

Extract from

Ministry of Integration Affairs

Strategy for statistics and management information

Adopted in June 2007

The Ministry of Refugee, Immigration and Integration Affairs

1. Concerning the strategy

For many years the Ministry of Integration Affairs has prepared extensive statistics and management information for many different purposes and therefore the Ministry has established competencies and systems in the field. Throughout the years various measures have been taken to improve statistics and management information (MIS).

The plans concerning the replacement of the Ministry's core IT systems, the Aliens Register (AR) and the introduction of an electronic case and document handling (ECDH) - that will result in a number of changes to the case handling - have among other things made the need to take stock of the work performed until now in respect of management information and statistics and prepare an overall strategy in this field for the coming years

Internally in the Ministry the strategy is based on e.g. the Digitalisation Strategy from 2007 where statistics and management information are one out of four strategic target areas. Furthermore, the strategy for management information and statistics supports the new communications strategy for the Ministry. To this should be added that the strategy supports the re-orientation of the Danish Immigration Service which has a strong user focus (customer service).

1.1 What will the strategy comprise

The strategy comprises the handling of the production and compilation of management information and statistics within the entire field of the Ministry (the consortium).

Management information comprises processed data where the target group is the management at all levels in the group, etc. and where management information is used by the ordering unit to steer the case processing (e.g. production) and the allocation of resources. That is primarily internal information which may, however, for certain types of information be used externally.

Statistics comprises processed data where the target group is the policy level and the public and where the purpose is to provide data in a timely, adequate and objective way in the field of aliens (migration) and integration in general. That is to say, primarily external information – i.e. information based statistics.

The strategy is reflected in the aliens field, i.e. it includes data on entry to Denmark, for instance in the fields asylum, visa, family reunification, work, EEA and return. In addition, the strategy includes acquisition of citizenship. The strategy concerns all kinds of data that are of importance for management, i.e. financial data and data on time registration and case processing.

All data relating to the type of residence permit granted for aliens to reside in Denmark are and will continue to be available in the aliens systems – irrespective of the authority having granted the residence permit (or certificate).

The field of integration is included only where there is a direct connection to the case handling in respect of aliens, i.e. data on the type of residence permit granted for having residence in Denmark, including whether an alien is subject to the Integration Act. This is due to the fact that data in the field of integration are generally based on data from external systems (compiled via the unique central population id number) – e.g. from Statistics Denmark. In the longer term there may be a need for the strategy to include the field of integration.

As the Ministry is responsible for official statistics with respect to aliens in Denmark, the Ministry is responsible for tasks involving statistics and analysis of statistics of a scope extending beyond the Ministry itself. Therefore, the strategy is also to form the basis of cooperation with other authorities.

The strategy must also support a number of management and control tasks where there is a need for combining data from several systems.

Furthermore, the strategy includes the production of the management information and statistics to be used for answering specific, actual questions (on an ad hoc basis). Since this work is cumbersome the intention is that the strategy should contribute to limiting the ad hoc production but that such production should still be possible.

The strategy does not include the usage and further application of the management information and statistics by the units responsible for resource management (e.g. financial and controlling units) and the senior management (e.g. for strategic purposes) whether overall for the Ministry or within each institution.

