



High performance. Delivered.

Detailed report

**Performance Elements in Social Security
Administration Phase 1**

- Survey Report created for the International Social Security
Association -

Accenture Research, September 2009

AGENDA



Structure of the Report



- Approach
- Methodology
- Key Themes

- Executive Summary
- Social Security Administration Ecosystem
- Challenges
- Six performance elements that enable high performance

- Empower Employees
- Promote Social Security Services
- Innovation centred on citizens
- Leverage external experience and expertise
- Position as an active contributor to society
- Embed risk management

Context



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.
- 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.
- The first phase of the project involved in-depth interviews of a sample of ISSA member organizations, the results of which will be discussed at Technical Seminar in Kuala Lumpur. The second phase will involve a quantitative survey to be implemented in 2010.

Objective

- The research aims to identify the systems, capacities and processes that enable high performance in the delivery of social services, with particular focus on the use of innovation, risk management, and change management in the following key areas of social security administration:
 - operational efficiency
 - human capital management and
 - focus on citizens.

Value Proposition

- The study aims to
 - enhance the basis for knowledge sharing among member organizations to promote excellence in social security administration
 - identify performance elements that can be leveraged and applied by member institutions
 - Identify global trends to enrich discussions about the future of social security administrations



We will follow a 2 step approach

Phase 1

Qualitative
survey

- The first phase is based on **in-depth interviews** with a small sample of ISSA members in order to investigate and get a good understanding of their 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 in order to get feedbacks and prepare Phase 2

Phase 2

Quantitative
survey

- Leveraging the results of the qualitative phase, we will design 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.

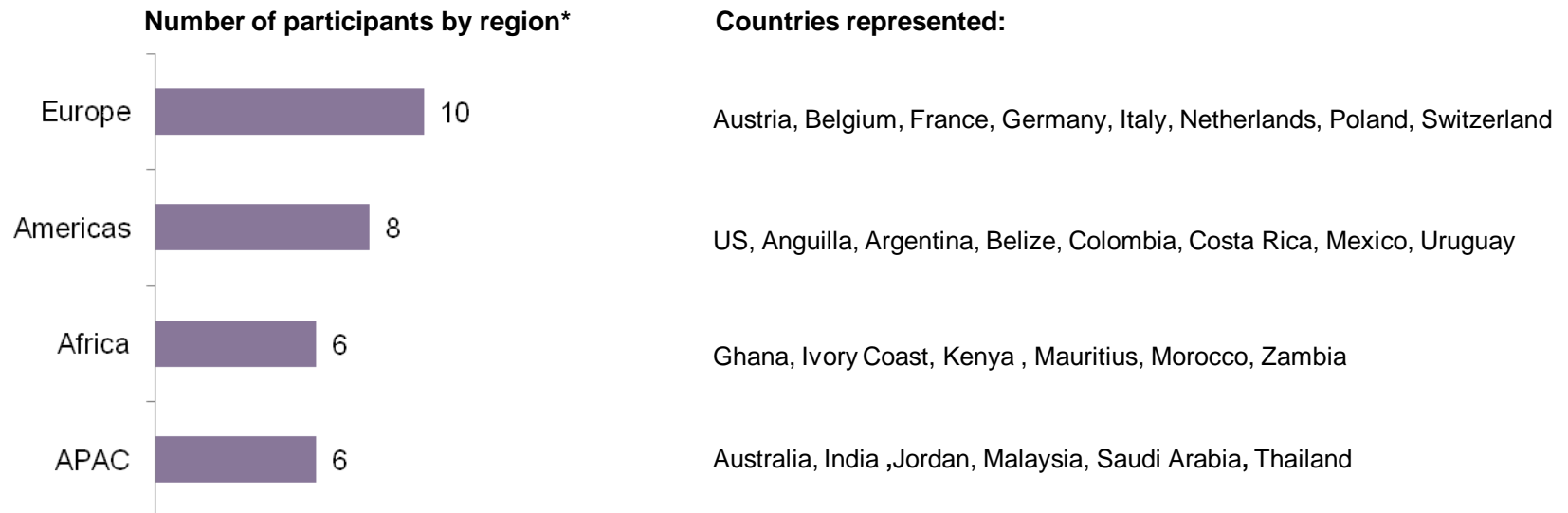
Final report

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:

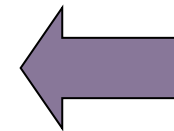


*: ISSA regional segmentation

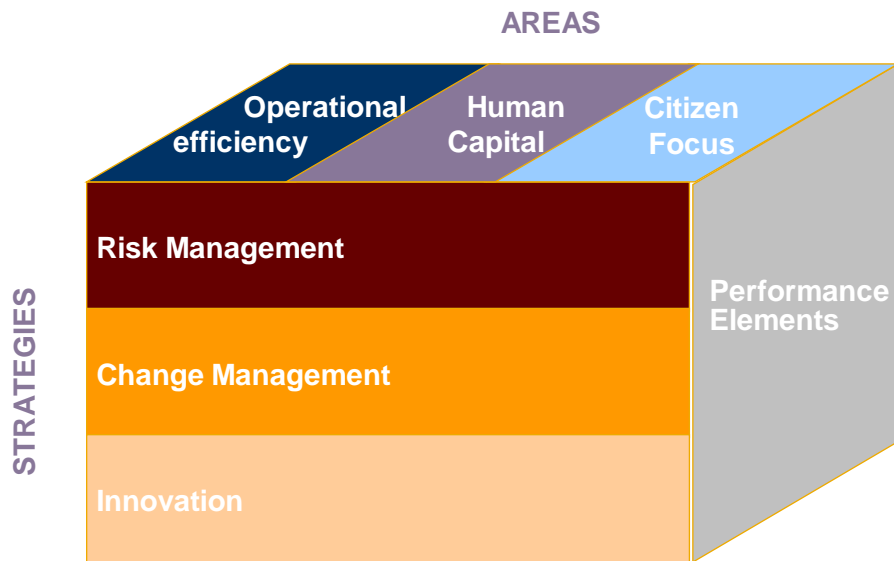
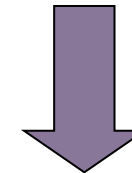
The interviews have focused on six key themes



- **Operational Efficiency:** How does risk management / change management / innovation contributes to the performance of your organization in the area of operational efficiency?
- **Human Capital Management:** How does risk management / change management / innovation contributes to the performance of your organization in the area of human capital management?
- **Citizen Focus:** How does risk management / change management / innovation contributes 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 feedbacks 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 objectives of identifying performance elements

