



**RETURN BIDS TO:  
RETOURNER LES SOUMISSIONS À:**

**Bid Receiving - PWGSC / Réception des  
soumissions - TPSGC**

**Place du Portage, Phase III  
Core 0B2 / Noyau 0B2  
11 Laurier St./11, rue Laurier  
Gatineau  
K1A 0S5  
Bid Fax: (819) 997-9776**

**LETTER OF INTEREST  
LETTRE D'INTÉRÊT**

**Comments - Commentaires**

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

**Issuing Office - Bureau de distribution**

Business Transformation and Systems Integration  
Service/Division de transformation des opérations et  
d'intégrat  
Special Procurement Initiative Dir  
Dir. des initiatives spéciales  
d'approvisionnement  
11 Laurier, Place du Portage III  
12C1  
Gatineau  
Québec

|  |  |
|--|--|
| <b>Title - Sujet</b><br>MPMCT Systems Integrator   |  |
| <b>Solicitation No. - N° de l'invitation</b><br>W8474-11MP01/M   | <b>Date</b><br>2016-01-25  |
| <b>Client Reference No. - N° de référence du client</b><br>W8474-11MP01  | <b>GETS Ref. No. - N° de réf. de SEAG</b><br>PW-\$\$XE-670-29788 |
| <b>File No. - N° de dossier</b><br>670xe.W8474-11MP01  | <b>CCC No./N° CCC - FMS No./N° VME</b>                           |
| <b>Solicitation Closes - L'invitation prend fin<br/>at - à 02:00 PM<br/>on - le 2016-03-07</b>   |  |
| <b>Time Zone</b><br>Fuseau horaire<br>Eastern Standard Time<br>EST   |  |
| <b>F.O.B. - F.A.B.</b> Specified Herein - Précisé dans les présentes<br><b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input checked="" type="checkbox"/>  |  |
| <b>Address Enquiries to: - Adresser toutes questions à:</b><br>Chapple(XE Div.), Jeremy  | <b>Buyer Id - Id de l'acheteur</b><br>670xe                      |
| <b>Telephone No. - N° de téléphone</b><br>(819) 956-1004 ( )   | <b>FAX No. - N° de FAX</b><br>(819) 956-8303                     |
| <b>Destination - of Goods, Services, and Construction:</b><br><b>Destination - des biens, services et construction:</b><br>DEPARTMENT OF NATIONAL DEFENCE<br>DES PROC - TUNNEY'S BLDG<br>101 COLONEL BY DR<br>ATTN: MPMCT/A/DES PROC 2-3-5,<br>COVENTRY<br>OTTAWA<br>Ontario<br>K1A0K2<br>Canada |  |

**Instructions: See Herein**

**Instructions: Voir aux présentes**

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

**Invitation to Qualify (ITQ)**

**FOR**

**The Military Personnel Management Capability  
Transformation (MPMCT)**

**Systems Integrator (SI) Requirement**

**FOR THE**

**Department of National Defence (DND)**

**AND THE**

**Canadian Armed Forces (CAF)**

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Annex 1: High Level Requirements  
Annex 1-A: Statement of Operational Requirements (SOR) for the *Guardian* Solution  
Annex 2: Acronyms, Abbreviations, and Definitions  
Annex 3: Non-Disclosure Agreement (NDA)

LIST OF ATTACHMENTS

Attachment 1 to Part 4: Mandatory Evaluation Criteria

LIST OF FORMS – ITQ

Form 1: ITQ Respondent Details Form

LIST OF ANTICIPATED ANNEXES – RFP

RFP Annex C: Security Requirements Check List (SRCL)

## PART 1 - GENERAL INFORMATION

This Invitation to Qualify (ITQ) is the commencement of the procurement process. All previous documentation, communications and discussions, whether oral or written, regarding the Military Personnel Management Capability (MPMCT) requirement which included: solicitation numbers W8474-11MP01/A dated 2010-09-08, W8474-11MP01/B dated 2012-03-15, Letter of Interest (LOI) W8474-11MP01/C dated 2012-06-18, LOI W8474-11MP01/D dated 2012-10-29, LOI W8474-11MP01/E dated 2013-01-15, LOI W8474-11MP01/F dated 2013-05-10, RFI W8474-11MP01/G dated 2013-08-06, LOI W8474-11MP01/H dated 2014-10-02, LOI W8474-11MP01/I dated 2015-01-30, LOI W8474-11MP01/J dated 2015-05-27, LOI W8474-11MP01/K dated 2015-07-20, and LOI W8474-11MP01/L dated 2015-12-04 are not binding on this Solicitation Process.

### 1.1 Introduction

- 1.1.1 This ITQ is neither a Request for Proposal (RFP) nor a solicitation of bids or tenders and is intended only to pre-qualify suppliers for participation in the Review and Refine Requirements (RRR) phase and the RFP phase under the MPMCT Systems Integrator (SI) Requirement. Suppliers who successfully qualify at the ITQ phase will be referred to as "ITQ Responsive Supplier(s)". No Contract will result from this ITQ. Together, this ITQ, the planned RRR phase, and the bid solicitation (RFP) phase are the three phases of the procurement process. These phases are described in Table 1 - The Procurement Process Phases below.

**Table 1 – Procurement Process Phases**

| Procurement Process               |  |
|-----------------------------------|--|
| Procurement Phase                 | Overview   |
| 1. Invitation to Qualify          | Pre-Qualification of Suppliers   |
| 2. Review and Refine Requirements | Clarification of the draft RFP including the draft Statement of Work (SOW) and draft Evaluation Criteria.<br><br>Review of technical documentation and system information.                   |
| 3. Bid Solicitation               | Canada will issue a RFP directly to, and only to, the ITQ Responsive Suppliers.<br><br>Canada intends on awarding a Contract in accordance with the basis of selection in the published RFP. |

- 1.1.2 Even though certain Suppliers may be pre-qualified by Canada as a result of this ITQ, Canada reserves the right to re-evaluate any aspect of the qualification of any ITQ Responsive Supplier at any time during the procurement process.
- 1.1.3 Suppliers who do not successfully qualify at the ITQ phase will not be able to participate in subsequent phases of the procurement process. Only ITQ Responsive Suppliers will be permitted to participate in the RRR phase and receive draft RFP documents associated with the RRR phase.
- 1.1.4 ITQ Responsive Suppliers may choose not to bid on the RFP subsequent to the RRR phase.

1.1.5 This ITQ may be cancelled at any time in accordance with the 2003 (2015-07-03) Standard Instructions - Goods or Services – Competitive Requirements.

1.1.6 This ITQ document is comprised of the following parts:

**Part 1 - General Information:** provides a general description of the requirement;

**Part 2 - Respondent Instructions:** provides the instructions, clauses and conditions applicable to the ITQ;

**Part 3 - Response Preparation Instructions:** provides Respondents with instructions on how to prepare their response;

**Part 4 - Evaluation Procedures and Basis of Qualification:** describes how the responses will be evaluated and the basis of qualification;

**Part 5 - Security Requirement:** describes specific security requirements;

**Part 6 - A. Resulting RRR Phase Terms of Engagement:** includes the Terms of Engagement applicable during the RRR Phase.

**B. RRR Phase Overview:** includes high level information regarding the RRR phase; and

**Part 7 - A. Anticipated Request for Proposal:** includes high level information regarding the anticipated RFP.

**B. Subset of Anticipated Resulting Contract Clauses:** includes some anticipated clauses for the resulting Contract.

Refer to the Table of Contents for the list of annexes, attachments and forms.

## 1.2 Summary

### 1.2.1 Overview of the MPMCT Project:

The Department of National Defence (DND) and the Canadian Armed Forces (CAF) have a requirement for a modern, flexible and integrated Military Personnel Management (MPM) capability, encompassing Human Resources (HR) and Payroll for the CAF. This requirement flows from the *Canada First Defence Strategy*.

The MPMCT Project is a business process renewal project enabled by the modernization of DND's aging HR and pay Information Technology (IT) applications using the Government of Canada (GC) standard. It has been established to manage the development and delivery of a new MPM capability which involves developing an Information Management and Information Technology (IM/IT) enabled solution to update the CAF HR and Payroll policies, processes, and procedures, and create the architecture for the technology platform needed to deliver it. The technology platform will be based on Commercial Off-The-Shelf (COTS) software, including Oracle PeopleSoft Enterprise Resource Planning (ERP) software. The combined business and technology solution, known as *Guardian*, will change how the DND/CAF carries out its business with respect to military personnel records, pay, and access to benefits and services.

The scope of MPMCT work involves the implementation and integration of *Guardian*, which includes the delivery of the following key components:

- a. Transforming CAF business that supports the delivery of HR and Payroll services, including: policy transformation; business process re-engineering and training;
- b. Configuring, implementing and integrating Oracle PeopleSoft that will replace legacy CAF HR and Payroll applications (in conjunction with the Department of Public Works and Government Services (PWGSC)'s Pay Modernization project);
- c. Modernizing the supporting IT infrastructure (in conjunction with Shared Services Canada (SSC));
- d. Migrating data from legacy DND applications into *Guardian*;
- e. Developing and integrating interfaces between *Guardian* and other DND applications/systems, as well as other Canadian Government Departments and external partners that require CAF HR and payroll information; and
- f. Transitioning *Guardian* into an in-service state.

### 1.2.2 Overview of Requirement:

The DND/CAF is seeking the services of a Systems Integrator (SI) for, but not limited to, the following:

- a. Support the activities of the MPMCT Project Management Office (PMO) by identifying the gaps between the MPMCT business requirements and the current release of *Guardian* solution capabilities;
- b. Participate as an active member of an Integrated Project Team (IPT) working hand-in-hand with DND/CAF business, project management and technical resources;
- c. Propose, configure, implement and integrate additional MPM/HR components and/or tools to meet the residual MPMCT Project requirements that will not be satisfied as part of the initial upgrade of the existing HRMS PeopleSoft 7.5 platform to *Guardian* Release 1.X;

- d. Provide expert technical resources “as and when requested” to augment DND’s in-service support team after Release 4;
- e. Should an alternative approach to implementing pay functionality (see Annex 1, Figure 1 processes 4 and/or 5) be considered or required and subject to additional approvals, implement payroll and post-payroll business functions in *Guardian* through the execution of an option within any resulting MPMCT SI Contract, and also propose, configure, implement and integrate additional Pay components and/or tools to meet the residual MPMCT Project requirements.
- f. Implement classified *Guardian* security requirements through the execution of an option within any resulting MPMCT SI Contract; and
- g. Execute ad-hoc work that was unforeseen at the time of the solicitation (ex. legislative changes) on an “as and when requested” basis.

### 1.3 Procurement Overview

- 1.3.1 As indicated above, this is the first phase in the procurement process for the MPMCT SI requirement. Although the procurement process remains subject to change (and even to cancellation), Canada currently anticipates that the procurement process will be conducted in the following phases:

#### 1.3.1.1 Invitation to Qualify Phase:

The purpose of the ITQ is to invite all suppliers who have the required experience and capabilities to deliver the required SI services, outlined at Annex 1 of this ITQ, to submit a response to PWGSC for evaluation to qualify as an ITQ Responsive Supplier. This ITQ is open to all suppliers and will result in ITQ Responsive Suppliers being invited to participate in the RRR Phase.

Once the ITQ Responsive Suppliers have been selected and have been notified that they have qualified for the next phase of the procurement process, Canada intends to proceed with the RRR Phase. ITQ Responsive Suppliers may withdraw from the process at any time by providing written notification to the Contracting Authority. Only ITQ Responsive Suppliers will be invited to participate in the RRR phase.

Respondents that have failed to qualify at the ITQ phase will be notified in writing by the Contracting Authority.

#### 1.3.1.2 Review and Refine Requirements Phase:

During the RRR Phase, Canada will provide ITQ Responsive Suppliers with access to relevant system information, the draft Statement of Work (SOW), draft Evaluation Criteria and other preliminary RFP documents.

The objective of the RRR phase is to obtain feedback from ITQ Responsive Suppliers on Canada’s preliminary requirements for the MPMCT SI. It is intended to be a collaborative process and will involve interactions such as workshops, one-on-one sessions, and written questions and answers. Canada will consider the feedback provided by ITQ Responsive Suppliers when refining the requirements and preparing its procurement documents for the MPMCT SI. Further details regarding the RRR Phase will be provided to the ITQ Responsive Suppliers.

PWGSC will finalize the RFP following the RRR phase.

Only ITQ Responsive Suppliers will be permitted to participate in the RRR phase. Each



ITQ Responsive Supplier will identify the individual(s) who will participate in the RRR phase on its behalf.

**1.3.1.3 Bid Solicitation Phase:**

During the Bid Solicitation Phase, Canada anticipates releasing a RFP directly to the ITQ Responsive Suppliers who have not withdrawn from the procurement process, and who remain responsive at the time the RFP is released. The RFP will be released to ITQ Responsive Suppliers in the official language of their choice.

It is anticipated that the RFP will include mandatory and point rated evaluation criteria.

A contract will only be awarded after completion of the Bid Solicitation Phase and when all necessary internal approvals have been obtained.

- 1.3.2 The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement, the North American Free Trade Agreement, the Canada - Chile Free Trade Agreement, the Canada - Peru Free Trade Agreement, The Canada-Panama Free Trade Agreement, The Canada-Columbia Free Trade Agreement, the Canada-Korea Free Trade Agreement, the Canada-Honduras Free Trade Agreement, and the Agreement on Internal Trade.

**1.4 Debriefings (ITQ)**

Respondents may request a debriefing on their results of the ITQ. Respondents should make the request to the Contracting Authority within ten (10) working days of receipt of the results of the ITQ.

**1.5 Conflict of Interest**

In order to protect the integrity of the procurement process, bidders are advised that Canada may reject a Response in accordance with the Conflict of Interest – Unfair Advantage provisions at Article 18 of the 2003 (2015-07-03) Standard Instructions - Goods or Services – Competitive Requirements.

**1.6 Fairness Monitor**

To ensure the fairness, transparency and integrity of the procurement process, PWGSC has engaged PPI Consulting Limited as a third-party Fairness Monitor for the entire process of this multi-phased procurement, including the ITQ. The Fairness Monitor will not be part of the evaluation team, but will, among other things, observe the evaluation of the ITQ responses with respect to Canada's adherence to the evaluation process described in this ITQ. The Fairness Monitor is under obligations pursuant to its contract with Canada to maintain the confidentiality of all information received as a result of its participation in this procurement process.

## **PART 2 - RESPONDENT INSTRUCTIONS**

### **2.1 Standard Instructions, Clauses and Conditions**

- 2.1.1 All instructions, clauses and conditions identified in the ITQ by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.
- 2.1.2 Respondents who submit a response agree to be bound by the instructions, clauses and conditions of the ITQ.
- 2.1.3 The 2003 (2015-07-03) Standard Instructions - Goods or Services – Competitive Requirements, are incorporated by reference into and form part of the ITQ, except that:
- Wherever the term “bid solicitation” is used, it is substituted with “Invitation to Qualify”;
  - Wherever the term “bid” is used, it is substituted with “response”;
  - Wherever the term “Bidder(s)” is used, it is substituted with “Respondent(s)”;
  - Subsection 5(4), which discusses a validity period, does not apply, given that this ITQ invites suppliers simply to qualify for the RRR phase; and
  - Section 14 Price Justification does not apply as there is no financial component to the ITQ.

If there is a conflict between the provisions of 2003 and this document, this document prevails.

### **2.2 Joint Venture Respondents**

- 2.2.1 Respondents submitting responses to the ITQ as a Joint Venture must indicate the relevant company/organization names that are jointly submitting the response in Form 1: ITQ Respondent Details Form.
- 2.2.2 If a response is submitted by a joint venture, it must be in accordance with section 17 Joint Venture, of the SACC 2003 Standard Instructions.
- 2.2.3 Joint Venture Respondents that are determined by Canada to meet the requirements set out in the ITQ will be considered ITQ Responsive Suppliers. The composition of a Joint Venture ITQ Responsive Supplier must remain unchanged to maintain its status as an ITQ Responsive Supplier.
- 2.2.4 Failure to maintain its Joint Venture composition will result in the ITQ Responsive Supplier becoming ineligible for continued participation in the RRR and the RFP phases.

### **2.3 Submission of Responses**

- 2.3.1 Responses must be submitted only to the PWGSC Bid Receiving Unit by the date, time and place indicated on page 1 of the ITQ.
- 2.3.2 Due to the nature of the ITQ, transmission of responses by facsimile or by e-mail to PWGSC will not be accepted.

## **2.4 Enquiries**

- 2.4.1 All enquiries must be submitted in writing to the Contracting Authority at the email address identified below, no later than 10 business days before the ITQ closing date. Enquiries received after that time may not be answered.

Jeremy Chapple  
Contracting Authority  
Public Works and Government Services Canada  
Acquisitions Branch  
Phone : 819-956-1004  
Email : [TPSGC.tcgpm-mpmct.PWGSC@tpsgc-pwgsc.gc.ca](mailto:TPSGC.tcgpm-mpmct.PWGSC@tpsgc-pwgsc.gc.ca)

- 2.4.2 Respondents should reference as accurately as possible the numbered item of the ITQ to which the enquiry relates. Care should be taken by Respondents to explain each question in sufficient detail in order to enable Canada to provide an accurate answer.
- 2.4.3 Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that Respondents do so, so that the proprietary nature of the question(s) is eliminated, and the enquiry can be answered to all Respondents. Enquiries not submitted in a form that can be distributed to all Respondents may not be answered by Canada.

## **2.5 Applicable Laws**

- 2.5.1 The ITQ must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario, Canada.
- 2.5.2 A Respondent may, at its discretion, substitute the laws of another Canadian province or territory of its choice without affecting the validity of its response, by indicating the name of the Canadian province or territory of its choice in Form 1 - ITQ Respondent Details Form. If no change is made, the Respondent acknowledges that the applicable laws specified above are acceptable to the Respondent.

## **2.6 Improvement of Requirement During ITQ**

- 2.6.1 Should Respondents consider that the requirements contained in the ITQ could be improved technically or technologically, Respondents are invited to make suggestions, in writing, to the Contracting Authority named in the ITQ.
- 2.6.2 Respondents must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular Respondent may be given consideration provided they are submitted to the Contracting Authority at least 10 days before the ITQ closing date. Canada will have the right to accept or reject any or all suggestions.

## **2.7 Language**

Respondents are requested to identify, in writing, in Form 1 - ITQ Respondent Details Form which of Canada's two official languages will be used for future communications from Canada and, if successful in the ITQ evaluation, for the RRR and RFP phases.

## **2.8 Non-Disclosure**

The Respondent will be required to execute and submit the Non-Disclosure Agreement (NDA) included at Annex 3 of this ITQ, upon request by the Contracting Authority, and in accordance with the Resulting RRR Phase Terms of Engagement in Part 6.A.

## **PART 3 - RESPONSE PREPARATION INSTRUCTIONS**

### **3.1 Response Preparation Instructions**

**3.1.1 Copies of Response:** Canada requests that Respondents provide their response as follows:

**Section I: Technical Response**

Hard copies - 1 original and 1 copy

Soft copies - 2 soft copies on 2 separate USBs in a format compatible with Microsoft Office Suite 2010 or Adobe Acrobat XI.

If there is a discrepancy between the wording of the soft copy and the original hard copy, the wording of the original hard copy will have priority over the wording of the soft copy.

Pricing is not a requirement and should not be included in the response.

**3.1.2 Section I: Technical Response**

In the Technical Response, Respondents must demonstrate how they meet the ITQ mandatory requirements in Attachment 1 to Part 4 to show they have a proven methodology and the capacity to provide an experienced team capable of leading the implementation and integration of a complex PeopleSoft Human Capital Management (HCM) and Pay for North America (Pay) solution. Simply repeating the statements contained in the ITQ is not sufficient and will result in the response being deemed non-responsive and disqualified.

The Technical Response should include submission of:

- i. Form 1: ITQ Respondent Details Form.

**3.1.3 Format for Response:** Canada requests that Respondents follow the format instructions described below in the preparation of their response:

- a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- b) use a numbering system that corresponds to the ITQ;
- c) include a title page at the front of each volume of the response that includes the title, date, procurement process number, Respondent's name and address and contact information of its representative; and
- d) include a table of contents.

**3.1.4 Canada's Policy on Green Procurement:** In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process. See the Policy on Green Procurement (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, Respondents should:

- a) use paper containing fibre certified as originating from a sustainably-managed forest and/or containing a minimum of 30% recycled content; and
- b) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, and using staples or clips instead of cerlox, duotangs or binders.

### 3.1.5 Submission of Only One Response from a Responding Group:

- a) The submission of more than one response from members of the same responding group is not permitted in response to this ITQ. If members of a responding group participate in more than one response, Canada will provide the members of the responding group with 2 working days to identify one response to be considered in this ITQ. Failure to meet this deadline will result in all responses being declared non-responsive and being disqualified.
- b) For the purposes of this article, "**responding group**" means all entities (whether those entities include one or more natural persons, corporations, partnerships, limited liability partnerships, etc.) that are related to one another. Regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law, entities are considered "**related**" for the purposes of this ITQ if:
  - i) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
  - ii) they are "related persons" or "affiliated persons" according to the *Canada Income Tax Act*;
  - iii) the entities have now or in the two years before the ITQ closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
  - iv) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.

## **PART 4 - EVALUATION PROCEDURES AND BASIS OF QUALIFICATION**

### **4.1 Evaluation Procedures**

- 4.1.1 Responses will be assessed in accordance with the entire requirement of the ITQ including the technical evaluation criteria.
- 4.1.2 An evaluation team composed of representatives of Canada will evaluate the responses. Canada may hire any independent consultant, consulting firm or use any Government resources to evaluate any ITQ response. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation. By submitting a response, Respondents consent to the release of those responses to the third-party consultants retained by Canada, subject to Canada's obtaining its usual confidentiality undertakings from these third-party consultants.
- 4.1.3 In addition to any other time periods established in the ITQ:
  - a. **Requests for Clarifications:** If Canada seeks clarification or verification from the Respondent about its response, the Respondent will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the response being declared non-responsive and disqualified.
  - b. **Extension of Time:** If additional time is required by the Respondent, the Contracting Authority may grant an extension at his or her sole discretion.

### **4.2 Technical Evaluation**

- 4.2.1 Each response will be reviewed for compliance with the mandatory requirements of this ITQ.
- 4.2.2 Any element of the ITQ identified with the words "must" or "mandatory" is a mandatory requirement. Responses that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.

The Mandatory Evaluation Criteria are described in Attachment 1 to Part 4.

- 4.2.3 Only referenced material included within the Respondent's response, or clarified upon request by the Contracting Authority, will be evaluated. Reference material outside of the Respondent's response will not be considered. It is the sole responsibility of the Respondent to provide sufficient information so that their responses can be adequately evaluated.
- 4.2.4 **Joint Venture Experience**
  - a) Where the Respondent is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A Respondent is a joint venture consisting of members L and O. A solicitation requires that the Respondent demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the Respondent has previously done the work. This Respondent can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is responding.
  - b) A joint venture Respondent may rely on the experience of one of its members to meet

any given technical criterion of this ITQ.

Example: A Respondent is a joint venture consisting of members X, Y and Z. If a solicitation requires that the Respondent have: (a) 3 years of experience providing maintenance service, and (b) 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the Respondent cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be deemed non-responsive and be disqualified.

- c) Joint venture members cannot pool their individual experience with the individual experience of other joint venture members to satisfy a single technical criterion of this ITQ. However, where the Respondent is a joint venture with existing experience as that joint venture, a joint venture member can pool its individual experience with the experience that it has obtained as part of the joint venture to satisfy a single technical criterion of this ITQ. Wherever substantiation of a criterion is required, the Respondent is requested to indicate which joint venture member satisfies the requirement. If the Respondent has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Respondent to submit this information during the evaluation period. If the Respondent does not submit this information within the period set by the Contracting Authority, its response will be deemed non-responsive and be disqualified.

Example: A Respondent is a joint venture consisting of members A and B. If a solicitation requires that the Respondent demonstrate experience providing resources for a minimum number of 100 billable days, the Respondent may demonstrate that experience by submitting either:

- o Contracts all signed by A; or
- o Contracts all signed by B; or
- o Contracts all signed by A and B in joint venture, or
- o Contracts signed by A and contracts signed by A and B in joint venture, or
- o Contracts signed by B and contracts signed by A and B in joint venture.

that show in total 100 billable days.

- d) Any Respondent with questions regarding the way in which a joint venture response will be evaluated should raise such questions through the Enquiries process as early as possible during the ITQ publication period.



### 4.3 Reference Checks

- 4.3.1 The Respondent must provide a Customer reference for each Reference Project submitted in its response. The Respondent may provide an additional Technical Customer Reference for each Reference Project submitted in its response in order to validate the M2 mandatory requirement as defined in Attachment 1 to Part 4: Mandatory Evaluation Criteria.
- 4.3.2 For each reference submitted (either a Customer reference and or a Technical Customer Reference), the Respondent should, at a minimum, provide the name and e-mail address for a person who can be contacted as a reference for the Reference Project. Respondents are also requested to include a telephone number for each reference, the name of the Customer organization that the reference worked for at the time that the services were delivered, and the role of the reference during the project.
- 4.3.3 If any of the contact information required for a reference is not provided with the response, the Contracting Authority will provide the Respondent with 2 working days (or longer if specified in writing by the Contracting Authority) to provide the necessary information to Canada.
- 4.3.4 Customer references and Technical Customer references, if provided, must confirm, if requested by PWGSC, the facts identified in the Respondent's response, as required by Attachment 1 to Part 4: Mandatory Evaluation Criteria.
- 4.3.5 It is the sole responsibility of the Respondent to ensure that it provides a Customer reference contact who is willing to act as a Customer reference contact and is completely knowledgeable about the services the Respondent has provided to the Customer for the Reference Project submitted. If there is no single Customer reference contact who has complete knowledge of the Reference Project, the Respondent must provide a Customer reference contact who is most knowledgeable of the Reference Project and has the ability, and authority, to obtain accurate and complete information about the services provided. Crown Customer references will be accepted.

It is the sole responsibility of the Respondent to ensure that it provides a Technical Customer Reference contact who is willing to act as a Technical Customer Reference contact and is completely knowledgeable about the Documented Software Delivery Methodology the Respondent used for the Reference Project submitted. If there is no single Technical Customer Reference contact who has complete knowledge of the Reference Project, the Respondent must provide a Technical Customer Reference contact who is most knowledgeable of the Reference Project and has the ability, and authority, to obtain accurate and complete information about the Documented Software Delivery Methodology used. Crown Technical Customer References will be accepted.

- 4.3.6 It is the responsibility of the Respondent to confirm in advance that the reference contact(s) submitted for each Reference Project will be available to provide a response and are willing to provide a reference.
- 4.3.7 The form of question to be used to request confirmation from references is as follows:

Sample Question to a Reference:

"Has the Respondent provided your organization with Systems Integration services using the above methodology for implementation and integration of a PeopleSoft Solution?"

\_\_\_\_ Yes, the Respondent provided my organization with Systems Integration services for the implementation and integration of a PeopleSoft Solution using the Documented Methodology named above.

\_\_\_\_ No, the Respondent has not provided my organization with Systems Integration services for the implementation and integration of a PeopleSoft Solution using the Documented Methodology named above.

\_\_\_\_ I am unwilling or unable to provide any information about the services described above.

