



# Social Insurance Institution DEVELOPMENT STRATEGY for 2013-2015



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*Good ideas  
need a good strategy  
to fulfil their potential.*  
Reid Hoffman

## I. Introduction

The main objective of the *Strategy for restructuring the Social Insurance Institution (ZUS) in 2010-2012*<sup>1</sup> (*the Transformation Strategy*), that ZUS had implemented since 2010, was to introduce innovative solutions aimed at building customer satisfaction by improving efficiency, quality and effectiveness of services. Visible results of *the Transformation Strategy* implementation from the customer's perspective included inter alia:

- Implementation in June 2012 of the Electronic Services Platform (Platforma Usług Elektronicznych - PUE), which is a means of customer contact and support<sup>2</sup>,
- Reducing the customer service time<sup>3</sup> while extending the catalogue of matters possible to be settled "on the spot",
- Improving ZUS performance, reflected among others in reduction in the scale of errors in the long-term benefits and in improvement of the contribution payers' and insured persons' accounts' organization<sup>4</sup>,
- Standardization of cross-branch costs that ensures tasks' performance in accordance with the principles of economy, with respect for public funds and transparency of costs<sup>5</sup>.

All these measures resulted in the improvement both of the customer satisfaction and ZUS image. This is reflected in the ZUS *customer satisfaction index*<sup>6</sup> which increased from 3.76 in the fourth quarter of 2010

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<sup>1</sup> The Strategy for restructuring the Social Insurance Institution (ZUS) in 2010-2012 is available on the ZUS website at: <http://www.zus.pl/default.asp?p=2&id=3286>.

<sup>2</sup> The Electronic Services Platform (PUE) has been implemented under the project named The Electronic Services Platform for ZUS customers (PUE), co-funded by the European Union under the European Regional Development Fund.

<sup>3</sup> Measurement under the ZUS branches evaluation system in accordance with the ZUS President Ordinance on the introduction of the "The principles for ZUS branches' evaluation."

<sup>4</sup> As above.

<sup>5</sup> As above.

to 3.93 in the second quarter of 2012 (on a five-point scale). Implementation of these initiatives also contributed to the increase in the level of social approval for ZUS activities, which - according to a survey conducted by the Public Opinion Research Centre, CBOS - increased from 20% to 32% in the years 2009-2012.<sup>7</sup>

This research confirms that the customer satisfaction-building mechanism, adopted by the Social Insurance Institution, has proven effective. Therefore, during the next strategic planning period, i.e. 2013-2015, the priorities of *the Transformation Strategy* will be maintained. It means that the Social Insurance Institution will continue to work on the improvement of the customer service, improvement of the external communication, on process optimization and ZUS adaptation to process management while maintaining financial control regime.

The *Transformation Strategy*... initiated by the Social Insurance Institution needs to be rooted in the organizational culture. Therefore, an extra element has been included to the *Social Insurance Institution Development Strategy for 2013-2015*, which is associated with development of the organizational culture by increasing staff satisfaction. For this purpose, a consistent human resources' management system will be introduced, based on the competency model. Clearly defined expectations towards employees, training and development system and identification of possible career paths will increase the level of acceptance of implemented changes, and thus will preserve advantages of the Social Insurance Institution modernization process.

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<sup>6</sup> The customer satisfaction index is monitored by the Social Insurance Institution under the project entitled: *Improving the quality of services provided by ZUS for entrepreneurs*, co-financed by the European funds.

<sup>7</sup> Opinions About Public Institutions, CBOS, Warsaw, September 2012.

## II. The Conditions for Drawing up the *Social Insurance Institution Development Strategy for 2013-2015*

Works on the *Development Strategy* were preceded by an analysis of conclusions reached upon monitoring the implementation of the *Strategy for restructuring the Social Insurance Institution in 2010-2012*.<sup>8</sup> The analysis indicated inter alia the need to:

- Consider the management control standards<sup>9</sup> while drawing up and implementing the strategy, among others by defining ZUS mission and vision
- Continue using the Balanced Scorecard<sup>10</sup> as a tool for the strategic goals' precise definition and structuring,
- Reduce the number of objectives in accordance with the market of objectives concept<sup>11</sup>,
- Harmonize projects and initiatives implemented in ZUS with the strategic goals' system.

