



**State of New Jersey
Division of Pensions and Benefits
(DPB)**

50 West State Street
Trenton, NJ 08625-0295



Dates of Engagement
1998 – 1999

Purpose / Objectives

- Operational and organizational study, analysis, and recommendations

Nature of LRWL Services

As part of a multi-disciplined team, LRWL participated in an across the board review of the New Jersey Division of Pensions and Benefits. The objective of this review was to identify areas where this 350 person organization could improve. Driver processes were identified within the organization in all areas: pensions (retirement), benefits (health), operations, client services, employer reporting, audit, legal, research, contract management, IT (both internal and external), etc.

As a result of discussions, agreed upon areas were focused upon further, with the objective of identifying “achievable” best practices. Suggestions were developed to achieve these desired objectives. As the suggestions were implemented, metrics were introduced to ensure that improvements were being achieved and to provide feedback to DPB to further develop similar improvements on their own. The process included developing agency-wide vision and mission statements, process improvement recommendations, budgets, and staffing plans as well as a high level IT Plan which was used as the basis for more detailed planning and specification documents for DPB over the subsequent five plus years.

Under the auspices of this effort, metrics were collected pertaining to critical elements to compare DPB to other, similar, state-wide retirement systems. These elements included: staff size, administrative budgets, active and retiree populations, IT budgets, etc.

Additionally, “Best Practices visits” were completed to a number of retirement systems, including:

- CALPERS
- CALSTRS
- Wisconsin Consolidated
- Michigan ORS
- Texas Municipal
- Texas Employers.

During these trips, areas critical to the systems’ successes and failures (e.g., staffing levels and staff attributes, organizational structure, audits, training, member and employer services, internal and IT issues, budget, research/planning, and problem solving methodologies) were discussed – with an emphasis on technology.

DPB operates in a number of environments: a shared, state-run IBM mainframe using NATURAL/ADABAS; a large scale LAN, supporting all client PC’s; a number of servers; a number of super minicomputers supporting imaging and work flow.