

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

# CARE

The Strategy of the UNJSPF Pension Administration for 2021-2023

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Since my inception as the Chief Executive of Pension Administration in January 2020, I have leveraged my many years of industry experience and we developed a future strategic direction for the Fund, together with the Pension Administration team, the Fund's clients, member organizations and stakeholders.

This 2021-2023 Strategy was welcomed and endorsed by the United Nations Joint Staff Pension Board and the United Nations General Assembly in its resolution 75/246 of 2020. The CARE three-year strategy focuses on three core objectives:

- to simplify the client experience,
- to modernize pension services, and
- to develop a stronger global partnership network.

The activities being delivered under these three interrelated goals will transform and improve our operations and relationships with our clients, partners, and stakeholders. To deliver and support these goals, we intend to strengthen our capacity in data analytics, process improvement and technology innovation. As part of our strategy, we will further develop performance measures to track outcomes and assist in identifying and reporting success, while recognizing areas for improvement.

Like other entities, the Fund's operational environment has been affected by the COVID-19 pandemic. It had to rapidly adapt to meet multiple challenges. Our priority was to limit the impact on our clients and to ensure there was no disruption in separation cases and pension payments. Thanks to the commitment of the various teams across the Fund, we were able to meet that goal. Our assessment of the COVID-19 situation also highlighted the need and advantages of digitalization, as well as developing paperless processes while ensuring that we are not compromising the integrity of our controls. The current situation and the need for faster modernization have inspired and already confirmed the relevance of the Strategic Plan 2021-2023.

As we move forward, we are committed to operational excellence while preparing to serve our growing client population of participants, retirees, and beneficiaries. As we embrace modernization in our communications and technology, supported by data analysis and benchmarking, we move towards becoming a more responsive and transparent organization, better equipped to fulfil our commitment to our clients, partners, and decision-makers alike.

We are in an environment where the "next normal" remains to be defined. More than ever, the Fund needs a systematic and strategic approach focused on creating an agile workplace culture that can effectively identify, respond to, and successfully manage, change.



Rosemarie McClean

Chief Executive of Pension Administration

# The Fund in Brief

The United Nations Joint Staff Pension Fund (UNJSPF) was established in 1949 by the United Nations General Assembly to provide retirement, death, disability and related benefits for staff upon separation of their service with the United Nations and other member organizations of the Fund.

The Fund is administered by the United Nations Joint Staff Pension Board, the Chief Executive of Pension Administration, a staff pension committee for each member organization, and a secretariat to each such committee. Investments are managed by the Office of Investment Management (OIM), which reports to the United Nations Secretary-General through his Representative for the investment of the assets of the Fund. In addition, the Secretary of the Pension Board reports to the Pension Board.

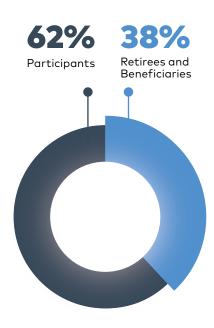
The day-to-day management of the Fund's operations is entrusted to the Chief Executive of Pension Administration, who reports to the Pension Board. These duties include contribution management, entitlement processing, benefits management as well as client servicing. The Fund has offices in New York (United States) and Geneva (Switzerland) and two liaison offices, one in Nairobi (Kenya) and one in Bangkok (Thailand).

### The Fund is in good financial health

The Fund remains in very good financial health. The latest actuarial valuation as of 31 December 2019 revealed a surplus of 0.5% of pensionable remuneration, well within the corridor of +/-2% of pensionable remuneration monitored by the Fund's governing bodies, which shows that the Fund is very close to actuarial balance and is considered to be well funded

## The Fund is mature and complex

- The ratio of participants to beneficiaries is mature (1.65)
- The beneficiary group is aging and requires more client service
- The Plan provides a unique multi currency benefit option, called the two-track option
- Complexity: benefits paid in 192 countries and territories in 17 different currencies

