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Ad-Hoc Query

2025.9 Efficiency of the international protection procedure

European Migration Network
Ad-hoc query

April, 2025

AD-HOC QUERY ON 2025.9 EFFICIENCY OF THE INTERNATIONAL PROTECTION PROCEDURE

REQUESTED BY EMN NCP FINLAND ON 18 FEBRUARY 2025

COMPILATION PRODUCED ON 11 APRIL 2025

Exported for: Wider Dissemination

Responses from: EMN NCP Austria, EMN NCP Croatia, EMN NCP Cyprus, EMN NCP Czech Republic, EMN NCP Finland, EMN NCP Greece, EMN NCP Hungary, EMN NCP Italy, EMN NCP Lithuania, EMN NCP Luxembourg, EMN NCP Poland, EMN NCP Serbia, EMN NCP Slovakia, EMN NCP Slovenia, EMN NCP Spain, EMN NCP Sweden **(16 in total)**

Disclaimer: The following responses have been provided primarily for the purpose of information exchange among EMN National Contact Points (NCPs) in the framework of the EMN. The contributing EMN NCPs have provided, to the best of their knowledge, information that is up-to-date, objective and reliable. Note, however, that the information provided does not necessarily represent the official policy of an EMN Country.

BACKGROUND INFORMATION

The Finnish Immigration Service seeks to improve the efficiency of the international protection procedure. This includes calculating e.g. how many asylum interviews can be conducted or asylum decisions made by one full-time equivalent (FTE, i.e. how many interviews/decisions does one full-time employee conduct/make in a year).

Finland is interested to find out if other EMN Member or Observer Countries measure the efficiency of their international protection procedure, and if so, how do they measure it. In case similar metrics are used in other EMN countries, Finland is interested to find out how its figures compare to those in other countries.

Therefore, we would like to ask you the following questions:

NOTE: Seeing the complexity of the questions this AHQ will be counted as 2 AHQs for reporting purposes.

WE WOULD LIKE TO ASK THE FOLLOWING QUESTIONS:

We would very much appreciate your responses by **11 March 2025**.

1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?
2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?
3. What is the average duration of an asylum interview in your Member or Observer Country?
4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?
5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?
6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.

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RESPONSES

	EMN NCP Austria	Wider Dissemination?	
	EMN NCP Austria	Yes	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>Yes, there is a measurement system. It is based on average times, which vary depending on the type of procedure. These are compared with the working time of the decision-makers.</p> <p>---</p> <p>Source: Ministry of the Interior</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>No, decisions are measured.</p> <p>---</p> <p>Source: Ministry of the Interior</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p>


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			<p>Corresponding statistics are not kept. --- Source: Ministry of the Interior</p> <p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE? No. --- Source: Ministry of the Interior</p> <p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling? Reference is made to Question 1. --- Source: Ministry of the Interior</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate. The Federal Office for Immigration and Asylum developed the measurement analysis system and implemented it together with the Department for Legal Affairs, Judicial Analysis and Procedure Controlling,</p>
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			<p>which is part of the Federal Ministry of the Interior. --- Source: Ministry of the Interior</p>
	<p>EMN NCP Croatia</p>	<p>Yes</p>	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>Yes. We keep records of how many decisions have been made within the Department for International Protection Procedures. The managers are the ones who control the decisions.</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>We do not keep records of the number of interviews conducted. On average, 2-3 interviews per week per employee, depending on other responsibilities.</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>We do not keep records of the duration of interviews.</p>

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			<p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p> <p>The average number of meritorious decision made within a year per case worker is 50 decisions. The average is calculated by dividing the number of decisions made by the number of employees who perform the those tasks. In addition to conducting interviews and making decisions, employees represent the Ministry before the court and perform other tasks as instructed by the manager.</p> <p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>Managers assess productivity and needs in terms of the number of employees needed to carry out the asylum procedure.</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>No</p>
 EMN NCP Cyprus		<p align="center">Yes</p>	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p>

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			<p>Yes. Two specific indicators are currently used:</p> <ol style="list-style-type: none">1. Number of new applications of international protection examined in less than six months from the time of submission in order to measure “the effective management of applicants of international protection”. This indicator was chosen based on the Member States’ obligation to decide at first instance within 6 months from the time of the submission of the application for international protection pursuant to the Asylum Procedures Directive.2. Degree of compliance with the obligation to conclude the examination of international protection application within the time period of 6 months in order to measure the timely examination of international protection applications. <p>The second indicator is calculated as follows: Numerator: The number of new applications examined by the Cypriot Asylum Service in less than six months from the date of application, or the date of the re-opening of the file Denominator: The total number of new applications that were lodged.</p> <ol style="list-style-type: none">2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE? <p>Yes. The measure/count of asylum interviews are set as 8 recommendation reports per month. This translates to a corresponding average of 8 interviews per month. However, it is noted that some cases require multiple interviews depending on the complexity of the case. There is no official measure/count for one full-time equivalent in a year. However, it is considered that on average the case workers would conduct about 90 interviews per year, not accounting for any interviews conducted overtime.</p>
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3. What is the average duration of an asylum interview in your Member or Observer Country?

