



Australian Government  
Department of Immigration  
and Border Protection



Australian  
**CUSTOMS AND  
BORDER PROTECTION**

---

# BLUEPRINT

## FOR INTEGRATION

---



---

# BLUEPRINT

## FOR INTEGRATION

---

© Commonwealth of Australia 2014

With the exception of the Commonwealth Coat of Arms, all material presented in this publication is provided under a Creative Commons Attribution 3.0 Australia licence (<http://creativecommons.org/licenses/by/3.0/au/deed.en>).

For the avoidance of doubt, this means this licence only applies to material as set out in this document.



The details of the relevant licence conditions are available on the Creative Commons website (accessible using the links provided) as is the full legal code for the CC BY 3.0 AU licence (<http://creativecommons.org/licenses/by/3.0/legalcode>).

#### **Use of the Coat of Arms**

The terms under which the Coat of Arms can be used are detailed on the It's an Honour website—[www.itsanhonour.gov.au](http://www.itsanhonour.gov.au).

#### **Contact us**

Enquiries regarding the licence and any use of this document are welcome at:

Communications and Media Branch  
Department of Immigration and Border Protection  
PO Box 25  
BELCONNEN ACT 2616

# CONTENTS

A new Department	4
About us	6
The border: a strategic national asset	10
The challenge	12
Our mission	16
Our new organisation	18
Our focus	20
People	22
Systems	34
Integration timeline	40
Engagement	42

# JOINT FOREWORD

---

**Working together with the professional and dedicated people of the Department of Immigration and Border Protection and the Australian Customs and Border Protection Service, we have the opportunity to create history as we integrate our functions into a new Department and establish the Australian Border Force.**

Our job is crucial to preserving our nation's sovereignty. The broad remit and focus of our new Department means we will touch every part of Australian life—industry and commerce, trade and travel, our national security, the protection of our community and the enforcement of our laws, the security of our offshore maritime resources and environment and the collection of revenue for the Australian Government.

This change will make Australia a safer and more prosperous nation. We cannot make this change alone. To achieve our mission—to protect Australia's borders and manage the movement of people and goods across it—we will rely on every one of our dedicated staff in coming days, months and years.

As we integrate over the next nine months and establish the Australian Border Force, it will be crucially important to preserve and honour the long

and proud historical traditions of the two organisations we are bringing together. The historical traditions from which we come provide a strong foundation to form a new sense of mission and a new culture.

This Blueprint describes what we are responsible for, our challenges and opportunities, and the timeframes for early integration. With you we will build a high-performance organisation that demonstrates positive values, behaviours and professional standards to each other and our stakeholders.

We want our new Department to design and develop innovative policy and solutions that assist our stakeholders and the community. We also need to have systems in place that support us to effectively facilitate and enforce our immigration, humanitarian, travel, trade, citizenship, offshore maritime security and revenue objectives. We will need to optimise the

use of technology and revise our business processes to ensure we maintain pace with our environment and that you are well supported by technology and equipment to achieve our mission.

As you are our most important asset, we are committed to building capability that supports you with access to improved learning and development opportunities, active career management, and a diversity of job choices throughout your career in the new Department and Australian Border Force. Most importantly, you will be supported by strong and effective leadership.

As an organisation with a significant global footprint, we will increasingly focus on opportunities to influence and achieve border protection outcomes offshore. Together, we will need to be cognisant of the threats our organisation faces, including from organised



**Michael Pezzullo**  
Secretary

**Roman Quaadvlieg**  
Chief Executive Officer

crime syndicates which attempt to infiltrate and corrupt our systems and people. While this reflects the extensive powers and valuable information we hold, we can meet this threat by ensuring we have a professional culture and a strong integrity system for our people, information, systems and premises.

We intend to work together as a strong leadership team as we create our new organisation. We will require the same of you as different parts of our new organisation come together in advance of 1 July 2015, so that we are well prepared ahead of time. We will also need to work collaboratively with our partners and stakeholders, including industry and other government agencies, both within Australia and overseas, to develop

agreed processes, to share information and expertise, and to manage the border effectively.

Things are going to change for everyone, but the good news is that these changes will be done methodically and together with a clear goal. The Blueprint provides an outline of our approach, but there is a lot more detail that still needs to be developed over the weeks and months ahead. A National Roadshow in October and November will share with you the information we have to date.

While some things will start happening soon, there is a lot more to do, and it is our commitment to share with you a detailed plan for building our new organisation in February next year. This will be followed with a second National Roadshow

series that will focus on explaining that detailed plan.

It's a great time to get your thoughts and ideas to us—whether through local workplace conversations with your supervisor, the upcoming National Roadshow or by providing feedback through the Have Your Say mailbox. Whether you are currently in the Department or Service, you will have ideas about things we should look to improve in the future—we don't have the monopoly on ideas and we want yours.

This is a unique and exciting time. We look forward to working with you in the weeks and months ahead to build a truly great Department and establish the new Australian Border Force.

# A NEW DEPARTMENT

---

In May 2014, the Minister for Immigration and Border Protection announced significant changes to how we protect and manage Australia's borders to enhance our national security and to create an even stronger national economy. This will be a once-in-a-generation change.

From 1 July 2015, the functions of the Department of Immigration and Border Protection and the Australian Customs and Border Protection Service will be integrated into a new Department, and a new front-line operational agency, the **Australian Border Force**, will be established within the new Department.

The new **Department of Immigration and Border Protection** will for the first time bring together into a single policy space traditional immigration and customs border policy. The Department's remit will include refugee and humanitarian programmes, immigration and citizenship, trade and customs, offshore maritime security and revenue collection. The new Department will lead the policy, regulatory and corporate services for the organisation, including the Australian Border Force.

The Australian Border Force, as the operational enforcement entity within the Department, will focus on our investigations, compliance and detention operations offshore and onshore, across our air and seaports, and land and maritime domains.