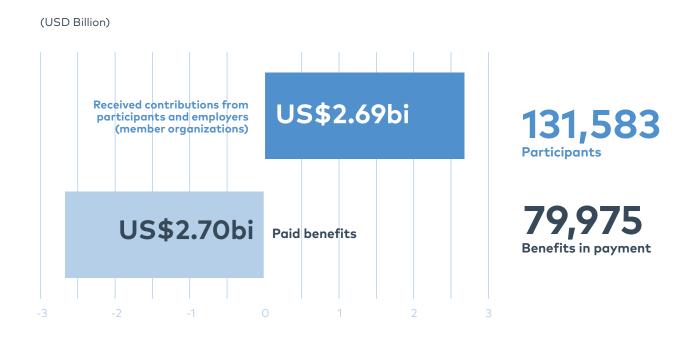


## Operational performance is good

At the end of 2020, over 90% of the new separation benefits where payments were due were processed within 15 business days of receipt of complete separation documents, exceeding the 75% benchmark.

## The Fund's client base is growing

- 131,583 participants by the end of 2019 (+12% in 10 years)
- 79,975 benefits in payment by the end of 2019 (+30% since 2009)



# Pension Administration faces specific challenges

- Processes need to be critically reviewed to gain efficiency, in light of the growing client base and to improve service delivery
- There is a lack of new innovative technology to provide services to plan participants
- There is no change management capability
- Data management is spread across the Fund
- Communications need to be improved
- Trust with stakeholders needs to be strengthened

# The CARE Strategy

# Vision, Mission and Values

#### **Vision**

At the center of the Strategy Plan 2021-2023 is a vision of a service-oriented pension fund, which provides outstanding, high-quality services for UNJSPF member organizations, participants, and beneficiaries, wherever they may be located.

#### **Mission**

Supporting this vision, the Pension Administration has identified three strategic pillars:

- 1) Simplify Clients' Experience: The Fund will focus on key moments of the pension experience and make them as simple and straightforward as possible for participants and retirees alike.
- 2) Modernize Pension Services: The Fund will focus on innovation, 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.
- 3) Develop a Strong Global Partnership Network: The Fund will further develop internal and external partnerships to increase trust and confidence between the Fund and its staff, clients, stakeholders, and decision-makers.

#### **Values**

In these endeavors, the Fund will be guided by the UN values of integrity, professionalism, respect for diversity, as well as those values that have been identified as core to the transformation of the Fund: innovation, partnership, and service.



## The 3 Pillars

#### PILLAR 1: SIMPLIFY OUR CLIENTS' EXPERIENCE

The objective of this pillar is to make client service and client satisfaction the priority. This will be done by developing a comprehensive approach of client services, going paperless, making pension understandable and empowering our partners.

OBJECTIVES

NABLERS

ACTIONS

To modernize and simplify interactions with clients

To make pension clearer

To strengthen collaboration with partners/employing organizations

To develop a new service delivery model

To establish a dedicated unit to support partners/employing organizations

#### For Clients

- To transform the Fund into a paperless organization
- To introduce a Client Relationship Management (CRM) system
- To collect client feedback and insight through enhanced client survey
- To streamline bank transfers in select countries
- To introduce "smart forms"
- To verify the quality of beneficiaries' banking information

### For Clients and Employing Organizations

- To modernize the website's look and feel and contents
- To create new series of videos
- To create e-learning modules

#### For Employing Organizations

- To create an online knowledge-sharing platform
- To develop dashboards and metrics for partners' service delivery
- To strengthen collaborative capacity/ mechanisms
- To develop standard operating procedures for the separation process

clients are
approached
holistically,
are simplified,
and are mostly
digitalized.

Services to

Interaction with clients is improved.

The voice of the of clients in taken into consideration when implementing initiatives.

Transfer fees are significantly reduced for beneficiaries. Pension focal points in the employing organizations better understand pension matters.

Employing
organizations
have the
knowledge and
the tools to deal
with their part
of the work.

MEASURE OF SUCCESS

Paper interactions decline, clients and employing organizations' feedback is used to improve satisfaction and streamline processes.

