UNJSPF

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

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

Report on the progress of the C.A.R.E. Strategy 2024 and beyond

June 2024

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Report on the Progress of the C.A.R.E. Strategy | 2024 and beyond

A Message from Rosemarie McClean, Chief Executive of Pension Administration

The United Nations Joint Staff Pension Fund has seen continuous growth since its establishment in 1949. At the beginning of 2024, the Fund was responsible for managing retirement, death, disability, and related benefits for staff across its 24 member organizations, serving 149,848 participants and 86,013 retirees and beneficiaries.

Under the first C.A.R.E. Strategy 2021-2023, the Fund's Pension Administration progressed towards achieving its vision of becoming a service-oriented pension fund, providing exceptional, high-quality services to UNJSPF member organizations, participants, retirees, and beneficiaries worldwide. In 2024, building on the former strategy, we launched the C.A.R.E. Strategy 2024 and beyond, focusing on three strategic pillars: improving client experience, modernizing pension services, and strengthening relationships with all stakeholders. These pillars and their underlying strategic objectives and initiatives shape our strategic plan through to 2030.

Our strategy involves specific performance measures to ensure enhanced and timely delivery of services and benefits to participants, retirees, and beneficiaries. We diligently monitor progress toward achieving our strategic objectives and operational targets using well-defined performance metrics aligned to our objectives that spread across Pension Administration. Additionally, we regularly assess risks and opportunities to adapt to our dynamic environment.

I am pleased to report that the C.A.R.E. Strategy 2024 is on track, and performance measures are being achieved.

I commend the dedicated efforts of our Pension Administration staff, who have steadfastly pursued both the Fund's core mission and transformative initiatives.

This report highlights the first six months of progress and achievements under the C.A.R.E. Strategy 2024, demonstrating our ongoing commitment to enhancing the Fund for our clients and member organizations.

Rosemarie McClean
Chief Executive of Pension Administration
June 2024

Key Highlights

In the first six months of implementation of the C.A.R.E. Strategy 2024 and beyond, success has been achieved in all three pillars. Some of the key highlights are:

- Despite the increasing workload, of the 37 measures outlined in the C.A.R.E. Strategy, 30 out of 31 Key Performance Indicators (KPIs) are on track, and 6 KPIs are under development and will be reported annually from December 2024.

- A new business intelligence dashboard was implemented to track these KPIs, monitor their progress, and ensure that action is taken when needed.

- A new customer relationship system, called UNJSPF Connect, is being implemented to improve client services through case tracking, visibility and performance indicators. Phase zero on business process re-engineering was completed, and phase one is on track for completion this year.

- 92.8% of benchmarked benefits were processed within 15 business days - well above the target of 75%.

- Monthly payroll has continued to be issued on time – despite the steady growth of benefits in payment.

- The Digital Certificate of Entitlement (DCE) has surpassed the 30,000 user mark.

- A new series of global virtual pension townhalls and information sessions for UN participants and all retirees and beneficiaries on participation, separation and pre-retirement essentials, and two-track.

Strategic Performance Report

This report presents the interim performance for the period from January to June 2024, focusing on Strategic Objectives, Measures, Strategic Actions, and KPIs. These elements are integral to the C.A.R.E. Strategy 2024 and beyond, enabling us to gauge our progress towards achieving our strategic objectives.

KPIs specifically assess the effectiveness of our strategic actions and provide insights into the organization's advancement toward both strategic objectives and operational targets. The KPIs have been used to identify, deliver, and monitor service and process improvements across Pension Administration.

The C.A.R.E. Strategy for 2024 encompasses 37 measures, of which 12 are reported monthly, 24 are reported annually, and 1 is reported quarterly.

As of June 2024, 30 measures were on target; 1 off-target; and 6 metrics that are newly developed or under development will be reported annually starting in December 2024.

