

2015 - 2017

SERS Strategic Business Plan

The member is our ultimate customer



pennsylvania

STATE EMPLOYEES' RETIREMENT SYSTEM

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Vision

To navigate the fiscal storm so that SERS continues to progress toward fully-funded status while sustaining effective and responsive member services.

Mission

The mission of SERS is to provide retirement benefits and services to our members through sound administration and prudent investments.



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Guiding Principles

Demonstrate Integrity

- Commit to honesty and truth in every facet of behavior
- Act ethically

Develop and Empower Employees

- Delegate meaningful responsibility, mentor others, and foster employee growth and development
- Provide and seek constructive feedback and clear expectations to facilitate employee success
- Recognize performance
- Be accountable and hold others accountable

Focus on Customer Service

- Provide accurate, complete and timely information
- Provide quality service at a reasonable cost
- Know and support your customers
- Educate members and employers as to their responsibilities

Fulfill Fiduciary Obligations

- Act solely and exclusively in the interest of the membership
- Comply with the Retirement Code and other applicable laws, policies and procedures
- Exercise prudent governance over the activities of third party advisors and other entities acting as agents in whom we place our trust

Lead Innovation and Improvement

- Pursue innovation and continuous improvement in quality and productivity
- Identify operational issues and pursue desirable changes
- Monitor and assess service delivery through continuous communication and feedback channels



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Guiding Principles

Learn from Mistakes

- Focus on solving problems not on assigning blame
- Improve processes to prevent recurrence of problems and mistakes

Safeguard Information, Facilities, and Staff

- Continuously assess information security
- Understand the importance of information and physical security
- Enforce information and physical security
- Respect the policies for system security, access and use
- Comply with internal controls

Share Knowledge

- Utilize technology infrastructure to support knowledge sharing
- Share information with others to add value to business operations and processes

Think Strategically

- Envision future opportunities, from internal and external sources, that support SERS in its mission
- Keep abreast of changing trends, market opportunities, and competitive threats
- Identify strategic responses to issues facing SERS and its membership



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Goals

Viability | Strategic Goal 1

Ensure that the Fund remains viable so that it can honor its obligations to all current and future commonwealth retirees.

Stewardship | Strategic Goal 2

Maintain efficient and effective control over funds entrusted to SERS.

Member Services | Strategic Goal 3

Provide accurate, consistent, and timely information, services and tools to help members to know what they need to know and do what they need to do.



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Strategies

Strategy 1

Implement Investment Plan

- Develop and implement an investment plan in order to ensure having adequate funds for benefit payments at the lowest cost to taxpayers.

Strategy 2

Modernize the State Employees Retirement Information System (SERIS)

- SERIS is the core business application used for maintaining member account information, processing member retirements, etc. The system was built using Oracle technology, implemented in 1995 and has been upgraded over the years. The version of Oracle Forms used for SERIS will no longer be supported in 2017. In order for SERIS to be supported and remain a robust system, SERS needs to modernize. This is a major initiative and the analysis and research has begun to develop the roadmap for SERS to use for this modernization.

Strategy 3

Develop Pension Reform Legislation

- Prior to implementation of pension reform, SERS will be providing data, research, and expertise to the legislators and the Governor if/when they request information.



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Strategies

Strategy 4

Implement Pension Reform Legislation

- If a pension bill is enacted, SERS will implement the legislation. Implementation will likely involve system changes to SERIS, as well as an appropriate level of communication to members and policy makers through web site, newsletters, counseling, annual publications such as annuitant statements and active member statements.

Strategy 5

External Authoritative Entities' Requirements

- IRS Determination:
 - Having received a letter of determination from the IRS, SERS will develop legislation language changes to implement the required modifications and develop an implementation plan as appropriate.
- Governmental Accounting Standards Board (GASB) 67 and 68:
 - A separate valuation strictly for accounting purposes will be issued to comply with new rules regarding how pensions are measured and reported. The Net Pension Liability (NPL) will now be required to be reported on the face of the financial statements for employers and note disclosures for both the pension system and employers will be significantly expanded.



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