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DEPARTMENTAL SECURITY OFFICER
CENTRE FOR DEVELOPMENT

2018-19 ANNUAL REPORT

Canada 

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MESSAGE FROM THE BOARD OF MANAGEMENT

We are pleased to present the Departmental Security Officer (DSO) Centre for Development's (CfD) 2018-19 edition of the Annual Report, which highlights the CfD's major achievements in a year that saw the organization focused on responding to the specific and identified needs of government security practitioners.

A prime example was the launch of the video, "Armed Intruder: Do You Know What to Do?", and the related training offered to security practitioners across government. The video and supporting training material represent an important first, namely made-in-Canada products created specifically to increase awareness of federal public servants on what to do in a potentially life-threatening situation.

In 2018-19, the CfD designed and delivered five Table Top exercises to strengthen Business Continuity Planning (BCP) and Emergency Management (EM) response protocols for security practitioners. Exercise *Metropolitan Mayhem*, to name one, involved over 450 participants from 47 organizations making it one of the largest BCP-based exercises ever held in government.

The year also saw the CfD, on behalf of the Privy Council Office (PCO), take the lead in delivering, along with Public Safety Canada (PS) and the Treasury Board of Canada Secretariat (TBS), the annual Government of Canada Security Summit. Under the theme *Security through Innovation*, the 2018 Summit brought together over 900 security practitioners to hear from experts who provided insights and information on how to use more creative means to deliver security in a changing environment. The Summit was a tremendous success, and was an example of the CfD's commitment to working with partners to enhance the knowledge and skills of the security community, government-wide.

These are a few highlights among many, described in detail in the pages to follow. They illustrate how in responding to the diverse needs of the security community, in organizations large and small, the CfD has become a practically indispensable partner in the delivery of departmental security within the Government of Canada. As the work of government security practitioners becomes more important to their departments, so too has the CfD grown in significance in supporting security practitioners with their all-important responsibilities.

Guy Pilon

Chief Security Officer (CSO),
Royal Canadian Mint

Nadim Missaghian

Executive Director, Operations and
Security Services, National
Arts Centre

Nathalie Delisle

Director, Security and Emergency
Management & CSO, Innovation,
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Sandra Entwistle

Executive Director, Security &
Departmental Security Officer,
Health Canada

Shelley Peters

Director, Corporate Security
Immigration, Refugees and
Citizenship Canada

Our mission
is to lead the
development of a
knowledgeable,
resilient, and
integrated security
community across
the Government of
Canada.



ABOUT THE CENTRE FOR DEVELOPMENT

Housed within PCO, the Departmental Security Officer Centre for Development (CfD) was created in 2012 as an interdepartmental organization to support the Government of Canada's community of security practitioners, and their vital role of providing departmental security for the government and Canadians.

Vision



In keeping with its purpose of supporting the government's security community, the CfD reports to and receives direction from the Board of Management, which is comprised of two representatives from large, medium and small departments and agencies. This equal representation from organizations of different sizes helps ensure that the CfD fulfils its primary purpose of supporting readiness and fostering a strong security posture and culture across government.

To ensure alignment between the priorities of the CfD and the Government's security priorities, policies and directives, the CfD reports on its overarching strategic plans to a Board of Directors. The Board is comprised of three members, one each from the Privy Council Office, Public Safety Canada, and the Treasury Board of Canada Secretariat.

The CfD fulfils its mission through, among other things, initiating and leading projects for the benefit of the security community, providing subject matter expertise, and encouraging and facilitating best practices.

More information about the CfD, including its Strategic Plan 2017-2022, is available on our [GCwiki page](#) or on [the Security Readiness Forum](#).

