UNJSPF

C.A.R.E. Strategy
2024 and beyond

Client-focused
Action-oriented
Relations-builder
Efficiency-driven

C.A.R.E.
The Strategy of the UNJSPF Pension Administration for 2024 and beyond

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A Message from Rosemarie McClean, Chief Executive of Pension Administration

As we reach the third year of implementation of our first C.A.R.E. Strategy, services to clients have improved, while modernization efforts continue. I am pleased by the positive feedback from participants, retirees, beneficiaries, member organizations and other stakeholders about the Fund's performance. This reflects the trusted partnerships we have built over the years.

Updating and extending the C.A.R.E. Strategy, based on the same vision we defined three years ago, is a sign of the relevance of our initial strategic goals and our continuous commitment to excellence in all areas of our mission.

Developing the next stage of the C.A.R.E. Strategy for 2024 and beyond was a reflective and collaborative process with our staff, our clients, and stakeholders. In this context, we analyzed the first years of the strategy's implementation, assessing what worked well and what gaps we needed to fill to achieve our forward-looking strategic goals.

The Pension Administration will continue to focus on improving our clients' experience, modernizing our services, and strengthening relationships with all stakeholders. These three pillars remain the key objectives of the Fund.

The C.A.R.E. Strategic Plan for 2024 and beyond articulates a comprehensive outlook toward achieving our mission, with a strong focus on integrating new technologies into our processes, while demonstrating accountability and transparency. Indeed, to deliver on our strategic objectives, we have designed a more structured approach, including an action plan for each strategic objective, performance indicators, and a roadmap. This has been made possible with the Fund's enhanced business transformation and project management capacities.

Another key update is the inclusion of our contribution to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). The inclusion of these goals shows our commitment to contribute to the UN-wide effort to pave the way for accelerating the attainment of the SDGs.

Moving forward, we are committed to continuous improvement, integrating feedback and observations from our stakeholders and best practices from peer organizations.

I want to thank all those engaged with the Fund for your trust and ongoing support.

Rosemarie McClean

Chief Executive of Pension Administration

June 2023

The Fund in brief

The United Nations Joint Staff Pension Fund was established in 1949 by the General Assembly of the United Nations to provide retirement, death, disability, and related benefits for staff of the United Nations and other organizations admitted to membership in the Fund. As of 31 December 2022, the Fund comprised 25 member organizations.

The Fund is administered by the United Nations Joint Staff Pension Board, the Chief Executive of Pension Administration, a Staff Pension Committee (SPC) for each member organization, and a secretariat for each committee.

The Chief Executive of Pension Administration manages pension administration matters under the authority of the United Nations Joint Staff Pension Board. The United Nations Secretary-General is responsible for the investment of the assets of the Fund and has delegated his responsibility to his Representative for the investment of the assets of the Fund.

The Fund has offices in New York (United States) and Geneva (Switzerland) and two liaison offices in Nairobi (Kenya) and Bangkok (Thailand).

The Fund is in good financial health

The 31 December 2021 actuarial valuation has reported a strong surplus:
- On an open group valuation basis, a surplus of 2.3 per cent of pensionable remuneration (an increase from 0.5 per cent from 31 December 2019).
- On an Article 26 basis (closed group termination), a funded ratio of 117 per cent (an increase from 107 per cent from 31 December 2019).

This surplus has meant that even with recent market conditions and the high inflationary environment, the Fund expects to continue to be in a well-funded position. This will be fully assessed again at 31 December 2023 through the next actuarial valuation.
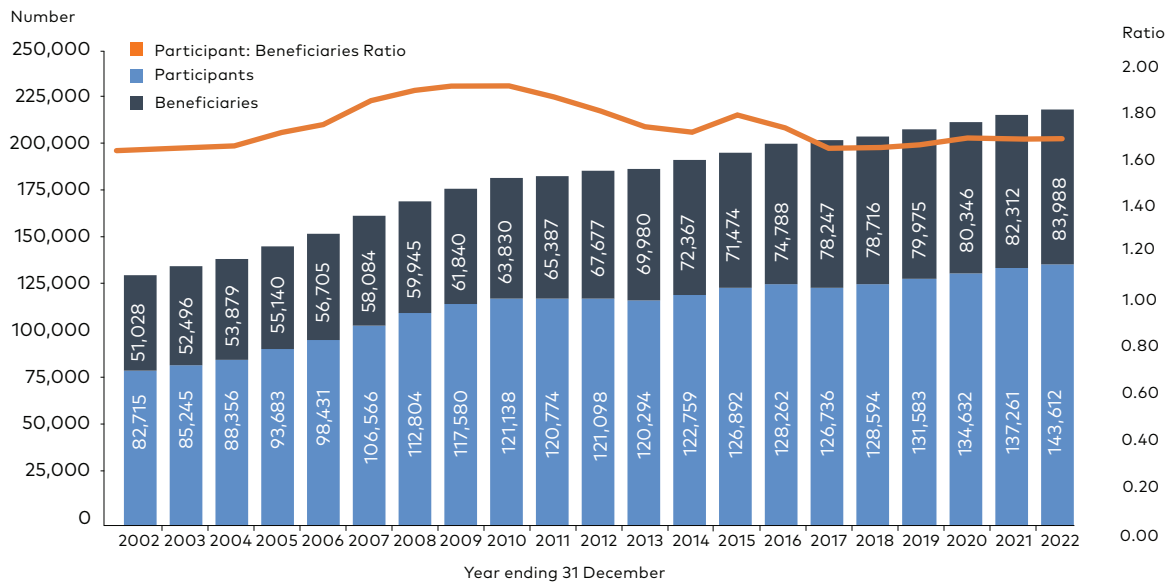
The Fund is mature and complex

The Fund has existed since 1949 and administers a complex defined benefit plan.

