

## The UDI as a workplace

The UDI is characterized by a young staff of employees where most of the people are highly educated. Many female academicians choose UDI as their first working place.

The UDI desires to be an attractive workplace, for this reason, work with developing employee competence and a positive work environment was strengthened in 2006.

The UDI's Director of Human Resources, Astrid Aksnessæther, is responsible for the Directorate's human resources development, where recruitment, motivation and development are the core activities.

### **The working environment is important**

"The UDI is paying greater attention to psychosocial matters in our health, environment and safety activities," says Astrid Aksnessæther, Director of Human Resources.

When talking about HES activities, the focus has often been on physical working conditions such as light, noise or air quality. As 2006 was dominated by the Graver Commission's inquiry (see page 7), reports and the aftermath, the UDI's HES activities have focused on psychosocial conditions.

"We have addressed the issues that were raised by the inquiry report and had a constructive dialogue with the trade unions during this process," says Aksnessæther. "The challenge in 2006 was nevertheless to find a balance between following up the report and following up our employees, while continuing to make decisions relating to a growing number of immigration cases."

"It is worth noting that in spite of the difficult times we experienced last year, sickness absenteeism decreased, particularly in the autumn of 2006. This is quite the opposite trend to that experienced by other state agencies, where the sickness absenteeism rate is increasing," she continues.

### **Increased competence**

In 2006, the UDI continued its efforts to raise staff competence and to implement and integrate the Directorate's core values in its day-to-day activities.

"We are continuing to work on ethics and values, requirements for managers and employees, managerial evaluation and training employees in the UDI's core competence. Refresher courses on human rights and the integration of positive values are a key part of ensuring quality in our decisions and the way in which we treat our users," Aksnessæther says. She also adds that the UDI needs to continue the development of IT-related knowledge and understanding of technology.

"Visiting other units within our organisation is also a scheme that will increase the competence level and give our employees wider perspectives. It is unquestionably important that we see and understand the entire scope of the UDI's activities."

### **A competitive labour market**

The labour market will become even more competitive in the coming years. The UDI will need to assess the competence requirements of our employees and be an attractive workplace for the people already working here.

"We want to adopt a new approach to recruitment. We could consider lowering the education requirements. We may find that we don't need as many people with for example, a master's degree within our organisation. Other types of skills may be



important. New impulses are healthy in an organisation as large as the UDI, but we must also ensure a degree of continuity. By being an attractive work place we will continue to strengthen the UDI in 2007,” concludes Astrid Aksnessæther, Director of Human Resources.

### Who works at the UDI?

The UDI has highly educated employees, with many (around 22 per cent) being legal experts. The staff are young and the proportion of women is high.

The UDI had 749 employees at year-end, with approximately 100 staff members currently on leave. Eighty employees of whom 41 were temporary, left the UDI to seek new challenges.

In 2006, around 14 per cent of the employees had immigrant backgrounds<sup>4</sup>. The Directorate is actively seeking to increase this proportion, as our staff should reflect the multicultural situation within society in general. The UDI also cooperates with NAV and many people with an immigrant background have work periods with us throughout the year.

### Competence at the UDI

The Directorate is putting much effort into developing the skills of its employees. A broad training programme has been offered throughout the year, including courses on basic human rights, immigration law, project management, managerial development, an introductory course for new employees and safety courses.

4. Immigrant background: first-generation immigrants and people born in Norway of two parents with a non-Norwegian background, excluding the Nordic countries.

Our “Faglig forum” (Expertise forum) is a programme aimed at all UDI personnel. External lecturers are invited to talk about relevant issues or we can ask one of our own experts to give a presentation. This forum is a source of inspiration, providing updates in our fields of expertise and acting as a common educational arena that improves interdisciplinary communication. The forum contributes to a common language and culture in important areas.

Four of these forums were held in 2006. The topics covered were control of the immigration field, the new Citizenship Act, legal source theory and forced marriage.

### Electronic workday

The UDI is a modern organisation which focuses on electronic solutions. One of our goals is that by 2010 the immigration administration will be at the cutting edge of electronic case processing in public administration.

The development project “A simpler electronic workday” will make case processing more efficient, create a simpler workday for executive officers at all stages and ensure better services for users.

