



Sign-In For Public Guests:

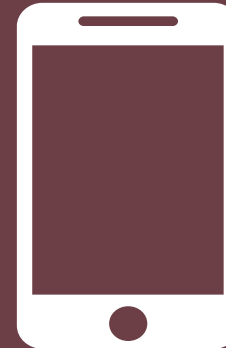
If you would like to be recorded in the minutes as in attendance, please send an email with names and organization represented to:

ETFSMBoardFeedback@etf.wi.gov.



Meeting Materials

- Available at etf.wi.gov



**Please Mute
Microphones
and/or Cell Phone**



Welcome to the Employee Trust Funds Board

September 16, 2021



Announcements

Item 1 – No Memo



Thank you for your service, Bob Niendorf and Michael Langyel!



ROBERT NIENDORF
In Recognition of
Service to the
Wisconsin Retirement System
and its members
1971-1978
1989-2021

Employee Trust Funds Board - 29 years
Teachers Retirement Board - 12 years



MICHAEL LANGYEL
In Recognition of
Service to the
Wisconsin Retirement System
and its members
2005-2021

Employee Trust Funds Board - 12 years
Teachers Retirement Board - 10 years



Consideration of Open Minutes of June 17, 2021



Item 3 - Memo Only





Committee Reports

Item 4 - Employee Trust Funds Board



Executive Committee – Wayne Koessl

Audit Committee – Bill Ford

Budget and Operations Committee – Roberta Rasmus



Election of Officer - Secretary



Item 5 - Employee Trust Funds Board



State 2021-2023 Biennial Budget and Legislative Update

Item 6A – Employee Trust Funds Board

Tarna Hunter, Director of Strategic Engagement and
Government Relations

Office of the Secretary



Open Meetings Law Training

Item 6B – See Separate Presentation

Dan Hayes, Attorney

David Nispel, General Counsel

Office of Legal Services





10 Minute Break


Employee Trust Funds Board





Secretary's Report

Item 7A - Employee Trust Funds Board



Bob Conlin, Secretary



ETF's Strategic Plan Annual Review And Going Forward

7B - Employee Trust Funds Board

Pam Henning, Assistant Deputy Secretary

Kristin Gunther, Administrative Policy Advisor





Agenda




- FY21 Q4 Scorecard Review
- Review FY21 Strategic Plan Accomplishments
- Introduce ETF's FY22 Strategic Plan
- Next Steps

ETF Scorecard

- FY21 Initiated ETF's Scorecard to track progress and guide decision-making
- Key measures capture status, predict outcomes.

ETF Scorecard Report

GOAL	MEASUREMENT	NORTH STAR TARGET	CURRENT YEAR TARGET	CURRENT PERIOD ACTUAL	PREVIOUS PERIOD ACTUAL	STATUS	NOTES
Create an effortless customer experience	% of customer experience survey responses that reflect a "delighted" experience score	91.40%	86.40%				Indicate dependencies on other metrics or initiatives, reporting frequency (i.e.: monthly, quarterly) along with any changes or issues impacting outcomes
	Average Wait Time SLA score of identified transactions	4 for all trxn	4 for HVHI trxn				
	Average Self-Service score for identified transactions	4 for all trxn	3 for HVHI trxn				
Implement outcomes-driven performance management and process management	% of Level 1 processes that are performing at expected service levels	90%	5%				
	% of Level 1 processes that are documented, with appropriate performance measures and controls in place	99%	20%				
	% of process improvement initiatives that result in improvement in at least 1 of the performance criteria	50	20				
Build a talented and agile work force	% of FTE new hires meeting proficiency requirements during the first 12 months of ETF employment	TBD	TBD				
	% of permanent FTE workforce meeting proficiency requirements, reported quarterly	TBD	TBD				
Implement modern, secure and resilient information technology	% of applications in the Invest quadrant of the Gartner TIME model	50%	17%				
	% of data meeting our data quality target score	97%	TBD				
	% of Key Risk Areas that are within established risk thresholds	8 of 9	7 of 9				

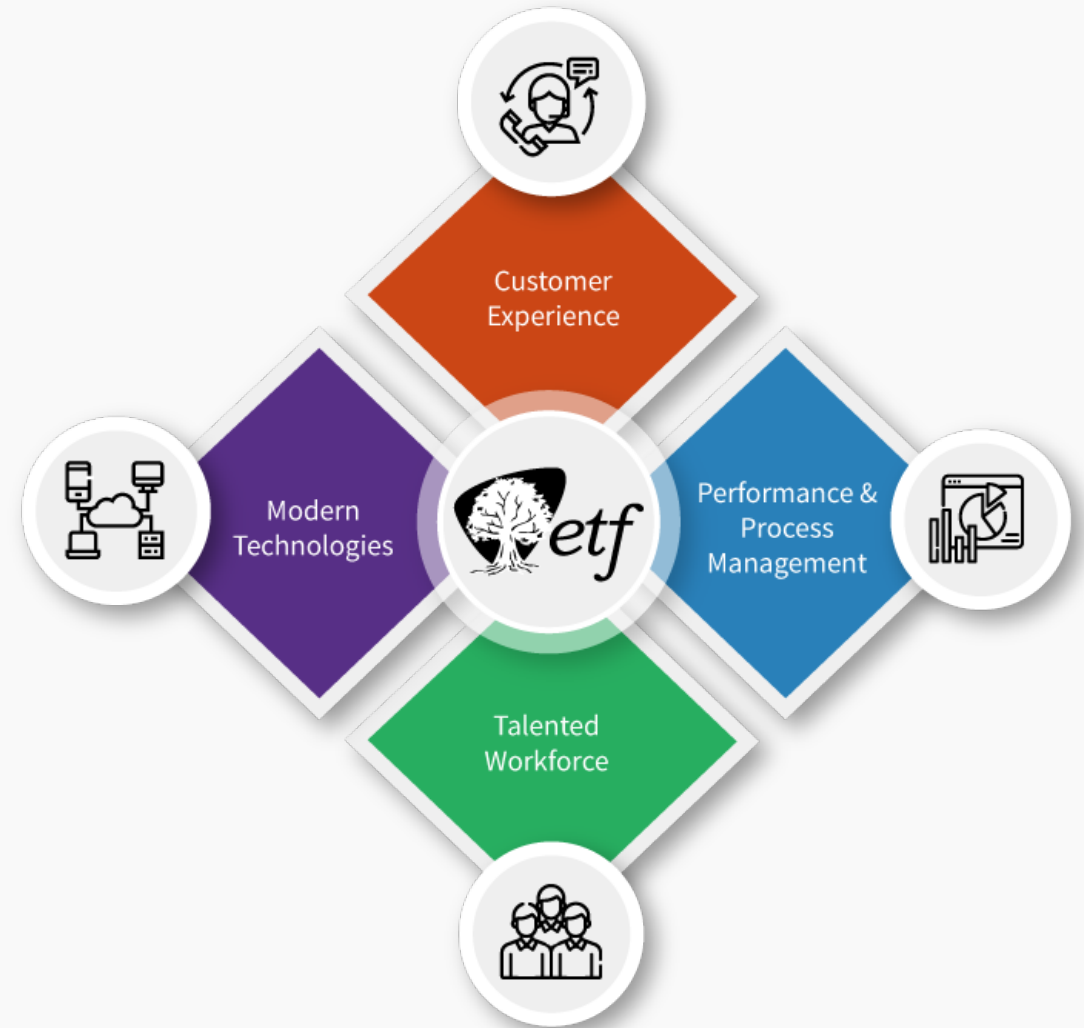
 = on track
 = at risk
 = significantly off track