AGENDA



Structure of the Report



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- Methodology
- Key Themes

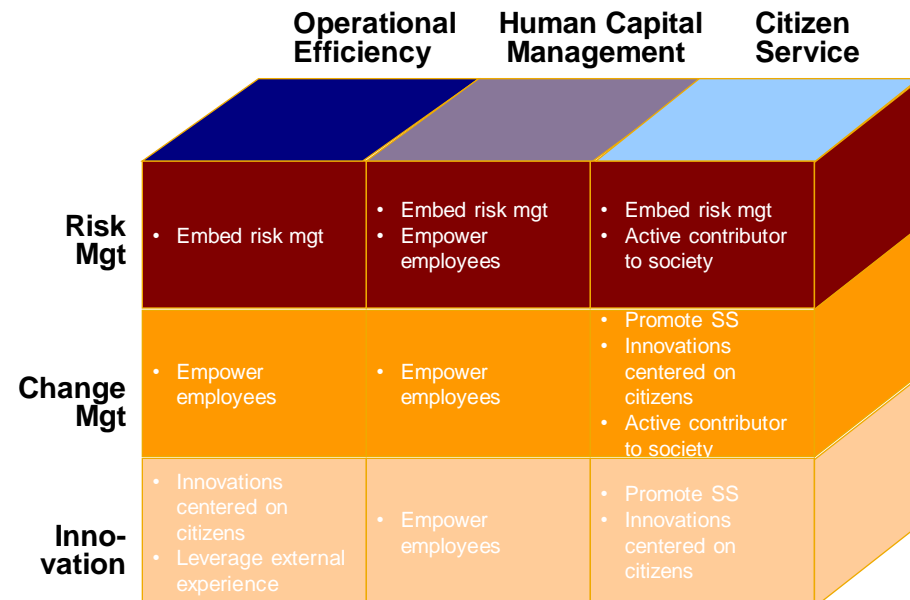
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- Six performance elements that enable high performance

- Empower Employees
- Promote Social Security Services
- Innovation centred on citizens
- Leverage external experience and expertise
- Position as an active contributor to society
- Embed risk management



Summary

- Social Security organizations are facing a number of external and internal challenges such as:
 - Externally: budget constraints, security and the regulatory environment
 - Internally: Lack of skilled people, relevant service provision and technology
- Risk management, change management and innovation are critical to the governance and performance of social security organizations.
- There are no clear patterns of regional similarities.
- In varying degrees, certain performance elements emerge as common to social security organizations that aim to optimize operations and value to citizens
 1. Empower employees as a key driver of performance
 2. Actively promote social security services
 3. Develop and implement innovations 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





Six key Performance Elements that enable 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



AGENDA



Structure of the Report



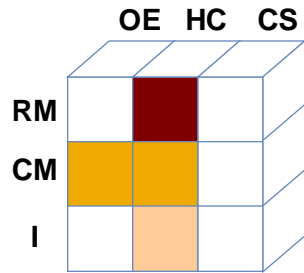
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Performance element #1



Empower employees
as a key driver of
performance

Regional differences*



of organizations highlighting
the importance for the
performance*



*: Illustrative qualitative assessment made at the aggregate level

All the organizations interviewed recognized the importance of Human Resources to perform at the highest level and face the current and coming challenges



Key areas of impact of employees' performance

Social Security
organizations
employees



"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."

Risk Management

Financial
performance

- Anticipate and manage fraud
- Guarantee accuracy of payments

Change Management

Flexibility /
Adoption of
changes

- Understand and apply changes in legislation
- Adopt new technologies and tools
- Acquire and implement new skills

Innovation

Quality of services
provided to citizens

- Deliver added value services
- Provide relevant/proactive information
- Anticipate new needs
- Prevent delays in payments

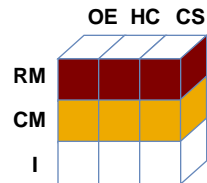
Various initiatives have been developed and implemented in order to optimize HR performance (1/3)



PROCESSES / CAPABILITIES / SYSTEMS

GOOD PRACTICES

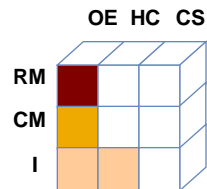
QUOTES



Training

- Develop skills internally:
 - E.g., national training academy, in house course on change in legislation or customer relationship, e-learning
- Develop skills externally:
 - E.g., international education programs (incl. scholarships for local and global universities), partnership with training centers

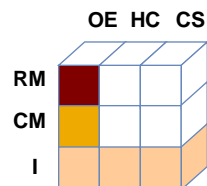
"We try to minimize the number of good people we loose through a number of measures. For example, we do have an Education program which allows qualified employees to study abroad to get a degree (BA, MBA)"



Performance management programs

- Set performance targets with regular assessments
- Increase productivity control
- Develop career plans
- Encourage employee emulation (e.g., internal awards)

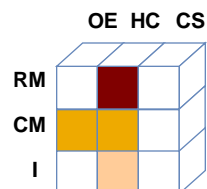
"Performance management system allows better communication between staff and supervisors and led to improved performance from employees"



Reward, recognition

- Increase financial incentives (e.g. salary, bonus)
- Develop rewards packages (incl. saving schemes, health insurance, accommodation allowances)
- Promote the Employee of the Year
- Reward innovation and excellence

"The success here is still money to all our people, so by giving them this token sum and giving them innovation awards for ideas that have been used, recognizing them and so forth, these are the success factors"



Review of the available and required skills

- Audit existing skills
- Create new job classification/ conduct profile evaluation according to actual tasks
- Develop predictive model to proactively identify needs for recruitment and for internal development of capabilities

"We developed a new governance for the organization, with a new departmental structure and a clear definition of roles & responsibilities."

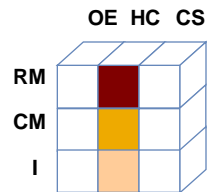
Various initiatives have been developed and implemented in order to optimize HR performance (2/3)



PROCESSES / CAPABILITIES / SYSTEMS

GOOD PRACTICES

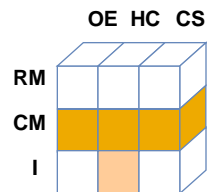
QUOTES



Manage aging workforce

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

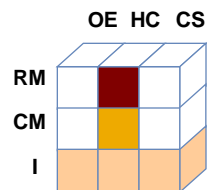
“Major challenges we face are related to the loss of professionals for retirement. We have a system in place to track attrition for critical positions which led to a predictive model being developed. (...) The major benefits is the hiring of the right people at the right time”



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)

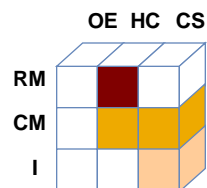
“We managed changes by giving importance to the participation and involvement of employees. We allowed them to freely participate and feel involved in the change process - made it more natural to change as they are part of it”



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”

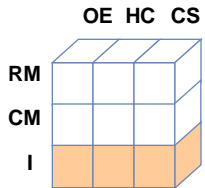
Various initiatives have been developed and implemented in order to optimize HR performance (3/3)



PROCESSES / CAPABILITIES / SYSTEMS

GOOD PRACTICES

QUOTES



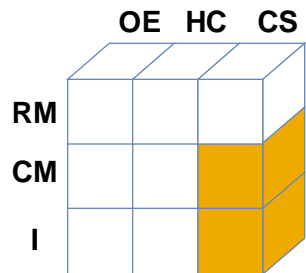
Spin - Off

- Spin – off and privatization of domains with high pay scheme to attract employees

“In order to attract talent and have them operate on a different pay scheme we have privatized all our investment activities with the two objectives to increase efficiency and attract talent”



