

2018 - 2022

Five-Year Strategic Plan



Five-Year Strategic Plan At a Glance



► Our Vision

What We Strive to Achieve

Relentlessly pursuing excellence in pension benefits administration, to serve those who serve Albertans.

► Our Values

Do The Right Thing

Every action of our professional and highly engaged team is guided by three core values:

- Service – Make every interaction count
- Quality – What we do, we do well
- Accountability – Take responsibility

► Key Themes



Success Factors

- ✓ Be referred to as the pension provider of choice by the plans we administer.
- ✓ Be regarded as best-in-class against our peers nationwide.
- ✓ Increased member understanding of the value of their pension benefit.
- ✓ Increased number of times the employer provides pension information to members, as a conduit of the information.
- ✓ Increased timeliness, accuracy and quality of service, while also ensuring our administration is compliant.
- ✓ Increased engagement between employer and APS.
- ✓ Increased engagement between member and Plan.
- ✓ Increased engagement between APS employees and management, along with increased retention rate.

► Our Mission

What We Exist To Do

As a pension benefits administrator serving Albertans, we are knowledgeable, caring professionals committed to guiding the pension experience, delivering the highest standard of accurate, cost-effective service.

**Driving Motivation:
To be the pension
provider of choice.**

► Strategic Objectives

1: Enhance Stakeholder Relationships

We will strengthen the relationship between APS and the Boards we serve. We will constantly demonstrate the value of our services in order to better meet their needs.

2: Transform Member and Employer Interactions

We will enhance interactions between APS and the employers and Plan members (active, deferred and retired) by considering audience age and stage, communication channels, access to information, and self-service transactions.

3: Elevate Member and Employer Pension Benefit Education

We will commit to the education of employers and Plan members, in the reasons for and workings of defined benefit pension plans.

4: Optimize Service Delivery

We will continue to focus on opportunities for innovation as a key way to administer our service.

5: Align and Grow Workforce Capabilities

We will harness the passion and professionalism of APS employees and provide engaging management, performance measures and development opportunities.

▶ What Does the Future Hold?

A fresh, bold vision

With a revitalized Vision and Mission guiding the way, APS embarks on the next five years with relentless drive to be the pension provider of choice.

We are committed to making the pension experience easy.

We will listen to the members and other stakeholders and make meaningful improvements to our services.

We will find ways to give members information in the way they want to receive it.

The last strategic phase saw the implementation of our Next Generation project which will make the administration of pension benefits faster and more efficient. This organizational transformation created the foundation that allows us to serve our stakeholders better than ever. Now we must refine our execution on the path to *pursuing excellence*.

Our new vision says it all—we, at APS, are dedicated to public service and guiding our clients' members through the ages and stages of their pension plan. Over the next five years we will make huge strides in our service delivery as we transform our communication methods, elevate pension benefit education, and enhance our stakeholder relationships.

For our passionate and dedicated workforce, who “do the right thing” at all times, we’ll continue to increase engagement, provide education and training, be transparent and encourage two-way communication. We know that future success will be the result of investing whole-heartedly in our people.

Our vision is bold; with focused determination and clearly defined priorities, we will provide best-in-class service and earn the reputation of pension provider of choice.

Our Vision

What We Strive to Achieve

Relentlessly pursuing excellence in pension benefits administration, to serve those who serve Albertans.

Our Mission

What We Exist To Do

As a pension benefits administrator serving Albertans, we are knowledgeable, caring professionals committed to guiding the pension experience, delivering the highest standard of accurate, cost-effective service.

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▶ What We Do & Who We Serve

APS guides the pension experience with great care and expertise under the direction of the pension boards we serve and the Government of Alberta. We work on behalf of the following seven public sector pension plans plus two supplementary plans:

- Local Authorities Pension Plan (LAPP)
- Public Service Pension Plan (PSPP)
- Management Employees Pension Plan (MEPP)
- Special Forces Pension Plan (SFPP)
- Public Service Management (Closed Membership) Pension Plan (PSM(CM)PP)
- Members of the Legislative Assembly Pension Plan (MLAPP)
- Supplementary Retirement Plan for Public Service Managers (SRP)
- Provincial Judges and Masters in Chambers (Registered) Pension Plan (PJMC(R)PP)
- Provincial Judges and Master in Chambers (Unregistered) Pension Plan (PJMC(U)PP)

