

GSIS NOMINATION FOR ASSA RECOGNITIONS AWARDS, 2020

CATEGORY	:	TRANSFORMATION RECOGNITION AWARD
ORGANISATION	:	Government Service Insurance System (GSIS), Philippines
CONTACT PERSON	:	Maria Clarissa C. Magdaraog
NAME OF PROJECT	:	Transforming the System through Risk Management and Business Continuity Planning
OBJECTIVE AND NATURE OF PROJECT	:	The Government Service Insurance System or GSIS is a social insurance institution in the Philippines mandated to provide social protection to its members and their families when certain contingencies occur such as death, disability, unemployment, retirement or separation. It manages the pension fund of state workers of the Philippines and, at 83 years old, is the oldest social security program in Asia. Its storied past includes a period in its public service life when it was tagged as one of the most customer-insensitive agencies in the Philippines with complaints of delays or non-delivery of member benefits and services. That perception changed when GSIS embarked on a transformative journey. It is one that is grounded on deliberate efforts, notably, the adoption and implementation of risk management, adherence to good governance, and compliance with government regulations and quality standards for customer service. Among the areas that the System worked on that stimulated and, at the same time, rode on the transformation journey are risk management and business continuity planning. Monitoring risk exposures in the turnaround times for the delivery of member benefits such as retirement claims, life insurance, disability, funeral, and survivorship benefits as a process risk indicator became systematic with measurements and metrics and a standard way of doing business for the System. The regular risk and performance monitoring spurred the System to set up verifiable targets for the turnaround times for payment of benefits and to comply with service level agreements and commitments. The risk monitoring has influenced the performance of GSIS such that benchmarks for turnaround times were achieved over time. Performance levels were elevated, resulting to better overall customer satisfaction.

		• Business continuity planning had been conducted so that risks of disruptions to business operations, service deliveries, and critical systems could be addressed by the System. The years of preparations paid off when the business continuity plans were activated during the protracted lockdown and quarantine period due to the covid-19 pandemic. Even if the pandemic was unprecedented, because the business continuity plans had been prepared and tested, the System was able to adjust and resume mission-essential services for its members. The monthly pension payments to pensioners were paid without fail and even ahead of time. Despite the lockdown, GSIS continued to operate with a skeletal workforce on rotational duty. Employees received their salaries and most continued to work from home. The System was able to provide service to its stakeholders, a commitment that is part of its transformation agenda, even, or especially, during times of adversity when our stakeholders, members, pensioners, and their families need us most.
WHY IT SHOULD BE RECOGNISED	:	Certainly, the transformation feat of GSIS can be attributed to various contributors. In this respect, risk management and business continuity planning deserve to be recognized as among the important drivers to the transformation of the System. This is evidenced by several milestones. GSIS is a pioneer in risk management among the public sector social security and insurance agencies in its field. Enterprise risk management is institutionalized and being embedded in the business of GSIS. GSIS has successfully attained several risk-based ISO quality management certifications and upgrades. The System's processing of claims and applications of members are being measured and monitored for better management, resulting to more claims being resolved and released over shorter periods of time to complete a process and fulfil the request. The System's business continuity planning has enabled it to face the disruptions brought about by the pandemic and provide continuity of services to our stakeholders in the mission-essential functions of the System. Because of business

		continuity preparations and exercises, the System developed some level of preparedness to respond to the pandemic.
SUMMARY OF THE PROJECT	:	The System, through its Risk Management Office (RMO), undertakes enterprise risk management by monitoring risk exposures vis-a-vis targets and thresholds. RMO maintains the risk registers, heat maps, and monitoring dashboards. One of the priority risks that are monitored assiduously is how the System services its customers with the processing of social insurance claims which must be done within certain committed turnaround times. The risk monitoring system informs management of the ageing of claims. It presents the data and shows when claims processing rates meet targets, fall below acceptable levels or are still in process. It can show which branch offices of the System are high performers and those which need to improve. As a result, the percentages of members' claims that were processed within target turnaround times increased and backlogs were reduced. Reports are made regularly to the Board and Management which serve as decision-making information in the management of risk issues, the review of policies, practices, and performance, and the grant of rewards and awards. On the other hand, business continuity plans for mission-essential functions of the System have been prepared for the Head Office and Branch Offices under the guidance of the Risk Management Office, with cooperation from the different functional groups and process owners. The business continuity plans provide for the resumption of operations and services in the following mission-essential functions and processes that support the core mandates of GSIS: • Retirement and other Social Insurance Benefits Payments • Loans Granting and Monitoring • Payroll Services for Employees and Job Orders • Investment-Related Activities • Budget Administration and Management Services • Treasury Operations • General Services • Communication Services • Security Services

	• Non-Life Insurance Activities • Asset / Resource Security and Availability • Frontline Services and Member Assistance • Branch Transportation and Security The business continuity plans of the System must ensure the continued provision of social protection to GSIS members by enabling them to have access to their social insurance benefits even in times of adversity, while at the same time securing the safety of GSIS employees. These drivers continue to contribute to the continuing transformation of the System to meet our stakeholders' needs and expectations through competence, efficiency, and teamwork.
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