



## Managing the Royal Canadian Mounted Police Uniform & Equipment Program

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# Objective



- To provide an overview of the RCMP Uniform & Equipment Program with focus on:
  - Uniform & Equipment Program Mandate and Overview
  - Managing Key Internal Elements
  - Coping with External Elements
  - Can Government Get It Done?



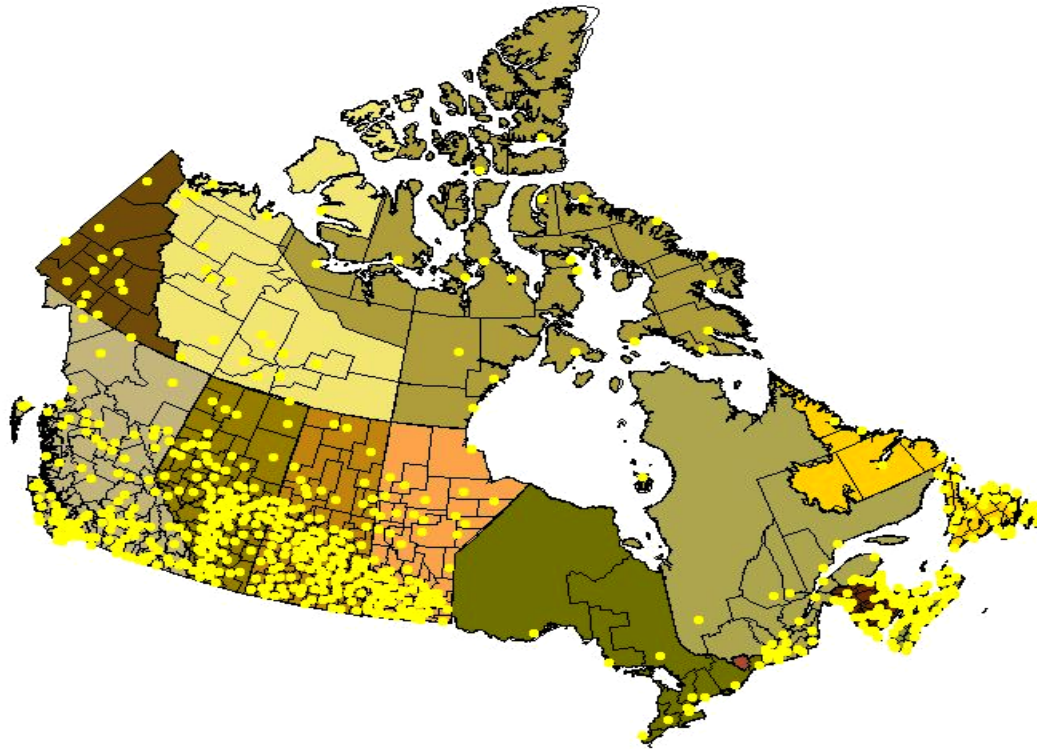
# Mandate



- North West Mounted Police was formed in 1873 with first deployment being the famous “March West.” The NWMP were initially kitted out from militia stores, however quartermaster services were established to manage uniform, weapons, and provisions. The iconic red serge tunic has its origin as the first service order of dress.
- The RCMP Uniform and Equipment (U&E) Program has evolved from the “March “West” and is responsible to manage the design, development, acquisition, storage and distribution of high quality, safe, reliable and approved items of uniform and equipment as well as armourer services to over 18,000 RCMP Members, Cadets and other Canadian Public Safety and Law Enforcement Agencies; in the most efficient and timely manner possible.



# RCMP Service Delivery



- Policing services to more than 73% of Canada's land mass.
- Presence in over 800 communities



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# Mandate



To meet this mandate, the U&E Program provides the following services:

- National Armourer Program (Regina & Ottawa)
- U&E Program, comprises of 31 FTES:
  - Administration (2)
  - Policy Design and Specification Unit (6);
  - Planning & Accounting Unit (3);
  - Warehouse Management Unit (14);
  - Tailor Shop Services (6).





## Policy Design and Specification Unit

- National Policy Center for RCMP uniforms and equipment.
- Research and development.
- Design.
- Specification writing.
- Technical authority.





## Planning & Accounting Unit

- Planning and forecasting for the replenishment of warehouse stock.
- Preparation of requisitions for procurement.
- All financial accounting for the U&E Program.
- Tracking contract commitments to support budget forecasts.





## Warehouse Management Unit

- Control and storage of all items of RCMP uniform and equipment.
- Quality assurance inspection of goods received against contract.
- Distribution of uniform and equipment items to all regular members across Canada as well replenishment of stock to Depot.
- Counter service .
- Customer service support.







