

# CalPERS 2020 Employee Engagement Survey

Human Resources Division

June 16, 2021

# Employee Engagement Overview

CalPERS has measured employee feedback for more than 20 years. The purpose is to:

- Highlight what's engaging our team members so we can keep doing it and show us where we can do better.
- Guide us in prioritizing initiatives at the organization level and tailor action items at the division or team level.

# New Survey Provider - Perceptyx

In 2020, we transitioned to a new third-party survey provider, Perceptyx, to meet CalPERS business requirements.

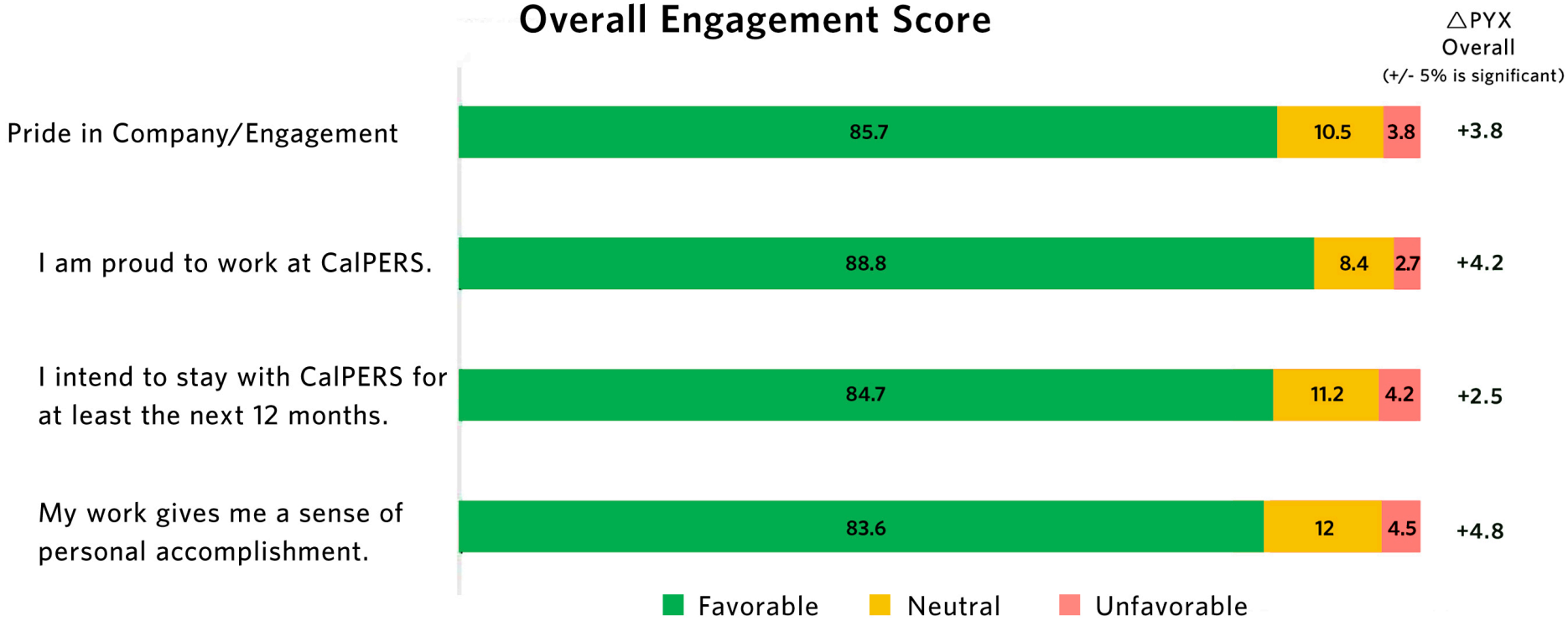
The platform includes:

- ADA Compliancy
- Comprehensive workforce data analytics
- Flexible reporting and action planning tools for leaders
- Benchmarks against similar organizations

