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Part - Partie 1 of - de 2
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K1A 0S5

Title - Sujet MPMCT Project - Projet TCGPM	
Solicitation No. - N° de l'invitation W8474-11MP01/G	**Date** 2013-08-06
Client Reference No. - N° de référence du client W8474-11MP01	**GETS Ref. No. - N° de réf. de SEAG** PW-$$XE-668-26310
File No. - N° de dossier 668xe.W8474-11MP01	**CCC No./N° CCC - FMS No./N° VME**
Solicitation Closes - L'invitation prend fin **at - à 02:00 PM** **on - le 2013-08-28**	**Time Zone** **Fuseau horaire** Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. **Plant-Usine:** ☐ **Destination:** ☑ **Other-Autre:** ☐	
Address Enquiries to: - Adresser toutes questions à: Randall(XEDiv.), Michael	**Buyer Id - Id de l'acheteur** 668xe
Telephone No. - N° de téléphone (819) 956-0338 ( )	**FAX No. - N° de FAX** (819) 956-8303
Destination - of Goods, Services, and Construction: **Destination - des biens, services et construction:** 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

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

Canada

Demande de renseignements concernant

LE PROJET DE TRANSFORMATION DE LA CAPACITÉ DE GESTION DU PERSONNEL MILITAIRE (TCGPM)

pour

LE MINISTÈRE DE LA DÉFENSE NATIONALE (MDN)

TABLE DES MATIÈRES

001 Annexe H de l'EDT	Stratégie de planification des ressources de l'entreprise de la Défense
002 Annexe H de l'EDT	Énoncé des besoins opérationnels – Projet de Transformation de la capacité de gestion du personnel militaire (TCGPM)
003 Annexe H de l'EDT	Charte de projet – Projet de Transformation de la capacité de gestion du personnel militaire (TCGPM)
004 Annexe H de l'EDT	Liste des applications logicielles commerciales (COTS) offertes au MDN
005 Annexe H de l'EDT	Interface du Système central de calcul de la solde (SCCS) en novembre 2012
006 Annexe H de l'EDT	Aperçu du processus de solde du Système central de calcul de la solde (SCCS)
007 Annexe H de l'EDT	Système central de calcul de la solde (SCCS) – Fichiers de l'interface du Système de solde révisé de la Réserve (SSRR) validés en novembre 2012
008 Annexe H de l'EDT	Aperçu de l'application du Système central de calcul de la solde (SCCS) du MDN
009 Annexe H de l'EDT	Tel quel : Système central de calcul de la solde (SCCS)
010 Annexe H de l'EDT	Tel quel : Légende du Système de solde
011 Annexe H de l'EDT	Légende du diagramme du processus du Système central de calcul de la solde (SCCS)
012 Annexe H de l'EDT	Légende de la terminologie
013 Annexe H de l'EDT	Modifications diverses
014 Annexe H de l'EDT	Laisser : Paiement forfaitaire
015 Annexe H de l'EDT	Prêts : Prêts d'affectation
016 Annexe H de l'EDT	Assurance : Régime de soins dentaires de la fonction publique
017 Annexe H de l'EDT	Aperçu de l'application du Système de solde révisé de la Réserve (SSRR)
018 Annexe H de l'EDT	Tel quel : Système de solde révisé de la Réserve (SSRR) [Visio]

Annexe I Description des documents du Système central de calcul de la solde (SCCS) et du Système de solde révisé de la Réserve (SSRR)

A.1 Contexte et objet de la présente demande de renseignements

Le ministère de la Défense nationale (MDN) a besoin de mettre en œuvre une capacité de gestion du personnel militaire (GPM) (ressources humaines ([RH]) et paye) pour les Forces canadiennes (FC) fondée sur la solution de gestion du capital humain (HCM) du logiciel de planification des ressources de l'entreprise (PRE) commercial Oracle PeopleSoft. Le Projet de TCGPM prévoit, notamment :

- la transformation des activités du MDN et des FC menées à l'appui de la prestation des services de RH et de paye, y compris la transformation des politiques, la réingénierie des processus opérationnels et la formation;
- la configuration et la mise en œuvre d'Oracle PeopleSoft en remplacement des anciennes applications de RH et de paye des FC;
- la modernisation de l'infrastructure de TI de soutien (de concert avec Services partagés Canada);
- la migration de données des anciennes applications vers la solution de GPM (appelée « Gardien »);
- l'établissement et l'intégration d'interfaces entre Gardien et les autres applications ministérielles du MDN, ainsi qu'entre Gardien et les autres ministères fédéraux qui ont besoin des données sur les RH et la paye des FC;
- la transition de Gardien aux fins de mise en service.

La nouvelle stratégie de mise en œuvre du Projet de TCGPM prévoit l'installation de Gardien en plusieurs versions, selon les trois cycles décrits ci-dessous.

a) Cycle 1 – Définition et conception : définition des exigences opérationnelles et techniques, ainsi que planification de la version 1 de Gardien. – La distribution de la version 1 de Gardien se traduira par la mise en œuvre d'une seule version de PeopleSoft, qui reprendra les fonctionnalités assurées actuellement par le système de gestion des ressources humaines (SGRH 7.5) et le Système de gestion de l'information sur le recrutement des Forces canadiennes (SGIRFC) fonctionnant avec PeopleSoft 7.5, y compris une bonne partie des personnalisations existantes. La version 1 de Gardien donnera lieu à une transformation limitée des activités. Pendant le cycle 1, on se penchera également sur les divers besoins du Projet de TCGPM en matière d'approvisionnement à l'appui des travaux à exécuter pour terminer la version 1 de Gardien et les cycles subséquents.

b) Cycle 2 – Capacité opérationnelle initiale : mise en œuvre de la version 1 de Gardien, mise hors service du SGRH 7.5 et du SGIRFC, ainsi que planification des versions subséquentes du cycle 3

c) Cycle 3 – Capacité opérationnelle complète : mise en œuvre de plusieurs versions de Gardien en vue de la transformation complète des activités et de la mise hors service des deux applications de paye des FC, soit le SCCS et le SSRR. – Actuellement, le MDN prévoit terminer les travaux du cycle 3 en trois versions, dont le contenu est toujours en cours d'élaboration et pourrait changer :

a. version 2 : module des RH principal, et rémunération et avantages sociaux;

b. version 3 : paye;

c. version 4 : amélioration du module des RH et nouvelles fonctionnalités.

Gardien sera mis en place par une équipe de projet intégré (EPI) sous la direction du MDN. Cette équipe sera formée du personnel du MDN, et l'acquisition des services s'effectuera suivant trois principaux besoins :

- intégration de la solution (IS) (pour les versions 2 à 4);
- gestion des changements opérationnels (GCO);
- soutien du Bureau de gestion du projet (BGP).

La présente DR porte sur le besoin en matière d'approvisionnement relatif à l'intégration de la solution (IS) et comprend, entre autres, une description générale de l'ensemble des travaux requis par le Canada à l'appui du Projet de TCGPM ainsi que de l'approche connexe à adopter pour obtenir les services d'un entrepreneur à cet égard.

Les objectifs principaux de la présente DR sont décrits aux alinéas a) et b) ci-dessous.

a) Informer l'industrie de l'intention du Canada concernant l'IS et favoriser le dialogue avec elle à cet égard.

b) Offrir à l'industrie l'occasion :

i) d'examiner et de commenter la pertinence et la clarté des exigences relatives à l'IS telles qu'elles sont définies;

ii) de faire part de ses suggestions en ce qui concerne les solutions de rechange qui répondraient aux exigences du projet de TCGPM en matière d'IS;

iii) de dire si les exigences et les spécifications relatives à l'IS peuvent être respectées à un coût raisonnable et, dans le cas contraire, de suggérer des améliorations;

iv) de se prononcer sur la stratégie préliminaire d'approvisionnement relative à l'IS et le calendrier connexe d'exécution défini dans la présente DR;

v) de faire part de tout problème et de toute préoccupation ou recommandation concernant les exigences obligatoires préliminaires.

Le Projet de TCGPM en est actuellement au cycle 1. Les renseignements recueillis auprès de l'industrie en réponse à la présente DR serviront à la préparation de la demande de soumissions pour l'IS.

A.2 Nature de la demande de renseignements

La présente demande n'est pas une demande de soumissions. Elle ne donnera pas lieu à

l'attribution d'un contrat. Par conséquent, les fournisseurs éventuels des biens ou des services décrits aux présentes ne devraient pas réserver des stocks ou des installations ni affecter des ressources en fonction des renseignements présentés dans la présente DR. De plus, la présente DR ne donnera pas lieu à la création d'une liste de fournisseurs présélectionnés. La participation de tout fournisseur éventuel à la présente DR n'empêche aucunement celui-ci de participer à toute autre demande ultérieure. En outre, la présente DR n'entraînera pas nécessairement l'achat de l'un ou de l'autre des biens et des services qui y sont décrits. La présente DR vise seulement à recueillir les commentaires de l'industrie sur les points qui y sont abordés.

A.3 Traitement des réponses

b) **Utilisation des réponses.** – Les réponses ne seront pas soumises à une évaluation officielle. Toutefois, le gouvernement du Canada pourra les utiliser pour élaborer ou modifier ses stratégies d'approvisionnement ou tout document préliminaire rattaché à la DR. Le Canada examinera toutes les réponses reçues d'ici la date de clôture de la DR. Cependant, s'il le juge opportun, il pourrait examiner les réponses reçues après cette date.

c) **Équipe d'examen.** – Une équipe d'examen formée de représentants de MDN et de TPSGC étudiera les réponses. Le Canada se réserve le droit de retenir les services d'un conseiller indépendant ou d'utiliser les ressources gouvernementales qu'il juge nécessaires pour examiner une réponse. Les réponses ne seront pas nécessairement toutes examinées par l'ensemble des membres de l'équipe d'examen.

d) **Confidentialité.** – Les répondants devraient indiquer les parties de leur réponse qu'ils jugent de nature exclusive ou confidentielle. Le Canada traitera les réponses selon les dispositions de la *Loi sur l'accès à l'information*.

e) **Activité de suivi**. – Le Canada rencontrera chaque répondant sur demande. Après la date de clôture, l'autorité contractante fera un suivi auprès de chaque répondant qui aura indiqué, dans sa réponse, qu'il souhaite rencontrer le Canada.

f) **Surveillant de l'équité**. – Le Canada a embauché l'organisation nommée ci-dessous à titre de tiers indépendant agissant comme surveillant de l'équité dans le cadre du processus d'approvisionnement pour l'IS du Projet de TCGPM. Le surveillant de l'équité devra notamment assumer les responsabilités suivantes :

i) surveiller le processus d'approvisionnement en totalité ou en partie (ce qui comprend, notamment, les processus liés à la DR et à la DP prévue);

ii) au besoin, faire part au Canada de ses commentaires sur des questions relatives à l'équité;

iii) attester l'équité du processus d'approvisionnement.

Afin de s'acquitter de ses obligations, le surveillant de l'équité se verra autoriser l'accès aux réponses de l'industrie et à la correspondance connexe reçue par le Canada en vertu de la présente DR (et toute DR et DP subséquentes) et pourra, à titre d'observateur, assister aux activités de suivi prévues en lien avec la DR et mentionnées au point d) ci-dessus.

Nom de l'organisation agissant à titre de surveillant de l'équité

Howard Grant
PPI Consulting Limited
86, promenade Centrepointe

Ottawa (Ontario) K2G 6B1

A.4 Contenu de la présente DR

La présente DR comprend les appendices suivants :

a) Appendice A Questions adressées à l'industrie
b) Appendice B Principales exigences obligatoires et cotées
c) Appendice C Énoncé des travaux (EDT)

Annexes de l'EDT

Annexe A Glossaire
Annexe B Acronymes et abréviations
Annexe C Exigences opérationnelles pour la gestion du personnel militaire
Annexe D Rôles et responsabilités de l'équipe principale
Annexe E Procédures d'acceptation lors de la migration des fonctionnalités du SCCS et du SSRR dans Gardien
Annexe F Rôles et responsabilités supplémentaires du personnel
Annexe G Jalonnement des activités et échéancier des travaux
Annexe H Documentation technique supplémentaire
- 001 Annexe H de l'EDT Stratégie de planification des ressources de l'entreprise de la Défense
- 002 Annexe H de l'EDT Énoncé des besoins opérationnels – Projet de Transformation de la capacité de gestion du personnel militaire (TCGPM)
- 003 Annexe H de l'EDT Charte de projet – Projet de Transformation de la capacité de gestion du personnel militaire (TCGPM)
- 004 Annexe H de l'EDT Liste des applications logicielles commerciales (COTS) offertes au MDN
- 005 Annexe H de l'EDT Interface du Système central de calcul de la solde (SCCS) en novembre 2012
- 006 Annexe H de l'EDT Aperçu du processus de solde du Système central de calcul de la solde (SCCS)
- 007 Annexe H de l'EDT Système central de calcul de la solde (SCCS) – Fichiers de l'interface du Système de solde révisé de la Réserve (SSRR) validés en novembre 2012
- 008 Annexe H de l'EDT Aperçu de l'application du Système central de calcul de la solde (SCCS) du MDN
- 009 Annexe H de l'EDT Tel quel : Système central de calcul de la solde (SCCS)
- 010 Annexe H de l'EDT Tel quel : Légende du Système de solde
- 011 Annexe H de l'EDT Légende du diagramme du processus du Système central de calcul de la solde (SCCS)
- 012 Annexe H de l'EDT Légende de la terminologie
- 013 Annexe H de l'EDT Modifications diverses
- 014 Annexe H de l'EDT Laisser Paiement forfaitaire
- 015 Annexe H de l'EDT Prêts : Prêts d'affectation
- 016 Annexe H de l'EDT Assurance : Régime de soins dentaires de la fonction publique
- 017 Annexe H de l'EDT - Aperçu de l'application du Système de solde révisé de la Réserve (SSRR)
- 018 Annexe H de l'EDT Tel quel : Système de solde révisé de la Réserve (SSRR) [Visio]

Annexe I Description des documents du Système central de calcul de la solde (SCCS) et du Système de solde révisé de la Réserve (SSRR)

Les documents mentionnés ci-dessus évoluent constamment, et il se peut que des clauses ou des exigences soient ajoutées à la demande de soumissions qui sera finalement publiée par le Canada. Il se peut également que des clauses ou des exigences soient supprimées ou modifiées. Le Canada souhaite recevoir des commentaires relativement à tout aspect de ces documents préliminaires.

A.5 Nature des réponses demandées

Les répondants doivent répondre aux questions de l'appendice A et formuler leurs commentaires, leurs préoccupations et, le cas échéant, leurs recommandations sur la façon de répondre aux exigences ou d'atteindre les objectifs décrits dans la présente DR. Ils sont également invités à commenter le contenu, la présentation ou l'organisation des documents préliminaires joints à la présente DR. Les répondants devraient expliquer toute hypothèse énoncée dans leurs réponses. L'information de mise en marché ou de promotion communiquée en même temps que les réponses sera ignorée.

Les réponses ne seront pas utilisées à des fins d'évaluation concurrentielle ou comparative. Pour cette raison, la présentation n'est pas définie aussi rigoureusement qu'elle le serait normalement pour une DP. Cependant, pour faciliter la consultation des réponses et pour que l'on puisse en tirer le meilleur parti possible, le Canada demande que les répondants respectent la structure énoncée à l'article A.6.

A.6 Présentation des réponses

a) **Page couverture**. – Si la réponse est donnée en plusieurs volumes, les répondants sont priés d'indiquer sur la page de couverture de chaque volume le titre de la réponse, le numéro de la demande, le numéro du volume et leur raison sociale complète.

b) **Page de titre**. – La première page de chaque volume de la réponse, qui suit la page de couverture, devrait être la page de titre qui devrait contenir :

i) le titre de la réponse du répondant et le numéro du volume;

ii) le nom et l'adresse du répondant;

iii) le nom, l'adresse et le numéro de téléphone de la personne-ressource du répondant;

iv) la date;

v) le numéro de la DR.

e) **Système de numérotation.** – Les répondants sont priés d'utiliser dans leur réponse un système de numérotation correspondant à celui de cette DR. Tout renvoi à des documents descriptifs, à des guides techniques et à des brochures accompagnant la réponse devrait être fait en conséquence.

f) **Nombre de copies.** – Le Canada demande aux répondants de présenter leur réponse sur CD-ROM (3 copies) et sur papier (1 original et 5 copies). Le texte figurant sur les CD-ROM et sur chaque copie papier doit comprendre la date et le nom du répondant, et les pages devraient être numérotées séquentiellement. Il est préférable que tous les renseignements pertinents soient inclus sur les CD-ROM, sans qu'il soit nécessaire de consulter les sites Web des répondants. Cependant, si nécessaire, on peut faire des renvois aux sites Web pour fournir des renseignements supplémentaires à ceux qui sont demandés dans la DR. Toutefois, veuillez prendre note que si tel est le cas, les renseignements contenus dans ces sites Web ne seront pas utilisés pour analyser les

réponses de la présente DR.

Les répondants doivent savoir que le logiciel de traitement de texte de base actuel du MDN est Microsoft Word. Toutefois, les réponses électroniques peuvent également être présentées en formats Corel WordPerfect, Lotus WordPro ou PDF d'Adobe.

g) **Langue.** – Les réponses peuvent être présentées en français ou en anglais, au choix du répondant.

A.7 Rencontres faisant suite à l'examen des réponses

Des représentants de TPSGC et du MDN pourront rencontrer les répondants dans le cadre de rencontres individuelles faisant suite à l'examen des réponses, qui se tiendront dans la région de la capitale nationale. Ces rencontres auront pour objectif de permettre au MDN, à l'autorité contractante et au répondant de discuter en personne des commentaires, suggestions ou solutions de rechange proposées en réponse à la présente DR. Cette rencontre est facultative et aura lieu à la demande du répondant. S'ils souhaitent participer à une rencontre faisant suite à l'examen des réponses, les répondants sont priés de l'indiquer dans leur réponse écrite à la présente DR. Les répondants qui en font la demande recevront la liste des dates et des endroits disponibles. Chaque entrepreneur devra choisir deux dates qui lui conviendraient pour cette rencontre. Le Canada lui confirmera alors l'une des dates demandées ou encore lui en suggérera une autre. Les dates de réunion seront attribuées suivant le principe du « premier arrivé, premier servi ». Tout autre renseignement concernant le calendrier et la logistique des rencontres faisant suite à l'examen des réponses sera transmis aux répondants intéressés après la clôture de la DR.

A.8 Dépenses liées aux réponses

Le Canada ne remboursera pas les dépenses que les répondants auront engagées pour répondre à la présente DR, dont les dépenses entraînées par la participation aux rencontres faisant suite à l'examen des réponses.

A.9 Calendrier d'approvisionnement provisoire pour l'IS du Projet de TCGPM

a) Étapes et délais pour l'IS

Les étapes suivantes et les dates d'exécution connexes sont des prévisions fournies à titre indicatif seulement. Le Canada se réserve le droit de modifier ou de supprimer des étapes et les dates d'exécution connexes à son gré.

IS		
Date cible		**Étape**
1	septembre 2013 à octobre 2013	DR Rencontres faisant suite à l'examen des réponses
2	Hiver 2013-2014	Publication d'une DR subséquente pour l'IS (dont l'ébauche de la DP définitive)
3	Printemps et été 2014	Publication de la DP
4	De l'été 2014 au printemps 2015	Évaluation et approbation de la DP

5	Printemps 2015	Attribution du contrat

A.10 Demandes de renseignements

Comme il ne s'agit pas d'une demande de soumissions, le Canada ne répondra pas nécessairement par écrit à toutes les demandes de renseignements ni ne distribuera forcément les réponses à tous les fournisseurs éventuels. Toutefois, les répondants qui ont des questions concernant la présente DR peuvent les transmettre à:

Travaux publics et Services gouvernementaux Canada
Direction générale des approvisionnements
Division des services de solutions de transformation et de l'intégration des systèmes
Direction des initiatives spéciales d'approvisionnement
Place du portage, Phase III, pièce 12C1
11, rue Laurier
Gatineau (Québec) K1A 0S5

À l'attention de Michael Randall, autorité contractante
Téléphone : 819-956-0338
Télécopieur : 819-956-8303
Courriel : michael.randall@tpsgc-pwgsc.gc.ca

Remplaçant : Jeremy Chapple, autorité contractante déléguée
Téléphone : 819-956-1004
Courriel : jeremy.chapple@tpsgc-pwgsc.gc.ca

A.11 Dépôt des réponses

f) **Date et lieu du dépôt des réponses.** – Les fournisseurs intéressés devraient transmettre leur réponse à l'adresse qui est précisée ci-dessous au plus tard à l'heure et à la date indiquées à la page 1 du présent document :

g)Travaux publics et des Services gouvernementaux Canada
Unité de réception des soumissions
Place du Portage III, pièce 0A1
11, rue Laurier
Gatineau (Québec) K1A 0S5

Veuillez ne pas adresser votre réponse à l'autorité contractante.

g) **Responsabilité relative au délai à respecter pour le dépôt des réponses**. – Il incombe entièrement à chaque répondant de veiller à ce que sa réponse soit livrée à temps et au bon endroit.

h) **Adresse du module de réception des soumissions réservée à la livraison des soumissions uniquement.** – L'adresse ci-dessus est réservée au dépôt des soumissions. Aucune autre communication en doit être transmise à cette adresse.

i) **Identification de la réponse.** – Chaque répondant devrait s'assurer que son nom, l'adresse de retour, le numéro de la demande d'information et la date de clôture figurent lisiblement sur l'enveloppe contenant la réponse.

A.12 Conflit d’intérêts

En conformité avec l’article A.1 « Contexte et objet de la présente demande de renseignements », le Canada envisage de faire appel aux services de plusieurs entrepreneurs (ex., GCO, BGP et IS) dans la réalisation du Projet de TCGPM. Le Canada est toujours en train d’évaluer ses besoins à l’égard des clauses de conflit d’intérêts entre les besoins individuels de services professionnels. Les exigences particulières en matière de conflits d’intérêts seront traitées dans chaque DP, au besoin.

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Appendice A
Questions adressées à l'industrie

Le présent processus de DR représente une occasion, dans le cadre du Projet de TCGPM, de consulter ouvertement l'industrie.

Bien qu'il ne soit pas nécessaire de répondre à la présente DR, toute réponse reçue sera fort utile dans la préparation de la demande de soumissions subséquente et la conduite du processus d'approvisionnement connexe. Le Canada encourage les répondants à lui faire part de leurs commentaires concernant les questions présentées ci-dessous, la version préliminaire des « Principales exigences obligatoires et cotées » (appendice B), l'EDT préliminaire (appendice C), ainsi que le processus d'approvisionnement envisagé. En répondant aux questions présentées ci-dessous, veuillez vous assurer de fournir le fondement, les modalités particulières, tout renseignement supplémentaire et les répercussions sur les prix ou le rendement pour chaque ajout ou changement suggéré.

Veuillez lire l'appendice C, « Énoncé des besoins » (y compris ses annexes A à I) avant de répondre aux questions suivantes.

1.0 QUESTION TECHNIQUE

1.1 Le MDN, avec le concours de Services partagés Canada (SPC), est à établir les spécifications de l'infrastructure de Guardian. Celles ci peuvent varier considérablement de celles de la plateforme qu'utilise actuellement le MDN pour héberger le SGRH, le SCCS et le SSRR. La sélection de la plateforme définitive ne pourrait avoir lieu qu'après la fermeture de la demande de propositions (DP) pour l'intégrateur de solution (IS).

a. Cette situation aura t elle des répercussions sur la capacité de l'industrie de répondre à la DP subséquente pour l'IS? Si oui, veuillez décrire ces répercussions.

b. Dans quelle mesure la DP subséquente pour l'IS doit-elle contenir des précisions sur l'infrastructure (c. à d. marque et modèle du fabricant du matériel, système d'exploitation et type de SGBDR) pour que l'industrie puisse proposer une solution détaillée et exhaustive à prix forfaitaire définitif?

1.2 Le MDN, avec le concours de SPC, élabore actuellement une solution en ce qui a trait aux exigences en matière de sécurité, c. à d. la capacité de traiter et de stocker des données " Protégé B " sur le réseau étendu (RE). Pour ce qui est de l'architecture de sécurité du RE du MDN, veuillez décrire le niveau de détail que doit inclure le Canada dans toute DP subséquente pour l'IS afin que l'industrie puisse préparer une soumission détaillée et exhaustive.

1.3 Dans quelle mesure l'industrie doit elle connaître les détails précis de la portée de la première version fournie dans le cadre du projet de TCGPM, outre ceux qui sont indiqués aux paragraphes 1.8.2 et 1.8.3 de l'ébauche de l'EDT de l'IS, pour fournir un prix forfaitaire définitif en vue de la migration du SCCS et du SSRR vers Guardian, et ce, tel qu'il est décrit à la section 5.2 de l'EDT.

1.4 L'industrie recommande-t elle au Canada d'ajouter ou de retirer une catégorie d'effectif à la liste qui figure actuellement dans l'EDT (section 7) pour que l'industrie puisse proposer les compétences adéquates pour aborder les défis du projet de TCGPM, c'est à dire la rationalisation des applications, la saisie en double des données, la méthode " d'intégration " point à point, etc.

1.5 Selon les pratiques exemplaires de l'industrie quant aux projets dont la portée et la complexité sont comparables à celles du projet de TCGPM, l'approche de mise en œuvre, l'échelonnement du projet et les échéanciers du projet que propose le MDN dans l'EDT sont ils réalistes et réalisables? Sinon, veuillez préciser pourquoi.

1.6 Si l'on se fie aux projets dont la portée et la complexité sont semblables à celles du projet de TCGPM, le produit de gestion du capital humain d'Oracle PeopleSoft répondra t il (compte tenu des licences actuelles du MDN), aux besoins des Forces armées canadiennes? Sinon, veuillez préciser pourquoi.

1.7 Le MDN a soulevé, dans les questions ci dessus, des points qui pourraient restreindre la capacité de l'industrie de répondre à la DP subséquente pour l'IS. Y a t il d'autres points (plus précisément des questions d'ordre technique entre autres) qui puissent restreindre la capacité de l'industrie de répondre à la DP subséquente pour l'IS ? Si oui, veuillez préciser.

1.8 Le document technique 004 de l'annexe H de l'EDT comprend une ébauche de la liste des modules de PeopleSoft et d'autres logiciels pour lesquels le gouvernement du Canada et le MDN ont une licence. L'industrie a t elle cerné des besoins parmi ceux qui sont indiqués dans l'Énoncé des besoins opérationnels de la TCGPM de l'EDT de l'IS (document technique 002 de l'annexe H de l'EDT) qui ne peuvent être satisfaits par ces licences? Si oui, veuillez préciser.

1.9 Le MDN envisage la possibilité d'envoyer du personnel clé suivre une formation sur l'outil Oracle Unified Method. L'industrie estime t elle utile une telle formation pour établir de futures relations au sein de l'équipe de projet intégrée de la TCGPM, et ce, entre le personnel du MDN et l'entrepreneur chargé de l'IS? Veuillez indiquer les avantages ainsi que les désavantages d'une telle formation.

1.10 Veuillez indiquer tout risque principal lié à l'approche actuelle de mise en œuvre décrite dans l'EDT et veuillez également proposer des stratégies possibles d'intervention pour atténuer ces risques.

1.11 L'EDT contient il tous les éléments et/ou toutes les étapes clés du projet?

1.12 Veuillez fournir une rétroaction sur le processus d'acceptation des produits du MDN décrit à l'annexe E de l'EDT.

2.0 QUESTIONS COMMERCIALES

2.1 Les répondants sont priés de nous faire part de leurs commentaires concernant les atouts, les lacunes et la faisabilité générale de la méthode d'approvisionnement relative à l'IS décrite dans la présente DR ainsi que de nous suggérer des moyens de rendre processus plus efficace.

2.2 Durée du contrat et options

Le Canada prévoit recommander un seul soumissionnaire en vue de l'attribution d'un contrat pour l'IS. Le contrat d'IS, d'une durée de trois ans, serait assorti de trois options irrévocables de prolongation d'une année chacune aux mêmes conditions.

Nous demandons aux répondants de nous faire part de leurs commentaires sur la durée proposée du contrat d'IS (y compris des options). S'il y a lieu, ils doivent indiquer, dans leur réponse, le fondement de toute modification suggérée à la durée du contrat.

2.3 Portes de sortie

Malgré la durée du contrat et des options indiquée à l'article 2.2 ci-dessus, le contrat d'IS subséquent pourra prévoir des portes de sortie (à définir) au terme de divers cycles ou de diverses parties de cycle de travaux, offrant au Canada la possibilité, à son gré :

i) d'examiner les produits livrables de l'entrepreneur de l'IS;

ii) d'obtenir les approbations internes nécessaires pour les dépenses;

pour déterminer s'il doit exercer son droit à l'égard des portes de sortie.

Si le Canada décide de se prévaloir de ce droit, l'entrepreneur de l'IS n'aura droit à aucun remboursement outre celui des frais engagés dans les travaux exécutés et approuvés jusqu'à la date de transmission de l'avis de sortie.

Nous demandons aux répondants de nous faire part de leurs commentaires sur les exigences relatives aux portes de sortie énoncées ci-dessus.

2.3 Structure de frais

La structure de frais qui sera prévue dans tout contrat subséquent en est actuellement à l'étape d'élaboration préliminaire. Le Canada aimerait adopter une structure de frais complète mais simple applicable à l'ensemble des travaux à exécuter dans le cadre du contrat subséquent. Ainsi, il envisage une méthode d'établissement de prix pour les divers travaux à exécuter (frais de déplacement et de subsistance exclus) qui repose sur une formule à prix ferme ou encore sur l'attribution d'autorisations de tâches (AT), au fur et à mesure des besoins.

Actuellement, le Canada pense demander aux soumissionnaires de proposer une solution à prix ferme pour les travaux à exécuter et décrits au point A) ci-dessous. Dans la solution à prix ferme proposée, les soumissionnaires devront fournir une ou plusieurs ressources désignées de l'équipe principale (veuillez vous reporter à l'article 5.3 de l'EDT) pour diriger et exécuter les travaux. Dans leur solution, ils pourront aussi fournir du personnel supplémentaire autre que les ressources de l'équipe principale pour participer à l'exécution de ces travaux. Outre ces exigences, les soumissionnaires pourront faire appel à d'autres agencements des ressources désignées de l'équipe principale et du personnel supplémentaire.

En plus de la formule à prix ferme, le Canada envisage de demander aux soumissionnaires de proposer un tarif journalier pour chacune des catégories de personnel de l'équipe principale définies à l'article 5.3.1 de l'EDT et pour chaque catégorie de personnel supplémentaire décrite à l'article 7.1.2 de l'EDT. On fera appel au personnel désigné de l'équipe principale et au personnel

supplémentaire pour les travaux à exécuter, au fur et à mesure des besoins, dans le cadre d'AT, outre les travaux à prix ferme décrits au point A) ci-dessous.

A) Prix ferme

Les travaux visés aux articles pertinents suivants de l'EDT seront exécutés à prix ferme dans le cadre du contrat subséquent :

i) article 5.2 « Migration des fonctionnalités du SCCS et du SSRR dans Gardien » : la DP subséquente exigera des soumissionnaires qu'ils proposent une solution à prix ferme (avec ventilation détaillée par étapes d'exécution et paiements d'étape connexes) pour la migration des fonctionnalités du SCCS et du SSRR dans Gardien. De plus, les soumissionnaires devront également présenter, dans leur solution, un « plan de travail et un calendrier », ainsi qu'une « stratégie de mise en œuvre de la GPM ». La solution à prix ferme proposée par le soumissionnaire tenu fera partie intégrante de tout contrat subséquent;

ii) alinéa 5.4.1 a., « Son plan de travail et son calendrier » : les exigences énoncées à l'article 5.4.3 de l'EDT se rapportent aux travaux à exécuter décrits à l'alinéa 5.4.1 a. Dans sa soumission, le soumissionnaire devra également proposer une solution à prix ferme pour peaufiner et mettre à jour (après l'attribution du contrat) « son plan de travail et de son calendrier » cités au point A) i) ci-dessus;

iii) article 5.4.1 b, « Examen de la stratégie de mise en œuvre de la GPM et des plans correspondants » : les exigences énoncées à l'article 5.4.4 de l'EDT se rapportent aux travaux à exécuter décrits à l'alinéa 5.4.1 b. Dans sa soumission, le soumissionnaire devra également proposer une solution à prix ferme pour l'examen et la mise à jour (après l'attribution du contrat) de la « stratégie de mise en œuvre de la GPM » citée au point A) i) ci-dessus.

B) Autorisations de tâches

Un processus officiel de gestion des AT sera également établi dans le cadre du contrat subséquent. En résumé, chaque AT devrait comporter une description des travaux à exécuter et des produits livrables connexes, ainsi qu'une demande de prix à l'entrepreneur pour ces travaux.

Le Canada envisage une méthode d'établissement de prix pour les travaux décrits aux articles de l'EDT indiqués ci-dessous qui repose sur l'attribution d'AT, au fur et à mesure des besoins. Pour les travaux à exécuter dans le cadre de ces AT seulement, l'entrepreneur devra fournir une ou plusieurs ressources désignées de l'équipe principale pour exécuter les travaux en question. Il pourra également faire appel au personnel supplémentaire (article 7 de l'EDT) pour exécuter ces travaux. L'agencement des ressources désignées de l'équipe principale et du personnel supplémentaire sera indiquée dans chaque AT.

À moins d'indication contraire dans l'AT, l'entrepreneur pourra faire appel à du personnel supplémentaire pour l'exécution des travaux demandés dans le cadre d'AT sans lien avec les exigences décrites aux articles de l'EDT citées aux points i) à viii) ci-dessous.

i) article 5.3.2;

ii) article 5.3.3;

iii) alinéa 5.4.1 c., « Sa conception détaillée du livrable de Gardien » (l'article 5.4.6 de l'EDT est également visé par l'alinéa 5.4.1 c.);

iv) article 5.5, « Améliorations à la capacité opérationnelle initiale (IOC) de Gardien en matière de RH »;

v) article 5.6, « Développement de l'intégration et des interfaces »;

vi) article 5.7, « Stockage et archivage des données »;

vii) article 5.8, « Élaboration de rapports spéciaux et normalisés »;

viii) article 5.9, « Apporter des améliorations supplémentaires à Gardien ».

