



**Funded by the  
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Ad-Hoc Query on 2023.25 Data collection related to customer satisfaction and customer experience

Requested by EMN Finland on 4 July 2023

Responses from Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Finland, France, Germany, Hungary, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Poland, Portugal, Slovakia, Slovenia, Sweden (20 in Total)

*Disclaimer:*

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## **1. BACKGROUND INFORMATION**

The Finnish Immigration Service is currently drafting a customer program to guide the long-term development of customer service in migration processes.

The aim of the customer program is also to support the monitoring and communication of customer related matters. The Finnish Immigration

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Service is also developing a customer experience quality monitoring system.

The aim is to collect customer experience and satisfaction systematically along the entire processes of the Finnish Immigration Service for all the customers. The collected data will be used to streamline processes and improve their quality.

**The Finnish Immigration Service is interested in how data related to customer satisfaction and customer experience (in migration processes) is collected elsewhere, what challenges have arisen and how the information is used.** Additionally, the Finnish Immigration Service would like to know what measures have been taken to improve customer experience and how it is ensured that a customer-oriented approach is taken in all processes.

We would like to ask the following questions:

1. Does your MS collect customer satisfaction and/or customer experience data within migration processes? YES/NO. If you answer YES, can you please indicate how you approach the customers and what type of information is collected from them? (i.e. electronic or paper template, etc.)
2. If you answer yes to Q1, how is customer satisfaction and/or customer experience measured?
3. If you answer yes to Q1, how is the collected data on customer satisfaction and/or experience used? (E.g. does your Member State analyse and introduce changes to processes based on the data).
4. If you answer yes to Q1, what kind of challenges have been encountered in collecting this type of data?
5. Has your Member State taken measures to improve customer experience and satisfaction (based on the data collected or in general) over the past five years? YES/NO. Please elaborate.
6. How does your Member State ensure that a customer-oriented approach is taken in all customer contacts (in migration processes)?


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We would very much appreciate your responses by **1 August 2023**.

## 2. RESPONSES

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		Wider Dissemination	
	EMN NCP Belgium	Yes	<p>1. The Belgian Immigration Office does not collect customer satisfaction and/or customer experience data within migration processes. The Office of the Commissioner General for Refugees and Stateless Persons (CGRS), responsible for examining asylum applications, does so on an ad-hoc basis (e.g. from stakeholders when launching a new website directed at asylum seekers), but not systematically. Fedasil, the Federal agency for the reception of asylum seekers, has an online (anonymous) survey available to residents of the reception facilities managed by Fedasil. The social worker or staff member in charge of the survey personally invites each resident staying in the facility for at least two months to participate. Questions relate to accommodation (room, sanitary facilities), catering/cooking, general supervision, perception of safety and a general sense of well-being. Fedasil is completing a survey for unaccompanied children, which will be implemented in Q4 2023 or Q1 2024.</p> <p>2. Fedasil's survey consists of closed questions (are you satisfied, yes/no), with many options for reasons of dissatisfaction. Each topic has an overall rating from 0 to 10 and an open field for additional comments. The survey is available in about 15 languages. Residents can use the facility's computers. Assistance is provided if needed (the survey indicates if assistance has been used). In the future, Fedasil plans to offer the survey via a tablet from the facility or residents' smartphones.</p>

<sup>1</sup> If possible at time of making the request, the Requesting EMN NCP should add their response(s) to the query. Otherwise, this should be done at the time of making the compilation.



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		<p>3. Regarding Fedasil's survey, each facility has access to its results. We expect periodic analyses of local results and feedback from both staff and residents. The results should be used to take improvement measures. At the central level, the overall results are shared with the board, middle management and reception facilities every three months. In the past, Fedasil analysed results over a longer period of time, comparing results by location, age/sex/nationality of residents etc., drafted general and specific recommendations and presented the report widely within Fedasil.</p> <p>4. Concerning Fedasil's survey, Fedasil identified as a major challenge to motivate all reception facilities to actively invite all adult residents to participate. Reasons such as lack of time or lack of computers are often mentioned. Fedasil hopes to overcome these problems by offering the survey via smartphones and sensitizing staff/residents. Another challenge is the use of the results (e.g. food and cleanliness satisfaction are relatively low, however, facilities often say they have no influence on these areas).</p> <p>5. For Fedasil, see question 3. Each facility has to define a number of actions in their annual plan, based on the survey results of their residents' satisfaction. The Immigration Office is currently working on two projects to improve customer service and relieve its Infodesk (the service that may process customer emails).</p> <ul style="list-style-type: none"> <li>• The addition of a chatbot to its website, which generates automatic answers to frequently asked questions. This system can be continuously adapted to the needs of the customer. It will also include a customer satisfaction survey at the end of the conversation with the chatbot, to measure and improve customer service.</li> <li>• The implementation of a ticketing system, whereby the customer is redirected to the mailbox of the competent service based on the topic of their query. This will reduce the need for the Infodesk to triage and frees up more time to deal with the queries effectively intended for the Infodesk. This should reduce the response time.</li> </ul> <p>The CGRS has, to date, not taken any measures in this regard.</p> <p>6. See above</p>
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	EMN NCP Bulgaria	Yes	<ol style="list-style-type: none"> <li>1. Yes, it does. Our administration requests feedback from customers on the level of satisfaction on a regular basis and provides for possibilities for recommendations.</li> <li>2. We collect inquiries and measure them in percentage so that we can get impression of customer's satisfaction from our administrative services. We pay due attention to eventual recommendations as well.</li> <li>3. See answer to Q2.</li> <li>4. It is very often the case that our customers have no time for filling-in the form. It is true to say that, we receive online feedback from customers very occasionally although this possibility is also available.</li> <li>5. Yes, it has. Having in mind the fact that the main recommendations we get concern the acceleration of the procedure on processing applications, we do our best to solve this issue including through legislative amendments and improving our administrative capacity.</li> <li>6. All our regional offices have been instructed to collect data on customer's satisfaction based on the form of Inquiry.</li> </ol>
	EMN NCP Croatia	Yes	<ol style="list-style-type: none"> <li>1. No</li> <li>2. N/A</li> <li>3. N/A</li> <li>4. N/A</li> <li>5. Yes. During past period there were suggestions, mainly from employers in Croatia, to make application</li> </ol>