## Physical Plant

- The U&E Program is centered in a warehouse and distribution facility located at 440 Coventry Road, Ottawa. The warehouse comprises approximately 5,000 m<sup>2</sup> of storage space, holding an inventory of approximately 3,000 line items.
- Current stock levels of \$22M which represents less than 2 stock years.





## Customer Base

- The customer bases comprises approximately 18,000 uniformed RCMP regular members and the Regina Depot, which in turn supports approximately 900 Cadets in training per year.
- The U&E Program provides support to OGDs, and other law enforcement agencies as and when required.
- The program processes approximately 130 – 200 customer orders per business day.





## Supply Chain

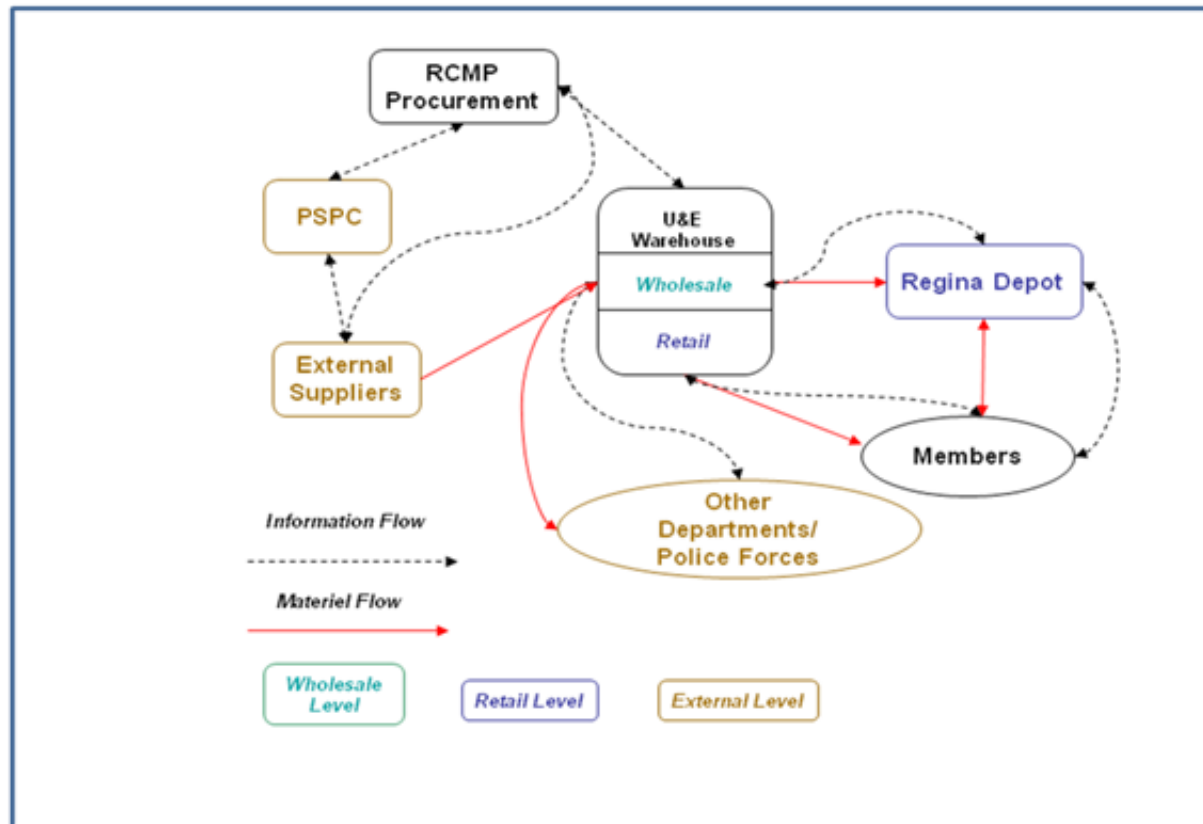
- The U&E Program manages and is supported by a supply chain comprising of private sector suppliers, several different organizational levels within the RCMP, and external agencies such as OGD, PSPC and other Police Forces.
- A high level depiction of the supply chain pertaining to the U&E operation is shown in Figure 1:



# Program Metrics



- Figure 1: Supply Chain





## Uniform & Equipment Life Cycle

- In alignment with TB Policy and MAF best practices, the RCMP follows a fully comprehensive, cradle to grave approach to managing the U&E items throughout their life cycle, including:
  - requirements identification;
  - acquisition;
  - in-service support (storage, issuance, maintenance); and
  - disposal





## Requirement Identification

- Requirements identification rely on input from RCMP operational and policy authorities.
- The U&E Program is the secretariat for the management of folios advanced within the organization to initiate change to a current item, or to seek approval for the introduction of a new uniform or equipment item.
- Authority to approve new uniform and equipment items is provided to the Commissioner under the RCMP Act.





