



Australian Government
Department of Immigration
and Citizenship

AFFA SES Conference

Leading change under fire

Andrew Metcalfe
Secretary

Department of Immigration and Citizenship
12 December 2011

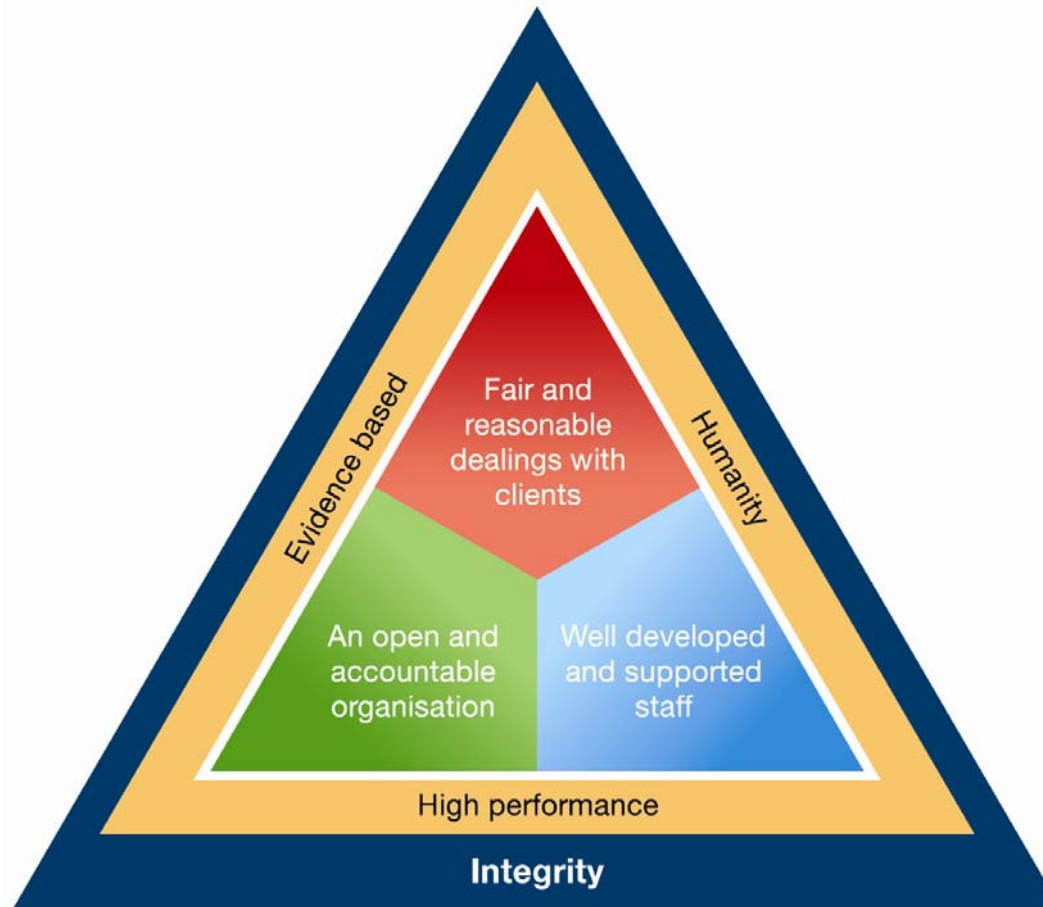
Department of Immigration and Citizenship

Overview

- 8000 people across Australia and overseas.
- Responsible for both policy and service delivery.
- Wide range of risks to manage and engage with across the portfolio.



DIAC Values





Leadership behaviours

- Provide vision and meaningful direction.
- Operate consistently with the things that we value.
- Communicate constantly and meaningfully.
- Create the environment for success.
- Function as team players.
- Persist to achieve good outcomes.



