MISSION STATEMENT:

We provide secure retirement and disability benefits with the highest standards of excellence.

VISION STATEMENT:

To be a trusted partner providing premier pension administration, distinguished by consistent, quality member experiences and prudent financial stewardship.

VALUES:

• Open and Transparent
• Commitment to Superior Service
• Engaged and Dedicated Workforce
• Reliable and Accurate
• Secure and Sustainable
2020-2022 STRATEGIC GOALS

- Fund Sustainability
- Excellent Service and Support
- Risk Management
- Talent Management
- Effective Governance
GOAL: STRENGTHEN THE LONG-TERM STABILITY OF THE PENSION FUND

Business Plan Initiatives

Objective A: Mitigate the Risk of Significant Investment Loss

*Executive Lead – Molly Murphy*

1. Conduct and begin implementation of a triennial asset allocation study
2. Conduct a competitive procurement for an investment/risk management system

Objective B: Prudent Use and Security of Resources

*Executive Lead – Molly Murphy;*

1. Investigate Custodial Bank Services options
GOAL: ACHIEVE EXCELLENCE IN THE SERVICE AND SUPPORT WE PROVIDE TO OUR MEMBERS AND PLAN SPONSORS

Business Plan Initiatives

Objective A: Provide Accurate and Timely Benefits
Executive Lead – Suzanne Jenike;

1. Streamline the service retirement process by implementing;
   a. LEAN action items
   b. Application packets

2. Improve customer service standards by enhancing V3 workflows, monitoring and reporting (year two)

Objective B: Provide Education to our Members and Employers
Executive Lead – Suzanne Jenike

1. Design and implement a bi-annual employer workshop

2. Create white board videos that will provide education to members and stakeholders about OCERS benefits (year two)

Objective C: Continuously Improve Business Processes and Procedures to be Efficient and Effective
Executive Leads – Brenda Shott and Suzanne Jenike

1. Explore the process of obtaining LEAN certifications
2. Identify additional business process to implement LEAN principles
3. Procure and begin conversion to new accounting software
GOAL: CULTIVATE A RISK-INTELLIGENT ORGANIZATION

Business Plan Initiatives

Objective A: Provide System and Data Security and a Robust Business Continuity Solution

Executive Leads – Brenda Shott, Matt Eakin & Jenny Sadoski

1. Continue implementation plan for security and operational best practice controls

2. Continuously assess current Information Security environment and address identified risks:
   a. Implement software application whitelisting solution to prevent the installation and execution of unknown programs on OCERS systems
   b. Implement a Privileged Account Management (PAM) solution to secure, control, manage and monitor privileged accounts
   c. Perform review of firewall solutions and migrate to new firewall solution if warranted
   d. Continue development of OCERS data map, data classification structure and data exchange flows and identify associated risks (year two)
   e. Develop a process for mitigating risks associated with external third party IT business partners

3. Implement tools and processes to mitigate the risk of data or financial loss or information disclosure:
a. Implement an Identity and Access Management (IAM) solution incorporating Single Sign-On (SSO) and Multi-Factor Authentication (MFA)
b. Implement tools to secure OCERS cloud based environments
c. Implement automated hardware and software inventory tool
d. Enhance processes between Managed Security / Managed Detection & Response vendor and Information Security staff
e. Determine alternative methods of exchanging member identification protocols

4. Enhance the Business Continuity and Disaster Recovery Program:
   a. Establish alternate work space / work site plan (year two)
   b. Expand the Business Continuity and Disaster Recovery test plan

Objective B: Ensure a Safe and Secure Workplace and Public Service Facility

   Executive Lead – Brenda Shott

   1. Plan and implement building security, safety and health upgrades and space management projects (year three)
GOAL: RECRUIT, RETAIN AND INSPIRE A HIGH-PERFORMING WORKFORCE

Business Plan Initiatives

Objective A: Recruit and Retain a Diverse High-Performing Workforce to Meet Organizational Priorities

Executive Leads – Steve Delaney and Cynthia Hockless

1. Enhance onboarding and transitioning of new hires into the organization
   a. Continue to expand the newly implemented onboarding process

2. Expand advertising and outreach sources in order to continue to encourage diversity in recruitments

3. Implement recommendations from workforce analysis (year three)

4. Implement recommendations of the Personnel Committee regarding staff retention strategies

Objective B: Develop and empower every member of the team

Executive Lead – Steve Delaney

1. Design and develop a comprehensive training program that embeds a talent management mindset throughout the organization
2. Customize training programs based on individual needs and career goals within OCERS
3. Create succession plans across the agency (year three)
4. Develop a comprehensive standardized library of procedure manuals accessible on the OCERS Intranet following last year’s initial review
Objective C: Cultivate a Collaborative, Inclusive and Creative Culture

*Executive Lead – Steve Delaney*

1. Explore methods to measure OCERS culture of engagement and continuous improvement
2. Provide inclusion training to staff
3. Celebrate OCERS 75th Anniversary
GOAL: IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF THE BOARD AND STAFF BY CLARIFYING ROLES AND RESPONSIBILITIES, IMPROVING OVERSIGHT, CLARIFYING ACCOUNTABILITY AND IMPROVING DECISION MAKING

Objective A: Employ a Governance Structure that Supports a Dynamic System

*Executive Lead – Steve Delaney*

1. Explore methods of focusing Board and staff time and effort on activities that support or advance OCERS’ Strategic Goals

Objective B: Improve the Governance and Management of OCERS’ Records

*Executive Lead – Gina Ratto*

1. Identify “best practices” in record retention
2. Develop and implement a records retention program that reflects best practices and identifies appropriate retention periods for each category of records
3. Establish storage protocols and automate destruction schedules for electronic mail
4. Establish an alternative “work space” and/or storage place for emails
5. Systematically bring each department within OCERS into compliance with the records retention program
6. Establish procedures to maintain and audit compliance with the record retention program