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			<p>process simpler, preferably online. So, to make application process for residence and work permit simpler and easier for foreign workers and employers, for some categories MoI introduced possibility to submit application by e-mail (in cases where it is not necessary to request a labour market test and/or the opinion of the Croatian Employment Service, and request for some categories of seasonal workers)</p> <p>6. Meetings are held with employers' associations, chambers, etc., in order to find opportunities in the dialogue to improve the process of issuing residence and work permits</p>
	EMN NCP Cyprus	Yes	<p>1. NO</p> <p>2. N/A</p> <p>3. N/A</p> <p>4. N/A</p> <p>5. All personnel in the customer services, go through regular training on communication skills and customer service skills, including conflict resolution.</p> <p>6. Through regular training of the personnel.</p>
	EMN NCP Czech Republic	Yes	<p>1. No. We collect a different type of data – satisfaction of foreigners with the services of the Client Centre for Providing Information to Foreigners, and their feedback on the method, form and content of information provided on social media and other channels. This is described in greater detail in Q5.</p> <p>2. N/A</p>

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			<p>3. N/A</p> <p>4. N/A</p> <p>5. In 2021, The Client Centre for Providing Information to clients of the Department of Asylum and Migration Policy introduced a central telephone hotline with adequate capacity, with the aim of increasing citizens' awareness. The centre's staff provide comprehensive information on all areas of foreigners' stay in the Czech Republic, especially on legal obligations, procedural issues, application details etc. Information is provided in Czech and English. Employees are authorised to access selected internal information systems of the Ministry of the Interior in order to book an appointment at the relevant office of the Department of Asylum and Migration Policy . There the foreigner resolves matters related to residence in person with an official.</p> <p>In 2022, as part of improving the quality of services, the Client Centre contacted foreigners from third countries who used the Centre's services in the past, in order to ascertain their satisfaction with the services provided. The goal is to find out whether the operators of the line helped the caller to solve their situation, or whether their appointment at the Department of Foreigners' Residence was booked correctly. Operators actively ask callers at the end of the call whether they agree to a call back in order to improve service quality. For illustration, the questions asked by the Client Centre staff are as follows:</p> <ol style="list-style-type: none"> <li>1. Did the operator give you all the information in an understandable way/Was the appointment for booked correctly?</li> <li>2. Did the information provided help you to solve your situation?</li> <li>3. Will you use the services of the Client Centre in the future?</li> </ol> <p>On the basis of the recorded answers, we analyse whether the information is provided in an understandable form and foreigners will therefore turn to the Client Centre with confidence also in the future.</p> <p>Furthermore, in connection with the migration crisis caused by the armed conflict in Ukraine, the Department of Asylum and Migration Policy started to inform the affected group of foreigners on social media. In September 2022, the Facebook page Our Ukrainians was launched. The goal of this communication on social networks is to get up-to-date and official information to as many foreigners as possible. The contributions are published in Czech and Ukrainian, they are aimed at orientation in the obligations for holders of temporary protection, and at</p>
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			<p>the same time they refute misinformation that can be spread by the Ukrainian community and the general public.</p> <p>Along with communication towards foreigners, we focus on monitoring other foreign Facebook groups, official non-profit organizations, etc. on social networks. Based on feedback and discussion, a publication plan is then prepared and materials are created that respond to the needs arising directly from the community (step-by-step guide on the individual steps of the migration process relating to temporary protection, information material focused on the main obligations of holders of temporary protection etc.).</p> <p>We also receive limited feedback within the newly implemented pilot project involving artificial intelligence in communication with persons fleeing the armed conflict in Ukraine. One of the artificial intelligence tools used to obtain basic feedback on the information provided is a chatbot, where at the end of the conversation clients are given the opportunity to rate this service.</p> <p>Currently, the Department of Asylum and Migration Policy in cooperation with UNICEF is preparing research in the foreign community of persons with temporary protection. The aim of this research is to find out how these people obtain and further work with information related to their residence matters etc. The Department of Asylum and Migration Policy plans to use the knowledge gained through this research to streamline communication towards the mentioned group and to a smaller extent also towards the foreign community in Czech Republic.</p> <p>6. The aim of the Department of Asylum and Migration Policy is to increase both the quality of information provided to foreigners and the efficiency of its distribution, through intercultural workers, the Information Portal for Foreigners and the Client Centre (see Q5). Selected offices of the Department of Asylum and Migration Policy are staffed by intercultural workers who have legal knowledge of both the Administrative Code and the Act on the Residence of Foreigners, as well as other laws (e.g. the Employment Act).</p> <p>In 2023, the department launched a new Information Portal for foreigners. Clients can create their unique user account, there is an option to book appointments online (and change or cancel them). The portal also contains an intuitive guide to the migration process in the Czech Republic, where a foreigner can find the required information tailored to his life situation. The portal contains illustrative examples of documents, instructions and forms.</p>
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			The Information Portal contains a page focused on information regarding temporary protection, which also contains an FAQ section. Applicants or holders of temporary protection can also use a special hotline set up for foreigners with temporary protection. The operators speak Czech and Ukrainian (or Russian). In order to ensure continuous provision of information, outside the operating hours of the Ukrainian line, there is a virtual assistant of the Ministry of the Interior (voicebot) or the newly launched chatbot available.
	EMN NCP Estonia	Yes	<p>1. No. The Police and Border Guard Board (the PBGB) does not collect customer satisfaction specifically from the point of view of foreigners/or migration processes. Although, customers have the opportunity to give feedback in free form on the PBGB homepage: <a href="https://www.politsei.ee/en/feedback">https://www.politsei.ee/en/feedback</a> . To improve customer services the PBGB uses test-customers, who test services and then give feedback. Services quality is evaluated on a basis of their feedback.</p> <p>2. N/A</p> <p>3. N/A</p> <p>4. N/A</p> <p>5. N/A</p> <p>6. N/A</p>
	EMN NCP Finland	Yes	<p>1. YES. The Finnish Immigration Service collects customer satisfaction and/or customer experience data within migration processes:</p> <ul style="list-style-type: none"> <li>• Makes a customer satisfaction survey twice a year (Web based form)</li> <li>• Makes surveys and interviews according to the process or service to be developed</li> </ul>


