

UNCLASSIFIED



Australian Government

Department of Defence
Defence Science and
Technology Organisation

Management Models and Governance Options for National Security S&T

Dr John Percival

Program Leader National Security

5 May 2014

DSTO



Science and Technology for Safeguarding Australia

Background

- **Goal:** implement an effective, appropriately funded cross-agency national security S&T coordination and delivery framework
- **Post 9/11 evolution of national security S&T coordination**
 - PACCT arrangement, 2006 NPP bid
 - SET Unit/ NSST Branch PM&C
 - 2009 NSSIS coordination mechanisms
 - Agency and S&T provider programs
- **International models as examples**
 - UK CT S&T Centre, Canadian CSS, US CTTSO, DHS,...
- **Related S&T delivery models**
 - ARC, RPDE, CRCs, ...



Design Principles

- S&T Program driven by national security operational and capability needs
- Effectively harness national S&T enterprise and build capacity where required
 - Universities, industry, research agencies,...
- Balance short term high-TRL with long term low-TRL research
- Utilise existing cross-agency coordination mechanisms where appropriate
- Encourage co-investment in national security S&T projects
- Leverage international partnerships
- Exploit synergies with Defence S&T
- Align with broader national strategies for science, innovation, and regional engagement
- Scalable structure to fit program scope and resources



Elements of a National Security S&T Framework

- NS S&T policy development and strategic analysis
- NS S&T requirements elicitation and prioritisation
 - Cross-agency, fit with strategic guidance, investment balance
- NS S&T project definition, dissemination, selection
 - Efficient, competitive, sound governance, value for money
 - Opportunities for international collaboration
- NS S&T program management, delivery, evaluation
- Foster national security S&T community of interest
 - User agencies with S&T providers
 - Emerging threats and opportunities



NS S&T Governance

- NS S&T Steering Committee
 - 10-12 SES Band 2 members, key Govt. agencies
 - Chaired by CDS, co-chaired with AGD
 - Strategic oversight, program endorsement and evaluation

- Sub-Program Oversight Committees
 - Membership: EL2/SES Band 1 from Govt. agencies
 - Scale to suit resource allocation
 - Sub-program management, prioritisation

- Thematic Working Groups
 - “user” agencies and S&T providers “community of interest”
 - Cross-agency requirements elicitation and prioritisation
 - Utilisation of existing coordination structures, e.g. ANZCTC

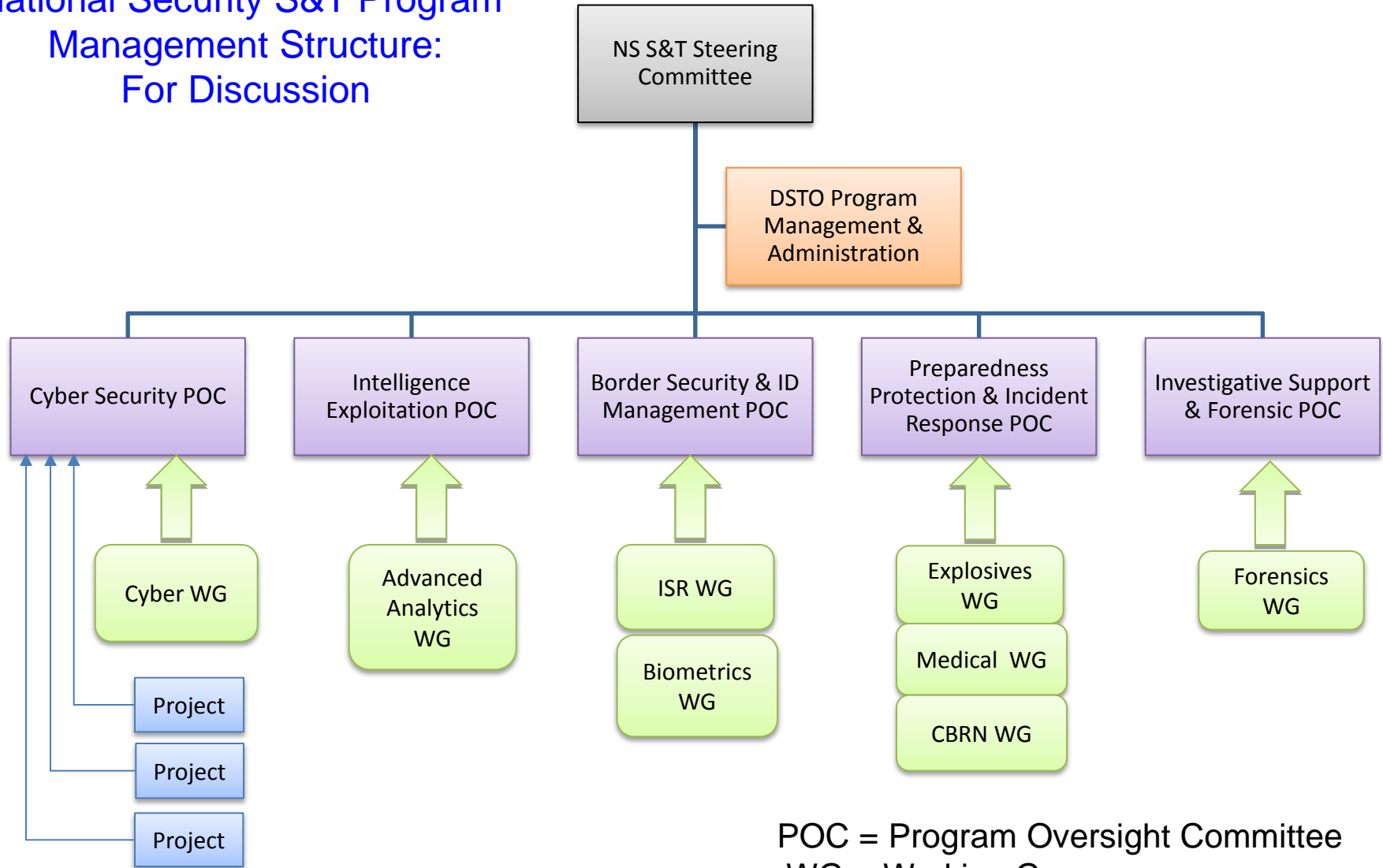


NS S&T Governance (cont.)

- DSTO national security S&T program management and administration
 - Coordination across sub-programs and with Defence S&T
 - Management of international NS S&T research agreements
- Specific mechanisms to enhance engagement with industry and academia
 - E.g. RPDE model, Diggerworks, research grants, NS S&T workshops,....



National Security S&T Program
Management Structure:
For Discussion



POC = Program Oversight Committee
WG = Working Group