SCoE Security Centre of Excellence

Security Centre of Excellence SCoE·CEES Centre d'excellence en sécurité

Spring Knowledge Café Presentation: Security Centre of Excellence – Building Resilience

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Background and context I

- The SCoE, formerly known as the DSO Centre for Development (CfD), has been in operation since 2012
- When its mandate was renewed in 2017, the then National Security and Intelligence Advisor (NSIA) to the Prime Minister endorsed the pursuit of the Centre's operations for 5 additional years with the following expectations:
  - Transition to a GC Security Centre of Excellence
  - Establish a governance to allow input from the entire Government of Canada's security community into the Centre's orientations and activities
- Mission: To lead the development of a knowledgeable, resilient and integrated security community across the Government of Canada (GC)
- Housed in PCO, the SCoE supports:
  - GC Chief Security Officers (CSO) and a community comprised of approximately 16,000 security officials
  - NSIA's role as the Champion of Government Security
  - PCO's Lead Security Agency(LSA)'s mandate in the provision of agile operational guidance and the delivery of learning/networking events, including PCO's LSA role for Readiness through the design and facilitation of various exercises
  - Broader Security and Intelligence information sharing and GC response objectives

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Background and context II

- The governance of the SCoE needed to reflect this fact so a two-tiered GC Security Community oversight structure was created:
  - Board of Directors – PCO, TBS, Public Safety and rotating member from LSAs – provide overarching priorities and strategy
  - Board of Management (BoM) – six CSOs from two large, two medium and two small departments/agencies – provides hands-on oversight of the SCo's operations and planning

- The Centre works on Five-Year Plans that are recommended by the BoM and approved by the BoD on behalf of the GC Security Community that funds its operations

- Annual Reports are sent out to the GC Community outlining its activities

- The SCoE has three mutually-supporting values:
  - Accountability
  - Collaboration
  - Excellence

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Excellence in Security: #Ready and Prepared

Strategic Objectives

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;

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

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

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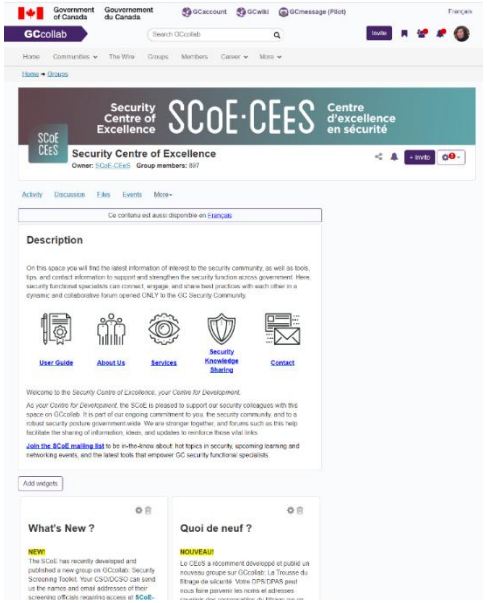
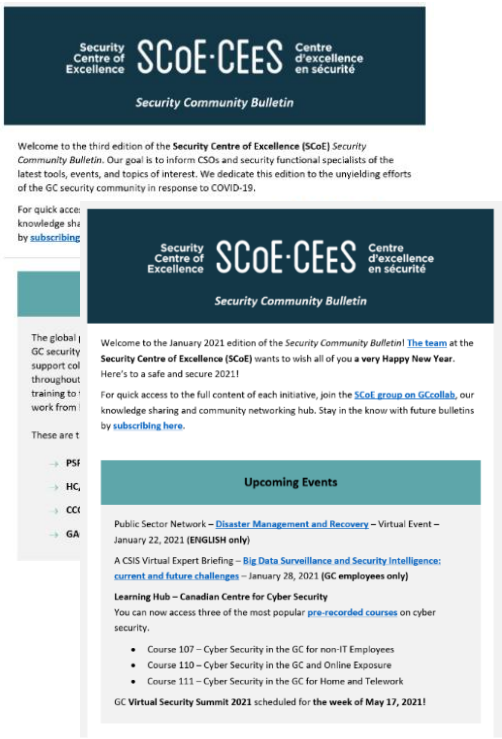
Stronger together