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		<ul style="list-style-type: none"> <li>• Develops web-based forms by using customers experience -feedback from customers</li> <li>• Collects customer experience by observing for instance at service desks: how customers and employees act in different service situations?</li> <li>• Collects feedback by open form on The Finnish Immigration Service 's webpage</li> <li>• Makes surveys for panel members. There are three different panels: customer panel, employer panel and stakeholder panel.</li> </ul> <p>2. The Finnish Immigration Service use a scale from 1 to 5 to measure customer satisfaction and experience. Written/spoken feedback is also requested.</p> <p>3. After collecting the data, data is analyzed and based on the data, measures are taken to improve processes and service.</p> <p>4. Different challenges have been encountered in collecting this type of data, for example:</p> <ul style="list-style-type: none"> <li>• Language difficulties; the Finnish Immigration Service use mostly Finnish, Swedish and English in collecting customer experience. During the current year customer satisfaction survey was translated into 9 new languages. The chance brought new respondents.</li> <li>• Questions also arise how to collect customer experience from illiterate customers?</li> <li>• And can customers answer surveys honestly, if they are afraid that answers may affect their residence permit decision?</li> </ul> <p>5. YES. The Finnish Immigration Service has for example developed application forms, made information easier to reach and understand (for example by developing guides) and fastened some application processes. The Finnish Immigration Service has also introduced new service channels and reformed telephone service to improve the availability and quality of our guidance services.</p> <p>6. The Finnish Immigration Service ensures that a customer-oriented approach is taken in all customer contacts</p>
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			<p>by</p> <ul style="list-style-type: none"> <li>• Organizing courses for employees about customer experience</li> <li>• Discussing about customers experience in meetings, workshops, coffee breaks. Keeping customer experience on agenda in several ways.</li> <li>• Including customer orientated approach into introduction from the first day at work</li> </ul>
	EMN NCP France	Yes	<p>1. In France, there is no systematic survey system of satisfaction distributed among applicants, beneficiaries and online and/or on-site users in the specific context of administrative procedures for foreign nationals. Data relating to their experience is nevertheless collected by support/assistance platforms to report on the difficulties generally encountered in their dealings with public services. It is also possible to leave unsolicited opinions on the operation of public administrations in France (in a manner common to all public administrations, and therefore not specifically concerning services relating to migration issues) using the "Services Publics+" system, whose dedicated website allows users to share their experience and become a user-tester. The Digital Administration for Foreign Nationals in France (ANEF) aims to dematerialise all procedures concerning foreign nationals in France and is responsible for developing tools for instructing administrative procedures. As part of this mission, ANEF has asked for feedback from some users at prefectures, not from applicants for residence permits. In addition, there are a number of support and assistance services available to ANEF users, such as the Citizen Contact Centre (CCC), which is part of the national secure documents agency (ANTS). Surveys have also been produced to assess the satisfaction of people involved in administrative procedures relating to migration over a given period and in specific situations:</p> <ul style="list-style-type: none"> <li>- The "ELIPA 2" Longitudinal Survey on the Integration of First-time Immigrants (people admitted for residence), carried out by the Department of Statistics, Studies and Documentation of the General Directorate for Foreign nationals in France (DGEF) of the Ministry of the Interior and Overseas Territories, aims to gain a better understanding of the path and settlement conditions of foreign nationals who have recently arrived in France or who have been regularised, and devotes part of the analysis to their satisfaction with the administrative process. This involved finding out about the administrative conditions on arrival in France and the steps taken, with an initial assessment made of the reception conditions at the prefecture and the steps taken to obtain a</li> </ul>