2006 was a year of comprehensive development in a number of areas. The most important of these was the introduction of two new systems: NORVIS and SESAM.

NORVIS is a new case processing tool for processing visas at the foreign service missions. The system also gives foreign service missions access to other relevant case information and is the first stage on the way to a common visa database for the Schengen countries (see also page 9).

SESAM is a new system for reception centres. The system will rationalise the supervision, administration and operation of reception centres. Since the launch of the first version, communication between the UDI and reception centres has almost exclusively taken place electronically. This saves the UDI much duplicated registration, while registration is executed without delay and data quality is improved. In 2007, the system will be expanded to cover resident and reception centre finances.

In 2006, work was also started on a common system for storing documents and developing web-based services for applicants. Common electronic document storage will ease case processing, as more of the information relating to a case will be available to those who need it. Services for applicants will also be improved, as in 2007 the UDI will test new electronic visa applications. Applicants can register their application, check the status of their case and pay the fee on the internet.

### UDI employees as of 31 December 2006

|                    | Total number | Men | Men % | Women | Women % |
|--------------------|--------------|-----|-------|-------|---------|
| Senior management  | 8            | 6   | 75    | 2     | 25      |
| Middle management  | 38           | 13  | 34    | 25    | 66      |
| Total managers     | 46           | 19  | 41    | 27    | 59      |
| Executive officers | 544          | 175 | 32    | 369   | 68      |
| Office staff       | 44           | 13  | 30    | 31    | 70      |
| Total              | 634          | 207 | 33    | 427   | 67      |

Employees on leave are not included in this table.

## The departments

### International cooperation

The most important organisations and cooperation forums that the UDI participates in and cooperates with are:

- Schengen and EU. The UDI participates in various council groups and in the Strategic Committee for Immigration, Frontier Issues and Asylum (SCIFA). Under the EU commission, the UDI participates in a working group in connection with the Dublin Convention and EURASIL, a network of agencies in the asylum field.
- GDISC (General Directors' Immigration Services Conference), a forum for the director generals of the European migration administrations.
- The Nordic Immigration Commission (Nordic migration administrations).
- The International Organisation for Migration (IOM), a global cooperation forum for migration policy issues.
- The UN's High Commissioner for Refugees (UNCHR), on selecting resettlement refugees for settlement in Norway.
- Inter-Governmental Consultations on Asylum, Refugee and Migration Policies (IGC), which consists of a number of countries in Western Europe and the USA, Canada and Australia.

### Department for Strategy and Coordination

The department is responsible for developing and communicating the regulations relating to the immigration field, for coordinating the UDI's participation in international cooperation and for preparing statistics and carrying out analyses.

### Communications and Service Department

The department is responsible for general communication with a focus on society, the media and the UDI's users. It is also responsible for providing services to applicants and their contact persons. The Communications and Service Department is also responsible for coordinating strategic information programmes and for developing communication strategies, and manages the UDI's website and internal information service. The switchboard, service centre and Information Service for UDI (OTS) also come under this department.

### Administration Department

The department is responsible for financial, budgetary and operational management and human resources, and is also responsible for human resources administration and competence development, administration of the computer system for immigration and refugee cases (DUF), other information and communications systems (ICT), the archive, security, crisis and contingency planning, office services and the operation of the buildings.

### Residence Department

This department's primary task is to process cases relating to work permits, family immigration, visas, study permits, citizenship and expulsion. The department also assists in developing practice in the residence field.

### Asylum Department

The primary task of the department is to process applications for asylum in an appropriate and efficient manner and to process the number of resettlement refugees stipulated each year by the Norwegian Parliament and the Ministry. The department also assists in developing practice in the asylum field.

### Department for Regions, Reception and Return

This department, established on 1 January 2006, manages all tasks connected to the reception of asylum seekers, from their arrival at a transit centre, through their stay at a regular reception centre to their settlement or return. The department has six regional offices.

### Internal audit

In 2006, the UDI hired an internal auditor as the first stage in the establishment of an internal audit system. The internal audit service will help the organisation's management to control its activities through an assessment of the Directorate's management and control processes.



