



STATE OF WISCONSIN  
Department of Employee Trust Funds  
Robert J. Conlin  
SECRETARY

Wisconsin Department  
of Employee Trust Funds  
PO Box 7931  
Madison WI 53707-7931  
1-877-533-5020 (toll free)  
Fax 608-267-4549  
etf.wi.gov

## Correspondence Memorandum

**Date:** March 1, 2021  
**To:** Employee Trust Funds Board  
**From:** John Voelker  
Deputy Secretary  
**Subject:** Organizational Metrics (ETF Scorecard)

**This memo is for informational purposes only. No Board action is required.**

Attached is the ETF Scorecard for the period ending December 30, 2020. These measurements provide the board an objective way to measure progress towards the agency's four strategic goals. Of the measurements for which we have available data, eight are on target to meet our current year target, one is at risk, and one is significantly off track. These results are consistent with the previous reporting period. While there have not been major changes, there are developments within a few measurements worth highlighting.

### **Average Wait Time Service Level Agreement Score of Identified Transactions**

While this score is still within the current fiscal year target, the score dropped slightly from the previous period. This is due to slightly longer wait times. However, as noted in the scorecard, increased volume in the first part of the 2021 is expected to decrease the score further in the next reporting period. If this does occur, the status of this measurement may change to yellow. Vacancies have been filled in these business areas and the new hires started on March 1, which should assist in eventually returning the measurement to green.

### **Average Self-Service Score for Identified Transactions**

This score is consistent with the last reporting period and will be difficult to significantly change until new systems are implemented. However, it is worth noting that ETF is now utilizing Box software to make additional fillable forms available on our website. This allows additional opportunities for members to complete transactions online. Previously these forms were only accepted by fax or mail. This is an added convenience for our members.

| Board | Mtg Date | Item # |
|-------|----------|--------|
| ETF   | 3.25.21  | 6B     |
| BUD   | 3.24.21  | 6      |

**Percent of Key Risk Indicators Within Established Risk Thresholds**

I highlight this measurement because it now exceeds our annual target. This is also a good indicator of how our information technology security program continues to mature. In the past quarter we conducted a phishing test for all employees to determine if our efforts to build risk awareness within the organization are working. Overall, the organization got a passing grade and that is reflected in this measurement.

As always, I will be available at the meeting to answer questions.




Otherwise you can contact me at 608-266-0301 (email [john.voelker@etf.wi.gov](mailto:john.voelker@etf.wi.gov)) with questions or comments.

