

**From:** Dubeau, Amy (OPO/BOA)

**Sent:** February 17, 2023 3:26 PM

**To:** ~Government Operations and Estimates/Opérations gouvernementales et des prévisions budgétaires <[OGGO@parl.gc.ca](mailto:OGGO@parl.gc.ca)>

**Subject:** RE: OGGO: Invitation to appear | 2023-02-13 | Invitation à comparaître

Hello Aimee,

During the Procurement Ombudsman's February 13, 2023 appearance before OGGO on the topic of Federal Government Consulting Contracts Awarded to McKinsey & Company, the Ombudsman committed to get back to the committee with certain documentation and information in response to questions from committee members.

Enclosed is the letter received from the Minister in response to question 1 and the number of recommendations made in response to question 2. Responses to questions 3 and 4 will be forthcoming as soon as they are ready.

**Question 1:**

Mr. Michael Barrett: Thank you, sir for joining us today. You mentioned the letter you received from the Minister, would you be able to table that with the committee?

Mr. Alexander Jeglic: Yes

**Response 1:**

Today, we are providing the committee with a copy of the letter from the Minister, received February 3, 2023.

**Question 2:**

Mr. Michael Barrett: How many recommendations have you made to the government during your tenure?

Mr. Alexander Jeglic: I will have to table that, I don't actually have the number off-hand. It's a combination [of recommendations from] both procurement practice reviews and also reviews of complaint.

**Response 2:**

Today, we are providing the committee with the number of recommendations resulting from reviews of complaint and procurement practice reviews conducted since Mr. Alexander Jeglic was appointed Procurement Ombudsman in April 2018.

**Question 3:**

Mr. Michael Barrett: Do you have any visibility on the procurement integrity regime?

Mr. Alexander Jeglic: I actually started thinking about that by watching some of these OGGO committee ... proceedings. ... I'm not sure if I have the jurisdiction, but it's a question that I'm going to ask our legal

counsel because the way we are structured we have to be able to have jurisdiction over that specific policy in order to opine.

Mr. Michael Barrett: I would be interested if you'd be able to report back the outcome of that advice to OGGO, if you'd be willing to do that. That would be very helpful ...

**Response 3:**

We will report back to the committee on the matter of the Procurement Ombudsman's jurisdiction with respect to the integrity regime as soon as possible after the return of our Legal Counsel on Feb 24, 2023.

**Question 4**

Mr. Kelly McCauley: Thank you again, Mr. Jeglic for being with us. Just really quickly, you mentioned a couple of times that you haven't received the full scope yet of your study for the McKinsey [review]

Mr. Alexander Jeglic: We have received the request from the Minister, but it's still incumbent on us to perform a reasonable grounds analysis and determine what the scope actually is.

Mr. Kelly McCauley: Would you let us know when you finish that and provide it to us.

Mr. Alexander Jeglic: Absolutely.

**Response 4:**

We will provide the committee with the scope of the McKinsey review as soon as we have completed the reasonable grounds assessment.

Should you have any questions please do not hesitate to contact me.

Hope you have a lovely weekend.

**Amy Dubea**

Director, Communications and Corporate Management  
Office of the Procurement Ombudsman / Government of Canada

Ministre des Services publics  
et de l'Approvisionnement  
Receveur général du Canada



Minister of Public Services  
and Procurement  
Receiver General for Canada

Ottawa, Canada K1A 0S5

February 3, 2023

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Mr. Alexander Jeglic  
Procurement Ombudsman  
Office of the Procurement Ombudsman  
410 Laurier Avenue West  
Ottawa, Ontario K1R 1B7

Dear Mr. Jeglic:

I am writing to request that you undertake a review, in accordance with subsection 22.1(3)(a) of the *Department of Public Works and Government Services Act*, of departmental practices for acquiring materiel and services to assess their fairness, openness and transparency. More specifically, this review should examine the procurement practices used by federal departments and agencies to acquire services through contracts awarded to McKinsey & Company.

In accordance with section 4(1) of the *Procurement Ombudsman Regulations*, the review should examine whether the procurement practices were consistent with Canada's obligations under national and international trade agreements, the *Financial Administration Act* and the regulations made under it, and with applicable Treasury Board policies or directives. The review should also examine the procurement practices of Public Services and Procurement Canada as well all other federal departments or agencies that awarded contracts using their own contracting authorities. As part of the review, it would also be useful to explore the roles and responsibilities of federal departments or agencies where they were the clients for contracts awarded on their behalf by Public Services and Procurement Canada.

The Standing Committee on Public Accounts recently adopted a motion, first adopted by the Standing Committee on Government Operations and Estimates, that in part asks the Auditor General to undertake a value for money and performance audit of the work undertaken by McKinsey & Company on behalf of the federal government. The results of such an audit, when coupled with the results of the procurement practice review, may help determine what further adjustments or refinements, if any, should be undertaken in federal procurement practices to continue to strengthen its fairness, openness and transparency.

In addition, the President of the Treasury Board and I are committed to having federal organizations conduct their own reviews of procurements undertaken with McKinsey & Company. The results of this exercise, as well as associated documents, may be useful in the context of your review of procurement practices.

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Canada

I trust that the review will be conducted within the time frames specified in section 6(1) of the *Procurement Ombudsman Regulations*, and I look forward to the results of the procurement practice review.

Sincerely,

A handwritten signature in black ink, appearing to read 'H. Jaczek', written in a cursive style.

The Honourable Helena Jaczek, M.D., P.C., M.P.  
Minister of Public Services and Procurement

**Total number of recommendations made to government departments over 5 years  
(Procurement Practice Reviews and Review of Complaints )**

A total of **77 recommendations** were made among 14 completed Procurement Practice Reviews.

<b>Completed Procurement Practice Reviews (2018-2023)</b>			
N°	Year	Organization reviewed	Completion date
1	2018-19	Canada Food Inspection Agency (CFIA)	February 2020
2	2018-19	Department of Fisheries and Oceans (DFO)	February 2020
3	2019-20	Environment and Climate Change Canada (ECCC)	July 2020
4	2019-20	Employment and Social Development Canada (ESDC)	October 2020
5	2020-21	Royal Canadian Mounted Police (RCMP)	December 2021
6	2020-21	Parks Canada (PC)	July 2021
7	2020-21	Transport Canada (TC)	July 2021
8	2020-21	Immigration, Refugees and Citizenship Canada (IRCC)	September 2021
9	2020-21	Canada Border Services Agency (CBSA)	November 2021
10	2020-21	Natural Resources Canada (NRCan)	November 2021
11	2021-22	Department of National Defence (DND)	May 2022
12	2021-22	National Research Council of Canada (NRC)	September 2022
13	2021-22	Correctional Service of Canada (CSC)	October 2022
14	2021-22	Innovation, Science and Economic Development Canada (ISED)	October 2022

A total of **6 recommendations** were made among 10 completed Review of Complaints.

<b>Review of the Complaint about the Award of a Contract</b>				
#	File Number	Department	Report Date	Title
1	2018-19-036	GAC	Dec 2018	Acquisition of a Host Photographer for the G7
2	2018-19-173	CSC	April 2019	Acquisition of Business Consultant Services
3	2021-22-1648	GAC	Jan 2022	Acquisition of Project Evaluation Services -CUTIS
4	2021-22-1877	PCA	Feb 2022	Acquisition of Construction Services
5	2021-22-1945	PHAC	Mar 2022	Acquisition of Sr Leadership Development services
6	2022-23-2319	ISED	Feb 2023	Acquisition of Translation Services