There are no official statistics kept. However, an average range is estimated to be between 2-3 hours for cases without complexities, and 5-8 hours for cases with added complexities (country of origin, interviews with exclusion indicators, interviews of applicants with identified vulnerabilities, cessation/revocation interviews etc.)


4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?

Yes. The measure/count of asylum decisions are set as 8 recommendation reports per month per case worker. However, it is noted that some cases require more time depending on the complexity of the case. There is no official measure/count for one full-time equivalent in a year. However, it is considered that on average the case workers would conduct about 90 asylum decisions per year, not accounting for any decisions conducted overtime.

5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?

On a national level, each department/ministry of the public sector during the past years had set one goal based on two activities: a) the prompt examination of the asylum applications and b) the effective reception management of the asylum applicants. Each activity has a performance indicator: a) the percentage of applications examined within 6 months, b) the number of entries at the Reception centers.

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			<p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>There are coordinators for assessing the efficiency and productivity of case workers and officers working for reception. No specific tool is currently available other than the indicators mentioned above.</p>
	<p>EMN NCP Czech Republic</p>	<p>Yes</p>	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>No.</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>No.</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>N/A</p>


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			<p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p> <p>No.</p> <p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>N/A</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>No.</p>
+	EMN NCP Finland	Yes	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>YES. We measure the efficiency of the international protection procedure by calculating how many decisions</p>

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			<p>are made by one full-time equivalent (FTE) per year.</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>YES. 28 interviews per one FTE. The average was calculated by dividing the number of interviews conducted by the number of employees performing the task (i.e. number of asylum interviews conducted/number of employees conducting asylum interviews).</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>In 2024, the average duration of an asylum interview was 5 hours 16 minutes.</p> <p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p> <p>YES. 31 asylum decisions per one FTE. The average was calculated by dividing the number of decisions made by the number of employees performing the task (i.e. number of asylum decision made/number of employees making asylum decisions).</p> <p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum</p>
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			<p>workflows and in forecasting workforce needs for asylum case handling?</p> <p>Currently we don't have any forecasting models of future workforce needs at the Finnish Immigration Service. However, we have an expert working group on forecasting. The expert working group produces qualitative assessments for future applications for international protection. These assessments can be used in assessing future workforce needs at the Department of International Protection at the Finnish Immigration Service. All case officers allocate their working time and report it based on the hours they have used for different tasks (whether their working time was used for e.g. interviewing asylum applicants or writing asylum decisions)</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>YES. We have process owner and process expert roles at the Department of International Protection at the Finnish Immigration Service. In addition to other responsibilities they have, the process owners and process experts assess the efficiency and productivity of asylum case handling. We don't have dedicated analyst teams for assessing the efficiency and productivity of asylum case handling</p>
	<p>EMN NCP Greece</p>	<p>Yes</p>	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>According to the contribution by the Asylum Service of the Ministry of Migration and Asylum, the efficiency of the international protection procedure is indeed measured. The way in which this is done is through the</p>

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			<p>implementation of an internal directive on compliance with the annual target. The monitoring of the work produced is carried out through the extraction of statistical data by the relevant Directorate for Information and Communication Technology Applications of the above-mentioned Ministry.</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>An asylum application case worker conducts on average 4 interviews per week, 16 interviews per month and a total of 155 interviews per year, taking into account the normal leave of staff.</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>In the Greek Asylum Service, the average time for conducting an eligibility interview is 2.5 hours, for a fast-track interview, it is 45 minutes and for an interview of an inadmissible request from a safe third country it is also 45 minutes.</p> <p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p> <p>On a weekly basis, 4 eligibility decisions or respectively 8 inadmissibility decisions from a safe third country are issued per case worker.</p>
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			<p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>The tools used by the Asylum Service to monitor and analyze efficiency are the indicators and statistical data extracted by the competent Directorate for Information and Communication Technology Applications, as mentioned above.</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>The quality control of the work produced is carried out by the quality focal points responsible locally, the quantitative measurements are evaluated by the Heads of the competent Regional Asylum Offices, while the Directors evaluate the work produced both quantitatively and qualitatively.</p>
	<p>EMN NCP Hungary</p>	<p>Yes</p>	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>Yes. Since the Hungarian asylum authority is a law enforcement body, a formalised reporting system is currently in operation to measure efficiency. There are 2 information systems that we can use (Asylum Information Database and a document management system). In these systems, every kind of procedure can be followed and information can be collected based on the administrators. This way, efficiency, as continuity of procedures and statutory deadlines, can also be tracked.</p>

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2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?

