

Administrators Town Hall

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International Foundation
OF EMPLOYEE BENEFIT PLANS 

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Polling Question

Who Is in the Audience?

- A. Salaried Administrator
- B. Third Party Administrator (TPA)
- C. Employer/Management Trustee
- D. Union/Labor Trustee
- E. Plan Professional
- F. Benefit Staff

Polling Question

How Long Is Your Tenure?

- A. < 1 Year
- B. 1-3 Years
- C. 3-5 Years
- D. 5-10 Years
- E. 10+ Years

Polling Question

What Types of Benefit Plans?

- A. Health and Welfare
- B. Retirement
- C. Training/Apprenticeship
- D. Other

Polling Question

What Functions?

- A. Accounting
- B. Contribution collection
- C. Eligibility and enrollment
- D. Health claims
- E. Retirement claims
- F. Fund manager
- G. Customer service

Town Hall Jeopardy

Board of Trustees	Administrative Office	Roles and Relationships	Compliance
<u>Onboarding New Trustees</u>	<u>Recruitment, Retention and Succession Planning</u>	<u>A-Team Roles</u>	<u>Compliance Tracking</u>
<u>Effective Board Meetings</u>	<u>Culture</u>	<u>Essential Qualities of an Administrator</u>	<u>Policy Documentation and Tracking</u>
<u>Use of Sub-Committees</u>	<u>Performance</u>	<u>Trustee and Administrator Relationship</u>	<u>Preparing for DOL/IRS Audit</u>
<u>Engagement with Trustees and Administrator</u>	<u>Automation Technology</u>	<u>TPA vs. Salaried Administrator</u>	<u>Cybersecurity</u>
<u>Audience Wildcard</u>	<u>Audience Wildcard</u>	<u>Audience Wildcard</u>	<u>Audience Wildcard</u>

Board of Trustees

Board of Trustees

Onboarding New Trustees

- Welcome and assess
 - Welcome new Trustee and begin to build trust. Assess their knowledge and experience to provide the most appropriate onboarding for them.
- Orientation
 - Introduce to Board structure, professionals and service providers that work for the plan(s).
 - Introduce Fund policies and procedures, such as Trustee Expense Policy, Conflict of Interest Policy, Reimbursement of Lost Wages, etc.
 - Provide meeting schedule and what to expect. Review historical meeting agenda, Robert's Rules, etc.
 - Conduct a post-meeting review after their first Board meeting.
- Educational opportunities
 - Introduce educational opportunities, such as IFEBP, as appropriate.



Board of Trustees

Effective Board Meetings

- Conducive meeting arrangements
 - Adequate space and comfortable, quiet meeting environment
 - Breakout space available, if needed
 - Food and beverages
- Appropriate tools
 - Technology
 - Board management software
 - A/V equipment, tablets, power strips, etc.
 - Virtual meeting platform
 - Notepads, writing instruments



Board of Trustees

Effective Board Meetings

- Clear, Complete and Well-Organized Meeting Agenda
 - Use agenda templates, reference prior meeting action items and Minutes
 - Collect reports from all presenters in advance
- Informed Attendees
 - Meeting calendar appointments, reminders
 - Pre-meetings with Chair, Secretary, Legal Counsel, Consultant
 - Distribute meeting materials in advance
- Efficient Use of Time
 - Sub-committee reports and recommendations
 - Plan for appropriate presentation times



Board of Trustees

Effective Board Meetings

- Effective, timely follow up
 - Use note-taking templates and identify action items and their owners. Debrief with interested parties following the meeting.
 - Set deadlines for completing follow up tasks.



Board of Trustees

Use of Sub-Committees

- Subset of full Board with designated or general purpose
 - Appeals Committee
 - Collections Committee
 - Investment Committee
 - Wellness Committee
- Board-delegated authority
 - Responsive to time-sensitive matters
 - “In the weeds,” so the full Board can operate at an executive level
 - Reports to Board of Trustees. Action is often ratified by full Board.
- Standing vs. Rotating committees
 - Standing: Builds experience, familiarity and consistency
 - Rotating: Engages more Trustees



Board of Trustees

Engagement with Trustees and Administrator

- Team approach with key administrative staff
 - Not reliant on a sole person
 - Gives Trustees and Plan Professionals more communication avenues
 - Offers sustainability / business continuity
 - Staff engagement provides opportunities for learning and growth



Administrative Office

Administrative Office— Recruitment, Retention and Succession Planning



Administrative Office— Recruitment, Retention and Succession Planning

Cross-train,
coach and
mentor.