ETF Strategic Plan

FY21

Accomplishments



ETF Strategic Plan Framework





Goal 1: Customer Experience

Objectives

- Increase employer competency for managing employee benefits
- Increase member engagement for managing their benefits



Goal 1: Customer Experience

Accomplishments

- Documented employer attributes to understand their training needs
- Piloted customized onsite and virtual member presentations for active employees of all ages
- Implemented a secure technology solution for online forms submissions
- Implemented online self-service scheduling tool



Goal 2: Performance & Process Management

Objectives

- Establish metrics to measure progress towards meeting desired outcomes of key capabilities
- Establish business process management to increase knowledge, improve operational efficiencies and controls, and to support innovation



Goal 2: Performance & Process Management

Accomplishments

- Developed business process management and improvement capabilities
- Completed 48 process improvement projects across the enterprise
- Expanded documentation of organizational business processes
- Completed system/application and database inventory for business capability model



Goal 3: Talented Workforce

Objectives

- Market our vision to attract, integrate, and advance top talent
- Advance employee development through meaningful performance management approaches
- Build the culture, recruitment and retention practices that will make ETF an equitable and inclusive organization



Goal 3: Talented Workforce

Accomplishments

- ETF Employee Value Proposition Development
- HR Share Point site
- New Employee Onboarding Process
- Competency-Based Performance Management: Core Competencies
- ETF Equity and Inclusion Plan: Year 1



Goal 4: Modern Technologies

Objectives

- Develop and deploy solutions that meet customer expectations for accurate and timely services
- Integrate systems and processes to deliver a seamless, timely and secure experience for all stakeholders



Goal 4: Modern Technologies

Accomplishments

- Insurance Administration System vendor selected
- Enterprise Content Management technology nearing completion
- Information Risk Management Program
- Data architecture implementation
- Technology Program implementation

FY22 Strategic Plan

- What's new
- Strategic Priorities
- Next steps



Goal 1: Customer Experience

Objectives

- Increase employer competency for managing employee benefits
- Increase member engagement for managing their benefits
- Create full visibility to the end-to-end customer experience for IAS
- Ensure insurance program sustainability



Goal 2: Performance & Process Management

Objectives

- Improve operational performance management through effective process management, performance metrics, controls and improvement initiatives.
- Optimize processes to leverage capabilities of modernization activities



Goal 3: Talented Workforce

Objectives

- Attract, integrate, and advance top talent
- Advance employee development through meaningful and intentional performance management approaches
- Build the culture, recruitment and retention practices that will make ETF an equitable and inclusive organization



Goal 4: Modern Technologies

Objectives

- Develop and deploy solutions to support an effortless customer experience that enables accurate self-service and timely benefit administration services.
- Integrate systems and data to support an effortless customer experience
- Preserve the safety and security of all ETF systems and data through standard practices, appropriate security controls, risk management, and information security technologies.

Next Steps

- Resource prioritization
- Governance process
- Ongoing



Questions?

Thank you



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ETF E-mail Updates



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Customer Service Improvements and Trends

7C - Employee Trust Funds Board

Matt Stohr, Administrator

Anne Boudreau, Deputy Administrator

Division of Retirement Services



The image is a collage of four photographs. The top-left photo shows three firefighters in full gear, including helmets and oxygen tanks, smiling and looking towards the right. The top-right photo is a close-up of a female police officer in a dark uniform, smiling warmly at the camera. The bottom-left photo shows a male teacher with glasses leaning over a desk to assist a young female student who is focused on her work. The bottom-right photo is partially obscured by the logo but shows the same police officer from the top-right photo.

Where We Have Been and Where We Are Going

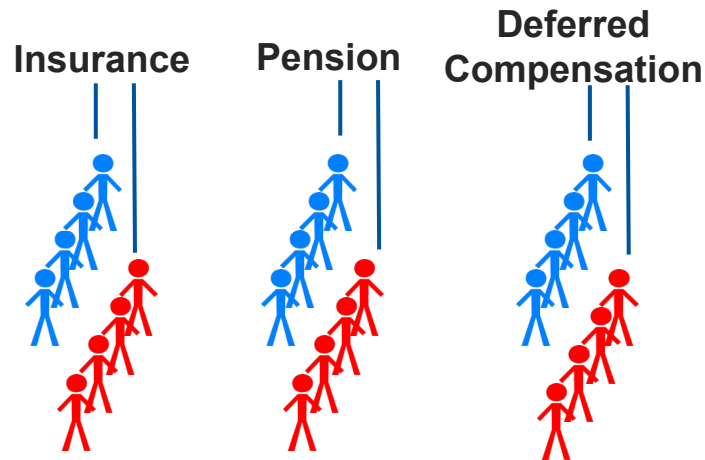


ETF is transforming to better serve its customers

Customers = Members (and Beneficiaries) + Employers

Past Internally-Focused

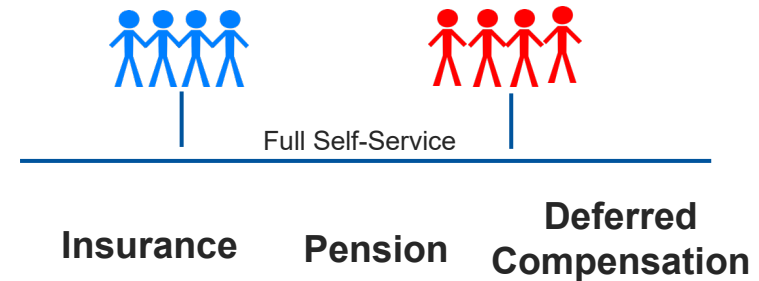
- Our Organization, Processes, Technology and Data are Siloed
- Limited Self-Service Capabilities and Siloed Service Approach By Benefit Program



1.4 million
(650k Members + 750k Beneficiaries)

Future Customer-Focused

- We Will Modernize Our Systems (Insurance and Pension) and Join Data from the Individual Benefit Systems
- Self-Service Capabilities Will Be Provided That Are Seamless and Agnostic to Internal Organization Structure, Processes and Technologies

