



PARLIAMENTARY PROTECTIVE SERVICE  
SERVICE DE PROTECTION PARLEMENTAIRE  
CANADA

# STRATEGIC PLAN

2021–2024

PEOPLE-DRIVEN EXCELLENCE



**PARLIAMENTARY PROTECTIVE SERVICE**

# DIRECTOR'S MESSAGE



## PEOPLE-DRIVEN EXCELLENCE

The Service's 2021–2024 Strategic Plan is the outcome of a consultative process that began in December 2019. I am grateful that despite the challenges of the pandemic, many of our employees found time to help us shape our roadmap for the next three years, whether through one-on-one exchanges, surveys or group discussions.

The exchanges that supported the development of this plan centred on where we want to be as a protective service in the short, medium and long terms. Our consultations and assessment of the landscape, including the challenges that are inherent in the physical security environment, inspired us to adopt a "people-driven" approach to achieving our mission. Being a global leader in the provision of parliamentary protection requires a focus on how we support employees in this pursuit of excellence.

This plan is founded on new and borrowed ideas. It builds on the legacy of those who came before us: past directors and employees, including our retirees. It sets the foundation for promoting a culture of constructive feedback and high performance. Each goal or priority is reinforced by the belief that a workplace where all employees experience physical and psychological safety and a sense of belonging is essential to delivering effectively on our mandate.

The steps we take to achieve our goals will be guided by our shared vision and individual commitment to living by our core values, building our core competencies and observing our soon-to-be launched Code of Conduct. We are committed to developing strong leaders at all levels. We can do this by cultivating a coaching mindset and empowering employees to make and own their decisions.

Our solemn commitment to our people — supported by our renewed focus on training and professional development, stewardship, rigorous professional standards, effective risk management and the leveraging of technology — means we are well-positioned to respond to any future challenges we may face. I am deeply honoured to be part of this organization and am pleased to share with our community this plan for the years ahead.

**Chief Superintendent Kevin Leahy**  
Director of the Parliamentary Protective Service

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**OUR MISSION**

*To protect Canada's Parliament.*

**OUR VISION**

*To be a global leader in the provision of protective services.*



# BUILDING OUR FOUNDATION



RESPECT | PROFESSIONALISM | INTEGRITY | ACCOUNTABILITY | LEADERSHIP

As the Service moves forward, we have created this 2021–2024 Strategic Plan to guide and support our continued evolution over the next three years. Our achievements in response to our 2020–2021 Transitional Plan show we are headed in the right direction.

Our protection officers, console operators, detection specialists and administrative and support staff strive every day to deliver on our mission to protect Canada’s Parliament.

To deliver their best work and help the Service achieve its vision of protecting Parliament Hill and the Parliamentary Precinct to the highest standard, employees need to be healthy and motivated. Recognizing this, our three-year strategy ties our priorities as an organization — operational excellence and being a high-performance organization — to our employees’ health, wellness and safety.

In fact, as illustrated above, the drivers of our success lie in the overlap between our organizational aspirations and our goals for our employees. The drivers are engagement, inclusion and a positive, supportive environment. These are underpinned by our core organizational values of respect, professionalism, integrity, accountability and leadership.

We are committed to the professional development, health, wellness and safety of all employees. Over the next three years, we plan to implement more programs and supports geared to all.

# OUR PRIORITIES



- **OPERATIONAL EXCELLENCE AND HIGH PERFORMANCE**
- **HEALTH, SAFETY AND WELLNESS**

## **Operational Excellence and High Performance**

We are keenly aware of the historical and internationally significant environment in which we operate, and of the needs of the parliamentarians, employees and visitors we protect and serve. Our activities support the delicate balance between openness, accessibility and safety on Parliament Hill and in the Parliamentary Precinct. Every day, we contribute to the successful operations of Canada's Parliament, keenly aware that the activities we carry out in delivering our mandate are covered by and subject to parliamentary privilege.

Our operating environment is complex and dynamic. The proof of our deep understanding of this environment is in our cohesive, agile and proactive approach to protection. To continuously improve our capacity and efficiency, we are integrating programs, services and systems while leveraging innovation, technology and best practices.

The Service aims to be a global leader in the provision of protective services. By cultivating a culture of continuous improvement, we will encourage learning, employee development and collaboration, and continue to set an example.