*Develop career
paths for those
who want one.*



Educate



Rotate



Coach



Mentor



Evaluate



Support



Administrative Office

Leadership Development

- Exceptional future leaders are:
 - Driven by mission, vision and values
 - Humble, hungry and smart
 - Servant leaders who lead by example
 - Constantly putting others before themselves
 - Teachable and constantly learning
 - Trustworthy
 - Relational
 - Naturally curious
 - Disciplined in their work ethic
 - Leading/pulling from the front, not pushing from behind.



Administrative Office—Culture: Mission, Vision and Values

Influence (Who)

- Character
- Competence
- Connect <-> Communicate



Grit (How)

- Passionate
- Persistent
- Disciplined

Vision (What, Where, When)

- Clarifies the big picture
- Establishes direction
- Sets strategies

Purpose (Why)

- Mission driven
- Values oriented
- Focused



Administrative Office

Culture: “All-In” Service

- Deputize leaders to lead . . . then “Get out of the way!”
 - Instill the mission, vision and values (Define your organization’s “WHY”)
 - Provide opportunities for education, growth and greater responsibility
 - Give teams the authority for the tasks delegated
 - Connect and communicate continually
- Evaluate and hold accountable
 - Be available and listen
 - Don’t fear failure. Turn failure into growth opportunities.
 - Celebrate and reward their wins publicly



Administrative Office

Performance: KPIs and Performance Metrics

- Defining and measuring performance success
 - Who defines success: Administrator? Staff? Trustees? Members?
 - How do you measure success?
 - How do you know if you are successful . . . or not?
 - *Not everything that can be measured should be . . .*
- Key Performance Indicators (KPIs) and performance metrics
 - Member call volume: Speed to answer/wait time/abandonment rates
 - Health and retirement claims volume: Quality/Turnaround/Backlog
 - Window traffic, email traffic, USPS mail traffic: Turnaround
 - Assessment strategies: Internal call monitoring, member feedback surveys



Administrative Office

Performance: Quality Service vs. High Efficiency

- Values equation: What is more important?
 - Exceptional customer service
 - High operational efficiency
 - Can you achieve both at the same time?
- Simplify the assessment by defining success
 - “One and done” *(Complete)*
 - “Measure twice. Cut once.” *(Correct)*
 - “Don’t miss the forest for the trees” *(Comprehensive)*



Administrative Office

Automation Technology

- Document Management Systems for Trustees or Participant Files
 - *Imaging, storage and retrieval*
 - *Workflows*
 - *Document readers and processing*
- Online Web Services
 - *Enrollment management*
 - *Self-payments*
 - *Claims Status*
 - *Eligibility Verification*
- Board Communications
 - *Meeting agendas and reports*
 - *Library of Trust documents*
 - *Electronic signature of documents*
- Claims Systems
 - *Auto-adjudication*
 - *Customer service tools*
- Employer Contributions
 - *Online reporting*
 - *Electronic payments (ACH or Wire)*
- Integrated accounting systems
 - *Electronic integration of invoices*
 - *Electronic commerce tools*
 - *Electronic document storage of invoices*



Roles and Relationships

Roles and Relationships

- Essential Qualities of an Administrator
 - Competent
 - Engaged
 - Humble
 - Respectful
 - Service-Oriented
 - Sincere
 - Transparent
 - Trustworthy



Roles and Relationships

A-Team Roles:

Actuary, Administrator, Attorney and Auditor

- Actuary/Consultant
- Administrator
 - Salaried Administrator
 - Third Party Administrator
- Attorney
- Auditor/Accountant
- TEAM: Partnering with the professionals
 - Define, respect and support the roles and responsibilities
 - Collaboration is Key



Roles and Relationships— Trustee and Administrator Relationship

Build **Trust**

Purposefully and Consistently

Engage

Formally and Informally

Communicate

Candidly, Clearly
and Consistently

Be Intentional

Plan and Act Strategically

Be Proactive

Anticipate and Act

No Surprises



Roles and Relationships

TPA vs. Salaried Administrator

- The roles of a TPA and a Salaried Administrator/Fund Office have many commonalities.
 - Reports to Board of Trustees
 - Provides service to membership
 - Ensures compliance
 - Conducts/facilitates Board meetings
- The relationships between a TPA or Salaried Administrator and their respective Boards may differ.
 - The Board of Trustees is a client of a TPA and a boss to a Salaried Administrator.
 - Salaried Administrators may be more inclined to get pulled into labor vs. management disputes.
 - A TPA will have multiple Board “personalities” to contend with.