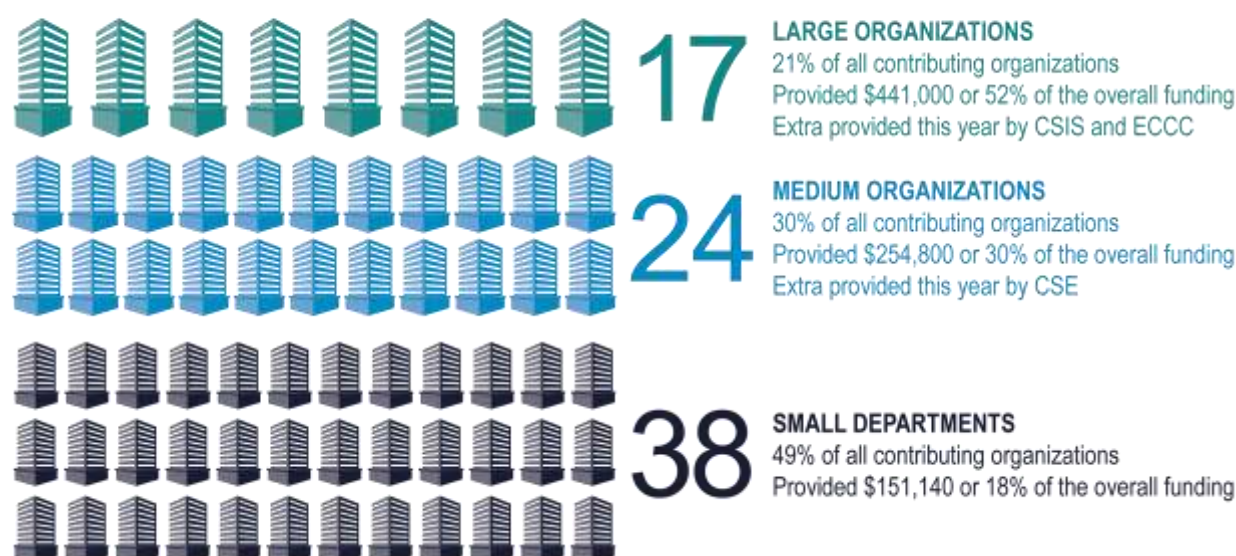


FINANCE AND HUMAN RESOURCES

Thanks to the financial support of 79 organization and active participation of the community, the CfD operated with a budget of \$846,960.00 in 2018-19.

The extra support it received from the Communications Security Establishment, the Canadian Security Intelligence Service, and Environment and Climate Change Canada allowed the CfD to have on staff two additional security specialists on secondment and advance several initiatives, such as large-scale exercises and standardized approaches to managing security infractions, digitization and talent management.

