



INTERNAL AUDIT DIVISION

REPORT 2017/104

Audit of post-implementation of the Integrated Pension Administration System in the Secretariat of the United Nations Joint Staff Pension Fund

Issues relating to project requirements, project benefits, total cost of ownership, change and release management, and security needed to be addressed

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Audit of post-implementation of the Integrated Pension Administration System in the Secretariat of the United Nations Joint Staff Pension Fund

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of post-implementation of the Integrated Pension Administration System (IPAS) in the Secretariat of the United Nations Joint Staff Pension Fund (UNJSPF). The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over post-implementation activities relating to the IPAS project. The audit covered the period from August 2015 to June 2017 and included an assessment of IPAS project deliverables, project benefits, costs, change, release and issue management, and information and communications technology (ICT) security.

The UNJSPF Secretariat had made progressive efforts to implement and stabilize IPAS. Payroll processing had run as scheduled. However, issues relating to project requirements, project benefits, total cost of ownership, change and release management, and ICT security needed to be addressed.

OIOS made 13 recommendations. To address the issues identified in the audit, the UNJSPF Secretariat needed to:

- Update the status of the IPAS project by completing the “requirements traceability matrix” and “functional checklists” in accordance with the requirements identified during project design, and prioritize and implement the outstanding deliverables as defined in the high-level business case for the IPAS project.
- Complete the testing of all benefit types to assure the accuracy and reliability of benefit calculations in IPAS and address the open issues expeditiously.
- Review and correct the data consistency (validation) checks in IPAS and run periodic exception reports to detect and correct data integrity issues.
- Prioritize the implementation of IPAS actuarial exports to ensure a correct dataset for the December 2017 actuarial valuation exercise.
- Document its reporting requirements and complete their implementation as a priority, and correct and complete important operational reports in IPAS.
- Complete the straight-through processing of its internal workflow processes.
- Transfer externally maintained local salary scales tables into IPAS to minimize manual checks and errors.
- Ensure compliance with the Fund’s regulations by enabling automated controls in IPAS to detect and report on non-compliant pensionable remuneration rates used by member organizations for the Professional and higher categories.
- Enhance its change management process, inter alia, by involving subject matter experts in the review of impact of any significant change, documenting an emergency change management process, and periodically updating the solution design documents to reflect the current status of IPAS system configuration.
- Implement problem management procedures that identify root causes of similar issues, require mandatory user acceptance tests, regression tests and sign-off of each issue prior to production deployment of any release, require a warranty period to minimize regression issues and costs, and document a procedure to manage the various instances of IPAS.
- Consolidate the costs of all components of the IPAS project to enable accurate assessment of cost savings and future resource requirements for completion of the project.

- Complete an ICT security assessment of the IPAS databases as a priority and address the ICT security weaknesses identified, and establish a mechanism to perform periodic ICT security checks which would create automated helpdesk tickets for appropriate review and closure.
- Establish a baseline for the availability of the IPAS application to end users and monitor its performance for corrective action by periodically measuring end users' experience.

The UNJSPF Secretariat did not accept four recommendations. OIOS maintains that these recommendations relate to significant residual risks that need to be mitigated. These unaccepted recommendations have been closed without implementation and may be reported to the General Assembly indicating management's acceptance of residual risks.

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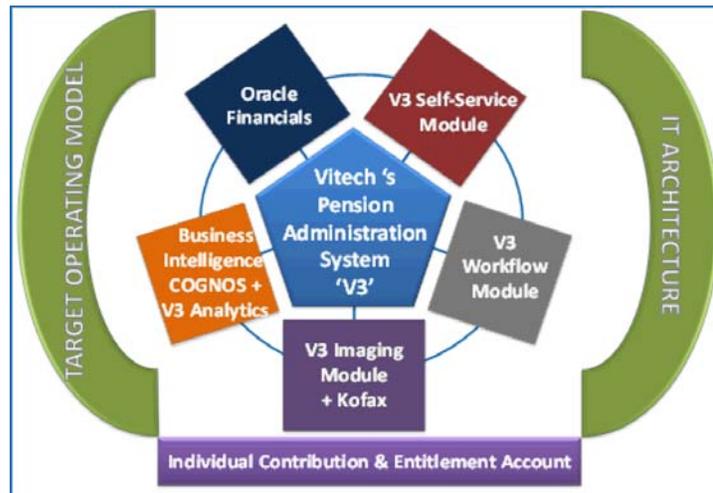
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Audit of post-implementation of the Integrated Pension Administration System in the Secretariat of the United Nations Joint Staff Pension Fund

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of post-implementation of the Integrated Pension Administration System (IPAS) in the Secretariat of the United Nations Joint Staff Pension Fund (UNJSPF).
2. UNJSPF was established by the General Assembly to provide retirement benefits and social security protection (death, disability and other related benefits) for the staff of the United Nations and 23 other member organizations. The services provided by the UNJSPF Secretariat in its New York and Geneva offices included: (i) paying retirement, disability, death and other related benefits; (ii) calculating, processing and maintaining entitlements; (iii) establishing and maintaining records for all participants and pensioners/beneficiaries; (iv) collecting, pooling and reconciling contributions; and (v) responding to inquiries of participants, retirees and beneficiaries.
3. In April 2008, UNJSPF presented a High-Level Business Case (HLBC) to the United Nations Joint Staff Pension Board (UNJSPB or the Pension Board) for the implementation of IPAS and justified it to “undertake a programme of change to modernize the Fund’s operations by introducing new systems (where required) and improve working practices.”
4. The estimated total cost of the IPAS project was \$23.2 million (including contingency) and it was to replace and enhance the legacy systems, i.e., Pensys (pension administration), Lawson (accounting), Content Management, Workflow Management, Business Intelligence, Web Self-Service, and Knowledge Management. The Fund estimated annual cost savings of \$2.3 million after implementation of IPAS. The anticipated benefits from implementing the IPAS project were reported to the General Assembly in the Pension Board’s report A/64/291 of 18 August 2009.
5. The HLBC for the IPAS project included a target operating model for the Fund based on the principles of process standardization and system integration. In 2012, the Fund’s status report to the Pension Board stated that the IPAS project is expected to fully implement the new target operating model which was centered on 27 re-engineered processes.
6. In June 2012, UNJSPF signed a contract with the IPAS vendor for “the provision of an integrated system solution under a target operating model”. This contract was signed at an initial cost of \$16.7 million. After several extensions, co-development agreement and various support and enhancement costs, the contract amount was increased to \$27.2 million with an expiration date of 31 July 2020. As of April 2017, the Fund had recorded obligations in a total amount of \$22.3 million.
7. The project was initially expected to be completed by June 2014 but went live in August 2015. In June 2016, the Fund entered into agreement with an external agency (Agency A) to implement the business intelligence (BI) module and complete the IPAS self-service modules to achieve full implementation of IPAS as represented in Figure 1. The information and communications technology (ICT) infrastructure of IPAS was managed by Agency A based on a service delivery agreement.

Figure 1: IPAS system architecture



8. Comments provided by the UNJSPF Secretariat are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

9. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over post-implementation activities relating to the IPAS project.

10. This audit was included in the 2016 risk-based work plan of OIOS due to the risks associated with the post-implementation activities relating to IPAS. The audit was postponed to 2017 at the request of the UNJSPF Secretariat.

11. OIOS conducted this audit from February to June 2017. The audit covered the period from August 2015 to June 2017. Based on an activity-level risk assessment, the audit covered risk areas relating to the post-implementation period which included IPAS project deliverables, project benefits, costs, change, release and issue management, and ICT security.

12. The audit methodology included: (a) interviews with key personnel; (b) review of documentation; (c) analytical reviews of data; (d) tests of controls; (e) user surveys; and (f) walk throughs.

III. AUDIT RESULTS

A. Project deliverables

There were outstanding critical issues and undelivered functionalities

13. According to PRINCE2 (Projects in Controlled Environments) project management methodology adopted by the Fund, a business case gathers information to allow management to assess whether a project is desirable, viable and achievable, and therefore worthwhile to invest in. Based on this methodology, the UNJSPF Secretariat presented the IPAS HLBC to the Pension Board in 2008 to allow the Board to make this decision. In its report A/63/9 of 7 August 2008, the Board informed the General Assembly that it approved the IPAS project plan and implementation approach. Accordingly, the resources requested by the Fund were provided in subsequent biennial budgets. PRINCE2 requires that at project closure, the

acceptance of project deliverables is confirmed, and all unachieved goals and objectives are identified so that they can be addressed in future. At project closure, a decision needs to be made whether: (a) the user regime takes over the products of the project; or (b) the products become inputs into a subsequent project. The Fund had documented a “requirements traceability matrix” and “functional checklists” in the design phase of the IPAS project to track the delivery of all requirements at project closure.

14. Acceptance criteria for the IPAS project (see Figure 2) were defined in the contract with the vendor and required that 100 per cent of issues rated as ‘critical’ and ‘high’ be resolved during user acceptance testing and end-to-end testing of the system and business processes before go-live and prior to issuance of the acceptance certificate. However, the Fund decided to go-live even though there were still some incomplete and untested functionalities, and several issues rated ‘critical’ and ‘high’ were as yet unresolved. The Fund signed the acceptance certificate on 25 November 2015 indicating that the software was performing satisfactorily in accordance with contractual specifications. A signed acceptance certificate was a pre-requisite set by the Procurement Division for making the milestone payment to the vendor.

15. In 2012, the IPAS contract indicated that the implementation and deployment phases of the project were estimated to end by June 2014. However, by December 2014, in order to meet the go-live timelines, the Fund identified priority functionalities needed for go-live which included: the top 30 benefit types based on historical volume; payroll processing and disbursement of benefits; the two-track process; death after service; and client servicing. The rest of the IPAS functionalities were postponed and set for completion and testing after go-live.

16. In its status report to the Pension Board in July 2015, the Fund reported that: user acceptance testing was conducted and completed in May 2015; critical functionality was reconciled “live” (with the legacy system); and all components were interacting as expected. However, OIOS noted that when IPAS went live in August 2015, there were 845 unresolved (open) issues of which 463 were rated as ‘critical’ and ‘high’ (21 ‘critical’, 442 ‘high’), besides 363 ‘medium’ and 19 ‘low’. At the time of signing the acceptance certificate on 25 November 2015, there were 984 unresolved issues (84 ‘critical’, 452 ‘high’, 431 ‘medium’, 17 ‘low’).

Figure 2: IPAS acceptance criteria defined in the contract

Verification Testing	Validation Testing	UAT / E2E Testing
<ul style="list-style-type: none"> 100% Critical issues resolved 	<ul style="list-style-type: none"> 100% Critical issues resolved 100% High issues resolved 	<ul style="list-style-type: none"> 100% Critical issues resolved 100% High issues resolved 75% Medium issues resolved 50% Low issues resolved
Exit Criteria		

Abbreviations: UAT: User Acceptance Testing; E2E: End-to-end Testing

17. OIOS identified critical functionalities which were not delivered as of the go-live date of August 2015, but postponed for later. These are explained below.

- (i) The legacy system (Pensys) was programmed to deliver the processing of at least 165 different types of benefits (based on data for the 2011-2013 period). Only the most frequent 30 benefit types were selected by the Fund to be ready for IPAS go-live.
- (ii) The Certificate of Entitlements (CE) functionality was not fully operational; there were high priority outstanding issues pending resolution.

- (iii) The year-end process was not fully delivered. Several high priority year-end issues were still open in the issue tracking system (“JIRA”) since go-live.
- (iv) The participation reconciliation exceptions (PRE) reporting process, which reports exceptions between estimated and received contributions, was not yet deployed as of May 2017.
- (v) Management dashboard, performance reports and several transactional/operational reports were not yet deployed as of May 2017, and some operational/transactional reports in IPAS were not producing the correct output. These functionalities were entrusted to Agency A as a new project in June 2016.
- (vi) Some of the standard letter templates that the system was supposed to generate were not functional. In addition, some of the templates pulled incorrect information; the system captured incorrect data from letter templates into beneficiary records.
- (vii) Monthly contribution uploads and monthly reconciliations were part of initial IPAS deliverables and were included in the contract. The IPAS project team decided to postpone its implementation until after go-live. In July 2015, the Fund presented the implementation of “monthly contribution process” to the Pension Board as a new project with the objective to reconcile contributions on a monthly basis in lieu of the current year-end reconciliation process.
- (viii) Major functionalities of the Employer Self-Service module such as year-end submissions, new hire entry, and viewing employee roster functionalities were not deployed. Similarly, the Member Self-Service module (e.g., benefit estimates, viewing of CE status, viewing documents sent out by the Fund, triggers etc.) was not fully deployed. The requirements for completion of self-services were entrusted to Agency A in August 2016.
- (ix) The human resources and financial interfaces, the salary scales interface, the exchange rates interface, and the post adjustment interface were not functional at go-live. Completion of some interfaces was entrusted to Agency A in July 2016.
- (x) Actuarial valuation exports were not completed as of June 2017 since they contained data discrepancies.

18. The Fund did not document a product status account (i.e.: a list of project requirements with their current status; additional work needed for completion of missing or erroneous functionalities; and number of open issues for each requirement along with the required resources and cost for their completion). Furthermore, the “requirements traceability matrix” and “functional checklists”, which were documented in the design phase, were not updated at go-live or later to verify the status of the project requirements.

19. Inadequate mechanisms for monitoring the status of undelivered and partially delivered functionalities could prevent the Fund and its stakeholders from assessing the performance of the IPAS project against its planned targets. Further, the additional costs arising from entrustment of project activities to Agency A need to be controlled and reported to facilitate the assessment of project benefits.

(1) The UNJSPF Secretariat should: (i) update the status of the IPAS project by completing the “requirements traceability matrix” and “functional checklists” in accordance with the requirements identified during project design; and (ii) prioritize and implement the outstanding deliverables as defined in the high-level business case for the IPAS project.

The UNJSPF Secretariat did not accept recommendation 1 stating that the recommendation has been overtaken by events given that the IPAS project is now closed. The IPAS Project Direction Team accepted the project deliverables and confirmed the project objectives and goals were completed. The Fund further stated that OIOS equated completely different concepts, the “IPAS project” and the HLBC. The HLBC was based on several separate projects and systems. The Fund has already planned and prioritized the deployment of all components of the HLBC. Several components listed as not delivered or with outstanding issues are currently resolved or their implementation is underway.

OIOS notes that the IPAS project deliverables listed in the project plan presented to the Pension Board in May 2008 and the statement of work of the contract with the IPAS vendor included the functionalities which had remained undelivered at the time of the audit. The approved IPAS project budget was based on all the deliverables listed in the IPAS project plan (including the ones identified by OIOS as undelivered) as well as the HLBC and the proposed target operating model. In its status report to the Pension Board (May 2012), the Fund informed the Board that “the IPAS project is expected to fully implement the new target operating model”. However, subsequent to IPAS go-live, the Fund treated some of the major undelivered functionalities as separate projects and entrusted them to Agency A at an additional one-time cost of \$0.7 million and annually recurring cost of \$0.4 million, as detailed in Table 4 of the present report. Further, at the Fund’s request, the Pension Board approved (in August 2015) additional resources amounting to \$3.6 million to implement the monthly reconciliation process even though this had formed part of the statement of work of the contract with the IPAS vendor. In the opinion of OIOS, the Fund’s position that the IPAS project is closed is contrary to its project management methodology (PRINCE2) because several functionalities envisaged in the project plan, project design and statement of work for the IPAS project were yet to be completed. While the Fund has asserted that several components listed as not delivered or with outstanding issues had either been resolved or implementation was underway, it has provided no evidence as to which ones had been resolved and which ones were under implementation. OIOS therefore maintains that the IPAS project status should be updated by completing the “requirements traceability matrix” and “functional checklists” in accordance with the requirements identified during project design to ensure that the target operating model envisaged to be delivered through the IPAS project is realized. This unaccepted recommendation has been closed without implementation and may be reported to the General Assembly indicating management’s acceptance of residual risks.

B. Project benefits

20. In the Pension Board’s report (A/64/291) to the General Assembly of 18 August 2009 and in the IPAS HLBC, the Fund summarized the anticipated benefits from implementing the IPAS project. However, the Fund did not provide evidence that it had measured the project success factors defined in the HLBC to demonstrate the extent to which the project achieved its goals and objectives. OIOS review of the anticipated benefits noted the following.

