



# *Address*

Andrew Metcalfe

Secretary

Department of Immigration and Citizenship

**‘Building trust through better performance’**



## Reform of Australian Government Administration

Five characteristics of high performing public services:

- 1. having a values-driven culture that retains public trust**
2. providing high-quality, forward-looking and creative policy advice
3. delivering high-quality programs and services that put the citizen first
4. providing flexible and agile responses to changing realities and government priorities
5. being effective and efficient in all operations.

*October 2009*

# Department of Immigration & Citizenship

## Global Locations



Amman	Belgrade	Dhaka	Honiara	Mexico City	Phnom Penh	Seoul	Vienna
Ankara	Berlin	Dili	Islamabad	Moscow	Pohnpei	Shanghai	Vientiane
Apia	Brasilia	Dubai	Jakarta	Nairobi	Port Louis	Singapore	Warsaw
Athens	Brunei	Geneva	Kuala Lumpur	New Delhi	Port Moresby	Suva	Washington D.C.
Auckland	Brussels	Guangzhou	Lisbon	Nicosia	Port Villa	Taipei	Zagreb
Bali	Budapest	Hanoi	London	Noumea	Pretoria	Tarawa	
Bangkok	Buenos Aires	Harare	Madrid	Nuku'alofa	Rangoon	Tehran	
Beijing	Cairo	Ho Chi Minh City	Malta	Ottawa	Rome	Tel Aviv	
Beirut	Colombo	Hong Kong	Manila	Paris	Santiago	Tokyo	





# DIAC – 2008-09 outputs

Total permanent and temporary visas	4 338 427
Electronic Travel Authority	2 325 836
Working Holiday and Work and Holiday visas	194 103
Student visas	320 368
Temporary skilled migration visas (subclass 457)	101 280
<b>Migration (permanent) Program outcome</b>	<b>171 318</b>
Family Stream outcome	56 366
Skill Stream outcome	114 777
State/Territory or Employer Sponsored visas granted	59 214
<b>Humanitarian Program visas</b>	<b>13 507</b>



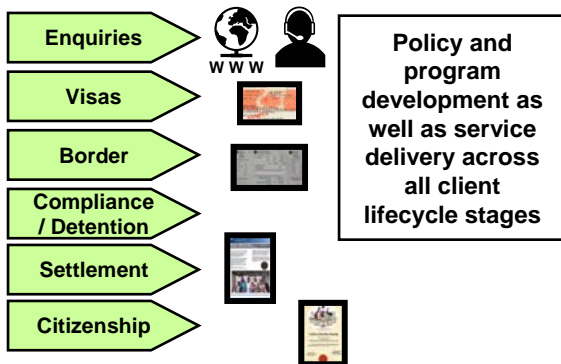
# DIAC – 2008-09 outputs

<b>Passenger &amp; crew - arrivals &amp; departures</b>	<b>26.1 million</b>
Irregular maritime arrivals (excluding crew)	992
<b>Conferrals of Australian citizenship at ceremonies</b>	<b>86 981</b>
Unlawful non-citizens located	11 428
People taken into immigration detention	3 977
- released or removed from immigration detention	3 342
Refugees receiving intensive settlement assistance	12 035
Telephone interpreting calls	735 185

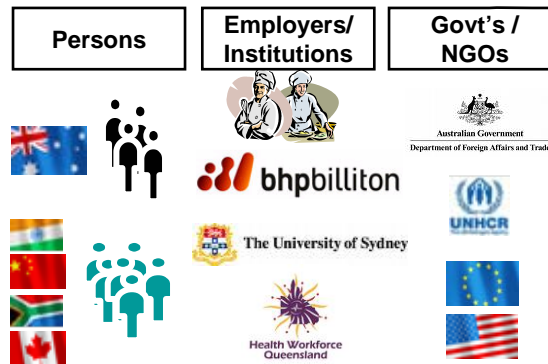
# DIAC activities

DIAC offers a wide range of products and services, **to a diverse set of clients**, using a complex network of staff and partners

