

EPM Fourth Quarter Report: Strategic Measures Summary Dashboard


The CalPERS 2017-22 Strategic Plan encompasses 27 Strategic Measures (Measures) that enable us to track our progress towards achieving our strategic goals and objectives. The Strategic Measures Summary Dashboard provides a brief synopsis of how all 27 Measures are performing for the fourth quarter (April 1, 2022-June 30, 2022). Additional performance details can be found on the summary sheets for each Measure.













Fourth Quarter Measure Performance:

- 3 On-Target
- 7 Off-Target
- 14 Pending Refresh
- 2 Under Development
- 1 Closed Session item

The Strategic Measures Summary Dashboard also provides trend analysis data that captures performance from year four (FY 2020-21).

















Enterprise Performance Reporting – Fourth Quarter Report CalPERS 2021-22 Strategic Measures

Fund Sustainability	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Funded status		*	*	*	 *** Q1 Q2 Q3 Q4	22
Projected funded status		*	*	*	 *** Q1 Q2 Q3 Q4	24
1-year total expected fund volatility		*	*	*	 *** Q1 Q2 Q3 Q4	26
Annualized (5-year) excess investment returns relative to total fund policy benchmark		*	*	*	 *** Q1 Q2 Q3 Q4	28
Stakeholder assessment survey – risk	*	*	*		***  Q1 Q2 Q3 Q4	7
Investment managers policies and procedures for environmental, social and governance (ESG) factor integration		*	*	*	 *** Q1 Q2 Q3 Q4	31

High Quality Affordable Health Care	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Chronic disease prevention & management		*	*	*	* * * * Q1 Q2 Q3 Q4	33
Behavioral health quality					 Q1 Q2 Q3 Q4	35
Measuring access to care	*	*	*		* * *  Q1 Q2 Q3 Q4	9
Member experience	*	*	*		* * *  Q1 Q2 Q3 Q4	12
Health care premium affordability	*	*	*		 Q1 Q2 Q3 Q4	36

Reduce Complexity	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Cost effectiveness measurement (CEM) pension complexity score	*	*	*	●	*** ● Q1 Q2 Q3 Q4	38
CEM – information technology capability score	*	*	*	●	*** ● Q1 Q2 Q3 Q4	40
CEM – cost per member	*	*	*	■	*** ■ Q1 Q2 Q3 Q4	14
Overhead operational cost	■	*	*	*	■*** Q1 Q2 Q3 Q4	42
5-year net value added	■	*	*	*	■*** Q1 Q2 Q3 Q4	44

Risk Management	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Stakeholder assessment survey – compliance and risk	*	*	*	■	** * ▲ Q1 Q2 Q3 Q4	16
Risk employee awareness survey	*	*	■	*	** ● * Q1 Q2 Q3 Q4	46
Risk program maturity assessment	*	*	*	■	** * ■ Q1 Q2 Q3 Q4	18
Compliance employee awareness survey	*	*	●	*	** ● * Q1 Q2 Q3 Q4	48
Compliance program maturity assessment	*	*	*	■	** * ● Q1 Q2 Q3 Q4	20
Information security assessment score within range	Closed Session	Closed Session	Closed Session	Closed Session	Closed Session	50

Talent Management	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Effectiveness of outreach activities		*	*	*	 ** * Q1 Q2 Q3 Q4	51
Engagement survey results and action items – diversity & inclusion	*		*	*	**  * Q1 Q2 Q3 Q4	53
Engagement survey results and action items – performance management	*		*	*	**  * Q1 Q2 Q3 Q4	55
Engagement survey results and action items – clarity of direction	*		*	*	**  * Q1 Q2 Q3 Q4	57
Proficiency in CalPERS leadership competencies					    Q1 Q2 Q3 Q4	59

2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Stakeholder Assessment Survey – Risk

Executive Owner: Brad Pacheco

Strategic Goal: Fund Sustainability

Strategic Objective: Educate employers, members, and stakeholders on system risks and mitigation strategies

Associated Initiatives: Stakeholder education on system risks & mitigation

Status: Off-Target

Numeric Status: 5.25

Description: The measure scores the overall stakeholder perception of CalPERS' success in explaining and mitigating risks to the System. Data is gathered through the annual Stakeholder Perception Survey in response to the statement "I understand the risks inherent in the System and I am confident CalPERS is taking steps to reduce the risks." The target will be met through continued stakeholder engagement, proactive communications with our various member/employer/retiree populations, and through focused efforts to share our risks and risk mitigation strategies.

Baseline: 5.17 out of 7 possible points

Target: Five-year goal: achieve a score of 5.43 out of 7 points; a 5% increase from the baseline. Annual increases of 1% (0.05 points)

Refresh Frequency: Annually, June

Reporting Range: 4/2021 – 3/2022

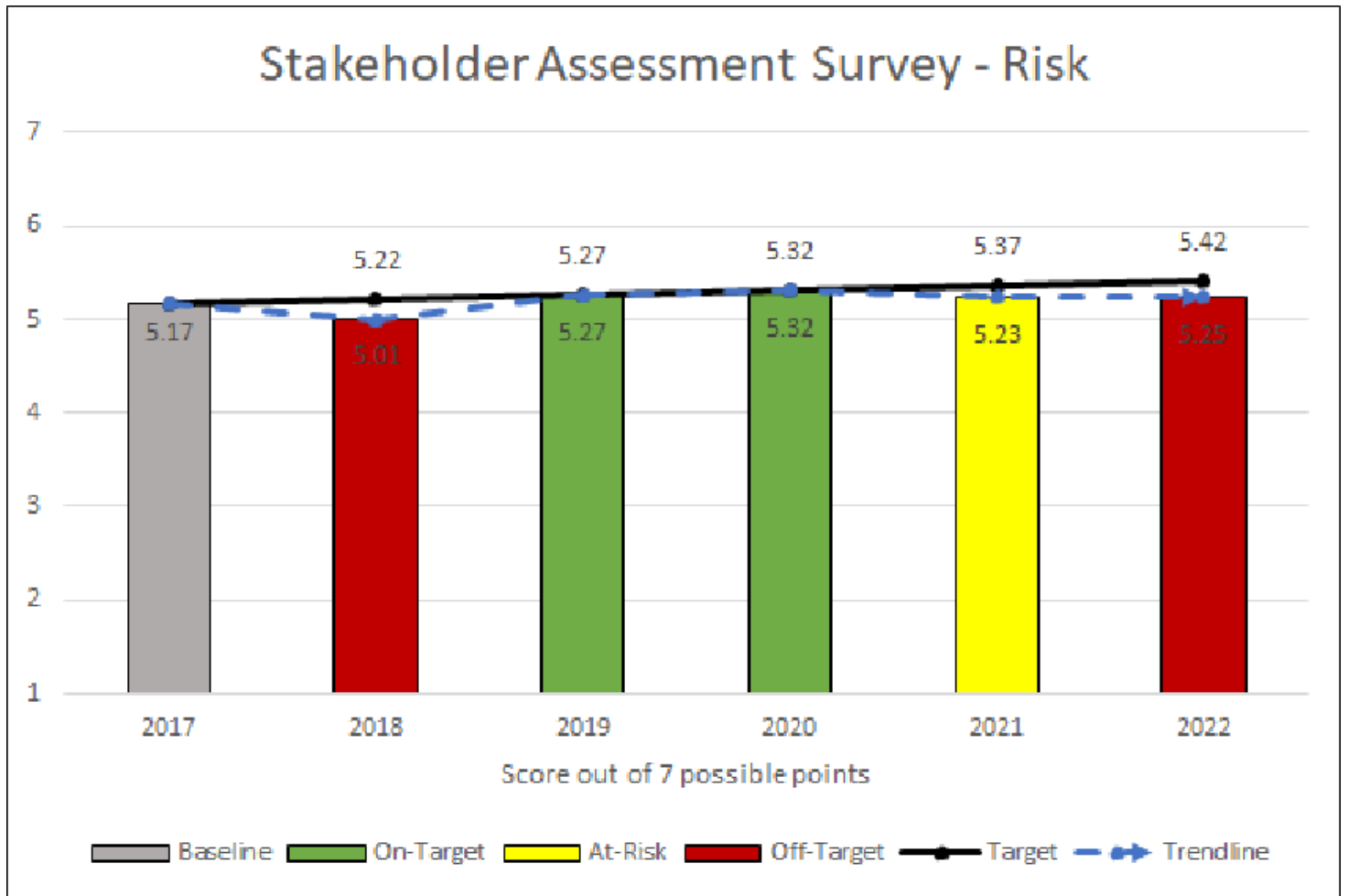
Thresholds:

