

# ETF Board HR Update

Lisa Dally, HR Director



# Lisa Dally, ETF HR Director



- Joined ETF in April 2019
- B.S. in Criminal Justice from Mount Senario College
- Master of Human Resources and Labor Relations from UW-Milwaukee
- 20 years of administrative experience in private and public sectors
  - UW-Extension, Kelly HR Services, Corrections, UW-Madison, Administration, ETF
- Excited to be leading HR at ETF during these exciting times!

# Introduction

ETF continues to transform and modernize its business operations. The people who work for ETF are essential to this effort.

ETF has developed four strategic goals to guide the agency over the next few years. Strategic Goal 3 centers on developing and attracting the workforce we need to ensure the success of our modernization efforts.

For the past year ETF has reviewed and analyzed our workforce, and identified structural items that will support the success of Strategic Goal 3.

This analysis has revealed a number of workforce opportunities and challenges presented to our agency in pursuit of this strategic goal.

# ETF Human Resources Mission

*Provide effective and collaborative personnel services designed to attract, develop, and retain a talented and agile workforce.*

*We are dedicated to empowering employees, who are our greatest strength.*

# Facing Challenges

Though ETF is fortunate to attract talented professionals to employment, we are constrained by items beyond the organization's control:

- The number of permanent positions at ETF is determined by legislative action
- Hiring procedures and technology are determined by the DOA Division of Personnel Management (DPM), not ETF
- Job classifications and salary ranges are determined and regulated by DPM
- Employee compensation is determined by the Wisconsin State Compensation Plan, which requires DPM, DOA, Governor and Legislative Committee approval





# HR Operations

Before we could address operational challenges, we needed to build out and align the HR teams





Filled several key vacancies in the past year with skilled professionals:

- HR Manager
- HR Supervisor
- Payroll & Benefits Specialist
- eLearning Specialist
- HR Assistant
- HR Technical Writer

Human Resources

 <p><b>Lisa Dally</b> Human Resources Manager 608-266-5803 lisa.dally1@etf.wi.gov</p> <p>Joined ETF in 2019 after 17 years in Human Resources at a variety of state and UW organizations, including UW-Extension, Co... <a href="#">Read more</a></p>	 <p><b>Olga Billinson</b> Human Resources Specialist Senior 608-266-8585 olga.billinson@etf.wi.gov</p> <p>Joined ETF in 2006. Olga focuses on recruitment, staffing, classification, and compensation for her assigned business areas... <a href="#">Read more</a></p>	 <p><b>Lindsay Johnson</b> Human Resources Specialist Senior 608-267-7782 lindsay.johnson@etf.wi.gov</p> <p>Joined ETF in 2012. Lindsay focuses on recruitment, staffing, classification, and compensation for her assigned business ar... <a href="#">Read more</a></p>	 <p><b>Bryan Dykstra</b> Human Resources Assistant 608-261-6004 bryan.dykstra@etf.wi.gov</p> <p>Joined the ETF HR Team in December of 2019. Bryan supports the HR Specialist recruitment activities, updates employee perso... <a href="#">Read more</a></p>
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Learning and Development

 <p><b>Tammy Weiser</b> Learning and Development Officer ETF 608-261-8162 Tammy.Weiser@etf.wi.gov</p> <p>Joined ETF in 2017 and serves as the Learning &amp; Development (L&amp;D) Officer, responsible for leading ETF's L&amp;D Team. Tammy is... <a href="#">Read more</a></p>	 <p><b>Debbie Bhakta</b> eLearning Designer 608-267-7983 Debasita.Bhakta@etf.wi.gov</p> <p>Debbie is an eLearning Specialist working in conjunction with various divisions, bureaus, and offices of ETF to create tra... <a href="#">Read more</a></p>	 <p><b>Kim Langille</b> Learning Management System Specialist 608-261-5908 kim.langille@etf.wi.gov</p> <p>Joined ETF in 2015 in the HR department and transitioned to the L&amp;D team in 2016. Kim is the LaDR Learning Management Speci... <a href="#">Read more</a></p>	 <p><b>Diana Howles</b> Trainer and Instructional Designer 608-264-8331 Diana.Howles@etf.wi.gov</p> <p>Joined the L&amp;D Team at the beginning of 2019. Diana designs and develops learning solutions for staff, manages learning pro... <a href="#">Read more</a></p>
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# ETF Strategic Goal 3

A talented and agile workforce is necessary to carry out the mission of the agency and to develop the pension and benefits delivery systems needed for the future.

To effectively accomplish our goals, the most talented associates are required to drive progress and efficacy in our systems and operations.

We are asking our workforce to be agile in their response and adaptation of workflows and tools.

Develop a talented  
and  
agile workforce

# How are We Pursuing this Goal?

We are initially supporting this goal by completing some specific initiatives:

- Create the ETF Employment Value Proposition (EVP)
- Centralize HR Information for Better Access
- Identify Staff Onboarding Best Practices



# What is the EVP?

The Employment Value Proposition is the set of attributes the labor market and employees perceive as ***the value of employment*** with the organization.

- The attributes fall into five (5) categories



# EVP Drives Attraction and Commitment

The EVP drives attraction and commitment in the labor market:

- Constructing and delivering an effective EVP allows an organization to source more deeply within the labor market by increasing access to passive candidates.
- When candidates in the labor market view an organization's EVP as attractive, they demand less of a compensation premium when deciding to join.
- Organizations with the most effective EVP's have 30–40% of employees displaying high levels of commitment compared to less than 10% of employees in less effective organizations.

# EVP Attributes in 5 Categories



# Strategic Goal 3 Initiative

## ETF Employment Value Proposition (EVP)

### Phase I – Created More Effective Employment Marketing Materials

- Developed 1 page document to post online and hand out at career events (**Attachment A**)
- Outlines total rewards info for candidates to highlight ETF as “employer of choice”
- Updated ETF’s Careers webpage to reflect the values of our EVP
- Claimed, branded and began using ETF’s LinkedIn business page
- We are trying to cultivate the interest of professionals in a variety of career fields

### Phase II – Develop an Online Total Rewards Calculator

- Available on the new ETF Careers page (**Attachment B**)
- Provides an estimate of the annual value of total rewards provided by ETF
- Goes beyond the annual salary and illustrates the contributions to paid time off, pension, and health insurances

# ETF LinkedIn Branding

The screenshot shows the LinkedIn profile for the WI Department of Employee Trust Funds. The header features a blue and green wave graphic. The profile picture is the 'etf' logo. The name is 'WI Department of Employee Trust Funds' with the location 'Government Administration · Madison, Wisconsin' and '87 followers'. A 'Following' button is visible. Below the name is the text 'Official LinkedIn profile for the Wisconsin Department of Employee Trust Funds' and a 'Visit website' button. To the right, it says 'AI & 12 other connections work here' with a link to 'See all 38 employees on LinkedIn'. The main content area is divided into three columns: a left navigation menu with 'About' selected, an 'Overview' section with company details, and an advertisement for interview productivity hacks.

**etf** WI Department of Employee Trust Funds  
Government Administration · Madison, Wisconsin · 87 followers

Official LinkedIn profile for the Wisconsin Department of Employee Trust Funds

Visit website

Following

AI & 12 other connections work here  
See all 38 employees on LinkedIn

Home  
**About**  
Jobs  
People  
Ads

**Overview**

ETF administers retirement, insurance and other benefit programs for state and local government employees and retirees of the Wisconsin Retirement System.

**Website** <http://etf.wi.gov>

**Phone** [877-533-5020](tel:877-533-5020)

**Industry** Government Administration

**Company size** 201-500 employees  
38 on LinkedIn

**Headquarters** Madison, Wisconsin

Ad ...  
Make the most of your interviews

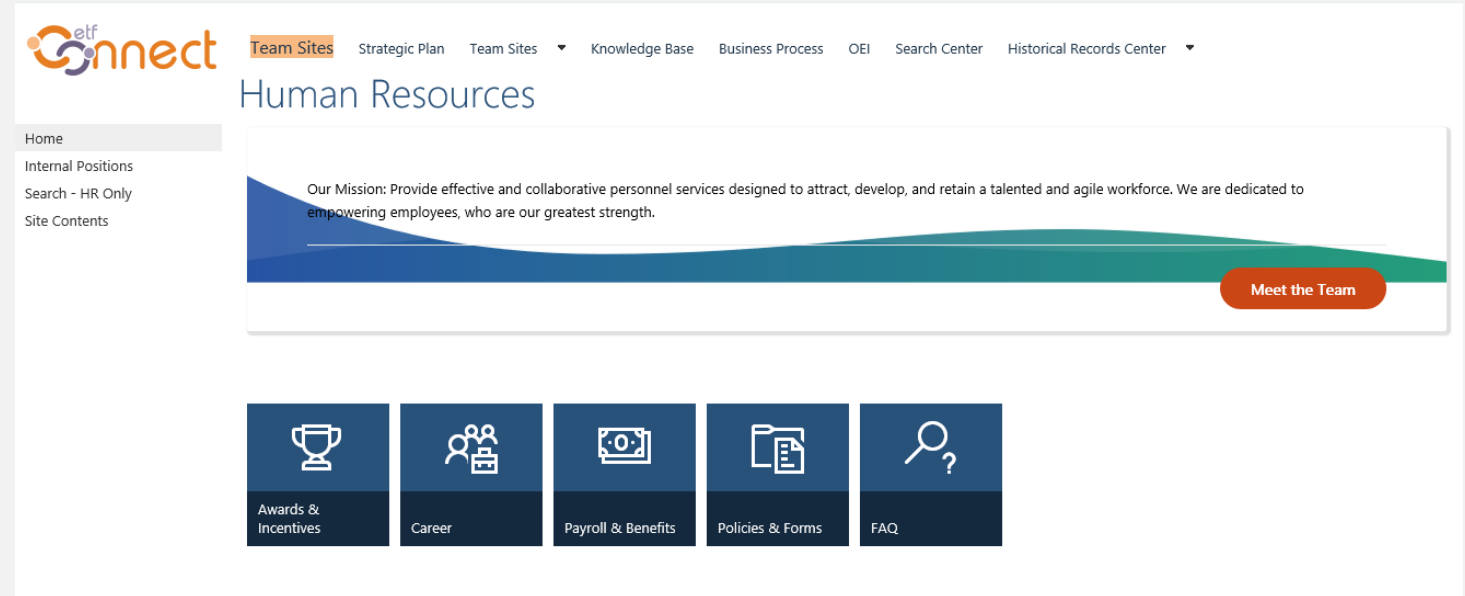
Lisa, 15 interview productivity hacks

Download now

# Strategic Goal 3 Updates

## Centralize HR Information for Better Access

ETF HR modernized and launched an internal website to provide one-stop for employees to find information about their employment



# Strategic Goal 3 Updates



## Staff Onboarding Best Practices

A workgroup of staff from all areas involved in the onboarding process identified improvement activities.

The entire process was mapped to identify each person, activity and dependence on others to accomplish the tasks.



# Onboarding Process Maps

This map represented the amount of work and number of people involved in the onboarding process.

The arrows identified the number of handoffs between functions and people during the process.





# Process Map After Revision



Following the team mapping exercise we were able to:

- cut layers,
- remove redundant activities, and
- shorten time between steps

# Onboarding Project Metrics & Goals

Summary of the savings in lead time and process time for staff onboarding:

- Saved 55 steps
- Saved over 27 hours of time

Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement
Lead Time	73.6 days	11 days	62.6 days
Process Time	47 hours	19 hr 40 min	-27 hr 20min
% C/A	<1%	33%	+ 32 points
# Steps	85	30	-55 steps

# On the Horizon

# On the Horizon

## Initiatives from State HR

- Develop and implement new online candidate application process to replace WiscJobs
- Equity and Inclusion program to replace current Affirmative Action plans

## Compensation Items

- State Compensation Plan provided wage adjustments based on market data (office support staff and supervisors)
- Staff Compensation Awards
  - Discretionary Merit (DMC)
  - Equity & Retention (DERA)

# On the Horizon

- Employee Performance Management System Update
- ETF Job Classification & Competency Development
  - Review job classifications to ensure alignment with operational needs and future state of business units
  - Update ETF classifications and provide changes to DPM for implementation
  - Create ETF classifications as necessary to meet strategic goals

The background is a dark blue gradient with numerous bokeh light effects in shades of blue and purple, scattered across the upper and middle portions of the frame.

**Questions?**

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# Thank you

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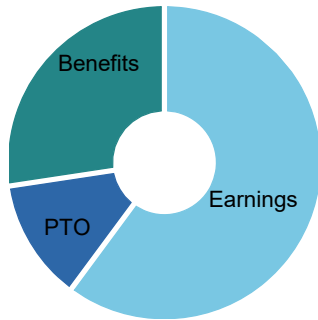
ETF E-mail Updates



608-266-3285  
1-877-533-5020



## Your Total Rewards\* are **\$72,547.25**



<b>Total Earnings</b>	\$52,686.40
- Working Days: \$43,618.26	
- Paid Time Off: \$9,068.14	
<b>Employer Contribution Towards Benefits</b>	\$19,860.85
- Health and Dental Insurance: \$15,140.19	
- Pension: \$3,582.68	
- Employee Assistance Program: \$13.44	
- Professional Development: \$962.54	
- Wellness: \$162.00	
<b>Total Rewards</b>	<b>\$72,547.25</b>

## Other Benefits & Perks

\* Not all benefits are calculated into the total rewards calculation. Learn about some of our other [perks and benefits](#).

### Paid Time Off (PTO)

- Up to 3 weeks vacation to start (104 or 120 hours)
- 9 holidays & 4.5 personal holidays
- Earn up to 130 hours of sick leave

### Flexibility

- Flexible work schedules
- Work-from-home opportunities

### Professional Growth

- Access to an extensive online learning catalog
- Leadership development opportunities
- Support for the Certified Public Manager program

### Great Location

- Located in the award-winning city of Madison, WI
- Conveniently next to Hilldale Mall
- On-site parking available
- Accessible by public transit

To learn about all available benefits visit [etf.wi.gov/career-benefits](http://etf.wi.gov/career-benefits)

The total rewards calculator is a tool for illustrative purposes only. The estimate is a projection based on the options you selected. Your actual total compensation amount could vary.



# Start a Meaningful & Rewarding Career with ETF

“My job is meaningful because of the people I work with every day. Helping members, sharing new information with my team and collaborating with coworkers to resolve issues makes me feel fulfilled.”

-Maryann, Leadworker in the Call Center

## Your Career at ETF Comes With...



### Professional Growth

- Access to an extensive online learning catalog
- Leadership development opportunities
- Support for the Certified Public Manager program



### Wellness Opportunities

- On-site fitness center & classes
- Health coaching
- Ergonomic workspaces
- Employee Assistance Program
- Work-life balance



### Annual Paid Time Off

- Up to 3 weeks vacation to start (104 or 120 hours)
- 9 holidays & 4.5 personal holidays
- Earn up to 130 hours of sick leave



### Health Benefits

- Traditional & high deductible health plans
- Vision Insurance
- Dental Insurance



### Flexibility

- Flexible work schedules
- Work-from-home opportunities



### Student Loan Forgiveness

ETF staff may qualify to receive loan forgiveness under the Public Service Loan Forgiveness Program



## Tuition Assistance

ETF may offer financial assistance toward undergraduate, graduate, or professional degree-granting programs



## Income Protection

- 4 life insurance options
- Disability plans that can replace up to 75% of your pay



## Competitive Compensation

- Rich benefits alongside take-home pay
- Merit-based awards



## Tax Savings

- Save with pre-tax accounts for health, parking and transit expenses
- Save for higher education through a tax-advantaged Edvest account



## Retirement Benefits

- Participation in one of the nation's top pension programs
- 1-to-1 employer pension match
- Pension vested after 5 years
- Opportunities for credits towards healthcare payments in retirement



## Great Location

- Located in the award-winning city of Madison, WI
- Conveniently next to Hilldale Mall
- On-site parking available
- Accessible by public transit

This is an overview of our benefits and perks. Learn more at [etf.wi.gov/career-benefits](http://etf.wi.gov/career-benefits)



# Who We Are...

ETF administers retirement, insurance and other benefit programs for 630,000 public employees, retirees and their beneficiaries.



## Our Vision

Enhance the well-being of our members by delivering expert guidance, strong, sustainable benefit programs, and an exceptional customer experience.



## Our Culture

Our culture is founded on employee recognition, appreciation and involvement. We have a variety of programs throughout the year to recognize our employees.



## We Give Back

We proudly support and partner with Lincoln Elementary School, Meals on Wheels and Partners in Giving.

## Did you know?

When you work for ETF, **38%** of your total rewards come from our contribution to your benefits.