



Australian Government
Australian Signals Directorate

ASD

ASD CORPORATE PLAN 2019-2020

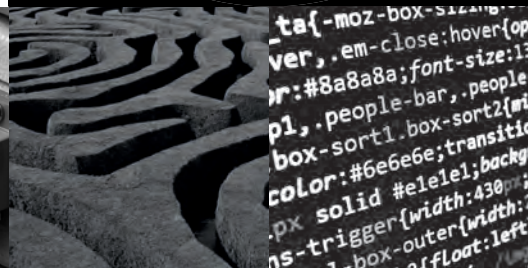
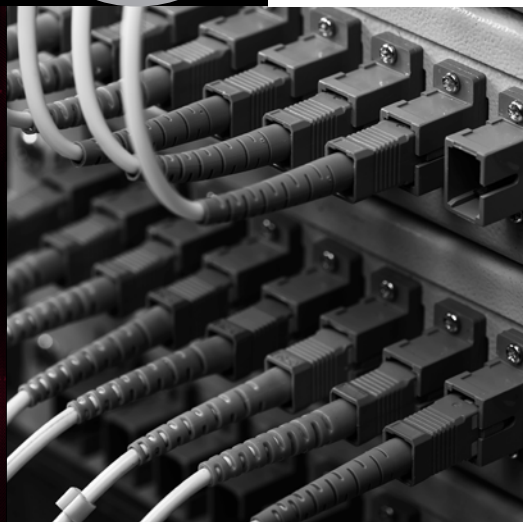
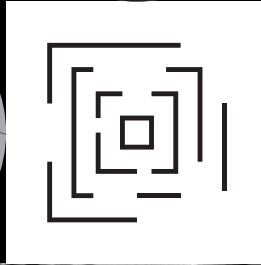
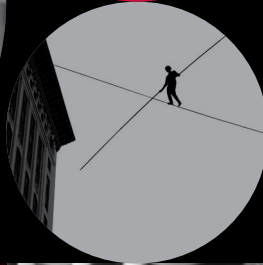


TABLE OF CONTENTS

DIRECTOR-GENERAL'S INTRODUCTION.....	5
ASD'S PURPOSE.....	6
ASD ORGANISATION CHART	9
STRATEGIC PLAN ON A PAGE.....	10
OPERATING CONTEXT.....	12
CAPABILITY	14
PERFORMANCE.....	19
ASD PLANNING FRAMEWORK	21
RISK OVERSIGHT AND MANAGEMENT	22

© Commonwealth of Australia 2019

All material presented in this publication is provided under a Creative Commons BY Attribution 3.0 Australia licence (<http://creativecommons.org/licenses/by/3.0/au/deed.en>).



The details of the relevant licence conditions are available on the Creative Commons website (accessible using the link provided) as is the full legal code for the Creative Commons BY Attribution 3.0 Australia licence (<http://creativecommons.org/licenses/by/3.0/legalcode>).

Use of the Coat of Arms

The Commonwealth Coat of Arms is used in accordance with the April 2014 Commonwealth Coat of Arms: Information and Guidelines, published by the Department of the Prime Minister and Cabinet and available online (<http://www.itsanhonour.gov.au/coat-arms/index.cfm>).

Contact us

Phone

General inquiries: Defence switchboard, 1300 DEFENCE (1300 333 362)

Email

asd.assist@defence.gov.au

Post

PO Box 5076, Kingston ACT 2604



Simeon Gilding Deputy Director-General Sigint & Network Operations	Hazel Bennett Deputy Director-General Corporate & Capability	Mike Burgess Director-General ASD	Rachel Noble PSM Head Australian Cyber Security Centre	LTGEN John Frewen DSC, AM Principal Deputy Director-General
---	---	--	--	--

Director-General’s introduction

I am pleased to present the 2019–20 Australian Signals Directorate (ASD) corporate plan, which covers the period 2019–20 to 2022–23, as required under section 35(1)(b) of the Public Governance, Performance and Accountability Act 2013.

Every morning, as I enter ASD’s headquarters, I receive a reminder of who we are, what we do and – most significantly – why we do it. I walk past an Enigma machine from World War Two. The famous encryption device is a symbol of our origins, and of our mission: to reveal our adversaries’ secrets while protecting our own.

ASD is today undergoing perhaps the most significant transformation since we were established all those decades ago. In our second year as a statutory agency, we are experiencing significant internal change, while we continue to deliver on our key missions – providing foreign signals intelligence, cyber security, and offensive cyber operations in support of the Australian Government.

Our highest priority has, and will always be, the protection of Australian lives – whether that is supporting Australian warfighters, detecting terrorist threats against Australian interests, or providing intelligence to ensure Australians are safe when overseas.

Yet we are mindful of major shifts in the strategic landscape, including security and stability across the Indo-Pacific.