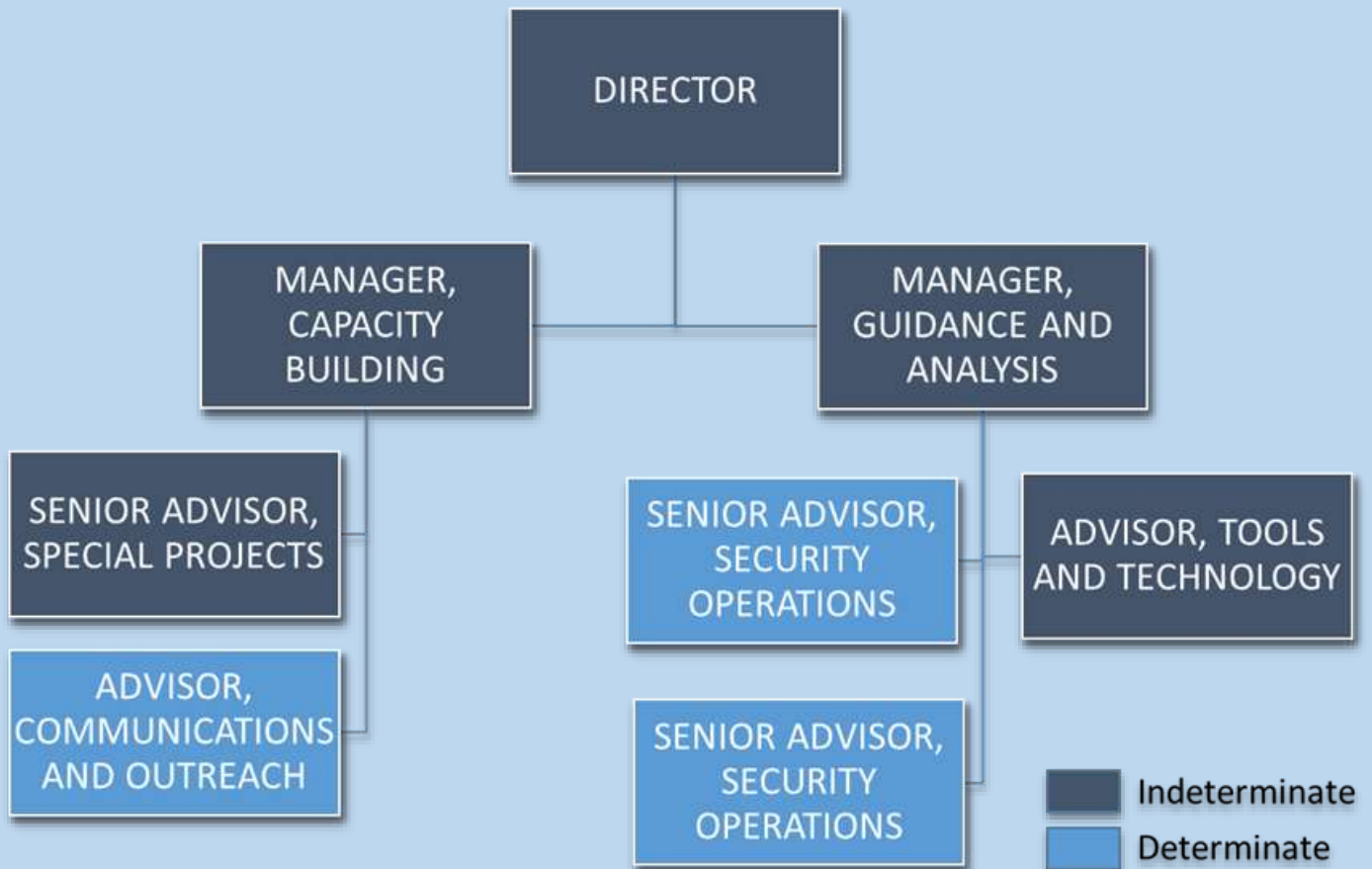
Profile of financial support by the security community



Eighty-eight percent of the funding received was allocated to salary. Twelve percent was dedicated to operating and maintenance expenses, such as:

- Translation of products made available to the community;
- Room and equipment rental for learning events;
- Graphic production of annual reports;
- Development of a communications and branding plan;
- Training and learning for indeterminate Centre personnel.

ORGANIZATION CHART AS OF MARCH 31ST, 2019



THE YEAR IN REVIEW



Major Accomplishments at a Glance

2018-19 was a year that saw the CfD make great strides in delivering high quality tools and services to serve the needs of government security practitioners. The CfD took these ambitious steps in response to issues brought forward by the security community. Much of the CfD's major accomplishments in 2018-19, were the result of its ongoing engagement with the security community, listening to their concerns, and responding with practical, hands-on products and services.



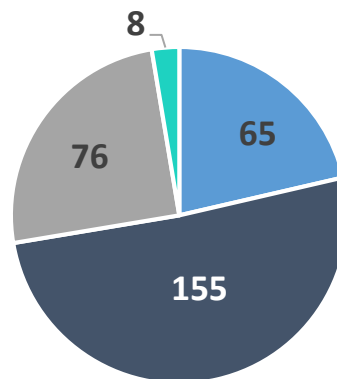
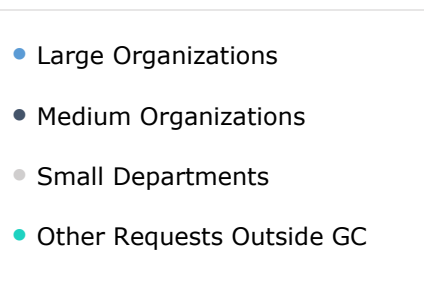
The following are some of the CfD's major accomplishments, all designed to support government security practitioners in providing the best possible security services to their departments:

1. Responding to over 450 requests across more than 60 government departments for security-related advice and guidance.
2. Equipping the practitioners with hands-on training on how to conduct lockdown drills and introducing the topic of the Armed Intruder with employees, including use of the video.
3. Testing response protocols and knowledge of 685 employees from over 50 organizations by developing and executing Table Top Exercises, including Chaos in the City and Metropolitan Mayhem, to enhance Business Continuity Planning (BCP).
4. Leading the delivery of the biggest Government of Canada Security Summit, with a focus on innovation.
5. Developing guidance to support delivery of mature security programs.