Attachment: ETF Scorecard

**ETF Balanced Scorecard**  
For Period Ending: 12/30/20

| GOAL   | MEASUREMENT   | NORTH STAR TARGET | CURRENT FISCAL YEAR TARGET | CURRENT PERIOD ACTUAL         | PREVIOUS PERIOD ACTUAL        | STATUS            | NOTES   |
|--|---|-------------------|----------------------------|-------------------------------|-------------------------------|-------------------|---|
|  |   |                   |                            |                               |                               |                   |   |
| Goal 1: Create an effortless customer experience.                                | Percent of members who indicate high satisfaction, low effort, and high willingness to recommend ETF services through customer service surveys                | TBD               | TBD                        | N/A                           | N/A                           |                   | Data will not be available until related project work has been completed.   |
|  | Percent of Enterprise Survey and Data Management project implementation plan tasks scheduled to be completed in the quarter that are completed by quarter end | 100%              | 100%                       | N/A                           | N/A                           |                   | Project launched in FY21 Quarter 2. Data collection will begin end of Q3. Data collection, analysis methodology and technical solution currently being assessed.  |
|  | Average Wait Time SLA score of identified transactions  | 4 for all trxn    | 4 for HVHI trxn            | 4                             | 4.14                          | On Target         | Score is similar to Q3. Anticipate decrease in some scores in Q1 of 2021 because of federal tax table changes, tax documents, etc. which increase volume.   |
|  | Average Self-Service score for identified transactions  | 4 for all trxn    | 3 for HVHI trxn            | 1.25                          | 1.25                          | Significantly Off | The successful soft launch of Box on our website has been expanded to over eight PDF fillable forms that members can submit online. Box technology was also introduced to two large employers to assist with the secure sending and retrieval of employee applications and documents, providing a more efficient process of exchanging information than the existing send secure process. Box should improve the Average Self Service score as high-value transactions are added. |
| Goal 2: Implement outcomes-driven performance management and process management. | Percent of Level 1 processes that are performing at expected service levels   | 90%               | 5%                         | 0.00%                         | 0.00%                         | At Risk           | Process measures are under development and have not yet been implemented.   |
|  | Percent of Level 1 processes that are documented, with appropriate performance measures and controls in place   | 99%               | 20%                        | 39.58%                        | 30.73%                        | On Target         | 39.58% of level 1 processes have portions of the documentation completed.   |
|  | Cumulative number of process improvement initiatives that result in improvement in at least 1 of the performance criteria                                     | 50                | 20                         | 27                            | 15                            | On Target         | 12 process improvements have been completed and recorded meeting at least one of the performance criteria.  |
| Goal 3: Build a talented and agile workforce.                                    | Percent of FTE new hires meeting proficiency requirements during the first 12 months of ETF employment  | TBD               | TBD                        | N/A                           | N/A                           |                   | Data will not be available until related project work has been completed.   |
|  | Percent of permanent FTE workforce meeting proficiency requirements, reported quarterly   | TBD               | TBD                        | N/A                           | N/A                           |                   | Data will not be available until related project work has been completed.   |
|  | Percent of competency program tasks completed on schedule   | 100%              | 15%                        | 15%                           | 3%                            | On Target         | 16 of 41 milestones have been complete. This work represents approximately 15% of the total level of effort for the project.  |
|  | Percent of E&I program tasks scheduled to be completed within the quarter are completed on schedule.  | 100%              | 100%                       | 27%                           | N/A                           | On Target         | This is the first BSC report period for this metric. The E&I Plan Year 1 initiatives have begun and the overall project currently has 14 of 49 milestones complete (27% of overall effort).   |
| Goal 4: Implement modern, secure, and resilient information technologies.        | Percent of applications in the Invest quadrant of the Gartner TIME model *  | 50%               | 16%                        | 14%                           | 9%                            | On Target         | Three applications were added to those to be tracked this quarter. One is a legacy system, scored to "Eliminate." Two newly purchased systems were added and scored to "Invest." The MDM system will go live this year, and we should reach 17% before year end.  |
|  | Percent of data meeting our data quality target score   | 97%               | 87%                        | 84.21%                        | 84.08%                        | On Target         | The overall quality score for Q4 2020 increased slightly over Q3. Stewards focused primarily on the MDM project as well as testing our mastering rules  |
|  | Percent of Key Risk Indicators that are within established risk thresholds  | 8 of 9            | 6 of 9                     | 7 of 9 KRI's within threshold | 6 of 9 KRI's within threshold | On Target         | The Security Awareness training measure for this quarter measured new staff members who had completed their security training on time since the annual training (supplied by DOA) is not yet available for existing staff members.  |

\* The Gartner T.I.M.E model (Tolerate, Invest, Migrate, Eliminate) is the tool used to evaluate and make decisions about ETF's application portfolio (the collection of IT systems used). Applications are evaluated for their ability to produce value at a reasonable cost, to eliminate low-value systems and increase investment in high-value systems. The higher the % of portfolio within the "Invest" quadrant (N. Star metric) indicates greater overall portfolio value meeting ETF's member and employer needs.

| Legend:  |  |
|--|--|
|  | <b>On track</b> - Work accomplished meets or exceeds this period's expectations and represents progress at a pace that will achieve the expected year-end results. |
|  | <b>At risk</b> - Expected results for this period have not been met. Performance gaps are not significant enough to impact the expected year-end results.          |
|  | <b>Significantly off track</b> - Expected results for this period have not been met. Year-end results will not be achieved without intervention.                   |