We face a rising threat to our national security, economic prosperity and social wellbeing from foreign interference and espionage, including by state-based actors in cyberspace, and by cyber criminals. We are a foreign intelligence agency, and a key focus for us is ensuring our capabilities remain effective and well postured for significant events, such as a cyber or terrorist attack. Our capabilities are not directed at ordinary Australians.

Technology sits at the heart of our business. We master technology to identify and disrupt threats, and protect Australian interests. At a time of rapid change in the technology environment, we also have an important role as a trusted adviser to government on how best to navigate major technology and strategic shifts.

Our people are the key to mastering technology. We have some of the best and brightest people, who come from all sorts of fields – from computer science to marketing, international relations, law, linguistics,

music, and mathematics, among others. ASD places an enormous emphasis on diversity – we desire and require a diversity of people with a diversity of skills. Over the next few years, ASD will be recruiting hundreds of people to be part of our team.

Our foreign intelligence and cyber security functions come with special responsibilities. ASD takes these responsibilities very seriously, and is committed to operating within the spirit and the letter of the law. We have built this commitment into the culture of our organisation, through the ASD values. And ASD staff uphold these values in every aspect of their day-to-day work.

It is important that the public understands why our work is necessary to defend Australia from global threats and, most importantly, that we always act legally and ethically. In the past year, ASD has been more transparent about our role. Details of our operations and capabilities will need to remain classified – but I am committed to ensuring that Australians understand more about what we do, and why we do it.

My vision is that ASD remains a world-leading foreign signals intelligence and cyber security agency, enabled by talented, dedicated people, leading-edge capabilities, strong partnerships, and with the trust of the Australian public.

This plan describes the steps we will take to enhance that vision in 2019–20, and out to 2022–23 and beyond.

Mike Burgess
Director-General
Australian Signals Directorate



ASD's purpose

The Australian Signals Directorate (ASD) defends Australia from global threats, and advances the national interest through the provision of foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government.

ASD is a statutory agency within the Defence portfolio, reporting directly to the Minister for Defence. It operates under the *Public Governance, Performance and Accountability Act 2013*. All of ASD's activities are subject to oversight from the Inspector-General of Intelligence and Security. The Parliamentary Joint Committee on Intelligence and Security provides further oversight of ASD's administration, expenditure and enabling legislation. It also considers other matters within its scope that are referred by the Australian Senate, House of Representatives, or a Minister of the Australian Government.

ASD operates under the *Intelligence Services Act 2001*, which specifies that the organisation's functions are to:

- collect foreign signals intelligence;
- communicate foreign signals intelligence;
- prevent and disrupt offshore cyber enabled crime;
- provide cyber security advice and assistance to Australian governments, businesses and individuals;
- support military operations;
- protect the specialised tools ASD uses to fulfil its functions; and

- cooperate with, and assist, the national security community's performance of its functions.

To achieve these objectives, ASD needs to keep pace with the latest technology trends and invest in cutting-edge capabilities to gain asymmetric advantage. ASD's activities are enabled by innovative techniques, including specialist tools to detect threats in large volumes of data. ASD's mastery of technology also underpins the formulation of sound advice to protect Australia from sophisticated cyber threats.

Partnerships are critical to the organisation's success. ASD works closely with the Australian national security community, overseas intelligence and cyber security partners, academia and industry. This level of collaboration is essential to comprehensively understand the threat environment and to stay at the leading edge of technology.

ASD's success is founded in the ingenuity of its workforce. The organisation seeks to recruit and develop a curious and imaginative workforce who are not deterred by difficult challenges. Recruiting the requisite specialist technological expertise has become increasingly challenging, given the high demand for staff with these skillsets. ASD's transition to a statutory agency provides an opportunity to design new career pathways and employment opportunities so that ASD can better recruit, retain, train and develop its specialist staff.

This combination of a uniquely skilled workforce, empowered by innovative technology, enabled by responsible financial management and leveraging partner capabilities, positions the organisation to deliver trusted intelligence, cyber security expertise and offensive cyber operations for Australia's national interest.

