

State of Connecticut  
Teachers' Retirement Board

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Strategic Business Plan  
FY 2008 – 2013



**Darlene Perez, Administrator**

**March 3, 2008**  
Updated through August, 2008



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August, 2008

The Teachers' Retirement Board (TRB) created a strategic business plan to identify and articulate its goals and the resources necessary to achieve them. A well-defined plan provides the TRB with the ability to assess progress in measurable intervals and give it the ability to modify direction in response to a changing environment.

Strategic planning requires a clear understanding of TRB's objectives, resources, operating environment, and the expectations of clients served. A disciplined approach was used by TRB in development of this plan. Information about the current and anticipated environment was gathered, experiences were examined, and assumptions tested.

Throughout the planning process, TRB's focus was on identifying and articulating those organizational decisions that are most important to achieving success. TRB gratefully acknowledges the valuable assistance and input of staff and clients in the preparation of this Strategic Business Plan

*Sincerely,*

*Darlene Perez, Administrator  
Teachers' Retirement Board*

# Teachers' Retirement Board Strategic Plan – 2008 – 2013

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## **Executive Summary**

The Teachers' Retirement Board (TRB) began its strategic planning process using basic planning and project management techniques. Several facilitated workshops were held throughout December 2007 and January 2008 to identify and document the Board's Mission, Values, and Vision. The current state of the Board was assessed and documented using standard SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). Important objectives were identified and strategies developed to achieve them. Members representing both the Accounting and Benefits Divisions, from all organizational levels, and retired teachers serving on the Board participated in these sessions.

The Teachers' Retirement Board contracted with CEM Benchmarking Inc. of Toronto, Canada to conduct an analysis of the operational costs and efficiencies as compared to other pension systems. Seventy five (75) global pensions systems participated in the benchmarking (38 national, 11 Canadian, 17 European, and 9 Australian). When evaluating costs and performance, comparisons were against a "peer" group with systems similar to Connecticut in membership and complexity.

### ***Mission Statement***

***The mission of the Teachers' Retirement Board is to administer the State Teachers' Retirement System.***

The Teachers' Retirement Board pension system is the *only* retirement system for public school educators in the State of Connecticut and *replaces* social security benefits. Administration of the Board encompasses several unique products and services to the active and retired teachers. In addition to pension benefits, other services available through TRB include health insurance for those 65 years of age or older, subsidized health insurance for those less than 65 years of age, voluntary savings, financial reporting, benefit and service credit statements, and salary and account balance recordation and reporting. Investment of the teachers' pension fund is controlled by the State Treasurer.

The diverse nature of TRB products and services requires several core competencies within TRB staff:

- **Financial:** general accounting expertise is required as well as detailed knowledge of the TRB pension system and retirement accounting.
- **Health Insurance:** General knowledge of health insurance and specific knowledge of the health insurance options available to TRB customers is required.
- **Technology:** The data collected and stored by the TRB is subject to the Health Insurance Portability and Accountability Act (HIPAA). Secure storage of HIPAA data requires IT staff knowledgeable in intrusion detection techniques and safeguards at the application level (system developer knowledge and skills) and network level (technical analyst knowledge and skills). Data backup and restore capabilities along with processes to validate data integrity are essential to insuring that teachers receive their accurate and timely pension checks and benefits.
- **Legal Expertise:** Knowledge of pension law and insurance law at the generalist level is necessary to ensure TRB compliance with applicable state and federal statutes for pensions and health insurance.
- **Communication:** TRB must respond to the concerns of 30,000 retired or soon to be retiring teachers. Retirement is a major milestone which engenders numerous questions and a high degree of anxiety. Well-developed interpersonal skills and the ability to present technical information with clarity is essential.

### ***Value Statement***

***Core values are integral to administering the products and services offered by the Teachers' Retirement Board.***

- TRB interactions with clients, staff, and vendors will be conducted with integrity and in accordance with the highest ethical standards.
- TRB staff will deliver quality, accurate information and communicate in a knowledgeable and timely manner.
- TRB staff will demonstrate patience, diplomacy, consistency, and efficiency in delivering products and services.

## ***Vision Statement***

***The Teachers' Retirement Board will be a premier provider of pension benefits by offering easily accessible, timely and accurate information and services.***

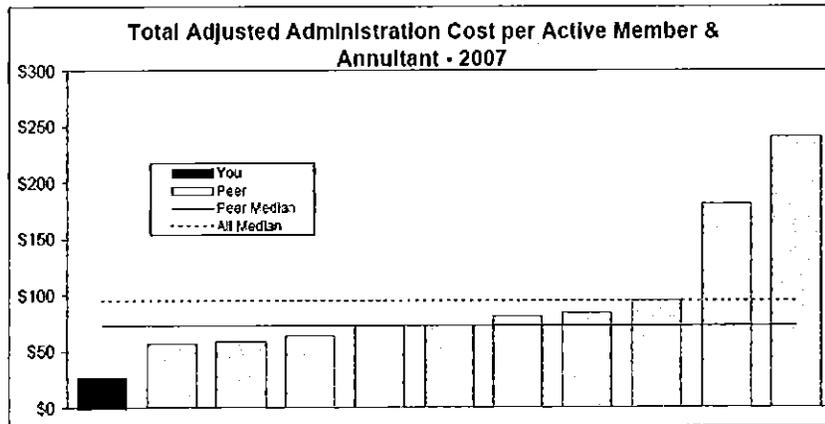
## **Profile and History**

The Teachers' Retirement Board was created in 1917. The provisions of the Teachers' Retirement System are contained in Chapter 167a of the Connecticut General Statutes to provide retirement, disability, survivorship and health insurance benefits for Connecticut public school teachers and their beneficiaries. Benefits of the program are funded by employee contributions, state appropriations and investment income. The program is intended to provide financial security at retirement for career Connecticut public school teachers and to replace lost income. System members are informed of their benefits and claimant rights and responsibilities via annual statements, newsletters, and topical publications. In addition, individual counseling programs are available, on a limited basis, to assist members in the retirement planning process.

