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**LETTER OF INTEREST
LETTRE D'INTÉRÊT**

Comments - Commentaires

Vendor/Firm Name and Address

Raison sociale et adresse du
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Issuing Office - Bureau de distribution

Business Transformation and Systems Integration
Service/Division de transformation des opérations et
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Title - Sujet In-Service Support for Pay System	
Solicitation No. - N° de l'invitation EN260-171550/A	Date 2016-11-02
Client Reference No. - N° de référence du client 20171550	GETS Ref. No. - N° de réf. de SEAG PW-\$\$XE-663-30569
File No. - N° de dossier 663xe.EN260-171550	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2017-02-28	
Time Zone Fuseau horaire Eastern Standard Time EST	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Chu, Xi	Buyer Id - Id de l'acheteur 663xe
Telephone No. - N° de téléphone (819) 420-2238 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: DEPARTMENT OF PUBLIC WORKS AND GOVERNMENT SERVICES CANADA PORTAGE III 11 LAURIER ST Gatineau Quebec K1A0S5 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

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

Request for Information (RFI)
In-Service Support for Government of Canada Pay System
For
Public Services and Procurement Canada (PSPC)

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1. PURPOSE OF THIS RFI

Canada is seeking information on industry capabilities, constructive suggestions and interest to work collaboratively with PSPC to support Government of Canada Pay Solution.

This RFI seeks interest from potential suppliers to participate in an early engagement process that includes an information session (Industry Day) and subsequent one-on-one supplier consultations. The content of this RFI is intended to provide industry with initial context and details pertaining to anticipated requirements.

All suppliers wishing to participate in the early engagement process must register. Details on the proposed procurement approach and information on how to register for Industry Day and one-on-one supplier consultations are provided in **Annex B: Proposed Procurement Approach**.

The RFI includes a series of questions to industry. RFI responses, and any resulting one-on-one supplier consultations held as a result of this RFI, will help Canada define the procurement strategy and be considered during the development of requirements. Suppliers are encouraged to provide information that they feel Canada should be aware of in order to determine how Canada's requirements would be best implemented.

2. NATURE OF RFI

This is not a bid solicitation. This RFI will not result in the award of any contract; therefore, potential suppliers of any goods or services described in this RFI should not earmark stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Whether or not any potential supplier responds to this RFI will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI.

3. BACKGROUND

3.1 PSPC'S Mandate in Administering Pay Service

The *Public Works and Government Services Act* provides Public Services and Procurement Canada (PSPC) with the legal mandate to deliver pay services to employees of the Public Service of Canada, administering more than 27 collective agreements with over 80,000 business rules, issuing bi-weekly payments to nearly 300,000 employees, and processing annually approximately 12 million transactions valued at over \$22 billion.

PSPC's legal mandate as identified in Section 12 and 13 of the PWGSC Act (1996, c.16) specifically mandates PSPC to provide payroll services to the employees of the public service of Canada.¹ Section 12

¹ The Minister shall provide such administrative and other services required for the disbursement of pay to persons employed in or by any department, and to persons employed in or by other portions of the public service of Canada, as the Governor in Council may direct and the Minister shall provide such administrative and other services required in relation to employee benefit plans and superannuation or pension plans as the Governor in Council may direct."

of the PWGSC Act gives the Minister broad authority to provide administrative services required for the disbursement of pay to persons employed in the federal public administration "as the Governor in Council may direct". The authority set out in Section 12 is engaged only when the Governor in Council directs and only to the extent directed.

Also, there is an Order in Council (OIC) from 1981 on the subject of pay disbursement.² The 1981 OIC authorized PSPC to provide various administrative services required for the disbursement of pay to persons employed in the Public Service and on the staffs of the House of Commons, the Senate and the Library of Parliament, such as the development, operation and maintenance of a pay processing system. In addition, the 1981 OIC authorized the Minister of PSPC to perform a verification function of pertinent data in personnel documentation submitted to paying offices regarding pay entitlements "until such time as that portion of the Public Service... commences such verification".

Additionally, the Public Service Collective Agreements Implementation Order delegates to deputy heads the authority to exercise and perform such powers and functions of the Treasury Board (TB) as may be required to give effect to and administer the provisions of collective agreements, subject to any direction of the TB. Currently, departmental Compensation Advisors (CAs) deliver departmental pay services.

3.2 Pay Transformation Initiative

The Government of Canada (GC) was facing several pay administration issues including an outdated pay system, placing the sustainability of pay at risk that created a high turnover of Compensation Advisors, especially in the National Capital Area. To address these issues, PSPC obtained Cabinet approval in 2009 to move forward with an initiative to fix the pay system.

The Initiative, commonly referred to as the Transformation of Pay Administration Initiative, was completed in April 2016. It is contributing to the sustainability of pay administration across the GC. The Initiative was comprised of the following two inter-related projects:

1) Pay Modernization Project

The project was completed in April 2016. The new pay system, Phoenix replaced the GC's 40 year-old pay system and modernized business processes. Based on PeopleSoft Payroll, Phoenix provides seamless integration with the GC PeopleSoft Human Resources Management Systems (GC HRMS v.8.9 and My GCHR v.9.1), and increases automation and self-service. In February 2016, Phoenix was rolled out to 34 departments and 120,000 employees. The second rollout was completed in April 2016 to 67 departments and 170,000 employees. With both rollouts completed, Phoenix is now being used by 101 departments and 290,000 employees. This is one of the largest IT-enabled transformational projects launched in the federal government.

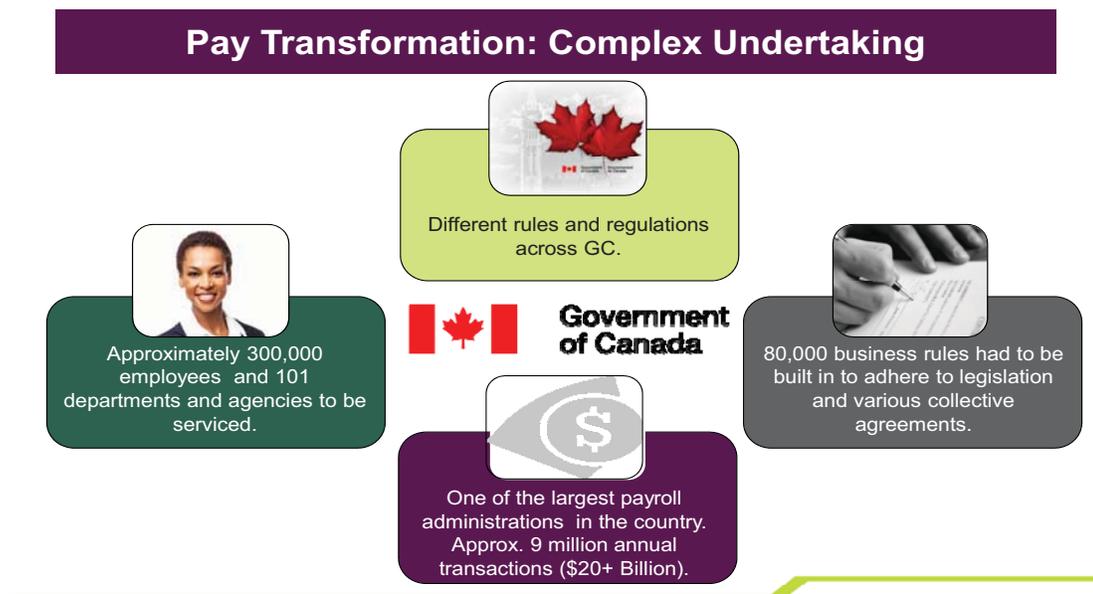
2) Consolidation of Pay Services Project

Completed in December 2015, the project involved the establishment of 550 public service jobs, and the consolidation of 96,000 pay accounts from 46 organizations into the newly established

² "Order Respecting the Disbursement of Pay to Persons Employed in the Public Service" - Privy Council Order 1981-8/1422, dated May 22, 1981.

PSPC Public Service Pay Centre in Miramichi, New Brunswick. PSPC secured Governor in Council approval to deliver the full range of pay administration services for participating organizations. Having completed the integration of the GC's HR system with Phoenix, Compensation Advisors in the Pay Centre are now able to double the number of accounts that they can manage. As a result, 191,000 pay accounts are now being serviced in the Pay Centre by 460 compensation advisors. Approximately 100,000 additional accounts continue to be managed by 54 organizations operating in a de-centralized model.

Figure 1 – Pay Transformation Overview



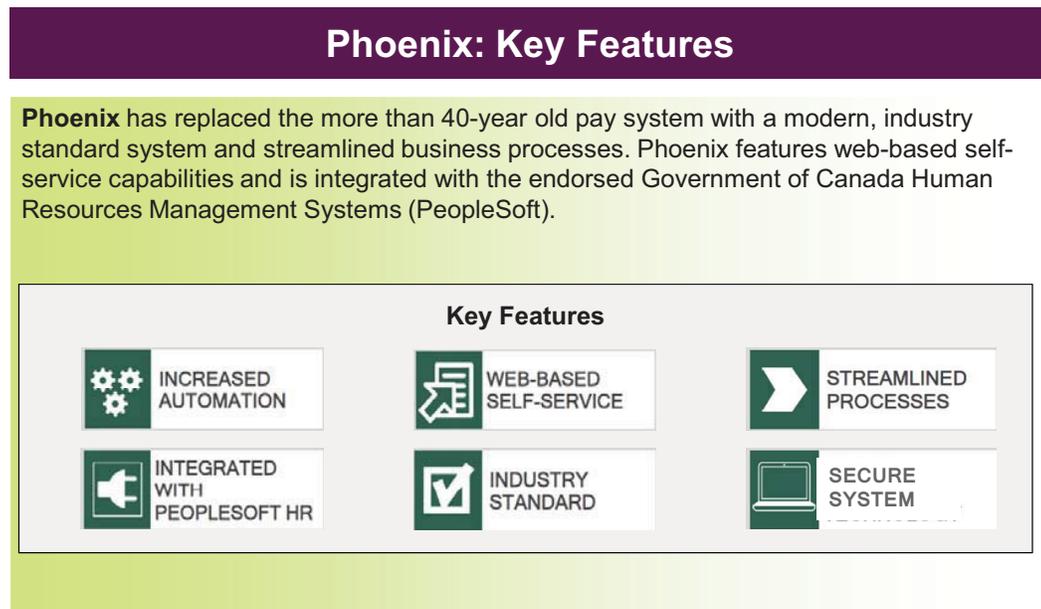
3.3 Phoenix Key Features and Enhancements

Phoenix allows employees to manage their pay in a fast, accurate and more convenient way. With self-service features, employees have quick access to their information. Employees can enter their time worked, modify their direct deposit information, enter voluntary deductions and enter extra duty pay, including overtime requests for payment. Managers approve the time entered and extra duty pay, and transactions are immediately in the pay system for payment processing.

For the departments using PeopleSoft, one of the biggest advantages of Phoenix is that it is integrated with the endorsed GC Human Resources Management System (PeopleSoft). This means that actions from My GCHR (v9.1) and GC HRMS (v8.9) impacting pay flows directly to Phoenix, making the whole process seamless and more efficient. It also reduces duplication of work. This gives employees the flexibility to process certain pay-related transactions by themselves, such as updating personal

information and declaring absences. As a result, it is essential for employees, managers and HR professionals to ensure that personal and job-related entries are made in a timely fashion.

