processing transaction file sent to the CCPS.

#### Decision 2:

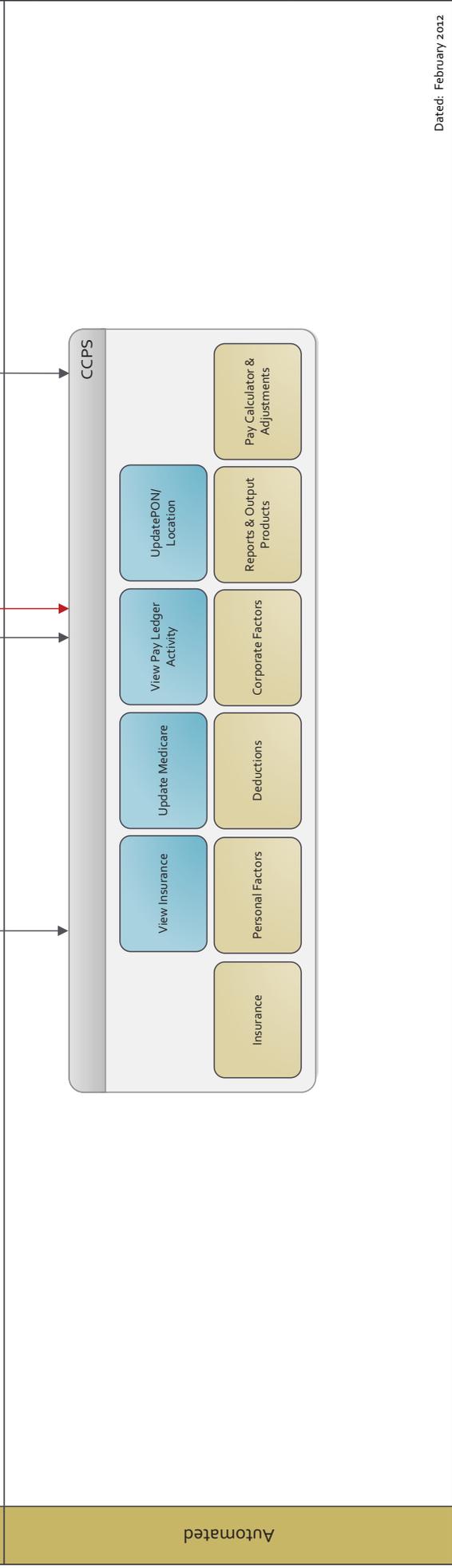
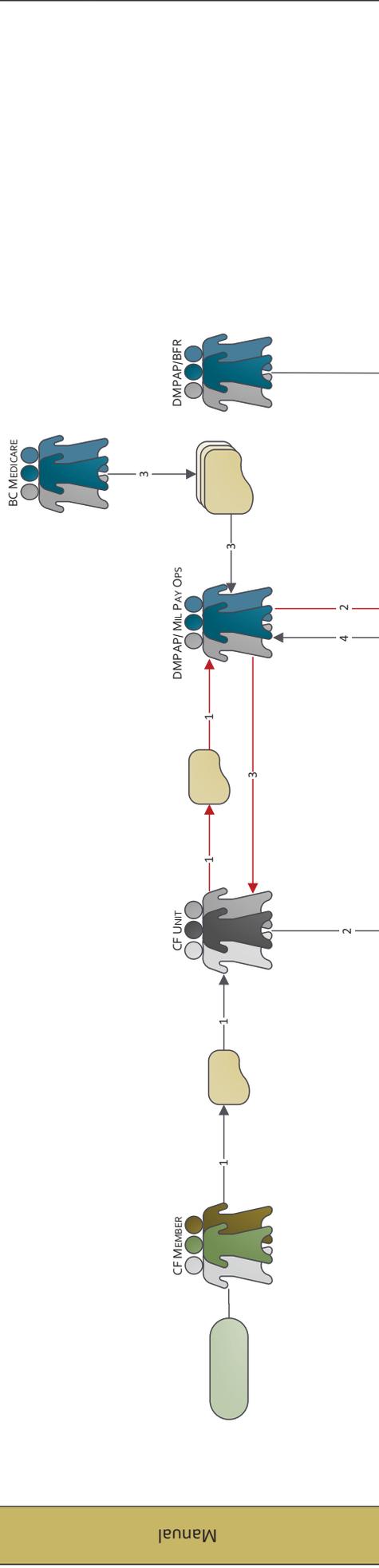
3. Rejected transactions are corrected directly in the PSHCP database.

