

End to End Review of Separation Process

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Introduction

Background

The external pension-related processes which support the United Nations Joint Staff Pension Fund (UNJSPF or the Fund) are varied, complex and rely on numerous functions (e.g. HR, Payroll, the Staff Pension Committees (SPCs), retiring staff, etc.) working together to provide the required inputs (information and documentation) to the Fund, which in turn, relies on these inputs to commence the entitlement and payment process that is a fundamental source of income in retirement / separation for the separating staff.

To date, processes have tended to be reviewed by each function in isolation to identify what improvements could be made to enhance efficiency, member experience, etc. **The Fund's management, under the direction of the Pension Board, made a decision at its Board meeting** in July 2016 to undertake a review of the entire end to end separation process to identify what enhancements could be made. A decision was also made to appoint PwC to undertake this independent end to end review.

Scope

The end to end review has encompassed also **the Fund's activities, as well as** the external process-related activities from selected Member Organizations / Employing Entities (MO / EEs) HR, Payroll and SPCs so that their unique characteristics can be understood, documented and assessed.

In addition to the UNJSPF, the following five MO / EEs have initially volunteered to take part in the review:

- World Health Organization (WHO);
- UN - Department of Field Support (DFS);
- UN - **Children's Fund (UNICEF)**;
- UN - Headquarters (UNHQ); and
- UN Food and Agriculture Organization / UN World Food Programme (FAO / WFP).

These five MO / EEs represented a broad and diverse range of characteristics found within the **Fund's Member Organizations**.

Annex 1 provides a summary of all interviews / personnel we met as we collected data during this ambitious and large scale project.

Approach

During the period December 2016 to May 2017 visits to each of the 5 MO / EEs, the SPCs and the Fund have been carried out. The information gathered from these visits was analyzed so that a complete picture of the current state of the separation to payment process could be documented. Each MO / EE

received a personalized draft report (each in the region of 50 to 80 pages depending on the complexities of their operations / our findings) and were then given time to review and comment on the contents, prior to each report being finalized.

With the current state of the separation to payment process documented, a range of findings, along with suggested improvements to the process were then proposed. Each report should be reviewed to determine the extent of the findings, but there were a lot which were common across most / all the MO / EE's. Additionally, **the end to end review has enabled the Fund's Target Operating Model produced in 2007 to** be slightly modified and updated to reflect new technological developments and to address some of the findings from the review.

Context

The **Fund's membership comprises** a uniquely complex series of international, intergovernmental organizations; with unparalleled global dispersion, reach and responsibilities. Each of the 5 MO / EEs we reviewed were substantially different in how they managed their HR processes and deployed their enterprise resource planning or ERP systems. Some of these characteristics stemmed from organizational need, but many were just a reflection on how the underlying operating models have historically developed and evolved.

The UNJSPF is the only entity which possesses a single consistent service delivery role for all UN Member Organizations. Because each MO / EE's **operating** model has its own characteristics, the Fund has adapted its service to meet the very broad needs of all its MO / EEs.

For the first time in the Fund's 69-year history, a thorough and complete analysis of all pension-related aspects of the separation process was undertaken. This study covered all aspects of the pension **process from the payment (which is the final step) back to the separation of the staff which is the "trigger" that** initiates the process. The review encompassed the Fund, 4 Member Organizations, field operations in Africa, administrative support centers in Europe and Africa, and headquarters in New York, Geneva and Rome. It reviewed large and medium sized organizations with different characteristics, systems, and HR and Payroll methods. It constituted a very broad and representative sample of the overall process and pension-related operations occurring in the multi-employer environment covered by the Fund.

In practice and considering the limitation of resources, complexity of the plan design, multiple parties involved in the process, complexity of governance, geographical dispersion of MO / EE and participants/retirees and beneficiaries, growth in transactional volume and covered population over the last 20 years (87% growth in Participants and 79% growth in retirees/beneficiaries) and the very different characteristics of its MO / EE, the Fund overall is achieving processing and payment of benefits effectively and efficiently. However, considering the overall separation to payment (not just the last stage of activities that reside within the Fund) there are important opportunities, to standardize and streamline the different ways of working in order to enhance the **Participant's experience** and ultimately deliver cost savings and efficiency gains.

Project Development and Governance

Prior to the mobilization of the project on the 1st of December 2016, both representatives of the UNJSPF and PwC worked together to fully scope and plan the project to meet the agreed objectives of the study. These objectives, along with the other governance requirements were reflected in a Project Initiation Document (PID) which was circulated for review and agreement with all stakeholders.

A Joint Project Team (JPT) was established to take responsibility for the overall direction and management of the project and to ensure that it delivered to the objectives. The JPT consisted of the following people / organizations:

Name	Organization
Paul Dooley	UNJSPF
Katrin Toomel	UNJSPF
Beatriz Sperandio de Llull	WHO
Kamila Guseynova	FAO / WFP
Chhaya Kapilashrami	United Nations – DFS
Amita Sharma	United Nations – UNHQ
Ajay Lakhanpal	UNICEF
Peter Sparshott	PwC
Stuart Merry	PwC

The JPT met regularly to monitor the progress of the project and address any newly identified risks and exceptions.

PwC deployed a multi-skilled team of Pensions, HR and Payroll specialists to review the processes currently in place that either directly or indirectly impact on the separation process. The PwC team that conducted the review is as follows:

Name	Title	Area of Expertise
Peter Sparshott	Partner	Pension Specialist
Stuart Merry	Senior Manager	Pension Specialist
Anna Smith	Senior Associate	Pension Specialist
Karen Toora	Senior Manager	HR & Payroll Specialist
Lizzie Ryan	Manager	HR & Payroll Specialist

We approached the review using the same proven methodology we have adopted for similar assignments, namely to combine the 5 following elements, in order to gain a holistic, objective and as far as possible a fact based view of each process:

1. Conduct a review of any available documents used to support service / process delivery in order to provide insight into the existing operations prior to commencing field work / interviews.

2. Conduct interviews with key stakeholders in the process, at both a management and direct delivery level.
3. Where possible, view processes being performed in real-time by those responsible for performing them.
4. Review and analyze any available management information used to monitor and support process delivery.
5. Based on the information gleaned and analyzed from stages 1 - 4, determine our assessment of the processes based on our industry expertise and taking account of the unique characteristics and requirements of the client.

However, we also recognized this as a major undertaking as the Fund's operations and those of the MO / EEs were both geographically and operationally diverse and hugely complex, which added a substantial level of time commitment and complexity to the project, requiring input from a significant number of stakeholders in the process from around the world. Please see the map below and also see Annexes 2 to 6 for details of geographical locations and personnel involved in the review. We thank everyone involved for their significant input and collaboration in this uniquely complex project (both allowing us to have sufficient time and access to them, as well as sharing their knowledge and experience so openly and professionally) as without this, the project would not have concluded in providing the insight that it has managed to.

Each organization was reviewed independently in order to:

- ensure that no assumptions were made around working practices;
- maintain objectivity throughout; and
- ensure the robustness of each review was maintained throughout.

Our recommendations were presented in draft form to the MO / EEs and the Fund before being finalized. With the exception of some areas of clarification, each report has been accepted by all stakeholders. Each recommendation was assessed in terms of priority (High, Medium and Low) and timescale (Short, Medium and Longer Term). A summary of each MO / EEs recommendations and those of the Fund were presented to each organization to guide their operational and budget priorities.

Geographical reach of the review of the separation process



Key observations and recommendations

In this section we summarize the key observations which were commonly found throughout the reviewed we performed, along with our recommendations for addressing them. Please note detailed findings have been provided to each MO / EE and the Fund within their own reports.

Observations

- **From a Participant's perspective** the current model is working, but it is cumbersome and difficult to understand as it is fragmented. Additionally the Participant is often not informed of progress of his/her separation process; leading to concern and a lot of interactions with MO / EE and Fund staff and / or unwarranted frustration with the Fund which could be avoided;
- The period taken for completing the HR and Payroll processes and providing the separation documentation to the Fund varied considerably, with some Participant's cases being serviced in a few weeks with other taking several years. Some of this variability can be explained by the unique and complex personal circumstances of the Participants themselves or by the geographic dispersion of field missions or field offices, but an overall aim should be to reduce this variability and for all parties involved in the **processing of separations to be able to focus on those "outlier" cases so they can be settled as quickly as possible**. One principle for the *new fully integrated* Target Operating Model (see later section) would be to achieve a high percentage of cases to be undertaken quickly and through the most automated routes with the rest receiving a more manual but highly focused service. **This "80 – 20" model** would enable resources to be deployed to deal with the 20% of complex cases;
- The systems that have been deployed recently across the MO / **EE's and Fund are still in** different stages of stabilization and there are opportunities to exploit these modern systems to the benefit of everyone; including the Participant. There was some evidence that some HR and Payroll functions are still relying on their legacy systems (which would typically have been discontinued at the Go-Live of any new ERP system) to obtain / confirm certain information. This reliance needs to be removed as quickly as possible as it represents reconciliation risks, adds time to the process and detracts from transparency of the true status of the separation process;
- The separation process relies on the production and movement of a vast amount of paper based forms and original documents. This is causing significant delays in the process (particularly if the forms have been completed incorrectly / not signed) and the costs are significant (as is the environmental impact of producing and moving this paper);
- In some MO / EE's, **there is no distinction between a HR activity which relates to the Participant's pension versus a non-pension separation activity** e.g. the return of **the Organization's** assets, such as a laptop. This is resulting in the Fund not being notified of a separation at the earliest possible opportunity, it also complicates work / resource planning in the Fund and adds to the time required to send separation notification to the Fund (more than one third of total cases being sent to the Fund present delays of 120 days or more);
- It is fairly common for MO / EE to change historic data; particularly contribution data. This is having a detrimental impact on processing separation cases;
- Besides the annual meeting of secretaries SPCs, there is no single operational forum for more periodic collaboration between all the parties and this is reducing the opportunity to share good practices / identify areas of improvement / deal with complex cases.

Recommendations

To address the key observations set out above, we have made the following recommendations:

- **Redesign and standardize HR and payroll processes so activities relating to the Participant's pension entitlements are dealt with independently of other separation activity and in a consistent manner;**
- Remove the need for original documents / wet signatures – **allow submission of “Forms” electronically and allow authorized HR / SPC representatives to submit marriage, birth and death certificates by “photograph” and send them electronically to the Fund resulting in immediate receipt in the corresponding Fund's electronic dossiers;**
- Simplify the existing Separation forms so the Participant can better understand them and thus reduce the number of rejected forms. The Fund should also look to implement SMART forms¹ on the Member Self-Service portal;
- MO / EE accelerate the deployment in their organizations of the electronic interface for HR and Payroll data to enable electronic submission of Separation information from the MO / EE and facilitate a monthly reconciliation of Participant contributions. For smaller MO / EE utilize an electronic submission where an interface is not viable;
- Continue to exploit and leverage the technology that has recently been deployed by re-engineering existing processes – on both the ERPs of the MO, such as Umoja and IPAS. This should involve identifying the opportunities the new technology offers;
- Agree SLAs / KPIs for all pension-related functions from and to MO / EE and the Fund. This will help to reduce the process variability if they are focused on the overall Participants experience. That is the MO / EE should not take more than 30 days to send the complete and accurate separation documentation to the Fund (in 80% of the cases) and the Fund to process in 30. In time seek to reduce these timescales;
- Allocate more resources to the SPC / Fund (Client Service) teams to allow them to spend more time guiding Participants through their separation journey. The Participants we met highlighted how valuable they found the time spent with the SPC / Fund staff;
- In respect of the SPC community, grant SPC read-only access to the Participant record and associated documents held by the Fund. Adopt a single document management solution by making Kofax the single and central repository for all pension related documents. Where paper files exist undertake a project to back scan these;
- Remove dependency on legacy systems in some MO / EE where ERP implementations have not migrated all the historic data during the original implementation;
- MO / EE perform a data reconciliation exercise covering historic HR, Payroll and Pensions data (e.g. over 2 years old and not likely to be impacted by future retro-activity) and then agree to not revisit historic data held on legacy systems unless a Participant provides evidence of incorrect data being held; All parties agree approach for processing Separation benefits for cases impacted by any outstanding retroactivity to minimizes any delay to the Participant receiving their benefits on Separation (e.g. pay benefits on known information and adjust later following any retroactivity adjustment).