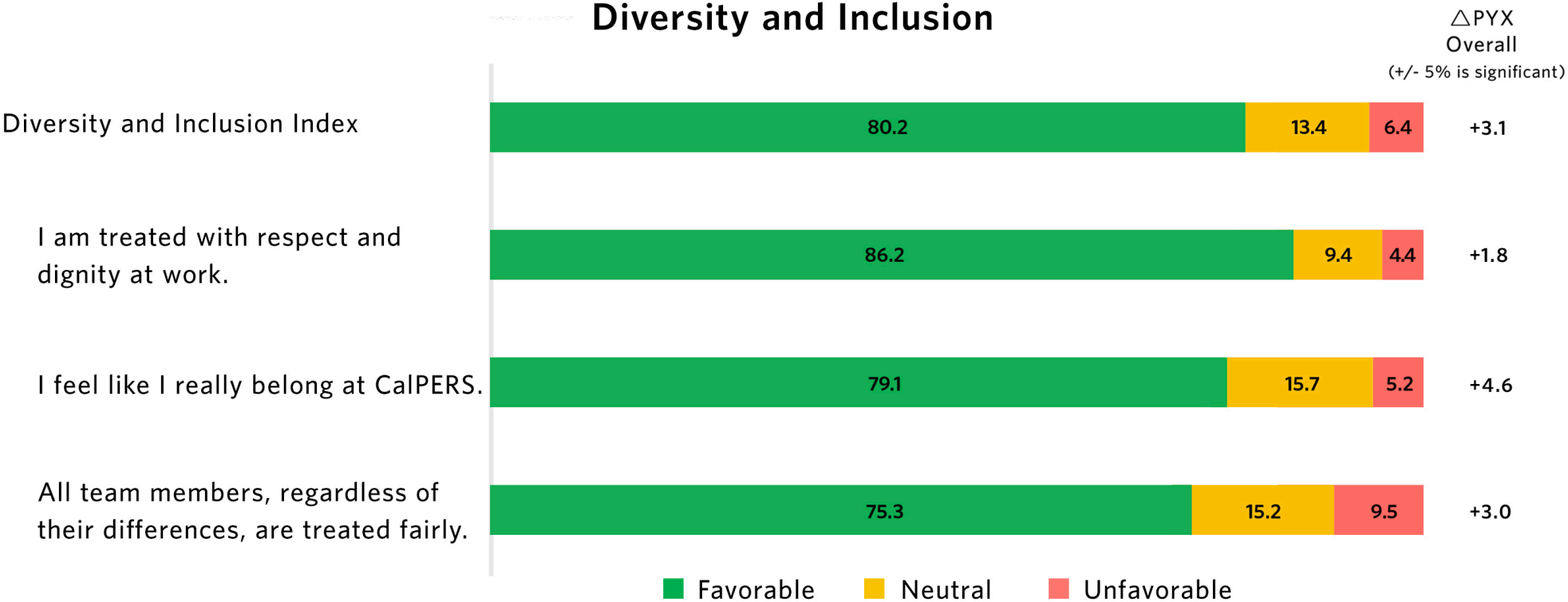
# Survey Key Facts

- Survey Period: November 17 – December 8, 2020
- Survey Questions:
  - 34 Scaled Items (5-point scale from Strongly Agree to Strongly Disagree)
  - eNPS (11-point scale from Extremely Likely to Not at All Likely)
  - Two multiple choice questions
  - Three optional questions about ethnicity, sexual orientation, and gender

# Overall Engagement Results



# Diversity, Equity, and Inclusion



# Engagement by Age

Engagement by Age	Under 20	20 – 29	30 – 39	40 – 49	50 – 59	60 and over
% to total	0.8%	8.9%	28.3%	28.1%	26.4%	7.5%
<b>Pride in Company/Engagement</b>	<b>91.7</b>	<b>86.8</b>	<b>83.8</b>	<b>87.7</b>	<b>84.9</b>	<b>86.0</b>
I am proud to work at CalPERS.	93.8	94.7	87.1	89.1	87.6	91.2
My work gives me a sense of personal accomplishment	87.5	82.6	80.9	85.4	83.7	86.8
I intend to stay with CalPERS for at least the next 12 months.	93.8	83.2	83.4	88.6	83.5	79.9