- The ratio of participants to retirees/beneficiaries is mature (1.65).
- The Fund's defined benefit plan provides a unique system for preserving the purchasing power of benefits called the Pension Adjustment System.
- Benefits are paid in 192 countries and territories in 17 different currencies.

The Fund's client base is growing

The Fund's client base has grown significantly since its inception over the past 20 years and continues to grow. Comparing 2002 to 2022, the number of participants has grown by 74 per cent and retirees/beneficiaries by 65 per cent.

Number

Year	Participants	Beneficiaries
2002	82,715	51,028
2003	85,245	52,496
2004	88,356	53,879
2005	93,683	55,140
2006	98,431	56,705
2007	106,566	58,084
2008	112,804	59,945
2009	117,580	61,840
2010	121,138	63,830
2011	120,774	65,387
2012	121,098	67,677
2013	120,294	69,980
2014	122,759	72,367
2015	126,892	71,474
2016	128,262	74,788
2017	126,736	78,247
2018	128,594	78,716
2019	131,583	79,975
2020	134,632	80,346
2021	137,261	82,312
2022	143,612	83,988

Legend:
- Participant: Beneficiaries Ratio
- Participants
- Beneficiaries

Year ending 31 December

The Fund's population is ageing

With the general increase in longevity, the Fund is seeing a greater number of our retirees and beneficiaries in the age category of 80 and above. Those over 80 years have increased by 245 per cent from 2001 to 2022 and those between 70-79 by 100 per cent.

We expect to have more and more centenarians in our client base. Therefore, the Fund must develop services that are inclusive and adaptive to the evolving and diverse needs of our clients.
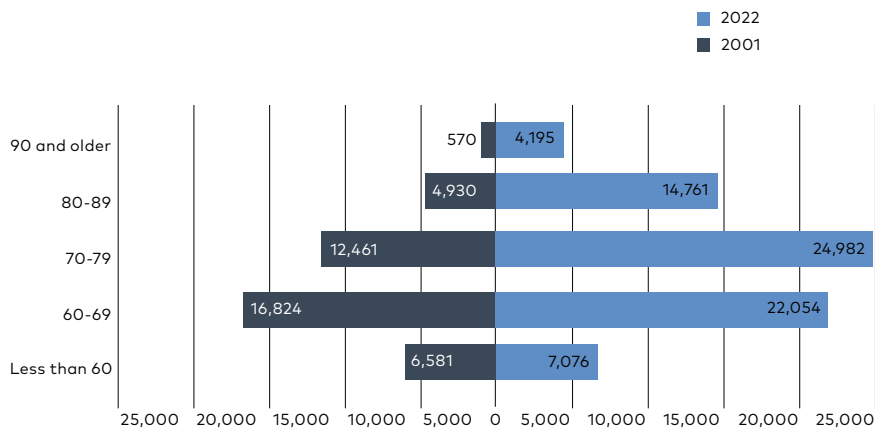
Operations, activities and C.A.R.E. Strategy implementation continue successfully

