



# From traditional bureaucracy to modern service

*Transforming the Danish Immigration Service*

DANISH IMMIGRATION SERVICE



*Deputy Director General Mr. Poul Mose Hansen  
and Head of Division Mr. Morten Bo Laursen*



Showcasing and Rewarding European Public Excellence

© [www.epsa2009.eu](http://www.epsa2009.eu)

# What is our project?

## A complete transformation – implemented in 3 years

- From a gate keeper-culture to a clientbased-culture
- From a culture of traditional bureaucratic administration to a culture of service
- **Results:** shorter case processing times, better service and greater client satisfaction

# The Danish Immigration Service – a government agency



## Basic figures

- **400 employees**
- **145,000-150,000 decisions a year**
- **300,000 telephone calls a year**
- **60,000 visits to our Service Centre a year**
- **50,000 e-mails a year**

# Why did we do it ?

## ■ “Burning platform”

1. Negative public perception of the Immigration Service
2. Critical attitude toward the immigration service for inflexibility and error
3. Political demands for reforms
4. Demand for accessibility and service

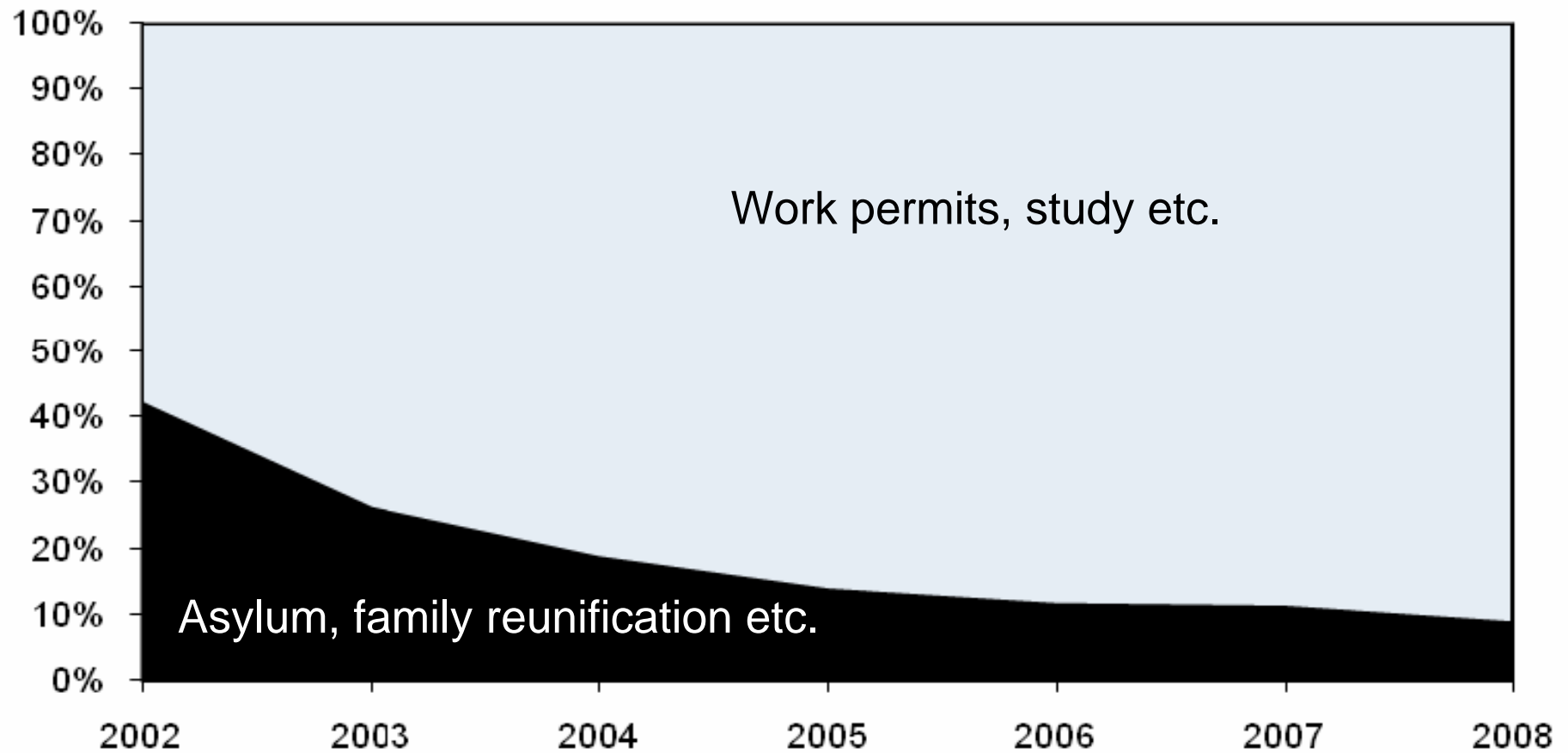
## ■ A new set of challenges

A wish to change the organization to suit new migration realities

- Supporting access to Denmark for foreign professionals  
(From asylum and family reunification to work and study)