# OUR FOCUS



This Blueprint sets out our mission and outlines our focus on **people** and **systems**. It includes how we will support our people with structured learning and development, career paths and career diversity. It also sets out our challenges and opportunities and ways we will deliver and improve our business systems to tackle the challenges facing our border operations. These challenges include the increasing volume of travel and trade that comes from a prosperous economy, threats to our sovereignty through illegal

migration, and attempts by serious and organised crime groups to breach and infiltrate our border controls.

Bringing together our functions is more than a machinery of government change. This will be a comprehensive integration of our complementary functions and capabilities, to drive better outcomes for Australia, to lift and broaden our policy role, to strengthen our protection of the border, to deliver better services to clients, and to provide more

diverse and interesting jobs and careers for our people, supported by better training, an increased sense of professionalism and a culture resistant to corruption.

As we integrate, we will work together with our people, the community, industry and partners here in Australia and internationally, to bring about this significant change and the government's intention for a comprehensive new Department and the establishment of the Australian Border Force.



# ABOUT US

---

## Our people

The dedication, professionalism and passion of our people are evident in everything they do.

We are a global organisation,  
with almost 15,000 people,  
working in more than 60 offices  
in more than 50 countries.

# Our work



# Our history

We have proud organisational histories that have helped build and protect Australia since Federation. Both agencies have worked closely together in key operating environments for many years.

Established in 1945, the Department of Immigration was setup in the aftermath of World War II, when the nation embarked on a remarkable programme of nation-building. The expansion of our population through managed migration was central to this programme, and the Department has played a crucial economic and social role in the development of our nation ever since.

Leading work for the nation in the areas of citizenship and national identity, the Department has contributed

to achieving a cohesive society. A special ceremony marked the 65th anniversary of Australian citizenship this year in Albert Hall, Canberra, the site of the first-ever Australian citizenship ceremony in 1949.

The Department also has a proud history of supporting Australia's economic prosperity through the Migration Programme, especially in relation to filling identified skill shortages in our labour markets as well as managing Australia's Humanitarian Programme, which allows us to resettle those most in need.

Equally, the Australian Customs and Border Protection Service has been serving the Australian community for more than 110 years. The Service traces its roots back to Federation as the Department of Trade and Customs, and indeed to the customs administrations of the Australian colonies in the 19th century.

It has played a vital role in protecting the safety, security and commercial interests of Australia since its establishment in 1901. Currently, it performs tasks and enforces regulations



**Australian Government**  
**Department of Immigration  
and Border Protection**



**Australian  
CUSTOMS AND  
BORDER PROTECTION**

at the border on behalf of more than 50 other Australian Government agencies, as well as contributing to prosperity through collection of revenue.

As the Service has continued to evolve, the customs function has been administered under a number of different constructs. The constant throughout these changes has been the committed service of the Service's officers to the core customs and border protection function.

Throughout their long and proud histories, both organisations have

adapted to changing political, economic and social agendas. Both organisations have had changing priorities and roles in response to these issues and external reviews. More recently, the Department and Service have worked together responding to and managing the inflow of illegal maritime arrivals, with all the complexities and challenges that this presents. Throughout this period, and the public and media interest surrounding the issue, both agencies have maintained high professional standards and developed strong professional relationships.

Similarly, for many years, officers of ACBPS have performed the front-line immigration task at the physical border, working closely with Departmental staff at ports of entry, processing millions of visitors every year. We have the opportunity to build on this shared history as we create our new organisation.

Into the future, the long histories of our organisations and the sense of mission we have together, will serve the new Department and the Australian Border Force well.

# THE BORDER:

## A strategic national asset

---

Our border is a national asset. It holds economic, social and strategic value for our nation.

The border is not a line on a map.

Our focus is on the border in the sense of a complex continuum stretching ahead of and behind the border, including the physical border. It is a space that enables and controls the flow of people and the movement of goods through complex supply chains. We call this the border continuum, illustrated on page 11.

The continuum includes our immigration responsibilities to manage and assist temporary and permanent migrants and those people participating

in humanitarian and refugee programmes, and to grant citizenship. It also includes the collection of border revenue and trade and travel statistics.

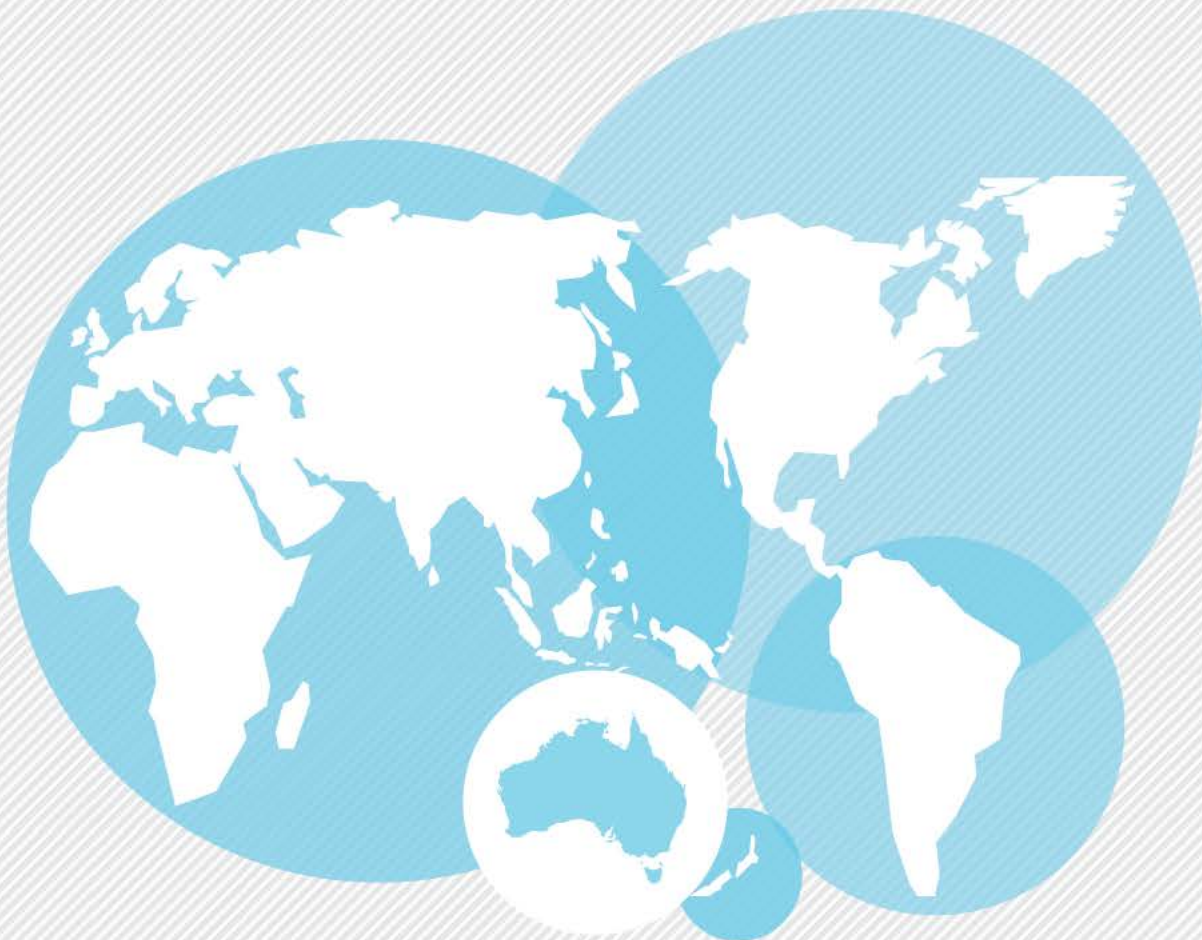
Treating the border as a continuum allows an integrated, layered approach to provide border management in depth—working ahead of and behind the border, as well as at the border, to manage threats and take advantage of opportunities.

