



**Australian Government**

**Department of Immigration and Citizenship**

**Opening address**  
**‘Lessons learned in the governance of DIAC’**

Mr Andrew Metcalfe

*Secretary, Department of Immigration and Citizenship*

*delivered by Ms Carmel McGregor*

*Deputy Secretary,*

*Client and Corporate Services Group*

# Palmer and Comrie reports



# *A week in the life of DIAC*

- **30 000 phone calls received onshore**
- **Around 3000 permanent visas granted**
- **Citizenship granted to nearly 2000 people**

# *Change management - John Kotter*

- 1 Establish a sense of urgency**
- 2 Form a powerful guiding coalition**
- 3 Create a vision**
- 4 Communicate that vision**
- 5 Empower others to act on the vision**
- 6 Plan for and create short-term wins**
- 7 Consolidate improvements and keep the change moving**
- 8 Institutionalise the new approaches**

# *Executive Management Committee*



# *DIAC strategic themes*



# High-level planning



**Australian Government**  
**Department of Immigration**  
**and Multicultural Affairs**

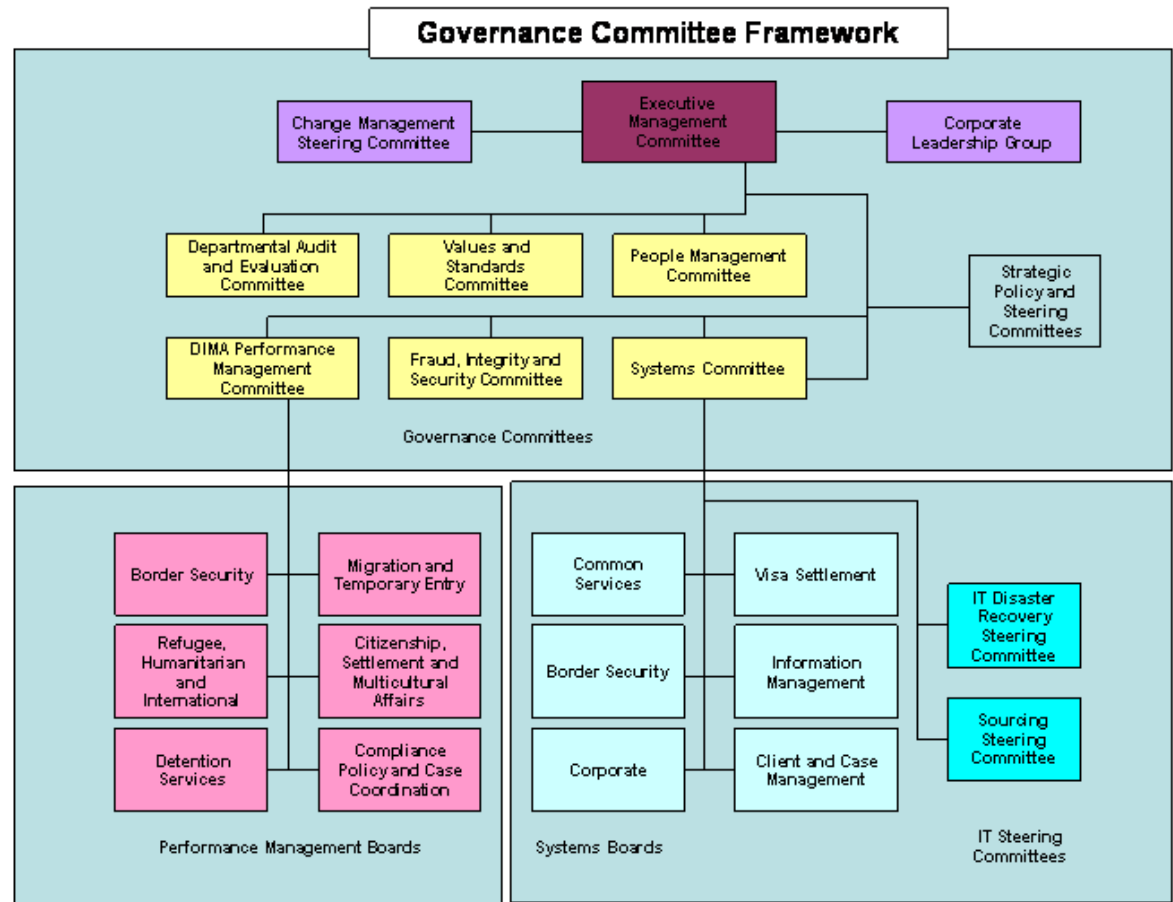
## **The DIMA Plan 2006-07**



**people** our business

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# Governance committee framework



# *Key governance elements*

- **Leadership and strategic direction**
- **Accountability**
- **Performance**
- **Controls**
- **Assurance**

# *Turning around under-performance*

- **Review governance arrangements**
- **Hold regular management meetings**
- **Manage strategic risks**
- **Monitor key processes and results**
- **Review human resources, finance and auditing processes, IT and communication channels**
- **Keep effective records**

# *Future services*

- **Seamless**
- **Secure**
- **Simple**
- **Accurate**
- **Accessible**