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**Invitation to Qualify/  
Invitation à se qualifier**

Comments - Commentaires

<b>Title - Sujet</b> "HRP-RHP" ITQ - Gate 1 - HR and Pay Next Gen		
<b>Solicitation No. - N° de l'invitation</b> 24062-190560/B	<b>Amendment</b> 3	<b>Date</b> 2018-10-25
<b>Client Reference No. - N° de référence du client</b> 24062-190560		<b>GETS Ref. No. - N° de réf. de SEAG</b> 24062-190560
<b>File No. - N° de dossier</b> 682xe.24062-190560	<b>CCC No./N° CCC - FMS No./N° VME</b>	
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2018-11-13</b>		<b>Time Zone</b> Fuseau horaire Heure Normale de l'est (EST)
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>		
<b>Address Enquiries to: - Adresser toutes questions à:</b> Pelchat, Marco		<b>Buyer Id - Id de l'acheteur</b> 682xe
<b>Telephone No. - N° de téléphone</b> (819) 665-7128 ( )		<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> Secrétariat Conseil du Trésor du Canada 90 Elgin Ottawa, ON K1A0R3		

Instructions: See Herein

Instructions: Voir aux présentes

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

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

## NOTE FOR INTERESTED SUPPLIERS

This document is not a Bid Solicitation document. This Solicitation Amendment 003 document will serve to provide the interested suppliers with the questions and answers received at **Industry Day on September 19, 2018**. Please refer to Track Log table below for status of Q&As and where they can be found.

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**IMPORTANT REMINDER FOR INDUSTRY:** To facilitate search for industry all current and future postings related to Stabilizing Phoenix innovations and the HR and Pay Next Generation solution will include “HRP-RHP” in the title. Please note that vendors can subscribe to tender notice updates (RSS, ATOM, e-mail) using the keyword “HRP-RHP”.

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### TRACK LOG OF QUESTIONS AND ANSWERS PROVIDED TO DATE

QUESTIONS AND ANSWERS	PROVIDED ON DOCUMENT
Questions and Answers 1 to 12	Amendment 001
Questions and Answers 13 to 42	Amendment 002

### IMPORTANT INFORMATION

Questions and Answers from the Industry Day on September 19, 2018.

This content is evergreen and subject to change; the NextGen team reserves the right to update published content to enhance and clarify answers as the Agile Procurement Process evolves.

October 25th 2018

### Glossary

<b>AI</b> Artificial Intelligence
<b>APP</b> Agile Procurement Process
<b>CAS</b> Corporate Administrative System
<b>CRA</b> Canada Revenue Agency
<b>EARB</b> Enterprise Architecture Review Board
<b>ERP</b> Enterprise Resource Planning (System)
<b>GC</b> Government of Canada
<b>HCM</b> Human Capital Management
<b>IP</b> Intellectual Property
<b>ITQ</b> Invitation to Qualify
<b>MVP</b> Minimum Viable Product
<b>NextGen HR &amp; Pay Initiative (NextGen)</b> All of the work, activities and deliverables, required to achieve the planned investment benefits. Includes all of the work planned for Phase 1, Phase 2 and Phase 3.
<b>NPP</b> Notice of Proposed Procurement
<b>Phoenix</b> The pay system and operating model resulting from the Transformation of Pay Administration Initiative, which was introduced to address issues with the existing software, the Regional Pay System (RPS), coupled with a consolidated service delivery model in a regional setting.
<b>PSPC</b> Public Service and Procurement Canada
<b>RFI</b> Request for Information

**RRR** Review and Refine Requirement

**TBS** Treasury Board of Canada Secretariat

## Links

### **GC Digital Standards**

<https://www.canada.ca/en/government/publicservice/modernizing/government-canada-digital-standards.html>

### **Cloud Adoption Strategy**

<https://www.canada.ca/en/treasury-board-secretariat/services/information-technology/cloud-computing/government-canada-cloud-adoption-strategy.html>

### **Performance Management**

Executives:

<https://www.canada.ca/en/treasury-board-secretariat/services/performance-talent-management/executive-talent-management-framework.html>

Non-executive employees:

<https://www.canada.ca/en/treasury-board-secretariat/services/performance-talent-management/performance-management-program-employees.html>

Excluded/unrepresented employees:

<https://www.tbs-sct.gc.ca/gui/gpmpr-eng.asp>

### **Gifts, awards, and long-service awards**

<https://www.canada.ca/en/revenue-agency/services/tax/businesses/topics/payroll/benefits-allowances/gifts-awards-social-events/gifts-awards-long-service-awards.html>

### **GCcollab**

<https://gccollab.ca/groups/profile/8797/encanadian-enterprise-architecturefr>

### **GCcollab Wiki - NextGen HR and Pay**

<https://wiki.gccollab.ca/HRandPayNextGen-ProGenRHetPaye>

### **Notice of Proposed Procurement**

<https://buyandsell.gc.ca/procurement-data/tender-notice/PW-18-00841811>

**Buy and Sell - Invitation to Qualify** <https://buyandsell.gc.ca/procurement-data/tender-notice/PW-18-00845292>

### **Contact us**

NextGen initiative

[nextgen-prochaineegen@tbs-sct.gc.ca](mailto:nextgen-prochaineegen@tbs-sct.gc.ca)

Questions specific to the APP can be sent to:

[TPSGC.PAApprovalRHalaPaye-APHRtoPAYProcurement.PWGSC@tpsgc-pwgsc.gc.ca](mailto:TPSGC.PAApprovalRHalaPaye-APHRtoPAYProcurement.PWGSC@tpsgc-pwgsc.gc.ca)

**QUESTIONS AND ANSWERS**

**Industry Day – Questions and Answers**

Questions & Answers		
	Question	Answer
1	Is there an accessible version of the materials available, rather than a graphics-heavy PDF that doesn't work with text to speech readers?	The NextGen team is currently working to come up with a solution to post all our documents on the web in an accessible manner. Anyone having difficulties accessing content may request a text version by contacting the NextGen team at <a href="mailto:nextgen-prochaine@tbs-sct.gc.ca">nextgen-prochaine@tbs-sct.gc.ca</a> .
2	Why weren't the unions invited to this meeting?	An invitation was extended to Unions to participate in the NextGen Industry Day.
3	Why don't we ask public servants that know pay and HR best to build this solution?	The approach used by NextGen is based on the Cloud Adoption Strategy which recommends, whenever possible, the adoption of SaaS solutions first.  The team is also following the GC's Digital Standards which will ensure that the team frequently and broadly engages with public servants, as users and key contributors for NextGen's success.
4	What do you think will be the team's biggest challenge?	Phoenix stabilization is still a GC priority. The biggest challenge for the NextGen team will be to work within the new proposed iterative procurement process, which will require the team to move in smaller and faster sprints, adapt often, and operate without all the traditional requirements up-front.
5	You mentioned that no single system will do it all, does this mean there will be flexibility for organizations like DND and RCMP to continue on their own, but aligned?	The NextGen team will be evaluating options for HR & Pay solutions, looking at the broadest scope possible as we begin the agile procurement process.

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
<b>6</b>	Some tend to stay away from Phoenix, how do you plan on attracting and retaining top talent to NextGen and holding them accountable to make this a success?	We have been fortunate to have been approached by a variety of internal and external subject matter experts to contribute to the initiative. The team will continue to grow to address the needs of the initiative.
<b>7</b>	Have you looked at provincial or municipal governments to understand their pay system and possibly leverage their solutions as a base for the GC solution?	The NextGen team is currently looking at a variety of established solutions to better understand the approaches used and the lessons learned.
<b>8</b>	How does the Government of Canada plan to work proactively rather than reactively on large projects like this? What do you need from industry?	By adopting an agile procurement process, the NextGen team is fostering an environment in which ongoing feedback from vendors and stakeholders is welcome on a continuous basis. The NextGen team will co-design the solution in a collaborative manner with our internal and external partners, integrating feedback throughout, to ensure a sound and feasible solution.
<b>9</b>	The first pay transformation was not successful, what is different that makes you think taking on a larger scope will work?	<p>A future GC HR and Pay solution will be driven by modern people management processes and systems. The GC has opted to use an iterative, gated (or phased) APP to explore what solutions are available to address the HR and pay needs of the GC. The objective of the APP is to have direct interaction from the outset between employees (the users) and the software publishers.</p> <p>The GC has committed this initiative to embrace a culture of openness, innovation, and agility as it supports a modern workforce and will work closely with subject matter experts, unions, technology providers, and most importantly, its employees, to accomplish its goals.</p>
<b>10</b>	What should vendors be telling departments who have business	The NextGen team is seeking options for an enterprise-wide approach to HR and pay. GC organizations who are exploring business needs

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
	needs today and want to explore options independent of this process?	today are encouraged to engage with the NextGen team or GC EARB but will be limited in their ability to proceed with any implementation specific to their departmental needs. Exceptions to this approach can be granted on a case by case basis.
11	If the #1 priority is to stabilize Phoenix and the goal of NextGen is to address new business requirements, then why "rush" NextGen and add the associated risk?	<p>Ongoing stabilization of the Phoenix Pay system remains a top priority for the government and is being pursued relentlessly by PSPC even as the TBS develops options for a NextGen solution to eventually replace Phoenix, which is approaching the end of its life-cycle.</p> <p>Work on the NextGen solution will be mindful of risk and informed by advice based on lessons learned from Phoenix and other large scale enterprise transformation initiatives. The APP provides the NextGen team with the opportunity to course correct at any time in the procurement process should new information be presented or discovered.</p>
12	As leaders and champions, how do you think your background will fit with this project and push it to success?	The NextGen team is comprised of multidisciplinary subject matter experts including, but not limited to, human resources; information technology; user experience designers; enterprise architects; procurement and project management specialists.
13	This challenge is not unique to Canada; what are other government doing all around the world?	The NextGen team has and will continue to engage with other government and private organizations who have undertaken similar, large scale enterprise transformation initiatives within similar operating environments (e.g. the Government of Australia).
14	What efforts to re-establish trust may be made as change progresses, given how many people (internal & external) have become skittish, post-Phoenix?	The NextGen team has committed to working in an open and transparent environment that will foster trust among its users and stakeholders. It is understood that trust will need to be earned. The NextGen team is creating opportunities for