¹ An electronic form with automatic completion of certain fields, dynamic fields (for example checking correctness of postal codes or number of characters in a bank routing numbers, etc.). It also includes sending the collected information directly to the database and to perform the **desired effect of a similar “paper form”**.

Financial thresholds should be maintained and periodically reviewed within which discrepancies are not investigated, where no underlying change to historical data has taken place. Correcting/reconciling HR and contribution data at the time of separation, especially covering multiple years, increases very significantly the calculation and review time taken by the Fund to properly deal with the case and frequently requires a series of questions and answers to clarify the situation which extends the processing time and consumes many times **the “standard” resources that should be dedicated to “clean” cases**. This exercise would have important efficiency gains overall and would significantly enhance the overall Participant experience;

- HR and Payroll communities within some Organizations have already established forums where issues on cases or process re-engineering opportunities can be discussed and improvements identified. These should be extended to all MO / EE’s. Representatives from the Fund / SPC should be invited to participate so there is much closer cooperation and collaboration.

Our overall recommendation would be to invest the time, effort and funding in the above improvements in order to optimize the separation process and then to understand the impact of this change on future headcount requirements. It would be prudent, before committing the required resources to such a transformation programme, to perform a pilot or proof of concept. One MO / EE (UNICEF) expressed a desire (without prompting) to work with the Fund to deliver such a pilot. We recommend this is explored further. We strongly believe that implementing these changes would significantly improve the participant experience and would also shorten the time taken to submit accurate and complete documentation and information to the Fund, avoiding errors and constant reconciliations that consume resources.

Ultimately the middle-term vision for the end-to-end service should encompass:

- The monthly submission of complete and accurate data from the HR and Payroll communities by electronic interface. This will enable the Fund to have **confidence in calculating and settling the Participants’ benefits** without undue delay and without the need for historic data to be constantly changed; This would also eliminate the Participant Reconciliation Exceptions or PREs which are generated as part of the year-end-cycle and sent to the MO / EE for review and clarifications;
- The electronic notification of a Participant separating from the MO / EE – with the HR and Payroll communities providing any final HR and Pay related data. This is standard practice for many large occupational pension schemes, with large organizations often running daily interfaces to provide such information (and smaller organizations providing weekly or monthly interfaces). **This would largely remove the concept of the Fund having “actionable” and “non-actionable” cases, which is something we have not entered with other pension operations. The premise of the new vision is that HR and Payroll functions provide all the “final” information necessary (i.e. the final month’s Pensionable Remuneration and contribution data, plus any final HR related data changes) as soon after separation as possible to enable the Fund to process the separation. This vision relies on HR and Payroll providing regular, complete and accurate data throughout a Participant’s employment, allowing the Fund to rely on the underlying data it has been provided with to commence the calculation and settlement of the Participant’s benefits;**
- The Participant being able to submit their decisions and all other data electronically, via a secure portal, perhaps with a one-time pin sent to the **Participant’s pre-registered mobile phone;**
- Authorized HR and SPC representatives being able to photograph original documents (i.e. birth, marriage and death certificates and forms) and send electronically resulting in the immediate submission to the Fund. **This submission should result in the “image” being correctly indexed to the Participant’s record and the appropriate workflow being launched;**
- The Participant should be kept fully informed of the progress of their separation – this active management of a Participants expectation should be enabled through the use of technology wherever possible e.g. a simple **“dash-board” in a secure member self-service site** or text message to let the

Participant know HR / Payroll have completed their actions, the Fund has received their payment instructions, the date of the first pension payment, etc. These interactions will enhance the overall Participants experience, stop them worrying about their pension and ultimately reduce the number of times Participants call or visit the Fund, instead directing their queries to the correct function who can help resolve them;

- A multi-channel operating model (telephony, self-service, mobile phone / app enabled, etc.); whereby the Participant can decide which channel they want to use to have their needs met. This should be underpinned by a channel shift strategy so Participants are encouraged to adopt a technology enabled route where possible;
- **Staff in the SPC's and Fund have more time** and resources to engage with and guide Participants through their separation journey; and
- Design and organize training sessions for HR and Payroll communities within the MO / EEs on the revised separation process in light of all recommendations made in this Executive Summary.

We recognize some of these recommendations will be easier to implement than others and some will require cultural changes as well as operational ones (e.g. the submission of payment instructions electronically or the submission of certificates by HR / SPC staff), but we have been bold and have wanted to exploit technology to significantly enhance the Participants experience. With that said, the ***new integrated TOM*** allows for Participants to determine how they interact with the service and as such they will still be able to adopt paper based routes if they cannot or do not want to use technology).

Policy options

This report presents the high-level recommendations and policy options for the consideration of the Pension Board and subsequently by each organization (and the UN General Assembly or other applicable governing bodies where approval of resources is required), in order to decide if the **new integrated Target Operating Model (iTOM)** and resulting benefits meet their expectations and if there is commitment to pursue the **iTOM** in their respective organizations. The table below can be used to drive the discussion of the Board and GA.

Policy option	Decision Maker	Description of Policy Option
1 Adopt or reject the iTOM for the separation to payment process ²	Pension Board	<p>The iTOM is the result of a comprehensive study covering the Fund and 5 representative MO / EEs reviewing of the roles, responsibilities and activities and streamlining required to "put the Participant at the heart of the separation journey and ensure the correct benefits are paid at the right time."</p> <p>The design of the iTOM was underpinned by the following principles: Participant Experience, Quality, Accountability and Efficiency:</p> <ul style="list-style-type: none"> Participant experience: The Participant is placed at the heart of the service and their experience is paramount; Quality: The objective is to achieve "right first time" every time; Accountability: Roles and responsibilities ensure clear ownership in delivery and minimize handoffs; and Efficiency: The model is flexible and scalable, able to meet the changing needs of the Participants and organizations.
2 Approve a gradual approach utilizing a pilot for the implementation of the iTOM	Pension Board and one pilot organization and GA to approve resources	<p>It is recommended that one pilot organization be designated and provided with resources to fully implement the iTOM. As mentioned above UNICEF volunteered to act as pilot for this purpose.</p> <p>If a decision were made to adopt a pilot approach, a detailed project plan would be required and resources approved both for the pilot organization and for the Fund since the processes are necessarily interlinked.</p>
3 Approve another implementation approach for the new iTOM	Pension Board	The Pension Board may decide another implementation approach. For example, postpone until 2020-2021 the implementation of the iTOM and allow MO / EEs to introduce internal streamlining opportunities and improvements according to the individual reports ³ provided as part of this comprehensive study.

² The policy decision presented in this document is addressing longer term structural deficiencies and require the commitment from senior management of the organizations as well as resources approved from their governing bodies to proceed forward and fully implement the **iTOM** in their respective areas of responsibility.

³ Detailed reports with short and medium-term recommendations were presented and discussed individually with the Fund and the 5 participating organizations. In the most part the recommendations were accepted and welcomed by management of these organizations.

New Integrated Target Operating Model (iTOM)

A main product of the study is the development of the **new integrated Target Operating Model (iTOM)**.

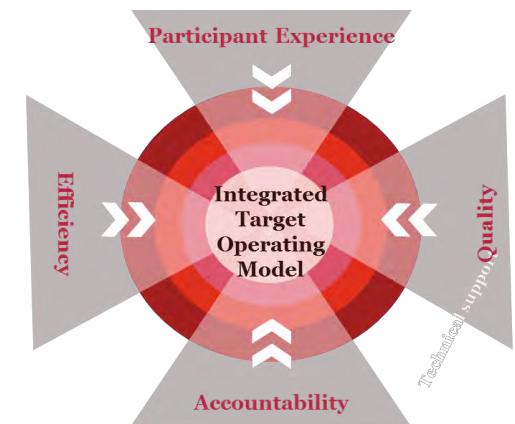
The current Separation process is one that has been in place for many years and has evolved locally at both an organizational and location level. During this period there has been significant operational change (i.e. implementation of V3 and ERP systems (e.g. Umoja), centralization of certain functions, etc.) and as a result the current Separation Process is extremely complex and opaque, with multiple hand-offs and inbuilt delays and one that requires significant volumes of paper documents transported across the world. As a result, we believe there is significant opportunity to reassess and transform the approach to Separation and develop an operating model which:

“puts the Participant at the heart of the separation journey and ensures the correct benefits are paid at the right time.”

The design of the **iTOM** is underpinned by the following Design Principles; grouped into four key themes around Participant Experience, Quality, Accountability and Efficiency:

Participant Experience

- The Participant is placed at the heart of the service and their experience is paramount;
- The service pre-empts and responds to the individual needs of Participants (e.g. personalised service for sensitive interactions);
- The Participant can choose how they interact with the service through a wide variety of different channels i.e. there is channel choice;
- Participants are encouraged to adopt electronic interaction wherever possible;
- The process is easy to perform and the Participant is supported throughout their personal journey;
- The time taken to complete the process is minimised and Participants expectations are actively managed (e.g. a text message is sent to update them on progress, payment, etc.); and
- The communications the Participants receive are engaging, clear, concise and jargon free.



Quality

- The objective is to achieve **“right first time” every time**;
- Robust and comprehensive reporting is available, in real-time, for all stakeholders;
- Clearly defined performance targets and key performance indicators are agreed for all functions;
- The model is shaped and driven by the need to manage and mitigate identified risks;
- Historic data issues have been resolved and current data is validated at source and referred back to the originator if invalid; and
- Whenever possible, all desk space will be paperless and UN Staff guidance / aids will be electronic.

Accountability

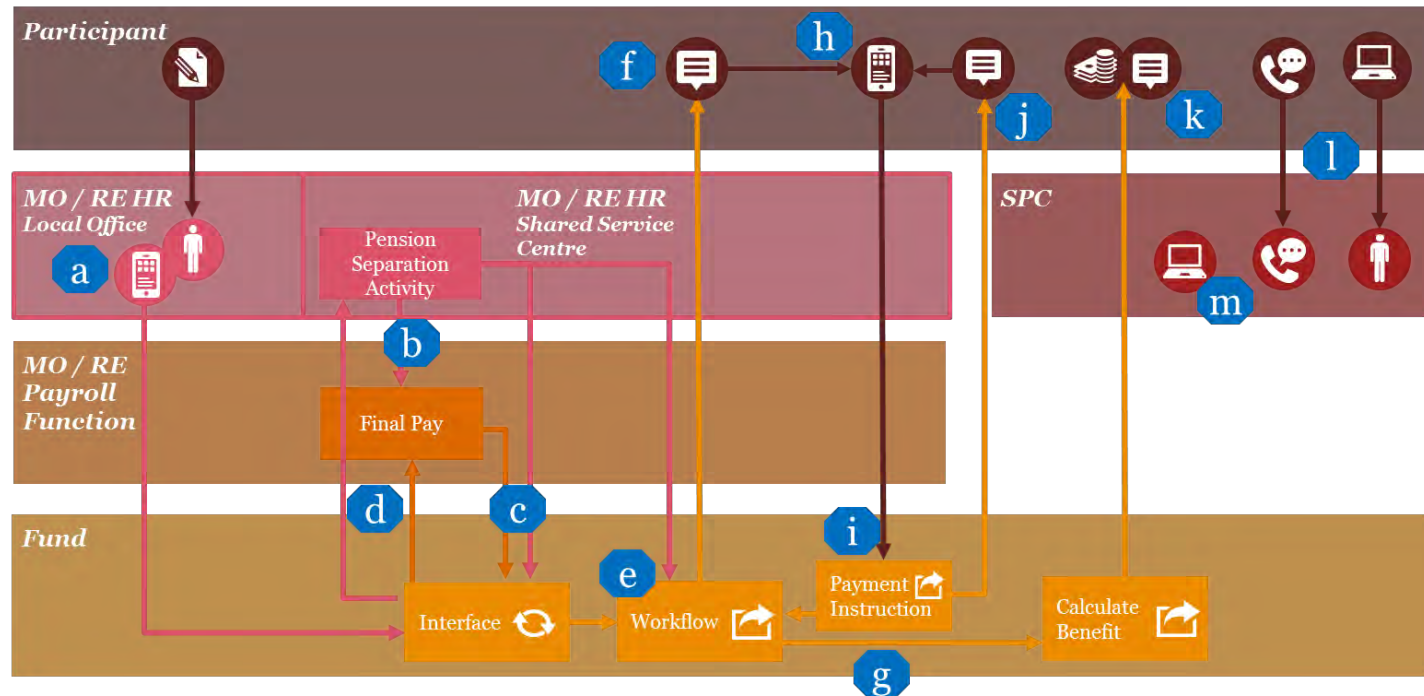
- Roles and responsibilities ensure clear ownership in delivery and minimise handoffs;
- Staff managing the separation process take personal and collective ownership of **Participant’s separation experience**;
- Staff training, personal development and awareness is embedded into the model;
- Engage **the** “hearts and minds” of subject matter experts to support the sharing of knowledge and best practice within and across functions;
- Encourage team members to provide constructive challenge and innovation to ensure continuous improvement; and
- Ensure collaborative consultation throughout any future change programme.

