



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

Bid Receiving - PWGSC / Réception des
soumissions - TPSGC

11 Laurier St. / 11, rue Laurier

Place du Portage, Phase III

Core 0B2 / Noyau 0B2

Gatineau, Québec K1A 0S5

Bid Fax: (819) 997-9776

LETTER OF INTEREST

LETTRE D'INTÉRÊT

Comments - Commentaires

Vendor/Firm Name and Address

Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Training and Specialized Services Division/Division de la
formation et des services spécialisés
Terrasses de la Chaudière 5th Floor
Terrasses de la Chaudière 5e étage
10 Wellington Street,
10, rue Wellington,
Gatineau
Québec
K1A 0S5

Title - Sujet STANDING OFFER / SUPPLY ARRANGEMENT	
Solicitation No. - N° de l'invitation EP740-191512/A	Date 2019-02-12
Client Reference No. - N° de référence du client 20191512	GETS Ref. No. - N° de réf. de SEAG PW-\$\$ZH-150-34613
File No. - N° de dossier 150zh.EP740-191512	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2019-03-05	
Time Zone Fuseau horaire Eastern Standard Time EST	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Hall, Mark	Buyer Id - Id de l'acheteur 150zh
Telephone No. - N° de téléphone (613) 858-8626 ()	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 PDP PHASE 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
Fairness Monitoring Services

1. Purpose and Nature of the Request for Information (RFI)

Public Services and Procurement Canada (PSPC) is seeking Industry feedback regarding Fairness Monitoring Services to be provided to federal government departments, agencies and Crown corporations across Canada.

The objectives of the RFI are to:

- a) Provide industry and interested Bidders with the opportunity to assess and improve the requirement, the report format, call-up process, timelines and quality control; Canada will use the feedback provided in defining the FM requirement in the intent to renew the existing Method of supply (MoS).
- b) Solicit feedback and recommendations on any issues that would impact a supplier's ability to fulfill the requirement if that requirement was to expand and diversify;
- c) Solicit industry knowledge and best practices with regards to existing processes and capabilities that would increase the likelihood of a successful outcome of this method of supply; and
- d) Obtain feedback from Industry which will help PSPC - Fairness Monitoring and Business Dispute Management to arrange their procurement tool to better serve their client's needs by diversifying the pool of resources and ensuring the quality of deliverables.

This RFI is neither a call for tender nor a Bid Solicitation. No agreement or contract will be entered into based on this RFI. The issuance of this RFI is not to be considered in any way a commitment by the Government of Canada nor as authority to potential respondents to undertake any work that could be charged to Canada. This RFI is not to be considered as a commitment to issue a subsequent solicitation or award contract(s) for the work described herein.

Although the information collected may be provided as commercial-in-confidence and, if identified as such, will be treated accordingly by Canada, Canada may use the information to assist in drafting performance specifications (which are subject to change) and for budgetary purposes.

Respondents are encouraged to identify, in the information they share with Canada, any information that they feel is proprietary, third party or personal information. Please note that Canada may be obligated by law (e.g. in response to a request under the Access of Information and Privacy Act) to disclose proprietary or commercially-sensitive information concerning a respondent (for more information: <http://laws-lois.justice.gc.ca/eng/acts/a-1/>).

Participation in this RFI is encouraged but is not mandatory. There will be no short-listing of potential suppliers for the purposes of undertaking any future work as a result of this RFI. Similarly, participation in this RFI is not a condition or prerequisite for the participation in any potential subsequent solicitation.

Respondents will not be reimbursed for any costs incurred by participating in this RFI.

The RFI closing date published herein is not the deadline for comments or input. Comments and input will be accepted any time up to the time when/if a follow-on solicitation is published.

2. Background Information

PSPC requires the services of Fairness Monitors to observe departmental activities in order to provide independent assurance to the department, its clients, industry, Parliament and Canadians that these activities are conducted with integrity, accountability, and in a fair, open and transparent manner. The services of independent, third-party, Fairness Monitors allows PSPC to protect the interests of its clients and Canadians by identifying and resolving fairness issues in real time thus averting fairness deficiencies and avoiding possible costly after-the-fact resolutions.

The integrity of the Fairness Monitoring (FM) Program is dependent on the engagement and use of credible and reputable Fairness Monitors who are accountable for their opinions in the face of public scrutiny.

