Defined Benefit Administration Benchmarking Analysis

Fiscal Year 2013

Wisconsin Department of Employee Trust Funds

Final Report - 23 June, 2014

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Custom peer group - - -

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Executive Summary

This section contains:

- Ideas about how you can use this report
- A list of CEM's global participants
- Your custom peer group
- Comparisons of your costs to those of your peers
- The impact of cost drivers (economies of scale, transaction volumes, productivity, etc.) on your relative cost performance
- Your service levels relative to your peers

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How you can use this report

- To improve service levels
  - Compare your service levels to your peers
  - Insight into best practices

- To manage costs
  - Understand the factors that influence costs
  - Support arguments for investments in people or infrastructure

- To support business decisions
  - Understand how and where other funds are investing in people, technology, service and growth

- To develop performance goals and standards
  - Develop your performance framework and set realistic goals
  - Measure the impact of major operations changes

- To measure and manage your performance
  - Monitor your annual progress using an outside benchmark

- To communicate to stakeholders
  - Demonstrate success and achievements to governing bodies
  - Show progress to employees to recognize success and motivate

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75 leading global pension systems participate in the benchmarking service.

Participants

United States

Arizona SRS
CalPERS
CalSTRS
Colorado PERA
Delaware PERS
Florida RS
Idaho PERS
Illinois MRF
Indiana PRS
Iowa PERS
KPERS
LACERA
Michigan ORS
MOSERS
Nevada PERS
New Mexico ERB
NYC TRS
NYSLRS
Ohio PERS
Orange County ERS
Oregon PERS
Pennsylvania PSERS
South Carolina PEBA
South Dakota RS
STRS Ohio
SURS Illinois
Texas MRS
TRS Louisiana
TRS of Texas
Utah RS
Virginia RS
Washington State DRS
Wisconsin DETF

United Kingdom*

Armed Forces Pension Schemes
BMW
BSA NHS Pension Scheme
Principal Civil Service Pension Scheme
Railway Pensions
Scottish Public Pension Agency (SPPA)
The Pension Protection Fund (PPF)
Unilever
Universities Superannuation Scheme (USS)

Canada

APS
BC Pension Corporation
Defence Canada
Federal Public Service
HOOPP
LAPP
OMERS
Ontario Pension Board
Ontario Teachers
OPTrust
RCMP
Saskatchewan HEPP

Scandinavia

Alecta
ATP

United Arab Emirates

Abu Dhabi RPB

The Netherlands

ABP
bpfBOUW
BPF Schilders
Pensioenfonds Metaal en Techniek
Pensioenfonds van de Metalektro
PFZW
Rabobank Pensioenfonds
Stichting Pens. Medisch Specialisten

Australia*

AustralianSuper
BUSS(Q)
CBUS
First State Super
HESTA
QSuper
REST
StatewideSuper
SunSuper
VicSuper

* Systems from Australia and the UK complete separate benchmarking surveys and hence your analysis does not include their results.

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The custom peer group for Wisconsin DETF consists of the following 15 peers:

Custom Peer Group for Wisconsin DETF			
	Membership (in 000's)		
Peers (sorted by size)	Active Members	Annuitants	Total
NYSLRS	529	413	942
CalSTRS	417	267	684
Ohio PERS	348	191	539
Virginia RS	341	170	510
Michigan ORS	243	256	500
Pennsylvania PSERS	284	208	492
Washington State DRS	291	151	442
Wisconsin DETF	**257**	**174**	**430**
Indiana PRS	253	133	386
STRS Ohio	198	149	348
Colorado PERA	230	100	330
Arizona SRS	203	125	328
Oregon PERS	167	126	293
Illinois MRF	175	102	277
Iowa PERS	165	105	270
Peer Median	253	151	430
Peer Average	273	178	451

Inactive members are not considered when selecting peers because they are excluded when determining cost per member. They are excluded because they are less costly to administer than either active members or annuitants.

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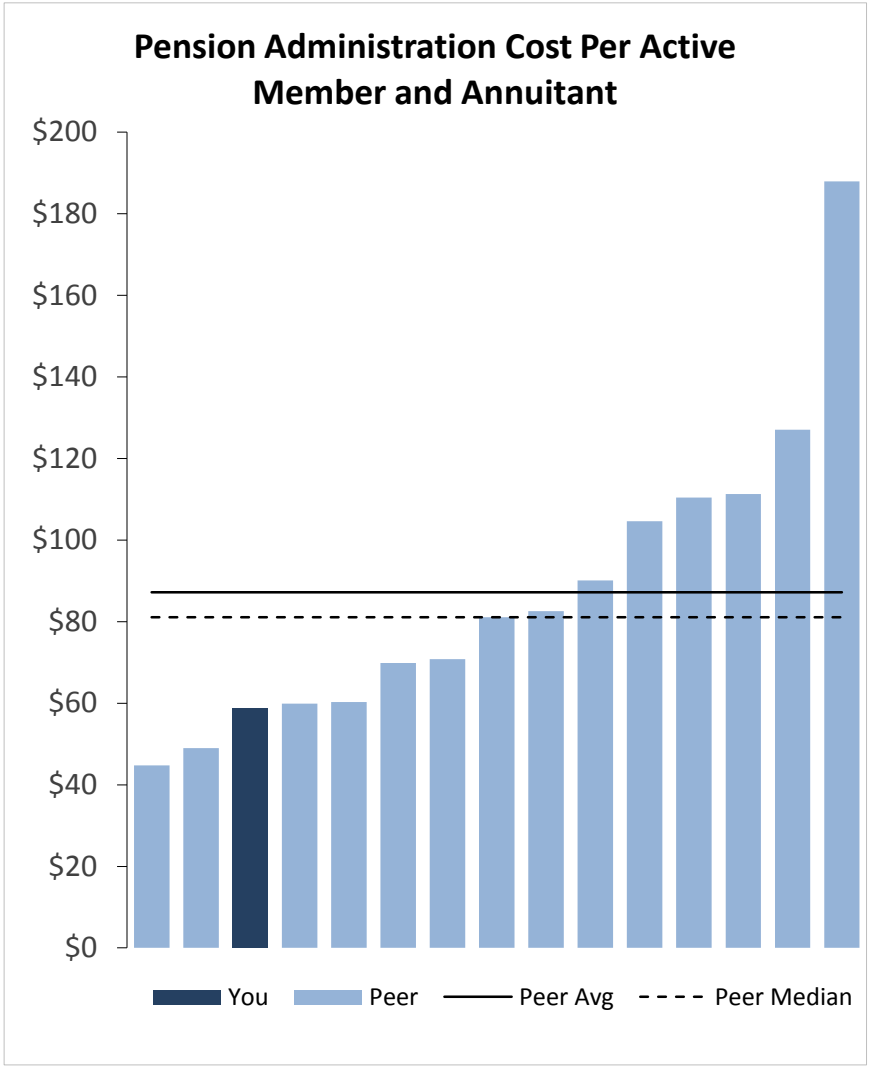
Your total pension administration cost was $59 per active member and annuitant. This was $29 below the peer average of $87.



Your total pension administration cost was $25.3 million. This excludes the fully-attributed cost of administering healthcare, and optional and third-party administered benefits of $4.7 million.

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Cost comparison per activity.

Activity	($000) You	$ per Active and Annuitant You	Peer	Peer	More/-Less vs. avg. $	%
1. Member Transactions						
a. Pension Payments	1,187	2.76	2.95	3.49	-0.73	-21%
b. Pension Inceptions	992	2.30	3.88	4.33	-2.03	-47%
c. Withdrawals and Transfers-out	330	0.77	0.81	1.35	-0.59	-43%
d. Purchases and Transfers-in	138	0.32	1.11	1.80	-1.48	-82%
e. Disability	747	1.74	1.74	2.79	-1.05	-38%
2. Member Communication						
a. Call Center	1,730	4.02	5.41	5.42	-1.40	-26%
b. Mail Room, Imaging	1,122	2.61	2.10	2.25	0.35	16%
c. 1-on-1 Counseling	780	1.81	1.77	2.70	-0.89	-33%
d. Presentations and Group Counseling	527	1.22	1.01	1.25	-0.02	-2%
e. Written Pension Estimates	1,365	3.17	0.93	1.17	2.00	170%
f. Mass Communication	961	2.23	3.13	3.39	-1.16	-34%
3. Collections and Data Maintenance						
a. Data and Money from Employers	859	2.00	2.40	3.15	-1.15	-37%
b. Service to Employers	324	0.75	1.25	1.56	-0.81	-52%
c. Data Not from Employers	151	0.35	1.10	1.17	-0.83	-70%
4. Governance and Financial Control						
a. Financial Administration and Control	809	1.88	2.11	2.69	-0.81	-30%
b. Board, Strategy, Policy	591	1.37	1.65	1.85	-0.48	-26%
c. Government and Public Relations	833	1.93	0.62	0.93	1.01	109%
5. Major Projects						
a. Amortization of non-IT Major Projects	0	0.00	0.00	0.01	-0.01	-100%
b. Non-IT Major Projects (if you don't capitalize)	1,523	3.54	0.00	1.20	2.34	194%
c. Amortization of IT Major Projects	110	0.26	0.26	2.40	-2.14	-89%
d. IT Major Projects (if you don't capitalize)	121	0.28	0.60	5.28	-5.00	-95%
6. Information Technology						
a. IT Strategy, Database, Applications (excl. major proje	5,376	12.49	13.34	13.75	-1.27	-9%
b. IT Desktop, Networks, Telecom	897	2.08	4.97	5.48	-3.39	-62%
7. Support Services and Other						
a. Building and Utilities	1,463	3.40	4.11	5.72	-2.32	-41%
b. Human Resources	421	0.98	1.07	1.76	-0.78	-44%
c. Actuarial	176	0.41	1.51	1.53	-1.12	-73%
d. Legal and Rule Interpretation	948	2.20	2.05	2.94	-0.74	-25%
e. Internal and External Audit	623	1.45	1.13	1.48	-0.03	-2%
f/g. Other Support Services	160	0.37	1.61	4.37	-4.00	-92%
Total Pension Administration	25,263	58.68	81.09	87.23	-28.55	-33%

Your total cost of $25.3 million excludes the fully-attributed cost of administering healthcare, and optional and third-party administered benefits of $4.7 million. Your direct costs per the survey for activities 4, 5, 6 and 7 been reduced by attributions to the excluded activities that add up to $3.0 million. Refer to section 3, page 21 for details.

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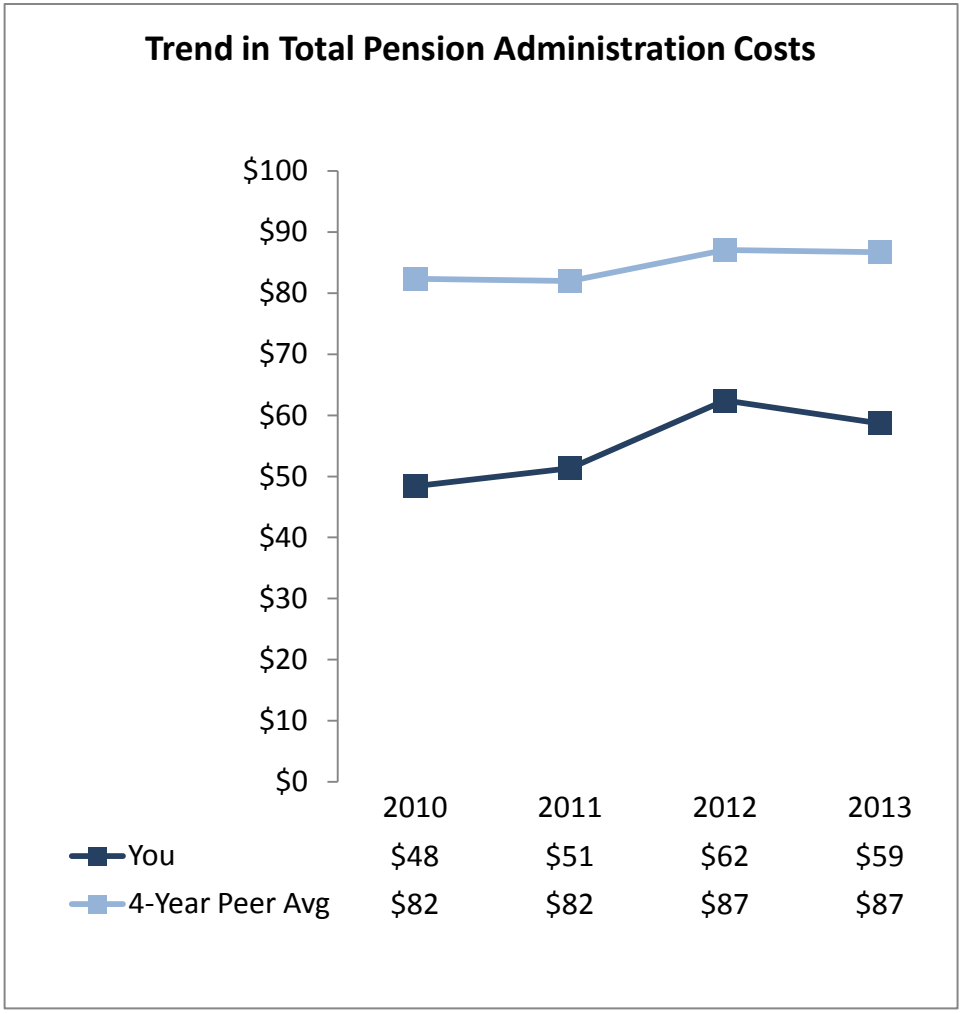
Cost Trends



Trend analysis is based on systems that have provided 4 consecutive years of data (13 of your 15 peers).

You are in your fourth year of a multiyear Transformation Integration Modernization Project (TIM) that will modernize your business processes and integrate your information technology systems. You also began preparation for a new benefit administration system.

Despite the increased spending over the past 4 years, your costs remained well below those of your peers.

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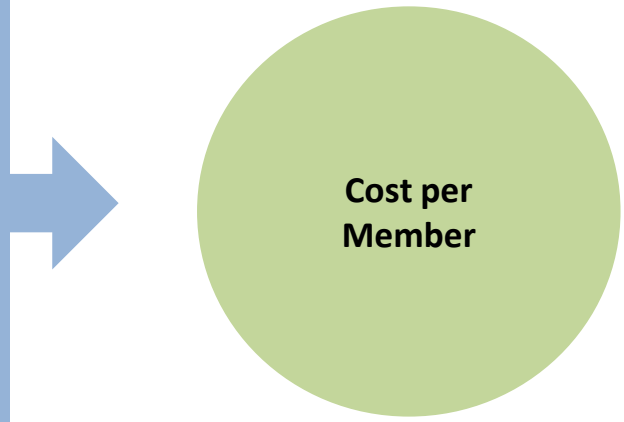
CEM uses the following cost model to explain differences in total costs:

Reasons for differences in total costs

1. Economies of scale
2. Workloads: transactions per member
3. Productivity: transactions per FTE
4. Paying more/ less per FTE for: salaries and benefits, building and utilities, HR and IT desktop
5. Higher/ lower third-party costs and other miscellaneous costs in front-office activities

   (Front office activities are Member Transactions, Member Communication and Collections and Data Maintenance.)
6. Higher/ lower back-office activity costs

   (Back office activities are Governance and Financial Control, Major Projects and Support Services.)



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Reasons why your total cost was $29 below the peer average.

Reason	Impact
1. Economies of scale advantage	-$0.68
2. Lower transactions per member (workloads)	-$2.34
3. Higher transactions per FTE (productivity)	-$2.39
4. Lower costs per FTE for: salaries and benefits, building and utilities, HR and IT desktop	-$12.19
5. Lower third-party and other costs in front-office activities	-$4.07
6. Paying more/-less for back-office activities:	
- Governance and Financial Control	$0.68
- Major Projects	-$3.81
- IT Strategy, Database, Applications (excl. major projects)	$0.74
- Actuarial, Legal, Audit, Other Support Services	-$4.49
Total	-$28.55

CEM reconciles to the peer average instead of the peer median because there are interactions between the reasons that would be lost if we used medians. Also, the reasons will only add to 100% if we used averages.

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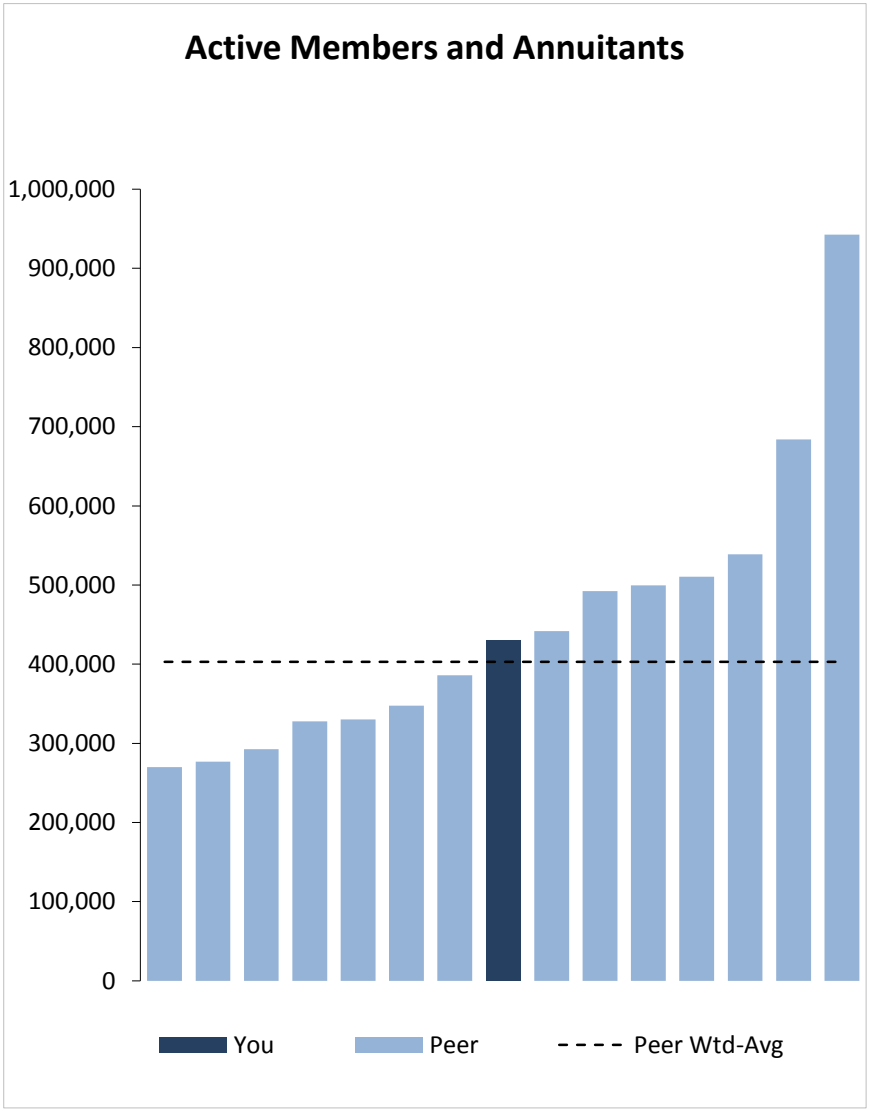
Reason 1: You had an economies of scale advantage.



The peer-average is weighted with a higher weight to smaller plans because the relationship between size and cost is not linear.

Your system had 7% more members than the peer weighted-average. Your larger size means that you had a cost advantage relative to the average peer of $0.68 per member.

Size is a key driver of costs. More members lets you spread your fixed costs over a larger base. But the benefit of economies of scale is not linear. Scale economies diminish as systems get larger.

How Changes in Membership Impact Your Cost

% Change in Members	# of Members	Predicted Cost per Member	Increase/ -Decrease
-75%	107,622	$88.36	$29.67
-50%	215,244	$68.58	$9.89
-25%	322,866	$61.98	$3.30
0%	430,488	$58.68	$0.00
+25%	538,110	$56.71	-$1.98
+50%	645,732	$55.39	-$3.30
+75%	753,354	$54.44	-$4.24

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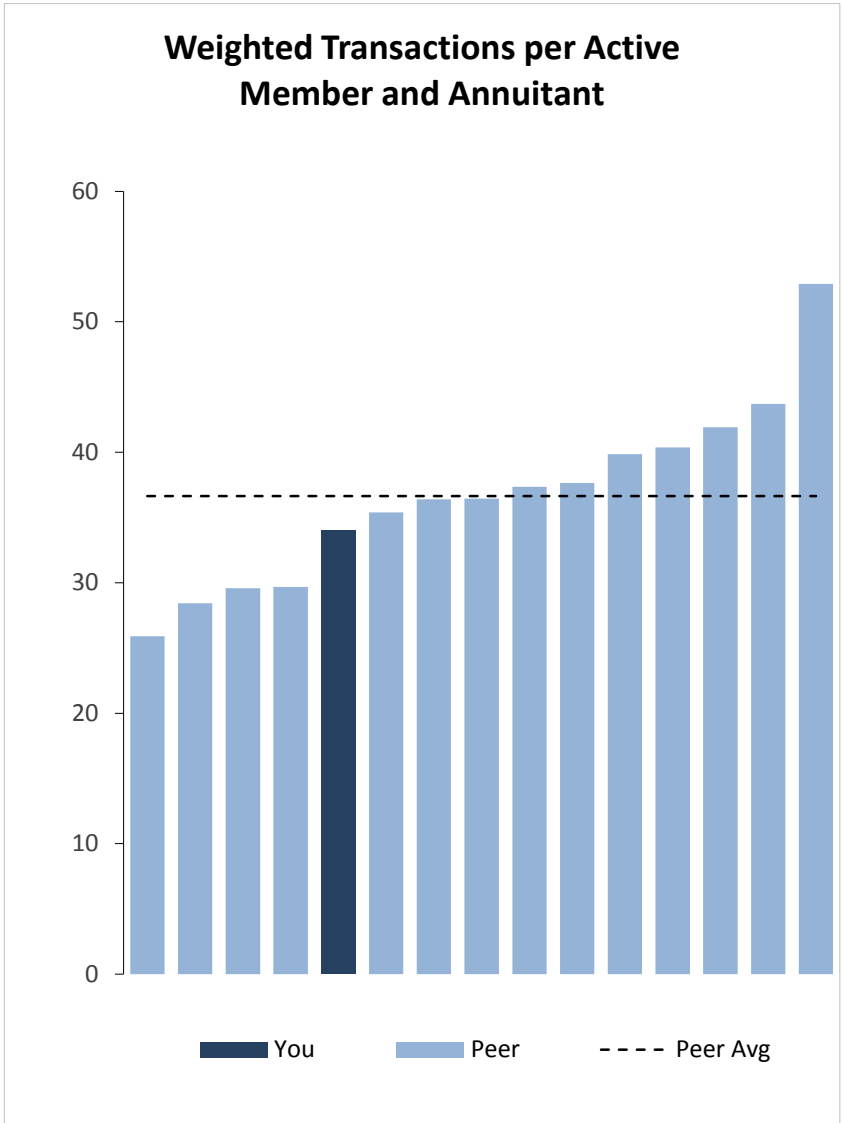
Reason 2: You had lower transaction volumes per member (workloads).



Your weighted transactions were 7% below the peer average. Your lower transaction volumes decreased your total cost per member by an estimated $2.34 relative to the peer average.

Weighted transactions indicates whether you are doing more or fewer transactions per member in aggregate than your peers. The weights used were the median cost per transaction of all participants. This enables us to normalize for the substantial differences in time and effort expended on each type of task. For example, a 1-on-1 counseling session is more costly and time consuming than answering a telephone call.

The following page shows where you are doing more and/or fewer transactions by front-office activity.

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Where did you do more/fewer transactions?

Where did you do more/fewer transactions?				
Front Office Transactions (or Transaction Driver)	Volume per 1,000 Active Members and Annuitants			$ per Member Transaction Impact
	You	Peer Average	More/ -Less	
1. Member Transactions				
a. Pension Payments (Annuitants)	403	389	4%	$0.11
b. New Payee Inceptions	21	27	-20%	-$0.76
c. Withdrawals and Transfers-out	13	26	-51%	-$0.73
d. Purchases and Transfers-in	2	10	-83%	-$1.37
e. Disability Applications*	6	3	119%	$2.59
2. Member Communication				
a. Calls and Emails	476	692	-31%	-$1.59
b. Incoming Mail	415	412	1%	$0.01
c. Members Counseled 1-on-1	12	25	-53%	-$0.81
d. Member Presentations	1	2	-53%	-$0.84
e. Written Estimates	44	26	71%	$1.20
3. Collections and Data Maintenance				
a. Data and Money from Employers (Active Members)	597	611	-2%	-$0.07
b. Service to Employers (Active Members)	597	611	-2%	-$0.03
c. Data Not from Employers (Actives, Inactives, Annuitants)	1,355	1,423	-5%	-$0.04
Weighted Total	34,005	36,636	-7%	-$2.34

Differences in transaction volumes per member reflect differences in:

- Membership mix (active, inactive, annuitant)
- Member demographics. For example, you may have a higher proportion of active members approaching retirement.
- Member type/ industry group.
- System and plan complexity. For example, if you administer healthcare, you will have higher communication needs.
- Service Levels

* Although your disability applications transaction volume is recognized here as a cost driver, most of the costs related to disability are incurred by a third party administrator and are therefore excluded from the cost analysis.

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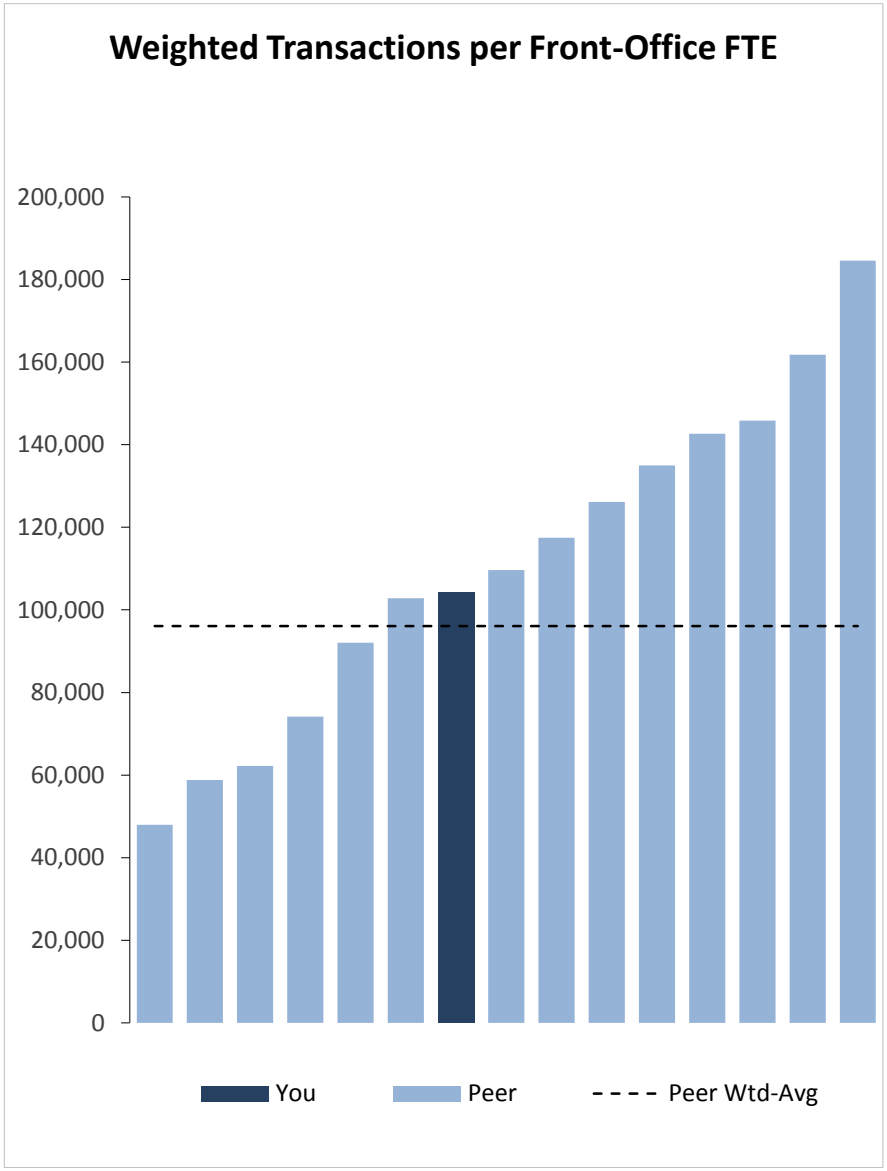
Reason 3: You had higher transactions per FTE (total productivity).



Your weighted transactions per front-office FTE were 8% above the peer weighted-average (adjusted for economies of scale to avoid double counting). Your higher transaction volumes per FTE decreased your total cost per member by $2.39 relative to the peer average.

Differences in transaction volumes per FTE are due to differences in:

- Economies of scale. CEM research shows that smaller systems had lower productivity than larger systems
- IT capability / on-line transactions
- Service levels
- Complexity of plan rules
- Staff skills and staff productivity
- Use of consultants versus internal staff
- Projects
- Organization design

It is important to emphasize that total productivity is not a measure of staff productivity; staff productivity is, however, a component of total productivity.

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Reason 4: You had lower costs per FTE for: salaries and benefits, IT desktop, networks and telecom, building and utilities, and human resources.

Cost per FTE			
	You	Peer Avg	FTE-Wtd Peer Avg
Salaries and Benefits	$72,870	$84,377	$84,585
Building and Utilities	$6,867	$9,726	$9,940
Human Resources	$1,973	$2,795	$3,057
IT Desktop, Networks, Telecom	$4,208	$9,823	$9,521
Total	$85,918	$106,721	$107,102

Your lower costs per FTE decreased your total cost by $12.19 per member relative to the peer average.

The peer average is weighted such that peers with more FTEs get a higher weight because 'cost per FTE' differences matter more for peers with more FTEs.

Differences in your cost per FTE reflect differences in:

- Organization structure, strategy and history.
- Outsourcing and use of consultants.
- Cost environment of your location vs. peers.

Labor costs in your area were 7% below the peer average.

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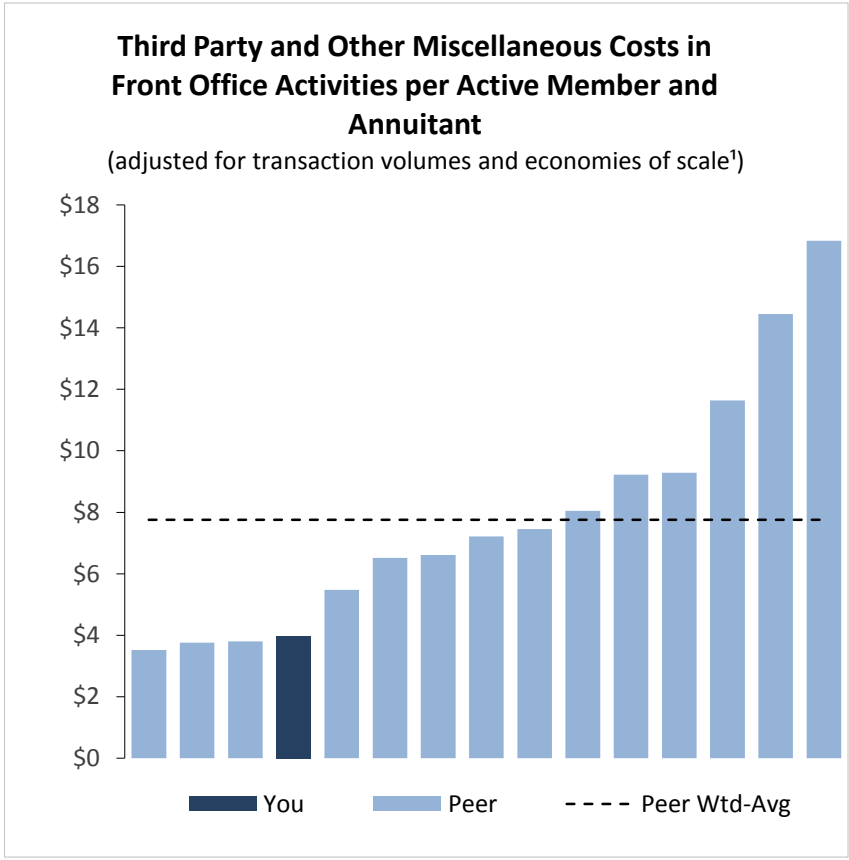
Reason 5: You had lower third party and other miscellaneous costs in the front-office activities.



Your third party and other miscellaneous costs (such as travel, office supplies, etc.) in the front-office activities[2] were $3.98 per member which was 49% below the adjusted peer weighted average of $7.75. Your lower third party costs decreased your total cost per member by $4.07 relative to the peer average.

1. To avoid double counting, peer costs are adjusted for differences in transaction volumes and economies of scale.

2. Front office activities are activities that come in contact with clients or employers, such as paying pensions, member calls and presentations. It excludes back-office activities such as Governance and Financial Control, Major Projects and Support Services.

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Reason 6: You paid less for back-office activities.

Back-Office Activities - Adjusted Cost per Member			
Back Office Activities	You	Peer Avg	More/ -less
Governance and Financial Control	$5.77	$5.10	$0.68
Major Projects	$4.38	$8.19	-$3.81
IT Strategy, Database, Applications	$13.35	$12.61	$0.74
Actuarial, Legal, Audit, Other	$4.87	$9.36	-$4.49
Total	$28.38	$35.26	-$6.88

To avoid double counting, back office costs are adjusted for economies of scale and cost per FTE for: salaries, benefits, building, utilities, IT desktop and human resources. Before adjustments, your total costs for the above back-office activities were $36. The unadjusted peer average was $58.

Your adjusted cost per active member and annuitant of $28.38 for back-office activities was below the peer average of $35.26. Paying less for back-office activities decreased your total cost per member by $6.88 relative to the peer average.

Differences in cost per member for back-office activities reflects differences in:

- How much you do. For example, some systems invest more in disaster recovery.
- IT capability
- IT investment cycle
- Plan complexity

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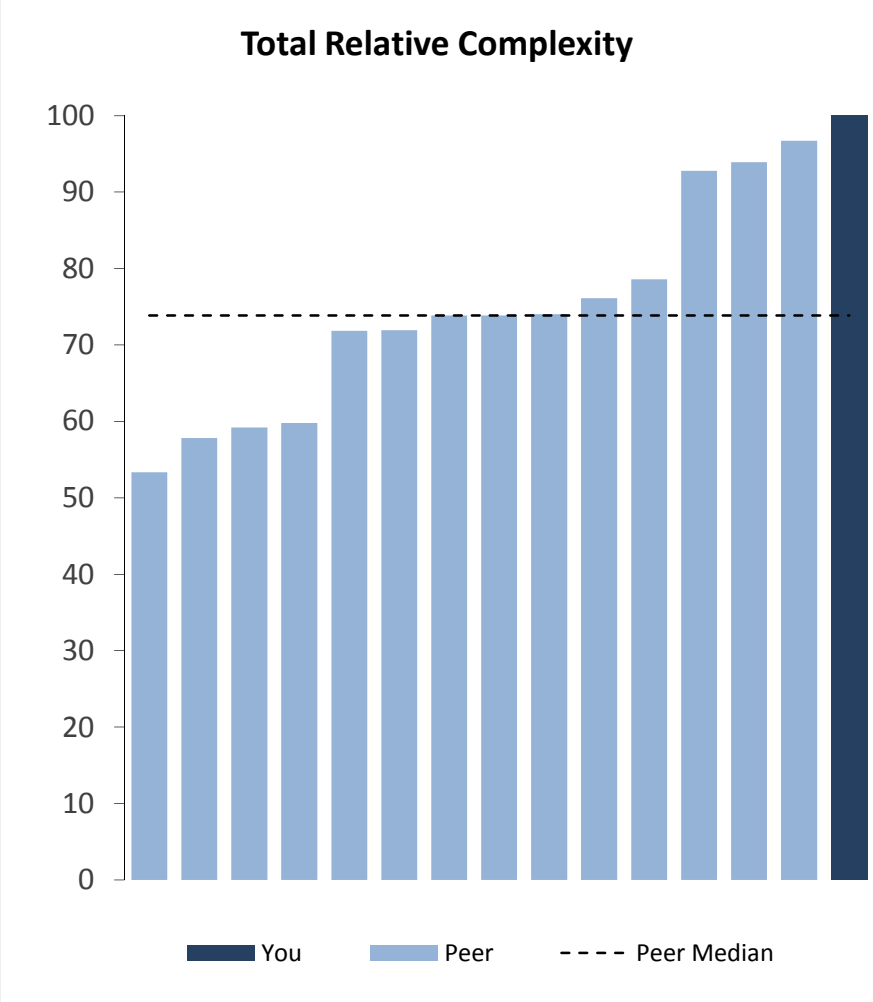
Back-office costs and productivity are impacted by system complexity. Your total relative complexity score of 100 was above the peer median of 74.



Relative Complexity Score by Cause (0 least - 100 most)

Cause	You	Peer Median
Pension Payment Options	58	60
Customization Choices	74	9
Multiple Plan Types and Overlays	95	63
Multiple Benefit Formula	27	44
External Reciprocity	35	35
COLA Rules	12	23
Contribution Rates	41	43
Variable Compensation	100	100
Service Credit Rules	59	61
Divorce Rules	100	55
Purchase Rules	55	65
Refund Rules	27	39
Disability Rules	86	82
Translation	0	0
Defined Contribution Plan Rules	100	100
Total Relative Complexity	100	74

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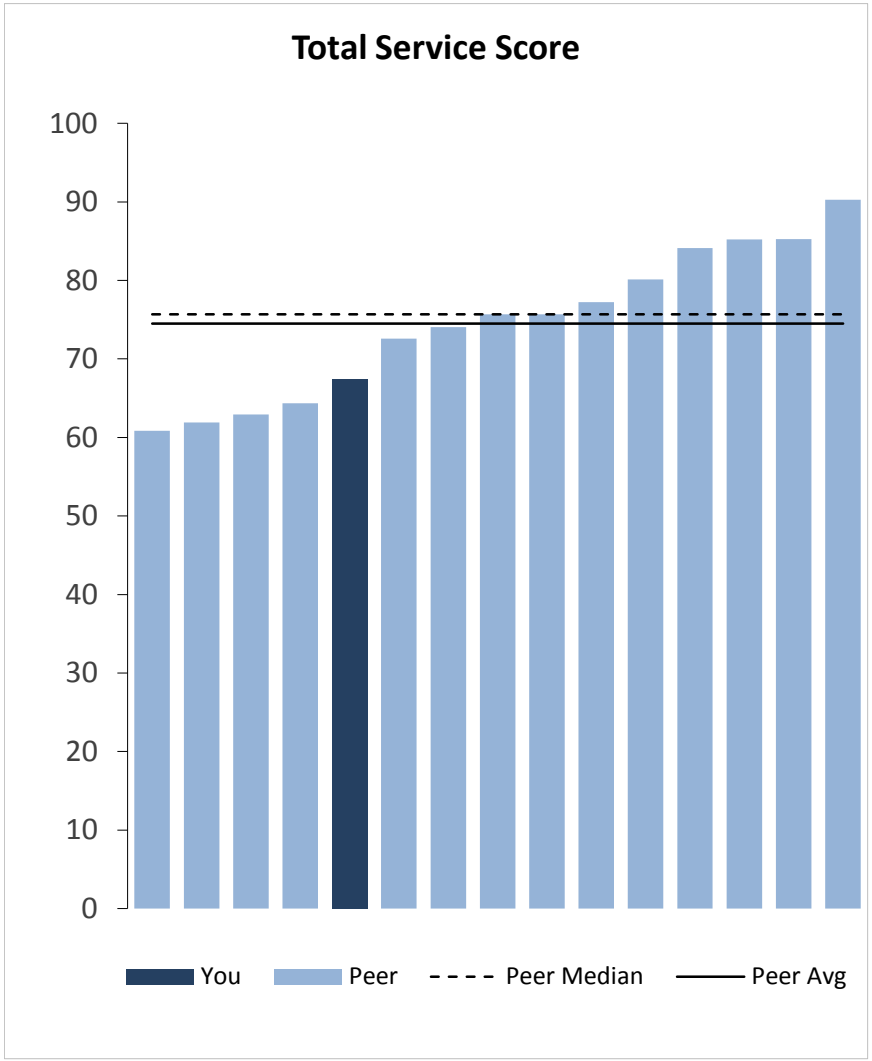
Your total service score was 67. This was below the peer median of 76.



Service is defined from a member's perspective. Higher service means faster turnaround times, more availability, more choice and higher quality. Examples of key service metrics are shown on the next page.

A higher service score is not necessarily better. This is because:

- High service may not always be cost effective or optimal. For example, it is higher service for your members to have a contact center open 24 hours a day. But few systems would be able to justify the cost.
- The weights CEM uses are an approximation of the importance of individual service elements. The weights will not always reflect the relative importance that you or your members attach to individual service elements.

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The total service score is the weighted average of the activity level service scores.

Service Scores by Activity				
		Score out of 100		
Activity	Weight	You	Peer Median	% Higher /-Lower
1. Member Transactions				
a. Pension Payments	19.7%	95	97	-2%
b. Pension Inceptions	7.4%	91	85	7%
c. Withdrawals and Transfers-out	0.3%	10	85	-88%
d. Purchases and Transfers-in	3.1%	76	82	-7%
e. Disability	4.8%	82	82	0%
2. Member Communication				
a. Call Center	21.2%	40	52	-23%
c. 1-on-1 Counseling	7.4%	61	90	-32%
d. Member Presentations	6.5%	92	87	6%
e. Written Pension Estimates	4.7%	63	85	-26%
f. Mass Communication				
a. Website	7.6%	41	77	-47%
b. Newsletters	3.8%	80	90	-11%
c. Member statements	6.6%	81	86	-6%
d. Other mass communication	0.9%	50	51	-2%
3. Other				
Satisfaction Surveying	5.0%	26	37	-30%
Disaster Recovery	1.0%	58	87	-33%
Weighted Total Service Score	100.0%	67	76	-12%

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Examples of key service measures included in your Service Score:

Select Key Service Metrics	You	Peer Avg
Member Contacts		
• % of calls resulting in undesired outcomes (busy signals, messages, hang-ups)	13%	15%
• Average total wait time including time negotiating auto attendants, etc.	282 secs	244 secs
Website		
• Can members access their own data in a secure environment?	No	93% Yes
• Do you have an online calculator linked to member data?	No	80% Yes
• # of other website tools offered such as changing address information, registering for counseling sessions and/or workshops, viewing or printing tax receipts, etc.	2	8
1-on-1 Counseling and Member Presentations		
• % of your active membership that attended a 1-on-1 counseling session	2.0%	4.2%
• % of your active membership that attended a presentation	3.4%	5.4%
Pension Inceptions		
• What % of annuity pension inceptions are paid without an interruption of cash flow greater than 1 month between the final pay check and the first pension check?	99.0%	88.9%
• What % of annuity pension inceptions were initiated online?	n/a	35%
Member Statements		
• How current is an active member's data in the statements that the member receives?	3.0 mos	2.3 mos
• Do statements provide an estimate of the future pension entitlement?	Yes	67% Yes

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Biggest potential improvements to your total service score

Biggest potential improvements to your total service score		
Rank	Factor	Potential Improvement
# 1	On average, members calling your call center reach a knowledgeable person in 282 seconds. To achieve a perfect service score, members must reach a knowledgeable person on the phone in 20 seconds or less.	+ 5.2
# 2	13.2% of your incoming calls resulted in undesired outcomes. To achieve a perfect service score, members must experience no undesired call outcomes.	+ 3.1
# 3	You offer 2 of the 16 website transactions and tools applicable to you. To achieve a perfect service score you must offer all 16 on-line transactions and tools.	+ 2.4
# 4	0.5% of your total 1-on-1 sessions were located in the field. To achieve a perfect service score, the number of 1-on-1 sessions located in the field must be 25% or more.	+ 1.0

CEM is not recommending these changes. Higher service is not necessarily optimal or cost effective. We include this summary analysis because many participants want to know what they would have to do to achieve a higher score.

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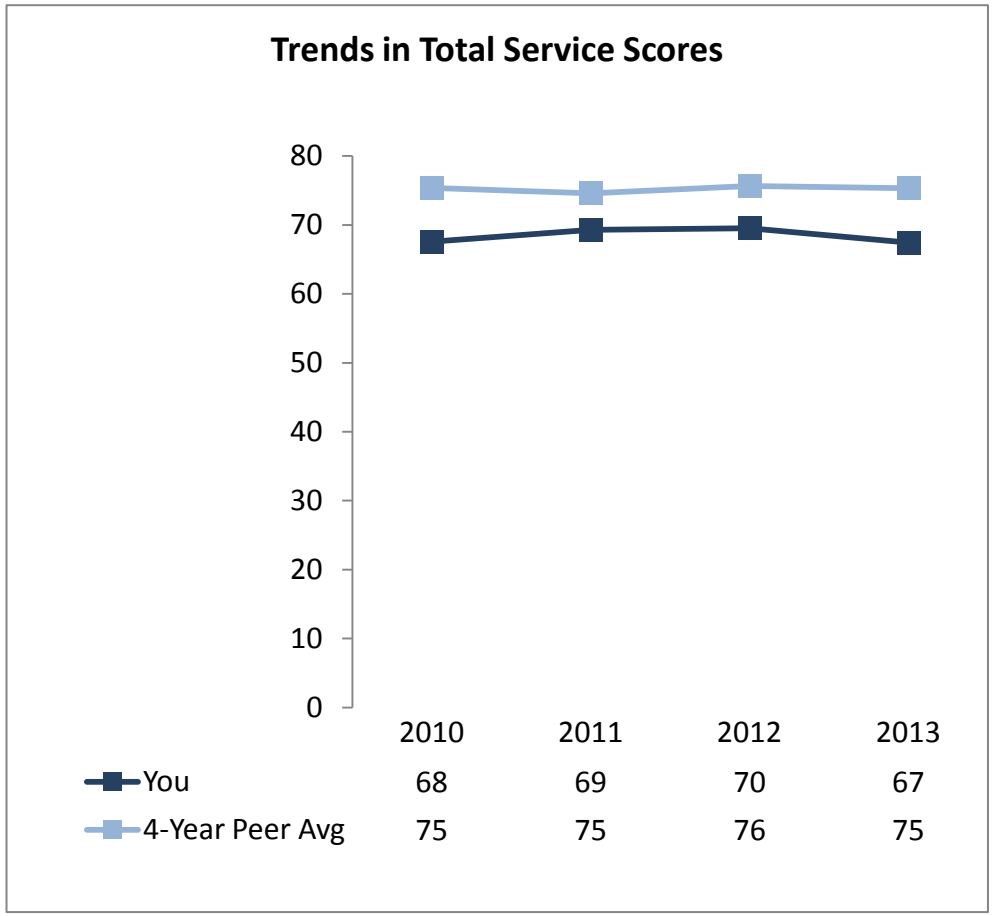
Your service score decreased from 68 to 67 between 2010 and 2013.



Trend analysis is based on systems that have provided 4 consecutive years of data (13 of your 15 peers).

Historic scores have been restated to reflected changes in methodology. Therefore, your historic service scores may differ from previous reports.

Your total service score has decreased 1 point since 2010.

This was the result of a 6% increase in your undesired call outcomes (i.e., busy signals, abandoned calls), from 7% in 2010 to 13% in 2013.

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The biggest service improvement for most systems has been improved online capabilities.

Online Tool	% offering tool			If offered: Volume per 1,000 active members and annuitants		
	You	Peer	All	You	Peer Median	All Median
Benefit calculators						
In non-secure area	Yes	67%	53%	470.4	343.6	273.5
In secure area not linked to member data	No	20%	9%	n/a	24.4	53.3
In secure area linked to member's salary and service data	No	80%	87%	n/a	441.6	349.0
Service credit purchase calculator	Yes	67%	68%	5.8	65.2	67.4
Download forms	Yes	100%	100%	1,816.5	289.9	231.6
Register for counseling sessions	No	36%	31%	n/a	8.7	4.7
Register for presentations	Yes	64%	66%	3.6	14.7	15.7
Change address	No	80%	80%	n/a	23.0	26.6
Change beneficiary	No	47%	47%	n/a	20.6	40.6
Change family information	No	33%	28%	n/a	108.5	53.9
Tools for annuitants						
Change banking information for direct deposit	No	47%	43%	n/a	7.1	4.2
Change tax withholding amount	No	60%	44%	n/a	12.0	8.0
Download or print duplicate tax receipts	No	87%	69%	n/a	33.4	29.8
View annuity payment details	No	93%	75%	n/a	180.6	130.6
Apply for retirement	No	60%	38%	n/a	6.9	6.4
View status of online retirement application	n/a	60%	67%	n/a	47.6	28.3
View status of disability application	No	13%	7%	n/a	26.9	26.3
Secure mailbox	No	60%	42%	n/a	46.1	80.6
Download member statement	No	80%	85%	n/a	208.4	168.0
Digital file	No	27%	22%	n/a	396.6	396.6
Upload documents	No	18%	10%	n/a	7.1	7.1
View pensionable earnings and/or service without downloading	No	80%	87%	n/a	760.0	669.2
If yes:						
Are both salary and service data available?	n/a	100%	94%			
Online data up-to-date to the most recent pay period?	n/a	83%	73%			

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Complete annual history from the beginning of employment?	n/a	67%	56%	

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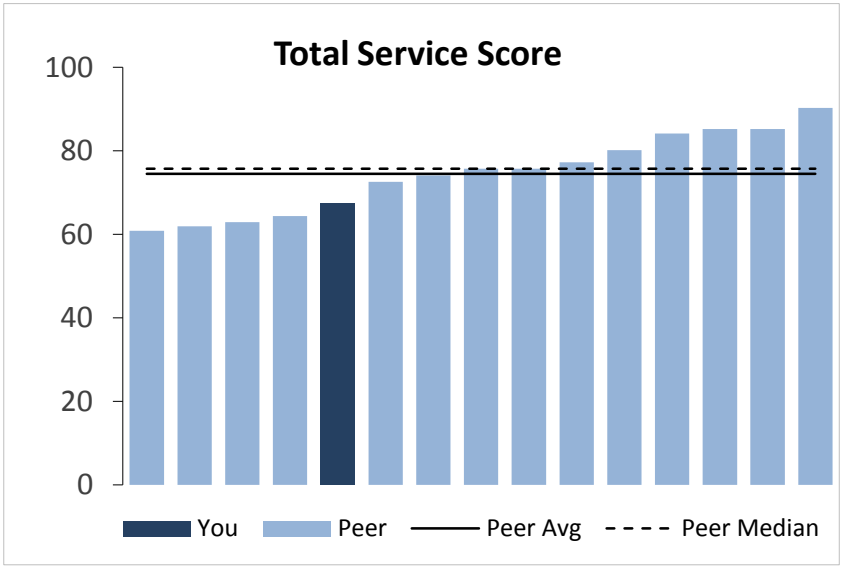
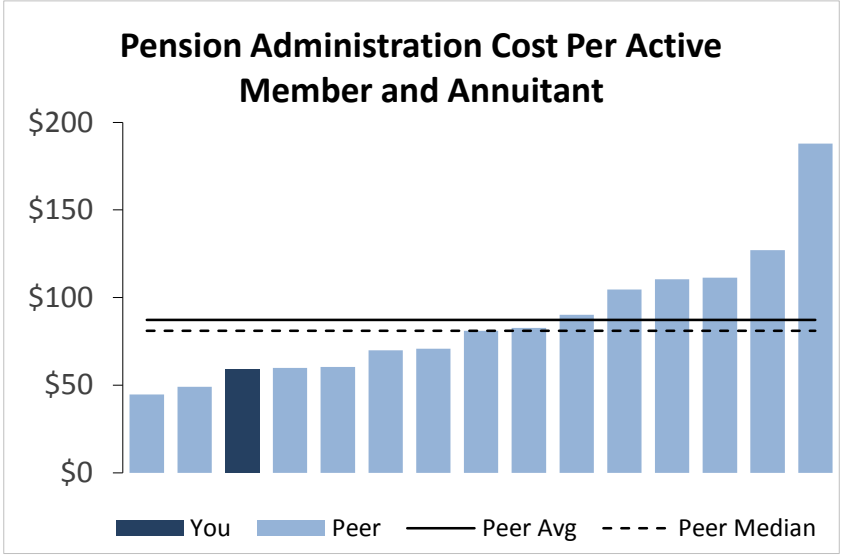
Key Takeaways:



Your total service score was 67. This was below the peer median of 76.

- Your total service score has decreased by 1 point since 2010. This decrease reflects the highly weighted call center results.



Your total pension administration cost was $59 per active member and annuitant. This was $29 below the peer average of $87. The primary reasons why were:

- You had lower costs per FTE for: salaries and benefits, building and utilities, HR and IT desktop.
- You paid less for back office activities, specifically, major projects and actuarial, legal, audit and other support.

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2

Peer Characteristics

This section contains:

- Your custom peer group
- A comparison of the characteristics of all participants

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Your peer group consists of 15 peers.

The most relevant comparisons are to systems similar to you in total membership and nationality. Your peer group consists of the following 15 systems:

Custom Peer Group for Wisconsin DETF			
	Active	Annuitants	Total
NYSLRS	529,046	413,436	942,482
CalSTRS	416,643	267,084	683,727
Ohio PERS	348,235	190,621	538,856
Virginia RS	340,751	169,588	510,339
Michigan ORS	243,254	256,403	499,657
Pennsylvania PSERS	284,333	208,096	492,429
Washington State DRS	290,910	150,711	441,621
Wisconsin DETF	256,833	173,655	430,488
Indiana PRS	252,923	133,128	386,051
STRS Ohio	198,427	149,270	347,697
Colorado PERA	230,367	99,642	330,009
Arizona SRS	202,693	125,182	327,875
Oregon PERS	167,103	125,545	292,648
Illinois MRF	174,771	102,100	276,871
Iowa PERS	165,095	104,933	270,028
Peer Median	252,923	150,711	430,488
Peer Avg	273,426	177,960	451,385

Inactive members are not considered when selecting peers because they are excluded when determining cost per member. They are excluded when determining cost per member because they are much less costly to administer than either active members or annuitants.

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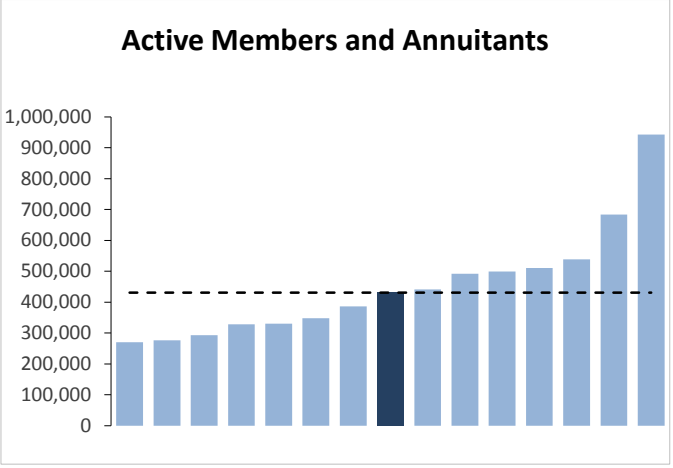
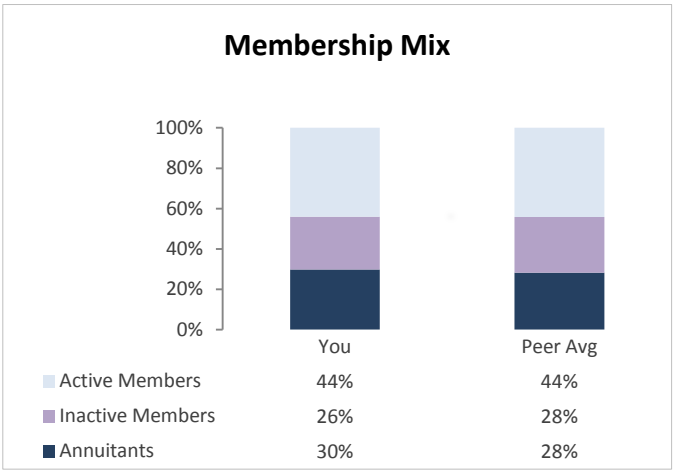
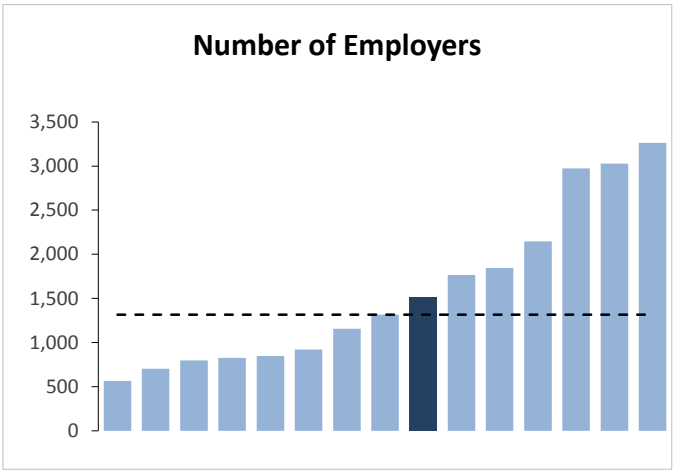
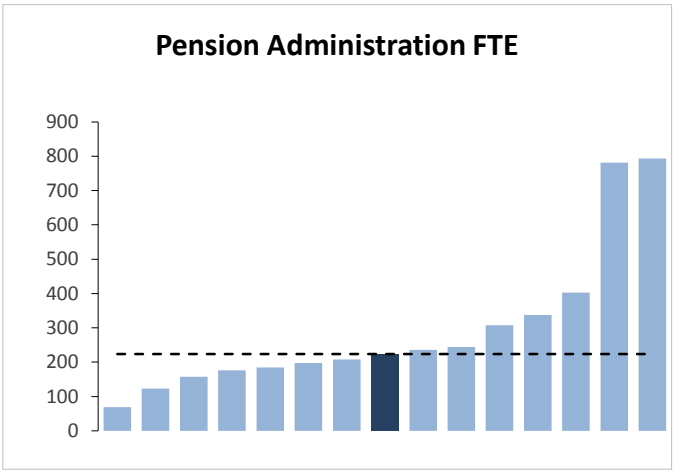
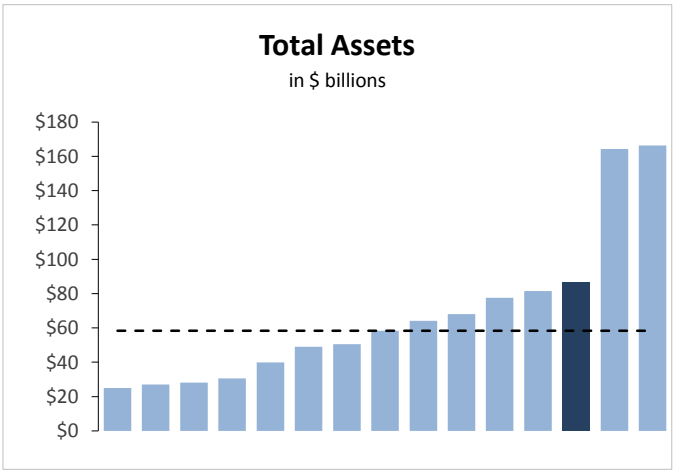
Graphical summary of peer characteristics

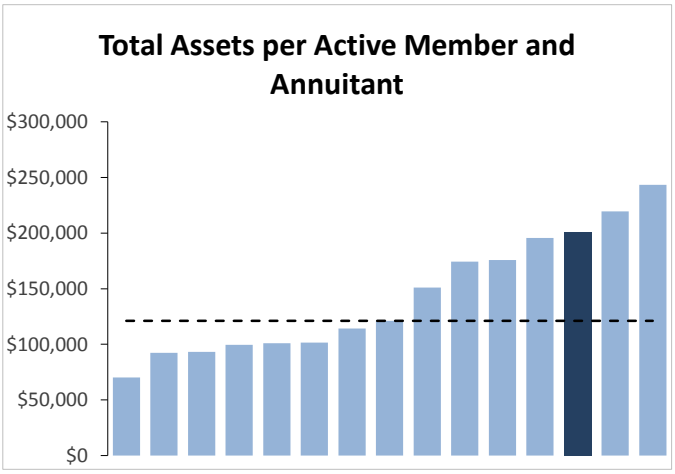












You Peer Peer Median

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Profiles of the 56 benchmarking participants

(excluding Australian and UK systems)

Participant	Members by Type (000s)			Member Groups									Plan Types							
	Active Members	Annuitants	Inactive Members	City or County Only	State/ County Employees	Teachers	School	Police and/or Fire	Participating Local Employers	Other (judges etc)	Corporate	Industry	DB	Cash Balance	DB/ Cash Balance	DB/ Money Match	Drop	DC	Hybrid DB/ DC	Administer Retiree Healthcare
Canada																				
APS	198	80	45		X		X	X	X	X			X							
BC Pension Corporation	296	150	66		X	X	X	X	X	X	X	X	X		X				X	
Defence Canada	93	110	0							X			X							
HOOPP	178	76	24		X				X			X	X							
LAPP	147	49	28		X		X	X	X				X							
OMERS	266	124	39				X	X	X	X	X		X							
Ontario Pension Board	42	36	5		X			X		X			X							
Ontario Teachers	179	124	69		X	X	X						X							
OPTrust	49	29	6		X								X							
FPSPP	300	259	4		X								X							
RCMP	23	17	0		X			X					X							X
Saskatchewan HEPP	34	13	3						X			X	X							
Denmark																				
ATP	3,032	879	872		X															
The Netherlands																				
ABP	1,117	780	913										X							
bpfBOUW	177	252	385										X							
BPF Schilders	36	35	47										X							
Pensioenfonds Metaal en Techniek	398	189	661										X							
PFZW	1,251	344	893										X							
Pensioenfonds van de Metalektro	146	165	321										X							
Rabobank Pensioenfonds	46	12	39										X							
Stichting Pensioenfonds Medisch Specialisten	8	6	1										X							
United Arab Emirates																				
Abu Dhabi RPB*																				
Sweden																				
Alecta	556	667	599								X	X							X	

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Fund characteristics

continued

Participant	Members by Type (000s)			Member Groups									Plan Types							
	Active Members	Annuitants	Inactive Members	City or County Only	State/ County Employees	Teachers	School	Police and/or Fire	Participating Local Employers	Other (judges etc)	Corporate	Industry	DB	Cash Balance	DB/ Cash Balance	DB/ Money Match	Drop	DC	Hybrid DB/ DC	Administer Retiree Healthcare
United States																				
Arizona SRS	203	125	213		X	X	X		X	X			X						X	X
CalPERS	760	567	345		X		X	X	X				X							X
CalSTRS	417	267	183			X							X		X				X	
Colorado PERA	230	100	187		X	X	X		X	X			X					X	X	X
Delaware PERS	43	26	12		X	X	X	X	X	X			X							
Florida Retirement System	615	387	111		X	X	X	X	X	X			X				X	X		
Idaho PERS	66	39	27		X	X	X	X	X	X			X						X	
Illinois MRF	175	102	115				X	X	X				X							
Indiana PRS	253	133	64		X	X	X	X	X	X			X				X	X	X	X
Iowa PERS	165	105	73		X	X	X	X	X	X			X							
KPERS	156	84	46		X	X	X	X	X	X			X							
LACERA	92	59	12	X				X		X			X							X
Michigan ORS	243	256	540		X	X	X	X		X			X				X		X	X
MOSERS	51	40	19		X		X	X		X			X							
Nevada PERS	99	52	14		X	X	X	X		X			X							
New Mexico ERB	61	39	35		X	X	X	X					X					X		
NYC TRS	118	80	40	X		X	X						X						X	
NYSLRS	529	413	119		X		X	X	X	X			X							
Ohio PERS	348	191	467		X			X		X			X	X					X	X
Orange County ERS	21	14	4	X	X			X	X				X							
Oregon PERS	167	126	70		X	X	X	X	X	X						X			X	X
Pennsylvania PSERS	284	208	111		X	X	X						X							X
South Carolina RS	257	148	173		X	X	X	X	X	X			X				X	X		
South Dakota RS	39	23	15		X	X	X	X	X	X			X							
STRS Ohio	198	149	136			X							X					X	X	X
State Universities RS of Illinois	71	57	75		X	X	X	X		X		X	X					X		
Texas MRS	102	42	25					X	X	X					X					
TRS Louisiana	88	72	21			X	X						X				X	X		
TRS of Texas	846	348	175		X	X	X						X							X
Utah RS	104	51	103		X	X	X	X	X	X			X					X	X	
Virginia RS	341	170	110		X	X	X	X	X	X			X							
Washington State DRS	291	151	225		X	X	X	X	X	X			X						X	
Wisconsin DETF	257	174	153		X	X	X	X	X	X									X	X

* We have not yet received clean data from the 1 system identified with an asterisk. Therefore, this system has been excluded from this analysis.

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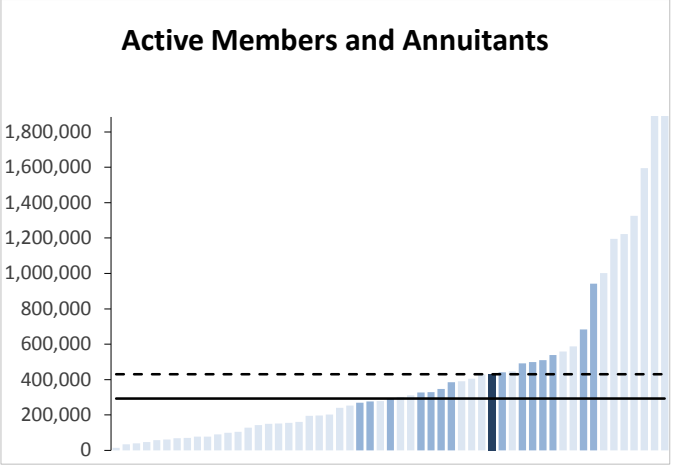
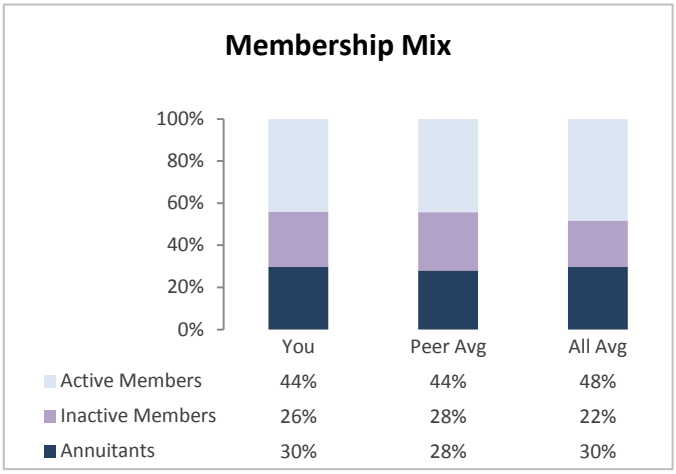
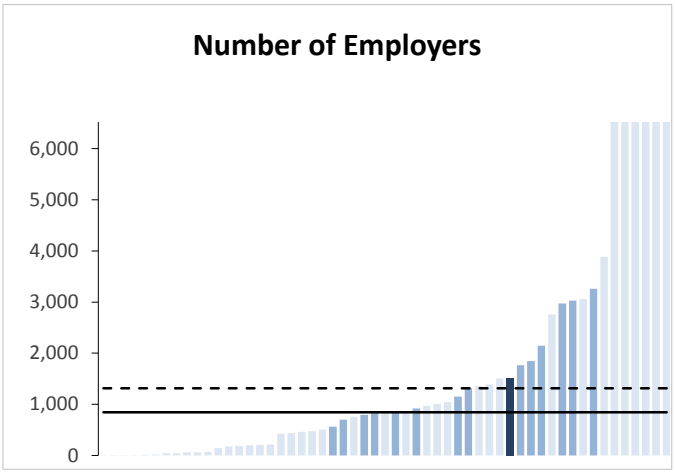
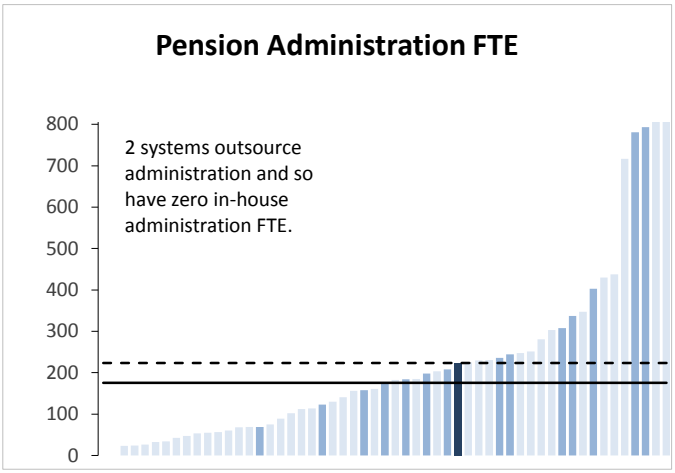
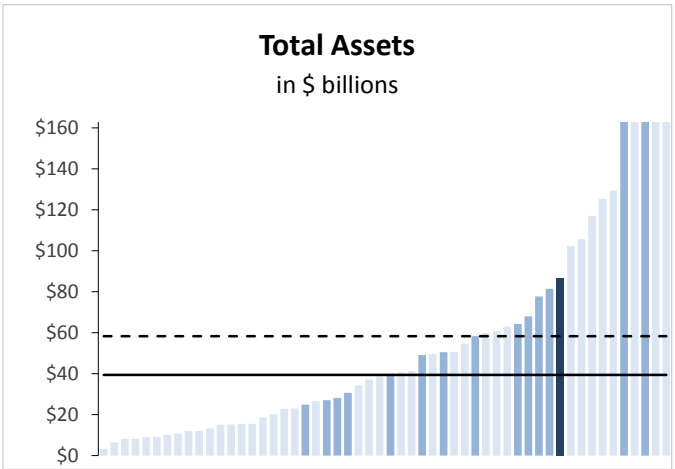
Graphical summary of all participant characteristics

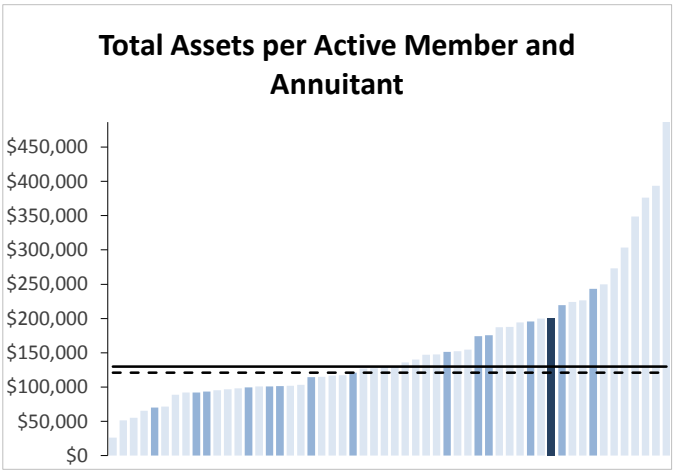












You | Peer | All | Peer Median | All Median

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3

Total Cost

This section:

- Compares your total cost per member
- Quantifies the impact of economies of scale, transaction volumes, productivity, salary per FTE, and other differences on your relative cost performance.
- Compares your salaries and benefits, and third party costs.

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Your total pension administration cost was $25.3 million or $59 per active member and annuitant.

Activity [1]	Cost[1] $000s	$s per Active Member and Annuitant			% of Total Pension Administration Cost		
	You	You	Peer Avg	All Avg	You	Peer Avg	All Avg
1. Member Transactions							
a. Pension Payments	1,187	2.76	3.49	5.37	4.7%	4.0%	4.4%
b. Pension Inceptions	992	2.30	4.33	5.87	3.9%	5.0%	4.8%
c. Withdrawals and Transfers-out	330	0.77	1.35	2.34	1.3%	1.6%	1.9%
d. Purchases and Transfers-in	138	0.32	1.80	2.89	0.5%	2.1%	2.4%
e. Disability	747	1.74	2.79	2.23	3.0%	3.2%	1.8%
	3,394	7.88	13.76	18.71	13.4%	15.8%	15.2%
2. Member Communication							
a. Call Center	1,730	4.02	5.42	5.48	6.8%	6.2%	4.5%
b. Mail Room, Imaging	1,122	2.61	2.25	3.58	4.4%	2.6%	2.9%
c. 1-on-1 Counseling	780	1.81	2.70	2.98	3.1%	3.1%	2.4%
d. Presentations and Group Counseling	527	1.22	1.25	1.50	2.1%	1.4%	1.2%
e. Written Pension Estimates	1,365	3.17	1.17	2.11	5.4%	1.3%	1.7%
f. Mass Communication	961	2.23	3.39	4.34	3.8%	3.9%	3.5%
	6,484	15.06	16.18	19.99	25.7%	18.6%	16.3%
3. Collections and Data Maintenance							
a. Data and Money from Employers	859	2.00	3.15	5.97	3.4%	3.6%	4.9%
b. Service to Employers	324	0.75	1.56	1.94	1.3%	1.8%	1.6%
c. Data Not from Employers	151	0.35	1.17	1.97	0.6%	1.3%	1.6%
	1,334	3.10	5.89	9.88	5.3%	6.8%	8.0%
4. Governance and Financial Control							
a. Financial Administration and Control	809	1.88	2.69	4.94	3.2%	3.1%	4.0%
b. Board, Strategy, Policy	591	1.37	1.85	7.23	2.3%	2.1%	5.9%
c. Government and Public Relations	833	1.93	0.93	2.49	3.3%	1.1%	2.0%
	2,233	5.19	5.47	14.65	8.8%	6.3%	11.9%
5. Major Projects							
a. Amortization of non-IT Major Projects	0	0.00	0.01	0.03	0.0%	0.0%	0.0%
b. Non-IT Major Projects (if you don't capitalize)	1,523	3.54	1.20	0.97	6.0%	1.4%	0.8%
c. Amortization of IT Major Projects	110	0.26	2.40	4.35	0.4%	2.8%	3.5%
d. IT Major Projects (if you don't capitalize)	121	0.28	5.28	7.06	0.5%	6.1%	5.7%
	1,754	4.07	8.89	12.41	6.9%	10.2%	10.1%
6. Information Technology							
a. IT Strategy, Database Management and Applications	5,376	12.49	13.75	16.23	21.3%	15.8%	13.2%
b. IT Desktop, Networks, Telecom	897	2.08	5.48	7.51	3.5%	6.3%	6.1%
	6,273	14.57	19.23	23.74	24.8%	22.0%	19.3%
7. Support Services and Other							
a. Building and Utilities	1,463	3.40	5.72	7.80	5.8%	6.6%	6.3%
b. Human Resources	421	0.98	1.76	2.86	1.7%	2.0%	2.3%
c. Actuarial	176	0.41	1.53	2.16	0.7%	1.8%	1.8%
d. Legal and Rule Interpretation	948	2.20	2.94	5.26	3.8%	3.4%	4.3%
e. Internal and External Audit	623	1.45	1.48	2.78	2.5%	1.7%	2.3%
f. Pay-as-you-go Benefits for Retired Staff	0	0.00	0.78	0.32	0.0%	0.9%	0.3%
g. Other Support Services	160	0.37	3.59	2.46	0.6%	4.1%	2.0%
	3,791	8.81	17.80	23.63	15.0%	20.4%	19.2%
Total Pension Administration [2]	25,263	58.68	87.23	123.01	100.0%	100.0%	100.0%

1. Refer to the appendix C for detailed activity definitions.

2. The fully-attributed costs of activities 1f. Healthcare Administration and 1g. Optional and Third Party Administered Benefits are excluded from pension administration costs to ensure comparability. Refer to the second to last page of this section to see how the above costs reconcile to the administration costs provided on your survey.

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Quartile comparisons of the components of total cost

The table below shows activity costs on a 'per member' basis (e.g. call center cost per member). In section 4, the same costs are compared on a 'per unit of activity volume' basis (e.g. call center cost per call).

$ Cost per Active Member and Annuitant													
		Peer						All Participants					
Activity [1]	You	Avg	Max	Q3	Med	Q1	Min	Avg	Max	Q3	Med	Q1	Min
1. Member Transactions													
a. Pension Payments	2.76	3.49	9.86	4.06	2.95	2.16	0.67	5.37	41.53	5.23	2.95	1.80	0.20
b. Pension Inceptions	2.30	4.33	9.97	6.68	3.88	2.18	1.19	5.87	30.58	7.27	4.32	2.32	0.15
c. Withdrawals and Transfers-out	0.77	1.35	4.15	1.87	0.81	0.61	0.08	2.34	12.15	3.09	1.22	0.61	0.00
d. Purchases and Transfers-in	0.32	1.80	7.39	1.90	1.11	0.64	0.10	2.89	22.64	3.70	1.22	0.63	0.00
e. Disability	1.74	2.79	8.65	3.18	1.74	0.72	0.35	2.61	41.11	2.07	0.72	0.11	0.00
	7.88	13.76	32.41	18.11	12.64	7.67	5.09	18.71	81.63	21.11	14.56	7.91	0.43
2. Member Communication													
a. Call Center	4.02	5.42	8.58	6.87	5.41	4.04	2.29	5.48	15.81	7.09	5.08	3.16	0.00
b. Mail Room, Imaging	2.61	2.25	5.24	2.80	2.10	1.11	0.60	3.58	25.99	4.12	2.05	1.01	0.00
c. 1-on-1 Counseling	1.81	2.70	12.12	2.53	1.77	0.99	0.26	2.98	46.60	2.55	1.28	0.31	0.00
d. Presentations and Group Counseling	1.22	1.25	3.12	1.28	1.01	0.62	0.30	1.50	24.68	1.32	0.79	0.39	0.00
e. Written Pension Estimates	3.17	1.17	3.17	1.67	0.93	0.40	0.02	2.11	22.84	2.23	1.49	0.52	0.00
f. Mass Communication	2.23	3.39	7.92	3.95	3.13	2.19	1.55	4.34	21.59	4.74	3.59	2.14	0.20
	15.06	16.18	28.61	17.54	15.06	12.19	8.30	19.99	153.59	20.84	15.14	11.17	0.88
3. Collections and Data Maintenance													
a. Data and Money from Employers	2.00	3.15	10.42	3.35	2.40	1.70	0.82	5.97	33.97	7.30	3.33	2.00	0.25
b. Service to Employers	0.75	1.56	3.45	1.91	1.25	0.99	0.69	1.94	8.69	2.72	1.69	0.83	0.00
c. Data Not from Employers	0.35	1.17	3.23	1.46	1.10	0.46	0.00	1.97	21.02	1.97	1.08	0.37	0.00
	3.10	5.89	17.09	5.99	4.37	4.11	1.56	9.88	34.89	14.19	7.15	4.35	0.47
4. Governance and Financial Control													
a. Financial Administration and Control	1.88	2.69	9.32	3.17	2.11	1.51	1.00	4.94	21.19	4.99	3.24	1.95	0.26
b. Board, Strategy, Policy	1.37	1.85	4.00	2.45	1.65	1.07	0.18	7.23	107.20	6.38	3.66	1.57	0.11
c. Government and Public Relations	1.93	0.93	1.94	1.64	0.62	0.46	0.10	2.49	34.51	2.56	1.38	0.60	0.00
	5.19	5.47	14.24	6.22	5.59	3.88	1.88	14.65	158.33	15.54	8.41	5.04	0.52
5. Major Projects													
a. Amortization of non-IT Major Projects	0.00	0.01	0.08	0.00	0.00	0.00	0.00	0.03	1.85	0.00	0.00	0.00	0.00
b. Non-IT Major Projects (if you don't capitalize)	3.54	1.20	5.75	1.86	0.00	0.00	0.00	0.97	11.98	0.36	0.00	0.00	0.00
c. Amortization of IT Major Projects	0.26	2.40	8.07	4.96	0.26	0.00	0.00	4.35	161.09	2.22	0.00	0.00	0.00
d. IT Major Projects (if you don't capitalize)	0.28	5.28	35.56	6.40	0.60	0.00	0.00	7.06	49.64	8.32	0.74	0.00	0.00
	4.07	8.89	41.32	11.71	4.96	2.09	0.00	12.41	161.09	11.71	4.54	0.11	0.00
6. Information Technology													
a. IT Strategy, Database, Applications (excl. major projects)	12.49	13.75	29.77	18.54	13.34	7.91	4.29	16.23	70.22	22.27	13.34	7.62	0.00
b. IT Desktop, Networks, Telecom	2.08	5.48	11.85	6.92	4.97	3.51	1.07	7.51	49.26	8.63	4.84	2.89	0.00
	14.57	19.23	34.79	26.95	17.58	12.64	6.30	23.74	119.48	30.47	18.90	10.86	0.00
7. Support Services and Other													
a. Building and Utilities	3.40	5.72	18.62	6.15	4.11	3.21	0.14	7.80	49.48	10.65	5.33	2.85	0.14
b. Human Resources	0.98	1.76	7.30	2.26	1.07	0.88	0.35	2.86	20.75	3.33	2.00	0.68	0.00
c. Actuarial	0.41	1.53	3.00	1.78	1.51	0.99	0.41	2.16	9.83	2.66	1.66	0.77	0.00
d. Legal and Rule Interpretation	2.20	2.94	6.78	4.10	2.05	1.40	0.95	5.26	42.41	5.48	3.26	1.62	0.09
e. Internal and External Audit	1.45	1.48	5.47	1.48	1.13	0.86	0.53	2.78	24.64	2.28	1.45	0.84	0.00
f. Pay-as-you-go Benefits for Retired Staff	0.00	0.78	9.18	0.20	0.00	0.00	0.00	0.32	9.18	0.00	0.00	0.00	0.00
g. Other Support Services	0.37	3.59	23.18	3.57	1.61	0.86	0.00	2.46	23.18	3.45	0.96	0.04	0.00
	8.81	17.80	68.42	21.11	14.34	8.87	5.75	23.63	124.46	25.83	16.57	9.72	1.28
Total Pension Administration[2]	58.68	87.23	187.94	107.53	81.09	60.11	44.73	123.01	623.34	142.85	95.60	63.98	10.92

1. Refer to the appendix C for detailed activity definitions.
2. Only averages will add to totals. The Max/ Q3/ Med/ Q1/ Min activity costs will not add to their respective totals and subtotals because, for example, the system with the median cost (i.e., the middle value) will not be the same for all activities and totals.

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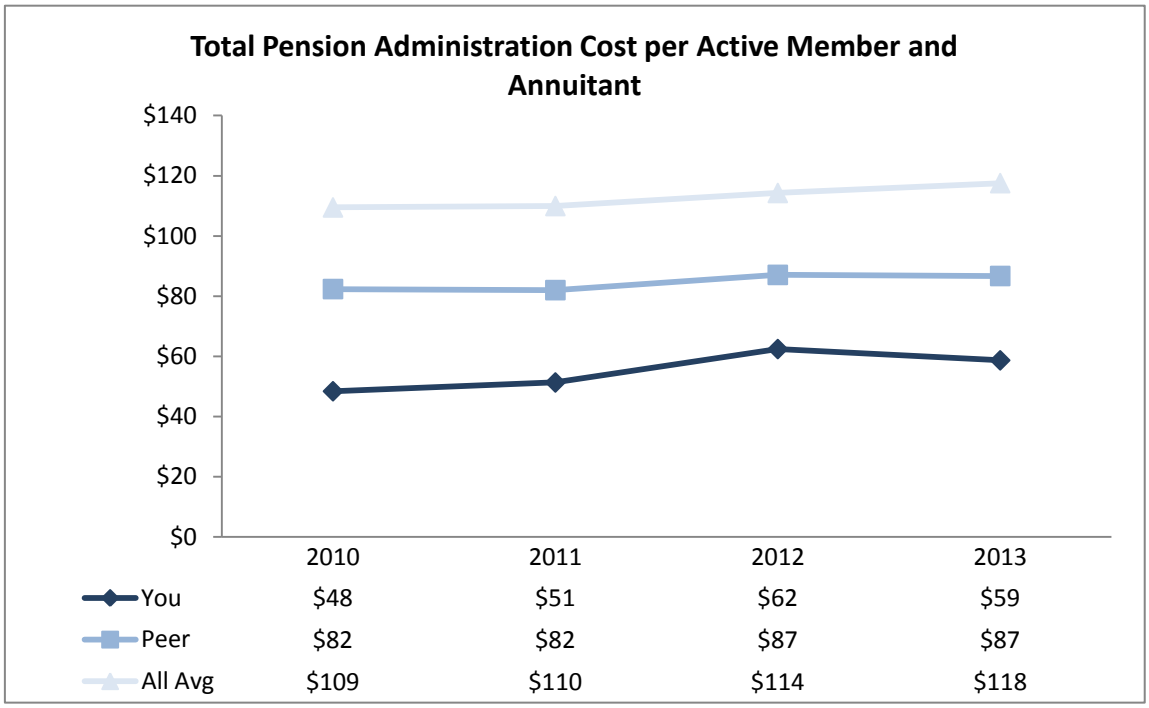
Cost trends

Your total pension administration costs have grown at a compound annual rate of 6.6% between 2010 and 2013. This was above the 1.7% average for your peers that have participated for 4 consecutive years.



1. Trend analysis is based on systems that have participated for 4-consecutive years (13 peers and 37 World systems). This ensures that trends are not caused by changes in the composition of the participants.
2. All foreign currency amounts have been converted to USDs using Purchasing Power Parity figures as per the OECD (see Appendix B). The same exchange rate was used for both the current and prior years. The benefit of using the same exchange rate for prior years is that changes in costs reflect fluctuations in your peers' costs and not fluctuations in foreign exchange.

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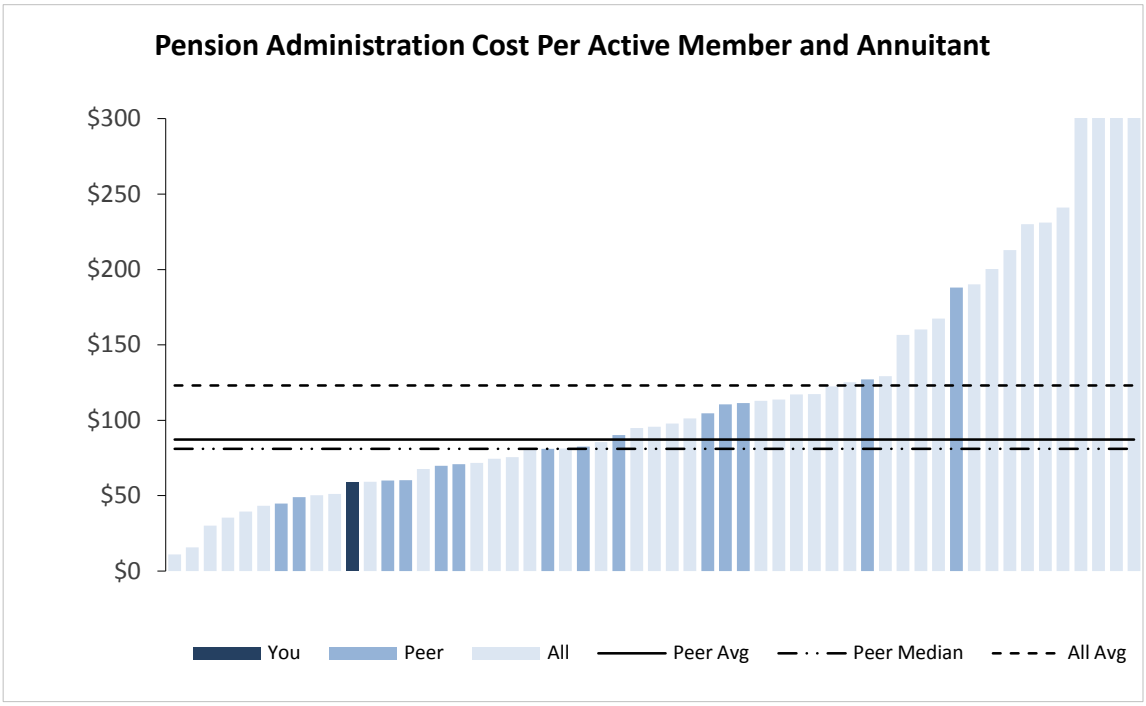
Your total pension administration cost was $59 per active member and annuitant. This was $29 below the peer average of $87 (and $22 below the peer median of $81).



Pension administration cost excludes the fully-attributed costs of activities 1f. Healthcare Administration, and 1g. Optional and Third Party Administered Benefits.

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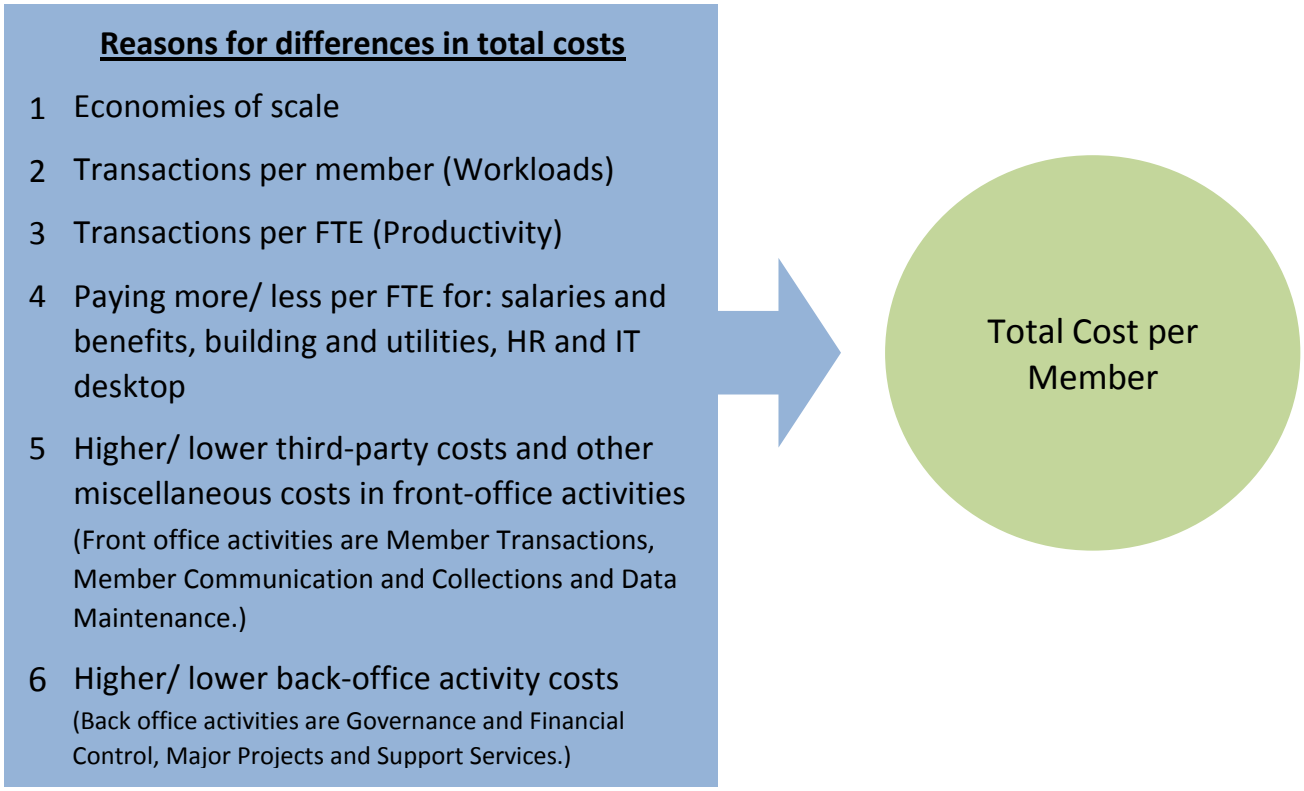
CEM uses the following cost model to explain differences in total costs:



In this section, CEM quantifies the amount by which differences in each of the six reasons identified above cause your total pension administration cost to differ from the peer average.