- On-Target: Annual increase of 0.05 or more points from the baseline figure each year
- At-Risk: Annual increase of 0.0 – 0.04 points from the baseline figure each year
- Off-Target: Decrease from the baseline figure

Status Narrative:

Although the score on this survey question improved slightly from last year, rising from 5.23 to 5.25, it is Off-Target for the current reporting period. Our 5-year goal was to achieve a score of 5.37. The closest we came was 5.32 in 2020. During the reporting period, CalPERS lowered the discount rate from 7.0 to 6.8 and changed the asset allocation to include higher concentrations of alternative assets and leverage, which may have had an impact on stakeholder sentiment. CalPERS conducted seven webinars for stakeholders and employers leading up to these actions, always stressing the importance of managing risks, limiting potential drawdown impacts and bracing the fund for volatility. Nevertheless, it was the employers themselves who gave the lowest scores on this question, with 5.06.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title:	Measuring Access to Care
Executive Owner:	Donald Moulds
Strategic Goal:	High-Quality Affordable Health Care
Strategic Objective:	Ensure our members have access to care when and where they need it
Associated Initiatives:	Telehealth access; Behavioral health access and quality; Health data quality management; Health Equity
Status:	Off-Target
Numeric Status:	77.1% (covering experience in 2021)
Description:	<p>Percentage of CalPERS health care members who answered “Usually” or “Always” to the Health Plan Member Survey (HPMS) question, “In the last 12 months, how often did you get an appointment for a check-up or routine care as soon as you needed?”</p> <p>This measure provides the percentage of CalPERS health care members responding that they received routine care as soon as they needed it in the last 12 months. This metric represents the perception of CalPERS members’ access to care when needed. A higher percentage is considered good. Factors that can influence this measure include enforcement of contractual requirements and collaborative efforts with CalPERS health plan partners.</p> <p>Measure trend:</p> <ul style="list-style-type: none"> • 86.4% (covering experience in 2016) • 86.6% (covering experience in 2017) • 86.2% (covering experience in 2018) • 86.4% (covering experience in 2019) • 84.6% (covering experience in 2020) • 77.1% (covering experience in 2021)
Baseline:	86.0% (covering experience in 2015)
Target:	90%
Refresh Frequency:	Annually, June
Reporting Range:	January 2021 – December 2021
Thresholds:	<p>On-Target: 85% or above</p> <p>At-Risk: 80 – 84.9%</p> <p>Off-Target: Below 80%</p>

Status Narrative:

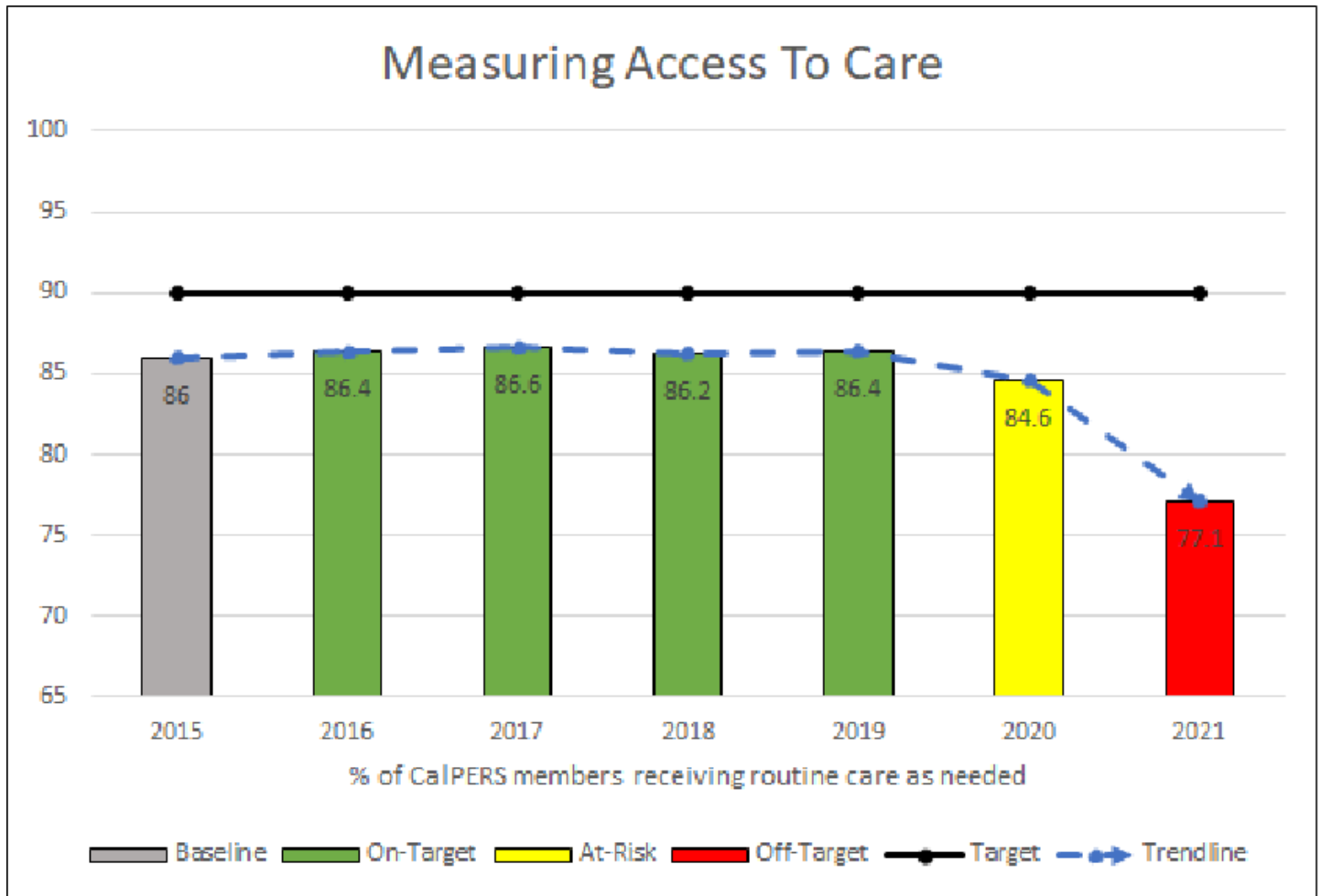
As of June 2022, the Strategic Measure reported at 77.1% and was Off-Target. This measure has continued to decrease over the last two years, with a sharper decline in members' 2021 experience rating.

One reason for the continued decrease and off-target status may be due to the continuing COVID-19 pandemic which has had an impact on members' access to health care. In 2020, data revealed an increase in delayed care, especially in routine and preventive care, due to stay at home orders, social distancing, and staffing impacts at provider offices. In 2021, many individuals came back for routine care and to address the complications caused by delays in care. This had led to continued impacts on an already overwhelmed health care system and may have worsened access challenges. In addition, health care, similar with other industries, continues to struggle with staffing shortages.

Research by health care experts demonstrates that access to health care is trending toward pre-pandemic levels. Members can receive the routine care they deferred during the worst parts of the pandemic. In addition, CalPERS and its health plans are working to increase access through the promotion of advanced primary care, integration of primary and behavioral care, and maximizing telehealth options, where appropriate. CalPERS remains committed to investigating the sources of declining survey results and to ensuring high-quality health care, access to care, and a positive health care experience for our members. CalPERS continues to work collaboratively with our health plans, the Board, stakeholders, and other large health care purchasers to provide our members with timely and accessible health care.