# Management

## **Ida Børresen (56), Director General**

Has a cand.polit. degree in political science from the University of Oslo. Acting Director General from 7 April 2006. Director General from 10 November 2006. Previously Deputy Secretary General and Director General at the Ministry of Education and Research, consultant and partner at STRADEC a.s., adviser and principal officer in the Ministry of Justice. Chairman of the board of Oslo Philharmonic Orchestra and member of the board of the National Theatre.

## **Frode Forfang (47), Deputy Director General**

M.Sc. in political science from the London School of Economics and cand.mag. degree from the University of Oslo. Deputy Director General from February 2007. Head of the Department for Strategy and Coordination since 2002. Previously head of the information office at the UDI, State Secretary for the Minister of International Development, international secretary for the Norwegian Labour Party and head of information for the EU commission's Oslo delegation.

## **Gry Aalde (37), Head of the Department for Strategy and Coordination**

Has a cand.jur. law degree from the University of Oslo. Head of the Department for Strategy and Coordination from April 2007. Acting Deputy Director General from June 2006 to February 2007. Previously consultant

for the ISCO Group, Head of Department at the Ministry of Education and Research, assistant Director General of the University and College Section and various project manager positions.

## **Agnar Kaarbø (45), Head of the Communications and Service Department**

Journalist from the Norwegian College of Journalism. Head of the Communications and Service Department since September 2005. Previously journalist for the major Norwegian daily Aftenposten, head of the political department in Dagsavisen, editor and journalist of Kommunal Rapport.

## **Tore Dæhlin (52), Head of the Administration Department**

Cand.polit. degree in political science from the University of Oslo; M.Sc. in business from the Norwegian School of Management and additional education in labour law and IT from the University of Oslo and NTNU. Head of the Administration Department since March 2003. Previously Administration Director for the Norwegian Competition Authority, Organisation Director of Kommunalbanken Norway and Manager of the National Academy of the Arts.

## **Morten Hansen (56), Acting Head of the Residence Department**

Cand.jur. law degree from the University of Oslo. Assistant head of several units/sec-

tions of the Legal Department and Asylum Department at the UDI. Deputy Director of section of OPA from 2003. Before joining the UDI in 1988, had many years of experience from several positions and departments at the National Insurance Administration, and for a period also at the Ministry of Social Affairs. Also has experience from a legal office, social security office and as a chief superintendent of the police.

## **Karl Erik Sjøholt (40), Head of the Asylum Department**

Cand.jur. law degree from the University of Oslo. Various managerial positions at the UDI since 1998. Head of the secretariat for the Immigration Act Committee 2002–2004. Previously executive officer at the National Insurance Court and Head of Department at the Ministry of the Environment.

## **Anne Siri Rustad (57), Head of the Department for Regions, Reception and Return**

Cand.philol. degree from the University of Oslo, additional education in public law, international human rights and asylum and refugee law. Head of the Department for Regions, Reception and Return since 19 January 2007. Previously Deputy Director of the same department, various managerial positions in the Asylum Department and various positions with the UNHCR and OSCE.

### **Top, left to right:**

Karl Erik Sjøholt, Frode Forfang, Tore Dæhlin and Agnar Kaarbø.

### **Bottom, left to right:**

Anne Siri Rustad, Ida Børresen, Gry Aalde and Morten Hansen.



# Finances and accounts

## Budgets

Each year, the Storting (the Norwegian Parliament) sets the Directorate of Immigration's budget and the Ministry of Labour and Social Inclusion allocates the budget to the Directorate through a letter of appropriations. In addition to the budget for operating the Directorate, funds are allocated for operation of the reception centres and some benefit schemes.

The letter of appropriations placed a total of NOK 1 270 million at the Directorate's disposal in 2006. Together with transfers from 2005, the additional appropriations in the revised national budget, Proposal to Parliament No. 3 and compensation for the wage settlement, the budget for 2006 amounted to approximately NOK 1 460 million. This represented a substantial reduction in the UDI's budget compared to 2005. The reduction is primarily due to the fact that the activities and benefit schemes that form part of the implementation of integration policy were transferred to Directorate of Integration and Diversity (IMDi) from 1 January 2006.

