

# The Application of CAF in the Hungarian System of Pension Insurance

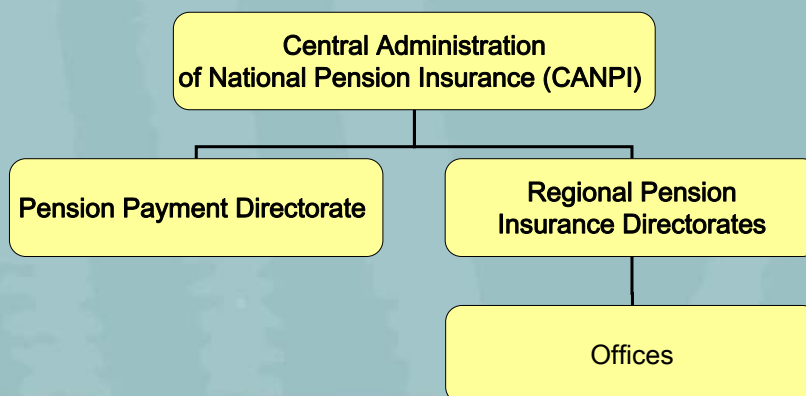
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## *The Institutional System of Hungarian Pension Insurance*

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## *The Mission of the Administrative Bodies of Pension Insurance*

- Service provider with cost-effective operation, perceived as trustworthy by citizens;
- Reinforcement of client-centred attitudes. Client service related activities, provision of quality customer service and work performance at a high professional standard;
- Meeting the expectations of citizens and the Hungarian Government in terms of pension insurance-related tasks;
- Close co-operation with the competent bodies of the European Union and those of other Member States in order to perform pension insurance- and pension disbursement-related tasks on an international level;
- Use of resources in proportion to the requirements of the actual tasks to be performed as well as adoption of effective and cost-saving operational practices.

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## *The Vision of the Administrative Bodies of Pension Insurance*

- Improvement of service-type operation in addition to performing official and administrative tasks (acting as a competent authority).
- Through the continuous development of up-to-date task management and information systems, ensuring a faster and more professional client service, as well as quality performance of basic, routine tasks in a timely manner.
- In line with the requirements of the European Union, develop a uniform system of quality assurance guaranteeing a high standard of performance.
- The development of a flexible information system adjusted to client expectations and needs.

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## Main Results Achieved

### Development of a "Knowledge Base"

#### Acting as an Information Storage Facility



Developing intra-institutional electronic communication  
 - creating an information storage facility also known as "Knowledge Base", using the existing Intranet facility  
 Areas of further development:

- a key objective might be connecting local information storage facilities to a country-level network, devising uniform regulations for use.

- another objective is the use of intra-institutional information systems by colleagues on a daily basis.



- The launch of the so-called local Newsletters and the further development of such newsletters

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## Main Results Achieved

### Development of Client Relationships

- alterations to the client satisfaction questionnaire, a new, sectorally standardised questionnaire;

- placing Opinion Boxes in front office areas;

- identifiability of customer service personnel;

- overhaul of front office areas (e.g. restrooms for the physically disabled, installation of windows and partition walls);

- use and upgrading of queue management systems.

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## Main Results Achieved

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### Measurement of employee satisfaction

- use of a sectoral employee satisfaction questionnaire standardised and recommended by CANPI (low participation rate, lack of positive attitudes);

### Anomalies

requests for taking opinions expressed more into account

vs

unsuccessful attempts to use Opinion Boxes

- boxes for opinions and ideas expressed by employees (results: not in line with expectations – lack of work optimisation-related suggestions)
- investments (air conditioners in offices).

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## Main Results Achieved

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- Intra-institutional communication, information flow:
  - consideration of possible alterations to Intranet
- Preparation of public communication strategy
- Changes to web site
- Revision of the client-satisfaction questionnaire
- Development of human resources management
  - Flexible management of personnel  
(*reorganisation*)
- Upgrading of the ICT equipment inventory system
- Application of ICT technologies
  - Compulsory testing

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## Difficulties

- Some of the corrective measures identified could not be realised due to lack of financial resources.
- Corrective measures had to be devised in a manner that the least possible work load can be imposed on an already overburdened staff.
- The incorporation of corrective measures in the current operational model of the Administrative System had to be executed in a way that related measures can be fully supported and accepted by both management and staff.



## Lessons Learnt

Conditions of the successful application of CAF:

- commitment of the central leadership towards continued progress;
- acknowledgement of the results achieved even if such results possibly highlight weak points of the institutional system;
- far-reaching communication both inside and outside the self-evaluation groups;
- long-term planning.



**Thank you for your kind  
attention.**

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