



Australian Government

Department of Immigration and Multicultural Affairs

**AUSTRALIAN PUBLIC SERVICE COMMISSION
SES BREAKFAST SERIES
2 May 2006**

An overview of organisational change within DIMA
and its implications for other agencies

Andrew Metcalfe

Secretary

Department of Immigration and Multicultural Affairs

DIMA – who are we?

- 6000 staff
- Presence in all states and territories
- 160 Australian-based staff in 60 countries

DIMA – how do we compare?

	Canada	Australia
Labour market performance	Declining	Improving
Backlog	>200,000	<35,000
Av processing time	3-4 years	6-12 mths
Refusal rate	about 25%	<10%

What others say about DIMA

“Australia [is] an exception within the OECD given its success in helping migrants integrate and become productive, employed members of the community.”

(John Martin, Director OECD Directorate for Employment, Labour and Social Affairs)

“[Australia] has a really good system of immigration, professionally administered, well delivered better than any other country. Australia...receives universal recognition as a leader in migration policies, procedures and settlement issues.”

(Glenn Withers, presentation to DIMA, June 2004)

What others say about DIMA

“Australia has the most complex, coherent and best monitored immigration program in the world, for both permanent and temporary movements.”

(Prof John Salt, Migration Research Unit, University College, London, April 2004)

“Australia is an immigration country par excellence.”

(OECD Economic Survey of Australia, March 2003)

“Countries like Malaysia...They’ve apparently compared Canada to Australia. They’ve concluded that we’re [immigration] best practice and not Canada...”

(Glenn Withers, presentation to DIMA, June 2004)

A day in the life...

- Receive >12,000 visa applications
- Grant 11,500 temporary & 500 permanent visas
- Grant citizenship – 375 people
- Handle around 7,000 calls
- Meet 560 clients face to face
- Process >60,000 people across the border
- Provide accommodation, meals, activities, health care and other services to 750 detainees

The framework for change

DIMA needed to:

- develop and maintain an open and accountable culture
- promote fair and reasonable dealings with clients
- ensure well trained and supported staff

people our business



Palmer Plus Package

- Over 60 initiatives – 100 day deliverables and developmental projects
- Departmental restructure - additional SES capacity
- Public image – National Communications
- Improved governance – *Audit and Evaluation, Values and Standards*

Palmer Plus Package

- Implementation planning
- Training – College, technical, Leadership capabilities
- Systems
- Detention infrastructure and health
- Client service focus

Communication x 10

- We underestimate by a factor of 10
- Twice weekly all staff messages
- Invitations for direct feedback
- Regular all staff addresses

Communication x 10

- Spend time in the network
- Cascade the messages – expectations at all levels
- Give staff the skills to communicate with each other

Listening - Feedback

- Staff survey – tracking below Australian norms
- SES – time at the counter
- Value Creation Workshops – staff and clients

Being fair and reasonable

- Accurate, consistent and relevant information
- Clear view of next steps, requirements, time
- Options for contact

Being fair and reasonable

- Timely resolution of issues
- Helpful responses to follow-up
- Lawful, sensible decisions based on all circumstances, including special needs

DIMA PLANNING FRAMEWORK

A service focus for integrating policy, programmes and delivery

```
graph TD; A["Purpose (Mission)  
Strategic themes (the 'triangle')  
Core Business Processes  
Outcomes/Outputs  
Strategic Priorities  
Core Values  
Leadership Model"] --> B["Division Business Plans"]; B --> C["Service Delivery Plans (States/Territories/Posts)"]
```

Purpose (Mission)
Strategic themes (the “triangle”)
Core Business Processes
Outcomes/Outputs
Strategic Priorities
Core Values
Leadership Model

Division Business Plans

Service Delivery Plans (States/Territories/Posts)

Leadership model

Leaders are expected to:

- provide vision and meaningful direction
- operate consistently with our core values
- communicate constantly and meaningfully

Leadership model

Leaders are expected to:

- create an environment for success
- function as team players
- persist to achieve good outcomes

Core values

- Teamwork
- Service excellence
- Respect
- Openness
- Commitment
- Professionalism

DIMA Business Operating Model

- A high level framework to deliver services to clients - includes processes, people and technology to:
 - ensure delivery of policy and programmes with clear client focus; and
 - ensure we properly govern our ‘business as usual’

DIMA Business Operating Model

- A change management framework is being developed to align change processes with strategic priorities;
- Ensure *Systems for People* supports 'business as usual' and the change process.

Teamwork

- Being open and honest with each other;
- Being constructive in the way we work together;
- Recognising our complementary different strengths and perspectives; and,
- Recognising that teams are stronger than the sum of their parts.

Key Myths

- The change process is a passing whim;
- The mistakes were just bad luck;
- Everything in the past was bad;
- The change agenda was only about some of us.

Wider Implications

- we cannot become complacent;
- we must not lose sight of our core business, key clients and stakeholders;
- we must manage the urgent and day to day business;
- we need to be flexible;

Wider Implications

- we need to ensure our staff are given the skills and support to do their best;
- we must ensure our systems are robust;
- we cannot forget the basics – records and financial management, sound procurement, refresher training;

Wider Implications

- we must persist in achieving our goals;
- we must question our assumptions;
- we must talk, listen, think, keep things in perspective; and,
- we must stay positive and committed.

QUESTIONS?

people our business