JULY 2023

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: Brittny Allred., Chair; Michael Ball, David Corpus, John Elliott, and Dick Nance)

All or part of the July 13, 2023, meeting of the TRS Strategic Planning 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 Board 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.

AGENDA

July 13, 2023 – 8:00 a.m. TRS East Building, 5th Floor, Boardroom

- 1. Call roll of Committee members.
- 2. Consider the approval of the proposed minutes of the April 2023 committee meeting Committee Chair.
- 3. Discuss and review the Executive Director's Areas of Focus for Fiscal Year 2023 and proposed for Fiscal Year 2024 Brian Guthrie and Don Green.
- 4. Discuss and review the Results Forum for the 2023-2027 TRS Strategic Plan Objectives Don Green, Chris Cutler, Frank Williams, Heather Traeger, Shannon Gosewehr, and Andrew Roth.
 - A. Advance and enhance IT systems and services;
 - B. Enhance the information security program;
 - C. Foster a culture of fiduciary responsibility and ethical conduct; Improve and maintain effective procurement and contract management practices; and
 - D. Improve and maintain effective procurement and contract management practices; and
 - E. Develop a centralized data management framework for digital and physical data.
- 5. Receive an update on the Reporting Employer Satisfaction Survey results Sunitha Downing; Dr. Rene Paulson, Elite Research.

NOTE: The Board of Trustees (Board) of the Teacher Retirement System of Texas will not consider or act upon any item before the Strategic Planning Committee (Committee) at this meeting of the Committee. This meeting is not a regular meeting of the Board. However, because the full Strategic Planning 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.

Minutes of the Strategic Planning Committee April 27, 2023

The Strategic Planning Committee of the Board of Trustees of the Teacher Retirement System of Texas met on April 27, 2023, 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:

Ms. Brittny Allred, Chair

Mr. Michael Ball

Mr. John Elliott

Mr. Dick Nance

Other TRS Board Members present:

Mr. Jarvis V. Hollingsworth

Ms. Nanette Sissney

Mr. Robert H. Walls, Jr.

Others who participated:

Brian Guthrie, TRS

Andrew Roth, TRS

Don Green, TRS

Heather Traeger, TRS

Amanda Jenami, TRS

Barbie Pearson, TRS

Katrina Daniel, TRS

Jase Auby, TRS

Katherine Farrell, TRS

Suzanne Dugan, Cohen Milstein

Strategic Planning Committee Chair, Ms. Brittny Allred, called the meeting to order at 12:30 p.m.

1. Call roll of Committee members.

Ms. Farrell called the roll. A quorum was present, Mr. David Corpus was absent.

2. Consider the approval of the proposed minutes of the December 2022 committee meeting – Chair.

On a motion by Mr. Nance, seconded by Mr. Elliott, the committee unanimously voted to approve the proposed minutes for the December 2022 Strategic Planning Committee meeting as presented.

3. Receive an overview of the Strategic Planning Committee's Calendar Year 2023 Work Plan – Don Green.

Mr. Don Green provided an overview of the work plans themselves and specifically the Strategic Planning Committee's work plan.

4. Consider adoption of the proposed Fiscal Year 2023 – 2027 Strategic Plan Goals, Objectives, and Strategies – Don Green.

Mr. Green noted the proposed changes to the Strategic Plan were discussed at the February Board meeting. He noted the majority of the proposed changes were to use more member focused language.

On a motion by Mr. Ball, seconded by Mr. Elliott, the committee voted to recommend to the Board adoption of the 2023-27 Strategic Plan, Goals, Objectives, and Strategies as presented by staff.

5. Receive an overview of the Enterprise Risk Management Program – Don Green and Michelle Pagan.

Ms. Michelle Pagan provided an overview of the Enterprise Risk Management (ERM) Program and its history at TRS. She stated ERM was an integral part of all of TRS activities. Ms. Pagan reviewed the Internal Risk Oversight Committee (ROC), the governing body over ERM that meets monthly to discuss risk assessments, existing and emerging risks, mitigations, and strategic plan progress.

- 6. Discuss and review Results Forum for the 2023- 27 TRS Strategic Plan Objectives Don Green, Amanda Jenami, Jase Auby, and Barbie Pearson.
 - A. Increase Identification of Underpayments and Collection of Future Contributions;
 - B. Achieve the Investment Rate of Return;
 - C. Improve the Customer Service Experience; and
 - D. Improve Timeliness and Accuracy in Employer Reported Data.

Ms. Amanda Jenami said the strategy to increase identification of underpayments and collection of future contribution to TRS is a key part of sustaining a financially sound pension system. She reported that this was done primarily using the traditional reporting employer audits and testing the accuracy of the information submitted by reporting employers as part of their payroll. She said more recently they have been using automated tools to perform the audits. She noted they are up to 20 bots, testing the integrity of the data and sending exception reports automatically to Benefits Accounting. She announced this strategy is repeatable and has matured to the point where it can be considered operationalized and no longer a strategy. Going forward, she said the reporting on how the bots are doing will occur as part of the Internal Audit annual update.

Mr. Jase Auby reported on the objective to achieve the Trust's actuarial assumed rate of return over a rolling 20-year period. He said they are pursuing this goal through three main strategies: governance, enhancing competitive advantages and managing costs. He noted one area that has been dynamic was the Investment team-level investment committees. Mr. Auby reported the Building the Fleet five-year plan was completed as of December 31, 2022. He said they achieved

60 basis points of alpha last year, roughly \$1.2 billion, and a big part of that was the Building the Fleet savings.

Ms. Barbie Pearson discussed five strategies related to the objective of improving the customer service experience. She said increasing capacity to serve members was done through expanded hiring efforts statewide for the Telephone Counseling Center and an overall increase in positions. She said these efforts resulted in meeting call center service levels for the first time ever in the month of January, which typically has the highest call volume. She announced at this time, the employer reporting coaches were completely staffed. Ms. Pearson reported on strategy three, providing additional online functionality. She said in April of 2022 the new *MyTRS* went live, with additional features added in December 2022 and February 2023. She said for strategy four, build and define our operational support, that she had previously reported on foundational training improvements such as developing e-learning courses and increasing staff to handle more trainings. She concluded with strategy five, to execute on customer service improvement initiative. She said the comprehensive review of the reporting employer portal was completed and that because of hiring efforts, every key area in Benefit Processing met service levels in January 2023, which had not been done since 2019.

not been done since 2019.	
Mr. Green concluded with reviewing the Enterpr	ise Stoplight Report.
With no further business before the Committee, 1	meeting adjourned at 1:41 pm.
Approved by the Strategic Planning Committee of System of Texas on July, 2023.	f the Board of Trustees of the Teacher Retirement
Katherine H. Farrell Secretary of the TRS Board of Trustees	Date



Strategic Planning Committee

Executive Director's Areas of Focus

FY 2023 Update Proposed FY 2024



Brian Guthrie | Executive Director

Don Green | Chief Financial Officer

Michelle Pagán | Director, ERM, Strategy & Continuous

Improvement

July 13, 2023

















Agenda

- Background
- Alignment
- FY 2023 Update
- Proposed FY 2024
- Appendix A: FY 2024 Proposed Areas of Focus
- Appendix B: FY 2023 Areas of Focus (Status as of Q3)

Background



Generally, Areas of Focus (AOF) align with the Strategic Plan at the objective level. However, they may also include short-term or tactical initiatives not found in the Strategic Plan.

While the Strategic Plan covers a five-year period, the Areas of Focus represent what the Executive Director (and TRS) will accomplish over a single fiscal year.



To advance the Areas of Focus, the Executive Director identified Success Measures* consisting of deliverables and KPIs.

Deliverables are discrete tasks with a start and end date while KPIs are quantifiable measures of performance.

Deliverables may be confined to one fiscal year, or they may extend over multiple fiscal years. Deliverables are considered complete if the specific tasks that were identified for fiscal year 2023 have been accomplished.

^{*}Results and measures related to the Areas of Focus inform Trustees' overall qualitative assessment of leadership performance and are not weighted or calculated as part of an overall quantitative measure.

Alignment – Key Accountabilities

Areas of Focus align with the Key Accountabilities



Alignment – Strategic Plan





MEMBER FOCUSED

Executive Director's Areas of Focus	Deliverables	Status
Improve the customer service experience for members and	Execute on the Customer Service Improvement Initiative (G2.O1.S5)	In Progress Slide 28
employers. (G2.O1)	Increase capacity to serve members. (G2.O1.S1)	In Progress Slide 28
	Build and define operational support for Benefit Services. (G2.O1.S4)	In Progress <u>Slide 28</u>
	Develop and fully implement foundational training for Benefit Processing and Benefit Accounting.	Complete Slide 29
	Assign trainers to each department in Benefit Services to develop classroom and on the job training curriculum specific to departmental needs.	Complete Slide 29
	Improve response time to reporting employers. (G2.O1.S2)	In Progress Slide 29
	El Paso Regional Office opened and operational during calendar year 2022.	Complete Slide 29
	Staff in El Paso Regional Office trained to conduct Benefit Presentations for El Paso and surrounding areas.	In Progress <u>Slide 29</u>
Increase the value of health care benefits. (G3.O2)	Re-engineer TRS-ActiveCare to better meet employer needs. (G3.O2.S2)	In Progress Slide 31
	Implement regional rating by September 1, 2022.	Complete Slide 31
	Offer joint and back pain programs in high-prevalence regions.	In Progress Slide 31
	Monitor and evaluate Prudent RX program to reduce participants' out-of-pocket costs for specialty drugs.	In Progress Slide 31



	LEADERSHIP EFFECTIVENESS	
Executive Director's Areas of Focus	Deliverables	Status
Improve communication regarding pension and health care funding needs. (G1.O1, G3.O1)	Serve as a trusted resource and engage with policymakers on pension funding. (G1.O1.S1)	In Progress Slide 34
	Serve as a trusted resource and engage with policymakers on health care funding. (G3.O1.S1)	In Progress Slide 34
Achieve the trust's actuarial assumed rate of return as measured on rolling 20-year periods. (G1.O3)	Review Pension Funding Policy.	Complete Slide 35
	Find and hire diverse emerging managers.	Complete Slide 35
Improve communication regarding the impact of changing pension plan design. (G1.O4)	Serve as a trusted resource and engage with policymakers on pension plan design. (G1.O4.S1)	In Progress Slide 37
Improve strategic communications. (G4.O7)	Execute on the Member and Employer Outreach Plan to better help members and employers plan for retirement. (G4.O7.S2)	Complete Slide 38



	TALENT EFFECTIVENESS	
Executive Director's Areas of Focus	Deliverables	Status
Attract, retain, and develop a diverse and highly competent staff. (G4.O1)	Continue to evolve as an employer of choice to attract and retain best talent, including exploring TRS becoming a multi-state employer.	Complete Slide 41
	Explore tactics for improving the number of qualified applicants for open positions.	Complete Slide 41
	Track turnover rates for contact center positions, identify reasons for leaving, and develop tactics to reduce turnover.	In Progress Slide 41
Improve diversity representation at all levels of the organization. (G4.O1.S3)	Successful implementation of Diversity, Equity, & Inclusion (DE&I) tool, including using related data for identification of potential opportunities for improvement.	Complete Slide 43
	Work in partnership with DE&I and Organizational Excellence/Investment Management Division Talent Management teams to develop a Diversity Recruitment Plan.	Complete Slide 43



	OPERATIONAL EFFECTIVENESS	
Executive Director's Areas of Focus	Deliverables	Status
Enhance the information security program to effectively counter current and emerging threats and risks facing	Optimize security architecture and operational capabilities to thwart advanced threats and mitigate vulnerabilities. (G4.O3.S1)	In Progress Slide 45
TRS. (G4.O3)	Work collaboratively with Legal & Compliance and appropriate business units to identify and implement options for enhancing detection of potential cyber-based fraud.	In Progress Slide 45
Execute on TRS facilities needs. (G4.O4)	Begin Alpha move-in and move out of 816 Congress by May 2023.	Complete Slide 46
	Complete core and shell construction for Bravo by April 2023.	In Progress Slide 46
	Execute sale of current headquarters by the end of calendar year 2022.	Complete Slide 46
	Evaluate El Paso regional office and consider possible locations for future regional offices.	In Progress Slide 46



	CONTINUOUS IMPROVEMENT	
Executive Director's Areas of Focus	Deliverables	Status
Advance and enhance IT systems and services. (G4.O2)	Implement modern information systems across all lines of business divisions with priority on modernization of legacy systems. (G4.O2.S4)	In Progress Slide 48
Evaluate automation and technology solutions to enhance existing processes. (G4.O8)	Solicitation for Investment Management System solution posted by spring 2023.	In Progress Slide 49
	Core Data Hub capabilities ready for Investment Data Modernization implementation phases by end of fiscal year 2023.	In Progress Slide 49
	Approved positions posted by end of fiscal year 2023.	In Progress Slide 49



Proposed Areas of Focus – Highlights

KEY ACCOUNTABILITIES

- Member Focused
- Leadership Effectiveness
- Talent Effectiveness
- Continuous Improvement
- Operational Effectiveness











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AREAS OF FOCUS

- 12 Strategic Plan Objectives*
- 1 Strategic Plan Strategy
- 1 Legislative-related

47
SUCCESS MEASURES

- 32 Deliverables (qualitative)
- 15 KPIs (quantitative)

Proposed Areas of Focus – Member Focused



_		Status
	Improve the customer service experience for members and employers. (G2.O1)	Carryover
	Deliverables	
	Conduct one-year evaluation of El Paso regional office and based on results, explore potential locations for a second regional office (Rider 21, HB 1, 88R).	New
	Implement and provide benefit enhancement stipends and a COLA, if approved by voters, to eligible members authorized by SB 10, 88R (January 2024).	New
S	Conduct a study providing alternative service retirement benefits to peace officers as required by HB 4141, 88R (December 2024).	New
sarres	KPIs	
Mea	Pension Benefit calls answered within 3 minutes – Target: 80%	New
	Retirees receiving first annuity payment on time – Target: 98%	Carryover
Success	Death claims payments issued within 31 days of receipt of all required paperwork – Target: 95%	Carryover
S	Number of counseling appointments available in Austin – Target: 20,000	Carryover
	Attain a reported response time within 48 hours or sooner based on Reporting Employer Satisfaction Survey – Target: 90%	Carryover
	Health Division calls answered within 3 minutes – Target: 80%	Carryover
	Number of counseling appointments available in El Paso – Target: 7,500	Revised

Proposed Areas of Focus – Member Focused



		Status
	Increase the value of TRS-Care and TRS-ActiveCare benefits. (G3.O2)	Carryover
	Deliverables	
	Re-engineer TRS-ActiveCare to better meet employer needs. (G3.O2.S2)	Carryover
Ires	Monitor and evaluate programs to reduce participants' out-of-pocket costs for specialty drugs.	Revised
easn	Implement vision and dental benefits for TRS-Care retirees as required by SB 1854, 88R (January 2025).	New
S Me	Install new pharmacy benefit manager for all TRS health plans for plan year 2024.	New
sec	KPIs	
Suc	Increase the percentage of TRS-ActiveCare enrollees in the primary care driven plans from prior year – Target: 3%	Carryover
	Member engagement metrics as measured by percentage of members who open the Pulse email – Target: 23%	Carryover
	Member engagement metrics as measured by percentage of members who open the Pulse email and then click to read articles – Target: 3%	Carryover

