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Communications Security
Establishment Canada

Centre de la sécurité
des télécommunications Canada

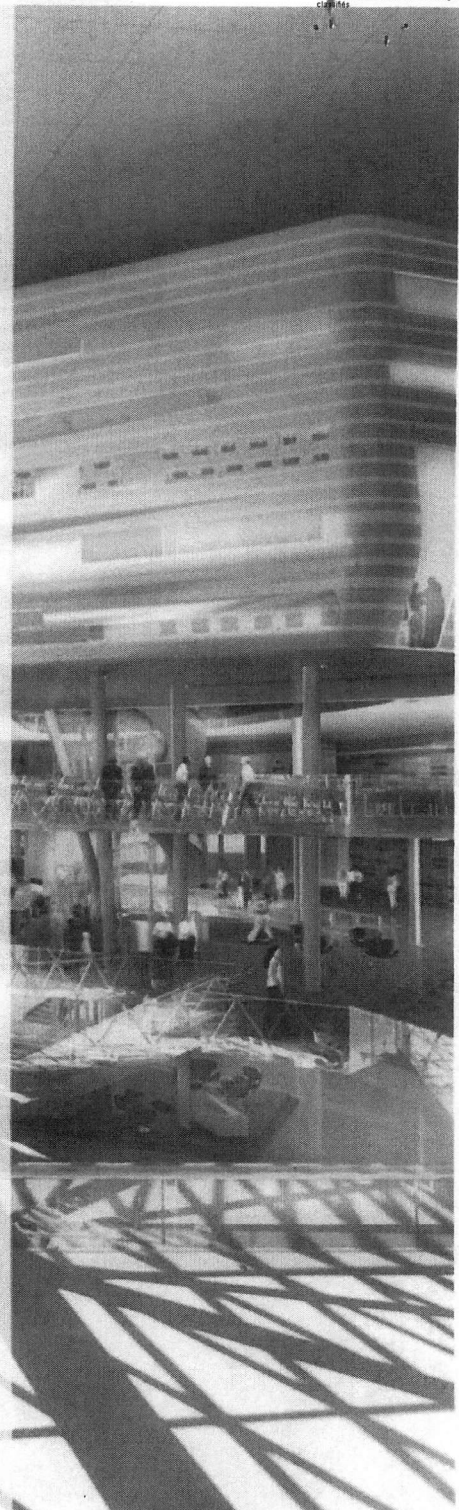
CSEC 2015



Canada

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CSEC Vision

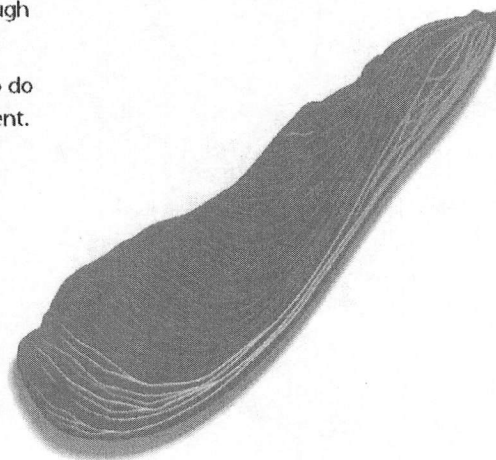
Safeguarding Canada's security through information superiority.

Mission

To provide and protect information through leading-edge capability.

CSEC Leadership Principles

- As leaders, we share a single objective: the success of CSEC's mission; and we succeed because we collaborate.
- We value people for their unique capacity to contribute through their knowledge, skills, character, attitude and life experience.
- We enable each person/employee to fulfill their potential to do meaningful work in a collaborative and supportive environment.
- We encourage employees to contribute to decisions that affect them, and support them in doing the *right* thing.



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EXCOM Strategic Intent

As Canada's national cryptologic agency, our mission is to deliver valued signals intelligence and IT security (ITS) products and services to our clients. Building the capability and capacity to deliver this mission requires significant investment of people and money. Recent strategic roadmaps (2005, 2010) have guided our efforts to tackle complex asymmetric threats and respond to the rise of the internet and its constituent technologies. And we have been successful. There is unprecedented support for our work among our clients and stakeholders. We are seen as a key player in the Canadian security and intelligence community, with our mission featuring prominently in recently promulgated national strategies, like the Canadian Cyber Security and Counter-Terrorism Strategies.

