

**PSERB Resolution 2025-48**  
**Re: Strategic Initiatives**  
**June 13, 2025**

**RESOLVED**, that the Public School Employees' Retirement Board accepts the recommendation of the Governance and Administration Committee and adopts the changes to the Strategic Initiatives as recommended by Executive Director Sanchez, attached.

# COMMONWEALTH OF PENNSYLVANIA PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM

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Date: May 30, 2025

To: Governance and Administration Committee

From: Terrill Sanchez, Executive Director

Subject: June 2025 Strategic Plan Update

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As you may recall, as part of my Executive Director report at the May 31, 2024, PSERB Board Meeting, Eric Decker provided an update on the PSERS 2023 – 2026 Strategic Plan. At that time, Eric provided a high-level overview of the status of each Strategic Initiative. Eric also made references to the full strategic plan, as well as a summary document that detailed deliverables for each Strategic Initiative. These documents were made, and continue to be made, available to the Board at the bottom of the list of “Current Books” in Diligent in a book titled [“PSERS Strategic Planning July 1, 2023 – December 31, 2026.”](#)

Today, I am pleased to provide you with the most recent update on each of the 24 Strategic Initiatives identified as part of our Strategic Plan. In addition to the critical day-to-day work we all do in support of our mission and vision, through the efforts of our dedicated staff across the entire organization, significant progress has been made on our Strategic Initiatives, with many being brought to completion.

In preparation for this update, I met with Justin Cowan, Director of the Strategic Project Management Office and the Executive Team project sponsors for each Initiative. We discussed the project’s status in relation to its project charter and the deliverables list referenced above. In cases when the deliverables were achieved, a Project Completion Form was completed. In instances where project sponsors felt it to be prudent, they recommended certain changes to the scope, timeline, and/or deliverables from those originally noted through a Proposed Change Form.

Based on the assessment, each Initiative was classified as either:

- Completed
- Progressing as planned
- Completed with certain recommended modifications
- Progressing with certain recommended modifications

The following table identifies which Initiatives fall into which categories:

Completed (9)	Progressing as planned (9)	Completed with recommended modifications (2)	Progressing with recommended modifications (4)
IO2316 Internal Control Environment Improvement	ITO2304 V3 to V3locity Migration	EXO2330 Elevate IT PMO to SPMO	OFM2301 Act 54 Account Validation
EXO2320 External Website Transition	EXO2317 Enterprise Risk Management Framework & Governance	EXO2334 KPI Development and Monitoring Standards	EXO2319 Crisis Management Plan for Cybersecurity and Ransom Strategy
EXO2321 Continuity of Operations Plan Update	IAO2318 Prep for and Execute SOC 1, Type 2 Audit		EXO2331 Board Communication & Sharing Enhancement (Diligent)
EXO2322 BOCC Staffing Study	IO2323 Implementing GIPS reporting		EXO2404 Member Communication/Information Enhancement
EXO2325 Compensation Model Reviewed and Updated	IO2324 Establish BOR Framework, Processes and Controls		
EXO2326 Workplace Culture Survey	EXO2328 Stakeholder Relations Plan		
EXO2327 Competency-based Succession Planning	EXO2333 Business Process training Plan and Development Resource		
EXO2329 Technical Assistance Program to Support Legislators	EXO2401 Leveraging Technology to Improve Solution Implementation		
EXO2332 Risk Identification & Management for Employees	EXO2405 Employer Reporting and Accounting Enhancement		

I have attached a Strategic Initiative form for each initiative, except those that are progressing as planned. Although I encourage you to review each of the attached, I draw your attention to the 6 initiatives in Attachments B and C for which I am recommending changes to the initial scope, timeline, and/or deliverables, as summarized below.

Initiatives with Recommended Changes to Scope	
Initiative	Summary of Recommended Change
<b>EXO2330 Elevate IT PMO to SPMO</b>	<p>A formal project management organizational unit has been created called the Strategic Project Management Office (SPMO), a director hired, and dashboards created.</p> <p>The changes for this project entail:</p> <ul style="list-style-type: none"> <li>* moving the new SPMO under the Deputy Executive Director of Administration freeing up our Chief Risk Officer to focus solely on ERM, and</li> <li>* combining the renewed project governance structure with similar governance activities conducted in Strategic Initiative EXO2401-Leveraging Technology to Improve Solution Implementation.</li> </ul>

<b>EXO2334</b> <b>KPI Development and Monitoring Standards</b>	<p>As of the June 2025 Board Committee Meetings, the project will deliver 33 vital sign health measures in alignment with the metrics adopted by committees in October 2024.</p> <p>The change for this project is to narrow the scope from creating vital sign health measures for each Board committee <b>and</b> business-level to only define the vital sign health measures that would most help the Board committees fulfill their oversight responsibilities. Business-level vital signs will transition to an operational focus of the Risk and Performance Data Office. Additionally, the dashboards created to visualize the data will follow the same change pattern.</p>
<b>OFM2301</b> <b>Act 54 Account Validation</b>	<p>To date, PSERS has met the requirement of Act 54 to procure an AVS solution from the list of vendors approved by Treasury, which we accomplished via the interagency agreement with Treasury to access the PNC solution. Additionally, as part of this strategic initiative to <i>implement</i> AVS services, we have put into place a manual process for EFT's handled in OFM's workflow. To further build out other EFT workflows and best accomplish the deliverable on creating an automated process for all transactions, it was determined that these efforts should commence after completing Strategic Initiative ITO2304-V3 to V3locity Migration this summer. The proposed change for this project creates a phased approach to completion. First, there will be a discovery phase to run through December 31, 2025, followed by a build and implementation phase that ends with system changes aligned to our standard June 2026 release schedule.</p>
<b>EXO2319</b> <b>Crisis Management Plan for Cybersecurity and Ransom Strategy</b>	<p>A Cybersecurity Incident Response Plan was first established in 2019 and last updated in August 2024, with operational enhancements on-going. The scope of this project narrowed from a comprehensive crisis communications plan to instead focus on ransomware cybersecurity incidents to ensure efforts are aligned with the most immediate and significant threat faced by the agency. Once operationalized, the cybersecurity crisis communications plan will set the foundation for broader crisis communications planning and the agency will continue to improve and expand the plan to include additional crisis scenarios.</p>
<b>EXO2331</b> <b>Board Communication &amp; Sharing Enhancement (Diligent)</b>	<p>Many enhancements have been added to our Board Book solution (Diligent), and we secured a new contract of two years, with three (3) one-year renewals that has allowed for needed time to explore Diligent's vast functionality. The slight change to this project's scope is with phase 3, which would be rephrased to: Resurvey Board Members in the fall and use that feedback to decide if we should begin the year-long process to go to market now or continue to use Diligent for another year or so and then go to market. In either case, this project would be closed a new project opened when it's time to go to market. Currently, the project charter didn't really specify at what point this project would be considered closed.</p>
<b>EXO2404</b> <b>Member Communication/ Information Enhancement</b>	<p>When developing the charter for this project, we expanded the scope of the review to all member communications sent during the first year of membership <b>AND</b> after the first year of membership. However, based on the original initiative's intent and rationale, we propose changes that would focus only on the communications sent to members upon enrollment and that include specific member elections and statutory timeframes within the first year of membership during which members must take an action. Further, we feel that the surveying of stakeholders and employers for potential partnership opportunities with communications is already contemplated in EXO2328-Comprehensive Stakeholder Relations Plan and should, therefore, be removed from this project's scope. However, that information will still be leveraged as this project works through updating first-year member communications.</p>

