



Smithsonian Institution

2018-2023

# STRATEGIC PLAN



OFFICE OF PROTECTION SERVICES



The Office of Protection Services (OPS) traces its inception to 1855, when the Smithsonian hired a “night watchman” to assist the public in the Castle’s galleries and library, maintain the building in adverse weather, and perform additional duties such as managing coal deliveries, filling water barrels for fighting fire, and running errands for the Secretary.

The responsibilities of today’s OPS go far beyond coal deliveries and water barrels to encompass the physical, operational, and personnel security needs of all Smithsonian assets and facilities. Risk management serves as the foundation of our work. That is, the identification, assessment, and prioritization of threats to Smithsonian staff, visitors, collections, and facilities, followed by coordinated decision making about how to most effectively address these threats.

This first-ever OPS Strategic Plan will play a critical role in our efforts to manage the constantly evolving risks to the Smithsonian Institution. It aligns effectively with Goal 7.c. of the new Smithsonian strategic plan (“integrate risk management and mitigation into all our operations and decision making”), and with the concept of “One Smithsonian.” This overarching pursuit requires that we work together to create a safe and secure environment while acknowledging that one-size-does-not-fit-all across the Smithsonian portfolio.

To that end, “One OPS,” aspires to ensure that all functions within the office operate seamlessly by embracing the concept of “inclusive excellence;” our commitment to building a culture where each member’s potential to impact our goals is maximized. It involves promoting diverse perspectives, talents, and backgrounds to create outstanding, innovative solutions. Finally, beyond the Smithsonian, we will enhance partnerships with external organizations to collaborate on the mutual advance of best practices in security and risk management.

Moving forward, we envision continuous collaboration with stakeholders at all levels to understand their needs and generate the creativity that is enabled by diversity of perspective. Our mission is critical, and we embrace the ongoing challenge of providing effective security in today’s dynamic and challenging operational environment. This Strategic Plan maps our path forward, and we will engage that path with commitment and the honor that comes with providing critical security services to the entire Smithsonian community.





A photograph of three members of the Smithsonian Honor Guard in profile, facing right. They are wearing dark blue uniforms with gold braiding and peaked caps. The person in the foreground is holding a rifle. A patch on their sleeve reads "HONOR GUARD Smithsonian Institution Office of Protection Services".

The Smithsonian Office of Protection Services provides a safe and secure environment for visitors, staff, and collections.

SSION

A photograph of a statue of a Native American man, likely a warrior, wearing a feathered headdress. The statue is set against a blue sky with green foliage in the background. A patch on the statue's chest reads "STRI GUARDOSQUE MONUMENTO NATURAL MEXICO COLORADO".

The Smithsonian Office of Protection Services is recognized in the cultural and natural heritage protection field as a leader in risk management.

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# VALUES

## DEDICATION

OPS is committed, resourceful, and loyal to the mission of the Smithsonian.

## RESPECT

OPS strives for civility, fairness, inclusiveness, and mutual understanding in all interactions.

## INTEGRITY

OPS holds itself accountable to the highest professional and ethical standards.

## VERSATILITY

OPS adapts effectively to a constantly-shifting threat environment.

## ENGAGEMENT

OPS works collaboratively throughout and beyond the Smithsonian to manage risk.

# DRIVE



# GOALS

## GOAL 1

### CULTIVATE

Develop “One OPS” dedicated to inclusive excellence and prepared to address the complexity of the evolving security challenges across the Smithsonian.

#### Strategy 1

Strategically hire, train, and equip the appropriate workforce.

#### Strategy 2

Develop, implement, and evaluate mechanisms for effective communication throughout OPS and the Smithsonian.

#### Strategy 3

Develop a workforce that supports the visitor experience in a manner consistent with security.

#### Strategy 4

Support the pursuit of professional excellence by OPS personnel.

## GOAL 2

### COLLABORATE

Manage risk as One Smithsonian.

#### Strategy 1

Engage central and unit leadership as pro-active partners in managing risk.

#### Strategy 2

Engage with Smithsonian colleagues to integrate risk management into all planning and operations.