Figure 2 – Phoenix Key Features



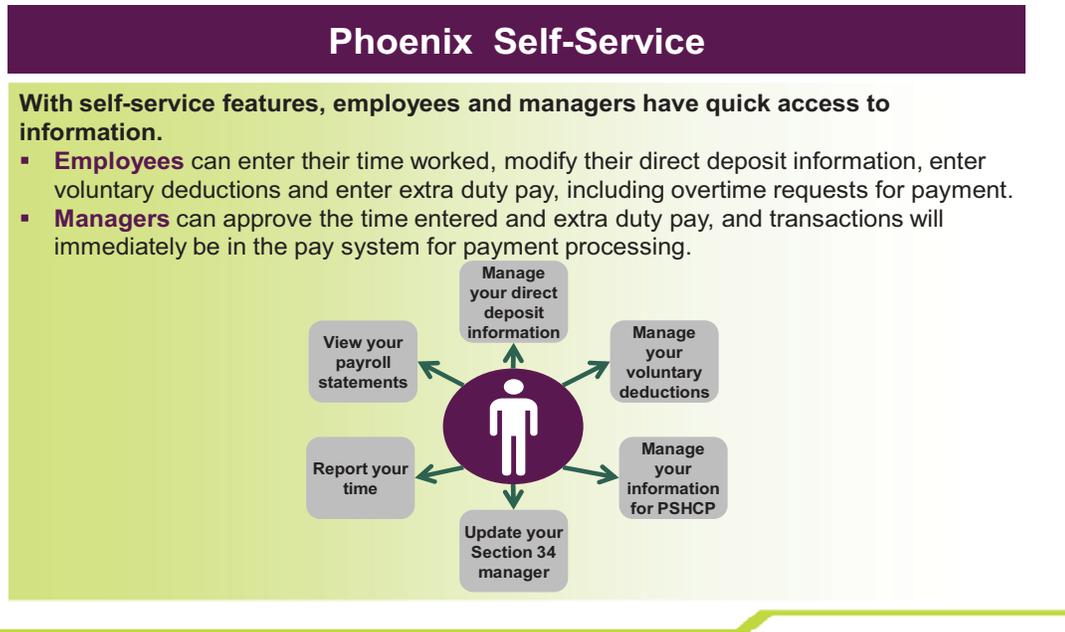
While My GCHR (PeopleSoft v9.1) is becoming the standard people management system for the government, some departments are still using an older PeopleSoft version. Others have a completely different (Non-PeopleSoft) HR system that may not be integrated with Phoenix. For those departments, the current pay processes still apply and Phoenix will provide some self-service capabilities. Other departments such as Canada Revenue Agency, Statistics Canada and Transport Canada are integrated by leveraging a Web Service Interface.

As illustrated in the below picture, with Phoenix self-service functionality, employees are now able to:

- a) view pay statements and tax slips;
- b) amend direct deposit banking information;
- c) start, stop and amend voluntary deductions including Co-op/Credit, Unions (e.g. Alterna, Association fees, RA Centre and Association of Profession Executives), and Fonds de solidarité du Québec/Fondation;
- d) Stop and amend coverage for the Public Service Health Care Plan;
- e) Input leave without pay of five days or less (non My GCHR clients only); and
- f) Input time for hours and overtime worked.

The availability of Phoenix self-service functions varies from one department to another. Organizations with other self-service tools related to their HR systems may retain these tools in addition to Phoenix self-service. In organizations using PeopleSoft v9.1 (My GCHR), for example, employees will enter Leave without Pay (LWOP) of five days or less requests in the Absence Management module of My GCHR, not in Phoenix self-service.

Figure 3 – Phoenix Self-Services



In addition to the above mentioned key features and functions of Phoenix, there are some significant enhancements achieved as a result of the implementation of Phoenix including automation to support mass retroactivity for Collective Agreement updates and Automatic determination of salary rate upon changes such as promotions, acting assignment, etc.

3.4 Comparison - before and after

The following illustrations provide high-level comparisons between Phoenix and GC's old pay solution. Significant automation and improvement have been achieved.

Figure 4 – Comparison “EDP Request”

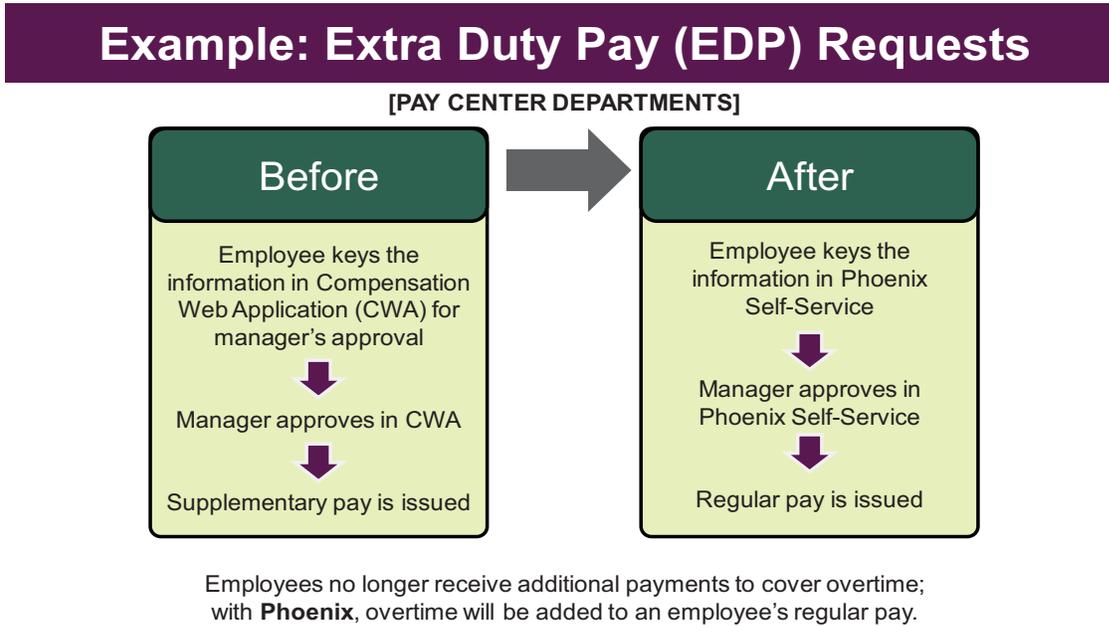


Figure 5 – Comparison “Bank Information”

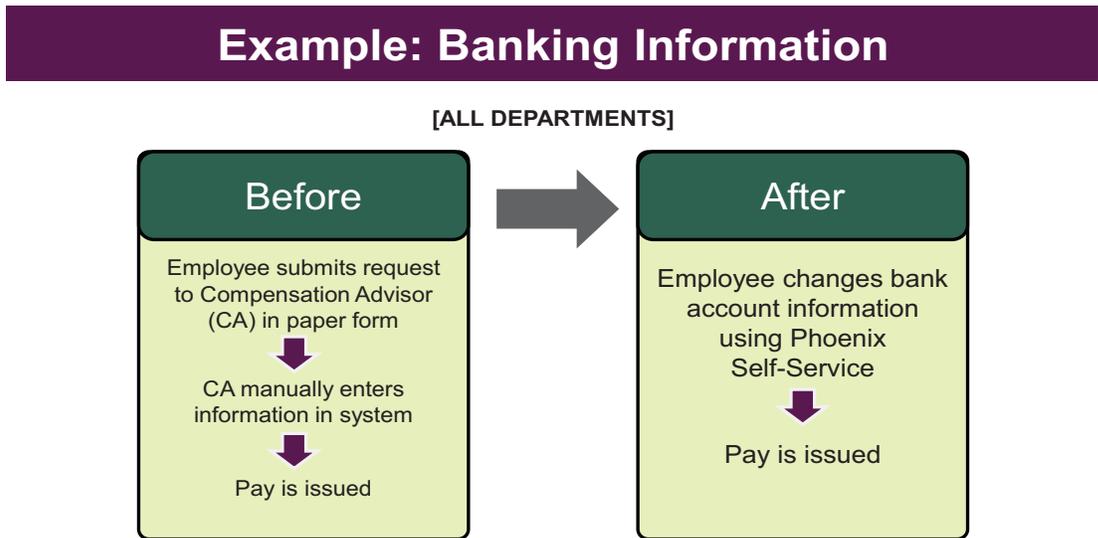
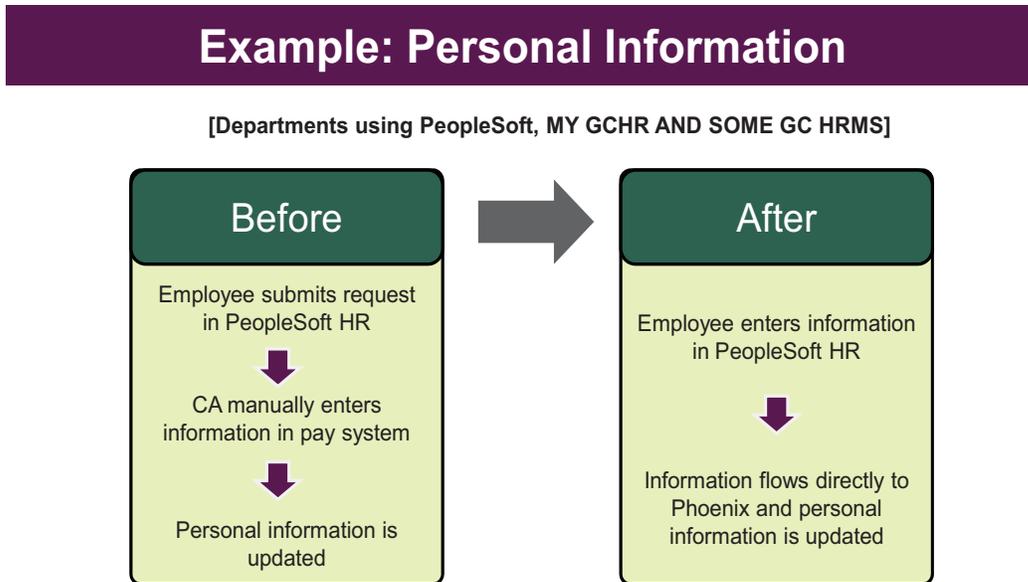


Figure 6 – Comparison “Personal Information”



4. ANTICIPATED PROCUREMENT MILESTONES

The overview of the procurement process (anticipated) is summarized in the table below:

Table 1 – Procurement Process Overview

Anticipated Procurement Milestones	Anticipated Schedule
RFI (including Industry Day, one-on-one meetings)	
• Industry Day	January 10, 2017
• One-on-One Supplier Consultations	January 18 ~ February 17, 2017
Invitation to Qualify (ITQ)	April 2017
Review & Refine Requirements (RRR)	June 2017
Draft RFP	September 2017
Final RFP	November 2017
Award Contract	July 2018

5. RESPONSE COSTS

Canada will not reimburse any supplier for expenses incurred in responding to this RFI including, but not limited to, expenses incurred for participating in post submission meetings (Industry Day, one-on-one(s), etc.).

6. SECURITY CLEARANCE – RFI

There are no security clearance requirements for this RFI.

7. TREATMENT OF FEEDBACK

- 7.1 **Use of Feedback:** Feedback will not be evaluated. However, the feedback received may be considered by Canada to develop or modify procurement strategies or any draft documents contained in this RFI. Canada will review all feedback received.
- 7.2 **Review Team:** A review team composed of representatives of PSPC. PSPC will review the feedback on behalf of Canada. Canada reserves the right to hire any independent consultant, or use any Government resources that it deems necessary to review any feedback. Not all members of the review team will necessarily review all feedback.
- 7.3 **Confidentiality:** Suppliers should mark any portions of their feedback that they consider proprietary or confidential. Canada will treat those portions of the feedback as confidential to the extent permitted by the *Access to Information Act*.
- 7.4 **Clarifications:** Canada may, at its discretion, contact any suppliers to follow up with additional questions or for clarification of any aspect of feedback.