# New migration reality

## Massive increase in work permits 2002-2008



# What did we do?



- **New vision**
- **Systematic implementation**
- **Clear process for changes**
- **Communication**
- **Sustainability**

## What did we do ?

- **Vision: ambitious, but realistic – expressed in management “narratives” and new values**
- **Effective implementation: top management and key heads of division**
- **Swift, clear changes: telephone accessibility and service goals (resulting in clarity for the clients)**
- **Systematic focus on communication: internal and external**
- **Long term sustainability: ownership and cycle of improvement**

# Communication

## Internal

A new employee magazine “US Open”

- Show it, don't tell it
- Focus on results/ success

## External

- Tour of information meetings
- Visibility in the media
- Visibility among stakeholder





## How do we ensure momentum and lasting change ?

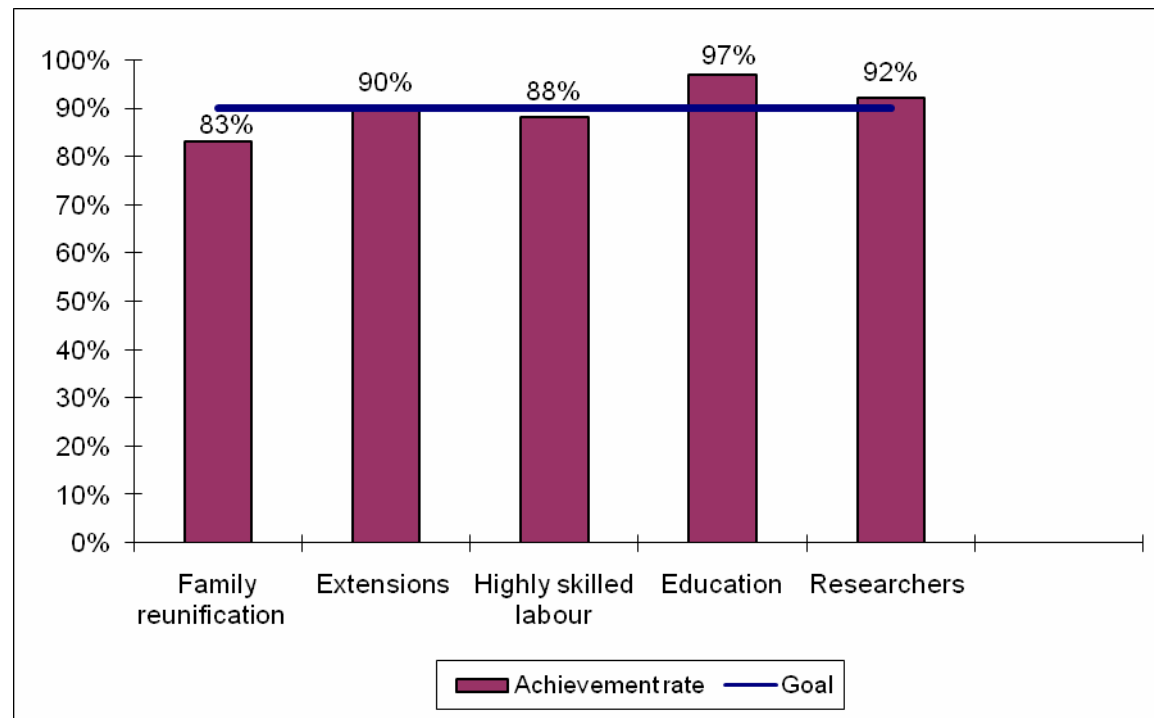
- **Implement lean management and a culture of improvement**
- **Introduce cycle of improvement (ownership)**
  - **annual management-division meetings focusing on new initiatives reflecting the new values of the organisation**
- **Focus on management code**
- **On-going dialogue with stakeholders - client satisfaction surveys**
- **On-going improvement meetings on team and division level**

