
The Realities of being on the Receiving End

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Contents

- Overview of the Vision 2015 Programme
- Challenges faced by the Programme
- “The receiving end”
- Lesson learned
- Your challenge
- Questions and Wrap up

Overview of the Programme

The Vision

Immigration New Zealand's vision for 2015 was that we will be recognised as a trusted partner, delivering outstanding immigration services and bringing in the best people New Zealand needs to prosper.

Overview of the Programme

The Case for Change

New Zealand's economic future depends, in part, on our ability to attract and keep skilled migrants, and on the continued success of our education, tourism and export sectors. We are competing with other developed countries for the same pool of potential migrants, students and visitors.

Overview of the Programme

The Future View – Key attributes

- People are treated consistently
- Low risk customers encouraged to self-serve
- Risk is visible, understood and managed
- Customers have online access to all services
- Customised services for selected applicants

Operational scale of Immigration New Zealand

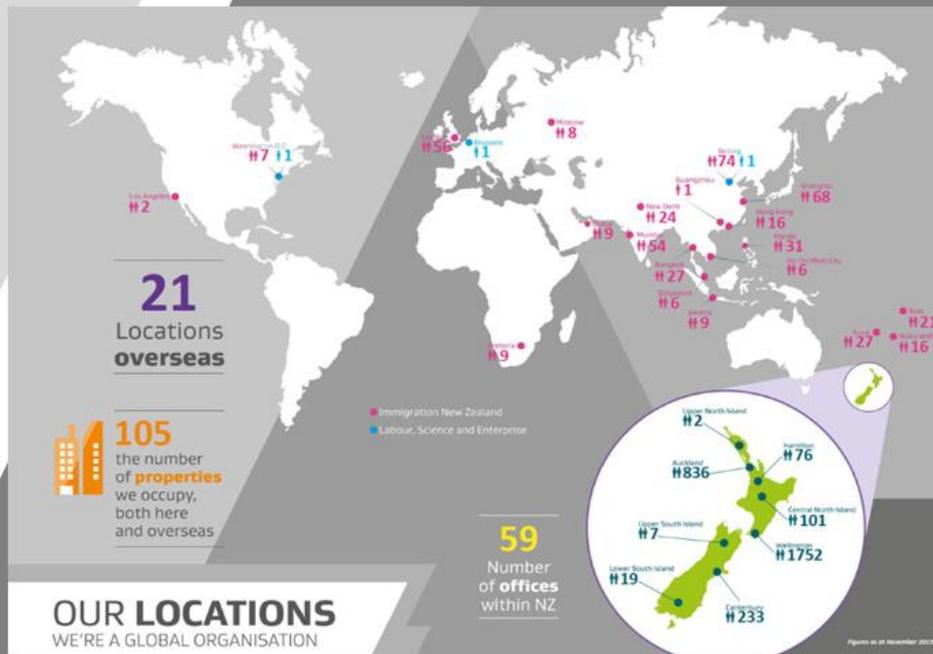
In 2014/15, INZ made just over 654,300 immigration decisions involving 925,000 people, including:

30,000 residence applications

275,000 international visitor visa applications

195,000 work visa applications, and

115,000 student visa applications.



In 2014/15, INZ also:

resettled 756 refugees

prevented 2,280 people from boarding aircraft

denied entry to 1,345 individuals for not meeting entry criteria

deported 530 people, with a further 1,242 departing voluntarily

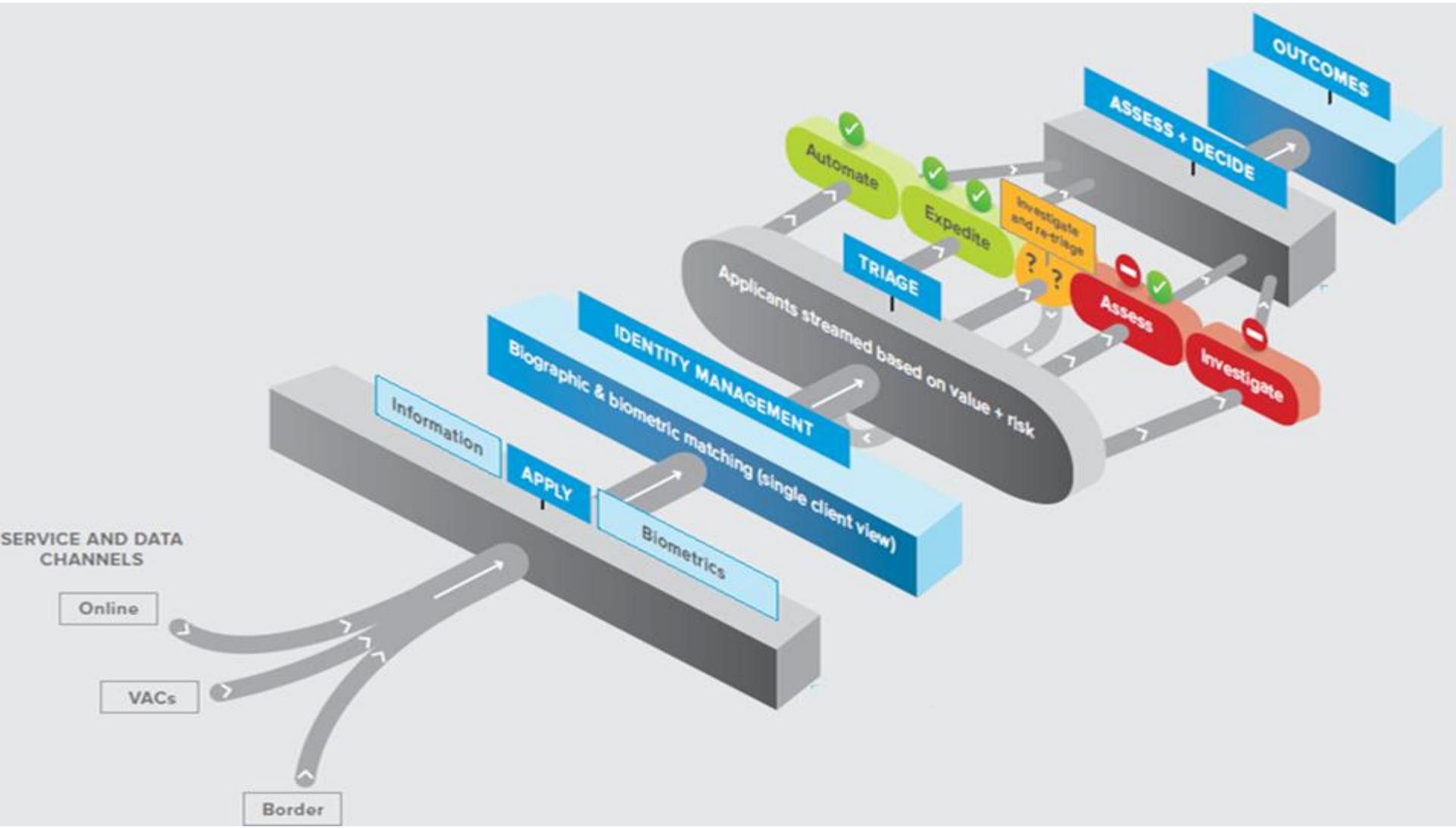
980,000 phone and email enquiries to the Contact Centre.

Vision 2015 - What we've delivered ...

Developed a new visa processing operating model

- Consistent and transparent immigration decision making
- New triage process to ensure applications are appropriately processed and verified
- Online application forms - 60% by volume of all visa types able to be processed online – currently hitting 23% of eligible visas (2,000 per week, excluding Working Holiday Scheme approvals) – over 75,000 total online to date. Target is 80% of eligible visas online by 2018. Actively promoting online processes to employers in Queenstown.
- eVisas – progressive implementation of passport-free applications and electronic visas
- eMedical – 193,000 medicals received online since Nov 2014 – 65% auto cleared
- Improved data collection enabling more effective analysis and continuous improvement
- Automation of simple processes and tasks
- A more flexible business model with an emphasis on learning.

