



***SSC Email Transformation
Initiative***
Fairness Monitoring Services

Fairness Monitoring Final Report

Date of Submission:

14 June, 2013

Submitted To:

Director General

Operational Integrity Sector

Departmental Oversight Branch

Submitted by:

PPI Consulting Limited

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1. Background / Introduction

PPI Consulting Limited (PPI) was engaged as a Fairness Monitor (FM) to observe the procurement process for the Shared Services Canada (SSC) Email Transformation Initiative (ETI) industry engagement, the Request for Responses for Evaluation (RFRE) vendor qualification process, Review and Refine Requirements Process, and the subsequent RFP which was issued by Shared Services Canada as RFP # 2B0KB-12-3327/E to qualified Bidders on March 1, 2103. PPI is an independent third party with respect to this activity.

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

The PPI Fairness Monitoring Team was assigned to the project in June, 2012. We hereby submit the Final Report covering the activities of the Fairness Monitor, commencing in June 2012, and continuing through the various stages of the procurement until final ranking of proposals received in response to the RFP on April 19, 2013.

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

2. Project Requirement

The Email Transformation Initiative (ETI) is an initiative of Shared Services Canada (SSC) to deliver new email services and products for SSC and the departments and agencies to which it provides information technology (IT) services. It is further the intent that SSC may offer Email Solution Services to other Government of Canada (GC) organizations on an optional basis.

As set out in the RFP documents, SSC Email Solution Service will include multiple types of Services related to Email information flow. The primary services as set out in the RFP documents include:

- i. Email Service which will provide email, calendar and personal contact functionality to desktop clients, mobile clients and web browser clients, for up to Protected B data;
- ii. Email Testing Service which will provide a testing environment for SSC use;
- iii. Email Secret Service which will provide similar functionality to the Email Service but be able to process up to Secret data;
- iv. Email Anti-virus / Anti-spam (AV/AS) Service which will provide email hygiene functionality;
- v. Email Transition Service which will assist in the migration of Users, Mailbox Data and applications into the Email Service;
- vi. Identity Credential and Access Management Service which will provide Users and applications with the necessary accounts, credentials, access controls and directory services to all Services;
- vii. BlackBerry Management Service which will provide a central management suite for all BlackBerry Devices;
- viii. BlackBerry Management Testing Service which will provide a testing environment for SSC use; and
- ix. BlackBerry Monitoring Service which will provide monitoring functionality for identified BlackBerry Devices.

SSC has considered a number of service delivery options for the management and delivery of the SSC Email Solution Service. In the Request for Proposal, SSC requested an Outsourcing Service Option for all Mailboxes that will be receiving centralized SSC Email Solution Services, and a Managed Service Option for the Email Secret Service and all Mailboxes that will be receiving distributed SSC Email Solution Services (e.g. Missions).

These requirements were consistent with the overall scope as set out in the RFRE and related materials.

3. Attestation of Assurance

3.1 Conclusion and Attestation

In summary, it is our professional opinion that the SSC ETI procurement process we observed was carried out in a fair, open and transparent manner.

Howard Grant, President
PPI Consulting Limited

Ross Smiley CA, CFE
FM Team Leader

John Davis
FM Specialist

3.2 Summary of Fairness Observations

The ETI multi-phase Collaborative Procurement Solutions (CPS) process is shown in Figure 1. PPI participated as the FM in each Phase.

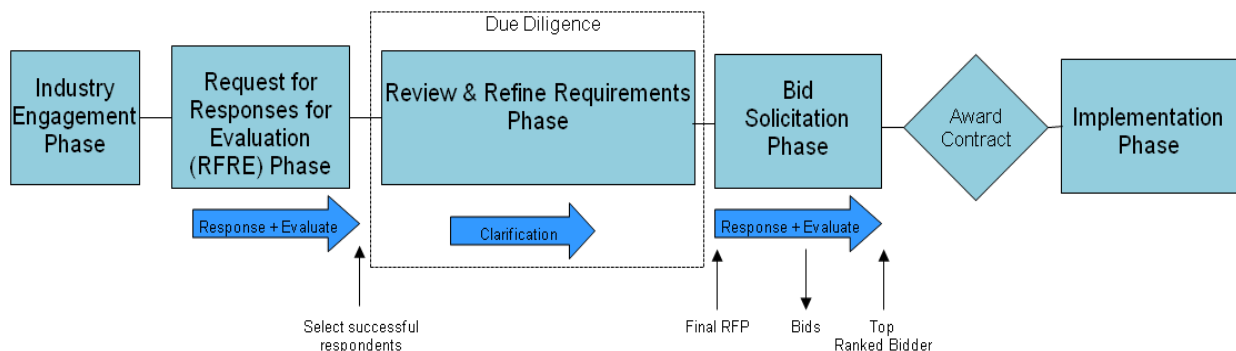


Figure 1: ETI Procurement Approach

Due to concerns regarding the requirement for Facility Clearance as provided by CISC and in recognition of the fact that potential bidders could not obtain clearance by RFRE bid closing, SSC determined that the initial RFRE initiative would be cancelled and that the RFRE would be

reissued with a substantive change in the requirement for facility security clearances. This resulted in a second RFRE being issued on November 2, 2012 as Solicitation No. 2B0KB-12-3327/D with a closing date of November 9, 2012.

3.3 Monitoring of Industry Engagement Phase

PPI was contracted to begin our FM activities commencing with the review of the preliminary ETI industry engagement materials and monitoring of the industry engagement process encompassing:

- the Industry day as held on June 12, 2012 in Gatineau with video conferencing links to other locations outside the National Capital Region.
- a series of bilateral discussions with industry held between June 13 – 15 2102 in Gatineau.

Observation: The industry engagement process was open and transparent. Materials were published and the use of video conferencing enabled participation from vendors across Canada.

3.4 Monitoring of RFI Materials and Process

Following the Industry Engagement process PPI reviewed the Draft Request for Information and the monitored the subsequent industry sessions.

Observation: The release of the RFI and the RFI open period were conducted in an open and transparent manner. No fairness deficiencies were observed.

3.5 Monitoring of First RFRE Materials and Process

The Request for Responses for Evaluation (RFRE) was developed by SSC based on the feedback received through the Industry Engagement and RFI processes. The RFRE contained evaluation criteria that would be used to select the Successful Respondents that would proceed to work with SSC in refining the requirements through the RRR process as set out in the RFRE. The RFRE was posted on MERX on September 19, 2012 as Solicitation No. 2B0KB-12-3327/C.

As a result of the requirement for Facility Clearance in the RFRE as provided by CISC and in recognition of the fact that potential bidders could not obtain clearance by bid closing, SSC determined that the RFRE initiative would be cancelled and that the RFRE would be reissued with a substantive change in the requirement for facility security clearances. A reissued RFRE with appropriate changes was issued as Solicitation No. 2B0KB-12-3327/D.

3.6 Monitoring of Reissued RFRE Materials and Process

The revised Request for Responses for Evaluation (RFRE) was re-issued on MERX on November 2, 2012 as Solicitation No. 2B0KB-12-3327/D with a closing date of November 9, 2012.

The revised RFRE contained a substantive change to the security requirements to reflect the accommodation of the CISD timeline to perform due diligence for facility clearances. A complete list of changes between the reissued RFRE and the initial release was included in the RFRE as was acceptance of previous RFRE reference forms.

Evaluation of the RFRE responses was conducted in accordance with the process defined in the RFRE.

No fairness deficiencies were observed.

3.7 Monitoring of RRR Process

The Review and Refine Requirements (RRR) Process took place between November 2012 and January 2013. The RRR process consisted of a series of structured open collaborative workshops and subsequent CCMs with written submissions solicited from participating vendor teams on specific topics including service delivery and contracting, requirements, security and architecture related topics.

No fairness deficiencies were observed.

3.8 Monitoring of RFP Process

The final Email Solution Service RFP was issued on March 1, 2013 as Solicitation No. 2B0KB-12-3327/E and distributed to bidders qualified under the RFRE process. RFP closing was (extended to) April 9, 2013. The RFP and Amendments are as available through SSC.

The Technical evaluation was conducted in accordance with the process defined in the RFP. No fairness deficiencies were observed.

The Financial Assessment was conducted in accordance with the process defined in the RFP. No fairness deficiencies were observed.

The final ranking of proposals was completed in accordance with the process defined in the RFP. No fairness deficiencies were observed.

4. Methodology

PPI Consulting Limited (PPI) was engaged as a Fairness Monitor (FM) to observe the procurement process employed by the Shared Services Canada Email Transformation Initiative 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 project documentation, reviewed communications between Canada and the vendor community that was provided to us, observed the various meetings with vendors including participation in RRR working sessions, and observed the evaluation of RFRE and RFP responses. Throughout these activities we have identified fairness-related matters to the Contracting Authority, and ensured that responses and actions were reasonable and appropriate.

5. Reference Documents

The following documents are referenced in this report and are available through SSC.

#	Document	Document date/number
1	Request for Information	Posted on MERX on June 21 st , 2012 Solicitation #: 2B0KB-123327/B
2	RFRE – first release	Posted on MERX on September 19, 2012 Solicitation No. 2B0KB-12-3327/C
3	RFRE – second release	Posted on MERX on November 2, 2012 Solicitation No. 2B0KB-12-3327/D
4	RFP	Solicitation No. 2B0KB-12-3327/E distributed to bidders qualified under the RFRE process.

Addenda are as published by SSC.

Supporting documentation and discussion materials as developed in support of the RRR process are as published on the ETI collaboration web-site.



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Fairness Monitoring Services

**Fairness Monitoring Final Report
Addendum**

Date of Submission:

20 July, 2013

Submitted To:

Director General

Operational Integrity Sector

Departmental Oversight Branch

Submitted by:

PPI Consulting Limited

This document is an addendum to the Fairness Monitoring Final Report dated June 14, 2103 submitted by PPI Consulting Limited (PPI) as Fairness Monitor (FM) to observe the procurement process for the Shared Services Canada (SSC) Email Transformation Initiative (ETI) industry engagement, the Request for Responses for Evaluation (RFRE) vendor qualification process, Review and Refine Requirements Process, and the subsequent RFP which was issued by Shared Services Canada as RFP # 2B0KB-12-3327/E to qualified Bidders on March 1, 2103. PPI is an independent third party with respect to this activity.

This addendum to the Fairness Monitoring Final Report covers the period following the conclusion of the evaluation phase to debriefing of unsuccessful bidders on July 2, 2103 and July 3, 2013.

This addendum confirms that the highest ranking bidder was recommended for contract award consistent with the evaluation process and criteria as set out in the RFP. The contract was awarded on June 25th, 2013.

Unsuccessful bidders were debriefed on July 2, 2103 and July 3, 2013. In all cases:

1. Bidders were informed by the Contracting Officer of the strengths and weaknesses of their proposals.
2. The Contracting Officer provided clarification with respect to the relationship between the dollar value of the Treasury Board funding approval as published in the media and the total evaluated price as used in the evaluation process.
3. The Fairness Monitor confirmed that the evaluation process was conducted in a fair, open and transparent manner and followed the process and criteria as published in the RFP.

Attestation of Assurance

In summary, it is our professional opinion that the SSC ETI procurement process we observed was carried out in a fair, open and transparent manner.

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