Proposed Areas of Focus – Leadership Effectiveness



		Status
	Improve communication regarding pension and health care funding needs. (G1.O1, G3.O1)	Carryover
cess	Deliverables	
Suco	Serve as a trusted resource and engage with policymakers on pension and health care funding. (G1.O1.S1, G3.O1.S1)	Carryover

		Status
	Achieve the trust's actuarial assumed rate of return as measured on rolling 20-year periods. (G1.O3)	Carryover
	Deliverables	
Ires	Continue to hire and expand the Emerging Manager Program.	Revised
asu	Conduct actuarial valuation audit and report results to the Board of Trustees (December 2023).	New
s Me	Conduct strategic asset allocation study and report results to the Board of Trustees.	New
Succes	KPIs	
	Trust rate of return measured on a rolling 20-year period – Target: 7.00%	Carryover
	Return in excess of the benchmark return for the Total Trust (3-year rolling) – Target: +100bp	Carryover

Proposed Areas of Focus – Leadership Effectiveness



		Status
	Improve communication regarding the impact of changing pension plan design. (G1.O4)	Carryover
Success Measure	Deliverables	
Suce	Serve as a trusted resource and engage with policymakers on pension plan design. (G1.O4.S1)	Carryover

		Status
	Improve strategic communications with a customer-centric focus. (G4.O7)	Revised
	Deliverables	
Measures	Implement and monitor the Member and Employer Outreach Plan to better help members and employers fully know and utilize benefits, engage with TRS, plan for retirement, and remain informed post-retirement. (G4.O7.S3)	Revised
s Mea	Measure and track satisfaction, helpfulness and understanding of communications and outreach materials on an ongoing basis via digital survey tools for continuous improvement.	New
Success	Implement communications plan for move-in to Bravo and opening of the Member Experience Center.	New
Suc	KPIs	
	Increase number of visits/views of outreach plan communications products (e.g., videos, web pages) – Target: 20%	Carryover

Proposed Areas of Focus – Talent Effectiveness



		Status
	Attract, retain, and develop a diverse and highly competent staff. (G4.O1)	Carryover
	Deliverables	
Si	Continue to evolve as an employer of choice to attract and retain best talent, including exploring TRS becoming a multi-state employer.	Carryover
sure	Track turnover rates for contact center positions, identify reasons for leaving, and develop tactics to reduce turnover.	Carryover
Меа	Continue to partner with business units to develop workforce plans to ensure adequate support to accomplish strategic and operational goals.	New
ess	Implement a new paid parental leave policy authorized by SB 222 (September 2023).	New
)))	KPIs	
S	Employee engagement score – Target: 4.0 or greater	Revised
	TRS voluntary turnover rate vs. state turnover rate – Target: A minimum of 25% below state average	Revised

		Status
	Improve diversity representation at all levels of the organization. (G4.O1.S3)	Carryover
sure	Deliverables	
Suco	Explore tactics for expanding outreach to new communities specifically targeting efforts to generate applicants for hard to fill roles.	New

Proposed Areas of Focus – Operational Effectiveness



		Status
	Enhance the information security program to effectively counter current and emerging threats and risks facing TRS. (G4.O3)	Carryover
	Deliverables	
Success Measures	Optimize security architecture and operational capabilities to thwart advanced threats and mitigate vulnerabilities. (G4.O3.S1)	Carryover
Suc	Develop a comprehensive governance, risk, and compliance (GRC) program to include security and privacy management, risk/fraud forecasting, and education in cooperation with Legal & Compliance and appropriate business units. (G4.O3.S2)	New

		Status
	Execute on TRS facilities needs. (G4.O4)	Carryover
Success Measures	Deliverables	
	Complete build-out and move-in activities for the new TRS headquarters buildings (Alpha and Bravo). (G4.O4.S1)	New
	Conduct one-year evaluation of El Paso regional office and based on results, explore potential locations for a second regional office (Rider 21, HB 1, 88R).	New

		Status
	Implementation of legislation.	New
sess	Deliverables	
Suco	Plan and execute implementation of new legislation.	New

Proposed Areas of Focus – Continuous Improvement



		Status
	Advance and enhance IT systems and services. (G4.O2)	Carryover
res	Deliverables	
easul	Implement modern information systems across all lines of business divisions with priority on modernization of legacy systems. (G4.O2.S4)	Carryover
Success Me	Begin testing cycles for Payroll, Benefit Account Adjustment, and Tax Reporting (PBT) Releases, and the final TEAM Roadmap.	New
	Begin to deliver Health functionality to MyTRS by fall 2024.	New
Su	Deliver Direct Bill with Blue Cross Blue Shield in 2024.	New

Proposed Areas of Focus – Continuous Improvement



		Status
	Evaluate automation and technology solutions to enhance existing processes. (G4.O8)	Carryover
res	Deliverables	
ccess Measur	Develop appropriate policies, investigate best practices, and determine the feasibility of incorporating artificial intelligence into TRS business processes. (G4.O8.S1)	New
	Implement Investment Data Modernization Program to improve trust asset monitoring and fiduciary oversight. (G4.O8.S3)	New
Su	Enhance online services and processes available to members in MyTRS throughout 2024.	New



Member Focused				
Areas of Focus	Success Measures			
Improve the customer service experience for	Deliverables			
members and employers. (G2.O1)	 Conduct one-year evaluation of El Paso regional office and based on results, explore potential locations for a second regional office (Rider 21, HB 1, 88R). 			
	 Implement and provide benefit enhancement stipends and a COLA, if approved by voters, to eligible members authorized by SB 10, 88R (January 2024). 			
	 Conduct a study providing alternative service retirement benefits to peace officers as required by HB 4141, 88R (December 2024). 			
	KPIs			
	Pension Benefit calls answered within 3 minutes – Target: 80%			
	Retirees receiving first annuity payment on time – Target: 98%			
	Death claims payments issued within 31 days of receipt of all required paperwork – Target: 95%			
	Number of counseling appointments available in Austin – Target: 20,000			
	Attain a reported response time within 48 hours or sooner based on Reporting Employer Satisfaction Survey – Target: 90%			
	Health Division calls answered within 3 minutes – Target: 80%			
	Number of counseling appointments available in El Paso – Target: 7,500			
Increase the value of health care benefits. (G3.O2)	Deliverables			
	Re-engineer TRS-ActiveCare to better meet employer needs. (G3.O2.S2)			
	Monitor and evaluate programs to reduce participants' out-of-pocket costs for specialty drugs.			
	 Implement vision and dental benefits for TRS-Care retirees as required by SB 1854, 88R (January 2025). 			
	Install new pharmacy benefit manager for all TRS health plans for plan year 2024.			
	KPIs			
	Increase the percentage of TRS-ActiveCare enrollees in the primary care driven plans from prior year – Target: 3%			
	 Member engagement metrics as measured by percentage of members who open the Pulse email – Target: 23% 			
	Member engagement metrics as measured by percentage of members who open the Pulse email and then click to read articles –			
	Target: 3%			

Leadership Effectiveness		
Areas of Focus	Success Measures	
Improve communication regarding pension and health care funding needs. (G1.O1, G3.O1) Achieve the trust's actuarial assumed rate of return as measured on rolling 20-year periods. (G1.O3)	Deliverables Serve as a trusted resource and engage with policymakers on pension and health care funding. (G1.01.S1, G3.01.S1) Deliverables Continue to hire and expand the Emerging Manager Program. Conduct actuarial valuation audit and report results to the Board of Trustees (December 2023). Conduct strategic asset allocation study and report results to the Board of Trustees. KPIs Trust rate of return measured on a rolling 20-year period — Target: 7.00%	
Improve communication regarding the impact of changing pension plan design. (G1.O4)	 Return in excess of the benchmark return for the Total Trust (3-year rolling) – Target: +100bp Deliverable Serve as a trusted resource and engage with policymakers on pension plan design. (G1.04.S1) 	
Improve strategic communications with a customer-centric focus. (G4.O7)	 Deliverables Implement and monitor the Member and Employer Outreach Plan to better help members and employers fully know and utilize benefits, engage with TRS, plan for retirement, and remain informed post-retirement. (G4.07. S3) Measure and track satisfaction, helpfulness and understanding of communications and outreach materials on an ongoing basis via digital survey tools for continuous improvement. Implement communications plan for move-in to Bravo and opening of the Member Experience Center. KPI Increase number of visits/views of outreach plan communications products (e.g., videos, web pages) – Target: 20% 	

Talent Effectiveness			
Areas of Focus	Success Measures		
Attract, retain, and develop a diverse and highly competent staff. (G4.O1)	 Deliverables Continue to evolve as an employer of choice to attract and retain best talent, including exploring TRS becoming a multi-state employer. Track turnover rates for contact center positions, identify reasons for leaving, and develop tactics to reduce turnover. Continue to partner with business units to develop workforce plans to ensure adequate support to accomplish strategic and operational goals. Implement a new paid parental leave policy authorized by SB 222 (September 2023). KPIs Employee engagement score – Target: 4.0 or greater 		
Improve diversity representation at all levels of the organization. (G4.O1.S3)	 TRS voluntary turnover rate vs. state turnover rate – Target: A minimum of 25% below state average Deliverable Explore tactics for expanding outreach to new communities specifically targeting efforts to generate applicants for hard to fill roles. Operational Effectiveness		
Areas of Focus Success Measures			
Enhance the information security program to effectively counter current and emerging threats and risks facing TRS. (G4.O3)	 Optimize security architecture and operational capabilities to thwart advanced threats and mitigate vulnerabilities. (G4.O3.S1) Develop a comprehensive governance, risk, and compliance (GRC) program to include security and privacy management, risk/fraud forecasting, and education in cooperation with Legal & Compliance and appropriate business units. (G4.O3.S2) 		
Execute on TRS facilities needs. (G4.O4)	Complete build-out and move-in activities for the new TRS headquarters buildings (Alpha and Bravo). (G4.O4.S1) Conduct one-year evaluation of El Paso regional office and based on results, explore potential locations for a second regional office (Rider 21, HB 1, 88R).		
Implementation of legislation. Deliverable Plan and execute implementation of new legislation.			

Continuous Improvement		
Areas of Focus	Success Measures	
Advance and enhance IT systems and services.	Deliverables	
(G4.O2)	 Implement modern information systems across all lines of business divisions with priority on modernization of legacy systems. (G4.O2.S4) 	
	Begin testing cycles for Payroll, Benefit Account Adjustment, and Tax Reporting (PBT) Releases, and the final TEAM Roadmap.	
	Begin to deliver Health functionality to MyTRS by fall 2024.	
	Deliver Direct Bill with Blue Cross Blue Shield in 2024.	
Evaluate automation and technology solutions to	Deliverables	
enhance existing processes. (G4.O8)	 Develop appropriate policies, investigate best practices, and determine the feasibility of incorporating artificial intelligence into TRS business processes. (G4.O8.S1) 	
	 Implement Investment Data Modernization Program to improve trust asset monitoring and fiduciary oversight. (G4.08.S3) 	
	Enhance online services and processes available to members in MyTRS throughout 2024.	



Areas of Focus



Member Focused

- Improve the customer service experience for members and employers. (G2.O1)
- Increase the value of health care benefits (G3.O2)

Success Measures – Member Focused



DELIVERABLES

Improve the customer service experience for members and employers. (G2.O1)

Deliverable	Status of FY 23 Tasks	Accomplishments
Execute on the Customer Service Improvement Initiative (G2.O1.S5)	In Progress	 Completed a comprehensive review of Reporting Employer (RE) Portal validations to identify opportunities to reduce overrides and update error message to plain language. Successfully expanded hiring efforts statewide for Telephone Counseling helping us achieve or exceed service level targets November through February 2023. Benefit Processing met service level for all five metrics in FY 23 Q2. This was the first time that all have been met since February 2018.
Increase capacity to serve members. (G2.O1.S1)	In Progress	 Expanded hiring efforts statewide for Telephone Counseling. Revised job posting to spotlight remote work from home opportunities for Telephone Counseling. Service level achieved in Quarter 2 and 3 of FY 23 in addition to exceeding service level FY to date. Since service level tracking began in 2014, service level has never been met for the month of January until this year.
Build and define operational support for Benefit Services. (G2.O1.S4)	In Progress	 Improved foundational training curriculum for Benefit Counseling and Benefit Processing new hires to meet the needs of each department. Created multiple eLearning courses and continue to develop more as part of our year-round refresher training for Benefit Services employees. Increased the number of staff in Benefit Operations support to assist with the increased workload.

Success Measures – Member Focused



DELIVERABLES

Improve the customer service experience for members and employers. (G2.O1)

Deliverable	Status of FY 23 Tasks	Accomplishments
Develop and fully implement foundational training for Benefit Processing and Benefit Accounting.	Complete	Foundational Training for Benefit Processing and Benefit Accounting is complete.
Assign trainers to each department in Benefit Services to develop classroom and on the job training curriculum specific to departmental needs.	Complete	 Two trainers are assigned to each department in Benefit Services and two eLearning Specialists are dedicated to provide support to all departments in the division. eLearning Specialists are also supporting employer training by developing on-demand opportunities for eLearning.
Improve response time to reporting employers. (G2.O1.S2)	In Progress	 By end of FY 22, filled all Reporting Employer (RE) coach positions except for two. Expanded to state-wide hiring for RE coach positions. Conducted 29 trainings and presentations in FY 22 and had 1,765 attendees.
El Paso Regional Office opened and operational during calendar year 2022.	Complete	El Paso office opened November 2023 and are seeing members in person and virtually.
Staff in El Paso Regional Office trained to conduct Benefit Presentations for El Paso and surrounding areas.	In Progress	 Department director is trained and has been conducting member presentations. Office visit counselors have begun presentation training. One new hire is in foundational training.

