Immigration Service Delivery: Strategic Challenges and Responses

Rob Stevens
General Manager Service Support
Immigration New Zealand
Agenda

- Background
- Immigration Service Delivery - Current State
- Challenges
- .......and our responses
Background

- Visa Services
- Border, Risk
- Settlement, Attraction
Background

Service Support

Visa

Settlement

Attraction
• INZ has a total of 1282 staff;

• 965 staff in 19 onshore INZ branches;

• 317 staff in 18 offshore offices
Each year:

INZ receives 11.2 million visits to its website;

1.2 million immigration-related phone and email enquiries.
In 2009/10:

INZ made 500,000 immigration decisions, including:

- approving 45,719 people for residence;
- deciding over 170,000 visitor visa applications; and
- deciding almost 100,000 student visa applications.
In 2009/10, INZ also:

• resettled 709 refugees in New Zealand;

• prevented 1,414 people from boarding aircraft for New Zealand due to security concerns;

• denied entry to 859 individuals at New Zealand’s border and returned them to their country of origin because they did not meet entry criteria,

• deported 32 migrants as a result of a criminal conviction.
In other words…..

INZ is a large, global, 24/7 factory………..

………..you just can’t stop the bus while you plan taking a different direction………..

…….which is unfortunate because………..
CHANGE AHEAD
Our Vision for 2015
“Trusted Partner”
- Increased customer satisfaction
- Quality maintained
- Employee engagement maintained

CURRENT STATE

Attract the best
- Attraction and retention

Manage relationships
- Value-added and premium services
  - Relationship Management framework
  - Channel strategy
  - Lift people capability

Manage risk
- Identity verification
  - Risk Adjusted Value Framework
  - Process simplification

Process applications
- Product simplification
  - Process automation
  - Online delivery
  - Shared services/Partnering
  - Offshore footprint

Build Capability and Agility
- Role transformation

FUTURE STATE

Balancing our Effort
- Customer
- Value
- Process
- Risk
- Protect integrity and security
- Support

“Better for Less”
- Reduced processing cost per application
- Shorter end-to-end time to process an application
IMMIGRATION PORTFOLIO OFFICE

Coordination & Support

Manage People & Organisational Change
Communications

Attraction & Retention Strategy
A migrant conversion strategy – how INZ can effectively convert targeted high value/low risk people into settled and contributing migrants.

Channel & Services Strategy
Aligning future service delivery options to customer expectations.

Global Service Delivery Model
Consolidate and centralise processing to increase flexibility, reduce costs and extend global reach to improve services.

Immigration Global Management System
A new technology platform that will support the operations and services of INZ and have the flexibility to be reconfigured quickly and cost effectively.

Health Risk Framework & Policy
Identify, develop and implement improvements to improve the way INZ manages and completes health assessments of visa applicants.

Identity Management Strategy
Enhance identity, biometric information capturing and intelligence capturing and sharing capabilities within INZ and across agencies.

Risk Adjusted Value Framework
A targeting strategy that will guide applicants to the appropriate service delivery pathway.
• INZ’s 15 year old foundational ICT system is no longer fit-for-purpose.

• The core Application Management System (AMS) for immigration was designed and built in the early 1990s well before the internet changed the way organisations do business.

• AMS does not meet the needs of customers for effective online services and is now reaching the end of its technological lifespan.

• The cost of even simple system changes to AMS is high and any future significant improvement to INZ’s operating model is dependent on replacing AMS.
• Cabinet has approved our business case to replace AMS, INZ’s core ICT system, with the Immigration Global Management System (IGMS).

• IGMS will enable online processing and automation of simple tasks, and deliver significant improvements in identity management.

• Work on the IGMS development has already begun and will be completed in mid-2015, with the first changes being introduced in 2013.

• IGMS is a critical component of us achieving our vision for 2015.
IGMS – how we will change our work

• Easy access to information
  – electronic documents

• Single integrated view of client information
  – including biometrics (Face)

• Online, less manual processes

• Tiered intervention approach based on risk and value

• More self-help for customers and visibility of application progress – reduced phone calls
IGMS - benefits

- promote simple, consistent immigration processes and practices
- improve the overall customer experience
- respond more quickly to market demands
- become more efficient and reduce our costs
- improve timeliness and the quality of our decision-making
- support verification and assessment activities to manage risk better

…………….probably best summed up as…….
But........we need to keep the factory running while we build the new machine.....which is tricky
INZ has an exciting, big opportunity.

But we can only succeed if we have trusted partnerships with:

• key government agencies;

• key sectors (export education, tourism); and

• international counterparts.
Enhanced technology +

skilled workforce +

trusted partnerships

= the foundation for delivering future immigration services