HR & Pay Next Generation

Gate 2 Draft

Evaluation Criteria

NEXTGEN GATE TWO ("LET US")

I – Gate 2 Requirements

1. User Experience

The bidder must demonstrate the usability of the proposed solution. This will focus on routine manager and employee transactions.

2. Business Capabilities

The bidder must demonstrate that the proposed solution offers the breadth of functionality to meet the high-level capabilities required by the GC.

3. Usage Scenarios

The bidder must demonstrate how the proposed solution enables the GC to carry out common HR and pay operations. Example usage scenarios are provided in Appendix #1.

4. Solution Architecture

The bidder must demonstrate how the proposed solution is provided through a modern and integrated architecture.

a. The bidder must describe the architecture of their proposed solution, which will include details on the following characteristics at a minimum:
   i. The enabling technology stack
   ii. Identify any required 3rd party products or services that are required to support the implementation, configuration and operation of the proposed solution
   iii. Identify any assumed integration points to the GC
   iv. Identify any dependencies for data migration and data backup and recovery
   v. support secure connectivity
b. The bidder must demonstrate how the proposed solution architecture will adhere to the GC Digital Standards and Architectural Standards.
c. The bidder must identify if the underlying platform, on which the SaaS service is delivered, is available to the Crown in order to leverage other capabilities that may be available by the bidder but not a part of the proposed solution and/or is available for the Crown to add additional capabilities through additional products or services.
d. The bidder must demonstrate the ability to support the ingestion of data from external sources and reporting across multiple information domains (i.e. HR/Pay, Finance, other)
e. The bidder must demonstrate that the proposed solution has the ability to be scaled and operated in multiple environments to accommodate specific security requirements and transferred from one environment to another.

5. Security

The bidder must demonstrate how the proposed solution is secure.

a. The bidder must demonstrate how the GC, as a subscriber of the solution, would manage roles, privileges, and access to the proposed solution to achieve separation of duties and least privilege.
b. The bidder must demonstrate how the proposed solution would protect GC data through capture, storage, exchange, use, and retention to protect the data's confidentiality, integrity, and availability.
c. The bidder must demonstrate how the proposed solution would protect GC data through capture, storage, exchange, use, and retention to protect the data's confidentiality, integrity, and availability.
d. The bidder must demonstrate how the GC could use the proposed solution's monitoring capabilities to centrally monitor use, health, and security of services, taking into consideration the requirement for the GC to collect system and audit log records.
e. The bidder must demonstrate how the proposed solution will allow the GC to meet its auditing needs.
f. The bidder must demonstrate how they would obtain and/or maintain security certifications for the proposed solution, including ISO 27001, ISO 27017, ISO 27018, GC Cloud PBMM, and SOC 2 Type II.
g. The bidder must demonstrate how they manage supply chain risks as they related to third-party facilities, components, and services.
h. Assuming that there is a successful cyberattack against the proposed solution that involves GC data or that affects the service, the bidder must demonstrate how they would manage the incident.
i. The bidder must demonstrate how all personnel involved in the operations and maintenance of the proposed solution meets the needed security requirements.

6. Interoperability

The bidder must demonstrate how the proposed solution allows for interoperability, or, communication back and forth, between other solutions to the core solution;

a) The bidder must demonstrate how the proposed solution architecture is extensible.
b) The bidder must define the ability for the Crown to receive its data at the termination of the contract, including format and fees for data (if any).
c) The bidder must demonstrate that all business data can be extracted to an external data warehouse via bulk interfaces:
    i. 1: File-based data extract must support a wide variety of file formats
    ii. 2: The solution must demonstrate ability to export data via an ETL capability, either out-of-box or via other commercial platforms (e.g., DataStage, Golden Gate, Informatica)
d) The bidder must demonstrate the ability to bulk load reference data (e.g., organizations, work locations, cost centres) via both an API and a bulk interface
e) The bidder must demonstrate the ability to bulk load historical business data as a part of the data conversion and migration exercise.
f) The bidder must demonstrate the ability to publish business events (e.g., employee name change, pay action) as asynchronous messages:
    i. 1: The solution must be able to publish messages as either JMS or AMQP
    ii. 2: Any business event message must be atomic in nature and not require correlation of different events or from different message feeds (e.g., an employee being placed in a newly created position must send a single atomic event rather than having to correlate between an employee update and a position creation event)

g) The bidder must demonstrate the ability to invoke external synchronous web service APIs via open industry standards when the authoritative source of that data and/or functionality resides in other systems.

