HUNGARIAN CASE OF "GOVERNMENT WINDOWS": INTEGRATED SERVICE CONTACT CENTRES OR ONE-STOP SHOPS

Éva Kovács, PhD
National University for Public Service
Public Administration Faculty

e-mail: kovacseva@uni-nke.hu

Contents

Problem definition

- What problems does OSS solve?

Context: Creating The Hungarian OSS

- *(1)Administartive refom in Hungary*
- *(2) stakeholders*

Functions and Tasks of OSS

The organization and human resources of OSS

Lessons to be learned

WHAT PROBLEMS DOES ONE STOP SHOP SOLVE?

PROBLEM DEFINITION: FORECASTING NEEDS

IDENTIFIED PROBLEMS IN HUNGARY

Political/Government Perspective

- Client services become unsustainable;

- Operate in a fragmented and inefficient manner;

- Disharmonious opening hours,

- Non-standardized service qualities;

- Dissimilar operating and management systems.

Users/ Citizens Perspective

- **Bureaucratic labyrinth:** The clients had difficulties with orientating themselves in diverse bureaucratic system.

- The citizens would expect to have all their needs for public administration services met by a single service point operating in standardized quality.

WHAT BENEFITS CAN THE GOVERNMENT/USERS GET FROM THE OSS?

DEFINING TARGETS AND OBJECTIVES

Stated goals/ benefits from the government's side

Better coordination of public administarion as a whole;
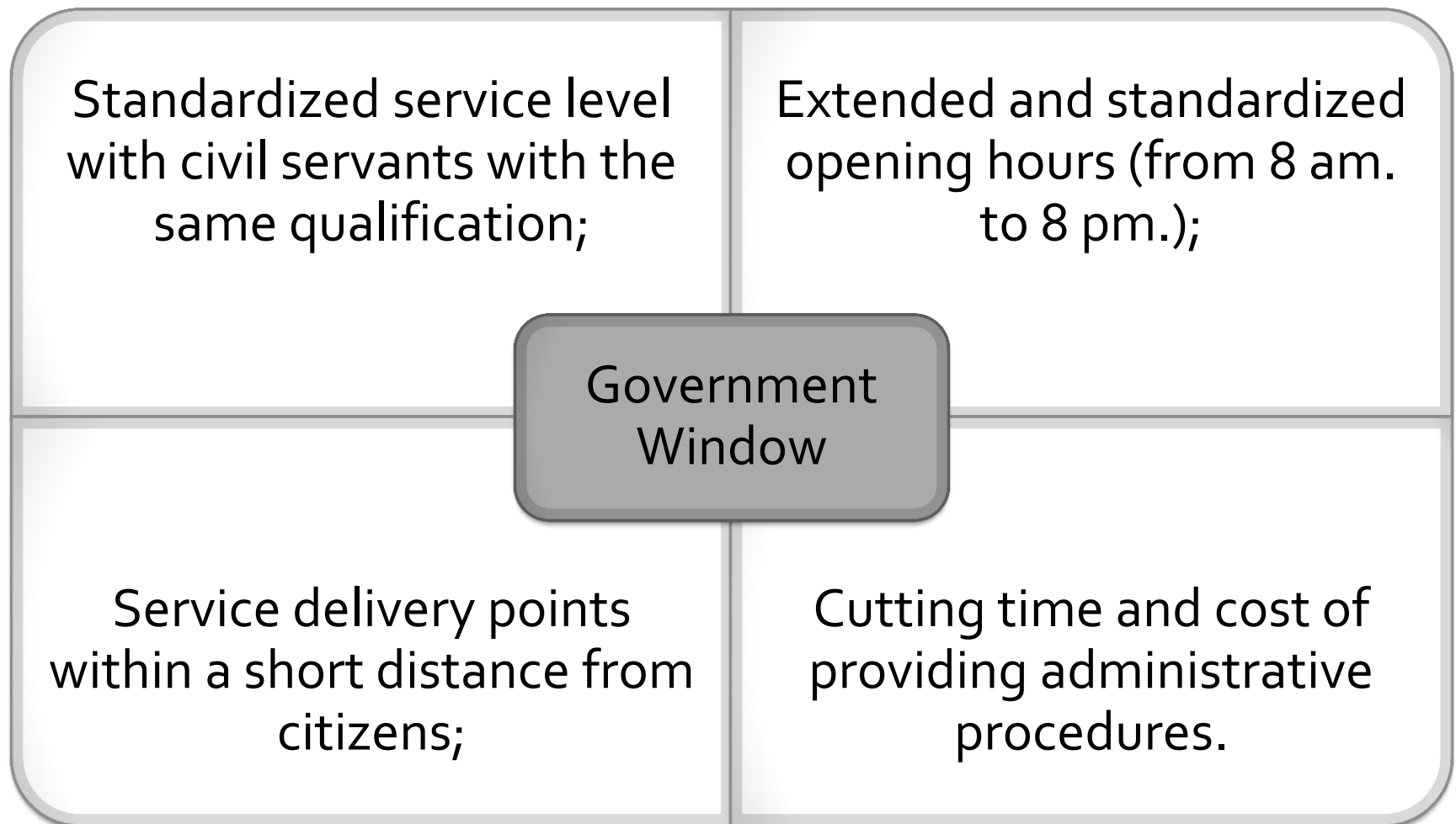
To improve the client/customer-oriented character of administrative services.;

Government Window

Achieving cost savings by reducing fragmentation, duplication and overlaps;

Movement towards **regulatory convergence, obey EU regulation**

Stated goals/ benefits from the users' side

Standardized service level with civil servants with the same qualification;

Extended and standardized opening hours (from 8 am. to 8 pm.);

Government Window

Service delivery points within a short distance from citizens;

Cutting time and cost of providing administrative procedures.