Accordingly, PSPC is looking for Fairness Monitors who will confidently defend rendered opinions on the fairness of monitored activities.

3. Security Requirement

There may be Security Requirements required under the resulting method of supply which will be defined at the bid solicitation stage.

Prior to working on a Federal Government contract with security requirements your organization must be registered in the Industrial Security Program (ISP). To register in the ISP a Government of Canada (GC) Approved Source must sponsor your private sector organization. For more information please consult the website at <http://uat-iss-ssi.pwgsc-tpsgc.gc.ca/ssi-iss-services/eso-oss-eng.html>.

4. Legislation, Trade Agreements, and Government Policies

The following is indicative of some of the legislation, trade agreements and government policies that could impact any follow-on solicitation(s):

- a) Federal Contractors Program for Employment Equity (FCP-EE)
- b) Canadian Content (Limited)
- c) Canadian Free Trade Agreement (CFTA)
- d) North American Free Trade Agreement (NAFTA)

5. Schedule

In providing responses, the following schedule should be utilized as a baseline:

- RFI Posting – February 2019
- Solicitation – April 2019
- Method of Supply Issuance – Summer 2019

6. Important Notes to Respondents

Interested Respondents may submit their responses to the PSPC Contracting Authority, identified below, preferably via email:

Name: Mark Hall
Title: Supply Specialist
Public Services and Procurement Canada (PSPC) Procurement Branch
Professional Services Procurement Directorate
Telephone: 613-858-8626
Email: mark.hall@tpsgc-pwgsc.gc.ca

Respondents are requested to submit their feedback in either official language of Canada. Suppliers should submit only pertinent information in response to this request. The inclusion of general marketing or technical manuals is discouraged unless they provide specific information that has been requested in this document.

Respondents may also make a request for a ninety (90) minute, one-on-one, meeting with the internal stakeholders to be held within thirty days following the date of RFI closing.

A point of contact for the Respondent should be included in the package.

7. Closing date for the RFI

Responses to this RFI, and requests for one-on-one meetings, should be submitted by E-mail to the PSPC Contracting Authority identified above, on or before the closing date.

8. Discussion Points for Feedback

- a) Under the current Standing Offer (SO), a FM engagement requires a FM Team Leader, a FM Specialist and a back-up FM Specialist. The FM Specialist is responsible for the day to day fairness monitoring of the activities and provides the related experience, expertise, and guidance in rendering their professional opinions and attests to the fairness, openness and transparency of the activities. The FM Team Leader is responsible for the overall FM activities including ensuring the sufficiency, appropriateness, adequacy and quality of all products and services delivered to Canada. The FM Team Leader responsibilities include, but are not limited to, requests for replacements, travel authorization requests and review of invoices prior to submission.

PSPC is looking for comments on how to improve and increase the efficiency of the FM Team Leader role and may consider removing it. Is it possible that these responsibilities can be maintained without a FM Team Leader?

- b) We currently require the following mandatory technical criteria as per RFSO EP737- 150967 for a FM Specialist:

Each proposed FM Specialist must have completed a minimum of three projects, within the last five years prior to the bid solicitation publication date, providing opinion services as described in the Statement of Work (SoW), to outside clients. The three submitted projects must demonstrate that each proposed FM Specialist has the experience necessary to perform the opinion services set out in the SoW. The submitted projects must also have required a minimum level of effort of 20 days from the proposed FM Specialist.

We are looking for your feedback in modifying these mandatory criteria for an FM Specialist to ensure we are getting the experience required to effectively execute the fairness monitoring work without limiting our pool of resources and allowing for

the development of new FM's.

- c) Since 2005, PSPC has been using Fairness Monitoring as a proactive measure to provide management, client departments, government suppliers, Parliament and Canadians with independent assurance that procurement activities are conducted in a fair, open and transparent manner. The focus for the next phase of the Fairness Monitoring program is to formally document ongoing Fairness Monitor observations and resolved fairness issues. The objective is to capture lessons learned and best practices to potentially support policy or process improvements. We are inviting you to provide us with feedback on how we might best capture this information from FM engagements.

9. Expected Response to this Request for Information – Supplier Information

The intent of this RFI is to obtain feedback on the existing MoS for the purposes described above. Interested suppliers should provide:

- a) Organization name;
- b) Contact name, telephone number and email address;
- c) Any responses you have to the above noted discussion points; and
- d) Any other information that you feel to be relevant to this RFI.