h) The bidder must demonstrate the ability to support TLS 1.2 encryption for all interfaces as a minimum level of connectivity security

i) The bidder must demonstrate the ability for interfaces to effectively handle situations where external systems experience failure or are unavailable.

j) The bidder must demonstrate that its core functionality can be accessed via APIs

7. Accessibility

GC services, solutions and employment must be, and remain, accessible to all, including people with disabilities.

a) The bidder must demonstrate its commitment towards maintaining the proposed solution's accessibility and usability.

b) The bidder must demonstrate its continued investment and value of accessibility, for example to support WCAG 2.1 AA and/or EN 301 549 which may become the minimum standard for the Government of Canada, within the next 1-3 years.

8. Official Languages

GC services, solutions and employment must be accessible in both official languages.

a) The bidder must explain how the GC would be able to change delivered terminology in the proposed solution to meet official language obligations.

b) The bidder must explain how the proposed solution supports users working in either of Canada's official languages by allowing, at a minimum, the use of:
   • Diacritics (accents on letters);
   • Special characters; and
   • Date/time, number, and financial formats.

c) The bidder must demonstrate how the proposed solution enables users to enter the same piece of information (e.g., a position title, work objective) in both official languages.

d) The bidder must confirm whether new releases (e.g., patches, updates, fixes, enhancements) are made available to end users in both official languages simultaneously and in equal quality.

e) The bidder must demonstrate that it has the ability to deliver support in both official languages. This includes, at a minimum:
   • Self-service user help;
   • Functional support;
   • Technical support; and
   • Training material.

9. Privacy

The bidder must demonstrate that the proposed solution properly manages client and end-user information.

a) The bidder must demonstrate how the proposed solution allows users to manage and control their personal data.

b) The bidder must demonstrate how the proposed solution allows users to view who created, updated and deleted their data, when and for which purpose.
c) The bidder must demonstrate how the proposed solution allows users to view who accessed their data when and for which purpose.
d) The bidder must demonstrate that the GC's end-user sensitive and proprietary data and information will be properly protected and secured.
e) The bidder must demonstrate how they will efficiently balance the need for high quality testing and the protection of user information.

10. Implementation

The bidder must demonstrate how they will successfully plan and implement the proposed solution for GC organizations. Given the scale of the change, a programme management approach such as that described in Axelos' Managing Successful Programmes mythology, or PMI's Standard for Program Management 4th Edition, has been assumed. If the bidder believes an alternate approach would be more appropriate, they are encourage to adjust their response accordingly.

a) The bidder must demonstrate the approach in which they would plan, cost, and deliver Phase II.
b) The bidder must demonstrate the manner in which they would select, plan, cost, and deliver 2 fully operational pilot projects within Phase II to prove the proposed programme delivery approach.
c) The bidder must demonstrate their expertise in successfully implementing the proposed or similar solutions in client organizations.
d) The bidder must demonstrate their expertise in successfully implementing the proposed or similar solutions in client organizations.
e) The bidder must demonstrate the manner in which they will support value & performance management for Phase II.

11. Support & Sustain

The bidder must demonstrate that the proposed solution and related services will be maintained and sustained efficiently and effectively.

a) The bidder must demonstrate that the proposed solution will be available with minimal interruptions.
b) The bidder must demonstrate that the proposed solution will be supported efficiently and effectively.
c) The bidder must demonstrate that incidents and service requests impacting the proposed solution will be resolved efficiently and effectively.
d) The bidder must demonstrate their ability to co-design terms & conditions that will be mutually beneficial and best serve Canadians.