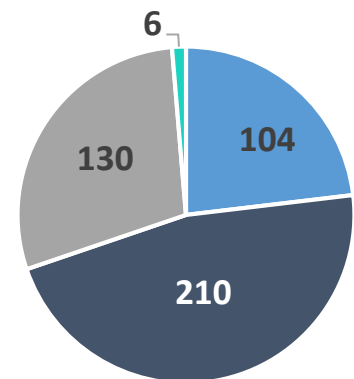
PROVIDING ADVICE AND GUIDANCE

As the focal point for the ongoing development of the government's community of security practitioners, the CfD takes great pride in sharing expertise and knowledge, obtained from various informed sources, with security practitioners in individual departments as requested, and with the security community as a whole.

Number and provenance of requests for tactical/operational advice and information by size of organizations



In 2017-2018

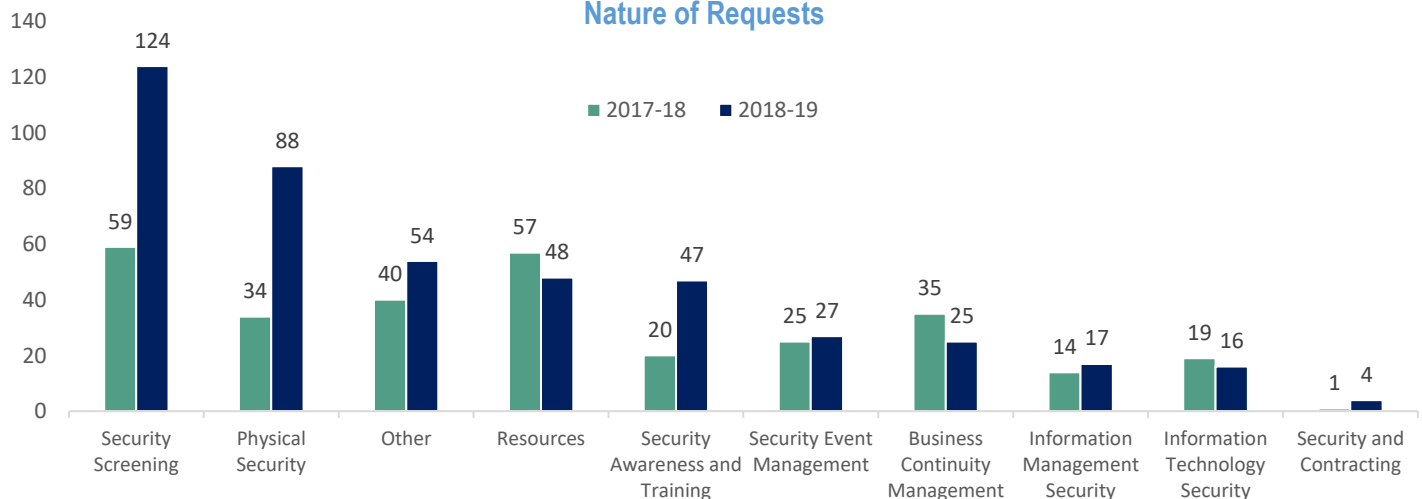


In 2018-2019

In 2018-19, the CfD responded to 450 requests for advice and guidance from DSOs and their teams. This represents a 50 percent upswing from the previous year, and is an indication of how the CfD is increasingly seen as a source for reliable information about departmental security.

The CfD tracks both the nature and number of the requests and uses this information to develop common tools and best practices guides for the security community in general.

Nature of Requests



THE ARMED INTRUDER TRAINING INITIATIVE

A Model of Collaboration

Filmed in March 2018, the CfD launched the video, "Armed Intruder: Do You Know What to Do?" at the 2018 Government of Canada Security Summit, where it was introduced by the National Security and Intelligence Advisor to the Prime Minister. Recognizing the sensitivity of the issue, the CfD also organized "train the trainer" sessions at the Summit which provided advice to DSOs and their teams on how to engage employees and conduct lockdown drills in an armed intruder situation.

Following its introduction at the Summit, the CfD worked with the Canada School of Public Service (CSPS) to post the video and material on the School's GCcampus site. Over 2000 federal employees have viewed the video on the GCcampus site. This does not include those who have viewed it as part of an armed intruder/lockdown training exercise offered by their respective departments. As of March 31, 2019, 28 percent of departments have begun to use the material to train employees on an armed intruder situation.

In addition, the CfD worked with the CSPS to present an armchair discussion on a possible armed intruder situation. The discussions included representatives from the Royal Canadian Mounted Police; Immigration, Refugees and Citizenship Canada; the Treasury Board of Canada Secretariat; and Health Canada's Employee Assistance Services. The discussions included the support services that are available to employees in

planning for such a situation or, in a worst case, dealing with the effects following an armed intruder event. The CfD worked with CSPS to incorporate this material in the mandatory training required of new federal government employees when the A230 security course is reviewed.

The armed intruder video is a powerful training tool that was developed by security practitioners for security practitioners. It, along with the videos from the armchair discussion, is being used by DSOs and their teams to deliver potentially life-saving training across departments and agencies. It was also made available to several city and provincial security officials for their training purposes, supporting other levels of governments' awareness programs.



STRENGTHENING BUSINESS CONTINUITY PLANNING AND EMERGENCY MANAGEMENT

Through Tabletop Exercises

Departmental Security Officers and security practitioners overall have to be prepared to deal with an increasing range and frequency of emergencies. In the National Capital Region and across Canada, in addition to ice and snowstorms, we can now add tornadoes and flooding to the disasters that can affect the business continuity of government and, potentially, the lives of its employees.

To assist security practitioners in their responsibilities for leading business continuity in their respective departments, in 2018-19 the CfD designed and delivered five Table Top Exercises. Two among those five stand out for particular mention – *Chaos in the City* and *Metropolitan Mayhem*.

The exercise *Chaos in the City* involved the response to tornadoes in the National Capital Region. The scenario was presented during the Security Summit in May 2018, and tested the knowledge of emergency management preparedness and business continuity planning of security practitioners.

In October 2018, 47 organizations simultaneously tested their emergency management and business continuity planning protocols in the event of an earthquake. The exercise, *Metropolitan Mayhem*, involved over 450 participants, making it one of the largest BCP exercises ever held by security practitioners.

Among other things, the exercise tested the Significant Event Information Sharing Protocol (SEISP), involving the Privy Council Office, Public Safety Canada and the Treasury Board of Canada Secretariat. Having 47 departments and agencies participate in *Metropolitan Mayhem* was no small feat for the CfD, and allowed the Centre to identify best practices and areas for improvement for the security community as a whole.

These exercises organized by the CfD were instrumental in strengthening the ability of government security practitioners to plan for and respond to emergency events and advance BCP capacity across federal departments and agencies. Through these exercises the CfD trained approximately 680 people on how to better respond to significant events.



GOVERNMENT OF CANADA SECURITY SUMMIT 2018

Security through Innovation

The signature event for government security practitioners is the annual Government of Canada Security Summit. 2018-19 marked the fourth year in a row that the three partners – the Privy Council Office, Public Safety Canada, and the Treasury Board of Canada Secretariat – organized and delivered the event for the security community. In 2018-19, as in previous years, the CfD played a lead role in organizing this annual event.

The 2018 Summit drew 694 security practitioners in-person, a thirty-three percent increase from 2017, and another 231 who participated online via WebEx. The 2018 Summit also saw the Clerk of the Privy Council deliver the keynote address. The Clerk's participation was a first for the Summit, and an indication of its growing significance as a GC event.

The theme for the 2018 Summit was "Security through Innovation" and spoke to the importance of applying the latest tools, methods and best practices to deliver security in a world of big data, artificial intelligence, social media and other developments that are shaping the operating environment for security practitioners.

Ninety-one per cent of participants who responded to the post-event survey were either very satisfied or satisfied with the event. Respondents appreciated the topics

presented, and the expertise and knowledge of the presenters.

They requested more hands-on sessions in future Summits, which the organizers take as an indication of the relevance of the Summit to the day-to-day work of security practitioners.

The Summit, with participation from international and provincial partners, continues to be a highly anticipated learning event for security practitioners.



Comments by the participants on the Security Summit 2018

“

The thing I liked most about the Summit is that it happened. There seems to be so little in the way of training for security practitioners, this is a little light at the end of the tunnel for getting information and insight into this field.

”

“

Overall an excellent diversity in subject matter pertaining to Security and the professionals who are leading the way in innovative ways to apply new standards or technologies to the ever changing environments.

”

DEVELOPING A STANDARDIZED APPROACH TO

Managing Security Infractions

In 2018-19, the CfD undertook a review of how security infractions are accounted for, assessed and managed across departments and agencies. The objective was to present a standardized approach which would give officials a more accurate and consistent account of how departments are doing in protecting sensitive information, and help increase compliance with related security practices.

The CfD engaged more than 50 subject matter experts, including representatives from the Office of the Chief Human Resources Officer and the Treasury Board of Canada Secretariat, to review existing guidelines and procedures for protecting sensitive information. Work continues on developing a comprehensive guide, which will be made available to the community, on how to monitor and address security infractions.

This work is an example of the CfD exercising leadership in a fundamental aspect of departmental security by developing common tools and risk-based methodologies that are adaptable to different operational realities.

Digitization

A persistent irritant among many DSOs and security practitioners has been the outdated use of paper in managing Personnel Security Screening collections. In 2018-19 the CfD began to address this issue through a pilot project with Environment and Climate Change Canada (ECCC) to digitize its PerSec Screening files. This project was possible thanks to an additional contribution by ECCC. The CfD was able to assist ECCC with its efforts to modernize its collection by providing guidance and overall project management.

Early adopters of digitization for PerSec screening reported significant benefits, such as greater efficiencies, reduced costs, and improved productivity and security.

Subject matter experts at the CfD and Public Services and Procurement Canada, in collaboration with ECCC, used this pilot to develop a standard digitization guide for organizations to follow to digitize their PerSec Screening collections. The practice for security screening files can be used to digitize other important file collections, and is an example of the CfD working in partnership to respond with a practical solution to a long-standing concern of the security community.

Standardized material will be released at the beginning of next fiscal year to support digitization in the government-wide security community and this initiative will be promoted at a kiosk during the 2019 GC Security Summit.

“

It was a pleasure to work with the CfD team to digitize ECCC's PerSec screening files - the subject matter experts at the Centre provided guidance at every step and kept the project on track so that we were able to meet our tight timelines. I am delighted to report that, since digitizing our collection of over 16,000 files, the ECCC PerSec team has been able to clear our significant backlog of files and we have converted our old file storage room to office space, thereby relieving another pressure. I would urge my colleagues to consider undertaking this project – the return on investment is well worth the cost!

”

*Yves Lanthier
Environment and Climate Change Canada*

BUILDING CAPACITY

In addition to providing specific tools and services, the CfD supports the security community by ongoing efforts to strengthen the security workforce overall. This includes working to have the security function recognized as a profession within government, developing hiring and retention strategies, and creating opportunities for continuous learning and development.

Working towards Professionalization

In 2018-19, the CfD worked with Environment and Climate Change Canada to develop a talent management program, including a career path, for security practitioners. The work involved a complete review of the competency profiles and the development of strategies and tools to motivate employees and encourage them to continue pursuing a career in security. The objective is to attract and retain security specialists at all levels, and establish the prerequisites to professionalize the function within government, as per the CfD's Strategic Plan 2017-22.

Recruiting Efforts

One of the recurring items that DSOs and security practitioners have mentioned to the CfD is the need to hire top-quality security specialists. In 2018-19, in response to this appeal, the CfD held networking sessions for hiring managers at La Cité College and Carleton University, two post-secondary schools in the National Capital Region that offer security programs.

The feedback from the managers who participated was very positive with several graduates being hired as a result, in part, of the networking sessions.

The networking sessions are an example of the CfD responding with specific measures to a priority concern for the security community.



CONTINUOUS LEARNING AND DEVELOPMENT

One key element to building capacity in the security community is the opportunity for continuous learning and development. In 2018-19, the CfD supported this important facet by organizing three Speakers Series events:



“This is not a Drill” – Fire on Campus!

The “This is not a Drill – Fire on Campus” event featured representatives from Canada Post who shared their lessons learned on how their business continuity plans were activated to relocate 350 employees after a fire on their campus. Over 150 security practitioners attended the session, many of whom expressed their appreciation for Canada Post’s presentation and the in-depth discussion on Business Continuity Management.



The Armchair Discussion on Training for an Armed Intruder in the Workplace

The “Armchair Discussion on Training for an Armed Intruder in the Workplace” was organized jointly by the CfD and the CSPS. It was developed in recognition of the difficult nature of the subject and the importance of reminding employees of the resources that are available to them even as they receive training on preparing for such a possibility.



The Convergence of Cyber and Physical Security

The CfD worked with the Conference Board of Canada on the “Convergence of Cyber and Physical Security”. The presentation involved an interesting discussion on how the security of the physical world and cyber world intersect. During the talk, security practitioners explored ways to structure their teams, share information, and close gaps between the two processes. It was an example of applying an academic discussion to address practical, real-world issues.

The CfD’s organization of the Speakers Series is part of its commitment to building capacity in the security community writ large. In 2018-19, the Speakers Series drew 774 participants to hear from subject matter experts.

THE YOUNG SECURITY PROFESSIONALS (YSP) NETWORK

Developing the Security Community of Tomorrow

Capacity building is not only about strengthening the community today; it is also about enhancing security for the future. The Young Security Professionals (YSP) network, which currently has 250+ members from 49 large to small departments and agencies, has established itself as a leading network to advance the interests of younger security practitioners for the benefit of the future of departmental security.

In 2018-19, the CfD worked to promote the YSP in several ways. It invited the group to contribute and assume various roles during the 2019 Security Summit. The CfD offered the *Chaos in the City* exercise to members of YSP to help further their understanding of business continuity planning processes through a standalone event. YSP members were also invited to 101 sessions at Canadian Security and Intelligence Service and Global Affairs Canada to build greater security career awareness.

“This event opened my eyes to the personal toll that this type of job takes on an individual. It also shows that more events of this type helps with career choice and preparation. I have staff members who were not accepted and are still very eager to attend. I hope another session will be setup soon.”

YSP member who attended CSIS 101



LOOK AHEAD: THE ROAD TO EXCELLENCE

Looking to 2019-20, the CfD will focus on empowering the security community, with a special focus on ensuring that it is equipped to meet the requirements of the revised Policy on Government Security (PGS), and the creation of new Chief Security Officer positions. It is expected that the security community will adopt an “all hands on deck” approach to ensure that it is able to navigate through the changes of the revised PGS and fulfil the expectations of senior officials in having even more robust security in their departments.

With a proven record of success and a commitment that’s second-to-none, the CfD will be there in 2019-20, and beyond, to support government security practitioners in meeting and exceeding the highest expectations. The Armed Intruder training initiative and the Guide to Managing Security Infractions yielded veritable insights that will inform future community-driven projects to strengthen security.

The Centre will continue to scale its outreach initiatives to engage more lead security agencies and enterprise agencies, communities of practice, and partners to support their efforts. As part of this growth, the Centre will invest in a robust online presence to connect the security community. Special initiatives, such as digitization, professionalization, and recruitment, are emblematic of the Centre’s mandate to solidify its network of dedicated security specialists. Moving forward, the Centre will foster a community of excellence to bolster government-wide resilience.

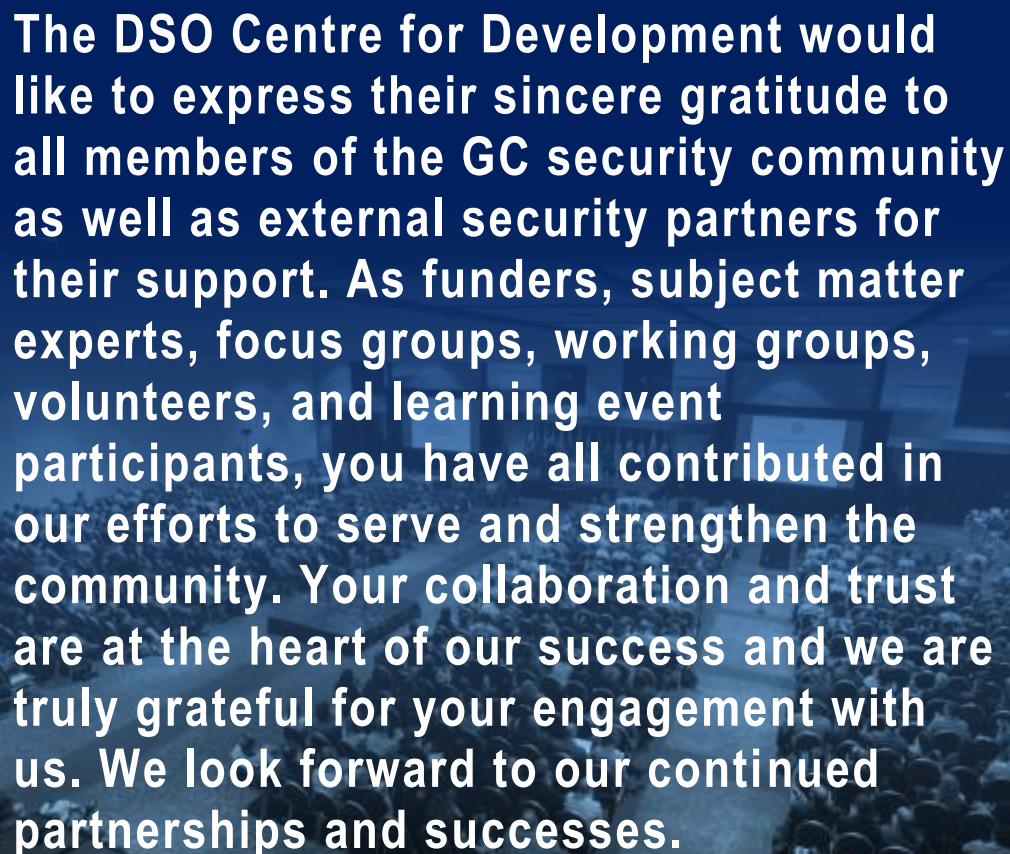
2019-2020 will be an exciting year for the Centre. We encourage you to get involved and join us in making it possible.



CONCLUSION

2018-19 was a watershed year for the DSO Centre for Development. It was a year that saw the CfD reach new heights in terms of the products and services it delivered to the security community. The video, “Armed Intruder: Do You Know What To Do?”, is a shining example of the CfD’s vision, leadership and ability to work in collaboration to provide a high-quality product for the benefit of its colleagues in security and for its fellow public servants across government. The video is perhaps the most prominent, but by no means the only, example of this commitment to service, as has been made evident in this Report.

The CfD’s achievements in 2018-19 did not happen by chance. They happened thanks to the quality of its leadership and the dedication and commitment of its staff. Together, they comprise one team united in the shared pursuit of strengthening security for their fellow public servants and their vital role in serving Canadians.



The DSO Centre for Development would like to express their sincere gratitude to all members of the GC security community as well as external security partners for their support. As funders, subject matter experts, focus groups, working groups, volunteers, and learning event participants, you have all contributed in our efforts to serve and strengthen the community. Your collaboration and trust are at the heart of our success and we are truly grateful for your engagement with us. We look forward to our continued partnerships and successes.



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