Absolute Color Code 100% - 80% 79% - 60% 59% - 40% 39% - 20% 19% - 0%

# Engagement by Tenure

Engagement by Tenure	< 6 months	6 months - < 1 year	1 – 2 years	3 – 5 years	6 – 10 years	11 – 15 years	16 – 20 years	> 20 years
% to total	4.0%	3.3%	13.4%	15.7%	26.0%	20.8%	9.8%	7%
<b>Pride in Company/Engagement</b>	<b>94.5</b>	<b>91</b>	<b>84.6</b>	<b>85.5</b>	<b>83.6</b>	<b>85.8</b>	<b>87.7</b>	<b>85.1</b>
I am proud to work at CalPERS.	94.1	82.9	90.1	90.7	85.3	88.8	89.4	89.5
My work gives me a sense of personal accomplishment	92.9	85.7	81.0	81.9	81.7	86.1	84.6	83.6
I intend to stay with CalPERS for at least the next 12 months.	96.5	84.3	82.7	84.0	83.8	82.5	88.9	82.2

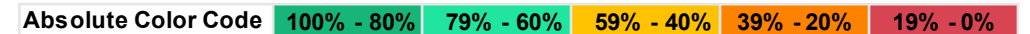
Absolute Color Code 100% - 80% 79% - 60% 59% - 40% 39% - 20% 19% - 0%



# Engagement by Race/Ethnicity

Engagement by Race/Ethnicity	Chinese	Filipino	Indian	Japanese	Korean	Laotian	Other or Multiple Asian	Vietnamese	Black or African American	Hispanic or Latino	Native American or Alaskan Native	Pacific Islander - Other or Multiple	White	Other or Multiple Race	I prefer not to answer
% to total	5.6%	3.3%	3.6%	1.3%	0.3%	0.3%	1.9%	3.1%	4.4%	10.7%	0.2%	0.7%	31.8%	6.0%	26.8%
<b>Pride in Company/Engagement</b>	<b>88.0</b>	<b>89.5</b>	<b>88.6</b>	<b>92.6</b>	<b>94.4</b>	<b>66.7</b>	<b>89.2</b>	<b>89.1</b>	<b>84.2</b>	<b>89.5</b>	<b>100.0</b>	<b>85.7</b>	<b>88.1</b>	<b>91.3</b>	<b>78.0</b>
I am proud to work at CalPERS.	95.0	92.9	92.1	96.3	100.0	66.7	90.0	92.5	88.2	92.2	100.0	92.9	92.0	94.5	79.7
My work gives me a sense of personal accomplishment	85.7	90.0	88.2	88.9	83.3	66.7	90.0	86.6	81.7	87.4	100.0	85.7	86.1	89.8	74.9
I intend to stay with CalPERS for at least the next 12 months.	83.2	85.7	85.5	92.6	100.0	66.7	87.5	88.1	82.8	88.7	100.0	78.6	86.1	89.8	79.4

\*Race/Ethnicity was self-reported



# Engagement by Gender/Gender Identity

Engagement by Gender/Gender Identity	Female	Male	I prefer not to respond
% to total	45.8%	32.8%	21.4%
<b>Pride in Company/Engagement</b>	<b>89.0</b>	<b>86.9</b>	<b>76.4</b>
I am proud to work at CalPERS.	92.2	91.1	77.8
My work gives me a sense of personal accomplishment	86.9	85.1	73.5
I intend to stay with CalPERS for at least the next 12 months.	87.9	84.4	77.8