In 2016, we provided direct services to over

502

employers

359,656

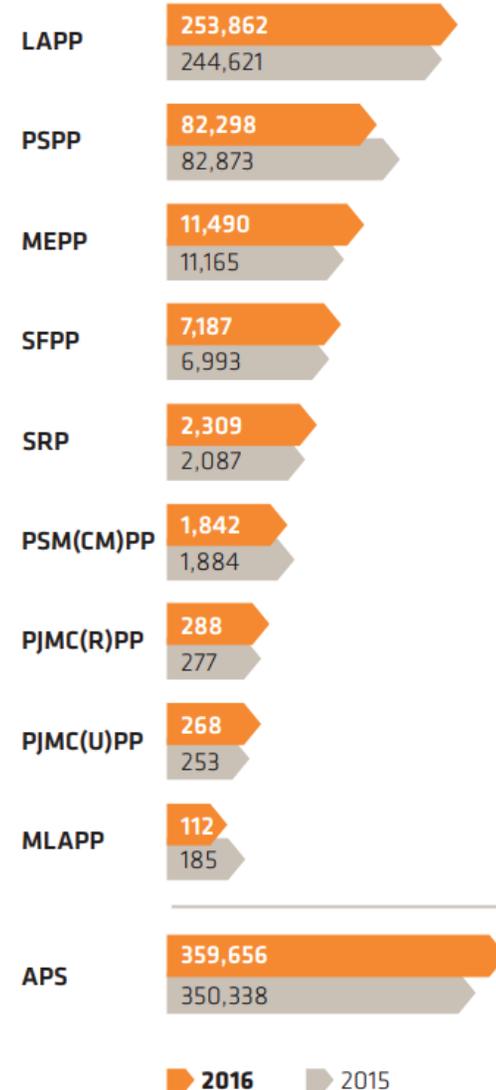
members, pensioners and beneficiaries

and processed approximately

\$6.0 Billion

in pension funds

MEMBERS BY PLAN



▶ How Did We Get Here?

On the heels of a massive organizational transformation, we knew that we also needed to evolve our approach to the strategic plan. APS' greatest assets are our people and our relationships—it only made sense to start here when defining our future goals.

Thoughtfully collected data, including research and feedback, market analysis, and a critical review of our last strategic period (2015-2018) contributed to the development. The momentum following the successful implementation of Next Generation continues to be palpable; capturing this energy is essential to our future growth.

Guided by Stakeholder Research

Our process focused on gathering the thoughts of our stakeholders on APS' strengths, opportunities, and future aspirations. We used an Appreciative Inquiry philosophy of management, using a Strengths, Opportunities, Aspirations and Results (SOAR) methodology to drive our research. We gathered feedback from employees; Plan Board members and staff; the members, pensioners and employers who belong to those plans; and staff from our shareholder, Alberta Treasury Board and Finance. The most salient findings from the research were used to form the strategic plan.

Research Included:



253

APS staff interviews
(out of 303 staff)



11

employer
interviews



20

small-table
conversations
at a 4 hour
off-site group
review session



4

focus group sessions
with Plan members
at different life
stages, from a cross
section of Plans



16

Plan Board and
stakeholder
presentations



4

working sessions
with APS staff on
vision and mission
statements

Important Market Assumptions

There are two market assumptions that we kept top of mind during our planning.



The anticipated increase in demand for our services, driven by demographic trends and labour market dynamics, will increase the number of interactions between Plan and member.



Our environment can change rapidly, and we will continue to evaluate our priorities and the risks and opportunities for APS, in order to be quick and agile in the face of change. The on-going discussion of possible reforms to the pension plan governance models, for example, could have a significant impact on APS and will be monitored closely.

Building on the Momentum

The last five years at APS were ambitious and, not surprisingly, our team rose to the occasion. Numerous major goals were set and achieved. Through our strategic planning process, our team members told us they want to continue building on this momentum, while reflecting on the lessons learned along the way. These past successes include:

- ✓ **Implemented the COMPASS pension administration system**, a highly automated system for faster member service.
- ✓ **Enhanced our Member Services Centre (MSC)** by adding new contact channels and highly trained staff to better respond to increasing contacts.
- ✓ **Elevated member service** to include personalized, proactive calls and step-by-step support to guide members through the retirement process.
- ✓ **Enhanced employer support** by providing on-site representatives to three of the largest employers, segmentation services based on employer size, and partnering with unions and employers to increase member education.
- ✓ **Updated the online presence for LAPP, PSPP, MEPP and SFPP Plan Boards** by developing new websites (remaining sites to launch early 2018).
- ✓ **Established the framework for improved, secure, online services for members**, such as the ability to complete the retirement process online (PensionEase).
- ✓ **Continued to enhance our risk management, audit and compliance functions** to ensure APS proactively identifies and manages risks (within acceptable tolerance levels).