The third chapter of this document is dedicated to ZUS mission and vision formulated in accordance with the recommendations of the Ministry of Finance set out in the management control standards for the public finance sector and in the compendium of knowledge on the management control in the public finance sector.<sup>12</sup> The use of the Balanced Scorecard as a tool for the precise definition and structuring of strategic goals is discussed in chapter four. Chapter five presents the structure of ZUS strategic goals adopted for the period 2013-2015, together with their graphical presentation on the objectives' map. The need to harmonize ongoing initiatives with the strategic goals has been described in chapter six. The seventh chapter focuses on positioning of the strategy in the management control system.

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<sup>8</sup> On the date of the *Development Strategy* ZUS had at its disposal data received upon monitoring the implementation of the *Transformation Strategy* in the first half of 2012.

<sup>9</sup> See standard B.5: Mission in Part II of the Annex to the Communication No 23 of the Minister of Finance of 16 December 2009 on the management control standards for the public finance sector (Official Journal of the Ministry of Finance No 15, item 84)..

<sup>10</sup> According to R. Kaplan and D. Norton concept - details inter alia in: *Strategiczna Karta Wyników* (The Balanced Scorecard. Translating Strategy into Action), PWN, Warsaw 2007.

<sup>11</sup> R. Reinfuss *Rynek celów – metoda lepszego zarządzania sferą publiczną*, ThinkTank, spring 2011.

<sup>12</sup> *Kontrola zarządcza w sektorze finansów publicznych. Istota, unormowania prawne i otoczenie. Compendium wiedzy* (Public Finance Management Control. The Nature, Legal Regulations and the Environment. Compendium of Knowledge) on the website of the Ministry of Finance at: [http://www.mf.gov.pl/c/document\\_library/get\\_file?uuid=2aeb8af7-aac8-4f63-852d-22e320d675b8&groupId=764034](http://www.mf.gov.pl/c/document_library/get_file?uuid=2aeb8af7-aac8-4f63-852d-22e320d675b8&groupId=764034)  
Date of access: 29 November 2012

### III. ZUS Mission and Vision

Following the recommendations of the Ministry of Finance<sup>13</sup> on the need to define the mission and vision of the organization, there were carried out comparative studies of foreign social security institutions' strategic documents.<sup>14</sup> A customer-oriented approach aimed at efficient services delivery and customer contact digitization is a characteristic, new element in operation of the social security institutions.

Taking up a customer-oriented challenge, emphasized in the *Transformation Strategy*, is particularly important in the context of ZUS tasks' scope and specificity. The scope of the Social Insurance Institution's activities first of all includes the social insurance related tasks. The number of active contribution payers is 1.7 million. Every month, contributions for approximately 14.5 million people are paid to the Social Insurance Fund (Fundusz Ubezpieczeń Społecznych, FUS) in the total amount of nearly PLN 11 billion. ZUS also collects contributions to the second funded pillar of the old-age pension insurance and transfers them to open pension funds (otwarte fundusze emerytalne, OFE). In addition, every month ZUS pays pensions to 7.3 million people as well as awards and pays 400 thousand short-term allowances and benefits of various types. Since 2010, ZUS has been operating the Bridging Pensions' Fund created mainly by contributions from employers of persons working in special conditions or in special character and by the state budget subsidies. The Fund is used to finance bridging pensions, which have replaced the early retirement pensions system, functioning before the reform.

For the purpose of determining eligibility for social insurance benefits, ZUS evaluating doctors and medical boards issue about 120 thousand decisions every month. ZUS evaluating doctors also control the correctness of certifying temporary incapacity for work and the correctness of issued medical certificates. Every month, over 45 thousand checks are carried out in this area. Within the framework of ZUS pension prevention for those at risk of incapacity for work, approximately 6 thousand persons per month take advantage of the medical rehabilitation.