With our clients' and partners' expectations high and rising, it is critical that we take the time to carefully define our evolution over the next five years. We must craft a plan that allows us to deliver the highest priority aspects of our mission in the face of unprecedented operational challenges, while, at the same time, advancing our organization-wide business transformation agenda to prepare our people and recast our processes for the realities of our new facility in 2015. Striking the right balance between these efforts while adapting to increasing budget pressures will be our preoccupation over the next five years.

CSEC 2015 outlines the priorities we must address to deliver on a complex mission in a complex time. By meeting the objectives outlined in this document, we will emerge as "Team CSEC", with enhanced cryptologic benchstrength and ready for the unprecedented 2015 operating environment—both in terms of mission challenges and our new workplace. With this new face, we will be an even stronger and more vital contributor to a safe and secure Canada.

CSEC 2015 is not a stand-alone document—it should be read in conjunction with individual program's 2015 strategies and business plans which elaborate more fully on 2015 mission-centric objectives. Delivery on these will require sustained effort from all levels and areas of our organization. We've made an effort to ensure this document addresses clear needs and realistic objectives, and we are committed to regularly reviewing and reporting to you on progress against CSEC 2015 objectives.

On a corporate scale, we will:

- prepare ourselves to take full advantage of the opportunities our new facility will provide;
- make informed decisions within an improved governance framework and hold ourselves accountable for learning from our mistakes;
- promote leadership, agility and collaborative teams that value their contributions to advancing mission objectives; and
- streamline corporate processes and seek authorities and policies that will allow us to be increasingly relevant in both the Canadian and allied communities.

In the mission context, we will

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

John Adams
Chief

CIO

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DGPC

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CSEC 2015 Strategic Priorities

The next five years will be a time of fundamental change at CSEC. As we navigate these changes, we will take steps to ensure we arrive at our destination more focussed, capable and integrated than ever.

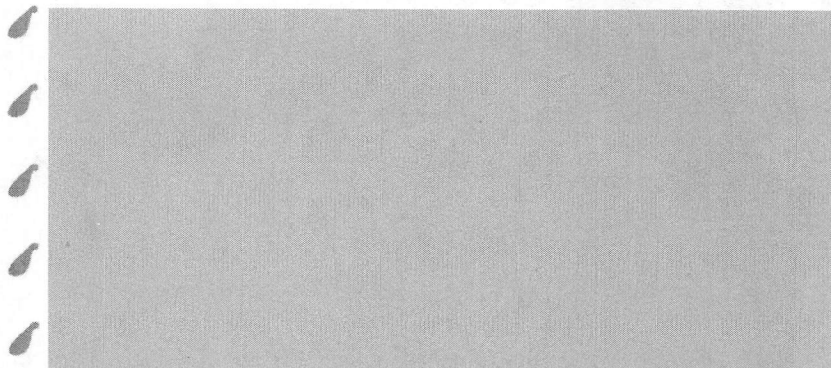
Our approach to 2015 is organized around seven strategic priorities, some related to the delivery of valued signals intelligence and ITS products and services to our clients, while others relate more to the ongoing transformation of how we work together to achieve mission outcomes. Balancing delivery on both kinds of imperatives—transforming how we work together and evolving mission capacity and capabilities—will be achieved by becoming better partners, a stronger team and getting our priorities right.

These priorities identify areas in which it will be necessary to concentrate our efforts to address anticipated 2015 challenges and opportunities and they are supported by achievable objectives aimed at delivering the mission and establishing a leadership role for CSEC within the Government of Canada.

