

DECEMBER

# TARGETING

## Strategic Planning Committee Meeting



**Teacher Retirement System of Texas**  
1000 Red River Street  
Austin, Texas  
78701-2698

**TEACHER RETIREMENT SYSTEM OF TEXAS MEETING  
BOARD OF TRUSTEES  
AND  
STRATEGIC PLANNING COMMITTEE**

*(Committee Chair and Members: John Elliott, Chair; David Corpus, Jarvis V. Hollingsworth,  
Christopher Moss, James D. Nance)*

*All or part of the December 13, 2018, meeting of the TRS Strategic Planning Committee (Committee) and Board of Trustees may be held by telephone or video conference call as authorized under Sections 551.130 and 551.127 of the Texas Government Code. The Committee intends to have a quorum and the presiding officer of the meeting physically present at the following location, which will be open to the public during the open portions of the meeting: **1000 Red River, Austin, Texas 78701 in the TRS East Building, 5th Floor, Boardroom.***

*The open portions of the meeting are being broadcast over the Internet. Access to the Internet broadcast is provided at [www.trs.texas.gov](http://www.trs.texas.gov).*

**AGENDA**

**December 13, 2018 – 8:00 a.m.  
TRS East Building, 5<sup>th</sup> Floor, Boardroom**

1. Call roll of Committee members.
2. Consider the approval of the proposed minutes of the September 2018, Strategic Planning Committee meeting – Chair John Elliott.
3. Discuss and review the results forum for the following 2019-2023 TRS Strategic Plan objectives – Brian Guthrie and Rebecca Merrill:
  - A. Achieve the Investment Rate of Return.
  - B. Improve the Customer Service Experience.
  - C. Improve Benefit Estimates and Disbursements.
  - D. Improve Awareness and Modernize the 403(b) Program.
  - E. Strengthen Ethics and Culture.
  - F. Improve Strategic Communication.
4. Receive an update on engaging TRS in the 2019-2023 TRS Strategic Plan – Rebecca Merrill.

NOTE: The Board of Trustees (Board) of the Teacher Retirement System of Texas will not consider or act upon any item before the Committee at this meeting of the Committee. This meeting is not a regular meeting of the Board. However, because the full Committee constitutes a quorum of the Board, the meeting of the Committee is also being posted as a meeting of the Board out of an abundance of caution.

**TAB 2**

**Minutes of the Strategic Planning Committee  
September 20, 2018**

The Strategic Planning Committee of the Board of Trustees of the Teacher Retirement System of Texas met on Thursday, September 20, 2018, in the boardroom located on the Fifth Floor in the East Building of TRS' offices located at 1000 Red River Street, Austin, Texas, 78701.

**Committee members present:**

Mr. John Elliott, Chairman  
Mr. David Corpus  
Mr. Christopher Moss  
Mr. James D. Nance

**Other TRS Board Members present:**

Dr. Greg Gibson  
Ms. Dolores Ramirez  
Ms. Nanette Sissney

**Others present:**

Brian Guthrie, TRS  
Don Green, TRS  
Carolina de Onis, TRS  
Katrina Daniel, TRS  
Barbie Pearson, TRS  
Rebecca Merrill, TRS  
Jerry Albright, TRS  
Jase Auby, TRS  
Heather Traeger, TRS  
Katherine Farrell, TRS  
Steve Huff, Fiduciary Counsel, Reinhart Boerner Van Deuren s.c.  
Carl Cox, Cascade Strategies

Strategic Planning Committee Chairman, Mr. John Elliott, called the meeting to order at 12:46 p.m.

**1. Call roll of Committee members.**

Ms. Farrell called the roll. A quorum was present.

**2. Consider the approval of the proposed minutes of the July 26, 2018, Strategic Planning Committee meeting – Chair John Elliott.**

On a motion by Mr. Nance, seconded by Mr. Moss, the committee voted to approve the proposed minutes for the July 26, 2018, Strategic Planning Committee meeting as presented.

