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EXECUTIVE COMMITTEE
ACCOMPLISHMENTS REPORT
December 2020 – February 2021

This quarterly report highlights significant Department of Employee Trust Funds **operational** accomplishments – daily business activities, process improvements, successes, and milestones – achieved from December 2020 through February 2021. All accomplishments relate to the four goals in our current strategic plan.

EFFORTLESS CUSTOMER EXPERIENCE (increasing employer competency for managing benefits; increasing member personalization for managing their benefits)

- Implemented Box software to make additional fillable forms available to members on our website, providing an alternative to printing and mailing hard copies. Additional forms continue to be added.
- Participated in a targeted research workshop in partnership with the UW Center for Financial Security and Wisconsin Deferred Compensation Program, to address practices and challenges associated with losing contact with members and locating them later. This work aims, in part, to promote better public policy to simplify tracking retirement benefits.
- Consolidated the processing of variable elections and transfers and processing incoming other government service applications into a single business unit to enhance the member experience when questions or concerns arise about processing these forms.
- Issued the Supplemental Health Insurance Conversion Credit (SHICC) Financial Report as of and for the year ended December 31, 2019 and related Employer Schedules. The financial report includes the SHICC program financial statements, related notes, and unmodified (“clean”) audit opinion. The Employer Schedules are provided to employers to assist them in meeting their financial reporting requirements in accordance with Governmental Accounting Standards Board (GASB) principles.
- Issued ETF’s Comprehensive Annual Financial Report as of and for the year ended December 31, 2019. The Annual report provides comprehensive information about the WRS and other benefit programs administered by ETF and includes an unmodified (“clean”) audit opinion on the benefit program financial statements and related notes.

Reviewed and approved by Pamela Henning, Assistant Deputy Secretary

Pamela L Henning

Electronically Signed 3/11/21

Board	Mtg Date	Item #
EXC	3.24.21	4A

- Approved a formal Fraud Policy, Accounts Receivable Policy, and Contract Amendment Policy. In general, these policies do not change the Department's approach in the respective areas covered by the policies. Going forward, we expect to approve more of these "formalized" policies in the Department's continuing effort to improve the organizational maturity with documentation and to support the overall modernization effort.

PERFORMANCE MEASUREMENT AND PROCESS MANAGEMENT (expanding metric-based decision-making to optimize key capabilities; expanding business process management to improve operations and support innovation)

- Drafted and reviewed the first data management operating model supporting the execution of data strategy, development of key capabilities and competencies, and sustainability of data management at ETF.
- Completed a business process improvement effort based upon last year's experience providing virtual health benefit sessions. The new process will improve the member experience, increase transparency and ownership of tasks, and enhance overall coordination of future events.
- Completed a proposal to improve understanding of ETF's data among ETF staff and increase the use of data in decision-making ("data literacy") by developing a comprehensive data literacy curriculum for ETF staff and managers.
- Completed a dashboard to track contracts, renewals, and their associated audits to be used by key business areas.
- Developed a proposal to automate the measurement of ETF's top performance metrics ("North Star metrics") to provide ETF leadership and staff daily access.
- Conducted a continuity of operations (COOP) exercise to prepare for an event in which essential on-site staff are unavailable to perform priority business services due to the pandemic.
- Launched a preliminary dashboard capturing metrics such as employer emails and workflow queues, providing leadership with the ability to measure progress towards meeting desired outcomes.
- Transitioned to a paperless virtual method for annual reconciliation, without service interruptions and within scope of last-year's delivery time.

TALENTED AND AGILE WORKFORCE (attracting, integrating, and advancing top talent; advancing employee development through meaningful performance management approaches; implementing recruitment and retention practices to support equity and inclusion.)