If you agree with the recommended changes, I ask that the Committee move to recommend that the Board adopt these changes to the Strategic Plan. Upon adoption by the Board, all plan and project documentation will be updated accordingly.

Thank you for very much for your consideration. I am happy to address any questions or concerns that you may have.

In closing, I sincerely thank staff across the organization for their steadfast commitment and dedication to these Strategic Initiatives and to those who work to maintain our levels of service in the work we do every day in support of our mission and vision.

Attachment A: Completed

Attachment B: Completed with certain recommended modifications

## Attachment C: Progressing with certain recommended modifications





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## Strategic Initiative Project Completion Form

<b>Strategic Initiative Project Name</b>	<b>IO2316: Internal Control Environment (ICE) Improvement</b>
<b>Strategic Priority</b>	<b>Enhance comprehensive and transparent financial reporting and forecasting</b>
<b>Project Manager</b>	Joe Stec, Pam Bassler (supporting)
<b>Project Sponsor</b>	Ben Cotton
<b>Team Members</b>	Mike Benson, Joe Stec, Chris Jones, Joe Sheva, Bob Devine, Tom Bauer, Jarid Snyder, Melanie Cubias, Krista Roessler, Amy Hemphill, Alicia James, Jeff Burton, Steve Derr, Mike Kondas, Andrea Etter, Margie Sellers, Patrick McCafferty, James Del Gaudio
<b>Project Closeout Date</b>	9/27/2024

### I. Project Scope

The purpose of this project is to document the Investment Office's processes and controls into a comprehensive series of process maps, in preparation for the upcoming SOC 1 Type 2 review. Process maps will enable teams to document processes and controls in a standard manner that will be used to assist in the review. The project was initiated at the conclusion of the Ernst & Young Investment Operations Process and Controls Review and will be supported by the deliverables received.

### II. Deliverables

This project was accomplished by completing the following deliverables:

Original Deliverable(s)	Deliverable Change(s)	Reason for Change
Created a series of process maps to understand the control environment of the Investment Office	None	N/A

The procedure for documenting Investment Office processes and controls was derived from an engagement with Ernst & Young, wherein thirteen functional business groups were identified as potentially in-scope for the agency's SOC 1 Type 2 assessment. Foundational mapping was subsequently completed for each functional area, with the last series of maps created in September 2024. The Investment Office will continue to maintain, update, and enhance IO process maps as part of their routine work moving forward.

### III. Project Benefits

The Investment Office of PSERS is now better prepared for SOC 1 Type 2 audits (per Act 128 of 2020), business continuity situations and overall knowledge management due to the creation of comprehensive process maps.



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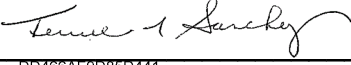
### IV. Impacted Business Areas

Business teams within the Investment Office that oversee the functional areas pertaining to: Cash Disbursements, Board Policies, Fund Performance, Investment Compliance, Internal Portfolio Management and Trade Execution, Strategic Allocation, Investment Valuation, Settlement and Reconciliations, Third Party Risk Management, Investment (Market) Risk, Investment Due Diligence, Operational Due Diligence, Counterparty Risk

### V. Lessons Learned

- The first process maps took the longest to develop, and getting the formatting and structure nailed down initially was key.
  - Due to this project's efforts in this regard, a larger, PSERS-wide mapping effort began, which used these lessons learned to establish its approach.
- It's important to stay as flexible as possible and incorporate some padding into the schedule because feedback will inevitably lead to changes, which takes time and effort to incorporate.
- It is critical to include the process owners as much as possible in the project (explain maps thoroughly, solicit as much feedback as possible, talk through changes, etc.); the better the working relationship, the smoother the process will go.

**Sign off by Executive Director:**

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## Strategic Initiative Project Completion Form

<b>Strategic Initiative Project Name</b>	<b>EXO2320: Transition of External Website to Publicis Sapiant</b>
<b>Strategic Priority</b>	<b>Enhance member satisfaction throughout the customer experience</b>
<b>Project Manager</b>	Pam Bassler
<b>Project Sponsor</b>	Mark Fetzko (Paul Vezzetti)
<b>Team Members</b>	Qin-Xia Chen, Paul Vezzetti, Gene Robison, Bill Snyder, Kristina Goodling, Russ Miller, Eric Gormont, Kevin Paul
<b>Project Closeout Date</b>	8/30/2024

### I. Project Scope

The purpose of this project is to transition PSERS' external website content management system (CMS) from Microsoft SharePoint to Adobe Experience Manager, provided by Publicis Sapiant. This will allow for a more cost-effective methodology to meet the needs of members and stakeholders, while providing better functionality for PSERS staff.

### II. Deliverables

This project was accomplished by completing the following deliverables:

Original Deliverable(s)	Deliverable Change(s)	Reason for Change
Site mapping and current content reviewed and updated	None	N/A
External website transitioned to new Publicis Sapiant platform	None	N/A

The redesigned public website was launched on 8/08/2024 with the new URL [www.pa.gov/PSERS \(https://www.pa.gov/agencies/psers.html\)](https://www.pa.gov/agencies/psers.html). Automatic redirects are in place for individuals using bookmarks or visiting the old site.

### III. Project Benefits

PSERS is meeting the needs of its members and stakeholders in a cost-effective, yet enhanced and modern infrastructure, by migrating its external website CMS to Adobe Experience Manager, provided by Publicis Sapiant.