Performance element #2



Actively promote
Social Security
Services

Regional differences*



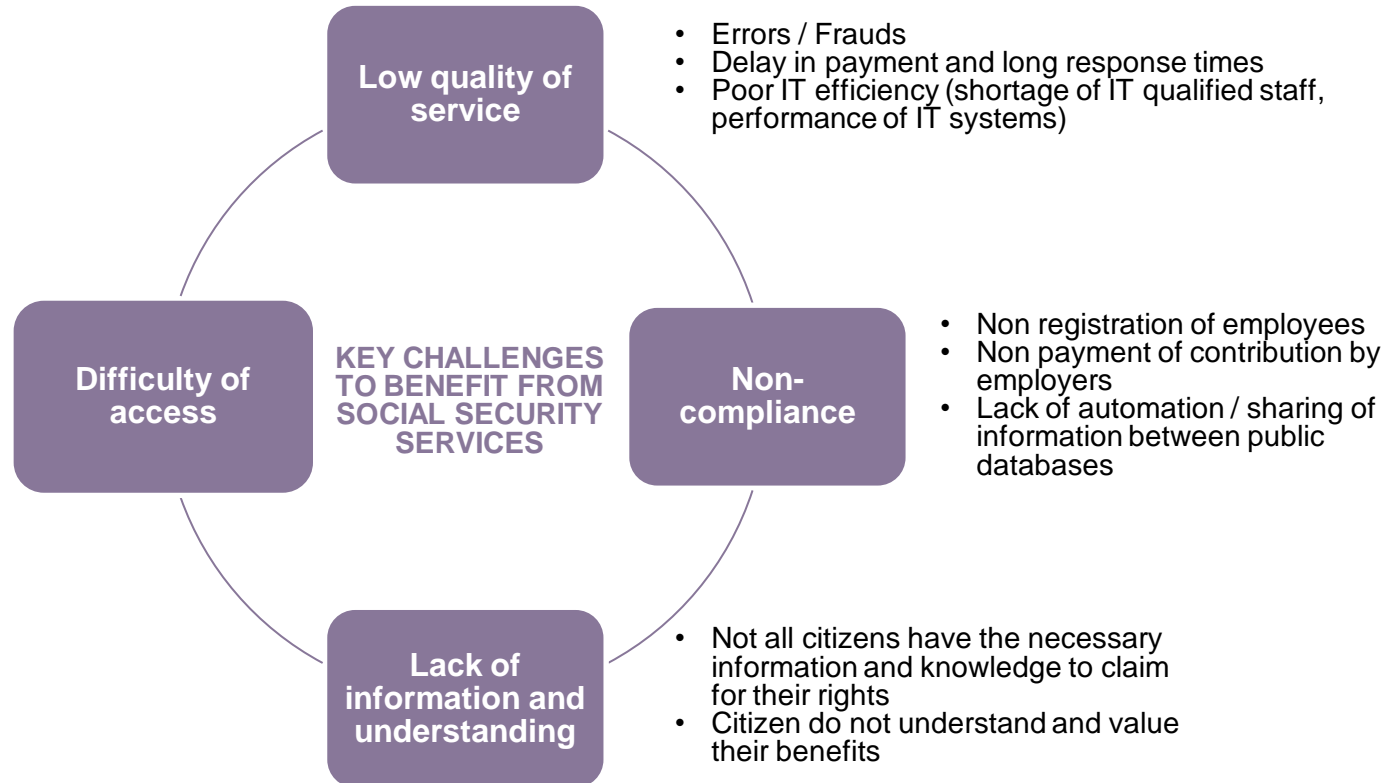
of organizations highlighting
the importance for the
performance*



*: Illustrative qualitative assessment made at the aggregate level



Citizen still face issues to benefit from their Social Security services



“The majority of the families does not have the level of information and / or the ability to understand the legislation, etc. and are not able to exercise their rights.”

“Our country has a high illiteracy rate, which means that a significant part of our policyholders have difficulties to communicate with us. In case of request or claim, these policyholders go through an intermediary to write their applications.”

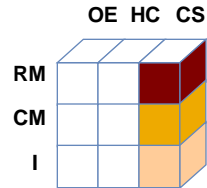
A wide range of initiatives aiming at promoting Social Security Services have been mentioned



PROCESSES / CAPABILITIES / SYSTEMS

GOOD PRACTICES

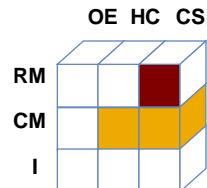
QUOTES



Regular and proactive information

- Send monthly leaflets / newsletters to citizens
- Build and roll out information campaigns in mass media

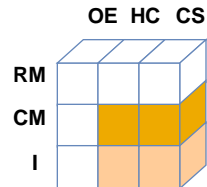
"We are sending leaflets every month to 500 persons in order to inform about the right allowance for recent mothers"



Multichannel approach

- Train employees in the branch to better support citizens
- Build website to access information and create web-services to make transactions on the internet: (most organizations have web-pages, about one third offers web-services)
- Develop call centers to answer questions, inform citizens, make transactions

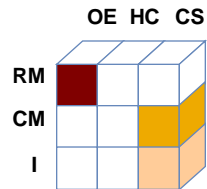
"We have a high illiteracy rate, which means that a significant part of our policyholders have difficulties to communicate with us. In 2008, we have established a phone platform prototype. Given positive results (the majority of our policyholders have a phone which was easier for them to call than to write), we have deployed this platform and are now benefiting from twenty positions."



Targeted marketing

- Customize modes of communication / channels according to the profile of the citizens
- Develop ad hoc services for specific groups of citizens (e.g., customized advice provided over the phone to nearly retired citizens)

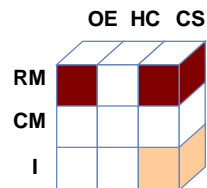
"We are now connected with citizens in various ways: internet, call centers and agencies"



Simplification of the procedures

- Create basic forms for citizens to complete
- Identify eligible citizens according to their personal situation and proactively send them forms to fill in to confirm their eligibility

"A massive awareness program through media is carried out from time to time to keep the clients informed about their entitlements and the procedures to obtain various benefits"



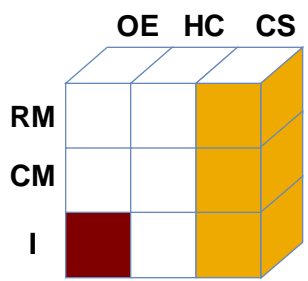
Collaboration with other organizations

- Leverage governmental or non governmental organizations (e.g., hospitals) to inform citizens about their rights
- Share information with other organizations (e.g., automated cross check/update of personal information)
- Build partnerships with other organizations in order to develop new services (e.g., special intensive care units in collaboration with NGOs)

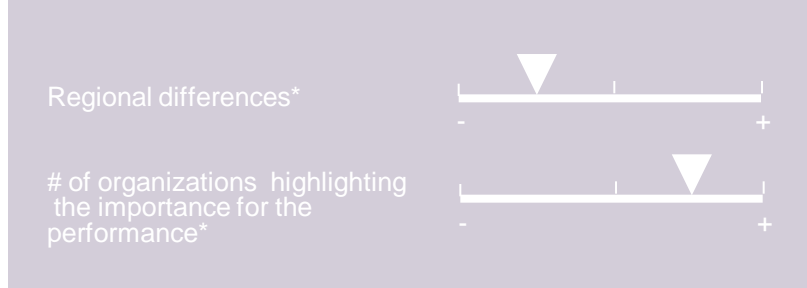
"Discovery that the world of social security is broader than that of the organization - this led to a discussion on how better we could help our customers, also led to a spin-off in other linked organizations (like tax and health)"



Performance element #3



Develop and implement innovations centered on citizen service



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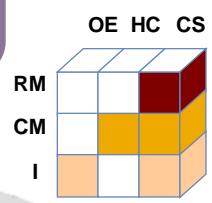


Innovation takes place in 3 main areas

Innovation aims to improve social and economic conditions of citizens



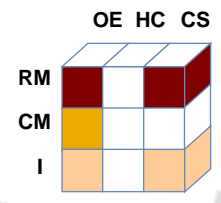
Provide a better and easier access to Social Security services



"We have a proactive approach in terms of innovation, it's a continuous change, we try everything new such as internet services for citizens, intranet, connecting agencies together etc..."