- The Pension Administration's performance has remained strong in 2022, with all pension payments made on time and over 90 per cent of initial pension cases processed within 15 business days, exceeding the 75 per cent benchmark; nevertheless, the number of cases is lower in 2022 in comparison with 2021.
- Response to client enquiries through the Contact Centre continues to be delivered against targets. The number of emails and calls received continues to grow as does our client base.
- We are expanding the Contact Centre operations to 24 hours/five working days a week.
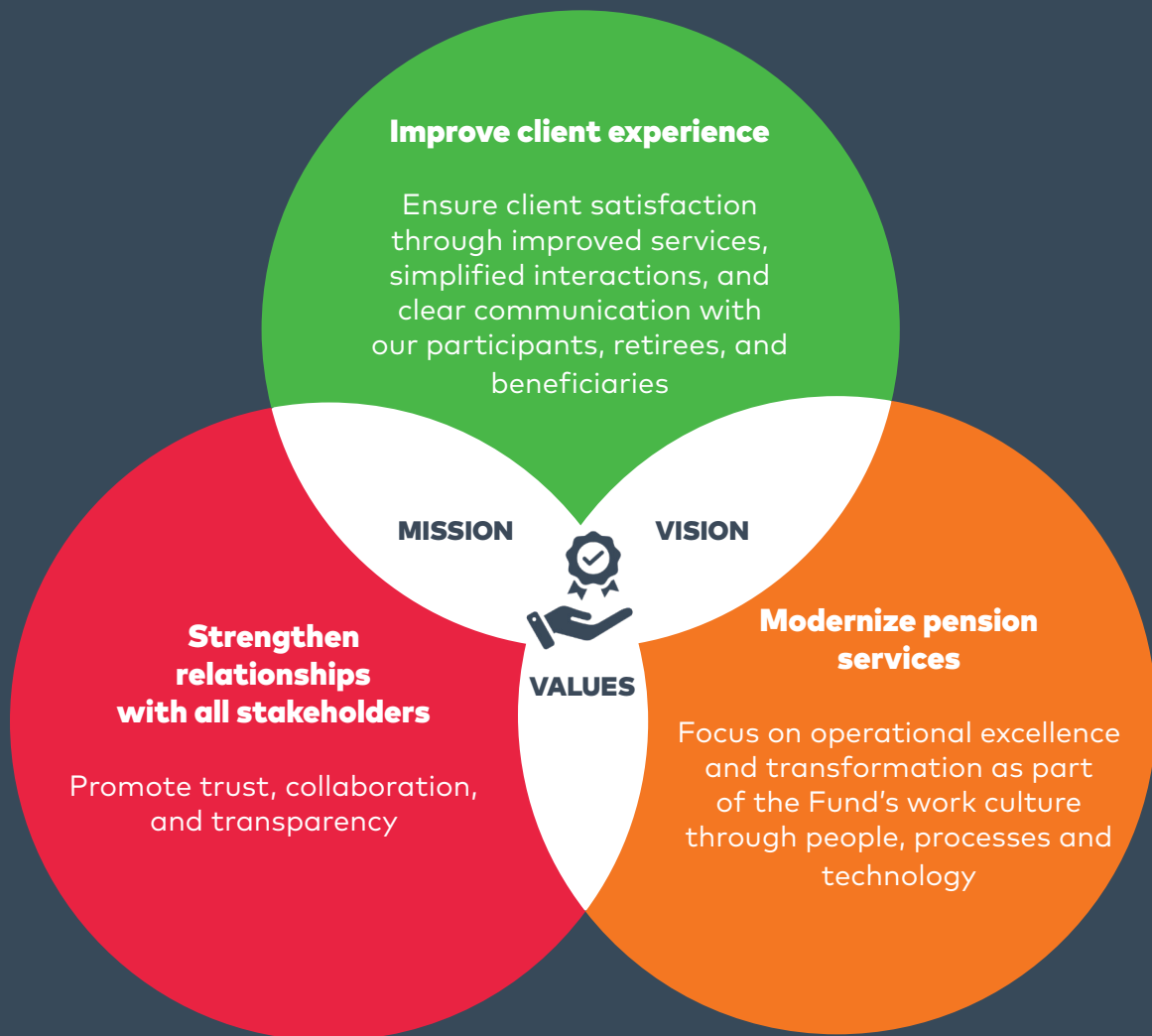
Current challenges and priorities

- The Pension Administration (PA)'s systems are ageing and need to be upgraded in the coming years.
- The volatile geopolitical environment creates challenges for ensuring the provision of timely benefit payments to all retirees and beneficiaries.
- The retirees and beneficiaries are ageing and require a more customized client service.
- Several member organizations are renewing their HR and payroll systems, which impacts existing interfaces and data transfers, thus requiring more support from PA.
- Data quality needs to be improved jointly with member organizations.
- The geographical dispersion of our clients continues to be a challenge in terms of ensuring timely and effective communication and interaction.

Key themes for the C.A.R.E. Strategic Plan for 2024 and beyond

- Balancing services between people and technology with a greater emphasis on value-added services provided by PA.
- Upgrading our ageing systems is an opportunity to re-engineer our business processes, guided by clients and business's needs.
- Continuing modernization with new major digitalization projects.
- Strengthening partnerships and engagement with member organizations and their Staff Pension Committees.
- Improving the quality of both internal and externally acquired data.
- Improving organizational capacity, culture, and behaviour through staff engagement.

C.A.R.E. Strategy
2024 and beyond

Improve client experience

Ensure client satisfaction through improved services, simplified interactions, and clear communication with our participants, retirees, and beneficiaries

MISSION   VISION

Strengthen relationships with all stakeholders

Promote trust, collaboration, and transparency

VALUES

Modernize pension services

Focus on operational excellence and transformation as part of the Fund's work culture through people, processes and technology

Our mission

Provide retirement, death, disability, and related benefits for staff of the United Nations and other member organizations

Our vision

To be a service-oriented pension fund that provides outstanding, high-quality services for all clients globally

Our values

Inclusion   Innovation
Integrity   Partnership
Humility   Service
Humanity

Strategic objectives

Pillar 1: Improve client experience

Ensure client satisfaction through improved services, simplified interactions, and clear communication with our participants, retirees and beneficiaries

Objective: Improve services and simplify interactions with clients

Measure of success:
- » Client satisfaction
- » Client response timeliness
- » Options for paperless interaction with clients
- » Benefit payment reliability
- » Countries covered by payment methods without bank charges to the retiree/beneficiary
- » Options for benefit payments in different currencies