ZUS carries out not only the aforementioned social insurance tasks, but also the non-insurance tasks commissioned by law. First of all, health insurance contributions' collection, recording and dues enforcement should be mentioned. ZUS collects contributions for more than 24 million people and each month transfers in this respect an amount of nearly PLN 5 billion to the National Health Fund. Not negligible is also collection and payment of the personal income tax advance from persons receiving benefits from the Social Insurance Institution. About 8 million settlements are made under the annual tax settlement. In addition, ZUS collects contributions to the Labour Fund, which is used to finance unemployment benefits, as well as contributions to the Fund of Guaranteed Employee Benefits. It is a

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<sup>13</sup> See footnotes 9 and 12

<sup>14</sup> Bulgarian, French, Dutch and Belgian social security institutions.

monthly amount of about PLN 0.8 billion. ZUS also makes monthly payments of non-insurance benefits, for example pre-retirement allowances and benefits for 150 thousand people and social pensions for more than 250 thousand pensioners, pensions for the war-disabled persons and disabled ex-servicemen for more than 75 thousand persons. Fulfilment by the contribution payers of their statutory obligations towards ZUS and persons insured is subject to control. Contribution payers' inspectors conduct nearly 6 thousand inspections per month.

Performance by ZUS of all these tasks requires a current and close cooperation with a number of institutions. ZUS service quality depends on the quality of their work. The following institutions should be mentioned here: banks, mainly the National Bank of Poland as regards transfer of resources of the Social Insurance Fund and other funds, Open Pension Funds and the Financial Supervision Authority, the National Health Fund, the National Depository for Securities, the Polish Post, tax offices, institutions of other countries involved in the implementation of international agreements in the field of social security.

This is not an exhaustive list of all ZUS tasks, but it illustrates their scale and diversity. To perform these tasks, ZUS receives funding primarily in a form of write-off by the Social Insurance Fund. The write-off amount is determined annually in the budgetary law. The write-off for 2013 was planned in the amount of PLN 3 430 million (1.91% of the estimated Social Insurance Fund revenue), which is lower by PLN 335 million than the amount assumed in ZUS plan for 2012.

Based on the recommendations of the Ministry of Finance, the comparative study of foreign social security institutions' missions and visions and the above described internal conditions, the following mission and vision of the Social Insurance Institution was formulated, as a basis for strategic goals for the period 2013-2015.

### MISSION

*Efficient, friendly and reliable customer service provided with respect for the principles of rational and transparent management of public resources, using modern technologies and human potential.*

Thus defined, the mission provides the basis for formulating ZUS vision, i.e. the desired future image of the Social Insurance Institution:

### VISION

*ZUS vision is to become an innovative public trust organization.*

ZUS vision for the years 2013-2015 is in line with the administration development trends, whose overriding idea is to build a country open to the needs of citizens and new technologies, while effectively implementing public tasks.<sup>15</sup>

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<sup>15</sup> See the current text of the draft strategy *Sprawne Państwo 2020* (Efficient State 2020) of 10 October 2011 available on a website of the Ministry of Administration in a bookmark "Strategies" at: <http://www.mac.gov.pl/strategie>, date of access: 26 October 2012.