### IV. Impacted Business Areas

The website provides information to our members, employers, other public stakeholders, and internal staff. The following business areas are responsible for site maintenance going forward, in partnership with OA and Publicis Sapiant:

- Communications Office




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- BIT
- BOCC

### V. Lessons Learned

- Creating a sitemap prior to migrating pages to Adobe Experience Manager was helpful.
- COPA assistance in accessibility testing worked well.
- No formal requirement session was held by Sapien/COPA. Establishing requirements with the vendor early in the project would have given PSERS a better understanding of the system.
- Information from Sapien regarding project time frames and schedule was unclear when the project started, so we attended Sapien's weekly check ins and office hours during the authoring process; Sapien was responsive to issues raised during calls, emails, etc.
- Training and documentation provided by Sapien were very helpful in preparation for editing content in the new CMS. However, the discovery of editing and formatting issues during the project caused content editing to take longer than expected due to having to manually re-copy certain site pages.
- Use of Business Bulletin on PSERS Interact worked well to inform internal staff of the redesigned website launch and updates to email signatures and letterhead.
- Direct member communication (email blast) after go-live would have been helpful, if we had the capacity; information was included in the member newsletter a couple of months after go-live.
- In the future, we should build more time for executive staff review/walk-through.
- The Governor's Office contact assisted in getting a PSERS vanity URL pre-go live. They were also responsive to concerns/issues post go-live.

**Sign off by Executive Director:**

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## Strategic Initiative Project Completion Form

<b>Strategic Initiative Project Name</b>	EXO2321- Continuity of Operations (COOP) Plan Update
<b>Strategic Priority</b>	Implement a robust enterprise risk management program
<b>Project Manager</b>	Barbara Cooper
<b>Project Sponsor</b>	Bev Hudson
<b>Team Members</b>	Patti Dence, Jeff Snyder
<b>Project Closeout Date</b>	April 30, 2025

### I. Project Scope

Reinvigorating COOP will lay out the plan for full documentation of the COOP as well as testing of the Plan.

### II. Deliverables

This project was accomplished by completing the following deliverables:

Original Deliverable(s)	Proposed Deliverable Change(s)	Reason for Change
An Executive Summary; leadership Orders of Succession; and Testing Plan/Schedule will be developed for the COOP plan	None	N/A
BoldPlanning Solution will be reinvigorated in accordance with COPA leading practice	None	N/A
Business areas will be trained in the COOP plan <ul style="list-style-type: none"> <li>- A template for documentation of the Recovery Time Objectives for Essential Business Functions for 1 day, 1 week and 1 month were provided to each business area.</li> <li>- A follow up training session was held to ensure the business area understood the template. The COOP team provided scenarios and walked through the BOLD COOP Planning software during the training.</li> <li>- The business area completed the template, and the COOP team documented the results in the BOLD planning software.</li> </ul>	None	N/A



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Identified risks will be documented in the Agency Enterprise Risk Management Annual Report	<b>None</b>	<b>N/A</b>
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Deliverables have been designed and implemented for Tier One Essential Functions. Continued work has begun on Tier Two and Tier Three Essential Functions to further operationalize this initiative.

### III. Project Benefits

PSERS has reviewed and updated its Continuity of Operations (COOP) plan and documented a year one testing plan. Activities undertaken as part of this strategic initiative were developed to:

- Reduce risks impacting operational continuity by understanding Essential Business Function resources and related contingency planning.
- Increase the number of consistently documented resources and business procedures associated with PSERS most Essential Business Functions.
- Leverage existing, enterprise technology more fully and to enable consistent reporting and data.
- Provide renewed visibility to business areas to their office/bureau COOP plan and preparing the business areas for annual future updates.


### IV. Impacted Business Areas

- All

### V. Lessons Learned

- To avoid overlap, the Risk & Performance Data Office (RPDO) provided information gathered representing essential business functions and minimum recovery times. Subsequently, BOA sought to validate this data, with changes reflected in the updated COOP Plan.
- Testing in year one was primarily deployed to confirm communications across multiple business units. In subsequent years, additional more operational-based testing will be considered.
- Testing after-action reviews were facilitated after each quarterly test and not in the last quarter as originally planned.

**Sign off by Executive Director:**

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## Strategic Initiative Project Completion Form

<b>Strategic Initiative Project Name</b>	<b>EXO2322: Bureau of Communications and Counseling (BOCC) Staffing Study</b>
<b>Strategic Priority</b>	<b>Enhance member satisfaction throughout the customer experience</b>
<b>Project Manager</b>	Justin Cowan
<b>Project Sponsor</b>	Jennifer Mills
<b>Team Members</b>	Jennifer Mills, Eugene Robison
<b>Project Closeout Date</b>	4/29/2025

### I. Project Scope

The Public School Employees' Retirement System (PSERS) would like a study done to help evaluate what we need in terms of staffing numbers, training, an analysis of expectations for employees, and how the bureau can be more successful in serving its members. Work will consist of staff interviews, review of statistics (work volumes, call metrics, etc.), quality of service and related controls, and the hours of operation.

### II. Deliverables

This project was accomplished by completing the following deliverables:

<b>Original Deliverable(s)</b>	<b>Proposed Deliverable Change(s)</b>	<b>Reason for Change</b>
Staffing study conducted	<b>None</b>	<b>N/A</b>
Staffing realigned to study findings	<b>None</b>	<b>N/A</b>

The Henderson Group Unlimited, Inc. conducted a comprehensive staffing study of BOCC and presented its findings on April 14, 2023, to PSERS and BOCC Leadership. On June 8, 2024, Director Robison presented the results to the Benefits and Appeals Committee of the Public School Employees' Retirement Board (Board), which moved to recommend that the Board authorize staff to take the appropriate actions necessary to request an increase to the complement, not to exceed twenty (20) full-time positions in the Member Service Center and Regional Offices. The Board accepted the recommendation and adopted PSERB Resolution 2023-22 on June 9, 2023.

### III. Project Benefits

The study provided process improvement recommendations and identified the resources needed to handle current workloads. The benefit will be significant in helping to handle daily call volumes, provide more personalized attention to our members, improve user experience,



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increase quality and timeliness of communications, increase member satisfaction and confidence, and improve staff morale.

### IV. Impacted Business Areas

- Bureau of Communications and Counseling
- Human Resources Office
- Office of Financial Management
- Bureau of Administration

### V. Lessons Learned

- Importance of reviewing metrics and aligning staffing numbers with workload demands more often.
- Investing in ongoing training and development to ensure employee success.
- Analyze workload expectations to ensure we are supporting employees adequately.
- Evaluate the impact of new technology before implementation to optimize bureau operations.