As we developed our reporting, some KPIs have been clarified and refined to include 1 new metric and 5 edited metrics:

New metric:

KPI	Target	Reporting Frequency
Percentage completion of mandatory training	90% completed	Monthly

Edited metrics:

KPI	Old values	New values
Contact Centre response time (phone call, Email, web)	*Targets:* Email answered within 1 business day; contact form queries answered within 1 business day	Phone calls, emails, and contact from queries responded to within one business day
Number of countries covered by payment methods without bank charges to the retiree/beneficiary	*KPI:* Number of countries covered by payment methods without bank charges to the retiree/beneficiary *Target:* Two additional countries implemented per year	*KPI:* Number of new payment routes without bank charges to the retiree/beneficiary Target: Two additional payment routes implemented per year
Website user satisfaction score	*Refresh frequency:* Monthly	To avoid user fatigue, the survey will be live in February, July and October 2024

KPI	Old values	New values
Regular interaction/ outreach with Stakeholders	Number of SPC individual meetings held	Number of individual meetings with member organizations
Percentage of new hires who completed induction	*KPI:* Percentage of new hires who completed induction	At least 2 training sessions offered per year

Other minor changes to the wording of descriptions or the metrics have also been made to improve clarity.

Pillar 1 - Improve client experience

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

Highlights in 2024

- The new customer relationship system, called UNJSPF Connect, to improve client services through case tracking, visibility, and performance indicators. Phase zero on business process re-engineering was completed and phase one is on track for completion this year.
- A new series of virtual pension townhalls and information sessions was launched for UN participants and all retirees and beneficiaries on participation, separation and pre-retirement essentials, and two-track.
- 92.8% of benchmarked benefits were processed within 15 business days - well above the target of 75%.
- Time to respond to clients is on target.
- Working with member organizations to improve partnerships and services, including the definition of a common operating model for Separation to Pay to improve the timeframe for processing first benefit payments.
- DCEs issued in 2024 surpassed the 30.000 mark.
- Monthly payroll has continued to be issued on time – despite steady growth.
- Suspension of 953 benefits due to non-receipt of 2023 Certificate of Entitlement, down from 1,264 last year.
- Cost-of-living adjustment (COLA) for 2024: 3.4% (from 1 April 2024, for USD track).
- The Fund continues efforts to address payment disruptions, such as those arising from the recent cash liquidity issues in Yemen.
- 11 updated pension booklets published in English and French.
- New WhatsApp social media channel launched.

Progress against strategic actions

Key Objectives	Strategic Action	Status
Improve services and simplify interactions with clients	Implement a comprehensive Client Service Delivery Model (CSDM)	**Ongoing**
	Implement a Client Relationship Management (CRM) system	**Ongoing**
	Collect client feedback and insight through an enhanced client survey	**Ongoing**
	Organize an annual townhall for all participants, retirees, and beneficiaries	**Ongoing**
	Transform the Fund to become a paperless organization	**Ongoing**
	Improve and develop user-friendly client interfaces	**Ongoing**
	Improve data quality of client information	**Ongoing**
	Establish and secure payment channels or alternatives	**Ongoing**
	Develop the capacity to respond quickly to failed payments	**Ongoing**
Make pension clearer	Better inform clients on pension matters through different channels	**Ongoing**
	Make pension briefings and information materials available to all staff and to separating staff	**Ongoing**
	Develop tailored and targeted communication	**Ongoing**
	Ensure that communication is available in English and French	**Ongoing**
	Continue reviewing and improving client communication and correspondence	**Ongoing**

Key Performance Indicators

Legend:

On target	Off-target

Objective: Improve services and simplify interactions with clients			
Outcome: Client Satisfaction	Target	Average Jan – May 24	June Forecast
Average client satisfaction survey score	4 or above (on a scale of 5)	4.21	3.9
Average call wait time in minutes	Calls answered within 1 minute	15 seconds	15 seconds

Contact Centre call pickup rate	95% or above of calls picked up by the Contact Centre	97.6%	97.3%
Phone call, email, and contact form response time	1 business day	0.3 business days	0.3 business days
Average resolution time of tier 1 and 2 client inquiries and service requests in business days	4 business days	2.75	3.04