Connecting the community





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What We Do

Young Security Professionals Network

GC Security Summit

Community Driven Projects

Capacity Building

Advice and Guidance

SCoE Speakers Series

Sharing Best Practices

Exercising the Security Community

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Services Offered

- **Advice and Guidance**
  - Most used service at SCoE (close to 2000 requests in 2024-25)
  - Confidential service, analysts do not report back to central agencies
  - Usual turnaround within 24 hrs, but up to five days, or sometimes longer, if more complex issues

- **Tool Kits**
  - Toolkits cover a variety of issues including security screening, security in contracting, travel security, security awareness, physical security, security sweeps, etc…
- **Analysis**
  - Detailed analyses of issues important to the GC security Community such a:
    - Professionalization Study and Competency Profiles up to and including for CSOs
    - Demographic Study
    - Leveraging Intelligence for Chief Security Officers Study
    - Needs Analysis

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Services Offered

- **Networks**
  - Young Professionals' Network
  - Managers' Network
- **Mentoring Program**
  - Over 100 matches between mentors and mentees in 2024-25
  - Looking at launching an executive coaching service for CSOs/DCSOs in the autumn
- **Recruiting and Staffing**
  - Collaborations with local educational institutions to assist clients in recruiting drives
  - Collective processes held on behalf of the GC Security Community
  - (currently running S-03 and AS-05 processes, with one planned for EX-01s next)
- **Events**
  - Quarterly Speakers Series Events
  - Annual GC Security Summit
- **Exercises**
  - Annual CSO Exercises
  - Tailored Tabletop Exercises (TTXs) developed for clients to run themselves or with the assistance of SCoE staff
  - Generic TTXs delivered to client's organizations drawn from library of exercise types
  - Facilitated discussions on various topics

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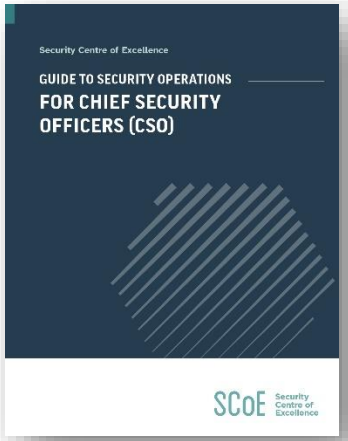
For the whole community



Recruits

- Reviewing curriculum
- Cooperating with PSC
- Creating meeting ground (speed networking, career fair, etc.)

YSP

- Networking
- Learning activities
- Showcasing their work

Security leaders

- Continuous learning
- Providing tools
- Offering guidance

CSO

- Orientation session
- CSO Guide to Security Operation
- Offering advice

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Impact on GC Security Community

- In delivering on its strategic objectives, the Centre looks to achieve the following outcomes for the GC Security Community:
  - **Resilience:**
    - The ability of the GC security community to adjust easily to change and to recover rapidly from incidents or events. The ability to maintain sustained efforts during emergencies;
  - **Readiness:**
    - The state in which the GC security community is prepared to respond quickly and effectively to events, incidents, and issues;
  - **A capable workforce:**
    - Skilled, professional and recognized GC security functional specialists;
  - **Risk mitigation:**
    - Managed approach to reduce the impact, severity and/or probability of occurrence of known risks affecting the GC and its operations.

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Background Slides

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GC Security Summit

- Annual marquee learning event free of charge for the GC Security Community members
- Adapted since onset of the pandemic to a hybrid format

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Speaker Series

- Free of charge to members of the Security Centre of Excellence
- Topically timely conference from experts in their field
- Three times a year

Impacts of Covid-19 on the Security Landscape, looking through a Futures Glass

Privy Council Office

Recovery and Preparing for the 'New Normal'

- Easing of Workplace Restrictions – Making it a Success from the Security Perspective
- Understanding and Managing Security Risks in Virtual Collaboration Tools
- Recovery and Preparing for the 'New Normal' - Key Considerations and Priorities for the Security Community
- Fraud - A Perspective for the Security Community

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Young Security Professionals

- Network of young security professionals
- SCoE chair
- Three activities per year

Discovering new talent

Increasing connections

Sharing knowledge

Innovating & Learning

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Recruitment Activities

- Bringing security hiring managers and students in the field together
- Supporting the GC security community to grow
- Facilitating discovery of new talent

Managers find high number of new talents for considerably less time and energy

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CSO Guide to Security Operations

