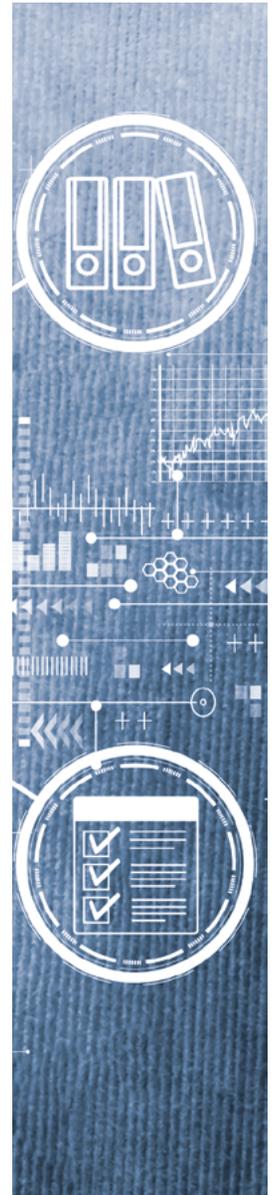


Strategy of the Social Insurance Institution for the years 2021-2025



SOCIAL
INSURANCE
INSTITUTION

*Ladies and gentlemen,
Employees of the Social Insurance Institution,*

The years 2016-2020 were full of challenges and changes for the Social Insurance Institution (ZUS). During this period, we successfully implemented a number of socially important reforms that achieve ZUS strategic objectives and contribute to the creation of e-country.

The most important of these projects include: e-Składka (e-contribution – introduction of individual contribution accounts for payers), e-ZLA (medical certificates of incapacity for work in electronic form) or e-Akta (e-records – shortening the employee records retention period from 50 to 10 years and their digitisation).

In addition, in mid-2019 we were one of the first institutions in Europe to complete the construction of the National Application of EESSI (Electronic Exchange of Social Security Information) and a national contact point with the EU system for the exchange of social security information. A uniform and secure electronic communication was introduced between institutions of EU countries, which guarantees quicker processing of citizens' cases and reduces the number of errors and language misunderstandings.

During this period, we also developed e-services offered by Poland's first e-government office – ZUS Electronic Services Platform (Platforma Usług Elektronicznych, PUE). Using their individual profiles, ZUS clients may, without the need to visit our facility, check their account balance, submit an application/claim, use a pension calculator or download or print ZUS certificates necessary in contacts with banks, administration offices and courts. Access to data stored in the payers' and insured persons' accounts is provided online 24 hours a day.

Between 2016 and 2020, we also participated in the implementation of legislative changes introducing significant support and relief for citizens. These included an Act lowering the retirement age and legal provisions introducing new entitlements: to parental supplementary benefits (Mama 4+), additional annual benefits for pensioners (the so-called thirteenth old-age pension), supplementary benefits for people incapable of independent existence (500+ for dependent people). Many measures were also addressed to entrepreneurs. They included the reduced contributions for businesses with smaller-scale operations, introduced from 2019 and amended the following year.

However, 2020 was the year of unprecedented challenges for ZUS. It will be remembered in the history of the whole world as a very difficult period, a time of unforeseen situations and new experiences, a time of changing priorities and perceiving many issues from a completely different perspective. ZUS was one of the main institutions responsible for preparation of the assumptions of the Anti-Crisis Shield and their subsequent successful implementation. As an organisation we faced hitherto unknown challenges. Poland, similarly as other affected countries, introduced aid schemes for citizens and sectors particularly affected by the epidemic. The total support provided by ZUS to citizens and businesses in 2020 exceeded PLN 32 billion. We have processed more than 6.5 million claims for various types of benefits: additional care allowance, downtime benefit, exemption from contributions, relief in respect of payment of contributions without a prolongation fee and solidarity supplement. We have also expeditiously provided IT support for the Polish Tourist Voucher, generating vouchers for more than 4 million Poles, launching a helpline and implementing new functions on PUE ZUS.



PHOTO: ZUS'S RESOURCES

These are only some of the tasks that ZUS performed between 2016 and 2020. Their efficient implementation required quick management decisions and adaptation measures, as well as effective information about the changes for ZUS clients. ZUS has fulfilled all the entrusted tasks in a timely manner and in line with the intended objectives, which shows that it is a stable pillar of the Polish social security system.

Over the next few years, operation of ZUS, and of the whole social security system, will undergo further far-reaching transformation. ZUS Management Board has adopted an ambitious plan for the organisational and digital transformation of ZUS for 2021-2025, which defines the following courses of action:

- modern e-government office,
- automation and improvement of processes and modern IT architecture,
- digitalisation of processes, communication and documentation,
- exchange and integration of data within e-government.

Strategic objectives, defined within each course of action, will be achieved by specific programmes and strategic initiatives. Some of the adopted projects are of a long-term nature and will be continued and developed in the subsequent strategic perspectives.

I encourage you to read the new *Strategy of the Social Insurance Institution for 2021-2025* and the directions for transformation set out therein. These objectives will guide all ZUS activities in the coming years.

Prof. Gertruda Uścińska, PhD
President of the Social Insurance Institution

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E-country is the future

Social Insurance Institution

The Social Insurance Institution cooperates with ca. 26 million clients and several hundred institutions in Poland and abroad. In terms of the scope of its activities and the social importance of its tasks, it is one of the most important public institutions in Poland. ZUS is one of the few organisations which combine two of the most important functions of a social security institution in the country, performing tasks related to general social insurance with the functions of a financial institution, managing the Social Insurance Fund, the Demographic Reserve Fund and the Bridging Pensions Fund.



ZUS pays out pensions to ca.

8.1 million people
every month

Annually, ZUS pays out over

5 million social insurance allowances
in the amount
of **PLN 9.3 billion**



ZUS – Benefits, certification and prevention

Under its statutory objectives and tasks, ZUS performs tasks associated with benefits and medical certification, which include:

- establishing entitlements to benefits, including international benefits, calculating the amount and paying the long-term benefits, i.e. pensions, and the short-term benefits, i.e. allowances and other benefits from sickness, accident and pension insurance,
- making decisions regarding the determination of initial capital,
- paying social pensions financed from the state budget,



- issuing medical decisions through ZUS evaluating/certifying doctors and ZUS medical boards for the purpose of determining entitlements to social insurance benefits,
- checking the correctness of certifying temporary incapacity for work due to sickness and issuing medical certificates as well as checking the correctness of the use of sick leave,
- carrying out disability pension prevention, including medical rehabilitation,
- carrying out accident prevention, including the co-financing of contribution payers' activities aimed at maintaining earning capacity throughout the period of professional activity.

ZUS is involved in a number of public social programmes aimed at the improvement of beneficiaries' living conditions (e.g. thirteenth old-age pension, parental supplementary benefit, supplementary benefit for persons incapable of independent existence).

**ZUS evaluating/certifying
doctors issue over
1 million  certificates
per year**

Annually, ZUS branches receive ca.:



900,000

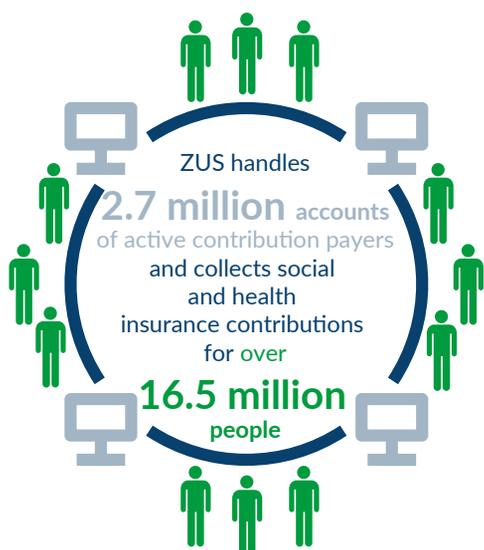
first-time claims

for old-age pensions, disability pensions,
social pensions and pre-retirement benefits

100,000

claims for other benefits

ZUS – Finance and income



On the one hand ZUS pays out various types of benefits, on the other hand it performs tasks related to revenues derived from, among others, contributions paid by contribution payers, subsidies or enforcement of dues. ZUS makes every effort to ensure efficient management of the finances of funds entrusted thereto and ZUS finances. Within this area, ZUS performs tasks related to:

- management of the following funds: the Social Insurance Fund (Fundusz Ubezpieczeń Społecznych, FUS), the Bridging Pension Fund (Fundusz Emerytur Pomostowych, FEP), the Demographic Reserve Fund (Fundusz Rezerwy Demograficznej, FRD) and the Maintenance Fund (Fundusz Alimentacyjny, FAL) in liquidation,
- keeping individual accounts of persons insured and contribution payers' accounts,
- collecting contributions for social and health insurance, contributions to the Labour Fund, Solidarity Fund, Guaranteed Employee Benefits Fund,
- enforcement and redemption of liabilities due to arrears or wrongly collected benefits,
- activities aimed at “sealing” the collection of contributions to FUS,
- inspections of contribution payers.

In 2020, the contribution payers:

transferred a total of **27.5 million** payments to individual contribution accounts

in the amount of **PLN 279.9 billion**

submitted

147 million settlement documents

In 2020:



12 million clients were served in client service rooms



4.1 million clients used ZUS Call Centre (Centrum Obsługi Telefonicznej, COT)



6 million profiles were registered at **ZUS Electronic Services Platform** (Platforma Usług Elektronicznych, PUE).



