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## Correspondence Memorandum

**Date:** May 31, 2019  
**To:** Employee Trust Funds Board  
**From:** John Voelker  
Deputy Secretary  
**Subject:** ETF Operational Metrics

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

Attached is the *ETF Operational Metrics* report, which includes information through the first quarter of 2019. As we continue to enhance the performance measurement process at ETF, the contents of this report may be modified. In this report there are a variety of changes to note.

1. The performance objective relating to final annuity adjustments being distributed within 5 months has been removed. After further review, it was determined that this objective was not meaningful in assessing customer experience since members don't have a set expectation for the receipt of the adjustment. In addition, over 95% of members receive final annuity adjustments, which are typically minor, within 6 months.
2. The death benefits paid performance objective has been removed. This objective measured if lump-sum death benefits were paid within 30 days. These situations often require in-depth research to locate the appropriate beneficiaries. As a result, this measure doesn't provide insight on how responsive we are in paying the benefit, but rather how difficult it is to locate the recipient.
3. Individual online retirement appointments are now specifically identified on the performance scorecard on page 3 and in the table on page 4.

As evident by the green shading within the table on page 3, 10 of the 13 objectives met performance targets in the first quarter. Included in those 10 is the separation benefits objective which improved from a yellow status in the last quarter. Those that did not meet performance targets include:

- **Member calls answered within 3 minutes.** As noted in the table, the performance target is 70% of calls to be answered within 3 minutes. In the first quarter, 54% were answered within this timeframe. The combination of increased call volume and unexpected staffing limitations in January affected the overall

Board	Mtg Date	Item #
ETF	6.20.19	5C

quarterly performance. These circumstances also contributed to higher call abandonment rates in January. Performance rebounded in February and March for both performance objectives.

- **Individual appointments.** The wait time for providing individual appointments (in-person and online) continues to be higher than our target of 15 days. The average wait time for in-person appointments is 28 days and for online appointments the average wait time is 24 days. Continued demand has stretched the agency's capacity to meet the performance target. There are activities underway to address the wait times. The appointment scheduling process is currently being reviewed as part of a business improvement project. While some changes have been made as part of this effort, it is expected that new appointment scheduling software will be implemented by the end of year. This project has led to a reexamination of how we structure appointments and commit staff resources. It is expected that these activities should eventually have a positive effect on wait time lengths.

In addition to the implementation of performance metrics, ETF continues to expand the use of data in agency operations. As an example of these efforts, Attachment B provides a high-level view of the call center analytics dashboard being developed by the business intelligence unit. Once complete, this interactive dashboard will allow managers to better identify and address trends affecting call center performance. We plan on providing a demonstration of the dashboards to the Board once operational.

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)) with questions or comments.

Attachments: A. ETF Operational Metrics report  
B. Analytics Dashboard Screen Shot

# ***Office of the Secretary***

## *ETF Operational Metrics Report - through 2019 Q1*



April 8, 2019

Prepared for the ETF Board Meeting, June 20, 2019

# ETF Operational Metrics

*We support the ETF vision by encouraging data-driven decisions for continuous improvement in the following strategic areas:*

## FINANCIAL

### ETF Financial Stewardship

How ETF executes Financial Stewardship, achieving sustainability through responsible budgeting, accounting and spending.

## CUSTOMER

### ETF Customer Service

How ETF engages customers, provides products and services, and responds to member needs for insurance and financial security in retirement.

## WORKFORCE

### ETF Workforce Sustainability

How ETF manages learning and growth of its human resources, maintaining staffing levels and growing an engaged workforce.

## PROCESS

### ETF Evolving Processes

How ETF evaluates, improves, and measures how internal processes are functioning from the standpoint of security, productivity, efficiency, and customer impact.

## ETF Operational Metrics Performance

Report as of 03/31/2019

Category	Chart Measure	Performance Objective	Calendar Year:	Target	Quarter			Current	Year		Current
					Q2-18	Q3-18	Q4-18	Q1-19	FY17 2017	FY18 2018	FY19 YTD 2019
FINANCIAL	F1	Total Operational Cost	Total operational cost per member including insurance and capitalized costs (Fiscal Year, Annual)	NA					\$112	\$94	
	F1	Pension Fund Cost	Pension fund operational cost per member as a percent of peer average (Fiscal Year, Annual)	70%					77%	TBA	
	F2	Operational Budget	Projected expenses covered by operational budget (Fiscal Year)	100%					100%	100%	
CUSTOMER Call Center	C2	Call Speed of Answer	Member calls answered within 3 minutes	70%	61%	70%	55%	54%	60%	57%	54%
	C3	Call Abandonment	Member calls answered before call is abandoned	90%	92%	94%	91%	91%	92%	91%	91%
		Call Quality	Members expressing high level satisfaction with call	99%	99%	99%	99%	99%	99%	99%	99%
		Email Response	Member emails receiving a response within 2 days	95%	100%	100%	100%	100%	100%	100%	100%
Retirement Services		Appointment Quality	Members expressing high level satisfaction with appointment	95%	100%	100%	100%	99%	98%	100%	99%
		Payroll Inception	Retiree benefits starting by next payroll or desired effective date	100%	100%	100%	100%	100%	100%	100%	100%
		Separation benefits	Separation benefits paid to members within 30 days (75 days in Q1)	90%	78%	90%	80%	91%	83%	84%	91%
Survivor Benefits		Death Benefit Cancellation	Death benefits ended within 2 days of receiving death notice	100%	100%	100%	100%	100%	100%	100%	100%
		Beneficiary Designations	Beneficiary designations effective within 5 days	90%	100%	100%	100%	100%	100%	100%	100%
WORKFORCE	W2	Retention / Turnover	Employees retained as a percent of total positions (Annual)	85%					89%	88%	
PROCESS	P2	Retirement Estimates	Average wait for retirement estimate is within 15 days of request	15	21	13	10	13	16	14	13
	P3	Individual Appointments	Average wait for next available individual session is within 15 days	15	30	28	24	28	17	28	28
	P3	Virtual Appointments	Average Wait for the next available Virtual Appointment under 15 days	15	18	15	12	24	8	14	24
	P3	Group Appointments	Average wait for next available group sessions under 15 days	15	3	2	3	5	4	3	5

## ETF Operational Metrics Services Delivered

Report as of 03/31/2019

		Quarter				Year					
		Current				Current					
Category	Chart	Calendar Quarter:		Q2-18	Q3-18	Q4-18	Q1-19	2016	2017	2018	YTD 2019
<b>CUSTOMER</b>	<b>C1</b>	Website Visitors		194,410	188,141	202,021	<b>100,946</b>	576,009	708,022	785,472	<b>100,946</b>
		Website Visits		380,630	394,617	454,719	<b>198,742</b>	1,107,832	1,395,938	1,652,952	<b>198,742</b>
		Website Viewed Pages		2,085,658	2,189,426	2,644,701	<b>1,559,820</b>	3,939,516	6,015,742	9,221,197	<b>1,559,820</b>
		Twitter Number of Tweets Sent		140	110	163	<b>176</b>			546	<b>176</b>
		Twitter Followers (current)		732	775	829	<b>831</b>			829	<b>831</b>
		Twitter Impressions (views)		90,100	101,500	174,900	<b>122,600</b>			472,600	<b>122,600</b>
		Email Campaigns - GovDelivery		39	47	62	<b>55</b>	260	251	196	<b>55</b>
		Email Subscribers (current)		43,650	44,047	43,947	<b>111,157</b>	39,910	43,051	43,947	<b>111,157</b>
<b>Call Center</b>		Calls received		43,800	39,335	48,322	<b>48,655</b>	175,329	184,374	184,099	<b>48,655</b>
		Emails processed		4,620	3,116	3,675	<b>4,102</b>	12,459	12,718	15,786	<b>4,102</b>
<b>Retirement Education</b>		Field Presentations		1,122	1,016	1,253	<b>917</b>	6,890	4,379	4,205	<b>917</b>
		Webinar Presentations		1,350	1,982	1,811	<b>1,608</b>	7,139	6,400	7,120	<b>1,608</b>
		Group Appointments		666	483	585	<b>647</b>	2,648	2,172	2,409	<b>647</b>
		Individual Appointments		1,116	1,020	1,061	<b>1,113</b>	3,815	4,125	4,439	<b>1,113</b>
		In Person Appointments		876	800	837	<b>872</b>	3,792	3,777	3,523	<b>872</b>
		Virtual Appointments		240	220	224	<b>241</b>	23	348	916	<b>241</b>
		Walk-in Service		982	621	1,310	<b>810</b>	3,249	5,499	4,311	<b>810</b>
		Total Members Served		5,236	5,122	6,020	<b>5,095</b>	23,741	22,575	22,484	<b>5,095</b>
<b>Retirement Services</b>		Beneficiary Designations		7,888	6,242	6,536	<b>6,695</b>	27,984	27,352	26,465	<b>6,695</b>
		Retirement Estimates Completed		7,412	5,788	4,686	<b>6,176</b>	25,483	23,649	24,884	<b>6,176</b>
		New Annuities Estimated		3,566	2,812	1,350	<b>2,354</b>	10,107	9,776	9,977	<b>2,354</b>
		Lump Sum Retirement Payments		1,201	973	678	<b>488</b>	2,782	3,027	3,444	<b>488</b>
		Monthly Annuity Payments		614,865	622,885	625,523	<b>629,456</b>	2,331,538	2,404,502	2,474,269	<b>629,456</b>
		Disability Benefits Paid		29,357	29,199	29,100	<b>28,980</b>	90,160	88,834	116,985	<b>28,980</b>
<b>WORKFORCE</b>		Departures Processed		12	7	3	<b>10</b>	25	29	35	<b>12</b>
		New Hires and Transfers		31	17	5	<b>20</b>	83	58	69	<b>20</b>
<b>PROCESS</b>	<b>P1</b>	Internal Audit recommendations (Annual)						14	33	11	-