Average versus Median

In the other sections of this report, CEM compares your performance to the median (i.e., the middle value or 50th percentile). This is because medians are less sensitive to outlier data than averages. An example of an outlier is a single peer with unusually high costs. In this section, we compare and reconcile your total costs to the peer average because:

- There are interactions between the reasons for differences in total cost that would be lost if we used medians.
- It is necessary if we want the reasons to add to 100%. The sum of median parts does not add up to the median total.

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Reasons why your total cost was $29 below the peer average.

Reason	Impact $s per active member and annuitant
1. Economies of scale advantage	-$0.68
2. Fewer transactions per member (workloads)	-$2.34
3. More transactions per FTE (productivity)	-$2.39
4. Lower costs per FTE for: salaries and benefits, building and utilities, HR and IT desktop	-$12.19
5. Lower 'other miscellaneous' costs in front-office activities	-$4.07
6. Paying more/-less, after adjusting for economy of scale and salary differences, for:	
- Governance and Financial Control	$0.68
- Major Projects	-$3.81
- IT Strategy, Database, Applications (excl. major projects)	$0.74
- Actuarial, Legal, Audit, Other Support Services	-$4.49
Total	-$28.55

Each of these reasons are examined in detail in the remainder of this section.

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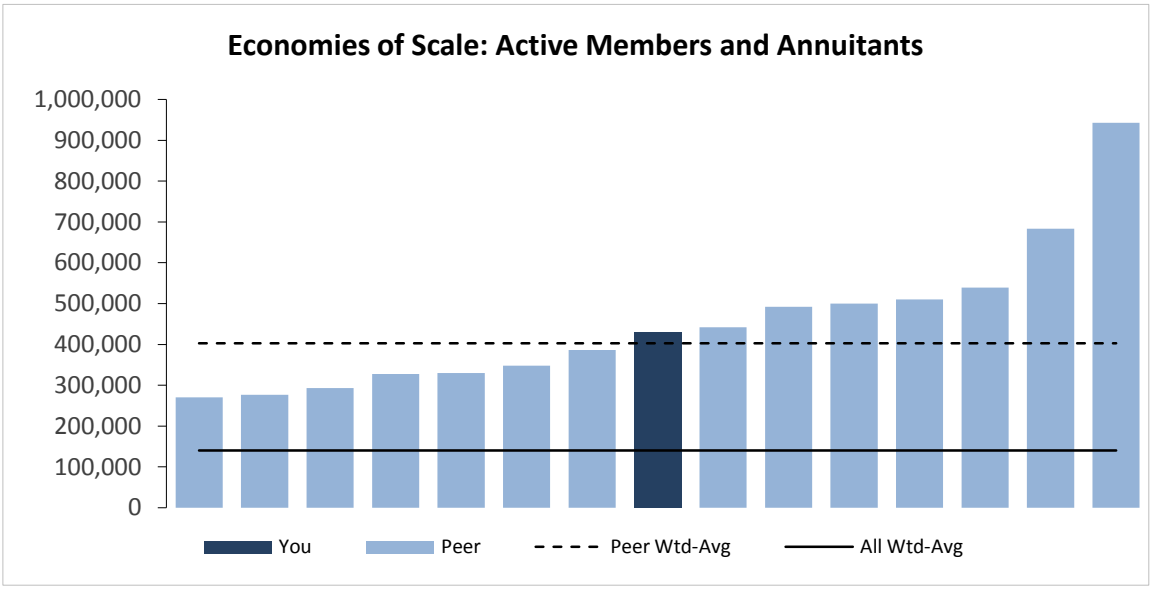
Reason 1: You had an economies of scale advantage.

Your system had 7% more members than the peer weighted-average. Your larger size means that you had a cost advantage relative to the average peer of $0.68 per member.



The peer and the all averages are weighted with a higher weight to smaller systems because the relationship between size and cost is not linear.

Size is a key driver of costs. More members lets you spread your fixed costs over a larger base. But the benefit of economies of scale is not linear. Scale economies diminish as systems get larger. For example, if your membership was reduced by 50% then your predicted cost would increase by $9.89 per member, whereas if your membership increased by 50% your predicted cost would only decrease by $3.30 per member.

How Changes in Membership Impact Your Cost			
% Change in Members	Implied # of Members	Your Predicted Cost per Member	Increase/ -Decrease
-75%	107,622	$88.36	$29.67
-50%	215,244	$68.58	$9.89
-25%	322,866	$61.98	$3.30
0%	430,488	$58.68	$0.00
25%	538,110	$56.71	-$1.98
50%	645,732	$55.39	-$3.30
75%	753,354	$54.44	-$4.24

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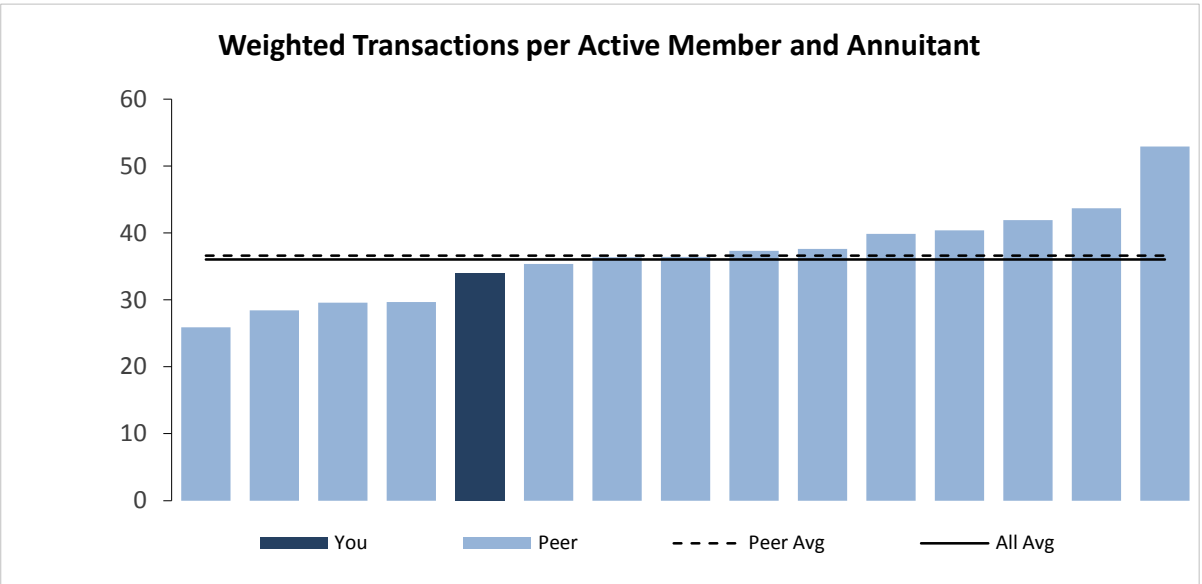
Reason 2: You had lower transaction volumes per member (workloads).

Weighted transactions indicates whether you are doing more or less front-office transactions per member in aggregate than your peers. Your weighted transactions were 7% below the peer average. Your lower transaction volumes decreased your total cost per member by an estimated $2.34 relative to the peer average.



Where did you do more/less front office transactions?				
	Volume per 1,000 Active Members and Annuitants			
Front Office Transactions (or Proxy)	You	Peer Avg	More/ - Less	Transaction Impact
Pension Payments (Annuitants)	403	389	4%	$0.11
New Payee Inceptions	21	27	-20%	-$0.76
Withdrawals and Transfers-out	13	26	-51%	-$0.73
Purchases and Transfers-in	2	10	-83%	-$1.37
Disability Applications	6	3	119%	$2.59
Calls and Emails	476	692	-31%	-$1.59
Incoming Mail	415	412	1%	$0.01
Members Counseled 1-on-1	12	25	-53%	-$0.81
Member Presentations	1	2	-53%	-$0.84
Written Estimates	44	26	71%	$1.20
Mass Communication (Active Members and Annuitants)	1,000	1,000	0%	$0.00
Data and Money from Employers (Active Members)	597	611	-2%	-$0.07
Service to Employers (Active Members)	597	611	-2%	-$0.03
Data Not from Employers (Actives, Inactives, Annuitants)	1,355	1,423	-5%	-$0.04

Differences in front-office transaction volumes are due to differences in activities that you administer (some do not administer disability for example), service levels and, member mix and demographics. Refer to section '6 - Transaction Volumes' for detailed analysis and comparison of your transaction volumes.

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Membership Mix

An important source of differences in transaction volumes is membership mix. For example, active members typically produce more transactions than annuitants, so systems with a higher proportion of active members relative to annuitants tend to have higher transaction volumes, and therefore be more expensive to administer on a per member basis.

Your membership mix was less expensive than the peer average. If you had the same membership mix as the peer average, your costs would have been $12.41 per member higher.

Components of Transaction Volume Impact[1]	$ per active member and annuitant
Less expensive membership mix	-$12.41
More transactions per member after neutralizing for membership	$10.07
Total transaction volume impact	-$2.34

[1] The impact of your membership mix is neutralized by calculating what your transaction volumes would be if you had the peer average membership mix of 44% actives, 28% inactives and 28% annuitants (versus your actual mix of 44% actives, 26% inactives and 30% annuitants).

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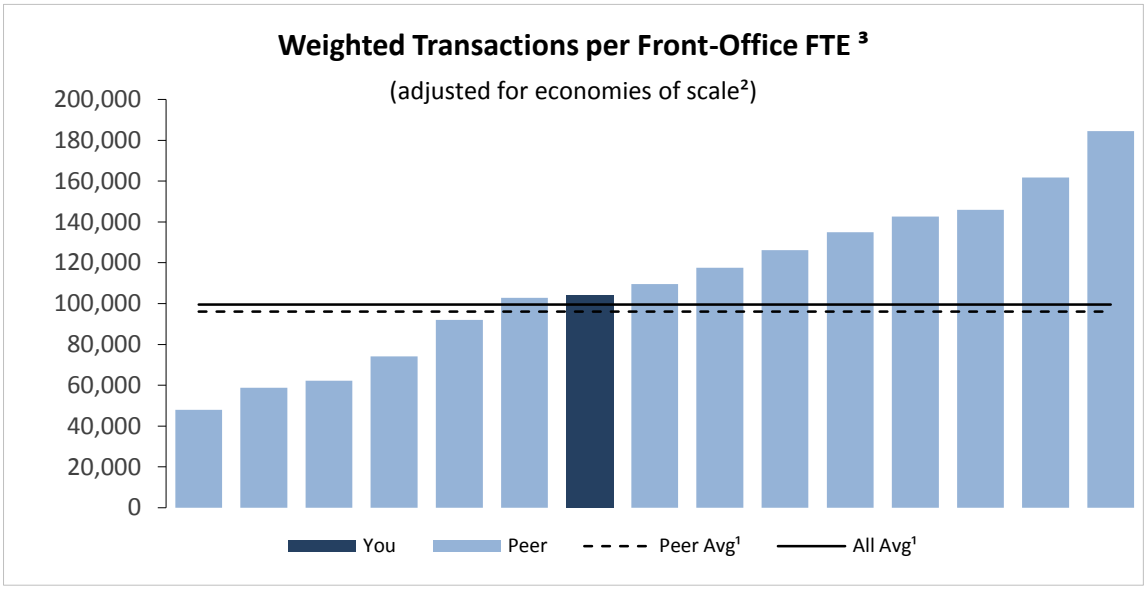
Reason 3: You had higher transactions per FTE (productivity).

Your weighted transactions per front-office FTE[3] were 8% above the adjusted[1] peer average. Your higher transaction volumes per FTE decreased your total cost per member by $2.39 relative to the peer average.



1. The averages are weighted by workloads (i.e., weighted transactions per member) because differences in productivity matter more for peers with higher workloads when explaining cost differences.
2. To avoid double counting, weighted transactions per FTE were adjusted for differences in economies of scale.
3. Front office FTE work in activities that come in contact with clients or employers, such as paying pensions, member calls and presentations. It excludes back-office activities such as Governance and Financial Control, Major Projects and Support Services. Refer to 'Section 5 - Staff Costs and Productivity' for detailed analysis and comparison of your volumes per FTE for each front-office activity.

Differences in transactions per FTE are due to differences in:

- Economies of scale (adjusted for in the above comparison)
- Staff skills and productivity
- IT capability / on-line transactions
- Service levels. For example, shorter wait times may require more staff.
- Complexity of plan rules
- Using more consultants or third parties to do part of the front-office work.
- Projects
- Organization design

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Reason 4: You had lower salaries and benefits, building and utilities, HR and IT desktop costs per FTE.

Cost per FTE			
Costs that vary per FTE	You	Peer Avg	FTE-Weighted Peer Avg
Salaries and Benefits			
Front Office	$67,616	$71,555	$71,292
Back Office	$83,036	$108,040	$106,901
Blended Average	$72,870	$83,468	$83,227
Pay-as-you-go Benefits for Retired Staff	$0	$909	$1,358
Building and Utilities	$6,867	$9,726	$9,940
Human Resources	$1,973	$2,795	$3,057
IT Desktop, Networks, Telecom	$4,208	$9,823	$9,521
Total	$85,918	$106,721	$107,102

Your cost per FTE for salaries and benefits, building and utilities, human resources and IT desktop of $85,918 was 20% below the FTE-weighted peer average of $107,102. Your lower costs per FTE decreased your total cost per member by $12.19 relative to the peer average.

The cost model uses the FTE-weighted average because 'Cost per FTE' differences matter more for peers with more FTEs. The FTE-weighted average can be substantially different from the simple average.

Averages can also mask the often large differences in front office and back office salaries. Therefore, both front and back-office averages for salaries and benefits are shown in the table above. Refer to section '5 - Staff Costs and Productivity' for much more detailed comparisons of your staffing levels and cost per FTE.

Differences in what you pay per FTE reflect differences in:

- Cost environment. Labor costs in your area were 7% below the peer average.
- Square footage of office space per FTE.
- Organization structure, strategy and history.
- Using consultants for functions associated with high salaries. This will reduce your salary cost per FTE, but increase your third party cost. The impact of differences in third party costs is quantified separately on page 3-14 in this section.

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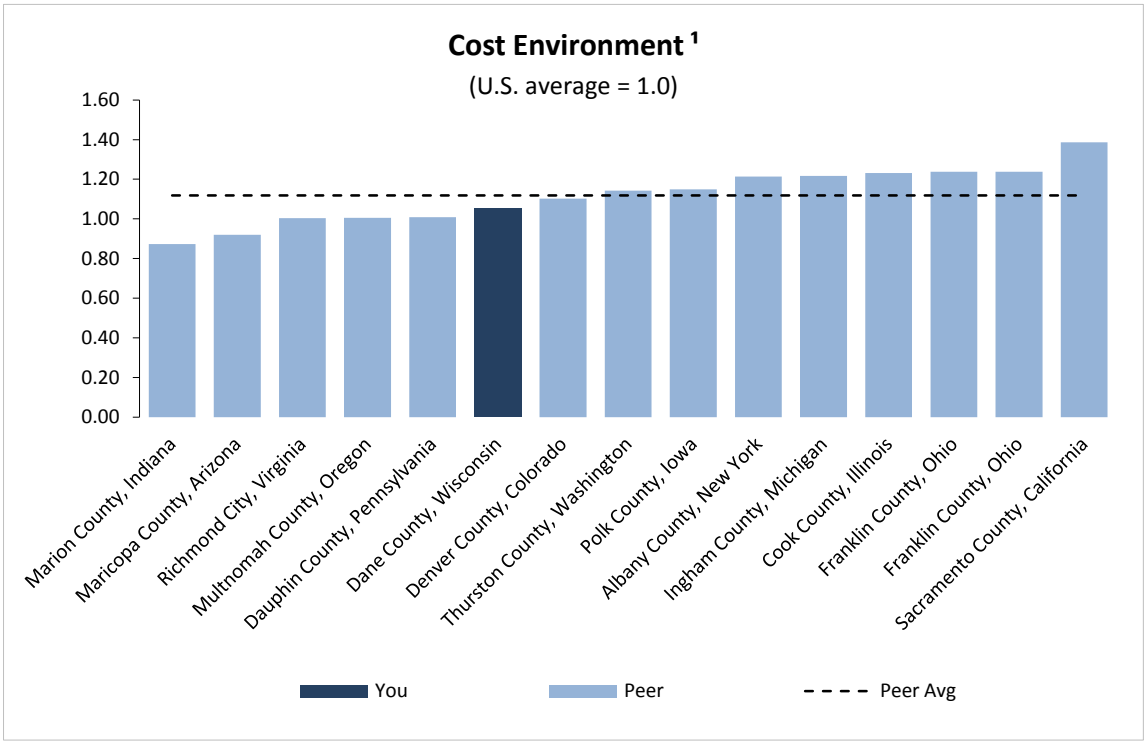
Cost environment

Often a key reason for differences in 'cost per FTE' is cost environment. Labor costs in your area were 7% below the peer average.



1. The cost environment is based on Bureau of Labor Statistics data for state government public administration wages within a given geographical area. It is normalized at 1 to be the national average. Source: Bureau of Labor Statistics (http://www.bls.gov/)

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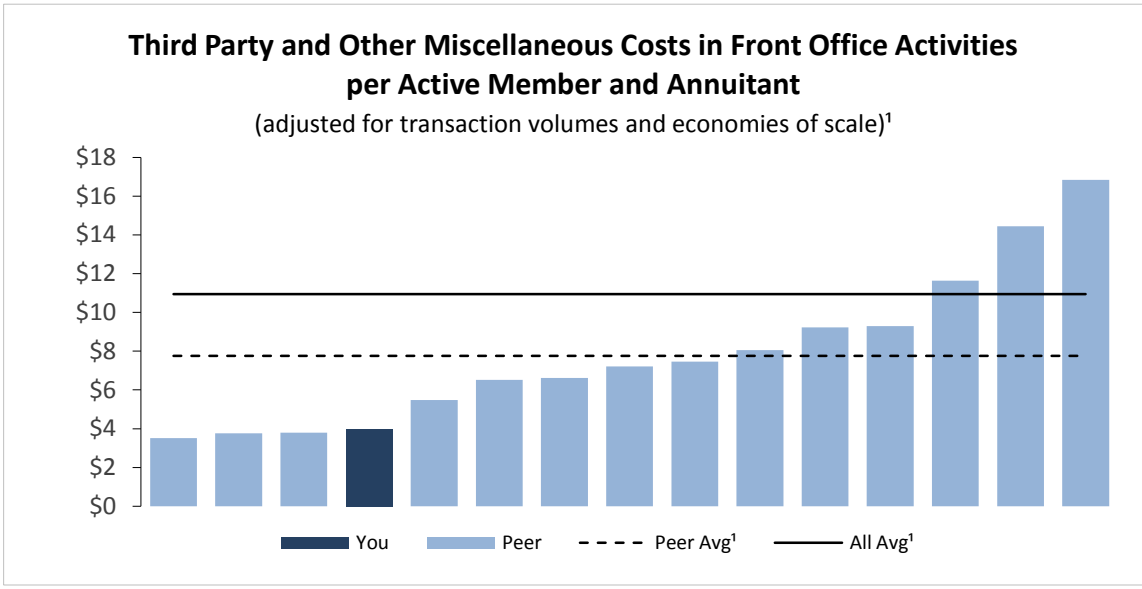
Reason 5: You had lower third party and other miscellaneous costs in the front-office activities.

Your third party and other miscellaneous costs (such as travel, office supplies, etc) in the front-office activities[2] were $3.98 per member which was 49% below the adjusted[1] peer weighted average of $7.75. Your lower third party costs decreased your total cost per member by $4.07 relative to the peer average.



1. The peer costs are adjusted for differences in transaction volumes and economies of scale in order to avoid double counting. The average shown is weighted by transaction volumes per member.
2. Front office activities are activities that come in contact with clients or employers, such as paying pensions, member calls and presentations. It excludes back-office activities such as Governance and Financial Control, Major Projects and Support Services.

Differences in third party and other miscellaneous costs in the front-office activities reflect differences in:

- Use of consultants
- Departmental travel and education

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Reason 6: You paid less for back-office activities.

Your adjusted[1] cost per active member and annuitant of $28.38 for back-office activities was below the peer average of $35.26. Paying less for back-office activities decreased your total cost per member by $6.88 relative to the peer average.

Back-office activities	Cost per Active Member and Annuitant		Adjusted[1] Cost per Active Member and Annuitant	
	You	Peer Avg	You	Peer Avg
Governance and Financial Control	$5.19	$5.47	$5.77	$5.10
Major Projects	$4.07	$8.89	$4.38	$8.19
IT Strategy, Database, Applications (excl. major projects)	$12.49	$13.75	$13.35	$12.61
Actuarial, Legal, Audit, Other Support Services	$4.43	$9.54	$4.87	$9.36
Support Services that Vary per FTE	$2.20	$4.70		
Total	$28.38	$42.36	$28.38	$35.26

1. To avoid double counting, back office costs are adjusted for economies of scale and, cost per FTE for salaries and benefits, building and utilities, IT desktop and, human resources.

Differences in the adjusted cost per member for non-administration activities reflects differences in:

- How much you do. For example, some systems invest more in disaster recovery.
- IT capability
- IT investment cycle
- Plan complexity

Refer to section '4 - Activity Costs' for detailed analysis and comparison of the sub-activities within each of the non-administration activities to gain insight into where you are doing and paying more and/or less.

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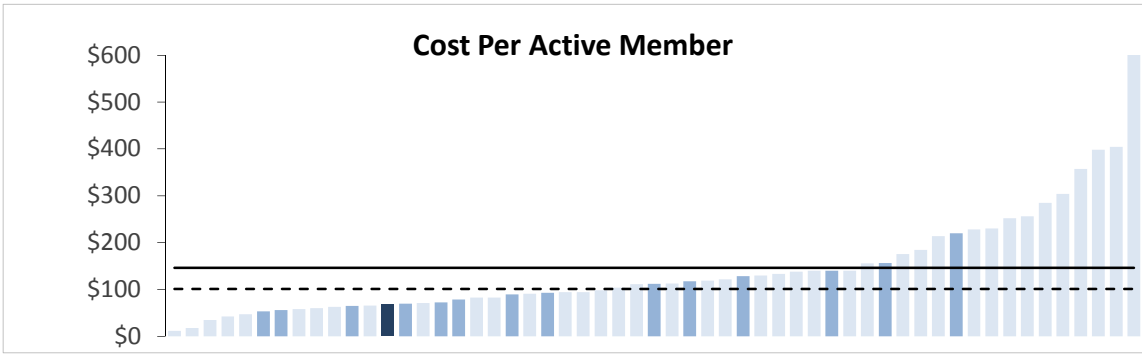
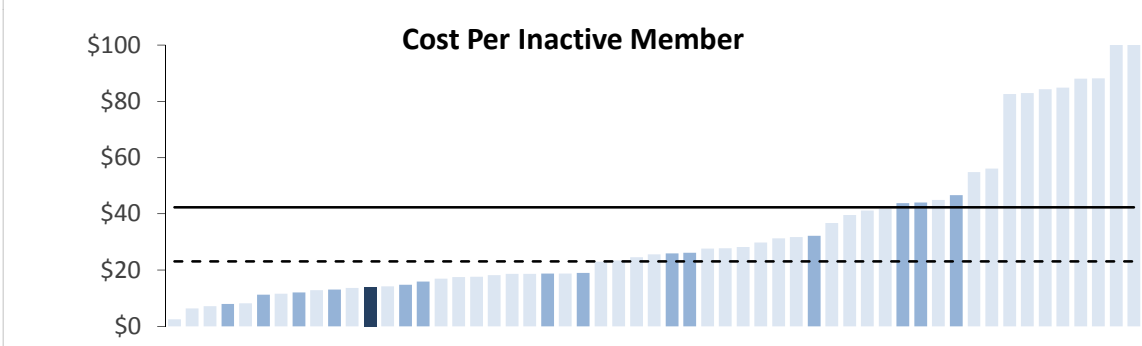
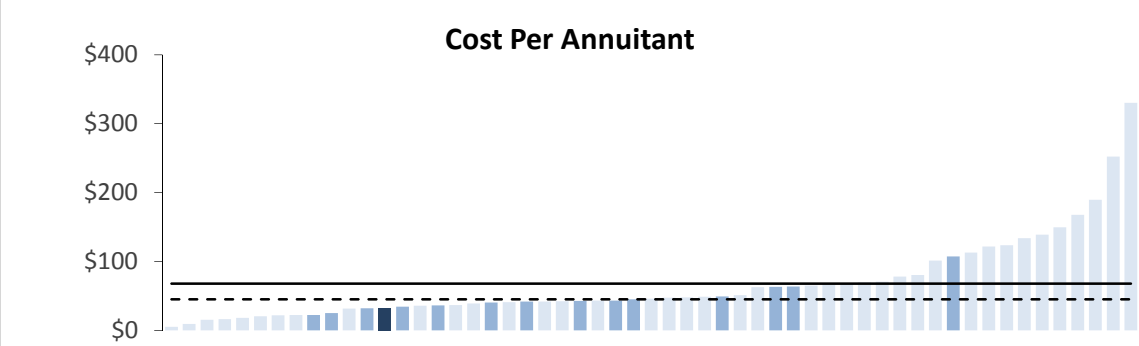
Cost per member type

An alternative way of analyzing cost performance is by member type. Comparisons of your pension administration cost per active, inactive and annuitant member to your peers and all participants are shown below. The methodology for determining these costs is shown on the following two pages.

Pension Administration Cost per Member by Type									
	You	Peer				All			
Member Type		Average	Max	Median	Min	Average	Max	Median	Min
Active Member	$68	$101	$220	$89	$54	$146	$806	$112	$12
Inactive Member	$14	$23	$47	$19	$8	$42	$347	$26	$2
Annuitant	$32	$45	$108	$42	$22	$68	$330	$46	$5







You Peer All Peer Avg All Avg

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Calculation of your cost per member type

The table below shows how your activity costs were attributed to each member type. The attribution methodology is described on the following page.

Calculation of Your Cost by Member Type							
		$000s attributed to:			% attributed to:		
Activity	Your Costs in $000s [1]	Active	Inactive	Annuitant	Active	Inactive	Annuitant
1. Member Transactions							
a. Pension Payments	1,187	0	0	1,187	0.0%	0.0%	100.0%
b. Pension Inceptions	992	641	108	243	64.6%	10.9%	24.5%
c. Withdrawals and Transfers-out	330	179	152	0	54.0%	46.0%	0.0%
d. Purchases and Transfers-in	138	138	0	0	100.0%	0.0%	0.0%
e. Disability	747	747	0	0	100.0%	0.0%	0.0%
2. Member Communication							
a. Call Center	1,730	996	59	674	57.6%	3.4%	39.0%
b. Mail Room, Imaging	1,122	646	38	437	57.6%	3.4%	39.0%
c. 1-on-1 Counseling	780	761	18	1	97.6%	2.3%	0.1%
d. Presentations and Group Counseling	527	514	12	0	97.6%	2.3%	0.1%
e. Written Pension Estimates	1,365	1,219	146	0	89.3%	10.7%	0.0%
f. Mass Communication	961	731	131	99	76.1%	13.6%	10.3%
3. Collections and Data Maintenance							
a. Data and Money from Employers	859	859	0	0	100.0%	0.0%	0.0%
b. Service to Employers	324	324	0	0	100.0%	0.0%	0.0%
c. Data Not from Employers	151	71	37	42	47.3%	24.7%	28.0%
4. Governance and Financial Control							
a. Financial Administration and Control	809	558	82	169	68.9%	10.2%	20.9%
b. Board, Strategy, Policy	591	408	60	123	68.9%	10.2%	20.9%
c. Government and Public Relations	833	574	85	174	68.9%	10.2%	20.9%
5. Major Projects							
a. Amortization of non-IT Major Projects	0	0	0	0	68.9%	10.2%	20.9%
b. Non-IT Major Projects (if you don't capitalize)	1,523	1,050	155	318	68.9%	10.2%	20.9%
c. Amortization of IT Major Projects	110	76	11	23	68.9%	10.2%	20.9%
d. IT Major Projects (if you don't capitalize)	121	83	12	25	68.9%	10.2%	20.9%
6. Information Technology							
a. IT Strategy, Database, Applications (excl. major projects)	5,376	3,707	547	1,123	68.9%	10.2%	20.9%
b. IT Desktop, Networks, Telecom	897	618	91	187	68.9%	10.2%	20.9%
7. Support Services and Other							
a. Building and Utilities	1,463	1,009	149	306	68.9%	10.2%	20.9%
b. Human Resources	421	290	43	88	68.9%	10.2%	20.9%
c. Actuarial	176	121	18	37	68.9%	10.2%	20.9%
d. Legal and Rule Interpretation	948	653	96	198	68.9%	10.2%	20.9%
e. Internal and External Audit	623	430	63	130	68.9%	10.2%	20.9%
f. Pay-as-you-go Benefits for Retired Staff	0	0	0	0	68.9%	10.2%	20.9%
g. Other Support Services	160	110	16	33	68.9%	10.2%	20.9%
Total Pension Administration Cost (A)	25,263	17,515	2,130	5,618	69.3%	8.4%	22.2%
# of members by type (B)		256,833	152,951	173,655			
Cost per Member Type (A ÷ B)		$68	$14	$32			

1. The fully-attributed costs of activities 1f. Healthcare Administration and 1g. Optional and Third Party Administered Benefits are excluded from pension administration costs to ensure comparability. Refer to the second to last page of this section to see how the above costs reconcile to the administration costs provided on your survey.

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Methodology for attributing activity costs to each member type

Activity	Attribution Method
1a. Pension Payments	100% annuitants
1b. Pension Inceptions	Pro rata based on weighted inceptions: • service retirements of active members weighted 100% • new inceptions annuitants weighted 50% + changes in gross caused by annuitants circumstances weighted 25% • retirements of inactive members weighted 70%
1c. Withdrawals and Transfers-out	Pro rata based on: • active members weighted 70% • inactive members weighted 100%
1d. Purchases and Transfers-in	100% active members
1e. Disability	100% active members
2a. Call Center	Pro rata based on weighted membership: • active members weighted 100% • annuitants weighted 100% • inactive members weighted 10%
2b. Mail Room, Imaging	per 2a above
2c. 1-on-1 Counseling	Pro rata between actives, inactives and annuitants based on: • service retirements of active members weighted 100% • retirements of inactive members weighted 10% • survivor inceptions of annuitants weighted 5%
2d. Presentations and Group Counseling	per 2c above
2e. Written Pension Estimates	Pro rata between active and inactive members based on: • service retirements of active members weighted 100% • retirements of inactive members weighted 50%
2f. Mass Communication	Pro rata based on weighted membership: • active members weighted 100% • annuitants weighted up to 30% (10% for website, etc + 10% if you send them newsletters + 10% if you send them annual report/summary) • inactive members weighted up to 30% (10% for website, etc + 10% if you send them member statements annually + 10% if you send them newsletters)
3a. Data and Money from Employers	100% active members
3b. Service to Employers	100% active members
3c. Data Not from Employers	Pro rata based on weighted membership: • active members weighted up to 100% (33% because of divorce + 33% if you maintain their addresses + 33% if you collect contributions directly from members) • annuitants weighted up to 58% (25% because of divorce + 33% for maintaining their addresses) • inactive members weighted up to 58% (25% because of divorce + 33% if you maintain their addresses)
4a. Financial Administration and Control	Pro rata based on ratio of the sum of attributions to activities 1 to 3 for actives, annuitants and inactives using rules above.
4b. Board, Strategy, Policy	per 4a above
4c. Government and Public Relations	per 4a above
5a. Amortization of non-IT Major Projects	per 4a above
5b. Non-IT Major Projects (if you don't capitalize)	per 4a above
5c. Amortization of IT Major Projects	per 4a above
5d. IT Major Projects (if you don't capitalize)	per 4a above
6a. IT Strategy, Database and Applications (excl. major projects)	per 4a above
6b. IT Desktop, Networks, Telecom	per 4a above
7a. Building and Utilities	per 4a above
7b. Human Resources	per 4a above
7c. Actuarial	per 4a above
7d. Legal and Rule Interpretation	per 4a above
7e. Internal and External Audit	per 4a above
7f. Pay-as-you-go Benefits for Retired Staff	per 4a above
7g. Other Support Services	per 4a above

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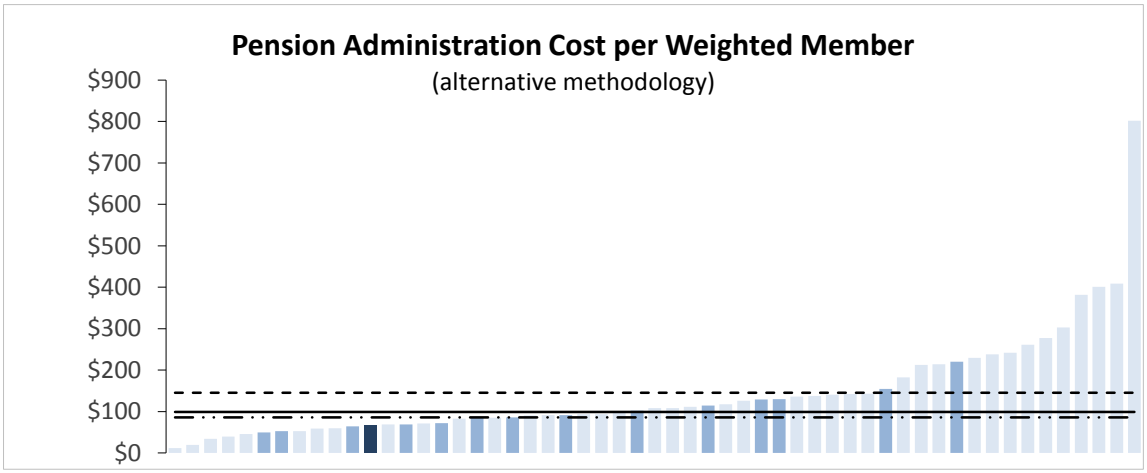
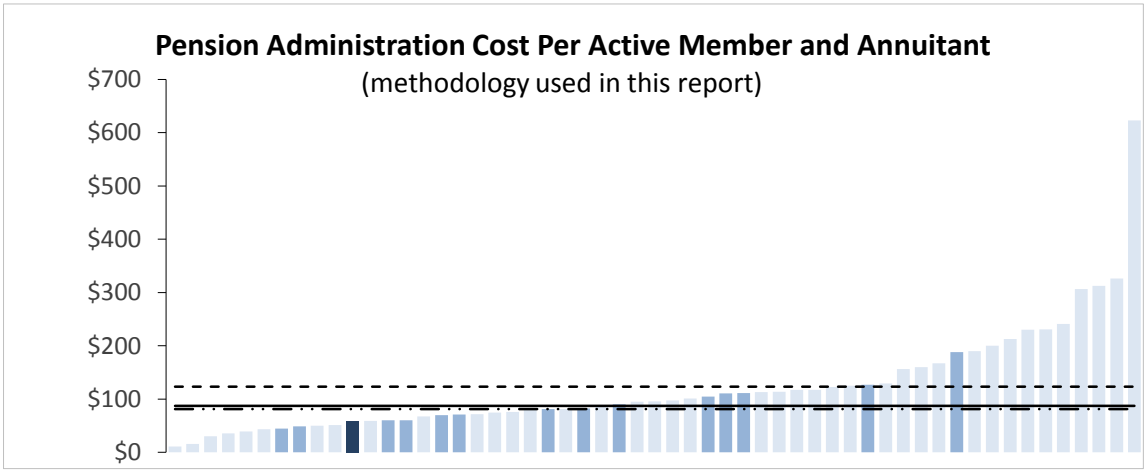
Cost per weighted member

In this report active members and annuitants is the divisor used when determining cost per member. But as the analysis on the previous three pages demonstrates, active members are more costly to administer than annuitants, and the cost to administer inactive members is greater than zero. Thus, using active members and annuitants as the divisor can bias results. It unfairly makes systems look higher cost if they have substantially higher than average proportions of inactive members and/or substantially lower than average proportions of annuitants.

Another way to compare total costs is on a per 'weighted member' basis where the weightings reflect the fact that costs vary by type of member. Your pension administration cost per weighted member was $67.69. This was below the peer average of $99.14. Members are weighted as follows: active members at 100%, inactive members at 25% and annuitants at 45%.

Relative rankings under both methodologies are shown in the graphs below.





You | Peer | All | Peer Avg | Peer Median | All Avg

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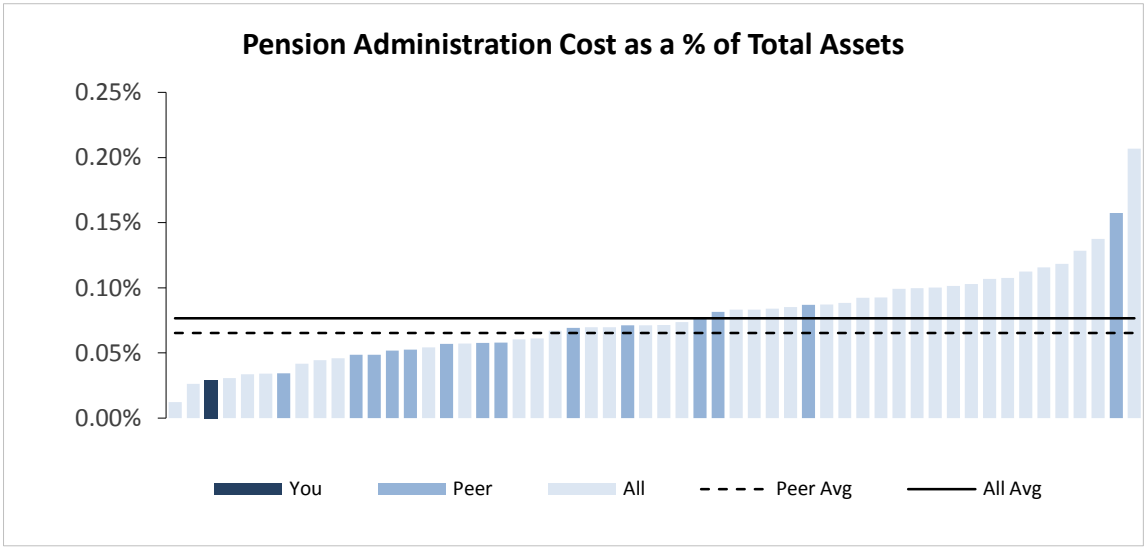
Cost as a % of total assets

An alternative way to compare total costs is as a percent of total pension assets. This ratio is particularly useful when trying to understand how pension administration costs compare to investment costs within the same system because investment costs tend to be quoted as a percentage of assets. This ratio is less useful when comparing between systems, as is done in the graph below, because the divisor, total assets, depends on plan rules (more generous plans will have more assets) and funded status.

Your pension's administration costs represented 0.03% of total assets (or 3 basis points). This was below the peer average of 0.07%.



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Reconciliation to costs provided on the survey

The fully-attributed costs of activities 1f. Healthcare Administration and 1g. Optional and Third Party Administered Benefits are excluded from pension administration costs to ensure comparability. Your direct costs per the survey for activities 4, 5, 6 and 7 have been reduced by attributions to activities 1F and 1G that add up to $2,980 thousand.

	Your Costs in $000s					$s per Active Member and Annuitant
Activity	Salaries & Benefits	Third Party & Other	Direct[1] Attributions to 1f & 1g	Indirect[2] Attributions to 1f & 1g	Total	
1. Member Transactions						
a. Pension Payments	834	353			1,187	2.76
b. Pension Inceptions	929	63			992	2.30
c. Withdrawals and Transfers-out	307	24			330	0.77
d. Purchases and Transfers-in	124	14			138	0.32
e. Disability	679	69			747	1.74
f. Healthcare Administration	904	107	2,383	233	3,627	8.43
g. Optional and Third Party Administered Benefits	596	68	217	148	1,029	2.39
2. Member Communication						
a. Call Center	1,548	182			1,730	4.02
b. Mail Room, Imaging	787	335			1,122	2.61
c. 1-on-1 Counseling	729	51			780	1.81
d. Presentations and Group Counseling	492	35			527	1.22
e. Written Pension Estimates	1,276	89			1,365	3.17
f. Mass Communication	597	364			961	2.23
3. Collections and Data Maintenance						
a. Data and Money from Employers	774	86			859	2.00
b. Service to Employers	290	35			324	0.75
c. Data Not from Employers	137	14			151	0.35
4. Governance and Financial Control						
a. Financial Administration and Control	815	104		-110	809	1.88
b. Board, Strategy, Policy	548	124		-80	591	1.37
c. Government and Public Relations	549	397		-113	833	1.93
5. Major Projects						
a. Amortization of non-IT Major Projects	n/a	0	0	0	0	0.00
b. Non-IT Major Projects (if you don't capitalize)	905	1,054	-436	0	1,523	3.54
c. Amortization of IT Major Projects	n/a	141	-31	0	110	0.26
d. IT Major Projects (if you don't capitalize)	67	88	-35	0	121	0.28
6. Information Technology						
a. IT Strategy, Database, Applications (excl. major projects)	2,975	3,940	-1,538	0	5,376	12.49
b. IT Desktop, Networks, Telecom	443	576	-107	-15	897	2.08
7. Support Services and Other						
a. Building and Utilities	88	1,575	-175	-24	1,463	3.40
b. Human Resources	372	106	-50	-7	421	0.98
c. Actuarial	0	200	-21	-3	176	0.41
d. Legal and Rule Interpretation	883	193	-113	-16	948	2.20
e. Internal and External Audit	425	283	-74	-10	623	1.45
f. Pay-as-you-go Benefits for Retired Staff	0	n/a	0	0	0	0.00
g. Other Support Services	143	38	-19	-3	160	0.37
Total Administration	19,214	10,705	0	0	29,918	69.50
less:						
f. Healthcare Administration	-904	-107	-2,383	-233	-3,627	-8.43
g. Optional and Third Party Administered Benefits	-596	-68	-217	-148	-1,029	-2.39
Total Pension Administration					25,263	58.68

1. Direct attributions are equal to your attributions of 5. Major Projects and 6a. IT Strategy, Database, Applications as per your survey plus CEM attributions of 6b through 7g to activities 1-4 pro rata based on FTE.
2. Indirect attributions include: (i) CEM attributions of 4. Governance to activities 1-3 pro rata based on FTE and (ii) your direct attributions to 4. Governance attributed to activities 1-3 pro rata based on FTE.

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Adjustments to peer data used in attributing cost differences

Peer averages used to explain reasons why cost per member is different from the peer average are often adjusted. The adjustments are shown in the table below. Each adjustment is applied sequentially from left to right.

Adjustments to Peer Averages used in the Cost Model							
	Averages			Adjustments used to avoid double counting			Final Adjusted Average Used
Reasons for differences in cost	Peer Average	Weighted Average	Inverse Average	Scale	Work-loads	Cost per FTE	
Scale: Active Members and Annuitants	451,385		402,824				402,824
Workloads: Transactions per member	37						37
Productivity: transactions per front-office FTE	107,887	95,336		755			96,091
Costs that vary per FTE (salaries, etc.) per FTE	$106,721	$107,102					$107,102
Per member costs for:							
Third party & other costs in front-office	$8.39	$8.29		-$0.04	-$0.50		$7.75
Back office activities	$42.36			-$0.34		-$6.76	$35.26

Scale Adjustments: The impact CEM attributes to economy of scale must be 'backed out' of peer data to avoid double counting in subsequent reasons for cost differences. Each peer is independently adjusted by a total amount equaling the expected cost difference due to scale between you and that peer. That adjustment is divided across three categories: productivity, third party & other costs in the front-office and back office costs. The share allocated to each is based on that peer's relative spending on front office salaries and benefits (including support), front office third party & other costs, and back office costs respectively.

Workload Adjustments: Third party & other costs in the front-office are linked to transaction volumes. The extent to which higher or lower transaction volumes drive higher or lower third party & other costs in front-office activities is already captured in the impact of higher or lower transaction volumes. To avoid double counting, before calculating the impact of higher/lower third party & other costs in the front-office, peer data is adjusted to reflect expected costs if they had your transaction volume.

Cost per FTE Adjustments: The impact of higher or lower cost per FTE in the back office is already captured in the 'salary' impact. To avoid double counting, it cannot also be included as part of 'paying more or less' for back-office activities. Peer back office activity costs are adjusted to reflect what they would be if each peer had your average back office costs per FTE.

Weighted Average vs. Average: Adding up the differences between your fund and the peer average for each category does not add up to the total difference between your fund and the peer average cost per member. This is because some reasons matter more for some peers then for others. For example, salary differences matter more in explaining cost differences between you and peers with higher FTE/member. In order to explain differences in total cost, many of the averages must be weighted. The weightings used are as follows:

Productivity (Inverse): weighted by workload per member.

Cost per FTE: weighted by FTE per member. Additionally re-weighted to reflect your front-office/back-office FTE ratio.

Third party & other costs in front-office: weighted by workload per member

Inverse: several of the reasons shown are actually the inverse of the true driver of cost differences. Economy of scale advantage/disadvantage, for example, is not associated with active members and annuitants, but with '1/active members and annuitants'. It is not intuitive for most readers to look at this inverse ratio, so the report graphs 'active members and annuitants'. However, it is the peer average of '1/active members and annuitants' that explains cost differences. CEM plots this value on the graph by calculating the peer average of '1/active members and annuitants' and then taking the inverse of that average. Similarly, 'FTE/transaction' is the relevant peer measure, not 'transactions/FTE'.

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4

Activity Costs

This section compares:

- Direct costs by activity, before any attributions
- Factors that impact the direct costs of each activity such as salaries per direct FTE, transaction volumes per direct FTE, economies of scale, membership mix, and additional work per unit of activity volume.
- Fully-attributed costs by activity

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Calculation of your activity costs

Calculation of Your Direct Activity Costs				
Activity[1]	Cost[2] in $000s (A)	Activity Volume (B)		$s per Unit (A / B)
1. Member Transactions				
a. Pension Payments	1,187	173,655	annuitants	6.84
b. Pension Inceptions	992	9,218	new payee inceptions	107.58
c. Withdrawals and Transfers-out	330	5,519	withdrawals and transfers-out	59.87
d. Purchases and Transfers-in	138	767	purchases and transfers-in	179.53
e. Disability	747	2,401	disability applications	311.16
2. Member Communication				
a. Call Center	1,730	204,991	calls and emails	8.44
b. Mail Room, Imaging	1,122	178,535	incoming mail	6.28
c. 1-on-1 Counseling	780	5,152	members counseled 1-on-1	151.40
d. Presentations and Group Counseling	527	308	member presentations	1,710.06
e. Written Pension Estimates	1,365	19,120	written estimates	71.39
f. Mass Communication	961	430,488	active members and annuitants	2.23
3. Collections and Data Maintenance				
a. Data and Money from Employers	859	256,833	active members	3.35
b. Service to Employers	324	256,833	active members	1.26
c. Data Not from Employers	151	583,439	actives, inactives, annuitants	0.26
4. Governance and Financial Control [4]				
a. Financial Administration and Control	809	430,488	active members and annuitants	1.88
b. Board, Strategy, Policy	591	430,488	active members and annuitants	1.37
c. Government and Public Relations	833	430,488	active members and annuitants	1.93
5. Major Projects [4]				
a. Amortization of non-IT Major Projects	0	430,488	active members and annuitants	0.00
b. Non-IT Major Projects (if you don't capitalize)	1,523	430,488	active members and annuitants	3.54
c. Amortization of IT Major Projects	110	430,488	active members and annuitants	0.26
d. IT Major Projects (if you don't capitalize)	121	430,488	active members and annuitants	0.28
6. Information Technology [4]				
a. IT Strategy, Database, Applications (excl. major projects)	5,376	430,488	active members and annuitants	12.49
b. IT Desktop, Networks, Telecom	897	224	pension admin FTE	4,012.03
7. Support Services and Other [4]				
a. Building and Utilities	1,463	224	pension admin FTE	6,547.81
b. Human Resources	421	224	pension admin FTE	1,881.55
c. Actuarial	176	430,488	active members and annuitants	0.41
d. Legal and Rule Interpretation	948	430,488	active members and annuitants	2.20
e. Internal and External Audit	623	430,488	active members and annuitants	1.45
f. Pay-as-you-go Benefits for Retired Staff	0	224	pension admin FTE	0.00
g. Other Support Services	160	430,488	active members and annuitants	0.37
Total Pension Administration [3]	25,263	430,488	active members and annuitants	58.68

1. Refer to Appendix C for activity definitions.
2. Cost is 'direct cost' as per your survey. It is the sum of:
   a) Salaries and benefits of all staff that directly perform the activity, plus related support and management staff that are in the same department. For example, the call center includes call and email customer service agents, trainers, analysts and managers.
   b) Third-party and other non-staff, non-third-party-fee costs that can be directly attributed to the activities but that are not already included in the other activities listed. These other costs may include office supplies, travel, subscriptions, training, conferences.
3. The fully attributed costs of activities 1f. Healthcare Administration and 1g. Optional and Third Party Administered Benefits are excluded from total pension administration costs to ensure comparability.
4. Your directs costs for activities 4, 5, 6, and 7 have been reduced by attributions to 1f. Healthcare Administration and 1g. Optional and Third Party Administered Benefits that add up to $2,980 thousand. Refer to the last page of this section for details.

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Summary comparisons of activity costs by quartile breakdown

Comparisons of Direct Activity Costs[1]														
			Peer						All Participant					
Activity	Cost per:	You	Avg	Max	Q3	Med	Q1	Min	Avg	Max	Q3	Med	Q1	Min
1. Member Transactions														
a. Pension Payments	annuitant	6.84	9.12	25.24	10.66	8.65	6.31	1.31	13.41	95.85	13.21	8.65	5.39	0.71
b. Pension Inceptions	new payee inception	107.58	159.84	401.26	209.46	134.49	97.37	51.91	201.69	1,008.28	258.76	156.88	98.57	7.94
c. Withdrawals and Transfers-out	withdrawal & transfer-out	59.87	62.84	220.72	61.04	52.72	27.57	6.87	308.37	3,320.59	214.69	62.21	33.51	6.87
d. Purchases and Transfers-in	purchase & transfer-in	179.53	214.55	1,069.89	233.75	144.63	81.67	20.58	320.41	2,405.75	369.88	179.85	108.04	20.58
e. Disability	disability application	311.16	1,357.78	3,170.81	2,485.57	752.95	471.38	266.45	2,199.73	17,383.33	2,181.11	959.34	434.72	95.64
2. Member Communication														
a. Call Center	call & email	8.44	8.43	19.94	9.30	7.65	6.02	4.34	9.82	35.77	13.99	8.31	4.76	2.41
b. Mail Room, Imaging	incoming mail	6.28	6.11	16.49	6.50	5.70	4.33	0.86	23.69	703.57	9.33	5.28	3.68	0.46
c. 1-on-1 Counseling	member counseled 1-on-1	151.40	105.35	343.05	128.92	75.23	66.80	23.44	153.75	2,957.77	122.42	67.96	41.88	11.44
d. Presentations and Group Counseling	member presentation	1,710.06	1,417.17	4,022.06	1,622.19	1,202.69	497.14	326.44	2,890.83	42,938.05	1,783.86	1,186.25	688.44	183.08
e. Written Pension Estimates	written estimate	71.39	70.18	312.53	90.80	50.70	30.18	0.69	157.87	834.80	150.03	73.27	29.27	0.69
f. Mass Communication	active member & annuitant	2.23	3.39	7.92	3.95	3.13	2.19	1.55	4.34	21.59	4.74	3.59	2.14	0.20
3. Collections and Data Maintenance														
a. Data and Money from Employers	active member	3.35	5.27	18.25	5.27	3.89	2.54	1.22	10.32	67.30	11.81	5.82	3.12	0.36
b. Service to Employers	active member	1.26	2.56	6.04	3.02	1.93	1.56	1.19	3.22	15.18	4.79	2.72	1.40	0.00
c. Data Not from Employers	active, inactive & annuitant	0.26	0.88	2.61	1.18	0.69	0.33	0.00	1.51	19.41	1.64	0.69	0.28	0.00
4. Governance and Financial Control														
a. Financial Administration and Control	active member & annuitant	1.88	2.69	9.32	3.17	2.11	1.51	1.00	4.94	21.19	4.99	3.24	1.95	0.26
b. Board, Strategy, Policy	active member & annuitant	1.37	1.85	4.00	2.45	1.65	1.07	0.18	7.23	107.20	6.38	3.66	1.57	0.11
c. Government and Public Relations	active member & annuitant	1.93	0.93	1.94	1.64	0.62	0.46	0.10	2.49	34.51	2.56	1.38	0.60	0.00
5. Major Projects														
a. Amortization of non-IT Major Projects	active member & annuitant	0.00	0.01	0.08	0.00	0.00	0.00	0.00	0.03	1.85	0.00	0.00	0.00	0.00
b. Non-IT Major Projects (if you don't capitalize)	active member & annuitant	3.54	1.20	5.75	1.86	0.00	0.00	0.00	0.97	11.98	0.36	0.00	0.00	0.00
c. Amortization of IT Major Projects	active member & annuitant	0.26	2.40	8.07	4.96	0.26	0.00	0.00	4.35	161.09	2.22	0.00	0.00	0.00
d. IT Major Projects (if you don't capitalize)	active member & annuitant	0.28	5.28	35.56	6.40	0.60	0.00	0.00	7.06	49.64	8.32	0.74	0.00	0.00
6. Information Technology														
a. IT Strategy, Database, Applications (excl. major projects)	active member & annuitant	12.49	13.75	29.77	18.54	13.34	7.91	4.29	16.23	70.22	22.27	13.34	7.62	0.00
b. IT Desktop, Networks, Telecom	pension admin fte	4,012	9,027	13,216	11,777	9,089	8,004	1,276	9,500	28,928	12,470	9,541	6,709	0
7. Support Services and Other														
a. Building and Utilities	pension admin fte	6,548	8,849	16,295	11,206	8,732	6,514	165	10,190	29,061	13,942	8,890	5,526	165
b. Human Resources	pension admin fte	1,882	2,541	6,386	2,790	2,176	1,619	1,033	3,690	13,045	6,044	2,486	1,479	0
c. Actuarial	active member & annuitant	0.41	1.53	3.00	1.78	1.51	0.99	0.41	2.16	9.83	2.66	1.66	0.77	0.00
d. Legal and Rule Interpretation	active member & annuitant	2.20	2.94	6.78	4.10	2.05	1.40	0.95	5.26	42.41	5.48	3.26	1.62	0.09
e. Internal and External Audit	active member & annuitant	1.45	1.48	5.47	1.48	1.13	0.86	0.53	2.78	24.64	2.28	1.45	0.84	0.00
f. Pay-as-you-go Benefits for Retired Staff	pension admin fte	0.00	791.06	8,032.56	453.52	0.00	0.00	0.00	384.37	8,032.56	0.00	0.00	0.00	0.00
g. Other Support Services	active member & annuitant	0.37	3.59	23.18	3.57	1.61	0.86	0.00	2.46	23.18	3.45	0.96	0.04	0.00
Total Pension Administration[2]	active member & annuitant	58.68	87.23	187.94	107.53	81.09	60.11	44.73	123.01	623.34	142.85	95.60	63.98	10.92

1. In this section we compare your costs to the peer median (i.e., the middle value or 50th percentile) because outlier data often skews averages in the direction of outlier values. Maximum and minimum values usually reflect unusual circumstances and are often associated with very low volumes.

2. The fully attributed costs of activities 1f. Healthcare Administration and 1g. Optional and Third Party Administered Benefits are excluded from total pension administration costs to ensure comparability.

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Activity cost history

Comparisons of Direct Activity Costs[1]													
		You				Peer Average				All Participant Average			
Activity	Cost per:	2013	2012	2011	2010	2013	2012	2011	2010	2013	2012	2011	2010
1. Member Transactions													
a. Pension Payments	annuitant	6.84	5.40	2.95	3.25	8.88	8.66	8.30	8.72	13.28	13.20	12.92	13.07
b. Pension Inceptions	new payee inception	107.58	57.43	72.18	87.66	152.40	136.05	143.37	178.29	214.50	227.87	207.90	287.72
c. Withdrawals and Transfers-out	withdrawal & transfer-out	59.87	50.68	76.96	110.98	66.81	69.64	69.01	81.37	313.56	941.44	810.15	465.68
d. Purchases and Transfers-in	purchase & transfer-in	179.53	123.78	131.05	245.64	238.62	221.06	177.02	222.47	304.31	348.83	288.59	379.49
e. Disability	disability application	311.16	313.13	432.08	365.53	1,498.83	1,434.81	1,405.76	1,251.21	1,964.56	2,180.86	1,809.05	2,107.52
2. Member Communication													
a. Call Center	call & email	8.44	7.73	7.44	6.15	8.67	8.78	7.44	7.66	10.01	10.17	9.03	8.79
b. Mail Room, Imaging	incoming mail	6.28	6.07	2.97	2.85	6.05	5.41	5.43	10.37	29.61	55.29	49.98	28.66
c. 1-on-1 Counseling	member counseled 1-on-1	151.40	113.07	112.17	80.78	101.22	101.38	93.86	82.70	97.27	106.53	118.14	101.06
d. Presentations and Group Counseling	member presentation	1,710.06	1,131.25	890.51	698.52	1,558.71	1,470.55	1,350.98	951.17	2,930.97	3,817.54	2,868.10	1,544.84
e. Written Pension Estimates	written estimate	71.39	68.63	29.56	38.13	77.36	59.47	55.56	70.06	164.01	153.61	1,478.23	740.42
f. Mass Communication	active member & annuitant	2.23	1.43	1.36	1.36	3.49	3.23	2.97	2.73	4.23	4.08	3.92	3.97
3. Collections and Data Maintenance													
a. Data and Money from Employers	active member	3.35	3.44	2.25	1.92	5.71	5.38	4.81	5.22	9.45	8.52	8.41	9.72
b. Service to Employers	active member	1.26	1.59	1.83	1.28	2.63	2.73	2.48	2.59	3.16	3.16	2.73	2.83
c. Data Not from Employers	active, inactive & annuitant	0.26	0.40	0.43	0.22	0.85	0.88	0.85	0.90	1.35	1.31	1.11	1.61
4. Governance and Financial Control													
a. Financial Administration and Control	active member & annuitant	1.88	1.90	2.15	1.70	2.68	2.88	2.96	2.88	4.39	4.98	4.74	5.10
b. Board, Strategy, Policy	active member & annuitant	1.37	2.05	4.04	0.43	1.89	1.90	1.77	1.54	5.24	5.13	5.17	4.51
c. Government and Public Relations	active member & annuitant	1.93	2.07	0.09	0.07	0.98	1.07	0.82	0.92	1.95	1.93	2.04	1.30
5. Major Projects													
a. Amortization of non-IT Major Projects	active member & annuitant	0.00	0.00	0.00	0.00	0.00	0.00	0.26	0.19	0.00	0.00	0.09	0.70
b. Non-IT Major Projects (if you don't capitalize)	active member & annuitant	3.54	3.20	0.11	0.00	1.39	0.65	0.58	1.74	0.91	1.13	1.29	4.58
c. Amortization of IT Major Projects	active member & annuitant	0.26	0.20	0.00	4.98	2.01	1.55	0.83	0.70	5.44	3.32	1.67	0.62
d. IT Major Projects (if you don't capitalize)	active member & annuitant	0.28	0.00	2.90	3.69	2.76	2.93	3.14	3.24	6.61	5.14	6.07	4.51
6. Information Technology													
a. IT Strategy, Database, Applications (excl. major projects)	active member & annuitant	12.49	11.77	6.70	6.62	13.57	13.60	12.14	11.99	16.55	16.08	15.37	13.77
b. IT Desktop, Networks, Telecom	pension admin fte	4,012	9,053	10,380	159	9,123	9,393	10,559	n/a	9,405	9,839	9,743	n/a
7. Support Services and Other													
a. Building and Utilities	pension admin fte	6,548	11,598	7,779	5,201	9,193	12,351	9,966	n/a	10,638	11,914	10,692	n/a
b. Human Resources	pension admin fte	1,882	2,110	2,583	211	2,627	2,788	2,669	n/a	3,669	3,680	4,318	n/a
c. Actuarial	active member & annuitant	0.41	1.15	0.67	0.54	1.47	1.57	1.34	1.52	1.83	1.78	1.75	2.17
d. Legal and Rule Interpretation	active member & annuitant	2.20	1.71	0.27	0.23	3.18	2.90	3.57	2.43	4.21	4.09	4.19	2.91
e. Internal and External Audit	active member & annuitant	1.45	1.37	0.97	0.75	1.54	1.52	1.43	1.44	2.42	2.14	2.09	1.86
f. Pay-as-you-go Benefits for Retired Staff	pension admin fte	0.00	0.00	0.00	0.00	912.76	896.05	674.88	n/a	497.16	527.58	429.72	n/a
g. Other Support Services	active member & annuitant	0.37	0.42	2.24	8.72	3.83	3.96	3.65	4.53	2.60	2.71	2.47	3.60
Total Pension Administration[2]	active member & annuitant	58.68	62.43	51.34	48.42	86.71	87.07	82.02	82.37	117.56	114.29	109.96	109.49

1. Trend analysis is based on systems that have participated for 4-consecutive years (13 peers and 37 World systems). This ensures that trends are not caused by changes in the composition of the participants.

2. The fully attributed costs of activities 1f. Healthcare Administration and 1g. Optional and Third Party Administered Benefits are excluded from total pension administration costs to ensure comparability.

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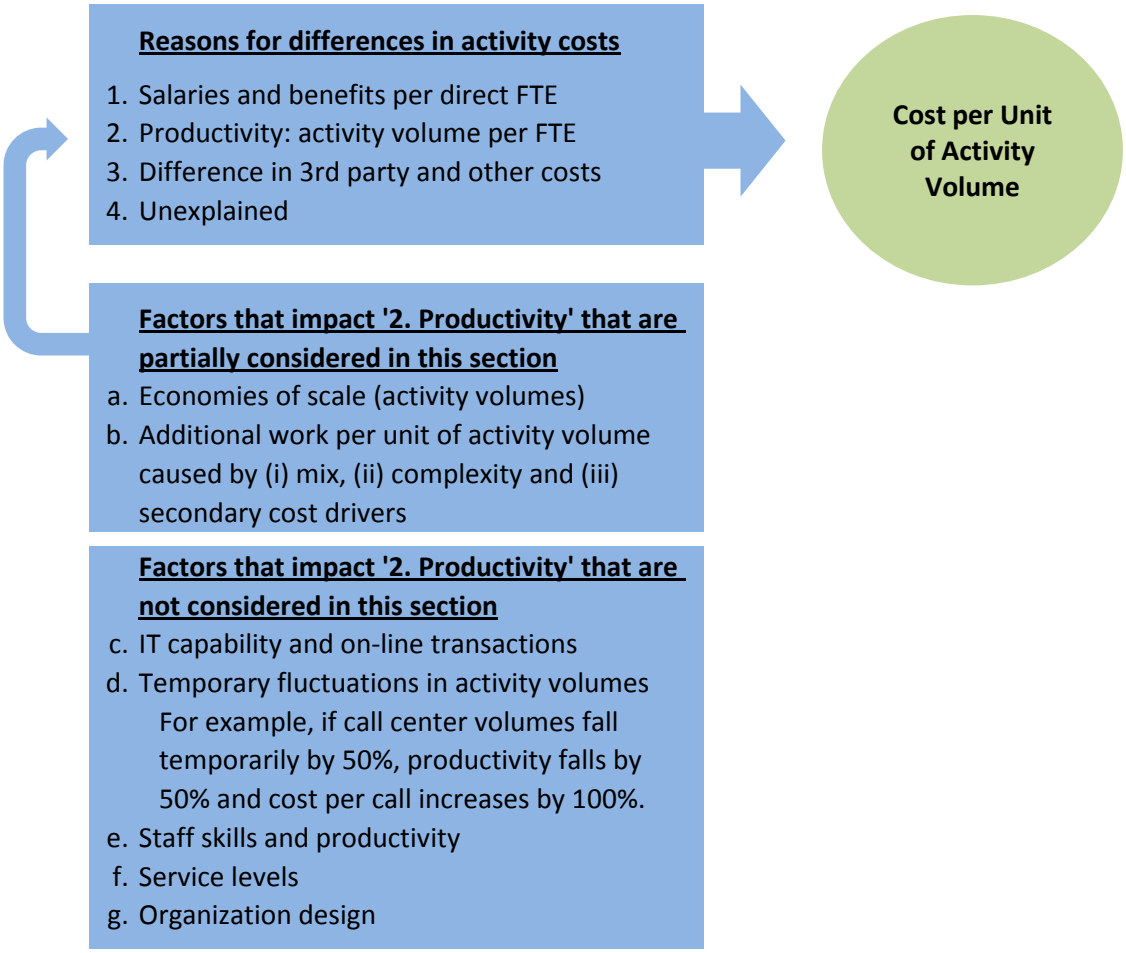
CEM uses the following model to help explain differences in activity costs



In this section, CEM quantifies the amount by which differences in the four reasons identified in the top box above impact your costs by calculating how your costs would change if you had the peer median salaries/ productivity/ third party and other costs. This methodology results in an unexplained amount, which is sometimes quite large, because:

- Peer salaries, productivity, and third party and other costs are not uniformly distributed. Often there are extreme outliers, especially for systems with relatively low volumes. Thus if you have outlier data for an activity, or several of your peers have extreme data, the unexplained amount may be large.
- Interaction between the three reasons is not quantified. For example, peers with higher productivity may also pay higher salaries. This offsetting impact between higher salaries and higher productivity is not quantified.

All comparisons are to the peer median (i.e., the middle value or 50th percentile). The median is used instead of the average because outlier data often skews averages in the direction of outlier values. Skewing is particularly acute with activity costs because participants with a low volume in an activity sometimes have very high costs per unit.

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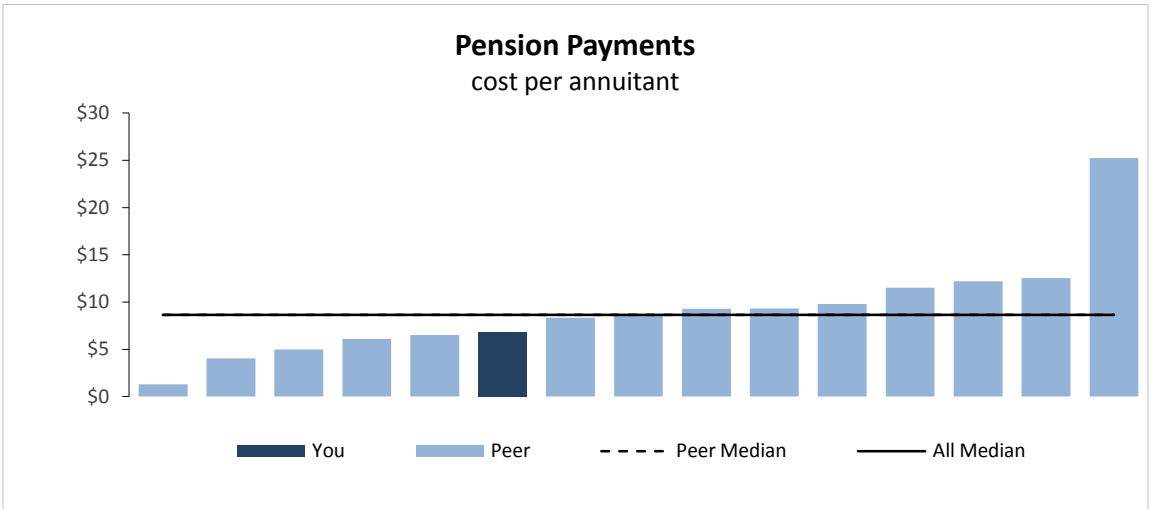
1A Pension Payments

Your pension payments cost per annuitant was $6.84. This was $1.81 below the peer median of $8.65.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per Annuitant
Lower salaries and benefits per direct FTE	$70,686	$73,253	-$0.17
Fewer annuitants per direct FTE (productivity)	14,717	19,350	$1.15
Lower third party costs per annuitant	$2.03	$2.73	-$0.70
Unexplained [1]			-$2.09
Cost per annuitant	$6.84	$8.65	-$1.81

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

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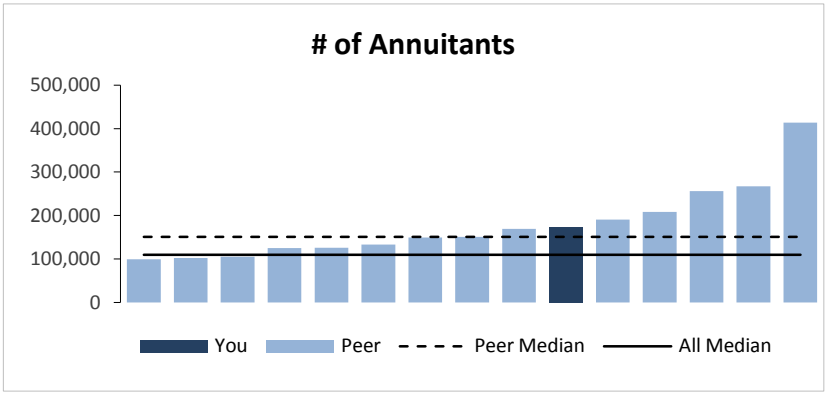
1A Pension Payments - Factors that impact productivity

1. Economies of scale

You had an economy of scale advantage. Your 173,655 annuitants was 15% higher than the peer median of 150,711.



2. Additional pension payments work per annuitant

Causes of additional work	You	Peer Avg	Cost Impact
Percentage of pensioners paid by check (as opposed to Electronic Funds Transfer)	1%	5%	decreasing
Number of times per year you sent payment advices with your EFT payments detailing the gross payment and deductions	6.0	6.0	neutral

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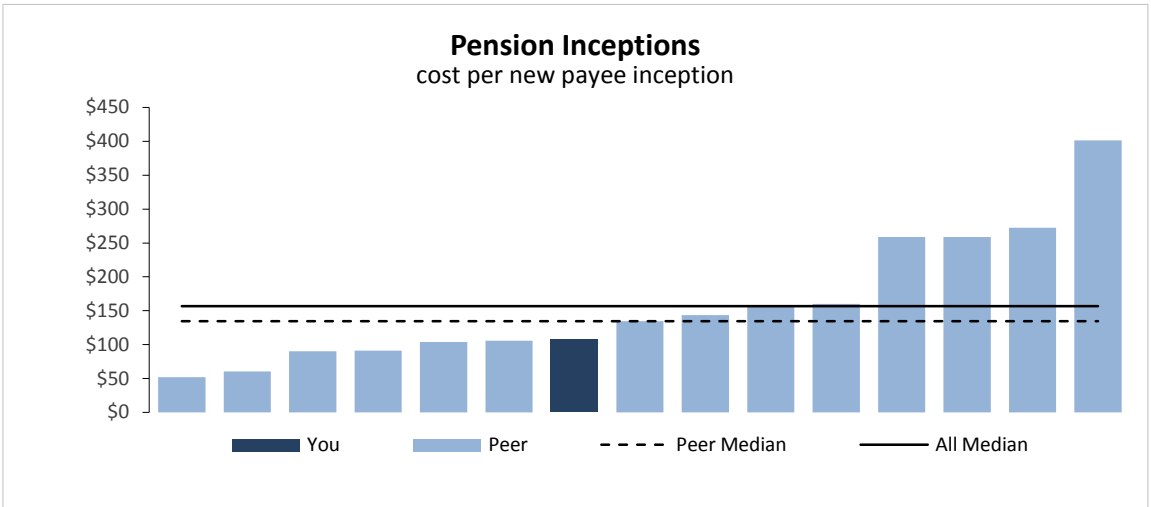
1B Pension Inceptions

Your pension inceptions cost per new payee inception was $107.58. This was $26.91 below the peer median of $134.49.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per New Payee Inception
Lower salaries and benefits per direct FTE	$65,415	$70,000	-$7.06
More new payee inceptions per direct FTE (productivity)	649	620	-$4.77
Higher third party costs per new payee inception	$6.81	$5.62	$1.20
Unexplained [1]			-$16.27
Cost per new payee inception	$107.58	$134.49	-$26.91

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

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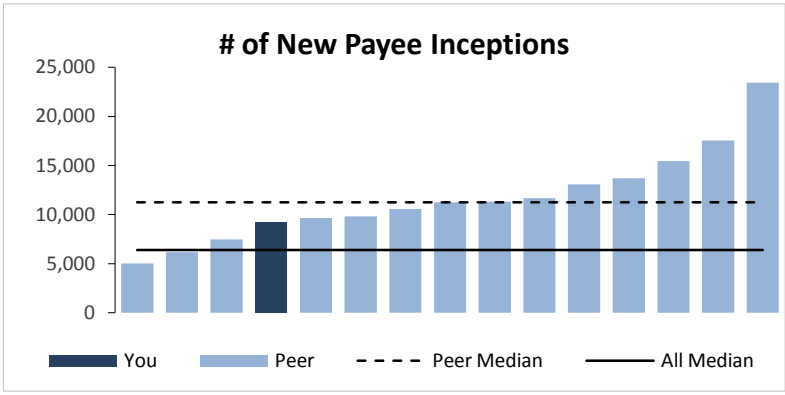
1B Pension Inceptions - Factors that impact productivity

1. Economies of scale

You had an economy of scale disadvantage. Your 9,218 new payee inceptions was 18% lower than the peer median of 11,263.



2. Mix of activity volume

Inceptions to survivors tend to be less work than inceptions to active members because there are usually no payment option choices for survivors.

Activity Volume: % by Type	You	Peer Avg	Cost Impact
Annuity inceptions: service retirement (actives)	78%	69%	
Annuity inceptions: service retirement (inactives)	19%	17%	
Annuity inceptions: disability retirement (actives)	2%	4%	
Annuity inceptions: survivor, partner, ex-partner, dependent	1%	10%	increasing
Total new payee inceptions	100%	100%	

3. Additional work per new payee inception

Causes of additional work	You	Peer Avg	Cost Impact
Proportion of inceptions to retiring active members based on estimates	99%	66%	increasing
Formal appeals (non-disability) of inceptions as a % of new payee inceptions	0.14%	0.31%	decreasing
Changes in gross amount of annuity pensions paid as a result of changes in an individual annuitant's personal circumstances, as a % of new payee inceptions. (This work is included in the cost of inceptions, but not the volume).	117%	13%	increasing
Joint account reciprocity with other systems	Yes	53%Yes	increasing
Total complexity score (out of 100)	71	62	increasing

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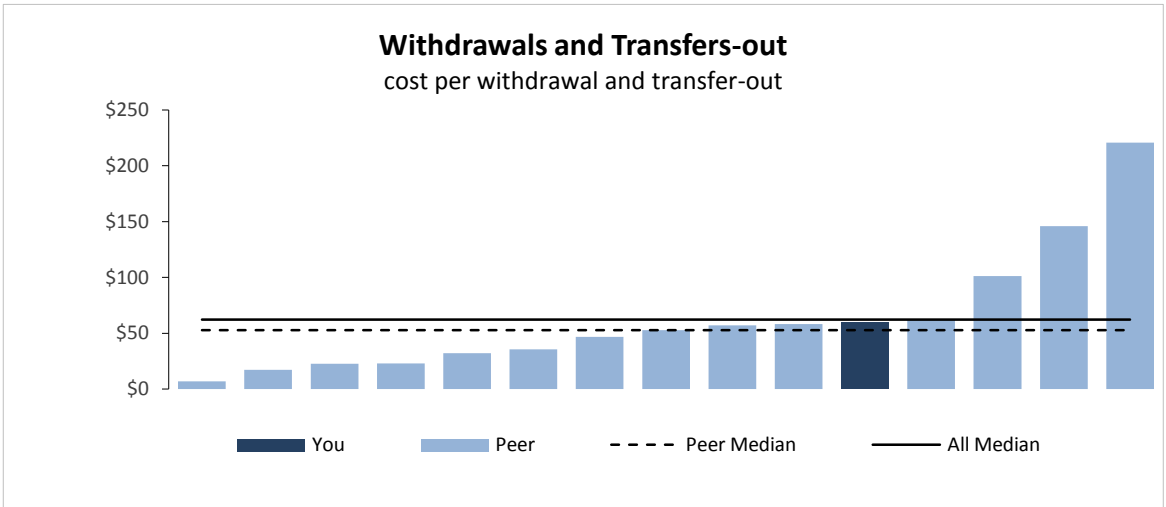
1C Withdrawals and Transfers-out

Your withdrawals and transfers-out cost per withdrawal and transfer-out was $59.87. This was $7.15 above the peer median of $52.72.



Reasons why your cost was above median	Comparison		Impact [1]
	You	Peer Median	$s per Withdrawal and Transfer-out
Lower salaries and benefits per direct FTE	$66,652	$69,355	-$2.25
Fewer withdrawals and transfers-out per direct FTE (productivity)	1,200	1,940	$21.20
Higher third party costs per withdrawal and transfer-out	$4.31	$4.09	$0.23
Unexplained [1]			-$12.02
Cost per withdrawal and transfer-out	$59.87	$52.72	$7.15

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

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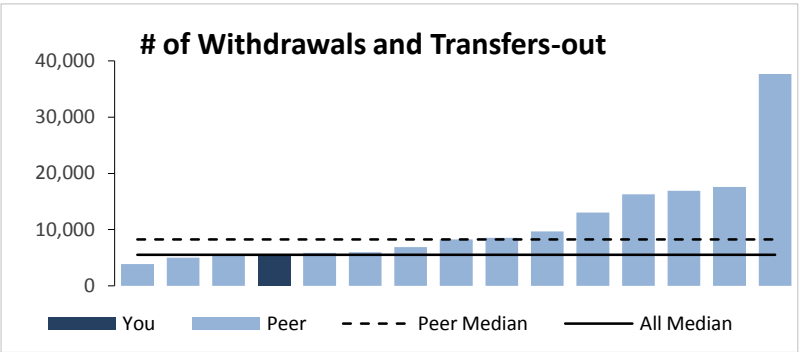
1C Withdrawals and Transfers-out - Factors that impact productivity

1. Economies of scale

You had an economy of scale disadvantage. Your 5,519 withdrawals and transfers-out was 33% lower than the peer median of 8,249.



2. Mix of activity volume

Transfers-out tend to be more work than a withdrawal because they requires co-ordination with another pension system and its rules.

Activity Volume: % by Type	You	Peer Avg	Cost Impact
Full refunds/ withdrawals/ commuted value/ lump sums	100%	96%	
Transfers-out	0%	4%	decreasing
Total withdrawals and transfers-out	100%	100%	

3. Additional work per withdrawal and transfer-out

Causes of additional work	You	Peer Avg	Cost Impact
Written estimates for withdrawals and transfers-out as a % of withdrawals and transfers-out	228%	123%	increasing
Do you pay a one-time death payment when a member, retiree or the retiree's beneficiary dies (separate from the survivor pension)?	No	60%Yes	decreasing

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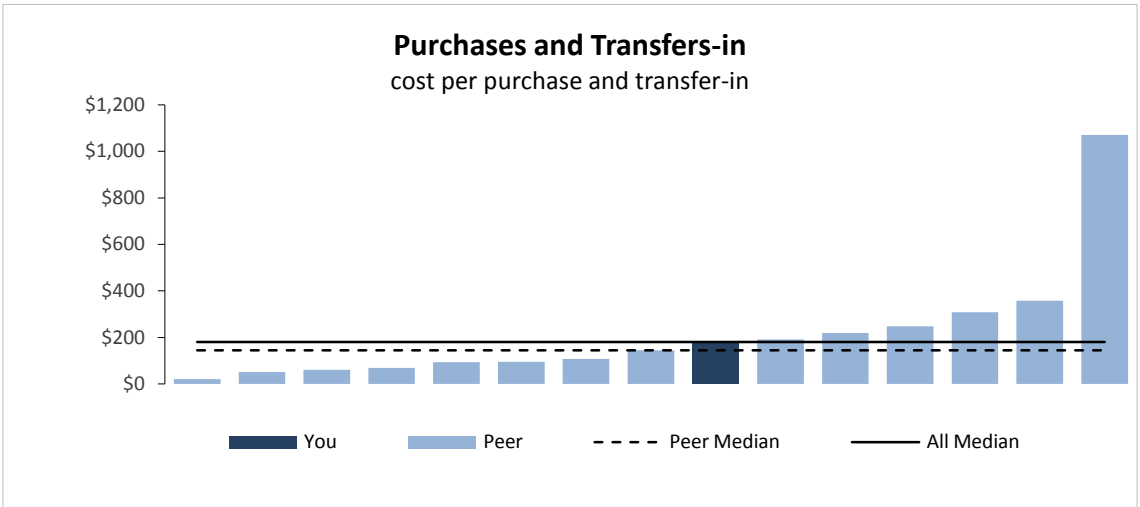
1D Purchases and Transfers-in

Your purchases and transfers-in cost per purchase and transfer-in was $179.53. This was $34.90 above the peer median of $144.63.



Reasons why your cost was above median	Comparison		Impact [1]
	You	Peer Median	$s per Purchase and Transfer-in
Higher salaries and benefits per direct FTE	$77,313	$71,519	$12.09
Fewer purchases and transfers-in per direct FTE (productivity)	479	601	$32.62
Higher third party costs per purchase and transfer-in	$18.25	$1.72	$16.53
Unexplained [1]			-$26.33
Cost per purchase and transfer-in	$179.53	$144.63	$34.90

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

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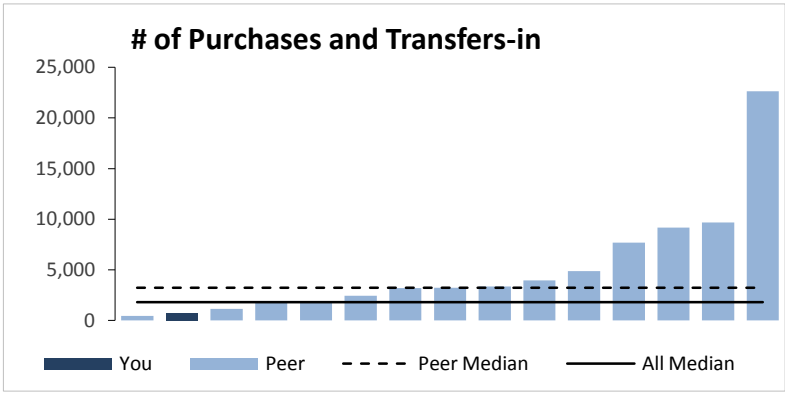
1D Purchases and Transfers-in - Factors that impact productivity

1. Economies of scale

You had an economy of scale disadvantage. Your 767 purchases and transfers-in was 76% lower than the peer median of 3,230.



2. Mix of activity volume

Individual transfers-in tend to be more work than a service credit purchase because they require co-ordination with another pension system and its rules.

Activity Volume: % by Type	You	Peer Avg	Cost Impact
Service credit purchases	100%	94%	
Upgrades to improve pensionable salary	0%	1%	
Upgrades to a new retirement formula	0%	0%	
Individual transfers-in from external defined benefit systems	0%	5%	decreasing
Members collectively transferred in	0%	0%	
Total purchases and transfers-in	100%	100%	

3. Additional work per purchase and transfer-in

Causes of additional work	You	Peer Avg	Cost Impact
Written estimates for purchases and transfers-in as a % of purchases and transfers-in	180%	195%	decreasing
Installment payments permitted	No	80%Yes	decreasing

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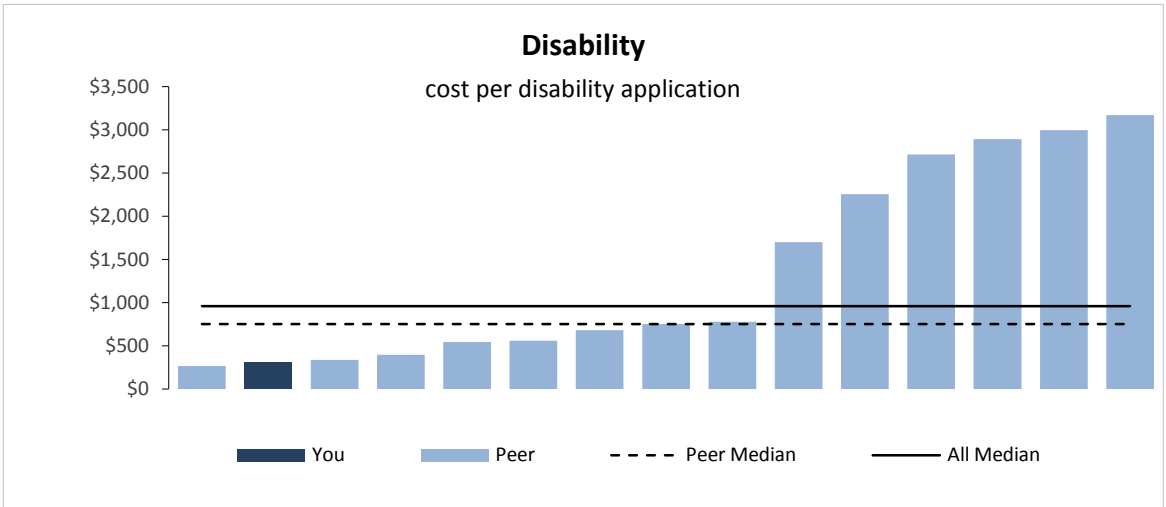
1E Disability

Your disability cost per disability application was $311.16. This was $441.79 below the peer median of $752.95.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per Disability Application
Higher salaries and benefits per direct FTE	$78,000	$72,673	$19.30
More disability applications per direct FTE (productivity)	276	143	-$264.16
Lower third party costs per disability application	$28.53	$121.21	-$92.68
Unexplained [1]			-$104.25
Cost per disability application	$311.16	$752.95	-$441.79

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

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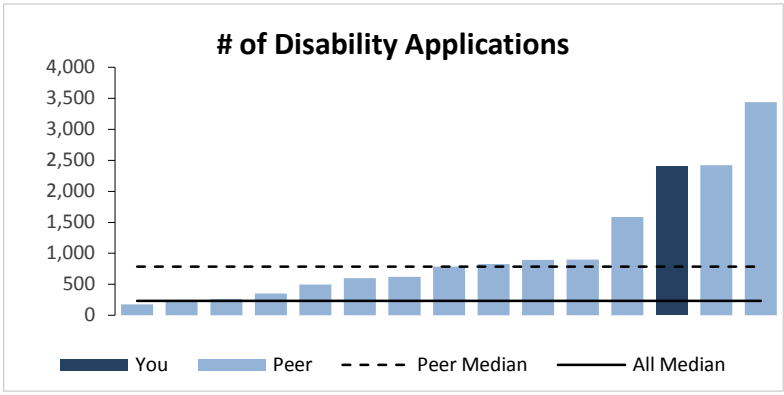
1E Disability - Factors that impact productivity

1. Economies of scale

You had an economy of scale advantage. Your 2,401 disability applications was 206% higher than the peer median of 785.



2. Mix of activity volume

Processing long-term disability applications tends to be more work than short-term disability applications.

Activity Volume: % by Type	You	Peer Avg	Cost Impact
Applications for short-term disability	62%	11%	
Applications for disability pensions/ long-term disability/ disability lump sums	38%	89%	decreasing
Total disability applications	100%	100%	

3. Additional work per disability application

Causes of additional work	You	Peer Avg	Cost Impact
Independent decision process (versus following the ruling of an employer or social security, etc)	Yes	93%Yes	increasing
Medical exams paid for by you as a % of disability applications	0%	69%	decreasing
New member health reviews as a % of disability applications	11%	9%	increasing
Disability decision appeals as a % of disability applications	2%	8%	decreasing
Occupational disability as a % of disability applications	0%	8%	decreasing
Disability complexity score (out of 100)	86	81	increasing

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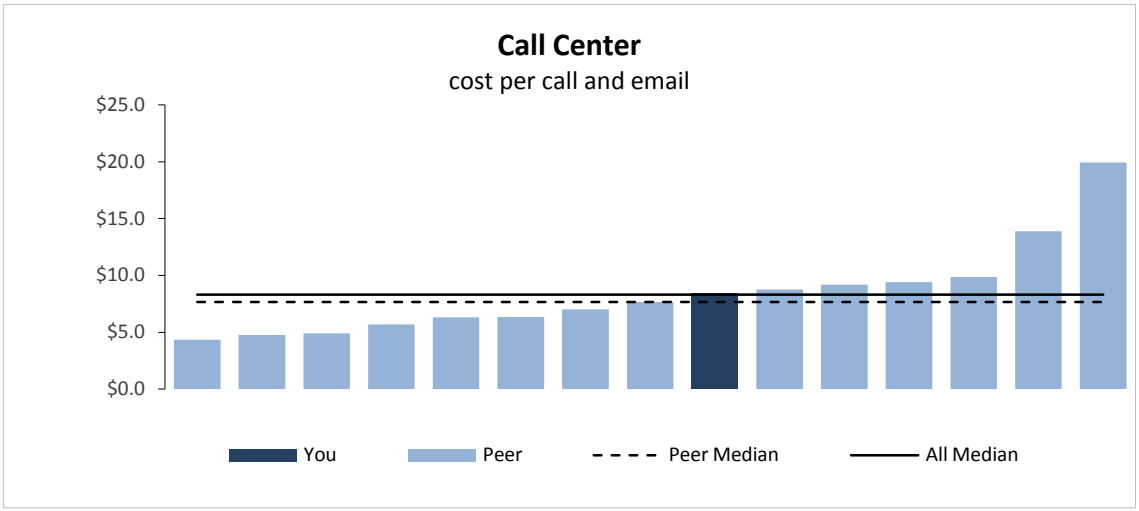
2A Call Center

Your call center cost per call and email was $8.44. This was $0.79 above the peer median of $7.65.



Reasons why your cost was above median	Comparison		Impact [1]
	You	Peer Median	$s per Call and Email
Lower salaries and benefits per direct FTE	$63,439	$66,383	-$0.35
Fewer calls and emails per direct FTE (productivity)	8,401	8,949	$0.46
Higher third party costs per call and email	$0.89	$0.65	$0.24
Unexplained [1]			$0.44
Cost per call and email	$8.44	$7.65	$0.79

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

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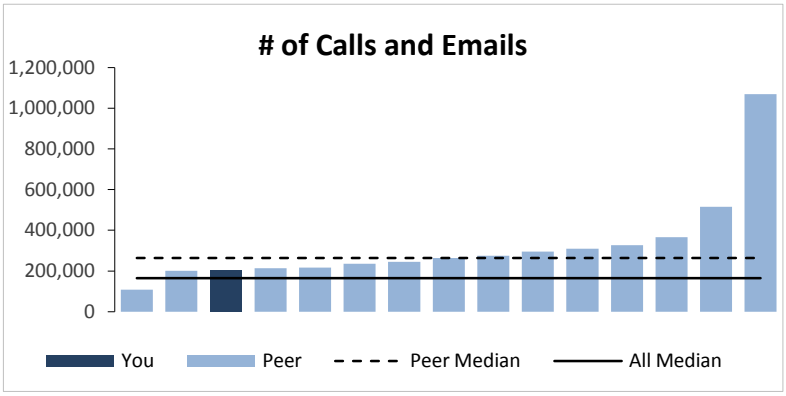
2A Call Center - Factors that impact productivity

1. Economies of scale

You had an economy of scale disadvantage. Your 204,991 calls and emails was 22% lower than the peer median of 263,945.