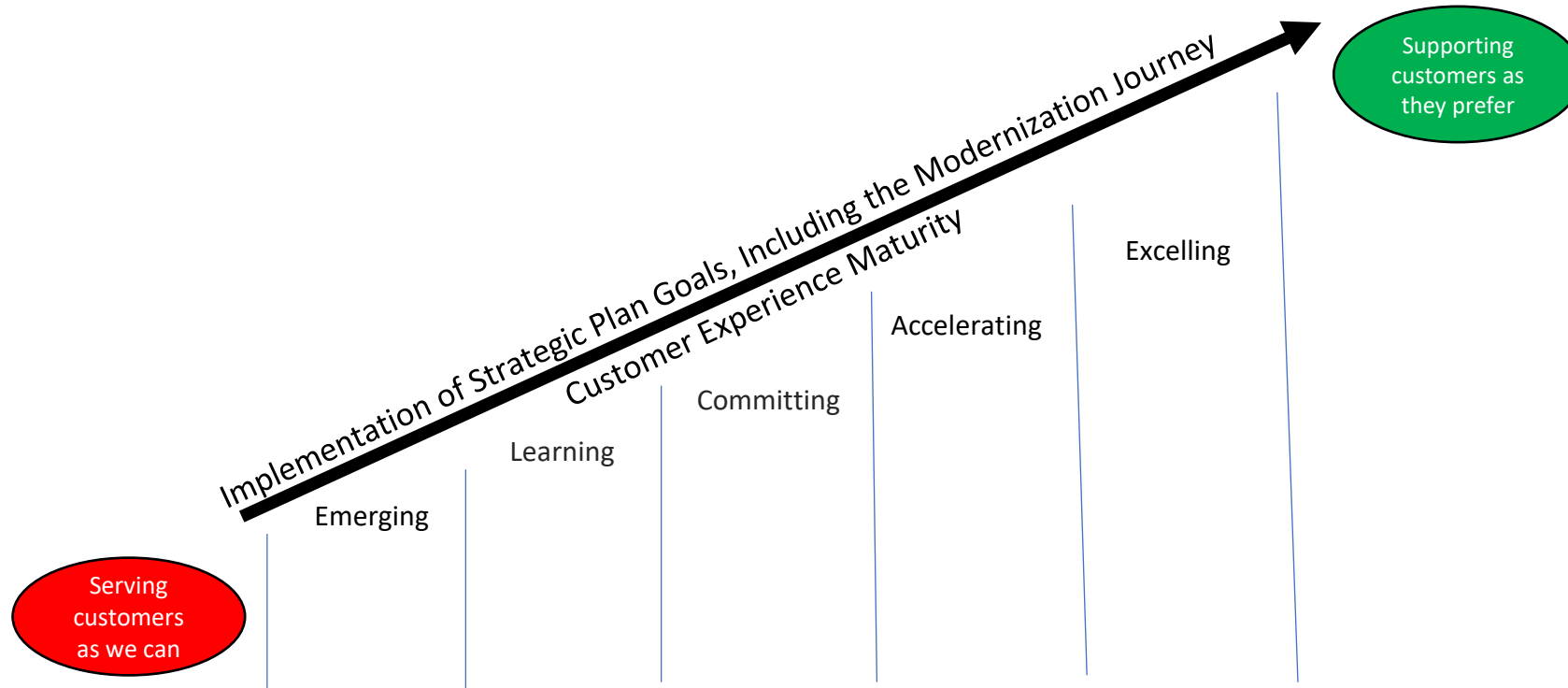


1580 Employers

Customers

Strategic Goal 1 – Effortless Customer Experience

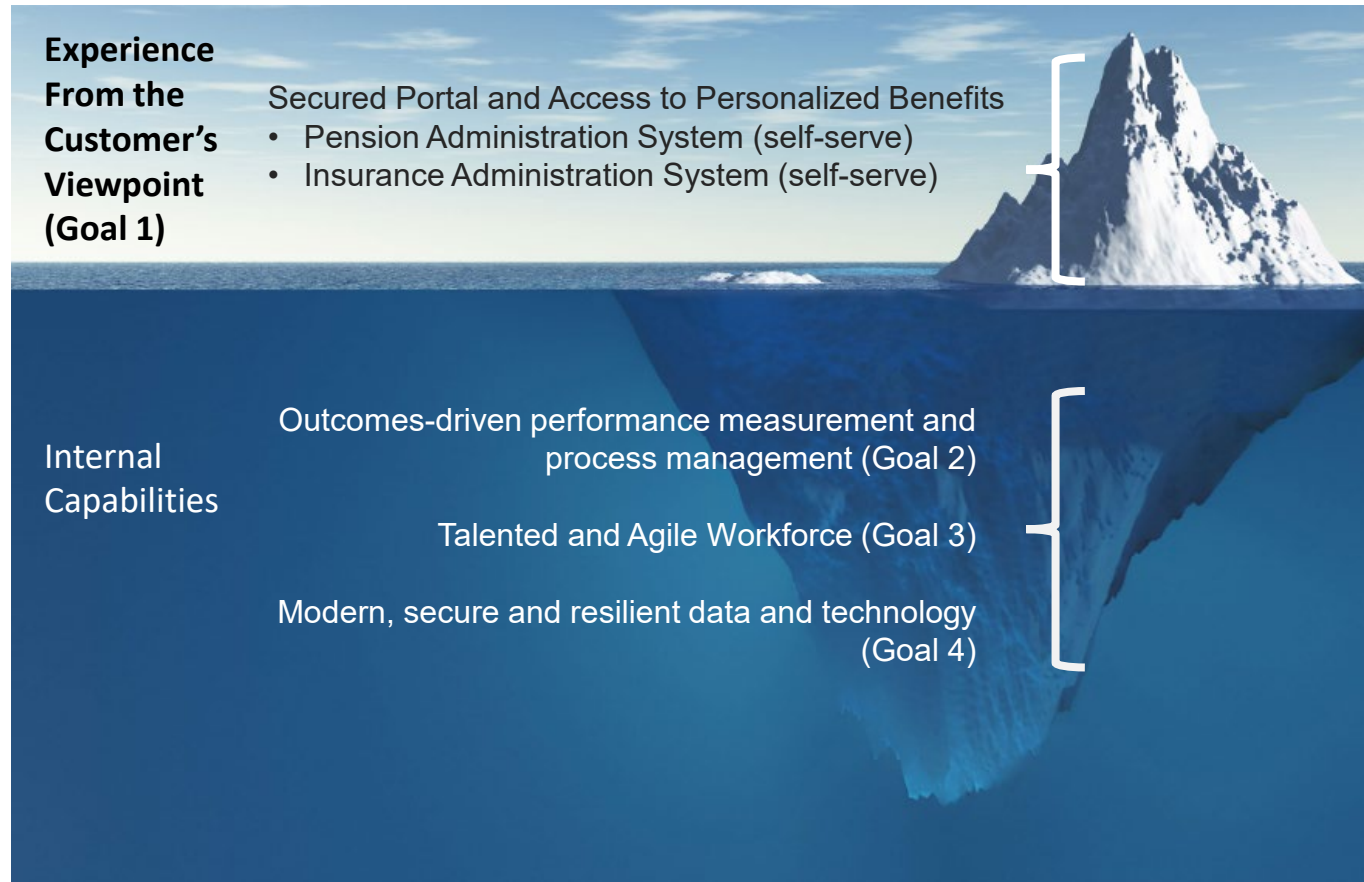
Focuses on building capabilities to support customers as they prefer



Example of a Customer Experience Maturity Model

When will customers have a materially improved experience?

ETF must build its internal capabilities to deliver an effortless customer experience



Why will the implementation of the Pension Administration System materially improve our customer experience?