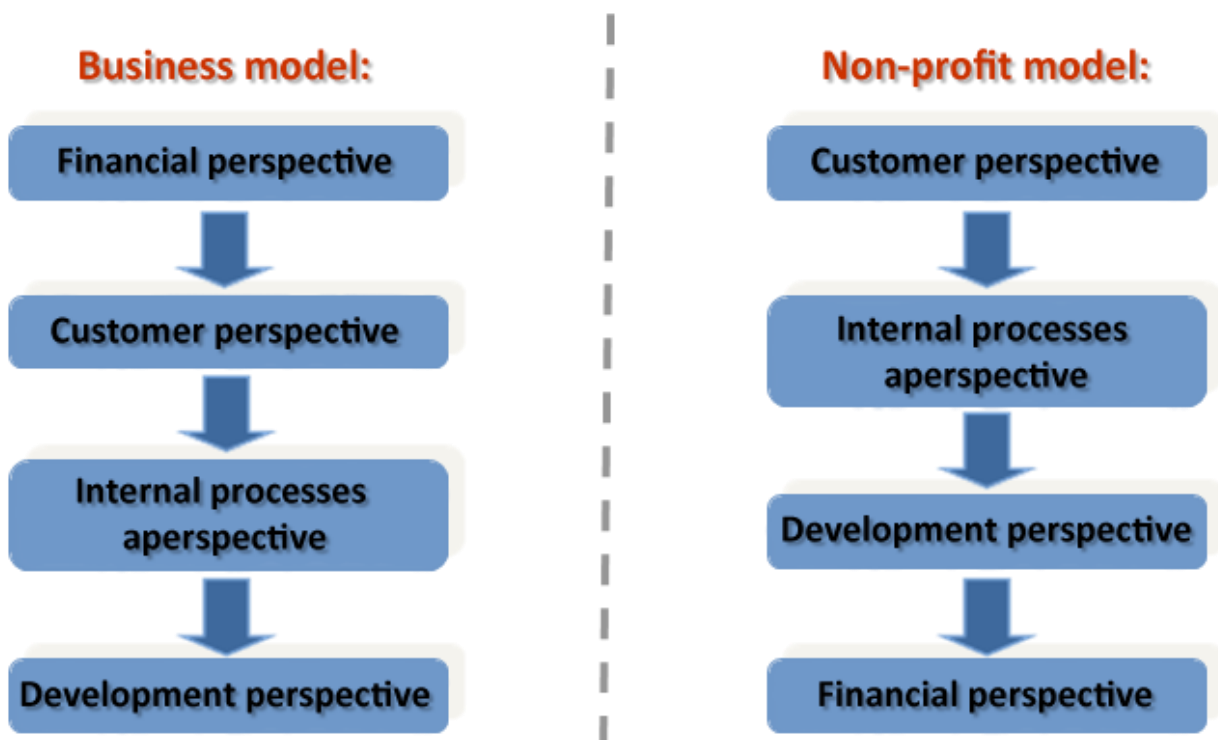


**IV. The Balanced Scorecard as a describing and measuring tool**

The Balanced Scorecard allows to create a structured map of objectives and to monitor the degree of their implementation from four perspectives, i.e. the financial, customer, internal processes and development perspective. The financial perspective focuses on the financial operations of the organization. The customer perspective refers to a relationship between the service provider and the service recipient (customer). The process perspective focuses on the way (method) used by the organization to provide a final product. The development perspective is focused on resources enabling service delivery by the organization. The Balanced Scorecard has proven to be an effective tool for drawing up the *Transformation Strategy*, for its implementation, monitoring and control of implementation. It allowed to cascade the ultimate goal into the main goals and specific objectives. Therefore, the Balanced Scorecard model was also used to draw up this *Development Strategy*, and additionally it will be instrumental in implementing and monitoring the effectiveness of achieving the objectives contained therein.

The Balanced Scorecard model has been adapted to the public institutions' needs by exposing the role of the customer, while finance is just a tool for effectiveness control. The adaptation looks as follows.

Flow chart 1: Adaptation of the Balanced Scorecard model



Source: own elaboration

## V. The strategic goals

The ultimate goal of the *Social Insurance Institution Development Strategy for 2013-2015*, which constitutes a transformation of ZUS vision is *to increase confidence in ZUS as an organization*. The confidence refers both to ZUS-customer relationship and to ZUS role as an employer.

A confidence-building mechanism in ZUS-customer relationship is based on the requirement:

- in the customer perspective- to improve external communications through effective implementation of the information and education policy, and to further strengthen customer satisfaction with the service through a variety of access channels (traditional and electronic),
- in the internal processes perspective<sup>16</sup>- to optimize processes, which will improve customer service by improving the efficiency and quality of the performed tasks,
- in the development perspective - to reorganize resources in terms of adapting the organization to the implementation of optimized processes
- in the financial perspective- to ensure transparency of public funds' management and to optimize the costs of statutory tasks' performance.

In this perspective, customer confidence is being built on the one hand based on the higher customer awareness about the role of the Social Insurance Institution in the social security system, and on the other hand based on higher efficiency of the organization.

