



**Public Works and Government Services Canada  
Operational Integrity Sector**

**Cost Management Consulting Services  
East Block Rehabilitation Program**

**FAIRNESS MONITOR CONTRACTOR'S  
FINAL REPORT**

November 22, 2011

**Submitted to:**  
Director General  
Operational Integrity Sector

**Submitted by:**  
Knowles Consultancy Services Inc. and  
Hill International Inc. in Joint Venture

## Table of Contents

Background and Introduction .....	2
Project Requirement .....	3
Attestation of Assurance .....	4
Objectives of the Fairness Monitor Assignment and Methodology .....	5
Fairness Monitor Specific Activities and Findings .....	6
Reference Documents .....	7

## **Background and Introduction**

Knowles Consultancy Services Inc. and Hill International Inc. in Joint Venture was engaged as the Fairness Monitor (FM) to observe the competitive procurement process for Cost Management Consulting Services for the East Block Rehabilitation Program undertaken by Public Works and Government Services Canada (PWGSC) through Solicitation Number EP747-113334/A. Knowles Consultancy Services Inc. and Hill International Inc. in Joint Venture is an independent third party with respect to this activity.

We hereby submit the Final Report, covering our activities, commencing with the review of an existing draft Request for Proposal (RFP), continuing through the RFP phase, evaluation phase and selection of a recommended proposal.

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

## **Project Requirement**

The Government of Canada has identified a requirement for contractor-provided cost management services in support of a full scope of cost management services including cost planning, cost monitoring, cost control, information analysis and reporting services for the major rehabilitation construction project involving the East Block of the Parliament Hill Complex.

The Contractor's major role will be to develop and maintain a master cost plan for the East Block rehabilitation project and resulting task authorizations providing strategic advisory services and quality assurance for the integration of cost estimates provided by the A & E Team, Construction Services Manager, other Contractors and relevant information analysis for reporting to the Project Director and the Department Representative. More specifically, the Contractor will:

- develop a systematic methodology and definitions for standardized cost plan preparation;
- review, analyze and report on cost plans and reports prepared by others;
- integrate all project estimates into a master cost plan;
- properly tabulate at each stage of the program, as it progresses, contingencies, escalation, and risk allowances; and
- conduct regular master cost plan analysis, updating, monitoring and reporting.

The Cost Management Contractor is required to provide experienced professional personnel to provide services as the Senior Cost Manager, Intermediate Cost Manager and Junior Cost Manager as well as the provision of other cost support.

## **Attestation of Assurance**

The FM hereby provides the following unqualified assurance statement concerning Cost Management Consulting Services for the Rehabilitation Construction Program for the East Block:

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

Note: For all references in this report concerning fairness related comments being provided to project officials, it is confirmed that, as necessary, project officials provided clarification to the Fairness Monitor or took appropriate action to address the comments, and as a result no fairness deficiencies were recorded.

---

Roger Bridges  
President  
Knowles Consultancy Services Inc.  
FM Contractor's Representative

---

Bruce Maynard P Eng.  
FM Team Leader

---

Peter Woods  
FM Specialist

## **Objectives of the Fairness Monitor Assignment and Methodology**

The overall objective was to provide independent observation of the procurement process and fairness related comments to project officials as early as possible so that appropriate action could be taken to address the comments before fairness was impacted. The Operational Integrity Sector would be advised of any fairness related concerns that were not addressed promptly. At the conclusion of the procurement process an attestation as to its fairness would be provided.

To accomplish the overall objective we undertook the following activities:

- became familiar with the project governance structure;
- reviewed draft and final versions of the Request for Proposal (RFP) and provided comments in order to improve clarity, transparency and competitiveness, and to bring attention to possible fairness issues that might arise during the evaluation process;
- reviewed and, as necessary, provided comments on all amendments and addenda to the RFP including questions submitted by proponents and answers provided;
- reviewed and, as necessary, provided comments on the procedures to be used for the evaluation of responses and the guidance provided to the evaluation team;
- observed the evaluation of responses to the RFP to ensure that the specified evaluation and selection procedures and departmental policy were followed and consistently applied during the evaluation and selection process; and
- observed the debriefing of unsuccessful bidders. (This activity will be reported on in an addendum to this report after any debriefings.)

## **Fairness Monitor Specific Activities and Findings**

### **FM Activities and Findings prior to Posting of the RFP**

On July 13, 2011 and August 4, 2011, we reviewed draft versions of the RFP and provided fairness related comments to project officials. Appropriate action was taken.

The RFP was posted on MERX on September 15, 2011.

### **FM Activities and Findings during the Posting of the RFP**

On September 16, 2011 we reviewed the RFP (Document 1) as posted on MERX. No fairness related deficiencies were identified.

On October 19, 2011 we reviewed Amendment 1 (Document 2) to the RFP which included questions submitted by interested proponents and answers. No fairness related deficiencies were identified.

The RFP closed on October 26, 2011.

### **FM Activities and Findings related to the Evaluation of Responses**

On November 4, 2011 we observed the evaluation orientation meeting at which the Evaluation Team was briefed on their responsibilities and evaluation procedures. Fairness related comments were provided and appropriate action was taken.

On the same day we reviewed a document entitled “Evaluation Team Basic Guidelines” (Document 3) distributed to the Evaluation Team at the orientation meeting that outlined the procedures to be used for the evaluation. No fairness deficiencies were identified.

On November 15, 2011 we observed the consensus evaluation of the proposals received including mandatory requirements and rated requirements for proposals that had met all mandatory requirements. Fairness related comments were provided and appropriate action was taken.

On November 17, 2011 we reviewed the finalized consensus score sheets and confirmed that each reflected the results of the consensus evaluation as observed. We also verified the tabulation of rated requirements point scores. The Contracting Authority advised that the technical and financial weighted scores and total scores had been double checked by a colleague. We were satisfied that the basis of selection specified in the RFP had been followed. No fairness deficiencies were identified.

## **Reference Documents**

The following documents are referenced by number in this report and unless otherwise indicated, are available through the East Block Rehabilitation Program Office.

No.	Document	Additional information
1	Request for Proposal (RFP)	Posted on MERX September 15, 2011
2	Amendment 1 to RFP	Posted on MERX October 19, 2011
3	Evaluation Team Basic Guidelines	Provided to Evaluators November 4, 2011



**ADDENDUM TO THE FINAL REPORT**  
**February 6, 2012**

**Addendum to Fairness Monitor Final Report dated  
November 22, 2011 for the Cost Management Consulting  
Services Contract for the East Block Rehabilitation  
Program**

This Addendum to the Fairness Monitor Final Report covers the period following the conclusion of the evaluation phase and includes contract award and debriefings.

On December 5, 2011 the contract was awarded and regret letters forwarded to the unsuccessful proponents. As of the date of this report, we have been advised that no debriefings have been requested and we are satisfied that PWGSC has met its obligation with respect to debriefings.

**Fairness Monitor Attestation of Assurance**

It is our professional opinion that the contract award and debriefing stage of the competitive procurement process for the Cost Management Consulting Services Contract for the East Block Rehabilitation Program was carried out in a fair, open and transparent manner.

---

Roger Bridges  
President  
Knowles Consultancy Services Inc.  
FM Contractor's Representative

---

Bruce Maynard P Eng.  
FM Team Leader

---

Peter Woods  
FM Specialist