Outcome: Benefit Payment Reliability	**Target**	**Average Jan – May 24**	**June Forecast**
Percentage of benchmarked initial and post-retirement benefits cases processed within 15 business days	75% or above of benchmarked cases processed within 15 business days	94.3%	94.3%
Timeliness of payroll processing	100% successful monthly run	100.0%	100.0%
Payment disbursement success	0.01% or below of benefit payments issued are returned by the bank	0.0%	0.0%
Number of new payment routes without bank charges to the retiree/beneficiary	Two additional payment routes implemented per year	On target (5 new routes implemented in 2023) Annual metric, next figure to be published in December 2024	
Number of payment currencies offered	17 or above	On target (18 currencies) Annual metric, next figure to be published in December 2024	

Outcome: Paperless Interactions	**Target**	**Average Jan – May 24**	**June Forecast**
Percentage of electronic and digital documents received over total documents received	80% or above of documents received are electronic and digital documents	On target (87.4% in 2023) Annual metric, next figure to be published in December 2024	

Objective: Make pension clearer

Outcome: Client Satisfaction	**Target**	**Average Jan – May 24**	**June Forecast**
Website user satisfaction score	75% of clients rate us 4 or above (on a scale of 5)	79%	Next reported in August 2024
Client and partner satisfaction with pension briefings and informational materials	4 or above (on a scale of 5)	Under development Annual metric, next figure to be published in December 2024	
Pension briefings are available for all participants during onboarding and separation	80% or above of staff have access to the pension briefings	Under development Annual metric, next figure to be published in December 2024	

Pillar 2 - Modernize pension services

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

Highlights in 2024

- Successfully renewed its ISO 27001 Cybersecurity Certification for the year 2023, receiving zero non-conformities.
- HR Interface reimplementation projects for WHO, IARC, and IOM.
- Monthly Financial Interface projects for UNICEF, PAHO, ITU, WHO & IARC.
- New Solvency Risk Dashboard designed to focus on any emerging risks to the Fund's long-term sustainability.
- Plan Review Group's recommendations presented to the Pension Board including the actuarial implications of some of the plan changes under consideration.
- The Leadership Culture Assessment (LCA) survey achieved a new record response rate of 84% with a 74% agreement rate from staff, representing a 17-percentage point increase from 2021.

Progress against strategic actions

Key Objectives	Strategic Action	Status
Embed business transformation as part of the Fund's culture and processes	Generate efficiency gains through process optimization and technology	**Ongoing**
	Keep abreast of trends that could benefit the Fund	**Ongoing**
	Enhance performance and accountability across all Fund's processes	**Ongoing**
	Engage staff in transformation and innovation across the functions	**Ongoing**
	Develop an internal culture of engagement, performance development, empathy, and empowerment	**Ongoing**
	Develop workforce planning	**Ongoing**
Become a data-driven organization	Implement a data strategy and a governance framework	**Ongoing**
	Continue implementing monthly contribution reconciliation across member organizations' reporting entities, to improve data quality	**Ongoing**
	Continue harmonizing contribution calculation methodology across member organizations and reporting entities	**Ongoing**
	Continue the system-wide initiatives to automate interfaces and data transfer between the Fund and the member organizations	**Ongoing**
Innovate and leverage	Plan, implement, and integrate the Fund's future core systems	**Ongoing**

technology to improve services	Expand on the digitalization of processes within the Fund	**Ongoing**
	Keep pace with industry standards on cybersecurity	**Ongoing**
	Expand and embed Robotic Process Automation (RPA) and Artificial Intelligence (AI) in the Fund	**Ongoing**

Key Performance Indicators

Legend:	On target	Off-target

Objective: Become a data-driven organization

Outcome: Data-driven organization	Target	Average Jan – May 24	June Forecast
Number of critical data elements that are identified and actively managed for data quality	Two or more critical data elements implemented per year	Under development Annual metric, next figure to be published in December 2024	
Percentage of contributions reconciled on a monthly basis	90% of all participants' accounts are reconciled monthly (by 2030)	On target (currently 4%) Annual metric, next figure to be published in December 2024	