Compliance

Compliance

Compliance Tracking

- Who is responsible for ensuring compliance?
 - Board of Trustees
 - Delegation: Attorney, Actuary/Consultant and Administrator
 - Compliance Officer
- Attorney: Clarify what client support is provided
- Actuary/Consultant: Understand resources provided
- Administrator: Research and utilize “A-Team” tools and IFEBP Resources
 - Empowering the team: Shared awareness and responsibility
 - Calendars, Smartsheet, e-communications delegating
 - Delegating and holding accountable



Compliance

Policy Documentation and Tracking

- Compliance Team
 - Identify professionals and staff
 - Do not allow one person to serve as sole resource
- Training schedules
- Calendars or Smartsheets
- Written policies and procedures
- Documentation and accountability
- External audits
- Internal audits



Compliance

Preparing for a DOL/IRS Audit

- Operate as if the DOL or IRS is coming tomorrow . . .
- Notify Fund Counsel and Trustees immediately if selected
- Fund Counsel resources: Legal guidance
- Actuary/Consultant resources: Calendars, communications
- Auditor resources: Filing deadlines
- Walk through the DOL/IRS compliance checklists
- Audit awareness
 - What are they looking for? (e.g., Missing persons, written policies)
 - What are you doing to comply today?
- Policy/procedure advice: “Just enough documentation”



Compliance—Cybersecurity

The Employee Benefits Security Administration (EBSA) provides cybersecurity best practices for retirement and health plan sponsors, fiduciaries and service providers.

Abbreviated list of EBSA's cybersecurity best practices:

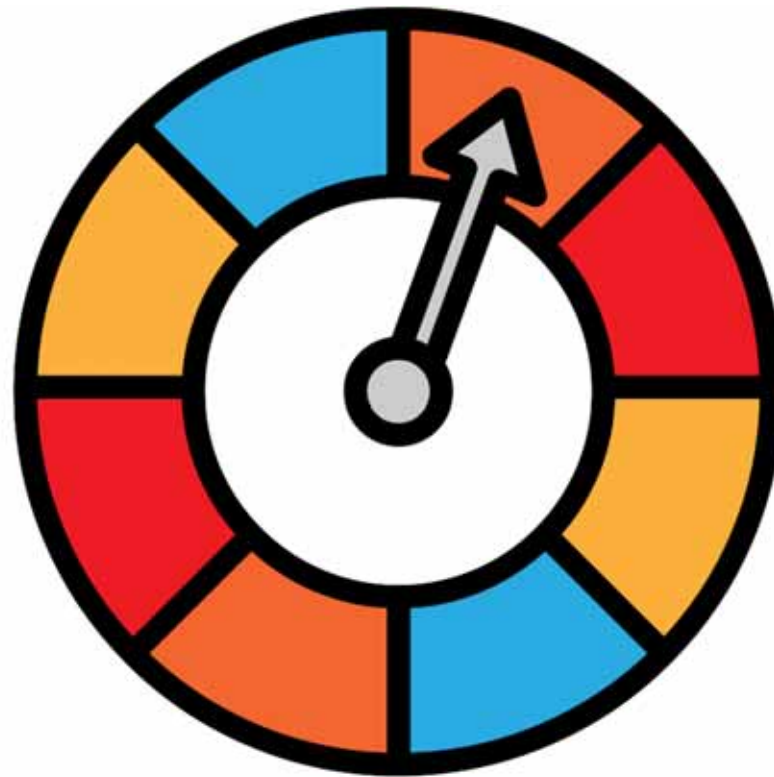
- Documented procedures
- Data encryption
- Access controls
- Regular risk assessments
- Training and awareness
- Incident response plan
- Vendor management
- Data backups
- Periodic security penetration testing
- Patch management
- Security policies and procedures
- Continuous monitoring
- Encryption of email communications

Best practices are designed to help protect retirement and health plan data from cybersecurity threats and ensure the security and privacy of plan participants' information. Employing a comprehensive cybersecurity program that includes these elements can help safeguard sensitive data and comply with EBSA guidelines.

Many providers and Funds are opting for SOC-2 audits.



Audience Wildcard



Key Takeaways

- Preparation, appropriate tools and timely follow-ups are key to effective Board meetings.
- The IFEBP provides various education paths for new Trustees, new administrators and staff in development.
- There are many ways to design a successful administrative office that best suits the needs of your membership.
- Having strong relationships with your professionals will help to make the most out of the services they provide.
- Compliance, compliance, compliance—Documentation is always key.
- Cybersecurity—It is no longer about if you get targeted, but when.

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