ETF Scorecard FY2025 Q3 (January 1 - March 31, 2025)							
GOAL	**MEASUREMENT**	**NORTH STAR TARGET**	**CURRENT FISCAL YEAR TARGET**	**CURRENT PERIOD ACTUAL**	**PREVIOUS PERIOD ACTUAL**	**STATUS** ✅ = On Target ⚠️ = At Risk ⛔ = Significantly off Track	**NOTES** 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.	Customer Experience Feedback Score - percent of members who indicate high satisfaction, low effort, and high willingness to recommend ETF services through customer service surveys Customer Experience Feedback = customer perspective/service rating	92.00%	87.00%	88.7%	89%	On Target	Compared to the previous quarter, the Customer Experience (CX) Feedback Score decreased by .5 points. This is an insignificant overall change. To show the level of impact, we are now reporting the score one decimal place rather than a rounded percentage. Contributing factors include: • The ease of effort score decreased by 1.3 percent, and customer satisfaction also dropped slightly for retirement appointments. • The call center had a slight increase in customer satisfaction, and an increase in ease of effort by .7 points. • In January 2025, the ETF website survey started collecting ease of effort scores. Customer satisfaction increased for the first time since 2023. Responses also increased likely due to a new survey placement on each page.
	Average Wait Time Service Level Agreement Score of identified transactions Average Wait Time Score = operations/ service delivery time	4 for all trxns	4 for HVHI trxns	4	4	On Target	The Average Wait Time Score for this quarter was the same as the previous quarter. We continue to struggle with providing a sufficient number of appointments for members, despite efforts to reallocate staff. This problem is exacerbated at this time of year, with a high number of appointments for teachers considering fiscal year retirement.
Goal 2: Implement outcomes-driven performance measurement and process management.	Percent of milestones completed on schedule, as defined in the Initiative Operationalize process management for all IAS-impacted process owners.	100%	100%	N/A	N/A	Significantly off track	This measurement expected to begin reporting in Q2 but is delayed due to resource constraints (consultant contract expired and the business process manager position is vacant). Recruitment for the Business Process Management Consultant is underway.
Goal 3: Build a talented and agile workforce.	Percent of IAS-impacted positions indicating their competency level for critical non-technical skills is at least a "Meets," as determined by the bi-quarterly assessment tool.	100%	100%	N/A	93%	On Target	The FY25 reporting periods for this measurement are set for Q2 and Q4 to capture the results of the Digital Dexterity Assessment. During this period, information was analyzed based on Q2 assessment results and operationalized skill development for the top two non-technical skills impacting IAS critical positions as indicated by the pilot group. These skills include change management and problem-solving.
	Percent of Equity and Inclusion program tasks scheduled to be completed within the quarter that are completed on schedule.	100%	100%	100%	100%	On Target	The Equity and Inclusion FY24-26 Year 2 consists of three main action items. Accomplishments during this period include: • Mentorship Program: Three pairs of mentors and mentees have been selected. • Stay Interviews were approved. • The ETF Staff Network Policy is being finalized.
Goal 4: Implement modern, secure, and resilient information technologies.	Percent of applications in the Invest quadrant of the Gartner TIME model **	60%	29%	36%	32%	On Target	During this reporting period, there was one system added, three systems were retired. The application portfolio is reporting at 36% of applications modernized, exceeding the annual target of 29%.
	Percent of Key Risk Indicators that are within established risk thresholds	5 of 5	4 of 5	4 of 5	5 of 5	On Target	During this reporting period, four of the five key risk indicator areas exceeded the current FY target. This included: • Application and software patching and updates: addressed over 50,000 vulnerabilities in total and exceeded the goal with 100% within the service level agreement (SLA) • Incident response of security alerts: responded to 839 alerts this quarter and addressed 89% within the SLA. • Vendor lifecycle review Third Party Risk: engaged in security assessments which measure the risk exposure we incur with our vendors. • Fostering a risk-aware culture among ETF staff through training and testing: 52% of staff have completed the security awareness training, our target is 100% by mid-July. Of the over 1200 phishing emails sent, 96% met compliance expectations.

* New measurements being reported for this period.

** 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.