CSEC 2015 Strategic Priorities

Strengthen "Team CSEC" and Prepare for Our New Facility

Adopt Innovative and Agile Business Solutions



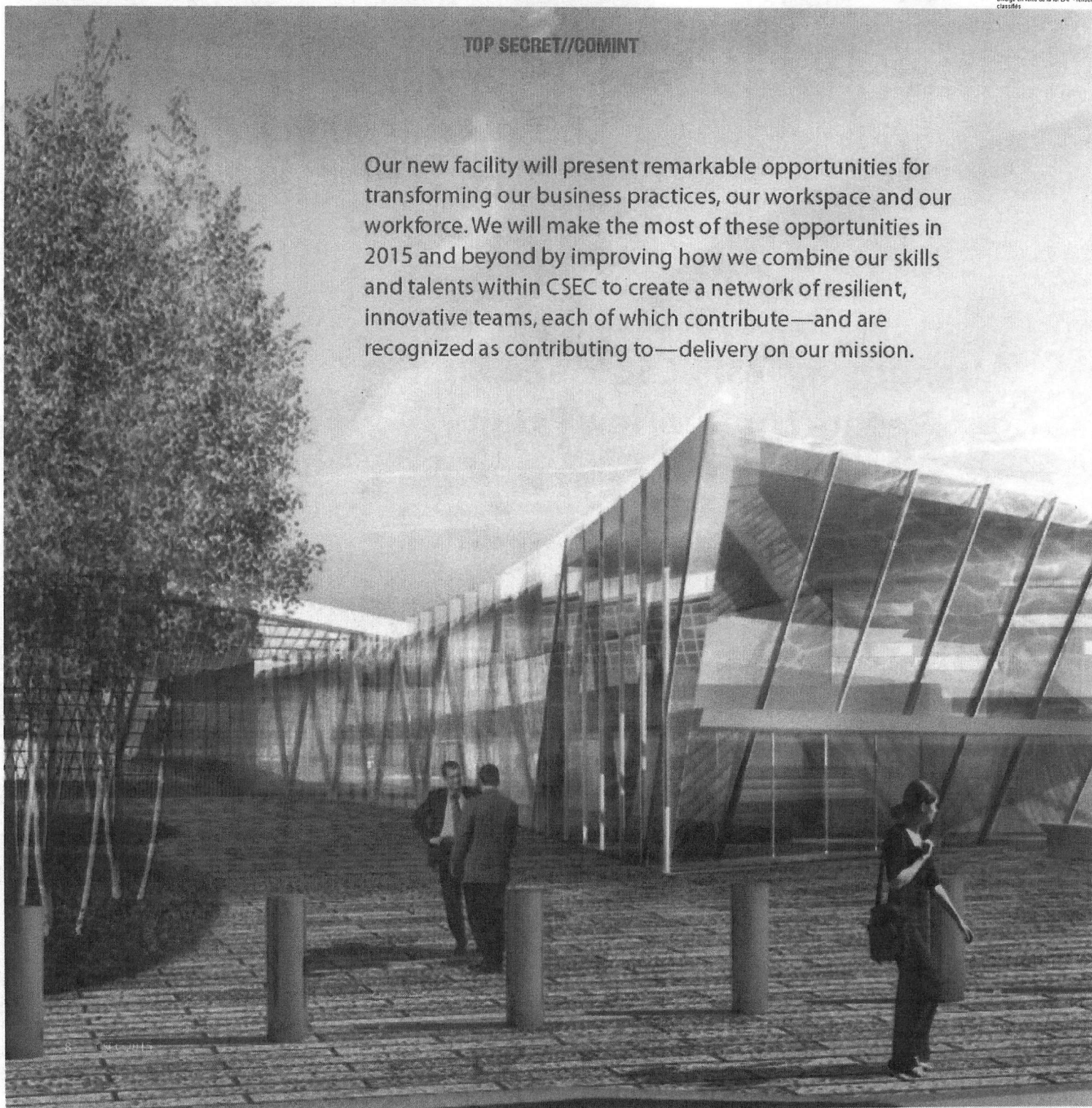
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Our new facility will present remarkable opportunities for transforming our business practices, our workspace and our workforce. We will make the most of these opportunities in 2015 and beyond by improving how we combine our skills and talents within CSEC to create a network of resilient, innovative teams, each of which contribute—and are recognized as contributing to—delivery on our mission.



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Strategic Priorities



Strengthen "Team CSEC" and Prepare For Our New Facility

We will transform corporate "enablers" into "mission partners" with clear stakes in CSEC evolution and mission outcomes.

We will improve transparency and accountability for decision making at CSEC within a renewed governance framework and improved resource management tools.