Efficiency

- The model is flexible and scalable, able to meet the changing needs of the Participants and organizations;
- Processes are standardized and simplified across all sites and functions;
- The technology that is deployed is fit for purpose and provides agility to be fit for purpose in the future;
- **Technology is exploited to provide a highly automated service and to enable Participants to “self-serve”** as much as is feasible / desired; and
- Wherever possible, the flow of information and data exchange across all sites and functions will be standard and electronic.

Representation of the New Integrated Target Operating Model

The diagram below provides a high level summary of the key Participant interactions and experience on the Separation Journey of the **iTOM**:


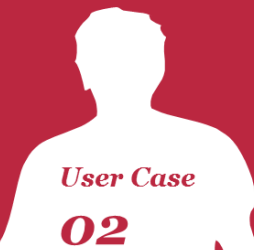


- Local HR are able to certify and capture images of Participant certificates and send this information real time and directly to the Fund.
- Streamlined process ensuring that the HR and payroll functions prioritise only Separation pension related activities.
- Regular monthly interface from MO / EE submitting Separation information directly to the Fund. For smaller MO / EE with no regular interface, a portal would allow the MO / EE to submit this data electronically to the Fund.
- Robust data validation to instantly return data errors to the originator for immediate correction.
- Processes reactivated or shut-down on the receipt of new information (e.g. re-hire at a new MO, Participants approaching their 3 year Separation anniversary, etc.).
- Participant's expectations actively managed through the use of alerts and chasers** (which would automatically be generated after a certain period by the workflow).
- End-to-end workflows seamlessly hand work off within the various functions. The **workflows would be "rule-based" and "intelligent" in that the data held on the database would be used to determine what options were available and thus what process steps would be presented to the user.**

- h. Use of mobile applications and online portals to support Participants in understanding the Separation process or running benefit estimates online. This would be driven by Participant preferences and would be a completely transparent process so that the Participant could view exactly what stage they are at on their Separation Journey.
- i. Payment instructions could be submitted to the Fund electronically, after secure log in to the portal or app. This would walk the member through the Separation decisions they would make and validate the Participants choices and data inputs.
- j. Participants would be sent a security code (PIN) to a pre-registered mobile to verify any payment instruction information thus ensuring security.
- k. Confirmation alerts indicating benefits have been paid into the Participants bank account.
- l. SPC ability to focus their resources on the high value add Participant interactions and support.
- m. Real time management information demonstrating performance against key performance indicators and service levels.

iTOM User Cases

To showcase the ***iTOM*** we have developed theoretical Participant Journeys to highlight the different features of the model. The User Cases are outlined below and their full Separation Journey under the ***iTOM*** is outlined in Annex 7.

<p><i>Titus Cisse, a van driver based in Entebbe, has participated in the Fund for 27 years and is retiring.</i></p>	<p><i>Abdel Zein is a HR Officer based on a mission site that is downsizing. Abdel's position is redundant but he has found a similar role for another mission.</i></p>	<p><i>Camille Picard is a Senior Translator based in Geneva. She has been in this position for 8 years and has decided to leave the UN to pursue her life long dream of a career in teaching.</i></p>	<p><i>Yumi's husband, Haru Watanabae, an Academic Officer based in Tokyo, has recently died and she needs to understand the financial impact on her and her young family.</i></p>
 <p>User Case 01</p>	 <p>User Case 02</p>	 <p>User Case 03</p>	 <p>User Case 04</p>

Industry best practice

We advise many clients on what best practice should be within their HR, Payroll and Pension operations and we were asked, as part of the scope of the review to provide our insight into what industry best practice constitutes in relation to these operations. The table below provides our view on what characteristics these operations should exhibit. At this stage, we have observed very different characteristics and degrees of development of IT systems and efficiency and effectiveness of HR/Payroll operations of the multiple employing organizations that “feed” into the Fund’s processing operations. **We have also observed that due to the different development paces and characteristics the “construction” of the separation to pension benefit payment process has been done on a “piecemeal” manner** and therefore there are some gaps when compared to the Best Practices in the industry. The new **ITOM** considers the adoption of the below main provisions and actions to meet the Best Practices.

Criteria	Responsibility	Desired outcome
Timeliness	Payroll / HR	<p>Provision of information (in <u>one standard</u> agreed format) to the Administrator on the dates agreed between the parties. This would include:</p> <ul style="list-style-type: none"> • HR related information (joiners, leavers, working pattern changes, address changes, etc.); • Payroll related information (salary changes, overtime payments, contributions, etc.); • Treating Service Level Agreements (SLA) / Key Performance Indicators (KPI) as minimum standards to achieve, not targets to aim for i.e. the HR / Payroll functions should be aiming to “beat” or out-perform an SLA / KPI measure. • Prioritization of workload to take account of the sensitivity / importance of the events they need to deal with; • Resolution of all queries / errors arising from the supply of that information; and • Proactive communication and prompting where the supply of that information is not readily available. For HR in particular, SLAs/KPIs should recognize that the provision of information from Participants may vary depending on geographical location and ease of access.
	SPC/ Administrator / Pension Fund	<ul style="list-style-type: none"> • Monitoring the provision of information from the Payroll / HR communities and escalating issues over timing (and format) of delivery; • Prioritization of workload to take account of the sensitivity / importance of the events they need to deal with; • Treating Service Level Agreements (SLA) / Key Performance Indicators (KPI) as minimum standards to achieve, not targets to aim for i.e. the Administrator should be aiming to “beat” or out-perform an SLA / KPI measure; For example, processing all cases (received complete and with errors or issues) within one month of reception. This seems to be a very good standard to apply. • Recognizing the overall member experience (see later);

Criteria	Responsibility	Desired outcome
		<ul style="list-style-type: none"> Regularly prompting all parties (HR / Payroll, Member, Third parties, etc.) as far as the Fund might be aware of missing / incomplete / inaccurate information to be updated / provided i.e. proactively prompting on an ongoing and regular basis for “missing” information.
	Governing Body/ Pension Board	<ul style="list-style-type: none"> Ensuring all parties (HR / Payroll, Member, Third parties, etc.) are aware of their responsibilities for providing complete, accurate and timely information.
Quality	Payroll / HR	<ul style="list-style-type: none"> Striving for a “right first time policy” so that information received from employees is verified for accuracy, completeness and validity at the outset, and any queries are closed out in accordance to SLA/KPI measures. Undertake regular data validation / assurance exercises, such as requesting employees annually check and amend core data (via employee self-service portal). Embed quality checks and reviews into the existing processes and controls framework. Incorporate four eye review into sign-off / approval process, particularly where a manual process is in place. Ensuring a clear delineation of roles and responsibilities of processors and reviewers. Allocation of ownership of data elements and the responsibility to update and maintain these across the assigned function i.e. HR/Payroll/SPC. For example, HR maintain employee core data (name, DOB, employment history, etc.), Payroll maintain financial core data (salary, contribution history, etc.). This would reduce several functions reviewing the same data elements and ensure queries raised in respect of data are directed to the correct “owners”. Streamline quality assurance exercises by utilizing technology to undertake automated checks and balances and reconciliation exercises. Produce timely management information and statistics to identify common and / or systematic errors, and revise existing controls and process environment to reduce errors. The information provided to the Administrator / Pension Fund is consistently accurate and where errors are identified they are rectified as soon as possible.
	Administrator / Pension Board and Pension Fund	<p>A compliant service is delivered.</p> <p>Good Administrators monitor the quality of information coming from members (Participants), employers and other third parties and ensure any deficiencies are sent back to the originator for rectification. In the past Administrators accepted poor quality information and dealt with it at the point that information was required. Good Administrators have now stopped “owning” this problem and instead have started to operate as “gatekeepers” rejecting and sending back incomplete or erroneous cases to the “owners” of the data, in this case HR / Payroll / SPC.</p> <p>The Administrator monitors “right first time” statistics and uses these to identify training needs, systematic failure, inefficiencies, etc. and then puts in place the required actions to reduce the risk of them</p>

Criteria	Responsibility	Desired outcome
		<p>occurring. This could be a combination of enhancing existing training, creating new training material, enhancing automation / validations, introducing more controls, etc. It is highly important that the owner of the HR / Payroll / SPC process, recognizes the ownership of their data and the corresponding internal control.</p> <p>Where errors are made in HR / Payroll/ SPC (we would expect some errors due to the complexity of pensions legislation / design) these are reported along with:</p> <ul style="list-style-type: none"> • A full explanation of the reason(s) why they were made; • Confirmation everyone affected has been identified and the error rectified; • What steps have been taken to reduce the risk of them occurring again; and • What steps have been taken to communicate to those members / third parties who have been affected. <p>The Administrator should also demonstrate a robust and continuously improved control environment that focuses on identifying and trapping errors, fraud, scams (e.g. pensions liberation), etc. This control environment should be separate from the internal control environment of MO / EE have adequate senior management and board level sponsorship to stop interference from other aspects of the business / political environment. Internal and External Auditors, along with independent control reports (ISO27001, etc.) should also enhance and monitor this control environment.</p> <p>Where system enhancements / developments are made, we would expect good Administrators to be able to provide comprehensive, accurate, complete and signed off documentation to cover:</p> <ul style="list-style-type: none"> • The actual changes being made e.g. for a calculation we would want to see the specification highlighting the change being introduced; • The test material (test matrix, test cases, test evidence / results) to show the enhancement / development has been thoroughly tested and all errors / bugs resolved; • Every test stage (user acceptance, regression, etc.) that the software has been through prior to release. <p>Note: we appreciate the adoption of agile management is now introducing a more flexible and quicker development and deployment of software as well as deployment of resources to add processing capacity. However, good Administrators will understand the need for documentation, particularly to support critical areas like calculations, interface, workflow, etc. development. We also note that the Fund has been certified ISO 27001 and has now passed level 1 of further certification ISO/IEC 20000-1:2011. This is certainly in line with best practices.</p>

Criteria	Responsibility	Desired outcome
Transparency	Administrator / SPC / HR / Payroll	<p>All stakeholders should be able and willing to give full transparency and efficiently disclose their performance over any period.</p> <p>Our definition of full transparency means providing complete information about the service provided – all demand fulfilled, in progress and outstanding over a given period. For example, this will include a full report of the time taken by each MO / EE to submit complete and accurate documentation to the Fund, or how many cases were rejected due to incomplete or inaccurate information. This information should be provided to each MO / EE and published at least monthly. Additionally the Fund should be able to report on the cases it has actioned during the period, along with new cases received and what cases remain outstanding. “Non-actionable” cases should not be included within this report as they do not relate to work that the Fund is required to undertake. Cases held in pending (i.e. perhaps awaiting the Participant to make an election over the benefit they wish to take) should be reported for information only i.e. the Fund cannot process them and as such should not be measured against them,</p> <p>Another example, for the telephony channel we invariably see the following being provided:</p> <ul style="list-style-type: none"> • Number of inbound telephone calls at specified times of the day; • Average wait time; • Average call duration; • How many calls were abandoned; • How many calls were dealt with as “one and done” i.e. fully resolved at first contact. <p>However, the following should also be capable of being reported:</p> <ul style="list-style-type: none"> • The nature of the call; • How many calls related to “failure demand” (in this example failure demand is where someone is contacting the service to chase for outstanding information i.e. it does not add any value to the process); • How many “call agents” were providing the service and at what times. <p>Our definition of efficiently would mean a combination of:</p> <ul style="list-style-type: none"> • Regular reporting of this information in a consistent and timely manner (usually quarterly) within a service delivery / stewardship report or as defined by the client; and • This information being available for clients to access via the web (or even an app) and to interrogate the information, including being able to drill down to identify a specific member and know exactly where and at what stage that member’s request is within the Administrator’s operation.

