



June 14, 2002

Volume 6, Issue 12

**ORS Mission:**  
We deliver pensions related benefits and services to promote the future financial security of our customers.

**ORS Vision:**  
Fast, easy access to complete and accurate information and exceptional service.

### *New recognition program introduced*

The ORS WOW Card recognition program has been in place for the past several years. The success of the program can be seen as WOW cards are displayed throughout the office. This was a great way to say thank you, good job, hang in there, etc. Thanks to all who were involved in the success of the WOW card. This recognition tool is being replaced by a similar but expanded department-wide program introduced by Organizational Services.

Organizational Services developed the recognition program based on the findings of a study by the Retain and Reward Strategic Planning Execution Group (SPEG) that indicated employees should be recognized for their hard work and personal contributions. The program offers an employee various ways to recognize coworkers with cards and certificates for their outstanding performance.

*Continued on page 5*

### *Added service for hearing impaired members*

During the preparation for the Early Out seminars, ORS received a request for an American Sign Language interpreter from several customers. ORS took several steps necessary to provide this assistance, which we are required to provide under Federal Title II and State PA 220.

at our fingertips in the list of interpreter referral agencies.

In the Lansing area, there are two primary agencies that provide the necessary assistance. These agencies can find and arrange for the services of the appropriate interpreter with the necessary skill level, based on the information you provide. Pertinent information for selection of an

*Continued on page 2*

## **ORS Calendar**

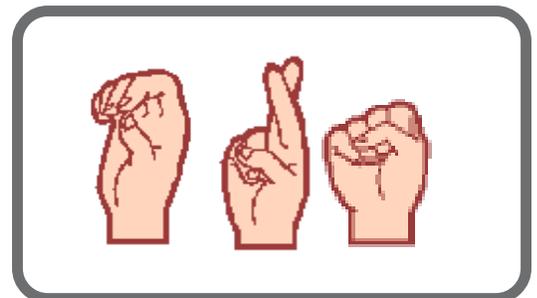
### *June*

*Individual Development  
Plans due ----- 28th*

### *July*

*4th of July Holiday ----- 4th  
State Employees Board  
Meeting ----- 11th  
State Police Board  
Meeting ----- 18th  
Public School Employees  
Board Meeting ----- 25th  
Pension Pay Date ----- 25th*

Initially information came from the Michigan Commission on Disability Concerns, Division on Deafness (DOD). **Maureen Wallace**, State Interpreter Coordinator, shared a list of interpreters available throughout Michigan, their level of certification, and a list of interpreter referral agencies. In addition to the two lists, we also received Deaf Certification Definitions. The prospect of determining what type and level of interpretation that was needed was daunting. However, the solution was



*The above is fingerspelling for ORS in American Sign Language.*

## Hearing Impaired Members

(continued from page 1)

interpreter includes length of time interpreter is needed, size of group, and, if available, the names of individuals who require the service.

After contacting the Michigan Association for the Deaf, located in Lansing, we waited only a few days before having an interpreter scheduled for the seminar. Seating was reserved

for those individuals who required an interpreter. It was then a fait accompli. (Translation: *a done deal.*)



If you receive a request to provide an

interpreter or other assistance for someone who is hearing impaired, please refer the request to the Customer Education/Outreach Process.

## CEM Report - What is it?

You may have heard about the CEM Report at staff meetings and in passing, but you may have asked yourself, "What is it?" The CEM (Cost Effectiveness Measurement) Report provides a benchmarking analysis of 49 international retirement systems. The report demonstrates how ORS performs in the absence of competition.

ORS has participated in the analysis for three years in the Defined Benefit plan and two

years in the Defined Contribution plan. Retirement systems are rated on various service levels, quality, cost, and complexity. ORS is rated as a low cost, high volume system serving 526,674 members; the median is 233,336.

ORS is one of the largest systems participating in the report. The data provided in the report offers valuable information on how ORS would rank in a competitive market.

For more information on the CEM report, email **Ben Lougie**.



## CBT Reminder

The first year of Competency Based Training (CBT) is coming to an end. Don't forget to complete your Individual Development Plan (IDP) by Friday, June 28, 2002.

## DMB to recognize Early Out retirees

Four retirement celebrations have been planned for DMB retirees and their relatives. The celebrations will be held at the General Office Building on Thursday, June 27 and Tuesday, October 22. A morning and afternoon session is planned for each date. Invitations to the June 27 celebration will be mailed soon; invitations to the October celebration will be mailed at a later date.



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## Balanced Scorecard – Focusing on the “customer” perspective

The Balanced Scorecard is a tool that translates an organization’s mission and strategy into performance metrics. The leadership team meets monthly to review metrics from each ORS business process, which make up the ORS Balanced Scorecard.