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
		users and stakeholders to directly feed into the APP through way of user engagement, testing, and open dialogue.
<b>15</b>	How can you obtain project approval and expenditure authority without firm plans? How does this iterative approach, where no single option is defined up front, work with TB procurement process/gates?	At this stage, the NextGen initiative is only seeking options; project approval and expenditure authorities will be sought once a solution has been identified. Procurement specialists remain an integral part of the NextGen team and have contributed to the development of the new APP. This approach favors smaller, faster sprints that allows for business requirements to be defined as new information is presented or discovered.
<b>16</b>	Has GC successfully used this kind of agile method before - for something like this scale/complexity?	The GC has extensive experience in large, complex, and iterative procurement processes, primarily with large scale infrastructure projects.  The combination of traditional GC procurement expertise and private sector project management practices are the backbone of the APP. While this is a new approach to government procurement, it is not new to industry. This initiative will serve as a first step in changing the way the GC procures long-term.
<b>17</b>	Where can we find the GC HCM Business reference model that is referenced in the procurement materials to know what DA2, DA3, DA4, DA5, DA6 mean?	The GC's HCM Business Reference model can be found in the followings links:  Buy and Sell Invitation to Qualify: <a href="https://buyandsell.gc.ca/procurement-data/tender-notice/PW-18-00845292">https://buyandsell.gc.ca/procurement-data/tender-notice/PW-18-00845292</a>  NextGen HR and Pay GCcollab Wiki: <a href="https://wiki.gccollab.ca/HRandPayNextGen-ProGenRHetPaye">https://wiki.gccollab.ca/HRandPayNextGen-ProGenRHetPaye</a>
<b>18</b>	Have you performed any market analysis where there is a HR solution in a SaaS, Canadian resident,	The goal of the APP is to understand what can and cannot be provided by industry. In the summer of 2018, the NextGen team completed

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
	bilingual, accessible, supporting over 350,000 employees?	a preliminary search of what solutions exist to further inform the development of options.
19	What does a lasting relationship look like?	In the context of the NextGen initiative, a lasting relationship is one of open dialogue, where feedback can be given and received from participating parties while adhering to the GC's procurement, values, ethical, and fairness protocols. The NextGen team hopes to establish a variety of these lasting relationships in its current and future objectives.
20	Will you be sharing the list of attendees of this session so we can seek to establish partnerships?	The Industry Day was open to the public, and we cannot confirm the attendees or their affiliations. The list of attendees will also not be published to respect privacy rules.
21	Will this process consider not only the physical technology that people have today but what they may need in the future, e.g. mobile device functionality? Would future accommodations be part of the scope?	It's important for the NextGen team to understand future demand and where industry is going. A key assumption of the NextGen initiative is the procurement of a SaaS solution. This will enable the proposed solution to continually evolve to meet the changing needs of users, while accommodating various types of work environments and user profiles.
22	What do you define as the foundational pieces?	From a solution architecture standpoint, the foundational elements represent a core HCM digital solution that directly supports capabilities covering DA2 - DA6 in the HCM business reference model, each of which is related to a primary or secondary degree in paying an employee.
23	How will accessibility be built into a potential hr/pay solution? Current systems are not accessible for many employees who use adaptive technology.	We will collaborate with vendors and users to ensure accessibility is designed into any solution, aligning with the GC Digital Standards which state that accessibility be built into new solutions and technology from the onset.
24	How will finance fit into the vision?	The end-state solution will need to act as a single ERP with the capability to manage



<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
		finance, pay and HR needs as per requirement 7.5 in the ITQ.
<b>25</b>	Is the RFI a qualifier?	The RFI is the process used to collect valuable information from the industry and subject matter experts. This process assists the GC in preparing solicitation documents such as ITQ, RFSA, RFSO, RFP, etc.
<b>26</b>	Are you willing to pay vendors for the work described – i.e. is the Gating process funded? Any help to SME business?	Given that Gate 1 is only seeking confirmation of a solution's ability to meet GC business capabilities and Digital Standards, there will be no compensation. However, as Gate 2 requires tangible outputs such as a sandbox environment, the NextGen team will be investigating the possibility of providing funding for qualified vendors.
<b>27</b>	Will you entertain bids where software providers partner to cover the scope?	The procurement process will allow software publishers to partner with System Integrators; however, the software publisher must remain the prime respondent. Additionally, a joint venture may be created; however, each prime respondent may only apply once.
<b>28</b>	Why doesn't the GoC adopt the CRA solution? Can the CRA system compete for this as an internal option?	The NextGen team is exploring all options through the APP, which could include the CRA's solution (CAS). There has been no comprehensive analysis of the expansion of the CAS as an alternative to Phoenix.
<b>29</b>	Has anyone on the NextGen team successfully delivered a project of this magnitude? How can this possibly be achieved?	The NextGen team is comprised of multidisciplinary subject matter experts who have overseen and been directly involved in major government ERP transformations at both the departmental and enterprise level. The NextGen team is also relying on the past experience of our industry partners, union representatives, and employees to ensure success.
<b>30</b>	Could Phoenix be reused as part of the NextGen solution?	The Phoenix system is part of a past solution, NextGen is looking to establish the solution of the future. The NextGen solution will endeavor

