



المؤسسة العامة للتقاعد  
Public Pension Agency

Report on  
**READINESS OF WORKING REMOTELY**  
Actions Taken By PPA Under The Covid19- Pandemic

Shawwal, 1441 ,1H - corresponding to 24 May, 2020



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## Executive Summary

The rapid spread of Covid-19 around the world forced all countries, including Saudi Arabia, to take strict protective actions, the Saudi government announced complete curfew, and suspended the attendance of employees to workplace, which was a hindrance to continue providing our services for customers.

The readiness of PPA enabled it to continue providing services electronically immediately after suspending the attendance in workplaces. Thus, PPA managed to adopt the method of working remotely for all employees (+700 employees) participate in this new method of work, by taking an integrated set of effective actions and measures, adopted from the Saudi Vision 2030 and PPA Strategy 2022.

PPA would not have reached this achievement without having an advanced digital infrastructure, advance Business Continuity Plan during crises and natural disasters, and qualified human resource to deal with digital technologies. All of that has been a success, represented in the rapid applying of working remotely mechanisms and continuous provision of all services to its customers.

The numbers issued by the Data Analysis Center of PPA indicate the merit of performance in the provision of electronic services and working remotely under Covid-19 pandemic, where those numbers reflect the trust of PPA clients on the electronic and digital services provided through assortment of methods and digital platform.

Anticipating  
need at the  
time of ability

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## Introduction

### 2-1 About PPA:

Since its establishment in 1378H/ 1958, PPA has been undertaking the implementation of pensions laws in the Kingdom. It is a government entity with independence in administrative and budget, connected administratively to His Excellency Minister of Finance, and he is the Chairman of PPA Board of Directors. PPA manages its financial resources and develops its returns according to investment best practices; in order to achieve a financial balance between resources and obligations. It also works to support the activities of pensioners.

PPA is the official umbrella for retired employees from public sector (civil and military), as it works on managing pension affairs for more than 3,4 million contributors, pensioners, and beneficiaries, by providing a group of multiple services, most notably:

- a. Organizing monthly deposit pensions in the pensioners accounts.
- b. Organizing a monthly deposit in the accounts of the beneficiaries entitlements (the share of person, for whom a pension was decided due to kinship to retiree under condition of the pension laws).
- c. Implementing the Portability of Benefits Law, and the Unified Law of Insurance Protection Extension.
- d. Providing more than (15) other services in different fields.

PPA is the official umbrella for more than three million pensioners and beneficiaries in the Kingdom

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### 2-2 Covid-19 Pandemic and its Repercussions:

In the beginning of 2020, a fierce viral epidemic has invaded the world and threatened human health, known as Covid-19, this epidemic can spread widely and quickly around the world. The Covid-19 pandemic affected millions of people and caused death of more than thousands. Also, it had ruinous impact on the economy of affected countries and spill over into the global economy, disrupting travel, trade, education and livelihoods. Since the vaccine was not invented, all countries around the world have taken protective actions and strict preventive measures.

The Kingdom was among the first countries to implement those actions and measures to mitigate the effects, and repercussions of this pandemic on citizens, residents and the economy. In addition to the continuity of services provision. Following the set of protective actions that has been implemented by the government, PPA resumed work of all employees remotely.

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## Actions and Their Reference

All PPA actions and measures in dealing with repercussion of Covid-19 pandemic were based on basic pivots that were well prepared in advance. Some of notable approaches are as below:

### 3-1 "Saudi Vision 2030":

"Saudi Vision 2030" represents a road map for the economic and developmental progression in diverse filed. As the Vision describes the general directions and policies, and adopts set of goals and obligations, with aim to raise the Kingdom position in the world as a developed and pioneering model in all fields.

To contribute towards achieving the goals of Saudi Vision 2030, a "National Transformation Program 2020" was launched to develop government operation and establish the necessary infrastructure to achieve the Vision.