Success Measures – Member Focused



TARGETS

Improve the customer service experience for members and employers. (G2.O1)

KPI	Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23
Recruit, hire and train new positions that were authorized in fiscal year 2022	90%	46%	64%	78%	
Reduce Benefit Estimates backlog by 50 percent	1,000	97	221	105	
Decrease telephone counseling hold time by 25%	15 minutes	4 minutes	28 seconds	13 seconds	
Retiree receiving first annuity payment on time	98%	81%	99%	97%	
Death claims payments issued within 31 days of receipt of all required paperwork	95%	97%	97%	98%	
Number of counseling appointments available in Austin	20,000	3,013	3,906	6,188	
Attain a reported response time within 48 hours or sooner based on Reporting Employer Satisfaction Survey	90%	91%	91%	91%	
Health Division calls answered within 3 minutes	80%	99.54%	99.69%	99.68%	
Number of counseling appointments available in El Paso	5,000	213	1,316	1,119	

Success Measures – Member Focused





DELIVERABLES

Increase the value of health care benefits (G3.O2)

Deliverable	Status of FY 23 Tasks	Accomplishments
Re-engineer TRS-ActiveCare to better meet employer needs. (G3.O2.S2)	In Progress	 Communicated impact of one-time federal funds, resulting in a \$588.5M legislative appropriation to TRS-ActiveCare for the upcoming biennium with the goal of ensuring TRS-ActiveCare rates increase less than 10% on average each year. For the upcoming year, 99% of employers elected to remain in TRS-ActiveCare.
Implement regional rating by September 1, 2022.	Complete	 Implemented regional rates for 20 Education Service Center Regions while applying \$435M in one-time federal COVID-relief funds to ensure that no public educator in TRS-ActiveCare saw a premium increase for the FY 23 plan year and many received premium decreases, some up to 20% in certain parts of the state. Employers now receive rates that reflect the cost of health care in their area and are competitive relative to comparable options in the market. In FY 23, TRS-ActiveCare's total cost is 18% lower on average than comparable coverage in the market.
Offer joint and back pain programs in high-prevalence regions.	In Progress	TRS implemented joint and back pain pilots on Sept. 1, 2022, and nearly 5,000 members are engaged, with members reporting a 47% pain reduction after 12 weeks. With a sufficiently credible population enrolled, TRS is studying outcomes and verifying savings from surgery avoidance.
Monitor and evaluate Prudent RX program to reduce participants' out-of-pocket costs for specialty drugs.	In Progress	 Implemented program to reduce participants' out-of-pocket costs for specialty drugs on the TRS-ActiveCare Primary, Primary+ and AC2 plans on Sept. 1, 2022, and for TRS-Care Standard on Jan. 1, 2023. TRS-ActiveCare members have saved \$3.1M, and TRS-Care Standard \$1.7M, through the program. On average, TRS has had 3,615 monthly utilizers, across 36 different therapeutic categories.

Success Measures – Member Focused



TARGETS

Increase the value of health care benefits (G3.O2)

KPI	Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23
Increase the percentage of TRS-ActiveCare enrollees in the primary care driven plans from prior year	3%	+8.8+	3% between FY 2022 and	f FY 2023 (Annual Measu	ıre*)
Member engagement metrics as measured by percentage of members who open the Pulse email	23%	42%	49%	Available early August 2023	
Member engagement metrics as measured by percentage of members who open the Pulse email and then click to read articles	3%	4%	4%	Available early August 2023	

^{*}Annual measure available in March of the current plan year.

Areas of Focus



Leadership Effectiveness

- Improve communication regarding pension and health care funding needs. (G1.O1, G3.O1)
- Achieve the trust's actuarial assumed rate of return as measured on rolling 20-year periods. (G1.O3)
- Improve communication regarding the impact of changing pension plan design. (G1.O4)
- Improve strategic communications. (G4.O7)





DELIVERABLES

Improve communication regarding pension and health care funding needs. (G1.O1, G3.O1)

Deliverable	Status of FY 23 Tasks	Accomplishments
Serve as a trusted resource and engage with policymakers on pension funding. (G1.O1.S1)	In Progress	 Presented on pension funding at legislative and association briefings. Presented on pension funding at legislative committee hearings. Held meetings with legislators, legislative staff, and associations.
Serve as a trusted resource and engage with policymakers on health care funding. (G3.O1.S1)	In Progress	 Presented on health care funding at legislative and association briefings. Presented on health care funding at legislative committee hearings. Held meetings with legislators, legislative staff, and associations.



DELIVERABLES

Achieve the trust's actuarial assumed rate of return as measured on rolling 20-year periods. (G1.O3)

Deliverable	Status of FY 23 Tasks	Accomplishments
Review Pension Funding Policy.	Complete	The Board of Trustees reviewed the policy in the Policy Committee during the September 2022 meeting and made no changes.
Find and hire diverse emerging managers.	Complete	7 Managers Hired: 5 Private Equity, 1 Real Estate, and 1 Hedge Fund.



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TARGETS

Achieve the trust's actuarial assumed rate of return as measured on rolling 20-year periods. (G1.O3)

KPI	Target	Q4 CY 22	Q1 CY 23	Q2 CY 23	Q3 CY 23
Trust rate of return measured on a rolling 20-year period	7.00%	7.8%	8.1%	Available in July 2023	
Return in excess of the benchmark return for the Total Trust (3-year rolling)	+100bp	+49bp	+106bp	Available in July 2023	
External manager annual fee savings in CY 22*	\$138 million	\$93.4	N/A	N/A	
Percent of portfolio capital plan in principal investments approved (cumulative year-to-date)*	42%	49%	N/A	N/A	

^{*}Completed during Q4 CY 22. No subsequent data available.





DELIVERABLES

Improve communication regarding the impact of changing pension plan design. (G1.O4)

Deliverable	Status of FY 23 Tasks	Accomplishments
Serve as a trusted resource and engage with policymakers on pension plan design. (G1.O4.S1)	In Progress	 Presented on pension plan design at legislative and association briefings. Presented on pension plan design at legislative committee hearings. Held meetings with legislators, legislative staff, and associations.





DELIVERABLES

Improve strategic communications. (G4.O7)

Deliverable	Status of FY 23 Tasks	Accomplishments
Execute on the Member and Employer Outreach Plan to better help members and employers plan for retirement. (G4.O7.S2)	Complete	 All FY 23 activities in the Member and Employer Outreach Plan appendix have been successfully undertaken. Increased views of key resources (including a 135% increase in views to the <i>MyTRS</i> landing page). Increased social media followers and email subscribers (including a 20% increase in YouTube followers). Launched our all-digital TRS News (which substantially increased email subscriptions, with readers giving the publication 4 stars out of 5 overall). Launched our success story video series in February (8K views as of May 2023). Started the digital focus groups for feedback on TRS materials and areas for improvement. Engaged members and employers via newsletters/email updates (with 8.8 million total opens as of May 31, 2023, and increased open rates). Officially kicked off the website redesign project as an enterprise effort. Launched the TRS Instagram account. Updated and created new member resources. Raised awareness of the new El Paso Regional Office. Promoted health care benefit information and events. Provided Board updates and engagement opportunities via communication channels such as social media and web.





TARGETS

Improve strategic communications. (G4.O7)

КРІ	Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23
Increase number of visits/views of outreach plan communications products (e.g., videos, web pages)	20%	52%	51%	41%	
Increase social media followers and email subscribers for real- time TRS updates/resources	15%	2.1%	*31.8%	31.3%	

^{*}Percentage increase from Q1 to Q2 is a result of transitioning *TRS News* to an all-digital format.

Areas of Focus



TALENT Effectiveness

Talent Effectiveness

- Attract, retain, and develop a diverse and highly competent staff. (G4.O1)
- Improve diversity representation at all levels of the organization.
 (G4.O1.S3)

Success Measures – Talent Effectiveness





DELIVERABLES

Attract, retain, and develop a diverse and highly competent staff. (G4.O1)

Deliverable	Status of FY 23 Tasks	Accomplishments
Continue to evolve as an employer of choice to attract and retain best talent, including exploring TRS becoming a multi-state employer.	Complete	TRS has greatly expanded its reach as an employer of choice throughout the state of Texas by hiring more than 70 staff to work remotely across the state. Additionally, TRS has approved New Mexico as a remote state to support the El Paso Regional Office. Organizational Excellence continues to partner with Legal & Compliance on issues related to employment in other states.
Explore tactics for improving the number of qualified applicants for open positions.	Complete	The Talent team has continued to emphasize sourcing, passive recruiting, and developing relationships with talent pipeline sources (like colleges, universities, professional associations, and technical programs) as a means to increase applicant pools. The implementation of the TRS Fellowship program, which gives early career, immediately post-education candidates the ability to be successful in positions and gain experience, has resulted in qualified applicants as well. By January of 2023 TRS had as many applicants as in all of FY 22. Shifting labor markets and maximizing candidates from layoffs assisted with some roles.
Track turnover rates for contact center positions, identify reasons for leaving, and develop tactics to reduce turnover.	In Progress	Turnover rates are being tracked and evaluated throughout the year. Talent Acquisition strategies are adjusted with each hiring class to refine the fit and success of candidates.

Success Measures – Talent Effectiveness



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TARGETS

Attract, retain, and develop a diverse and highly competent staff. (G4.O1)

KPI	Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23
Employee satisfaction index score (Energage/Top Workplaces survey)	4.0 or greater		Survey is administere	d in July-August 2023	
TRS voluntary turnover rate vs. state turnover rate	A minimum of 25% below state average	TRS Voluntary Turnover F State Voluntary Turnover F *TRS percentage below	Rate (through Q2) 6.9 %	Available mid-July 2023	

^{*}Percentage below State average is calculated by using the TRS voluntary turnover rate (3.3%) divided by the State turnover rate (6.9%).

Success Measures – Talent Effectiveness





DELIVERABLES

Improve diversity representation at all levels of the organization. (G4.O1.S3)

Deliverable	Status of FY 23 Tasks	Accomplishments
Successful implementation of Diversity, Equity, & Inclusion (DE&I) tool, including using related data for identification of potential opportunities for improvement.	Complete	 Initial deliverable complete (external managers). Small group review of deliverable and insights from data analysis. Decision made to discontinue tool usage.
Work in partnership with DE&I and Organizational Excellence/Investment Management Division (IMD) Talent Management teams to develop a Diversity Recruitment Plan.	Complete	 Developed a multi-year recruitment plan through 2025. Collaboration with Talent Acquisition to focus on internship recruitment part of plan. Advise and support IMD recruitment plan through engagement with UTIMCO Scholars, Forte and Toigo.

Areas of Focus



Operational Effectiveness

- Enhance the information security program to effectively counter current and emerging threats and risks facing TRS. (G4.O3)
- Execute on TRS facilities needs. (G4.O4)

Success Measures – Operational Effectiveness





DELIVERABLES

Enhance the information security program to effectively counter current and emerging threats and risks facing TRS. (G4.O3)

Deliverable	Status of FY 23 Tasks	Accomplishments			
Optimize security architecture and operational capabilities to thwart advanced threats and mitigate vulnerabilities. (G4.O3.S1)	In Progress	 Integrated data and services from Information Sharing and Analysis Centers (ISACs). Enhancing security of Microsoft Cloud environment through collaboration with stakeholders. Increased number of penetration tests – TRS-specific developed applications. Successfully implemented Endpoint Detection and Response (EDR). 			
Work collaboratively with Legal & Compliance and appropriate business units to identify and implement options for enhancing detection of potential cyber-based fraud.	In Progress	 Working with vendor to implement fraud/anomalous behavior detection tool. Hired dedicated fraud specialist. Revamped information security governance (policies, procedures, and guidelines). Provided quarterly cybersecurity education to employees and constituents. 			

Success Measures – Operational Effectiveness





DELIVERABLES

Execute on TRS facilities needs. (G4.O4)

Deliverable	Status of FY 23 Tasks	Accomplishments			
Begin Alpha move-in and move out of 816 Congress by May 2023.	Complete	Move out complete with Investment Management Division now in Alpha Building.			
Complete core and shell construction for Bravo by April 2023.	In Progress	Approaching substantial completion of Bravo core and shell. Supply chain issues have pushed the date to the end of the summer.			
Execute sale of current headquarters by the end of calendar year 2022.	Complete	Sale completed.			
Evaluate El Paso regional office and consider possible locations for future regional offices.	In Progress	El Paso regional office successfully opened and operating. Consideration of possible future regional office locations in early stages.			

Areas of Focus



Continuous Improvement

- Advance and enhance IT systems and services. (G4.O2)
- Evaluate automation and technology solutions to enhance existing processes. (G4.O8)

Success Measures – Continuous Improvement





DELIVERABLES

Advance and enhance IT systems and services. (G4.O2)

Deliverable	Status of FY 23 Tasks	Accomplishments			
Implement modern information systems across all lines of business divisions with priority on modernization of legacy systems. (G4.O2.S4)	In Progress	 Completed multiple customer service roadmap releases targeting improvements for both business user and member including major upgrade of Dynamics CRM and Enterprise Content Management platform. TRUST Roadmap item for Retirement Application and Death Claims completed in April 2023. Continue DevOps Modernization journey, implementing multiple application and services related to optimizing application enhancements and improving the Continuous Integration and Continuous Deployment (CI/CD) pipeline. 			

Success Measures – Continuous Improvement





DELIVERABLES

Evaluate automation and technology solutions to enhance existing processes. (G4.O8)

Deliverable	Status of FY 23 Tasks	Accomplishments				
Solicitation for Investment Management System solution posted by spring 2023.	In Progress	 Solicitation reviewed by TRS Purchasing & Contracts and Legal & Compliance teams. Solicitation submitted for Contract Advisory Team (CAT) review at the Comptroller's Office. Solicitation on schedule to post June 2023 pending CAT review completion. 				
Core Data Hub capabilities ready for Investment Data Modernization implementation phases by end of fiscal year 2023.	In Progress	 Azure Services for Data Lake set up and deployed to Investment Management Division for new cloud-based data feed integration capability. Kicked off Intelligent Document Processing proof of concept with Microsoft technologies. Piloted Purview Data Catalog for Data Governance tool use. Began Snowflake Marketplace pilot to validate use of new cloud-native database for live connecting to vendor data. Kicked off Azure Security Assessment to validate Enterprise Data Management (EDM) Platform implementation to date. 				
Approved positions posted by end of fiscal year 2023.	In Progress	Approved positions on schedule to be filled or posted by the end of fiscal year 2023.				

TAB 4



Strategic Planning Committee

Results Forum Report Q2 FY 2023



Don Green | Chief Financial Officer
 Chris Cutler | Chief Information Officer
 Frank Williams | Chief Information Security Officer
 Heather Traeger | General Counsel & Chief Compliance Officer
 Shannon Gosewehr | Chief of Business Administration
 Andrew Roth | Executive Deputy Director

July 13, 2023



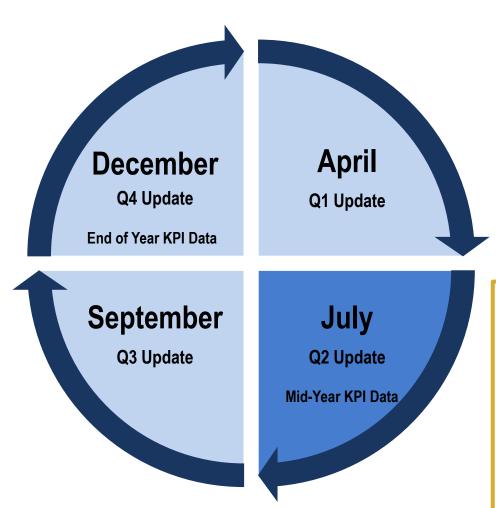
Agenda

- Strategic Plan Results Forum Q2
 - Advance and enhance IT systems and services (G4.O2)
 - Enhance the information security program (G4.O3)
 - Foster a culture of fiduciary responsibility and ethical conduct (G4.O5)
 - Improve and maintain effective procurement and contract management practices (G4.O6)
 - Develop a centralized data management framework for digital and physical data (G4.O9)
- Enterprise Stoplight Report
- Year Ahead
- Appendix: Strategic Plan Mid-Fiscal Year KPI Update

Strategic Plan Results Forum Schedule

- Attract, retain and develop a diverse and highly competent staff
- Execute on TRS facilities needs
- Improve strategic communications
- Evaluate automation and technology solutions to enhance processes

- Improve pension funding communication
- Improve communication regarding the impact of changing plan design
- Improve health care funding communication
- Increase the value of health care benefits
- Improve the health of our members



- Achieve the investment rate of return
- Improve the customer service experience
- Improve timeliness and accuracy in employer-reported data

- Advance and enhance IT systems and services
- Enhance the information security program
- Foster a culture of fiduciary responsibility and ethical conduct
- Improve and maintain effective procurement and contract management
- Develop a centralized data management framework for digital and physical data



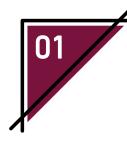
GOAL 4

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

OBJECTIVE 2

Advance and enhance IT systems and services.