Question 1. – Méthode d'établissement des prix

i) Veuillez nous faire part de vos commentaires concernant la faisabilité de même que les avantages et inconvénients du regroupement de plusieurs lots de travaux dans les catégories indiquées plus haut, soit :

a) prix ferme pour la migration des fonctionnalités du SCCS et du SSRR dans Gardien avec ventilation par étapes d'exécution;

b) prix ferme pour examiner, peaufiner et mettre à jour le plan de travail et le calendrier proposés par l'entrepreneur après l'attribution du contrat;

c) prix ferme pour l'examen et la mise à jour de la stratégie de mise en œuvre de la GPM proposée par l'entrepreneur après l'attribution du contrat;

d) travaux à exécuter dans le cadre d'AT, au fur et à mesure des besoins, et décrits aux points 2.3 B) i) à viii), où il sera obligatoire par les membres de l'équipe principale de participer à l'exécution de tout travail dans les AT donnés ;

e) travaux à exécuter dans le cadre d'AT, au fur et à mesure des besoins, autres que ceux qui sont décrits aux points 2.3 B) i) à viii) ci-dessus, où il ne sera pas obligatoire de participer par les membres de l'équipe principale ou le personnel supplémentaire, à moins d'indication contraire dans les AT donnés.

ii) Tel qu'indiqué plus haut, le Canada envisage de confier à l'équipe principale de l'entrepreneur l'exécution des travaux à prix fermes désignés aux points A) i), ii) et iii) ci-dessus ainsi que des travaux à exécuter dans le cadre d'AT, au fur et à mesure des besoins, désignés au point B) plus haut. En ce qui concerne cette méthode, veuillez :

a) nous faire part de vos commentaires concernant la faisabilité de même que les avantages et inconvénients de la méthode d'établissement des prix pour les services de l'équipe principale qui repose sur une formule à prix ferme ou encore sur l'attribution d'AT, au fur et à mesure des besoins;

b) indiquer le risque de voir surgir des différends entre le Canada et l'entrepreneur concernant les travaux devant être considérés comme des travaux à prix ferme et les travaux ne devant pas être considérés comme tels et, par conséquent, devant occasionner des frais supplémentaires en vertu d'AT distinctes;

c) indiquer si la méthode d'établissement des prix constitue une pratique exemplaire dans l'industrie et, le cas échéant, les moyens que l'industrie emploie pour éviter les différends à l'égard des travaux devant être considérés comme des travaux à prix ferme et des travaux devant occasionner des frais supplémentaires en vertu d'AT;

d) définir tout autre risque ou problème lié à la structure des frais envisagée pour l'équipe principale;

e) nous faire part de vos commentaires concernant toute autre méthode d'établissement des prix en vigueur dans l'industrie et que le Canada pourrait envisager d'appliquer au contrat d'IS pour les travaux à prix ferme et les travaux à exécuter dans le cadre d'AT par l'équipe principale. Justifiez votre réponse.

iii) Veuillez nous faire part de vos commentaires concernant la possibilité, pour l'industrie (donc les soumissionnaires en réponse à toute DP subséquente), de proposer une solution complète et détaillée et des prix fermes pour chacun des travaux à prix ferme définis aux points A) i), ii) et iii) ci-dessus. Abstraction faite des renseignements fournis à l'article 8.2.2 de l'EDT concernant les documents faisant l'objet de procédures de diffusion spéciales, veuillez indiquer si l'information fournie dans l'EDT, particulièrement :

i) à l'article 8.1, « Documents de base »;

ii) à l'article 8.2.1 concernant les documents sur les systèmes qui ne sont pas assujettis à des procédures de diffusion spéciales;

iii) à l 'annexe H, « Documentation technique supplémentaire »;

iv) et dans les autres dispositions

est suffisamment détaillée pour que l'industrie puisse présenter la solution à prix ferme requise. Dans le cas contraire, indiquez à quels autres documents de base, documents sur les systèmes ou renseignements l'industrie devrait avoir accès pendant le processus de DP pour être en mesure de proposer la solution complète à prix ferme requise. Justifiez votre réponse.

iv) En vertu du point A) ii) plus haut, l'entrepreneur doit peaufiner et mettre à jour son plan de travail et son calendrier à prix ferme après l'attribution du contrat. En vertu du point A) iii), l'entrepreneur doit examiner et mettre à jour sa stratégie de mise en œuvre de la GPM après l'attribution du contrat. En ce qui concerne ces deux exigences, veuillez décrire toute répercussion que pourraient avoir le plan de travail, le calendrier et la stratégie de mise en œuvre de la GPM mis à jour après l'attribution du contrat sur la capacité de l'entrepreneur d'effectuer la migration proposée des fonctionnalités du SCCS et du SSRR dans Gardien en temps voulu et aux prix fermes établis.

v) Outre les risques déjà abordés en réponse aux questions précédentes, veuillez indiquer quels autres risques comporte la structure de frais définie (particulièrement en ce qui concerne les prix fermes exigés aux points A) i), ii) et iii) plus haut.

vi) Veuillez décrire les divers types de méthode d'établissement des prix employées par les chefs de file de l'industrie pour l'exécution de travaux analogues aux besoins relatifs à l'IS décrits dans la présente DR. Décrivez notamment les avantages et risques associés à chaque méthode.

2.4 « Documents de base » (article 8.1 de l'EDT)
Documents sur les systèmes qui ne sont pas assujettis à des procédures de diffusion spéciales (article 8.2.1 de l'EDT)
Documents sur les systèmes ne faisant pas l'objet de procédures de diffusion spéciales (article 8.2.2 de l'EDT)

Pour faciliter la préparation des soumissions, le Canada envisage de fournir aux parties intéressées les documents suivants :

i) les documents de base cités à l'article 8.1 de l'EDT;

ii) les documents sur les systèmes ne faisant pas l'objet de procédures de diffusion spéciales cités à l'article 8.2.1

dans le cadre de la DR et de la DP subséquentes. Les versions préliminaires de ces documents sont joints à la présente DR. Voir l'annexe H, « Documentation technique supplémentaire », de l'EDT. Certains de ces documents sont actuellement en cours de mise à jour. Les versions mises à jour seront jointes à la DR et à la DP subséquentes s'il y a lieu. Il convient de souligner qu'il ne s'agit pas de documents de nature délicate ni de documents classifiés.

Le Canada prévoit également fournir à l'industrie les documents sur le système mentionnés à l'article 8.2.2 de l'EDT. Il est en train de soumettre ces documents à un processus d'examen visant à déterminer si ces derniers renferment des renseignements de nature délicate ou des renseignements classifiés et, par conséquent, s'ils doivent faire l'objet de procédures de diffusion spéciales. S'il s'agit de renseignements de nature délicate ou de renseignements classifiés, les documents seront diffusés de façon restreinte et selon les besoins, pendant les processus de DR et de DP subséquents, aux organisations qui détiennent la cote de sécurité requise octroyée par la Direction de la sécurité industrielle canadienne de TPSGC. À titre indicatif, une description générale des documents énumérés à l'article 8.2.2 de l'EDT est présentée à l'annexe I, « Annexe I : Description des documents du SCCS et du SSRR » de l'EDT.

Pour faire suite à la présente DR, le Canada envisage de publier une DR subséquente par l'entremise du Service électronique d'appels d'offres du gouvernement Achatsetventes.gc.ca à l'automne 2013. Dans cette DR, il informera l'industrie de ses exigences en matière de sécurité et des procédures de diffusion spéciales à suivre aux accéder aux documents sur les systèmes désignés à l'article 8.2.2 de l'EDT. Les parties intéressées pourront donc entamer le processus d'enquête de sécurité en vue de se voir attribuer la cote de sécurité nécessaire avant la publication de la DR et de la DP subséquentes. Par ailleurs, le Canada entend joindre une version préliminaire de la DP à la DR subséquente. Le délai nécessaire à l'exécution des enquêtes de sécurité peut varier selon le niveau de sécurité demandé. Il incombera aux parties intéressées d'obtenir les cotes nécessaires à temps. Le Canada ne retardera pas la publication de la DR ou de la DP subséquente pour que les répondants éventuels disposent de plus de temps pour se conformer aux exigences en matière de sécurité.

Questions

i) Nous demandons aux répondants de nous faire part de leurs commentaires concernant la méthode décrite ci-dessus visant à donner l'accès aux documents de base (article 8.1 de l'EDT) et aux documents qui ne sont pas assujettis à des procédures de diffusion spéciales (article 8.2.1 de l'EDT). Assurez-vous de mentionner tout risque ou problème lié au processus de diffusion de l'information décrit plus haut. Veuillez également indiquer si l'information est suffisamment détaillée dans les versions fournies pour que l'industrie puisse proposer une solution complète et détaillée et des prix fermes pour chacun des travaux à prix ferme définis aux points A) i), ii) et iii) ci-dessus. Dans le cas contraire, veuillez indiquer l'information qui devrait être fournie dans toute DP subséquente pour permettre à l'industrie de présenter une solution complète et les prix fermes connexes. Justifiez votre réponse.

ii) Nous demandons aux répondants de nous faire part de leurs commentaires concernant la méthode décrite ci-dessus visant à donner l'accès aux documents sur les systèmes ne faisant pas l'objet de procédures de diffusion spéciales (article 8.2.2 de l'EDT). Assurez-vous de mentionner tout risque ou problème lié au processus de diffusion de l'information décrit plus haut.

Tel qu'indiqué plus haut, les documents sur les systèmes mentionnés à l'article 8.2.2 de l'EDT ne seront mis à la disposition de l'industrie que plus tard. Le Canada reconnaît donc que l'industrie n'est pas en mesure de commenter le contenu même de ces documents pour le moment. En revanche, à la lumière de la liste des documents sur les systèmes fournie à l'article 8.2.2 de l'EDT et de la description qui en est donnée à l'annexe I de l'EDT, veuillez indiquer quels sont les autres documents dont l'industrie pourrait avoir besoin pour proposer une solution complète et détaillée et des prix fermes pour chacun des travaux à prix ferme définis aux points A) i), ii) et iii) ci-dessus. Justifiez votre réponse.

2.5 Calendrier. – Compte tenu de l'envergure et de la complexité de l'IS, êtes-vous d'avis que le calendrier de mise en œuvre proposé dans l'EDT (article 1.3.3, figure 1, « Cycles d'approbation de la TCGPM ») est réaliste? Si non, quel calendrier conviendrait davantage?

2.6 L'EDT préliminaire ci-joint contient-il des exigences dont la satisfaction serait onéreuse ou peu pratique?

2.7 L'article 9, « Services et biens fournis par le gouvernement », de l'EDT comporte une description du matériel et du soutien offerts par le MDN à l'appui de l'entrepreneur de l'IS. Avez-vous des préoccupations concernant le matériel et le soutien énumérés? Veuillez nous faire part de tout problème et de toute préoccupation ou recommandation concernant le matériel et le soutien énumérés.

2.8 Rappelons que le Canada envisage d'attribuer un marché pour les travaux décrits aux points 2.3 A) i), ii) et iii) plus haut, à prix ferme, avec ventilation détaillée par étapes d'exécution et paiements d'étape connexes. Ainsi, nous vous demandons de nous faire part de vos commentaires sur la méthode et les pratiques exemplaires que pourrait employer l'industrie pour mettre en œuvre un projet de taille, de portée et de complexité analogues (au gouvernement et ailleurs). Veuillez indiquer, notamment :

a) les principales étapes que franchirait l'industrie pour exécuter les travaux à prix ferme;

b) le calendrier prévu divisé en principales étapes que devrait suivre l'industrie pour exécuter les travaux à prix ferme;

c) une description des ressources et du matériel nécessaires pour exécuter les travaux à prix ferme;

d) une description des risques types auxquels peut s'attendre l'industrie pour exécuter des travaux à prix ferme ainsi que des stratégies d'atténuation adoptées pour gérer ces risques;

e) tout autre aspect important à l'égard des exigences ci-dessus.

2.9 Gouvernance. – Tel que le stipule l'article 2 de l'EDT, le Canada prévoit assurer la mise en place de la solution Gardien par l'entremise d'une EPI placée sous la direction d'un gestionnaire de projet du MDN. Cette équipe sera formée du personnel du MDN et soutenue par des tiers (ex., entrepreneur de l'IS, entrepreneur du BGP et entrepreneur de la GCO). Nous demandons aux répondants de nous faire part de leurs commentaires sur ce type d'approche gouvernementale. Veuillez répondre, notamment, aux questions ci-dessous.

i) Quelle expérience l'industrie a-t-elle de ce type d'arrangement?

ii) Quelles sont les pratiques exemplaires qu'emploie l'industrie pour gérer ce type d'arrangement et quelles sont les difficultés que doit surmonter chacune des parties visées (ex., gestionnaire de projet du MDN, entrepreneur de l'IS et entrepreneur de la GCO)?

2.10 Les soumissionnaires doivent proposer (dans leur soumission respective) une solution à prix ferme pour les travaux cités aux points 2.3 A) i), ii) et iii) plus haut. L'article 1.81 de l'EDT stipule que, « En vertu de la stratégie relative à la PRE du MDN, le projet TCGPM doit utiliser la dernière version d'Oracle PeopleSoft pour Gardien. »

Question A. – Veuillez nous faire part de vos commentaires concernant la possibilité de proposer une solution à prix ferme à l'étape de la DP pour les travaux décrits aux points 2.3 A) i), ii) et iii) ci-dessus. Il convient de souligner que la « dernière version d'Oracle PeopleSoft » accessible au moment de la préparation de la DP pourrait différer de la « dernière version » accessible au moment de la mise en œuvre de la solution même, après l'attribution du contrat. Veuillez nous faire part, notamment, de vos préoccupations concernant les répercussions sur :

i) la méthode à prix ferme proposée par l'entrepreneur;

ii) son plan de travail et son calendrier;

iii) sa stratégie de mise en œuvre de la GPM;

iv) tout autre aspect de la solution qu'il propose;

advenant le cas où la dernière version d'Oracle PeopleSoft devait différer au moment de la mise en œuvre (après l'attribution du contrat) par rapport à celle qui était accessible au moment de la préparation des soumissions.

Question B. – Certains renseignements présentés dans la DP d'IS du SCCS et du SSRR pourraient être périmés au moment de l'attribution du contrat prévu. Ces changements seraient probablement attribuables en majeure partie à des changements législatifs touchant à la paye.

i) Ces changements auraient-ils une incidence sur la capacité de l'industrie de proposer une solution à prix ferme pour la migration des fonctionnalités du SCCS et du SSRR dans Gardien et, le cas échéant, dans quelle mesure?

ii) Quels types de changements auraient ces répercussions sur votre soumission à prix ferme? Veuillez indiquer quels moyens le Canada pourrait prendre à l'étape de la DP pour atténuer les préoccupations de l'industrie à cet égard.

2.11 Tel qu'indiqué dans :

i) l'annexe H, « Documentation technique supplémentaires », de l'EDT;

ii) l'annexe I, « Description des documents du SCCS et du SSRR », de l'EDT,

le Canada envisage actuellement, dans le cadre de toute DR et DP subséquentes, de publier un certain nombre de documents techniques en anglais seulement en raison de leur nature et de leur format, sauf s'il reçoit une demande de documents traduits en français de la part de l'industrie. Toutes les autres parties de toute DR ou DP subséquente seront publiées dans les deux langues officielles.

Veuillez indiquer dans quelle langue officielle du Canada (français ou anglais) votre organisation communiquera avec le gouvernement dans le cadre de tout processus d'approvisionnement subséquent relatifs à l'IS (ex., DR et DP subséquentes sur l'IS).

Appendice B
Principales exigences obligatoires et cotées

1) Exigences obligatoires

Le Canada en est actuellement aux premières étapes d'élaboration des exigences obligatoires de la DP prévue pour l'IS. Actuellement, il envisage d'intégrer des exigences obligatoires dans la DP subséquente en vertu desquelles le soumissionnaire devra posséder, en tant qu'entrepreneur de l'IS, de l'expérience dans la mise en œuvre :

i) du module de gestion des RH PeopleSoft;

ii) module de paye PeopleSoft;

acquise dans le cadre de projets de taille, de portée et de complexité analogues à celles du Projet de TCGPM.

Question A. – Le Canada reconnaît que les exigences obligatoires particulières relativement à l'expérience professionnelle (ex., nombre d'années d'expérience professionnelle et années où cette expérience a été acquise) n'ont pas encore été définies. En revanche, du point de vue de l'industrie, est-ce que l'intégration d'exigences obligatoires de cette nature dans toute DP pour l'IS aurait une incidence sur la capacité de l'industrie de soumissionner cette DP? Le cas échéant, veuillez expliquer pourquoi.

Question B. – Avez-vous des commentaires concernant les exigences obligatoires mentionnées ci-dessus?

2) Exigences cotées

Le Canada en est actuellement aux premières étapes d'élaboration des exigences cotées de la DP prévue pour l'IS. Actuellement, il envisage d'intégrer des exigences cotées dans la DP subséquente en vertu desquelles le soumissionnaire sera évalué en fonction de son expérience de travail manifeste dans un contexte militaire ou paramilitaire.

Question 1. – Le Canada reconnaît que les exigences cotées particulières relativement à l'expérience professionnelle (ex., nombre d'années d'expérience professionnelle et années où cette expérience a été acquise) n'ont pas encore été définies. En revanche, du point de vue de l'industrie, est-ce que l'intégration d'exigences cotées de cette nature dans toute DP pour l'IS aurait une incidence sur la capacité de l'industrie de soumissionner cette DP? Le cas échéant, veuillez expliquer pourquoi.

Question 2. – Avez-vous des commentaires concernant les exigences cotées mentionnées ci-dessus?

National Defence Défense nationale

Note à l'industrie : Le présent EDT comprend les annexes A à I. Le contenu de l'annexe G est en cours d'élaboration et n'est donc pas compris dans l'EDT ci-joint.

Appendice C

ÉNONCÉ DES TRAVAUX (EDT)

POUR LES

SERVICES D'INTÉGRATION

DES SOLUTIONS

DU

PROJET DE TRANSFORMATION DE LA

CAPACITÉ DE GESTION DU PERSONNEL

MILITAIRE (TCGPM)

Ébauche 5.3 - Le 17 juillet 2013

Table des matières

1 Aperçu et renseignements généraux

1.1 Objectif

1.1.1 Le projet de Transformation de la capacité de gestion du personnel militaire (TCGPM) exige que les services d'un intégrateur de solutions (IS) fournissent des services professionnels afin de contribuer à l'élaboration et à la prestation d'un nouveau système de gestion du personnel militaire (GPM) pour les Forces armées canadiennes (FAC). Ce nouveau système de GPM est appelé Gardien. Les services à contrat comprendront la mise au point des systèmes d'applications de la planification des ressources de l'entreprise (PRE), les services d'intégration et de mise en œuvre, l'application des données, la migration de données et les services de transformation des processus administratifs limités.

1.2 Organisation de ce document

1.2.1 Ce document décrit la gamme de services qui peut être requise par l'entrepreneur de l'intégrateur de solution pour aider le MDN à atteindre la capacité opérationnelle finale (COF) pour Gardien. Voici un aperçu des sections principales de ce document :

a. Le corps principal du document fournit des renseignements généraux sur le projet de TCGPM, décrit la portée des travaux et fournit tout autre renseignement pertinent, y compris les plans de mise en œuvre de Gardien.

b. L'annexe A fournit un glossaire de termes employés dans ce document et toute autre documentation de base.

c. L'annexe B fournit la justification des acronymes couramment employés.

d. L'annexe C décrit les exigences opérationnelles pour la gestion du personnel militaire.

e. L'annexe D décrit les rôles et les responsabilités de l'équipe principale de l'entrepreneur.

f. L'annexe E décrit les procédures d'acceptation à suivre pour l'acceptation des activités liées à la migration du Système central de calcul de la solde (SCCS) et du Système de solde révisé de la Réserve (SSRR) ainsi que les fonctionnalités dans Gardien liées aux activités décrites à la section 5.2.

g. L'annexe F fournit une description des rôles et des responsabilités du personnel supplémentaire indiqués dans la section 7.

h. L'annexe G fournit un calendrier proposé ainsi que le flux de travail et l'ordre de priorité.

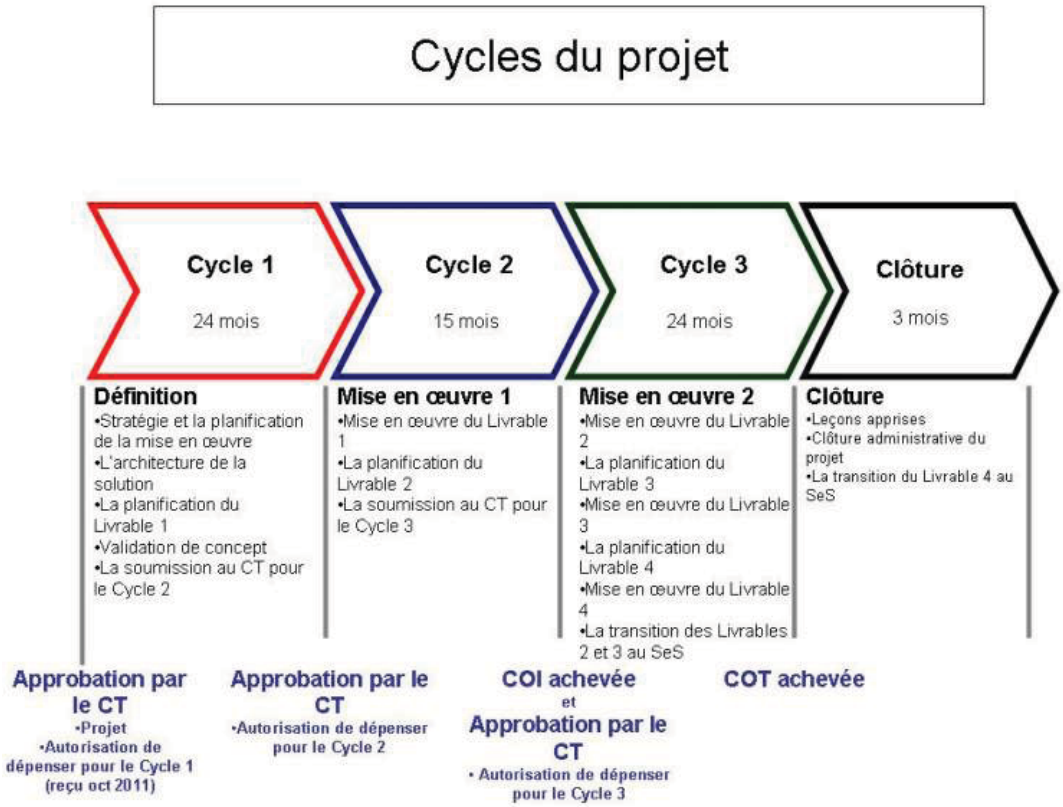
1.3 Contexte du projet de TCGPM

1.3.1 Le Ministère de la Défense nationale (MDN) a une exigence liée à la mise en œuvre d'une capacité de GPM moderne, souple et intégrée qui englobe les ressources humaines (RH) et la paie des FAC. Cette exigence provient de la Stratégie de défense *Le Canada d'abord* et comprend l'élaboration d'un cadre de réglementation et de politique moderne qui transforme les processus administratifs liés à la GPM et met en œuvre un système de Gestion de l'information (GI) moderne et intégré fondé sur le logiciel commercial sur étagère (COTS) de PRE, Oracle PeopleSoft.

1.3.2 Le projet de TCGPM a été établi pour gérer et effectuer cette mise en œuvre. Dans le cadre du projet de TCGPM, on a recours à une méthode d'exécution de projet cyclique. Cette approche permet un programme continu d'examens de projet qui comprend des évaluations de l'état et du rendement (ainsi que des points de décision d'aller de l'avant ou non) à la fin de chaque cycle.

1.3.3 La figure 1 ci-après présente les cycles du projet de TCGPM comme on les envisage à l'heure actuelle. Le projet de TCGPM en est actuellement au cycle 1. Il faut souligner que le nombre et la portée des cycles au-delà du cycle 1 pourraient changer.

Figure 1 - Cycles d'approbation de la TCGPM



1.3.4 L'envergure du projet de TCGPM comprend, sans toutefois s'y limiter, les éléments suivants :

a. La transformation des activités du MDN/FAC qui soutiennent la prestation des services de RH et de paie, y compris la transformation des politiques, le remaniement des processus administratifs et la formation.

b. La configuration et la mise en œuvre d'Oracle PeopleSoft pour remplacer les anciennes applications des RH et de paie des FAC.

c. La modernisation de l'infrastructure de soutien de Technologie de l'information (TI) [conjointement avec Services partagés Canada (SPC)].

d. La migration des données des anciennes applications vers Gardien.

e. L'élaboration et l'intégration des interfaces entre Gardien et les autres ministères canadiens qui nécessitent les renseignements sur les RH et la paie des FAC.

f. La transition de Gardien dans un statut de soutien en service (SES).

1.4 Contexte du MDN et des FAC

1.4.1 Les membres des FAC sont affectés à des postes et envoyés en mission aux quatre coins du pays ainsi qu'à l'étranger, avec une masse salariale annuelle qui totalise environ 5,6 milliards de dollars. Les FAC sont constituées des composantes du personnel suivantes :

a. Environ 70 000 membres de la Force régulière

b. Environ 30 000 membres de la Force de réserve, composée des sous-éléments suivants :

i) la Première réserve,

ii) les Rangers canadiens,

iii) la Réserve supplémentaire,

iv) le Service d'administration et d'instruction pour les organisations de cadets (SAIOC).

1.5 Environnement technique

1.5.1 Le MDN est exposé au risque élevé que son système de RH militaires devienne obsolète. Ainsi, des aspects essentiels seront créés pour les activités des RH du MDN et des FC. En outre, l'environnement n'est pas assez solide pour tenir compte des nouveaux changements législatifs et administratifs. Il ne peut pas non plus être mis à l'échelle ni appuyer les besoins du MDN et des FC afin de mener ses activités de façon efficiente et efficace en effectuant des échanges d'information avec les autres systèmes.

1.5.2 Les sections suivantes décrivent l'environnement qui fournit actuellement les capacités de la Gestion des ressources humaines (GRH) aux FAC.

a. SGRH 7.5

b. Système de gestion de l'information sur le recrutement des Forces canadiennes (SGIRFC)

c. SCCS de la Force régulière

d. SSRR de la Force de réserve

e. Autres applications à l'appui des fonctions de RH militaires

1.5.3 La version 7.5 du Système de gestion des ressources humaines (SGRH) est une version très personnalisée de la version 7.5 de PeopleSoft qui appuie la gestion de l'information des ressources humaines militaires pour la Force régulière et la Force de réserve des FAC. Les renseignements personnels seront disponibles en format de rapport, de demandes ponctuelles ou d'extraits de données par l'intermédiaire du Système de rapports sur les ressources humaines (SRRH). La version 7.5 du SGRH fournit à d'autres systèmes ministériels des sous-ensembles de données de RH par le truchement d'interfaces de données, directes ou indirectes.

1.5.4 La version 7.5 du SGRH comprend les éléments suivants :

a. Les modules PeopleSoft : administration du personnel, gestion des postes, version personnalisée du suivi des affectations à l'échelle mondiale, avantages, gestion des compétences, gestion des ressources humaines, surveillance des absences, surveillance de la santé et de la sécurité, etc.

b. Les modules personnalisés : suivi du personnel, structure des groupes professionnels militaires, gestion du personnel des opérations, Instruction individuelle et éducation militaire (IIEM) et autorisations

techniques du personnel de l'entretien de la force aérienne appelées classification des dossiers d'autorisation technique (CDAT).

1.5.5 Le SGIRFC est une version distincte de la version 7.5 de PeopleSoft qui fournit la fonctionnalité pour appuyer la gamme complète des activités de recrutement des FAC. Il s'agit également d'une version très personnalisée de la version 7.5 de PeopleSoft.

1.5.6 Le SCCS fournit des services de paie et de pension à tous les membres de la Force régulière et de la Force de réserve lorsque le réserviste devient membre d'un service à temps plein et exécute des fonctions opérationnelles. Il s'agit d'une application COBOL sur ordinateur central qui se trouve complètement sur une infrastructure de GI appuyée par SPC. Les renseignements contenus dans les bases de données du SCCS sont considérés comme classifiés au niveau PROTÉGÉ A. Les interfaces de lot hors ligne effectuent des échanges de données internes avec la version 7.5 du SGRH, le système du Régime de soins de santé de la fonction publique (RSSFP) et le Système d'information de la gestion des ressources de la Défense (SIGRD) pour les données hiérarchiques. Les interfaces de lot hors ligne semblables effectuent des échanges de données externes pour une génération de paiements aux institutions financières, l'impression et l'envoi des relevés de paie, le traitement des formulaires et des données T4 et R1 et la prestation d'autres services. Des détails supplémentaires sont inclus dans les Documents pertinents, comme il est décrit à la section 8.

1.5.7 Le SSRR fournit des services de paie à la Force de réserve. La paie et les données du personnel liées à la paie sont saisies pour chaque membre en service admissible par l'intermédiaire des postes de travail aux unités de réserve. Ces données sont appliquées à la base de données au centre de paie du SSRR où elles seront traitées en vue de générer des transactions de paie et de pension. Le personnel du SSRR peut saisir des pièces justificatives diverses selon les documents des unités. Une fois le traitement terminé, les données sur la paie sont transmises au Système normalisé des paiements (SNP) à Travaux publics et Services gouvernementaux Canada (TPSGC). Les renseignements financiers sont transmis au SIGRD. Des détails supplémentaires sont inclus dans les Documents pertinents, comme il est décrit à la section 8.

1.5.8 Il existe un certain nombre d'applications qui appuient les fonctions des RH pour les FAC. Ces applications seront examinées par le MDN pour déterminer la démarche la plus appropriée étant donné qu'elles se rapportent à la mise en œuvre de Gardien.

1.6 Interfaces essentielles avec la version 7.5 du SGRH

1.6.1 Appuyée par la version 7.5 du SGRH et le gouvernement du Canada, la version 8.9 du SGRH PeopleSoft civil (SGRH 8.9) synchronise les données grâce à l'utilisation de programmes par lots qui sont exécutés tous les soirs. La valeur « Postes - Relever de » dans la version 8.9 du SGRH est liée à la version 7.5 du SGRH, car les membres civils peuvent relever des membres militaires, et vice versa. Le champ Identification ministérielle (DEPT_ID) est créé exclusivement dans la version 7.5 du SGRH et migre vers la version 8.9 du SGRH quotidiennement. La version 7.5 du SGRH et la version 8.9 du SGRH ont des arbres de sécurité distincts. La version 7.5 du SGRH et la version 8.9 du SGRH sont synchronisées à l'arbre organisationnel du MDN.

1.7 Système de rapports sur les RH (SRRH)

1.7.1 Le système de rapports du MDN, appelé Système de rapports sur les RH (SRRH), fournit un public élargi d'utilisateurs ayant la capacité d'afficher les renseignements à l'extérieur de la version 7.5 du SGRH. Les renseignements contenus dans le SRRH sont dépouillés (par champ) de tout renseignement qui peut être considéré comme classifié au niveau Protégé B. Les utilisateurs ont accès à divers types de renseignement, comme les rapports statistiques, les rapports personnalisés, les rapports ponctuels et les extraits de données.

1.7.2 Les rapports du SRRH ont été créés pour appuyer plusieurs secteurs d'activités fonctionnels des RH. Ces rapports permettent généralement à l'utilisateur de préciser sa recherche grâce à l'utilisation des paramètres de sélection. Les rapports sont exécutés à partir d'une copie d'un jour de la base de données de production du SGRH. Les groupes de rapports suivants sont disponibles : rémunération, santé et sécurité, congé, gestion des états de solde militaire, dotation, structure des professions militaires, Système de gestion de l'effectif opérationnel, base de référence opérationnelle, organisation et poste, listes de personnel, état de préparation, réserve, relations avec les employés, CDAT et formation.

1.8 Gardien

1.8.1 En vertu de la stratégie relative à la PRE du MDN, le projet TCGPM doit utiliser la dernière version d'Oracle PeopleSoft pour Gardien. Le projet TCGPM a donné lieu à la stratégie de mise en œuvre de la GPM qui préconise des versions progressives pour Gardien, tel que l'illustre la Figure 1 - Cycles d'approbation de la TCGPM de la section 1.3, chaque version apportant des fonctionnalités et une intégration supplémentaires exposées ci-dessous. Le contenu de chaque version de Gardien est fondé sur les plans actuels du MDN et peut être modifié en fonction de l'avis et des recommandations de l'entrepreneur. Toute modification doit recevoir l'approbation du responsable technique du MDN.

1.8.2 Le livrable 1 de Gardien sera fondée sur le module HCM de la version 9.1 d'Oracle PeopleSoft et sur la version 8.5.1 de PeopleSoft People Tools. Elle sera créée grâce à la migration du SGRH militaire 7.5 et du SGIRFC et constituera la base à partir de laquelle l'entrepreneur travaillera.