DESIGNING AND CREATING THE HUNGARIAN OSS

POLICY DESIGN

THE LARGER CONTEXT OF INITIATING OSS: THE HUNGARIAN ADMINISTRATIVE REFORM ON THE TERRITORIAL LEVEL

RECOMMENDATION: THE IMPLEMENTATION OF OSS SHOULD NOT BE A STAND ALONE PROJECT. IT SHOULD EMBEDDED IN A LARGER ADMINISTRATIVE REFORM AIMING AT PROVIDING BETTER SERVICES TO USERS AND SIMPLIFYING BUREAUCRACY.

Central Government

Ministries:
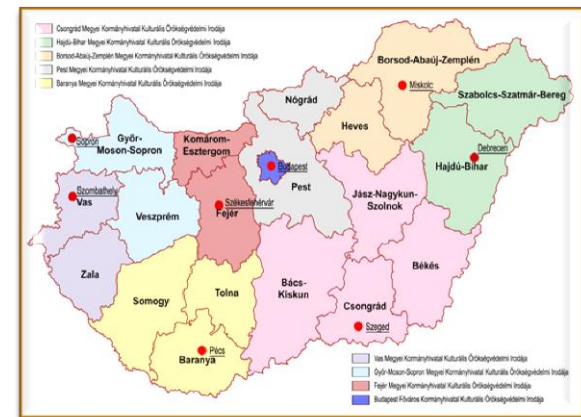
No. 8 – 18 (between1990 – 2014)

Agencies

Middle (county) level of PA (19+1)

2011: County Government Offices

(integrating the territorial branches of agencies)

1990: Elected county self-governments

Local level of PA

2013: District Administrative Offices

(No. 175 + 23)

1990: ~3200 local self government

Comprehensive (top- down) administrative reform on the county level

e.g. Building Authority, Property Registration Authority, unemployment and social welfare agency

County Government Offices

19 deconcentrated branches of different agencies were merged and integrated

'Government Window'
one-stop shop government reform in Hungary

2015. 430 different services
200 service points

2016. Services in **613 different procedures 240 service points**

2013. October
The initiation of the ‚PROTOTYPE' OSS

2011.summer
~ 61 services.

2014.
250 different services
71 service points

2013.
Extended scope of authority (more than 150 different services)

2011.
No. of OSS >29
30 types of admin procedures
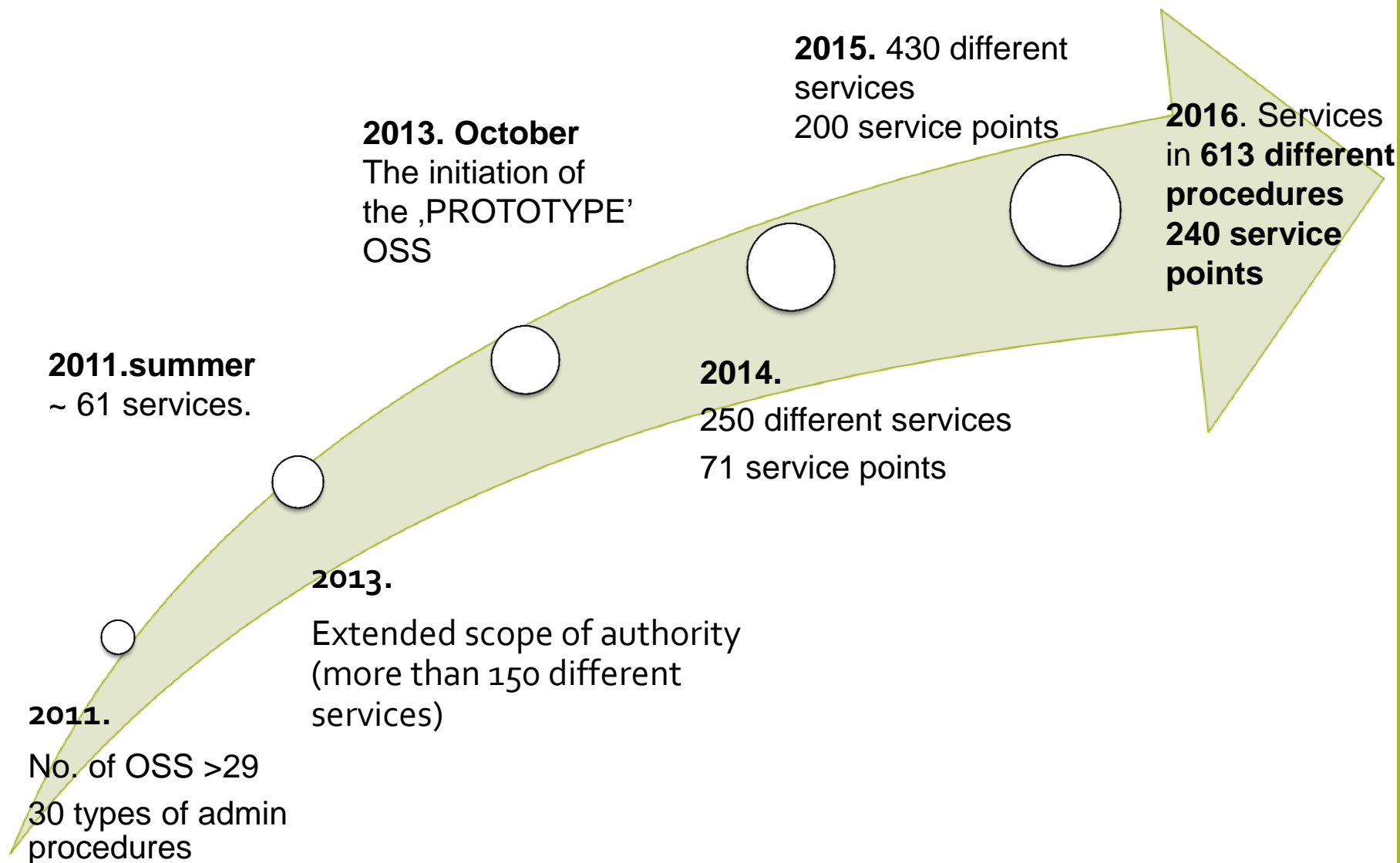
DEVELOPMENT PROCESS OF THE OSS SYSTEM IN HUNGARY

