

DEPARTMENT OF EMPLOYEE TRUST FUNDS
BIENNIAL OBJECTIVES
2003 - 2005

Mission Statement

Our mission is ... to develop and deliver quality benefits and services to our customers while safeguarding the integrity of the Trust.

Overall Goals (Related Tactics) & Objectives

★ Governance (Administrative Authority)

- Broaden administrative flexibility to meet changing needs of our customers
- Protect the integrity of the Trust by strengthening the duties, powers and responsibilities of the Trustees and Secretary

Biennial Objectives:

1. Seek statutory change to permit the Department of Employee Trust Funds to determine the thresholds at which positive and negative dividends would be distributed
2. Continue to utilize Secretary's equity authority to correct and prevent inequities that result from errors made by Department staff
3. Pursue legislative changes, as opportunities present themselves, to enhance the Board's authority

★ Staff Building (Internal Communications, Organizational Training, Workforce Planning)

- Promote an atmosphere where candid discussion, critical thinking and innovation is encouraged and rewarded while maintaining a strong culture of fiduciary responsibility to the Trust
- Provide a challenging, supportive environment where employees feel valued, professional growth is encouraged and work expectations are demanding but reasonable in the context of available resources
- Promote strategic workforce planning

Biennial Objectives:

1. Conduct periodic informational briefings by the Secretary's Office of all employees on topics of importance to benefit programs administered by the Department
2. Conduct supervisory and managerial meetings with the Secretary's Office to provide opportunities for input from all supervisory levels and a forum for policy and operational discussions across divisions
3. Encourage documentation of workflow processes electronically to assist in cross organizational training and handling of workflow "spikes"
4. Develop a comprehensive, strategic workforce plan
5. Develop and implement career development and leadership initiatives for Department employees as part of workforce planning
6. Develop mechanisms to increase recognition given to individual and team efforts toward achieving organizational goals

★ **Benefits (Member On-line Access, Employer On-line Access, State Health Insurance Plan, Transitional Retirement Study)**

- Clearly communicate benefit details and options in a manner appropriate to our customers and other stakeholders
- Provide flexible benefits that are affordable and attractive to our customers

Biennial Objectives:

1. Develop and implement on-line Web access for employers for payment of contributions and enrollment of WRS participants
2. Develop measurements to do a cost-benefit analysis of providing on-line account access for member and employers; seek budget resources to implement, if determined appropriate
3. Determine if in-state versus out-of-state Standard Plan premium rates are justified and reevaluate the hospital requirement for health plan provider qualifications under the State health insurance program
4. Seek legislative changes to: (1) remove the 30-day break-in-service provisions; and (b) allow in-service distributions for participants who have attained normal retirement age or transfer between employers after retirement eligibility
5. Review feasibility of additional transitional retirement recommendations

★ **Process (Operational Simplification)**

- Maintain sufficient resources to provide quality services and benefits and to meet essential customer needs in a timely manner
- Educate staff to understand the business processes and interrelationships across the organization
- Ensure that business strategies drive information technology initiatives

Biennial Objectives:

1. Streamline and simplify existing processes and operations within the Department through consolidation and elimination of functions within units and better documentation of processes and procedures
2. Provide consistent communication (verbal, written and electronic) internally to our staff and externally to our members
3. Seek budget resources to coordinate all benefit program information for a participant into a single screen to aid Department staff in administering and processing benefits and services to our members
4. Develop and implement a single benefit payment system (BPS) to process benefit applications, maintain benefit accounts, process payments and provide reporting and administration of benefits for our members