Description

Dated: February 2012

11. Insurance: Provincial Medicare

CCPS Version 1.0



Dated: February 2012

11. Insurance: Provincial Medicare

CCPS Version 1.0

**Standard Processing**

1. A CF member requests Provincial Medicare start/modify/cease (currently, only BC Med) through his/her CF Unit.
2. The CF Unit validates CF member data in the CCPS and then processes the Provincial Medicare request.
3. BC Medicare sends a BC Medicare participation report to DMPAP/Mil Pay Ops for reconciliation.
4. DMPAP/Mil Pay Ops retrieves a report from the CCPS of all CF members with BC Medicare. This report is used for reconciliation.

**Exception Processing**

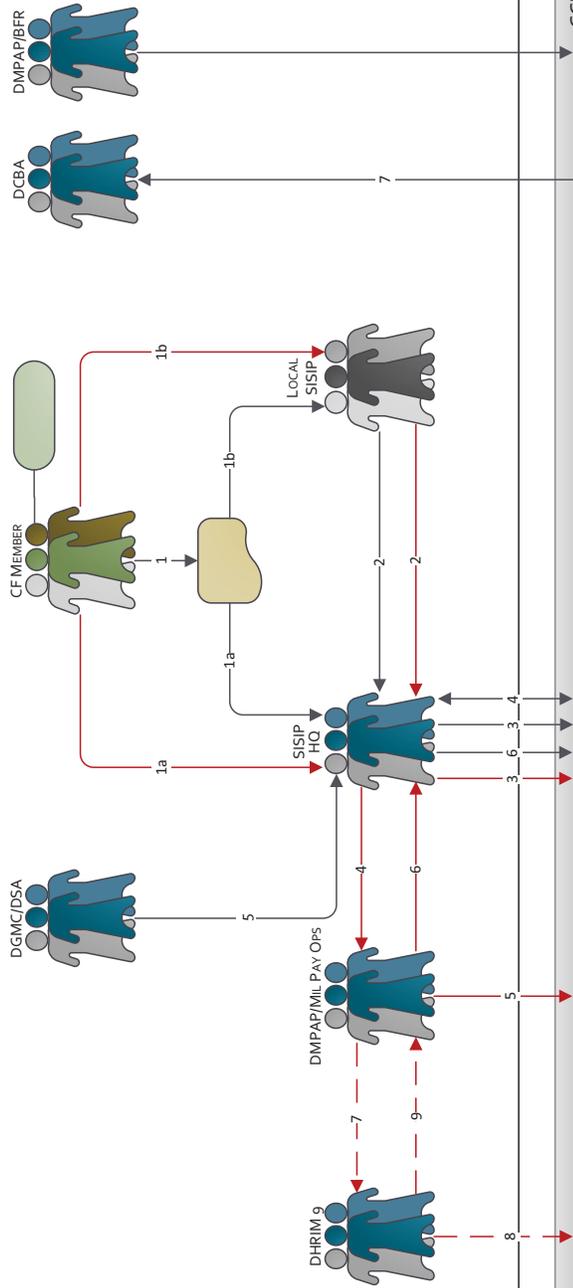
1. Any Provincial Medicare that requires a retroactive cease greater than 3 months is sent to DMPAP/Mil Pay Ops for processing.
2. DMPAP/Mil Pay Ops makes changes to the CF member's Provincial Medicare data.
3. DMPAP/Mil Pay Ops notifies the CF Unit once changes are complete.