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			<p>first residence permit. Questions about the procedures involved in renewing a residence permit focused in particular on any difficulties in making an appointment at the prefecture, and on the issue of breaches of rights. The first survey took place in 2019, in ten languages, with a sample of 6,547 people who had obtained their first residence permit (excluding students) for at least one year in 2018 in the ten departments of mainland France where they are most numerous, by means of face-to-face interviews conducted by a service provider on the basis of a questionnaire. The questionnaire for each ELIPA 2 survey was drawn up in close collaboration with the survey's scientific committee, which is made up of researchers specialising in migration issues (INED, Paris School of Economics, Paris Dauphine, Lille Economie Management) and representatives of organisations that carried out the first survey (INSEE, DARES, OECD). At the same time, the associations were consulted and involved in the choice of new themes for each wave. These same foreigners were then re-interviewed in 2020 and 2022. The results of this survey showed that first-time residents were fairly satisfied with French administrative institutions, with three out of four first-time residents finding the procedures quick and eight out of ten finding them easy.</p> <p>- A survey on "Difficulties encountered when applying for a residence permit from the prefectures" was carried out by the Gisti ("Immigrant Information and Support Group") association and the City of Paris over a one-month period in February 2022 among around 150 organisations supported by the City of Paris. The survey revealed 239 cases of people being monitored by Parisian organisations that help people apply for residence permits from the prefectures, and 197 cases of users of the City of Paris Social Action Centre (CASVP) who were encountering difficulties in applying for residence permits from the prefectures at the time of the survey. These difficulties were reported mainly by CASVP staff, but also by legal experts, with a total of around twenty CASVP establishments and 70 structures supported by the City of Paris for all their solidarity and access to rights initiatives, responding to the questionnaire. A summary of the responses from the associations showed that nearly 82% of the people being monitored were experiencing difficulties in making appointments, with 63% saying they were unable to obtain an appointment online to submit a file, and 67% having been experiencing these difficulties for more than 3 months. As a result, 28% said that these difficulties had led to a break in their right to residency. A summary of the responses from the CASVPs showed that nearly 84% of users had problems making appointments, with 54% saying they were unable to obtain an appointment online to submit an application; 27% unable to obtain an appointment online to renew a <i>récépissé</i> or withdraw a residence</p>
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			<p>permit; and 57% who had been experiencing these problems for more than 3 months. Of these, 48% said that these difficulties had led to a break in their right to residency.</p> <p>2. As part of the "Services Publics +" scheme, users can share their experiences by filling in an anonymous online form, including a description of their experience (ranging from 100 to 2,000 characters maximum) and the possibility of expressing a "positive", "neutral" or "negative" opinion. As part of the "ELIPA 2" survey, the satisfaction of first-time users of French institutions is measured using a score from 0 to 10.</p> <p>3. As part of the "Services Publics +" scheme, the shared experience will be published on the dedicated website (<a href="https://www.plus.transformation.gouv.fr/experiences">https://www.plus.transformation.gouv.fr/experiences</a>) and sent to the administration concerned, which will respond. As part of the "ELIPA 2" survey, the survey database was extracted from the French foreign nationals' file management application (Agdref). This database contains information on residence permits (dates, type, reason for issue, etc.) and on their holders (gender, date of birth, postal address, telephone number, nationality and sometimes languages spoken). The use of this data was the subject of a request to the French Data Protection Authority (CNIL), which issued a favourable opinion.</p> <p>4. No information.</p> <p>5. Officially launched in January 2021, Services Publics+ is a programme to improve the quality of service provided by French administrations to users, steered by the Interministerial Directorate for Public Transformation (DITP), common to all public administrations (therefore not specifically concerning services related to migration issues). The commitments made by the State within this framework concern, for example:</p> <ul style="list-style-type: none"> <li>• better monitoring of requests</li> <li>• more easily accessible public services</li> <li>• better referral of requests to the appropriate officer to deal with them</li> </ul>
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			<ul style="list-style-type: none"> <li>a more courteous and benevolent attitude on the part of public servants towards users.</li> </ul> <p>Since then, some administrations have adapted their practices on the basis of the user stories described in "I give my opinion with Services publics +".</p> <p>6. No information.</p>
	EMN NCP Germany	Yes	<p>1. The Federal Office for Migration and Refugees does not collect customer satisfaction and/or customer experience data within migration processes.</p> <p>2. n/a</p> <p>3. n/a</p> <p>4. n/a</p> <p>5. The Federal Office for Migration and Refugees has not taken specific measures to improve customer experience and satisfaction over the past five years.</p> <p>6. The Federal Office for Migration and Refugees has not taken specific measures to ensure that a customer-oriented approach is taken in all customer contacts.</p>
	EMN NCP Hungary	Yes	<p>1. The rules governing the functioning of the Directorate-General do not provide for measuring clients satisfaction, however, our organisation tries to ensure the satisfaction and protection of our clients at all stages of our procedures. At the authority's client service, we put great emphasis on the administration of clients with special needs.</p>