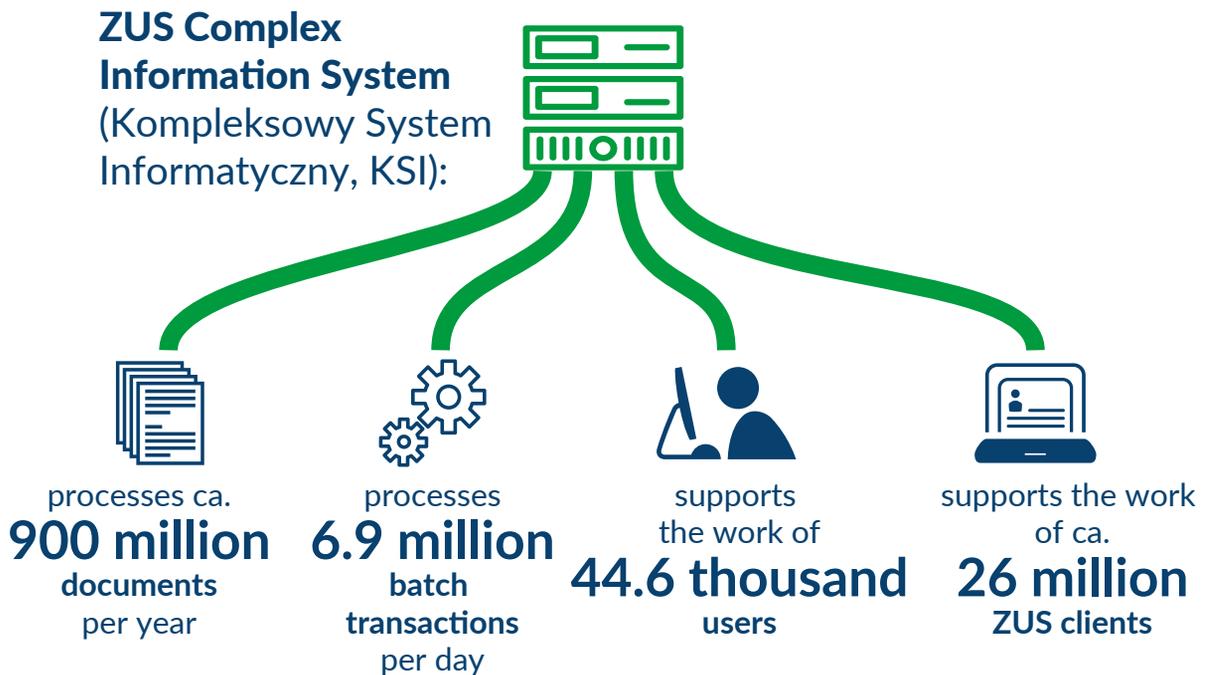
ZUS – Systems Operation and Exploitation Area

It would not be possible to carry out ZUS tasks without appropriate IT facilities.

Changes in ZUS environment require new solutions for IT systems. Digitalisation of population also poses challenges for ZUS regarding the protection of information, including protected and sensitive data, in accordance with Polish and international legal requirements relating to computerisation. ZUS technical and system infrastructure consists of separate sets of hardware and software components, dedicated to the operation of individual systems supporting the implementation of tasks at ZUS. Tasks

performed within this area, include, among others, the following:

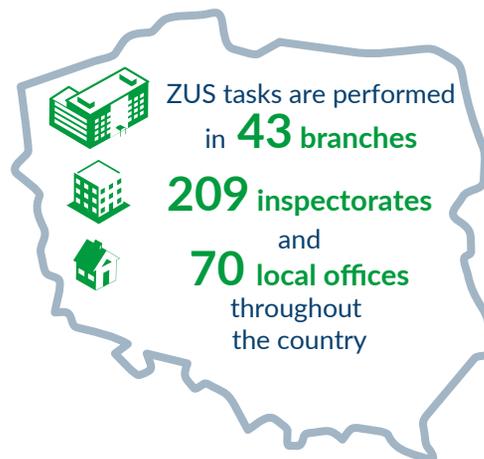
- maintaining information security,
- cyber security,
- planning and developing IT services in ZUS,
- creating proprietary applications,
- managing domain-specific applications,
- granting and withdrawing access rights to IT applications and systems,
- certification,
- incident handling, access analysis and detection of fraud in access to KSI applications,
- supporting users of ZUS IT systems.



ZUS – Administration and Public Procurement

When carrying out its statutory tasks, ZUS must ensure adequate technical resources, without which the fulfilment of these tasks would be significantly hindered or even impossible. Therefore, it is necessary to efficiently manage technical infrastructure, which consists of, among others, buildings, office equipment, means of transport. Purchases and legal support are an important aspect of the functioning in this area. Within this area, ZUS performs, among others, tasks in the field of:

- providing administrative services for ZUS,
- providing physical security at ZUS,
- purchase and renovation of real estate owned by ZUS,
- purchase and administration of means of transport at ZUS,
- printing,
- legal services,
- purchases.



In 2020, as a result of public procurement proceedings (with value exceeding EUR 30 thousand), the following were signed:





2016-2020 Perspective

While implementing its tasks, ZUS makes every effort to be an institution that gives its clients – insured persons, beneficiaries and contribution payers – a sense of security and provides efficient, friendly and reliable services. Within the framework of the previous strategic perspective, ZUS offered significant support and relief for citizens, by implementing a number of legislative changes. The most important of these were the implementation of the Act lowering the retirement age and legal provisions introducing new entitlements to: parental supplementary benefits (the so-called Mama 4+), additional annual benefits for pensioners (the so-called thirteenth old-age pension), supplementary benefits for persons incapable of independent existence (the so-called 500+ for dependents). Many of ZUS activities were also aimed to implement facilities and relief for entrepreneurs, such as reduced contributions for businesses with smallscale operations, introduced from 2019 and amended the following year.

Between 2016 and 2020, ZUS successfully implemented e-service development projects, such as e-Składka (e-contribution – introduction of individual contribution accounts for contribution payers), e-ZLA (medical certificates of incapacity for work in electronic form), e-Akta (e-records – shortening the employee records retention period from 50 to 10 years and their digitisation) and e-wizyta (e-visit – a new type of contact with clients through a video connection

with a ZUS expert). These were key projects supporting the development of e-country, as well as introducing facilities for ZUS clients.

The last year of the previous strategic perspective was special. Change became a permanent element, digital competences gained in importance, there was an increasing emphasis on simplifying solutions supporting non-stationary work. An important circumstance for ZUS was the quick adaptation to new tasks, changes in legal regulations and solutions in IT systems.

In connection with the COVID-19 pandemic, ZUS participated in a number of tasks supporting citizens and entrepreneurs. Support for entrepreneurs was related to the implementation of tasks within the framework of the Anti-Crisis Shields, including in particular:

- exemption from payment of social insurance contributions for contribution payers;
- payment of downtime benefits for entrepreneurs and contractors;
- relief in contributions payment (deferring the deadline for contributions payment or allowing contributions to be paid in instalments without the prolongation fee) – the relief covered dues amounting to over PLN 9 billion;
- suspending dues enforcement from February to April 2020 – ZUS has suspended enforcement against active payers who, by the end of January 2020, were not in arrears with payment of contributions. In addition, enforcement proceedings were suspended after the signing of the instalment settlement.



> 2.1 million

applications for exemption from social insurance contributions for a total amount of

PLN 13.1 billion



6.5 million insured persons covered by exemption from contributions while retaining the right to benefits for that period

2.7 million

payments of downtime benefits

in the amount of

PLN 5.3 billion

PLN 9 billion

in contribution relief for entrepreneurs

Support under state aid programmes also covered citizens, among others, by:

- granting and payment of a solidarity allowance aimed at counteracting the negative effects of COVID-19 by providing financial support to people who have lost their source of income due to the difficult economic situation caused by the coronavirus pandemic;
- disbursement of an additional care allowance to counteract COVID-19;
- performance of tasks related to the support for the Polish Tourist Voucher, aimed at providing financial support to the tourism industry and supporting the holiday plans of Polish families.



This is not an exhaustive list of all ZUS tasks, but it illustrates their scale and diversity.

ZUS's strategy for 2021-2025 sets out an ambitious plan to introduce further reforms and improvements for ZUS clients, in response to the expectations and challenges of the environment.



The environment and challenges for ZUS

The work on the *Strategy of the Social Insurance Institution for 2021-2025* was preceded by an analysis of the country's strategic documents¹, the strengths and weaknesses of the Social Insurance Institution, conclusions and experiences from the implementation of the previous ZUS Strategies and examination of the external environment.

Key challenges

- economic, social and political impact of the COVID-19 pandemic
- rapid progress in technological innovation
- globalisation and European integration processes
- development of digital competencies of citizens – active users of the Internet and mobile applications
- development of PUE ZUS portal – the first Polish e-government office
- increasing popularity of public e-services and citizens' interest in using them
- the need to develop ZUS e-services (among others e-payments, self-service functionality for clients, submitting and signing documents online)
- lack of mobile applications for ZUS clients
- acceleration of the automation and digitalisation process, also in response to new tasks assigned to ZUS, the need to adapt to new legal regulations and changes in the labour market
- demand for remote services and frequent legislative changes resulting in the need to adapt applications and IT systems and upgrade IT architecture
- organisational structure that is not flexible and not adapted to ZUS needs
- high costs of archiving and transport of files and documents when processing client cases, limitations for remote work, “depaperisation”
- improving the cooperation between institutions in the implementation of administrative processes and exchange of information between systems and public registers
- the need to unify and connect different systems of Polish administration
- multiple collection and duplication of some data, which results in increased expenditures on data collection and a risk of information inconsistency
- high costs of building and maintaining public systems and registers
- new types of threats – cybercrime

¹ *Strategy for Responsible Development until 2020 (with a perspective until 2030)* (Resolution No. 8 of the Council of Ministers of 14 February 2017), *Programme for Integrated State Digitalisation* (Resolution No. 109 of the Council of Ministers of 24 September 2019), *Cyber Security Strategy of the Republic of Poland for 2019-2024* (Resolution No. 125 of the Council of Ministers of 22 October 2019).