1.8.3 Le livrable 1 de Gardien sera le système de gestion de l'information des ressources humaines destiné à soutenir la Force régulière et la Force de réserve des FAC. Les renseignements saisis comprennent l'information sur le personnel, le profil de carrière, la formation, l'administration, les qualifications et la gestion des compétences, l'administration des absences et des avantages, ainsi que la santé et la sécurité au travail. Gardien fournira à d'autres systèmes ministériels des sous-ensembles de données de RH par le truchement d'interfaces de données, directes ou indirectes. Il comprendra également les caractéristiques et fonctionnalités supplémentaires suivantes :

a. Des descriptions basées sur l'emploi pour contribuer aux structures des emplois militaires (SEM)

b. Une capacité de production des organigrammes pour répondre aux exigences en matière d'organisation et d'effectifs

c. Une meilleure gestion des RH grâce aux états de service de la Force Totale et aux rapports sur la disponibilité opérationnelle du personnel

d. L'intégration de la fonctionnalité liée au SGIRFC

e. Une mise à niveau des modules personnalisés pour le suivi du personnel, la structure des GPM, la gestion du personnel en opération, le suivi des affectations à l'échelle mondiale, l'IIEM

f. Une mise à niveau du SIMA (Système informatisé des messages d'affectation)

g. Une mise à niveau des autorisations techniques du personnel de l'entretien de la force aérienne appelées classification des dossiers d'autorisation technique (CDAT)

h. Une architecture PROTÉGÉ B

1.8.4 La stratégie de mise en œuvre de TCGPM recommande que les livrables 2 et 3 de Gardien débouchent sur l'application des capacités et fonctionnalités de base suivantes :

a. Rémunération et avantages sociaux et paie

b. Cheminement de carrière et amélioration de la gestion des compétences

c. Flux de travail de la gestion de la proposition de changement à l'effectif (PCE)

d. L'amélioration aux dossiers du personnel comprendra la disponibilité et le suivi du personnel et le flux de travail de la gestion des processus.

e. Intégration de la gestion des processus de recrutement dans la gestion des effectifs en formation élémentaire grâce aux flux de travail

f. Gestion des effectifs – rapports de suivi du personnel et flux de travail et analyse de la gestion des processus

g. Flux de travail de la gestion des processus en matière de formation et d'éducation

h. Flux de travail de la gestion des processus de planification de carrière

i. Flux de travail de la gestion des processus de recrutement interne

j. Amélioration de la conformité professionnelle d'autres secteurs et flux de travail de la gestion des processus

k. Intégration des données sur la rémunération et les indemnités aux états de service militaire, et flux de travail de la gestion des processus

l. Intégration des données sur les avantages avec les états de service militaire et le flux de travail de gestion des processus grâce à une capacité en libre-service

m. Flux de travail de la gestion des processus liés à la présence et à la planification de l'effectif de réserve (classe A) qui peut comprendre une interface avec un dispositif de saisie du temps

n. La gestion de l'effectif de la Force de réserve inclura la déclaration d'état de disponibilité et le flux de travail de la gestion des processus du portail Offres d'emploi de la Réserve.

o. Intégration des fonctionnalités liée à la conformité financière

1.8.5 La stratégie de mise en œuvre de TCGPM recommande que Le livrable 4 de Gardien comprenne des améliorations des capacités, y compris des capacités de base. Le MDN précisera les améliorations qui devront être mises en œuvre. Elles peuvent comprendre :

a. Production de personnel militaire (plan de recrutement stratégique et rapport de situation prévue [RSP])

b. Flux de travail des rémunérations élargies

c. Flux de travail de la gestion des avantages élargis

d. États de service – Opérations hors ligne

e. Planification de la relève

f. Évaluation du rendement

g. SEM – Mise à jour des descriptions de postes

h. Instruction et éducation en libre-service

i. Gestion des processus de libération (concerne les départs à la retraite ou les démissions des membres des FAC)

j. Planification fondée sur les capacités

k. Examens administratifs

l. Gestion des griefs militaires

1.9 Résultats escomptés de Gardien

1.9.1 Les résultats escomptés de la mise en œuvre de Gardien sont les suivants :

a. Mise en œuvre des fonctionnalités du produit livré, application des meilleures pratiques du secteur et de processus normalisés pour réduire le niveau de personnalisation

b. Réduction du nombre d'applications anciennes existantes

c. Meilleure intégration permettant de réduire le besoin de recourir à des interfaces supplémentaires entre le système et les utilisateurs

2 Équipe de projet intégré (IPT)

2.1.1 Gardien sera réalisé grâce à une équipe de projet intégré (IPT) dirigée par l'administrateur de projet (AP) du MDN. L'IPT comprendra les gestionnaires de projet du MDN et le personnel de SES du MDN et sera appuyée par les services professionnels suivants :

a. L'IS (l'envergure de ce besoin), qui fournira les services professionnels nécessaires à la mise en œuvre de la COF de Gardien, y compris mais non de façon limitative, l'application et l'intégration, la transformation des processus opérationnels, l'intégration de l'information et la migration des données.

b. La Gestion des changements opérationnels, qui fournira les services professionnels nécessaires pour les activités telles que la gestion du changement organisationnel, la gestion des communications et la gestion des résultats de projet. Par gestion des changements opérationnels, on entend les processus et techniques utilisés pour gérer l'aspect humain du changement opérationnel en vue d'atteindre les objectifs opérationnels fixés et pour faire en sorte que l'exécution de la solution réponde aux attentes des parties intéressées.

c. Le bureau de gestion de projet (BGP), qui fournira des services professionnels en appui au bureau de gestion de projet (BGP) de la TCGPM et aux processus de contrôle connexes.

2.1.2 La liste non limitative des responsabilités du responsable technique du MDN au sein de l'IPT au cours de la réalisation de ce marché est la suivante :

a. Agir en tant que représentant du Ministère responsable de toutes les questions quotidiennes évoquées dans l'EDT et de toutes les autorisations de tâches correspondantes.

b. Désigner le personnel du MDN qui peut le représenter.

c. Conseiller l'administrateur de projet de la TCGPM concernant les changements proposés aux ressources, à la portée, au calendrier, à la gestion des risques, aux décisions relatives aux compromis et au contrôle des résultats de l'exécution de l'IPT.

d. Passer en revue et accepter tous les produits livrables.

e. Organiser en temps utile des consultations, des liaisons et des discussions avec certains experts en la matière du MDN.

f. Désigner les représentants du MDN autorisés à participer à l'IPT.

g. Veiller à ce qu'il y ait une communication constante et efficace.

h. Obtenir les approbations requises pour le financement de toutes les activités prévues par cet EDT.

i. Donner l'accès aux installations du MDN pour la réalisation des travaux prévus par cet EDT.

2.1.3 La liste non limitative des responsabilités de l'entrepreneur au sein de l'IPT au cours de la réalisation de ce marché est la suivante :

a. Fournir des services professionnels au besoin pour satisfaire aux exigences détaillées dans chaque autorisation de tâche de ce marché.

b. Fournir du personnel ayant les qualifications appropriées pour assumer tous les travaux définis.

c. Superviser tout son personnel et celui de ses sous-traitants dans le cadre de ce marché.

d. Veiller à ce qu'il y ait une communication constante et efficace.

e. Dans le cadre d'un engagement à fournir les résultats de l'exécution ciblés, recourir à l'expérience de ses employés et à celle de sa société pour résoudre les problèmes et réduire les risques tout au long du marché.

2.1.4 Les ressources de l'entrepreneur doivent travailler avec les employés du MDN au sein de l'IPT de la TCGPM. La taille de l'équipe doit être établie de manière à optimiser l'efficience des communications et de la coordination. Les principes de l'IPT sont les suivants :

a. Représentation de compétences transversales – L'IPT doit regrouper l'expertise nécessaire à l'adoption d'une approche intégrée de soutien de la mise en œuvre du Gardien et de son intégration dans le cadre de TI ministériel au besoin.

b. Participation aux équipes – l'entrepreneur doit prendre part à l'IPT dirigée par le MDN, à la demande du responsable technique du MDN.

c. Les membres de l'IPT de l'entrepreneur doivent se trouver dans la région de la capitale nationale (RCN) et être disponibles pour participer aux activités du projet à la demande du responsable technique du MDN.

3 Contraintes

3.1.1 Les travaux exécutés dans le cadre du présent EDT doivent tenir compte des contraintes suivantes :

a. Les interfaces utilisateur et système nécessaires pour répondre aux exigences de fonctionnement liées aux pensions doivent être compatibles avec le Projet de Modernisation des Services et des Systèmes de Pensions du gouvernement du Canada qui est en cours.

b. L'infrastructure technique complète requise pour faire fonctionner la solution Gardien sera fournie par Services Partagés Canada.

c. Pour élaborer Gardien, seuls les logiciels disponibles au MDN seront utilisés.

d. Toutes les données doivent demeurer physiquement dans les locaux du MDN.

e. Le projet TCGPM fait l'objet d'une gestion par points de contrôle et est soumis à d'autres approbations qui seront données par le Conseil du Trésor du Canada.

f. Le MDN demande un minimum de cinq jours ouvrables pour répondre aux demandes de l'entrepreneur, qui souhaite consulter le personnel du MDN ou le calendrier des réunions.

g. Il incombe à l'entrepreneur d'avoir une demande de permis de visite approuvée sur laquelle figurent les ressources précises avant le début de chaque tâche approuvée. Le responsable technique du MDN a le pouvoir discrétionnaire d'accorder une dérogation à cette exigence.

h. Le livrable finale de Gardien doit être mise en œuvre au plus tard en janvier 2018.

4 Relations de dépendance

4.1.1 Les initiatives et projets suivants ont une incidence sur la solution globale Gardien. Il s'agit de :

a. Le Projet de Modernisation des Services et des Systèmes de Pensions du gouvernement du Canada, qui inclura le projet de renouvellement des pensions militaires, aura accès à l'admissibilité du régime de pension et aux déductions de service antérieur et diffusera de l'information (http://www.tpsgc-pwgsc.gc.ca/remuneration-compensation/pmssp-gcpmp/pmssp-gcpmp-navigation-fra.html);

b. Dans le cadre de l'Initiative de transformation de l'administration de la paie, la version 9.1 d'Oracle PeopleSoft est achetée comme solution de paie pour remplacer le Système régional de paie, et l'on exploitera les marchés du GC pour acquérir les licences des produits Oracle PeopleSoft pour le projet TCGPM (http://www.tpsgc-pwgsc.gc.ca/remuneration-compensation/txt/tap-tpa-fra.html);

c. Le Centre des programmes des RH du gouvernement du Canada pour accéder à la délivrance de licences pour Oracle PeopleSoft;

d. Le Projet des états financiers vérifiés (PEFV) validera l'ensemble des processus liés aux opérations et aux systèmes afin de garantir que les contrôles internes répondent aux exigences de la vérification.

5 L'Envergure des travaux

5.1 Exigences générales

5.1.1 L'entrepreneur assurera la prestation d'une gamme de services qui débouchera sur une solution intégrée de GPM. Les sections suivantes donnent un aperçu des grands domaines d'activité dans lesquels l'entrepreneur aura des responsabilités :

a. Migration du SCCS et du SSRR dans Gardien, tel qu'il est indiqué à la section 5.2

b. L'équipe principale donnera des conseils et formulera des recommandations sur demande, tel qu'il est indiqué à la section 5.3.

c. Documents relatifs au perfectionnement et à la finalisation de la planification, à la délimitation de l'étendue et au plan de mise en œuvre, sur demande, tel qu'il est indiqué à la section 5.4.

d. Améliorations en matière de RH à apporter à la première version de Gardien, sur demande, tel qu'il est indiqué à la section 5.5.

e. Intégration et développement de l'interface, sur demande, tel qu'il est indiqué à la section 5.6.

f. Stockage et archivage des données, sur demande, tel qu'il est indiqué à la section 5.7.

g. Élaboration de rapports spéciaux et normalisés, sur demande, tel qu'il est indiqué à la section 5.8.

h. Apporter des améliorations supplémentaires à Gardien, sur demande, tel qu'il est indiqué à la section 5.9.

5.1.2 Pour réaliser ces travaux, l'entrepreneur devra prévoir une équipe de professionnels dont l'ensemble des compétences et de l'expérience permettra de répondre aux exigences de la TCGPM précisées par l'EDT. Ces exigences sont les suivantes :

a. Une équipe principale de professionnels expérimentés, tel qu'il est indiqué à la section 5.3.

b. Affectation de personnel supplémentaire, sur demande, tel qu'il est indiqué à la section 7.

5.1.3 Le calendrier inclus dans l'annexe G donne un aperçu des plans actuels du MDN à l'égard du flux de travail et de l'ordre de priorité attendus. Ce calendrier est sujet à modifications.

5.2 Migration des fonctionnalités du SCCS et du SSRR dans Gardien

5.2.1 La migration des fonctionnalités actuellement fournies par les anciens systèmes, le SCCS et le SSRR, dans Gardien est essentielle pour que le MDN réalise des économies et gagne en efficience. L'entrepreneur doit :

a. Configurer, intégrer et mettre en œuvre dans Gardien les modules PeopleSoft qui sont nécessaires pour la rémunération de l'ensemble du personnel des FAC, tel qu'il est défini à la section 1.5.1.

b. Procéder à la migration dans Gardien des anciennes données du SCCS et du SSRR.

c. Assurer l'intégrité et la fidélité des données converties.

d. Prévoir des interfaces avec l'application imposée par le MDN concernant les pensions.

5.2.2 La réalisation des travaux décrits à la section 5.2.1 incombera à l'entrepreneur et doit comprendre :

a. L'examen et l'analyse des documents pertinents dont la liste figure à la section 8 ci-après

b. La rationalisation et résolution des conflits entre des données de paie et de RH afin d'être en conformité avec les pratiques normalisées de PeopleSoft

c. La configuration, reconfiguration et personnalisation de l'application Gardien, le cas échéant

d. La réalisation d'essais et d'examens d'assurance de la qualité

e. L'intégration de toutes les applications et données pour atteindre les objectifs finaux souhaités

5.2.3 Le MDN sera responsable de l'acceptation des travaux. L'acceptation se fondera sur la réalisation de toutes les procédures et processus de vérification décrits à l'annexe E.

5.2.4 Il incombera à l'entrepreneur de réaliser tous les travaux décrits dans cette section. Aucune autorisation de tâche ni demande de modification n'est prévue.

5.3 Exigences liées à l'équipe principale

5.3.1 L'entrepreneur doit prévoir une équipe principale comprenant les catégories de personnel suivantes :

a. Gestionnaire de projet

b. Architecte Enterprise/technique

c. Chef opérationnel des Ressources humaines

d. Chef opérationnel de la paie

e. Analyste de la migration des données

5.3.2 Les services de l'équipe principale seront nécessaires de l'attribution du marché à la fin du jalon de la COF. L'annexe D fournit une description complète des rôles et responsabilités ainsi que de l'éventail des services demandés à l'équipe principale. En plus d'assumer les responsabilités décrites à l'annexe D, le personnel de l'équipe principale devra :

a. Élaborer les lots de travaux proposés.

b. Déterminer les travaux à inclure dans les autorisations de tâches.

c. Gérer et superviser les activités du personnel supplémentaire de l'entrepreneur en IS.

d. Assurer la prestation de services d'assurance de la qualité à l'égard des produits livrables par l'entrepreneur.

e. Participer aux réunions de l'IPT, y compris mais non de façon limitative, à la gestion des risques, aux examens de projet, à la gestion du changement et aux réunions d'état d'avancement.

f. Fournir des services de consultation stratégique.

g. Fournir un rapport mensuel, tel qu'il est indiqué à la section 5.3.3.

5.3.3 Compte tenu de l'expérience de l'entrepreneur et de son équipe principale, l'entrepreneur devra fournir avis et recommandations sous la forme d'un rapport mensuel qui sera soumis au responsable technique du MDN et qui entraînera :

a. Des mesures d'évitement des coûts ou d'économie

b. Des mesures qui permettront de répondre aux exigences de l'échéancier de projet

c. Des mesures qui permettront d'atteindre les objectifs du projet de TCGPM et de répondre à ses exigences

d. Des mesures qui se traduiront par la diminution ou l'atténuation des risques associés au projet

e. Des mesures qui amélioreront le rendement du système ou la qualité et la fidélité des données

f. Détermination de problèmes, risques ou obstacles éventuels qui pourraient entraver le bon déroulement des travaux de l'entrepreneur

5.3.4 Les travaux décrits à la section 5.3.3 seront réalisés au moyen des AT.

5.4 Documents relatifs au perfectionnement et à la finalisation de la planification, à la délimitation de l'étendue et au plan de mise en œuvre

5.4.1 Au cours de cette phase, l'entrepreneur sera tenu de fournir les produits livrables suivants :

a. Son plan de travail et son calendrier

i) Détaillés pour le livrable 2 de Gardien

ii) De haut niveau pour les livrables 3 et 4 de Gardien

b. Examen de la stratégie de mise en œuvre de la GPM et des plans correspondants

c. Sa conception détaillée de le livrable 2 de Gardien

5.4.2 Le plan de travail et le calendrier de l'entrepreneur seront fondés sur le document fourni dans sa proposition, ils seront mis à jour en fonction des activités et événements survenus depuis la soumission du premier document, et ils tiendront compte de la rétroaction reçue du responsable technique du MDN. Les tâches et activités à inclure sont :

a. Les activités à exécuter lors de la création de tous les produits livrables

b. Les ressources nécessaires pour exécuter les tâches

c. Les liens de dépendance entre les tâches

d. Les calendriers pour chaque tâche

e. Les risques et les plans de prévention des risques proposés qui sont pertinents pour la création de tous les produits livrables

5.4.3 Le plan de travail et le calendrier de l'entrepreneur serviront de base à la coordination des activités de l'entrepreneur au sein de l'IPT de la TCGPM. Ce plan de travail et ce calendrier devront être mis à jour pour le cycle 3 afin de traiter les versions 3 et 4. Il servira également à :

a. Planifier les travaux de l'entrepreneur dans les versions 2 à 4 de Gardien.

b. Mettre à jour l'échéancier de projet intégré de la TCGPM.

5.4.4 L'examen par l'entrepreneur de la stratégie de mise en œuvre de la GPM et des plans correspondants doit comprendre ce qui suit :

a. L'évaluation de l'état final désiré de Gardien, y compris toute nouvelle conception nécessaire des processus opérationnels actuels en fonction des derniers énoncés des besoins opérationnels approuvés dans le cadre de la TCGPM au moment de l'attribution du marché

b. L'évaluation de la feuille de route de Gardien (étapes exploitables nécessaires) pour aboutir à cet état final

c. L'évaluation de la portée des versions 2 à 4 de Gardien (c.-à-d. la conception des parties de la feuille de route de Gardien dont l'exécution s'effectuera en tenant compte des contraintes du projet)

d. La détermination des interdépendances, du point de vue opérationnel comme du point de vue technique

e. Des recommandations pour la mise à jour de la stratégie de mise en œuvre de la GPM et des plans correspondants, la feuille de route de Gardien et la portée des versions 2 à 4 de Gardien

f. Des recommandations sur les procédures à suivre pour concevoir, développer, mettre à l'essai et migrer des données, des applications et des modules vers l'environnement de production de Gardien

g. La fourniture de solutions de rechange pouvant être envisagées pour optimiser la prévention des risques et les ressources

h. Une estimation détaillée des coûts d'exécution du travail

5.4.5 Les recommandations formulées par l'entrepreneur seront ensuite examinées, puis le plan de mise en œuvre de la TCGPM sera finalisé. Le plan de mise en œuvre de la TCGPM servira de base à la coordination globale des activités du projet de la TCGPM, à la communication des prochaines étapes aux intervenants du MDN et des autres ministères du GC et à la planification des prochaines étapes pour réaliser l'état final désiré des capacités de la GPM. Il servira également à :

a. Planifier les futurs travaux du projet de la TCGPM.

b. Mettre à jour l'échéancier de projet intégré de la TCGPM.

5.4.6 La conception détaillée de le livrable 2 de Gardien transmise par l'entrepreneur doit comporter ce qui suit :

a. L'analyse de l'architecture de la solution proposée de la GPM

b. L'analyse des exigences de fonctionnement

c. La configuration et les personnalisations de Gardien pour obtenir l'état final désiré

d. La détermination des répercussions des changements opérationnels

e. L'intégration de Gardien dans d'autres PRE et applications opérationnelles

f. Le soutien de la gestion du système

g. La sécurité de l'application

5.4.7 Ces produits livrables feront l'objet de l'établissement d'AT pour l'exécution des travaux nécessaires. Pour toutes les activités proposées, l'entrepreneur devra indiquer le niveau de priorité et d'importance des changements prévus, le degré d'effort estimé et la catégorie de personnel nécessaire correspondante. Ce détail

est nécessaire pour que le MDN puisse établir les coûts de chaque changement proposé.

5.4.8 Le MDN évaluera les changements recommandés puis les acceptera ou les rejettera. Les changements acceptés feront partie de l'échéancier de projet global intégré et donneront lieu à l'établissement d'une AT pour l'exécution des travaux. Les changements rejetés peuvent faire l'objet d'une justification, d'une enquête ou de travaux de définition supplémentaires.

5.5 Améliorations à la capacité opérationnelle initiale (IOC) de Gardien en matière de RH

5.5.1 En plus des travaux du marché à prix fermes détaillés à la section 5.2 ci-dessus, un certain nombre d'améliorations sont prévues à l'IOC de Gardien, la liste de celles-ci figurant à la section 1.8.4. L'équipe principale analysera l'IOC de le livrable 1 de Gardien et formulera des recommandations à propos de l'ordre des priorités et du flux de travail de ces améliorations prévues ainsi que des recommandations en vue de tirer parti des fonctionnalités du produit qui donneront lieu à :

a. La mise en œuvre par PeopleSoft de fonctionnalités du produit, de meilleures pratiques du secteur et de processus normalisés afin d'optimiser la solution liée à la PRE

b. La réduction du nombre d'applications et d'interfaces anciennes

c. La réduction du nombre de difficultés et de problèmes décrits à la section 1

d. L'harmonisation et l'amélioration de la capacité à répondre aux besoins énoncés à l'annexe C

5.5.2 Les travaux seront réalisés au moyen des AT.

5.6 Développement de l'intégration et des interfaces

5.6.1 Afin de fournir toutes les fonctionnalités requises, de nouvelles interfaces et une intégration supplémentaire sont nécessaires. Le MDN réalisera une étude complémentaire pour cibler et définir toutes les spécifications relatives aux interfaces et à l'intégration qui détermineront la portée des travaux à exécuter par l'entrepreneur.

5.6.2 Les travaux seront réalisés au moyen des AT.

5.7 Stockage et archivage des données

5.7.1 La mise en œuvre de Gardien entraînera l'abandon d'un certain nombre d'applications anciennes. Les données hébergées par ces applications devront être converties dans Gardien, stockées ou archivées. Le MDN effectuera un examen et une analyse pour élaborer une stratégie de stockage et d'élimination des données qui soit totalement conforme à la législation et aux politiques applicables du gouvernement du Canada et qui réponde à tous les besoins opérationnels. L'entrepreneur pourra être sollicité pour déterminer les options associées aux exigences relatives à la migration, au stockage et à l'archivage et mettre en œuvre l'option retenue.

5.7.2 Les travaux seront réalisés au moyen des AT.

5.8 Élaboration de rapports spéciaux et normalisés

5.8.1 Pour répondre à la totalité des besoins opérationnels, Gardien doit pouvoir assurer l'établissement des rapports. Le MDN définira les besoins techniques précis en matière d'établissement de rapports qui pourront donner lieu à la mise en œuvre de rapports de PeopleSoft spéciaux ou normalisés. L'entrepreneur pourra être sollicité pour passer en revue les besoins en matière d'établissement de rapports, déterminer les options d'établissement de rapports et élaborer ou configurer les rapports, au besoin.

5.8.2 Les travaux seront réalisés au moyen des AT.

5.9 Apporter des améliorations supplémentaires à Gardien

5.9.1 La section 1.8.5 fait état d'un certain nombre d'améliorations aux fonctionnalités de base de Gardien, lesquelles doivent être mises en œuvre dans le livrable 4 du logiciel.

5.9.2 À mesure que ces améliorations se précisent, le MDN peut demander à l'entrepreneur de lui transmettre une estimation détaillée des coûts et du calendrier liés à la mise en œuvre de chaque amélioration. Le MDN peut choisir de mettre en œuvre toutes ces améliorations, ou une partie seulement, en fonction des coûts et du calendrier. Le processus des AT sera le mécanisme à utiliser pour la mise en œuvre de ces améliorations.

6 Produits livrables

6.1.1 Voici un résumé des produits livrables figurant dans cet EDT.

Produit livrable	Référence à l'EDT	Fréquence et date de soumission demandée
Rapport de l'équipe principale	5.3.3	Tous les mois après l'attribution du contrat
Plan de travail et calendrier de l'entrepreneur	5.4.2, 5.4.3	Mises à jour toutes les deux semaines après l'attribution du contrat
Stratégie finale de mise en œuvre de la GPM et des plans correspondants de l'entrepreneur	5.4.4	Une fois, 45 jours après l'attribution contrat
Conception détaillée élaborée par l'entrepreneur	5.4.6	À déterminer

6.1.2 En plus des produits livrables décrits ci-dessus, l'entrepreneur doit fournir tous les produits livrables énoncés dans son plan de travail. Ce plan de travail sera fondé sur une méthodologie proposée par l'entrepreneur. Tous les produits livrables doivent recevoir l'approbation du MDN.

6.1.3 Des TA ultérieures indiqueront les produits livrables supplémentaires.

7 Personnel supplémentaire

7.1.1 L'exécution de tous les travaux permettant la prestation d'une solution intégrée de bout en bout pour Gardien nécessitera des ressources supplémentaires sur demande pour accroître la taille de l'équipe principale afin qu'elle termine les travaux décrits aux sections 5.4 à 5.9 du présent document. Des AT communiqueront avec des membres des catégories de personnel précisées par l'entrepreneur.

7.1.2 Les catégories de personnel suivantes pourront être sollicitées sur demande.

a. Architectes d'applications ou de logiciels - Niveaux 1, 2 et 3

b. Analystes fonctionnels de la PRE - Niveaux 1, 2 et 3

c. Programmeurs-analystes de la PRE - Niveaux 1, 2 et 3

d. Analystes de systèmes de la PRE - Niveaux 1, 2 et 3

e. Analystes techniques de la PRE - Niveaux 1, 2 et 3

f. Programmeurs et développeurs de logiciels - Niveaux 1, 2 et 3

g. Programmeurs-analystes - Niveaux 1, 2 et 3

h. Analystes de systèmes - Niveaux 1, 2 et 3

i. Coordinateurs des essais - Niveaux 1, 2 et 3

j. Spécialistes des essais - Niveaux 1, 2 et 3

k. Développeurs WEB - Niveaux 1, 2 et 3

l. Spécialistes de la conversion des données - Niveaux 1, 2 et 3

m. Administrateurs de bases de données - Niveaux 1, 2 et 3

n. Analyste de bases de données et administrateurs de gestion de l'information - Niveaux 1, 2 et 3

o. Architectes de gestion de l'information - Niveaux 1, 2 et 3

p. Analystes de réseaux - Niveaux 1, 2 et 3

q. Administrateurs de systèmes - Niveaux 1, 2 et 3

r. Architectes techniques - Niveaux 1, 2 et 3

s. Architectes technologiques - Niveaux 1, 2 et 3

t. Conseillers d'affaires - Niveaux 1, 2 et 3

u. Experts-conseils en réingénierie - Niveaux 1, 2 et 3

v. Spécialistes du soutien aux réseaux - Niveaux 1, 2 et 3

w. Spécialistes du soutien aux opérations - Niveaux 1, 2 et 3

x. Architectes Enterprise - Niveaux 1, 2 et 3

y. Spécialistes de l'assurance de la qualité - Niveaux 1, 2 et 3

7.1.3 Les rôles et responsabilités habituels de chacune de ces catégories sont indiqués à l'annexe F.

8 Documents pertinents

8.1 Documents de base

8.1.1 Les documents suivants comportent des renseignements généraux utiles. Leur diffusion n'est pas réglementée. Veuillez consulter l'annexe H (Documentation technique supplémentaire) ci-jointe pour prendre connaissance des dernières versions des documents référencés ci-dessous (de a à f inclusivement). Il est à noter que ces documents sont des versions préliminaires et qu'ils peuvent changer. Le cas échéant, des mises à jour de ces documents seront fournies dans le cadre de toute demande de soumission future :

a. Ligne directrice sur le processus opérationnel commun en gestion financière 5.1 – administration de la paye (http://tbs-sct.gc.ca/pol/doc-fra.aspx?id=17172);

b. Processus opérationnels communs des ressources humaines du gouvernement du Canada (http://www.ochro-bdprh.tbs-sct.gc.ca/chrbp-pocrh/);

c. 001 Annexe H de l'EDT - Stratégie de planification des ressources de l'entreprise de la Défense;

d. 002 Annexe H de l'EDT - Énoncé des besoins opérationnels - Projet de Transformation de la capacité de gestion du personnel militaire (TCGPM);

e. 003 Annexe H de l'EDT - Charte de projet - Projet de Transformation de la capacité de gestion du personnel militaire (TCGPM);

f. 004 Annexe H de l'EDT - Liste des applications logicielles commerciales sur étagère (COTS) offertes au MDN

8.1.2 Le responsable technique du MDN peut fournir d'autres documents pertinents pendant l'exécution du marché, au besoin.

8.2 Documentation du système

8.2.1 Les documents suivants ne sont pas soumis à des procédures de diffusion spéciales. Veuillez consulter l'annexe H (Documentation technique supplémentaire) ci-jointe pour prendre connaissance des dernières versions des documents référencés ci-dessous (de a à f inclusivement). Il est à noter que ces documents sont des versions préliminaires et qu'ils peuvent changer. Le cas échéant, des mises à jour de ces documents seront fournies dans le cadre de toute demande de soumission future :

a. 005 Annexe H de l'EDT - Interface du Système central de calcul de la solde (SCCS) en novembre 2012;

b. 006 Annexe H de l'EDT - Aperçu du processus de solde du Système central de calcul de la solde (SCCS);

c. 007 Annexe H de l'EDT - Système central de calcul de la solde (SCCS) – Fichiers de l'interface du Système de solde révisé de la Réserve (SSRR) validés en novembre 2012;

d. 008 Annexe H de l'EDT - Aperçu de l'application du Système central de calcul de la solde (SCCS) du MDN;

e. 009 Annexe H de l'EDT - Tel quel : Système central de calcul de la solde (SCCS);

f. 010 Annexe H de l'EDT - Tel quel : Légende du Système de solde;

g. 011 Annexe H de l'EDT - Légende du diagramme du processus du Système central de calcul de la solde (SCCS);

h. 012 Annexe H de l'EDT - Légende de la terminologie;

i. 013 Rajustements divers;

j. 014 Annexe H de l'EDT - Congé : Paiement forfaitaire;

k. 015 Annexe H de l'EDT - Prêts : Prêts d'affectation;

l. 016 Annexe H de l'EDT - Assurance : Régime de soins dentaires de la fonction publique;

m. 017 Annexe H de l'EDT - Aperçu de l'application du Système de solde révisé de la Réserve (SSRR);

n. 018 Annexe H de l'EDT - Tel quel : Système de solde révisé de la Réserve (SSRR) [Visio]

8.2.2 Les documents suivants font l'objet de procédures de diffusion spéciales. Une brève description de chaque document (Description des documents relatifs au SCCS et au SSRR) se trouve à l'annexe I ci-jointe :

a. Établissement des rapports du SCCS et du SSRR – Navigateurs du STCMD.

b. Configuration et entretien des comptes du SCCS;

c. Clôture des comptes du SCCS;

d. Solde de base du SCCS;

e. Indemnités du SCCS;

f. Aperçu de l'architecture de l'application (SSRR);

g. Aperçu du SSRR;

h. Aperçu de l'architecture du SSRR;

i. Contexte du SSRR - traitement de la paie

j. Contexte du SSRR - traitement T4/RL 1

9 Services et biens fournis par le gouvernement

9.1.1 Il incombera à l'État de fournir ce qui suit :

a. Toutes les licences de logiciel nécessaires d'après la liste des logiciels disponibles figurant à la section 8.1.1.f.

b. L'accès approuvé aux environnements nécessaires à l'essai, au développement et à la production de Gardien, tel qu'il est indiqué à la section 10.

10 Environnement technique de Gardien

10.1 Généralités

10.1.1 Toutes les versions de Gardien relatives au développement, à l'essai, à la préproduction et à la production seront placées et gérées dans un centre de données de SPC. Le MDN et SPC se partageront la responsabilité de toutes les activités liées à l'administration du système, au suivi, à l'entretien, aux mises à jour et aux correctifs du logiciel. Les procédures et processus liés à la gestion de la configuration et au contrôle de l'environnement technique sont conformes aux meilleures pratiques de la BITI.

10.2 Environnement lié au développement et aux essais de Gardien

10.2.1 Afin de pouvoir réaliser les travaux nécessaires, l'entrepreneur aura accès à l'environnement de développement et d'essai de Gardien et, si le responsable technique du MDN le juge nécessaire, aux environnements de préproduction et de production.

10.2.2 L'entrepreneur sera tenu d'avertir le responsable technique du MDN quand les travaux correspondant aux tâches qui lui incombent seront terminés. Le responsable technique du MDN sera chargé de toutes les activités d'examen et d'acceptation. Après l'acceptation des travaux, le responsable technique du MDN sera chargé de la tâche associée à la migration des travaux acceptés dans l'environnement de production. L'entrepreneur pourra être appelé à fournir instructions et conseils ou à participer aux efforts de migration.

11 Exigences linguistiques

11.1.1 Tout le personnel du marché doit parler couramment anglais. Pour respecter cette exigence, on estime que la ressource parle couramment la langue si elle peut :

a. donner des explications et des descriptions détaillées;

b. répondre à des questions hypothétiques;

c. soutenir une opinion, défendre un point de vue ou justifier une action;

d. faire des recommandations et donner des conseils.

11.1.2 Tous les produits livrables doivent être fournis en anglais.

12 Lieu de travail

12.1.1 Tous les services doivent être fournis sur place dans les bureaux du projet de la TCGPM (actuellement situés au 285, rue Coventry, Ottawa, Ontario). L'État fournira un espace de travail, un ameublement de bureau polyvalent et du matériel ou des services de traitement électronique des données (unité centrale, clavier, écran et accès au réseau local de la division selon les exigences normales de sécurité) en quantité suffisante pour toutes les ressources de l'entrepreneur.

12.1.2 Par ailleurs, l'État fournira, selon les exigences normales de sécurité et uniquement au personnel désigné par l'entrepreneur, un accès aux bases de données et applications déterminées sur les ordinateurs ou les réseaux de l'État dans le seul objectif d'exécuter les tâches correspondant à ce marché. L'État identifiera, à sa seule discrétion, la nature et les caractéristiques de cet accès.

12.1.3 Le personnel de l'entrepreneur aura accès aux installations du MDN entre 7 h et 18 h du lundi au vendredi. Toute demande d'accès en dehors de ces heures ou de

ces jours doit être transmise au responsable technique du MDN pour approbation préalable.

13 Déplacements

13.1.1 Des déplacements peuvent s'avérer nécessaires pour réaliser les tâches énoncées. Dans ce cas, le MDN doit autoriser les déplacements à l'avance. Il remboursera les frais selon les politiques de déplacement du Conseil du Trésor. Des déplacements peuvent s'avérer nécessaires de temps à autre dans la région de la capitale nationale (RCN); cependant, les frais de déplacements dans cette région ne seront pas remboursés.