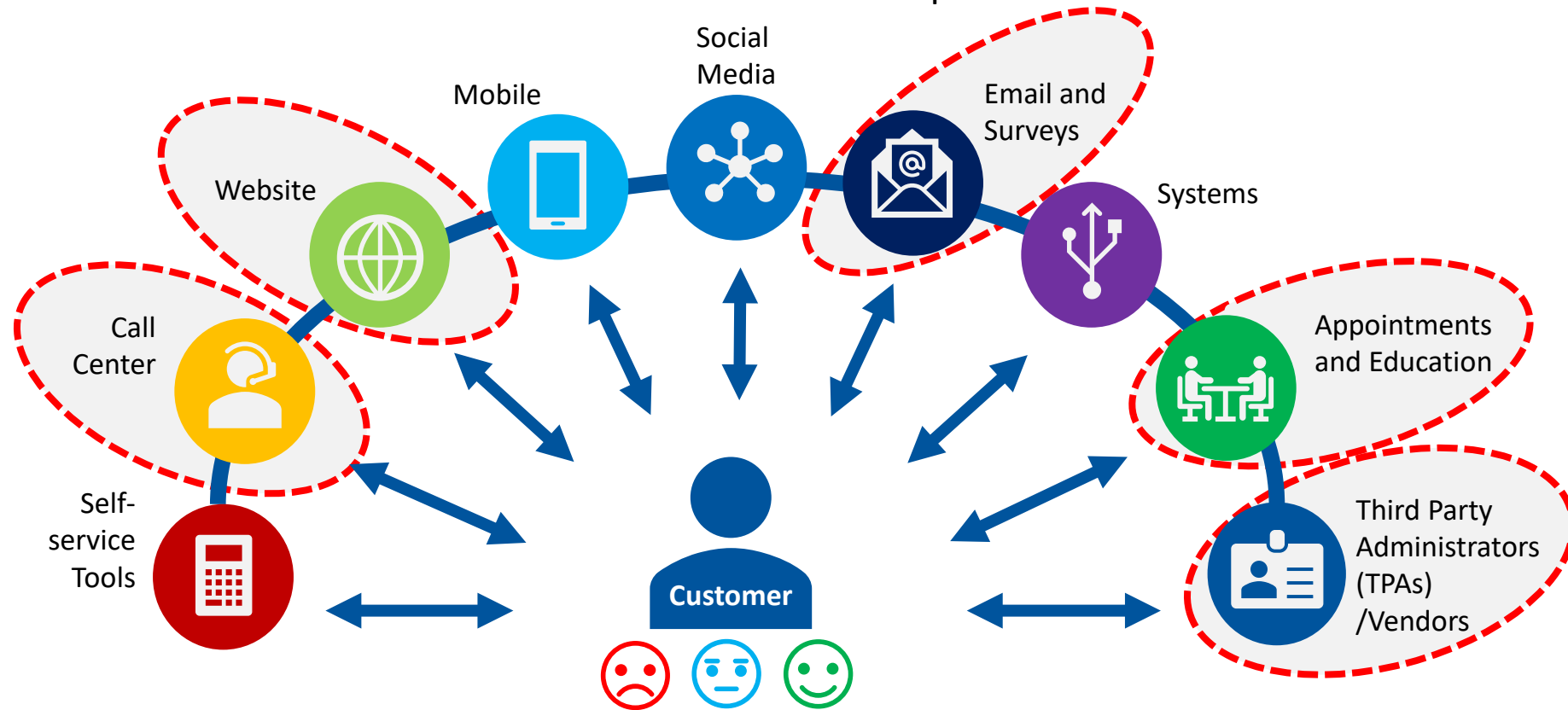
- **For the pension benefit (WRS) program - We serve customers as we can.**
 - WRS customer service standards are often less than expected of other benefit programs' third-party administrators, largely due to internal capability limitations
- Insurance and Deferred Compensation programs are partially or fully administered by third parties while ETF self-administers the WRS program


Program	Customer Support Responsibilities	
	Member (Beneficiaries)	Employer
WRS	ETF	ETF
Insurance	Third Party/Employer (enrollment)	ETF
Deferred Compensation	Third Party	Third Party

- ETF contractually establishes high customer service standards and measurements for the insurance and deferred compensation programs







As we strategically build for the future, we make incremental operational improvements to better serve our customers

ETF Customer Touchpoints



 Areas of operational Improvements

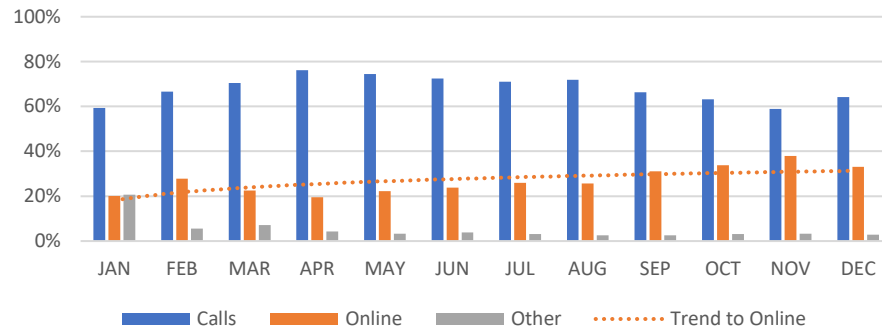
Operational improvements provide interim enhanced customer service touchpoints until strategic goals are achieved

Touchpoints	Operational Improvements	Year
Call Center 	<ul style="list-style-type: none"> New Call Center Capabilities (callback capabilities, better surveying capabilities) 	2019-2020
Website 	<ul style="list-style-type: none"> Online Retirement Estimate Request Form Website Redesign 	2015 2019
Email & Surveys 	<ul style="list-style-type: none"> Targeted Project to Obtain Member Emails to Communicate Electronically Versus Snail Mail Enhanced Mechanisms to Survey Customers 	2020 2021
Appointments & Education 	<ul style="list-style-type: none"> Virtual Appointments, Webinars, Virtual Health Fairs (100% virtual during Pandemic) Online Member Appointment Scheduling Software New Employer Onboarding Improvements 	2017-present 2020 2020
Third Party Administrators/Vendors 	<ul style="list-style-type: none"> WRS Retirement Planning Information Added to Wisconsin Deferred Compensation Website Online Insurance Option Determinations-ALEX/BenefitMentor 	2021 2021
Other 	<ul style="list-style-type: none"> Direct Mail of WRS Statements Software to Send Requested Confidential Information to Members-BOX Members Ability to Pay Additional WRS Contributions Online Members Ability to Submit Disability Application Form Online 	2020 2020-2021 2020 2022

We are heading in the right direction - our customers prefer online services and are favorably responding when available

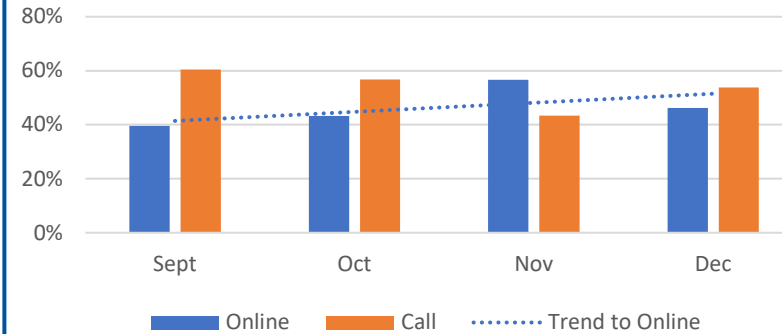
Online Retirement Estimates

Members requesting retirement estimates via ETF's online form increased from 20% of total to 33% in a year



Online Appointment Scheduling

After the online appointment scheduler was implemented in September of 2020, 47.4% of members scheduled their own appointment at a time convenient for them.



What does this mean for ETF's call center touchpoint?