This measure will continue into the 2022-27 Strategic Plan and will be renamed to Access to Care.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title:	Member Experience						
Executive Owner:	Donald Moulds						
Strategic Goal:	High-Quality Affordable Health Care						
Strategic Objective:	Ensure our members have access to care when and where they need it						
Associated Initiatives:	Telehealth access; Behavioral health access and quality; Update health plan contract measures; Health Equity						
Status:	Off-Target						
Numeric Status:	72.0% (covering experience in 2021)						
Description:	<p>Percentage of CalPERS health care members who answered eight or higher on a zero to 10 scale, with 10 being the best health care possible, to the Health Plan Member Survey (HPMS) question, “Using any number from 0 to 10, where 0 is the worst health care possible and 10 is the best health care possible, what number would you use to rate all your health care in the last 12 months?”</p> <p>This metric represents the percentage of CalPERS health care members who rated their health care as positive. A higher percentage is considered good. Factors that can influence this measure include enforcement of contractual requirements and collaborative efforts with CalPERS health plan partners</p>						
Baseline:	80.3% (covering experience in 2015)						
Target:	85%						
Refresh Frequency:	Annually, June						
Reporting Range:	January 2021 – December 2021						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>82% or above</td> </tr> <tr> <td>At-Risk:</td> <td>80 – 81.9%</td> </tr> <tr> <td>Off-Target:</td> <td>Below 80%</td> </tr> </table>	On-Target:	82% or above	At-Risk:	80 – 81.9%	Off-Target:	Below 80%
On-Target:	82% or above						
At-Risk:	80 – 81.9%						
Off-Target:	Below 80%						

Status Narrative:

As of June 2022, this Strategic Measure reported at 72.0% and was Off-Target. This is the first year this measure is off target after five years of meeting or exceeding the 85% target.

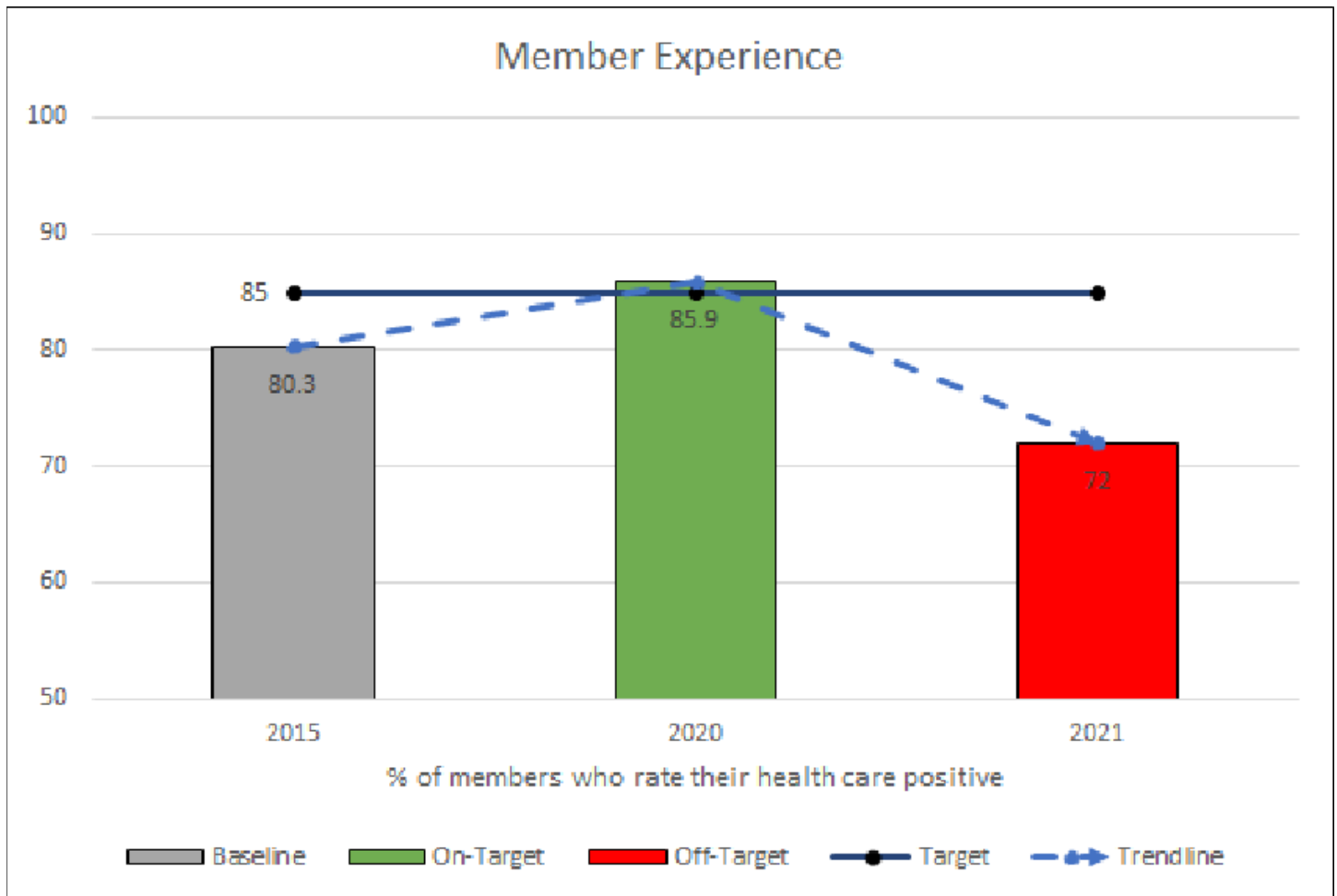
This measure evaluates the member’s perception of their overall health care and indicates that members perceive a worsening of their overall health care in 2021 as compared to previous years. One reason for the poorer response in 2021 may be due to the continuing COVID-19 pandemic and overall frustration with the health care system. 2021 had two strong COVID surges which led to further stress and impaction on an already overwhelmed health care system, which may be reflected in member experience responses. Many factors can contribute to a member’s perception of their overall health care experience, such as access to services, quality of care, getting care quickly, and communication with providers, all of which would have continued to be

impacted by COVID-19. It is also possible that the prolonged nature of the COVID-19 pandemic impacted member survey responses.

Whatever factors may have resulted in the lower response rate in 2021, such as COVID-19 pandemic fatigue and frustration, access related challenges, or provider communication issues, CalPERS remains committed to investigating the sources of declining results and to ensuring high-quality health care and a positive health care experience for our members. We will continue to work collaboratively with our health plans, the Board, stakeholders, and other large health care purchasers to address the needs of our members and to improve upon their health care experience.

This measure will continue into the 2022-27 Strategic Plan and will be renamed to Health Care Member Experience.

Performance Trend Chart:



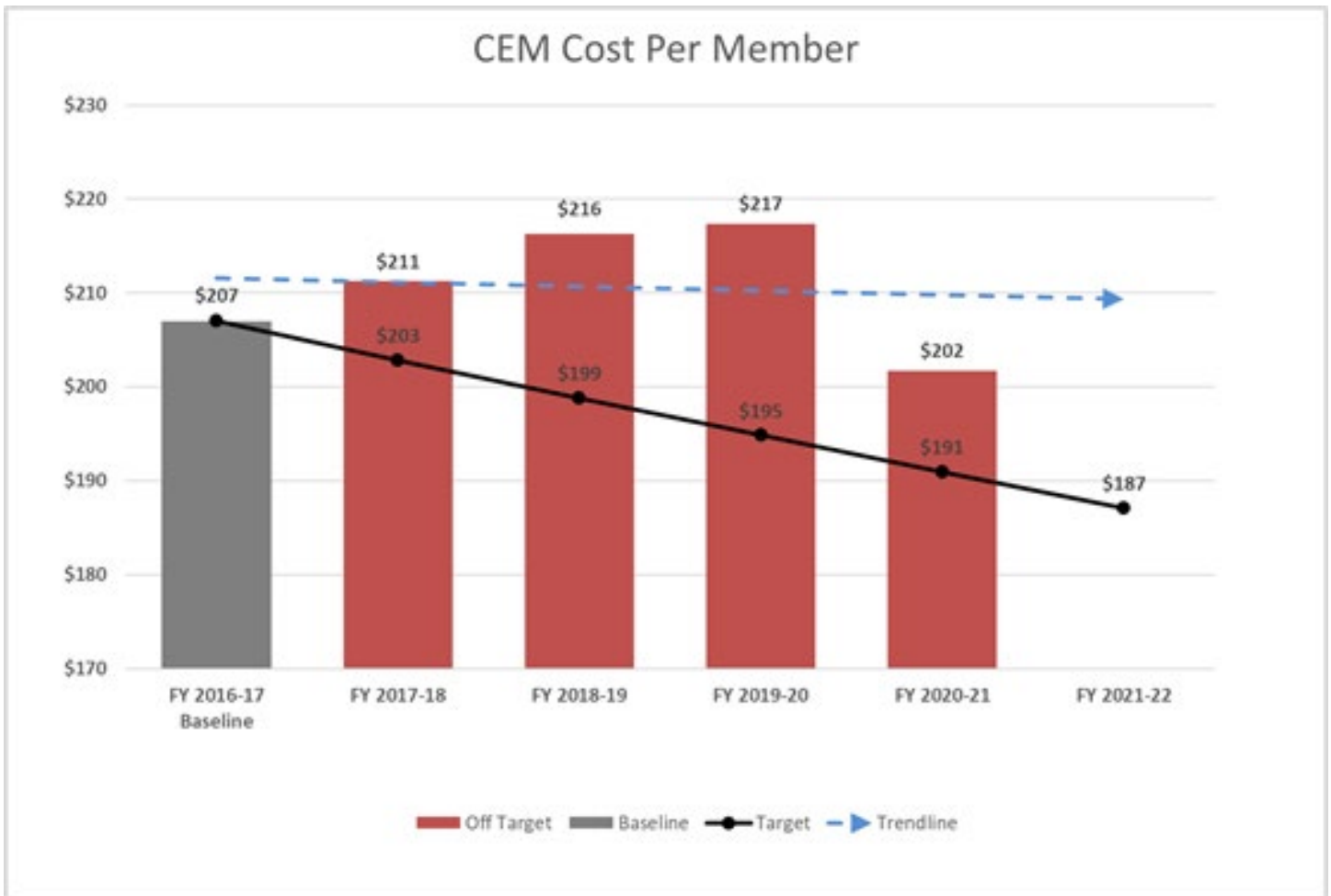
2021-22 Strategic Measure Summary (Quarter 4)

Measure Title:	CEM Cost per Member						
Executive Owner:	Michael Cohen						
Strategic Goal:	Reduce Complexity						
Strategic Objective:	Streamline operations to gain efficiencies, improve productivity, and reduce costs						
Associated Initiatives:	Develop and implement continuous process improvement framework; Develop Information Technology Service Level Agreements						
Status:	Off-Target						
Numeric Status:	\$ 202 /member (as of June 30, 2021)						
Description:	From the annual CEM Pension Administration Benchmarking Survey, reduce cost per member, exclusively to pension administration, and does not include health and investment.						
Baseline:	\$207 cost per member for FY 2016-17						
Target:	Reduce by 2% annually						
Refresh Frequency:	Annually, June						
Reporting Range:	07/01/2020 – 06/30/2021						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Reduced by 2.0% annually</td> </tr> <tr> <td>At-Risk:</td> <td>Reduced by 1.5 – 1.99% annually</td> </tr> <tr> <td>Off-Target:</td> <td>Reduced by less than 1.5% annually</td> </tr> </table>	On-Target:	Reduced by 2.0% annually	At-Risk:	Reduced by 1.5 – 1.99% annually	Off-Target:	Reduced by less than 1.5% annually
On-Target:	Reduced by 2.0% annually						
At-Risk:	Reduced by 1.5 – 1.99% annually						
Off-Target:	Reduced by less than 1.5% annually						

Status Narrative:

Total Pension Administration Costs for fiscal year 2020-21 were \$202 per active and retired members. Although costs went down from the prior year, this measure was off-target. The reduction in costs was driven by statewide compensation reductions resulting from the COVID-19 pandemic.

Performance Trend Chart:



Footnote: The 2018-19 per member cost reflects an adjustment submitted to CEM that reversed a Retired Annuitant enrollment fee. The previously-reported per member cost was \$209.

2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Stakeholder Assessment Survey – Compliance and Risk
Executive Owner: Brad Pacheco
Strategic Goal: Risk Management
Strategic Objective: Enhance compliance and risk functions throughout the enterprise
Associated Initiatives: Increase enterprise-wide compliance awareness

Status: Off-Target

Numeric Status: 5.21

Description: The measure scores the overall stakeholder perception of CalPERS' success in implementing functions and programs that support compliance and risk. Data is gathered through the annual Stakeholder Perception Survey in response to the statement: "CalPERS has effective functions and programs to address compliance and risk." The target will be met through continued stakeholder engagement and the consistent demonstration of our commitment to a culture of compliance and risk as an organization and as a system.

Baseline: 5.16 out of 7 possible points

Target: Five-year goal: achieve a score of 5.43 out of 7 points; a 5% increase from the baseline. Annual increases of 1% (0.05 points)