**3. Review Key Performance Indicators for the 2019-2023 TRS Strategic Plan—Rebecca Merrill.**

Mr. Carl Cox, with Cascade Strategy, talked about the five different areas from which key performance indicators (KPIs) were developed. These include lagging and leading indicators, proper time horizon, whether things are strategic, looking at a difference, and being clear or smart. He stated that lagging indicators are most often what is tracked by most organizations and the result of multiple different inputs over any specific period of time. Leading indicators have some type of correlation to the lagging effect. Mr. Cox then talked about how there needs to be an openness to change based on the actual outcomes of these indicator. He provided a quote that if the KPI is not moving you to a new place, it's not strategic at its core. Lastly, he reviewed what is called SMART (specific, measurable, accurate, reasonable, time-oriented). He said this is where failure of most strategic plans occur, where there is too many things to focus on at one time with too few people working on it. Ms. Merrill then reviewed how KPIs were developed with each of the divisions. She said the measurement of the KPIs will be reported to the Committee over the upcoming year.

**4. Discuss the roll of the 2019-2023 TRS Strategic Plan—Rebecca Merrill**

Ms. Rebecca Merrill provided a summary regarding the advancement on the strategic planning process. She stated that they want to improve how progress is measured relative towards the plan. To improve this, Cascade has an application that will be used to measure the progress of goals, objectives, and KPIs.

Ms. Merrill talked about the efforts to engage the Agency on the strategic plan and its progress. She discussed how they want to target and identify some cross-sections of the organizations and learn how to engage with the strategic plan. She said they plan on having two feedback groups to talk about the strategic plan and how it influences their work.

Ms. Merrill reviewed the strategic plan goals, objectives and KPIs by giving a few examples.

Ms. Merrill referenced the quarterly risk report for the Enterprise Risk Management system. She said they have modeled it to tie together the ERM risk report with the strategic plan reporting. In addition, she added risk is continuously monitored in the organization.

The Strategic Planning Committee adjourned at 1:20 p.m.

Approved by the Strategic Planning Committee of the Board of Trustees of the Teacher Retirement System of Texas on December 13, 2018.

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Katherine H. Farrell

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Date

**TAB 3**



Strategic Planning Committee >>> Quarter 1 Results Forum Report  
Brian Guthrie and Rebecca Merrill >>> December 13, 2018

# TRS Strategic Planning Process





# Strategy Execution Gap

Source: Agile Strategy Manager  
– May 11, 2018

88%

of executives agree on  
the importance of  
strategy.

9%

of companies are rated  
excellent at execution.

30%

of managers cite  
failure to coordinate  
across units as their greatest  
challenge to executing their  
company's strategy.

In general,  
only

56%

of strategic  
initiatives have  
been successful.

# Strategic Plan Reporting

- Strategic plan progress is discussed in a “results forum.”
- Strategic planning committee will review the results forum reports in a quarterly rotation of the TRS Strategic Plan. By end of fiscal year, results forum for each part of the plan will have been reviewed and discussed.
- Results forum review schedule is not linear. When items are discussed is tied to current risk reporting schedule or other valuable alignments. See Appendix for reporting schedule.
- September will also contain a results forum wrap up summarizing the fiscal year.
- All of the Executive Director’s Areas of Focus will be discussed each quarter.

# Strategic Plan Reporting Overview

- For each goal, the results forum report has three elements:
  - Executive Director's Areas of Focus;
  - Key Performance Indicators; and
  - Progress of strategies underlying the objectives.

# Executive Director's Areas of Focus



## GOAL 1

Sustain a financially sound pension system.



Present on pension funding needs and plan design matters before legislative committees and discuss pension funding and plan design with key legislators.



Develop communication materials to explain the benefits of interest savings in benefit and contribution design.



Develop communication materials to educate on contributing the actuarially determined contribution rate.



Increase internal management capabilities for public markets and principal investment capabilities in private markets.



Ensure the review and update of the Investment Policy Statement at least once every two years.



Assist IMD in planning for the scale of investment programs with trust asset growth projections.



= In Progress



= Complete

# TRS Strategic Plan Results Forum Data



**GOAL 1:** Sustain a financially sound pension system.

**OBJECTIVE 3:** Achieve the trust's actuarial assumed rate of return as measured on rolling 20-year periods.

## NEXT STEPS, RECOMMENDATIONS AND CHANGES

- Conduct Strategic Asset Allocation Study in 2019.
- Address upcoming sunset of TRS authority to invest in Hedge Funds in 2019.
- Implement Build the Fleet hiring plan.
- Institutionalize norms and processes for talent management.
- Modernize IT tools and infrastructure.
- Maintain adherence to IMD Compensation Philosophy.