Efficiency of benefit processing had decreased during IPAS post-implementation

21. In its report (A/64/291) to the General Assembly of 18 August 2009, the Pension Board anticipated an enhanced experience for members through improved service standards. In 2016, the Fund reported to the Pension Board: “As is expected in the implementation of a large scale and complex system deployment, the initial processing rate of new benefits started slowly, but the Fund quickly achieved higher processing rates than under the legacy system.”

22. OIOS review indicated that there were inefficiencies with benefit processing in IPAS after go-live due to: (i) manual checks of salary scales and contributions; (ii) manual calculations to verify the system-calculated amounts; (iii) system performance issues while processing benefits; and (iv) several bugs and unresolved issues in benefit processing.

23. In March 2016, the Fund established a taskforce consisting of 9 dedicated temporary posts at a cost of \$1.3 million for the 2016-2017 biennium (supplemented with partial deployment of some existing staff from other units) to help reduce the backlog of cases and increase the rate of benefit processing.

24. However, OIOS analysis of the monthly processing rates indicated that the monthly average number of cases processed by the Fund's Pension Entitlements Section (PES) post IPAS go-live had dropped below the long-term average achieved with the legacy system. The average number of cases per month processed by PES in the legacy system from January 2013 to April 2015 was 783 as against the IPAS average of 629 from September 2015 to February 2017. This analysis excluded the last month of the legacy system and the first month after IPAS go-live. Taking into account the work performed by the taskforce and PES combined, the Fund reached a monthly average of 807 cases processed during the period September 2015 to February 2017. *The UNJSPF Secretariat stated that withdrawal settlements processed by the taskforce (as these were the simplest cases) represented 57 per cent of the benefits awarded. Complex cases have always been handled by PES not only after the establishment of the taskforce. The Fund further stated that considerable improvement was achieved beyond February 2017.*

25. Since OIOS made a number of recommendations in its previous audit of management of delays in processing of pension benefits (Report 2017/002) which are still under implementation, no additional recommendations are made in this area in the present report.

There were errors in calculation and processing of certain benefit types

26. One of the anticipated benefits of IPAS was "integration and standardization of processes, resulting in minimal exceptions and failures and uniform treatment in the processing of cases". The legacy system Pensys was programmed to process 305 different scenarios (benefit types) described in the Fund's regulations and rules, some of which had since become obsolete. During the period 2011-2013, the Fund processed 165 different types of benefits using the legacy system.

27. The Fund's operating instructions (Procedure General 2, Rev.1) state that "top priority shall be given to the processing of survivor's benefits, disability benefits and reinstatements of benefits". As detailed in Table 1 below, the majority of benefit types considered to be 'top priority' were not included in user acceptance testing and end-to-end testing because the Fund decided to only test the most frequently processed benefit types (i.e., only 10 out of 93 'top priority' benefit types). OIOS noted that on average, the Fund processed 1,146 such cases each year during the period 2011-2013 in the legacy system relating to these untested benefit types. *The UNJSPF Secretariat stated that at this date [27 September 2017], all types of benefits have been processed in IPAS.* OIOS notes that in the absence of test results to show that all benefit types were successfully processed in IPAS, it was not possible to determine whether these benefit types were processed correctly in the system or whether they were processed through IPAS after manual calculation and override by PES.

Table 1: Comparison of ‘top priority’ benefit types processed in the legacy system and in IPAS

Article	Description of benefit	Benefit types processed in 2011-2013 in the legacy system	Benefit types tested for IPAS go-live	Benefit types processed in IPAS in 2016*
33	Disability	8	1	7
34	Widow-death in service, Widow-death after service	36	1	28
35	Widower- death in service Widower-death after service	22	None	9
36	Child’s benefit	27	8	23
	TOTAL	93	10	67

*Note: The 2016 figures were provided by the UNJSPF Secretariat. In the absence of test results, OIOS was unable to determine whether these benefit types were processed correctly in IPAS or whether they were processed through IPAS after manual calculation and override by PES.

28. Furthermore, the user acceptance tests for the tested benefit types brought out several issues such as calculation errors, inability to generate benefit letters, and the need to develop workarounds. The issue log as of May 2017 showed 110 open issues with 48 rated as ‘critical’ and ‘high’. Amongst them, 30 issues were reported before go-live and were still open. As the benefit calculations performed in IPAS were not always reliable, PES staff manually calculated and verified them, with the resultant impact on efficiency. OIOS is of the view that this was due to the Fund’s decision to move the IPAS project into production before full testing and remediation of issues rated as ‘critical’ and ‘high’.

(2) The UNJSPF Secretariat should: (i) complete the testing of all benefit types to assure the accuracy and reliability of benefit calculations in IPAS; and (ii) address the open issues expeditiously to minimize exceptions and failures in benefit processing.

The UNJSPF Secretariat did not accept recommendation 2 stating that all benefit types have been tested and are operational. Before go-live, the Fund tested the critical processes for go-live to confirm their correct functioning. As evidenced in Annex III, at this date, all types of benefits have been processed, became obsolete or were combined as result of the move from benefit types to workflow statistics. Open issues are not necessarily related to the priority benefit types listed by OIOS. As noted above, the Fund has a process in place to address open issues by taking into account their priority and available resources. The Fund is unable to accept the audit recommendation because given the dynamic nature of the change management processes, open issues will always exist.

OIOS notes that even though the Fund has stated that all benefit types had been tested and were operational in IPAS, the tests were not documented and there was no evidence to show the correct implementation of these benefit types. When erroneous calculations were encountered in the production system during benefit processing, incorrect calculations in IPAS were allowed to be manually overridden by PES supervisors. Additionally, several of the open issues relating to benefit processing noted at the time of the audit were created before go-live and were yet to be resolved. OIOS therefore maintains that all benefit types (frequent or infrequent) should be tested and verified to ensure their correct processing in IPAS instead of relying on manual calculation and overrides which not only defeated the purpose of automation but also contributed to inefficiencies in benefit processing. This unaccepted recommendation has been closed without implementation and may be reported to the General Assembly indicating management’s acceptance of residual risks.

Internal controls in and around IPAS needed to be strengthened

29. In its report of 1 July 2016 to the Pension Board, the Fund stated that IPAS has strengthened the internal control environment by performing data validation edits, spot checks on sample records, trend analysis and variance analysis to detect isolated or systemic variances.

30. The Fund confirmed during the audit that the process for data validation edits, spot checks on sample records, trend analysis and variance analysis were yet to be established. OIOS review of the data extracts generated for various internal control scenarios showed several discrepancies relating to data consistency as explained below.

(i) IPAS allowed the PES staff to make changes to the date of birth of the retiree even though it was contrary to the Fund's Regulations and Rules. Frequent changes in date of birth were noted in 35 cases (change made more than twice in a one-month period). A sample review indicated that the changes were not supported with comments and evidence in IPAS.

(ii) Data consistency checks that: (i) "The employee has a spouse associated – marital status cannot be single" was found violated in 7,197 cases; (ii) "Marital status cannot be left blank" was found violated in two cases; and (iii) "Birthdate cannot be greater than the death date" was found violated in eight cases.

(iii) The system indicated the age of two active participants as less than one year. Though the system gives a warning if the date of birth is less than 18 years, this warning could be ignored.

(iv) 7,347 participants/beneficiary records were marked as "deceased" but their records did not indicate the date of death. Furthermore, this was not a mandatory check in the system.

(v) 17 beneficiaries with age more than 116 years were detected in the system.

(vi) 24 cases with missing "part accounts"¹ were noted. In the absence of "part account", the money received as contributions, interest and adjustments could not be recorded in IPAS. In addition, the same user was assigned multiple unique IDs in the system (257 cases) and there were 371 cases of participants having duplicate dependents.

(vii) 331 potential cases were identified as active participants who could be in receipt of a benefit even though they should not be according to the Fund's regulations. Sample review identified one case, which was subsequently corrected by the Fund.

31. The above discrepancies demonstrated a need to generate a set of exception reports periodically for review and correction.

32. Internal control weaknesses were also noted in system functionalities, reports and work-flow monitoring as explained below.

(i) Calculation of benefit entitlements were inaccurate and there were several open tickets relating to wrong calculations since IPAS go-live. As a result, the Fund staff needed to perform additional manual verification of calculations. Whenever an erroneous calculation was noted, it was corrected by a supervisory override. As of 6 April 2017, there were 726 such overrides performed by PES in New York since go-live. The number of overrides performed by the Fund's Geneva office was

¹ Part account (also called participant account) is used to calculate and pay pension benefits in the future.

not known. No resolution date was determined for the issue tickets raised to rectify this problem and to eliminate the need for supervisory overrides.

- (ii) Erroneous and duplicate pensionable remuneration (PR) rates were observed in the IPAS reference tables for P-1 and P-2 grades for the period effective 1 February 2013. These incorrect rates were as high as the PR rates of D-1 and D-2 grades and clearly deviated from the International Civil Service Commission (ICSC) rates. Additionally, the PR rates effective 1 January 2017 published by the ICSC were not uploaded to the IPAS reference tables. The Fund stated that it had initiated corrective action to resolve the issue in the next release.
- (iii) There was no oversight report to detect changes to the processed benefit or payment stream. According to the solution design document, benefit processing required three levels of review ('calculator', 'auditor', and 'releaser') before a payment was certified. However, staff having the 'auditor' role could make changes to the payment stream (i.e., modify payment instructions containing beneficiary name and bank account information), and changes could be made to benefits ready for certification that had passed the three levels of review. An issue ticket rated 'high' had been open since November 2015 without a defined resolution date.
- (iv) There were no checks on the consistency and completeness of contributions reported by member organizations. The Accounts Unit was unable to perform the review of exceptions in the contribution data sent by member organizations (leave without pay periods, PR rates, and contributions as calculated by member organizations). The last PRE report was generated in 2014 in the legacy system. In May 2017, this report was still under development in IPAS. In the absence of a reliable PRE report, there was a risk that the contributions received by the Fund were incomplete or inaccurate.
- (v) The IPAS overpayment report was erroneous. The aging of overpayments was calculated outside of IPAS by the Accounts Unit using Excel. Furthermore, letters to follow-up on recoveries were not generated in IPAS. In this regard, an issue ticket rated 'critical' was open since February 2016.
- (vi) Payroll reconciliation reports were incomplete. As of June 2017, several issues rated 'high' relating to payroll reports were open for resolution. The Fund recognized the priority of enhanced payroll reconciliation reports in the June 2017 meeting of its Information Technology Executive Committee.
- (vii) There was lack of a reliable actuarial extract report to verify the accuracy and completeness of census information (such as the number of participants, beneficiaries, and received contributions) contained in IPAS with the financial systems of the Fund. The lack of a reliable actuarial extract increased the risk of inaccurate reporting of the Fund's actuarial position to its governing bodies.

(3) The UNJSPF Secretariat should: (i) review and correct the data consistency (validation) checks in IPAS; and (ii) run periodic exception reports to detect and correct data integrity issues.

The UNJSPF Secretariat accepted recommendation 3 and stated that it will review and address the data discrepancies identified using a combination of automated cross-validation checks in the system and exception reports, where needed. Recommendation 3 remains open pending receipt of evidence demonstrating that data consistency checks and exception reports have been instituted to detect and correct data integrity issues.

(4) The UNJSPF Secretariat should prioritize the implementation of IPAS actuarial exports to ensure a correct dataset for the December 2017 actuarial valuation exercise.

The UNJSPF Secretariat accepted recommendation 4 and stated that it will refine the IPAS actuarial valuation as of 31 December 2017. Recommendation 4 remains open pending receipt of evidence showing the correctness of data for the December 2017 actuarial report produced by IPAS.

IPAS did not deliver management reports for decision-making and strategic planning

33. The provision of more management information and enabling better decision-making and strategic planning were objectives outlined in the HLBC for IPAS. The BI reporting tool was a key deliverable for achieving this objective. This requirement was included as a deliverable in the contract with the IPAS vendor. However, the Fund did not fully evaluate its operational and BI reporting requirements in a timely manner which led to the decision not to deploy the BI feature in the provided software as it was considered inadequate for use. No negotiations were held with the IPAS vendor to appropriately reduce the cost or use the saved effort elsewhere.

34. The legacy BI (called BI COGNOS) tool was an integral part of the legacy system and produced relevant management information for decision-making and strategic planning before IPAS go-live. BI COGNOS was fully decommissioned along with other legacy systems in August 2015 when IPAS went live, leaving the Fund without a reliable mechanism to produce management reports (i.e., monthly performance reports, actuarial and financial reports). In 2016, this resulted in the Fund being unable to fully present its 2014-2015 performance against the key performance indicators for this period because the information before and after IPAS go-live was inconsistent.

35. In June 2016, the Fund contracted Agency A to develop a new BI system which would use the data contained in IPAS to produce various reports. The Fund decided to deploy some of the management dashboard reports into production on 12 June 2017 while the deployment of several management and performance reports (such as monthly performance reports) was still pending.

36. Additionally, important operational reports in IPAS were either incorrect (such as overpayment monitoring reports) or incomplete (such as PRE reports and payroll reconciliation reports).

37. Due to the delay in delivering management reports, the Fund utilized its data analysts to develop static (one-time) reports by directly extracting data from the system to meet urgent operational and management requirements, instead of deploying re-usable reports.

38. The lack of management reports may prevent the Fund from effectively monitoring the performance of its business functions and may cause incomplete/incorrect reporting of operational information, statistics and performance indicators to various stakeholders.

(5) The UNJSPF Secretariat should: (i) document its operational and management reporting requirements and complete their implementation as a priority; and (ii) correct and complete important operational reports in IPAS (such as the overpayment monitoring report, participant reconciliation exceptions report, and payroll reconciliation report).

The UNJSPF Secretariat accepted recommendation 5 and stated that the BI dashboard is now in production and report specifications are documented. The BI team has been having frequent meetings to discuss business requirements. The Fund will complete the implementation of the remaining report requirements for the Financial Services Section. Necessary operational reports in IPAS are deployed. The issues reported will continue to be addressed on a priority basis.

Recommendation 5 remains open pending receipt of the reporting requirements, specifications and test results showing acceptance of the reports by the business owners.

Increased manual processing due to weaknesses in workflow functionality in IPAS

39. In the HLBC, the stated objectives of the IPAS project included direct routing of work, supported where possible by comprehensive and intuitive workflows and centralized, straight-through processing to reduce the number of handoffs, increase throughput and introduce case ownership. The Fund later defined straight-through processing as processes that are better supported by technology that increased its ability to route work with little, if any, manual intervention.

40. In January 2017, the IPAS Change Approval Board (CAB) approved the review and alignment of workflows and work-load management for more effective use as a priority issue and noted that there were several issues/items related to workflows and work management that needed to be adjusted or improved. Also, an overall review of benefits workflow processing and the tools available to PES supervisors for better managing the workload was required. OIOS identified the following issues relating to straight-through processing of benefits within the Fund:

- (i) Workflows were not fully automated at go-live. In the absence of automation, important workflows were executed through manual forwarding, phone calls or emails. For example, the imaging, indexing and workflow integration module in IPAS was meant to handle any new document received in the system through an automated interface. However, as this module was not automated and fully integrated with the core system, the process was performed using manual scanning, indexing, daily batching and manual routing of the associated workflows. Additionally, the document barcoding process meant to automatically direct workflows to the right staff based on the barcode imprinted on the document was not yet functional.
- (ii) Benefit cases for which all the required documents had not been received should be returned to the ‘calculators’ for periodic follow-up. The lack of intuitive workflows to re-prioritize or activate/re-route long outstanding cases and long pending cases resulted in processing delays for these cases pending document completion.
- (iii) Open workflows were not periodically reviewed and closed. For example, 1,202 cases relating to the date of birth change workflow were open for review in IPAS. OIOS review showed that the difference in date of birth could arise due to various reasons which require review and correction.
- (iv) There was inadequate review and monitoring of “voided” workflows. The ‘calculator’, ‘auditor’, ‘releaser’ and ‘Section Chief’ roles could void/un-void a workflow without any review. For example, OIOS noted a case where the payment of a benefit for a former staff member who had re-entered the Fund as an active participant was not stopped as the workflow was voided.
- (v) Local salary scales (used to verify contributions of beneficiaries) were stored externally in a shared drive instead of being uploaded in IPAS, which caused processing inefficiencies. Several users who responded to an OIOS survey indicated that local salary scale files were not updated as needed and impacted their efficiency. OIOS also noted that responsibility for updating the local salary scales needed to be clarified between Operations and Finance. The identified gaps increased the risk of incorrect benefit calculations and incorrect verification of contributions.

