

# Immigration Service Delivery: Strategic Challenges and Responses

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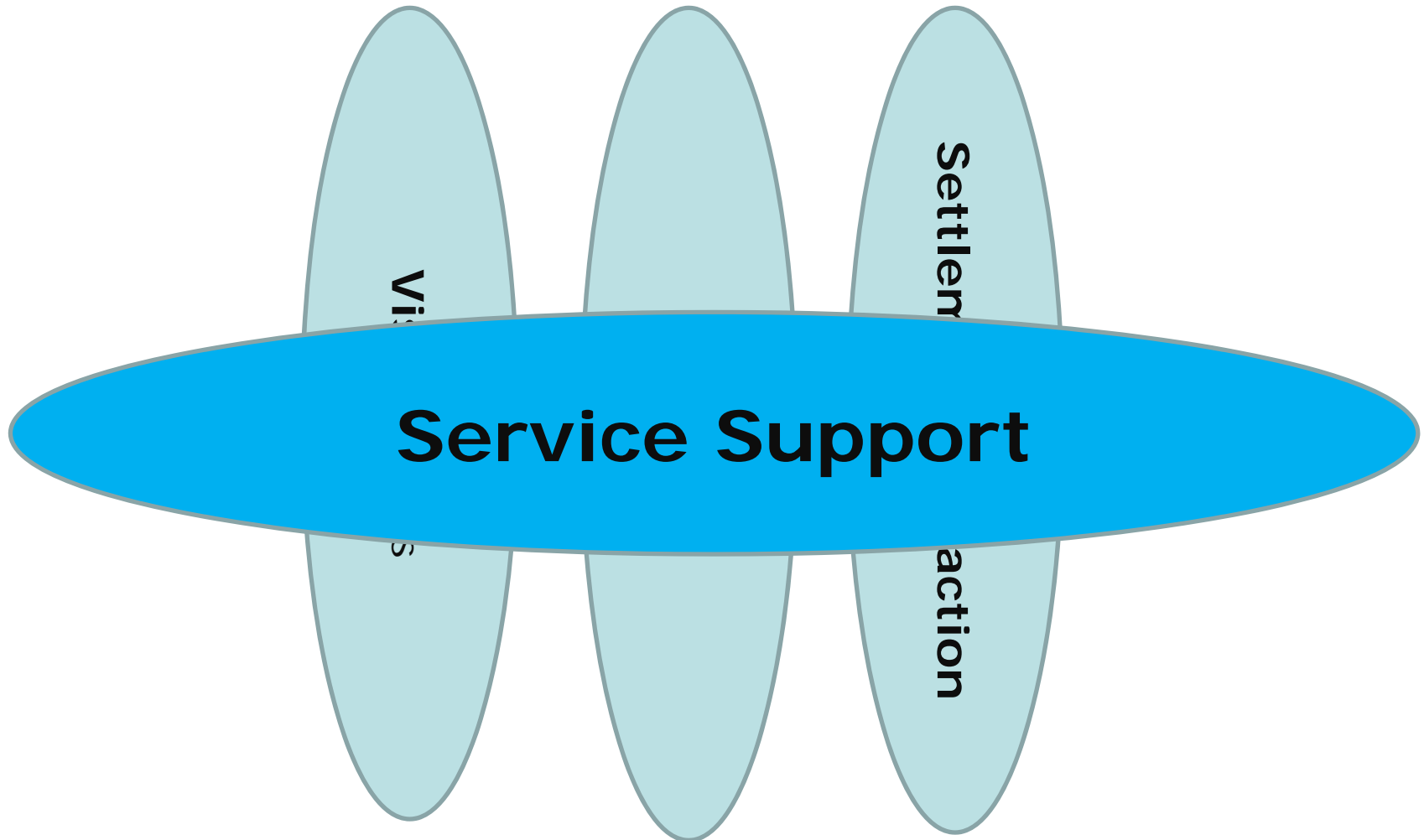
- Background
- Immigration Service Delivery - Current State
- Challenges.....
- .....and our responses

# Background

**Visa Services**

**Border, Risk**

**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



2011

2015

**"Trusted Partner"**

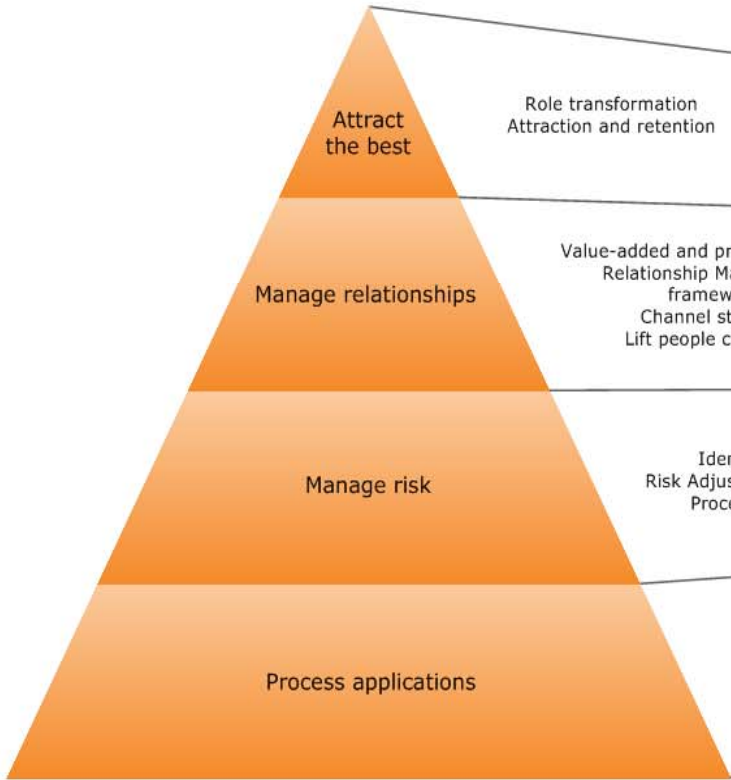
- Increased customer satisfaction
- Quality maintained
- Employee engagement maintained