By applying an intelligence-led model and working with partners across the border continuum, we are able to deliver effective

border control over who and what has the right to enter or exit and under what conditions. This includes significant effort offshore to authorise travel movements to Australia through the comprehensive visa regime and to prevent unauthorised people movements to Australia.

Effective border security allows for the seamless legitimate movement of people and goods across our borders, which are all critical to enhancing trade, travel and migration.





## Border continuum

### Offshore

- We work ahead of the physical border to identify and manage risks.
- We detect and interdict risk present in Australian waters and in the air.
- We select and/or provide authorisation for people to come to Australia including on the basis of the contribution they make to our economy.
- We advocate and promote Australia's interests and build the capacity of other countries through practical cooperation.

### Onshore

- We detect and interdict risk pre, at and post the Australian border.
- We provide and enforce the framework for movement of people and goods in and out of Australia.
- We deliver the Migration Programme to meet social and economic needs.
- We determine whether people can stay permanently and/or become Australian citizens; this occurs onshore and at offices overseas.

# THE CHALLENGE

---

By harnessing these challenges we will contribute to Australia's national security, economic strength and a cohesive society.

Creating a new Department and establishing the Australian Border Force provides us with the opportunity to leverage our combined experience and capabilities to better tackle the challenges facing Australia's border. These challenges are complex and multi-faceted.

## Protecting our borders

Australia is a free, prosperous and harmonious society. However, it is also these aspects of our society that terrorists and violent extremists seek to harm. The threat to Australia and Australians from terrorists and violent extremists is both real and growing.

Similarly, geopolitical events, ranging from instability and conflict, through to global health crises, can lead to failed states or major armed conflict. These events create both direct and indirect security challenges to Australia, including fostering terrorism, population displacement and irregular movement.

Continuing to secure our borders, while enabling seamless legitimate movement of people and goods, will be essential to ensuring Australia remains a prosperous society. We will establish the Australian Border Force as the front-line operational agency within the Department, which will help us meet these challenges. The combination of enforcement resources from both immigration and customs, together with retraining, will enable us to boost our capacity over time.

The Australian Border Force will be an intelligence-led, mobile and technologically enabled force. It will operate under a Strategic

Border Command, ensuring our assets and resources are deployed to greatest effect, including offshore, domestically and in our maritime zone. We will also work to counter threats ahead of the border, employing sophisticated risk assessments through our visa programmes and working with international partners to deliver enforcement outcomes.

In the next four years, the volume of people and goods crossing our border is projected to increase significantly.

+23%



AIR AND SEA TRAVELLERS

+16.5%



STUDENT VISAS GRANTED

+17%



SEA CARGO

+54%



AIR CARGO

+23%



CITIZENSHIP APPLICATIONS



## Promoting trade, travel, migration and Australian citizenship

As a country built on trade and migration, the increasing volume of goods and people moving across our border provides significant opportunities for our nation. Getting our border settings correct will support our economic growth, help promote Australia as a tourism destination and contribute to a strong national identity and a cohesive society.

The economy and social prosperity Australia enjoys brings with it an increasing workload from many quarters, including international tourism, trade and commerce, migration and citizenship.



## Promoting trade, travel, migration and Australian citizenship *continued*

In the next four years, our border systems will need to manage estimated growth of 23 per cent in people travelling into and out of Australia, 16.5 per cent in student visas, 17 per cent in sea cargo movements, 54 per cent in air cargo movements and around 23 per cent in people applying to be Australian citizens.

The increasing connectedness of the global economy, and more complex supply chains for the movement of goods and people, require technological advancements and increased cooperation with international

partners to manage these movements efficiently.

To support responsive border systems and processes, we will promote the use of new technologies, automate old processes, and offer tailored options for facilitation. This will allow us to better serve traders and travellers, better support processes that fill skills shortages crucial to the operation of our economy, appropriately manage Australia's Humanitarian Programme and collect revenue for the Australian Government.

As we increase the security of our systems through increased use of biometrics, automated gates and trusted trade schemes, we will deliver a more seamless experience at the border for legitimate travellers and traders, and those legitimately seeking to call Australia home. This will reduce red tape, promote simplicity and offer self-service options. These approaches will also allow us to focus our efforts and interventions only where required.