- 4.3.8 If a reference check is performed (for a Customer reference and, if applicable, for a Technical Customer Reference), Canada will conduct the reference check in writing by e-mail. For transparency, and in order to ensure that the reference is available to respond, Canada will send the reference check questions to the Respondent 2 working days prior to sending the request to the reference contact. The reference contact will have 5 working days (or a longer period otherwise specified in writing by the Contracting Authority) from the date that Canada's e-mail was sent, to respond to Canada.
- 4.3.9 The reference contact (for either a Customer reference contact and/or a Technical Customer Reference contact) will be required, within 2 working days after Canada sends out the reference check request to the reference contact, to acknowledge the receipt of the reference check request and identify his or her willingness and availability to conduct such reference check. If Canada has not received the required response from the reference contact, Canada will notify the Respondent by e-mail, to allow the Respondent to contact its reference contact directly to ensure that he or she responds to Canada within the allotted time. The reference contact's failure to respond to Canada's request in a timely manner will result in non-consideration of the Respondent's claimed project experience.
- 4.3.10 Notwithstanding section 4.3.8, if the reference contact (either a Customer reference contact and/or a Technical Customer Reference contact) is unavailable when required during the evaluation period, the Respondent will be requested to provide an alternate reference contact for the same referenced project. Respondents will only be provided with this opportunity once for each Reference Project and only if the original reference contact is unavailable to respond. The Respondent will not be provided with an opportunity to submit an alternate reference contact if the original reference contact indicates that he or she is unwilling or unable to respond. The process as described in 4.3.8 is applicable for the reference check with the alternate reference contact. The period to respond for either the original reference contact, or the alternate reference contact, will be a total of 5 working days (or a longer period otherwise specified in writing by the Contracting Authority) in accordance with 4.3.8.
- 4.3.11 Wherever information provided by a reference contact differs from the information supplied by the Respondent, the information supplied by the reference contact will be the information evaluated.
- 4.3.12 A Respondent will not meet the mandatory experience requirement if (1) the reference contact fails to respond to Canada's request in a timely manner; (2) the reference contact states he or she is unable or unwilling to provide the information requested; or (3) the reference listed is itself an affiliate or other entity that does not deal at arm's length with the Respondent.
- 4.3.13 Whether or not to conduct reference checks is discretionary. However, if PWGSC chooses to conduct reference checks for any given mandatory requirement, it will check the references for that requirement for all Respondents who have not, at that point, been found

non-responsive.

#### **4.4 Basis of Qualification**

##### **4.4.1 Selection of ITQ Responsive Suppliers**

4.4.1.1 To be declared responsive, a response must:

- a. comply with all the requirements of this ITQ; and
- b. meet all of the Mandatory Evaluation Criteria (Attachment 1 to Part 4).

Otherwise, a response will be declared non-responsive and given no further consideration.

4.4.1.2 Respondents whose ITQ responses are deemed responsive will be selected as ITQ Responsive Suppliers and will proceed to the RRR phase.

## **PART 5 - SECURITY REQUIREMENT**

### **5.1 Security Requirement**

#### **5.1.1 Security Requirement at the RRR and Bid Solicitation Phases:**

ITQ Responsive Suppliers may gain access to protected information, and may be granted access to DND facilities, as part of the RRR and bid solicitation phases of the procurement process. As a result, in order to participate in the RRR phase and gain access to system information, the following conditions must be met:

- a) the Respondent must hold a valid organization security clearance as indicated in Part 6 Section 6.3 – Resulting RRR Phase Terms of Engagement;
- b) the Respondent's proposed individuals requiring access to protected information, assets or sensitive work site(s) must meet the security requirement as indicated in Part 6 Section 6.3 – Resulting RRR Phase Terms of Engagement;
- c) the Respondent must provide the name, and if applicable, the Canadian Industrial Security Directorate (CISD) file number, for all individuals who will require access to classified or protected information, assets or sensitive work sites.

5.1.1.2 In the case of a joint venture Respondent, each member of the joint venture must meet the security requirements.

5.1.1.3 ITQ Responsive Suppliers who meet the ITQ evaluation criteria and Basis of Qualification, but who do not hold a valid security clearance as indicated in Part 6 – Resulting RRR Phase Terms of Engagement, will not be permitted to participate in the RRR or bid solicitation phases until such time that valid security clearances have been granted by the CISD to the ITQ Responsive Suppliers in accordance with Part 6 – Resulting RRR Phase Terms of Engagement.

Canada does not intend to extend the closing date of the ITQ, and will not delay the commencement of the RRR phase or bid solicitation phase to allow Respondents additional time to obtain the necessary security requirements.

#### **5.1.2 Security Requirement any resulting Contract:**

Canada will require the successful bidder to meet the security requirements set out in the RFP Annex C – Security Requirements Check List (SRCL) prior to any contract award.

#### **5.1.3 Security Requirement – Foreign -Based Respondents:**

Any foreign based supplier interested in responding to this ITQ is requested to notify the Contracting Authority to ensure that the appropriate international security equivalences to the requirements of Part 5.1.1 of the ITQ are met.

#### **5.1.4 Security Requirement – General:**

5.1.4.1 If a Respondent does not hold the required security clearances, as detailed in article 6.3.1 of this ITQ, or the RFP Annex C – SRCL, it is strongly advised that the Respondent initiate the security clearance process with the CISD as soon as possible.

5.1.4.2 Respondents who require security sponsorship should notify the Contracting Authority

using Form 1: ITQ Respondent Details Form as part of the Respondent's response.

It is the sole responsibility of Respondents to obtain the necessary security clearance(s) on time. Canada does not intend to extend the closing date of a RFP, and will not delay the award of any resulting Contract to allow potential Bidders additional time in order to obtain the required CISC security clearances. Foreign entities located outside of Canada may take longer to be cleared due to the complexity of the security clearance process.

- 5.1.4.3 For more information on personnel and organization security screening please visit PWGSC's Industrial Security Program (ISP) web site. Respondents can also contact CISC by telephone at 1-866-368-4646, or (613) 948-4176 in the National Capital Region.
- 5.1.4.4 Canada reserves the right to revise the security requirements following the ITQ Phase. Canada will provide the RFP and contract security clauses at a subsequent phase of this procurement process.

## **PART 6 - RESULTING RRR PHASE TERMS OF ENGAGEMENT AND RRR PHASE OVERVIEW**

### **A. RESULTING RRR PHASE TERMS OF ENGAGEMENT**

#### **6.1 Terms of Engagement**

##### **6.1.1 Context**

The purpose of these Terms of Engagement is to set out the terms governing the appropriate conduct of ITQ Responsive Suppliers and individuals participating in the RRR phase on behalf of the ITQ Responsive Supplier, with a view of maintaining the highest standard of openness, transparency and fairness. The individuals representing the ITQ Responsive Suppliers during the RRR phase will hereinafter be referred to as "RRR Participants". These Terms of Engagement also set out the terms which govern the non-binding detailed consultations, referred to as the RRR phase, between Canada and ITQ Responsive Suppliers.

##### **6.1.2 Application**

These Terms of Engagement apply to ITQ Responsive Suppliers through the RRR phase and until the RFP is released.

##### **6.1.3 Principles**

###### Fairness

An overriding principle of the MPMCT SI procurement process is that it be conducted with the utmost fairness and transparency amongst all parties. No ITQ Responsive Suppliers are to receive any unfair advantage over any other.

###### Confidentiality

All activities of Canada will be conducted in a transparent manner, to the extent that no proprietary information provided by ITQ Responsive Suppliers will be shared by Canada to any other ITQ Responsive Supplier except and only to the extent required by law, or unless otherwise agreed upon in advance by the ITQ Responsive Supplier.

Canada, at its sole and absolute discretion, reserves the right to share any information provided by ITQ Responsive Suppliers, including proprietary information, with employees and representatives of Canada or third party consultants retained by Canada, subject to Canada obtaining its usual confidentiality undertakings from these third party consultants. This is limited to information that Canada considers necessary for the purposes of the MPMCT SI procurement process.

Any information provided by an ITQ Responsive Supplier to Canada that is of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as proprietary will be treated as such to the extent possible under the Access to Information Act and the Privacy Act, except if agreed upon in advance with the ITQ Responsive Supplier or where Canada determines that the information is not of a proprietary nature.

###### Fair access to government information

All ITQ Responsive Suppliers will be provided fair access to information provided by Canada. Only RRR Participants who hold the necessary security clearances and have signed and submitted Annex 3: Non-Disclosure Agreement (NDA) will be permitted to receive information provided by Canada.

#### 6.1.4 Terms of Engagement with ITQ Responsive Suppliers

ITQ Responsive Suppliers agree to the following as part of the RRR phase:

- a. ITQ Responsive Suppliers must ensure that each RRR Participant representing their company submits a signed NDA to the Contracting Authority.
- b. The ITQ Responsive Supplier is responsible for distributing all information provided by Canada to their RRR Participants.
- c. ITQ Responsive Suppliers are expected to discuss their views concerning the MPMCT SI procurement, and to provide constructive feedback on the discussion topics. All ITQ Responsive Suppliers will have the opportunity to share their ideas and suggestions.
- d. Canada is not obligated to release any RFP as a result of this RRR phase.
- e. If Canada does release a subsequent RFP, the terms and conditions of the RFP will be subject to Canada's sole and absolute discretion.
- f. Canada is not obligated to enter into a Contract, even if a RFP is released.
- g. Canada will not reimburse any person or entity for any cost incurred in participating in the ITQ, RRR phase or RFP.
- h. The preliminary RFP documentation will be released to all ITQ Responsive Suppliers for comment as part of the RRR phase. Group sessions and one-on-one meetings to discuss the preliminary RFP documentation, or any other topic, will be organized by Canada.
- i. ITQ Responsive Suppliers must not reveal, discuss or disclose any information to the media regarding the MPMCT SI procurement, except to confirm publicly available information. If ITQ Responsive Suppliers and/or RRR Participants receive a question from the media related to non-public information on the MPMCT SI procurement, they must direct the media to contact the PWGSC Media Relations Office by:

Telephone: 819-420-5501; or

E-mail: [media@tpsgc-pwgsc.gc.ca](mailto:media@tpsgc-pwgsc.gc.ca)

#### 6.1.5 Terms of Engagement with Canada

Communications with officials of Canada, including Ministers of Canada, regarding all aspects of the MPMCT SI procurement process are limited to either the official communication channels as established through the RRR phase, or through the Contracting Authority.

In responding to requests, Canada will endeavor to ensure that ITQ Responsive Suppliers receive information in a timely manner.

If in the course of, or arising out of a one-on-one meeting, Canada provides an ITQ Responsive Supplier with information that would reasonably be considered to be new information with respect to the MPMCT SI procurement process, then Canada will promptly provide such information to all ITQ Responsive Suppliers.

## 6.2 Authorities

[Note: The information for authorities will be identified in the resulting Terms of Engagement released to ITQ Responsive Suppliers.]

### 6.2.1 Contracting Authority

The Contracting Authority is:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Public Works and Government Services Canada

Acquisitions Branch

Directorate: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_- \_\_- \_\_

Facsimile: \_\_- \_\_- \_\_

E-mail address: \_\_\_\_\_

The Contracting Authority is responsible for the management of the engagement with ITQ Responsive Suppliers and the RRR phase. Any changes to the Terms of Engagement or RRR phase must be authorized in writing by the Contracting Authority.

### 6.2.2 ITQ Responsive Supplier's Representative

The ITQ Responsive Supplier's Representative is:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_- \_\_- \_\_

Facsimile: \_\_- \_\_- \_\_

E-mail address: \_\_\_\_\_

The ITQ Responsive Supplier's Representative is the main point of contact for the PWGSC Contracting Authority and Project Authority throughout the ITQ and the RRR phases.

## 6.3 Security Requirement

6.3.1 The following security requirement applies and forms part of the RRR Phase Terms of the Engagement and the bid solicitation phase:

1. The Respondent must, at all times during the RRR and bid solicitation phases, hold a valid Designated Organization Screening, issued by the Canadian Industrial Security Division (CISD), Public Works and Government Services (PWGSC).
2. The Respondent personnel requiring access to PROTECTED information, assets or sensitive work site(s) as part of the RRR or bid solicitation phases must EACH hold a valid personnel security screening at the level of **RELIABILITY STATUS** as required, granted or approved by the CISD, PWGSC. Until the security screening of the Respondent personnel required as part of the RRR or RFP has been completed satisfactorily by the CISD, PWGSC, the Respondent personnel **MAY NOT HAVE ACCESS** to PROTECTED information or assets, and **MAY NOT ENTER** sites where such information or assets are kept.



3. The Respondent must comply with the provisions of the:
  - a. *Industrial Security Manual* (Latest Edition).
- 6.3.2 Respondents that do not meet the security requirements detailed at sub-article 6.3.1 will not be permitted to participate in the RRR or bid solicitation phases until such time that the Respondent obtains the necessary security clearances issued by the CISC.
- Canada will not delay the commencement of the RRR Phase or bid solicitation phase to allow Respondents additional time to obtain the necessary security clearances.
- 6.3.3 In the case of a Joint Venture Respondent, each member of the Joint Venture must hold the necessary security clearances as detailed in sub-article 6.3.1.
- 6.3.4 Foreign based Respondents must meet the international security equivalences to the requirements outlined at section 6.3.1 in order to participate in the RRR and bid solicitation process.
- 6.3.5 Access to classified information will not form part of the the RRR or bid solicitation phases.

## **B. RRR PHASE**

### **6.4 RRR Phase Overview**

- 6.4.1 RRR Participants will be required to sign and submit the NDA in Annex 3 before being permitted to participate in the RRR phase. The Contracting Authority will coordinate the NDA process with ITQ Responsive Suppliers to obtain signed copies of Annex 3.
- 6.4.2 Prior to the commencement of the RRR phase, Canada will provide the ITQ Responsive Suppliers with a *Review and Refine Requirements Phase* document describing the process to be followed during the RRR phase.
- 6.4.3 The detailed consultations that take place during the RRR phase are not intended to be a forum for negotiating any provisions of the preliminary RFP requirements, but rather one in which ITQ Responsive Suppliers can provide feedback to Canada on preliminary RFP requirements.
- 6.4.4 ITQ Responsive Suppliers will have an opportunity to enhance their understanding of the MPMCT SI requirement through this phase. Canada will provide, or share, draft RFP documents with ITQ Responsive Suppliers in a fair and transparent manner and will request that ITQ Responsive Suppliers provide comments, suggestions, and/or identify areas that require additional clarification or detail from Canada using the process set out in the *Review and Refine Requirements Phase* document. Canada will require a significant commitment from ITQ Responsive Suppliers during the RRR phase, both in terms of time and resources.
- 6.4.5 Feedback provided during any discussions between Canada and ITQ Responsive Suppliers, or through written comments, may be analyzed for further consideration by Canada and may be incorporated, in whole or in part, into subsequent procurement documents that Canada issues as part of this procurement process (e.g. the RFP) and/or the contract.
- 6.4.6 It is the responsibility of each ITQ Responsive Supplier to take advantage of the RRR phase by asking the questions that are necessary to prepare a complete bid in response to the anticipated RFP.

- 6.4.7 The information obtained by Canada from ITQ Responsive Suppliers during the RRR phase may be used by Canada to finalize the requirements for the anticipated RFP. This information will not be used to evaluate ITQ Responsive Suppliers.
- 6.4.8 It is anticipated that workshops and one-on-one discussions will be held in the National Capital Region (NCR).
- 6.4.9 It is anticipated that the RRR phase will include 5 stages as set out in Table 2 below. The number of days identified within each stage is a notional estimate; Canada reserves the right to adjust the order, timing and content of each RRR stage.

**Table 2—RRR Phase Stages**

| Stage   | Topics  |
|---|---|
| <b>Stage 1 – RRR Kick-off and Document Review by ITQ Responsive Suppliers</b>       | <b>Stage 1</b> will be broken into three parts:   |
|   | <b>Part 1 (1 Day)</b> will consist of an initial kick-off meeting with all the ITQ Responsive Suppliers using the following agenda: <ul style="list-style-type: none"> <li>• Present an overview of the MPMCT project and key requirements;</li> <li>• Discuss the details of the RRR phase and answer questions;</li> <li>• Review and answer questions on the PWGSC Pay Modernization/Phoenix workshop deliverables and Military Pay on Phoenix (MPP) design deliverables; and</li> <li>• Deliver the document package (via DVD) that will be reviewed and discussed during the RRR Phase.</li> </ul> |
|   |   |
|   | <b>Part 2 (20 Days)</b> will consist of an independent review of the document package by ITQ Responsive Suppliers along with an initial submission of questions, comments and recommendations to Canada for review in preparation for the other RRR stages.   |
|   |   |
|   | <b>Part 3 (10 Days)</b> will consist of a review by Canada of the questions, comments and recommendations submitted by the ITQ Responsive Suppliers in Part 2 in preparation for responding to them during the other RRR stages.  |
| <b>Stage 2 – Group Workshops on the Draft SOW and Guardian Solution information</b> | <b>Stage 2 (5 Days)</b> will focus on several key topics within five 1-day group workshops identified below:  |
|   | <b>Workshop 1:</b>  |
|   | Workshop 1 will review the draft Statement of Work and Release 2 - 4 Scope Documents focusing on the sequencing of the <i>Guardian</i> business capability delivery, duration of each Release and to respond to feedback received from ITQ Responsive Suppliers in Stage 1 Part 2 related to this subject area.   |
|   |   |
|   | <b>Workshop 2:</b>  |
|   | Workshop 2 will review in detail the <i>Guardian</i> Release 1.x business capability and technical baseline that the Cycle 3B releases will be built on. Attention will be given on review of the existing solution configuration/customization and a discussion on portability to PeopleSoft 9.2. Canada will also respond to feedback received from ITQ Responsive Suppliers in Stage 1 Part 2 related to this subject  |

| Stage   | Topics  |
|---|---|
|   | area.   |
|   |   |
|   | <b><u>Workshop 3:</u></b>   |
|   | Workshop 3 will review the Payroll requirement for <i>Guardian</i> with emphasis on the Pay Administration capability and its integration with the Pay Processing capability in the PWGSC Phoenix solution. Canada will also respond to feedback received from ITQ Responsive Suppliers in Stage 1 Part 2 related to this subject area. |
|   |   |
|   | <b><u>Workshop 4:</u></b>   |
|   | Workshop 4 will review the <i>Guardian</i> solution security and interface requirements. Canada will also respond to feedback received from ITQ Responsive Suppliers in Stage 1 Part 2 related to this subject area.  |
|   |   |
|   | <b><u>Workshop 5:</u></b>   |
|   | Workshop 5 will review the <i>Guardian</i> solution integration with other external systems. Canada will also respond to feedback received from ITQ Responsive Suppliers in Stage 1 Part 2 related to this subject area.  |
| <b>Stage 3 – ITQ Responsive Supplier Revised Feedback</b> | <b>Stage 3 (10 Days)</b> will be a second independent review for ITQ Responsive Suppliers to prepare additional questions, comments and recommendations based on the information received from the group workshops.   |
| <b>Stage 4 – One-on-One Supplier Consultations</b>        | <b>Stage 4 (3 Days/Supplier)</b> will consist of one-on-one consultations with each ITQ Responsive Supplier to review the Draft RFP Evaluation Criteria, preliminary RFP clauses and conditions, Basis of Payment and RFP structure. Canada will also respond to any feedback provided by ITQ Responsive Suppliers from stage 3.        |
| <b>Stage 5 – RRR Final Discussion and Close-out</b>       | <b>Stage 5 (1 Day)</b> will focus on discussing changes to documentation Canada is considering making based on all the ITQ Responsive Supplier feedback.  |

## **PART 7 - ANTICIPATED REQUEST FOR PROPOSAL AND SUBSET OF ANTICIPATED RESULTING CONTRACT CLAUSES**

### **A. ANTICIPATED RFP**

#### **7.1 Bid Solicitation Documents**

Canada will use the High Complexity (HC) bid solicitation template for the anticipated RFP.

A copy of the template can be provided upon request by contacting the Procurement Process Tools Division by sending a query to [Outilsd'approvisionnement.ProcurementTools@tpsgc-pwgsc.gc.ca](mailto:Outilsd'approvisionnement.ProcurementTools@tpsgc-pwgsc.gc.ca).

The latest versions of the template and terms and conditions will be used in the anticipated RFP. The numbering of sections, annexes, attachments and forms may change in the final RFP.

At a minimum the anticipated RFP may contain the following:

- a. a complete description of the Work to be performed;
- b. 2003, Standard Instructions - Goods or Services - Competitive Requirements;
- c. bid preparation instructions;
- d. instructions for the submission of bids;
- e. evaluation procedures and basis of selection;
- f. certifications;

It is anticipated that certifications, at time of bid submission, may include, but are not necessarily limited to the following:

- 1) Integrity Provisions - Associated Information
- 2) Former Public Servant – Competitive Bid (reference SACC A3025T)
- 3) Federal Contractors Program for Employment Equity – Bid Certification
- 4) Status and Availability of Subcontractors Providing Core Services
- g. financial capability (reference SACC A9033T); the terms and conditions of the resulting contract (see B. Subset of Anticipated Resulting Contract Clauses below) .

## **B. SUBSET OF ANTICIPATED RESULTING CONTRACT CLAUSES**

### **7.2 General**

Only a subset of the anticipated resulting contract clauses are included in this section in order to provide Bidders advance notice, as well as to allow Bidders time to consider the impact of said clauses and provide feedback to Canada as required.

### **7.3 Standard Clauses and Conditions**

All clauses and conditions identified in the Contract by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

#### **7.3.1 General Conditions**

2035 (most recent date to be inserted in RFP), General Conditions – Higher Complexity – Services, apply to and form part of the Contract.

### **7.4 Anticipated Security Requirements**

Only a subset of the anticipated RFP security clearance requirements are included in this section in order to provide Bidders advance notice of said requirements. It is anticipated the security clearance requirements will be expanded in the RFP.

#### **7.4.1. Anticipated Security Requirement for Canadian Suppliers: (PWGSC FILE # W8474-11-MP01-A - Revision2)**

1. The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of **SECRET**, with approved Document Safeguarding at the level of **SECRET**, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **RELIABILITY STATUS or SECRET** as required, granted or approved by the CISD, PWGSC.
3. Processing of PROTECTED/CLASSIFIED information electronically at the Contractor's site is NOT permitted under this Contract.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor must comply with the provisions of the:
  - (a) Security Requirements Check List and security guide (if applicable), attached at at "RFP Annex C" [Note: Anticipated SRCL for the RFP is included with this ITQ];
  - (b) *Industrial Security Manual* (Latest Edition).

7.4.2 Anticipated Security Requirement for International Suppliers: (PWGSC FILE # W8474-11-MP01-A – Revision2)

The Canadian Designated Security Authority (Canadian DSA) for industrial security matters in Canada is the Industrial Security Sector (ISS), Public Works and Government Services Canada (PWGSC), administered by International Industrial Security Directorate (IIISD), PWGSC. The Canadian DSA is the authority for confirming Contractor and/or subcontractor compliance with the security requirements for foreign suppliers. The following security requirements apply to the Contractor and/or any and all subcontractors incorporated or authorized to do business in a jurisdiction other than Canada and delivering outside of Canada the services listed and described in Annex X [Note: Annex number to be confirmed in the subsequent RFP.]

1. The Contractor and/or any and all subcontractors must be from a country with which Canada has an international bilateral industrial security instrument. The Industrial Security Program (ISP) has international bilateral industrial security instruments with the countries listed on the following PWGSC website <http://ssi-iss.tpsgc-pwgsc.gc.ca/gvrnmnt/risi-iisr-eng.html>
2. The Contractor and/or any and all subcontractors must provide proof that they are incorporated or authorized to do business in their jurisdiction.
3. The Foreign recipient **Contractor / Subcontractor** shall, at all times during the performance of the **Contract**, hold a valid Facility Security Clearance, issued by the NSA/DSA of their country, at the equivalent level of **SECRET**, and hold an approved Document Safeguarding Capability Clearance at the level of **SECRET**.
4. All **CANADA PROTECTED and/or CLASSIFIED** information/assets provided or generated under this **Contract** will continue to be safeguarded in the event of withdrawal by the recipient party or upon termination of the **Contract**, in accordance with the National Policies of their country.
5. The Foreign recipient **Contractor / Subcontractor** shall provide the **CANADA PROTECTED and/or CLASSIFIED** information/ assets a degree of safeguarding no less stringent than that provided by the Government of Canada in accordance with the National Policies, National Security legislation and regulations and as prescribed by the NSA/DSA of their country.
6. All **CANADA PROTECTED and/or CLASSIFIED** information/assets provided to the Foreign recipient **Contractor / Subcontractor** pursuant to this **Contract** by the Government of Canada, shall be marked by the Foreign recipient **Contractor / Subcontractor** with the equivalent security classification utilized by their country and in accordance with the National Policies of their country.
7. The Foreign recipient **Contractor / Subcontractor** shall, at all times during the performance of this **Contract**, ensure the transfer of **CANADA PROTECTED and/or CLASSIFIED** information /assets be facilitated in accordance with the National Policies of their country, and in compliance with the provisions of the Bilateral Industrial Security Instrument between their country and Canada.
8. Upon completion of the Work, the Foreign recipient **Contractor / Subcontractor** shall return to the Government of Canada, via government-to- government channels, all

**CANADA PROTECTED and/or CLASSIFIED** information/assets furnished or produced pursuant to this **Contract**, including all **CANADA PROTECTED and/or CLASSIFIED** information/assets released to and / or produced by its subcontractors.

9. Such **CANADA PROTECTED and/or CLASSIFIED** information/assets shall be released only to foreign recipient **Contractor / Subcontractor** personnel who have a need to know for the performance of the **Contract**, must be a citizen of a country with which Canada has an international bilateral security Instrument, and must each hold a valid personnel security screening at the level of **RELIABILITY STATUS, CONFIDENTIAL or SECRET**, as required, granted or approved by their respective country NSA/DSA, in accordance with the national policies of their country.
10. Until the Foreign recipient's responsible NSA/DSA for industrial security of the suppliers country has provided Canadian DSA with the required written Personnel Security Screening assurances, the Foreign recipient **Contractor / Subcontractor** personnel SHALL NOT HAVE ACCESS to **CANADA PROTECTED and/or CLASSIFIED** information/assets, and SHALL NOT ENTER "Government of Canada" or "Contractor" sites where such information or assets are kept, without an escort. An escort is defined as "a Government of Canada" or "Contractor" employee who holds the appropriate Personnel Security Clearance at the required level.
11. **CANADA PROTECTED and/ or CLASSIFIED** information/assets provided or generated pursuant to this **Contract** shall not be further provided to a third party Foreign recipient Subcontractor unless:
  - a. written assurance is obtained from the third-party Foreign recipient's NSA/DSA to the effect that the third-party Foreign recipient Subcontractor has been approved for access to **CANADA PROTECTED and/ or CLASSIFIED** information by the third-party Foreign recipient's NSA/DSA; and
  - b. written consent is obtained from the NSA/DSA of the supplier's country, if the third-party Foreign recipient Subcontractor is located in a third country.
12. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of their respective NSA/DSA, in accordance with the National Policies of the supplier's country.
13. The Foreign recipient **Contractor / Subcontractor** shall not use the **CANADA PROTECTED and/or CLASSIFIED** information/assets for any purpose other than for the performance of the **Contract** without the prior written approval of the Government of Canada. This approval must be obtained by contacting the Canadian DSA.
14. The Foreign recipient **Contractor / Subcontractor** visiting Canadian Government or industrial facilities, under this contract, will submit a Request for Visit form to Canada DSA, through their respective NSA/DSA.
15. The Foreign recipient **Contractor / Subcontractor** shall immediately report to the Canadian DSA all cases in which it is known or there is reason to suspect that

**CANADA PROTECTED and /or CLASSIFIED** information / assets pursuant to this **Contract** has been compromised.

16. The Foreign recipient **Contractor / Subcontractor** shall immediately report to its respective NSA/DSA all cases in which it is known or there is reason to suspect that **CANADA PROTECTED and /or CLASSIFIED** information/assets accessed by the Foreign recipient **Contractor / Subcontractor**, pursuant this **Contract**, have been lost or disclosed to unauthorized persons.
17. The Foreign recipient **Contractor / Subcontractor** shall not disclose the **CANADA PROTECTED and /or CLASSIFIED** information to a third party government, person, firm or representative thereof, without the prior written consent of the Government of Canada. Such consent shall be sought through the recipient's National Security Authority/ Designated Security Authority (NSA/DSA).
18. The Foreign recipient **Contractor / Subcontractor** shall comply with the provisions of the Bilateral Industrial Security Memorandum of Understanding between the supplier's country and Canada, in relation to equivalencies.
19. In the event that a Foreign Contractor is chosen as a supplier for this Contract, subsequent Country-Specific Foreign security requirement clauses shall be generated and promulgated by the Canadian DSA, and provided to the Government of Canada Contracting Authority, to ensure compliance with the security provisions, as defined by the Canadian DSA, in relation to equivalencies.
20. The Foreign recipient **Contractor / Subcontractor** must comply with the provisions of the Security Requirements Check List attached at RFP Annex C" [Note: Anticipated SRCL for the RFP is included with this ITQ];



ANNEX 1:  
HIGH LEVEL REQUIREMENTS

## 1. MPMCT PROJECT

### 1.1. PROJECT OVERVIEW

The Canadian Armed Forces' (CAF) approach to Military Personnel Management (MPM) as a whole, along with the collection of Information Management (IM)/Information Technology (IT) applications and systems being used, have not kept pace with the changing nature of CAF operations, organizations, missions, readiness requirements and evolving personnel management.