Canada may contact any respondents directly for the purpose of seeking clarification or elaboration on any information that is provided.

FAIRNESS MONITORING ENGAGEMENT REQUIREMENTS FOR [Insert name of FM project]

1.0 FAIRNESS MONITORS - REQUIREMENT SUMMARY

- 1.1 The Fairness Monitoring and Business Dispute Management Directorate of Public Works and Government Services Canada (PWGSC) requires the services of an Fairness Monitoring (FM) Contractor to monitor [insert name of FM project], and to provide assurance whether this activity is conducted in a fair, open and transparent manner and that all actions involved in the specific activity are conducted in accordance with the official governance structure and prescribed processes.
- 1.2 The FM Contractor must provide three resources, an FM Team Leader, an FM Specialist and a backup FM Specialist. The roles of the FM Specialist and FM Team Leader are defined in subsections 2.5 and 2.6 below.
- 1.3 Work will be conducted primarily in the National Capital Region (NCR). Travel requirements are specified in Section 6.0 below.

The FM Team may be required to travel outside the NCR. All travel must be pre-approved by the Director, Fairness Monitoring and Business Dispute Management Directorate and must be in accordance with the *National Joint Council Travel Directive*. The FM Team is responsible for making its own travel arrangements and providing their travel information to the FM Project Authority.

- 1.4 A complete list of FM services and deliverables are detailed in Sections 7.0 and 8.0 below.
- 1.5 Detailed information on the [insert name of FM project] is available in Appendix 1.

2.0 DEFINITIONS

- 2.1 **Fair** (*équitable*): decisions are made objectively, free from bias, favoritism or influence and conform to established rules.
- 2.2 **Fairness deficiency** (*lacune en matière d'équité*): a departmental process, procedure, action, omission or decision observed by the Fairness Monitor that has impacted or if not adequately addressed, is likely to impact negatively on the fairness, openness or transparency of the monitored activity (see section 4.0 of the Terms of Reference).
- 2.3 **FM Contractor** (*entrepreneur en surveillance de l'équité*): an independent third-party observer whose role is to observe all or part of an activity in order to identify any potential fairness deficiencies and provide an opinion on the fairness, openness and transparency of that activity. The FM Contractor is accountable to provide products and services to Canada under this Contract.
- 2.4 **FM Project Authority** (*chargé de projet de SÉ*): the representative of PWGSC for whom the Work will be carried out pursuant to a call-up against the Standing Offer (SO) and is responsible for all the technical content of the Work under the resulting Contract.
- 2.5 **FM Specialist** (*spécialiste de la SÉ*): the FM Team member who is responsible for the day to day activities and provides the related experience, expertise, and guidance in rendering his professional opinions considered essential for ensuring the quality of the products and services the FM Contractor is accountable to deliver to Canada under this Contract.
- 2.6 **FM Team Leader** (*chef d'équipe de SÉ*): the FM Team member who is responsible for the FM activities undertaken in accordance with the SOW, including, but not limited to, requests for

replacements, travel authorization requests and review of invoices prior to submission. The FM Team Leader must ensure the sufficiency, appropriateness, adequacy and quality of all products and services delivered to Canada under this Contract.

- 2.7 **Monitored activity** (*activité sous surveillance*): the activity being monitored by Fairness Monitors.
- 2.8 **Open** (*ouvert*): an activity that is accessible to all potential participants, without unjustified restrictions as to who may participate.
- 2.9 **Opinion services** (*services d'opinion*): services in which a formal expression of a professional opinion, to be relied upon by a third-party, in one or more of the following categories is provided:
- accounting;
 - architectural;
 - audit;
 - engineering
 - fairness monitoring;
 - legal;
 - procurement (acquisition of goods, services, construction services);
 - real property (leasing, property management).
- 2.10 **Qualified opinion** (*opinion avec réserve*): an opinion as to the fairness, openness and transparency of the monitored activity which specifies a substantiated, unresolved fairness deficiency.
- 2.11 **Transparent** (*transparent*): providing information to the public and interested parties in a timely manner that facilitates public scrutiny.
- 2.12 **Unqualified opinion** (*opinion sans réserve*): an opinion that the monitored activity was carried out in a fair, open and transparent manner.