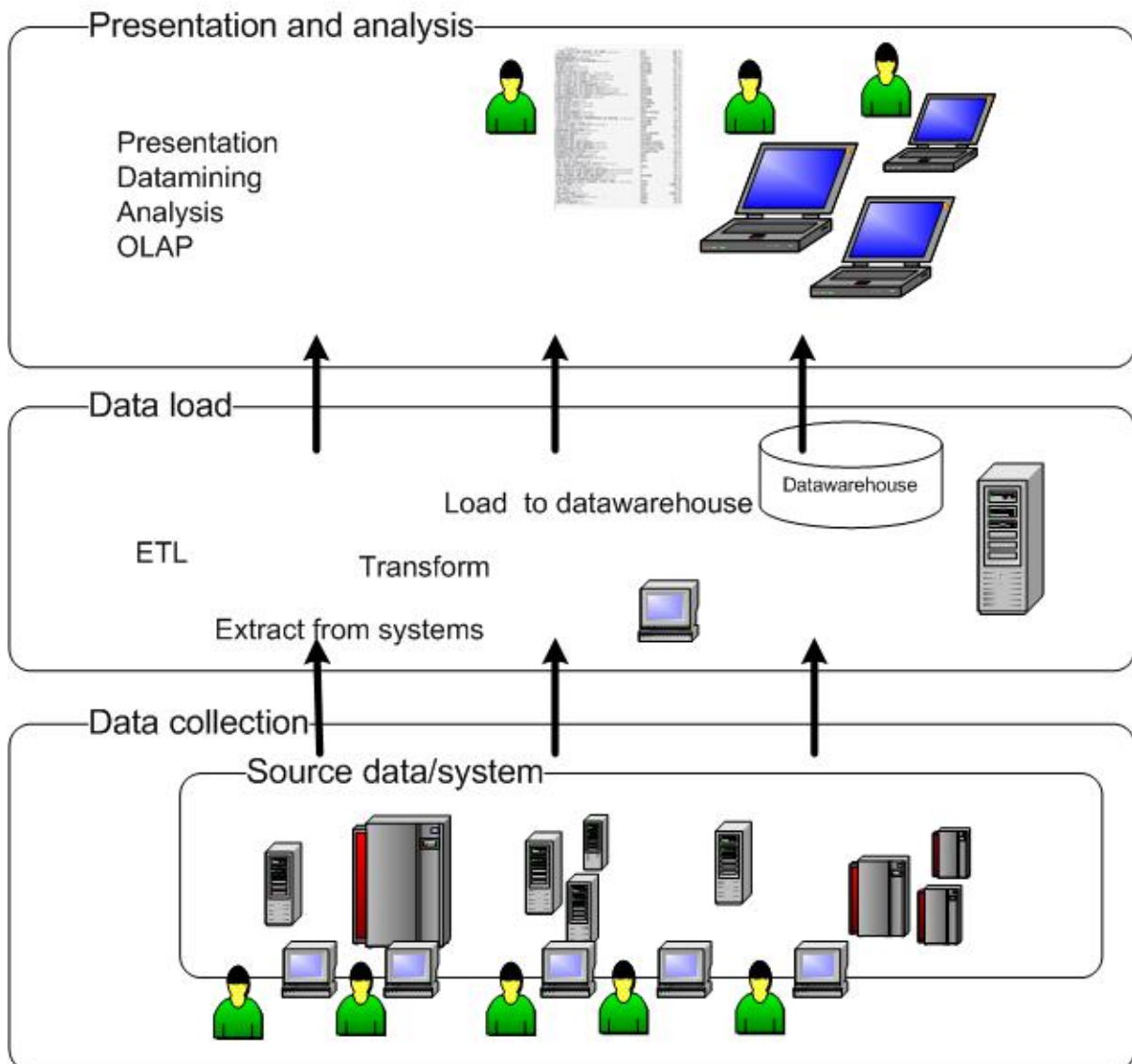
1.2 Which tasks should the strategy solve

The strategy defines which general visions and goals the Ministry of Integration Affairs has in respect of statistics and production of management information as well as the conditions that must exist to reach the general visions and goals. The most relevant problems must be identified and addressed, but are not to be solved specifically.

The most important task under the strategy is to support and to make more specific the Ministry's visions for management information and statistics. A look is to be taken across the existing systems and organisational processes so that in future a joint effort is made in relation to the production and compilation. Thus the approach to management information and statistics extends from the collection of data from case handlers via processing and analysis to presentation of data and reporting in relation to the various target groups. Furthermore, focus is a cross section approach consisting of the production systems (the future and present electronic systems), time registration systems and financial information. This renders a joint approach to information in the Ministry of Integration Affairs possible.

One of the basic ideas is that statistics and management information do not include only the technologies that are used for the accumulation, storage and presentation of statistics and management information, but that the strategy must also be concerned with what happens in the source systems and with how these are used in the day-to-day activities (see Fig. 1). This is due to the fact that the data quality is very dependent on data being accumulated as efficiently and accurately as possible in the source systems and therefore the focus must be on MIS needs in connection with the planning of processes and systems.

