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INTERNATIONALE VEREINIGUNG FÜR SOZIALE SICHERHEIT

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Service delivery

A case of the Public Institution for Social Security

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Good Practices in Social Security

Good practice in operation since: 2004

Service Delivery System

A case of The Public Institution for Social Security

The Public Institution for Social Security
Kuwait

Summary

The Public Institution for Social Security (PIFSS) of the State of Kuwait has always been keen to have in place an excellent Service Delivery System operating based on advanced methods and duly equipped with the latest modern technological systems that contribute to the facilitation and simplification of PIFSS's work procedures and the implementation of its strategic projects.

In the course of its incessant endeavors to offer outstanding services to its clients within its annual operational plan, PIFSS has directed its attention towards focusing on providing high-quality services to its clients and pensioners through applying the one Stop Shop approach through its Front Line Offices of the Service Delivery Department. This Department is staffed with competent and qualified female employees duly specialized and trained on the different social security fields. In this respect, PIFSS has raised the number of female service delivery employees to reach 120 in the Headquarters.

PIFSS has supported the provided services with modern technological systems that link the computers of the front desk offices with the automatic systems in addition to archiving the insured persons' paper files. This automation process enabled PIFSS to convert into the paperless office in a bid to reduce time, effort and money.

In this regard, PIFSS has divided Service Delivery Department into three color-based divisions (red, orange, and green) reflecting the importance of each, of which the red-colored service delivery hall is for people with special needs, the elderly and humanitarian cases. Moreover, the waiting rooms are equipped with all appliances and technologies that help diffuse insurance awareness.

CRITERIA 1:

What was the issue/problem/challenge addressed by your good practice?

- Slow processing of claims and decrease in clients' satisfaction.
- Increase in the number of clients visiting PIFSS to receive services leading to crowdedness.
- Incompetence of electronic systems and relying on paper files of the contributors and pensioners.
- Low level of clients' insurance awareness and acquaintance with the social insurance law and related work procedures.

CRITERIA 2:

What were the main objectives and the expected outcomes?

- Quick processing of claims and improve clients' satisfaction through rendering timely, accurate and thorough services.

- Increase the level of clients' confidence in PIFSS.
- Ease burden on PIFSS by reducing clients' crowdedness in the waiting rooms and by processing their claims more efficiently and timely.
- Contribute to the diffusion of the insurance awareness among insured persons and clients.
- Ensure accuracy and reliability of database related to the insured persons through the utilization of the best and modern electronic systems and providing each client with his/her Statement Account.
- Convert into paperless office.
- Support and confirm the idea that public institutions are capable of providing high standard services to their clients focusing on results not simply outputs.
- Improve the provided services by introducing the color-based service delivery system; PIFSS divided the service delivery offices into three colors which will help the client heading easily and quickly towards the counter through which he/she can receive service. This will also enhance the enforcement of equal opportunities and treatment between all PIFSS's clients by giving priority and preference to the elderly and the people with special needs.

CRITERIA 3:

What is the innovative approach/strategy followed to achieve the objectives?

- Introduce and develop computerized systems to better serve the realization of PIFSS's strategic objectives. These systems are also used to put accurate and timely processing of claims in place as well as convert PIFSS's service delivery system into paperless procedures.
- Accurate and best procedures for staffing female employees in the Service Delivery Department; attending specialized training courses on the Social Insurance Law, work procedures and on the skills of communication and serving clients.
- Focus on staffing females at the front line counters since they are more capable to deal with clients patiently. PIFSS has recently increased the number of Service Delivery Department staff to reach up to 120 in the Headquarters subordinated to nine female supervisors who direct and help them answer difficult queries. This is besides the provision of 12 receptionists for guiding clients headed by a manager and two supervisors.
- Divide waiting rooms into: main room including 60 counters for receiving claims and insurance inquires, certificates room consisting of 15 counters, teller room consisting of eight counters, contributions room including eight counters, and a special room for electronic service consisting of four counters.
- The main room is divided into traffic light colors (red, orange, and green) reflecting the importance of each of which e.g. the red hall is for people with special needs, the elderly

and humanitarian cases, and is located directly opposite to the entrance and very close to the waiting areas.