The agency is committed to providing the necessary information to make intelligent and informed decisions regarding disability, retirement, survivor, and health benefits. Each non-retired member receives an Annual Statement of Benefits that provides a complete record of their credited service and earnings history. In addition to various topical publications and brochures, the agency continues to improve and expand its website [www.ct.gov/trb](http://www.ct.gov/trb)

In comparison with median peer organizations of similar size and complexity, TRB's per member administrative cost is \$27 (active and annuitant) compared with a median of \$73. In fact, the \$27 per member was the lowest cost of any of the 75 national and international pension systems participating in the benchmarking analysis.

Your Total Adjusted Administration Cost was \$27 per Active Member & Annuitant. This was below the peer median of \$73 and is the lowest cost in our participant universe.



## Current Position

The TRB workgroup conducted a SWOT analysis during one of the facilitated workshops (Strengths, Weaknesses, Opportunities, and Threats).

*Strengths* of the TRB include staff knowledge, well-documented procedures, training programs, pension processing and quality communications with state and local Boards of Education. These strengths were confirmed in the CEM benchmarking analysis which found that 95% of CT TRB annuity pensions are paid without an interruption of cash flow compared to 94% of the peer group. On average 0.1% of CT TRB payments were late or misdirected; better than the peer average of 0.3%. All of CT TRB forms are available online compared with 55% of the peer group's forms.

5. Service Level

Your Service Scores by Activity compared to your peers follows:

Service Scores by Activity			
Weight	Activity	Your Score	Peer Avg
21.3%	1 Paying Annuity Pensions	96	97
8.8%	2 Annuity Pension Inceptions (non-disability)	80	79
5.6%	3 Pension Benefit Estimates	47	64
n/a	4A-B Counseling	n/a	73
24.3%	5 Member Contacts: Calls, Emails, Letters	15	58
24.6%	6 Mass Communication to Members and Annuitants	32	69
	a) Member Presentations (15%)	0	66
	b) Website (35%)	52	63
	c) Newsletters (15%)	0	70
	d) Member Statements (30%)	45	79
	e) Other Mass Communication (5%)	0	51
4.5%	7D Service to Employers	54	65
0.3%	8 Refunds, Transfers-out, Terminating Payments	85	77
3.7%	9 Purchases and Transfers-in	11	63
5.7%	10 Disability	75	68
1.1%	Disaster Recovery	30	74
100.0%	Total Service Score (Average)	49	72
	Total Service Score (Median)		76

**Weaknesses-** Human Resources, Technology, and Accessibility.

Limited staff numbers result in an organizational inability to quickly respond to client inquiries. Staff are faced with competing priorities on a daily basis: does one respond to the client inquiry or process the paperwork necessary for the pension or health benefits to be activated. Staff limitations also hinder TRB's ability to stay current on changing pension administration requirements. The small size of the agency makes for limited advancement. Due to the complexity of the system it takes three – five years to fully train new staff on our business.

Existing technological limits and complexity, coupled with a largely paper-driven work flow result in inefficiencies. Clients are unable to access the data system to review or update their records.

Since retiring teachers are generally in the classroom during working hours, they frequently are unable to take or make calls so speak with TRB staff other than during break and lunch periods.

**Opportunities** for improvement exist in customer service, identification of new approaches for business processes, upward mobility and training of staff, dialog with other states' teacher

retirement boards, legislative changes, and outsourcing of technical services, e.g. legal, actuarial, and IT.

*Threats*, purely from a planning perspective, are the standard checks and balances faced by all state agencies. Increasing demand for services, limited budgets, and mandatory policy and procedures limit flexibility and freedom to act.

A benchmarking analysis completed in 2007 confirmed TRB's internal SWOT analysis.

## Goals and Objectives

The Teachers' Retirement Board has identified four overarching objectives that will impact all levels of the organization:

1. *Quality Review and Management Improvements*
2. *Increased Training*
3. *Interactive Information and Data Flow*
4. *Improved Communications*

***Quality Review and Management.*** The TRB will establish an internal review committee by January 1, 2009. The committee will be responsible for reviewing TRB processes and procedures for effectiveness and accuracy. It will also monitor financial and tax information for compliance with IRS and other laws, and assess archiving options to protect the documents collected and stored by the TRB on over 82,000 teachers (28,000 annuitants and 54,000 active members).

***Increased Training.*** Ever-changing federal and state laws governing pension benefits, taxes, and health insurance require that TRB provide a mechanism to improve the quality of staff knowledge. TRB envisions extensive annual training augmented by educational workshops which would be structured to accommodate either on-site or web-based power point presentations. For added value where appropriate, TRB will prepare the staff training materials that can also be used for presentations to active or retired teachers.

***Interactive Information and Data Flow.*** TRB is largely a paper-based organization with the concomitant limitations on storing and accessing information. TRB envisions significant advancements in the ability of clients and TRB staff to interact with records and data.

Options available to TRB include:

- a phone system with interactive voice response,
- web-based access for clients to view/update accounts for deposits, benefits, address, etc.
- electronic application filing,
- an interactive web site, and
- an intranet for posting policies and procedures.