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
		to holistically address the GC's HR and Pay needs while setting the groundwork for integration of future enterprise systems.
<b>31</b>	What will be the source of NextGen solution master data? There is legacy data and phoenix data which is corrupt. How will Phoenix data be corrected?	Data feeding into the NextGen solution will come from departments' source data (Phoenix, legacy, etc.); however, the NG team acknowledges that the data will need to be cleansed and validated prior to being used in the end-state solution. Through the APP, the NextGen team will seek input from industry on how best to address this challenge.
<b>32</b>	Is there a willingness to open up government administered services and benefits for public servants to RFP?	The NextGen team is exploring all options through the APP as it relates to HR and pay.
<b>33</b>	Does the government see Citizen Identity Management and HR Data Management as being a single Master Data as a service solution with '1 Person Master Record'?	The approach used by the NextGen team is based on the GC's Digital Standards. The team is striving to incorporate good data stewardship practices including master data management and "tell us once" approaches to establish a single authoritative source of key information.
<b>34</b>	Do you currently have a Minimum Viable Product (MVP) for next gen pay?	The NextGen team is currently engaging various stakeholders and users, including: HR practitioners, compensation advisors, employees, and managers, in addition to unions, and other GC departments. The NextGen initiative will be applying lessons learned from other government and private organizations who have undertaken similar, large scale enterprise transformation initiatives within similar operating environments (e.g. the Government of Australia) in order to establish the MVP.
<b>35</b>	How will data quality and data conversion be addressed?	The approach used by the NextGen team is based on the GC's Digital Standards. The team is striving to incorporate good data stewardship practices including master data management

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
		and “tell us once” approaches to establish a single authoritative source of key information.
<b>36</b>	Is there a 'physical' part of this solution (i.e. paper paychecks) Have you reached out to any of the banks in terms of the 'transaction'?	At present, the GC uses the Receiver General's system to issue physical or digital cheques and electronic data transfers. However, the Government of Canada recognizes that as we move to a modern HR and pay solution, our business processes will have to change to reflect leading practices. These decisions will be made in subsequent phases.
<b>37</b>	Without knowing the future of HR-related systems (finance, scheduling, etc...), how are vendors supposed to accommodate the interoperability between them?	The NextGen solution will endeavor to holistically address the GC's HR and Pay needs while setting the groundwork for integration of future enterprise systems. The APP favors flexibility and allows the GC to course-correct as information is presented or discovered. The end-state solution must be designed to meet present-day software interoperability standards. This will be defined in conjunction with industry in Gates 2 and 3.
<b>38</b>	Given you want to avoid customization wouldn't a COTS product be able to move immediately to the Let Us gate?	The GC is going through a gated procurement process to identify the next generation HR and pay solution. In Gate 1, the GC has provided high-level criteria to ensure that solutions comply with foundational business and technical standards, which go beyond just customization. As the GC moves to Gates 2 and 3, it will provide more detailed criteria and specifics on the required capabilities. All interested in participating must succeed Gate 1 evaluations in order to move to Gate 2 “Let Us”.
<b>39</b>	When the contracts are established will Change Requests be 'free' and other items will be de-scoped instead? (agile procurement best practice)	This process may or may not result in contract(s) being awarded. However, should a decision be made to proceed with the issuance of contract(s), Canada and the selected vendor or vendors would collaborate through a Review and Refine Requirements (RRR) process to

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
		ensure that the statement of requirements and the scope of work would be clearly defined.
40	Are you looking at blockchain technology?	The NextGen team is exploring all options through the APP, which could include the both BlockChain and Ledger technology.
41	Terms and Conditions around SaaS solutions typically do not mesh well with the GC SACC manual. What is being done to address this?	The approach used by the NextGen HR & Pay team is based on the GC's Digital Standards and Cloud Adoption Strategy and the APP will allow for the GC to iteratively negotiate the terms and conditions. The GC SACC manual will not prevent the NextGen team from proceeding with a Cloud and SaaS-based solution.
42	What will be your definition of bidder? Can non-Canadian based bidders demonstrate their interest? (Store/Access/Support model/Transmit data)?	As per the Supply Manual definition, a bidder means the person or entity (or, in the case of a joint venture, the persons or entities) submitting a bid to perform a contract for goods, services or both. It does not include the parent, subsidiaries or other affiliates of the Bidder, or its subcontractors. As for non-Canadian based bidders, the NextGen team is not taking any options off of the table. All respondents will be considered equally and fairly against the established procurement criteria that is based on GC policy, regulations and standards.
43	The scope is very large, even for what gate 1 covers, how will you break it up into sprint sized pieces?	The APP favors flexibility and allows the GC to course-correct as information is presented or discovered. Gate requirements will be released iteratively and designed with industry partners to ensure expectations are feasible and realistic.
44	The mention of open standards and such was mentioned as a priority. Would the Phoenix system or the current HR be considered an open solution example?	The use of Open Standards is both a priority and a necessity; the end-state solution must be designed to meet present-day software interoperability and data stewardship standards. This will be defined in conjunction with industry in Gates 2 and 3.
45	Regarding the SaaS provider as the prime contractor - how will TBS and	The GC has received positive feedback from the industry with regard to establishing a partnership

