



High performance. Delivered.

**High Performance in Social Security
Administration**

David McCurley, Accenture

Global Managing Director Human Services



Background – Why this survey?

Context

- The **International Social Security Association (ISSA)** has 340 member organizations in 148 countries, **promoting synergies and knowledge sharing geared towards excellence in social security administration.**
- Social Security organizations contribute significantly to a **nation's well-being through implementing policies of social welfare and granting inclusive access to public services.** They are safeguarding principles of social distribution and equality and consequently contributing to standards of living and social peace in a country. In that sense, they are **a critical part of a nations competitiveness.**
- In that spirit, **ISSA and Accenture** are collaborating in the **ISSA project on High Performance** which aims to identify the systems, capacities and processes that enable high performance in the delivery of social services.
- We undertook a survey based research to **identify global best practices** in social security administration.
- These good practices, **integrated into a framework of High Performance** can be the launchpad of a transformational journey for the benefit of all stakeholders.



We are following a 2 step approach

Phase 1

Qualitative
survey

- The first phase is based on **in-depth interviews** with a small sample of ISSA members to investigate and get a good understanding of the priorities and challenges related to the main areas of social security in the scope of the research.

Malaysia
Seminar

- Presentation of the results to the ISSA members and group discussions to get confirm direction and prepare Phase 2

Phase 2

Quantitative
survey

- Leveraging the results of the qualitative phase, we will implement an **online survey** targeting the maximum number of members in order to measure and quantify the importance of the priorities, challenges and potential areas for improvement identified in Phase 1.

Final report

We have interviewed 30 ISSA members during Phase 1



Approach – Phase 1

- Qualitative interviews were conducted with presidents or directors of 30 ISSA member organizations globally between 27 March and 10 July 2009.
- Member organizations were invited to participate by ISSA and those who agreed were interviewed by telephone by the Accenture Research team (21 organizations) or provided written responses to the survey questions (9 organizations).
- The geographical split of the sample who participated is as follows:



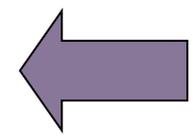
*: ISSA regional segmentation



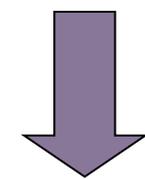
Approach – how we have done it

Key Questions

- **Operational Efficiency:** How does risk management / change management / innovation contribute to the performance of your organization in the area of operational efficiency?
- **Human Capital Management:** How does risk management / change management / innovation contribute to the performance of your organization in the area of human capital management?
- **Citizen Focus:** How does risk management / change management / innovation contribute to the performance of your organization in the area of citizen service?



Key questions addressed during the interview



- **Risk management:** How does your organization manage risk? What are the processes / capabilities / IT system supporting risk management?
- **Change management:** How does your organization manage change? What are the processes / skills / IT enabled processes supporting change management? Does your organization collect feedback from citizen?
- **Innovation:** How does your organization support and encourage innovation? What are the processes / capabilities supporting innovation? Does your organization collaborate with government or non-governmental organizations?



With the objective of identifying performance elements

Various initiatives have been developed and implemented to optimize HR performance (2/3)

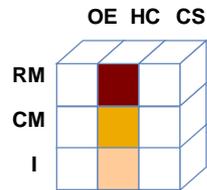
Sample Findings



PROCESSES / CAPABILITIES / SYSTEMS

GOOD PRACTICES

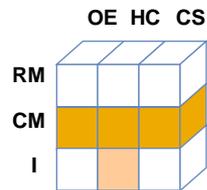
QUOTES



Manage aging workforce

- Promote and organize transfer of knowledge between generations
- Perform internal audits to identify problems related to generations/continuity/demography

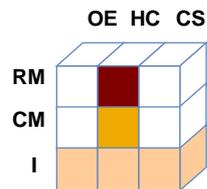
“Major challenges we face are related to the loss of professionals for retirement. We have a system in place to track attrition for critical positions which led to a predictive model being developed. (...) The major benefits is the hiring of the right people at the right time”



Active communication

- Ensure employee understand and support changes (e.g. weekly sessions to discuss changes)
- Set up committees to collect employees feedbacks
- Involve employees in decision making process
- Inform regularly about the organization (e.g. monthly staff brochure)

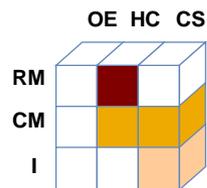
“We managed changes by giving importance to the participation and involvement of employees. We allowed them to freely participate and feel involved in the change process - made it more natural to change as they are part of it”



Changes driven by employees

- Value employee participation and involvement
- Encourage to identify problems and to come up with a solution (e.g. make a business case for proposed changes and present to the board)
- Define objectives/KPIs based on the contribution to innovation

“We drive change by actively influencing laws for the benefits of our customers – this is how we see innovation. And the ideas come from our employees that know best the law and needs of our customers.”



Strong leadership

- Encourage active participation of leaders in training/coaching/events
- Develop training for leaders on change management

“Commitment by the management was key to acceptance and obtaining the necessary buy-in from employees”

Key Messages – what do the results tell us?



Results

“Focus on High Performance”

- Formulate and implement a framework to achieve High Performance
- Take your employees along
- Raise the profile of your organization

“Invest in innovation for the future”

- Leverage global good practices to boost innovation
- Integrate employees into innovation processes
- Accelerate the development of an “innovation ecosystem” that multiplies the combined power of business, academia and the public sector

“Know thy citizen”

- Formulate a strategy based on demographic realities
- Develop and implement citizen focused processes
- Focus on customer service to contribute to standard of living and competitiveness

How do you get there - six key enablers to achieve high performance



#1- Empower employees as a key driver of performance



#2- Actively promote social security services



#3- Develop and implement innovation centered on citizens



#4- Actively leverage external experience and expertise



#5- Position the organization as an active contributor to society



#6- Fully embed risk management into the organization and processes





What's next?

- **ISSA and Accenture** will collaborate on conferences and workshops to socialize results and get feedback
 - Workshops scheduled during March, 2010 conference in Malaysia
 - Members who participate will get to help shape the final survey
 - **PLEASE JOIN US!**
- **ISSA and Accenture** will undertake Phase II of the research based on a **quantitative survey with the 340 member organizations**
 - It is critical that we get wide participation and honest, open feedback
- **Results of Phase I and II** will be presented at the ISSA conference (November 2010 Durban)