ETF's overall call center demand will lessen, but not be eliminated, as more self-service tools become available and utilized by customers



Call Center

ETF Customer Touchpoints

Call Center

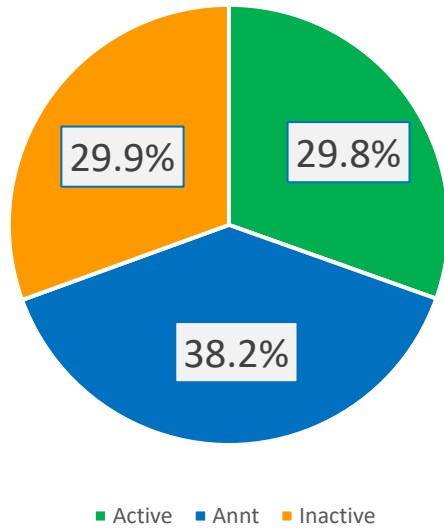


Anne Boudreau, Deputy Administrator
Division of Retirement Services

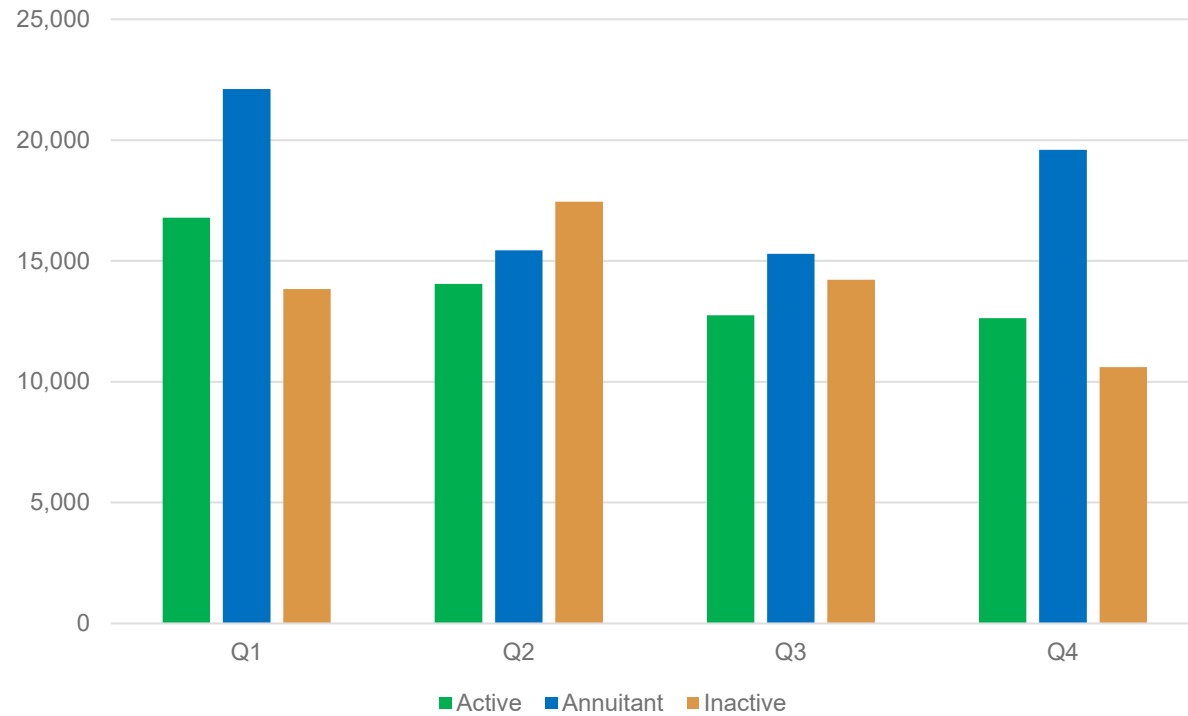


WRS member call trends change during the year and are somewhat predictable based on experience, however, better systems will allow for better data and forecasting

2020 Calls - 188,697



Calls - 2020

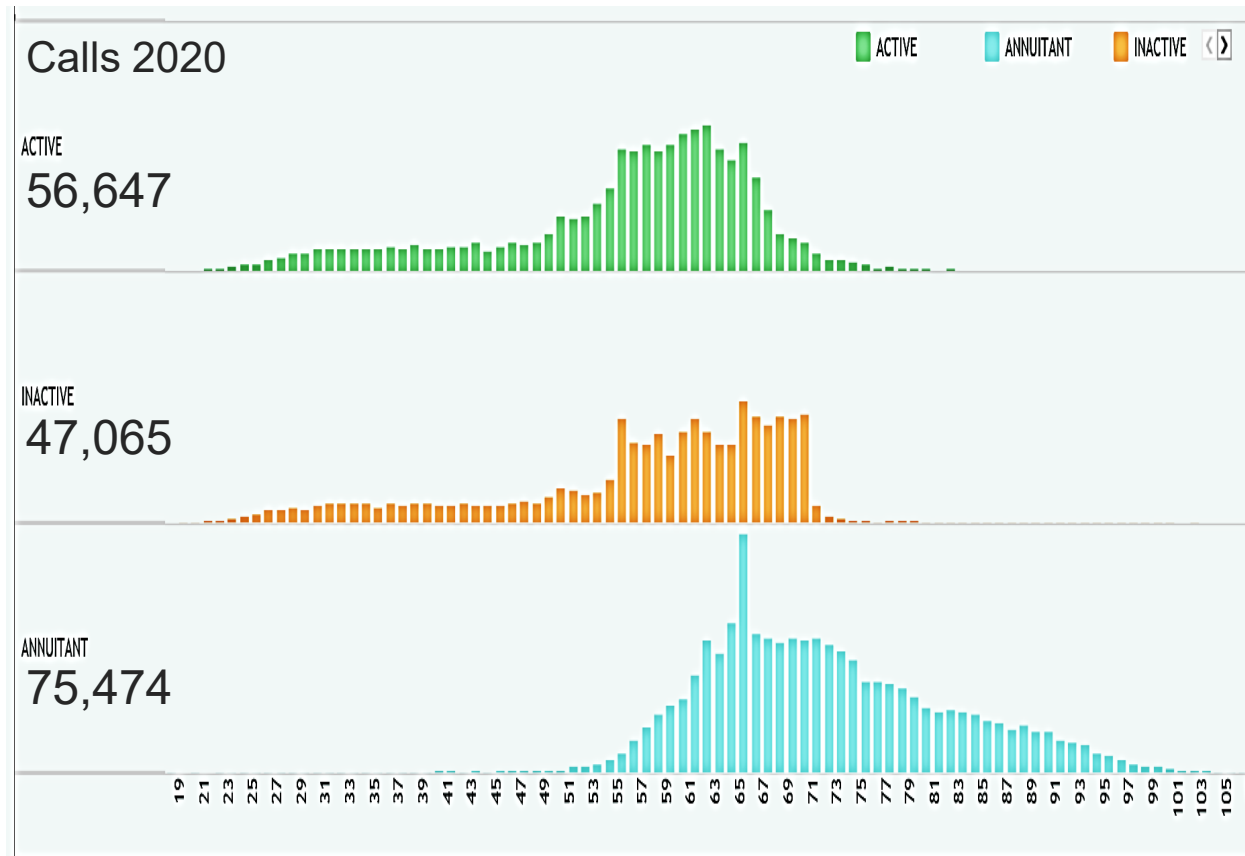


Annuitant = Original member or beneficiaries



WRS

When do members contact ETF?