**Communications.** TRB must be able to communicate quickly and accurately with a variety of stakeholders including state and local Boards of Education, beneficiaries, the legislature, other state agencies, unions, and educational institutions for students from birth through the university level. This is in addition to the 28,000 retired teachers and an estimated 1,500 soon to be retired teachers. TRB envisions creating a communications center to respond exclusively to email, telephone, and written requests. This would allow staff processing paperwork to continue to do so without interruption.

## **Implementation Strategies**

Goals, priorities, motivation, and leadership are not enough to ensure success; people must have the right tools, information, and opportunities.

The SWOT analysis confirmed that TRB excels in all aspects of the business that relate to recording account data for its members and the printing and delivery of payments.

A single area was identified as the focus of TRB's strategic planning efforts, that is:

### ***Improve Customer Service.***

Several strategies were identified that would improve customer service ranging from immediate, no cost implementation to those requiring funding and several years in three major areas.

1. *Make the services of TRB more accessible to the users.*
2. *Up-date the current system to an interactive, web-based process.*
3. *Manage competing priorities within TRB to better serve the customer.*

### ***Make the services of TRB more accessible to the users***

Improved phone system. Current technology allows TRB to design a telephone system allowing clients to select the area of interest, provide TRB with the ability to track and report on the number and type of calls, is expandable and able to incorporate new features and functionality such as IVR (interactive voice recording), and can be administered and maintained at the agency level. CEM benchmarking found 23% of CT TRB calls resulted in desired outcomes compared to 87% of peer group calls. Seventy-six point five percent of CT TRB calls during business hours do not get through compared to the peer average of 12.8%. The call wait time for CT TRB

callers was 660 seconds (11 minutes) on average compared to 143 seconds (2.4 minutes) for the peer group.

3. Data used to determine the Wait Time Score		You	Peer Avg	All Avg
Q91	Average total time in seconds for a caller to reach a knowledgeable person within your System. This includes: - Average time on hold waiting for a live person; - Average time navigating an auto-attendant; and - If a receptionist is first contact, average time for a caller to explain his/her needs and be redirected to a knowledgeable person.	660 secs	143 secs	98 secs

Wait Time in Seconds to Get Through to a Knowledgeable Person

Category	Value (Seconds)
You	660
Peer Avg	143
All Avg	98

Develop and implement a Communications Center. The focus of the Communications Center would be to handle all TRB communications and schedule appointments with customers. This would leave staff in the benefits and accounting sections free to focus on processing transactions. Communications Center staff would have access to a member's data base containing all information related to salary, credit history, beneficiaries, home address, phone numbers, and non-pension benefit and options elections.

3. Data used to determine the CRM and Other Capability Score		You	Peer Avg	All Avg
<u>Provide over the Phone</u>				
Q105	Can and will you provide the following information on an immediate real-time basis to members over the phone?			
	a) Estimates of benefits at retirement?	No	45%Yes	71%Yes
	a1) If yes, can you easily model and provide alternate annuity payment scenarios?	n/a	100%Yes	85%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	93%Yes
	b) Refund or transfer value assuming member exited employment at the time of the call?	No	73%Yes	62%Yes
	c) Pensionable salary?	No	91%Yes	85%Yes
	d) Total service credit?	No	91%Yes	86%Yes
	e) Service credit purchase cost estimates?	No	73%Yes	55%Yes
<u>Self Serve, Voice Mail, Toll Free</u>				
Q95	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	80%Yes
Q97	Does your system offer voice mail for responding to calls:			
	c) As an alternative to queuing?	No	55%Yes	35%Yes
	d) After hours?	Yes	91%Yes	56%Yes
Q107	Can your members order forms and publications using either an information line or self-serve options on your member service line?	Yes	18%Yes	42%Yes
Total Number of 'Yes' Responses		3	17	18
Applicable Number of 'Yes' Responses *		22	23	23

Most companies and government entities, including the State of Connecticut, offer retirement counseling to employees. TRB currently does not offer this service, yet it is the one most requested by new retirees. People thinking about retirement are anxious about the process and outcome. The CEM benchmarking analysis found that *all* of the comparison peer group offer either individual or group counseling. CT TRB does not provide an estimate of the pension on the annual member statement while 73% of the peer group does.

The CT TRB peer group provided counseling as follows:

Walk-in traffic counseled in-house	38%
Pre-scheduled in-house	39%
Field locations separate from the member's employment	12%
At member's place of employment	9%
Via teleconference	2%

Retirement Seminars are an effective vehicle for presenting information to teachers interested in learning more before making the decision to retire. Retirement seminars can be regionally based or in-house at the TRB offices.

Develop a newsletter for members.

3. Data used to determine the Newsletters Score		You	Peer Avg	All Avg
Q127	Do you send newsletters (and/ or news magazines), and if yes how frequently, to:			
	a) Active members - # of times per year?	0.0	2.8	2.9
	b) Retired members - # of times per year?	0.0	2.7	2.6
	c) All inactive members - # of times per year?	0.0	0.9	1.0
Q128	How do you direct newsletters to active members:			
	a) Forward through employer?	n/a	33%Yes	28%Yes
	b) Mail to their home?	n/a	67%Yes	80%Yes
	c) Email to the member?	n/a	11%Yes	25%Yes
	d) Home or employer depending on the member's choice?	n/a	0%Yes	3%Yes
Q129	a) Have a different newsletter for active and retired members?	n/a	100%Yes	74%Yes
Q163	Can you comply with a member or annuitant's request to email the following (or email notice that it is now available on the secure portion of you website) and not send paper on a recurring basis?			
	b) Newsletters?	No	10%Yes	25%Yes

Develop a Microsoft Powerpoint and/or video to provide an explanation of benefits. Align the on-line retirement information with the hard-copy paper hand-out.