Objective: Contribute to the Sustainable Development Goals

Outcome: Sustainable development	Target	Average Jan – May 24	June Forecast
Gender parity ratio across all staff	Improvement towards 50/50 gender parity year on year	On target (54% F, 46% M in 2023) Annual metric, next figure to be published in December 2024	
Gender parity ratio across staff of levels Professional and above	Improvement towards 50/50 gender parity year on year	Off target (38% F, 62% M in 2023) Annual metric, next figure to be published in December 2024	
Environmental sustainability improvement in building standards demonstrated	All facilities follow sustainable building standards	Newly developed Annual metric, next figure to be published in December 2024	
Percentage of tenders that include environmental sustainability considerations	90% of tenders include sustainable criteria	Newly developed Annual metric, next figure to be published in December 2024	

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

Outcome: Organizational capacity and culture	Target	Average Jan – May 24	June Forecast
Number of processes reviewed and improved	Four or more activities completed per year	On target (17 processes reviewed and improved in 2023) Annual metric, next figure to be published in December 2024	

Suggestion box response time	100% of the ideas responded to within 30 days	100%	100%
Number of training sessions offered to staff on lean and business process improvement	One training session per year	On target (2 training sessions in 2023) Annual metric, next figure to be published in December 2024	
Staff survey	Increase in staff agreement score year on year	On target (68% in 2023) Annual metric, next figure to be published in December 2024	
Percentage of staff performance reports completed	90% or above completed by the deadline	On target (100% in 2023) Annual metric, next figure to be published in December 2024	
Number of staff induction training sessions offered	At least 2 training sessions are offered per year	On target (1 session in 2023 deemed appropriate due to the number of new staff) Annual metric, next figure to be published in December 2024	
Percentage of completion of mandatory training	90% completed	89%	90%

Objective: Innovate and leverage technology to improve services

Outcome: Technology innovation and cybersecurity	Target	Average Jan – May 24	June Forecast
Number of RPA and automation tools deployed	Four RPAs deployed per year	On target (8 RPAs deployed in 2023) Annual metric, reporting to start in December 2024	
Cybersecurity scorecard score	89 (B) or above	89 (B)	89 (B)

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

Highlights in 2024

- Four new videos for member organizations were published on the role of member organizations at the time of a participant's enrolment, during the lifetime of a participant, in the separation process, and in reviewing separation documents.
- Annual SPC and UN Family events held in Geneva and New York respectively to discuss Fund's achievements and initiatives, share best practices, and explore ways to improve service delivery to clients, in particular the separation process.
- Quarterly webinars held with member organizations.
- New agreement for the transfer of pension rights with the European University Institute.
- Outreach to the Regional Service Centre Entebbe (RSCE) to provide training and support to the HR community and clients in Entebbe.
- Participation in the UN Digital ID project and successful launch first go-live Pension Fund use case with select member organizations.

Progress against strategic actions

Key Objectives	Strategic Action	Status
Contribute to the Sustainable Development Goals	Contribute to achieving gender balance including implementing the UN-wide Strategy on Gender Parity	Ongoing
	Integrate environmental sustainability into our procurement processes and operations including energy efficiency, waste management, and water use in our facilities.	Ongoing
	Promote behavioural change, and sustainability awareness campaigns among staff	Ongoing
	Leverage digital identity for greater financial and social inclusion through the UN Digital ID project for all staff	Ongoing
Enhance trust between the Fund and member organizations and other stakeholders	Organize an annual meeting for member organizations	Ongoing
	Conduct regular member organization outreach and develop related materials to explain pension matters and process changes	Ongoing
	Engage with heads of entities and senior management of the member organizations	Ongoing
	Meet regularly with stakeholders, and brief them about technical issues as well as progress on the Strategy implementation	Ongoing
	Update the communication strategy for all stakeholders	Ongoing
Strengthen collaboration	Enhance the member organization's extranet	Ongoing

with partners and employing organizations	Further develop portals and metrics for partners' service delivery	**Ongoing**
	Improve standard operating procedures for the separation process	**Ongoing**