## Acquisition

- All competitive requirements over \$25K are directed to RCMP Procurement Branch to initiate/manage the procurement action.
- RCMP Procurement Branch will review and advance all competitive requirements over \$400K to PSPC.
- The majority of competitive requirements are established to obtain multiyear contracts, based on a firm contract commitment, with structured options, and if necessary flex stock.
- Most contracts for uniform items include the manufacturing of special made garments on a per item call up basis. This arrangement is normally in place until contract termination.
- All but a few items are SRCL exempt.





## In Service Support

- In-service support relies on a mixture of automated and manual processes to manage stock replenishment activities.
- Stock replenishment to support the retail activity is managed on systems low bin location order points.
- Wholesale stock replacement to Depot is based on systems low ordering points.
- The RCMP corporate data base is TEAM; the enterprise resource planning tools have been modified by Corporate Management Systems Branch to support real time uniform and equipment analysis and forecasting.
- Corporate Management Systems Branch has developed a fully automated on line ordering system.







## Disposal

- The RCMP has established policy on the care and handling for each uniform and equipment item, which includes direction on determining when the items can/should be removed from service.
- An item of clothing and kit that is no longer serviceable will be condemned at the unit level and destroyed in an environmentally safe manner or altered so that it cannot be identified or worn as an article of the uniform.



# Managing Internal Elements



## Know Your Needs

- The determination of requirements appears to be an universal challenge for all procurement activity.
- Marketing to law enforcement and para-military type organizations focusses on two area: “bling” and “officer safety”.
- The “GUCCI” factor, with an active following of nearly 20,000 SMEs.
- The U&E Program works collectively with policy branches and operations to clarify/establish clear “needs” that can be written into specifications or product descriptions that will support procurement.
- As and when required, remind clients of the meaning of sound stewardship of the tax payer’s dollar.



# Managing Internal Elements



## Bench Strength

- Investment into training, travel to trade shows, and networking with industry to maintain knowledgeable resources, particularly the roles associated to design and specification development, and technical authority. It is critical to keep up with shifts in industry in order to stay relevant/effective in your role.
- Management of employee expectations within program, branch, and department.
- Networking with OGDs on procurement strategies.
- Contingency planning A,B, C.....



# Managing Internal Elements



## Maximize your system's capacity

- Solid data is essential to support business planning, budgeting, expenditure management, and decision-making, hence it is a key program activity to maximize TEAM system's capacity.
- Seek system upgrades/modifications to support mining of the necessary data to analyze trends and forecast requirements.
- Review former year's analysis and forecasts against the operational reality that unfolded.
- Never hesitate to adjust course, because when dealing with acquisitions, days can become months in the blink of an eye.





## Rules of Engagement

- Ensure that employees are knowledgeable of procurement rules and service standards/ norms.
- Procurement is not all that different from law enforcement.
- Encourage, build, and maintain strong working relationships between technical authority and procurement officers.





## “What if?” Versus “Just the facts!”

- Path of least resistance = lowest price point of bid.
- Risk adversity “I am not comfortable with this strategy”.....
- Who is afraid of the CITT?
- Do we need to accept the status quo?





## Vendor Performance

- Crystal clear/detailed technical requirements.
- Understand potential risk/loop holes.
- Proactive vendor management.
- Keep procurement officer informed/up to date, but hold accountable to stay on top of vendor.
- Manage expectations/strategies on viable recourse options should vendor default on contract.



# Can Government Get it Done?



- Feb. 1, 2006 → Justice Gomery tabled his 2nd Report to Parliament “Restoring Accountability – Phase 2 Report”
- December 2006 Federal Accountability Act with intent to strengthen accountability and increase transparency in government operations.
- RCMP CM&C response included to ensure sound management of assets and resources, which lead to review of the management of uniform and equipment and armourer programs
- Uniform & Equipment Program Reviews: 2009, and 2015
- Conclusion: Current program business model provides sound stewardship, and quality service to organization.





# Can Government Get it Done?



## Performance Management/Strategic Objectives

- Continued improvements to real-time stock forecasting, resulting in improved budget efficiencies.
- Balanced stock levels.
- Reduction of back orders.
- Deliveries processed within 24 hours of approval.
- Consolidated/multi-year contracting when ever appropriate.



# Questions & Discussion



Don't be shy!



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