Annexe A : Glossaire

Terme	Définition
Architecture intégrée	L'architecture intégrée est le processus qui consiste à traduire la vision et la stratégie opérationnelles en changement effectif dans l'entreprise en élaborant, en communiquant et en perfectionnant les besoins, principes et modèles clés qui décrivent l'état futur de l'entreprise et permettent son évolution.
Avantages	Les avantages comprennent les allocations spéciales pour les militaires plus les avantages médicaux, dentaires, etc. (à déterminer par l'équipe du directeur de projet).
Capacité de la GPM	Désigne les fonctionnalités ou les services opérationnels relatifs à la GPM, y compris les politiques, les processus, les procédures et les ressources de la GI-TI
Capacité opérationnelle finale	Capacité intégrale d'employer une capacité nouvelle ou améliorée et pour laquelle une infrastructure, une instruction, une dotation et un soutien adéquats sont en place, pour la nouvelle capacité et pour l'organisation qui l'utilise. En ce qui concerne le projet de TCGPM, cette capacité sera atteinte avec la réussite de la mise en œuvre de le livrable 4 de Gardien.
Capacité opérationnelle initiale	Capacité initiale et minimale d'employer une capacité nouvelle ou améliorée et pour laquelle une infrastructure, une instruction, une dotation et un soutien adéquats sont en place, pour la nouvelle capacité et pour l'organisation qui l'utilise. En ce qui concerne le projet de TCGPM, cette capacité sera atteinte avec la réussite de la mise en œuvre de le livrable 1 de Gardien (c.-à-d. la transition du SGRH 7.5 et du SGIRFC vers un seul logiciel, la version 9.1 de PeopleSoft).
Capacités opérationnelles	Fonctionnalité opérationnelle principale ou service opérationnel de la GPM concernant les RH et la paie
Chaîne de commandement	Terme générique désignant la hiérarchie des rapports des échelons les plus bas aux plus hauts du MDN et des FAC. Cela comprend les militaires comme les civils, des surveillants aux commandants des L1s en passant par les Cmdts des unités.
Chef du Personnel militaire (CPM)	Le CPM est le promoteur du projet de TCGPM.
Composantes des FAC	Il existe deux composantes des FAC : la Force régulière et la Force de réserve, qui compte quatre sous-composantes (la Première réserve, la Réserve supplémentaire, le Cadre des instructeurs de cadets et les Rangers canadiens).
Équipe de projet intégré (IPT)	Une IPT est une équipe intégrée cohérente regroupant l'État et des professionnels de l'industrie.
Estimation indicative des coûts	Il s'agit d'une estimation de l'ordre de grandeur des coûts qui n'est pas suffisamment fiable pour justifier l'approbation du Conseil du Trésor en tant qu'objectif de coûts. (Termium :

Terme	Définition
	estimation indicative des coûts)
Estimations fondées des coûts	Estimation suffisamment précise et fiable pour permettre au Conseil du Trésor d'approuver un objectif en ce qui concerne le coût de la phase du projet à l'étude
Gestion de projet	Discipline relative à la planification, l'organisation, la protection, la gestion, la direction et le contrôle des ressources nécessaires à l'atteinte des objectifs d'un projet
Gestion des changements opérationnels	Les techniques, outils et processus liés à la gestion humaine du changement opérationnel issue de la transformation de la GPM pour atteindre les objectifs opérationnels fixés et pour réaliser ce changement avec efficacité dans l'infrastructure sociale au travail. Cela comprendra la gestion du changement organisationnel, la gestion de la communication et la mesure du rendement des résultats de projet.
GPM	Désigne la gestion des fonctions de RH militaires et de paie.
Infrastructure de TI	Ensemble du matériel, des logiciels, des installations et des composantes du service qui contribuent à l'exécution des systèmes opérationnels et des processus reposant sur les TI (Gartner)
Intégrateur de solutions	Entreprise spécialisée dans l'assemblage de sous-systèmes en un seul système de manière à ce que ces sous-systèmes puissent fonctionner ensemble. L'intégrateur de solutions fournira les services professionnels et techniques nécessaires à la mise en œuvre de la solution globale de GPM, y compris l'application et l'intégration, la réingénierie des processus opérationnels, l'intégration de l'information et la migration des données.
L'État	Désigne le gouvernement du Canada ou la Couronne.
Le personnel des FAC	Employés des Forces armées canadiennes, dont, au besoin, les instructeurs civils et les cadets-cadres du SAIOC, qui est une sous-composante de la réserve
Méthodologie rationnelle	Lignes directrices permettant de résoudre un problème comprenant des composantes précises comme des phases, des tâches, des méthodes, des techniques et des outils
Plan d'action	Dans le processus envisagé, option qui permettra d'accomplir une mission ou une tâche et à partir de laquelle un plan détaillé est élaboré
Plan des ressources	Document énonçant la liste complète des ressources, le moment où elles doivent arriver sur le lieu de travail et le matériel et les logiciels nécessaires
Planification stratégique et conseils	La planification stratégique est le processus d'une organisation visant à définir sa stratégie ou son orientation et à prendre des décisions relativement à l'affectation de ses ressources afin de suivre cette stratégie. En vue de déterminer l'orientation de l'organisation, il est nécessaire de comprendre sa situation

Terme	Définition
	actuelle et les voies possibles pour un plan d'action précis.
Processus administratif	Série d'activités ou de tâches ayant un lien logique effectuées ensemble en vue de produire certains résultats
Projet de TCGPM	Désigne le projet du MDN relatif à la transformation de la capacité de gestion du personnel militaire portant le numéro C.001576 et dont l'objectif est de fournir une solution susceptible de transformer la capacité de gestion du personnel militaire.
Réingénierie	Réingéniérie et amélioration des coûts, de l'efficience, de l'efficacité et de l'adaptabilité des processus opérationnels de la GPM, en fonction des résultats opérationnels et de projet souhaités, en harmonisant aux processus et procédures inhérents à l'ensemble des applications mises en œuvre, y compris la PRE PeopleSoft® d'Oracle®
Ressources de la GI-TI	Mise en œuvre de la PRE PeopleSoft® d'Oracle® qui s'intégrera à un ensemble nécessaire d'applications existantes ou proposées
Solution de GPM	Solution fournie par le projet de TCGPM qui couvre la transformation de la capacité de gestion du personnel militaire
Solution, solution	Désigne la solution de GPM. Une solution est la mise en œuvre de ressources humaines, de processus, de renseignements et de technologies dans un système distinct pour soutenir un ensemble de capacités opérationnelles ou techniques destinées à résoudre un ou plusieurs problèmes opérationnels. (Gartner)
Soutien du bureau de gestion de projet	Le bureau de gestion de projet apportera un soutien dans les domaines de la gestion et de l'administration du projet.
Stratégie de mise en œuvre de la GPM	Feuille de route, plans de haut niveau, définition de la portée de la TCGPM et estimations indicatives des coûts
Système d'information de la gestion des ressources de la Défense (SIGRD)	Le SIGRD concerne l'application SAP qui est utilisée dans l'ensemble du MDN pour la gestion des états financiers, de l'acquisition de matériel et des inventaires.
Système de GPM (GARDIEN)	Il comporte des procédures et des processus opérationnels ainsi que des ressources de GI-TI pour la réingénierie et l'amélioration de la capacité de la GPM.
Système, système	Désigne le système de GPM.

Annexe B : Acronymes et abréviations

Acronyme/abréviation	Définition
AEQ	Analyse des exigences de qualification
APD	Approbation du projet de dépenses
APP	Approbation préliminaire de projet
AT	Autorisation de tâches
BGP	Bureau de gestion de projet
CDAT	Classification des dossiers d'autorisation technique
CEEI	Centre d'excellence en échange de l'information
COF	Capacité opérationnelle finale
COI	Capacité opérationnelle initiale
CONOPS	Concept des opérations
COTS	Applications logicielles commerciales sur étagère
EPI	Équipe de projet intégrée
FAC	Forces armées canadiennes
GC	Gouvernement du Canada
GI/TI	Gestion de l'information/technologie de l'information
GP	Gestionnaire de projet
GPM	Gestion du personnel militaire
GRFC	Groupe de recrutement des Forces canadiennes
HCM	Human Capital Management
IIEM	Instruction individuelle et éducation militaire
ITIL	Information Technology Infrastructure Library
LDN	*Loi sur la défense nationale*
MDN	Ministère de la Défense nationale
ORFC	Ordonnances et règlements royaux applicables aux Forces canadiennes
OTAN	Organisation du Traité de l'Atlantique Nord
POCRH	Processus opérationnel commun des ressources humaines
PRM	Planification des ressources du Ministère
PSTFC	Planification et suivi des tâches des Forces canadiennes
QGDN	Quartier général de la Défense nationale
RF	Renseignements fonctionnels
RH	Ressources humaines
SAIOC	Service d'administration et d'instruction pour les organisations de cadets
SCCS	Système central de calcul de la solde
SCT	Secrétariat du Conseil du Trésor
SEM	Structure des emplois militaires
SGBDR	Système de gestion de base de données relationnelle
SGIRFC	Système de gestion de l'information sur le recrutement des Forces canadiennes
SGPO	Système de gestion du personnel opérationnel

Acronyme/abréviation	Définition
SGRH	Système de gestion des ressources humaines
SIGRD	Système d'information de la gestion des ressources de la Défense
SIMA	Système informatisé des messages d'affectation
SISFC	Système d'information sur la santé des Forces canadiennes
SPC	Services partagés Canada
SRP	Système régional de paie
SSRR	Système de solde révisé de la Réserve
TCGPM	Transformation de la capacité de gestion du personnel militaire
TED	Tableau d'effectifs et de dotations
TPSGC	Travaux publics et Services gouvernementaux Canada

Annexe C : Exigences opérationnelles pour la gestion du personnel militaire

C-1. Le MDN doit répondre à des exigences beaucoup plus strictes et précises que les organisations civiles en matière de gestion du personnel. On ajustera les politiques et les procédures de GPM aux contraintes du nouvel outil. Ce dernier sera conçu et mis en place pour répondre aux exigences opérationnelles établies dans le cadre du projet.

C-2. Afin d'accomplir leur mission, le MDN et les FC sont structurés en unités organisationnelles conformément à la LDN. Ces unités sont composées de personnel civil et militaire chargé de gérer efficacement les membres des FC dans l'accomplissement de leurs rôles et missions. Le MDN doit disposer de la flexibilité nécessaire pour mettre sur pied et maintenir les unités temporaires et autonomes requises pour mener ses missions au pays et à l'étranger. Le succès de sa mission est tributaire de sa capacité à créer et à modifier des postes et à affecter du personnel à grande échelle. Il est également essentiel que les unités se conforment aux capacités et au contrôle financier des FC. Les renseignements sur les unités et les postes doivent être partagés avec d'autres systèmes tels que le SIGRD.

C-3. Une fois les unités mises sur pied, on doit rédiger des descriptions de travail pour définir les tâches, les aptitudes et les compétences nécessaires à la mission. On catégorise ensuite les fonctions dans une hiérarchie de groupes professionnels selon la classification militaire et le grade (de soldat à général). Cette classification est appelée « structure des emplois militaires » (SEM).

C-4. La SEM contient une définition qualitative des compétences et qualifications précises que chaque militaire doit posséder afin d'accomplir ses fonctions. Elle est à la base de divers procédés opérationnels des RH tels que le recrutement, la sélection, l'instruction, l'affectation, la promotion, la planification de carrière et la transition vers une profession civile. La SEM sert également de base pour établir la solde et les avantages sociaux auxquels les militaires ont droit. En résumé, la plupart des activités de gestion de personnel, pour ne pas dire la totalité, reposent sur la SEM.

C-5. Il faut s'assurer que l'ensemble des postes militaires soient rattachés à une ou plusieurs fonctions dans la SEM, selon leur catégorie de service au sein de la Force régulière ou la Force de réserve.

C-6. Les FC comprennent actuellement 105 groupes et sous-groupes professionnels (pilote, membre de l'infanterie, médecin militaire, etc.) divisés entre 20 champs correspondants (opérations aériennes, armes de combat, Services de santé, etc.). Près de 8 000 fonctions diverses sont rattachées à un ou plusieurs groupes professionnels, et chaque poste militaire est occupé (la Force régulière et la Force

de réserve se partagent un total de près de 100 000 postes) et lié à un ou plusieurs groupes professionnels. Chaque militaire est affecté à une fonction principale et parfois une ou deux fonctions secondaires. Les FC ont l'intention de conserver cette structure.

C-7. La capacité de créer et de modifier des descriptions de travail ainsi que les sections pertinentes de la SEM est nécessaire à la gestion efficace du personnel militaire.

C-8. Le processus de gestion du personnel militaire des FC est complexe. Une foule d'intervenants participent directement au processus de prise de décision. Les FC dépendent largement d'un cadre de gestion des talents efficace conçu pour attirer, embaucher, former et récompenser les candidats les plus prometteurs et les garder en poste. C'est pourquoi les FC recrutent plus de 7 000 nouveaux membres annuellement pour remplir leur mission. Les coûts liés à l'instruction d'une force efficace sont élevés; la planification des besoins en effectifs en temps opportun revêt donc une importance cruciale. Chaque année, on consacre des efforts considérables à l'élaboration d'un plan de dotation en personnel nommé Plan de recrutement stratégique (PRS). Le PRS tient compte de divers facteurs liés aux RH tels que l'attrition, le reclassement, la planification de la relève et les conditions de service (CS) afin de prévoir les besoins en recrutement pour les deux à cinq prochaines années. Il présente des objectifs de recrutement par catégorie de service et par groupe professionnel.

C-9. La capacité de gérer l'attrition et le succès du recrutement, ainsi que d'en faire rapport, est essentielle pour assurer aux FC des effectifs qualifiés en nombre suffisant pour accomplir leurs rôles et missions.

C-10. Le maintien de l'efficacité des FC passe par le recrutement de bons candidats au service militaire. Le GRFC a le mandat d'appuyer la capacité opérationnelle des FC en attirant des candidats canadiens, en traitant leurs demandes et en se chargeant de leur sélection et de leur embauche, conformément au PRS de la Force régulière, la Première réserve, les Rangers canadiens et le SAIOC. Les recruteurs doivent traiter des milliers de demandes de façon efficiente pour permettre d'atteindre l'objectif énoncé dans le PRS, à savoir l'embauche d'environ 7 000 recrues par année. Le GRFC s'appuie largement sur des solutions de GI-TI pour y parvenir tout en maintenant ou réduisant son empreinte. À l'heure actuelle, 60 p. 100 des nouvelles recrues ont présenté une demande de recrutement en ligne. Le reste des demandes, qui se compose de formulaires papier et de demandes de recrutement sur mesure, est traité dans plusieurs centres de recrutement répartis dans l'ensemble du pays. Les FC ont pour objectif d'augmenter le pourcentage de demandes et de traitement des demandes en ligne à 95 p. 100 et de réduire le nombre de centres de recrutement.

C-11. La capacité à utiliser Internet pour attirer des citoyens canadiens, recevoir et traiter leurs candidatures, puis les sélectionner et les embaucher est essentielle aux

FC. Les FC doivent également pouvoir consigner de façon confidentielle les renseignements personnels du candidat relatifs au recrutement.

C-12. Lors de l'enrôlement, on consigne les données de base du militaire pour créer ses états de service. La création de fichiers de renseignements personnels permet de se conformer à la loi en plus de gérer efficacement le personnel. En se dotant d'un système qui permet d'obtenir les renseignements personnels en ligne à partir des fichiers de recrutement, les FC évitent la double saisie des données. C'est pourquoi les renseignements personnels requis par la gestion du personnel doivent être consignés et conservés en ligne, et partagés avec les autres systèmes qui exigent des renseignements de RH.

C-13. Lors de la création des états de service, on doit ouvrir le dossier, le mettre à jour, le fermer et l'archiver à l'aide de processus simplifiés et de flux de travail basés sur le Web. La loi exige la protection et le contrôle de l'accès aux renseignements. Les états de service du militaire seront mis à jour au fil de sa carrière pour inclure des renseignements sur son emploi ou son déploiement, ses personnes à charge, sa langue et sa religion, ses conditions de service, son cheminement de carrière, ses promotions, son instruction, sa rémunération et ses avantages sociaux ainsi que ses évaluations de rendement, entre autres. Les membres des FC doivent avoir accès à leurs états de service et pouvoir présenter une demande de modification pour assurer l'exactitude de leurs renseignements personnels. L'accès aux états de service doit être contrôlé en fonction des rôles et responsabilités. Les états de service doivent demeurer actifs jusqu'à ce que le militaire soit libéré des FC. Lorsque le militaire prend sa retraite, son dossier est fermé et archivé conformément aux règlements du GC et du MDN.

C-14. La rémunération et les avantages sociaux représentent une composante essentielle des FC. La solde d'un membre des FC est déterminée en fonction de son groupe professionnel et de son grade. Il existe plusieurs régimes de rémunération pour les officiers (officiers du service général, pilotes, officiers spécialistes) et les militaires du rang (standard, spécialiste 1, spécialiste 2, Adjudant-chef du Commandement). La rémunération des membres de la Force régulière, et des membres la Force de réserve en service de classe C, est basée sur un taux mensuel de solde et versée aux deux semaines, le 15e et le dernier jour du mois. Les membres de la Force de réserve (classes A et B, Rangers et membres du SAIOC) sont rémunérés selon un tarif journalier, versé aux deux semaines comme dans la Force régulière. On doit disposer du calendrier d'activités, du dossier de suivi et du taux de présence des membres de la Force de réserve pour pouvoir calculer leur rémunération et leurs avantages sociaux. La fonction de calcul de la solde additionne ou soustrait les débits et crédits à partir des facteurs personnels et ministériels afin de déterminer la solde mensuelle nette (SMN) des militaires pour le mois suivant. On calcule la solde pour le service en classe C à partir de la période d'emploi (durée du contrat). Les prélèvements de l'impôt fédéral et provincial, l'assurance-emploi, la cotisation au régime de pension ainsi que l'admissibilité à la solde, les déductions et indemnités continues, les délégations

de solde, les avantages sociaux imposables, les prêts et les assurances viennent modifier la SMN. Les membres des FC sont payés par dépôt direct ou par chèque. Les militaires affectés à l'étranger reçoivent de l'argent comptant ou un virement de fonds direct local. On traite simultanément la solde de l'ensemble des membres des FC, c'est-à-dire environ 100 000 soldes par passage de paye. De plus, on ajuste normalement les régimes de rémunération et les indemnités une fois l'an. Les modifications doivent être appliquées de façon rétroactive au besoin.

C-15. Il est essentiel de pouvoir élaborer et maintenir des régimes de rémunération et des indemnités. La capacité de rattacher le bon régime de rémunération à chaque groupe professionnel est également primordiale. Les indemnités doivent être rattachées aux bons postes et unités pour s'assurer que les membres des FC reçoivent la solde et les indemnités appropriées. On doit calculer la solde des militaires selon les règles dictées par leurs catégories de service, et la verser dans les délais prescrits. Les militaires doivent pouvoir consulter leur registre de paie et demander une mise à jour si nécessaire.

C-16. Une fois enrôlé, chaque membre des FC est formé selon les critères les plus exigeants afin de garantir le succès de sa mission. L'instruction se base sur les exigences professionnelles et le grade du militaire. Les services d'instruction et d'éducation doivent continuer à favoriser le perfectionnement professionnel des dirigeants à tous les niveaux. Ainsi, les FC conserveront un niveau optimal de professionnalisme militaire, tant au pays qu'à l'étranger. Chaque année, de 6 000 à 10 000 militaires suivent une instruction. Ces instructions sont données de façon individuelle ou en groupe. Elles peuvent se rattacher à un poste, à une fonction, à un groupe professionnel, à une organisation ou à une unité. Le système d'instruction et d'éducation doit s'harmoniser clairement avec les activités de production de personnel militaire des FC et s'y synchroniser davantage.

C-17. Les FC doivent tirer profit des technologies de gestion de l'apprentissage qui sont mises en œuvre au Ministère afin d'éviter le dédoublement des efforts. C'est pourquoi il est essentiel d'établir une interface entre ces technologies et le système de gestion du personnel militaire.

C-18. Il est essentiel de pouvoir établir une correspondance entre les exigences relatives à l'instruction (fonctions, groupes professionnels et organisations) et les options en matière de méthodes de formation (cours conventionnels, apprentissage à distance, formation en cours d'emploi, etc.). De plus, on doit pouvoir sélectionner les militaires à former et consigner le résultat de l'instruction dans leurs états de service.

C-19. Après avoir répondu aux exigences de base relatives à l'instruction figurant dans la SEM, les militaires qualifiés sont affectés à un poste ou à une unité. On effectue ainsi près de 30 000 transactions de dotation par année. Les activités d'administration et de gestion de carrière visent à évaluer les groupes d'individus et leur assigner un poste ou une fonction appropriée, en plus d'identifier les

meilleurs candidats pour pourvoir un poste et les y préparer rapidement pour minimiser la période de vacance. Ces activités tiennent compte des priorités organisationnelles, du parcours professionnel des militaires (p. ex. planification de la relève, changement de grade, cheminement) ainsi que de leurs préférences et aspirations. Les transferts entre différentes catégories et sous-catégories de service (environ 500 par an) doivent également faire l'objet d'une gestion professionnelle pour permettre de tirer profit de l'expérience des membres des FC.

C-20. On considère qu'il est essentiel de pouvoir établir une correspondance entre les exigences d'un poste et le profil du candidat envisagé afin de pouvoir sélectionner ce dernier.

C-21. Les membres des FC peuvent changer de poste, d'unité ou de région pour recevoir de l'instruction, participer à des opérations ou intégrer un nouvel emploi, que ce soit sur le territoire canadien ou à l'étranger. Ces changements à court ou à long terme peuvent survenir de façon régulière. De plus, les militaires peuvent prendre part à des opérations internationales qui exigent la classification de certains renseignements sur leur situation. Il est essentiel d'effectuer un suivi horaire et géographique de tous les déplacements du personnel afin de pouvoir planifier les opérations des FC et mieux calculer les avantages sociaux.

C-22. Les FC doivent pouvoir suivre les déplacements d'un militaire vers tout emplacement précis, en connaître la durée et en consigner le résultat dans les états de service du militaire.

C-23. On doit fournir en temps réel des renseignements de RH justes sur le dénombrement et la disponibilité opérationnelle du personnel pour permettre aux commandants de bien gérer leurs effectifs et prendre des décisions stratégiques qui tiennent compte des risques. Dans le cadre de plusieurs processus tels que l'attribution de tâches et l'affectation, on doit d'abord savoir si le militaire est prêt à être affecté à la tâche. Il faut alors savoir si le militaire possède la formation, les compétences et l'expérience nécessaires, s'il est en bonne santé, et s'il a confirmé l'état de diverses mesures administratives afin d'être prêt au déploiement si nécessaire. On considère le militaire disponible s'il n'a pas d'autre engagement (tels qu'un congé, une instruction, ou une période de réinsertion postdéploiement) qui empêche son affectation à une tâche, indépendamment de sa capacité à effectuer cette dernière (ce facteur est parfois appelé « état de l'effectif »).

C-24. Il est essentiel de pouvoir évaluer la capacité de l'effectif en termes de préparation et de disponibilité opérationnelle, et d'assigner les postes aux militaires dont le profil répond aux exigences de l'emploi.

C-25. Un membre des FC peut mettre fin à son emploi de façon volontaire ou suite à une demande de libération obligatoire. Les FC s'engagent à appuyer ses membres tout au long des démarches de libération et à leur fournir en temps opportun les avantages et prestations appropriées, tout en respectant les obligations

opérationnelles et légales des FC ainsi que leurs devoirs en matière d'imputabilité.

C-26. Il est essentiel de pouvoir rattacher les circonstances de la libération aux divers avantages, obligations et mesures applicables (telles que les exigences en matière de main-d'œuvre) aux fins de planification.

Annexe D : Rôles et responsabilités de l'équipe principale

Gestionnaire de projet de PRM

Le gestionnaire de projet de planification des ressources du Ministère (PRM) est responsable de la gestion des activités de planification des exigences fonctionnelles définies dans la cadre de la stratégie de PRM de la Défense, en plus de gérer l'exécution des activités selon les plans du projet.

Ses principales responsabilités consistent à :

a. développer et à maintenir des instruments, des procédures, des systèmes et des plans PeopleSoft déjà en place, ou déployés par le bureau de gestion de projet (BGP);

b. mettre en place une stratégie de rapport et un tableau de bord pour mesurer les produits livrables en matière de fonctionnalités PeopleSoft;

c. définir les exigences et pratiques en matière de gestion des services nécessaires à l'organisation du projet et au soutien en service;

d. communiquer avec l'EPI pour documenter et à gérer les dépendances du calendrier de projet;

e. recueillir, évaluer, analyser les données sur le rendement du projet, en faire le suivi et le rapport; formuler des recommandations concernant le calendrier, les coûts, la portée, la qualité, les exigences opérationnelles ou d'autres paramètres de rendement;

f. planifier les produits livrables fonctionnels conformément au plan de travail approuvé de l'entrepreneur, en collaboration avec les chefs d'équipe du projet de TCGPM;

g. préparer des rapports hebdomadaires pour les rencontres de l'EPI, du comité de gestion et du comité directeur;

h. gérer, coordonner et faciliter l'utilisation des outils, procédures et systèmes par les équipes opérationnelles;

i. rédiger, améliorer et réviser la documentation écrite, les rapports et les tableaux de bord; faire des exposés;

j. prévoir les coûts et le calendrier, élaborer des stratégies de mise en œuvre et des processus de gestion de la qualité, définir des exigences organisationnelles;

k. élaborer un plan de gestion des risques;

l. élaborer, améliorer et réviser les structures de répartition du travail (SRT), les calendriers associés et les plans d'affectation des ressources;

m. élaborer des matrices d'affectation des ressources, des normes en matière d'assurance de la qualité ou autre, des structures de répartition des tâches dans l'organisation et d'autres documents de contrôle de projet;

n. élaborer des calendriers et des plans de croissance fonctionnelle sur PeopleSoft et en faire le suivi;

o. déterminer de façon proactive les changements dans la portée des travaux et assurer l'adoption de mesures de planification adéquates en partenariat avec les intervenants internes et externes;

p. analyser les risques, élaborer des plans d'urgence, déterminer les événements déclencheurs entraînant la prise de mesures d'atténuation ainsi que les responsabilités nécessaires;

q. documenter et préciser la stratégie de mise au point sur mesure ainsi que les modèles de conception fonctionnelle connexes;

r. gérer et élaborer le plan de transfert de la production;

s. documenter une stratégie de certification et d'accréditation, les produits livrables et les ressources nécessaires.

Architecte Enterprise/technique

L'architecte Enterprise/technique travaillera avec des intervenants du MDN, ainsi qu'avec des experts en matière de leadership et du sujet en question, pour élaborer une vision exhaustive de la stratégie, des processus, de l'information et du matériel informatique de l'organisation. À l'aide de cette information, l'architecte Enterprise/technique mettra au point une architecture d'entreprise efficace pour répondre aux besoins actuels et futurs de l'organisation de manière efficace, durable, habile et souple.

Ses principales responsabilités consistent à :

a. évaluer l'architecture opérationnelle de l'entreprise, déterminer son uniformité et son intégration aux stratégies organisationnelles, évaluer le niveau d'harmonisation avec les meilleures pratiques de l'industrie, et recommander des changements à apporter à l'architecture organisationnelle en vue d'améliorer son harmonisation avec ces facteurs externes;

b. déterminer les exigences opérationnelles futures par rapport à l'architecture actuelle de l'entreprise, analyser les lacunes, élaborer des architectures techniques et de l'information, et préparer des stratégies de migration;

c. évaluer les répercussions et les risques associés au passage de l'état actuel à l'architecture organisationnelle cible et aux technologies habilitantes;

d. déterminer les tendances organisationnelles et technologiques créant des possibilités d'amélioration de l'organisation, fournir des conseils concernant les tendances, les meilleures pratiques et les technologies naissantes et les répercussions sur les architectures de l'organisation et les stratégies organisationnelles, modéliser des scénarios d'incertitude et recommander des changements appropriés à l'architecture et à l'infrastructure en place, et suggérer des solutions, méthodes et stratégies de rechange;

e. produire un plan d'évolution architecturale, recommander l'établissement de la priorité des initiatives d'évolution architecturale, et élaborer ou mettre en œuvre un plan d'évolution architecturale;

f. gérer l'élaboration et la mise en œuvre d'un plan d'amélioration architecturale;

g. fournir des conseils quant à la définition des nouvelles exigences et occasions pour une application efficiente et efficace des solutions; déterminer et communiquer les coûts préliminaires des options possibles;

h. élaborer des architectures, des cadres et des stratégies techniques pour que l'organisation réponde aux exigences organisationnelles et d'application;

i. réviser la conception des applications et du programme ou de la conception de l'infrastructure technique pour faire en sorte d'adhérer aux normes et aux meilleures pratiques de l'industrie et pour recommander des moyens d'améliorer le rendement;

j. gérer d'autres employés fonctionnels dans leur tâche de définition des procédés et stratégies opérationnels pour favoriser la conduite des activités de transformation et de mise en œuvre du système;

k. déterminer les politiques et les exigences entraînant le rejet d'une solution précise;

l. analyser et évaluer les solutions de rechange pour le traitement de problèmes organisationnels;

m. analyser et évaluer les solutions de rechange concernant les données architecturales pour le traitement des problèmes et le respect des exigences au sein de l'organisation;

n. réviser l'architecture, les stratégies, les cadres et les orientations ministériels, les exigences en matière de données et les besoins en matière d'information organisationnelle, et mettre au point des solutions basées sur la PRE pour les appuyer;

o. assurer l'intégration de tous les aspects des solutions technologiques;

p. surveiller les tendances de l'industrie pour faire en sorte que les solutions respectent les meilleures pratiques;

q. analyser les exigences fonctionnelles pour déterminer les circuits de l'information, des procédures et des décisions;

r. exprimer les exigences fonctionnelles et opérationnelles en exigences techniques;

s. élaborer et documenter des spécifications concernant les exigences fonctionnelles, organisationnelles ou systémiques de la PRE;

t. mettre au point des documents relatifs aux exigences techniques, à la faisabilité, aux coûts, à la conception et aux spécifications pour l'élaboration, la conception et la mise en œuvre de systèmes de PRE;

u. mettre en œuvre des systèmes de PRE pour appuyer des projets, des ministères, des organisations ou des entreprises;

v. exprimer les exigences opérationnelles de PRE en spécifications et conception de systèmes;

w. analyser et recommander des options et des solutions de rechange;

x. démontrer une compréhension exhaustive des capacités techniques offertes par les installations de PRE;

y. élaborer ou appuyer les exigences organisationnelles et fonctionnelles, la portée du projet, les estimations de l'effort et la durée.

Chef opérationnel des Ressources humaines (RH)

Le chef opérationnel des RH travaillera en collaboration avec l'équipe de projet intégré (IPT) pour élaborer et livrer des services de consultation et de mise en œuvre. Le chef opérationnel des RH sera responsable de l'élaboration d'activités opérationnelles liées aux programmes de mise en œuvre des systèmes des RH, comprenant l'évaluation des besoins organisationnels et le déploiement de solutions de PRE personnalisées, en entraînant le moins possible d'interruptions aux opérations relatives aux clients actuels.

Ses principales responsabilités consistent à :

a. fournir des services de consultation fonctionnels en portant assistance en tant qu'expert en la matière et en guidant les clients tout au long du cycle de vie de l'élaboration des systèmes;

b. travailler à toutes les phases d'élaboration d'un programme de mise en œuvre des systèmes de RH, y compris l'analyse concordance-écart, la configuration et les essais;

c. aider les clients à intégrer complètement le système de PRE de RH dans leur environnement organisationnel actuel et indiquer les meilleures pratiques;

d. donner des conseils aux clients sur les options, les risques et les répercussions sur les autres processus ou systèmes;

e. configurer les systèmes pour répondre aux exigences opérationnelles uniques de chaque client;

f. faire un rapport concernant les progrès à l'administrateur de projet de la PRE;

g. être continuellement à la recherche de moyens d'améliorer le processus de livraison de solutions et de méthodes de mise en œuvre;

h. mener la mise en œuvre opérationnelle de systèmes de RH au sein de projets ou de programmes où une compréhension claire des cibles, des budgets et des analyses se rassemblent pour créer des analyses de rentabilité solides et promouvoir la conservation des ressources organisationnelles, et assumer la responsabilité à cet égard;

i. établir et maintenir des relations de collaboration pour atteindre les objectifs, en recherchant des solutions gagnantes pour tous, en élaborant un réseau de contacts professionnels, en faisant preuve d'empathie et de tolérance à l'égard des autres points de vue;

j. travailler directement avec les chefs du projet à la conception et à l'exécution de stratégies de marché;

k. tisser des liens avec les intervenants du MDN par le truchement de réunions personnelles, de présentations, d'allocutions, de réseautage professionnel, de forums professionnels et d'autres rencontres professionnelles ou sociales;

l. mener le processus d'élaboration des possibilités, y compris la création de relations, l'établissement des clientèles et occasions cibles, la qualification des occasions, l'élaboration et l'exécution de stratégies gagnantes, la formation de l'entente et la clôture du contrat;

m. travailler en collaboration avec les chefs de l'IPT pour fournir la meilleure valeur générale en ce qui concerne les logiciels et les processus organisationnels connexes, et modifier les activités de gestion pour les clients.

Chef opérationnel de la paie

Le chef opérationnel de la paie travaillera en collaboration avec l'IPT pour élaborer et livrer des services de consultation et de mise en œuvre. Le chef opérationnel principal de la paie sera responsable de l'élaboration d'activités opérationnelles liées aux programmes de mise en œuvre des systèmes de paie, y compris l'évaluation des besoins organisationnels et le déploiement de solutions de PRE personnalisées, en entraînant le moins possible d'interruptions aux opérations relatives aux clients actuels.

Ses principales responsabilités consistent à :

a. fournir des services de consultation fonctionnels en portant assistance en tant qu'expert en la matière et en guidant les clients tout au long du cycle de vie de l'élaboration des systèmes;

b. travailler à toutes les phases d'élaboration d'un programme de mise en œuvre des systèmes de paie, y compris l'analyse concordance-écart, la configuration et les essais;

c. aider les clients à intégrer complètement le système de PRE de la paie dans leur environnement organisationnel actuel et indiquer les meilleures pratiques;

d. donner des conseils aux clients sur les options, les risques et les répercussions sur les autres processus ou systèmes;

e. configurer les systèmes pour répondre aux exigences opérationnelles uniques de chaque client;

f. faire un rapport concernant les progrès à l'administrateur de projet de la PRE;

g. être continuellement à la recherche de moyens d'améliorer le processus de livraison de solutions et de méthodes de mise en œuvre;

h. mener la mise en œuvre opérationnelle de systèmes de paie au sein de projets ou de programmes où une compréhension claire des cibles, des budgets et des analyses se rassemblent pour créer des analyses de rentabilité solides et promouvoir la conservation des ressources organisationnelles, et assumer la responsabilité à cet égard;

i. établir et maintenir des relations de collaboration pour atteindre les objectifs, en recherchant des solutions gagnantes pour tous, en élaborant un réseau de contacts professionnels, en faisant preuve d'empathie et de tolérance à l'égard des autres points de vue;

j. travailler directement avec les chefs du projet à la conception et à l'exécution de stratégies de marché;

k. tisser des liens avec les intervenants du MDN par le truchement de réunions personnelles, de présentations, d'allocutions, de réseautage professionnel, de forums professionnels et d'autres rencontres professionnelles ou sociales;

l. mener le processus d'élaboration des possibilités, y compris la création de relations, l'établissement des clientèles et occasions cibles, la qualification des occasions, l'élaboration et l'exécution de stratégies gagnantes, la formation de l'entente et la clôture du contrat;

m. travailler en collaboration avec les chefs de l'IPT pour fournir la meilleure valeur générale en ce qui concerne les logiciels et les processus organisationnels connexes, et modifier les activités de gestion pour les clients.