From the employee's perspective, the customer-awareness building mechanism is based on the following requirements:

- in the customer perspective - openness of the employer in relation to its employees, reflected in current and reliable communication of matters that affect them through an efficient system of internal communication, as well as higher efficiency of human resources management processes,
- in the internal processes perspective - optimizing the human resources management processes,
- in the development perspective - proportional allocation of resources to tasks performed,
- in the financial perspective - ensuring the transparency of rules for remuneration and bonuses awarding to employees in conjunction with the competency model.

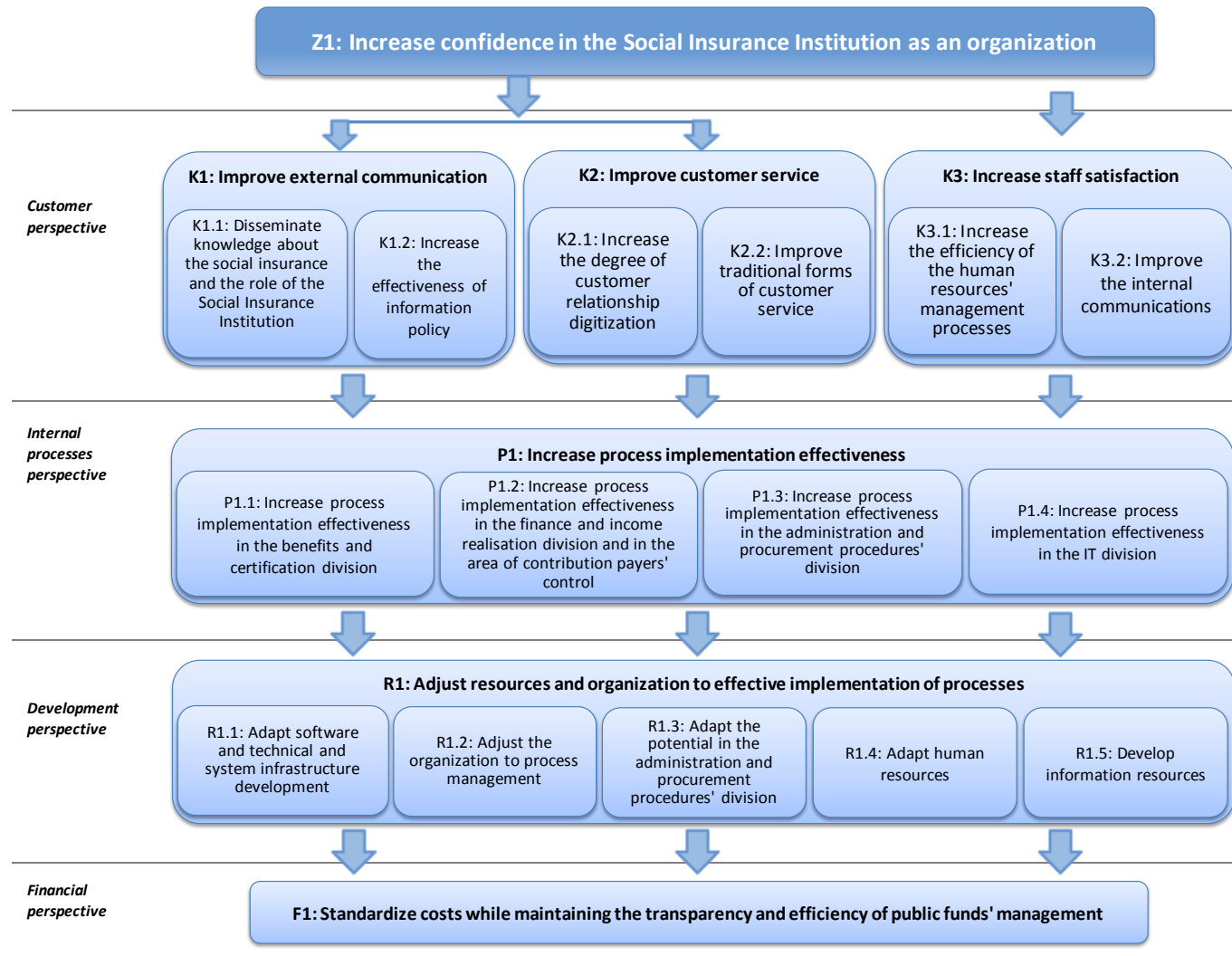
Confidence built in this way raises employees' satisfaction with the job performed and strengthens their identification with the organization. Employees' involvement and identification with ZUS is a condition for increasing the quality of service, and thus improving the customer satisfaction.