Decision – making process

Three pillars of the project:

1. Task porfolio
2. Resources - Organization and Human resources,
3. IT system

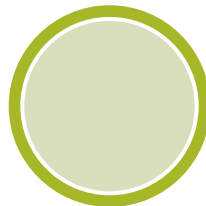# DECISION MAKING PROCESS AND THE ROLE OF STAKEHOLDERS

Recommendations:

- Ensure strong and long –term political support;

- Establish continous communication between the political and administrative levels on programme development and implementation;

- Focus on building strong relationships and permanent communication channels between all the participating agencies and other stakeholders.
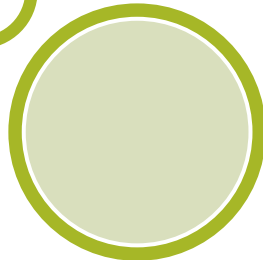
Customers

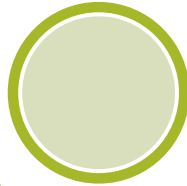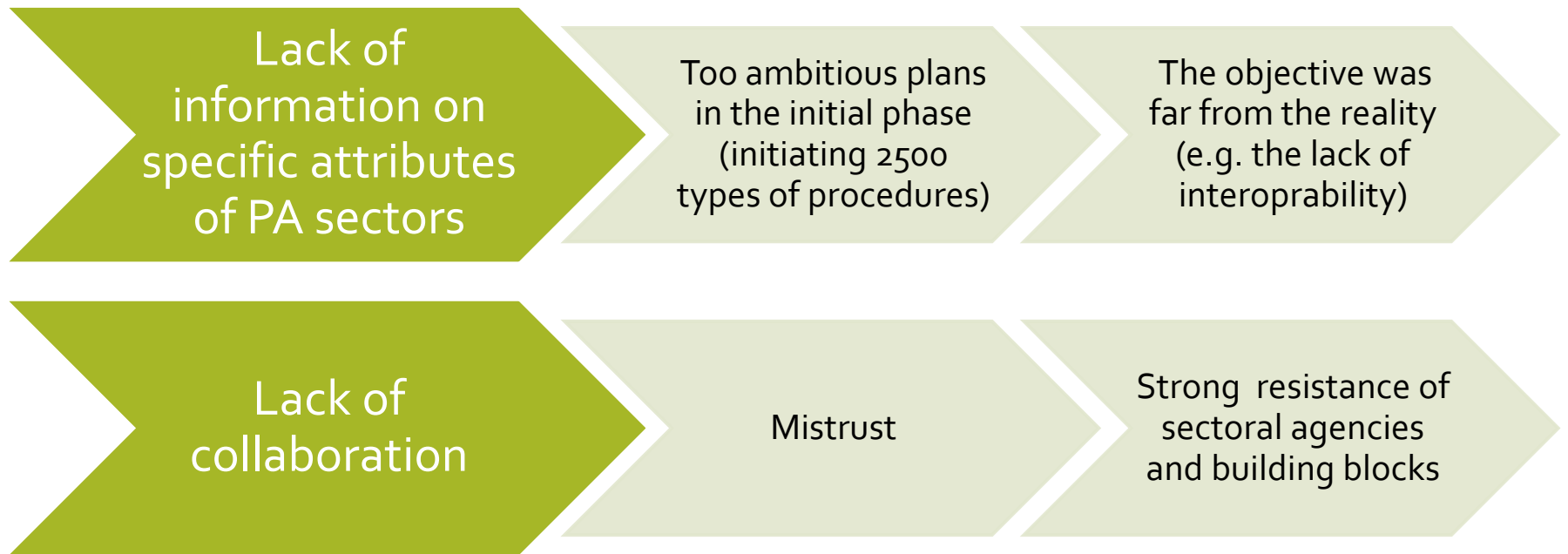Local Governments