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
	PSPC address the Limitation of Liability (LOL) clause? Do the primary SaaS vendors such as (SAP / Oracle / Workday) think that software vendor as prime is the best approach? Has this been tested with industry?	with software publishers. The GC will be seeking input to specific contract terms and conditions in both Gate 2 and Gate 3 and will ensure that liability clauses support risk and goals set by the NextGen initiative.
46	Are you only looking to buy software? Basically have POC that it can do what u need and then have GoC employees implement that software? Or is SAP going to do it?	The NextGen team is exploring all options through the APP. The GC is not exclusively looking to buy software; the major component of this project is the IT solution itself; however, as per the NPP, there are different work streams that require both services and solutions for NextGen.
47	How and when do you expect the solution chosen to be integrated to other GoC systems and tested end to end?	An implementation approach has not yet been determined as at this time as the GC is only seeking options. However implementation strategies, and a finalized list of qualified vendors may be an output of Gate 3 of the APP.
48	Will there be adequately broad industry footprint given SaaS + private cloud solution requirement?	The objective of Gate 1 of the APP is to identify the level of industry interest to participate in identifying a solution for HR and pay to meet the needs of the GC. Respondents who meet the requirements of Gate 1 will be invited to participate in Gate 2.
49	Do you not need a high level business design first before you launch into product selection? If this exists where is it?	The GC's HCM Business Reference model can be found on Buy and Sell in the ITQ on pages 5-6.
50	Are we hard set on a fully integrated solution OR there is there an appetite for partnering to obtain best of breed for each key area in workforce management?	The NextGen team is exploring all options through the APP. The end-state solution must be designed to meet HR and pay capabilities, present-day software interoperability and data stewardship standards. This will be defined in conjunction with industry in Gates 2 and 3.
51	The 800 pound gorilla in the room is the SACC manual. LoL, IP Ts & Cs,	The NextGen team is confident that the GC SACC manual will not prevent multiple industry bidders from participating in the APP. The APP

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
	not aligned with SaaS, ends up being a cloud of one. What will you do?	favors flexibility and allows the GC to course-correct as information is presented or discovered. The GC will be seeking input to specific contract terms and conditions in both Gate 2 and Gate 3 and will ensure that liability clauses support risk and goals set by the NextGen initiative.
<b>52</b>	When you've chosen your solution, you'll need pieces to integrate, when will this happen? Can you provide an update on the timing of the other streams (i.e transformation and system integration services)?	The NextGen team is exploring all options through the APP. Multiple streams of work have been identified in the NPP in addition to seeking a technological solution. As the GC progresses through the APP, this list of additional work streams is subject to change. The NextGen team is preparing an information and data model to identify the integration touchpoints that will inform the requirements, level of effort and complexity of integration services required.
<b>53</b>	How can better, new and more innovative solutions be integrated if they are "late to the party"? Technology is always evolving and projects are lengthy.	The NextGen is first proceeding with the procurement of a Core HCM Digital Solution. Eligible software publishers are invited to respond to the published ITQ. As stated in the NPP, each procurement stream may contain a pre-qualified list of bidders which can be refreshed multiple times over the next two years.  If additional solutions are required, they will be assessed as part of the Innovation Architectural Layer and integrated into the solution through Interoperability ensure coverage of the full spectrum of needed business capabilities launched as a separate agile procurement, challenge based procurement or separate add-ons or plug-ins will be developed for the Core HCM Digital Solution. The GC is also continuously surveying technology and market changes to inform, update and maintain our digital solution portfolio.
<b>54</b>	Will a personal digital assistant (think Siri, Alexa...) be made available for all	The NextGen team is exploring all options through the APP. The end-state solution must

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
	federal employees as part of the NexGen HR Pay solution?	be designed to meet HR and pay capabilities, present-day software interoperability, data stewardship standards and support a modern digital delivery environment.
55	Why would separate initiatives and procurements be run for change management and UX?	The APP is mainly focused on procuring a Human Capital Management Digital Solution. Given the quantity of work to be completed, the NextGen team may consider running separate procurement initiatives to address the additional work streams.
56	How will you manage gaining true User Experience perspectives from a community that is already 'engagement fatigued' while continuing to support stabilization?	The NextGen team is grateful for the responses it has received to date on people volunteering to provide input and feedback including that which was received through the first of our user engagement workshops. The NextGen team intends to offer various user engagement exercises to enable participation in a variety of forms and locations.
57	Has thought been made to allow employees to maintain their own data with departmental HR's role changing to validate and approval, open up the data?	Lessons learned from other Governments around the world have suggested that employee access to their own data as well as notification of when their information is retrieved or modified would provide greater autonomy in the user's HR experience. The NextGen team is exploring all options through the APP.
58	In terms of user experience, have consultations captured isolated situations/pay rules that require more attention than others – e.g. parental leave, retirement?	The NextGen team will be taking a data driven approach that will capture the complex or problematic cases flagged through lessons learned. User engagement and testing will enable feedback that will be used throughout the design, build and implementation of any future solution.
59	Are you looking to work with software integrators (SIs) or simply the software developer? Is Gate 1 limited to software/solution providers as opposed to services firms who have	The procurement process will allow software publishers to partner with System Integrators; however, the software publisher must remain the prime respondent. Additionally, a joint venture