## KEY PERFORMANCE INDICATORS

KPI	Annual Target	Q1 CY 18	Q2 CY 18	Q3 CY 18	Q4 CY 18
Return in excess of the benchmark return for the Total Trust	100 bp	3 Yr: 65 bps	3 Yr: 60 bps	3 Yr: 64 bps	
Percent of internal public equity allocation	55%	55%	57%	56%	
Return in excess of the benchmark return for Active Public Markets investments	100 bp	6mo: 23 bps	9mo: -10 bps	1yr: 21 bps	
Percent of portfolio capital plan in principal investments approved (cumulative quarter-over-quarter)	33%	6%	27%	35%	
Return in excess of the benchmark return for Private Markets investments	155 bp	3 Yr: 170 bps	3 Yr: 174 bps	3 Yr: 179 bps	
External manager fee savings	\$53M	To be reported at April 2019 Board Meeting			
Total return over 3 and 5 years relative to the Board's assumed rate of return	7.25%	3 Yr: 7.6% 5 Yr: 8.4%	3 Yr: 7.7% 5 Yr: 8.7%	3 Yr: 9.9% 5 Yr: 8.2%	

# TRS Strategic Plan Results Forum Data



## ERM STOPLIGHT CATEGORIES

Pension Funding



Investment Operations



Credit



Liquidity/Leverage



Market



**GOAL 1:** Sustain a financially sound pension system.

**OBJECTIVE 3:** Achieve the trust's actuarial assumed rate of return as measured on rolling 20-year periods.

### STRATEGY 1

Maintain an effective investment governance structure.



#### LINK & ALIGN

- Board of Trustees
- Governmental Relations
- Executive Office
- Legal & Compliance

### STRATEGY 2

Maintain current competitive advantages and total returns.



#### LINK & ALIGN

- Organizational Excellence
- IT
- Executive Office

### STRATEGY 3

Manage cost structures to increase net alpha generated.



#### LINK & ALIGN

- Legal & Compliance
- IT

# Executive Director's Areas of Focus



## GOAL 2

Continuously improve our benefit delivery.



Increase the capacity to serve more members by addressing staffing limitations and proceeding with the east building redesign.



Implement and fully realize call center modernization functionality.

 = In Progress

# TRS Strategic Plan Results Forum Data



**GOAL 2:** Continuously improve our benefit delivery.

**OBJECTIVE 1:** Improve the customer service experience.

## NEXT STEPS, RECOMMENDATIONS AND CHANGES

- Review member satisfaction surveys.
- Add new hire classes for telephone counseling.
- Fill vacancies for office visit counseling.
- Roll out additional InContact modules.
- Create more efficient travel schedule.

## KEY PERFORMANCE INDICATORS (1-6 of 1)

KPI	Fiscal Year Target	Q1 FY 19	Q2 FY 19	Q3 FY 19	Q4 FY 19
Refunds validated within 5 business days of receiving final deposit and all paperwork	95%	83.1%			
Benefit estimates mailed within 31 days	90%	83.5%			
Retirees receiving first annuity payment within 31 days of TRS receiving required information or due date, whichever is later	98%	85.6%			
Claims acknowledged within 14 days of receipt of death notification	90%	84.6%			
Claims payments issued within 31 days of receipt of all required paperwork	95%	58.9%			
Calls answered within 3 minutes	80%	41%			
Available benefit counseling office visits	20,000 (for FY 19)	4,917 (FY 19 to date)			



# TRS Strategic Plan Results Forum Data



**GOAL 2:** Continuously improve our benefit delivery.

**OBJECTIVE 1:** Improve the customer service experience.

## NEXT STEPS, RECOMMENDATIONS AND CHANGES

- Review staffing levels.
- Cross-train staff.
- Explore system changes.
- Provide more online and one-on-one training opportunities for reporting entities.
- Increase frequency of training.

## KEY PERFORMANCE INDICATORS (7-16 of 15)

KPI	Fiscal Year Target	Q1 FY 19	Q2 FY 19	Q3 FY 19	Q4 FY 19
Scheduled benefit counseling visits	20,000	3,443			
Cancelled benefit counseling office visits	0	544			
No show benefit counseling office visits	0	128			
Walk-in benefit counseling office visits	0	642			
Benefit Services Staffing – Authorized	240	242			
Benefit Services Staffing – Filled	240	205			
Benefit Services Staffing – Vacancies	0	37			
Benefit Services Staffing – Turnover	13%	4.7%			

# TRS Strategic Plan Results Forum Data



## NEXT STEPS, RECOMMENDATIONS AND CHANGES

- Continue identifying and addressing IT issues.
- Provide more one-on-one training opportunities for reporting entities.
- Provide training sessions for reporting entity staff at TRS and regional service centers.
- Continue to engage reporting entity partners through the Employer Advisory Group.