Criteria	Responsibility	Desired outcome
		Additionally, we would expect the Administrator/Pension Fund to provide insightful narrative to support any trends, issues, observations, etc. in relation to their performance and that of third parties (HR and Payroll in particular).
Relationship	Pension Board	The Pension Board must define a clear set of objectives and outcomes for their pension administration service (defining their Target Operating Model and a few key outputs of what good looks like) i.e. they need to be an “informed client” both in terms of what the service is expected to achieve “today” based on the structure, limitations, complexity, dispersion and resources provided, but also in the future including the future state of the Target Operating Model, approved strategies, plans and associated resources. This allows the Fund Manager (see below) and Administrator (Pension Board) to have an agreed position upon which to measure the service being provided over the course of the contract.
	Fund Management	<p>We would expect someone (or a small group of individuals) in a position of authority, for example the Bureau of the Pension Board, to have clear ownership and accountability for the relationship between the Pension Board and Fund Management and MO / EE.</p> <p>This relationship between Bureau, Fund management and MO / EE would remain professional, independent, free of conflict of interest, throughout the term of the Bureau i.e. it is neither too “cosy” nor too “adversarial”. We would expect to experience a well understood and respected balance of powers between all parties.</p> <p>The Pension Board and the Fund Management should help foster a constructive, trust based and open relationship, whereby the long-term nature of the Fund is understood and issues and concerns can be reviewed professionally and technically and all parties’ works towards a common goal; that is achieving the mission of the Fund.</p>
	Administrator / Chief Executive Officer	<p>We would expect to see one individual within the Administrator, namely the Chief Executive Officer (CEO), being responsible and accountable for the services delivered to the client and granted <u>with the commensurate delegated authority</u>. This individual would be sufficiently senior and responsible for all aspects of the plan. In the Fund this means at the highest-grade level possible within the restrictions of the UN system, for example, Under-Secretary General (and thus fully empowered) to instigate and support changes to the service without the need for further approval / authority / limitations / undue restrictions. We would also expect this individual to hold this role for an extended period of time – many years - considering the long term nature of the plan, the long learning-curve, the complexity of the plan and the need to have experience and technical knowledge in different aspects of the plan (including actuarial matters, information technology, finance, operations, strategic planning, risk management, etc.) to be able to steer the Fund adequately in a complex and challenging environment where many defined benefit plans are failing and closing down operations.</p> <p>The Pension Board should help foster a constructive, trust based and open relationship, with the CEO and his/her management team whereby the long-term nature of the Fund is understood and short-term issues</p>

Criteria	Responsibility	Desired outcome
		are resolved and long-term trends and challenges are recognized and strategies and plans are developed, considered, approved and monitored regularly.
	HR / Payroll / SPC	<p>We would expect that someone (or a number of stakeholders in each function) would have clear accountability and relationship with the Fund.</p> <p>We would expect a working party containing key stakeholders of these functions with the common goal of delivering an effective and efficient service to Participants, where each function is aware of the role that they play and the activities to which they are responsible for/ accountable in the delivery of the overall service and experience offered.</p> <p>Feedback and sharing knowledge for better service delivery, supported by available management information, should be utilized to deliver an efficient and effective service to Participants.</p>
Access	HR / Payroll	<p>Good HR and Payroll services offer a broad range of communication channels for Participants, stakeholders etc. to access its services, taking into consideration ease of access and availability. In the case of local or regional HR / Payroll functions, the following channels are often offered:</p> <ul style="list-style-type: none"> • Face to face meetings; • White mail – letters, forms, etc.; • Telephony – invariably supported through Interactive Voice Response (IVR) via a centralized and tiered model, but usually only operating through “standard” business hours and when “closed” supported by a messaging service; • E-mail – invariably to a centralized and monitored mail box; • E-forms (for more advanced plans with stable ERP systems); • Web / self-service, albeit limited functionality.
	Administrator	<p>A good administration service offers a broad range of channels for members, employers, HR / Payroll, etc. to access client services. Such channels accommodate these stakeholder requirements through ease of access and availability. In the case of the Fund, a combinations of channels is required considering the geographical dispersion of MO / EE and participants, retirees and beneficiaries, as well as the aging of the retired population.</p> <p>Most funds now offer their clients a combination of the following channels:</p> <ul style="list-style-type: none"> • White mail – letters, forms, etc.; • Telephony – invariably supported through Interactive Voice Response (IVR) via a centralized and tiered model, but usually only operating through “standard” business hours and when “closed” supported by a messaging service;

Criteria	Responsibility	Desired outcome
		<ul style="list-style-type: none"> E-mail – invariably to a centralized and monitored mail box; E-forms (for more advanced plans with stable ERP systems); Web / self-service, albeit limited functionality. <p>Good functions have also begun to adopt:</p> <ul style="list-style-type: none"> Enhanced telephony – voice recognition (the telephony system is capable of understanding and responding to spoken words), automated spoken response service (the telephony service relays information in spoken words) and extended core opening hours (the Fund might also consider providing this service in English, French and Spanish, which are the three languages utilized in the past by the Pension Fund); use of voice recognition as a “certificate of entitlement”; Text messaging as an outbound notification service; Easy to use Apps; Online real time “chat”; Significant self-service capability, albeit still lagging most Financial Technology (FinTech) capability. For the Fund in particular, <i>In situ</i> client services following the model of the Fund with limited number of staff leveraging its partners’ infrastructure and locate liaison offices in large UN centers where several MO / EE are located and relatively large numbers of participants, retirees and beneficiaries work or reside nearby. The automated channels not reliant on staff should be available upwards of 99.9% of time (accepting some planned and well communicated maintenance periods) i.e. unplanned availability of channels should be very minimal based on the resilience of and investment in the underlying IT infrastructure.
Automation	HR / Payroll	<ul style="list-style-type: none"> Good HR/Payroll teams will look to streamline administrative exercises by utilizing technology to free up resources from transactional activities to undertake strategic activities. Regular assessments should be made to consider how current processes and procedures may benefit from review and adoption of an automated process. This should include the cost vs benefit analysis of changing an existing manual process to an automated one, or introducing a level of automation into an existing manual process. For example automation could be used to: <ul style="list-style-type: none"> Automatic population of certain cells in template documentation; Undertake checks and balances of data inputted for completeness and validity; Perform automatic reconciliation of contributions received to contributions calculated; and Production of gross to net payroll calculations.
	Administrator	Good Administrators will operate from a single administration database and the calculations will be fully automated. We would never expect to see all calculations (and every permutation within the calculations) automated, but for those that are not automated, which should follow the 80%-20% rule; in the Fund, this

Criteria	Responsibility	Desired outcome
		<p>rule applies as there is concentration of volume in a very few benefit types (more than 80% of the volume is concentrated in only 4 or 5 benefit types) we would expect:</p> <ul style="list-style-type: none"> • Analysis / justification as to why a calculation is not automated – typically this should be due to very low volumes i.e. complexity or data issues should not be reasons for non-automation; • The system still calculating certain components to support the rest of the calculation – typically service and/or pensionable salary results; • The manual aspects of the calculation to be supported by a signed off and comprehensive calculation proforma i.e. under no circumstance would we expect to see a calculation being performed from a blank sheet of paper (although, unfortunately, this is still the case in many administration functions – even for some of the largest schemes). <p>Even where calculations are automated, we would still expect a small percentage of exceptions to arise due to data issues or warnings being encountered i.e. we would not expect every calculation to run through without some dropping out for investigation / rectification, especially considering the complexity of the Fund's plan design.</p> <p>Our definition of fully automated covers:</p> <ul style="list-style-type: none"> • The complete calculation of a member's benefits based on the information held on the Administrator's system and the final run time inputs required to satisfy the calculation (i.e. the date of the calculation, any final pay and/or contribution figures if these cannot / have not been provided by the required third party); • Notification of any errors or warning encountered through the calculation; • Letter / form production including the selection of the correct optional paragraphs / forms to reflect the member's specific circumstances / requirements; • Creation of a payment notification (if the process requires it) whether this be a one-off or ongoing payment; • A full audit trail of the underlying calculation components that make up the member's entitlement; • The automatic updating of the correct fields on the database with the results of calculations; • The automatic updating of the workflow to show the case has move to the next stage; • The automatic filing and indexing of all documentation into the member's file held on the Administrator's electronic document management system. <p>Good Administrators can evidence this degree of automation, with minimal exceptions arising. Naturally, this also requires that the MO / EE also send all information electronically on a monthly basis and the information is received opportunistically, complete and accurate from HR/Payroll.</p>

Criteria	Responsibility	Desired outcome
		<p>It is noted that the Fund is gradually moving in this direction with some MO / EE already sending monthly information to the Fund, while others will require more time.</p>
People	Administrator / SPC / HR / Payroll	<p>Providing a good service requires a continual and consistent investment in people, both by allocating the right number of people to adequately cover the services and processes of the organization, and providing for training and career development opportunities. This investment should be a combination of:</p> <ul style="list-style-type: none"> • Structured and ongoing training; • Regular training recognizing the individual training needs of staff (based on actual evidence of performance); • Regular performance appraisals and career development support; • Flexible working patterns to allow individuals to meet both their work and their personal life commitments, as well as supporting overall business objectives. <p>The quality of staff will ultimately dictate the overall level of satisfaction that any member receives. With good quality, motivated, engaged and well trained staff, the service received should be of a high quality, satisfaction levels should be high with low levels of errors or complaints.</p> <p>It is noted that the Fund's management invested considerable time and energy in requesting and finally obtaining an adequate HR framework to provide for adequate career development for its specialized staff.</p>
Strategy & leadership	Administrator / Senior Management Team/ HR / Payroll	<p>In our experience, a good CEO and his/her senior management team will have “grown up” through the industry, so they truly understand the dynamics, challenges, requirements, etc. that delivering a good service requires.</p> <p>In terms of strategy, a good CEO and his/her senior management team have:</p> <ul style="list-style-type: none"> • An understanding over their future ambitions; • A clear and progressive technology “road map” and can demonstrate delivery against it; • A clearly defined operating model articulating geographical locations, services provided from each location (and which operate as centers of excellence), deployment of technology, staffing levels and roles / responsibilities, logical organizational structures, etc. • A well-developed internal control framework (including a testing of the effectiveness of the controls); • A compelling “people strategy” to demonstrate their ongoing investment and development in their staff; • The backing of and investment from their sponsor.