Fig. 1. Basic architecture



The strategy must include the rules for the ongoing handling of management information and statistics and for the way in which the handling is to take place when demands and needs for information on new systems for the collection, accumulation or presentation of data arise. The rules must ensure among other things that resources are currently prioritised to produce statistics and production of management information.

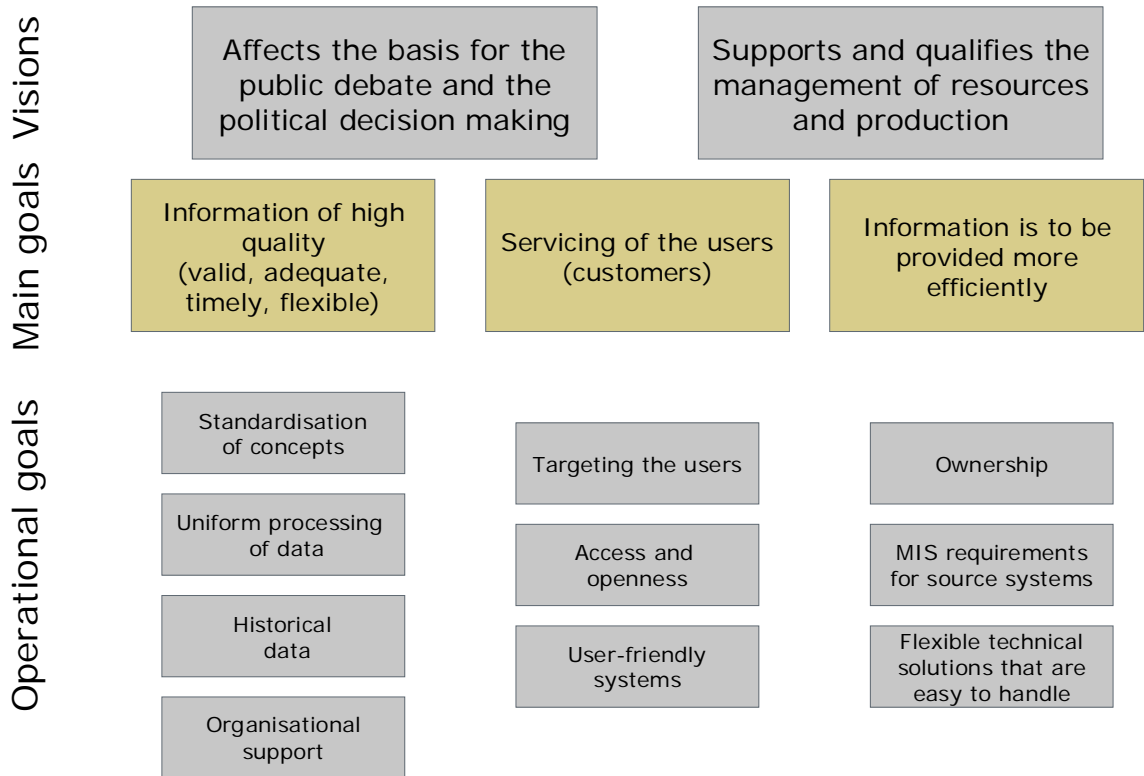
In cooperation with the architectural framework of the digitalisation strategy the strategy must determine the basis for the introduction of new technologies so that they take into account the overall needs within the Ministry.

2. Vision and goals

It is decisive to the Ministry of Integration Affairs to provide information of a high quality internally and externally. This is the basis for the work on a strategy for statistics and management information.

The strategy prepares a number of visions and goals and describes target areas and specific elements of the action plan to reach the visions and goals.

Fig. 2. Visions and goals



The visions and the goals are ambitious but still realistic if sufficient resources are set aside. The first vision is primarily minded on the external relations as the statistics and management information from the Ministry of Integration Affairs shall affect the basis of the public debate and the political decision-making. The second vision is primarily minded on the internal relations as the management information of the Ministry of Integration Affairs must support and qualify the management of resources and production on the entire field of aliens. The two visions are accomplished by the following objectives: information of high quality, servicing of the users (customers) and efficient provision of information.