**GOAL 2:** Continuously improve our benefit delivery.

**OBJECTIVE 2:** Improve timeliness and accuracy in employer reported data.

## KEY PERFORMANCE INDICATORS

KPI	Fiscal Year Target	Q1 FY 19	Q2 FY 19	Q3 FY 19	Q4 FY 19
Regular payroll reports completed by the end of each quarter	90%	75%			
Reporting entity workarounds	0	16			

# TRS Strategic Plan Results Forum Data



## ERM STOPLIGHT CATEGORIES

Pension Benefit Services



Employer Reporting



**GOAL 2:** Continuously improve our benefit delivery.  
**OBJECTIVE 1:** Improve the customer service experience.

### STRATEGY 1

Gain a better understanding of our members' expectations.

BEHIND

#### LINK & ALIGN

- IT
- Customer Relation Metrics (CRM)
- Survey Monkey
- Strategy Office
- Texas A&M University

### STRATEGY 2

Increase capacity to serve more members.

ON TRACK

#### LINK & ALIGN

- IT
- InContact
- Organizational Excellence
- Advanced Call Center Technologies

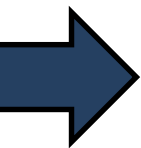
### STRATEGY 3

Improve response time to reporting entity partners.

ON TRACK

#### LINK & ALIGN



- Reporting Entity Partners
- IT
- Texas A&M University



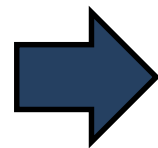
# TRS Strategic Plan Results Forum Data



## ERM STOPLIGHT CATEGORIES

- Pension Benefit Services 
- Employer Reporting 

**GOAL 2:** Continuously improve our benefit delivery.  
**OBJECTIVE 1:** Improve the customer service experience.



### STRATEGY 4

Provide additional online functionality.



#### LINK & ALIGN

- IT
- Perspecta

### STRATEGY 5

Improve the quality of benefit estimates and timeliness of disbursements.



#### LINK & ALIGN

- IT
- Perspecta

# TRS Strategic Plan Results Forum Data



## ERM STOPLIGHT CATEGORIES

Pension Benefit Services



Employer Reporting



**GOAL 2:** Continuously improve our benefit delivery.

**OBJECTIVE 2:** Improve timeliness and accuracy in employer reported data.

### STRATEGY 1

Stabilize the reporting entity portal.



#### LINK & ALIGN

- IT
- Perspecta

### STRATEGY 2

Educate and provide training to the reporting entities.



#### LINK & ALIGN

- Reporting Entity Partners

### STRATEGY 3

Conduct employer audits and data analytics.



#### LINK & ALIGN

- Benefit Accounting
- Legal & Compliance
- IT
- Reporting Entity Partners

# TRS Strategic Plan Results Forum Data



## ERM STOPLIGHT CATEGORY

403(b)



**GOAL 2:** Continuously improve our benefit delivery.

**OBJECTIVE 3:** Modernize and improve awareness of the 403(b) Program.

### STRATEGY 1

Build a new 403(b)  
Product Registration  
System.

PENDED

#### LINK & ALIGN

- IT
- Legal & Compliance
- Governmental Relations

#### NEXT STEPS, RECOMMENDATIONS AND CHANGES

- To be determined after the legislative session.

# Executive Director's Areas of Focus



## GOAL 3

Facilitate access to competitive, reliable health care benefits for our members.



Develop communication materials to educate on the sustainability challenges of TRS-Care, including efforts to manage expenses.



Develop communication materials to inform on the affordability challenges of TRS-ActiveCare for active educators.

 = In Progress

# TRS Strategic Plan Results Forum Data



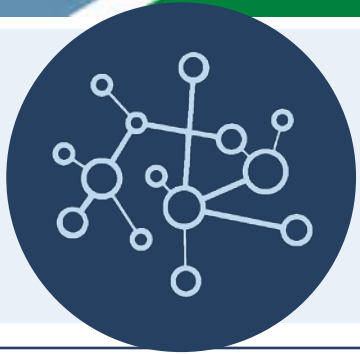
**GOAL 3:** Facilitate access to competitive, reliable health care benefits for our members.