County Government Offices

Central Government

Agencies

Negative effects of limited consulation and cooperation in Hungary

Lack of information on specific attributes of PA sectors → Too ambitious plans in the initial phase (initiating 2500 types of procedures) → The objective was far from the reality (e.g. the lack of interoprability)

Lack of collaboration → Mistrust → Strong resistance of sectoral agencies and building blocks
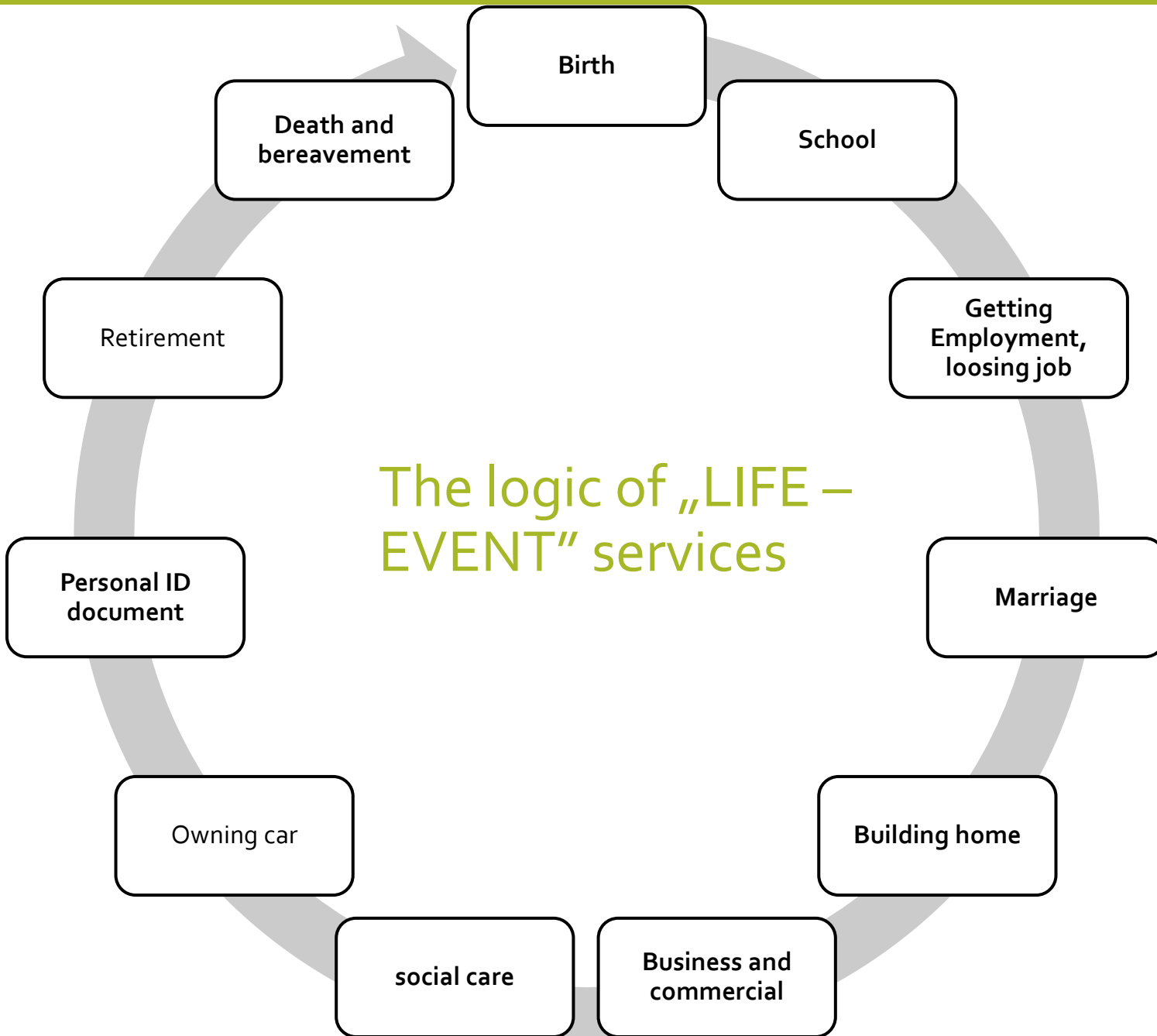
DESIGNING FUNCTIONS AND TASKS OF OSS

RECOMMENDATION: SET CLEAR OBJECTIVES AND EXPECTATIONS FOR WHAT ONE STOP SHOPS CAN ACHIVE

The wide of task portfolio

The customer services of sectoral territorial branches

(e.g. the health care, employment services, social care, pension services)

The administrative tasks of Doc. And Registration Office

(issuing various personal documents and licenses)

Gov Win One Stop Shop

Operated by the state administration

(County Government Offices)

The logic of „LIFE – EVENT" services

- Birth
- School
- Getting Employment, loosing job
- Marriage
- Building home
- Business and commercial
- social care
- Owning car
- Personal ID document
- Retirement
- Death and bereavement

Designing functions: The depth of task portfolio

They provide access to the central e-government platform and help clients fill in electronic forms.

