

2012

DEPARTMENT OF RETIREMENT SYSTEMS
STRATEGIC PLAN

VISION: Satisfied customers, valued team members.

MISSION: We provide information, tools, expertise and services that ensure our members receive the retirement benefits they earn while in public service.

ORGANIZATIONAL VALUES: As employees of the Department of Retirement Systems, our actions and decisions are consistently guided by the following:

CUSTOMER FOCUS: Every DRS team member is responsible for creating satisfied customers within the scope, integrity and cost effectiveness of the programs we administer. To ensure our customers receive the service they need when they need it, we process complex data and transactions accurately within timeframes that meet or exceed their expectations. We inspire and maintain customer confidence by demonstrating professionalism in our interactions, communications, and work environment.

VALUED RELATIONSHIPS: We value our relationships with customers, employer partners, stakeholders and each other. We establish and care for these relationships through respectful and responsive interactions, collaboration, transparency and honesty. We honor the greater community by helping people in need, whether they are co-workers, neighbors, charitable organizations, or communities near and far.

PERFORMANCE EXCELLENCE: We understand the importance of our mission and recognize that our success in fulfilling it ultimately depends on our employees' knowledge, skills, talents and teamwork. Our expertise is supported by tools, resources, training and processes that are designed to produce accurate and timely results. We unite creativity and innovation with a disciplined approach to project management, process improvement and problem solving. Each employee is engaged and accountable for his or her own performance. We take pride in the work we do and the results we achieve.

RESOURCE STEWARDSHIP: We safeguard resources entrusted to us by precisely accounting for the retirement trust funds, securing customer data and effectively managing agency costs. We actively maintain our technology infrastructure to ensure reliable support for agency operations. We evaluate risks and make decisions based on assessments of potential and probable outcomes.



1. BUILD ORGANIZATIONAL CAPACITY TO MANAGE THE COMPLEXITY OF WASHINGTON'S PENSION SYSTEMS

Strategy 1: Implement a comprehensive and simple-to-use knowledge management system that will enable customers to more fully understand their earned pension benefits and give DRS team members quick access to the information they use to assist customers, by August 31, 2012.

Strategy 2: By August 31, 2012, implement a workflow structure in the Retirement Services Division to recognize growing and changing customer needs, and the team's ability to successfully meet those needs.

Strategy 3: Create and pilot a pension expert training program with key positions in the organization by January 2012. Build the program into core training by June 30, 2012.

Strategy 4: Implement a new employer reporting system, providing a seamless, consistent and value-added process for the 1300+ public employers reporting data and sending money. Seek funding through the 2013 legislature by preparing and submitting a decision package in August 2012.

Strategy 5: With the assistance of outside expertise, complete a business mapping process for DRS by January 31, 2012.

2. MAINTAIN OUR POSITION AS A LOW COST, HIGH VALUE PENSION ADMINISTRATOR WHILE FULLY MEETING THE NEEDS OF DRS' CUSTOMERS AND TEAM MEMBERS

Strategy 1: Incorporate *Lean* principles into the organization, beginning with improving the high volume benefit estimate process by October 1, 2011.

Strategy 2: Use the 2011 team satisfaction criteria as a guide in creating and reinforcing a positive, productive work environment where all team members can thrive. 50% of employees will rate at an 8 or higher by June 30, 2012.

Strategy 3: Identify and fully understand the needs of DRS' customers, measure ongoing satisfaction with our services, and develop ongoing action plans to respond to changing customer needs, by December 30, 2011.

Strategy 4: Continue our benchmarking engagement, taking advantage of peer relationships in other states and identifying best practices for redesigning services.

Strategy 5: Fully educate new members on Plan 3 so they are able to make informed decisions about the plan's benefit structure as compared to their individual needs.



3. IMPROVE RETIREMENT READINESS AND PROVIDE BETTER OPPORTUNITIES FOR MEMBERS TO SAVE FOR THEIR FUTURE

Strategy 1: Make it easier and simpler for employers to sign up for the Deferred Compensation Plan by responding to Requests for Proposal beginning in November 2011.

Strategy 2: Offer online DCP enrollment by December 2012.

4. INCREASE CUSTOMER SELF-SERVICE OPTIONS BY EXPANDING AND SIMPLIFYING DRS' ONLINE SYSTEMS

Strategy 1: Simplify customer access to DRS online services by combining DB, DC and DCP accounts under one authentication ID and password by October 2012

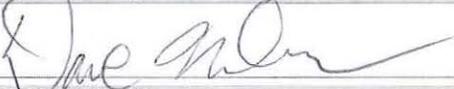
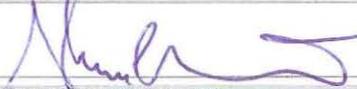
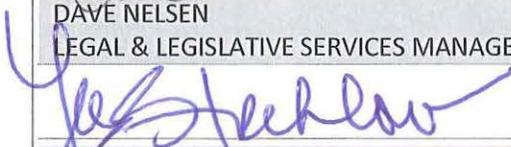
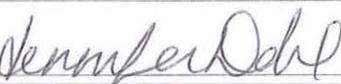
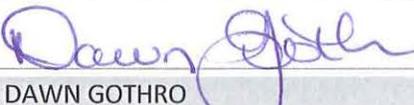
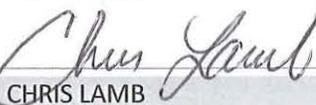
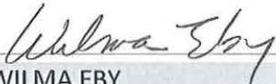
Strategy 2: Offer an online retirement application process by March 2012.

Strategy 3: Identify the demographic groups most likely to use online services and actively market these services to them. Initiate the first targeted campaign by February 2012.



STRATEGIC PLAN SIGN OFF

I participated in the development of the components outlined in this Strategic Plan. My team members and I are committed to implementing the components of this Strategic Plan by signing below.

	8/23/11		8/17/11
STEVE HILL DIRECTOR	DATE	MARCIE FROST DEPUTY DIRECTOR	DATE
	8/17/11		8/17/11
DAVE NELSEN LEGAL & LEGISLATIVE SERVICES MANAGER	DATE	SHAWN MERCHANT ASSISTANT DIRECTOR - PSID	DATE
	8/17/11		8/17/11
LEE STREHLOW HR MANAGER	DATE	JENNIFER DAHL ASSISTANT DIRECTOR - RSD	DATE
	8/17/11		8/17/11
DAWN GOTHRO COMMUNICATIONS DIRECTOR	DATE	CHRIS LAMB ASSISTANT DIRECTOR - ISD	DATE
	8/23/11		8/17/11
MARK FELDHAUSEN BENCHMARK DIRECTOR	DATE	GEORGE PICKETT ASSISTANT DIRECTOR - ASD	DATE
	8-17-11		
WILMA EBY EXECUTIVE ASSISTANT	DATE		