3.0 TERMS OF REFERENCE

- 3.1 The FM Contractor and the resources provided to carry out the Work must abide by the Terms of Reference for FM Engagements set out in the Standing Offer.

4.0 LANGUAGE

- 4.1 [ENGLISH AND/OR FRENCH, TO BE SPECIFIED AT TIME OF CALL-UP]:

Under this Contract, the FM Team Leader and the FM Specialists identified by the FM Contractor will provide services in **English**.

Under this Contract, the FM Team Leader identified by the FM Contractor will provide services in **English**, and the FM Specialists identified by the FM Contractor will provide services in **both English and French**.

Under this Contract, the FM Team Leader and the FM Specialists identified by the FM Contractor will provide services in **both English and French**.

Under this Contract, the FM Team Leader and the FM Specialists identified by the FM Contractor will provide services in **English**. In the event that some of the activities take place in French, the FM Contractor will need to provide a bilingual resource to facilitate understanding of the material and/or discussion, if the FM resources are not sufficiently proficient in the French language.

5.0 SECURITY

- 5.1 Under this Contract, the FM Team Leader and the FM Specialists identified by the FM Contractor must have a valid personnel security screening at the level of [SECURITY WILL BE SPECIFIED AT TIME OF CALL-UP]:
Reliability (Common PS SRCL #6).
Secret (Common PSSRCL #34).

6.0 TRAVEL

- 6.1 [TRAVEL REQUIREMENTS WILL BE SPECIFIED AT THE TIME OF CALL-UP].

7.0 FAIRNESS MONITOR SERVICES

The FM Contractor must:

- 7.1 Become familiar with the governance structure and processes used during the monitored activity, and monitor the actions and decisions of each entity/individual within the governance structure and determine if these actions and decisions remain consistent with the established governance structure;
- 7.2 Become familiar with project documentation including, but not limited to, the Request for Information (RFI), Request for Proposals (RFP) and the Evaluation Criteria [NOTE THAT THE DOCUMENTS WILL VARY DEPENDING ON THE TYPE OF ACTIVITY AND THE STRATEGY BEING USED AS NOTED AT TIME OF CALL-UP];
- 7.3 Observe all or part of the activities and process undertaken during the [insert name of FM project];
- 7.4 Assess the fairness, openness and transparency of key activity documentation prepared, such as, but not limited to RFI, RFP, Invitation to Tender (ITT), etc., for each stage of the process;
- 7.5 Attend in person, as applicable but not limited to, meetings or events during the monitored activity such as: information sessions, evaluation meeting(s), consensus meeting(s), site visit(s), bidder conference(s), debriefing session(s) with proponents, etc.;
- 7.6 Monitor communications with proponents, such as, but not limited to, proponents' questions and responses, requests for clarification, e-mail exchanges, debriefings, etc., during the process of the monitored activity;
- 7.7 Identify and assess the impact(s) of any issues with respect to the fairness, openness and transparency of the activities and process(es) undertaken during the [insert name of FM project];
- 7.8 Report verbally to the FM Project Authority any unresolved fairness issues of the monitored activity and follow-up by e-mail within 24 hours following verbal notification;
- 7.9 Provide an overall opinion on the fairness, openness and transparency of the activities and process(es) observed;
- 7.10 Substantiate any identified outstanding fairness deficiencies;
- 7.11 Provide written reports to the FM Project Authority as outlined in the subsequent "Fairness Monitor Deliverables" section;
- 7.12 Assist, if requested by the FM Project Authority, with the development and/or delivery of any defence to a challenge of the monitored activity (for example, but not limited to, through the

Canadian International Trade Tribunal (CITT) and/or Federal Court) where the FM has rendered an opinion; and

7.12.1 If required, provide expert testimony supporting the FM's opinion at CITT and/or Federal Court.

8.0 FAIRNESS MONITOR DELIVERABLES

Note: if any of the report/deliverables stated below cannot be submitted to the FM Project Authority as per the indicated time frame, a written justification must be provided within the week prior to deadline. The FM Project Authority reserves the right to accept or refuse the reason(s) for the delay. The FM Project Authority will review the justification provided and will confirm its decision in writing to the FM Contractor.

