Correspondence Memorandum

Date: May 24, 2021

To: Employee Trust Funds Board

From: Pam Henning
                 Assistant Deputy Secretary

Subject: Organizational Metrics (ETF Scorecard)

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

Attached is the Department of Employee Trust Funds scorecard for the period ending March 30, 2021. These performance measurements provide the Board an objective way to measure progress toward ETF's four strategic goals. Of the 11 measurements for which we have available data, four are meeting or exceeding annual targets; five are on track to meet annual targets, and of the remining two goals one is "at risk," and the other is "significantly off track. Several new developments include:

Enterprise Survey and Data Management Project.
Since the last reporting period, data collection started for this Goal 1 measurement, which will build the infrastructure to centralize and manage all agency surveys. Currently, product research and validation of technical and resource requirements were completed, technical solutions were identified, and demos are scheduled through May. Completion of this strategic project will result in the operationalization of the customer experience data.

Equity and Inclusion Program, Year 1
Now in its second reporting period, this Goal 3 measurement reflects the initial strategies of ETF's multi-year Equity and Inclusion Plan toward building the culture, recruitment, and retention practices to make ETF an equitable and inclusive organization. During this period, significant progress has been made, including completion of the new Human Resources Online Share Point site. This site launched a new Manager's Toolbox providing resources to support equitable recruitment and staff management practices. Additionally, Human Resources launched a process enabling staff to update their email signatures with pronoun personalization, enhancing visibility of and promoting staff diversity.

Board	Mtg Date	Item #
ETF	6.17.21	5B
BUD	6.16.21	6

Annual Strategic Plan Review
As we close-out the third quarter of FY21, ETF leadership is currently conducting the annual strategic plan review to ensure our priorities, targets, and measurements are aligned to elevate ETF's overall performance. During the last year we have learned more about our performance drivers and opportunities for adjusting expectations that will be reflected in the new scorecard beginning on July 1, 2021.

I will be available at the meeting to answer any questions.

Attachment: ETF Scorecard

ETF Balanced Scorecard

For Period Ending: 3/30/21

GOAL	MEASUREMENT	NORTH STAR TARGET	CURRENT FISCAL YEAR TARGET	CURRENT PERIOD ACTUAL	PREVIOUS PERIOD ACTUAL	STATUS ✅ = on target ⚠️ = at risk ⛔ = significantly off	NOTES Indicate dependencies on other metrics or initiatives, reporting frequency (i.e.: monthly, quarterly) along with any changes or issues impacting
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	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	100.00%	100.00%	68%	N/A	On Target	Completed Phase 2 of the project, including product research and validation of technical and resource requirements with the Portfolio Committee. Identified potential technical solutions, and proceeding with product demos in mid-April through May. Pending: budget and process development. The outcome of this project will be the operationalization of the customer experience.
	Average Wait Time Service Level Agreement score of identified transactions - High Value High Impact (HVHI)	4 for all trxns	4 for HVHI trxns	4	4	On Target	Score is similar to Q2 FY21. Met most standards with two exceptions. We missed the call volume standard in Q2 because of staff vacancies and call volume was high primarily due to federal tax table changes. Also, we missed the appointment standard because of staff vacancies, staff needed to backfill the Call Center, and position reallocations.
	Average Self-Service score for identified transactions - High Value High Impact (HVHI)	4 for all trxns	3 for HVHI trxns	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 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 documented, with appropriate performance measures and controls in place	99%	20%	39.82%	39.58%	On Target	39.82% 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	37	27	On Target	10 process improvements have been completed and recorded meeting at least one of the performance criteria during this reporting period.

ETF Balanced Scorecard

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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	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	N/A	Data will not be available until related project work has been completed.
	Percent of competency program tasks completed on schedule	100%	15%	33%	15%	On Target	Current efforts include completion of vendor onboarding, enabling the team to use the new competency library to develop core competencies.
	Percent of Equity and Inclusion program tasks scheduled to be completed within the quarter are completed on schedule.	100%	100%	60%	27%	On Target	The overall project currently has 28 of 49 milestones complete (60% of the overall effort). The % complete is based on relative level of effort & duration of each of the 49 milestones.
Goal 4: Implement modern, secure, and resilient information technologies.	Percent of applications in the Invest quadrant of the Gartner TIME model *	50%	16%	14%	14%	On Target	Data gathered this quarter indicates no material change to the portfolio. The FY21 target is 16%. We are now at 14%. The Master Data Management and employee performance systems are expected to go live this year; we should reach 17% before year end.
	Percent of data meeting our data quality target score	97%	87%	86.30%	84.21%	On Target	The overall quality score for Q3 FY21 increased over Q2 FY21 by 2.05%. Stewards continue working to refine business rules which alert staff to potential data quality issues and are aligning these rules with the appropriate subdomain. The Master Data Management project remains a priority.
	Percent of Key Risk Indicators (KRI) that are within established risk thresholds	8 of 9	6 of 9	6 of 9 KRI's within threshold	7 of 9 KRI's within threshold	On Target	This quarter saw us fall back to 6 of the 9 metrics meeting target as compared to 7 of 9 last quarter. This was primarily due to a pause in our phishing training as we examined the results of our December phishing tests and then used the results to adjust our training package. Follow-up training was completed in early May.

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