## Products and Services



## Clients



## Network



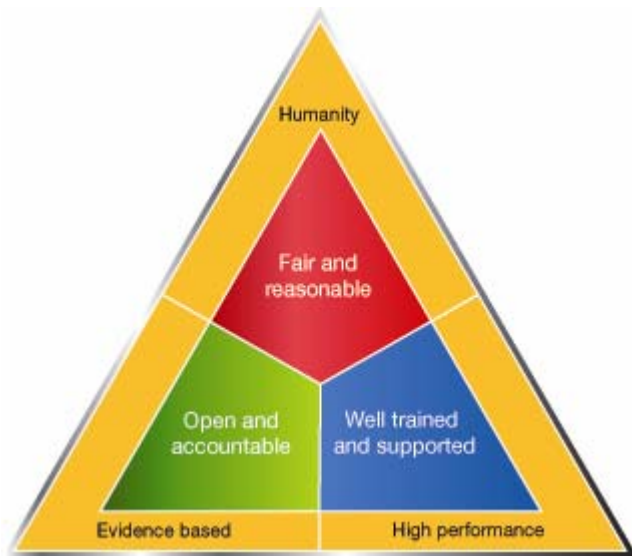


## DIAC – specific values

- teamwork
- service excellence
- respect
- openness
- commitment

# Three strategic themes

## people our business



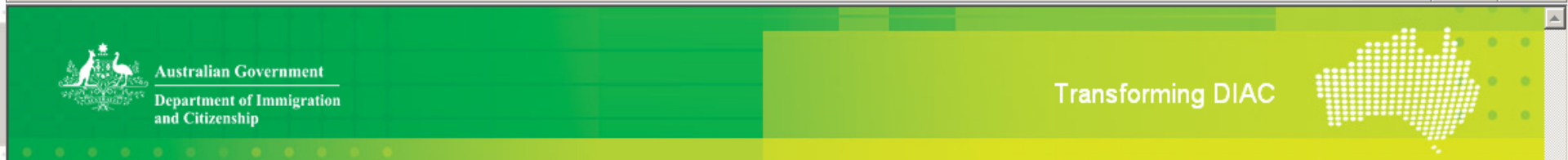
- an open and accountable organisation
- fair and reasonable dealings with clients, and
- well-trained and supported staff



# Why transform?

## Clear government expectations:

- improved policy and evaluation performance
- client-centric focus
- build on investment in *Systems for People*
- greater efficiency



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Feedback

Thursday, 26 November 2009

### Transforming DIAC

- Home
- Messages from the Secretary
- Latest developments
- What Are We Doing and Why?
- How Will This Be Implemented?
- What Will We Look Like By December 2010?
- The Forum
- Frequently Asked Questions
- Resources

#### Messages from the Secretary



20 Nov 2009

#### Business services plan; policy, program management and client services collaboration; liaison with Department of Finance and Deregulation

During the past few weeks there has been a great deal of activity as each group continues to implement phase two of our transformation. [Read More...](#)

[View previous written messages](#) | [View video messages](#)

#### The Forum



#### Question by Anon from IISW, 9 November 2009

Will the uniform change?

[Read More...](#)

[Ask a question](#) | [View all posts](#)

#### Latest developments



- [Find out what are we doing and why](#) - 13 Oct 2009
- [The Secretary launches the Transforming DIAC program](#) - 13 Oct 2009

[View news about the transformation](#)

last updated: 13 October 2009 - 11:02 am

Print



## Three groups—each with a key focus

### **Policy and program management that makes a difference!**

- all policy in one group,  
increasing our policy and evaluation  
focus,  
  
in response to the government's  
forward agenda



# Policy and program focus

- Deliver policies based on quality research, clear evidence, fully integrated across the department
- Meet future demographic, economic and labour market challenges
- Develop additional strategic policy, analysis and evaluation capabilities
- Develop and implement refugee, border, compliance, citizenship and settlement policies attuned to changing international and domestic environments
- Progress our Visa Services Transformation and de-regulation
- Provide policy advice on short and long-term strategic policy, designed in consultation with key stakeholders