12. Product Management

The bidder must demonstrate that the proposed solution and related services will be improved efficiently and effectively over time.

a) The bidder must demonstrate how the GC will be able to provide input into, and influence, product management decisions.

b) The bidder must demonstrate how it will maintain and enhance the quality of the proposed solution's user experience.
c) The bidder must demonstrate how the GC will be effectively supported to ensure smooth transitions to new product updates.

II – Gate 2 Evaluations

In additional to traditional bid review, the NextGen team will also be using the following evaluation methods:

1. Hands-on User Experience

a. Requirements

As part of the first Gate 2 criteria, the bidder will be asked to make available:
- A commercial environment accessible (Sandbox)
  - From all regions across Canada
  - Across multiple form factors (laptop, tablet, mobile)
- Login credentials for a minimum of 200 users
  - 50% will be for managers
  - 50% will be for employees
- Any native app(s) for the proposed solution
- *How to* instructions relevant to the completion of the tasks

b. Evaluations

Participants will be asked to login and complete simple tasks in each proposed solution with little to no guidance being provided in advance. Assessments will be completed over a 2 week period at the time, location and using a common device of the participants choosing.

Users will be asked to evaluate:
- Their ability to successfully complete the task; and
- The overall usability of the proposed solution as it relates to the task.

Users may evaluate the solutions using multiple devices.

Here is an example of tasks users may be asked to complete:
- Employee
  - Update your personal contact information
  - Request a 1 week vacation
  - View your paystub
  - Add an emergency contact
  - Cancel a leave request
  - Request a schedule change
  - Review a performance agreement
- Manager
  - Approve a leave request
  - Change an employee's schedule
  - Create a performance agreement for an employee
  - View your team's profiles
  - Record a disciplinary action for an employee

c. Responsibilities

For the period of the assessments, the bidder will be responsible for:

- Providing and supporting the Sandbox
- Ensuring the availability of the Sandbox
- Providing a contact and support resource in the event that the GC had any question or issues

The GC will be responsible for providing all information to the evaluators

2. SME Challenge

The SME Challenge will be an interactive evaluation session during which bidders will be asked to demonstrate, to GC subject matter experts, how the proposed solution meets many of the Gate 2 requirements. Additional details will be available in the response template to be provided as part of the Gate 2 ITQ.

As an example, for criteria #3, bidders could be asked to do a live demonstration showing how the proposed solution meets each usage scenario. Should this not be possible in a demo environment, the bidder would be asked to present the bidder's proposed approach to ensure the proposed solution will meet the usage scenario.

SMEs may ask for additional explanations. On-the-spot variations to the initial usage scenarios provided may also be requested, with an accompanying demonstration if possible. Subject matter experts will evaluate the proposed solution based on information provided in the SME Challenge.

Appendix #1 – Usage Scenarios (Criteria #3)

1. Acting across Bargaining Units

a. User Story Details

Jerry recently had an employee (Bill) leave his team to go work in another department. While we search for a permanent replacement, he will ask Joan to take an Acting Assignment to fill the role temporarily 3 months starting on the 5th business day of the month. This role which Joan will be filling is in a different bargaining unit from her current position in which she is at the top of the salary scale. Joan also has a garnishment (percentage based) for unpaid tickets to the city of Toronto.

b. Expected Results

- Employee record is updated
- Salary should be updated
- Bargaining Agent is updated
- Union Dues deduction is updated on the first of the following month and being submitted to the new Bargaining Agent.
- Notification to both Unions
- Garnishment deduction recalculated based on new acting salary.
- Org chart / hierarchy has been updated

c. Additional Context

Guidelines for the Processing of Garnishment http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25600