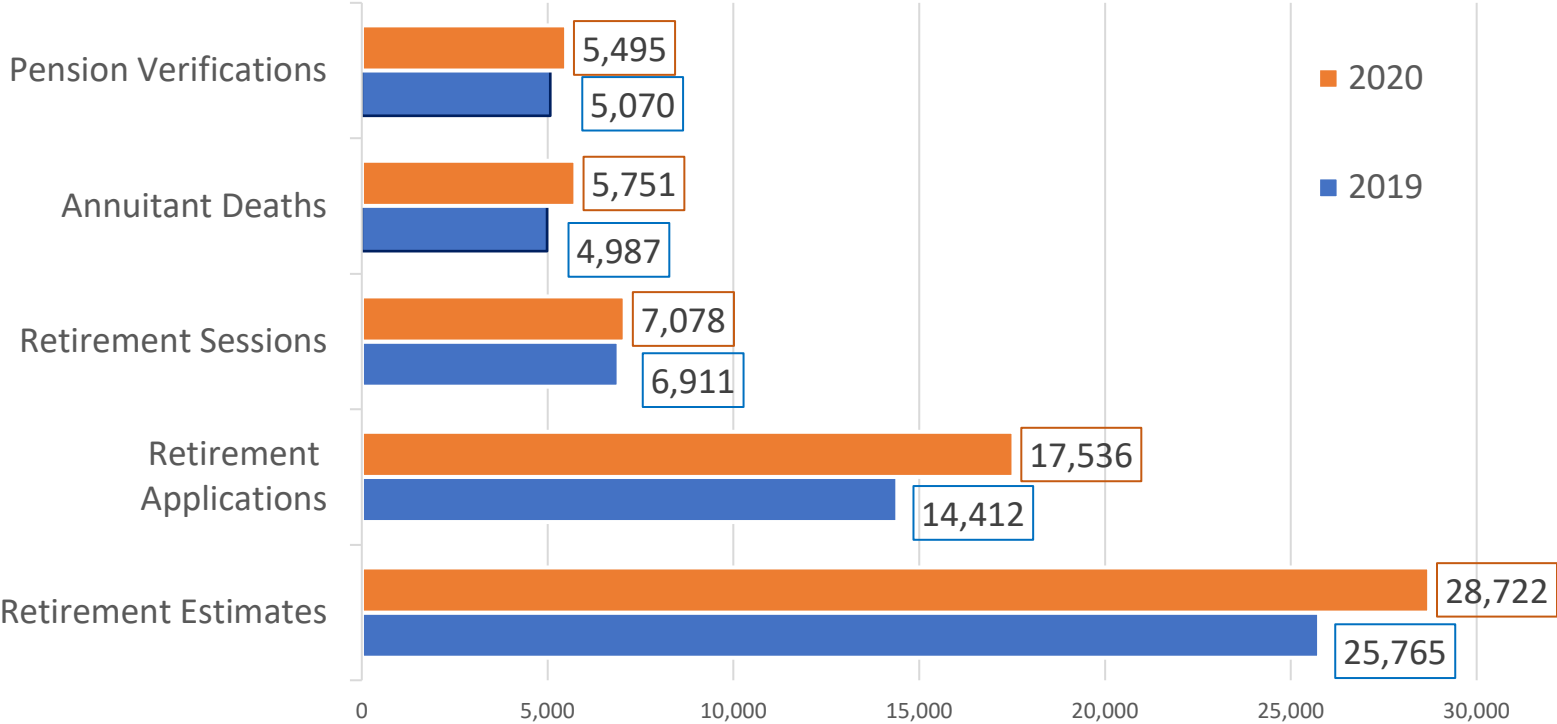
Active members tend to contact ETF near minimum retirement age. Then they stay in touch during and after retirement

40% of calls are from annuitants

WRS

Why do active members contact ETF's call center?

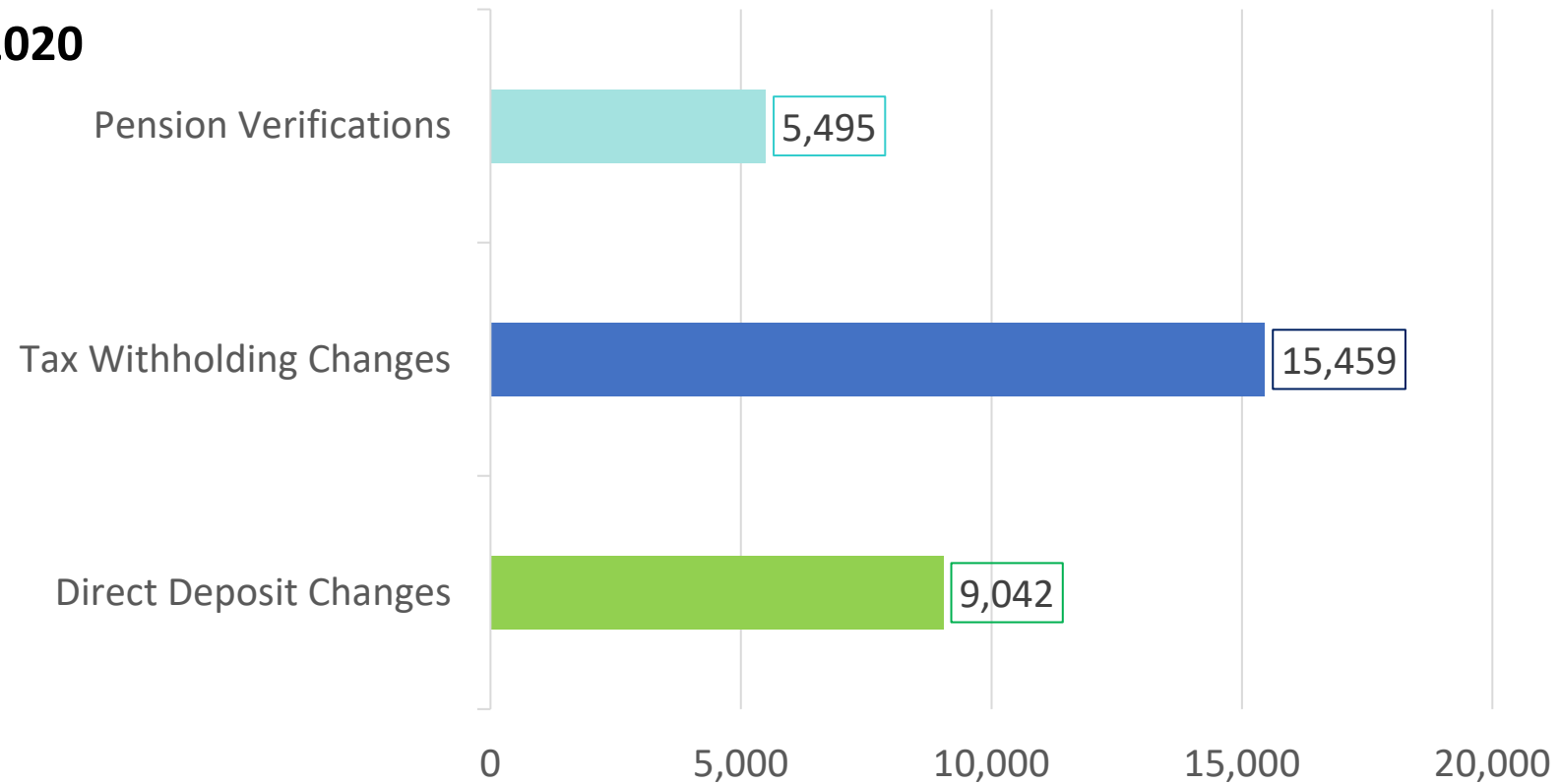
Of the top 5 highest volume WRS active member transactions, 82% are directly related to retirement process