#### **PILLAR 2: MODERNIZING PENSION SERVICES**

The Fund recognizes that service requirements and the "future of work" is changing. The second pillar of the strategy focuses on operational excellence and revitalizing people and processes as well as preparing for the future of work - enabling automation to free human resources for work that adds value. Transformation shall become part of the Fund's work culture, with the ambition to be the driving force for change and continuous improvement.

**OBJECTIVES** 

To establish business transformation as part the Fund's culture and structure

To improve data analysis and reporting

To modernize tools and processes

To adapt internal processes to the future of work

ENABLERS

To create a unit dedicated to business transformation and a Center of Excellence

To create of a unit dedicated to data analytics

To create a central project management capacity

**ACTIONS** 

- To establish a Continuous Improvement Programme
- To implement a data strategy and a governance framework
- To harmonize contributions calculation methodology across member organizations and reporting entities
- To change or upgrade the Fund's Enterprise Resources Planning systems, IPAS and Oracle EBS
- To enhance performance and accountability across all Fund's processes
- To implement monthly contribution reconciliation across member organizations reporting entities
- To conduct Pilot Projects for robotic Process Automation
- · To assess quality and efficiency gains across value stream against required capacity

OUTCOMES

The Fund has the capacity to drive business transformation.

Processes and capacity are realigned, and the workforce is redeployed to meet clients' needs.

The Fund becomes a data-driven organization, key performance indicators are expanded.

Data is utilized as a strategic asset and trusted.

a significant
reduction
in human
intervention
and
improvement of
accuracy.

Processes see

The Fund gets the tools it needs to face its increasing workload with efficiency.

MEASURE OF SUCCESS

Stabilization of HR workforce requirements, enhanced performance measures, Fund's data referenced by internal and external stakeholders, measurable quality and efficiency gains from process improvements, benefits derived from new/upgraded ERPs.

#### PILLAR 3: DEVELOP A STRONG GLOBAL PARTNERSHIP **NETWORK**

A more systematic coordination of internal and external communication activities with participants, beneficiaries, and retirees, as well as other stakeholders will be created.

**OBJECTIVES** 

ENABLERS

To increase trust and confidence between the Fund and its staff, clients, stakeholders, and decision-makers

To raise the Fund's profile

To recruit additional

capacity

To create a joint communication structure between Pension Administration and the Office of Investment Management

To issue a Communication Plan and Policy

To refresh the visual identity

With Clients - Participants, retirees, and beneficiaries

- To modernize the website and merge Pension Administration (PA) and Office of Investment Management (OIM) websites
- To issue regular communication, including website articles, the monthly newsletter, the annual letter, and the annual report
- To launch campaign to explain pension matters and process changes
- To create account in social media of
- To interact with participant's groups through UN town hall meetings or other settings

With Employing Organizations - Staff Pension Committes' Secretaries, Pension **Focal Points** 

To meet regularly, and brief about technical issues as well as progress on the Strategy implementation

With Decision-Makers and Stakeholders - The UNGA's 5th Committee, the ACABQ, the Pension Board, retirees' associations, staff union, other international organizations, and pension networks.

- To provide accurate and relevant information to the Pension Board, UN General Assembly and Committees, as well as to stakeholders
- To meet stakeholders all year long, with a schedule of briefings aiming at updating on the Fund's performances and progress of the Strategy implementation
- To identify pension networks and events and to participate where the Fund can raise its profile or benefit from exchange of experience

#### With Staff

- To modernize the Intranet, and make it common to PA and OIM
- To conduct regular staff surveys
- To conduct regular town hall meetings
- To update staff regularly on news and topics of
- To define annual messaging priorities for senior staff

OUTCOMES

Clients are informed about the Fund and consider the Fund to be a reliable source of information and a trustworthy institution. There is a two-way communication.

The Fund is seen as transparent and trustworthy by its decisionmakers and stakeholders.

The Fund aligns its practices with the global pension industry and applies best in class processes.

**Employing** organizations feels that the Fund provides them with relevant information and feels like real partners.

Staff feels heard and proud to work for the Fund. There are channels available to provide feedback.

MEASURE OF SUCCESS

Surveys and feedbacks confirm the improvement of the Fund's reputation.



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

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