***"Our commitment to our people means we are well-positioned to respond to any future challenges we may face."***

## FOCUS AREAS: OPERATIONAL EXCELLENCE AND HIGH PERFORMANCE

Leading integrated security operations throughout Parliament Hill and the Parliamentary Precinct

Promoting a culture of professionalism, high performance and constructive feedback

Ensuring we are ready to respond effectively to current and future threats by conducting intelligence-led operations and leveraging relationships and partnerships

Identifying, implementing and promoting innovative approaches to protection and organizational best practices

Ensuring that the Parliamentary Precinct's current and future physical security needs are met, including projects that are part of the Long-Term Vision Plan

Developing strong leaders at all levels by cultivating a coaching mindset and promoting self-directed learning and empowerment

# OUR PRIORITIES

## Health, Safety and Wellness

Our employees' health, safety and wellness are at the heart of our mission. We strive to ensure a physically and psychologically safe work environment. We offer comprehensive training and support and appropriate equipment to our team members and plan effectively to ensure they are safe in all aspects of their work.

We value employees' experience, knowledge and commitment. Our goal is to retain an engaged, productive, diverse and inclusive workforce that contributes to our success. To achieve this, we foster a culture that supports inclusion, growth and opportunity for all.

### FOCUS AREAS: HEALTH, WELLNESS AND SAFETY

Promoting a work environment that emphasizes work-life balance, physical and mental health, and overall wellness

Fostering a culture that encourages employees to contribute and collaborate at all levels and in all service areas

Building on inclusion and diversity programs and promoting a sense of belonging through effective programs and policies

Creating safety and wellness programs that focus on preventing physical or psychological injury and promoting employees' health and wellness

# WHAT WE VALUE



## Our Core Values

As a Service, our core values define what matters to us and who we are striving to become. They form the foundation upon which we achieve our goals and deliver our mandate.

Our values represent our commitment to those we serve. They inform our every decision.





## RESPECT

**We value all people:** our colleagues, partners, clients, visitors to Parliament Hill and selves. We show the utmost appreciation for the dignity, diversity and worth of all people. We value the different backgrounds, experiences, world views and expertise that each of us brings, recognizing that together, our differences drive better decisions, increase innovation, fuel our performance and contribute to a culture where everyone can be their best selves. We take pride in having a workplace that is inclusive, equitable and respectful.

## PROFESSIONALISM

**We value professional conduct.** As experts in our fields, no matter our role within the organization, we seek to excel by conducting our work with proficiency. We deliver on our mandate while applying the highest standards of behaviour.

## ACCOUNTABILITY

**We accept responsibility.** We foster an environment that encourages every person to be accountable for their decisions and actions. We take ownership for the quality of our work as individuals and as team members, with a focus on achieving a successful outcome for all. When things don't work out as planned, we take the opportunity to learn and share.