Legend: **Bold = Current Value**

1. 2019 Email subscriber numbers includes StayWell participant list for targeted communications about health benefits.
2. Twitter Followers and Email Subscribers represent current point in time values and are not cumulative for the year.

## ETF Operational Metrics - Definitions

Chart	Name	Description
<b>F1</b>	Operational Cost Per Member	Total Operational cost per member (active and annuitant) by fiscal year. Total includes health insurance, third- party administrators, and capitalized costs. Reference lines show cost for ETF Pension Fund only; ETF and the corresponding fiscal year 2017 CEM Peer average. Breakdown by Other Overhead, TIM Initiative, IT Operations and State Personnel.
<b>F2</b>	Operational Budget	Operations budget comparison of New Authority versus Actual Expenditures by fiscal year.
<b>C1</b>	Website Usage	Visitors and pages viewed on etf.wi.gov by month for the last 3 calendar years.
<b>C2</b>	Call Center - Speed of Answer	Call Center speed of answer shown as percentage of calls answered within the 2 and 3 minute service goals. Performance is shown by month for the last calendar year and year to date with overlay of total call volumes.
<b>C3</b>	Call Center – Abandoned Calls	The percentage of abandoned calls by month for the previous year and current year to date with an overlay of total call volumes. Compares results to a “range” goal based on balancing cost with customer satisfaction.
<b>W1</b>	Workforce Turnover	Turnover as a percent of authorized positions, by departures versus internal movement. Historic view by calendar year. Includes the distribution by departure reason (resigned, retired, terminated) for last 3 years.
<b>P1</b>	Internal Auditing	Total Internal Auditing recommendations and the current status of resolution by calendar year of audit.
<b>P2</b>	Retirement Estimates	Retirement estimate production and turnaround time, by month for the last calendar year and year to date.
<b>P3</b>	Member Appointment Scheduling	Visitors and pages viewed on etf.wi.gov by month for the last 3 calendar years.

# How to read these charts

- ✓ Line types used for trend lines, goals, caps, or benchmarks have meaning: solid=cap, dashed=target, dotted=trend or projection
- ✓ The colors used for data bars, lines, and pie charts match the colors in the legends, and commonly imply a meaning: **green**=desirable, **pink/red**=concern, **yellow**=neutral or unclear, **black**=external event)

Matches the area name and chart number as listed in the scorecard (p. 3)



**Scorecard Area – Chart#**

## Overview

Why is this metric important, how measured, and outside influences.

## Current Status

Current year results, historic performance, trends and specific areas of concern.

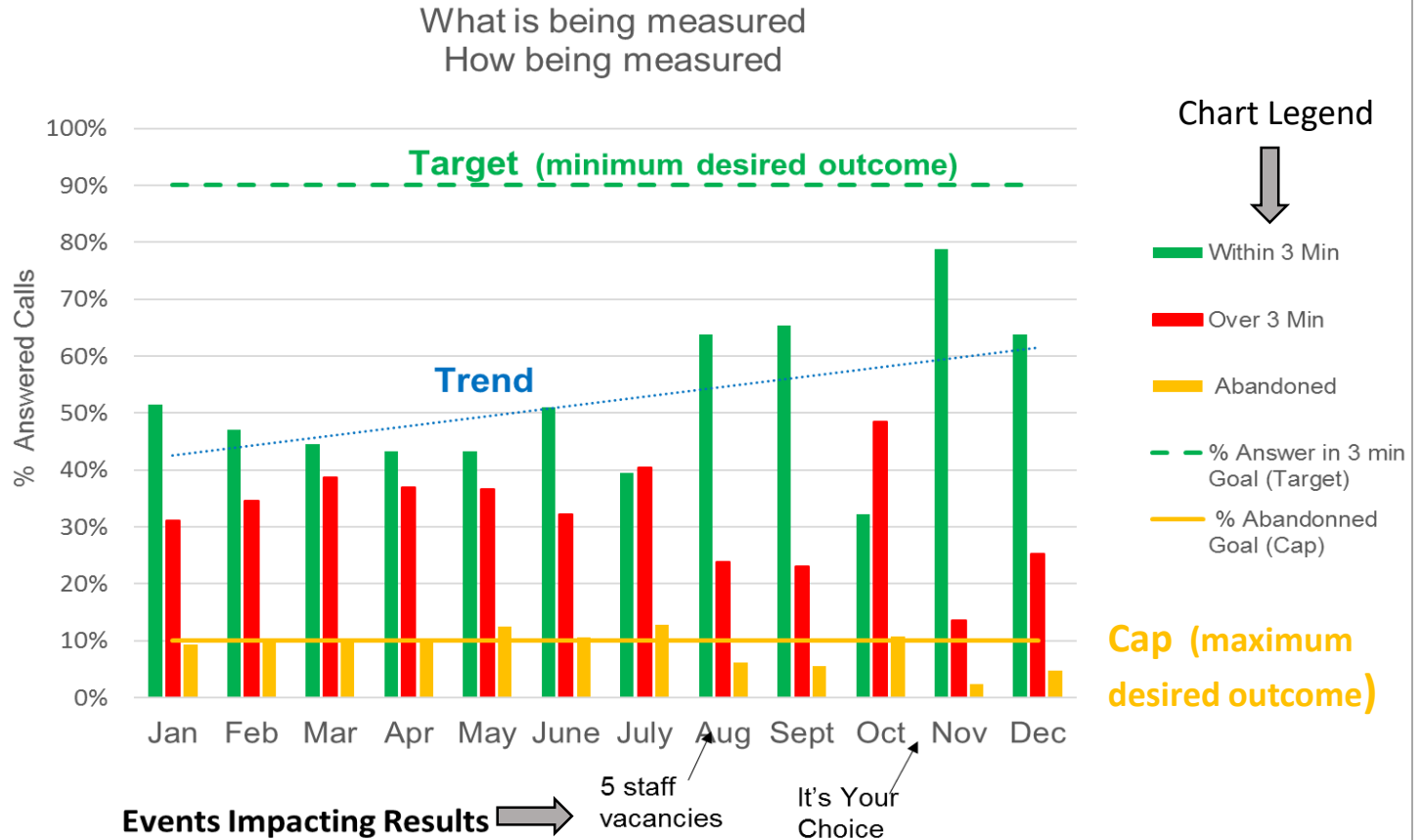
## Outlook

Challenges in measurement, current environment, and prospects for meeting goals in the future.

Describes the chart and gives guidance on interpreting it



**Report data** is “as of” the calendar quarter end (or nearest reporting period) unless otherwise specified in the chart title.