Refresh Frequency: Annually, June

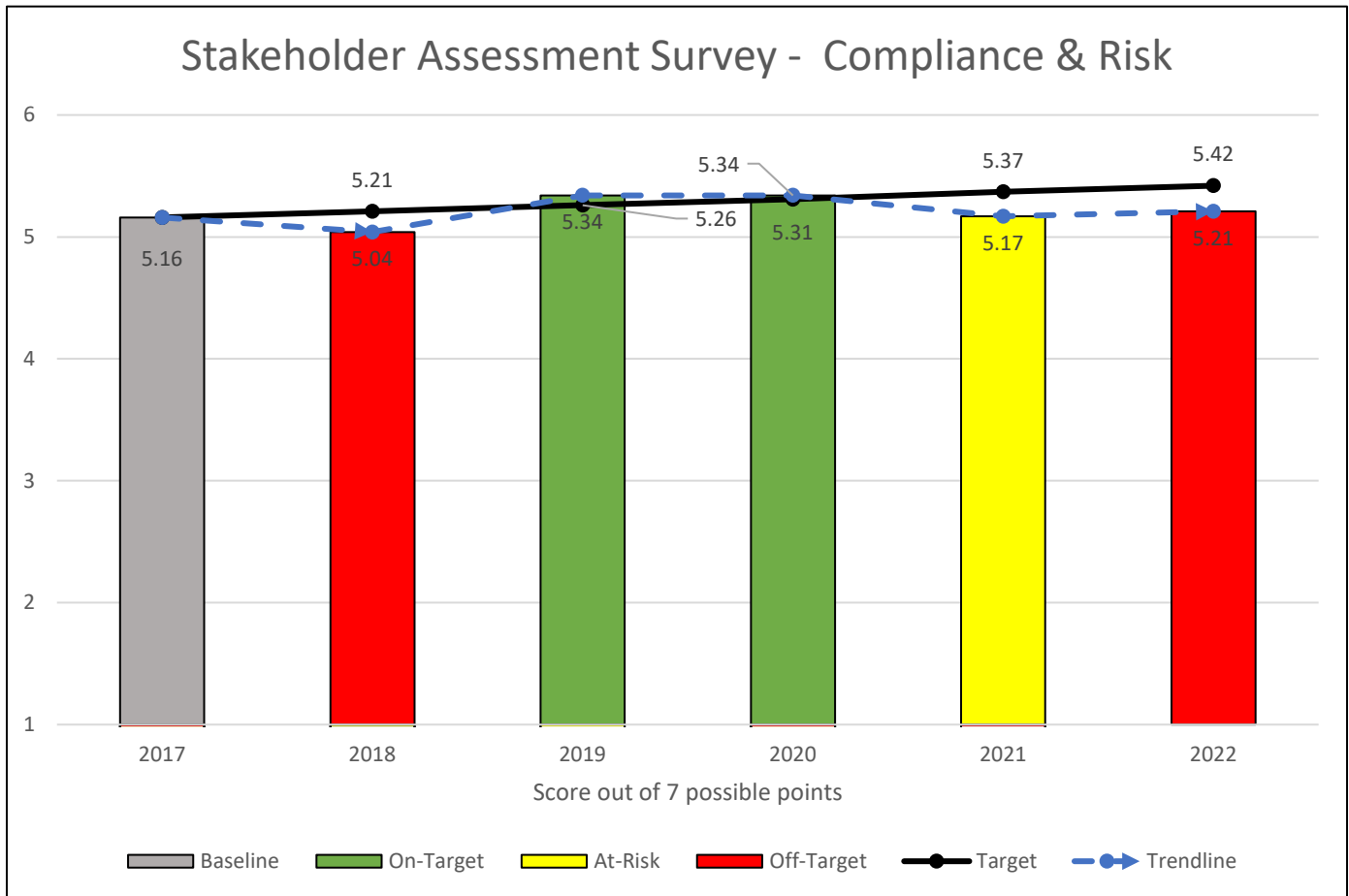
Reporting Range: 4/2021 – 3/2022

Thresholds:
 On-Target: Annual increase of 0.05 or more points from the baseline figure each year
 At-Risk: Annual increase of 0.0 – 0.04 points from the baseline figure each year
 Off-Target: Decrease from the baseline figure

Status Narrative:

While the score increased from last year by 0.04 points, the 5.21 score did not meet our original target goal over five years of 5.37 and is Off-Target for this reporting period. Active members and employers who subscribe to our bulletins had the lowest scores amongst the stakeholder groups survey (5.12). It is difficult to pinpoint the precise cause of the low scores in this area. Some possibilities include general lack of understanding of our risk and compliance programs and negative news stories that portray bad actors in the System.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Risk Program Maturity Assessment
Executive Owner: Kevin Fein
Strategic Goal: Risk Management
Strategic Objective: Enhance compliance and risk functions throughout the enterprise
Associated Initiatives: Supported by Core Workload

Status: Off-Target

Numeric Status: 3+

Description: Risk program maturity model assessments are completed annually to assess risk functions throughout the enterprise. Maturity scores are refined with a (+) or (-) to indicate intermediate levels of maturity.

Baseline: The baseline is a 3 on a point scale of 1 (low) to 5 (high) based on the 2017-18 Gartner Corporate Executive Board's Maturity Survey results.

Target: CalPERS risk program maturity assessment scores are targeted to increase one point by 2021-22, from the baseline scores set in FY 2017-18

Refresh Frequency: Annually, June

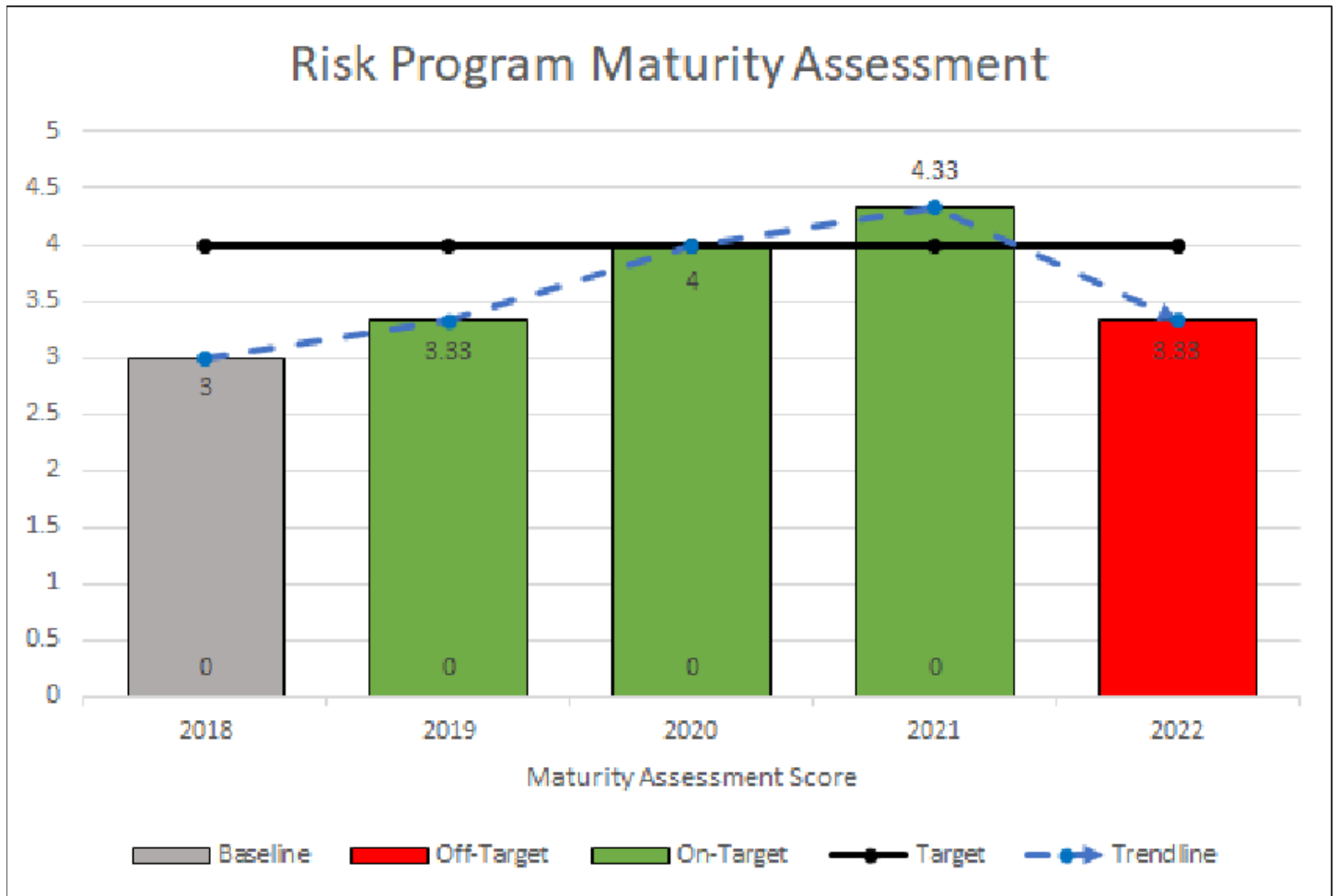
Reporting Range: FY 2021-22

Thresholds:
 On-Target: Year-over-year increase in score
 At-Risk: No change in score
 Off-Target: Year-over-year decrease in score

Status Narrative:

This year, the compliance and risk maturity assessments were looked at through a different lens, using a higher standard which resulted in a decreased score. The new perspective will better enable compliance and risk functions to identify additional initiatives to further strengthen the program moving forward.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Compliance Program Maturity Assessment

Executive Owner: Kevin Fein

Strategic Goal: Risk Management

Strategic Objective: Enhance compliance and risk functions throughout the enterprise

Associated Initiatives: Increase enterprise-wide compliance awareness; Increase compliance program maturity

Status: Off-Target

Numeric Status: 3

Description: Assesses the compliance and ethics program's functional performance against a structured framework. Measured on a scale ranging from 1 (low) to 5 (high), maturity is an organization's performance relative to Gartner's best practice research.