Immediately after the announcement of "Saudi Vision 2030", PPA has identified the obstacles and challenges, and reviewed the best global practices. Such as developing organizational performance, digital services, infrastructure and developing human capital. In mid-2017, PPA announced Strategy 2022, where it adopted a number of strategic goals, initiatives and projects that enable it to make a quantum leap at all levels, and contributed effectively in facing the repercussions of Covid-19 with high efficiency and productivity.

Keeping pace with Saudi Vision 2030 and commitment to achieving its goals and aspirations is the foundation of PPA strategy 2022

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### 3-2 PPA Strategy 2022:

The PPA Strategy 2022 is comprised of 6 strategic goals, that are achieved through 30 initiatives, and 78 strategic projects.

PPA strategic initiatives, strategic projects and the advanced digital structure that was developed under it became extremely useful during the Covid-19 lockdown.

Some important references are as below:

PPA Strategy 2022 aligns with the objective of Saudi Vision 2030, and corresponds with the National Transformation Program 2020.

Vision: "A trusted and well-respected social security leader"

Mission: "To promote the wellbeing and security for contributors and pensioners"

### 3-2-1 Advanced Digital Structure:

One of Strategy 2022 goals was Digital Transformation, which consists of 5 Initiatives and 8 strategic projects. PPA team had already put this advanced digital structure over the past 2 years.

PPA today provides most of the services to its customers electronically, and through Social Media channels.

When Covid-19 resulted into lockdown and restricted movement, this digital platform of PPA was able to meet the requirements of our customers seamlessly.

The objective of the second level of Saudi Vision 2030 includes developing digital services and raising the rank of the "Digital Government" index from the current level to the level that takes the Kingdom of Saudi Arabia amongst the top five countries in the world



**3-2-2 Business Continuity Plan:**

PPA is among the first official government entities that have applied the concept “Business Continuity Management” within its strategic plan, to ensure continuity of work and provide services to customers in times of emergency and crises.

As part of PPA Business Continuity Plan, PPA has analysed and identified the most important potential threats, which included more than (40) causes for (8) various major risks, in addition to the “spread of epidemics”. PPA has developed set of proactive plans to deal with risks individually, and trained competent employees to deal with crisis. PPA has raised the awareness of dealing with emergency and crisis among all employees in all levels. PPA executed several unexpected tests to measure the extent of PPA technical flexibility, and employees capabilities of dealing with various crisis situations. In mid-March 2020, PPA approved successful execution of the business continuity plan, when the presence of employees to their workplaces was suspended, which also coincided with the peak time of pension of the government employees (civilians / military), PPA was able to move the

work from headquarters and PPA branches around the Kingdom to work remotely immediately and smoothly. As a result of applying the tests of business continuity plan during the past period efficiently. PPA succeeded, and proved business continuity ability and provide all services to our customers seamlessly.

Public Pension Agency  
has been awarded  
the International  
Accreditation  
Certificate of  
Business Continuity  
Management  
(ISO22301)

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### 3-2-3 Qualified Human Resources:

PPA Strategy 2022 emphasizes the importance of developing qualified and skilled human capital, through continuous training programs and workshops. It also supports them to obtain scholarships and professional certificates.

To face Covid-19 pandemic, PPA employees, at all levels, were fully prepared to take on the expected responsibility. From the first hours, they provided a pioneering model in commitment, flexibility and high efficiency. Furthermore, they quickly adapted to the change that has occurred in the work style by shifting from working in PPA offices to working from home.

«By 2020, we aim to have trained 500,000 government employees to ensure that they have the skills to operate public services at a global level»

(Effective government / Saudi Vision 2030)

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## Actions Taken by PPA to Face the Repercussions of COVID-19 Pandemic

All PPA sectors implemented a number of actions and initiatives, which contributed to face the repercussions of COVID-19 pandemic on PPA business and customers. Those actions enabled PPA to provide all of the customer services and manage pension with the highest quality standards.