8. CONTENTS OF THIS RFI

This RFI contains specific questions addressed to industry as well as supporting project information. Suppliers should not assume that requirements will be added to any bid solicitation should a solicitation ultimately be published by Canada. Nor should suppliers assume that requirements will be deleted or revised based on the feedback that is received. Comments regarding any aspect of the RFI are welcome.

9. VOLUMETRIC DATA

The program related volumetric data included in this RFI is being provided to suppliers purely for information purposes. Although it represents the best information currently available to PSPC, Canada does not guarantee that the data is complete or free from error.

10. QUESTIONS TO INDUSTRY

This RFI process is an opportunity for Canada to openly engage industry in order to solicit feedback on the high level requirements and the contemplated procurement approach. Though it is not necessary to respond to this RFI, suppliers' response and participation would be valuable in helping define Canada's procurement strategy. Suppliers' responses to the questions in Annex C: Questions to Industry will be the focus of the one-on-one supplier consultations.

11. FORMAT OF RESPONSES

- 11.1 Cover Page:** If the feedback includes multiple volumes, suppliers are requested to indicate on the front cover page of each volume the title of the feedback, the RFI number, the volume number and the full legal name of the supplier.

11.2 Title Page: The first page of each volume of the feedback, after the cover page, should be the title page, which should contain:

- a) the title of the supplier's feedback and the volume number;
- b) the name and address of the supplier;
- c) the name, address and telephone number of the supplier's contact;
- d) the date; and
- e) the RFI number.

11.3 Numbering System: Suppliers are requested to prepare their feedback using a numbering system corresponding to the one in this RFI. All references to descriptive material, technical manuals and brochures included as part of the response should be referenced accordingly.

11.4 Body: The feedback should be labelled with the date and the supplier's name on each page, and pages should be sequentially numbered. It is preferred that all pertinent information be included in the feedback without the need to visit supplier websites. If necessary, however, website references may be provided for additional information, beyond that requested in this RFI. If this is the case, it should be noted that the information contained in such websites may not be used for the analysis of the feedback to this RFI.

12. ENQUIRIES

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

Contracting Authority:	Xi Chu
E-mail Address:	TPSGC.aspgc-gcpsp.PWGSC@tpsgc-pwgsc.gc.ca
Telephone:	(819) 420-2238

12.2 Suppliers are encouraged to submit questions and provide feedback even if they choose not to participate in Industry day and/or one-on-one meetings.

12.3 Close date for submission of questions: The question period will close 5 business days prior to the "Solicitation Closes" date identified on the front page of the RFI. Questions received after the close date of the question period may not be answered.

13. SUBMISSION OF FEEDBACK

13.1 Time and Place for Submission of Feedback: Suppliers interested in providing feedback should deliver it by email to the Contracting Authority identified above, at the latest by the time and date indicated on page 1 of this Letter of Interest.

Feedback received after the close of the RFI may still be considered during the development of subsequent solicitation documents, however requests for one-on-one supplier consultations to discuss such feedback will not be granted.

13.2 Number of Copies: Suppliers should submit one (1) soft copy of their feedback by email to the Contracting Authority.

13.3 Responsibility for Timely Delivery: Each supplier is solely responsible for ensuring its feedback is delivered on time via email to the Contracting Authority.

13.4 Identification of Feedback: Each supplier should ensure that its name and return address are provided and that the solicitation number and the closing date appear in the subject line of the email.

14. FAIRNESS MONITOR

To ensure the openness, fairness, transparency and integrity of the procurement process, a third-party Fairness Monitor will be engaged for the entire process of this multi-phased procurement, including this RFI.

ANNEX A: HIGH-LEVEL REQUIREMENTS

1. Business, Operational and Technical Requirements

The regulatory, policy and legislative structure in place adds to the complexity of Pay Administration today and will remain unchanged in the future. The Government of Canada intends to keep the current business model of having multiple instances of Human Resources Systems and one centralized Pay System, as well as to maintain, evergreen and improve the investments in the current model. The following sub-sections describe a high-level business, operational and technical requirements. More detailed requirements will be provided to suppliers subsequent to this RFI.

1.1 Business and Operational Requirements

The Business Architecture Framework provides a logical structure for defining the components of the Business Architecture. It comprises a number of elements, each of which is related to the others in the framework. The following table provides a high-level description of each framework element.

Table 2 – Business Architecture Framework Element Descriptions

Framework Element	Description
a) Client Segments	This element of the framework describes the groups of clients who ultimately consume the services provided by the GC Pay Solution.
b) Services	This element describes the services that are provided to clients through various channels.
c) Business Processes	This element outlines the business processes that are supported by the GC Pay Solution.

a) Client Segments

In the stated business architecture, the delivery of pay services is segmented into two distinct client groups with a number of key differences, as described by the following table.

Table 3 – Client Segments

	PeopleSoft GC HRMS Departments	Non-PeopleSoft GC HRMS Departments
Description	Departments running the endorsed GC HRMS (PeopleSoft).	Departments not running any HRMS (PeopleSoft) & departments running a non-GC-endorsed version of HRMS
End Users	<ol style="list-style-type: none"> 1. Employers (TBS, Separate Employers); 2. Departmental HR; 3. Compensation advisors (Public 	<ol style="list-style-type: none"> 1. Employers (TBS, Separate Employers); 2. Departmental HR 3. Compensation Advisors in departments; 4. Financial officers (for Section 33)

	PeopleSoft GC HRMS Departments	Non-PeopleSoft GC HRMS Departments
	Service Pay Centre); 4. Financial officers (for Section 33); 5. Managers; and 6. Employees.	5. Managers; and 6. Employees.
Access Channels	1. Self-service; 2. Integration with GC HRMS; and 3. Access to the GC Pay Solution.	1. Self-service; 2. Interface(s) to transmit employee Human Resources (HR) data; 3. Access to the GC Pay Solution; and 4. Integration with SAP HR or custom applications through Web Services for the following departments - Canada Revenue Agency, Canada Border Services Agency, Transport Canada and Statistics Canada.

b) Services

The Services element of the Business Architecture Framework defines the services that is delivered to client segments. As illustrated in the figure below, the services provided by the GC Pay Solution include:

1. **Pay Account Services:** Provides advisory and transactional support for pay account requests (e.g. request status, benefit eligibility, and insurance options) for client department end users.
2. **Training Services:** Provides training needs analysis, development, and delivery to departmental Compensation advisors (CAs).
3. **Payroll Services:** Provides pay transaction processing, remittance, reconciliation, and reporting capabilities for client segments and the government as a whole. Note: For the purposes of organization, payroll services have been categorized into three sub-services:
 - a. Pre-Payroll Services;
 - b. Payroll Operational Services; and
 - c. Post-Payroll (Payment and Reconciliation) Services.
4. **System Management Services:** Provides solution strategy, transition, and operations for the GC PeopleSoft Pay system and ensures that the new GC Pay Solution supports client compensation policies along with legislative requirements.
5. **Advisory Services:** Provides support and advice to CAs on issues related to the GC Pay Solution as well as the administration of requests related to policy, legislation, and operations that affect pay.

Figure 7 – Pay Administration Services



The services provided through the GC Pay Solution are common to all client segments (i.e. the endorsed GCHRMS (PeopleSoft and non-PeopleSoft departments)); however, the delivery of the services to various stakeholders, and the channels through which clients access these services, is different in certain cases, based on the constraints imposed by the integration between the PeopleSoft departmental HR systems, the interface of the PeopleSoft departmental HR systems and the GC Pay Solution.

Employees and managers have access to Payroll Services through one of the various intake channels, and interact directly with Compensation Advisors or through self-service for all pay-related service requests, issues, and inquiries. In addition to performing activities as a part of Payroll Services, Compensation Advisors have direct access to the GC Pay Solution as well as integration with departmental HR systems (in the case of departments running a GC-endorsed version of PeopleSoft HRMS):

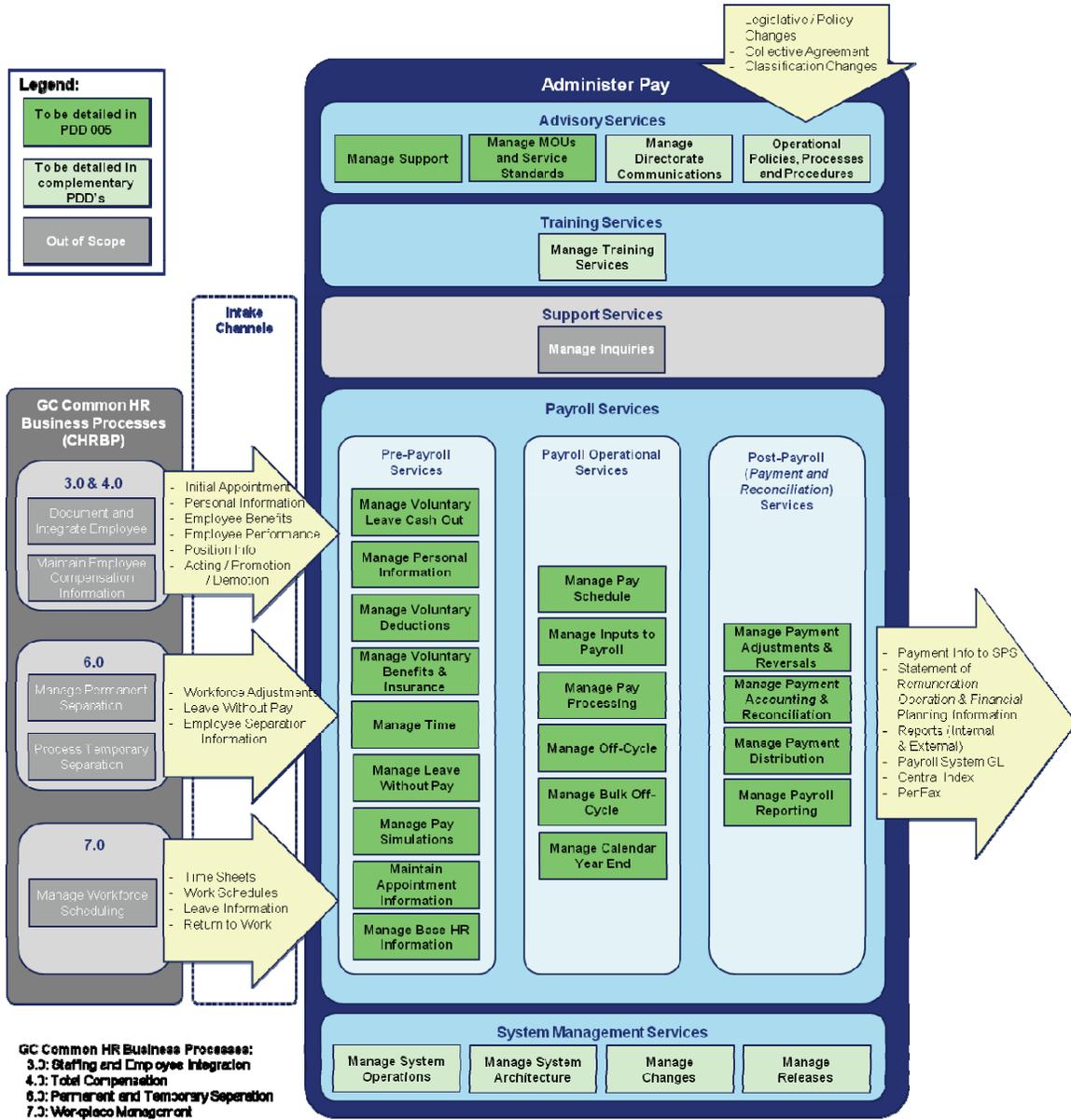
1. **GC HRMS PeopleSoft Compensation Advisors** – located in the Public Service Pay Centre, CAs have access to the GC Pay Solution. The GC Pay Solution provides a seamless integration channel between the most current version of the GC HRMS PeopleSoft Management System and the GC Pay Solution. There are 29 small organizations that are hosted on My GCHR that are not clients of the Miramichi pay centre.
2. **Non PeopleSoft Department Compensation Advisors** – have access to the new GC Pay Solution via an on-line interface for data input or a standard batch interface from their Departmental HR System(s) to the new GC Pay Solution. Compensation Advisors may still be required to perform dual entry, input to the GC Pay Solution and their Departmental HR System.
3. **Self-Service Functionality** – employees belonging to departments not using the GC HRMS PeopleSoft System have access to limited self-service functionality. Departments using GC HRMS PeopleSoft (located in the Public Service Pay Centre) have access to industry standard practice employee and manager self-service capabilities as well as automated and streamlined workflow.