Baseline: The Fiscal Year 2017-18 baseline for Enterprise Compliance (ECOM) is a 2.33 on a point scale of 1 (low) and 5 (high)

Target: CalPERS compliance maturity assessment score is targeted to increase one point by FY 2021-22, from the baseline scores set in FY 2017-18

Refresh Frequency: Annually, June

Reporting Range: 07/01/2021 – 06/30/2022

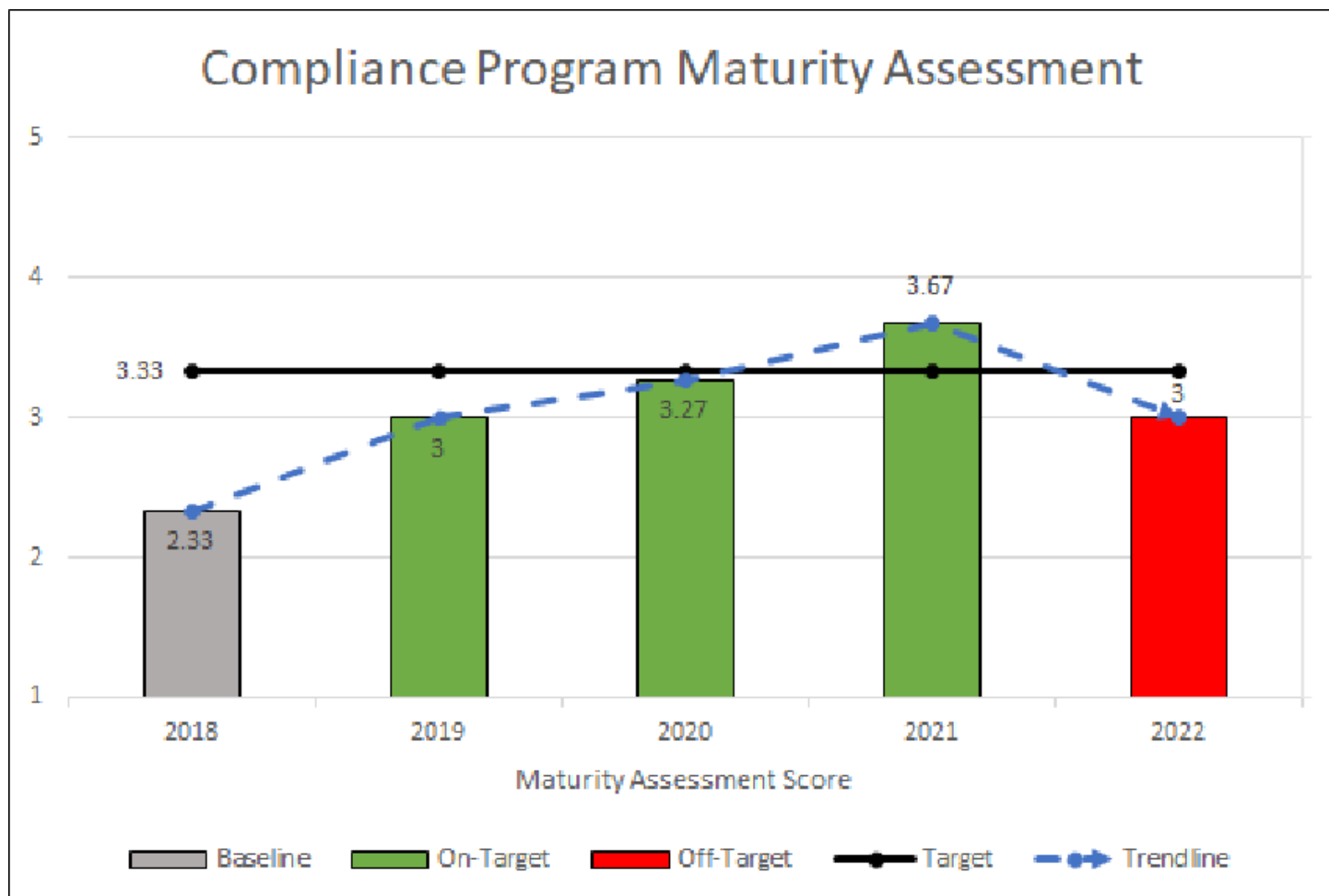
Thresholds:

- On-Target: Year-over-year increase in score.
- At-Risk: No change in score.
- Off-Target: Year-over-year decrease in score.

Status Narrative:

This measure is off target for the current reporting period, with a score of 3. This year, the compliance and risk maturity assessments were looked at through a different lens, using a higher standard which resulted in a decreased score. The new perspective will better enable compliance and risk functions to identify additional initiatives to further strengthen the program moving forward. Although we've made considerable improvements as a program area with this measure in the past five years, we're developing a new one to replace it in the next Strategic Plan.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Funded Status
Executive Owner: Michael Cohen
Strategic Goal: Fund Sustainability
Strategic Objective: Fund the system through an integrated view of pension assets and liabilities
Associated Initiatives: Alignment of Asset Liability Management

Status: Pending Refresh (in August 2022)

Numeric Status: 70.5% (as of August 2021)

Description: Funded status is a measure of a pension system's health and is determined by dividing the market value of assets by the actuarial accrued liability. This measure will evaluate overall Funded Status for the three major components of the Public Employees' Retirement Fund (PERF): State, School, and Public Agency employers.

As part of the CalPERS ALM cycle, the Board will examine the current funded status of the system and make decisions in alignment with the goal of strengthening the long-term sustainability of the pension fund. CalPERS is also focused on reducing complexity and system costs which will contribute positively to the Funded Status of the PERF. Annually the Actuarial Office provides the Funded Status of the previous fiscal year and Projected Funded Status of the current fiscal year. The inputs for this metric are influenced by five main factors:

- Payment of unfunded liabilities
- Actual vs. expected investment returns
- Change in actuarial methods and assumptions
- Benefit changes
- Actuarial experience

The funded status is based on a 7.0% discount rate.

Baseline: PERF 67.9% (as of 6/30/17)

Target: Long-term (beyond the current strategic plan) funded status of 100%

Refresh Frequency: Annually, August

Reporting Range: 07/01/2019 – 06/30/2020

Thresholds:
 On-Target: ≥ 100% Funded Status
 At-Risk: 80% to 99.9% Funded Status
 Off-Target: <80% Funded Status

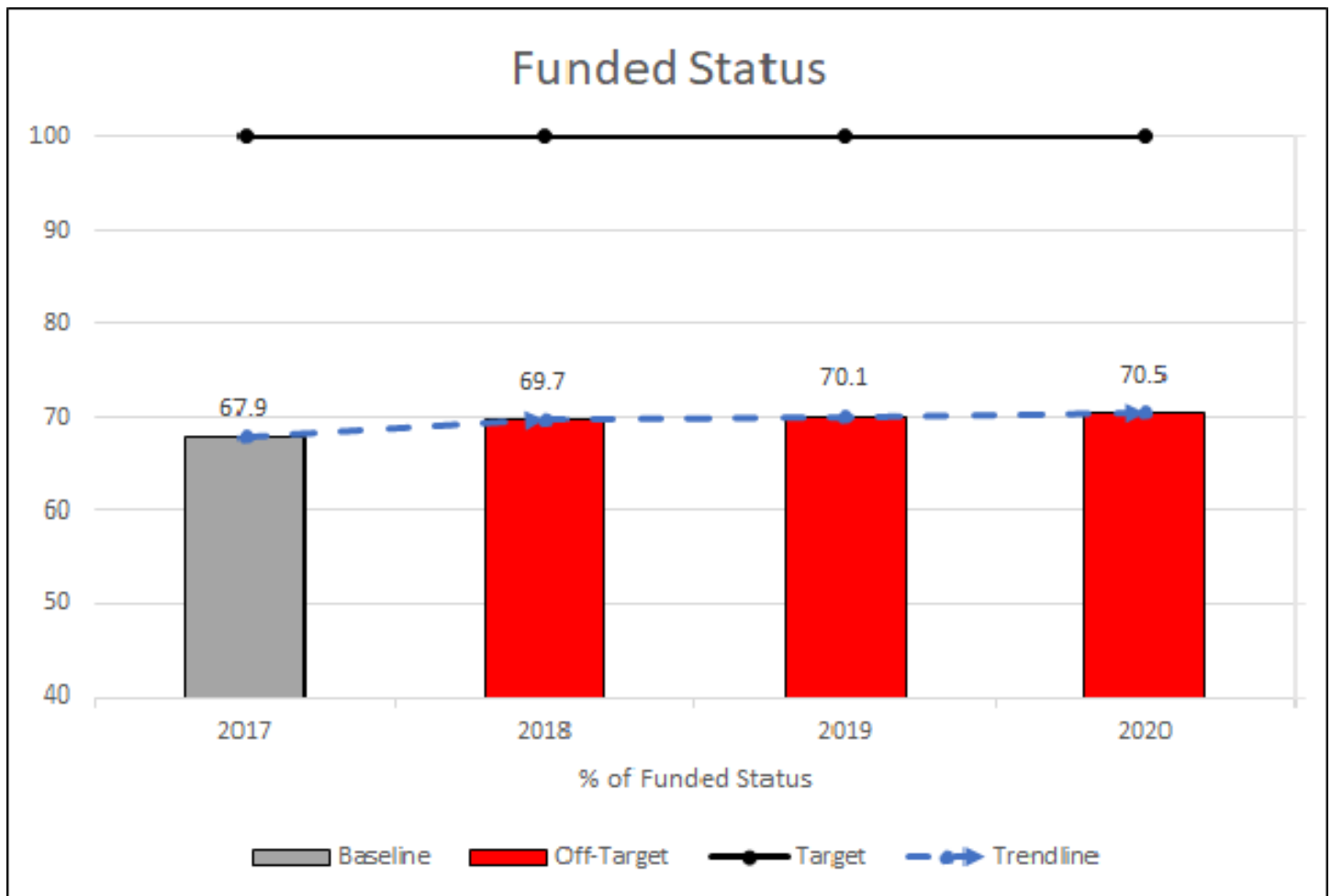
Status Narrative:

The PERF earned an overall investment return of 4.7% for FY 2019-20, which was less than the assumed return of 7.0% for the year. When combined with modest demographic losses for the year, this led to an overall funded status of 70.5% at June 30, 2020.

Off-Target Root Cause: As of June 30, 2020, the funded status was 70.5%, which was up from last year’s 70.1%. Even with the increase in funded status, the measure was still off-target. CalPERS has developed a strategy to achieve a fully funded plan over several decades. Therefore, while this measure remains off-target in absolute numbers, it should be viewed in conjunction with the Projected Funded Status Measure to monitor progress toward reaching 100% funding. The status of this initiative is expected to be off-target for an extended period.

Next Steps: As part of the CalPERS ALM cycle, the Board will examine the current funded status of the system and make decisions in alignment with the goal of strengthening the long-term sustainability of the pension fund.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Projected Funded Status

Executive Owner: Michael Cohen

Strategic Goal: Fund Sustainability

Strategic Objective: Fund the system through an integrated view of pension assets and liabilities

Associated Initiatives: Alignment of asset liability management; actuarial valuation system-advanced analytics

Status: [Pending Refresh] (in August 2022)

Numeric Status: [1.4% below] (in August 2021)

Description: Monitor the variance between actual and projected funded status of the PERF to determine if the 100% funded status projection is on track.

Annually, the Actuarial Office provides the actual funded status of the previous fiscal year and the projected funded status of the current fiscal year.

The inputs for this measure are influenced by five main factors:

- Investment returns
- Payment of unfunded liabilities (including additional discretionary payments)
- Changes in actuarial methods and assumptions
- Benefit changes
- Actual experience

Annually, the Actuarial Office produces valuation reports for the State, Schools, and Public Agency employers to determine the employer contribution requirements and the funded status of each plan. Because the funded status changes slowly, it is important to monitor performance trends to indicate if long-term funding goals are on track. The funded status is based on a 7% projected investment return. Based on the valuations at June 30, 2018, the PERF is projected to reach 100% funded status by June 30, 2041.

Baseline: The June 30, 2018 projected funded status was 68.7%

Target: To meet the annual projected funded status

Refresh Frequency: Annually, August

Reporting Range: [07/01/2019 – 06/30/2020]

Thresholds:

On-Target: Less than or equal to 1% above or below the projected funded status

At-Risk: Greater than 1% or less than or equal to 3% above or below the projected funded status

Off-Target: Greater than 3% above or below the projected funded status

Status Narrative:

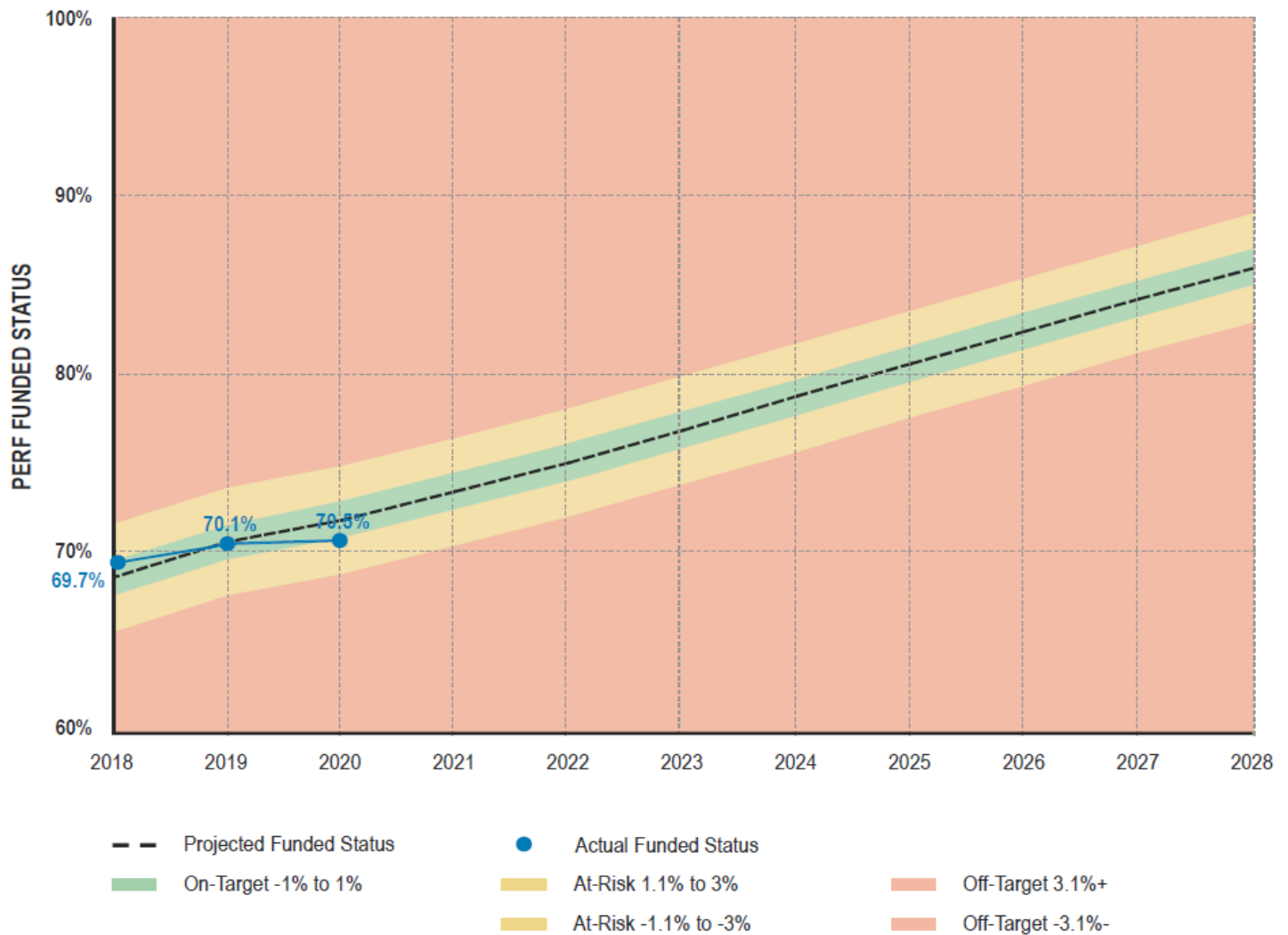
The June 30, 2020 projected funded status was 71.9%. The June 30, 2020 actual funded status was 70.5% which was less than the target by 1.4% making the measure at-risk.