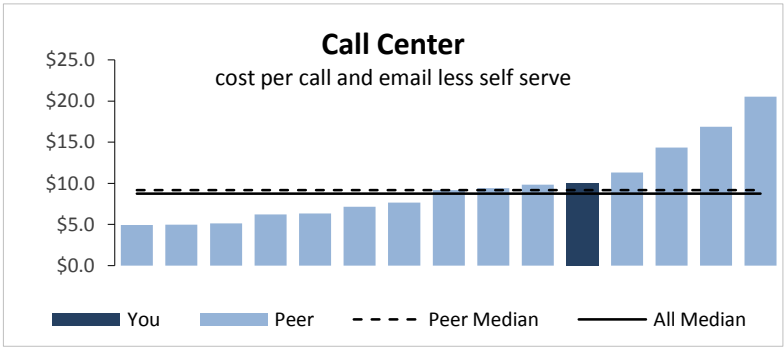


2 Mix of activity volume

Calls satisfied by self-serve options are close to zero cost, thus a lower proportion of self-serve calls result in an increased cost per call.

Activity Volume: % by Type	You	Peer Avg	Cost Impact
Incoming calls that reach service representatives	73%	80%	
Outgoing calls from service representatives	5%	6%	
Calls satisfied by self-serve options	16%	9%	decreasing
Email queries from members	6%	4%	
Total calls and emails	100%	100%	

If self-serve calls were excluded from volumes, your cost per active member and annuitant would have been $10.03. This would have been above the peer median cost of $9.19.



3. Additional work per call and email

Causes of additional work	You	Peer Avg	Cost Impact
Average talk time of a member call (in seconds)	307	287	increasing
Average after call work time (in seconds)	26	68	decreasing
Do you regularly review staff responses to member calls?	Yes	87%Yes	increasing

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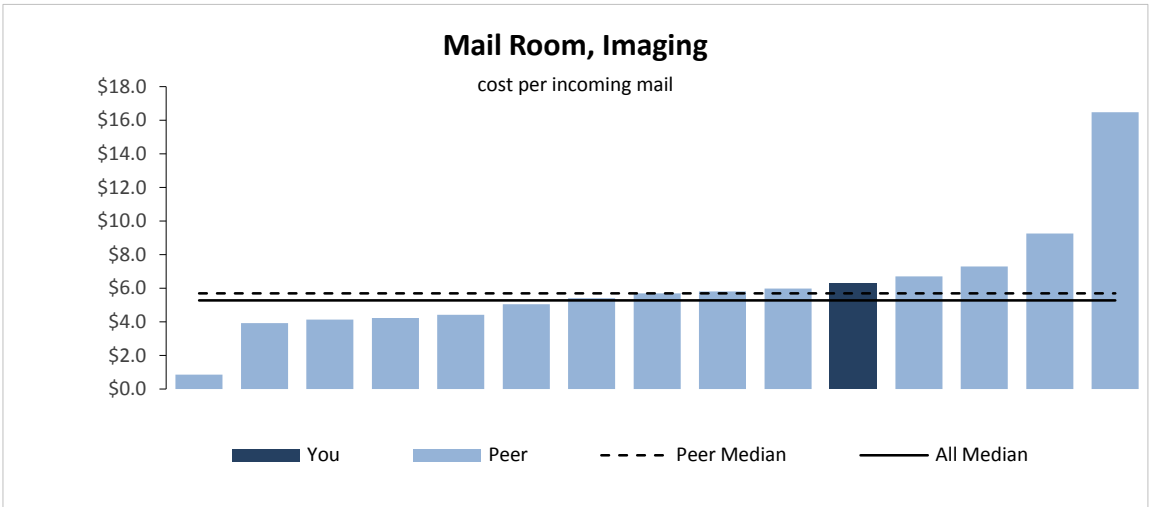
2B Mail Room, Imaging

Your mail room, imaging cost per incoming mail was $6.28. This was $0.58 above the peer median of $5.70. The biggest reason why was that you had higher third party costs per incoming mail.



Reasons why your cost was above median	Comparison		Impact [1]
	You	Peer Median	$s per Incoming Mail
Lower salaries and benefits per direct FTE	$56,590	$58,013	-$0.11
More incoming mail per direct FTE (productivity)	12,844	11,659	-$0.45
Higher third party costs per incoming mail	$1.88	$0.85	$1.03
Unexplained [1]			$0.11
Cost per incoming mail	$6.28	$5.70	$0.58

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

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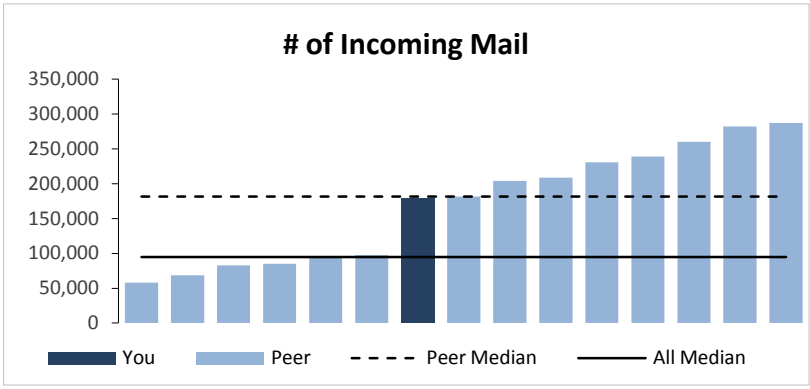
2B Mail Room, Imaging - Factors that impact productivity

1. Economies of scale

You had an economy of scale disadvantage. Your 178,535 incoming mail was 2% lower than the peer median of 181,380.



2. Additional work per incoming mail

Causes of additional work	You	Peer Avg	Cost Impact
Outgoing mail as a % of incoming mail (Outgoing mail is not included in activity volume. But it can add work if the mailroom is responsible for outgoing mail).	782%	776%	increasing
Do you use imaging technology?	Yes	100%Yes	neutral
If yes: a) Do you keep images of ALL incoming member correspondence and submitted forms?	Yes	100%Yes	neutral

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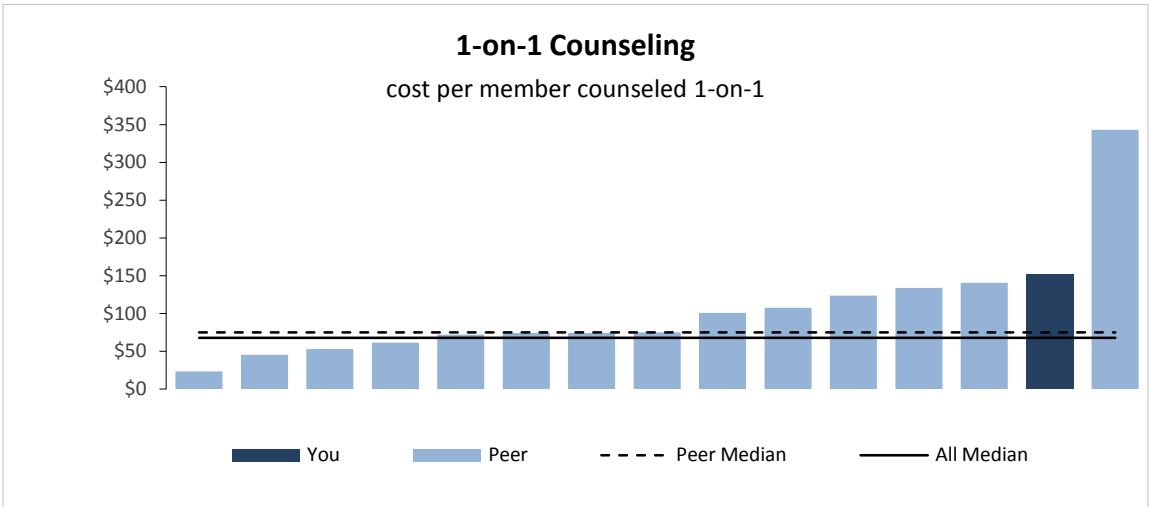
2C 1-on-1 Counseling

Your 1-on-1 counseling cost per member counseled 1-on-1 was $151.40. This was $76.17 above the peer median of $75.23.



Reasons why your cost was above median	Comparison		Impact [1]
	You	Peer Median	$s per Member Counseled 1-on-1
Lower salaries and benefits per direct FTE	$69,438	$72,820	-$6.89
Fewer members counseled 1-on-1 per direct FTE (productivity)	491	935	$67.25
Higher third party costs per member counseled 1-on-1	$9.88	$3.39	$6.49
Unexplained [1]			$9.32
Cost per member counseled 1-on-1	$151.40	$75.23	$76.17

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

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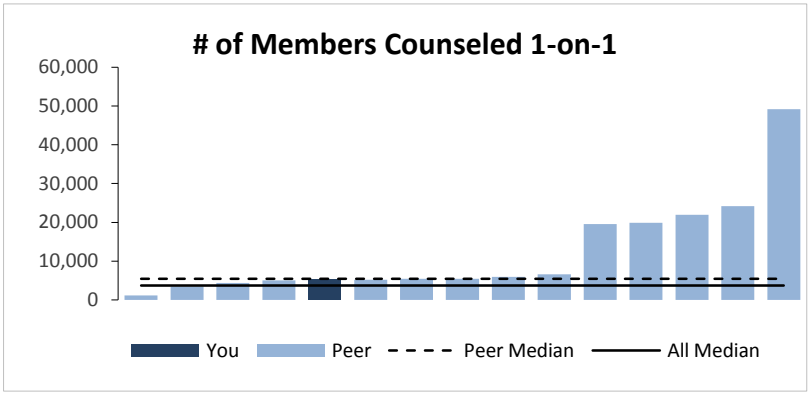
2C 1-on-1 Counseling - Factors that impact productivity

1. Economies of scale

You had an economy of scale disadvantage. Your 5,152 members counseled 1-on-1 was 6% lower than the peer median of 5,459.



2. Mix of activity volume

Counseling in field locations is more costly than counseling in-house.

Activity Volume: % by Type	You	Peer Avg	Cost Impact
In-house	99%	62%	increasing
In the field	1%	35%	decreasing
Via teleconference	0%	3%	increasing
Total members counseled 1-on-1	100%	100%	

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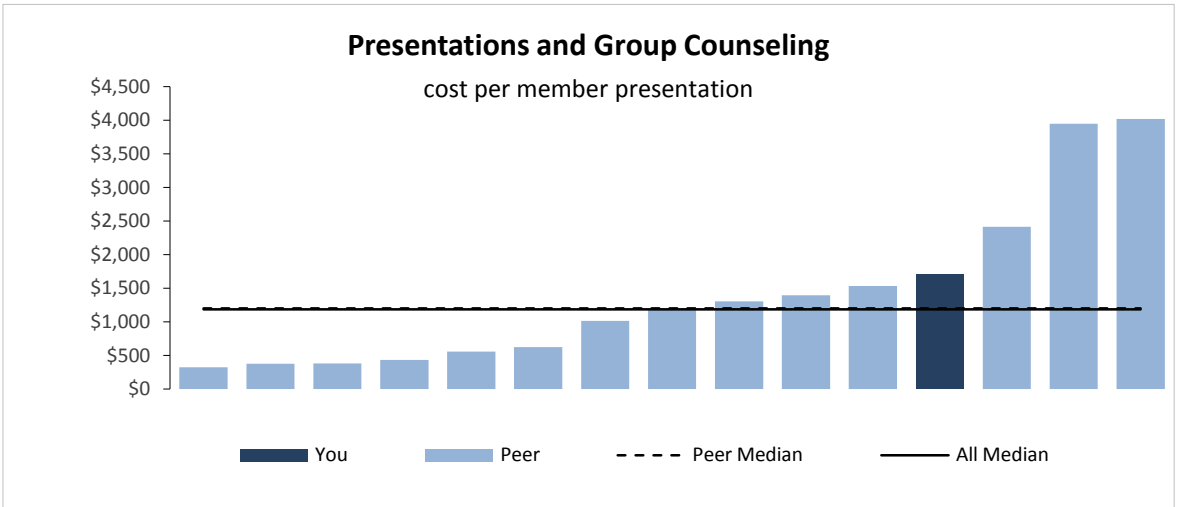
2D Presentations and Group Counseling

Your presentations and group counseling cost per member presentation was $1,710.06. This was $507.37 above the peer median of $1,202.69.



Reasons why your cost was above median	Comparison		Impact [1]
	You	Peer Median	$s per Member Presentation
Lower salaries and benefits per direct FTE	$69,310	$80,914	-$267.50
Fewer member presentations per direct FTE (productivity)	43	126	$1,049.70
Lower third party costs per member presentation	$112.34	$154.55	-$42.21
Unexplained [1]			-$232.63
Cost per member presentation	$1,710.06	$1,202.69	$507.37

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

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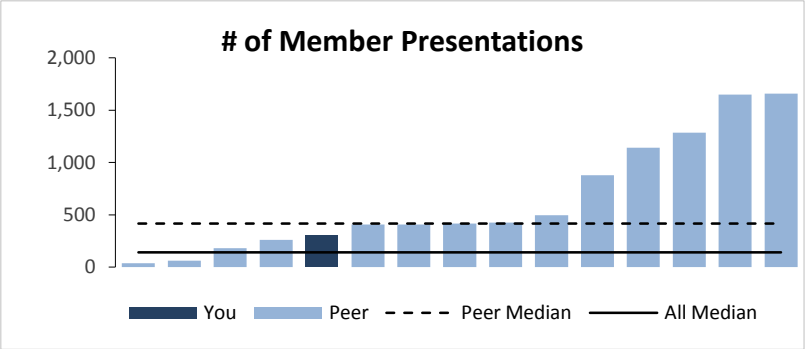
2D Presentations and Group Counseling - Factors that impact productivity

1. Economies of scale

You had an economy of scale disadvantage. Your 308 member presentations was 26% lower than the peer median of 416.



2. Mix of activity volume

Presentations and group counseling in field locations are more costly than in-house.

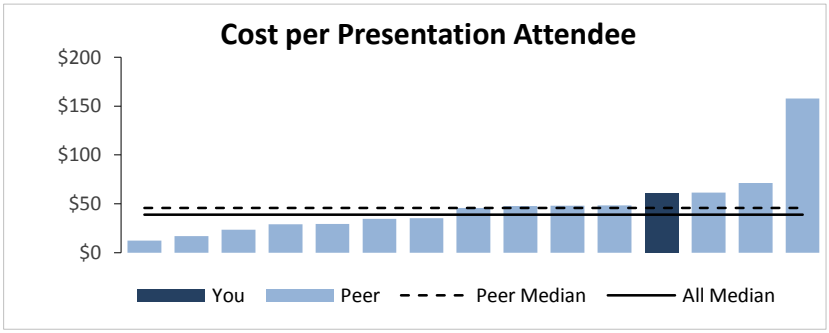
Presentations and Group Counseling by Location	You	Peer Avg	Cost Impact
In-house	8%	11%	
In the field	78%	75%	increasing
Benefit fairs	15%	14%	
Total presentations and group counseling	100%	100%	

3. Additional work per member presentation

If you have more attendees per presentation, then the cost per attendee will be lower and the volume of member presentations per FTE will be higher. You had an average of 28 attendees per presentation, versus a peer average of 30.

Causes of additional work	You	Peer Avg	Cost Impact
Average attendees per presentation	28	30	increasing

An alternative way of analyzing this activity's cost is on a 'per attendee' basis. Your cost per presentation attendee was $60. This was above the peer median cost of $46.



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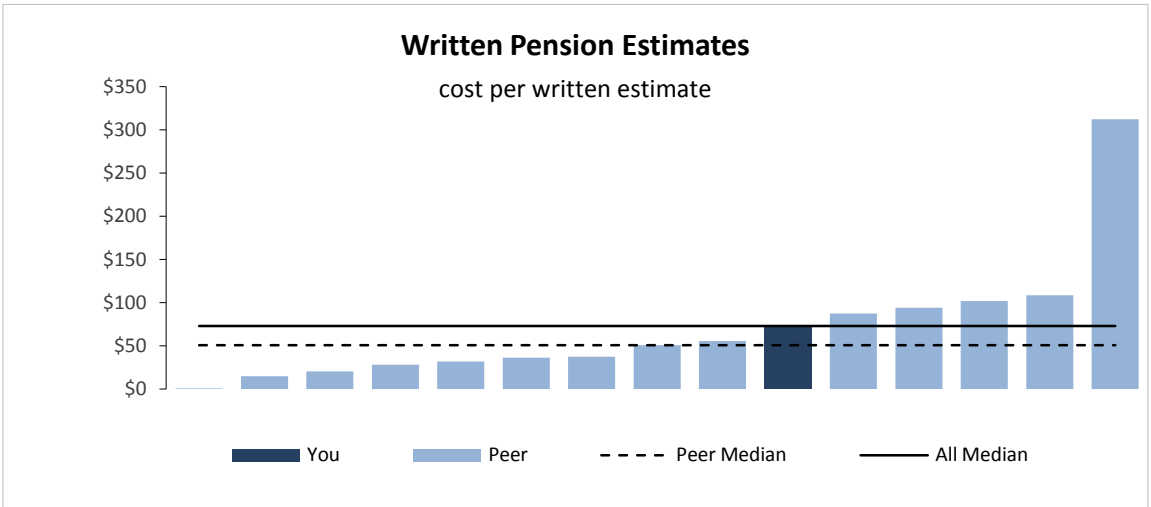
2E Written Pension Estimates

Your written pension estimates cost per written estimate was $71.39. This was $20.69 above the peer median of $50.70.



Reasons why your cost was above median	Comparison		Impact [1]
	You	Peer Median	$s per Written Estimate
Lower salaries and benefits per direct FTE	$69,342	$74,825	-$5.28
Fewer written estimates per direct FTE (productivity)	1,039	1,379	$16.46
Higher third party costs per written estimate	$4.66	$0.59	$4.07
Unexplained [1]			$5.44
Cost per written estimate	$71.39	$50.70	$20.69

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

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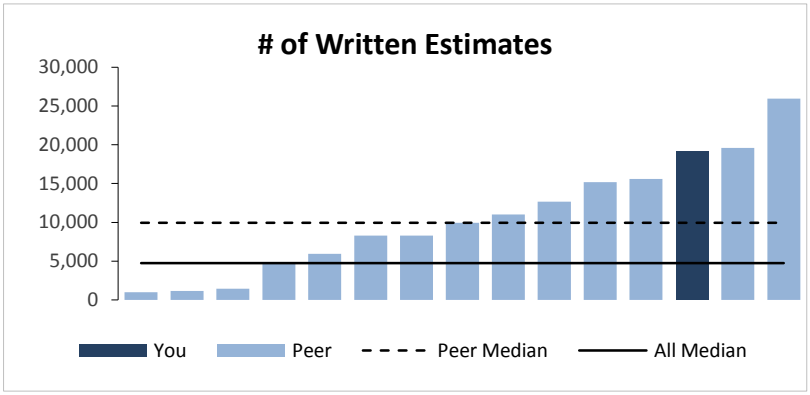
2E Written Pension Estimates - Factors that impact productivity

1. Economies of scale

You had an economy of scale advantage. Your 19,120[1] written estimates was 92% higher than the peer median of 9,947.



1. Your number of estimates was adjusted because systems count estimates two different ways. When a member requests multiple different estimate scenarios, you count each scenario as an estimate whereas other systems count the 'multiple request' as a single estimate. Therefore, for comparability, we divided your total estimates of 19,120 by your average number of scenarios per request of 1.0.

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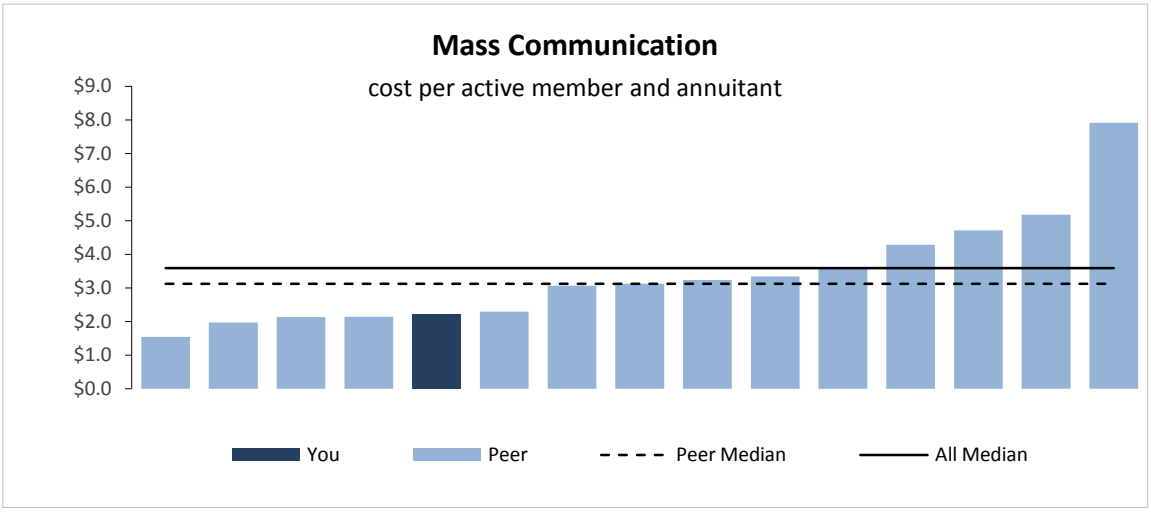
2F Mass Communication

Your mass communication cost per active member and annuitant was $2.23. This was $0.90 below the peer median of $3.13.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per Active Member and Annuitant
Lower salaries and benefits per direct FTE	$78,500	$83,564	-$0.09
More direct FTE per 10,000 active members and annuitants (productivity)[2]	0.18	0.15	$0.24
Lower third party costs per active member and annuitant	$0.85	$1.60	-$0.75
Unexplained [1]			-$0.30
Cost per active member and annuitant	$2.23	$3.13	-$0.90

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

2. You had 7.6 mass communication FTE which was 21% more than the peer median of 6.3. The percentage difference was more favorable on a 'per active members and annuitants' basis (your 0.18 mass communication FTE per 10,000 active members and annuitants was 20% more than the peer median of 0.15).

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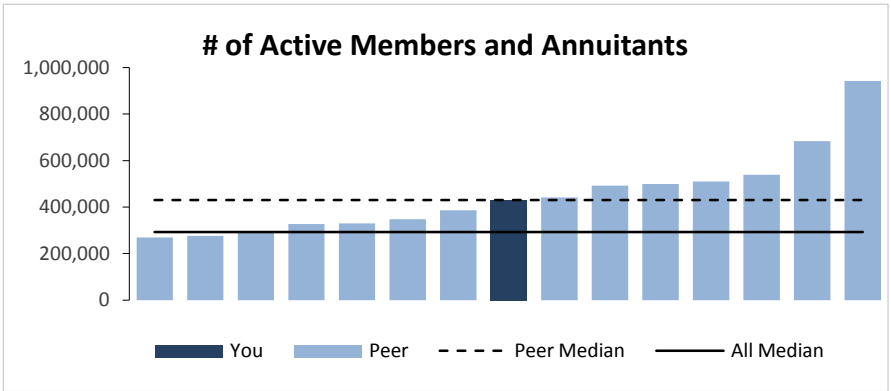
2F Mass Communication - Factors that impact productivity

1. Economies of scale

Your 430,488 active members and annuitants was the peer median. Thus the impact of economies of scale was minimized.



2. Additional mass communication work per active member and annuitant

Causes of additional work	You	Peer Avg	Cost Impact
Website Service Score (out of 100) - Generally, the higher the score, the more time communication staff spends on design and maintenance of the site.	41	72	decreasing
Times per year you send newsletters to:			
a) Active members?	4.0	4.5	decreasing
b) Retired members?	4.0	2.9	increasing
c) All inactive members?	1.0	2.1	decreasing
% of newsletters mailed to active members' homes (versus email or distributing through employers)	0%	59%	decreasing
Times per year you send member statements to:			
a) Active members?	1.0	1.2	decreasing
b) Inactive members?	1.0	1.1	decreasing
% of member statements mailed to active members' homes	13%	59%	decreasing
Do you send:			
a) Annual report summary to all active members?	No	27%Yes	decreasing
b) Annual report summary to all retired members?	No	33%Yes	decreasing
c) Welcome kits to new members?	Yes	93%Yes	increasing
d) Brochure summarizing benefits to active members every year?	No	20%Yes	decreasing

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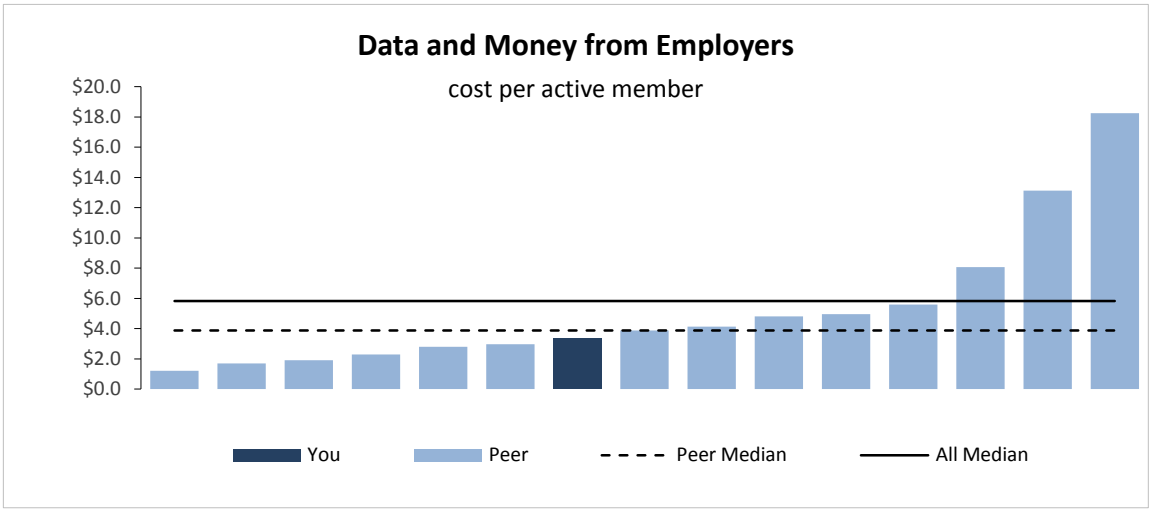
3A Data and Money from Employers

Your data and money from employers cost per active member was $3.35. This was $0.54 below the peer median of $3.89.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per Active Member
Lower salaries and benefits per direct FTE	$68,460	$74,880	-$0.28
Equal direct FTE per 10,000 active members (productivity)[2]	0.26	0.26	$0.00
Higher third party costs per active member	$0.33	$0.16	$0.18
Unexplained [1]			-$0.43
Cost per active member	$3.35	$3.89	-$0.54

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

2. You had 11.3 data and money from employers FTE which was 8% more than the peer median of 10.5. The difference changes direction and was more favorable on a 'per active members' basis (your 0.26 data and money from employers FTE per 10,000 active members was equal to the peer median of 0.26) because you had an economy of scale advantage.

CEM uses active members as the divisor of this activity's cost. For systems with few employers, active members is the better predictor of cost whereas for systems with numerous employers the number of employers is the better predictor. Therefore, on the following page we show the number of employers as a divisor to provide an alternate cost comparison.

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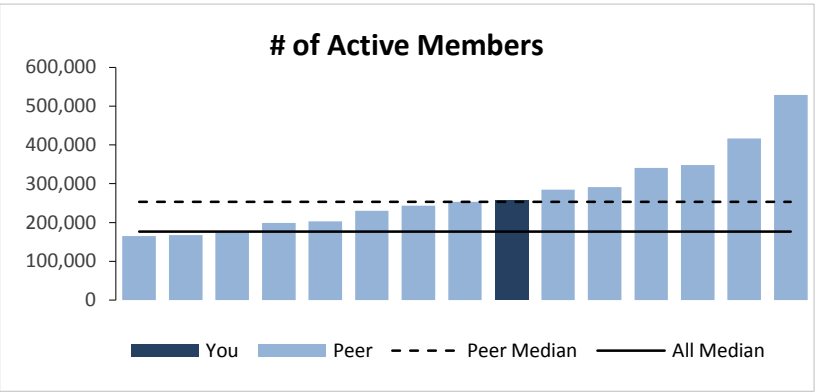
3A Data and Money from Employers - Factors that impact productivity

1. Economies of scale

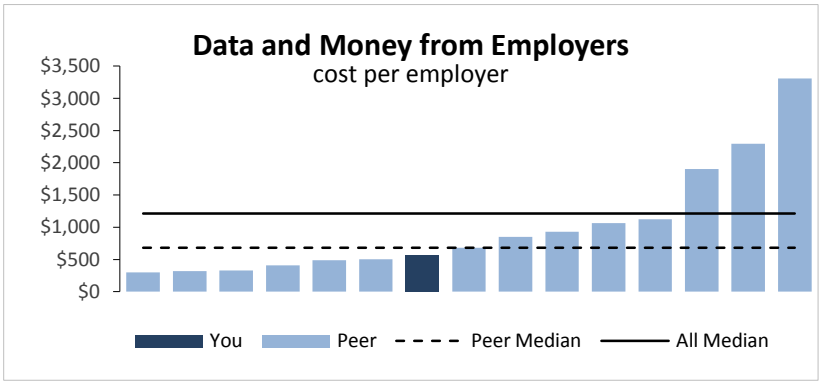
You had an economy of scale advantage. Your 256,833 active members was 2% higher than the peer median of 252,923.



2. Additional data and money from employers work per active member

Causes of additional work	You	Peer Avg	Cost Impact
How many 'reconciliation points' (i.e., employers, state agencies, departments and/or service providers, etc.) do you deal with when:			
• Validating member data? (as a % of active members)	0.6%	0.6%	neutral
• Reconciling money issues? (as a % of active members)	0.6%	0.6%	neutral
Active members whose data is provided in paper format (as a % of active members)	0.0%	0.2%	decreasing
Status changes as a % of active members			
• New active members	6.2%	8.7%	decreasing
• Re-hired inactive members	1.1%	2.5%	decreasing
• Re-hired service retirees, if annuity stops	0.0%	0.1%	decreasing
• Active members exiting to inactive or withdrawal	3.9%	7.1%	decreasing
• Active member service retirements	2.8%	3.0%	decreasing

3. Alternate cost drivers: Data and money from employers cost per employer



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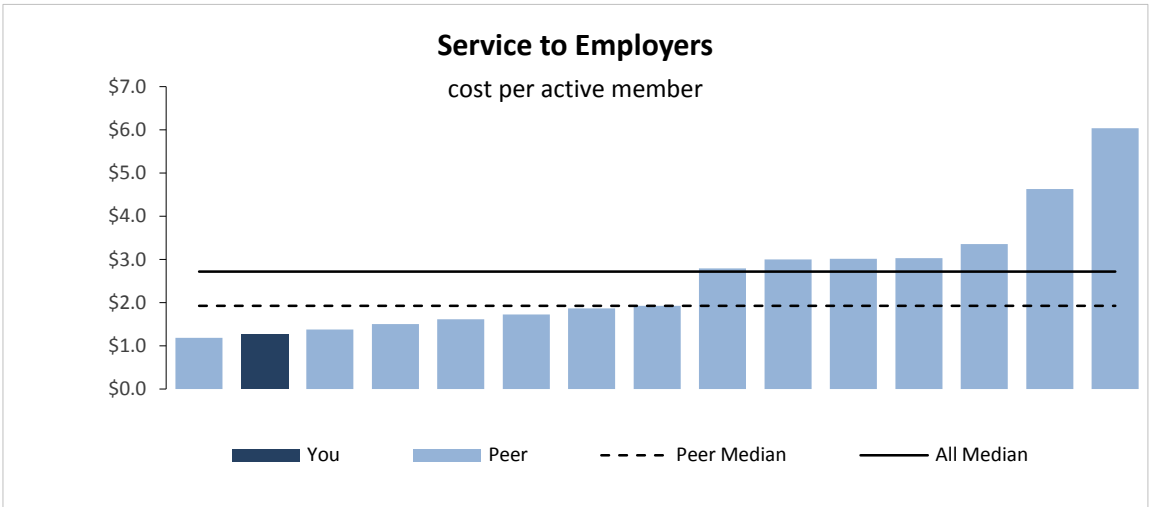
3B Service to Employers

Your service to employers cost per active member was $1.26. This was $0.67 below the peer median of $1.93.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per Active Member
Lower salaries and benefits per direct FTE	$67,326	$77,111	-$0.16
Fewer direct FTE per 10,000 active members (productivity)[2]	0.10	0.14	-$0.30
Lower third party costs per active member	$0.14	$0.16	-$0.02
Unexplained [1]			-$0.18
Cost per active member	$1.26	$1.93	-$0.67

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

2. You had 4.3 service to employers FTE which was 31% less than the peer median of 6.2. The percentage difference was more favorable on a 'per active members' basis (your 0.10 FTE per 10,000 active members was 31% less than the peer median of 0.14) because you had an economy of scale advantage.

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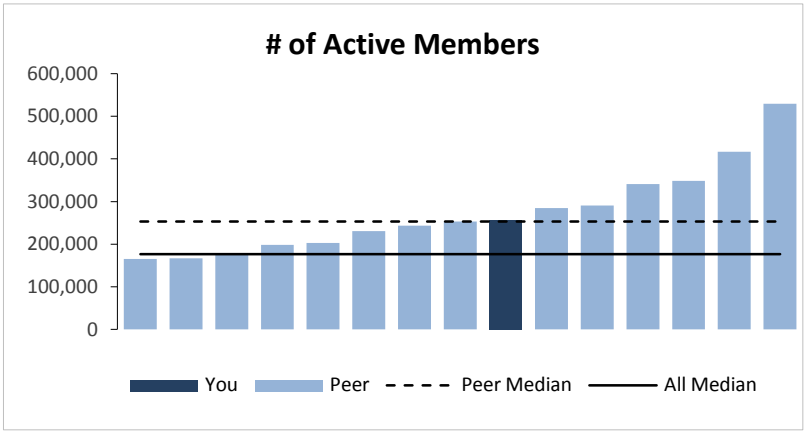
3B Service to Employers - Factors that impact productivity

1. Economies of scale

You had an economy of scale advantage. Your 256,833 active members was 2% higher than the peer median of 252,923.



2. Additional service to employers work per active member

Causes of additional work	You	Peer Avg	Cost Impact
How many 'reconciliation points' (i.e., employers, state agencies, departments and/or service providers, etc.) do you deal with when:			
• Validating member data? (as a % of active members)	0.6%	0.6%	neutral
• Reconciling money issues? (as a % of active members)	0.6%	0.6%	neutral
Service transactions a % of active members:			
a) Incoming calls from employers?	4.7%	8.4%	decreasing
b) Email queries from employers?	0.1%	8.4%	decreasing
c) Conferences for employers?	0.0%	0.0%	neutral
d) Presentations given to employers such as orientation workshops or seminars on benefit changes, etc?	0.0%	0.0%	neutral
e) On-site reviews (or audits or inspections) of your employers? [For example, several systems perform reviews of their employers that have problems providing data and or contributions on a timely basis to ensure that they are correctly fulfilling their obligations to their members.]	0.0%	0.0%	neutral
f) Other site visits to employers [exclude 'd' and 'e' above]?	0.0%	0.0%	neutral

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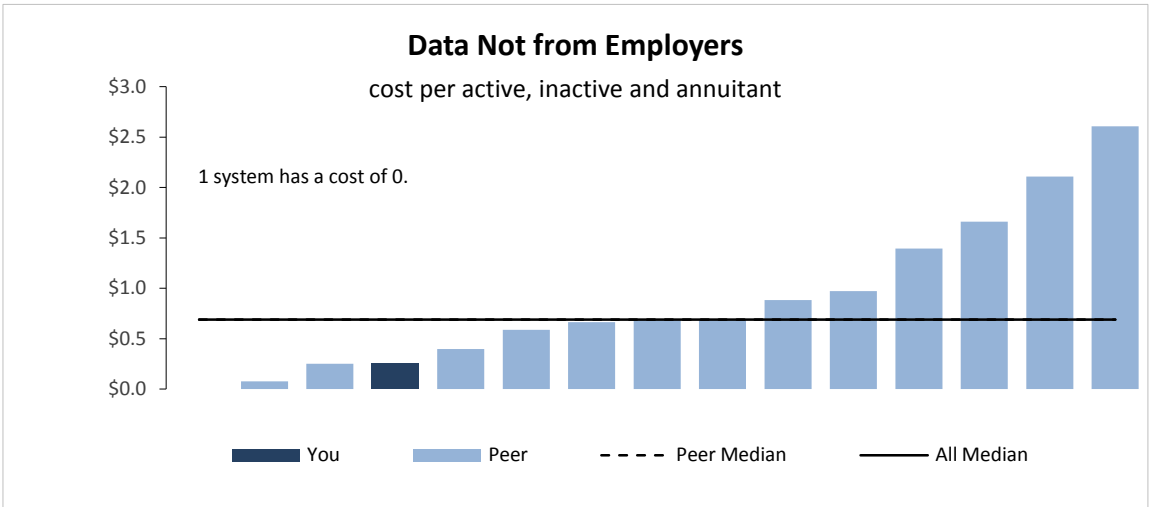
3C Data Not from Employers

Your data not from employers cost per active, inactive and annuitant was $0.26. This was $0.43 below the peer median of $0.69.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per Active, Inactive and Annuitant
Lower salaries and benefits per direct FTE	$65,143	$69,731	-$0.02
Fewer direct FTE per 10,000 actives, inactives, annuitants (productivity)[2]	0.05	0.17	-$0.77
Lower third party costs per active, inactive and annuitant	$0.02	$0.07	-$0.05
Unexplained [1]			$0.41
Cost per active, inactive and annuitant	$0.26	$0.69	-$0.43

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

2. You had 2.1 data not from employers FTE which was 62% less than the peer median of 5.5. The percentage difference was more favorable on a 'per actives, inactives, annuitants' basis (your 0.05 data not from employers FTE per 10,000 actives, inactives, annuitants was 71% less than the peer median of 0.17).

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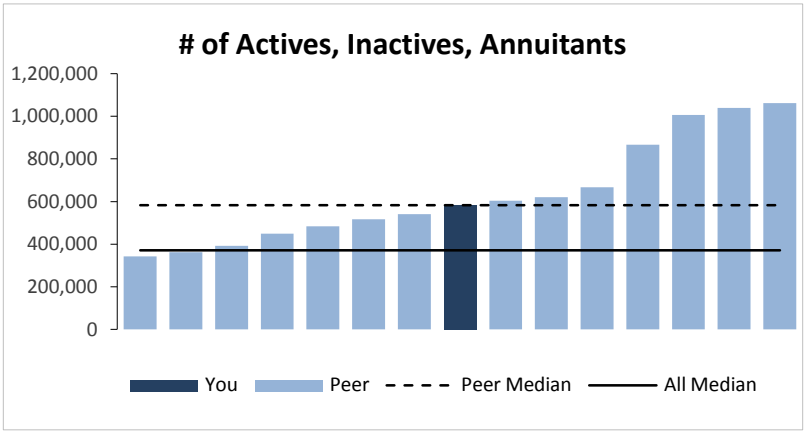
3C Data Not from Employers - Factors that impact productivity

1. Economies of scale

Your 583,439 actives, inactives, annuitants was the peer median. Thus the impact of economies of scale was minimized.



2. Additional data not from employers work per active, inactive and annuitant

Causes of additional work	You	Peer Avg	Cost Impact
Do you actively keep track of the addresses of inactive members?	Yes	93%Yes	increasing
If yes, inactive members as a % of actives, inactives, annuitants	35.5%	41.7%	decreasing
Status changes as a % of actives, inactives, annuitants:			
• Deaths	0.1%	0.2%	decreasing
• Non-death stops of annuities (i.e., dependent turns 21, term certain ends, etc.) [Exclude: re-hired annuitants]	0.0%	0.0%	neutral

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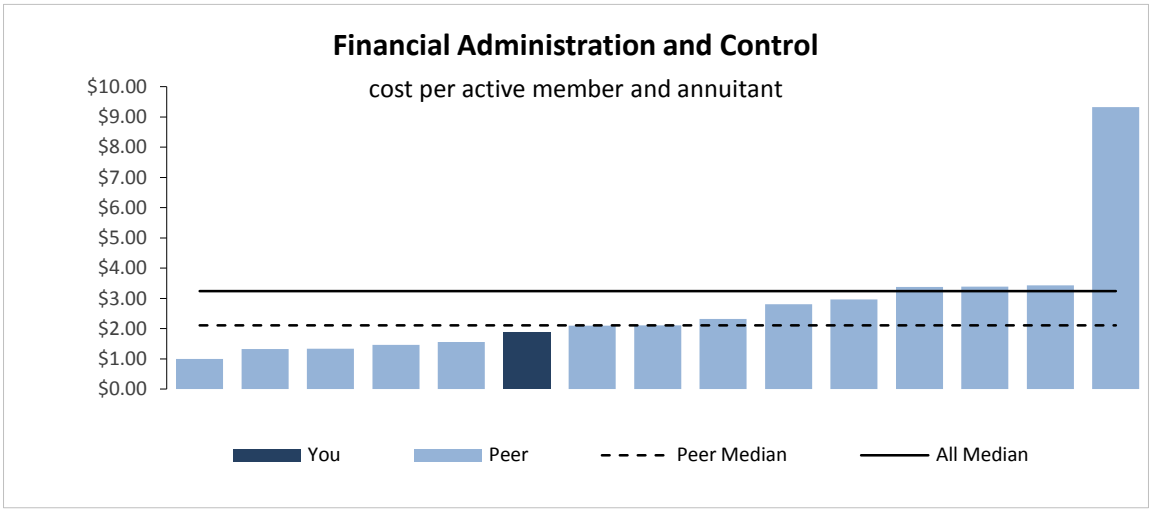
4A Financial Administration and Control

Your financial administration and control cost per active member and annuitant was $1.88. This was $0.23 below the peer median of $2.11.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per Active Member and Annuitant
Lower salaries and benefits per direct FTE	$77,638	$92,921	-$0.37
Equal direct FTE per 10,000 active members and annuitants (productivity)[2]	0.24	0.24	$0.00
Equal third party costs per active member and annuitant	$0.24	$0.24	$0.00
Unexplained [1]			$0.14
Cost per active member and annuitant	$1.88	$2.11	-$0.23

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).
2. You had 10.5 financial administration and control FTE which was equal to the peer median of 10.5. The percentage difference was less favorable on a 'per active members and annuitants' basis (your 0.24 financial administration and control FTE per 10,000 active members and annuitants was equal to the peer median of 0.24).

Usually, the biggest reason for differences in this activity's cost is the number of financial administration and control FTE per 10,000 members. Two key reasons for differences in FTE per 10,000 (and/or third party costs) are:

- Economies of scale - Your 430,488 active members and annuitants was the peer median. Thus the impact of economies of scale was minimized.

- Doing more/less - For example, some systems have more extensive budgeting than others.

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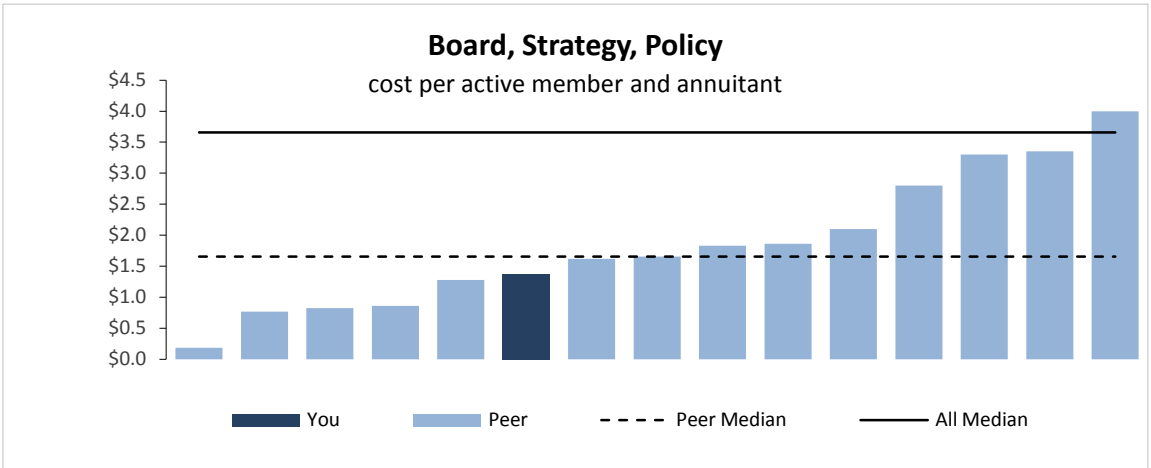
4B Board, Strategy, Policy

Your board, strategy, policy cost per active member and annuitant was $1.37. This was $0.28 below the peer median of $1.65.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per Active Member and Annuitant
Lower salaries and benefits per direct FTE	$91,333	$134,950	-$0.61
More direct FTE per 10,000 active members and annuitants (productivity)[2]	0.14	0.11	$0.28
Equal third party costs per active member and annuitant	$0.29	$0.29	$0.00
Unexplained [1]			$0.05
Cost per active member and annuitant	$1.37	$1.65	-$0.28

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

2. You had 6.0 board, strategy, policy FTE which was 48% more than the peer median of 4.0. The percentage difference was more favorable on a 'per active members and annuitants' basis (your 0.14 board, strategy, policy FTE per 10,000 active members and annuitants was 28% more than the peer median of 0.11).

Usually, the biggest reason for differences in this activity's cost is the number of board, strategy, policy FTE per 10,000 members. Two key reasons for differences in FTE per 10,000 (and/or third party costs) are:

• Economies of scale - Your 430,488 active members and annuitants was the peer median. Thus the impact of economies of scale was minimized. Activity volume is a very important driver of productivity and costs.

• Doing more/less - For example, your 27 oversight meetings last year was above the peer median of 25.

# of meetings last year, including sub-committees	You	Peer Median *	Peer Avg
a) Board of Trustees?	4	23	19.3
b) Non-board legislative oversight committee?	n/a	3	4.9
c) Advisory committee?	11	0	3.1
d) Members' Council?	n/a	0	0.0
e) Other?	12	0	1.8
Total	27	25	29

* Peer medians will not add to the total. Only averages are additive.

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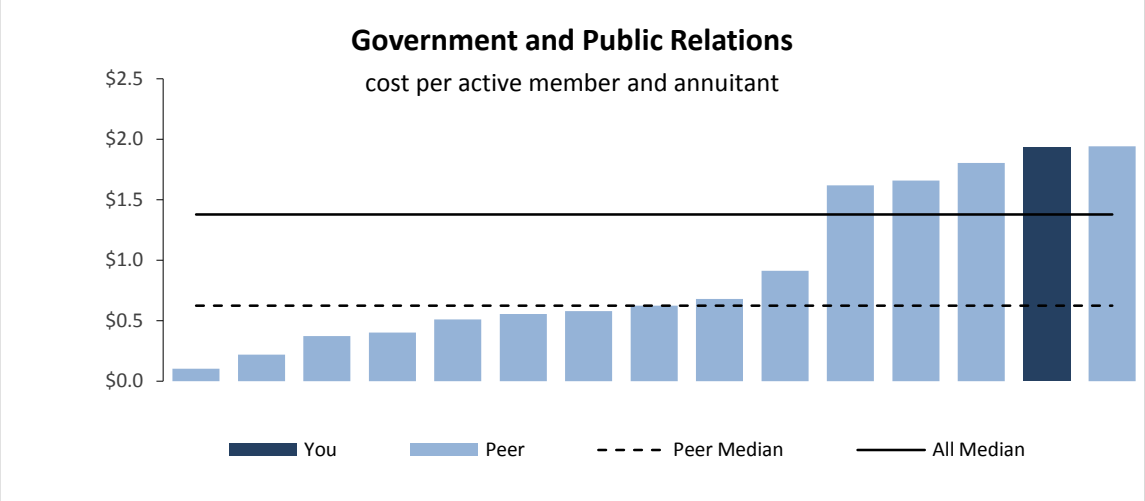
4C Government and Public Relations

Your government and public relations cost per active member and annuitant was $1.93. This was $1.31 above the peer median of $0.62.



Reasons why your cost was above median	Comparison		Impact [1] $s per Active Member and Annuitant
	You	Peer Median	
Lower salaries and benefits per direct FTE	$99,800	$110,340	-$0.13
More direct FTE per 10,000 active members and annuitants (productivity)[2]	0.13	0.07	$0.61
Higher third party costs per active member and annuitant	$0.92	$0.06	$0.87
Unexplained [1]			-$0.03
Cost per active member and annuitant	$1.93	$0.62	$1.31

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).

2. You had 5.5 government and public relations FTE which was 150% more than the peer median of 2.2. The percentage difference was more favorable on a 'per active members and annuitants' basis (your 0.13 government and public relations FTE per 10,000 active members and annuitants was 90% more than the peer median of 0.07).

Usually, the biggest reason for differences in this activity's cost is the number of government and public relations FTE per 10,000 members. Two key reasons for differences in FTE per 10,000 (and/or third party costs) are:

- Economies of scale - Your 430,488 active members and annuitants was the peer median. Thus the impact of economies of scale was minimized.

- Doing more/less - For example, some systems do not have any government relations staff.

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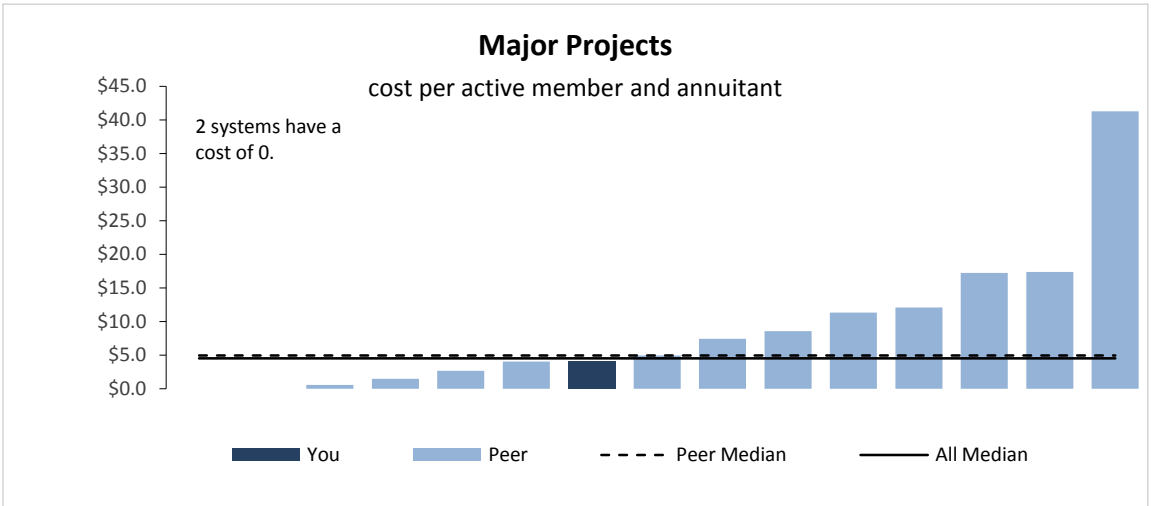
5A-D Major Projects

Your major projects cost per active member and annuitant was $4.07. This was $0.89 below the peer median of $4.96. This comparison includes both '5A and 5C Amortized major projects' plus '5B and 5D Major Projects (if you don't capitalize)'.



Reasons for differences in the cost for major projects include:

- Economies of scale - Scale is particularly important for major projects because of the substantial fixed costs of developing the IT infrastructure necessary for pension systems to operate. Your 430,488 active members and annuitants was the peer median. Thus the impact of economies of scale was minimized. But your largest peers still had more members over which to spread their major projects costs and your smallest peers had fewer members.

- Plan complexity - It is more expensive to develop and maintain IT systems for plans with complex rule sets. Your total plan complexity score was 71 out of 100. This was above the peer median of 62.

- IT investment cycle - If you recently upgraded your IT systems, then your amortization costs will be higher than a system that has not upgraded their IT systems since 1990.

- Capitalization - Systems that do not capitalize major project costs will have more variable major project costs. Systems that only recently started capitalizing major projects costs will have lower costs than systems that have been capitalizing for a long time.

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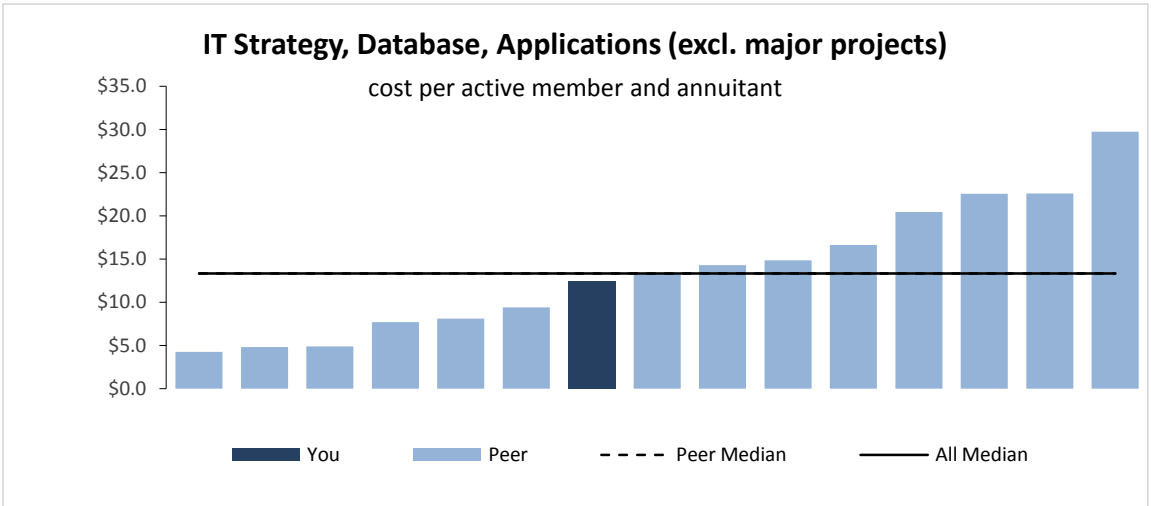
6A IT Strategy, Database Management and Applications (excl. major projects)

Your IT strategy, database, applications (excl. major projects) cost per active member and annuitant was $12.49. This was $0.85 below the peer median of $13.34. The biggest reason why was that you had lower salaries and benefits per direct FTE.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per Active Member and Annuitant
Lower salaries and benefits per direct FTE	$81,057	$117,413	-$3.10
Equal direct FTE per 10,000 active members and annuitants[2]	0.85	0.85	$0.00
Higher third party costs per active member and annuitant	$9.15	$4.65	$4.50
Unexplained [1]			-$2.25
Cost per active member and annuitant	$12.49	$13.34	-$0.85

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).
2. You had 36.7 IT strategy, database, applications (excl. major projects) FTE which was equal to the peer median of 36.7. The percentage difference was less favorable on a 'per active member and annuitant' basis (your 0.85 FTE per 10,000 active member and annuitant was equal to the peer median of 0.85) because you had an economy of scale equal to.

Three key reasons for differences in FTE per 10,000 (and/or third party costs) are:

- Economies of scale - Scale is particularly important for IT strategy, database, applications (excl. major projects) because of the substantial fixed costs of maintaining the IT infrastructure necessary for pension systems to operate. Your 430,488 active members and annuitants was the peer median. Thus the impact of economies of scale was minimized. But your largest peers still had more members over which to spread their IT strategy, database, applications (excl. major projects) costs and your smallest peers had fewer members.

- Plan complexity - It is more expensive to develop and maintain IT systems for plans with complex rule sets. Your total plan complexity score was 71 out of 100. This was above the peer median of 62.

- IT investment cycle

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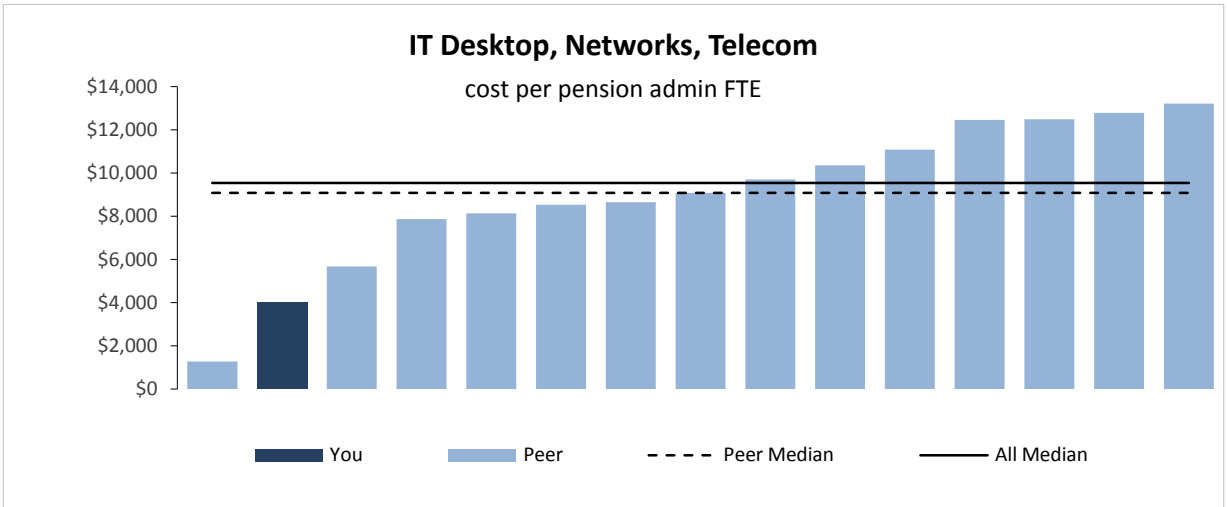
6B IT Desktop, Networks, Telecom

Your it desktop, networks, telecom cost per pension admin FTE was $4,012.03. This was $5,076.63 below the peer median of $9,088.66.



Reasons why your cost was below median	Comparison		Impact [1] $s per Pension Admin FTE
	You	Peer Median	
Lower salaries and benefits per direct FTE	$82,056	$99,861	-430
Fewer direct FTE per 100 pension admin FTE[2]	2.42	3.90	-1,221
Lower third party costs per pension admin FTE	$2,575	$5,983	-3,408
Unexplained [1]			-18
Cost per pension admin FTE	$4,012	$9,089	-$5,077

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).
2. You had 5.4 IT desktop, networks, telecom FTE which was 43% less than the peer median of 9.5. The percentage difference was less favorable on a 'per pension admin FTE' basis (your 2.42 IT desktop, networks, telecom FTE per 100 pension admin FTE was 38% less than the peer median of 3.90).

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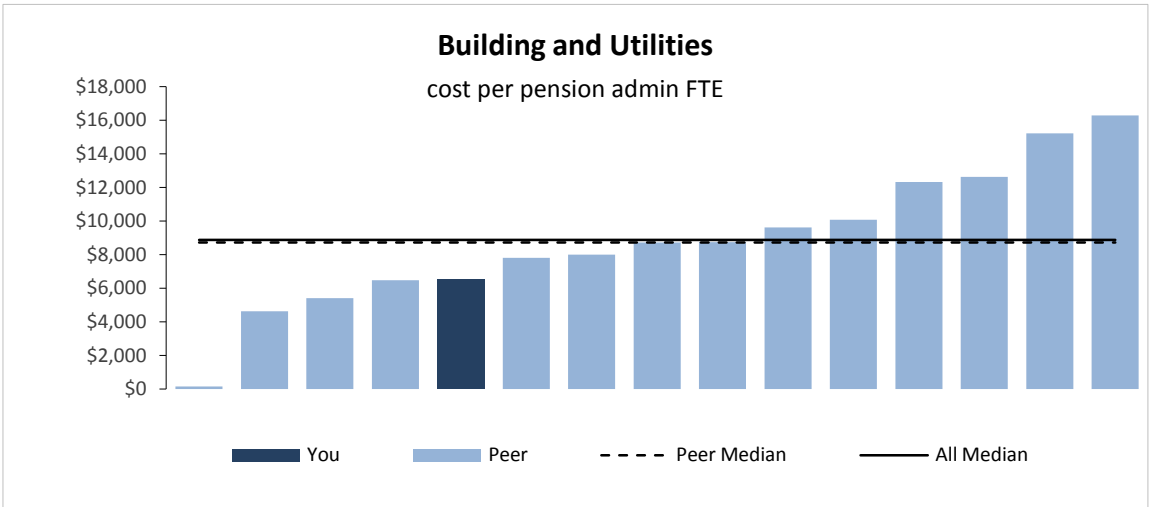
7A Building and Utilities

Your building and utilities cost per pension admin fte was $6,547.81. This was $2,184.68 below the peer median of $8,732.49.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per Pension Admin FTE
Lower salaries and benefits per direct FTE	$73,250	$73,352	-$1
Fewer direct FTE per 100 pension admin FTE[2]	0.54	0.71	-$125
Lower third party costs per pension admin FTE	$7,045	$8,186	-$1,141
Unexplained [1]			-$918
Cost per pension admin FTE	$6,548	$8,732	-$2,184

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).
2. You had 1.2 building and utilities FTE which was 17% less than the peer median of 1.5. The percentage difference was more favorable on a 'per pension admin FTE' basis (your 0.54 building and utilities FTE per 100 pension admin FTE was 24% less than the peer median of 0.71).

The biggest reason for differences in building cost is usually differences in third party and other costs (i.e., rent, lease, building and office depreciation, utilities). Reasons why these costs differ include:

- Quality of the building
- Non-market pricing on property provided by the government
- Cost environment
- Square feet of workspace per FTE

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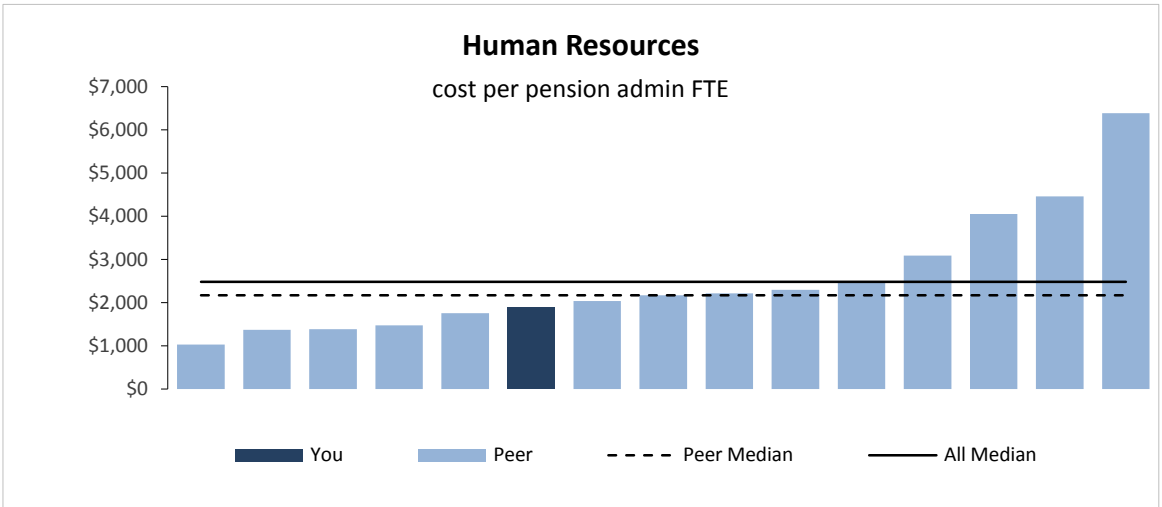
7B Human Resources

Your human resources cost per pension admin FTE was $1,881.55. This was $294.23 below the peer median of $2,175.78.



Reasons why your cost was below median	Comparison		Impact [1]
	You	Peer Median	$s per Pension Admin FTE
Lower salaries and benefits per direct FTE	$71,519	$94,760	-$540.72
Equal direct FTE per 100 pension admin FTE[2]	2.33	2.33	$0.00
Lower third party costs per pension admin FTE	$473	$482	-$8.85
Unexplained [1]			$255.57
Cost per pension admin FTE	$1,882	$2,176	-$294.00

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).
2. You had 5.2 human resources FTE which was 4% more than the peer median of 5.0. The difference changes direction and was more favorable on a 'per pension admin FTE' basis (your 2.33 human resources FTE per 100 pension admin FTE was equal to the peer median of 2.33).

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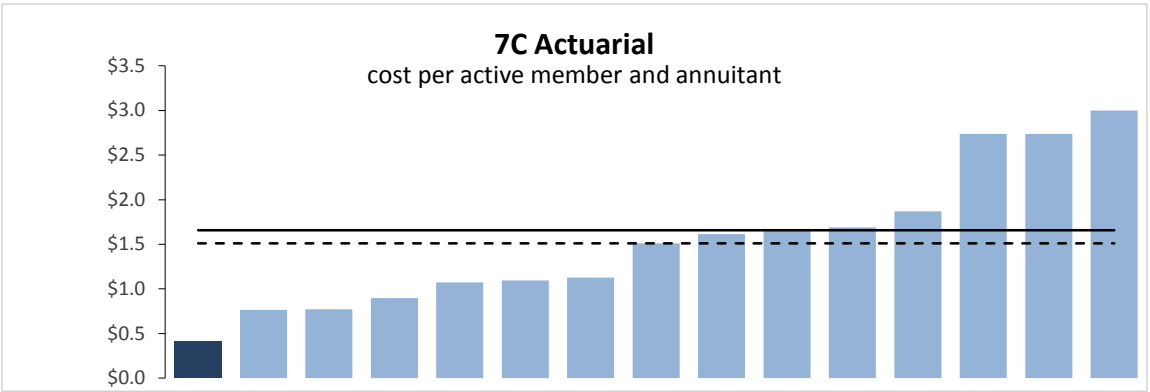
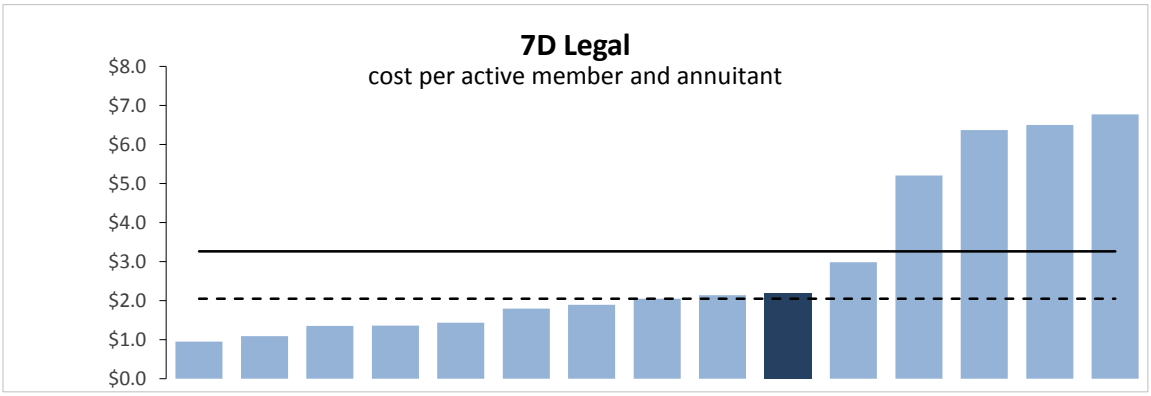
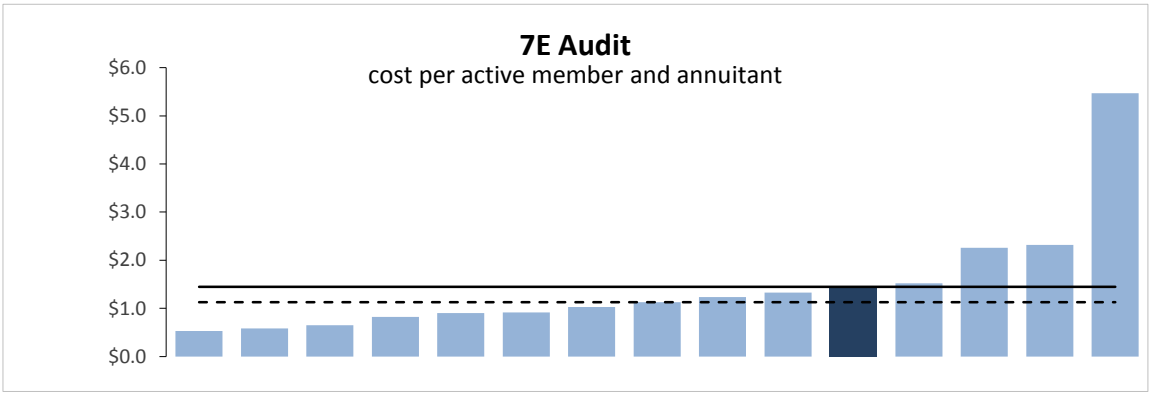
7C-E Professional Costs

Your cost for activity:

- Your actuarial cost per active member and annuitant was $0.41. This was $1.10 below the peer median of $1.51
- Your legal cost per active member and annuitant was $2.20. This was $0.15 above the peer median of $2.05
- Your audit cost per active member and annuitant was $1.45. This was $0.32 above the peer median of $1.13







You Peer Peer Median All Median

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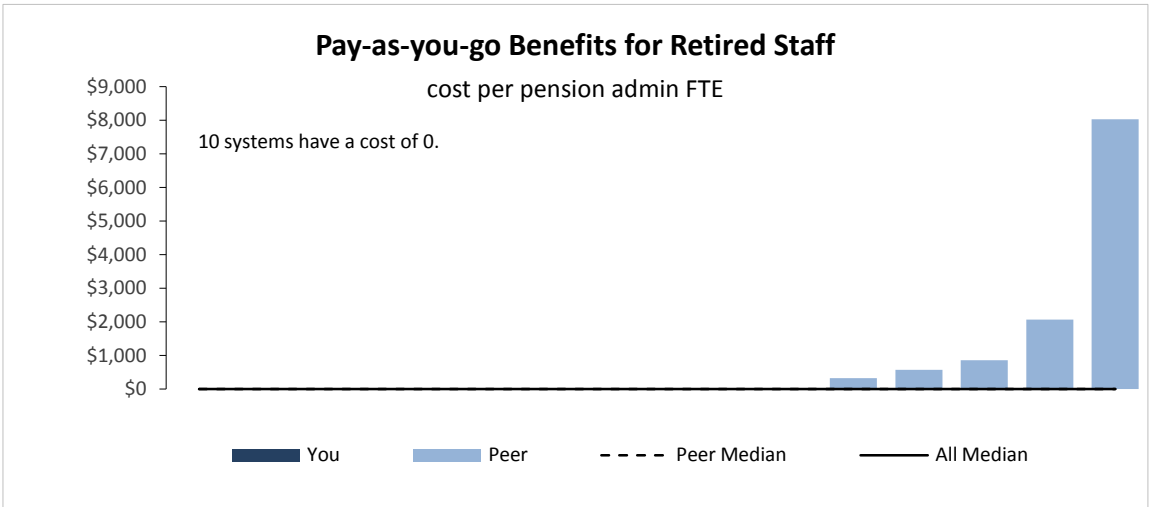
7F Pay-as-you-go benefits for retired staff

You have no cost for this activity. The peer median cost was $0.00.



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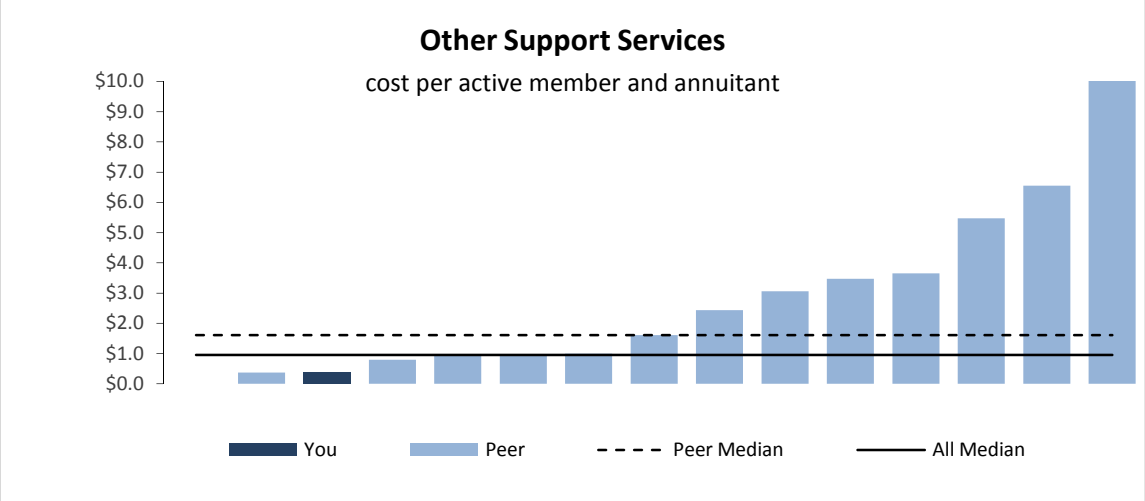
7G Other Support Services

Your other support services cost per active member and annuitant was $0.37. This was $1.24 below the peer median of $1.61. The biggest reason why was that you had fewer direct FTE per 10,000 active members and annuitants[2].



Reasons why your cost was below median	Comparison		Impact [1] $s per Active Member and Annuitant
	You	Peer Median	
Lower salaries and benefits per direct FTE	$65,045	$74,803	-$0.05
Fewer direct FTE per 10,000 active members and annuitants[2]	0.1	0.1	-$0.42
Lower third party costs per active member and annuitant	$0.09	$0.47	-$0.38
Unexplained [1]			-$0.39
Cost per active member and annuitant	$0.37	$1.61	-$1.24

1. Impact equals your activity cost minus what it would have been if your value had equaled the peer median. An unexplained amount occurs using this methodology (refer to page 4 of this section).
2. You had 2.2 other support services FTE which was 51% less than the peer median of 4.5. The percentage difference was more favorable on a 'per active member and annuitant' basis (your 0.05 other support services FTE per 10,000 active member and annuitant was 56% less than the peer median of 0.12).

Three key reasons for differences in FTE per 10,000 (and/or third party costs) are:

- Economies of scale - Scale is particularly important for other support services because of the substantial fixed costs of maintaining the IT infrastructure necessary for pension systems to operate. Your 430,488 active members and annuitants was the peer median. Thus the impact of economies of scale was minimized. But your largest peers still had more members over which to spread their other support services costs and your smallest peers had fewer members.

- Plan complexity - It is more expensive to develop and maintain IT systems for plans with complex rule sets. Your total plan complexity score was 71 out of 100. This was above the peer median of 62.

- IT investment cycle

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Alternative comparison: Fully-attributed front-office activity costs

An alternative way of analyzing and comparing activity costs is by attributing 100% of back office costs (i.e., governance and financial control, major projects, IT, and support services and other) to the front office activities. Front office activities are the activities that come in contact with clients or employers, such as paying pensions, pension inceptions, and member calls. The methodology used to calculate fully-attributed costs is shown on the following page.

In 2010, CEM shifted the focus of its analysis from fully-attributed activity costs to direct activity costs because:

- Front-office managers did not recognize or trust the fully attributed costs.
- It is impossible to ensure consistency in attribution methodology for IT and major project costs. Therefore, differences in fully-attributed costs often reflected differences in attribution methodology.
- Reasons for differences in fully-attributed costs were often hidden and repetitive. For example, unusually high building and utilities costs could become a recurring reason for differences in all fully-attributed costs.

Fully-Attributed Activity Costs ($s per unit of activity volume)

volume)			Peer							All						
Activity	Cost per:	You	Avg	Max	Q3	Med	Q1	Min	#	Avg	Max	Q3	Med	Q1	Min	#
1. Member Transactions																
a. Pension Payments	annuitant	22	19	65	18	16	13	3	15	31	227	30	18	13	2	55
b. Pension Inceptions	new payee inception	452	464	1,069	600	372	292	131	15	547	1,714	723	452	263	61	55
c. Withdrawals and Transfers-out	withdrawal and transfer-out	246	181	593	239	121	94	16	15	879	13,583	627	204	85	0	54
d. Purchases and Transfers-in	purchase and transfer-in	646	537	2,486	570	420	261	142	15	839	5,141	982	474	308	93	50
e. Disability	disability application	1,121	2,584	5,834	3,748	2,417	1,031	622	15	4,401	26,578	3,822	2,370	932	0	39
2. Member Communication																
a. Call Center	call and email	14	22	67	23	19	12	9	15	25	67	36	21	12	0	55
b. Mail Room, Imaging	incoming mail	10	16	54	19	12	9	3	15	n/a	n/a	n/a	n/a	n/a	n/a	53
c. 1-on-1 Counseling	member counseled 1-on-1	252	234	738	259	225	156	61	15	353	8,121	273	163	91	0	52
d. Presentations and Group Counseling	member presentation	2,846	2,897	9,973	2,803	2,043	1,125	543	15	6,296	125,124	3,953	2,371	1,214	0	53
e. Written Pension Estimates	written estimate	119	173	430	275	129	83	1	15	374	2,128	399	158	72	1	55
f. Mass Communication	active member and annuitant	3	7	14	9	6	4	3	15	8	38	11	6	4	0	55
3. Collections and Data Maintenance																
a. Data and Money from Employers	active member	6	16	43	21	10	6	4	15	26	126	38	15	9	1	55
b. Service to Employers	active member	2	8	25	9	6	4	2	15	8	53	12	6	4	0	55
c. Data Not from Employers	active, inactive and annuitant	0	2	8	3	2	1	0	15	4	79	5	2	1	0	55
Total Pension Administration	active member and annuitant	59	87	188	108	81	60	45	15	123	623	143	96	64	11	55
Non-Pension																
1f. Healthcare Administration	annuitant	21	15	63	26	4	0	0	15	10	121	3	0	0	0	47
1g. Optional and Third Party Administered Benefits	active member	4	6	25	6	3	0	0	15	3	25	4	0	0	0	47

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Calculation of fully-attributed front-office costs

(Fully-attributed costs are compared in the alternative comparison on the previous page)

Activity	Direct Staff (# FTE)	Direct Costs (Salaries + Third Party)	Attributions[1]				Fully-Attributed		
			5. Major Projects	6a IT Strategy, DB Mgmt, Appli-cations	6b + 7a - g Support Services and Other	4. Governance & Financial Control	$000s	Cost per unit[3]	Cost per Active Member and Annuitant
1. Member Transactions									
a. Pension Payments	11.8	1,187	506	1,551	346	235	3,826	22	8.89
b. Pension Inceptions	14.2	992	609	1,867	416	283	4,167	452	9.68
c. Withdrawals and Transfers-out	4.6	330	197	605	135	92	1,359	246	3.16
d. Purchases and Transfers-in	1.6	138	69	210	47	32	495	646	1.15
e. Disability	8.7	747	373	1,144	255	173	2,692	1,121	6.25
f. Healthcare Administration	11.7	1,011	502	1,538	343	233	3,627	21	8.43
g. Optional and Third Party Administered Benefits	7.4	664	0	0	217	148	1,029	4	2.39
2. Member Communication									
a. Call Center	24.4	1,730	0	0	715	486	2,931	14	6.81
b. Mail Room, Imaging	13.9	1,122	0	0	408	277	1,806	10	4.20
c. 1-on-1 Counseling	10.5	780	0	0	308	209	1,297	252	3.01
d. Presentations and Group Counseling	7.1	527	0	0	208	142	876	2,846	2.04
e. Written Pension Estimates	18.4	1,365	0	0	539	367	2,271	119	5.28
f. Mass Communication	7.6	961	0	0	223	152	1,335	3	3.10
3. Collections and Data Maintenance									
a. Data and Money from Employers	11.3	859	0	0	331	225	1,416	6	3.29
b. Service to Employers	4.3	324	0	0	126	86	536	2	1.25
c. Data Not from Employers	2.1	151	0	0	62	42	254	0	0.59
4. Governance and Financial Control									
a. Financial Administration and Control	10.5	920	0	0	308	-1,227	0		
b. Board, Strategy, Policy	6.0	672	0	0	176	-847	0		
c. Government and Public Relations	5.5	946	0	0	161	-1,107	0		
5. Major Projects									
a. Amortization of non-IT Major Projects	n/a	0	0				0		
b. Non-IT Major Projects (if you don't capitalize)	12.3	1,959	-1,959				0		
c. Amortization of IT Major Projects	n/a	141	-141				0		
d. IT Major Projects (if you don't capitalize)	0.8	155	-155				0		
6. Information Technology									
a. IT Strategy, Database, Applications (excl. major	36.7	6,914		-6,914			0		
b. IT Desktop, Networks, Telecom	5.4	1,019			-1,019		0		
7. Support Services and Other									
a. Building and Utilities	1.2	1,662			-1,662		0		
b. Human Resources	5.2	478			-478		0		
c. Actuarial	0.0	200			-200		0		
d. Legal and Rule Interpretation	10.2	1,076			-1,076		0		
e. Internal and External Audit	4.1	708			-708		0		
f. Pay-as-you-go Benefits for Retired Staff	n/a	0			0		0		
g. Other Support Services	2.2	182			-182		0		
Total Administration	259.7	29,918	0	0	0	0	29,918		69.50
less:[2]									
1f. Healthcare Administration							-3,627		-8.43
1g. Optional and Third Party Administered Benefits							-1,029		-2.39
Total Pension Administration							25,263		58.68

1. Attributions of activities 5a-d and 6a are per your survey responses. Attributions of activities 6b and 7a-g are pro rata based on direct FTE (unless you provided the attributions yourself). Similarly attributions of activity 4 is done pro rata based on direct FTE.
2. The fully-attributed costs of activities 1f and 1g are excluded from pension administration costs to ensure comparability.
3. Units vary by activity. Units are described in the second column on the previous page.

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5

Staff Costs and Productivity

This section includes comparisons to your peers, in aggregate and by activity, of:

- Full-time-equivalent staff (FTE) per member
- Salary and benefits per FTE
- Productivity (transaction volumes per FTE)

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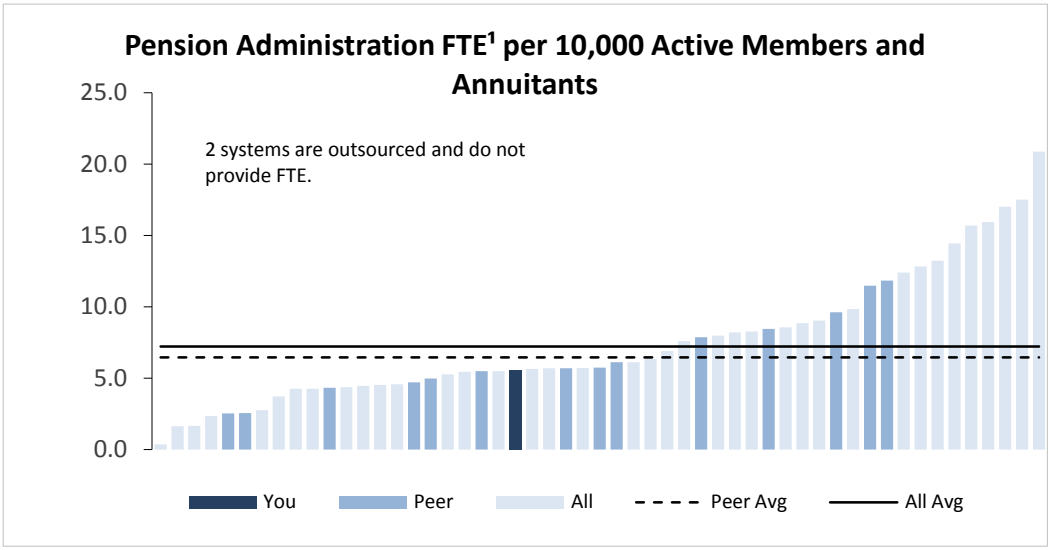
Total FTE

Differences in the number of full-time-equivalent staff (FTE) used to serve members is a key reason for differences in costs between similarly organized systems. Generally the more FTE you use to serve members, the higher your costs. You had 5.59 pension administration FTE[1] per 10,000 members. This was below the peer average of 6.46.



1. Pension administration FTE excludes: FTE whose salaries are being capitalized, FTE administering healthcare and FTE administering optional benefits.

Reasons for differences in total FTEs used to serve members include differences in:

- Outsourcing. For example, if you outsource legal or actuarial work, you will have fewer FTE than systems that do this work using internal staff.

- Transactions volumes, which in turn are caused by differences in:
  - Services provided. For example, some plans do not offer financial planning.
  - Member mix and demographics. For example, active members generate more transactions than inactive members.

- Productivity (i.e., transaction volumes per FTE) which in turn is caused by differences in:
  - Service levels, for example, shorter wait times may require more staff
  - Staff skills and productivity
  - Organizational effectiveness
  - Economies of scale
  - Plan rule complexity
  - IT capability

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FTE by activity

Activity	# of Direct[1] FTE			# of FTE per 10,000 Active Members and Annuitants		
	You	Peer Avg	All Avg	You	Peer Avg	All Avg
1. Member Transactions						
a. Pension Payments	11.8	13.7	9.8	0.27	0.25	0.33
b. Pension Inceptions	14.2	27.8	23.5	0.33	0.57	0.58
c. Withdrawals and Transfers-out	4.6	7.7	7.9	0.11	0.17	0.28
d. Purchases and Transfers-in	1.6	12.3	11.6	0.04	0.21	0.35
e. Disability	8.7	8.8	6.3	0.20	0.17	0.16
Total Member Transactions	40.9	70.2	59.1	0.95	1.36	1.70
2. Member Communication						
a. Call Center	24.4	35.0	24.0	0.57	0.74	0.66
b. Mail Room, Imaging	13.9	12.6	9.0	0.32	0.29	0.30
c. 1-on-1 Counseling	10.5	12.6	8.9	0.24	0.27	0.27
d. Presentations and Group Counseling	7.1	4.8	3.4	0.16	0.11	0.11
e. Written Pension Estimates	18.4	6.9	7.2	0.43	0.15	0.23
f. Mass Communication	7.6	8.8	6.8	0.18	0.20	0.23
Total Member Communication	81.9	80.7	59.3	1.90	1.77	1.80
3. Collections and Data Maintenance						
a. Data and Money from Employers	11.3	18.4	16.7	0.26	0.38	0.55
b. Service to Employers	4.3	7.8	8.7	0.10	0.18	0.19
c. Data Not from Employers	2.1	7.6	6.4	0.05	0.16	0.19
Total Collections and Data Maintenance	17.7	33.7	31.7	0.41	0.72	0.93
4. Governance and Financial Control						
a. Financial Administration and Control	10.5	11.4	12.0	0.24	0.25	0.39
b. Board, Strategy, Policy	6.0	5.1	7.3	0.14	0.12	0.23
c. Government and Public Relations	5.5	3.0	2.7	0.13	0.07	0.09
Total Governance and Financial Control	22.0	19.5	22.1	0.51	0.44	0.71
5. Major Projects						
a. Amortization of non-IT Major Projects[2]	n/a	n/a	n/a	n/a	n/a	n/a
b. Non-IT Major Projects (if you don't capitalize)	12.3	4.1	1.6	0.29	0.10	0.05
c. Amortization of IT Major Projects[2]	n/a	n/a	n/a	n/a	n/a	n/a
d. IT Major Projects (if you don't capitalize)	0.8	10.1	7.3	0.02	0.20	0.21
Total Major Projects	13.1	14.2	8.9	0.30	0.29	0.26
6. Information Technology						
a. IT Strategy, Database, Applications (excl. major projects)	36.7	36.8	25.6	0.85	0.84	0.68
b. IT Desktop, Networks, Telecom	5.4	11.2	9.5	0.13	0.26	0.27
Total Information Technology	42.1	48.0	35.1	0.98	1.10	0.95
7. Support Services and Other						
a. Building and Utilities	1.2	6.1	2.8	0.03	0.14	0.09
b. Human Resources	5.2	8.2	6.9	0.12	0.17	0.18
c. Actuarial	0.0	1.3	2.0	0.00	0.03	0.05
d. Legal and Rule Interpretation	10.2	9.0	7.8	0.24	0.18	0.26
e. Internal and External Audit	4.1	5.0	4.2	0.10	0.10	0.15
f. Pay-as-you-go Benefits for Retired Staff	n/a	n/a	n/a	0.00	0.00	0.00
g. Other Support Services	2.2	8.0	5.8	0.05	0.16	0.15
Total Support Services and Other	22.9	37.5	29.4	0.53	0.78	0.87
Total Pension Admin FTE (excludes below)	240.6	303.8	245.6	5.59	6.46	7.21
FTE whose salaries are being capitalized	1.6	8.6	5.7	0.04	0.08	0.10
1f. Healthcare Administration	11.7	7.4	6.8	0.27	0.18	0.10
1g. Optional and Third Party Administered Benefits	7.4	5.1	2.6	0.17	0.10	0.06
Total Administration FTE	261.3	324.8	260.8	6.07	6.83	7.48

1. Direct staff includes staff directly performing the activity, plus related support and management staff that are in the same department and directly support the activity.
2. We are unable to identify the historic FTE embedded in activities 5a. and 5c. amortization of major projects.