For any pay-related advice and training, Compensation Advisors have access to Advisory and Training Services provided by PSPC.

c) Business Processes

The High Level Business Process Model outlined below provides a summary of all business processes within the scope.

Figure 8 – High Level Business Process Model



1.2 Technical Requirements

The current HR landscape in the Government of Canada consists of multiple HR solutions, and additionally, multiple versions of the HR solution. The target system environment for Human Resources systems is the GC PeopleSoft HR Management System version 9.1 or higher. In future years, some instances of GC HRMS PeopleSoft (v8.9) may have or will migrate to a PeopleSoft Government of Canada version – My GCHR) v9.1 or 9.2. Although the majority of departments using PeopleSoft are integrated seamlessly to the PeopleSoft Pay Solution, three departments are integrated to the Pay Solution via Web Services and other departments use an online interface for direct data entry.

The intent is to upgrade the Pay Solution to a PeopleSoft 9.2 platform, however by the time a new in-service support contract is in place this upgrade may or may not have occurred, therefore it would be the responsibility of a new supplier to migrate the Pay Solution to a new PeopleSoft 9.2 platform.

Phoenix will move into a sustainment mode for production. This will include on-going application management, software upgrades, and implementation of new enhancements such as but not limited to automation of processes and new configurations based on changes to legislation or collective agreements. The integration environment of PeopleSoft instance HR solution and PeopleSoft Pay solution is also subject to changes requiring new and improved integration interfaces

Canada may consider to migrate the current solution to another infrastructure technology with a disaster recovery solution that would enable/facilitate an increase in availability, reliability and sustainability.

There might be a future requirement of onboarding other organizations. These organizations could operate under different business rules than how Phoenix was designed and supports the current solution.

Canada anticipates that the service provider will be required to support GC's pay system on an "as and when requested" basis. In general terms, the required services include but are not limited to:

- Troubleshoot & Resolve (Break/Fix)
- Batch & Interface Management including batch processing monitoring and integration
- Broker Queue Management
- Application System Administration
- Security Administration
- Application Currency
- System Enhancements
- Incident Management
- Problem Management
- Configuration Management
- Release Management
- Change Management
- User Support and Training
- Continuous knowledge Transfer to Crown Resources

Additional information regarding business, operational and technical environment of Phoenix is provided in **ANNEX E: Reference**.

2. Regulatory Requirements

The in-service support for GC's pay system will be required to fully comply with Canada's regulatory environment, including but not limited to:

- a) [Financial Administration Act \(FAA\)](#)
- b) [Department of Public Works and Government Services Act](#)
- c) [Official Languages Act](#)
- d) [Access to Information Act](#)
- e) [Privacy Act](#)

Additional Acts and Regulations Governing Pay Administration is provided in **ANNEX E: Reference**.

3. Security Requirements

3.1 Anticipated Security Clearance Requirements - Request for Proposal (RFP)

A security clearance is a certification that is granted by the Canadian Security Program (CSP) of PSPC. Security requirements will be set out in the Draft Request for Proposal (RFP) and the final RFP. As the requirement is refined, Canada will finalize the supplier security profile requirements; however, Canada currently anticipates that Bidders will require, at minimum, the following security clearances at the RFP stage:

- a) Reliability Clearance from CSP for any Bidder who will have access to any information that is sensitive and/or proprietary to Canada or to a third party (herein-after referred to as "Sensitive Information");
- b) Facility Security Clearance (FSC) and Document Safeguarding Capability (DSC) from the CSP for the facility at which the Bidder intends to use and store Sensitive Information; and
- c) Information Technology Security capability vetted by CSP for the facility at which the Bidder intends to use and store Sensitive Information, in order for the Bidder to be able to process, store or transmit Sensitive Information electronically.

Suppliers should expect that personnel assigned to participate in the work will be required to be security cleared to the level of Reliability at minimum.

Canada currently expects that any resulting contract may require some or all of the following contractual obligations and restrictions:

- a) Individuals employed by the Contractor, who are required to work with drawings/documents or visit some of the government sites, must have a Reliability clearance;
- b) All persons performing Contractor duties under the contract must have a security clearance at the appropriate level. Accordingly, the Contractor must ensure that appropriate personnel have the required security clearance levels, and the Contractor must ensure that security clearances of its personnel are processed in advance to ensure that they are in place when required; and
- c) Security requirements and protocols will exist to ensure that Sensitive Information and ownership in the control of the Contractor, the facility, and the initiative are not acquired by any person who does not have appropriate security clearances as a result of any assignment,

transfer, or disposition by the Contractor, change in control of the Contractor, exercise of remedies by lenders, or otherwise.

3.2 Canadian Industrial Security Directorate Security Process

Security clearances (issued by CSP) will allow Contractors to work on Government of Canada premises and have access to confidential or Sensitive Information if/as required. The Government of Canada Security Policy requires that individuals undergo a personnel-screening process if their duties or tasks necessitate access to Classified/Protected information and assets.

Suppliers must be sponsored by a representative from Canada in order to start the process of obtaining or upgrading a security clearance directly in support of the initiative, and can send enquiries to the Contracting Authority at the following email address: TPSGC.dgamvp-abbdm.PWGSC@tpsgc-pwgsc.gc.ca

Suppliers that do not currently have personnel and organization security clearances through the Canadian federal government should refer to the [Contract Security Program \(CSP\)](http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html) of Public Services and Procurement Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.

Early submission of all applications for security clearances is strongly encouraged. Suppliers are strongly encouraged to submit applications for security clearances for all key individuals and any other persons who may be required during the implementation phases to have access to Sensitive Information and/or access to secured sites. Procurements will not be delayed in order to provide time for suppliers to obtain required security clearances.

3.3 Anticipated Data Sovereignty

The protection of information, from a privacy and security perspective, is core to the integrity of government programs, which underpins confidence in Canada. All information managed by Canada requires protection, including information published publicly in order to appropriately protect the confidentiality, integrity and availability of the information. PSPC Pay System (i.e. Phoenix) will process information up to “Protected B” and it is incumbent that the work incorporates the appropriate controls in order to safeguard the interests of Canada and those of its partners to this level of security. No information above Protected B will be processed by Phoenix.

Furthermore, security controls, which ensure the confidentiality, integrity and availability of the work, are imperative requirements for Phoenix, as Canadians expect Canada to take all appropriate measures to protect personal and Sensitive Information.

Therefore, the required services and/or infrastructure are anticipated to be established within the political and geographic boundaries of Canada. Stringent contractual and technical measures must be put in place to ensure that government information is secured at all times, at rest and in motion, through encryption protection and is only accessed by those authorized to access the infrastructure for those purposes approved by Canada.

3.4 Data Privacy and Information Security

All data must be managed in accordance with Canadian Security Establishment “IT Security Risk Management Life Cycle Approach” (i.e. [CSE ITSG-33](#)). It is anticipated that PB-M-M Security Control Profile will be applicable for this requirement.

Canada will require the service provider to establish and maintain a data privacy and information

security program, including physical, technical, administrative, and organizational safeguards that is designed to:

- a) Ensure the security and confidentiality of Canada's Data;
- b) Protect against any anticipated threats or hazards to the security or integrity of Canada's Data;
- c) Protect against unauthorized disclosure, access to, or use of Canada's Data;
- d) Ensure the proper disposal of Canada's Data; and
- e) Ensure that all employees, agents, and subcontractors of the Contractor, if any, comply with all of the foregoing.

3.5 Supply Threats to the Government of Canada

In addition to the threat of cyber-attack, there is a growing awareness of the risks posed by potentially vulnerable or shared technologies that may be entering the GC communications networks and IT infrastructure through the supply chain. The service provider, when and wherever applicable, will be required to provide the GC with a list of all hardware and software manufacturers and suppliers proposed to be used in the IT Infrastructure and services in advance of contracting with them. Canada reserves the right to reject a hardware or software manufacturer and/or supplier for security and/or business stability reasons.

The service provider will be required to abide by the [Technology Supply Chain Guidelines](#) (TSCG).

ANNEX B: PROPOSED PROCUREMENT APPROACH

1. Procurement Process

The industry engagement process begins with this RFI and concludes when the final Request for Proposal (RFP) or other competitive process is published on the Government Electronic Tendering Service (GETS), or when Canada advises registered suppliers that the engagement process has concluded.

Participation in the RFI process will be strictly reserved to registered suppliers (see Section 2) who sign and submit, to the PSPC Contracting Authority named herein, the Non-Disclosure Agreement (NDA) provided below in Section 3.

There will be no short listing of suppliers for purposes of undertaking any future work as a result of this RFI. Similarly, participation in this process is not a condition or prerequisite for participation in the subsequent competitive process (i.e. ITQ). Industry representatives that do not participate in the process or leave in the middle of the process will remain eligible to submit a bid in response to ITQ. Only qualified suppliers as a result of ITQ will be eligible to continue their participation in the draft RFP and final RFP.

The following are the anticipated procurement activities:

Activity 1: Initial Contact with Industry

This RFI is posted on GETS to seek interest from suppliers in participating in Industry Day and one-on-one supplier consultations. It will be the chance for industry to share with Canada, information on the current marketplace, available technology and supplier capabilities.

Activity 2: Industry Day Session

The purpose of Industry Day is to present registered suppliers with information about Canada's requirements, challenges, objectives and procurement process. Industry Day is intended to be an open forum allowing Canada to communicate its requirements at a high level, and for industry to ask questions and seek information in order to gain a sound understanding of Canada's current pay system and its continued need for maintenance and in-service support. Suppliers may provide comments, questions or proposed topics for discussion for Industry Day by submitting their information to the Contracting Authority by the Registration Deadline identified in Section 2. Canada will do its best to reflect the suppliers' requests in the agenda.

The anticipated agenda for the Industry Day session includes:

1. Opening Remarks
2. Procurement Process – Engagement Approach
3. Executive Overview – Canada's Pay Administration and Modernization
4. Requirement Overview – Maintenance and In-Service Support to Phoenix
5. Next Steps /Answer Period

Industry Day material to be provided to attendees includes agenda and copies of presentation material.

