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Good Practices in Social Security

Good practice in operation since: 2015

Adaptive Human Resources Management – Employees' motivation system based on the competence model

A case of the Social Insurance Institution

Social Insurance Institution

Poland

Summary

In the turbulent, constantly changing environment achieving ZUS' strategic objectives requires (among others) modifying the organizational culture by increasing employee satisfaction. For this purpose, the coherent human resource management system based on the model of competence will be implemented.

Clearly defined expectations towards employees, the training and development system and the identification of possible career paths contribute to increasing employees' acceptance of the changes, and thus consolidate the benefits of the modernization process of the institution.

The solutions proposed during the implementation of the project will also affect the improvement of employee motivation.

The objective of the project is to develop solutions and tools to support raising the level of employee satisfaction from work in ZUS and increasing their involvement in the implementation of tasks and engender pro-client attitudes.

A project Employees' motivation system based on the competence model started in October 2015 with the first workshops on the new recruitment procedure. The implementation of the whole project is planned to take place over a few years (c.a. 3-5).

CRITERIA 1

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

In the organizational area we developed the process management. Based on the business units' specialization, responsibilities and tasks were grouped in the whole organization. Specific business units have been created.

In the technological area the scope of electronic client services tools has been developed, as complex services of Electronic Services Platform (Platforma Usług Elektronicznych - PUE).

In the work quality area we have introduced management by objectives. Every quarter, the employees of branch offices are evaluated where they are in the implementation of the strategy.

Employees of ZUS, who have been working for many years, faced entirely new conditions and challenges. In the new conditions the most needed virtues and competencies are: new knowledge and skills, new attitudes, habits and ways of thinking. The need for tools to lead employees through this change became obvious. At the same time, from the competence model output, the competences and virtues ZUS needs in its staff, are put in the appraisal system and employees are being encouraged to develop them: to learn new tools, to get knowledge about the recent law changes, to develop client orientation, etc. Especially this last issue has been

the most difficult challenge addressed by the project. People used to follow the old pattern, they are afraid of changes. It is crucial to convince them about the new working conditions and move to new ways of thinking and methods of working, which are different from the ones they are used to.

CRITERIA 2

What were the main objectives and the expected outcomes?

With the human resource management system based on competencies, we expect to:

- reach the cohesion of processes related to human resources management;
- increase of the efficiency of HR processes, with due regard taken of the potential and expectations of the ZUS staff;
- get uniform rules for employee assessment and promotion – in order to offer them fair perspectives and a clear path of professional career development;
- guarantee more transparent rules on remuneration ensuring that professional competences and engagement is fairly acknowledged;
- have employees with the best adjusted professional profile.

Adaptive human resources management supports the achievement of other goals of the ZUS Strategy. Human resources policy is one of the most important tools - to face the challenge of adapting to the demanding environment. Such an adaptation is both in the interest of the employee (feeling more secure in the institution when better prepared to face the new tasks) and of the Institution (remaining reliable and ready to cope with new challenges).

Human resources policy through the introduction of the competence model supports the achievement of other goals of ZUS strategy.

The introduction of the competence model allows a coherent, comprehensive set of criteria for evaluation of the employee's efficiency to be developed. The competence-based approach puts greater emphasis on the employee's ability to adapt to changing working conditions and ability to develop personal competences (permanent learning process).

Competence remains the main source of capacity to increase efficiency and quality of work.

CRITERIA 3

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

The competence model is defined as the set of specific competencies, tailored to the specific nature of work. For ZUS, 23 specific competences have been defined. They are divided in 3 groups:

- general (client orientation, for instance);
- specialised (problem solving, for instance);
- managerial (for example decision-making ability).

A new template of post description cards, containing as an integral part competency profile requirements, has been developed within the project. Post description cards are the basis for recruitment, for periodic evaluations of employees and for post evaluation. New tools for the selection process, such as interview and competency tests, are being introduced in the first stage of the project. They are based on the competence model.

ZUS employee competence model has been defined by an external independent advisor in cooperation with our Institution. ZUS employees at all levels were involved in this work. As a result, they could give their support to the introduction of the changes. This also made them identify with the Institution and with the adapted innovation measures.

The creation of an integrated competence management system in ZUS allows the use of a single competence model for all the functions of human resource management, including:

- primary job evaluation;
- recruitment and selection;
- the interim evaluatio;
- planning of professional development.

Making decisions on human resources policy at different stages of an employee career in the institution (from recruitment to termination of work) will be based on clearly defined principles.

The integrated competence management system also refers to the results and conclusions of analysis of employees' motivation and organizational culture. Employees expect clear criteria for evaluation and promotion; the competence model can guarantee that.

CRITERIA 4

Have the resources and inputs been used in an optimal way to achieve the set objectives and the expected outcomes? Please specify what internal or external evaluations of the practice have taken place and what impact/results have been identified/achieved so far.

The project was implemented by the ZUS project team and external experts. The ZUS project team consisted of employees from headquarters and from three branches (small, medium and large) in order to reflect the ZUS organizational structure and the respective needs of employees of these units.

The idea of the project is that after the development phase the pilot is implemented. This approach enables the verification of the competence model, the system of periodic employee's evaluations, etc. The pilot of the competence model took place in 5 branches as well as headquarters. Nearly 500 people took part and it continued for 46 days. The pilot/trial implementation in headquarters was carried out in the Audit Department, which by its nature is actively involved in the project and is open to new solutions. Furthermore, the size of this department enables the project to assess the threats and risks for the whole organization based on a small sample.

At the turn of September and October 2015 a trial periodic assessment was carried out. The results of the assessment made it possible to gather information regarding the evaluation process and validate the assessment for the employees. Following the evaluation, some adjustments have been done, related to the evaluation process itself and to the wording used for the description of the competence model. Employees gave positive feedback on the evaluation interview. They found it important, as it allows to clearly identify the key tasks and mission of the unit they work in. They also appreciated the valuable opinions and recognition of their work as well as valuable remarks relating to their professional development opportunities and to the targets and tasks to be followed by them for the next year.

CRITERIA 5

What lessons have been learned? To what extent would your good practice be appropriate for replication by other social security institutions?

The public administration in Poland, as is the case for many countries, cannot compete with the private sector in the area of remuneration. On the other hand, it is asked to do more with less and with limited human and financial resources.

Thus, new motivational tools are needed – tailored both to institutional and client needs and, at the same time, to the institution's employees' expectations.

The creation of an integrated competence management system allows the use of a single competence model for all functions of human resource management, which are the same in every working place – from recruitment to termination of work.

Adaptive human resources management is one of the key areas in modern institutional management, supporting the achievement of the institution's overall strategic goals. It is crucial to get staff involvement and support from the very beginning, i.e. already at the preparatory phase, for introducing innovative measures in the very sensitive area of HR policy.

An adaptive approach to human resources management can be easily practiced by all social security administrations all over the world, as it answers very similar challenges.