We will promote leadership, collaboration and a more integrated CSEC through initiatives such as a Change Management Office and an employee constituted Change Advocate Team.

We will establish a new performance management framework that emphasizes effective people management, shared accountability and improves employee satisfaction.

We will bolster internal communications and cultivate greater use of web technologies to better inform employees and optimize collaboration across CSEC activity areas.

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Strategic Priorities



Adopt Innovative and Agile Business Solutions

Innovative and agile business solutions will be required to enhance our effectiveness and increase our ability to support the best mission outcomes possible—particularly as we balance competing mission and business transformation demands. We will streamline corporate processes and seek authorities and policies that will allow us to be increasingly relevant in both the Canadian and allied communities.

We will base CSEC goals, priorities, investment decisions and results management on an integrated business planning process.

We will improve support to decision making at CSEC by implementing a comprehensive dashboard of integrated financial data, a long-term investment plan and a new financial reporting system.

We will implement procurement processes that allow for timely and efficient acquisition of goods and services in accordance with mission priorities by implementing a risk based approach, reducing paperwork and improving client tools and training.

We will improve our selection processes and provide career frameworks for key job families within CSEC.

We will exploit opportunities provided by the internet to attract high-calibre skills and establish CSEC as a workplace of choice.

We will make full use of the opportunity to find new shared services efficiencies created by our collocation with CSIS.

We will develop authority instruments that are accessible and easy to apply, evolve at the pace of the mission, and support enhanced collaboration on mission objectives.

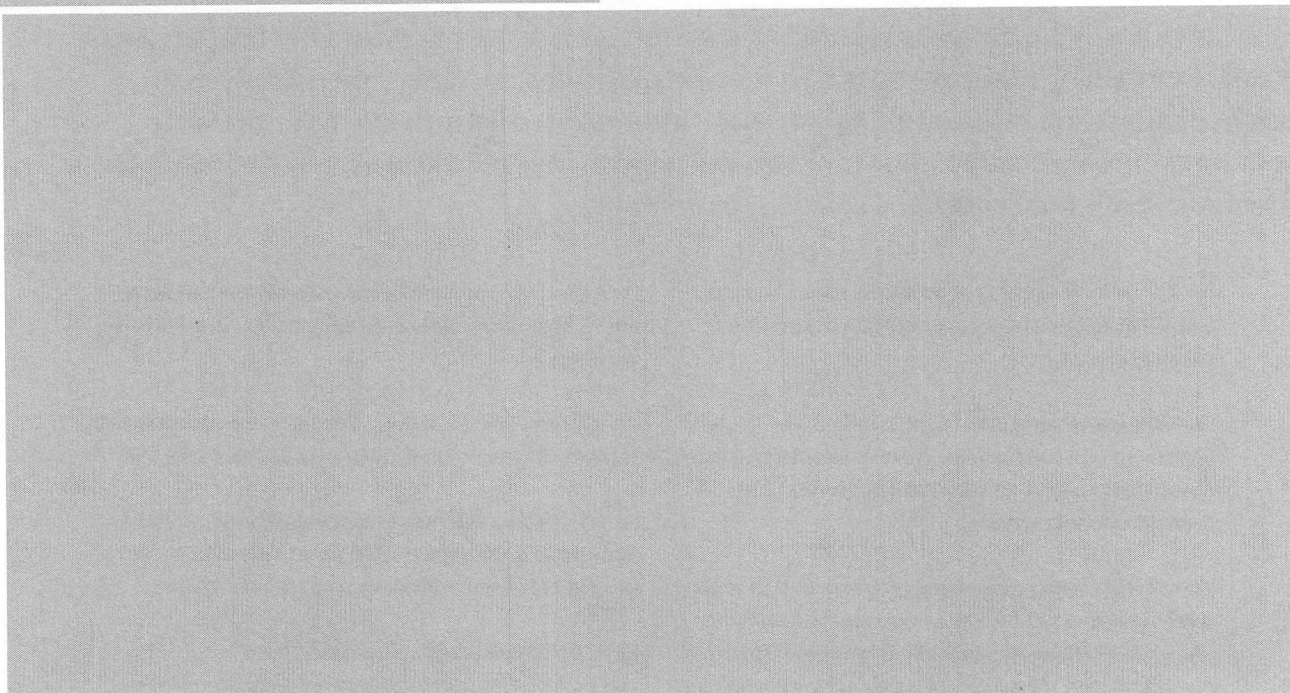
We will lead delivery of a shared Top Secret communications system for national security purposes.