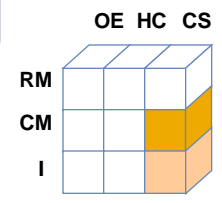
Allocate the right benefits to the right citizen



"Innovation on biometrics in order to face people's propensity to make false claims"



Pay benefits



"We have concluded agreements with banks to facilitate the opening of a bank account for our policyholders"

Several innovations have been implemented to improve citizen service



Provide a better and easier access to SS services

Develop new channels

- Development of internet website and online services:
 - Main services available: get information on the organization and the SS initiatives, get information on benefits, download forms, access personal balance, make a request, pay contribution (for the employers)
- Establishing call centers: privileged channel in countries with high rate of illiteracy, poor internet penetration or literacy

“ We have developed an internet portal prototype allowing companies to make their claims (secured) from the information they have in their personnel management system. For 800 000 policyholders (over 2 millions) claims were made by the portal.”

Allocate the right benefits to the right citizens

Develop new processes or ICT systems

- Development and implementation of more integrated IT system:
 - Automation and computerization of processes
 - Standardization of processes and simplification of procedures
- Increased connections and collaboration:
 - Within the organization (between agencies or departments)
 - With other administrations (e.g., automatic cross checking between different public databases),
 - With employers
- Improving identification of policyholders (e.g., biometrics)

“Innovation in order to create electronic flows to exchange data with partners “

Pay benefits

Develop new modes of payments

- Implementation of prepaid card / smart card (e.g. each time the policyholder receives a payment, his card is credited and he/she can be paid at any bank account)
- Conclude agreement with banks (facilitate opening of bank account for policyholders)
- The transition of benefits payment directly to policyholders (instead of payment made to company) when it was not already the case

“Developed relationship with local Banks in order to expand services available to Social Security customers (including online payments, benefit payments transferred to claimant's bank account.” “Card payment: these are prepaid cards - each time the policyholder receives a payment, his card is credited and he/she can be paid at any bank counter. 50 000 cards are in circulation today and we are working on that development.”



Performance element #4

	OE	HC	CS
RM			
CM			
I			

Leverage actively external experience and expertise

Regional differences*



of organizations highlighting the importance for the performance*



*: Illustrative qualitative assessment made at the aggregate level

Social Security Organizations recognize the importance of leveraging external experience and expertise in order to optimize their performance



Main benefits identified

- Filling in the gap of resources
- Access to qualified staff/experts
- Sharing information (e.g. cross checking of databases)
- Cross-pollination of ideas/ boost for innovation
- Benchmarking:
 - Understand areas of improvement
 - Identify best practices



- ✓ Detection of fraud
- ✓ Reduced level of errors
- ✓ Increased efficiency
- ✓ Improved employee retention/motivation
- ✓ Services better customized to the citizens' needs
- ✓ Higher quality of services

“Innovative ideas will benefit organizations no matter what country”

“There is a large percentage of what we do which can benefit from using standard processes and disciplines. With what is consistent, we can learn from each other, but each country also has unique aspects which also need to be taken into account”

“Developing countries need more capacity building to help improve the process. The will to change is there but guidance and the opportunity to learn and put into practice is required”

Organisations in developing countries are more interested in leveraging others experiences and expertise

Sharing of experience is happening between private and public entities at the national or international level



KEY CONTRIBUTORS

Governmental organisations

Non governmental organizations (not for profits/communities)

Private sector

Universities

Service providers

GOOD PRACTICES

- Collaboration with government agencies to share data
- Collaboration with banks regarding the payment of benefits
- Participation in programmes led by the government and other non-government agencies
- Benchmarking analysis
- Attending conferences and using networks / encouraging participation in various forums
- Creation of steering committees including external experts
- Membership in international associations
- Working with service providers to develop and implement new processes and tools

QUOTES

“Collaborate with other federal agencies and other communities to share and verify data”

“This collaboration is important as each group provides a different perspective which makes you realize there are different methods of improving service”

“The organization definitely requires the support of non-governmental and community-based organizations in order to drive innovation”

“Will also look at what other countries are doing before implementing a new system to see best practice”

“Most of the innovations come from regular discussions held with member organizations so we have antennas out for when certain things need to be changed and innovations are processes triggered from there. We ensure that we keep a broad dialog with members of the community, member organizations and society which keep us innovative”

Differences in resources and infrastructure is the greatest challenge successfully leveraging the experience of organizations in other countries



Challenges to leverage international experience

Number of mentions:

7

- Diversity of infrastructure and resources across regions

4

- Cultural differences that require customization of initiatives

2

- Lack of skilled people and skills to implement initiatives

1

- Language and time zone differences that impact the ability of countries to work together

1

- Political stability

1

- Lack of consistency with objectives/priorities defined by governments

1

- Differences in literacy and access to services

Examples:

“Implementation by various funds management systems on the basis of international standards allows the diminishing of regional disparities. However, it is clear that many structures still suffer from national cultures issues and remain conserved in their wills or initiatives for improvement in the economic or local environment”

“Global differences impact the way we work and interact with other countries. Language and cultural differences can be challenging for non-US professionals to work on the system.”

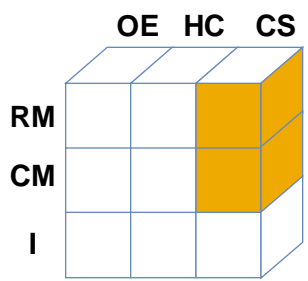
“Many structures still suffer from national cultures issues and remain conserved in their wills or initiatives for improvement in the economic or local environment”

“Low income regions equals lower educational systems, turnover of staff due to political change or instability results”

“We have important regional differences within our country, especially between the Northern and the Southern workforce. So even if we have same standard processes, everyday management differs depending on the location.”



Performance element #5



Position the organization as an active contributor to society

Regional differences*



of organizations highlighting the importance for the performance*



*: Illustrative qualitative assessment made at the aggregate level

To implement the social security mandate, Social Security Administration involves the performance in various tasks ...



TASKS LISTED BY THE ORGANIZATIONS INCLUDE:

- Pay benefits, grant rights
- Minimize errors
- Prevent fraud
- Implement legislation
- Mitigate change in legislation
- Manage efficiently their organization (quality, cost)
- Manage financials
- ...