# FINANCIAL – F1

## Overview

**Total ETF Cost** includes all ETF operational and capitalized costs.

**CEM** values include pension fund administration costs only and excludes capitalized and insurance administration costs.

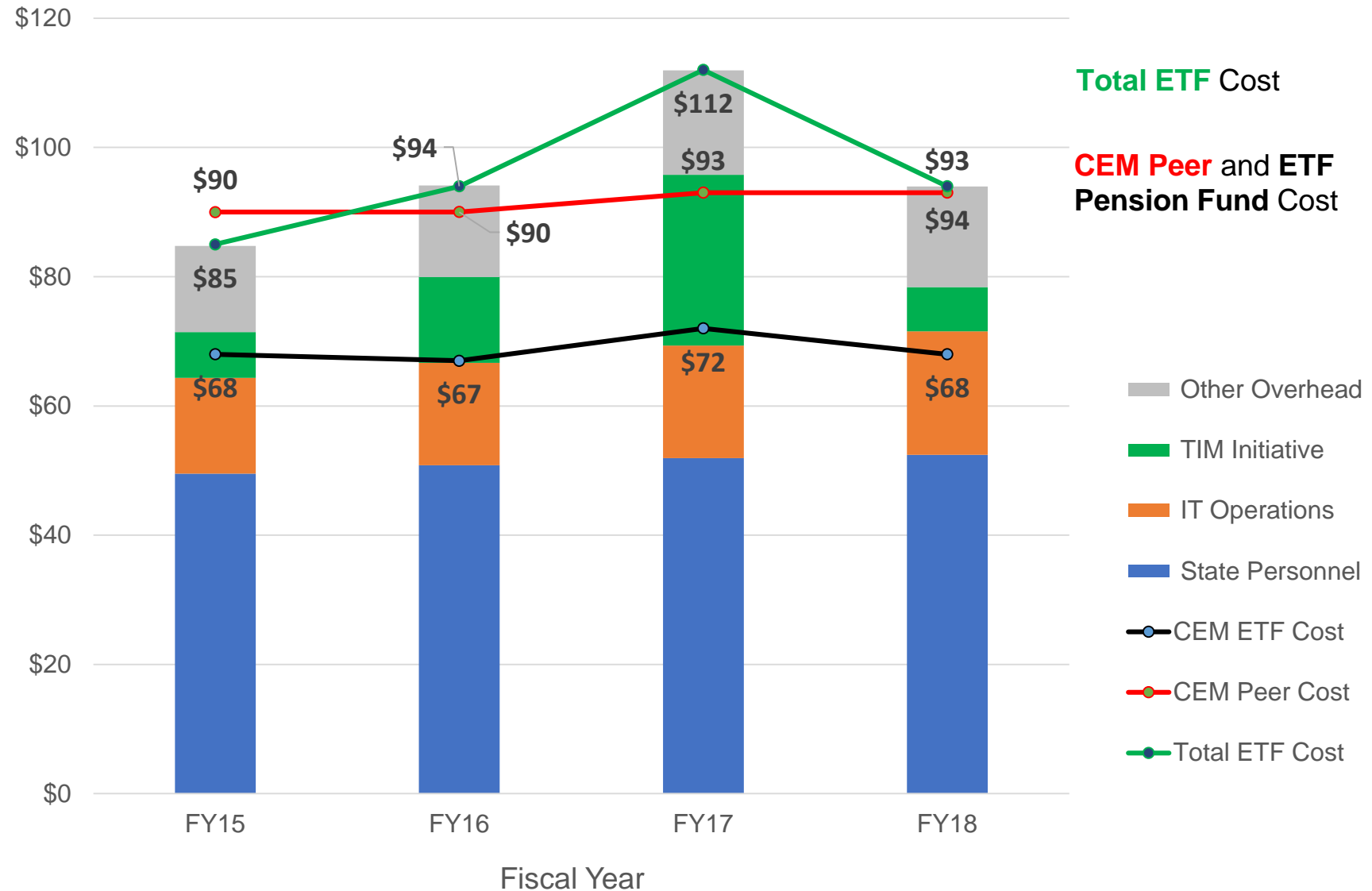
## Current Status

Pension fund cost per member remains below the CEM peer average.

## Outlook

Future costs per member may increase due to investments in modernization efforts that are expected to improve member experience.

## Operational Cost Per Member Active & Annuitant



## Overview

Managing the agency operations budget and expenses is a key component of financial stewardship.

## Current Status

The department has consistently managed operational costs within budget.

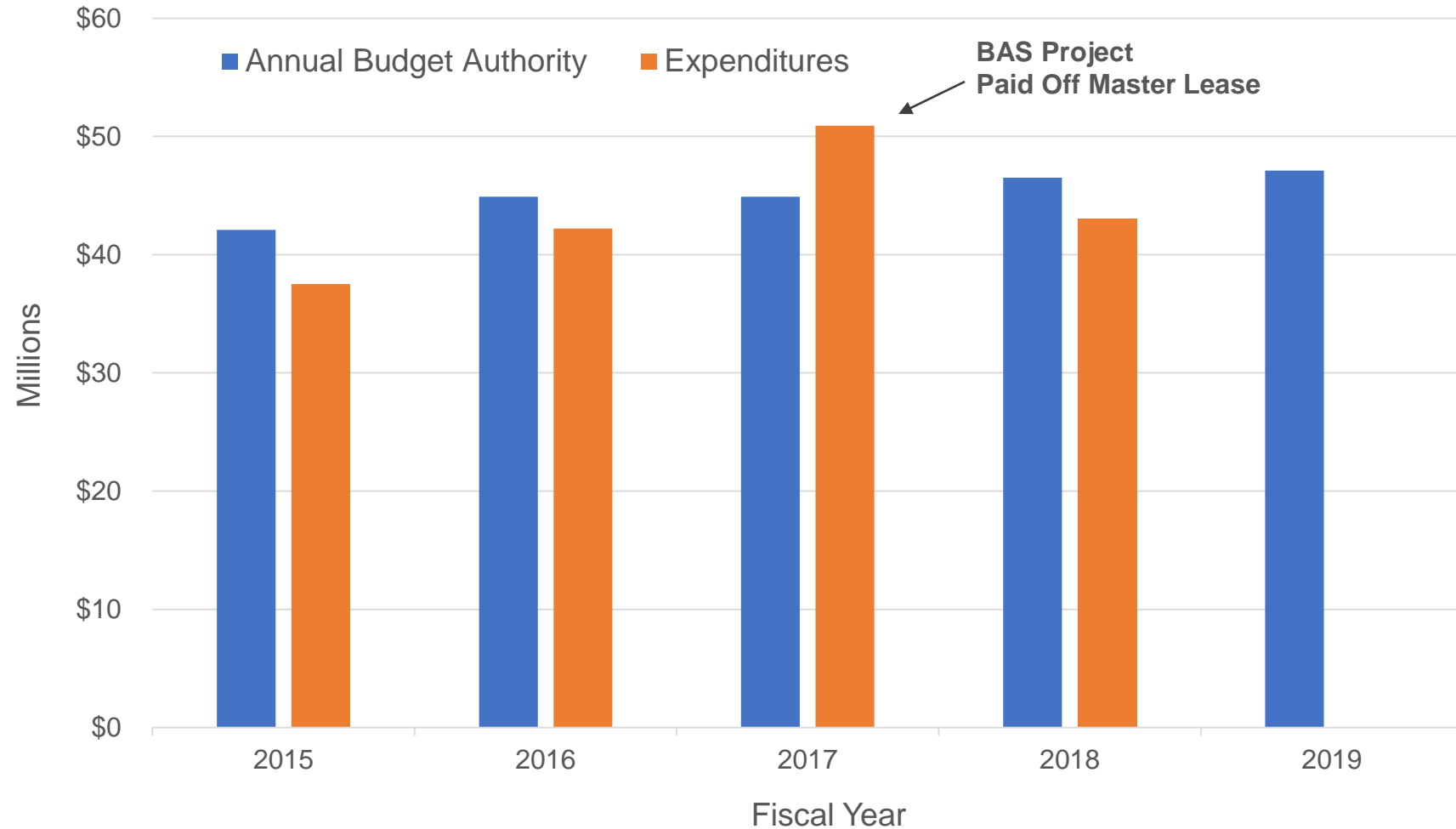
Fiscal year 2017 is an outlier in that Benefit Administration System (BAS) project costs resulted in spending over the level of new budget authority for that year. Those extra costs were covered from budget authority carried over from prior years.