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Strategic Priorities



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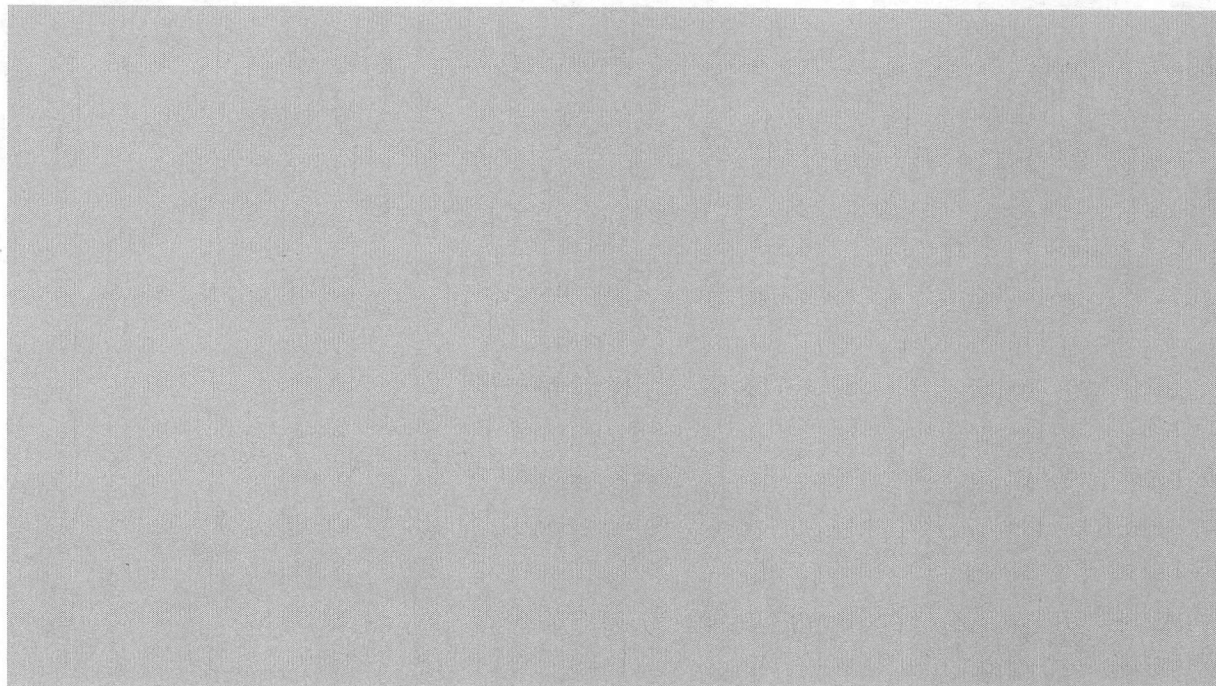