As a result, the CAF has an immediate requirement for a more modern, flexible and integrated MPM capability and must transform the approach to MPM to ensure the continued delivery of essential personnel management, compensation and benefits services from now and into the future. This requirement flows from the *Canada First Defence Strategy*.

The Department of National Defence (DND) has stood up the Military Personnel Management Capability Transformation (MPMCT) Project to address this concern and to deliver this needed capability. The MPMCT Project will develop a solution to update the CAF Human Resource (HR) and Payroll policies, processes and procedures, and create the architecture for the technology platform needed to deliver it. The technology platform will be based on Commercial Off-The-Shelf (COTS) software, including Oracle PeopleSoft Enterprise Resource Planning (ERP) software. The combined business and technology solution, known as *Guardian*, will change how DND/CAF do business daily with respect to military personnel records, pay, and access to benefits and services.

The MPMCT 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 CAF transformation goals and objectives, and will be enabled by the concurrent delivery of the upgrade and replacement of existing IM/IT enablers. Specifically, the MPMCT Project's scope is defined as the implementation and integration of *Guardian* which includes the delivery of the following key components:

- a. Transforming DND/CAF business that supports the delivery of HR and Payroll services, including: policy transformation; business process re-engineering and training;
- b. Configuring, implementing and integrating Oracle PeopleSoft that will replace legacy CAF HR and Payroll applications (in conjunction with Public Works and Government Services (PWGSC)'s Pay Modernization project);
- c. Modernizing the supporting IT infrastructure (in conjunction with Shared Services Canada (SSC));
- d. Migrating data from legacy DND applications into *Guardian*;
- e. Developing and integrating interfaces between *Guardian* and other DND applications/systems, as well as other Canadian Government Departments and external partners that require CAF HR and payroll information; and
- f. Transitioning *Guardian* into an in-service state.

### 1.2. MPMCT PROJECT DESIRED OUTCOMES

The MPMCT Project will deliver the following core business requirements across all MPM business functions, in support of achieving specific business outcomes in the following areas:

- (a) Operational Readiness: Development of a simplified and streamlined approach in the areas of strength management, reserve employment; posting and Temporary Duty, and component and occupational Transfer;

- (b) Personnel Management: More complete, efficient and reliable management of the underlying personnel data covering records management; single pay pricing; currency exchange; Public Service Health Care Plan; reserve attendance; pay transformation; and benefits management; and
- (c) Business Continuity: Ensuring situational awareness and a seamless transition to in-service support using best practices in areas such as legislation changes; health care, Veterans Affairs Canada (VAC); new policy initiatives; honours and awards; release, health and safety; grievance; recruiting; training & education; and care of the ill and injured.

The transformation of key military personnel policies, processes, and procedures; re-alignment of the overall approach to MPM with current best HR and Payroll practices; and implementation of an up-to-date integrated PeopleSoft application, providing both technical currency and extended functionality, will allow the CAF to achieve the following outcomes:

- Alignment with Government of Canada (GC) and Departmental ERP strategy as it relates to both HR and Pay;
- Improved Regular and Reserve Force integration;
- Increased operational readiness (availability);
- Increased process efficiencies and effectiveness;
- Increased level of service delivery to commanders, staff and members;
- Improved reporting accuracy and relevance;
- Elimination of redundant systems;
- Increased quality of data;
- Increased confidence in the MPM system by all stakeholders; and
- Increased member satisfaction (morale).

### 1.3. MPMCT PROJECT CYCLES

The MPMCT Project has adopted a cyclical approach to definition and implementation that allows for business needs to be defined and developed in separate cycles. This has enabled the development of an enterprise-wide solution that incorporates the transformation of related business processes and procedures and the full integration of the HR and Pay functions. These transformations and upgrade efforts will occur throughout all cycles of the project using parallel work streams that will focus on the implementation of transformed policies, processes and procedures. These will function in coordination with the use of extended functionality and best practices provided by upgraded IM/IT enablers. Each of the three cycles is defined below:

- (a) Cycle 1 - definition of business and technical requirements and design of core MPM/HR functionality; this cycle has been completed.
- (b) Cycle 2 – currently underway, focuses on the implementation of *Guardian* Release 1 with some limited business transformation.
- (c) Cycle 3 – is comprised of a definition phase and two implementation sub-cycles.
  - Cycle 3 definition, currently underway, focuses on the definition and design of the full MPMCT MPM/HR and Pay operating capability, including the finalization of the detailed business requirements and the development of a holistic *Guardian* solution design.
  - Cycle 3 will implement multiple additional *Guardian* Releases to achieve MPMCT's Full Operating Capability (FOC), and will be executed in Sub-Cycle 3A and Sub-Cycle 3B. Sub-Cycle 3A implementation will deliver *Guardian* Release 1.X which extends the functionality of *Guardian* Release 1 as well as the detailed design to deliver Military Pay on the PWGSC Pay Modernization

payroll system known as *Phoenix*. Sub-Cycle 3B implementation will deliver *Guardian* Releases 2, 3 and 4.

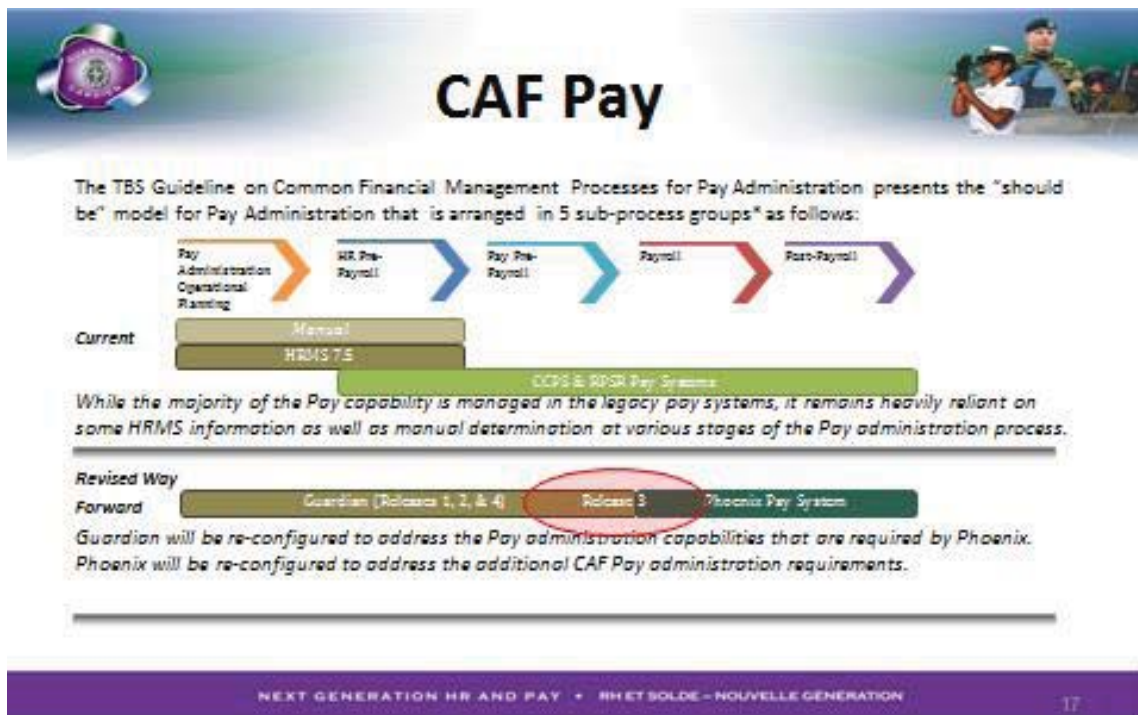
At the present time, it is anticipated that Cycle 3B Implementation will be the final MPMCT Project implementation cycle. Cycle 3B Implementation will be followed by a project close-out phase and subsequent, on-going, in-service support of *Guardian*.

#### 1.4. GUARDIAN IMPLEMENTATION

The MPMCT Project has developed an implementation strategy that notionally calls for five incremental releases of *Guardian*, with each release providing additional functionality and integration leading to FOC:

- a) Release 1 of *Guardian*, currently underway as part of MPMCT Project Cycle 2, will result in the implementation of a single HR instance of PeopleSoft version 9.1 that will replicate the heavily customized functionality currently embedded in DND's Human Resource Management System (HRMS) PeopleSoft version 7.5, and will allow for the decommissioning of the HRMS 7.5. Release 1 is being deployed by DND resources and does not form any part of the scope of work to be done by any resulting Systems Integrator (SI) Contractor.
- b) Anticipated future Releases of *Guardian* to be implemented in MPMCT Project Sub-Cycles 3A and 3B will enable full business transformation and the decommissioning of the CAF's two payroll applications, i.e. the Central Computation Pay System (CCPS) and the Revised Pay System for the Reserves (RPSR). At this time, the MPMCT Project is planning to complete this implementation work through four additional Releases:
  - Release 1.X: This *Guardian* Release will be delivered by DND resources during Sub-Cycle 3A implementation and does not form any part of the scope of work to be done by any resulting SI Contractor. It will include limited self-service functions, elements of CAF Talent Management, elements of MPMCT's Defence-in-Depth security controls, and the foundation for *Guardian* Application Integration Services.
  - Release 2: This *Guardian* Release will be delivered during Sub-Cycle 3B implementation and will be included in the scope of work to be done by any resulting SI Contractor. It will include an upgrade to PeopleSoft 9.2, transformed core MPM/HR business functions, and Compensation and Benefits and Payroll administration steps ((Treasury Board (TB) steps 1-3 as described below) managed in *Guardian*;
  - Release 3: This *Guardian* Release will be delivered during Sub-Cycle 3B implementation and will be included in the scope of work to be done by any resulting SI Contract. It will include enhancing the MPM/HR business functions, integration of the *Guardian* payroll administration (TB steps 1-3 as described below) with the payroll processing (TB steps 4 & 5 as described below) to be delivered in *Phoenix*; and
  - Release 4: This *Guardian* Release will be delivered during Sub-Cycle 3B implementation and will be included in the scope of work to be done by any resulting SI Contract. It will include MPM/HR enhancements and new functionality.

It should be noted that the MPMCT Project is adhering to the TB's definition of the five key Payroll administration processes that encompass personnel payroll management (See Figure 1).



**Figure 1 – Common Financial Management – Pay Administration**

The first three processes will be included and carried out within the MPMCT *Guardian* solution

- 1) Pay Administration Operational Planning
- 2) Human Resource Pre-Payroll
- 3) Pay Pre-Payroll

and the remaining two will be included and carried out within the Pay Modernization *Phoenix* solution.

- 4) Payroll
- 5) Post-Payroll

A detailed description of these processes can be found at the following link, "Guideline on Common Financial Management Business Process 5.1 - Pay Administration": <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=17172>

### 1.5. GUARDIAN REQUIREMENTS

A number of documents will be provided to ITQ Responsive Suppliers for review during the RRR stage. For a foundational understanding of the MPMCT Project requirements, the Statement of Operational Requirements for the Guardian Solution v8.0 – has been provided in Annex A.

## 2. MPMCT SYSTEMS INTEGRATOR (SI) REQUIREMENT

### 2.1 MPMCT SI REQUIREMENT - HIGH LEVEL OVERVIEW

The MPMCT Project has initiated this procurement process to seek system integration professional services to support the development, implementation, and integration of *Guardian* beyond Release 1. The services of a SI Contractor are required in MPMCT Project Cycle 3B implementation to deliver an integrated CAF HR and Pay solution that:

- a) Satisfies, at a minimum, the core solution business requirements which includes all HR functionality that feeds into, or impacts, the payroll process;
- b) Is primarily based on Oracle PeopleSoft with the military option activated, for which DND has licenses;
- c) Implements the COTS software with minimal customization and leverages, to the maximum extent possible, the HR and Pay business practices that are inherent in Oracle PeopleSoft, such as, but not limited to:
  - i. the automation of administrative HR tasks, reducing the time and cost of those tasks and freeing HR staff to focus on higher value activities;
  - ii. enable CAF members to manage important life and work events on their own (self-service); and
  - iii. provide managers of CAF members with the tools (portal) to accomplish their key HR tasks.
- d) Makes use, as appropriate, of other DND licensed COTS products; and
- e) Minimizes the number and use of custom-built applications.

Any resulting SI Contractor will perform the following key activities in MPMCT Project Cycle 3B implementation for Releases 2 through 4 of *Guardian*:

- a. Support the activities of the MPMCT Project Management Office (PMO) by identifying the gaps between the MPMCT business requirements and the *Guardian* Release 1.X solution capabilities;
- b. Participate as an active member of an Integrated Project Team working hand-in-hand with DND/CAF business, project management and technical resources;
- c. Propose, configure, implement and integrate additional MPM/HR components and/or tools to meet the residual MPMCT Project requirements that will not be satisfied as part of the initial upgrade of the existing HRMS PeopleSoft 7.5 platform to *Guardian* Release 1.X;
- d. Provide expert technical resources “as and when requested” to augment DND’s in-service support team after Release 4;
- e. Should an alternative approach to implementing pay functionality (see Annex 1, Figure 1 Common Financial Management – Pay Administration, processes 4 and/or 5) be considered or required and subject to additional approvals, implement payroll and post-payroll business functions in *Guardian* through the execution of an option within any resulting MPMCT SI Contract, and also propose, configure, implement and integrate additional Pay components and/or tools to meet the residual MPMCT Project requirements.

- f. Implement classified *Guardian* security requirements through the execution of an option within any resulting MPMCT SI Contract; and
- g. Execute ad-hoc work that was unforeseen at the time of the solicitation (ex. legislative changes) on an “as and when requested” basis.

Any resulting SI Contractor must provide IM/IT technical expertise and professional services resources in the areas of application development and integration; business process re-engineering; information integration and data migration; application and data security, to review and finalize the MPMCT Project implementation plans for *Guardian* Releases 2 through 4, and implement *Guardian* to enable the adoption of industry-standard HR and Pay best practices and business processes.

Any resulting SI Contractor's Work will include the provision of various professional services, including but not limited to:

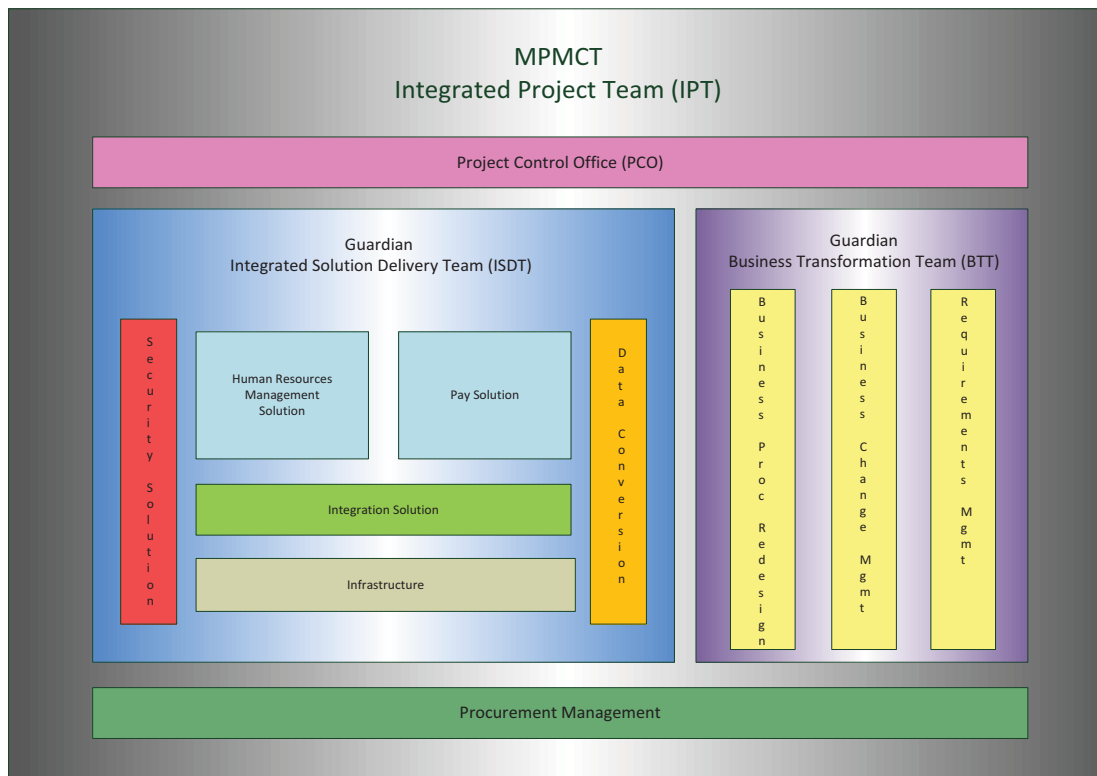
- Project management and planning services of the SI team;
- Requirements mapping and gap analysis;
- Business process re-engineering services;
- Solution architecture and design services;
- Software implementation services including COTS configuration, tailoring and customization;
- Software engineering and technical support services such as custom software maintenance and software change management; and
- Other related services.

It is not intended that the scope of any resulting contract will include the provision of software licenses or hardware by the Contractor. Any resulting SI Contractor will be required to provide a Systems Integration solution within the technical environment established by Canada.

## **2.2 GUARDIAN INTEGRATED PROJECT TEAM (IPT)**

The MPMCT Project is comprised of resources from DND/CAF, PWGSC, SSC and industry which form the basis of the MPMCT IPT. The MPMCT IPT is comprised primarily of four sub-teams, the Project Control Office, the *Guardian* Integrated Solution Delivery Team (ISDT), the Business Transformation team and Procurement Management team, as depicted in the following diagram:





**Figure 2 - MPMCT Integrated Project Team (IPT)**

Any resulting SI Contractor will be an integral member of the *Guardian* ISDT and will provide resources to play key roles within this sub-team structure.

The ISDT is responsible for the following components as identified in Figure 2:

**a) Human Resources Management Solution**

The Human Resources Management Solution is where the core military human resource management capability will be delivered. Any resulting SI Contractor, working with other DND/CAF and Government of Canada technical resources, will play a leadership role in the delivery of this capability.

**b) Pay Solution**

The Pay Solution will be one of the more complex components within *Guardian* as it will be split into a pre-pay/administration sub-component and a pay/post-pay sub-component. Any resulting SI Contractor will have an integral part in delivering the pre-pay/administration sub-component. The ISDT will need to work closely with the PWGSC Pay Modernization project, whose responsibility based on TB direction is to deliver the pay/post-pay sub-component, in order for the complete Military Pay solution to be delivered.

**c) Integration Solution**

The Integration Solution provides the capability to exchange data and communicate internally within the multi-system *Guardian* solution as well as externally between *Guardian* and other independent enterprise and legacy applications. The DND/CAF technical team will establish the initial foundation of an Enterprise Service Bus (ESB) as the key technical component of the



integration solution. A few key system integration points will be on-boarded to this capability prior to the start of any resulting SI Contract. Any resulting SI Contractor will expand on the use of the ESB to satisfy additional systems integration requirements.

**d) Data Conversion**

Data contained within the legacy HR and Pay solutions will be cleansed and converted as required to the new *Guardian* solution. Considerable effort will have already been completed for Release 1 of *Guardian* prior to any resulting SI Contract award, however further data conversion effort will be required by any resulting SI Contractor as additional legacy application capability is replaced by *Guardian*.

**e) Security Solution**

The Security Solution encompasses the broad spectrum of hardware, software, network, application and business security processes, procedures and tools that will be interconnected and integrated into a secure *Guardian* operating environment. The DND/CAF and SSC will be responsible for the delivery of the security solution; however any resulting SI Contractor will be consulted to provide advice and guidance and to provide optional professional services to implement classified *Guardian* security requirements.

**f) Infrastructure**

All project Infrastructure will be provided and maintained by SSC.

**ANNEX 1- A**

**STATEMENT OF OPERATIONAL REQUIREMENTS (SOR) FOR THE *GUARDIAN* SOLUTION**

**Note:** *The MPMCT SOR v8 has been formally approved and baselined; however, it is subject to potential change through the MPMCT Project Change Management Process.*



# Statement of Operational Requirements

for the

**GUARDIAN SOLUTION**

## Military Personnel Management Capability Transformation



NEXT GENERATION HR AND PAY  
RH ET SOLDE – NOUVELLE GÉNÉRATION

**Project Number C.001576**

**Project Sponsor: Chief Military Personnel (CMP)**

**Version 8.0**

**Dated: 18 Dec 2014**

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## RECORD OF AMENDMENTS

| Version No. | Amendment Date | Description   |
|-------------|----------------|---|
| 1.0         | 10 Nov 09      | BTI -- First published draft.   |
| 2.0         | 27 Nov 09      | BTI – Second published draft.   |
| 3.0         | 04 Dec 2009    | Revised draft – MPMCT Project team feedback   |
| 4.0         | 30 Dec 09      | Revised draft – MPMCT stakeholder feedback. <ul style="list-style-type: none"> <li>• CMP / CDA - MGen JPYD Gosselin</li> <li>• CMP / CDA - LCol SC Fraser</li> <li>• VCDS / DGCAFGA - LCol JAA Lemieux</li> <li>• CMP / DOL - Col JPL Meloche</li> <li>• CMP / DHRD - Cdr YJE Couture</li> <li>• CMP / J1 Coord - LCol BT Newlove</li> <li>• CMP / DPGR - LCol JD McConnell</li> <li>• CMP / DGPFSS - Maj DE Connors</li> </ul> |
| 5.0         | 19 Feb 10      | Final – SRB and MPMCT stakeholder feedback. <ul style="list-style-type: none"> <li>• VCDS DDFP - LCdr Harrold</li> <li>• CANOSCOM - Maj Burgess</li> <li>• SJS - LCol Smith</li> <li>• IMG CCI2 - LCol Blythe</li> <li>• CLS DLPM/G1 - Col Moher</li> <li>• CLS DLPM/G1 - CWO Neil</li> </ul>   |
| 5.0         | 16 Aug 10      | Revised Final to include CFD within signature block.  |
| 6.0         | 31 Jan 11      | Refined to accurately describe the defined solution and provide clarity to industry (Request For Proposal process).   |
| 6.1         | 24 Apr 12      | Amended to address SRB membership   |

## RECORD OF AMENDMENTS

| Version No. | Amendment Date | Description  |
|-------------|----------------|--|
|             |                | feedback.  |
| 7.0         | 21 Aug 13      | <p>Overall edit and information updates from various meetings with Subject Matter Experts (SMEs) based on Op Guardian Decision Brief of 21 November 2012, and MPMCT Project Charter V5.1 dated 18 July 2013.</p> <p>Amended to address additional feedback from CA on version 6.1</p> <p>Modified content based on the following approved Change Requests:</p> <ul style="list-style-type: none"> <li>• CR20121010T143426 related to Occupation Transfer</li> <li>• CR20121010T144443 related to Component Transfer</li> <li>• CR #20121010T144900 related to Foreign Currency Payroll</li> <li>• CR20121102T143345 related to Leave and Absence Management</li> <li>• CR20130208T114659 related to Removal of Subsidized Meals from the Subsidized Benefits Sub-process</li> <li>• CR21030625153914 related to Single Pay Pricing</li> <li>• CR20130522T131903 related to Strength Management – Name Change</li> </ul> <p>Reviewed and updated annex B to ensure alignment with Business Requirements Documents</p> <p>Added Business Function to Business Requirements Documents matrix at annex F</p> |
| 8.0         | 18 Dec 2014    | <p>Overall edit and information updates from various meetings with Subject Matter Experts (SMEs).</p> <p>Updated the document to address the following:</p>  |

## RECORD OF AMENDMENTS

| Version No. | Amendment Date | Description   |
|-------------|----------------|---|
|             |                | <ul style="list-style-type: none"> <li>- Modified content based on CR 20131115T110941 – move Grievance Business Function as an out-of-scope item</li> <li>- consistent use of references to Guardian</li> <li>- support for processing classified information</li> <li>- section 1.7 – updated current situation</li> <li>- section 1.8 – updated project dependencies</li> <li>- section 1.9 – updated alignment activities</li> <li>- general term for security/information control incorporated</li> <li>- section 2.1 – removed reference to families</li> <li>- section 2.4 – updated description</li> <li>- section 2.5 – aligned to current training strategy</li> <li>- section 2.8 – aligned to current training strategy</li> <li>- section 3 (g) – updated reference to customizations</li> <li>- section 3.1 – removed reference to specific implementation cycles, replaced with general approach</li> <li>- section 3.2 – aligned to latest information</li> <li>- section 4.2.1 – aligned to current items In/Out of scope</li> <li>- section 4.8 – aligned to current requirements</li> <li>- section 7.2 – aligned to current training strategy</li> <li>- section 8 – aligned to current</li> </ul> |

## RECORD OF AMENDMENTS

| Version No. | Amendment Date | Description   |
|-------------|----------------|---|
|             |                | <p>milestones</p> <ul style="list-style-type: none"><li>- section 12 – aligned to current authorities</li><li>- Annex B – aligned to current items In/Out of scope</li><li>- Annex C – aligned to current items In/Out of scope</li><li>- Annex D – aligned to current items In/Out of scope</li><li>- Annex F – aligned to current items In/Out of scope</li></ul> |



### **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.

Modification to this document is managed through the project Change Management Board (CMB) approval process, and subject to Senior Review Board (SRB) endorsement.

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ANNEXES

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# **1 INTRODUCTION**

## **1.1 Aim**

The aim of this document is to state the planning parameters and functional requirements for a modernized and integrated Military Personnel Management (MPM) capability (known as Guardian) that will transform Human Resources and Pay MPM support to the members of the Department of National Defence (DND) and Canadian Armed Forces (CAF) 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:

- a. integrated and simplified policies, processes and procedures to better support CAF components, sub-components, commanders, men and women in uniform;
- b. a modern, integrated and agile MPM system providing for multiple modes of access including a self-serve capability; and
- c. an integrated system of record for core MPM data.

The MPMCT Project will deploy Guardian which is the Human Resources (HR) and Pay solution offering a modern, flexible and integrated workforce management system that will provide accurate, reliable, responsive and trustworthy information to deliver sustainable value to current and future DND/CAF members.

### **1.2.2 Tactical Outcomes**

The planned integration of policy, transformation of business process and information management functionality will also result in significant enhancements to MPM capabilities, as represented by:

- a. increased process effectiveness and efficiency leading to increase service delivery to members, commanders and staff;
- b. increased access to, and accuracy of, MPM data;
- c. increased quality of management information;
- d. improved MPM capability of commanders and staff;
- e. a rationalization of redundant systems; and
- f. increased system stability, reliability and maintainability resulting in decreased system support costs and future agility.

### **1.2.3 Operational Outcomes**

This will support achievement of the following target operational outcomes:

- a. increased capacity and capability for operational/institutional employments;
- b. increased member operational readiness (availability);
- c. increased members satisfaction (morale);

- d. increased effectiveness and efficiency of commanders and staff;
- e. more informed decision making;
- f. increased confidence in System of Record;
- g. increased confidence in the MPM approach by all stakeholders; and
- h. increased compliance with mandated requirements such as the *Financial Administration Act* (FAA).

#### 1.2.4 Strategic Outcomes

Finally, the delivery of Guardian will result in:

- a. increased alignment with Government of Canada (GC) requirements (e.g. CFDS, FAA, etc.);
- b. increased operational readiness resulting from increased individual readiness;
- c. attainment of a transformed MPM capability; and
- d. placing the right person, in the right place, at the right time, with the right qualifications in the best way possible.