## Enhancing the Member Experience - HIB

KPI	Fiscal Year Target	Q1 FY 19	Q2 FY 19	Q3 FY 19	Q4 FY 19
Calls answered within 3 minutes	80%	84%			
Calls answered internally vs. externally	50%	82% internally			
Cost savings associated with relying less on external vendors	\$150,000	\$47,000			
Average annual increase in cost of claims experienced by TRS-Care and ActiveCare compared to S&P trend	>0%	Data Collection In Progress			
Member engagement metrics as measured by % of members who open the Pulse email and then click to read articles	23% email 3% articles	28% email 4% articles			



# Executive Director's Areas of Focus



## GOAL 4

Ensure that people, processes, and technology align to achieve excellence in the delivery of TRS goals.



Successfully manage and allocate new FTEs and associated funding.



Ensure that executive and senior TRS leaders engage in, support, set direction for, and execute on diversity and inclusion initiatives.



Advance the management continuity program by finalizing high-potential assignments and overseeing execution of development projects.



Provide employees with opportunities that encourage broad cultural awareness of the value of diversity and inclusion at all levels and in all divisions of the organization both in hiring and purchasing practices (Also Goal 5).



Oversee enhancements in recruitment and retention based on specific divisional needs through strategic relationships, community partnerships, increased recruiting instances, and development of a TRS classification schedule



Develop a unified and consisting message to share internally and externally emphasizing TRS' commitment to a diverse and inclusive culture in both hiring and purchasing practices (Also Goal 5)

= In Progress

# TRS Strategic Plan Results Forum Data



## Agency Staffing - FTEs

**GOAL 4:** Ensure that people, processes, and technology align to achieve excellence in the delivery of TRS goals.

Business Area	Objective	Fiscal Year Target	FY 18	Q1 FY 19
IMD	New Positions - Authorized for FY 19	22		
	New Positions - Approved to be Filled	0		8
	New Positions - Filled	0	1	4
	Separations - All Positions	0		2
	New Hires - All Positions	0		6
	Turnover Rate - All Positions	%		1.34%
Benefit Services	New Positions - Authorized for FY 19	43		
	New Positions - Approved to be Filled	0		0
	New Positions - Filled	0	28	5
	Separations - All Positions	0		10
	New Hires - All Positions	0		13
	Turnover Rate - All Positions	%		4.84%
HIB	New Positions - Authorized for FY 19	10		
	New Positions - Approved to be Filled	0		2
	New Positions - Filled	0	7	0
	Separations - All Positions	0		1
	New Hires - All Positions	0		3
	Turnover Rate - All Positions	%		2.40%
Support	New Positions - Authorized for FY 19	29		
	New Positions - Approved to be Filled	0		11
	New Positions - Filled	0	2	2
	Separations - All Positions	0		7
	New Hires - All Positions	0		9
	Turnover Rate - All Positions	%		2.31%

# Executive Director's Areas of Focus



## GOAL 4

Ensure that people, processes, and technology align to achieve excellence in the delivery of TRS goals.



Rebuild and revitalize the Communications Department.



Develop a crisis communications plan.



Conduct a situational analysis and assess current communications channels, resources, and key business needs.



Develop and execute on a plan to disseminate information proactively to members and stakeholders consistent with key messages.

= In Progress

# TRS Strategic Plan Results Forum Data



## NEXT STEPS, RECOMMENDATIONS AND CHANGES

- Develop approved talking appoints for a variety of crisis scenarios.
- Conduct annual table-top exercises on recent events.
- Transition from PDF newsletters to HTML format.
- Position dedicated content specialists within departments.
- Refresh all TRS templates, graphics, and publications.

**GOAL 4:** Ensure that people, processes, and technology align to achieve excellence in the delivery of TRS goals.

**OBJECTIVE 7:** Improve strategic communications.

## KEY PERFORMANCE INDICATORS

KPI	Fiscal Year Target	Q1 FY 19	Q2 FY 19	Q3 FY 19	Q4 FY 19
Increase % of followers on Facebook	5% Increase	+1.3%			
Respond to 100% of customer inquiries received via social media within 1 business hour on business days	100%	100%			
Produce all TRS/IMD publications by established deadlines	100%	100%			
Respond to 100% of media inquiries received within 1 business day	100%	100%			

# TRS Strategic Plan Results Forum Data



## ERM STOPLIGHT CATEGORY

Communications &  
External Relations



**GOAL 4:** Ensure that people, processes, and technology align to achieve excellence in the delivery of TRS goals.

**OBJECTIVE 7:** Improve strategic communications.

### STRATEGY 1

Develop and implement an agency-wide crisis communication plan.