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Strategic Priorities



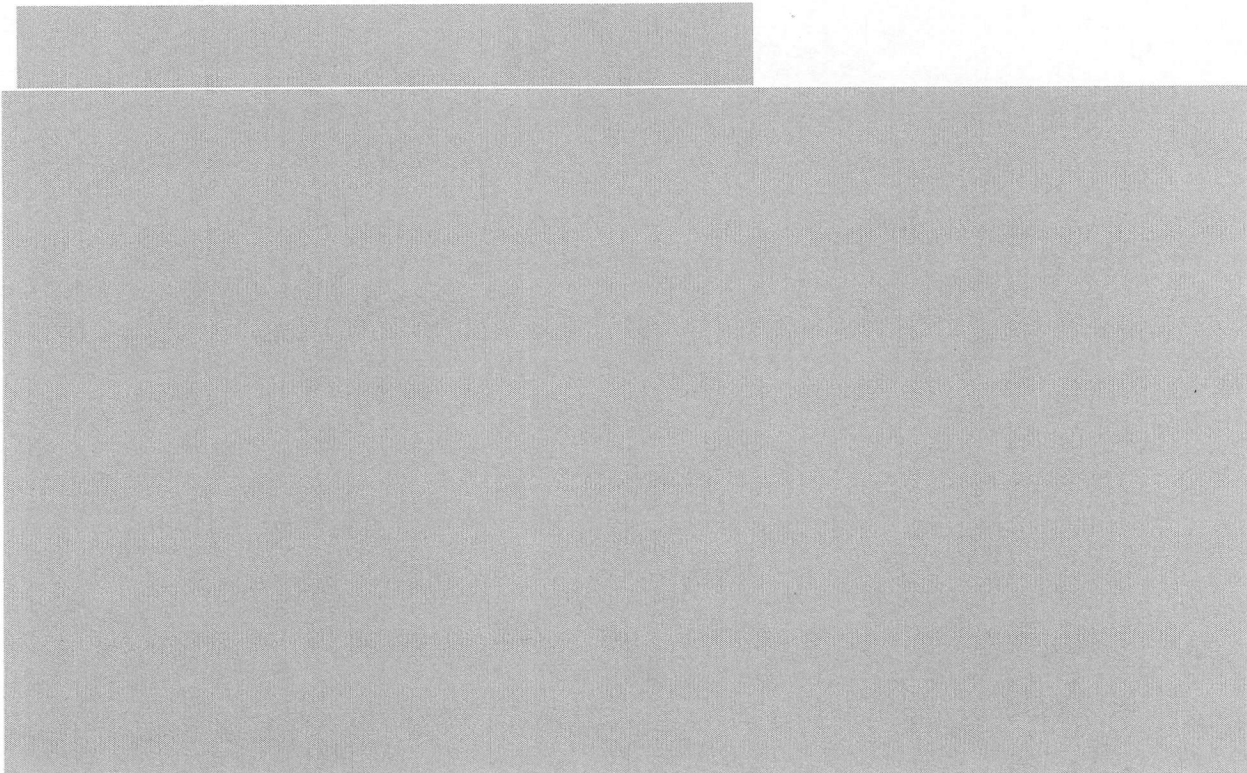
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Strategic Priorities



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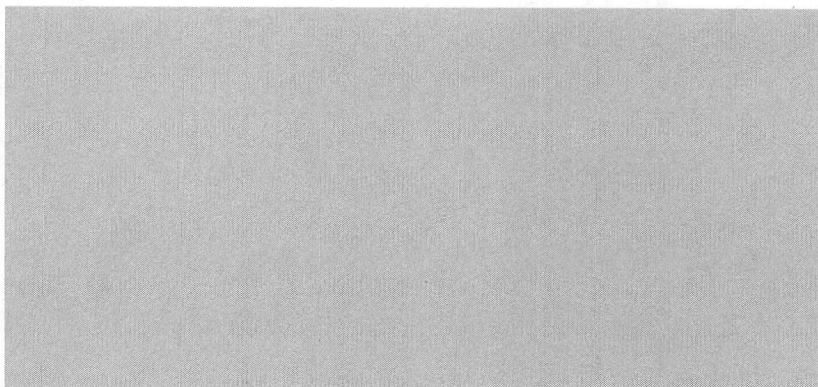
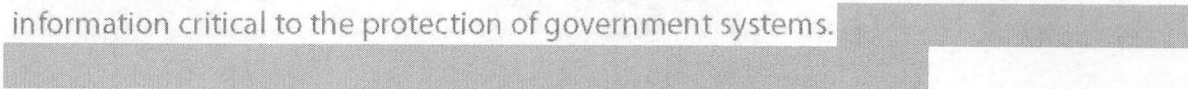
Strategic Priorities



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By 2015, cyber defence operations will fit seamlessly within the extended cryptologic enterprise, and ITS, SIGINT domestic and Five Eyes partners will continually share information critical to the protection of government systems.