#### Strategy 3

Adopt innovative resourcing strategies to supplement baseline appropriations.

## GOAL 3

### COMMIT

Keep the Smithsonian at the forefront in security program management.

#### Strategy 1

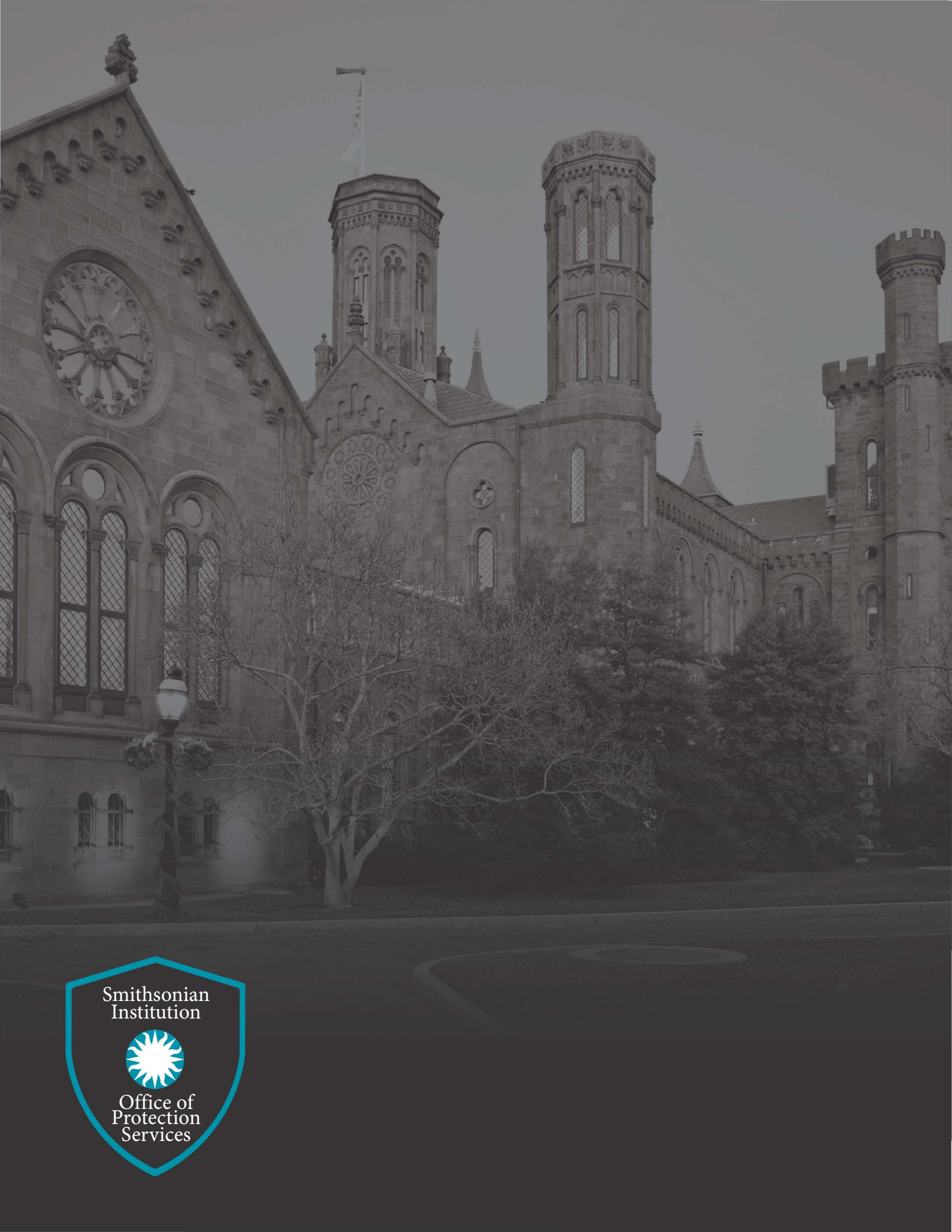
Engage in continuous learning and efficient application of industry best practices.

#### Strategy 2

Engage in strategic partnerships with industry leaders to develop and disseminate best practices.







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