Criteria	Responsibility	Desired outcome
		Managing a defined-benefit pension fund is an extremely complex matter. The industry is full of examples of failed pension funds. The industry itself has dramatically shrunk in recent years due to the challenging economic circumstances, longevity increases and the numerous risk factors that need to be identified and managed to achieve a stable, solid and efficient plan. Too often we experience members of a leadership team who have been recruited or promoted into that role, who come from the “corporate” side of the business, and who are clearly unsuitable and often believe they can apply experience from prior non-pensions related careers. Our experience is this does not work and often causes serious issues to the administration service and even failure of the plans to deliver the “pension promise”.
Knowledge management	Administrator / SPC / HR / Payroll	<p>Good pension fund administrators, SPC, HR and Payroll teams recognize the need to document, maintain and share their knowledge.</p> <p>At no time should there ever be a situation where knowledge is not formally documented and up-to-date i.e. no high performing Organization will allow a key-person risk to be prevalent in its service.</p> <p>For pension fund administrators this would include knowledge of pensions rules and regulations, specific scheme information and even specific and complex member cases. Many good Administrators have now developed their own knowledge management and case repositories and allow all stakeholders to have access to the information they hold (even exposing this through secure pages in their websites).</p> <p>We note that the Fund has developed a case digest which is available through its website. The Fund has also developed a knowledge management system that contains all Pension Board, Standing Committee, General Assembly decisions and documents and is available to Pension Board members.</p> <p>Additionally, we note that the Fund has developed in its new website a series of videos and whiteboards that present to the Fund’s participants, retirees and beneficiaries with an excellent tool for knowledge transfer including a range of topics such as “your options when leaving the Fund” and “what is risk management”. Tutorials, pamphlets, charts and a glossary complete a very complete knowledge transfer framework for the Fund.</p> <p>HR and Payroll functions should have centralized repositories containing materials, tools and guidance that can be accessed by teams to source relevant information and share best practice.</p> <p>For HR teams, this would include a knowledge of pension scheme information and benefit options to field HR related queries from Participants.</p> <p>For Payroll team, this would include regular training on payroll compliance and through up to date work instructions and process documentation that reflects updates in payroll and legislative requirements.</p>

Criteria	Responsibility	Desired outcome
		The requirement to maintain an appropriate level of local payroll technical knowledge becomes even more important where these activities are undertaken by centralized functions and shared service centers.

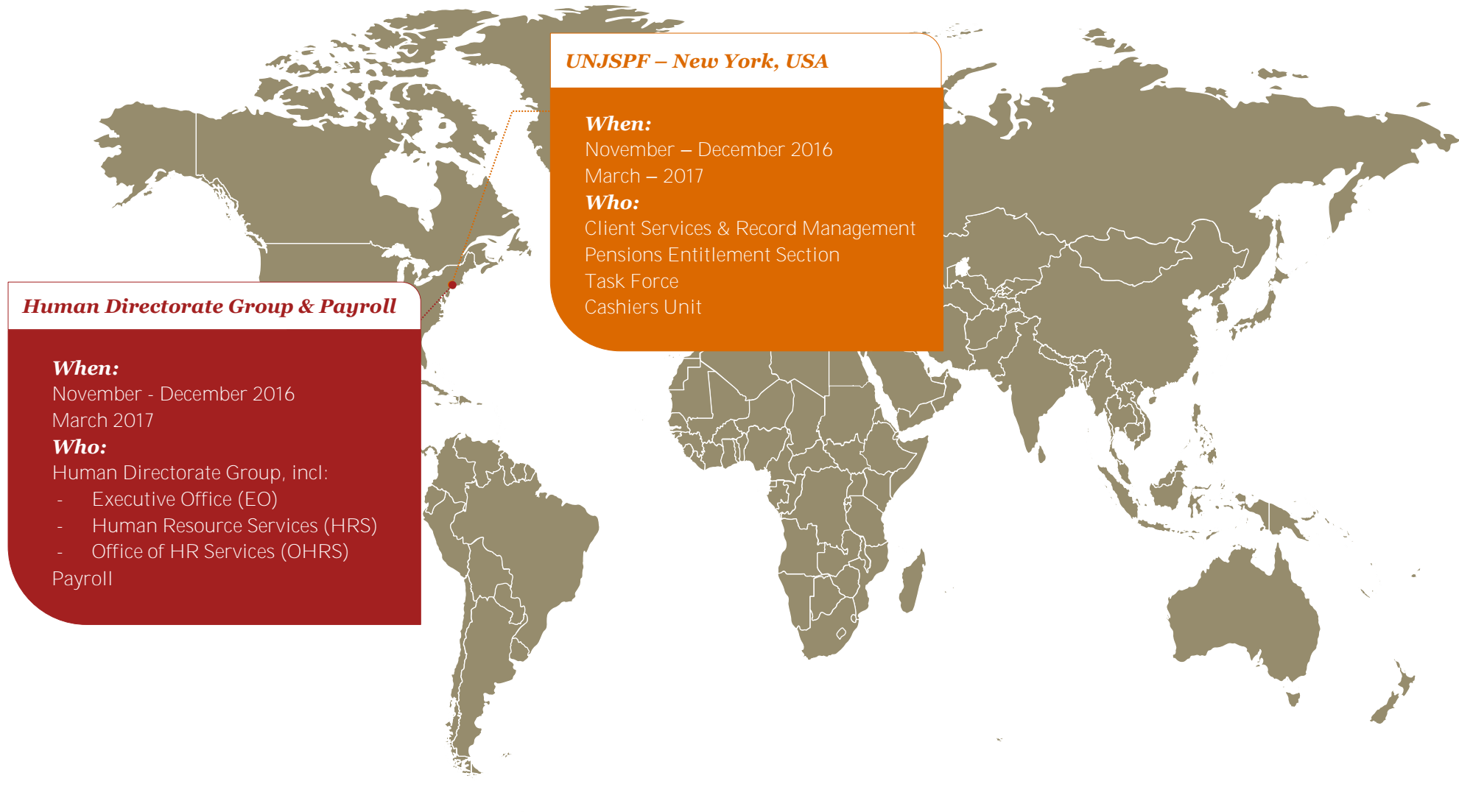
Annex 1 – Summary of interviews / who we met

Personnel	Position	Team	Location
Amit Kapoor	IPAS Project Manager	UNJSPF	New York, USA
Paul Dooley	Deputy Chief Executive Officer	UNJSPF	New York, USA
Ragu Rao	Data Manager	UNJSPF	New York, USA
Sergio Arvizu	Chief Executive Officer	UNJSPF	New York, USA
Young Kim	Unit Chief	UNJSPF - Accounts Unit	New York, USA
Christine Hofer	Unit Chief	UNJSPF – Client Services, Record Management and Distribution Section (CSRMDU)	New York, USA
Audrey Jackson	Benefit Assistant	UNJSPF - CSRMDU	New York, USA
Maribel Bodre	Benefit Assistant	UNJSPF - CSRMDU	New York, USA
Ramona Stancu	Benefit Assistant	UNJSPF - CSRMDU	New York, USA
Franklyn Munzo	Benefit Assistant	UNJSPF – CSRMDU	New York, USA
Ibrahima Faye	Benefit Assistant	UNJSPF – CSRMDU	New York, USA
Glenn Mallette	Chief	UNJSPF – Enterprise Operations	New York, USA
Miharu Gill	Chief	UNJSPF – Enterprise Systems	New York, USA
Dulcie Mapondera	Section Chief	UNJSPF – Legal & Compliance	New York, USA
Ofra Natif	Legal Officer	UNJSPF – Legal & Compliance	New York, USA
Gedma Arndt	Staff Assistant	UNJSPF - Operations	New York, USA
Marina Seglin	Deputy CFO & Unit Chief	UNJSPF – Payments Unit	New York, USA
Philippa Jones	Benefit Assistant	UNJSPF - Pension Entitlements Section	New York, USA
Pui Lind Ong	Unit Chief	UNJSPF - Pension Entitlements Section	New York, USA
Sherry Austin	Unit Chief	UNJSPF - Pension Entitlements Section	New York, USA
Ariane Pereira	Benefit Assistant	UNJSPF – Pension Entitlements Section	New York, USA
Fatima Flores	Benefit Assistant	UNJSPF – Pension Entitlements Section	New York, USA
Kristopher Tang	Benefit Assistant	UNJSPF – Pension Entitlements Section	New York, USA
Melissa Dalembert	Benefit Assistant	UNJSPF – Pension Entitlements Section	New York, USA
Rachel Katimbo	Unit Chief	UNJSPF – Pension Entitlements Section	New York, USA
Katrin Toomel	Unit Chief	UNJSPF – Policy & Analysis Unit	New York, USA
Jaana Sareva	Unit Chief	UNJSPF – Risk Management & Legal Service	New York, USA
Panagiotis Vergetis	Chief of Payroll Operations	UNHQ Accounts Division	New York, USA
Sunitha Korithiwada	Chief of Insurance & Disbursement	UNHQ Accounts Division	New York, USA
Anastasia Wilson	Chief of HR Operational Team 1	UNHQ - HR	New York, USA
Jaime Kearney-Sassi	HR Lead	UNHQ – Umoja HQ Deployment Group	New York, USA
Mary Jane Castro	Payroll Analyst	UNHQ - Payroll Unit	New York, USA
Tsering Wangay	Payroll Analyst	UNHQ - Payroll & Disbursements Section	New York, USA
Damitha Bathgalawalawve	HR Partner	UNHQ – Department of Management	New York, USA
Marvin Cardenas	HR Desk Officer	UNHQ – Umoja HQ Deployment Group	New York, USA
Alan Blythe	Office Chief	UNJSPF	Geneva, Switzerland
Elizabeth Chauveau-Bais	Unit Chief	UNJSPF – Participation & Entitlements Section	Geneva, Switzerland
Sonny Pandimakil	Benefits Officer	UNJSPF – Participation & Entitlements Section	Geneva, Switzerland
Alimane Bacar Siad	Section Chief	UNJSPF - Finance, Client Services & Records Management	Geneva, Switzerland

Personnel	Position	Team	Location
Mathieu Pierron	Benefits Officer	UNJSPF – Participation & Entitlements Section	Geneva, Switzerland
Rodolphe Derrien	Benefits Assistant	UNJSPF – Participation & Entitlements Section	Geneva, Switzerland
Angeline Amouye	Benefits Clerk	UNJSPF – Participation & Entitlements Section	Geneva, Switzerland
Magali LACOMBE	Benefits Assistant	UNJSPF – Participation & Entitlements Section	Geneva, Switzerland
Youssef Dhabbah	Statistical Assistant	UNJSPF – Participation & Entitlements Section	Geneva, Switzerland
Abdoul-Wali Mahdi	Finance Officer	UNJSPF – Finance Unit	Geneva, Switzerland
Philippe Gay	Finance Officer	UNJSPF – Finance Unit	Geneva, Switzerland
Jorge Alonso	RMU Clerk	UNJSPF – Client Services and Record Management	Geneva, Switzerland
Patricia Fort	RMU Clerk	UNJSPF – Client Services and Record Management	Geneva, Switzerland
Mercedes Burguete	Client Servicing Assistant	UNJSPF – Client Services and Record Management	Geneva, Switzerland
Stéphanie Ducatillon	Client Services Assistant	UNJSPF – Client Services and Record Management	Geneva, Switzerland
Marie-Louise Galuppi	Client Services Assistant	UNJSPF – Client Services and Record Management	Geneva, Switzerland
Delphine Schiavo	RMU Clerk	UNJSPF – Client Services and Record Management	Geneva, Switzerland
Beatriz Sperandio de Llull	Secretary to the WHO SPC	WHO - SPC	Geneva, Switzerland
Linley Chellembrom	Pension Specialist	WHO – SPC	Geneva, Switzerland
Stephanie Brasier	Pension Specialist	WHO - SPC	Geneva, Switzerland
Patrick Meyer	Pension Specialist	WHO - SPC	Geneva, Switzerland
Innocent Mugabe	Pension Specialist	WHO - SPC	Geneva, Switzerland
Mercy Briggs	Pension Specialist	WHO - SPC	Geneva, Switzerland
Jorge Guerreiro	HR Strategic Partner	HQ HR	Geneva, Switzerland
Zarizal Ismail	Finance Officer	GSC – Pension Unit	Kuala Lumpur, Malaysia
Radziatul Khan	Finance Officer	GSC – Pension Unit	Kuala Lumpur, Malaysia
Siu Yap	Finance Officer	GSC – Pension Unit	Kuala Lumpur, Malaysia
Piyush Chaudhari	GHR Operations Support Officer	GSC - GHR	Kuala Lumpur, Malaysia
Arpit Aggarwal	Global Payroll Manager	GFI - Payroll	Kuala Lumpur, Malaysia
Catherine Riedweg	Manager	HQ HR Strategic Partners	Geneva, Switzerland
Kamila Guseynova	Secretary to the FAO SPC	FAO - SPC	Rome, Italy
Alessandro Mattia	Pension Specialist	FAO - SPC	Rome, Italy
Mario Neroni	Pension Specialist	FAO - SPC	Rome, Italy
Fiona Neroni	Pension Specialist	FAO - SPC	Rome, Italy
Svend Booth	Pension Specialist	FAO - SPC	Rome, Italy
Enza Alonzi	HR Assistant	FAO - SPC	Rome, Italy
Petra Bender	HR Officer	Field Personnel Division – Pensions Team	New York, USA
Nyaguthie Ngetha	HR Officer	Field Personnel Division – Pensions Team	New York, USA
Vera Curanovic	HR Officer	Field Personnel Division – Pensions Team	New York, USA
Ghulam Nabi	HR Officer	HRMS	South Sudan
Francesca Lobai	HR Officer	HRMS	South Sudan
Lona Lado	HR Officer	HRMS	South Sudan
Ratnanjali Koduru	Chief of Finance & Budget	Finance & Budget Section	Monrovia, Liberia
Kuldeep Malik	Chief of Service Delivery	HRMS	Monrovia, Liberia
Jit Gurung	Chief HRO	HRO	Monrovia, Liberia
Albert Quenah	HR Assistant	HRMS	Monrovia, Liberia

