

Montana State Fund utilizes a balanced approach in assessing organizational work. This approach encompasses four critical perspectives which constitute an operational focus in 2024. Our operational goals are:

**Financial:** Ensure long-term financial well-being by ensuring that our earned premium, budget expenditures, loss ratio, and policyholder equity are stable.

**Customer:** Maintain and improve on our customer experience with a focus on timely compensability decision-making, improved employer safety resulting in decreased frequency, and improved return-to-work and other claims outcomes.

**Internal Process:** Maintain proper caseloads for employees, focus on insurance's largest threat – cyber security, support agents with responsive quoting processes.

**Learning and Growth:** MSF's employees are our most valuable asset. We will continue our efforts to build engagement, strengthen our recruiting process, and expand our Foundations program which provides newer employees with an overview of the entire organization.

MSF utilizes the following Key Success Measures in evaluating progress towards operational goals:

## Financial

- Premium to policyholder equity does not exceed 27.4%.
- Operational expenditures managed to Board approved budget.

## Customer

- Claim frequency less than 1.25 (yearly count of claims per million in payroll).
- Premium retention rate greater than 89.8%.

## Internal

- Meet or exceed sales goal of \$13.1M for the year.

## Learning and growth

- Voluntary employee turnover less than 11%.