



Australian Government
Department of Immigration
and Citizenship

APSC Leader to Leader series

Leadership in Immigration

Andrew Metcalfe
Secretary

Department of Immigration and Citizenship
29 September 2011



Work of the department

'This work is not glamorous but it is necessary. Public opinion is rarely kind to the department. Those with intentions to migrate who are not approved see us as heartless and frustrating bureaucrats...[others]...as part of a movement to subvert [our] way of life by admitting people of the 'wrong kind'. The reality is that the department [gives]...effect to [wishes of Parliament and Executive] for the orderly and protected development of the Australian community.'

LWB Engledow

Secretary

Department of Immigration and Ethnic Affairs

1979

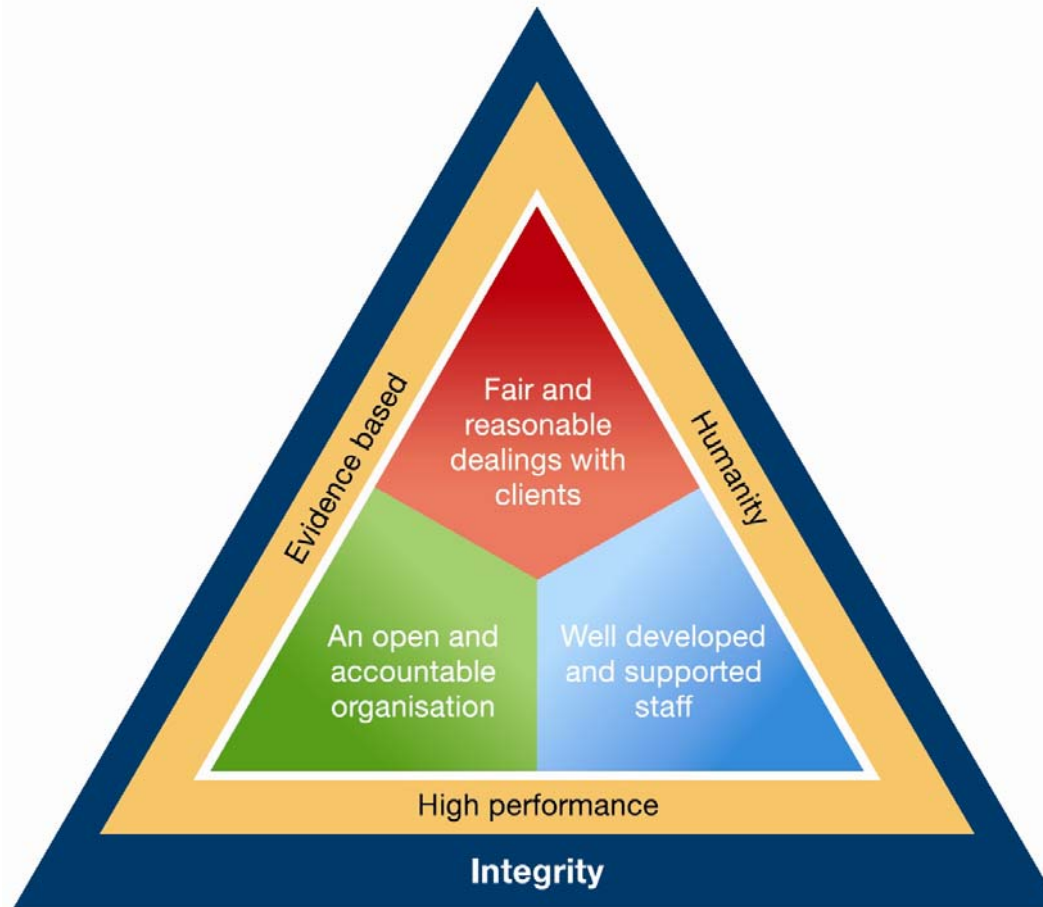
Department of Immigration and Citizenship

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



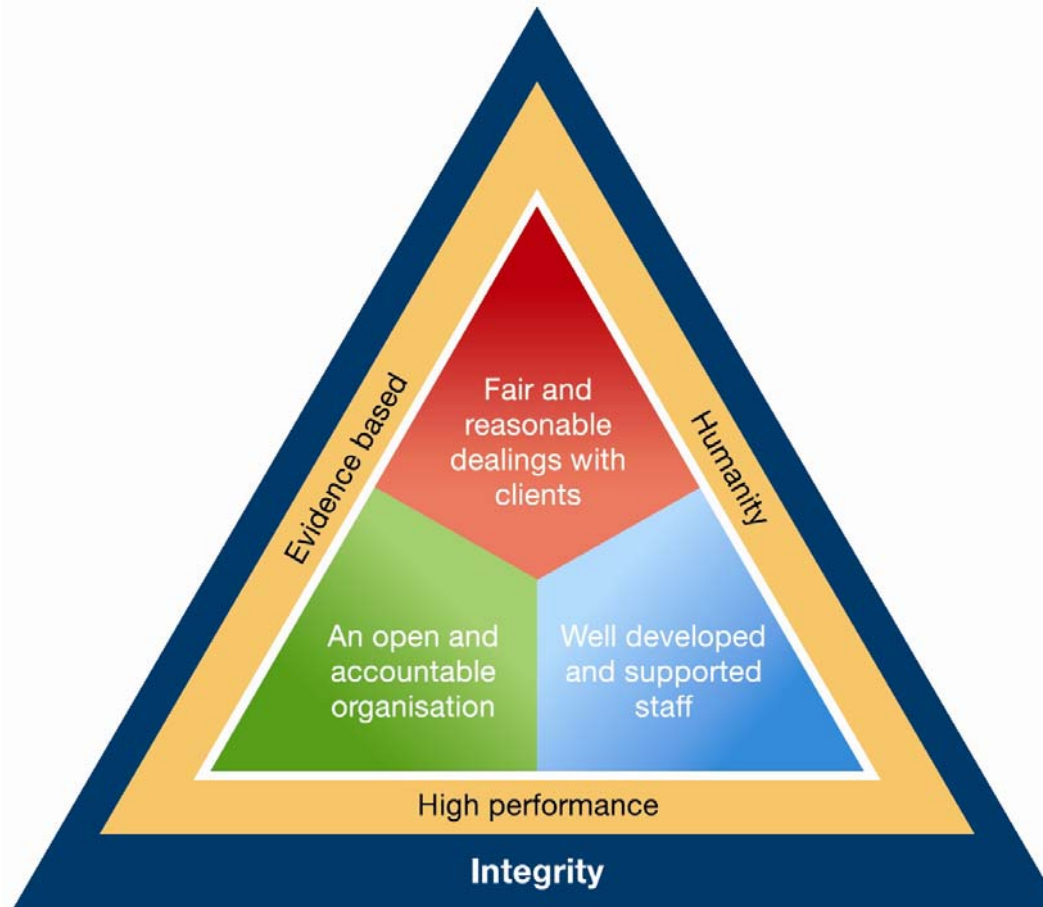
Communication tools

- 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

Irregular maritime arrivals



DIAC Values





Leadership themes

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



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