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			<p>In connection with client satisfaction we would like to note that, if a client is not satisfied with the Directorate-General's procedures, he or she has the opportunity to submit a complaint to the Directorate-General's Complaints Office, which will be investigated and answered.</p> <p>2.</p> <p>3. -</p> <p>4. -</p> <p>5. -</p> <p>6. -</p>
	EMN NCP Italy	Yes	<p>1. Regarding first reception, Italy has designed and implemented a management system, SMAcc - Sistema di Monitoraggio dell'Accoglienza (Reception Monitoring System), to update and standardize monitoring tools, as well as to systematize how control activities are carried out on the management of the centres that constitute the Italian reception system. The platform includes several evaluation tools that allow to carry out and record monitoring activities, and to benefit from appropriate reporting for qualitative purposes. These include a survey, which can be used during monitoring visits. Thus, at the moment of the inspection, the local competent Prefettura has the competence to use special form surveys to approach the beneficiaries of the accommodation. In the online platform, there is the possibility to download the form in different languages (the four languages for communication) and to ask questions directly to the individual in the presence of a mediator. The surveys, which are initially printed and filled out, are then uploaded to the management system.</p> <p>Concerning second reception, the Ministry of the Interior, through the Central Service, conducts monitoring visits to Sistema di Accoglienza e Integrazione projects (Reception and Integration System - second reception) to verify the compliance of the services provided with the requirements of the relevant regulations. Organized in-</p>

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			<p>person interviews with beneficiaries make it possible to detect information related to their experience in the reception project (e.g., services and disbursements received, conditions of reception facilities, relationship with the project team, and knowledge of the territory).</p> <p>2. First reception: the survey includes about 50 questions (depending on the type of accommodation center) related to the facility, services, and goods that the managing body should guarantee on the basis of the budget. The question is set up in such a way as to understand whether the service is delivered effectively, partially, or whether there are critical issues. There is also a "notes field" section where the beneficiaries can add any details they deem necessary. Second reception: this is a qualitative survey, which is done by interviewing beneficiaries.</p> <p>3. First reception: data are collected and used to monitor the compliance of the activities bestowed by the centre's managing body compared to the services provided within the relevant agreement. Second reception: the data collected are used to assess the quality of reception provided by the monitored project, together with what was observed during the monitoring visit (documentation examined and produced, data that emerged from the interview with the local authority that owns the project and the project team, data that emerged from the inspection of the reception facilities, etc.).</p> <p>4. First reception: a critical issue that was identified was the harmonization of an approach that would respond to national needs. Second reception: Inability to collect the data at visits carried out remotely, for clear privacy reasons.</p> <p>5. First reception: the management system was launched in November 2022. Therefore, we are currently at the early stage of platform implementation. Second reception: after the completion of the monitoring, the local administration responsible for the reception project receives a report that contains the collection data of the visit and, in case of failure, the requests for adjustment to which it must respond within a deadline established by the Administration to comply with the regulations and improve the reception provided.</p>
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			<p>6. First reception: during the development of the management system, the Department of Civil Liberties of the Ministry of Interior implemented a specific methodology that consists of a cross-check between the different sources available and requires a "triangulation" for the integration of responses based on direct observation, the interview with the beneficiaries, and the interview with the managing body. For this purpose, several tools have been inserted on the platform that allow the possibility of useful reporting for evaluation purposes, including through the existence of quality indicators. For an easier and correct implementation of these tools, Guidelines have been shared at the national level, providing specific training meetings, to support the inspection team during the monitoring phase.</p>
	EMN NCP Latvia	Yes	<p>1. Yes, the State Chancellery prepare a customer satisfaction study by conducting a nationwide survey. Ministry of Interior conducts a survey of clients in the internal affairs industry. Office of Citizenship and Migration Affairs conducts its customer satisfaction measurement once a year. 1,000 customers in all Office of Citizenship and Migration Affairs structural units, where customers receive face-to-face service in the given year, are surveyed. It is worth mentioning that majority of respondents are Latvian or EU citizens, only 15-20% of customers are third country nationals.</p> <p>Questionnaires in Latvian and English are distributed (with a QR code and a link) online and as well there is a printed version. Customer experiences received in written submissions, e-mails, phone calls and comments on social networks are also evaluated.</p> <p>2. A scale from 1-6 is used in the measurement of customer satisfaction, and free text response submission is also offered. The questionnaire includes general questions about the quality of the service, the ranking of the importance of the service aspects, the assessment of the service aspect and the work, competences and attitude of the customer service specialist.</p> <p>3. Data are collected in different ways, analyzed and evaluated. A content analysis of the written answers is performed. At the same time, the facts and suggestions mentioned in customer submissions and social networks are analyzed and the feasibility and usefulness of their implementation in the short, medium and long</p>