Analyste de la migration des données

L'analyste de la migration des données travaille avec l'IPT et est entièrement responsable de la migration des données des anciens sites et des versions précédentes des applications de PRE vers l'environnement de PRE technologiquement à jour.

Ses principales responsabilités consistent à :

a. surveiller toutes les activités de conversion des données;

b. surveiller les activités, y compris le mappage des données, les interfaces, les faux travaux de conversion et d'amélioration, les vraies conversions, et la vérification de l'exhaustivité et de l'exactitude des données converties;

c. établir de solides relations de travail avec tous les clients, interagir efficacement avec tous les niveaux de personnel des clients et fournir du soutien à la conversion;

d. analyser et coordonner les conversions de fichiers de données;

e. effectuer l'importation de fichiers provenant de plateformes hétérogènes;

f. définir de nouvelles structures de bases de données;

g. définir des stratégies de conversion de données;

h. définir des spécifications et des schémas de conversion de bases de données;

i. personnaliser les routines de conversion de bases de données;

j. finaliser une stratégie de conversion de données;

k. travailler en étroite collaboration avec les utilisateurs afin de maintenir et de protéger l'intégrité des bases de données;

l. établir les exigences pour les améliorations à apporter aux bases de données existantes en déterminant les exigences des utilisateurs en matière d'information, les exigences en matière de rendement du système et les exigences opérationnelles;

m. participer en fournissant une analyse des écarts, selon une perspective technique, en soulignant l'état actuel, l'état futur, les besoins du client et les meilleures pratiques;

n. concevoir et construire les composantes techniques d'une architecture complexe;

o. appuyer le projet en offrant de la consultation durant les phases de planification, d'élaboration de stratégies, de conception de l'architecture et d'élaboration.

Annexe E : Procédures d'acceptation lors de la migration des fonctionnalités du SCCS et du SSRR dans Gardien

Les critères d'acceptation présentés ici concernent uniquement la fonction de paie, qui est, en termes généraux, le calcul et le traitement des paiements. Ces critères ne comprennent pas les critères des activités connexes de renseignement lié aux RH, à la rémunération et aux avantages sociaux requis pour remplir la fonction de paie; ces critères seront décrits séparément.

Ces critères d'acceptation sont liés uniquement à la solution fournie et ne doivent pas être considérés comme des critères de mesure du succès, pour lequel l'acceptation de la solution est un critère parmi d'autres.

Aux fins du présent document :

Le mot **« exact »** désigne ce qui respecte complètement les formules d'établissement de prix en place; cela exclut les écarts attribuables à des pratiques d'arrondissement différentes.

L'expression **« en temps opportun »** fait référence à ce qui respecte les délais prévus, en fonction d'horaires de production précisés.

L'expression **« comparabilité réussie »** s'applique lorsque les valeurs numériques produites ou conservées dans les anciennes applications de paie et celles produites ou conservées par la solution Gardien sont considérées comme égales. Cela exclut les écarts résultant de pratiques d'arrondissement différentes.

L'expression **« échantillon de population »** est définie comme un échantillon représentatif de la catégorie de service (Force régulière ou de réserve) composé d'environ 10 % de l'effectif de la catégorie de service.

Les expressions **« livré avec succès »** et **« livraison réussie »** définissent ce qui est livré avec succès à la population cible en :

Trois cycles de paie complets à la population cible, en incluant :

- Le calcul *exact* de tous les facteurs de revenu brut indiqués dans les exigences organisationnelles;
- Le calcul *exact* de tous les montants déduits;
- Le calcul *exact* du montant net de la paie du militaire;
- Le calcul *exact* des versements;
- L'établissement de rapports *exact* et *en temps opportun* sur les paiements (relevés de paie);
- Le traitement *en temps opportun* de la paie;
- Le traitement *exact* et *en temps opportun* des paiements;

La *comparabilité réussie* des renseignements figurant dans l'historique des relevés de paie de l'effectif cible.

Contraintes relatives à la mise en œuvre - Paie

- La capacité de paie ne doit pas être mise en œuvre pendant la période du 1er octobre au 31 décembre, période connue comme la « saison précédant les impôts ».

- Si la capacité de paie est mise en œuvre pendant la période du 1er janvier au 28 (29) mars, soit durant la « saison des impôts », les anciennes solutions de paie devront être maintenues pour la production des feuillets de revenus (T4/R1).

- La solution de paie ne doit pas être mise en œuvre d'un seul coup. Une mise en œuvre graduelle du système de paie parmi l'effectif doit être gérée de façon à réduire le risque de manière importante, et permettre à l'organisation de gérer la transition et les demandes supplémentaires découlant de la nouvelle solution.

Confirmation de l'acceptation de la solution – Capacité de paie

L'acceptation de la solution sera confirmée lorsque la capacité de paie sera *livrée avec succès* à tout l'effectif, tel que défini dans l'Énoncé des besoins opérationnels de la TCGPM.

Critères d'acceptation relatifs à la mise en œuvre de la solution

Avant la mise en œuvre de la capacité de paie, le fournisseur doit démontrer, à la satisfaction du propriétaire du processus opérationnel, que la solution est conforme aux critères ci-après.

<u>1-Pour livraison à tous les membres de la Force régulière</u>

L'IS doit démontrer, à la satisfaction du propriétaire du processus opérationnel (tel que représenté par le projet TCGPM) :

- la *livraison réussie* à un *échantillon de population* d'environ 10 % de la Force régulière;
- la *comparabilité réussie* de tous les accumulateurs des comptes depuis le début de l'exercice pour la population cible avant et après la production de la paie, pour deux cycles de paie complets;
- la *comparabilité réussie* de tous les remboursements et paiements avec ceux produits par les anciennes applications durant deux cycles de paie complets pour la population cible;
- la *comparabilité réussie* des renseignements relatifs aux relevés de paie par rapport aux anciennes applications durant deux cycles de paie complets pour la population cible;
- la *comparabilité réussie* de tous les accumulateurs des comptes depuis le début de l'exercice pour la population cible;

- la *comparabilité réussie* des renseignements figurant dans l'historique des relevés de paie de la population cible.

2-Pour livraison à un *échantillon de population* de la Force régulière
L'IS doit démontrer, à la satisfaction du propriétaire du processus opérationnel (tel que représenté par le projet TCGPM) :

- la *livraison réussie* à tous les membres de la Force régulière;
- la *comparabilité réussie* de tous les accumulateurs des comptes depuis le début de l'exercice pour la population cible avant et après la production de la paie, pour deux cycles de paie complets;
- la *comparabilité réussie* des remboursements et paiements avec ceux produits par les anciennes applications durant deux cycles de paie complets pour la population cible;
- la *comparabilité réussie* des renseignements relatifs aux relevés de paie par rapport aux anciennes applications durant deux cycles de paie complets pour la population cible;
- la *comparabilité réussie* des renseignements figurant dans l'historique des relevés de paie de la population cible.

3-Pour livraison à tous les membres de la Force de réserve
L'IS doit démontrer, à la satisfaction du propriétaire du processus opérationnel (tel que représenté par le projet TCGPM) :

- la *livraison réussie* à un *échantillon de population* d'environ 10 % de la Force de réserve;
- la *comparabilité réussie* de tous les accumulateurs des comptes depuis le début de l'exercice pour la population cible avant et après la production de la paie, pour deux cycles de paie complets;
- la *comparabilité réussie* de tous les remboursements et paiements avec ceux produits par les anciennes applications durant deux cycles de paie complets pour la population cible;
- la *comparabilité réussie* des renseignements relatifs aux relevés de paie par rapport aux anciennes applications durant deux cycles de paie complets pour la population cible;
- la *comparabilité réussie* des renseignements figurant dans l'historique des relevés de paie de la population cible.

4-Pour livraison à un *échantillon de population* de la Force de réserve

La solution doit avoir satisfait aux exigences des essais d'acceptation par l'utilisateur, tel que précisé par le propriétaire du processus opérationnel (représenté par le projet TCGPM), tel que défini dans le document relatif aux exigences opérationnelles.

L'IS doit démontrer, à la satisfaction du propriétaire du processus opérationnel (tel que représenté par le projet TCGPM) :

- que la solution est en mesure d'effectuer le traitement de la paie, de produire des remboursements et des paiements, et de faire des rapports relatifs à la paie conformément aux exigences définies par le propriétaire du processus opérationnel;
- que la solution est en mesure d'effectuer le traitement de la paie, de produire des remboursements et des paiements, et de faire des rapports relatifs à la paie *en temps opportun* pour tout l'effectif (essais de charge et de rendement);
- la *comparabilité réussie* de tous les taux organisationnels;
- la *comparabilité réussie* de tous les accumulateurs des comptes depuis le début de l'exercice pour la population cible avant et après la production de la paie, pour deux cycles de paie complets;
- la *comparabilité réussie* des remboursements et paiements avec ceux produits par les anciennes applications durant deux cycles de paie complets pour la population cible;
- la *comparabilité réussie* des renseignements relatifs aux relevés de paie par rapport aux anciennes applications durant deux cycles de paie complets pour la population cible;
- la *comparabilité réussie* des renseignements figurant dans l'historique des relevés de paie de la population cible.

Nota : l'IS peut choisir de déployer la livraison initiale (de la composante) à un *échantillon de population* de moins de 10 %; toutefois, le minimum requis pour la livraison de la composante complète doit être d'au moins 10 %. L'IS peut choisir de déployer la capacité graduellement au reste de la catégorie de service ciblée.

Annexe F – Rôles et responsabilités supplémentaires du personnel

1. *Architecte d'applications et de logiciels – Niveaux 1, 2 et 3*

Niveaux d'expérience

- Niveau 1 : moins de cinq ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Élaborer des architectures, des cadres et des stratégies techniques pour que l'organisation ou une zone d'application importante réponde aux exigences organisationnelles et d'application.
- Déterminer les politiques et les exigences entraînant le rejet d'une solution précise.
- Analyser et évaluer les solutions technologiques de rechange pour le traitement de problèmes organisationnels.
- Assurer l'intégration de tous les aspects des solutions technologiques.
- Surveiller les tendances de l'industrie pour faire en sorte que les solutions respectent les directives du gouvernement et de l'industrie en ce qui concerne la technologie.
- Analyser les exigences fonctionnelles pour déterminer les circuits de l'information, des procédures et des décisions.
- Évaluer les procédures et les méthodes en vigueur, déterminer et documenter le contenu des bases de données, la structure et les sous-systèmes d'application, et mettre au point un dictionnaire des données.
- Définir et documenter les interfaces entre les opérations manuelles et les opérations automatisées dans les sous-systèmes d'application, avec les systèmes externes et entre les systèmes nouveaux et existants.
- Définir les sources d'entrée et de sortie de données, y compris un plan détaillé pour la phase d'analyse technique, et obtenir l'approbation de la proposition de système.
- Déterminer et documenter les normes relatives aux systèmes liées à la programmation, à la documentation et aux essais, ainsi qu'aux bibliothèques de programmes, aux dictionnaires de données, aux conventions d'appellation, etc.

2. *Analyste fonctionnel de la PRE – Niveaux 1, 2 et 3*

Niveaux d'expérience

- Niveau 1 : moins de cinq ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Élaborer et documenter des spécifications concernant les exigences fonctionnelles, organisationnelles ou systémiques de la PRE.
- Élaborer et documenter des exigences en matière d'écrans, de production de rapports et d'interfaces.
- Élaborer des interfaces opérationnelles, organisationnelles ou de système, ou une interaction relative à la capacité;
- Rassembler et analyser les informations pour établir les besoins fonctionnels d'un système ou d'un projet.

- Concevoir des méthodes et des procédures pour les systèmes informatiques et les sous-systèmes de systèmes plus grands.
- Créer ainsi que mettre à l'essai et en œuvre les systèmes informatiques de petite envergure et les sous-systèmes des systèmes de grande envergure.
- Documenter des formulaires, des manuels, des programmes, des fichiers de données et des procédures.

3. Programmeur-analyste de la PRE – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de cinq ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Élaborer des exigences détaillées de faible niveau, programmer et développer les systèmes des systèmes de PRE.
- Faire l'essai et la mise en œuvre des systèmes.

4. Analyste de systèmes de PRE – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de cinq ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Mettre au point des documents relatifs aux exigences, à la faisabilité, aux coûts, à la conception et aux spécifications de systèmes de PRE.
- Mettre en œuvre des systèmes de PRE pour appuyer des projets, des ministères, des organisations ou des entreprises.
- Exprimer les exigences opérationnelles de PRE en spécifications et conception de systèmes.
- Analyser et recommander des options et des solutions de rechange.
- Élaborer des spécifications techniques pour le développement, la conception et la mise en œuvre de systèmes de PRE.

5. Analyste technique de la PRE – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de cinq ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Avoir une compréhension exhaustive des capacités techniques offertes par les installations de PRE.
- Élaborer ou appuyer les exigences organisationnelles et fonctionnelles, la portée du projet, les estimations de l'effort et la durée.
- Exprimer les exigences fonctionnelles et opérationnelles en exigences techniques.
- Élaborer ou gérer les aspects techniques des logiciels d'application, des interfaces de l'utilisateur et des composantes de tiers.
- Effectuer des essais sur les unités et les systèmes, porter assistance lors de ces essais ou en faire la gestion.
- Établir des normes techniques pour le cadre technique.

6. Programmeur et développeur de logiciels – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de cinq ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Élaborer et préparer des diagrammes présentant des solutions aux problèmes organisationnels, scientifiques et techniques au moyen de systèmes informatiques de différentes tailles et complexité.
- Analyser les problèmes décrits par les analystes et les concepteurs de systèmes quant à des facteurs tels que le style et la quantité d'information à faire transiter par des unités d'entreposage, une variété d'éléments à traiter, la portée du tri et le formatage des résultats imprimés finaux.
- Sélectionner et intégrer les logiciels disponibles.
- Concevoir des programmes détaillés, des diagrammes et des schémas indiquant les calculs mathématiques et la séquence des opérations du matériel nécessaires pour copier et traiter les données et imprimer les résultats.
- Traduire les informations de diagrammes détaillés en instructions matérielles codées et échanger avec le personnel technique en ce qui concerne les programmes de planification.
- Vérifier l'exactitude et l'exhaustivité des programmes en préparant des échantillons de données et en les soumettant à des essais d'acceptation du système effectués par le personnel d'exécution.
- Corriger les erreurs des programmes en révisant les instructions ou en modifiant la séquence des opérations.
- Faire l'essai des instructions et rassembler des spécifications, des diagrammes, des schémas, des configurations, de la programmation et des instructions d'utilisation pour documenter les applications en vue de modification ou de référence ultérieure.

7. Programmeur-analyste – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de cinq ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Créer et modifier le code et le logiciel.
- Créer et modifier les écrans et les rapports.
- Faire la cueillette des données et les analyser dans le cadre d'études visant à établir la faisabilité technique et la faisabilité financière de systèmes informatiques proposés et dans le cadre de l'élaboration de spécifications fonctionnelles et de conception de système.
- Concevoir des méthodes et des procédures relatives à des systèmes informatiques de petite envergure et à des sous-systèmes de systèmes de plus grande envergure.
- Créer ainsi que mettre à l'essai et en œuvre les systèmes informatiques de petite envergure et les sous-systèmes des systèmes de grande envergure.
- Produire des formulaires, des manuels, des programmes, des fichiers de données et des procédures pour des systèmes et des applications.

8. Analyste de système – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de cinq ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Mettre au point des documents relatifs aux exigences, à la faisabilité, aux coûts, à la conception et aux spécifications pour les systèmes.
- Mettre en œuvre les systèmes en vue d'appuyer des projets, des ministères, des organisations ou des entreprises.
- Exprimer les exigences opérationnelles en spécifications et conception de systèmes.
- Analyser et recommander des options et des solutions de rechange.
- Élaborer des spécifications techniques pour le développement, la conception et la mise en œuvre de systèmes

9. Coordonnateur des essais – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de cinq ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Offrir des services de conseils, d'orientation et de coordination en ce qui concerne les stratégies et les plans d'essai, la sélection des outils automatisés d'essai et la détermination des ressources requises pour l'essai.
- Planifier, organiser et programmer des essais pour les systèmes de grande envergure, y compris les essais d'intégration, les essais spécialisés et les essais d'acceptation par l'utilisateur (p. ex., essais marginaux).

10. Testeur – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Planifier et coordonner les essais.
- Surveiller les essais à partir du plan.
- Gérer et surveiller les plans d'essai de tous les paliers d'essai.
- Gérer des revues liées aux essais et à l'état de préparation à la mise en œuvre.
- Remettre des rapports sur l'avancement.
- Créer des scénarios et des scripts d'essai.
- Établir et garder à jour des logithèques de code source et objet pour un environnement doté de plusieurs plateformes et de plusieurs systèmes d'exploitation.
- Établir des procédures d'essai de logiciels pour les essais unitaires, d'intégration et de régression en mettant l'accent sur l'automatisation des procédures d'essai.
- Établir et appliquer des procédures d'essai d'interopérabilité pour faire en sorte que l'interaction entre les divers éléments logiciels, ainsi que leur coexistence soient conformes aux normes ministérielles pertinentes (p. ex., en matière de rendement, de compatibilité, etc.) et que les procédures n'aient aucun effet destructeur imprévu sur l'infrastructure partagée.
- Mettre sur pied une capacité de validation et de vérification, ce qui suppose la conformité en matière de fonctionnement et de rendement.

11. Développeur Web – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Élaborer et préparer des plans sous forme de diagrammes en ce qui concerne la prestation de services sur Internet.
- Analyser les problèmes décrits par les analystes et les concepteurs de systèmes en ce qui concerne des facteurs comme le style et la quantité d'information à transmettre sur Internet.
- Choisir et utiliser les meilleurs outils de développement Web offerts pour lier le client sur Internet aux programmes de prestation d'information et aux bases de données finaux du ministère.
- Concevoir des pages Web à employabilité élevée pour répondre aux besoins.
- Vérifier l'exactitude et l'exhaustivité des programmes en préparant des échantillons de données et en les soumettant à des essais d'acceptation du système effectués par le personnel d'exécution.
- Corriger les erreurs des programmes en révisant les instructions ou en modifiant la séquence des opérations.
- Faire l'essai des instructions et rassembler des spécifications, des diagrammes, des schémas, des configurations, de la programmation et des instructions d'utilisation pour documenter les applications en vue de modification ou de référence ultérieure.

12. Spécialiste en conversion de données – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Surveiller toutes les installations du processus de conversion.
- Effectuer le mappage, les interfaces, le travail de conversion simulée, les améliorations, et le processus de conversion en soi, et vérifier la complétude et l'exactitude des données transformées.
- Établir de solides relations de travail avec tous les clients, interagir efficacement avec tous les niveaux de personnel des clients et fournir du soutien à la conversion.
- Analyser et coordonner les conversions de fichiers de données.
- Effectuer l'importation de fichiers provenant de plateformes hétérogènes.

13. Administrateur de bases de données – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Personnaliser les routines de conversion de bases de données.
- Peaufiner la stratégie de conversion.
- Générer une nouvelle base de données avec le client.
- Mettre à jour les dictionnaires de données.
- Élaborer et mettre en œuvre les procédures qui assureront l'exactitude et la complétude des données emmagasinées dans la base de données ainsi que la possibilité d'y accéder dans un délai raisonnable.
- Établir et mettre en œuvre des procédures de sécurité relatives à la base de données, y compris en ce qui concerne l'accès et la gestion des comptes des utilisateurs.
- Conseiller les programmeurs, les analystes et les utilisateurs quant à l'utilisation efficace des données.
- Tenir à jour le contrôle de la configuration de la base de données.
- Effectuer ou coordonner les mises à jour de la conception de la base de données.
- Contrôler et coordonner les modifications à la base de données, y compris la suppression d'enregistrements, la modification d'enregistrements existants et les ajouts à la base de données.
- Établir et coordonner les procédures de copie de renfort, de reprise des activités et de protection antivirus.

14. Analyste de base de données/administrateur en GI – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Définir de nouvelles structures de bases de données.
- Définir une stratégie de conversion de données.
- Définir des spécifications de conversion de base de données.
- Peaufiner la stratégie de conversion.
- Travailler en étroite collaboration avec les utilisateurs dans le but de garder à jour et de sauvegarder la base de données.
- Établir les exigences pour les améliorations à apporter aux bases de données existantes en déterminant les exigences des utilisateurs en matière d'information, les exigences en matière de rendement du système et les exigences opérationnelles.
- Élaborer et mettre en œuvre les procédures qui assureront l'exactitude et la complétude des données emmagasinées dans la base de données ainsi que la possibilité d'y accéder dans un délai raisonnable.
- Agir à titre de médiateur et résoudre les conflits en ce qui concerne les besoins des utilisateurs en matière de données.
- Conseiller les programmeurs, les analystes et les utilisateurs quant à l'utilisation efficace des données.

15. Architecte en GI – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Analyser les capacités et les exigences existantes, élaborer des cadres remaniés et recommander des domaines où la capacité et l'intégration pourraient être améliorées. Élaborer et documenter des énoncés détaillés des exigences.
- Évaluer les procédures et les méthodes en vigueur, déterminer et documenter le contenu des bases de données, la structure et les sous-systèmes d'application et mettre au point un dictionnaire des données.
- Définir et documenter les interfaces entre les opérations manuelles et les opérations automatisées dans les sous-systèmes d'application, avec les systèmes externes et entre les systèmes nouveaux et existants.
- Trouver des solutions potentielles prototypes, fournir de l'information de remplacement et proposer des lignes de conduites recommandées.
- Procéder à une modélisation de l'information à l'appui de la mise en œuvre de la réingénierie.
- Faire une analyse coûts/avantages de la mise en œuvre de nouveaux processus et de nouvelles solutions.
- Donner des conseils sur l'élaboration et l'intégration de modèles de processus et d'information d'un processus opérationnel à l'autre afin d'éliminer les redondances dans l'information et dans les processus.
- Fournir des conseils quant à la définition des nouvelles exigences et occasions pour une application efficiente et efficace des solutions; déterminer et communiquer les coûts préliminaires des options possibles.

16. Analyste de réseau – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Préparer des plans de mise en œuvre de technologies particulières.
- Installer et surveiller des facettes particulières de la technologie.
- Configurer et optimiser des installations techniques.
- Diagnostiquer et résoudre les problèmes des utilisateurs.
- Garder ses connaissances à jour en ce qui concerne certaines technologies et les produits qui soutiennent ces technologies.

17. Administrateur de système – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Installer, surveiller, mettre à jour et entretenir des systèmes d'exploitation.
- Installer, surveiller, mettre à jour et entretenir le logiciel et le matériel.
- Travailler avec des analystes des activités commerciales, des gestionnaires de projet, des concepteurs et des clients/intervenants afin de maintenir et d'améliorer le rendement du logiciel.
- Mettre en œuvre des stratégies de résolution de problèmes afin de diagnostiquer et résoudre les problèmes techniques.
- Offrir des procédures d'administration de système fiables et dans les délais prescrits, notamment en ce qui concerne la sauvegarde et le rétablissement.
- Analyser le rendement du système et recommander des améliorations.

18. Architecte technique – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Élaborer des architectures, des cadres et des stratégies techniques pour que l'organisation ou une zone d'application importante réponde aux exigences organisationnelles et d'application.
- Déterminer les politiques et les exigences entraînant le rejet d'une solution précise.
- Analyser et évaluer les solutions technologiques de rechange pour le traitement de problèmes organisationnels.
- Assurer l'intégration de tous les aspects des solutions technologiques.
- Évaluer le matériel et le logiciel en fonction de leur capacité de soutenir les exigences précisées et, en déterminant les embouteillages possibles et réels, améliorer le rendement du système en recommandant des modifications en ce qui concerne le matériel.
- Passer en revue les exigences relatives aux systèmes de logiciels et aux données ainsi que les besoins en matière de communication et de réaction, et déterminer les systèmes d'exploitation et les langages requis pour les soutenir.

19. Architecte de technologie – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Élaborer des architectures, des cadres et des stratégies techniques pour que l'organisation ou une zone d'application importante réponde aux exigences organisationnelles et d'application.
- Déterminer les politiques et les exigences entraînant le rejet d'une solution précise.
- Analyser et évaluer les solutions technologiques de rechange pour le traitement de problèmes organisationnels.
- Assurer l'intégration de tous les aspects des solutions technologiques.
- Surveiller les tendances de l'industrie pour faire en sorte que les solutions respectent les directives du gouvernement et de l'industrie en ce qui concerne la technologie.
- Fournir des renseignements, de l'orientation et du soutien en ce qui concerne les technologies émergentes.
- Effectuer des analyses d'impact sur les changements technologiques.
- Offrir de l'aide à l'équipe des applications et de soutien technique en ce qui concerne les applications appropriées de l'infrastructure en place.
- Passer en revue la conception d'application et de programme ou la conception d'infrastructure technique afin de s'assurer de la conformité avec les normes et de recommander des améliorations du rendement.

20. Conseiller en affaires – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : au moins 10 ans d'expérience ou au moins 5 ans d'expérience avec certification professionnelle reconnue

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Analyser, évaluer et établir des processus opérationnels (financiers, opérationnels, de systèmes, etc.).
- Cibler les possibilités d'amélioration et de simplification des processus opérationnels de l'organisation ou du projet.
- Déterminer et évaluer les paramètres et les facteurs décisifs de réussite et les mesures de rendement à cette fin.
- Aider d'autres intervenants à établir et à mettre en œuvre des processus et des programmes d'amélioration opérationnelle.

21. Conseiller en renouvellement des processus administratifs – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience

- Niveau 3 : au moins 10 ans d'expérience ou au moins 5 ans d'expérience avec certification professionnelle reconnue

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Examiner les méthodes de travail et la structure organisationnelle en place.
- Analyser les exigences fonctionnelles opérationnelles pour déterminer les circuits de l'information, des procédures et des décisions.
- Déterminer les processus pouvant faire l'objet d'une restructuration et les solutions potentielles prototypes, fournir des renseignements de remplacement et proposer une ligne de conduite recommandée. Déterminer les modifications à apporter aux processus automatisés.
- Fournir des conseils d'expert quant à la définition des nouvelles exigences et occasions pour une application efficiente et efficace des solutions; déterminer et communiquer les coûts préliminaires des options possibles.
- Fournir des conseils en ce qui concerne l'élaboration et l'intégration de modèles de processus et d'information d'un processus à l'autre afin d'éliminer les redondances dans l'information et les processus.
- Repérer et recommander de nouveaux processus et de nouvelles structures organisationnelles.
- Fournir une expertise et de l'aide quant à la mise en œuvre de nouveaux processus et de changements organisationnels.
- Documenter les processus d'acheminement du travail.
- Utiliser des instruments logiciels de modélisation des opérations, des processus d'acheminement du travail et de l'organisation.

22. Spécialiste en soutien du réseau – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Coordonner l'installation, le fonctionnement, l'entretien, la résolution des problèmes de logiciels et de matériel, le contrôle du trafic, la planification des capacités, la procédure de sauvegarde du système et la formation des utilisateurs pour un réseau local.
- Évaluer, faire l'essai et recommander de nouvelles possibilités de logiciel et de matériel pour la transmission de données.
- Maintenir un dialogue avec les fournisseurs et d'autres ressources informatiques afin de résoudre des problèmes liés au logiciel et au matériel.
- Informer les utilisateurs nouveaux sur les spécifications appropriées du logiciel et du matériel pour avoir accès au réseau.
- Faire ou coordonner l'installation du matériel et du logiciel réseau en vue de leur utilisation avec les ordinateurs personnels et les interfaces entre les mini-ordinateurs et les gros ordinateurs, ainsi que les mises à niveau du réseau selon les directives du fournisseur.
- Configurer l'équipement avec l'aide du fournisseur ou au moyen d'autres ressources informatiques.
- Préparer et mettre à jour des manuels de procédures et la documentation à usage interne.
- Tenir à jour une bibliothèque de consultation pour les manuels de référence et de l'utilisateur.
- Tenir à jour des registres précis sur les utilisateurs, les numéros de série de l'équipement, les états de service, les contrats d'entretien, les garanties, les schémas de câblage, et les problèmes et les solutions du réseau.
- Élaborer et mettre en œuvre un plan de reprise du réseau et en faire l'essai.

- Résoudre tous les problèmes de connectivité et les problèmes techniques internes.
- Participer à la formation des utilisateurs quant à l'utilisation du réseau et du logiciel connexe.

23. Spécialiste en soutien des opérations – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Fournir des services de soutien en administration des systèmes et exploitation des systèmes, y compris en ce qui concerne l'accès et le profil des utilisateurs, les outils de sauvegarde et de reprise, et les opérations quotidiennes des systèmes informatiques
- Effectuer des mises à niveau de logiciels et des retouches.
- Assurer la liaison avec le client pour s'assurer que les modifications demandées sont mises en œuvre.
- Contrôler les tendances de volume de travail informatique et modifier les volumes en vue d'assurer l'utilisation optimale des ressources informatiques.

24. Architecte Enterprise – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : au moins 10 ans d'expérience ou au moins 5 ans d'expérience avec certification professionnelle reconnue

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Évaluer l'intégration de l'architecture opérationnelle et des technologies de l'information et des communications (TIC) et sa conformité à la stratégie opérationnelle de l'organisation et la stratégie en ce qui concerne les TIC, évaluer le degré d'harmonisation avec le Programme d'habilitation à la transformation opérationnelle et le Programme d'architecture fédérée du Dirigeant principal de l'information du Conseil du Trésor et recommander des modifications à apporter à l'architecture opérationnelle et des TIC afin de l'harmoniser davantage avec ces facteurs externes.
- Déterminer les exigences futures relatives à l'architecture opérationnelle et des TIC par rapport à l'architecture d'entreprise actuelle, réaliser des analyses des lacunes, établir des exigences relatives à l'architecture de la technologie, et préparer des stratégies de migration.
- Évaluer la faisabilité de la migration de l'état actuel vers l'architecture opérationnelle et les technologies habilitantes visées, et cerner les risques liés à la migration vers l'architecture opérationnelle et les technologies visées et faire des recommandations concernant l'atténuation des risques.
- Cerner les tendances opérationnelles et technologiques qui créent des occasions d'amélioration sur le plan opérationnel, informer les cadres supérieurs dont le travail touche les activités et les TIC des tendances et des nouvelles technologies ainsi que des répercussions sur la stratégie opérationnelle et sur la stratégie concernant les TIC de l'organisation et du gouvernement, effectuer des simulations et recommander les modifications qu'il serait nécessaire d'apporter à l'architecture et à l'infrastructure des TIC actuelles et recommander des méthodologies, des stratégies et des solutions de rechange.
- Préparer un plan d'évolution de l'architecture, mettre en ordre de priorité les initiatives concernant l'évolution de l'architecture ainsi qu'établir et mettre en œuvre un plan d'évolution de l'architecture.

- Gérer l'élaboration et la mise en œuvre du plan d'amélioration de l'architecture.
- Encadrer les employés et leur donner la formation nécessaire pour qu'ils puissent accomplir toutes les tâches énumérées ci-dessus.

25. Spécialiste/analyste en assurance de la qualité – Niveaux 1, 2 et 3

Niveaux d'expérience

- Niveau 1 : moins de 5 ans d'expérience
- Niveau 2 : de 5 à 9 ans d'expérience
- Niveau 3 : 10 ans d'expérience ou plus

Les responsabilités pourraient inclure ce qui suit, mais sans s'y limiter.

- Diriger l'élaboration des plans, des scripts d'essai et des données d'essai.
- Participer à l'examen de la conception fonctionnelle et technique, effectuer des essais sur l'intégration/la fonctionnalité du système et vérifier les résultats des essais.
- Déterminer et consigner par écrit les défauts de logiciel.
- Collaborer avec d'autres ressources du projet à résoudre les défauts.
- Faire des essais de régression sur les applications logicielles.

Annexe G : Jalonnement des activités et échéancier des travaux

En cours de préparation.

Annexe H : Documentation technique supplémentaire

Remarque à l'intention de l'industrie : La présente annexe comprend les documents techniques supplémentaires qui suivent. Veuillez noter que ces derniers sont fournis de façon préliminaire et pourraient changer à la lumière de toute demande d'information ou de toute demande de propositions subséquente.

1) **Documents de base** (ne sont pas assujettis à des procédures de publication spéciales)

a) 001 Annexe H de l'EDT – Stratégie de planification des ressources de l'entreprise de la Défense *

b) 002 Annexe H de l'EDT – Énoncé des besoins opérationnels – Projet de Transformation de la capacité de gestion du personnel militaire (TCGPM) *

c) 003 Annexe H de l'EDT – Charte de projet – Projet de Transformation de la capacité de gestion du personnel militaire (TCGPM) *

d) 004 Annexe H de l'EDT – Liste des applications logicielles commerciales sur étagère (COTS) offertes au MDN **

2) **Documents sur les systèmes** (ne sont pas assujettis à des procédures de publication spéciales)

a) 004 Annexe H de l'EDT – Liste des applications logicielles commerciales sur étagère (COTS) offertes au MDN **

b) 005 Annexe H de l'EDT – Interface du Système central de calcul de la solde (SCCS) en novembre 2012 **

c) 006 Annexe H de l'EDT – Aperçu du processus de solde du Système central de calcul de la solde (SCCS) *

d) 007 Annexe H de l'EDT – Système central de calcul de la solde (SCCS) – Fichiers de l'interface du Système de solde révisé de la Réserve (SSRR) validés en novembre 2012 **

e) 008 Annexe H de l'EDT – Aperçu de l'application du Système central de calcul de la solde (SCCS) du MDN *

f) 009 Annexe H de l'EDT – Tel quel : Système central de calcul de la solde (SCCS) **

g) 010 Annexe H de l'EDT – Tel quel : Légende du Système de solde *

h) 011 Annexe H de l'EDT – Légende du diagramme du processus du Système central de calcul de la solde (SCCS) *

i) 012 Annexe H de l'EDT – Légende de la terminologie *

j) 013 Annexe H de l'EDT – Modifications diverses **

k) 014 Annexe H de l'EDT – Laisser : Paiement forfaitaire **

l) 015 Annexe H de l'EDT – Prêts : Prêts d'affectation **

m) 016 Annexe H de l'EDT – Assurance : Régime de soins dentaires de la fonction publique **

n) 017 Annexe H de l'EDT – Aperçu de l'application du Système de solde révisé de la Réserve (SSRR) *

o) 018 Annexe H de l'EDT – Tel quel : Système de solde révisé de la Réserve (SSRR) [Visio] **

Remarque à l'intention de l'industrie :

* Ces ***documents techniques seront publiés dans les deux langues officielles, à la suite de toute demande d'information et de la demande de propositions subséquente (relativement à l'IS).***

***** En raison de leur nature et de leur format, ces documents techniques seront publiés en anglais seulement, à la suite de toute demande d'information et de la demande de propositions subséquente (relativement à l'IS), à moins que le gouvernement du Canada reçoive une demande pour les versions françaises traduites.***

Annexe I : Description des documents du SCCS et du SSRR

La présente annexe contient une brève description de chacun des documents énumérés dans la partie 8.2.2 de l'EDT qui sont assujettis à des procédures de publication spéciales.