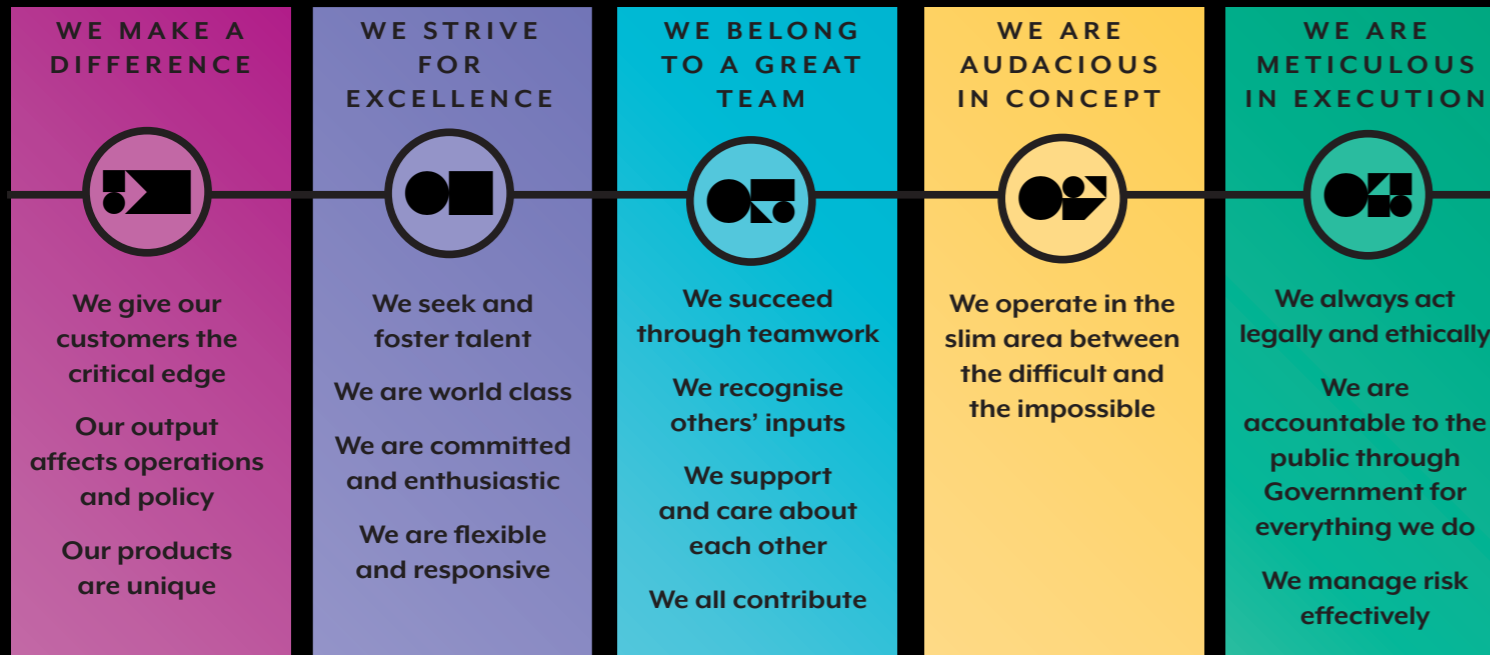


ASD's five strategic objectives

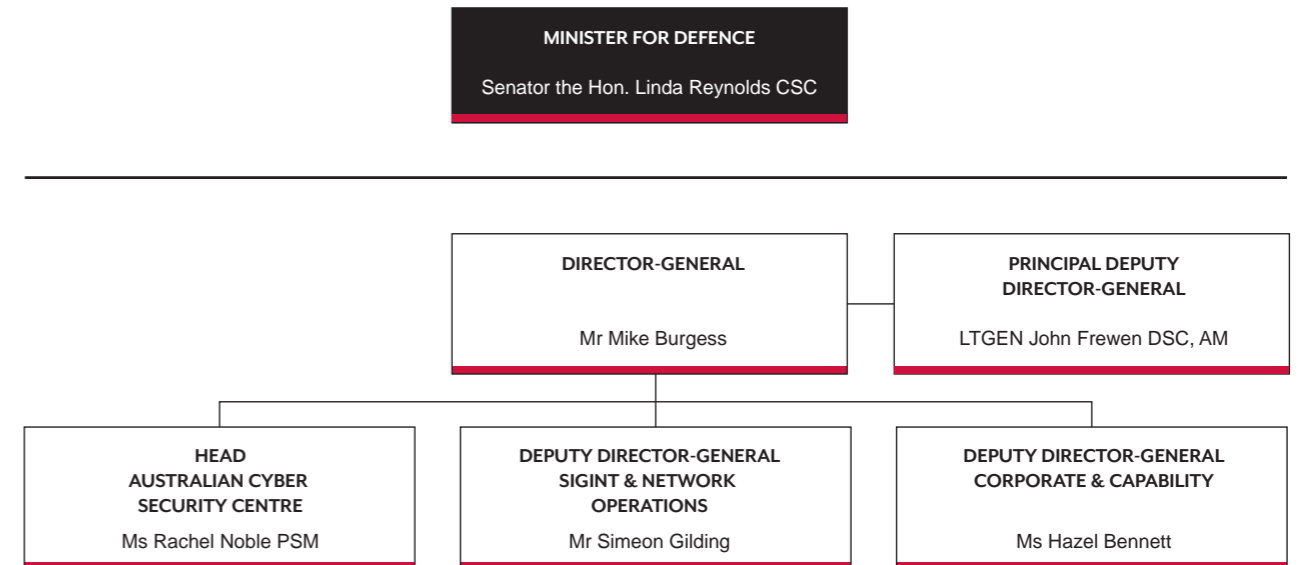


ASD VALUES

REVEAL THEIR SECRETS. PROTECT OUR OWN.