### 1.3 Key Assumptions

The key assumptions of the MPMCT Project are the following:

- a. the MPMCT project will maintain alignment with the *Canada First* Defence Strategy (CFDS) and Defence Enterprise Resource Planning (ERP) Strategy;
- b. where possible and logical, legacy policies/procedures/systems/stand-alone applications will be discontinued/decommissioned once Guardian is in place and proven capable of meeting the defined corporate and operational business requirements;
- c. the MPMCT project has identified a requirement to deliver a solution that will store and process data up to the SECRET designation, in accordance with Department security policies such as VCDS Directive 293, DAOD 8001-0 and 8001-1 (draft), etc.; and
- d. 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

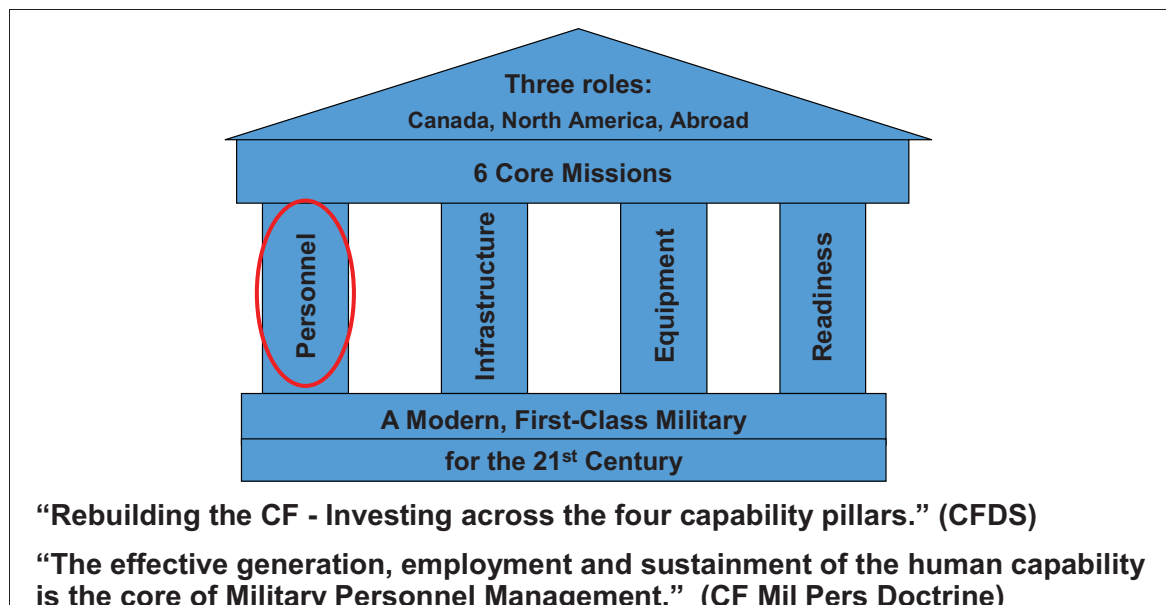
### 1.4.1 Summary

The MPMCT Project is one of two projects under Chief Military Personnel's (CMP) 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 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 CFDS which provides a road map for the modernization of the CAF 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 as shown in *Figure 1-1*.

**Figure 1-1 – CFDS Pillars**



The MPMCT project will address 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 CAF 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.
- 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<sup>1</sup>

- c. 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 Personnel Tracking and Readiness, Reserve employment, posting, and component and occupational transfer.
- d. The CAF needs a more flexible personnel generation capacity and must transform the approach to MPM 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 CAF, 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 in the right place at the right time, with the right qualifications in the best way possible.

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

## **1.5 Capability Deficiencies**

### **1.5.1 Drivers for Change**

There are many areas of CAF personnel generation and readiness requirements for operations that are not adequately serviced by the current MPM, they are:

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<sup>1</sup> For HR Clustering and use of PeopleSoft 9.1+, see TBS/OCHRO Common Human Resources Business Process, 2008. For PeopleSoft Payroll 9.1 for North America, see Military Pension Renewal project, 2010. For PeopleSoft HR, see TBS/OCHRO & CIOB Enterprise Resource Planning Strategy, 2012.

1. 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 Information Management/Information Technology (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 Defence 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;
2. 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;
3. 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. Furthermore, 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 Personnel Tracking and Readiness, 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;
4. 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;



5. 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 in the right place at the right time, with the right qualifications in the best way possible. DND and the CAF 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;
6. 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;
7. The CAF 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;
8. 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
9. 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 payments 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 MPM. 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 CAF achieve the level of ambition detailed in the CFDS and investment plan.

### **1.5.2 Service Capability Gaps**

The above deficiencies and many others are captured in one form or another in the CAF 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 management and support in theatre.

A list of the SCR capability gaps being addressed, either fully or partially, appears at ***Annex A – SCR Capability Gaps***.

## **1.6 Project Constraints**

The MPMCT Project is subject to the following overarching constraints:

- a. Regulatory and/or policy modernization initiatives must recognize the existing legislative framework while aligning with the CFDS, the strategic intent of CAF 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. The project will leverage licensing for commercial software available to the GC and to the DND;
- d. 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, and align to the Defence ERP Strategy. As such, the core MPM platform will remain PeopleSoft-based and will be upgraded to the latest Defence variant of PeopleSoft;
- e. The pay solution will be based on PeopleSoft Payroll for North America which is the product acquired by the GC Pay Modernization Project;
- f. Guardian must, to the greatest degree possible, meet identified requirements through the configuration of the software, not through customization;
- g. Over the course of the project implementation timeline, MPM policies and processes will continue to evolve. Guardian must provide enough flexibility to address the continuously changing policy and business process environments;
- h. 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)), aligning to product standards over customization; and
- i. The system hosting infrastructure and services will be provided by Shared Services Canada (SSC) and may be subject to strategic changes for corporate hosting, network and desktop services directed by SSC.

### **1.7 Current Situation**

The MPMCT Project has received Treasury Board approval on 17 Jun 2014 for Cycle 2 Implementation and Cycle 3 Definition, thereby implementing a technical refresh of the core human resource management software to the Government of Canada approved platform software, Oracle PeopleSoft Version 9.1, carrying over many of the current customizations, with Cycle 3 Definition finalizing the definition of the Full Operational Capability which will further develop the detailed business requirements and the technical design for the transformation of Regular and Reserve Force payroll and human resources.

The Ministers have however noted the possibility of leveraging PWGSC expertise to deliver the pay and benefits component of the project. In this regard, TB approval was granted on the condition of DND and PWGSC jointly developing a business case within 9 months which compares the option of having PWGSC act as the delivery agent for the military pay and benefits using the existing infrastructure, with the option of proceeding with a private sector delivery agent.

To this end, DND and PWGSC have completed a high-level fit/gap assessment and a detailed fit/gap assessment of the of the PWGSC option. While there remains significant work to be accomplished to establish the governance framework, the end-state in-service support structure, and of course the detailed solution design, the fit/gap has identified no capability showstoppers at this time.

In addition, DND, PWGSC, TBS/OCHRO and TBS/CIOB have evaluated the feasibility of the GC MyGCHR solution to be used for military HR which identified numerous items of concern. It was therefore decided to not pursue this course of action at this time, subject to review in the fall of 2015.

Cycle 2 Implementation of Guardian Release 1 is well underway and remains on target for an October 2015 roll-out into production. Cycle 3 Definition however is under considerable pressure given the additional effort required to address the condition. In addition to resources applied to the fit/gap exercises, the condition has delayed the acquisition of a Solution Integrator. At this time, the Definition of Cycle 3 is not mature enough to complete (design and costing) due to the new way forward, leading up to a joint DND/PWGSC/SSC submission. The TB Submission for Cycle 3 implementation baseline date for Fall 2015 as identified in the project milestones is therefore unachievable and the project is currently undergoing a significant re-planning exercise.

### 1.8 Project Interdependencies

*Table 1-1* lists DND/CAF related projects that have a dependency on the MPMCT project.

| <b>Table 1-1 – MPMCT Related Projects – Dependency Relationship</b> |                       |  |  |
|---|-----------------------|--|--|
| <b>Project Title</b>  | <b>Project Number</b> | <b>Dependency Description</b>  | <b>Impact if not delivered</b>   |
| 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. | Guardian is not designed to process pension contributions and deductions. In the event that Military Pension Renewal (MPR) does not proceed, DND will have to continue to maintain the current pension solution and also the Public Service Health Care Plan (PSHCP) legacy solution for annuitants. MPMCT project may be responsible for redesigning the interface to these applications. |
|   |                       |  |  |

**Table 1-1 – MPMCT Related Projects – Dependency Relationship**

| Project Title  | Project Number | Dependency Description  | Impact if not delivered  |
|--|----------------|---|--|
| GC Pay Modernization project (Public Works and Government Services Canada (PWGSC)) |                | <p>The GC Pay Modernization project is acquiring through their supporting contracts PeopleSoft as a pay solution (known as Phoenix) to replace the Regional Pay System (RPS).</p> <p>MPMCT and PWGSC have been directed to jointly develop a Business Case to have PWGSC act as the delivery agent for the military pay and benefits using the existing infrastructure.</p> <p>PWGSC is currently on-boarding wave 1 departments.</p> | <p>Delays in the on-boarding of other departments, or implementation of the CAF Phoenix solution, could delay the Payroll capability of the MPMCT project.</p> <p>Failure in PWGSC being capable of providing a CAF Phoenix solution would require MPMCT to develop a Payroll capability, with follow-on delays and maintenance of current legacy systems beyond their current target de-commissioning date.</p> |

### 1.8.1 Contributions

There are no significant DND/CAF related projects that contribute to the MPMCT project at this time.

## 1.9 Alignment Activities

**Table 1-2** lists DND/CAF related on-going matrix activities to which the Project is aligned.

| <b>Table 1-2 – MPMCT Alignment – On-going Matrix Activities</b> |                     |   |
|---|---------------------|---|
| <b>Activity</b>   | <b>Organization</b> | <b>Relationship</b>   |
| Multi-Year Establishment  | VCDS/CFD            | Guardian has been identified as a key enabler to the renewal of this business process. The project maintains a strong relationship to ensure the business changes are accurately reflected in Guardian. MPMCT is currently liaising with DHRIM and DDFP in an effort to support a Multi-Year Establishment in the short term. |
| Defence Business Management Program                             | VCDS/Exec Coord     | The project maintains a strong relationship to ensure alignment with the corporate vision and operational goals   |
| Canadian Forces Health Information System (CFHIS)               | CMP                 | The MPMCT will provide basic personnel information to CFHIS.  |
| Defence Learning Network (DLN)                                  | CMP                 | The DLN needs personnel data and provides qualification and training management data. DLN may be the vehicle to deliver some MPMCT business requirements.   |
| Defence Resource Management Information System (DRMIS)          | ADM FIN CS          | MASIS needs personnel data to support workforce management.   |
| Defence Renewal Team  | DM, CDS             | The MPMCT project has been identified as DRT SI 5.4   |
| IT&E Modernization (DRT SI 5.1)                                 | CDA                 | Guardian has been identified as a key enabler to the renewal of this business process. The project maintains a strong relationship to ensure the business changes are accurately reflected in Guardian.   |
| Career and Succession Management (DRT SI 5.2)                   | DGMC                | Guardian has been identified as a key enabler to the renewal of this business process. The project maintains a strong relationship to ensure the business changes are accurately reflected in Guardian.   |

**Table 1-2 – MPMCT Alignment – On-going Matrix Activities**

| Activity                                       | Organization               | Relationship   |
|--|----------------------------|--|
| CFRG 2016 (DRT SI 5.4)                         | CFRG                       | Guardian has been identified as a key enabler to the renewal of this business process. The project maintains a strong relationship to ensure the business changes are accurately reflected in Guardian.    |
| CMP Business Process Renewal (BPR) initiatives | CMP                        | Guardian has been identified as a key enabler to the renewal of these business processes. The project maintains a strong relationship to ensure the business changes are accurately reflected in Guardian. |
| Casualty Support                               | DSCM                       | Guardian is an enabler for this business process which is undergoing matrix-led changes. The project maintains a strong relationship to ensure the business changes are accurately reflected in Guardian.  |
| Release  | DMCA                       | Guardian is an enabler for this business process which is undergoing matrix-led changes. The project maintains a strong relationship to ensure the business changes are accurately reflected in Guardian.  |
| MES (Job Based Management)                     | DGPR                       | Guardian is an enabler for this business process which is undergoing matrix-led changes. The project maintains a strong relationship to ensure the business changes are accurately reflected in Guardian.  |
| CANSOFCOM                                      | CANSOFCOM                  | The project is monitoring the evolution of the security needs of this organization   |
| Military Personnel Command Suite (MPCS)        | Army Software Support Team | Capabilities not available within GC ERP mandated solutions may be leveraged using other approved HR management applications   |
| Naval Reserve Information Management System    | Naval Reserve              | Capabilities not available within GC ERP mandated solutions may be leveraged using other approved HR management applications   |

### **1.10 In-Service Relationships**

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

- a. Enterprise Business Intelligence. The reporting solution within Guardian will employ the Enterprise Business Intelligence (BI) capability<sup>2</sup> that is managed by DHRIM; and
- b. IT infrastructure (SSC). Guardian shall rely on the IT infrastructure and common enterprise services up to the Protected B designation.<sup>3</sup>

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<sup>2</sup> Application software designed to retrieve, analyze and report data.

<sup>3</sup> Note that IT infrastructure has transferred to Shared Services Canada (SSC).



## 2 GUARDIAN OPERATION

### 2.1 Mission and Scenarios

Through the implementation of Guardian, the MPMCT Project will transform military personnel management policies, processes and supporting IT infrastructure required to meet the CAF's operational requirements and the needs of the people who serve. Guardian is the HR and Pay solution for the MPMCT Project offering a modern, flexible and integrated workforce management system that will provide accurate, reliable, responsive and trustworthy information to deliver sustainable value to current and future DND/CAF members.

The planned harmonization and rationalization of regulations, policies and business processes will be aligned with CAF transformation goals and objectives, and will be enabled by the concurrent delivery of the upgrade/replacement of existing IM/IT enablers. Specifically:

- a. Compensation and Benefits Transformation – will result in harmonization and simplified processes for all CAF components, providing a seamless and streamlined transition between Personnel and Pay, eliminating redundancy and extended timelines.
- b. Policy Transformation – will result in transformed policies with supporting processes and procedures which will leverage technology to allow CAF 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.
- c. Business Continuity and Integration – 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.
- d. 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 (Enterprise Resource Planning based) solution that will support the policy framework and business processes.

## **2.2 Environment**

Guardian must operate in a diverse set of locations, conditions and security designations. The SSC<sup>4</sup> IT infrastructure and common enterprise services which will support Guardian capability must be able to provide service to these locations up to the Protected B designation. DND infrastructure and enterprise services must provide similar support for Guardian capability, above the Protected B designation. It must also be sufficiently robust to address the high volume of data and transactions coming from coast to coast and abroad, expected to be required to support the operation of the MPM capability use within the constraints of security and information control required for the management of HR and Pay information.

## **2.3 Threats**

Guardian 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 Guardian to 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, Guardian will be supported by a comprehensive Business Continuity Plan (BCP) which will include a Disaster Recovery Plan (DRP).

One of the risks identified in the MPMCT project is failure in organizational transition. To counter this risk, a Business Change Management Committee has been created for monitoring the organizational transition changes and ensuring a seamless transition.

## **2.4 Concept of Operations**

### **2.4.1 General**

The aim of the MPMCT Project is to deliver a transformed MPM system that will provide the CAF with a more flexible personnel generation and 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:

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<sup>4</sup> Note that IT infrastructure has transferred to Shared Services Canada (SSC).

- a. provide the necessary agility and flexibility to serve the evolving needs of those in uniform;
- b. increase operational readiness;
- c. increase service record management capability and accuracy;
- d. eliminate policy and process barriers impeding recruiting, retention, employment and access to benefits and services; and
- e. 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 possible. More Guardian functional and non-functional requirements can be found in ***Annex B – Functional Requirements and Annex D – Non-Functional Requirements.***

The MPMCT Project is focused on delivering a solution that will provide the basis for the transformation of the MPM System and provide supporting applications. Guardian will address and integrate, in whole or in part, the identified MPM business functions. Guardian will be based on and fully utilize the core capabilities provided by the latest version of the commercial ERP software, Oracle PeopleSoft™. The MPMCT Project will also provide a certification and accreditation of the solution to access the DWAN and proceed with data conversion.

#### **2.4.2 CAF 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 CAF 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 CAF.

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 CAF member, his/her CAF service record will be created and then maintained throughout his/her career, and until such time as required to meet all record retention and archiving obligations. The time record will commence when a CAF member is enrolled and will record evolution of the member throughout their career including transfers between components / sub-components or any re-enrolment up to the time of the CAF member's final release from the CAF. 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. 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 CAF 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 through the use of Guardian.

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

MPM 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 CAF chain of command with an accurate picture of the CAF's personnel strength and force generation/sustainment capability, while at the same time providing CAF 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. Guardian 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**

Guardian must be able to support CAF operations at all levels in accordance with GOC and DND security regulations and within the constraints of security and information control. At the strategic level, Guardian must be able to provide the necessary information needed to support and manage force readiness, conduct capability and capacity planning, and other analytical efforts. At the operational level, Guardian 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, Guardian must cater to

the day-to-day work associated with CAF members. Guardian 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**

Guardian 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 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. Guardian 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. Guardian will ensure CAF alignment with the Government of Canada Human Resources Business Solutions Project (HRBSP) and facilitate the expedient transfer of information across government agencies such as VAC through automated exchange, or improved manual business process supported by clear SOPs, and within the constraints of security and information control.

#### **2.4.6 Information Flow**

The fundamental principle upon which Guardian 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 minimizing 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 while remaining consistent with GOC and DND Security Policy and Regulations and Privacy. Automated transfers of information will be within the constraints of security and information control, and may be limited in some cases due to security considerations. Personnel involved in MPM such as commanders, recruiters, and Resource Management Support (RMS) clerks will view and update information based on their roles within Guardian. Individual members will be able to access their own record, make limited changes to their personal information, and initiate select transactions.

While Guardian will provide CAF 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. Guardian shall be regularly accessible and available where CAF personnel are serving, in the official language of their choice.

Guardian 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 utilization, and performance measurement.

#### **2.4.7 Security**

Access to Guardian shall be controlled via user roles and associated privileges within the constraints of security and information control. 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.

The MPMCT project has identified a requirement for a solution that will store and process data up to the SECRET designation, in accordance with Department security policies such as VCDS Directive 293, DAOD 8001-0 and 8001-1 (draft), etc. Guardian 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. All records will be kept safe in accordance with the *Privacy Act*. The Guardian solution will respect the constraints of security and information control.

#### **2.5 Concept of Support**

Guardian 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, IM/IT in-service organizations, and SSC<sup>5</sup> to develop a support concept and ensure a seamless transition to in-service support. Knowledge transfer from contracted project resources to DND personnel is essential. This effort will be developed during definition and incorporated into the Operational Readiness Plan.

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

- a. first line support for CAF personnel will be provided by units, bases or headquarters;
- b. second line support for Guardian users (unit, base or headquarters) will be provided by central helpdesk(s);
- c. third line support for helpdesks will be provided by the business and functional analysts;
- d. Guardian users will obtain training and be required to certify before being able to process;
- e. The training concept for steady-state (post FOC) training will be developed in collaboration with key stakeholders;

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<sup>5</sup> Note that IT infrastructure has transferred to Shared Services Canada (SSC).

- f. The Project will identify the required changes to steady-state training following FOC;
- g. Change Management/Business Transformation needs be will supported through a change management board;
- h. business analyst roles, duties and structure to address future business needs under Guardian will be reviewed;
- i. functional Analysts will be supported through training and an effective handover; and
- j. technical staff will be supported through training and an effective handover.

## 2.6 Key Roles

Guardian must be accessible to various types of users, subject to Security and Privacy specifications. The main users of Guardian are Commanders, Delegated Managers, Business Specialists, Functional Analysts, Technical Analysts, Security Specialists, Service Agents, and CAF Personnel.

These roles (users) are further defined within System Access described in *Annex D – Non-Functional Requirements*.

## 2.7 Key Tasks

The key tasks to be performed by Guardian are to manage CAF personnel HR information, compensate CAF personnel for their work, and provide the capability to manage the effective strength of the CAF. Tasks performed by the various roles will be dependent 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 CAF personnel will be required to process some of their own data and requests.

## 2.8 User Characteristics

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

Given the extent of user access to be provided, Guardian 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 Guardian;
- **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 Guardian 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:** The MPMCT Project will deliver training using a risk-based approach that will define training requirements based on user roles, complexity and consequence of error. All users will receive training adapted to their role upon initial implementation of Guardian and will be required to certify prior to processing. A certification program will be required for new users subsequent to implementation. Extensive user help will be available for all classes of users;
- **Population (files):** the MPM capability for the CAF manages information for three distinct groups of employees:

First, it manages the information for all members of the CAF, numbering approximately 124,700. CAF members are employed and deployed across Canada and abroad. The breakdown of the CAF members is as follows:

- **Regular Forces:** employed full-time (approximately 68,000);
- **Primary Reservists:** employed both full-time and part-time (approximately 28,000);
- **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 full-time and part-time (approximately 7,900).
- While not accounted for in the total numbers above, the MPM capability manages information on approximately 5,100 civilians who directly support the Cadet Organization. The breakdown of these civilian employees is as follows:
  - **Civilian Cadet Instructors:** employed both full-time and part-time (approximately 2,100); and
  - **Staff Cadets:** summer employment for senior cadets (approximately 3,000).

Second, it manages information for approximately 222,000 retirees from the CAF. While there is a need to maintain certain information for up to 90 years,



retroactive processing is performed regularly on retirees up to two years after retirement, and sporadically for up to seven years after retirement.

Third, Civilian employees of the DND, approximately 26,000 strong, form an integral part of the Defence Team, and as such, are reflected in the DND/CAF organization, holding various degrees of responsibilities with regards to the management of CAF members. However, the civilian employees are not managed by the MPM capability.

- **Population (users):** At this time, there are approximately 5,000 users consisting of military employees, civilian employees of DND and contractors, responsible for processing data in the current solutions. The user base of Guardian, with the implementation of self-service capabilities, shall increase to include the entire population being served, excluding retirees.

For the Departmental pay systems, the following current user information is known:

- Number of RegF pay users (CCPS) – 3,250
- Number of ResF pay users (RPSR) – 1,728
- Number of RegF concurrent users (CCPS) – up to 400
- Number of ResF concurrent users (RPSR) – up to 400 (logged in simultaneously immediately before the semi-monthly pay run)\_

With the spectrum of user characteristics anticipated, Guardian will provide appropriate system assistance for user productivity (i.e. help). Guardian 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 Guardian. The MPMCT Project will adopt the following principles to guide the review of the work plan:

- a. the delivered business functionality should not be less than what is available today;
- b. functionality delivered in the current solution that is not currently in use will not be implemented, at least not in the first release of Guardian;
- c. the work plan cannot affect the delivery of pay and benefits to CAF members;
- d. the solution must be in compliance with current legislation, regulations and policies;
- e. functional requirements outlined in this SOR will be supplemented with more detailed Business Requirements Documents (BRDs) that articulate the specific requirements from which the solution will be designed and built. *See Annex F – Business Functions / BRD Matrix;*
- f. the impact on the user community will be properly managed to minimize the impact on CAF operations; and
- g. the intent is to implement a final solution with minimal customizations by leveraging the delivered product and processes.

#### 3.1 Policy Transformation

The MPMCT Project offers a unique opportunity to transform military personnel management through transformed policies, processes and procedures across the DND/CAF. To that end, HR and Pay policies will be transformed to be harmonized and consistent across all components of the CAF (i.e. apply equitably to both Regular Force and Reserves). HR and Pay policies will be transformed to support best HR and Pay business practices.

More specifically, policy creation and/or revisions have been identified as requiring work in the following areas:

- a. Personnel Tracking and Readiness;
- b. Service Record Management;
- c. Integrated Pay and Allowance Compensation;
- d. Reserve Workforce Management;
- e. Time Management;
- f. Posting, Attached Posting and TD;
- g. Component Transfer / Sub-Component Transfer;
- h. Occupation Transfer;
- i. Foreign Currency Payroll;
- j. Public Service Health Care Plan (PSHCP); and
- k. Service Estate Payments

### **3.2 Business Transformation**

HR and Pay business processes and procedures will be transformed through revision and update in order to leverage, to the greatest degree possible, the HR and Pay capabilities offered by Guardian, specifically:

- a. Empowerment of CAF personnel;
- b. Integrated processes;
- c. Single data entry; and
- d. System of record.

An outline of details with regards to the business transformation can be found in *Annex B – Functional Requirements*.

### **3.3 Technology Upgrade**

Guardian will be implemented to maximize the technical capabilities available in current systems, specifically as it relates to:

- a. Integrated data;
- b. Self-Service;
- c. Integrated procedures; and
- d. Single data entry.

The objective is to implement a single instance of Oracle/PeopleSoft 9.x in order to allow the decommissioning of PeopleSoft HRMS 7.5, CCPS and RPSR. Customizations to the application will only be considered when it's been determined that a requirement cannot be met through the best HR and Pay business practices delivered by Oracle/PeopleSoft.

An outline of details with regards to the technology upgrade can be found in *Annex D – Non-Functional Requirements*.

## 4 SYSTEM EFFECTIVENESS REQUIREMENTS

### 4.1 General Requirements

The MPMCT Project will provide a set of modernized and integrated modules that will serve a variety of MPM HR and Pay processes. To achieve this, the MPMCT Project has outlined:

- In *Annex B – Functional Requirements*, the business requirements, the objectives to be achieved within each business function and the policies targeted for transformation within the scope of the project for the specific business function;
- In *Annex D – Non-Functional Requirements*, the general system requirements.

### 4.2 Operability

#### 4.2.1 Business Functions

The MPMCT builds on the CAF MPM Conceptual Model, bringing together the various elements of the complex system of systems that make up the CF Military Personnel Management System. From a firm and solid foundation, numerous pillars of MPM business functions rise and support the various MPM business functions, all of which are linked and held in place under a single service record. This holistic MPM capability allows the CAF to perform effective Personnel Tracking & Readiness reporting, 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.

The following business functions will be supported by Guardian:

1. Financial Compliance & Integration
2. Military Employment Structure (MES)
3. Organization and Establishment (O&E)
4. Career Management
5. Honours and Recognition
6. Leave and Absence Management
7. Professional Compliance
8. Recruitment
9. Training and Education
10. Time Management
11. Benefits
12. Compensation
13. Service Record Management
14. Personnel Tracking & Readiness
15. Workforce Planning / Personnel Generation
16. Health and Safety
17. Casualty Support

Note: *Annex B – Functional Requirements* provides a description of the Business Functions outlined above, as well as information about the desired objectives, policy transformation areas, and sampling of processes and requirements to be addressed.

See *Annex F – Business Functions / BRD Matrix* for alignment of business functions to the various requirements documents being prepared and approved.

#### **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. Details of these Transformation activities can be found in Table 3-1.

#### **4.3 Survivability**

Continued integrity of Guardian’s environment must be assured. The MPMCT Project, in partnership with the in-service support organizations (DHRIM, SSC, etc.), will develop comprehensive business and disaster recovery plan to ensure the Department’s business continuity obligations are met.

The current requirement for business continuity and disaster recovery for the military HRMS 7.5 solution, being supported by the in-service organization, is sufficient for the Guardian solution. This includes a disaster recovery approach based on regular backups, as opposed to an immediate switch to a parallel running application. More specific requirements for survivability are detailed in *Annex D – Non-Functional Requirements*.

#### **4.4 Maintainability**

Guardian will be transitioned to the in-service support organizations upon the Initial Operating Capability and, again, with each subsequent release 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.

In addition, a formal functional change management regime must be put in place to assess, prioritize and schedule changes to all aspects of the Guardian solution. This includes a governance structure (including a Configuration Control Board), change request processes/procedures and tools that can provide accurate/timely information about these change activities. This will be addressed as part of the Business Change Management plan.

More specific requirements for maintainability are detailed in *Annex D – Non-Functional Requirements*.

#### **4.5 Availability**

The availability of the MPM environment must provide for the flexibility of users to access Guardian when necessary, whether at a DND location (in garrison, deployed or disconnected environments) or with extended access through the use of the Internet (e.g. at home, through a non-DND workstation) for specific business processes. In order to fulfill critical and non-critical

missions, military business requires units and/or capabilities be deployed to locations without continuous connectivity to the DWAN, Internet, or any other communication protocol. These units and/or capabilities maintain a requirement to perform certain HR business transactions 'off-line', which must then be captured in the central system when connectivity becomes available. Guardian must be available on a near-24/7 basis. This is regardless of the access point (e.g. east coast, west coast, out-of-country, etc.).

It must be recognized that DWAN availability may be limited at certain locations and sporadic, and that this is beyond the control of Guardian support organization.

More specific requirements for availability are detailed in ***Annex D – Non-Functional Requirements***.