**Sign off by Executive Director:**

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## Strategic Initiative Project Completion Form

<b>Strategic Initiative Project Name</b>	<b>EXO2325: Compensation Model for Investment Professionals and Attorneys</b>
<b>Strategic Priority</b>	<b>Develop the organizational culture and staff/leadership competencies to meet the demands of the future</b>
<b>Project Manager</b>	Barb Cooper (Limited due to sensitive project nature)
<b>Project Sponsor</b>	Terrill Sanchez
<b>Team Members</b>	Ad Hoc Compensation Policy Working Group, Terri Sanchez, Beverly Hudson, Caitlin Witmer, Gary Hudepohl (consultant)
<b>Project Closeout Date</b>	10/25/2024

### I. Project Scope

At the direction of the Public School Employees' Retirement Board (PSERB), as guided by the output of a 2021 compensation study and policy recommendations provided by Hudepohl & Associates, Inc. (Board consultant), PSERS HR facilitated a collaborative effort between a compensation Working Group (a subset of the Board); the Governance and Administration Committee (G&A); and executive leadership to review the compensation policy in accordance with the requirements of Board policy. The scope of the Board policy includes all positions over which the Board retains classification and compensation authority, specifically, attorneys and classifications deemed "investment professionals."

### II. Deliverables

This project was accomplished by completing the following deliverables:

<b>Original Deliverable(s)</b>	<b>Deliverable Change(s)</b>	<b>Reason for Change</b>
Updated Policy Manual for Investment Professionals (renamed to CCPP)	<b>None</b>	<b>N/A</b>
Creation of a Salary Schedule to accommodate investment professionals and legal staff (work included development of related SAP salary schedules, required for Commonwealth payroll operations)	<b>None</b>	<b>N/A</b>
Development of a people change management focused communications strategy and implementation guidance	<b>None</b>	<b>N/A</b>

The new Classification and Compensation Plan Policy (CCPP) and the CCPP – Transition Plan were adopted by PSERB on October 25, 2024, through PSERB Resolution 2024-57. Further, technical corrections to the plan were adopted on December 20, 2024, through PSERB Resolution 2024-82.



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### III. Project Benefits

Having revised our Classification and Compensation Policy (formerly the Policy Manual for Investment Professionals) based on a compensation study and policy recommendations, and developed by the combined efforts of Human Resources, executive leadership, and a Board Working Group, PSERS has created a less complex compensation structure designed to attract and retain a highly qualified workforce through a market-aligned compensation schedule that helps ensure financial transparency.

### IV. Impacted Business Areas


All staff positions within the following business areas over which the Board maintains compensation setting authority:

- Executive Office (select positions)
- Investment Office
- Office of Chief Counsel
- Office of Financial Management (select positions)
- Internal Audit Office

### V. Lessons Learned

- Implement a change management plan and related communications earlier, and ensure it is ongoing. Establish communications (even if one-way in nature) across stakeholder groups earlier in the process to help alleviate staff concerns.
- Communicate the level to which staff is to be engaged in the process at the outset to establish clearer expectations.
- Expect that staff will want to understand the “why.” Where possible, seek to address that question as early as possible, if the Board chooses to provide an answer.
- Continue to consider how to create a true pay schedule (where possible) that contains steps to automate payroll processing and ranges that calculate factors acceptable to SAP (for purposes of exactness).

**Sign off by Executive Director:**

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## Strategic Initiative Project Completion Form

<b>Strategic Initiative Project Name</b>	<b>EXO2326: Workplace Culture Survey</b>
<b>Strategic Priority</b>	<b>Develop the organizational culture and staff/leadership competencies to meet the demands of the future.</b>
<b>Project Manager</b>	Pam Bassler
<b>Project Sponsor</b>	Eric Decker
<b>Team Members</b>	Eric Decker, Justin Cowan, Pam Bassler, Aaron Caulfield (Dering Consultants), Robert Sheaffer (Dering Consultants)
<b>Project Closeout Date</b>	4/30/2025

### I. Project Scope

Execute a workplace culture survey to understand concerns across the organization and develop focus groups as needed to address findings. The objective is to understand the current level of satisfaction and engagement of Public School Employees' Retirement System (PSERS) staff to enhance the workplace culture. Establishing focus groups will drill down to opportunities for improvement as identified by the broader survey.

### II. Deliverables

This project was accomplished by completing the following deliverables:

<b>Original Deliverable(s)</b>	<b>Deliverable Change(s)</b>	<b>Reason for Change</b>
Conducted data gathering through the use of surveys and focus groups	<b>None</b>	<b>N/A</b>
Hired an external firm to aid in data collection and analysis to get actionable ideas	<b>None</b>	<b>N/A</b>
Created and initiated a comprehensive action plan	<b>None</b>	<b>N/A</b>

Dering Consultants were hired to help conduct the survey. A 3-week survey to employees was launched on 10/15/2024 with a 78% overall completion rate achieved. A meeting was conducted to share and discuss the survey results analysis with Executive Leadership on 1/14/2025 and then with Bureau Directors on 2/11/2025.

The project team then solicited staff volunteers to participate in one or more of the following three groups: the Prioritization Group, the Action Planning Group, and a Focus Group.



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The Prioritization Group did a deep dive into the survey results and determined the three focus areas they felt we should work to address first.

The Action Planning group will present their ideas on specific actions we can consider to support improvements across each of the focus areas identified.

Ideas from the Action Planning Group will be presented to Executive Staff in early June, after which, the feasibility of each idea will be evaluated and implemented, as possible.

The Focus Group will provide interim feedback on the effectiveness of the initiatives at certain points along the way. This will be followed by another full-blown survey, at which time we can assess the results of our efforts.

### III. Project Benefits

PSERS has created a data-driven plan to further enhance the workplace culture through the use of surveys, focus groups, industry gold standards, and its strategic plan that will show improved employee satisfaction and engagement in future assessment results.

### IV. Impacted Business Areas

Employees at all levels will be impacted with the implementation of action items to enhance our workplace culture. Volunteer participation in the action planning workgroups is comprised with a balanced representation from different offices and bureaus throughout the agency.

### V. Lessons Learned


- Dering's previous involvement and knowledge regarding PSERS' strategic plan enabled a fast turnaround for project planning and survey development.
- Limiting stakeholder input for survey development helped to ensure that survey questions were unbiased.
- Survey domains were whitelisted by BIT to help ensure that survey emails did not route to employees' spam folders.
- The survey results dashboard created by Dering was very well done, providing visual insights on responses at an agency and bureau level, and the ability to filter by categories, themes, and sub-themes.
- Utilizing a third party to conduct the survey ensured that results were kept anonymous, and that the survey was conducted using best industry practices for collecting and analyzing results.
- In comparison with other organizations, PSERS achieved a high survey completion rate of 78% overall, with every individual Bureau exceeding 68%.



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- In the first week of the survey, the project team received a couple requests/feedback to add survey response options to include “neutral”, “n/a”, or ability to skip questions they didn’t know how to answer. The team decided to keep the survey format as-is to retain consistency in the data and will consider this feedback in the design of future surveys.
- Feedback was received that some employees were unclear on whether to respond to survey questions from an agency, bureau, or work unit perspective. For the design of future surveys, need to provide clear direction in how questions are posed or provide more instructions.