ZUS Mission, Vision and Values



VALUES

Trust

We perform our duties in a professional and reliable manner.

We rely on our specialist knowledge and take care of timely execution of tasks based on legal regulations.

Integrity

We are honest and responsible. We carry out tasks based on objective grounds.

We avoid conflicts of interest and do not take unfair advantage. We are able to anticipate the effects of our decisions and are prepared to accept the related consequences. We engage in activities aimed to improve ZUS operation. We take care of the infrastructure and the property entrusted to us as well as the confidentiality of information.

Respect

We treat ZUS stakeholders and associates with respect.

We strive for efficient and transparent performance of entrusted tasks, respecting the principle of equal treatment, regardless of gender, age, marital status, nationality, sexual orientation, religion, skin colour, political beliefs and other personal characteristics and preferences. We apply the personal data protection regulations and do not disseminate private information.



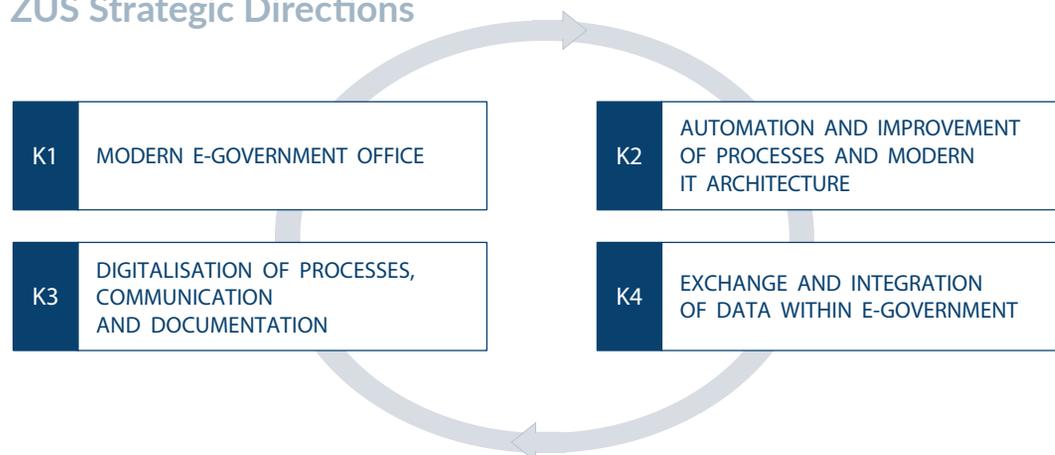
ZUS Strategic Objectives

The strategic objectives of ZUS for 2021-2025 were defined on the basis of ZUS vision and mission and the results of the strategic diagnosis. It was assumed that the transformation of the social security system and of ZUS will be implemented within the framework of the following strategic objectives:



- C1 Simplification of the social security system
- C2 Sealing the public finance system
- C3 Modern e-government office
- C4 Digitalisation of communication and documentation
- C5 Data integration and e-government development
- C6 Automation of processes and modern IT architecture
- C7 Increasing the operational and financial efficiency of ZUS
- C8 Development of analytics and data management tools
- C9 Strengthening system security and resistance to cyber threats
- C10 Modern communication and education

ZUS Strategic Directions



Strategy Implementation and Realisation Model

ZUS Strategy will be implemented through the realisation of strategic projects assigned to the defined 10 strategic objectives within 4 directions, as well as through the achievement of operational objectives defined in ZUS activity plan and the tasks and processes within current activities.

The most important role in the implementation of ZUS Strategy will be played by strategic undertakings defined in the form of **14 programmes**, implemented through individual projects and **10 area initiatives**, being a continuation of previously undertaken activities. They will be implemented and supervised in accordance with the programme and project management methodology adopted by ZUS and the task forces operating rules. ZUS Strategy Implementation Plan will be developed, including deadlines, assigned responsibilities and performance measures for programmes and initiatives.

It is assumed that due to the supra-regional nature of strategic undertakings, their implementation may affect the achievement of more than one strategic objective. Such an assumption means that several owners may be assigned to one strategic objective. At the same time, all the organisational units of ZUS are obliged to actively participate and cooperate in the implementation of the planned programmes, projects and initiatives, and thus to implement the strategic objectives. The implementation of key strategic undertakings will require amendments to the generally applicable legislation. ZUS will develop draft amendments to relevant legal acts, which will be submitted together with proposals for their implementation to the relevant supervisory authorities.

Priority will be given to organisational and digital transformation programmes characterised by the following attributes:

- undertakings of an interdisciplinary nature and including projects aimed to achieve strategic objectives,
- implemented over the entire strategic horizon,
- having schedules and milestones as implementation checkpoints,
- having management and operational structures and a ready monitoring system,
- with defined specific results and deliverables, whose timing is also dependent on external factors beyond ZUS control,
- defining owners and co-participants of their implementation.

An important element of ZUS Strategy implementation process will be its communication in order to disseminate knowledge about the objectives of the Strategy and the adopted directions of ZUS organisational and digital transformation among its employees, clients and other stakeholders.

A detailed list of strategic undertakings for the years 2021-2025, together with the schedule for their implementation, including strategy communication and measurement, will be included in ZUS Strategy Implementation Plan.



In accordance with ZUS internal regulations, the monitoring of *ZUS Strategy Implementation Plan for 2021-2025* will be carried out in semiannual cycles and will include:

- assessment of the degree of achievement of strategic objectives as well as programmes and initiatives on the basis of defined indicators,
- monitoring the progress in implementation of strategic undertakings based on defined schedules of their implementation.

Additionally, at the end of each year the catalogue of objectives and portfolio of strategic undertakings will be reviewed in terms of their topicality in the context of changes in the environment and the scope of ZUS tasks.

In addition, it is assumed that in order to confirm the validity and relevance of the identified

strategic directions, to estimate the degree of objectives achievement at the end of Strategy validity period and to identify possible new strategic directions, a mid-term evaluation of the Strategy will be carried out at the end of 2023. However, it cannot be ruled out that some special situations will imply the introduction of additional evaluation stages.

Conclusions from the monitoring and evaluation of the Strategy will be used in the process of its updating. It is assumed that the update of ZUS Strategy including possible revision of strategic objectives, deadlines for the implementation of programmes and initiatives as well as measures will be performed no more often than on an annual basis.

Programmes of transformation of the Social Security System and ZUS

Over the next few years, ZUS operation, and the functioning of the whole social security system, will undergo a far-reaching transformation. This is the result of the defined 14 programmes of organisational and digital transformation of ZUS for 2021-2025, which will be implemented within the framework of the adopted strategic objectives.

Programme 1 Automation of contribution payers' settlements

Objective C1 Simplification of the social security system

Objective C2 Sealing the public finance system

CHALLENGES

- Ensuring the highest level of processing of contributions settlements with the contribution payers
- Contribution payers' expectations regarding the ease and speed of preparation of insurance and settlement documents
- Irregularities in insurance and settlement documents submitted by contribution payers to ZUS

147 million
settlement
documents
submitted by
payers in 2020.

OBJECTIVES

- Take-over by ZUS of the contribution payers' tasks with regard to determination of the contribution assessment basis, settlement of contributions and determination of amounts to be paid in respect of due contributions
- Take-over by ZUS of the responsibility for determination of the contribution assessment basis and calculation of contributions
- Facilitating business operations and relieving contribution payers from the tasks of calculating contributions and determining amounts to be paid
- Reduction of reporting and bureaucracy in business
- Improving the quality of data collected on the contribution payer's account and the insured person's account, and consequently accelerating the process of granting benefits
- Construction of data exchange interfaces between ZUS IT systems and the contribution payers' systems

RESULT

- **ZUS will draw up application and settlement documents and will determine the amount of contributions to be paid by the contribution payers in an electronic form**
- Contribution payers will gain certainty and stability in their contribution settlements – ZUS will take over the obligation and responsibility for determining their amount
- There will be a decrease in the number of explanatory proceedings with contribution payers – high quality of data in ZUS systems
- Reporting and unnecessary bureaucracy in business will be reduced



Programme 2 Consolidation and automation of benefit payments

Objective C1 Simplification of the social security system

Objective C2 Sealing the public finance system

CHALLENGES

- Complicated legal regulations in the area of benefits, which enables abuse of the system
- The need to ensure control over the spending of public funds from the level of a single organisation – currently benefits are paid by contribution payers and ZUS
- Less than 70% of expenditure on benefits is covered by sickness contributions
- There are differences in contributions and benefits from the sickness fund of the Social Insurance Fund (FUS) depending on the insurance title (business activity, employment, commission contract)

The annual amount of **benefits paid** from social insurance is **PLN 9.3 billion**

OBJECTIVES

- Simplifying the rules for granting and calculating allowances
- Take-over by ZUS of the allowance payment task from the contribution payers
- Reducing fraud in collecting sickness insurance benefits, rationalising sickness fund expenditures
- On the side of the Social Insurance Institution, automation of the process of granting and paying allowances from FUS, centralisation of tasks and optimal solutions for the allowances area

RESULT

- **ZUS will pay social insurance allowances to all insured persons after taking over this task from entrepreneurs**
- The rules for granting allowances will be simplified
- The number of documents required to pay allowances will be reduced
- The allowance payment process will be automated
- Communication with ZUS will be ultimately simplified thanks to the introduction of electronic procedures
- Increased efficiency of FUS will allow to reduce subsidies from the state budget

