PERSI STRATEGIC PLAN

For the Fiscal Years Ending June 30, 2021 – June 30, 2024

Submitted on August 26, 2020

Don Drum, PERSI Executive Director

Signed: _____

MISSION

To provide a sound retirement system and high quality service and education to help Idaho public employees build a secure retirement.

VISION

To be the premier public retirement system, respected by customers, peers, and the community, and known for professional service, technological advancement, and fund stability.

CORE FUNCTIONS/IDAHO CODE

As the Plan Administrator, work conjointly with the Plan Sponsor/Legislature. PERSI serves active and retired members by administering the plan's array of benefits, including service and disability retirement benefits, and death and survivor benefits. Also, performing these duties in an accurate and timely manner that ensures our members receive the service and benefits to which they earned.

PERSI manages and administers retirement and disability benefits (including a 401(k) defined contribution plan) for public employees in the State of Idaho. Title 59, Chapter 13, Idaho Code. PERSI manages and administers retirement and disability benefits for the Judges' Retirement System in the State of Idaho. Title 1, Chapter 20, Idaho Code. PERSI manages and administers retirement and disability benefits for the Firefighters' Retirement Fund in the State of Idaho. Title 72, Chapter 14, Idaho Code. PERSI manages and administers the unused sick leave fund for public employees in the State of Idaho. Sections 33-1228, 33-2109A and 67-5339 Idaho Code.

KEY EXTERNAL FACTORS

- Growth and age of PERSI membership; the number of active members who are near retirement continues to increase. PERSI's aging membership has increased the need for PERSI's services for retirement education, retirement assistance, and retirement processing.
- Effects on investments within the PERSI trust fund and operations; PERSI's objective is to minimize the effect of external influences whenever and wherever possible by diversifying among a wide range of domestic and international asset classes and investment management styles. With billions invested worldwide, PERSI does everything possible to manage risk to the fund.
- Advancing technology and IT governance, PERSI strives to optimize the value of IT by balancing the advantages of technology with risk optimization and resource expenditure.

GOAL 1
Provide timely, accurate and relevant information and solutions through education, communication and tools to internal staff and external members.

OBJECTIVES
1. Develop and implement inclusive internal communication strategy to build a knowledgeable, engaged staff.
2. Educate and communicate, and provide external members tools that assist in making well-informed retirement decisions.
3. Communicate with employers, provide purposeful education and tools that inform, educate and prepare employers for updates to business processes.

PERFORMANCE MEASURES
1. Internal communication through meetings, training, and correspondence related to improving business processes.
   Benchmark: Monthly department meetings, quarterly all-staff meetings and internal newsletter [1]
2. External communication through multimedia platforms including mailings, webinars, videos, and other methods.
   Benchmark: Communications 4 times per month [2]
3. External communication and education through in-person visits, webinars and presentations.
   Benchmark: External trainings 4 times per month. Each county visited at least once per year [3]
4. Member Education – Quality of Training/Retention of Knowledge*
   Benchmark: 95%/75% [4]

*PERSI trainers use an electronic audience response system in the educational workshops to gather feedback from workshop attendees. Besides the benefit of measuring pre- and post-workshop knowledge, the immediate feedback enables trainers to quickly adapt course presentations to devote more attention to topics which tend to receive low measures for understanding. Consequently, the measurement tool also helps raise the quality of training and retention of knowledge.

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[1] Based on agency research and management best practices.
[2] Based on agency research.
[3] Based on agency research.
[4] Based on agency research.

GOAL 2

Identify and establish best technology solutions optimized for secure internal and external business-driven processes while complying with laws and regulations.

OBJECTIVES

1. Align and deliver IT services according to business strategy and requirements.
2. Support and integrate technology and applications into business processes.
3. Oversee and manage security of information, processing infrastructure and applications, and determine IT related business risks.

PERFORMANCE MEASURES

1. Customer service disruptions due to an IT service-related incident.
   Benchmark: 99% with no customer service disruptions [1]
2. Increase in member registration and use of the self-service website.
   Benchmark: 3% growth per fiscal quarter[2]
3. Continued implementation of the Center for Internet Security's (CIS), Critical Security Controls set of actions.
   Benchmark: Plan of action and milestones designed and implemented on schedule.[3]

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[1] Based on industry project management best practices.
[2] Based on agency research.
[3] Based on agency research and agency management best practices.

GOAL 3
Maintain an organizational structure that supports consistent, effective, and accountable operations.

OBJECTIVES
1. Develop a work environment that inspires responsible and exceptional service.
2. Review and refine standard operation procedures for each department and update as needed.
3. Utilize Quality Assurance department, Business Analyst and Internal Trainer staff members to collaborate with subject matter experts to review, identify, document, improve, update and train staff for consistent application of policies and procedures.