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			<p>terms.</p> <p>4. Incompletely filled questionnaires, carelessly read questions and answers that do not match the question. Contradictions in the answers to various questions.</p> <p>5. Improved information on the Office of Citizenship and Migration Affairs website, active communication on social networks, the call center provides comprehensive information. Remote submission of documents - by mail or online - has been introduced (in residence permit procedure), existing electronic services have been improved and new ones have been introduced. Implemented a self-service solution to reserve a service time.</p> <p>6. Regular employee training takes place. Call center responses to customer inquiries are evaluated. Customer submissions and comments on social networks was evaluated. Violations are subject to disciplinary action.</p>
	EMN NCP Lithuania	Yes	<p>1. Yes. An anonymous customer survey is published on the website of the Migration Department &lt;www.migracija.lt&gt;, which can be completed by any customer. Also, in the Vilnius and Kaunas customer service departments, a customer satisfaction evaluation system is installed at the customer service desks, linked to a specific workplace, where the customer can mark the quality of service provision after receiving a service (the system works on the basis of smileys). So far, the system has been installed only in the Vilnius and Kaunas branches.</p> <p>2. The scale is based on smileys and the following values are used: "great", "good", "average", "poor", and "atrocious".</p> <p>3. The collected data is analyzed and may be used to assess the quality of customer services provided by a particular employee or the entire department. If required, customer service processes are reviewed.</p> <p>4. Since the service quality assessment is optional, not all customers press the button to give their assessment.</p>


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			<p>It is not always clear what pleased or displeased a customer. Moreover, since the system has been installed in two departments only, the data does not necessarily fully reflect the situation.</p> <p>5. Yes. The evaluation encompasses the number of submitted applications, delivered documents, customer service personnel, and service desks dedicated to serving customers. This allows for the monitoring of emerging trends, paving the way for targeted improvements in customer service quality. Several improvements have been implemented to enhance the customer experience, including an extension of reception hours and the establishment of additional customer service desks within various departments. The introduction of the Lithuanian Migration Information System (MIGRIS) means that customers now benefit from the convenience of advance electronic reservation of visits, as well as receive timely notifications concerning upcoming visits and the expiration of identity documents.</p> <p>6. By order of the Director of the Migration Department, the customer service standard has been approved, training is organized for employees receiving customers, and thematic webinars on customer service issues are held every month.</p>
	<p>EMN NCP Luxembourg</p>	<p><b>Yes</b></p>	<p>1. No. The Directorate of Immigration does not collect customer satisfaction and/or customer experience data within migration processes.</p> <p>2. N/A.</p> <p>3. N/A.</p> <p>4. N/A.</p> <p>5. No.</p>

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			6. N/A.
	EMN NCP Netherlands	Yes	<p>1. Yes, the Immigration and Naturalisation Service (IND) collects customer satisfaction and customer experience within the migration processes:</p> <ul style="list-style-type: none"> <li>• The IND carries out qualitative and quantitative research to enhance both internal and external services, based on feedback received from applicants through various online services. Depending on the subject and the most appropriate approach, additional research is predominantly conducted through qualitative interviews. However, in cases where a larger audience needs to be reached, a quantitative survey is deployed. The selection of relevant target audiences for these investigations is accomplished through our client panel or by inviting individuals via our website, utilising a tool called Mopinion. The driving force behind these investigations is the insights derived from customer journeys or specific projects within the IND that necessitate client insights and validation.[1]</li> <li>• Customer satisfaction and customer experience are also assessed through questionnaires administered at the information counter and the appointment counter as well as after a phone call. Visitors at the counters and callers using mobile phones are invited to partake in a brief questionnaire facilitated by a tool called KCM. This questionnaire includes inquiries about general satisfaction and the customer effort score, while also allowing respondents to provide additional remarks. Invitations to participate in the survey are sent through text messages.[2]</li> <li>• Moreover, the IND employs a monthly customer satisfaction survey called 'Mopinion' to assess how satisfied customers are with various sections of the IND website. Continuous monitoring of satisfaction occurs on the website, where general satisfaction (KTO), Customer Effort Score (CES), and Goal Completion Rate (GCR) are measured. These surveys are triggered based on the behaviour of the web visitors. On desktop devices, the survey is activated when the user intends to leave, such as when their mouse approaches the close button. For mobile devices, the survey is triggered after the visitor has</li> </ul>