#### **4.6 Reliability**

Guardian must ensure the reliability of the MPM environment with adequate planning, product quality, technology capabilities and staffed/funded support organizations. The reliability of the environment includes all aspects, i.e. the hardware, software and human components, and is reflected by the requirements for Survivability, Availability and Maintainability.

The IM/IT in-service support organization will monitor the performance and the health of Guardian on an on-going basis. Once a month, the in-service support organization will report its performance with respect to the agreed service levels. To this end, a formal Service Level Agreement (SLA) between the Business Organization and the IM/IT in-service support organization shall be developed.

The SLA shall include at a minimum:

- System availability, where 100% is defined as 23 hours per day, 7 days per week
- System user processing capability, where 100% is defined as 18 hours per day, 6 days per week
- System response times, where 100% is based on specific transaction speed as detailed in ***Annex D – Non-Functional Requirements***.

#### **4.7 Safety and Health**

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

#### **4.8 Delivery Requirements**

Guardian will be centrally operated on the IT infrastructure and common enterprise services provided by SSC<sup>6</sup> (up to the Protected B designation) and DND (above the Protected B designation), and delivered through established communication infrastructure (DWAN) to the users.

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<sup>6</sup> Note that IT infrastructure has transferred to Shared Services Canada (SSC).

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

Not Applicable. All requirements are identified in Section 4.0.



## **6 PERFORMANCE MEASURES**

The MPMCT project must meet the performance measures of Survivability, Maintainability, Availability and Reliability, as outlined in Sections 4.3 to 4.6 of this document.

## **7 PERSONNEL AND TRAINING REQUIREMENTS**

### **7.1 Personnel**

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

Guardian 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 CAF personnel and better respond to CAF operational activities.

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

Guardian, combined with an enhanced technology infrastructure, will significantly impact the business, functional and technical support staff that currently supports the legacy applications.

#### **7.1.3 CAF Personnel**

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

### **7.2 Training**

The MPMCT Project will deliver training using a risk-based approach that will define training requirements based on user roles, complexity and consequence of error. The training and user performance support will generally cover process and procedures. The Project will work with various stakeholders to confirm the need for re-generative training and support the development of necessary training material.

#### **7.2.1 Process Training**

Guardian will establish new procedures and instructions. Electronic Performance Support and various training aids will be developed to assist users in the performance of their functions. The project will deliver training appropriate to the target audiences.

#### **7.2.2 System Application Training**

Guardian will incorporate a comprehensive system 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.

#### **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

Since Treasury Board's approval of MPMCT Project in October 2011, the MPMCT Project has established a schedule of key milestones forecasted to be completed and managed with the use of distinct work packages, as listed in *Table 8-1*.

**Table 8-1: MPMCT Project Key Milestones**

| <b>Milestones</b>   | <b>Actual Date / Forecasted Date</b> |
|---|--------------------------------------|
| Project Approval and Expenditure Authority Cycle 1 Definition           | October 2011                         |
| <b>Cycle 1 Definition Complete</b>                                      | <b>May 2014</b>                      |
| Cycle 2 Project Charter / Project Management Plan                       | August 2013                          |
| Cycle 2 Detailed Project Plan and Functional Specifications             | December 2013                        |
| Expenditure Authority for Cycle 2 Implementation and Cycle 3 Definition | June 2014                            |
| Cycle 2 Implementation – Construction Complete and Deployment Readiness | August 2015                          |
| <b>Initial Operating Capability (IOC)</b>                               | October 2015                         |
| <b>Cycle 2 Implementation Complete</b>                                  | <b>October 2015</b>                  |
| Cycle 3 Project Charter / Project Management Plan                       | August 2014                          |
| Cycle 3 Detailed Project Plan and Functional Specifications             | April 2015                           |
| Expenditure Authority for Cycle 3 Implementation                        | October 2015                         |
| <b>Cycle 3 Definition Complete</b>                                      | <b>October 2015</b>                  |
| Cycle 3 Construction Complete and Deployment Readiness                  | October 2017                         |
| <b>Full Operating Capability (FOC)</b>                                  | January 2018                         |
| Post-Implementation Review and Close-Out                                | April 2018                           |
| <b>Cycle 3 Implementation Complete</b>                                  | <b>April 2018</b>                    |
|   |                                      |

## 9 PROJECT REFERENCES

The MPMCT Project has identified the following references:

| Project Reference(s)  |
|---|
| Business and Transformation Implementation Plan – February 2013                       |
| Canada First Defence Strategy (CFDS) – 12 May 2008                                    |
| Capability Investment Database (CID)  |
| CF Organization and Establishment Policy and Procedures                               |
| CMP Policy Priority Review – 19 October 2011  |
| Defence Planning and Management System  |
| DND ERP Strategy  |
| DND/CAF Architecture Framework  |
| GC ERP Strategy   |
| MPMCT Project Charter, v5.1 – 18 July 2013  |
| Military Personnel Management Doctrine, CFJP 1.0 – June 2008                          |
| OP Guardian Decision Brief, MPMCT Project – 21 November 2012                          |
| Policy Transformation and Business Requirements Synchronization Strategy – 8 May 2012 |
| Privacy Act   |
| Project Approval Directive  |

Note that the above referenced documents (or website links) can be provided upon request.

## 10 GLOSSARY

**Table 10-1: Glossary**

| Term                            | Definition   |
|---------------------------------|--|
| 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 CAF 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 CAF 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. |
| CAF Component                   | There are three CAF 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.  |
| CAF 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/CAF. This includes both military and civilian, from supervisors through to unit Commanding Officers (Cos) through to the Commanders of each of the L1s.   |
| Commanders                      | Leaders within the CAF that require MPM information to accomplish their mission.   |
| Conduct                         | To direct the course of; manage or control.  |
| Cycle                           | Refers to the project work structure required for the preparation and approval of Treasury Board submissions. Cycles contain gates and may also contain phases.  |
| Delegated Managers              | An employee of the CAF that has the authority to approve transactions.   |
|                                 |  |

**Table 10-1: Glossary**

| <b>Term</b>              | <b>Definition</b>  |
|--------------------------|--|
| Deployed Environment     | Refers to the situation where the IM/IT transactional system is being used in an operational theatre (e.g. Ship, Forward Operating Base, etc.) with network connectivity to the system database, primarily based on DWAN access via satellite communication. A deployed environment presents unique challenges given the cost, priorities, and availability of satellite communications. |
| Disconnected Environment | Refers to the situation where the IM/IT transactional system is without continuous network connectivity to the system database, whether it be DWAN, internet, or any other communication protocol. Often referred to as "off-line" or "stand-alone", as the system is unable to process transactions via the network.  |
| Functional Requirement   | A functional requirement defines specific behavior or functions. In general, functional requirements define what a system is supposed to <i>do</i> . A function is described as a set of inputs, the behavior, and outputs.  |
| Environment              | Identifies Sea, Land and Air.  |
| Establish                | To prove or settle beyond reasonable doubt / Define, document, and implement   |
| Establishment            | The authorized personnel structure of an organization (unit) as approved by the MND.   |
| Gates                    | Refers to the TBS methodology for controlling IT-enabled projects. A gate is a key decision and control point that occurs before the next major milestone or deliverable (e.g., business case) or a new project phase (e.g., implementation) begins. There will be more than one gate per Cycle.   |
| Guardian                 | 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. End state product delivered by the MPMCT.   |
| Implementation           | Refers to a project phase.   |
| 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.  |

| <b>Table 10-1: Glossary</b> |   |
|-----------------------------|---|
| <b>Term</b>                 | <b>Definition</b>   |
| MPM System                  | The IM/IT enabler part of Guardian including business process redesign and improvement, an end product resulting from implementation of Oracle PeopleSoft and other required suite of existing or proposed applications.  |
| MPMCT                       | The DND Project identified by Project number C.001576 and is defined as MPM Capability Transformation.  |
| Non-Functional Requirement  | Specific capability that can be used to judge the operation of a system, rather than specific behaviors. In general, non-functional capabilities define how a system is supposed to <i>be</i> .   |
| Objective                   | What we are aiming to achieve for the specific business capability.   |
| Outcome                     | What the business gains from what we actually deliver as a result of Guardian (expected results).   |
| Phases                      | <p>Refers to both Project, software development lifecycle (SDLC), and Change Management methodology (ADKAR).</p> <ul style="list-style-type: none"> <li>• Project - Identification, Options Analysis, Definition (formerly PPA), Implementation (formerly EPA), Close-out;</li> <li>• SDLC - Plan, analyze, design, develop, test, release (many variants depending on the methodology used)</li> <li>• ADKAR – Prepare for change, manage change, and reinforce change.</li> </ul> |
| 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).  |

**Table 10-1: Glossary**

| <b>Term</b>             | <b>Definition</b>   |
|-------------------------|---|
| Release                 | Refers to a unique bundle of software functionality to be “released” to users (i.e. put into production). The Project currently expects to have four releases (versions) of Guardian.   |
| Roll-out                | Refers to a specific plan to implement a specific release of Guardian.  |
| Service Agents          | An employee responsible for providing administrative support that involves the use of the MPMCT solution.   |
| 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 route 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

*Table 11-1* provides a definition of all acronyms and abbreviations found in the Military Personnel Management Capability Transformation (MPMCT) Statement of Operational Requirements document.

**Table 11-1 – Acronyms and Abbreviations**

| Acronym / Abbreviation | Description  |
|------------------------|--|
| ACS                    | Automated Cashier System                           |
| ADM(IM)                | Assistant Deputy Minister (Information Management) |
| AFC                    | Armed Forces Council                               |
| AWOA                   | Absence Without Authority                          |
| BCP                    | Business Continuity Plan                           |
| BCM                    | Business Change Management                         |
| BI                     | Business Intelligence                              |
| BPO                    | Business Process Owner                             |
| BRD                    | Business Requirements Document                     |
| BTI                    | Business Transformation and Integration            |
| CAF                    | Canadian Armed Forces                              |
| C of C                 | Chain of Command                                   |
| C Prog                 | Chief of Programme                                 |
| CANFORGEN              | Canadian Forces General Message                    |
| CANOSCOM               | Canadian Operational Support Command               |
| CCPS                   | Central Computation Pay System                     |
| CDA                    | Canadian Defence Academy                           |
| CDS                    | Chief of the Defence Staff                         |
| CAF                    | Canadian Armed Forces                              |
| CFAO                   | Canadian Forces Administrative Orders              |
| CFD                    | Capability Force Development                       |
| CFDS                   | Canada First Defence Strategy                      |
| CFHA                   | Canadian Forces Housing Agency                     |

**Table 11-1 – Acronyms and Abbreviations**

| <b>Acronym / Abbreviation</b> | <b>Description</b>                                       |
|-------------------------------|--|
| CFHIS                         | Canadian Forces Health Information System                |
| CFJP                          | Canadian Forces Joint Publication                        |
| 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                         |
| CFRIMS                        | Canadian Forces Recruiting Information Management System |
| CFLTC                         | Canadian Forces Logistics Training Centre                |
| CFSS                          | Canadian Forces Supply System                            |
| CHRBSP                        | Canada Human Resources Business Solutions Project        |
| CID                           | Capability Investment Database                           |
| Civ                           | Civilian   |
| CLS                           | Chief Land Staff   |
| CM                            | Change Management Board                                  |
| 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  |
| COP                           | Common Operational Picture                               |
| COTS                          | Commercial off-the-shelf                                 |
| CP                            | Change Proposal  |
| CR                            | Change Request   |
| CRA                           | Canada Revenue Agency                                    |
| CRUD                          | Create, Replace, Update, Delete                          |
| DAOD                          | Defence Administrative Orders and Directives             |

**Table 11-1 – Acronyms and Abbreviations**

| <b>Acronym / Abbreviation</b> | <b>Description</b>                                     |
|-------------------------------|--|
| DCSM                          | Director Casualty Support Management                   |
| DDFP                          | Director Defence Force Planning                        |
| DFA                           | Director Financial Accounting                          |
| DGCAFGA                       | Director General Canadian Forces Grievance Authority   |
| DGIMT                         | Director General Information Management Technology     |
| DGMC                          | Director General Military Careers                      |
| DGPFS                         | Director General Personnel and Family Support Services |
| DHRIM                         | Director Human Resource Information Management         |
| DLN                           | Defence Learning Network                               |
| DLPM                          | Director Land Personnel Management                     |
| DM                            | Deputy Minister  |
| DMC                           | Defence Management Committee                           |
| DMCA                          | Director Military Careers Administration               |
| DMCPG                         | Director of Military Careers Policy and Grievance      |
| DND                           | Department of National Defence                         |
| DOB                           | Date of Birth  |
| DPGR                          | Director Personnel Generation Requirements             |
| DRP                           | Disaster Recovery Plan                                 |
| DRMIS                         | Defence Resource Management Information System         |
| D Safe G                      | Director of General Safety                             |
| DWAN                          | Defence Wide Area Network                              |
| EC                            | Establishment Change                                   |
| ED&T                          | Exempt Duty and Training                               |
| EFT                           | Electronic Funds Transfer                              |
| EPA                           | Effective Project Approval                             |
| ERP                           | Enterprise Resource Planning                           |
| FAA                           | Financial Administration Act                           |

**Table 11-1 – Acronyms and Abbreviations**

| <b>Acronym / Abbreviation</b> | <b>Description</b>                                  |
|-------------------------------|---|
| FMAS                          | Financial Management and Administrative System      |
| FOB                           | Forward Operating Base                              |
| FOC                           | Full Operational Capability                         |
| GC                            | Government of Canada                                |
| HAMIS                         | Housing Agency Management Information System        |
| HCM                           | Human Capital Management                            |
| HR                            | Human Resource                                      |
| HRMS                          | Human Resource Management System                    |
| HRSDC                         | Human Resources and Skills Development Canada       |
| IAW                           | In accordance with                                  |
| IM/IT                         | Information Management/Information Technology       |
| IOC                           | Initial Operational Capability                      |
| ISCoE                         | Information Sharing Centre of Excellence            |
| IT and E                      | Individual Training and Education                   |
| JBS                           | Job-based Specification                             |
| JDs                           | Job descriptions                                    |
| JTF2                          | Joint Task Force 2                                  |
| LAC                           | Library and Archives Canada                         |
| LOI                           | Letter of Interest                                  |
| LOP                           | Limitations of Payments                             |
| LWOP                          | Leave Without Pay                                   |
| MASIS                         | Materiel Acquisition and Support Information System |
| MDWG                          | Multi-Disciplinary Working Groups                   |
| MES                           | Military Employment Structure                       |
| MES IP                        | Military Employment Structure Implementation Plan   |
| MND                           | Minister of National Defence                        |
| MOO                           | Ministerial Organization Order                      |

**Table 11-1 – Acronyms and Abbreviations**

| <b>Acronym / Abbreviation</b> | <b>Description</b>                                      |
|-------------------------------|---|
| MOS                           | Military Occupation Structure                           |
| MPM                           | Military Personnel Management                           |
| MPMCT                         | Military Personnel Management Capability Transformation |
| MPMTI                         | Military Personnel Management Transformation Initiative |
| MPPRC                         | Military Personnel Policy Review Committee              |
| MR                            | Military Pension Renewal                                |
| NDA                           | National Defence Act                                    |
| NDHQ                          | National Defence Headquarters                           |
| NES                           | Non-Effective Strength                                  |
| NOK                           | Next of Kin   |
| OP                            | Operation   |
| O & E                         | Organization and Establishment                          |
| OAG                           | Office of the Auditor General                           |
| OGD                           | Other Government Departments                            |
| OSFI                          | Office of the Superintendent of Financial Institutions  |
| PA                            | Protected A   |
| PAA                           | Program Activity Architecture                           |
| PAD                           | Pre-authorized Debit                                    |
| PB                            | Protected B   |
| PD                            | Project Director  |
| PEN                           | Personal Emergency Notification                         |
| PER                           | Personnel Evaluation Report                             |
| PILL                          | Premium in Lieu of Leave                                |
| PL                            | Project Leader  |
| PM                            | Project Manager   |
| PMO                           | Project Management Office                               |
| PPA                           | Preliminary Project Approval                            |

**Table 11-1 – Acronyms and Abbreviations**

| <b>Acronym / Abbreviation</b> | <b>Description</b>                          |
|-------------------------------|---|
| PSC                           | People Solution Centre                      |
| PSDCP                         | Public Service Dental Care Plan             |
| PSHCP                         | Public Service Health Care Plan             |
| PWGSC                         | Public Works and Government Services Canada |
| QR&O                          | Queen's Regulations and Orders              |
| RegF                          | Regular Force                               |
| ResF                          | Reserve Force                               |
| RFI                           | Request for Information                     |
| RFP                           | Request for Proposal                        |
| RMS                           | Resource Management Support                 |
| RPS                           | Regional Pay System                         |
| RPSR                          | Revised Pay System for the Reserves         |
| SA                            | Situational Awareness                       |
| SCR                           | Strategic Capability Roadmap                |
| SIP                           | Strategic Intake Plan                       |
| SISIP                         | Service Income Security Insurance Plan      |
| SLA                           | Service Level Agreement                     |
| SJS                           | Strategic Joint Staff                       |
| SME                           | Subject Matter Expert                       |
| SOR                           | Statement of Operational Requirement        |
| SPS                           | Standard Payment System                     |
| SRB                           | Senior Review Board                         |
| SSC                           | Share Services Canada                       |
| TB                            | Treasury Board                              |
| TBS                           | Treasury Board Secretariat                  |
| TD                            | Temporary Duty                              |
| TO&E                          | Table of Organization and Equipment         |

**Table 11-1 – Acronyms and Abbreviations**

| Acronym / Abbreviation | Description                     |
|------------------------|---------------------------------|
| URS                    | Unit Record Support             |
| VAC                    | Veterans Affairs Canada         |
| VCDS                   | Vice Chief of the Defence Staff |
| WRT                    | With regards to                 |

## 12 AUTHORITY SIGNATURES

*This section contains the signatures of key stakeholders, indicating that they agree with the contents of this document.*

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Mr. J. Fysh, PM MPMCT

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Date

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Col J.S. Shipley, PD MPMCT

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Date

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BGen J.S. Sirois, PL MPMCT

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Date

---

Mr. T. Hoe, Project Implementer

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Date

Endorsed by the Senior Review Board

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Date

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LGen D.B. Millar, CMP, Project Sponsor

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Date



## ANNEX A SCR CAPABILITY GAPS

The following capability deficiencies have been identified in the SCR as being relevant to the MPMCT Project:

- 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 COP and 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.

## **ANNEX B    FUNCTIONAL REQUIREMENTS**

The Functional Requirements relate directly to the Business Functions within the MPMCT Project scope. These Business Functions are represented by:

1. Financial Compliance & Integration
2. Military Employment Structure (MES)
3. Organization and Establishment (O&E)
4. Career Management
5. Honours and Recognition
6. Leave and Absence Management
7. Professional Compliance
8. Recruitment
9. Training and Education
10. Time Management
11. Benefits
12. Compensation
13. Service Record Management
14. Personnel Tracking & Readiness
15. Workforce Planning / Personnel Generation
16. Health and Safety
17. Casualty Support

## **B.1 BUSINESS FUNCTION: FINANCIAL COMPLIANCE & INTEGRATION**

### **Overview**

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

### **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 Organization 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.

### **Objectives**

The business function objectives are to:

- a. Align common HR/Compensation processes to the TB Pay Administration Model;
- b. Incorporate the appropriate Internal Controls within the HR/Pay processes as per TB Policy on Internal Control;
- c. 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);
- d. Comply with TBS, GC and departmental regulatory framework;
- e. Eliminate manual financial coding determination. Report salary and benefits expenditure to DRMIS to enable DFA to comply with various stakeholders reporting requirements; and
- f. Provide the required HR and Pay expenditure information to DRMIS to accurately meet the Departmental reporting requirements.

### **Transformation**

The project must comply with existing Regulations and Policies. Treasury Board has issued a directive with respect to (WRT) electronic signatures..

## **Business Processes**

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

### **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.

### **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).

### **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.

#### **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 (Program Activity Architecture (PAA) structure).

#### **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 CAF members characteristics; and
- Produce reject reports for units.

## **B.2 BUSINESS FUNCTION: MILITARY EMPLOYMENT STRUCTURE**

### **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 CAF, and throughout the spectrum of conflict. Referred to as the MES, it provides the basis upon which the CAF Personnel Management System executes its functions, including personnel generation, recruiting/selection, training, establishment and assignment of personnel, personnel sustainment activities, and career transition.

### **Concept of Operations**

The broad concept of operations for the Military Employment Structure business function is one where CAF 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. CAF personnel and their supervisors and managers at all levels would have direct access to view finalized Job-Based Specifications (JBS) that include job descriptions (JDs), job structures and career paths.

### **Objectives**

The business function objectives are to:

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

## **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 Guardian.

## **Business Processes**

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

### **1. Ascertain Problems/Issues**

The Ascertain Problems/Issues business process focuses on the identifying problem(s) with an Occupation(s). Once a problem(s) has been identified, Director Personnel Generation Requirements (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.

### **2. 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.

### **3. 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.

#### **4. 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.

#### **5. 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.

#### **6. Implementation**

The Implementation business process focuses on the implementation of the various action items identified in the MES IP. Where problems 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.



## **7. 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.

## **B.3 BUSINESS FUNCTION: ORGANIZATION AND ESTABLISHMENT**

The Organization and Establishment business function is comprised of the following sub-functions:

- Organization and Establishment
- Strategic Capability Management

### **3.1 ORGANIZATION AND ESTABLISHMENT**

#### **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.

#### **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/CAF 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 CAF 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 Military Organization Orders (MOOs) to the appropriate establishments providing access for all business specific specialists to organizational orders.

#### **Objectives**

The business function objectives are to:

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

## **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 Guardian.

## **Business Processes**

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

### **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.

### **2. Maintain Establishment Structure**

#### **2.1 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.

## **2.2 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/CAF 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.

## **2.3 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 analysis of position and financial information using advanced analytical tools.

## **2.4 Provide Information to Other Applications**

The Provide Information to Other Applications business process focuses on the integration to external applications for O&E information. As the single source of organization descriptions and structures, this information must be made available electronically to all other applications throughout the DND/CAF 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.

## **3.2 STRATEGIC CAPABILITY MANAGEMENT**

### **Overview**

This business function encompasses the process to establish a Multi-Year Establishment Plan (MYEP). The establishment of a MYEP involves a series of structured activities that will enable the CAF to make difficult decisions required to ensure the organization remains sustainable and affordable over the long-term (Horizon 1 to Horizon 3). Supported by a structured process and IM/IT tools, the department will undertake a structured and cohesive approach to Defence management.

Strategic Review (SR) and the Deficit Reduction Action Plan (DRAP) will have an ongoing impact on the institution. Growing demand to staff new initiatives / capabilities will need to

be rationalized to those essential requirements that can be sourced through offsets from the existing establishment. To manage growth in personnel demand with a static level of supply, the VCDS and Defence Capability Board (DCB) endorsed the development of a Multi-Year Establishment Plan.

### **Concept of Operations**

The broad concept of operations for the Strategic Capability Management business function is to support the Chief of Force Development (CFD) in the creation and maintenance of a MYEP process that reflects and informs a sustainable Force Structure, and refines establishment supply methodology to balance position supply and demand on a cyclical basis. The analysis process will emphasize the delivery of operational effect (capability) as a means to prioritize changes to the current establishment within the resource constraints dictated by the Investment Plan (IP).

The MYEP is envisioned to provide a single source management and tracking tool for all planned RegF position modifications, assignments, deletions or additions over Horizons 1 to 3 (i.e. a 30 year view). Given the lack of clarity in later years, it's expected that more accurate information will exist in the 0-10 year view.

### **Objectives**

The business function objectives are to:

- a. Support the creation of a MYEP;
- b. Eliminate redundancy within the existing processes;
- c. Provide visibility and transparency to all CAF personnel into the MYEP processes;
- d. Reduce manual processing related to all MYEP processes;
- e. Reduce processing time for all MYEP processes;

### **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.

### **Business Processes**

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

## **1. ANALYSIS: Capability, Structure, Force Generation**

### **1.1 Change Request Receipt and Validation**

Involves the initiation of a change request, with the originating organization submission to CFD after prior informal work with DCI analysts.

### **1.2 Capability Analysis**

This phase will validate the capability implications of the proposed project and establishment change.

### **1.3 Structural Analysis**

This phase will validate the structural implications of the proposed establishment change, focusing on whether the proposed establishment changes effectively and efficiently support the new capability.

### **1.4 Occupational Analysis 1**

This analysis concerns the effect of the proposed establishment changes on personnel generation (occupations, specs, quals, recruiting, selection and personnel production).

## **2. ANALYSIS: Position Offset, Personnel**

### **2.1 MYEP Position Offset Analysis**

This phase concerns identifying position offsets, as required, for each COA.

### **2.2 Occupational Analysis 2**

This analysis concerns the effect of the position reductions / reallocations on occupations, recruiting, IT&E, postings, promotions, transfers and retention / attrition.

## **3. REPORTING**

### **3.1 Summary of Analyses**

This phase concerns the CFD-level summary of the effects of the analyses, including the risk analysis of each COA.

## **4. REVIEW – COAs and Submission for Approval**

### **4.1 DG CSI Review**

Represents the review and endorsement of the Report of Findings.

### **4.2 CFD Review**

Represents the review and endorsement of the Report of Findings.

#### **4.3 DCB Decision**

Represents the COA selected by DCB and transmitted to CFD.

#### **4.4 MYEP Database**

This process provides IM/IT support to the MYEP process, with positions being flagged when impacted by a MYEP change.

#### **4.5 Monitor**

Represents the ongoing monitoring of the MYEP process through regular communication with all stakeholders, and semi-annual MYEP status reports.

## **B.4 BUSINESS FUNCTION: CAREER MANAGEMENT**

The Career Management business function is comprised of the following sub-functions:

- Career Planning
- Internal Recruitment
- Succession Planning
- Performance Appraisal
- Administrative Reviews
- Release

### **4.1 CAREER PLANNING**

#### **Overview**

This business function describes the series of processes of managing and administering a CAF member's career. The function encompasses a series of distinct processes, related by the effect they have on a CAF member's continued service in the CAF.

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

The business function of Career Planning (both from an individual and organization perspective) is encompassed within the broader context of Career Management. Career Management includes the additional business functions of Performance Appraisal, Succession Planning, and Internal Recruitment.

#### **Concept of Operations**

The broad concept of operations for the Career Planning business function will have Career Managers or C of C identify and target candidates for succession using skill matching functions and results of performance appraisals. A focus will be on ensuring CAF personnel have fulfilled all the requirements needed to assume the responsibilities of the targeted senior positions. From an individual CAF Member perspective, they will be empowered to view jobs, identify specific opportunities of interest, perform self-assessment of skills, and communicate with Career Managers on interests and aspirations.

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 CAF 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. CAF personnel, C of C, Career Managers, Career Field / Occupation Authorities, Branch Advisors, Force Employers, etc.)



## **Objectives**

The business function objectives are to:

- a. Harmonize Regular Force and Reserve Force processes;
- b. Eliminate redundancy within the existing processes;
- c. Provide visibility to CAF personnel (RegF and ResF) into all Career Management processes;
- d. Reduce manual processing related to all Career Management processes;
- e. Reduce processing time for all Career Management processes;
- f. Increase the efficiency of the audit process; and

## **Transformation**

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

- a. 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;
- b. Policies and Instructions will be amended to harmonize and rationalize Regular and Reserve force Posting;
- c. 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
- d. Policies and Instructions will be amended to streamline the occupational transfer process and to ensure that the CAF is taking maximum advantage of opportunities to retain skilled personnel.

## **Business Processes**

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

### **1. Manage Individual Career Planning**

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

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

### **3. 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 CAF 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.

#### **4. Manage Personnel Movements (other than task)**

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

This business process will provide the ability to:

- Complete the administrative requirements of the movement of personnel including posting and attached posting transactions.

### **4.2 INTERNAL RECRUITMENT**

#### **Overview**

This business function describes the series of processes of managing and administering changes in a Members employment relationship to the CAF. The function encompasses a series of distinct processes, related by the affect they have on a CAF member's continued service in the CAF. The function will address processes around Military Occupation Transfer and Component / Sub-Component Transfers within the CAF, and the linkages to processes that drive the Internal Recruitment process (e.g. Yearly Intake Plan – SIP).