#### LINK & ALIGN

- Executive Council
- MACH 1 Group

### STRATEGY 2

Improve outgoing communications.



#### LINK & ALIGN

- Executive Council
- Legal & Compliance
- Benefits
- HIB

### STRATEGY 3

Foster a culture of engagement.



#### LINK & ALIGN

- Communications
- Benefits
- IMD

### STRATEGY 4

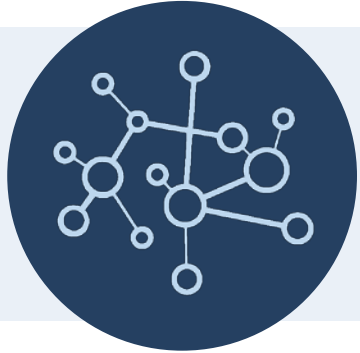
Refresh the TRS brand.



#### LINK & ALIGN

- Communications
- Executive Council
- Benefits
- IMD

# Executive Director's Areas of Focus



## GOAL 4

Ensure that people, processes, and technology align to achieve excellence in the delivery of TRS goals.



Complete the first through third floor redesign.



Successfully complete TEAM phase 2 deliverables.



Consider space needs for the next 5-10 years.



Expand and ease the ability to perform TRS work from anywhere, at any time, and across most any device.



Examine a range of options to include redeveloping, selling, or leasing the Red River Campus and the cost effectiveness of executing on the right of first refusal for Austin office space owned by TRS investment partners.



Enhance information security practices to manage and mitigate cyber-security threats, including the development of adaptive security architecture.

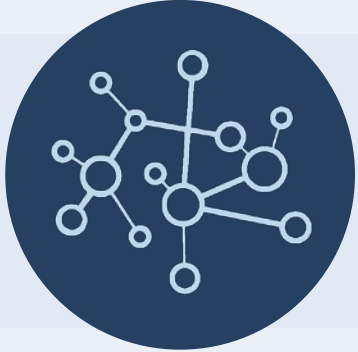


= In Progress



= Scheduled

# TRS Strategic Plan Results Forum Data



**GOAL 4:** Ensure that people, processes, and technology align to achieve excellence in the delivery of TRS goals.

**OBJECTIVE 6:** Foster a culture of fiduciary responsibility and ethical conduct.

## NEXT STEPS, RECOMMENDATIONS AND CHANGES

- Continue current initiatives.
- Create an Ethics & Compliance brochure.
- Centralize complaints and fraud reporting.
- Add a resource to the function.
- Review potential L&C vendors for HIPAA and Code of Ethics-related compliance functionality.

## KEY PERFORMANCE INDICATORS

KPI	Fiscal Year Target	Q1 FY 19	Q2 FY 19	Q3 FY 19	Q4 FY 19
Train 100% of staff on ethical standards annually	100%	100%			
Maintain current policies and procedures	100%	100%			
Perform 100% regular and random quarterly testing and reports	100%	100%			
Observe # of policy violations, review and respond to trends	TBD	4			

# TRS Strategic Plan Results Forum Data



## ERM STOPLIGHT CATEGORIES

Ethics & Fraud Prevention



**GOAL 4:** Ensure that people, processes, and technology align to achieve excellence in the delivery of TRS goals.

**OBJECTIVE 6:** Foster a culture of fiduciary responsibility and ethical conduct.

### STRATEGY 1

Embed/integrate culture of ethics and compliance within the business process.

ON TRACK

#### LINK & ALIGN

- Organizational Excellence
- Strategy Office
- Executive Council
- Communications

### STRATEGY 2

Enhance visibility of, and accessibility to, Legal & Compliance throughout TRS.

ON TRACK

#### LINK & ALIGN

- Organizational Excellence
- Strategy Office
- Executive Council
- Communications

### STRATEGY 3

Enhance automation and optimize technology solutions for ethics and compliance function.