**Sign off by Executive Director:**

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## Strategic Initiative Project Completion Form

<b>Strategic Initiative Project Name</b>	<b>EXO2327: Competency-Based Succession Planning Policy</b>
<b>Strategic Priority</b>	<b>Develop the organizational culture and staff/leadership competencies to meet the demands of the future.</b>
<b>Project Manager</b>	Heather Hutchinson
<b>Project Sponsor</b>	Beverly Hudson
<b>Team Members</b>	Terri Sanchez, Beverly Hudson, Caitlin Witmer, Mary Lane
<b>Project Closeout Date</b>	5/30/2025

### I. Project Scope

This Succession Planning Policy shall be used by the Executive Director and Executive Staff to identify Non-Civil Service, Management Level Key Positions and ensure the development of succession plans for each.

### II. Deliverables

This project was accomplished by completing the following deliverables:

Original Deliverable(s)	Proposed Deliverable Change(s)	Reason for Change
Critical executive and leadership roles within PSERS are identified for needed succession planning	None	N/A
System to assess talent and identify high-potential employees is created and implemented	None	N/A
Developed tools to help leaders with succession planning	None	N/A
Developed career pathways that maximize opportunities for career advancement within the agency	None	N/A
Metrics to monitor the progress of the program are put into place	None	N/A

While all Key Positions and Potential Successors have been identified and career pathways documented, the system to effectuate the policy has been implemented for only one Potential Successor (DED-DC) for one Key Position (ED) based upon the Emergency Orders of Succession and to fulfill a SOC 1 Type 2 remediation. Continued implementation of the system has begun for additional Key Positions, using information related to potential retirements as a mechanism for prioritizing further implementation.



## COMMONWEALTH OF PENNSYLVANIA PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM

### III. Project Benefits

Establishing an effective succession plan prepares our agency for seamless knowledge transfer, retaining critical institutional information. It also provides continuity of operations in the event of expected and unexpected turnover or critical absences in the organization. The identified potential successor candidates, with the guidance of HR staff, will complete an Executive Individual Development Plan (EIDP). The EIDP supports talent development, detailing knowledge, skills, and competencies and associated developmental activities/timeframes necessary to equip potential successors. Cultivating talent from within may reduce the need for an external search firm, leading to reduced recruitment costs in hiring, onboarding, and training new executive staff. These benefits culminate in more efficient and timely transitions from experienced leaders to their successors.

### IV. Impacted Business Areas

Managers/Supervisors within all business area's containing Non-Civil Service, Management Level Key Positions, including:

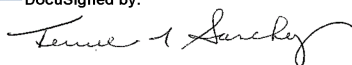
- Executive Leadership Team
- HR Department

### V. Lessons Learned

- Identify Key Positions and All Potential Successor Candidates from the Beginning\*
  - Engaging the Executive Director and Executive Staff early in the process affords sufficient time to identify and consider all possible potential successors.
- Develop and Implement an EIDP for Each Potential Successor\*
  - All potential successors for a Key Position should develop and implement their EIDPs concurrently to foster equitable opportunities.
  - Selecting less than all identified candidates to begin EIDP work may lend to the appearance of unequal treatment.
- Communication must be Ongoing
  - Frequent communication between Executive Staff and HR is imperative for guidance in identifying key position competencies and conducting a competency gap analysis, if needed.

*\*Note: To ensure compliance with the concurrent SOC 1 Type 2 Audit, an emphasis was placed on developing one sample to evidence attainment of the audit's related control objective.*

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## Strategic Initiative Project Completion Form

<b>Strategic Initiative Project Name</b>	<b>EXO2329: Technical Assistance Program to Support Legislators</b>
<b>Strategic Priority</b>	<b>Priority 5: Enhance communications, collaboration, and the education of all critical stakeholders</b>
<b>Project Manager</b>	Heather Hutchinson
<b>Project Sponsor</b>	Mark Fetzko
<b>Team Members</b>	Mark Fetzko, Jennifer Mills
<b>Project Closeout Date</b>	5/30/2025

### I. Project Scope

Legislators proposing policies affecting PSERS may lack a comprehensive understanding of the financial, legal, and operational aspects of the fund and applicable federal tax law, leading to potential internal challenges affecting decision-making and governance. Providing a structured Technical Assistance Program will increase collaboration between legislators and PSERS staff, fostering a more informed and proactive approach to addressing policy issues.

### II. Deliverables

This project was accomplished by completing the following deliverables:

<b>Original Deliverable(s)</b>	<b>Proposed Deliverable Change(s)</b>	<b>Reason for Change</b>
Legislative Offer Flyer	<b>None</b>	<b>N/A</b>
Effective socialization of the Legislative Offer Flyer with the Legislature	<b>None</b>	<b>N/A</b>
Internal Legislative Review Guide (Legislative Review Procedural Guide)	<b>None</b>	<b>N/A</b>
Increased collaboration between PSERS and the Legislature	<b>None</b>	<b>N/A</b>

Project efforts resulted in the creation of a Legislative Flyer. This flyer was socialized with key legislative stakeholders during in person meetings with Mark Fetzko and Terri Sanchez in March and April 2024. To address the internal needs for analyzing potential legislature that may affect PSERS, the Legislative Review Procedural Guide was created. The Guide outlines the internal procedures for PSERS staff to follow when responding to legislative requests to ensure a consistent, comprehensive and timely review of proposed legislation. Finally, increased collaboration was achieved by the creation and implementation of the Director of Government Affairs and Stakeholder Engagement position held by Mark Fetzko.





## COMMONWEALTH OF PENNSYLVANIA PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM

### III. Project Benefits

The development of a Technical Assistance Program will strengthen collaboration between PSERS and legislators and promote a better understanding of PSERS' financial, legal, and operational aspects within the General Assembly. Moreover, it will increase legislators' confidence in PSERS and mitigate the potential risks associated with policies made without the agency's consultation.

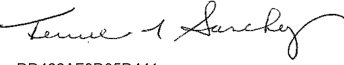
### IV. Impacted Business Areas

The project deliverables and outcomes affect external stakeholders (the Legislature) as well as internal stakeholders: Director of Government Affairs and Stakeholder Engagement, Office of Chief Counsel, Office of Financial Management, Investment Office, and the Executive Team.

### V. Lessons Learned

Lessons learned will be captured in a separate meeting that is planned for June 2025.