41. These conditions occurred due to issues in the workflow functionality and system-performed calculations that needed to be corrected. It is necessary to address them in order to achieve the objectives identified in the HLBC.

- (6) The UNJSPF Secretariat should complete the straight-through processing of its internal workflow processes to reduce the number of manual activities by: (i) prioritizing the resolution of issues relating to workflow processing; (ii) establishing a process to periodically review and close open workflows; and (iii) instituting a mechanism for monitoring of voided/un-voided workflows to detect errors and unauthorized activity.**

The UNJSPF Secretariat accepted recommendation 6 and stated that it has already identified and prioritized the need to further enhance automated workflows. Overall review of workflows is underway. There is an operational need to void/unvoid entitlement workflows for benefit processing. Monitoring and reporting mechanisms for entitlement workflows exist and are embedded in benefit processing process. Recommendation 6 remains open pending receipt of evidence showing: (i) improved straight-through processing; (ii) review and closure of open workflows; and (iii) monitoring of voided/un-voided workflows.

- (7) The UNJSPF Secretariat should transfer externally maintained local salary scales tables into IPAS to minimize manual checks and errors.**

The UNJSPF Secretariat accepted recommendation 7 and stated that it will gradually transfer (upload) into IPAS the salary scales tables, as it becomes necessary. Recommendation 7 remains open pending receipt of evidence showing that local salary scales tables have been transferred into IPAS.

Need to use the automated feature in IPAS for identifying discrepancies in PR rates

42. A standard scale of pensionable remuneration (PR) applicable to all staff in the Professional and higher categories is used for determining their contributions to the Fund and for calculating their pension benefits. Article 51 (b) of the Fund's Regulations states that in the case of participants in the Professional and higher categories, the scale of pensionable remuneration shall be as set out on the ICSC website. Similarly, Article 51 (e) requires that no step increments beyond the top step of the gross pensionable salary scale or the scale of pensionable remuneration established according to the methodology approved by the General Assembly on the recommendation of ICSC shall be recognized for participants entering or re-entering the Fund on or after 1 January 1994. Additionally, Article 3 of the Fund's Regulations states that membership in the Fund shall be open to the specialized agencies referred to in Article 57, paragraph 2, of the Charter of the United Nations and to any other international, intergovernmental organization which participates in the common system of salaries, allowances and other conditions of service of the United Nations and the specialized agencies. Admission to membership in the Fund shall be by decision of the General Assembly, upon the affirmative recommendation of the Pension Board, after acceptance by the organization concerned of these Regulations and agreement reached with the Board as to the conditions which shall govern its admission.

43. The IPAS design included a feature which enabled the comparison of PR rates used by member organizations to remit contributions on an individual basis with the PR reference tables containing the rates set by ICSC to ensure that correct PR rates are used. However, the Fund did not activate this feature in IPAS to detect and report any discrepancies or errors. As described earlier in the present report, the audit showed that erroneous and duplicate PR rates for all steps of P-1 and P-2 grades were entered in IPAS reference tables. These incorrect rates were as high as the PR rates of D-1 and D-2 grades and clearly deviated from the ICSC rates. During the audit, the Fund had agreed to correct these erroneous entries. Furthermore, OIOS review of sample contribution data of one of the organizations within the United Nations common system (i.e., World Health Organization) showed that the PR rates used were not equivalent to the rates defined by ICSC for the same level and grade, as shown in Table 2.

Table 2: Examples of PR rates used by the World Health Organization

Effective date	Grade level	Reported PR Rate (\$)	ICSC PR Rate (\$)
1 January 2016	D-1 Step 1	251,015	210,577
1 January 2016	D-1 Step 2	255,638	214,896
1 January 2016	D-2 Step 1	263,414	231,676

44. Disabling the PR rate validation controls in IPAS may: (i) impact participants and their employing organizations due to incorrect amounts of their respective contributions; (ii) have actuarial implications to the Fund since the benefit calculation is based on the final average remuneration (i.e., the average annual PR of a participant during the 36 completed calendar months of highest PR within the last five years of a participant’s contributory service); and (iii) lead to inaccurate estimation of future liabilities in the absence of assurance that standard PR rates have been applied.

(8) The UNJSPF Secretariat should ensure compliance with the Fund’s Regulations by enabling automated controls in IPAS to detect and report on non-compliant pensionable remuneration rates used by member organizations for the Professional and higher categories.

The UNJSPF Secretariat did not accept recommendation 8 stating that it does not agree with the recommendation as the necessary controls are in place and the Fund has not in any way acted outside of its Regulations in accepting PR rates for grades and steps, which have been adopted by its member organizations in furtherance of their operations and which have equivalencies on the PR tables published by the ICSC. Furthermore, compliance with Regulations (and the rights to pension benefits) do not derive from Article 51 and 3 only; the whole regulatory framework has to be taken into account, particularly Articles 21 and 25 that determine the basis for pension rights in individual cases. The Fund agrees that IPAS included a design feature to compare PR rates reported on an individual basis to PR tables input into IPAS. However, this feature can only be operational if historical grade and step data is available for every staff member (120,000 participants) on an historical full career basis. Since individual grade and step data has never been requested by the Fund nor reported by any member organizations, it is impossible to use this automated feature without significant manual intervention by PES staff. It is noted that the Fund has begun to capture grade and step on a future basis for use in 8J calculations but it has no plans to utilize this feature on a Fund-wide basis for other calculations.

OIOS is aware that in the past, the Fund’s legacy system was not capable of validating the PR rates used by member organizations against the ICSC rates. However, the implementation of a comprehensive solution (IPAS) provided it with an opportunity to automate this control. Accordingly, the statement of work for the IPAS contract required the vendor to:

“Provide a solution that allows the contributions, per participant, reported through the monthly automated interface to be offset against contribution estimates calculated by applying the HR [Human Resources] contractual data available in the IPAS solution and the Pensionable Remuneration rates obtained through the interface with the United Nations. **Differences identified should trigger a system action. The error ticket could be opened for the action of a member organization or for the UNJSPF depending on parameters set by the UNJSPF.**” [emphasis added]

IPAS affords the opportunity to use the automated feature already built into its design which enables the validation of PR rates used by member organizations against the ICSC rates. The Fund has

stated that even though it has begun to capture grade and step data “on a future basis”, it has “no plans to utilize this feature on a Fund-wide basis for other calculations”. OIOS is of the view that since the Fund receives data electronically and directly from the payroll systems of member organizations, the validation of PR rates in IPAS should be automated. Utilizing this automated feature would assist the Fund in playing the role expected of it in paragraph 10 of the “Terms of Reference of the Staff Pension Committees and their Secretaries” which states:

“The Fund **works in partnership** with the UNJSPF member organizations **to ensure that it receives correct information** from them with regard to their staff members. While **the Pension Fund monitors (through spot checks, trend analysis, analysis of variances, and requests of information)** the compliance of the member organizations with its Regulations, Rules and the Pension Adjustment System, **and will seek to help and collaborate in resolving issues**, the ultimate responsibility for data integrity before forwarding to the UNJSPF and the investigation and resolving of discrepancies within that information lies with the member organizations ...”. [emphasis added]

OIOS therefore maintains that the Fund has a responsibility to validate the PR rates used by member organizations and identify any deviations from the standard ICSC rates for follow up and resolution with the concerned member organizations. The Fund invested in building this automated feature in IPAS but has indicated that it has no plans to utilize it. This unaccepted recommendation has been closed without implementation and may be reported to the General Assembly indicating management’s acceptance of residual risks.

C. Change, release and issue management

Change management process needs to be strengthened

45. The Fund established a Change Advisory Board (CAB) after IPAS go-live to ensure that: (i) all changes support the strategic goals of the Fund; (ii) all changes are documented and controlled; and (iii) services are not unnecessarily disrupted and resources are used efficiently with no unnecessary changes made in the system. The terms of reference required that the CAB be composed of representatives from individual business units and supported by the Fund’s ICT team and subject matter experts (SMEs). The procedure required that change requests be reviewed by the CAB in terms of cost, risk, security and information analysis on a bi-weekly or monthly basis. The Fund used an issue tracking system (JIRA) to log, track and resolve all IPAS-related issues.

46. OIOS noted the following with regard to the change management process:

- (i) The minutes of CAB meetings were not adequately documented for periodic review of change requests in terms of cost, risk, impact and ICT security. Also, there was no documented schedule for CAB meetings. There was no change repository to track the status of changes and CAB decisions. The CAB approval process was not captured in JIRA to ensure visibility of the end to end process.
- (ii) There were changes made in IPAS without assessment of their impact by SMEs. IPAS project SMEs reported that they were not consulted or invited to participate in CAB meetings. In the absence of expert opinion, the proposed changes and solutions may not be optimal and/or aligned to user requirements. For example, a change was implemented in IPAS to display the status of proof documents to beneficiaries in the Member Self-Service functionality. The proposed change

did not utilize the existing data fields in IPAS. Instead, new data fields were created for the same purpose, thereby duplicating data entry with increased risk of data inconsistency.

- (iii) The process for handling emergency changes was not documented. Furthermore, emergency changes could not be identified in JIRA as they were not flagged. A list of these changes, their impact and cost were not always presented retroactively to CAB for review and guidance. The Fund stated that all emergency changes were considered as pre-approved since November 2015.
- (iv) The solution design document describing the functionality, the underlying design elements, and the decisions that contributed to the configuration of IPAS were not updated as the system went through changes and modifications during and after implementation. Additionally, there were around 75 Procedures General that described the Fund’s processes relating to application of its Regulations, rules, and internal control mechanisms. Some of these procedures contained reference codes relating to the legacy system. The Fund did not review and update these procedures after IPAS go-live.

Issue and release management needed to be strengthened

47. ICT best practice Information Technology Infrastructure Library (ITIL) recommends implementing a problem management process to prevent problems and resulting incidents from happening, to eliminate recurring incidents, and to minimize the impact of incidents that cannot be prevented.

48. The Fund used JIRA to record and track reported bugs, enhancements and support issues. The Fund created 1,135 new issues in JIRA from go-live to 9 March 2017 and deployed 17 post-go-live monthly production releases and several ad-hoc weekly releases until April 2017. On average, 76 issues were resolved every month. Table 2 shows the distribution of reported and open issues. OIOS analysis showed that the average time to close an issue in JIRA post-go-live was 216 days as of 9 March 2017.

Table 3: Distribution of reported and open issues

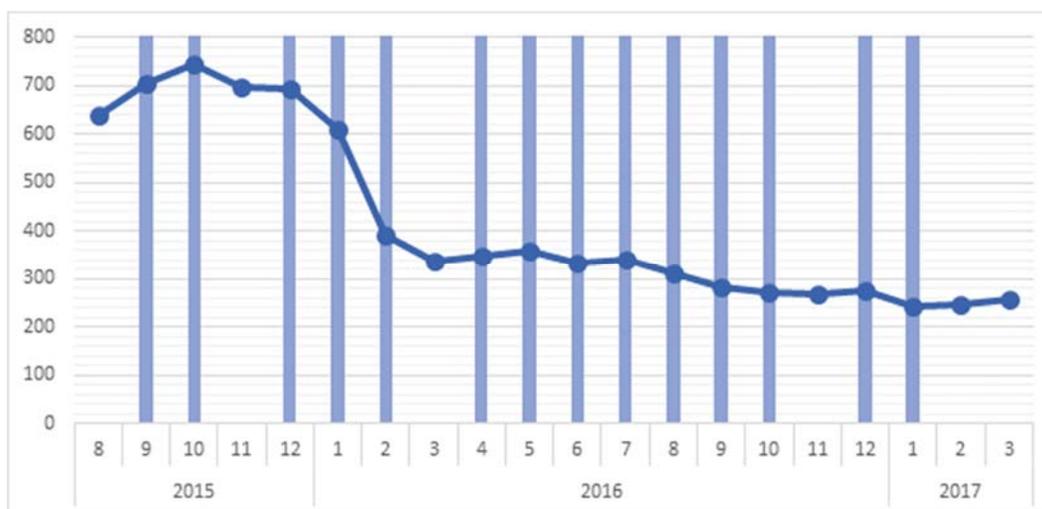
Description of issues	‘Critical’ and ‘high’	‘Medium’ and ‘low’	Total
Open issues as of go-live date of 1 August 2015 (Transferred to post-implementation)	463	382	845
Issues created after go-live (excluding enhancements and new reports)	639	496	1,135
Issues reported before go-live and still open as of 9 March 2017	46	70	116
All issues open as of 9 March 2017 (excluding enhancements and new reports)	217	236	453

49. OIOS review of the issue tracking process showed the following.

- (i) The Fund did not have a mechanism for evaluating similar issues to address common root causes. For example, there were 13 issues reported in JIRA relating to incorrect salary scales noted during verification of contributions. The root cause of these issues was common and could be resolved by establishing a mechanism to automatically upload salary scales into IPAS. This gap led the Fund to assign multiple issues to be fixed instead of fixing one common root cause. This may cause recurrence of the issue, impact the efficiency of operations, and involve a financial impact since the vendor charged on an hourly basis for resolving each individual issue.

- (ii) There was no evidence in JIRA to show that some issue tickets were fully tested and accepted before the deployment of their fix into the IPAS production environment. Users were given a certain time period (1-2 weeks) to test the resolved issues and if no response was received, the issue was considered closed. OIOS noted that there were 52 JIRA tickets closed without testing as of 21 March 2017.
- (iii) There was no issue resolution process for identifying the potential dependencies on other related parts of the system that could be affected by a proposed resolution. The impact of each resolution was not tested on the related parts of the system (regression testing) prior to deployment into production to ensure that all modules, which were previously tested and working perfectly, were not impacted by the change. The lack of regression testing may result in the need for new bug fixes which were chargeable by the vendor because they were not covered under any warranty. Chart 1 indicates that even after several releases, the number of open issues did not show a significant decline after February 2016, indicating regression issues. Considering that an average of 76 issues were resolved each month, the total number of open issues since February 2016 should have decreased rather than remaining steady.

Chart 1: Accumulation of open JIRAs (bugs only)



- (iv) For each issue ticket, JIRA provided a facility to input information (such as affected version, fix version, due date, and cost estimate). However, the Fund did not enter this information in JIRA for monitoring and reporting the cost of each release and tracking the vendor's performance.
- (v) Additionally, procedures were not documented to control/manage the refresh, replication and usage of various IPAS instances (such as pre-production, user acceptance testing, payroll, and Staff Pension Committee). In the absence of documented procedures, there were risks of error (i.e., replication of incorrect settings and data).

(9) The UNJSPF Secretariat should enhance its change management process by: (i) involving subject matter experts in the review of impact of any significant change; (ii) documenting and linking all change decisions to JIRA tickets including cost, risk, security, target date, version and impact; (iii) documenting an emergency change management process; (iv) periodically updating the solution design documents to reflect the current status of IPAS system configuration; and (v) updating its Procedures General with reference to new procedures following IPAS implementation.

The UNJSPF Secretariat accepted recommendation 9 and requested its closure stating that the Fund's change management process covers all the elements recommended by OIOS. To ensure ownership and proper accountability, business units (process owners, business analysts, risk management and ICT experts) participate in the meetings of the CAB. Following the closure of the IPAS project, subject matter expertise was transferred to business units and is now available in each Department. Change decisions are linked to JIRA tickets. Emergency changes are documented in ad hoc deployment plan. The Fund documents processes using process maps (available for OIOS review), which are also used to keep track of changes and controls. Recommendation 9 remains open pending receipt of: (i) evidence showing that JIRA tickets are linked to change decisions and include cost, risk, security, target date, version and impact; (ii) documented procedure for emergency change management; (iii) updated solution design documents; and (iv) updated set of Procedures General.