The New Immigration Operating Model

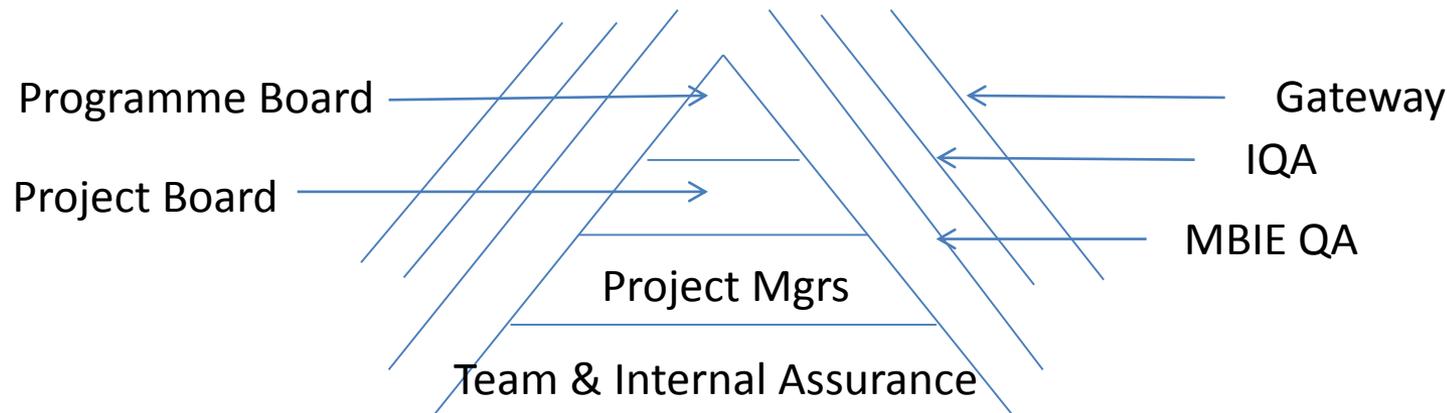


Some Challenges Faced

- Identity risk
- Global physical presence
- Automation of decision-making
- Cost pressures on delivery
- Increasing visitor and migrant numbers
- Increasing number of channels

“...On the receiving end” (in this change programme)

As projects in this programme were large enough to attract Central Agency/Gateway reviews, these were applied in addition to Independent Quality Assurance coverage, organisational audit and assurance reviews and programme and project assurance regimes.



The Result

- Each level of assurance activity required planning, and an investment of money and time by the programme, and each made a contribution to its success.
- Issues were found during assurance activities, treated as learning (or confirming) opportunities, and acted on as appropriate.
- Significant adjustments were made as the programme progressed, both during and following tranches of Change.
- Although the overhead of the assurance and compliance activities was significant, the benefits outweighed the costs.

Lessons learned

- Foundations are important
- Need to be agile – follow the benefits
- Importance of getting governance right
- Vendor management – critical to success
- The importance of keeping teams together to retain experience
- The importance of ensuring that products and services meet business quality criteria – MVS can sometimes just build technical debt
- Standardising language, methods and tools helps to avoid misunderstandings
- Test conditions need to be very similar to real-world conditions to avoid surprises
- The importance of creating an environment that values learning

My Challenge to You

Planning quality assurance activity is essential to avoid duplication of services (or gaps). Assurance should be subject to cost/benefit analysis rigour, just like every other project and programme expenditure.

- Ensure that projects do not have multiple layers of the same types of assurance
- Ensure that each assurance activity is delivering value
- Maximise the value of the assurance you are paying for or deliver

Questions? and Wrap up