QUOTES

“Our organization is more an administrator than a policy maker. Due to the nature of the social issues, we are not involved in the broader decision-making process”

“Being a social insurance organization, the organization is committed to provide need based benefits- comprehensive medical care to insured and his family members as well as cash benefits in the contingencies of sickness, maternity, disablement (temporary as well as permanent) and death due to employment injury and unemployment allowance / medical care to insured and his family during unemployment insurance period”

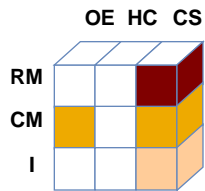
“Our challenge is trying to achieve the goals set out in our strategic plan as well as implement structural reforms and laws passed by government”

“Our mission is mitigating and dealing with government policies and changes in government”



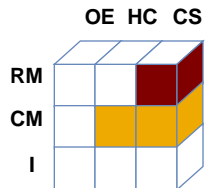
... and defining new priorities

New priorities identified by Social Security Administrators



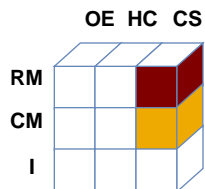
Learn from citizens

- Analyze citizens' needs in order to anticipate future needs
- Conduct satisfaction surveys in order to identify areas for improvement
- Encourage spontaneous feedbacks



Be proactive

- Adapt to special situations such as current economic turmoil (e.g. work on initiative to reduce delay of payment)
- Move towards a new mindset : Customer service culture
- Make regular assessments of performance and propose concrete actions (e.g. Annual report identifying areas of improvements)



Contribute to legislation

- Collaborate with governments to influence legislative landscape :
 - Active contribution to initiatives (e.g. anti poverty plan)
 - Required changes in legislation to fit with society changes (e.g. grant family supplement for 2 parents of the same gender)
- Provide government with feedbacks on the implementation of new legislation

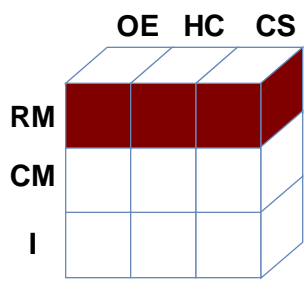
“As a concessionaire of a public service mission, our organization has signed a contract program with the State: define and implement a new policy for health and social action, invest in improving the socio-economic development of the country”

“External Customer Satisfaction Survey are conducted annually; Customer Service Representative are stationed in kiosks at each Branch Office; Customer Service complaints line is in place.”

“A recent example in measures we have proposed to the government in order to propose a better coverage (new supplement) for the lonely parents who are more hit by the financial crisis. We have sent a communication to the lonely parents that we have identified as being in this situation asking them to confirm (it was a very basic form of only two checkboxes to complete and send us back: they just needed to confirm the information).”



Performance element #6



Fully embed risk management in the organization and the processes

Regional differences*



of organizations highlighting the importance for the performance*



*: Illustrative qualitative assessment made at the aggregate level

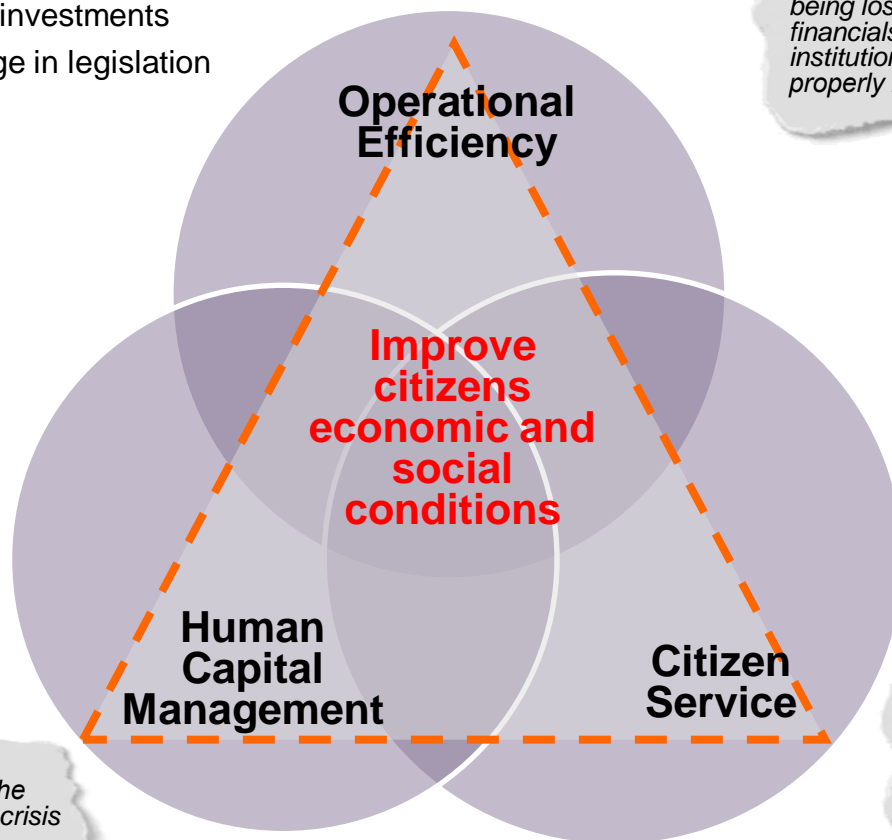


Social security organizations are facing risks in the three key areas of their activity

Main risks:

- IT security & Fraud
- Financial risk or risk of poor investments
- Political instability and change in legislation
- Natural disasters

“Major risks are: non-compliance, such as non registration and non-payment of contributions, information on the data base being lost or fraudulently manipulated, financials (the infrastructure is a financial institution: risk of investments or funds not properly managed)”



Main risks:

- Skilled people retention
- Shortage of qualifications
- Resistance to change
- Low engagement
- Pressure from unions

Main risks:

- Loss of reputation
- Quality of service
- Difficulties in accessibility
- Economic crisis and pressure on services

“The major risk in such area (HCM) is the brain drain. The organization faced the crisis of losing personnel in expert level.”

“Operationally, the main risk is, of course reputation risk and also risk of the system breaking down and therefore not being able to give information to our members as they come to our counters, or to do transaction when they come to the counters”

The majority of organizations address risk management on an ad hoc basis but some have developed an integrated approach



Ad hoc approach

- Identification of operational areas or functions that are sensitive to risk
- Focus on IT or financial divisions
- Risk managed on a project by project basis

- Identification and management of risk made by each units independently
- Risk reviews sometimes made by internal or external auditors

- No dedicated IT system

Processes

Capabilities

ICT systems

Integrated approach

- Clearly defined objectives and action plans
- Risk maps, strategic risk matrices and risk audits
- Key performance indicators
- Assessment of internal control and proposed corrective actions

- Dedicated risk management personnel and risk management teams
- Leaders trained as risk facilitators
- Staff support and training

- Models for prediction and forecasting
- Integrated IT systems and Computerization

“Risk management is not integrated so far, more dealt with on an ad hoc basis. This is an area which needs improvement. The challenge is to convince people that there is a need for risk management to improve our performance”

“Risk management can improve business performance in that it gives a clear idea of the internal control process and the contribution of each process to achieve the organizational objectives. Furthermore, it allows the realization of value-added audits that reveal focal points on which to focus future audits and improvement efforts.”