**CURRENT STATE**

Build Capability and Agility

**FUTURE STATE**

Balancing our Effort



Role transformation  
Attraction and retention

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

Identity verification  
Risk Adjusted Value Framework  
Process simplification

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

*Attract*

*Protect integrity and security*

*Support*

**"Better for Less"**

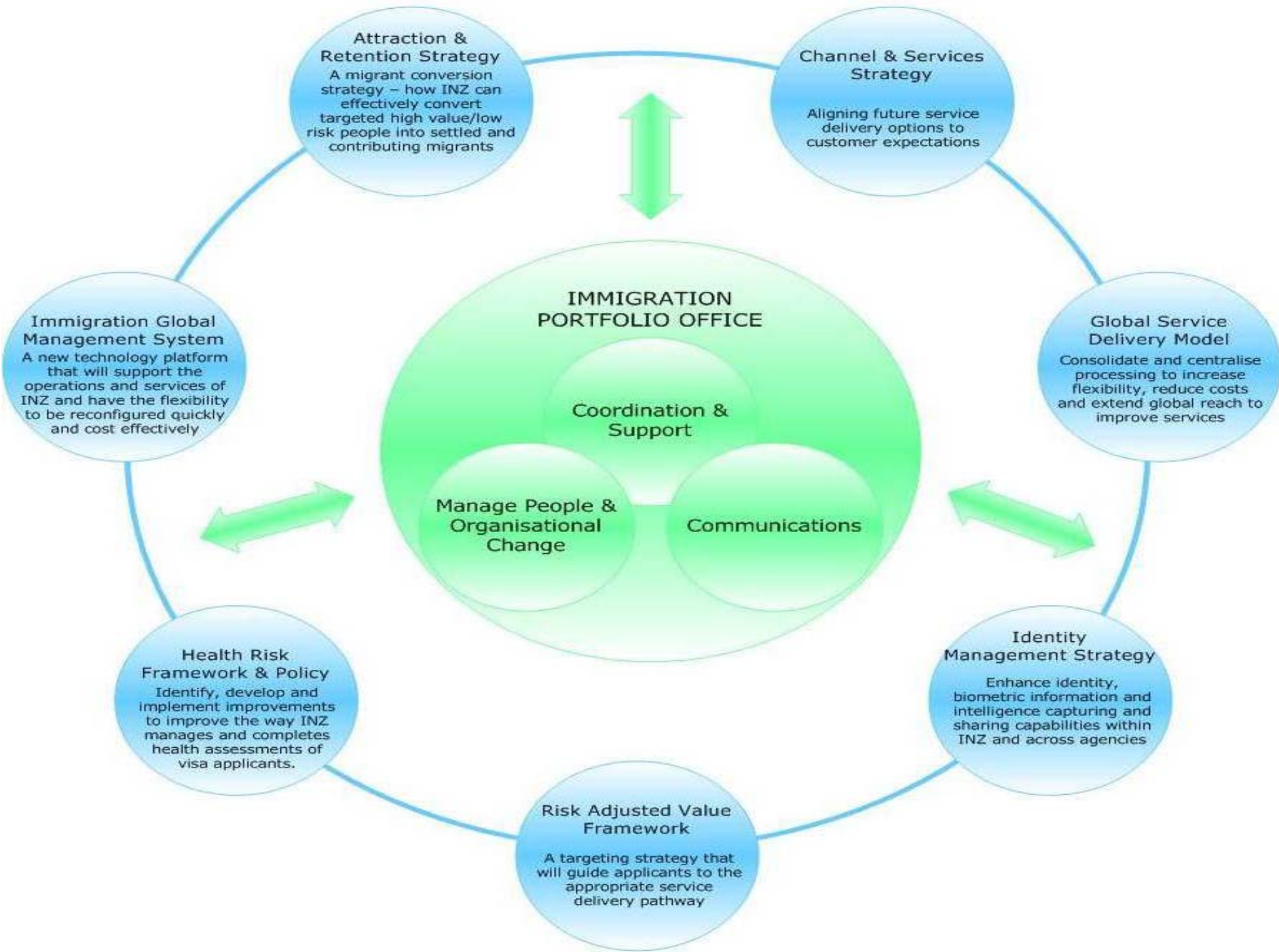
- Reduced processing cost per application
- Shorter end-to-end time to process an application

*Quality decisions quickly*



# Our Path





- 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

- 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

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