Key Performance Indicators

Legend:

On target	Off-target

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

Outcome: Open and transparent communication	Target	Average Jan – May 24	June Forecast
Timely and accurate external reporting	100% timely delivery of annual reports, annual letters, and financial statements with, for the latter, no material weaknesses reported by the external auditors	On target (100% in 2023) Annual metric, next figure to be published in December 2024	
Number of staff townhalls held	Four townhalls with all PA staff per year	On target (5 in 2023) Annual metric, next figure to be published in December 2024	
Number of pension townhalls for clients held	One townhall with all participants, retirees, and beneficiaries per year	On target (1 in 2023) Annual metric, next figure to be published in December 2024	
Number of SPC secretary meetings held	One meeting with all SPC secretaries per year	On target (1 in 2023) Annual metric, next figure to be published in December 2024	
Number of UN family events held	One UN Family Event per year	On target (1 in 2023) Annual metric, next figure to be published in December 2024	
Number of individual meetings with member organizations	One individual meeting with each member organization per year	On target (46 in 2023) Annual metric, next figure to be published in December 2024	

Outcome: Member organization satisfaction	Target	Average Jan – May 24	June Forecast
Member organization satisfaction score on a scale of 1 to 5	4 or above (on a scale of 5)	Under development Annual metric, next figure to be published in December 2024	
Average resolution time of member organization inquiries and service requests	80% of member organization inquiries and service requests resolved within 2 business days	96.1%	96.7%

Next Steps

Our C.A.R.E. Strategic Roadmap to 2030
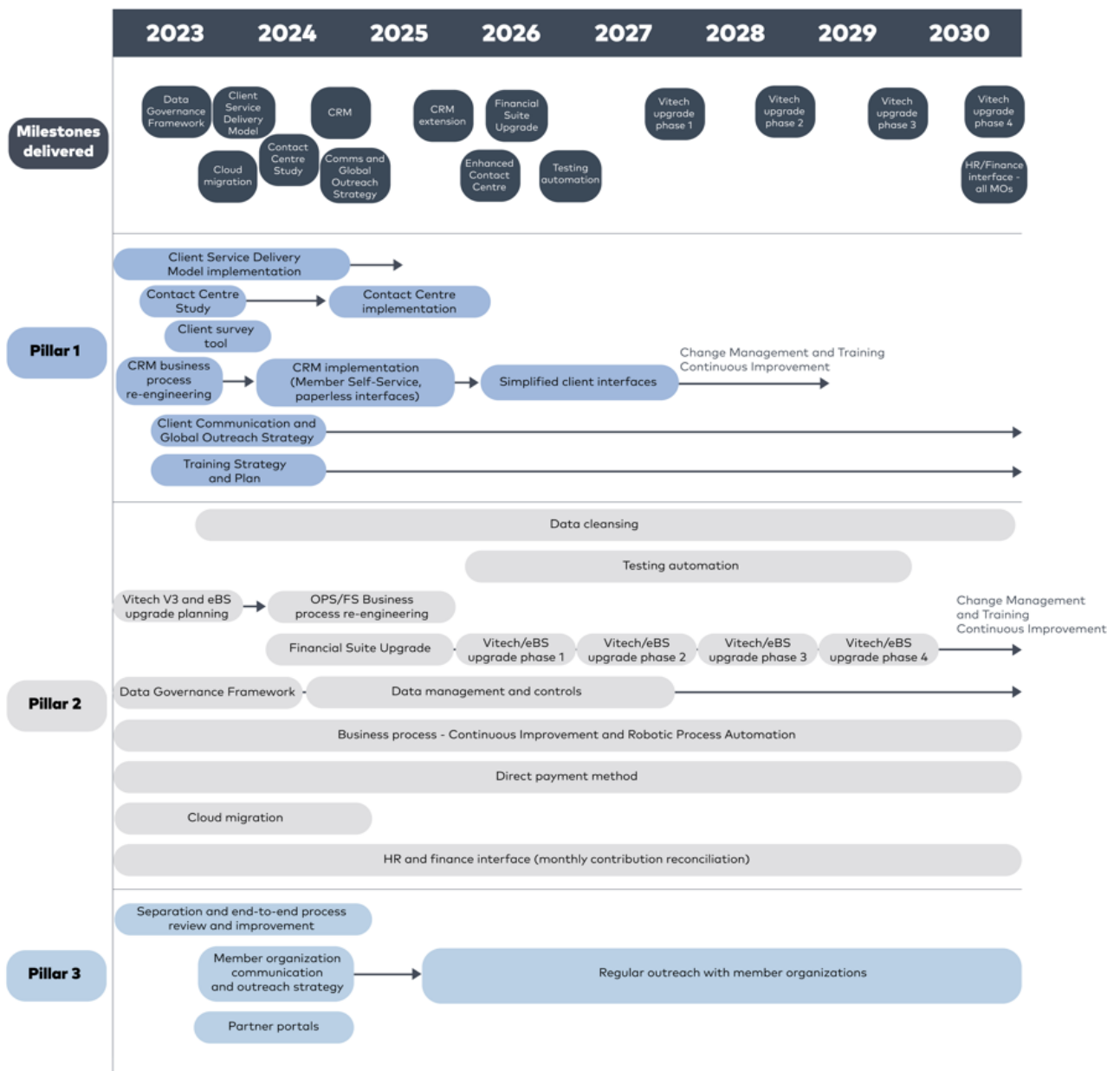
1 – Strategic initiatives