## Outlook

Fiscal year 2019 operating budgets have been established and spending will be managed to those budgets. Based on a review of budget items and expenditures through Q2, projections remain consistent with ETF's FY19 budget.

The agency's 2019-21 biennial budget request was submitted in October and any changes will be implemented once the new budget bill is enacted later this year.

## Operational Budget Annual Budget Authority vs. Actual Expenditures



# CUSTOMER – C1

## Overview

Web traffic to etf.wi.gov is an indicator of customer engagement. The website is a key channel for ETF to communicate to members and employers.

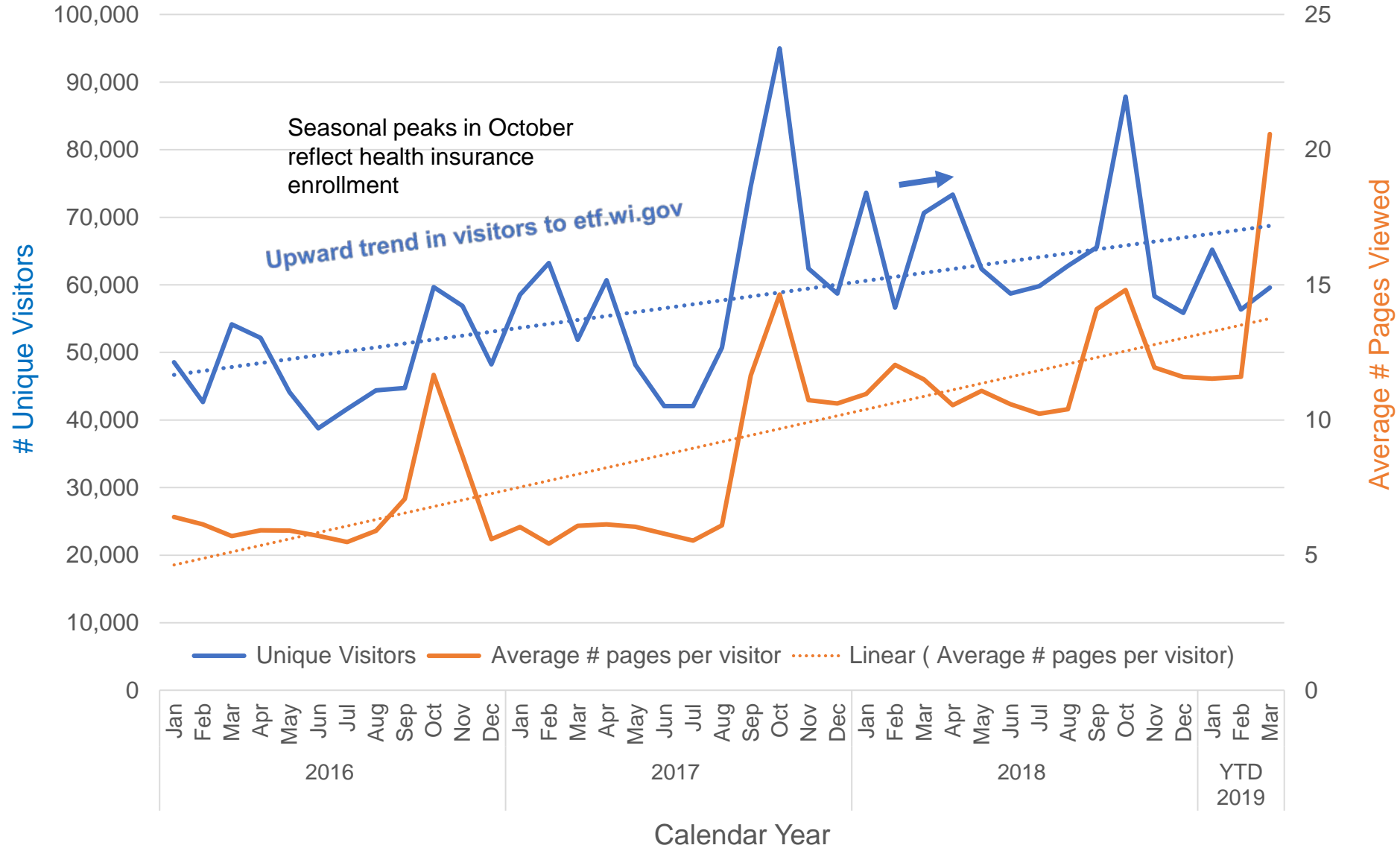
## Current Status

Average number of unique visitors and pages viewed saw an increase of 12 % in the first quarter of 2019 compared to the first quarter of 2018. The spike may be attributed to migration of content for development of the new website.

## Outlook

For 2nd Quarter an increase in website usage is projected due to the planned launch of the redesigned website in mid-June.

## Website Usage Unique Visitors and Pages Viewed



# CUSTOMER – C2

## Overview

Responsiveness is measured by the speed calls are answered, which affects customer experience.

**2018 Service Goals** indicate the percentage of callers that reach a representative in a timely manner.

This includes:

- 50% of calls answered in 2 minutes
- 70% of calls answered within 3 minutes.