2. Transfer to separate agency, new province

a. User Story Details

Bill is leaving his role at a Core department (Core Public Administration) in Gatineau, QC to go work at a separate agency in Ottawa, ON. In addition, Bill is currently in an overpayment situation - some monies have been recovered under his Core department, and need to continue when he moves to his new job in the separate agency.

b. Expected Results

Transfer Out:
- Employee record is updated
- Separation process initiated
- Exit interview completed
- Return of Assets / Removal of Access
- Review of any pending activities (training courses enrolled, pending leave requests (past requests not yet approved, and future requests which are planned)
- Completion of performance agreement for period

Transfer In:
- Employee record updated (salary, bargaining agent, province of employment, etc.)
- Onboarding process
- Leave plans / benefits plans updated

- Performance agreement created

Overall:
- Org Charts / Hierarchy is updated
- Notifications to Unions
- Notifications to both Finance departments

c. Additional Context

Performance review period at GC for the majority of departments, runs from April 1st to March 31st.

3. Leave with Income Averaging

a. User Story Details

Shelly is a full-time employee applying for a leave with income averaging. She will be on leave without pay for 6 weeks, which includes one full calendar month.

b. Expected Results

- Leave with Income Averaging request is submitted and approved by appropriate delegated level (refer to TBS 325-10E for information required)
- Employee record is updated
- Salary is adjusted
- Bilingual Bonus allowance is adjusted
- Leave credits are adjusted according to the GC 10-day rule
- Benefit deductions remain intact
- Union Dues are adjusted
- Notifications to Unions

c. Additional Context

Directive on Leave and Special Working Arrangements, Appendix D-Leave with Income Averaging: A Special Working Arrangement https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15774

The GC 10-day rule stipulates that full time employees (working a standard 37.5 hrs per week) must receive pay for a minimum of 10 days in the calendar month in order to receive leave credits for vacation and sick, and to receive the Bilingual Bonus.

Bilingual Bonus is an allowance for employees meeting specific language requirements, in the amount of $800 per year, paid on each pay (biweekly).

4. Collective Agreement Mass Retro

a. User Story Details

A new collective agreement is signed includes updates to salaries, effective 1 year ago. This will impact a small group of employees in the affected Occupational Group, as follows:
- Employee A - currently active and has been active in the same position for the entire retro period.
- Employee B - is currently on Maternity leave for the last 3 months.
- Employee C - retired 7 months ago

- Employee D - was acting in the impacted Occupational Group for 4 months during the retro period (their substantive position is not impacted)
- Employee E - moved to a different Occupational Group 5 months ago, and requires a review of their salary in accordance with the GC Promotion/Demotion rules.
- Employee F - is an excluded employee who received performance pay (a percentage of salary) applicable to the retro period
- Employee G - moved to a separate agency 6 months ago
- Employee H - has worked overtime during the retro period
- Employee I - has passed away 2 months ago.

b. Expected Results

- Salary rate tables are updated
- Employee records are updated
- Retro pay is accurately calculated and issued as follows:
  o Employee A - receives retro pay for the entire period
  o Employee B - receives retro pay for the period worked, as well as for the maternity leave top-up period
  o Employee C - receives retro pay, notification for updates to pension
  o Employee D - receives retro pay for the period of acting
  o Employee E - receives retro pay for the period worked, and an update to their salary based on GC Promotions/Demotion rules.
  o Employee F - receives retro pay for their base salary as well as their performance pay (a percentage of salary)
  o Employee G - receives retro pay for the period worked
  o Employee H - receives retro pay for base salary and overtime
  o Employee I - retro pay is issued to the estate, and death benefits are adjusted

c. Additional Context

Occupational groups for the public service (CPA) https://www.canada.ca/en/treasury-board-secretariat/services/collective-agreements/occupational-groups.html

GC has a policy to provide top-up to employees on maternity/paternity leave to bring them to 93% of their regular salary.

