

Strategic Plan

2016-2018



Mission

PEBA's mission is to provide competitive retirement and insurance benefit programs for South Carolina public employers, employees and retirees.

Vision

Serving those who serve South Carolina

Core values

Solutions oriented

We anticipate the needs of our members, colleagues and supervisors, and work daily to improve processes and increase customer satisfaction.

Communication

We encourage and facilitate the flow of information, listen effectively and are receptive to constructive feedback.

Credibility

We accept responsibility for our individual jobs and achieving the goals of PEBA. We are accountable, thorough and accurate.

Collaboration

We foster cooperative relationships, and appreciate and respect the contributions of others.

Responsive

We strive to achieve our goals and objectives. We adapt to change. We follow through.

Emotional intelligence

We maintain self-awareness and modify behavior appropriately. We work to build rapport with others and effectively manage and resolve conflict.

Ethical behavior

We value honesty, trust, fairness and consistency.

Strategic goals

At the broadest level, PEBA's goals are to:

Goal one

Promote financially sound PEBA programs

Goal two

Improve health outcomes and promote retirement awareness

Goal three

Enhance the customer experience for members and employers

Goal four

Responsibly manage risk to the organization

Goal five

Maintain a workforce and work environment conducive to achievement of agency goals and objectives

Goal six

Improve internal efficiencies through new system implementation

Goal one

Promote financially sound PEBA programs

PEBA has a responsibility to its stakeholders to control public employee benefit costs while providing maximum benefits. The cost to members and taxpayers is impacted by investment performance, member behavior, competitive developments in relevant labor markets, policy determinations regarding cost-allocations and the willingness to pay of participants and taxpayers.

Strategy 1.1

Provide the legislature with information to properly determine contributions and funding to ensure long-term viability of benefit programs.

Strategy 1.2

Research best practices, and recommend and implement health plan design changes.

Goal two

Improve health outcomes and promote retirement awareness

PEBA understands the importance of making appropriate changes to health plan design to improve health outcomes and reduce costs, including changes to reduce member behaviors that negatively affect health outcomes. In addition, the agency has a new focus on retirement awareness to ensure that members are aware of the benefits available to them through PEBA-administered plans, as well as options to supplement their benefits.

Strategy 2.1

Promote member engagement with both retirement and insurance programs to ensure members understand benefit options and can make educated decisions and take personal responsibility regarding health and retirement.

Goal three

Enhance the customer service experience for members and employers

PEBA aims to provide the best quality service to its stakeholders, including members, dependents and beneficiaries. As such, PEBA strives for continuous improvement of the level of service we provide, as well as those services provided by our third-party administrators.

Strategy 3.1

Implement cost effective integrated systems and processes that are intuitive and practical, and provide value for members and employers.

Goal four

Responsibly manage risk to the organization

It is incumbent upon our individual employees and organization to continually assess and mitigate the threats and risks to which we are exposed. Through enterprise risk management, we will plan, organize, lead and control the activities of our organization in order to minimize the effects of risk. This will include financial, strategic and operational risks.

Strategy 4.1

Implement enterprise risk management.

Strategy 4.2

Create a culture of risk awareness through the development, implementation and maintenance of an enterprise risk management program.

Strategy 4.3

Ensure information technology resources are utilized to implement continuing security initiatives.

Goal five

Maintain a workforce and work environment conducive to achievement of agency goals and objectives

Like many organizations, PEBA is faced with staffing challenges brought on by loss of staff due to retirement and new skills requirements due to advances in technology. We utilize our Characteristics of High Performance throughout the agency to develop a positive agency culture.

Strategy 5.1

Ensure a consistent, viable talent pool that adapts effectively and fulfills business needs for the present and future.

Strategy 5.2

Develop and maintain effective training and development programming.

Strategy 5.3

Foster an agency culture driven by high performance.

Strategy 5.4

Ensure a safe, secure and functional physical working environment.

Goal six

Improve internal efficiencies through new system implementation

PEBA is challenged with aging information systems. Operational systems and business processes are being assessed with assistance from benefits administration experts to create a roadmap for securing internal efficiencies through new technology. This system implementation project will be a multi-year endeavor requiring intensive capital and human resources.

Strategy 6.1

Conduct and maintain multi-phase initiatives to generate system and operational changes to improve internal efficiencies.