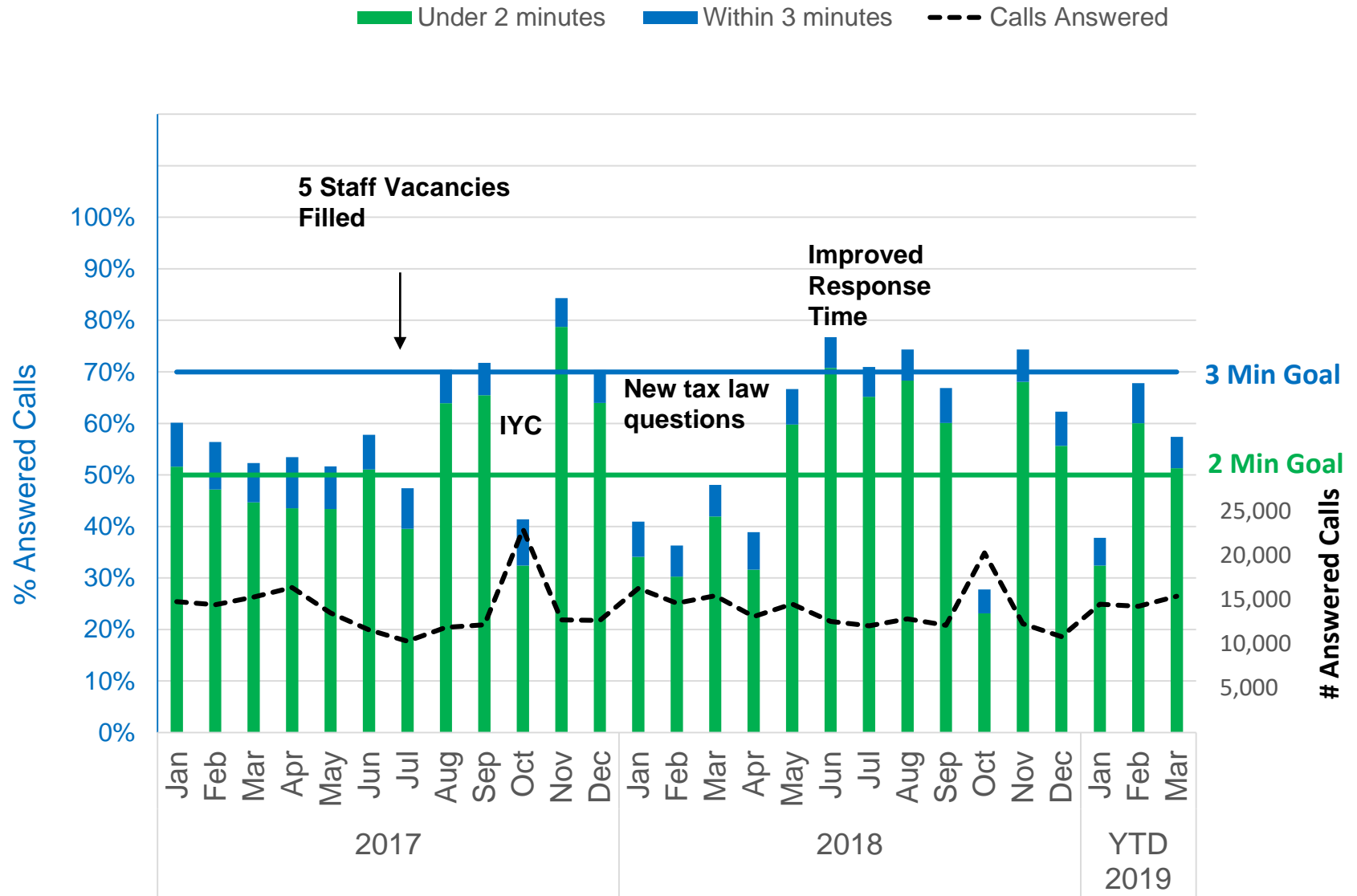
## Current Status

Speed of answer in Q1 2019 is consistent with the speed of answer in Q1 2017. Q1 2018 does not provide a useful comparison since talk times were unexpectedly longer due to tax questions.

## Outlook

In Q2 2019 speed of answer is expected to be slower because call volumes are expected to rise. This is typical for Q2 because of tax questions, annuity adjustments, and annual statement of benefits mailing.

## Call Center - Speed of Answer



# CUSTOMER – C3

## Overview

The Call Center receives an average of 15K calls per month peaking in October with 25K calls. However, some callers hang up before their call is answered.

## Service Goals

To balance cost and customer satisfaction, an **optimal range** was determined as between 5% to 10%.

## Current Status

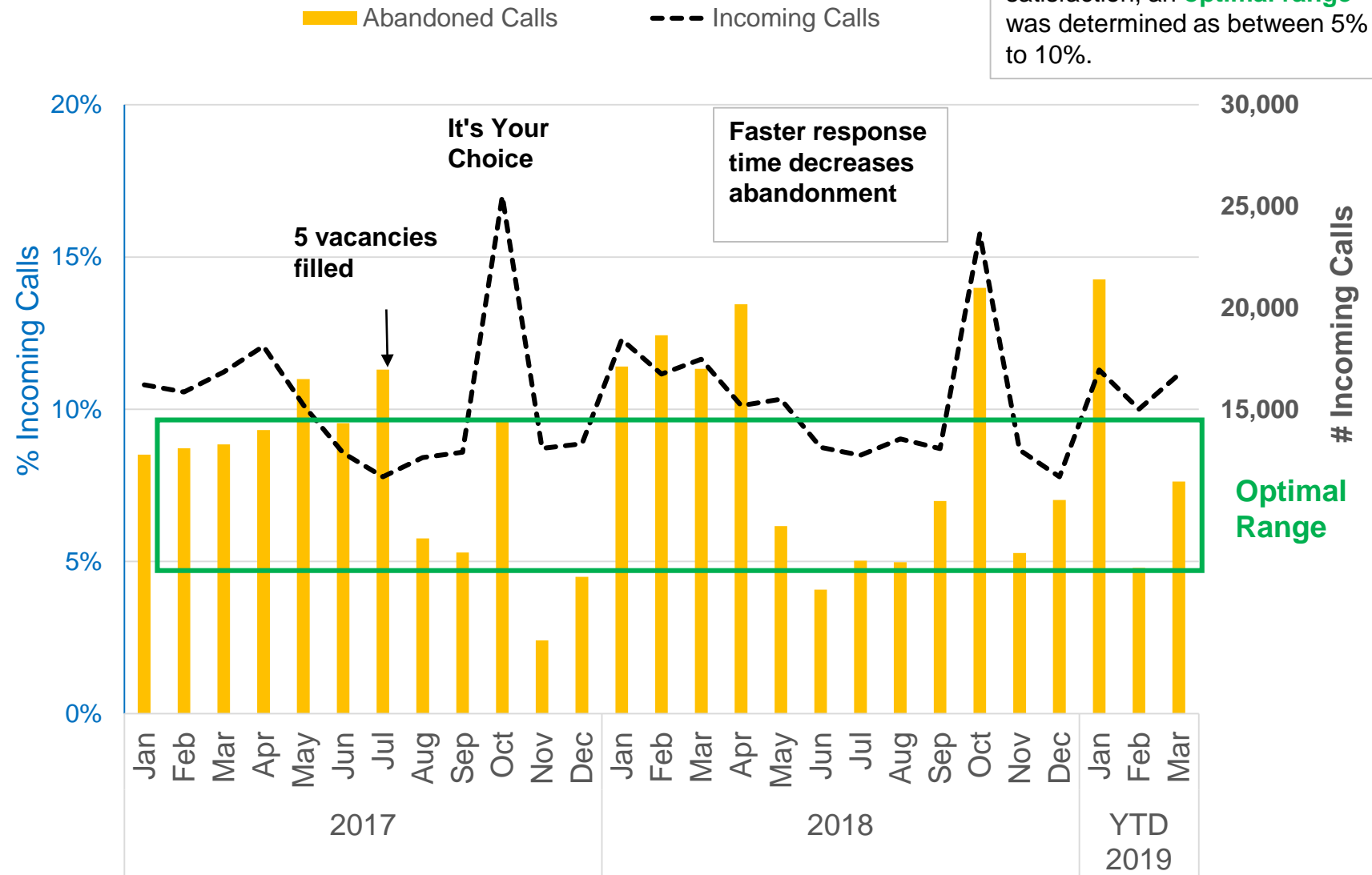
**Call Abandonment Rate** in Q1 2019 is consistent with Q1 2017. Increased call volume combined with temporary limited staff availability caused an increase in call abandonment during January of Q1 2019. The call abandonment rate recovered in the following months.

## Outlook

We may see an increase in the number of calls abandoned as call volume goes up due to tax questions, mailing of annual statements and annuity adjustments.

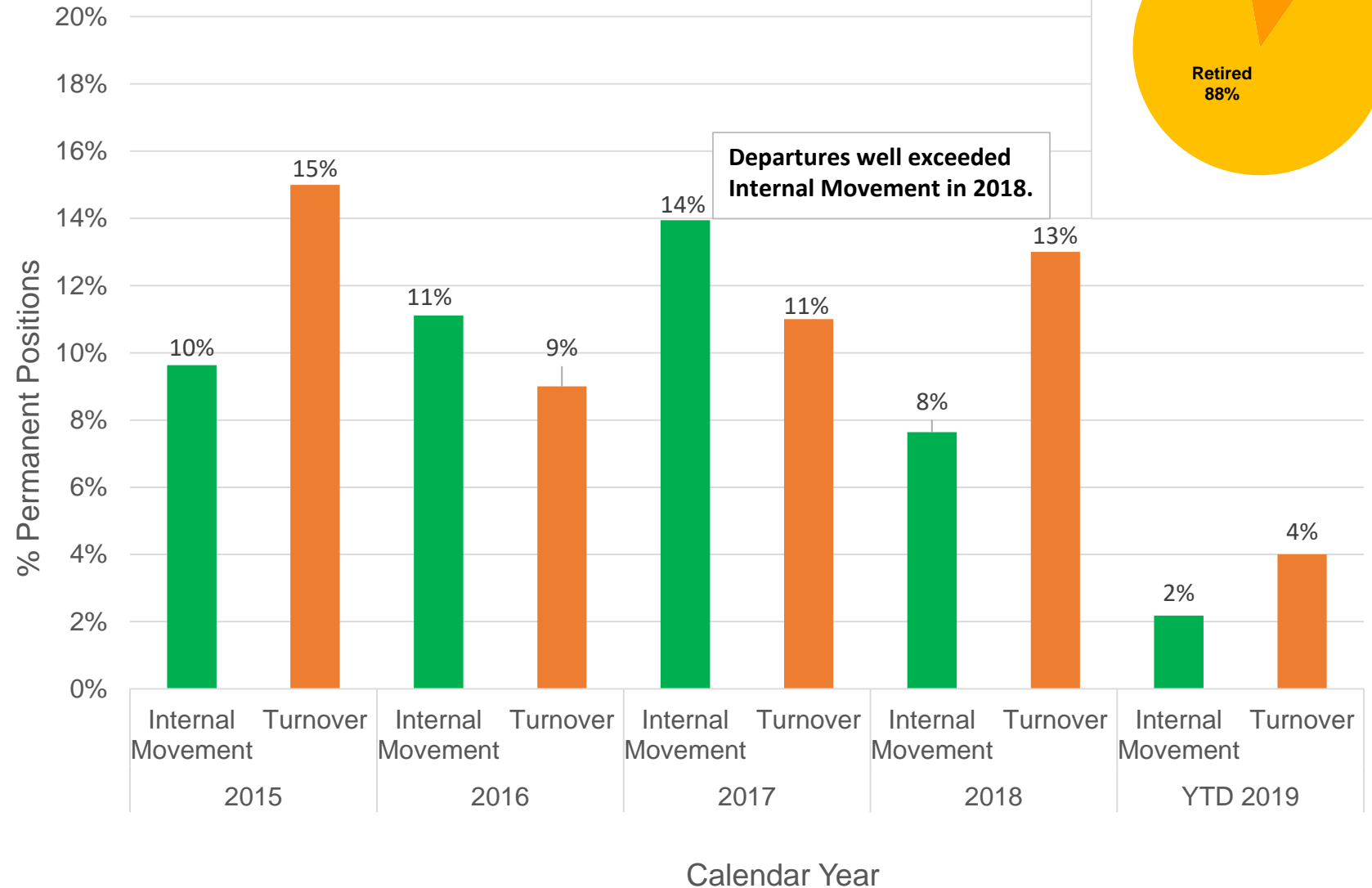
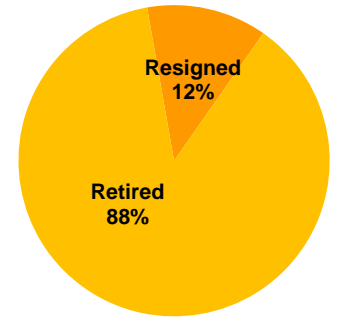
## Call Center - Abandoned Calls