- (10) The UNJSPF Secretariat should: (i) implement problem management procedures that identify root causes of similar issues; (ii) require mandatory user acceptance tests, regression tests and sign-off of each issue prior to production deployment of any release; (iii) require a warranty period to minimize regression issues and costs; and (iv) document a procedure to manage the various instances of IPAS.**

The UNJSPF Secretariat accepted recommendation 10 and requested its closure stating that the Fund's problem management process includes all the elements recommended by OIOS. The Agile software development life cycle as well as PRINCE2 project management methodology followed by the Fund require mandatory user acceptance tests and sign-offs prior to deployments, as well as a warranty period. Issues are grouped to identify root causes; tests conducted and signoffs are evidenced in release notes; and procedure to manage IPAS instances is attached. Recommendation 10 remains open pending receipt of: (i) the problem management procedures and evidence showing analysis of root causes of similar issues; (ii) evidence of completion of tests and signoff for each issue that was moved to production; (iii) evidence showing warranty of resolved issues; and (iv) documented procedure to manage various instances of IPAS.

D. Project cost

Costs relating to the IPAS project need to be consolidated

50. Based on the HLBC, the Fund requested a budget of \$22.6 million in its proposed programme budget for the 2010-2011 biennium (A/64/291) to deliver the IPAS project with a target delivery date of June 2014. The estimated project cost of \$22.6 million took into consideration a detailed analysis of resource requirements for the project team as well as updated figures for staff costs and included a 10 per cent contingency provision.

51. IPAS went live in August 2015 after the Fund extended the contract by 13.5 months with the IPAS system vendor for various reasons (additional requirements, changes in regulations, enhancements, closure of important support issues and the need for additional testing). The Fund accordingly revised its initial cost estimate to \$26.2 million. In addition, the Fund had incurred/was likely to incur additional costs to fully implement the IPAS project, including the target operating model as envisaged in the HLBC. However, these costs were not consolidated to determine the overall cost for fully implementing the IPAS project (see Table 4). In this regard, OIOS noted the following.

- (i) OIOS calculation of the project cost showed that the one-time project cost for the IPAS project until July 2015 amounted to \$26 million. The project had also incurred additional one-time costs of \$4 million post go-live (including per hour variable cost paid to the IPAS vendor, BI and consulting fees paid to a consulting firm for a post-implementation review of IPAS).
- (ii) A recurring annual cost in excess of \$2.24 million was required to maintain the IPAS project. This cost included costs related to: (a) managed hosting by Agency A; (b) software license maintenance costs; (c) year 1 fees for the co-development agreement; (d) BI; and (e) self-service functionality.
- (iii) The Fund also initiated an enhancement project (“V3 enhancement project”) for implementing the monthly contributions functionality in IPAS at a cost of \$3.62 million. This functionality was originally included in the IPAS contract, was part of the original IPAS cost, and was supposed to be completed in 2016 but was not implemented as of June 2017. The Fund stated that it did not undertake this work due to other priorities.

Table 4: IPAS project costs

Element of cost	One-time cost (\$)	Recurring - annual (\$)
IPAS project one-time cost until go-live (31 July 2015)	~26,061,349	-
Issue resolution, support and enhancements (per hour variable cost equivalent to 14,376 hours, paid to the vendor up to 31 December 2016)	3,019,211	-
Managed hosting costs payable to Agency A for IPAS infrastructure	-	562,776
Software license maintenance costs	-	473,474
Consulting fees for post-implementation review of IPAS	291,648	-
IPAS co-development agreement estimated at \$1.6 million over a 3-year period	30,000	777,000 (year 1) 436,800 (year 2) 436,800 (year 3)
Implementation of BI reports (in progress) – entrusted to Agency A	698,222	132,864
Self-services (ESS/MSS) Transition (in progress) – entrusted to Agency A	-	295,800
Implementation of monthly reconciliation in IPAS (in progress)	3,621,100	-
Implementation of IPAS interfaces (in progress) (This was an ongoing project which the Fund considers to be different from the IPAS project)	792,347	-
Total estimated one-time cost	34,513,877	

52. The HLBC projected annual recurring cost savings of \$2.3 million upon the full implementation of the IPAS project. In July 2016, the Fund informed the Pension Board and the General Assembly that the recurring savings were more than \$2.95 million per annum. OIOS calculation of the annual recurring cost savings showed that they could be substantially lower at \$1.28 million if the cost impact of all components of the IPAS project were considered (i.e., annual maintenance costs paid to the IPAS vendor, annual recurring costs paid to Agency A for IPAS managed hosting, annual cost paid to Agency A to maintain legacy infrastructure, first year cost for the co-development agreement signed with the IPAS vendor, and annual recurring cost for the BI system paid to Agency A).

53. OIOS is of the opinion that the Fund needs to consolidate the costs relating to all components of the IPAS project to accurately assess the total cost of ownership, recurring annual cost savings and future resource requirements for fully implementing the IPAS project, including realization of the target operating model as envisaged in the HLBC and the IPAS project plan.

(11) The UNJSPF Secretariat should consolidate the costs of all components of the IPAS project to enable accurate assessment of cost savings and future resource requirements for completion of the project.

The UNJSPF Secretariat did not accept recommendation 11 stating that it is considered closed and overtaken by events. The IPAS project is now closed and in full production, functioning as the system of record. Accordingly, all costs related to maintenance, management and support of IPAS are consolidated and reported in the UNJSPF biennial budget. OIOS equated two completely different concepts: the IPAS project and the target operating model. The target operating model is based on several separate projects and systems. A cost consolidation of various separate projects will not bring any improvement to the cost projection or savings.

As already explained under Recommendation 1, OIOS notes that in its status report of May 2012, the Fund informed the Pension Board that “the IPAS project is expected to fully implement the new target operating model”. The Fund had presented to the Pension Board the IPAS system architecture (see Figure 1 above) in May 2013 which considered all components of the target operating model as part of the overall IPAS project, and not as separate, additional projects. This was also evidenced in several documents including: (a) the HLBC for the IPAS project; (b) the IPAS project plan and schedule in Annex N of the IPAS contract; (c) IPAS design documents which included the “requirements traceability matrix” and “functional checklists”; and (d) IPAS business requirements stipulated in the statement of work of the contract with the IPAS vendor. OIOS therefore maintains that the cost of all components of the IPAS project need to be consolidated to enable a transparent assessment of the costs/benefits of the envisaged target operating model which the Fund had expected to be fully delivered by the IPAS project. In the absence of such cost consolidation and reporting, the total cost of ownership remained unclear and there was no assurance that the annual recurring cost savings of more than \$2.95 million, as indicated by the Fund, were being realized. As previously stated, OIOS’ estimate of cost savings was significantly lower at \$1.28 million. This unaccepted recommendation has been closed without implementation and may be reported to the General Assembly indicating management’s acceptance of residual risks.

E. ICT security and performance

ICT security of IPAS, its supporting systems and databases needed to be strengthened

54. The Fund managed IPAS and the supporting infrastructure in accordance with the International Organization for Standardization (ISO) standard ISO 27001 for an Information Security Management System (ISMS). The associated statement of applicability was approved to support the ISMS that covers essential ICT security controls relating to data protection, vulnerability assessments, audit logging, application and database security, and user access management.

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

56. IPAS and its infrastructure may be susceptible to ICT security breaches in the absence of mechanisms to ensure the completion of periodic tasks to prevent and detect gaps in the ICT security environment.

(12) The UNJSPF Secretariat should: (i) complete an ICT security assessment of the IPAS databases as a priority and address the ICT security weaknesses identified; and (ii) establish a mechanism to perform periodic ICT security checks (user access management, log review, vulnerability checks) which would create automated helpdesk tickets for appropriate review and closure.

The UNJSPF Secretariat accepted recommendation 12 and stated that: (i) it will conduct an ICT security assessment of the IPAS databases; and (ii) it will provide evidence of the process established for periodic ICT security checks. Recommendation 12 remains open pending receipt of evidence that: (i) an ICT security assessment of IPAS databases has been completed and the identified issues have been addressed; and (ii) a mechanism to perform periodic ICT security checks has been established.

Baseline for IPAS performance needs to be established

57. Application performance management (APM) is the practice of detecting and addressing software application issues so that end users have a quality experience. APM provides a platform of services to monitor the real-time health and user experience of an application. The goal of APM is to quickly detect, diagnose and respond to application issues before they impact availability. ITIL processes relating to APM include incident management, capacity management, availability management and service level management.

58. The Fund had not established a baseline for IPAS performance and availability of the application to end users. No internal surveys had been conducted to measure the end user experience with IPAS. An OIOS survey of the user community in March 2017 indicated that 33 users from the New York and Geneva Offices of the Fund stated that they experienced system performance issues. In addition, OIOS review of tickets recorded in JIRA showed that four issues relating to system performance were logged from August 2014 to May 2017. Different reasons were recorded in JIRA for these issues; most were logged as system support or enhancement requests which were chargeable by the IPAS vendor on an hourly basis for remediation.

59. The Fund recently established (May 2017) weekly meetings on IPAS performance to: identify the underlying root case for all past performance events; identify potential trouble spots; and determine business process changes to reduce the impact of heavy processing on IPAS. Additionally, the Fund stated that it intends to procure expert services to review and recommend performance tuning, monitoring and alert options for its production databases.

60. The absence of effective monitoring of system performance, availability and end-user experience could cause reduced productivity and longer processing times.

(13) The UNJSPF Secretariat should establish a baseline for the availability of the IPAS application to end users and monitor its performance for corrective action by periodically measuring end users' experience.

The UNJSPF Secretariat accepted recommendation 13 and stated that it has already developed the terms of reference of a study that will be conducted by SMEs of the software vendor. Recommendation 13 remains open pending receipt of evidence demonstrating that the UNJSPF Secretariat has established: (i) a baseline for system performance and availability of IPAS; and (ii) a process to monitor the performance of the application by periodically measuring end user experience.

IV. ACKNOWLEDGEMENT

61. OIOS wishes to express its appreciation to the management and staff of the UNJSPF Secretariat for the assistance and cooperation extended to the auditors during this assignment.

(Signed) Eleanor T. Burns
Director, Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

**Audit of post-implementation of the Integrated Pension Administration System in the
Secretariat of the United Nations Joint Staff Pension Fund**

Rec. no.	Recommendation	Critical ² / Important ³	C/ O ⁴	Actions needed to close recommendation	Implementation date ⁵
1	The UNJSPF Secretariat should: (i) update the status of the IPAS project by completing the “requirements traceability matrix” and “functional checklists” in accordance with the requirements identified during project design; and (ii) prioritize and implement the outstanding deliverables as defined in the high-level business case for the IPAS project.	Important	C	This recommendation has been closed without implementation based on management’s acceptance of residual risks.	Not applicable
2	The UNJSPF Secretariat should: (i) complete the testing of all benefit types to assure the accuracy and reliability of benefit calculations in IPAS; and (ii) address the open issues expeditiously to minimize exceptions and failures in benefit processing.	Important	C	This recommendation has been closed without implementation based on management’s acceptance of residual risks.	Not applicable
3	The UNJSPF Secretariat should: (i) review and correct the data consistency (validation) checks in IPAS; and (ii) run periodic exception reports to detect and correct data integrity issues.	Important	O	Receipt of evidence demonstrating that data consistency checks and exception reports have been instituted to detect and correct data integrity issues.	31 December 2018
4	The UNJSPF Secretariat should prioritize the implementation of IPAS actuarial exports to ensure a correct dataset for the December 2017 actuarial valuation exercise.	Important	O	Receipt of evidence showing the correctness of data for the December 2017 actuarial report produced by IPAS.	31 December 2018
5	The UNJSPF Secretariat should: (i) document its operational and management reporting requirements and complete their implementation as a priority; and (ii) correct and complete important operational reports in IPAS (such as the overpayment monitoring report,	Important	O	Receipt of the reporting requirements, specifications and test results showing acceptance of the reports by the business owners.	31 December 2018

² Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

³ Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

⁴ C = closed, O = open

⁵ Date provided by the UNJSPF Secretariat in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

**Audit of post-implementation of the Integrated Pension Administration System in the
Secretariat of the United Nations Joint Staff Pension Fund**

Rec. no.	Recommendation	Critical ² / Important ³	C/ O ⁴	Actions needed to close recommendation	Implementation date ⁵
	participant reconciliation exceptions report, and payroll reconciliation report).				
6	The UNJSPF Secretariat should complete the straight-through processing of its internal workflow processes to reduce the number of manual activities by: (i) prioritizing the resolution of issues relating to workflow processing; (ii) establishing a process to periodically review and close open workflows; and (iii) instituting a mechanism for monitoring of voided/un-voided workflows to detect errors and unauthorized activity.	Important	O	Receipt of evidence showing: (i) improved straight-through processing; (ii) review and closure of open workflows; and (iii) monitoring of voided/un-voided workflows.	31 December 2018
7	The UNJSPF Secretariat should transfer externally maintained local salary scales tables into IPAS to minimize manual checks and errors.	Important	O	Receipt of evidence showing that local salary scales tables have been transferred into IPAS.	31 December 2018
8	The UNJSPF Secretariat should ensure compliance with the Fund's Regulations by enabling automated controls in IPAS to detect and report on non-compliant pensionable remuneration rates used by member organizations for the Professional and higher categories.	Important	C	This recommendation has been closed without implementation based on management's acceptance of residual risks.	Not applicable
9	The UNJSPF Secretariat should enhance its change management process by: (i) involving subject matter experts in the review of impact of any significant change; (ii) documenting and linking all change decisions to JIRA tickets including cost, risk, security, target date, version and impact; (iii) documenting an emergency change management process; (iv) periodically updating the solution design documents to reflect the current status of IPAS system configuration; and (v) updating its Procedures General with reference to new procedures following IPAS implementation.	Important	O	Receipt of: (i) evidence showing that JIRA tickets are linked to change decisions and include cost, risk, security, target date, version and impact; (ii) documented procedure for emergency change management; (iii) updated solution design documents; and (iv) updated set of Procedures General.	Not provided

STATUS OF AUDIT RECOMMENDATIONS

**Audit of post-implementation of the Integrated Pension Administration System in the
Secretariat of the United Nations Joint Staff Pension Fund**

Rec. no.	Recommendation	Critical ² / Important ³	C/ O ⁴	Actions needed to close recommendation	Implementation date ⁵
10	The UNJSPF Secretariat should: (i) implement problem management procedures that identify root causes of similar issues; (ii) require mandatory user acceptance tests, regression tests and sign-off of each issue prior to production deployment of any release; (iii) require a warranty period to minimize regression issues and costs; and (iv) document a procedure to manage the various instances of IPAS.	Important	O	Receipt of: (i) the problem management procedure and evidence showing the analysis of root causes of similar issues and creation of problem record; (ii) evidence of completion of tests and signoff for each issue that was moved to production; (iii) evidence showing warranty of resolved issues; and (iv) documented procedure to manage various instances of IPAS.	Not provided
11	The UNJSPF Secretariat should consolidate the costs of all components of the IPAS project to enable accurate assessment of cost savings and future resource requirements for completion of the project.	Important	C	This recommendation has been closed without implementation based on management's acceptance of residual risks.	Not applicable
12	The UNJSPF Secretariat should: (i) complete an ICT security assessment of the IPAS databases as a priority and address the ICT security weaknesses identified; and (ii) establish a mechanism to perform periodic ICT security checks (user access management, log review, vulnerability checks) which would create automated helpdesk tickets for appropriate review and closure.	Important	O	Receipt of evidence that: (i) an ICT security assessment of IPAS databases has been completed and the identified issues have been addressed; and (ii) a mechanism to perform periodic ICT security checks has been established.	31 December 2018
13	The UNJSPF Secretariat should establish a baseline for the availability of the IPAS application to end users and monitor its performance for corrective action by periodically measuring end users' experience.	Important	O	Receipt of evidence demonstrating that the UNJSPF Secretariat has established: (i) a baseline for system performance and availability of IPAS; and (ii) a process to monitor the performance of the application by periodically measuring end user experience.	31 December 2018

APPENDIX I

Management Response

UNITED NATIONS JOINT STAFF PENSION FUND
CAISSE COMMUNE DES PENSIONS DU PERSONNEL DES NATIONS UNIES

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MEMORANDUM

Ref:

New York, 27 September 2017

To / A: Mr. Gurpur Kumar, Deputy Director Internal Audit Division, OIOS

From / De : Sergio B. Arvizú, Chief Executive Officer, United Nations Joint Staff Pension Fund

Subject / Objet: UNJSPF response to draft report audit of the Integrated Pension Administration System (IPAS) post-implementation in the UNJSPF (Assignment No. AS2017/800/03)

1. Reference is made to your memorandum dated 13 September 2017, in which you submitted for the Fund's comments and clarifications, the draft report on the above-mentioned audit.
2. As requested, the Fund's response to the audit recommendations is included in **Annex I**. Factual corrections and clarifications on key aspects are provided in **Annex II**. Supporting evidence of the implementation of audit recommendations 2, 9 and 10 is provided in **Annex III**.
3. The Fund secretariat thanks OIOS in advance for considering the responses and clarifications provided in this memorandum.
4. The Fund remains available to discuss or provide any additional clarification in relation to the response.

cc.: Mr. P. Dooley, Deputy Chief Executive Officer
Mr. K. Soll, Chief Financial Officer
Ms. M. O'Donnell, Chief of Operations
Mr. D. Dell'Accio, Chief of Information Management Systems Service
Ms. J. Sareva, Chief Risk Management and Legal Services Section
Ms. K. Manosalvas, Risk Officer, Audit Focal Point

UNJSPF Secretariat Response

Audit of post-implementation of the Integrated Pension Administration System in the United Nations Joint Staff Pension Fund

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments ³
1	i) The UNJSPF Secretariat should: (i) update the status of the IPAS project by completing the “requirements traceability matrix” and “functional checklists” in accordance with the requirements identified during project design; and (ii) prioritize and implement the outstanding deliverables as defined in the high-level business case for the IPAS project.	Important	No	N/A	N/A	<p>i) Recommendation has been overtaken by events given that the IPAS project is now closed.</p> <p>The IPAS Project Direction Team accepted the project deliverables and confirmed the project objectives and goals were completed.</p> <p>As stated by OIOS, Prince 2 is a project management methodology, which requires the acceptance of project deliverables. The Agile, instead, is a software development methodology which the Fund adopted to manage the functionalities developed but not yet deemed suitable or ready for deployment into production. Therefore, Prince 2 was a methodology followed by the Fund for managing the IPAS project, which is now closed. This is different from the Agile methodology which was adopted for configuring and implementing the V3 software.</p> <p>ii) OIOS equated completely different concepts, the “IPAS project” and the high level business case. The High Level Business Case was based on several separate projects and systems. The Fund</p>

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

³ Please indicate feasibility and realistic timelines for implementation of the recommendation.

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments ³
						has already planned and prioritized the deployment of all components of the high level business case. Several components listed as not delivered or with outstanding issues, are currently resolved or their implementation is underway.
2	The UNJSPF Secretariat should: (i) complete the testing of all benefit types to assure the accuracy and reliability of benefit calculations in IPAS; and (ii) address the open issues expeditiously to minimize exceptions and failures in benefit processing.	Important	No, closure requested	N/A	N/A	<p>(i) The Fund requests this recommendation be closed as all benefit types have been tested and are operational. Before go-live, the Fund tested the critical processes for go-live to confirm their correct functioning. As evidenced in Annex III, at this date, all types of benefits have been processed, became obsolete or were combined as result of the move from benefit types to workflow statistics. The condition presented in Table 1 is based on outdated information on the number of benefit types tested as of August 2015, and open issues as of May 2017. Open issues are not necessarily related to the priority benefit types listed by OIOS.</p> <p>(ii) As noted above, the Fund has a process in place to address open issues by taking into account their priority and available resources. The Fund is unable to accept the audit recommendation because given the dynamic nature of the change management processes, open issues will always exist.</p>
3	The UNJSPF Secretariat should: (i) review and correct the data consistency (validation) checks in IPAS; and (ii) run periodic exception reports to detect and correct data integrity issues.	Important	Yes	Chief of IMSS, Chief of Operations and Chief	December 2018	i) and ii) The Fund will review and address the data discrepancies listed in the report using a combination of automated cross-validation checks in the system and exception reports, where needed.

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments ³
				Financial Officer		It is noted that certain discrepancies will be simply addressed with data clean up, therefore, there is no need to create exceptions reports.
4	UNJSPF should prioritize the implementation of IPAS actuarial exports to ensure a correct dataset for the December 2017 actuarial valuation exercise.	Important	Yes	Chief of IMSS, Chief Financial Officer and Chief of RMLS	December 2018	The Fund will refine the IPAS actuarial exports for the actuarial valuation as of 31 December 2017.
5	The UNJSPF Secretariat should: (i) document its operational and management reporting requirements and complete their implementation as a priority; and (ii) correct and complete important operational reports in IPAS (such as the overpayment monitoring report, participant reconciliation exceptions report, and payroll reconciliation report).	Important	Yes	Chief of IMSS and Chief Financial Officer	December 2018	i) The Business Intelligence (BI) dashboard is now in production and report specifications are documented. The BI team has been having frequent business-IT meetings to discuss business requirements. To close the recommendation, the Fund will complete the implementation of the remaining report requirements for the Financial Services Section. ii) Necessary operational reports in the IPAS system are deployed. The issues reported will continue to be addressed on a priority basis.
6	The UNJSPF Secretariat should complete the straight-through processing of its internal workflow processes to reduce the number of manual activities by: (i) prioritizing the resolution of issues relating to workflow processing; (ii) establishing a process to periodically review and close open workflows; and (iii) instituting a mechanism for monitoring of	Important	Yes	Chief of IMSS and Chief of Operations	December 2018	(i) The Fund has already identified and prioritized the need to further enhance automated workflows. (ii) Overall review of workflows is underway. (iii) There is an operational need to void/unvoid entitlement workflows for benefit processing. Monitoring and reporting mechanisms for entitlement workflows exist and are embedded in benefit processing process.

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments ³
	voided/un-voided workflows to detect errors and unauthorized activity.					
7	The UNJSPF Secretariat should transfer externally maintained local salary scales tables into IPAS to minimize manual checks and errors.	Important	Yes	Chief of IMSS, Chief RMLS and Chief Financial Officer	December 2018	The Fund secretariat will gradually transfer (upload) into IPAS the salary scales tables, as it becomes necessary.
8	The UNJSPF Secretariat should ensure compliance with the Fund's regulations by enabling automated controls in IPAS to detect and report on non-compliant pensionable remuneration rates used by member organizations for the Professional and higher categories.	Important	No	N/A	N/A	<p>The Fund does not agree with the recommendation as the necessary controls are in place and the Fund has not in any way acted outside of its Regulations in accepting PR rates for grades and steps, which have been adopted by its member organizations in furtherance of their operations and which have equivalencies on the PR tables published by the ICSC.</p> <p>All the Fund's transactions conform to its Regulations and there is nothing such as "non-compliant" <i>pensionable remuneration (PR) rates</i> used by the member organization or "allowable" amount of contributions. The draft report appears to mix issues related to <i>definition and determination of the PR rates</i> ("scales" referred to in article 51) and reporting and remitting the correct <i>amount</i> of contributions (23.7 % of pensionable remuneration as per article 25 of the Fund's Regulations). For the latter, the Fund continues to monitor the adequacy and accuracy of the contributions received, in accordance with the Procedure General No.39 and No.38, as revised on 29 June</p>

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments ³
						<p>2016 (attached), and has not deviated from the past practice as stated by OIOS.</p> <p>The Fund has already provided extensive comments on this matter. The text in paragraphs 43, 46 and the previous response of the Fund included into the draft report reflected only a small portion of the explanations provided. Furthermore, compliance with Regulations (and the rights to pension benefits) do not derive from article 51 and 3 only; the whole regulatory framework has to be taken into account, particularly articles 21 and 25 that determine the basis for pension rights in individual cases. It would have been more productive if – during the course of the audit fieldwork – the OIOS audit team had addressed this matter with the Legal Office of the Fund, as the IPAS features (correctly or incorrectly configured into the information system) cannot supersede the Regulations and the rights of participants arising from those.</p> <p>With regard to paragraph 45, the Fund notes that the statements reported are not correct. The Fund has never had the practice of verification of all reported PR rates, and accordingly the described condition is inaccurate.</p> <p>With regard to paragraph 47, the Fund notes that the conclusions reached by OIOS are not supported by the audit findings, UNJSPF Regulations or the current practice of the Fund.</p>

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments ³
						Please refer to the Fund's earlier responses on this matter as well as to the additional details provided in Annex II . The Fund remains available to discuss these matters as seen appropriate.
9	The UNJSPF Secretariat should enhance its change management process by: (i) involving subject matter experts in the review of impact of any significant change; (ii) documenting and linking all change decisions to JIRA tickets including cost, risk, security, target date, version and impact; (iii) documenting an emergency change management process; (iv) periodically updating the solution design documents to reflect the current status of IPAS system configuration; and (v) updating its Procedures General with reference to new procedures following IPAS implementation.	Important	Yes, closure requested	N/A	N/A	<p>The Fund secretariat requests this recommendation be closed because as documented in the attached evidence (Annex III), the Fund's change management process covers all the elements recommended by OIOS.</p> <p>The Fund's change management process contains mechanisms to ensure that changes are aligned with strategic objectives; and promote the efficient use of resources.</p> <p>(i) To ensure ownership and proper accountability, business units (process owners, business analysts, risk management and ICT experts) participate in the meetings of the Change Approval Board (ToR attached). Following the closure of the IPAS project, subject matter expertise was transferred to business units and is now available in each Department. Accordingly, accountability resides with the respective Service/Section Chiefs.</p> <p>(ii) Changes decisions are linked to JIRA tickets;</p> <p>(iii) Emergency changes are documented in ad hoc deployment plan.</p>

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments ³
						(iv) and (v) In addition to system configuration documents and in accordance with an OIOS previous recommendation, the Fund documents processes using process maps (available for OIOS review), which are also used to keep track of changes and controls.
10	The UNJSPF Secretariat should: (i) implement problem management procedures that identify root causes of similar issues; (ii) require mandatory user acceptance tests, regression tests and sign-off of each issue prior to production deployment of any release; (iii) require a warranty period to minimize regression issues and costs; and (iv) document a procedure to manage the various instances of IPAS.	Important	Yes, closure requested	N/A	N/A	<p>The Fund secretariat requests this recommendation be closed based on the evidence provided in Annex III. The Fund's problem management process covers all the elements recommended by OIOS.</p> <p>The Agile software development life cycle as well as Prince 2 project management methodology followed by the Fund, require mandatory user acceptance tests and sign-offs prior to deployments, as well as a warranty period.</p> <p>(i) Issues are grouped to identify root causes; (ii) And (iii) Tests conducted and sign-offs are evidenced in release notes; and (iv) Procedure to manage IPAS instances is attached.</p>
11	The UNJSPF Secretariat should consolidate the costs of all components of the IPAS project to enable accurate assessment of cost savings and future resource requirements for completion of the project.	Important	No	N/A	N/A	<p>The Fund secretariat is unable to accept the recommendation because it is considered closed and overtaken by events.</p> <p>The IPAS project is now closed and in full production, functioning as the system of record. Accordingly, all costs related to maintenance, management and support of the IPAS system are consolidated and</p>

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments ³
						<p>reported in the UNJSPF biennial budget in accordance with applicable Financial Regulations and Rules.</p> <p>It is further noted that OIOS equated two completely different concepts: the IPAS project and the Target Operating Model (TOM). The TOM is based on several separate projects and systems. A cost consolidation of a closed project with various separate projects will not bring any improvements to cost projection or savings.</p>
12	The UNJSPF Secretariat should: (i) complete an ICT security assessment of the IPAS databases as a priority and address the ICT security weaknesses identified; and (ii) establish a mechanism to perform periodic ICT security checks (user access management, log review, vulnerability checks) which would create automated helpdesk tickets for appropriate review and closure.	Important	Yes	Chief of IMSS	December 2018	<p>(i) The Fund will conduct an ICT security assessment of the IPAS databases and provide evidence that the findings listed in the report are addressed.</p> <p>(ii) The Fund will provide evidence of the process established for periodic ICT security checks, which are already in place.</p>
13	The UNJSPF Secretariat should establish a baseline for the availability of the IPAS application to end users and monitor its performance for corrective action by periodically measuring end users' experience.	Important	Yes	Chief of IMSS	December 2018	The Fund has already developed the terms of reference for a study that will be conducted by subject matter experts of the software Vendor.

General Comments, Factual Corrections and Clarifications to Draft Report on Audit of IPAS post-implementation in the UNJSPF

The Fund secretariat kindly requests OIOS to reflect in the final audit report the following comments, factual corrections and clarifications:

General Comments to the Report

1. **Period covered by the audit:** Although paragraph 11 states that the audit covered the period from August 2015 to June 2017, OIOS uses different dates in various sections of the report to present and conclude on the status of the IPAS project. The Fund secretariat kindly requests OIOS to update the report and provide complete and up to date information until June 2017. This request is particularly important for paragraph 25, where OIOS reported data for benefit processing levels from September 2015 only until **February 2017**. However, considerable improvement was achieved beyond February 2017 and until June 2017, which is the period considered in the scope of the OIOS review (i.e., paragraph 11).
2. **Distinction between Target Operating Model (TOM) and IPAS project - paragraphs 53 to 56:** The Fund secretariat requests to clearly differentiate in the audit report the IPAS project, the High Level Business Case and the Target Operating Model, because these are different documents representing separate concepts. The Target Operating Model is based on several systems and projects. Using these terms interchangeably presents a factually incorrect condition, which ultimately would prevent the Fund from implementing the corresponding recommendations. Furthermore, it is noted that a cost consolidation will not bring any improvements to cost projections or savings.

Factual Corrections and Clarifications to specific paragraphs

3. **Paragraphs 16, 17 and 19 - IPAS system deployment strategy:** Based on the evidence previously provided to OIOS, the number and criticality of open JIRAs was relevant for the go-live decision only in relation to critical go-live items. Further, IPAS go-live criteria were not – and should have not been intended to be - the IPAS acceptance criteria as specified in the contract. To avoid misinterpretations, it is important to clarify that the 845 unresolved (open) issues as of go-live date in August 2015 or at the signing of the acceptance certificate in November 2015 were related to items not critical for go-live and scheduled to be delivered at a later date. It is further noted that the 30 benefit types selected as critical for go-live accounted for over 90% of benefit processing volume.
4. **Paragraphs 18 and 20 – Functionalities not scheduled for go-live:** The Fund notes that several functionalities listed in this paragraph have been already deployed or were scheduled for delivery at a later date. There are adequate governance and project management mechanisms in place to monitor delivery against planned objectives.
5. **Paragraph 25 - Efficiency of benefit processing.** This paragraph presents outdated information and inappropriate comparisons that could be misinterpreted. **Benefit processing levels, which are a measure of productivity (not of efficiency), have not dropped.** The number of cases processed by PES in the legacy system (783) included withdrawal settlements. Therefore, it is inappropriate to exclude the work performed by the Taskforce (withdrawal settlements) from any comparison of benefit processing levels in Pensys and IPAS. Withdrawal settlements processed by the Taskforce (as these were the simplest cases) represented 57% of benefits awarded. Complex cases have always been handled by PES not only after the establishment of the taskforce.

6. **Paragraphs 28 and 29. Benefit processing priorities:** This paragraph omits that General Procedure 2 Rev. 1, which states:

“1. Processing of new benefit payments shall be given priority over all other types of work, including correspondence, revisions, re-calculations, participation, estimates, etc.

3. Top priority shall be given to the processing of survivors’ benefits, disability benefits and reinstatements of benefits.”

To serve most beneficiaries, the prioritization for testing was based on historical processing volume and not on the **priority benefits defined in Procedure General 2 Rev.1 which were not the most frequent**. Top priority benefits, as defined in paragraph 3 of Procedure General 2 Rev.1, accounted for less than 10% of the benefits processed in 2012. **That is, the 30 benefit types that the Fund considered critical for go-live accounted for 90% of benefit processing volume.**

7. **Table 1.** Table 1 presents outdated information as of go-live date in August 2015. **At this date, all types of benefits have been processed in IPAS. Based on the evidence provided in Annex III and considering that only in 2016 the Fund awarded 940 survivor’s (widow and widower), and 152 disability benefits,** the Fund secretariat requests OIOS to rectify the statements *“the majority of benefit types that were considered high priority as per operational instructions were not included in the user acceptance testing and end-to-end testing”* and *“there was no evidence to show that these benefit types were tested after go-live”*.

