

# Secretary's Foreword

I am delighted to release our Transformation-on-a-Page, the high level road map for our Home Affairs transformation agenda. One Home Affairs, including one ABF.

It responds to our complex and evolving context, domestically and globally, and progresses the recommendations and findings of the Capability Review led by the Australian Public Service Commission. Most importantly, it reflects the input of many of our staff, and has been enormously enriched by their engagement and aspirations for our future.

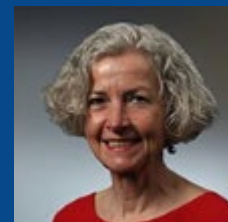
Under three key pillars - **Exemplary Leadership**, a **Game-changing Agenda**, and **Collaboration at our Core** - we articulate the goals and initiatives that will drive the capability uplift and cultural reform critical to us in achieving our vision: to build our nation and secure our future.

The initiatives and aspirations reflected here are underpinned by our organisational values of excellence, integrity, openness and collaboration. Transformation-on-a-Page is our collective commitment to strengthening our core capabilities, and to driving a culture that will allow every one of us to achieve our full potential.

Together with our staff, and incorporating input from the outcomes of the APS census, we are building an implementation plan to ensure our intentions meet up with real actions, turning the ideas you see in our Transformation-on-a-Page into practice. The implementation plan will continue to evolve in response to new challenges, and we will report regularly on our progress internally and in our annual report.

The ABF Commissioner and I, together with our leadership team and all of our committed and passionate staff, look forward to working together on this plan to help build a more prosperous, secure and united Australia.

Onwards and upwards!



A handwritten signature in black ink that reads "Stephanie Foster". The signature is written in a cursive, flowing style.

**Stephanie Foster**  
Secretary  
Department of Home Affairs

# TRANSFORMATION-ON-A-PAGE

## Our vision

We build our nation and secure our future by fostering an environment where we can all succeed through a culture of excellence, integrity, openness and collaboration.

## Exemplary leadership

Our leaders epitomise excellence: they set high standards, they are authentic, they inspire, care for and invest in their people, and they model integrity, openness and collaboration.

### Investment in capability at all levels

- Deliver a leadership program for the EL cohort as part of leadership development for all levels
- Develop a 360 feedback program to enhance performance feedback, initially for SES and ELs
- Invest in professional capability development for staff at all levels

### Drive culture at every level

- Foster a respectful, inclusive and safe workplace
- Define the values and culture that represents One Home Affairs including One ABF
- Extend and embed SES engagement

### Get our governance right

- Articulate a clear strategic direction that unifies the organisation
- Actively manage performance and risk to optimise outcomes
- Hold ourselves accountable to deliver our outcomes within budget

## Game-changing agenda

We deliver enduring, positive change to Australia's Prosperity, Security, and Unity.

### Anticipating and building capability for future challenges

- Develop a sophisticated foresighting capability
- Deliver a workforce strategy that positions us into the future
- Recruit and develop deep expertise in our core functions

### World-leading delivery/policies

- Deliver on the aspiration of our cyber and migration strategies
- Adapt our national security posture to contemporary threats
- Modernise our border to drive economic outcomes and reduce harm to the community

### Enabling for success

- Develop a strategy and win support to upgrade our technology
- Enhance our enablers to better support our staff and business outcomes
- Embed innovation in all we do

## Collaboration at our core

Our success depends on harnessing capability across government, business and the community: collaboration must be at the core of everything we do.

### One Home Affairs including One ABF

- Communicate a singular and strategic narrative for Home Affairs
- Embed One Home Affairs behaviours throughout the organisation
- Deliver integrated outcomes

### Integrated across Government

- Build genuine partnerships to deliver our cross-cutting agenda
- Foster trust by engaging early, being open and authentic
- Recognise and reward staff who collaborate effectively across government

### Seamless partnerships with industry and community

- Genuine co-design and shared ownership on policies and programs
- Offer industry a 'single window', and community 'no wrong door'
- Build trust with industry to facilitate information sharing to deliver on our mission