Objective: Make pension clearer

Measure of success:
- » Website user satisfaction
- » Client satisfaction with pension training and briefing
- » Pension briefings and information materials available for all participants

Pillar 2: Modernize pension services
Focus on operational excellence and transformation as part of the Fund's work culture through people, processes, and technology

Objective: Embed business transformation as part of the Fund's culture and processes

Measure of success:
- » Number of processes reviewed and improved
- » Suggestion Box response time
- » Number of training sessions on lean and business process improvement
- » Staff survey
- » Completion of staff annual performance reports
- » Completion of induction training for new Pension Administration staff

Objective: Become a data-driven organization

Measure of success:
- » Critical data elements identified and actively managed for data quality
- » Monthly instead of annual reconciliation of contributions

Objective: Innovate and leverage technology to improve services

Measure of success:
- » Robotic Process Automation (RPA) and other automation tools deployed
- » Cybersecurity scorecard

Objective: Contribute to the Sustainable Development Goals

Measure of success:
- » Progress made toward reaching gender balance
- » Environmental sustainability is integrated in our facilities, staff capacity building, and procurement

Pillar 3: Strengthen relationships with all stakeholders
Enhance trust, collaboration, and transparency

Objective: Enhance trust between the Fund and member organizations and other stakeholders

Measure of success:
- » Timely and accurate external reporting
- » Regular outreach and interaction with stakeholders
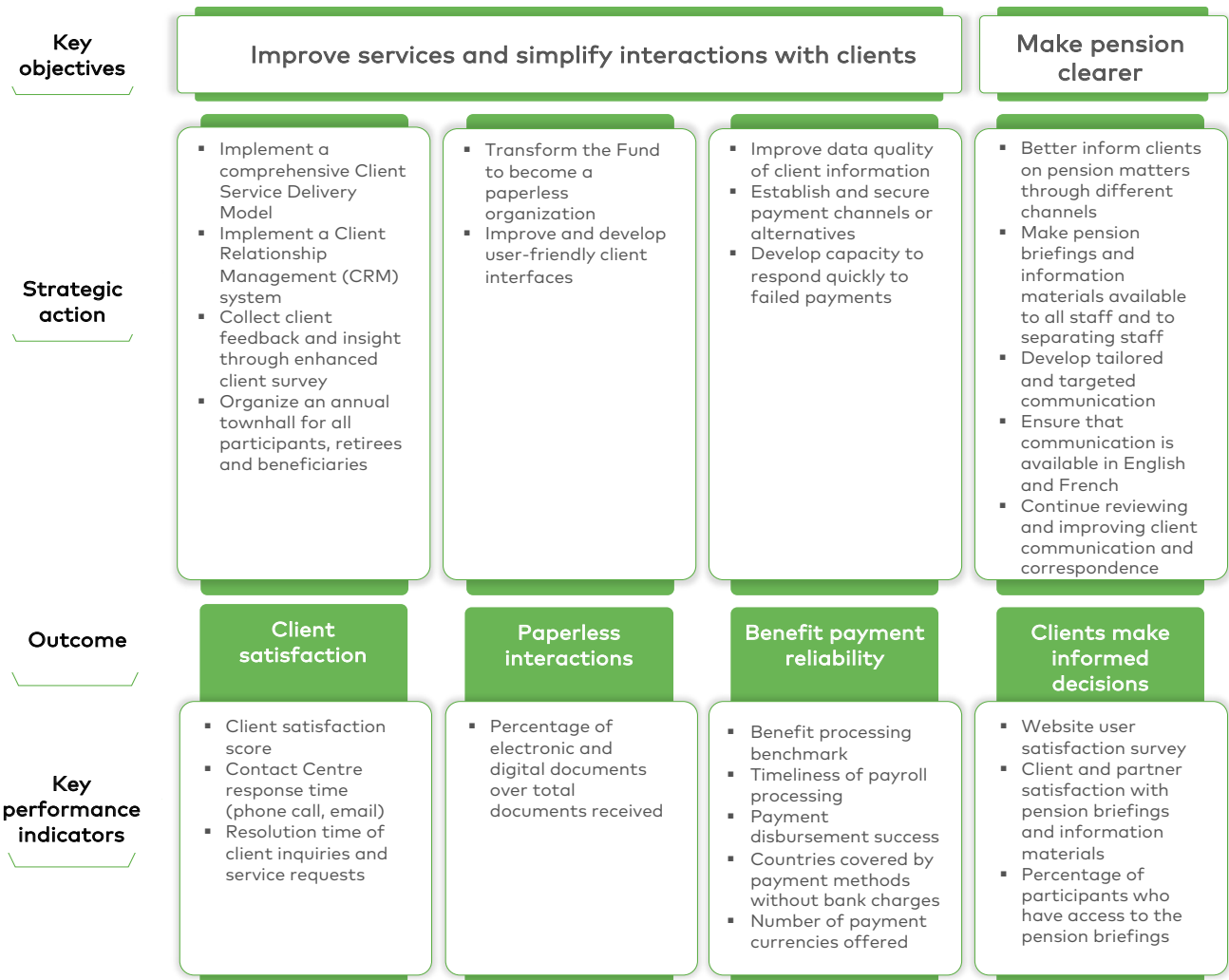
Objective: Strengthen collaboration with partners and employing organizations

Measure of success:
- » Member organizations satisfaction
- » Timeliness of response to member organizations' enquiries and service requests

Strategic plan

Pillar 1: Improve client experience

The first pillar of the Strategy aims to make client service and client satisfaction the priority. This will be done by developing a comprehensive approach to client services, striving to go paperless, making the plan understandable, and empowering our partners.