8.2.2 a. Établissement de rapports dans le SCCS et le SSRR – Navigateurs du Système de gestion et de distribution des rapports *

Il s'agit d'un document Excel qui contient les numéros et les noms de tous les rapports générés par le SCCS et le SSRR.

8.2.2 b. à 8.2.2 e. Diagrammes de processus opérationnels

Il s'agit d'une série de diagrammes Visio généraux montrant le processus correspondant à chaque fonction opérationnelle du SCCS. Ces documents Visio comprennent un diagramme d'acheminement semblable à un schéma de flux des travaux, qui illustre chaque processus opérationnel. Chaque diagramme explique aussi les étapes du processus, tant pour la création d'un compte que pour la tenue de ce dernier. Voici le nom des documents de diagramme de processus opérationnels :

a. Création et tenue d'un compte dans le SCCS **

b. Fermeture d'un compte dans le SCCS **

c. Solde de base dans le SCCS **

d. Indemnités dans le SCCS **

8.2.2 f. Survol de l'architecture d'application **

Il s'agit d'un diagramme de l'architecture d'application du SSRR. Il donne un aperçu général du client, de l'application WebSphere et du serveur de la base de données Oracle ainsi que des liens entre les composants.

8.2.2 g. Survol du SSRR *

Le document de neuf pages donne un aperçu du SSRR. Il contient de l'information comme les types de militaire saisis dans le système, le cycle de vie des militaires et les diverses fonctions du système (p. ex., enrôlement et versement de la solde). Le document comprend aussi de l'information sur l'établissement de rapports, notamment les types de rapport, la fréquence et les étapes générales d'un versement de solde.

8.2.2 h. Survol de l'architecture de système du SSRR **

Il s'agit d'un diagramme faisant le survol de l'architecture de système du SSRR. Le document montre aux utilisateurs le processus d'acheminement entre les systèmes et l'environnement du SSRR.

8.2.2 i. Contexte du SSRR : Traitement de la solde **

Il s'agit d'un diagramme du processus de traitement de la solde vers les systèmes internes et externes. Pour chaque processus, le document indique le type et le format de l'interface ainsi que la charge entre les systèmes.

8.2.2. j. Contexte du SSRR : Traitement des feuillets T4/RL1 **

Il s'agit d'un diagramme du processus de traitement des feuillets T4/RL1 vers les systèmes internes et externes. Pour chaque processus, le document indique le type et le format de l'interface ainsi que la charge entre les systèmes.

Remarque à l'intention de l'industrie :

** Ces documents techniques seront publiés dans les deux langues officielles, à la suite de toute demande d'information et de la demande de propositions subséquente (relativement à l'IS).*

*** En raison de leur nature et de leur format, ces documents techniques seront publiés en anglais seulement, à la suite de toute demande d'information et de la demande de propositions subséquente (relativement à l'IS), à moins que le gouvernement du Canada reçoive une demande pour les versions françaises traduites.*

National Defence | Défense nationale

Information Management Group | Groupe de gestion de l'information

Defence Enterprise Resource Planning Strategy

Canada

Table of Contents

References

A. Canada First Defence Strategy (18 June 2008)

B. IM Group Campaign Plan (ADM(IM) 1000-1, 2 June 2009)

C. Defence Information Management Strategy 2020 (September 2004)

D. C4ISR Capability Development Strategy (13 July 2009)

E. Integrated Command and Control System (IC2S) Vision 2028 (draft)

F. Enterprise Resource Planning (ERP) Systems Strategy – Final Report Greymark Inc (October 2008)

G. Navy ERP Program – Sapphire 2009 (US Navy presentation -13 May 2009)

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 <u>and</u> 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.

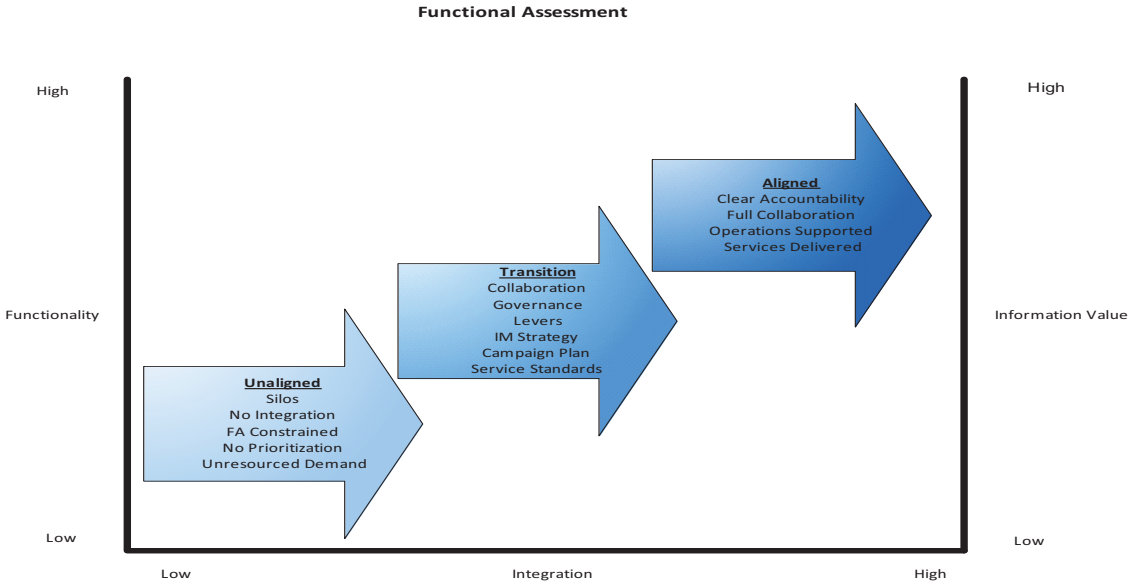


Figure 1 – IM Functional Assessment

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.

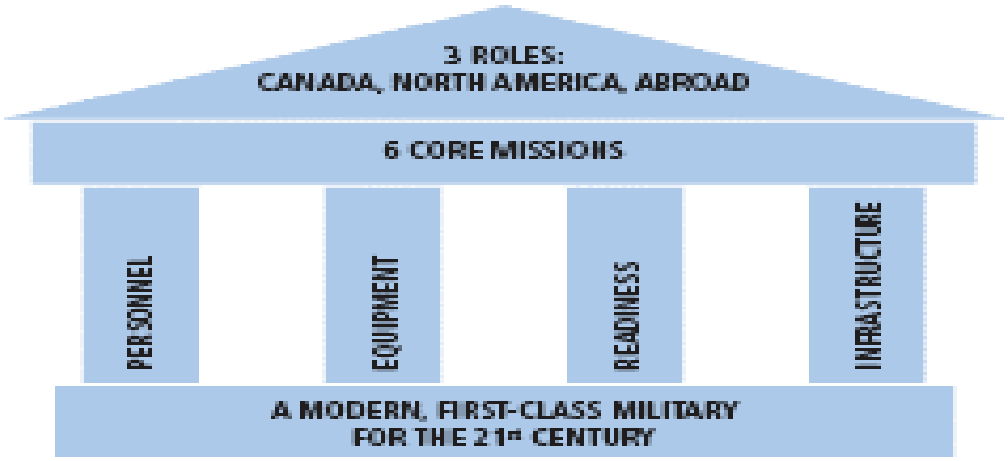


Figure 2 – Canada First Defence Strategy

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

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.

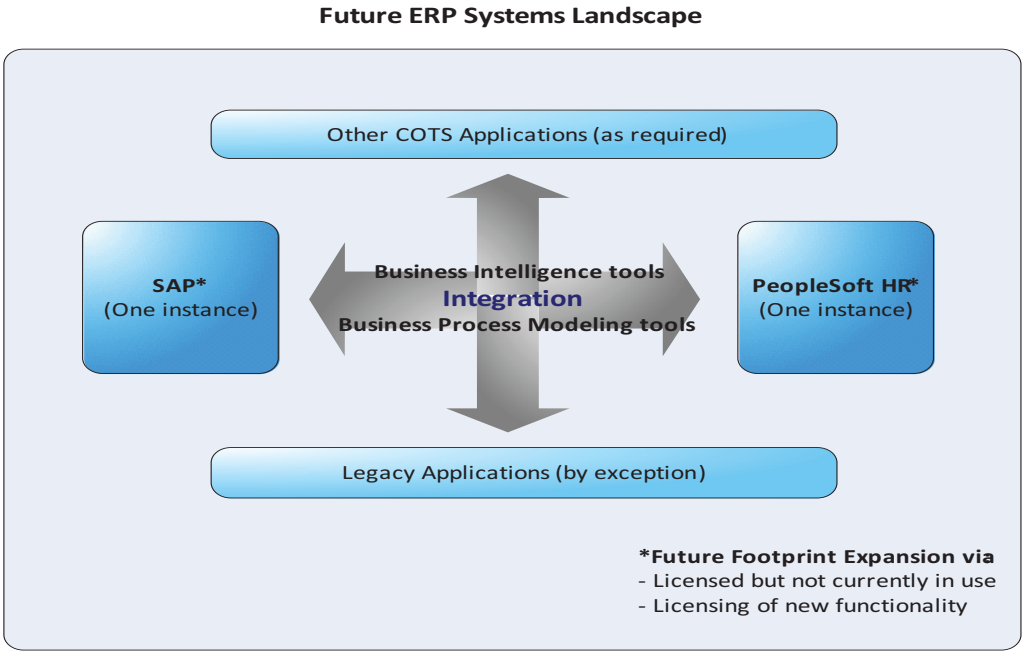


Figure 3 – Future ERP Landscape

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.

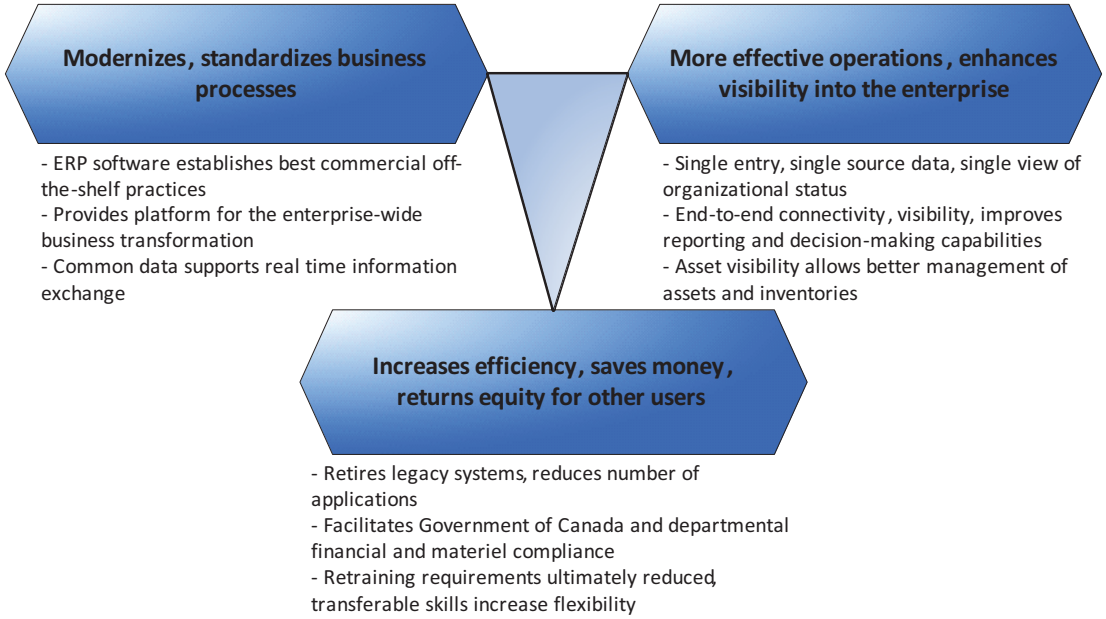


Figure 4 – ERP Value Proposition

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.

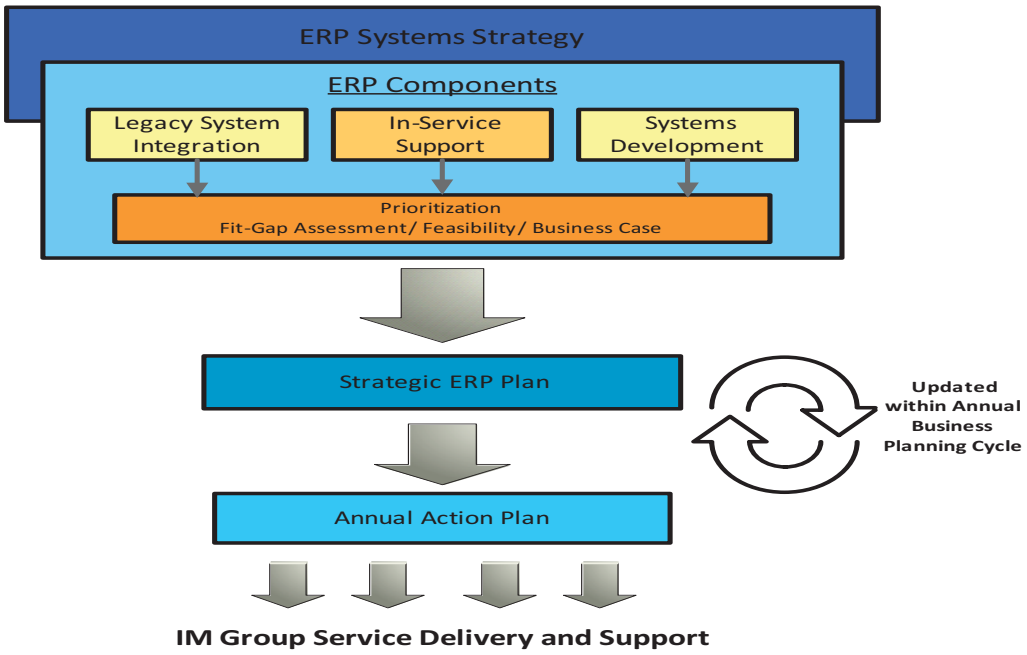


Figure 5 – ERP systems strategy components

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.

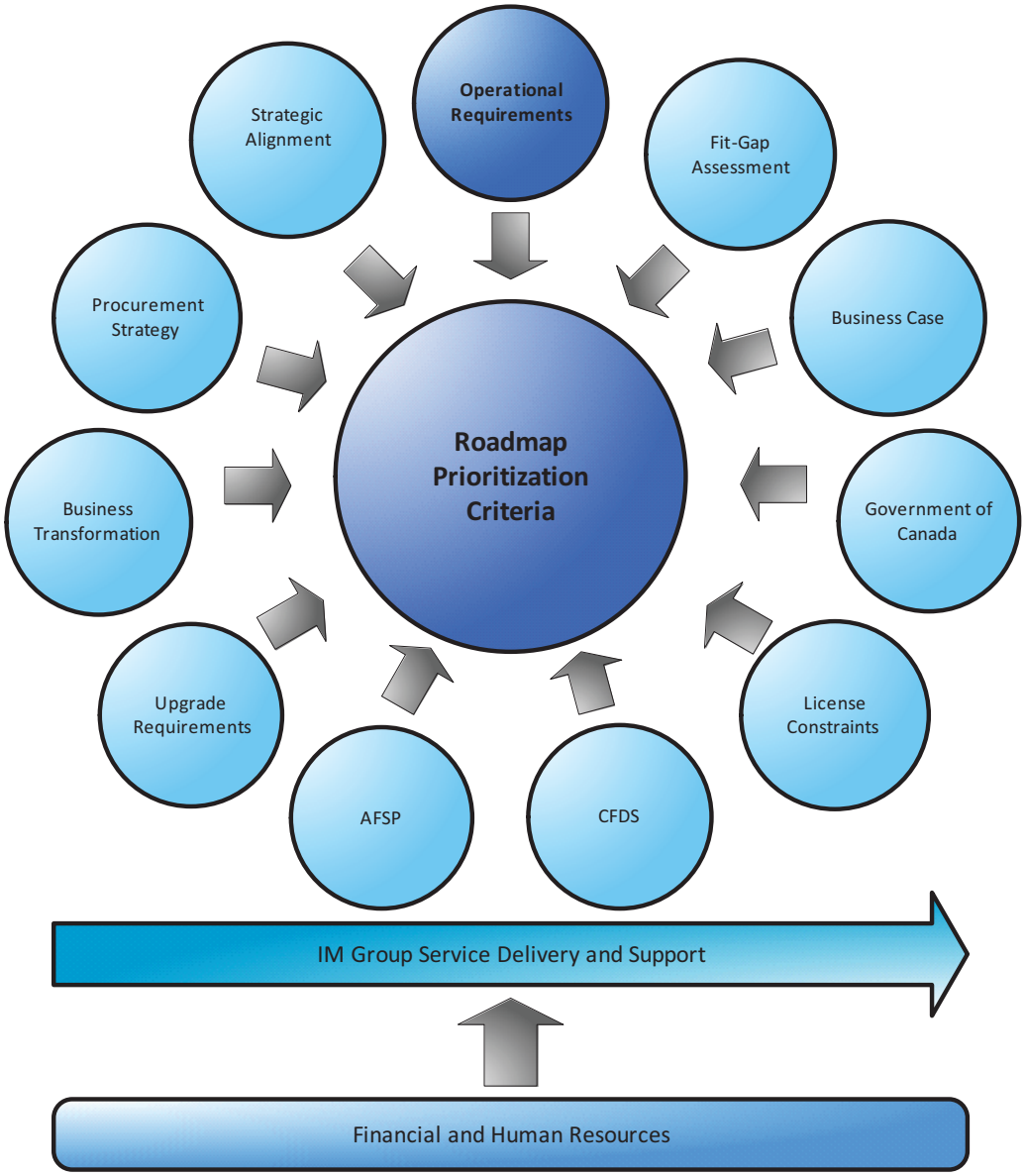


Figure 6 – Consolidation roadmap prioritization criteria

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

Version No.	Amendment Date	Description
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. ▪ CMP / CDA - ▪ CMP / CDA - ▪ VCDS / DGCFGA - ▪ CMP / DHRD - ▪ CMP / J1 Coord - ▪ CMP / DPGR - ▪ CMP / DGPFSS -
5.0	19 Feb 2010	Final – SRB and MPMCT stakeholder feedback. ▪ VCDS DDFP - ▪ CANOSCOM - ▪ SJS - ▪ IMG CCI2 - ▪ CLS DLPM/G1 - ▪ CLS DLPM/G1 -
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 secretarially 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.

TABLE OF CONTENTS

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[1] 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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[1] 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[2] 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.[3]

[2] Application software designed to retrieve, analyze and report data.

[3] 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[4] 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

[4] 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[5] 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.

[5] 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

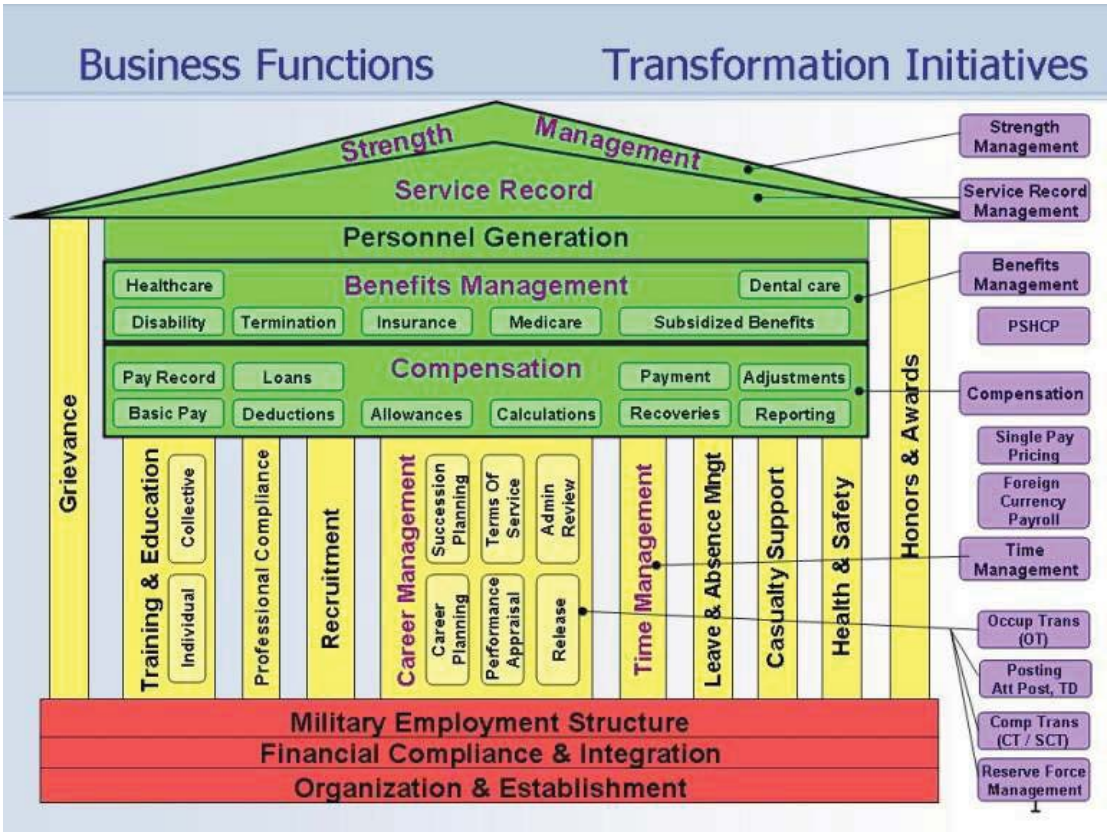
4.1 General Requirements

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[6], 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.

[6] 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:

Project Gates (decision points)	Baseline Date	Expected Date	Actual Date	Approval Authority
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
Initial Operating Capability		Gate 3 + 16 months (Feb 15)		Sponsor
Gate 6 (Phase 2 Construction Complete and Deployment Readiness)		Gate 5 + 15 months (Apr 16)		SRB
Full Operating Capability		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)	http://otg-vcd-webs018.ottawa-hull.mil.ca/CID/intro_e.asp
b. Defence Planning and Management System	http://vcds.mil.ca/sites/page-eng.asp?page=4160
c. Project Approval Directive	http://vcds.mil.ca/sites/page-eng.asp?page=11611
d. Military Personnel Management Doctrine	http://cfd.mil.ca/sites/page-eng.asp?page=3560
f. CF Organization and Establishment Policy and Procedures	A-AE-219-001/AG-001 (CFP 219-1)
g. Canada First Defence Strategy (CFDS)	http://www.forces.gc.ca/site/pri/first-premier/index-eng.asp
h. DND/CF Architecture Framework	http://www.img-ggi.forces.gc.ca/pub/af-ca/vol-01/doc/od-ed-vol-1-eng.pdf
i. Privacy Act	http://www.admfincs-smafinsm.forces.gc.ca/aip/pr-rp/apa-alprp-eng.asp

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 L1s.
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 *do*. 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 *be*.
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	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.

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

Acronym / Abbreviation	Description
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

Acronym / Abbreviation	Description
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 Occurences
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

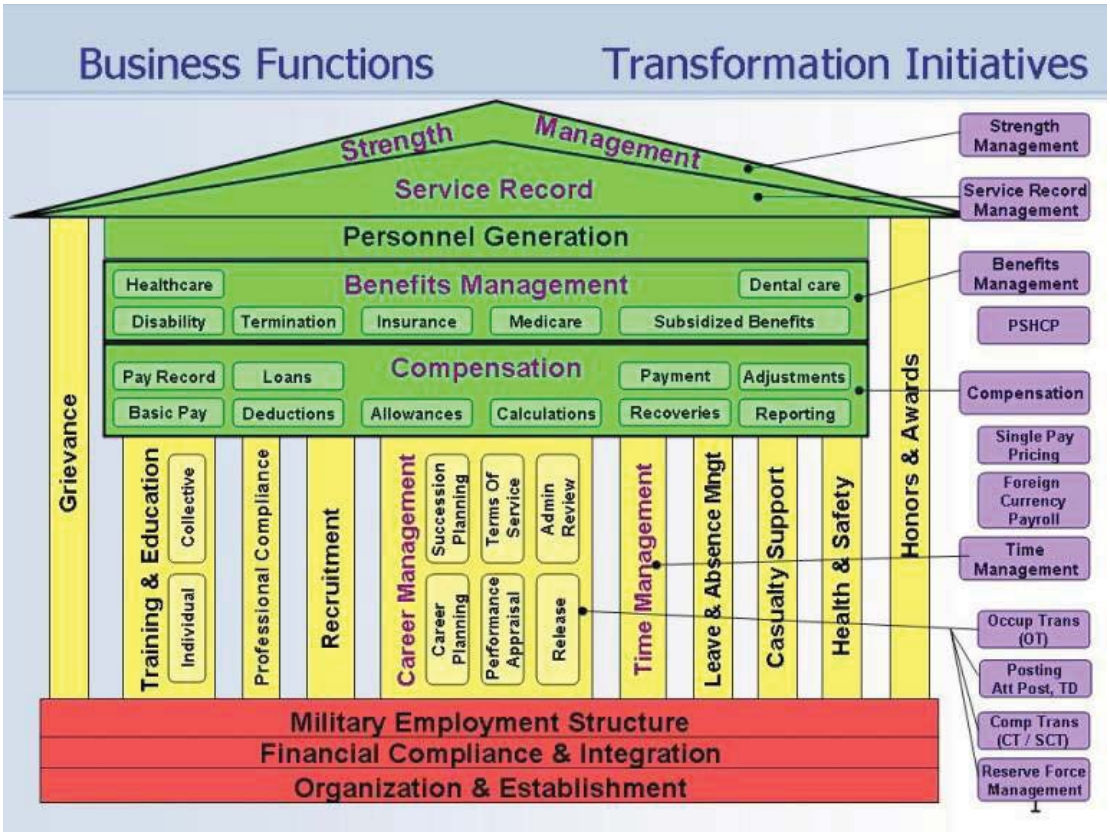
The following capability deficiencies have been identified in the SCR as being relevant to the Military Personnel Management Capability Transformation (MPMCT):

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

<u>Ascertain Problems/Issues</u>

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 Occurences (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 occuring.

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 Occurences business process focuses on notification, processing, and reporting of hazardous occurences. 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, incuring 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 Occurences

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 occuring. 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 inherant 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

<u>Initialize Qualification Requirements</u>

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.

<u>Initialize Professional Development Activities</u>

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.

<u>Initialize Instructional Strategy Design for Courses</u>

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[7].

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,

[7] 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-imbursement;
- 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.

<u>Northern Region Benefits</u>

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.

<u>Parking Benefits</u>

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 3rd 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 Gereration

The Develop Personnel Gereration 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)[8];
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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[8] 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

Version No.	Amendment Date	Description
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

		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

TABLE OF CONTENTS

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;

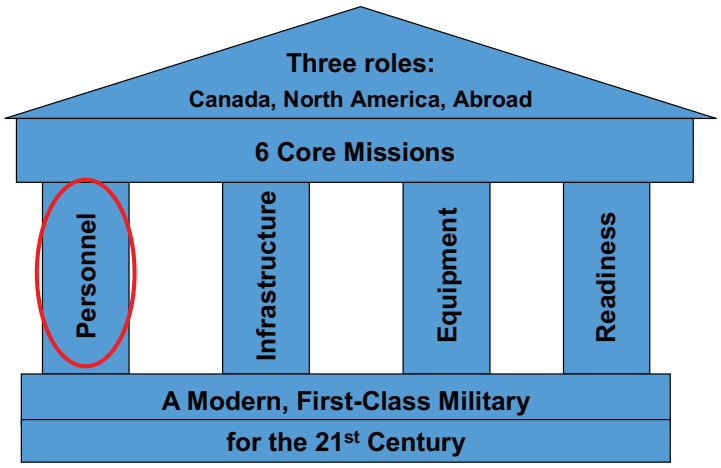
d. MPMCT Project Complexity and Risk Assessment (PCRA); and

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 21st 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"[1]. 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"[2]. 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

[1] CFDS, p. 4
[2] 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[3] 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;

[3] 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[4] 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.

[4] 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
Total	$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:

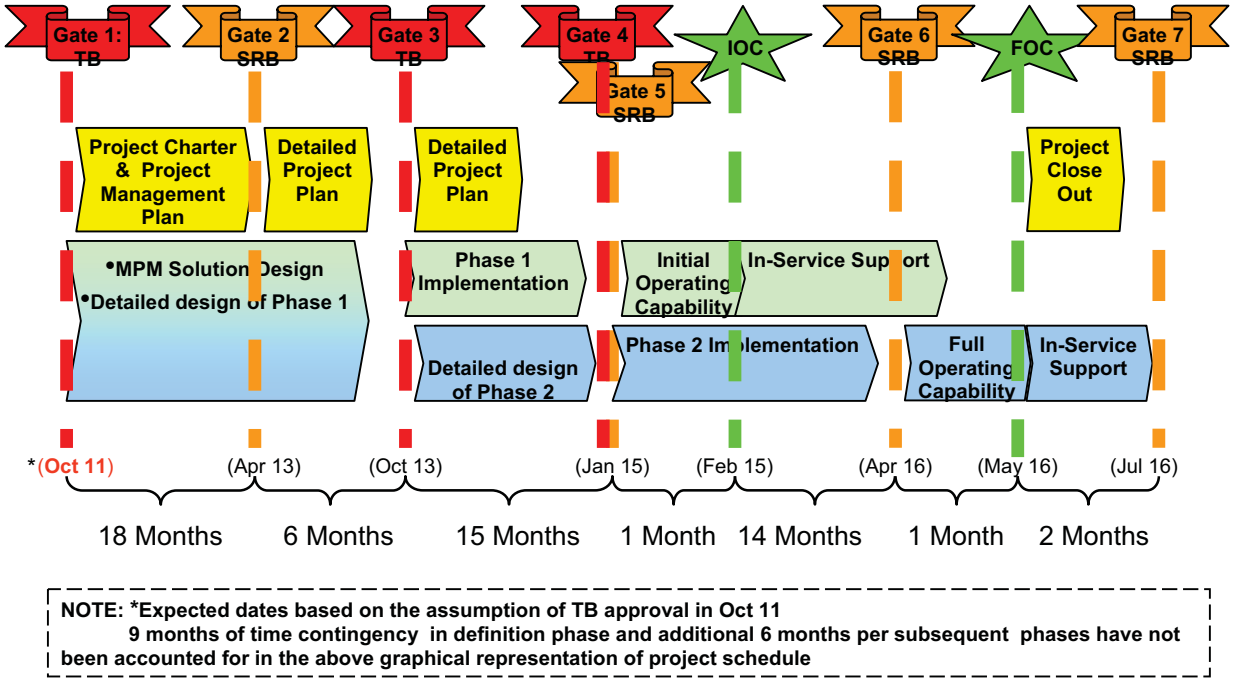


Figure 2 MPMCT Project Structure

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:

Project Gates (decision points)	Baseline Date	Expected Date	Actual Date	Approval Authority
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
Initial Operating Capability		Gate 3 + 16 months (Feb 15)		Sponsor
Gate 6 (Phase 2 Construction Complete and Deployment Readiness)		Gate 5 + 15 months (Apr 16)		SRB
Full Operating Capability		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.

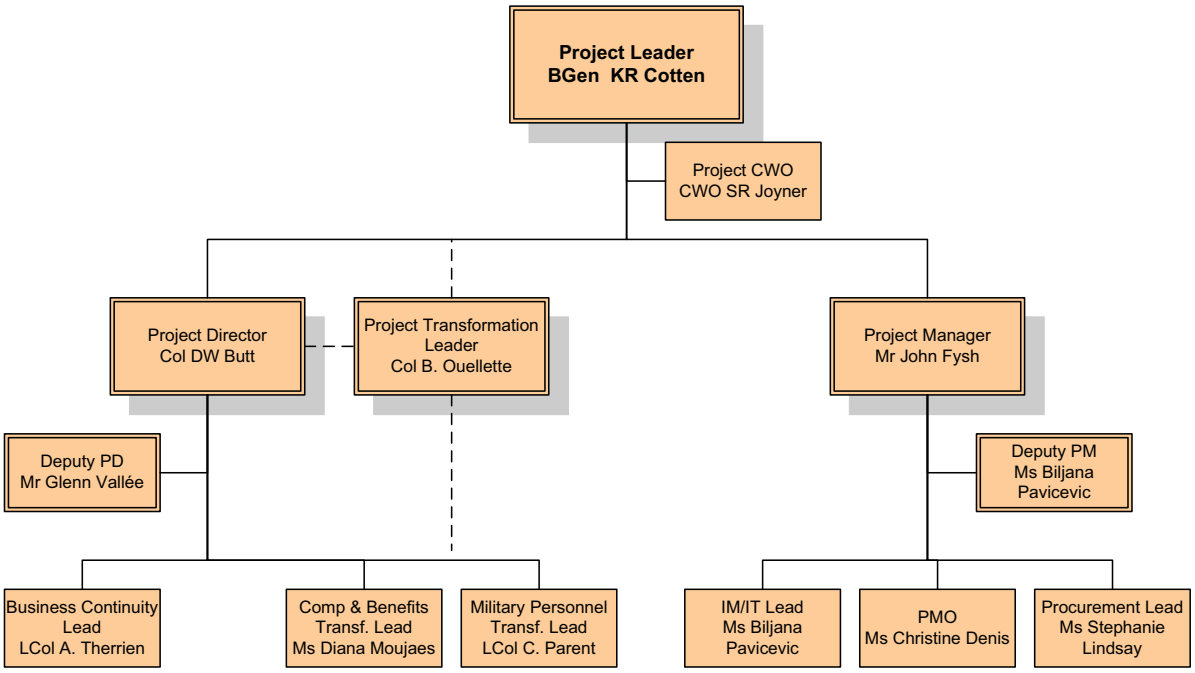


Figure 3 - Project Organizational Chart

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).