Australian Crime Commission (ACC) data estimates the cost of organised crime in Australia at more than \$15 billion annually.

## Combating serious and organised crime

Serious and organised crime groups are well-organised, well-resourced and opportunistic. They present a significant threat to Australia's society and economy, with new Australian Crime Commission (ACC) data estimates the cost of organised crime in Australia at more than \$15 billion annually.

The commodities traded by organised crime for illicit profit are limitless, including drugs, firearms, tobacco, forged visas and passports, and people. The nature and type of commodities traded illicitly is likely to expand into the future, aided by the speed and complexity of new travel and migration routes and supply chains.

Public sector corruption has also been identified by the ACC as being present in a range of

crime markets, including illicit drugs, illicit firearms, revenue fraud and environment crimes.

In almost all cases of organised crime, there is an international connection, which makes it important to address the threat posed along the entire border continuum. We will work with our partners both in Australia and overseas to share intelligence essential to us combating these groups. We will also harness our access to the growing volume of information and exploit this 'big data' challenge to target our interventions better and to make informed decisions, including about who and what can come to Australia.

Organised crime groups not only attempt to breach our border controls, they attempt to infiltrate our systems. Corruption is a

serious and ongoing concern for agencies such as ours, invested with powers to make decisions and enforce laws, such as granting visas and authorising the movement of goods.

We must ensure our people are highly resistant to corruption through the culture we live and promote, that they are equipped with anti-corruption tools, and that there are systems and practices in place to continually monitor and respond to this threat.

# OUR MISSION

---

Together, we will be one team,  
with one purpose and one mission:

To protect Australia's border  
and manage the movement of  
people and goods across it.

We contribute to achieving three  
principal Government outcomes:

Strong national security



A strong economy



A prosperous and cohesive society

# OUR NEW ORGANISATION

## Department of Immigration and Border Protection (DIBP)

The **Department of Immigration and Border Protection** develops the policy and legislation that sets the policy and legal framework for the management of Australia's borders as well as contributing to other policy outcomes (for example, productivity and trade).

The Department will deliver the following services: the Migration Programme, the Humanitarian Programme, citizenship services, case management services, advice services and enterprise services.

- Policy and strategy
- Migration and Humanitarian Programmes
- Visa and citizenship application assessments
- Corporate services
- Assisting people and traders to understand their obligations
- Facilitation and education
- Information strategy and intelligence

The **Australian Border Force** is part of the Department. It deploys an operational response in concert with partner agencies. In doing so, it contributes to national security by protecting the safety and security of Australians through border protection and border enforcement activities, including investigations, compliance and detention.

It provides a law enforcement focused operational response to facilitating legitimate trade and travel.

This will be conducted in line with legislation and regulation, based on professionalism in judgment and decision making in exercising powers appropriately. It will target and intervene only against those who attempt to breach our borders or circumvent our controls.

- Verification of identity and intent
- Enforcement, compliance and investigation where necessary
- Specialised border capabilities

We have a once-in-a-generation opportunity to build a new organisation that delivers outcomes for Australia.

The Department will focus on policy, regulatory and corporate services for the organisation, including for the Australian Border Force, related to immigration, trade and customs, citizenship and humanitarian policy, as well as offshore maritime security and revenue collection.

The Australian Border Force will be the operational enforcement entity within the Department, focusing on our front-line operations offshore and onshore, across our air and seaports, land and maritime domains.



# Functional areas

In order to best deliver our work into the future, we will need to strategically reorganise and align our business operations. Over the next few weeks and months we will systematically work through identifying the functions and structure we need to take our new organisation forward.

Seven functional areas have been identified through the high level design work undertaken for integration. These functional areas will form the basis for a discussion around what Groups, Divisions and Commands and Branches are needed to deliver our future business in the most effective and efficient way.

# OUR FOCUS

---

Creating the new Department, establishing the Australian Border Force, and driving improvements to our systems to position ourselves for the future is a large, complex and challenging task. It will require commitment and input from our dedicated and professional staff to achieve success.

Our immediate focus for 2014–15 will be integrating our organisations and working with our people and stakeholders to help us plan the way forward.

To guide this, we will focus our on **people** and **systems**.

## Our focus areas

### PEOPLE

Our people are integral to achieving our mission. We will promote clear accountabilities, supported by strong leadership. We will work to build a positive professional culture, based on shared values and behaviours, and that is resistant to corruption. We will support our people through clear career paths and opportunities for learning and development to ensure we have a highly skilled and professional workforce.

### SYSTEMS

We will tackle challenges at the border and deliver our mission by ensuring we are organised effectively and that our business processes align with the level of risk. We will explore opportunities for technological innovation, automation and enhanced service delivery, ensuring we collaborate with partners as we deliver these improvements.



## The key areas of focus for leadership, culture and workforce include:

### Leadership and accountability

Our leadership capability will be strengthened through greater empowerment and accountability. We will implement greater spans of control across the entire organisation, beginning with the senior executive service (SES). We will act as one leadership group, sharing credit, and burdens, recognising excellence and success, and managing risk

across programme, divisional, command and branch lines. A review of structure and governance is being undertaken with new arrangements announced progressively from now through to February. These new arrangements will enable us to have the new Department up and running well ahead of 1 July 2015.

These new arrangements will also ensure there are clear lines of accountability among leaders. As spans of control expand, we will support our people to become professional leaders. Our focus into the future will be on growing leaders at all levels across the entire organisation, to be professional, accountable and engaging leaders who can take us forward.

### Building a positive organisational culture

We will build on the shared values of our people, their professionalism and passion to develop a positive organisational culture for our new organisation. We will work collaboratively

to identify the behaviours we expect across all levels of the organisation and embed these into everything we do. We will recognise and reward these behaviours in our performance

system, and hold ourselves and others to account. These values and behaviours will help us build a culture resistant to corruption.