Key objectives	Improve services and simplify interactions with clients			Make pension clearer
Strategic action	▪ Implement a comprehensive Client Service Delivery Model ▪ Implement a Client Relationship Management (CRM) system ▪ Collect client feedback and insight through enhanced client survey ▪ Organize an annual townhall for all participants, retirees and beneficiaries	▪ Transform the Fund to become a paperless organization ▪ Improve and develop user-friendly client interfaces	▪ Improve data quality of client information ▪ Establish and secure payment channels or alternatives ▪ Develop capacity to respond quickly to failed payments	▪ Better inform clients on pension matters through different channels ▪ Make pension briefings and information materials available to all staff and to separating staff ▪ Develop tailored and targeted communication ▪ Ensure that communication is available in English and French ▪ Continue reviewing and improving client communication and correspondence
Outcome	**Client satisfaction**	**Paperless interactions**	**Benefit payment reliability**	**Clients make informed decisions**
Key performance indicators	▪ Client satisfaction score ▪ Contact Centre response time (phone call, email) ▪ Resolution time of client inquiries and service requests	▪ Percentage of electronic and digital documents over total documents received	▪ Benefit processing benchmark ▪ Timeliness of payroll processing ▪ Payment disbursement success ▪ Countries covered by payment methods without bank charges ▪ Number of payment currencies offered	▪ Website user satisfaction survey ▪ Client and partner satisfaction with pension briefings and information materials ▪ Percentage of participants who have access to the pension briefings

Pillar 2: Modernize pension services

The Fund recognizes that service requirements and the "future of work" are dynamic. The second pillar focuses on operational excellence and revitalizing people and processes, enabling automation and a better deployment of resources. Transformation and innovation shall become part of the Fund's work culture, by engaging staff across the functions, with the ambition to be the driving force for change and continuous improvement.

The Fund will focus on innovative, streamlined, and paperless processes, new technologies, and upscaling of staff skills. It will become a data-driven organization. These undertakings will be the backbone of the Fund's modernization.

Key objectives	Embed business transformation as part of the Fund's culture and processes	Become a data-driven organization	Innovate and leverage technology to improve services	Contribute to the Sustainable Development Goals
Strategic action	• Generate efficiency gains through process optimization and technology • Keep abreast of trends that could benefit the Fund • Enhance performance and accountability across all Fund's processes • Engage staff in transformation and innovation across the functions • Develop an internal culture of engagement, performance development, empathy, and empowerment • Develop workforce planning	• Implement a data strategy and a governance framework • Continue implementing monthly contribution reconciliation across member organizations' reporting entities, to improve data quality • Continue harmonizing contribution calculation methodology across member organizations and reporting entities • Continue the system-wide initiatives to automate interfaces and data transfer between the Fund and the member organizations	• Plan, implement and integrate the Fund's future core systems • Expand on the digitalization of processes within the Fund • Keep pace with industry standards on cybersecurity • Expand and embed Robotic Process Automation (RPA) and artificial intelligence (AI) in the Fund	• Contribute to achieving gender balance including implementing the UN-wide Strategy on Gender Parity • Integrate environmental sustainability into our procurement processes and operations including energy efficiency, waste management and water use in our facilities. • Promote behavioral change, and sustainability awareness campaigns among staff • Leverage digital identity for greater financial and social inclusion through the UN Digital ID project for all staff
Outcome	Organizational capacity and culture	Data-driven organization	Technology innovation and cybersecurity	Sustainable development
Key performance indicators	• Number of processes reviewed and improved • Suggestion box response time • Number of training sessions on lean and business process improvement • Staff survey • Percentage of performance reports completed • Percentage of new staff who completed induction training	• Number of critical data elements that are identified and actively managed for data quality • Percentage of contributions reconciled on a monthly basis	• Number of RPA and automation tools deployed • Cybersecurity scorecard	• Progress made towards reaching gender balance • Environmental sustainability is integrated in our facilities, staff capacity building and procurement

Pillar 3: Strengthen relationships with all stakeholders

We work collaboratively with our partners to educate and engage in policy and programme changes, risks, and mitigation. We will strive to enhance our communication and services in collaboration with our stakeholders through a more systematic coordination of our activities.