Develop a video conferencing program that could be accessed from any computer, similar to that offered by the Department of Education.

Issue new member welcome kits; CT TRB does not issue welcome kits while 73% of the peer group does.

Change the work hours of TRB staff to accommodate teachers' schedule with more TRB staff available in the mornings and evenings – expanding to holidays and weekends as funding and union contracts allow.

3. Data used to determine the Other Mass Communication Score		You	Peer Avg	All Avg
Q135	Are new members issued a 'welcome' kit describing their benefits?	No	73%Yes	83%Yes
Q139	Do you automatically send out letters informing members when they become, or are about to become:			
	a) Vested for pension benefits?	No	18%Yes	41%Yes
	b) Vested for disability benefits?	No	10%Yes	38%Yes
	c) Eligible for retirement?	No	27%Yes	42%Yes

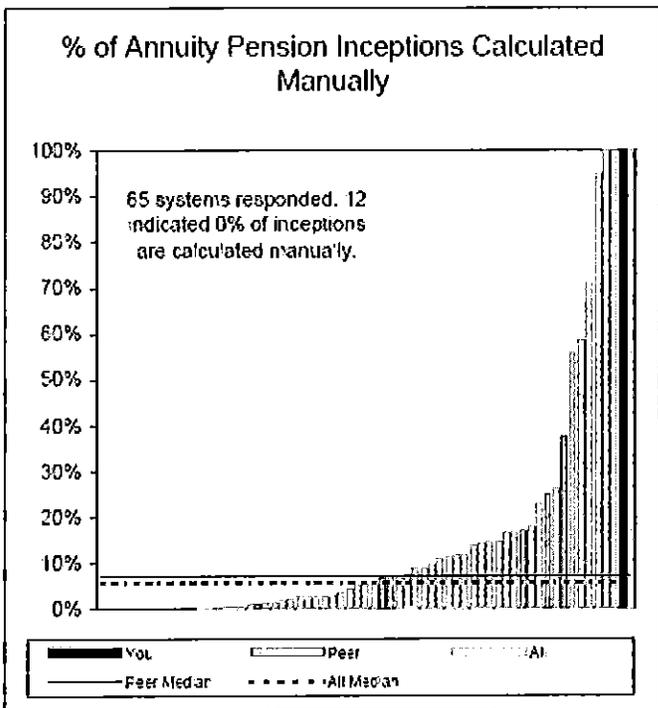
CT TRB cost for mass communication is \$2 per active member. This is below the peer median of \$7.

***Up-date the current system to an interactive, web-based process.***

Replace the existing pension system with a secure, interactive web-based reporting and benefits application filing system. Current programming requires TRB staff to update all client records. An interactive application would provide clients with the ability update their own demographic records. Documents to clients would be integral to the process. Detailed business requirements would be developed as a component of the RFP. CEM Benchmarking found CT TRB members unable to access their own data in a secure environment compared to 73% of its peer group. The inability of members to update their own records is reflected in the inordinately high number of calls, emails and letters that CT TRB staff must address: 238 per 1000 inactive members versus 157 per 1000 inactive members for the peer group. Upgrading the system will also assist in attenuating the current 15% rate of members reporting data errors on their member statements compared to the peer average of 2%.

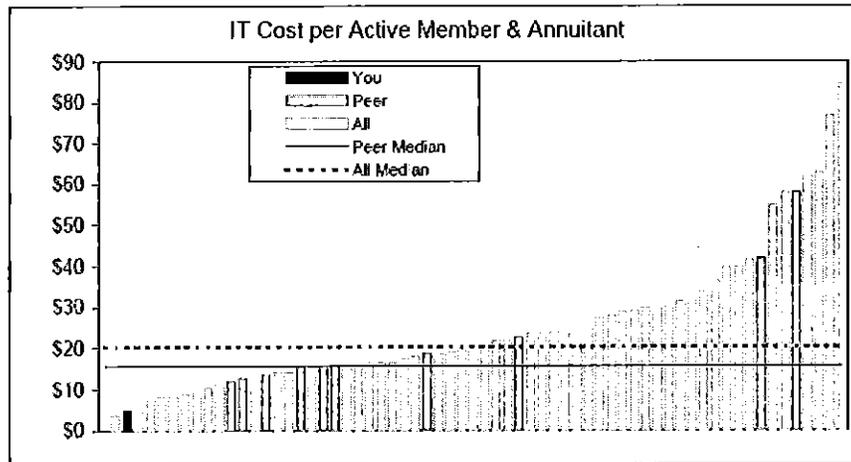
3. Data used to determine the CRM and Other Capability Score		You	Peer Avg	All Avg
<u>Call Volume Projection</u>				
Q103	Do you have and use tools to help you project call volumes?	No	64%Yes	72%Yes
<u>Immediate Access</u>				
Q104	When a member calls in, do you have immediate computer access to the following member data:			
	a) Record of the member's previous calls to the system?	No	18%Yes	62%Yes
	b) Copies of recent correspondence on-line?	No	73%Yes	85%Yes
	c) Knowledge based on-line help system available for use by the service representative?	No	73%Yes	66%Yes
	d) Most recent member statement?	No	82%Yes	95%Yes
	e) Account value?	No	73%Yes	94%Yes
	f) Pensionable salary?	No	91%Yes	97%Yes
	g) Salary history?	No	91%Yes	98%Yes
	h) Total service credit?	No	91%Yes	98%Yes
	i) Service credit history?	No	91%Yes	98%Yes
	j) Beneficiary information?	No	91%Yes	94%Yes
	k) Home address and phone number?	No	91%Yes	95%Yes
	l) Non-pension benefit and optional elections?	No	78%Yes	82%Yes
<u>Provide over the Phone</u>				
Q105	Can and will you provide the following information on an immediate real-time basis to members over the phone?			
	a) Estimates of benefits at retirement?	No	45%Yes	71%Yes
	a1) If yes, can you easily model and provide alternate annuity payment scenarios?	n/a	100%Yes	85%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	93%Yes
	b) Refund or transfer value assuming member exited employment at the time of the call?	No	73%Yes	62%Yes
	c) Pensionable salary?	No	91%Yes	85%Yes
	d) Total service credit?	No	91%Yes	86%Yes
	e) Service credit purchase cost estimates?	No	73%Yes	55%Yes
<u>Self Serve, Voice Mail, Toll Free</u>				
Q95	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	80%Yes
Q97	Does your system offer voice mail for responding to calls:			
	c) As an alternative to queuing?	No	55%Yes	35%Yes
	d) After hours?	Yes	91%Yes	56%Yes
Q107	Can your members order forms and publications using either an information line or self-serve options on your member service line?	Yes	18%Yes	42%Yes
Total Number of 'Yes' Responses		3	17	18
Applicable Number of 'Yes' Responses *		22	23	23

