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## Correspondence Memorandum

**Date:** February 26, 2018  
**To:** Employee Trust Funds Board  
**From:** Dana Perry, Administrator  
Division of Management Services  
**Subject:** ETF Operational Metrics

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

Attached is the first *ETF Operational Metrics* report. This report is the result of progress the Department of Employee Trust Funds (ETF) has made in the use of operational metrics.

The goal of agency operations is to run efficiently, provide consistent, high-quality services and continually improve the customer experience. The use of operational metrics allows ETF to measure performance in meeting this goal. In addition, this information provides the Board with an improved understanding of ETF's benefit administration operations. The *ETF Operational Metrics report* is organized into four different perspectives that are designed to allow for a balanced view of organizational performance. This approach is consistent with the Balanced Scorecard management system, which is used by a variety of private and public sector organizations. At the March Board meeting, we will solicit your feedback via an interactive presentation on whether you find the various metrics informative and useful.

Consistent with ETF's 2015-2019 strategic plan, which includes a goal to expand metric-based decision making, we have spent the last several months crafting the metrics in the attached report. ETF started by identifying 'stories' that describe the key operational processes, transactions and results. Staff then identified available data sources for these stories, transformed the data, produced draft reports, sought review and feedback, and made improvements.

Going forward, we will expand and improve the operational metrics for the purposes of both internal management and Board oversight. Improvements will come from incorporating Board feedback, utilizing new data sets, implementing more

Reviewed and approved by John Voelker, Deputy Secretary

Electronically Signed 3/14/18

Board	Mtg Date	Item #
ETF	3.29.18	5D

sophisticated data analytic software tools and expanding the scope of reporting. We can also learn from other pension systems that have increased the use of metrics. To read case studies of how other large pension funds have grown their metrics programs, see attachment A from CEM Benchmarking, [Case studies on the use of dashboards amongst leading global pension funds](#).

### **How to Read the Report**

The report begins by summarizing the four perspectives used as part of the balanced scorecard approach and reviews the 11 metrics included in the report. The data used is current as of December 13, 2017, or is from the nearest reporting period, unless otherwise stated.

The metrics in this report are intended to be self-explanatory. However, where these charts may be clear to ETF staff, we know others may need some context. For a guide on interpreting the metrics, please see page 4 of the ETF Operational Metrics report (attachment B).

Staff will be available at the meeting to answer questions. Contact John Voelker at 608-266-9854 (email [john.voelker@etf.wi.gov](mailto:john.voelker@etf.wi.gov)) or Dana Perry at 608-264-6943 (email [dana.perry@wi.gov](mailto:dana.perry@wi.gov)) with questions or comments.

Attachments: [A. CEM Benchmarking – Dashboards](#)  
[B. ETF Operational Metrics report](#)