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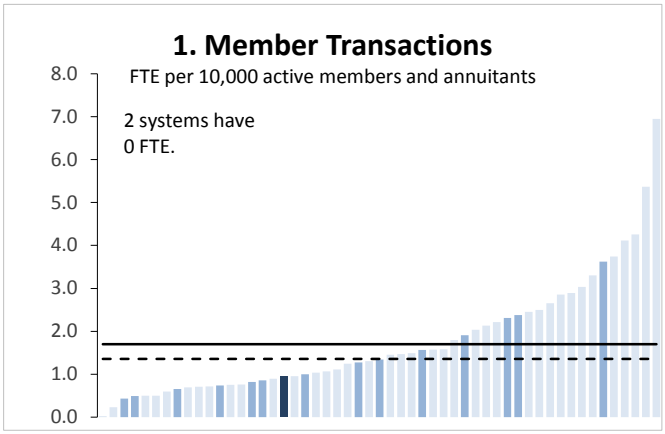
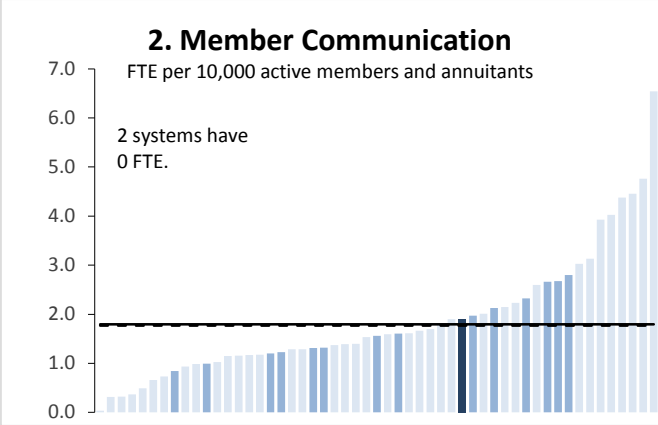
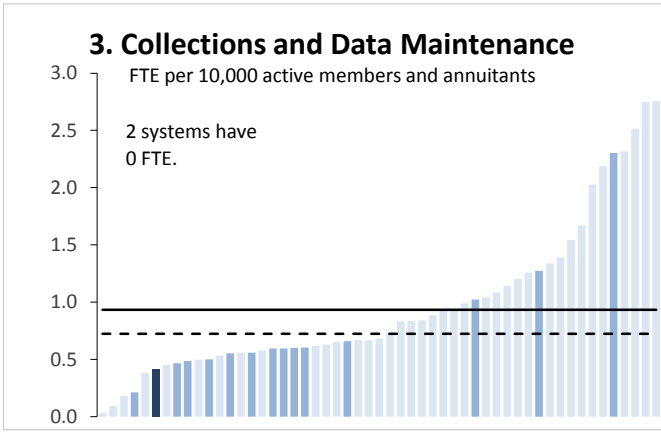
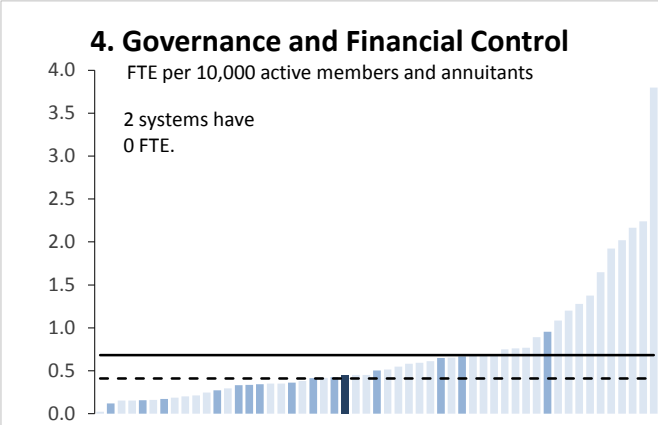
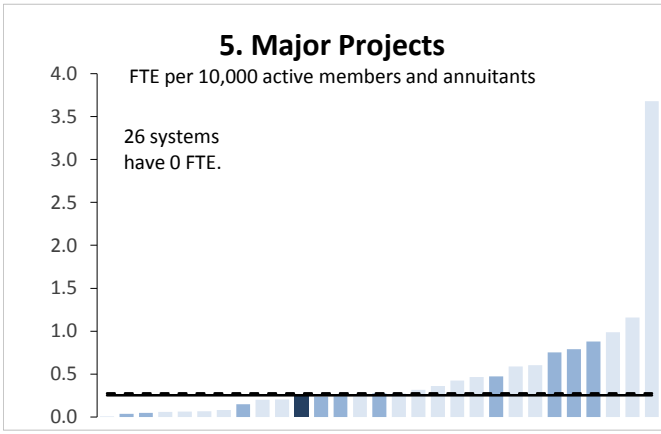
FTE per 10,000 members by activity aggregates

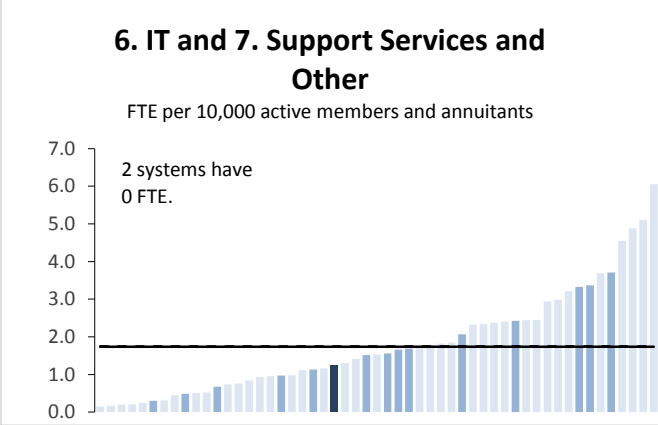












You | Peer | All | Peer Avg | All Avg

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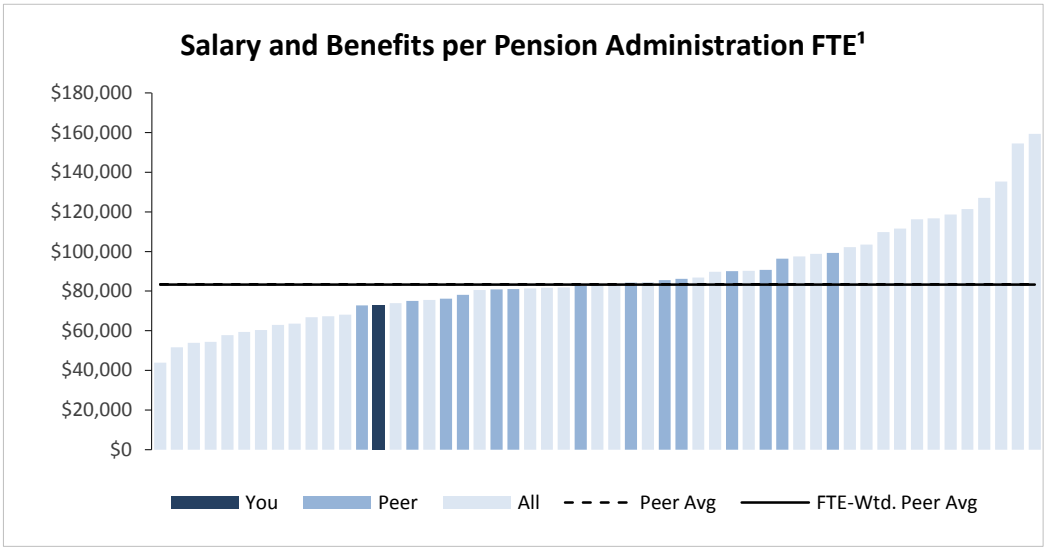
Salaries and benefits

Your salaries and benefits per pension administration FTE[1] was $72,870. This was 13% below the peer average of $83,468.

If you want to understand how salaries and benefits impact relative cost performance, the more relevant average is the FTE-weighted peer average because salary differences matter more for peers with more FTEs. Your salaries and benefits per pension administration FTE of $72,870 was below the FTE-weighted peer average of $83,227.



1. Pension administration FTE excludes: FTE whose salaries are being capitalized, FTE administering healthcare and FTE administering optional benefits. In order to avoid double counting when explaining why your total administration costs differ from the peer average, it also excludes the salaries and FTE of activity 6b. IT Desktop, Networks, Telecom, 7a. Building and Utilities, 7b. Human Resources, and, 7f. Pay-as-you-go Benefits for Retired Staff.

Salaries and benefits include compensation (salary, wages, overtime, bonuses), benefits (pensions, healthcare), related payroll taxes, and charges paid by the employer (as opposed to the employee). Salary and benefits per FTE may differ because of:

- Cost environment
- Staff with different skills and experience. Different activities require different skills sets. Therefore, salaries and benefits are compared by activity on page 7 of this section.
- Outsourcing. For example, if you outsource higher paying jobs by using consultants (i.e., legal, actuarial) your average salary might be lower.

Other costs that tend to vary per FTE include activities: 6b. IT Desktop, Networks, Telecom, 7a. Building and Utilities, 7b. Human Resources, and, 7f. Pay-as-you-go Benefits for Retired Staff. These costs are compared in Section 4 - Activity Costs.

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Salaries and benefits per FTE by activity

Activity	Salaries and Benefits per FTE			Salaries and Benefits as a % of Direct Activity Cost		
	You	Peer Avg	All Avg	You	Peer Avg	All Avg
1. Member Transactions						
a. Pension Payments	$70,686	$76,869	$79,189	70%	57%	62%
b. Pension Inceptions	$65,415	$71,958	$74,125	94%	93%	85%
c. Withdrawals and Transfers-out	$66,652	$74,990	$73,223	93%	88%	86%
d. Purchases and Transfers-in	$77,313	$75,375	$73,450	90%	92%	90%
e. Disability	$78,000	$72,754	$72,827	91%	65%	72%
	$70,218	$73,307	$74,865			
2. Member Communication						
a. Call Center	$63,439	$67,976	$70,092	89%	91%	85%
b. Mail Room, Imaging	$56,590	$58,257	$66,781	70%	76%	68%
c. 1-on-1 Counseling	$69,438	$75,216	$76,364	93%	89%	85%
d. Presentations and Group Counseling	$69,310	$261,239	$136,372	93%	80%	80%
e. Written Pension Estimates	$69,342	$73,251	$74,616	93%	89%	88%
f. Mass Communication	$78,500	$78,535	$89,889	62%	44%	48%
	$66,278	$69,931	$74,228			
3. Collections and Data Maintenance						
a. Data and Money from Employers	$68,460	$77,239	$76,571	90%	92%	84%
b. Service to Employers	$67,326	$79,112	$84,073	89%	91%	84%
c. Data Not from Employers	$65,143	$71,857	$81,357	91%	86%	77%
	$67,791	$74,503	$76,663			
4. Governance and Financial Control						
a. Financial Administration and Control	$77,638	$98,719	$103,371	89%	85%	78%
b. Board, Strategy, Policy	$91,333	$131,870	$144,483	82%	74%	61%
c. Government and Public Relations	$99,800	$109,786	$120,372	58%	81%	67%
	$86,914	$107,053	$116,409			
5. Major Projects						
a. Amortization of non-IT Major Projects	n/a	n/a	n/a	n/a	n/a	n/a
b. Non-IT Major Projects (if you don't capitalize)	$73,537	$105,655	$102,882	46%	62%	46%
c. Amortization of IT Major Projects	n/a	n/a	n/a	n/a	n/a	n/a
d. IT Major Projects (if you don't capitalize)	$83,875	$111,686	$108,502	43%	50%	38%
	$74,168	$108,961	$107,339			
6. Information Technology						
a. IT Strategy, Database, Applications (excl. major projects)	$81,057	$109,384	$105,851	43%	62%	47%
b. IT Desktop, Networks, Telecom	$82,056	$98,833	$95,209	44%	44%	35%
	$102,670	$114,886	$106,486			
7. Support Services and Other						
a. Building and Utilities	$73,250	$80,777	$79,359	5%	16%	11%
b. Human Resources	$71,519	$97,255	$98,829	78%	80%	67%
c. Actuarial	n/a	$133,172	$139,945	0%	22%	27%
d. Legal and Rule Interpretation	$86,608	$116,272	$122,705	82%	65%	63%
e. Internal and External Audit	$103,659	$112,528	$116,606	60%	63%	58%
f. Pay-as-you-go Benefits for Retired Staff	n/a	n/a	n/a	n/a	100%	100%
g. Other Support Services	$65,045	$83,928	$83,858	79%	59%	59%
	$76,448	$98,461	$92,234			
Total Pension Administration[1]	$73,039	$84,830	$88,272	65%	60%	54%
Total Pension Admin excluding activities 6b, 7a, 7b, and 7f[2]	$72,870	$83,468	$87,309	69%	64%	59%

1. Pension administration FTE excludes: FTE whose salaries are being capitalized, FTE administering healthcare and FTE administering optional benefits.

2. Section 3 'Total Costs' and the Executive Summary uses the FTE-weighted peer average of $83,227 to explain cost differences. It is used to explain cost differences because salary differences matter more for peers with more FTEs. To avoid double counting items quantified separately in the cost model, the FTE-weighted average also: (i) excludes activities 6b, 7a, 7b and 7f, and, (ii) weights front and back office salaries per your ratio of front to back office FTE.

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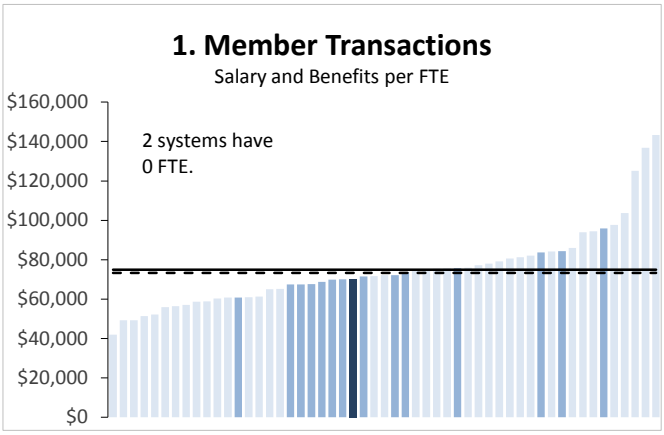
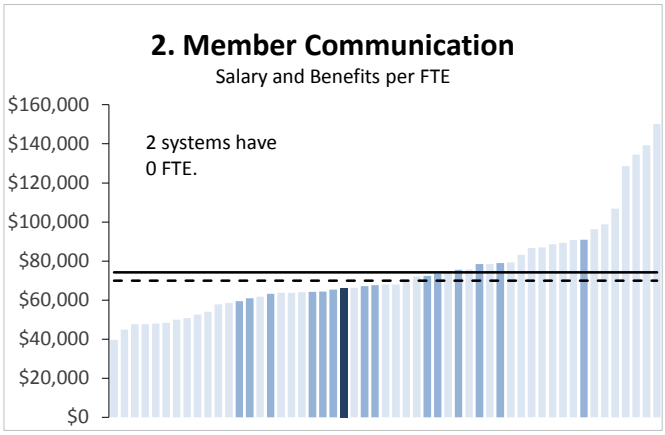
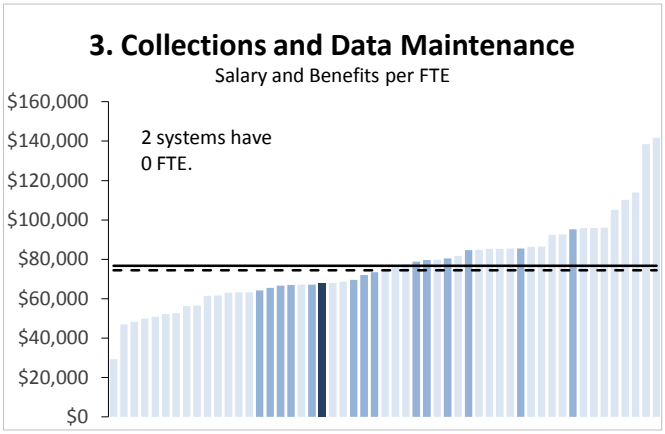
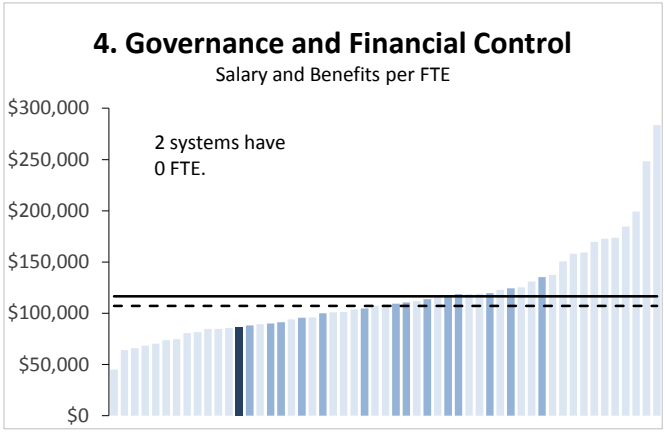
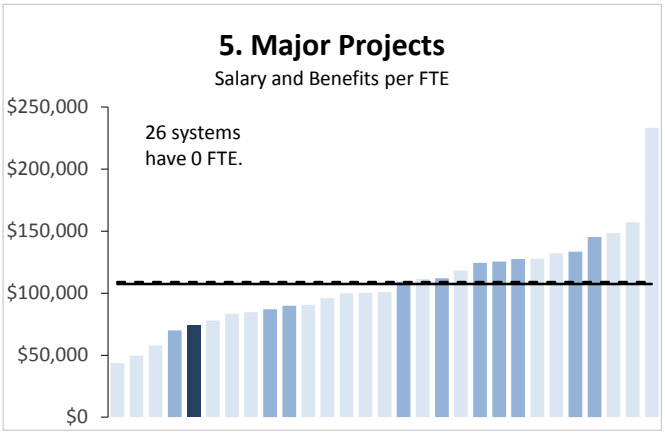
Salaries and benefits per FTE by activity aggregates

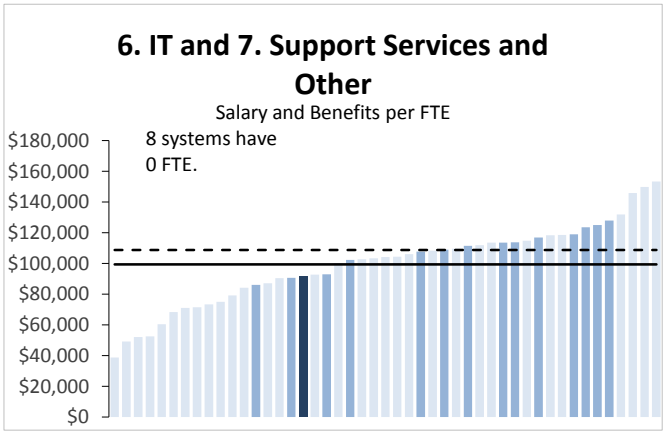












You | Peer | All | Peer Avg | All Avg

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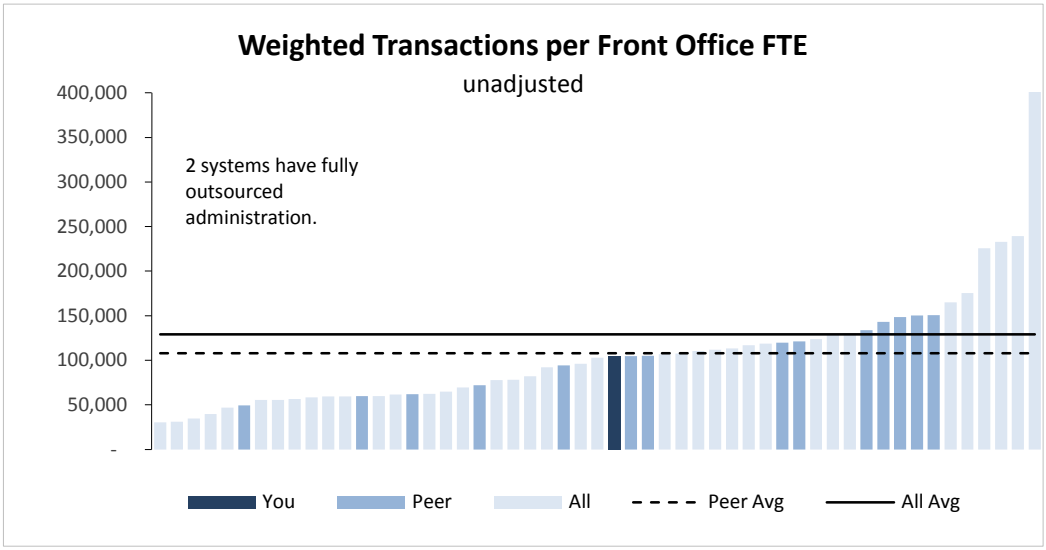
Productivity

Total productivity is defined as the number of weighted transactions per front-office, full-time-equivalent staff (FTE). Your productivity was $104,190 per front-office FTE. This was below the in-house peer average of $107,887.



Weighted transaction volumes equal the cost-weighted average of front-office activity volumes. It is a measure of work. Details of the calculation are shown in Section 6 Transaction Volumes. Front office activities are the activities that come in contact with clients or employers, such as paying pensions, pension inceptions and member calls. It excludes support activities such as Governance and Financial Control, Major Projects and Support Services.

Differences in productivity are caused by differences in:

- Economies of scale (see next page)
- Staff skills and staff productivity
- IT capability / online transactions
- Service levels, for example, shorter wait times may require more staff
- Complexity of plan rules
- Using more consultants and third parties to do part of the work
- Projects
- Organization design

It is important to emphasize that total productivity is not a measure of staff productivity; staff productivity is however a component of total productivity.

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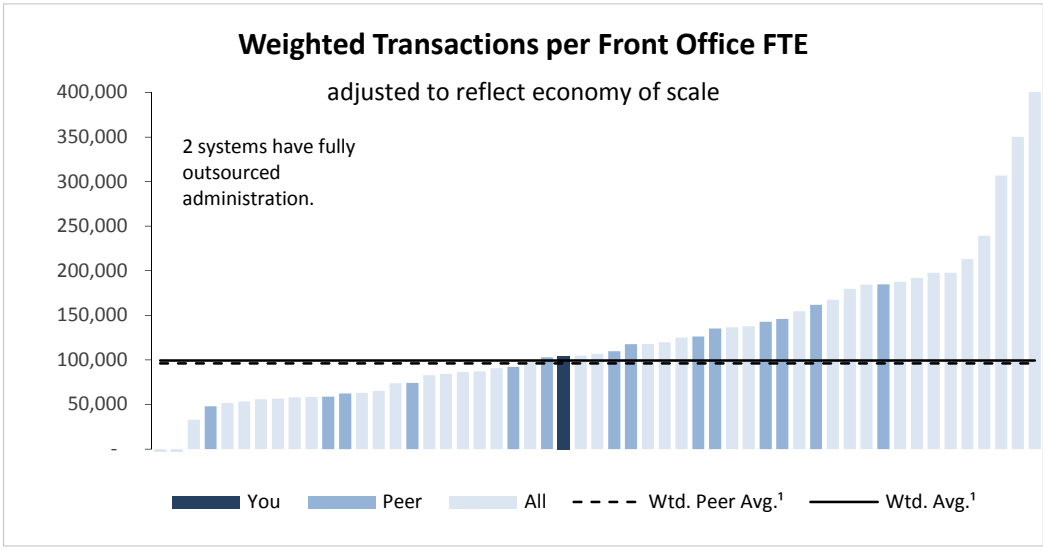
Productivity - adjusted for economies of scale

Productivity is impacted by economies of scale. CEM research shows that, on average, smaller systems have lower productivity than larger systems. In section 3 Total Costs when we explain reasons for differences between your cost and the peer average, we quantify the impact of economies of scale separately from the impact of productivity. Thus we need to adjust the productivity of your peers for economies of scale to avoid double counting.

After adjusting for economies of scale, your productivity (weighted transaction volumes per FTE) was 8% above the weighted peer average.



1. The peer and all averages are weighted by workloads (i.e., weighted transactions per member) because differences in productivity matter more for peers with higher workloads when explaining cost differences.

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Productivity by activity

Productivity by activity must be interpreted cautiously because annual fluctuations in activity volumes can cause large swings in productivity. Unusually high volumes in a given year will make you look more productive than normal. Unusually low volumes will make you look less productive.

Productivity by Front-Office Activity				
		Activity Volume per FTE		
Front-Office Activities	Activity Volume Description	You	Peer Avg	All Avg
1. Member Transactions				
a. Pension Payments	Annuitants	14,717	68,820	40,437
b. Pension Inceptions	New Payee Inceptions	649	666	921
c. Withdrawals and Transfers-out	Withdrawals and Transfers-out	1,200	2,957	1,902
d. Purchases and Transfers-in	Purchases and Transfers-in	479	791	610
e. Disability	Disability Applications	276	235	207
2. Member Communication				
a. Call Center	Calls and Emails	8,401	10,472	11,634
b. Mail Room, Imaging	Incoming Mail	12,844	19,849	24,612
c. 1-on-1 Counseling	Members Counseled 1-on-1	491	1,186	2,886
d. Presentations and Group Counseling	Member Presentations	43	503	242
e. Written Pension Estimates	Written Estimates	1,039	1,816	5,163
f. Mass Communication	Active Members and Annuitants	56,643	68,893	104,167
3. Collections and Data Maintenance				
a. Data and Money from Employers	Active Members	22,729	25,722	26,357
b. Service to Employers	Active Members	59,729	41,495	63,265
c. Data Not from Employers	Actives, Inactives, Annuitants	277,828	255,081	847,612
Weighted Transactions per Front Office FTE		104,190	107,887	129,120
adjusted for Economies of Scale [1], [2]		104,190	96,091	99,442

1. Productivity is impacted by economies of scale. CEM research shows that, on average, smaller systems have lower productivity than larger systems. In section 3 Total Costs when we explain reasons for differences between your cost and the peer average, we quantify the impact of economies of scale separately from the impact of productivity. Thus we need to adjust the productivity of your peers for economies of scale to avoid double counting.
2. The peer and all averages, for this value only, are weighted by workloads (i.e., weighted transactions per member) because differences in productivity matter more for peers with higher workloads when explaining cost differences.

Differences in productivity are caused by differences in:

- Economies of scale (see previous page)
- Staff skills and staff productivity
- IT capability / online transactions
- Service levels, for example, shorter wait times may require more staff
- Complexity of plan rules
- Using more consultants and third parties to do part of the work
- Projects
- Organization design

It is important to emphasize that total productivity is not a measure of staff productivity; staff productivity is however a component of total productivity.

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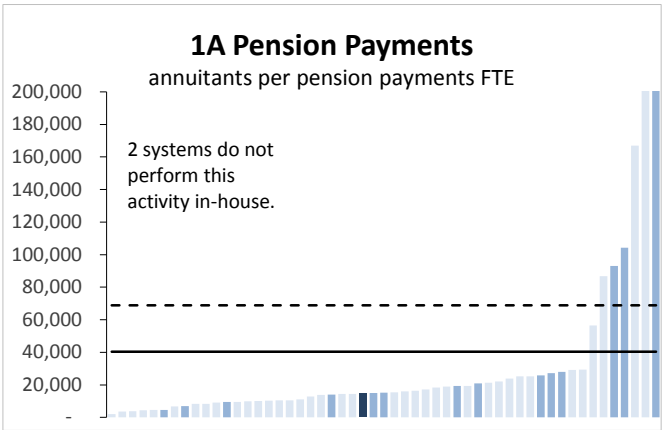
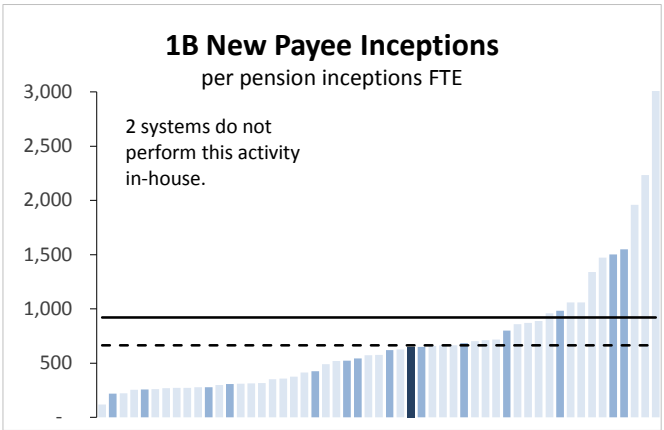
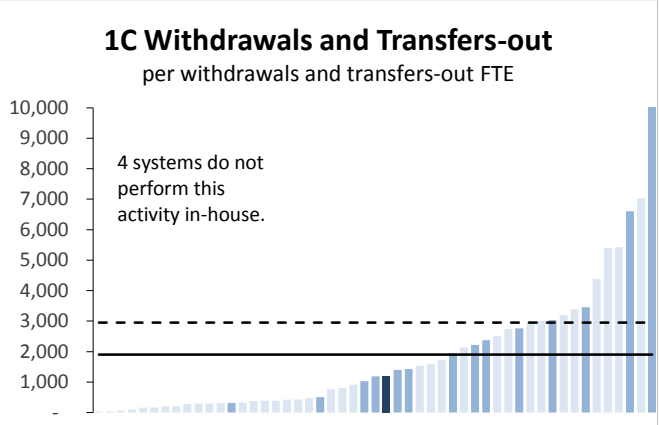
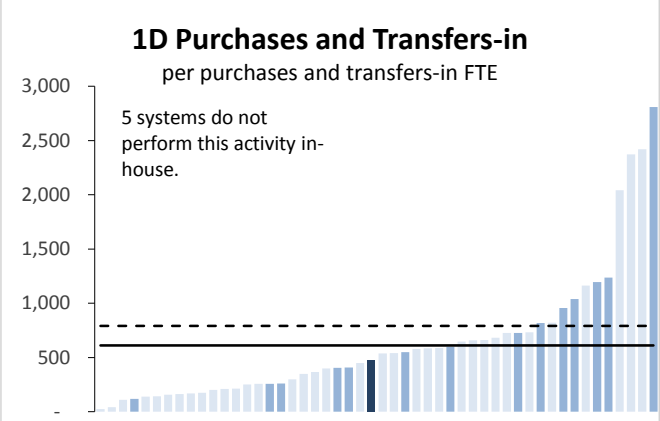
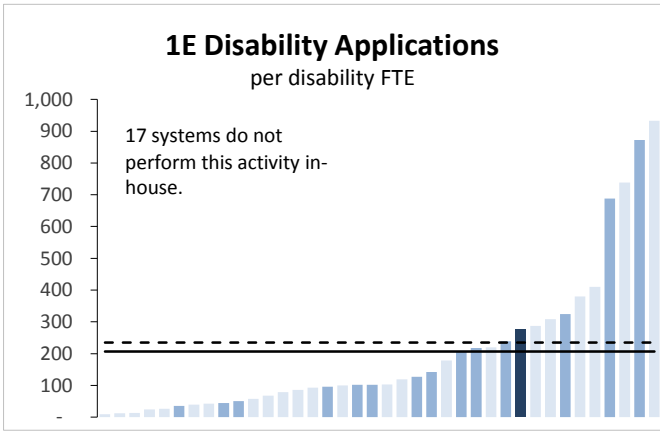
Productivity by activity - member transactions











You | Peer | All | Peer Avg | All Avg

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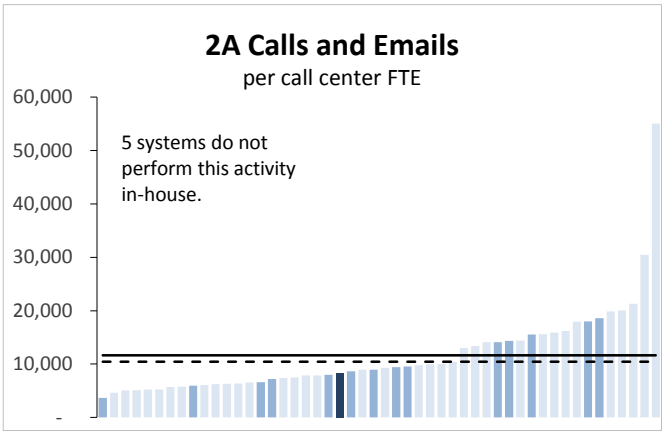
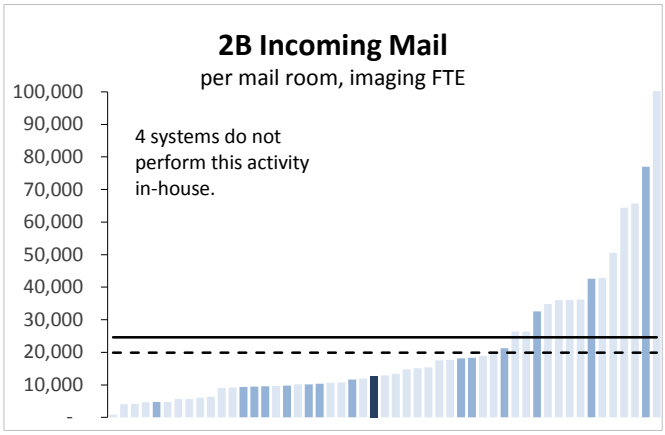
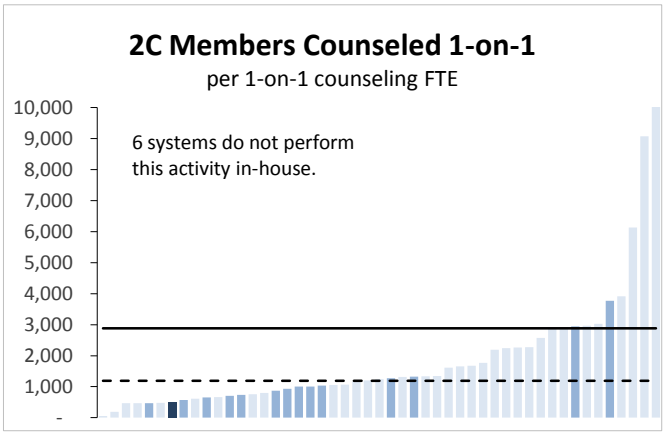
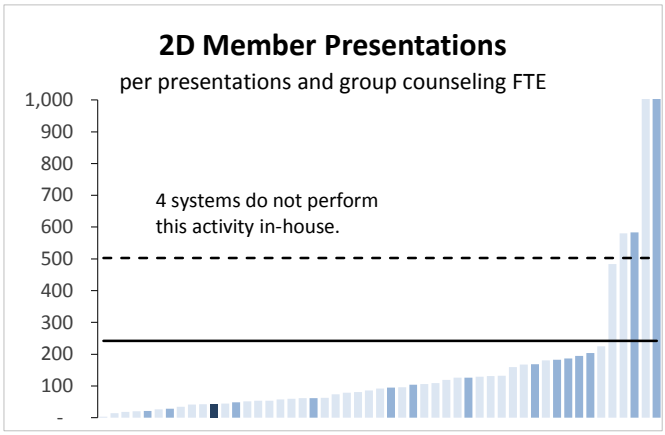
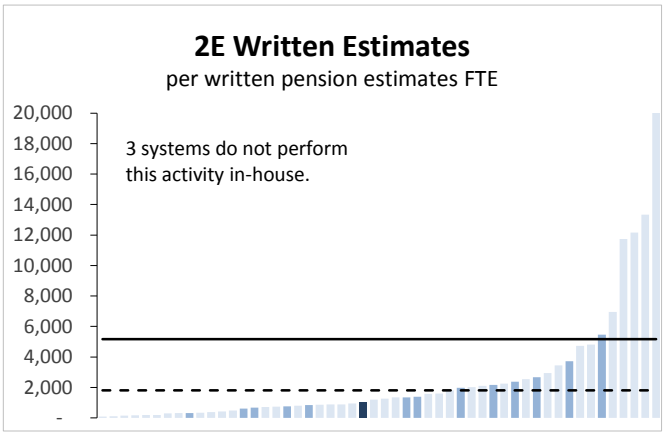
Productivity by activity - member communication

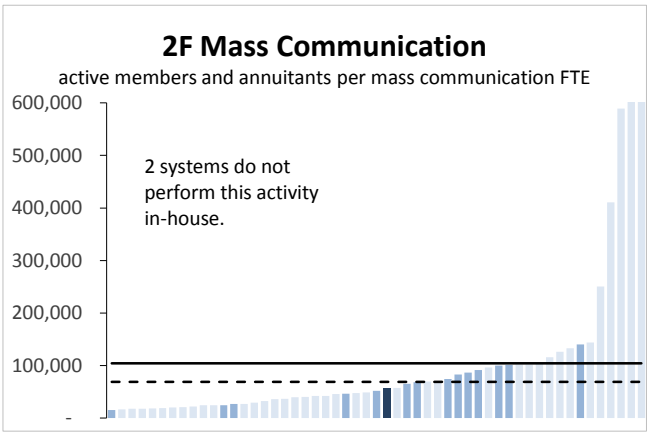












You | Peer | All | Peer Avg | All Avg

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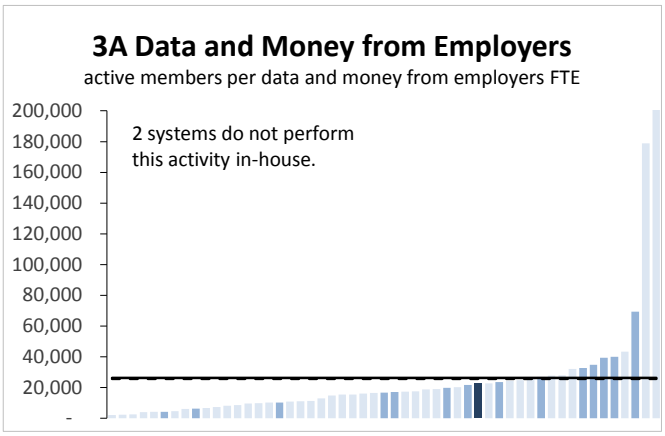
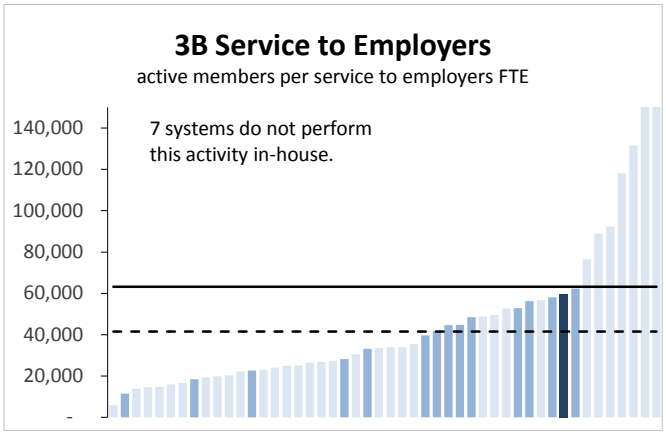
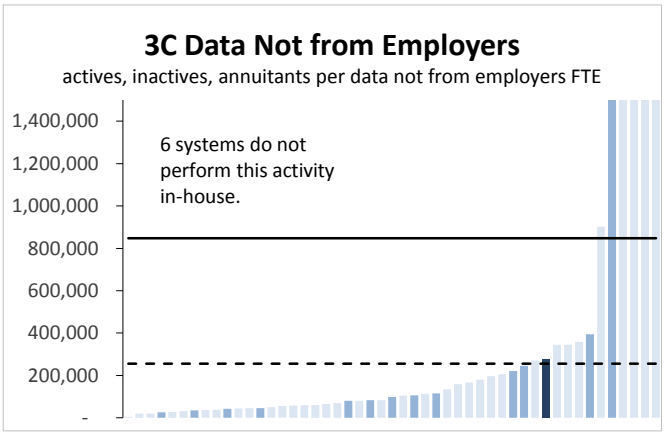
Productivity by activity - collections and data maintenance







You | Peer | All | Peer Avg | All Avg

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6

Transaction Volumes

This section contains:

- Comparisons of the most important pension administration transaction volumes for each front-office activity. Transactions are a major driver of costs. It is higher cost to have more transactions per member.

- Comparisons of total workloads - your weighted transaction volumes per member. This shows whether your transaction volumes are more or less costly in aggregate.

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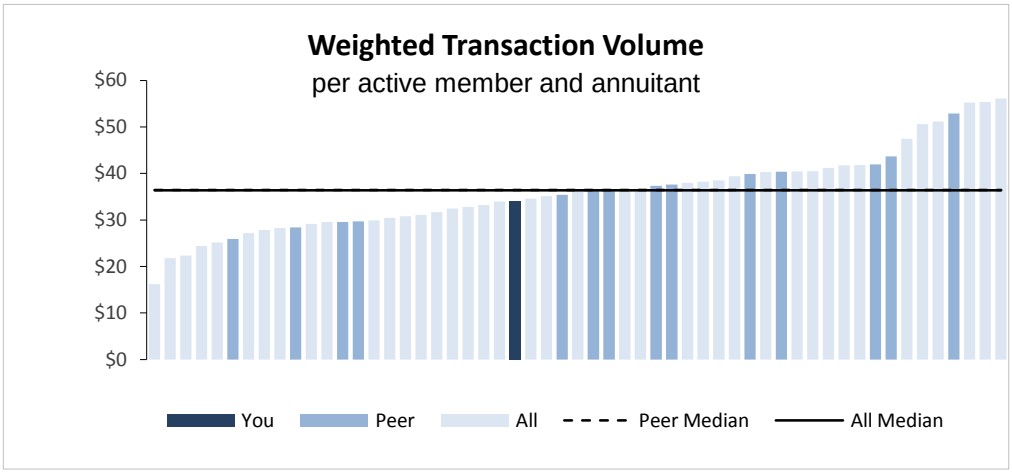
Workload: Weighted transaction volume per member

Your weighted transaction volume was $34.01 per active member and annuitant. This was below the peer median of $36.44.



Your weighted transaction volume per member indicates whether you are doing more or less administration work per member in aggregate than your peers. This could be due to reasons that are beyond your control, or because you are voluntarily doing more work for your members. Differences in work reflect differences in:

- Activities that you administer. For example, some systems do not administer disability.
- Service levels
- Membership mix
- Member demographics

The calculation of your weighted transaction volume is shown on the following page.

Interpreting your weighted transaction volumes

Transaction volumes are an important driver of costs. As shown in 'section 3 - Total Cost', your below average weighted transaction volumes decreased your total cost by an estimated $2.34 per member relative to the peer average.

Mindful that transaction volumes are a significant driver of cost, this is one area to focus attention on in terms of potentially saving money. You may look at where you process more work than your peers with a view to reducing that volume (provided you have control over the volume).

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Calculation of your weighted transaction volume

Your weighted transaction volume equals the cost weighted average of the 14 'front-office' pension administration transaction volumes shown in the table below.

Calculation of Your Weighted Transactions per Member			
Transaction (or Cost Driver) by Front-Office Activity	Your Volume (A)	Weight = All Median Cost per Transaction (B)	Weighted Volume (A x B)
1. Member Transactions			
a. Pension Payments (Annuitants)	173,655	$8.65	1,501,438
b. New Payee Inceptions	9,218	$156.88	1,446,095
c. Withdrawals and Transfers-out	5,519	$62.21	343,329
d. Purchases and Transfers-in	767	$179.85	137,948
e. Disability Applications	2,401	$959.34	2,303,370
2. Member Communication			
a. Calls and Emails	204,991	$8.31	1,702,650
b. Incoming Mail	178,535	$5.28	942,650
c. Members Counseled 1-on-1	5,152	$67.96	350,144
d. Member Presentations	308	$1,186.25	365,365
e. Written Estimates	19,120	$73.27	1,400,852
f. Mass Communication (Active Members and Annuitants)	430,488	$3.59	1,547,367
3. Collections and Data Maintenance			
a. Data and Money from Employers (Active Members)	256,833	$5.82	1,495,126
b. Service to Employers (Active Members)	256,833	$2.72	699,303
c. Data Not from Employers (Actives, Inactives, Annuitants)	583,439	$0.69	403,117
Total			14,638,755
Total per active member and annuitant			$34.01

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Methodology notes

- Weights - The weights used for all activities are the all median cost per transaction. This enables us to normalize for the substantial differences in time and effort expended on each type of task. For example, a 1-on-1 counseling session is more costly and time consuming than answering a telephone call. This difference is reflected in the weights where the cost per 1-on-1 counseling session of $67.96 is approximately 8 times higher than the cost per call of $8.31.

- Back-Office Activities (e.g., Governance and Financial Control, Major Projects and Support Services) - The work of back-office activities is excluded from the weighted transaction volume score. This is because most work of back-office activities cannot be analyzed in terms of transaction volumes. For example, it would be nearly impossible to consider the role of a CEO in terms of the number of transactions that he or she processes.

- Web - Transaction volumes are weighted the same regardless of channel. Online transactions typically cost less, but if we applied a lower weight, then a system that has achieved a high level of online functionality would be unfairly penalized.

- Secondary versus primary cost drivers - The activity volumes used to determine your weighted transaction volume score are the primary cost drivers for each activity. Secondary cost drivers are ignored in this section because they are usually relatively immaterial.

- Using members as a proxy - For some activities, we have used members (or member subsets such as annuitants) as a proxy for the activity's transactions. For example, active members are used as a proxy for the transactions of the Collections and Data Maintenance activity. The implicit assumption is that data maintenance transactions, such as address changes, will occur at similar ratios of members for all systems.

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Comparison of transaction volumes by activity

The table below shows whether you are doing more or fewer transactions per member than your peers by front-office activity. All volumes in the table are compared 'per 1,000 active members and annuitants' even if all member types do not always cause the volume. This is because active members and annuitants is the divisor when comparing total cost per member. Therefore, to know how volumes impact your relative total cost performance, they need to be compared on the same basis.

Comparisons of Transaction Volumes by Activity				
		Volume per 1,000 Active Members and Annuitants		
Transaction (or Cost Driver) by Front-Office Activity	Your Volume	You	Peer Avg	All Avg
1. Member Transactions				
a. Pension Payments (Annuitants)	173,655	403	389	384
b. New Payee Inceptions	9,218	21	27	29
c. Withdrawals and Transfers-out	5,519	13	26	21
d. Purchases and Transfers-in	767	2	10	13
e. Disability Applications	2,401	6	3	2
2. Member Communication				
a. Calls and Emails	204,991	476	692	683
b. Incoming Mail	178,535	415	412	446
c. Members Counseled 1-on-1	5,152	12	25	29
d. Member Presentations	308	1	2	1
e. Written Estimates	19,120	44	26	26
f. Mass Communication (Active Members and Annuitants)	430,488	1,000	1,000	1,000
3. Collections and Data Maintenance				
a. Data and Money from Employers (Active Members)	256,833	597	611	616
b. Service to Employers (Active Members)	256,833	597	611	616
c. Data Not from Employers (Actives, Inactives, Annuitants)	583,439	1,355	1,423	1,329
Cost Weighted Total		$34,005	$36,636	$36,063

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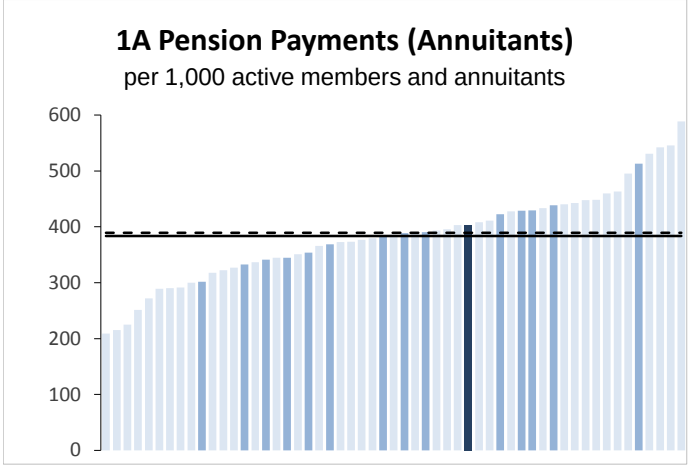
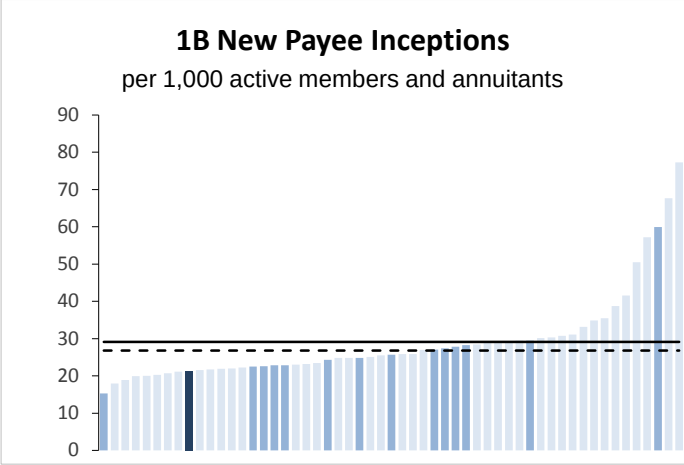
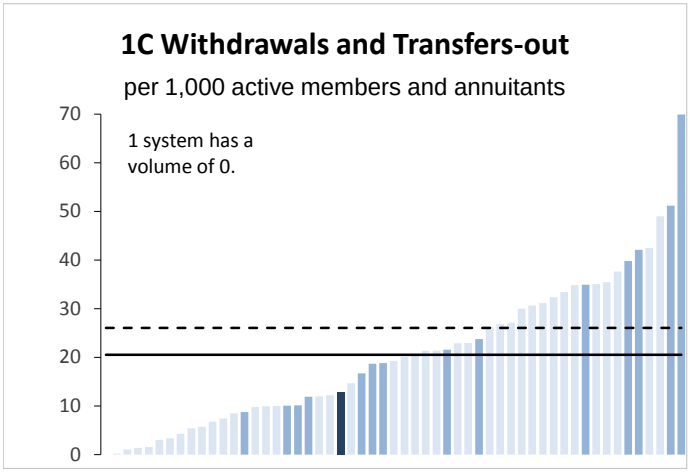
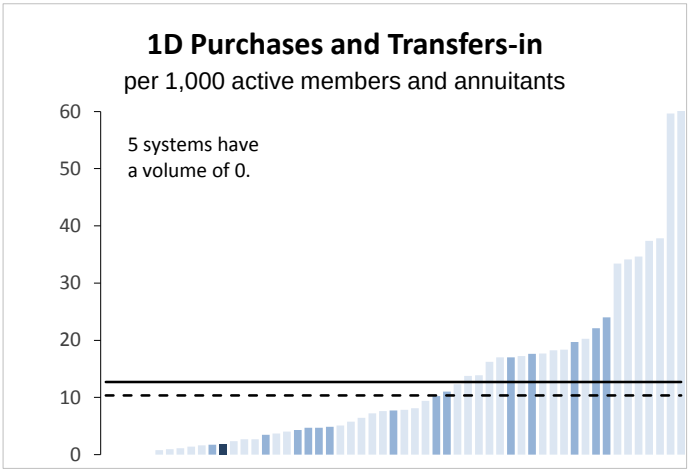
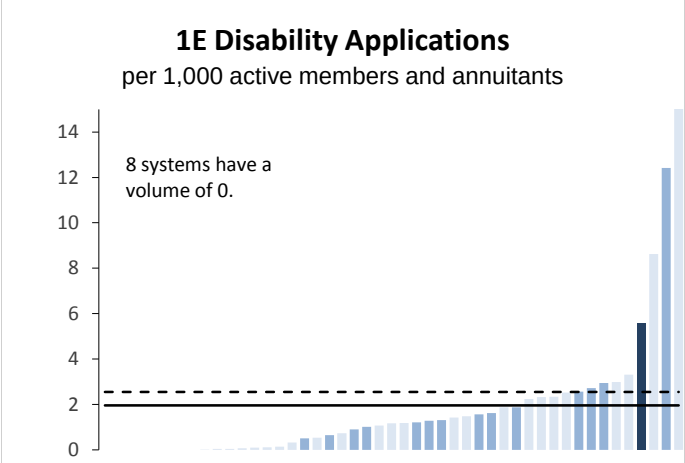
Member transactions per 1,000 members: Graphical comparisons











You | Peer | All | Peer Avg | All Avg

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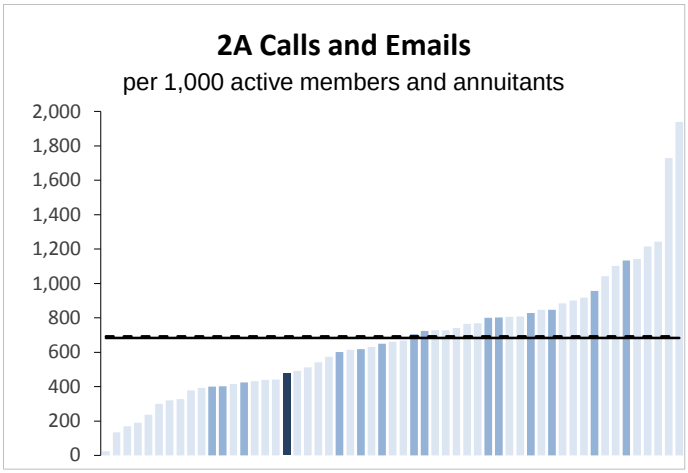
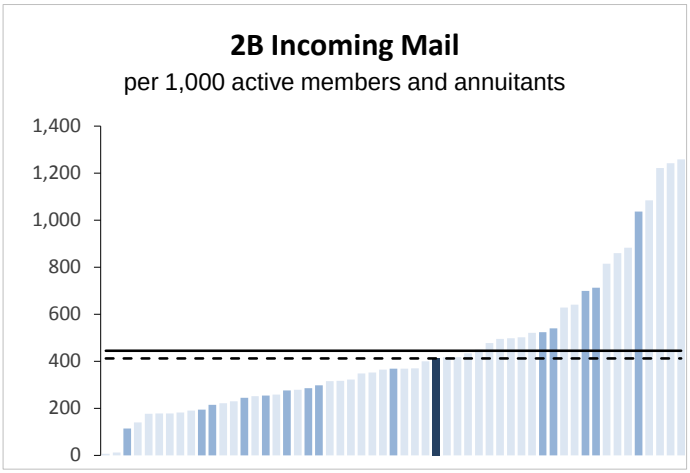
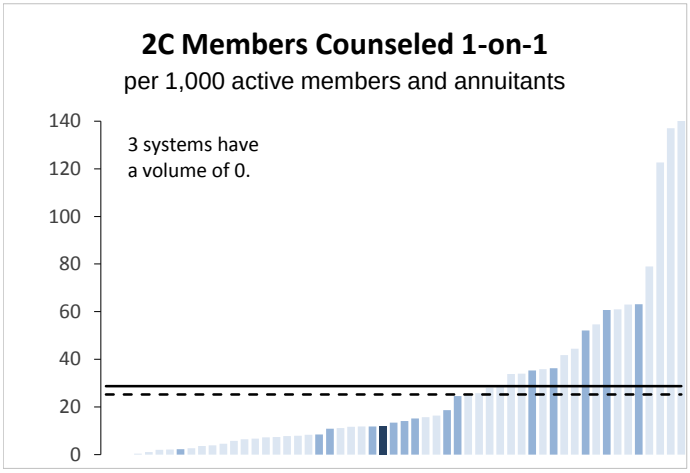
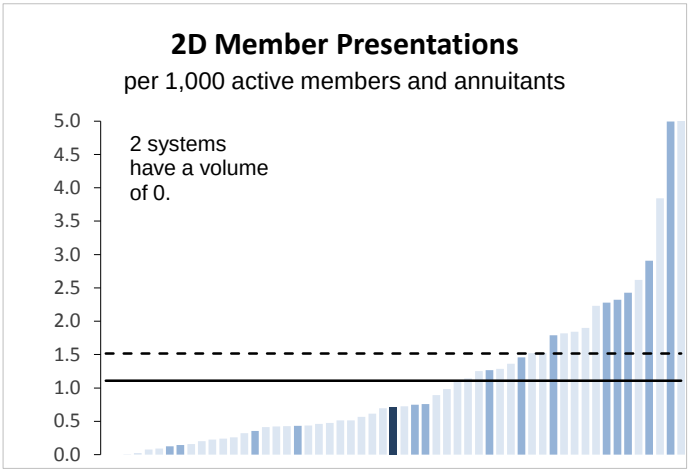
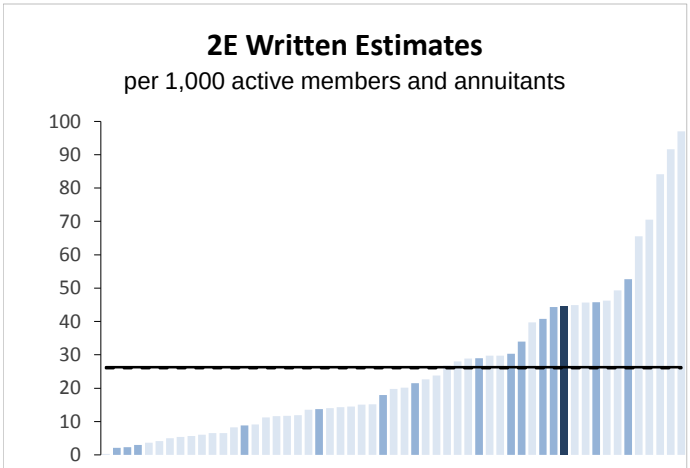
Communications transactions per 1,000 members: Graphical comparisons

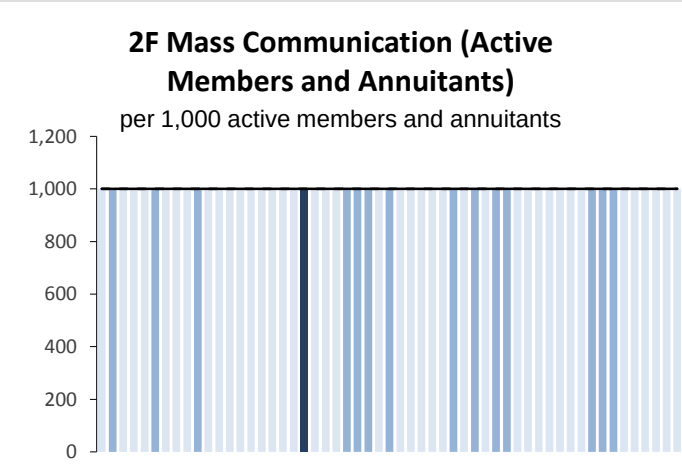












You | Peer | All | Peer Avg | All Avg

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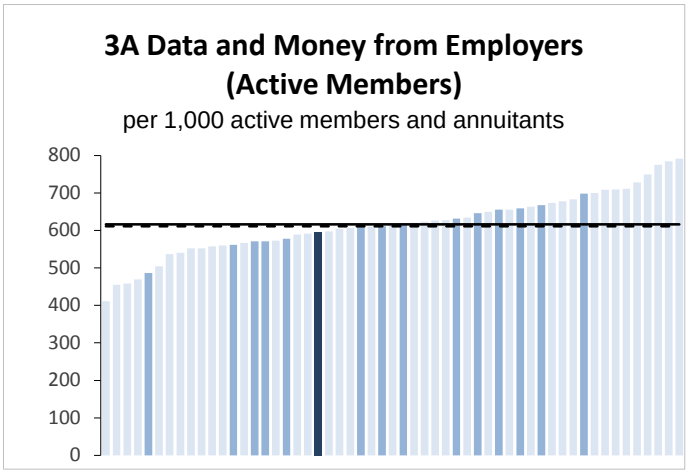
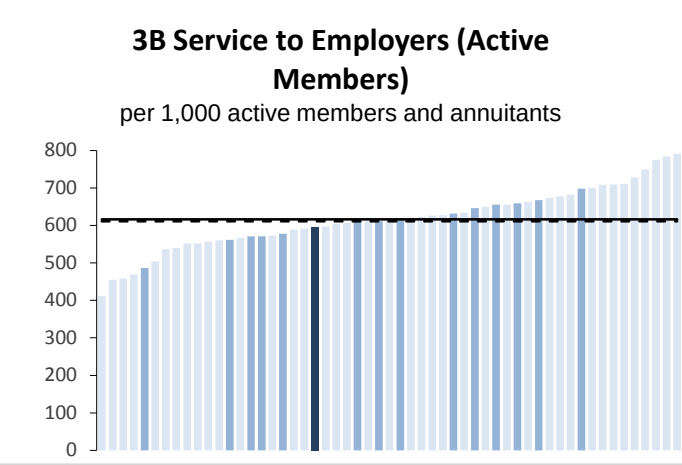
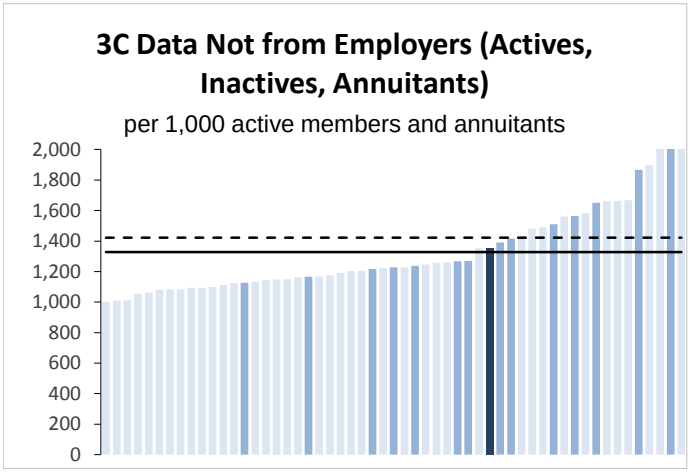
Collections and data transactions per 1,000 members: Graphical comparisons







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Online transactions

Online Tool	% offering tool			If offered: Volume per 1,000 active members and annuitants		
	You	Peer	All	You	Peer Median	All Median
Benefit calculators						
In non-secure area	Yes	67% Yes	53% Yes	470	344	273
In secure area not linked to member data	No	20% Yes	9% Yes	n/a	24	53
In secure area linked to member's salary and service data	No	80% Yes	87% Yes	n/a	442	349
Service credit purchase calculator	Yes	67% Yes	68% Yes	6	65	67
Download forms	Yes	100% Yes	100% Yes	1,816	290	232
Register for counseling sessions	No	36% Yes	31% Yes	n/a	9	5
Real-time access to available dates and times	n/a	100% Yes	100% Yes	0		
Register for counseling presentations	Yes	64% Yes	66% Yes	4	15	16
Change address	No	80% Yes	80% Yes	n/a	23	27
Change beneficiary	No	47% Yes	47% Yes	n/a	21	41
Change family information	No	33% Yes	28% Yes	n/a	108	54
Tools for annuitants						
Change banking information for direct deposit	No	47% Yes	43% Yes	n/a	7	4
Change tax withholding amount	No	60% Yes	44% Yes	n/a	12	8
Download or print duplicate tax receipts	No	87% Yes	69% Yes	n/a	33	30
View annuity payment details	No	93% Yes	75% Yes	n/a	181	131
Initiate a retirement application	No	60% Yes	38% Yes	n/a	7	6
View status of online retirement application	n/a	60% Yes	67% Yes	n/a	48	28
View status of disability application	No	13% Yes	7% Yes	n/a	27	26
Secure mailbox	No	60% Yes	42% Yes	n/a	46	81
Download member statement	No	80% Yes	85% Yes	n/a	208	168
Digital file	No	27% Yes	22% Yes	n/a	397	397
Upload documents	No	18% Yes	10% Yes	n/a	7	7
View pensionable earnings and/or service without downloading	No	80% Yes	87% Yes	n/a	760	669
If yes:						
Are both salary and service data available?	n/a	100% Yes	94% Yes			
Is online data up-to-date to the most recent pay period?	n/a	83% Yes	73% Yes			
Is a complete annual history from the beginning of employment provided?	n/a	67% Yes	56% Yes			
If you administer a core DC or hybrid DB/ DC plan:						
Switch between investment options	n/a	83% Yes	73% Yes	n/a	6	12
Change deferral percentage selections for regular contributions	n/a	33% Yes	36% Yes	n/a	5	5
Initiate withdrawals	n/a	33% Yes	27% Yes	n/a	3	5
View current valuation of their account	n/a	100% Yes	73% Yes	n/a	310	916

Offering online transactions as an option is higher service. Online transactions can also reduce costs provided sufficient volumes are achieved.

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7

Service Levels

This section:

- Analyzes your current service levels relative to your peers, and other retirement systems in the U.S., Canada, Denmark, Sweden and the Netherlands to identify what you do and how it compares to others.

- Identifies areas where you may be able to improve or reduce your service levels.

- Provides details of the methodology and criteria we used to evaluate your service levels.

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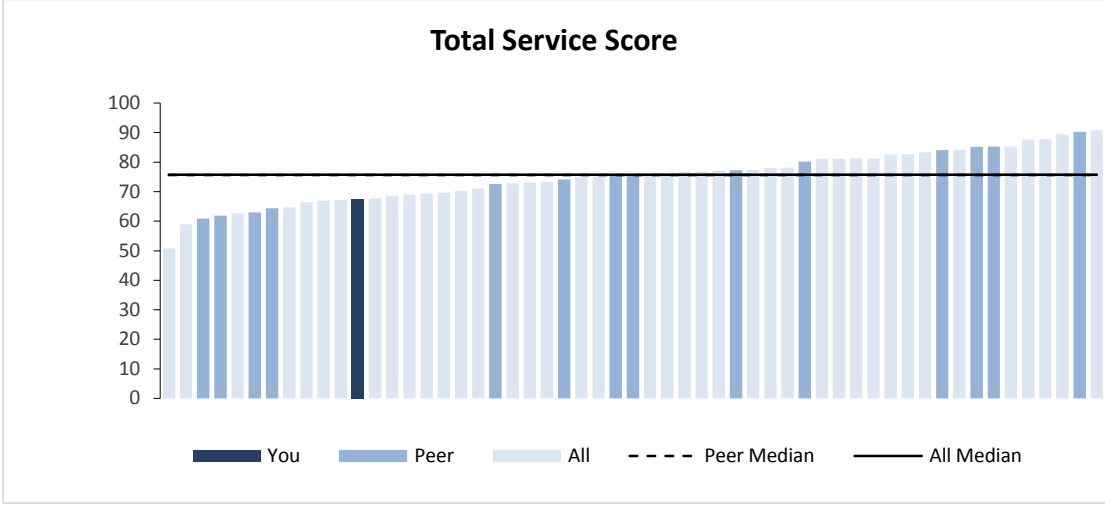
Total Service Score

Your total service score was 67 out of 100. This was below the peer median of 76.



Your total service score is the weighted average of your service scores for the activities shown on the next page.

Interpreting your service score

A higher service score is not necessarily better. This is because:

- High service may not always be cost effective or optimal. For example, it is clearly higher service for your members to have a contact center open 24 hours a day but few systems would be able to justify the cost.
- Our 'weights' are an approximation of the importance of an individual service element. The weights will not always reflect the relative importance that you or your members attach to an individual service element.

The service measures are most useful for identifying what you are doing differently than your peers. Understanding these differences can give you ideas on how you may want to improve or reduce the service you provide to your members.

Methodology changes for scoring of 2013 results

Changes to the scoring methodology in 2013 were:

1. New transaction tools added to the website score: uploading documents and viewing a member's own digital file, checking status of retirement application, and registering for counseling sessions and/or presentations was split into 2 tools.
2. The summary of the benefits and the summary of the annual report can be sent to the member in either paper or email format to obtain full points for general communication.
3. A page on 'New media and other' was added. These questions are not currently included in the service score, but are being tracked for research purposes.

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Service scores by activity

Your total service score is the weighted average of your service scores for each of the activities shown in the table below. The rationale for the weighting scheme is discussed on the following page.

Service Scores by Activity													
		You				Peer 2013				All 2013			
Activity	Weight [1]	2013	2012	2011	2010	Avg	Max	Med	Min	Avg	Max	Med	Min
1. Member Transactions													
a. Pension Payments	19.7%	95	95	95	95	95	100	97	60	96	100	97	60
b. Pension Inceptions	7.4%	91	91	91	91	78	100	85	7	80	100	86	7
c. Withdrawals and Transfers-out	0.3%	10	10	28	19	72	100	85	5	62	100	64	0
d. Purchases and Transfers-in	3.1%	76	82	84	82	73	98	82	0	65	100	74	0
e. Disability	4.8%	82	82	82	73	80	100	82	19	80	100	82	10
2. Member Communication													
a. Call Center	21.2%	40	51	53	50	53	95	52	24	64	95	66	24
c. 1-on-1 Counseling	7.4%	61	58	55	49	81	98	90	50	74	100	78	0
d. Member Presentations	6.5%	92	92	92	83	84	100	87	50	76	100	80	0
e. Written Pension Estimates	4.7%	63	74	66	73	79	100	85	36	78	100	81	36
f. Mass Communication													
• Website	7.6%	41	38	38	38	72	90	77	41	70	90	72	40
• Newsletters	3.8%	80	80	80	80	86	100	90	35	80	100	85	0
• Member Statements	6.6%	81	81	83	77	79	96	86	53	75	100	79	15
• Other	0.9%	50	50	40	50	55	87	51	0	58	100	60	0
3. Quality Indicators													
Satisfaction Surveying	5.0%	26	12	12	12	42	87	37	9	39	97	34	0
Disaster Recovery	1.0%	58	58	41	78	87	100	87	58	86	100	88	38
Total service score	100%	67	70	69	68	75	90	76	61	75	91	76	51

1. The rationale for the weighting scheme is shown on the next page. Other systems may have slightly different activity weights than you. Their weights reflect the member transactions that they administer. For example, you administer disability whereas some of your peers do not. Therefore, the average total service score will not match the activity weight multiplied by the average activity service score.
2. Historic scores have been restated to reflect changes in methodology.

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Rationale for the weighting scheme

CEM considered the following 7 criteria to determine the weights used to calculate your total service score:

1. **Feedback from Participants**
   The weights reflect feedback from participants solicited at on-site meetings, symposiums and peer conferences.

2. **Relative Cost of Each Activity**
   As shown in section 3, the average participant spends 4.5% of its annual budget on member calls versus 2.4% for 1-on-1 counseling. Thus, based solely on relative cost, member calls are 1.8 times more important than 1-on-1 counseling.

3. **Relative Volume of Each Activity** (i.e., how many times does the service 'touch' a member?)
   The average system does 29 pension inceptions and receives 683 member calls for every 1,000 active members and annuitants. Thus, based solely on relative volume, calls are 23.4 times more important than pension inceptions.

4. **Expectations Based on External Experience**
   Members have external comparisons for receiving payments, telephone calls, and annual statements (for example, they can compare some of your services with the services provided by their bank). However, it is unlikely that they can compare a pension inception. It is important to recognize that members can compare some processes externally.

5. **Personalized Human Contact**
   Research shows that human contact provides the greatest opportunity for generating customer satisfaction. Thus, based solely on personalized human contact, counseling and calls are more important than 'no contact' activities such as the website or paying pensions.

6. **About Members' Money**
   Nothing gets a member's attention faster than their own money. Based on this criterion, things like benefit calculators linked to member data, benefit statements and paying pensions are much more important than newsletters or brochures.

7. **Mission Critical**
   Paying pensions is mission critical. Producing newsletters is not.

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Service Trends

Service Score Trends by Activity															
	You					4-Year[1] Peer Average					4-Year[1] All Average				
Activity	2010	2011	2012	2013	% [2]	2010	2011	2012	2013	% [2]	2010	2011	2012	2013	% [2]
1. Member Transactions															
a. Pension Payments	95	95	95	95	0.0%	97	97	97	97	0.0%	97	97	97	97	0.0%
b. Pension Inceptions	91	91	91	91	0.0%	76	78	77	78	0.9%	75	77	77	77	0.9%
c. Withdrawals and Transfers-out	19	28	10	10	-19.3%	68	70	68	70	1.0%	67	66	65	60	-3.6%
d. Purchases and Transfers-in	82	84	82	76	-2.5%	74	75	74	77	1.3%	68	66	66	69	0.5%
e. Disability	73	82	82	82	4.0%	79	77	77	77	-0.9%	80	79	79	80	0.0%
2. Member Communication															
a. Call Center	50	53	51	40	-7.2%	60	56	56	53	-4.1%	68	65	65	64	-2.0%
c. 1-on-1 Counseling	49	55	58	61	7.6%	81	78	81	82	0.4%	72	71	74	76	1.8%
d. Member Presentations	83	92	92	92	3.5%	85	83	87	83	-0.8%	76	77	79	78	0.9%
e. Written Pension Estimates	73	66	74	63	-4.8%	77	76	78	81	1.7%	76	76	79	81	2.1%
f. Mass Communication															
• Website	38	38	38	41	2.6%	62	64	69	74	6.1%	62	64	67	71	4.6%
• Newsletters	80	80	80	80	0.0%	88	88	89	86	-0.8%	77	78	80	79	0.9%
• Member Statements	77	83	81	81	1.7%	75	78	78	80	2.2%	75	76	76	77	0.9%
• Other	50	40	50	50	0.0%	55	54	55	55	0.0%	60	59	59	60	0.0%
3. Quality Indicators															
Satisfaction Surveying	12	12	12	26	29.4%	43	43	42	44	0.8%	39	38	41	43	3.3%
Disaster Recovery	78	41	58	58	-9.4%	84	84	87	87	1.2%	84	86	88	88	1.6%
Total Service Score	68	69	70	67	-0.5%	75	75	76	75	0.0%	75	75	75	76	0.4%

1. Trend analysis is based on systems that have participated for 4-consecutive years (13 peers and 37 World systems). This ensures that trends are not caused by changes in the composition of the participants.
2. % is the compound annual growth rate from 2010 to 2013.

Historic scores have been restated to reflect changes in methodology. If any service question was not asked in a prior year, we used your response from the year when the question was first asked as a default.

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Where can you potentially improve your score?

Potential Improvement in Total Service Score by Activity			
Activity	Weight	Your Service Score	Potential improvement in your total service score if you scored 100 for the activity[1]
1. Member Transactions			
a. Pension Payments	19.7%	95.3	0.9 points
b. Pension Inceptions	7.4%	91.3	0.6 points
c. Withdrawals and Transfers-out	0.3%	10.0	0.3 points
d. Purchases and Transfers-in	3.1%	76.0	0.7 points
e. Disability	4.8%	82.0	0.9 points
2. Member Communication			
a. Call Center	21.2%	39.6	12.8 points
c. 1-on-1 Counseling	7.4%	60.5	2.9 points
d. Member Presentations	6.5%	92.1	0.5 points
e. Written Pension Estimates	4.7%	63.0	1.7 points
f. Mass Communication			
• Website	7.6%	40.5	4.5 points
• Newsletters	3.8%	80.0	0.8 points
• Member Statements	6.6%	81.0	1.3 points
• Other	0.9%	50.0	0.5 points
3. Quality Indicators			
Satisfaction Surveying	5.0%	25.6	3.7 points
Disaster Recovery	1.0%	58.0	0.4 points
Total	100%	67.4	32.6 points

1. Each listed potential improvement to total service score equals 100 minus your 2013 score multiplied by the weight used to determine the total service score.

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Biggest potential improvements to your total service score

CEM is not recommending these changes. Higher service is not necessarily optimal or cost effective. We include this summary analysis because many participants want to know what they would have to do to achieve a higher score. For a complete accounting of all improvements required to achieve a perfect service score, please refer to the last pages of this section.

The table below lists five key areas where the biggest potential improvements to your total service score can be made.

Biggest potential improvements to your total service score		
Rank	Factor	Potential Improvement
# 1	On average, members calling your call center reach a knowledgeable person in 282 seconds. To achieve a perfect service score, members must reach a knowledgeable person on the phone in 20 seconds or less.	+ 5.15
# 2	13.2% of your incoming calls resulted in undesired outcomes, and 0.0% of your incoming calls resulted in irritating outcomes. To achieve a perfect service score, members must experience no undesired or irritating call outcomes.	+ 3.13
# 3	You have 3 menu layers. To achieve a perfect service score you must have one or fewer menu layers.	+ 2.54
# 4	You offer 2 of the 16 website transactions and tools applicable to you. To achieve a perfect service score you must offer all 16 on-line transactions and tools.	+ 2.38
# 5	0.5% of your total 1-on-1 sessions were located in the field. To achieve a perfect service score, the number of 1-on-1 sessions located in the field must be 25% or more.	+ 1.02

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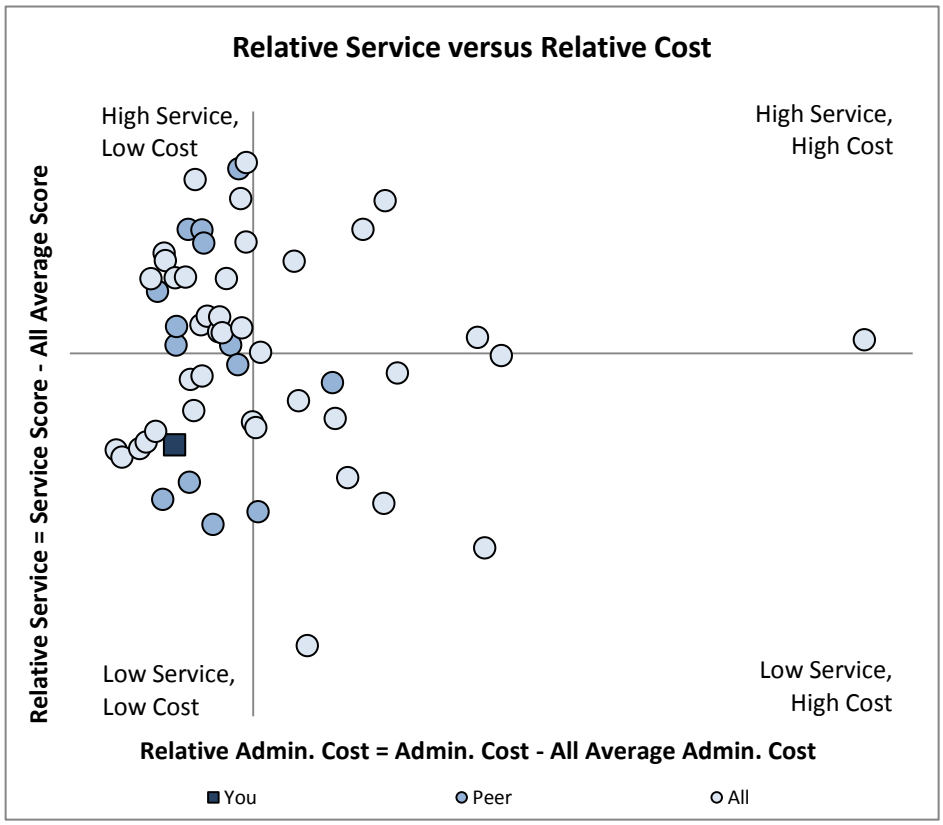
Relationship between service and pension administration cost



Service scores are not good predictors of costs because:

- Costs are driven much more by the volume of service transactions (e.g., the number of calls, 1-on-1 sessions, presentations, etc.) than they are by their timeliness, availability, or quality.
- Service is partly a function of historic investment in information technology. These historic costs are not always reflected in current administration costs.

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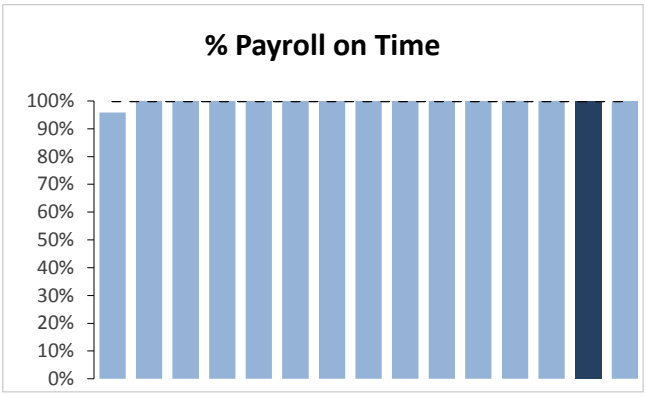
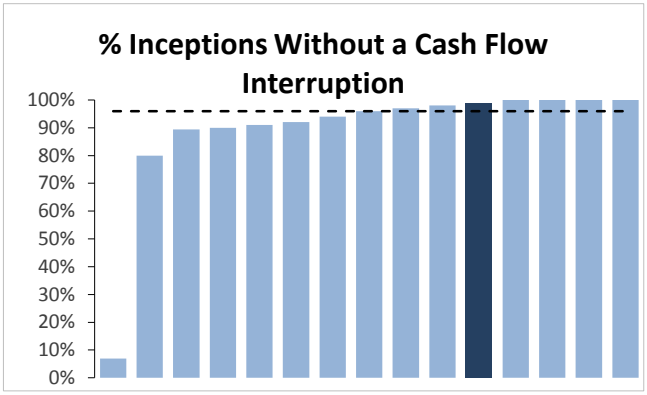
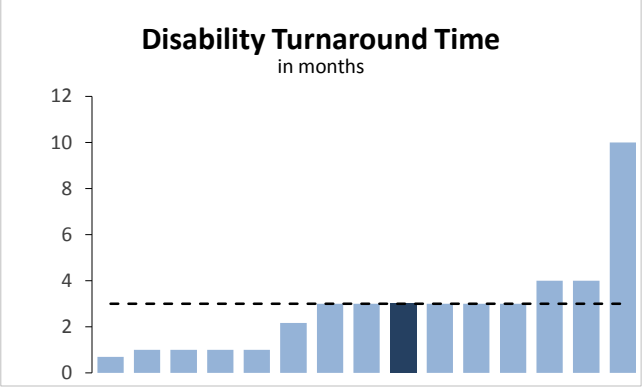
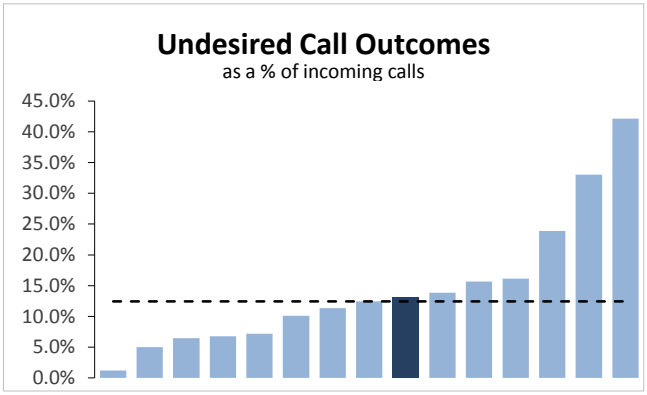
Graphical comparison of key measures

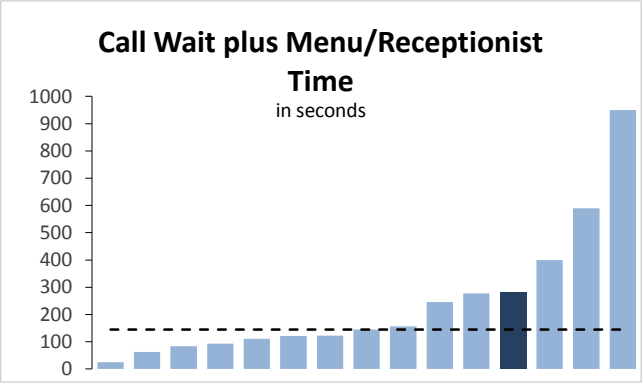
This page shows key service metrics that are especially important from a member's perspective.

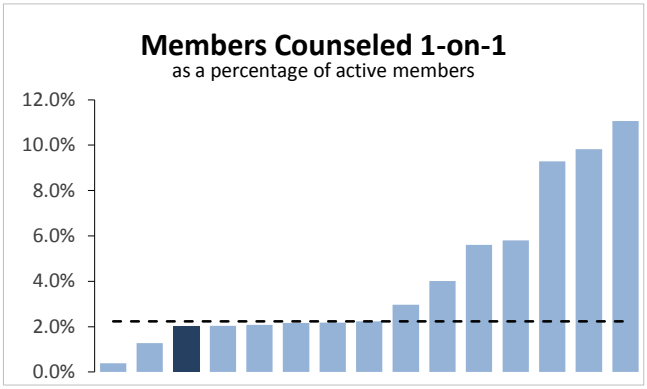












You Peer Peer Avg

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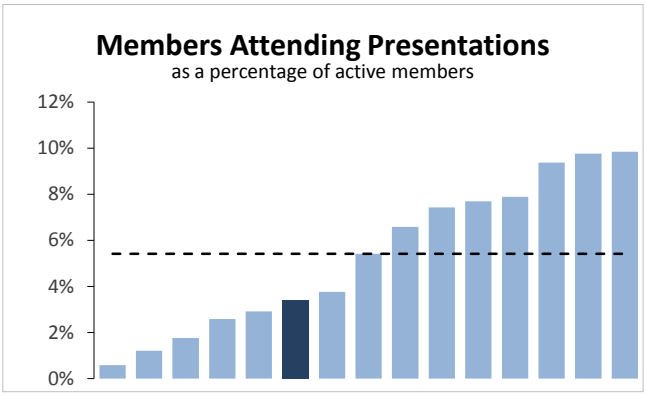
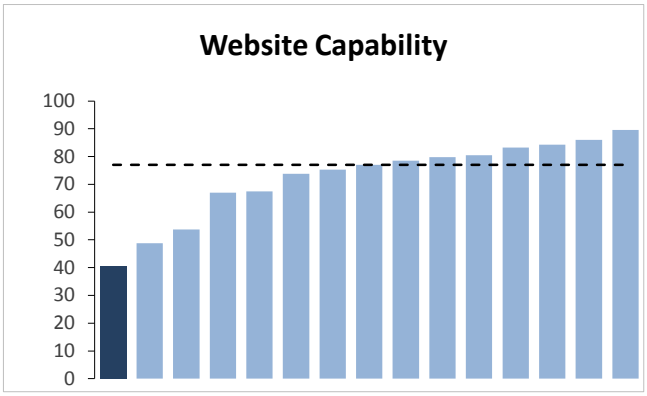
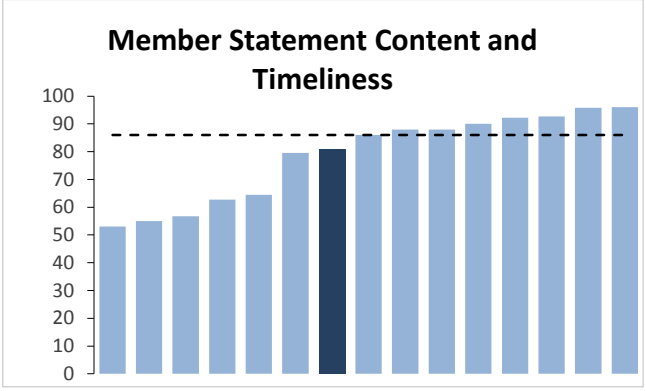
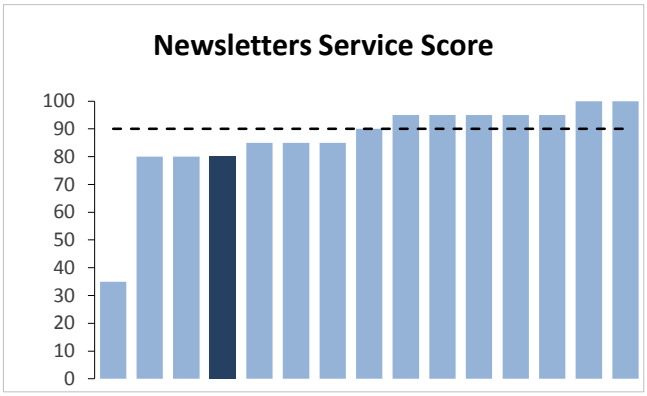
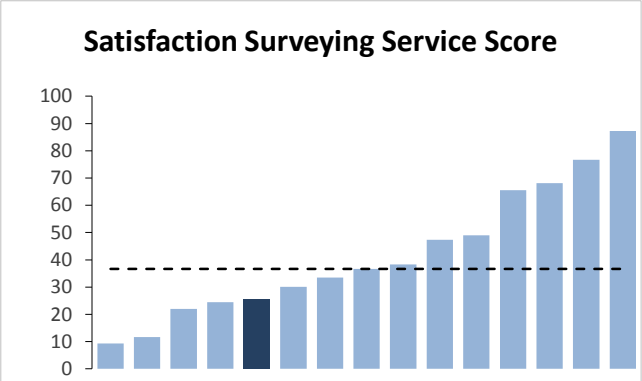
Graphical comparison of key measures

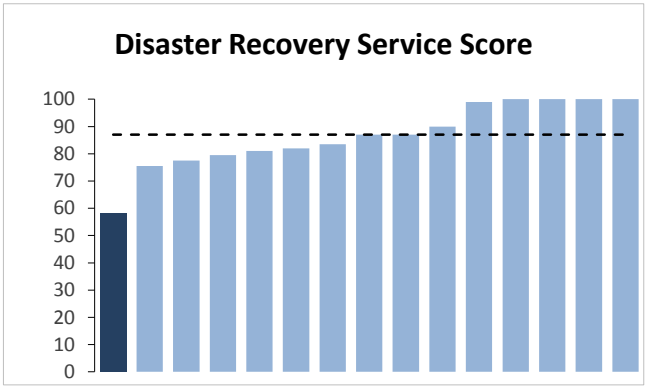












You Peer Peer Avg

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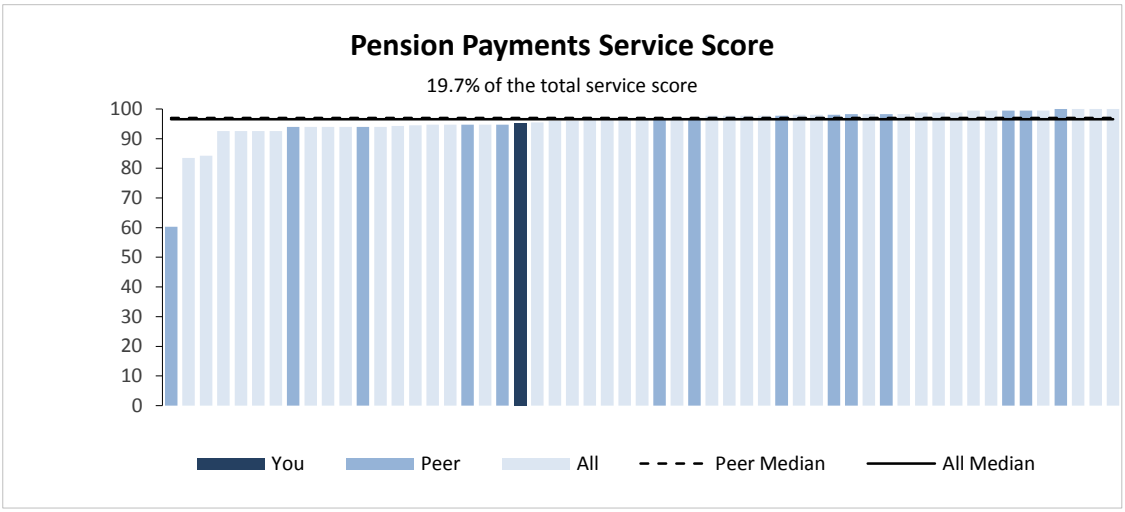
1A Pension Payments

Your service score for paying pensions was 95 out of 100. This was below the peer median of 97.



Your service score for 1a pension payments is the weighted total of the components shown in the table below. The methodology and data used to determine your scores for each of these components is described in detail on the following pages.

Pension Payments Service Score Components	Weight	Your Score
a. Paying on time	90%	100.0
b. Payment advices	5%	30.0
c. Banking services	5%	75.0
Weighted Total	100%	95.3

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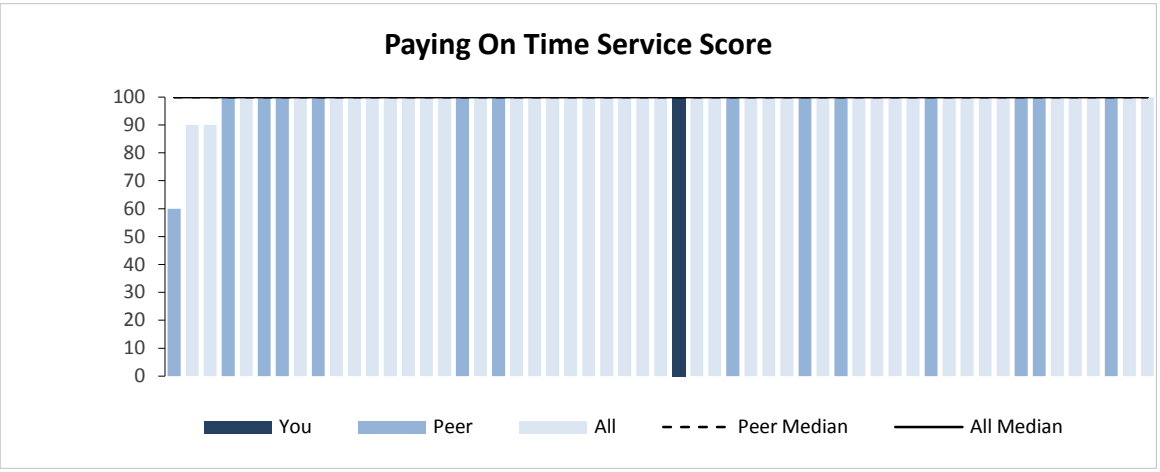
a. Paying on time

Your service score for paying on time was 100 out of 100. This was equal to the peer median.