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## Strategic Initiative Project Completion Form

<b>Strategic Initiative Project Name</b>	EXO2332-Risk ID and Management for Employees
<b>Strategic Priority</b>	Implement a Robust Enterprise Risk Management (ERM) Program
<b>Project Manager</b>	Barbara Cooper
<b>Project Sponsor</b>	Eric Decker
<b>Team Members</b>	Bryce Shaeffer
<b>Project Closeout Date</b>	4/29/2025

### I. Project Scope

Develop organizational awareness and employees' willingness to participate in risk identification and management (including a curriculum).

### II. Deliverables

This project was accomplished by completing the following deliverable:

Original Deliverable	Deliverable Change	Reason for Change
Fully developed, multi-level risk curriculum for beginner, intermediate, advanced and manager categories	None	N/A

### III. Project Benefits

This project is closely tied with implementation of our enterprise risk management framework; effective execution of this project will strengthen our system of controls, limit the agency's exposure to risk, and empower employees to understand where they may take well-considered risk to improve performance


### IV. Impacted Business Areas

- All

### V. Lessons Learned

- This project should have been combined with EXO2317-Establish PSERS Enterprise Risk Management Framework and Governance
- A skills and gap assessment of risk management expertise of staff would have been helpful
- There was a willingness by PSERS staff to learn more about ERM.

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## Strategic Initiative Project Completion Form

<b>Strategic Initiative Project Name</b>	EXO2330: IT-PMO to EPMO Expansion
<b>Strategic Priority</b>	Align all organizational units and functions with PSERS' strategic priorities
<b>Project Manager</b>	Pam Bassler
<b>Project Sponsor</b>	Beverly Hudson (Eric Decker)
<b>Team Members</b>	Justin Cowan, Zelekha Sekander, Barbara Cooper, Heather Hutchinson, Eric Decker, Bryce Sheaffer, Vincent Salamone
<b>Project Closeout Date</b>	5/30/2025

### I. Project Scope

By expanding the existing Pension Administration System Project Management Office to an Enterprise Project Management Office, we better position the agency to align available resources and successfully carry out the Board's adopted strategic plan as well as other process improvement initiatives.

### II. Deliverables

This project was accomplished by completing the following deliverables:

Original Deliverable(s)	Proposed Deliverable Change(s)	Reason for Change
A formal PMO organizational unit (Project and Strategic Initiative Management Office) under the Director of Governance & Strategic Initiatives	A formal SPMO organizational unit (Strategic Project Management Office) under the Deputy Executive Director of Administration	Recommendation for a Chief Risk Officer dedicated solely to risk and performance.
A newly created & filled Director of Enterprise Project Management	A newly created & filled Director of Strategic Project Management Office	Rebranded title resulting from January 2025 unit reorganization
A dashboard view of the full project portfolio	None	N/A
A renewed comprehensive project governance structure	<del>A renewed comprehensive project governance structure</del>	This deliverable is being moved to EXO2401, a project specifically focused on defining projects from key business problems and leveraging technology where necessary.
	Formal agency announcement of reorganization of SPMO	Added to inform agency staff of recent unit reorganization



## COMMONWEALTH OF PENNSYLVANIA PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM

### III. Project Benefits

PSERS has enhanced its ability to manage all projects in an efficient and timely manner, as well as create better visibility on resource capacity, strategic alignment, and portfolio prioritization, through the creation of a Strategic Project Management Office and project portfolio dashboard(s).


### IV. Impacted Business Areas

- SPMO staff
- Director of the Strategic Project Management Office
- Deputy Executive Director of Administration
- PSERS' Executive Team and Business Leadership

### V. Lessons Learned

- The unit's project management framework aligns with industry best-practices and can be tailored to meet the strategic needs of the agency.
- Feedback sessions with executives, bureau directors, and project managers were valuable in identifying areas for enhancements and priorities for the unit to make operational changes.
- An important component of a transition to an agency-wide service offering is to understand the criteria of what becomes a project that the SPMO will directly support vs. a work effort that is led by a business unit.
- SPMO resource planning changes/efforts will be an iterative process, unless the agency is interested in undergoing a major change to its timekeeping methodology.

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## Strategic Initiative Project Completion Form

<b>Strategic Initiative Project Name</b>	EXO2334: KPI Development and Monitoring Standards
<b>Strategic Priority</b>	Priority 6: Align all organizational units and functions with PSERS' strategic priorities
<b>Project Manager</b>	Heather Hutchinson
<b>Project Sponsor</b>	Eric Decker
<b>Team Members</b>	Bryce Sheaffer, Melina, Vinnie, Darsala
<b>Project Closeout Date</b>	6/5/2025

### I. Project Scope

PSERS has a tremendous opportunity to better leverage its data to gauge program health and performance. By investing in the processes, policies, and technology needed to monitor performance data, we position ourselves to more accurately measure how we're doing relative to expectations while also measuring risk in a more qualitative manner.

The project will provide Vital Sign health measures and well-designed dashboards for each Board Committee and Business Unit leading to improved data literacy amongst Board and staff.

### II. Deliverables

This project was accomplished by completing the following deliverables:

Original Deliverable(s)	Proposed Deliverable Change(s)	Reason for Change
Vital sign health measures for each Board committee and business unit	Reduce scope to Board Committee Vital Signs only	Board Committee Vital Signs are well defined whereas business unit metrics will require a clearer effort for requirements gathering and effort estimation.
Well-designed dashboards to measure program health at multiple levels	Reduce scope to Board Committee Dashboards only	Business Unit metrics need significant development work along with assessment of data collection maturity. Business unit work may be better considered as the operational function of the Risk and Performance Data Office team.
Improved data literacy amongst Board and staff	None	N/A



## COMMONWEALTH OF PENNSYLVANIA PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM

As of the June 2025 Board Committee Meetings, the project will deliver 33 vital sign health measures in alignment with the metrics adopted by committees in October 2024. This includes Finance and Actuarial Committee (6 metrics), Benefits and Appeals Committee (6 metrics), Governance and Administration Committee (18 metrics across 4 business areas), and Audit, Compliance and Risk Committee (3 metrics). Metrics for Health Care, Defined Contribution and Investments Committees are considered out of scope for the project.

Each committee will see a dashboard of their metrics along with individual visualizations of each of the vital signs. Narratives for each of the contributed metrics will explain the vital sign being measured, the data source, any targets and other information intended to assist the user in understanding the visualization. This content will be available in Diligent.

The project will also establish service level agreements between the Risk and Performance Data Office and the individual groups for data refresh timing, documentation availability and other factors contributing to the ongoing use of these vital signs at the Board Committee level. Risk and Performance Data Office will take over the maintenance and improvement of the Board Committee Dashboards once the project is closed.