Personnel	Position	Team	Location
Mohammad Ilyas	HR Assistant	HRMS	Monrovia, Liberia
Rebecca Nagbe	HR Assistant	HRMS	Monrovia, Liberia
Felicia Wolo	HR Assistant	HRMS	Monrovia, Liberia
Ratnanjali Koduru	Chief of Finance & Budget	Finance & Budget	Monrovia, Liberia
Safia Boly	Chief of the RSCE	RSCE	Entebbe, Uganda
Anastasia Xaplanteri	Human Resources Officer	RSCE - HR	Entebbe, Uganda
Alfred Mwaka	Associate Finance Officer	RSCE - Finance	Entebbe, Uganda
Alice Ndagir Nakazzi	Human Resources Officer	RSCE - HR	Entebbe, Uganda
Benda Charity	Human Resources Officer	RSCE - HR	Entebbe, Uganda
Elisabeth Muchai	Human Resources Officer	RSCE - HR	Entebbe, Uganda
Edith Udeogu	Human Resources Officer	RSCE – HR	Entebbe, Uganda
Matilda Koranteng	Human Resources Officer	RSCE – HR	Entebbe, Uganda
John Ngero	Human Resources Officer	RSCE - HR	Entebbe, Uganda
Lindah Draleru	Human Resources Officer	RSCE - HR	Entebbe, Uganda
Moreen Kobusingye	Human Resources Officer	RSCE - HR	Entebbe, Uganda
Eva Mugide	Human Resources Officer	RSCE - HR	Entebbe, Uganda
Manaswee Vaidya	Human Resources Officer	RSCE - HR	Entebbe, Uganda
Mark Beatty	Director of the GSSC	GSSC	Budapest, Hungary
Ajay Lakhanpal	Chief of Section	GSSC - Payroll	Budapest, Hungary
Tshering Chenzome	Manager	GSSC - Payroll	Budapest, Hungary
Teresa Palacios	Payroll Specialist	GSSC - Payroll	Budapest, Hungary
Pablo Dorronsoro	Finance Officer	GSSC - Payroll	Budapest, Hungary
Eszter Varga	Finance Officer	GSSC - Payroll	Budapest, Hungary
William Tam	Chief of Section	GSSC - HR	Budapest, Hungary
Sona Lakhanpal	Onboarding Manager	GSSC - HR	Budapest, Hungary
Emanuele Pinchera	Off-boarding Manager	GSSC - HR	Budapest, Hungary
Zita Golya	HR Officer - Off-boarding	GSSC - HR	Budapest, Hungary
Masaharu Kakumoto	HR Maintenance Manager	GSSC - HR	Budapest, Hungary
Seshan Nurani	Head of Payroll	GSSC - Payroll	Budapest, Hungary
Yuna Badaker	Chief of Global Payroll	Global Payroll	Copenhagen, Denmark

Annex 2 – Locations visited as part of the UNHQ review



Annex 3 – Locations visited as part of the FAO & WFP review

UNJSPF – New York, USA

When:

November – December 2016

March – 2017

Who:

Client Services & Record Management

Pensions Entitlement Section

Task Force

Cashiers Unit

UNJSPF – Geneva, Switzerland

When:

April 2017

Who:

Client Services & Record Management

Pensions Entitlement Section

Cashiers Unit

Staff Pension Committee – Rome, Italy

When:

February 2017

Who:

The Staff Pension Committee

Annex 4 – Locations visited as part of the UNICEF review

UNJSPF – New York, USA

When:

November – December 2016

March – 2017

Who:

Client Services & Record Management

Pensions Entitlement Section

Task Force

Cashiers Unit

Global Shared Service Centre, Budapest, Hungary

When:

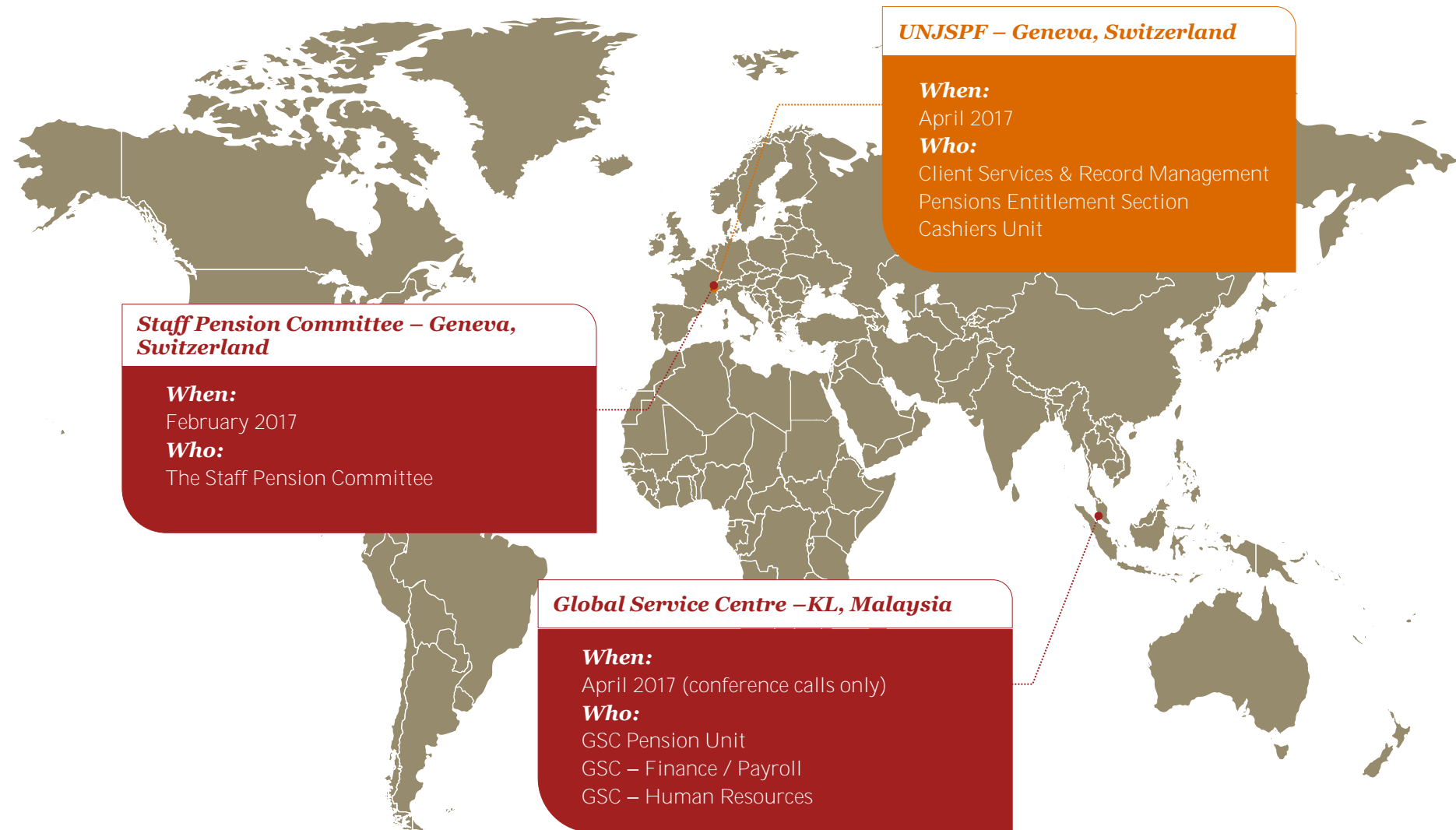
April 2017

Who:

GSSC – HR

GSSC - Payroll

Annex 5 – Locations visited as part of the WHO review



Annex 6 – Locations visited as part of the DFS review

UNJSPF – New York, USA

When:

November – December 2016
March – 2017

Who:

Client Services & Record Management
Pensions Entitlement Section
Task Force
Cashiers Unit

RSCE – Entebbe, Uganda

When:

March 2017

Who:

Regional Service Centre Entebbe (RSCE):

- Finance / Payroll
- Human Resources

Payroll & FPD – New York, USA

When:

November - December 2016

Who:

UNHQ - Payroll
Field Personnel Division – Pensions Team (FPD)

UNMIL Star Base – Monrovia, Liberia

When:

March 2017

Who:

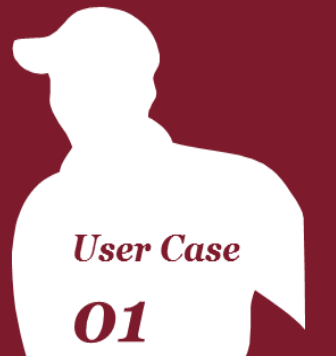
Human Resources Management Services (HRMS):

- Team A – Mission Support
- Team B – Substantive Services
- Check-In / Check-Out Team
- Travel
- Time & Attendance