First-stop shop activities

Providing information, help clients to fill forms and documents.

181 types of procedures

Second-stop shop activities

Documents are received and forwarded to another back office deciding the case.

333 types of procedures

Full - stop shop

Cases can be fully completed ☺

84 types of procedures

THE ORGANISATION AND HUMAN RESOURCES OF OSS

…HOW CAN THE FUTURE GOVERNMENT WINDOWS OFFICERS BE TRAINED FOR SUCH A DIVERSE ACTIVITIES?

Human resources: Need for special training

The main steps of the training process

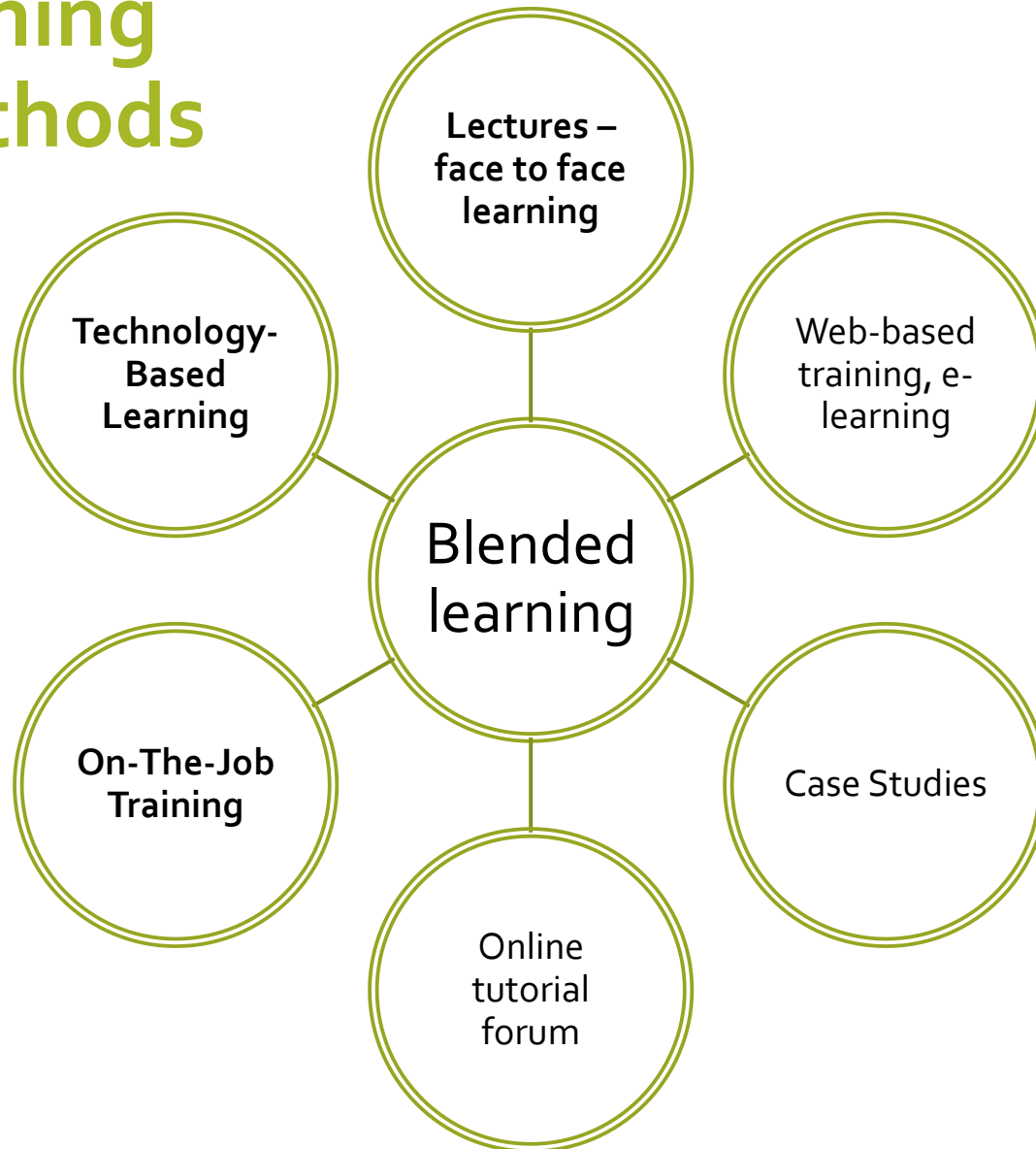Promotion, recruitment and selection process

The initial training program – the basic knowledge of public administration

Preparation for the 'real' working place condition - On-the-job training

Training methods

Lectures – face to face learning

Web-based training, e-learning

Technology-Based Learning

Blended learning

On-The-Job Training

Case Studies

Online tutorial forum

Training Modules	Contents
(0)Learning to learn-learning strategies	This introduces different learning techniques.
(1)Core skills in public administration	This modul is focused on key structures, relationships and processes, which underpin and shape the Hungarian government and public administration.
(2)Public administration procedures	This module covers the legal framework of administrative procedure.
(3)E –government technologies on the field of custumer services	This module is an introduction to the e – government solutions in Hungary with the primarily focus on the IT technologies within customer services.
(4)Typical life situations and their administrative relations	This module covers all the administrative sectors and procedures those have linkages to typical life-events and life-situations. It aims to prepare the civil servant to know his way around the 'labyrinth of the administrative bureaucracy'.
(5) Communication and interpersonal skill training for customer service officer	This module aimed to develop the "soft" (interpersonal) skills – verbal and non-verbal communication skills, behavior competencies, negotiation skills of the civil servants.