No.	Implemented Action / Initiative
1	Implementing Business Continuity Plan in times of crisis and emergency.
2	Activate working remotely service after one working day for sensitive jobs, and three working days for all PPA's employees.
3	Providing customer care service via (Twitter) and increasing customer care team working hours to ensure the service is provided to customers seamlessly.
4	Activating the "Mutwajed" service through the employee mobile phone, to facilitate communication between employees and clients. Where PPA number appears to the customer to gain trust and confidence in the customer service.
5	Extension of entitlements period to (3) months for beneficiaries, who were to suspend their entitlements, taking into account the interests of PPA's clients.
6	Develop the call center, extend working hours, and add interactive services that allow the clients to end all of their services and to follow up all their transactions by themselves , and activate the submission of requests by voice mail.
7	Submission of a pension deposit on April 23, instead of April 26 of the same month.
8	Boost and increase remote service server resources, by 200%.
9	Enhancement the efficiency of operational internet service, by 300%.
10	Activate the remote meeting service via WebEx.
11	Developing CRM system.
12	Operating Remote call center.
13	Launch of the upgraded version of IVR system.
14	Launching iSupplier self-services.
15	Integration with the Ministry of Human Resources and Social Development through the "Eltizam" platform.
16	Integration with the Ministry of Justice to benefit from the service of informs and notices for judicial hearings.
17	Increase the number of entitlements files exceptionally during working from home period.
18	Increase media communication with PPA customers.
19	Support the efforts of the Ministry of Health by educating the PPA's clients about the pandemic and methods of prevention.
20	Motivating employees through internal messages.
21	Providing training programs for employees (online).
22	Reducing the average period of completion of pension transactions to (6) working hours.

## 5 **Actions Results**

Actions and initiatives taken by PPA during the pandemic have achieved great success. They were based on a strategic vision that aims to achieve trusted and well-respected social security leader in providing value-added services to pensioners, contributors, and beneficiaries.

The most important results of PPA actions and initiatives are:

### **5-1 Instant Action to Move on Working Remotely:**

On March 16, 2020 Saudi Arabia suspended the attendance of employees at their workplace in all government agencies. PPA immediately activated the business continuity plan. Hence, PPA employees started working remotely.

### **5-2 Service Continuity:**

PPA continued to provide all business and services electronically via PPA website and mobile application, Twitter, Automated Voice Response System (AVR), and customer care contact center.

### **5-3 Pensions and Entitlements Deposits:**

PPA integrated teams of auditors and accountants to verify and review the process of the pensions financial statements and beneficiaries entitlements. PPA was able to process operations and deposit pensions on time as on March 25, 2020 with an amount of 7 billion SAR for more than 1.25 million pensioners and beneficiaries.