The figures in the accounts differ from what was allocated in most of the chapters and posts. This is because the consumption was lower than calculated when the appropriations were given.

## Accounts

The UDI's accounts are prepared in accordance with the State accounting rules. This means that cash flow accounting is used for the accrual accounting of income and expenses, which in turn means that all expenses, regardless of their type, are entered in the accounts in the year in which they are incurred. No balance sheet summary in the normal sense is therefore prepared for the operation.

The structure of the accounts follows the structure of the national budget.

## Operating expenses

The accounts for 2006 show that around NOK 379 million was spent on running the UDI. This accounting figure appears as a net figure after the deduction of sick pay and maternity benefit reimbursements from IMDi. The UDI and IMDi operate some administrative functions jointly, and the reimbursements from IMDi relate to expenses that the UDI has incurred for IMDi-related administration. Payroll expenses amounted to NOK 239 million. The payroll figure includes a total of NOK 21 million, which primarily concerns sick pay and the reimbursement of maternity benefits entered as income. The reduction in operating expenses is primarily due to the establishment of IMDi on 1 January 2006.

Other operating expenses in 2006 were:

| (figures in NOK 1000)                       |                |
|---------------------------------------------|----------------|
| Rent, building operations, electricity, etc | 41 840         |
| Consultant services                         | 40 634         |
| Office services                             | 24 710         |
| Investments                                 | 11 199         |
| Employee travel expenses                    | 15 428         |
| Other operating expenses                    | 6 219          |
| <b>Total</b>                                | <b>140 031</b> |

## Operating expenses for reception centres

Reception centres are voluntary housing for asylum seekers. The reception centres are operated by either NGO's, private operators or municipal authorities. Contracts to run the centres are established after a bidding process. All the operating expenses, essential subsistence benefits paid to asylum seekers and other expenses incurred are covered through the Directorate's budget. The total amount under this item came to NOK 930 million in 2006, compared to NOK 1 084 million in 2005, representing a reduction of around 17 per cent. The number of residents showed a declining trend throughout the year, from around 8900 at the start of the year to around 7400 at the end of the year. There has been little change in the price for each reception centre place compared to 2005, amounting to around NOK 110 000 annually. The average price per resident in 2005 was around NOK 107 000.

(figures in NOK 1 000)

| Accounts                                                                                                  | 2006             | 2005             |
|-----------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Operating expenses UDI minus sick pay and maternity benefit reimbursements and IMDi reimbursements</b> | <b>378 822</b>   | <b>432 251</b>   |
| Of which wages minus sick pay and maternity benefit reimbursement and IMDi reimbursements                 | 238 791          | 279 201          |
| Other operating expenses minus IMDi reimbursements                                                        | 140 031          | 153 050          |
| <b>Operating expenses state reception centres</b>                                                         | <b>930 333</b>   | <b>1 083 817</b> |
| Of which benefits paid to residents                                                                       | 241 025          | 304 485          |
| Of which operating expenses, reception centres                                                            | 682 055          | 764 384          |
| Other expenses                                                                                            | 7 253            | 14 948           |
| <b>Special operating expenses, interpreting and translation</b>                                           | <b>20 492</b>    | <b>17 764</b>    |
| Of which wages and fees                                                                                   | 15 243           | 12 171           |
| Other expenses                                                                                            | 5 249            | 5 593            |
| <b>Return of refugees</b>                                                                                 | <b>10 501</b>    | <b>8 524</b>     |
| Of which individual benefits                                                                              | 556              | 1 503            |
| Of which projects/local funding                                                                           | 9 945            | 7 021            |
| <b>Major equipment purchases and maintenance</b>                                                          | <b>451</b>       |                  |
| <b>Special operating expenses, knowledge development migration, integration and diversity</b>             | <b>2 367</b>     |                  |
| <b>Transport of refugees/travel expenses to/from foreign countries</b>                                    | <b>6 923</b>     | <b>8 549</b>     |
| <b>Legal assistance in asylum cases</b>                                                                   | <b>1 073</b>     | <b>2 245</b>     |
| <b>Participation in the development of the Migration Portal</b>                                           | <b>295</b>       |                  |
| <b>Total</b>                                                                                              | <b>1 351 257</b> | <b>1 553 150</b> |