Programme 3 Automation of pensions

Objective C4 Digitalisation of communication and documentation

Objective C6 Automation of processes and modern IT architecture

CHALLENGES

- Insufficient system mechanisms to support ZUS employees in simple, repetitive operations in the processing of beneficiaries' cases
- High share of paper applications, the need to increase the electronic channel in contacts with beneficiaries
- Insufficient mechanisms to prevent undue pension payments after the death of a beneficiary

OBJECTIVES

- Automation of the process of granting pensions (national and international)
- Reducing errors in decisions for beneficiaries
- Increasing the efficiency of the process of checking pension entitlements in connection with the death of the beneficiary, including avoiding overpayments due to the payment of undue benefits after the death of the beneficiary

RESULT

- Faster payment of benefits, prevention of overpayments from FUS**
- The beneficiary will sooner receive a decision on benefit granting and benefit payment
 - Reducing errors in decisions for beneficiaries as a result of lesser participation of an employee in the process (repetitive operations will be carried out automatically by the system)
 - On the part of ZUS, there will be a reduction in the costs of servicing beneficiaries and automation of the following processes: granting pensions, withholding benefit payments due to the death of the beneficiary, exchange of information with other countries and beneficiaries to verify further entitlement to benefits
 - Thanks to the elimination of paper applications, electronic communication with the beneficiary will become more frequent and wider

The annual overpayment of benefits following the death of a beneficiary

is ca. **PLN 38 million**

Annually, ZUS receives over

5 million claims for national pensions and almost **200 thousand claims** for international benefits



Programme 4 Banking of benefits paid by ZUS

Objective C7 Increasing operational and financial efficiency of ZUS

CHALLENGES

- Legislative changes aimed at transferring benefits to a bank account
- Persuading beneficiaries to use bank services
- Widespread access to a basic bank account
- High cost of postal transfers of benefits paid by ZUS

74% of pensions are transferred to clients' bank accounts

OBJECTIVES

- Dissemination of a cashless form of benefit payment to beneficiaries
- Dissemination of a cashless form of settlements with other groups of ZUS clients
- Improving ZUS cost-effectiveness by reducing the costs of postal transfers of benefits and other payments made by ZUS

RESULT

Decreased cost of benefits paid by ZUS

- Benefits transfer to a bank account increases safety and security compared to their payment in cash
- Reduced risk of untimely cash benefit delivery in case of emergencies – guarantee of timely and secure benefit delivery
- Reduced level of digital and financial exclusion among ZUS beneficiaries
- Improved ZUS cost-effectiveness through the digitalisation of benefit payment processes and other settlements with ZUS clients

Programme 5 Modern electronic portal [new Electronic Services Platform of ZUS (Platforma Usług Elektronicznych, PUE ZUS)]

Objective C3 Modern e-government office

Objective C4 Digitalisation of communication and documentation

CHALLENGES

- Poland's first e-government office – ZUS Electronic Services Platform (implemented in 2012) – not adapted in its design, ergonomics and layout to the scale of challenges faced by ZUS
- Lack of mobile solutions enabling clients an access to data and work on mobile devices (e.g. access to contribution payer's balance, issue of e-ZLA)
- Lack of possibility to make payments from the contribution payer's account settlement level

Over **37%** of applications submitted to ZUS are in electronic form

Between **1.1 million** and **1.7 million** applications a month are submitted to ZUS via PUE ZUS

OBJECTIVES

- Modernisation of the portal, also through an intuitive navigation layout, innovative interface and functionalities dedicated to particular client groups, modern functionalities (application wizards, self-service, simple electronic signature), meeting digital accessibility standards for people with disabilities, higher efficiency and faster client service
- Development of mobile applications for contribution payers and doctors
- Launching electronic payments in the portal and mobile application for contribution payers
- Reducing costs of client service by increasing the use of the electronic portal in clients' contacts with ZUS – switching from personal contact or paper correspondence with clients to online communication

RESULT

- **ZUS modern electronic portal and ZUS products and services available online**
- Communication between clients and ZUS will be improved
- Increased range of issues that can be handled remotely, without the need for the client to visit ZUS facility or contact it by phone
- Mobile applications will be made available for contribution payers and doctors
- E-payments will be launched for contribution payers' settlements with ZUS
- The cost effectiveness of ZUS will be increased through the digitisation of client applications and documents, the costs of archiving paper files will be reduced, the time-consuming processing of documents and applications submitted to ZUS will be limited and the number of client visits will drop



Programme 6 Central Register of ZUS Clients

Objective C3 Modern e-government office

Objective C6 Automation of processes and modern IT architecture

CHALLENGES

- Lack of independent client access to the current information on the status of the case
- Lack of complete and immediate information on ZUS clients, including the status of their cases, the roles they play and why they contact ZUS – information scattered in domain applications and ZUS registers
- Insufficient integration of ZUS applications and systems resulting in increased labour intensity when registering a case and entering data

OBJECTIVES

- Construction of a system for a Central Register of ZUS Clients enabling management of relations with the client (relations, roles, status, contact with ZUS)
- Access to full information about the case in one place – ensuring full records of the case from the moment the application is submitted to ZUS to the end of the process, at each stage of processing through bilateral integration of applications and exchange of information about the case between them, access to information about the case for ZUS employee and the client
- Access to full client information for the client and for stakeholders inside and outside ZUS (other institutions)
- Automation of information exchange about the client and his or her case between ZUS domain systems (without the employee's participation)

RESULTS

- **Comprehensive knowledge about the client and his or her case**
- The client will have quick access to information on the status of his or her case in any place and at any time via PUE ZUS, without the need to visit a ZUS facility
- The client will not have to repeatedly submit the same data and information, which will be contained in the Central Register of ZUS Clients and in the registers of other institutions
- Irregularities and fraud in the social insurance system will be reduced by ensuring full knowledge about the client (Client 360°) and providing for ongoing supervision of the status of client cases and reporting on them
- Cost effectiveness of ZUS will be improved through automation of client case processing thanks to the integration of domain applications with ZUS Electronic Platform for Data Exchange

2.7 million active contribution payers

16.7 million persons insured (in health insurance according to place of residence)

8 million beneficiaries (national and foreign)

Programme 7 Digitalisation of data and documentation – “depaperisation” of contact with clients and “depaperisation” of the internal documentation flow

Objective C4 Digitalisation of communication and documentation

CHALLENGES

- Only some clients use electronic forms of communication with the administration
- ZUS sends over 50 million items of correspondence to clients per year – a change in legal regulations would enable the use of electronic forms for communicating with ZUS
- ZUS cooperates with a number of institutional clients (bailiffs, ministries, offices, Border Guards, banks, local government units, associations) – there are no legal regulations which would allow ZUS to obtain data from other institutions; due to the lack of possibilities to obtain data from other institutions, clients have to provide ZUS with additional documents and information
- Internal circulation of documentation in ZUS is paper-based; the paper form of data and information about ZUS clients precludes the possibility of tasks performance in any of ZUS facilities (task relocation)
- ZUS is under a statutory obligation to use a public electronic delivery service

OBJECTIVES

- “Depaperisation” in contact with the client and in internal circulation
- Electronic exchange of client data between public institutions and gaining access to data and records of other institutions
- Reducing case processing time thanks to easy contact with the office and electronic communication
- Facilitating clients’ contacts with ZUS by relieving them of the need to obtain data from other institutions or administration bodies
- Savings connected with switching to electronic communication – implementation of mass mailing in electronic form, ultimately – an obligatory PUE ZUS profile for ZUS clients

RESULTS

- Changing the way of communicating with clients from paper to electronic form**
- Procedures will be simplified, automated and made less bureaucratic by removing the obligation to provide documentation and certificates from other institutions in order to be granted benefits by ZUS
 - The mode of communication with external entities will be improved due to its digitalisation, including the mode of communication with doctors regarding the collection of medical documentation for the purpose of decisions issued by ZUS evaluating/certifying doctors
 - The internal flow of documents in ZUS will be electronic, paper correspondence will be eliminated as much as possible, and the documents of ZUS clients will be digitised
 - Citizens will be able to communicate with ZUS electronically on a much broader scale – ZUS will strive to enable client to have his or her case processed at any place and time using any electronic device such as a smartphone, tablet, laptop or computer
 - Digitalisation will improve ZUS cost effectiveness – applications from clients and external entities in electronic form, automated services of data and information exchange with external entities, reduced costs of sending paper correspondence and lower costs of transport and archiving of files

More than
50 million
items of
correspondence
sent annually to
ZUS clients

More than
20 million
items of
correspondence
registered
annually in ZUS

12 million
client visits to
client service
rooms

Nearly
800
thousand
cubic metres
of paper
documentation
concerning ZUS
clients in current
circulation

Over
62 thousand
cubic metres
of paper
documentation
stored in ZUS
Archive



Programme 8 New IT architecture and development of IT systems

Objective C6 Automation of processes and modern IT architecture

CHALLENGES

- Lack of full integration between ZUS applications and other institutions/organisations
- Lack of online clients' access to information about the current status of their case
- ZUS IT systems not adapted to cloud solutions
- A need to modernise selected elements of ZUS IT systems
- A need to continue work related to security of ZUS IT systems