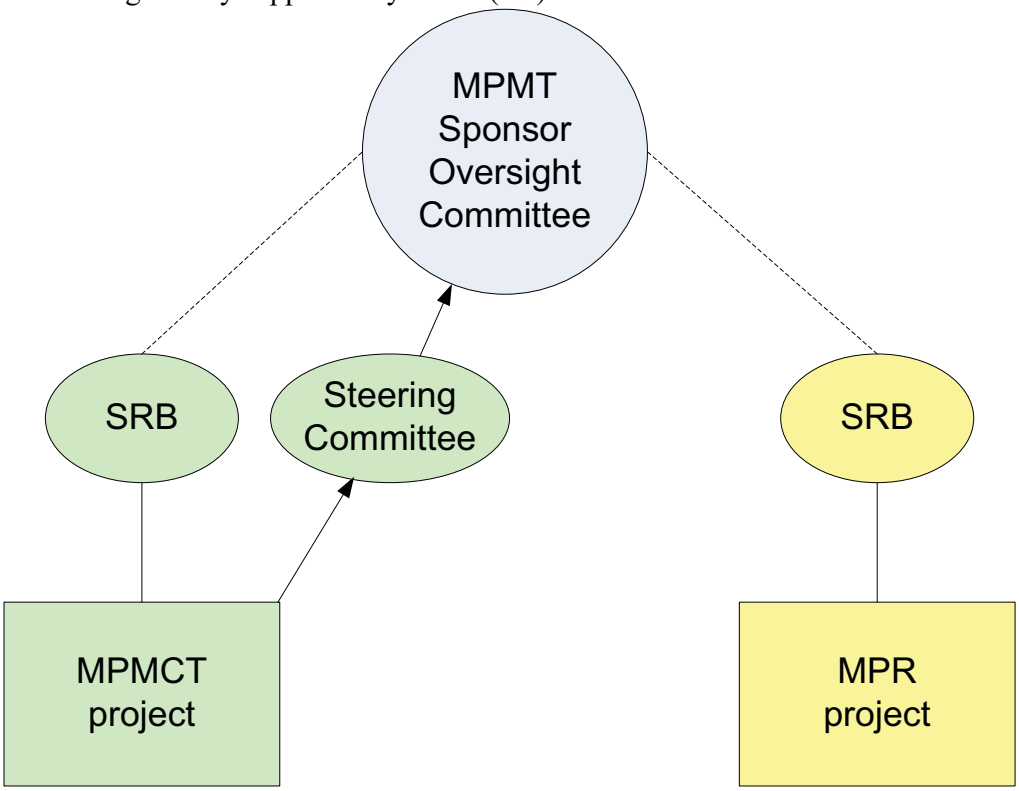


Figure 4 - Project Organizational Structure

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),[5] 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.

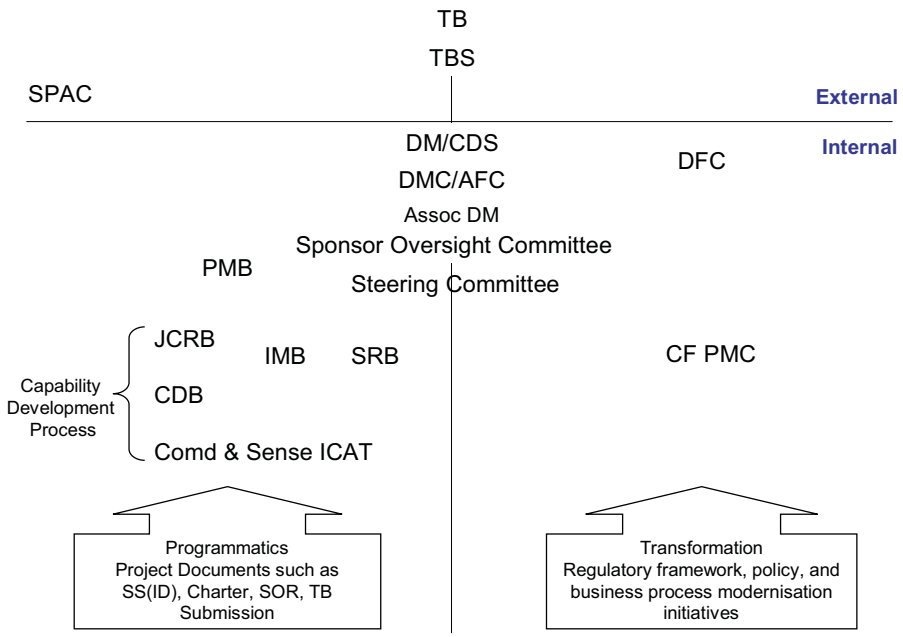


Figure 5 - MPMCT Project Governance Process

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.

[5] 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 - http://otg-vcd-webs018.ottawa-hull.mil.ca/CID/intro_e.asp
Defence Plan Online http://vcds.mil.ca/DPOnline/
Defence Planning & Management System website - http://vcds.mil.ca/sites/page-eng.asp?page=4160
Mat KNet - http://dgmssc.ottawa-hull.mil.ca/matknet/english/default.htm
Military Personnel Management Doctrine - http://cfd.mil.ca/sites/page-eng.asp?page=5190
Project Approval Guide website - http://vcds.mil.ca/sites/page-eng.asp?page=4775

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	*National Defence Act*
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	*Public Service Employment Act*
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

SIGNATURE PAGE

Submitted by Project Director:

Signature: _____ Date: _____
D.W. Butt, Col

Submitted by Project Manager:

Signature: _____ Date: _____
Mr J.T. Fysh

Endorsed by Project Leader - Sponsor:

Signature: _____ Date: _____
K.R. Cotten, BGen

Endorsed by Project Leader - Implementation:

Signature: _____ Date: _____
Mr T. Hoe

Endorsed by Senior Review Board Date: 06 October 2011

Approved by Project Sponsor:

Signature: _____ Date: _____
A. M. Smith, RAdm, CMP

Approved by Project Implementer:

Signature: _____ Date: _____
J.M. Turner, ADM (IM)

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

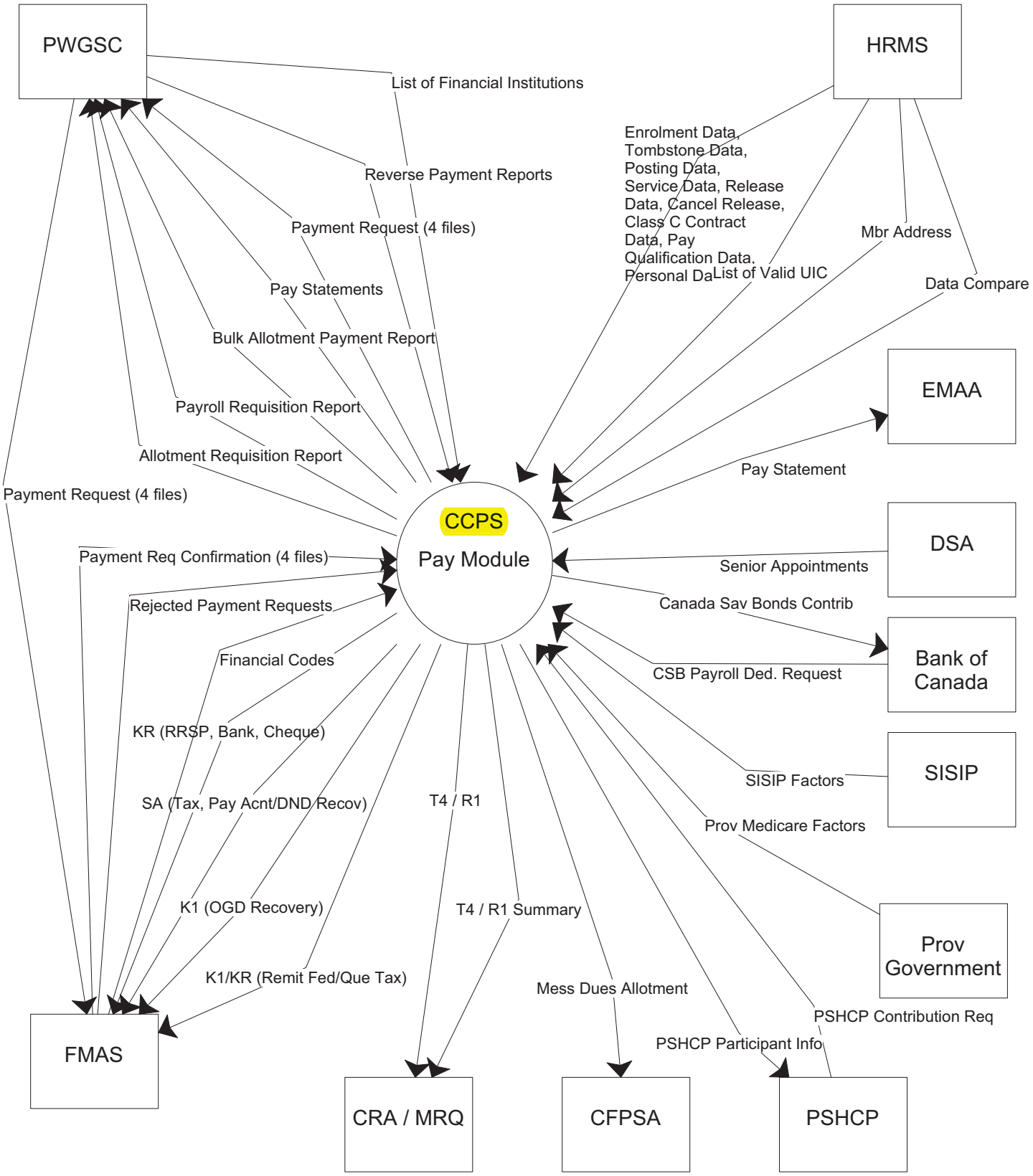
3.1 Integrated Project Management Plan (PMP)
3.2 Procurement
3.3 Project Governance and Approvals
3.4 Project Reporting and Administration
3.5 Project Monitoring and Control

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

Table of Contents

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.

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.

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

(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).

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.

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.

(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.

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.

(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.

(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);

(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

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.

(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.

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;

(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.

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.

007 Annex H to the SOW - CCPS-RPSR_Interface_Files_Validated_Nov._2012

Frequency	Protocal (Unless specifically noted all files are FLAT files)	Size(Mb) Sizes are variable and based on activity. Size presented here is an estimate of the average.	Direction
Daily	FTP-Pull	1.00	CCPS-HRMS
Daily	FTP-Pull	0.50	CCPS-HRMS
Weekly		9.00	CCPS-HRMS
Daily	FTP-Pull	1.00	HRMS-CCPS
Daily	FTP-Pull	130.00	CCPS-RPSR
Daily	FTP-Pull	1.00	CCPS-RPSR
Daily	FTP-Pull	0.10	CCPS-RPSR
Annual	FTP-Pull XML	60.00	CCPS-DMPAP (Data file for iAccess transmission to CRA)
Annual	FTP-Pull XML	15.00	CCPS_DMPAP (Data file for iAccess transmission to MRQ)
On Demand	FTP-Pull XML	0.20	CCPS-DMPAP (Data file for iAccess transmission to CRA)
On Demand	FTP-Pull XML	0.20	CCPS_DMPAP (Data file for iAccess transmission to MRQ)
Annual	FTP-Push XML	60.00	CCPS-RPSR
Annual	FTP-Push XML	15.00	CCPS-RPSR
On Demand	FTP-Push XML	0.20	CCPS-RPSR
On Demand	FTP-Push XML	0.20	CCPS-RPSR
Bi-Monthly	FTP-Pull	0.20	CCPS-RPSR
Bi-Monthly	FTP-Push	0.20	RPSR-CCPS
Daily	FTP-Push	182.00	RPSR-CCPS
Daily	FTP-Push	1.00	RPSR-CCPS
Daily	FTP-Push	0.10	RPSR-CCPS
Bi-monthly	FTP-Pull	590.00	CCPS-EMAA
Monthly	FTP-Push	7.00	TBD
Annual	FTP-Push	1530.00	CCPS-Canada Post
Annual	FTP-Push	25.00	CCPS-Canada Post
Annual	FTP-Push	12.50	CCPS-Canada Post
Monthly	FTP-Push	2.00	CCPS-PWGSC
Monthly	FTP-Push	3.00	CCPS-PWGSC
Monthly	FTP-Push	0.01	CCPS-PWGSC
Monthly	FTP-Push	0.01	CCPS-PWGSC
Monthly	FTP-Push	0.01	CCPS-PWGSC
Monthly	FTP-Push	0.01	CCPS-PWGSC
Monthly	FTP-Push	0.01	CCPS-PWGSC
Monthly	FTP-Push	0.01	CCPS-PWGSC

Daily	FTP-Push	0.01	PWGSC/FMAS-CCPS (For March 2013, file will no longer be switched through FMAS)
Daily	FTP-Push	0.10	PWGSC/FMAS-CCPS (For March 2013, file will no longer be switched through FMAS)
Bi-Monthly	FTP-Push	24.00	PWGSC/FMAS-CCPS (For March 2013, file will no longer be switched through FMAS)
Bi-Monthly	FTP-Push	2.50	PWGSC/FMAS-CCPS (For March 2013, file will no longer be switched through FMAS)
Bi-Monthly	FTP-Push	7.00	PWGSC/FMAS-CCPS (For March 2013, file will no longer be switched through FMAS)
Suspended (Process was suspended in 2010, but logic still exists)		0.20	PWGSC/FMAS-CCPS (For March 2013, file will no longer be switched through FMAS)
Daily	MQ Series file transfer	0.05	CCPS - FMAS
Daily	MQ Series file transfer	0.05	CCPS - FMAS
Daily	MQ Series file transfer	0.05	CCPS - FMAS
Daily	MQ Series file transfer	0.05	CCPS - FMAS
Daily	MQ Series file transfer	0.05	CCPS - FMAS
Daily	MQ Series file transfer	0.05	CCPS - FMAS
Daily	MQ Series file transfer	0.05	CCPS - FMAS
Daily	MQ Series file transfer	0.05	CCPS - FMAS
Daily	MQ Series file transfer	0.05	CCPS - FMAS
Daily	MQ Series file transfer	0.05	CCPS - FMAS
Daily	MQ Series file transfer	0.05	CCPS - FMAS
Monthly	MQ Series file transfer	0.05	CCPS - FMAS
Monthly	MQ Series file transfer	0.05	CCPS - FMAS
Monthly	MQ Series file transfer	0.05	CCPS - FMAS
Monthly	MQ Series file transfer	0.05	CCPS - FMAS
Bi-Monthly	MQ Series file transfer	0.10	CCPS - FMAS
Monthly	MQ Series file transfer	0.05	CCPS - FMAS
Monthly	MQ Series file transfer	0.05	CCPS - FMAS
Monthly	MQ Series file transfer	0.05	CCPS - FMAS
Monthly	MQ Series file transfer	0.05	CCPS - FMAS
Monthly	MQ Series file transfer	0.05	CCPS - FMAS
Monthly	FTP-Push	1.00	CCPS -PWGSC/BOC
Monthly	FTP-Push	0.01	CCPS -PWGSC/BOC
Annual	CD flat file	0.10	BOC-CCPS
Monthly	FTP-Push	0.01	PSHCP-CCPS
Monthly	FTP-Push	4.00	CFPSA-CCPS
Monthly	FTP-Pull	0.10	CFPSA-CCPS
Annual	CD flat file	12.50	CCPS-OSFI
Annual	CD flat file	257.00	CCPS-OSFI
Annual	CD flat file	4.00	CCPS-OSFI
Annual	CD flat file	1.00	CCPS-OSFI
Annual	CD flat file	2.00	CCPS-OSFI
Annual	CD flat file	370.00	CCPS-OSFI
Annual	CD flat file	14.00	CCPS-OSFI
Annual	CD flat file	7.00	CCPS-OSFI
Annual	CD flat file	200.00	CCPS-OSFI
Annual	CD flat file	20.00	CCPS-OSFI
Annual	CD flat file	4.00	CCPS-OSFI
Annual	CD flat file	0.20	CCPS-OSFI
Annual	CD flat file	0.20	CCPS-OSFI
Annual	CD flat file	2.00	CCPS-OSFI

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-DRIMIS
Yearly		50.00	RPSR-TBD (In Development)
Daily	FTP flat file	0.20	RPSR-Monitor MASS
Twice monthly	Emailed Excel file	0.02	Misc Db/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	
ELIGABILITY INFORMATION AND PENSION DEDUCTIONS	
Processed transactions results	
Error report for action	
ANNUAL T4 DATA (In Development)	
ANNUAL R1 DATA (In Development)	
In Year ammendments for CRA	
In Year ammendments for MRQ	
ANNUAL T4 DATA (In Development)	
ANNUAL R1 DATA (In Development)	
IN YEAR T4 AMMENDMENTS (In Development)	
IN YEAR R1 AMMENDMENTS (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
Members pre-authorised deduction information	YES
Members pre-authorised deduction information	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 cancelation 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 - MIMIMUM 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, EIARREARS, 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.1.txt	Potential
Survivors part i.txt	Potential
Survivors part i.1.txt	Potential
SDB.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	
PMQ 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 17th, 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			

Table of Contents

1.0 - CCPS Overview

Application Overview	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. 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. 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. 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: • Financial and Managerial Accounting System (FMAS); • Human Resources Management System (HRMS); • Public Service Health Care Plan - Armed Forces system (PSHCP – AF); • Employee Member Access Application (EMAA); • Revised Pay System for the Reserves (RPSR); • Non-Public Fund Allotment System; Similar offline batch interfaces provide for external data exchange with: • Public Works and Government Services Canada (PWGSC) Standard Payment System (SPS) for generation of payments to financial institutions, printing/mailing of pay statements; • Revenue Canada Taxation System/Agency; • Revenue Quebec Taxation System; • Bank of Canada Savings Bonds System; • Non-Public Fund Allotment System; • Superintendent of Financial Institutions (OSFI); • Outside Canada Financial Institutions (US, CFE); • Public Works and Government Services (PWGSC) Annuitant System – manual.

	A Memorandum Of Agreement between DND/DAPPP and PWGSC (DND/GTIS MOU# 93091331, dated 15 Jun 1995) sets out service criteria. 5. CCPS is a mainframe application hosted by the **IBM** 9672-R36**z9-EC-S08 2094-705** and HDS Pilot-58S**IBM z9-BC-S07 2096-M04** 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.	
Tombstone	**System ID**	CCPS
	Also Known As	Central Compensation Pay & Pension Systems
	Military or Civilian or both	Military
	Implementation Date	1999 & 2007
	Current Version	CCPS version 3.12.02 November 2008
	Years Until Support Ceases	5 +
	Number of Users	2,900
	Frequency of use	Daily
	Organizations that use the system	CF pay offices across Canada and abroad, Pay Operations & Finance Officers (DMPAP), Pension Services (DCFPS)
	Pending Changes or Upgrades?	Both, Pay & Pension
	If yes, when and why?	Monthly fixes and quarterly releases – Legislatives and mandated Department changes
	Business Category	Life Cycle Support

2.0 - Technology Overview

2.1.1 Application Architecture

Application Technology	**Presentation Layer (web, forms, client application etc.)**	3270 Terminal Emulation - IBM's Host on Demand using the corporate browser (Internet Explorer)
	Business Layer (same as presentation layer, rules engine etc.)	Visual Age Pacbase (COBOL)
	Web Server/ Application Server (vendor, version etc.)	NA
	Database	CICS/DB2
	Current Size (and date)	Production 180gb, History 176gb, Training 25gb, Development 240gb as at Nov 17, 2008.
	Database Connectivity	
	Dependencies (Libraries, DLLs, ActiveX etc.)	Pay history request are supported by a tunnel from the Production online to the history database.
	Programming language?	COBOL plus 20 FORTRAN modules from Superintendent of Financial Institutions (OSFI)

	Desktop Requirements? (i.e. special software deployed to desktop)	NA
	Targeted User Group	Regular Forces pay/admin clerks, Finance Officers and Pay & Pension Specialists
	Client Devices Supported	None
	Is it a COTS application?	NO
	If YES, has it been modified?	
	Any additional Add-Ons?	
	Main Application (If the application/service is exposed as a part of another application)	HRMS, PWGSC (SPS)
	Application Security Considerations	Protected A
	Port Requirements (drive maps etc.)	
	How many people is the system licensed for?	3072 as of 19 November 2008
Volumetrics	**Bandwidth requirements**	
	Performance requirements	

3.0 - Business Overview

Business	What is the impact to the business if system is down for a specific period of time?		
	Day(s)?	Week(s)?	Month(s)?
	Minimal	Incorrect and possible Pay and Pension payments delay	No Pay and Pension Payments delivery
	Under what authority does your system operate?	Client ADM(Fin); support ADM(IM)	
	What is the primary purpose of the system?	Provide for compensation benefits and payments to Regular Force Members, Reserve Class C members, CF pensioners and their survivors.	
	Is the system critical to your job?	yes	
	Business Process Mapping	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

4.0 - Data Overview

Data		
	Data storage and processing (DBMS type, Access, flatfile, Spreadsheet etc.)	DB2
	Current Database Size	Production 180gb, History 176gb, Training 25gb, Development 240gb as at Nov 17, 2008.
	Database backup methodology	Daily Production/History/Training, Weekly Development
	Data retention policy	14 day - DB2 Backup Retention
	High Availability (method, duration, 24/7 etc.)	Yes
	Data Model/Entity Relationship Diagram (ERD), please specify location or paste below	S:\DATABASE\SilverRun CCPS-080923.rdm Pension-080923.rdm
	Data Dictionary, please specify location	Pacbase Repository (Mainframe)
	Access Control method	RACF
	High Level Data Overview (Example: Tombstone, Pension, Security Clearances and etc.)	CF Tombstone, Insurance, Loan, Pay and Pension Benefits Data
	Method of maintaining data quality (manual, automatic, source-dependent)	Application enforced.
	How is data integrity enforced?	Application enforced.

5.0 - Support & Training

Support	**Internally or externally supported?**	Internal
	How and when is the system backed-up?	Daily via scheduled system backups and scheduled database backups prior to overnight processing cycle
	Backup Recovery Plan (Y/N)	yes
	Is your system configured for Disaster Recovery?	yes
	How are changes tracked?	Via Packbase repository for Code changes and DB2 event logs for database changes
	How do users raise problems and get support?	Problem tracking system, and scheduled change control meetings
	How are problems tracked?	Within "Support Magic" for field clients and within custom "PR" application for system and data problems.
	Documented Service level	Yes
	When does support end?	never
	Is there a lifecycle plan?	No
Training	**Does training exist for your system?**	Yes
	What type (in-house, OJT, contracted)?	In House and OJT
	Length	Variable depending on target audience

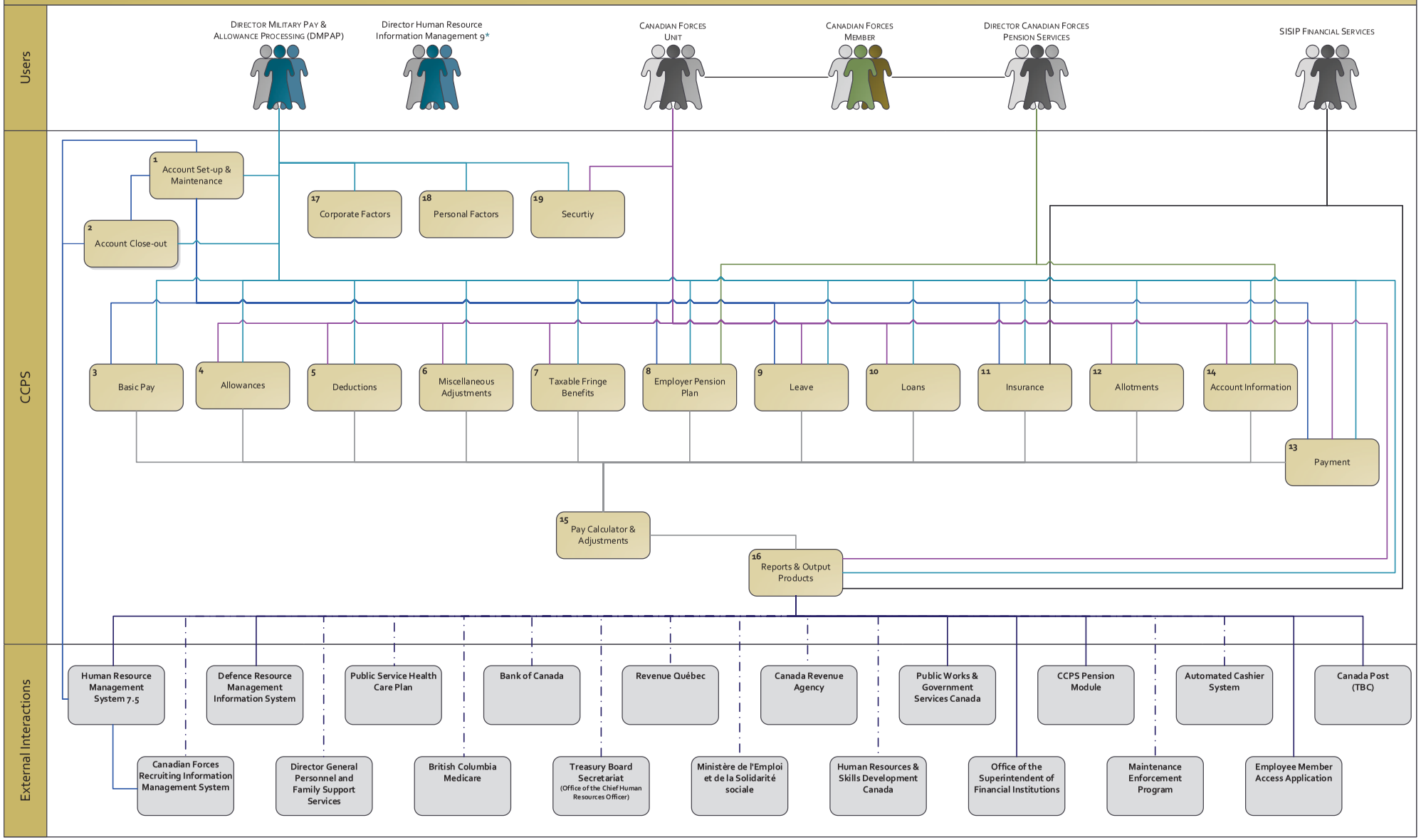
	Cost	

6.0 - Financial/Costing

Costs	**What were the initial implementation costs (development, hardware etc?**	CCPS Pay re-engineered project costs $15.22M (1999) CCPS Pension project costs $10M (2007)
	What are your on-going internal support costs?	Annual Professional Services Contract: $3.6M
	How many people support the system?	18 Contractors – 9 DND employees
	What is the level of effort per person?	Full time daily effort
	What is the combined total salary?	$911K
	What are your ongoing license costs?	Packbase $amount TBD

As Is: Central Computation Pay System (CCPS)

CCPS Version 1.0



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

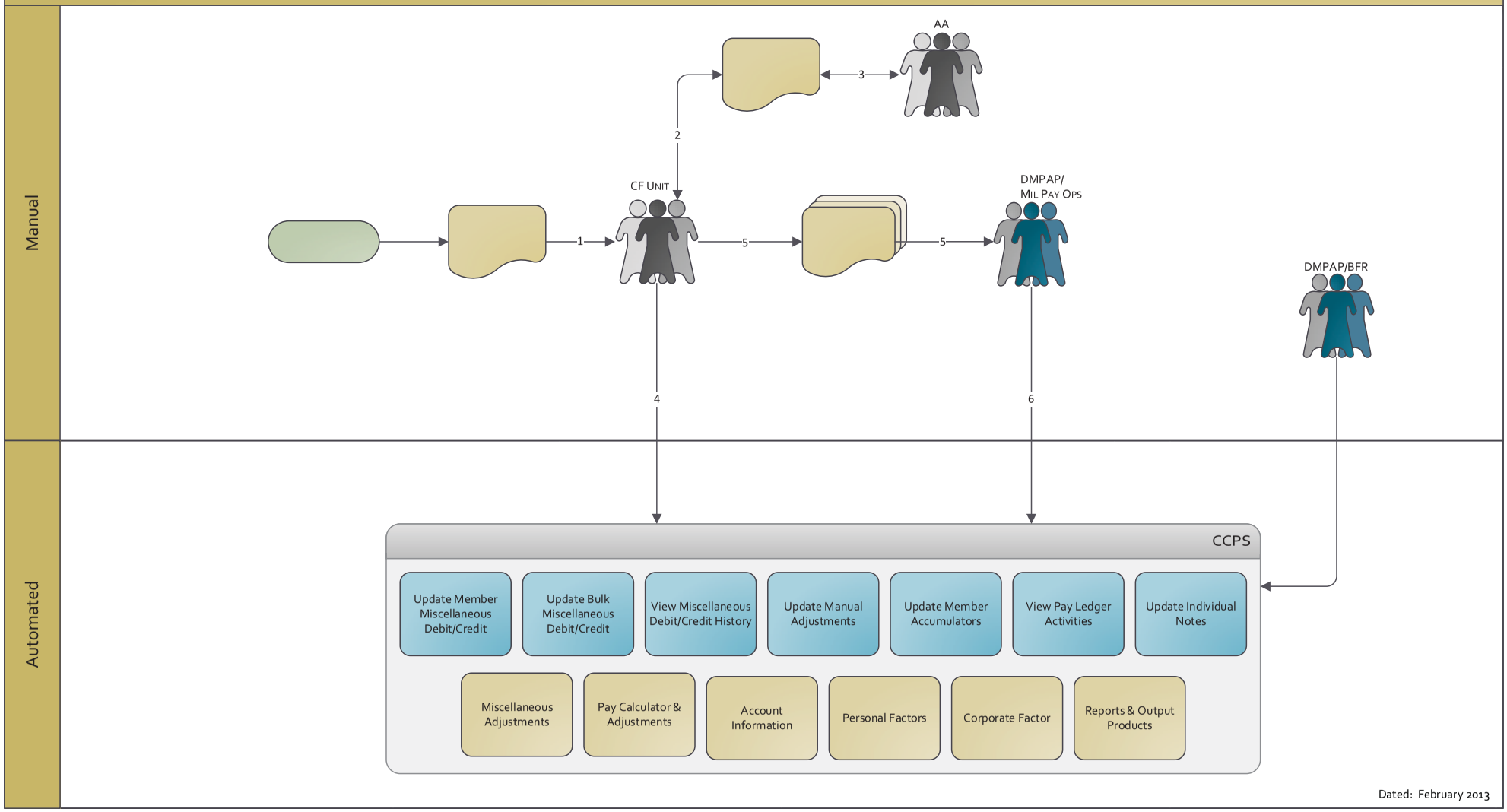
Shape	Shape Name	Description
	Process	Shows a process or action step.
	Screen	Indicates the screen(s) that a user may be required to view or update in the system.
	Document	This shape is for a process step that produces a document.
	Multi Document	This shape is for a process step that produces more than 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>>	Specialist User	A user at that is the specialist for the system, usually at Headquarters level.
<<GENERALIST>>	General User	A user at a unit level.
<<EMPLOYEE>>	Employees	A Canadian Forces member, Regular, or Reservist Class A, B or C.
<<System>>	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

CCPS Version 1.0



Dated: February 2013

6. Miscellaneous Adjustments

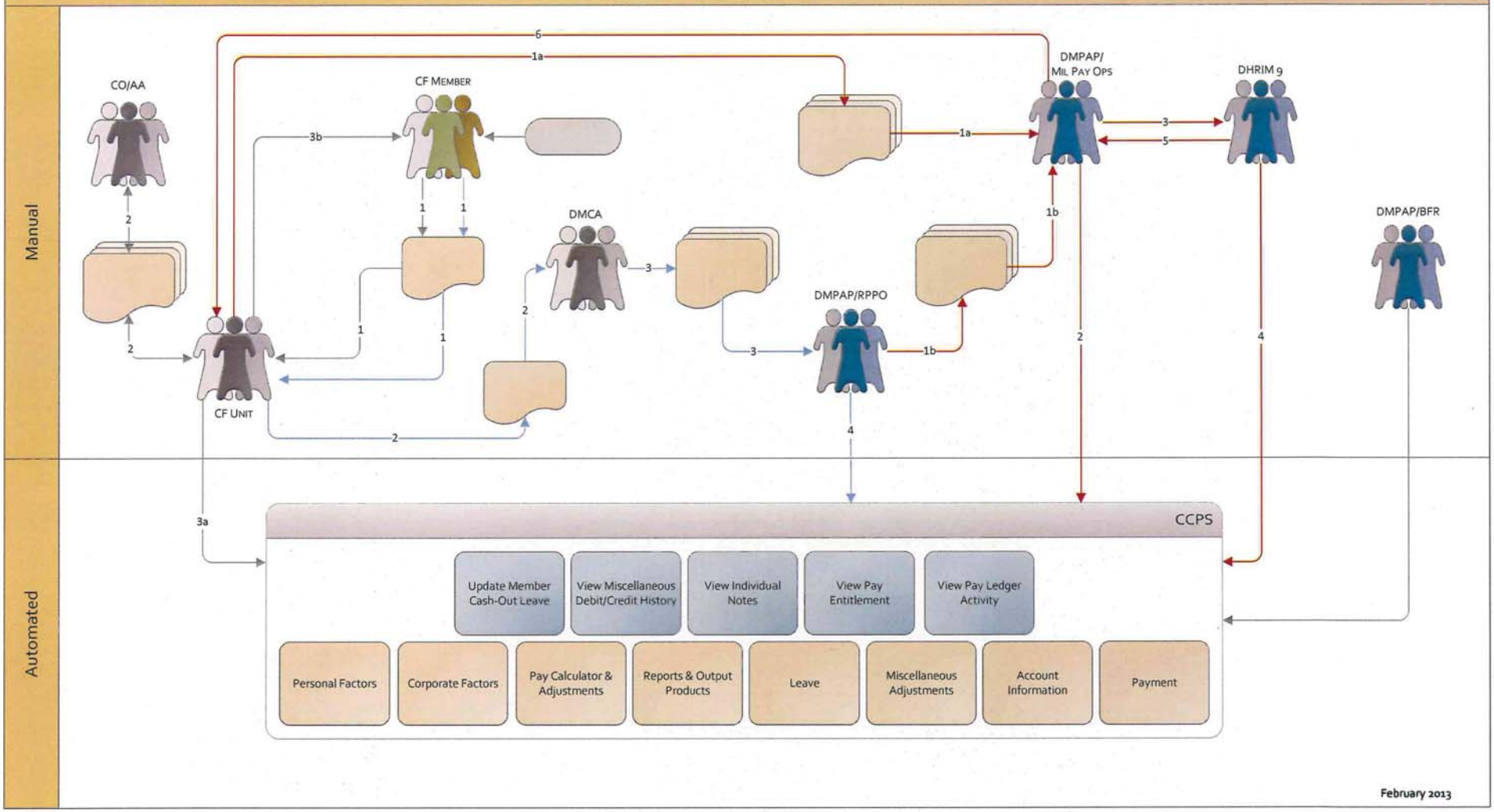
Description

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.