Activity 3: One- On-One Supplier Consultations

- a) Following Industry Day, representatives from Canada will make themselves available to registered suppliers for one-on-one supplier consultations. Meetings to be held at a location in the National Capital Region or via teleconference (as deemed appropriate). The intent of these meetings is to provide an opportunity for an open discussion between Canada and the supplier concerning the feedback and responses to questions in **ANNEX C: Questions to Industry**, and suggestions or alternative approaches to material presented in conjunction with this RFI. The meetings will be optional and held at the request of the supplier; members of the media cannot participate in the one-on-one supplier consultations.
- b) All suppliers who would like to take part in a one-on-one supplier consultation must send a request and register as outlined in Section 2.
- c) Suppliers who request a meeting will be provided with additional information and will be asked to identify three potential schedule times for a meeting with Canada. Canada will either confirm a requested time and location or will reply with an alternative suggested time. Meeting times will be allocated on a first come, first served basis.
- d) All one-on-one supplier consultations, requested by suppliers, will be concluded prior to the close of the RFI.
- e) Canada may request one-on-one consultations with any suppliers at any time during or after the close of the RFI to obtain clarifications on feedback received.

Activity 4: ITQ

Following the close of the RFI, an ITQ will be issued on GETS. The ITQ will result in a list of qualified suppliers for participation in the RRR and subsequent procurement process. The ITQ will be issued to industry to enable a more focused interaction to further refine the requirements.

Activity 5: RRR

Through the RRR process, qualified suppliers will be invited to working group meetings, and possibly one-on-one meetings, to discuss specific issues, solutions and to revise and refine requirements. Subsequent to these group meetings, Canada will complete the draft RFP document.

Activity 6: Draft RFP

A draft RFP will be issued only to the qualified suppliers to further refine the requirement by addressing their concerns and considering their recommendations. A standard question and answer process will be followed.

Activity 7: Final RFP

Subsequent to the draft RFP, a final RFP will be issued to the qualified suppliers. A standard question and answer process will be followed. As the qualified suppliers have already been actively consulted extensively, less questions or concerns are expected.

2. Industry Day and One-on-One Supplier Consultation Schedule and Registration

2.1 Registration Process

Interested suppliers must register for Industry Day and one-on-one supplier consultations. When registering, suppliers are requested to provide a list of the individuals from their organization who will attend Industry Day (maximum of 5) using Table 4 below.

Table 4 – Industry Day Participant List

Company Name:	
Participant Full Name and Title	In Person (max 5 people)

2.2 One-on-One Supplier Consultations

Canada will meet with registered suppliers who request a one-on-one supplier consultation, in accordance with this RFI. In order to allow Canada to establish the schedule for such meetings, when registering, suppliers are requested to provide a list of the individuals from their organization who will attend the meeting (maximum of 5 in person and the rest via WebEx for each supplier) using Table 5 below, and to identify their three preferred meeting times using Table 6 below. Meetings will be scheduled on a first-come first-served basis. Canada cannot guarantee that suppliers will be allocated any or all of its preferred meeting times. The Contracting Authority will advise suppliers in due course of the time slot that is available for their meeting.

Suppliers that are not able to attend one-on-one meetings in person may request participation through a web conferencing service via WebEx.

Table 5 – One-on-One Supplier Consultations Participant List

Company Name:		
Participant Full Name & Title	In Person (max 5 people)	Via WebEx

Table 6 – Supplier Consultation Category and Preferred Meeting Times

Company Name:		
Supplier's Preferences	Date (business days only)	Time (between 9 am and 4:30 pm)
Time Slot #1		
Time Slot #2		
Time Slot #3		

Industry representatives traveling from far distances will be given priority to have their one-on-one meeting held as soon as possible after Industry Day. Suppliers should indicate whether they will travel from far distances and whether they wish to be given priority.

2.3 Registration Requirements

Registration to Industry Day and/or one-on-one supplier consultations must be done via email to the Contracting Authority, by the registration deadline, and is requested to include the following information:

- a) Name, title, email and phone number for the suppliers one main point of contact for purpose of communications during the RFI period;
- b) Name and title of people that will attend Industry Day and/or one-on-one supplier consultation. Please submit Table 1 and 2 in this Annex;
- c) Supplier's 3 preferred meeting dates and times for the one-on-one supplier consultations. Please submit Table 3 in this Annex;
- d) A signed copy of Non-Disclosure Agreement (NDA), signed by an authorized representative of the registered supplier on behalf of supplier representatives participating in the early engagement processes, including Industry Day and/or one-on-one meetings. The signed NDA is also required before suppliers are given access to reference material; and
- e) Preferred communication language: please submit Table 7.

Table 7 – Language

Suppliers must identify which of Canada's two official languages will be used for communications from Canada with the supplier (the same language for all supplier representatives) during the RFI period, including Industry Day and one-on-one meetings - indicate either English or French	
English <input type="checkbox"/>	French <input type="checkbox"/>

2.4 Registration Deadlines and Event Schedule

<p><u>Registration Deadline</u> for Industry Day and one-on-one supplier consultations: Dec. 16, 2016</p> <p>Industry Day: {TBC}</p> <p>One-on-one supplier consultations: {TBC} to {TBC}</p>

Registered suppliers will be contacted by the Contracting Authority to:

- a) Confirm location details for Industry Day in the National Capital Region (Ottawa, ON or Gatineau, QC); and
- b) Confirm the date, time and location of the suppliers' one-on-one meeting.
- c) Discuss any special requirements, confirm technical support available on site and help the registered supplier with their planning for the one-on-one meeting.

3. Managing Engagement Process

An overriding principle of the industry engagement is that it be conducted with the utmost fairness and equity between all parties. No person or organization shall receive nor be perceived to have received any unusual or unfair advantage over the others.

Acceptance of Terms and Conditions of the Engagement Process: By virtue of registering for the early engagement process and signing the NDA suppliers hereby accept, on behalf of all registered supplier representatives (herein-after referred to as “Participants”) the Terms and Conditions of the Engagement Process.

All relevant documentation prepared by Canada throughout the industry engagement process will be provided to all registered suppliers who have returned signed copies of the NDA to the Contracting Authority. Canada will not disclose proprietary or commercially sensitive information concerning a participating supplier to other participating suppliers or third parties, except and only to the extent required by law.

3.1 Terms and Conditions

The following terms and conditions apply to the process. The onus is on the registered supplier to ensure that all Participants are aware of these terms and condition, as well as the NDA signed by an authorized representative of the supplier on behalf of Participants. In order to encourage open dialogue, Participants agree:

1. To discuss their views concerning Canada’s requirement and to provide positive resolutions to the issues in question. Everyone shall have equal opportunity to share his/her ideas and suggestions;
2. To allow Canada to record and/or make notes during Industry Day and/or one-on-one sessions;
3. NOT to reveal or discuss any information to the MEDIA/NEWSPAPER regarding Canada’s requirement during this engagement process. Any media questions will be directed to the PSPC Media Relations Office;
4. To direct enquiries and comments only to authorized representatives of Canada, as directed in notices given by the Contracting Authority from time to time;
5. To make declarations to the Contracting Authority when they become aware of any potential, perceived or real Conflict of Interest (COI) in relation to this procurement either as an individual or through any business organization including, without limitation, a corporation, partnership, or joint venture in which they have an ownership, control, or any other kind of interest;
6. To notify the Contracting Authority when they become aware of any potential, perceived or real COI in relation to this procurement that may involve other potential suppliers;
7. That Canada is not obligated to issue any Request for Proposal (RFP) or conduct other competitive process, or to award any Contract as a result of this engagement process;
8. That a Draft RFP may be posted on GETS for industry comment;

9. That any information submitted to Canada as part of this process may be used by Canada in the development of a subsequent competitive RFP or other competitive process. However, Canada is not bound to accept any expression of interest or to consider it further in any associated documents such as a RFP;
10. That Canada may disclose the names of suppliers participating in the process; and
11. That other registered suppliers may join the process at any time during the RFI period.

3.2 NDA Form

NON-DISCLOSURE AGREEMENT (NDA)

HER MAJESTY THE QUEEN IN RIGHT OF CANADA ("CANADA"), AS REPRESENTED BY THE
MINISTER OF PUBLIC SERVICES AND PROCUREMENT CANADA

AND

Supplier's legal name

Supplier's address

The supplier signing this NDA is signing on its own behalf and on behalf of all registered supplier representatives (herein after referred to as "Participants") that may participate in the RFI engagement process. The onus is on the supplier to ensure that all Participants are aware of this NDA and that they will respect and act in accordance with its terms and conditions.

The RFI No. EN260-171550/A and supporting material contains information that is sensitive and/or proprietary to Canada or to a third party (herein after referred to as "Sensitive Information") that is not to be disclosed or used in any way other than as set out below.

1. The supplier, as well as all Participants, agree:
 - a) to be bound by the Terms and Conditions of the Engagement Process (as defined in 3.1 of this Annex);
 - b) that they must not, without first obtaining the written permission of the Contracting Authority, disclose to anyone, other than Participants, the Sensitive Information;
 - c) that they must not make copies of the Sensitive Information or use it for any purpose other than for the preparation of a response to the RFI identified above;
 - d) that they will require any Participant to execute a NDA on the same conditions as those contained in this NDA. If requested by the Contracting Authority, the supplier must provide the Contracting Authority with a copy of all NDA(s) signed by the supplier and Participants;
 - e) that they will be liable for any and all claims, losses, damages, costs or expenses incurred or suffered by Canada caused by the failure of the supplier or Participants, or by anyone to whom the supplier or Participants discloses the Sensitive Information, to comply with these conditions;
 - f) that should any unauthorized disclosure or use of the Sensitive Information be made by the supplier, Participants, or by anyone to whom the supplier or the Participants disclose the Sensitive Information, the supplier or Participants will: (i) immediately notify the Contracting Authority of same; (ii) take all reasonably necessary steps to prevent further unauthorized access and/or use; and (iii) cooperate with Canada in its efforts to secure the

Sensitive Information and protect the proprietary rights of the owner of the Sensitive Information;

- g) in the event the Sensitive Information must be disclosed pursuant to judicial order or requirement of law, the supplier or Participants shall take reasonable steps to notify the Contracting Authority of such order or requirement; and
 - h) Canada, or the third party, as the case may be, shall retain title to the Sensitive Information, and all copies thereof. Except for the limited use of the Sensitive Information authorized herein, no copyright, patent, trademark, trade secret or other intellectual property rights are granted to the supplier or Participants.
2. Canada is providing the Sensitive Information “as is”. The supplier and Participants acknowledge and agree that Canada will not be liable for any damages arising out of the use of the Sensitive Information. Disclosure of the Sensitive Information containing business plans or relating to products under development or planned for development is for planning purposes only. Canada may change or cancel its plans at any time. Notwithstanding the foregoing, Canada warrants the accuracy of the Sensitive Information to the best of Canada’s knowledge and belief.
3. Nothing in this NDA should be construed as limiting the supplier's or Participants’ right to disclose any information to the extent that such information:
- a) is or becomes in the public domain through no fault of the supplier, Participants or anyone to whom the supplier or Participants disclose the Sensitive Information;
 - b) is or becomes known from a source other than Canada, except any source that is known to the supplier or Participants to be under an obligation to Canada not to disclose the information;
 - c) is independently developed by the supplier or Participants; or
 - d) is disclosed under compulsion of a legislative requirement or any order of a court or other tribunal having jurisdiction.
4. General:
- a) Headings included in this Agreement are for convenience only and are not to be used to interpret the agreement between parties;
 - b) If any part of this Agreement is held unenforceable or invalid, the remaining provisions shall continue in full force and effect;
 - c) Neither party may assign its rights or delegate its duties or obligations under this Agreement without the prior written consent of the other party. Any attempt to do so is void;
 - d) Only a written agreement signed by authorized representatives of both parties can modify this agreement; and
 - e) This agreement shall be deemed to have been made in and shall be governed by and construed in accordance with the laws of the Province of Ontario.