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<sup>16</sup> The programme entitled *The Development and optimization of procedures to determine standards of ZUS customer service*, co-financed by the European funds, has been implemented in ZUS from September 2011.

A confidence-building mechanism in ZUS-customer relationship is in this perspective complemented with the mechanism of building staff confidence in ZUS. These assumptions have been developed in the Balanced Scorecard structure as follows:

Flow chart 2: Map of objectives of the Social Insurance Institution Development Strategy for 2013-2015



Source: own elaboration

Map of objectives (presented in flow chart 2) shows logical dependencies between objectives. And so, it is not possible to achieve the customer-perspective objectives, which allow to increase confidence in the Social Insurance Institution as an organization, without effectively implemented processes. The effective implementation of processes is determined by optimally balanced and organized resources. All of these requirements must be met in conditions of economical and transparent use of public funds.

## VI. Strategy Implementation

Two types of objectives have been set in the *Development Strategy*:

- Ultimate goal and main goals:
  - Z1: Increase confidence in the Social Insurance Institution as an organization (ultimate goal),
  - K1: Improve external communication,
  - K2: Improve customer service,
  - K3: Increase staff satisfaction,
  - P1: Increase process implementation effectiveness,
  - R1: Adjust resources and organization to effective implementation of processes,
  - F1: Standardize costs while maintaining the transparency and efficiency of public funds' management,
- Specific objectives
  - K1.1: Disseminate knowledge about the social insurance and the role of the Social Insurance Institution,
  - K1.2: Increase the effectiveness of the information policy,
  - K2.1: Increase the degree of customer relationship digitization,
  - K2.2: Improve traditional forms of customer service,
  - K3.1: Increase the efficiency of the human resources' management processes,
  - K3.2: Improve the internal communication,
  - P1.1: Increase process implementation effectiveness in the benefits and certification division,
  - P1.2: Increase process implementation effectiveness in the finance and income realisation division and in the area of contribution payers' control,
  - P1.3: Increase process implementation effectiveness in the administration and procurement procedures' division,
  - P1.4: Increase process implementation effectiveness in the IT division,
  - R1.1: Adapt software and technical and system infrastructure development,
  - R1.2: Adjust the organization to process management,
  - R1.3: Adapt the potential in the administration and procurement procedures' division,
  - R1.4: Adapt human resources,
  - R1.5: Develop information resources.

No owners have been assigned to ultimate and main goals due to their overall character. Achievement of these goals is affected by actions taken to achieve specific objectives in various areas of ZUS activity. Therefore, owners have been assigned only to measures of ultimate and main goals' achievement. They are responsible for monitoring in semi-annual reporting periods of a value of a measure assigned to each goal.

An owner of a measure correlated with achievement of a specific objective, in accordance with the scope of responsibility under the Organisational Rules of the Social Insurance Institution, becomes an owner of the specific objective. The role of the measure owner is to:

- identify ways of objective achievement (in the context of the measure),
- declare a baseline for the measure,
- declare the target measure as at the end of 2015,
- identify actions to be taken to ensure that the target, and thus, the specific objective is achieved. Activities (including projects and initiatives) will be declared in the "Specific Objective Card",
- currently monitor the value of a measure correlated with the objective and progress in tasks' implementation (semi-annually).

The list of owners, measures, their base and target values is given in Appendix No 1 Appendix No 2 contains a model "Specific Objective Card".

## **VII. Management Control and its Implications for Monitoring the Implementation of the Development Strategy**

The Strategy is a document setting the long-term goals for the organization. They form a basis for the management control system which, in accordance with the Act of 27 August 2009 on public finance<sup>17</sup> is defined as overall activities undertaken by a given organizational unit in all areas of its activity that it considers necessary to ensure achievement of its goals and objectives in accordance with the law, in efficient, cost-effective and timely manner. These include among others monitoring objectives' achievement, including risk management and desirability and effectiveness of the action taken.