Leave: Cash-out

CCPS Version 1.0



February 2013

Description

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.

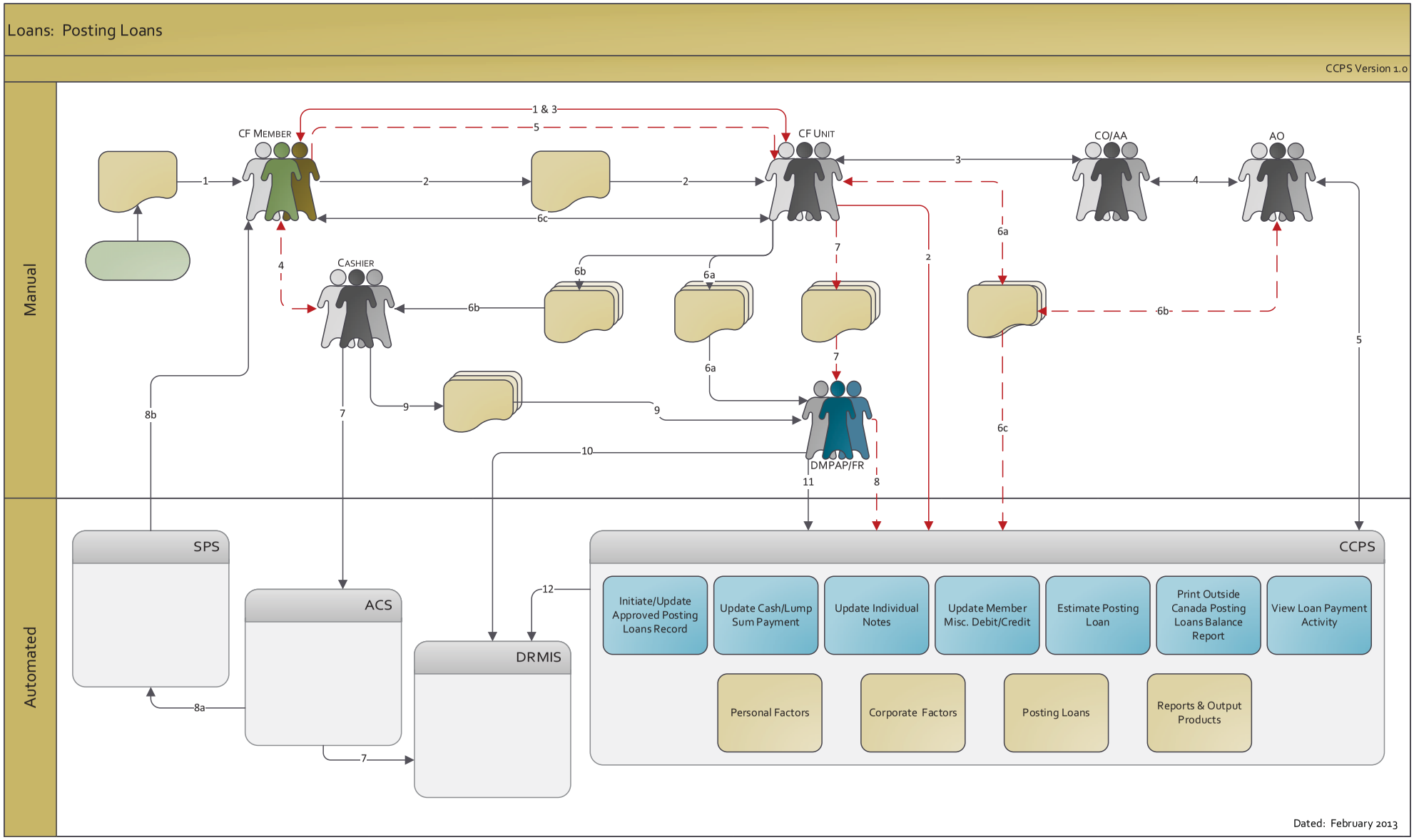
Release Processing

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/RPPO.
4. DMPAP/RPPO 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/RPPO 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.


Loans: Posting Loans
CCPS Version 1.0
Manual
Automated
CF MEMBER
CF UNIT
CO/AA
AO
CASHIER
DMPAP/FR
SPS
ACS
DRMIS
CCPS
Initiate/Update Approved Posting Loans Record
Update Cash/Lump Sum Payment
Update Individual Notes
Update Member Misc. Debit/Credit
Estimate Posting Loan
Print Outside Canada Posting Loans Balance Report
View Loan Payment Activity
Personal Factors
Corporate Factors
Posting Loans
Reports & Output Products
1 & 3
5
1
2
2
6c
3
4
6a
7
2
4
6b
6a
6b
6b
6a
7
5
8b
7
9
9
6c
10
11
8
12
8a
7
Dated: February 2013

Description

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.

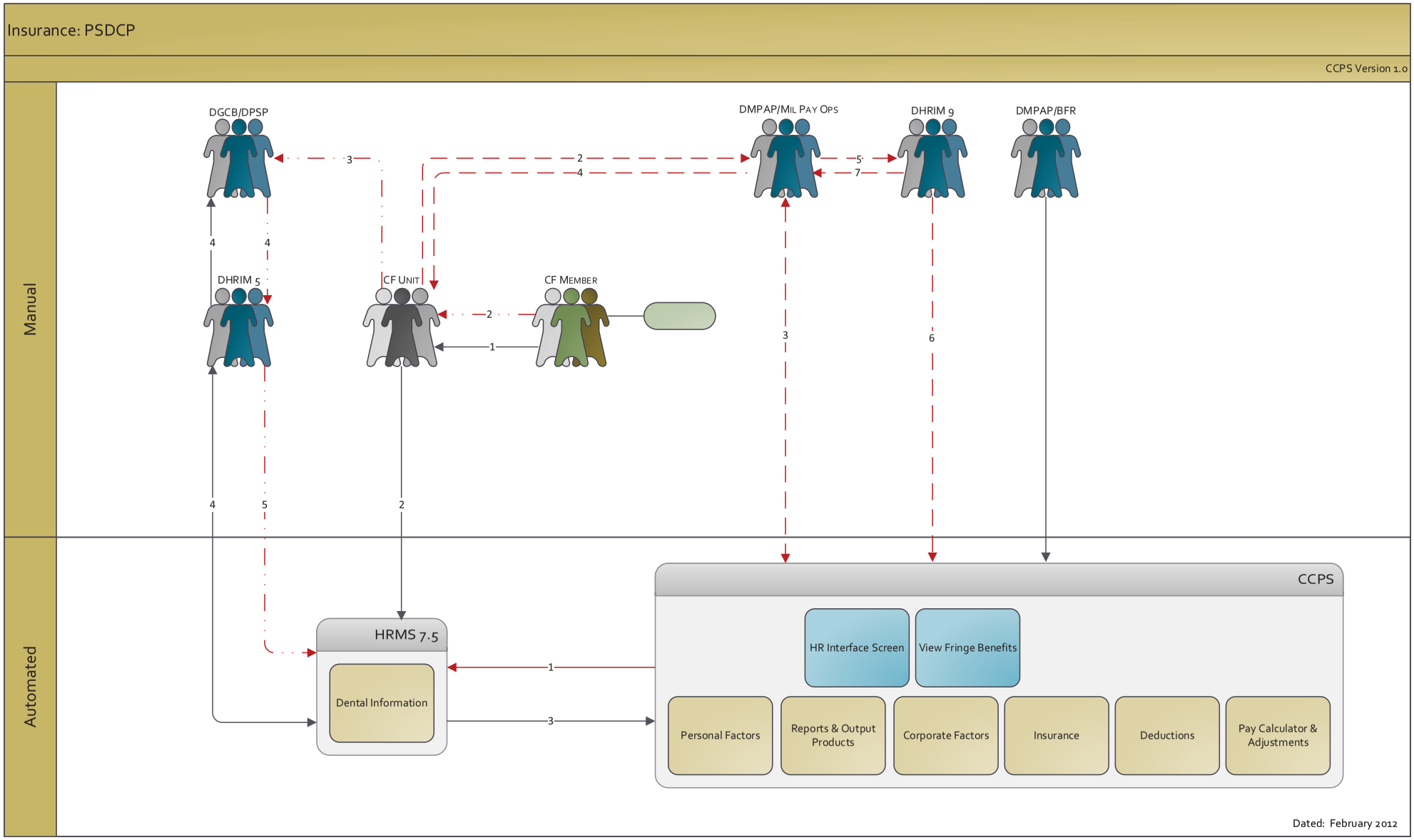
9. The Cashier sends the Loan Application and Payment Requisition to DMPAP/FR.
10. The DMPAP/FR retrieves the Loan Notification Report from the DRMIS and preforms a reconciliation.
11. The DMPAP/FR enters the Posting Loan data into the CCPS. The data entered is the loan type, loan amount, payment start 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.


Insurance: PSDCP
CCPS Version 1.0
Manual
Automated
DGCB/DPSP
DMPAP/Mil Pay Ops
DHRIM 9
DMPAP/BFR
DHRIM 5
CF Unit
CF Member
HRMS 7.5
Dental Information
CCPS
HR Interface Screen
View Fringe Benefits
Personal Factors
Reports & Output Products
Corporate Factors
Insurance
Deductions
Pay Calculator & Adjustments
Dated: February 2012

11. Insurance: PSDCP

CCPS Version 1.0

Description

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.

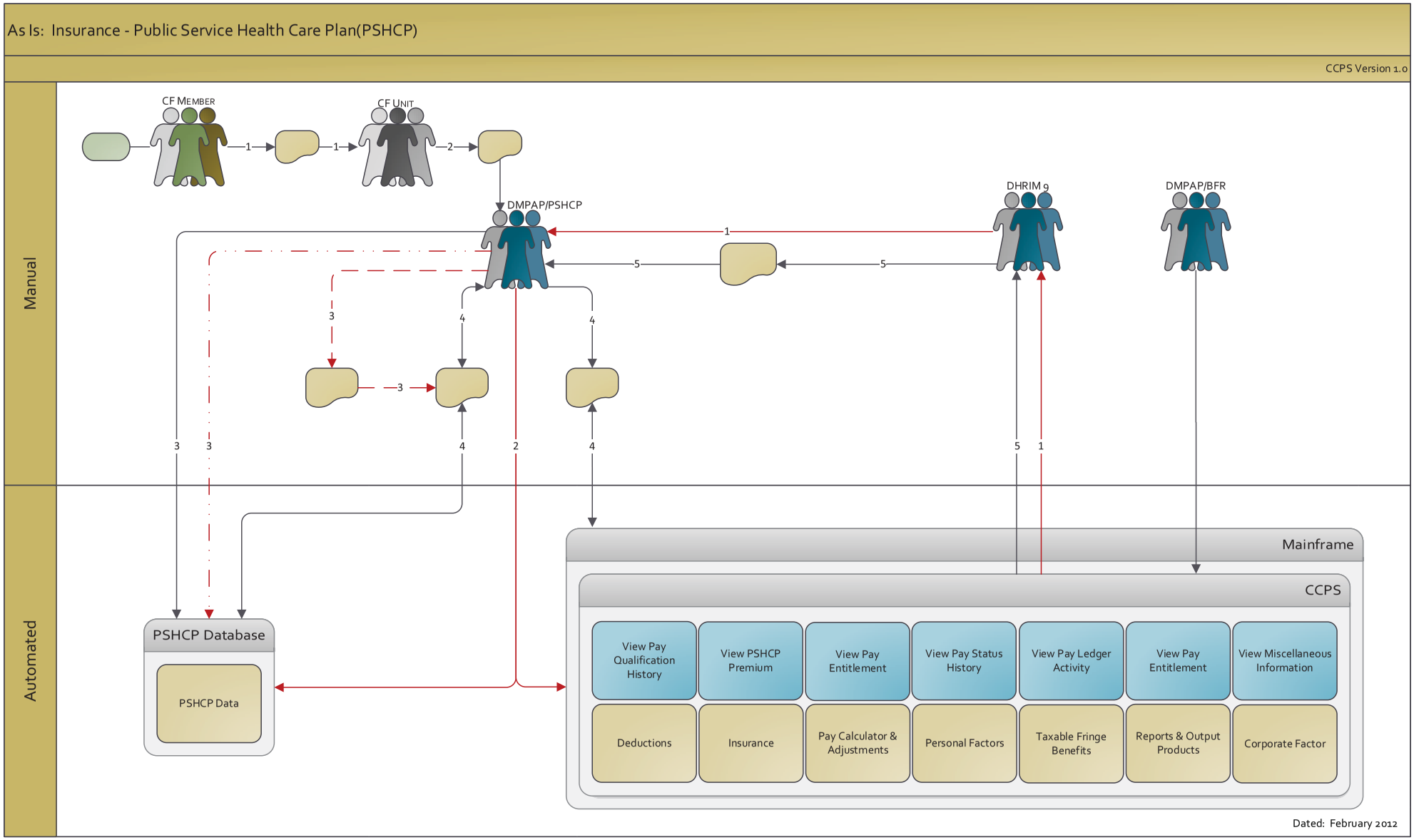
Decision 1:

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 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.

Dated: February 2012


As Is: Insurance - Public Service Health Care Plan(PSHCP)
CCPS Version 1.0
Manual
Automated
CF MEMBER
CF UNIT
DMPAP/PSHCP
DHRIM 9
DMPAP/BFR
PSHCP Database
PSHCP Data
Mainframe
CCPS
View Pay Qualification History
View PSHCP Premium
View Pay Entitlement
View Pay Status History
View Pay Ledger Activity
View Pay Entitlement
View Miscellaneous Information
Deductions
Insurance
Pay Calculator & Adjustments
Personal Factors
Taxable Fringe Benefits
Reports & Output Products
Corporate Factor
Dated: February 2012

11. Insurance: PSHCP

CCPS Version 1.0

Description

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 9extracts 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.

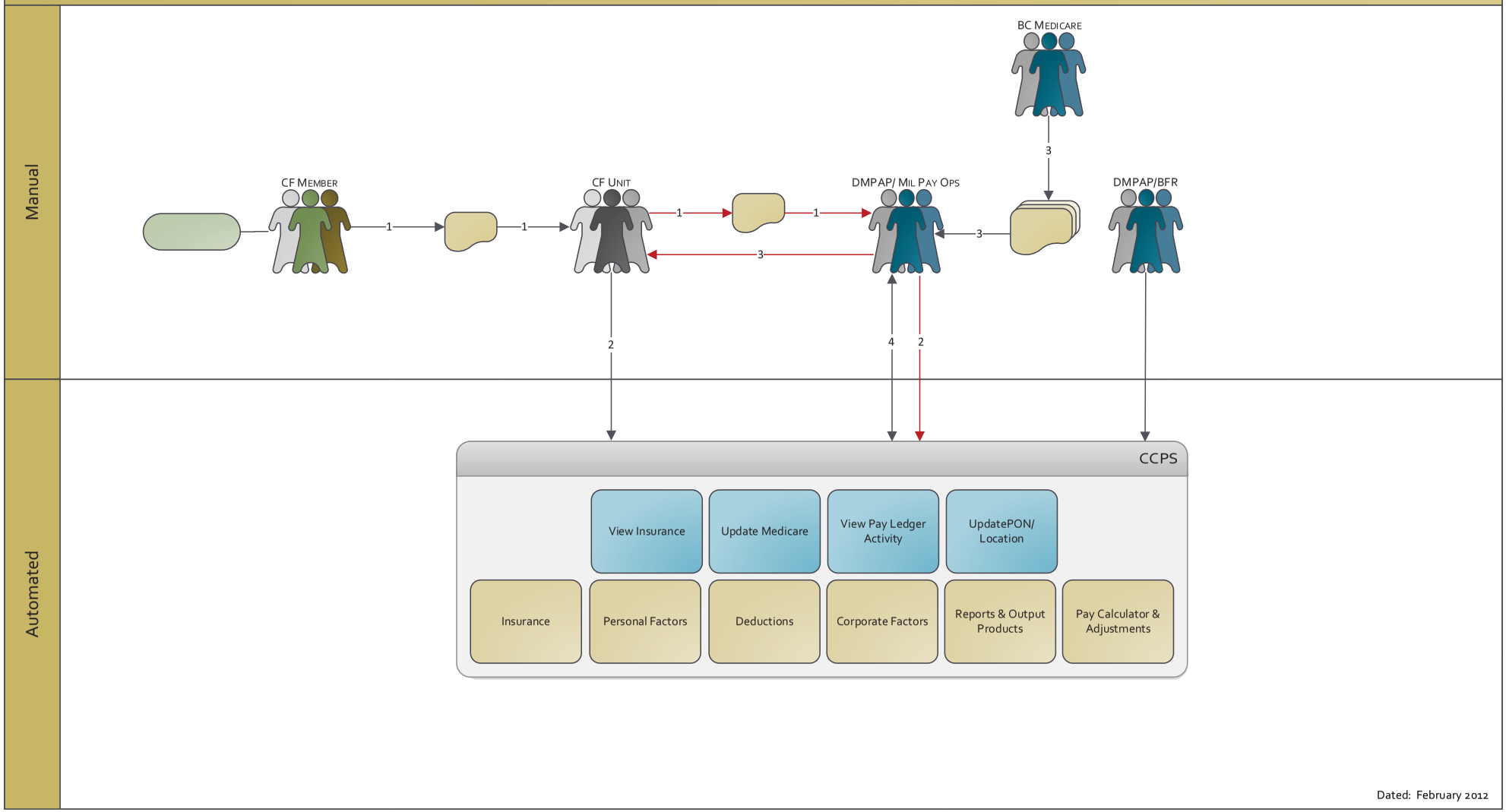
Decision 2:

3. Rejected transactions are corrected directly in the PSHCP database.

Dated: February 2012

11. Insurance: Provincial Medicare

CCPS Version 1.0



Dated: February 2012

11. Insurance: Provincial Medicare

Description

Standard Processing

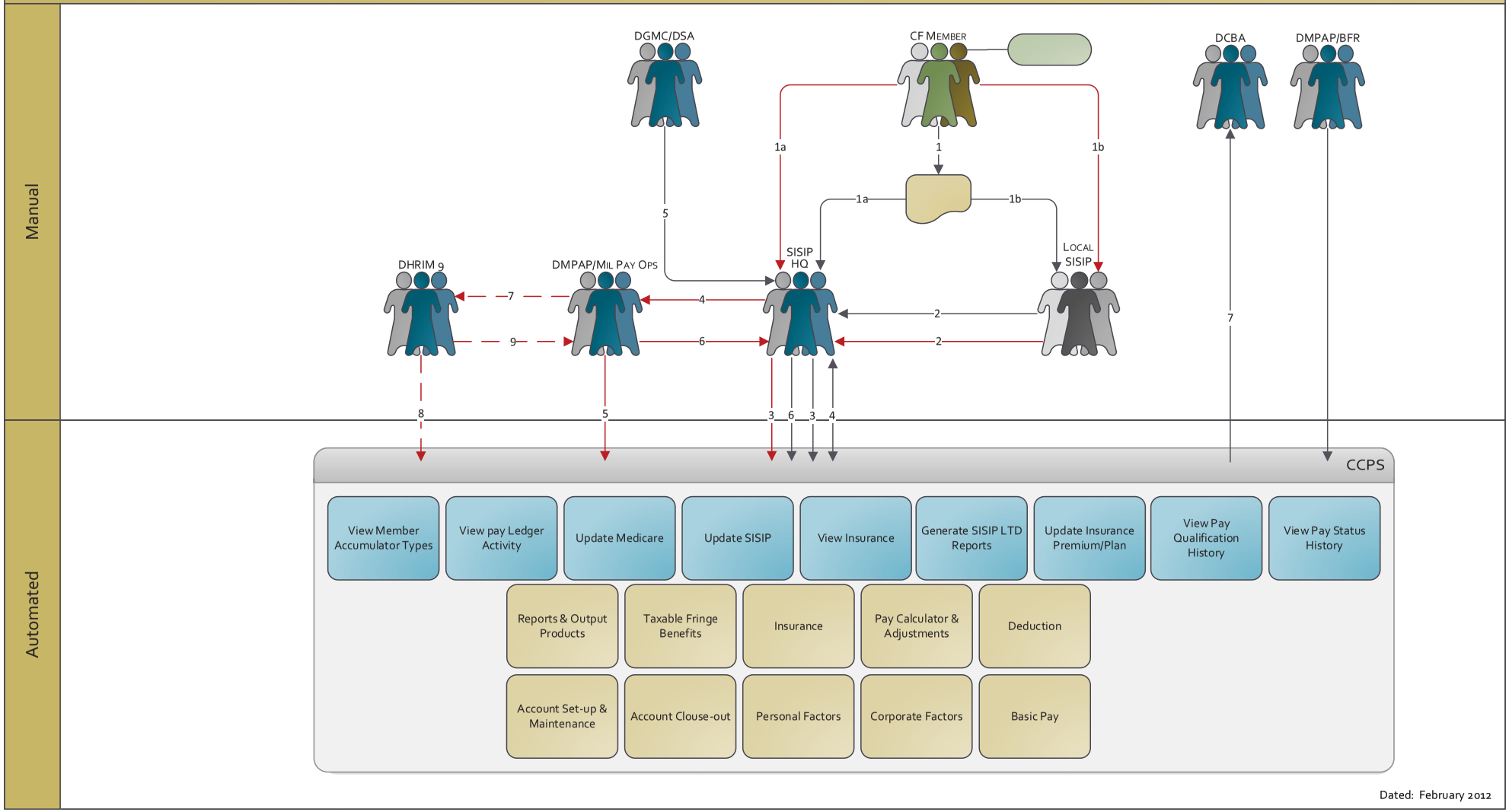
1. A CF member requests Provincial Medicare start/modify/cease (currently, only BC Med) through his/her CF Unit.
2. The CF Unit validates CF member data in the CCPS and then processes the Provincial Medicare request.
3. BC Medicare sends a BC Medicare participation report to DMPAP/Mil Pay Ops for reconciliation.
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.

11. Insurance: SISIP

CCPS Version 1.0



Dated: February 2012

11. Insurance: SISIP

Description

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 DGMC/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.

Application Overview

Revised Pay System for the Reserves (RPSR)

Department of National Defence

July 17th, 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			

Table of Contents

1.0 - RPSR Overview

Application Overview	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). **Functionally, the RPSR system is used to:** • **Record pay and pension related data about reservists;** • **Record attendance, that is, the days and half days worked by reservists;** • **Associate financial (budgetary) information to payable work;** • **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;** • **Generate documents in support of pay, e.g. pay statements;** • **Generate reservist and unit oriented reports from provided and calculated information;** • **Maintain common static data not associated with specific reservists or units (e.g. pay rate tables); and** • **Capture all relevant information pertaining to the user and date of a data transaction for auditing purposes.**

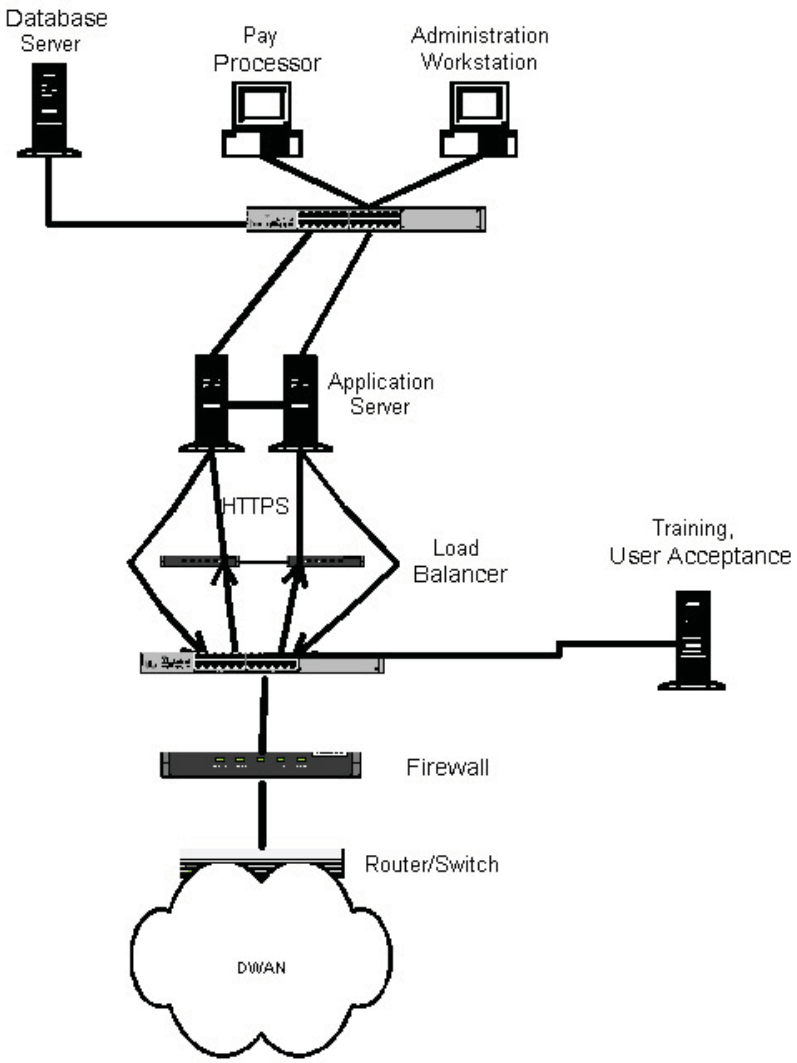
Tombstone	**System ID**	RPSR
	Also Known As	Revised Pay System for the Reserves
	Military or Civilian or both	Military
	Implementation Date	1996
	Current Version	7.07.0 November 2008
	Years Until Support Ceases	2014 (Estimated system stand down)
	Number of Users	1700
	Frequency of use	Daily
	Organizations that use the system	DMPAP, DCFPS, all DND Reserve, Cadet and Ranger organizations
	Pending Changes or Upgrades?	HRMS interface
	If yes, when and why?	Single source for member addresses
	Business Category	Support
Gaps	<Describe any gaps or missing functionality> HR interface to maintain data currency	

2.0 - Technology Overview

2.1.1 Application Architecture

Application Technology	**Presentation Layer (web, forms, client application etc.)**	Web browser
	Business Layer (same as presentation layer, rules engine etc.)	Oracle database
	Web Server/ Application Server (vendor, version etc.)	IBM Websphere 5.x
	Database	ORACLE 9i
	Current Size (and date)	200GB November 2008
	Dependencies (Libraries, DLLs, ActiveX etc.)	WS FTP Pro for connecting to PWGSC – not really a dependency, perhaps Flash, and Java?
	Programming language?	Flash, Java, Cobol
	Desktop Requirements? (i.e. special software deployed to desktop)	User Workstation • DND Baseline workstation Administration Workstations • Windows NT4/2000/XP • RPSR application • CA BrightStor ArcServe Client • Oracle client Pay Processor • Windows NT Workstation • RPSR application • Oracle client • NovaBack+ 6.03
	Targeted User Group	Reserve unit RMS clerks and COs and DND pay and pension specialists
	Client Devices Supported	None
	Is it a COTS application?	No
	If YES, has it been modified?	
	Any additional Add-Ons?	DND Baseline with included web browser with Java and Flash, Excel and PDF reader
	Main Application (If the application/service is exposed as a part of another application)	Websphere Application Server and Oracle database
	Application Security Considerations	Protected A
	Port Requirements (drive maps etc.)	N/A
	How many people is the system licensed for?	Enterprise
Volumetrics	**Bandwidth requirements**	Up to 300MB per day
	Performance requirements	Timely pay runs twice per month

2.1.2 Network Architecture



3.0 - Security Overview

Security	**Data level security**	User can not access own records
	Network security considerations	HTTPS
	Application security	Profile based: Clerk, Chief Clerk, Commanding Officer
	Who and how is access control administered?	System Access Control Officer within ADM(IM) co-located with System owner (ADM(Fin)

4.0 - Business Overview

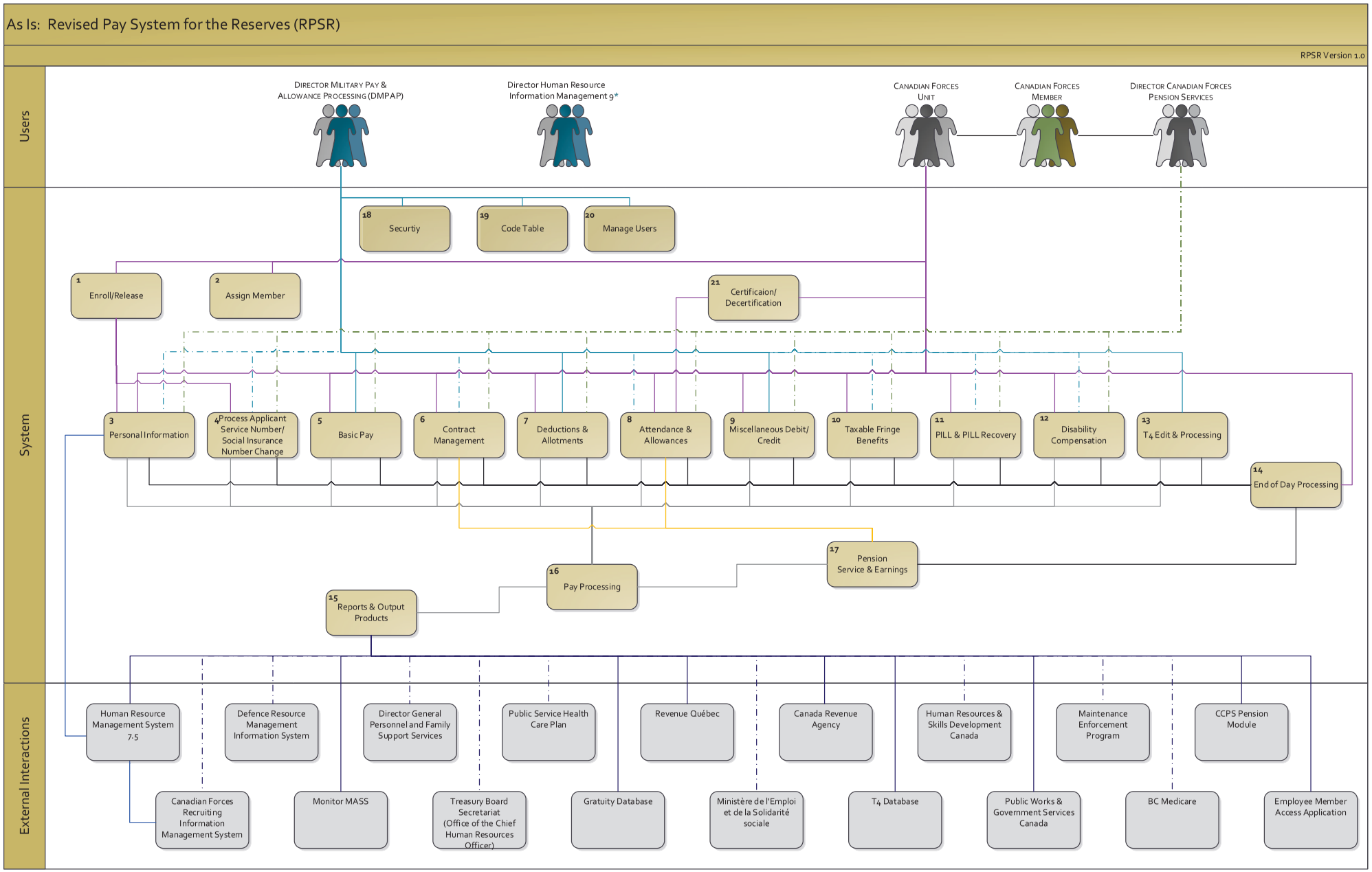
Business	What is the impact to the business if system is down for a specific period of time?		
	Day(s)?	Week(s)?	Month(s)?
	Minimal	Possible pay delivery delays	Definite pay delivery disruption
	Under what authority does your system operate?	ADM(Fin)	
	What is the primary purpose of the system?	Provide for compensation payments to Reserve Military Members, Staff Cadets and Civilian Instructors	
	Is the system critical to your job?	Yes. If system does not exist then no job exists	
	Business Process Mapping	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

Reports	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)
RPSR Version 1.0
Users
System
External Interactions
Director Military Pay & Allowance Processing (DMPAP)
Director Human Resource Information Management 9*
Canadian Forces Unit
Canadian Forces Member
Director Canadian Forces Pension Services
18 Securtiy
19 Code Table
20 Manage Users
1 Enroll/Release
2 Assign Member
21 Certificaion/ Decertification
3 Personal Information
4 Process Applicant Service Number/ Social Insurance Number Change
5 Basic Pay
6 Contract Management
7 Deductions & Allotments
8 Attendance & Allowances
9 Miscellaneous Debit/ Credit
10 Taxable Fringe Benefits
11 PILL & PILL Recovery
12 Disability Compensation
13 T4 Edit & Processing
14 End of Day Processing
17 Pension Service & Earnings
16 Pay Processing
15 Reports & Output Products
Human Resource Management System 7.5
Defence Resource Management Information System
Director General Personnel and Family Support Services
Public Service Health Care Plan
Revenue Québec
Canada Revenue Agency
Human Resources & Skills Development Canada
Maintenance Enforcement Program
CCPS Pension Module
Canadian Forces Recruiting Information Management System
Monitor MASS
Treasury Board Secretariat (Office of the Chief Human Resources Officer)
Gratuity Database
Ministère de l'Emploi et de la Solidarité sociale
T4 Database
Public Works & Government Services Canada
BC Medicare
Employee Member Access Application