PERFORMANCE MEASURES
1. Contemporary training sessions held on a quarterly basis to promote employee development and growth.
   Benchmark: 95% participation [1]
2. Conduct internal review of new or changes to existing policies, forms and procedures.
   Benchmark: Change Authorization Review Team (CART) meeting held monthly [2]
3. Percent of retirees who receive their first annuity payment on their scheduled retirement date.
   Benchmark: 95% [3]
4. Average number of days after receipt to process employer transmittals.
   Benchmark: 3 days [4]
5. Number of business days to produce a written benefit estimate after a request is received.
   Benchmark: 7 days [5]
6. Number of days to produce a separations benefit after receipt of final salary via transmittal.
   Benchmark: 7 days [6]
7. Calls resulting in undesired outcomes versus total incoming calls.
   Benchmark: <3% [7]

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[1] Based on agency management best practices.
[2] Based on agency management best practices.
[3] Based on industry standard.
[4] Based on industry standard.
[5] Based on industry standard.
[6] Based on industry standard.
[7] Based on industry standard.

GOAL 4
Cultivate and promote an organizational culture that reflects PERSI's values of character, commitment, and competence.

OBJECTIVES
1. Educate new employees through specialized orientation pertaining to job functions and business processes.
2. Complete thorough employee performance reviews, and provide when needed performance and career development through individual development plans.
3. Use performance metrics to monitor workflows and employee productivity. Identify areas requiring additional support and/or improvement.
4. Encourage and applaud staff members through employee recognition program rewarding exemplary performance.
5. Conduct exit interviews with employees leaving agency.

PERFORMANCE MEASURES
1. Employee performance reviews completed timely.
   Benchmark: 100% [1]
2. Performance metrics of staff and production.
   Benchmark: Internal comparison of production by staff and workflows. [2]
3. Employee recognition – quarterly and annually.
   Benchmark: 100% [3]
4. Exit interviews – departing employees.
   Benchmark: 100% [4]

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[1] Based on industry standard, and required by Idaho personnel rules.
[2] Based on admin. system reporting on all production levels of staff and workflows.
[3] Based on industry standard.
[4] Based on industry standard.

ADDENDUM: RED TAPE REDUCTION ACT

As instructed in the Red Tape Reduction Act (Executive Order 2019-02), each state agency is required to designate a Rules Review Officer (RRO) "to undertake a critical and comprehensive review of the agency's administrative rules to identify costly, ineffective, or outdated regulations."

PERSI's plan to comply with the Red Tape Reduction Act will be accomplished as follows:

FY 2019: Identified total chapters, words and restrictions that were currently in PERSI's administrative rules to establish baseline. In addition, at the direction of the Governor under executive authority, and guidance provided by the Division of Financial Management, PERSI revised current rules that were set to expire on July 1, 2019. All changes were to consolidate information, per the Red Tape Reduction Act.

FY 2020: Comprehensively and critically review all administrative rules to simplify the rules by: 1) consolidating chapters where appropriate, 2) eliminating and simplifying ineffective wording, and 3) critically review all restrictive langue for appropriateness. In accordance with the Red Tape Reduction Act, for any new rule proposed, significantly simplify two existing rules. Track and report to the Division of Financial Management chapters eliminated, words reduced, and restrictions cut.

FY 2021: Finalize all revisions to current rules for proposal and approval by the Division of Financial Management. Identify total chapters eliminated, total words reduced, and total restrictions cut. Submit final rules revision for legislative review and approval.

	FY 2019	FY 2020	FY 2021
Chapters	9	2	
Words	35,010	29,589	
Restrictions (1)	368	318	

(1) Restrictions = "shall," "must," "may not," "prohibited," and "required."

NIST CYBERSECURITY FRAMEWORK AND CIS CRITICAL SECURITY CONTROLS

PERSI's IT Team has studied the NIST CyberSecurity Framework Version 1.1 (CSF) and adopted it as the basis for managing cybersecurity risk and strengthening PERSI's IT security posture. It provides a common taxonomy and mechanism for PERSI to evaluate and strengthen existing cybersecurity processes while aligning with industry best practices.

Under the guidance of the NIST CSF, PERSI is implementing formal policies and processes that support the following objectives: [1]

• Describe the current cybersecurity posture;

• Describe the target state for cybersecurity;

• Identify and prioritize opportunities for improvement within the context of a continuous and repeatable process;

• Assess progress toward the target state;

• Communicate among internal and external stakeholders about cybersecurity risk.

A component of the NIST CSF is the Framework Core, which describes a set of activities for achieving specific cybersecurity outcomes, and references key guidance for achieving those outcomes. Most activities in the Framework Core are mapped to a corresponding activity in the *CIS Controls* published by the Center for Internet Security. It follows that a reasonable approach for implementing the NIST CSF is to implement the *CIS Controls*. For many activities, the Framework Core refers to guidance from *NIST Special Publication 800-53,* and PERSI relies heavily on that publication for implementation guidance.

PERSI works with the Office of Information Technology Services (ITS) to make progress on the objectives of the Critical Security Controls. ITS has provided a tool, called AuditScripts for performing initial assessment of maturity level based on the CIS Controls and for tracking progress toward the target. PERSI has completed assessment of the current state for Controls 1 – 20, documented the target state and Plan of Action & Milestones (POAM) and made steady progress on closing the gap between the current and target states.

[1] Framework for Improving Critical Infrastructure Cybersecurity, Version 1.1, National Institute of Standards and Technology. April 16, 2018. Page 2..