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
	industry expertise across the solution space? SI's like Accenture, PWC and Deloitte have global experience implementing solutions of this type. Are you not allowing them to bid?	may be created; however, each prime respondent may only apply once.
<b>60</b>	Generally OEM's are not resourced to deliver all associated services or willing to accept the risk by subbing to an SI. Has the approach been vetted with them?	The GC has received positive feedback from the industry with regard to establishing a partnership with software publishers. The APP will allow software publishers to partner with SI's; however, the software publisher must remain the prime respondent. A joint venture may be created; however, each prime respondent may only apply once.
<b>61</b>	Is the cloud not secure? Are you only referring to hybrid cloud out of a GOC data centre?	Cloud first is a GC architecture standard set by TBS and the approach used by the NextGen team is based on the GC's Digital Standards and Cloud Adoption Strategy. The Cloud Adoption Strategy identifies multiple cloud deployment models, which does include a hybrid cloud deployment model. The target solution architecture must comply with the existing data residency policy, and the security control profile for cloud based IT services, and data residency here in Canada is fundamental to this process.
<b>62</b>	Are you considering any legalities around a 'cloud solution'? Where is the data being held physically?	The approach used by the NextGen team is based on the GC's Digital Standards and Cloud Adoption Strategy. The target solution architecture must comply with the existing data residency policy, which states government sensitive data must reside in Canada and the security control profile for cloud based IT services.
<b>63</b>	Why is cloud important even if Phoenix does get stable?	The approach used by the NextGen team is based on the GC's Digital Standards and the Cloud Adoption Strategy.



<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
<b>64</b>	Will ITSG-33 be the security standard used to evaluate cloud solutions? If so, how will the Crown verify compliance? Will third part standards be accepted?	The approach used by the NextGen team is based on the Cloud Adoption Strategy. In addition, the target solution architecture must comply with the existing data residency policy, security control profile for cloud based IT services and the Cloud Security Risk Management Approach Procedures, which includes ITSG-33.
<b>65</b>	This is protected B data — the PB ITQ is on the street now — that is needed to put solutions into the cloud — how does this impact your schedule?	The NextGen procurement is separate than the SSC led procurement for cloud services to support a Protected B data profile. The SaaS service selected through the NextGen HR & Pay procurement process does not have to exist within the SSC procurement vehicle but must still comply with all GC guidance on cloud.
<b>66</b>	If adopting a 'follow the sun support model' where support can be provided from foreign countries, will that be a consideration for data protection?	The support model for the NextGen solution must comply with all GC guidance on cloud which also includes details on data protection that the GC must follow the GC Cloud Security Risk Management Approach and Procedures.
<b>67</b>	Will consideration be given to accessing from foreign countries (e.g. Global Affairs employees working abroad, travel status) using self-serve in non-secure environments?	The NextGen team is exploring all options through the APP. The NextGen team is considering the provision of solutions to employees working abroad in adherence to all applicable from the Cloud Adoption Strategy. As the GC moves to Gates 2 and 3, it will provide more detailed criteria and specifics on the required capabilities.
<b>68</b>	Are you aware that TBS has already migrated SAP finance work flows into the azure cloud and is already using SaaS and has addressed security concerns?	TBS Financial Management Transformation and TBS Corporate Services Sector have provided initiative status updates to the GC EARB. Subsequently, the NextGen team is aware of their progress with cloud and the architectural direction being taken.
<b>69</b>	Will you be providing more detailed requirements so that businesses can actually assess the financial viability of	As the GC moves to Gates 2 and 3 of the APP, it will provide more detailed criteria and specifics on the required capabilities. The GC will

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	providing solutions, or just shopping around?	<p>continue to maintain open communication with all vendors.</p> <p>However, given that Gate 1 is only seeking confirmation of a solution's ability to meet GC business capabilities, there will be no compensation. As Gate 2 requires tangible outputs such as a sandbox environment, the NextGen team will be investigating the possibility of providing funding for qualified vendors.</p>
70	Phase 3 includes "realize benefits." Have specific benefits been defined in one Government language and how will they drive GC+industry behaviour/collaboration?	The NextGen team is currently working on Phase 1 of the initiative; Phase 2 and 3 will begin once an option has been identified. As the GC moves through the APP and Phases, it will provide more detailed criteria and specifics on the requirements, including defining planned benefits. The GC will continue to maintain open communication with all vendors.
71	Will you distribute the names and contact information for the civil servants responsible for reviewing our gate one proposal?	The procurement evaluation committee(s) will include representatives from key stakeholder groups including: public servants, citizens, union representatives and other key stakeholders. The names of the individuals included in the evaluation committee will not be shared publicly.
72	Can you elaborate on the "let us play with the software" gate?	The intention of Gate 2 of the APP is to ensure, through hands-on user testing, that the proposed solution can support the needed business capabilities. Respondents will be expected to provide a user testing guide (user documentation) to users that will guide the testing experience. Respondents are also expected to support testers should they have any questions or encounter difficulties during the testing experience.
73	If what you actually need is multiple software vendors to reliably deliver to	Section 2.3 of the ITQ outlines the various bidder structures. In a joint venture all of the vendors must own part of the IP for the solution

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
	the various constituent groups how does this gated process address that?	proposed. The end-state solution must be designed to meet HR and pay capabilities, present-day software interoperability, data stewardship standards and support a modern digital delivery environment. The target solution architecture must satisfy mandatory capabilities and be flexible to easily and rapidly include additional HR & Pay capabilities.
74	How would a vendor with a talent management (or some other area) solution that was the best fit for your needs and had the API's get past gate one?	Section 2.3 of the ITQ outlines the various bidder structures. In a joint venture all of the vendors must own part of the IP for the solution proposed. The end-state solution must be designed to meet HR and pay capabilities, present-day software interoperability, data stewardship standards and support a modern digital delivery environment. The target solution architecture must satisfy mandatory capabilities and be flexible to easily and rapidly include additional HR & Pay capabilities.
75	We do not see a requirement for both official languages in Gate 1 Requirements. Will crown fund translation of otherwise accepted product?	All GC solutions must adhere to the Official Languages Act. As with other requirements this will be elaborated upon at future gates and vendors should expect to provide a fully bilingual capability.
76	What is the timing on the procurement process for the UX and Service design work stream?	The NextGen team is exploring all options through the APP. Multiple streams of work have been identified in the NPP in addition to seeking a technological solution. As the GC progresses through the APP, this list of additional work streams is subject to change.
77	Is it by design to weed people out of the process, what is the schedule for the process, and will you separate us into core working groups?	The APP is a gated procurement approach designed to advance only those respondents that are able to provide proof of meeting requirements that support the GC's HR and pay needs. Draft requirements for each gate will only become available before the launch of the gate.

