



STATE OF WISCONSIN
Department of Employee Trust Funds
A. John Voelker
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: September 9, 2021
To: Employee Trust Funds Board
From: Pam Henning
Assistant Deputy Secretary
Subject: ETF Organizational North Star Metrics

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 June 30, 2021. These performance measurements provide the Board an objective way to measure progress toward ETF's four strategic goals and represent the final reporting period for the FY21 ETF Scorecard. Of the 11 measurements for which we have available data, eight are meeting or exceeding annual targets; one is on track to meet the annual target, and two are "significantly off track." The following "significantly off track" measurements are being removed from the ETF Scorecard for the following reasons:

Goal 1: Average Self-Service Score for Identified Transactions: This measurement is dependent upon significant technology projects tied to future modernization efforts. Once new technologies are in place, this measurement will be reviewed and returned to the scorecard.

Goal 2: Percent of Level 1 processes performing at expected service levels: The efforts supporting this measurement require more process documentation and resources than are currently available and is being operationalized and tracked at the business level.

Several items to note:

Competency-Based Performance Management

Significant strides were made this quarter toward the development of the agency's performance management framework that will serve as the foundation for building, hiring, training, leading, and managing staff performance to align with ETF's long-term North Star performance expectations. Initial efforts are focused on identifying and prioritizing core competencies — skills that apply to all staff regardless of their role at

Board	Mtg Date	Item #
ETF	9.16.21	7B2
BUD	9.16.21	6a

ETF — that will help the agency achieve future success. With input from a broad cross-section of managers, supervisors, and staff, five core competencies have been selected for ETF: collaborator, customer centric, values differences, active learner and communicator. These new competencies have been introduced to the agency and incorporated into the existing evaluation process for 2021-2022 annual performance planning sessions.

Data Quality




To prepare for the upcoming launch of ETF's new Enterprise Content Management (ECM) system, the Data Management Program efforts have focused on optimizing demographic and contact data as part of the agency's Master Data Management software implementation. This system identifies the best member demographic and contact data across multiple systems and will begin sharing data with the ECM system when implemented.




Annual Strategic Plan Review: Wrap-Up

The ETF Strategic Council is now finalizing the FY22 Strategic Plan, following several months of hard work prioritizing strategic efforts and aligning them with resource capacity. The new FY22 Plan being presented at the September Board meeting introduces seven new strategic objectives to the plan for a total of 12. The FY22 Strategic Plan prioritizes efforts supporting development of the Insurance Administration System, and the implementation of the ECM system, Competency Based Performance Management and ETF's Equity and Inclusion Plan.




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

Attachment: ETF Scorecard

GOAL	MEASUREMENT	NORTH STAR TARGET	CURRENT FISCAL YEAR TARGET	CURRENT PERIOD ACTUAL	PREVIOUS PERIOD ACTUAL	STATUS	NOTES
						 = on target  = at risk  = significantly off	Indicate dependencies on other metrics or initiatives, reporting frequency (i.e.: monthly, quarterly) along with any changes or issues impacting outcomes
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%	92%	68%	On Target	Implementation of the new survey process includes product demo questions and answers. Three products have been identified, and a draft of the Standard operating procedure for surveys was developed. Within the next quarter the project will implement the survey solution and the future survey process.
	Average Wait Time SLA score of identified transactions	4 for all trxn	4 for HVHI trxn	4	4	On Target	Customer wait times were similar this quarter when compared to last quarter. Of the transactions used to calculate this score, most are within the standard turn-around time or better with the following exceptions: 1) percentage of calls within the 3-minute standard (standard is 70% of calls, the period actual was 77%) and 2) percentage of customers able to get a retirement appointment with a benefit specialist within 15 days (the average wait was 24 days). The phone call and appointment services did not meet the standards because the April-June time of the year is high volume, largely due to teacher retirements and there were vacancies in business unit that backs up the Call Center on phones and scheduling member appointments.
	Average Self-Service score for identified transactions	4 for all trxn	3 for HVHI trxn	1.25	1.25	Significantly Off	The Box application on ETF's website continues providing more than 8 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. This measurement will be removed as it is tied to significant technology efforts whose implementation timeline is outside the current Scorecard reporting cycle.
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%	Significantly Off	Process measures are under development and have not yet been implemented. This measurement will be removed and tracked at the business level when additional process documentation and resources are available.
	Percent of Level 1 processes documented, with appropriate performance measures and controls in place	99%	20%	42.36%	39.82%	On Target	As of 6/30/2021, 42.36% 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	43	37	On Target	6 process improvements have been completed and recorded meeting at least one of the performance criteria during the period of 4/1/2021 through 6/30/2021.

GOAL	MEASUREMENT	NORTH STAR TARGET	CURRENT FISCAL YEAR TARGET	CURRENT PERIOD ACTUAL	PREVIOUS PERIOD ACTUAL	STATUS	NOTES
						 = on target  = at risk  = significantly off	Indicate dependencies on other metrics or initiatives, reporting frequency (i.e.: monthly, quarterly) along with any changes or issues impacting outcomes
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%	38%	33%	On Target	This past quarter the five core competences for all ETF employees were approved, and a four-point rating scale was selected for evaluating performance. Current efforts include leadership competency selection, working with eSkillz on system configuration and preparing for Pioneer work. 38% of the expected 38% tasks are complete.
	Percent of Equity and Inclusion program tasks scheduled to be completed within the quarter are completed on schedule.	100%	100%	99%	60%	On Target	The Equity and Inclusion Project is made up of 9 initiatives with 49 total milestones with delivery dates staggered to accommodate for resource constraints. All 9 initiatives are completed (99% of the 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%	17%	14%	On Target	During this reporting period, there was one system added and no systems retired. Our portfolio is now 17% modernized, exceeding our FY21 target by 1%. The full year increase in modernization of the portfolio was 8%. The new annual goal for FY22 is to reach 20% modernized. The next major change will occur with IAS implementation.
	Percent of data meeting our data quality target score	97%	87%	87.04%	86.30%	On Target	The overall quality score increased by 0.74% over the previous quarter. The stewards continued to focus on cleansing demographics and contact data in anticipation of ECM go-live. The largest increase in data quality over the last quarter was driven by improvements in the Annuity Benefits sub-domain. ETF's data quality vendor is transitioning the data quality process to ETF staff prior to their contract ending in December 2021.
	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	This quarter we made strides in areas and setback in others, yet our overall result was 7 of the 9 KRI's. With the departure of the CISO and the lead worker, BISM phishing efforts were on hold. No new tests were conducted this quarter.

* 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.