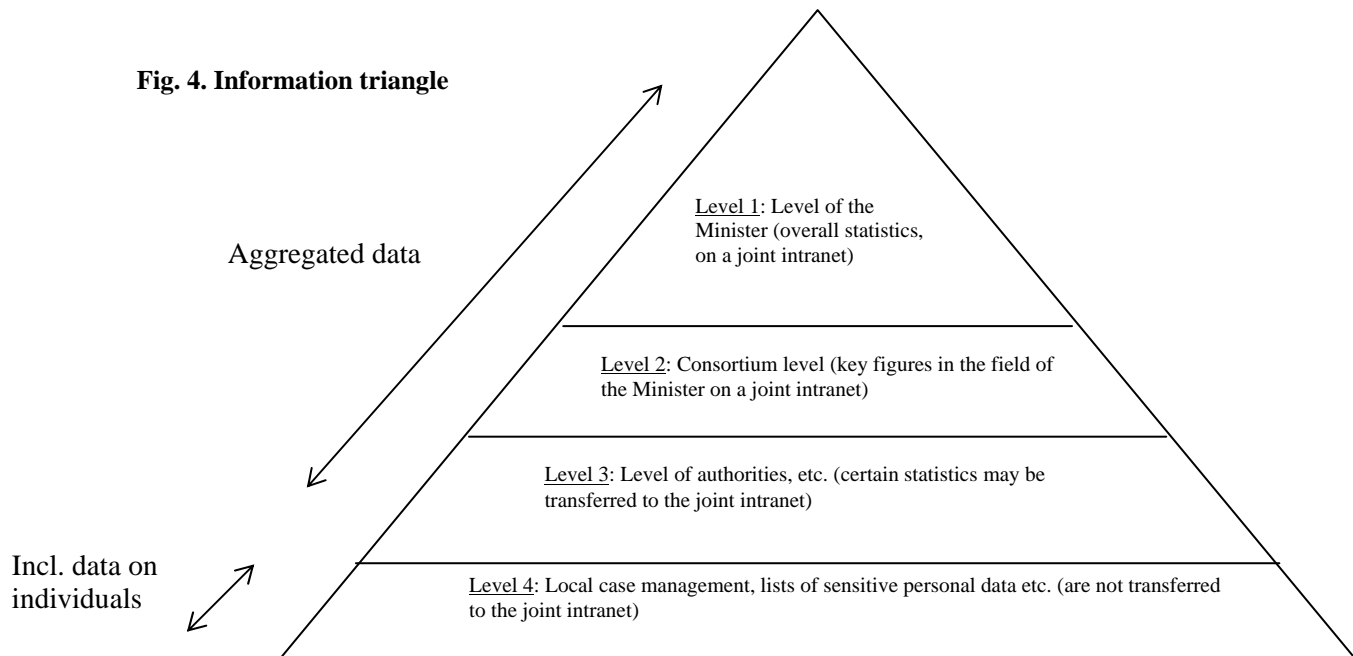
2.1 Operational goals

Fig. 3. Operational goals

Standardisation of concepts	Concepts and procedures must be standardised so that data are recorded, understood and employed in a uniform manner in the entire field for which the Ministry is responsible and so that the concept model is followed in practice
Uniform processing of data	Procedures are to be established for uniform treatment of data both technically and manually to follow up on and secure the quality of data where this is not created in the feeding system
Historical data	Data must be comparable over time, which is to be achieved by historical data being kept in a data warehouse and by principles being defined for the handling of data breach
Organisational support	The responsibility for ensuring quality in the production of management information and statistics across the Minister's field and across specialist systems in accordance with the Ministry's goals in the field must be placed unambiguously with an organisational unit – the MIS unit
Targeting the users	Management information and statistics must to a great extent be targeted at the needs of the users as regards contents, presentation and time of delivery
Access and openness	Employees must also have access to relevant statistics and management information
User-friendly systems	Statistics and management information are to be presented in user friendly reporting systems. Follow-up must be undertaken on an ongoing basis as to whether these are used in the best possible way
Ownership	Active endeavours are to be made to firmly anchor registrations, concepts and the use of statistics and management information within the entire organisation at both management level and employee level.
MIS requirements for source systems	All source systems that are to deliver data for statistics and management information are to be valid quality assured data
Flexible technical solutions that are easy to handle	The technical solutions for statistics and management information are to be of a flexible design and easy to handle