3. Data used to determine the Website Score		You	Peer Avg	All Avg
Q122	Do members have access to their own data (i.e., service credit summary, pensionable salary, beneficiaries, etc.) in a secure environment? If yes, can they access:	No	73%Yes	*
	c1) Salary information?	No	50%Yes	*
	c1.1) If yes, is salary information up-to-date to the most recent pay-period?	n/a	50%Yes	*
	c1.2) If yes, is a complete annual history of salary available?	n/a	75%Yes	*
	c2) Service credit information?	No	50%Yes	*
	c2.1) if yes, is service credit information up-to-date to the most recent pay-period?	n/a	50%Yes	*
	c2.2) if yes, is a complete annual history of service credit available?	n/a	75%Yes	*
	If yes,			
	d) can members log-in to the secure site immediately upon registration?	n/a	75%Yes	*
Q123	Can members accomplish any of the following account transactions using your website, without having to make a phone call or submit a hard copy form:			
	a) Changes to non-financial data such as address changes?	No	45%Yes	*
	b) Beneficiary changes?	No	27%Yes	*
	c) Registration for counseling sessions or presentations, etc.?	No	45%Yes	*
	d) Apply for retirement?	No	18%Yes	*
	f) Change tax withholding amount?	No	45%Yes	*
	g) Review and print, or request duplicate tax receipts? [such as 1099s in the	No	45%Yes	*
	h) Change bank information for direct deposit?	No	45%Yes	*
	k) Estimate the cost of purchasing service credit?	Yes	70%Yes	*
	l) View correspondence with the retirement system in a secure mailbox?	No	10%Yes	*
	m) View payment stubs?	No	45%Yes	*
Q124	Can members generate their own benefit estimates using a:			
	a) Calculator on your website?	Yes	91%Yes	*
	If yes, then			
	b) Is the calculator linked to the member's actual account data?	No	50%Yes	*



Move to vendor supported system. TRB will maintain vendor support for any future pension system. TRB purchased the application source code for the current pension system. As a result, TRB is responsible for all modifications and upgrades and is unable to take advantage of vendor upgrades or assistance.

**Your IT Cost per Active Member & Annuitant is \$5. This is below the peer median of \$15.**



Develop a document management system with imaging and automated work flow system for all incoming filings. To expedite, electronic transfer data to the appropriate staff member for the next step in the processing. This will also nearly eliminate the number of lost and misfiled records.

3. Data used to determine the Timeliness Score		You	Peer Avg	All Avg
Q200	On average, how many days does it take from the date of first request to provide a written service credit cost purchase estimate?	180	35	20
Q202	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)	5.0	3.1	2.8

TRB has several processes on the DoIT mainframe that can be eliminated. Eliminate access to TRA1 (retirement module) by January 1, 2008. Eliminate access to TRMA by January 1, 2013.

TRB will review its check processing options to determine if computer files that generate the printing of pension checks can be submitted directly to the Office of the State Comptroller, eliminating the current routing of the print request through the DoIT mainframe.

TRB will establish a refresh cycle for PCs, servers, and switches to maintain current technology.

Review the DOIT products and services to determine what can be provided by DOIT to augment TRB IT staff. For example, DOIT offers monthly services that will provide a weekly update of TRB desktops to ensure that all versions and virus controls are up to date.

Assess ways to disaster recovery capabilities.

3. Data used to determine the Disaster Recovery Score	You	Peer Avg	All Avg
Q235 Do you have back-up equipment and premises arranged for your operations if substantial damage occurs at your principal location?	Yes	91%Yes	91%Yes
Q236 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:		(Number of Days)	
a) Continue paying pension payments to retirees?	14.0	4.4	3.3
b) Begin doing new pension inceptions at normal volumes?	30.0	21.0	15.6
c) Collect data and money from employers?	30.0	11.5	10.6
d) Respond to member calls at close to current service levels?	60.0	22.0	12.4

**Manage competing priorities within TRB to better serve the customer.**

CT TRB spends \$1 per active member and annuitant on a governance process. This is significantly below the peer median of \$9. Improved governance opportunities include the following.

Reengineer business processes to leverage cross-training.

Utilize workflow process within current system and queue to a team rather than an individual to avoid bottlenecks.

Implement document management for electronic storage of existing documents and member filings.