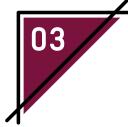
STRATEGIES



Develop, maintain, and enhance IT systems and infrastructure in support of TRS business needs.



Expand and evolve from an officecentric design to a hybrid remote work environment that provides greater fluidity, flexibility, and security.



Provide advanced data analytics tools and data management practices to gain business intelligence and improve decision-making.



Migrated to cloud-based tertiary backup

- Increased application monitoring
- Improved operational security

- **Endpoint Management Team**
- Implemented DocuSign E-Signature
- Upgraded Virtual Desktop Environment



- Dedicated data management teams
- Deployed foundational Azure data platform components.
- Completed IMD Data Modernization RFP
- TRS Health Claims Data Mart fully operational



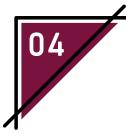
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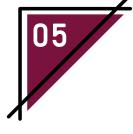
OBJECTIVE 2

Advance and enhance IT systems and services.

STRATEGIES



Implement modern information systems across all lines of business with priority on modernization of legacy systems and strategic digital transformation.



Improve digital operating technology models to enhance continuous business process improvement and provide operational efficiencies.



- Completed multiple customer service roadmap releases
- TRUST roadmap item for Retirement Application and Death Claims completed in April 2023
- Continued DevOps modernization

- Continued implementing ServiceNow with scheduled go-live for Summer 2023
- Began enhancement of service documentation and operational processes



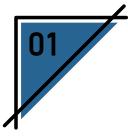
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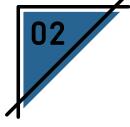
OBJECTIVE 3

Enhance the information security program to effectively counter current and emerging threats and risks facing TRS.

STRATEGIES



Optimize security architecture and operational capabilities to thwart advanced threats and mitigate vulnerabilities.



Develop a comprehensive governance, risk, and compliance (GRC) program to include security and privacy management, risk/fraud forecasting, and education.



IN PROGRESS

- Integrated data and services from Information Sharing and Analysis Centers (ISACs)
- Enhancing security of Microsoft Cloud environment
- Increased number of penetration tests
- Successfully implemented Endpoint Detection and Response (EDR)

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- Implementing fraud/anomalous behavior detection tool
- Hired dedicated fraud specialist
- Revamped information security governance
- Provided quarterly cybersecurity education

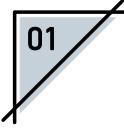
GOAL 4

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

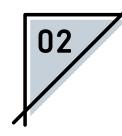
OBJECTIVE 5

Foster a culture of fiduciary responsibility and ethical conduct.

STRATEGIES



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



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



IN PROGRESS

- Implemented necessary safeguards for evolving sanctions landscape
- Revised the complaints categories and reinforced reporting process
- Implemented SB13 divestment and contracting restrictions



- Implemented K2 solution for MNPI reporting
- Added technology solutions for compliance monitoring and legal holds
- Migrated Fraud, Waste and Abuse and Personal Trading Policy training modules to better e-learning software
- Implemented new ethics and compliance training videos

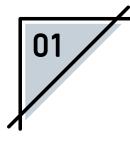
GOAL 4

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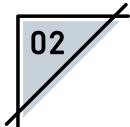
OBJECTIVE 6

Improve and maintain effective procurement and contract management practices.

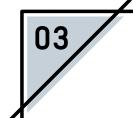
STRATEGIES



Implement significant program recommendations related to the Purchasing and Contracts Enhancement Plan.



Increase the number of utilized Historically Underutilized Businesses (HUBs).



Mature third-party risk management processes.



IN PROGRESS

- Improved usability of Procurement and Vendor E-System (PAVES)
- Created system to improve compliance
- Ongoing internal and external training



IN PROGRESS

- Increased outreach to eligible HUB vendors
- Notify vendors of upcoming solicitations via social media
- Provide quarterly training on HUB requirements



- Every vendor goes through eligibility check
- Created contract renewal risk assessment questionnaire

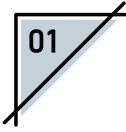
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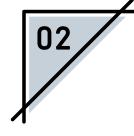
OBJECTIVE 9

Develop a centralized data management framework for digital and physical data.

STRATEGIES



Establish a cross-functional data governance body to develop methods, responsibilities, and processes to standardize, integrate, protect, and store organizational data.



Analyze the current state of data governance and operationalize the review and assessment of proposed projects in accordance with the data management framework.



COMPLETE

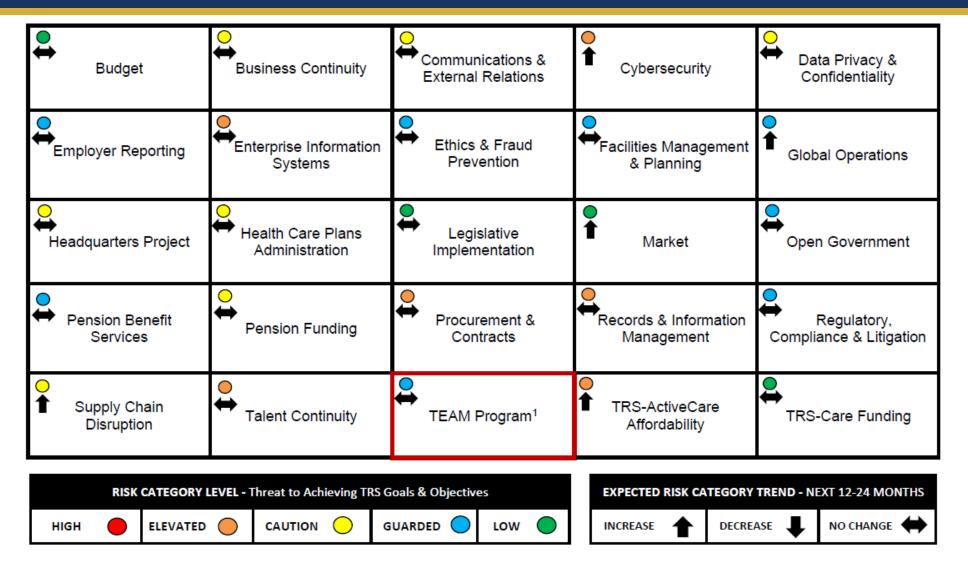
- Enterprise Data Governance Council (EDGC) established Business Glossary
- EDGC approved Health Claims Data Map
- EDGC approved a simplified data classification schema



COMPLETE

- EDGC approved Data Assessment
- EDGC improved Proposed Project Request (PPR) Review process
- Data Map and Data Domain Subgroup developed Data Domain schema

Enterprise Stoplight Report – July 2023

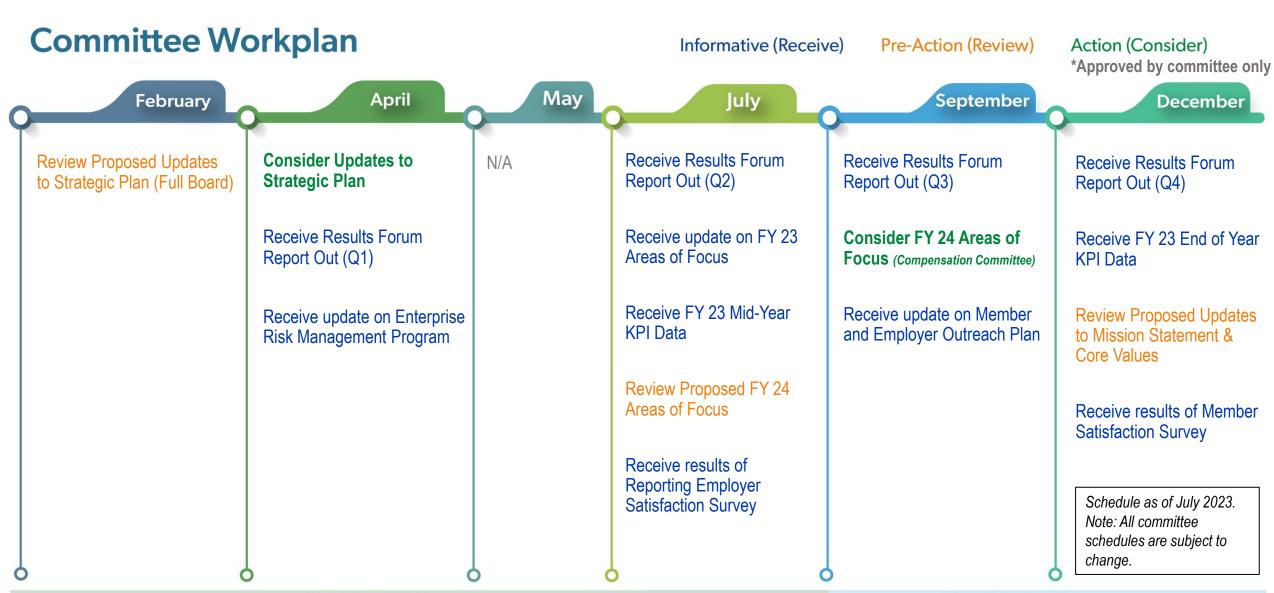


^{*}Risk category ratings are based on a point in time and independent of other risk categories.

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¹ Previously a Business Risk

Year Ahead



Fiscal Year 2023 Fiscal Year 2024



Strategic Plan Mid-Year KPI Update



KPIs

GOAL 1

Sustain a financially sound pension system.

OBJECTIVE 1: Improve communication regarding pension funding needs.

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23	
Request the increased state contribution as passed by SB 12 in 2019	8.25% in FY 24 8.25% in FY 25	2023-24 General Appropriations Act includes state contribution of 8.25% in FY 24 and 8.25% in FY 25					
Number of legislative briefings and hearings	Varies	8	23			31	
Present funding requests to committees in TRS overview briefings	Varies	1	5			6	
Present to stakeholders such as associations	Varies	24	4			28	

Strategic Plan Mid-Year KPI Update



KPIs

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.

KPI	Annual Target	Q4 CY 22	Q1 CY 23	Q2 CY 23	Q3 CY 23
Return in excess of the benchmark return for the Total Trust (3-Year Rolling)*	+100bp	+49bp	+106bp		
Total return over 3 and 5 years relative to the Board's assumed rate of return	7.0%	3 Yr: 5.9% 5 Yr: 6.1%	3 Yr: 10.3% 5 Yr: 6.7%		

^{*}Also, an Executive Director's Area of Focus KPI.

Strategic Plan Mid-Year KPI Update



KPIs

GOAL 2

Continuously improve our benefit delivery.

OBJECTIVE 1: Improve the customer service experience for members and employers.

(1-7 of 12)

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23
Benefit estimates mailed within 31 days of request	90%	100%	100%			100%
Retirees first annuity payment processed within 31 days of TRS receiving required information or due date, whichever is later*	98%	81%	99%			90%
Death claims payments issued within 31 days of receipt of all required paperwork*	95%	97%	97%			97%
Calls answered within 3 minutes (Benefits)	80%	63%	94%			85%
Number of benefit counseling appointments available (headquarters) (cumulative)*	20,000	3,013	3,906			6,919
Number of benefit counseling appointments available (regional offices) (cumulative)*	5,000	213	1,316			1,529

^{*}Also, an Executive Director's Area of Focus KPI.



KPIs

GOAL 2

Continuously improve our benefit delivery.

(8-12 of 12)

OBJECTIVE 1: Improve the customer service experience for members and employers.

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23
Benefit Services Staffing – % Filled	90%	89%	94%			91%
Benefit Services Staffing – Turnover (cumulative)	10%	3.6%	3.7%			7.3%
Benefit Services Staffing – Fully Trained	90%	72%	77%			74%
Calls answered within 3 minutes (Health)*	80%	99.54%	99.69%			99.64%
Calls answered internally vs. externally (Health)	50%	18.46%	14.06%			20.11%

^{*}Also, an Executive Director's Area of Focus KPI.



KPIs

GOAL 2

Continuously improve our benefit delivery.

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

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23
Regular payroll reports completed by the end of each quarter	90%	94%	98%			98%



KPIs

GOAL 3

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

OBJECTIVE 1: Improve communication efforts regarding health care funding needs.

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23	
Request funding that supports long-term sustainability and affordability of the programs	 TRS-Care 1.25 percent of payroll for state contribution 0.65 percent of payroll contribution from active employees 0.75 percent of payroll TRS-ActiveCare \$75 per member per month by the state A minimum \$150 per member per month contribution by TRS-ActiveCare participating districts for enrolled employees 	TRS-Care 1.25 percent 0.65 percent 0.75 percent TRS-ActiveCare \$75 per mem A minimum \$	e hoher per month by	e contribution tion from active e the state per month contrib	mployees ution by TRS-Active	eCare	
Number of legislative briefings and hearings	Varies	8	23			31	
Present funding requests to committees in TRS overview briefings	Varies	1	5			6	18



KPIs

GOAL 3

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

OBJECTIVE 2: Increase the value of health care benefits.

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23	
Cost savings associated with relying less on external vendors	\$1.5 M	\$864,800	\$832,800			\$1.7 M	
Average annual increase in cost of claims experienced by TRS-Care and TRS-ActiveCare compared to S&P trend ¹	<0%	+4% between FY 2022 and FY 2023 (Annual Measure)					

¹ Annual measure reported following the close of the preceding fiscal year. Values reported are for FY 2022.



KPIs

GOAL 3

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

OBJECTIVE 3: Improve the health of our members.

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23	
Member engagement metrics as measured by percentage of members who open the Pulse email*	25%	42%	49%			45%	
Member engagement metrics as measured by percentage of members who open the Pulse email and then click to read articles*	3%	4%	4%			4%	
Number of TRS-ActiveCare participants engaged with a primary care provider ¹	71%	-1% between FY 2021 and FY 2022 (Annual Measure)					
Number of TRS-Care participants engaged with a primary care provider ²	76%	0% between FY 2021 and FY 2022 (Annual Measure)					

¹ Annual measure reported following the close of the preceding fiscal year. Values reported are for FY 2022.

^{*}Also, an Executive Director's Area of Focus KPI.