Promotion, deployment or demotion (from Public Services and Procurement Canada) https://www.tpsgc-pwgsc.gc.ca/remuneration-compensation/services-paye-pay-services/paye-information-pay/vie-life/emploi-change-employment/pro-mut-ret-pro-dep-dem-eng.html?wbdisable=true

5. Complex scheduling and pay rules
a. User Story Details

Jim works as a Radio Operating Officer and works 12 hour shifts on a rotating schedule of 4 days on, 5 days off. As per the collective agreement, Radio Operators hours of work must not exceed an average of 37.50 hours per week over a period not exceeding 126 days.

Jim falls ill during his 3rd shift of the current week and is expected to be off on Sick Leave for at least 2 weeks. Jim's manager, Elizabeth, needs to ensure operational coverage, equitable allocation of overtime, and abide by the rules of the collective agreement.

b. Expected Results

- Employee record is updated
- Work schedules are updated
- Overtime is paid accordingly & timely (OT rate is 1.75)
- Additional meal allowances are paid accordingly & timely
- Overtime may be banked by one or several employees, to be taken as Compensatory leave at a later date, to be computed at the same premium rate as the overtime

c. Additional Context

Refer to Collective Agreement, Article 22 - hours of work and overtime: http://www.tbs-sct.gc.ca/agreements-conventions/view-visualiser-eng.aspx?id=17#tocxx211546

Appendix #2 – Logic Model

DRAFT -- Logic Model for the HR Function

Strategic Outcome	A high performing workforce[1]

Long-term Outcome / Intermediate Outcome / Immediate Outcome

EFFECTIVE TALENT MANAGEMENT, EMPLOYEE ENGAGEMENT, AND A CULTURE OF EXCELLENCE

Long-term Outcome

A highly skilled and engaged workforce committed to excellence, innovation and service to Canadians	A dynamic workplace reflecting sound people management functions	Engaged leaders that foster a healthy workplace and a culture of excellence

Intermediate Outcome

Recruitment, learning, and development are aligned to business needs	Sound stewardship and planning enable effective response to emerging priorities and ongoing business needs	Employee contributions are recognized and their potential realized	Organization is equipped to support a diversity of people, cultures and perspectives

Immediate Outcome

Access to HR tools, systems, training, & advice that are timely and effective	Awareness of HR services, flexibilities, risks, and service expectations	Awareness of workforce skills, potential, gaps, and opportunities	Sound organizational structures designed for optimal performance	Access to support & strategies for building a diverse, inclusive and healthy workplace

Outputs

Supporting HR Infrastructure

Accessible and client focussed HR tools, systems and support	Clear and flexible HR programs, policies, guidelines and process options	Classified jobs and organization design strategies and structures	Evidence-based research and analysis on the workforce and workplace	HR programs and support structures aligned to client needs	Service level agreements and HR/client-partner contracts

Activities

EFFECTIVE AND EFFICIENT HR SERVICES

Manage HR programs, projects & transformation Initiatives	Partner with clients to understand business needs	Provide resourcing advice, services and process support	Support labour relations, workplace wellness, and values & ethics
Facilitate employee integration, development & mobility	Collect & analyze workforce data and support WF/WP planning	Classify jobs and support org design and job & position management	Develop operational tools and guidelines

[1] Aligned to strategic outcome of the OCHRO People Management Logic Model

Appendix #3 – Scope and Generic Capabilities

Context

- This scope is based on the GC Human Capital Management (HCM) Business Reference Model, Iteration 1. The map on the next page illustrates which HR and pay sub-functions are primary (i.e., mandatory) for the procurement of the new solution and which ones are secondary or tertiary (i.e., optional). Certain functions are secondary for the procurement of a new solution due to outstanding questions and decisions around ownership and authorities.

- This document uses generic, industry-leading HCM system capabilities provided by Gartner. These generic capabilities have not been adapted to the GC's environment yet; this is planned to be done in Gate 3.

- Generic system capabilities have been used in Gate 2 because the GC has yet to define agreed upon HR and pay business and/or system capabilities.