Illustrations of standardized equipments of the customer services

user - friendly atmosphere and conveniency

Fotó: MCOnet
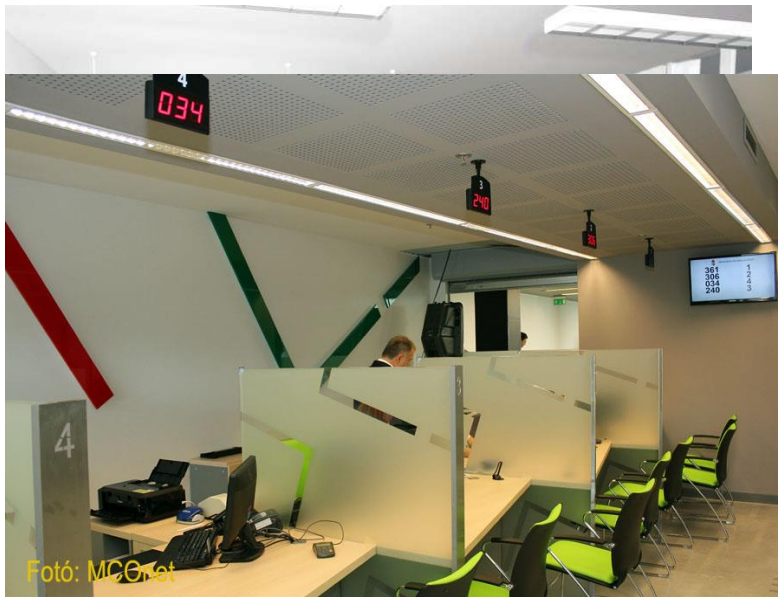
INFORMATION TECHNOLOGIES

Interoperability: ability of information systems to work together within and across organizational boundaries in order to advance the delivery of single –point services.
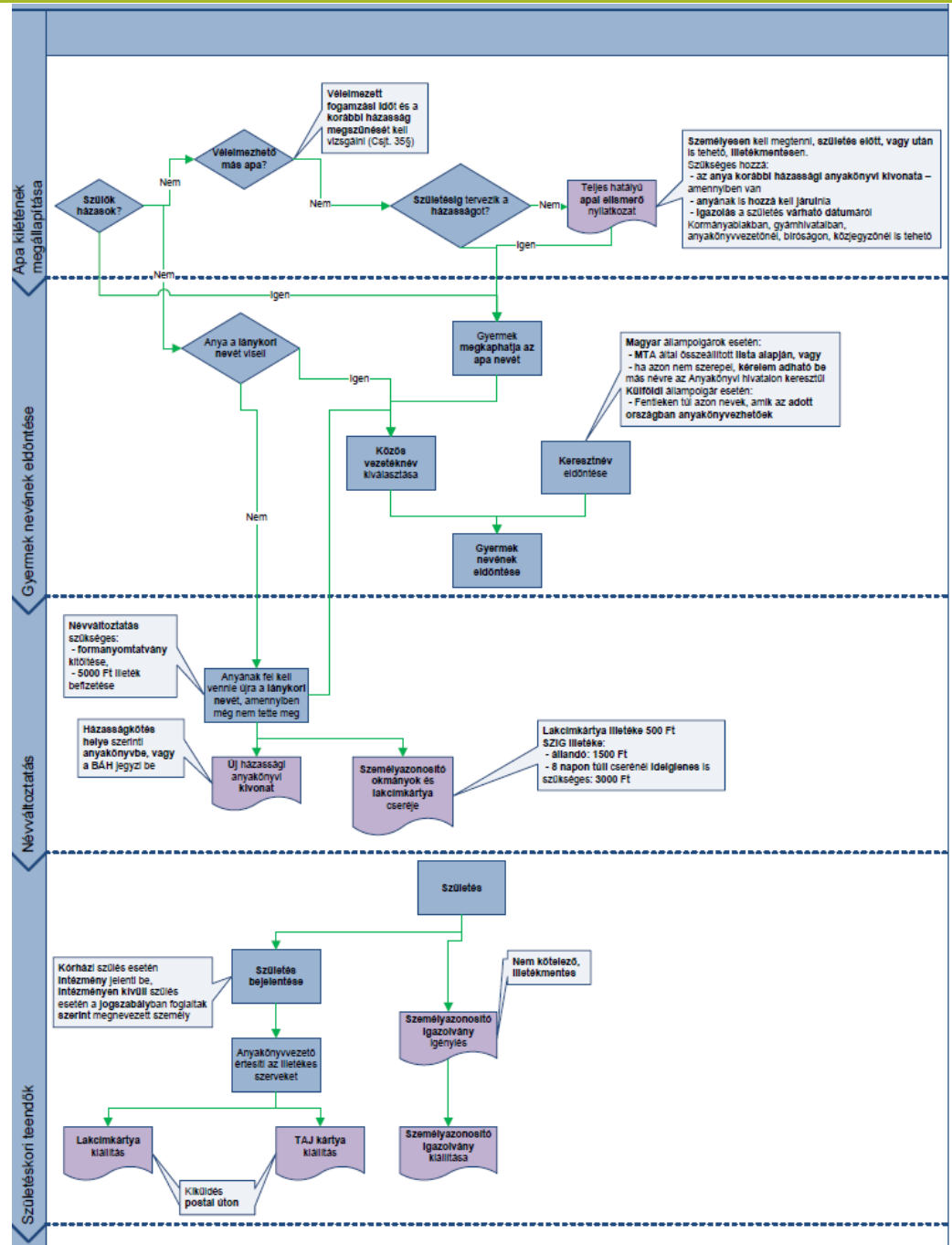
Data Protection