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		The GC will not be separating vendors into core working groups.
<b>78</b>	Is this a one winner take all?	We are looking to first procure a Core HCM Digital Solution that will serve as the foundational piece for the overall solution architecture. This could potentially result in the need for multiple products, procurement activities and future opportunities for the vendor community. As the GC progresses through the APP, a list of additional work streams will be made available. For further information please refer to the documentation posted on <a href="https://buyandsell.gc.ca/">https://buyandsell.gc.ca/</a>
<b>79</b>	Who's accountable for outcomes?	The Treasury Board, supported by the Treasury Board Secretariat, is accountable for the oversight of the NextGen initiative. The NextGen initiative is supported by Alex Benay, Chief Information Officer of Canada and Project Champion, and Nancy Chahwan, Chief Human Resource Officer and Project Business Owner. The NextGen initiative is also supported by various governance and advisory committees.
<b>80</b>	How will your team measure and assess progress if this is a moving target. How will you evaluate yourself between gates?	The NextGen team will measure and assess progress on a gate by gate basis, with support from an evaluation committee and ongoing feedback from vendors and stakeholders. The NextGen team will continue to report to the Project Champion and Project Business Owner. Additionally, various governance and advisory communities will remain informed to ensure that an iterative approach clarifies and validates problem statements, expected business outcomes, potential options and a recommended way forward as new information and feedback is obtained throughout the APP.
<b>81</b>	Who will you ensure this does not devolve into how things are sometimes done in the GC, i.e., build	The NextGen team is looking for a solution that will holistically address the GC's HR and Pay

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	<b>Question</b>	<b>Answer</b>
	to thousands of requirements versus deliver clear outcomes?	needs while setting the groundwork for integration of future enterprise systems. The APP favors flexibility and allows the GC to course-correct as information is presented or discovered by unions, users, HR practitioners, industry and key stakeholders.
82	Will there be a clear mandate to keep a centralized payroll or allow a decentralized (department by department or cluster) payroll architecture?	The NextGen team is exploring all options through the APP.
83	Is there a plan to standardize delegation of pay authorities to GoC model to facilitate workflow authorizations in a new solution or innovate to accept x levels?	The NextGen team is exploring all options through the APP. As the GC moves to Gates 2 and 3 of the APP, it will provide more detailed criteria and specifics on the required capabilities, which may consider delegation of pay authorities.
84	Vendor partners often are left off of important governance committees post contract award, will this be addressed with NextGen?	As the NextGen initiative evolves, the GC will continue to review the governance structure.
85	Will it be the same people from the government side meeting all the vendors in each gate?	An evaluation committee will be formed for each gate and will be reviewing all bids for the gate. The composition of the evaluation committees may or may not be the same for each gate depending on the criteria being assessed in that gate.
86	How does GoC propose to provide a "fairness" framework that does not provide an adv. to an incumbent who may leverage "existing" agreements to affect price etc.	The GC has engaged a fairness monitor, an independent third-party holding a professional designation/ accreditation, to observe the APP and render an impartial opinion and attest whether decisions taken by the procurement team are fair, open, and transparent.
87	Will you add Security professionals to the evaluation team? They are not mentioned.	The evaluation committees will be comprised of the required subject matter experts needed to give a complete and thorough evaluation result.

<b>Questions &amp; Answers</b>		
	<b>Question</b>	<b>Answer</b>
		As required, security professionals will be included.
<b>88</b>	Has consideration been made to consolidate some of the 82 collective agreements (to simplify GOC business requirements)?	The NextGen team is exploring all options through the APP. The GC will explore all possible options to identify the best way forward for the NextGen initiative.
<b>89</b>	How do you plan to coordinate system implementation with training and change management?	The NextGen team will coordinate system implementation, training, and change management in accordance to project management best practices, when a solution is selected and authorized.
<b>90</b>	What have GoC employees asked for to improve their HR experience? Will you share that information?	The NextGen team is currently engaging GC employees to better understand their needs, and their desired user experience. This feedback will be incorporated in the requirements.
<b>91</b>	What makes you believe that the culture can be changed and are your stakeholders engaged enough to accept that they have to change? We've heard this before, what will be different this time?	The NextGen team recognizes that as part of the deployment of a new solution, a culture change is also needed within the GC. The GC has received positive feedback from various stakeholders on the NextGen approach. At this time, the APP is only addressing the solution based requirements, with later phases of the initiative focusing on implementation and change management.
<b>92</b>	What efforts are being made to embrace and align GoC Organization Change Management with NextGen?	The NextGen team recognizes that as part of the deployment of a new solution, a culture change is also needed within the GC. At this time, the APP is only addressing the solution based requirements, with later phases of the initiative focusing on implementation and change management.
<b>93</b>	You are defining the Pay Rules now, wasn't this done for Phoenix? What is different this time?	Pay rules continue to evolve as new collective agreements are finalized and changes to Terms and Conditions of employment are updated. While these rules were configured for Phoenix implementation, due to their evolving nature,