- Created a modernization video for existing and new staff. The video is hosted by Deputy Secretary John Voelker and Office of Enterprise Initiatives Director Michelle Baxter who explain the goals and benefits of the technological modernization efforts ETF is undertaking. The video is housed in an ETF Modernization intranet site, which was recently expanded to provide staff resources about the related Technology Program and the Enterprise Content Management Project.
- Reviewed available technologies to find the best competency-based performance management system for ETF to purchase and made a recommendation for purchasing options that are being pursued with DOA.
- The Equity and Inclusion Plan fiscal year 2021 initiatives continue to make progress. The “Implicit Bias in the Hiring Process” curriculum for supervisors and interview panel members has been developed with trainings scheduled for March. An updated Balanced Interview Panel Policy has been completed and approved. HR documentation has been updated to incorporate new procedures pertaining to underutilized positions and new training requirements. Mental Health First Aid Training has been scheduled for March.
- Completed analysis of the Employee Benefit Plan Policy Advisor (EBPPA) position classification, which is a mission-critical position for ETF. ETF requested the Division of Personnel Management expand the number of levels within that classification so that there would be more room for growth and progression for EBPPAs.
- Implemented a new online training system for ETF staff to pursue training opportunities provided at ETF as well as access to online classes from outside vendors.
- Facilitated planning sessions with a cross-agency workgroup for the future of the ETF workforce and work environment based on lessons learned during the pandemic.
- Implemented virtual ‘water cooler’ sessions to enable the Executive Team to connect with staff across the agency. Business areas were broken up into smaller groups to allow the Executive Team to engage with staff on a wide range of topics of interest to them. This has been particularly valuable during the COVID pandemic as ETF staff continue working from home.
- Selected an internal candidate to fill the Employer Services Section WRS position.
- Completed the recruitment and hire of a supervisor for the Disability Programs Section.
- Completed the recruitment and hire of a trust fund specialist in the Benefit Initiation Section.

MODERN, SECURE AND RESILIENT INFORMATION TECHNOLOGIES (developing and deploying customer-focused solutions; integrating systems and processes for seamless, timely and secure stakeholder experiences)

- Completed the design sessions for configuring the OnBase Enterprise Content Management system to meet ETF's needs.
- Acquired a master data management tool to ensure ETF data is trustworthy and consistent across all IT systems. The initial focus is on implementing the tool for the Enterprise Content Management Project.
- Collaborated with the Wisconsin Division of Enterprise Technology (DET) and other state agencies in a successful proof-of-concept session for an authentication and authorization tool. The group selected a tool to manage appropriate and secure access through a centralized solution for all state agencies' external stakeholders. In the future, ETF members would use the tool to login to systems, such as the planned Insurance Administration and Pension Administration system portals. As an early adopter, ETF will continue working with DET through the product's implementation to ensure it meets ETF's needs.
- Launched proofs of concept with two potential Insurance Administration System (IAS) vendors. During the 10-week proofs of concept, vendors will work through their normal implementation processes to produce a subset of the user stories (scenarios) ETF will need from an IAS. Vendor selection is scheduled for later this year.
- Completed a project to improve the Annual Statement of Benefits, enhancing accuracy and updating logic related to service, earnings, calculations, and minimum retirement age.
- Successfully completed proof of concept for the DevOps Code Repository tool, which will allow ETF to store and manage code, documents, and other IT development information. This tool supports modernization by positioning ETF to quickly develop and test IT system changes.
- Completed search of software that will facilitate secure online access for members, employers, and other entities to our modernization systems.
- Conducted a social engineering test in December to gauge staff awareness about cyber security. Additional tests will be done to help ETF staff continue to grow in their recognition and understanding of cyber-security threats.
- Completed an internal Incident Response tabletop exercise to enhance participants' understanding of the ETF Security Incident Response Plan and enhance readiness for responding to cyber security threats.

- Completed a review of Health Plans security programs and reported results to the Group Insurance Board. This helps ensure that ETF's most critical business partners consistently have the most critical and effective information security controls in place.
- Implemented a new process that prevents creation of more than one member ID for the same person in different ETF databases. The process produces a report used to validate daily data entries to ensure WEBS and BPS data tables are in sync with one another. This synchronization helps prevent duplicate records from being created and helps ensure that the benefits paid are associated with the correct record.