KPIs

GOAL 4

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

OBJECTIVE 1: Attract, retain, and develop a diverse and highly competent staff.

КРІ	Annual Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23
Employee engagement index score (Energage/Top Workplaces survey)	4.0 or greater	Survey is administe	ered in July-August 2023		
TRS voluntary turnover rate vs. state turnover rate*	A minimum of 25% below state average	State Voluntary Turnov	er Rate (through Q2) 3.3% er Rate (through Q2) 6.9 % low State average: 48.3%		
Cultural intelligence training (cumulative)	4	1	1		

^{*}Also, an Executive Director's Area of Focus KPI.

^{**}Percentage below State average is calculated by using the TRS voluntary turnover rate (3.3%) divided by the State turnover rate (6.9%).



KPIs

GOAL 4

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

OBJECTIVE 2: Advance and enhance IT systems and services.

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23
Percent Complete - Design, build and test Pension LOB Retirement Application & Death Claims Processing Release	100%	78.30%	91.30%			91.30%
Percent Complete - Design, build and test Pension LOB Payroll & Tax Release	54%	35.40%	41.60%			41.60%
Percent of network/systems uptime	99.90%	99.98%	99.98%			99.98%
Percent of business-critical applications uptime	99.50%	99.95%	99.87%			99.91%
Percent of available system capacity ¹	80%	48.90%	45.98%			47.44%

¹Percent of available system capacity is an indicator meant to measure when more resource hardware is needed to support additional demand. Anything above 80% would indicate the need to procure additional system hardware.



GOAL 4

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

OBJECTIVE 3: Enhance the information security program to effectively counter current and emerging threats and risks facing TRS.

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23
Number of systems with completed security assessment validations (cumulative)	20	3	3			6
Number of projects with Information Security involvement (cumulative)	20	11	14			25
Number of systems built out in Information Security's risk management platform (cumulative)	5	1	1			2
Click rate of people who failed at least two phishing exercises within one quarter	<12%	16%	1%			N/A
Short-Term Fraud Tool Solution – Implementation Progress	100%	5%	10%			10%



KPIs

GOAL 4

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

OBJECTIVE 5: Foster a culture of fiduciary responsibility and ethical conduct.

KPI	Annual Target	Q4 CY 22	Q1 CY 23	Q2 CY 23	Q3 CY 23
Train 100% of staff on ethical standards annually	100%	Provided Timely 100% Completed Timely 96.5%	Provided Timely 100% Completed Timely 95%		
Maintain current policies and procedures	100%	100%	100%		
Perform 100% regular and random quarterly testing and reports	100%	100%	100%		
Observe number of reported policy violations, review and respond to trends	Minimal	11	5		



GOAL 4

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

OBJECTIVE 6: Improve and maintain effective procurement and contract management practices.

KPI	FY20 Goals	FY20 Actuals	FY21 Goals	FY21 Actuals	FY22 Goals	FY22 Actuals	FY23 Goals	FY23 Actuals as of 2/28/23
Increase Number of HUBs utilized for Commodities	40%	19%	40%	6.3%	30%	21%	30%	9%
Increase Number of HUBs utilized for Other Services and Professional Services	35%	26%	35%	31%	35%	31%	35%	30%
Increase Number of HUBs utilized for Special Trade	40%	49%	40%	71%	40%	69%	40%	80%

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23	
Percent increase of HUBs that are solicited within the bi-annual and annual HUB reports	3%	0%	2%			2%	
Percent increase of high-dollar/high-risk contract monitoring events	85%	0%	54%			54%	5



KPIs

GOAL 4

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

OBJECTIVE 7: Improve strategic communications with a customer-centric focus.

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23
Respond to 100% of customer inquiries received via direct or private message on social media within regular business hours or next business day	100%	100%	100%			100%
Produce all TRS/IMD publications by established deadlines	100%	100%	100%			100%
Respond to 100% of media inquiries received within 1 business day	100%	100%	100%			100%



GOAL 4

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

OBJECTIVE 9: Develop a centralized data management framework for digital and physical data.

KPI	Fiscal Target	Q1 FY 23	Q2 FY 23	Q3 FY 23	Q4 FY 23	FY 23
Number of Proposed Project Requests reviewed and assessed by the Enterprise Data Governance Council	100% of submitted PPRs	0	0			0
Number of proposed data management initiatives (DMI) or data management projects (DMP) reviewed, assessed, and authorized for advancement by the Enterprise Data Governance Council	100% of DMIs and DMPs	0	0			0
Number of projects completed by the Enterprise Data Governance Council	28	1	0			1

^{*}The majority of EDGC's KPI achievements will be reported in Q3 and Q4.

TAB 5



Reporting Employer
Satisfaction Survey
Results



Sunitha Downing, Director, Special Projects **Dr. Rene Paulson**, Elite Research LLC

July 13, 2023

















Overview



Reporting Employer Satisfaction Survey

- Surveyed all public and higher education employers
- Purpose is to gauge Reporting Employer satisfaction on TRS services
- Conducted annually since 2019
- Contracted with Elite Research LLC in 2023
- Opportunities for improvement



Teacher Retirement System of Texas

Reporting Employer Satisfaction Survey

Rene Paulson, PhD





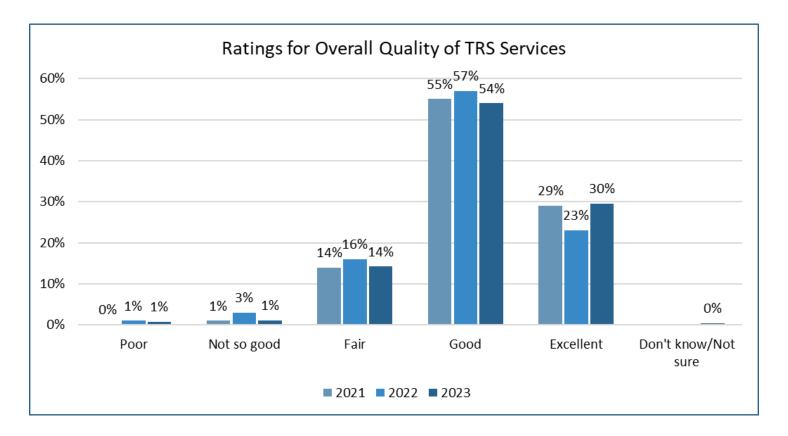
Survey Process

- Administered by Elite Research, LLC
- Collection in February-March 2023
- Online survey
- Sample: 2,158 unique email addresses representing 1,348
 REs, including public schools, charter schools, and colleges and universities
- The final results from 2023 were based on 904 individual respondents representing 893 REs



Overall Satisfaction with TRS Services

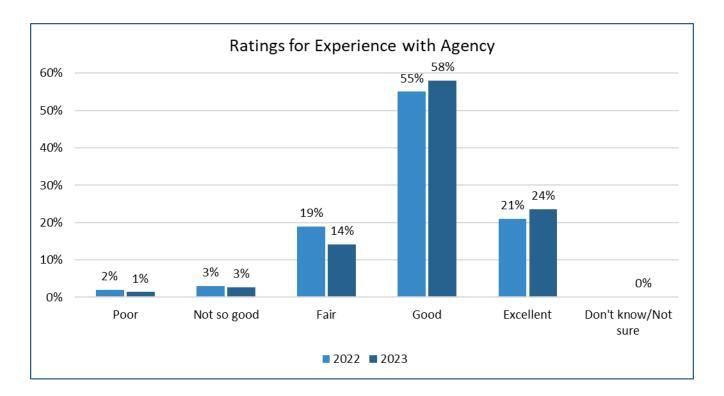
- More than 80% of REs report "good" or "excellent" ratings for the quality of TRS services each of the past three years
- Results from 2023 are improved compared to 2022





Rating for Experience with the Agency

- Nearly one-fourth with their overall experience with TRS and fewer than 5% are not satisfied are very satisfied
- Excellent and good ratings increased from 2022 to 2023
- Ratings for quality of service and overall experience are highly correlated
- Respondents from public schools had statistically significantly higher mean scores for overall quality of service





Suggestions for Improving TRS Services

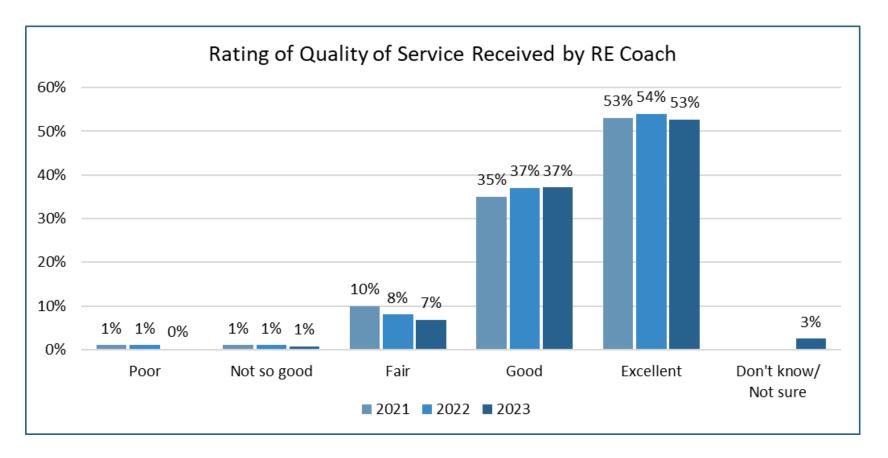
- Improved response time was the most frequently suggested improvement among open-ended responses
- Extending deadlines, improving the RE Portal, and training were frequently suggested improvements

Response Category	Count	%	
Improve response times	117	25.4	
Extend deadlines	72	15.7	
Improve the RE Portal	53	11.5	
Provide training	37	8.0	
Provide different ways to contact RE Coaches	35	7.6	
Provide efficient ways to correct errors	27	5.9	
Provide better quality instructions	21	4.6	
Improve quality of communication	22	4.8	
Need for additional RE Coaches	19	4.1	
Improve accessibility to reports and data	19	4.1	
Comment about their RE Coach	17	3.7	
Change requirements	10	2.2	



Ratings for RE Coaches

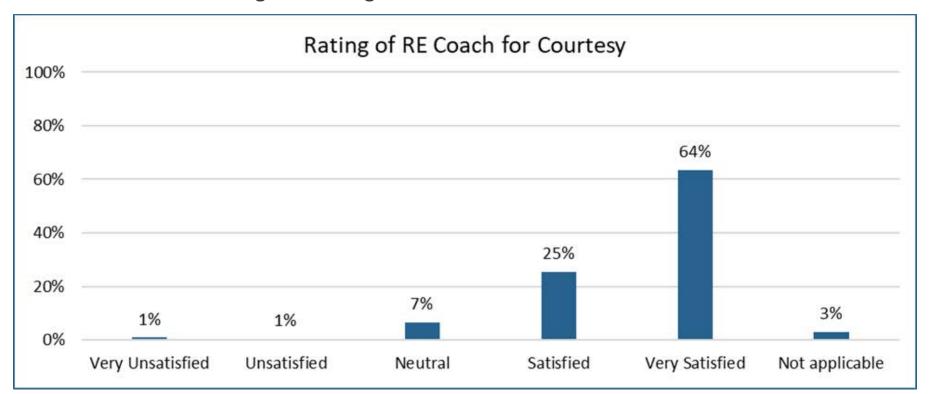
- Respondents generally rate their RE Coach more favorably than overall TRS services
- The percentage of REs rating their RE Coach as "excellent" (53%) or "good" (37%) remained comparably high to 2021 and 2022 levels





Ratings of RE Coaches for Courtesy

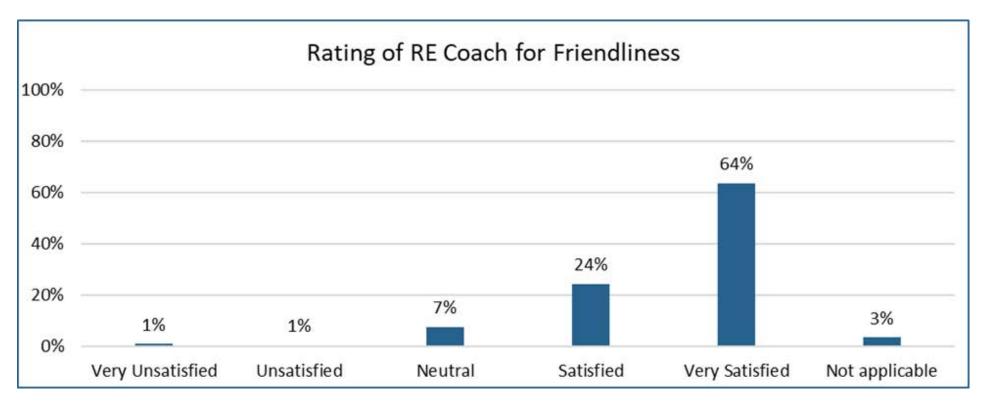
- Last year's survey asked respondents to rate their RE Coach "for courtesy, friendliness, knowledge, and selfidentification and the 2023 version separated each of these dimensions into unique items
- Approximately two-thirds of respondents were "very satisfied" with each dimension
- Analysis reveals that all of these ratings are positively correlated, suggesting that positive opinions towards coaches result in positive ratings for all dimensions of their responsibility and similarly negative opinions of coaches are associated with negative ratings for all dimensions





Ratings of RE Coaches for Friendliness

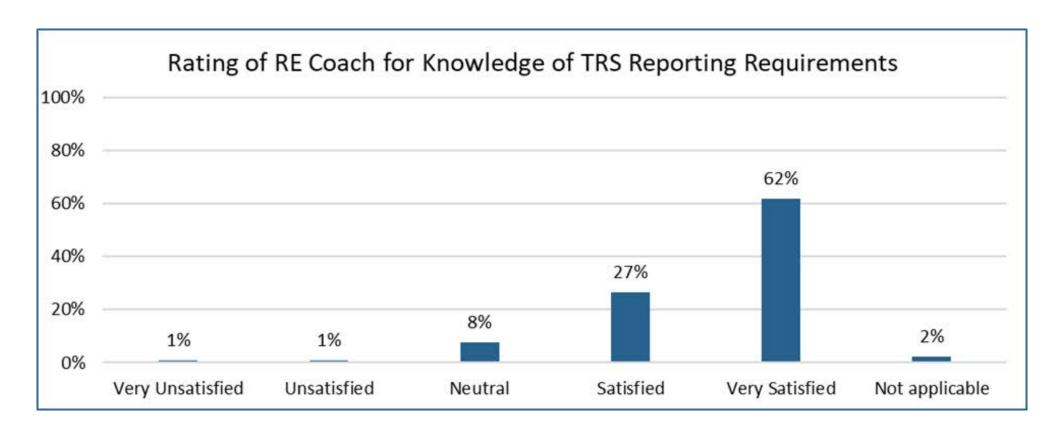
- Friendliness and courtesy were the two highest rated RE Coach dimensions after self-identifying by name
- There is no difference in ratings by respondents who represent multiple REs compared to respondents who represent a single RE.