The Balanced Scorecard integrates four different organizational perspectives (customer, financial, internal business process, and employee learning and growth). The customer perspective is discussed in this issue and will also be addressed in the next issue of the *LookOut*. Other perspectives will be discussed in future articles.

The customer perspective contains two strategic goals/objectives: assess customer needs/expectations and empower customers. Each goal/objective has measures to help ORS determine the progress that is being made on achieving these strategic goals. The goal to assess customer needs/expectations encompasses five measures: (1) retiree satisfaction; (2) active member satisfaction; (3) employer satisfaction; (4) written response rate; and (5) mass communication.

The goal to empower customers includes two measures: customer education and volume of

self-service transactions. Each measure has a target ORS is working towards reaching. The target may be a percentage, number, or date. Satisfaction surveys or actual data collected from the business processes involved determine whether the target has been met. On the customer perspective scorecard (below), the actual and target columns depict ORS’s metrics for the month of April.

Each of us plays a role in achieving our strategic goals. You may have an impact on one or more of the measures showed. Take a moment to review the customer perspective of the Balance Scorecard below and determine what types of information you provide. Make a mental note of it so that during your Individual Development Plan (IDP) review you can illustrate how your activities support the achievement of organizational goals.

If you have suggestions or questions regarding the Scorecard, contact your Business Process Owner or Business Process Leader. Watch for upcoming articles on the other perspectives of the Balanced Scorecard.

**ORS Balance Scorecard, April 2002**

Perspective	Strategic Goals/Objectives	Measure	Actual	Target	Comments	
<b>Customer:</b> <i>Focus on the Customer</i>	Assess Customer Needs/Expectations	1. Retiree Satisfaction	<b>4 of 4</b>	<b>4 of 4</b>	1. four systems had a 90% satisfaction rating	
		2. Active Member Satisfaction	<b>83%</b>	<b>90%</b>		
		3. Employer Satisfaction	<b>100%</b>	<b>90%</b>	3. seminar satisfaction reported quarterly	
		4. Written Response Rate			4b. high volumes, early out 4c. high volumes, early out	
		a. 5 Days	<b>77%</b>	<b>70%</b>		
	b. 10 Days	<b>86%</b>	<b>95%</b>			
	c. CIC Phone Call Response Rate	<b>59%</b>	<b>94%</b>			
	Empower Customers	5. Mass Communication		<b>100%</b>	<b>100%</b>	
		1. Customer Education		<b>3,523</b>	<b>935</b>	1. early out
		2. Volume of Self-service Transactions				
a. ORS			<b>89,699</b>	<b>10,000</b>	2a. March web trends 2b. early out	
b. DC/DC			<b>59,369</b>	<b>25,000</b>		

## ORS at the Crossroads



*Phil Stoddard (left), Executive Process Owner, hosted the second ORS at the Crossroad. Staff joined Phil to discuss the first year of Competency Based Training (CBT) for the first 30 minutes. The last 30 minutes was turned over for an open discussion.*

*Fred Doll and Lisa Schmidt (right) listen as Phil addresses their questions related to Competency Based Training.*



### *Did you know...*

that recycling glass reduces air pollution by 20% and saves 32% of the energy used to make glass from raw materials? Glass can be recycled forever and just one ton made from raw materials creates 384 pounds of mining waste. Place your clean glass beverage bottles in the ORS recycle center and check into your local recycling program for your at-home waste.

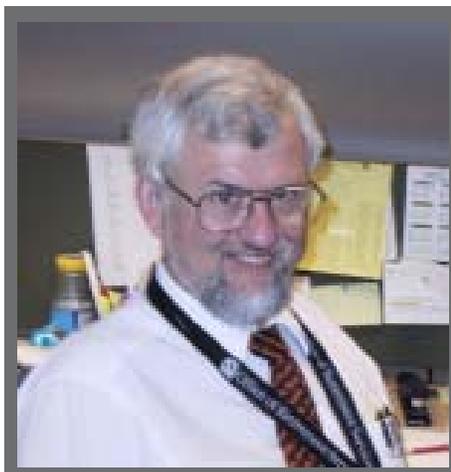
The Greater Lansing Food Bank Food Movers accepts styrofoam egg cartons. To donate, call Phyllis at 327-0190.



## *Jon Brown retires with 30 years of service at ORS*

*For the next several months, the LookOut plans to share the memories, retirement plans, and words of wisdom of the ORS staff taking advantage of the Early Out retirement program.*

Jon Brown has worked for the state for almost 30 years, all of it at ORS! Jon began his service at ORS in 1970 as a co-operative student his senior year in high school and continued through college. During his years here, Jon has served as a financial analyst for the Municipal Employees Retirement System and the Michigan Legislative Retirement System. More recently he has been involved in the Public School Employees Retirement System and the Tax-Deferred Program.