### III. Project Benefits

We anticipate that success with this initiative will result in a greater degree of confidence amongst both Board and staff as to the performance of the organization. Furthermore, it will highlight opportunities for improvement as well as areas where greater investment may yield even greater results. Finally, this project served as an introduction to basic data literacy concepts for the Board and staff, and set the stage for more advanced work in the future.


### IV. Impacted Business Areas

The project deliverables affect Board Committee members, Board Committee Liaisons, Executive Team, and Deputy Level leaders of Business Units who are contributing metrics to the Committee Dashboards. By extension, the entire PSERS community is positively affected by the increased use and literacy of metrics to accurately and objectively analyze the health of the organization.

### V. Lessons Learned

Lessons learned will be captured after the project completes.

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## Strategic Initiative Proposed Changes(s)

<b>Strategic Initiative Project Name</b>	<b>OFM2301: Implement the requirements of Account Validation under Act 54 of 2022</b>
<b>Strategic Priority</b>	<b>Priority 2: Enhance comprehensive and transparent financial reporting and forecasting</b>
<b>Project Manager</b>	Barb Cooper
<b>Project Sponsor</b>	Brian Lyman

### I. Proposed Project Scope Changes

None

### II. Proposed Deliverable Changes

The following are the current deliverables of the project, along with any proposed changes and reason(s) for the requested change:

Original Deliverable	Proposed Deliverable Change	Reason for Change
Established a relationship with an Account Validation Service (AVS)	None	N/A
Determined how to handle accounts flagged during AVS	None	N/A
Automated process within V3locity workflows	None	N/A
Complied with all requirements of Act 54 of 2022	None	N/A

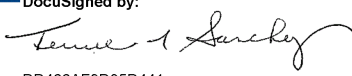
### III. Proposed Timeline Changes

Although the deliverables and scope are not changing, the project's timeline will need to shift. To date, PSERS has met the requirement of Act 54 to procure an AVS solution from the list of vendors approved by Treasury, which we accomplished via the interagency agreement with Treasury to access the PNC solution. Additionally, as part of this strategic initiative to *implement* AVS services, we have put into place a manual process to validate all EFT banking changes submitted to OFM via the EFT Authorization Workflow and have determined how to handle flagged accounts. To best accomplish the deliverable on creating an automated process, it was determined that this should be built after completing Strategic Initiative ITO2304-V3 to V3locity Migration this summer. Once in the new cloud-based system, we can begin the discovery phase of system capabilities to determine feasibility and time to implementation. At this point, we are planning for the discovery phase to run through December 31, 2025. Depending on those



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results, but also proposing a target for implementation, we hope to align needed changes with the standard June 2026 pension administration release schedule.

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## Strategic Initiative Proposed Changes(s)

<b>Strategic Initiative Project Name</b>	<b>EX02319: Crisis Management Plan for Cybersecurity and Ransom Strategy</b>
<b>Strategic Priority</b>	<b>Implement a robust enterprise risk management program</b>
<b>Project Manager</b>	Pam Bassler
<b>Project Sponsor</b>	Eric Decker, Mark Fetzko

### I. Proposed Project Scope Changes

The team proposes to narrow the project scope from a comprehensive crisis communications plan to instead focus on ransomware cybersecurity incidents. Developing a comprehensive plan that addresses every possible crisis will significantly extend the project timeline. Cybersecurity incidents, especially ransomware attacks, is among the most immediate and significant threat organizations face today and by concentrating on these scenarios, we ensure efforts are aligned with the highest-priority risks. Starting with a focused plan on cyber crises will serve as a strong foundation for broader crisis communications planning and will not prevent the agency from continuing to improve and expand the plan to include additional crisis scenarios in the future, as time and resources allow.

### II. Proposed Deliverable Changes

The following are the current deliverables of the project, along with any proposed changes and reason(s) for the requested change:

<b>Original Deliverables</b>	<b>Proposed Deliverable Changes</b>	<b>Reason for Changes</b>
Formal crisis communications plan	<b>Formal cyber crisis communications plan</b>	<b>Focus of deliverable scope narrowed to cyber crisis</b>
Ransom Payment Strategy & clear authority/responsibility matrix for key decisions and actions during a crisis	<b>Ransom Payment Strategy &amp; clear authority/responsibility matrix for key decisions and actions during a cyber-attack</b>	<b>Focus of deliverable scope narrowed to cyber crisis</b>
Training for staff on when the crisis response strategy may be required and their role	<b>Meeting with Incident Response Team to ensure they understand their roles</b>	<b>Focus of deliverable scope narrowed to cyber crisis</b>
Cybersecurity Incident Response Plan and appropriate cyber threat playbooks	<b>None</b>	<b>N/A</b>



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A Cybersecurity Incident Response Plan was first established in 2019 and was last updated in August 2024. The Chief Information Security Officer manages operational improvements and enhancements to the plan in coordination with BIT and the cyber insurance provider annually, or as-needed as new cybersecurity risks are identified.

### III. Proposed Timeline Changes

The deliverable changes outlined above would result in this strategic initiative's timeline to reach project completion by August 2025 with presentation to the Board on recommended ransom payment strategy options.

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## Strategic Initiative Proposed Changes(s)

<b>Strategic Initiative Project Name</b>	<b>EXO2331-Board Communication and Information Sharing Enhancement</b>
<b>Strategic Priority</b>	<b>Enhance comprehensive and transparent financial reporting and forecasting</b>
<b>Project Manager</b>	Barbara Cooper
<b>Project Sponsor</b>	Evelyn Williams

### I. Proposed Project Scope Change

Phase 3 of this strategic initiative is currently written as such: Based on Survey comments, possibly conduct search for other Board Book solutions to replace Diligent or look at other solutions that Diligent has available.

The following proposed change would further specify the decision point, which clarifies when the project is complete: "Phase 3: Based on an analysis of the comments from resurveying Board Members, a decision will be made to either continue using Diligent as the Board Book solution for another year or so and then go to market, or to begin the procurement process immediately and go to market to explore other Board Book solutions and pricing."

### II. Proposed Deliverable Changes

The following are the current deliverables of the project, along with any proposed changes and reason(s) for the requested change:

Original Deliverable	Proposed Deliverable Change	Reason for Change
Surveyed Board Members about needed capabilities of a Board Book software platform	None	N/A
Conducted an extensive review of current software package	None	N/A
Determination if needed changes to Diligent are possible and cost-effective or to go to market for another Board Book solution	Rephrase to: Resurvey Board Members in the fall and use that feedback to decide if we should begin the year-long process to go to market now, or continue to use Diligent for another year or so and then go to market.	To further clarify the distinction between project completion and operational work

Specific Accomplishments to date:

- Updated links and archived data in Resource Folders for users to more easily navigate through Diligent
- Created Board Education Books



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- Implemented Multifactor Authentication (MFA)
- Implemented Secure File Share (SFS)
- Due Diligence Package Policy (PSERB Resolution 2025-16)
- Board Inquiry Policy (PSERB Resolution 2025-29)

### III. Proposed Timeline Changes

The deliverable change above does not change this strategic initiative's timeline. The Board Member survey continues to be planned for later in fall 2025 and the decision will be made after analyzing those results.

