

## Customs new organisation structure

# re-engineered business processes

Customs has a new organisational structure to support its new cargo-management practices.

The new structure, designed as part of the Business Re-engineering Project, ensures that Customs business processes align with the new cargo-management processes.

The new structure removes the distinction between border and commercial business areas. Border managed physical functions such as movement, reporting and security of cargo. Commercial managed import and export transactions and revenue collection and the overseeing of regulatory requirements regarding prohibited imports and exports.

Now Customs has an organisation-wide approach to both business lines with the emergence of three new divisions: Cargo and Trade; Border Compliance and Enforcement; and Border Intelligence and Passengers.

The Cargo and Trade Division in Central Office brings responsibility for all cargo policy together, while the cargo functional groups in regions are responsible for facilitating the clearance process for legitimate trade.

Border Compliance and Enforcement is responsible for compliance assurance programs covering the movement, reporting and clearance of cargo, and the payment of relevant duties and taxes. It also focuses on deliberate non-

compliance and illegal activity through detection of prohibited goods, investigation of illegal activity and prosecution action.

Customs risk identification and intelligence functions are coordinated in Border Intelligence and Passengers Division for smarter operational capacity. This area is responsible for identifying, analysing and disseminating information on threats to Customs. It will provide information to Border Compliance and Enforcement to support decision-making about operational response activity.

The functional responsibilities of each division and branch are grouped into a structure that links Central Office and the Regions to promote commonality and consistency across Australia.

Customs will continue to operate under a matrix-management system. Central Office senior executive staff will remain responsible for setting policy and standards, coordinating national operations and delivering outputs. Senior executive staff in the Regions are responsible for administering these policies and standards and for managing regional operations including the delivery of services.

Previous inconsistencies between work areas had led to some duplication of effort. The new structure integrates Customs core functions for maximum efficiency.

Opposite page: Customs new organisation chart outlining the new structure that came into force on 1 October.

**Chief Executive Officer**  
Lionel Woodward

**Deputy Chief Executive Officer (J)**  
John Jeffery

**Deputy Chief Executive Officer (D)**  
John Drury

**National Director  
Cargo and Trade**  
Phil Burns

**CARGO  
TRADE  
TRADE MEASURES  
CARGO AND TRADE PROJECTS**

National Manager Philomena Carnell  
National Manager Tom Marshall  
National Manager Sue Pitman  
National Manager Ken Riordan

**National Director  
Border Intelligence  
and Passengers**  
Gail Batman

**RISK IDENTIFICATION AND INTELLIGENCE  
LAW ENFORCEMENT STRATEGY AND SECURITY  
PASSENGERS**

National Manager David Collins  
National Manager Debbie Wauchop  
National Manager Tim Chapman

**National Director  
Border Compliance  
and Enforcement**  
John Hawksworth

**COMPLIANCE  
INVESTIGATIONS AND ENFORCEMENT OPERATIONS  
RESEARCH AND DEVELOPMENT  
EMERGING TECHNOLOGIES  
ENFORCEMENT PROJECTS**

National Manager Stephen Goggs  
National Manager Marion Grant  
National Manager Peter Thomson  
National Manager Melanie Challis  
National Manager Richard Janeczko

**Director-General  
Coastwatch**  
Rear-Admiral  
Max Hancock

**Chief Information Officer  
Information and  
Office Technology**  
Murray Harrison

**INFORMATION MANAGEMENT  
INFORMATION TECHNOLOGY**

National Manager Peter Naylor  
National Manager Glenn Wahlert

**National Director  
Office of Business  
Systems**  
Jenny Peachey

**ICS DEVELOPMENT  
CMR TRANSITION**

National Manager Jeff Buckpitt  
National Manager Steve Holloway

**Chief Financial Officer**  
Alistair Cochrane

**National Manager  
Staffing**  
Annwyn Godwin

**National Manager  
Planning and International**  
Christine Marsden-Smedley

**Governance Group**

**Senior Government  
Solicitor  
Customs Legal Unit**  
Leanne Bowen

**Manager  
Internal Affairs**  
Geoff Lanham

**Regions**

**New South Wales  
Regional Director**  
Trevor Van Dam

**Victoria  
Regional Director**  
Brian Hurrell

**Queensland  
Regional Director**  
Jenny Eutick

**South Australia  
Regional Director**  
Virginia Lynch

**Tasmania  
Regional Director**  
Steve Wood

*Regional Manager*  
Gayle Brown

*Regional Manager*  
Jaclyne Fisher

**Western Australia  
Regional Director**  
Paul O'Connor

**Northern Territory  
Regional Director**  
Jim Smith

*Regional Manager*  
Jan Dorrington