- Application of "Queue Management System" in order to reduce the waiting time and make clients feel comfortable during that period.
- Pay further attention to the people with special needs and the elderly, PIFSS provided them with wheel chairs and transportation vehicles and assigned a special entrance leading them to the main gate of service delivery room as well as their claims are processed in the red hall.
- The certificates' room is placed in the car parking building; it helps ensure quick processing of claims and meeting clients' satisfaction.
- Free car parking building is prepared for clients and linked to the main building; it is furnished with air-conditioned tunnel and duly equipped with T.V. screens that display flashes and awareness messages about the social insurance law together with the availability of computer devices.
- Waiting rooms are provided with comfortable and wide chairs together with serving beverages (hot & cold) and free light meals in addition to daily newspapers and awareness and guidance brochures.
- The Service Delivery Department is linked electronically with PIFSS's relevant departments and with related external bodies in order to transfer the required information, data and documents about the beneficiaries of social security.
- Provision of a free medical check up clinic for performing sugar, blood pressure and cholesterol tests.
- Introduction of document retrieving system (File Net), which is specially prepared for archiving the personal file of the beneficiaries and employers, achieving higher efficiency and speed in retrieving data and information.
- PIFSS has geographically expanded its activities by opening branches for serving clients in remote areas.
- One of the branches of PIFSS keeps serving its clients in the evening period.
- To ease time and efforts on PIFSS's clients, a special link on its website was installed through which they can apply for obtaining their account statements and for a certificate of "To Whom it May Concern".
- To meet clients' satisfaction and reduce burdens on the Service Delivery Department, PIFSS has established a call center consisting of 20 female agents supervised by two female supervisors.

- Contribute to the diffusion of insurance awareness among insured persons and clients through using the following means: brochures and booklets on the Social Insurance Law and work procedures as well as the required documents, TV and radio flashes, different mass media, and internet. PIFSS keeps displaying a documentary film on social insurance system in consecutive manner for the clients and audience at the theatre annexed to the Service Delivery Department.

CRITERIA 4:

Have the resources and inputs been used in an optimal way to implement the practice?

- PIFSS has developed the necessary technical and technological infrastructure for improving the provided services.
- The project has been executed by the PIFSS's competent and qualified cadres as they attended training courses that ensure excellence of service delivery.
- Allocating the required amount for the progress in the implementation of the project in the PIFSS's annual budget, as well as linking the fields of expenses with the annual development plan of the Service Delivery Department.
- Providing the required logistics in the waiting halls, such as comfortable chairs and wheel chairs etc.
- Purchasing up-to-date modern automatic systems such as the documents retrieving system (File Net), (Z/OS) system, Database system (DB2) and training users of these systems. Such systems are developed internally by the PIFSS's IT Department.

CRITERIA 5:

What impact/results have been achieved so far?

The most important results of this service delivery system are as follows:

- PIFSS has prepared questionnaires for its clients to measure their insurance awareness and to what extent they are satisfied of its performance in serving them and in processing their claims. The results of these questionnaires show that the insurance awareness among clients has remarkably increased in addition to the increase in their satisfaction of the provided services and claims processing.
- PIFSS has become an important center for providing different sectors in the State of Kuwait with necessary information, and it has exemplified a good model for providing best services to its clients. In this respect, it has been awarded many prizes for being the best governmental institution which is outstanding and distinguished in serving its people

e.g. it has been awarded the Administrative Excellence Shield.

- The successful, fast and accurate processing of claims resulted in the following:
 - a) decrease in crowdedness of clients. 1,200 clients are being served by 128 employees per day: an average of nine clients per employee, resulting in positive effect on both clients and employees;
 - b) the turn-round time for receiving and processing of claims "issuance of to whom it may concern certificate" is ranging between five to ten minutes;
 - c) death grant claim is now processed within two to five days from the date of death, instead of two weeks in the past;
 - d) reduction of waiting time before being served to five minutes;
 - e) insurance awareness is being raised through the media campaign messages targeting PIFSS clients visiting the front line offices.

CRITERIA 6:

What lessons have been learned?

- Importance of developing and simplifying the work procedures in order to ensure the provision of excellence of service delivery.
- The necessity of observing the differences between the needs of the service recipients and the differences in the level of their insurance awareness.
- The role of the various mass media in promoting and increasing the insurance awareness and utilizing the visit of clients to PIFSS's buildings for broadcasting direct and indirect insurance awareness-raising messages among them.
- Importance of having Key Performance Indicators (KPIs) to measure periodically the level of the provided services and the level of clients' satisfaction.
- Importance of mutual communication with the service recipients (Client Voice) and obtaining feed back from him/her.
- Importance of buying - in clients through the high quality services provided to them using the "one Stop Shop" approach.
- Importance of increasing the number of staff serving clients.
- Supporting the idea affirming the competency of females in the face to face service delivery.

CRITERIA 7:**To what extent would your good practice be appropriate for replication by other social security institutions?**

Since the insured persons' satisfaction is one of the main objectives which all the social security institutions worldwide endeavor to realize, and due to its positive impact on turning institutions from output-oriented to result-oriented ones, increasing insurance awareness and controlling contribution evasion; we call upon all social security institutions to work hard for obtaining their clients' satisfaction of the provided services each based on its available resources and technical abilities.

Eventually, whatever limited resources any institution may have, ensuring the provision of front line officers, highly dedicated, trained and capable of serving customers politely and efficiently, is not costly.