### A new workforce model

Our new organisation will be supported by a new workforce model that provides career opportunities and job choices to our people.

It will be built around five vocations: Border Force, Policy and Regulation, Intelligence, Client Services, and Enabling/Support. These vocational streams will be reflective of the

skill sets our people possess and develop through their career, based on structured learning and development and tied to a clear career path.

# Vocational streams

## Border Force

Deliver on national, international, regional and local border protection, law enforcement and national security priorities.

This workforce will comprise **Border Force** officers who will be trained and equipped to perform a range of tasks across domains. Cross-skilling will allow officers to be mobilised and deployed to routine and priority tasking and to supplement surge activities. Operations will be conducted across air, land and sea domains, including remote area patrols and offshore maritime operations.

## Policy and Regulation

Develops strategy and policy and designs programs to achieve policy intent.

This workforce will comprise **technical and policy experts** in immigration, trade and customs. Staff in this vocation will be supported by active career management and structured development aimed at building innovation, strategic insight, policy and program design for now and the future.

## Intelligence

Formulates information policy and intelligence products to support decision making, resource allocation and to counter border threats.

This workforce will comprise **staff who formulate information policy and intelligence products to support decision making**, resource allocation and to counter border threats. This workforce will be supported by structured training to develop trade-craft and industry relevant skills. Staff in this career stream will have strong linkages with domestic and international partners, as well as the broader intelligence community.

## Client Services

Assesses and decides applications in relation to visas, citizenship, customs and trade.

This workforce will comprise **staff assessing and deciding applications in relation to visas, citizenship, customs and trade**, including case management activity required to resolve the status of unlawful non-citizens, management of licensing regimes (warehousing, trusted trader, import certificates) revenue collection, as well as the provision of information and education to promote compliance.

## Enabling/Support

Delivers support services through a set of core technical and functional expertise, that enable business outcomes.

This workforce will comprise **staff from a range of disciplines** including legal, human resources, information technology, finance, communications and public relations, property, infrastructure and facilities management, security, risk audit and assurance, corporate governance, procurement and contract management, project management and internal affairs and standards.

## Blended teams

We will employ a **blended teams** model to deliver our business, ensuring that we have the right mix of skill sets to achieve the outcomes we need.

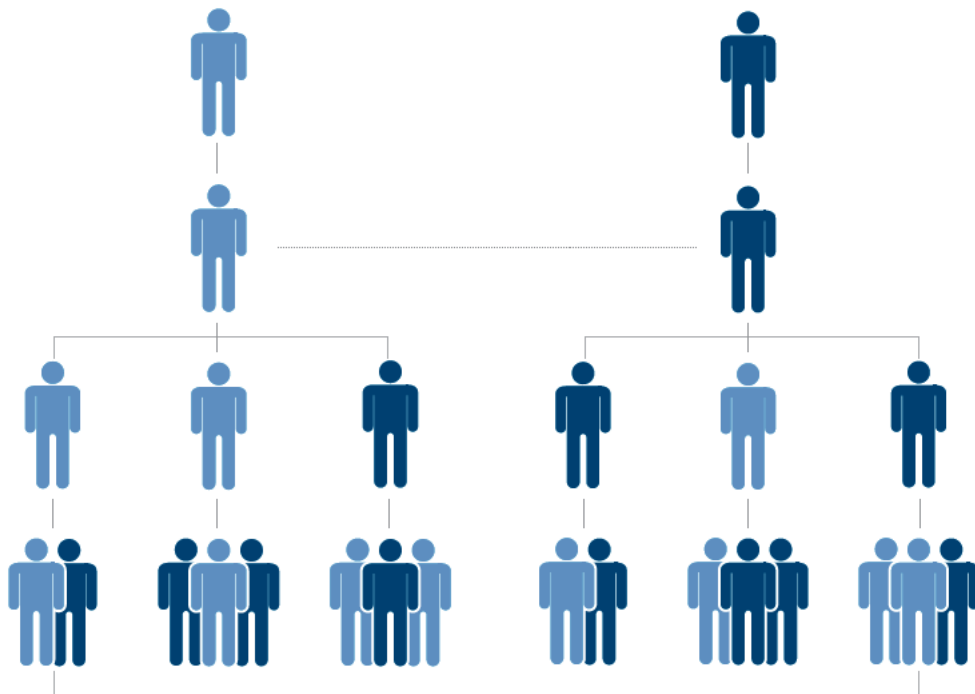
Blended teams mean there may be a mix of officers, with different vocations and skills, drawn from different parts of our organisation to deliver our business outcomes. There will be clear lines of accountability, and different mixes depending on the nature of the task.

## Blended teams concept

This diagram depicts the concept of blended teams under clear accountabilities. A Branch, or Division, or Command could be made up

of staff from any of the vocational streams. They may be from **Border Force** or from **Policy and Regulation, Intelligence, Client Services**

or **Enabling/Support** vocational streams. There would, however, be single accountability at the senior executive level.



Workforce that delivers the function

● Border Force

● Policy and Regulation, Intelligence, Client Services or Enabling/Support

# PEOPLE



## Learning and development

We will build a learning and development system that recognises the need to build capability, both now and into the future, to develop strong leaders and offer rewarding career paths.

The learning and development system will support the vocational stream model by designing and delivering a

curriculum that ensures people have the right skills to do their job as well as provide clear learning and development requirements for those wishing to change their vocation as part of their career planning.

This system will look to adopt a variety of learning and teaching methods, including team

learning, and take advantage of technology, the **Australian Border Force College**, and other institutions and resources. It will embed the 70/20/10 learning approach which recognises that most learning takes place in the workplace through experience and exposure to development opportunities rather than through formal training.



## About the Australian Border Force College

The Australian Border Force College will deliver a nationally standardised approach to training, to ensure our people have the right skills to do their jobs.

It will be an important symbol of a single culture, purpose and mission. All staff in the Department will attend the College during their career for induction and/or supervisory and leadership training. The college will be a physical place with a range of campuses delivering operational training as well as a virtual institution bringing together learning opportunities from a variety of sources utilising technology and virtual learning.