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			<p>viewed three pages. The surveys also provide respondents with an opportunity to share their remarks. Additionally, all pages containing information about permits and processes have a satisfaction measure in the footer, which allows users to provide quick feedback on the page's usefulness by using a thumbs up or down. If a page receives a thumbs down, users are prompted to provide further feedback to understand their reasons for dissatisfaction.[3]</p> <p>[1] This information is provided by the Immigration and Naturalisation Service (IND) on 25 July 2023.                  [2] This information is provided by the Immigration and Naturalisation Service (IND) on 25 July 2023.                  [3] This information is provided by the Immigration and Naturalisation Service (IND) on 25 July 2023.</p> <p>2. The Immigration and Naturalisation Service (IND) employs a rating scale ranging from 1 to 10 to evaluate customer satisfaction and experience. In addition, it solicits written feedback from customers. Through the website, utilising the Mopinion tool, the IND categorises the feedback into different categories, namely 'technical failure', 'remarks', 'tips', and 'other'. This categorisation enhances our understanding of the primary factors influencing the scores provided by customers.[1]</p> <p>[1] This information is provided by the Immigration and Naturalisation Service (IND) on 25 July 2023.</p> <p>3. The questionnaire distributed after a visit to the information desk or appointment desk is shared with staff members on a weekly basis through email. Customer feedback is also utilised to gain deeper insights into customer experiences during specific journeys related to certain topics. The data collected is then used to enhance the information on the website and optimize the overall customer journeys.[1]</p> <p>[1] This information is provided by the Immigration and Naturalisation Service (IND) on 25 July 2023.</p> <p>4. The tooling used is well-suited for data collection, and the Immigration and Naturalisation Service (IND) has undergone fine-tuning in formulating the questions and categorising the feedback through the website. Initially, only one question regarding satisfaction was posed, but the results proved to be too broad to be of practical</p>
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			<p>use. After conducting several trials, the IND opted for the four previously mentioned options ('technical failure', 'remarks', 'tips', and 'other'), which proved valuable in differentiating between highly negative feedback (mostly related to technical failures), highly positive feedback (mostly comprising remarks and other comments), and feedback that offers actionable insights (mostly in the form of tips and suggestions). This refined categorization system has significantly improved the usefulness of the collected feedback for the IND.[1]</p> <p>[1] This information is provided by the Immigration and Naturalisation Service (IND) on 25 July 2023.</p> <p>5. Mopinion has been instrumental in comprehending the visitors' requirements and enhancing the content's quality since the launch of the new website in June of last year. Customer feedback obtained through Mopinion is never solely relied upon as the primary driver for improvement, but it consistently offers crucial context. With approximately 1500 responses received monthly, this feedback serves as a significant resource for driving enhancements. Alongside other sources, such as website traffic and complaints, and in collaboration with departments like telephone services and colleagues involved in the primary process, the Immigration and Naturalisation Service (IND) endeavours to enhance the overall customer experience.[1]</p> <p>[1] This information is provided by the Immigration and Naturalisation Service (IND) on 25 July 2023.</p> <p>6. The Immigration and Naturalisation Service (IND) employs various methods to foster a customer-oriented approach, including coaching and training initiatives, as well as IND-wide programs such as 'Menselijke Maat' ('Humane Approach'). Since 2022, the organisation has been diligently working on the 'Dienstverleningsconcept' ('Concept of Service Providing'), outlining five key ambitions on how they aim to deliver and be perceived by their customers. Building upon customer journeys as the foundation, all units within the IND are directed towards fulfilling these ambitions. This comprehensive and organisation-wide Customer Experience project will remain the primary focus for the coming years.</p>
	<p>EMN NCP Poland</p>	<p>Yes</p>	<p>1. Yes, the Office for Foreigners conducts a satisfaction rate survey among foreigners living in centers for foreigners run by the office. An anonymous questionnaire is being conducted. The questionnaire includes</p>


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		<p>questions about: accommodations, food, medical care, assistance from office staff, and security at the centers. There are 3 possible answers to the question: above expectations, at the level of expectations, below the level of expectations. Questionnaires are conducted on paper. The survey is conducted in languages known to foreigners: Russian, English, Arabic and French. This year, the satisfaction level was 90.05%.</p> <p>2. The result of the research was proposed as a measure: the percentage of foreigners using the social assistance provided at the center for foreigners seeking international protection in the territory of the Republic of Poland, positively assessing the implementation of social assistance and medical care - a survey of the level of satisfaction in the area of accommodation, food, medical care and service by UdSC (Office for Foreigners's) staff, on the basis of questionnaires taking into account responses at the level of expectations and above. The value of the yardstick that has been set to achieve is 60% of positive responses. In 2023, for the first time, a fifth question was added to the evaluation questionnaire regarding the foreigner's assessment of the sense/state of security at the center.</p> <p>3. Based on the results collected and analyzed, additional studies of the area are being conducted. The surveys are aimed at improving satisfaction in the area, for example, through renovations to improve living standards, etc.</p> <p>4. No major challenges were encountered in conducting the satisfaction survey. Foreigners are enthusiastic to respond. This year, 70% of the centers' adult resident population participated in the questionnaire.</p> <p>5. Yes. Office for Foreigners has taken measures to improve customer experience and satisfaction, however based on general reflections and analysis of the procedure, in accordance with common and countrywide popular trends. The measures are such as internal projects and multi-department and/or multi-institutional projects. The results so far are:</p> <ul style="list-style-type: none"> <li>• simplification and unification of information available on-line and in Office's locations (several buildings, including reception and residence centres),</li> <li>• simplification of language used in Department's mail,</li> </ul>
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			<ul style="list-style-type: none"> <li>• text message (SMS) notifications about certain steps in the procedure,</li> <li>• in cooperation with Polish Border Guard – series of trainings aimed at improving the quality of international protection applications,</li> <li>• project of an informative mobile app for international protection applicants,</li> <li>• – project of periodical, open-for-business Saturdays for customers of the Office,</li> <li>• series of webinars on various foreigner-related topics, available for foreigners, their representatives, other institutions' employees, NGO's and other.</li> <li>• the way in which clients are scheduled for file reviews: direct telephone contact of an office employee with the client - which takes into account their individual needs regarding, for example, the date of file review, or changing this date without additional actions on the part of the client</li> </ul> <p>All abovementioned are ongoing or monitored projects, to best suit the needs of both the Office and the applicants.</p> <p>The Office for Foreigners renovates and modernizes centers on an ongoing basis and strives to improve the implementation of social assistance.</p> <p>6. Since mid-2022 many experienced employees of Office for Foreigners have been engaged in several projects (listed above) established mainly to develop and improve the processes within the Office. In those projects customer-oriented approach is always taken into consideration.</p>
	<p>EMN NCP Portugal</p>	<p>Yes</p>	<ol style="list-style-type: none"> <li>1. No.</li> <li>2. N/a</li> <li>3. N/a</li> <li>4. N/a</li> <li>5. No.</li> </ol>