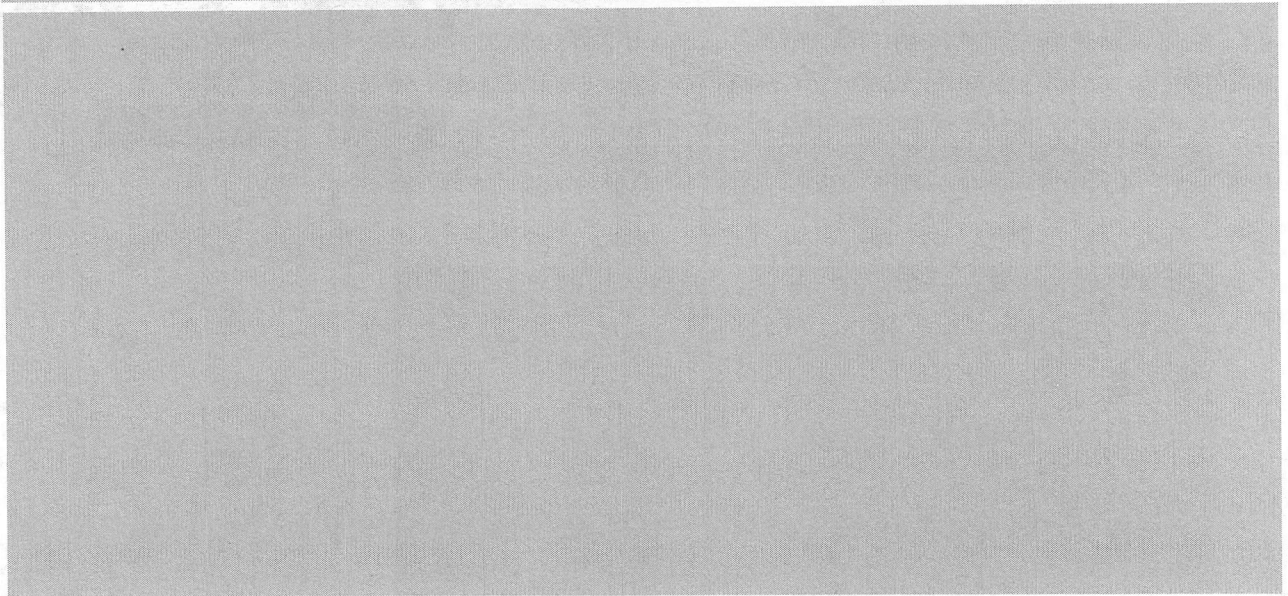
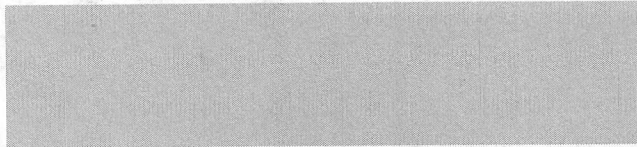