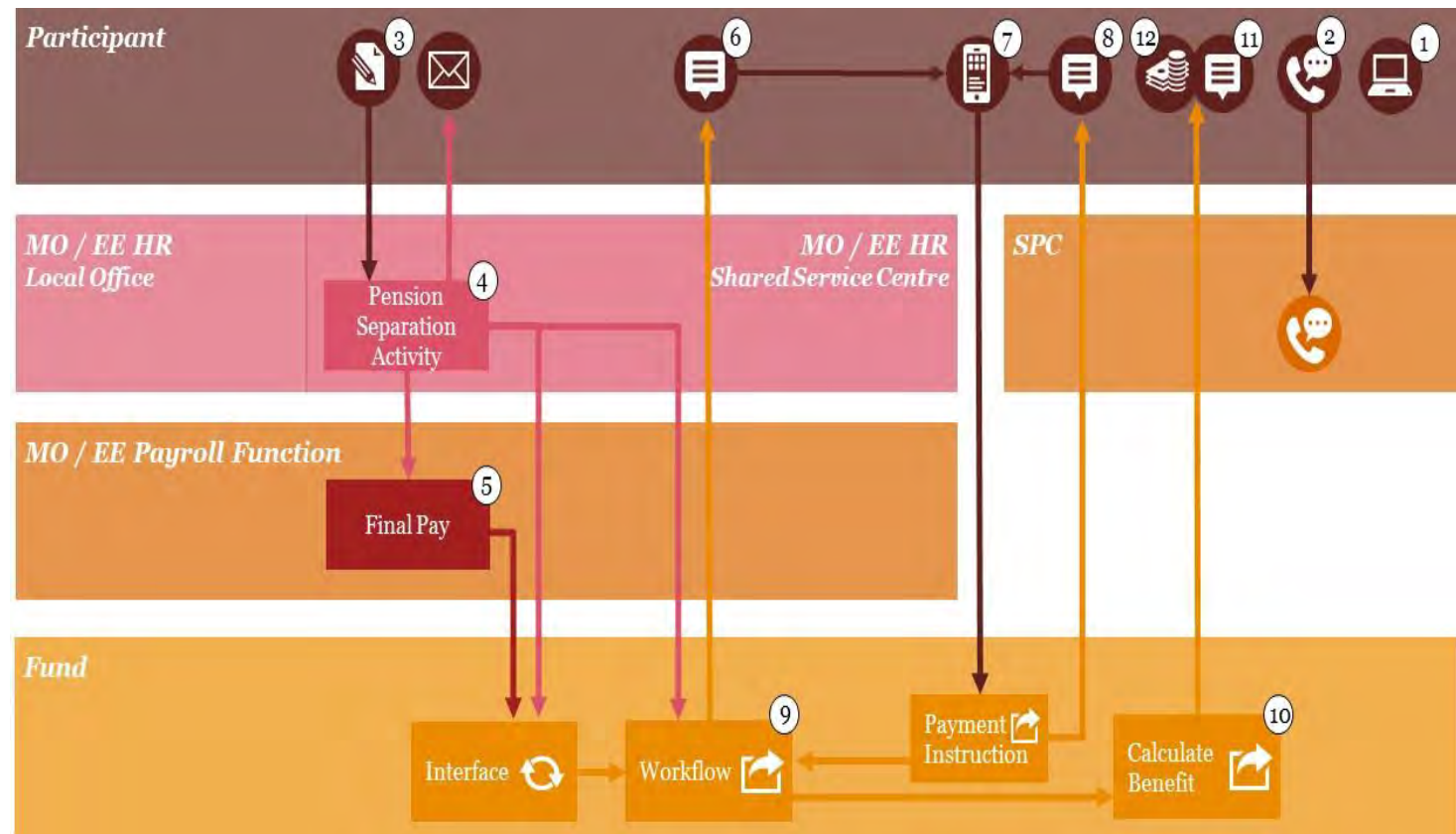
Local Finance









Annex 7 – User cases




Titus Cisse, a van driver based in Entebbe, has participated in the Fund for 27 years and is retiring.



User Case 1 End to End Separation Journey



No	Medium	Description
1.		The UNJSPF website has already been developed to provide user-friendly information to Participants, including the options surrounding the benefits payable to them on separation.
2.		The SPC's main focus is providing help and support to Participants in understanding the Rules and Regulations of the Fund, as they apply to an individual's circumstances. The SPC communicates with the Participants via telephony, face to face interactions and email.
3.		On receipt of the resignation from a Participant, HR issue an email within a prescribed timescale (i.e. 5 working days), confirming that the Fund will require confirmation of the option that he/she wishes to take and the details of the account to which he/she would like the chosen benefit/s to be paid. This email will state the methods that the Participant can choose to communicate the details to the Fund, which will include both submission online following a secure login, scanned email copy or posting of the completed payment instruction form.
4.		The receipt of a Participants resignation will generate a workflow, with an associated SLA (i.e. 2 working days) within a work management system. This will highlight the steps that HR must take in order to register the Participant as separated and verify the pensions related data items that are to be transmitted to the Fund. While this process will run alongside the off-boarding process, there are no dependencies between the two. There is a real time HR interface between the HR system and the Fund's administration system. As soon as the data has been verified, populated and the separation logged, this will update corresponding data fields in the Fund's system and generate a workflow for action. Following the completion of these activities, the HR workflow is automatically closed.
5.		The closure of the HR workflow automatically generates a Payroll workflow, who verify the contributions paid to the Fund in relation to the Participant and release his/her final pay. As above, the required data items are communicated to the Fund via interface.
6.		Before separation, all Participants are asked to confirm the method by which they wish the Fund to communicate with them (i.e. SMS messaging, email or post). The new separation workflow generates the production of a communication to the Participant, via their chosen method. This details what action the Participant needs to take and the method by which he/she can submit confirmation of the benefit option/s and bank account details. The workflow will be dormant until the Participant submits their payment instruction.
7.		It is expected that the majority of Participants will choose to make their benefit election and submit their bank account details by logging into the member self-service portal. The portal will be personalised to the extent that only the options available to the Participant will be presented for them to select. There will also be inbuilt validations to limit the instances where incorrect information can be submitted.
8.		There portal will offer an instant messaging service to resolve queries associated with submissions.

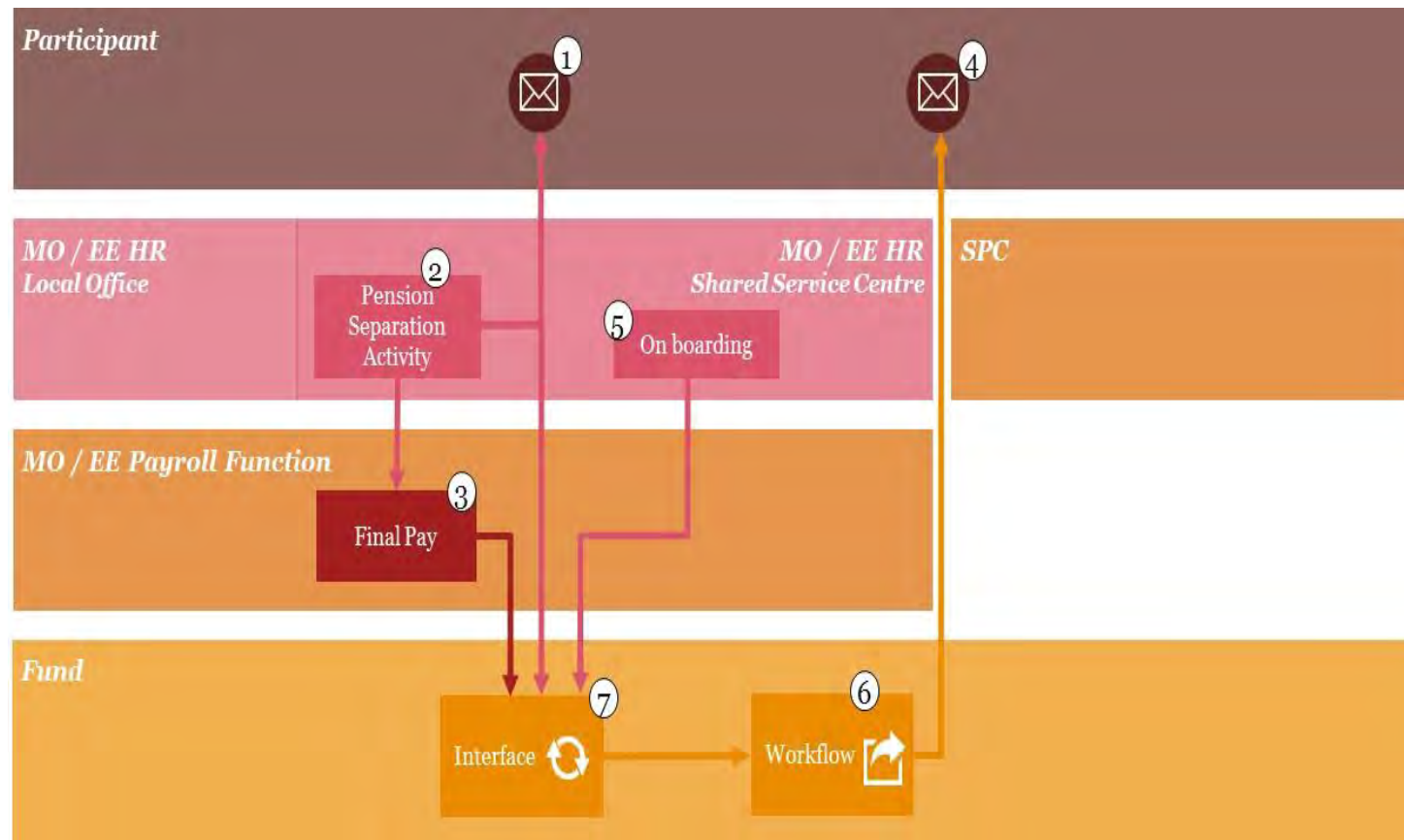
-
9.  An automatic communication is issued to the Participant via SMS containing a PIN number to be used to log back into the portal and verify his/her chosen option. This automatically retriggers the workflow and **populates the Fund's administration system with** an associated SLA (i.e. 5 working days). The Participant can log into the portal at any time and see the progress of the processing of his/her separation and the expected payment date.
-
10.  A Benefits Assistant in the Fund reviews the banking details provided and generates the automatic calculation of the chosen benefit. The benefit is below the agreed threshold value and is therefore subject to a single stage audit prior to payment.
-
- 11 & 12.  On the release of the payment, remittance advice is automatically generated and communicated to the Participant, again by his/her chosen method of communication.
-








Abdel Zein is a HR Officer based on a mission site that is downsizing. Abdel's position is redundant but he has found a similar role for another mission.