1. Scoring method		Your Data	Your Score
+ 100	if none of your pension payrolls were late vis-à-vis your normal payment cycle, otherwise		
	100 - (10 X number of late payrolls	n/a payrolls	
	X average days late)	n/a days	100
	Total score		100

2. Rationale for the scoring method
Paying pensions on time is a critical component for all retirement systems. A perfect score requires that all regular payments are paid on time to the correct annuitants.

3. Survey questions used		You	Peer Avg
Q11	Were any of your pension payrolls late vis-à-vis your normal payment cycle? [For example, a payroll might be late because of IT system problems, etc.]	No	7% Yes
	a) How many payrolls were late?	n/a	1
	b) On average, how many days late were they?	n/a	4 days

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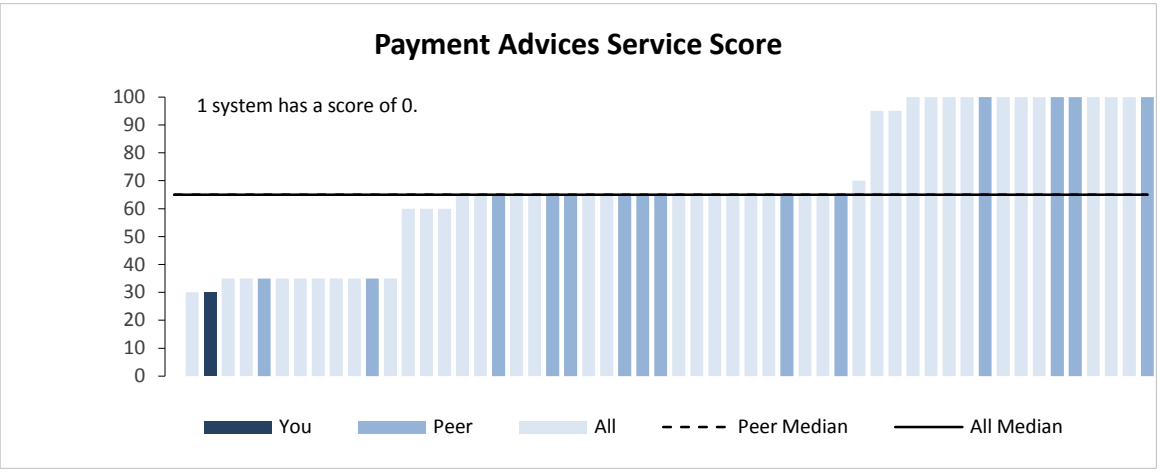
b. Payment advices

Your service score for payment advices was 30 out of 100. This was below the peer median of 65.



1. Scoring method		Your Data	Your Score
+ 35	if payment advices can be viewed online or if you send payment advices detailing the gross payment and deductions with every payment, 30 if every time amount changes, 20 if payment advices are sent quarterly, otherwise 0	Every Time Amount Changes	30.0
+ 30	if you provide messages on the payment advice	No	0.0
+ 35	if you can comply with a request not to send a payment advice or if you ask new annuitants if they want to receive a payment advice	No	0.0
	Total score		30.0

2. Rationale for the scoring method

Some members prefer not to receive payment advices as they generate unnecessary mail and paper. Therefore, systems that can comply with a members request not to send payment advices receive a higher score.

Providing messages on payment advices can be an effective communication tool.

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b. Payment advices

3. Survey questions used		You	Peer Avg
Q13	Do you send out payment advices (i.e., gross/ net specifications) to members receiving EFT payments?	Yes	100% Yes
	a) How frequently do you send payment advices with your EFT payments detailing the gross payment and deductions?	Every Time Amount Changes	6 times
	b) Do you use payment advices to communicate brief messages to annuitants with payments? [For example, explaining payment changes, or indicating that the next payment will be on the 2nd of the month]	No	80% Yes
	c) Can you comply with a member's request not to send them payment advices?	No	27% Yes
	d) Are new annuitants asked to choose whether or not they want to receive payment advices?	No	13% Yes
Q86	Indicate whether the following capabilities are available on your website and provide volumes:		
	n) View annuity payment details? [i.e., gross amounts, deductions]	No	93% Yes

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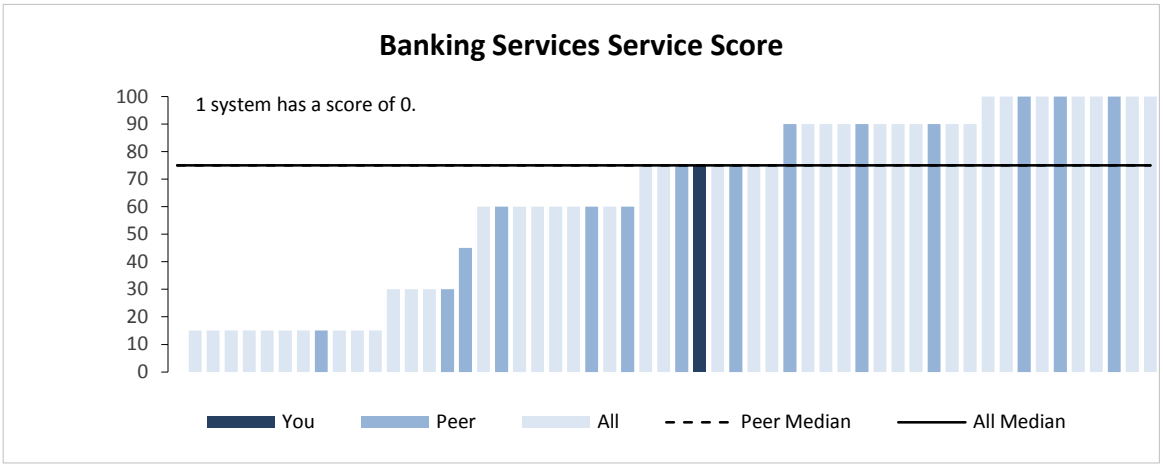
c. Banking services

Your service score for banking services was 75 out of 100. This was equal to the peer median.



1. Scoring method		Your Data	Your Score
+ 100	if you offer 7 or more of the banking services listed below, otherwise 15 X number of banking services offered [Subject to a maximum score of 100]	5	75.0
	Total score		75.0

2. Rationale for the scoring method
Offering services, on behalf of the member, to a third party is a convenience to the member.

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c. Banking services

3. Survey questions used		You	Peer Avg
Q14	Will you issue a pension payment in a foreign currency if the member requests it?	No	0% Yes
Q15	At the request of an annuitant, or a third-party, will you deduct amounts from his/ her regular annuity payments and pay them on his/ her behalf to a third party for:		
	a) Healthcare?	Yes	93% Yes
	b) Dental and/or vision coverage?	Yes	87% Yes
	c) Other special health coverage such as long-term care, cancer?	Yes	53% Yes
	d) Optional life insurance?	Yes	53% Yes
	e) Car insurance?	No	13% Yes
	f) Home insurance?	No	13% Yes
	g) Retiree association or union dues?	No	60% Yes
	h) Savings plans such as savings bonds or DC plans?	No	0% Yes
	i) Charitable contributions?	No	7% Yes
	j) Loan repayments?	No	0% Yes
	k) Prescription card?	No	13% Yes
	l) Mandatory deductions including taxes, divorce decrees or QDROs, family support, child support, garnishment or liens on wages for things such as bankruptcy, etc.?	Yes	100% Yes
	Total 'Yes'	5	4.5

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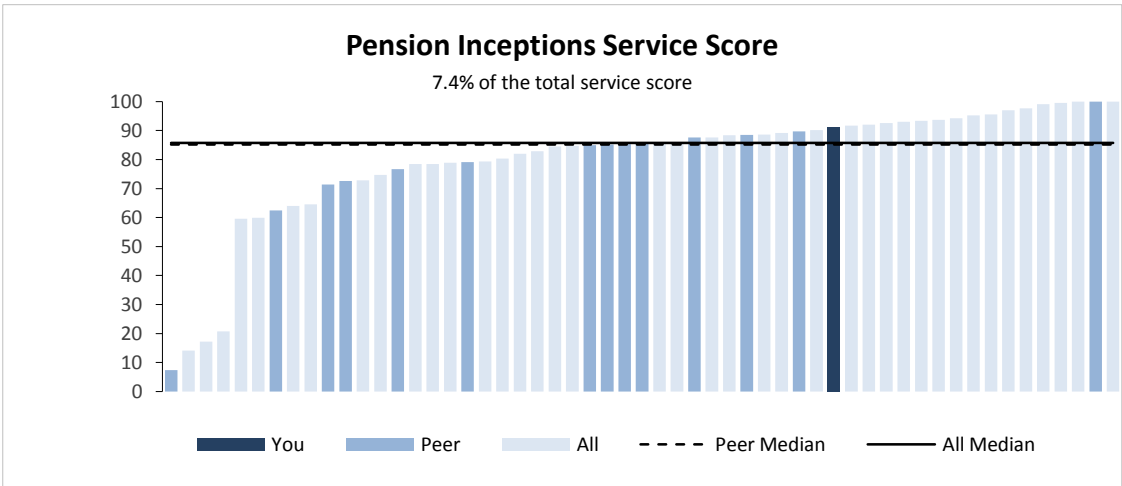
1B Pension Inceptions

Your service score for pension inceptions was 91 out of 100. This was above the peer median of 85.



Your service score for 1b pension inceptions is the weighted total of the components shown in the table below. The methodology and data used to determine your scores for each of these components is described in detail on the following pages.

Pension Inceptions Service Score Components	Weight	Your Score
a. Cashflow interruptions	78%	89.0
b. Survivor pensions	11%	99.0
c. Red tape	11%	100.0
Weighted Total	100%	91.3

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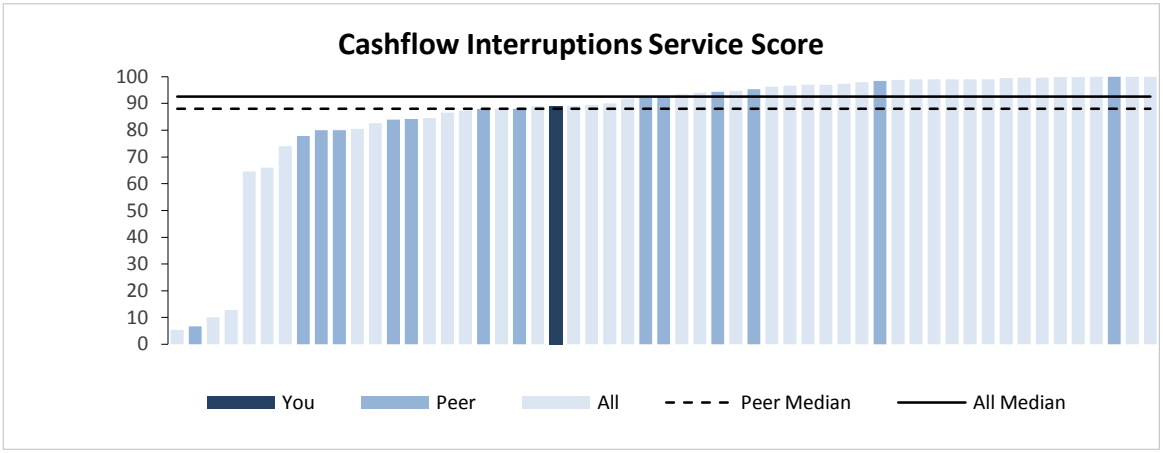
a. Cashflow interruptions

Your service score for cashflow interruptions was 89 out of 100. This was above the peer median of 88.



1. Scoring method		Your Data	Your Score
+ 100	if 100% of your service pensions were incepted without a cashflow interruption greater than 1 month, otherwise 100 X percent of inceptions that occur within 1 month of final paycheck	99.0%	99.0
	If a service retirement is based on estimates:	Yes	
- 10	percent of service retirements based on estimates X average number of months to finalize / 3 [Subject to a maximum deduction of 10 and a minimum score of 0]	99.0% 10.0 months	-10.0
	Total score		89.0

2. Rationale for the scoring method
Cashflow interruptions can cause hardship for members. Faster is higher service. When retirements are based on estimates, the sooner the amount is finalized, the better because estimates cause uncertainty.

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a. Cashflow interruptions

3. Survey questions used		You	Peer Avg
Q18	What percentage of annuity inceptions for: a) Retiring active members are paid without an interruption of cash flow greater than 1 month between the final pay check and the first pension check?	99.0%	88.9%
Q19	Will you initiate a service retirement pension based on existing data or estimates, recognizing that you will have to finalize the payments later after you get final data?	Yes	93% Yes
	a) If yes, what proportion of your service retirement inceptions to retiring active members was based on existing data or estimates?	99.0%	71.0%
	b) On average, how long did it take to finalize service retirement inceptions based on estimates? (in months)	10.0 months	3.8 months

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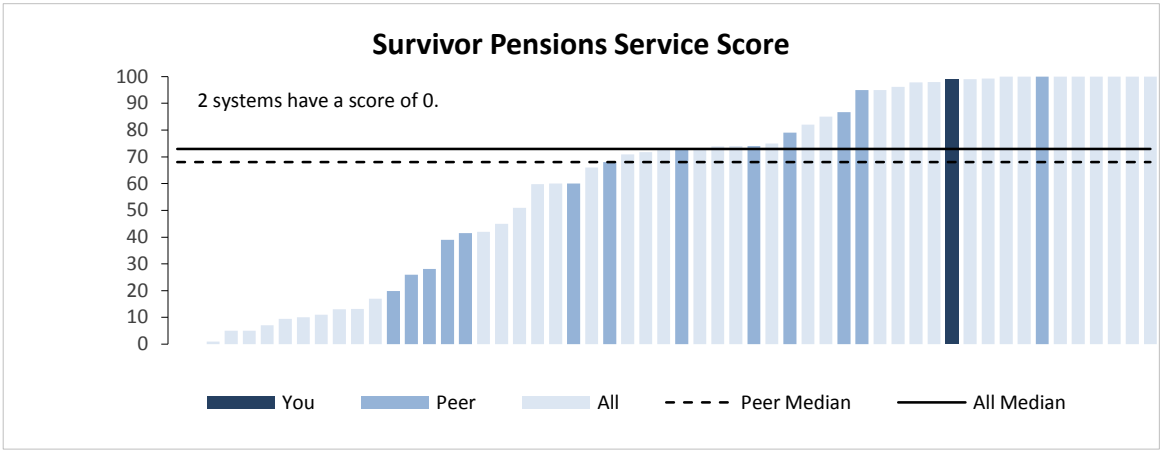
b. Survivor pensions

Your service score for survivor pensions was 99 out of 100. This was above the peer median of 68.



1. Scoring method		Your Data	Your Score
+ 100	if all of your survivor pensions were incepted without a cashflow interruption greater than 1 month, otherwise: 100 x percent of pensions paid without interruption to survivors	99%	99.0
- 25	if a survivor needs to apply for a survivor pension	No	0.0
	Total score		99.0

2. Rationale for the scoring method
An interruption in a pension benefit at the death of the primary annuitant creates potential hardship for the survivor at a difficult time. A perfect score requires that you can continue paying an uninterrupted pension without requiring the survivor to apply for the benefit.

3. Survey questions used		You	Peer Avg
Q18	What percentage of annuity inceptions for: b) Survivors are paid without an interruption of cash flow between the pensioner's final pension check and the survivor's first pension check?	99%	69%
Q20	Do survivors need to apply for a survivor pension after the death of a retired member, even if the survivor is known to the pension fund?	No	40% Yes

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c. Red tape

1. Scoring method		Your Data	Your Score
+ 80	if you do not require notarization of retirement applications, or + 40 if you require notarization of some retirement applications	not required	80.0
+ 20	if you do not require birth/marriage certificates before incepting a pension	not required	20.0
	Total score		100.0

2. Rationale for the scoring method
Extra red tape creates work for members and may not provide additional protection for the system. For example, notarizations can be fraudulent. Many systems have decided that the potential risk reduction does not justify the inconvenience caused to members.

3. Survey questions used		You	Peer Avg
Q21	Do you require birth certificates and/or marriage certificates before incepting a pension?	No	53% Yes
Q22	Do you require notarization of normal or early retirement applications?	No	27% Yes

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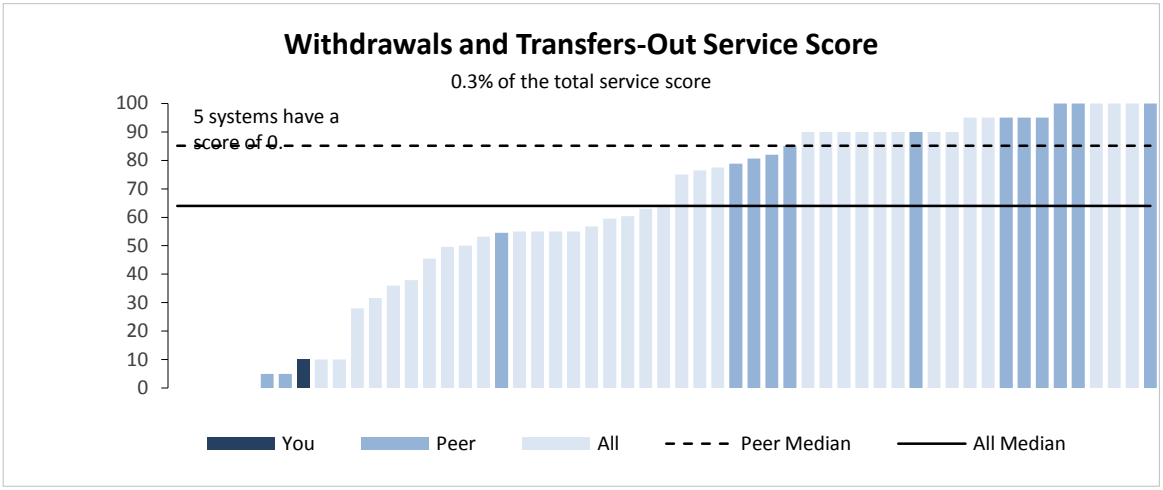
1C Withdrawals and Transfers-out

Your service score for refunds, transfers-out and withdrawals was 10 out of 100. This was below the peer median of 85.



1. Scoring method		Your Data	Your Score
	Withdrawal timeliness		
+ 45	if withdrawals are completed in 30 days or less, otherwise 45 - 1.8 for each day over 30 days [Subject to a minimum score of 0]	120 days	0.0
	Transfers-out timeliness		
+ 45	if transfers-out are completed in 30 days or less, otherwise 45 - 0.9 for each day over 30 days [Subject to a minimum score of 0]	120 days	0.0
	No red tape		
+ 10	if you do not require notarization for transfer-out applications, 5 if some applications require notarization, 0 if notarization is required	not required	10.0
	Total score		10.0

2. Rationale for the scoring method
Speed from request to completion is what matters to members, regardless of whether the delays are caused by internal or external parties.

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1C Withdrawals and Transfers-out

3. Survey questions used		You	Peer Avg
Q24	How long does it take on average for you to issue a refund check, including any required wait period, beginning from the time of the initial request by the member (in days)?	120	41 days
	a) Are you legislated to have a wait period before you can effect a refund?	No	60% Yes
	b) If yes: How long is the wait period? (in days)	n/a	51 days
	c) If yes: Can the wait period be waived?	n/a	33% Yes
Q25	How long does it take on average for you to complete individual transfers-out to external systems, including delays caused by external parties, beginning from the time of:		
	a) Initial request by the member (in business days)?	120	55 days
Q26	Do you require notarization of refund or transfer-out applications?	No	7% Yes

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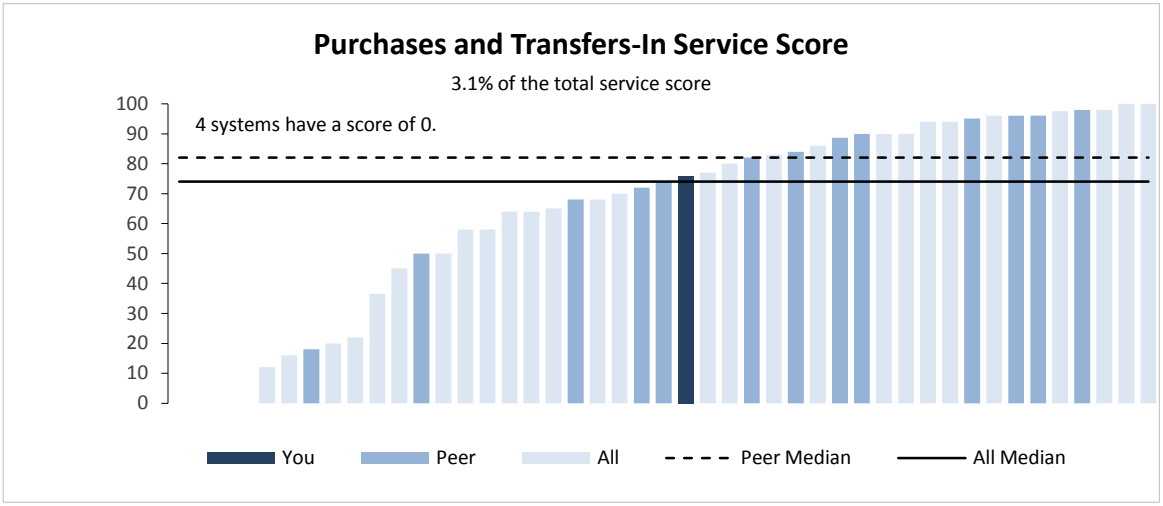
1D Purchases and Transfers-in

Your service score for purchases and transfers-in was 76 out of 100. This was below the peer median of 82.



1. Scoring method		Your Data	Your Score
	Service credit purchase estimates		
+ 80	if you can provide an estimate in 1 day or less, otherwise 80 - 2 per day over 1 day [Subject to a minimum score of 0]	11 days	60.0
	Transfers-in		
+ 20	if a member's transfer-in application is processed within 1 month, otherwise 20 - 2 per month over 1 month [Subject to a minimum score of 0]	3.0 months	16.0
	Total score		76.0

2. Rationale for the scoring method
From a member perspective, faster is higher service. The score for transfers-in is mostly based on your own timeliness. A small part of the score is based on the total time it takes to complete transfers-in (i.e. including delays caused by third parties). Speed from request to completion is what matters to members, regardless of whether the delays are caused by internal or external parties.

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1D Purchases and Transfers-in

3. Survey questions used		You	Peer Avg
Q29	On average, how many days does it take from the date of first request to provide a written service credit purchase cost?	11	25 days
Q30	How long does it take on average for you to do individual transfers-in? [Months from request to completion including delays caused by external parties]	3	1 month

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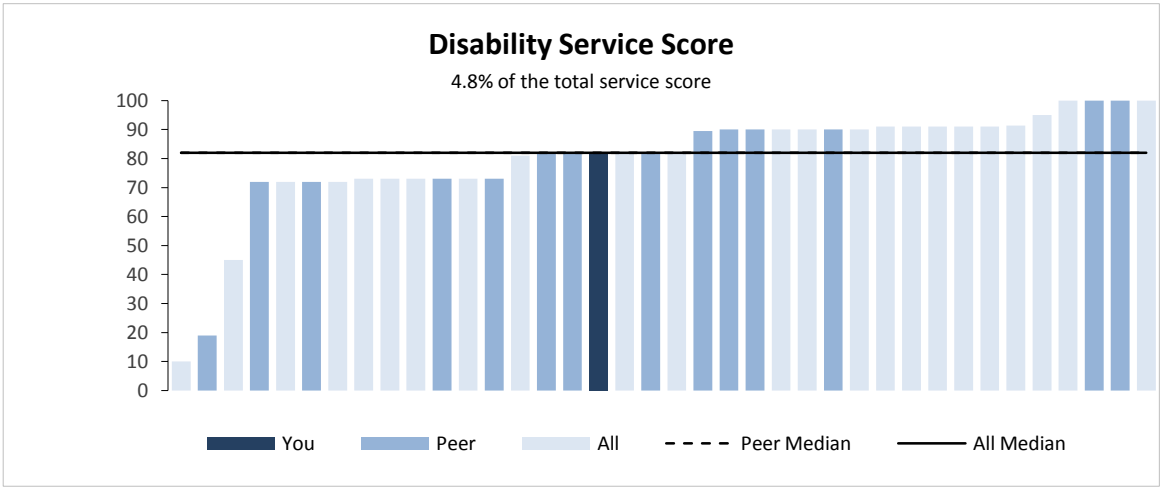
1E Disability

Your service score for disability was 82 out of 100. This was equal to the peer median.



1. Scoring method		Your Data	Your Score
+ 90	if you return a decision on a disability application in 1 month or less, otherwise 90 - 9 per month over 1 month [Subject to a minimum score of 0]	3.0 months	72
+ 10	if you do not require notarization of disability applications, 5 if some applications require notarization, 0 if notarization is required	not required	10
	Total score		82

2. Rationale for the scoring method
From a member perspective, faster is higher service. Notarization requirements are a hassle.

3. Survey questions used		You	Peer Avg
Q34	a) date of initial request from a member?	3.0	3 months
Q37	Do you require notarization of disability applications?	No	33% Yes

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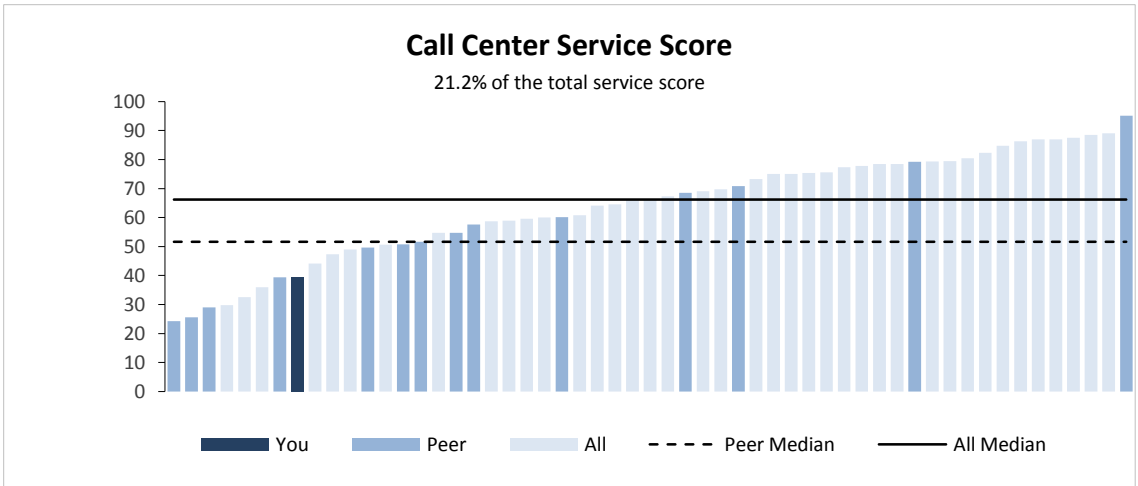
2A Call Center

Your call center service score was 40 out of 100. This was below the peer median of 52.



Your service score for 2a call center is the weighted total of the components shown in the table below. The methodology and data used to determine your scores for each of these components is described in detail on the following pages.

Call Center Service Score Components	Weight	Your Score
a. Call outcomes	28%	47.3
b. Call wait time	27%	0.0
c. Menu layers	15%	20.0
d. CRM and other capability	15%	75.0
e. Call quality	15%	80.9
Weighted total	100%	39.6

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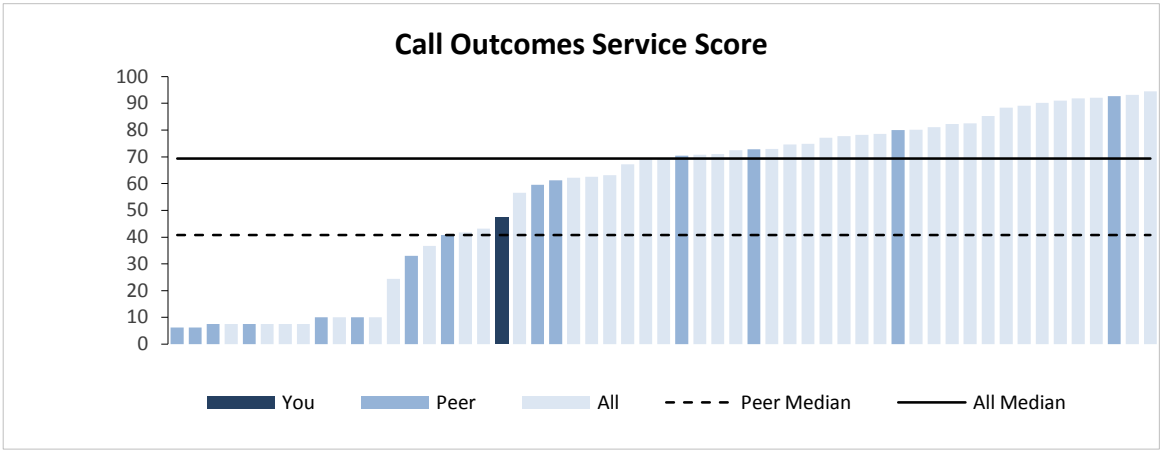
a. Call outcomes

Your service score for call outcomes was 47 out of 100. This was above the peer median of 41.



1. Scoring method		Your Data	Your Score
+ 90	if members experience no undesired or irritating call outcomes		90.0
	- % of calls resulting in other undesired outcomes X 400	13.2%	-52.7
	- % of calls resulting in irritating outcomes X 1,200	0.0%	0.0
	[Subject to a minimum score of 0]		37.3
+ 10	if your call center is open 50 or more hours a week, otherwise 10 - 0.5 for each hour less than 50 hours per week		
	[Subject to a minimum score of 0]	50.0	10.0
	Total score		47.3

2. Rationale for the scoring method

A perfect score requires that all calls either get through to a knowledgeable person or are satisfied by self-serve options.

Some undesired outcomes are worse than others. Irritating outcomes, such as busy signals after negotiating menu systems reduce your score more rapidly than other undesired outcomes, such as busy signals that occur before entering the system.

Shorter business hours are treated as an undesired outcome because after-hour callers do not reach a knowledgeable person.

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a. Call outcomes

3. Survey questions used		You	Peer Avg
	Desired call outcomes		
Q38	a) Incoming calls that reach and are responded to by a knowledgeable service representative (i.e., exclude messages, etc.)?	149,165	236,917
	c) Incoming calls satisfied by self-serve options, if any?	32,591	57,065
	Total desired call outcomes (A)	181,756	293,982
	Undesired call outcomes during business hours		
Q39	a) # Busy signal, never enters the system?	4,767	2,365
	b) # Caller gets pre-recorded 'call another time' message during business hours?	n/a	6,588
	c) # Voice mail takes a message during business hours?	n/a	2,434
	d) # Abandoned calls i.e. caller hangs-up while in a menu?	9,464*	22,070
	e) # Abandoned calls i.e. caller hangs-up while in a queue or on hold?	13,324	25,014
	i) # Call rings unanswered during business hours?	n/a	100
	# Receptionists takes a message	n/a	n/a
	Total undesired call outcomes during business hours (B)	27,555	58,571
	Undesired outcomes as a percentage of total incoming calls (B / D)	13.2%	14.6%
	Irritating call outcomes		
Q39	f) # System hangs up on caller (or sends the caller back to the main menu) after he/she has waited in the queue longer than a pre-set time or if the queue becomes full?	n/a	574
	g) # System sends the caller back to the main menu after he/she has waited in the queue longer than a pre-set time or if the queue becomes full?	n/a	125
	h) # Busy signal after navigating an automated attendant menu, or after being transferred by a receptionist?	n/a	15,387
	Total irritating call outcomes (C)	0	16,085
	Irritating outcomes as a percentage of total incoming calls (C / D)	0.0%	1.8%
	Total incoming calls (D = A + B + C)	209,311	368,639
	Undesired outcomes after business hours		
Q55	How many hours per week is your 'call center' operational?	50h	47.3h

* Your response was 'unknown'. A default was applied. See 'Appendix D' for details.

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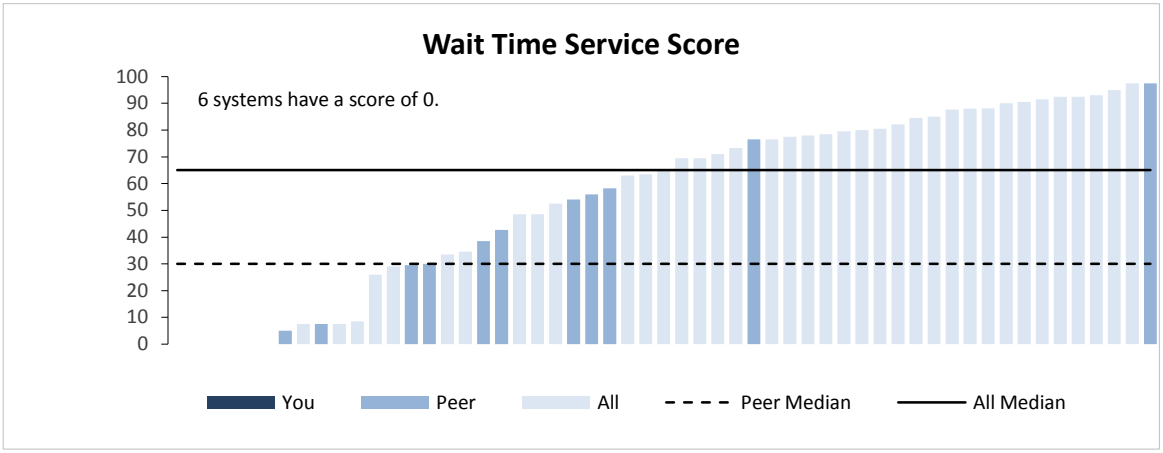
b. Call wait time

Your service score for call wait time was 0 out of 100. This was below the peer median of 30.



1. Scoring method		Your Data	Your Score
	<u>Calls</u>		
+ 90	if members reach a knowledgeable person in 20 seconds or less, otherwise 100 - 0.5 per second to reach a knowledgeable person [Subject to a minimum score of 0]	282 seconds	0.0
	<u>Emails</u>		
+ 10	if wait time is 0.5 days or less, otherwise 10 - 5 for each day over 0.5 days [Subject to a minimum score of 0]	3.0 days	0.0
	Total score		0.0

2. Rationale for the scoring method

A perfect score requires callers to reach a knowledgeable person with no wait time and a turnaround for emails of half a day or faster.

For every 2 seconds a caller waits beyond 20 seconds, your score is reduced by 1. For example, if you have a 30-second wait time, your score would be 95 (assuming that you also respond to email in less than half a day). If your wait time increased to 60 seconds, your score would be reduced to 80.

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b. Call wait time

3. Survey questions used		You	Peer Avg
	Average total time in seconds for a caller to reach a knowledgeable person. This is the sum of the time to:	282	244
	(1) Navigate menus		
Q40	If you have a menu:	Yes	93% Yes
	b) What is the average time in seconds that it would take a caller to negotiate the menu and listen to menu options before the caller is forwarded to a live person (or queue for a live person)? (A)	90	76
	c1) If yes, what percentage of calls is the menu system by-passed? (B)	n/a	n/a
	Adjusted time to navigate the menu = (A) X [1 - (B)]	90	76
	(2) Navigate receptionists		
Q41	If a receptionist usually responds first to member calls:	No	0% Yes
	Do you have a queue for the receptionist(s)?	n/a	n/a
	a1) If yes, what is the average wait time in seconds in the queue for the receptionist(s)? (A)	n/a	n/a
	If no, average time to get through to the receptionist (i.e., time on hold etc.) is assumed to be 10 seconds	n/a	n/a
	b) Average time in seconds for a caller to explain his needs to a receptionist (assumed to be 25 seconds). (B)	n/a	n/a
	b1) Satisfied by the receptionist without forwarding? (C)	n/a	n/a
	Adjusted time to navigate receptionists = (A) + (B) X [1 - (C)]	n/a	n/a
	(3) Wait in queue		
Q42	If you have a queue for a pool of knowledgeable staff:	Yes	100% Yes
	a) Average wait time in seconds in queue for a service representative?	192	173
	b) % of calls forwarded by a receptionist, if applicable, to the queue.	n/a	n/a
	Adjusted wait in the queue = (A) X (B), if applicable	192	173
Q56	Can members communicate questions using email?	Yes	93% Yes
	a) What is the average time (in business days) to respond to an email query? Do not include auto-responses or confirmation of email receipt.	3.0	2.0 days

The sum of the peer average time to navigate menus, receptionists and wait in queue will add to more than the whole because non-applicable responses are not included in the averages.

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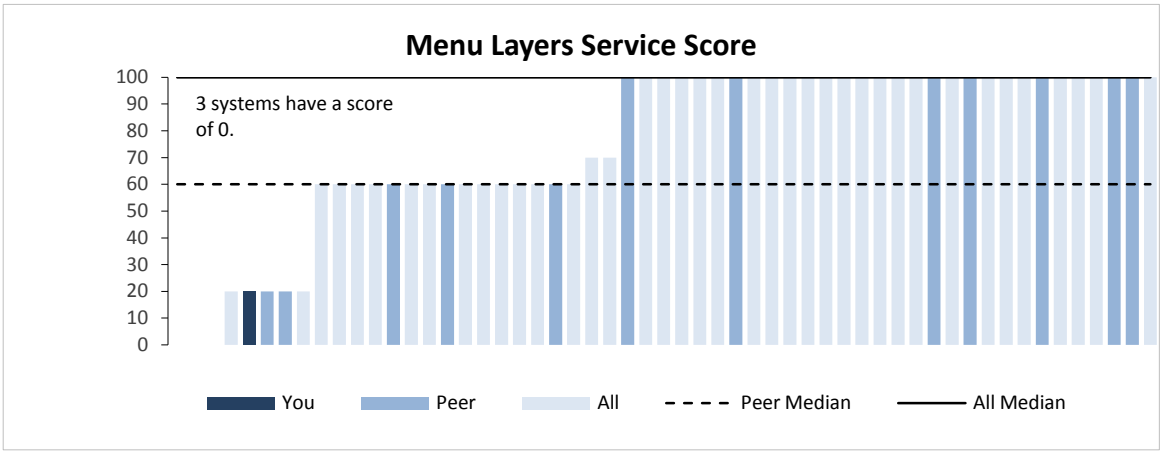
c. Menu layers

Your service score for menu layers was 20 out of 100. This was below the peer median of 60.



1. Scoring method		Your Data	Your Score
+ 100	if one or fewer menu layers, 60 if 2 menu layers, 20 if 3 menu layers, 0 if 4 or more menu layers	3	20.0
- 30	if a receptionist is the first point of contact.	No	0.0
	Total score		20.0

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c. Menu layers

2. Rationale for the scoring method
Members prefer to get through to a knowledgeable person who can answer their questions immediately. Irritation increases rapidly with the number of menu layers. Receptionists are often more irritating than a menu layer because of the need to explain your needs twice, incorrect redirection, etc.

3. Survey questions used		You	Peer Avg
Q40	Do you have a menu system that callers negotiate before speaking to someone?	Yes	93% Yes
	a) If yes, what is the average number of menu layers that must be navigated before a caller can speak to a live person?	3	2
Q41	When a member calls in, is the first point of human contact usually a receptionist(s) who transfers a high proportion of calls elsewhere in the organization? (indicate no if most calls go directly to a call center)	No	0% Yes

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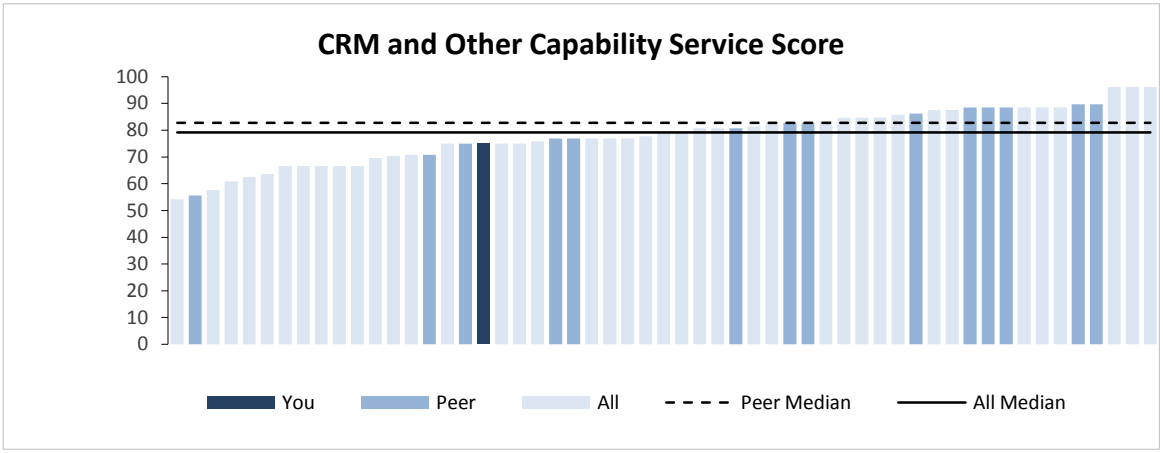
d. CRM and other capability

Your service score for CRM and other capability was 75 out of 100. This was below the peer median of 83.



1. Scoring method		Your Data	Your Score
+ 100	X total number of 'yes' responses to the call capability questions shown on the next pages divided by the 24 that are applicable to you.	18 Yes	75.0

2. Rationale for the scoring method
You can serve your members better if you have real time access to all of their records and if you have tools that enable you to provide immediate, informed and accurate answers to their questions. Your ability to serve members is greatly reduced if your capabilities or policies prevent you from answering questions over the phone.

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d. CRM and other capability

3. Survey questions used		You	Peer Avg
Q42	c) Are callers given the option to exit the queue and leave a voice mail message (either immediately or if the queue exceeds a set wait time)?	No	13% Yes
Q43	Does your system offer voice mail for responding to calls after hours?	No	7% Yes
Q48	When a member calls in, do you have immediate computer access to the following member data:		
	a) Record of the member's previous calls to the system?	Yes	80% Yes
	b) Copies of recent correspondence on-line?	Yes	100% Yes
	c) Knowledge based on-line help system available for use by the service representative?	Yes	87% Yes
	d) Most recent member statement?	Yes	100% Yes
	e) Refund or transfer-out value?	Yes	100% Yes
	f) Pensionable salary?	Yes	93% Yes
	g) Salary history?	Yes	100% Yes
	h) Total service credit?	Yes	100% Yes
	i) Service credit history?	Yes	100% Yes
	j) Beneficiary information?	Yes	100% Yes
	k) Home address and phone number?	Yes	100% Yes
	l) Non-pension benefit and optional elections?	Yes	80% Yes
Q49	Do your service representatives have real-time access to a workflow system that lets them know the status of open items?	Yes	100% Yes
Q50	Can and will you provide the following information on an immediate real-time basis to members over the phone?		
	a) Estimates of the member's pension at retirement?	No	73% Yes
	a1) If yes, can you easily model and provide alternate annuity payment scenarios? [i.e., joint and 50% survivor, joint and 70% survivor, etc.]	n/a	100% Yes
	a2) If yes, is the estimate based on an interactive benefit calculator linked to the member's actual account data?	n/a	100% Yes
	b) Refund or transfer value assuming the member exited employment at the time of the call?	Yes	93% Yes
	c) Pensionable salary?	Yes	93% Yes
	d) Total service credit?	Yes	93% Yes
	e) Cost to purchase service credit?	No	60% Yes
	f) If you administer a DC plan:		
	f1) Current value of the DC account?	n/a	83% Yes
	f2) Estimate of the value of the DC account at retirement?	n/a	33% Yes

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d. CRM and other capability

3. Survey questions used		You	Peer Avg
Q51	Can members calling in perform the following transactions over the phone:		
	a) Change address?	Yes	73% Yes
	b) Change beneficiary?	No	0% Yes
	d) If you administer a DC plan, switches to investment options?	n/a	50% Yes
Q53	Do you have and use tools to help you project call volumes?	No	93% Yes
Q54	Do you have a toll free number (or a number where members are only charged the cost of a local call no matter where they are located) that members can call to get a real person (not just an info line)?	Yes	100% Yes

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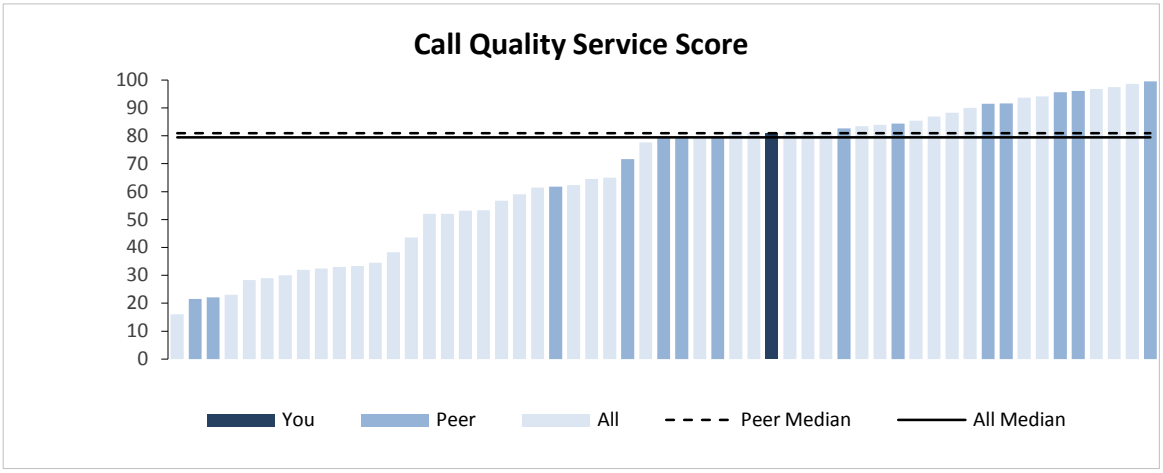
e. Call quality

Your service score for call quality monitoring was 81 out of 100. This was equal to the peer median.



1. Scoring method		Your Data	Your Score
	Call quality monitoring		
+ 50	if you review your staff's responses to member calls for coaching purposes 4 or more times per month; otherwise 12.5 X # of times per month you review calls.	3	37.5
+ 15	if the review is based on listening in on a recording (versus a live call).	Recording	15.0
	First contact resolution		
+ 25	if 100% of calls are satisfied by their first contact, 0 if 50% or fewer calls are satisfied by the first contact, otherwise 25 - 50 X (1 - % satisfied by the first contact) [Subject to a minimum score of 0, and 12 if not measured]	91%	20.3
+ 10	if no calls are placed on hold, 0 if 50% or more calls are placed on hold, otherwise 10 - (10 X % of calls placed on hold / 50%) [Subject to a minimum score of 0, and 4 if not measured]	9.1%	8.2
	Total score		80.9

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e. Call quality

2. Rationale for the scoring method
Regularly monitoring and coaching your staff responses to member calls will improve quality and service. Monitoring recordings is superior to listening in live because it allows more time for review and it allows staff to listen to themselves. It is higher service if a caller's questions are immediately satisfied by the first contact without being placed on hold or transferred.

3. Survey questions used		You	Peer Avg
Q45	c) % of calls satisfied by the first contact?	91%	89%
Q46	What was the % of incoming calls placed on hold after a caller has reached a knowledgeable person?	9.1%	15.5%
Q52	Do you review your staff's responses to member calls for coaching purposes on a regular basis? [As opposed to intermittent or only while training new service representatives, etc.]	Yes	87% Yes
	a) If yes, how many calls per agent per month (on average) do you monitor?	3	5
	b) If yes, are you listening in on a live call or a recording?	Recording	8% Live

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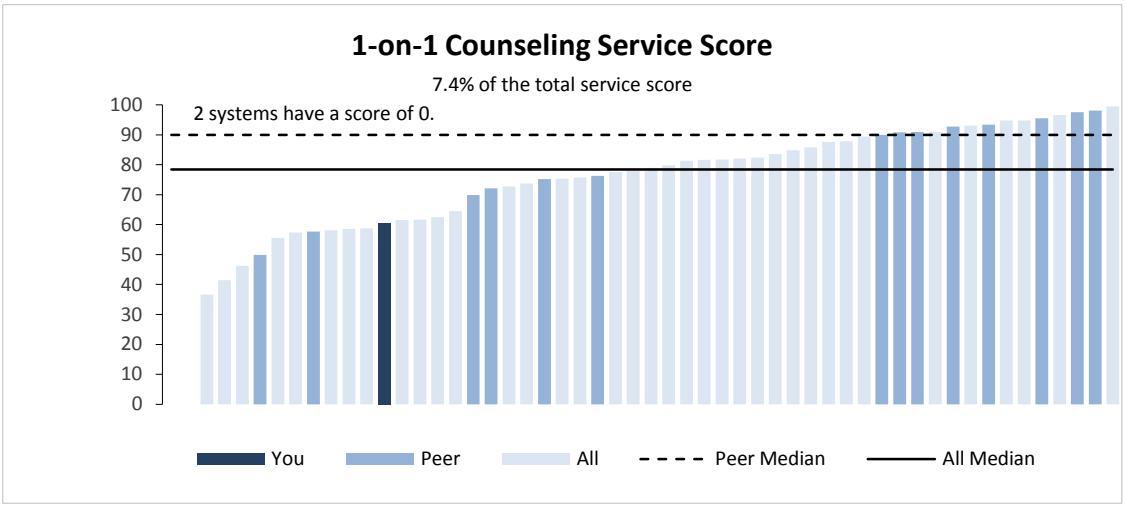
2C 1-on-1 Counseling

Your service score for 1-on-1 counseling was 61 out of 100. This was below the peer median of 90.



Your service score for 2c 1-on-1 counseling is the weighted total of the components shown in the table below. The methodology and data used to determine your scores for each of these components is described in detail on the following pages.

1-on-1 Counseling Service Score Components	Weight	Your Score
a. Availability	50%	70.0
b. Field locations	20%	31.4
c. Wait times	20%	76.3
d. Capability	10%	40.0
Weighted Total	100%	60.5

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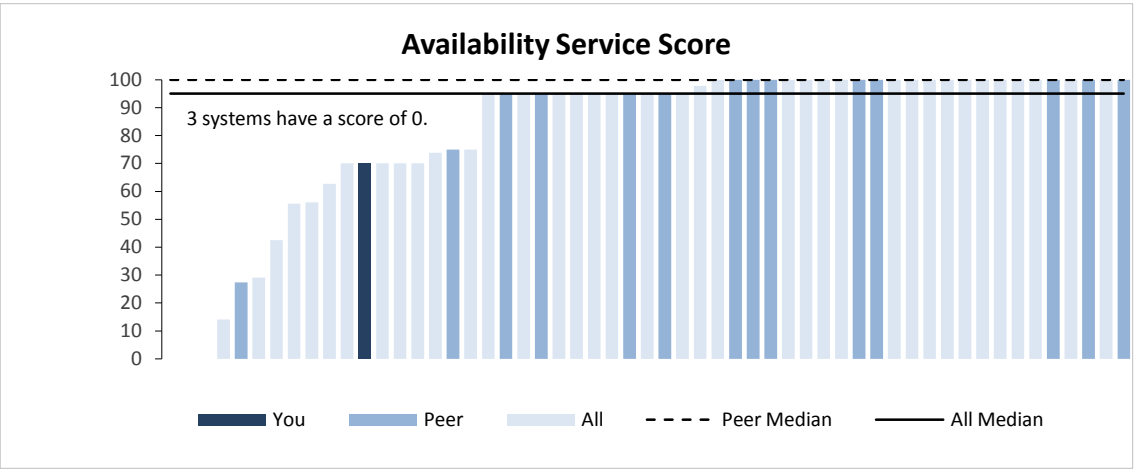
a. Availability

Your service score for availability was 70 out of 100. This was below the peer median of 100.



1. Scoring method		Your Data	Your Score
+ 70	if members counseled 1-on-1 as a % of your active members is 1%* or more, otherwise 7,000 X number of members counseled 1-on-1 as a % of active members	2.0%	70.0
+ 25	if 1-on-1 counseling is freely available, without limitations	No	0.0
+ 5	if 1-on-1 counseling is available outside of normal working hours, otherwise 0	No	0.0
	Total score		70.0

* The limit above which a perfect score is achieved is shifted downwards from a maximum of 1% linearly with the fraction of total pension inceptions that occur online (e.g. if 50% of your total inceptions occur online, the limit is set to 0.5%).

2. Rationale for the scoring method
Higher volumes relative to the number of pension inceptions occuring offline imply greater availability and value. Members prefer freely available access to counseling with no time period limits, no limits on the number of sessions, etc.

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a. Availability

3. Survey questions used		You	Peer Avg
Q60	Total number of members counseled 1-on-1 (A)	5,152	12,164
Q5	Active Members (B)	256,833	273,426
	Members counseled 1-on-1 as a percentage of active members (A) / (B)	2.0%	4.2%
Q61	Is 1-on-1 retirement counseling a freely available option for most members? [If the only 1-on-1 counseling you do is for VIPs, disability, exceptions and emergencies then your answer should be no.]	Yes	93% Yes
Q62	Do you limit 1-on-1 counseling by:		
	a) Requiring that members be within a certain time period of earliest possible retirement?	Yes	13% Yes
	b) Placing a limit on the number of counseling sessions a member can request?	No	0% Yes
	c) Indicating that members should contact their employers or unions first for counseling?	No	0% Yes
	d) Other (describe)?	No	7% Yes
Q65	Do you offer 1-on-1 counseling sessions after normal working hours, such as evenings and/or weekends?	No	60% Yes

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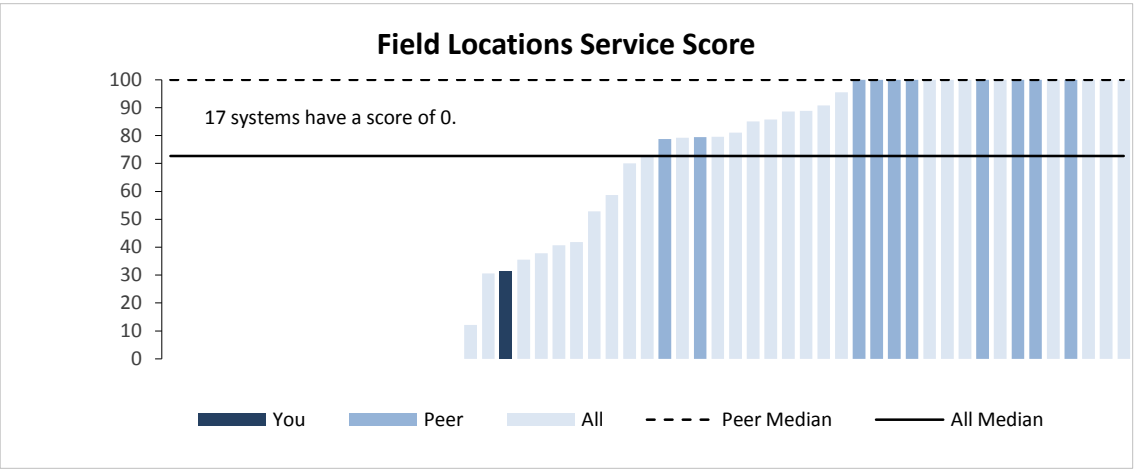
b. Field locations

Your service score for field locations was 31 out of 100. This was below the peer median of 100.



1. Scoring method		Your Data	Your Score
+ 70	if the number of 1-on-1 sessions located in the field as % of total sessions is 25% or more, otherwise 280 X % of total sessions located in the field	0.5%	1.4
+ 30	if 75% or more of your 1-on-1 field sessions are held at locations separate from the employer, otherwise 40 X % of field sessions separate from the employer	100%	30.0
	Total score		31.4

2. Rationale for the scoring method
A combination of in-house and in-the-field locations provides the best access for members to meet with you. Field locations separate from the employer are preferred because they help preserve confidentiality and privacy.

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b. Field locations

3. Survey questions used		You	Peer Avg
Q60	Provide the number of members counseled 1-on-1 that were:		
	b) In the field at locations separate from the member's place of employment? (A)	26	4,092
	c) At the member's place of employment?	0	621
	Total number of members counseled 1-on-1 in the field (B)	26	4,713
	% of 1-on-1 field sessions separate from employer (A) / (B)	100%	61%
	Total number of members counseled 1-on-1 (C)	5,152	12,164
	% of members counseled at 1-on-1 sessions held in the field (B) / (C)	0.5%	35.5%

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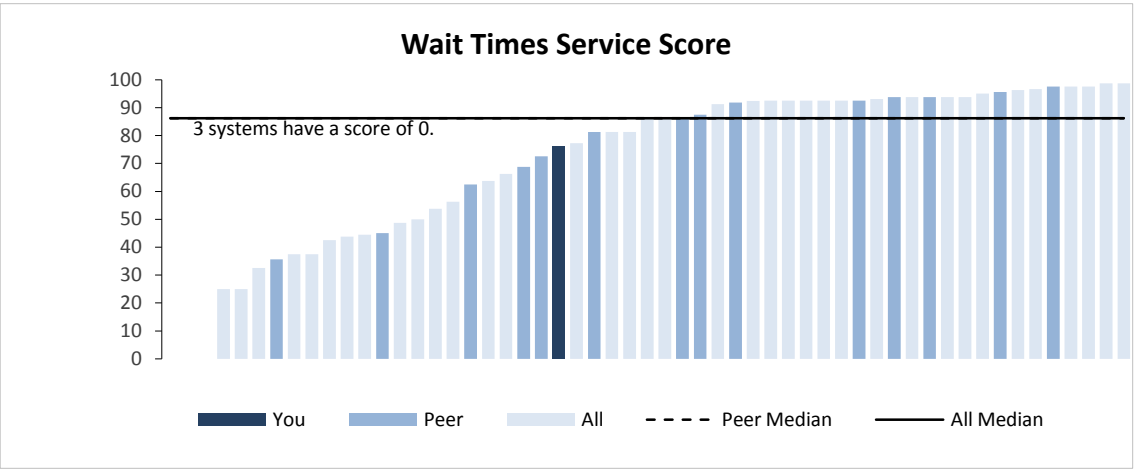
c. Wait times

Your service score for wait times was 76 out of 100. This was below the peer median of 86.



1. Scoring method		Your Data	Your Score
+ 25	if you offer pre-scheduled counseling	Yes	25.0
+ 25	If there is no wait time for pre-scheduled in-house counseling sessions, otherwise 25 - 1.25 X average number of days of wait time [Subject to a minimum score of 0]	4 days	20.0
+ 25	If there is no wait time for walk-in counseling, otherwise 25 - 1.25 X average number of minutes of wait time [Subject to a minimum score of 0]	15 min.	6.3
+ 25	if 0% of walk-ins requesting a counseling session were turned away because the wait was too long, otherwise 25 - 125 X % of walk-ins turned away [Subject to a minimum score of 0]	0.0%	25.0
	Total score		76.3

2. Rationale for the scoring method
The shorter the wait times, the better. Some people like to be able to schedule an appointment. Also, a pre-scheduled session gives you the opportunity to prepare in advance.

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c. Wait times

3. Survey questions used		You	Peer Avg
Q63	Do you provide counseling for walk-in traffic?	Yes	93% Yes
	a) On average, how long does a walk-in member that requests a counseling session typically have to wait till they can meet with a counselor? (minutes)	15	8 min
	b) Approximately what percentage of walk-in members requesting a counseling session are turned away, or scheduled for another time, or leave with their needs unsatisfied because they decide the wait was too long?	0.0%	7.7%
Q64	Do you offer prescheduled 1-on-1 counseling?	Yes	93% Yes
	a) If yes, how long does a member that requests a pre-scheduled counseling session typically have to wait, in days, before he can meet with a counselor for an in-house 1-on-1 counseling session?	4	4 days

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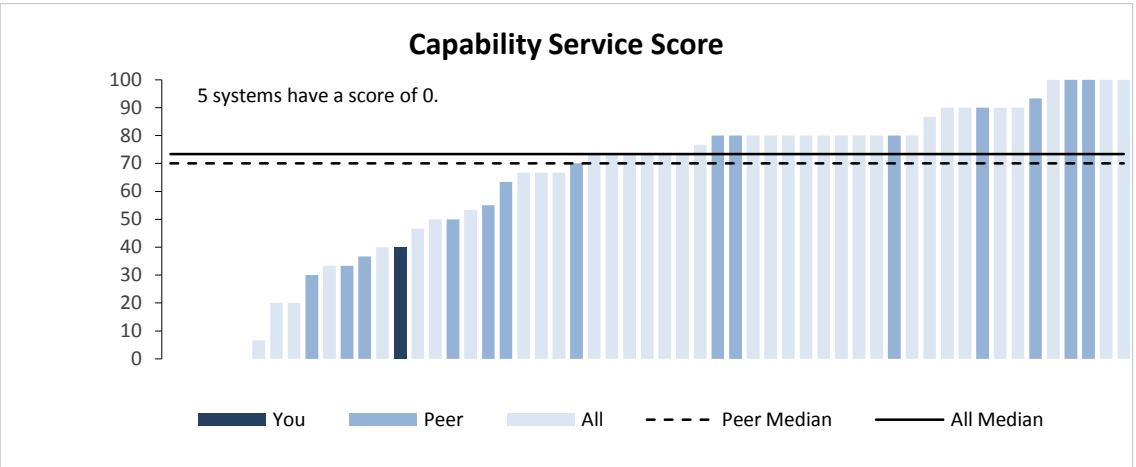
d. Capability

Your service score for capability was 40 out of 100. This was below the peer median of 70.



1. Scoring method		Your Data	Your Score
	<u>Sessions</u>		
+ 50	if you can provide a new written estimate during each of walk-in, pre-schedule in-house and in-the-field sessions, otherwise 16.7 for walk-in, 16.7 for pre-scheduled in-house and 16.7 for in-the-field	2 Yes	33.3
+ 10	if you can provide accurate service credit purchase cost estimates during each of walk-in, pre-schedule in-house and in-the-field sessions, otherwise 3.3 for walk-in, 3.3 for pre-scheduled in-house and 3.3 for in-the-field	2 Yes	6.7
+ 20	if counseling takes place in a private office with a door during each of walk-in, pre-schedule in-house and in-the-field sessions, otherwise 6.7 for walk-in, 6.7 for pre-scheduled in-house and 6.7 for in-the-field	0 Yes	0.0
	<u>Coaching</u>		
+ 20	if you regularly review counselors for coaching purposes	No	0.0
	Total score		40.0

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d. Capability

2. Rationale for the scoring method
Members needs are best met when you can have a complete discussion about their retirement options. This includes being able to provide alternative scenarios to answer 'what-if' questions as they arise during 1-on-1 counseling sessions. Members feel more comfortable if they can discuss their retirement income in an office with a door. If you review sessions for coaching purposes, this suggests that you monitor quality.

3. Survey questions used		You	Peer Avg
Q67	a) Do almost all sessions take place in a private office with a door (versus a cubicle, etc.)?		
	a1) Walk-in traffic in-house?	No	86% Yes
	a2) Pre-scheduled in-house?	No	93% Yes
	a3) In-the-field?	No	75% Yes
	c) Do you provide new written estimates on a real-time basis for anybody that wants one?		
	c1) Walk-in traffic in-house?	Yes	79% Yes
	c2) Pre-scheduled in-house?	Yes	86% Yes
	c3) In-the-field?	No	67% Yes
	d) Do you provide an accurate cost to purchase service credit on a real-time basis for anybody that wants one?		
	d1) Walk-in Traffic In-house?	Yes	71% Yes
	d2) pre-scheduled In-house?	Yes	64% Yes
	d3) In-the-field?	No	50% Yes
Q68	Do you review 1-on-1 counseling sessions for coaching purposes on a regular basis? [As opposed to intermittent or only while training new counselors, etc.]	No	40% Yes

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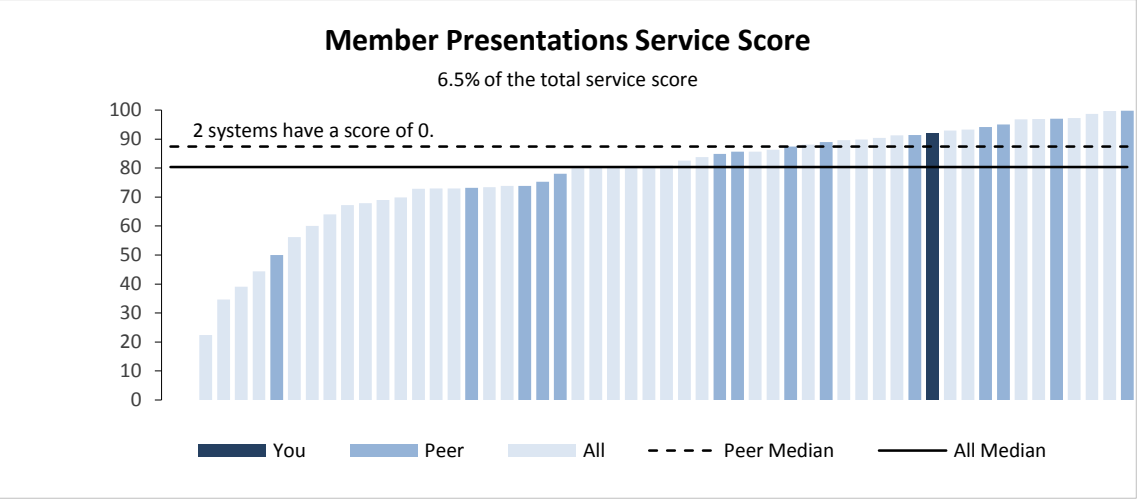
2D Presentations and Group Counseling

Your service score for member presentations was 92 out of 100. This was above the peer median of 87.



1. Scoring method		Your Data	Your Score
	Availability		
+ 38	if attendees as a percent of active members is 2.5%* or more, otherwise 1,520 X attendees as percent of active members	3.4%	38.0
+ 16	if 95% or more of your presentations are held in the field, otherwise 16 X (percent field presentations / 95%)	90.9%	15.3
+ 5	if you offer presentations outside of normal working hours	Yes	5.0
+ 5	if you webcast presentations	Yes	5.0
	Group size		
+ 22	if average of 20 attendees or fewer per presentation, otherwise 22 - 0.55 for each attendee over 20 [Subject to a minimum score of 0]	33.1	14.8
	Types		
+ 12	if you have 4 or more different targeted types of presentations, otherwise 3 X the number of types of presentations	4	12.0
	Coaching		
+ 2	if you regularly review presenters for coaching purposes	Yes	2.0
	Total score		92.1

* The limit above which a perfect score is achieved is shifted downwards from a maximum of 2.5% linearly with the fraction of total pension inceptions that occur online (e.g. if 50% of your total inceptions occur online, the limit is set to 1.25%).

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2D Presentations and Group Counseling

2. Rationale for the scoring method
Higher volumes relative to the number of pension inceptions occuring offline imply greater availability and value. More choices of location and times provide easier access and convenience. Smaller groups are preferred to larger groups. They provide more opportunities for individual attention.

3. Survey questions used		You	Peer Avg
	Availability		
Q72	What was the total number of attendees at all of the presentations per question 71 above? [Exclude benefit fair attendees per question 70] (A)	8,718	14,195
Q5	Active Members (B)	256,833	273,426
	Attendees as a percent of active members (A) / (B)	3.4%	5.4%
Q71	How many presentations (including group counseling sessions) for members or annuitants [exclude presentations to employers] did you do that took place: b) In the field? (C)	239	520
	Total Presentations (D)	263	559
	In the field presentations as a percent of total presentations (C) / (D)	90.9%	86.4%
Q75	Do you offer presentations after normal working hours such as evenings and/or weekends?	Yes	100% Yes
Q74	Do you webcast presentations to members?	Yes	73% Yes
	Group size Average number of attendees per presentation (A) / (D)	33.1	35.3

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2D Presentations and Group Counseling

3. Survey questions used		You	Peer Avg
	Types		
Q73	Did you do specific presentations targeted solely for:		
	a) New members?	Yes	93% Yes
	b) Members in mid career?	Yes	67% Yes
	c) Members approaching retirement or ready to retire?	Yes	100% Yes
	d) Retirees?	Yes	60% Yes
	e) Other? (Please describe)	No	80% Yes
	Total presentation types	4	4
	Coaching		
Q76	Do you review presenters for coaching purposes on a regular and recurring basis?		
	[As opposed to intermittent or only while training new presenters, etc.]	Yes	93% Yes

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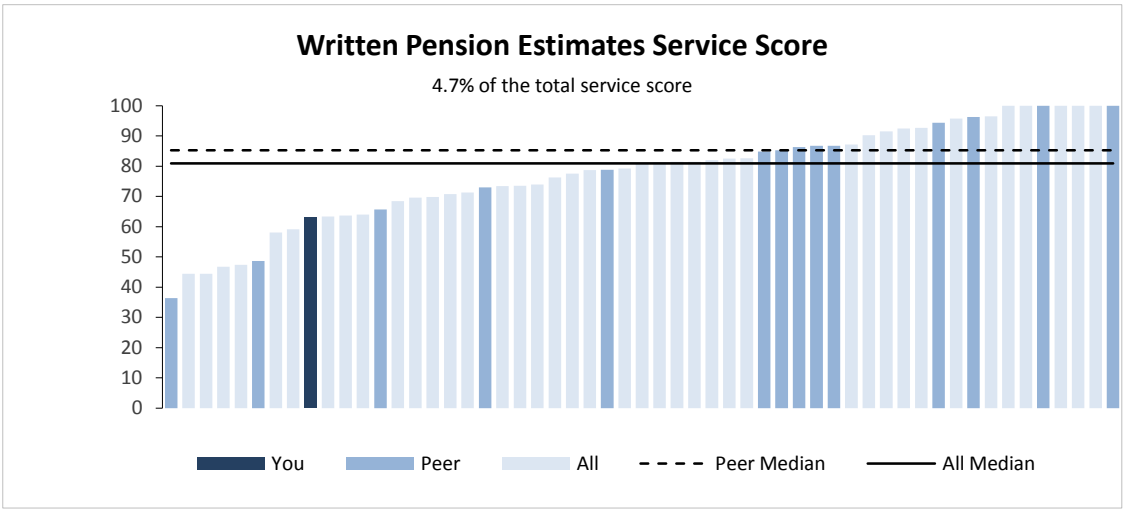
2E Written Pension Estimates

Your service score for written pension estimates was 63 out of 100. This was below the peer median of 85.



Your service score for 2E Written Pension Estimates is the weighted total of the components shown in the table below. The methodology and data used to determine your scores for each of these components is described in detail on the following pages.

Written Pension Estimates Service Score Components	Weight	Your Score
a. Speed of turnaround	35%	40.0
b. Content	25%	100.0
c. Alternative channels	40%	60.0
Weighted Total	100%	63.0

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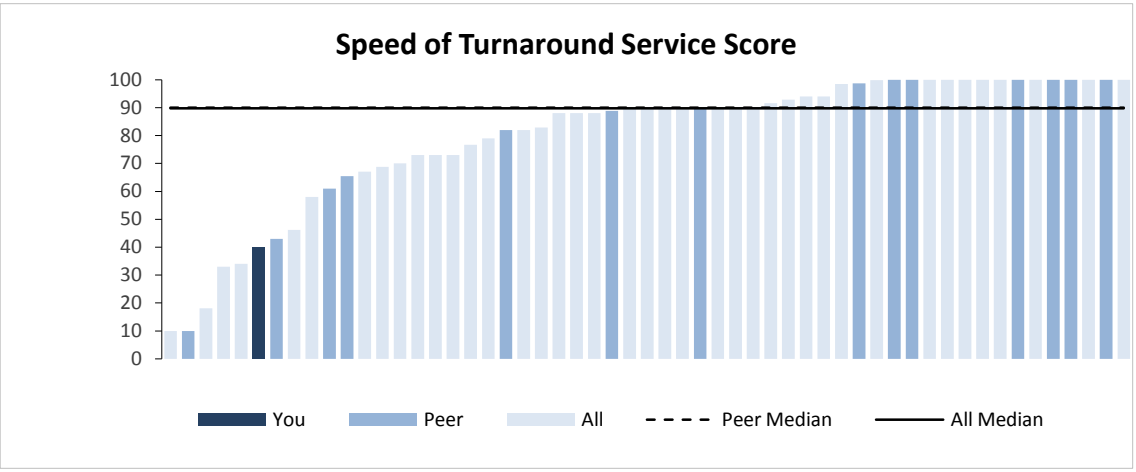
a. Speed of turnaround

Your service score for speed of turnaround was 40 out of 100. This was below the peer median of 90.



1. Scoring method		Your Data	Your Score
+ 90	if the weighted average turnaround time for providing written pension estimates and online pension estimates* is less than 1 day, otherwise 90 - 3 for each day beyond 1 required to send estimates	21 days	30.0
+ 10	if you regularly measure the time to provide an estimate	Yes	10.0
	Total score [Subject to a minimum score of 0]		40.0

* online pension estimates are only included in the average if they can be used to retire

2. Rationale for the scoring method
A perfect score requires that you can turn around an estimate the same day as the request. From a member's perspective, receiving a requested estimate quickly is higher service. We assume that it is higher service if you regularly measure turnaround times because we believe that what gets measured, gets managed.

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a. Speed of turnaround

3. Survey questions used		You	Peer Avg
Q78	How many written pension estimates did you mail out pursuant to individual member requests? [Exclude estimates prepared during counseling sessions and not mailed in advance.] (A)	19,120	25,113
Q80	On average, how many business days does it take to provide a written pension estimate from the time of initial request from a member? [Exclude time in the	21 days	15 days
	a) Is this a number you regularly measure and track (versus an estimate)?	Yes	93% Yes
Q86	Indicate whether the following capabilities are available on your website and provide volumes:		
	c) Benefit calculator in secure area linked to member's salary and service data?	No	80% Yes
	If yes, volume? (C)	n/a	212,128
	o) Initiate a retirement application?	No	60% Yes
	Weighted average estimate turnaround time [(A x B)/(A + C)][1]	21 days[2]	11.7 days

1. The weighted average estimate turnaround time assumes that: (i) online estimates are processed instantaneously; (ii) the volume of online estimates C is counted as zero if members cannot apply for retirement on-line.

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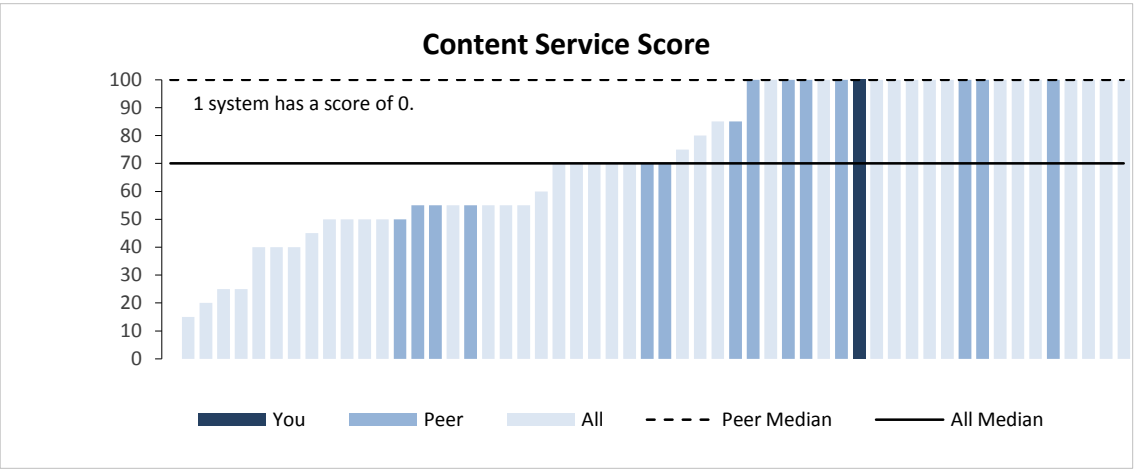
b. Content

Your service score for content was 100 out of 100. This was equal to the peer median.



1. Scoring method		Your Data	Your Score
+ 30	if you clearly address if and how the pension benefit is inflation protected	Yes	30.0
+ 15	if you discuss the effects of social security	Yes	15.0
+ 15	if you discuss alternative scenarios that could improve the pension	Yes	15.0
+ 40	if you model alternative pension payment options	Yes	40.0
	Total score		100.0

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b. Content

2. Rationale for the scoring method
The more members understand about how their pension is affected by inflation, social security, etc. the better they can plan for retirement. A perfect score requires that you provide all this information in a written pension estimate.

3. Survey questions used		You	Peer Avg
Q83	Do your written pension estimates (including cover letters, etc. sent with the estimate):		
	a) Clearly address if and how the pension is inflation protected (or not protected)?	Yes	60% Yes
	b) If your pension is coordinated with or reduced by social security (or CPP in Canada) is the impact explained?	Yes	63% Yes
	c) Discuss alternative scenarios that could improve the pension such as purchasing service credit or working longer?	Yes	87% Yes
	d) Model alternative retirement payment options?	Yes	100% Yes

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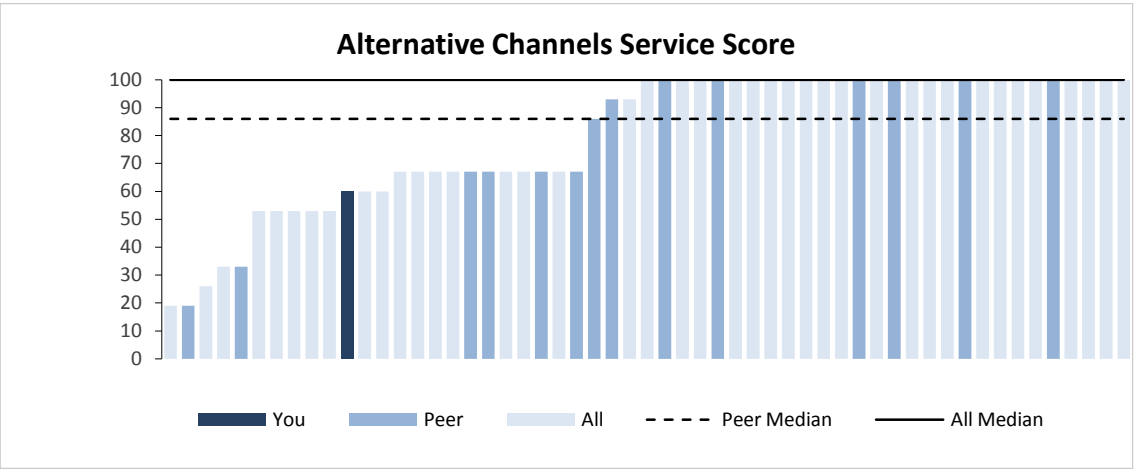
c. Alternative channels

Your service score for alternative channels was 60 out of 100. This was below the peer median of 86.



1. Scoring method		Your Data	Your Score
+ 100	if you offer pension estimates by member statement, the website and call center, otherwise 67 if you offer 2 options, 33 if you offer 1, 0 if you offer none	2 options	67.0
- 7	if you limit the timeframe when members can request pension estimates	Yes	-7.0
- 7	if you place a limit on the number of written pension estimates a member can request	No	0.0
	Total score		60.0

2. Rationale for the scoring method
More choices in obtaining a pension estimate provides greater access and convenience for your members.

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c. Alternative channels

3. Survey questions used		You	Peer Avg
Q50	Can and will you provide the following information on an immediate real-time basis to members over the phone? [If you do not have real-time access to the information or if your policy is not to give the information over the phone because of security or other concerns then your answer should be 'no'.]		
	a) Estimates of the member's pension at retirement?	No	73% Yes
Q81	Can members request and obtain a written pension estimate at any time during their career? [As opposed to, for example, requiring that the member be within a certain time period of earliest potential retirement before they can request a	No	73% Yes
Q82	Do you place a limit on the number of written pension estimates that a member can request?	No	13% Yes
Q86	Indicate whether the following capabilities are available on your website and provide volumes:		
	a) Benefit calculator in non-secure area?	Yes	67% Yes
	b) Benefit calculator in secure area not linked to member data?	No	20% Yes
	c) Benefit calculator in secure area linked to member's salary and service data?	No	80% Yes
Q97	Do your statements for active members include:		
	e) An estimate of the future pension entitlement (or in Australia, the lump sum benefit payout at retirement) based on age scenario modeling or assuming the member continues to work until earliest possible retirement?	Yes	67% Yes

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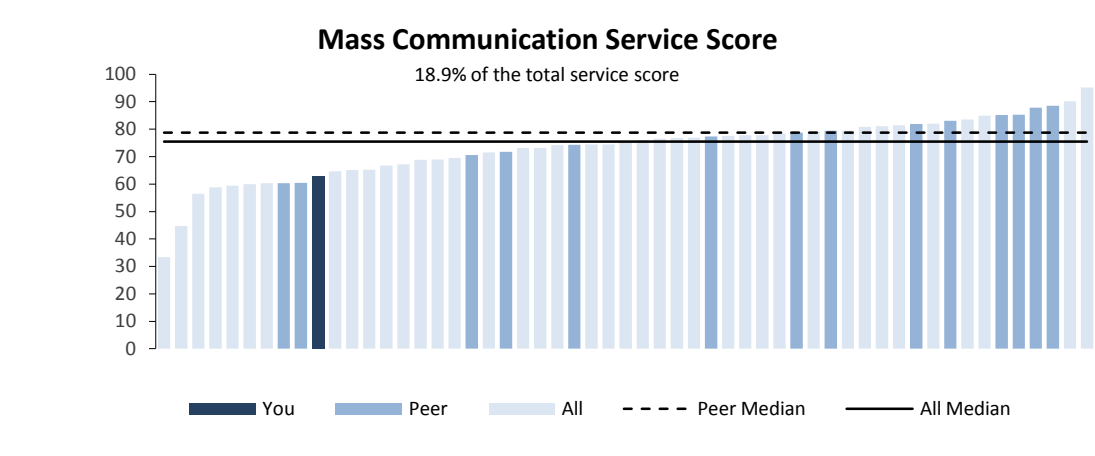
2F Mass Communication

Your service score for mass communication was 63 out of 100. This was below the peer median of 79.



Your service score for 2f mass communication is the weighted total of the components shown in the table below. The methodology and data used to determine your scores for each of these components is described in detail on the following pages.

Mass Communication Service Score Components	Weight	Your Score
a. Website	40%	40.5
b. Newsletters	20%	80.0
c. Member statements	35%	81.0
d. Other mass communication	5%	50.0
Weighted Total	100%	63.1

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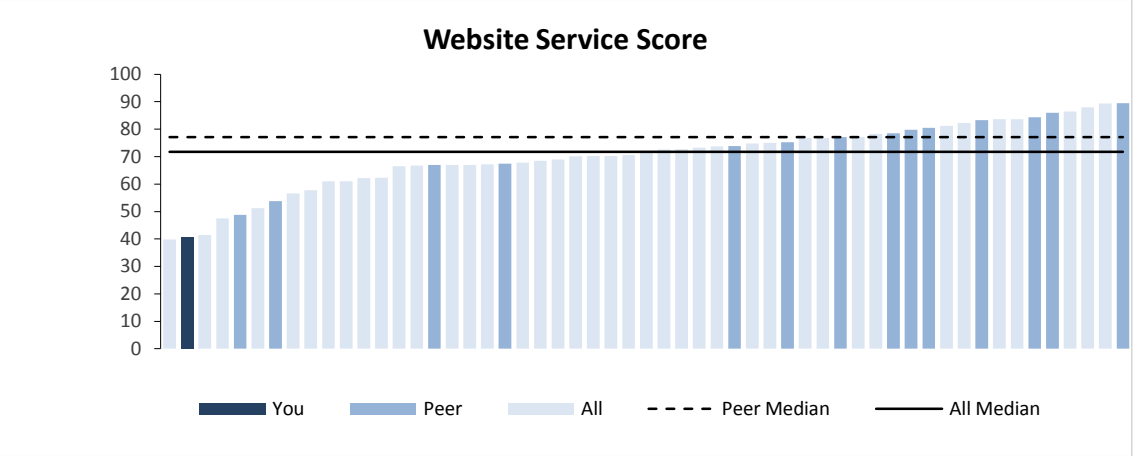
a. Website

Your service score for the website was 41 out of 100. This was below the peer median of 77.



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a. Website

1. Scoring method		Your Data	Your Score
	Design		
+ 4	if members can get on-line immediately upon registering	No	4.0
+ 2	if you greet members by name upon log-in	n/a	0.0
- 4	if you force members to acknowledge a disclaimer every time they log-in or use the calculator	n/a	0.0
+ 2	if pensioners have access to the secure member area	n/a	0.0
+ 1	if inactive members have access to the secure member area	n/a	0.0
	Forms		
+ 8	if all forms are available on-line, 7 if some, 0 if none	Some	7.0
	Benefit calculators		
+ 20	if you have an interactive calculator on your website	Yes	20.0
+ 10	if the calculator is linked to member data	No	0.0
	Other transactions and tools		
+ 36	if you offer each of the following 16 tools, otherwise 2.25 per tool		
	estimate the cost of purchasing service credit online	Yes	2.3
	register for counseling sessions in real time	n/a	0.0
	register for presentations	Yes	2.3
	change address information	No	0.0
	change beneficiaries	No	0.0
	change family status	No	0.0
	change annuity deposit banking information	No	0.0
	change tax withholding amount	No	0.0
	view or print tax receipts	No	0.0
	view payment stubs	No	0.0
	if the member is not required to finalize the online retirement application by mailing documents with his/her signature	n/a	0.0
	check status of disability application	No	0.0
	check status of retirement application	n/a	n/a
	view correspondence in a "secure mailbox"	No	0.0
	download member statement	No	0.0
	view digital file	No	0.0
	upload documents	No	0.0
	Total	2 Yes	4.5
	Salary and service credit		
+ 5	if you offer secure access to both salary and service credit data	n/a	0.0
+ 5	if salary and service credit data is up-to-date to the most recent pay period	n/a	0.0
+ 2	if a complete annual history of salary and service credit data is available	n/a	0.0
	Website downtime		
+ 5	if your website was "down" less than 1% in the last fiscal year, 3 if less than 2%	0.0%	5.0
	Total score		40.5

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a. Website

2. Rationale for the scoring method
Members visit your website looking for information. The more you can provide, the more tailored and customized to the member, and the easier it is to get on-line, the better.

3. Survey questions used		You	Peer Avg
	Design		
Q85	Does your website have a secure member area where members can access their own data?	No	93% Yes
	c) If a member wants to register for the first time, does he/she have to wait for a password in the mail?	n/a	36% Yes
	d) Do you welcome the member by name on the home page of the secure member area?	n/a	93% Yes
	e) Are users required to acknowledge a disclaimer every time they log in?	n/a	21% Yes
	g) Do inactive members have access to the secure member area?	n/a	86% Yes
	h) Do pensioners have access to the secure member area?	n/a	100% Yes
	Forms		
Q84	Are all, some or none of your forms available on-line?	Some	60% All
	Benefit calculators		
Q86	Indicate whether the following capabilities are available on your website and provide volumes:		
	a) Benefit calculator in non-secure area?	Yes	67% Yes
	b) Benefit calculator in secure area not linked to member data?	No	20% Yes
	c) Benefit calculator in secure area linked to member's salary and service data?	No	80% Yes

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a. Website

3. Survey questions used		You	Peer Avg
	Other transactions and tools		
Q86	Indicate whether the following capabilities are available on your website and provide volumes:		
	d) Service credit purchase calculator?	Yes	67% Yes
	f) Register for counseling sessions?	No	36% Yes
	f1) Does the member have real-time access to available dates and times?	n/a	100% Yes
	g) Register for presentations?	Yes	64% Yes
	h) Change address?	No	80% Yes
	i) Change beneficiary?	No	47% Yes
	j) Change family information? [i.e., marital status, partner, dependents]	No	33% Yes
	k) Change banking information for direct deposit?	No	47% Yes
	l) Change tax withholding amount?	No	60% Yes
	m) Download or print duplicate tax receipts? [i.e., 1099s in the U.S.]	No	87% Yes
	n) View annuity payment details? [i.e., gross amounts, deductions]	No	93% Yes
	o) Initiate a retirement application?	No	60% Yes
	If yes:		
	o1) Does the online application provide an estimate, final value or neither of the annuity payment the member will receive?	n/a	67% Yes
	Is the member required to finalize the application by mailing in:		
	o2) Documents, such as a birth certificate?	n/a	60% Yes
	o3) His/ her signature?	n/a	40% Yes
	p) View status of online retirement application?	n/a	60% Yes
	q) View status of disability application?	No	13% Yes
	r) Secure mailbox?	No	60% Yes
	s) Digital file containing history of all correspondence and member documents?	No	27% Yes
	t) Download member statement? [i.e., Adobe format]	No	80% Yes
	u) Upload documents (such as birth certificates)?	No	18% Yes
	Salary and service credit		
	v) View pensionable earnings and/or service without downloading?	No	80% Yes
	v1) Are both salary and service data available?	n/a	100% Yes
	v2) Is online data up-to-date to the most recent pay period?	n/a	83% Yes
	v3) Is a complete annual history from the beginning of employment provided?	n/a	67% Yes
	Website downtime		
Q87	What was the percentage "down-time" when your website was unavailable for any reason last year?	0.0%	1.3%

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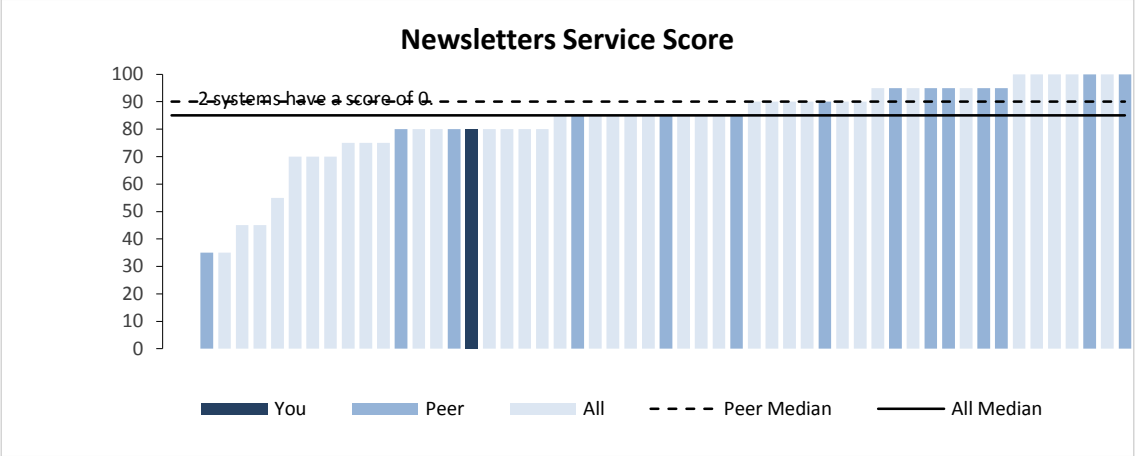
b. Newsletters

Your service score for newsletters was 80 out of 100. This was below the peer median of 90.



