

GLOBAL AFFAIRS CANADA MANAGEMENT RESPONSE AND ACTION PLAN

to the recommendations of the audit of Physical Security at Canada's Missions Abroad—Global Affairs Canada by the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact
26 (1 st part)	<i>Global Affairs Canada should formally document the physical security measures needed at each of its missions abroad, including those needed in the short term, to ensure that security risks are mitigated appropriately and resolved quickly.</i>	Agreed. Global Affairs Canada (GAC) provides sound stewardship for the department's international security needs as it is critical to the delivery of the Government of Canada's programs abroad. In 2017, the department secured \$1.8 billion to invest over ten years to improve the security of its missions to ensure the government is fulfilling its duty-of-care obligation. The department has recently used some of this funding to acquire and implement an enhanced Security Information Management System (SIMS) that is being used to document and track security requirements by mission to ensure they are effectively and efficiently addressed.	Recommendations for new physical security measures, including interim short-term measures, are documented, risk-prioritized and tracked for each mission.	March 2019	<ul style="list-style-type: none"> • Complete the integration of physical security measures into SIMS (complete). • Procedures established to ensure that the status of physical security measures in SIMS is kept up-to-date (December 2018). 	DSO, DG Security and Emergency Management Bureau
(2 nd part)	<i>Senior officials' responsibility and accountability for ensuring that the mission's physical security measures are appropriate to its threat environment should be clearly established.</i>	Accountability for physical security measures is shared between the Departmental Security Officer (DSO) and Assistant Deputy Minister, International Platform Branch. These shared roles and responsibilities will be further clarified and formally documented. The actions associated with this recommendation will be completed by December 2018.	Senior official responsibility and accountability for physical security at missions is clearly documented and communicated.	December 2018	<ul style="list-style-type: none"> • Governance approval of revised physical security roles and accountabilities (December 2018). 	

Report Ref. No.	OAG Recommendation (paraphrased)	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact
41 (1 st part)	<i>Global Affairs Canada should further develop and implement physical security standards for its missions abroad.</i>	Agreed. Global Affairs Canada is updating and enhancing its physical security standards, taking into consideration security risks, to further strengthen real property infrastructure abroad.	The updated version of the physical security standards will enhance overall physical security across the network of missions. Approval of the standards is by section to ensure there is no delay in the implementation of the latest approved standards.	March 2020	<ul style="list-style-type: none"> The first two sections will be completed by November 2018. All sections will be completed by November 2019. Enhanced training established and delivered as each section of standards is completed (March 2020). 	DSO, DG Security and Emergency Management Bureau
(2 nd part)	<i>It should ensure that threat and vulnerability assessments are current for the local risk environment and conducted with reference to its security standards in order to prioritize the implementation of security measures across its missions. It should also ensure that staff members who conduct the vulnerability assessments have the required knowledge and skills.</i>	<p>The department will continue its renewal of threat and vulnerability assessments using a risk-based approach. This includes the development of timely and iterative approaches to assessments of risk at missions. The department will ensure that threat and vulnerability assessments are current to the risk environment and prioritized accordingly. Vulnerability assessments will continue to be conducted based on departmental security standards and will be undertaken by employees with the requisite knowledge and skills acquired through a new security practitioner training program.</p> <p>The actions associated with this recommendation will be completed between December 2018 and December 2020.</p>	Threat and vulnerability assessments are current to the risk environment and sequenced appropriately. Vulnerability assessments will continue to be conducted based on departmental security standards and will be undertaken by employees with the requisite knowledge and skills.	December 2020	<ul style="list-style-type: none"> Planning of threat and vulnerability assessments is based on risk (completed). Vulnerability assessments are conducted based on departmental security standards (completed). Development of a security practitioner training program (December 2018). Over the period 2018-20, new resources will be applied to increase our capacity to deliver timely, risk-prioritized Baseline Threat Assessments (December 2020). 	<p>DSO, DG Security and Emergency Management Bureau</p> <p>DG Counter-Terrorism, Crime and Intelligence</p>

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact
<p>53 (1st part)</p> <p>(2nd part)</p>	<p><i>Global Affairs Canada should formalize its process for identifying, prioritizing, and approving physical security projects at its missions to ensure that funds are appropriately allocated across missions.</i></p> <p><i>It should ensure that senior officials, including the Departmental Security Officer, approve the list of security projects to be implemented.</i></p>	<p>Agreed. Global Affairs Canada has developed and formalized a risk-based approach to security investment planning, including for physical security projects, through its Global Security Framework. The purpose of the Global Security Framework is to establish a departmental structure for effective and integrated security risk management that enables strategic priority setting and resource allocation. For instance, the Platform Project Oversight Committee (PPOC), chaired at the Assistant Deputy Minister level, was created to provide a forum for senior management's review and approval for the allocation of resources to all major capital projects.</p> <p>The Terms of Reference for this Committee have been updated to formally include the DSO as a member. Security planning and processes specific to real property projects are being reviewed to ensure appropriate senior-level approvals. The actions associated with this recommendation will be completed in December 2018.</p>	<p>Funding for physical security projects abroad are appropriately allocated based on a formal prioritization and approval process (Global Security Framework) that includes the DSO and relevant ADMs.</p>	<p>December 2018</p>	<ul style="list-style-type: none"> • Conduct annual security investment planning process as per the Global Security Framework (Security Investment Planning Advisory Board approval) (completed). • The DSO has been added to the key, ADM-led governance body for projects, including those pertaining to physical security (Platform Project Oversight Committee) (completed). • Key governance documents for physical security programming are drafted and approved: security projects program charter; Oversight Office Terms of Reference; Roles and Responsibilities Matrix (December 2018). 	<p>DSO, DG Security and Emergency Management Bureau</p> <p>DG Planning and Stewardship</p>