- Completed the review of the Departmental Security Officer Handbook developed in 2015 to align with new Policy on Government Security
- Conducted interviews with experienced & newly appointed CSOs to obtain advice
- Consulted LSAs and IESO on content
- Text in both official languages finalized in March 2021 and expected to be published in Q1 2021-22
- Promotion of this reference material will be done at various fora
- Proposal for CSO orientation and mentoring sessions pending

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Supporting operations with advice and guidance

Equipping community with knowledge

REQUEST PROCESS

Requests are submitted to the Centre

- **Requests are received** via various sources:
  - Emails
  - Phone calls
  - In person meetings (Outreach, Events, etc.)
- **Requests are logged** into a tracker with metadata:
  - Name of requester
  - Name of organization
  - Date received
  - Summary of request
  - Relevant security control or other
  - Name of SCoE responder
  - Follow up required Y/N

VALIDATION PROCESS

Requests are validated to ensure the scope and nature is well understood

- **Requesters are contacted** to validate their needs and expectations
- **Scope and nature criteria** assist the Research & Analysis Process:
  - Organization sizes
  - Organization business lines
  - Timelines and priorities
  - National VS organizational components
  - Nature (sharing existing material VS development of new material)
- **Requests outside of SCoE mandate** are relayed to the appropriate authority (CLEL, LSA, etc…)
- **Agreement on the way forward** with the requester (if needed)

RESEARCH & ANALYSIS PROCESS

Research and analysis is conducted to gather and share relevant and up-to-date information

- **Research is initiated internally** using various sources:
  - SCoE tracker
  - SCoE shared drives
  - PCO InfoXpress, GCdocs, InfoNet
  - PCO library
  - GC tools (GCconnex, GCcollab, GCpedia, GCintranet…)
- **Research is initiated externally** using various sources:
  - Open sources
  - Shared GC ressources
  - Other non-GC sites/collections (Conference Board of Canada, etc.)
- **Communication and exchange of information** with stakeholder(s) is initiated with:
  - LSAs
  - IESOs
  - Enablers
  - Other SMEs
- **Material collected is reviewed and analysed** to ensure proper links with the request are made and expectations are met
- **Relevant material to be used is set aside**
  - Proposed response drafted and reviewed internally
  - External review conducted (if necessary)

RESPONSE PROCESS

Requester is provided with a response to their inquiry(ies)

- **Response is sent to the requester** by email
- **Other individuals are copied** on or informed of the response
- **If necessary:**
  - Further review or research with other authorities can be made and are offered to the requester
  - Information may need to be shared with other stakeholders
- **Response is attached** to the SCoE tracker
- **Feedback process is available** to obtain comments from the requester

REPORTING PROCESS

Statistics & trends are available and used to shape future projects and learning events

- **Graphics & reports**
  - **Are created** based on SCoE tracker
  - **Are shared** with the Board of Management
- **High level graphics are shared** through the SCoE Annual Report, distributed to the GC Security Community
- **Statistics and trends are captured in the SCoE work plan** and used to discuss future events and projects based on the SCoE Strategic Plan

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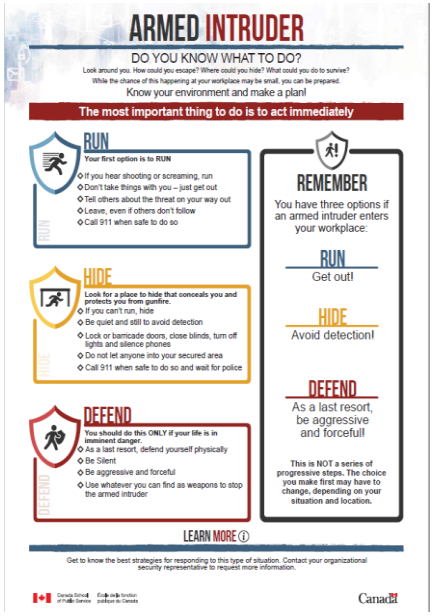
GC Armed Intruder Training Package

- Within 6 months of request, delivered a complete training package and briefing material for senior management and employees, including a Canadian GC video
- Plan presented to DSORC where community agreed to use common terminology
- Launched at the 2018 GC Security Summit by the NSIA, a year before new TBS BEET requiring annual exercises
- Included in CSPS security awareness course for all GC employees
- Not made available to the public but shared with other levels of government and academia upon request (Provinces/Municipalities/Universities)
- Key partners: RCMP, OCHRO, IRCC, GAC, CRA and Justice