To ensure effective implementation of activities in accordance with the spirit of this definition, every measure owner must accept objectives as his/her own and examine activities in terms of their impact on objectives' achievement. Criteria set by the management control should be used to review actions taken. *The Development Strategy* under the management control will be also reviewed by means of an audit in terms of risks and by the internal control in terms of expediency.

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<sup>17</sup> (Journal of Laws No 157, Text 1240 with further amendments).



## The Objectives and Measures of the Social Insurance Institution Development Strategy for 2013-2015, broken down by the Balanced Scorecard Perspectives

Perspective	Objective		Measure	Measure owner	A baseline - First half of 2012	Target level - end of 2015
	Code	Description	Description			
X	Z1	<b>Increase confidence in the Social Insurance Institution as an organization</b>	The level of social acceptance (CBOS survey)	GPR	32%	growth
Customer	K1	<b>Improve external communication</b>	Reputation index among opinion leaders	GPR	to be determined in the first half of 2013	growth
	K1.1	Disseminate knowledge about the social insurance and the role of the Social Insurance Institution	Index of training activities in the field of social insurance	GPR	10 000	30 000
			Index of training activities in educational institutions	GPR	0	3 000
			Number of visitors in ZUS Statistical Portal	DST	0	100 thous.
	K1.2	Increase the effectiveness of information policy	Number of international days of counselling in the field of social insurance	DWM	19	> = 43
			Number of profiles in PUE	DOK	12 839	220 000
			ZUS website visitors' index	GPR	600 thous.	900 thous.
			Index of centrally coordinated campaigns, organized throughout the country under CSR activities	GPR	50	100
	K2	<b>Improve customer service</b>	ZUS customer satisfaction index	DOK	3.93	increase or maintain
	K2.1	Increase the degree of customer relationship digitization	Index of paper correspondence incoming to ZUS and outgoing to customers	DOK	to be determined in the first quarter 2013	to be determined in the first quarter 2013
			Number of applications / claims submitted in electronic form in relation to a total number of applications filed with ZUS	DOK	to be determined in the second half of 2013	50%
			Number of insurance documents submitted in electronic form in relation to a total number of documents filed with ZUS	DOK	65%	80%
			The share of benefits provided in electronic form	DFF	59.20%	65%
	K2.2	Improve traditional forms of customer service	Percentage of cases handled "on the spot" by means of the Customer Service System	DOK	to be determined in the second half of 2013	90%

Perspective	Objective		Measure	Measure owner	A baseline - First half of 2012	Target level - end of 2015
	Code	Description	Description			
Customer	K3	<b>Increase staff satisfaction</b>	Staff satisfaction index	DSP	3.3	growth
	K3.1	Increase the efficiency of the human resources' management processes	The competency model implementation degree in %	DSP	0%	100%
	K3.2	Improve internal communication	Index of ZUS staff satisfaction with internal communication	GPR	to be determined after the audit of intern. communic.	to be determined after the audit of intern. communic.
Internal processes	P1	<b>Increase process implementation effectiveness</b>	Synthetic efficiency index	DKK	89.39%	growth
			Synthetic quality index	DKK	82.16%	growth
	P1.1	Increase process implementation effectiveness in the benefits and certification division	Index of timeliness in handling requests for ZUS evaluating doctor's decision on benefits	DOL	87.10%	> = 95%
			Comprehensive customer service efficiency index in the process of referral to rehabilitation	DPR	25%	75%
			Index of timeliness in handling pension claims	DER	99.38%	> = 99%
			Index of timeliness in handling claims for Polish benefits subject to coordination	DRZ	85.95%	> 90%
			Index of timeliness in handling claims for short-term benefits	RDA	99.95%	> = 99%
	P1.2	Increase process implementation effectiveness in the finance and income realisation division and in the area of contribution payers' control	% of accounts reconciliated in SEKIF	DRD	to be determined	100%
			The rate of dues' coverage by voluntary enforcement forms	DRD	to be determined	to be determined
			Timeliness in examination of requests for relief	DRD	to be determined	to be determined
			Index of clarified insured persons' accounts within BRU / RRZ	DUS	18.28%	95%
Average monthly cost of transfer of a single benefit			DFF	2.41	2.00	
% of ZUS branches in which the level of checked contribution payers, who employ 21 and more persons insured, is at least 90%			DKP	27.91%	100%	