Ratings of RE Coaches for Knowledge of TRS Reporting Requirements

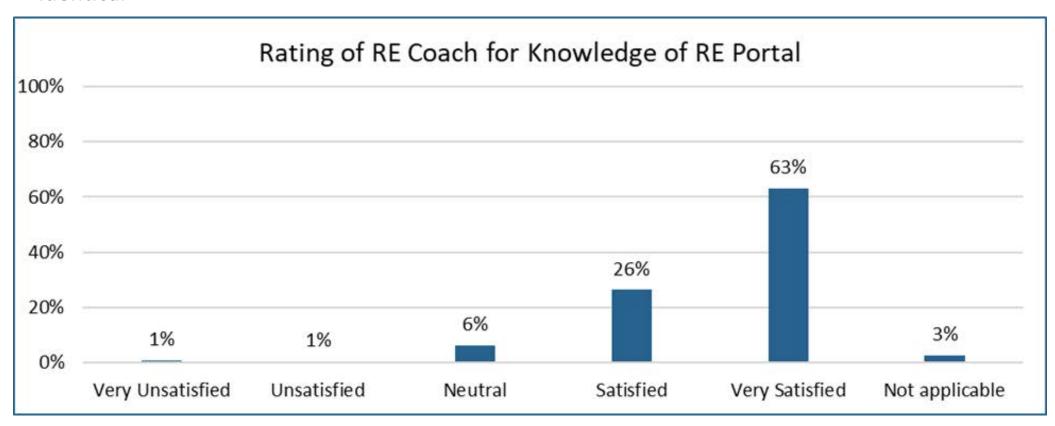
Satisfaction for RE Coach knowledge of TRS reporting requirements and RE Portal were nearly identical





Ratings of RE Coaches for Knowledge of RE Portal

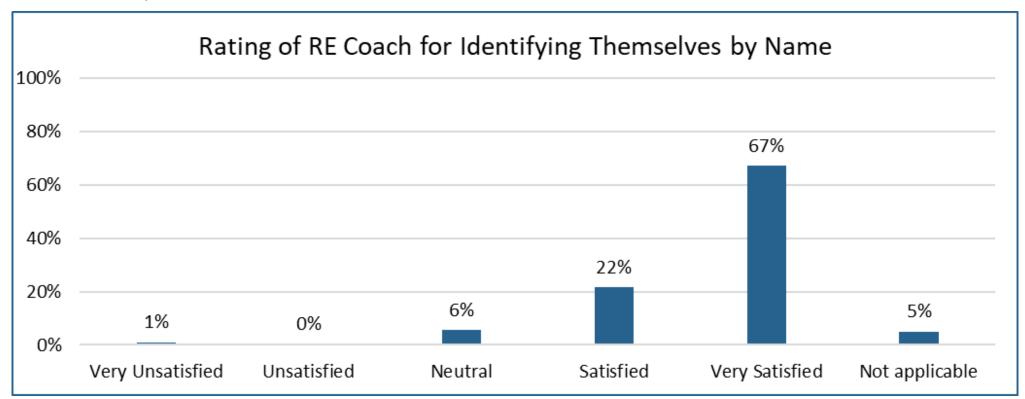
 Satisfaction for RE Coach knowledge of TRS reporting requirements and RE Portal were nearly identical





Ratings of RE Coaches for Identifying Themselves by Name

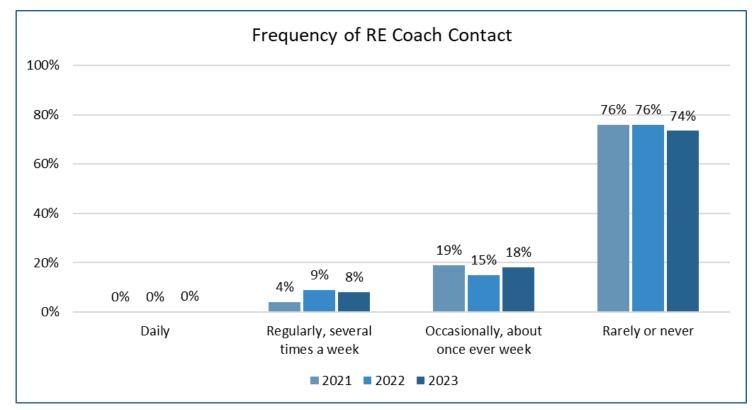
 Respondents report near unanimous satisfaction for the manner in which RE Coaches identify themselves by name





Frequency of Contact with RE Coaches

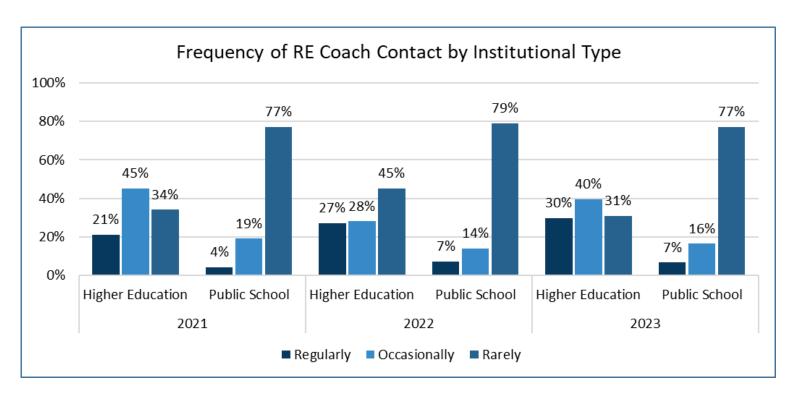
- Continuing with recent trends, nearly three-fourths of REs reported "rarely" or "never" contacting their RE Coach
- Respondents maintained an increased regularity (8%) for contacting their RE Coach first seen in 2022
- Less than 3% of respondents said they "never" contact their coach and no one contacted their RE Coach daily





Frequency of Contact by Institutional Type

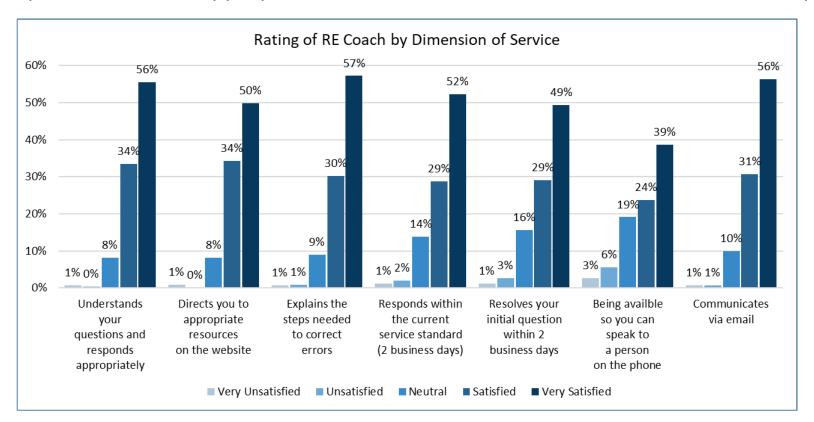
- Differences in RE Coach contact by RE type remain consistent compared to previous years
- Respondents representing higher education report contacting their RE Coach more often than respondents representing public schools
- Public school coach contact frequencies were nearly identical in 2022 and 2023, with 77% of REs representing public schools reporting rarely contacting their coach in 2023





Evaluations of RE Coaches by Dimension

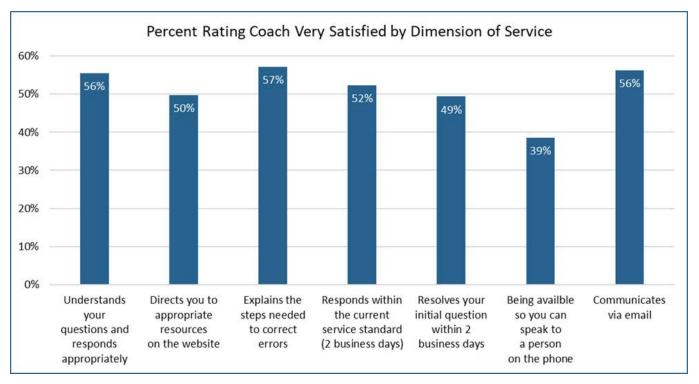
- The responses were updated to ascertain satisfaction levels rather than excellence levels
- Additionally, the scale was expanded to 5-points including a neutral option in order to explore more details in generally positive ratings
- Longitudinal comparisons are not appropriate or relevant due to differences in scales and response options





Evaluations of RE Coaches by Dimension

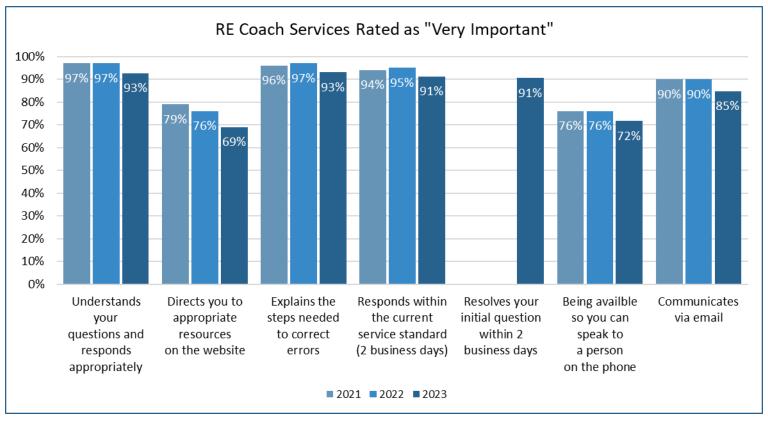
- RE Coaches are given positive marks for all dimensions of service again in 2023
- "Being available so that you can speak to a person on the phone," remains the least positively evaluated
- The majority of REs indicated that they were "very satisfied" with RE Coaches regarding explaining error correction steps, understanding and responding appropriately to questions, email communication, responding within the current service standard time, and directing to appropriate resources on the website





Evaluations of RE Coaches

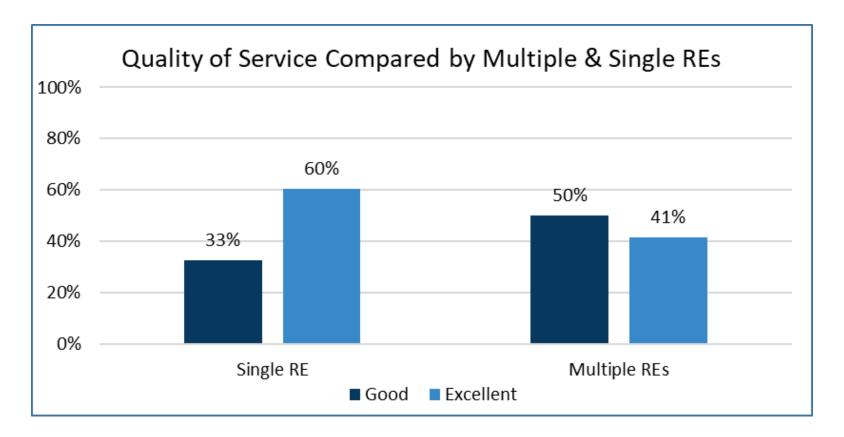
- Even with the expanded scale options, results are comparable to the past two years
- Directing REs to appropriate online resources and being available to speak to someone on the phone are considered somewhat less important than the other areas of service, but are both considered important by more than two-thirds of REs





Ratings for Quality of Service by Single and Multiple REs

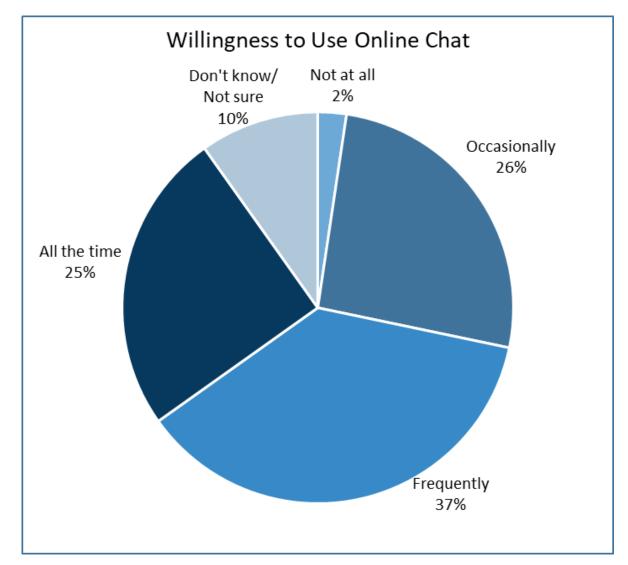
 Respondents who represent multiple REs rate the quality of service received from their RE coach lower than respondents who represent a single REs





Willingness to Use Online Chat

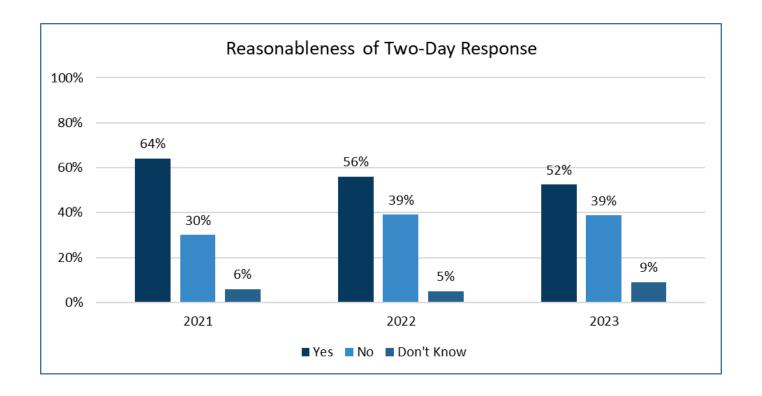
- Nearly all (88%) respondents would be willing to use online chat at least occasionally
- Less than 3% of respondents said they would not use online chat and an additional 10% said they did not know or were unsure
- A number of respondents mentioned in the open-ended responses the availability of online chat as an improvement they would like to see in the services provided by TRS





Reasonableness of Two-Day Standard Response Time

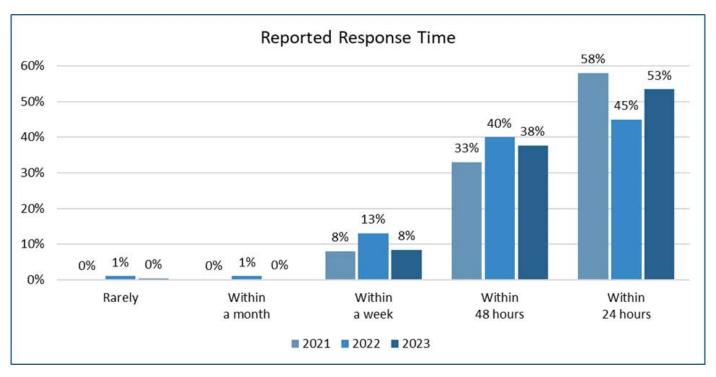
- There is a continued decline in the perceived reasonableness of a two-day response time
- Just over half of REs agreed that two days was a reasonable response window