It is further noted that the Fund’s plan design and Regulations have significantly changed over the last 30 years. Moreover, the IPAS implementation determined the move from benefit types to benefit and workflow statistics. Therefore, any comparison of benefit processing levels or functionality based on Pensys benefit-types would lead to incorrect results.

8. **Paragraph 35:** The statement that the Fund did not report key performance indicators for the entire period 2014-2015 because *“reliable data for the period August to December 2015 was unavailable”* is factually incorrect. As explained in JSPB/63/R.26 (page 7), in 2016 the Fund did not report key performance indicators for the entire period of 2014-2015 because the **information before and after IPAS go-live was inconsistent (non-comparable)** and not because there was no **reliable data**.

9. **Paragraph 43-47 – “Non-compliant” PR rates:** The foundation of the UNJSPF is contributions paid by participants and member organizations, which are determined on the basis of a participant’s pensionable remuneration (PR). Article 25 of the Fund’s Regulations sets out the percentage of pensionable remuneration (23.7 %) that shall be payable concurrently with the accrual of contributory service. Article 51 defines the pensionable remuneration and subsequent adjustments to it.

The ICSC has developed a job classification system and manages salary scales for *certain* categories of staff that are included in the definition of pensionable remuneration in accordance with Article 51. These categories of staff generally match those reported by the United Nations and its agencies. However, other UNJSPF member organizations have developed additional grades and steps within certain given parameters for operational purposes – reflecting their HR policies and codifying the same in the relevant Staff Rules and Regulations or other authoritative administrative instructions and following the general rules and precepts for being in the Common System.⁴ In all cases, the *specific formula developed by the ICSC* to determine PR rates from remuneration at each grade and step level is followed by each member

⁴ Such grades and steps would include P-6, P-7, L levels etc. used by e.g. ILO and UNDP. These are not covered by the ICSC but they do have equivalencies in PR tables, such as P-6 PR equals to D-1 level. They are by no means “inconsistent” nor “invalid” just because they do not conform to “UN Secretariat” grades and steps only.

organization. The Fund has for years honoured the participation of such staff and accepted these grades and steps as well as determined benefits for such staff because the ICSC still views these variances as part of the common system and because the appropriate contributions were collected for these staff members. Clearly, there is no legal basis under the Fund's Regulations to deny the payment of equivalent benefit as long as the eligibility to participate in the Fund has been established under article 21, and contributions have been paid and accepted by the Fund under article 25.⁵

The Fund's legislative history shows that that the **PR has always been defined in a formulaic fashion and is not dependant on the use of published tables for individual PR rates.** The PR tables for Professional and Field Service staff were only introduced in the Fund's Regulations in 1985 and, as of 1 January 2013 upon approval of the UN General Assembly, the Fund stopped publishing the actual PR tables for Staff in the Professional and Higher Categories and for Staff in the Field Service Category in its Regulations booklet and started simply referring to the ICSC and OHRM websites, respectively. This was largely due to the fact that the tables got quickly outdated and their maintenance was not the responsibility of the Fund. **Article 51 has never been exhaustive in terms of setting, updating and publishing PR tables for all categories/grades of staff, particularly for General Service and the atypical categories.** It is further noted that the conditions for participation in the Fund are contained in Article 21 of the Fund's Regulations. There is no requirement under the Fund's Regulations that a participant's grade and step have any relationship to their participation in the Fund. It would not be legally defensible to avoid processing and payment of rightfully accrued pension benefits - as has been the long-established practice of the Fund - just because the relevant PR tables for staff are not annexed to the UNJSPF Regulations.

No Legal Foundation for Fund to “detect and report” so called “non-complaint” PR rates

Paragraph 6 of Appendix 7 (Terms of Reference of the Staff Pension Committee (SPCS) and their Secretaries) of the Fund's Regulations reads as follows:

“The UNJSPF member organizations own their payroll processes as well as the data relating to human resources and finance, including deductions for pension contributions. They, alone, are in a position to know the status of their staff members and, therefore, the SPC and its Secretary, - as well as the Fund itself - are dependent upon the good offices of the relevant administrative services of the member organizations (and all reporting entities). Those functions are responsible for data integrity, internal control, and the timely submission to the Fund of human resources and financial information, as well as ensuring that the related contributions, on behalf of their staff members, are remitted to the Fund as required in accordance with the Fund's Regulations and Rules. Specifically, it is incumbent on each UNJSPF member organization to register a staff member's participation in the Fund upon his/her meeting the requirements under the Fund's Regulations, as well as to furnish other required personal information, and to remit accurate and timely contributions.”

Paragraph 10 of the same Appendix 7 actually summarizes exactly how the Fund secretariat operates with respect to individual participant data:

⁵ In UNAT Judgement 2010-022, the Tribunal wrote that “*In our considered opinion every participant in the Fund has a stake in the success of the Fund. His or her contributions to the Fund must be kept up-to-date. The participants' contributions make up a large part of the corpus of the Fund. The beneficiaries of the Fund are former staff members. Timely payments allow the Fund's managers to make profitable investments. These yield financial dividends and the Fund grows, for the benefit of its participants. Thus time is of the very essence.*”

“The Fund works in partnership with the UNJSPF member organizations to ensure that it receives the correct information from them with regard to their staff members. While the Pension Fund monitors (through spot checks, trend analysis, analysis of variances, and requests of information) the compliance of the member organizations with its Regulations, Rules and the Pension Adjustment System, and will seek to help and collaborate in resolving issues, the ultimate responsibility for data integrity before forwarding to the UNJSPF and the investigation and resolving of discrepancies within that information lies with the member organizations. The UNJSPF is responsible for maintaining the integrity of the data it receives from member organizations or individual participants or beneficiaries.”

The reporting of the member organizations has always been reconciled by the Fund *at the contribution level only* (Accounts Unit /FSS (AU)) every year, specifically ensuring that the total PR amounts provided by *each member organization* multiplied by 23.7% equals the total amount received in contributions. When the AU discovers discrepancies between what was reported, in total, compared to what the Fund actually received, in total, it requests that the member organization provide a detailed reconciliation and, at that point, some individual PR rates may be changed by the member organization. This is a normal and necessary function for financial auditing and accounting of the contributions and corresponds to the roles and responsibilities of UNJSPF member organizations and the Fund, established in the above-mentioned Terms of Reference. The AU does not specifically check the “validity or accuracy” of the individual PR rates provided by the member organization compared to published tables.

In accordance with relevant paragraphs, especially paragraph 17, of the SPC Terms of Reference, the Fund’s role as SPC Secretary to the UN is a control function. The verification of contributions received for an individual case *during the benefit calculation process* became an extra administrative function that the Pension Entitlements Section (PES) took on because, in the past, data was provided on paper and manually entered into the Fund’s data base, which did result in errors in PR rates. However, over time, these discrepancies have diminished significantly and are now found intermittently with respect to data reported many years ago. In these cases, the benefit calculation can be delayed significantly while member organizations try to locate their records for this information. However, the Fund’s practice is that in the case of discrepancies General Procedure No. 39. Rev.1. (revised on 29 June 2016) is followed. It is further noted that now that the Fund receives data electronically and directly from the payroll systems of member organizations, the continual review of PR rates is no longer necessary nor practical given the member organization’s role and responsibility to its data.

Fund cannot use automated feature of IPAS to review PR rates

The Fund agrees that IPAS included a design feature to compare PR rates reported on an individual basis to PR tables input into IPAS. However, this feature can only be operational if historical grade and step data is available for every staff member (120,000 participants) on an historical full career basis. Since individual grade and step data has never been requested by the Fund nor reported by any member organizations, it is impossible to use this automated feature without significant manual intervention by PES staff. In addition, significant work on the part of member organizations would be required to research and report this data, and in some cases the data does not exist or, if it does exist, it is available only on paper records. It is noted that the Fund has begun to capture grade and step on a future basis for use in 8J calculations but it has no plans to utilize this feature on a Fund-wide basis for other calculations.

**NUMBER OF BENEFIT TYPES PROCESSED
LEGACY SYSTEM VS. IPAS**

Article	Description of Benefit	Legacy System (# benefit types)	(# Benefits Critical for Go Live)	2011	2012	2013	Aug-Dec 2015	2016
Article 28	Retirement	17	7	14	14	14	11	12
Article 29	Early Retirement	17	8	13	14	13	12	14
Article 30	Deferred Retirement	33	2	10	12	9	8	7
Article 31	Withdrawal Settlement	6	3	12	11	9	4	7
Article 33	Disability	15	1	6	8	8	5	7
Article 34	Widow-Death in Service and Widow Death after service	30	1	36	30	30	17	28
Article 35	Widower	30		15	17	18	2	9
Article 35bis and 35 after	Divorce widow/widower	13		Obsolete or Combined				
Article 36	Child's benefit	31	8	30	30	30	19	23
Article 37	Secondary Dependent	31		1	2	2	0	3
Article 38	Residual Settlement	1		Combined with article 31				
Other	Other	28		Obsolete				
Total		305	30	137	138	133	78	110

	Business	Areas of Support	Group Email address	NY Business Focal Point	GV Business Focal Point	IT Focal Point	Manager	Vitech Solutions Analyst	Vitech Technical/Developer
FSS	Accounts Unit (AU)	Year-end, Financial Interface	eas.au.support@unispf.org			Betty* law@un.org	David hainsworthd@un.org	Thalia Manglogiannis	Anupriya Sarkar
		Participant Account, Contribution				Betty	David	Helene Richards	Anupriya Sarkar
		EBS, Bank Recon				Eric ye2@un.org	David	Bhuvan Natarajan*	Sreelaksmi Chennuru*
		Monthly Financial Interface		eas-Interface-support@unispf.org			Gemma gemma.perezguerrero@un.org	Colin Liangc@un.org	Thalia Manglogiannis
	Cashier Unit (CU)	Bank, disbursement (GFF, SCB, UBS)	eas.cu.support@unispf.org			Eric*	David	Thalia Manglogiannis	Anupriya Sarkar
	Payment Unit	Payroll	eas.pu.support@unispf.org			Gemma*	Colin/David	Nikhil Royal	Anupriya Sarkar
COLA					Gemma	Colin/David	Stephanie Law	Anupriya Sarkar	
OPS	Pension Entitlement Section (PES)	Demographics Employment History, Benefit	eas.pes.support@unispf.org			Hyunseok* lim4@un.org	Hiroshi tamada@un.org	Suparna Bose	Anupriya Sarkar
		HR-Interface	eas-Interface-support@unispf.org			Claude royc@un.org	David	Thalia Manglogiannis	Jeff Hartmann / Anupriya Sarkar
	Client Service and Record Management Unit	Kofax, CE, Workflow, MSS	eas.cs.support@unispf.org			Donna* chueng@un.org	Hiroshi	Suparna Bose	Anupriya Sarkar
	Risk & Legal	Disability	eas.rl.support@unispf.org			Hyunseok	Hiroshi	Helene Richards	Anupriya Sarkar
ALL	Business	Business Intelligence	eas.bi.support@unispf.org			Hyunseok	Hiroshi	N/A	N/A
	Business	Referential Data (FX, CPI, PA)	pf-referential-data-support@unispf.org			Roy*	Ender	N/A	N/A

* main focal point who will maintain the outstanding task list for the unit/area

Background

Change control is a systematic approach to managing all changes made to a product or system, to:

- (i) Prevent unnecessary changes that could disrupt operational services;
- (ii) Ensure that changes support the strategic goals of the organization; and
- (iii) Ensure that changes are documented; and
- (iv) Ensure that resources are used efficiently.

Strategic change control is a **business driven process**, intended to manage and prioritize changes to core systems and services in order to meet objectives of the organization in a timely manner.

Membership

The Change Control Board (CCB) or Change Approval Board (CAB) of the Fund Secretariat is chaired by a representative of the business users/units, with the support of Information Technology, Risk and Security (IT) Subject Matter Experts (SME), as follows:

Voting representatives;

1. Deputy Chief Executive Officer (Chair)
2. Operations - Chief Of Operations
3. Financial Services – CFO/Chief of FSS
4. RMLS – Chief Of RMLS
5. IMSS – CIO

Supported by *non-voting representatives* (as needed);

1. IPAS Services Manager (CAB Secretary)
2. Business Units & Business Analysts – OPS, FSS, Risk Management

3. IMSS – EAS, IT Security, IT Operations

The CAB is chaired by a representative of the business users, with support from an experienced change control specialist, performing also the role of Change Secretary, to organize meetings, draft reports, and identify problems requiring the attention of the CAB.

Frequency

Depending on the rate of changes occurred, the CAB will normally meet on a bi-weekly, monthly, or Ad-hoc (as needed) basis, to review the pending change requests and formally close the delivered change requests.

Context

The CAB will approve standard change processes – for their initial implementation - and monitor when standard changes are implemented, within the context of the Change Control process.

A single CAB approval may trigger multiple system Requests for Change (RFC) in accordance with the ITIL process for infrastructure change controls pertaining to Applications, Middleware and Infrastructure change processes, which will be linked to the change approved by the CAB.

Change Process

The process for requesting a Business Change Process is depicted in following Flow Chart (Chart 1).

Change Approval Board
Terms Of Reference v1
9th November 2015

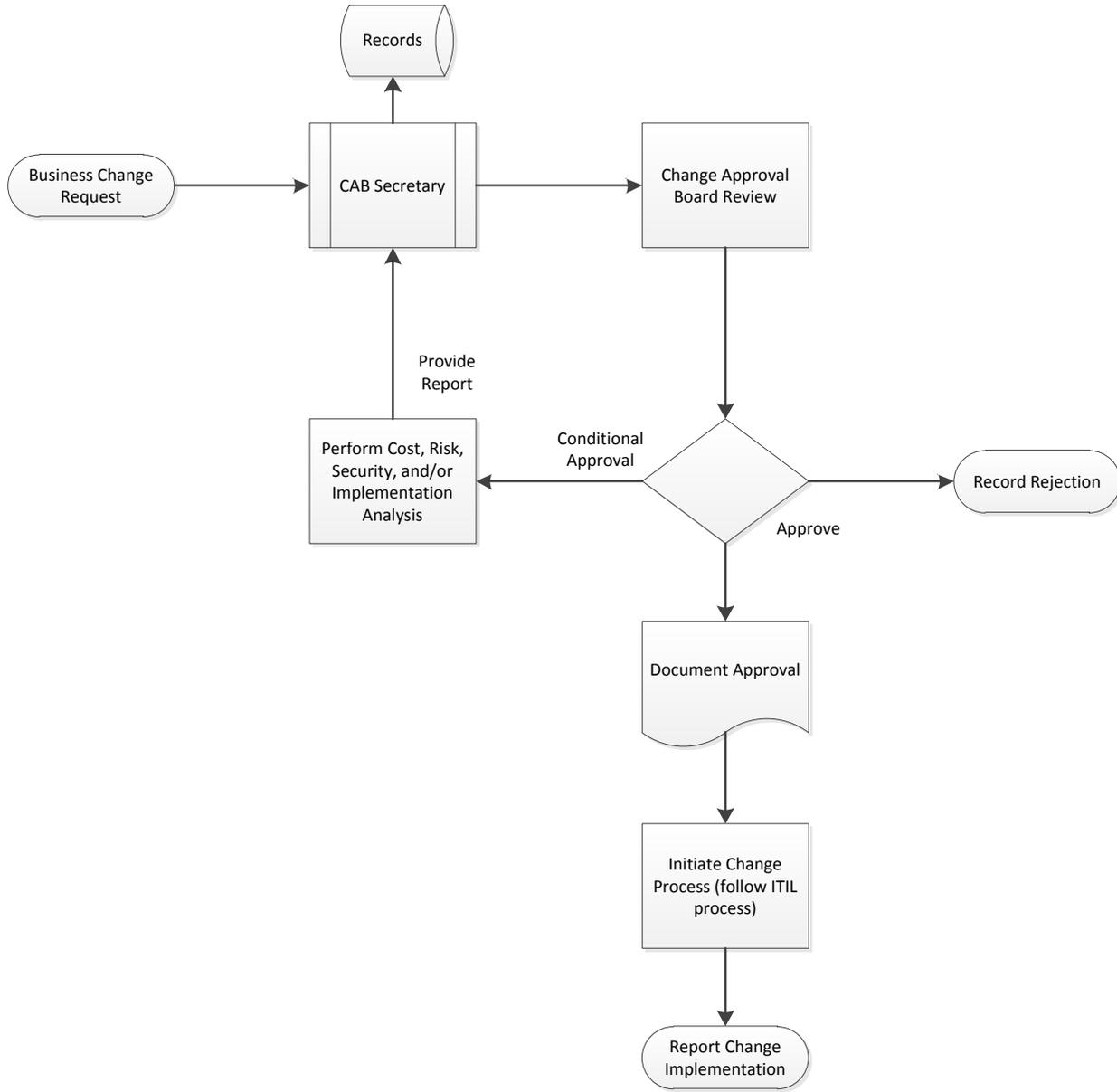


Chart 1. Change Approval Process

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IPAS Stabilization Initiative

May 2017

Agenda

1 Well Done!

2 Lessons Learned

3 JIRA Stats

4 Stabilization Objectives

5 Stabilization Timeline & Scope

1 Well Done!

IPAS

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The Fund has accomplished a significant amount of work with tremendous results in its IPAS implementation, addressing many priorities on a daily basis!

