



OFFICE OF THE PARLIAMENTARY BUDGET OFFICER
BUREAU DU DIRECTEUR PARLEMENTAIRE DU BUDGET

31 October 2018

The Honourable Harjit Sajjan, Minister
National Defence
101 Colonel By Drive
13th Floor, North Tower
Ottawa, ON
K1A 0K2

Harjit.Sajjan@parl.gc.ca

Information Request: IR0390

Dear Minister Sajjan:

As you are likely aware, the Parliamentary Budget Officer (PBO) provides independent and non-partisan analysis to the Senate and to the House of Commons about matters related to the nation's finances and the economy, the estimates, certain other documents government documents and the cost of proposals. In carrying out my mandate, I often require information held by government departments and Crown corporations and I am entitled to free and timely access – subject to limited exceptions – to such information under section 79.4 of the *Parliament of Canada Act*.

I am currently undertaking an analysis pursuant to paragraph 79.2(1)(b) of the *Parliament of Canada Act*, which mandates the PBO to prepare reports on matters of particular significance relating to the nation's finances or economy that are listed in an annual work plan.

For this analysis, I am requesting the following information:

- For the 2000 to present fiscal years, total expenditure, both in terms of budget financial resources and full-time equivalents, for the administration of the department's internal payroll system. We also request, if available, a breakdown of the budget financial resources and full-time equivalents by procurement and operating costs, including any software and licensing fees. Finally, if available, we request a breakdown of the budget financial resources and full-time equivalents by capital/infrastructure, salaries and wages, operational, and other costs.
- Please include the per-FTE, per-account, and per-transaction costs of administering payroll and the business capabilities included in the payroll systems used during the stated time frame.
- We request total expenditure, both in terms of budget financial resources and full-time equivalents, of the procurement and implementation of the pay and HR system chosen as part of the Military Personnel Management Capability Transformation (MPMCT). If available, we request

the business case for the MPMCT and the anticipated cost savings on a per-FTE, per-account, and per-transaction basis.

- Regarding costs of contracts, we would like details on any contracts associated with the development or operation of the current payroll system and any costs and full-time equivalents for contractors.

In order to provide the analysis to parliamentarians in a timely manner, I ask the information be provided to my office no later than **21 November 2018**. If access to the requested information cannot be granted by that date, a response must be provided by you or your deputy minister as soon as possible.

Should you or your staff have any questions about this information request, the analyst responsible, Tessa Davkos can be contacted directly at Tessa.Davkos@parl.gc.ca 613-295-2527.

Attached is a reply form. It too should be filled out and returned by 21 November 2018, whether or not you provide access to the requested information. Should you refuse to provide access to the requested information, you or your deputy minister must provide a written justification for the refusal as required under section 79.41 of the *Parliament of Canada Act*.

The response letter will be posted on the PBO website and, therefore, it should not be marked "confidential". As well, the requested information should be attached separately. If this information is confidential, please clearly mark it as such, either on the electronic spreadsheet or the hard copy version.

Providing timely and effective analysis to the Senate and House of Commons and promoting greater budget transparency and accountability are the PBO's primary objectives. The degree to which this is possible depends, to a large extent, on free and timely access to quality information held by government departments. In doing so, you are assisting us in better serving the Senate, the House of Commons, and their members.

Yours sincerely,



Yves Giroux
Parliamentary Budget Officer

c.c.: Katharine Rechico, Privy Council Office, Assistant Secretary to the Cabinet,
Liaison Secretariat for Macroeconomic Policy
Jody Thomas, Deputy Minister, ND

Attachment: Reply form for IR0390