Yes. See answer above related to our systems, in which we can check how many cases are managed currently but there are no actual data on the average number.

3. What is the average duration of an asylum interview in your Member or Observer Country?

On average, the duration is 2-2.5 hours but it depends on the complexity of the case.


4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?

Yes, see answer above related to our systems, but there are no actual data about the average number.

5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?

See answer above related to our reporting system, in which we can follow workflows.


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			<p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>Yes, Head of Asylum Unit and Director of the relevant Directorate are assessing the results regularly.</p>
 EMN NCP Italy		<p>Yes</p>	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>YES, regarding the acquisition of international protection requests at the Immigration Offices, the Central Directorate of Immigration and Border Police prepares daily and periodic statistics to quantitatively monitor the reports made by the territorial offices for each type of procedure, as well as the average waiting times for the formalization of the application.</p> <p>Also, the Central Directorate relies on the support of EUAA personnel (registration experts) placed at the immigration offices in the territory for the acquisition of international protection applications. Additionally, EUAA annually prepares a "Report on the Quality of Registration of International Protection Requests" as part of the Italy Operational Plan, aimed at measuring quality based on European operational standards and indicators for asylum procedures.</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>Yes, the number of asylum interviews conducted by one full-time equivalent (FTE) are measured. The count</p>


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			<p>performed falls within a range of 1.5 to 1.8 interviews per FTE.</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>In Italy the average duration of an asylum interview is 3 hours.</p> <p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p> <p>See answer to question no.2</p> <p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>Based on the data collected regarding the number of applications received by the Police Headquarters (Questure), the average waiting times for the formalization of the application, and the identification of beneficiaries, as well as the assessed number of staff in the immigration office sections dealing with international protection, the need for the deployment of additional personnel is evaluated. Also, the number of applications and decisions is also used in comparison with the amount of employees.</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p>
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			NO
	EMN NCP Lithuania	Yes	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>No, there are no specific assessment procedures. How to improve the procedures is evaluated on an as-needed basis.</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>No. In Lithuania, all applications are allocated equally to all staff dealing with the application. Each caseworker who receives a case is responsible for all the steps involved in the application, including conducting interviews and drafting a decision.</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>The Migration Department does not record this type of information, but it takes approximately 2-3 hours to complete.</p>

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			<p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p> <p>No. As mentioned above, the Migration Department's staff are responsible for all steps in the application process.</p> <p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>N/A</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>No</p>
	<p>EMN NCP Luxembourg</p>	<p>Yes</p>	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>Before any further developments, it is important to emphasize that, unlike in other EU Member States,</p>