- High volume work environment
- Pressure to complete as many functions, processes and transactions as possible
- Payment to all beneficiaries
- 99.24% “straight-through-processing”
- External pressure(s)
- Multiple critical and competing priorities

2 Lessons Learned

- Need to “slow-down” on enhancements and systemic changes
- Need to communicate better and more often
- Need to shift focus from ad hoc clusters to logical groupings of homogeneous enhancements in line with the priorities approved by the Change Advisory Board
- Need to extend/expand testing
- Need to take stock of all the newly released functionalities and update reference materials
- Need to better manage reporting/querying activities
- Need to manage expectations better

3 JIRA Stats

	Warranty (IW-)	Support (IS-)	Enhancements (IE-)	Implementation (VI-)	Misc. Support (IP-)	Totals
Assigned to Fix	7	12	9	N/A	1	29
Closed	611	121	257	3507	N/A	4496
Failed Test	N/A	N/A	N/A	N/A	N/A	N/A
New	N/A	30	112	N/A	N/A	142
Pending Deployment	1	10	3	N/A	N/A	14
Ready to Test	8	40	18	N/A	1	67
Returned - Non Issue	15	13	N/A	N/A	N/A	28
Under Review	52	18	48	N/A	N/A	118
Under Review - IPAS	N/A	N/A	22	N/A	N/A	22
Totals	694	244	469	3507	2	4916

Data as of 12 April 2017

3 JIRA Stats – cont.

How have we generated these stats?

- 3+ years of design and development of the IPAS solution leading to an Aug. 2015 Go-Live
- 1 year of Warranty Support (Aug. 2015 – Aug. 2016)
- 8 months of post-Warranty Production Support
- 17 “post Go-Live” Production Releases deployed between Sep. 2015 – Apr. 2017
- An average of 60+ individual JIRA’s per Production Release
- Adhoc releases executed on an “as needed” basis for
 - Monthly Payroll
 - Year-End
 - CE
 - Actuarial Files
 - COLA
 - Pension Statements
 - MSS
 - Data Fixes
 - etc.

4 Stabilization Objectives

How can we collectively transition IPAS into a period of stabilization?

- Transition from a “Monthly” to a “Quarterly” Production Release Schedule
- Introduce an Emergency Procedure for “blocking” issues and fixes
- Modify the Deployment Plan in accordance with a Quarterly Release Schedule
 - Increase involvement of EAS with Co-Development and Application Support
 - Some or all steps extend over a longer period (e.g., UAT Testing)
 - Testing must occur earlier in the deployment life-cycle
- Document all the changes made and functionalities implemented and update Manual of Procedures
- Conduct any additional training needed (based on the JIRA’s issued over the last year)
- Introduce new procedures for reporting/querying activities (i.e., on dedicated and separate BI platform)
- Reconcile and remediate any/all outstanding data issues
- Expand testing procedures with EAS Staff in line with the priorities approved by the CAB

5 Stabilization Timeline & Scope

Monthly Deployments			Quarterly Deployments					
2017			2018					
APR	MAY	JUN	SEP (Q3)	DEC (Q4)	MAR (Q1)	JUN (Q2)	SEP (Q3)	DEC (Q4)
PR17	PR18	PR19	PR20	PR21	PR22	PR23	PR24	PR25

Priorities established by the Change Approval Board (CAB):

	ITEM DESCRIPTION	Exp. Delivery
1	Automatic “Un-Pend” of workflow step upon receipt of a document (partially delivered)	PR-18 (May 2017)
2	Work-flow views by Organization/Reporting Entity	PR-18 (May 2017)
3	CE - Suspensions from 2016 exercise (1 critical issue – in testing by PF)	PR-17 (Apr 2017)
4	CE – Mailing for 2017 <ul style="list-style-type: none"> - 4 items delivered in PR-17 - 3 items to be delivered in PR-18 - Includes Non-Two-Track CE availability in MSS 	PR-18 (May 2017)
	Note: None of the issues are deemed critical enough to delay mailing of CE currently targeted for end of May 2017	

5 Stabilization Timeline & Scope

IPAS

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Priorities established by the Change Approval Board (CAB), Cont...

	ITEM DESCRIPTION	Exp. Delivery
5	JPMC – Moving disbursements to ISO20022 standards (from GFF) – Mapping sessions nearing completion	PR-20 (Sep 2017)
6	Monthly Financial Interface	PR-21 (Dec 2017)
7	Mass update feature for Payment Instructions	PR-18 (May 2017)
8	Direct access to IPAS Production (LOB) for SPC	PR-18 (May 2017)
9	SCB & UBS - Moving Disbursements to ISO20022 standards	PR-20 (Sep 2017)
10	Streamlining of Monthly Payroll Reconciliation (in design)	TBD
11	UMOJA – Retro Adjustments issue resulting from merging of multiple Reporting Entities into 7 service centers	TBD
12	Work-Flows and Work-Load management – Review & Redesign	TBD
13	Report of Missing Separation Docs to Organizations	TBD

5 Stabilization Timeline & Scope

IPAS

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Priorities established by the Change Approval Board (CAB), Cont...

	ITEM DESCRIPTION	Exp. Delivery
13	Batch to automatically return incomplete cases to calculators (PES closing process for monthly payroll)	TBD
14	Systems & Training Manuals update	TBD
15	Administration Manuals update	TBD
16	Capture Participant Addresses from UMOJA	TBD
17	Allow Change of Address on MSS	TBD

Issue Type	Key	Summary	Assignee	Reporter	Priority	Status	CATEGORY		Release
Bug	IS-323	Disbursements GL Interface email notifications is no longer working.	Channa Leng	Channa Leng	1 - High	Closed	Production Support	New	PR20
Bug	IS-324	Change in PI - INVALID STATE	Colin Douglas Laing	Jong Hyun Roh	1 - High	Under Review	Production Support	New	PR20
Data-Fix	IC-51	Invalidate HR Datafeed Review workflows created by mass transfer.	David Hainsworth	David Hainsworth	2 - Medium	Ready to Test	Production Support	New	PR20
Enhancement	IC-55	ISO20022 Vitech Training and Mentoring	David Hainsworth	David Hainsworth	2 - Medium	Ready to Test	Co-Dev Mentoring	New	PR20
Design Issue	IC-39	For validation and restoration letters sent to UNOG participants: Adjustments are needed in respect of the payment options given. (Former IE-44)	Donna Cheung	Cathy Gillieron	2 - Medium	Assigned to Fix	Production Support	New	PR20
Enhancement	IC-56	Part of IC-38: ISO 20022 Project - Weekly Euro Draft	Donna Cheung	David Hainsworth	1 - High	New	ISO200022	New	PR20
Bug	IC-59	Transfer in contributions are not reflected in Estimate	Donna Cheung	Edwin Ngange	2 - Medium	New	Production Support	New	PR20A
Bug	IC-60	Transfer in contributions are not reflected in Estimate	Donna Cheung	Edwin Ngange	2 - Medium	New	Production Support	New	PR20A
Bug	IC-62	The MSS Alert module doesn't work. It closes and deactivates even when the due date is in the future hence disappearing from MSS. Usually it also updates the stop date when this happens	Donna Cheung	Edwin Ngange	2 - Medium	New	Production Support	New	PR20A
Bug	IC-63	When updating a Member's address, it automatically updates the dependent address with same address as the member's. Member address shouldn't automatically update Dependent's address.	Donna Cheung	Edwin Ngange	2 - Medium	New	Production Support	New	PR20A
Bug	IC-64	MSS - MSS Address TAB	Donna Cheung	Edwin Ngange	2 - Medium	New	Address Tab on MSS	New	PR20A
Bug	IC-65	performance issue on the 'Security Policy' page while add/delete a row and save the page.	Donna Cheung	Edwin Ngange	2 - Medium	New	Production Support	New	PR20A
Bug	IC-66	Estimate Transfer In FAR Issue	Donna Cheung	Edwin Ngange	2 - Medium	New	Estimates & Calcs	New	PR20A
Bug	IS-165	Issue with Estimate Templates for Participants that are entitled to Article 29	Donna Cheung	Edwin Ngange	1 - High	Under Review	Estimates & Calcs	New	PR20A
Bug	IS-327	URGENT: Image Import batch issue	Donna Cheung	Edwin Ngange	1 - High	New	Production Support	New	PR20A
Enhancement	IS-330	MSS Home Page Text update	Donna Cheung	Edwin Ngange	2 - Medium	New	Production Support	New	PR20A
Bug	IS-331	IPAS Address shouldn't be allowed to overlap because it prevents address update	Donna Cheung	Edwin Ngange	2 - Medium	New	Production Support	New	PR20A
Bug	IS-341	(Former IC-70) Estimate Transfer In FAR Issue	Donna Cheung	Edwin Ngange	2 - Medium	New	Estimates & Calcs	New	PR20A
Bug	IS-342	(Former IC-61) Transfer in contributions are not reflected in Estimate	Donna Cheung	Edwin Ngange	2 - Medium	New	Estimates & Calcs	New	PR20A
Enhancement	IC-52	Part of IC-38: ISO 20022 Project - Japan LOC in-country Wire Template	Gemma Perez Guerrero	Miharu Gill	1 - High	Assigned to Fix	ISO200022	New	PR20

Bug	IC-79	COLA Notification Letters (July 2017) were not generated for some beneficiaries	Gemma Perez Guerrero	Sarker Mahmud	1 - High	Under Review - IPAS	Production Support	New	PR20
Bug	IS-221	SAME Pension No. given by V3 to two different Employees	Helene Richards	Reem Taima	2 - Medium	Assigned to Fix	Production Support	New	PR20A
Bug	IS-320	URGENT: System is using the same part account for new participation that needs to get paid	Helene Richards	Reem Taima	1 - High	Under Review	Production Support	New	PR20A
Enhancement	IC-54	Part of IC-38: ISO 20022 Project - New Zealand GIR	Hyunseok Lim	Miharu Gill	1 - High	Assigned to Fix	ISO200022	New	PR20
Bug	IS-225	COLA Issue for child case	Hyunseok Lim	Reem Taima	1 - High	Ready to Test	Production Support	New	PR20A
Bug	IP-14	Vitech help requested for training/assisting with cloning of application servers for v3dev	Luciano Castro	Luciano Castro	1 - High	Ready to Test	Infrastructure & Security	New	PR20
Bug	IW-712	Unable to delete incorrect entry in Part Account	Michelle Rockcliffe	Corinne Vignolo	2 - Medium	Under Review	Production Support	New	PR20A
Bug	IS-310	Merge Functionality not working	Miharu Gill	Reem Taima	2 - Medium	New	Production Support	New	PR20A
Design Issue	IE-58	PI Notification Letter batch	Nikhil Royal	Jong Hyun Roh	0 - Critical	Pending Deployment	Production Support	New	PR20
Bug	IS-286	Reconcile status needed for a check disbursement	Nikhil Royal	Lisa Itty	2 - Medium	Pending Deployment	Production Support	New	PR20
Bug	IS-315	Incorrect spot rate used in paying the retro benefit (UID 000580231) - Survivor	Nikhil Royal	Reem Taima	1 - High	Under Review	Production Support	New	PR20A
Bug	IS-264	Data Fix Portion for - Auto Closing of Entitlement and Recalc WFs	Raghu Rao	Reem Taima	1 - High	Under Review	Workflows	New	PR20A
Bug	IS-177	Auto Closing of Entitlement and Recalc WFs	Reem Taima	Reem Taima	1 - High	Ready to Test	Workflows	New	PR20A
Bug	IS-316	Exception Error - Modify Stream	Rodolphe Derrien	Reem Taima	1 - High	Closed	Production Support	New	PR20
Enhancement	IC-53	Part of IC-38: ISO 20022 Project - IACH CAD	Samuel Kamau	Miharu Gill	1 - High	Assigned to Fix	ISO200022	New	PR20
Bug	IS-334	Cannot select article 31 as a benefit option in IPAS - Article 40 case	Samuel Kamau	Melissa Dalembert	1 - High	Closed	Production Support	New	PR20
Bug	IP-11	List/Count of erroneous Annual statements	Sawitri Gismar	Sawitri Gismar	1 - High	Ready to Test	Annual Statement	New	PR20
Bug	IP-13	Vitech Consultation	Srinivasulu Jonnala	Miharu Gill	2 - Medium	Assigned to Fix 2	Co-Dev Mentoring	New	PR20
Enhancement	IE-416	V3 Failed to take supervisor override amount - to the COLA calculation	Stephanie Law	Maria Bernardo Navarro	1 - High	Assigned to Fix	Production Support	New	PR20A
Enhancement	IE-522	(Former IS-276) COLA Issue with Change in CoR	Stephanie Law	Bernadette Fernandes	2 - Medium	Assigned to Fix	Production Support	New	PR20A
Bug	IW-637	Rounding down of the "local track amount" in the COLA tab	Stephanie Law	Melissa Dalembert	2 - Medium	Under Review	Production Support	New	PR20A
Design Issue	IE-153	ASHI Authorization Populating Retirement # when established	Suparna Bose	Johan Hondema	1 - High	Pending Deployment	Production Support	New	PR20
Design Issue	IE-157	Art 40 - comparison of more than 3 add-on benefits	Suparna Bose	Maria Bernardo Navarro	2 - Medium	Under Review - IPAS	Estimates & Calcs	New	PR20A
Enhancement	IE-523	(Former IS-333) Request for additional fields in the status of entitlements report	Suparna Bose	Maria Bernardo Navarro	1 - High	Under Review	Production Support	New	PR20A
Bug	IS-135	Unable to complete Withdrawal settlement for 000354309	Suparna Bose	Rodolphe Derrien	1 - High	Pending Deployment	Production Support	New	PR20