OBJECTIVES

- Redesigning PUE and ZUS Complex Information System (Kompleksowy System Informatyczny, KSI) in order to create a single point of contact (one-stop shop) between the client and the state (comprehensive exchange of data between selected institutions in order to settle a client's case in the shortest possible time)
- Analysis and selection of the technology acquisition model ensuring high availability of services, data security and scalability for individual ZUS IT systems (IaaS vs. own infrastructure)
- Reduction of technological debt, including implementation of new versions of key systems in order to ensure the continuity of ZUS KSI operation
- Automation of business processes
- Optimisation of costs of IT systems maintenance and case processing

RESULTS

- **Modern IT architecture as a basis for modern services**
- ZUS will be fully prepared for electronic processing of applications and documents and for electronic data exchange
- ZUS will prepare for a potential migration of business systems to IaaS in order to optimise costs
- Continuity of ZUS operations will be ensured through the functioning IT system guaranteeing efficient and timely performance of tasks
- The security level of ZUS data and IT systems will be constantly improved
- Case processing time will be reduced and the procedure will be simplified by implementing solutions for process automation and electronic data exchange
- Costs of processing cases and functioning of ZUS IT systems will be optimised

ZUS Complex Information System includes:

- ca. **17 thousand tables**; about **30 thousand indexes**, **4.2 million authorisations**
- almost **9 thousand interactive services**
- **6.9 million batch transactions per day**
- **200 thousand database calls per second**
- over **380 thousand batch jobs per week**
- **51.7 million interactive transactions per day**

Programme 9 Platform integrating and unifying ZUS domain systems

Objective C5 Integration of data and development of e-government

Objective C8 Development of analytics and data management tools

CHALLENGES

- Internal integration of data between main ZUS IT systems (KSI, PUE, EMIR, RENTIER, SWEZ)
- Migration of internal database and service systems to a single platform
- Unification of internal server infrastructure of main ZUS IT systems
- Building a data exchange bus with selected state institutions [National Health Fund (NFZ), Central Statistical Office (GUS), National Tax Administration (KAS), Ministry of Finance (MF), Ministry of Family and Social Policy (MRiPS), etc.]

OBJECTIVES

- Integration of main ZUS IT systems for better data management
- Building a data exchange bus with selected state institutions
- Business, technological and security analysis for building a private cloud, using a government cloud or a commercial cloud processing data in Poland

Main ZUS IT systems: KSI, PUE ZUS, EMIR, RENTIER and SWEZ

21 systems of information and data exchange with stakeholders based on standard interface solutions

RESULTS

- **ZUS as a reliable partner for an integrated platform for inter-institutional data exchange**
- Data will be integrated between the main ZUS IT systems, which are currently logically and physically separated
- ZUS IT infrastructure will be subject to technological unification
- ZUS will provide access to data with selected state institutions in order to increase the efficiency of public tasks performance and client service
- The scope of clients' information obligations towards ZUS will be reduced
- Access to ZUS data for selected state institutions will be provided in order to build a common analytical platform of the state (big data) including data cyber security
- The efficiency of state administration will be improved



Programme 10 Optimisation of ZUS budget

Objective C7 Increasing operational and financial efficiency of ZUS

CHALLENGES

- Increasing external costs of the Social Insurance Institution
- Expectations of the environment towards more efficient administration
- Capital expenditure on the implementation of process automation projects, legislative changes – growing investment costs and costs of IT operation, data processing and maintenance
- An extensive real estate structure requiring renovation and modernisation

OBJECTIVES

- Introduction of the Savings Plan – suspension of some investment and renovation tasks, a part of training courses purchased from external contractors, limitations and restrictions on certain types of expenditures, introduced regime of spending public funds
- Creating central reserves as a source of financing legislation, implemented tasks and current allocation of resources to branches upon individual and justified requests
- Introduction of quantifiability of automation effects – impact on resources and efficiency assessment
- Control of the spending regime in the context of issued guidelines

RESULTS

- **Achieved savings plan**
- ZUS tasks performed economically and with the implemented efficiency model
- Rational investments – implemented modifications to IT systems that automate processes
- The completed project of adjusting the employment structure to ZUS tasks and needs

ZUS annual
budget at the
level of **PLN
5.5 billion**

ZUS annual
investment
budget at
the level of
**PLN
446.1 million**

**43.3
thousand
ZUS employees**

Programme 11 ZUS reorganisation – Stage II of the New Organisation Model [branches]

Objective C7 Increasing operational and financial efficiency of ZUS

CHALLENGES

- Differences in organisation of branches related to the manner of work organisation
- Differences in the management system of ZUS units
- High number of managerial staff in relation to the number of employees

OBJECTIVES

- Concentration of tasks of business units in the reporting structure at the branch level
- Liquidation of office structures within divisions and liquidation of independent offices
- Creation of uniform division structures
- Reducing the number of managerial staff

43 branches

209 inspectorates

70 local offices

More than **300** client service halls

RESULTS

Eliminating the lowest-level management positions in branches

- Strengthening the management efficiency by flattening the organisational structure
- Reducing the number of management levels in branches
- Increasing the efficiency of operations by concentrating tasks in task-process structures and increasing staff commitment and responsibility
- Unification of the organisational structure by standardisation of work organisation
- Reduction of the number of the lowest-level management staff
- Unified organisational structure of branches



Programme 12 ZUS reorganisation – New Organisational Order [ZUS]

Objective C7 Increasing operational and financial efficiency of ZUS

CHALLENGES

- ZUS organisational structure cannot be changed flexibly to meet current needs in a dynamically changing environment – due to statutory limitations
- Current centres may only operate within the branch structures – lack of organisational autonomy of the centre as a unit, unclear system of supervision over the centres
- Difficult and unclear assessment of efficiency of tasks performance by local organisational units
- Subordinating ZUS organisational model to the provisions of ZUS statute and not to the provisions of organisational regulations – responsibility of ZUS President for ZUS tasks

ZUS Headquarters comprising

32 internal organisational units

43 branches with subordinate inspectorates and local offices

OBJECTIVES

- Preparation of new organisational solutions
- Introduction of legal solutions enabling the establishment of centres as separate units, centralisation of tasks to those units
- Implementation of solutions in internal legal acts to define functional supervision – the role of the Headquarters and branches in the structure and tools for the performance of supervision over local units
- Preparation of legislative changes enabling the development of ZUS organisational model that would be adequate to the scale of tasks and the changing environment

RESULTS

- **Modern, efficient structure – new statute, new centres and organisational structure**
- New organisational solutions will be developed and implemented, allowing for centralisation of areas and leading to increased efficiency of tasks performed in ZUS
- Competence centres will be established to carry out tasks common for the area – equalisation of performance, higher effectiveness, anti-fraud mechanisms, lower costs for ZUS
- Clear definition and assignment of supervision of the Headquarters (strategic unit) over the centre (operational unit) – performance measurement and responsibility
- ZUS orientation to modern and efficient solutions

Programme 13 Modern open communication

Objective C10 Modern communication and education

CHALLENGES

- Insufficient use of ZUS communication potential, particularly in social media
- Insufficient ZUS activities aimed to build ZUS brand, which would present an image of a professional and attractive employer on the labour market
- ZUS perceived by clients as an institution using mainly traditional communication solutions
- Building a space between ZUS and the external environment and using the potential to promote implemented solutions

OBJECTIVES

- Improvement of communication between ZUS and its clients by reaching a wide range of recipients, building the image of an open, modern institution, willing to engage in dialogue
- Supporting the HR area and employer branding – improving ZUS image by creating a profile of a professional and attractive employer, building a network of leaders and ambassadors of the organisation
- Reaching a wide range of recipients with information, the possibility of informational and promotional activities in the form of direct marketing or “whisper marketing”
- Education – reaching the recipients with information on social insurance in a way adapted to the present day

RESULTS

- **Modern channels of open communication – ZUS on LinkedIn, Facebook, YouTube**
- Presentation of ZUS products, services, new functionalities for all citizens using the potential of social media, inter alia tutorials (step-by-step instructions), information and training videos, infographics, etc.
- Active profile of ZUS as an employer on LinkedIn
- Active profile of ZUS on Facebook
- Prepared profile of ZUS as an employer on recruitment portals
- Development of websites dedicated to ZUS image as an employer for particular groups of employees

Over
26 million
users and
211.6 million
page views of
zus.pl website
in 2020

25.1 million
views of ZUS
tweets and nearly
5 thousand
followers in 2020

1.7 million
views of the
Elektroniczny
ZUS channel on
YouTube in 2020.



Programme 14 ZUS Cyber security

Objective C9 Strengthening IT systems security and resistance to cyber threats

CHALLENGES

- Growing trend of cyber threats and cyber attacks
- Minimising risks by implementing the latest technologies
- Maintaining availability of ZUS systems and services provided by ZUS
- Protection of ZUS IT resources, which are an element of the state's critical infrastructure
- Protection of one of the largest databases containing special categories of personal data (the so called sensitive data), including data that are particularly important for national security
- Protection of a significant part of the state budget, which could be disrupted by a dysfunction of IT systems in ZUS, directly contributing to the reduction of the level of state economic security

ZUS IT systems supporting case processing for approximately **26 million** ZUS clients

OBJECTIVES

- Meeting the requirements of the Act on the National Cyber Security System (Krajowy System Cyberbezpieczeństwa, KSC) and the requirements of the Regulation on the National Interoperability Framework (Krajowe Ramy Interoperacyjności, KRI)
- Increasing the level of ICT security of ZUS IT systems
- Increasing the awareness of ICT security importance among ZUS employees and associates

RESULTS

- Cyber Security Management Platform (Platforma Zarządzania Cyberbezpieczeństwem) – a guarantee of security of data, payments and information from ZUS**
- Increasing the level of ICT security in ZUS according to the requirements of the KSC Act and the KRI Regulation
 - The programme increases the resistance of ZUS IT environment to cyber threats
 - The Cyber Security Management Platform will be built in ZUS
 - Implementation of “Security by design” and “Privacy by design” policies

Area initiatives of the Social Insurance Institution

Area initiatives implemented in ZUS, in parallel to the transformation programmes described above, will be aimed at the development and further improvement of ZUS operations in the designated areas.