The ultimate aim of the College is to foster an agile and skilled workforce that meets our needs today and the challenges of the future. Such a facility will also bring us into line with our law enforcement partners.

## Career plans and National Roadshow

We will support all our people to develop a career plan, based on their career aspirations, the workforce vocation they aspire to, and the steps they will need to take to achieve this. To support this, all our people will have the opportunity to participate in a second **National Roadshow** to discuss career options next year. Everyone will

also have the opportunity to discuss their career aspirations with their supervisor and dedicated Career Advisors.

The second National Roadshow will follow the release of a detailed plan that will build on the Blueprint and the hard work and planning being undertaken over the next few months.

The roadshow will provide information to everyone to consider their career aspirations, which vocational stream they wish to join, and the skills or training required to achieve this. Officers with existing career plans will be given the opportunity to review these in light of the new opportunities arising from our integration.

# Natalie's career



## New opportunities

Natalie has worked with the Service for eight years, primarily in a policy role related to travellers. She is looking forward to all the policy functions being integrated into the Department, as she knows into the future, this will offer a number of new career opportunities.



## Career diversity

After working on traveller policy for another year, Natalie is provided the opportunity for a short term secondment to work on Onshore Protection policy. This broadens her experience and enhances her policy tradecraft. After choosing to spend more time in traveller policy, Natalie makes the move to the onshore protection policy area two years later based on her earlier experience and interest.



## Career streams

In the first few months after integrating the policy function within the Department, Natalie starts to develop a more detailed understanding of the work and scope of the Department. She reads the detailed plan that is published and attends the second National Roadshow, learning more about the career streams available.



## Career advisors

Based on her career aspirations and existing experience, Natalie chooses to build a career plan based on a Policy and Regulatory vocation. She meets with a Career Advisor who is able to provide more information about other policy roles she might aspire to in the future, and the learning and development she will need to achieve her goals.



# PEOPLE

## Jill's career



### Sense of purpose

Jill's plan is to build a new career in the Australian Border Force. She is currently a compliance officer in the Department and knows her skills and experience will make her a potential candidate. Jill discusses her career intentions with her supervisor and career advisor, and over time, is provided access to training to supplement existing skills and to attain any other necessary competencies. She also undergoes relevant fitness, medical and psychological assessments for the role in which she is interested in.



### Career diversity

As a result of her experience and training in the Australian Border Force roles, Jill has a strong understanding of the context in which our operational enforcement activities take place. She uses this to gain a position—as part of a blended team—when the Department forms a multi-disciplinary taskforce to prepare policy options for the government on the wider use of data analytics and biometrics to manage risk at the border.



### Training and support

As a front-line officer, Jill is proud to wear her uniform and have an active role protecting Australia's border. She undertakes training through the Australian Border Force College, which is further supported by on-the-job training and mentoring.



### Career progression

Jill loves the operational aspects of her new career. She is deployed to undertake a range of activities across many locations, including aircraft and vessel searches, visa compliance checks, and remote area patrols. Over time, she develops ambitions to be a leader in the Australian Border Force. She undertakes management and leadership training, is assessed at the Australian Border Force College and is promoted to a senior operational position.

## John's career



### Induction

In his first week working with the Department of Immigration and Border Protection, John undertakes induction training at the Australian Border Force College. As a result, he has a clear understanding of the Department's values and the expected behaviours of all staff. He also gains a good understanding of the Department's role and the laws within which we operate. John was interested in a variety of roles, and is confident that he will be provided with further role-specific training, both formal and on-the-job.



### Career diversity

Several years later, John achieves his career goal of an overseas posting. While on posting, John discovers a strong interest in intelligence work. On his return to Australia, John talks with his supervisor and career advisor about what experience and training he will need to move career vocations into the Department's intelligence area.



### Career pathways

John's long-term career goal is to represent Australia overseas. He starts in the Client Services vocational stream, and with support from his supervisor and career advisor, develops a career plan. John uses career pathway tools on job roles and competencies to help identify what skills are required. He recognises he needs experience in other vocations to ensure he has the opportunity to gain the technical skills and experience needed for an offshore role.



### Varied career experience

Throughout his career, John is provided with the opportunity to work in several locations in Australia and overseas, including in a specialised targeting task force role in Adelaide. Where required, and dictated by role, John is provided with relevant training and achieves the necessary certificates. He later moves to Canberra and obtains further experience. During this time, he has the opportunity to represent the Department on a short-term assignment in South-East Asia.

## A new professional integrity system

We operate in a position of trust within the border environment. In return, the community and the Australian Government expect our workplace culture to be resistant to corruption and to demonstrate professional standards of the highest order. As such, we need to ensure we have a strong system of integrity for the new Department that addresses the personnel and organisational risks to the Department's people, information, systems and premises.

The work and information we hold across the Department, and will hold in the new Australian Border Force, is extremely valuable to organised crime syndicates. These syndicates actively try to circumvent border controls for goods and people, reduce border integrity and threaten national security. Because of the significant financial advantage in doing so, criminal elements will actively try to infiltrate existing border protection agencies and will similarly attempt to infiltrate the new Department.

This can include targeting border protection officials who work in areas with access to information, with the capability to facilitate organised criminal activities through 'turning a blind eye'

to activities. Those who can direct targeting and compliance activities are also likely targets.

It is not just domestically-based border protection officials who may be targeted by organised crime groups. The Department will have a large number of staff based overseas, working in a diplomatic capacity, including compliance and law enforcement, visa processing, consular and other officials. Many of them will work in countries where there is a higher level of corruption in the public sector than is the case in Australia. Transnational organised crime groups based in those countries may attempt to seek opportunities to corrupt those staff.

Particular vulnerability arises from careless use of social media and Australia's high rate of illicit drug use, which has increased the potential for organised crime to compromise public officials working in a range of capacities including non-front-line staff. The illegal nature of drug taking exposes the taker to coercion as they attempt to conceal this behaviour from others and drug taking necessarily brings the taker into contact with criminals who manufacture, import or distribute drugs.