Create internal review committee to review processes for effectiveness and accuracy.

Schedule regular meetings with agency staff.

Develop a TRB Intranet for posting and sharing of agency policies and procedures.

Expand the monthly report and use that as a communication vehicle for educating staff of issues and priorities.

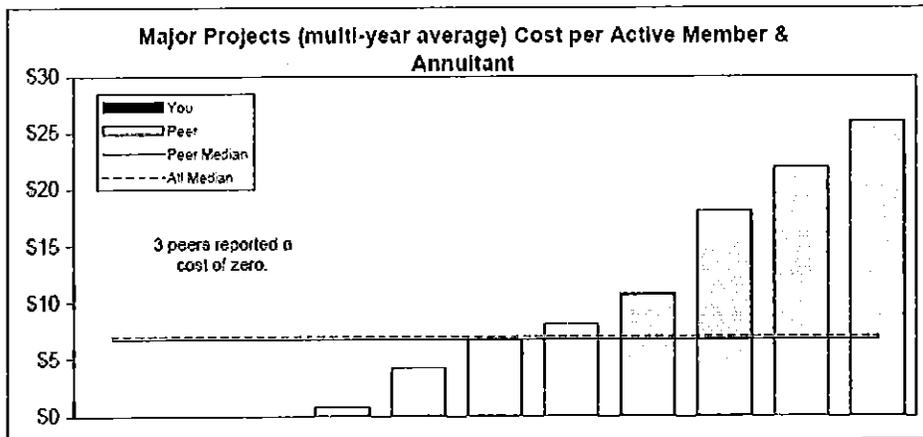
Periodically solicit feedback from members their satisfaction with TRB services through focus groups or surveys.

## Planning

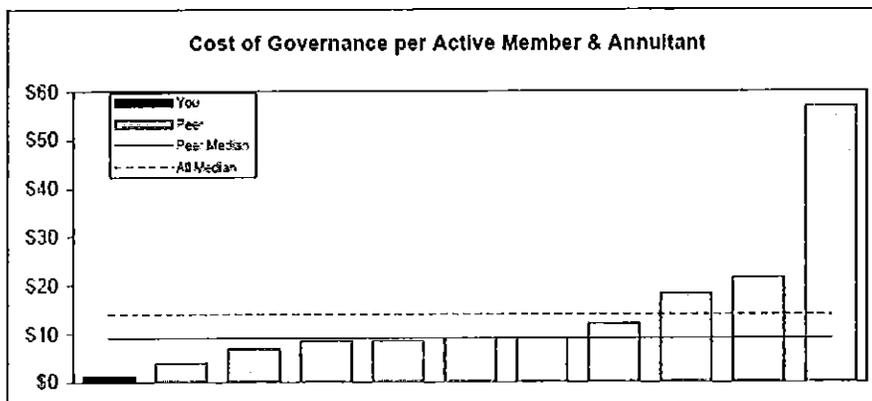
CT TRB has identified and aligned major projects to modernize the agency and provide members with accurately and timely delivery of information critical to a life-changing event – retirement. Some projects can be accomplished within existing resources; other projects will require implementation funds. Projects with an asterisk are those that require funding.

CT TRB is mindful of the fact that it's multi-year average (2005, 2006, and 2007) for major project costs was \$0 per active member and annuitant compared to the peer median of \$7 per member. CT TRB cost for governance is \$1 per member – well below the peer median of \$9.

**Your cost for Major Projects (multi-year average) is \$0 per Active Member & Annuitant. This is below the peer median of \$7.**



**Your cost for Governance is \$1 per Active Member & Annuitant. This is below the peer median of \$9.**



**Schedule of Steps TRB must take to meet teachers retirement needs. Projects with an \* require funding.**

January 2008. Align the on-line retirement information and format with the paper retirement information and format. (Completed January 24, 2008)

January 2008. Cross Unit Training. TRB initiated routine meetings with all agency staff. Staff meetings include unit reports as an element of cross unit training.

January 2008. Eliminate access to TRAI (retirement module). This initiative was completed on January 1, 2008.

March 2008. Develop a Microsoft Powerpoint presentation that will be available through the CT TRB web site that will provide users with an explanation of benefits and the filing process. Powerpoint in "test mode", scheduled to publish on web in September, 2008.

April 2008. Improve phone system. TRB deployed a new phone system in April, 2008. Each staff member now has a voice mail box for customers use.

April 2008. Modify the work hours of TRB staff to add more coverage during the morning and evening hours.

\*July 2008: RFI published for an interactive website and pension administration system. Responses were received August 15, 2008.

September 2008: TRB will request a budget option for interactive website and pension administration system.

October 2008 through January 2010. CT TRB will establish an internal review committee with a particular focus on fraud prevention.

October 2008. CT TRB will assess customer satisfaction through annual surveys.

\*January 2009. TRB will establish a refresh cycle for PCs, servers, and switches to maintain current technology standards and to eliminate out of date and unsupported hardware and software.

April 2009: Begin updates to the TRB Summary Plan Description.

April 2009. TRB will review its check processing options to determine if computer files that generate the printing of pension checks can be submitted directly to the Office of the State Comptroller, eliminating the current routing of the print request through the DoIT mainframe.

\*April 2009. Change the work hours of TRB staff to accommodate teachers schedule. This initiative requires that CT TRB employ additional staff for the additional hours and conform with union contracts for changes in work schedules.

July 2009. Review the DOIT products and services catalog to determine those services that can be provided by DOIT to augment TRB IT staff. For example, DOIT offers monthly services that will provides a weekly update of TRB desktops to ensure that all versions and virus controls are up to date.