ON TRACK

#### LINK & ALIGN

- IT
- Procurement & Contracts
- Strategy Office
- IMD
- Organizational Excellence



# Appendix

# Results Forum Schedule

Meetings	Strategic Plan Objectives to be Reported	Goal No.	Objective No.	Aligns With
SPOC Meeting November 2018	Achieve the Investment Rate of Return	1	3	Actuarial Valuation
	Improve the Customer Service Experience	2	1	Member satisfaction survey results
	Improve Benefit Estimates and Disbursements	2	2	Reporting entity survey results
SPC Meeting December 13- 14	Improve Awareness and Modernize the 403(b) Program	2	3	Reporting of Goal 2 items
	Strengthen Ethics and Culture	4	6	Policy review schedule of ethics-related items
	Improve Strategic Communication	4	7	Relaunch of the Communications Department
SPOC Meeting March 2019	Advance and Enhance IT Systems	4	3	Risk reporting
	Enhance TRS Security Information	4	4	Risk reporting
SPC Meeting April 2019	Increase the number of HUBs utilized by TRS	5	1	Risk reporting
	Environmental Scan Survey (Board)			TRS Strategy Cycle

# Results Forum Schedule

Meetings	Strategic Plan Objectives to be Reported	Goal No.	Objective No.	Aligns With
SPOC Meeting June 2019	Improve Pension Funding Contributions	1	1	End of legislative session
	Improve Information Regarding the Impact of Changing Plan Design	1	4	End of legislative session
	Improve Communication on Health Care Funding Needs	3	1	End of legislative session
SPC Meeting July 2019	Increase the Value of Health Care Benefits	3	2	Goal 3 reporting
	Improve the Health of our Members	3	3	Goal 3 reporting
	Modernize TRS Facilities and Enhance Space Utilization	4	5	End of legislative session
SPOC Meeting August 2019	Increase Identification of Underpayments and Collection of Future Contributions	1	2	Audit plan
	Attract, Retain and Develop a Highly Competent Staff	4	1	Employee survey results
SPC Meeting September 2019	Implement Modern Benefit and Health Information Systems	4	2	Original go-live
	New Plan Year Begins			

**TAB 4**



Strategic Planning Committee >>> Engaging TRS in the FY  
2019-2023 Strategic Plan >>> Rebecca Merrill >>>  
December 14, 2018

# Engaging TRS in the Strategic Plan



## STRATEGIC PLAN FOCUS GROUPS

- Organizational Excellence (OE) conducted two feedback groups to gather input on how TRS staff interact with the strategic plan:

**October 29:** Front line employee group

**October 30:** Leadership group

- OE prepared a summary of feedback group input and developed recommendations to improve agency interaction with the strategic plan.

# Engaging TRS in the Strategic Plan



## FRONT-LINE EMPLOYEE GROUP FINDINGS

- Trust in departmental leaders to guide them in efforts tied to strategic plan.
- Most focused on their immediate tasks in support of leadership.
- Brian's Areas of Focus resonated more than the goals and objectives.
- Consensus among the attendees that the level of needed detail varied by department.
- Members wanted to hear from their managers on the strategic plan in addition to hearing from the Strategy Office.

# Engaging TRS in the Strategic Plan



## LEADERSHIP GROUP FINDINGS

- Time communications carefully with regard to other projects.
- All agreed that division strategies are most interesting to employees.
- While goals were not as interesting, they are important for awareness.
- Varying levels of interest depending on the nature of work.



# Engaging TRS in the Strategic Plan



## SUGGESTIONS

- Provide information online with ability to drill down.
- Deliver one-page, team-specific handout.
- Have the Division Chief co-deliver the departmental strategic plan information with the Strategy Office.
- Video for our employees with alternate schedules.
- Communicate high-level progress.
- Have Brian (at huddles and IMD staff meetings) link back to the strategic plan.

# Engaging TRS in the Strategic Plan



## OVERALL CONSIDERATION

Most employees are interested and feel the strategic plan is important to management and above. On a day-to-day basis, they feel our mission doesn't change. Employees are focused and juggling a lot of projects, trusting that they are aligned with the strategic plan.

# Engaging TRS in the Strategic Plan



## OCM RECOMMENDATIONS

### JANUARY - FEBRUARY

- Provide easy to find information online with the ability to drill down
- Create intranet banner, posters, and email to kick-off effort

### MARCH - JULY

- Division chiefs partner with the Strategy Office to present messages to employees
- Division specific strategy materials
  - Include division subject-matter experts in review of materials before roll-out

### ANNUALLY

- Follow up with progress report
  - Red River huddles
  - IMD staff meetings
  - Online