WRS

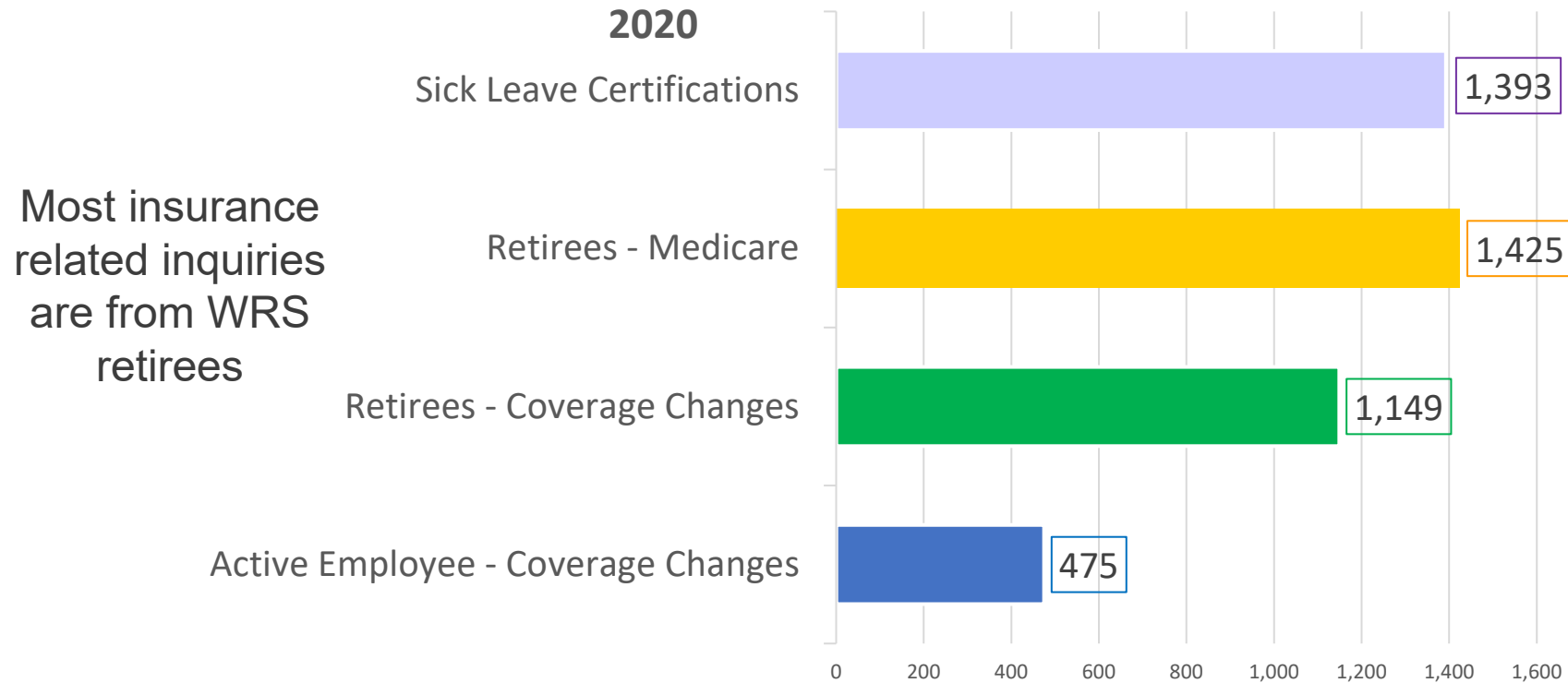
Why do annuitants contact ETF?

2020



Insurance

Why do some members contact ETF?



Appointments and Education

ETF Customer Touchpoints



Appointments
and Education

Anne Boudreau, Deputy Administrator
Division of Retirement Services



Members Served in ETF's Appointments & Education Program

	2017	2018	2019	2020	2021 (thru Q2)
In Person					
- Indiv Retirement Session	4,335	3,753	3,620	2,582	1,230
- Group Retirement Session	2,172	2,409	2,429	413	135
- Quick Service	4,941	4,081	3,225	635	165
- General Benefits Session	4,379	4,205	4,500	2,470	2,092
	<u>15,827</u>	<u>14,448</u>	<u>13,774</u>	<u>6,100</u>	<u>3,622</u>
Virtual					
- Indiv Retirement Session	348	916	862	1,481	1,155
- Webinars	6,400	7,120	8,391	10,411	8,118
	<u>6,748</u>	<u>8,036</u>	<u>9,253</u>	<u>11,892</u>	<u>9,273</u>
TOTAL MEMBERS SERVED	22,575	22,484	23,027	17,992	12,895
				<i>Projected:</i>	<i>25,000</i>

- ETF's Outreach Program has evolved with significantly more virtual presentations and videos
- The change was intentional, but COVID accelerated the change
- The change has proven to be successful from a customer experience view
 - Schedule flexibility
 - Less travel
 - Webinar information readily available and topic specific

Health fairs during the annual *It's Your Choice* enrollment window went virtual out of necessity

Twenty health fairs offered on key topics:

- Health insurance and pharmacy benefits
- Dental and vision coverage
- Supplemental insurance programs
- Wellness program

1,796 members reached through this service

- Members and staff stayed safe from exposure to COVID-19
- Many more members educated than in a typical year
- All attendees could hear all questions and answers—rather than one member at a time, at an in-person health fair
- No staff time or expenses were spent on travel

ETF also provides training to employers and will be surveying employer preferred delivery methods as we move to a hybrid training model (in-person plus virtual)

- Annual Reconciliation
- Mid-year Reconciliation Check In
- Full day WRS training

Live Webinars

- 12 topics available year-round
- New topics in progress

Videos

- None in 2020 due to COVID
- Post-pandemic Hybrid Model

In-Person

ETF Employer Certification Program: In Development



Questions?