November 2009. Develop a video or web based conferencing program.

\*January 2010. Communications Center. CT TRB has begun writing scripts to standardize responses. Management has reviewed workflow, staff, and union contracts and determined that three additional staff at the level of "consumer information representative" (AR 20 pay plan with a beginning salary of \$51,973) are required in order to establish a communications center capable of responding to calls, emails, correspondence and walk-ins.

\*April 2010. Replace the existing pension system with a vendor supported, web-based interactive access, secure access, interactive reporting and the ability to file electronically.

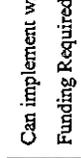
\*July 2010. Initiate regionally based retirement seminars.

\*July 2010. Begin offering counseling services for retiring teachers. This would require one Retirement Counselor (SH 19 pay plan with a beginning salary of \$47,950) and one Assistant Retirement Counselor (SH 17 pay plan with a beginning salary of \$43,507).

September 2010: Issue new member welcome kits; contingent on completion of revisions to the Summary Plan Description.

\*July 2011. Develop a document management system with imaging and automated work flow system for all incoming filings. To expedite process by electronic transferring to the appropriate staff member responsible for the next step in the processing and improve efficiencies. This will also nearly eliminate the number of lost and misfiled records.

Project		Project Task Summary and Work plan																							
		7/08	10/08	1/09	4/09	7/09	10/09	1/10	4/10	7/10	10/10	1/11	4/11	7/11	10/11	1/12	4/12	7/12	10/12	1/13	4/13	7/13	10/13		
	Date																								
	Align web content with paper forms																								
	Cross Unit Training																								
	Eliminate mainframe component (TRAI)																								
	Power Point presentation for explanation of benefits																								
	Implement improved phone system																								
	Modify work hours of staff to accommodate teachers schedule (holidays and weekends)																								
	Modify work hours of staff to accommodate teachers schedule (mornings and evenings)																								
	Establish internal review committee and document procedures																								
	Assess customer satisfaction through periodic surveys																								
	Establish Communications Center																								
	Implement work flow processes from existing system																								
	Establish a refresh cycle for PCs, servers and switches																								
	Assess DoIT Products and Services Catalogue offerings																								
	Review check processing and determine possibility of direct submittal to the State Comptroller																								
	Replace existing system with web-based, vendor supported system																								
	Initiate counseling services for retiring teachers																								
	Implement regionally-based retirement seminars																								
	Deploy document management system with imaging and automated workflow.																								

 Can implement within existing constraints  
 Funding Required

## **Funding**

CT TRB will prepare Budget Options to establish a communication center, update its current pension application to a web-based application, provide retirement counseling services, or automate document management and workflow without project-based funding.

\*January 2010. Communications Center. CT TRB has begun writing scripts to standardize responses. Management has reviewed workflow, staff, and union contracts and determined that three additional staff at the level of “customer services representative” in order to establish a communications center capable of responding to calls, emails, correspondence and walk-ins.

\*April 2010. Replace the existing pension system with a vendor supported, web-based interactive access, secure access, interactive reporting and the ability to file electronically. RFIs will be issued to determine the average cost of such web-based systems.

\*July 2010. Begin offering counseling services for retiring teachers. This initiative will build on the implementation of regionally-based retirement seminars. This would require one Retirement Counselor (SH 19 pay plan with a beginning salary of \$47,950) and one Assistant Retirement Counselor (SH 17 pay plan with a beginning salary of \$43,507).

\*July 2011. Develop a document management system with imaging and automated work flow system for all incoming filings. To expedite process by electronic transferring to the appropriate staff member responsible for the next step in the processing and improve efficiencies. This will also reduce to near zero the number of lost and misfiled records. The document management system should closely follow implementation of the web-based system in order to align processes and maximize the benefits of both systems.

## **IT Planning**

Several of the TRB initiatives will require Information Technology planning.

1. Implement work flow processes within existing system.
2. Establish a refresh cycle for PCs, servers and switches
3. Review check processing and determine possibility of direct submittal to the State Comptroller
4. Replace existing system with web-based, vendor supported system
5. Deploy document management system with imaging and automated workflow.

Implement work flow processes provided within the existing system														
	July 2009	Oct. 2009	Jan. 2010	Apr. 2010	July 2010	Oct. 2010	Jan. 2011	Apr. 2011	July 2011	Oct. 2011	Jan. 2012	Apr. 2012	July 2012	Oct. 2012
Define Business Need														
<ul style="list-style-type: none"> <li>Review existing system workflow options</li> <li>Assess business options</li> <li>Assess costs</li> </ul>														
Business Requirements														
<ul style="list-style-type: none"> <li>Document current workflow</li> </ul>														
Design														
<ul style="list-style-type: none"> <li>Gap analysis of system workflow with TRB workflow</li> </ul>														
Construct														
<ul style="list-style-type: none"> <li>Align system workflow and TRB workflow</li> </ul>														
Test														
<ul style="list-style-type: none"> <li>Test workflow processes</li> </ul>														
Implement														
<ul style="list-style-type: none"> <li>Implement workflow processes</li> </ul>														
Post Implementation														
<ul style="list-style-type: none"> <li>Maintain steady state</li> </ul>														