These initiatives are aimed primarily at: implementation of model solutions, policies, optimisation of tasks and processes, construction of mechanisms and tools to support management.

Area 1 Development of risk management system

Objective C2 Sealing the public finance system

Objective C7 Increasing operational and financial efficiency of ZUS

CHALLENGES

- Lack of a comprehensive risk management system in ZUS – currently there is a systematic approach to risk management only in the area of fraud risks and risks to objectives in ZUS Activity Plan
- Potential for the development of risk analysis in the process of controlling contribution payers
- Potential for the development of risk analysis in the process of selecting medical certificates for control

OBJECTIVES

- Building an integrated risk management system in ZUS that will integrate all elements and areas in ZUS
- Establishment of an analytical centre and development of risk analysis in the process of controlling contribution payers
- Implementing a new system support for the process of selecting medical certificates for control

RESULTS

- Comprehensive risk management system implemented in ZUS
- Risk management covers all areas of ZUS operations and is an integral part of all processes, including strategic planning, project and change management
- Improved solutions and mechanisms in the process of risk analysis in contribution payers control
- Improved solutions and mechanisms in the process of selecting medical certificates for control
- Improved efficiency and effectiveness in achieving ZUS objectives and tasks



Area 2 **Development of mechanisms for fraud prevention and supporting dues recovery**

Objective C2 Sealing the public finance system

Objective C6 Automation of processes and modern IT architecture

Objective C7 Increasing operational and financial efficiency of ZUS

CHALLENGES

- Lack of systemic approach to prevent and detect fraud related to the Social Insurance Fund (FUS)
- Lack of systemic mechanisms supporting anti-fraud activities in the process of certifying data from the insured persons' or contribution payers' account for the needs of benefit payment
- The need to improve the processes of comprehensive and timely servicing of contribution payers' accounts, in particular as regards the activities aimed at recovering dues in respect of contributions and preventing the time-barring of dues, as well as the correctness of activities in the area of handling claims for refunds of overpayments from the contribution payer's account

OBJECTIVES

- Developing a concept of systemic counteraction and detection of fraud related to the Social Insurance Fund
- Integration of domain applications in the areas of insurance and contributions as well as benefits, which will allow for automation of the certification process and strengthening of fraud prevention mechanisms
- Automation of processes related to, inter alia, monitoring of instalment settlements, handling of refunds of overpaid contributions to payers, applications for writing off time-barred amounts
- De-localisation of the process of handling refunds of overpaid contributions
- Digitalisation of the process of enforcement of unduly received subsidies by contribution payers

RESULTS

- Established analytical centre for the detection of fraud related to the Social Insurance Fund (FUS) with the use of data analyses, supporting business owners in detecting, dimensioning and monitoring risks and analyses of selected issues of the social insurance system
- Implemented decision-making rules to eliminate or mitigate risks of fraud related to the Social Insurance Fund (FUS)
- Implemented systemic mechanisms for counteracting fraud in benefit payment processes
- Implemented systemic mechanisms to support the processes of recovering dues in respect of contributions, preventing the time-barring of dues and the refund of overpaid contributions
- Implemented systemic solutions supporting the processes of enforcement of unduly received subsidies by contribution payers for projects related to maintaining earning capacity throughout the period of professional activity
- Strengthened mechanisms of preventing irregularities and fraud in the social insurance system

Area 3 Development of prevention management area

Objective C7 Increasing operational and financial efficiency of ZUS

Objective C10 Modern communication and education

CHALLENGES

- Due to the evolution of factors affecting the disability and accident prevention, there is a need for a broader view of prevention in the social insurance system, in particular of the mutual interrelationship between the area of prevention, the area of benefit payment and the area of contributions collection
- There is a need for ongoing monitoring of, inter alia, changes affecting insurance risk factors, demographic changes and technological changes and for ongoing response by designing services adapted to current challenges and observed changes

OBJECTIVES

- Redefining the role of prevention in the social insurance system
- Establishment of a centre for analysing trends affecting the area of prevention and designing services adapted to current challenges
- Establishment of a centre for analysing the quality of services provided in the area of prevention

RESULTS

- Strengthened role of prevention in the social insurance system
- Implemented new prevention management model adjusted to the current challenges
- ZUS services in the area of prevention are adjusted to the clients' expectations and the external environment



Area 4 Development of competencies of ZUS employees

Objective C7 Increasing operational and financial efficiency of ZUS

CHALLENGES

- Continuation of activities related to the implementation of development programmes that improve the competencies of ZUS employees and the knowledge and skills necessary to perform their tasks
- The need for continuous improvement of competencies and raising the level of knowledge and skills among employees of internal control units, especially in the context of reorganisation of the area
- Strengthening proper attitudes among employees, in particular in the context of external client service and efficient task performance

OBJECTIVES

- Building a non-wage incentive system for ZUS employees
- Building a competence model for employees of direct client service (content-related, behavioural standards, client service techniques, including services for persons with special needs)
- Conducting a survey of the level of motivation of ZUS employees
- Further implementation of the Manager Development Programme
- Further implementation of employee assessment programme
- Development of professional competencies of employees of internal control units and of other areas in terms of: law, tools, process, public procurement, internal regulations, protection of classified information, anti-corruption
- Implementation of tools for e-didactics
- Creating a knowledge-sharing system in the organisation

RESULTS

- Implemented development programmes increasing professional and interpersonal competences of ZUS employees
- The so-called “Starter package for newly hired employees” constituting a compendium of knowledge on projects and tasks performed by particular units
- A launched knowledge base for ZUS employees, containing training and information materials and best practices
- Implemented system of Periodic Employee Assessment based on the Competence Model, covering all ZUS employees
- A developed catalogue of benefits addressed to a wide group of ZUS employees, together with the mechanism for their granting and maintenance

Area 5 Development of modern data analytics in ZUS

Objective C7 Increasing operational and financial efficiency of ZUS

Objective C8 Development of analytics and data management tools

CHALLENGES

- A need to build and implement a uniform tool supporting the management of ZUS information assets, oriented towards supporting analytical and management processes
- A need to build and implement an integrated system for analysis and exploration of ZUS business data (Data Mining)
- A need to update ZUS microsimulation model of in the context of legislative changes and model development

OBJECTIVES

- Establishment and implementation of a uniform IT system supporting the management of ZUS information assets, oriented towards quick provision of knowledge on data and support for employees performing data management processes
- Construction and implementation of a modern integrated system for analyses and exploration of ZUS business data (Data Mining)
- Construction and implementation of an interactive Data Platform
- Update and development of ZUS microsimulation model

RESULTS

- Design and implementation in ZUS of a uniform tool supporting management of ZUS information assets (company-wide data warehouse)
- Implementation of modern data analytics in ZUS – a more complete image of events taking place in ZUS, better decision-making support, convenient access to current and historical data, unification of information through integration of reporting, Data Mining
- A friendly and intuitive tool presenting statistical data in the field of social insurance, available for external stakeholders
- Increased analytical and forecasting capabilities in the field of social insurance



Area 6 Development of the internal communication system

Objective C10 Modern communication and education

CHALLENGES

- The need for further improvement of the internal communication system in ZUS
- Providing designated groups of employees with access to information necessary for the performance of tasks
- Modification and improvement of the communication tools used in ZUS

OBJECTIVES

- Development of internal communication standards in ZUS
- Implementation of model solutions to provide all groups of employees with access to information necessary for their work
- Support for the implemented changes by improving the area of internal communication
- Implementation of a new functional ZUS intranet platform, optimisation of an internal ZUS newsletter

RESULTS

- Developed coherent model of rules for information flow in all directions with simultaneous feedback
- Higher efficiency of the internal communication system, inter alia through appropriate use of communication channels and tools in relation to the needs of particular target groups
- Implemented internal communication standards in ZUS
- Modified and improved internal communication tools in ZUS

Area 7 **Development of the area of personal data protection in ZUS**

Objective C9 **Strengthening system security and resistance to cyber threats**

CHALLENGES

- Implementation of ZUS tasks in compliance with all legal requirements in the area of personal data protection
- Striving to ensure the highest level of protection of personal data of clients and employees of ZUS
- Particular development of the area of personal data protection in recent years

OBJECTIVES

- Implementation of personal data protection policy in ZUS

RESULTS

- Implemented "Personal data protection policy in ZUS", i.e. an internal legal act which will regulate in a comprehensive way the principles of personal data processing in ZUS
- This document, apart from describing the purpose, legal basis and scope of personal data processing, will also indicate the duties and responsibilities in this regard
- Developed structured internal trainings on personal data



Area 8 Development of the public procurement area

Objective C4 Digitalisation of communication and documentation

CHALLENGES

- Currently, in accordance with applicable law, ZUS conducts public procurement procedures via ePUAP and Miniportal
- The Public Procurement Law, in force since 1 January 2021, indicates that communication in the procurement procedure and in the competition, including the submission of tenders, applications to participate in the procedure or competition, exchange of information and transfer of documents or statements between the contracting party and the contractor, subject to the exceptions specified in the law, is carried out using electronic means of communication. This requirement does not apply to contracts excluded from the application of the Act, including contracts whose value is less than PLN 130,000

OBJECTIVES

- Full digitalisation of all public procurement procedures conducted under the regime of the Public Procurement Law and enabling electronic award of contracts with a value below the triviality threshold