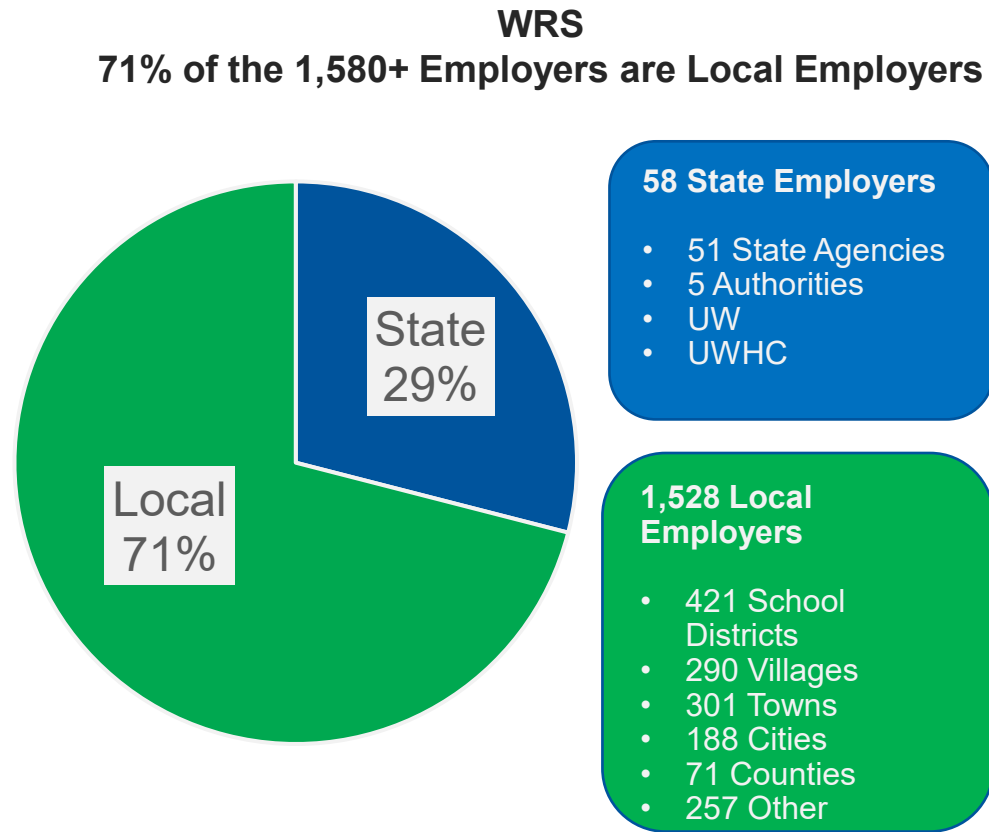


**Appendix
Customer Profile**



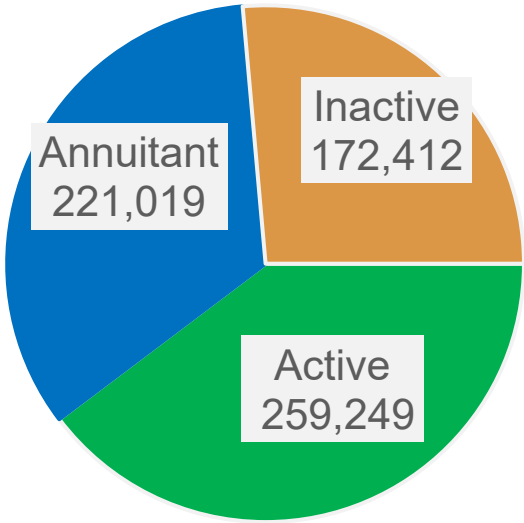
Who are our WRS employers?

WRS serves the largest employer base. Fewer employers participate in the Insurance and Deferred Compensation Programs.

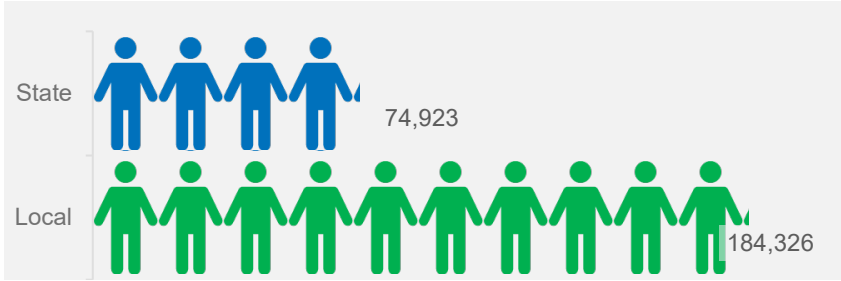


Who are our WRS members?

650,000+ WRS Members Broken Down Into 3 Categories



Active Members

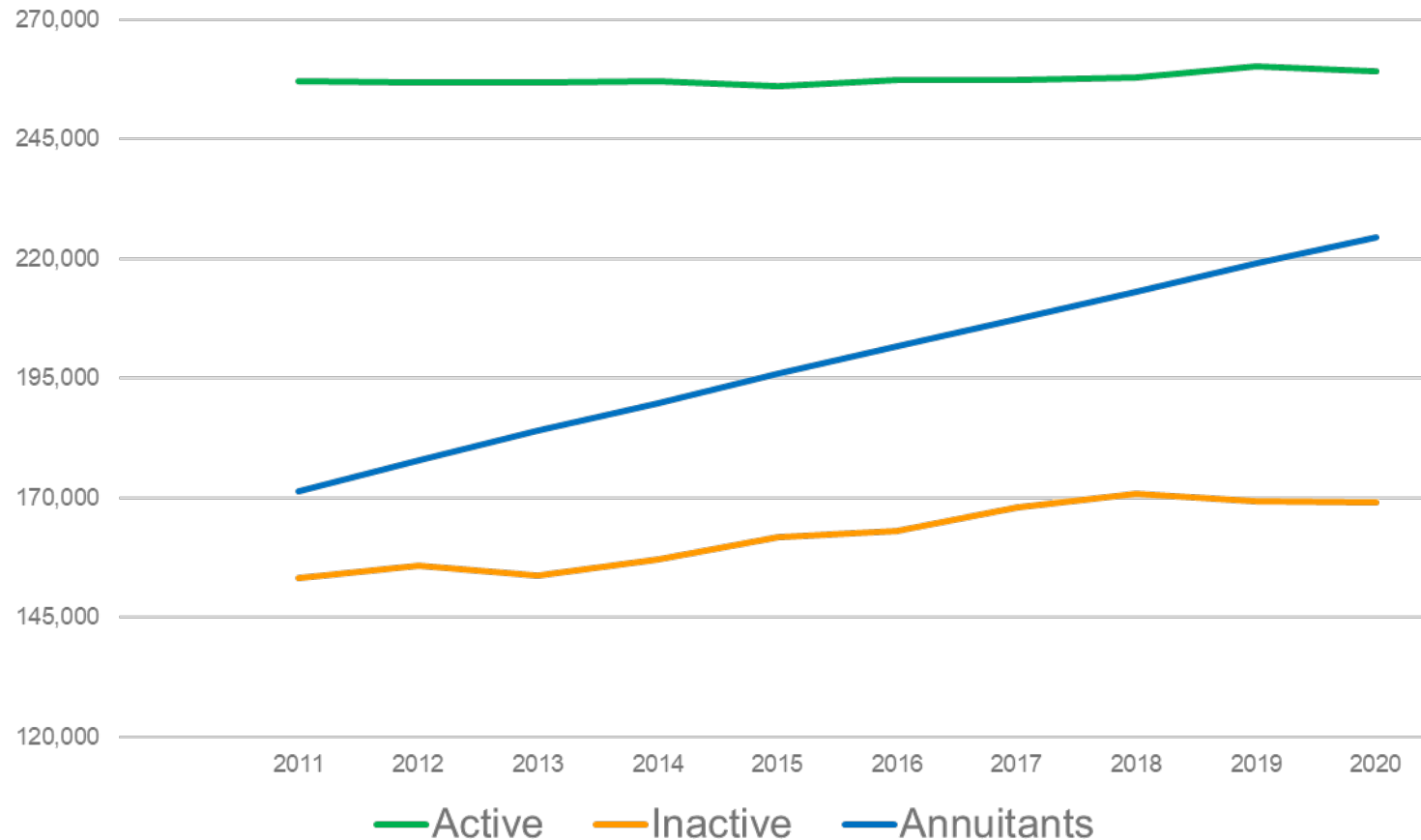


Over 70% Work at Local Employers and Are Largely Comprised of Teachers



WRS membership composition is changing

The number of WRS annuitants has increased by 31% over the last decade, while the number of active members has stayed steady



The average WRS retiree is 60 years old with 21 years of service



Stay Connected



ETF E-mail Updates



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Thank you



ETF E-mail Updates



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COVID-19 Pandemic Update

Item 7D - Employee Trust Funds Board

Pam Henning, Assistant Deputy Secretary



Operational Updates

Items 7E – 7J - Memo Only



Future Items for Discussion

Item 8A – Employee Trust Funds Board



Closed Session

Item 9 – Secretary's Compensation



Discussion and Vote on Business Deliberated During Closed Session



Item 10 – Employee Trust Funds Board

- Request for an Attorney General opinion on the Board's authority under Wis. Stat. §20.923(7).
- Request a letter of support from the Wisconsin Technical College System to accompany the ETF Board's request for an Attorney General opinion.
- Delegate the signing of the request for an Attorney General opinion to the ETF Board Chair.



Adjournment

Item 11 – No Memo



Thank you



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