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## Strategic Initiative Proposed Changes(s)

<b>Strategic Initiative Project Name</b>	<b>EXO2404: Member Information Enhancement Program</b>
<b>Strategic Priority</b>	<b>Enhance member satisfaction throughout the customer experience.</b>
<b>Project Manager</b>	Justin Cowan (temporarily for this document)
<b>Project Sponsor</b>	Jennifer Mills

### I. Proposed Project Scope Changes

The initiative is: "Welcome members with the clear and succinct information on PSERS' services, member benefits and the impact of retirement decisions at appropriate time intervals, especially information related to class elections (includes customer needs analysis)." The original rationale presented to the Board for the initiative was to: "focus on greater transparency to stakeholders, both internally and externally. Additionally, there is a need to better educate/orient members within the first 30 days of employment, as the amount of information they receive up front may be overwhelming and overcomplicated."

When developing the charter, we expanded the scope of the review to all member communications sent during the first year of membership AND after the first year of membership. We also included the review of communications that are no longer sent during the first year and after the first year to identify lessons learned. Surveys of stakeholders and employers were also included in the scope of this project to identify partnership opportunities. The Charter further identified the development of a marketing plan based on the assessment of the communications and then a survey to gauge the success of the communication/marketing plan.

**Change #1:** Based on the original initiative and rationale, the project should focus on the communications sent to members upon enrollment and that include specific member elections and statutory timeframes within the first year of membership during which members must take an action. We, therefore, propose to limit the scope to reviewing and revising, as needed, the following communications, including the distribution method, e.g. paper v. paperless:

- New employee handout for employers and email blast they are asked to send
- Demographic letter\*
  - Qualification insert (aka Welcome Note in Cypress)\*\*
  - MSS Quick Start Guide\*\*
- Welcome letter\*
  - Field Map\*
  - NOB Form (added October 2024)\*\*
  - *References: Active Handbook, NQPT, Multiple Service, NOB*
- Class election letter\*
  - Part-Time waiver insert\*\*
  - Class Election Insert\*\*



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- *References: Retirement Estimate Calculator with DC*
    - Branding 1 pager\*\*
    - *References: Act 5 Membership Class Election Form Class T-G Members Only*
- Confirmation of class letter\*
  - Investment options insert\*\*
- Website content
  - New to PSERS
  - Class Election
    - 3 Class Election Videos
  - Retirement Estimate Calculator with DC
  - Active Handbook
- Voya PIN letter
- Emails
  - DC 1<sup>st</sup> year communications swim lane
  - Class Election Email Blast (sent in fall, hits new members with open election workflow)

\*V3

\*\*Cypress

Note that because we are currently implementing V3locity for which no changes to the system can be requested immediately before implementation and for a significant time after implementation, the implementation of revisions to communications in V3 will be delayed.

**Change #2:** The survey of stakeholders and employers for potential partnership opportunities with communications is already contemplated in EXO 2328 Comprehensive Stakeholder Relations Plan. This plan will be updated to document leveraging that project as part of the review of the communications.

**Change #3:** The development of a marketing plan does not track the original focus of the strategic initiative. The assessment of the communication review should be to better educate members in a way that is not overwhelming or overcomplicated, and not to market a particular concept, action, or view.

### II. Proposed Deliverable Changes

For this initiative, the deliverables presented to the Board are further broken down into the following set of activities, along with any proposed changes and reason(s) for the requested change:

Original Deliverable	Proposed Deliverable Change	Reason for Change
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## COMMONWEALTH OF PENNSYLVANIA PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM

Conduct communication primer for the Board	<b>None</b>	<b>N/A</b>
Review and evaluate all communications for the system and the DC Plan that are sent during the first year of membership	Review and evaluate all communications for the system and the DC Plan that are sent during the first year of membership <b>to better educate members in a way that is not overwhelming or overcomplicated.</b>	<b>Change #1 above</b>
Review and evaluate past communications sent during the first year of membership that are no longer sent or were modified to identify lessons learned	<b>Remove</b>	<b>Change #1 above</b>
Survey stakeholders and employers for potential partnership opportunities with communications for the system and the DC Plan that are sent during the first year of membership	<b>Leverage EXO 2328 to engage</b> stakeholders and employers <b>when developing recommendations</b> for communications that are sent during the first year of membership	<b>Change #2 above</b>
Evaluate the results of the reviews and surveys and develop a communication and marketing plan based on the assessment, including identifying V3 system changes needed to implement the communication plan for communications sent during the first year of membership	<b>Combined with leveraging EXO 2328</b>	<b>Changes #2 and #3 above</b>
Begin the implementation of the communication plan for communications sent during the first year of membership, i.e. revise communications, create videos and emails, implement V3 system changes.	Begin the implementation of the <b>proposed changes to</b> communications sent during the first year of membership, i.e. revise communications, create videos and emails, implement V3 system changes.	<b>Changes #1 and #3 above</b>
Review and evaluate all communications for the system and the DC Plan that are sent after the first year of membership	<b>Remove</b>	<b>Change #1 above</b>
Review and evaluate past communications sent after the first year of membership that are no longer sent or were modified to identify lessons learned	<b>Remove</b>	<b>Change #1 above</b>




## COMMONWEALTH OF PENNSYLVANIA PUBLIC SCHOOL EMPLOYEES' RETIREMENT SYSTEM

Survey stakeholders and employers for potential partnership opportunities with communications for the system and the DC Plan that are sent after the first year of membership	<b>Remove</b>	<b>Change #1 above</b>
Evaluate the results of the reviews and surveys and develop a communication and marketing plan based on the assessment, including identifying V3 system changes needed to implement the communication plan for communications sent after the first year of membership	<b>Remove</b>	<b>Change #1 above</b>
Begin the implementation of the communication plan for communications sent after the first year of membership, i.e. revise communications, create videos and emails, implement V3 system changes.	<b>Remove</b>	<b>Change #1 above</b>
Post implementation of communication plan, conduct surveys to gauge success	<b>Remove</b>	<b>Lessons learned and not a project deliverable.</b>

### III. Proposed Timeline Changes

The deliverable changes outlined above would result in this strategic initiative's timeline being shortened and completed earlier than originally planned.

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