The parties acknowledge they have read this agreement, understand it, and agree to be bound by its terms and conditions. Further, they agree that the complete, exclusive and final statement of the agreement between the parties relating to this subject shall consist of this agreement only.

By signing this document, the authorized signatory represents that he/she has full authority to bind the supplier as well as Participants and that the supplier and Participants agree to be bound by all the terms and conditions contained herein.

Full name of supplier's authorized signatory

Title of supplier's authorized signatory

Email of supplier's authorized signatory

Telephone # of supplier's authorized signatory

Signed by its authorized signatory

Date

ANNEX C: QUESTIONS TO INDUSTRY

Canada encourages suppliers to provide their feedback to the questions set out below. When responding to these questions, please ensure that the answers provide the rationale, details, and potential impact of any suggested changes.

Suppliers' responses to these questions will be the focus of the one-on-one supplier consultations. Failure to provide answers may result in suppliers not being granted a one-on-one supplier consultation.

Additional questions may be created and released at a later date after the one-on-one consultations. Canada will instruct suppliers on when and how to respond to these additional questions and may conduct follow-up meetings with the suppliers.

Please review all RFI material to assist in responding to the questions:

Questions to Industry	
1. Availability	(a) How would you ensure GC Pay Solution (Phoenix) remains online and available to the end users, pay advisors, and system administrators?
	(b) Based on your own project experience or industry standard, what is the minimum and optimal level of availability required for the enterprise pay management system?
	(c) What are the major challenges to maintain a high level pay system availability?
2. Data Integrity	(a) How would you ensure the GC Pay Solution (Phoenix) provides accurate information in situations where other factors may have an impact on payments (e.g. the collective agreements, benefits, deductions, entitlements and legislation)?
	(b) Based on your own project experience or industry practice, what are the major challenges to maintain data integrity for the enterprise pay management system? How did you cope with these challenges?
3. Reliability	(a) How would you ensure the GC Pay Solution (Phoenix) is operational in the event of any major outages?
	(b) Based on your own project experience or industry standard, what is the minimum and optimal level of reliability required for the enterprise pay management system and what are the major challenges to maintain a high level system reliability?
	(c) If disaster recovery is part of your approach to ensure a high level system reliability, could you share with us your experience and approach?
	(d) Could you describe the testing that would be undertaken prior to implementing changes to ensure the integrity of the system?

4. Sustainability	(a) How would you ensure the GC Pay solution (Phoenix) is maintained with current and evolves with future technologies (hardware and software) with minimal or no impact to system performance such as data integrity, availability and reliability?
	(b) How would you ensure our pay system performance when organizations move from GC HRMS PeopleSoft (v8.9) to PeopleSoft v9.1 (My GCHR)?
	(c) Would you recommend migrating HR and Pay to a single instance of PeopleSoft? (If yes, what would be the advantages and risks of doing so?)
	(d) Based on your own project experience or industry practice, what would be the cost-effective approach to ensure the sustainability of a heavily-invested, application-critical and complex IT system such as our pay system?
5. Service Delivery	(a) Based on your own project experience or industry practice and subject to the various constraints imposed by Canada, what type of service delivery model would you propose for in-service support for the GC Pay Solution (Phoenix)?
	(b) Would you consider providing services that include business transformation, client service optimization and a full suite of managed services (e.g. project management, data management, incident management, problem management, configuration management, release management, user support, etc.)?
	(c) Would you consider a delivery model where Canada provides its existing software and infrastructure (e.g. leveraging the cloud) to a Service Provider to manage, maintain, enhance, evergreen and delivers service level outcomes to Canada for a service fee?
	(d) What are the considerations, benefits and challenges that Canada should be conscious of when deciding on a service delivery model to support the GC Pay Solution (Phoenix)?
6. Business Model	(a) Based on your own project experience or industry practice, what would be the cost-effective business model for on-going management (e.g. maintenance, enhancement, etc.) of the GC Pay Solution (Phoenix)? Please describe your preferred model in sufficient details if you have one.
	(b) What are the considerations, benefits and challenges that Canada should be conscious of when deciding on a business model for the GC Pay Solution (Phoenix)?
	(c) Would you have any recommendations to improve and optimize the current GC business model of HR and Pay administration?
7. Risk Management	The GC Pay Solution (Phoenix) is a mission-critical system to the GC. As such, PSPC must ensure that it is managed within acceptable levels of risk. It is anticipated that mitigation strategies will be developed and monitored over the course of the contract.

	<p>(a) Would you share your experience regarding how specific risks were reduced and opportunities were maximized on similar projects, along with strategies that were put into place to maintain the risks at acceptable levels and take advantage of opportunities as they arose?</p>
	<p>(b) What risks could you foresee and what measures would you suggest to mitigate these risks in on-going management of our pay system?</p>
<p>8. Resource Management</p>	<p>(a) Canada understands that ERP resources are highly demanded in the marketplace. How would you ensure the availability, capability, capacity and continuity of your resources to support our pay system?</p>
	<p>(b) Based on your own project experience or industry practice, what would be an effective resource management approach?</p>
	<p>(c) Will you propose off-shore resources? What would be the advantage to Canada to consider this type of proposal?</p>
	<p>(d) How would you manage urgent requirements in short notice (e.g. updating collective agreements in 90 days)?</p>
<p>9. Fee Structure</p>	<p>(a) Based on your experience with similar requirements, what would be the optimal fee structure options that would provide Canada with maximum value while minimizing risk and ensuring some cost certainty?</p>
	<p>(b) What are the considerations, benefits and challenges that Canada should be conscious of when deciding on a fee structure/payment model to support the GC Pay Solution (Phoenix)?</p>
<p>10. Service Transition</p>	<p>Canada must ensure a smooth service transition from one service provider to another.</p>
	<p>(a) Based on your own project experience or industry practice, what would be a sufficient transition-in period and what would be your proposed transition-in approach?</p>
	<p>(b) Based on your own project experience or industry practice, what would be a sufficient transition-out period and what would be your proposed transition-out approach?</p>
<p>11. Procurement</p>	<p>(a) Are there any areas of the procurement approach that you believe may unduly restrict competition or prohibit you from proposing a solution that would meet the GC's needs? If so, please explain.</p>
	<p>(b) Based on your own project experience or industry practice, what would be fair and effective approaches to manage contract performance issues (e.g. key performance indicators, metrics, service levels, incentives, penalties, etc.)?</p>
	<p>(c) Based on your own project experience with Canada, what were your concerns and what might be your concerns about the resulting contract and other contract considerations?</p>
<p>12. Other Considerations</p>	<p>(a) Given the principles and high level requirements shared in the RFI, can you share other observations and key success factors that Canada can use to guide this procurement project?</p>

	(b) Would you propose mobile solutions to improve the accessibility and enhance the client experience?
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ANNEX D: TERM DEFINITION

Term Definition

Troubleshoot and Resolve (Break/Fix)

It refers to "Corrective Maintenance" (diagnosing and fixing errors) related to Service Incidents caused specifically by breaks in existing functional configuration and/or existing custom development. The Break/Fix team for Phoenix will also perform "Preventative Maintenance" (increasing software maintainability or reliability to prevent problems in the future) and "Adaptive Maintenance" (as previously described, modifying the system to cope with changes in the software environment, including DBMS and O/S), subject to direction from Crown. Within Troubleshoot and Resolve. "Problem Diagnosis" is the process of determining what has gone wrong in a situation where something in the system appears to be "Broken" and therefore requires to be "Fixed". "Problem Resolution" is the process of "Fixing" that aspect of the system which has been identified as being "Broken", once the Problem Diagnosis has been made.

Batch and Interface Management

It refers to the development, implementation and/or execution of the processes and procedures used to define and maintain the Enterprise Application's batch schedules, monitoring of the batch processes and the notification and escalation procedure for error conditions.

Application System Administration

It refers to the development, implementation and/or execution of the processes and procedures used in the performance monitoring and tuning of the application environment, performing and tracking the movement of changes made to the Enterprise Application system, database (dB) administration, installation of vendor-supplied code fixes and output management.

Security Administration

It refers to the development, implementation and/or execution of the processes and procedures for the control of Enterprise application system security. It includes the creation and maintenance of system security profiles and user profile configuration for employees groups who are using the Enterprise Application.

Release Management and Application Currency

It refers to the processes used to manage the application of "bundles or grouping" of hardware/software changes to IT systems (in this case, specifically software releases). For Phoenix, the Release Manager will work closely with the Project Architect and project leadership to oversee and coordinate the integration and flow of all releases (including major projects, emergency releases, weekly configuration releases and monthly releases) from development through testing, deployment, and into ongoing support.

Application Currency

It includes deploying maintenance updates prepared as a result of Break/Fix and other Maintenance activity. In case of the Phoenix application, this also means applying tax updates (6 per year), critical patches, and resolving any Service Incidents that may result from the application of software updates from the software vendor. Typically, the activities would consist of:

- Planning of releases into Phoenix Production.

- Develop a release plan that takes into account the release of changes from both the In-Service-Support, Application, Currency, and activity streams, on-going scheduling and management of changes into Phoenix Production.
- Release of break fixes and other changes.
- Migration of such changes into the release management environments for testing.
- Preparation of changes for deployment into Phoenix production.
- Release of new release code.
- Migration of such changes into the release management environments for testing.
- Preparation of changes for deployment into Phoenix production.
- Application of tax updates to keep the application current.
- Download, retrofit, test, and deploy Oracle supplied Tax updates
- Validation of new code, from either of above activities, via execution of Regression Test, and User Acceptance Testing.
- Plan and execute Regression Test
- Manage User Acceptance Testing of all codes before deployment to Phoenix production.
- Management of promotion of new code into the Phoenix Production.
- Deployment of changes into Phoenix production.

Enhancements

It refers to "Perfective Maintenance" (implementing new or changed user requirements which concern functional enhancements to the software. A Minor Enhancement is a request for change to the Application Software (existing solution) that includes meeting some new requirements and involves code modification, but has minimal impact on the business, organization or architecture. This model is intended for simple small to medium efforts that will be completed in a single deployment effort, and is not intended for complex Projects or those requiring multiple phases of development and deployment.

Enhancements would also include any change mandated by a change in the external environment, such as a legislative change, a change resulting from collective bargaining. If you want your system to do something that the original or most recent requirements did not specify, that change is considered an "enhancement" because "the system does not do it today." To complete an enhancement, a combination of functional and technical skills are required.

Pay Account Services

"Pay Account Services" includes all of the processes related to the fulfillment of pay account support requests (e.g. request status, benefit eligibility, and insurance options) related to the administration of pay for client department employees.

Training Services

"Training Services" provides training needs analysis, development, and delivery to departmental HR/Compensation Advisors and knowledge management for all Pay Administration Services including:

1. Manage Training Services – activities related to the analysis of training needs, the development of training curriculum and training materials, and the delivery and execution of training services related to the GC Pay Solution and Pay Administration policies and processes.
2. Manage Knowledge – sets the overall strategy and maintains ownership of knowledge related to Pay Administration Service and the GC Pay Solution in various forms.

Payroll Services

“Payroll Services” includes all of the processes within the control of PSPC which impact the collection of HR/payroll data, and the activities associated with the production, distribution, and accounting of payroll results.