Key objectives

Enhance trust between the Fund and member organizations and other stakeholders	Strengthen collaboration with partners and employing organizations

Strategic action include

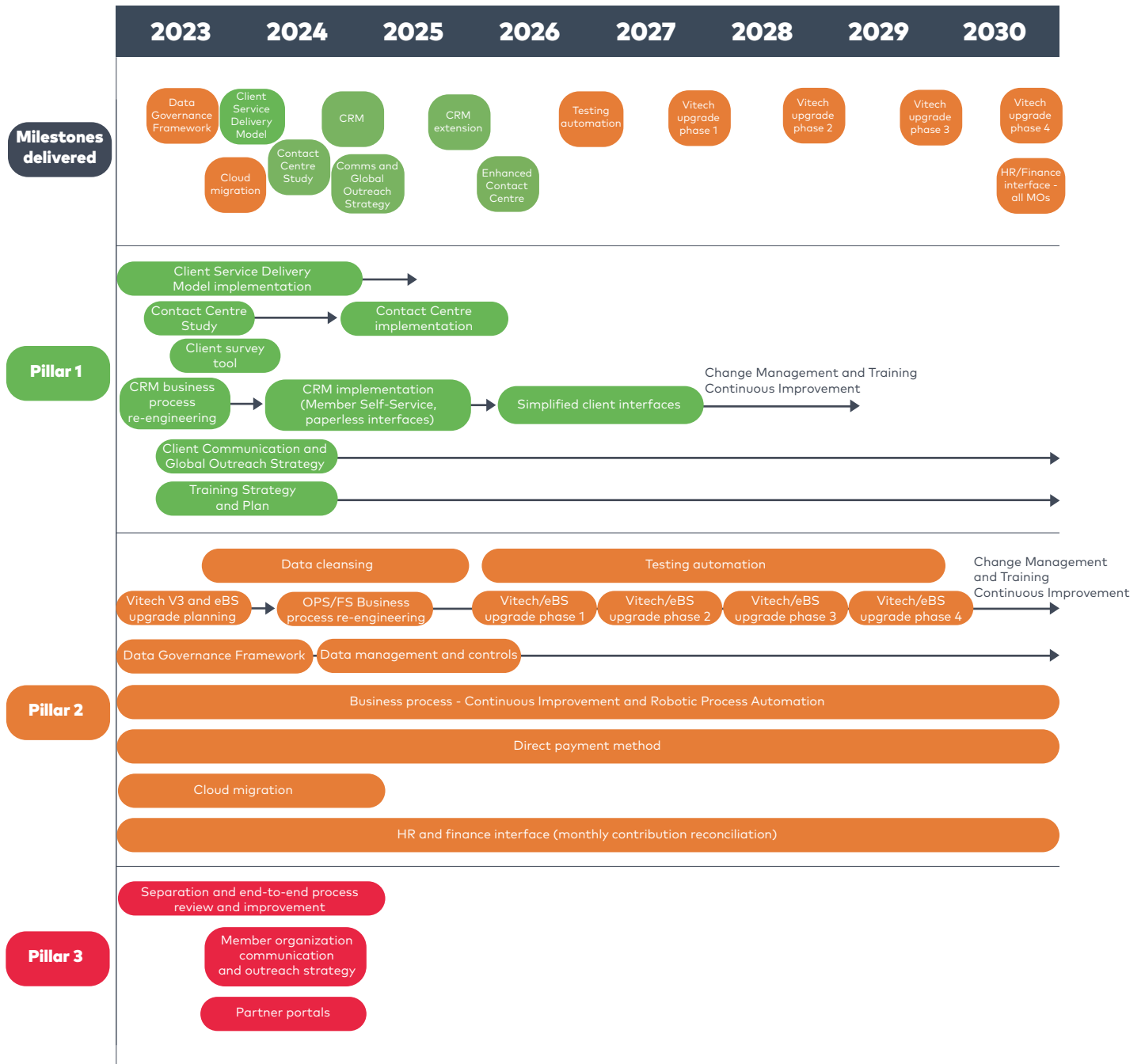|	
▪ Organize an annual meeting for member organizations ▪ Conduct regular member organization outreach and develop related materials to explain pension matters and process changes ▪ Engage with heads of entities and senior management of the member organizations ▪ Meet regularly with stakeholders, and brief them about technical issues as well as progress on the Strategy implementation ▪ Update the communication strategy for all stakeholders	▪ Enhance the member organization's extranet ▪ Further develop portals and metrics for partners' service delivery ▪ Improve standard operating procedures for the separation process

Outcome

Open and transparent communication	**Member organization satisfaction**
▪ Timely and accurate external reporting ▪ Regular interaction/outreach with external stakeholders	▪ Member organization satisfaction score ▪ Resolution time of member organization inquiries and service requests

Strategic roadmap

	2023	2024	2025	2026	2027	2028	2029	2030

Milestones delivered

- Data Governance Framework
- Client Service Delivery Model
- Cloud migration
- Contact Centre Study
- CRM
- Comms and Global Outreach Strategy
- CRM extension
- Enhanced Contact Centre
- Testing automation
- Vitech upgrade phase 1
- Vitech upgrade phase 2
- Vitech upgrade phase 3
- Vitech upgrade phase 4
- HR/Finance interface - all MOs