1. Scoring method		Your Data	Your Score
	Active Members		
+ 35	if you send newsletters to active members 2 or more times per year, 25 if 1 time, 0 otherwise	4 times	35.0
+ 5	If newsletters mailed directly to the member's home	No	0.0
	Annuitants		
+ 35	if you send newsletters to annuitants 2 or more times per year, 25 if 1 time, 0 otherwise	4 times	35.0
	Inactive Members		
+ 10	if you send a newsletter to inactive members at least annually	1 time	10.0
	Electronic		
+ 5	if members can choose between receiving newsletters by email or mail	No	0.0
	Target		
+ 10	if you have a separate newsletter targeted to active members and annuitants	No	0.0
	Total score		80.0

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b. Newsletters

2. Rationale for the scoring method
Communicating more frequently by newsletter is higher service. Communicating by newsletter to active members and annuitants is equally important. Inactive members are less important. Allowing members to choose whether they receive newsletters at home or through the employer is highest service. Alternatively, sending newsletters directly to active members' homes rather than through employers is higher service because the newsletters are less likely to get lost. Providing the choice of paper or electronic delivery is higher service.

3. Survey questions used		You	Peer Avg
Q89	Do you send newsletters (and/ or news magazines), and if yes how frequently, to:		
	a) Active members?	4 times	5 times
	b) Retired members?	4 times	3 times
	c) All inactive members?	1 time	2 times
Q90	Indicate the approximate percentage breakdown of how you send newsletters to active members:		
	a) Directed through the employer?	100.0%	26.8%
	b) Mailed directly to members' homes?	0.0%	58.7%
	c) Emailed to members?	0.0%	18.5%
Q91	Can members choose between receiving newsletters by email versus mail?	No	33% Yes
Q92	Do you have a different newsletter for active and retired members?	No	93% Yes

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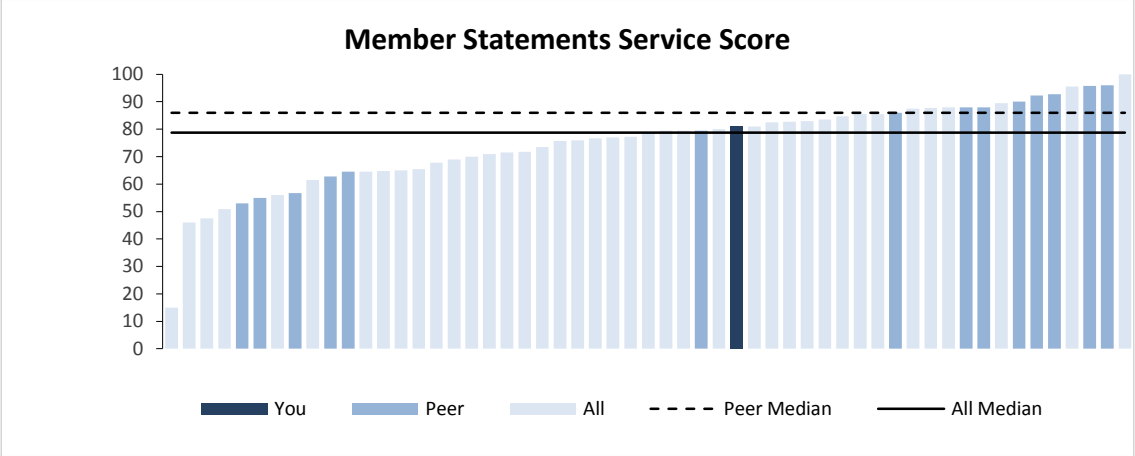
c. Member statements

Your service score for member statements was 81 out of 100. This was below the peer median of 86.



1. Scoring method		Your Data	Your Score
	Accuracy and timeliness		
+ 10	if no complaints about data errors, otherwise 10 x (1 - 25 X percent of members that complain about data errors) [Subject to a minimum score of 0]	2.0%*	5.0
+ 15	if data is current to 1 month, otherwise 15 - 2 for each month in excess of 1 month out of date [Subject to a minimum score of 0]	3.0 months	11.0
+ 5	if member statements sent directly to the member's home	Yes	5.0
+ 5	if email notice to members that the statement is available in the secure member area	No	0.0
+ 5	if sent to inactive members annually or more frequently, otherwise 5 X times per year on average	1 time	5.0
	Content		
+ 10	if summarizes service credit	Yes	10.0
+ 10	if provides pensionable earnings	Yes	10.0
+ 5	if provides a historical summary of salary and service credit earned each year	No	0.0
+ 10	if shows refund value if you left at the statement date	Yes	10.0
+ 25	if shows estimate of future pension entitlement	Yes	25.0
	Total score		81.0

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c. Member statements

2. Rationale for the scoring method
Up-to-date, accurate member statements provide one of your best opportunities to communicate the value of the benefit to members. Showing an estimate of the future pension entitlement is more important than showing the refund value because the pension entitlement is potentially much more valuable. Allowing members to choose whether they receive member statements at home or through the employer is highest service. Alternatively, sending member statements directly to active members' homes rather than through employers is higher service because the statements are less likely to get lost.

3. Survey questions used		You	Peer Avg
Q93	How many times per year (annually = 1, every 2nd year = 0.5, every 3 years = 0.33, every 5 years = 0.2) do you send member statements to:		
	a) Active members?	1 time	1.2 times
	b) Inactive members?	1 time	1.1 times
Q94	Approximately what % of members complain about the accuracy of data in their member statements?	2.0%*	0.6%
Q95	Indicate the approximate percentage breakdown of how you send member statements to active members:		
	a) Directed through the employer?	75.0%	17.1%
	b) Mailed directly to members' homes?	13.0%	58.9%
	c) Email notice to members that the statement is available in the secure member area?	0.0%	26.8%
Q96	On average, how current is an active member's data in the statements that the member receives (in months)?	3.0	2 months
Q97	Do your statements for active members include:		
	a) Total accumulated service credit?	Yes	100% Yes
	b) Pensionable earnings?	Yes	87% Yes
	c) A historical summary of salary and service credit earned each year?	No	47% Yes
	d) The refund value if you left at the statement date?	Yes	93% Yes
	e) An estimate of the future pension entitlement (or in Australia, the lump sum benefit payout at retirement) based on age scenario modeling or assuming the member continues to work until earliest possible retirement?	Yes	67% Yes

* Your response was 'unknown'. A default was applied. See 'Appendix D' for details.

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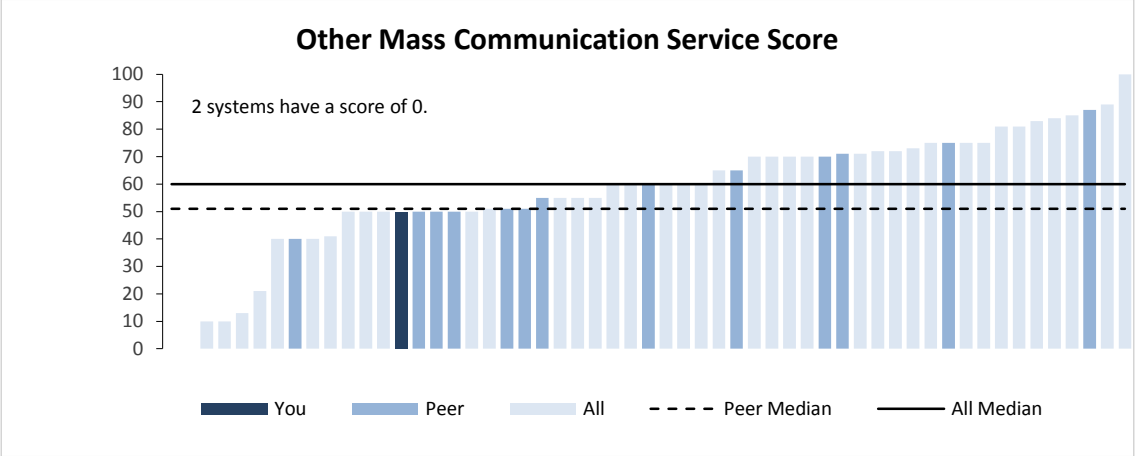
d. Other mass communication

Your service score for other mass communication was 50 out of 100. This was below the peer median of 51.



1. Scoring method		Your Data	Your Score
	Milestone event communication		
+ 40	if you issue a 'welcome' kit to new members	Yes	40.0
+ 10	if you send letters when members become vested for pension benefits	No	0.0
+ 10	if you send letters when members become eligible for retirement	No	0.0
	Feedback		
+ 10	if you solicit member feedback on your publications through focus groups, or surveys	Yes	10.0
	Translation		
+ 5	if you publish member statements, annual reports, newsletters, the website and brochures in a language other than English, otherwise 1 for each publication translated	0 options	0.0
	General communication		
+ 15	if you send a brochure with a complete summary of benefits every year	No	0.0
+ 5	if you send a summary annual report to active members	No	0.0
+ 5	if you send a summary annual report to retirees	No	0.0
	Total score		50.0

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d. Other mass communication

2. Rationale for the scoring method
Milestone events, such as joining the system, are good opportunities to communicate the value of the benefit. Actively soliciting feedback on your communication materials should lead to better materials.

3. Survey questions used		You	Peer Avg
Q98	Are new members issued a 'welcome' kit describing their benefits?	Yes	93% Yes
Q99	Do you send your members a general brochure with a complete summary of the benefits every year in either paper or email format?	No	20% Yes
Q100	Do you prepare and send a stand-alone summary of the annual report in either paper or email format to:		
	a) All active members?	No	27% Yes
	b) All retirees?	No	33% Yes
Q101	Do you automatically send out letters informing members when they become, or are about to become:		
	a) Vested for pension benefits?	No	20% Yes
	c) Eligible for retirement?	No	33% Yes
Q102	Do you actively solicit member feedback on your publications through:		
	a) Focus groups?	No	13% Yes
	b) Tear out surveys or feedback cards in the publications themselves?	No	7% Yes
	c) Surveys sent to members who request a publication?	No	0% Yes
	d) Other (describe)?	Yes	47% Yes
Q103	Do you publish any of the following materials in a language other than English (or other than French in Quebec and France), or in Braille:		
	a) Member statements?	No	0% Yes
	b) Annual report?	No	0% Yes
	c) Newsletters?	No	0% Yes
	d) Website?	No	13% Yes
	e) Brochures and pamphlets?	No	20% Yes

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New media and other

New media and employer service is not currently included in the service score. But we are tracking these measures and may use them in the future.

New media questions		You	Peer Avg
Q104	Do you have a Facebook site?	No	36% Yes
	If yes:		
	a) How often do you update your site?	n/a	29 times/year
Q105	Do you have a Twitter account?	No	18% Yes
	If yes:		
	a) How many tweets did you post last year?	n/a	103
	b) How many followers do you have?	n/a	877
Q106	Do you have a mobile app?	No	0% Yes
	If yes:		
	a) Does your app contain information that is linked to the member's data?	n/a	0% Yes

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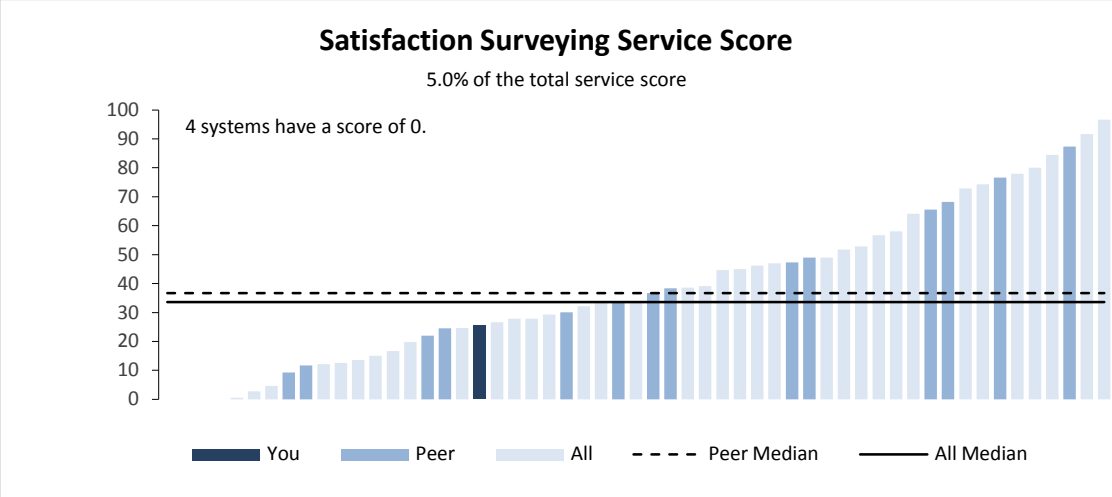
Satisfaction Surveying

Your service score for satisfaction surveying was 26 out of 100. This was below the peer median of 37.



Your service score for satisfaction surveying is the weighted total of the components shown in the table below. The methodology and data used to determine your scores for each of these components is described in detail on the following pages.

Satisfaction Surveying Service Score Components	Weight[1]	Do you survey?	Your Score
a. 1-on-1 counseling	18%	No	0.0
b. Member presentations	12%	Yes	100.0
c. Member telephone calls	13%	Yes	100.0
d. Pension inceptions	18%	No	0.0
e. Written pension estimates	11%	No	0.0
f. Website - secure member area	8%	No	0.0
g. Withdrawals and transfers-out	1%	No	0.0
h. Purchases and transfers-in	7%	No	0.0
i. Disability	10%	No	0.0
Weighted total	100%		25.6

[1] Other systems may have slightly different activity weights than you. Their weights are reflective of the activities that they do.

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Satisfaction Surveying

1. Scoring method		Your Data	Your Score
a. 1-on-1 counseling			
	If you survey satisfaction with 1-on-1 counseling:	No	
+ 36	if the survey focuses primarily on 1-on-1 counseling.	n/a	0.0
+ 36	if the greatest length of time between the survey and the 1-on-1 counseling session is 14 days or less .	n/a	0.0
+ 18	if surveys are continuous or more than 26 times per year, otherwise 18 X 80% if monthly, 50% if quarterly, 25% if once per year.	n/a	0.0
+ 10	if you can summarize results by service representative.	n/a	0.0
	Total		0.0
b. Member presentations			
	If you survey satisfaction with member presentations:	Yes	
+ 36	if the survey focuses primarily on member presentations.	Yes	36.0
+ 36	if the greatest length of time between the survey and the presentation is 14 days or less .	0 days	36.0
+ 18	if surveys are continuous or more than 26 times per year, otherwise 18 X 80% if monthly, 50% if quarterly, 25% if once per year.	continuous	18.0
+ 10	if you can summarize results by service representative.	Yes	10.0
	Total		100.0
c. Member telephone calls			
	If you survey satisfaction with member telephone calls:	Yes	
+ 36	if the survey focuses primarily on member telephone calls.	Yes	36.0
+ 36	if the greatest length of time between the survey and the telephone call is 14 days or less.	0	36.0
+ 18	if surveys are continuous or more than 26 times per year, otherwise 18 X 80% if monthly, 50% if quarterly, 25% if once per year.	continuous	18.0
+ 10	if you can summarize results by service representative.	Yes	10.0
	Total		100.0
d. Pension inceptions			
	If you survey satisfaction with pension inceptions:	No	
+ 40	if the survey focuses primarily on pension inceptions.	n/a	0.0
+ 40	if the greatest length of time between the survey and the pension inception is 14 days or less.	n/a	0.0
+ 20	if surveys are continuous or more than 26 times per year, otherwise 20 X 80% if monthly, 50% if quarterly, 25% if once per year.	n/a	0.0
	Total		0.0

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Satisfaction Surveying

1. Scoring method (continued)		Your Data	Your Score
e. Written pension estimates			
	If you survey satisfaction with written benefit estimates:	No	
+ 40	if the survey focuses primarily on written benefit estimates.	n/a	0.0
+ 40	if the greatest length of time between the survey and receipt of an estimate is 14 days or less.	n/a	0.0
+ 20	if surveys are continuous or more than 26 times per year, otherwise 20 X 80% if monthly, 50% if quarterly, 25% if once per year.	n/a	0.0
	Total		0.0
f. Website - secure member area			
	If you survey satisfaction with website - secure member area:	No	
+ 40	if the survey focuses primarily on website - secure member area.	n/a	0.0
+ 40	if the greatest length of time between the survey and secure member area usage is 7 days or less.	n/a	0.0
+ 20	if surveys are continuous or more than 26 times per year, otherwise 20 X 80% if monthly, 50% if quarterly, 25% if once per year.	n/a	0.0
- 25%	if you survey 100% of unique users, -90% if you survey all users (versus a sample such as every 100th user).	No	0.0
- 50%	if the survey was a menu item that the user had to find and select (as opposed to a survey actively sent to the user via email or a pop up).	n/a	0.0
	Total [subject to a minimum score of 0]		0.0
g. Withdrawals and transfers-out			
	If you survey satisfaction with withdrawals and transfers-out:	No	
+ 40	if the survey focuses primarily on withdrawals and transfers-out.	n/a	0.0
+ 40	if the greatest length of time between the survey and the refund, lump sum or transfer-out is 14 days or less.	n/a	0.0
+ 20	if surveys are continuous or more than 26 times per year, otherwise 20 X 80% if monthly, 50% if quarterly, 25% if once per year.	n/a	0.0
	Total		0.0
h. Purchases and transfers-in			
	If you survey satisfaction with purchases and transfers-in:	No	
+ 40	if the survey focuses primarily on purchases and transfers-in.	n/a	0.0
+ 40	if the greatest length of time between the survey and the purchase or transfer-in is 7 days or less.	n/a	0.0
+ 20	if surveys are continuous or more than 26 times per year, otherwise 20 X 80% if monthly, 50% if quarterly, 25% if once per year.	n/a	0.0
	Total		0.0

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Satisfaction Surveying

1. Scoring method (continued)		Your Data	Your Score
i. Disability			
	If you survey satisfaction with disability:	No	
+ 40	if survey focuses primarily on disability.	n/a	0.0
+ 40	if the greatest length of time between the survey and the disability decision is 14 days or less.	n/a	0.0
+ 20	if surveys are continuous or more than 26 times per year, otherwise 20 X 80% if monthly, 50% if quarterly, 25% if once per year.	n/a	0.0
	Total		0.0

2. Rationale for the scoring method
Best practice satisfaction surveying is single activity focused, sent only to members who have recently received the service, can be summarized by the person that did the work (for 1-on-1 counseling, presentations and calls), is performed on a frequent random-sample basis and results are communicated widely. If you measure satisfaction, we assume you do a better job of managing and improving it. When surveying website satisfaction, it is unnecessary and irritating to sample 100% of users, particularly if they get asked to participate every time they visit the website. If the survey is a menu item that users need to find and select, you will only receive feedback from extremely motivated users. This feedback can be useful, albeit biased.

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Satisfaction Surveying

3. Survey questions used					
	Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	If yes, for each activity surveyed:			
Q128		Did the survey focus primarily on this single activity? (versus including other activities)	What was the longest possible time in days between the activity and the survey?	How often did you survey about the activity? (times per year)	Can you break down the survey results by service agent?
Your Responses					
1-on-1 counseling	No	n/a	n/a	n/a	n/a
Member presentations	Yes	Yes	0	continuous	Yes
Member telephone calls	Yes	Yes	0	continuous	Yes
Pension inceptions	No	n/a	n/a	n/a	
Written benefit estimates	No	n/a	n/a	n/a	
Website - secure member area	No	n/a	n/a	n/a	
Withdrawals and Transfers-out	No	n/a	n/a	n/a	
Purchases and transfers-in	No	n/a	n/a	n/a	
Disability	No	n/a	n/a	n/a	
Peer Responses					
1-on-1 counseling	80% Yes	83% Yes	40	92% ≥ 12	75% Yes
Member presentations	100% Yes	100% Yes	4	93% ≥ 12	87% Yes
Member telephone calls	73% Yes	64% Yes	88	64% ≥ 12	45% Yes
Pension inceptions	73% Yes	82% Yes	55	73% ≥ 12	
Written benefit estimates	47% Yes	43% Yes	32	83% ≥ 12	
Website - secure member area	36% Yes	20% Yes	158	60% ≥ 12	
Withdrawals and Transfers-out	27% Yes	50% Yes	117	75% ≥ 12	
Purchases and transfers-in	33% Yes	40% Yes	121	75% ≥ 12	
Disability	33% Yes	40% Yes	167	60% ≥ 12	

Q129	You	Peer
If you surveyed satisfaction regarding the secure member area on your website, was the survey electronic? [i.e., email or web based]	No	50% Yes
If yes:		
a) Was the survey a menu item that the user had to find and select (as opposed to a survey actively sent to the user via email or a pop up)?	n/a	25% Yes
b) Did you survey 100% of users (versus a sample such as every 100th user)?	n/a	50% Yes
b1) Do you survey all visitors (meaning the same unique user can be surveyed multiple times)?	n/a	100% Yes

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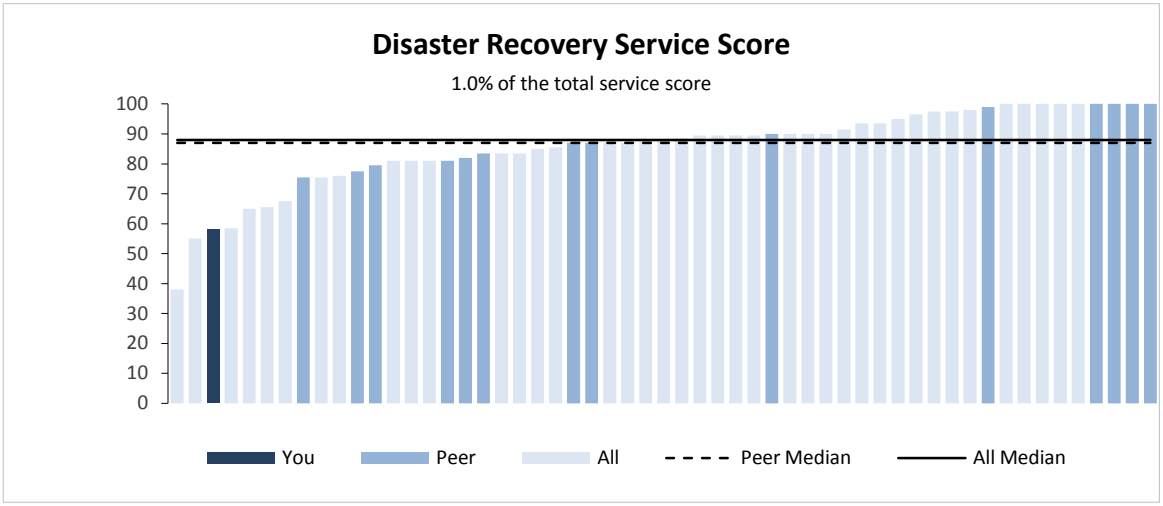
Disaster Recovery

Your service score for disaster recovery was 58 out of 100. This was below the peer median of 87.



1. Scoring method		Your Data	Your Score
+ 20	if you have back-up equipment and premises arranged.	Yes	20.0
+ 35	if you can continue paying annuities in 2 days or less, otherwise 37.5 - 2.5 X days [Subject to a minimum score of 0]	5 days	25.0
+ 15	if you can return to normal inception volumes in 2 days or less, otherwise 16 - days / 2 [Subject to a minimum score of 0]	25 days	3.5
+ 10	if you can collect data and money from employers in 2 days or less, otherwise 11 - days / 2 [Subject to a minimum score of 0]	25 days	0.0
+ 10	if call center at current service levels in 2 days or less, otherwise 11 - days / 2 [Subject to a minimum score of 0]	3 days	9.5
+ 10	if you have an independent auditor that reviews and tests the disaster recovery plan	No	0.0
	Total score		58.0

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Disaster Recovery

2. Rationale for the scoring method
Good service includes planning and preparing for unexpected events and disasters.

3. Survey questions used		You	Peer Avg
Q124	Do you have back-up equipment and premises arranged for your operations if substantial damage occurs at your principal location?	Yes	100% Yes
Q125	Do you have an independent auditor that reviews and tests the disaster recovery plan?	No	47% Yes
Q126	If your principal location became inoperable due to some disaster (such as fire, tornado, etc), how long would it take in days for you to:		
	a) Continue paying pension payments to retirees?	5 days	2 days
	b) Begin doing new pension inceptions at normal volumes?	25 days	8 days
	c) Collect data and money from employers?	25 days	4 days
	d) Respond to member calls at close to current service levels?	3 days	4 days

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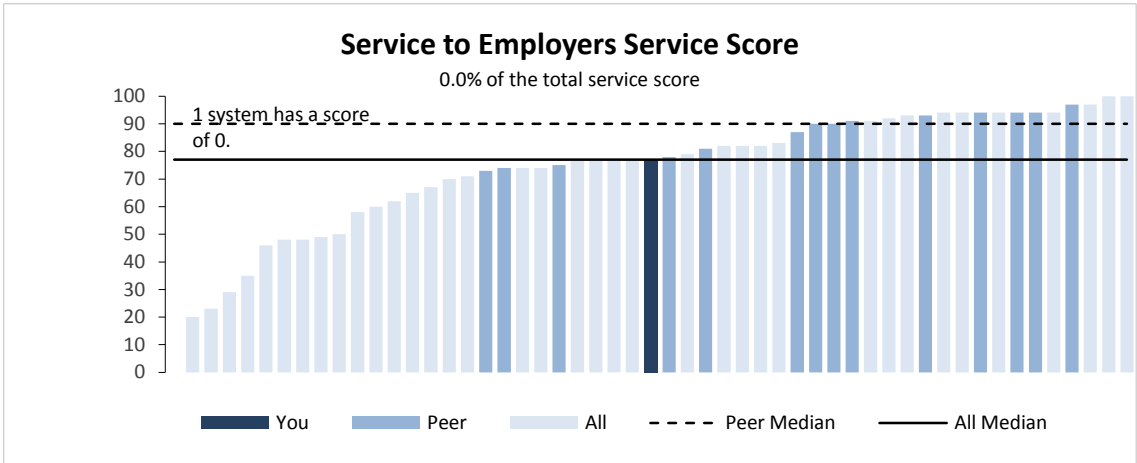
Employer Service Score

The employer service score is no longer included in the total service score. It was removed because (i) many systems could not provide the necessary data, and, (ii) employer service needs vary widely depending on the number and type of employers. CEM will do research to try to come up with a better, more meaningful employer service score. The employer service score had only an approximate 4.0% weight in the total service score so the impact of this change on your total service score was small.

Your service score for service to employers was 77 out of 100. This was below the peer median of 90.



1. Scoring method		Your Data	Your Score
	Communication		
+ 17	if you have an employer targeted section on your website	Yes	17.0
+ 12	if you have 3 or more different targeted types of presentations for employers, otherwise 4 X number of types	8	12.0
+ 12	if you send newsletters for employers 4 or more times per year, otherwise 3 X newsletter frequency	31	12.0
	Satisfaction and service agreements		
+ 7	if you do satisfaction surveying at least once per year	Continuous	7.0
+ 6	if you have service level agreements with your employers	No	0.0
	Reporting software		
+ 17	if you maintain either general or customized reporting software	Yes	17.0
+ 12	if the reporting software is web-based	Yes	12.0
+ 8	if the software integrates collections and billing	No	0.0
+ 9	if the software provides real time error checking and feedback	No	0.0
	Total score		77.0

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Employer Service Score

2. Rationale for the scoring method
Having staff dedicated to servicing employers, providing generalized and/or customized collections reporting software, an up-to-date employer handbook, website, newsletter and training will help to reduce data errors and misinformation. Ultimately, this improves service to members.

3. Survey questions used		You	Peer Avg
Q117	Do you have an employer targeted section on your website or a separate website for your employers? [Do not include PDF documents.]	Yes	100% Yes
Q118	How many different types of presentations did you give to employers?	8	6
Q119	Do you have a newsletter dedicated to employers that is different from the newsletter for members?	Yes	100% Yes
	a) If yes, how many times did you prepare and send an employer dedicated newsletter last year?	31	14
Q120	Do you have Service Level agreements with your employers that clarifies both your and the employer's service responsibilities and includes measurement and reporting vis-à-vis your responsibilities?	No	20% Yes
Q121	Do you offer and maintain generalized reporting software for your employer collection points?	Yes	100% Yes
	a) Is the application web-based? [i.e. You connect to it through a web browser]	Yes	93% Yes
	b) Can the software integrate both data collection and billing?	No	87% Yes
	c) Can it provide real-time error checking and feedback versus data previously submitted by the employer? [For example, can it identify an unusual increase in an employee's salary?]	No	60% Yes
Q122	Do you maintain customized reporting software for any of your employer collection points? [For example, you may maintain customized reporting software for your largest employer.]	No	13% Yes
Q128	a) Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	Yes	71% Yes
	d) How often did you survey about the activity?	s	20% ≥ 12

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What would you have to do to achieve a perfect service score?

CEM is not recommending these changes. Higher service is not necessarily optimal or cost effective. We include this complete accounting of all changes required to have a perfect service score because many participants want to know what they would have to do to achieve a higher score. Given this context, you could add as much as 32.6 points (from 67.4 to 100) to your Total Service Score if you enhanced service in each activity as follows:

Service Activity	Potential Improvement
1A Pension Payments (0.94 potential improvement to your total service score)	
• You provide payment advices with your ETF payments every time amount changes. To achieve a perfect service score you must provide payment advices with every ETF payment or have the them available online	+ 0.05
• You do not provide messages on the payment advice. To achieve a perfect service score, you must provide messages on the payment advice.	+ 0.30
• You cannot comply with a request not to send a payment advice, and you do not ask new annuitants if they want to receive a pay slip. To achieve a perfect service score, you must either comply with a request not to send a payment advice or ask new annuitants if they want to receive a pay slip.	+ 0.34
• You provide 5 critical banking services. To achieve a perfect service score you must provide 7 or more critical banking services.	+ 0.25
1B Pension Inceptions (0.64 potential improvement to your total service score)	
• 1.0% of your service pension inceptions experienced a cashflow interruption greater than one month. To achieve a perfect service score 100% of your service pensions must be incepted without a cashflow interruption greater than one month.	+ 0.06
• 99.0% of your service pension inceptions are based on estimates which took an average of 10 month to finalize. To achieve a perfect service score you must either incept no pensions based on estimates, or if you do incept pension based on estimates do so on average in less than a month.	+ 0.58
• 1.0% of your survivor pension inceptions experienced a cashflow interruption greater than one month. To achieve a perfect service score, 100% of your survivor pensions must be incepted without a cashflow interruption greater than one month.	+ 0.01
1C Withdrawals and Transfers-out (0.27 potential improvement to your total service score)	
• On average, you complete withdrawals in 120 days. To achieve a perfect service score, withdrawals must be completed in 30 days or less.	+ 0.14
• You complete transfers-out on average in 120 days. To achieve a perfect service score, transfers-out must be completed in 30 days or less.	+ 0.14
1D Purchases and Transfers-in (0.74 potential improvement to your total service score)	
• On average, you provide a service credit purchase in 11 days. To achieve a perfect service score, you must be able to provide a service credit purchase estimate in 1 day or less.	+ 0.62
• On average, you process member's transfer-in applications in 3 months. To achieve a	

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perfect service score, a member's transfer-in application is processed within 1 month. + 0.12

1E Disability (0.86 potential improvement to your total service score)

- On average, you return a decision on a disability application in 3 months. To achieve a perfect service score, you must return a decision on a disability application in 1 month or less. + 0.86

2A Call Center (12.80 potential improvement to your total service score)

- 13.2% of your incoming calls resulted in undesired outcomes, and 0.0% of your incoming calls resulted in irritating outcomes. To achieve a perfect service score, members must experience no undesired or irritating call outcomes. + 3.13
- On average, members calling your call center reach a knowledgeable person in 282 seconds. To achieve a perfect service score, members must reach a knowledgeable person on the phone in 20 seconds or less. + 5.15
- On average, your response time to member emails is 3.0 days. To achieve a perfect service score, members emails must be responded to in 0.5 day or less. + 0.57
- You have 3 menu layers. To achieve a perfect service score you must have one or fewer + 2.54
- You provide 18 CRM capabilities. To achieve a perfect service score, you must provide all 24 CRM capabilities that are applicable to you. + 0.80
- 90.5% of your calls are satisfied by their first contact. To achieve a perfect service score, 100% of calls must be satisfied by their first contact. + 0.15
- 9.1% of your incoming calls are placed on hold. To achieve a perfect service score, no calls can be placed on hold. + 0.06
- On average, you review your staff's responses to members calls 3 times per month. To achieve a perfect service score you must review your staff's responses to member calls for coaching purposes 4 or more times per month. + 0.40

2C 1-on-1 Counseling (2.92 potential improvement to your total service score)

- You do not provide freely available 1-on-1 conseling without limitations. To achieve a perfect service score, 1-on-1 counseling must be freely available and without limitation. + 0.93
- You do not provide 1-on-1 counseling outside of normal working hours. To achieve a perfect service score, 1-on-1 counseling must be available outside of normal working hours. + 0.19
- 0.5% of your total 1-on-1 sessions were located in the field. To achieve a perfect service score, the number of 1-on-1 sessions located in the field must be 25% or more. + 1.02
- Your wait time for pre-scheduled in-house counseling sessions was 4 days. To achieve a perfect service score there must be no wait time for pre-scheduled in-house counseling sessions. + 0.07
- Your average wait time for walk-in counseling was 15 minutes. To achieve a perfect service score there must be no wait time for walk-in counseling. + 0.28
- You do not provide new written estimates during in-the-field 1-on-1 counseling sessions. To achieve a perfect service score, you must be able to provide a new written estimate during each of walk-in, pre-schedule in-house and in-the-field sessions. + 0.12
- You do not provide accurate service credit purchase cost estimates during in-the-field 1-on-1 counseling sessions. To achieve a perfect service score, you must be able to provide accurate service credit purchase cost estimates during each of walk-in, pre-schedule in-house and in-the-field sessions. + 0.02
- You do not provide closed door, private office 1-on-1 counseling. To achieve a perfect

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service score you must provide closed door, private office 1-on-1 counseling. + 0.15

- You do not regularly review counselors for coaching purposes. To achieve a perfect service score you must regularly review counselors for coaching purposes. + 0.15

2D Presentations and Group Counseling (0.52 potential improvement to your total service score)

- 90.9% of your presentations are held in the field. To achieve a perfect service score 95% or more of your presentations must be held in the field. + 0.05
- On average, you had 33.1 attendees per presentation. To achieve a perfect service score you must average 20 attendees per presentation or fewer. + 0.47

2E Written Pension Estimates (1.74 potential improvement to your total service score)

- You provide estimates on average in 21 days. To achieve a perfect service score, the weighted averge time required to provide written and online estimates must be same day or less. + 0.99
- You offer estimates through member statements and website. To achieve a perfect service score you must offer estimates by member statement, website and call center. + 0.62
- You limit the timeframe when members can request estimates. To achieve a perfect service score you cannot place a limit on the timeframe when members can request an estimate. + 0.13

2F Mass Communication - Website (4.50 potential improvement to your total service score)

- You do not greet members by name when they log-in to your website. To achieve a perfect service score you must greet members by name when they log-in. + 0.15
- You do not make all forms available on-line. To achieve a perfect service score all forms must be available to the member on-line. + 0.08
- Your interactive calculator is not linked to member data. To achieve a perfect service score you must link member data to your interactive calculator. + 0.76
- You offer 2 of the 16 website transactions and tools applicable to you. To achieve a perfect service score you must offer all 16 on-line transactions and tools. + 2.38
- You do not offer secure access to both salary and service credit data. To achieve a perfect service score you must offer secure access to both salary and service credit data. + 0.38
- On-line salary and service credit data is not up-to-date to the most recent pay period. To achieve a perfect service score this data must be up-to-date to the most recent pay period. + 0.38
- You do not provide a complete annual history of salary and service credit data on your website. To achieve a perfect service a cmplete annual history of salary and service credit data must be available to members. + 0.15
- You do not offer access to the secure member area to pensioners. To achieve a perfect score pensioners must have access to the secure member area. + 0.15
- You do not offer access to the secure member area to inactive members. To achieve a perfect score inactive members must have access to the secure member area. + 0.08

2F Mass Communication - Newsletters (0.76 potential improvement to your total service score)

- You do not mail newsletters directly to the member's home. To achieve a perfect service score newsletters must be mailed directly to the member's home. + 0.19
- You are not able to deliver newsletters electronically. To achieve a perfect service score you must be able to deliver newsletters electronically. + 0.19
- You do not have a separate newsletter targeted to active members and annuitants. To achieve a perfect service score your letters to active members and annuitants must target each specifically. + 0.38

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2F Mass Communication - Member Statements (1.26 potential improvement to your total service score)

- Approximately 2.0% of members complain about the accuracy of data in their member statements. To achieve a perfect service score 0% of members complain about the accuracy of data in their member statements. + 0.33
- Your member statement data is current to 3 months. To achieve a perfect service score your member statement data must be current to one month or less. + 0.26
- Your member statements do not contain a summary of salary and service credit earned each year. To achieve a perfect service score member statements must contain a summary of salary and service credit earned each year. + 0.33
- You do not email notices to members that their member statements are available in the secure member area. To achieve a perfect service score you must make member statements available in the secure member area and email notices to members indicating that they are available. + 0.33

2F Mass Communication - Other (0.47 potential improvement to your total service score)

- You do not send letters when members become vested for pension benefits. To achieve a perfect service score you must send letters when members become vested for pension benefits. + 0.09
- You do not send letters when members become eligible for retirement. To achieve a perfect service score you must send letters when members become eligible for retirement. + 0.09
- You do not publish member statements, your annual report, your newsletters, your website and your brochures or pamphlets in more than one language. To achieve a perfect service score you must publish member statements, annual report, newsletters, website and brochures in a language other than English. + 0.05
- You do not send a brochure with a complete summary of benefits every year. To achieve a perfect service score you must send a brochure with a complete summary of benefits every year. + 0.14
- You do not send a summary annual report to active members. To achieve a perfect service score you must send a summary annual report to active members. + 0.05
- You do not send a summary annual report to retirees. To achieve a perfect service score you must send a summary annual report to retirees. + 0.05

Satisfaction Surveying (3.72 potential improvement to your total service score)

a. 1-on-1 counseling (0.90 potential improvement to your total service score)

- You did not do satisfaction surveying for 1-on-1 counseling. To achieve a perfect service score you must do satisfaction surveying for 1-on-1 counseling where: (i) 1-on-1 counseling is the primary focus, (ii) the delay between the couseling session and the survey is 14 days or less, (iii) surveys are continuous or occur more than 26 times per year, and (iv) you can summarize results by service representative. + 0.90

d. Pension inceptions (0.90 potential improvement to your total service score)

- You did not do satisfaction surveying for pension inceptions. To achieve a perfect service score you must do satisfaction surveying for pension inceptions where: (i) inceptions are the primary focus, (ii) the delay between the inception and the survey is 14 days or less, and (iii) the surveys are continuous or occur more than 26 times per year. + 0.90

e. Written pension estimates (0.57 potential improvement to your total service score)

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- You did not do satisfaction surveying for pension estimates. To achieve a perfect service score you must do satisfaction surveying for pension estimates where: (i) estimates are the primary focus, (ii) the delay between the estimate and the survey is 14 days or less, and (iii) the surveys are continuous or occur more than 26 times per year. + 0.57

f. Website - secure member area (0.42 potential improvement to your total service score)

- You did not do satisfaction surveying for your website - secure member area. To achieve a perfect service score you must do satisfaction surveying for your website - secure member area where: (i) the website was the primary focus, (ii) the delay between the visit to the secure member area and the survey is 7 days or less, (iii) the surveys are continuous or occur more than 26 times per year, (iv) the survey was not a menu item, and (v) 100% of users are not surveyed. + 0.42

g. Withdrawals & transfers-out (0.05 potential improvement to your total service score)

- You did not do satisfaction surveying for withdrawals and transfers-out. To achieve a perfect service score you must do satisfaction surveying for withdrawals and transfers-out where: (i) the withdrawals and transfers-out were the primary focus, (ii) the delay between the refund, lump-sum payment or transfers-out and the survey is 14 days or less, (iii) the surveys are continuous or occur more than 26 times per year. + 0.05

h. Purchases & transfers-in (0.37 potential improvement to your total service score)

- You did not do satisfaction surveying for purchases and transfers-in. To achieve a perfect service score you must do satisfaction surveying for purchases and transfers-in where: (i) the purchase or transfer-in were the primary focus, (ii) the delay between the purchases or transfer-in and the survey is 7 days or less, and (iii) the surveys are continuous or occur more than 26 times per year. + 0.37

i. Disability (0.52 potential improvement to your total service score)

- You did not do satisfaction surveying for disability. To achieve a perfect service score you must do satisfaction surveying for disability where: (i) disability was the primary focus, (ii) the delay between the disability decision and the survey is 14 days or less, and (iii) the surveys are continuous or occur more than 26 times per year. + 0.52

Disaster Recovery (0.42 potential improvement to your total service score)

- Following a disaster, you can continue to make pension payments in 5 days. To achieve a perfect service score you must be able to continue making pension payments in 2 days or less. + 0.10
- Following a disaster, you can return to normal incpetion volumes in 25 days. To achieve a perfect service score you must be able to return to normal inception volumes in 2 days or less. + 0.12
- Following a disaster, you can collect data and money from employers in 25 days. To achieve a perfect service score you must be able to collect data and money from employers in 2 days or less. + 0.10
- Following a disaster, your call center can return to normal service levels in 3 days. To achieve a perfect service score the call center must be able to return to normal service levels in 2 days or less. + 0.01
- You do not have an independent auditor that reviews and tests the disaster recovery plan. To achieve a perfect service score an independent auditor must review and test your disaster recovery plan. + 0.10

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8

Plan Complexity

This section:

- Identifies causes of retirement system complexity
- Compares your system's complexity to your peers other retirement systems

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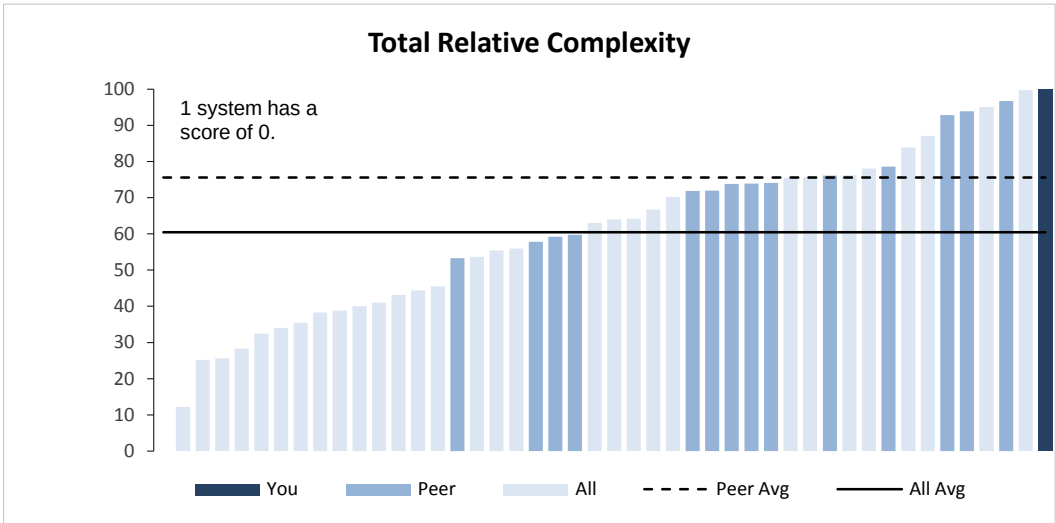
Your relative complexity score was above the peer average.



Your total relative complexity equals the scaled weighted average of your complexity by cause. The causes of complexity, are summarized on the following page.

Use Caution When Interpreting Your Results

The complexity scores are relative measures. Relative measures rank all participants from relatively least to relatively most complex on a scale of 0 to 100. A low relative complexity score does not mean that your system is not complex, rather it means that your system is relatively less complex than your peers. All retirement systems are very complex, so even a system that has a 0 total relative complexity score is still very complex.

Scaling Methodology

Scaling your responses from 0 (least complex) to 100 (most complex) is done extensively throughout this section. The benefit of scaling is that all results and responses are converted to, and compared on, the same scale. This is true whether the responses range from 3 to 800 or from 1 to 3. The lowest response is always converted to 0 and the highest response is always converted to 100.

Your scaled score =
100 x (your response - minimum response) / (maximum response - minimum response)

Often, complexity relationships are not linear. For example, the difference in complexity between a system with 1 retirement formula for all members versus a system with 10 different retirement formulas is much greater than the difference in complexity between a system with 10 retirement formulas and a system with 20 retirement formulas. Each additional retirement formula causes increasingly smaller increments in complexity. These diminishing increments in complexity are reflected mathematically by raising the responses to the power of 0.3 prior to using the scaling formula.

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Complexity scores by cause

Your total relative complexity equals the scaled weighted average of your complexity by cause. Your relative complexity by cause is summarized in the table below. The remainder of this section shows how the scores were calculated.

Complexity Scores by Cause					
			Relative Complexity (0 least - 100 most)		
Cause		Weight	You	Peer Avg	All Avg
A	Pension Payment Options	15.0%	58	59	46
B	Customization Choices	20.0%	74	18	18
C	Multiple Plan Types and Overlays	10.0%	95	49	33
D	Multiple Benefit Formula	16.0%	27	42	34
E	External Reciprocity	3.0%	35	29	21
F	COLA Rules	4.0%	12	30	32
G	Contribution Rates	3.0%	41	58	50
H	Variable Compensation	4.0%	100	85	79
I	Service Credit Rules	3.0%	59	60	48
J	Divorce Rules	3.0%	100	69	65
K	Purchase Rules	5.5%	55	67	59
L	Refund Rules	4.0%	27	43	39
M	Disability Rules	6.0%	86	81	62
N	Translation	0.5%	0	7	23
O	Defined Contribution Plan Rules	3.0%	100	67	43
Weighted Average (before scaling)		100.0%	61	47	39
Scaled Total Complexity - Average			100	76	60
Scaled Total Complexity - Median			100	74	64

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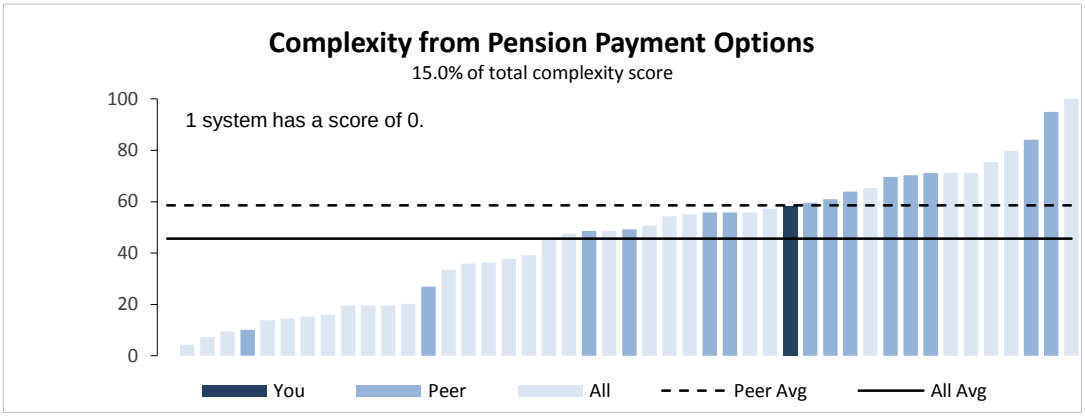
A. Pension Payment Options Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q146 Do you have a designer option where members can design virtually any actuarially sound cash flow they choose? [Designer options need to be custom priced by an actuary.]	No	13% Yes	11% Yes
10%	*Complexity: 100 if yes, otherwise 0.*	0	13	11
	Q141 Do you offer "joint and survivor" options that are:			
	a) Reduced to Beneficiary Only? [For example, If the beneficiary dies first, then the retiree's pension continues at the same level. However if the retiree dies first then the beneficiary receives a reduced pension (such as 70% for spouse).]	Yes	87% Yes	78% Yes
	b) Reduced to Last Survivor? [For example, if either the retiree or beneficiary dies the survivor receives a reduced pension (such as 70%, etc.).]	Yes	27% Yes	24% Yes
	c) "Reversion" or "Pop-up"? [For example, if the beneficiary dies first, the retiree's pension increases to an unmodified level. However, if the retiree dies first the pension does not increase for the surviving beneficiary (and it may decrease).]	Yes	87% Yes	57% Yes
30%	*Complexity: 100 if all 3 types (yes to a, b and c), 85 if both reduced to spouse and reduced to last (yes to a and b), 75 if reversion and either reduced to spouse or reduced to last (yes to c and either a or b), otherwise 0.*	100	65	44
	Q142 How many Joint and Beneficiary or Survivor percentages (i.e., 100% Survivor, 50% Survivor, etc.) do you permit? [If you permit any % selected by the member, then indicate "unlimited".]	2	13	7
10%	*Complexity: 100 if unlimited, otherwise maximum of 100 and 10 X number of percentages.*	20	66	53

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A. Pension Payment Options Complexity

Weight		Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q151	How many mortality tables do you keep track of for determining joint and survivor or beneficiary options?	1	17	8
10%		*Complexity: Scaled measure where the system that tracks the most mortality tables gets 100 and the least 0.*	0	11	8
	Q143	Do any of your retirement formula for members explicitly subtract estimated Social Security (or CPP in Canada) when determining the benefit?	No	33% Yes	50% Yes
		a) If yes, is this true for all of your members or are some pensions reduced to reflect Social Security and others not?	n/a	0% Yes	39% Yes
		b) If yes, do you have a "Level Income" option for early retirees that pays a higher benefit to members prior to age 65 and then reduces the benefit at age 65 when social security (or CPP in Canada) starts to be paid?	n/a	80% Yes	91% Yes
10%		*Complexity: 50 if you adjust for social security + 25 if you adjust for some members but not all + 25 if you have a level income for early retirees.*	0	32	44
	Q144	Do you have "High/ Low" or "Low/High" options that are not tied to social security? [For example, a retiree might want higher payments for 10 years until a mortgage obligation is repaid, followed by lower payments.]	No	7% Yes	7% Yes
5%		*Complexity: 100 if yes, otherwise 0.*	0	7	7
	Q145	Do you offer "Annuity Certain" options? [For example, Annuity Certain options provide the annuitant with a monthly benefit for life. If the annuitant dies before a set guarantee period, monthly benefits continue to be paid to a beneficiary for the balance of the guarantee period.]	Yes	73% Yes	52% Yes
5%		*Complexity: 100 if yes, otherwise 0.*	100	73	52
	Q147	Can a member choose between a COLA protected and a non-COLA pension? [The only example we have seen provides a much higher FAS salary base for the non-COLA pension.]	No	0% Yes	2% Yes
5%		*Complexity: 100 if yes, otherwise 0.*	0	0	2

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A. Pension Payment Options Complexity

Weight		Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q148	Do you have a Deferred Retirement Option Plan ("DROP")? [This option allows eligible employees to receive payment of retirement benefits while continuing to work. These payments are usually deposited into a separate account, and the total accumulated value of this account is paid via lump sum to the employee on actual retirement.]	No	20% Yes	22% Yes
5%		*Complexity: 100 if yes, otherwise 0.*	0	20	22
	Q149	At retirement, can a member convert:			
		a) Part of his benefit into a partial lump sum payment?	No	73% Yes	37% Yes
		b) All of his benefit into a lump sum or commuted value payment? [That can be rolled over to another fund, or investment account, etc.]	No	27% Yes	24% Yes
5%		*Complexity: 100 if yes to a or b, 0 if no.*	0	80	54
	Q150	Are members permitted to retire mid-month (in which case they receive a partial pension payment for the remainder of the month) or are they always assumed to retire on a set day (usually the first or the last day) of the month?	Any Day	33% Any	37% Any
5%		*Complexity: 100 if any day, otherwise 0.*	100	33	37
100%		Weighted Average	42	42	33
		Scaled Complexity Score for Pension Payment Options	58	59	46

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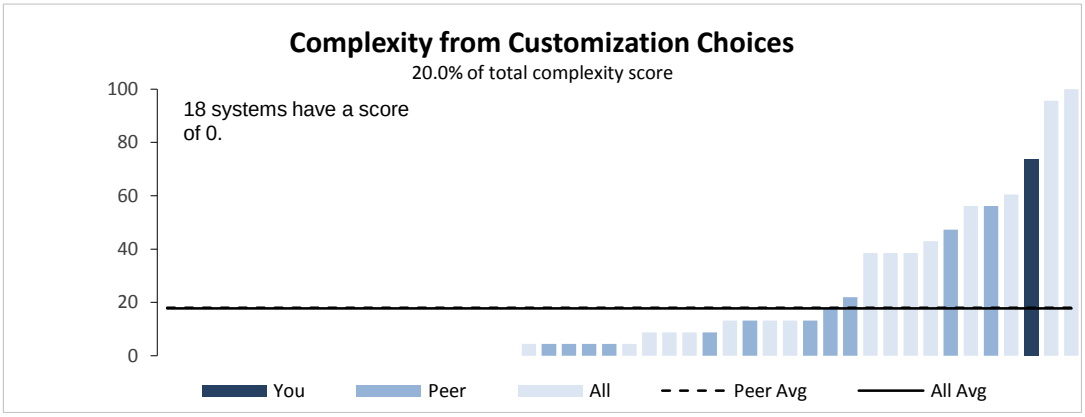
B. Customization Choices Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
Q182	Can either existing employers, or a new employer joining your system, choose:			
	a) Whether they offer early retirement, or a window of early retirement?	No	27% Yes	22% Yes
	b) Whether or not part-time employees are eligible?	No	7% Yes	9% Yes
	c) Whether employee contributions are paid pre or post tax?	No	47% Yes	15% Yes
	d) Whether they pay for employee contributions themselves, or not?	Yes	53% Yes	28% Yes
	e) Position coverage based on predetermined rule sets? [For example, employers can choose from a list of pre-determined rules sets such as 1.5% X FAS for General and 2.5% X FAS for Law Enforcement. Employers may have flexibility to determine eligibility for each group.]	No	20% Yes	9% Yes
	f) Contribution levels and/ or match rates? [For example, at Texas MRS, employers can choose employee deposit rates of 5%, 6% or 7% and employer match rates of 1 to 1, 1.5 to 1 or 2 to 1. We think this only applies to money match and DC plans because for DB plans the promised benefit determines the contribution.]	No	7% Yes	9% Yes
	g) To pay for one-time improvements in retiree or member benefits? [For example, one fund's employers can elect to pay to improve the money purchase entitlement of their members.]	Yes	13% Yes	13% Yes

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B. Customization Choices Complexity

page 2 of 2

Weight		Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q183	When new employers join your system, do they have the flexibility to customize any of the following items: If yes, indicate the number of standard choices for that item.			
		a) Benefit program multipliers? [e.g., 2% per year of service, 2.5% per year of service, etc]	n/a	n/a	9
		b) Final salary definition? [e.g., Sick Leave in or out, Final 1 year, Highest 5 consecutive years, etc]	n/a	2	2
		c) Retirement eligibility rules? [i.e., age and/or years of service required to retire].	n/a	n/a	3
		d) Cost of living adjustment rules? [e.g., CPI capped at 2%, CPI uncapped, etc]	n/a	n/a	4
		e) Vesting period?	n/a	n/a	n/a
		f) Service credit purchase categories?	5	4	3
		g) Death benefit coverage? [e.g. One system has 3 choices: none, $5,000 and $10,000]	n/a	n/a	2
		h) Disability coverage rules?	2	2	2
		i) Choice as to whether and how contributions and benefits are coordinated with social security?	n/a	n/a	1
		j) Other (describe)?	n/a	1	2
		Total Customization Choices [Sum of 1 for each yes in Q182 + sum of # of choices in Q183]	9	3	2
90%		*Complexity: Scaled measure where the system with the most customization choices receives 100 and the least 0.*	13	4	3
	Q184	Can an existing employer change any of the choices (per question 183 above), effectively creating a new or altered rule set, at any time?	Yes	20% Yes	24% Yes
10%		*Complexity: 100 if yes, otherwise 0.*	100	20	24
100%		Weighted Average	22	5	5
		Scaled Complexity Score for Customization Choices	74	18	18

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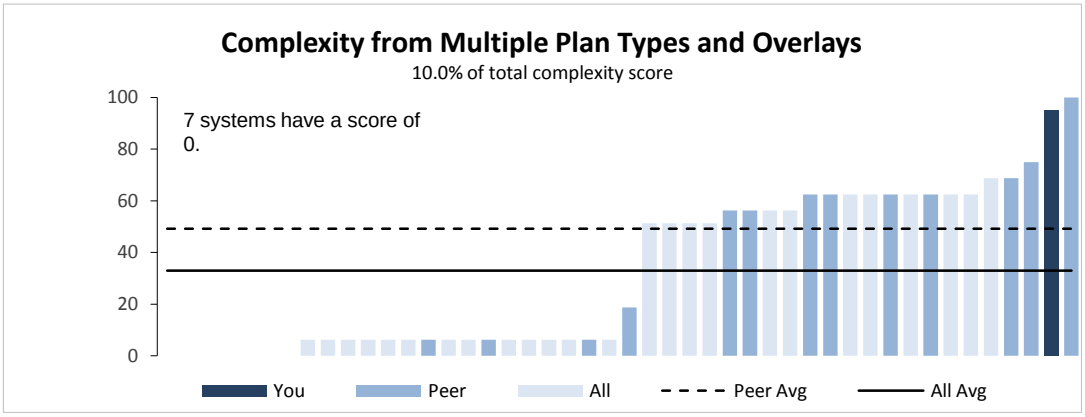
C. Multiple Plan Types and Overlays Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q131 Which of the following descriptions best describes the non-optional benefit plans that you administer for each of your member groups:			
	a) Traditional Defined Benefit ("DB")?	No	87% Yes	91% Yes
	b) DB Cash Balance (aka Money Purchase)?	No	7% Yes	2% Yes
	c) Hybrid DB/ DC Cash Balance?	No	7% Yes	6% Yes
	d) Hybrid DB/ Money Match?	No	7% Yes	2% Yes
	e) DROP savings?	No	13% Yes	11% Yes
	f) Defined Contribution ("DC")?	No	20% Yes	17% Yes
	g) Hybrid DB/ DC?	Yes	67% Yes	29% Yes
	h) Other (describe)?	No	13% Yes	10% Yes
	Total number of different plan types. Hybrid plans count as 2 types.	2.0	3.0	2.2
45%	*Complexity: 100 if 3 or more different plan types, 80 if 2, 0 if 1.*	80	65	46

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C. Multiple Plan Types and Overlays Complexity

Weight		Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q132	Do members in any of your defined benefit plan(s) have the option of electing: [These questions are not applicable for DC plans or the DC portion of hybrid DB/DC plans]			
		a) A 'variable investment option' that can increase or decrease the value of a member's future DB pension depending on the investment performance of a 'variable fund'?	Yes	13% Yes	4% Yes
30%		*Complexity: 100 if yes, otherwise 0.*	100	13	4
		b) A 'pension savings overlay'? [Some Dutch systems have this option. The additional contributions are converted into an annuity at retirement. Interest is based on a fixed percentage or on the performance of the pension fund.]	Yes	27% Yes	9% Yes
10%		*Complexity: 100 if yes, otherwise 0.*	100	27	9
		c) To change their contribution rate in order to get either more money at retirement or earlier eligibility to retire? [For example, some of the Australian DB plans permit the employee to contribute at a higher rate causing benefits to accrue more quickly so the member's defined benefit at retirement will be greater.]	No	0% Yes	2% Yes
10%		*Complexity: 100 if yes, otherwise 0.*	0	0	2
	Q133	Do you have a Highly Compensated Employee replacement benefit program for employees that exceed legal or contractual limits of maximum pensionable earnings?	No	67% Yes	70% Yes
5%		*Complexity: 100 if yes, otherwise 0.*	0	67	70
100%		Weighted Average	76	39	26
		Scaled Complexity Score for Multiple Plan Types and Overlays	95	49	33

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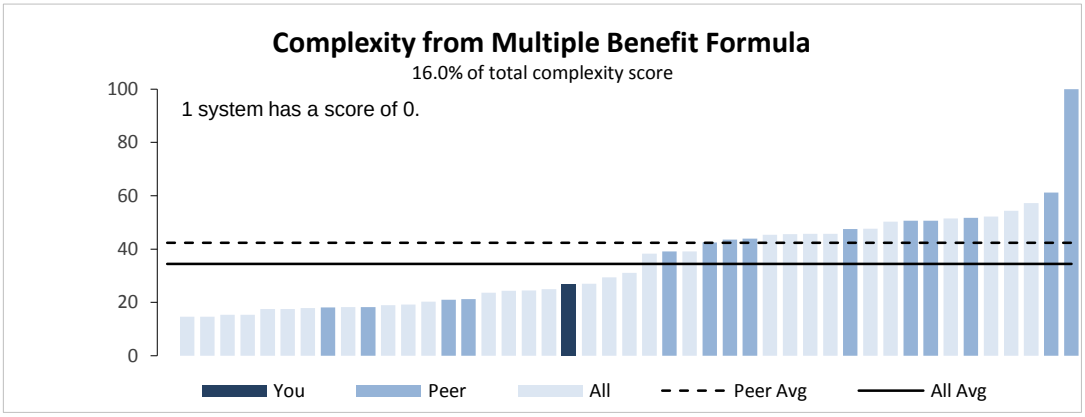
D. Multiple Benefit Formula Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q155 How many different rule sets do you have that apply to member groups or subsets of a member group for qualifying for an unreduced retirement formula?	13	13	8
30%	*Complexity: Scaled measure where the system with the most rule sets gets 100 and the least 0.*	13	13	8
	Q156 Can members retire earlier than the age required for an unreduced retirement formula?	Yes	100% Yes	96% Yes
5%	*Complexity: 100 if yes, 0 if no*	100	100	96
	Q157 How many different salary definitions could apply in retirement formula calculations?	2	5	4
20%	*Complexity: Scaled measure where the system with the most salary definitions receives 100 and the least 0.*	52	65	60
	Q158 How many different 'formula percentage' rule sets could apply in unreduced retirement formulas?	8	12	7
25%	*Complexity: Scaled measure where the system with the most rule sets gets 100 and the least 0.*	21	21	14

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D. Multiple Benefit Formula Complexity

Weight		Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q159	Do you have different employers with different benefit formula?	No	67% Yes	52% Yes
		If yes, which of the following happens when a member moves from one employer that you administer to another with a different benefit formula? [For example, moves from PERS to Law Enforcement.]			
		a) Each system uses its own formula and salary data to determine the benefit.	n/a	50% Yes	50% Yes
		b) Each system applies its own formula but uses either the salary earned in the last system, or the highest salary (or salaries) in either system.	n/a	30% Yes	38% Yes
		c) The highest formula will apply.	n/a	20% Yes	8% Yes
		d) The formula of the plan where the member works last will apply.	n/a	30% Yes	29% Yes
		e) Other (describe)	n/a	11% Yes	26% Yes
20%		*Complexity: 100 if b or c apply, 80 if d or e, 60 if a, otherwise 0.*	0	59	45
100%		Weighted Average	25	39	32
		Scaled Complexity Score for Multiple Benefit Formula	27	42	34

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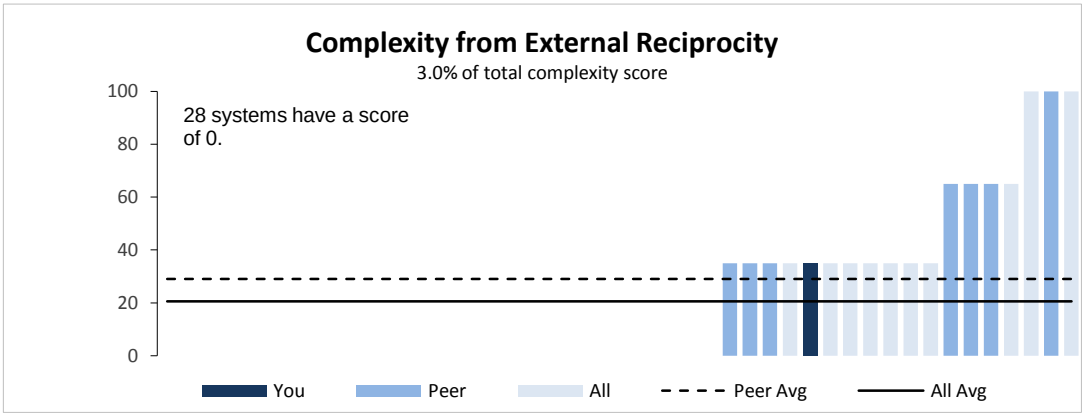
E. External Reciprocity Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q160 Do you have agreements with external systems where you both agree to use the member's final salary from the system where the member worked immediately prior to retirement in the benefit calculation? [Otherwise, each system pays the "dual" member a pension benefit based on its own rules for determining the benefit. Neither credit nor money are transferred between systems.]	Yes	33% Yes	30% Yes
35%	*Complexity: 100 if yes, otherwise 0.*	100	33	30
	Q161 Do you have agreements with external Systems where the member may combine internal and external credit to form one joint account?	No	27% Yes	15% Yes
65%	*Complexity: 100 if yes, otherwise 0.*	0	27	15
100%	Weighted Average	35	29	21
	Scaled Complexity Score for External Reciprocity	35	29	21

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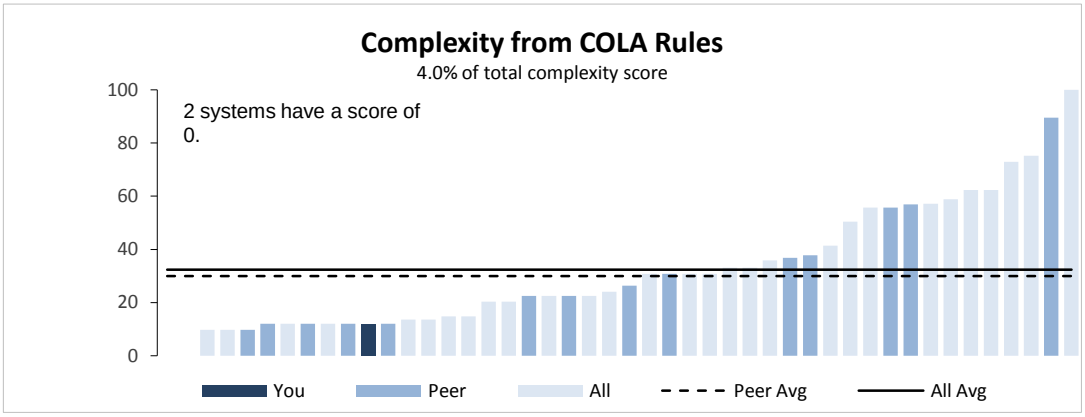
F. COLA Rules Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q152 How many different cost of living adjustment ("COLA") rule sets do you have for retired, and if applicable, inactive members? (These rule sets may be either contractual or legislated.)	2	3	3
20%	*Complexity: Scaled measure where the system with the most rule sets receives 100 and least receives 0.*	57	64	57
	Q153 Do you have:			
	a) Cost of living adjustment ("COLA") clauses that carry forward inflation that exceeds a cap (versus no cap or no carry forward or no COLA etc.)?	No	20% Yes	24% Yes
40%	*Complexity: 100 if yes, otherwise 0.*	0	20	24
	b) Conditional COLA based on the level of funding?	No	27% Yes	33% Yes
10%	*Complexity: 100 if yes, otherwise 0.*	0	27	33
	c) Umbrella legislation that guarantees the purchasing power of an annuitants' pension will not fall below a certain level? [An example of such legislated protection is the PPPA in California.]	No	20% Yes	20% Yes
20%	*Complexity: 100 if yes, otherwise 0.*	0	20	20
	Q154 Do you have COLA clauses that increase the base pensionable earnings of inactive members?	No	13% Yes	28% Yes
5%	*Complexity: 100 if yes, otherwise 0.*	0	13	28
	a) If yes, are these COLA increases the same as they are for annuitants?	n/a	50% Yes	85% Yes
5%	*Complexity: 100 if yes, otherwise 0.*	0	7	24
100%	Weighted Average	11	28	31
	Scaled Complexity Score for COLA Rules	12	30	32

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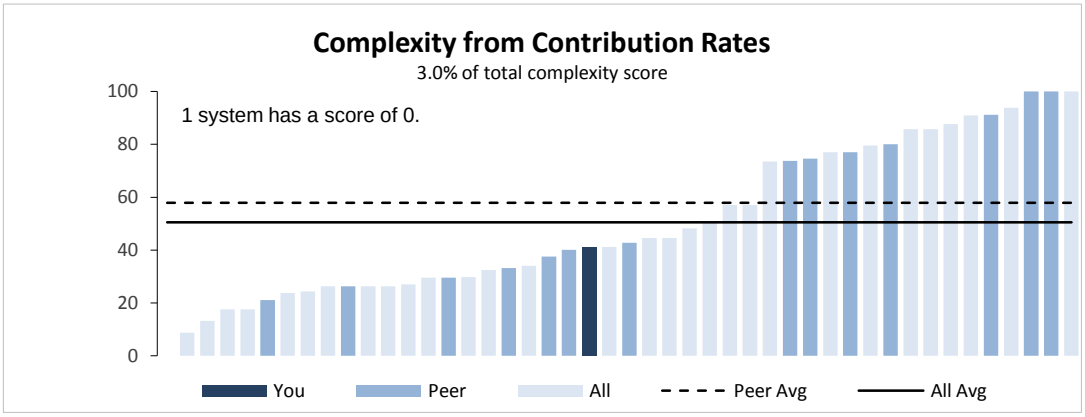
G. Contribution Rates Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q185 How many different contribution percentages do you collect from:			
	a) Employers? [For example, single member group systems may have only one contribution percentage whereas some multi-plan systems may collect numerous different contribution rates from various participating employers.]	4	414	183
40%	*Complexity: 100 if 10 or more, otherwise 10 X number of contribution percentages subject to a maximum of 100.*	40	61	55
	b) Members?	4	10	28
40%	*Complexity: 100 if 10 or more, otherwise 10 X number of contribution percentages subject to a maximum of 100.*	40	45	43
	Q186 Which of the following payment methods for employee contributions occur in the plans that you administer:			
	a) No employee contributions?	No	33% Yes	28% Yes
	b) Employer pays his part and also the employee contributions?	Yes	60% Yes	46% Yes
	c) Employer withholds employee contributions pre-tax from his salary?	Yes	100% Yes	91% Yes
	d) Employer withholds employee contributions post-tax from his salary?	No	67% Yes	35% Yes
17%	*Complexity: 100 if all 4 methods are possible, 66 if 3 methods, 33 if 2 methods, 0 if 1 method.*	33	53	33
	Q187 Do you have any other contributions in addition to the regular employee and employer contributions? [For example, Ohio SERS collects a surcharge for members who earn less than a minimum compensation amount.]	No	47% Yes	43% Yes
3%	*Complexity: 100 if yes, otherwise 0.*	0	47	43
100%	Weighted Average	38	53	46
	Scaled Complexity Score for Contribution Rates	41	58	50

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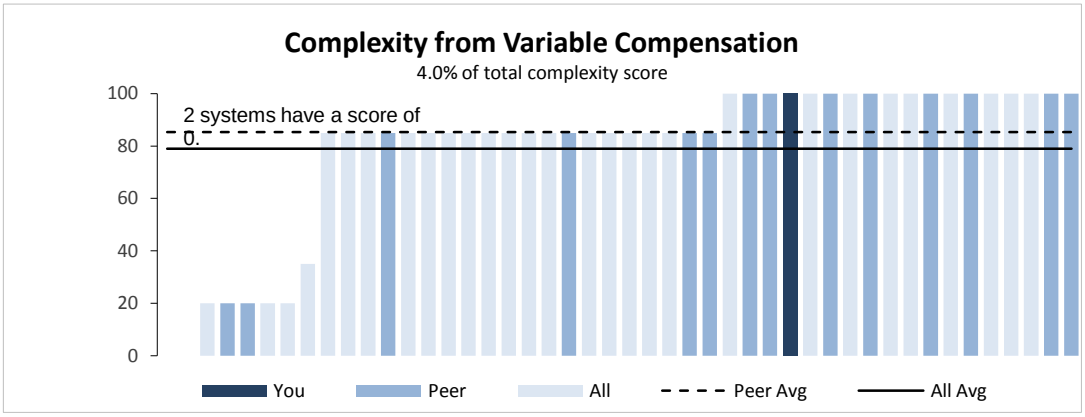
H. Variable Compensation Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q180 Indicate which of the following forms of variable compensation are paid in your system. And, if paid, indicate whether all, some or none of that type of variable compensation is included in pensionable earnings.			
	a) Bonuses?	Yes	87% Yes	89% Yes
	b) Allowances, such as remote location pay or 'high risk' duty allowance or a car allowance?	Yes	87% Yes	87% Yes
	c) Overtime pay?	Yes	93% Yes	85% Yes
	d) Commissions or similar payments such as fees paid to sheriffs for process serving?	Yes	40% Yes	43% Yes
20%	*Complexity: 100 if variable compensation is paid in your system, otherwise 0.*	100	100	96
	If yes, is all, some or none of it included in pensionable earnings?			
	a) Bonuses?	All	16% All	13% All
	b) Allowances, such as remote location pay or 'high risk' duty allowance or a car allowance?	Some	8% All	18% All
	c) Overtime pay?	All	79% All	59% All
	d) Commissions or similar payments such as fees paid to sheriffs for process serving?	All	34% All	36% All
65%	*Complexity: 100 if some types of variable compensation paid are included and some are not (i.e., either any of the above is 'some' or there is a mix of 'all' and 'none'), otherwise 0.*	100	87	83
	Q181 When determining a member's pensionable earnings does a cap on salary increases apply?	Yes	60% Yes	41% Yes
15%	*Complexity: 100 if yes, 0 if no*	100	60	41
100%	Weighted Average	100	85	79
	Scaled Complexity Score for Variable Compensation	100	85	79

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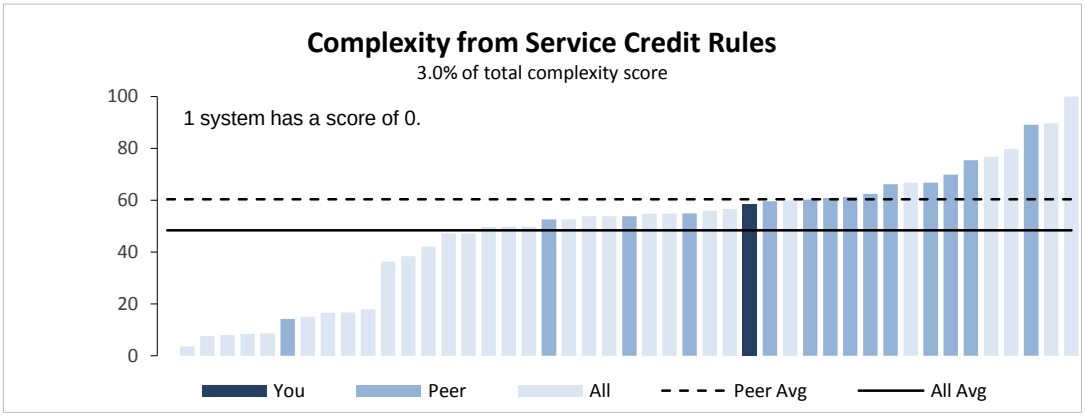
I. Service Credit Rules Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q162 How many different definitions do you have for a "full year" of service credit?	2	4	6
30%	*Complexity: Scaled measure where the system with the most different definitions receives 100 and least receives 0.*	6	12	12
	Q163 Does your system have more than one payroll year for determining service credit?	Yes	33% Yes	28% Yes
	a) If yes, how many different payroll years exist in your system?	2	4	6
30%	*Complexity: Scaled measure where the system with the most different payroll years receives 100 and least receives 0.*	13	8	8
	Q164 How many different vesting periods do you have that apply to active members? [Your answer should be 0 if you have immediate vesting. Most North American systems have only one.]	0	3	2
5%	*Complexity: Scaled measure where the system with the most different vesting periods receives 100 and least receives 0.*	0	63	56
	Q165 b) Casual/ temporary/ intermittent/ seasonal employees to be members? [An example of a 'temporary" employee is an infrequent substitute teacher.]	Yes	93% Yes	70% Yes
30%	*Complexity: 100 if yes, otherwise 0.*	100	93	70
	Q166 Are you sometimes asked by employers to determine the eligibility of members?	Yes	93% Yes	87% Yes
5%	*Complexity: 100 if yes, otherwise 0.*	100	93	87
100%	Weighted Average	41	42	34
	Scaled Complexity Score for Service Credit Rules	59	60	48

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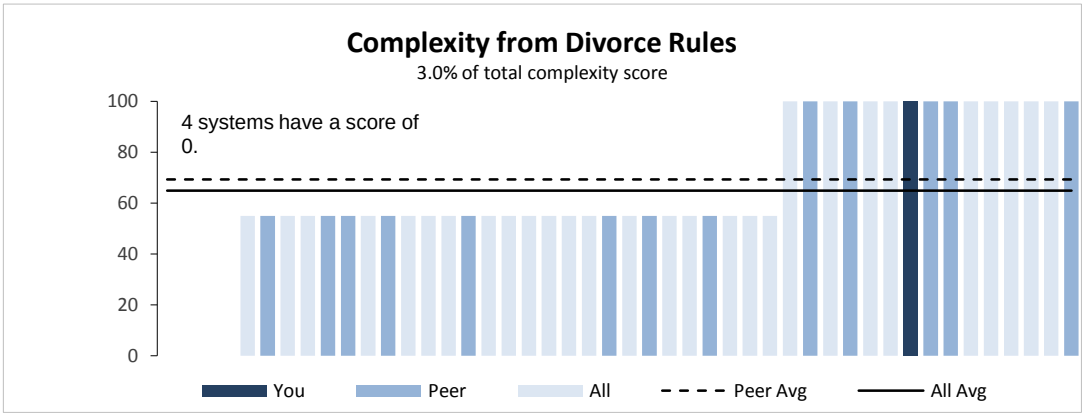
J. Divorce Rules Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q193 Choose the statement that best describes how divorce settlements for active members (or divorce decrees or QDROS, or QILDROS, or Division of Benefit Orders, etc.) impact your system. If you have different rules for different plans, choose the statement that applies to the largest number of cases.			
	a) Minimal impact. Law prevents you from paying the pension to anybody except the member and the member's specified beneficiaries.	No	13% Yes	13% Yes
	b) Minimal impact unless children are involved. With children you may be required to redirect payment.	No	0% Yes	0% Yes
	c) A portion of the pension is paid to the ex-spouse, but ONLY when the member begins receiving benefits.	No	60% Yes	54% Yes
	d) A portion of the pension is paid to the ex-spouse. The ex-spouse can initiate the pension at a time different than the member provided that eligibility conditions are met.	Yes	40% Yes	33% Yes
	e) Other (describe)	No	13% Yes	13% Yes
100%	*Complexity: 100 if yes to d, 55 if yes to c or e, 5 if yes to b, otherwise 0.*	100	69	65
100%	Weighted Average	100	69	65
	Scaled Complexity Score for Divorce Rules	100	69	65

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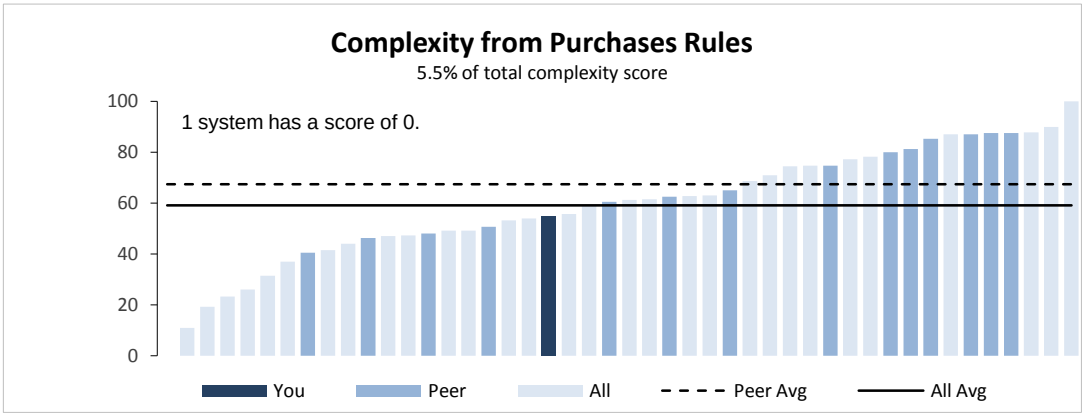
K. Purchase Rules Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q167 Indicate each of the payment methods you permit for service credit purchases and upgrades:			
	a) Rollover from tax qualified plans such as 401(a) or 401(k) or Conduit IRA or KEOGH in the US; or RRSP plans in Canada?	Yes	100% Yes	96% Yes
	b) Lump sum payments from members?	Yes	100% Yes	88% Yes
	c) Installment payments direct from members?	No	60% Yes	59% Yes
	d) Installment payments via payroll deduction through employers?	No	67% Yes	58% Yes
25%	*Complexity: 10 if rollover + 10 if lump sum direct from member + 40 if installment direct from member + 40 if installment through payroll deduction.*	20	71	68
	Q168 How many different service credit purchase categories do you have with different definitions and/or eligibility requirements?	7	14	11
25%	*Complexity: 7 X the number of categories (subject to a maximum of 100).*	49	79	65
	Q169 How many different service credit purchase calculation formula or methodologies do you have?	9	8	6
25%	*Complexity: 15 X the number of formula (subject to a maximum of 100).*	100	84	71
	Q170 Are your service credit purchase rules (category definitions, eligibility requirements and calculation methodologies):			
	a) Essentially identical for all your members?	No	33% Yes	50% Yes
	b) Similar for all member groups, albeit with some differences?	Yes	60% Yes	42% Yes
	c) Very different for different member groups?	No	7% Yes	11% Yes
25%	*Complexity: 100 if very different for all member groups, 50 if some differences between member groups, otherwise 0.*	50	37	32
100%	Weighted Average	55	67	59
	Scaled Complexity Score for Purchase Rules	55	67	59

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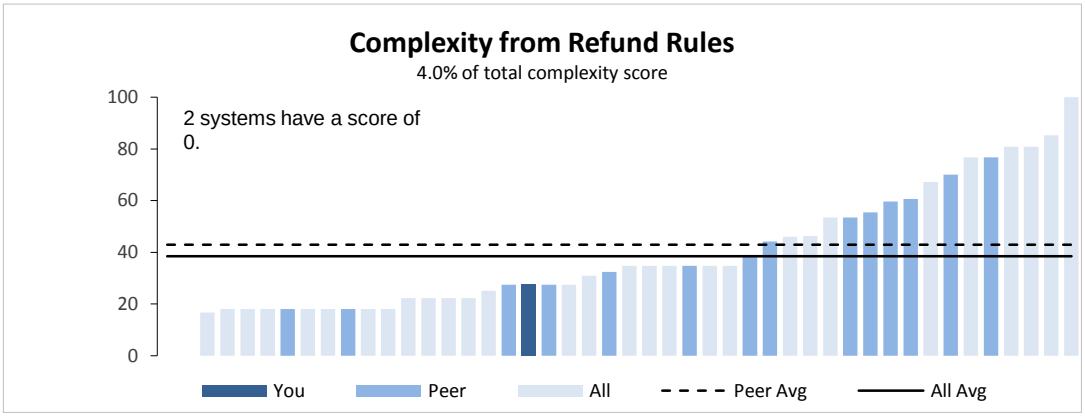
L. Refund Rules Complexity



Weight		Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q171	Do you pay a one-time death payment when a member, retiree or the retiree's beneficiary dies (separate from the survivor pension)?	No	60% Yes	57% Yes
		a) If yes, how many different one-time death payment rule sets do you have? [i.e., $5,000, $2,000 etc.]	n/a	3	4
67%		*Complexity: Scaled measure where the system with the most different rule sets gets 100 and the system with the least gets 0.*	0	27	26
	Q172	How many different refund formulas do you have?	4	3	2
33%		*Complexity: Scaled measure where the system with the most different refund formulas gets 100 and the system with the least gets 0.*	81	72	63
100%		Weighted Average	27	42	38
		Scaled Complexity Score for Refund Rules	27	43	39

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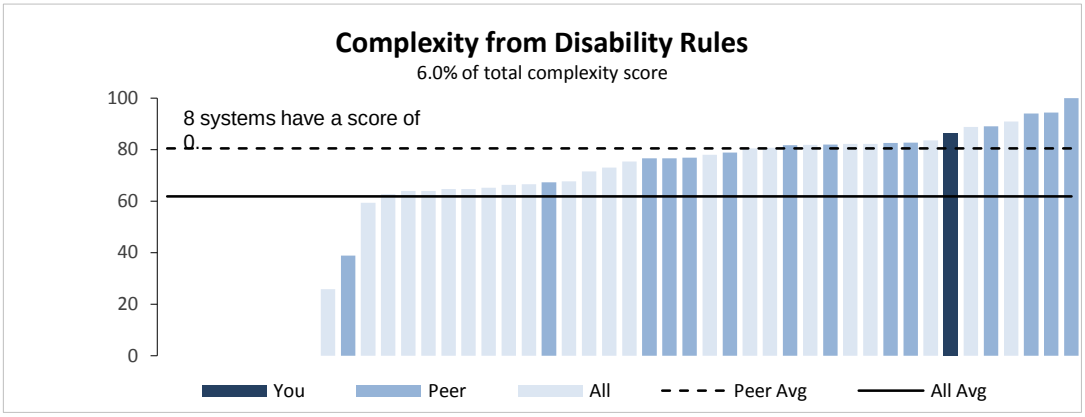
M. Disability Rules Complexity



Weight		Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q31	Do you administer:			
		a) Long-term disability/ disability pensions/ disability lump sums?	Yes	100% Yes	83% Yes
20%		*Complexity: 100 if you administer, otherwise 0.*	100	100	83
	Q178	How many different rule sets with different definitions or benefits do you have that apply to member groups or subsets of a member group for:			
		a) Long-term disability/ disability pensions?	6	9	5
10%		*The Complexity measure scales the responses so that the system with the most rule sets equals 100 and the least equals 0.*	41	40	27
	Q31	Do you administer:			
		b) Short-term disability?	Yes	20% Yes	11% Yes
	Q178	How many different rule sets with different definitions or benefits do you have that apply to member groups or subsets of a member group for:			
		b) Short-term disability (if you administer it yourself)?	1	5	4
5%		*The Complexity measure scales the responses so that the system with the most rule sets equals 100 and the least equals 0.*	35	12	6
	Q33	Do you cover non-occupational disability? [Some systems only cover disabilities that happen at work.]	Yes	100% Yes	100% Yes
		a) If yes, does either the amount paid or the taxation of the disability benefit vary depending on whether the disability is occupational versus non-occupational?	No	60% Yes	45% Yes
10%		*Complexity: 100 if you have to determine whether or not the disability occurred at work and you have an independent decision process, otherwise 0.*	100	93	78

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M. Disability Rules Complexity

Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q140 b) Check income of disabled members after they have started receiving disability payments?	Yes	93% Yes	63% Yes
10%	*Complexity: 100 if yes, otherwise 0.*	100	93	52
	Q174 Will you pay a disabled member that returns to work at a salary lower than he previously earned:			
	a) The difference between his old salary (or his old disability benefit) and his new lower salary?	No	20% Yes	16% Yes
	b) An amount that is potentially greater than the difference between his old salary and his new lower salary?	No	7% Yes	5% Yes
10%	*Complexity: 100 if yes to b, 80 if yes to a, otherwise 0.*	0	17	13
	Q175 How do you determine whether a member qualifies for long-term disability/ disability pension:			
	c) Process independent of social security, worker's compensation and employer decisions? [For example, many systems use independent internal processes or medical review boards or medical consultants.]	Yes	93% Yes	92% Yes
15%	*Complexity: 100 if yes, otherwise 0.*	100	93	78
	Q176 Which of the following descriptions best describes the MINIMUM level of disability necessary to be eligible for a long-term disability/ disability pension: [If you have different plans with different definitions, choose the definition that applies to the largest number of cases.]			
	a) Disabling injury or illness that prevents you from performing your current job duties (even though you might be able to perform other jobs) and expected to be permanent (or for some systems - persist longer than 6 or 12 months)?	No	47% Yes	56% Yes
	b) Disabling injury or illness that prevents the member from performing current and 'other' jobs that he/she is qualified for and/or can become qualified to do in a reasonable period of time and expected to be permanent (or for some systems - persist longer than 6 or 12 months)? [Sometimes but not always the 'other job' is defined as not able to earn a certain level (i.e., 75%) of pre-disability earnings.]	No	20% Yes	15% Yes
	c) Totally and permanently incapacitated and member is not reasonably expected to recover from disabling medical condition or not expected to ever work again?	Yes	33% Yes	29% Yes
	d) Other (describe)?	No	13% Yes	8% Yes
10%	*Complexity: If your decision process is independent (i.e., yes to c), then 100 if yes to b, 90 if yes to a, 50 if yes to c, 25 if yes to d, otherwise 0.*	50	75	64

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M. Disability Rules Complexity

Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q177 If you administer short-term disability:			
	a) Are the short-term and long-term disability/ disability pension processes closely entwined? [i.e., difficult to distinguish between costs of long-term/disability pensions and short term disability, same staff do both, similar approval processes]	No	60% Yes	71% Yes
	b) Are the disability definitions, other than the expected duration of disability, the same for both long-term and short-term disability? [For example, the only difference between the definition of long-term/ disability pensions and short-term disability at some systems is the disabling injury or illness is expected to last longer than 12 months for long-term.]	No	20% Yes	14% Yes
	c) Are there materially different approval processes for short-term and long-term disability/ disability pensions?	Yes	60% Yes	43% Yes
5%	*Complexity: 100 if different definitions and approval processes (i.e., no to b and yes to c), 75 if approval processes or definitions are very different (either no to b or yes to c), otherwise 0.*	100	20	10
	Q179 Do you reduce payments if the member qualifies or receives:			
	a) Disability social security?	Yes	40% Yes	24% Yes
	b) Worker's compensation?	Yes	67% Yes	47% Yes
	c) Other public funds (e.g. federal military disability)?	No	20% Yes	8% Yes
	d) Income protection plans/other disability insurance?	Yes	27% Yes	16% Yes
	e) Employer sick leave and annual leave pay?	No	33% Yes	18% Yes
	f) Unemployment compensation?	Yes	33% Yes	16% Yes
	g) Income from other employment?	Yes	67% Yes	45% Yes
	h) Other (describe)?	Yes	27% Yes	18% Yes
	Total yes responses for disability coordination	6	3	n/a
5%	*The Complexity measure scales the responses so that the system with the most yes responses equals 100 and the least equals 0.*	94	60	35
95%	Weighted Average	76	71	54
	Scaled Complexity Score for Disability Rules	86	81	62

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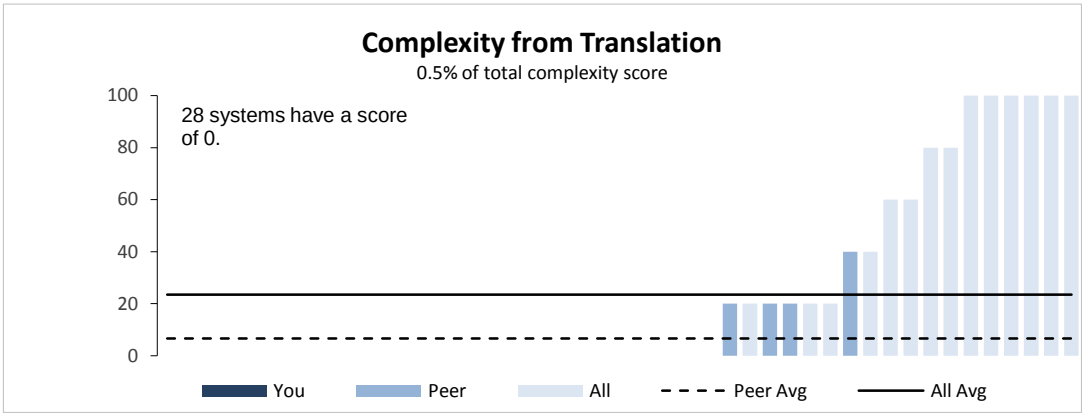
N. Translation Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q103 Do you publish any of the following materials in a language other than English (or other than French in Quebec and France), or in Braille:			
	a) Member statements?	No	0% Yes	17% Yes
	b) Annual report?	No	0% Yes	26% Yes
	c) Newsletters?	No	0% Yes	17% Yes
	d) Website?	No	13% Yes	28% Yes
	e) Brochures and pamphlets?	No	20% Yes	35% Yes
100%	*Complexity: 100 if you translate all 5 of the above materials, 80 if 4, 60 if 3, 40 if 2, 20 if 1, otherwise 0.*	0	7	23
100%	Weighted Average	0	7	23
	Scaled Complexity Score for Translation	0	7	23

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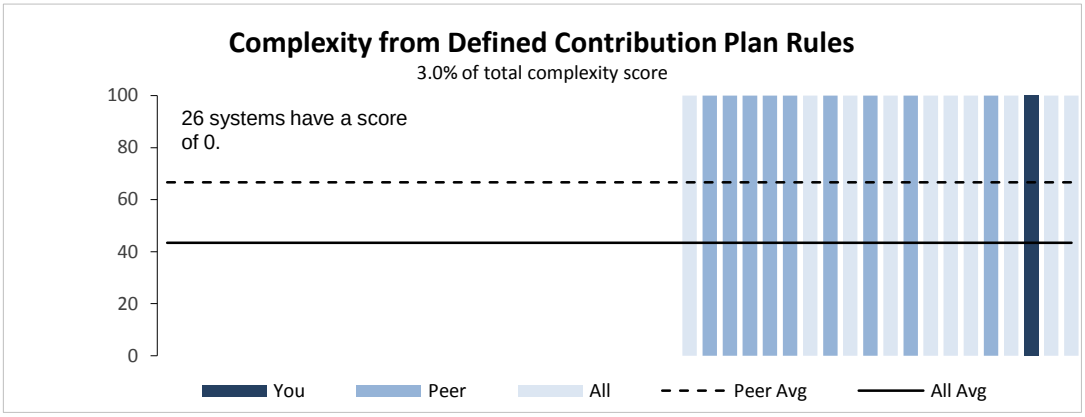
O. Defined Contribution Plan Rules Complexity



Weight	Relevant Complexity Questions and Scoring	You	Peer Avg	All Avg
	Q131 Which of the following descriptions best describes the non-optional benefit plans that you administer for each of your member groups:			
	f) Defined Contribution ("DC")?	No	20% Yes	17% Yes
	g) Hybrid DB/ DC?	Yes	67% Yes	29% Yes
100%	*Complexity: 100 if yes to f or g, otherwise 0.*	100	67	43
100%	Weighted Average	100	67	43
	Scaled Complexity Score for Defined Contribution Plan Rules	100	67	43

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9

IT and Major Projects

This section contains comparisons to your peers and all participants of:

- Total IT/IS costs
- Indicators of CRM (Customer Relationship Management) capability
- Attributions of IT/IS and Major Projects to the other administration activities

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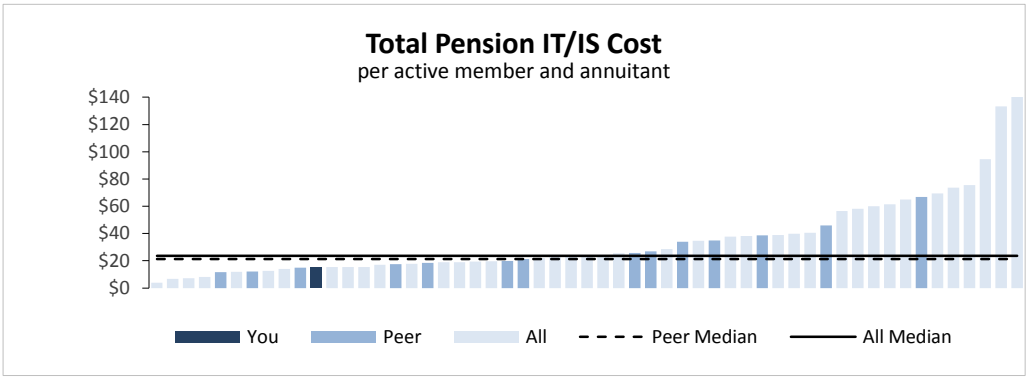
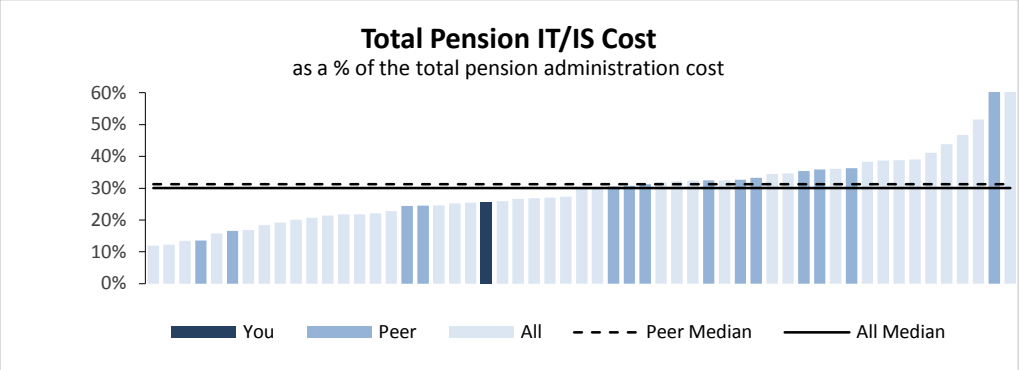
IT/IS costs

Your IT/IS cost was $15.11 per active member and annuitant. This was below the peer median of $21.19.