The deliverables under this Contract will consist of:

- 8.1 **Workplan** to be delivered to the FM Project Authority outlining activities that the FM Contractor proposes to undertake for all phases of the monitored activity. This must be provided within three weeks of the kick-off meeting. The workplan will be based on the current state of information and hence will be revised as and when required. The FM Project Authority will review and approve in writing the proposed workplan(s);
- 8.2 **[Insert name of phase] Report** (Template attached as Appendix 2) to be submitted to the FM Project Authority no later than one week following the conclusion of [insert name of phase]. This report must include an opinion of the fairness, openness and transparency of the activities monitored and/or documentation reviewed up to the conclusion of [insert name of phase]. *The number of interim reports will vary depending on the monitored activity*
- 8.3 **Final Report** (Template attached as Appendix 2) to be submitted to the FM Project Authority no later than two weeks following the conclusion of the evaluation phase of the monitored activity. The Final Report must include either an unqualified assurance statement or a qualified assurance statement. Any unresolved fairness deficiency must be fully explained and fully substantiated.
 - 8.3.1 **Addendum to the Final Report** (Template attached as Appendix 3) to be submitted to the FM Project Authority at the conclusion of the monitored activity, e.g. contract award or cancellation, and following any debriefing of proponent(s). In the event there was no debriefing of or feedback given to proponent(s), it must also be mentioned in this Addendum. This Addendum must be submitted to the FM Project Authority no later than one week following conclusion of that phase. This Addendum should not be more than one page long.
- 8.4 **Summary Document** (Guideline attached as Appendix 4) must be submitted to the FM Project Authority no later than one week following the delivery of the Addendum to the Final Report. The Summary Document must contain a summary of observations and issues resolved in real time, identification of any best practices, and it must include an analysis, the nature of which would contribute to lessons learned.
- 8.5 All deliverables mentioned above must be provided to the FM Project Authority in [English or French], with the exception of the Final Report and Addendum, which must be provided in both official languages. The Final Report and the Addendum to the Final Report will become a public document subject to limits of disclosure under the *Privacy Act*.
- 8.6 The FM Contractor is responsible for the quality and accuracy of all deliverables and consistency between English and French versions.

- 8.7 All reports must be provided in electronic format using Microsoft Word and as a Portable Document Format (PDF) file signed by the FM Contractor's authorized representative, the FM Team Leader and the FM Specialist. The FM Team Leader or the FM Specialist on the issued call-up that has a professional designation must sign the reports or if the backup FM Specialist on the issued call-up is the only resource that has a professional designation, the FM Contractor's representative must have a professional designation and must sign the reports.

9.0 RESOURCES

- 9.1 For each call-up, the FM Contractor must provide the following resource categories:
- a. An FM Team Leader, each FM Team Leader must meet mandatory technical criterion MT4 in the Request for Bids EP737-150967/B;
 - b. An FM Specialist and a backup FM Specialist, each FM Specialist must meet mandatory technical criterion MT5 in the Request for Bids EP737-150967/B; and
 - c. At least one of the resources must meet mandatory technical criterion MT3 in the Request for Bids EP737-150967/B. The proposed FM Team Leader or the proposed FM Specialist for the call-up must have a professional designation or if the proposed backup FM Specialist for the call-up is the only resource that has a professional designation, the FM Contractor's representative must have a professional designation.

APPENDIX 1

CONTEXT OF THE MONITORED PROJECT

Timelines given are approximate. Dates are subject to change.

[PLEASE COMPLETE THIS SECTION ONLY].

APPENDIX 2

TEMPLATE FOR FAIRNESS MONITOR REPORTS

Interim report(s) provide(s) a concise overview of a phase of the FM engagement for the monitored activity while the final report provides a concise overview of the total FM engagement for the monitored activity. All reports will include an attestation as to the fairness, openness and transparency of the monitored activity.

Reports must be printed on the FM Contractor's letterhead and must include the following sections:

Title page

The title page must contain the following information:

[NAME OF MONITORED ACTIVITY AS IN THE SOLICITATION DOCUMENTS]
Fairness Monitor [INSERT NAME OF PHASE] report
[DATE OF SUBMISSION]

Submitted to: Director, Fairness Monitoring
Submitted by: [NAME OF FM CONTRACTOR]

Note: The title page should convey accurately, clearly and concisely the subject of the report. Please omit any verbs or articles. Please do not use acronyms or excess capital letters on the title page. The name of monitored activity should remain consistent throughout all reports.

Table of contents

Note: A table of contents must be included. Please do not use acronyms in headings and sub-headings. Only the first word is capitalized in headings and sub-headings.