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact
66	<p><i>Global Affairs Canada should strengthen project management and oversight of its real property projects, including those related to physical security, to improve their timely and effective delivery. In doing so, it should identify the root causes of project delays for correction and consider partnering with other federal entities, such as Defence Construction Canada, to provide infrastructure advice and support for its real property projects.</i></p>	<p>Agreed. Global Affairs Canada has recently implemented several actions to enhance the existing project management governance such as the Platform Project Oversight Committee chaired at the Assistant Deputy Minister level and including the DSO as a full member. The department also recently created a Project Management Office to strengthen existing project practices, delivery and reporting. Additionally, an external and independent review is being conducted to formally determine the root causes of project timeline delays. Finally, the department is working with other foreign Ministries and other government departments, including Defence Construction Canada, to identify best practices in support of timely, effective project delivery.</p> <p>The actions associated with this recommendation will be completed by November 2019.</p>	<p>Strengthening Project Management, oversight and governance.</p> <p>Improved Project Management best practices, tools and reporting.</p>	November 2019	<ul style="list-style-type: none"> • ADM Chaired the Platform Project Oversight Committee created to provide senior management oversight of project approvals and authorities as well as inclusion of DSO. (completed December 2017) • DG Chaired the Project Review Advisory Committee, including Director Readiness & Security Operations participation, created to provide technical oversight and vetting of projects by subject matter experts (completed February 2018). • GAC recently created a Project Management Office to improve consistency of project practices, administration, planning and reporting. (completed April 2018 and ongoing) • GAC has secured external expertise to develop its project management reporting processes and business tools to strengthen overall project management delivery and reporting. (November 2019) • GAC has initiated discussions with Defence Construction Canada to explore the possibility of partnering and sharing of best practices. (August 2018 and ongoing) 	DG Project Delivery, Professional & Technical Services

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact
66 cont'd			<p>Strengthened training and professional development of project management competencies.</p> <p>Assessment & Validation of progress through independent review</p>		<ul style="list-style-type: none"> • GAC is putting in place a professional development and training program for its project management staff with the intent to pursue PMP certification for its project managers. (November 2019) • GAC is a member of the GoC Community of Practice for Project Management as well as engaging OGDs and like-minded countries in order to share lessons learned and best practices in project management. (ongoing) • GAC will undertake an independent review of its projects in order to identify lessons learned and make recommendations for improvement. (November 2019) 	

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact
77 (1 st part)	<i>Global Affairs Canada should ensure that Canadian staff members working in dangerous locations successfully complete mandatory security awareness training.</i>	Agreed. Mandatory training for staff being posted abroad, especially to designated high and critical threat missions, is a key element of Global Affairs pre-posting practices. As part of the duty-of-care envelope and with the aim of enhancing mission readiness, the department will increase its training capacity and will implement a tracking solution to document training completed by Global Affairs Canada employees as well as staff from other government departments and dependents of Canada-based staff (CBS).	GAC can demonstrate that Canadian staff members complete mandatory personal security abroad training as per departmental policy.	March 2019	<ul style="list-style-type: none"> All staff being posted abroad to designated high and critical threat missions to complete the mandatory training prior to deployment. GAC will increase its training capacity to ensure employees obtain such training (March 2019). GAC will implement a tracking solution to ensure training compliance for OGDs employees and CBS dependants assigned abroad (March 2019). 	DSO, DG Security and Emergency Management Bureau
(2 nd part)	<i>It should also establish mandatory security training for locally engaged staff members, according to the threat environment.</i>	The department will also re-assess the current mandatory security training for locally engaged staff and will expand the training, as required, to ensure that it continues to be appropriate to the threat environment. The actions associated with this recommendation will be completed between March 2019 and December 2020.	Mandatory personal security training for LES is provided that is appropriate to the threat environment.	March 2020	<ul style="list-style-type: none"> Complete an assessment of current mandatory LES security training to identify appropriate areas for expansion (March 2019). Put in place expanded LES security training, as appropriate to the threat environment and position requirements (March 2020). 	