Your IT/IS cost as a percent of total pension administration cost was 26%. This was below the peer median of 31%.



IT/IS Cost by Category									
	Cost in$000	Cost per Active Member and Annuitant					Cost as a % of Total IT/IS Cost		
Activity	You	You	Peer Median	Peer Avg	All Median	All Avg	You	Peer Avg	All Avg
5c. Amortization of IT Major Projects	110	0.26	0.26	2.40	0.00	4.35	1%	8%	12%
5d. IT Major Projects (if you don't capitalize)	121	0.28	0.60	5.28	0.74	7.06	1%	18%	19%
6a. IT Strategy, Database Management and Applications (excl. major projects)	5,376	12.49	13.34	13.75	13.34	16.23	65%	47%	45%
6b. IT Desktop, Networks, Telecom	897	2.08	4.97	5.48	4.84	7.51	11%	19%	21%
Total Pension IT/IS cost (excludes below)	6,504	15.11	21.19	26.92	23.53	35.15	79%	93%	97%
IT/IS Attributions to:[1]									
1f. Healthcare Administration	1,653	3.84	0.42	1.34	0.00	0.82	20%	5%	2%
1g. Optional and Third Party Administered Benefits	73	0.17	0.18	0.59	0.00	0.32	1%	2%	1%
Total Administration IT/IS cost	8,230	19.12	25.71	28.97	23.57	36.35	100%	100%	100%

1. Attributions of total administration IT/IS to non-pension activities 1f and 1g includes: (i) pro-rata share of Major Project attribution (5a - 5d) weighted by activity 5c and 5d's contribution to total Major Project cost; (ii) total attribution of activity 6a to 1f and 1g; (iii) pro-rata share of optional attribution (6b, 7a - 7f) to activities 1f and 1g weighted by activity 6b's contribution to total attribution. See section 4 - 'Activity Costs' for details.

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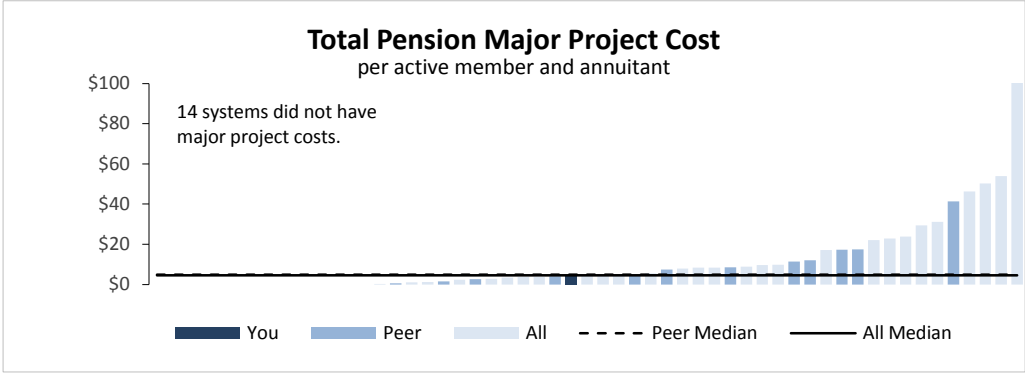
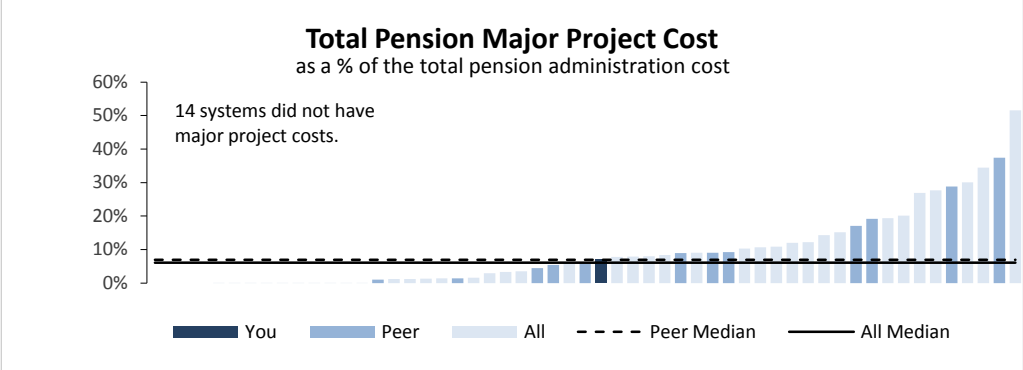
Major project costs

Your major project cost was $4.07 per active member and annuitant. This was below the peer median of $4.96.



Your major project cost as a percent of total cost was 7%. This was equal to the peer median.



Major Project Cost by Category									
	Cost in$000	Cost per Active Member and Annuitant					Cost as a % of Total Major Project Cost		
Activity	You	You	Peer Median	Peer Avg	All Median	All Avg	You	Peer Avg	All Avg
5a. Amortization of non-IT Major Projects	0	0.00	0.00	0.01	0.00	0.03	0%	0%	0%
5b. Non-IT Major Projects (if you don't capitalize)	1,523	3.54	0.00	1.20	0.00	0.97	68%	13%	8%
5c. Amortization of IT Major Projects	110	0.26	0.26	2.40	0.00	4.35	5%	25%	34%
5d. IT Major Projects (if you don't capitalize)	121	0.28	0.60	5.28	0.74	7.06	5%	56%	55%
Total Pension Major Project cost (excludes below)	1,754	4.07	4.96	8.89	4.54	12.41	78%	94%	97%
Major Project Attributions to:									
1f. Healthcare Administration	502	1.17	0.00	0.27	0.00	0.22	22%	3%	2%
1g. Optional and Third Party Administered Benefits	0	0.00	0.00	0.27	0.00	0.11	0%	3%	1%
Total Administration Major Project cost	2,255	5.24	5.24	9.45	4.89	12.78	100%	100%	100%

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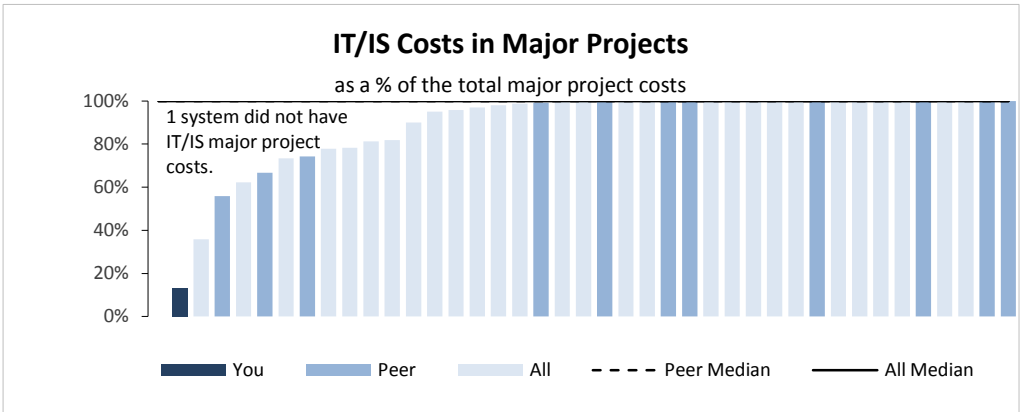
IT/IS cost included in major project costs

Your IT/IS major project costs as a percent of total major project costs was 13%. This was below the peer median of 100%.



IT and major project attributions by activity

Activity	6a. IT Strategy, Database Management and Applications (excl. major projects)						Total Major Projects (5a. through 5d.)					
	$s per Active Member and Annuitant			As a % of total			$s per Active Member and Annuitant			As a % of total		
	You	Peer Avg	All Avg	You	Peer Avg	All Avg	You	Peer Avg	All Avg	You	Peer Avg	All Avg
1. Member Transactions												
a. Pension Payments	3.60	1.09	1.23	29%	10%	9%	1.18	0.41	1.91	29%	6%	11%
b. Pension Inceptions	4.34	2.29	1.75	35%	16%	12%	1.41	1.67	1.99	35%	22%	18%
c. Withdrawals and Transfers-out	1.40	0.79	0.95	11%	6%	6%	0.46	0.39	0.66	11%	4%	6%
d. Purchases and Transfers-in	0.49	0.60	0.91	4%	5%	5%	0.16	0.29	1.22	4%	7%	7%
e. Disability	2.66	0.66	0.45	21%	5%	3%	0.87	0.34	0.24	21%	4%	3%
	12.49	5.44	5.29	100%	41%	36%	4.07	3.12	6.02	100%	43%	46%
2. Member Communication												
a. Call Center	0.00	1.46	1.40	0%	11%	9%	0.00	0.83	1.00	0%	11%	9%
b. Mail Room, Imaging	0.00	0.59	0.68	0%	4%	5%	0.00	0.73	0.50	0%	6%	5%
c. 1-on-1 Counseling	0.00	0.34	0.34	0%	2%	3%	0.00	0.21	0.31	0%	2%	2%
d. Presentations and Group Counseling	0.00	0.19	0.21	0%	1%	1%	0.00	0.06	0.09	0%	1%	1%
e. Written Pension Estimates	0.00	0.43	0.51	0%	3%	4%	0.00	0.17	0.43	0%	2%	4%
f. Mass Communication	0.00	1.10	0.94	0%	9%	7%	0.00	0.44	0.45	0%	6%	5%
	0.00	4.10	4.06	0%	30%	28%	0.00	2.44	2.79	0%	29%	26%
3. Collections and Data Maintenance												
a. Data and Money from Employers	0.00	1.63	1.80	0%	11%	12%	0.00	1.79	1.69	0%	16%	15%
b. Service to Employers	0.00	0.83	0.74	0%	6%	5%	0.00	0.88	0.44	0%	5%	5%
c. Data Not from Employers	0.00	0.62	0.61	0%	4%	4%	0.00	0.27	0.28	0%	3%	2%
	0.00	3.07	3.15	0%	21%	20%	0.00	2.93	2.41	0%	24%	22%
4. Governance and Financial Control												
a. Financial Administration and Control	0.00	0.66	0.88	0%	4%	5%	0.00	0.37	0.82	0%	3%	4%
b. Board, Strategy, Policy	0.00	0.32	0.36	0%	2%	2%	0.00	0.03	0.31	0%	0%	2%
c. Government and Public Relations	0.00	0.31	0.21	0%	2%	1%	0.00	0.00	0.12	0%	0%	1%
	0.00	1.29	1.45	0%	8%	9%	0.00	0.41	1.25	0%	4%	7%
Total Pension Administration	12.49	13.90	13.96	100%	100%	100%	4.07	8.90	12.46	100%	100%	100%

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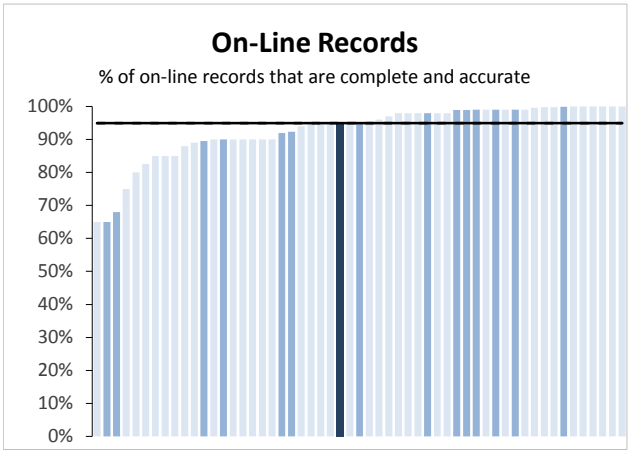
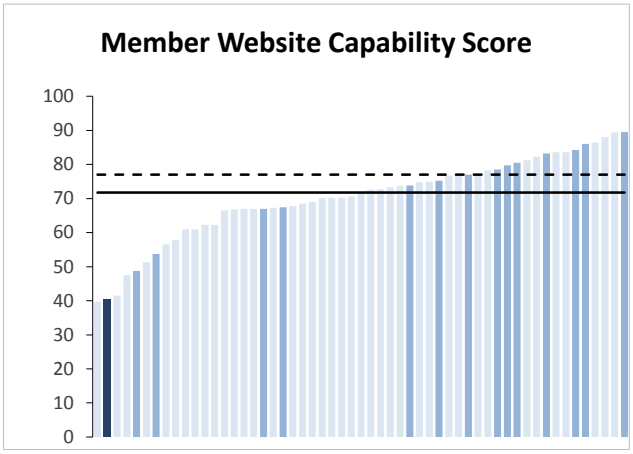
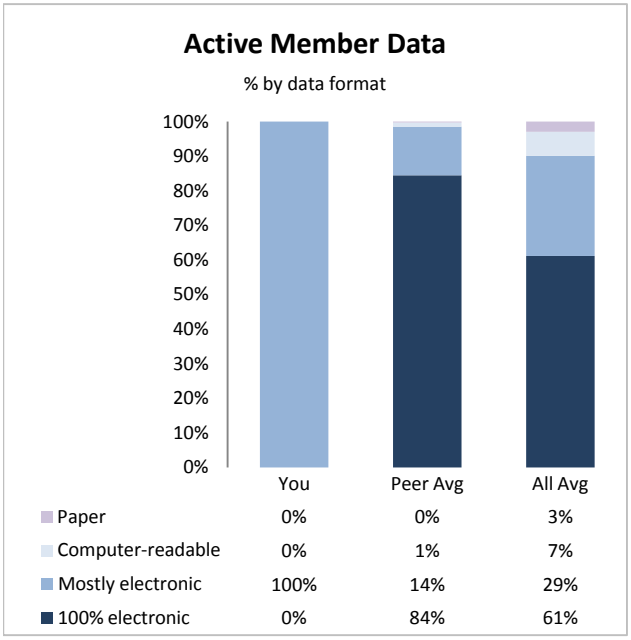
Key measures of CRM/IT capability

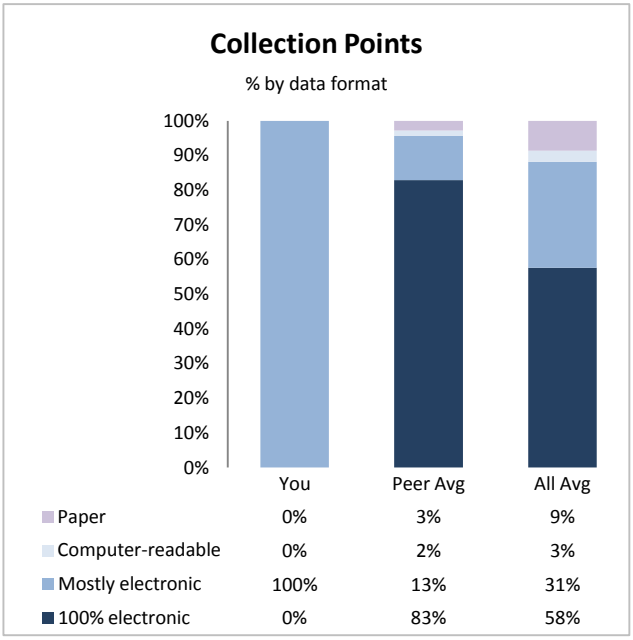




You | Peer | All | Peer Median | All Median



	You	Peer Avg	All Avg
Paper	0%	0%	3%
Computer-readable	0%	1%	7%
Mostly electronic	100%	14%	29%
100% electronic	0%	84%	61%



	You	Peer Avg	All Avg
Paper	0%	3%	9%
Computer-readable	0%	2%	3%
Mostly electronic	100%	13%	31%
100% electronic	0%	83%	58%

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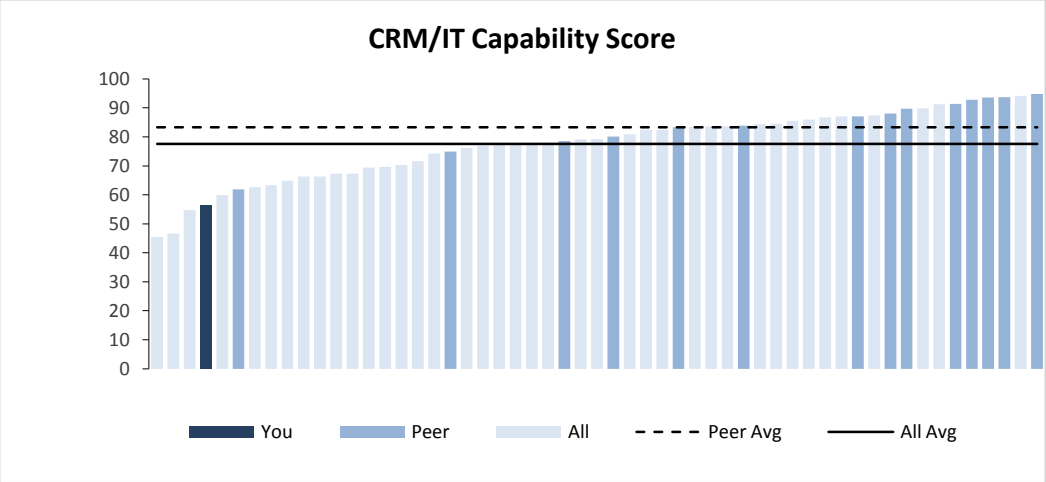
Your CRM/IT Capability score was 56 out of 100. This was below the peer average of 83.



Calculation of your CRM/IT capability score

Weight		Relevant Questions and Scoring	You	Peer Avg	All Avg
		CRM/ Call Capability			
	Q48	When a member calls in, do you have immediate computer access to the following member data:			
		a) Record of the member's previous calls to the system?	Yes	80% Yes	76% Yes
		b) Copies of recent correspondence on-line?	Yes	100% Yes	96% Yes
		c) Knowledge based on-line help system available for use by the service representative?	Yes	87% Yes	80% Yes
15%		*Score: 100 if all available, otherwise 33.3 for each yes*	100	89	84
	Q48	When a member calls in, do you have immediate computer access to the following member data:			
		d) Most recent member statement?	Yes	100% Yes	100% Yes
		e) Refund or transfer-out value?	Yes	100% Yes	98% Yes
		f) Pensionable salary?	Yes	93% Yes	98% Yes
		g) Salary history?	Yes	100% Yes	100% Yes
		h) Total service credit?	Yes	100% Yes	100% Yes
		i) Service credit history?	Yes	100% Yes	98% Yes
		j) Beneficiary information?	Yes	100% Yes	96% Yes
		k) Home address and phone number?	Yes	100% Yes	100% Yes
		l) Non-pension benefit and optional elections?	Yes	80% Yes	84% Yes
10%		*Score: 100 if all available, otherwise 11.1 for each yes*	100	98	98

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CRM/IT capability score

Weight		Relevant Questions and Scoring	You	Peer Avg	All Avg
	Q50	Can and will you provide the following information on an immediate real-time basis to members over the phone? [If you do not have real-time access to the information or if your policy is not to give the information over the phone because of security or other concerns then your answer should be 'no'.]			
		a) Estimates of the member's pension at retirement?	No	73% Yes	64% Yes
		a1) If yes, can you easily model and provide alternate annuity payment scenarios? [i.e., joint and 50% survivor, joint and 70% survivor, etc.]	n/a	100% Yes	91% Yes
		a2) If yes, is the estimate based on an interactive benefit calculator linked to the member's actual account data?	n/a	100% Yes	97% Yes
10%		*Score: 20 if yes to a1, 80 if yes to a2, otherwise 0*	0	73	61
	Q53	Do you have and use tools to help you project call volumes?	No	93% Yes	75% Yes
5%		*Score: 100 if yes, otherwise 0*	0	93	75
	Q38	c) Incoming calls satisfied by self-serve options, if any?	Yes	80% Yes	38% Yes
5%		*Score: 100 if yes, otherwise 0*	100	80	38
		<u>Document Imaging</u>			
	Q58	Do you use imaging technology?	Yes	100% Yes	95% Yes
		a) Do you keep images of ALL incoming member correspondence and submitted forms?	Yes	100% Yes	98% Yes
		c) Have all historical documents also been imaged?	Yes	67% Yes	69% Yes
5%		*Score: 60 if you use imaging, 20 if you keep images of all incoming correspondence and forms, 20 if all historical documents are imaged*	100	93	88
		<u>Data Collection</u>			
	Q110	What is the breakdown of 'collection points' providing you with payroll data between the following formats and what is the total number of active members covered by each format?			
		a) 100% electronic	0%	84%	61%
		b) Mostly electronic	100%	14%	29%
		c) Computer-readable	0%	1%	7%
		d) Paper	0%	0%	3%
5%		*Score: 100 X % of data collected 100% electronically, + 90 X % of data collected mostly electronically, + 80 X % of data collected via computer readable, otherwise 0*	90	98	93

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CRM/IT capability score

Weight		Relevant Questions and Scoring	You	Peer Avg	All Avg
		<u>Online Data Quality</u>			
	Q112	What % of your active and inactive member on-line records are complete and accurate?	95%	92%	93%
5%		*Score: 100 X % of online records that are complete and accurate*	95	92	93
		<u>Diagnostic Software</u>			
	Q114	Do you have a diagnostic software system for detecting and correcting contribution errors?	No	87% Yes	82% Yes
5%		*Score: 100 if yes, otherwise 0*	0	87	82
		<u>Integration</u>			
	Q115	When you get an address change, how many systems do you need to update?	6	2	1
5%		*Score: 100 if 1, otherwise 0*	0	80	89
		<u>Website</u>			
30%		Member website capability score [Refer to section 7 Service Levels: Mass communication - website for details.]	41	72	70
100%		Total CRM/ IT Capability Score - Average	56	83	78
		Total CRM/ IT Capability Score- Median	56	87	79

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10

Appendices

Appendix A - Survey responses

- Member status changes
- Costs and FTE by activity
- Service and plan design

Appendix B - Foreign currency conversion

Appendix C - Activity definitions

Appendix D - Defaults

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Appendix A - Survey responses: Member status changes

Wisconsin DETF

5. Complete the 'colored boxes' in the table below. Enter all values as positive numbers. Enter 0 if not applicable.

Changes in Member Status						
	2013			2012		
	Active Members	Inactive Members	Annuitants (Service, Disabled, Survivor)	Active Members	Inactive Members	Annuitants (Service, Disabled, Survivor)
Total members						
a. Members at end of fiscal year 2012	257,254	155,017	167,453	266,629	149,815	155,775
b. Members at end of fiscal year 2013	256,833	152,951	173,655	257,254	155,017	167,453
Increase/-decrease to be explained	-421	-2,066	6,202	-9,375	5,202	11,678
Decreases						
c. Full withdrawals/refunds/commuted value payments	1,681	3,838		1,626	4,355	
d. Transfers-out to external pension systems	0	0		0	0	
e. Annuity inceptions: service retirement	7,233	1,737		13,566	1,277	
f. Annuity inceptions: disability retirement	139	13		246	5	
g. Active members leaving to inactive status	10,077			13,259		
h. Re-hired inactives and annuitants (if annuity stops)		2,932	33		2,235	27
i. Deaths	290	177	2,983	44	185	3,299
j. Non-death stops of pensions (i.e., dependent no longer			52			322
k. Other decreases. Please describe below.	0	3,350	0	0	0	0
Increases						
l. New active members	16,034			17,104		
m Annuity inceptions: survivor, partner, ex-partner,			96			232
n. Annuity inceptions: service retirement			8,970			14,843
o. Annuity inceptions: disability retirement			152			251
p. Active members leaving to inactive status		10,077			13,259	
q. Re-hired inactives and annuitants (if annuity stops)	2,965			2,262		
r. Other increases. Please describe below.	0	0	0	0	0	0
Explained increases/-decreases	-421	-1,970	6,150	-9,375	5,202	11,678
Unexplained increases/-decreases	0	-96	52	0	0	0

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Appendix A - Survey responses: Cost and FTE by activity

Wisconsin DETF

	Your Response 2013	Your Response 2012	
6. Complete the table below:			
a. Total administrative expenses per your financial statements (CAFR in the U.S.)	30,077.4	30,111.2	($000s)
Less (if included in administrative expenses):			
b. Investment administration costs	0.0	0.0	($000s)
Plus, if not included in administrative expenses:			
c. Amortization and depreciation of administrative assets	141.4	0.0	($000s)
d. Actuarial fees and costs (excluding fees for investment performance measurement)	0.0	289.1	($000s)
e. Other costs and professional fees relating to pension administration	0.0	0.0	($000s)
f. Total benefit administration costs (to be attributed in question 9 below)	30,218.8	30,400.3	($000s)
7. Did you capitalize any administration costs last year?	Yes	No	yes/ no
If yes:			
a. Total amount capitalized?	796.4	n/a	$000s
b. Salaries and benefits of staff, if any, included in the amount capitalized?	162.9	n/a	$000s
c. Full-time-equivalent (FTE) of staff that pertain to the salaries being capitalized?	1.6	n/a	# FTE
d. Information technology costs included in the amount capitalized?	630.5	n/a	$000s

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Appendix A - Survey responses: Cost and FTE by activity - 2013

Wisconsin DETF

9. Complete the table below. Instructions and definitions are provided on the pages below the table.

Activity	Direct full time equiv-alents (# FTE)	Direct Costs			Attributions		Optional Attri-butions[1] 6b + 7a-g ($000s)	Total Attrib. ($000s)
		Salaries and Benefits ($000s)	Third Party and Other Direct ($000s)	Total ($000s)	5a-d Major Projects ($000s)	6a IT Strategy, DB Mgmt Applications ($000s)		
1. Member Transactions								
a. Pension Payments	11.8	834.1	353.3	1,187.4	505.9	1,551.1	0.0	2,057.0
b. Pension Inceptions	14.2	928.9	62.8	991.7	608.8	1,866.6	0.0	2,475.4
c. Withdrawals and Transfers-out	4.6	306.6	23.8	330.4	197.2	604.7	0.0	801.9
d. Purchases and Transfers-in	1.6	123.7	14.0	137.7	68.6	210.3	0.0	278.9
e. Disability	8.7	678.6	68.5	747.1	373.0	1,143.6	0.0	1,516.6
f. Healthcare Administration	11.7	904.4	106.5	1,010.9	501.7	1,538.0	0.0	2,039.7
g. Optional and Third Party Administered Benefits	7.4	596.2	68.1	664.3	0.0	0.0	0.0	0.0
2. Member Communication								
a. Call Center	24.4	1,547.9	181.7	1,729.6	0.0	0.0	0.0	0.0
b. Mail Room, Imaging	13.9	786.6	335.0	1,121.6	0.0	0.0	0.0	0.0
c. 1-on-1 Counseling	10.5	729.1	50.9	780.0	0.0	0.0	0.0	0.0
d. Presentations and Group Counseling	7.1	492.1	34.6	526.7	0.0	0.0	0.0	0.0
e. Written Pension Estimates	18.4	1,275.9	89.1	1,365.0	0.0	0.0	0.0	0.0
f. Mass Communication	7.6	596.6	364.4	961.0	0.0	0.0	0.0	0.0
3. Collections and Data Maintenance								
a. Data and Money from Employers	11.3	773.6	85.7	859.3	0.0	0.0	0.0	0.0
b. Service to Employers	4.3	289.5	34.9	324.4	0.0	0.0	0.0	0.0
c. Data Not from Employers	2.1	136.8	13.7	150.5	0.0	0.0	0.0	0.0
4. Governance and Financial Control								
a. Financial Administration and Control	10.5	815.2	104.3	919.5	0.0	0.0	0.0	0.0
b. Board, Strategy, Policy	6.0	548.0	123.5	671.5	0.0	0.0	0.0	0.0
c. Government and Public Relations	5.5	548.9	396.8	945.7	0.0	0.0	0.0	0.0
5. Major Projects								
a. Amortization of non-IT Major Projects	n/a	n/a	0.0	0.0				
b. Non-IT Major Projects (if you don't capitalize)	12.3	904.5	1,054.1	1,958.6				
c. Amortization of IT Major Projects	n/a	n/a	141.4	141.4				
d. IT Major Projects (if you don't capitalize)	0.8	67.1	88.2	155.3				
6. Information Technology								
a. IT Strategy, Database Management and Applications (excl. major projects)	36.7	2,974.8	3,939.5	6,914.3				
b. IT Desktop, Networks, Telecom	5.4	443.1	575.5	1,018.6	1. CEM automatically attributed your costs for activities 6b plus 7a-g, unless you did these attributions yourself.			
7. Support Services and Other								
a. Building and Utilities	1.2	87.9	1,574.5	1,662.4				
b. Human Resources	5.2	371.9	105.8	477.7				
c. Actuarial	0.0	0.0	200.0	200.0				
d. Legal and Rule Interpretation	10.2	883.4	193.0	1,076.4				
e. Internal and External Audit	4.1	425.0	282.9	707.9				
f. Pay-as-you-go Benefits for Retired Staf	n/a	0.0	n/a	0.0				
g. Other Support Services	2.2	143.1	38.4	181.5				
Total Administration (includes 1f, 1g)	259.7	19,213.5	10,704.9	29,918.4	2,255.2	6,914.3	0.0	9,169.5

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Appendix A - Survey responses: Cost and FTE by activity - 2013

continued

Describe and provide the cost of:

Each of your major projects in 5b. 'Non-IT Major Projects' (if you don't capitalize)	($000s)
DETF's Multiyear Transformation Integration Modernization Project (TIM)	1,958.60

The amortization for each of your capitalized projects in 5c. 'Amortization of IT Major Projects'	($000s)
LSPS application capitalized in 2010	101.70
Acummulated Sick Leave application capitalized in 2012	39.70

Each of your major projects in 5d. 'IT Major Projects (if you don't capitalize)	($000s)
On going data integrity project	155.30

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Appendix A - Survey responses: Cost and FTE by activity - 2012

Wisconsin DETF

9. Complete the table below. Instructions and definitions are provided on the pages below the table.

Activity	Direct full time equiv-alents (# FTE)	Direct Costs: Salaries and Benefits ($000s)	Direct Costs: Third Party and Other Direct ($000s)	Direct Costs: Total ($000s)	Attributions: 5a-d Major Projects ($000s)	Attributions: 6a IT Strategy, DB Mgmt Applications ($000s)	Optional Attri-butions[1] 6b + 7a-g ($000s)	Total Attrib. ($000s)
1. Member Transactions								
a. Pension Payments	13.1	698.4	205.7	904.1	439.2	1,523.4	0.0	1,962.6
b. Pension Inceptions	14.4	874.7	5.4	880.1	482.8	1,674.5	0.0	2,157.3
c. Withdrawals and Transfers-out	4.7	283.0	20.1	303.1	157.6	546.5	0.0	704.1
d. Purchases and Transfers-in	1.3	97.4	4.1	101.5	43.6	151.2	0.0	194.8
e. Disability	9.5	776.3	3.4	779.7	318.5	1,104.7	0.0	1,423.2
f. Healthcare Administration	9.3	879.7	17.1	896.8	311.8	1,081.5	0.0	1,393.3
g. Optional and Third Party	5.8	579.8	17.5	597.3	0.0	0.0	0.0	0.0
2. Member Communication								
a. Call Center	27.1	1,557.7	27.5	1,585.2	0.0	0.0	0.0	0.0
b. Mail Room, Imaging	14.4	744.3	305.6	1,049.9	0.0	0.0	0.0	0.0
c. 1-on-1 Counseling	11.2	824.5	13.2	837.7	0.0	0.0	0.0	0.0
d. Presentations and Group Counseling	6.8	508.0	16.9	524.9	0.0	0.0	0.0	0.0
e. Written Pension Estimates	17.9	1,330.8	16.4	1,347.2	0.0	0.0	0.0	0.0
f. Mass Communication	4.3	357.3	248.1	605.4	0.0	0.0	0.0	0.0
3. Collections and Data Maintenance								
a. Data and Money from Employers	12.3	859.8	25.0	884.8	0.0	0.0	0.0	0.0
b. Service to Employers	5.8	401.5	8.2	409.7	0.0	0.0	0.0	0.0
c. Data Not from Employers	2.8	192.3	41.3	233.6	0.0	0.0	0.0	0.0
4. Governance and Financial Control								
a. Financial Administration and Control	9.5	757.8	131.7	889.5	0.0	0.0	0.0	0.0
b. Board, Strategy, Policy	6.7	761.1	201.4	962.5	0.0	0.0	0.0	0.0
c. Government and Public Relations	4.1	594.9	376.0	970.9	0.0	0.0	0.0	0.0
5. Major Projects								
a. Amortization of non-IT Major Projects	n/a	n/a	0.0	0.0				
b. Non-IT Major Projects (if you don't capitalize)	4.0	368.4	1,283.4	1,651.8				
c. Amortization of IT Major Projects	n/a	n/a	101.7	101.7				
d. IT Major Projects (if you don't capitalize)	0.0	0.0	0.0	0.0				
6. Information Technology								
a. IT Strategy, Database Management and Applications (excl. major projects)	32.8	2,575.1	3,506.7	6,081.8				
b. IT Desktop, Networks, Telecom	11.6	885.5	1,351.4	2,236.9	1. CEM automatically attributed your costs for activities 6b plus 7a-g, unless you did these attributions yourself.			
7. Support Services and Other								
a. Building and Utilities	2.2	128.0	2,737.8	2,865.8				
b. Human Resources	4.4	466.9	54.4	521.3				
c. Actuarial	0.0	0.0	538.2	538.2				
d. Legal and Rule Interpretation	8.8	772.1	29.5	801.6				
e. Internal and External Audit	4.0	336.8	304.2	641.0				
f. Pay-as-you-go Benefits for Retired Staf	n/a	0.0	n/a	0.0				
g. Other Support Services	1.7	113.8	83.2	197.0				
Total Administration (includes 1f, 1g)	250.5	18,725.9	11,675.1	30,401.0	1,753.5	6,081.8	0.0	7,835.3

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Appendix A - Survey responses: Cost and FTE by activity - 2012

continued

Describe and provide the cost of:

Each of your major projects in 5b. 'Non-IT Major Projects' (if you don't capitalize)	($000s)
DETF's Multiyear Transformation Integration Modernization Project (TIM)	1,651.80

The amortization for each of your capitalized projects in 5c. 'Amortization of IT Major Projects'	($000s)
LSPS application capitalized in 2010	101.70

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Appendix A - Survey responses: Service and plan design

Wisconsin DETF

	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	Start													
1	Wisconsin Department of Employee Trust Funds													
2	Main survey contact: Nadine Konrath Budget and Policy Supervisor nadine.konrath@etf.wi.gov 608/266-3598													
3	What is the month of your fiscal year-end? [All questions in this survey are for your most recently completed fiscal year.]	June	June	June										
4	What was the end of fiscal year value of your pension fund assets (in billions)?	$86.5	$76.3	$75.8										
8	What percentage of your total salary and benefits costs relates to benefits?	26.6%	38.9%	New	66.9%	28.1%	16.7%	31.6%	14	66.9%	26.8%	14.0%	28.6%	46
	Service													
	Activity 1a - Pension Payments													
10	Do you administer annuity pensions? If no, skip to question 23	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	100% Yes / 0% No / 0% n/a				55
11	Were any of your pension payrolls late vis-à-vis your normal payment cycle? [For example, a payroll might be late because of IT system problems, etc.]	No	No	No	7% Yes / 93% No / 0% n/a				15	5% Yes / 95% No / 0% n/a				55
	If yes:													
	a) How many payrolls were late?	n/a	n/a	n/a	1	1	1	1	1	1	1	1	1	3
	b) On average, how many days late were they?	n/a	n/a	n/a	4.0	4.0	4.0	4.0	1	4.0	1.0	1.0	2.0	3
12	What percentage of pensioners are paid by check [as opposed to Electronic Funds Transfer ("EFT")]?	1.2%	1.0%	1.1%	15.0%	3.5%	0.0%	5.0%	15	15.0%	2.8%	0.0%	4.0%	47
13	Do you send out payment advices (i.e., gross/ net specifications) to members receiving EFT payments?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	96% Yes / 4% No / 0% n/a				55
	If yes:													
	a) How frequently do you send payment advices with your EFT payments detailing the gross payment and deductions?	Every Time Amount Changes	Every Time Amount Changes	Every Time Amount Changes	12	6	2	6	15	12	6	1	7	53
	b) Do you use payment advices to communicate brief messages to annuitants with payments? [For example, explaining payment changes, or indicating that the next payment will be on the 2nd of the month]	No	No	No	80% Yes / 20% No / 0% n/a				15	71% Yes / 25% No / 4% n/a				53

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	c) Can you comply with a member's request not to send them payment advices?	No	No	No	27% Yes / 73% No / 0% n/a				15	35% Yes / 60% No / 5% n/a				52
	d) Are new annuitants asked to choose whether or not they want to receive payment advices?	No	No	No	13% Yes / 87% No / 0% n/a				15	4% Yes / 93% No / 4% n/a				53
14	Will you issue a pension payment in a foreign currency if the member requests it?	No	No	No	0% Yes / 100% No / 0% n/a				15	16% Yes / 84% No / 0% n/a				55
15	At the request of an annuitant, or a third-party, will you deduct amounts from his/ her regular annuity payments and pay them on his/ her behalf to a third party for:													
	a) Healthcare?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	75% Yes / 25% No / 0% n/a				55
	b) Dental and/or vision coverage?	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	67% Yes / 33% No / 0% n/a				55
	c) Other special health coverage such as long-term care, cancer?	Yes	Yes	Yes	53% Yes / 47% No / 0% n/a				15	45% Yes / 55% No / 0% n/a				55
	d) Optional life insurance?	Yes	Yes	Yes	53% Yes / 47% No / 0% n/a				15	57% Yes / 43% No / 0% n/a				47
	e) Car insurance?	No	No	No	13% Yes / 87% No / 0% n/a				15	6% Yes / 94% No / 0% n/a				47
	f) Home insurance?	No	No	No	13% Yes / 87% No / 0% n/a				15	6% Yes / 94% No / 0% n/a				47
	g) Retiree association or union dues?	No	No	No	60% Yes / 40% No / 0% n/a				15	51% Yes / 49% No / 0% n/a				55
	h) Savings plans such as savings bonds or DC plans?	No	No	No	0% Yes / 100% No / 0% n/a				15	11% Yes / 89% No / 0% n/a				55
	i) Charitable contributions?	No	No	No	7% Yes / 93% No / 0% n/a				15	16% Yes / 84% No / 0% n/a				55
	j) Loan repayments?	No	No	No	0% Yes / 100% No / 0% n/a				15	7% Yes / 93% No / 0% n/a				55
	k) Prescription card?	No	No	No	13% Yes / 87% No / 0% n/a				15	6% Yes / 94% No / 0% n/a				47
	l) Mandatory deductions including taxes, divorce decrees or QDROs, family support, child support, garnishment or liens on wages for things such as bankruptcy, etc.?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	96% Yes / 4% No / 0% n/a				47
	m) Other (describe)?	Yes	Yes	Yes	47% Yes / 53% No / 0% n/a				15	38% Yes / 60% No / 2% n/a				54
	COLLECTION OF OVERPAYMENT													
	Activity 1b - Pension Inceptions													
16	How many changes in gross amount of annuity pensions paid occurred as a result of changes in an individual annuitant's personal circumstances? For example: • When the spouse of an annuitant dies "last survivor" options result in decreases, and "pop-up" or "reversion" options result in increases. [Exclude annuitant deaths that result in new pensions paid to spouses.] • When an annuitant or their beneficiary becomes eligible for social security, it often results in a reduction of the gross pension paid. • Redesign of the payment option, appeal decisions, high low options shifting to low, etc.	10,778	12,627	9,427	10,778	597	0	1,286	15	147,337	503	0	5,085	55
17	How many formal appeals (non-disability) of pension inceptions did you have?	13	5	2	133	14	0	39	15	133	4	0	21	55
18	What percentage of annuity inceptions for:													

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	a) Retiring active members are paid without an interruption of cash flow greater than 1 month between the final pay check and the first pension check?	99.0%	99.0%	99.0%	100.0%	95.9%	6.9%	88.9%	15	100.0%	98.0%	6.9%	88.8%	55
	b) Survivors are paid without an interruption of cash flow between the pensioner's final pension check and the survivor's first pension check?	99.0%	99.0%	99.0%	100.0%	79.1%	23.0%	69.2%	15	100.0%	85.0%	0.0%	71.2%	55
19	Will you initiate a service retirement pension based on existing data or estimates, recognizing that you will have to finalize the payments later after you get final data?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	73% Yes / 27% No / 0% n/a				55
	a) If yes, what proportion of your service retirement inceptions to retiring active members was based on existing data or estimates?	99.0%	100.0%	100.0%	100.0%	87.5%	3.0%	71.0%	14	100.0%	80.0%	0.0%	61.3%	40
	b) On average, how long did it take to finalize service retirement inceptions based on estimates? (in months)	10	12	6	10	3	1	4	14	10	2	1	3	38
20	Do survivors need to apply for a survivor pension after the death of a retired member, even if the survivor is known to the pension fund?	No	No	No	40% Yes / 60% No / 0% n/a				15	42% Yes / 58% No / 0% n/a				55
21	Do you require birth certificates and/or marriage certificates before incepting a pension?	No	No	No	53% Yes / 47% No / 0% n/a				15	77% Yes / 23% No / 0% n/a				47
22	Do you require notarization of normal or early retirement applications?	No	No	No	27% Yes / 47% No / 27% Some / 0% n/a				15	25% Yes / 58% No / 16% Some / 0% n/a				55
	If some, describe those that require versus those that do not: n/a													
	Activity 1c - Refunds, Transfers-out, Withdrawals													
23	How many written estimates for refunds/ terminations/ transfer-outs did you prepare in response to member requests? [Include all estimates whether they result in a refund or not.]	Unknown	0	2,979	61,778	8,694	0	13,342	12	94,974	4,335	0	9,782	47
24	How long does it take on average for you to issue a refund check, including any required wait period, beginning from the time of the initial request by the member (in days)?	120	180	60	120	30	2	41	15	296	31	2	47	45
	a) Are you legislated to have a wait period before you can effect a refund?	No	No	No	60% Yes / 40% No / 0% n/a				15	43% Yes / 55% No / 2% n/a				46
	b) If yes: How long is the wait period? (in days)	n/a	n/a	n/a	180	30	10	51	9	180	31	0	53	20
	c) If yes: Can the wait period be waived?	n/a	n/a	n/a	20% Yes / 40% No / 40% n/a				9	13% Yes / 30% No / 57% n/a				20
25	How long does it take on average for you to complete individual transfers-out to external systems, including delays caused by external parties, beginning from the time of:													
	a) Initial request by the member (in business days)?	120	180	60	281	20	3	55	13	400	43	2	79	40

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
26	Do you require notarization of refund or transfer-out applications? (yes, some, no)	No	No	No	7% Yes / 40% No / 53% Some / 0% n/a				15	18% Yes / 60% No / 22% Some / 0% n/a				55
	a) If some, describe those that require versus those that do not:													
	n/a													
	Activity 1d - Purchases and Transfers-in													
27	Number of actual:													
	a) Service credit purchases such as for prior refunded service, military service, etc.?	767	820	1,311	21,824	3,230	457	4,752	15	21,824	2,136	0	3,925	46
	b) Upgrades or 'Top-ups' where members can improve their pensionable salary (but not service credit)?	n/a	n/a	n/a	159	0	0	11	15	337	0	0	13	55
	c) Upgrades where members can pay to upgrade from an older retirement formula to a new retirement formula?	n/a	n/a	n/a	152	0	0	11	15	1,197	0	0	33	55
	d) Individual transfers-in from external defined benefit systems? [For example, many systems have reciprocal agreements with 'sister' systems that permit members to transfer-in credit from the external System when they join their System and vice versa? Do not include collective transfers-in.]	n/a	n/a	n/a	2,945	25	0	315	15	3,369	32	0	364	55
28	How many written purchase, upgrade, or transfer-in estimates did you prepare in response to member requests? [Include all estimates whether these result in a purchase or not.]	1,380	1,114	1,892	33,683	4,483	1,380	7,918	14	96,387	2,154	0	9,844	51
29	On average, how many days does it take from the date of first request to provide a written service credit purchase cost?	11	7	9	160	10	2	25	15	200	12	1	31	45
30	How long does it take on average for you to do individual transfers-in? [Months from request to completion including delays caused by external parties]	3	4	1	3	1	1	1	13	20	2	1	3	38
	Activity 1e - Disability													
31	Do you administer:													
	a) Long-term disability/ disability pensions/ disability lump sums?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	83% Yes / 17% No / 0% n/a				47
	b) Short-term disability?	Yes	Yes	Yes	20% Yes / 80% No / 0% n/a				15	11% Yes / 89% No / 0% n/a				47
	If you do not administer either short-term or long-term disability, or disability pensions skip to question 38.													
32	Number of:													
	a) Applications for disability pensions/ long-term disability/ disability lump sums?	910	981	852	2,420	621	128	746	15	3,370	177	0	511	47
	b) Members receiving long-term disability?	8,973	New	New	8,973	5,845	128	4,624	7	31,973	1,509	10	5,408	19
	c) Applications for short-term disability (if you administer)?	1,491	1,509	1,536	3,309	0	0	320	15	3,817	0	0	192	47
	d) Members receiving short-term disability (if you administer)?	1,223	1,867	1,903	1,223	486	2	570	3	3,120	1,108	2	1,188	5

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	e) Independent medical examinations for disability application assessment or reassessment paid for by you, if any?	0	1	0	3,106	73	0	656	15	3,106	6	0	260	47
	f) New members that you reviewed the health status of? [For example, ESSS conducts Medical Classification Reviews on their new members. A Medical classification may reduce a member's entitlement to disability and/or death benefits.]	263	228	213	537	0	0	56	15	537	0	0	18	47
	g) Formal appeals of disability decisions?	43	47	72	480	33	1	87	15	480	1	0	32	55
	h) Recertifications of disabled members? [For example, Arizona SRS requires an annual opinion from a physician to continue on disability.]	404	New	New	4,467	346	0	1,005	8	4,467	110	0	532	21
33	Do you cover non-occupational disability? [Some systems only cover disabilities that happen at work.]	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	83% Yes / 0% No / 17% n/a				39
	a) If yes, does either the amount paid or the taxation of the disability benefit vary depending on whether the disability is occupational versus non-occupational?	No	No	No	60% Yes / 40% No / 0% n/a				15	38% Yes / 45% No / 17% n/a				39
	b) If yes to 'a' immediately above: Number of occupational disability applications?	n/a	n/a	n/a	889	6	0	92	15	1,501	0	0	79	47
34	How many months, on average, does it take to return a decision on a disability application from:													
	a) date of initial request from a member?	3	3	3	10	3	1	3	15	13	3	1	3	39
	b) date of receipt of all necessary documentation to complete an application?	1	New	New	3	1	0	1	11	6	1	0	2	26
35	Do you have an expedited method for processing disability for a terminally ill member?	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	55% Yes / 28% No / 17% n/a				39
36	Do you proactively advise inactive members that their disability coverage will be expiring? [For example New Jersey advises members at 18 months that disability coverage expires at 2 years.]	Yes	Yes	Yes	33% Yes / 60% No / 7% n/a				14	19% Yes / 32% No / 49% n/a				24
37	Do you require notarization of disability applications?	No	No	No	33% Yes / 67% No / 0% Some / 0% n/a				15	26% Yes / 53% No / 4% Some / 17% n/a				39
	a) If some, describe those that require versus those that do not:													
	n/a													
	Activity 2a - Call Center													
	Volumes													
38	What were your volumes of:													
	a) Incoming calls that reach and are responded to by a knowledgeable service representative (i.e., exclude messages, etc.)?	149,165	143,175	136,694	474,292	233,035	89,758	236,917	15	677,591	121,812	6,658	163,885	55
	b) Outgoing calls from service representatives responding to messages (voice mail, receptionist, etc.) or following-up on previous calls?	10,833	9,564	27,339	72,538	10,833	734	16,512	15	155,636	10,074	275	16,673	55

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	c) Incoming calls satisfied by self-serve options, if any?	32,591	38,024	38,274	668,591	9,189	0	57,065	15	668,591	0	0	27,801	55
	d) Email queries from members?	12,402	14,261	18,066	31,528	12,402	0	12,536	15	81,990	9,120	0	16,722	55
	Before Reaching a Service Rep													
39	In the table below, indicate whether or not each described outcome can occur when a member calls into your system seeking a knowledgeable person during business hours, and if yes, indicate the volume of occurrences.													
	a) Busy signal, never enters the system?	Yes	Yes	Yes	27% Yes / 73% No / 0% n/a				15	22% Yes / 78% No / 0% n/a				55
	b) Caller gets pre-recorded 'call another time' message during business hours?	No	No	No	20% Yes / 80% No / 0% n/a				15	29% Yes / 71% No / 0% n/a				55
	c) Voice mail takes a message during business hours?	No	No	No	27% Yes / 73% No / 0% n/a				15	44% Yes / 56% No / 0% n/a				55
	d) Abandoned calls in a menu (i.e. caller hangs-up before reaching the end of a self-serve menu branch that can answer his/her question or before reaching a queue)?	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	71% Yes / 29% No / 0% n/a				55
	e) Abandoned calls in a queue or on hold (i.e. caller hangs-up)?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	98% Yes / 2% No / 0% n/a				55
	f) System hangs up on caller after he/she has waited in the queue longer than a pre-set time or if the queue becomes full?	No	No	No	7% Yes / 93% No / 0% n/a				15	5% Yes / 95% No / 0% n/a				55
	g) System sends the caller back to the main menu after he/she has waited in the queue longer than a pre-set time or if the queue becomes full?	No	No	New	7% Yes / 93% No / 0% n/a				15	2% Yes / 96% No / 2% n/a				54
	h) Busy signal after navigating an automated attendant menu, or after being transferred by a receptionist?	No	No	No	20% Yes / 80% No / 0% n/a				15	7% Yes / 91% No / 2% n/a				54
	i) Call rings unanswered during business hours?	No	No	No	7% Yes / 93% No / 0% n/a				15	5% Yes / 95% No / 0% n/a				55
	If yes: volume													
	a) # Busy signal, never enters the system?	4,767	1,213	Unknown	27,261	4,105	0	8,868	4	386,297	1,347	0	36,500	12
	b) # Caller gets pre-recorded 'call another time' message during business hours?	n/a	n/a	n/a	54,949	43,092	783	32,941	3	189,688	536	0	20,048	16
	c) # Voice mail takes a message during business hours?	n/a	n/a	n/a	17,848	9,085	494	9,128	4	19,152	874	22	3,613	24
	d) # Abandoned calls i.e. caller hangs-up while in a menu?	Unknown	Unknown	Unknown	107,991	10,114	30	27,587	12	132,892	1,940	0	15,925	38
	e) # Abandoned calls i.e. caller hangs-up while in a queue or on hold?	13,324	9,015	11,148	101,677	21,749	1,015	25,014	15	217,351	2,961	5	16,603	53
	f) # System hangs up on caller (or sends the caller back to the main menu) after he/she has waited in the queue longer than a pre-set time or if the queue becomes full?	n/a	n/a	n/a	8,603	8,603	8,603	8,603	1	37,605	8,603	100	15,436	3
	g) # System sends the caller back to the main menu after he/she has waited in the queue longer than a pre-set time or if the queue becomes full?	n/a	n/a	New	1,870	1,870	1,870	1,870	1	1,870	1,870	1,870	1,870	1
	h) # Busy signal after navigating an automated attendant menu, or after being transferred by a receptionist?	n/a	n/a	n/a	190,898	28,791	11,116	76,935	3	190,898	19,954	5,392	59,049	4
	i) # Call rings unanswered during business hours?	n/a	n/a	n/a	1,502	1,502	1,502	1,502	1	1,502	185	94	593	3

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	If volume is unknown, estimate the % of total calls that this outcome represents													
	a) % Busy signal, never enters the system?	n/a	n/a	0.0%	n/a	n/a	n/a	n/a	0	0.1%	0.1%	0.1%	0.1%	1
	b) % Caller gets pre-recorded 'call another time' message during business hours?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0.3%	0.1%	0.0%	0.1%	7
	c) % Voice mail takes a message during business hours?	n/a	n/a	n/a	6.0%	6.0%	6.0%	6.0%	1	6.0%	2.0%	0.7%	2.2%	7
	d) % Abandoned calls i.e. caller hangs-up while in a menu?	Unknown	Unknown	Unknown	18.0%	14.7%	11.4%	14.7%	2	18.0%	1.5%	0.0%	5.4%	6
	e) % Abandoned calls i.e. caller hangs-up while in a queue or on hold?	n/a	n/a	n/a	11.4%	11.4%	11.4%	11.4%	1	11.4%	3.0%	1.0%	4.3%	5
	f) % System hangs up on caller (or sends the caller back to the main menu) after he/she has waited in the queue longer than a pre-set time or if the queue becomes full?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a	n/a	n/a	n/a	0
	g) % System sends the caller back to the main menu after he/she has waited in the queue longer than a pre-set time or if the queue becomes full?	n/a	n/a	New	n/a	n/a	n/a	n/a	0	n/a	n/a	n/a	n/a	0
	h) % Busy signal after navigating an automated attendant menu, or after being transferred by a receptionist?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	5.0%	5.0%	5.0%	5.0%	1
	i) % Call rings unanswered during business hours?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	1.0%	0.6%	0.1%	0.6%	2
40	Do you have a menu system that callers negotiate before speaking to someone?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	80% Yes / 20% No / 0% n/a				55
	If yes:													
	a) What is the average number of menu layers that must be navigated before a caller can speak to a live person? [Count each and every time a caller must select a menu option by pressing a button on the phone as a menu layer. Use the volume-weighted average number of menu layers if callers must negotiate different numbers of menu layers to reach a service representative on some menu-tree branches than on others.]	3	2	2	4	2	1	2	14	5	2	1	2	44
	b) What is the average time in seconds that it would take a caller to negotiate the menu and listen to menu options before the caller is forwarded to a live person (or queue for a live person)?	90	80	80	206	55	18	76	14	206	40	7	52	44
	c) Is the menu system by-passed if a service representative is available?	No	No	No	0% Yes / 93% No / 7% n/a				14	0% Yes / 80% No / 20% n/a				44
	c1) If yes, what percentage of calls is the menu system by-passed?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a	n/a	n/a	n/a	0
41	When a member calls in, is the first point of human contact usually a receptionist(s) who transfers a high proportion of calls elsewhere in the organization? (indicate no if most calls go directly to a call center)	No	No	No	0% Yes / 100% No / 0% n/a				15	4% Yes / 96% No / 0% n/a				55
	If yes:													
	a) Do you have a queue for the receptionist(s)?	n/a	n/a	n/a	0% Yes / 0% No / 100% n/a				0	0% Yes / 4% No / 96% n/a				2

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	a1) If yes, what is the average wait time in seconds in the queue for the receptionist(s)?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a	n/a	n/a	n/a	0
	b) Approximately what percentage of callers are:													
	b1) Satisfied by the receptionist without forwarding?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	24.8%	14.9%	5.0%	14.9%	2
	b2) Forwarded by the receptionist to a queue for service representatives?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	59.4%	59.4%	59.4%	59.4%	1
	b3) Forwarded by the receptionist to specific people or departments?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	90.0%	52.4%	14.9%	52.4%	2
	b4) Receptionist takes a message?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	5.0%	3.0%	1.0%	3.0%	2
42	Do you have a queue for service representatives? [The entry to the queue could be a recorded message, a menu system or a receptionist.]	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	98% Yes / 2% No / 0% n/a				55
	If yes:													
	a) Average wait time in seconds in queue for a service representative?	192	136	127	744	106	23	173	15	744	35	8	102	54
	b) Are calls automatically sent to voice mail when the queue exceeds a set wait time (i.e., callers are not given the option to wait)?	No	No	No	7% Yes / 93% No / 0% n/a				15	7% Yes / 91% No / 2% n/a				54
	c) Are callers given the option to exit the queue and leave a voice mail message (either immediately or if the queue exceeds a set wait time)?	No	No	No	13% Yes / 87% No / 0% n/a				15	22% Yes / 76% No / 2% n/a				54
43	Does your system offer voice mail for responding to calls after hours?	No	No	No	7% Yes / 93% No / 0% n/a				15	38% Yes / 62% No / 0% n/a				55
44	Do you have a callback feature on your phone system? [i.e. the caller's telephone number is placed in a queue for callback when their turn comes up]	No	No	No	27% Yes / 73% No / 0% n/a				15	13% Yes / 87% No / 0% n/a				55
	If yes:													
	a) What was the total volume of callbacks?	n/a	n/a	n/a	182,349	17,541	1,542	54,743	4	326,872	19,873	1,542	88,590	7
	b) Are callbacks made as soon as the caller's turn in the queue comes up or at a later, designated time?	n/a	n/a	n/a	13% Queue/13% Designated/73% n/a				4	9% Queue/4% Designated /87% n/a				7
	b1) If callbacks are made as soon as the caller's turn in the queue comes up, what is the average time between when the caller hangs up and when they are called back?	n/a	n/a	n/a	2,382	1,371	360	1,371	2	2,382	796	360	1,084	4
	b2) Is the time between hang up and call back included in your average wait time statistic per question 42a above?	n/a	n/a	n/a	0% Yes / 13% No / 87% n/a				2	0% Yes / 9% No / 91% n/a				5
	c) Does the caller have the option of either leaving his number for callback or choosing to remain on the line?	n/a	n/a	n/a	20% Yes / 0% No / 80% n/a				3	11% Yes / 0% No / 89% n/a				6
	<u>After Reaching a Service Rep</u>													
45	What was the:													
	a) % of callers transferred after first contact? (exclude receptionists)	5.9%	9.6%	14.0%	28.0%	5.0%	0.0%	6.9%	15	28.0%	5.0%	0.0%	5.8%	54

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	b) % of callers you called back because their needs were not fully satisfied at first contact?	3.6%	5.0%	5.0%	16.9%	3.0%	0.3%	3.9%	15	20.0%	2.9%	0.0%	4.0%	48
	c) % of calls satisfied by the first contact?	90.5%	93.0%	81.0%	99.0%	91.6%	67.0%	89.3%	15	99.1%	91.1%	67.0%	90.1%	49
46	What was the % of incoming calls placed on hold after a caller has reached a knowledgeable person?	9.1%	10.0%	10.3%	31.5%	14.2%	0.0%	15.5%	14	32.8%	10.0%	0.0%	12.1%	43
	a) What is the average hold time?	163	118	110	201	100	25	107	14	388	86	0	86	52
47	If available, what was the:													
	a) Average talk time (in seconds)? [Do not include: hold or queuing time prior to a member reaching a knowledgeable person, or hold time after a member has reached a knowledgeable person.]	307.0	272.2	272.7	338.0	301.0	221.0	286.9	14	515.0	270.0	112.0	274.4	53
	b) Average after call work time (in seconds) when service representative is unavailable to take another call?	26.0	14.2	New	226.0	58.5	24.0	67.7	12	300.0	75.0	0.0	96.8	38
	c) Average occupancy %? [time spent handling calls, including after call work, as a percentage of total available time to answer calls.]	81.8%	New	New	88.3%	79.0%	41.7%	75.6%	11	95.0%	78.0%	20.0%	73.5%	33
48	When a member calls in, do you have immediate computer access to the following member data:													
	a) Record of the member's previous calls to the system?	Yes	Yes	Yes	80% Yes / 20% No / 0% n/a				15	76% Yes / 24% No / 0% n/a				55
	b) Copies of recent correspondence on-line?	Yes	Yes	Yes	100% Yes / 0% No / 0% Some / 0% n/a				15	96% Yes / 4% No / 0% Some / 0% n/a				55
	c) Knowledge based on-line help system available for use by the service representative?	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	80% Yes / 20% No / 0% n/a				55
	d) Most recent member statement?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	100% Yes / 0% No / 0% n/a				55
	e) Refund or transfer-out value?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	98% Yes / 2% No / 0% n/a				55
	f) Pensionable salary?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	98% Yes / 2% No / 0% n/a				55
	g) Salary history?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	100% Yes / 0% No / 0% n/a				55
	h) Total service credit?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	100% Yes / 0% No / 0% n/a				55
	i) Service credit history?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	98% Yes / 2% No / 0% n/a				55
	j) Beneficiary information?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	96% Yes / 4% No / 0% n/a				55
	k) Home address and phone number?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	100% Yes / 0% No / 0% n/a				55
	l) Non-pension benefit and optional elections?	Yes	Yes	Yes	80% Yes / 20% No / 0% n/a				15	84% Yes / 16% No / 0% n/a				55
49	Do your service representatives have real-time access to a workflow system that lets them know the status of open items?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	89% Yes / 11% No / 0% n/a				55
50	Can and will you provide the following information on an immediate real-time basis to members over the phone? [If you do not have real-time access to the information or if your policy is not to give the information over the phone because of security or other concerns then your answer should be 'no'.]													
	a) Estimates of the member's pension at retirement?	No	No	No	73% Yes / 27% No / 0% n/a				15	64% Yes / 36% No / 0% n/a				55

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	a1) If yes, can you easily model and provide alternate annuity payment scenarios? [i.e., joint and 50% survivor, joint and 70% survivor, etc.]	n/a	n/a	n/a	73% Yes / 0% No / 27% n/a				11	58% Yes / 5% No / 36% n/a				35
	a2) If yes, is the estimate based on an interactive benefit calculator linked to the member's actual account data?	n/a	n/a	n/a	73% Yes / 0% No / 27% n/a				11	62% Yes / 2% No / 36% n/a				35
	b) Refund or transfer value assuming the member exited employment at the time of the call?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	69% Yes / 31% No / 0% n/a				55
	c) Pensionable salary?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	84% Yes / 15% No / 2% n/a				54
	d) Total service credit?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	85% Yes / 13% No / 2% n/a				54
	e) Cost to purchase service credit?	No	No	No	60% Yes / 40% No / 0% n/a				15	49% Yes / 47% No / 4% n/a				53
	f) If you administer a DC plan:													
	f1) Current value of the DC account?	n/a	n/a	n/a	33% Yes / 7% No / 60% n/a				6	21% Yes / 6% No / 72% n/a				13
	f2) Estimate of the value of the DC account at retirement?	n/a	n/a	n/a	13% Yes / 27% No / 60% n/a				6	13% Yes / 15% No / 72% n/a				13
	f3) History of account transactions?	n/a	n/a	n/a	33% Yes / 7% No / 60% n/a				6	21% Yes / 6% No / 72% n/a				13
51	Can members calling in perform the following transactions over the phone:													
	a) Change address?	Yes	Yes	Yes	73% Yes / 27% No / 0% n/a				15	68% Yes / 32% No / 0% n/a				47
	b) Change beneficiary?	No	No	No	0% Yes / 100% No / 0% n/a				15	2% Yes / 98% No / 0% n/a				47
	c) Change payment instructions? [i.e., bank account]	Yes	Yes	No	13% Yes / 87% No / 0% n/a				15	15% Yes / 85% No / 0% n/a				47
	d) If you administer a DC plan, switches to investment options?	n/a	n/a	n/a	20% Yes / 20% No / 60% n/a				6	9% Yes / 15% No / 77% n/a				11
	<u>Quality and Other</u>													
52	Do you review your staff's responses to member calls for coaching purposes on a regular basis? [As opposed to intermittent or only while training new service representatives, etc.]	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	80% Yes / 20% No / 0% n/a				55
	a) If yes, how many calls per agent per month (on average) do you monitor?	3	3	3	10	4	2	5	13	20	4	0	5	44
	b) If yes, are you listening in on a live call or a recording?	Recording	Recording	Recording	80% Recording / 7% Live / 13% n/a				13	64% Recording / 16% Live / 20% n/a				44
53	Do you have and use tools to help you project call volumes?	No	No	No	93% Yes / 7% No / 0% n/a				15	75% Yes / 25% No / 0% n/a				55
54	Do you have a toll free number (or a number where members are only charged the cost of a local call no matter where they are located) that members can call to get a real person (not just an info line)?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	85% Yes / 15% No / 0% n/a				55
55	How many hours per week is your 'call center' operational?	50	50	50	60	45	43	47	15	65	45	38	46	55
56	Can members communicate questions using email?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	95% Yes / 5% No / 0% n/a				55
	a) If yes, what is the average time (in business days) to respond to an email query? Do not include auto-responses or confirmation of email receipt.	3.0	3.0	3.0	4.7	1.9	0.5	2.0	14	8.0	1.5	0.3	1.9	52

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	Activity 2b - Mail Room, Imaging													
57	What were your volumes of:													
	a) Incoming mail?	178,535	173,000	224,000	287,300	181,380	58,211	170,525	15	850,079	94,805	4,964	158,501	55
	b) Outgoing mail?	1,396,192	2,294,000	2,250,000	3,609,563	1,051,113	106,930	1,210,922	15	4,503,567	349,234	14,654	868,687	55
58	Do you use imaging technology?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	95% Yes / 5% No / 0% n/a				55
	If yes:													
	a) Do you keep images of ALL incoming member correspondence and submitted forms?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	93% Yes / 2% No / 5% n/a				52
	b) If not all, describe the member documents you do keep images of below: n/a													
	c) Have all historical documents also been imaged?	Yes	Yes	Yes	67% Yes / 33% No / 0% n/a				15	65% Yes / 29% No / 5% n/a				52
	Activity 2c -1-on-1 Member Counseling													
59	Do you provide 1-on-1 counseling?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	95% Yes / 5% No / 0% n/a				55
	If you do not offer 1-on-1 counseling skip to question 69.													
60	Provide the number of members counseled 1-on-1 that were:													
	a) Pre-scheduled and/or walk-in counseled in-house? [Include only if the member actually sees a counselor. Exclude 'walk-through' traffic (i.e., picking up brochures or forms) where needs can be met by the receptionist.]	5,126	7,369	8,344	19,317	5,027	157	6,608	15	29,000	2,031	0	4,763	52
	b) In the field at locations separate from the member's place of employment?	26	40	57	19,386	948	0	4,092	15	74,000	101	0	2,965	55
	c) At the member's place of employment?	0	0	0	3,470	0	0	621	15	8,012	0	0	576	55
	d) Via teleconference? [These are pre-scheduled counseling sessions that cover materials sent to the member in advance of the session.]	0	0	0	8,361	0	0	843	15	136,290	0	0	2,768	55
	(Total counseled 1-on-1)	5,152	7,409	8,401	49,150	5,459	1,113	12,164	15	136,290	3,668	0	10,812	55
61	Is 1-on-1 retirement counseling a freely available option for most members? [If the only 1-on-1 counseling you do is for VIPs, disability, exceptions and emergencies then your answer should be no.]	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	93% Yes / 2% No / 5% n/a				52
62	Do you limit 1-on-1 counseling by:													
	a) Requiring that members be within a certain time period of earliest possible retirement?	Yes	Yes	Yes	13% Yes / 87% No / 0% n/a				15	9% Yes / 85% No / 5% n/a				52
	b) Placing a limit on the number of counseling sessions a member can request?	No	No	No	0% Yes / 100% No / 0% n/a				15	4% Yes / 91% No / 5% n/a				52
	c) Indicating that members should contact their employers or unions first for counseling?	No	No	No	0% Yes / 100% No / 0% n/a				15	2% Yes / 91% No / 7% n/a				51

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	d) Other (describe)?	No	No	No	7% Yes / 93% No / 0% n/a				15	9% Yes / 82% No / 9% n/a				50
	n/a													
63	Do you provide counseling for walk-in traffic?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	82% Yes / 13% No / 5% n/a				52
	If yes:													
	a) On average, how long does a walk-in member that requests a counseling session typically have to wait till they can meet with a counselor? (minutes)	15	20	25	21	5	0	8	14	29	5	0	8	45
	b) Approximately what percentage of walk-in members requesting a counseling session are turned away, or scheduled for another time, or leave with their needs unsatisfied because they decide the wait was too long?	0.0%	0.0%	0.0%	99.0%	0.0%	0.0%	7.7%	14	99.0%	0.0%	0.0%	7.0%	45
64	Do you offer prescheduled 1-on-1 counseling?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	89% Yes / 5% No / 5% n/a				52
	a) If yes, how long does a member that requests a pre-scheduled counseling session typically have to wait, in days, before he can meet with a counselor for an in-house 1-on-1 counseling session?	4	8	32	10	3	0	4	14	45	2	0	6	49
65	Do you offer 1-on-1 counseling sessions after normal working hours, such as evenings and/or weekends?	No	No	No	60% Yes / 40% No / 0% n/a				15	55% Yes / 40% No / 5% n/a				52
66	Do you provide 1-on-1 counseling in the field?	Yes	Yes	Yes	80% Yes / 20% No / 0% n/a				15	75% Yes / 20% No / 5% n/a				52
	If yes, indicate the number of different field locations where you provided 1-on-1 counseling last year that were at:													
	a) Field offices staffed on a full-time basis and located in cities different from your main office?	0	0	0	25	1	0	3	12	25	1	0	3	26
	b) Member's place of employment?	0	0	0	404	9	0	64	10	8,012	23	0	366	36
	c) Intermittent locations (such as hotels, offices) separate from the member's place of employment?	9	11	12	242	20	0	51	10	5,197	16	0	168	38
67	For 1-on-1 counseling sessions that are walk-ins, prescheduled in-house and in the field:													
	a) Do almost all sessions take place in a private office with a door (versus a cubicle, etc.)?													
	a1) Walk-in traffic in-house?	No	No	No	80% Yes / 13% No / 7% n/a				14	75% Yes / 13% No / 13% n/a				48
	a2) Pre-scheduled in-house?	No	No	No	87% Yes / 7% No / 7% n/a				14	78% Yes / 11% No / 11% n/a				49
	a3) In-the-field?	No	No	No	60% Yes / 20% No / 20% n/a				12	49% Yes / 25% No / 25% n/a				41
	b) Do you have real-time access to the member's data (i.e., salary, service credit, refund value, beneficiaries, etc.)?													
	b1) Walk-in traffic in-house?	Yes	Yes	Yes	93% Yes / 0% No / 7% n/a				14	85% Yes / 2% No / 13% n/a				48
	b2) Pre-scheduled in-house?	Yes	Yes	Yes	87% Yes / 7% No / 7% n/a				14	85% Yes / 4% No / 11% n/a				49
	b3) In-the-field?	Yes	Yes	Yes	73% Yes / 7% No / 20% n/a				12	62% Yes / 13% No / 25% n/a				41

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	c) Do you provide new written estimates on a real-time basis for anybody that wants one?													
	c1) Walk-in traffic in-house?	Yes	Yes	Yes	73% Yes / 20% No / 7% n/a				14	69% Yes / 18% No / 13% n/a				48
	c2) Pre-scheduled in-house?	Yes	Yes	Yes	80% Yes / 13% No / 7% n/a				14	76% Yes / 13% No / 11% n/a				49
	c3) In-the-field?	No	No	No	53% Yes / 27% No / 20% n/a				12	45% Yes / 29% No / 25% n/a				41
	d) Do you provide an accurate cost to purchase service credit on a real-time basis for anybody that wants one?													
	d1) Walk-in Traffic In-house?	Yes	Yes	Yes	67% Yes / 27% No / 7% n/a				14	49% Yes / 33% No / 18% n/a				45
	d2) pre-scheduled In-house?	Yes	Yes	Yes	60% Yes / 33% No / 7% n/a				14	51% Yes / 33% No / 16% n/a				46
	d3) In-the-field?	No	No	No	40% Yes / 40% No / 20% n/a				12	35% Yes / 35% No / 31% n/a				38
	e) If you administer a DC plan, can you provide future retirement income and/ or account balance projections based on the member's account information and various market scenarios?													
	e1) Walk-in Traffic In-house?	n/a	n/a	n/a	20% Yes / 13% No / 67% n/a				5	11% Yes / 9% No / 81% n/a				9
	e2) pre-scheduled In-house?	n/a	n/a	n/a	20% Yes / 20% No / 60% n/a				6	9% Yes / 13% No / 79% n/a				10
	e3) In-the-field?	n/a	n/a	n/a	13% Yes / 13% No / 73% n/a				4	6% Yes / 11% No / 83% n/a				8
68	Do you review 1-on-1 counseling sessions for coaching purposes on a regular basis? [As opposed to intermittent or only while training new counselors, etc.]	No	No	No	40% Yes / 60% No / 0% n/a				15	47% Yes / 47% No / 5% n/a				52
	Activity 2d - Member Presentations and Group Retirement Counseling													
69	Do you offer member presentations (including group counseling)?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	96% Yes / 4% No / 0% n/a				55
	If you do not offer member presentations skip to question 77.													
70	How many benefit fairs did you host or participate in?	45	33	12	457	31	0	82	15	457	14	0	43	47
71	How many presentations (including group counseling sessions) for members or annuitants [exclude presentations to employers] did you do that took place:													
	a) In-house?	24	89	303	307	14	0	39	15	307	1	0	23	55
	b) In the field?	239	342	275	1,446	342	11	520	15	1,446	125	0	300	55
72	What was the total number of attendees at all of the presentations per question 71 above? [Exclude benefit fair attendees per question 70]	8,718	8,545	11,959	34,030	13,455	975	14,195	15	45,406	4,807	534	9,335	53
73	Did you do specific presentations targeted solely for:													
	a) New members?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	75% Yes / 22% No / 4% n/a				53
	b) Members in mid career?	Yes	Yes	Yes	67% Yes / 33% No / 0% n/a				15	64% Yes / 33% No / 4% n/a				53
	c) Members approaching retirement or ready to retire?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	91% Yes / 5% No / 4% n/a				53

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	d) Retirees?	Yes	Yes	Yes	60% Yes / 40% No / 0% n/a				15	49% Yes / 47% No / 4% n/a				53
	e) Other? (Please describe)	No	No	No	80% Yes / 20% No / 0% n/a				15	64% Yes / 33% No / 4% n/a				53
	n/a													
74	Do you webcast presentations to members?	Yes	No	Yes	73% Yes / 27% No / 0% n/a				15	44% Yes / 56% No / 0% n/a				55
	a) How many presentations did you webcast last year?	21	n/a	39	236	21	1	41	11	236	8	1	23	24
	b) Number of members who viewed your webcasts last year?	1,010	n/a	New	4,518	867	45	1,340	11	12,597	708	15	1,673	23
75	Do you offer presentations after normal working hours such as evenings and/or weekends?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	91% Yes / 5% No / 4% n/a				53
76	Do you review presenters for coaching purposes on a regular and recurring basis? [As opposed to intermittent or only while training new presenters, etc.]	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	80% Yes / 16% No / 4% n/a				53
	Activity 2e - Written Pension Estimates													
77	Do you offer written pension estimates to members?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	100% Yes / 0% No / 0% n/a				55
	If no, go directly to question 84.													
78	How many written pension estimates did you mail out pursuant to individual member requests? [Exclude estimates prepared during counseling sessions and not mailed in advance.]	19,120	19,630	28,768	149,205	15,425	968	25,113	15	149,205	5,695	410	14,066	55
79	When a member requests multiple different estimate scenarios, do you count each scenario as an 'estimate' or do you count the 'multiple request' as a single estimate?	Each Scenario	Each Scenario	Each Scenario	73% Each Scenario / 27% Single Estimate				15	56% Each Scenario / 44% Single Estimate				55
	a) If you count each scenario, what is the approximate average number of scenarios per request by a member?	1	1	1	15	2	1	3	11	15	2	1	2	31
80	On average, how many business days does it take to provide a written pension estimate from the time of initial request from a member? [Exclude time in the mail.]	21	11	18	93	7	0	15	15	180	7	0	13	55
	a) Is this a number you regularly measure and track (versus an estimate)?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	87% Yes / 13% No / 0% n/a				55
81	Can members request and obtain a written pension estimate at any time during their career? [As opposed to, for example, requiring that the member be within a certain time period of earliest potential retirement before they can request a pension estimate.]	No	No	No	73% Yes / 27% No / 0% n/a				15	82% Yes / 18% No / 0% n/a				55
	a) If no: describe the time constraint?													
	NOT EARLIER THAN 13 MONTHS PRIOR TO EARLIEST POSSIBLE RETIREMENT DATE.													
82	Do you place a limit on the number of written pension estimates that a member can request?	No	No	No	13% Yes / 87% No / 0% n/a				15	22% Yes / 78% No / 0% n/a				55
	a) If yes, describe the limit?													