ASD organisation chart



CONTEXT & EXTERNAL DRIVERS



<p>OUR PURPOSE</p>	<p>Defend Australia from global threats and advance our national interests through the provision of foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government</p>					
<p>OUR VISION</p>	<p>We are a world-leading intelligence and cyber security agency, enabled by talented dedicated people, leading-edge capabilities, strong partnerships, and the trust of the Australian public. Our role as both ‘poacher’ and ‘gamekeeper’ uniquely positions us to provide trusted advice and conduct intelligence operations.</p>					
	<p>We provide unique capabilities and access that inform and make a difference. We excel in the collection and exploitation of data</p>	<p>We build world-class, innovative offensive cyber capabilities that deliver real-world impact</p>	<p>We make Australia the safest place to connect online</p>			
<p>OUR STRATEGIC OBJECTIVES</p>	<p>Deliver Strategic Advantage</p>	<p>Lead Cyber Security</p>	<p>Support Military Operations</p>	<p>Counter Cyber-enabled Threats</p>	<p>Provide Trusted Advice and Expertise</p>	
	<p>Generate intelligence and operational effects to protect and advance Australia’s national interests</p>	<p>Make Australia the safest place to connect to the online world. Foster national cyber security resilience</p>	<p>Enable the war fighter. Protect Defence personnel and assets</p>	<p>Protect Australia and Australians by countering cyber-enabled crime and disrupting terrorists’ use of the internet</p>	<p>Deliver timely, trusted and quality advice to Government, law enforcement, business and the community</p>	
<p>OUR ENABLING CAPABILITIES</p>	<p>People and Culture</p>	<p>Technology</p>	<p>Partnerships</p>	<p>Tradecraft</p>	<p>Governance and Risk</p>	<p>Leadership and Influence</p>
	<p>Our success is based on the ingenuity and diversity of our team. We have an inclusive culture that values and rewards teamwork. We attract and retain the best talent.</p>	<p>We use technology in innovative and creative ways to gain asymmetric advantage. We master technology to identify and disrupt threats, and protect Australian interests.</p>	<p>We bring together our expertise and capabilities with those of our partners for mutual benefit. Respectful relationships and collaboration enable our success.</p>	<p>We give our staff the skills to solve challenging problems, and operate in the slim area between the difficult and the impossible.</p>	<p>We act professionally, legally and ethically. We manage risk and are fully accountable for our actions. We are fiscally responsible, and we promote a culture that values strong compliance and security practices.</p>	<p>The leadership skills of our people underpin everything we do. And our mastery of technology underpins our trusted advice to the Government and the public.</p>
<p>OUR UNIQUE VALUES</p>	<p>We make a difference</p>	<p>We strive for excellence</p>	<p>We belong to a great team</p>	<p>We are audacious in concept</p>	<p>We are meticulous in execution</p>	

Operating context

ASD's ability to deliver on the outcomes described in its corporate plan is influenced by changes in its operating environment. These factors are key to ASD's efforts to evolve its business, ensuring it is well-positioned to continue to help keep Australia safe.



GLOBAL SHIFTS

Australia's security and prosperity relies on a secure, stable, prosperous and rules-based Indo-Pacific.

Foreign influence and interference seeks to undermine Australia's sovereignty, while cyber actors – both state and non-state – target Australian information technology systems, seeking to compromise material of significance to Australia's national security and economic prosperity.

Terrorism remains a threat, both within Australia and to Australian interests abroad.

ASD's capabilities provide the Australian Government with intelligence and cyber security expertise that delivers a strategic advantage, policy and advice that protects our national security and sovereignty, and practical support that informs law enforcement and military operations.

Across the life of this corporate plan, ASD will continue to invest in developing its workforce and its technology base to ensure it is able to respond flexibly to the changing priorities of the Australian Government.



TECHNOLOGICAL CHANGE

Technological advances provide great benefit to our society, but these advances can also introduce risk.

ASD's mastery of technology enables it to protect Australia from global threats. But technology is evolving rapidly. State and non-state actors can access increasingly sophisticated communications technologies – and the tools to exploit them.

ASD has a dual role as a trusted adviser in assisting the Australian Government to navigate major technological change, and to exploit technology to deliver foreign signals intelligence, cyber security and offensive cyber operations in support of Australian Government priorities.

ASD has always evolved its capabilities in response to technological change. In the years covered by this corporate plan, the challenge of maintaining mastery of technology will become more complex and demanding. To meet this challenge, ASD will enhance STEM skills in its workforce and invest in new and emerging technologies.



