

DSTO strategy, vision and people

Our strategy

The core of our strategy is to build on our strength of being a **valued adviser** to government and to focus our efforts towards future Defence and national security capability by being a **collaborative partner** and an **innovation integrator**. We will leverage other world-class capabilities both in Australia and internationally through strategic alliances and partnerships. Through our partnerships we will take a stronger role in integrating knowledge and best practices to deliver innovative outcomes.

We will continue to support and develop our talented workforce. We will also seek to be a more efficient and effective organisation. The strategy aims to support the future capability edge for Defence and national security, while maintaining our support of the current Defence force as our highest priority.

Our vision

DSTO aims to be a world leader in defence science and technology – indispensable in supporting and transforming Australia's defence and national security.

Our people

DSTO has diverse, professional and specialised staff members who work in offices, complex laboratories, test facilities, weapons ranges and operational theatres. DSTO provides a work experience that is both challenging and career-developing and treats a safe, healthy and secure working environment as a key priority.

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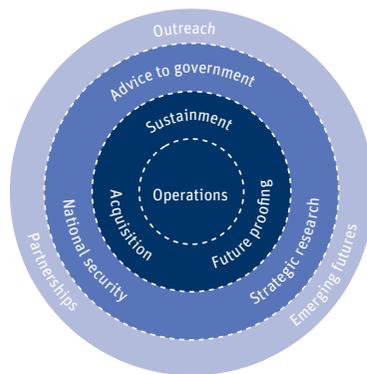
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DSTO roles

DSTO is a national leader in safeguarding Australia by delivering valued scientific advice and innovative technology solutions for Defence and national security.



The DSTO Strategic Plan will strengthen DSTO's capability to be a:

- valued adviser
- collaborative partner
- innovation integrator.



	Role	Description
CORE	Operations	Supporting operational capability with science and technology expertise.
	Sustainment	Providing support to Defence to sustain and enhance current capability.
	Acquisition	Providing support throughout the genesis, development, acquisition and introduction to service of major capability projects.
	Future proofing	Investigating client-focussed future concepts, contexts and capability.
EXTENDED CORE	Advice to government	Shaping defence and national security strategic policy through expert and impartial advice.
	National security	Leading the coordination and delivery of science and technology to enhance whole-of-government national security.
	Strategic research	Conducting research into high-impact areas for future Defence capability.
SUPPORTING	Emerging futures	Scanning the environment to gain an understanding of emerging science and technology threats and opportunities.
	Partnerships	Enhancing our impact by collaborating with research and industry partners, nationally and globally.
	Outreach	Promoting defence science and education in the broader Australian community.



Australian Government

Department of Defence

Defence Science and

Technology Organisation

Summary of Strategic Plan 2013-18



Our strategic context

The global and regional context for Australian defence will undergo significant change in coming years. Key challenges facing DSTO include the increased blurring of state and non-state threats, military modernisation in the Asia-Pacific region, global access to commercial off-the-shelf technology and the rapid progression of cyber capabilities and other disruptive technologies. These external challenges coincide with a tightening resource environment for Defence and DSTO. Through an open and consultative approach with staff and stakeholders, DSTO has formulated ten strategic issues that the strategic plan will address.

Top strategic issues

1. major **defence and national security needs** including cost drivers
2. key **Asia-Pacific** and **global trends**
3. the **challenges** that DSTO is uniquely able to address
4. being strategic in our **client relationships**
5. the need for greater **collaboration and partnership** with other science organisations and industry
6. prioritisation of **investment** within a **resource-constrained** environment
7. the need for **innovation, science excellence and leading-edge technology** to improve competitive position
8. the necessity for **business-ready services** and **infrastructure** to support productivity and quality delivery
9. the needs of a demanding **knowledge-intensive workforce**
10. the expectations of a high-performance organisation that requires quality **leadership and accountability**.



Our strategic initiatives

From 2013 to 2018, DSTO will undertake the following ten strategic initiatives to make DSTO a more valued, collaborative and innovative organisation. The implementation of these initiatives is phased over the five year period of the plan, with the most vital and enabling initiatives implemented in the first two years. Implementation will occur through an annual business planning and budget cycle. The strategic actions and business plans will be reviewed annually.

DSTO strategic initiatives			Intensity of activity over 2013-18				
			Year 1	Year 2	Year 3	Year 4	Year 5
DELIVER to Defence → More valued	D1.	Science and technology excellence					
	D2.	Strategic engagement with client focus					
SHAPE defence and national security → More collaborative	S1.	Big picture analysis on shape of Defence					
	S2.	Grand Challenges for Safeguarding Australia					
Create and anticipate TOMORROW → More innovative	T1.	Fostering innovation					
	T2.	Invigorating Australia's research efforts in national security					
A valued ORGANISATION with a more collaborative and innovative culture	O1.	Leadership, accountability and performance management					
	O2.	Talent, diversity and career development pipeline					
	O3.	Transformation of ICT to drive innovation and collaboration					
	O4.	Best practices for business processes and administration					

KEY	Significant effort
	Medium effort
	Minor effort/ business as usual

Our science and technology capabilities

DSTO will progressively implement changes to its science and technology capability over the five years of the strategic plan. These changes have been informed by analysis of future trends and Defence priorities. Partnerships will be essential to strengthening DSTO's ability to develop science and technology capability and to integrate knowledge and innovation for defence and national security capability. Any reductions in DSTO investment will be offset by a combination of internal efficiencies, greater external partnering and a more focused client prioritisation process.

Grow

DSTO will grow investment in cyber, surveillance and space systems and autonomous systems.

Sustain

DSTO will maintain investment in electronic warfare, information systems and chemical, biological, radiological and nuclear.

Reduce

DSTO will reprioritise investment in propulsion and energy, platforms, weapons, human science and operations analysis.