Description

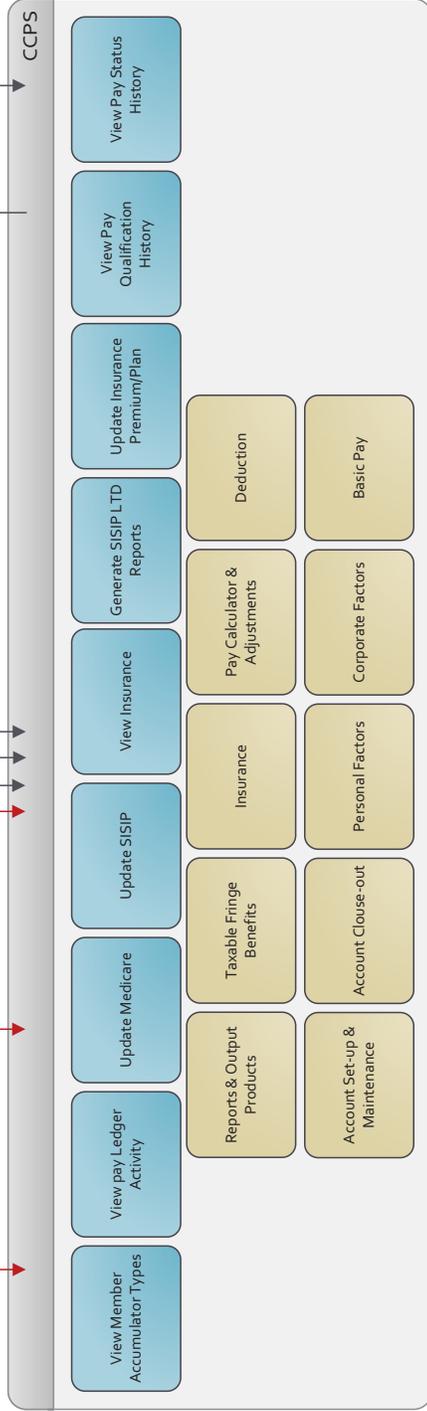
Dated: February 2012

11. Insurance: SISIP

Manual



Automated



11. Insurance: SISIP

**Standard Processing**

1. A CF member requests SISIP start/amendment/cease through his/her: a) SISIP HQ.  
b) Local SISIP.
2. The local SISIP validates the CF member's request and forwards to SISIP HQ for processing.
3. SISIP HQ verifies the CF member's SISIP data, authorizes and processes in the CCPS.
4. Quality control and reconciliation reports are retrieved by SISIP HQ from the CCPS.
5. SISIP HQ receives CF member Senior Officer promotion messages from DGMCD/DSA.
6. SISIP validates the CF member's Senior Officer promotion data and executive insurance types/allotments in the CCPS. If the CF member's insurance data is incorrect, go to **Exception Processing steps 3-6**.
7. A SISIP Executive participant report is generated and sent to DCBA.

**Exception Processing**

- 1a. A CF member contacts SISIP HQ when there are insurance discrepancies.
- 1b. A CF member contacts SISIP Local when there are insurance discrepancies.
2. The Local SISIP forwards the insurance discrepancy details to SISIP HQ.
3. SISIP HQ validates the insurance data errors in the CCPS and corrects the data.
4. If SISIP HQ cannot correct the account, a request is sent to DMPAP/Mil Pay Ops.
5. DMPAP/Mil Pay Ops validates the insurance data errors in the CCPS and corrects the data. If DMPAP/Mil Pay Ops cannot correct the account go to **Decision 1**
6. DMPAP/Mil Pay Ops will close the change request and provide the details to SISIP HQ.

**Decision 1:**

7. A PR is sent to DHRIM 9 for correction of the CF member's SISIP data.
8. DHRIM 9 makes the PR changes and runs a recalculation on the CF member's pay account.
9. DHRIM 9 closes the PR and provides the details to DMPAP/Mil Pay Ops.

Description

# Application Overview

## Revised Pay System for the Reserves (RPSR)



Department of National Defence

July 17<sup>th</sup>, 2009

**Version 0.2**

## Revision History

Date	Version #	Author	Description
2008-10-08	00.1	Stephen Raoux	WIP – First Review
2008-11-14	00.2	R Van Vliet	Add information
2008-11-17	00.3	J. Bates	Additional Information added

## Quality Review

The following personnel have been nominated as quality reviewers for this document:

Name	Title
TBD	Architecture

## Sign-Off

The following personnel have been designated as approvers for this document:

Approver	Title	Signature	Date
TBD			



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**1.0 - RPSR Overview**

<p><i>Application Overview</i></p>	<p>RPSR provides compensation services to the CF Reserves. RPSR is a centralized system. Pay and pay related personnel data is entered for each entitled service member through DWAN workstations at Reserve units. This data is applied to the database at the RPSR Pay Centre, located in Ottawa, where it is processed to generate pay and pension transactions. Staff at the Compensation Centre can input miscellaneous vouchers based on documentation from the units. Upon completion of processing, the payroll data is then forwarded to the Standard Payment System (SPS) at Public Works and Government Services Canada (PWGSC) which is responsible for direct transfers to members’ bank accounts and printing and mailing cheques to those members who are not paid by direct deposit. Financial information is passed to DND’s Financial and Managerial Accounting System (FMAS).</p> <p><b>Functionally, the RPSR system is used to:</b></p> <ul style="list-style-type: none"> <li>• Record pay and pension related data about reservists;</li> <li>• Record attendance, that is, the days and half days worked by reservists;</li> <li>• Associate financial (budgetary) information to payable work;</li> <li>• Perform all functions necessary to generate payment of reservists, including calculations of federal and provincial taxes and deductions, Employment Insurance, Provincial Parental Insurance Plans, Canada Pension Plan and the Reserve Force Pension Plan;</li> <li>• Generate documents in support of pay, e.g. pay statements;</li> <li>• Generate reservist and unit oriented reports from provided and calculated information;</li> <li>• Maintain common static data not associated with specific reservists or units (e.g. pay rate tables); and</li> <li>• Capture all relevant information pertaining to the user and date of a data transaction for auditing purposes.</li> </ul>																																																	
<p><i>Tombstone</i></p>	<table border="1"> <tr><td><b>System ID</b></td><td>RPSR</td></tr> <tr><td><b>Also Known As</b></td><td>Revised Pay System for the Reserves</td></tr> <tr><td><b>Military or Civilian or both</b></td><td>Military</td></tr> <tr><td><b>Implementation Date</b></td><td>1996</td></tr> <tr><td><b>Current Version</b></td><td>7.07.0 November 2008</td></tr> <tr><td><b>Years Until Support Ceases</b></td><td>2014 (Estimated system stand down)</td></tr> <tr><td><b>Number of Users</b></td><td>1700</td></tr> <tr><td><b>Frequency of use</b></td><td>Daily</td></tr> <tr><td><b>Organizations that use the system</b></td><td>DMPAP, DCFPS, all DND Reserve, Cadet and Ranger organizations</td></tr> <tr><td><b>Pending Changes or Upgrades?</b></td><td>HRMS interface</td></tr> <tr><td><b>If yes, when and why?</b></td><td>Single source for member addresses</td></tr> <tr><td><b>Business Category</b></td><td>Support</td></tr> </table>	<b>System ID</b>	RPSR	<b>Also Known As</b>	Revised Pay System for the Reserves	<b>Military or Civilian or both</b>	Military	<b>Implementation Date</b>	1996	<b>Current Version</b>	7.07.0 November 2008	<b>Years Until Support Ceases</b>	2014 (Estimated system stand down)	<b>Number of Users</b>	1700	<b>Frequency of use</b>	Daily	<b>Organizations that use the system</b>	DMPAP, DCFPS, all DND Reserve, Cadet and Ranger organizations	<b>Pending Changes or Upgrades?</b>	HRMS interface	<b>If yes, when and why?</b>	Single source for member addresses	<b>Business Category</b>	Support	<table border="1"> <tr><td><b>System ID</b></td><td>RPSR</td></tr> <tr><td><b>Also Known As</b></td><td>Revised Pay System for the Reserves</td></tr> <tr><td><b>Military or Civilian or both</b></td><td>Military</td></tr> <tr><td><b>Implementation Date</b></td><td>1996</td></tr> <tr><td><b>Current Version</b></td><td>7.07.0 November 2008</td></tr> <tr><td><b>Years Until Support Ceases</b></td><td>2014 (Estimated system stand down)</td></tr> <tr><td><b>Number of Users</b></td><td>1700</td></tr> <tr><td><b>Frequency of use</b></td><td>Daily</td></tr> <tr><td><b>Organizations that use the system</b></td><td>DMPAP, DCFPS, all DND Reserve, Cadet and Ranger organizations</td></tr> <tr><td><b>Pending Changes or Upgrades?</b></td><td>HRMS interface</td></tr> <tr><td><b>If yes, when and why?</b></td><td>Single source for member addresses</td></tr> <tr><td><b>Business Category</b></td><td>Support</td></tr> </table>	<b>System ID</b>	RPSR	<b>Also Known As</b>	Revised Pay System for the Reserves	<b>Military or Civilian or both</b>	Military	<b>Implementation Date</b>	1996	<b>Current Version</b>	7.07.0 November 2008	<b>Years Until Support Ceases</b>	2014 (Estimated system stand down)	<b>Number of Users</b>	1700	<b>Frequency of use</b>	Daily	<b>Organizations that use the system</b>	DMPAP, DCFPS, all DND Reserve, Cadet and Ranger organizations	<b>Pending Changes or Upgrades?</b>	HRMS interface	<b>If yes, when and why?</b>	Single source for member addresses	<b>Business Category</b>	Support
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<p><i>Gaps</i></p>	<p>&lt;Describe any gaps or missing functionality&gt; HR interface to maintain data currency</p>																																																	