PUBLIC TRUST

As an intelligence and security agency, ASD has been entrusted with sensitive powers. ASD takes this responsibility very seriously.

ASD's functions are set out in the *Intelligence Services Act 2001*, along with the limitations on its functions. ASD is accountable for its actions under this legislation to the Australian Government, the Minister for Defence and the Parliamentary Joint Committee on Intelligence and Security. ASD's activities are regularly reviewed by the Inspector General of Intelligence and Security – who has the powers of a standing Royal Commission – to provide independent assurance that ASD acts legally and ethically.

ASD recognises the importance of maintaining the trust of the Australian Government and the Australian public.

While ASD may not be able to share the details of its operations for security reasons, for the duration of this corporate plan and beyond, ASD will seek to increase the information it shares with Australians about its functions. It is committed to assisting Australians to understand the principles on which ASD makes decisions, the way it protects the privacy of Australians, and its strong culture of operating within the spirit and letter of the law.



PARTNERSHIPS

In a complex and evolving world, ASD cannot operate effectively alone. Strong partnerships underpin ASD's ability to understand global threats, collect foreign signals intelligence, formulate and implement cyber security advice, and conduct offensive cyber operations in support of the Australian Government.

ASD has a long history of working effectively with its partners in the National Intelligence Community, with Australian government agencies and entities, the ADF and industry. It has long-standing, robust and meaningful ties with its Five-Eyes counterparts in the United States of America, United Kingdom, Canada and New Zealand, and other international partnerships – notably through the international network of CERTs.

In the period covered by this corporate plan, ASD will strengthen partnerships with its counterpart agencies, industry, academia, and think-tanks to meet the Australian Government's strategic objectives and operational needs.



FISCAL ENVIRONMENT

The Australian Government has made a significant investment in building ASD's foreign signals intelligence, cyber security and offensive cyber operations capabilities.

As a new statutory agency, ASD is investing in building its corporate functions and accountability frameworks, including risk management, to ensure that it can operate sustainably and responsibly within its forward budget.

Capability

ASD’s capabilities enable it to deliver on its purpose and strategic goals. For the duration of this corporate plan, ASD will place special emphasis on building and enhancing the capabilities needed to meet the challenges of the evolving strategic environment, including changes in technology and data analysis. It will invest in improving leadership skills and building a culture that leverages the strength of a diverse and capable workforce. It will build and foster partnerships to deliver value in this complex operating environment.

People and culture



ASD’s people are its greatest resource. The skills and experience of its people are in high demand across private industry and government. To ensure its success, ASD must continue to attract, develop and retain a diverse and highly skilled workforce.

In the period of this corporate plan, ASD will:

- expand and mature its dedicated human resources, and learning and development functions;
- develop ASD’s first dedicated strategic workforce plan to achieve the optimal future workforce to deliver against ASD’s strategic objectives;
- develop and deliver a comprehensive attraction and recruitment strategy, focused on growing a diverse and capable workforce;
- enhance its training and development programs, underpinned by a comprehensive capability framework;
- establish a wellbeing program to safeguard the physical and mental health of its staff; and
- review its remuneration framework to remain an employer of choice.

Partnerships



ASD’s partnerships are critical enablers for its success in an increasingly complex operating environment.

In the period of this corporate plan, ASD will:

- foster its existing relationships and develop new approaches to deliver mission-related outcomes;
- enhance its ability to work with key stakeholders and partners across multiple classifications;
- enhance partnerships with industry and academia – particularly in the fields of data science, cyber security, and technology; and
- strengthen relationships with key foreign counterparts, focusing on delivering outcomes of mutual benefit.

Tradecraft



ASD’s foreign signals intelligence, cyber security, and offensive cyber operations missions require a highly skilled workforce, equipped with the right skills to operate effectively at the cutting edge of technology. The pace of technological change increases ASD’s opportunities to develop new tradecraft, but also increases the challenge of keeping ahead. Meeting this challenge is a critical enabler for ASD’s future capability. ASD is conducting a detailed review of the analyst ecosystem. The review is called CAPRICORNUS and is designed to ensure that analysts are able to deploy modern tradecraft against ASD’s toughest analytical problems.

In the period of this corporate plan, ASD will:

- conduct a multi-year change program to implement the recommendations of the CAPRICORNUS review;
- redesign its training framework, focusing on equipping its people with key skills to develop modern and innovative tradecraft;
- evolve data and technology systems to support contemporary analytic requirements; and
- build a culture that enables analysts to flexibly adapt as the tradecraft environment changes, and as technology and target norms evolve.

Technology



Technology is at the heart of ASD's capability. Mastering and adapting to technological change is crucial to enabling ASD's ongoing success in delivering foreign signals intelligence, cyber security, and offensive cyber operations.