IT equioments

KNOWLEDGE – CENTRE
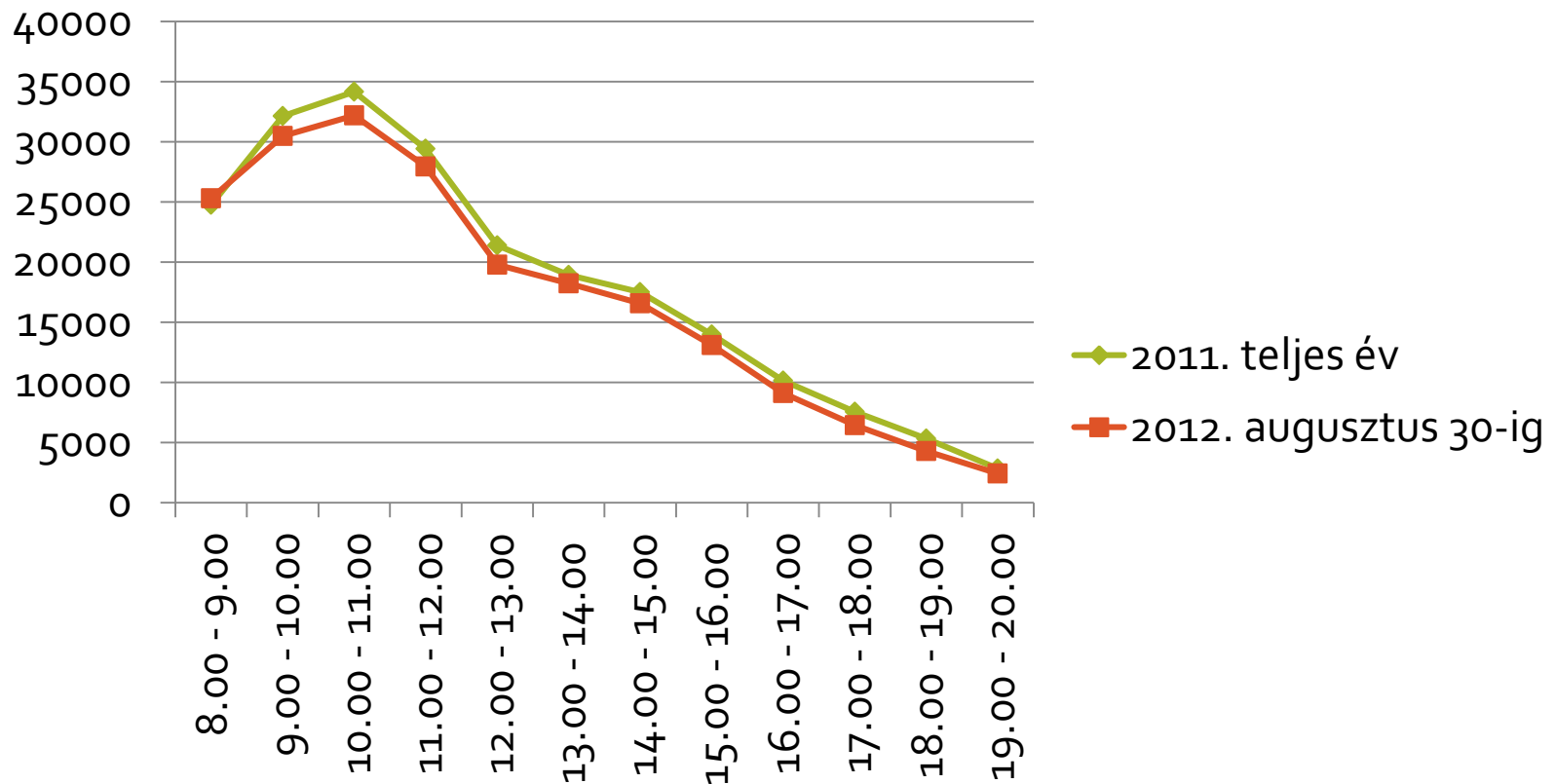
Support Administrative Process
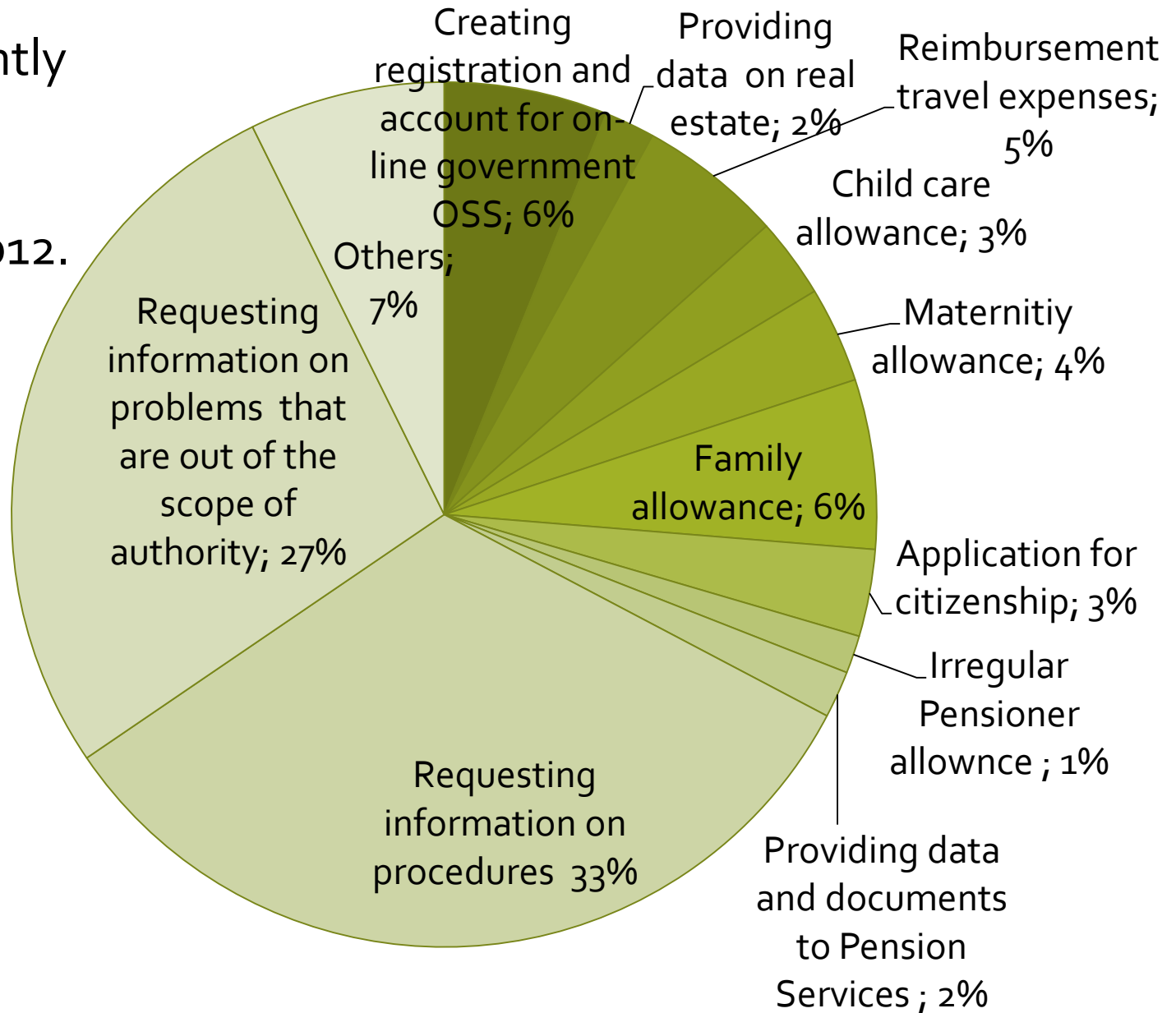and Case -Management System