**Call Abandonment Goal:**  
To balance cost and customer satisfaction, an **optimal range** was determined as between 5% to 10%.



## Workforce Turnover Departures versus Internal Movement Q1 2019

Departures by Reason  
2019



### Overview

ETF facilitates internal movement to retain knowledge, improve engagement, and avoid hiring costs and loss of productivity.

### Current Status

Turnover as of Q1 2019 was 4% compared to 8% of Q1 2018. A large percentage of the turnovers were due to retirement.

### Outlook

Internal movement is expected to rise in Q2 2019. Past trends suggest current ETF employees will apply for vacancies when they are announced. ETF has a history of promoting and/or hiring internal candidates, therefore we expect this trend to continue in Q2 2019.

## Overview

Internal audits provide unbiased assessment of operations to ensure effective risk management, internal control, and governance processes.

## Current Status

Internal audits in 16 business areas were completed since 2014 identifying **92 action items**. Of these, only 1 is still open.

Action items from 2015-2016 related to the BAS technology project were closed where no longer relevant.

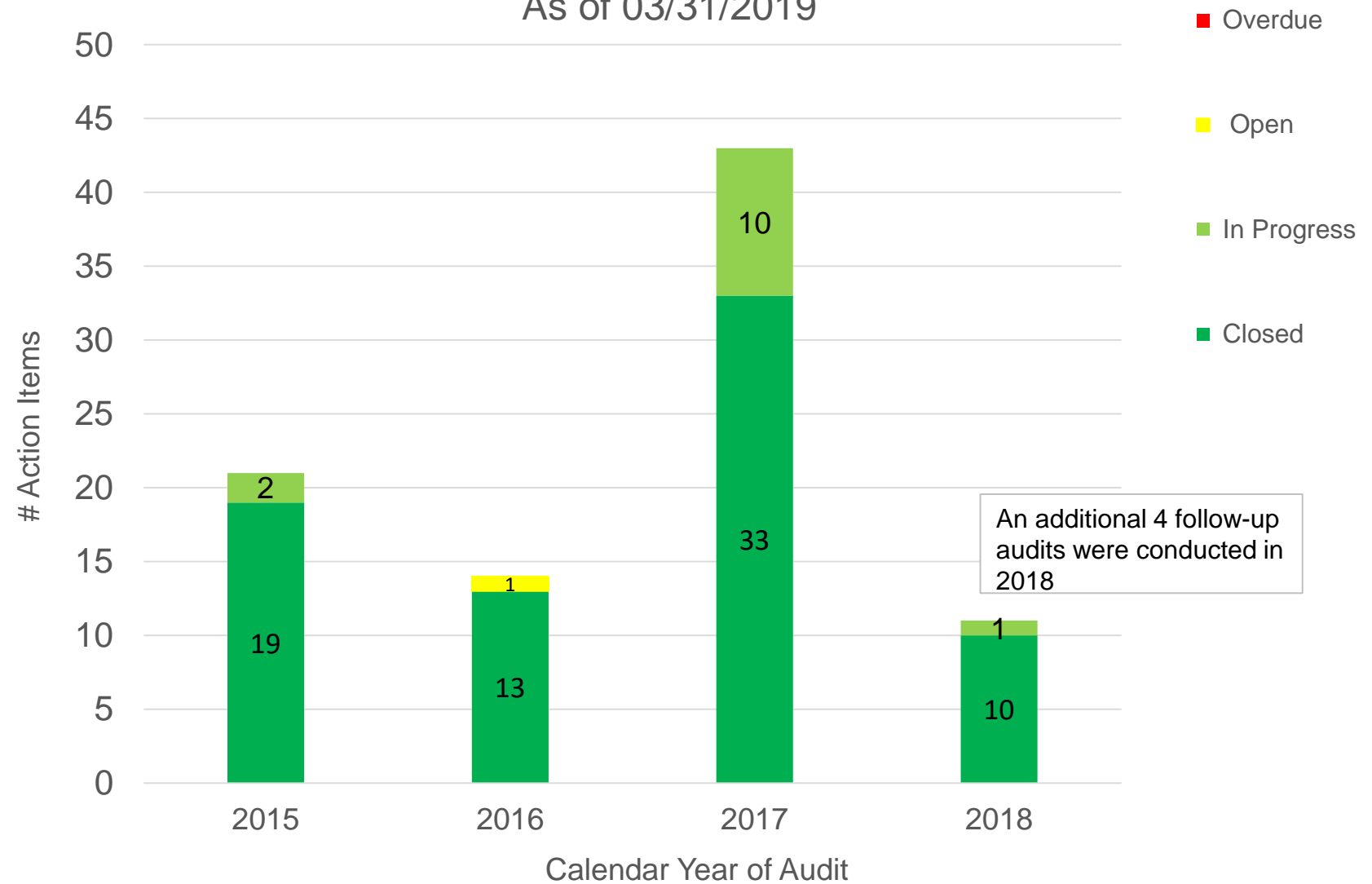
**Of the 11 new action items** identified in 2018, **10** have already been implemented.

**4 follow-up audits in 2018** confirmed satisfactory results of corrective actions when measured 1 year after implementation.

## Outlook

The results of a follow-up audit on mobile computing devices will be reported to the board in March 2019. Two additional follow-up audits are scheduled in 2019 to assess effectiveness of management corrective actions. 1 item from 2016 is on hold due to the BAS project.

### Internal Auditing Recommendations by Status As of 03/31/2019



# PROCESS – P2

## Retirement Estimates Volumes and Turnaround Time

### Overview

Retirement estimates (24K per year) are critical for members to make informed retirement decisions.

The service goal of 15-day turnaround is met on average with expected peaks early in the year for teacher requests.