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			<p>personal interviews in Luxembourg are conducted by case officers who are not responsible for drafting the final decisions. Specifically, Luxembourg has a dedicated Interview Unit composed of agents whose responsibility is to conduct interviews with applicants for international protection. Separately, the Decisions Unit consists of officers tasked with drafting the decisions. As a result, the same individuals do not conduct both the interviews and the decision-making process.</p> <p>This system functions effectively in Luxembourg due to the country's small size and the centralization of the entire international protection procedure within a single building, facilitating communication and coordination between units. The primary objective of this structure is to uphold the neutrality of case officers as much as possible, thereby ensuring an impartial asylum process.</p> <p>We believe that the efficiency of the procedure must necessarily rely on three pillars: the quantity of cases processed, the quality of interviews and decisions, and the well-being of the agents. Only if these three pillars are balanced can the procedure be truly effective.</p> <p>While monitoring the quantity of cases processed is relatively straightforward, measuring the quality of interviews and hearings is more complex.</p> <p>- Quantity</p> <p>Within the Decision Unit, agents must meet quotas. In other words, each agent is required to write a predetermined number of decisions.</p> <p>Biannual meetings are held to discuss the quotas. In these meetings, only the overall results of the service are addressed. Individual interviews with agents are conducted if necessary.</p> <p>- Quality</p> <p>The "four eyes principle" is applied to every decision-making process, ensuring that each final decision is reviewed by at least one other person. Moreover, the person drafting the decision is not the one who signs it. This ensures that every decision undergoes a quality check.</p> <p>Additionally, we closely monitor the judgments issued by Administrative Court, which serve as an important indicator for assessing the quality of our decisions.</p> <p>A few years ago, the UNHCR conducted an analysis of the quality of our decisions and provided several</p>
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			<p>recommendations. This allowed us to adjust certain aspects and improve the quality of our work.</p> <p>- Well-being at work Team and individual meetings are regularly held with agents to discuss well-being at work.</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>No. It is difficult to have a counter on how many interviews are conducted by each employee per year as this will vary substantially based on the country of origin and the complexity of the case. In order to keep the quality high there is no determined time limit to close the interview. An interview can last 2 hours as well as it can last 9 hours (done over 2 days). N/A.</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>As explained above, the duration of an interview may vary based on the country of origin and the complexity of the case.</p> <p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p>
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			<p>As explained above, the agents responsible for decision-making must meet quotas. It is not possible to provide an exact quota figure, as various factors are taken into consideration, including the type of procedure applied (accelerated procedure, inadmissibility, regular procedure), the complexity of the cases, the agent's seniority within the service, and the completion of other tasks. The quota to be achieved is set individually with each agent, taking into consideration all these factors.</p> <p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>A few months ago, the General Department of immigration reviewed all internal procedures to improve workflow and accelerate processes. Regarding the analysis of the quantity of interviews conducted and decisions made, we currently do not have a specific analytical tool. However, we are in the process of implementing a new IT system that will allow us to monitor the efficiency of our procedures more closely.</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>NO.</p>
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	EMN NCP Poland	Yes	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>Due to high fluctuation of staff, the fact that a number of employees does not work full-time, as well as interviews being cancelled, e.t.c., we do not collect such data regarding the effectiveness of the procedure. The effectiveness of the procedure is measured solely on the basis of the relation between the number of decisions issued and applications lodged as well as the length of the procedure.</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>No - see above</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>We do not measure the average duration on regular basis - see above. Length of the asylum interview is very different. It happens that some interviews are canceled, some are so long that have to be split e.g to 2 days.</p> <p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p> <p>No - see answer to question 1.</p>
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			<p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>We gather the necessary data on the basis of the National Collection of Registers and Records in cases regarding foreigners - as to the above mentioned indicators: number of decisions issued, number of asylum applications lodged and length of te procedure. We do not use any specific analytical tool.</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>This is the role of team leaders and heads of units.</p>
	<p>EMN NCP Serbia</p>	<p>Yes</p>	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>NO. As a candidate country for full EU membership, the Republic of Serbia is continuously harmonizing its legislation in the field of asylum in accordance with CEAS and EU standards. In this regard, the Roadmap on cooperation between the Republic of Serbia and the EUAA for the period from 2024 to 2027 envisages the implementation of a periodic framework for monitoring and evaluation, which will include, among other things, the establishment of a quality control system for the asylum procedure in the Republic of Serbia.</p>

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			<p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>NO. Please note that the officials of the Asylum Office in Republic of Serbia are responsible for collecting and taking asylum applications, conducting interviews and drafting decision proposals, entering, processing and updating data on asylum seekers in the records of the Asylum Office, verifying persons through applications, operational and other records of the information system of the Ministry of Interior, preparing documents for asylum seekers and persons whose request for asylum and temporary protection in the Republic of Serbia was accepted by the decision of the Asylum Office, collecting and documenting information on the countries of origin of asylum seekers and preparing reports, preparing responses to submitted complaints, representing the Ministry of Interior and the Border Police Directorate at conferences and other gatherings in the country and abroad that have asylum as their topic, participation in trainings, workshops, study visits and participation in activities aimed at drafting the Law on Amendments to the Law on Asylum and Temporary Protection.</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>In 2024, the average duration of an asylum interview was 4 hours.</p> <p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p> <p>NO. The reasons are contained in the answer to question number 2.</p>
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			<p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>Currently we don't have any forecasting models of future workforce needs at the Asylum Office, Ministry of Interior RS.</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>NO. We don't have dedicated analyst teams for assessing the efficiency and productivity of asylum case handling.</p>
	<p>EMN NCP Slovakia</p>	<p>Yes</p>	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>There is an ongoing continuous monitoring of caseworkers efficiency in the Slovak Republic, mainly by a head of Department, but also by 2 senior experts with quality management functions. State of play of each case is being monitored on monthly basis, while taking into account its complexity. It has to be stated, however, that due to high cumulation of tasks, it is not possible to calculate efficiency just by number of asylum interviews conducted or decisions issued. In the Slovak context this would be misleading, since most caseworkers are also dealing with other issues, like temporary protection to (mostly) Ukrainian citizens,</p>