2.1.1 Operational goals focusing on servicing of the users

Fig. 4. Information triangle



The technological possibilities of presenting information in a user friendly manner must be exploited better. Among other things this is to make it possible for the users themselves to adapt the presentation and perform analyses of data to the extent relevant to them.

Experience with the use of the system in the Ministry of Integration Affairs has shown that the data quality depends to a great extent on the source systems and their use.

Therefore it becomes very important that in their work the case handlers are aware that their registrations are of great importance for the quality of statistics and management information and that the registrations observe the joint concept model. The current use of statistics and management information must also be followed so that it is ensured that the case workers and their superiors use the information in an optimum manner.

The goal that statistics and management information are to be provided in an efficient manner is also of importance for the organisation of the MIS work. The tasks concerning the production of basic data for management information and statistics are to be gathered in one place partly to exploit competencies in the best possible manner partly to be able to work actively to improve the quality.

3. Tasks of the MIS Unit (Consortium Statistical Unit)

3.1 Reporting and location

The coming MIS unit is to have competence to reach decisions and an organisational framework to be an effective player for the group as a whole and in relation to the formulation of demands to be made on systems, prevalence of the use of the system, the guarantee of data quality, etc.

A steering group at high level will be appointed with participants from the Department, the Danish Immigration Service, the Refugee Board and relevant external parties to ensure that the work progresses, ownership and visibility. The Steering Group will be chaired by a head of department

from the Department to ensure that the management of the work will to a great extent have its basis close to the senior management of the Department.

The Steering Group is responsible for the general management of the statistics and management information work. This is to secure backing from and a joint basis within the group as decisions are made that affect the case handling of both the Danish Immigration Service and the Department and with external authorities such as the Ministry of Foreign Affairs, the Police and the Regional State Administrations.

The reason for appointing the Danish Immigration Service responsible for the MIS Unit is that there is a desire to maintain the present stability in statistics production. Moreover, while implementing the new ECDH and MIS systems, there will be a change in the necessary competencies required to produce and maintain the statistics and management information.

It is also essential to secure a position in a professional environment with competencies in the field of data processing and data analysis so that the right competencies are attracted and maintained.

3.2 Relations

The MIS Unit will have broad cooperation with relevant units in the Ministry.

The MIS Unit is to function as a service unit. A prerequisite for this is that the necessary resources are allocated and that there are clear agreements about what the unit is to provide (Service Level Agreements).

On different occasions the MIS Unit will be formulating rules and is to follow up on rules that concern the production and compilation of management information and statistics.

The MIS Unit will have to support the resource management (i.e. financial and controlling units) by producing data concerning the case production, some financial data and time registration data.

3.3 Tasks

The MIS Unit will have the following tasks on behalf of the consortium:

- The production of lists and statistics for the whole of the Ministry.
- Concept and data standardisation for the Ministry of Integration Affairs.
- Technical validation and quality assurance of data.
- Follow-up on the use of the concept model (basis for ECDH implementation).
- Statistical analyses in relation to information based statistics.
- Processing and compilation of data, etc.
- Presentation of data for use for resource management, control initiatives, monitoring and management of the case production, etc.
- Communication of statistics to the public, etc. in cooperation with the communications units.
- Automation of processes.
- Operation of extracts (ETL) and data warehouses.
- The work of promoting the use of statistics and management information, i.e. information, education and training, support and assistance, also in connection with the implementation of a new MIS system in cooperation with the resource management units.
- Extensive requirements specification and support to source systems so that they deliver data of a high quality for management information and statistics.
- The maintenance of lists of languages, nationalities and regions, etc.