Our focus for 2024 includes the following strategic initiatives:

- A new Customer Relationship Management (CRM) system, UNJSPF Connect, has been procured by the Fund, with implementation planned to be completed in 2025. UNJSPF Connect will improve client experience and enhance member satisfaction. The first release is scheduled to go live in September 2024.
- With the first release of UNJSPF Connect, the Client Services Delivery Model 1.0 delivery will be completed. The development of its next iteration, Client Services Delivery Model 2.0, will start in December 2024 to continue enhancing our services to our clients and partners and leveraging the functions of our new CRM system.
- Another important initiative is the implementation of the Multi-Factor Authentication for our Member-Self Service (MSS) portal. This feature aims to enhance the security of MSS and diminish cyber-security risks for our clients.
- The Fund plans to implement a new financial system, improving financial reporting and analytics capabilities, enabling better decision-making and resource allocation, streamlining financial processes, reducing manual efforts, and minimizing the risk of errors while offering greater transparency, auditability, and industry best practices.
- We have improved how we implement digital technologies by adopting a holistic approach, starting with reviewing and re-engineering our current processes to fully leverage the capabilities of the new systems and apply change management strategies to realize and sustain the benefits.
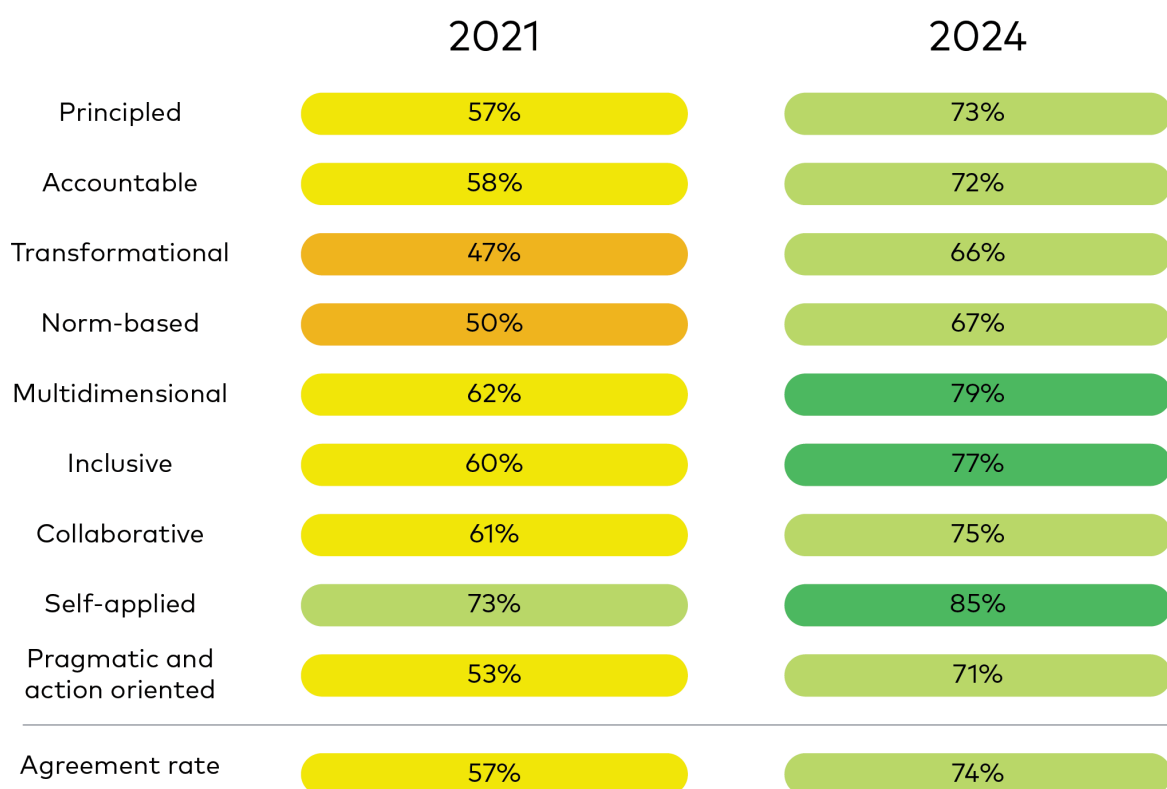
2 – Strategy is culture, culture is strategy