Bug	IS-227	Eligibility of Child for retiree under Early retirement who died prior to NRA	Suparna Bose	Philippa Jones	1 - High	Under Review	Production Support	New	PR20A
Bug	IS-319	Threshold indicator checked even if within limits for withdrawal settlement cases (sample: ID 000358358)	Suparna Bose	Reem Taima	1 - High	Pending Deployment	Production Support	New	PR20
Bug	IS-332	Cannot select article 31 as a benefit option in IPAS (Article 40 cases)	Suparna Bose	Reem Taima	1 - High	New	Production Support	New	PR20A
Bug	IS-336	(Former IC-73) Retroactive amount WRONG due to COL increase starting at wrong month	Suparna Bose	Melissa Dalembert	2 - Medium	Under Review	Production Support	New	PR20A
Bug	IW-231	Age for Calculation Field	Suparna Bose	Krishnamoorthi Rajan	2 - Medium	Under Review	Estimates & Calcs	New	PR20A
Bug	IW-762	CE printing issue	Thalia Manglogiannis	Edwin Ngange	1 - High	Pending Deployment	Production Support	New	PR20
Enhancement	IS-199	EBS ugrade to support SHA-2 certificates	Ahmed Fatouh	Ahmed Fatouh	2 - Medium	Ready to Test	Infrastructure & Security		PR20
Bug	IW-474	VOC missing SCP period in Contributions ONLY- PN#129713	Amit Kapoor	Fatima Flores	1 - High	Closed	Production Support		PR20
Bug	IS-235	Fixing of incorrect part accouts stemming from issue in IS-82 (Cleanup Batch 4)	Betty Law	Betty Law	1 - High	Ready to Test	Annual Statement		PR20
Design Issue	IS-155	Upgrade to Excel 2013 resulted in not being able to generate Financial Reports Oracle EBS	Channa Leng	Channa Leng	1 - High	Closed	Infrastructure & Security		PR20
Bug	IS-307	Overpayment Adjustments with Cancellation/Forfeiture reason should reverse the original GLs entry	Channa Leng	Channa Leng	2 - Medium	Ready to Test	Production Support		PR20
Enhancement	IE-514	Monthly Financial Interface - Impact Analysis	Colin Douglas Laing	Colin Douglas Laing	1 - High	Ready to Test	Monthly Contributions		PR20
Enhancement	IE-518	UNFCU PI validation to include new 11-digit account number	Colin Douglas Laing	Jong Hyun Roh	1 - High	New	Production Support		PR20
Design Issue	IE-489	Reasearch all Security Screen to identify those that could potentially cause system performance issues by pulling in large amount of data	Glenn Mallette	Amit Kapoor	1 - High	Ready to Test	System Performance		PR20
Design Issue	IE-493	Delete Part Account Functionality	Helene Richards	Sheila Saliba	1 - High	Assigned to Fix	Annual Statement		PR20
Design Issue	IE-497	Transfer In - Part Account Fiscal Year should be the same as the year when the funds are received	Helene Richards	Sheila Saliba	1 - High	Assigned to Fix	Annual Statement		PR20
Bug	IS-122	Data Fix for Missing Part Account	Helene Richards	Sawitri Gismar	1 - High	Pending Deployment	Annual Statement		PR20
Bug	IS-313	Question on MSB in testing of payroll closing	Jong Hyun Roh	Jong Hyun Roh	1 - High	Closed	Production Support		PR20
Bug	IS-311	Typo in Annual Statement	Kim Young	Kim Young	1 - High	Pending Deployment	Annual Statement		PR20
Design Issue	IP-7	Question on PR Rates in 'Agreements' vs. Factor Table	Miharu Gill	Reem Taima	1 - High	Ready to Test	Production Support		PR20
Design Issue	IE-190	Mass Update of Payment Instructions	Nikhil Royal	Jong Hyun Roh	2 - Medium	Ready to Test	Production Support		PR20
Bug	IS-303	Overpayment deduction	Nikhil Royal	Channa Leng	1 - High	Pending Deployment	Production Support		PR20
Bug	IS-304	Overpayment recoupment issue	Nikhil Royal	Channa Leng	2 - Medium	Pending Deployment	Production Support		PR20
Bug	IW-571	Write-Off Fact Sheet	Nikhil Royal	Johan Hondema	2 - Medium	Pending Deployment	Warranty		PR20
Enhancement	IE-510	ISO20022 JPMC Updates to Factor Tables	Saheed Ademefun	Saheed Ademefun	1 - High	Ready to Test	ISO200022		PR20
Design Issue	IE-492	Capability to manually update some columns in Part Account	Sheila Saliba	Sheila Saliba	1 - High	Under Review	Annual Statement		PR20

Enhancement	IE-409	Data fix is required to clean up Used in Payment flag for benefits not in payment	Stephanie Law	Jong Hyun Roh	1 - High	Pending Deployment	Payroll Reconciliation		PR20
Design Issue	IE-474	Reduced Benefit Payable Not Displayed in COLA Tab	Stephanie Law	Philippa Jones	1 - High	Under Review	Estimates & Calcs		PR20A
Design Issue	IE-502	Payroll Report Refinement - A separate new Transactions Report need to be created	Stephanie Law	Jong Hyun Roh	1 - High	Assigned to Fix	Payroll Reconciliation		PR20
Design Issue	IE-503	Payroll Report Refinement - A separate new COLA Report need to be created	Stephanie Law	Jong Hyun Roh	1 - High	Assigned to Fix	Payroll Reconciliation		PR20
Design Issue	IE-109	Pending Steps in PES Workflow	Suparna Bose	Rachel Katimbo	1 - High	Pending Deployment	Production Support		PR20
Enhancement	IE-417	Hide MSS Estimate adjustments PR, Contributions & Interest Table.	Suparna Bose	Edwin Ngange	2 - Medium	Pending Deployment	Estimates & Calcs		PR20
Design Issue	IE-477	Reduction Factor issue	Suparna Bose	Edwin Ngange	1 - High	Under Review - IPAS	Estimates & Calcs		PR20A
Design Issue	IE-50	WORKFLOW - "GO TO BENEFITS" key on ALL steps requested	Suparna Bose	Fatima Flores	3 - Low	Pending Deployment	Production Support		PR20
Design Issue	IE-509	Missing PR rates added via work report - Annual Statement issue- URGENT	Suparna Bose	Sheila Saliba	1 - High	Under Review	Annual Statement		PR20
Data-Fix	IE-520	(Former IC-44) Data Fix portion for - Image TAB "View Selected" Functionality Issue	Suparna Bose	Edwin Ngange	1 - High	Assigned to Fix	Production Support		PR20
Bug	IS-257	Estimate Transfer In Reduction Issue	Suparna Bose	Edwin Ngange	0 - Critical	Pending Deployment	Estimates & Calcs		PR20
Bug	IS-269	Estimate Separation Code Issue	Suparna Bose	Edwin Ngange	1 - High	Pending Deployment	Estimates & Calcs		PR20
Bug	IS-283	Annual Statement - Transfer-In Incident Report	Suparna Bose	Sheila Saliba	1 - High	Pending Deployment	Annual Statement		PR20
Bug	IS-288	Annual Statement - Validation & Restoration Point B. Contributory Service	Suparna Bose	Fitri Nurbaini	1 - High	Pending Deployment	Annual Statement		PR20
Enhancement	IE-347	Adjustment to allow Year-End Batch to run multiple time.	Thalia Manglogiannis	Sheila Saliba	1 - High	Under Review	Year-end		PR20
Design Issue	IE-441	Schedule C - Validation amount was Imported, Processed and Consolidated without Error Messages, but Organization's amount got dropped when the Work Report Released	Thalia Manglogiannis	Sheila Saliba	3 - Low	Pending Deployment	Year-end		PR20
Enhancement	IE-513	ISO20022 JPMC Generate bank payment files in ISO 20022 format	Thalia Manglogiannis	Saheed Ademefun	1 - High	Assigned to Fix	ISO200022		PR20
Bug	IS-163	Estimate issue with Child's Entitlement Date	Thalia Manglogiannis	Edwin Ngange	1 - High	Pending Deployment	Estimates & Calcs		PR20
Bug	IW-568	Aging Report : Accounts Receivable	Tiru Kotramangalam	Channa Leng	2 - Medium	Pending Deployment	Warranty		PR20

Production Release 20 Deployment Plan							
Desc	Item #	Task	Owner/Back-Up	Start Date	Stop Date (If different from Start Date)	Task Start (ET)	Task Finish (ET)
Finalize Code	8	Code Freeze * Merge the additional code	Vitech - Deployment Team	Thursday, 14 September, 2017			
Release Note	9	Produce Release Notes and identify potential "Impact" from this Deployment Package	UN - EAS	Friday, 15 September, 2017			
EAS Testing	15	Testing V3QA and V3UAT (and V3DEV if issue fixes are deployed to V3DEV)	UN - EAS	Monday, 18 September, 2017	Friday, 29 September, 2017		
UAT	25	Week #1 Functional Testing in V3UAT including Role-Based Security and HR Interface	UN - Business / EAS	Monday, 02 October, 2017	Friday, 29 September, 2017		
	26	Functional Testing Status	UN - Ops / FSS BA's / Focal Points	Friday, 06 October, 2017			
	28	Week #2 Functional Testing in V3UAT including Role-Based Security and HR Interface	UN - Business / EAS	Monday, 09 October, 2017	Friday, 13 October, 2017		
	29	Functional Testing Status	UN - Ops / FSS BA's / Focal Points	Friday, 13 October, 2017			
	31	Week #3 - Functional Testing as needed; End-to-End Testing in V3UAT including Role-Based Security and HR Interface	UN - Business / EAS	Monday, 16 October, 2017	Friday, 20 October, 2017		
	32	End-to-End Testing Status	UN - Ops / FSS BA's / Focal Points	Friday, 20 October, 2017			
Signoff	33	Senior Management Signoff of Deployment Package going to V3PROD	UN - CIO	Thursday, 26 October, 2017			

www.unjspf.org | [P1C-86] Impact Analysis | Issue Navigator - PFJIRA | Payment History | Payment History

tdjira01.unjspf.org:8080/secure/IssueNavigator.jspa? | JIRA | Miharu Gill | Administration

Issue Navigator | + Create Issue | Quick Search

Summary | Edit | New | Manage

Switch to advanced searching

You are currently using a new, unsaved search. Save it as a filter

Search

Query: Estimate

Summary | Description | Comments

Project: All projects, EAS-Banking, EAS-BI, EAS-CoDev, EAS-CommonHrIssues

Issue Type: Any, Standard Issue Types, Bug, Design Issue, Enhancement

Issue Attributes

Reporter: Specify User

Assignee: Any User

Status: Any, New, Assigned to Fix 2, Failed Test

Priorities: Any, Critical

Displaying issues 1 to 50 of 55 matching issues.

T	Key	Summary	Assignee	Reporter	P	Status	Created	Updated	Due
	IE-482	MSS Estimate Heading Issue	Edwin Ngange	Edwin Ngange		Closed	27/Apr/17	12/Jul/17	
	IS-169	SPC Instance Estimate Issue	Johan Hondema	Edwin Ngange		Ready to Test	21/Dec/16	21/Jan/17	
	IS-128	Estimate Template Issue	Edwin Ngange	Edwin Ngange		Closed	15/Nov/16	03/Feb/17	
	IW-734	Wrong ROA with 'Add-On' estimate	Bernadette Fernandes	Edwin Ngange		Under Review	06/Jan/16	18/Jul/17	
	IS-257	Estimate Transfer In Reduction Issue	Suparna Bose	Edwin Ngange		Pending Deployment	03/Apr/17	25/Sep/17	
	IW-667	Two track Estimate Issues	Amit Kapoor	Allamane Bacar Said		Under Review	07/Apr/16	18/Jul/17	
	IE-188	Additional LOB Estimate Options	Suparna Bose	Edwin Ngange		New	22/Feb/16	16/Jan/17	
	IW-41	Child Benefit Estimate Incorrect	Edwin Ngange	Edwin Ngange		Closed	24/Aug/15	12/Feb/16	
	IW-525	The wrong Estimate templates is generated after running a two track estimate in MSS	Edwin Ngange	Edwin Ngange		Closed	11/Feb/16	16/May/16	
	IE-374	MSS User Estimate Document "Estimate SS" deletion issue	Thalia Manglogiannis	Amit Kapoor		New	23/Sep/16	16/Feb/17	
	IE-209	MSS - TWO TRACK ESTIMATE ISSUES	Amit Kapoor	Allamane Bacar Said		Ready to Test	29/Feb/16	06/Jan/17	
	IE-405	All MSS Estimate Adjustment should be included in the estimate document	Edwin Ngange	Edwin Ngange		Closed	31/Oct/16	26/Jan/17	
	IE-483	Contributory Service and Estimate Option issue	Edwin Ngange	Edwin Ngange		Closed	17/Mar/17	29/Jun/17	
	IW-745	Estimates - Issue with Break-In-Service period	Edwin Ngange	Edwin Ngange		Closed	20/Jun/16	22/Jul/16	
	IE-418	MSS Estimate Label (wording) issue	Edwin Ngange	Edwin Ngange		Closed	02/Sep/16	26/Jan/17	
	IS-202	Exception Error with Security Profile in Estimates Module	Edwin Ngange	Edwin Ngange		Closed	08/Feb/17	15/Feb/17	
	IS-164	The Rate of Accumulation for Article 40 estimates are incorrectly calculated	Edwin Ngange	Edwin Ngange		Closed	21/Dec/16	25/Apr/17	
	IS-268	Article 29 Reduction Factor Estimate Issue	Edwin Ngange	Edwin Ngange		Closed	27/Apr/17	27/Jul/17	
	IE-278	Disclaimer text for Two-Track	Edwin Ngange	Edwin		Closed	10/Jun/16	07/Mar/17	

PR20 Deployment Plan v12.xlsx - Excel

Miharu Gill

Regression & End-to-end testing of V3QA

	A	B	C	D	E	F	I	J	K
27			16b	Deploy VERQA build to V3QA and V3UAT	UN - DBA		Monday, 25 September, 2017		
28			15	Testing V3QA (and V3DEV if issue fixes are deployed to V3DEV) Week#2	UN - EAS		Monday, 18 September, 2017	Wednesday, 27 September, 2017	
30			17a	Deploy latest build to VERQA	Vitech - Deployment Team		Thursday, 28 September, 2017		
31			19	Refresh V3UAT from backup of V3VER (task#12a)	UN - DBA		Thursday, 28 September, 2017		
32			18	Deploy VERQA build to V3QA and V3UAT	UN - DBA		Friday, 29 September, 2017		
33			20	Refresh EBSVAL and EBSUAT from EBSPROD	UN - DBA		Friday, 29 September, 2017		
34			21	Publish revised Release Notes, if applicable	Y UN - EAS		Friday, 29 September, 2017		
35			22	Publish revised UAT Test Plan, if applicable	Y UN - Business / EAS		Friday, 29 September, 2017		
36			23	Publish revised End-to-End Test Plan, if applicable	Y UN - Business / EAS		Friday, 29 September, 2017		
37		ISO 20022 Testing for the week of Oct 2 (full payroll test#1)	24	Deploy backup of V3VER (Task#12a) and code "delta" (all codes since the Branch Cut -Task#10) to V3VER (if necessary)	UN-DBA		Monday, 02 October, 2017	Friday, 06 October, 2017	
38		Regression Testing	25	Regression & End-to-end testing of V3QA	UN - EAS		Monday, 02 October, 2017	Friday, 20 October, 2017	
39		UAT	25a	Week #1 Functional Testing in V3UAT including Role-Based Security and HR Interface	Y UN - Business / EAS		Monday, 02 October, 2017	Friday, 06 October, 2017	
40	26		Defect Fix / Deployment of Reported Issues to VERQA, V3QA and V3UAT and V3VER (as required)	UN - EAS and DBA Vitech - Dev Team		Monday, 02 October, 2017	Friday, 06 October, 2017		
41	27		Functional Testing Status	Y UN - Ops / FSS BA's / Focal Points		Friday, 06 October, 2017			
42		ISO 20022 Testing for the week of Oct 9	27a	Deploy backup of V3VER (Task#12a) and code "delta" (all codes since the Branch Cut (Task#10) to V3VER (if necessary)	UN-DBA		Monday, 09 October, 2017	Friday, 13 October, 2017	
43			28	Week #2 Functional Testing in V3UAT including Role-Based Security and HR Interface	Y UN - Business / EAS		Monday, 09 October, 2017	Friday, 13 October, 2017	
44	29		Defect Fix / Deployment of Reported Issues to VERQA, V3QA and V3UAT and V3VER (as required)	UN - EAS and DBA Vitech - Dev Team		Monday, 16 October, 2017	Friday, 20 October, 2017		
45	30		Functional Testing Status	Y UN - Ops / FSS BA's / Focal Points		Friday, 13 October, 2017			
		ISO 20022 Testing	9	ISO, take backup of PROD before 5PM, to apply to V3VER for ISO	UN-DBA		Wednesday, 11 October, 2017		Friday, 13 October, 2017

UNJSPF Deployment Tracks and Instances

April 7th, 2016