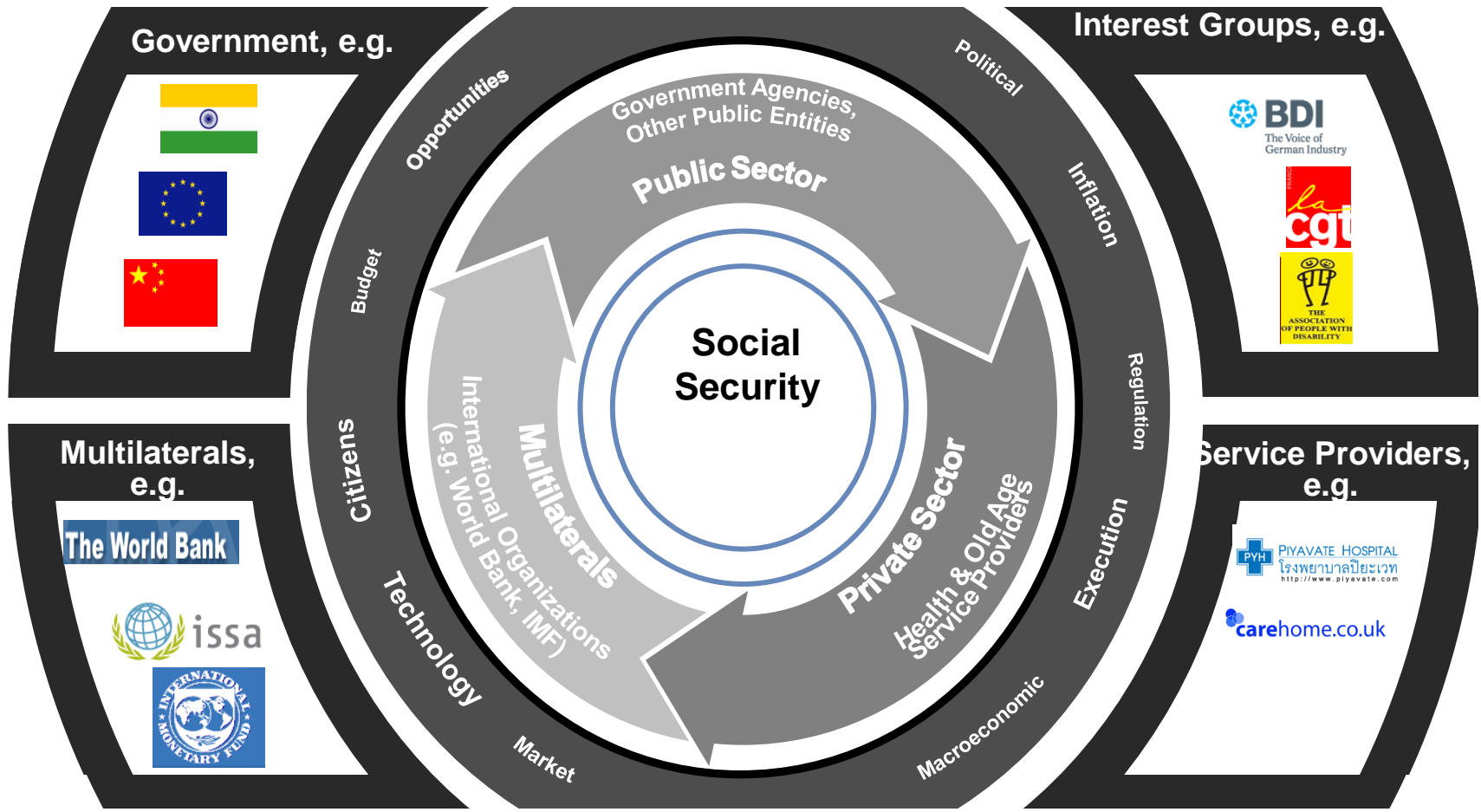
Appendix

Appendix # 1



Social Security ecosystem and key challenges

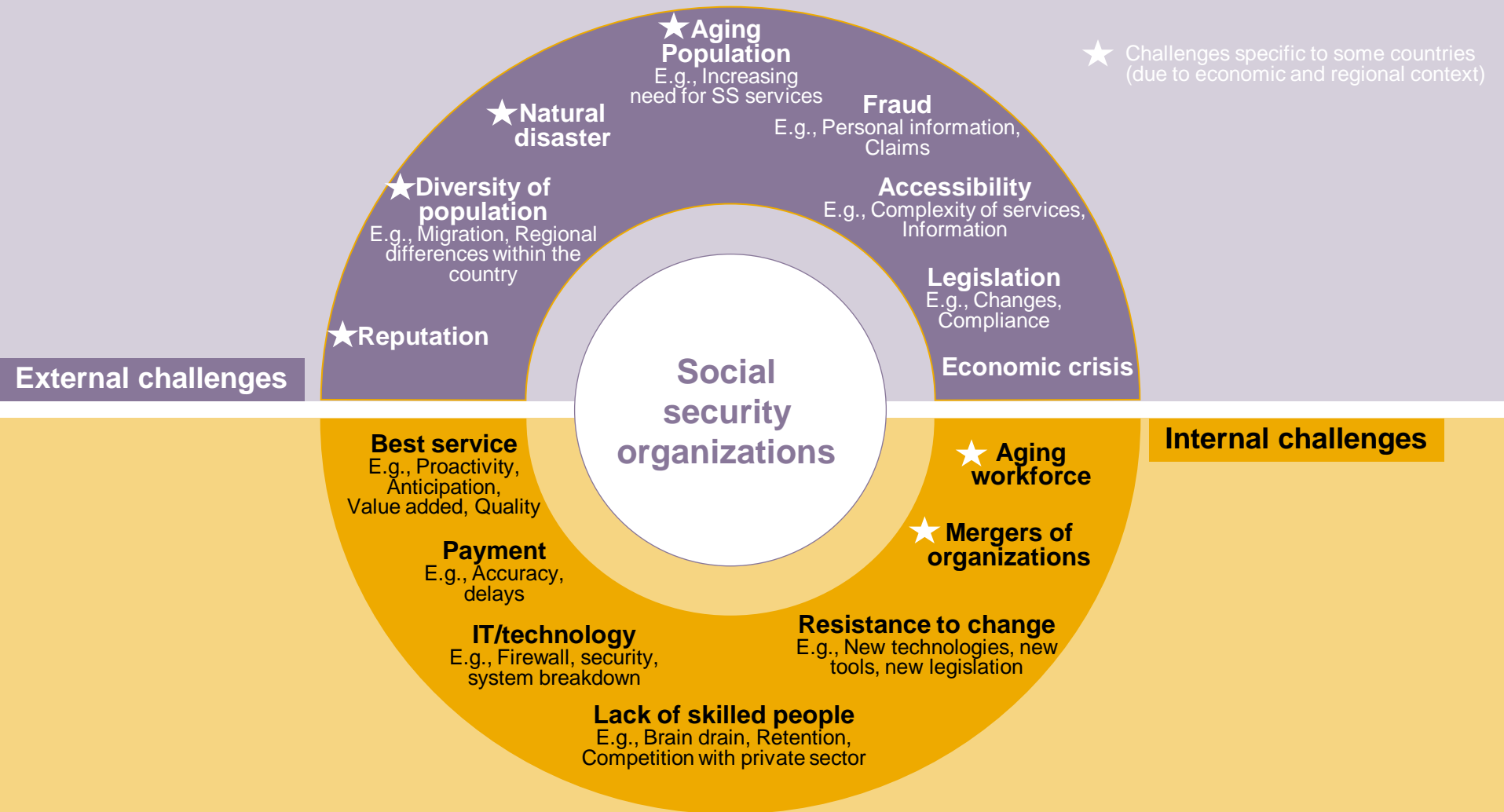
Social Security providers operate in a complex ecosystem



Social Security organizations are facing both external and internal challenges



★ Challenges specific to some countries (due to economic and regional context)



Appendix # 2



Contribution of the six elements in the performance of the organizations

- A qualitative assessment of the contribution of each element in the performance of the organizations regarding each of the 3 strategies have been made in order to understand the key drivers of the performance in each area.