# Does it work ?



- **Application packages**
  - Improves guidance
  - Redrafted and improved application forms
  - Introduces check lists
- **Service goals**
  - Introduced maximum case processing times

# Service goals – clarity for the client



## Does it work ? - continued

### Results of the reform

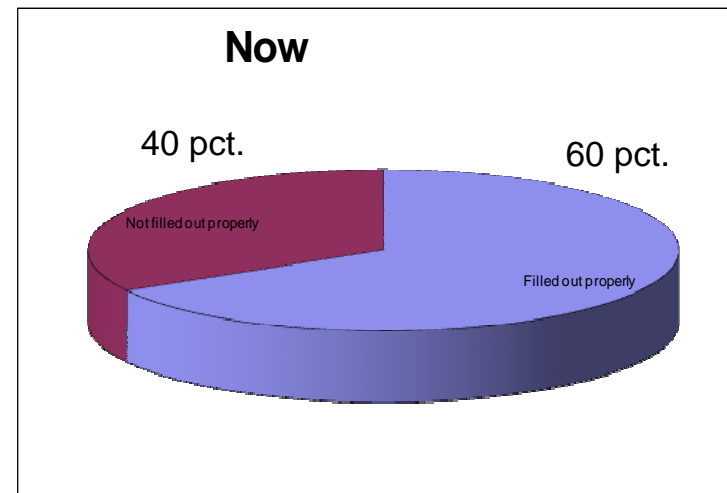
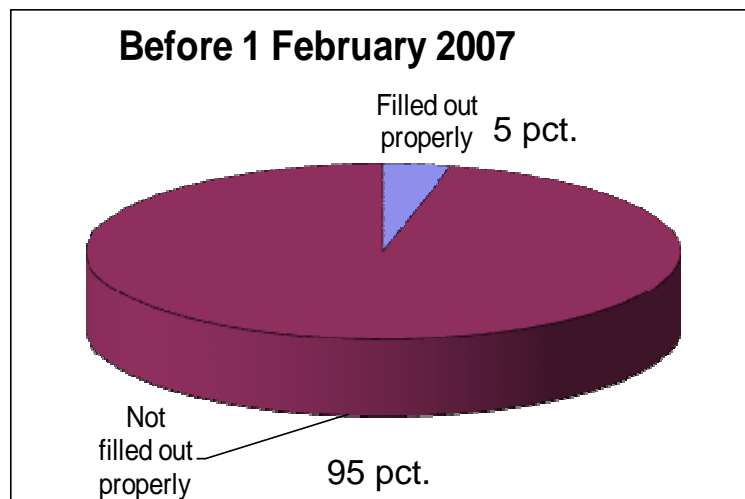
- Shorter case processing time
- Better services
- Greater client satisfaction
- Greater trust among key stakeholders
- Better image and a less critical media coverage
- New self-understanding and culture