The threat of corruption of the public sector and border agencies is real. The ACC has identified public corruption as being present in a number of crime markets, including illicit drugs, intellectual property crime, firearm trafficking, environmental crime, revenue and taxation fraud, illegal tobacco, migration and visa fraud, maritime people smuggling and human trafficking.

In an immigration context, the corruption risk can arise from factors other than organised crime, such as family or friends seeking favourable outcomes for themselves or associates. Our system of integrity needs to protect the Department from these risks.

We are obliged to protect the Department from infiltration. We will do this by protecting our people, property, systems and information from infiltration and corruption. Adequate protection depends on a culture that is resistant to corruption and has integrity of the highest order. It must also have adequate safeguards to ensure that only appropriate people are given access to our assets and that there is ongoing assurance that people with access to those

## Principles of a professional integrity system

Risk-based

Facilitates collaboration

Adaptable and responsive to risk

Complies with legislation and policy

Reflects collaboration with the Australian Commission for Law Enforcement Integrity (ACLEI)

assets remain suitable and that there are appropriate mechanisms to respond to misconduct.

We need a system of integrity for the new Department that addresses the personnel and organisational risks to the Department's information, people, systems and premises. We will work with our people to design and bring about a new professional integrity system to mitigate and counter the risks we face.

This system will be based on principles. The level of risk for

criminal infiltration, corruption and serious misconduct is not identical across all the functions of the Department and will vary between officers. Consequently, it would appear appropriate to design an integrity framework that layers the application of measures in accordance with the level of risk presented by the position and role and/or level of risk presented by an individual.

This system will need to facilitate the Department's work and provide both opportunities for our people to perform roles or participate in work across the organisation, as

well as equity in the treatment of people performing similar functions and with access to similar information.

No final decisions have been taken yet relating to the detail of the integrity arrangements that will apply. However, as we work through a process to design and consult on a professional integrity model for the new Department, including for the Australian Border Force, we will initially apply the principles outlined above.

**We will deliver and improve our business systems and processes by focusing on several strategic-level responses**

## **Encouraging partnerships and collaborative effort**

We will work collaboratively with a wide range of partners and agencies, both within Australia and overseas, to develop agreed processes, share information and expertise, and share the burden of managing the border. At the national level, there will be a strong whole-of-government approach, with close liaison and cooperation with other national security agencies and agencies with functions related to the border.

We will work closely with other Australian partners and stakeholders—including authorities in other jurisdictions; industry bodies, companies and third party facilitators of trade and travel; and individual travellers and traders. We will also work closely with partners and bodies overseas, through multilateral forums and agreements, national organisations and agencies, and industry bodies and companies including service delivery partners.

## Examples of our approach:

### **eMedical—collaborating internationally**

We will promote the further use of eMedical to our international partners in order to expand access to the system. Collaboration between Australia and Canada to date has resulted in more than 130 countries now having access to this ground breaking system. Originally introduced in late 2012, eMedical is used to record online the health examination results of visa applicants who complete their examinations for Australia or Canada, with more than one million Australian health cases already processed in the new system.

eMedical enhances the integrity of the immigration health process, reduces the possibility of error, protects applicants' privacy and saves them time. In November 2014, New Zealand will roll out the system. We will collaborate with our

trusted international partners, including the United Kingdom and the United States of America to promote eMedical, to enable more efficient and cost-effective global visa processing.

### **Reviewing the Australian Citizenship Ceremonies Code**

We will finalise the review of the *Australian Citizenship Ceremonies Code* commissioned by the Minister for Immigration and Border Protection in late 2013. The review has been conducted with key stakeholders throughout 2014, including the Australian Government and, state, territory and local governments, and will ensure that the Code continues to provide effective guidance on the protocols, procedures and legal requirements for the conduct of Australian citizenship ceremonies.



## Managing the border as a continuum

We will treat the border as a continuum that allows for an integrated, layered approach to provide border management in depth—working ahead of and behind the border, as well as at the border, to manage threats and take advantage of opportunities. This addresses the movements of travellers and goods originating both overseas and within Australia, and compliance arrangements domestically. At the border, we will manage and respond to the full continuum of activity, conscious of our obligations to facilitate legitimate activity whilst also protecting the border against non-compliance and illegitimate activity.

### Examples of our approach:

#### **Facilitating trusted trade**

We are refining our approach to managing risks in the supply chain; and at the same time providing enhanced border clearance privileges to recognised trusted traders through the development of a Trusted Trader Programme. This Programme will be a differentiated, trust-based regulatory framework based on partnerships and shared responsibility.

The Trusted Trader Programme seeks to provide trade facilitation benefits to those economic

operators with strong security practices and a history of compliant behaviour. Intelligent intervention in the trade environment, coupled with mutual recognition of our Trusted Trader Programme will decrease the administrative and regulatory burden on industry, and increase the international competitiveness of Australian businesses. An Australian Trusted Trader Programme is currently being designed in consultation with industry with a pilot programme commencing by July 2015.

# Ensuring a holistic view of risk

We will adopt a holistic view of risk. We will identify and respond to threats and opportunities, seeking to mitigate and manage threats and to ensure that maximum advantage is taken of any opportunities. We will identify and plan comprehensively for all risks related to the border, applying an intelligence-led, risk-based approach to inform our strategy, planning, decision-making and resource allocations.

## Example of our approach:

### **Validating digital identities**

For a border security agency, knowing who we are dealing with is critical, especially when dealing electronically or online. Establishing the identity of an applicant, and validating it as far ahead of the border as possible, is essential in determining the risk that the person presents to the border and Australia.

Building on our existing work to collect biometrics of visa applicants from a number of countries, refugees, persons in detention, and persons removed from Australia, we will explore how to take

a more client—centric approach to visa applications and systems to enable a holistic view of the applicant to be established and validated.