Contribution of the six Elements in the performance of the organizations – Risk Management



Impact of the elements on the performance of the organization in risk management*

	Risk Management		
	Operational efficiency	Human Capital	Citizen Service
Empower employees			
Promote social security services			
Innovation centered on citizens			
Leverage external experience & expertise			
Position as an active contributor to society			
Embed risk management			

LEGEND

- High impact on the performance
-
- Low impact on the performance

*: Illustrative qualitative assessment made at the aggregate level

Contribution of the six Elements in the performance of the organizations – Change Management



Impact of the elements on the performance of the organization in change management*

	Change Management		
	Operational efficiency	Human Capital	Citizen Service
Empower employees	●	●	◐
Promote social security services	◑	◐	●
Innovation centered on citizens	◐	◑	●
Leverage external experience & expertise	◑	◐	◐
Position as an active contributor to society	◐	◐	●
Embed risk management	◐	◐	◐

LEGEND

- High impact on the performance
- ↓
- ◑ Low impact on the performance

*: Illustrative qualitative assessment made at the aggregate level

Contribution of the six Elements in the performance of the organizations - Innovation



Impact of the elements on the performance of the organization in innovation*

	Innovation		
	Operational efficiency	Human Capital	Citizen Service
Empower employees			
Promote social security services			
Innovation centered on citizens			
Leverage external experience & expertise			
Position as an active contributor to society			
Embed risk management			

LEGEND

- High impact on the performance
-

*: Illustrative qualitative assessment made at the aggregate level

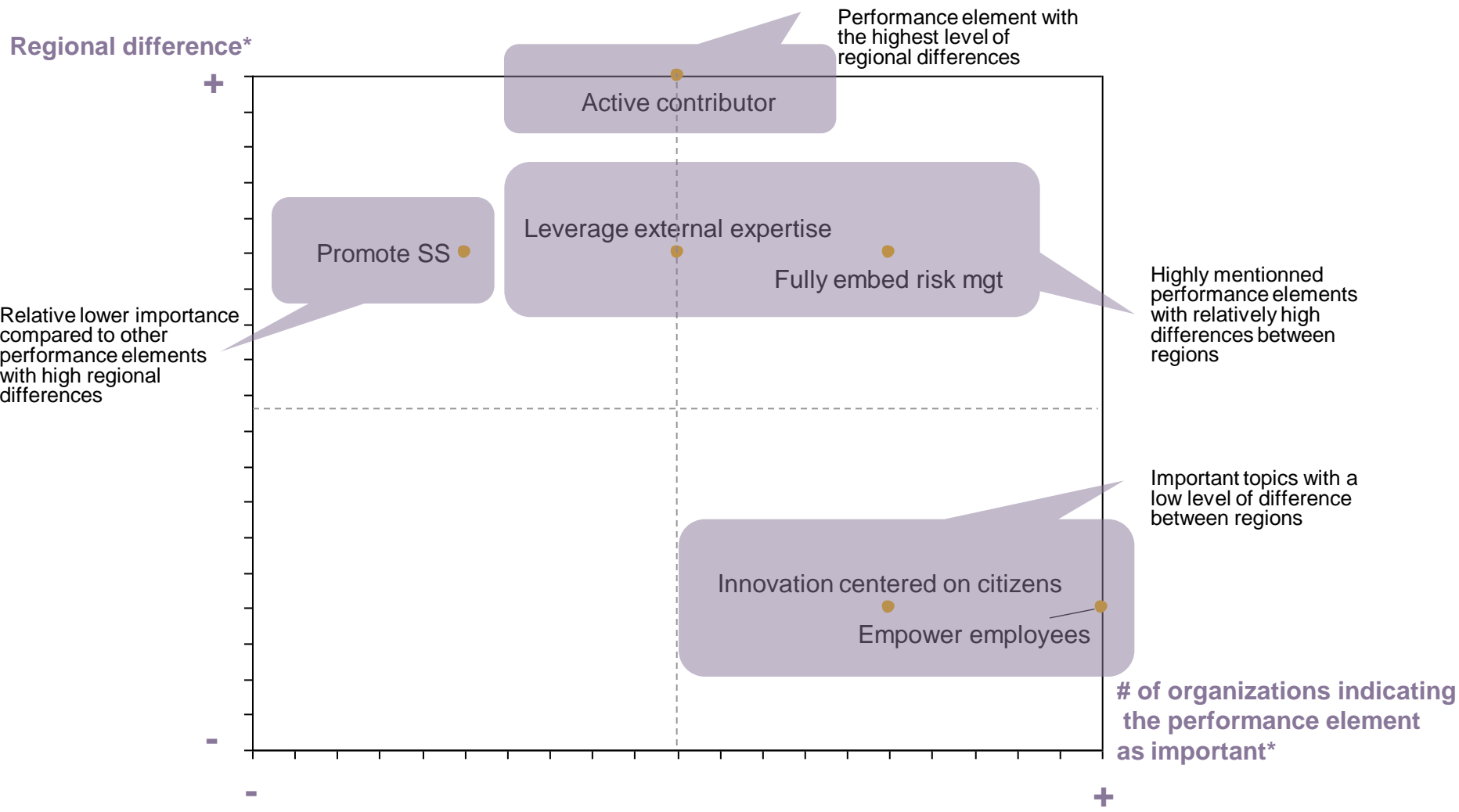


Appendix # 3

Mapping of Performance Elements in terms of frequency of mentions and regional difference



Mapping of Performance Elements in terms of frequency of mentions and regional difference



*: Illustrative qualitative assessment made at the aggregate level



Appendix # 4

**Processes developed and implemented by the organizations
in risk management, change management and innovation**

The majority of organizations interviewed employed centralized risk management processes that are integrated into all processes across the organization



Risk management processes can be classified into three categories:

Centralised processes (12) mentions

Centralized processes are streamlined and integrated across the organization, often with a single department or unit overseeing the execution and planning

Decentralised process (8)

Decentralized processes involve streamlined processes but these processes are unique to different departments and often restricted to financial procedures

No specific processes (8)

Processes are defined and carried out often only when a problem arises. No centralized units or processes are in place

Examples:

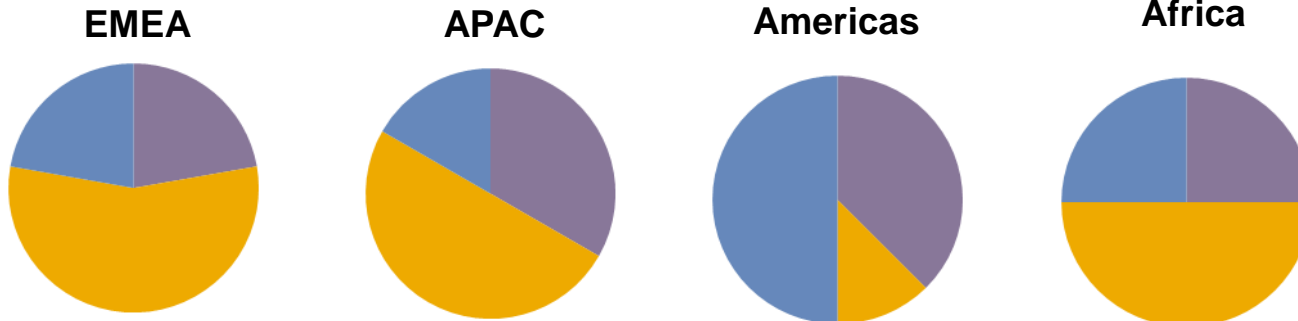
"Integrated into organization's processes (selection of files based on pre-established criteria and the control of these files). Units at each control level"

"Risk management is well integrated in all organizational processes, it is at the centre of our structure's concerns, we have developed a risk map to identify, assess, predict and manage potential risks"

"Risk management is not present in all processes but is handled in strategic projects through a methodological approach which seeks to identify and mitigate them"

*"We manage risks indirectly and sometimes ad hoc"
"Risks are dealt with as they arise"*

Regional differences:



The majority of organizations interviewed utilized ad hoc change management processes that are engaged only when the need arises



Change management processes can be classified into four categories:

No specific processes (11)

Integrated processes involving all components of organisation and stakeholders (7)

Specific unit for change management (6) mentions

Processes isolated within leadership groups or specific departments (4)

Examples:

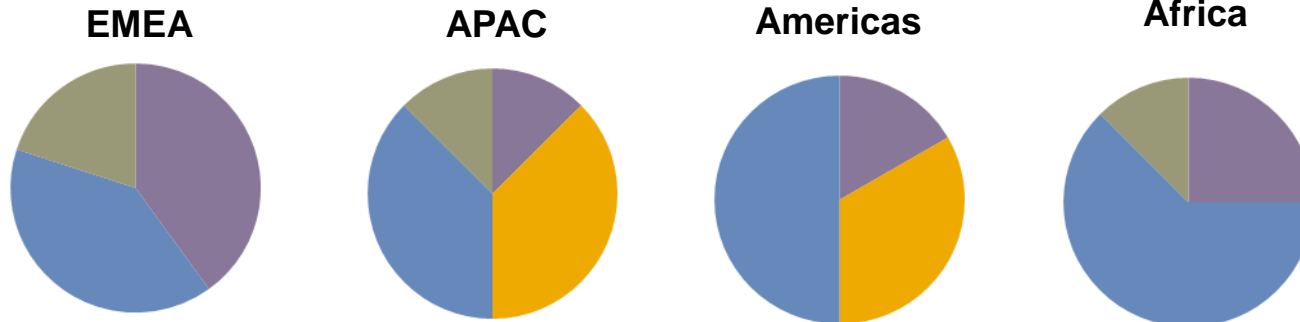
"No specific process to manage change, but ad hoc process are put in place as and when needed"

"Balance scorecard : look at financials but also at how processes / staff are functioning, at the perception of customers"

"Change Sponsorship Program to help with the implementation of organization-wide changes"

"No specific process to manage change, but ad hoc process are put in place as and when needed"

Regional differences:



Most organizations have specific processes in place to encourage innovation within the organization



Processes to encourage innovation can be classified into three categories:

Specific processes to encourage innovation (11)

- “Compulsory objective for every department to contribute to innovation”
- “Each staff member has a KPI for idea generation”
- “The organization has created an innovation board.”
- “Sending people abroad to learn more about best practices”

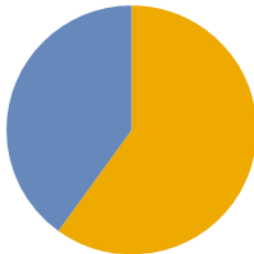
Innovation encouraged through general company processes (10)

- “Promotion of innovation is organized decentralized in the respective units.”
- “Investment Department researches global best practice to trigger innovation”
- “Employees also used as triggers for innovative ideas through the portal”

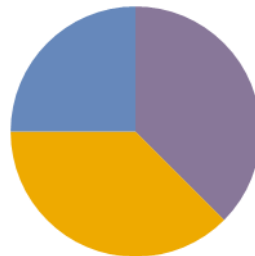
No specific processes in place to encourage innovation (7)

- “No specific process to manage innovation - no mechanisms to support or promote it”
- “Understand that innovation is present in all processes and tasks and how these are being used to improve service delivery and innovating social security”

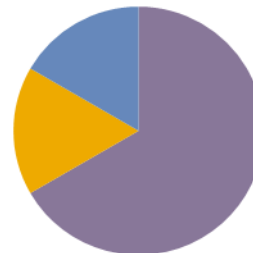
EMEA



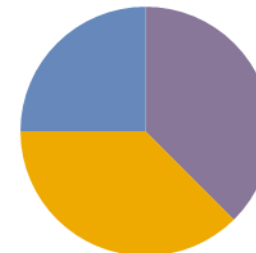
APAC



Americas



Africa





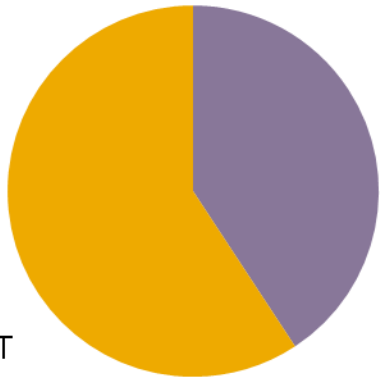
Appendix # 5

ICT systems used by the organizations in risk management and change management

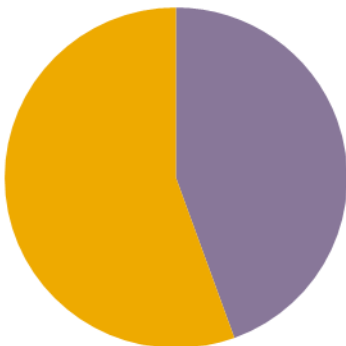
Almost half of the organizations use IT programs or systems to support risk and change management however no two organizations use the same type of system



Use of IT in Risk Management



Use of IT in Change Management



Examples of IT systems used:

- “Task flow management system (automatic cross checking generating a task if inconsistency with database information)”
- “Simple tool developed in excel in order to monitor risks (collection of risk assessments and determination of priorities) + data warehouse and reporting system (detect and monitor strengths and weaknesses of the risks + forecast risks)”
- “Have a major risk operational system which assesses and monitors key risks per department on an automated basis”
- “Risk assessment tool in place (Risktracker) = Microsoft excel tool”
- “IT - Have a Risk Identification Management system which identifies risks as well as possible mitigating factors. Also have monthly meetings to identify and deal with identified IT risks”
- “A number of process tools such as BPM, IBM websphere, business modeler are used”
- “Online software release form and change management system“
- “Operational Guidelines for Incorporation Monitoring, Control and Collection were developed - a IT tool to capture information that tries to generate an improvement in management and contribute to the operational processes of the sub IMSS has been done following the laws and regulations in force, and policies and programs of the Directorate of Integration and Collection are correctly applied.”
- “Have developed a portal whereby employees can see internal information and knowledge and can contribute their opinions”