

NHRS FYs 26-28 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. • Critical PIRs no longer open	Nancy, Marie, TBD	PIRs: 1/26	X
2. Return to “normal” operations.	Meeting expected normal process metrics – KPIs and tolerances	Nancy, Marie, TBD	1/26	X
3. Effectively monitor and improve member and employer service levels.	Monitoring dashboards implemented – internal process metrics, member/employer surveys	Nancy, Marie, TBD	Initial: 01/26 Employer Survey: 9/25 Enhanced: 8/26	X
4. Develop and implement a long-term plan for future service enhancements.	Long-term member and employer services enhancement roadmap completed	Nancy, Marie, TBD	Plan complete: 6/27	X

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Goal 2: Improve organizational effectiveness and accountability.				
1. Improve operational oversight through more integrated reporting systems and exception reporting.	Develop an overall business IT plan	TBD	12/25	X
	Explore technology integration options	E Team by dept	6/28	X
	Revisit performance measure/methodology tracking using metrics	E Team by dept	6/27	X
	Capture and disclose investment management fees	Investment / Finance	6/26	X
2. 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	Jan, Rosamond, TBD	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)	Raynald	Q2-2026	X
	Hire the right talent as appropriate to the departments (e.g. legal, technology)	Raynald	Two IO hires: Q2-2026 IT: Q2-2026 Legal: Q2-2026 Finance: Q2-2026	X
	Trim cost where prudent (external costs)	Raynald	Q4-2026	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	Raynald	Exposure: Q2-2026 Controls: Q4-2026 Cash flow: Q4-2026	X

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Goal 4: Build organizational resilience.				
1. Implement a formal cross training program aligned with succession planning.	Documented processes Identified positions for cross training intradepartmental Identified positions for cross interdepartmental	Rosamond	12/27	X