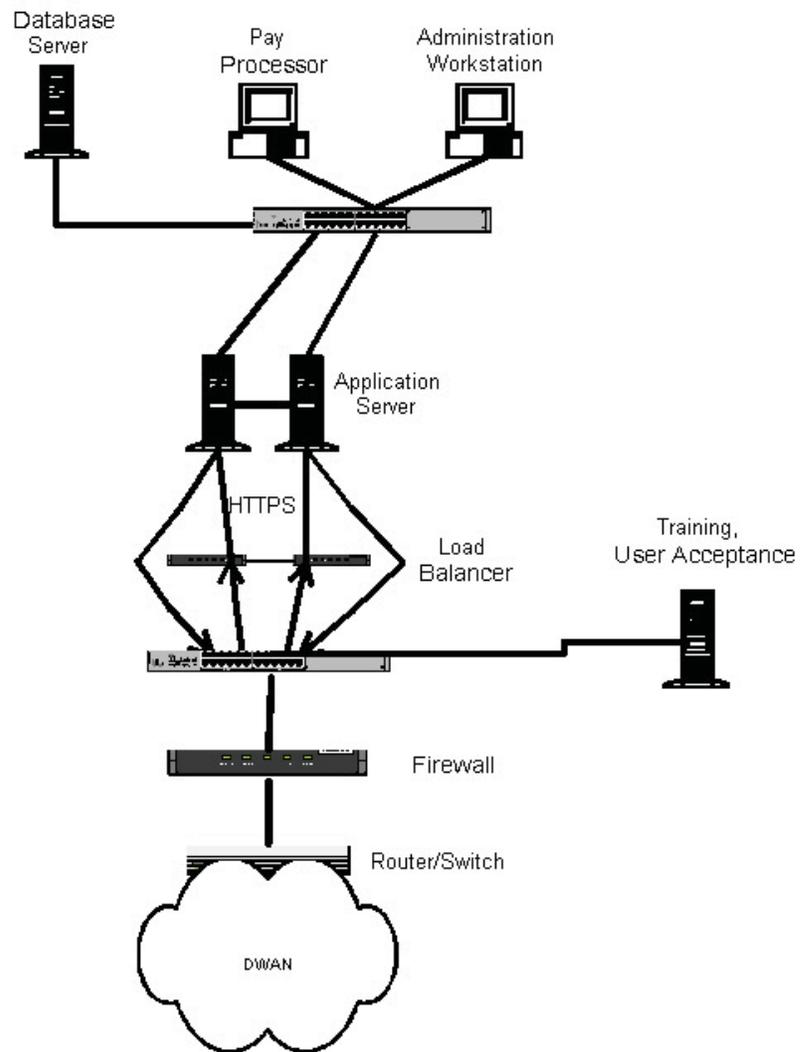
## 2.0 - Technology Overview

### 2.1.1 Application Architecture

<i>Application Technology</i>	<b>Presentation Layer (web, forms, client application etc.)</b>	Web browser
	<b>Business Layer (same as presentation layer, rules engine etc.)</b>	Oracle database
	<b>Web Server/ Application Server (vendor, version etc.)</b>	IBM Websphere 5.x
	<b>Database</b>	ORACLE 9i
	<b>Current Size (and date)</b>	200GB November 2008
	<b>Dependencies (Libraries, DLLs, ActiveX etc.)</b>	WS FTP Pro for connecting to PWGSC – not really a dependency, perhaps Flash, and Java?
	<b>Programming language?</b>	Flash, Java, Cobol
	<b>Desktop Requirements? (i.e. special software deployed to desktop)</b>	User Workstation <ul style="list-style-type: none"> <li>• DND Baseline workstation</li> </ul> Administration Workstations <ul style="list-style-type: none"> <li>• Windows NT4/2000/XP</li> <li>• RPSR application</li> <li>• CA BrightStor ArcServe Client</li> <li>• Oracle client</li> </ul> Pay Processor <ul style="list-style-type: none"> <li>• Windows NT Workstation</li> <li>• RPSR application</li> <li>• Oracle client</li> <li>• NovaBack+ 6.03</li> </ul>
	<b>Targeted User Group</b>	Reserve unit RMS clerks and COs and DND pay and pension specialists
	<b>Client Devices Supported</b>	None
	<b>Is it a COTS application?</b>	No
	<b>If YES, has it been modified?</b>	
	<b>Any additional Add-Ons?</b>	DND Baseline with included web browser with Java and Flash, Excel and PDF reader
	<b>Main Application (If the application/service is exposed as a part of another application)</b>	Websphere Application Server and Oracle database
	<b>Application Security Considerations</b>	Protected A
	<b>Port Requirements (drive maps etc.)</b>	N/A
<b>How many people is the system licensed for?</b>	Enterprise	
<i>Volumetrics</i>	<b>Bandwidth requirements</b>	Up to 300MB per day
	<b>Performance requirements</b>	Timely pay runs twice per month