Pre-Payroll Services

“Pre-Payroll Services” includes all of the processes associated with the collection of information inputs from the employee and departmental HR/Compensation Advisors for payroll processing including:

1. Manage Leave Cash Out – activities associated with the employee requesting the cash out of leave and manager approval per the Financial Administration Act.
2. Manage Direct Deposit Information – activities associated with employees providing and updating direct deposit information.
3. Manage Voluntary Deductions – activities associated with employees starting, stopping, or amending a voluntary deduction.
4. Manage Voluntary Benefits and Insurance – activities associated with employees starting, stopping or amending a voluntary benefit or insurance.
5. Manage Time – activities associated with the employee’s capture of positive time (hourly employees) extra duty, and overtime and the managers approval per the Financial Administration Act.
6. Manage Leave Without Pay (LWOP) – activities associated with an employee request for an unpaid leave (less than or equal to 5 days) and the managers approval per the Financial Administration Act.
7. Maintain Acting and Term Extensions – activities associated with the manager informing PSPC Payroll Processing of acting and term extensions within their organization.
8. Manage Base HR Information – activities associated with the collection of the base employee and employment information required for PSPC Payroll Administration to create and update an employee’s master pay record.
9. Manage Cash Payments and Third Party Inputs – activities associated with the submission of cash payments by employees and bulk inputs from third parties for pay processing.

Payroll Operational Services

“Payroll Operational Services” includes all of the processes that support payroll processing including, data editing/validation, error correction, and the production of payroll results including:

1. Manage Pay Schedule – establish and distribute the annual pay calendars and pay periods for different groups of employees/organizations. Determine data cut-off dates, etc.
2. Manage Inputs to Payroll – ongoing activities to run time and core data payroll audit reports to identify data inconsistencies which need to be communicated or corrected.
3. Manage Pay Processing – activities to perform the gross to net payroll calculations, correct any payroll processing errors, and finalize payroll results.
4. Manage Off-Cycle – payroll processing activities required to create the opportunity for additional payments to be made in between pay dates only for identified (single) accounts where conditions require a payment to be processed outside of the normal bi-weekly pay period.
5. Manage Mass Changes – activities associated with PSPC processing extra payments or adjustments of employee data for an identified group of accounts, generally to reflect a retroactive salary adjustment.
6. Manage Calendar Year End – calendar year end activities associated with the creation of Statement of Remuneration (SOR), the setup of the pay system for the upcoming year, and the activities required to produce amended SORs and SORs for a Death in Service.

Post-Payroll Services

“Post-Payroll Services” includes all of the processes that support the adjustment, reporting, accounting/reconciliation, and distribution of payroll results including:

1. Manage Payment Adjustments and Reversals – activities required to identify and correct errors in payroll data, to process cancellation of payments, and/or to adjust account information to correct an error.
2. Manage Payment Accounting and Reconciliation – issue payments, prepare financial control, payroll cancellation, and master file adjustment reports to undertake and support payroll remittance, accounting, and reconciliation activities.
3. Manage Payment Distribution – prepare and distribute payroll outputs and post to Employee Self-Service.
4. Manage Payroll Reporting – provides a perspective on payroll reporting and workflow within the context of the new GC Pay Solution and documents the activities associated with the adoption of the industry standard Record of Employment (RoE) process.
5. View Payroll Statements – activities associated with employees viewing and printing pay statements using Employee Self Service (ESS).

Systems Management Services

“Systems Management Services” provides solution strategy, transition, and operations for the pay system and ensures that the new GC Pay Solution which includes integration with PeopleSoft My GCHR and GC HRMS and interfaces with other systems, supports client compensation policies and legislative requirements including:

1. Manage System Operations – activities to manage the day-to-day operations of the pay system, and monitor and maintain the target availability and service levels for the system. The System Operations process includes the resolution of GC Pay Solution related incidents and requests as well as the standard maintenance of the system.
2. Manage Requirements – provides a point for the intake and management of all requirements related to the GC Pay Solution. Requirements Management is responsible for providing a consistent methodology for documenting, managing, and reporting all outstanding service requirements related to the solution.
3. Manage System Architecture – activities to plan, specify, and manage the technical architecture of the GC Pay Solution to ensure that the solution continues to deliver up-to-date and agreed-upon functionality in response to changing business and technical requirements.
4. Manage Changes – activities to manage change, including the evaluation, prioritization, planning, and authorization of requests for changes to the GC Pay Solution.
5. Manage Releases – activities to package, build, test, and deploy new releases of the GC Pay Solution. The Manage Releases process ensures that new business requirements are incorporated into the GC Pay Solution in a timely manner while assuring the availability of the system.

Advisory Services

“Advisory Services” provides support and advice to departmental HR/Compensation Advisors and employers on issues related to the GC Pay Solution as well as the administration of requests related to the policies, legislation, and operations that affect pay including:

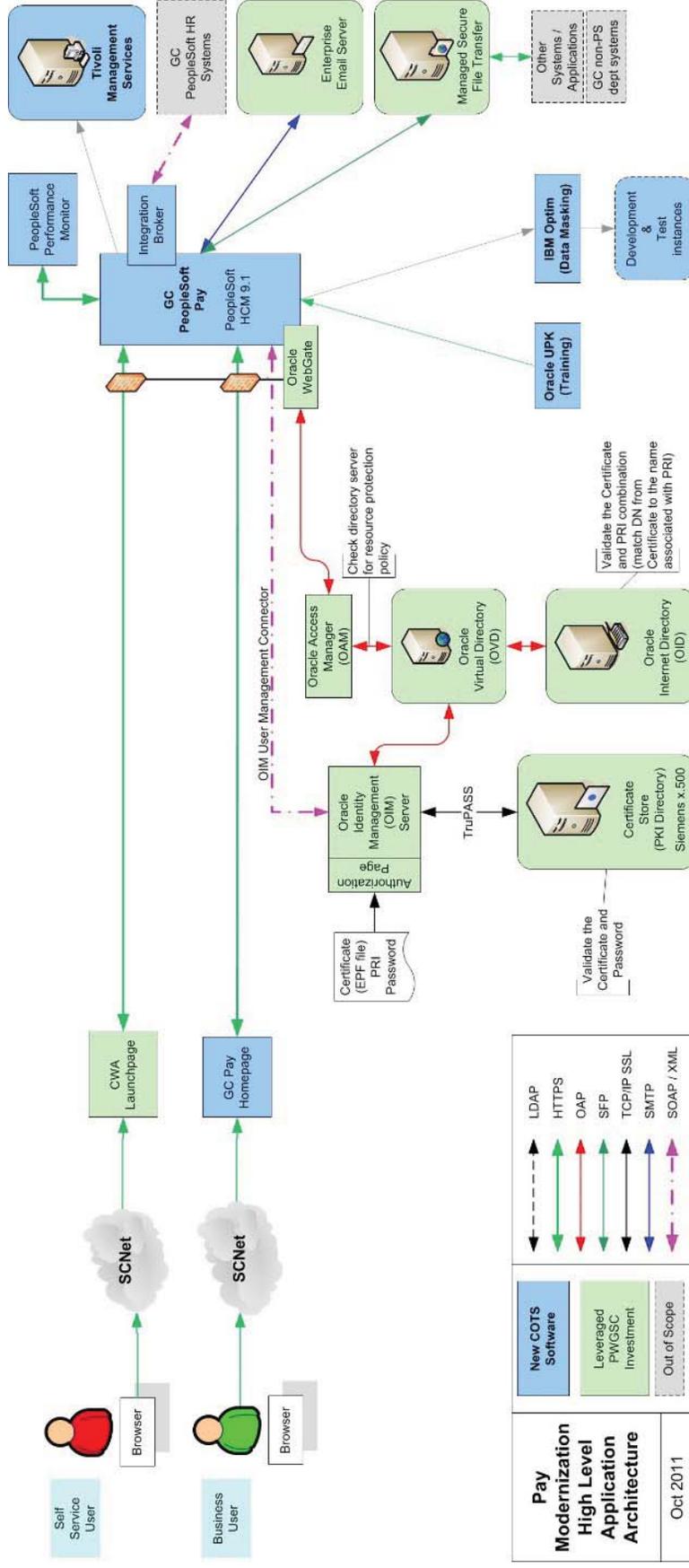
1. Operational Policies, Processes and Procedures – activities related to the development of operational policies, processes, and procedures following changes in legislation and collective

agreements. This process also acts as an intake channel for new or updated business requirements related to the GC Pay Solution.

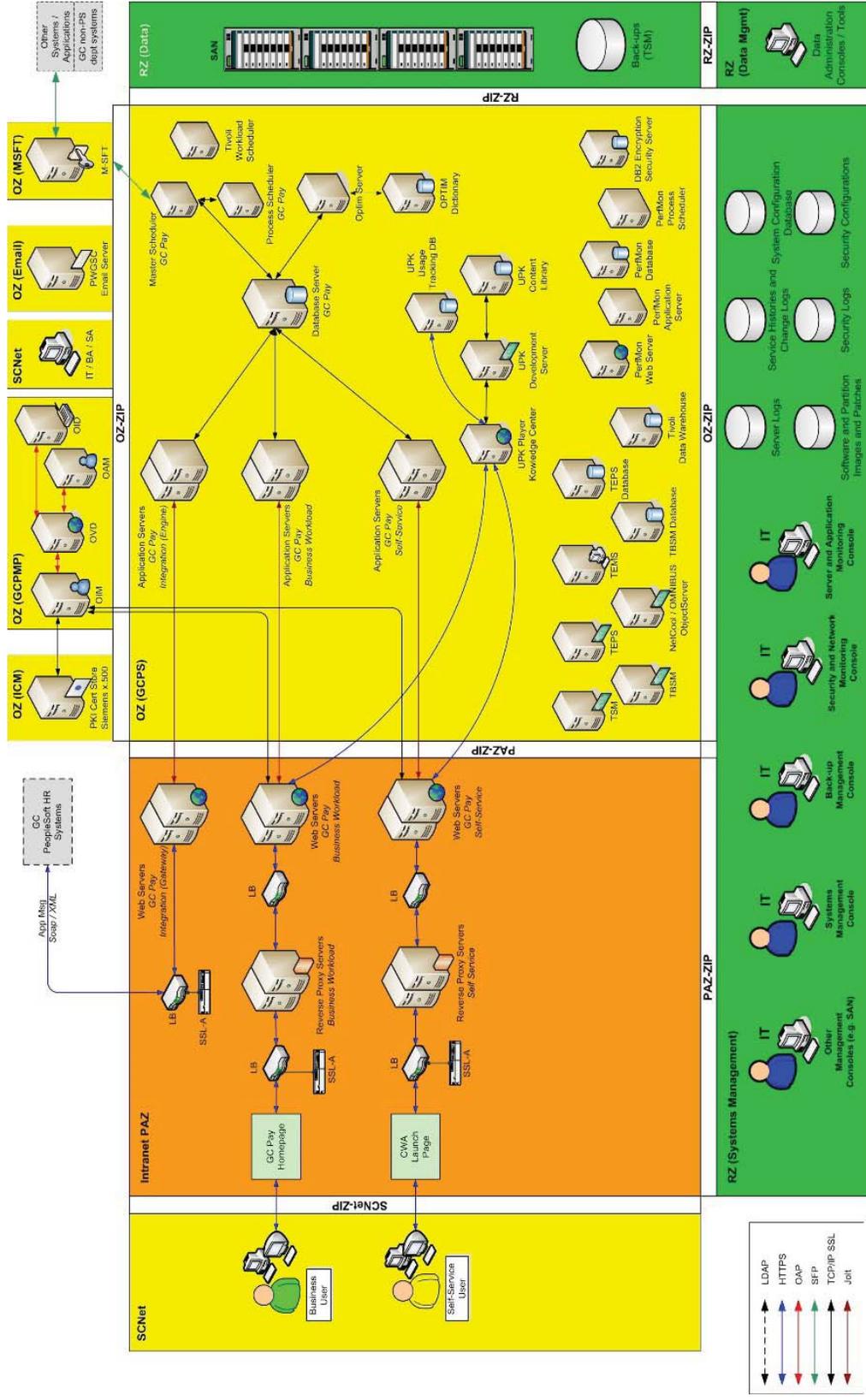
2. Manage MOUs and Service Standards – activities related to the management of pay-related Memoranda of Understanding (MOUs) and Service Standards. This process is designed to outline the procedures for continuous service level improvement, while processing incoming requests related to service standard management from TBS and employers.
3. Manage Support – activities associated with the delivery of support services to departmental HR/Compensation Advisors in order to perform their function as advisors to department employees and managers. This process also includes activities to support the data input of employee payroll activities and support to TBS and employers as it relates to the GC Pay Solution as a whole which includes integration with PeopleSoft My GCHR and GC HRMS and interfaces with other systems.
4. Manage Communication – activities related to the communication of changes to pay policies, procedures, system enhancements, etc. These communication channels may include mailing lists, newsletters, web content, and booklets, among others.

