

Savings Plus Strategic Plan



2019 - 2023

Introduction

The Savings Plus Program's (Savings Plus) Strategic Plan supports the overarching CalHR five-year plan and establishes Program priorities. With this plan as the Program's blueprint, we continue to make informed decisions about the resources needed to successfully implement our goals and objectives, including budgets, timelines, and workforce planning.

The Plan will also serve to focus our resources on these pre-established goals, strategies, and tasks that are directly related to our agreed upon priorities. This, in turn, will alleviate the reactionary response to unplanned initiatives.

Program Philosophy and Guiding Principles

Savings Plus is a participant directed program designed to complement state employees' pension benefit. Our operating philosophy is to provide participants with tools and resources to manage their accounts. We challenge the status quo by adopting new technologies, implementing program efficiencies, and seeking out industry best practices.

To address the diverse backgrounds and knowledge of our employee population regarding investment knowledge, risk tolerance, and level of engagement; we offer a tiered investment approach. Our investment structure consists of Target Date Funds, both index and actively managed options, and a self-directed brokerage option. This allows participants opportunities to devise investment strategies appropriate for their individual investment objectives and risk tolerance. Our fund line-up offers a range of options from fixed income with very low risk to international and small cap strategies that carry higher risks. Within each asset category, we strive to select quality investment managers who provide relatively stable returns for below average cost. We focus on selecting investment managers who concentrate on long-term performance and whose objective is to keep up with their peers during market upswings and protect assets during market downturns. This balanced, long-range approach has served our participants well as they plan for a secure retirement.

Mission Statement

To enthusiastically serve our fellow California State employees and their families by empowering them to achieve and maintain a brighter financial future.

Vision Statement

To be the best voluntary retirement savings program for California State employees.

Purpose Statement

Empower California State employees to live their desired lifestyle in retirement by providing simple savings solutions.

Core Values

Values are the shared beliefs that serve as the foundation of CalHR's culture. Savings Plus embraces these values and defines how they are practiced in our work environment on a daily basis:

- **Customer Service**

We pride ourselves in being effective and exceptional in meeting and exceeding the expectations of our customers.

- **Diversity & Inclusion**

We value and support the power and creativity brought about by a diverse workforce, inclusive of all individuals, and reflective of the state we serve.

- **Collaboration**

The solutions we deliver are the sum of our collective talents, and we believe the best results stem from integrating a mix of perspectives, talents, and experiences.

- **Leadership**

A good leader embraces all the department's core values – integrity, collaboration, diversity and inclusion, excellence/quality, customer service - but also the ability to inspire, to always communicate, be open and available, be creative and innovative, but also to empower!

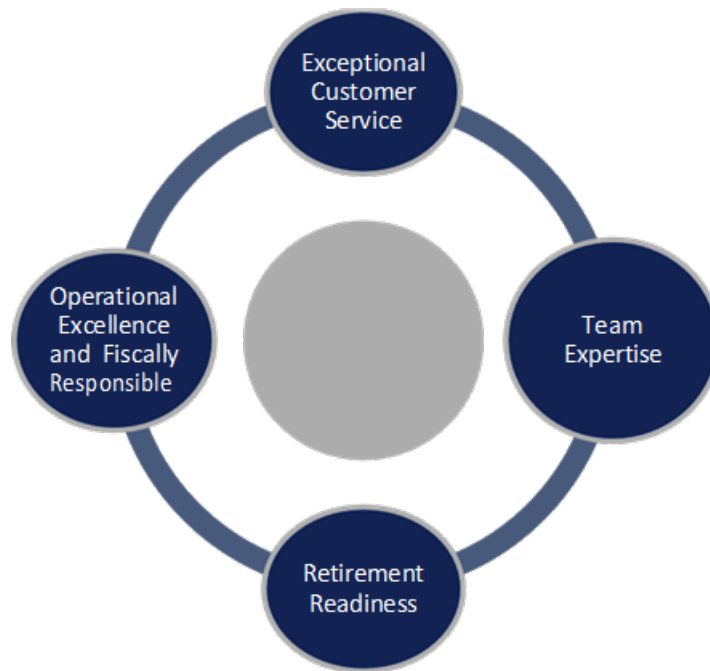
- **Integrity**

We are conscientious, honest, equitable, compassionate, and empathetic. We are committed to doing the right thing consistently, in accordance with the values and principles accepted to be good and appropriate.

- **Excellence/Quality**

We are committed to providing quality services and expertise to our participants and business partners.

Our Goals in Support of our Mission, Vision, Purpose, and Core Values



Savings Plus has identified the following goals as the key drivers for the next three to five years to achieve our objectives:

1. Exceptional Customer Service
2. Team Expertise
3. Retirement Readiness
4. Operational Excellence and Fiscally Responsible

We believe these goals encompass the overarching mission of Savings Plus while setting a strategic course for the Program's future. Our focus on people, processes, and performance aligns with CalHR's vision and values and will enable us to achieve and maintain our Program objectives.

Goal # 1: Exceptional Customer Service

Deliver exceptional service and education to California State employees as part of their future retirement planning.

Savings Plus will pursue the following strategic objectives:

- A. Provide information to plan participants in diverse and relevant ways.
- B. Engage with our business partners to continually introduce, develop, implement, and maintain state-of-the-art services.
- C. Develop ongoing training for TPA call center staff.
- D. Initiate a California State employee feedback program.

Goal #2: Team Expertise

Ensure that Savings Plus continues to have a diverse and inclusive work force that possesses the required skills, competencies, and leadership at all levels.

Savings Plus will pursue the following strategic objectives:

- A. Evaluate Program workload requirements and resource needs.
- B. Develop the skills and competencies of existing staff and hire individuals who possess the skill sets required for success.
- C. Utilize a hiring process that includes continuous team participation and supports the power of having a diverse and inclusive workforce.
- D. Establish employee and leadership development plans.
- E. Improve employee engagement and retention.
- F. Develop and implement a succession plan.

Goal #3: Retirement Readiness

Provide participants and eligible employees with resources to help them realize the opportunity to achieve a successful retirement by providing information that meets the needs of our diverse state workforce.

Savings Plus will pursue the following strategic objectives:

- A. Provide a variety of methods to educate and engage eligible employees via their preferred communication channels so they can make informed choices.
- B. Continue to develop and enhance the annual marketing campaign.
- C. Utilize data to obtain meaningful insights into the financial needs and behaviors of our participants and eligible employees.
- D. Design the Program around industry best practice, identified participant behaviors, and recommendations from outside consultants.

Goal #4: Operational Excellence and Fiscally Responsible

Administer Savings Plus in an efficient and economical manner while delivering an exceptional experience.

Savings Plus will pursue the following strategic objectives:

- A. Maintain a team of professionals to administer the Program in accordance with regulatory requirements and industry best practices.
- B. Identify and utilize operational efficiencies including lean principles and processes.
- C. Develop a governance structure to enact ethical, prudent, and fiscally responsible policies.
- D. Establish internal customer service standards.