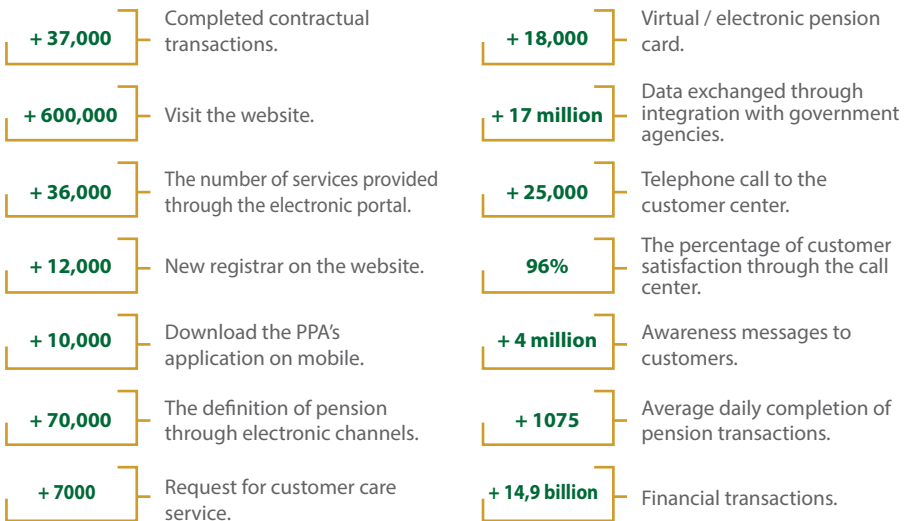
### **5-4 Continue to Perform Duties:**

PPA continued to perform investment and administrative functions seamlessly.

## 6 Working Remotely Achievements

Flexible and rapid transition of all PPA sectors to work remotely by 100%, within a record period (24 working hours). The digital services statistics show that all PPA sectors achieved high performance level during working remotely, to keep pace with Saudi Vision 2030.

### 6-1 The Most Important Statistics of Digital and Telephone Services During Working Remotely Period:



E- Services quality will be improved by streamlining processes, and diversifying communication channels. We will also support the enormous users of online applications in government agencies, such as cloud applications, data sharing platforms and HR management systems. We will strengthen the governance of online services within government entities

(Effective government / Kingdom Vision 2030)

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### 6-2 Other Achievements:

#### 6-2-1 Remote Training Courses:

PPA has held (19) remote training courses for employees to ensure continuous work quality and efficiency, including (5) courses for employees at branches. And (14) courses for employees of the Contact Center to maintain high quality standards of customer service.

#### 6-2-2 Remote Workshops:

PPA continued to hold specialized workshops for its customers. During the last period, four workshops were held remotely:

A workshop for government agency commissioners on their role in raising subscriber data

A workshop for pensioners entitled: "How to manage the financial budget of your family"

A workshop for employers

Introductory workshop

#### 6-2-3 Remote Meetings:

PPA sectors and departments, held about (800) meetings, including (796) video meetings, attended by more than (4000) people, lasted for more than (45,000) minutes.

#### 6-2-4 "Masakin" Program:

PPA, through the "Masakin" program, provides a promising opportunity for pensioners to own land or real estate on convenient terms and conditions. During the period of working remotely, PPA completed (174) contracts with a total amount of (121) million SAR.

#### 6-2-5 Cyber Security:

It is well known that the high activity of using the internet in working remotely increases the risks for hacking and cyber-attacks. The cyber security system in PPA and Information Technology department have proven high efficiency in preventing hacking attempts and cyber-attacks. Consequently, PPA succeeded in preventing more than (2000) attacks on PPA website, (62) attacks on e-mail services, and was able to delete and process more than (4.080) spam mails.

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## PPA Services After the Recede of COVID-19 Pandemic

There is no doubt that the patterns of work that have been created to face the repercussions of Covid-19, along with working remotely, and the provision of digital services by various platforms, will have huge impact, and will re-shape our work in the future. More importantly, organizations must focus on setting up the right technology, raise employees engagement in and out the workplace and maintain high expectations of providing services to our customers.

PPA felt the need to make changes to the way it works, and be aligned with recent changes in the world. Therefore, to keep pace with development and new trends such as digitalization, PPA started to provide all the services electronically throughout mobile applications, customer care, and Social Media channels. Furthermore, PPA is looking to reduce the number of customers visiting the branches and service centers. Finally, the digital transformation is the innovation of services that achieve the highest standards of customer satisfaction and happiness. PPA is determined to utilize

and invest on its digital capabilities, in order to enhance the trends toward digital transformation. That will allow its customers to interact with the services seamlessly.

«We will ease long bureaucratic procedures and expand the range of electronic services»

PRINCE. MOHAMMAD BIN SALMAN

PPA will keep pace with the future and enhance its orientation towards a comprehensive digital transformation in the customers service, in preparation to end traditional forms of serving customer

(PPA STRATEGY 2022)

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