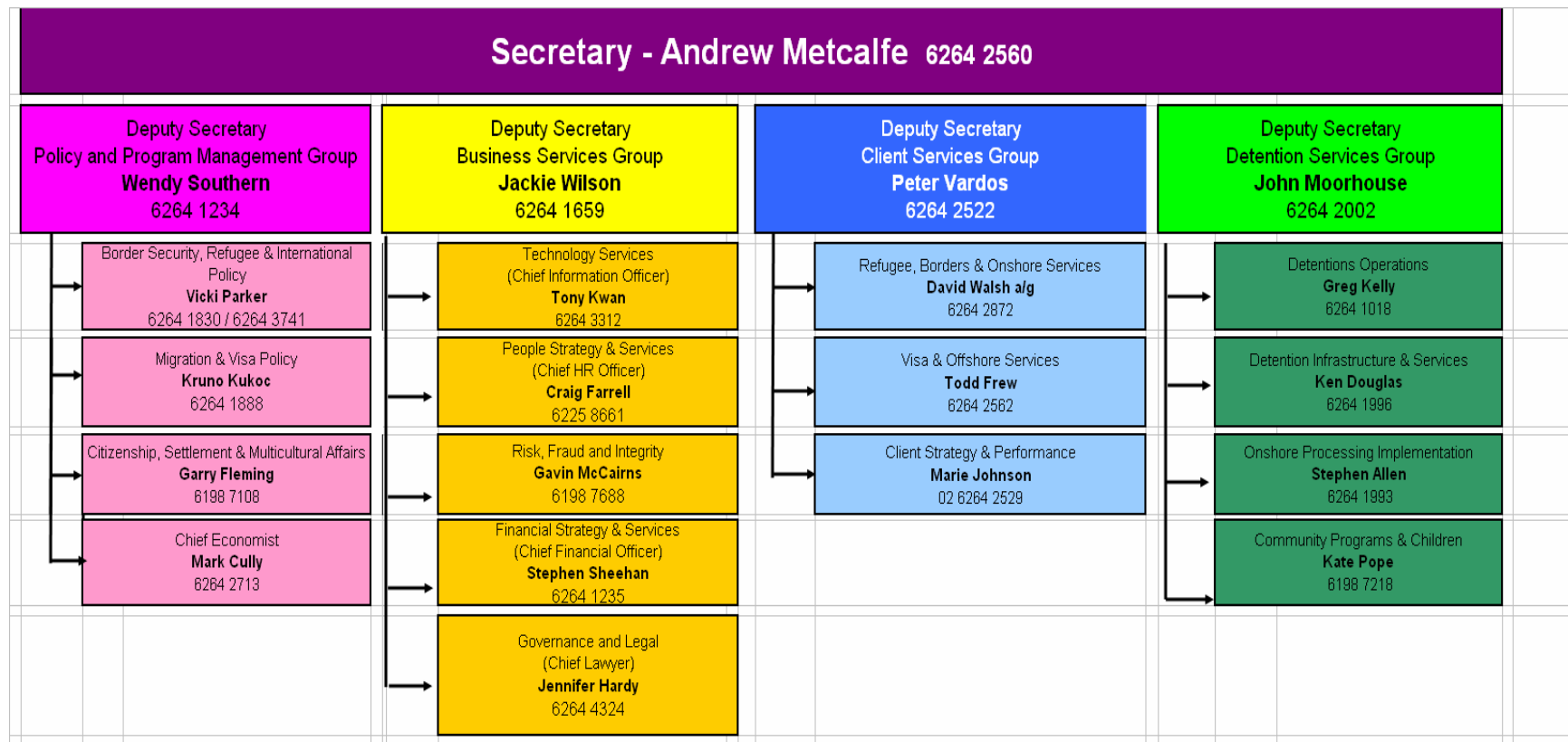
Communication tools

- Face-to-face meetings between senior leaders.
- Regular and ongoing all staff messages.
- Leadership messages to senior staff.
- A departmental newsletter.
- Strategic communication.
- Regular access to senior staff.