A Military Occupation Transfer (MOT) is the transfer of a CF member from their assigned occupation to another military occupation. The MOTs are further defined into three types, namely Compulsory Military Occupation Transfer (CMOT), Administrative Military Occupation Transfer (AMOT) and Voluntary Military Occupation Transfer (VMOT).

A Component / Sub-Component Transfer (CT, SCT) is the lateral entry and re-entry of personnel between components (i.e. RegF to ResF, ResF to RegF), optimizing CAF member opportunities and creating a seamless environment for transfer between components. The intent is to provide development opportunities to serving members and to minimize critical shortfalls within the organization.

The business function of Internal Recruitment is encompassed within the broader context of Career Management. Career Management includes the additional business functions of Performance Appraisal, Succession Planning, and Career Planning.

#### **Concept of Operations**

The broad concept of operations for the Internal Recruitment business function will have CAF Members, Career Managers, or C of C initiate a request to transfer a CAF Member between components, or within a component (via sub-component transfer). CAF Members will be empowered to view jobs / positions that are available for CT / SCT, identify the skills necessary to fulfill the responsibilities for jobs / positions, perform a self-assessment of their skills against the requirements, and finally to express an interest in being considered for transfer.

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, and will be supported in the process with

automated notifications and an ability to track, monitor and report on the progress of entire process.

With a continued focus on encouraging openness and transparency in the process, information will be made available to all the relevant stakeholders (e.g. CAF Members, C of C, Career Managers, etc.).

### **Objectives**

The business function objectives are to:

- a. Harmonize Regular Force and Reserve Force processes;
- b. Eliminate redundancy within the existing processes;
- c. Provide visibility to CAF personnel (RegF and ResF) into all Career Management processes;
- d. Reduce manual processing related to all Career Management processes;
- e. Reduce processing time for all Career Management processes;

### **Transformation**

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

- a. Component Transfer / Sub-Component Transfer – The creation of a Total Force approach to eliminate redundancies and inequities through the adaptation of CAF culture and processes. The adoption of an IT solution will enable expedient and transparent processes which will ensure transfers do not involve releasing members;
- b. Occupation Transfer – A redefined process that will help retain skilled personnel; provide better service to the member through complete PSO counseling and consistent administration of the process during the transition between occupations. A trustworthy automated information system will provide better visibility for PSOs on pers and their files.

### **Business Processes**

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

#### **1. Manage Military Occupation Transfers**

The Manage Military Occupation Transfers business process encompasses all aspects of the MOT process, including the initiation, processing, selection and outcome administration.

This business process will provide the ability to:

- Support CAF members with direct access to their own service record, JDs, department ‘sanctioned’ career paths, available positions, etc.;
- Support CAF members with an ability to search for opportunities that are available for MOT;
- Initiate the process for a MOT, whether Voluntary or Compulsory;
- Capture the request for a Prior Learning Assessment and Recognition (PLAR);
- Support the notifications to various stakeholders as the process goes forward; and
- Capture the final results of the MOT process.

## **2. Manage Component / Sub-Component Transfers**

The Manage Component / Sub-Component Transfer business process encompasses all aspects of the CT / SCT processes, including the initiation, processing, selection and outcome administration.

This business process will provide the ability to:

- Support CAF members with direct access to their own service record, JDs, department ‘sanctioned’ career paths, available positions, etc.;
- Support CAF members with an ability to search for opportunities that are available for CT / SCT;
- Initiate the process for a CT / SCT;
- Capture the request for a Prior Learning Assessment and Recognition (PLAR);
- Support the notifications to various stakeholders as the process goes forward; and
- Capture the final results of the CT / SCT process.

## **4.3 SUCCESSION PLANNING**

### **Overview**

This business function describes the series of processes of managing and administering key organizational positions and then identifying and preparing individual CAF members to fill these key positions in a timely manner.

In general, Succession Planning is a risk mitigation process that applies to military positions held by Sr. individuals within the organization (e.g. Flag Officers, Colonels/Capt(N), CWO, other key individuals). The intent is to identify and prepare individuals to fill key positions in a timely manner, thereby minimizing the time that the position is vacant or is filled with a yet-to-be qualified individual.

The business function of Succession Planning is encompassed within the broader context of Career Management. Career Management includes the additional business functions of Career Planning, Performance Appraisal, and Internal Recruitment.

### **Concept of Operations**

The broad concept of operations for the Succession Planning business function will have DGMC, specifically DSA, identify key positions within the organization to be managed within the succession planning processes. DSA will be provided the mechanism to capture

the skills / qualifications required to perform the duties of these key positions, and will then be supported with skill matching capabilities to identify and assess individuals that would be potential candidates for succession to a position.

DSA will be supported in the gap analysis of job / position requirements against an individual or group of CAF member's skills, including the ranking of CAF members for best fit. Succession plans will be able to be created to outline succession of positions over the course of several posting cycles.

### **Objectives**

The business function objectives are to:

- a. Harmonize Regular Force and Reserve Force processes;
- b. Eliminate redundancy within the existing processes;
- c. Increase transparency in the decision making process;
- d. Reduce the time a key position remains vacant, or filled with yet-to-be qualified individuals;
- e. Reduce the manual processing effort required to support Succession Planning processes;
- f. Increase the efficiency of the Succession Planning processes.

### **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 Guardian.

### **Business Processes**

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

#### **1. Manage Key Positions**

The Manage Key Positions business process focuses on identifying the key positions within the organization that will be managed within succession processes, and capturing the requirements associated to these positions in terms of skills and qualifications.

The business process will provide the ability to:

- Identify specific positions (RegF and ResF) as being key positions and subject to succession planning processes;
- Access all job and position information for key positions, including reporting structure, language requirements, location;
- Access all position incumbent information, including training history, qualifications, education, experience, language profile;
- Identify when changes are made to any relevant position information; and

- Identify when incumbent changes are made to positions of interest.

## **2. Manage Succession Plans**

The Manage Succession Plan business process focuses identifying the individuals that are potential candidates for succession for key positions within the organization. Succession plans are maintained over the course of several posting cycles.

The business process will provide the ability to:

- Perform online gap analysis of job / position requirements against an individual or group of CAF Member's to identify best-fit for succession;
- Maintain a succession plan for a position that ranks potential successors, identifies levels of readiness, identifies potential vacancy dates, etc.;
- Maintain succession plans to manage the position over the course of several posting cycles;
- Monitor the status of succession plans to determine positions that are at risk of being vacant; and
- Produce statistics of succession planning processes using advanced analytical tools.

## **4.4 PERFORMANCE APPRAISAL**

### **Overview**

This business function describes the series of processes of managing the conduct of performance appraisals of CAF Member's, and the engagement of CAF Members, the CoC, and DGMC personnel in the process. The function addresses the processes for evaluating a member's performance, identifying gaps and areas for improvement, identifying an action plan for improvement, tracking of the overall performance appraisal status, and supporting the various reviews that happen as part of the process.

The business function of Performance Appraisal is encompassed within the broader context of Career Management. Career Management includes the additional business functions of Career Planning, Succession Planning, and Internal Recruitment

### **Concept of Operations**

The broad concept of operations for the Performance Appraisal business function will have CAF Member performance appraisals initiated and managed in an automated environment (i.e. Guardian), with appropriate security controls to support the sensitive nature of individual assessments. The intent is to ensure openness and transparency to the performance appraisal process, with CAF Member's and the CoC having direct access and input to the process and information being captured.

## **Objectives**

The business function objectives are to:

- a. Harmonize Regular Force and Reserve Force processes;
- b. Eliminate redundancy within the existing processes;
- c. Ensure transparency and openness in the process;
- d. Reduce the manual processing effort required to support the process;
- e. Increase the efficiency of the process.

## **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 Guardian.

## **Business Processes**

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

### **1. Validate Performance Appraisals**

The Validate Performance Appraisals business process focuses on identifying an action plan to improve a CAF 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.

### **2. 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 Director General Military Careers 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.



### **3. Review of Performance Appraisals**

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

This business process will provide the ability to:

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

## **4.5 ADMINISTRATIVE REVIEWS**

### **Overview**

This business function describes the series of processes used to evaluate the requirement and to develop a recommendation for administrative career action, when the conduct, performance or medical situation of a CAF Member calls into question the viability of continued service on the part of the CAF Member.

The business function of Admin Reviews is encompassed within the broader context of Career Management. Career Management includes the additional business functions of Career Planning, Succession Planning, and Performance Appraisal.

### **Concept of Operations**

The broad concept of operations for the Admin Reviews business function will have DGMC, and any other appropriate authorities, be notified of the requirement to initiate an Admin Review process for a CAF Member. The initiation of an Admin Review would come about as a trigger from another MPM business process, when an incident, a special circumstance or a professional deficiency occurs. Automated workflows and notifications would ensure all relevant stakeholders are informed on the outcomes of the Admin Review process, and to ensure appropriate follow-up actions are completed.

### **Objectives**

The business function objectives are to:

- a. Harmonize Regular Force and Reserve Force processes;
- b. Eliminate redundancy within the existing processes;
- c. Reduce the manual processing required to support the process;
- d. Ensure openness and transparency of the process.

### **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 Guardian.

## **Business Processes**

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

### **1. Initiate Admin Review**

The Initiate Admin Review business process focuses on the initiation of a workflow to review a CAF 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 CAF member;
- Access a CAF member's service record;
- Record each event in the workflow; and
- Send the recommendations to the appropriate approving authorities.

### **2. Record Admin Review Decisions**

The Record Admin Review Decisions business process focuses on the recording of specific actions applied to a CAF 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.

## **4.6 RELEASE**

### **Overview**

This business function describes the process of releasing a member from the Canadian Armed Forces. The authorities to approve the release of Regular and Reserve Force members are set out in the CDS Delegated Release Authorities.

### **Concept of Operations**

The broad concept of operations for the Release business function depicts the ability for CAF members to apply for a release (where Voluntary), or for the CAF to initiate the release of a CAF member directly (where Compulsory). The initiation of the release process will be captured and will be supported with notifications to all relevant stakeholders to the release process. Processes to track the status of release requests, capture outcomes of the release reviews, and provide notifications to stakeholders requiring the information (individuals and/or interfacing systems) will be supported.

## **Objectives**

The business function objectives are to:

- a. Harmonize Regular Force and Reserve Force processes;
- b. Eliminate redundancy within the existing processes;
- c. Provide visibility to CAF personnel into all aspects of Release business processes;
- d. Reduce manual processing of information related to Release business processes;
- e. Reduce processing time for all Release business processes;
- f. Increase the accuracy of the outcomes of the Release business processes.

## **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 Guardian.

## **Business Processes**

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

### **1. Request for Voluntary Release**

A voluntary release is initiated by the member. Voluntary release takes place when a member requests a release or when the member's current Terms of Service (TOS) is complete and they refuse further TOS.

This business process will provide:

- The ability for a CAF member to initiate a voluntary release request.

### **2. Initiate Compulsory Release**

A compulsory release can be initiated by a Commanding Officer recommending that a member be released. This is achieved through a Notice of Intent (NOI) form or a Recommendation for Release message.

A compulsory release can also be initiated by a higher authority through the administrative review process. Once a decision has been reached, the release authority may impose the release of a member. A decision letter or message is sent to the member. The Unit shall use this letter or message as the release authority.

This business process will provide:

- The ability to be notified of the initiation of a compulsory release.

### **3. Approval of Release**

The authorities to approve the release of Regular and Reserve Force members for voluntary or compulsory release are set out in the CDS Delegated Release Authorities. The Governor General is the release authority for all commissioned officers. This process will provide:

- The ability for the appropriate authority to recommend a release;
- The ability for the appropriate authority to approve a release.

### **4. Audit Unit Personnel Record**

Units designated as the URS of the releasing member may be authorized to process release documentation, including release notification and performing an audit on the UPF of the member after the release is approved. This process will provide:

- The ability to view all information within a unit personnel file;
- The ability to view member's leave entitlements.

### **5. Administer Release Interview**

During the release process, all members normally receive a minimum of one release interview, and preferably two interviews from the URS. These interviews are necessary in order to inform members on various financial and administrative release subjects.

This process will provide:

- The ability to view documents retained on release;
- The ability to view documents relinquished on release;
- The ability for the Delegated Release Approving Authority to capture a decision.

### **6. Confirm Release Benefits**

Retirement leave for Regular Force members may include accumulated, accrued, annual, rehabilitation and special leave (on Release). A member may be entitled to Canadian Forces Severance Pay (CFSP) on the day before the member ceases to serve in the Regular Force or in the Primary Reserve, dependent upon member's release date. Release benefits also include various benefits that a member may be entitled to once released (i.e. use of Rank title after release, Survivor Benefits, etc.). This process will provide:

- The ability to capture a CAF member's retirement leave benefits.

## **7. Distribute Release File**

Once the member has completed all release proceedings, the release section finalizes the paperwork, the member is released and the release section forwards the UPF, release authority and the release paperwork to DMCA. DMCA audits the leave record and verifies the release paperwork. Once the audit has been completed DMCA creates a Verification of Service and forwards both the release authority and verification of service to DCFPS and DMPAP. DMCA then forwards the UPF for archiving in PERMIS. DMCA is also responsible for auditing and notifying all CAF release sections of their performance regarding errors and observations made throughout the year. This process will provide:

- The ability to capture the release authority of the member;
- The ability to capture the verification of service of a member;
- The ability to view all CAF release sections performance.

## **B.5 BUSINESS FUNCTION: HONOURS AND RECOGNITION**

### **Overview**

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

### **Concept of Operations**

The broad concept of operations for the Honours and Recognition business function would have a CAF member and/or the C of C initiate the request for a medal / recognition, 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 / recognition requests. In cases where medals / recognitions are awarded directly by the CAF (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 / recognition will be captured on the CAF member service record, and where necessary (e.g. monetary benefit) will trigger the applicable external processes (e.g. recording of fringe benefits).

### **Objectives**

The business function objectives are to:

- a. Harmonize Regular Force and Reserve Force processes;
- b. Eliminate redundancy within the existing processes;
- c. Increase timeliness in processing an Honour/Recognition for eligible CAF personnel;
- d. Increase the visibility of all applications for Honours & Recognitions; and
- e. Increase the tracking capability of where a CAF member is in the Honours & Recognitions administrative process.

### **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 Guardian.

### **Business Processes**

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

#### **1. Record Application**

The Record Application business process focuses on the activities of initiating a request for a medal / recognition, the comparison against eligibility criteria, and the capturing of the final outcome of the process. Active and former CAF personnel can be awarded a CAF Medal or recognition. The awarding of the medal / recognition can be initiated by the CAF based on

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

## **2. Track Application Progress**

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

This process will provide the ability to:

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

## **B.6 BUSINESS FUNCTION: LEAVE AND ABSENCE MANAGEMENT**

### **Overview**

This business function describes the management of CAF 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 CAF member's duty status and benefits.

### **Concept of Operations**

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

### **Objectives**

The business function objectives are to:

- a. Harmonize Regular Force and Reserve Force processes, subject to legislative limitations; 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);
- b. Eliminate redundancy within the existing processes;
- c. Ensure the determination without intervention of the employee eligibility and entitlements;
- d. Reduce the administrative effort associated with leave management;
- e. Eliminate manual reconciliation of leave cash out processing;
- f. Ensure leave/Exempt Duty and Training (ED&T) is approved by the appropriate delegated authority;
- g. Generate large scale leave requests for units/formations;
- h. Capture absence without authority and trigger related processes;
- i. Increase the timeliness of leave processing;
- j. Increase accountability (visibility and timeliness); and
- k. Provide employees with timely leave information.



## **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 Guardian.

## **Business Processes**

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

### **1. Manage leave**

CAF 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 CAF member eligibility to various leave types;
- Determine CAF 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 CAF 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 CAF 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. Manage absence**

CAF 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 CAF member is 'Missing';
- Service agents to process a period during which a CAF member is a of Prisoner of War;
- Service agents to process a period during which a CAF member is Interned or Detained by a Foreign Power;
- A CAF 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.

### **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.

## **B.7 BUSINESS FUNCTION: PROFESSIONAL COMPLIANCE**

### **Overview**

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

### **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 CAF 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.

### **Objectives**

The business function objectives are to:

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

### **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 Guardian.

### **Business Processes**

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

#### **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. Track Compliance Activities**

The Track Compliance Activities business process focuses on the activities to track CAF personnel compliance information. Based on the compliance standards, various activities that CAF 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.

## **3. Determine Compliance Status**

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

This process will provide the ability to:

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

## **B.8 BUSINESS FUNCTION: RECRUITMENT**

### **Overview**

This function describes the process of attracting prospective candidates to join the CAF, 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 CAF, 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.

### **Concept of Operations**

The broad concept of operations for the Recruitment business function is one where applicants deal with the CAF through multiple channels. Dealings are not limited to an online application to the CAF 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 CAF. The 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 CAF, 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.

### **Objectives**

The business function objectives are to:

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

### **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 Guardian.

## **Business Processes**

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

### **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. Attraction**

The Attraction business process focuses on finding the right talent for the CAF 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 CAF.

This 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.

### **3. Processing**

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 CAF.

The process will provide the ability to:

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

### **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.

## **5. Enrolment**

The Enrolment business process focuses on preparing enrolment documents, converting an applicant into a CAF 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.

## **B.9 BUSINESS FUNCTION: TRAINING AND EDUCATION**

The Training and Education business function is comprised of the following sub-functions:

- Individual Training and Education (IT&E)
- Collective Training

### **9.1 INDIVIDUAL TRAINING AND EDUCATION (IT&E)**

#### **Overview**

IT&E, specifically the Quantity Control aspect, describes the process of managing and administering the training, education and other experiences of CAF members. This includes planning CAF T&E events and learning plans, tracking T&E events and learning plans (internal and external to the CAF), managing CAF event schedules, administering CAF students, and applying the results of training, education and other experiences (internal and external to the CAF) on CAF members' service records. In addition to this, IT&E includes the tracking of educational reimbursement to CAF members.

#### **Concept of Operations**

The broad concept of operations for the IT&E business function is to ensure that the right member is selected for the right event at the right time in that CAF member's career.

The IT&E business function deals with the ability to track and record training, education and other experiences of CAF members; such as Military/Civilian training, education, and other experiences that may be relevant to a CAF members career.

The training and education business function is also responsible for recording the achievement of qualifications and / or competencies on a CAF member's Service Record

The IT&E business function is responsible for capturing, tracking and retaining a record of all information pertaining to training, education and other experiences of CAF members; thus ensuring CAF members are recognized for completing CAF IT&E events in addition to all non-CAF training, education and experiences. Currently the successful completion of training, education and other experiences is recognized by granted Qualifications (Competencies) to CAF members; directly for completion of CAF events and indirectly through the PLAR process for non-CAF events.

The IT&E business function also ensures all requests for educational reimbursement are tracked. A record must be retained of all funding requests including the funding each CAF member actually receives. Currently the educational reimbursement program is reliant upon CAF members completing and having their Individual Learning Plans (ILPs) approved.



## **Objectives**

The business function objectives are to:

- a. Harmonize Regular Force and Reserve Force processes;
- b. Eliminate redundancy within the existing processes;
- c. Increase timeliness of training management (assignment of employee);
- d. Increase the visibility of training options to all CAF personnel;
- e. Increase access for CAF personnel to initiate training requests; and
- f. Increase the accuracy of the employee's training record.
- g. Decrease overall training expenditures of the CAF (through increased use of the PLAR process)

## **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 Guardian (i.e. Modernization and PLAR)

## **Business Processes**

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

### **1. Quantify IT&E Needs**

The Quantify Training Needs process focuses on identifying the number of individuals who require training in any given fiscal year. This process is critical to the planning and scheduling of training and education events.

### **2. Manage Equivalencies (PLAR)**

The Manage Equivalencies (PLAR) process focuses on recognizing training, education and other experiences that CAF members gain, as equivalent to CAF qualifications (competencies).

### **3. Propose IT&E Schedule**

The proposal of a schedule tentatively sets dates for T&E events based on predicted numbers from the Quantify IT&E Needs business process. This process provides information that is required in order to plan event logistics. The proposed schedule identifies the planned quantity of events for each fiscal year. This in turn triggers many other business processes including the procurement of goods and services.

#### **4. Nominate Personnel**

The nomination process identifies individuals who have been approved through their CoC to attend specific IT&E events. This information provides event planners with the number of individuals who are waiting to receive training and the priority of each individual to be scheduled to attend IT&E events.

#### **5. Match Proposed Schedule**

The matching process ensures that individuals are linked to specific event sessions based on many factors including their prioritization on the nomination list and their suitability to attend a T&E event.

#### **6. Commission Sessions**

The Commissioning of sessions includes the confirmation of event logistics, informing CAF members they are scheduled to attend specific event sessions and authorizing (through the CoC) CAF members to make any necessary travel arrangements to attend IT&E events.

#### **7. Manage Educational Reimbursement**

The Manage Educational Reimbursement business process tracks all requests from CAF members to be reimbursed for educational events for which they paid for themselves. All requests must be tracked regardless of whether or not they are approved. However, the monetary amount for which each CAF member is approved must also be tracked and reported on for the duration of a CAF member's career(s) in the CAF, as there are annual allowances and lifetime allowances for CAF members.

#### **8. Administer Training**

The administration of the IT&E business process includes recognizing organizations and individual CAF member's participation on T&E events, including the granting of qualifications / competencies to individuals upon the successful completion of events (internal and external). It also includes capturing lessons learned from events for future analysis.

### **9.2 COLLECTIVE TRAINING**

#### **Overview**

The Training and Education - Collective Training business function focuses on the human resources (HR) component of the collective training business function; including the recording of organization type training activities at both the organization level and the individual level.

Collective Training activities, whereby a group of CAF personnel (RegF/ResF) take part in an exercise or equivalent, are critical to the CAF's ability to maintain a well-trained force and may be used, in part, to determine the best fit candidates for jobs and operations. As such, it is imperative that Collective Training activities are reflected on the CAF member's service record.

## **Concept of Operations**

The broad concept of operations for the Collective Training business function is to prepare individuals within an organization for operations. Collective Training organizes events at successive levels to ensure organizations are operationally ready at the right time.

## **Objectives**

The business function objectives are to:

- a. Identify Collective Training activities;
- b. Link Collective Training activities to Organization such as Crews, detachments or sections;
- c. Assign organizations, and occasionally individuals to Collective Training events
- d. Recognize individual CAF members participation on Collective Training events
- e. View the CAF member's service record to confirm that their participation on Collective Training activities has been reflected accordingly.

## **Transformation**

The project must comply with existing Regulations and Policies. There are no policies targeted for transformation by the project.

## **Business Processes**

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

### **1. Manage Collective Training Events**

Manage Collective Training Events business process involves capturing collective training event information such as the title of each exercise and the units responsible for conducting the exercises. The management of collective training events also includes the identification of Collective Training events based on the established training levels.

### **2. Schedule Collective Training Events**

The Schedule Collective Training Events business process captures dates for collective training events, and captures each organization availability / unavailability to attend collective training events. The scheduling of events provides quantifiable information that is required, in part, to determine costs associated with collective training events, along with HR related information required for the procurement of goods and services.

Collective training event schedules must be proposed for planning purposes and should be confirmed prior to the commencement of the actual event.

### **3. Manage Collective Training Event Outcomes**

The Manage Collective Training Event Outcomes business process tracks both organization participation on collective training events and individual participation on collective training events.

At the organizational level, each organization that participated on an event must be captured along with any lessons learned once the event is completed.

At the individual level, the participation of each individual that belongs to a unit at the time of the event must be captured and recorded on each individual's service record.

## **B.10 BUSINESS FUNCTION: TIME MANAGEMENT**

### **Overview**

This business function describes the processes for the scheduling and tracking of attendance for Reserve Force members and specific employees of the CAF. 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.

### **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 CAF member.

### **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:

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

### **Transformation**

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

## **Business Processes**

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

### **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. 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.

### **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.

## **B.11 BUSINESS FUNCTION: BENEFITS**

### **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 most cases, the benefit will affect the employee's income.

### **Concept of Operations**

The broad concept of operations for the Benefits 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.

### **Objectives**

The business function objectives are to:

- a. 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);
- b. Eliminate redundancy within the existing processes;
- c. Integrate the benefits management processing within Guardian, utilizing existing HR information to determine eligibility and entitlement;
- d. Increase the timeliness of benefits processing;
- e. Provide employees with timely benefit information;
- f. Convert personal cheque payments for benefit premiums to Electronic Funds Transfer (EFT);
- g. Eliminate manual reconciliation of employer premium payments; and
- h. Eliminate breaks in benefit coverage and unnecessary employee application forms.

## **Transformation**

The project must comply with existing Regulations and Policies. While certain policies/instructions may require amendment to support Guardian, the following specific instructions are targeted for transformation:

- a. 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 dependents, LWOP periods and Limitations of Pay (LOP);
- b. Dental care process will be transformed to reduce administrative burden at unit levels;
- c. Service Income Security Insurance Plan (SISIP) process will be transformed for the determination of insurance coverage and avoid dual data entry between SISIP and DND's systems;
- d. Disability compensation process will be transformed to avoid overpayments.
- e. BC Medicare process will be transformed to ensure coverage cease dates are actioned in a timely fashion and proper employer share remitted; and
- f. Subsidized benefits will be transformed to determine the appropriate fringe benefit and avoid redundant data input in multiple systems.

## **Business Processes**

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

### **1. Manage Health Care Plans (PSHCP)**

The Manage Health Care Plans business process focuses on managing the enrolment into the plan for CAF 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.



## **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 CAF 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. 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 GC Group provincial healthcare plan;
- Determine eligibility to self-administered provincial healthcare plan;
- Notify service agents and employees of eligibility status;
- Notify provincial healthcare administrator of eligibility status change;
- Process member invoices and determine the employee re-imburement;
- Process provincial invoices, determine the employee deduction and employer share;
- Determine the fringe benefit; and
- Provide benefit reporting.

## **4. Manage Employer Insurance Plans - SISIP**

The Manage Employer Insurance Plans business process focuses on the insurance plan provided to CAF employees through the 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;
- Notify service agents and employees of eligibility status;
- Determine insurance plan deductions;
- Process voluntary insurance plan payment file for SISIP;
- Determine and process yearly deduction update; and
- Provide benefit reporting.

## **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.

## **6. Manage Termination Benefits**

The Manage Termination Benefits business process focuses on the process by which CAF Employee's receive certain benefits upon termination of employment with the CAF, including death.

This business process will provide the ability to:

- Validate eligibility to Canadian Forces Severance Pay;
- 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.

## **7. Manage Subsidized Benefits**

The Manage Subsidized Benefits business processes focus on the processing of employer subsidized benefits for CAF employees living in northern regions.

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;
- Process Northern Region Deemed benefit for housing;
- Determine fringe benefit for Northern Quarters;
- Determine fringe benefit for Northern Rations; and
- Determine employee deduction;
- Determine fringe benefit; and
- Provide benefit reporting.

## **B.12 BUSINESS FUNCTION: COMPENSATION**

### **Overview**

This business function describes the processing of the employee's basic pay, allowances, deductions, adjustments, loans, calculations, payments, recoveries and payroll reporting.

### **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 (CAF) employees must be informed of impending changes to their Pay.

### **Objectives**

The business function objectives are to:

- a. 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;
- b. Consolidate Regular Force and Reserve Force Pay records into a single Pay record;
- c. Ensure the determination without intervention of the employee pay rate, eligibility and entitlement, based on employee HR information;
- d. Ensure the determination without intervention of the employee allowance eligibility and entitlements, based on employee HR information;
- e. Create a seamless end-to-end process for the management of posting loans;
- f. Increase the timeliness of compensation processing;
- g. Eliminate redundancy within the existing processes;
- h. Eliminate manual reconciliation;
- i. Eliminate the business of interface transactional correction and reject processing between HR and Pay processing;
- j. Reduce the administrative effort associated with third party deductions where services are provided by financial institutions;

- k. Convert manual Foreign Currency payment processing to Electronic Funds Transfer (EFT);
- l. Reduce manual processing of off-cycle payments;
- m. Increase accountability (visibility and timeliness) of overpayment recovery; and
- n. Provide employees with timely compensation information.

### **Transformation**

The project must comply with existing Regulations and Policies. While certain policies/instructions may require amendment to support Guardian, the following specific policy areas are targeted for transformation:

- a. CAF 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);
- b. Foreign currency payroll processes and procedures will be reviewed and amended if required to leverage GC outside Canada payment capabilities; and
- c. The replacement of cheque payments by CAF personnel with Pre-Authorized Debits from employees' bank accounts requires a review of default payment instructions and policies.