In the period of this corporate plan ASD will:

- complete a comprehensive review into the technology that underpins its mission, delivering a new strategy for its enterprise and mission systems;
- mature its portfolio management capabilities, ensuring its technology investment delivers the capabilities needed to meet its strategic goals;
- deliver contemporary technology platforms that provide an enhanced user experience to its workforce; and
- optimise its technology investment portfolio to effectively strike the balance between current requirements and future capability.

Governance and risk



ASD's new status as a statutory agency has given it the autonomy to build enterprise governance and risk frameworks that are tailored to the unique nature of ASD's work. As part of this work, ASD is also strengthening compliance and oversight processes, which provide assurance that ASD acts within the spirit and the letter of the laws that enable us.

In the period of this corporate plan, ASD will:

- mature its risk management frameworks;
- refresh its security functions;
- grow its compliance and oversight functions, ensuring ASD maintains the highest standards of compliance with the laws that govern our actions; and
- continue to develop a fit-for-purpose financial management system.

Leadership and influence



The leadership skills of ASD's people – at all levels of the organisation – are vital to its success. ASD's leaders are at the forefront of delivering our strategic initiatives, and supporting and developing our workforce.

In the period of this corporate plan, ASD will:

- invest in developing new leadership capability training, initially focused on enhancing the collective leadership skills of our senior and middle managers; and
- develop a leadership training pathway for all levels of the organisation.

Diversity and inclusion



ASD’s workforce operates in the slim area between the difficult and the impossible. Solving the toughest problems in foreign signals intelligence, cyber security and offensive cyber operations requires teams of clever, curious people with diverse and complementary skills. ASD’s strength, resilience, and creativity is derived from the different ages, backgrounds, genders, cultures, neurodiversity, physical abilities, religions and sexualities of its staff. ASD is committed to providing a respectful and inclusive workplace.

In the period of this corporate plan, ASD will:

- deliver ASD’s first diversity and inclusion strategy; and
- develop an evaluation framework to monitor progress in achieving ASD’s diversity and inclusion goals.

Performance

ASD’s purpose is to defend Australia from global threats and advance the national interest through the provision of foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government.

While ASD’s purpose will not change significantly over the duration of this corporate plan, the way in which it meets the needs of Australians and the Australian Government will evolve in response to shifts in its operating context and changes in the global threat environment.

ASD’s planning and performance framework (refer to Planning framework on page 21) demonstrates how ASD’s purpose informs its strategic plan, annual priorities, internal strategies and focus areas, and the work of the divisions, branches and individuals within the organisation.

For the duration of this corporate plan, ASD will assess its performance against its purpose through a mix of qualitative and quantitative assessments. In 2019–20, ASD will introduce new performance measures that will provide a performance baseline. For the subsequent years covered by this plan, ASD will enhance and evolve its performance measures and methodologies, developing a robust performance assessment process that effectively demonstrates the value of ASD’s activities to the Australian Government.

ASD’s 2019–20 Annual Report will include a baseline of the new performance measures identified in the first year of this corporate plan. However, due to the nature of its work, some performance measures will continue to be reported through existing performance frameworks in classified channels.



Methodologies

Case studies

While the detail of much of ASD’s work must remain classified, ASD is committed to demonstrating the value of its work to the Australian Government and the Australian public. Where possible, ASD will seek to provide insight into the aspects of ASD’s work that can be reported publicly. Case studies can be used to demonstrate how ASD keeps Australians safe and that ASD’s stakeholders value the unique insights and support that ASD provides to their missions.

ASD will also report feedback on its performance collected through formal and informal mechanisms. This will include feedback from stakeholders on ASD’s intelligence products, as well as feedback derived from analyst exchanges, cyber security products and services, and engagement with Government, Ministers, officials, businesses and individuals.

External independent evaluation

Independent evaluation of performance is crucial to understanding how ASD’s products, services, and operational activities provide value to the Australian Government.

In 2019–20, ASD will commission an annual externally administered senior-level customer survey to assess the impact of its products, services and operational activity for key decision-makers in the Australian Government, ADF, industry and individuals.

This external survey process will supplement and complement existing evaluation mechanisms, which will be reported to the Australian Government through existing channels.

The survey will seek to assess if ASD is providing effective advice, reporting and services to its customers and stakeholders. It will assess if ASD's products provide value in developing policy, managing security risks, and disrupting threats to Australia's security and Australian interests.

Internal evaluation

In the years covered by this corporate plan, ASD will establish and refine a robust performance assessment methodology that measures its success in delivering foreign signals intelligence, cyber security products and services, and offensive cyber operations.

The results of the first survey in 2019–20 will enable ASD to develop a clear baseline of performance, and provide insights to enable it to identify areas for targeted improvement.

ASD's internal performance will be assessed three times a year by its Enterprise Performance Committee. Independent assurance will be provided by ASD's Office of Audit and Risk, and the externally chaired ASD Audit and Risk Committee.