Introduction

This section will provide the context of the FM engagement as set out in the engagement requirements.

[NAME OF FM CONTRACTOR] was engaged as a fairness monitor (FM) to observe on [START DATE OF FM CONTRACT] the [PROCESS] for [NAME OF MONITORED ACTIVITY], issued by Public Works and Government Services Canada (PWGSC) on behalf of [NAME OF CLIENT ORGANIZATION] as a result of [SOLICITATION # OR OTHER RELEVANT DOCUMENT #]. [INSERT NAME OF FM CONTRACTOR] is an independent third party with respect to this activity.

We reviewed all of the information provided and observed all relevant activities.

We hereby submit the [NAME OF PHASE] report, covering the activities of the FM, commencing with the [APPROPRIATE STARTING POINT SUCH AS RFI, ETC.] on [START DATE], continuing through the [PHASES OBSERVED SUCH AS RFP, CONSENSUS MEETINGS, ETC.] on [END DATE].

This report includes our attestation of assurance, a summary of the scope and objectives of our assignment, and relevant observations from the activities undertaken.

Note: The final report will normally cover all activities up to and including the final evaluation before contract award. Contract award and debriefing observations will be covered in the Addendum to the final report.

Attestation of assurance

This section will set out the overall attestation as to the fairness, openness and transparency (as set out in Section 2.0 above) of the monitored activity using the following language. Provide context and substantiation for any fairness deficiencies that are noted:

1. *Unqualified report where there are no outstanding fairness deficiencies:*

The fairness monitor hereby provides the following unqualified assurance statement concerning [NAME OF MONITORED ACTIVITY AND THE PHASE]:

It is our professional opinion that the [PROCESS] we observed, was carried out in a fair, open and transparent manner.

2. *Qualified report where there are minor fairness deficiencies in part of the process but the overall process was conducted in a fair, open and transparent manner:*

We observed the following minor deficiency(ies) in the process:
[INSERT CONCISE STATEMENT OF DEFICIENCY]

It is our professional opinion that, notwithstanding these minor deficiencies, the [PROCESS] we observed was carried out in a fair, open and transparent manner.

3. *Qualified report where there are significant fairness deficiencies affecting the overall fairness, openness or transparency of the monitored activity:*

We observed the following material deficiency(ies) in the process:
[INSERT CONCISE STATEMENT OF DEFICIENCY]

It is our professional opinion that, because of the significance of the above deficiency(ies), the [NAME OF MONITORED ACTIVITY] we observed was carried out in a [INSERT WHICH ELEMENTS APPLY, E.G., FAIR AND/OR OPEN AND/OR TRANSPARENT] manner, however, due to the above noted deficiency it was not carried out in a [INDICATE WHICH ELEMENT WAS COMPROMISED, E.G., FAIR AND/OR OPEN AND/OR TRANSPARENT] manner.

PWGSC reserves the right to provide a formal management response, with respect to any fairness deficiency identified in the final report, to be published with the final report.

Note: The FM Contractor's signatures will follow the attestation.

The signature of the FM Contractor's Representative who officially represents the FM Contractor in all of its dealings with Canada, as indicated in the contract, is required as well as the signature from the FM Team Leader and the FM Specialists. It is preferred that the FM Contractor's Representative be neither the FM Team Leader nor the FM Specialist for the monitored activity. Please include one signature box per individual who performed services on the engagement. The FM Team Leader or the FM Specialist on the issued call-up that has a professional designation must sign the reports or if the backup FM Specialist on the issued call-up is the only resource that has a professional designation, the FM Contractor's representative must have a professional designation and must sign the reports.

[FM Contractor's Representative]
[Title, FM Company Name]

[FM Team Leader's name]
[Professional Designation, if applicable]

[Professional Designation, if applicable]

FM Team Leader

[FM Specialist's name]
[Professional Designation, if applicable]
FM Specialist

[FM Specialist's name]
[Professional Designation, if applicable]
FM Specialist

Project Requirement

This section will provide an overview of the activity being monitored including the different phases, timelines, and any other pertinent information.

Fairness monitoring engagement and observations

[INSERT NAME OF FM CONTRACTOR] was engaged as an FM to observe the [INSERT PROCESS] for [INSERT NAME OF MONITORED ACTIVITY], and to attest to the fairness, openness and transparency of this monitored activity.

In accordance with the terms of our engagement, we familiarized ourselves with the relevant documents, observed [INSERT APPROPRIATE PHASES/STAGES OBSERVED, FOR EXAMPLE, PRE-BID-SOLICITATION ACTIVITIES, BID SOLICITATION ACTIVITIES, ETC.] identifying fairness-related matters to the [INSERT APPROPRIATE PARTIES, E.G., CONTRACTING AND TECHNICAL AUTHORITIES] and ensuring that responses and actions were reasonable and appropriate.

[DESCRIPTION OF THE FM'S ACTIVITIES OVER THE COURSE OF THE ENGAGEMENT AND RELATED OBSERVATIONS]

Reference documents

Documents related to solicitation number [INSERT SOLICITATION # WITH IMBEDED HYPERLINK OF THE URL FOR THE BUYANDSELL.GC.CA PAGE RELATED TO THIS ACTIVITY] are available on Buyandsell.gc.ca and/or through the project office.

APPENDIX 3

TEMPLATE FOR ADDENDUM TO THE FINAL REPORT

Addendum to the final report

[DATE]

Addendum to the final report dated [DATE] for [NAME OF MONITORED ACTIVITY]

This addendum to the final report covers the period following the conclusion of the evaluation phase including contract [cancellation post evaluation] OR [award] [and debriefings].

[INSERT TEXT COVERING ACTIVITIES RELATED TO CONTRACT AWARD. IN THE EVENT THERE WAS NO CONTRACT AWARD OR NO DEBRIEFING, THIS MUST BE STATED IN THIS TEXT].

[CONCLUDE THIS ADDENDUM WITH AN ATTESTATION STATEMENT ON THE FAIRNESS, OPENNESS AND TRANSPARENCY OF THIS PHASE].

Note: Attestation statement should be consistent with direction given in the above template for Appendix 2 Interim and final report.

Note: The FM Contractor's signatures will follow the attestation.

The signature of the FM Contractor's Representative who officially represents the FM Contractor in all of its dealings with Canada, as indicated in the contract, is required as well as the signature from the FM Team Leader and the FM Specialists. It is preferred that the FM Contractor's Representative be neither the FM Team Leader nor the FM Specialist for the monitored activity. Please include one signature box per individual and include all FM's who performed services on the engagement. The FM Team Leader or the FM Specialist on the issued call-up that has a professional designation must sign the reports or if the backup FM Specialist on the issued call-up is the only resource that has a professional designation, the FM Contractor's representative must have a professional designation and must sign the reports.

[FM Contractor's Representative]
[Title, FM Company Name]
[Professional Designation, if applicable]

[FM Team Leader's name]
[Professional Designation, if applicable]
FM Team Leader

[FM Specialist's name]
[Professional Designation, if applicable]
FM Specialist

[FM Specialist's name]
[Professional Designation, if applicable]
FM Specialist

APPENDIX 4

GUIDELINE FOR FAIRNESS MONITOR SUMMARY REPORT

Reports must be printed on the FM Contractor's letterhead and must include the following sections:

Title page

The title page must contain the following information:

[INSERT NAME OF MONITORED ACTIVITY AS IN THE SOLICITATION DOCUMENTS]

Fairness monitor summary report

[INSERT DATE OF SUBMISSION]

Submitted to: Director, Fairness Monitoring

Submitted by: [NAME OF FM CONTRACTOR]

Introduction

This section will provide the context of the FM engagement as set out in the Engagement Requirements.

[NAME OF FM CONTRACTOR] was engaged as a Fairness Monitor (FM) to observe the [PROCESS] for [NAME OF MONITORED ACTIVITY], issued by Public Works and Government Services Canada (PWGSC) on behalf of [NAME OF CLIENT ORGANIZATION] as a result of [INSERT SOLICITATION # OR OTHER RELEVANT DOCUMENT #]. [NAME OF FM CONTRACTOR] is an independent third party with respect to this activity.

For each section below, please provide any observations that lent to or hindered the fairness, openness and transparency of the project. Please include any best practices, opportunities missed, risks needlessly incurred etc.

Procurement planning/pre-issue stage

Posting period

Solicitation closing

Evaluation

Communications and debriefing

Conclusion

Measures which specifically assisted in achieving a fair, open and transparent process were:

In support of future improvements, the following observations/recommendations are noted: