



2017-2018 ANNUAL REPORT



DEPARTMENTAL SECURITY OFFICER
CENTRE FOR DEVELOPMENT

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MESSAGE FROM THE BOARD OF MANAGEMENT

We are pleased to submit the 2017-2018 Annual Report of the Departmental Security Officer Centre for Development (CfD) to the security community of the Government of Canada.

2017 was a watershed year in a number of ways. As part of the activities traditionally offered by the Centre, we ran a very successful Government of Canada Security Summit. We built on the momentum created since the first Speakers Series in 2015 by proposing thought-provoking and topical security issues to an increasing number of participants. We answered a significant amount of requests for assistance and provided tactical/operational guidance to Departmental Security Officers and other security practitioners across government. We also successfully planned and delivered tabletop exercises to increase readiness and sharpen response to security incidents.

New this year is the fact that, for the first time, this Annual Report is delivered via a governance structure focused on the Centre's mission, vision and activities. As members of the Centre's Board of Management, our mandate is to represent the interests and needs of the security community of the Government of Canada and to ensure that those interests and needs are met. We are working in partnership with a Board of Directors, comprised of senior officials from the Privy Council Office, Treasury Board Secretariat and Public Safety. Our partners of these key lead security agencies are there to ensure alignment between the Centre's activities and governmental security priorities. This governance structure is reflected in the Strategic Plan 2017-2022 that was adopted this year. We believe that this Plan offers a clear path to deliver the priorities of the security community in the years to come.

We are proud of the Centre's achievements in 2017-2018, which are highlighted in this report. We are focusing our efforts on expanding the CfD service offering, demonstrating value for money and becoming a centre of excellence for the benefit of security specialists across government. We thank the CfD personnel for the work accomplished to date and we are looking forward to writing the next chapter of the Centre's journey.

Paul Bélair

Director, Security and Facilities, Canadian Space Agency

Nathalie Delisle

Director, Security and Emergency Management & Departmental Security Officer, Corporate Management Sector, Innovation, Science and Economic Development Canada

Sandra L. Entwistle

Departmental Security Officer, Corporate Services Branch, Health Canada and the Public Health Agency of Canada

James Morrison

Director General, Internal Integrity and Security and Departmental Security Officer, Service Canada

Guy Pilon

Chief Security Officer, Corporate Security, Royal Canadian Mint

Sara Thibodeau

Manager and Departmental Security Officer, Security Services, Canadian Human Rights Commission

and

Nicole Legault

Director, Departmental Security Officer Centre for Development, Privy Council Office



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

Since 2012, the CfD has been fulfilling its mandate of fostering security community development across the Government of Canada. Initially conceived to support the development of Departmental Security Officers and increase readiness, the *raison d'être* of the CfD has evolved over time. Its activities are now aimed, not only at increasing readiness, but also at supporting the adoption of a strong security posture and culture across government. Our new mission statement, adopted as part of our Strategic Plan 2017-2022, focus on knowledge, resilience and integration. These concepts permeate all the activities we undertake. Per example, the CfD works hard to develop or support sound security practices and to disseminate them widely. We do so by increasing our reach with online tools such as the GConnex [Security Readiness Forum](#), which is experiencing new growth.

We are also paying particular attention to the development of the next generation of security practitioners and leaders. The Young Security Professionals network is expanding, thanks to the efforts of participants who are providing ideas for networking/ learning activities and who are hosting events.

To fulfill its mission, the Centre can count on a team of dynamic and dedicated security professionals. A short profile of the CfD members can be found on the DSO Centre for Development page of the [Security Readiness Forum](#) group in GConnex.



MAJOR ACCOMPLISHMENTS AT A GLANCE

The Centre is financed by the community. As such, its clients are expecting results that can demonstrate a return on the investment that they make. The following provides at a glance, the major accomplishments of the Centre in 2017-2018. More details are provided further in this report:

- | | | | |
|-----------------|---|------------------|--|
| <p>1</p> | <p>OPERATIONAL/TACTICAL ADVICE AND GUIDANCE
Answers to over 300 requests for information across more than 45 government departments and agencies.</p> | <p>6</p> | <p>THE 2017 GOVERNMENT OF CANADA SECURITY SUMMIT
The 2017 Summit attracted over 480 participants and featured 30 speakers.</p> |
| <p>2</p> | <p>THE SECURITY COMMUNITY WORKING TOGETHER
Lead or facilitation of four working groups to promote common approaches or develop increased awareness.</p> | <p>7</p> | <p>SUPPORT TO THE DEPARTMENTAL SECURITY OFFICER READINESS COMMITTEE (DSORC)
Eight meetings to bring forward discussions of relevance to Departmental Security Officers.</p> |
| <p>3</p> | <p>READINESS
Two tabletop exercises to prepare for physical and cyber-attacks..</p> | <p>8</p> | <p>A STRATEGIC PLAN
Strategic objectives and activities until March 2022.</p> |
| <p>4</p> | <p>YOUNG SECURITY PROFESSIONALS NETWORK
Increased growth to almost 200 members from 40 different Government of Canada departments and agencies.</p> | <p>9</p> | <p>A GOVERNANCE STRUCTURE DEDICATED TO THE CENTRE
Newly formed Board of Directors and Board of Management: 8 meetings during the year.</p> |
| <p>5</p> | <p>SPEAKERS SERIES
Three events where 495 security and emergency preparedness professionals across Government deepened their understanding of key security issues.</p> | <p>10</p> | <p>OUTREACH
Nine outreach sessions to new Departmental Security Officers.</p> |

OUR CLIENTS

Security Practitioners

Departmental Security Officers

Emerging Security Leaders

Young Security Professionals

Deputy Heads



GOVERNANCE

In 2017, two Boards were created to guide the mission, objectives and activities of the Centre in the future. The CfD Board of Management includes seven members; six of them representing large, medium and small departments and agencies, and the Centre's Director. It provides strategic guidance for the continued development of the Centre as a corporate resource for Departmental Security Officers and security practitioners across the Government of Canada. The Board acts as a conduit that reflects a broad community view of the Centre's mandate and activities. It periodically reviews the activities of the organization, plays an advisory role in ensuring its financial sustainability and approves its Annual Report.

The Board of Directors for its part is comprised of three senior executives from the Privy Council Office, the Treasury Board

Secretariat and Public Safety Canada. It provides a challenge function to ensure that the Centre's plans and activities are aligned with priorities, policies and directives related to governmental security.

Both Board met eight times since August 2017 to develop a way forward for the Centre. Members were instrumental in guiding the development of the Centre's 2017-2022 Strategic Plan. With its new governance structure, the CfD is able to better serve a client base that spans multiple organizations across government. As a result, we are confident that the Centre's activities will reflect the needs of the security community.



CfD Board of Directors



From left to right:

Anne-Marie Pelletier, Executive Director and Chief Security Officer, Security Operations, Privy Council Office

Bobby Matheson, Director General, Programs, Emergency Management and Programs Branch, Public Safety Canada

Rita Whittle, Director General, Government of Canada Security Policy, Chief Information Officer Branch, Treasury Board of Canada Secretariat

CfD Board of Management



From left to right:

Nathalie Delisle, Director, Security and Emergency Management & Departmental Security Officer, Corporate Management Sector, Innovation, Science and Economic Development Canada

Sandra L. Entwistle, Departmental Security Officer, Corporate Services Branch, Health Canada and the Public Health Agency of Canada

Guy Pilon, Chief Security Officer, Corporate Security, Royal Canadian Mint

Sara Thibodeau, Manager and Departmental Security Officer, Security Services, Canadian Human Rights Commission

Paul Bélair, Director, Security and Facilities, Canadian Space Agency

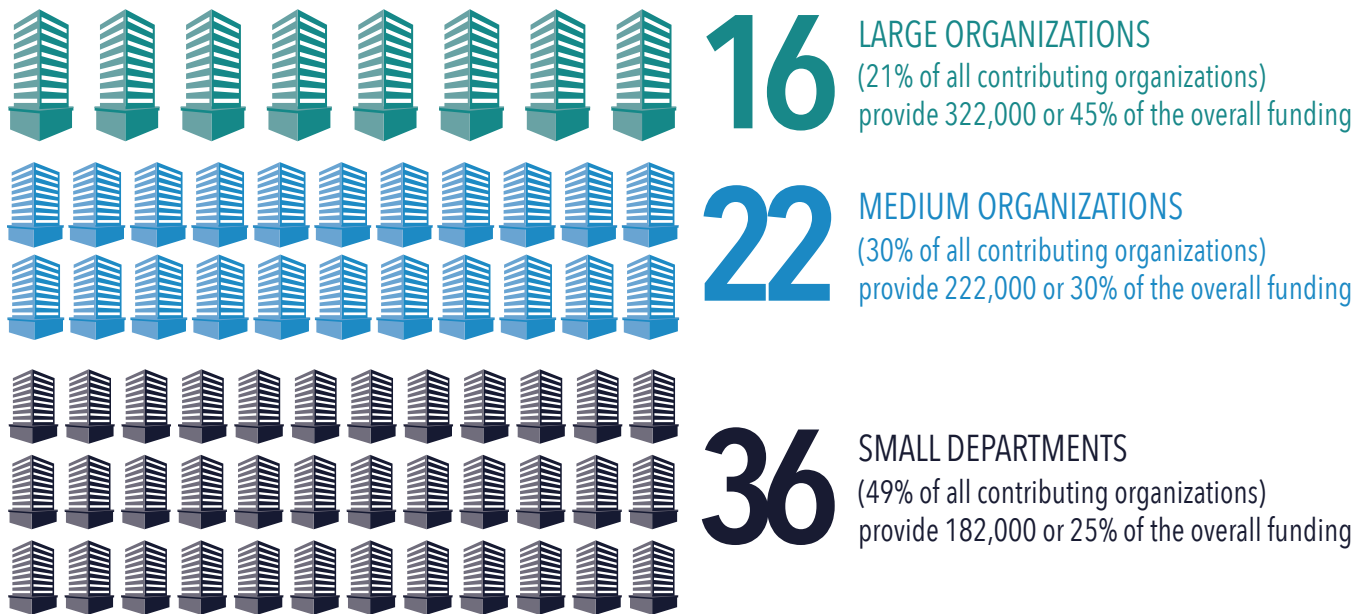
James Morrison, Director General, Internal Integrity and Security and Departmental Security Officer, Service Canada

Nicole Legault, Director, Departmental Security Officer Centre for Development, Privy Council Office

FINANCE AND HUMAN RESOURCES

Thanks to the commitment and active participation of the community, the Centre has secured its funding over multiple fiscal years until March 2022. For 2017-2018, the Centre had a budget established at 726,000\$. This financial support was provided via 74 Memoranda of Understanding signed as of March 31, 2018.

Profile of financial support by the security community



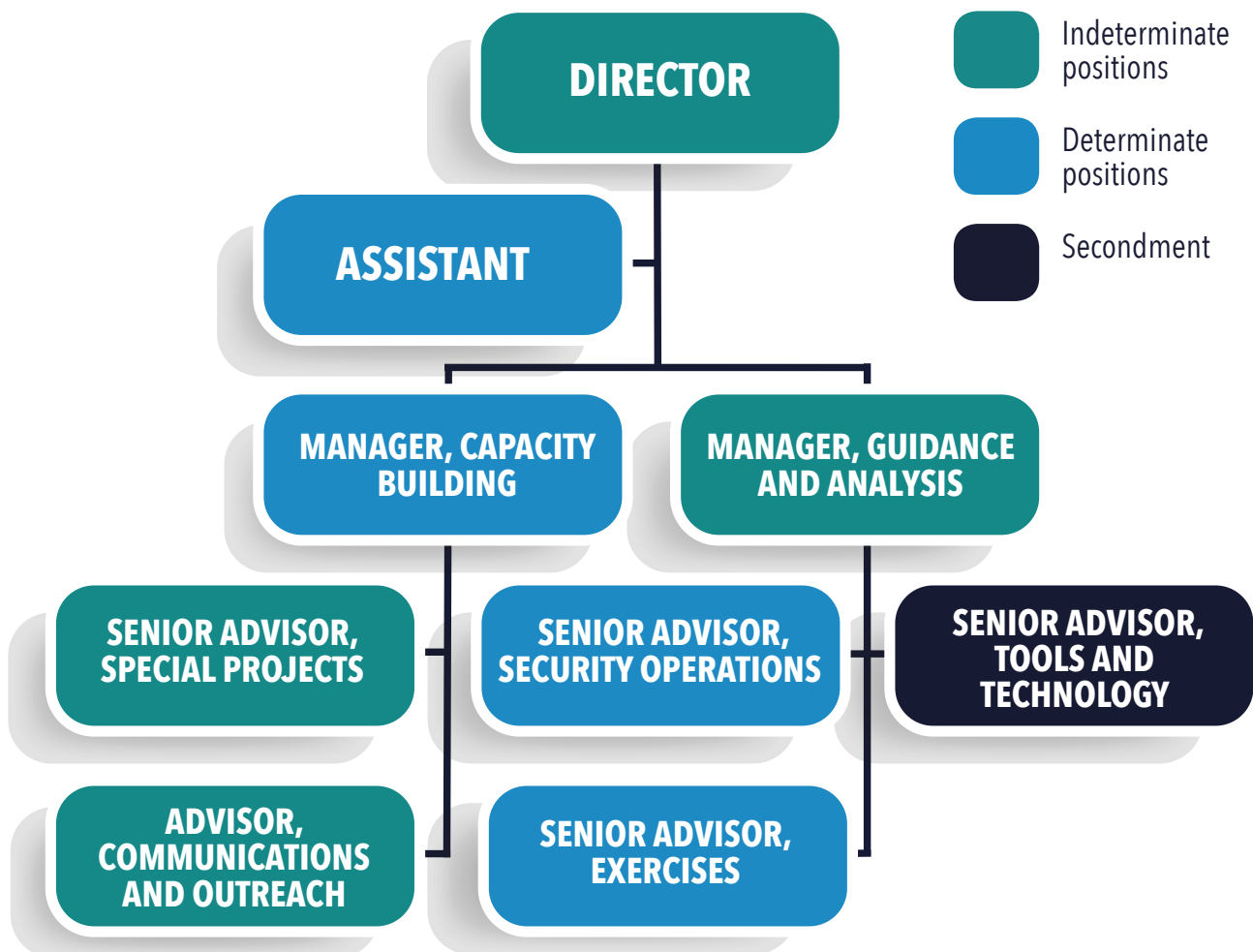
87% of the funding received was allocated to salary. Operating and maintenance expenses were dedicated to:

- Translation of products made available to the community;
- Room and equipment rental for learning events;
- Graphic production of annual reports;
- Production assistance for the Armed Intruder Video;
- Access to Conference Board of Canada research for 2018-2019;
- Development of learning material for upcoming DSO orientation sessions;
- Training and learning for indeterminate CfD personnel.



In 2017, there was a marked departure from the model used in previous years to staff Centre’s personnel. In the past, the organization had to rely mostly on determinate positions or casual employment to hire qualified security specialists. With a more stable source of funding achieved via multi-years commitments by its funding partners, the CfD was able to strike a balance between indeterminate positions and a number of casual/determinate positions as demonstrated below. Furthermore, the Centre obtained additional support from a number of departments, including one of the government’s Lead Security Agencies who assigned a member of its personnel to the Centre through a secondment agreement.

Staffing as of March 31, 2018



THE YEAR IN REVIEW

Canada



SERVING CLIENTS

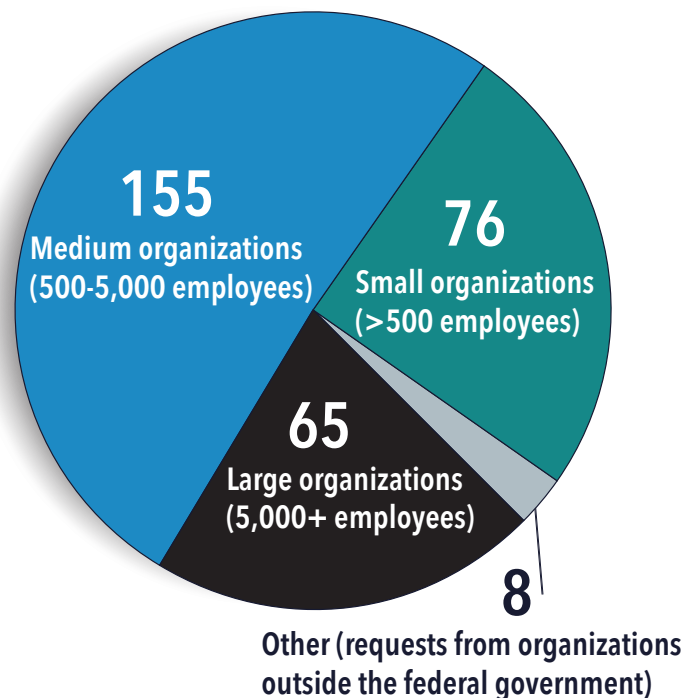
In 2017-2018, the Centre provided answers to over 300 requests for information from Departmental Security Officers and security practitioners across more than 45 government departments and agencies. Requests were varied, touching on all aspects of security. Of note were the many requests dealing with employment opportunities or offerings in the security field.

Recognizing the need for information on career opportunities, the Centre quickly created a Security Job Marketplace on its main GCconnex page (ref: [Security Readiness Forum/Forum sur la préparation en matière de sécurité](#)). This generated healthy traffic from organizations offering employment opportunities or practitioners interested in new challenges in their security field of choice. The use of GCconnex as a way to disseminate more information and offer new services has proven successful; the community using our on-line Forum has grown by approximately 150 new security community members in 2017-2018.

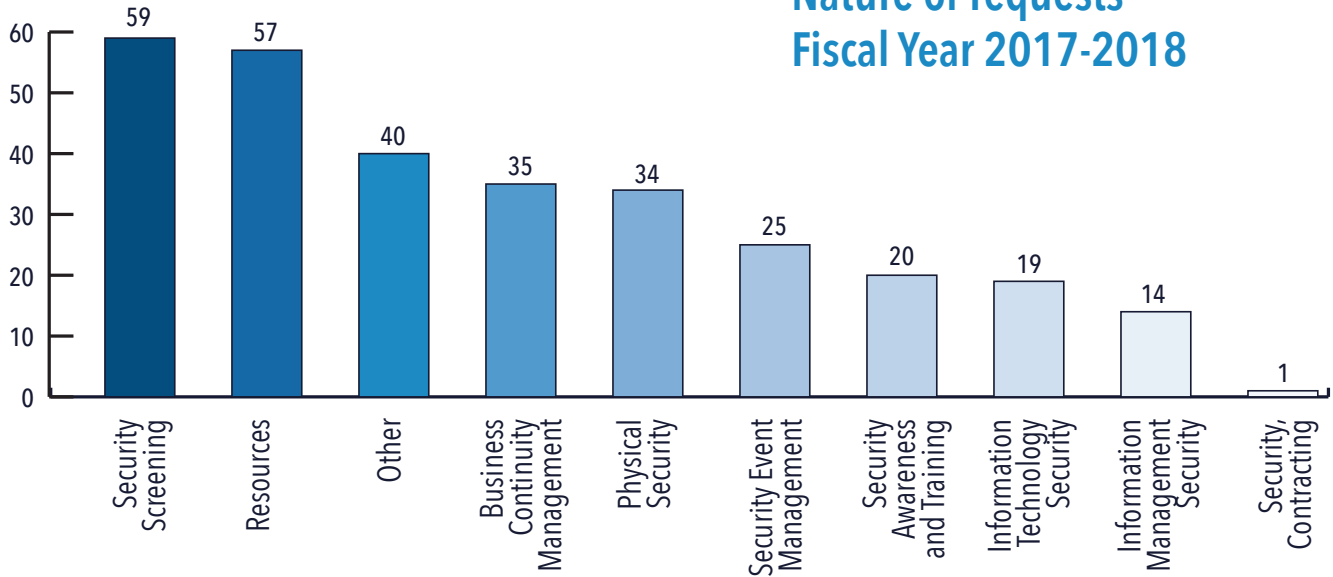
A new tracking mechanism was implemented at the beginning of the year to monitor which departments and agencies are taking most advantage of the CfD's services and offerings, and to assess the nature of requests. This has allowed the organization to identify trends about the needs of the community, and to develop new products as required.

At the Centre, serving clients takes many forms. Offering guidance is one of them. Leading, or participating in, working groups is another. In 2017-2018, the CfD tackled common challenges spanning the governmental security community. Working groups made strides to address issues such as travel security, the provision of guard services and security infractions.

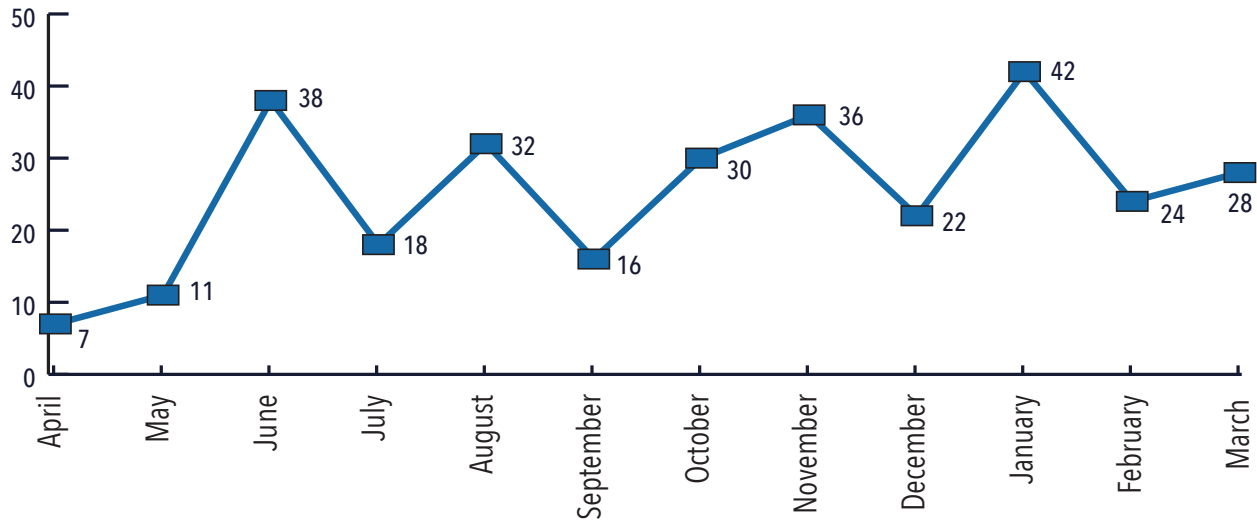
Number and provenance of requests for tactical/operational advice and information, by size of organizations. As of March 31, 2018



Nature of requests
Fiscal Year 2017-2018



Requests by month
Fiscal Year 2017-2018



SUPPORTING NEW SECURITY LEADERS

Supporting security professionals through information-sharing, best practices and learning is a central part of our mission. In this respect, we ensure that new members of the security community are equipped to succeed in their functions, especially new Departmental Security Officers and Deputy Departmental Security Officers.

When new security officers join the community, we are there to support them from their very first day on the job. We offer onboarding sessions that present the wealth of services and tools that we or other members of the community provide. These short sessions are a chance to learn about the security issues of concern in organizations across the Government, to explore the Centre's activities and to gain knowledge of best practices and strategies. Our larger aim in supporting new security leaders is, ultimately, to enable a more knowledgeable and capable workforce.

In 2017, the Centre initiated the development of a new orientation session for Departmental Security Officers/ Deputy Departmental Security Officers, in partnership with the Treasury Board Secretariat. This session is structured around the acquisition of practical knowledge. It offers rapid access to best-in-class strategies and tools already available in the community. It also brings perspectives from experienced security leaders on important security issues and situations that security leaders will face in their new job. The design of the session has been completed and presentation materials developed. This new service will be tested in 2017-2018 with an objective of offering quarterly sessions thereafter.



GOVERNMENT OF CANADA SECURITY SUMMIT 2017

PROTECTING TODAY - PREPARING FOR TOMORROW

For the third year in a row, the Government of Canada Security Summit brought together security practitioners for two days of learning and networking. The Summit is offered in partnership with the Privy Council Office, the Treasury Board Secretariat and Public Safety Canada. As it coincided with Canada's sesquicentennial, the Summit theme was, appropriately, Security at 150: Protecting Today, Preparing for Tomorrow.

There was a growing demand for the 2017 Summit. 487 security personnel attended in person, a slight increase from the 2016 edition. However, 125 practitioners joined the event via WebEx for the first time. Participation from outside the National Capital Region was better than expected, with representation from eight provinces and two territories. A total of six provinces mustered large contingents, with delegates from each coming from six or more regional offices. In future years, we plan on greatly expanding reach across Canada via WebEx.

Over 90 per cent of participants who responded to our post-event online survey were satisfied by the event. Respondents appreciated the high calibre of presenters and felt that topics

were relevant and timely. Feedback on breakout sessions was also positive, as was feedback on the first day's informal lunchtime networking sessions. Many appreciated the Summit's formal, ceremonious opening that included the national anthem and a video montage of Canada's landscape and people.



GOVERNMENT OF CANADA SECURITY SUMMIT 2017

Sommet sur la sécurité
du gouvernement
du Canada 2017

La sécurité après 150 ans:
Se protéger aujourd'hui,
se préparer pour l'avenir

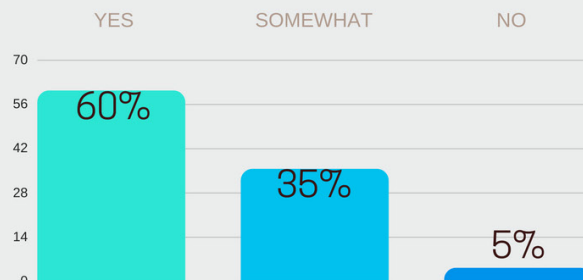
Government of Canada
Security Summit
2017

Security at 150: Protecting Today,
Preparing for Tomorrow

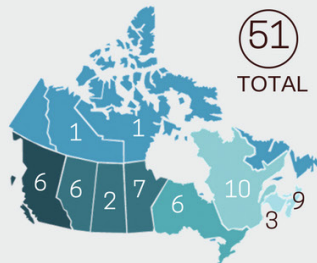


An infographic

OVERALL, WAS THE SUMMIT USEFUL TO YOU?



PARTICIPATION FROM REGIONAL OFFICES



TOTAL REGISTRATION AND ATTENDANCE

650 **487**
REGISTERED ATTENDED



WEBEX

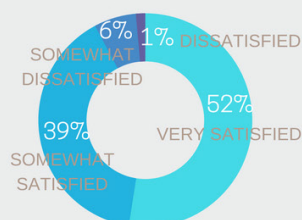
WHAT DID YOU LIKE MOST ABOUT THE SUMMIT?

- SPECIFIC SPEAKERS
- DIVERSE SUBJECT MATTER
- GENERAL LEARNING
- NETWORKING
- BREAKOUT SELECTION

NUMBER OF SPEAKERS



WHAT WAS YOUR OVERALL IMPRESSION?



CONSIDERATIONS FOR SUMMIT 2018:

- LESS HIGH-LEVEL CONTENT
- CALL-OUTS FOR SPEAKERS
- INTERNAL SURVEY TOOL
- SOCIAL MEDIA
- MORE YSP INVOLVEMENT
- SECURITY AWARDS



Comments by the participants on the Security Summit 2017

“

Great conference, the awareness part was especially of value to me. We have new ideas for our own awareness team.

“

It raised my awareness of the importance of IT security training and emergency response governance.

“

I found the topics to be very current and interesting. A job very well done by the organizers. Thank you for the opportunity.



SPEAKERS SERIES

Three Centre for Development Speakers Series events held this year brought together more than 495 participants across government. The CfD Speakers Series is attracting a growing number of participants each year, thanks to the selection of highly relevant topics for discussion, greater interest in the community and the introduction of WebEx teleconference to these events. Security practitioners appreciated the more interactive format where discussions and exchange of ideas are encouraged

This year's events covered a diverse range of topics:



Preparing for and dealing with the aftermath of a cyber-attack

The Departmental Security Officer for the National Research Council of Canada (NRC), shared details about a highly sophisticated cyber attack launched against the organization in 2014. The NRC Security Awareness Training Officer shared insights about the complete re-engineering of the NRC's security strategy that resulted from the attack.



Drone security implications and countermeasures

Experts from the National Research Council, Correctional Service Canada and Transport Canada discussed the security implications of drone use in Canada and abroad. This event explored the threats and risks associated with the use of unmanned aerial systems, its regulatory environment and measures that can be used to counter the malicious capacities of such technology.



The security implications of the legalization of cannabis

A panel of experts offered insight on the multi-faceted implications of legalizing cannabis, generating a deeper discussion on how Government of Canada employers will manage the use of cannabis in the workplace. Representatives from the Canadian Nuclear Safety Commission, Justice Canada, Transport Canada and the Office of the Chief Human Resources Officer presented a wide and informed portrait of this significant policy change expected soon in Canada.



YOUNG SECURITY PROFESSIONALS

In our quest to attract young talent to the security field, we launched the government-wide Young Security Professionals (YSP) Network in 2016. This year, we focused on growth. With almost 200 members from 40 different Government of Canada departments and agencies, the Network has been successful in attracting and empowering a new wave of capable, confident and high-performing young professionals interested in joining the security workforce.

Since its launch, the YSP Network has offered 15 unique security-related events and has engaged over 90 members in person. In addition to these events, young security professionals reached out to networks in other organizations in order to leverage and promote learning opportunities. The profile of YSP was featured in a newsletter, a career fair and through presentations at security-related fora.

The Centre tried to identify every opportunity to expose young professionals to the broad environment of governmental security. This is why, per example, YSP members were invited to witness the proceedings of the Departmental Security Officer Readiness Committee, a group of senior security officials leading the development of security management response and capabilities across government. Members also took on key roles during the Security Summit. They led workshops, facilitated discussions, and assisted speakers.

Of note in 2017 was the speed and ease by which members of the Network proposed, sponsored and delivered activities. We encourage young security professionals to join the Network by simply sending an email to ysp-jps@pco-bcp.gc.ca.



"This was an awesome opportunity! It is very interesting to see what goes on behind the scenes. I would definitely attend as many of these events and meetings as possible"

A YSP member commenting about one of the events offered in 2017-2018



BUSINESS CONTINUITY EXERCISES

The CfD develops carefully crafted scenarios that help security practitioners test their organization's ability to recover from security incidents. The hands-on training drives participants to assess organizational readiness and measure the impacts of simulated threats on personnel, assets and data. The goal is to identify gaps in emergency preparedness and to learn how to better prevent, mitigate and respond to a security incident.

In 2017-2018, the CfD planned and delivered two tabletop exercises with members of the Departmental Security Officer Readiness Committee and Correctional Service Canada. One tested

the federal government's readiness to respond to a vehicle ramming attack in the downtown core of the National Capital Region. The other tested Correctional Service Canada's readiness to respond to a cyber attack compromising their employees' safety. Following these exercises, the CfD developed After Action Reports outlining successes and areas for improvements. The Centre also began to track recommendations from multiple exercises taking place across the government. The intent is to create a repository of information on business continuity exercises so that the community can benefit from the experience of others.



INCREASED AWARENESS: ARMED INTRUDER VIDEO



Armed intruders have sadly become a notable threat that needs to be addressed. Departmental Security Officers have recognized the need for a training tool that would allow employees to be better prepared against an incident involving firearms. While training videos were used in the past, notably from the U.S. Department of Homeland Security, departments such as Global Affairs Canada, Justice Canada and Immigration, Refugees and Citizenship Canada made a compelling case for the need to develop a government-wide training tool that would reflect Canadian realities and in which employees could see themselves.

Responding to that need, the CfD collaborated with key partners to develop a Government of Canada Armed Intruder training and awareness program, including a video and supporting training material. The focus was on developing a training package using Canadian references and common terminology, thereby ensuring a consistent approach and knowledge transfer when employees move between organizations.

The video, called “Armed Intruder: Do You Know What to Do?” was produced in early 2018. It will be launched at the Government of Canada Security Summit 2018 on May 30-31. Supplementary training material will also be available to federal organizations to assist them with their training endeavors including posters, communications materials, frequently asked questions and templates. The video and training package is intended to complement the Canada School of Public Service’s on-line security training offering. This project is a remarkable example of the cooperation that exists among governmental security partners and of the contribution they make to the Centre.



LOOK AHEAD: THE CfD 2017-2022 STRATEGIC PLAN

In 2016-2017, we reported on the pursuit of the Centre's operations until 2022, as endorsed by the National Security and Intelligence Advisor to the Prime Minister. Following this important decision, the CfD initiated a comprehensive consultative process in order to prepare a Strategic Plan that would reflect the security community's objectives and priorities for the years to come. Throughout 2017-2018, we followed a rigorous planning process that yielded the presentation of the Departmental Security Officer (DSO) Centre for Development Strategic Plan 2017-2022. It offers a renewed mission and vision that reflects the core mandate of the Centre, and its aspiration to

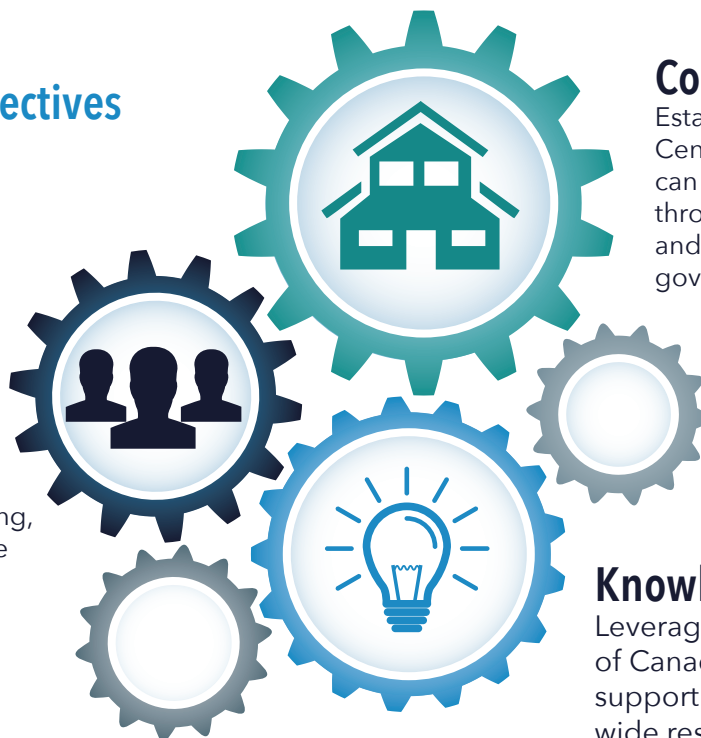
become a Centre of Excellence dedicated to the security community of the Government of Canada. It outlines robust values, identifies key clients and adopts result-based strategic objectives. The plan was endorsed by the governance structure of the Centre and will be available to the community in 2018-2019.

With a renewed mission, vision, values and objectives and a broadening of the Centre's client base other than Departmental Security Officers only, the name and branding of CfD will likely have to change. In 2018-2019, we will propose an approach to select a new name for the organization.

Strategic Objectives

People

Strengthen human capital through education, exercise, training and mentoring, and sustain a capable and learning security workforce, able to mitigate known and emerging risks



Community

Establish a centralized « Community Centre » where security practitioners can build or enhance their networks through information sharing and collaboration to support government-wide security readiness;

Knowledge

Leverage collective understanding of Canada's security landscape to support and improve government-wide resilience.



Vision



Values



The Centre acts as a hub for collaboration. Knowledge, projects or tools are shared broadly across the security community. Security best practices are not kept within organizations but are disseminated to benefit all security practitioners and to improve the security function across government. Government-wide alignment is pursued while respecting organizational mandates and authorities.

The Centre offers the best possible guidance and services to solve operational and tactical security issues. It seeks innovative and forward-thinking solutions to multiple and complex security issues by reaching out across the community and supporting or initiating new ideas and projects. The Centre is informed by the needs of the community and adapts its services and activities accordingly.

The Centre is accountable to its funding partners and to the security community as a whole. It demonstrates “value for money” in order to maintain or increase the support provided by its partners. Benefits to the community are measureable and apparent to partners and clients.

CONCLUSION

Much has been accomplished in 2017, a year where the common theme was most certainly “momentum”. We established a dedicated governance structure and built a Strategic Plan that will guide us through the end of our current mandate in 2022. This is foundational work that will help us transform the CfD into a true Centre of Excellence for security knowledge and training.

We added better events, services and training, more than we had yet achieved in a single year. Everything that the CfD does is geared towards developing a more resilient security community across Government of Canada departments.

Our newly minted Strategic Plan puts a finer point on how to do that most effectively.

As we look into that future, we anticipate growing as a leader in research, analysis, support, and training. We will increase our capacity to develop tools and products and increase the number of opportunities for the DSO community to come together. We know we can count on the security community of the Government of Canada to create better outcomes in the protection of people, assets and information.





ONE NUMBER, ONE E-MAIL, ALL THE CFD'S SERVICES.

CfDGI-RGCdP@pco-bcp.gc.ca

613-952-7062

Contact General Inquiries with your questions or requests for services.



DEPARTMENTAL SECURITY OFFICER
CENTRE FOR DEVELOPMENT