Performance criteria and methodologies

KEY

- ⊙ Existing measure
- ⊕ New performance measure
- Ⓟ Baseline
- ⬆ Improved measure developed

Objective: defend Australia from global threats and advance our national interests through the provision of foreign signals intelligence, cyber security, and offensive cyber operations, as directed by Government.

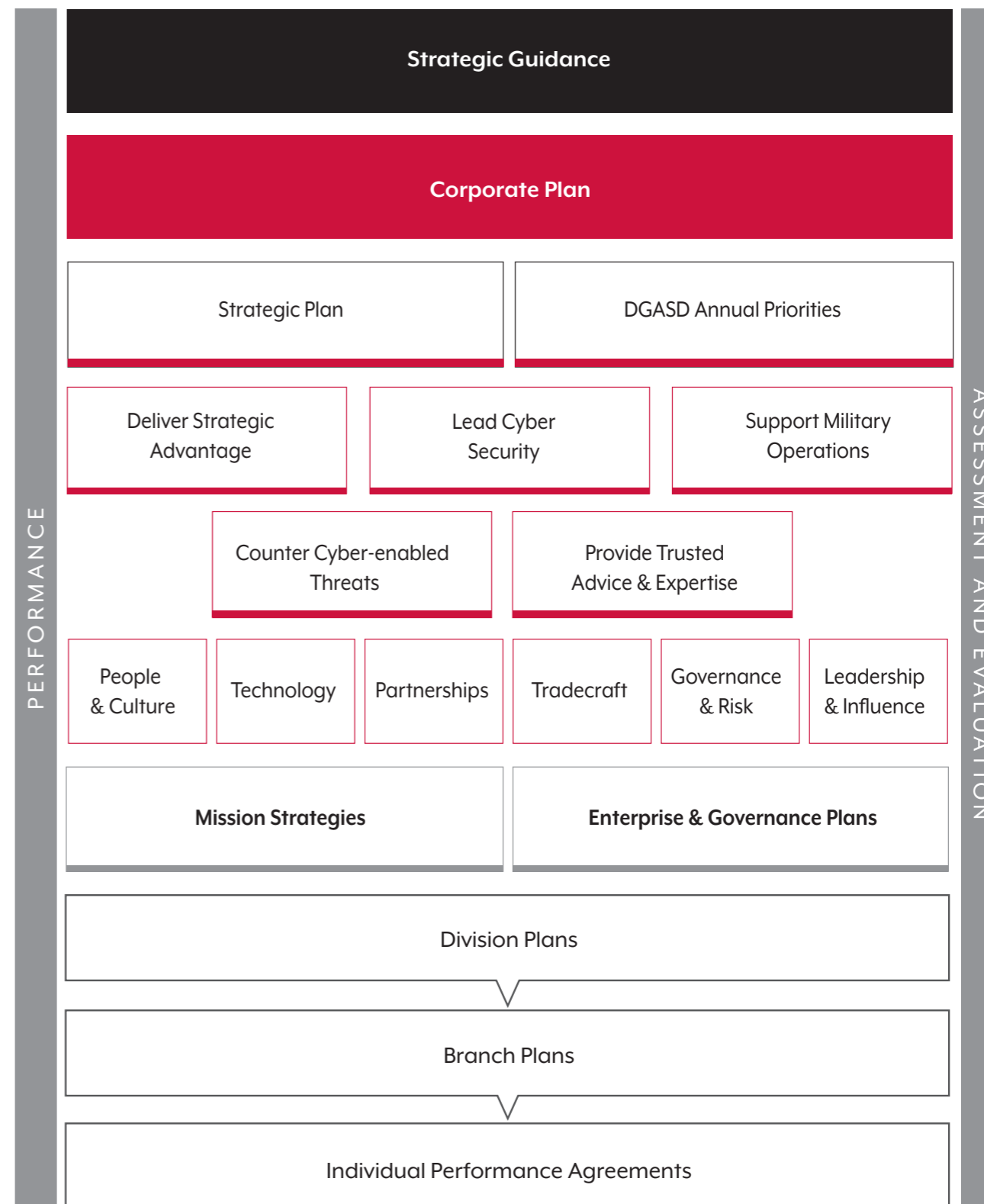
Performance criteria: effective advice, reporting and services that assist Australian governments, government agencies, the Australian Defence Force and businesses to develop policy, manage security risks (including for individuals) and disrupt threats to Australian's security and interests.

Targets: our stakeholders value the unique insights and support ASD provides to their mission.