▶ Our Plan for the Future

In order to live up to our Vision and Mission we will align the entire organization to a singular motivation in the 2018 – 2022 strategic phase:

▶ **Driving Motivation:
To be the pension
provider of choice.**

▶ Key Themes

What will take us from where we are today to the future position of providing seamless pension administration services? We've determined the following focus areas for realizing success.



Self service



Innovation



Transparency



Age and stage
communication



Accuracy



Collaboration



Pension engagement
and education

Our Strategic Objectives

5 years, 5 strategic objectives

By focusing our passion and energy on five strategic priorities, we will refine client services to be best-in-class against our peers nationwide and regarded as the pension provider of choice. The adjustments will be challenging and will demand APS focus on all strategic objectives. The objectives often build on each other, creating a whole that is greater than the sum of its parts.

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We want to be known for our customer service and helping people. There should be no hesitation or frustration on the part of the member when they need to contact us.

2017 Stakeholder Survey Quote

Strategic Objective 1: Enhance Stakeholder Relationships

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*The APS culture is striving to
be the best and do the best.
We have an opportunity
to be a leader in our
industry.*

2017 Stakeholder Survey Quote

We will strengthen the relationship between APS and the Boards we serve in order to better meet their needs. We will constantly demonstrate the value of our services.

Priorities

- Work more closely and increase opportunities for collaboration with Plan Boards and Government.

Strategic Objective 2: Transform Member and Employer Interactions

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The new system, with PensionEase and automation, expands our ability to have better customer service and effectively help our members. It's neat to see things changing and see how they will help our members.

2017 Stakeholder Survey Quote

We will enhance interactions between APS and the employers and Plan members (active, deferred and retired) by considering audience age and stage, communication channels, access to information, and self-service transactions.

Priorities

- Be proactive and relevant to members by targeting our service solutions to members' needs at their age and stage in the plan.
- Develop service solutions that support members in making well informed retirement-related decisions—consider multi-channel solutions and the ability to perform their own research (ie. online research, one-on-one in person, apps and online tools).
- Work with employers to understand their needs and opportunities, for the purpose of providing them with the tools they need.

Strategic Objective 3: Elevate Member and Employer Pension Benefit Education

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APS has the ability to take something that is super complex and make it understandable and relatable to the average person on the street.

2017 Stakeholder Survey Quote

We will commit to the education of employers and Plan members, in the reasons for and workings of defined benefit pension plans.

Priorities

- Work with the Plan Boards to establish the parameters and expectations of APS' involvement in member, employer and stakeholder education. This includes, but is not limited to, education event timing and delivery channels.
- Establish services that will allow members to receive educational information about their plans.

Strategic Objective 4: Optimize Service Delivery

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“When I think about the possibility of being able to handle an increasing number of pensioners in an efficient manner, I get excited.”

2017 Stakeholder Survey Quote

We will continue to focus on opportunities for innovation as a key way to administer our service.

Priorities

- Work on continuous improvements to COMPASS for the purpose of ensuring consistent service, including enhancing workflows and simplifying client interactions.
- Enhance member service quality by upgrading the COMPASS system with more member-centric capabilities, without interruption in member services.
- Ensure that systems and information security at APS is optimized.

Strategic Objective 5: Align and Grow Workforce Capabilities

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I'm most proud of doing my job accurately and being fully engaged in what I do—and giving a 100% effort on a daily basis.”

2017 Stakeholder Survey Quote

We will harness the passion and professionalism of APS employees and provide engaging management, performance measures and development opportunities.

Priorities

- Align organizational design with current and future business requirements.
- Enhance the employee learning and development program.
- Enhance Human Resources service tools and grow management efficiency, effectiveness and strategic capability.

Key Success Factors

- ✓ Be referred to as the pension provider of choice by the plans we administer.
- ✓ Be regarded as best-in-class against our peers nationwide.
- ✓ Increased member understanding of the value of their pension benefit.
- ✓ Increased number of times the employer provides pension information to members, as a conduit of the information.
- ✓ Increased timeliness, accuracy and quality of service, while also ensuring our administration is compliant.
- ✓ Increased engagement between employer and APS.
- ✓ Increased engagement between member and Plan.
- ✓ Increased engagement of APS employees along with employee development focused on meeting client needs.