



Doing A Lot More...With Less

Tim McCormick
Office of Retirement Services
State of Michigan

Office of Retirement Services

By the numbers...

- ◆ 1 out of 18
- ◆ 1 out of 9
- ◆ \$5.6 billion
- ◆ \$49.3 billion



The Challenge: 1997

- ◆ First pension check
six month delay
- ◆ Health insurance
3 month delay
- ◆ Customer Requests
 - misrouted and lost
 - up to a year to respond to difficult issues.



The Solution

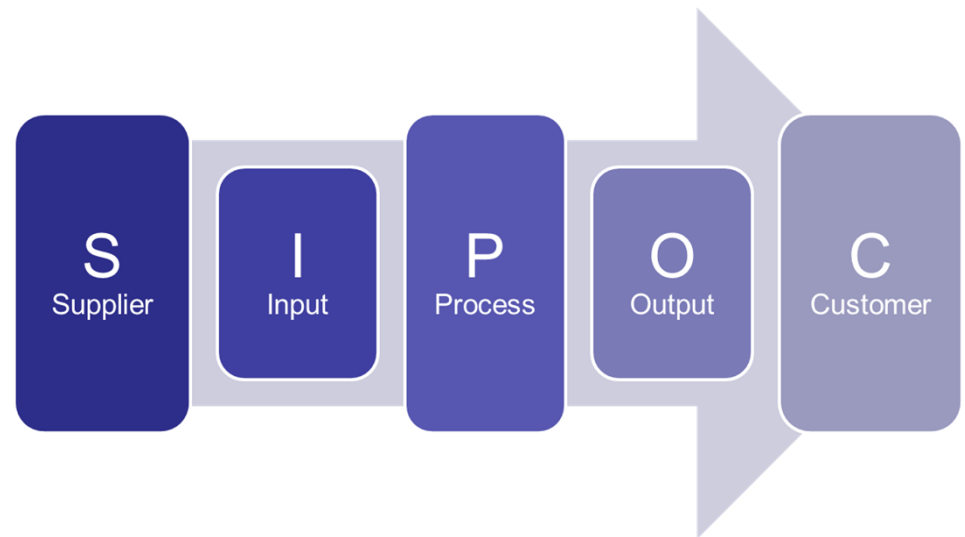
- ◆ Strategic Alignment and Reengineering
- ◆ Process-based Organization
- ◆ Governance

“The radical redesign of business processes for dramatic improvement.”

~Michael Hammer

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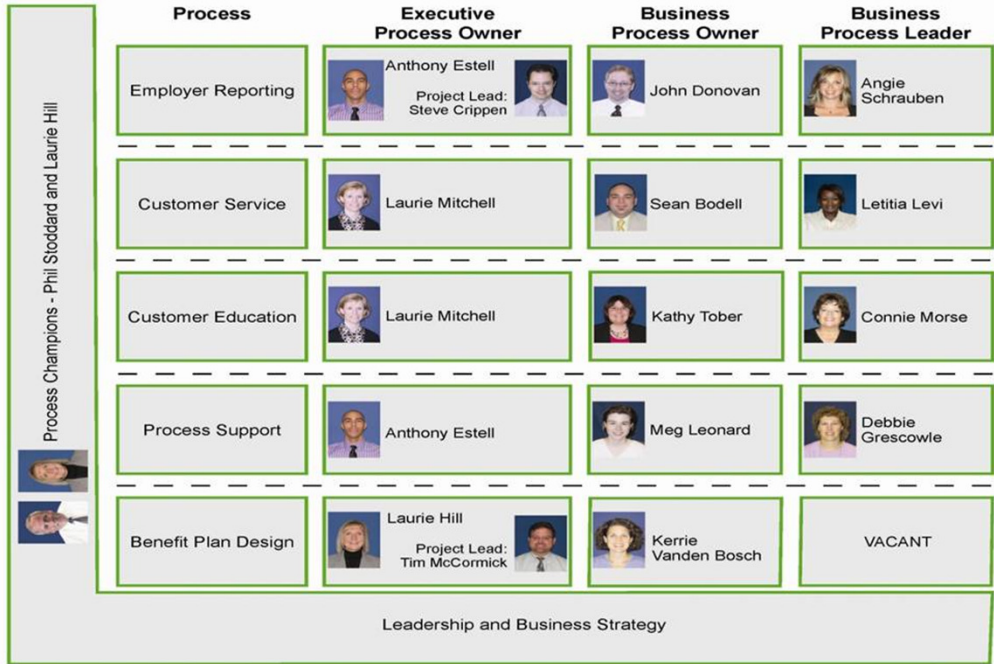
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The Results