\*Gender was self-reported

\*\*Trans or Transgender, Other Non-binary and I use another term n<5



# Engagement by Sexual Orientation

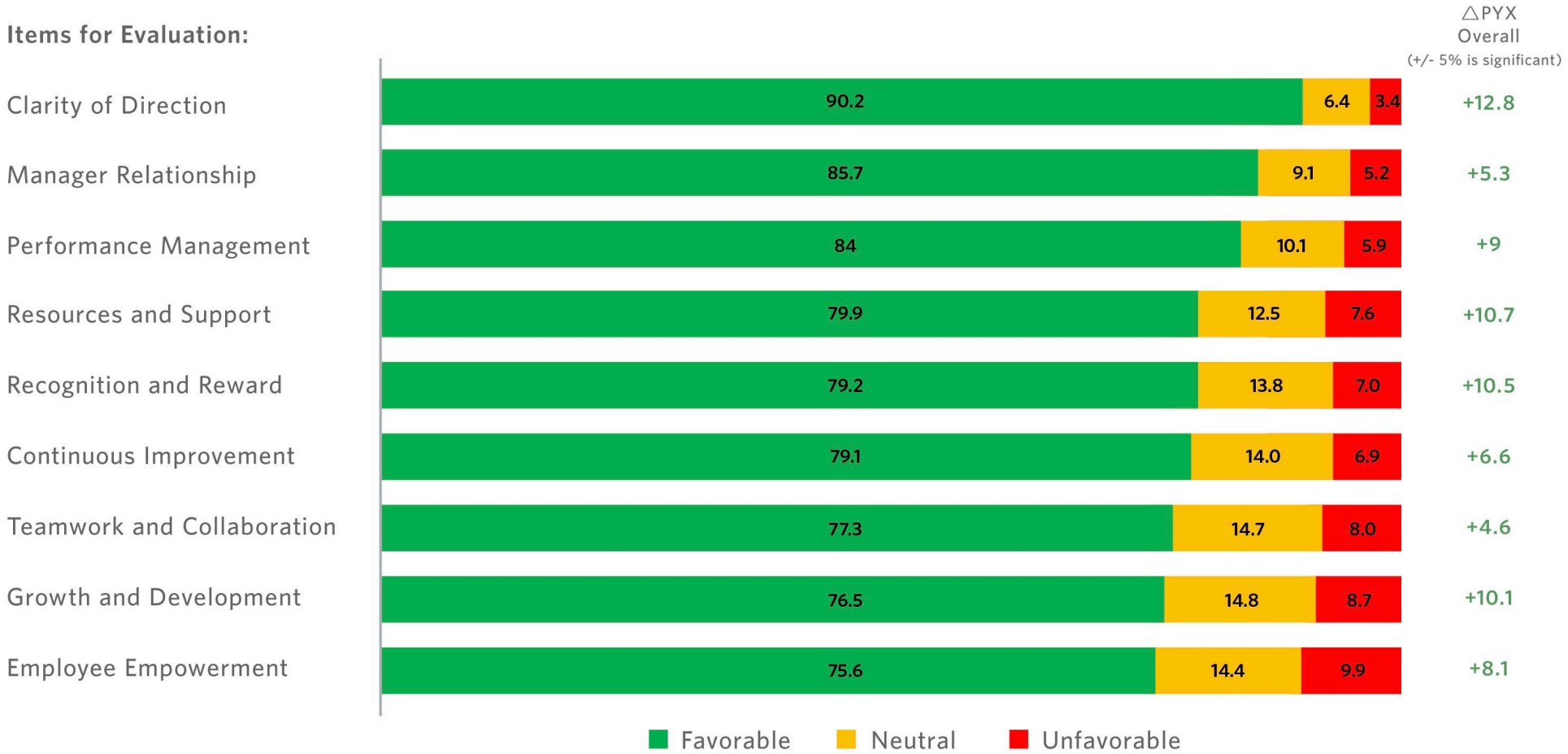
Engagement by Sexual Orientation	Bisexual	Gay	Queer	Straight / Heterosexual	I prefer not to answer
% to total	1.2%	1.2%	0.4%	69.3%	27.9%
<b>Pride in Company/Engagement</b>	<b>76.9</b>	<b>80.8</b>	<b>88.9</b>	<b>88.3</b>	<b>79.7</b>
I am proud to work at CalPERS.	76.9	80.8	88.9	92.0	82.1
My work gives me a sense of personal accomplishment	76.9	76.9	88.9	86.6	76.2
I intend to stay with CalPERS for at least the next 12 months.	76.9	84.6	88.9	86.4	80.8

\*Sexual Orientation was self-reported

\*\*Lesbian and I use another term n<5

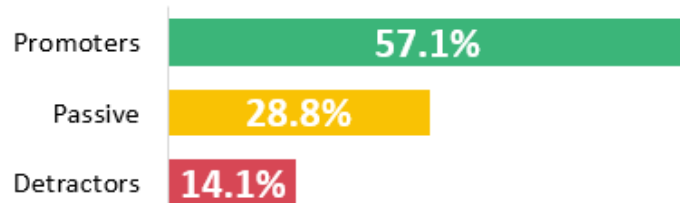
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# Additional Category Results



# Employee Experience Question

How likely would you be to recommend this organization to others as a great place to work?