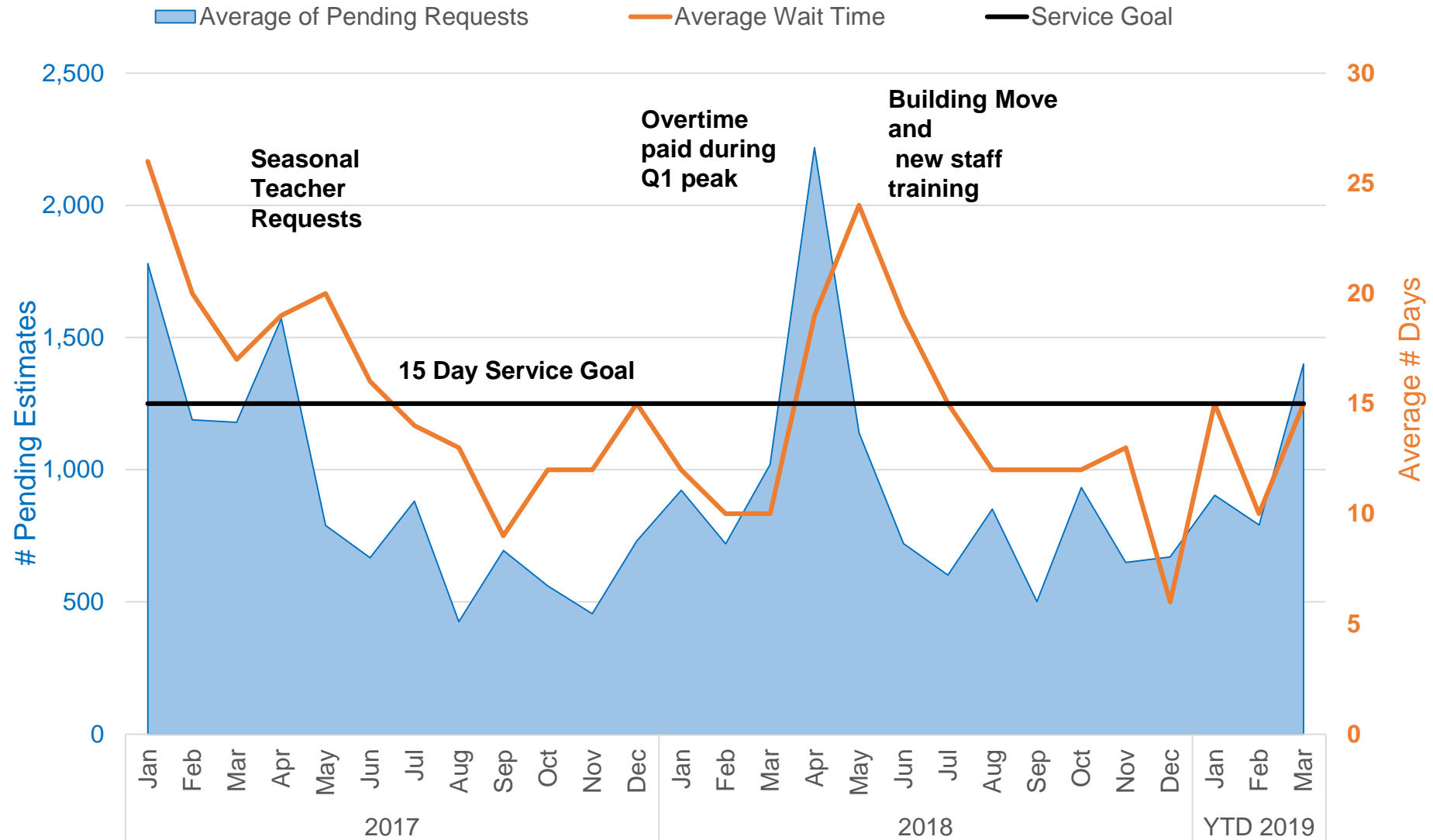
### Current Status

As expected, the number of retirement estimate requests rose in Q1. Higher volume is typical for Q1, yet average wait time was kept at 13 days, which is within the service goal of 15 days.

This was due to shifting of resources to manage the most pressing tasks and contributions from five newer staff who have focused on retirement estimates.

### Outlook

A slight decrease in retirement estimate requests is expected for Q2.





# PROCESS – P3

## Overview

Member counseling appointments (primarily retirement related) in the first quarter of 2019 included:

Individual face-to-face	(51)
Individual online	(241)
Group appointment	(647)

This excludes field presentations (917) and Walk-ins (1631).

Wait times are measured from request to the first available appointment, not the selected appointment.

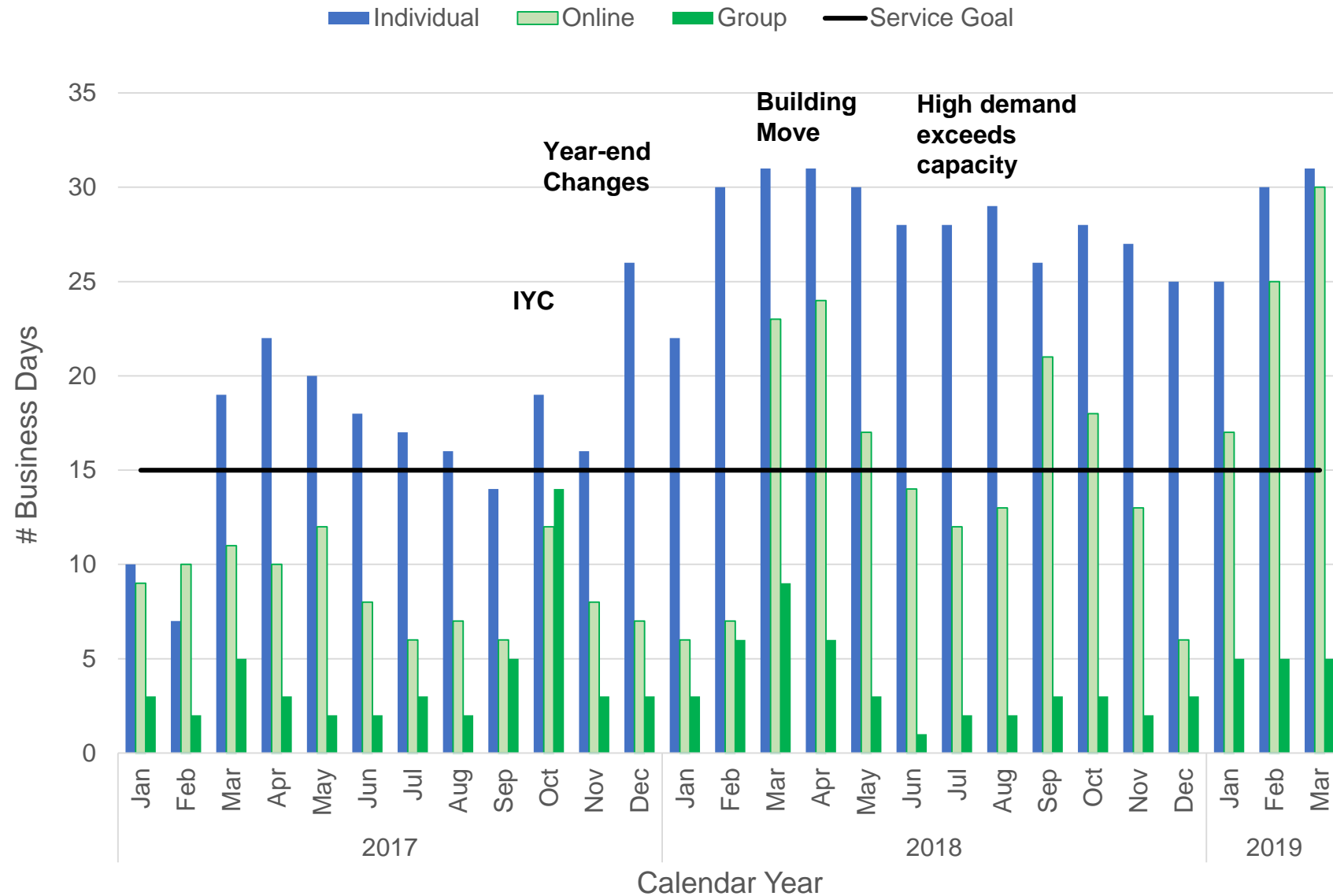
## Current Status

In Q1 the wait for an individual appointment remained high. This is a capacity issue. Member Services had five staff vacancies and five new staff. The same staff who had a positive impact on retirement estimate turnaround times are not yet trained to meet with members.

## Outlook

Appointment wait times probably will stay high in Q2.