ANNEX E: REFERENCES

1. Phoenix Application Architecture



2. Phoenix Technical Architecture



3. Phoenix Applications and Software Versions

Category	Component/ System	Application	OS	Web Tier	App Tier	Database Tier
Core Applications	GC PeopleSoft Pay System	PeopleSoft HCM 9.1	S/W	PeopleTools 8.52 Oracle WebLogic 10.3.6 IBM HTTP Server (Reverse Proxy)	PeopleTools 8.52 Oracle Tuxedo DB2 Data Server Client 9.7 Microfocus COBOL Server Express 5.1	DB2 9.7 AESE ¹
			O/S	AIX ² 7.1	AIX 7.1	AIX 7.1
			S/W	IBM WebSphere	InfoSphere Optim Server	DB2 9.7 AESE
System Management	InfoSphere Optim	IBM Optim Test Data Management Solution for PeopleSoft Enterprise 9.1 IBM Optim Test Data Management Solution for PeopleSoft Enterprise with Data Masking Option 9.1	O/S	AIX 7.1	AIX 7.1	AIX 7.1
			S/W	Tivoli Enterprise Monitoring Server Tivoli Enterprise Portal Server Tivoli Enterprise Portal Client	DB2 9.1 EE ⁴	
			O/S	AIX 7.1	AIX 7.1	AIX 7.1
Workload Automation	Tivoli Management Services	IBM Tivoli Composite Application Manager for Applications ³ 7.2 IBM Tivoli Composite Application Manager for Transactions 7.3.0 IBM Tivoli Business Service Manager 4.2	S/W	IBM WebSphere 7.0 ⁶	TWS 8.6 Engine	DB2 9.7 ESE ⁷
			O/S	AIX 7.1	AIX 7.1	AIX 7.1
			O/S	AIX 7.1	AIX 7.1	AIX 7.1

Category	Component/ System	Application	Web Tier	App Tier	Database Tier
	Performance Monitoring	PeopleSoft Performance Monitor	S/W PeopleTools 8.52 Oracle WebLogic 10.3.6	PeopleTools 8.52 Oracle Tuxedo DB2 Data Server Client 9.7	DB2 9.7 AESE
			O/S AIX 7.1	AIX 7.1	AIX 7.1
Supporting Technologies	Oracle User Productivity Kit (UPK)	Oracle User Productivity Kit (UPK) version 11.1 ⁸	S/W Microsoft IIS Microsoft .NET Framework 4.0	UPK 11.1 Oracle DB Client 11g	Oracle 11g
			O/S MS Windows Server 2008 ⁹	MS Windows Server 2008	AIX 7.1

¹ Includes DB2 Performance Optimization Feature 9.7 and IBM InfoSphere Guardium Data Encryption 2.0 (IBM provides an embedded version of DB2 UDB 9.1 for use with InfoSphere Guardium Data Encryption Security Server (see the product license for details.))

² All references to AIX imply the 64-bit version of the operating system (O/S) running on IBM System P.

³ Includes PeopleSoft Application Domain Agent and PeopleSoft Process Scheduler Agent.

⁴ IBM provides a restricted use version of DB2 UDB 9.1 Enterprise Edition for use with Tivoli Portal Server Database and Tivoli Data Warehouse (see the product license for details).

⁵ Includes eXtended Agent (xagent) for PeopleSoft.

⁶ The embedded IBM WebSphere™ Application Server, V7.0 Base version is provided solely for use with Tivoli Workload Scheduler (see the product license for details).

⁷ Tivoli Workload Scheduler 8.6 is bundled with a restricted use version of DB2 Enterprise Server Edition 9.7 FP 3a (see the product license for details).

⁸ The Request for Proposal (RFP) response proposed UPK v6.3. At the time of writing this PDD, v11.1 has been released. Hence, the current version of UPK 11.1 will be used.

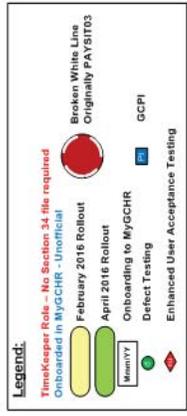
⁹ All references to MS Windows Server 2008 imply a specific version of MS Windows Server 2008 R2 64-bit, running on x86 platform.

The following software currently in the PSPC Production landscape has been leveraged for the implementation of Phoenix:

Category	Component / System	Application
Access & Security	Oracle Access & Identity Management	Oracle Identity Manager 11gR2 (OIM) Oracle Access Manager 11gR2 (OAM) ¹⁰ OAM Configuration Manager 11gR2 (OAMCM) Oracle Virtual Directory 11gR2 (OVD) Oracle Internet Directory 11gR2 (OID) Oracle Application Server 11gR2 (OAS) Oracle HTTP Server Identity Manager Connector – Oracle Internet Directory Oracle Identity Manager Connector – PeopleSoft User Management 11g Oracle Identity Manager Connector – PeopleSoft Employee Reconciliation 11g
Supporting Technologies	ICM myKEY	Entrust X.509 PKI Certificate
	Managed Secure File Transfer (MSFT)	Managed Secure File Transfer (MSFT)
	PWGSC Email Service	MS Exchange
	PWGSC Fax Service	RightFax

¹⁰ Includes Oracle WebGate 11g for the IBM HTTP Server (IHS), including reverse proxy.

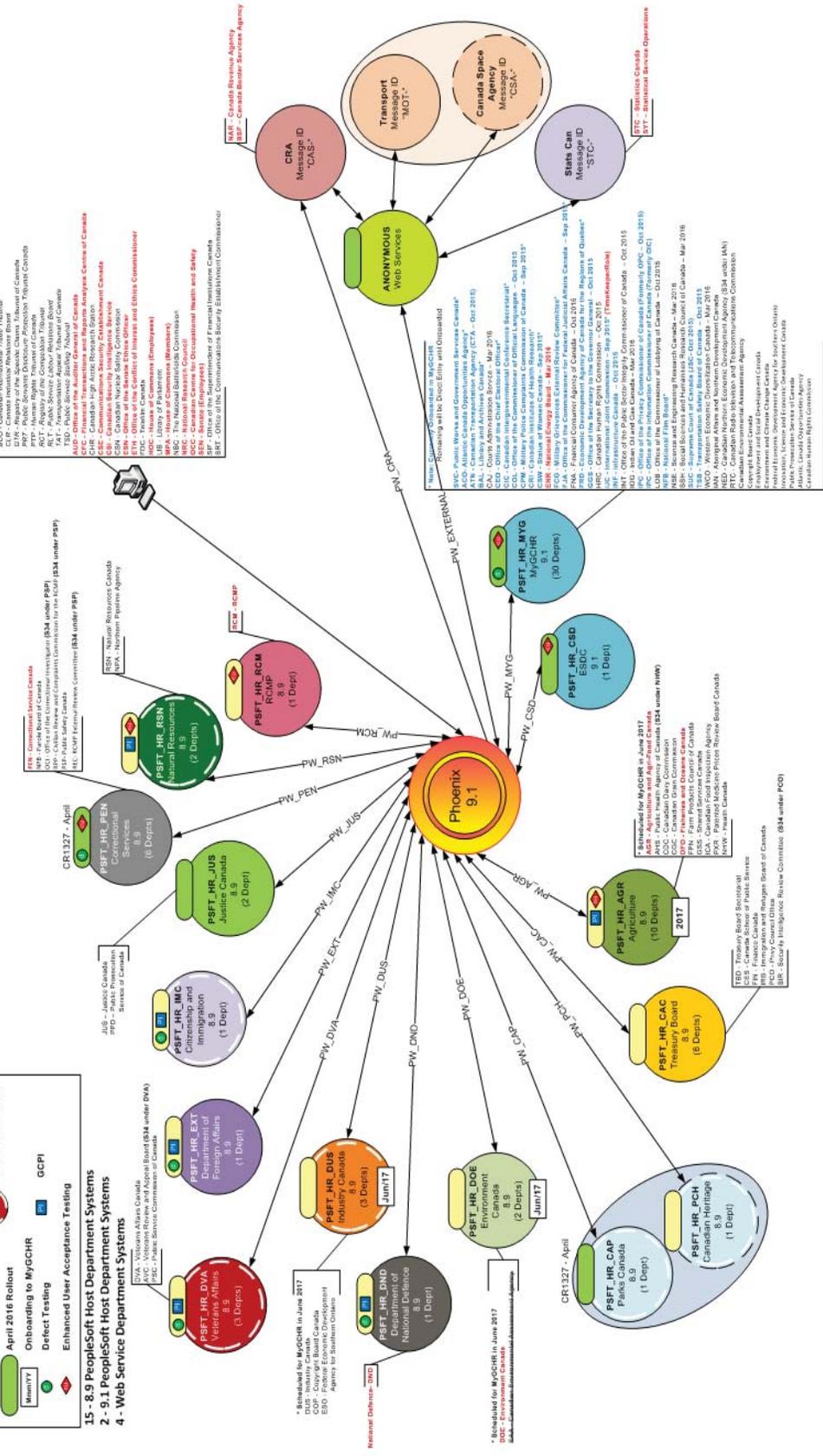
4. Phoenix Department Integration



- 15 - 8.9 PeopleSoft Host Department Systems
- 2 - 9.1 PeopleSoft Host Department Systems
- 4 - Web Service Department Systems

Phoenix Department Integration

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5. Additional Acts and Regulations Governing Pay Administration

- 1) [Canada Labour Code](#)
- 2) [Public Service Labour Relations Act](#)
- 3) [Public Service Employment Act](#)
- 4) [Policy on Terms and Conditions of Employment](#)
- 5) [Parliamentary Employment and Staff Relations Act](#)
- 6) [Parliament of Canada Act](#)
- 9) [Government Employees Compensation Act](#)
- 10) [Canada Pension Plan](#)
- 11) [Employment Insurance Act](#)
- 14) [Judges Act](#)
- 15) [Income Tax Act](#)
- 16) [Federal-Provincial Fiscal Arrangements Act](#)
- 17) [Garnishment, Attachment and Pension Diversion Act](#)
- 18) [Interpretation Act](#)
- 19) [Public Service Superannuation Act](#)
- 20) [Accountable Advances Regulations](#)

- 21) [Cheque Issue Regulations, 1997](#)
- 22) [Electronic Payments Regulations](#)
- 23) [Foundation Framework for Treasury Board Policies](#)
- 24) [Policy Framework for the Management of Compensation](#)