

### NHRS FYs 2025 - 2027 Strategic Plan

Goals and Strategies	Vital Signs/ Metrics	E Team Lead(s)	Timing/ Milestones	Budget: People, Systems, Infrastructure
Goal 1: Build on the new pension administration IT platform and implement a longer-term retirement operations strategy and plan.				
1. Achieve timeline for stability with full utilization of PGV3 as intended/described.	Multiple metrics, e.g. <ul style="list-style-type: none"> <li>• Critical PIRs no longer open.</li> <li>• Up-to-date employer reporting on consistent basis</li> </ul>		PIRS: 11/24 Employer Reporting: 12/24	X
2. Return to “normal” operations.	Meeting expected normal process metrics – KPIs and tolerances		6/25	X
3. Effectively monitor and improve member and employer service levels.	Monitoring dashboards implemented – internal process metrics, member/employer surveys		Initial: 6/24 Enhanced: 6/25	X
4. Develop and implement a long-term plan for future service enhancements.	Long-term member and employer services enhancement roadmap completed		Plan complete: 6/27	X

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Goal 2: Improve organizational effectiveness and accountability.				
1. Improve discipline in vetting new initiatives through a consistently applied Critical Issue and Options summary.	Adopt and adapt critical issues option summaries (see Exhibit A)		12/24	
2. Manage the E Team meeting agenda to improve meeting preparation.	Initiate more structured E Team meeting agendas		12/24	
3. Improve operational oversight through more integrated reporting systems and exception reporting.	Develop an overall business IT plan		12/25	X
	Explore technology integration options		6/27	X
	Revisit performance measure/methodology tracking using metrics		6/27	X
4. Consider revising the organization structure to better align with the system's vital functions (i.e., retirement operations, investments, enterprise administration).	Complete a review of the organization structure and implement appropriate changes		12/26	X

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Goal 3: Build additional Investment Office capabilities to reduce costs and reliance on external resources while improving performance.				
1. Successfully build the Investment Office staff through experienced hires.	Ability to hire the right talent (salary, CBA, payroll structure, location)			X
	Hire the right talent as appropriate to the departments (e.g. legal, technology)			X
	Trim cost where prudent (external costs)			None
2. Build an internal middle- and back-office capability, including supporting infrastructure.	Investment team is self-sufficient in: Total plan exposure Cash flow management (internal) Controls			X

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Goal 4: Build organizational resilience.				
1. Implement a formal cross training program aligned with succession planning.	<p>Documented processes</p> <p>Identified positions for cross training intradepartmental.</p> <p>Identified positions for cross interdepartmental</p>		12/27	X
2. Develop the CBA negotiating strategy/plan.	Completed strategy		1/25	