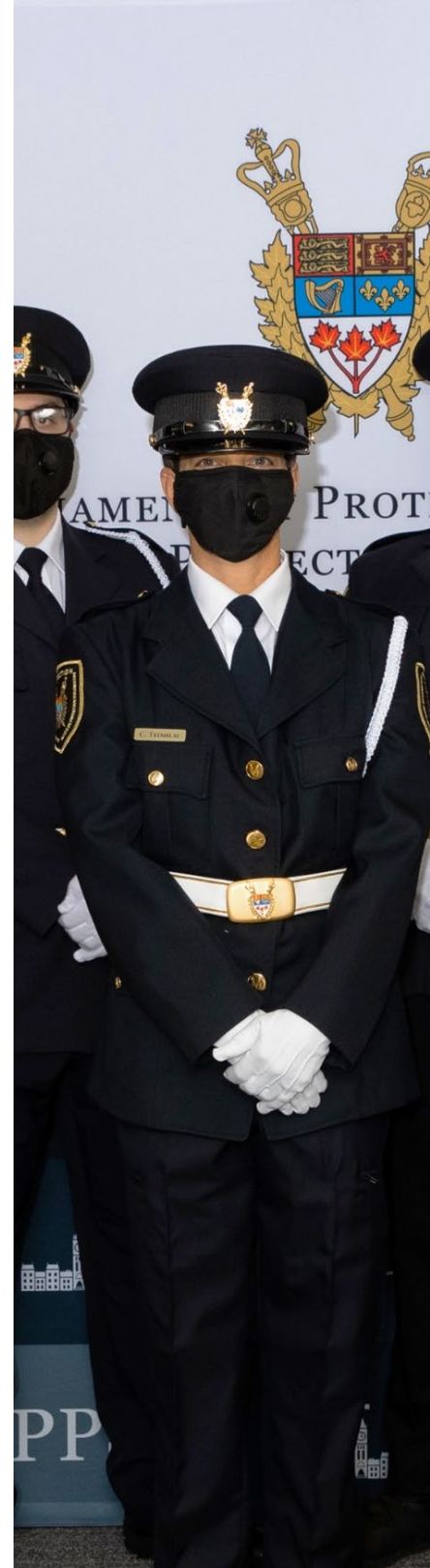
## INTEGRITY

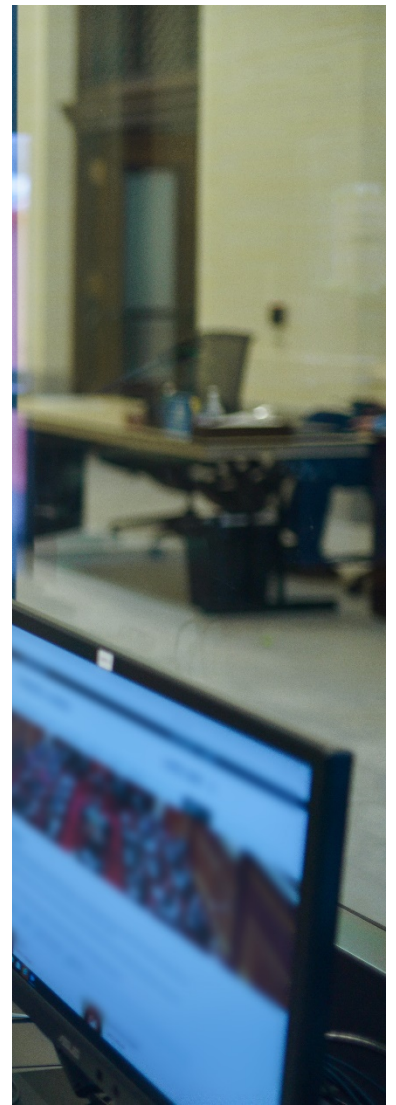
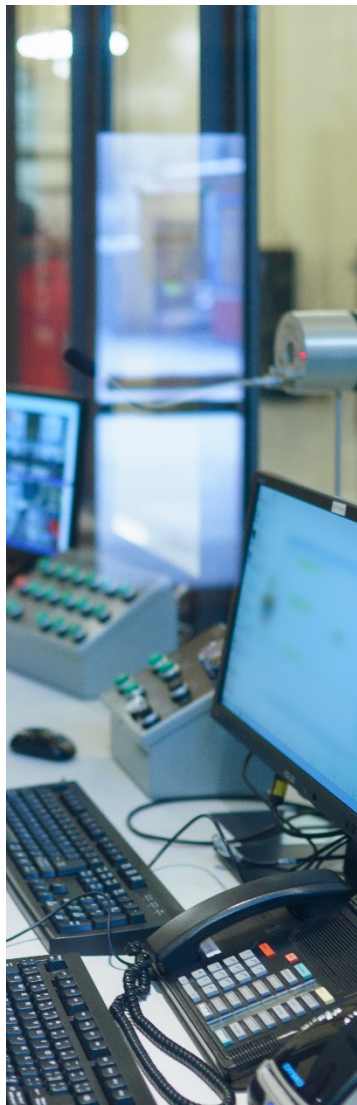
**We do what is right.** We perform our duties in an ethical, honest, transparent, non-partisan and fair manner. We show uncompromising adherence to doing the right thing and to acting truthfully and honourably. We act with integrity even in the absence of scrutiny.

## LEADERSHIP

**We have the courage to shape a better future.** We also empower others by shaping an environment that spurs us to achieve our objectives through our unique contributions. We inspire others by example, motivating each other to be the best we can be. We demonstrate resiliency and flexibility, quickly recovering from and adjusting to any challenges. We are real, vulnerable, transparent human beings who speak the truth, value each others' contributions, and invest in each other's growth.

**Leadership is the culmination  
and active practice of all our core values.**





## **FOR MORE INFORMATION**

Please find the Parliamentary Protective Service online at: [pps.parl.ca](https://pps.parl.ca) or follow us on [Facebook](#), [LinkedIn](#), [Twitter](#) and [YouTube](#).