Pillar 1

- Client Service Delivery Model implementation
- Contact Centre Study → Contact Centre implementation
- Client survey tool
- CRM business process re-engineering → CRM implementation (Member Self-Service, paperless interfaces) → Simplified client interfaces
- Change Management and Training Continuous Improvement
- Client Communication and Global Outreach Strategy
- Training Strategy and Plan

Pillar 2

- Data cleansing
- Testing automation
- Change Management and Training Continuous Improvement
- Vitech V3 and eBS upgrade planning → OPS/FS Business process re-engineering → Vitech/eBS upgrade phase 1 → Vitech/eBS upgrade phase 2 → Vitech/eBS upgrade phase 3 → Vitech/eBS upgrade phase 4
- Data Governance Framework → Data management and controls
- Business process - Continuous Improvement and Robotic Process Automation
- Direct payment method
- Cloud migration
- HR and finance interface (monthly contribution reconciliation)

Pillar 3

- Separation and end-to-end process review and improvement
- Member organization communication and outreach strategy
- Partner portals

KPI targets

The following tables list the targets for the key performance indicators for each of the strategic pillars.

Pillar 1: Improve client experience

Outcome	Key performance indicator	Description	KPI target	Refresh frequency
Client satisfaction	Client satisfaction score	To ensure we are listening to our clients and acting on their feedback, we collect client satisfaction surveys for many of our business processes. This key performance indicator measures overall client satisfaction.	4 or above (on a scale of 5)	Monthly
Client response timeliness	Contact Centre response time (phone call, email, web)	This measure defines average response time as the amount of time it takes agents to answer an inbound call, email and contact form from the web. The call pickup rate gives an insight into how many calls were terminated before they had the opportunity of being connected with an agent.	Call answered within 1 minute Email answered within 1 business day Contact form answered within 1 business day Call pickup rate – 95% or above	Monthly
	Resolution time of client inquiries and service requests	This measure is an assessment of our resolution of incoming client enquiries and service requests processed by the Contact Centre and Client Services. This measure defines the response time as the amount of time it takes Contact Centre and Client Services to resolve incoming client enquiries and service requests. We measure response rates with designated service level targets.	Client inquiries and service requests resolved within 4 business days (average resolution time)	Monthly
Paperless interaction with clients	Percentage of electronic and digital documents received over total documents received	This measure is calculated as the percentage of electronic documents received through email or uploaded through Member Self-Service and Digital Certificate of Entitlement app.	80% or above of documents received are electronic and digital documents	Annually

Outcome	Key performance indicator	Description	KPI target	Refresh frequency
Benefit payment reliability	**Benefit processing benchmark of initial and post-retirement benefits cases**	The key performance indicator for benefit processing timeliness measures one of our most critical priorities: ensuring that clients' benefits are processed in a timely manner. This includes the initial pension cases and post-retirement benefits cases.	75% or above of cases processed within 15 business days	Monthly
	Timeliness of payroll processing	The monthly payroll is closed and submitted on time to the bank.	100% successful monthly run	Monthly
	Payment disbursement success	In some cases, incorrect payment information (banking information, currency code, etc.) results in the one-time or periodic payment being rejected. The key performance indicator is calculated as the number of rejected payments over the total number of payments issued. We also measure the costs of erroneous transactions.	0.01% or below of benefit payments issued are returned by the bank	Monthly
	Number of countries covered by payment methods without bank charges to the retiree/ beneficiary	This measure is calculated as the number of countries for which the Pension Administration (PA) has implemented the domestic payment method, which translates to benefits received without bank charges to the beneficiary. This is an indicator of the level of service provided to retirees/beneficiaries.	Two additional countries implemented per year	Annually
	Number of payment currencies offered	This measure is calculated as the number of payment currencies offered by PA and is an indicator of the level of service provided to retirees/beneficiaries.	17 currencies or above	Annually
Clients make informed decisions	**Website user satisfaction score**	This key performance indicator measures how satisfied clients are with using the website (information provided, ease of navigation) based on a survey.	75% of clients rate us 4 or above (on a scale of 5)	Monthly
	Client and partner satisfaction with pension briefing and information materials	This key performance indicator measures the satisfaction of our clients who attend educational offerings for clients and partners, including webinars, pre-retirement seminars, instructor-led training, eLearning, and other benefit education events and briefing. Closely monitoring satisfaction data ensures our educational offerings meet expectations.	4 or above (on a scale of 5)	Annually
	Pension briefings available for all participants during onboarding and separation on iSeek, Inspira or equivalent	UNJSPF hosts the pension briefings and developed eLearning modules and other educational materials for our participants, retirees, and beneficiaries. This key performance indicator ensures that these pension briefings and educational materials are available to all participants through established channels such as iSeek, Inspira, or equivalent.	80% or above of staff have access to the pension briefings	Annually