- Primary and secondary sub-functions have supporting system capabilities detailed in this document; tertiary sub-functions do not. The tertiary sub-functions are not traditionally supported directly by HCM systems.

- Gate 2 is intended to ensure that successful bidders offer the system functionality to meet basic GC needs. Gate 3 will address the GC complexity and require bidders to clearly demonstrate their capacity to meet that complexity.

6. Map of Proposed Scope (based on GC HCM Business Reference Model – Iteration 1)

Government-wide – Enterprise Level				Department/Agency – Enabling Strategic Level		Employee Lifecycle – Department/Agency Operational					Supporting Department/Agency Service Delivery		
G1 GC People Management Leadership	G2 GC Oversight and Evaluation	G3 GC Benefits Planning / Contract and Administration	G4 GC Retirement	DA1 People Management Strategy, Policies and Operational Plan	DA10 People Management Evaluation	DA2 Talent Acquisition	DA3 Talent Development	DA4 Departmental / Agency Employee Performance Management	DA5 Compensation and Leave	DA6 Separation	DA7 Compliance with Workplace and Workforce Policies and Standards	DA8 Labour Relations	DA9 Workforce Analytics and Employee Records
G1.1 GC HR Regulation, Policies and Standards	G2.1 People Management Strategy Oversight Evaluation Framework	G3.1 Benefit Program Administration and Oversight	G4.1 Pension Program Administration and Oversight	DA1.1 People Management Operation Strategy	DA10.1 People Management Strategic Evaluation Guidance	DA2.1 Talent Acquisition Action Plan	DA3.1 Talent Development Planning	DA4.1 Employee Performance Management	DA5.1 Compensation and Leave Management	DA6.1 Separation Management	DA7.1 Employee Conduct	DA8.1 Labour Management Relations Consultation and Compliance	DA9.1 Employee People Management Inquiry Processing
G1.2 HR Program Strategy and Tools			G4.2 Retirement Inquiries	DA1.2 Workforce Planning	DA10.2 People Management and HR Operations Evaluation	DA2.2 Applicant Sourcing and Recruitment	DA3.2 Talent Development and Training	DA4.2 Recognition Management	DA5.2 Work Schedule and Leave Administration	DA6.2 Separation Processing and Off Boarding	DA7.2 Redress Process and Third Party Proceedings	DA8.2 Redress Process and Third Party Proceedings	DA9.2 Research
G1.3 HR Service Delivery Management			G4.3 Retirement Case Processing	DA1.3 Organization Design and Position Management		DA2.3 Candidate Assessment and Selection	DA3.3 Learning Administration				DA7.3 Accommodations Management	DA8.3 Negotiation Preparation and Support	DA9.3 Workforce and Performance Analytics
				DA1.4 Diversity and Inclusion		DA2.4 - Onboarding					DA7.4 Conditions of Employment Monitoring		DA9.4 Workforce and Performance Reporting
											DA7.5 Personnel Relations and Engagement		DA9.5 Employee Records and Recordkeeping
											DA7.6 Workplace Compliance		DA9.6 Employee Records Disclosure

Primary - bidders must support this sub-function and related capabilities with their proposed solutions.

Secondary - bidders will not be penalized for not supporting this sub-function and related capabilities.

Tertiary - bidders are not required to support this sub-function.