## Member Appointment Scheduling Wait Times



# Attachment B- Screen Shot Analytics Dashboard

## Call Center Analysis - Trends Dashboard

Year  
All

Topic  
All

Interaction  
Multiple values



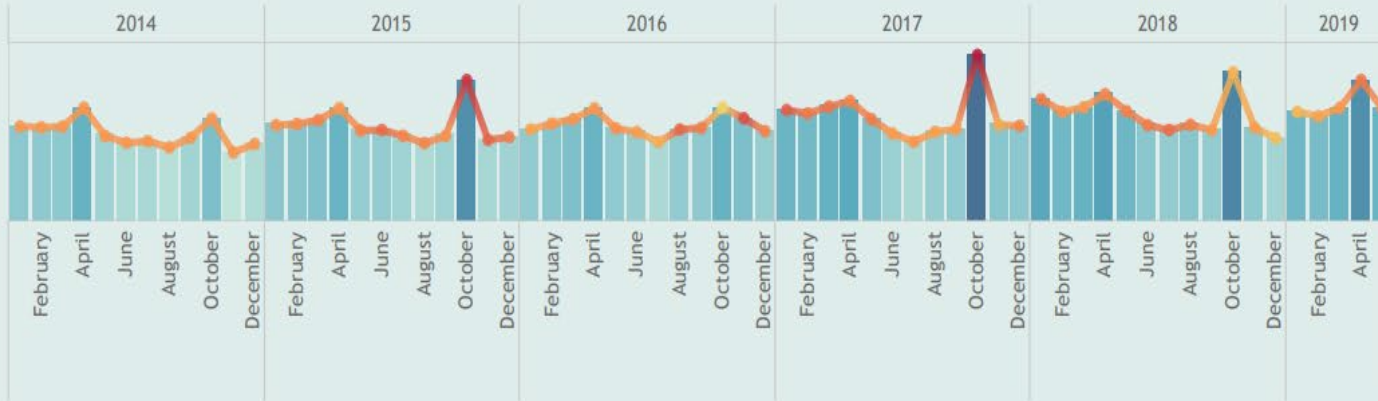
### Year Over Year Interactions:

The bars show the count of interactions for the year.  
The line graph shows percent increase or decrease from previous year.



### Year Over Year Interactions by Month:

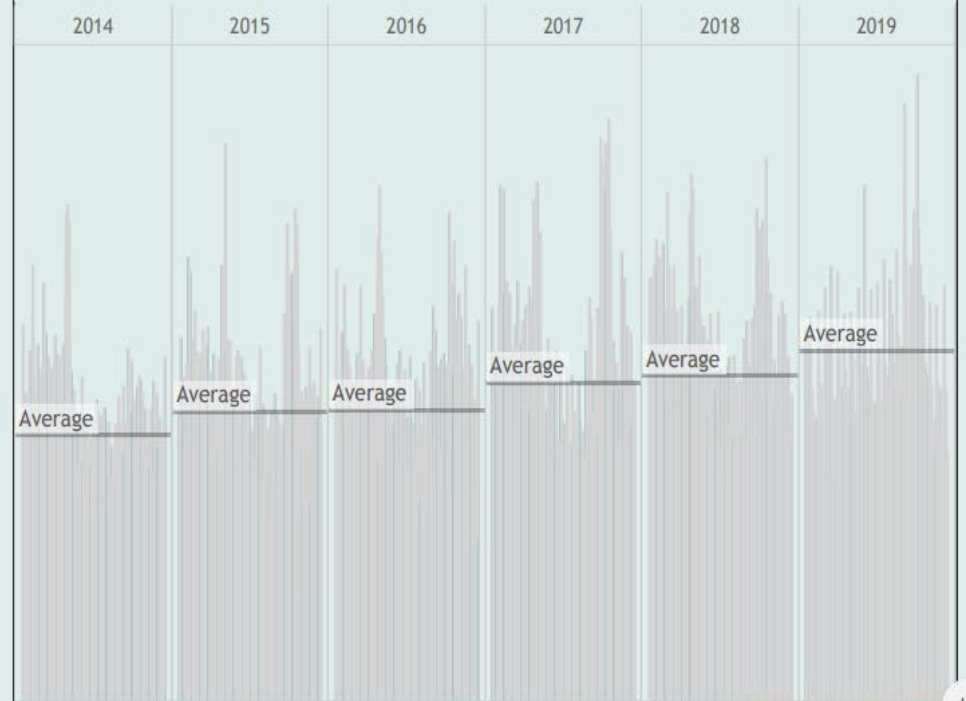
The bars show the count of calls by month segmented by year. The trend line shows the percent change compared to the previous year. For example, the trend line shows the interactions increased by 36.97% in October 2015 when compared to October 2014.



### Interactions by Day:

Data changes based on month selected from Year Over Year Interactions by Month

Note: The bars show the weekday. Click or hover over on the bar to see details. The spaces between the bars are weekends.



Data was Last Refreshed on 6/7/2019 1:45:11 PM

# Call Center Analysis - Trends Dashboard

Year  
All

Topic  
All

Interaction  
Multiple values



## Year Over Year Interactions:

The bars show the count of interactions for the year. The line graph shows percent increase or decrease from previous year.

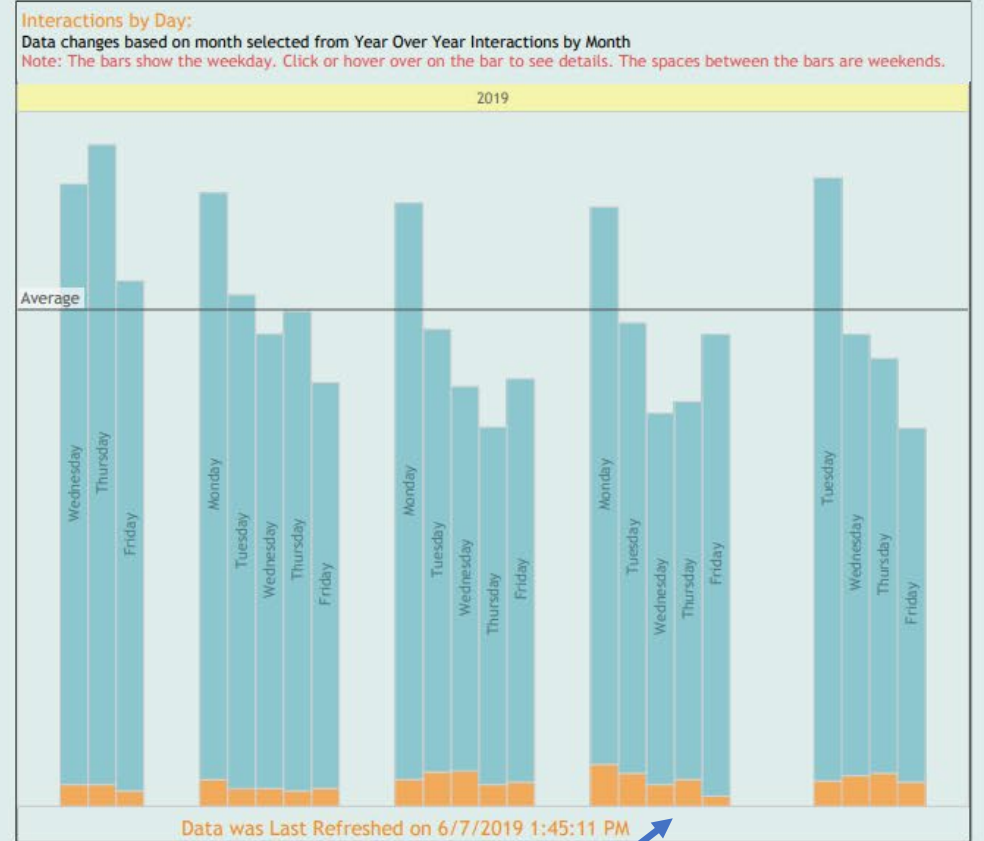


## Year Over Year Interactions by Month:

The bars show the count of calls by month segmented by year. The trend line shows the percent change compared to the previous year. For example, the trend line shows the interactions increased by 36.97% in October 2015 when compared to October 2014.



User has selected to drill into May 2019



Interactions for May are broken down by week