Pillar 2: Modernize pension services

Outcome	Key performance indicator	Description	KPI target	Refresh frequency
Organizational capacity and culture	**Number of processes reviewed and improved**	Lean is a continuous business process improvement approach to reduce waste and increase value to clients. This key performance indicator measures the adoption of lean and business process improvement practices and tools and their application to improvement activities.	Four or more activities completed per year	Annually
	Suggestion box response time	The Suggestion Box is the Pension Administration (PA)'s staff-driven continuous improvement and innovation program, designed to inspire staff to share ideas and solutions that will improve PA. All ideas will be evaluated and scored based on perceived business value and effort to implement by the SMT and the outcome of the ideas will be shared with staff and published on the intranet. By considering and responding to each idea submitted through the Suggestion Box, PA leadership and staff demonstrate their openness to innovative thinking and continuous improvement.	100% of the ideas responded to within 30 days	Quarterly
	Number of training sessions offered to staff on lean and business process improvement	Build capacity by training staff on lean and process improvement practices and tools, especially in preparation for small to large projects such as CRM and IPAS business process re-engineering.	One training session per year	Annually
	Staff survey	The key performance indicator measures staff satisfaction based on an annual survey among staff. This annual survey will help us ensure that we continue to foster a culture where engaging behaviours are part of our daily interactions and practices.	Positive rating (increase year-on-year)	Annually
	Percentage of staff performance reports completed	This key performance indicator measures the rate of completion of annual performance reports of PA staff by the deadline.	90% or above completed by the deadline	Annually
	Percentage of new hires who completed induction training	This key performance indicator measures the percentage of new hires who completed the induction training.	100% of new hires completed induction training	Annually
Data-driven organization	**Number of critical data elements that are identified and actively managed for data quality**	This key performance indicator measures our ability to identify critical data elements from internal and external sources and managed for data quality.	Two or more critical data elements implemented per year	Annually

Outcome	Key performance indicator	Description	KPI target	Refresh frequency
	Percentage of contributions reconciled on a monthly basis	The Pension Administration (PA) ensures that participants' contributions are correctly reflected in their accounts. This measure is the percentage of participants' accounts reconciled monthly. The rate will be calculated by dividing the total number of participants' accounts reconciled monthly by the total number of (active) participants' accounts. The initiative to move from an annual to a monthly contribution reconciliation will be a joint project among 36 reporting entities, 25 member organizations, and the Interface Steering Group, which provides guidance on such initiatives.	90% of all participants' accounts are reconciled monthly (by 2030)	Annually
Technology innovation and cybersecurity	**Number of RPA and automation tools deployed**	This key performance indicator measures our efforts toward process automation to generate efficiencies. This is measured as the number of Robotic Process Automation (RPA) and other tools deployed (artificial intelligence, chatbots and intelligent document processing).	Four RPA deployed per year	Annually
	Cybersecurity scorecard	This key performance indicator reflects PA security posture regarding the PA services exposed to the internet. The letter (A - F) and the numeric score (0-100) correspond to the likelihood of PA sustaining a breach. PA aligns with the industry standard for the Financial Services and Non-profit sectors. Reference: SecurityScorecard.com - Financial services industry average: 89 (B) – Reference - Non-profit industry average: 89 (B) – Reference	89 (B) or above	Monthly
	Progress made toward achieving gender balance	This key performance indicator measures our progress toward reaching gender balance at all levels as per the United Nations-wide Strategy on Gender Parity.	Improved gender balance at all levels	Annually
	Environmental sustainability is integrated into our facilities, staff capacity building, and procurement	This measure is based on industry certification standards (e.g., LEED) to define minimum requirements related to the facilities. In terms of procurement, PA will rely on the UN standard contract terms and conditions that include sustainability criteria.	All facilities follow sustainable building standards 90% of tenders include sustainable criteria	Annually

Pillar 3: Strengthen relationships with all stakeholders

Outcome	Key performance indicator	Description	KPI target	Refresh frequency
Open and transparent communication	Timely and accurate external reporting	This key performance indicator measures how well the Pension Administration (PA) completes public information and reporting for stakeholders and clients in a timely manner, including annual reports, annual letters as well as financial statements with no material weaknesses reported by the external auditors.	100% timely delivery of annual reports, annual letters, and financial statements with, for the latter, no material weaknesses reported by the external auditors	Annually
	Regular interaction/ outreach with stakeholders	This key performance indicator measures our efforts to ensure regular communications and outreach with stakeholders to improve agility and maximize reach, response, and reputation while increasing operational efficiencies.	Four townhalls with all PA staff per year One townhall with all participants, retirees, and beneficiaries per year One meeting with all SPC secretaries per year One UN Family Event per year One individual meeting with each SPC of each member organization (except the UN) per year	Annually
Member organization satisfaction	Member organizations satisfaction score	This key performance indicator measures our efforts to simplify and strengthen communications and outreach to our stakeholders, particularly the member organizations.	4 or above (on a scale of 5)	Annually
	Resolution time of member organization inquiries and service requests	This measure is an assessment of our resolution of incoming member organization enquiries and service requests processed by the Operations Support Section (OSS). This measure defines the response time as the amount of time it takes OSS to respond and resolve incoming member organization enquiries and services requests. We measure response rates with designated service level targets.	80% of member organization inquiries and service requests resolved within 2 business days	Monthly

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