### **Business Processes**

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

#### **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 CAF, Guardian 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
- Record banking arrangements.

## **2. Manage Employee Basic Pay**

The Manage Employee Basic Pay business process focuses on the determination of a CAF 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;
- 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. Manage Employee Allowance**

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;
- Notify CAF 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.

## **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
- CAF personnel to manage Voluntary deductions.

## **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 CAF Employees, posted to certain locations outside of Canada. CAF 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 CAF member and service agents of eligibility;
- Process a loan application;
- Determine and validate loan entitlement;
- Notify C of C of loan application for approval;
- C of C to approve loan;
- Determine the repayment schedule;
- Manage the repayment of the loan;
- Manage the loan disbursement; and
- Provide loan statements to CAF personnel.

#### **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; and
- Process manual exception processing.

#### **7. Overpayment 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.

#### **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.

### **9. Process Payments**

The Process Payments business focuses on the disbursement of funds to employees, OGDs and 3<sup>rd</sup> parties, and the collection of funds from employees.

This business process will provide the ability to:

- Generate inside Canada regular cycle payments;
- Generate outside Canada regular cycle payments;
- Generate 3<sup>rd</sup> party payments;
- Generate remittances;
- Process off-cycle payments;
- Record external off-cycle payments;
- Service agents to override regular cycle payments;
- Manage pre-authorized debit (PAD) collections;
- Approve release of payments and remittances (FAA Sec 33); and
- Process returned payments.

### **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 department's 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.

## **B.13 BUSINESS FUNCTION: SERVICE RECORD MANAGEMENT**

### **Overview**

This business function describes the processes to create, manage and administer the data contained in the CAF member's service record. It will allow CAF personnel to directly maintain certain information on their own service record. Where necessary, information must be validated prior to being accepted by the CAF.

### **Concept of Operations**

The broad concept of operations for the Service Record Management business function deals with the ability to maintain a CAF member's information. The service record will contain all personal information required for the management of the CAF member.

The service record will commence when a CAF member is enrolled and will record evolution of the member throughout their career including transfers between components / sub-components or any re-enrolment up to the time the CAF Member is released from the CAF.

It is the responsibility of the CAF member to ensure that their service record is accurate and up-to-date.

### **Objectives**

The business function objectives are to:

- a. Harmonize Regular Force and Reserve Force processes;
- b. Eliminate redundancy within the existing processes;
- c. Increase the visibility, accuracy and completeness of the service record;
- d. Reduce manual paper based processes for the service record;
- e. Increase the timeliness in updating the service record;
- f. Increase the tracking capabilities of service record change request requiring approval;
- g. Provide a single and complete service record of all information pertaining to a CAF member at any given moment; and
- h. Provide timely and accurate information to external sources (e.g. VAC).

### **Transformation**

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

- a. 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.



## **Business Processes**

### **1. Creation of the Service Record**

The Creation of the Service Record business process focuses on a CAF member's service record being created upon enrolment in the CAF from the initial data captured on a contact/applicant. At this point; the service record will be part of CAF Personnel Records and shall be managed in accordance with (IAW) various legislations and policies.

This business process will provide the ability to:

- Provide CAF service agents with access to the member's service record to ensure accuracy and provide the ability to make career decisions;
- Provide the CAF 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.

### **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:

- Authorized personnel to access the required information even if they are not identified as a service agent (e.g. an Officer in charge of critical incidents who needs to ensure the proper NOK is notified);
- Service agents to view, maintain and update the service record;
- CAF 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 CAF member when the changes have been processed;
- Automatically notifying the service agents when a request to amend a CAF 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. Service Record Retention / Archiving**

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. The Service Record Archiving business process focuses on archiving the service record after the definite period of retention is completed.

This business process will provide the ability to:

- Access historical information on demand for authorized 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.

#### **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 CAF member's service record; and
- Enable communication or interaction with interested parties when required.

#### **5. 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 & Recognitions, etc.;
- Provide the authorized users with up-to date information (i.e. daily information downloads); and
- Provide third party information as required and authorized.

## **B.14 BUSINESS FUNCTION: PERSONNEL TRACKING & READINESS**

The Personnel Tracking & Readiness business function is comprised of the following sub-functions:

- Personnel Tracking
- PERS Readiness
- HR Support to Tasking

### **14.1 PERSONNEL TRACKING & READINESS**

#### **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.

#### **Concept of Operations**

The broad concept of operations for the Personnel Tracking & Readiness 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 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 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 Multi-Year Establishment Plan (MYEP) linked to capabilities, Duty Status and Readiness Status functions will be a powerful tool to assess CAF readiness and select the best-qualified members or units for military operations.

#### **Objectives**

The business function objectives are to:

- a. Institute new processes focused on effectively capturing Duty and Readiness Status HR data in one system of record; and
- b. Provide Commanders duty and readiness status reports.

## **Transformation**

The project must comply with existing Regulations and Policies. While certain policies/instructions may require amendment to support Guardian, the following specific policy area is targeted for transformation:

- a. Policies and Instructions must be established to manage Total-Force readiness and personnel accountability.

## **Business Processes**

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

### **1. Personnel Tracking**

The Personnel Tracking business process focuses on personnel accountability. CAF personnel operate in a dynamic environment with frequent deployments, training attendance, temporary duty, official travel and personal holidays. It is imperative we know where CAF 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.

### **2. Personnel Readiness**

The Personnel Readiness business process focuses on supporting the extensive requirements to ensure CAF 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, reserve availability declaration, 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 updates; and
- Have a robust reporting capability to present vital data to Commanders.

## 14.2 HR SUPPORT TO TASKING

### Overview

This business function describes the series of processes necessary to provide organizational structure, positions and member personnel information in support of the tasking process, ensure all mission specific training needs of CAF Members are addressed prior to deployment and to record the outcome of the tasking process as part of the CAF Member service record during and at the end of the tasking event.

NOTE: Supporting the operational tasking process (e.g. planning missions/exercises, sourcing positions, tasking, etc.) is considered as out-of-scope for MPMCT.

### Concept of Operations

The broad concept of operations for the HR Support to Tasking business function will have tactical tasking systems being provided both the organizational structure and member personnel information required to support the larger CAF Tasking business process.

The outcome of the tasking process (e.g. CAF Member attached postings, TDs, etc.) will be provided back, to be recorded against the CAF Member service record thus ensuring the MPM processes that require the information (e.g. Personnel Readiness, Career Planning, etc.) are supported.

### Objectives

The business function objectives are to:

- a. Harmonize Regular Force and Reserve Force processes;
- b. Eliminate redundancy within the existing processes;
- c. Reduce the manual processing required to support the process;
- d. Ensure CAF Member service records are accurate with all tasking information.

### 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 Guardian.

### Business Processes

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

#### 1. Provide Tasking Pre-Selection Information

This business process focuses on processing the tasking authority's request for personnel information of candidates to fill positions for an operational tasking.

This business process will provide the ability to:

- Identify the CAF Member personnel employment record for a tasking;

- Identify the CAF Member personnel availability;
- Identify the CAF Member personnel readiness;
- Identify the CAF Member personnel leave; and
- Identify the CAF Member personnel Medical Employment Limitation (MEL) for a tasking.

## **2. Provide Tasking Nominations Information**

This business process focuses on providing the Tasking (tactical) authority with the organizational and CAF Members' personnel information required to execute the actual Tasking process.

This business process will provide the ability to:

- Identify the CAF organizational structures and positions to be provided to the Tasking authority;
- Identify proposed changes to the CAF organizational structures to be provided to the Tasking authority;
- Identify the CAF Member personnel qualifications;
- Identify the CAF Member personnel previous tasking experience;
- Identify any changes to the CAF Member personnel service record affecting the Tasking efforts and provide them to the Tasking authorities as needed until the arrival of the CAF Member to theatre;
- Identify and trigger the Leave and Absence business function to report on any CAF Members required to fulfill the Tasking request who are on leave or scheduled to be on leave in the near future and record and issue cancellations of leave / leave requests; and
- Identify the upcoming changes to Benefits and Compensation for the CAF Members once they are selected to be tasked or trained for a specific tasking.

## **3. Process Pre-Tasking Training Needs**

This Process Pre-Tasking Training Needs business process will focus on the definition and preparation of both Individual and Collective Training during pre-deployment.

This business process will provide the ability to:

- Identify specific individual pre-deployment training needs related to the tasking and trigger the Individual Training business function;
- Identify collective pre-deployment training needs to be provided in preparation to the tasking and trigger the Collective Training business function; and
- Initiate the Update Personnel Movement.

## **4. Update in Theatre CAF Member Tasking Information**

The outcome of the Tasking process will be provided back to Guardian, to ensure the MPM processes that require the information are supported and the CAF Member's service record is up to date at all times for the use of the other HR Business Functions during the time of deployment and beyond.

The Update in Theatre CAF Member Information business process focuses on capturing the outcome of the Tasking process (e.g. Attached Posting, Temporary Duty, etc.) and any information regarding the CAF Member's activities from the moment of arrival to the Tasking and to trigger other business functions while the CAF Member is on the tasking.

This business process will provide the ability to:

- Capture the ongoing outcome of the Tasking on the CAF Member HR information (e.g. Attached Postings, TDs, etc.) by the CAF Member's first records support unit (URS) and trigger the different business functions;
- Initiate the start and stop of Compensation and Benefits at arrival and departure;
- Identify and apply changes to Organization and Establishment;
- Initiate the Casualty Support business function, when required;
- Initiate the Health and Safety business function, when required;
- Initiate the Personnel Movement business function;
- Initiate the Personnel Tracking and Personnel Readiness business functions; and
- Initiate the Honours and Recognition business function.

#### **5. Update Post Tasking CAF Member Tasking Information**

The Update Post Tasking CAF Member Information business process focuses on capturing any outcome from the Tasking not captured during the Tasking when the CAF Member returns from the Tasking and to trigger other business functions.

This business process will provide the ability to:

- Capture the ongoing outcome of the Tasking on the CAF Member HR information (e.g. Attached Postings, TDs, etc.) by the CAF Member's first records support unit (URS) and trigger the different business functions;
- Initiate the Organization and Establishment business function;
- Initiate the Casualty Support business function, when required;
- Initiate the Health and Safety business function, when required;
- Initiate the Personnel Movement business function;
- Initiate the Personnel Tracking and Personnel Readiness business functions; and
- Initiate the Honours and Recognition business function.

## **B.15 BUSINESS FUNCTION: WORKFORCE PLANNING / PERSONNEL GENERATION**

### **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.

### **Concept of Operations**

The broad concept of operations for the Workforce Planning / Personnel Generation business function is one where Personnel Generators, Force Generators and Force Employers use advanced analytical tools to analyze a wide range of organization, establishment, occupation, CAF capability, attrition, compensation and personnel information to model, identify and project the workforce requirements for the subsequent 5 years.

### **Objectives**

The business function objectives are to:

- a. Eliminate redundancy within the existing processes;
- b. Increase the availability of consolidated data and supporting mechanism for personnel generation analysis;
- c. Increase the timeliness of making changes to the Strategic Intake Plan (SIP); and
- d. Increase the visibility of Personnel Generation outputs in support of other HR processes (e.g. Recruiting, Training).

### **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 Guardian.

### **Business Processes**

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

#### **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.

## **2. Develop Personnel Generation**

The Develop Personnel Generation business process focuses on the production of the Strategic Intake Plan, Personnel Status Reports, and other workforce based plans. Plans are produced based on a review of organization, establishment, occupation and CAF 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 CAF capabilities (current and future, real and potential) within various operating scenarios;
- Access all jobs (RegF/ResF), Military Employment Structures 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. 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.

## **B.16 BUSINESS FUNCTION: HEALTH AND SAFETY**

*Note: While the Health & Safety business function is considered in-scope for MPMCT, the final solution to support the business function will be outside of Guardian (likely via a Civ HRMS v8.9 solution), and will be implemented outside of the MPMCT project via the in-service support organization using the requirements gathered by the project.*

### **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.

### **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.

### **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.

### **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.

## **Business Processes**

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

### **1. Apply Preventative Measures**

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

This business process will provide the ability to:

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

### **2. Process Hazardous Occurrences**

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

This business process will provide the ability to:

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

### **3. Monitor Hazardous Occurrences**

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

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

This business process will provide the ability to:

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

- Report hazardous occurrence costs.

#### **4. Apply Corrective Measures**

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

This business process will provide the ability to:

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

## **B.17 BUSINESS FUNCTION: CASUALTY SUPPORT**

*Note: While the Casualty Support business function is considered as in-scope for MPMCT, the final solution to support the function will be outside of Guardian (likely via a Civ HRMS v8.9 solution), and will be implemented outside of the MPMCT project via the in-service support organization.*

### **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.

*Note: While not reflected in the processes / requirements below, there's been a recent shift in business focus towards the 'Care of the Injured' vice 'Casualty Support'. A more comprehensive approach to care, whereby all available systems of support are called upon to serve a common objective and all phases of treatment and rehabilitation, are taken into account.*

### **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.

### **Objectives**

The business function objectives are to:

- Harmonize Regular Force and Reserve Force processes, subject to legislative limitations appendix; 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.

### **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.

### **Business Processes**

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

#### **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.

## **ANNEX C OUT OF SCOPE FUNCTIONAL REQUIREMENTS**

### **A.1 BUSINESS FUNCTION: DEVELOP COMPENSATION PACKAGE**

#### **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 CAF using the Defence Wide Area Network 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.

### **A.2 BUSINESS FUNCTION: PENSION**

#### **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.

### **A.3 BUSINESS FUNCTION: GRIEVANCE**

#### **Overview**

Following a review of the relevance of Grievance as an MPMCT in scope item, it was determined with the BPO that given that Integrated Conflict Management (ICM) is working towards consolidating these processes, the BPO has agreed that there is no longer a requirement to pursue an individual HR database system for grievances alone. The organization thru the ICM initiative is looking to develop an overall system that will take into consideration the requirements of the individual processes.

**Note:** In-Service-Support will manage the Out-Of-Scope Business Functions.

## ANNEX D NON-FUNCTIONAL REQUIREMENTS

The Non-Functional Requirements relate indirectly to the Business Functions described in *Annex B – Functional Requirements*, and represent general requirements that MPMCT (and Guardian) must address.

### D.1 REQUIREMENT: CORPORATE PROCESSING

#### 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. Functionality 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.

#### Business Requirements:

- a. Manage corporate values;
- b. Validate corporate value changes; and
- c. Process corporate adjustments.

### D.2 REQUIREMENT: DATA

#### Overview

A prime objective of Guardian is to ensure timely and accurate information is available to the Commanders and employees. It is essential that Guardian have the appropriate information on record to assure trouble free processing. Guardian shall incorporate converted data from the HRMS, CCPS and RPSR legacy applications, and identify procedures to obtain and load information not currently available. The specific data requirements for each business function are included in the detailed BRD(s) that relates to that business function.

#### Business Requirements:

- a. Extract timely and accurate information;
- b. Ensure data integrity;
- c. Identify data incompatibilities;
- d. Report data incompatibilities to data business owners;
- e. Convert all required data from the HRMS, CCPS and RPSR legacy applications; and
- f. Establish procedures for data not currently available from legacy applications.



### **D.3 REQUIREMENT: INTERACTING SYSTEMS**

#### **Overview**

The number of interacting systems is to be reduced to increase data integrity and quality, and reduce processing and training needs. There are a number of systems that will benefit from Guardian information, while there are others that will contribute to Guardian through the exchange of data.

The following is a preliminary list that is subject to change and not considered to be exhaustive. A more definitive list will be provided for each cycle as part of the scope document for the applicable cycle.

#### **Business Requirements – Internal to DND:**

- a. Interact with HRMS 8.9 (Civ Pers);
- b. Interact with DRMIS (financial management system);
- c. Interact with CFHIS (health information);
- d. Interact with CFRIMS-2 (Recruiting Solution)
- e. Interact with Defence Learning Network (DLN) (training);
- f. Interact with Automated Cashier System (ACS) (off-cycle payment system);
- g. Interact with Monitor/MASS;
- h. Interact with Canadian Forces Personnel Support Agency (CFPSA) system;
- i. Interact with Unitrak (D Food Svcs) system;
- j. Interact with Housing Agency Management Information System (HAMIS) (CFHA);
- k. Interact with Army Exercise Tracker (AER);
- l. Interact with Active Posting Season database (APS);
- m. Interact with Admin Review database (AR);
- n. Interact with Canadian Armed Forces Pension database (CAF Pension);
- o. Interact with Canadian Forces Housing Authority (CFHA);
- p. Interact with Canadian Forces Health Information System (CFHIS);
- q. Interact with Canadian Forces Morale and Welfare Services (CFMWS);
- r. Interact with Canadian Forces Personnel Appraisal System (CFPAS);
- s. Interact with Canadian Forces Supply System (CFSS);
- t. Interact with Canadian Forces Tasks, Plans, and Operations System (CFTPO);
- u. Interact with Canadian Military Family Resource Centre (CMFRC);

- v. Interact with Career Management Information Service (CMIS);
- w. Interact with Director Human Resource Research and Evaluation (DHRRE);
- x. Interact with Director Personnel Generation Requirements (DPGR);
- y. Interact with Employee Member Access Application (EMAA);
- z. Interact with Financial Management Automated System (FMAS);
- aa. Interact with Fleet Management System (FMS);
- bb. Interact with Healthcare Eligibility Management Application (HEMA);
- cc. Interact with ILP Claims Management System (ICMS);
- dd. Interact with Integrated Systems Approach to Training (ISAT);
- ee. Interact with Military Employment Management System (MEMS);
- ff. Interact with Naval Reserve Information Management System (NRIMS);
- gg. Interact with Production Attrition Retention Recruiting Analysis report (PARRA);
- hh. Interact with Personnel Record Management Information System (PERMIS);
- ii. Interact with Personnel Management Information System (PMIS);
- jj. Interact with Projected Status Report (PSR);
- kk. Interact with Reserve Employment Opportunity system (REO);
- ll. Interact with Table of Organization and Equipment (TOE);
- mm. Interact with Clothing On-Line;
- nn. Interact with Contingency Database;
- oo. Interact with Dental System;
- pp. Interact with Job Descriptions Interface;
- qq. Interact with Manage Transfers Database; and
- rr. Interact with Judge Advocate General (JAG).

**Business Requirements – External to DND:**

- a. Interact with CAF Pension system (CCPS-Pension or PWGSC)<sup>7</sup>;
- b. Interact with PWGSC-Standard Payment System (regular cycle payment system);
- c. Interact with Provincial Medicare program systems;
- d. Interact with Bank of Canada, Canada Savings Bond system;
- e. Interact with Service Canada (Human Resources and Skills Development Canada - Records Management);
- f. Interact with Canada Revenue Agency;
- g. Interact with Revenue Quebec;
- h. Interact with the Office of the Superintendent of Financial Institutions system (OSFI);
- i. Interact with Claims-X (for TD purposes);
- j. Interact with BC Med;
- k. Interact with Service Income Security Insurance Plan (SISIP);
- l. Interact with Standard Payment System (SPS) – PWGSC;
- m. Interact with Treasury Board Secretariat (TBS);
- n. Interact with Veterans Affairs Canada (VAC);
- o. Interact with Web-Based Security Clearance Processing System (WebSCPS);
- p. Interact with Elections Canada;
- q. Interact with Great West Life;
- r. Interact with Ministère de l'Emploi et de la Solidarité sociale;

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<sup>7</sup> Currently planning to migrate to PWGSC.

- s. Interact with Second Language Information system (PCS);
- t. Interact with United Way;
- u. Interact possibly with WSIB; and
- v. Interact possibly with PSHCP (Sun Life).

## **D.4 REQUIREMENT: PRIVACY**

### **Overview**

Guardian must comply with GC and DND Privacy Acts, Regulations and Policies. The project shall ensure that only production environments contain live data. All personal information types processed in Guardian shall be reported to TB and Privacy Commissioner IAW the above policies. Guardian shall apply appropriate measures to protect the personal information, including non-production information and test files. Guardian must also have the necessary controls in place to ensure compliance with TBS policies as it relates to privacy of personnel data, and the storage, processing, and transmission of transborder data flow across national boundaries.

### **Business Requirements:**

- a. Process live information in production environment only;
- b. Process un-identifiable (test/masked/altered) information in non-production environments; and
- c. Report all information types to TB and the Privacy Commissioner.

## **D.5 REQUIREMENT: RECORDS RETENTION**

### **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. Guardian 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.

### **Business Requirements:**

- a. Manage data pruning;
- b. Manage data archiving; and
- c. Manage source document retention.

## **D.6 REQUIREMENT: SECURITY**

### **Overview**

The MPMCT project has identified a requirement to deliver a solution that will store and process data up to the SECRET designation, in accordance with Department security policies such as VCDS Directive 293, DAOD 8001-0 and 8001-1 (draft), etc. As such, a robust system security environment and process is required to provide, confirm, monitor and manage access to Guardian commensurate with this level of data sensitivity.

Users must be categorized in specific user roles to allow Guardian security to restrict access to what processes users are allowed to perform and what information they are allowed to view/update (need-to-know). The specific requirements for each user role will be detailed during the next phase of the project.

With respect to MPMCT delivering a solution above the Protected B designation (i.e. Secret), the following requirements have been identified as needing to be supported by Guardian:

- a. The ability to provide enhanced security protection, associated with specific data and processes, based on the association of this information across one of the security dimensions. The security dimensions (or perspectives) noted include:
  - i. Association of a CAF Member to a position that's associated to a particular unit / establishment;
  - ii. Association of a CAF Member to a role (job) that's associated to a particular unit / establishment;
  - iii. Association of a CAF Member to a particular trade (MOSIDs);
  - iv. Association of a CAF Member to a particular qualification; and
  - v. Association of a CAF Member / Position to a particular allowance.
- b. The ability to provide a solution that supports a multi-level (of security) compartmentalized requirement for enhanced security of data and processes. Based on the specifics of the data (values – Position, Quals, etc.), the information on the individual is compartmentalized into a specific security level (e.g. Prot.B, Confidential, Secret);
- c. The ability to support a requirement for a CAF Member continuous service record. The information on a CAF member must be maintained and contain accurate information, and include all information about the CAF Member, whether it requires enhanced security protection or not.

## **D.7 REQUIREMENT: SYSTEM ACCESS**

### **Overview**

Guardian must be accessible to various types of users, subject to Security and Privacy specifications. The main users of the system are:

- a. Commanders: the ability to view, extract and receive notifications of information specific to their organizational needs;
- b. Delegated Managers: the ability to view, extract, receive notifications and process approvals of information specific to their delegated authorities;
- c. Business Specialists: the ability to initiate, view, extract, update and delete information related to the specific Business Function;
- d. Functional Analysts: the ability to view, extract, analyse information, and make the necessary corrections;
- e. Technical Analysts: the ability to schedule system processes;
- f. Security Specialists: the ability to manage user accounts and permissions;
- g. 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; and
- h. CAF Personnel: the ability to initiate, view, extract, receive notifications and process changes of information pertaining to the employee.

### **Business Requirements:**

- a. Validate user; and
- b. Validate processing rights (CRUD).

## **D.8 REQUIREMENT: SYSTEM AVAILABILITY**

### **Overview**

The CAF 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.

### **Business Requirements:**

- a. Guardian information must be available to the users 23 hours per day, 7 days per week.
- b. Guardian must accept user initiated transaction during a minimum of 18 hours per day, 6 days per week.
- c. Users are to be communicated 96 hours in advance of any scheduled outages, outside the normal operating parameters.
- d. Users are to be communicated immediately of any non-scheduled maintenance outages.
- e. The Business Organization shall be advised immediately upon any system failure that may have compromised its ability to properly manage the business.
- f. All systems failures shall be investigated and the appropriate resulting measures applied as required

## **D.9 REQUIREMENT: SYSTEM PERFORMANCE**

### **Overview**

System performance capabilities must allow for timely provision of services. As transactions occur, information will be updated and processed immediately to ensure the most accurate information is available at all times. The speed of system transactions (both view and update) is expected to be reasonable given the type of transaction, method of connectivity and location of user.

### **Business Requirements:**

- a. User individual transaction requests that are processed and response is returned to the user in less than 1 second
- b. Report requests by the user are accepted in less than 0.5 seconds
- c. The processing of report requests by the user are initiated within 5 seconds (the actual time of processing a specific report will be dependant on the complexity of the report itself)

- d. Payroll generation being completed for the entire workforce overnight and available to the users for review by 0600 the next morning

It is recognized that system transaction performance is subject to a complex set of application software, operating system/network software, workstation hardware and network/infrastructure hardware components that vary throughout DND and for the users that may be located anywhere in the world.

## **D.10 REQUIREMENT: SYSTEM SURVIVABILITY**

### **Overview**

Continued integrity of the system environment must be assured. Business continuity plans and disaster recovery plans must be established to ensure survivability in the event of a system failure or more significant disaster.

### **Business Requirements:**

- a. Recovery Time Objective (RTO) of 72 hours for disaster recovery;
- b. Recovery from total loss of facilities is dependant upon available funding and hardware procurement processes which could take up to 10 working days for replacement and reconfiguration of all hardware and software components;
- c. Recovery Point Objective (RPO) is 24 hours; and
- d. HR and payroll survivability file access must be assured at all times, including during a disaster. This file shall be stored off-site at all times. Requirements related to the file will be defined in the Compensation Business Requirement Documents.

**RTO** = “Recovery Time Objective is the time from interruption to recovery”

**RPO** = “Recovery Point Objective is the currency of the data when recovered”

## **D.11 REQUIREMENT: SYSTEM MAINTAINABILITY**

### **Overview**

Continued integrity of the system environment must be assured. Business continuity plans and disaster recovery plans must be established to ensure survivability in the event of a system failure or more significant disaster.

### **Business Requirements:**

- a. The transitions plans (who, what, when, etc.) for each release must include the following key items for effective maintainability of Guardian:
  - i. Resources (numbers and skills required)
  - ii. Resource Development (how to make sure resources have proper skills in time for providing support)



- iii. Training Material Development
  - iv. Training Delivery/End User Training
  - v. Application Support
  - vi. Functional Support
  - vii. Help Desk Support
  - viii. Technical Infrastructure Support (as provided by SSC)
- b. Subsequent to confirmation of successful testing, vendor supplied releases, updates and patches will be applied at an agreed upon time between the system maintenance team and the business organization;
  - c. Subsequent to confirmation of successful testing, regular functionality changes will be released on a quarterly basis. The prioritization of change requests lies solely with the Change Control Board (CCB). To this end, the MPMCT BCM team will be working with the current CCBs to update any Terms of Reference;
  - d. Subsequent to confirmation of successful testing, emergency fixes will be applied immediately; the determination of the severity of problem lies solely with the BPO (which may include ADM(IM) for IM/IT related problems); prioritization of problems shall be determined by the CCB;
  - e. On-site technical support provided from 0700 to 1530 local Ottawa time;
  - f. Trouble ticket diagnostic assignment time by priority:
    - Urgent: As quickly as is technically feasible, ticket will be assigned on receipt to a technical analyst.
    - High: 2 hours;
    - Medium: 1 business day; and
    - Low: 5 business days.
  - g. A duty analyst shall be on call at all times; and
  - h. A People Solution Center has been deemed out of scope. Current in-service support organizations will continue to provide the current level of business support for the Guardian solution. Notwithstanding, the project BCM team will be working with the current affected organizations to provide efficiency opportunities.

## **D.12 REQUIREMENT: USER INTERFACE**

### **Overview**

The user interface identifies the requirements of how Guardian must interact with the various types of users.

### **Business Requirements:**

- a. Ability to interact in both official languages (English and French) – either one at any one time;
- b. Ability to set standard date format to eliminate date confusion (i.e. 11 July or 7 November); and
- c. Ability to align to GC common look and feel guidelines.

## **ANNEX E OUT OF SCOPE NON-FUNCTIONAL REQUIREMENTS**

### **E.1 REQUIREMENT: DATA CLEANSING – NON CORE SYSTEMS**

#### **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.

### **E.2 REQUIREMENT: DOCUMENT MANAGEMENT**

#### **Overview**

A new document management system is out of scope.

This will continue to be dependant upon current matrix organizations for delivery and support.