INCREASED AWARENESS: ARMED INTRUDER VIDEO

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Security Infractions Management Toolkit

- Tasked by the Clerk to develop consistent GC approach
- Conducted review of GC practices and presented key findings to DSORC
- Delivered a complete package that covers how to build/change security culture and engage employees of all levels on risks, from on-boarding to corrective measures
- Design a tool to set frequency of inspections based on risk criteria
- Secured DRDC funding to develop business requirements for an IT CMS
- Elements were included in Safeguarding strategies presented to DMOC and Science and National Security Taskforce
- Key partners: DND, CSIS OCHRO, RCMP, TBS, GAC, ISED

During an inspection, a *Notice of Security infraction* will be left in your workspace if you have not properly secured sensitive information/assets.

Infractions will be documented and administrative security corrective measures will apply.

Learn more:

[insert contact email here]

[insert address here]

We all have a responsibility to protect [insert name of organization here] information and assets. Security inspections help protect the information we hold in trust.

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Management of Security Inspections
Structured risk assessment methodology to determine security inspection frequency

View Summary Report

Conduct Risk Assessment

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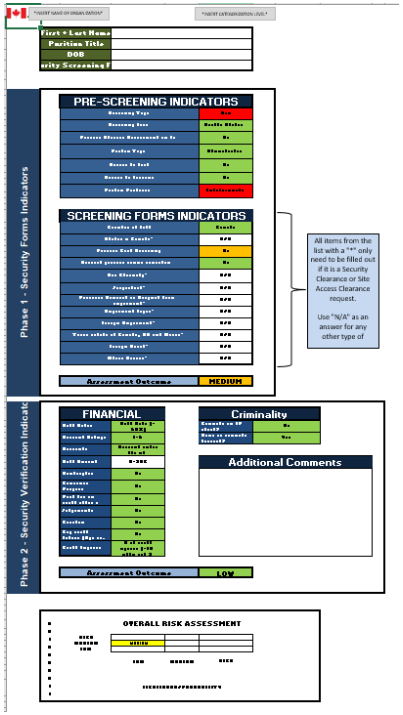
Security Screening Toolkit

- Community asked for standardized, adaptable and user-friendly templates they could use to make decision on risk
- Funded by Department of Canadian Heritage (25K)
- Contain over 50 operational supporting documents, templates, guides, SOPs, questionnaires
- Includes a Risk Matrix Excel Tool to assist decision making and drive consistent approach across the community
- Approach and tools allow to expedite the low risk files, focus efforts on the high risk ones and support a timely hiring process while ensuring the risks remain acceptable
- Reviewed by Community of practice and presented to GCSRC
- Shared with CSPS for course development
- Key partners: PCO, PSC, CSPS, CSIS, RCMP, TBS



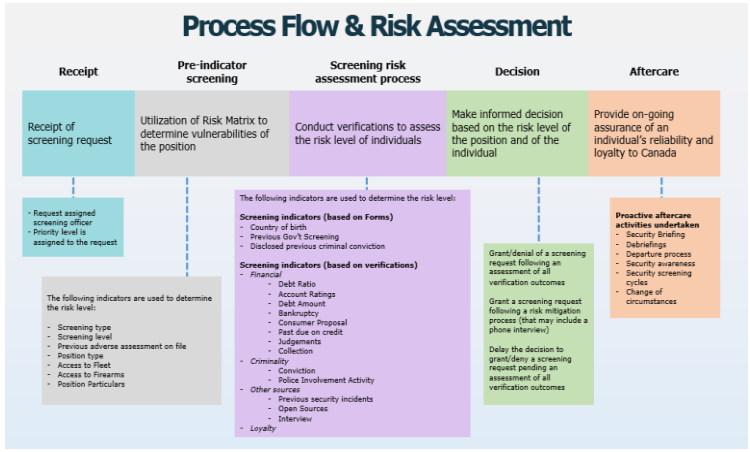
INSERT NAME OF ORGANIZATION

INSERT CATEGORIZATION LEVEL

Security Screening Analysis Report

Subject's First and Last Name:	
Position Title	
DOB:	
Security Screening Level Requested:	Reliability Status
Security Screening File Number:	
Name of Security Analyst:	
Date of Analysis:	