Departmental Transformation

- Up to 2009:
 - business operating model unchanged for 65 years
 - a strong geographic focus
 - built on legacy systems and what had become expensive delivery channels.
- Transformation foundations:
 - a new enterprise architecture
 - strategic changes
 - enhancing our organisational capabilities.

Department of Immigration and Citizenship

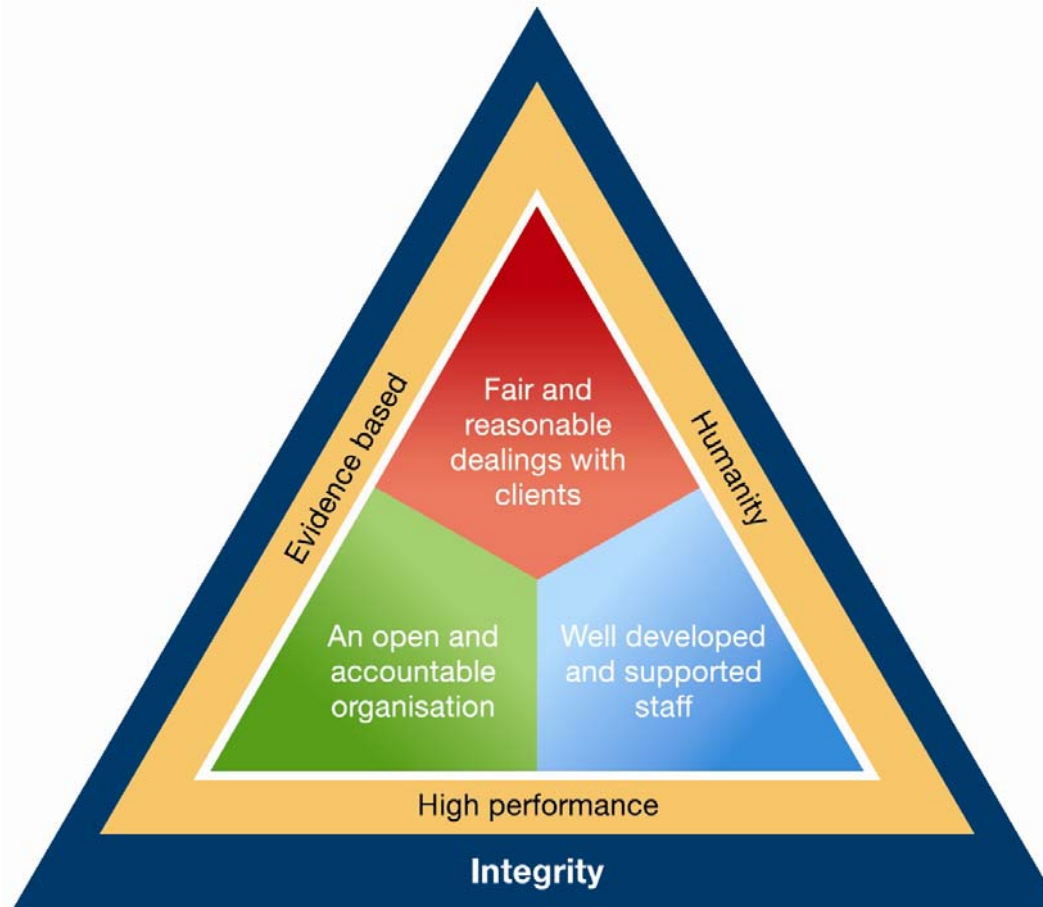




Environment

- Approximately 215 million people currently living outside their country of birth.
- By 2050 that figure is expected to approximately double.
- 43 million people forcibly displaced worldwide:
 - 15.4 million refugees
 - 27.5 million internally displaced persons
 - 837 500 asylum seekers
- Of these displaced persons, almost 4 million refugees were in the Asia Pacific region at that time.

DIAC Values





Leadership themes

- Resilience.
- Clear vision.
- Values based organisation.
- Communication.
- Innovation.
- Persistent focus.
- Teamwork.
- Openness.
- Commitment.
- Adaptiveness.



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