### 2.1.2 Network Architecture



### 3.0 - Security Overview

<b>Security</b>	<b>Data level security</b>	User can not access own records
	<b>Network security considerations</b>	HTTPS
	<b>Application security</b>	Profile based: Clerk, Chief Clerk, Commanding Officer
	<b>Who and how is access control administered?</b>	System Access Control Officer within ADM(IM) co-located with System owner (ADM(Fin))

### 4.0 - Business Overview

<b>Business</b>	<b>What is the impact to the business if system is down for a specific period of time?</b>			
	<b>Day(s)?</b>	<b>Week(s)?</b>	<b>Month(s)?</b>	
	Minimal	Possible pay delivery delays	Definite pay delivery disruption	
	<b>Under what authority does your system operate?</b>	ADM(Fin)		
	<b>What is the primary purpose of the system?</b>	Provide for compensation payments to Reserve Military Members, Staff Cadets and Civilian Instructors		
	<b>Is the system critical to your job?</b>	Yes. If system does not exist then no job exists		
	<b>Business Process Mapping</b>	1.0 Capability Management	No	
		2.0 Organization and Establishment	No	
		3.0a. Military Employment	No	
		3.0b. Personnel Production Requirements	No	
		4.0 Recruitment	No	
		5.0 Personnel Administration	No	
		6.0a Compensation and Benefits	Yes	
		6.0b. Pension	Partial – Data support	
6.0c. Training		No		
7.0 Career Management		No		
8.0. Strength Management	No			
9.0 Release/Termination	No			
10.0 Reporting	Yes			

### 5.0 - Reports



<i>Reports</i>	Source System	Target Receiver	Report Description	Presentation (web, static file)	Frequency (daily, weekly, monthly, annually, real-time)	Complexity (Simple, Medium, Complex)
	RPSR	Many	Many	Web, Excel, text, PDF	All	All

Rules for assigning Complexity:

- Simple: Data taken from single source
- Medium: Data taken from multiple sources within single instances.
- Complex: Data taken from multiple sources within multiple instances. Merging data from multiple location/applications.

# As Is: Revised Pay System for the Reserves (RPSR)