**Establish a refresh cycle for PCs, servers and switches**

	Jan 2009	Apr 2009	July 2009	Oct 2009	Jan. 2010	Apr. 2010	July 2010	Oct. 2010	Jan. 2011	Apr. 2011	July 2011	Oct. 2011	Jan. 2012	Apr. 2012	July 2012	Oct. 2012	
Define Business Need																	
<ul style="list-style-type: none"> <li>Inventory existing hardware/software</li> </ul>																	
Business Requirements																	
<ul style="list-style-type: none"> <li>Document aging hardware/software</li> </ul>																	
Design																	
<ul style="list-style-type: none"> <li>Itemize required replacements</li> </ul>																	
Construct																	
<ul style="list-style-type: none"> <li>Purchase and install replacements</li> </ul>																	
Test																	
<ul style="list-style-type: none"> <li>Test new products</li> </ul>																	
Implement																	
<ul style="list-style-type: none"> <li>Install and deploy new products</li> </ul>																	
Post Implementation																	
<ul style="list-style-type: none"> <li>Maintain steady state</li> </ul>																	

Assess DoIT Products and Services Catalogue														
	July 2009	Oct. 2009	Jan. 2010	Apr. 2010	July 2010	Oct. 2010	Jan. 2011	Apr. 2011	July 2011	Oct. 2011	Jan. 2012	Apr. 2012	July 2012	Oct. 2012
Define Business Need														
<ul style="list-style-type: none"> <li>Review DoIT offerings and funding.</li> </ul>														
Business Requirements														
<ul style="list-style-type: none"> <li>Assess TRB requirements and service gaps</li> </ul>														
Design														
<ul style="list-style-type: none"> <li>Identify DoIT products and services to mitigate gaps.</li> </ul>														
Construct														
<ul style="list-style-type: none"> <li>Purchase appropriate products and services</li> </ul>														
Test														
<ul style="list-style-type: none"> <li>Test product or service</li> </ul>														
Implement														
<ul style="list-style-type: none"> <li>Deploy product or service at agency level</li> </ul>														
Post Implementation														
<ul style="list-style-type: none"> <li>Maintain steady state</li> </ul>														

**Review check processing and determine possibility of direct submittal to the State Comptroller**

	Jan 2009	Apr 2009	July 2009	Oct. 2009	Jan. 2010	Apr. 2010	July 2010	Oct. 2010	Jan. 2011	Apr. 2011	July 2011	Oct. 2011	Jan. 2012	Apr. 2012	July 2012	Oct. 2012
Define Business Need																
• Assess current process																
• Identify business options																
Business Requirements																
• Document process changes																
Design																
• Design workflow changes																
Construct																
• Reengineer workflow																
Test																
• Test revised workflow																
Implement																
• Implement workflow changes																
Post Implementation																
• Maintain steady state																

Replace existing system with web-based, vendor supported system															
	July 2009	Oct. 2009	Jan. 2010	Apr. 2010	July 2010	Oct. 2010	Jan. 2011	Apr. 2011	July 2011	Oct. 2011	Jan. 2012	Apr. 2012	July 2012	Oct. 2012	Jan. 2013
Define Business Need															
<ul style="list-style-type: none"> <li>• Define needs</li> <li>• Assess business options</li> <li>• Assess costs</li> </ul>															
Business Requirements															
<ul style="list-style-type: none"> <li>• Document business requirements</li> </ul>															
Design															
<ul style="list-style-type: none"> <li>• Design system</li> </ul>															
Construct															
<ul style="list-style-type: none"> <li>• Construct system</li> </ul>															
Test															
<ul style="list-style-type: none"> <li>• Test system</li> </ul>															
Implement															
<ul style="list-style-type: none"> <li>• Implement system</li> </ul>															
Post Implementation															
<ul style="list-style-type: none"> <li>• Maintain steady state</li> </ul>															

**Deploy document management system with imaging and automated workflow**

	Jan 2010	Apr 2010	July 2010	Oct 2010	Jan 2011	Apr 2011	July 2011	Oct. 2011	Jan. 2012	Apr. 2012	July 2012	Oct. 2012	Jan 2013	Apr 2013	Oct 2013
Define Business Need															
<ul style="list-style-type: none"> <li>• Document need</li> <li>• Assess business options</li> <li>• Identify funding</li> </ul>															
Business Requirements															
<ul style="list-style-type: none"> <li>• Identify documents and workflow</li> </ul>															
Design															
<ul style="list-style-type: none"> <li>• Design system</li> </ul>															
Construct															
<ul style="list-style-type: none"> <li>• Construct system</li> </ul>															
Test															
<ul style="list-style-type: none"> <li>• Test processes and imaging</li> </ul>															
Implement															
<ul style="list-style-type: none"> <li>• Implement at agency level</li> </ul>															
Post Implementation															
<ul style="list-style-type: none"> <li>• Maintain steady state</li> </ul>															

## Succession Planning

Succession planning is the process used to ensure the continued effective performance of an organization by making provision for the development of and replacement of key people over time. Succession planning allows for the structured transfer of knowledge from key people in the organization to their successors and ensures that employees are prepared and training for the job and responsibilities of the future. Effective succession plans will reduce the amount of time required to train a new employee while reducing the drain on existing support staff.

Approximately one-third of the TRB staff is currently eligible for retirement. When employees eligible for retirement within the next three years are added, the total number of positions that should be considered in succession planning is roughly one-half. Several of these positions are critical management positions.

Succession planning efforts over the next six months will include:

- Prioritize critical job functions that will require a successor
- Identify potential successors through performance appraisals and executive decisions
- Enroll interested and qualified succession candidates in mentoring or training programs appropriate to the job level

The current organizational structure for the Teachers' Retirement Board shows employees currently eligible for retirement in red and employees eligible for retirement within the next three years in yellow.

# TEACHERS' RETIREMENT ORGANIZATIONAL CHART

April 2008

- Currently eligible for retirement
- Eligible for retirement within 3 years
- Not eligible for retirement