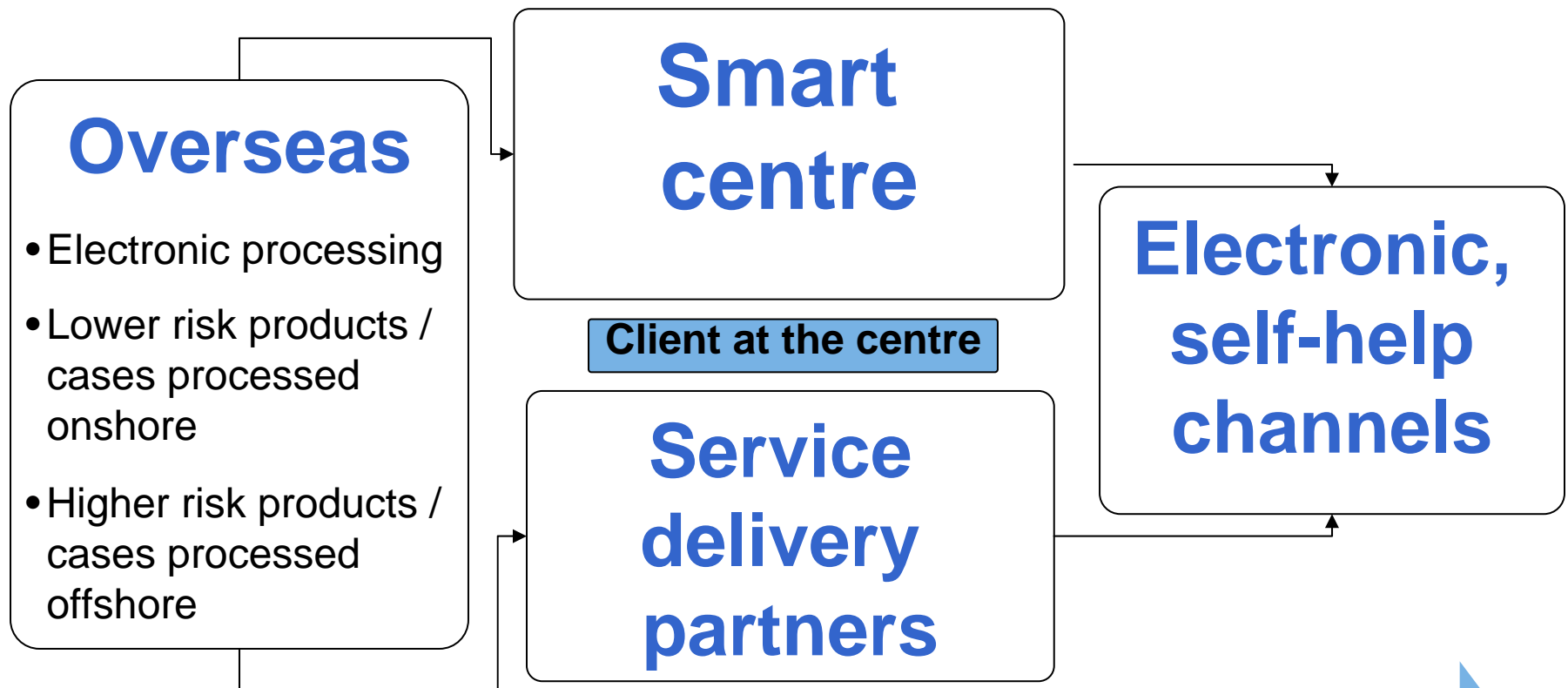


## Three groups—each with a key focus

### **Client Services that makes it happen!**

- increases our integrity focus
- enhances the way we serve our clients

# Client services transformation strategy



Strategy focus on migrating appropriate activity to lower cost channels

# Client service goals and principles

## Strategy Goals

**Client Service**

**Caseload Integrity & Decision Accuracy**

**Efficiency**

## Principles

- Reduce restrictions on how clients interact but provide incentives for clients to use preferred channels (e.g. differential visa fees for paper / e-lodgment)
- Reduce the number of interactions and the time for resolution
- Place decision integrity ahead of client service and efficiency for high risk caseloads
- Build accuracy metrics to enhance decision integrity
- Build risk tiering capability
- Maximise client service and efficiency where goals are complementary
- Leverage whole of government infrastructure



## Three groups—each with a key focus

### **Business services that makes it work!**

- an account management approach
- shared services model
- strategic advice, streamlined and centralised services,
- an enhanced focus on risk, program integrity and program fraud



# Why transform?

*Strive to be  
the best!*

- better manage risk
- reduce overheads
- excellent client service - maintains program integrity
- efficient enterprise architecture
- clear lines of responsibility and accountability
- innovative, responsive, evidence-based policy
- high performance culture



# Benefits in pursuing the transformation

## DIAC leading immigration agency worldwide

### **Economic**

- Attract best qualified migrants to Australia ✓

### **Security**

- Implement tiered risk approach on visas, compliance and the border to maintain security while facilitating entry into Australia ✓

### **Integrity**

- Better reporting and alignment of execution to policy goals ✓

### **Client service**

- Improve client service with long term cost savings ✓



Australian Government  
Department of Immigration  
and Citizenship

Andrew Metcalfe

Secretary

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