<b>Questions &amp; Answers</b>		
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		future configurations will need to be considered to align with the new NextGen solution.
<b>94</b>	When a collective bargaining agreement expires, are streamlining HR pay processes part of the negotiation?	The GC is continuously looking for ways to improve its efficiency and effectiveness to better serve Canadians. This includes working with stakeholders wherever possible to streamline HR and pay processes.
<b>95</b>	What is the ability to change policy, legislation and collective agreements? Many of the complexities in HR and Pay in the GC are related to these three areas.	At this time, the APP is only addressing the solution based requirements. Later phases of this initiative in partnership with key stakeholders may consider how best to address streamlining the current GC landscape to adapt to a future NextGen solution.
<b>96</b>	What's wrong with HR now to cause a new HR to be prioritized at the same level as payroll?	Through lessons learned and feedback from industry, other stakeholders and other public/private sector organizations who have undertaken similar transformations, the GC understands that HR and Pay are interrelated and must be integrated. The NextGen team is taking a holistic approach to procurement and implementation of an HR and pay solution encompassing hire to retire processes based on these lessons learned.
<b>97</b>	Today HR is highly decentralized in terms of authority and accountability. How will this change to help enable a true enterprise solution and business function?	Through the establishment of the NextGen team, the GC has committed to adopting an interoperable, enterprise-wide approach. Due to the flexible and collaborative nature of the APP, the GC will be able to course correct as needed throughout the process to ensure that varying business needs are integrated into the end-state solution.
<b>98</b>	Is the pay centre model being reassessed, given that they can't keep up with the current workload?	The NextGen team is exploring all options through the APP. The GC will explore all possible options to identify the best way forward for the NextGen initiative.

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<b>99</b>	Will the NextGen HR and payroll offer new compensation / incentives for merit based work by government employees?	At this time, the APP is only addressing the solution based requirements. This is a policy issue which may or may not be considered.
<b>100</b>	HRSDC had PWC develop a comprehensive HR study. Why would you not start with a similar approach?	The NextGen team is comprised of multidisciplinary subject matter experts including, but not limited to, human resources; information technology; user experience designers; enterprise architects; procurement and project management specialist. Additionally, the work of the NextGen team will be informed by all available studies as well as current engagement and feedback that will inform the APP.
<b>101</b>	The GOC has standardized on Peoplesoft for HR/Pay and SAP for finance is GOC moving away from those standards?	The NextGen team is exploring all options through the APP.
<b>102</b>	What will be the format for feedback?	<p>Generic questions about the NextGen initiative can be sent to: <a href="mailto:nextgen-prochaine@tbs-sct.gc.ca">nextgen-prochaine@tbs-sct.gc.ca</a>.</p> <p>Questions specific to Core HCM APP can be sent to: <a href="mailto:TPSGC.PAApprovalRHalaPaye-APHRtoPAYProcurement.PWGSC@tpsgc-pwgsc.gc.ca">TPSGC.PAApprovalRHalaPaye-APHRtoPAYProcurement.PWGSC@tpsgc-pwgsc.gc.ca</a></p> <p>The feedback and collaboration mechanism may vary for each Gate. Consult Buy and Sell for additional information specific to each gate and procurement activity.</p>
<b>103</b>	What are the main lessons learned from Phoenix that you will apply to Next Gen to ensure success?	The NextGen team will consider all lessons learned from Phoenix, including those highlighted by Goss Gilroy; the Senate Committee on National Finance, the Parliamentary Accounts Committee; and, the Auditor General of Canada.



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<b>104</b>	Would you agree that the problem of the existing HR/Pay solution is not technology but the business processes and complex pay rules?	Through the APP, the NextGen team is working to develop options for an HR and Pay solution. Work on stabilization, including an evaluation of existing business process and pay rules, is being undertaken by PSPC in collaboration with the Office of the Human Resources Officer at TBS. As both streams of work continue to move forward, PSPC and TBS will continue to work together to share information, lessons learned and best practices to inform future recommendations.
<b>105</b>	Do you believe Phoenix can be stabilized?	PSPC is currently working on stabilization efforts for the Phoenix system. The NextGen team is focused on presenting options for a new HR and Pay solution.
<b>106</b>	If Phoenix is stabilized, will NextGen continue and obtain funding? Will NextGen's role be reduced?	Ongoing stabilization of the Phoenix Pay system remains a top priority for the government and is being pursued relentlessly by PSPC even as the TBS develops options for a NextGen solution to eventually replace Phoenix, which is approaching the end of its life-cycle.
<b>107</b>	Can you provide some additional information about procurements you mentioned regarding stabilization?	Procurement information related to Phoenix stabilization efforts are available on <a href="https://buyandsell.gc.ca/">https://buyandsell.gc.ca/</a>
<b>108</b>	Great initiative on NextGen however is there not a sense of urgency on addressing the 600,000 current cases today that have pay issues?	Ongoing stabilization of the Phoenix Pay system remains a top priority for the government and is being pursued relentlessly by PSPC even as the TBS develops options for a NextGen solution to eventually replace Phoenix, which is approaching the end of its life-cycle.

**ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED**