

# OFFICE OF THE PROCUREMENT OMBUD

Follow-up report to the 2020-2021  
procurement practice review of  
the Royal Canadian Mounted Police

MAY 2025



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Canada The wordmark for Canada, with a small red maple leaf icon above the letter 'a'.

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## Introduction

1. In accordance with paragraph 22.1(3)(a) of the *Department of Public Works and Government Services Act*, the Procurement Ombud has the authority to review the procurement practices of departments to assess their fairness, openness and transparency and to make any appropriate recommendations to the relevant department for the improvement of those practices. Such reviews, which are performed by the Office of the Procurement Ombud (OPO), are referred to as Procurement Practice Reviews (PPRs).
2. In 2020-2021, OPO conducted a PPR entitled “Procurement Practice Review of the Royal Canadian Mounted Police” (RCMP), which included 4 recommendations to address identified issues. A final report was issued in December 2021 and published on OPO’s website.
3. As a standard practice, OPO follows up on recommendations resulting from PPRs. This is done in order to determine whether the federal departments have implemented their management action plans in response to the Procurement Ombud’s recommendations. This follow-up report includes a summary of results from the initial PPR and OPO’s assessment regarding progress made by the RCMP in implementing its 4 recommendations. This report also includes a report card that facilitates comparisons across departments over time.

## Results from initial Procurement Practice Review

4. The objective of the PPR was to determine whether the RCMP’s procurement practices pertaining to evaluation criteria and selection plans, solicitation, and evaluation of bids and contract award, supported the principles of fairness, openness and transparency.
5. For the PPR, OPO analyzed the RCMP’s procurement practices under 3 Lines of Enquiry (LOE). Below are descriptions of the LOEs, a brief summary of observations for each LOE, and the Procurement Ombud’s 4 recommendations included in the initial PPR report.

**LOE 1:** Evaluation criteria and selection plans were established in accordance with applicable laws, regulations and policies.

6. For LOE 1, OPO’s initial review found that mandatory evaluation criteria were clearly communicated, not unnecessarily restrictive, and aligned with the requirement in most cases. When point-rated criteria were used in solicitations, they were generally aligned with the requirement, not overly restrictive and were communicated in a clear manner. While exceptions were identified, overall, the selection methodology reflected the complexity of the requirement and was clearly communicated in solicitation documents.
7. The Procurement Ombud made one recommendation to the issues identified under LOE 1:

**Recommendation 1:** The RCMP should expand the scope of procurements that are subject to the Contract Quality Control review to include solicitations with

technical evaluation criteria that are not currently reviewed because they are issued under supply arrangements.

**LOE 2:** Solicitation documents and organizational practices during the bid solicitation period were consistent with applicable laws, regulations and policies.

8. For LOE 2, OPO's initial review found that solicitation documents and actions taken by the RCMP during the solicitation process were, overall, consistent with applicable rules. Most solicitations contained clear and complete information and instructions necessary for bidders to prepare a compliant bid and the design and execution of solicitation processes supported fair, open and transparent procurement.

9. As a result, the Procurement Ombud made no recommendations under LOE 2.

**LOE 3:** Evaluation of bids and contract award were conducted in accordance with the solicitation.

10. For LOE 3, OPO's initial review found that while a majority of files included instructions to support the technical evaluation of bids, there were instances where inconsistent methods were used to record the results from financial evaluations. Further, a number of files were indicative of bid evaluation processes that deviated from what was outlined within the original solicitation.

11. The Procurement Ombud made 3 recommendations to address the issues identified under LOE 3:

**Recommendation 2:** The RCMP should implement a standard approach to record results from the financial evaluation of bids.

**Recommendation 3:** The RCMP should implement an effective mechanism to enforce the requirement to maintain up-to-date and complete procurement files.

**Recommendation 4:** The RCMP should make greater use of technology in their procurements including, but not limited to, allowance for bids to be submitted electronically and alternatives to traditional paper-based methods for managing contract files.

## Methodology and Management Action Plan Assessment Summary

12. When launching this Follow-up Review in July 2024, OPO asked the RCMP to self-assess their progress in implementing the 4 recommendations stemming from the initial 2021 review using a progress scale provided by OPO. This scale ranged from "No progress" (level 1) to "Full implementation" (level 5), as outlined in Appendix. 1. Furthermore, the RCMP was requested to provide OPO with supplementary information and documentation to support their self-assessment. OPO reviewed the RCMP's self-assessment and supporting documentation for its overall reasonableness and credibility.

13. The RCMP self-assessed the level of implementation of its actions at "Level 5 - Full implementation" for all 4 recommendations. OPO is in agreement with all of the RCMP's assessment ratings. The details regarding the actions taken and the





supporting documentation provided for all 4 recommendations demonstrate that structures and processes are effectively in place.

14. The evidence provided by the RCMP is reflective of the overall intent to respond to the recommendations through the following measures:

- Expanded the scope of the Contract Quality Control function
- Developed and implemented an Evaluators Document Suite that includes templates and guidance documents
- Launched an electronic approval tracking system
- Updated solicitation templates and developed and implemented an Electronic File Guidance for Procurement and Contracting document
- Developed and implemented a Contract Management and Administration Guide
- Modernized the Post Contractual Review Program.




## Report Card

15. PPR Follow-up Reviews include a report card with a rating that represents the department's performance, taking into consideration the results from the initial review and the actions taken by the department to implement the recommendations under each LOE. The assessment ratings are as follows:

	Satisfactory Plus (four stars)
	Satisfactory (three stars)
	Partially Satisfactory (two stars)
	Unsatisfactory (one star)

16. Note that a "Satisfactory Plus" assessment rating is only possible when the initial review resulted in no recommendations being issued under a particular line of enquiry. The initial review resulted in a total of 4 recommendations under 2 out of the 3 LOEs. Therefore, a "Satisfactory Plus" rating was successfully attained by the RCMP for LOE 2, as it contained no associated recommendations. The 4 recommendations were relevant to LOE 1 and LOE 3. Therefore, the highest possible score that the RCMP could attain for each of these 2 LOEs was "Satisfactory". Assessment definitions and criteria are outlined in Appendix 2.

17. After the review of progress made toward implementing the action plans for each recommendation and in consideration of the established assessment ratings, a rating of "Satisfactory" was ascertained for LOE 1 and LOE 3.

Report Card		
Line of Inquiry (LOE)	Rating	Assessment
Evaluation criteria and selection plans were established in accordance with applicable laws, regulations and policies.	Satisfactory 	<ul style="list-style-type: none"> <li>• Recommendation 1 applied to this LOE.</li> <li>• The RCMP expanded the scope of the Contract Quality Control review to include solicitations issued under Supply Arrangements. Further, the RCMP implemented an electronic procurement approval process.</li> <li>• Through its completed actions, the RCMP supported compliance with the Rules that were assessed in this LOE. The additional oversight demonstrated the RCMP's response to ensure effective mechanisms are in place to respond to the associated recommendation.</li> </ul>
Solicitation documents and organizational practices during the bid solicitation period were consistent with applicable laws, regulations and policies.	Satisfactory Plus 	<ul style="list-style-type: none"> <li>• There were no recommendations that resulted from this LOE resulting in the highest possible report card rating of Satisfactory Plus.</li> </ul>
Evaluation of bids and contract award were conducted in accordance with the solicitation.	Satisfactory 	<ul style="list-style-type: none"> <li>• Recommendations 2, 3 and 4 applied to this LOE.</li> <li>• The RCMP developed and implemented comprehensive guidance documents and updated existing templates to include an option for electronic bid submissions. Most importantly, the RCMP modernized their review program to validate procurement files for adherence to processes and documentation requirements.</li> <li>• Through its completed actions, the RCMP exhibits its intent to conduct procurements in accordance with what is outlined within the solicitation and to leverage technology for efficiency in procurement practices.</li> </ul>
<p>The RCMP's overall report card rating is "Satisfactory". The key factors contributing to this rating include:</p> <ul style="list-style-type: none"> <li>• The initial review resulted in one or more recommendations under two of the three LOEs, thus precluding an overall rating higher than "Satisfactory";</li> <li>• All of the RCMP's Management Action Plans have achieved Level 5, the highest possible level, which is deemed "Satisfactory" and demonstrate that structures and processes are fully implemented and positive results have been identified;</li> <li>• The RCMP's self-assessment was supported with documentation that was reflective of this achievement.</li> </ul>		

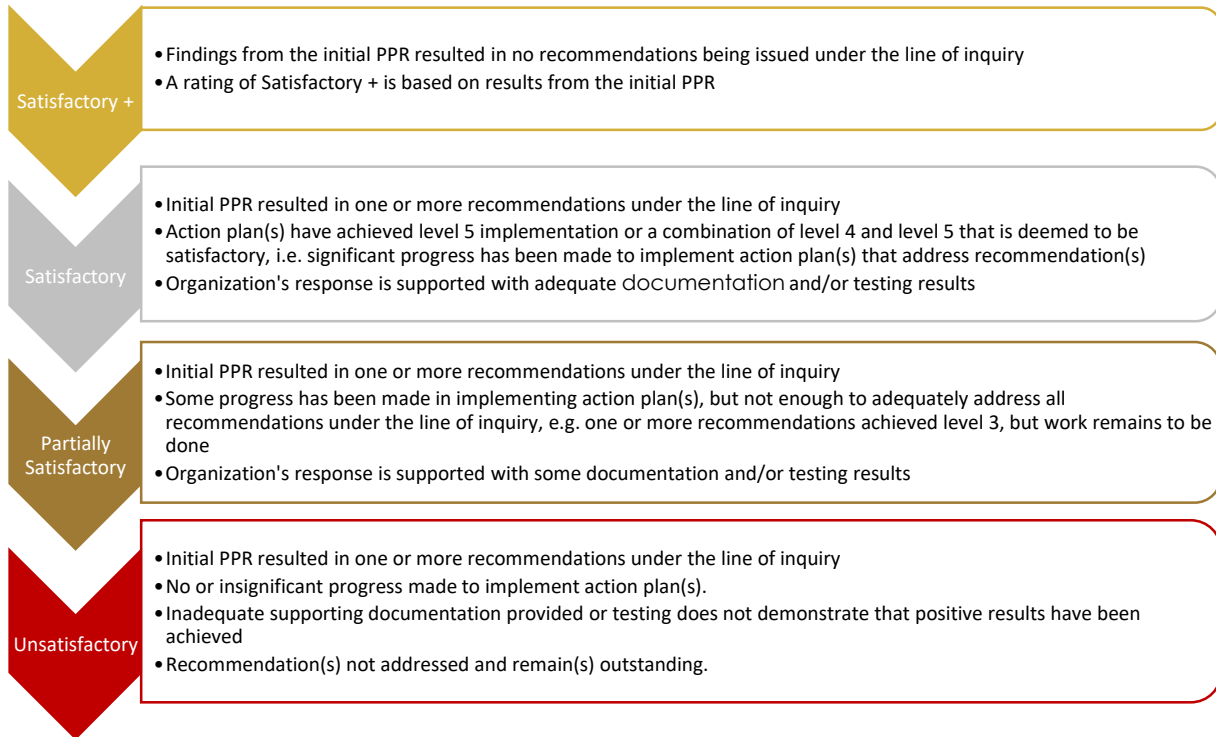
## Conclusion

18. The RCMP has used a combination of new and enhanced tools and practices to support fairness, openness, and transparency in the procurement process and to address the recommendations of the Procurement Ombud following the release of the [RCMP's PPR report](#) in December 2021. The evidence provided showed that the RCMP has taken the necessary measures designed to meet the intent of each of the 4 recommendations stemming from the initial review.
19. A noteworthy initiative is the modernization of the post contractual review process. The comprehensive review and the level of oversight it is able to provide promote the use of the various tools and guides that the RCMP has developed and implemented over time. Most importantly, the scope of the review and the quarterly reports generated to summarize the findings establish an effective mechanism for the RCMP to ensure that sound procurement practices are in place and adhered to.
20. The Follow-up Review concluded that the RCMP's self-assessment, supported by substantiating documentation, is reasonable and credible. As such, OPO concludes that all recommendations have achieved complete implementation.
21. Finally, the Procurement Ombud commends the RCMP for its commitment to supporting fairness, openness, and transparency in the procurement process and for the enhanced measures implemented to date. The RCMP's timely and fulsome responses to OPO's requests pertaining to this review were of great value to the overall process.

## Appendix 1: Assessment of Implementation Level

Assessment of Implementation Level	
Level 1	<b>No progress or insignificant progress.</b> Actions such as establishing a new committee, conducting meetings, and generating informal plans have not advanced, or insignificant progress has been made.
Level 2	<b>Planning stage.</b> Formal plans for organizational changes have been created and approved.
Level 3	<b>Preparations for implementation.</b> Preparations for implementing a recommendation are in progress – e.g. hiring or training staff, developing necessary resources, drafting and adopting policy documents, etc.
Level 4	<b>Substantial implementation.</b> Structures and processes are in place and integrated within at least most parts of the organization, and some achieved results have been identified.
Level 5	<b>Full implementation.</b> Structures and processes are fully implemented, and positive results have been identified.
Obsolete	Recommendation is no longer applicable due to new policies, procedures, etc.

## Appendix 2: Overall Performance Assessment Scale



## Appendix 3: Detailed Assessment Summary of Recommendations

<p><b>Recommendation 1:</b> The RCMP should expand the scope of procurements that are subject to the Contract Quality Control review to include solicitations with technical evaluation criteria that are not currently reviewed because they are issued under supply arrangements.</p>		
RCMP's Action Plan	OPO's Assessment	Level
<p>RCMP agrees with this recommendation.</p> <p>RCMP Procurement, Materiel and Assets Management has updated the Contract Review Committee Terms of Reference, which include the details on the parameters for Contract Quality Control review, to require review of Services requirements using Supply Arrangements or Standing Offers over \$1M.</p> <p>The \$1M threshold has been established to ensure that the more complex, longer-term contracts are reviewed.</p> <p>Timeline for implementation: New parameters are effective as of November 22, 2021</p>	<p>In response to Recommendation 1, the RCMP expanded the scope of the Contract Quality Control (CQC) review to include solicitations issued under Supply Arrangements. The CQC's Terms of Reference document was updated to include the details of the expanded scope.</p> <p>For further oversight, the RCMP also launched the TEAM CAPTURE. This is an electronic procurement approval system for the use of employees within Procurement and Contracting. It allows all users to be able to track the progress of the approval process and also increases the efficiency of the oversight function of the CQC. The tool has been in use for nearly 2 years.</p> <p>The RCMP successfully fulfilled their proposed action plan along with the implementation of an additional element for oversight, resulting in a Level 5 – full implementation rating for this recommendation.</p>	5
<p><b>Recommendation 2:</b> The RCMP should implement a standard approach to record results from the financial evaluation of bids.</p>		
RCMP's Action Plan	OPO's Assessment	Level
<p>RCMP agrees with the recommendation and will develop a standardized approach to record results from the financial evaluation of bids.</p> <p>RCMP Procurement, Materiel and Assets Management will develop an Evaluator's Guide to provide direction to the Evaluation Team and Procurement Officers.</p> <p>Timeline for implementation: Q3 2022-2023</p>	<p>In response to Recommendation 2 the RCMP developed and implemented an Evaluators Documentation Suite for Procurement staff and managers. The suite is accessible online and includes the RCMP's Bid Evaluation Procedures Guide and various associated templates, including a template to assist with calculations involved during bid evaluation. The documents have been available for the use of procurement and contracting staff for over 2 years.</p> <p>One of the main purposes of the guidance document is to respond to OPO's recommendation for a standard approach to record results. This is evident in Annex B, which outlines a list of documents to include as a record of the evaluation of bids. Further, the</p>	5

	<p>document also highlights the requirement of an audit trail to be maintained in order to capture decisions related to the bid evaluation process.</p> <p>As substantiated by their self-assessment and the supporting documents, the RCMP successfully fulfilled their proposed action plan resulting in a Level 5 – full implementation rating for this recommendation.</p>	
<p><b>Recommendation 3:</b> The RCMP should implement an effective mechanism to enforce the requirement to maintain up-to-date and complete procurement files.</p>		
RCMP's Action Plan	OPO's Assessment	Level
<p>RCMP agrees with this recommendation and recognizes the importance of maintaining up-to-date and complete procurement files.</p> <p>RCMP Procurement, Materiel and Assets Management has reviewed its information management practices and developed a standardized guideline for Procurement officers on how to create and manage their digital files.</p> <p>RCMP Procurement, Materiel and Assets Management will also establish a Contract Management and Administration Guide, which will provide instructions on file documentation and organization.</p> <p>Timeline for implementation: Electronic File Guidance released November 2021 Q3 2022-2023</p>	<p>In response to Recommendation 3, the RCMP implemented mechanisms to foster sound documentation practices for procurement files.</p> <p>Initially, the RCMP developed the Electronic File Guidance for Procurement and Contracting to assist procurement staff and ultimately standardize electronic document storage practices. The guide was made available to staff in November 2021 and has since been integrated within the procurement process.</p> <p>In October 2022, through their continued efforts to facilitate effective document storage practices, the RCMP developed and disseminated the Contract Management and Administration Guide. A specific section on maintaining file documentation and organization outlines details of the documents and correspondence to be maintained along with guidelines on how to properly store them.</p> <p>Most notably, the RCMP implemented a modernized Post Contractual Review Guide to ensure RCMP's procurement and contracting activities are efficient, effective and carried out in accordance with legislation and policy while addressing and documenting deviations and risks. Reviews are conducted on selected procurement transactions to assess compliance and identify areas where additional guidance may be needed. This robust post-contract review process provides an overall summary of the findings completed in a quarterly report.</p>	<p>5</p>

	<p>The associated recommendation suggests a “mechanism to enforce”, which is effectively validated by the existence of the post review program. As a result of the actions taken to respond to this recommendation, the RCMP successfully fulfilled the proposed action plan resulting in a Level 5 – full implementation rating for this recommendation.</p>	
<p><b>Recommendation 4:</b> The RCMP should make greater use of technology in their procurements including, but not limited to, allowance for bids to be submitted electronically and alternatives to traditional paper-based methods for managing contract files.</p>		
<b>RCMP's Action Plan</b>	<b>OPO's Assessment</b>	<b>Level</b>
<p>RCMP agrees with this recommendation.</p> <p>RCMP Procurement, Materiel and Assets Management has integrated an electronic bid submission process into the RCMP Standard Contract Templates.</p> <p>RCMP Procurement, Materiel and Assets Management has also developed a standardized guideline for Procurement Officer on the management of digital files.</p> <p>Timeline for implementation:  New Templates Implemented August 2021  Electronic File Guidance released November 2021</p>	<p>In response to Recommendation 4, the RCMP developed and updated instruments in order to increase the use of technology within the RCMP's procurement practices.</p> <p>The RCMP updated its solicitation templates to include an option for email bid submissions. This included templates for procurements of Low Dollar Value (LDV), Medium Complexity, High Complexity and Request for Standing Offer (RFSO). The updated templates have been in use for over 3 years.</p> <p>In addition, the RCMP developed and implemented the Electronic File Guidance for Procurement and Contracting. The document provides a guide to foster the standardization of electronic documentation for procurement files.</p> <p>The RCMP successfully fulfilled their proposed action plan and leveraged technology within their procurement processes, resulting in a Level 5 – full implementation rating for this recommendation.</p>	<p>5</p>