- Our work on organizational culture continues. We put as much effort into people and culture as we do into strategy, process, and technology.
- In 2024, we achieved the highest leadership and culture assessment agreement rating from staff of 74%. This is a significant 17-percentage point increase from the first LCA result in 2021. This result provides evidence that our efforts to improve culture and address staff concerns are working.
- Changing culture takes time and is an ongoing process. We will continue our journey.

Pension Administration Leadership Culture Assessment 2021 - 2024

Significant improvement in the leadership culture assessment survey results was observed, having raised from a 57% agreement rate in 2021 to 74% in 2024, an increase of 17%.

The main improvements were made in the following themes: Transformational (+19%), Pragmatic and action-oriented (+18%), Inclusive (+17%), Multi-dimensional (+17%), and Norm-based (+17%).

	2021	2024
Principled	57%	73%
Accountable	58%	72%
Transformational	47%	66%
Norm-based	50%	67%
Multidimensional	62%	79%
Inclusive	60%	77%
Collaborative	61%	75%
Self-applied	73%	85%
Pragmatic and action oriented	53%	71%
Agreement rate	57%	74%

The Numbers*

149,848	Participants in 2023 (▲ 4.3%)
86,013	Periodic benefits in 2023 (▲ 2.4%)
15,974	New entrants in 2023 (▲ 5.9%)
9,357	Separations in 2023 (▲ 9.5%)
$3.41 bn	Contributions in 2023 (▲ 9.2%)
$3.66 bn	Benefit payments and expenses in 2023
2.8 business days	Average resolution time of client requests processed by Contact Centre and Client Services
4.2 out of 5	Average client satisfaction survey score
15 seconds	Average call response time
100%	Successful payroll run
93%	Benchmarked benefits processed within 15 business days (first benefit payment and recalculation)
> 30,000	Digital Certificates of Entitlement
248	Staff at the Fund's Pension Administration
74%	Agreement score resulting from Leadership Culture Assessment (▲ 6% from last year)

* Figures as of May 2024

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