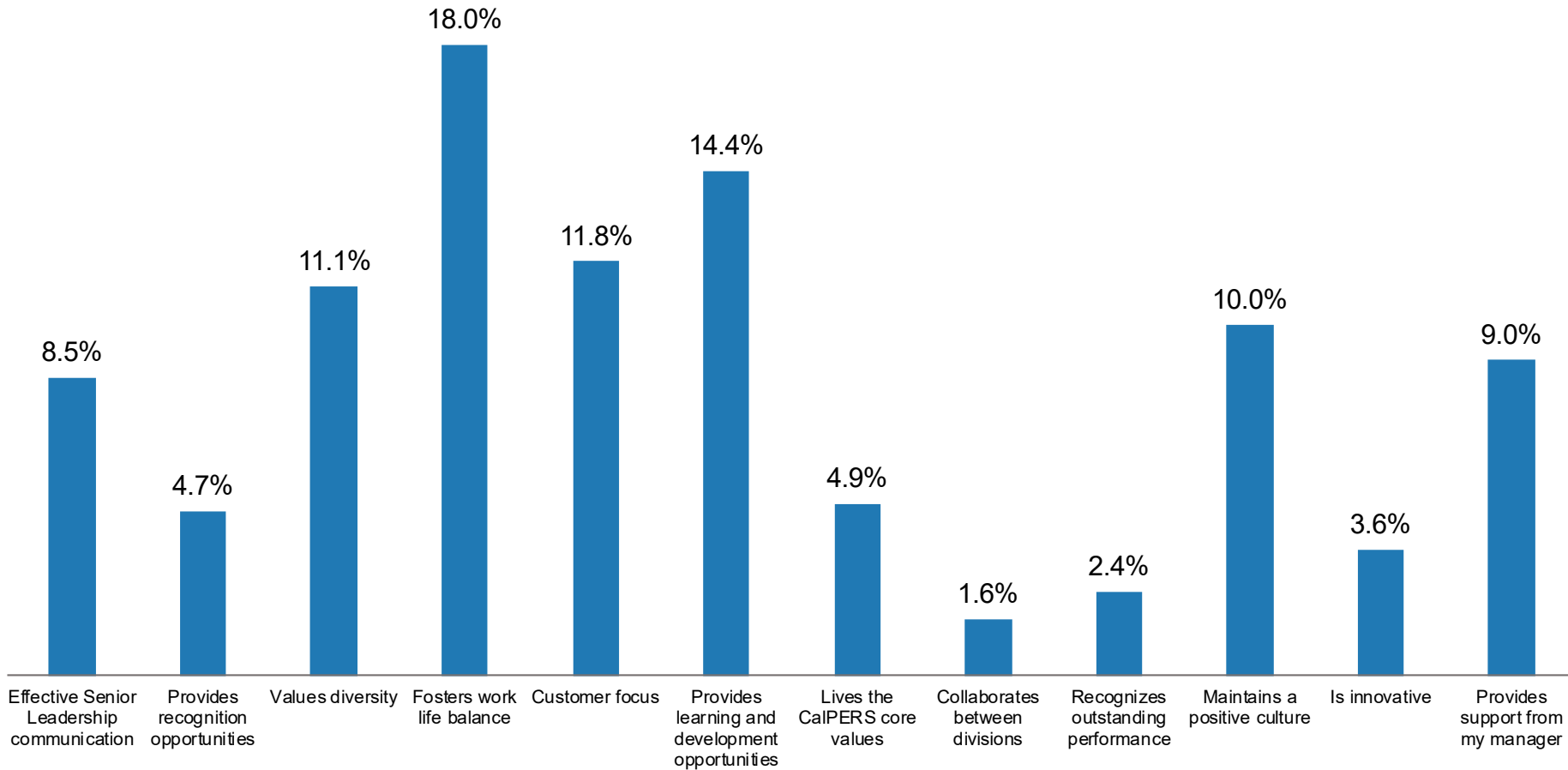


	Overall	Promoters	Passives	Detractors
2019 eNPS Scores	33.9	50.7	32.6	16.7

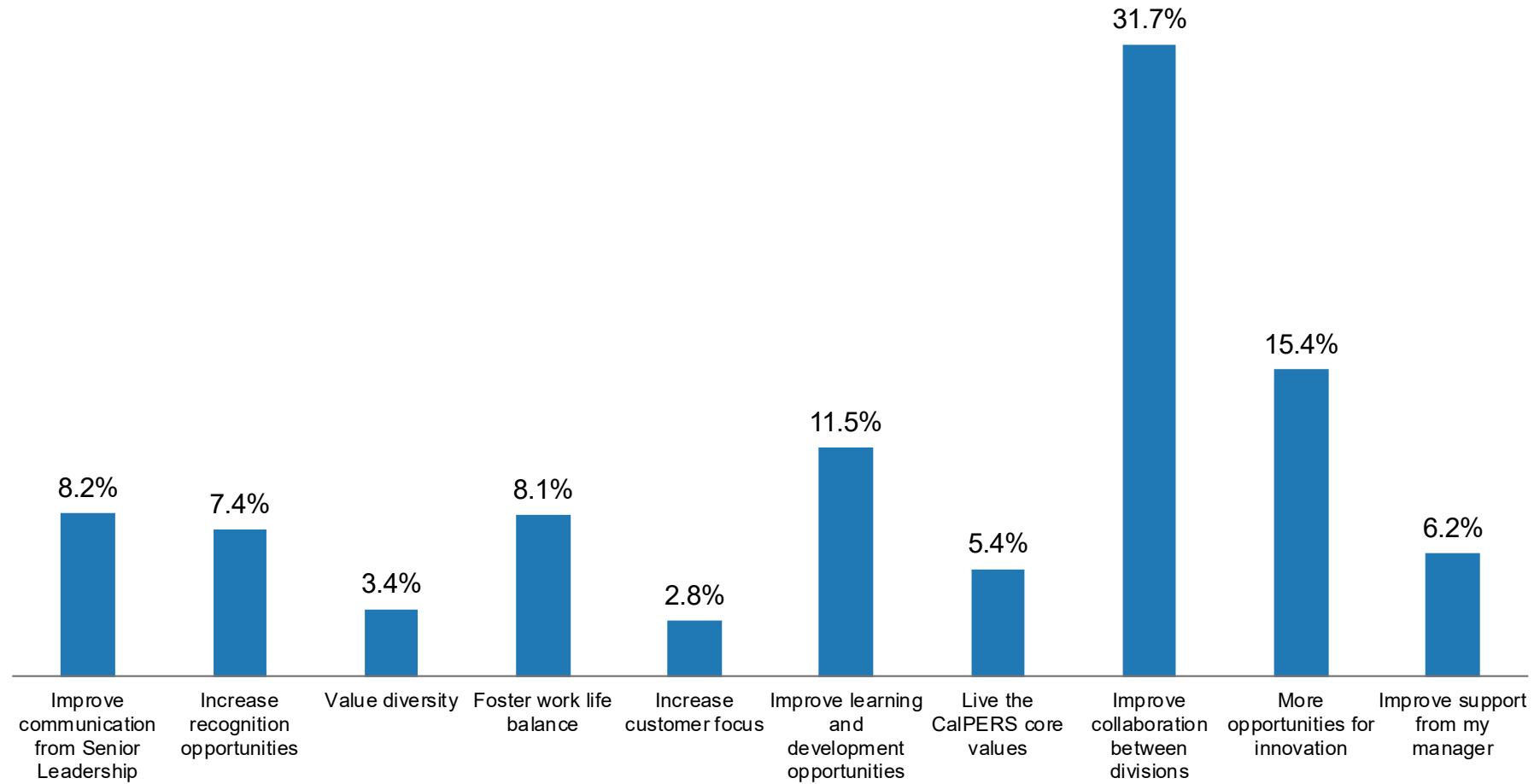


**+30.9** from  
Perceptyx Overall  
Benchmark (12.1)

# What is Working?



# What can CalPERS Improve?



# Action Planning

- Organization-wide initiative: to improve communication and collaboration between divisions.
  - Identify areas where cross divisional business process handoff communication can improve
  - Invite Division Chiefs and Executives to discuss topics during All Team Meetings
- Divisions have conducted focus groups, held Chief Open House sessions, and invited guest speakers to attend team meetings.



# Next Steps

- Administer pulse surveys to measure impact of Employee Engagement Survey initiatives
- Support Diversity, Equity and Inclusion framework
  - Ask and reassess demographic questions in future Employee Engagement Surveys
  - Continue to collaborate with Diversity Outreach Program and Employee Resource Groups

Questions?