RESULTS

- Implemented purchasing platform, which will enable all public procurement procedures at ZUS to be conducted electronically, including proceedings with a value below the triviality threshold
- Fulfilled statutory obligations concerning full digitalisation of the public procurement process
- Data digitisation and elimination of paper documents in the process of awarding contracts

Area 9 **Development of administration area**

Objective C7 **Increasing operational and financial efficiency of ZUS**

CHALLENGES

- The need to implement new solutions in the manner of providing services by contractors and implementation of cleanliness control processes
- Increasing mechanisms of supervision over the level of services provided by external contractors in the area of administration
- Extensive network of local organisational units implementing tasks in the area of administration requiring supervision
- Expectations regarding standardisation of particular functions and processes

OBJECTIVES

- Development and implementation of new standards for cleaning and maintenance of green areas in ZUS
- Strengthening control over the quality of services provided by external contractors
- Implementing organisational and process solutions to improve efficiency in the administration area

RESULTS

- Updated standards for cleaning and maintenance of green areas – cleaning services in ZUS facilities adapted to the changing ZUS needs
- Broader quality control and more efficient management of services provided by contractors
- Optimisation of costs in the administration area, optimisation of structure and processes



Area 10 ERP system development in ZUS

Objective C6 Automation of processes and modern IT architecture

CHALLENGES

- The existing System Supporting Economics of ZUS (System Wspomagający Ekonomikę Zakładu, SWEZ), i.e. a platform integrating many systems and SAP modules operating in ZUS, which support the performance of tasks in ZUS branches and headquarters, requires a thorough reconstruction due to its technological debt and inadequacy to ZUS needs

OBJECTIVES

- Implementation of a new version of the SWEZ system in ZUS

RESULTS

- Acquiring modern and user-friendly ERP tools, inter alia by introducing mobile solutions, reducing the technological debt as a result of infrastructural changes (cloud solutions), business changes in processes and in organisation as well as preparing a new framework for system maintenance and development
- The implemented changes will contribute to the optimisation and automation of processes, will result in full integration with the cooperating systems, which support the process paths, will improve access to services and data security

Expected results of strategic undertakings

Strategic direction:

Modern E-GOVERNMENT OFFICE

- reconstructed **electronic services portal** – a modern and intuitive channel of communication between clients and institutions with ZUS – simple and quick access to ZUS services and products
- developed **self-services for clients** – submitting applications, obtaining certificates and access to data and information on-line, without visiting a ZUS unit – convenience and time saving, accessibility for the disabled
- **electronic payments** available in the portal and mobile application for contribution payers
- **developed services of automatic exchange of data and information** between ZUS and institutions and administration bodies
- **mobile applications** for entrepreneurs and doctors – possibility to work and communicate with ZUS on mobile devices
- created Central Register of ZUS Clients – a system allowing to **manage relations with ZUS clients**
- quick **client access to the information on the status of their case** – self-service through the portal
- guaranteed **access to full information about the client** – regardless of the form of contact (telephone, stationary, on-line)
- launched ZUS **new communication channels** in social media and using ZUS potential to inform about ZUS services and products and promote them
- modern **social and educational campaigns**
- launched and developed **e-meetings, webinars and international counselling**
- improved **internal communication tools of ZUS**, supporting ZUS staff in performance of their tasks



Strategic direction: Automation and improvement of processes and modern IT architecture

- **automated settlements of contribution payers, new system solutions** – contribution payers' tasks taken over by ZUS with regard to determination of the contribution assessment basis, settlement of contributions and determination of amounts to be paid in respect of due contributions
- **automated process of granting and paying benefits from FUS and simultaneous take-over** by ZUS of the benefit payment task from the contribution payers – ensuring control over public expenditure
- **limitation of explanatory proceedings with clients** (higher quality of data on client accounts)
- implemented **standards for non-cash form of settlements** with ZUS in the area of benefits and incomes – timeliness and security of benefit receipt, refund of overpayment and other settlements with ZUS
- benefit reform – **simplification of the rules for granting allowances**, benefits paid by one entity (ZUS), reduction of fraud in sickness insurance
- income reform – **simplification of the rules for calculating and paying contributions** collected by ZUS, reduction of irregularities and fraud in the areas of benefits, insurance and settlements
- **implemented mechanisms to prevent undue pension payments** after the death of a beneficiary
- **simplified numerous internal processes**, measured by performance indicators
- **IT architecture and systems** modernised, supporting smooth and efficient business processes, reduced technological debt
- IT systems transferred to other, cheaper platforms
- development and upgrading of **competences of ZUS staff**
- established **Cyber Security Management Platform** in ZUS
- implemented **Personal Data Protection Policy** in ZUS
- implemented **new prevention management model**
- **comprehensive risk management model** prepared and consolidated
- **reorganisation of ZUS** – new, flexible organisational structure, centralisation of tasks, continued process of realistic employment
- development of **modern tools in the area of ZUS data analytics** together with the expansion of the microsimulation system

Strategic direction: Digitalisation of processes, communication and documentation

- implemented projects **eliminating paper correspondence and documentation** in relations from and to ZUS clients, including reducing the need for a personal visit of the client to ZUS facility – **development of e-government office**
- elimination of paper correspondence for some issues and transferring information to electronic form – elimination of paper correspondence implemented in stages
- digitalisation and automation of communication and **data exchange** with external entities and institutions
- reduction of bureaucracy – **limited number of submitted documents** and information – **minimised contact** with ZUS by relieving clients of the need to obtain data from other institutions or administrative bodies and by limiting the quantity of paper documentation to be transferred to ZUS
- **digitised** applications and documents submitted to ZUS – implementation in individual tranches and for individual groups of clients
- full **digitalisation of the public procurement process**
- created **repository of electronic documents** in ZUS
- **digitisation of documents (folders) archived on paper**, enabling remote work of employees in local organisational units and processing of a client's case in any ZUS unit (de-localisation of tasks)
- elimination of paper document flow within ZUS – **implementation of an electronic document management system**
- review of processes in ZUS, **elimination of two-track document circulation – in the system and outside the system** in paper form, implementation of electronic solutions for internal processes
- **digitalisation of ZUS client cases** – recovery of storage space as a continuation of file verification and digitalisation projects



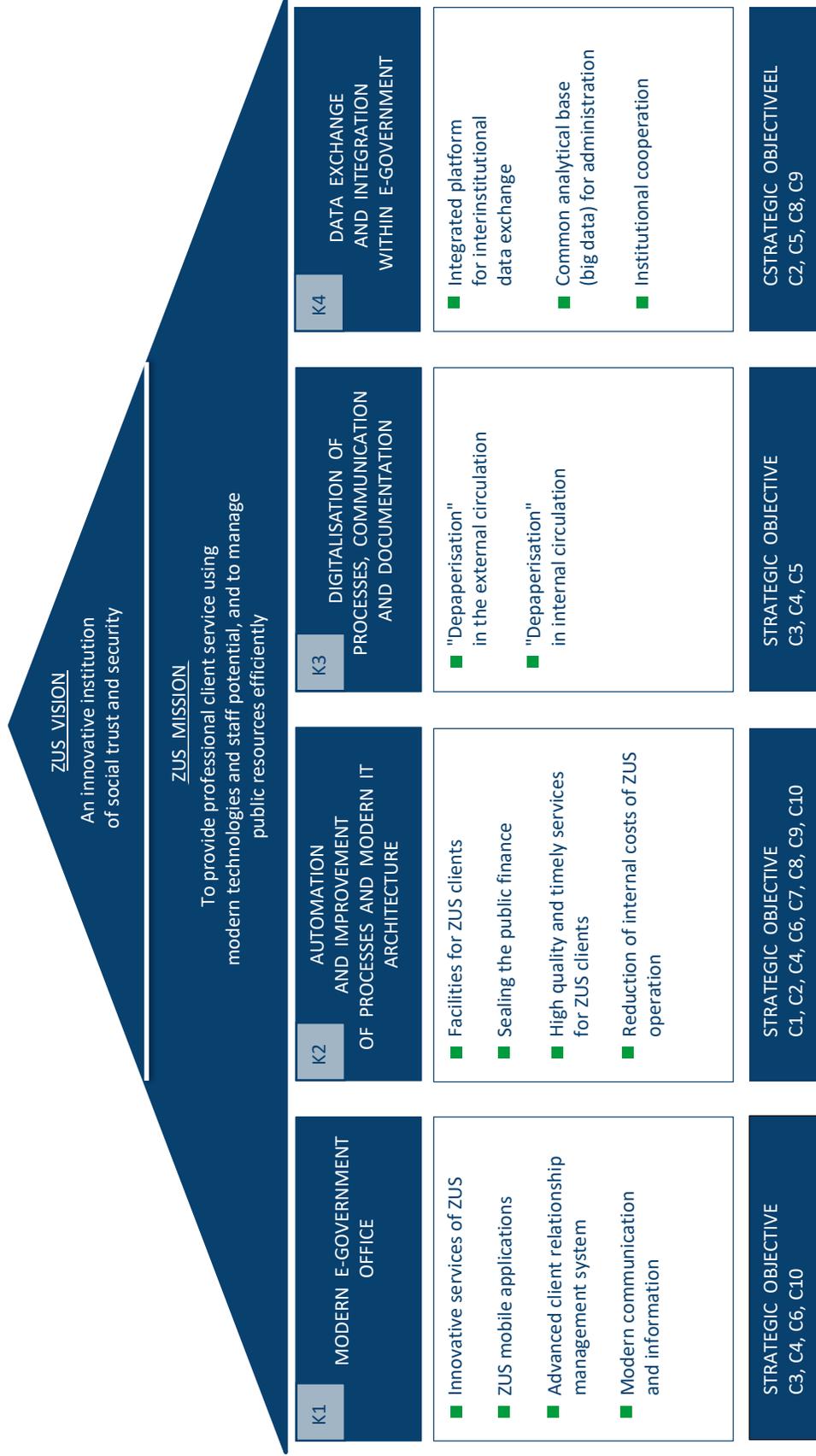
Strategic direction: Data integration within e-government