Risk Assessment	Outcome	Comments
☐ Security Forms Indicators	MEDIUM	
☐ Security Verification Indicators	LOW	
Security Verifications	**Outcome**	**Comments**
☐ Credit Check		
☐ Criminal Record Check (Fingerprints)		
☐ CSIS		
Recommendation	**Comments**	
☐ Grant		
☐ Further Review Required		



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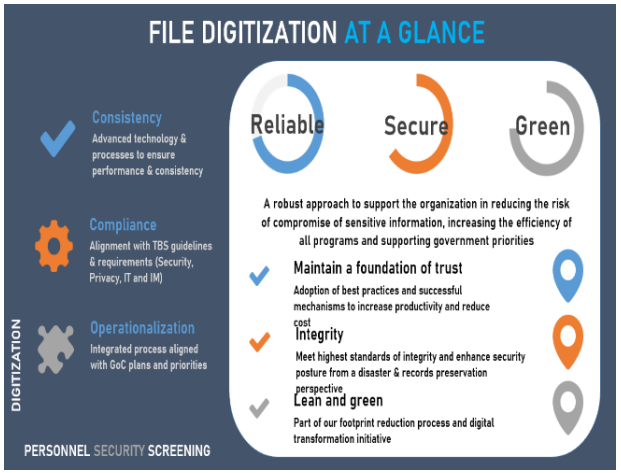
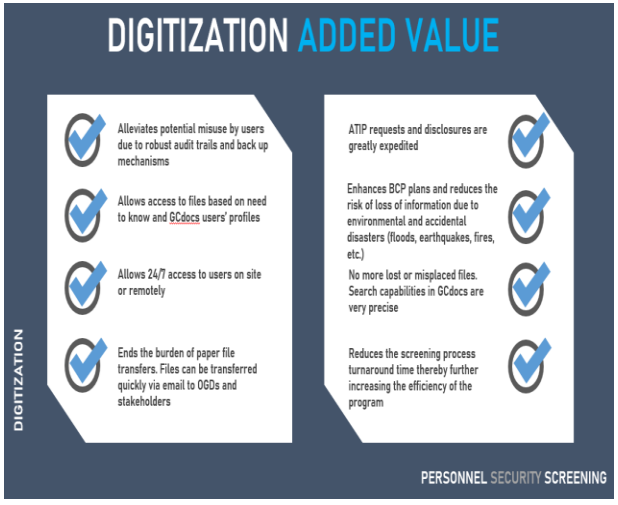
Digitizing Security Screening Guide

- Greening operations has been an item of interest and a GC priority
- Initiative funded by ECCC (50K)
- Developed a 5 phases guide to assist departments in digitizing their security screening files
- Build on approach used at the CBSA
- Guide supported by SCoE technical advice as SME
- Multiple organizations on boarded resulting in significant savings, streamlining processes and reducing the footprint
- Allowed security to digitize operations, debunking misconceptions and helping reduce backlogs and transition to remote work
- Organizations have seen the benefit of digitization during the pandemic
- Key partners: CBSA, PSPC