7. Generic System Capabilities for Primary and Secondary HCM Business Reference Model Sub-Functions

Sub-Function	Primary or Secondary	System Capability
G3.1 Benefits Program Administration and Oversight	Secondary	1. Enroll, administer and process benefits including health, disability and life insurance
G4.1 Pension Program Administration and Oversight	Secondary	1. Enroll and administer pension
G4.2 Retirement Inquiries	Secondary	1. Administer intake, perform needs assessment, service planning and evaluation
G4.3 Retirement Case Processing	Secondary	1. Enroll and administer pension
DA1.2 Workforce Planning	Primary	1. Identify current and future human resources needs for the organization to achieve its goals 2. Align the needs of the organization with those of its workforce to meet its legislative, regulatory, service/production requirements and organizational objectives.
DA1.3 Organization Design and Position Management	Primary	1. Manage the relationship between positions, the organizational structure and budget control/funding for positions etc. 2. Manage position relativity and classification decisions.
DA2.2 Applicant Sourcing and Recruitment	Secondary	1. Request a new position, fill a vacant position or reallocate/promote a current employee 2. Develop employee job ads, interview, screen and select high-quality and productive employees 3. Track and process an applicant
DA2.3 Candidate Assessment and Selection	Secondary	1. Develop employee job ads, interview, screen and select high-quality and productive employees 2. Track and process an applicant 3. Manage offers, documents and strategic hiring
DA2.4 Onboarding	Primary	1. Setup an employee, assign assets, complete employee checklist.

Sub-Function	Primary or Secondary	System Capability
DA3.1 Talent Development Planning	Primary	1. Capture and track employee skills, competencies, certifications, etc. 2. Plan for attrition of top-level talent
DA3.2 Talent Development and Training	Secondary	1. Capture and track employee skills, competencies, certifications, etc. 2. Capture and track employee training, course enrollment, course creation and delivery
DA3.3 Learning Administration	Secondary	1. Capture and track employee training, course enrollment, course creation and delivery
DA4.1 Employee Performance Management	Primary	1. Set goals and objectives, conduct performance reviews, self/manager appraisals, track metrics against organizational goals and mission statement, and individual development
DA4.2 Recognition Management	Primary	1. Track and recognize employees including milestones/anniversaries
DA5.1 Compensation and Leave Management	Primary	1. Manage the frequency of pay periods and the pay dates for positions 2. Set up and manage earning codes, earning code groups, taxes, tax regions, tax codes, and tax groups 3. Administer backdated pay to employees 4. Generate and distribute ROE 5. Generate earnings for employees, issue worker payments, post payroll distributions 6. Generate and distribute year end documentation
DA5.2 Work Schedule and Leave Administration	Primary	1. Process and approve requests for leave 2. Administer wage replacement and medical benefits to employees injured in the course of employment 3. Develop schedules that align to staffing needs to budget, available skills and demand 4. Manage employee absences including sick days, maternity, short term leave, long term disability, etc. 5. Capture and monitor employee time and attendance, labour tracking, and data collection

Sub-Function	Primary or Secondary	System Capability
DA6.2 Separation Processing and Off Boarding	Primary	1. Return assets, complete required paperwork and exit survey.
DA7.1 Employee Conduct	Primary	1. Identify and track disciplinary actions assigned to the employee.
DA7.2 Redress Process and Third Party Proceedings (Policy)	Primary	1. Capture formal complaints and related outcomes.
DA7.3 Accommodations Management	Primary	1. Track participation and completion of related programs
DA7.4 Conditions of Employment Monitoring	Primary	1. Measure and track compliance to collective agreements and provide guidance on how to interpret policy, collective agreements, etc.
DA7.6 Workplace Compliance	Primary	1. Capture formal complaints and related outcomes 2. Track illnesses and/or injuries
DA8.2 Redress Process and Third Party Proceedings (Labour Relations)	Primary	1. Capture formal complaints and related outcomes
DA9.1 Employee People Management Inquiry Processing	Primary	1. Provide HR services and guidance to employees and/or managers on how to interpret HR policy 2. Collect and publish policies or benefits 3. Administer intake, perform needs assessment, service planning and evaluation
DA9.3 Workforce and Performance Analytics	Primary	1. Report on employee/employment statistics including status of actions to be completed.
DA9.4 Workforce and Performance Reporting	Primary	1. Report on employee/employment statistics including status of actions to be completed
DA9.5 Employee Records and Recordkeeping	Primary	1. Manage personnel related data elements. View assigned personnel data and/or add/change data 2. Capture and manage employee setup; and management of employee data 3. Capture and manage disciplinary action, termination