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			6. N/a
	EMN NCP Slovakia	Yes	<p>1. No. Not systematically. Customer satisfaction data are collected only for some of AMIF Funded projects dealing with migrants in order to provide the donor with relevant data on the project implementation. E.g. for one of the biggest projects of this kind in Slovakia - IOM 's Migration Information Centre data through MS forms are collected on satisfaction with Slovak language courses and retraining financial support. Migration Office of the Ministry of Interior of the Slovak Republic (competences in the area of international protection) conducted in 2021 a one-time research within the group of people granted international protection about their experience from the stay in the asylum facility during asylum procedure, how they evaluate the time spent there, whether there are some feasible ideas for improvement, etc. (feedback after being granted asylum procedure).</p> <p>As for the asylum seekers in the asylum procedure accommodated in asylum facilities, there is the possibility to give feedback and complaints related to the situation they face, e.g. behaviour of other asylum seekers within the facility, meals, administration of permission to leave the facility, duration of asylum procedure, access to medical specialists, etc. to social workers and other helping professionals or first line workers, legal advisors. These professionals either try to solve/explain it by themselves or refer the issue personally to other relevant coworkers, or there is also a report mechanism to other relevant colleagues (about activities and issues in the facility, conflict situations, complaints, etc.).</p> <p>2. See response to question 1.</p> <p>3. See response to question 1.</p> <p>4. As for the data collected by the Migration Office of the Ministry of Interior of the Slovak Republic, these are the challenges:</p>

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			<ul style="list-style-type: none"> <li>• Limited possibilities for changes (various stakeholders involved, financial constraints, etc.)</li> <li>• As the requested changes depend on many other factors and actors, it is a long term process, difficult to analyze the impact within e.g. the same reference group. That was also one of the reasons why people found it not useful to give complaints during the regular sessions after some time.</li> <li>• Language barrier, personal circumstances of the person of concern (physical/mental health, level of education, trust in the authorities to raise a complaint, confidence about giving negative feedback...)</li> <li>• Risk of the complaint not being recorded/forwarded by the respective professional</li> </ul> <p>5. One of the possibilities is to adapt the call for proposals within AMIF funded projects.</p> <p>6. E.g. regulation by law and code of conduct of various professions, as well as the approach can be improved by various trainings.</p>
	EMN NCP Slovenia	Yes	<p>1. No.</p> <p>2. N/A</p> <p>3. N/A</p> <p>4. N/A</p> <p>5. No</p> <p>6. N/A</p>
	EMN NCP Sweden	Yes	<p>1. Yes. The Swedish Migration Agency have had two main ways of collecting data on customer satisfaction.</p>

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		<ul style="list-style-type: none"> <li>In 2020 the SMA sent a survey (Enkät Sökandefokus 2020) to 100 000 people that had applied for a residence permit or Swedish citizenship. The survey was sent via email where the respondents could open a link to an online survey. The main aim with the survey was to understand if and how previous efforts to improve our service had impacted applicants. We received 22 000 replies.</li> </ul> <p>The SMA continuously collect that data through a short phone survey that customers/applicants can answer at the end of the phone call. The latest data is from May – December 2022 and the response rate was around 1.2%.</p> <p>The questions in the phone survey are:</p> <ol style="list-style-type: none"> <li>Did you receive good customer service?</li> <li>Did you receive an answer within a reasonable time?</li> <li>Was your query resolved?</li> </ol> <p>attachment_aHQ_2023.25_survey_customer_experience_2020.docx</p> <ol style="list-style-type: none"> <li>N/a</li> <li>The data from the survey, see attachment, were compiled and presented in a report. The data from the phone survey is presented to the SMA's Digitalisation and Development Department on a regular basis. More information cannot be provided.</li> <li>The main challenges have been a low response rate, particularly in the phone survey. Moreover, we can not compare the result over time with other agencies since our our operations and services differ. We can only view and contrast our data over time within the agency .</li> <li>N/a</li> </ol>
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			<p>6. In the Contact Centres (customer service), the SMA ensure that a customer oriented approach is taken in customer contact by the following measures.</p> <ul style="list-style-type: none"><li>- The contact centres officers have continuous one-on-ones. These one-on-ones is a tool to ensure that the officers follow the framework that officers should use during an customer interaction by phone or email. Quality assurance checks are performed by Team Leaders.</li><li>- Implementing the SMA's overall service objective by focusing on what have been identified as necessary and most beneficial at a given time.</li><li>- New contact centres officers are given a 4-5 weeks of introductory training. The main focus is to deliver high-quality service.</li><li>- Maintain skills and knowledge and also develop the officers' skills and knowledge by adding new trainings for example trainings on clear language but also topics identified as beneficial.</li></ul>
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