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			<p>national legislation, implementation of the New Pact on Migration and Asylum, they act as NCP for various EUAA Networks, take part in EU negotiations, etc.</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>As per above, due to high workload and cumulation of tasks it would not be possible in the Slovak context. Although we know the number of asylum interviews conducted in particular year it would not be a sufficient indicator by which we could measure the efficiency of the asylum procedure or caseworkers work.</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>The duration of an asylum interview depends on individual circumstances of each case, in particular its complexity and applicant's profile. The average duration of an asylum interview is around 4-6 hours.</p> <p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p>
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			<p>No. As per above, this would not work in our context.</p> <p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>In the Slovak Republic there is no such formal tool in place. What we try to do is monitor new applications on daily basis, number of decisions issued on monthly basis, as well as some procedural steps that could impact the quality and length of the asylum procedure (e.g. time within which the asylum interview took place after lodging the application, time within which the asylum decision was issued). The efficiency and productivity are also a subject to a well-established internal quality control mechanism, which is carried out twice a year by 2 senior experts (former caseworkers) as already mentioned.</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>No. But as mentioned, we have quite a good overview of our caseload when it comes to numbers as well as stay of processing. This is done jointly by a Head of Department and 2 quality managers in close collaboration with all caseworkers.</p>
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	EMN NCP Slovenia	Yes	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>No.</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>No.</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>We do not keep statistics on the duration of each personal interview in international protection procedures, so we cannot give an exact figure. However, we can note that simpler interviews last around two hours, while more complex interviews can take several days (around ten hours).</p> <p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p>


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			<p>Yes, we keep a manual list of decisions issued per decision maker. The average number of substantive decisions per decision-maker is 36 per year (2024 data).</p> <p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>We do not have specific analytical tools or mechanisms to assess the effectiveness or other elements of the international protection process.</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>No.</p>
	<p>EMN NCP Spain</p>	<p>Yes</p>	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>No</p>

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			<p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>No</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>An interview can last between 30 minutes and 4 hours.</p> <p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p> <p>No</p> <p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>We can extract some statistical data from the application we use to record, process and store the files.</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum</p>
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			<p>workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>No</p>
	<p>EMN NCP Sweden</p>	<p>Yes</p>	<p>1. In your Member or Observer Country, do you measure the efficiency of the international protection procedure? YES/NO. If yes, how do you measure this (i.e. what kinds of indicators/metrics do you use)?</p> <p>YES. Sweden (Swedish Migration Agency - SMA) measure the efficiency of the international protection procedure by calculating how many decisions are made by one full-time equivalent (FTE) per year.</p> <p>2. Do you measure/count how many asylum interviews are conducted by one full-time equivalent (FTE, i.e. how many asylum interviews does one full-time employee conduct in a year)? YES/NO. If yes, what is the average number of interviews per one FTE?</p> <p>NO. Nonetheless by dividing conducted interviews with FTE, the average number for 2024 would be approx. 38 interviews per FTE and year.</p> <p>3. What is the average duration of an asylum interview in your Member or Observer Country?</p> <p>Sweden (SMA) cannot present an average, but approx. 30 percent of asylum interviews during 2024 had a</p>

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			<p>duration between 2,5 and 3 hours and approx.15 percent between 2 and 2,5 hours. 35 percent shorter than 2,5 hours and 20 percent longer than 3 hours.</p> <p>4. Do you measure/count how many asylum decisions are made by one full-time equivalent (FTE)? YES/NO. If yes, what is the average number of decisions per one FTE?</p> <p>YES. In 2024 the average number was 32 decisions per FTE and year. (Excluding decisions and FTE regarding examination of Dublin regulation applications.)</p> <p>5. What kind of analytical tools you utilize in assessing the efficiency and productivity of your asylum workflows and in forecasting workforce needs for asylum case handling?</p> <p>Forecasting models for future applications for international protection and future workforce needs based on productivity is carried out at SMA's Planning Department, The assessments of future workforce needs also take into account available funds for the agency in relation to statutory processing times. Within the planning process the assessments are adjusted in more hands-on planning of future workforce needs together with departments of operations.</p> <p>6. Do you have designated job roles or teams for assessing the efficiency and productivity of asylum workflows and for forecasting workforce needs for asylum case handling? YES/NO. If yes, please elaborate.</p> <p>YES. The SMA have expert roles at the Planning Department designated for the task of assessing the</p>
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			efficiency and productivity of asylum case handling in addition to other responsibilities.
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