Department of Immigration and Citizenship
A Case Study in Business Transformation

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The Department of Immigration and Citizenship (DIAC) has a key nation building role through the well managed entry and settlement of people.

- 7000 staff in 80 locations globally
- In 2008-09
  - 25 million passengers and crew arrivals
  - 4.6 million temporary visas granted
  - 156 000 permanent visas (migration & humanitarian)
  - 170 000 new citizenship grants
- 20 major computer systems (as well 70+ smaller systems)
- Supports a dynamic policy agenda
The Story in 2005

Broken lives

The Palmer report on Cornelia Rau is due out this week. David Corlett looks at the culture within the immigration department. Without judicial review, people who are merely “suspected” of being unlawful non-citizens are removed. Hence the legal basis for Cornelia Rau’s deportation.

But culture, as acknowledged by the Immigration Minister, Amanda Vanstone and others, is a key aspect of the problem.

In 1993, under a Labor government, Kathryn Condon wrote about a "culture of control" within Australia’s immigration bureaucracy. Anything the murder of one of its staff. Vanstone was asked in the Senate about the wisdom of returning asylum seekers to such an environment. Her answer: "it’s a question of concern."

Vanstone told the Senate: "Australia doesn’t reject people if we believe there is a risk to them... an inappropriate risk. I mean there is an inappropriate risk. It’s not talking about the school obviously. It’s a way to broaden a situation in which lives are at risk."

Just months later, the USA/CRC report had also been hampered by the continued presence of prison guards who had "the effect of changing the clinical setting at the PA Hospital."

Jamie Walker, a residential manager said: "We've been told there's a $1 million net gain."

The Immigration Department in Sydney has been under scrutiny for its handling of the Rau case. The department has been criticized for its treatment of Rau and other refugees. The Palmer report will provide further insight into the department's operations and policies.
Beginning the journey

**September 2005** – Four parallel reviews
- Business needs
- ICT governance
- ICT infrastructure foundations
- Record Keeping

**December 2005** – Detailed planning report

**May 2006** – Budget funding (~A$650 million over 4 years, incl. related funding)

**July 2006** – IBM starts as strategic partner
The Systems for People Program

- Improved transparency, quality and accuracy of decision-making by staff.
- Single and complete view of the client and the client’s dealings, based on role, for all relevant staff.
- Clients receive the same treatment and outcome for the same circumstances regardless of the location in which their information is processed and the decision made.
- Improved recording of client-related information.
- Reduction in the number of incomplete visa applications.
- Increased on-line service quality, range and uptake by clients.
- Improved efficiency of operations.
- Faster and cheaper introduction of new policy.
- Greater accessibility of operational reporting.
The initial *Systems for People* concept

### What’s in the engine room?
- Underpinning Data
- Core processing
- Rules engine and Rules Repository
- Common services

### What’s in a portal?
- Single Client View
- Workflow Management
- Business Processes
- Record Keeping
- Reporting
- Quality Assurance Processes
- Policy & Legal references
- Online Training
- Help
- Security
Business Process Modelling

Client life cycle

"What if" analysis

Dynamic analysis for:
- new policy development
- process optimisation
- impact assessments
- application architecture

Identify opportunities for improvement
Using business process modelling to drive change
• SfP Release 9 delivered 27 June 2009
What has SfP achieved so far?

- **New Role Based Portals**
  - Compliance, Case Management and Detention
  - Health Assessment
  - Self service
  - Client Search
  - Border Security
  - Generic Visa Processing
- **Increased online services for clients**
- **Improved enterprise services**
  - Single Client View
  - Security checking
  - Correspondence
  - Biometrics
- **Improved underpinning infrastructure**
- **Nationally and globally consistent processes**
Improved online services
• Consolidates approximately 120 million records across several systems.
• Projected growth of 5 million records per annum
• Around 10,000 searches each day
• Underpins role-based portals
• One of the largest data hubs in the southern hemisphere
A generic design which supports visa processing, by any government, anywhere in the world.
Business Impact of Releases

Systems for People Change Impact: SF1 - SF8
- 135 projects
- 2,500 staff (average) affected each release
- 12,500 estimated training instances

Systems for People Change Impact: SF9 - SF10
- 30 projects as at 20 May 09
- 5,000 estimated staff (average) expected to be affected each release
- 12,000 estimated training instances
- 8,000 estimated external stakeholders affected
A rigorous change management approach

• Dedicated change management team for the SfP program
• Strong senior executive support for change management
• Strong focus on end-user engagement
• User Centre Design facility
• Extensive network of ‘change agents’
• Implementation of benefits realisation
Benefits to the Client

- Easy to use
- 24/7 Accessibility
- Simplifies complex visa structure
- Tailored information to client needs
- Increases in online lodgement
- Local information (currency, lodgement address…)

Benefits to Government:

- Reduced call centre load
- Greater efficiencies through increased online lodgement
- Efficiencies by leveraging existing automated rules engine
- Greater consistency in decision making
- Well supported staff.
Has SfP been a success?

What has worked well

• Compliance, Case Management and Detention improvements.
  (Palmer Report focus)
• Great results in other areas
  – Border Security, Visa & Citizenship Wizards
• Foundation infrastructure and services
• Program on time, on budget
• Business process model driven change

What needs further development

• Early visa work disappointing
• Effective implementation of benefits realisation
• Timely decommissioning of legacy systems.
### Self Assessment of progress to date

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Major lessons learned from SfP

- Business transformation ≠ applications development
- Hold your nerve
- Clearly defined End State Architecture
- Business benefits of automated rules
- Robust program assurance
- Clearly defined business process models at outset
- Effective stakeholder engagement established

- User Centred Design
- Importance of rapid access to “best in the world” support
- Strong leadership
- Sound program, project and change management
- Agile development methodologies
Our work

DIAC Strategic Plan 2009–12

- Contribute to Australia's future through migration
- Protect refugees and contribute to humanitarian policy internationally
- Contribute to Australia's security through border management and travel facilitation
- Make fair and reasonable decisions for people entering or leaving Australia ensuring compliance with Australia’s immigration laws and integrity in decision making
- Support migrants and refugees to settle in the community and participate in Australian society
- Promote Australian citizenship and a multicultural Australia

In the context of...

S&T mission critical operations, Services Review and broader efficiency measures, Systems for people, Emerging technology opportunities, ICT labour market, Multi-vendor environment, Security environment, Global economic environment, Client expectations of government

means that ICT divisions must work closely with all areas of the department to deliver...

End-to-end business processes for:
- consistent and sound decision making
- improved efficiency
- better client service
- effective risk management
- responsiveness to changing government requirements and circumstances
- increased use of online services

Information that provides for:
- a complete view of our clients
- quality data
- accurate records
- timely and comprehensive reporting
- improved accessibility
- strong analytical capability

Infrastructure, services and systems features:
- scalable
- efficient
- secure
- agile
- accountable
- value for money

Sound and timely advice on:
- future opportunities
- emerging threats and risks

to achieve these outcomes our major priorities are:

1. Complete Systems for People and transition into engaging business
2. Implement the Gershon Review recommendations
3. Develop and maintain the Business Process Model and business rules
4. Improve information management practices
5. Support and develop a high performance workforce
6. Improve management reporting
7. Improve service management and service delivery
8. Improve ICT infrastructure

Detailed business plans underpin each of our priorities (refer to the ICT Strategic Plan booklets and Business Transformation Services and Systems Division business plans).