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

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Problem definition
- What problems does OSS solve?

Context: Creating The Hungarian OSS
- (1) Administrative reform 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 administration as a whole;

To improve the client/customer-oriented character of administrative services.

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.);
- 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 (between 1990 – 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

19 deconcentrated branches of different agencies were merged and integrated

County Government Offices
'Government Window’
One-stop shop government reform in Hungary

2011. summer
~ 61 services.

2011.
No. of OSS >29
30 types of admin procedures

2013. October
The initiation of the 'PROTOTYPE’ OSS

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

2014.
250 different services
71 service points

2015.
430 different services
200 service points

2016. Services in 613 different procedures
240 service points

2016. Services in 613 different procedures
240 service points
DEVELOPMENT PROCESS OF THE OSS SYSTEM IN HUNGARY

Decision – making process

Three pillars of the project:
1. Task portfolio
2. Resources - Organization and Human resources,
3. IT system
Recommendations:

- Ensure strong and long–term political support;
- Establish continuous 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.
Negative effects of limited consultation and cooperation in Hungary

- Lack of information on specific attributes of PA sectors
- Lack of collaboration
  - Too ambitious plans in the initial phase (initiating 2500 types of procedures)
  - The objective was far from the reality (e.g. the lack of interoperability)
  - 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 ACHIEVE
The wide of task portfolio

The customer services of sectoral territorial branches (e.g. 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
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

- Blended learning
  - Lectures – face to face learning
  - Technology-Based Learning
  - On-The-Job Training
  - Web-based training, e-learning
  - Case Studies
  - Online tutorial forum
<table>
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<th>Training Modules</th>
<th>Contents</th>
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<td>(0) Learning to learn-learning strategies</td>
<td>This introduces different learning techniques.</td>
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<tr>
<td>(1) Core skills in public administration</td>
<td>This modul is focused on key structures, relationships and processes, which underpin and shape the Hungarian government and public administration.</td>
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<td>(2) Public administration procedures</td>
<td>This module covers the legal framework of administrative procedure.</td>
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<tr>
<td>(3) E–government technologies on the field of customer services</td>
<td>This module is an introduction to the e–government solutions in Hungary with the primarily focus on the IT technologies within customer services.</td>
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<td>(4) Typical life situations and their administrative relations</td>
<td>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’.</td>
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<tr>
<td>(5) Communication and interpersonal skill training for customer service officer</td>
<td>This module aimed to develop the &quot;soft&quot; (interpersonal) skills – verbal and non-verbal communication skills, behavior competencies, negotiation skills of the civil servants.</td>
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Illustrations of standardized equipments of the customer services

user - friendly atmosphere and conveniency
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 equioment
KNOWLEDGE CENTRE

Support Administrative Process and Case Management System

WORKFLOW collection
EVALUATION
Extended opening -hours

Users' appearance in OSS

- 2011. teljes év
- 2012. augusztus 30-ig
Creating registration and account for online government OSS; 6%
Providing data on real estate; 2%
Child care allowance; 3%
Maternity allowance; 4%
Application for citizenship; 3%
Irregular Pensioner allowance; 1%
Providing data and documents to Pension Services; 2%
Most frequently initiated procedures
Data from 2012.

7% Requesting information on problems that are out of the scope of authority
33% Requesting information on procedures
6% Creating registration and account for online government OSS
3% Providing data on real estate
5% Reimbursement travel expenses
6% Application for citizenship
6% Child care allowance
4% Maternity allowance
3% Irregular Pensioner allowance
1% Providing data and documents to Pension Services
2% Requesting information on procedures
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
What lessons can be learned from the Hungarian case?
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 bottom,

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 resources
ANY QUESTION?

THANK YOU FOR YOUR ATTENTION!

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