WORKFLOW collection

EVALUATION

Extended opening -hours

Users' appearance in OSS

Most frequently initiated procedures
Data from 2012.

Creating registration and account for on-line government OSS; 6%

Providing data on real estate; 2%

Reimbursement travel expenses; 5%

Child care allowance; 3%

Maternitiy allowance; 4%

Others; 7%

Requesting information on problems that are out of the scope of authority; 27%

Family allowance; 6%

Application for citizenship; 3%

Irregular Pensioner allownce ; 1%

Requesting information on procedures 33%

Providing data and documents to Pension Services ; 2%

Most frequently initiated procedures

Data from 2014.

- 19% Car registration

- 16% Issuing ID cards

- 13 % Issuing Driving Licences

- 10 % Issuing address card

- 6% Requesting information on problems that are out of the scope of authority

Step – by –step initiation

- The enlargement of the structure and portfolio should be achieved gradually.

Pilot phase

- PROTOTYPE OSS for testing the extended task portfolio and the physical and IT environment

Complex approach and multi –levels collaboration

- Implementing reform requires a mix of political, technical and administrative actions taken at different levels
- Destructive , counter- productive behaviour form the buttom,

Flexibility and adaptation to a changing environment

- Unexpected conditions can change the schedule and the way of implementation.

Integration itself is not a panacea for inadequate resorces

ANY QUSTION?

THANK YOU FOR YOUR ATTENTION!

ÉVA KOVÁCS

NATIONAL UNIVERSITY FOR PUBLIC SERVICE, BUDAPEST, HUNGARY

E-MAIL: KOVACSEVA@UNI-NKE.HU