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	n/a													
83	Do your written pension estimates (including cover letters, etc. sent with the estimate):													
	a) Clearly address if and how the pension is inflation protected (or not protected)?	Yes	Yes	Yes	60% Yes / 40% No / 0% n/a				15	60% Yes / 40% No / 0% n/a				55
	b) If your pension is coordinated with or reduced by social security (or CPP in Canada) is the impact explained?	Yes	Yes	Yes	33% Yes / 20% No / 47% n/a				8	49% Yes / 21% No / 30% n/a				33
	c) Discuss alternative scenarios that could improve the pension such as purchasing service credit or working longer?	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	71% Yes / 29% No / 0% n/a				55
	d) Model alternative retirement payment options?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	85% Yes / 15% No / 0% n/a				55
	Activity 2f Mass Communication: (i) Website													
84	Are all, some or none of your forms available on-line?	Some	Some	Some	60% All / 0% None / 40% Some / 0% n/a				15	53% All / 0% None / 47% Some / 0% n/a				55
85	Does your website have a secure member area where members can access their own data?	No	No	No	93% Yes / 7% No / 0% n/a				15	96% Yes / 4% No / 0% n/a				55
	If yes:													
	a) How many unique members accessed the secure member area? [Count a member only once even if he visited multiple times.]	n/a	n/a	n/a	202,420	98,406	24,738	102,577	12	393,565	53,074	4,911	83,991	42
	b) How many visits in total were there by members to the secure member area? [Count each visit even if the same member visits multiple times.]	n/a	n/a	n/a	1,605,105	528,555	64,526	655,344	13	1,605,105	178,965	7,898	414,232	47
	c) If a member wants to register for the first time, does he/she have to wait for a password in the mail?	n/a	n/a	n/a	33% Yes / 60% No / 7% n/a				14	16% Yes / 80% No / 4% n/a				53
	d) Do you welcome the member by name on the home page of the secure member area?	n/a	n/a	n/a	87% Yes / 7% No / 7% n/a				14	80% Yes / 16% No / 4% n/a				53
	e) Are users required to acknowledge a disclaimer every time they log in?	n/a	n/a	n/a	20% Yes / 73% No / 7% n/a				14	24% Yes / 73% No / 4% n/a				53
	f) Are users required to acknowledge a disclaimer every time they generate a pension estimate?	n/a	n/a	New	27% Yes / 60% No / 13% n/a				13	29% Yes / 62% No / 9% n/a				50
	g) Do inactive members have access to the secure member area?	n/a	n/a	n/a	80% Yes / 13% No / 7% n/a				14	80% Yes / 16% No / 4% n/a				53
	h) Do pensioners have access to the secure member area?	n/a	n/a	n/a	93% Yes / 0% No / 7% n/a				14	84% Yes / 13% No / 4% n/a				53
86	Indicate whether the following capabilities are available on your website and provide volumes:													
	a) Benefit calculator in non-secure area?	Yes	Yes	Yes	67% Yes / 33% No / 0% n/a				15	53% Yes / 47% No / 0% n/a				55
	b) Benefit calculator in secure area not linked to member data?	No	No	No	20% Yes / 80% No / 0% n/a				15	9% Yes / 91% No / 0% n/a				55
	c) Benefit calculator in secure area linked to member's salary and service data?	No	No	No	80% Yes / 20% No / 0% n/a				15	87% Yes / 13% No / 0% n/a				55
	d) Service credit purchase calculator?	Yes	Yes	Yes	67% Yes / 33% No / 0% n/a				15	68% Yes / 32% No / 0% n/a				47
	e) Download forms?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	100% Yes / 0% No / 0% n/a				55

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Survey Question	Your Response			Peers 2013					All Participants 2013				
	2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
f) Register for counseling sessions?	No	New	New	36% Yes / 64% No / 0% n/a				11	30% Yes / 67% No / 3% n/a				29
If yes:													
f1) Does the member have real-time access to available dates and times?	n/a	New	New	36% Yes / 0% No / 64% n/a				4	30% Yes / 0% No / 70% n/a				9
g) Register for presentations?	Yes	New	New	64% Yes / 36% No / 0% n/a				11	63% Yes / 33% No / 3% n/a				29
h) Change address?	No	No	No	80% Yes / 20% No / 0% n/a				15	79% Yes / 19% No / 2% n/a				46
i) Change beneficiary?	No	No	No	47% Yes / 53% No / 0% n/a				15	47% Yes / 53% No / 0% n/a				47
j) Change family information? [i.e., marital status, partner, dependents]	No	No	No	33% Yes / 67% No / 0% n/a				15	28% Yes / 72% No / 0% n/a				47
k) Change banking information for direct deposit?	No	No	No	47% Yes / 53% No / 0% n/a				15	43% Yes / 57% No / 0% n/a				47
l) Change tax withholding amount?	No	No	No	60% Yes / 40% No / 0% n/a				15	44% Yes / 56% No / 0% n/a				55
m) Download or print duplicate tax receipts? [i.e., 1099s in the U.S.]	No	No	No	87% Yes / 13% No / 0% n/a				15	69% Yes / 31% No / 0% n/a				55
n) View annuity payment details? [i.e., gross amounts, deductions]	No	No	No	93% Yes / 7% No / 0% n/a				15	75% Yes / 25% No / 0% n/a				55
o) Initiate a retirement application?	No	No	No	60% Yes / 40% No / 0% n/a				15	38% Yes / 62% No / 0% n/a				55
If yes:													
o1) Does the online application provide an estimate, final value or neither of the annuity payment the member will receive?	n/a	n/a	New	40% Est/ 0% Final / 20% Neither / 40% n/a				9	20% Est/ 7% Final / 9% Neither / 64% n/a				20
Is the member required to finalize the application by mailing in:													
o2) Documents, such as a birth certificate?	n/a	New	New	27% Yes / 18% No / 55% n/a				5	20% Yes / 7% No / 73% n/a				8
o3) His/ her signature?	n/a	New	New	18% Yes / 27% No / 55% n/a				5	13% Yes / 13% No / 73% n/a				8
p) View status of online retirement application?	n/a	New	New	27% Yes / 18% No / 55% n/a				5	20% Yes / 10% No / 70% n/a				9
q) View status of disability application?	No	No	No	13% Yes / 87% No / 0% n/a				15	6% Yes / 87% No / 6% n/a				44
r) Secure mailbox?	No	No	No	60% Yes / 40% No / 0% n/a				15	42% Yes / 58% No / 0% n/a				55
s) Digital file containing history of all correspondence and member documents?	No	New	New	27% Yes / 73% No / 0% n/a				11	21% Yes / 76% No / 3% n/a				37
t) Download member statement? [i.e., Adobe format]	No	No	No	80% Yes / 20% No / 0% n/a				15	85% Yes / 15% No / 0% n/a				55
u) Upload documents (such as birth certificates)?	No	New	New	18% Yes / 82% No / 0% n/a				11	10% Yes / 87% No / 3% n/a				29
v) View pensionable earnings and/or service without downloading?	No	No	No	80% Yes / 20% No / 0% n/a				15	87% Yes / 13% No / 0% n/a				55
If yes:													
v1) Are both salary and service data available?	n/a	n/a	n/a	80% Yes / 0% No / 20% n/a				12	82% Yes / 5% No / 13% n/a				48
v2) Is online data up-to-date to the most recent pay period?	n/a	n/a	n/a	67% Yes / 13% No / 20% n/a				12	64% Yes / 24% No / 13% n/a				48
v3) Is a complete annual history from the beginning of employment provided?	n/a	n/a	n/a	53% Yes / 27% No / 20% n/a				12	49% Yes / 38% No / 13% n/a				48
w) If you administer a core DC or hybrid DB/ DC plan:													
w1) Switch between investment options?	n/a	n/a	No	33% Yes / 7% No / 60% n/a				6	17% Yes / 6% No / 77% n/a				11

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Survey Question	Your Response			Peers 2013					All Participants 2013				
	2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
w2) Change deferral percentage selections for regular contributions?	n/a	n/a	No	13% Yes / 27% No / 60% n/a				6	9% Yes / 15% No / 77% n/a				11
w3) Initiate withdrawals?	n/a	n/a	No	13% Yes / 27% No / 60% n/a				6	6% Yes / 17% No / 77% n/a				11
w4) View current valuation of their account?	n/a	n/a	No	40% Yes / 0% No / 60% n/a				6	17% Yes / 6% No / 77% n/a				11
If yes, volume?													
a) Benefit calculator in non-secure area?	202,500	162,144	238,292	452,453	143,669	137	167,113	10	1,234,809	69,406	137	136,978	29
b) Benefit calculator in secure area not linked to member data?	n/a	n/a	n/a	26,830	8,500	6,175	13,835	3	26,830	10,803	6,175	15,507	5
c) Benefit calculator in secure area linked to member's salary and service data?	n/a	n/a	n/a	761,378	150,353	25,001	212,128	12	964,855	66,463	200	130,996	48
d) Service credit purchase calculator?	2,497	1,665	105,234	74,764	23,039	609	27,766	10	864,054	15,942	609	44,882	32
e) Download forms?	781,961	983,683	500,000	781,961	115,717	2,249	196,595	15	781,961	56,238	2,249	100,042	55
f) Register for counseling sessions?	n/a	New	New	4,356	3,730	132	2,987	4	4,356	2,105	44	2,111	8
g) Register for presentations?	1,544	New	New	8,800	5,681	1,544	5,505	7	8,800	3,720	44	3,816	17
h) Change address?	n/a	n/a	n/a	60,740	10,979	3,496	17,702	12	63,384	7,247	449	13,094	37
i) Change beneficiary?	n/a	n/a	n/a	52,177	14,103	2,555	19,636	7	222,057	8,359	299	21,074	22
j) Change family information? [i.e., marital status, partner, dependents]	n/a	n/a	n/a	195,565	35,805	1,434	69,010	5	195,565	3,785	323	30,733	13
k) Change banking information for direct deposit?	n/a	n/a	n/a	21,100	2,315	1,471	5,617	7	21,100	1,805	131	3,288	20
l) Change tax withholding amount?	n/a	n/a	n/a	38,477	3,957	1,272	8,346	9	91,178	2,380	103	7,687	24
m) Download or print duplicate tax receipts? [i.e., 1099s in the U.S.]	n/a	n/a	n/a	58,243	13,740	1,995	17,233	12	64,795	7,935	285	12,773	37
n) View annuity payment details? [i.e., gross amounts, deductions]	n/a	n/a	n/a	388,024	58,874	7,391	96,336	14	759,307	34,691	105	82,536	41
o) Initiate a retirement application?	n/a	n/a	n/a	11,044	2,586	611	3,841	9	25,661	1,961	17	3,797	20
p) View status of online retirement application?	n/a	New	New	26,835	19,067	11,299	19,067	2	26,835	9,270	2,016	11,848	4
q) View status of disability application?	n/a	n/a	n/a	12,133	9,711	7,289	9,711	2	31,677	12,133	7,289	17,033	3
r) Secure mailbox?	n/a	n/a	n/a	66,678	31,528	2,683	33,237	9	1,742,514	36,782	978	127,261	23
s) Digital file containing history of all correspondence and member documents?	n/a	New	New	175,132	175,132	175,132	175,132	1	175,132	175,132	175,132	175,132	1
t) Download member statement? [i.e., Adobe format]	n/a	n/a	n/a	279,272	81,772	3,133	82,787	12	591,148	33,215	47	67,480	47
u) Upload documents (such as birth certificates)?	n/a	New	New	6,236	3,122	8	3,122	2	6,236	3,122	8	3,122	2
v) View pensionable earnings and/or service without downloading?	n/a	n/a	n/a	979,674	225,652	22,188	296,609	12	1,084,279	153,420	2,633	202,583	48
w) If you administer a core DC or hybrid DB/ DC plan:													
w1) Switch between investment options?	n/a	n/a	n/a	14,944	3,200	26	6,454	5	14,944	2,518	26	5,143	8
w2) Change deferral percentage selections for regular contributions?	n/a	n/a	n/a	3,195	2,156	1,117	2,156	2	18,266	2,156	81	5,665	4
w3) Initiate withdrawals?	n/a	n/a	n/a	1,751	1,104	456	1,104	2	1,751	671	456	959	3

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	w4) View current valuation of their account?	n/a	n/a	n/a	845,083	107,736	28,689	327,169	3	845,083	107,736	28,689	333,676	5
87	What was the percentage "down-time" when your website was unavailable for any reason last year?	0.0%	0.0%	1.0%	14.0%	0.3%	0.0%	1.3%	15	14.0%	0.2%	0.0%	0.6%	55
	Activity 2f Mass Communication: (ii) Publications													
88	What % of email addresses do you have in your system for the following groups:													
	a) Active members?	0.0%	New	New	73.0%	36.5%	0.0%	34.4%	10	85.9%	32.7%	0.0%	34.3%	26
	b) Inactive members?	0.0%	New	New	32.0%	8.0%	0.0%	11.4%	9	40.9%	11.0%	0.0%	15.3%	25
	c) Annuitants?	0.0%	New	New	55.0%	19.0%	0.0%	24.4%	9	81.5%	21.0%	0.0%	26.8%	25
89	Do you send newsletters (and/ or news magazines), and if yes how frequently, to:													
	a) Active members?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	91% Yes / 9% No / 0% n/a				55
	b) Retired members?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	93% Yes / 7% No / 0% n/a				55
	c) All inactive members?	Yes	Yes	Yes	60% Yes / 40% No / 0% n/a				15	45% Yes / 55% No / 0% n/a				55
	d) Only inactive members that request it?	No	No	No	27% Yes / 73% No / 0% n/a				15	36% Yes / 60% No / 4% n/a				53
	# times per year													
	a) Active members?	4	4	3	16	3	0	5	15	18	3	0	4	55
	b) Retired members?	4	4	3	6	2	1	3	15	14	3	0	3	55
	c) All inactive members?	1	1	1	15	1	0	2	15	15	0	0	1	55
90	Indicate the approximate percentage breakdown of how you send newsletters to active members:													
	a) Directed through the employer?	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%	26.8%	14	100.0%	0.0%	0.0%	18.2%	50
	b) Mailed directly to members' homes?	0.0%	0.0%	0.0%	100.0%	83.4%	0.0%	58.7%	14	100.0%	62.4%	0.0%	54.4%	51
	c) Emailed to members?	0.0%	0.0%	0.0%	100.0%	1.0%	0.0%	18.5%	14	100.0%	3.5%	0.0%	27.6%	50
91	Can members choose between receiving newsletters by email versus mail?	No	No	No	33% Yes / 67% No / 0% n/a				15	38% Yes / 62% No / 0% n/a				55
92	Do you have a different newsletter for active and retired members?	No	No	No	87% Yes / 7% No / 7% n/a				14	69% Yes / 29% No / 2% n/a				54
	Member Statement													
93	How many times per year (annually = 1, every 2nd year = 0.5, every 3 years = 0.33, every 5 years = 0.2) do you send member statements to:													
	a) Active members?	1	1	1	4	1	1	1	15	5	1	0	1	55
	b) Inactive members?	1	1	1	4	1	0	1	15	5	1	0	1	55
94	Approximately what % of members complain about the accuracy of data in their member statements?	Unknown	Unknown	0.5%	2.0%	0.2%	0.0%	0.6%	15	5.0%	0.2%	0.0%	0.6%	55

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Survey Question		Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
95	Indicate the approximate percentage breakdown of how you send member statements to active members:													
	a) Directed through the employer?	75.0%	76.0%	84.0%	100.0%	0.0%	0.0%	17.1%	15	100.0%	0.0%	0.0%	13.9%	52
	b) Mailed directly to members' homes?	13.0%	13.0%	16.0%	100.0%	89.6%	0.0%	58.9%	15	100.0%	97.9%	0.0%	71.0%	54
	c) Email notice to members that the statement is available in the secure member area?	0.0%	0.0%	0.0%	100.0%	1.0%	0.0%	26.8%	15	100.0%	0.0%	0.0%	16.5%	53
96	On average, how current is an active member's data in the statements that the member receives (in months)? [For example, if statements with data current to December 31st are mailed in a staggered mailing beginning May 1st and finishing June 30th, then the members are receiving data that is between 4 and 6 months old, or 5 months old on average.]	3	3	4	5	2	0	2	15	9	3	0	3	54
97	Do your statements for active members include:													
	a) Total accumulated service credit?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	93% Yes / 4% No / 4% n/a				53
	b) Pensionable earnings?	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	82% Yes / 16% No / 2% n/a				54
	c) A historical summary of salary and service credit earned each year?	No	No	No	47% Yes / 53% No / 0% n/a				15	24% Yes / 75% No / 2% n/a				54
	d) The refund value if you left at the statement date?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	62% Yes / 36% No / 2% n/a				54
	e) An estimate of the future pension entitlement (or in Australia, the lump sum benefit payout at retirement) based on age scenario modeling or assuming the member continues to work until earliest possible retirement?	Yes	Yes	Yes	67% Yes / 33% No / 0% n/a				15	84% Yes / 15% No / 2% n/a				54
	Mass Communication Other													
98	Are new members issued a 'welcome' kit describing their benefits?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	89% Yes / 11% No / 0% n/a				55
99	Do you send your members a general brochure with a complete summary of the benefits every year in either paper or email format?	No	No	No	20% Yes / 80% No / 0% n/a				15	18% Yes / 82% No / 0% n/a				55
100	Do you prepare and send a stand-alone summary of the annual report in either paper or email format to: [In the United States this is often called a Popular or Summary Annual Financial Report. Exclude annual financial summaries printed in your newsletters, member statements or other publications.]													
	a) All active members?	No	No	No	27% Yes / 73% No / 0% n/a				15	33% Yes / 65% No / 2% n/a				54
	b) All retirees?	No	No	No	33% Yes / 67% No / 0% n/a				15	33% Yes / 65% No / 2% n/a				54
101	Do you automatically send out letters informing members when they become, or are about to become:													
	a) Vested for pension benefits?	No	No	No	20% Yes / 80% No / 0% n/a				15	23% Yes / 68% No / 9% n/a				43
	b) Vested for disability benefits?	No	No	No	13% Yes / 87% No / 0% n/a				15	11% Yes / 81% No / 9% n/a				43

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	c) Eligible for retirement?	No	No	No	33% Yes / 67% No / 0% n/a				15	42% Yes / 58% No / 0% n/a				55
	d) Other milestones? (describe below)	Yes	Yes	Yes	80% Yes / 20% No / 0% n/a				15	76% Yes / 24% No / 0% n/a				55
	Inactive members age 69.5 and 70.5 (minimum distribution - federal rules)													
102	Do you actively solicit member feedback on your publications through:													
	a) Focus groups?	No	No	No	13% Yes / 87% No / 0% n/a				15	35% Yes / 65% No / 0% n/a				55
	b) Tear out surveys or feedback cards in the publications themselves?	No	No	No	7% Yes / 93% No / 0% n/a				15	16% Yes / 84% No / 0% n/a				55
	c) Surveys sent to members who request a publication?	No	No	No	0% Yes / 100% No / 0% n/a				15	13% Yes / 87% No / 0% n/a				55
	d) Other (describe)?	Yes	Yes	No	47% Yes / 53% No / 0% n/a				15	45% Yes / 53% No / 2% n/a				54
	ETF solicits feedback through a dedicated e-mail address for its member newsletter.													
103	Do you publish any of the following materials in a language other than English (or other than French in Quebec and France), or in Braille:													
	a) Member statements?	No	No	No	0% Yes / 100% No / 0% n/a				15	16% Yes / 84% No / 0% n/a				55
	b) Annual report?	No	No	No	0% Yes / 100% No / 0% n/a				15	25% Yes / 75% No / 0% n/a				55
	c) Newsletters?	No	No	No	0% Yes / 100% No / 0% n/a				15	16% Yes / 84% No / 0% n/a				55
	d) Website?	No	No	No	13% Yes / 87% No / 0% n/a				15	27% Yes / 73% No / 0% n/a				55
	e) Brochures and pamphlets?	No	No	No	20% Yes / 80% No / 0% n/a				15	36% Yes / 64% No / 0% n/a				55
	New Media													
104	Do you have a Facebook site?	No	New	New	36% Yes / 64% No / 0% n/a				11	37% Yes / 63% No / 0% n/a				30
	If yes:													
	a) How often do you update your site?	n/a	New	New	52	26	12	29	4	250	52	12	80	11
105	Do you have a Twitter account?	No	New	New	18% Yes / 82% No / 0% n/a				11	30% Yes / 70% No / 0% n/a				30
	If yes:													
	a) How many tweets did you post last year?	n/a	New	New	103	103	103	103	1	3,600	134	20	566	8
	b) How many followers do you have?	n/a	New	New	1,675	877	79	877	2	4,840	280	79	1,232	9
106	Do you have a mobile app?	No	New	New	0% Yes / 100% No / 0% n/a				11	0% Yes / 100% No / 0% n/a				30
	If yes:													
	a) Does your app contain information that is linked to the member's data?	n/a	New	New	0% Yes / 18% No / 82% n/a				2	0% Yes / 7% No / 93% n/a				2
	Activity 3 Collections and Data Maintenance													
107	Number of:													
	a) Employers at the end of your fiscal year?	1,509	1,480	1,474	3,262	1,317	565	1,577	15	155,477	847	1	5,783	55

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	b) Employers that joined your system during the fiscal year?	6	10	6	26	11	0	11	14	18,711	8	0	491	54
	c) Employers that exited your system during the fiscal year?	1	4	1	28	7	0	9	15	13,679	4	0	393	55
108	How many 'collection points' (i.e., employers, state agencies, departments and/or service providers etc) do you deal with for collecting:													
	a) Member payroll data?	1,509	1,480	1,474	3,089	1,155	63	1,417	15	31,516	667	1	2,343	55
	b) Money (i.e., contributions)?	1,509	1,480	1,474	3,089	1,155	63	1,413	15	34,045	748	1	2,917	55
	[Your number of 'collection points' could be less than your number of employers if, for example, some of your payroll data comes from a central agency that processes payroll data from numerous employers and then provides it to you in a consolidated, integrated format.]													
109	How many 'reconciliation points' (i.e., employers, state agencies, departments and/or service providers, etc.) do you deal with when:													
	a) Validating member data?	1,509	1,480	1,474	3,089	1,317	2	1,513	15	125,000	847	1	4,863	55
	b) Reconciling money issues (i.e., contributions)?	1,509	1,480	1,474	3,089	1,155	63	1,442	15	125,000	797	1	5,207	55
	[For most systems, the number of 'reconciliation points' will be the same as the number of 'collection points' per question 108 immediately above. But they could be different. For example, MOSERS has 1 primary collection point - the Office of Administration. The Office of Administration does not check to see if employers have sent the correct amount. MOSERS has to go back to the individual payroll offices at each employer to reconcile money problems and validate data.]													
110	What is the breakdown of 'collection points' providing you with payroll data between the following formats and what is the total number of active members covered by each format?													
	a) 100% electronic? [No manual steps required unless there are errors.]	0	0	0	2,949	838	0	1,208	15	21,611	92	0	1,623	55
	b) Mostly electronic? [For example, some systems receive files by internet and then must manually start a program that uploads the file.]	1,509	1,480	1,264	1,509	0	0	165	15	1,509	0	0	146	55
	c) Computer readable? [i.e., via computer tape or disk]	0	0	0	244	0	0	16	15	1,546	0	0	35	55
	d) Paper?	0	0	210	390	0	0	56	15	10,000	0	0	540	55
	Total # of active members													
	a) 100% electronic? [No manual steps required unless there are errors.]	0.0k	0.0k	0.0k	536.0k	210.8k	0.0k	227.6k	15	65,512.0k	95.9k	0.0k	1,413.3k	54

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	b) Mostly electronic? [For example, some systems receive files by internet and then must manually start a program that uploads the file.]	256.8k	257.0k	262.0k	280.0k	0.0k	0.0k	41.7k	15	1,172.8k	0.0k	0.0k	58.1k	54
	c) Computer readable? [i.e., via computer tape or disk]	0.0k	0.0k	0.0k	61.0k	0.0k	0.0k	4.1k	15	1,167.1k	0.0k	0.0k	30.3k	53
	d) Paper?	0.0k	0.0k	4.0k	6.0k	0.0k	0.0k	0.6k	15	50.0k	0.0k	0.0k	3.2k	53
111	How many warrants of execution or court orders did you obtain against delinquent employers?	0	0	0	98	0	0	7	15	45,354	0	0	1,110	55
112	What % of your active and inactive member on-line records are complete and accurate? [For example, you don't have to double check paper records or check non-recent data with employers prior to incepting a pension. On-line data may be inaccurate because of poor collection processes, or poor transfer of paper records in the past, or merging in new employers with bad data, etc.]	95.0%	95.0%	95.0%	99.9%	95.0%	65.0%	92.0%	15	100.0%	95.0%	65.0%	92.8%	55
113	Do you actively keep track of the addresses of inactive members?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	73% Yes / 27% No / 0% n/a				55
114	Do you have a diagnostic software system for detecting and correcting contribution errors?	No	No	No	87% Yes / 13% No / 0% n/a				15	82% Yes / 18% No / 0% n/a				55
115	When you get an address change, how many systems do you need to update?	6	9	9	6	1	1	2	15	6	1	1	1	55
	Activity 3b - Service to Employers													
116	Number of:													
	a) Incoming calls from employers?	12,019	16,601	8,094	53,745	18,600	9,050	20,388	15	123,031	9,245	0	17,388	55
	b) Email queries from employers?	360	574	547	76,629	15,193	360	19,834	15	76,629	5,000	0	10,376	55
	c) Conferences for employers (conferences must span more than half a day and typically involve multiple presentations)? [For example, some administrators with multiple employers host an annual conference to update the employers on trends, regulation, legislation, and new services that might affect their pension plan].	30	90	81	30	0	0	5	15	72	0	0	5	55
	d) Presentations given to employers such as orientation workshops or seminars on benefit changes, etc. (do not include presentations given at conferences)?	43	72	104	122	30	4	36	15	434	19	0	47	55
	e) On-site reviews (or audits or inspections) of your employers? [For example, several systems perform reviews of their employers that have problems providing data and or contributions on a timely basis to ensure that they are correctly fulfilling their obligations to their members.]	0	0	0	602	0	0	80	15	5,207	0	0	165	55
	f) Other site visits to employers (exclude 'd' and 'e' above)?	1	0	0	137	8	0	28	15	3,622	4	0	216	55

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
117	Do you have an employer targeted section on your website or a separate website for your employers? [Do not include PDF documents.]	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	91% Yes / 5% No / 4% n/a				53
118	How many different types of presentations did you give to employers?	8	8	11	20	6	2	6	15	20	5	0	5	55
	Describe the topic for each different presentation type given to employers below: USERRA Rehired annuitants Monthly remittance reporting Periodic reporting WRS eligibility Late reported earnings Annual reconciliation Workers Compensation n/a n/a													
119	Do you have a newsletter dedicated to employers that is different from the newsletter for members?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	80% Yes / 16% No / 4% n/a				53
	a) If yes, how many times did you prepare and send an employer dedicated newsletter last year?	31	33	35	38	12	2	14	15	38	4	0	7	55
120	Do you have Service Level agreements with your employers that clarifies both your and the employer's service responsibilities and includes measurement and reporting vis-à-vis your responsibilities?	No	No	No	20% Yes / 80% No / 0% n/a				15	24% Yes / 73% No / 4% n/a				53
121	Do you offer and maintain generalized reporting software for your employer collection points?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	82% Yes / 15% No / 4% n/a				53
	If yes: a) Is the application web-based? [i.e. You connect to it through a web browser]	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	76% Yes / 5% No / 18% n/a				45
	b) Can the software integrate both data collection and billing?	No	No	No	87% Yes / 13% No / 0% n/a				15	51% Yes / 31% No / 18% n/a				45
	c) Can it provide real-time error checking and feedback versus data previously submitted by the employer? [For example, can it identify an unusual increase in an employee's salary?]	No	No	No	60% Yes / 40% No / 0% n/a				15	51% Yes / 29% No / 20% n/a				44
122	Do you maintain customized reporting software for any of your employer collection points? [For example, you may maintain customized reporting software for your largest employer.]	No	No	No	13% Yes / 87% No / 0% n/a				15	27% Yes / 67% No / 5% n/a				52
	Activity 4 - Governance and Financial Control													

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
123	Indicate the oversight bodies that you reported to last year, and the number of meetings, excluding investment related meetings, that you participated in:													
	a) Board of Trustees?	Yes	Yes	Yes	80% Yes / 20% No / 0% n/a				15	87% Yes / 13% No / 0% n/a				55
	b) Non-board legislative oversight committee?	No	Yes	Yes	67% Yes / 33% No / 0% n/a				15	51% Yes / 49% No / 0% n/a				55
	c) Advisory committee?	Yes	Yes	Yes	40% Yes / 60% No / 0% n/a				15	29% Yes / 67% No / 4% n/a				53
	d) Members' Council?	No	No	No	0% Yes / 100% No / 0% n/a				15	22% Yes / 75% No / 4% n/a				53
	e) Other (describe below)?	Yes	Yes	Yes	33% Yes / 67% No / 0% n/a				15	40% Yes / 55% No / 5% n/a				52
	advisory, appeals, elections (JI, TR and WR boards, WDC and GIB													
	# of meetings, including sub-committees, last year													
	a) Board of Trustees?	4	4	4	44	23	0	19	15	114	19	0	22	55
	b) Non-board legislative oversight committee?	n/a	1	1	29	3	0	5	15	43	1	0	5	55
	c) Advisory committee?	11	11	8	14	0	0	3	15	14	0	0	2	55
	d) Members' Council?	n/a	n/a	n/a	0	0	0	0	15	15	0	0	1	55
	e) Other (describe below)?	12	12	12	12	0	0	2	15	85	0	0	6	55
124	Do you have back-up equipment and premises arranged for your operations if substantial damage occurs at your principal location?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	98% Yes / 2% No / 0% n/a				55
125	Do you have an independent auditor that reviews and tests the disaster recovery plan?	No	No	No	47% Yes / 53% No / 0% n/a				15	49% Yes / 51% No / 0% n/a				55
126	If your principal location became inoperable due to some disaster (such as fire, tornado, etc), how long would it take in days for you to:													
	a) Continue paying pension payments to retirees?	5	5	12	5	1	0	2	15	5	1	0	2	55
	b) Begin doing new pension inceptions at normal volumes?	25	25	25	30	5	0	8	15	75	5	0	11	55
	c) Collect data and money from employers?	25	25	35	25	1	0	4	15	75	2	0	6	55
	d) Respond to member calls at close to current service levels?	3	3	3	14	2	0	4	15	75	3	0	7	55
127	Did you have any material legislative changes or other unusual events that materially affected your costs and/ or service in the most recent fiscal year? a) If yes, describe: ACT 32	Yes	Yes	Yes	60% Yes / 40% No / 0% n/a				15	40% Yes / 60% No / 0% n/a				55
	Satisfaction													
128	Did you do any satisfaction surveying in your most recently ended fiscal year? If yes, complete the table below for each activity that you surveyed.	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	95% Yes / 5% No / 0% n/a				55

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Survey Question	Your Response			Peers 2013					All Participants 2013				
	2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
1-on-1 counseling													
a) Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	No	No	No	80% Yes / 20% No / 0% n/a				15	62% Yes / 29% No / 9% n/a				50
b) Did the survey focus primarily on this single activity? (versus including other activities)	n/a	n/a	n/a	67% Yes / 13% No / 20% n/a				12	47% Yes / 15% No / 38% n/a				34
c) What was the longest possible time in days between the activity and the survey?	n/a	n/a	n/a	365	4	0	40	12	365	2	0	29	33
d) How often did you survey about the activity?	n/a	n/a	n/a	250	250	2	210	12	250	250	1	203	34
e) Can you break down the survey results by service agent?	n/a	n/a	n/a	60% Yes / 20% No / 20% n/a				12	40% Yes / 22% No / 38% n/a				34
Member presentations													
a) Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	82% Yes / 9% No / 9% n/a				50
b) Did the survey focus primarily on this single activity? (versus including other activities)	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	80% Yes / 2% No / 18% n/a				45
c) What was the longest possible time in days between the activity and the survey?	0	0	0	30	0	0	4	15	365	1	0	14	45
d) How often did you survey about the activity?	Continuous	Continuous	Continuous	250	250	2	218	15	250	250	1	208	45
e) Can you break down the survey results by service agent?	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	67% Yes / 15% No / 18% n/a				45
Member telephone calls													
a) Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	Yes	No	No	73% Yes / 27% No / 0% n/a				15	64% Yes / 31% No / 5% n/a				52
b) Did the survey focus primarily on this single activity? (versus including other activities)	Yes	n/a	n/a	47% Yes / 27% No / 27% n/a				11	47% Yes / 16% No / 36% n/a				35
c) What was the longest possible time in days between the activity and the survey?	0	n/a	n/a	365	21	0	88	11	365	15	0	52	35
d) How often did you survey about the activity?	Continuous	n/a	n/a	250	12	1	116	11	250	12	1	112	35
e) Can you break down the survey results by service agent?	Yes	n/a	n/a	33% Yes / 40% No / 27% n/a				11	24% Yes / 40% No / 36% n/a				35
Pension inceptions													
a) Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	No	No	No	73% Yes / 27% No / 0% n/a				15	64% Yes / 29% No / 7% n/a				51
b) Did the survey focus primarily on this single activity? (versus including other activities)	n/a	n/a	n/a	60% Yes / 13% No / 27% n/a				11	49% Yes / 15% No / 36% n/a				35
c) What was the longest possible time in days between the activity and the survey?	n/a	n/a	n/a	180	45	1	55	11	365	30	0	56	35
d) How often did you survey about the activity?	n/a	n/a	n/a	250	12	1	96	11	250	12	1	85	35
Written benefit estimates													
a) Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	No	No	No	47% Yes / 53% No / 0% n/a				15	47% Yes / 45% No / 7% n/a				51
b) Did the survey focus primarily on this single activity? (versus including other activities)	n/a	n/a	n/a	20% Yes / 27% No / 53% n/a				7	27% Yes / 20% No / 53% n/a				26

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Survey Question	Your Response			Peers 2013					All Participants 2013				
	2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
c) What was the longest possible time in days between the activity and the survey?	n/a	n/a	n/a	90	19	1	32	6	90	15	0	25	25
d) How often did you survey about the activity?	n/a	n/a	n/a	250	131	1	129	6	250	12	1	107	25
Website - secure member area													
a) Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	No	No	No	33% Yes / 60% No / 7% n/a				14	42% Yes / 51% No / 7% n/a				51
b) Did the survey focus primarily on this single activity? (versus including other activities)	n/a	n/a	n/a	7% Yes / 27% No / 67% n/a				5	22% Yes / 18% No / 60% n/a				22
c) What was the longest possible time in days between the activity and the survey?	n/a	n/a	n/a	365	60	0	158	5	365	37	0	117	22
d) How often did you survey about the activity?	n/a	n/a	n/a	250	12	1	103	5	250	3	1	72	22
Refunds, lump-sums & transfers-out													
a) Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	No	No	No	27% Yes / 73% No / 0% n/a				15	35% Yes / 58% No / 7% n/a				51
b) Did the survey focus primarily on this single activity? (versus including other activities)	n/a	n/a	n/a	13% Yes / 13% No / 73% n/a				4	22% Yes / 13% No / 65% n/a				19
c) What was the longest possible time in days between the activity and the survey?	n/a	n/a	n/a	365	45	14	117	4	365	30	0	48	19
d) How often did you survey about the activity?	n/a	n/a	n/a	250	12	1	69	4	250	12	1	90	19
Purchases & transfers-in													
a) Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	No	No	No	33% Yes / 67% No / 0% n/a				15	38% Yes / 53% No / 9% n/a				50
b) Did the survey focus primarily on this single activity? (versus including other activities)	n/a	n/a	n/a	13% Yes / 20% No / 67% n/a				5	25% Yes / 13% No / 62% n/a				21
c) What was the longest possible time in days between the activity and the survey?	n/a	n/a	n/a	365	45	30	121	4	365	30	0	42	20
d) How often did you survey about the activity?	n/a	n/a	n/a	12	12	1	9	4	250	12	1	97	20
Disability													
a) Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	No	No	No	33% Yes / 67% No / 0% n/a				15	34% Yes / 47% No / 19% n/a				38
b) Did the survey focus primarily on this single activity? (versus including other activities)	n/a	n/a	n/a	13% Yes / 20% No / 67% n/a				5	19% Yes / 15% No / 66% n/a				16
c) What was the longest possible time in days between the activity and the survey?	n/a	n/a	n/a	365	60	1	167	5	365	30	0	82	15
d) How often did you survey about the activity?	n/a	n/a	n/a	250	12	1	58	5	250	19	1	114	16
Service to employers													
a) Did you survey satisfaction regarding this activity in your most recently ended fiscal year?	Yes	Yes	Yes	67% Yes / 27% No / 7% n/a				14	56% Yes / 36% No / 7% n/a				51
d) How often did you survey about the activity?	Continuous	Continuous	Continuous	250	1	1	51	10	250	1	1	42	31

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
129	If you surveyed satisfaction regarding the secure member area on your website, was the survey electronic? [i.e., email or web based]	No	No	No	27% Yes / 27% No / 47% n/a				8	33% Yes / 27% No / 40% n/a				33
	If yes:													
	a) Was the survey a menu item that the user had to find and select (as opposed to a survey actively sent to the user via email or a pop up)?	n/a	n/a	n/a	7% Yes / 20% No / 73% n/a				4	11% Yes / 22% No / 67% n/a				18
	b) Did you survey 100% of users (versus a sample such as every 100th user)?	n/a	n/a	n/a	13% Yes / 13% No / 73% n/a				4	18% Yes / 15% No / 67% n/a				18
	If yes:													
	b1) Do you survey all visitors (meaning the same unique user can be surveyed multiple times)?	n/a	n/a	n/a	13% Yes / 0% No / 87% n/a				2	15% Yes / 4% No / 82% n/a				10
	Plan Design													
	Plan Characteristics													
130	Indicate 'yes' if your employers/ member groups can be described as the following (indicate all that apply):													
	a) Is your membership limited to a city or county?	No	No	No	0% Yes / 100% No / 0% n/a				15	6% Yes / 94% No / 0% n/a				47
	b) Participating Local Employers (i.e. municipalities have a choice in participating in your plan)?	Yes	Yes	Yes	67% Yes / 33% No / 0% n/a				15	55% Yes / 45% No / 0% n/a				47
	c) State, Province, Country?	Yes	Yes	Yes	80% Yes / 20% No / 0% n/a				15	77% Yes / 23% No / 0% n/a				47
	d) Teachers?	Yes	Yes	Yes	80% Yes / 20% No / 0% n/a				15	57% Yes / 43% No / 0% n/a				47
	e) School Employees (Custodians, Admin. Staff)?	Yes	Yes	Yes	80% Yes / 20% No / 0% n/a				15	68% Yes / 32% No / 0% n/a				47
	f) Safety (Police, Fire, Sheriff's Dept, etc) ?	Yes	Yes	Yes	67% Yes / 33% No / 0% n/a				15	66% Yes / 34% No / 0% n/a				47
	g) Other (Judges, Legislators, etc)?	Yes	Yes	Yes	73% Yes / 27% No / 0% n/a				15	60% Yes / 40% No / 0% n/a				47
	h) Corporate?	No	No	No	0% Yes / 100% No / 0% n/a				15	6% Yes / 94% No / 0% n/a				47
	i) Industry?	No	No	No	0% Yes / 100% No / 0% n/a				15	11% Yes / 89% No / 0% n/a				47
	i1) If Industry, describe the industry:													
	n/a													
131	Which of the following descriptions best describes the non-optional benefit plans that you administer for each of your member groups: A plan is non-optional if members must participate in it, or choose between it and alternatives. Do not include membership in benefit plans that are supplemental and optional such as deferred compensation 457, 403B or 401(k) plans. Do not include plans administered by a 3rd party													
	a) Traditional Defined Benefit ("DB")?	No	No	No	87% Yes / 13% No / 0% n/a				15	91% Yes / 9% No / 0% n/a				55
	b) DB Cash Balance (aka Money Purchase)?	No	No	No	7% Yes / 93% No / 0% n/a				15	2% Yes / 95% No / 4% n/a				53

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	c) Hybrid DB/ DC Cash Balance?	No	No	Yes	7% Yes / 93% No / 0% n/a				15	5% Yes / 91% No / 4% n/a				53
	d) Hybrid DB/ Money Match?	No	No	No	7% Yes / 93% No / 0% n/a				15	2% Yes / 98% No / 0% n/a				47
	e) DROP savings?	No	No	No	13% Yes / 87% No / 0% n/a				15	11% Yes / 89% No / 0% n/a				47
	f) Defined Contribution ("DC")?	No	No	No	20% Yes / 80% No / 0% n/a				15	16% Yes / 80% No / 4% n/a				53
	g) Hybrid DB/ DC?	Yes	Yes	Yes	67% Yes / 33% No / 0% n/a				15	27% Yes / 69% No / 4% n/a				53
	h) Other (describe)?	No	No	No	13% Yes / 87% No / 0% n/a				15	9% Yes / 84% No / 7% n/a				51
	n/a													
132	Do members in any of your defined benefit plan(s) have the option of electing: [These questions are not applicable for DC plans or the DC portion of hybrid DB/DC plans]													
	a) A 'variable investment option' that can increase or decrease the value of a member's future DB pension depending on the investment performance of a 'variable fund'?	Yes	Yes	Yes	13% Yes / 87% No / 0% n/a				15	4% Yes / 96% No / 0% n/a				47
	b) A 'pension savings overlay'? [Some Dutch systems have this option. The additional contributions are converted into an annuity at retirement. Interest is based on a fixed percentage or on the performance of the pension fund.]	Yes	Yes	Yes	27% Yes / 73% No / 0% n/a				15	9% Yes / 91% No / 0% n/a				47
	c) To change their contribution rate in order to get either more money at retirement or earlier eligibility to retire? [For example, some of the Australian DB plans permit the employee to contribute at a higher rate causing benefits to accrue more quickly so the member's defined benefit at retirement will be greater.]	No	No	No	0% Yes / 100% No / 0% n/a				15	2% Yes / 98% No / 0% n/a				47
133	Do you have a Highly Compensated Employee replacement benefit program for employees that exceed legal or contractual limits of maximum pensionable earnings?	No	No	No	67% Yes / 33% No / 0% n/a				15	70% Yes / 30% No / 0% n/a				47
134	Are any of the following activities administered by a third party:													
	a) DB administration?	No	No	No	0% Yes / 100% No / 0% n/a				15	16% Yes / 84% No / 0% n/a				55
	b) DC administration?	Yes	Yes	Yes	67% Yes / 20% No / 13% n/a				13	35% Yes / 33% No / 33% n/a				37
	c) Pensioner data maintenance?	No	No	No	0% Yes / 100% No / 0% n/a				15	16% Yes / 84% No / 0% n/a				55
	d) Active member data maintenance?	No	No	No	0% Yes / 100% No / 0% n/a				15	16% Yes / 84% No / 0% n/a				55
	e) Contribution collection?	No	No	No	0% Yes / 100% No / 0% n/a				15	18% Yes / 82% No / 0% n/a				55
	f) Disability decisions?	Yes	Yes	Yes	40% Yes / 60% No / 0% n/a				15	38% Yes / 55% No / 7% n/a				51
135	Which of the following programs do you offer to members AND administer yourself? [i.e., design, enrolment, premium collection]													
	a) Pre-retirement health?	Yes	Yes	Yes	13% Yes / 87% No / 0% n/a				15	11% Yes / 89% No / 0% n/a				47
	b) Post-retirement health?	Yes	Yes	Yes	60% Yes / 40% No / 0% n/a				15	28% Yes / 72% No / 0% n/a				47

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	c) Pre-retirement dental and vision?	No	No	No	7% Yes / 93% No / 0% n/a				15	4% Yes / 96% No / 0% n/a				47
	d) Post-retirement dental and vision?	No	No	No	40% Yes / 60% No / 0% n/a				15	17% Yes / 83% No / 0% n/a				47
	e) Long-term care insurance?	Yes	Yes	Yes	20% Yes / 80% No / 0% n/a				15	11% Yes / 89% No / 0% n/a				47
	f) Loans to members?	No	No	No	20% Yes / 80% No / 0% n/a				15	9% Yes / 91% No / 0% n/a				47
	g) Optional tax deferred savings plans? [i.e., 457, 403, 401k, 401a, etc]?	Yes	Yes	Yes	40% Yes / 60% No / 0% n/a				15	21% Yes / 79% No / 0% n/a				47
	h) Optional insurance? [i.e., life and/or auto and/or home]?	Yes	Yes	Yes	20% Yes / 80% No / 0% n/a				15	15% Yes / 85% No / 0% n/a				47
	i) Other (describe)?	Yes	Yes	Yes	27% Yes / 73% No / 0% n/a				15	28% Yes / 68% No / 4% n/a				45
	Employee reimbursement accounts (medical, dependent care, commuter) Sick leave conversion (for post-retirement health insurance) Disability (40.63, LTDI, ICI, duty disability)													
136	Is your organization directly responsible for both investments and pension administration?	No	No	No	73% Yes / 27% No / 0% n/a				15	73% Yes / 27% No / 0% n/a				55
137	Does your board have an organization separate from the plan administrator that supports the Board and helps oversee the administrator? [This separate organization may also be responsible for public relations and select administrative duties and projects such as designing communication materials.]	No	No	No	0% Yes / 100% No / 0% n/a				15	22% Yes / 76% No / 2% n/a				54
138	Does your board have the power on its own to approve your operating budget? [i.e. your budget does not also have to be approved by a separate government representative, such as the Treasury, Legislature, Governor, Minister, General Assembly, etc.]	No	No	No	33% Yes / 60% No / 7% n/a				14	51% Yes / 47% No / 2% n/a				46
	Paying Pension Rules													
139	Do you make payments to annuitants that are accounted for separately from the normal pension? [For example : • Some systems permit employers to supplement the normal pension of their retirees. The pension fund collects the supplement from the employer and pays it on behalf of the employer. • At some Dutch systems contributions to the normal retirement pension are required by the pensioner during early retirement. These contributions are often reimbursed to the pensioner. The accounting and the member's payment advice shows 2 different payments (the pension + the reimbursement) and 1 collection (the required contribution).]	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	51% Yes / 47% No / 2% n/a				46

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
140	Do you:													
	a) Check income of non-disabled pensioners? [For most systems this does not apply. At a few systems, if a pensioner's income from other sources exceeds a certain amount, his/her pension could be stopped or reduced.]	Yes	Yes	Yes	47% Yes / 53% No / 0% n/a				15	36% Yes / 62% No / 2% n/a				46
	b) Check income of disabled members after they have started receiving disability payments?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	55% Yes / 32% No / 13% n/a				41
	c) Check school status? [For example, some systems will check that a dependent beneficiary is still eligible to receive a survivor pension benefit.]	Yes	Yes	Yes	53% Yes / 47% No / 0% n/a				15	55% Yes / 43% No / 2% n/a				46
	d) Do proof-of-life checks that require individual annuitants to provide affidavits or notarization or similar proof of life?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	89% Yes / 9% No / 2% n/a				46
	e) Provide written confirmations of pensioner income or member account balances to third-parties? [For example, provide confirmation of income or account value for loans or for social security or subsidized housing, etc.]	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	98% Yes / 2% No / 0% n/a				47
	Payment Options													
141	Do you offer "joint and survivor" options that are:													
	a) Reduced to Beneficiary Only? [For example, If the beneficiary dies first, then the retiree's pension continues at the same level. However if the retiree dies first then the beneficiary receives a reduced pension (such as 70% for spouse).]	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	79% Yes / 21% No / 0% n/a				47
	b) Reduced to Last Survivor? [For example, if either the retiree or beneficiary dies the survivor receives a reduced pension (such as 70%, etc.).]	Yes	Yes	Yes	27% Yes / 73% No / 0% n/a				15	26% Yes / 74% No / 0% n/a				47
	c) "Reversion" or "Pop-up"? [For example, if the beneficiary dies first, the retiree's pension increases to an unmodified level. However, if the retiree dies first the pension does not increase for the surviving beneficiary (and it may decrease).]	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	57% Yes / 43% No / 0% n/a				47
142	How many Joint and Beneficiary or Survivor percentages (i.e., 100% Survivor, 50% Survivor, etc.) do you permit? [If you permit any % selected by the member, then indicate "unlimited".]	2	2	2	91	3	2	13	9	91	3	1	7	32
143	Do any of your retirement formula for members explicitly subtract estimated Social Security (or CPP in Canada) when determining the benefit?	No	No	No	33% Yes / 67% No / 0% n/a				15	49% Yes / 51% No / 0% n/a				47
	a) If yes, is this true for all of your members or are some pensions reduced to reflect Social Security and others not?	n/a	n/a	n/a	0% All / 33% Some / 67% n/a				5	19% All / 30% Some / 51% n/a				23
	b) If yes, do you have a "Level Income" option for early retirees that pays a higher benefit to members prior to age 65 and then reduces the benefit at age 65 when social security (or CPP in Canada) starts to be paid?	n/a	n/a	n/a	27% Yes / 7% No / 67% n/a				5	45% Yes / 4% No / 51% n/a				23

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
144	Do you have "High/ Low" or "Low/High" options that are not tied to social security? [For example, a retiree might want higher payments for 10 years until a mortgage obligation is repaid, followed by lower payments.]	No	No	No	7% Yes / 93% No / 0% n/a				15	9% Yes / 91% No / 0% n/a				47
145	Do you offer "Annuity Certain" options? [For example, Annuity Certain options provide the annuitant with a monthly benefit for life. If the annuitant dies before a set guarantee period, monthly benefits continue to be paid to a beneficiary for the balance of the guarantee period.]	Yes	Yes	Yes	73% Yes / 27% No / 0% n/a				15	51% Yes / 49% No / 0% n/a				47
146	Do you have a designer option where members can design virtually any actuarially sound cash flow they choose? [Designer options need to be custom priced by an actuary.]	No	No	No	13% Yes / 87% No / 0% n/a				15	13% Yes / 87% No / 0% n/a				47
147	Can a member choose between a COLA protected and a non-COLA pension? [The only example we have seen provides a much higher FAS salary base for the non-COLA pension.]	No	No	No	0% Yes / 100% No / 0% n/a				15	2% Yes / 98% No / 0% n/a				47
148	Do you have a Deferred Retirement Option Plan ("DROP")? [This option allows eligible employees to receive payment of retirement benefits while continuing to work. These payments are usually deposited into a separate account, and the total accumulated value of this account is paid via lump sum to the employee on actual retirement.]	No	No	No	20% Yes / 80% No / 0% n/a				15	21% Yes / 79% No / 0% n/a				47
149	At retirement, can a member convert:													
	a) Part of his benefit into a partial lump sum payment?	No	No	No	73% Yes / 27% No / 0% n/a				15	36% Yes / 64% No / 0% n/a				47
	b) All of his benefit into a lump sum or commuted value payment? [That can be rolled over to another fund, or investment account, etc.]	No	No	No	27% Yes / 73% No / 0% n/a				15	23% Yes / 77% No / 0% n/a				47
150	Are members permitted to retire mid-month (in which case they receive a partial pension payment for the remainder of the month) or are they always assumed to retire on a set day (usually the first or the last day) of the month?	Any Day	Any Day	Any Day	33% Any Day / 67% Set Day / 0% n/a				15	38% Any Day / 62% Set Day / 0% n/a				47
151	How many mortality tables do you keep track of for determining joint and survivor or beneficiary options? [Most systems track only one table. But some systems calculate joint and survivor pensions using the mortality table that was in effect when the retiring member joined the system. Since mortality tables change from time to time, the result is that these systems are required to track numerous mortality tables.]	1	1	1	228	2	1	17	15	228	1	1	8	47
	Cost of Living Adjustments													

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
152	How many different cost of living adjustment ("COLA") rule sets do you have for retired, and if applicable, inactive members? (These rule sets may be either contractual or legislated.) [Most systems have only one or none. Examples of different COLA rule sets that could apply to various member groups or grandfathered subsets of member groups include: 1. CPI uncapped 2. CPI capped at 2% without a carry forward; 3. CPI capped at 2% with a carry forward]	2	2	2	13	2	1	3	15	13	2	0	3	47
153	Do you have: a) Cost of living adjustment ("COLA") clauses that carry forward inflation that exceeds a cap (versus no cap or no carry forward or no COLA etc.)?	No	No	No	20% Yes / 80% No / 0% n/a				15	26% Yes / 74% No / 0% n/a				47
	b) Conditional COLA based on the level of funding?	No	No	No	27% Yes / 73% No / 0% n/a				15	32% Yes / 68% No / 0% n/a				47
	c) Umbrella legislation that guarantees the purchasing power of an annuitants' pension will not fall below a certain level? [An example of such legislated protection is the PPPA in California.]	No	No	No	20% Yes / 80% No / 0% n/a				15	21% Yes / 79% No / 0% n/a				47
154	Do you have COLA clauses that increase the base pensionable earnings of inactive members?	No	No	No	13% Yes / 87% No / 0% n/a				15	28% Yes / 72% No / 0% n/a				47
	a) If yes, are these COLA increases the same as they are for annuitants?	n/a	n/a	n/a	7% Yes / 7% No / 87% n/a				2	23% Yes / 4% No / 72% n/a				13
	<u>Benefit Formulas</u>													
155	How many different rule sets do you have that apply to member groups or subsets of a member group for qualifying for an unreduced retirement formula? [For example, one system has the following 3 rule sets that apply to its member groups and special subsets of its member groups. 1. All public employees can get an unreduced retirement at 65 with 5 years of service, or at 60 with 20 years of service. (Even though there are two qualifying rules, it only counts as 1 rule set because the rules apply equally to all members.) 2. Pre-1995 public employees can get an unreduced retirement at age 55 with 20 years of service. 3. Teachers can get an unreduced retirement when age plus years of service equals 75.]	13	13	13	91	7	1	13	15	91	5	1	8	47
156	Can members retire earlier than the age required for an unreduced retirement formula? [For example, at one system an unreduced formula of 1.5% per year of service is available beginning at age 60. Members can retire earlier but the pension is reduced by 5% for each year earlier than age 60.]	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	96% Yes / 4% No / 0% n/a				47

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
157	How many different salary definitions could apply in retirement formula calculations? [Examples of different salary definitions include: • Average of 3 final years' salary subject to raises not in excess of 10%; • Average of 3 best consecutive years' salary with no cap on raises; • Final 12 months salary.]	2	2	2	15	3	1	5	15	18	3	0	4	47
158	How many different 'formula percentage' rule sets could apply in unreduced retirement formulas? [For example, one system has the following three different 'formula percentage' rule sets: 1. Fire and Police get 2.5% per year of service; 2. Public Employees get 1.75% per year of service; 3. Teachers get 1.8% for the first 5 years of service, 2.0% for the next 5 years of service and 2.3% per year of service thereafter.]	8	8	8	91	4	1	12	15	91	4	1	7	46
159	Do you have different employers with different benefit formula?	No	No	No	67% Yes / 33% No / 0% n/a				15	53% Yes / 47% No / 0% n/a				47
	If yes, which of the following happens when a member moves from one employer that you administer to another with a different benefit formula? [For example, moves from PERS to Law Enforcement.]													
	a) Each system uses its own formula and salary data to determine the benefit.	n/a	n/a	n/a	33% Yes / 33% No / 33% n/a				10	26% Yes / 28% No / 47% n/a				25
	b) Each system applies its own formula but uses either the salary earned in the last system, or the highest salary (or salaries) in either system.	n/a	n/a	n/a	20% Yes / 47% No / 33% n/a				10	21% Yes / 32% No / 47% n/a				25
	c) The highest formula will apply.	n/a	n/a	n/a	13% Yes / 53% No / 33% n/a				10	4% Yes / 49% No / 47% n/a				25
	d) The formula of the plan where the member works last will apply.	n/a	n/a	n/a	20% Yes / 47% No / 33% n/a				10	15% Yes / 38% No / 47% n/a				25
	e) Other (describe) n/a	n/a	n/a	n/a	7% Yes / 53% No / 40% n/a				9	13% Yes / 38% No / 49% n/a				24
	External Reciprocity													
160	Do you have agreements with external systems where you both agree to use the member's final salary from the system where the member worked immediately prior to retirement in the benefit calculation? [Otherwise, each system pays the "dual" member a pension benefit based on its own rules for determining the benefit. Neither credit nor money are transferred between systems.]	Yes	Yes	Yes	33% Yes / 67% No / 0% n/a				15	32% Yes / 68% No / 0% n/a				47

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
161	Do you have agreements with external Systems where the member may combine internal and external credit to form one joint account? [The accounts remain separate until the member applies for a benefit, at which time either: • The System with the most service credit for that person is responsible for the combined account, or • The System where the member worked last is responsible.] Service Credit Rules	No	No	No	27% Yes / 73% No / 0% n/a				15	15% Yes / 85% No / 0% n/a				47
162	How many different definitions do you have for a "full year" of service credit? [For example, a system could have: • One definition such as "more than 120 days = a year". • Or the following three definitions: 9 months = a year for state colleges, 10 months = a year for teachers and 12 months = a year for public employees. • Or the following three definitions: 182 days in school district A or B, 179 days in school district C and 180 days in all other school districts. • Or the following two definitions for hourly employees: 48 weeks of 40 hours per week versus 48 weeks of 36 hours per week.]	2	2	2	8	4	1	4	15	100	2	1	6	47
163	Does your system have more than one payroll year for determining service credit? [For example, the teachers' year could be July - June with their service credit determined based on the time worked July - June and the public employees' year could be January to December with their service credit determined based on time worked January to December.]	Yes	Yes	Yes	33% Yes / 67% No / 0% n/a				15	28% Yes / 72% No / 0% n/a				47
	a) If yes, how many different payroll years exist in your system?	2	2	2	12	2	2	4	5	30	3	2	6	13
164	How many different vesting periods do you have that apply to active members? [Your answer should be 0 if you have immediate vesting. Most North American systems have only one.]	0	0	0	8	2	0	3	15	8	2	0	2	47
165	Do you permit: a) Permanent part-time employees to be members? [An example of a permanent part-time employee is someone contracted to work 3 days a week.]	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	98% Yes / 2% No / 0% n/a				47
	b) Casual/ temporary/ intermittent/ seasonal employees to be members? [An example of a 'temporary" employee is an infrequent substitute teacher.]	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	70% Yes / 30% No / 0% n/a				47

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
166	Are you sometimes asked by employers to determine the eligibility of members? [This can occur when a member works for multiple employers in your system or when there is unclear eligibility legislation. For example, a school bus driver may drive buses for multiple districts or counties at the same time. Based on time spent within each district the driver would be ineligible. However, based on the combined employment the driver may be eligible.]	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	87% Yes / 13% No / 0% n/a				47
	Service Credit Purchases													
167	Indicate each of the payment methods you permit for service credit purchases and upgrades:													
	a) Rollover from tax qualified plans such as 401(a) or 401(k) or Conduit IRA or KEOGH in the US; or RRSP plans in Canada?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	94% Yes / 4% No / 2% n/a				46
	b) Lump sum payments from members?	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	82% Yes / 11% No / 7% n/a				51
	c) Installment payments direct from members?	No	No	No	60% Yes / 40% No / 0% n/a				15	55% Yes / 36% No / 9% n/a				50
	d) Installment payments via payroll deduction through employers?	No	No	No	67% Yes / 33% No / 0% n/a				15	55% Yes / 38% No / 7% n/a				51
168	How many different service credit purchase categories do you have with different definitions and/or eligibility requirements? [For example, some systems have multiple different categories with different definitions such as 'refunded prior service', 'sick leave', 'military service', etc. Other systems have a single category such as 'any previous work, any time, anywhere'.]	7	7	7	32	14	6	14	15	37	11	2	11	46
169	How many different service credit purchase calculation formula or methodologies do you have? [For example, one system has the following 4 different cost calculation formula: • Previously refunded contributions X the actuarial earnings rate. • Salary X Contribution Rate (no interest) for active duty military service. • Salary X Contribution Rate X 5% per annum for out-of-state government, or private school teaching service • Actuarial Cost for up to 5 years of any non-government, non-teaching work done outside of the pension system.]	9	9	9	18	6	3	8	15	18	5	1	6	46
170	Are your service credit purchase rules (category definitions, eligibility requirements and calculation methodologies):													
	a) Essentially identical for all your members?	No	No	No	33% Yes / 67% No / 0% n/a				15	49% Yes / 47% No / 4% n/a				45
	b) Similar for all member groups, albeit with some differences?	Yes	Yes	Yes	60% Yes / 40% No / 0% n/a				15	40% Yes / 57% No / 2% n/a				46
	c) Very different for different member groups?	No	No	No	7% Yes / 93% No / 0% n/a				15	11% Yes / 85% No / 4% n/a				45
	Refunds, Transfers-out and Terminating Payments													

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
171	Do you pay a one-time death payment when a member, retiree or the retiree's beneficiary dies (separate from the survivor pension)?	No	No	No	60% Yes / 40% No / 0% n/a				15	57% Yes / 43% No / 0% n/a				47
	a) If yes, how many different one-time death payment rule sets do you have? [i.e., $5,000, $2,000 etc.]	n/a	n/a	n/a	6	3	2	3	9	9	3	1	4	27
172	How many different refund formulas do you have? [For example, a few systems have different formulas for vested and non-vested members, or for different member groups.]	4	4	4	7	3	1	3	15	8	2	0	2	46
	Disability													
173	What happens to disabled members' benefits when they reach regular retirement age: a) No change (disabled member continues to receive the same disability payments. There are no new potential pension obligations.)?	No	No	No	80% Yes / 20% No / 0% n/a				15	66% Yes / 19% No / 15% n/a				40
	b) Disabled members receive the greater of their current disability benefit or service retirement based on their service credit earned to the date of disability? [i.e. time on disability does not count as service credit.]	No	No	No	27% Yes / 73% No / 0% n/a				15	17% Yes / 68% No / 15% n/a				40
	c) Disabled members receive service retirement (time on disability counts as eligible service credit)?	No	No	No	27% Yes / 73% No / 0% n/a				15	30% Yes / 55% No / 15% n/a				40
	d) Other (describe)?	Yes	Yes	Yes	33% Yes / 67% No / 0% n/a				15	17% Yes / 66% No / 17% n/a				39
	Disability Retirement benefits do not change. Income Continuation Insurance (ICI) & Long-Term Disabiltiy Insurance (LTDI) - end at age 65, which is normal retirement age for all but protective & executive/elected employees (exceptions: ICI - benefits may be payable longer if age 62 or older when first disabled; LTDI - benefits payable longer if age 61 or older on LTDI effective date.) Duty Disability benefits are offset by regular retirement benefits at Minimum Retirement Age , which is age 50 for protective occupation employees.													
174	Will you pay a disabled member that returns to work at a salary lower than he previously earned: a) The difference between his old salary (or his old disability benefit) and his new lower salary?	No	No	No	20% Yes / 80% No / 0% n/a				15	15% Yes / 66% No / 19% n/a				38
	b) An amount that is potentially greater than the difference between his old salary and his new lower salary?	No	No	No	7% Yes / 93% No / 0% n/a				15	4% Yes / 77% No / 19% n/a				38
175	How do you determine whether a member qualifies for long-term disability/ disability pension: a) Follow the ruling of a government agency such as social security or worker's compensation?	No	No	No	20% Yes / 80% No / 0% n/a				15	13% Yes / 72% No / 15% n/a				40
	b) Employer decides?	No	No	No	0% Yes / 100% No / 0% Some / 0% n/a				15	2% Yes / 83% No / 2% Some / 13% n/a				41

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	c) Process independent of social security, worker's compensation and employer decisions? [For example, many systems use independent internal processes or medical review boards or medical consultants.]	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	79% Yes / 6% No / 15% n/a				40
	d) Other (describe)?	No	No	No	13% Yes / 87% No / 0% n/a				15	9% Yes / 77% No / 15% n/a				40
	n/a													
176	Which of the following descriptions best describes the MINIMUM level of disability necessary to be eligible for a long-term disability/ disability pension: [If you have different plans with different definitions, choose the definition that applies to the largest number of cases.]													
	a) Disabling injury or illness that prevents you from performing your current job duties (even though you might be able to perform other jobs) and expected to be permanent (or for some systems - persist longer than 6 or 12 months)?	No	No	No	47% Yes / 53% No / 0% n/a				15	49% Yes / 36% No / 15% n/a				40
	b) Disabling injury or illness that prevents the member from performing current and 'other' jobs that he/she is qualified for and/or can become qualified to do in a reasonable period of time and expected to be permanent (or for some systems - persist longer than 6 or 12 months)? [Sometimes but not always the 'other job' is defined as not able to earn a certain level (i.e., 75%) of pre-disability earnings.]	No	No	No	20% Yes / 80% No / 0% n/a				15	13% Yes / 72% No / 15% n/a				40
	c) Totally and permanently incapacitated and member is not reasonably expected to recover from disabling medical condition or not expected to ever work again?	Yes	Yes	Yes	33% Yes / 67% No / 0% n/a				15	23% Yes / 60% No / 17% n/a				39
	d) Other (describe)?	No	No	No	13% Yes / 87% No / 0% n/a				15	6% Yes / 77% No / 17% n/a				39
	n/a													
177	If you administer short-term disability:													
	a) Are the short-term and long-term disability/ disability pension processes closely entwined? [i.e., difficult to distinguish between costs of long-term/disability pensions and short term disability, same staff do both, similar approval processes]	No	No	No	20% Yes / 13% No / 67% n/a				5	11% Yes / 4% No / 85% n/a				7
	b) Are the disability definitions, other than the expected duration of disability, the same for both long-term and short-term disability? [For example, the only difference between the definition of long-term/ disability pensions and short-term disability at some systems is the disabling injury or illness is expected to last longer than 12 months for long-term.]	No	No	No	7% Yes / 27% No / 67% n/a				5	2% Yes / 13% No / 85% n/a				7
	c) Are there materially different approval processes for short-term and long-term disability/ disability pensions?	Yes	Yes	Yes	20% Yes / 13% No / 67% n/a				5	6% Yes / 9% No / 85% n/a				7

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
178	How many different rule sets with different definitions or benefits do you have that apply to member groups or subsets of a member group for:													
	a) Long-term disability/ disability pensions?	6	4	4	57	3	1	9	15	57	2	1	5	39
	b) Short-term disability (if you administer it yourself)?	1	1	1	14	2	1	5	4	14	2	1	4	6
	[For example, some systems have different disability definitions or benefits for police and fire than they do for other public employees. Other systems have grandfathered disability rule sets that only apply to members hired prior to a certain date.]													
179	Do you reduce payments if the member qualifies or receives:													
	a) Disability social security?	Yes	Yes	Yes	40% Yes / 60% No / 0% n/a				15	19% Yes / 64% No / 17% n/a				39
	b) Worker's compensation?	Yes	Yes	Yes	67% Yes / 33% No / 0% n/a				15	38% Yes / 45% No / 17% n/a				39
	c) Other public funds (e.g. federal military disability)?	No	No	No	20% Yes / 80% No / 0% n/a				15	6% Yes / 77% No / 17% n/a				39
	d) Income protection plans/other disability insurance?	Yes	Yes	Yes	27% Yes / 73% No / 0% n/a				15	13% Yes / 70% No / 17% n/a				39
	e) Employer sick leave and annual leave pay?	No	No	No	33% Yes / 67% No / 0% n/a				15	17% Yes / 66% No / 17% n/a				39
	f) Unemployment compensation?	Yes	Yes	Yes	33% Yes / 67% No / 0% n/a				15	13% Yes / 70% No / 17% n/a				39
	g) Income from other employment?	Yes	Yes	Yes	67% Yes / 33% No / 0% n/a				15	38% Yes / 45% No / 17% n/a				39
	h) Other (describe)?	Yes	Yes	Yes	27% Yes / 73% No / 0% n/a				15	15% Yes / 70% No / 15% n/a				40
	other system administered benefits including retirement													
	Pensionable Earnings													
180	Indicate which of the following forms of variable compensation are paid in your system. And, if paid, indicate whether all, some or none of that type of variable compensation is included in pensionable earnings.													
	a) Bonuses?	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	89% Yes / 11% No / 0% n/a				47
	b) Allowances, such as remote location pay or 'high risk' duty allowance or a car allowance?	Yes	Yes	Yes	87% Yes / 13% No / 0% n/a				15	87% Yes / 13% No / 0% n/a				47
	c) Overtime pay?	Yes	Yes	Yes	93% Yes / 7% No / 0% n/a				15	85% Yes / 15% No / 0% n/a				47
	d) Commissions or similar payments such as fees paid to sheriffs for process serving?	Yes	Yes	Yes	40% Yes / 60% No / 0% n/a				15	43% Yes / 57% No / 0% n/a				47
	If yes, is all, some or none of it included in pensionable earnings?													
	a) Bonuses?	All	All	All	13% All / 13% None / 60% Some / 13% n/a				13	11% All / 15% None / 64% Some / 11% n/a				42
	b) Allowances, such as remote location pay or 'high risk' duty allowance or a car allowance?	Some	Some	Some	7% All / 13% None / 67% Some / 13% n/a				13	15% All / 15% None / 57% Some / 13% n/a				41
	c) Overtime pay?	All	All	All	73% All / 0% None / 20% Some / 7% n/a				14	49% All / 13% None / 23% Some / 15% n/a				40
	d) Commissions or similar payments such as fees paid to sheriffs for process serving?	All	All	All	13% All / 0% None / 27% Some / 60% n/a				6	15% All / 4% None / 23% Some / 57% n/a				20

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
181	When determining a member's pensionable earnings does a cap on salary increases apply? Customization Options	Yes	Yes	Yes	60% Yes / 40% No / 0% n/a				15	43% Yes / 57% No / 0% n/a				47
182	Can either existing employers, or a new employer joining your system, choose:													
	a) Whether they offer early retirement, or a window of early retirement?	No	No	No	27% Yes / 73% No / 0% n/a				15	23% Yes / 77% No / 0% n/a				47
	b) Whether or not part-time employees are eligible?	No	No	No	7% Yes / 93% No / 0% n/a				15	11% Yes / 89% No / 0% n/a				47
	c) Whether employee contributions are paid pre or post tax?	No	No	No	47% Yes / 53% No / 0% n/a				15	17% Yes / 83% No / 0% n/a				47
	d) Whether they pay for employee contributions themselves, or not?	Yes	Yes	Yes	53% Yes / 47% No / 0% n/a				15	30% Yes / 70% No / 0% n/a				47
	e) Position coverage based on predetermined rule sets? [For example, employers can choose from a list of pre-determined rules sets such as 1.5% X FAS for General and 2.5% X FAS for Law Enforcement. Employers may have flexibility to determine eligibility for each group.]	No	No	No	20% Yes / 80% No / 0% n/a				15	11% Yes / 89% No / 0% n/a				47
	f) Contribution levels and/ or match rates? [For example, at Texas MRS, employers can choose employee deposit rates of 5%, 6% or 7% and employer match rates of 1 to 1, 1.5 to 1 or 2 to 1. We think this only applies to money match and DC plans because for DB plans the promised benefit determines the contribution.]	No	No	No	7% Yes / 93% No / 0% n/a				15	9% Yes / 91% No / 0% n/a				47
	g) To pay for one-time improvements in retiree or member benefits? [For example, one fund's employers can elect to pay to improve the money purchase entitlement of their members.]	Yes	Yes	Yes	13% Yes / 87% No / 0% n/a				15	15% Yes / 83% No / 2% n/a				46
183	When new employers join your system, do they have the flexibility to customize any of the following items: If yes, indicate the number of standard choices for that item.													
	a) Benefit program multipliers? [e.g., 2% per year of service, 2.5% per year of service, etc]	No	No	No	0% Yes / 100% No / 0% n/a				15	4% Yes / 96% No / 0% n/a				47
	b) Final salary definition? [e.g., Sick Leave in or out, Final 1 year, Highest 5 consecutive years, etc]	No	No	No	7% Yes / 93% No / 0% n/a				15	6% Yes / 94% No / 0% n/a				47
	c) Retirement eligibility rules? [i.e., age and/or years of service required to retire].	No	No	No	0% Yes / 100% No / 0% n/a				15	2% Yes / 98% No / 0% n/a				47
	d) Cost of living adjustment rules? [e.g., CPI capped at 2%, CPI uncapped, etc]	No	No	No	0% Yes / 100% No / 0% n/a				15	6% Yes / 94% No / 0% n/a				47
	e) Vesting period?	No	No	No	0% Yes / 100% No / 0% n/a				15	0% Yes / 100% No / 0% n/a				47
	f) Service credit purchase categories?	Yes	Yes	Yes	13% Yes / 87% No / 0% n/a				15	11% Yes / 89% No / 0% n/a				47
	g) Death benefit coverage? [e.g. One system has 3 choices: none, $5,000 and $10,000]	No	No	No	0% Yes / 100% No / 0% n/a				15	4% Yes / 96% No / 0% n/a				47
	h) Disability coverage rules?	Yes	Yes	Yes	7% Yes / 93% No / 0% n/a				15	4% Yes / 96% No / 0% n/a				47

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
	i) Choice as to whether and how contributions and benefits are coordinated with social security?	No	No	No	0% Yes / 100% No / 0% n/a				15	4% Yes / 96% No / 0% n/a				47
	j) Other (describe)?	No	No	No	7% Yes / 93% No / 0% n/a				15	15% Yes / 83% No / 2% n/a				46
	n/a													
	If yes: # of standard options													
	a) Benefit program multipliers? [e.g., 2% per year of service, 2.5% per year of service, etc]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	9	9	9	9	2
	b) Final salary definition? [e.g., Sick Leave in or out, Final 1 year, Highest 5 consecutive years, etc]	n/a	n/a	n/a	2	2	2	2	1	2	2	2	2	3
	c) Retirement eligibility rules? [i.e., age and/or years of service required to retire].	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	3	3	3	3	1
	d) Cost of living adjustment rules? [e.g., CPI capped at 2%, CPI uncapped, etc]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	6	4	2	4	3
	e) Vesting period?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	n/a	n/a	n/a	n/a	0
	f) Service credit purchase categories?	5	5	5	5	4	2	4	2	10	2	2	4	5
	g) Death benefit coverage? [e.g. One system has 3 choices: none, $5,000 and $10,000]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	6	4	2	4	2
	h) Disability coverage rules?	2	2	2	2	2	2	2	1	4	3	2	3	2
	i) Choice as to whether and how contributions and benefits are coordinated with social security?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	2	2	1	2	2
	j) Other (describe)?	n/a	n/a	n/a	1	1	1	1	1	30	1	1	6	7
184	Can an existing employer change any of the choices (per question 183 above), effectively creating a new or altered rule set, at any time?	Yes	Yes	Yes	20% Yes / 80% No / 0% n/a				15	26% Yes / 72% No / 2% n/a				46
	Collections and Data Maintenance													
185	How many different contribution percentages do you collect from:													
	a) Employers? [For example, single member group systems may have only one contribution percentage whereas some multi-plan systems may collect numerous different contribution rates from various participating employers.]	4	4	1,474	3,423	6	1	414	15	6,861	4	1	328	46
	b) Members?	4	4	4	87	4	1	10	15	776	3	1	28	46
186	Which of the following payment methods for employee contributions occur in the plans that you administer:													
	a) No employee contributions?	No	No	No	33% Yes / 67% No / 0% n/a				15	30% Yes / 70% No / 0% n/a				47
	b) Employer pays his part and also the employee contributions?	Yes	Yes	Yes	60% Yes / 40% No / 0% n/a				15	47% Yes / 53% No / 0% n/a				47
	c) Employer withholds employee contributions pre-tax from his salary?	Yes	Yes	No	100% Yes / 0% No / 0% n/a				15	91% Yes / 9% No / 0% n/a				47
	d) Employer withholds employee contributions post-tax from his salary?	No	No	Yes	67% Yes / 33% No / 0% n/a				15	36% Yes / 64% No / 0% n/a				47

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	Survey Question	Your Response			Peers 2013					All Participants 2013				
		2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
187	Do you have any other contributions in addition to the regular employee and employer contributions? [For example, Ohio SERS collects a surcharge for members who earn less than a minimum compensation amount.] a) If yes, describe: n/a	No	No	No	47% Yes / 53% No / 0% n/a				15	45% Yes / 55% No / 0% n/a				47
188	Do you collect pension contributions from any members directly? [For example, Nurses in the Netherlands can continue to contribute to their pension even if they are inactive. Do not include optional contributions such as to 401k savings plans]	No	No	No	27% Yes / 73% No / 0% n/a				15	23% Yes / 77% No / 0% n/a				47
189	Do members deal with you directly when selecting or changing DB plan options such as options to switch from core DB to DC or DROP plans, option to participate in variable investment option overlays, option to change their contribution rate, option to repair pension gaps, pre-retirement election options, etc?	Yes	Yes	Yes	47% Yes / 47% No / 7% n/a				14	34% Yes / 38% No / 28% n/a				34
190	Are you required, by policy or by law, to actively seek out and initiate either a benefit or a refund for inactive vested members or inactive unvested members? Billing and Inspection	Yes	Yes	Yes	100% Yes / 0% No / 0% n/a				15	83% Yes / 17% No / 0% n/a				47
191	Do you: a) Send a written advice to employers that inform them of their required contribution rates and then rely on each employer to pay the correct contributions?	Yes	Yes	Yes	80% Yes / 20% No / 0% n/a				15	74% Yes / 23% No / 2% n/a				46
	b) Invoice employers in arrears based on actual member service and salary data?	No	No	No	67% Yes / 33% No / 0% n/a				15	55% Yes / 43% No / 2% n/a				46
	c) Invoice employers in advance based on estimated member service and salary data, and then adjust based on actual experience?	No	No	No	20% Yes / 80% No / 0% n/a				15	13% Yes / 85% No / 2% n/a				46
192	If you answered 'yes' to questions 191a, b or c above: a) How many times per year do you send invoices or 'advices' to each employer? Divorce	1	1	1	49	7	1	10	14	1,778	1	0	94	40
193	Choose the statement that best describes how divorce settlements for active members (or divorce decrees or QDROS, or QILDROS, or Division of Benefit Orders, etc.) impact your system. If you have different rules for different plans, choose the statement that applies to the largest number of cases													

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Survey Question	Your Response			Peers 2013					All Participants 2013				
	2013	2012	2011	Max	Med	Min	Avg	#	Max	Med	Min	Avg	#
a) Minimal impact. Law prevents you from paying the pension to anybody except the member and the member's specified beneficiaries.	No	No	No	13% Yes / 87% No / 0% n/a				15	13% Yes / 87% No / 0% n/a				47
b) Minimal impact unless children are involved. With children you may be required to redirect payment.	No	No	No	0% Yes / 100% No / 0% n/a				15	0% Yes / 100% No / 0% n/a				47
c) A portion of the pension is paid to the ex-spouse, but ONLY when the member begins receiving benefits.	No	No	No	60% Yes / 40% No / 0% n/a				15	53% Yes / 47% No / 0% n/a				47
d) A portion of the pension is paid to the ex-spouse. The ex-spouse can initiate the pension at a time different than the member provided that eligibility conditions are met.	Yes	Yes	Yes	40% Yes / 60% No / 0% n/a				15	34% Yes / 66% No / 0% n/a				47

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Appendix B - Foreign currency conversion

All currency amounts have been converted to USD using Purchasing Power Parity figures per the OECD. The table below shows the foreign exchange rates for the past 4 years.

Purchasing Power Parity[1]				
Currency	2013	2012	2011	2010
United States Dollars - USD	1.000	1.000	1.000	1.000
Canada Dollars - CAD	0.815	0.815	0.813	0.821
Euro - EUR	1.271	1.271	1.253	1.252
Denmark Kroner - DKK	0.129	0.129	0.128	0.123
Sweden Kronor - SEK	0.115	0.115	0.112	0.112
United Kingdom Pounds - GBP	1.514	1.514	n/a	n/a
Australia Dollars - AUD	0.686	0.686	0.641	0.657

1. Source OECD Website, March 2014.

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Appendix C - Activity definitions

1. Member Transactions	
1a. Pension Payments	Annuity payments: paying incepted pensions for disability, early and normal retirees and their survivors, including: • EFT processing. • Check processing and postage. • Resolving failed, misdirected and lost payments. • Paying, but not calculating, adjustments to pensions. For example, many systems pay retroactive adjustments to pensions initiated based on incomplete data. • Collecting overpayments. • The processing of return payments from annuitants. • Stopping pension payments upon the death of an annuitant. Deductions: processing deductions from the gross pension payment. For example: • Processing and paying taxes and other governmental deductions, such as social security. • Processing legally required deductions such as liens on wages ordered by a judge. • Processing and effecting payment of optional deductions that the member can request, such as for health care or optional life insurance or union dues. • Processing and mailing of check stubs or EFT payment advices. • Processing and mailing of annual tax receipts to annuitants. • Keeping track of the rules and regulations for deductions. Confirming payment eligibility. This includes: • Cross referencing pension payrolls with death records. • Obtaining proof that someone is alive. • Checking eligibility. If a sister organization performs any of the above tasks, then the costs incurred by the sister organization should be included here and in your Total Costs. Do NOT include: • Maintaining banking, address and beneficiary data for retirees. These belong in 3c Data not from employers. • The work of inflation adjustments. It belongs in 1b Pension Inceptions.
1b. Pension Inceptions	New annuitants: calculating, finalizing and arranging annuity pensions to new payees including: • Early and normal service retirements. • Death in-service or on-pension resulting in annuity payments to spouse or dependents. • Divorce that results in new annuity pension streams. • Exclude disability inceptions (except Dutch systems). Disability belongs in 1e Disability. Changes to gross: anything that changes the gross amount of pensions (excluding disability pensions) paid to existing pensioners including: • Adjusting pensions that were initiated based on incomplete or estimated data. • Reductions to the annuity payment when pensioner begins receiving social security (NL: AOW, Canada: CPP). • Cost of living adjustments for pensioners. • Last survivor options that reduce the amount paid to the pensioner when a spouse dies. • High/Low construction: Reducing the gross annuity paid from the 'High" amount to the "Low" amount. • Pop-up options that increase the amount paid to the pensioner if spouse dies first. • Redesign of the payment option (such as changing from 0% survivor to 50% survivor) at request of the annuitant. Time spent by the pension inception team on appeals about annuity pension inceptions. Exclude time and cost of legal staff or external legal counsel. Legal costs belong in 7d Legal.

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Appendix C - Activity definitions

1c. Withdrawals and Transfers-out	• Withdrawals and refunds of contributions. • Lump sum and commuted value payments. • Pre-retirement death that results in a final payment (refund, commuted value, death payment). • One time death payments that are supplemental to the annuity payments. Do not include the cost of paying or stopping the final pension payment which belong in 1a Pension Payments. • Hardship withdrawals (including partials). • Excess contribution refunds (For example, 50% Rule Refunds in Canada). • Individual rollovers of DB monies to internal DC accounts which effectively terminate the DB pension entitlement. • Individual transfers-out of monies to authorized external systems. • Collective transfers-out when an employer exits your system. The activity also includes: • Providing written estimates of refunds and transfers-out (do not include estimates for Lump Sums and Commuted Value Payments which belong in 2e Written Pension Estimates). • Calculating, arranging and making estimated and final payments. • Related tax deductions, filings and reporting sent to members and tax authorities. • Reminders to speed up processing by external parties. • Collecting overpayments of lump sums or other terminating payments.
1d. Purchases and Transfers-in	• Service credit purchases for refunded past service, military service, etc. • Purchases that provide members with additional pensionable salary but not service credit. For example at Ontario Teachers' members receiving Long Term Income Protection benefits can increase their contributions so their pensionable salary keeps pace with the rate of inflation. • Individual transfers-in/ rollover of monies from external retirement systems. • Collective transfers-in such as when a new employer is merged into your system. The activity also includes: • Providing formal written estimates of purchases and transfers-in/ rollovers. • Posting purchases and applying payments. • Receiving purchase payments. • Related tax reporting sent to members and tax authorities. • Purchases applicant dealing directly with the Purchase division, subsequent to an initial request for a Purchase.
1e. Disability	Include only if you are responsible for the administration of non-optional long term disability, and/ or short term disability, including: • Written disability estimates. • Disability approval process. • Applications and inceptions. • Disability appeals and complaints, provided that they are not handled by your legal staff or external legal counsel. Legal costs belong in 7d Legal. • Monitoring and reviewing disabled pensioners and/ or temporarily disabled members for continuing • Checks on eligibility of disability payments. • Rehabilitation of disability recipients (very few systems perform this activity). • Medical assessment reviews of new hires for eligibility for death and disability benefits. Do not include if disability is an optional benefit for members. Instead include in 1g. Do not include insurance costs. If an insurance company administers the disability program on your behalf, and you cannot clearly separate the administration cost from the insurance cost, then treat disability as a third party administered benefit. Do not include paying disability pensions. This belongs in 1a Pension Payments.

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Appendix C - Activity definitions

1f. Healthcare Administration	This activity only applies to the subset of U.S. systems that administer healthcare. Include only the costs of the healthcare department and any healthcare activities that are not closely integrated with pension administration activities (i.e., If the healthcare call center is separate from the pension administration call center, include its costs and volumes here. But if healthcare calls are integrated with the pension call center, include the costs and volumes in the Call Center activity.). The healthcare department will usually, at a minimum, be responsible for design, vendor management and enrolment. Do NOT include any activities that are integrated with pension administration and not done by the healthcare department. For example: • Communication activities such as call center calls and presentations are often integrated with pension administration. In these cases the cost and volumes belong in the pension administration activity. • Similarly, the legal and actuarial departments often handle both healthcare and pension issues. If this is the case, these costs belong in activities 7c Actuarial and 7d Legal and Rules Interpretation.
1g. Optional and Third Party Administered Benefits	Examples of optional and third party administered benefits are: • Benefits that are supplemental to the members' primary pension benefit at retirement. Examples include tax deferred savings plans (i.e., 403B, 457, 401k and 401a), insurance (dental, vision, long-term care) and loans to members. • Third party administered benefits. For example, the defined contribution portion of hybrid DB/DC plans are often outsourced. Include the costs of: • Specialists responsible for optional and third party benefits, including design, vendor management and enrolment • Fees paid to third parties to administer outsourced benefits. Do NOT include: • Communication activities such as call center calls, presentations and brochures. These belong in the communication activities. For example, the cost and volumes of call center calls about supplemental benefits belong in 2a Call Center. • Actuarial and legal costs. These belong in activities 7c Actuarial and 7d Legal and Rules Interpretation.

2. Member Communication	
2a. Call Center	The 'first-line' communication work for active, inactive and annuitant member inquiries. First-line communication includes responding to general questions, initial requests for activity specific work to be performed (such as a request for a written estimate or a refund of contributions, death reporting, change of address or direct deposit or beneficiary), questions about account status or annual statements, advice given over the phone, etc. This activity includes member inquiries by: • Telephone: waiting for calls, talking to members on the phone, redirecting calls, training contact center staff, auditing calls, call satisfaction surveying and long distance charges. • Automated information or self-serve lines. • Email: reading, responding to simple requests, redirecting activity specific requests. Do NOT include: • Work performed after the call for activities where costs are collected separately. For example, if a member requests a written pension or benefit estimate, then the cost of preparing it belongs in 2e Written Pension Estimates and not here, even if the work is done in the Contact Center. • Subsequent follow-up activity specific communication. For example, a disability applicant dealing directly with the disability division belongs in 1e Disability.
2b. Mail Room, Imaging	• Managing incoming and outgoing mail. • Incoming written correspondence: sorting, redirecting activity specific requests,. • Scanning and imaging of incoming documents and forms to start a workflow process. Do NOT include: • Postage. This belongs in the activities where they were incurred. For example, the mailing of pension checks, check stubs, EFT advices or annual tax receipts belong in 1a Pension Payments.

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Appendix C - Activity definitions

2c. 1-on-1 Member Counseling	• Walk-in traffic that meets with counselors. • Pre-scheduled 1-on-1 retirement and other counseling. Include pre-scheduled counseling sessions that are conducted via teleconference or over the phone that cover materials sent to the member in advance of the session. • If written pension estimates are prepared during a counseling session the cost belongs in counseling and not in written estimates.
2d. Member Presentations and Group Counseling	• All presentations to members and retirees. • Group retirement counseling. • Webinars.
2e. Written Pension Estimates	Preparing and sending, by mail or email, customized written estimates in response to requests from individual members regarding: • Annuity pensions including early and service retirement. • Giving customized written insight into pension consequences of divorce, death, layoffs, taxes, gaps in pension coverage, etc. • Lump sum or commuted value payouts. Do NOT include: • Estimates for transfers, purchases or refunds of contributions. These belong in 1c and 1d. • Estimates that the member did not request, such as estimates that are automatically sent out when the member is eligible to retire or estimates on member statements. These belong in 2f Mass Communication. • Non-written estimates such as verbal estimates provided over the phone or obtained by the member from the website. • Time spent during a counseling session preparing written estimates. This belongs in 2c 1-on-1 Member Counseling.
2f. Mass Communication to Members and Annuitants	Any benefit related communication that is sent to all members or groups of members. The cost should include design and printing. Examples include: • Member statements. • Brochures and publications. • Newsletters and information letters. • Videos, CD-ROMS. • Website pension content targeted at members and annuitants. Includes design, development and maintenance of the member content, as well as its pro rata share of the website infrastructure. • Annual reports and popular annual report summaries, but do not include the accounting and auditing costs incurred to prepare the annual report. Accounting costs belong in 4a Financial Administration and Control and auditing costs belong in 7e Audit. • Welcome kits. • Letters informing members when they reach or approach certain milestones such as becoming vested, eligible for disability, eligibility for retirement, etc. Do NOT include: • Pre-scheduled retirement counseling done in group sessions or 1-on-1 or member presentations. These • 1-on-1 correspondence. These costs belong in the activity to which the correspondence pertains. For example, correspondence re: pension estimates belongs in 2e Written Pension Estimates. • Payment advices, check stubs, letters informing of changes in gross amount, and annual tax receipts prepared for retirees. These belong in 1a Pension Payments. • Employer targeted communication such as the employer portions of the website and employer newsletters. These belong in 3c Service to Employers.

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Appendix C - Activity definitions

3. Collections and Data Maintenance	
3a. Data and Money from Employers	• Collection and cashiering of member and employer contributions from employers. • Collection of member data (service credit, salary, personal information, employer, etc) from employers. • Reconciliation of required versus remitted money. • Analysis, correction and confirmation with employer of member data. • Setting up the data and money collection process for new employers. • Improving the data collection process for existing employers (i.e., converting paper systems to electronic, etc). • Registering member choices and instructions that are received through the employer. For example: ▫ Some hybrid DB/ DC systems require that a member's DC instructions come through the employer. ▫ Members at some Dutch systems can choose to contribute more to get early retirement. This choice is registered via the employer. (The activities below used to be in a separate activity 'Billing and Inspection' and are now merged into 3a Data and Money from Employers) • Advising employers of the required contribution rate (but excluding the actuarial cost of determining the rates which belongs in 7c Actuarial). • Billing employers for regular contributions, special contributions to cover funding shortfalls, additional payments to retirees funded by the employer, etc. • Collecting bad debts. But do not include legal costs. These belong in 7d Legal. • Employer reviews or audits. For example, several systems perform on-site reviews of employers that have problems providing data and or contributions on a timely basis. They want to ensure that the employers are correctly fulfilling their obligations to their members. • Inspection and enforcement of obligation to participate in the System (i.e., participation in some Dutch industry funds is mandatory if the employer has certain characteristics).
3b. Service to Employers	• Training employers. • Helping new employers. • Maintaining employer relationships. • Presentations, counseling, workshops for employers. • Publications and newsletters for employers (as opposed to materials sent to members through employers). • Employer helpdesk/ Employer Call Center. • Employer website including the design, development and maintenance. as well as the pro rata share of the website infrastructure. • Advice, account management, HRM support re: pensions Do NOT include marketing to employers. Marketing costs belong in 4c Government and Public Relations.
3c. Data Not From Employers	Gathering and maintaining member data that is not provided by employers including: • Retiree and Inactive data maintenance such as change of address, change of beneficiary, change in marital status, death, registering changes in payments, etc. • Tracking 'lost' inactive members. • If applicable, registering cost of living adjustments to the salary base of inactive members (a few systems do this). • Registering the impact of divorce on the future rights of members. But do not include the work of estimating the impact of divorce which belongs in either 2e Written Pension Estimates, 2c 1-on-1 Counseling and or 2a Call Center. Also do not include the cost of changing or initiating pensions as a result of divorce. This belongs in 1b Pension Inceptions. • Billing and collecting contributions directly from inactive members. For example, nurses in the Netherlands can continue to contribute to their pension even if they are inactive. • Registering member choices and instructions that are received directly from the member. For example: ▫ Defined Contribution instructions obtained directly from active, inactive or retired members, such as changes in asset allocation. Do NOT include the cost of incepting new pensions or determining changes to the gross amount of the pension paid to retirees. This belongs in 1b Pension Inceptions.

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Appendix C - Activity definitions

4. Governance and Financial Control	
4a. Financial Administration and Control	• Budgeting and forecasting. • Financial reporting including preparing the annual report. • The chief financial officer's office including assistants. Exclude time spent on investments. • Compliance unless it is done by the legal department. If this is the case compliance costs belong in 7d Legal and Rules Interpretation. • Risk control Do NOT include: • Internal auditing of activity processes, or auditing of financial statements. These belong in 7e Auditing. • Actuarial work. This belongs in 7c Actuarial. • Printing and mailing, including postage, of annual reports to members. This goes in 2f Mass Communication . • Administration work that pertains to the Investment division, such as investment accounting.
4b. Board, Strategy, Policy	• Board of Trustees: elections, fees, expenses, etc. • The CEO's office including assistants. Exclude time spent on investments (when in doubt we suggest 50% administration, 50% investments). • Benchmarking studies, strategic planning, fiduciary audits, asset liability studies. But exclude portions attributed to investments. • New and existing plan/ product development. • Strategic market research. Do NOT include: • Actuarial or legal advisors to the Board. These costs belong in 7c Actuarial and 7d Legal, respectively.
4c. Government and Public Relations	• Maintaining relationships with government, unions and employer organizations. • Anticipating, influencing and initiating plan rule changes by government, by unions, by employers, and by employer organizations. • Costs of coordination with organizations of employers and employees. • Formulating a Governmental Policy document. • Media relations. • Marketing costs to attract new employers, or new members, or to support the position of the pension fund within the industry or other interest groups. • General communication/ marketing to support the position of the pension system in the community or in the industry. • Memberships in Councils of Industry Funds, Company Funds or International Organizations.

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Appendix C - Activity definitions

5. Major Projects	
5a. Amortization of non-IT major projects	Current year amortization of the non-IT portion of capitalized major projects. Major Projects are long lived assets that are capitalized (under GAAP or GASB 51) and expensed over their useful life, which is greater than one reporting period. Examples of non-IT major projects could include if the costs were capitalized: i) a large, one-time historic data cleaning project, or, ii) imaging all historic records. Do NOT include: • Amortization of the IT portion major projects. This belong in activity 6a. • Amortization of leaseholds or office furniture. This belongs in activity 7a Building and Utilities.
5b. Non-IT major projects (if you don't capitalize)	If you do not capitalize major projects, then include the current year cost of the non-IT portion of major projects that could be capitalized under GASB 51 or GAAP. Do NOT include the IT portion of major projects. This belong in activity 6b.
5c. Amortization of IT major projects	Current year amortization of the IT portion of capitalized major projects. Major Projects are long lived assets that are capitalized (under GAAP or GASB 51) and expensed over their useful life, which is greater than one reporting period. An example of an IT major project could be a major software development project in the application stage of development, i.e., design, software configuration, software interfacing, coding, installing hardware and testing. Do NOT include: • Amortization of the non-IT portion major projects. This belongs in activity 5a. • Amortization/depreciation of IT infrastructure such as mainframes and servers. This belongs in 6c. • Amortization/depreciation of desktop hardware and software, or telecommunications equipment. This • Amortization of projects that relate to investment management
5d. IT major projects (if you don't capitalize)	If you do not capitalize major projects, then include the current year cost of the IT portion of major projects that could be capitalized under GASB 51 or GAAP. Do NOT include the non-IT portion of major projects. This belong in activity 5b.
6. Information Technology	
6a. IT Strategy, Database Management and Applications (excl. major projects)	• IT management and strategy. • IT architecture. • Data center i.e., current year cost (whether cash or amortization) of mainframe, servers, data center • Training. • Head of the IT department's office. • Database management including: • Building databases. • Testing databases for data integrity. • Maintaining databases. • Ensuring operation of databases. • Application maintenance, enhancement and development that is not capitalized. • Project management that is not included in Major Projects. Do NOT include the portion of the above that relates to investment management.
6b. IT Desktop, Network, and Tele-communications	• User services including application licenses, personal computer hardware and software, help desk. • Network (i.e., LAN/ WAN, network security). • Telecommunications including call center equipment and mobile devices. If any of the above costs are capitalized, include current year amortization. Do NOT include the portion of the above that relates to investment management.

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Appendix C - Activity definitions

7. Support Services	
7a. Building and Utilities	• Building occupancy costs including rent, lease, amortization of leaseholds and building and office furniture depreciation. • Building insurance. • Building maintenance services such as custodial, maintenance, security services etc. • Utilities. Do NOT include the portion of the above that relates to investment management.
7b. Human Resources	• Human resources staff and human resources consulting, including recruitment, training, career development, induction, disciplinary action etc. • Include time spent in the development of the HR framework, including policies and procedures. Do NOT include: • Time spent by non HR staff interviewing or training. For example the training of a call center agent belongs in activity 2a Call Center. • The portion of the above that relates to investment management. • Recruitment fees - these should be added to the staff costs of the people to which they relate in the different business units. Do NOT include separation or severance costs here. These belong in the 'Third Party and Other Costs' of the activities that the terminated FTE performed.
7c. Actuarial	All internal actuarial department costs, external actuarial fees and sister-entity cross charges for actuarial work including: • Actuarial work for financial and government reporting. • Actuarial work to determine funding policy, contribution rates or billing rates. • Quantifying the impact of changes in the plan. • Advice on plan design / redesign, funding and contributions, the employer's covenant, mergers and acquisitions etc. • Inception, disability and healthcare calculations that require actuarial input. • Formulating an Actuarial Policy document.
7d. Legal and Rule Interpretation	• All external legal fees. • Internal legal department (including legal fees charged by sister organizations or the corporate parent) • Appeals concerning pension inceptions (as well as any other appeals) if they are handled by the legal department or by external legal counsel. • Plan contract amendments. Adding new participating employers. • Interpretation of existing rule sets and laws. • Developing rules that simplify the interpretation of the plan contract and related legislation on behalf of staff, employers or members. • Support to the communications department in writing brochures and other communication material. Do NOT include the portion of the above that relates to investment management.
7e. Internal and External Audit	• Fees paid to the external auditor, particularly for the audit opinion on the accounts. • The external auditor may be the public audit office or an independent audit firm - in either case these fees or charges belong in the '3rd Party Fees' column. • The costs of internal audit, quality assurance and/or operational risk management departments.
7f. Benefits Paid for Retired Staff	Healthcare and other benefit costs for retired or inactive staff that are paid by the employer (and not via member contributions) on a 'pay-as-you-go' basis. Do NOT include accrued costs for existing staff such as contributions to their pension. These belong in each activity's' cost as part of salary and benefits.
7g. Other Support Services	All other pension administration costs that have not been included elsewhere.

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Appendix D - Defaults

Survey Question		Method	Default
Q23	How many written estimates for refunds/ terminations/ transfer-outs did you prepare in response to member requests? [Include all estimates whether they result in a refund or not.]	Your response was unknown. We have used as a default the value that ensures that the ratio of this value to the number of refunds and transfers-out is equal to the all-participant average ratio.	12,596
Q39	In the table below, indicate whether or not each described outcome can occur when a member calls into your system seeking a knowledgeable person during business hours, and if yes, indicate the volume of occurrences.		
	d) # Abandoned calls i.e. caller hangs-up while in a menu?	Your response was unknown. As a default we used number of incoming member calls multiplied by estimated percentage of calls to the member communications center that the caller abandons which, if unknown, was replaced by the all-participant average.	9,464
Q94	Approximately what % of members complain about the accuracy of data in their member statements?	Your response was unknown. We used a default value of 0.02.	2.0%

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