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Strategic Priorities

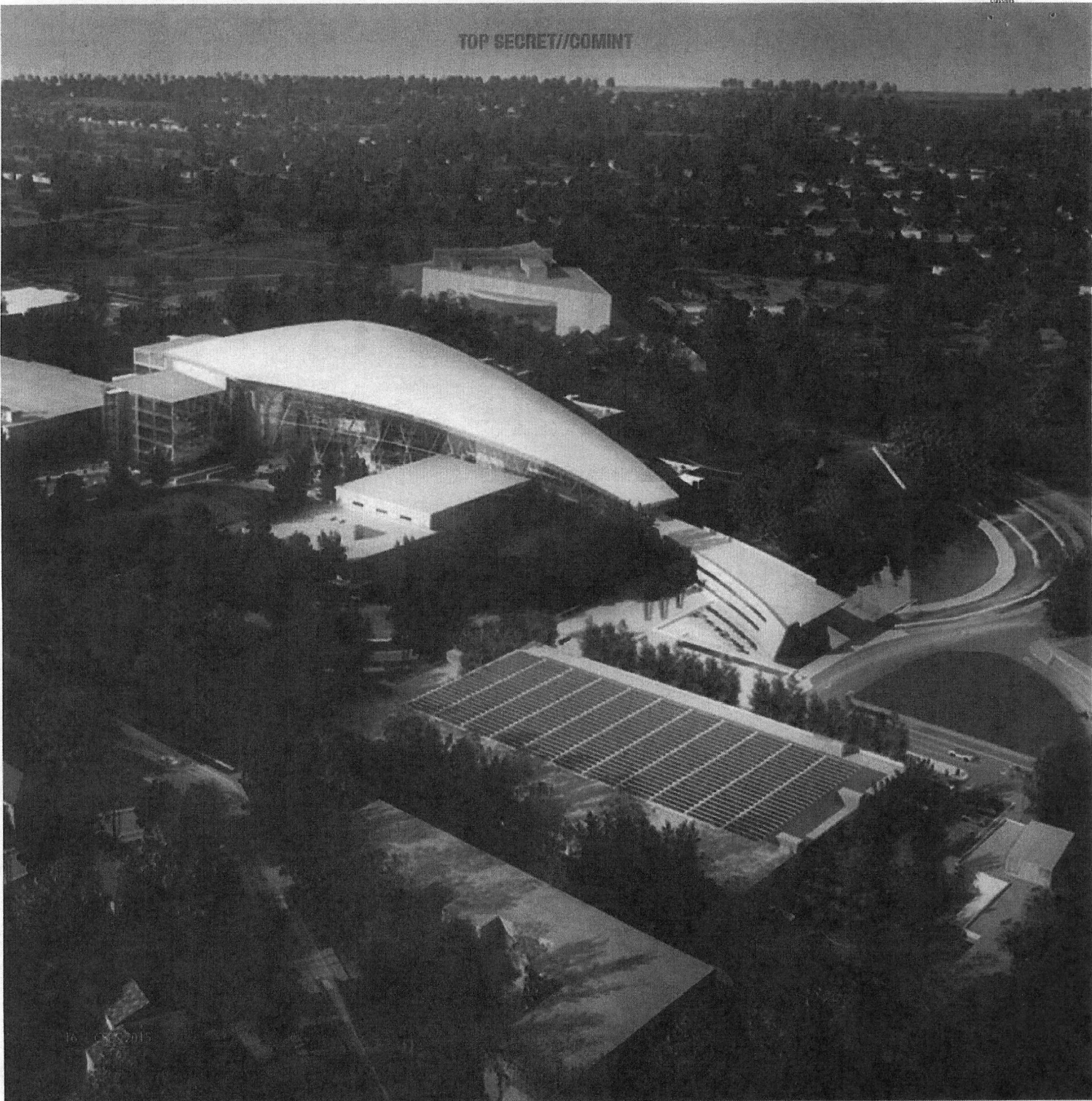


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Conclusion

Between now and 2015, CSEC must continue to deliver on its mission priorities. Doing this while evolving mission capabilities and transitioning to our new home will be a significant challenge. During this time of transition, we will all be called upon to enhance collaboration and implement innovative solutions to support the mission and transition to our new facilities.

As we move forward, we can draw confidence from our recent past. CSEC has an impressive record of achievements over the past five years, and all of these are rooted in effective collaboration: we have come together to deliver our mission in a way that has had tangible and lasting impact for Canada and Canadians.

[REDACTED] In doing so, we have helped save lives—Canadian lives and those of our allies.

We have identified and neutralized [REDACTED] [REDACTED] and established ourselves as leaders within the Government of Canada in the fight against sophisticated malicious cyber activity.

[REDACTED]

We have delivered valued technology support to and strengthened partnerships with national security agencies and law enforcement.

[REDACTED]

We have delivered on these mission successes and made significant progress refining our capacities while enhancing our position within Canada's security and intelligence community.

We have modernized our information technology, information management systems and our human resources capabilities. Our internal policies, procedures and communications related to CSEC operations have been significantly enhanced, and the Office of the CSE Commissioner has continued to find our activities to be lawful.

[REDACTED]

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At present, we are at an exciting, unprecedented point in our evolution. We have worked tirelessly to secure Government approval and funding for our new accommodations. Our efforts have paid off, and we have been successful—our new workplace is being built, and it will be designed to support both the CSEC mission, and CSEC employees. The facility will provide a platform where the mission and business transformation priorities outlined in this document will be most clearly realized.

As the trend towards global communications integration continues, it is increasingly clear that CSEC is an agency "of" and "for" the times—uniquely situated at the nexus of key security trends and opportunities. With our mission capabilities evolved and our organization transformed, in 2015 "Team CSEC" will be well-positioned to contribute to a safe and secure Canada.