	1997
First pension check	Up to six months after retirement
Health insurance	Up to 3 months
Customer service	Calls were routinely misrouted and lost
Written responses	Up to a year to respond to difficult issues

The Results

	1997	2005
First pension check	Up to six months after retirement	90% in 60 days
Health insurance	Up to 3 months	80% by retirement date
Customer service	Calls were routinely misrouted and lost	85% first call resolution
Written responses	Up to a year to respond to difficult issues	86% within 10 days

The Results

	1997	2005	June 2011
First pension check	Up to six months after retirement	90% in 60 days	92% in 30 days 100% in 60 days
Health insurance	Up to 3 months	80% by retirement date	97% by retirement date
Customer service	Calls were routinely misrouted and lost	85% first call resolution	90% first call resolution
Written responses	Up to a year to respond to difficult issues	86% within 10 days	95% within 10 days

The Results

	ORS	Peers
Administrative Cost (per active member and annuitant)	\$59	\$79
Customers Served (per employee)	4,125	1,724
Cost to pay a pension (per annuitant)	\$7	\$12

The Future

Sustaining and Maturing

- ◆ Enterprise and Process Audits
- ◆ Tools and Technology
- ◆ Process Improvement
- ◆ People and Change

The Future

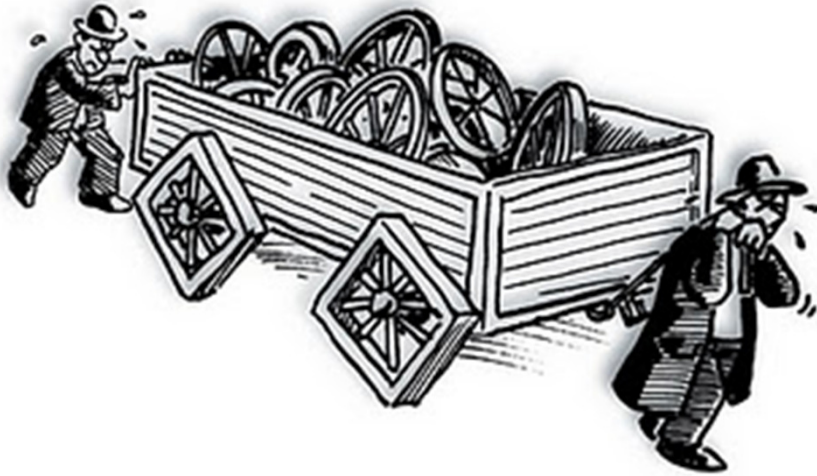
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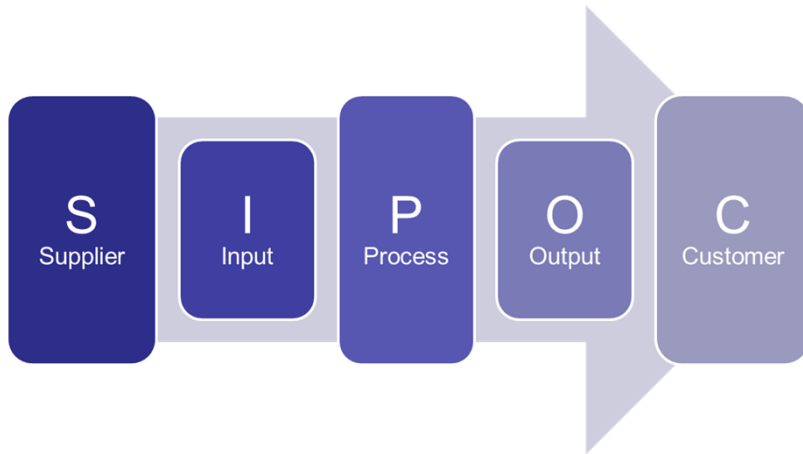
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The Future

Sustaining and Maturing



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- ◆ Tools and Technology
- ◆ **Process Improvement**
- ◆ People and Change

The Future

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