ACTIVITY	MEASURE	ASSESSMENT	YEAR			
			2019–20	2020–21	2021–22	2022–23
Provide foreign signals intelligence	ASD's foreign signals intelligence informs strategic, operational and tactical decision-making	Case studies*	⊙	⊙	⊙	⊙
		External evaluation	Ⓟ	⊕ ⬆	⬆ ⬆	⬆ ⬆ ⬆
		Internal evaluation	Ⓟ	⊕ ⬆	⬆ ⬆	⬆ ⬆ ⬆
Provide cyber security services	ASD's cyber security advice, assistance and operational responses prevent, detect and remediate cyber threats to Australia	Case studies*	⊙	⊙	⊙	⊙
		External evaluation	Ⓟ	⊕ ⬆	⬆ ⬆	⬆ ⬆ ⬆
		Internal evaluation	Ⓟ	⊕ ⬆	⬆ ⬆	⬆ ⬆ ⬆
Conduct offensive cyber operations	ASD's offensive cyber operations deliver real world impact, including providing advantage to military operations	Case studies*	⊙	⊙	⊙	⊙
		External evaluation	Ⓟ	⊕ ⬆	⬆ ⬆	⬆ ⬆ ⬆
		Internal evaluation	Ⓟ	⊕ ⬆	⬆ ⬆	⬆ ⬆ ⬆

*Where possible

ASD planning framework



Risk oversight and management

ASD's Executive Committee is the primary support for the Director-General in the governance of ASD. The Executive Committee has oversight of all of ASD's functions. It defines operational and corporate risk tolerances, and oversees effective risk management.

The Director-General is supported in these functions by ASD's governance frameworks and committees. The Director-General has appointed accountable officers for managing risk across four key domains. These domains are:

- security, integrity and reputation;
- enterprise performance;
- people, finance and workplace health and safety; and
- data, technology and infrastructure

The accountable officer for security, integrity and reputation is the Director-General of ASD. He is supported in this through the Management Review Committee, which deals with personnel security issues, and the ASD Audit and Risk Committee, which provides external oversight of ASD's governance and performance.

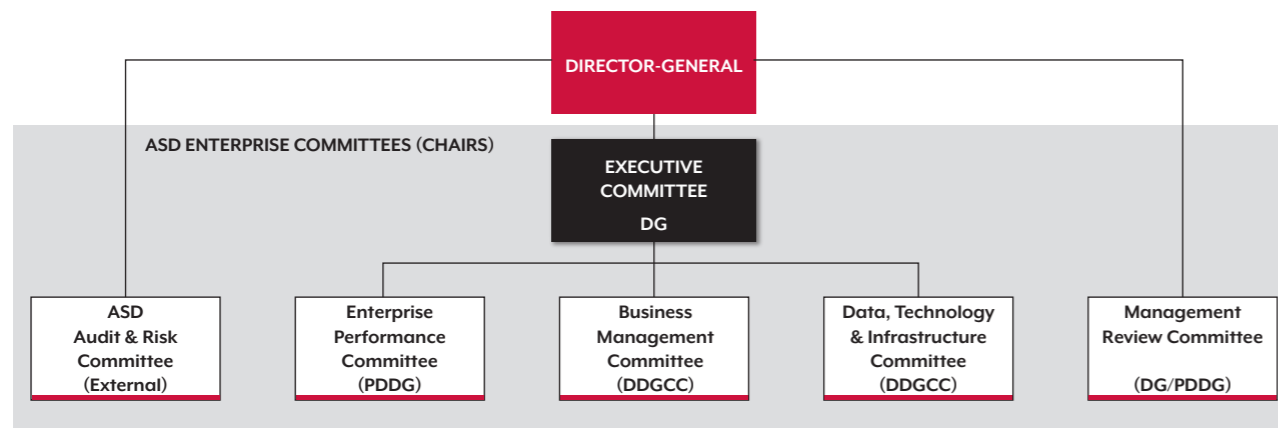
The Principal Deputy Director-General of ASD supports the Director-General in matters relating to enterprise performance through the Enterprise Performance Committee.

Matters related to people, finance, and workplace health and safety are considered by the Business Management Committee, which is chaired by the Deputy Director-General Corporate and Capability. The Business Management Committee is a new forum that amalgamates the functions of the formerly separate people and finance committees, and also considers matters related to estate management and workplace health and safety.

The Data, Technology and Infrastructure Committee considers matters related to ASD's data, technology and infrastructure investment, and ensures that these activities are aligned with ASD's strategic goals. It is chaired by ASD's Deputy Director-General Corporate and Capability.

During the period of its last corporate plan, ASD established its Audit and Risk Committee to meet the requirements of section 45 of the *Public Governance, Performance and Accountability Act*. The Committee provides independent assurance of ASD's risk management framework, internal governance and performance. The Committee has three external members, one of whom chairs the Committee.

During the period of this corporate plan, ASD will mature its corporate governance frameworks and enhance its performance reporting, enterprise risk management and decision support material.



A diagram of the relevant committees and their chairs.

ASD.GOV.AU