User Case 2 End to End Separation Journey

User Case

02

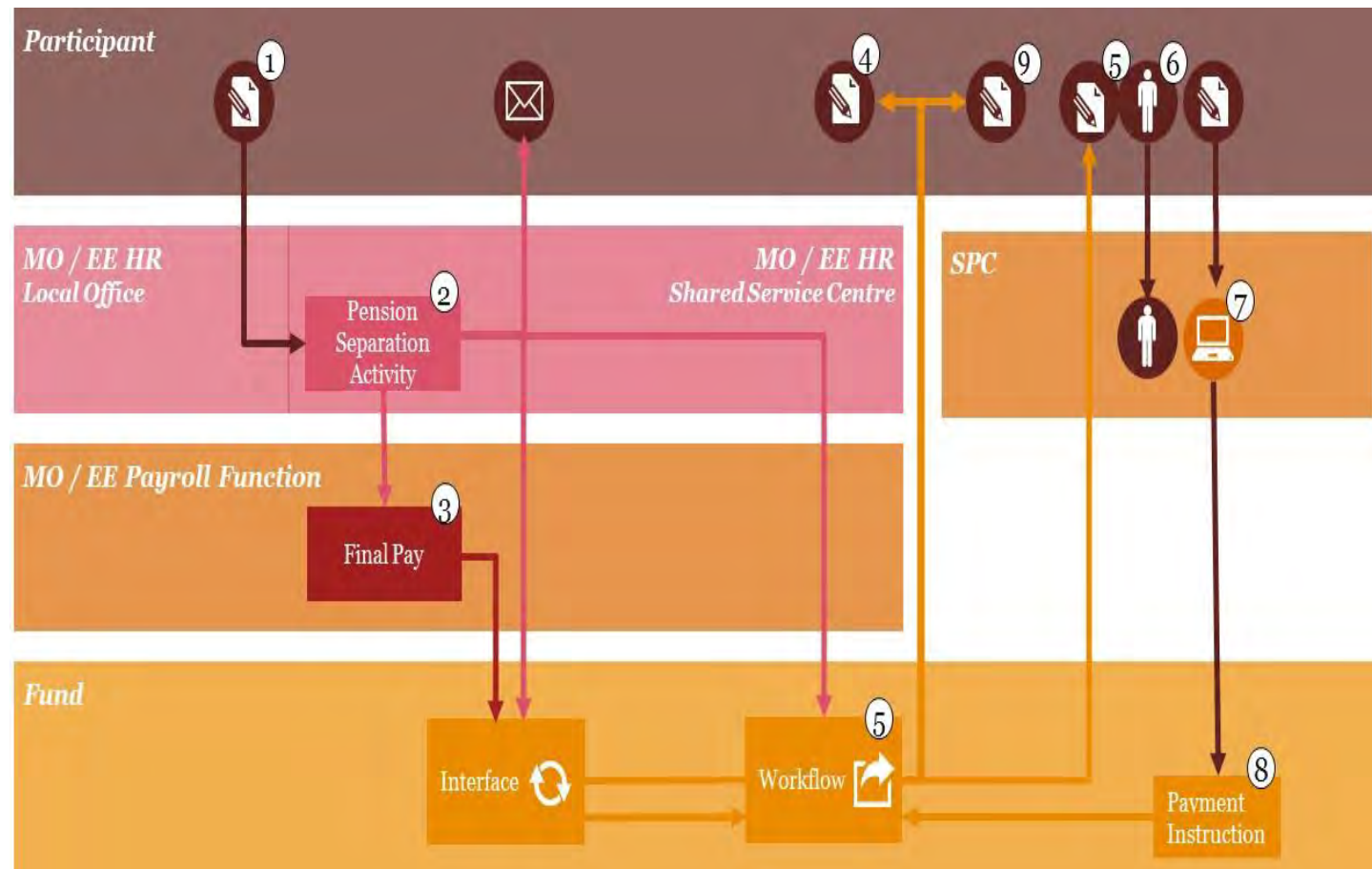










No	Medium	Description
1.		HR issue an email outlining the redundancy options and activities the Participant must do. This will include details of what the Participant must do to separate from the Fund (e.g. confirmation of the option that he/she wishes to take and the details of the account to which he/she would like the chosen benefit/s to be paid).
2.		The Participants redundancy will also generate a workflow, with an associated SLA (i.e. 2 working days) within a work management system. This will highlight the steps that HR must take in order to register the Participant as separated and verify the pensions related data items that are to be transmitted to the Fund. While this process will run alongside the off-boarding process, there are no dependencies between the two. There is a real time HR interface between the HR system and the Fund's administration system. As soon as the data has been verified, populated and the separation logged, this will update corresponding data fields in the Fund's system and generate a workflow for action. Following the completion of these activities, the HR workflow is automatically closed.
3.		The closure of the HR workflow automatically generates a workflow for Payroll, who verify the contributions paid to the Fund in relation to the Participant and release his/her final pay. As above, the required data items are communicated to the Fund via interface.
4.		Before separation, all Participants are asked to confirm the method by which they wish the Fund to communicate with them (i.e. SMS messaging, email or post). The receipt of the notification from HR, via the interface, of a separation, automatically generates the production of a communication to the Participant, via their chosen method. This details what action the Participant needs to take and the method by which he/she can submit confirmation of the benefit option/s and bank account details. In this instance, the Participant has re-entered employment with another organization in the UN, so takes no action on receipt of this communication.
5.		The receipt of a notification of the employment of a Participant triggers a workflow for the HR team in the new member organization to update its records with the Participants details and set his status as active.
6.		The active status of the Participant in his second member organization is communicated to the Fund via the electronic interface.
7.		The receipt of the notification from HR via the interface that the Participant is now active again, triggers the closure of the Fund's workflow in the administration system, ensuring no further correspondence is issued in relation to the previous separation and his contributory service is treated as continual.

User Case 3 End to End Separation Journey

Camille Picard is a Senior Translator based in Geneva. She has been in this position for 8 years and has decided to leave the UN to pursue her life long dream of a career in teaching.

User Case 03



No	Medium	Description
1.		On receipt of the resignation from a Participant, HR issue an email within a prescribed timescale (i.e. 5 working days), confirming that the Fund will require confirmation of the option that he/she wishes to take and the details of the account to which he/she would like the chosen benefit/s to be paid. This email will state the methods that the Participant can choose to communicate the details to the Fund, which will include both submission online following a secure login, scanned email copy or posting of the completed payment instruction form.
2.		The receipt of a Participants resignation will generate a workflow, with an associated SLA (i.e. 2 working days) within a work management system. This will highlight the steps that HR must take in order to register the Participant as separated and verify the pensions related data items that are to be transmitted to the Fund. While this process will run alongside the off-boarding process, there are no dependencies between the two. There is a real time HR interface between the HR system and the Fund's administration system. As soon as the data has been verified, populated and the separation logged, this will update corresponding data fields in the Fund's system and generate a workflow for action. Following the completion of these activities, the HR workflow is automatically closed.
3.		The closure of the HR workflow automatically generates a workflow for Payroll, who verify the contributions paid to the Fund in relation to the Participant and release his/her final pay. As above, the required data items are communicated to the Fund via interface.
4.		Before separation, all Participants are asked to confirm the method by which they wish the Fund to communicate with them (i.e. SMS messaging, email or post). The receipt of the notification from HR, via the interface, of a separation, automatically generates the production of a communication to the Participant, via their chosen method. This details what action the Participant needs to take and the method by which he/she can submit confirmation of the benefit option/s and bank account details.
5.		Where no response has been received from a Participant on separation. The Fund assumes that he/she has chosen to defer their choice. The workflow in the administration system automatically pends after the initial communication has been issued. Six months prior to the Participant approaching the end of the 36 month deferment period, the workflow will reawaken and a communication issued to the Participant, asking for a choice to be made.
6.		This reminder makes the Participant engage with the SPC to help with the payment instruction. The SPC's main focus is providing help and support to Participants in understanding the Rules and Regulations of the Fund, as they apply to an individual's circumstances. The SPC communicates with the Participants via telephony, face to face interactions and email.
7.		While the SPC role is mainly to guide, to ensure the simple facilitation of communication of information to the Fund, they will have access to upload documentation to the Fund's administration system.
8.		The Participant's payment instruction and choice to take a Withdrawal Settlement being uploaded to the Fund's administration system triggers the reactivation of the Separation workflow. This will have a prescribed SLA to review the documents provided and

to process the benefits payable. A Benefits Assistant in the Fund reviews documents provided and generates the automatic calculation of the chosen benefit. The benefit is below the agreed threshold value and is therefore subject to a single stage audit prior to payment.

9.



On the release of the payment, remittance advice is automatically generated and communicated to the Participant, again by his/her chosen method of communication.

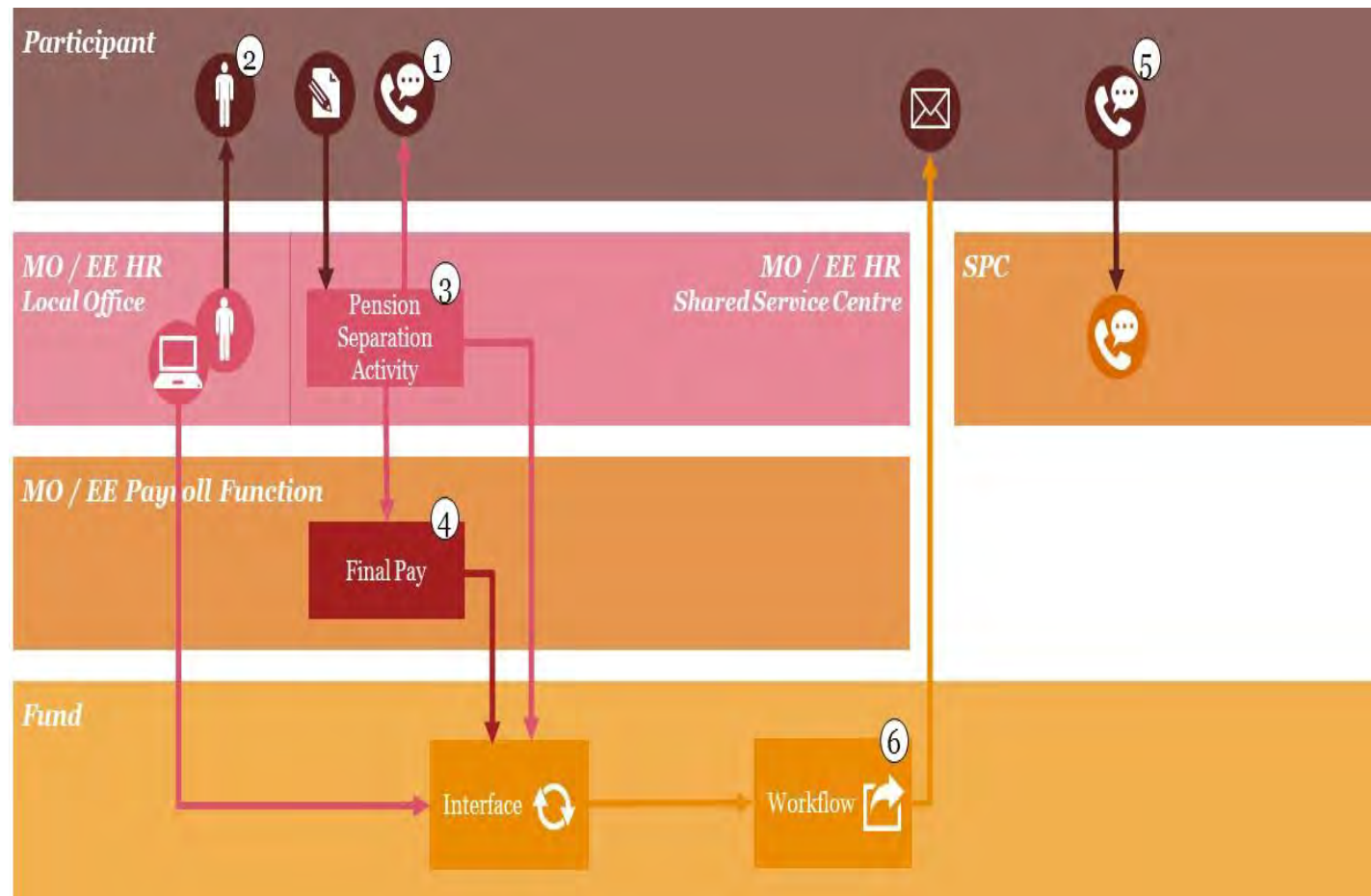
*Yumi's husband,
Haru Watanabae,
an Academic
Officer based in
Tokyo, has recently
died and she needs
to understand the
financial impact on
her and her young
family.*









User Case

04

User Case 4 End to End Separation Journey



No	Medium	Description
1.		On receipt of notification of a death, via any method of communication, the HR Partner will immediately call the Participant's next of kin, advising him/her of the benefits payable from the Fund and what documents are required. 1
2.		The HR Partner arranges a meeting with the Beneficiaries so that certificates and payment instructions can be certified and any questions relating to the process can be answered. Certified copies of the required documents are scanned and sent to the Fund electronically in real time.
3.		The receipt the notification of a death will concurrently generate a workflow, with an associated SLA (i.e. 2 working days) within a work management system. This will highlight the steps that HR must take in order to register the Participant as separated and verify the pensions related data items that are to be transmitted to the Fund. While this process will run alongside the off-boarding process, there are no dependencies between the two. There is a real time HR interface between the HR system and the Fund's administration system. As soon as the data has been verified, populated and the separation logged, this will update corresponding data fields in the Fund's system and generate a workflow for action. Following the completion of these activities, the HR workflow is automatically closed.
4.		The closure of the HR workflow automatically generates a workflow the Payroll, who verify the contributions paid to the Fund in relation to the Participant and release his/her final pay. As above, the required data items are communicated to the Fund via interface.
5.		The SPC is available to provide the Beneficiaries with details of the benefits payable from the Fund and answer any questions they have relating to those benefits.
6.		Where the payment instructions and supporting documents have been received, a workflow will be created with a short SLA to check these forms. A Benefits Assistant in the Fund reviews documents provided and generates the automatic calculation of the chosen benefit. The benefit is below above the agreed threshold value and is therefore subject to a two tiered audit process prior to payment. Remittance letter/s confirming the benefits to be paid is sent to the Beneficiary/s.