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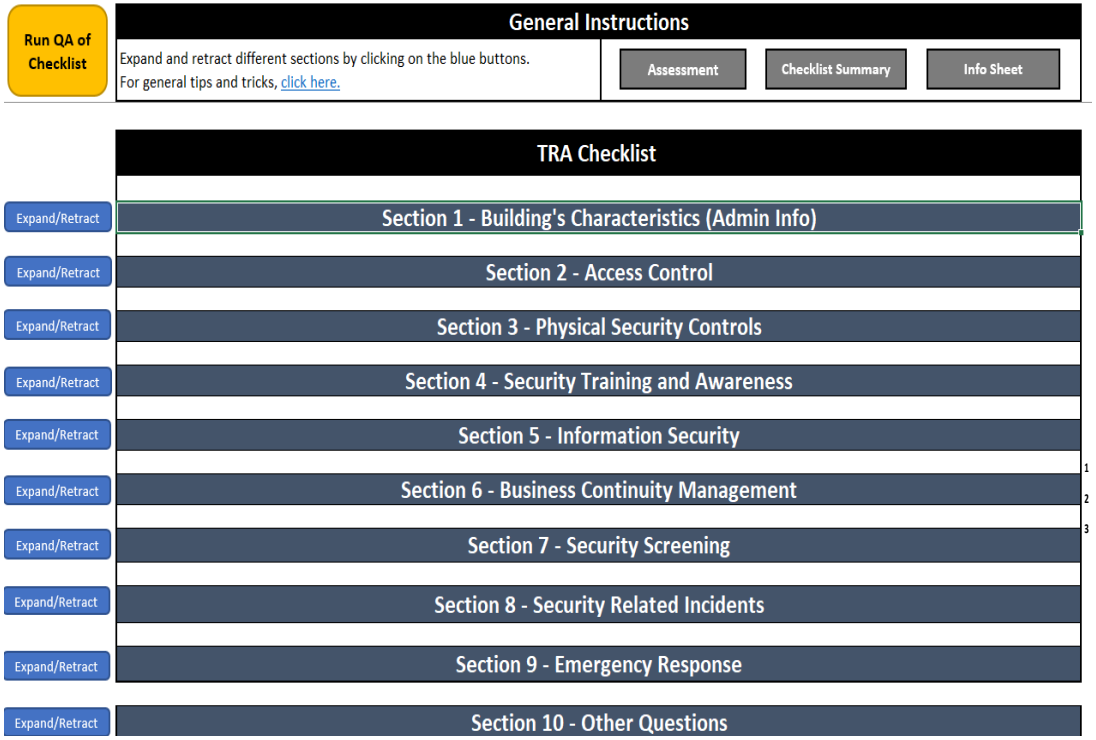
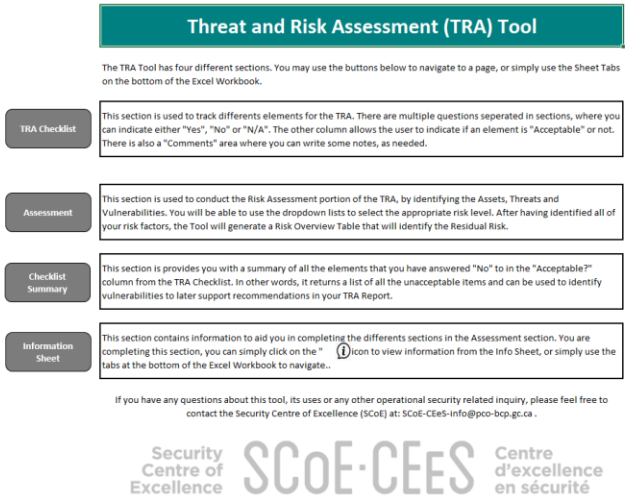
Threat and Risk Assessment Toolkit

- Funded by Heritage (25K), piloted at PCO. Includes operational supporting documents, SOPs and User friendly Excel TRA Assessment tool
- Presented to community of practice and scheduled for GCSRC in April
- Key partners: CBSA, PCA, PCO + LSAs (RCMP & PSPC)

Automated Tool





	Asset Name	Asset Value	Threat Likelihood Value	Vulnerability Value	Residual Risk	Residual Risk (after vulnerabilities addressed)
1	Protected A and B Information	Medium	Medium	Medium	Medium	Low
2	Office material and good	High	Medium	Medium	High	Low
3	Individuals	High	Medium	Medium	High	Low

Residual Risk Across All Assets

Number of Assets Evaluated	Residual Risk	Residual Risk (after vulnerabilities addressed)
3	High	Low

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Exercise Metropolitan Mayhem

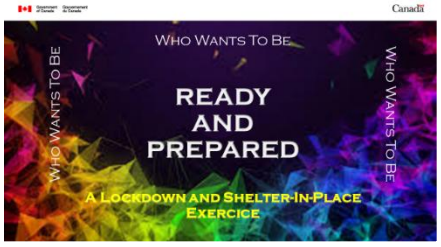
- Designed and facilitated GC wide exercise resulting in 45 organizations and 500 employees simultaneously participating in TTX within their organization
- Tested BCP knowledge and response to large events impacting the GC
- Tested the Significant Event Information Sharing Protocol
- Scenario involved an earthquake

Other Exercises

Chaos in the City

Capital Shakedown

Ready and Prepared?



DMOC TTX