- internally **integrated data between** main systems of ZUS (KSI, PUE, EMIR, RENTIER, SWEZ)
- **integration of main ZUS IT systems** for better data management
- **unified internal** server infrastructure of main ZUS IT systems
- **possible construction of a data exchange bus** with selected state institutions [National Health Fund (NFZ), Central Statistical Office (GUS), National Tax Administration (KAS), Ministry of Finance (MF), Ministry of Family and Social Policy (MRiPS), etc.]
- strengthened **mechanisms of security** of citizens' information and data in cyberspace
- ZUS systems prepared to implement a **single database for administration**
- **mechanisms implemented to limit fraud and irregularities** thanks to guaranteed access to the same data from different institutions and for different purposes
- preparing systems for the model of **immediate, automatic access to data** – without unnecessary correspondence
- **regulations enabling ZUS to obtain data** from public institutions and organisations – no need for the client to provide them
- **maximisation of data and information exchange between ZUS systems and records** and systems and records of institutions and administration bodies – cheaper processing of cases, automation of processes
- **“depaperisation”** – optimisation of processes in administration, elimination of data acquisition time
- **improvement of analytical, decision-making and management processes** in administration

Map of ZUS strategic objectives for 2021-2025

OUR VISION An innovative institution of public trust and social security		OUR VALUES <ul style="list-style-type: none"> ■ Trust ■ Integrity ■ Respect 			
OUR MISSION To provide professional client service using modern technologies and staff potential, and to manage public resources efficiently					
OUR OBJECTIVES AND KEY UNDERTAKINGS – AREA PROGRAMMES AND INITIATIVES					
C1: Simplification of the social security system	C2: Sealing the public finance system	C3: Modern e-government office	C4: Digitalisation of communication and documentation	C5: Data integration and e-government development	
<ul style="list-style-type: none"> ■ Automation of contribution payers' settlements [P1] ■ Consolidation and automation of benefit payments [P2] ■ Development of benefit payments [P1] ■ Development of mechanisms for fraud prevention and supporting dues recovery [I2] 	<ul style="list-style-type: none"> ■ Automation of contribution payers' settlements [P1] ■ Consolidation and automation of benefit payments [P2] ■ Development of risk management system [I1] ■ Development of mechanisms for fraud prevention and supporting dues recovery [I2] 	<ul style="list-style-type: none"> ■ A modern electronic portal – new PUE ZUS [P5] ■ Central Register of ZUS Clients [P6] 	<ul style="list-style-type: none"> ■ Automation of pensions [P3] ■ A modern electronic portal – new PUE ZUS [P5] ■ Digitisation of data and documentation – “depaperisation” [P7] ■ Development of the public procurement area [I8] 	<ul style="list-style-type: none"> ■ Platform integrating and unifying ZUS domain systems [P9] 	
C6: Automation of processes and modern IT architecture	C7: Increasing the operational and financial efficiency of ZUS	C8: Development of analytics and data management tools	C9: Strengthening system security and resistance to cyber threats	C10: Modern communication and education	
<ul style="list-style-type: none"> ■ Automation of pensions [P3] ■ Central Register of ZUS Clients [P6] ■ New IT architecture and development of IT systems [P8] ■ Development of fraud prevention mechanisms ... [I2] ■ Development of ERP class system in ZUS [I10] 	<ul style="list-style-type: none"> ■ Banking of benefits paid by ZUS [P4] ■ Optimisation of ZUS budget [P10] ■ ZUS reorganisation ... - branches [P11] ■ ZUS reorganisation ... - ZUS [P12] ■ Development of risk management system [I1] ■ Development of fraud prevention mechanisms ... [I2] ■ Development of prevention management area [I3] ■ Development of competencies of ZUS employees [I4] ■ Development of modern data analytics in ZUS [I5] ■ Development of the administration area [I9] 	<ul style="list-style-type: none"> ■ Platform integrating and unifying ZUS domain systems [P9] ■ Development of modern data analytics in ZUS [I5] 	<ul style="list-style-type: none"> ■ ZUS cyber security [P14] ■ Development of the area of personal data protection in ZUS [I7] 	<ul style="list-style-type: none"> ■ Modern open communication [P13] ■ Development of prevention management area [I3] ■ Development of the internal communication system [I6] 	

Map of ZUS strategic directions for 2021+



Risk management in the implementation of the Strategy

The implementation of each objective is associated with risk.

Therefore, in order to increase the probability of achieving the objectives defined in ZUS Strategy, it is necessary to link its implementation to the *risk management system* functioning in ZUS. The above will ensure the possibility of taking actions in advance, allowing for the implementation of comprehensive mechanisms limiting the occurrence of risk and its impact on the performed tasks.

Achievement of the objectives defined in the Strategy is affected by a variety of external and internal factors that change over time (the so-called sources of risk). They can support the implementation of ZUS strategic objectives or constitute an obstacle to their achievement. It is therefore necessary to constantly observe the events occurring both in ZUS itself and in its environment, and to identify the factors that may generate risks affecting the achievement of the assumed objectives. The above actions should relate to the risks already identified, as well as new threats that may arise in the future and affect ZUS functioning.

Risk management as part of achieving the Strategy's objectives includes identifying, measuring and assessing risks, taking actions to mitigate them, as well as monitoring and controlling risks. As part of the above, risks are diagnosed and risk owners are assigned to specific strategic objectives pursued through key transformation programmes, in accordance with their responsibilities under ZUS Organisational Regulations. Risk management also inherently involves management decisions and actions to achieve an acceptable level of risk, which must be clearly and precisely defined, but may be different for individual objectives. The determination of an acceptable level of risk is the responsibility of the risk owners and requires the opinion of

a committee established, among others, for this purpose. If the risk assessment is higher than the accepted level, the risk owner is obliged to develop, implement and review the implementation of the risk management plan, including reporting on progress or delays in its execution.

Risk management is carried out on a current basis by all ZUS employees and the management and is subject to ongoing monitoring. Monitoring is carried out by risk owners as part of their management activities and by their supervisors. The review of risks for strategic objectives implemented through key transformation programmes and their reporting to the ZUS senior management is carried out at least once every six months.

The implementation of the designated transformation programmes for the social security system and for ZUS will require interaction with external stakeholders, which may result in internal postponements of the implementation deadlines of the programmes and changes to their final form.

The key risks for the implementation of the transformation programmes include:

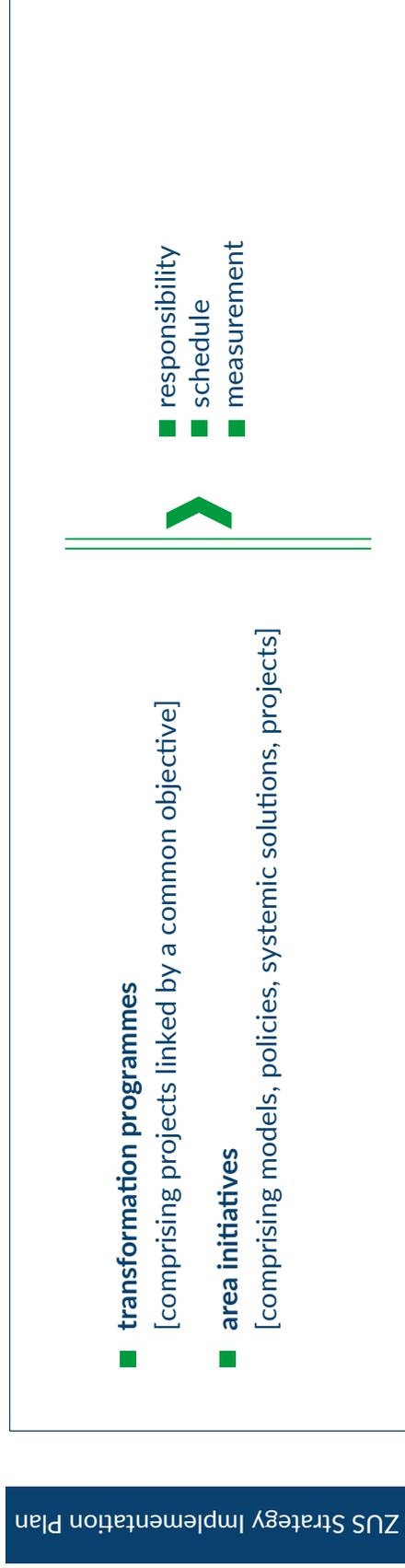
- prolonged process of legislative changes affecting the change of deadlines recommended by ZUS,



- performance by ZUS of other tasks of higher priority at the same time, including those related to the implemented shielding measures under the Anti-Crisis Shield,
- significant links of some programmes with other programmes, implying the necessity of synchronisation of works on their implementation (inter alia in the area of legislation or changes in ZUS IT systems),
- delays in selection of a contractor for changes in ZUS IT systems associated with protracted tendering procedures for reasons beyond ZUS control,
- ineffective information and education activities for clients resulting from limitations related to the epidemic situation (direct contacts),
- material, financial and infrastructural problems unforeseen at the stage of strategy preparation,
- difficulties in the work of project teams due to absence of key employees.



Model of organisation and implementation of ZUS Strategy for 2021-2025



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