Reported Response Time

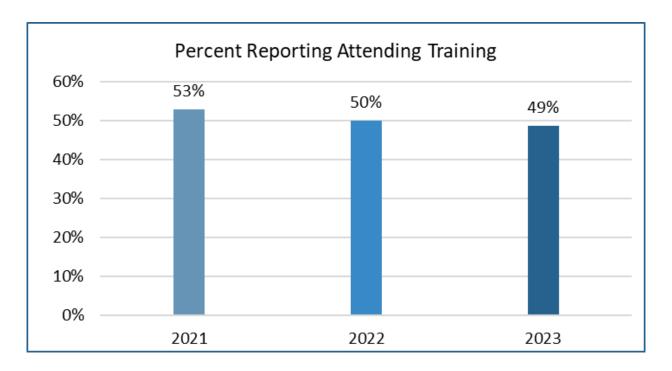
- Survey respondents reported increased 24-hour responses in 2023 compared to 2022 and approach 2021 levels
- 53% of REs reported receiving a response from their RE Coach within 24 hours while 38% reported receiving a response within 48 hours
- Faster reported response times may be partially responsible for the increase in overall ratings for TRS services





Training Attendance

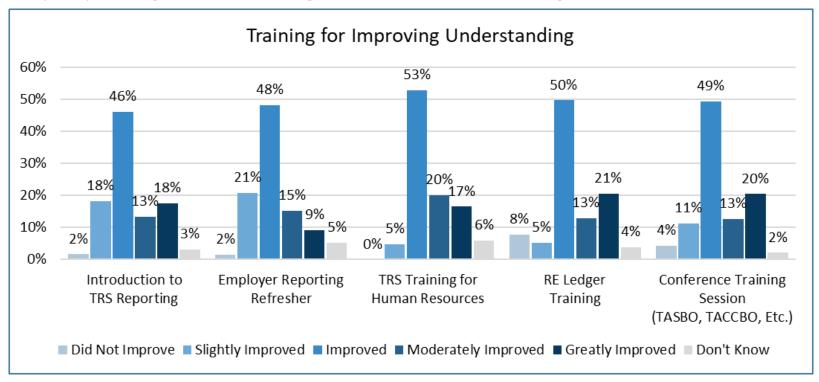
- Training attendance declined drastically since the COVID-19 pandemic and has persisted
- For the first time in recent years, fewer than half of the respondents reported attending training in the past year





Rating of TRS Training for Improving Understanding

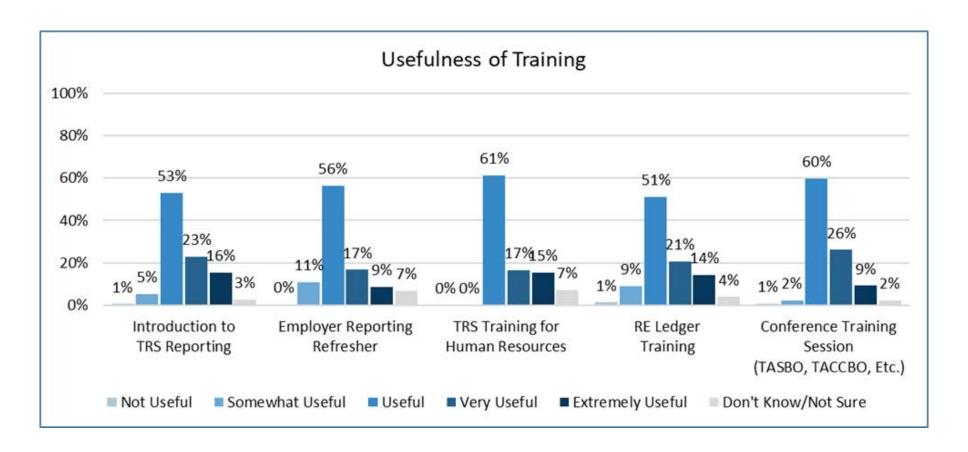
- Approximately half of all survey participants reported the training they attended "improved" their understanding of the applicable training topic for all sessions
- Training improvement level results were comparable across all training types
- "Greatly improved" levels dropped compared to 2022 where approximately one-fourth of respondents reported greatly improving understanding in each RE level training area





Rating of TRS Training Usefulness

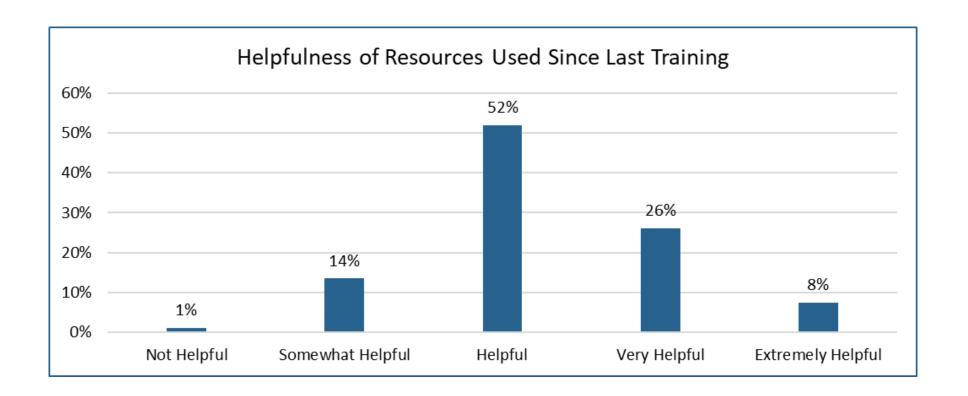
REs who attend trainings find them useful in improving understanding, but not extremely useful





Helpfulness of Resources

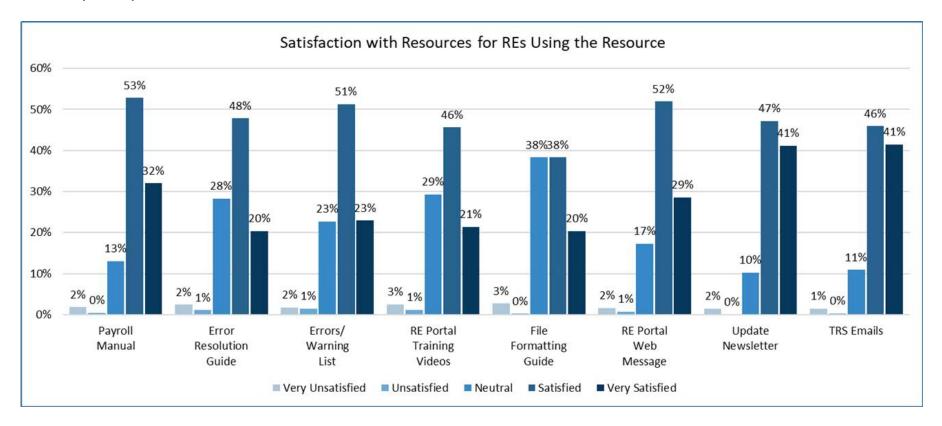
REs who attend trainings find the resources used since the last training helpful, but not extremely helpful





Satisfaction with TRS Resources

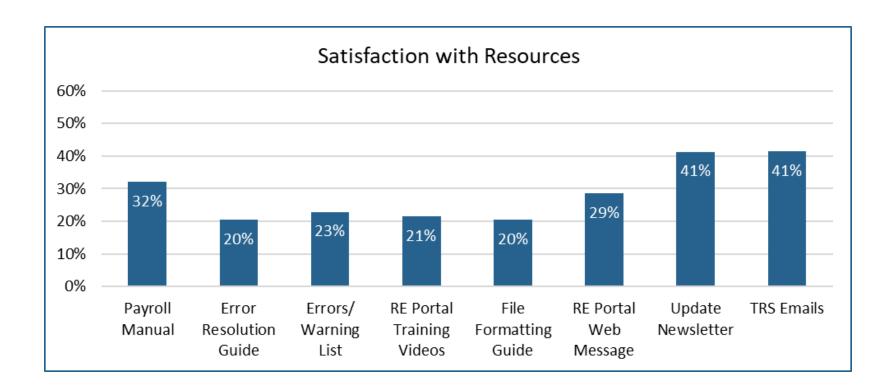
- REs were generally satisfied with the resources, but not very satisfied with the resources
- The largest group of very satisfied respondents were very satisfied with TRS emails (41%) and Update
 Newsletter (41%)





Satisfaction with Resources

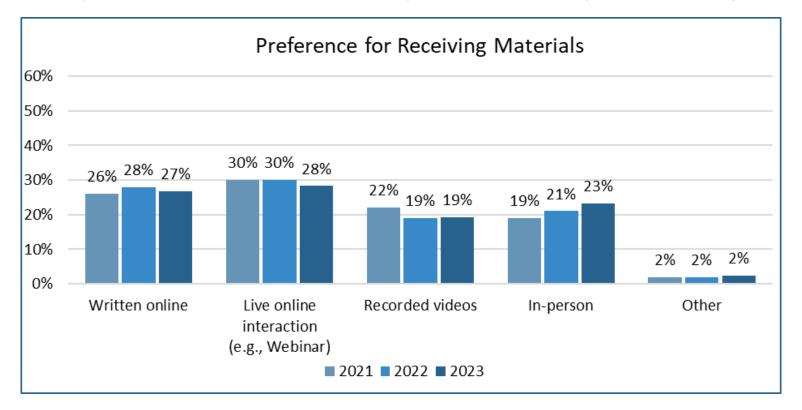
- More than 40% reported they were "very satisfied" with TRS emails and the Update Newsletter
- Almost a third of respondents were very satisfied with the Payroll Manual





Preference for Receiving Training Materials

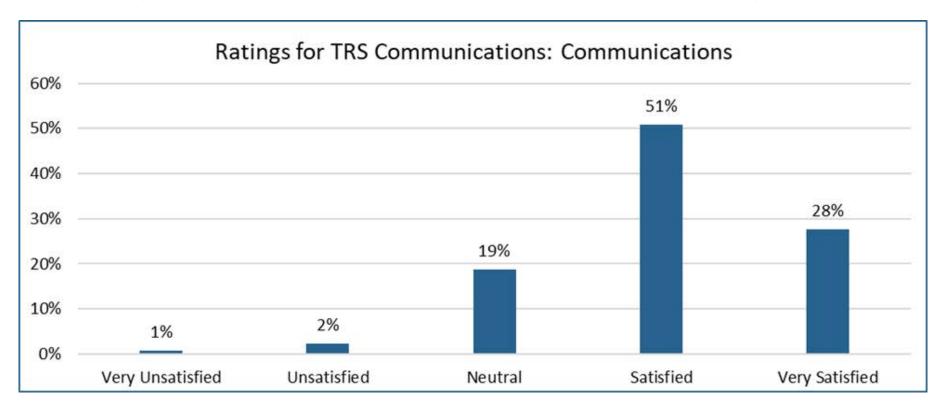
- Format preferences are comparable to previous years, with a reduced range in minimum and maximum values between the four preference options compared to the previous two years
- Each of the past two years reflect a small increase in preference for in-person training





Ratings for TRS Communications: Communication

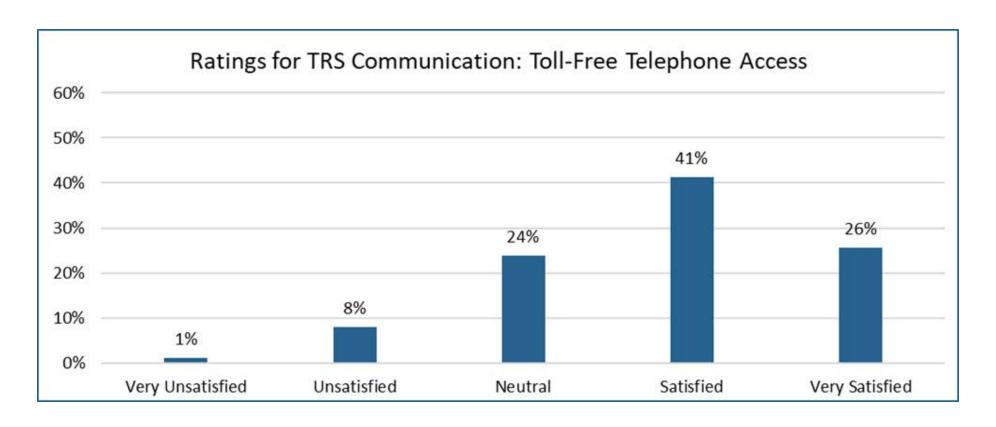
- Ratings for TRS Communications and the RE Portal generally mirror the ratings for TRS services overall and RE experiences with the agency
- REs generally rate they are satisfied with TRS communications (51%), but not "very satisfied" (28%)





Ratings for TRS Communications: Toll-Free Telephone Access

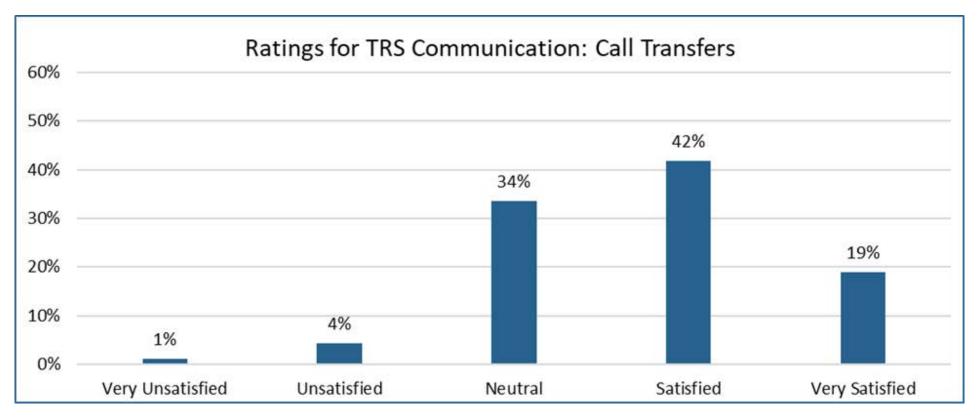
 Ratings for telephone related communications were generally slightly lower rated than other communication dimensions





Ratings for TRS Communications: Call Transfers

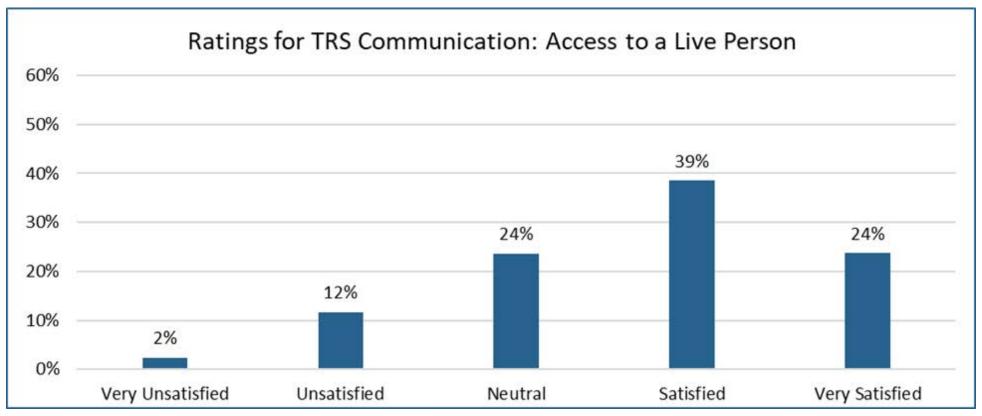
The smallest group of very satisfied respondents report being "very satisfied" with call transfers (19%),
 but the majority of respondents are "satisfied" with this communication and all others