We will collect biometrics on a risk-tiered basis, validating elements of identity at logical touch points— including as people cross the border. This way, we will have a good understanding of who we are dealing with and what, if any, risk they present to national security. In the future, this verified identity will present opportunities to facilitate future travel or even applications for permanent residence or citizenship.



## Optimising the use of technology and revising our business processes

We will explore opportunities for technological innovation and enhanced service delivery. This includes through service delivery partners and the development of technologies. We will automate to the extent possible routine functions and processes, to allow our people to be deployed to high end work which requires assessment, judgment and agile operational responses. We will revise our business processes to ensure they are optimised for effectiveness, efficiency and the level of risk. We will also systematically develop our capacity to identify, access, integrate and use information effectively—from a wide variety of sources, across all classification levels. This will ensure our people are well-supported by technology that enables them to respond rapidly, flexibly and effectively.

### Examples of our approach:

#### **Improving traveller options—e-Gates**

As part of our commitment to providing travellers self-processing options and managing traveller growth, we are working towards 90 per cent of travellers being able to use e-Gates by 2020. We will design and install next-generation e-Gates, including expansion of eligibility to a large number of additional nationalities and options for mobile passenger processing.

Over the next two years our particular focus will be installing e-Gates for departures processing at Australia's eight international airports. This work will leverage the lessons learnt from the current feasibility study involving e-Gates for departures processing at Brisbane Airport.

#### **Analysing our information**

We will better support our ability to identify threats and opportunities by fusing our information

to provide insights that help us protect the community from serious threats. This will also help us deliver simpler, more tailored experiences for our clients. Building on the work to deliver coordinated targeting across government through the National Border Targeting Centre, we will integrate the data we hold as a new Department to identify opportunities. This will require us to design the strategy, the processes, systems and supporting infrastructure we need to handle the 'big data' challenge—the ever-increasing explosion of information and data that is available in today's world. This change will be critical for the Department to fully exploit our information holdings to identify and defeat terrorists and organised crime networks, and defend both our visa and citizenship programmes, and our border control systems against threats.

### **Investing in the Australian citizenship programme**

A robust Australian citizenship programme is a critical component of the national security and the social cohesion of Australia. Many government and non-government agencies depend upon the Department's citizenship management for their business services.

We will strengthen programme delivery through use of digital services and provide self-management options, including moving paper based applications on-line. We will also improve support options, piloting an online Virtual Assist avatar to assist clients in determining the correct service they require and how to lodge applications correctly. We will continue to develop the Service Delivery Partnership for regional citizenship testing.

These initiatives will assist us manage the large increase in volume of applications in recent years and support our agenda to remove red tape and provide greater simplicity of processes for applicants and our programme stakeholders.

### **Delivering Onshore Protection reforms**

We are undertaking significant reform of our Onshore Protection component of Australia's Humanitarian Programme through legislative, policy and procedural changes. This fulfils Australia's international obligations by offering protection to

people already in Australia who are found to be refugees according to the Refugees Convention.

The Onshore Protection reforms will establish a new framework and processing model to clear the current legacy caseload of illegal arrival protection applicants and deliver the government's election commitments in relation to the management of asylum seekers.

New temporary visa products will be available for those illegal arrivals who are assessed through the process as engaging Australia's protection obligations. The reforms will also rationalise and strengthen Australia's protection status determination processes to ensure that only those with clearly established protection needs receive protection, that a robust response is in place to respond to those who attempt to abuse the system and the overall speed and integrity of the administration of the programme is improved.

# INTEGRATION TIMELINE



2015

Jan

Start of Australian Border Force operations pilots

Feb

Detailed plan released

Second National Roadshow

Introduce necessary legislation to Parliament

Jun

Career plans finalised

30 June: ACBPS functions transition to new organisation

Jul

1 July: A new Department and commencement of the Australian Border Force

### Integrating our business

We will bring together in the new Department all of the policy, corporate and enabling functions to deliver these effectively and efficiently. As a start, a new combined Executive Division has been stood up to coordinate the organisation's approach, along with establishing a new joint Executive Committee. In November we will begin integrating our corporate services and enabling functions into new groups to deliver support elements across our organisation.

Further integration will occur well ahead of 1 July 2015 with many areas working together under one management structure from February 2015. These timings depend on the detailed work being completed over the next few weeks and the complexities involved in the task.

# ENGAGEMENT

---

As we build our new organisation and develop the detail, we are committed to engaging with our people, their representatives, industry, the community and strategic partners. Based on this Blueprint, we will share with everyone a detailed plan for building our new organisation in February next year.

## Our people

Our people are critical to the delivery of our mission, and success of our new organisation. We are committed to engaging with our people and their representatives, and providing opportunity to understand, discuss and contribute to the development of our new organisation.

Given we have a diverse workforce—both in terms of people’s functional roles, as well as the geographic spread—the changes will be felt by people at various stages, in different jobs, different locations, and at different levels.

Some of our work areas have already felt elements of this through integration activities that have already occurred. The success of this so far, and the positive attitude of our people to bring about the change, have assisted this.

The National Roadshow, commencing in October, will be an opportunity to discuss with senior leaders what we know, the scope of change, and what we still need to work on together. We will proceed in a detailed and methodical way, to get this right.

There will be further opportunities to *Have Your Say* including as we build our new organisation and deliver our future business. You can:

- participate in surveys and questionnaires
- provide input through supervisors and managers, reference and advisory group members
- *Have Your Say* by sending feedback to [change@immi.gov.au](mailto:change@immi.gov.au) or [change@customs.gov.au](mailto:change@customs.gov.au)
- participate in information and feedback sessions.

# Stakeholders

Bringing together border policy into one Department presents significant opportunities for the future. As we work to design the future and deliver business opportunities, we will actively engage with the wide range of stakeholders who have an interest in our policy and activities across the border continuum.

We are committed to collaborating through our existing stakeholder engagement forums and will look for new opportunities to work with stakeholders whether they are our clients, the community, industry, non-government organisations, international partners, academics and think tanks, or other departments and agencies.