What will Jon be doing after retiring? He plans to keep busy with a new job opportunity, traveling, and moving. Presently, he plans to take employment as an investment adviser for a long-time (15 years) tax client. He is also a lifetime

dealer for Amsoil long life product and has toyed with the idea of doing tax returns. He's not committed to just one thing as he plans to relax, enjoy life, and see what comes his way. If a new and interesting opportunity presents itself, he may jump aboard if it seems worthwhile.

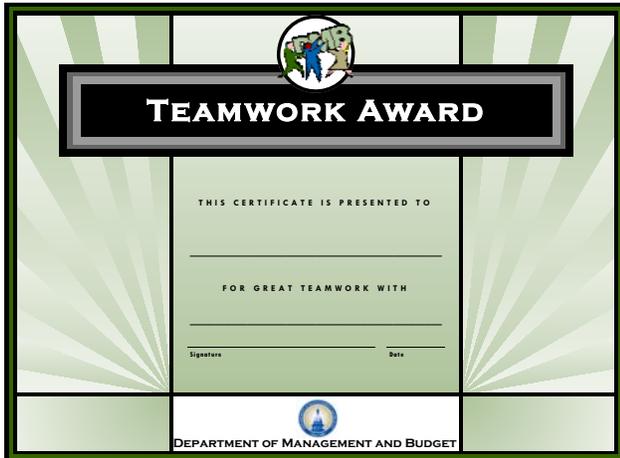
Some traveling is also in his future. He and his wife Nancy are planning a trip to Hawaii in December for two weeks and visiting their children out-of-state.

Within the next year, Jon will be moving to their home on Boom Lake in Mecosta County.

Jon states that he has enjoyed his long service to ORS and has worked with a lot of great staff over the years. Jon's last day with ORS is July 31. Enjoy your retirement Jon, as you'll be missed!

## Recognition continued from page 1

There are several styles of mini recognition cards available for your use. The cards are a great way



to say thank you for a job well done or to recognize your colleagues for their contributions on a project or for going that extra mile. Several cards are inserted in this edition of the *LookOut*. You may obtain additional cards by emailing ORS Supplies.

There are also two different certificates shown here that are available for employee recognition: (1) the Teamwork Award and (2) the Good Idea Award. The certificates can be used to recognize a

coworker or a group of individuals for providing exceptional service or exceeding expectations. More details on use of the certificates will be forthcoming.

If you have any questions, please contact your Business Process Leader.



*The Business Process Leaders (BPLs) were the first from ORS to use the new recognition program. The BPLs delivered Teamwork Awards to the DMB theme areas and other state departments that assisted in the state employee's Early Out. Awards were presented to the following DMB theme areas: Director's Office; Acquisition Service; Organizational Services; Agency Services; Mail and Delivery Services and the GOB Rapid Copy Center; Financial Services; Infrastructure Services; and Tenant and Land Services. Other state departments that received an award include Civil Service-Director's Office; Department of Information Technology-Information Technology Services Division (ITSD) and Telecommunications Area; and the Office of the State Employer.*

### *DMB showcases services*

Since **Duane Berger**, Director of DMB, announced the reorganization of DMB last fall, names and faces have changed. To showcase the services available throughout DMB, a flyer is inserted in this issue of the *LookOut* that summarizes each theme area and illustrates the coordination of services provided by all of DMB. Valuable contact information is also included.



## Policies and Procedures

Check out these policy and procedure updates in G:\Pol\_Proc directory.

### New Policies

DO10           Unclassified Employees  
ACT88         Vesting Requirements

### New Procedure

OPER373      SERS Court of Record Billings

### Updated Procedure

OPER 372     Entering EFT Transactions for New Applications

## Comings and Goings

ORS said good bye to **Jim Thelen**, Employer Reporting, on June 7. Jim accepted a position with Financial Services in DMB.

June 10 was the last day at ORS for **Bob Keenan**.

We wish them both the best.



### Staff smile for camera

*Charmaine Collings of Customer Education takes staff photos for the ORS Photo Board. Thanks to all for participating! If you are one of the few who have not had your picture taken, please contact Charmaine by email at [Collingsc@michigan.gov](mailto:Collingsc@michigan.gov) by June 19 to schedule a time.*

## Test your knowledge of the Balanced Scorecard

On the left you will find words or phrases about the Balanced Scorecard. On the right you'll find a description. Match the letter of the description to the appropriate word or phrase. Choose the best answer.

- |                             |   |
|-----------------------------|---|
| 1. Perspectives _____       | A) Integral in achieving Balance Scorecard  |
| 2. Empower Customer _____   | B) Translates an organization's mission and strategy into a comprehensive set of performance measures |
| 3. ORS Employee _____       | C) The number measures under the Customer perspective   |
| 4. Seven (7) _____          | D) Customer, Financial, Process, Employee Learning and Growth   |
| 5. Balanced Scorecard _____ | E) An example of a Strategic Goal/Objective   |

ANSWERS: D, E, A, C, B