Ratings for TRS Communications: Access to a Live Person

 REs rated access to a live person at lower levels of satisfaction than email or communications in general, but had higher satisfaction levels than toll-free telephone access and call transfers

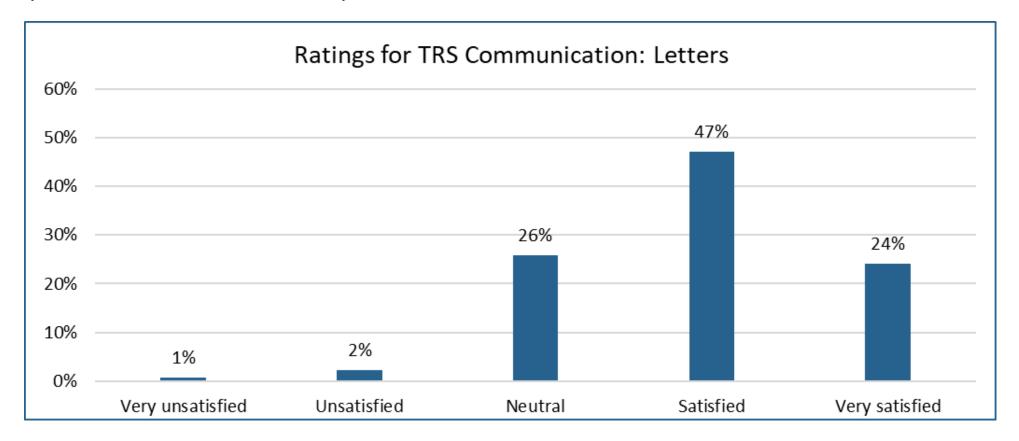


Q: How would you rate TRS' communications, including toll-free telephone access, call transfers, access to a live person, letters, and electronic mail?



Ratings for TRS Communications: Letters

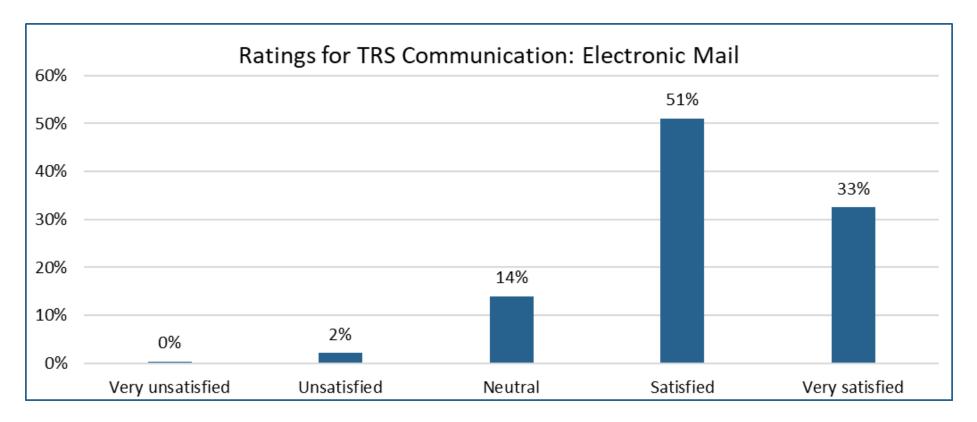
- Letters are highly rated for communications, just below email levels of highest satisfaction
- Very few REs are unsatisfied to any extent with written/letter communications





Ratings for TRS Communications: Electronic Mail

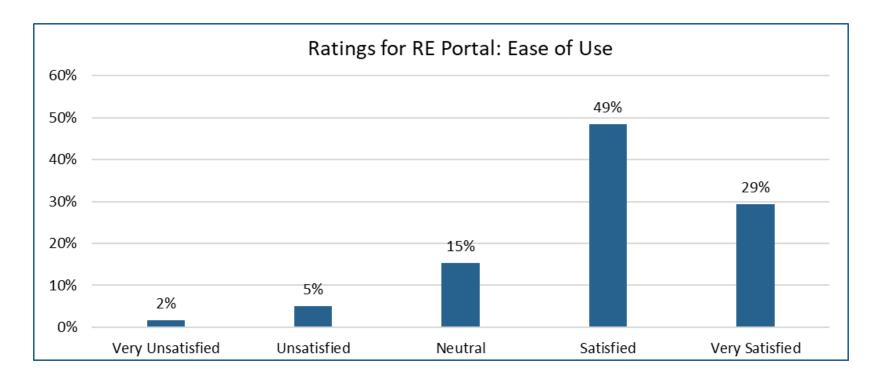
- Email is the highest rated communication, consistent with high ratings across other resource questions
- Very few REs are unsatisfied to any extent with electronic mail communications





Ratings for RE Portal: Ease of Use

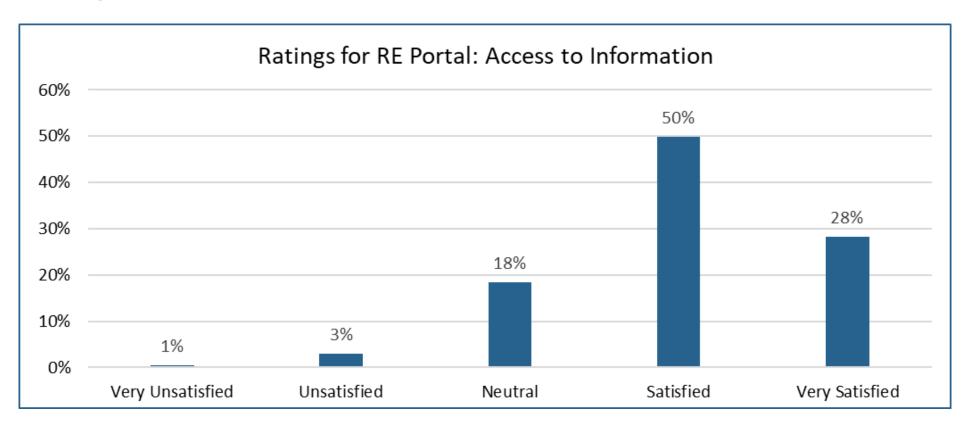
More than three-fourths of respondents report combined satisfaction with both dimensions of the RE
 Portal (ease of use and access to information) rating with just over one-quarter of respondents reporting being "very satisfied" with each dimension of the RE Portal





Ratings for RE Portal: Access to Information

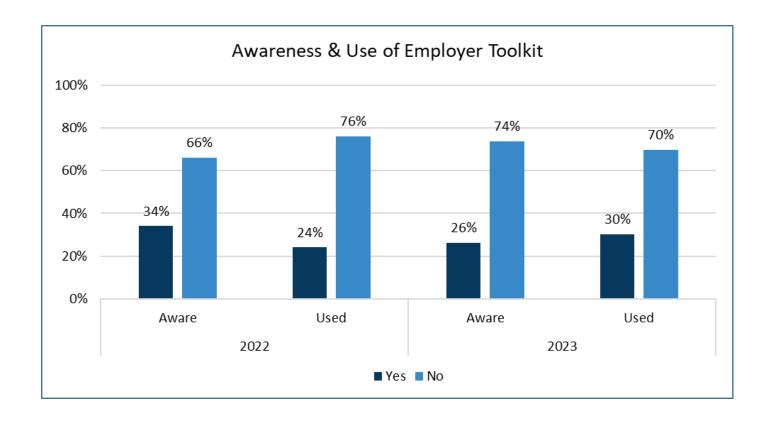
RE Portal ratings were similar for both items





Awareness and Use of Employer Toolkit

Roughly a third of REs reported that they were aware of the Employer Toolkit in 2022, but that number
has dropped to only one-quarter aware of the toolkit (26%) in 2023

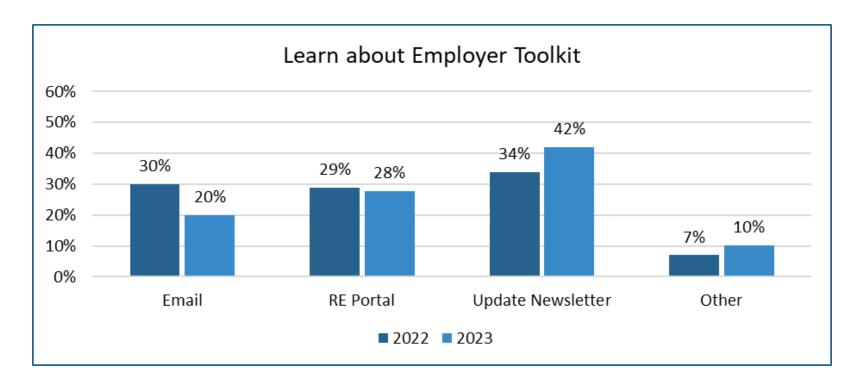


Q: Are you aware of the new Employer Toolkit to assist your employees with TRS benefit questions?



Source for Learning about Employer Toolkit

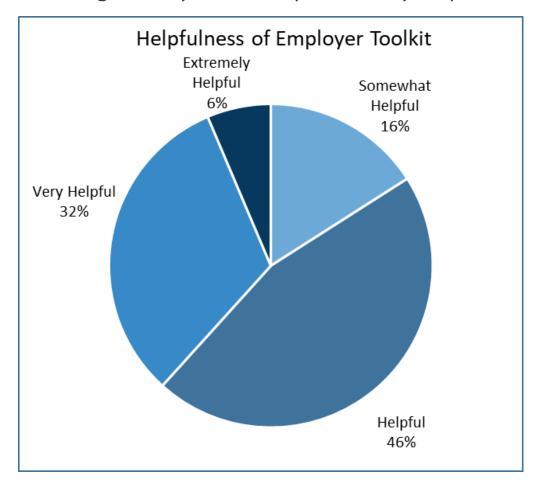
- The largest group reported learning about it through the *Update* Newsletter
- Fewer respondents reported learning about the Employer Toolkit through email in 2023 (20%) compared to 2022 (30%)





Helpfulness of Employer Toolkit

REs who use the Employer Toolkit generally find it helpful or very helpful





- Increase in Ratings of TRS Services: In the 2023 survey, ratings for overall TRS services increased, indicating more satisfaction with the services provided. Nearly one-third of respondents (30%) rated the quality of TRS services as "excellent" while the majority rated the quality of TRS services as "good". These are the highest services rating since before 2021. The majority of respondents are satisfied with their experience with the agency (58%), and approximately one-quarter of respondents are very satisfied (24%).
- Contact with Reporting Employer Coaches: Roughly three-fourths (73%) of respondents report rarely or never contacting their coach. These levels are relatively consistent with previous years. Higher education institutions continue to contact their RE Coaches much more frequently than public schools with 70% of higher education REs contacting their RE Coaches occasionally or more frequently whereas only 23% of public school REs contacting their RE Coaches at the same frequency. Higher education institutions represent only 8% of the sample.
- Continued Decline in Perceived Reasonableness of Two-Day Time Period: There was a continued decrease in the perceived reasonableness of a two-day response window. Approximately half of the respondents (52%) indicated this was reasonable in 2023 compared to nearly two-thirds of respondents (64%) who found it reasonable in 2021 (58%). The majority of respondents reported receiving responses within 24-hours, an increase from last year, but still below 2021 levels when 58% reported responses within 24-hours. As indicated in the open-ended responses, response times become particularly important as reporting deadlines are approaching and REs face penalties for failing to meet those deadlines.



- Reporting Employer Coaches: Ratings for RE Coaches continue to be overwhelmingly positive. There were more questions added in an effort to capture different dimensions of RE Coach responsibilities, but responses were highly correlated meaning individuals who appreciate their RE Coaches tend to project the satisfaction and quality across all areas of character and responsibility. The majority of REs were very satisfied with nearly all dimensions of service (email communication, error correction steps, understands and responds appropriately to questions, direction to website resources, and service standard response time). RE Coaches are generally perceived as allies helping REs as they navigate the RE Portal. REs continue to report there are not enough RE Coaches and RE Coaches are unable to respond quickly to phone calls and emails. They attribute this lack of availability to TRS and not to their individual RE Coaches, stating that RE Coaches are overworked and need more training.
- Support for Online Chat Continues to Increase: Support for an online chat function has been strong across surveys, particularly since COVID. Only 2% indicated they would not use online chat at all, and the majority indicated a willingness to use chat frequently (37%) or all the time (25%).



- Attendance at Training Remains Low: Training attendance continues to decline post-COVID. Prior to 2020 approximately 70% of REs attended some form of training and in 2023 those attending trainings in the past year were in the minority (49%).
- Trainings and Materials are Just Ok: Of those who did attend the trainings, the majority (at least 85% for each workshop topic) found it useful to extremely useful (with useful being at least 50%). Open-ended comments heavily focused on the need for more training (in-person and online), as well as captioning for recordings. Similarly, the majority of respondents found resources "helpful" (52%) and "very helpful" (26%) rather than extremely helpful (8%). TRS emails, the *Update* Newsletter, and the Payroll Manual garner the highest use from respondents.
- Awareness and Use of the Employer Toolkit: REs remain largely unaware of the new Employer Toolkit with even reduced awareness from 2022. Of those who are aware, only a handful of REs have used it. More than one-third of those using the Employer Toolkit rated it very helpful or higher. No one rated it not helpful. REs generally learned about the Employer Toolkit from the *Update* Newsletter (42%).



- Areas for Improvement: The 2023 satisfaction for overall quality was more positive than previous yearly reports. Overall quality, experience, and RE Coach ratings have increased since last year suggesting positive responses to changes designed to address last year's findings. Overall ratings fluctuate between good and excellent, suggesting strong satisfaction levels, even if the intensity of satisfaction is not always at the extreme levels. There are fewer REs attending trainings, and those attending find the trainings helpful, with moderate satisfaction in the materials. The frustrations with response times during reporting deadlines continue. Suggestions for improvement follow from this assessment. First, REs note the need to increase response times, especially when they are confronted with pressing deadlines. Second, REs note the need for better communication from TRS, specifically on steps to correct errors and phone availability, and for better understanding of the challenges confronting REs. Additional recommendations include,
 - Email and newsletter are well received, most other communication is not
 - Increase phone availability
 - Trainings are helpful, but not well attended. Improve training content and attract more attendance.
 - Increase awareness of the Employer Toolkit
 - Implement web chat or other real-time communication
 - Maintain high satisfaction while increasing communication availability
 - Explore differences and possible recommendations unique to higher education and public schools
 - Push for opportunities to go from good to great



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