### **E.3 REQUIREMENT: HARDWARE**

#### **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.

### **E.4 REQUIREMENT: LEGISLATIVE CHANGES**

#### **Overview**

Changes to legislation, such as the National Defence Act, are considered as out of scope for MPMCT.

### **E.5 REQUIREMENT: PEOPLE SOLUTION CENTER**

#### **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 CAF operations worldwide.

This requirement is out of scope for MPMCT, 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 Guardian.

## **E.6 REQUIREMENT: REMOTE ACCESS**

### **Overview**

Network access, bandwidth, and any additional security infrastructure required for deployed operations of any type, including ships, are considered as out of scope for MPMCT.

The provision of HR/Pay data to support deployed 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 dependent upon current matrix organizations for delivery and support.

## **E.7 REQUIREMENT: SINGLE SIGN-ON**

### **Overview**

Single sign on to DWAN and an HR Applications Portal is considered as out of scope for MPMCT.

## **E.8 REQUIREMENT: SYSTEM DECOMMISSIONING – NON CORE SYSTEMS**

### **Overview**

System decommissioning, and archiving of legacy data not converted to Guardian, is considered as out of scope for MPMCT.

**ANNEX F BUSINESS FUNCTION / BRD MATRIX**

The matrix below provides a reference between the Business Function, Business Requirements Document (BRD), and identified Business Process Owner (BPO).

| <b>Business Function / BRD Matrix</b>   |                         |                                    |                   |
|---|-------------------------|------------------------------------|-------------------|
| <b><u>Business Function (BF)</u></b>    | <b><u>SOR X-Ref</u></b> | <b><u>BRD</u></b>                  | <b><u>BPO</u></b> |
| 1. Financial Compliance & Integration   | B.1                     | Financial Compliance & Integration | DG Fin Ops        |
| 2. Military Employment Structure (MES)  | B.2                     | Military Employment Structure      | DPGR              |
| 3. Organization and Establishment (O&E) | B.3.1                   | Organization & Establishment       | DDFP              |
|   | B.3.2                   | Strategic Capability Management    | CFD               |
| 4. Career Management                    | B.4.1                   | Career Planning                    | DMCA              |
|   | B.4.2                   | Internal Recruitment               | DMCPG             |
|   | B.4.3                   | Succession Planning                | DSA               |
|   | B.4.4                   | Performance Appraisal              | D Mil C           |
|   | B.4.5                   | Administrative Reviews             | DMCA              |
|   | B.4.6                   | Release                            | DMCA              |
| 5. Honours and Recognition              | B.5                     | Honours and Recognition            | DH & R            |
| 6. Leave and Absence Management         | B.6.1                   | Leave Management                   | DPPD (Leave)      |
|   | B.6.2                   | Absence Management                 | DGMP (Absence)    |
| 7. Professional Compliance              | B.7                     | Professional Compliance            | DGHS/1 CAD/DNTE   |
| 8. Recruitment                          | B.8                     | Recruitment                        | CFRG              |
| 9. Training and Education               | B.9.1                   | Individual Training and Education  | CDA               |
|   | B.9.2                   | Collective Training                | CADTC/ DNTE/ 1CAD |
| 10. Time Management                     | B.10                    | Time Management                    | --tbc--           |
| 11. Benefits                            | B.11 para 1             | Manage Health Care Plans           | DMPAP             |

| <b>Business Function / BRD Matrix</b>         |                         |  |                   |
|---|-------------------------|--|-------------------|
| <b><u>Business Function (BF)</u></b>          | <b><u>SOR X-Ref</u></b> | <b><u>BRD</u></b>                                      | <b><u>BPO</u></b> |
|   | B.11 para 2             | Manage Dental Care Plans                               | DMPAP             |
|   | B.11 para 3             | Manage Medicare Benefits                               | DMPAP             |
|   | B.11 para 4             | Manage Employer Insurance Plans                        | DMPAP             |
|   | B.11 para 5             | Manage Disability Compensation                         | DMPAP             |
|   | B.11 para 6             | Manage Termination Benefits                            | DMPAP             |
|   | B.11 para 7             | Manage Subsidized Benefits                             | DMPAP             |
| 12. Compensation                              | B.12 para 1             | Manage Employee Pay Record                             | DMPAP             |
|   | B.12 para 2             | Manage Employee Basic Pay                              | DMPAP             |
|   | B.12 para 3             | Manage Employee Allowance (note: contains 60 sub-BRDs) | DMPAP             |
|   | B.12 para 4             | Manage Employee Deductions                             | DMPAP             |
|   | B.12 para 5             | Manage Loans   | DMPAP             |
|   | B.12 para 6             | Manage Adjustments                                     | DMPAP             |
|   | B.12 para 7             | Overpayment Recoveries                                 | DMPAP             |
|   | B.12 para 8             | Perform Calculations                                   | DMPAP             |
|   | B.12 para 9             | Process Payments                                       | DMPAP             |
|   | B.12 para 10            | Report Payroll   | DMPAP             |
| 13. Service Record Management                 | B.13                    | Service Record Management                              | DGMP              |
| 14. Personnel Tracking & Readiness            | B.14.1                  | Personnel Tracking                                     | --tbc--           |
|   | B.14.2                  | Personnel Readiness                                    | CEFCOM G1         |
|   | B.14.3                  | HR Support to Tasking                                  | SJS               |
| 15. Workforce Planning / Personnel Generation | B.15                    | Workforce Planning / Personnel Generation              | DPGR              |
| 16. Health and Safety                         | B.16                    | Health and Safety                                      | DSafeG            |

| <b>Business Function / BRD Matrix</b> |                             |                   |                   |
|---------------------------------------|-----------------------------|-------------------|-------------------|
| <b><u>Business Function (BF)</u></b>  | <b><u>SOR<br/>X-Ref</u></b> | <b><u>BRD</u></b> | <b><u>BPO</u></b> |
| 17. Casualty Support                  | B.17                        | Casualty Support  | DCSM              |
|                                       |                             |                   |                   |

ANNEX 2:  
ACRONYMS, ABBREVIATIONS, AND DEFINITIONS



## 1.0 ACRONYMS, ABBREVIATIONS, AND DEFINITIONS

This Annex outlines the terminology employed throughout the ITQ and RRR Phase and is complementary to the terms and conditions within this ITQ.

**Table 3 – Acronyms, Abbreviations, and Definitions**

|   |  |
|---|--|
| <b>BTT</b>                                      | Business Transformation Team   |
| <b>CAF</b>                                      | Canadian Armed Forces  |
| <b>CCPS</b>                                     | Central Computation Pay System   |
| <b>CISD</b>                                     | Canadian Industrial Security Directorate   |
| <b>COTS</b>                                     | Commercial-off-the-Shelf   |
| <b>Customer</b>                                 | The ultimate recipient of the system integrator professional services  |
| <b>DND</b>                                      | Department of National Defence   |
| <b>Documented Software Delivery Methodology</b> | A written set of repeatable processes and procedures for software delivery that have been approved and accepted within the Respondent's organization, and that can be referenced, tailored and utilized in the execution of the Respondent's projects. |
| <b>ERP</b>                                      | Enterprise Resource Planning   |
| <b>GC</b>                                       | Government of Canada   |
| <b><i>Guardian</i></b>                          | The Military Personnel Management solution that will be delivered by the MPMCT project.  |
| <b>HCM</b>                                      | PeopleSoft Human Capital Management  |
| <b>HR</b>                                       | Human Resources  |
| <b>HRMS</b>                                     | Human Resources Management System  |
| <b>IM/IT</b>                                    | Information Management/Information Technology  |
| <b>IPT</b>                                      | Integrated Project Team  |
| <b>ISDT</b>                                     | Integrated Solution Delivery Team  |
| <b>ISP</b>                                      | Industrial Security Program  |
| <b>ISS</b>                                      | In Service Support   |
| <b>IT</b>                                       | Information Technology   |
| <b>ITQ</b>                                      | Invitation to Qualify  |
| <b>MPM</b>                                      | Military Personnel Management  |
| <b>MPMCT</b>                                    | Military Personnel Management Capability Transformation  |
| <b>NCR</b>                                      | National Capital Region  |
| <b>NDA</b>                                      | Non-Disclosure Agreement   |
| <b>Pay</b>                                      | PeopleSoft Pay for North America   |
| <b>PCO</b>                                      | Project Control Office   |
| <b><i>Phoenix</i></b>                           | The pay system solution of the Government of Canada's Pay Modernization Project.   |
| <b>PMO</b>                                      | Project Management Office  |
| <b>PWGSC</b>                                    | Public Works and Government Services Canada  |

|                                     |  |
|-------------------------------------|--|
| <b>Reference Project</b>            | A detailed summary of a project undertaken by a Respondent to implement and integrate a PeopleSoft solution from high level business requirements through to an operational, Customer accepted solution.   |
| <b>RFP</b>                          | Request for Proposal   |
| <b>RPSR</b>                         | Revised Pay System for the Reserves  |
| <b>RRR</b>                          | Review and Refine Requirement  |
| <b>SACC</b>                         | Standard Acquisition Clauses and Conditions  |
| <b>SI</b>                           | Systems Integrator   |
| <b>SOW</b>                          | Statement of Work  |
| <b>SRCL</b>                         | Security Requirements Checklist  |
| <b>SSC</b>                          | Shared Services Canada   |
| <b>TB</b>                           | Treasury Board   |
| <b>TBS</b>                          | Treasury Board Secretariat   |
| <b>Technical Customer Reference</b> | An individual from the Customer's technical team, such as a Reference Project's Technical Authority, who has knowledge of the technical aspects of how the software was integrated for a Reference Project, including the Documented Software Delivery Methodology used. |
| <b>VAC</b>                          | Veteran Affairs Canada   |

ANNEX 3:

NON-DISCLOSURE AGREEMENT (NDA)

### **NON-DISCLOSURE AGREEMENT (NDA)**

Canada, as represented by the Minister of Public Works Government Services Canada ("we", "us" or "Canada") is currently engaged in procuring services of a private sector contractor to provide Systems Integration services to the Department of National Defence under the Military Personnel Management Capability Transformation (MPMCT) Project (File Number: W8474-11MP01). As part of the related procurement process, we desire to share information with you, *[Insert name of "RRR Participant"\_\_\_\_\_]* in order to facilitate *[Insert name of ITQ Responsive Supplier\_\_\_\_\_]*'s participation in the Review and Refine Requirements (RRR) phase.

As part of the RRR phase, you may receive information in connection with or relevant to the draft RFP and the procurement process generally, that is non-public or proprietary in nature, including (a) any such information that may have been provided previously to you by us, or on our behalf by a third party; (b) any such information learned by you from employees or agents of Canada that relates to the procurement process generally; or (c) third party confidential information disclosed to you by Canada or other RRR Participants; and all such information, whether provided orally or in writing and in whatever medium, is collectively referred to as the "Information". All Information furnished to you must be treated by you as set forth below unless we otherwise consent in writing.

For greater certainty, the content of any discussions between you and other RRR Participants, relating to the MPMCT SI requirement, regarding any analysis, compilations, data, studies or other documents or records prepared by you containing or based, in whole or in part, upon any Information furnished to you shall, in each case, be deemed to be Information and subject to the terms of this NDA.

The RRR Participant hereto agrees as follows:

#### **1. Acceptance of the Terms of Engagement**

By signing this NDA you agree to be bound by the Terms of Engagement in Part 6 of the ITQ.

#### **2. Confidentiality Obligation**

(a) Subject to paragraph 4 below, the Information:

- (i) must be kept strictly confidential by you and must not, without our prior written consent, be disclosed by you to any other person directly or indirectly, in whole or in part; and
- (ii) must not be used by you directly or indirectly for any purpose other than to participate in the RRR phase and, if applicable any other use permitted by this NDA.

(b) You agree to restrict access to the Information and to transmit the Information only to individuals who need to know the Information for the purposes set out in paragraph 2(a) (ii), who are informed of the nature of the Information, and who have signed this NDA.

### **3. Non-Disclosure of Discussions**

Without our prior written consent, you must not disclose to any other person (i) the content of discussions between you, other RRR Participant(s) (if applicable) and Canada relating to the procurement process generally, including the RRR phase and (ii) the name of any other RRR Participant(s) (if applicable).

### **4. Obligations with respect to Information and Discussions**

You acknowledge that we do not hereby make any representation or warranty as to the accuracy or completeness of the Information and that we are under no obligation to update the Information or to correct any errors or inaccuracies in, or omissions from, any Information provided to you. You further agree that we shall not have any liability, direct or indirect, to you as a result of the use of the Information by you.

### **5. Effective Date of Agreement**

This NDA shall be executed and become effective on the date it is signed by the RRR Participant as indicated below.

### **6. Miscellaneous**

- a) This NDA shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein. The RRR Participant hereby irrevocably attorns to the jurisdiction of the Federal Court of Canada with respect to any matter relating to this NDA.
- b) This NDA may be validly executed by email transmission.
- c) Capitalized terms used in this Non-Disclosure Agreement (NDA) and not otherwise defined herein shall have the respective meanings ascribed to them in the ITQ.

|                               |  |
|-------------------------------|--|
| 1. RRR Participant Name:      |  |
| 2. Title:                     |  |
| 3. Company:                   |  |
| 4. Current telephone number:  |  |
| 5. Current email address:     |  |
| 6. RRR Participant signature: |  |
| 7. Date:                      |  |

ATTACHMENT 1 TO PART 4:  
MANDATORY EVALUATION CRITERIA

## 1.1 Mandatory Evaluation Criteria

- 1.1.1 The column titled "Cross Reference to Response" in the table below should contain information that substantiates the Respondent's response to the mandatory criteria, or clearly identify the location of the information within the response (e.g. volume/binder number, page number, paragraph number, etc.). Respondent's responses to the mandatory requirements will be evaluated as either "Met" or "Not Met". A "Not Met" will result in the response being deemed non-responsive.
- 1.1.2 Respondents should only provide the required number of Reference Project(s) as indicated in the M1 mandatory requirement. If more than the required number of Reference Projects is provided, only the first 3 Reference Projects within the order of appearance as presented in the original hard copy of the ITQ Respondent's response will be evaluated.
- 1.1.3 Please refer to "Annex 2 – Acronyms, Abbreviations, and Definitions" to assist with responding to the mandatory requirements.

| Req # | Mandatory Requirement  | Cross Reference to Response |
|-------|--|-----------------------------|
| M1    | <p>The Respondent must submit 3 separate Reference Projects in which the Respondent was contracted by a Customer to implement and integrate a PeopleSoft solution from high level business requirements through to an operational, Customer accepted solution.</p> <p>For 1 of the Reference Projects submitted, the Respondent must demonstrate that they provided Professional Services of \$20M (\$CDN<sup>1</sup>, taxes excluded) or greater within a single contract.</p> <p>For 1 of the Reference Projects submitted, the Respondent must demonstrate that they implemented and integrated a combined PeopleSoft Human Capital Management (HCM) and PeopleSoft Pay for North America (Pay) solution.</p> <p>Experience submitted for services in which the Respondent did not contract directly with the ultimate recipient will not be considered. Ex. Company A hired Company B to provide professional services. Company B subcontracted some (or all) of the work to Company C. Company C may not use this work as a Reference Project as they did not contract with Company A who was the ultimate recipient of the services.</p> <p><sup>1</sup> For evaluation purposes, the exchange rate used for currency adjustment will be the annual average exchange rate, as published by the Bank of Canada, determined by the year that the contract was awarded to the Respondent for the Reference Project.</p> |                             |
| M2    | <p>For each Reference Project submitted for M1, the Respondent must demonstrate that a Documented Software Delivery Methodology was used to progress the Reference Project from high level business requirements through to an operational, Customer accepted solution.</p> <p>In order to demonstrate this requirement, Respondents must state the name of the Documented Software Delivery Methodology used, the name(s) of the Documented Software Delivery Methodology's reference</p>   |                             |

|    |   |  |
|----|---|--|
|    | <p>document(s), and submit either:</p> <p>a) An excerpt from a Reference Project deliverable (such as an implementation plan, work plan, proposal, Task Authorization etc.) which validates the name of the Documented Software Delivery Methodology used for the Reference Project; or</p> <p>b) A Technical Customer Reference, who may be independent from the reference submitted under M6, who can validate the name of the Documented Software Delivery Methodology used for the Reference Project.</p> |  |
| M3 | The Documented Methodology named in M2 must have been used for all 3 Reference Projects submitted under M1.   |  |
| M4 | For each Reference Project submitted under M1, the project must have been completed prior to the publication date of this ITQ.  |  |
| M5 | For each Reference Project submitted under M1, the version of PeopleSoft that was implemented must have been v8.9 or greater.   |  |
| M6 | For each Reference Project submitted under M1, the Respondent must provide contact information for an individual from the Customer who can be contacted to validate the information provided in the Respondent's response in accordance with the reference check process described in Part 4, article 4.3 of the ITQ.   |  |



FORM 1:

ITQ RESPONDENT DETAILS FORM

## 1.0 ITQ Respondent Details

|  |   |
|--|---|
| <b>Respondent's full legal Name</b>  |   |
| (a)  |   |
| <b>Respondent's Procurement Business Number (PBN)</b>  |   |
| (b)  |   |
| <b>Respondent's Canadian Industrial Security Directorate (CISD) File Number</b>  |   |
| (c)  |   |
| <b>Does the Respondent require security sponsorship through CISD in order to meet article 6.3.1 of this ITQ, or the RFP Annex C – SRCL?</b>        |   |
| (d)  | <input type="checkbox"/> Yes, a CISD security clearance sponsorship is required.<br><input type="checkbox"/> No, CISD security clearance sponsorship is not required. |
| <b>Respondent's Contact for ITQ evaluation purposes (e.g. clarifications)</b>  |   |
| (e)  | Name:   |
|  |   |
|  | Title:  |
|  |   |
|  | Address:  |
|  |   |
|  | Telephone #:  |
|  |   |
|  | Email:  |
|  |   |
| Signature of authorized representative of Respondent:  |   |
|  |   |
| Date:  |   |
|  |   |
| Canada's Official Language in which the Respondent will communicate with Canada during the RRR and RFP Phases - indicate either English or French. |   |
| (f)  | English <input type="checkbox"/><br>French <input type="checkbox"/>   |
| <b>Jurisdiction of ITQ:</b> Province in Canada the Respondent wishes to be the legal jurisdiction applicable to the ITQ:                           |   |
| (g)  |   |

|  |   |
|--|---|
| <b>Joint Venture</b>   |   |
| If submitting a response to the ITQ as a joint venture, the Respondent should provide the joint venture member's full legal name and address and appoint a representative to act on behalf of all members of the joint venture; the response must be signed by all the members of the joint venture [Respondent to add more rows to capture information for each joint venture member] |   |
| <b>Legal Name of the Representative of the Joint Venture:</b><br>( i.e. the member chosen by the other members to act on their behalf)   |   |
| (h)  |   |
| <b>Joint Venture Member Full Legal Name</b>  |   |
| (i)  |   |
| <b>Joint Venture Member PBN</b>  |   |
| (j)  |   |
| <b>Joint Venture Member Address/Registered Office</b>  |   |
| (k)  |   |
| <b>Joint Venture Member's Canadian Industrial Security Directorate (CISD) File Number</b>  |   |
| (l)  |   |
|  | <b>Does the Joint Venture Member require a security sponsorship through CISD in order to meet article 6.3.1 of this ITQ, or the RFP Annex C – SRCL?</b>                   |
| (m)  | <input type="checkbox"/> Yes, a CISD security clearance sponsorship is required.<br><br><input type="checkbox"/> No, CISD security clearance sponsorship is not required. |
| <b>Joint Venture Member Authorization</b>  |   |
| Each member of the joint venture must complete and sign section (n) below;<br>[Respondent to add more rows for each joint venture member]  |   |
| (n)  | Name of Joint Venture Member Representative:  |
|  |   |
|  | Title:  |
|  |   |
|  | Address:  |
|  |   |
|  | Email:  |
|  |   |
|  | Signature of authorized joint venture member representative:  |
|  |   |

|  |        |
|--|--------|
|  | Phone: |
|  |        |
|  | Date:  |
|  |        |

RFP ANNEX C:

SECURITY REQUIREMENTS CHECK LIST (SRCL)

OCT 20 2015



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat  
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Security Classification / Classification de sécurité  
Unclassified

SECURITY REQUIREMENTS CHECK LIST (SRCL)  
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

| PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE   |  |   |   |
|--|--|---|---|
| 1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine <b>DND</b>  |  | 2. Branch or Directorate / Direction générale ou Direction <b>CMP/MPMCT Project</b> |   |
| 3. a) Subcontract Number / Numéro du contrat de sous-traitance   |  | 3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant           |   |
| 4. Brief Description of Work / Brève description du travail<br>The Department of National Defence (DND) MPMCT Project has a requirement for a Systems Integrator (SI) to provide professional services to lead the implementation, integration and upgrade of the Military Personnel Management Human Resources and Pay solution known as Guardian, based on the latest version of PeopleSoft Enterprise Resource Planning software and the Government of Canada Pay system known as Phoenix. In addition, the SI contractor will provide professional services to assist the DND's in-service support team as required. |  |   |   |
| 5. a) Will the supplier require access to Controlled Goods? / Le fournisseur aura-t-il accès à des marchandises contrôlées?  |  | <input checked="" type="checkbox"/> No / Non  | <input type="checkbox"/> Yes / Oui            |
| 5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? / Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?  |  | <input checked="" type="checkbox"/> No / Non  | <input type="checkbox"/> Yes / Oui            |
| 6. Indicate the type of access required / Indiquer le type d'accès requis  |  |   |   |
| 6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? / Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) / (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)  |  | <input type="checkbox"/> No / Non   | <input checked="" type="checkbox"/> Yes / Oui |
| 6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? / Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.  |  | <input checked="" type="checkbox"/> No / Non  | <input type="checkbox"/> Yes / Oui            |
| 6. c) Is this a commercial courier or delivery requirement with no overnight storage? / S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?   |  | <input checked="" type="checkbox"/> No / Non  | <input type="checkbox"/> Yes / Oui            |
| 7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès   |  |   |   |
| Canada <input checked="" type="checkbox"/>   | NATO / OTAN <input type="checkbox"/>   | Foreign / Étranger <input type="checkbox"/>   |   |
| 7. b) Release restrictions / Restrictions relatives à la diffusion   |  |   |   |
| No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>   | All NATO countries / Tous les pays de l'OTAN                                 | No release restrictions / Aucune restriction relative à la diffusion                |   |
| Not releasable / À ne pas diffuser   |  |   |   |
| Restricted to: / Limité à :<br>Specify country(ies): / Préciser le(s) pays :   | Restricted to: / Limité à :<br>Specify country(ies): / Préciser le(s) pays : | Restricted to: / Limité à :<br>Specify country(ies): / Préciser le(s) pays :        |   |
| 7. c) Level of information / Niveau d'information  |  |   |   |
| PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>  | NATO UNCLASSIFIED / NATO NON CLASSIFIÉ                                       | PROTECTED A / PROTÉGÉ A   |   |
| PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>  | NATO RESTRICTED / NATO DIFFUSION RESTREINTE                                  | PROTECTED B / PROTÉGÉ B   | <input type="checkbox"/>                      |
| PROTECTED C / PROTÉGÉ C  | NATO CONFIDENTIAL / NATO CONFIDENTIEL  | PROTECTED C / PROTÉGÉ C   | <input type="checkbox"/>                      |
| CONFIDENTIAL / CONFIDENTIEL <input checked="" type="checkbox"/>  | NATO SECRET / NATO SECRET  | CONFIDENTIAL / CONFIDENTIEL   | <input type="checkbox"/>                      |
| SECRET / SECRET <input checked="" type="checkbox"/>  | COSMIC TOP SECRET / COSMIC TRÈS SECRET                                       | SECRET / SECRET   | <input type="checkbox"/>                      |
| TOP SECRET / TRÈS SECRET   |  | TOP SECRET / TRÈS SECRET  | <input type="checkbox"/>                      |
| TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT)   |  | TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT)  | <input type="checkbox"/>                      |





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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No Yes  
Non Oui

If Yes, indicate the level of sensitivity:

Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

|   |  |  |   |
|---|--|--|---|
| <input checked="" type="checkbox"/> RELIABILITY STATUS<br>COTE DE FIABILITÉ | CONFIDENTIAL<br>CONFIDENTIEL           | <input checked="" type="checkbox"/> SECRET<br>SECRET | TOP SECRET<br>TRÈS SECRET               |
| TOP SECRET - SIGINT<br>TRÈS SECRET - SIGINT                                 | NATO CONFIDENTIAL<br>NATO CONFIDENTIEL | NATO SECRET<br>NATO SECRET                           | COSMIC TOP SECRET<br>COSMIC TRÈS SECRET |
| SITE ACCESS<br>ACCÈS AUX EMPLACEMENTS                                       |  |  |   |

Special comments:

Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☐ No ☒ Yes  
Non Oui

If Yes, will unscreened personnel be escorted? *Unscreened pers. may only access*

Dans l'affirmative, le personnel en question sera-t-il escorté? *public/reception zone*

☒ No Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☐ No ☒ Yes  
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No Yes  
Non Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No Yes  
Non Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No Yes  
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No Yes  
Non Oui

TBS/SCT 350-103(2004/12)

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**PART C - (continued) / PARTIE C - (suite)**

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

| Category<br>Catégorie  | PROTECTED<br>PROTÉGÉ |   |   | CLASSIFIED<br>CLASSIFIÉ      |        |                           | NATO   |  |             |   | COMSEC               |   |   |                              |        |                           |
|--|----------------------|---|---|------------------------------|--------|---------------------------|--|--|-------------|---|----------------------|---|---|------------------------------|--------|---------------------------|
|  | A                    | B | C | CONFIDENTIAL<br>CONFIDENTIEL | SECRET | TOP SECRET<br>TRÈS SECRET | NATO RESTRICTED<br>NATO DIFFUSION RESTREINTE | NATO CONFIDENTIAL<br>NATO CONFIDENTIEL | NATO SECRET | COSMIC TOP SECRET<br>COSMIC TRÈS SECRET | PROTECTED<br>PROTÉGÉ |   |   | CONFIDENTIAL<br>CONFIDENTIEL | SECRET | TOP SECRET<br>TRÈS SECRET |
|  |                      |   |   |                              |        |                           |  |  |             |   | A                    | B | C |                              |        |                           |
| Information / Assets<br>Renseignements / Biens<br>Production | ✓                    | ✓ |   | ✓                            | ✓      |                           |  |  |             |   |                      |   |   |                              |        |                           |
| IT Media /<br>Support TI                                     |                      |   |   |                              |        |                           |  |  |             |   |                      |   |   |                              |        |                           |
| IT Link /<br>Lien électronique                               |                      |   |   |                              |        |                           |  |  |             |   |                      |   |   |                              |        |                           |

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No Yes  
Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No Yes  
Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).





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**PART D - AUTHORIZATION / PARTIE D - AUTORISATION**

13. Organization Project Authority / Chargé de projet de l'organisme

Name (print) - Nom (en lettres moulées)

Title - Titre

Signature

JOHN FYSH

PM MPMCT

Telephone No. - N° de téléphone

Facsimile No. - N° de télécopieur

E-mail address - Adresse courriel

Date

995-2666

992-1324

john.fysh@forces.gc.ca

2 Oct 2015

14. Organization Security Authority / Responsable de la sécurité de l'organisme

Name (print) - Nom (en lettres moulées)

Title - Titre

Signature

Sasa Medjovic - DDSO - Industrial Security  
Senior Security Analyst

Telephone No. - N° de téléphone

Facsimile No. - N° de télécopieur

E-mail address - Adresse courriel

Date

Tel: 613-996-0286

E-mail: sasa.medjovic@forces.gc.ca

2015-10-20

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?

Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?

No Yes  
Non ☒ Oui

16. Procurement Officer / Agent d'approvisionnement

Name (print) - Nom (en lettres moulées)

Title - Titre

Signature

Telephone No. - N° de téléphone

Facsimile No. - N° de télécopieur

E-mail address - Adresse courriel

Date

17. Contracting Security Authority / Autorité contractante en matière de sécurité

Name (print) - Nom (en lettres moulées)

Title - Titre

Signature

Telephone No. - N° de téléphone

Facsimile No. - N° de télécopieur

E-mail address - Adresse courriel

Date

23-OCTOBER-2015

Jacques Saumur

Contract Security Officer, Contract Security Division

Jacques.Saumur@tpsgc-pwgsc.gc.ca

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