# Getting it right from the beginning saves time

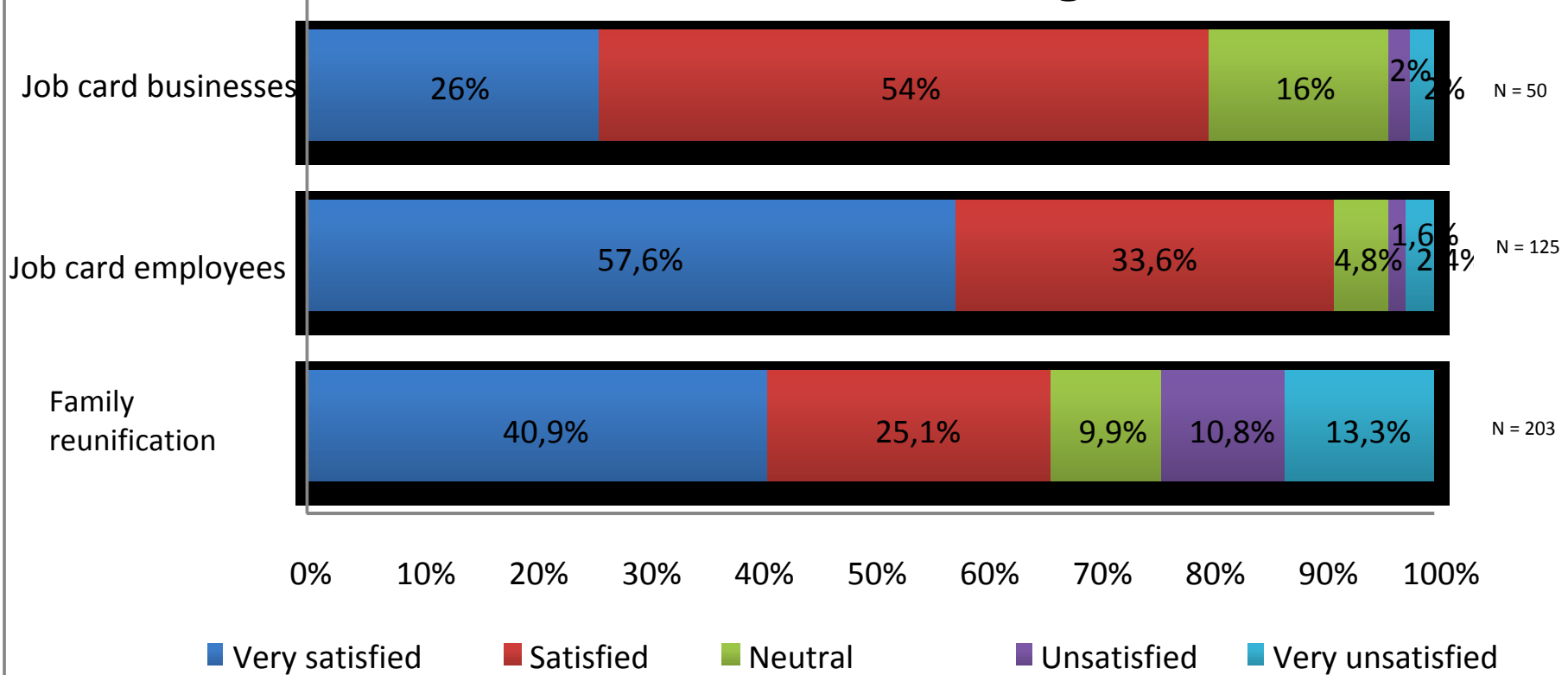
Helping the client to fill out the applications properly

Applications for family reunification – results to date with regard to the proportion of cases filled out properly



# Client satisfaction

How satisfied are you, in general, with the service at the Danish Immigration Service



## Does it work?

- **Systematic approach**
- **Top management takes the lead**
- **Ownership – employee involvement**
- **On-going cycle of improvement**



**Do You Have  
Any Questions?**