Perspective	Objective		Measure	Measure owner	A baseline - First half of 2012	Target level - end of 2015
	Code	Description	Description			
Internal processes	P1.3	Increase process implementation effectiveness in the administration and procurement procedures' division	Average time of proceedings (in days) under certain procurement procedures below the EU thresholds: a) tender b) limited tender c) without tender d) electronic auction e) price request calculated for the Headquarters and Branches	DZP	a) 59 b) no such procedure c) 34 d) 40 e) 37	a) 36 b) 53 c) 14 d) 29 e) 33
			Average time of proceedings (in days) under certain procurement procedures above the EU thresholds: a) tender b) limited tender c) without tender calculated for the Headquarters and Branches	DZP	a) 74 b) no such procedure c) 52	a) 74 b) 134 c) 25
			Standards' implementation index in branches	DAW	0	1
			Implemented % of the investment plan (for all groups of tasks) and the repair plan in a given year, in financial terms	DZN	89.6% *	95%
			Index of photocopying paper material consumption (for office purposes) in ZUS scale (in reams)	BPL	461 542	420 000
	P1.4	Increase process implementation effectiveness in the IT division	Index of key interactive applications' availability in the period (in%)	DZU	98.62%	> = 98.62%

Perspective	Objective		Measure	Measure owner	A baseline - First half of 2012	Target level - end of 2015
	Code	Description	Description			
Development	R1	<b>Adjust resources and organization to effective implementation of processes</b>	Synthetic performance index	DKK	78.78%	growth
	R1.1	Adapt software and technical and system infrastructure development	Number of users, i.e. people with authorizations in interactive applications (both for operational and supporting processes)	DRU	KSI users - 44207, SWEZ users - 43192	KSI users = 90% of the workforce, SWEZ users = 100% of employees
			Number of active workstations not older than 5 years in relation to a total number of workstations operating in ZUS	DEI	86%	100%
			Percentage of benefits in unreformed systems supported by IT ZUS in relation to benefits supported by external companies	DEA	32.50%	60%
	R1.2	Adjust the organization to process management	Organizational process maturity index	GPR	3	5
	R1.3	Adapt the potential in the administration and procurement procedures' division	Volatility index of the procurement procedure value per 1 employee dealing with such procedures (calculated separately for a pilot centre and branches)	DZP	for the Headquarters: 40.80% for branches: 140.58%	0-20%
			Number of employees in business units per 1 employee in the administration and procurement procedures' division	DAW	9.25 = 100%	relation dynamics > 100%
			Volatility coefficient - standard deviation from the average floor area	DZN	29.50%	<= 25%
			Paper documentation net growth rate (PUSI in current circuit) in ZUS scale	BPL	1.21%	<= 3%
	R1.4	Adapt human resources	Volatility coefficient of labour productivity index	DSP	4.68%	0-20%
	R1.5	Develop information resources	Volume of shared statistical information	DST	900 *	> = 900
Financial	F1	<b>Standardize costs while maintaining the transparency and efficiency of public funds' management</b>	Volatility level of synthetic unit cost	DKK	4.14%	0-20%

\* A baseline was established as at the end of 2011.

Model Specific Objective Card

Specific Objective Card		
Code	Objective name	
Code	Objective measure	Owner
Measure calculating formula		Counting category ("n", "n.r." or "d.o.") *
Objective measure value	A baseline (as of ...)	Target level (end of 2015)
Activities, including projects and initiatives affecting the change in the measure value		
ZUS functioning model 2013		
ZUS functioning model 2014-2016		
Other activities (including other projects and initiatives)		
Risks that may affect the achievement of the target level of the measure		Risk degree (high, medium, low)

\* Categories of measures/ indicators counting:

- cumulative per year (abbreviation "n.r."), i.e. data are collected from six or twelve months respectively;
- cumulative from the beginning of the phenomenon (abbreviation "n"), i.e. data reported from the beginning of the Strategy to the reporting date;
- research on a given day (abbreviated "d.o."), i.e. data are collected at 30 June or 31 December.