At-Risk Root Cause: The projected funded status is at-risk because the investment returns for FY 2019-20 were 4.7%, which is 2.3% less than the 7% assumed rate of return.

Next Steps: As part of the CalPERS ALM cycle, the Board will examine the current funded status of the system and make decisions in alignment with the goal of strengthening the long-term sustainability of the pension fund. The projected funded status is at-risk because the investment returns for FY 2019-20 were 4.7%, which is 2.3% less than the 7% assumed rate of return.

Performance Trend Chart:

Projected Funded Status



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: 1-Year Total Expected Fund Volatility
Executive Owner: Nicole Musicco
Strategic Goal: Fund Sustainability
Strategic Objective: Mitigate the risk of significant investment loss
Associated Initiatives: Investment risk management and performance attribution

Status: Pending Refresh (in September 2022)

Numeric Status: 10.7% (as of 07/01/21)

Description: The total (gross) risk of the Total Fund (Fund) expressed in the standard deviation (1-year) of the Funds' total return distribution, expressed in percent. Reported on a fiscal year-end basis, the metric will measure the expected volatility of the Total Fund returns. The current target was derived through the Capital Market Assumption (CMA) process used in the November 2017 Asset Liability Management (ALM) Cycle, to be effective 7/1/18. The ALM process occurs every four years.

Baseline: Current Barra volatility estimate for PERF is 7.6%, as of 6/30/18

Target: Current total expected fund volatility is 8% or less, as of 7/1/18

Refresh Frequency: Annually, September

Reporting Range: 07/01/20 – 06/30/21

Thresholds:
 On-Target: Equal to or less than the target
 At-Risk: 1-50 basis points excess of target
 Off-Target: 51 basis points or more excess of target

Status Narrative:

As of July 1, 2021, this measure was Off-Target compared to the target of 8%.

Current forecast volatility of 10.7% vs. 11.5% in prior year:

- 0.8% volatility decrease over prior year is indicative of the plan's expected short-term return dispersion given the current market environment.
- Growth assets, especially public equities, remain the primary drivers of total volatility.
- This measure was off-target due in large part to changes to the risk model to align its calibration with PERF long-term investment horizon.

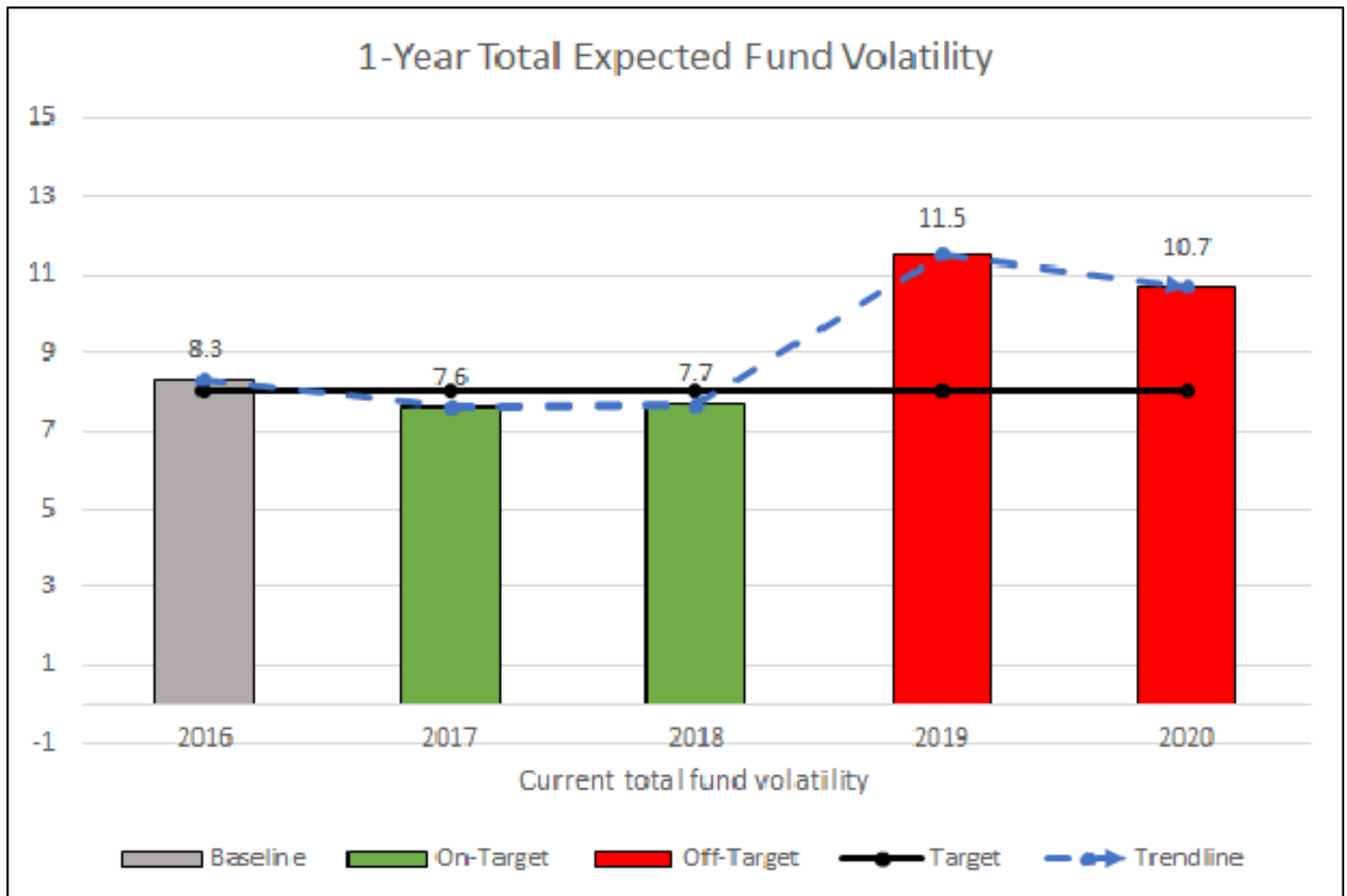
We are continuing review of investment capabilities to capitalize on strengths and reduce active risks that historically have not contributed positively to total fund outcome.

Next Steps:

- Maintaining a "Total Fund" approach and remaining focused on core competencies.

- Continuing review of investment capabilities to capitalize on strengths and reduce active risks that historically have not contributed positively to total fund outcome.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Annualized (5-Year) Excess Investment Returns Relative to Total Fund Policy Benchmark

Executive Owner: Nicole Musicco

Strategic Goal: Fund Sustainability

Strategic Objective: Deliver target risk-adjusted investment returns

Associated Initiatives: Enhance capital allocation framework; Enhance investment platform and controls; Investment program long-term planning

Status: Pending Refresh (in September 2022)

Numeric Status: 5-Year annualized PERF excess return of -13 basis points as of 6/30/2021

Description: Measures annualized 5-year excess investment returns relative to the Total Fund policy benchmark, which is a composite established by the Investment Committee-assigned asset class benchmarks and the target weights derived from the Asset Liability Management (ALM) process.

Reported on a fiscal year-end basis, the metric will measure the effectiveness of the Investment Office in meeting the objective of achieving investment performance relative to relevant targets. The actual performance generated by the portfolio is affected by both the active under- or over-weighting of the asset classes within their policy ranges, as well as the performance of the individual asset classes vs. their specified policy benchmark.

Baseline: The Total Fund policy benchmark will be recalculated on a rolling 5-year period.

Target: Meet or exceed the Total Fund policy benchmark.

Refresh Frequency: Annually, September

Reporting Range: FY 2016-17 through FY 2020-21

Thresholds:

- On-Target: Exceed Total Fund Policy Benchmark
- At-Risk: Meet or Trail Total Fund Policy Benchmark by up to 10 basis points
- Off-Target: Trail Total Fund Policy Benchmark by 10 basis points or more

Status Narrative:

As of June 2021, this measure was reported as Off-Target.

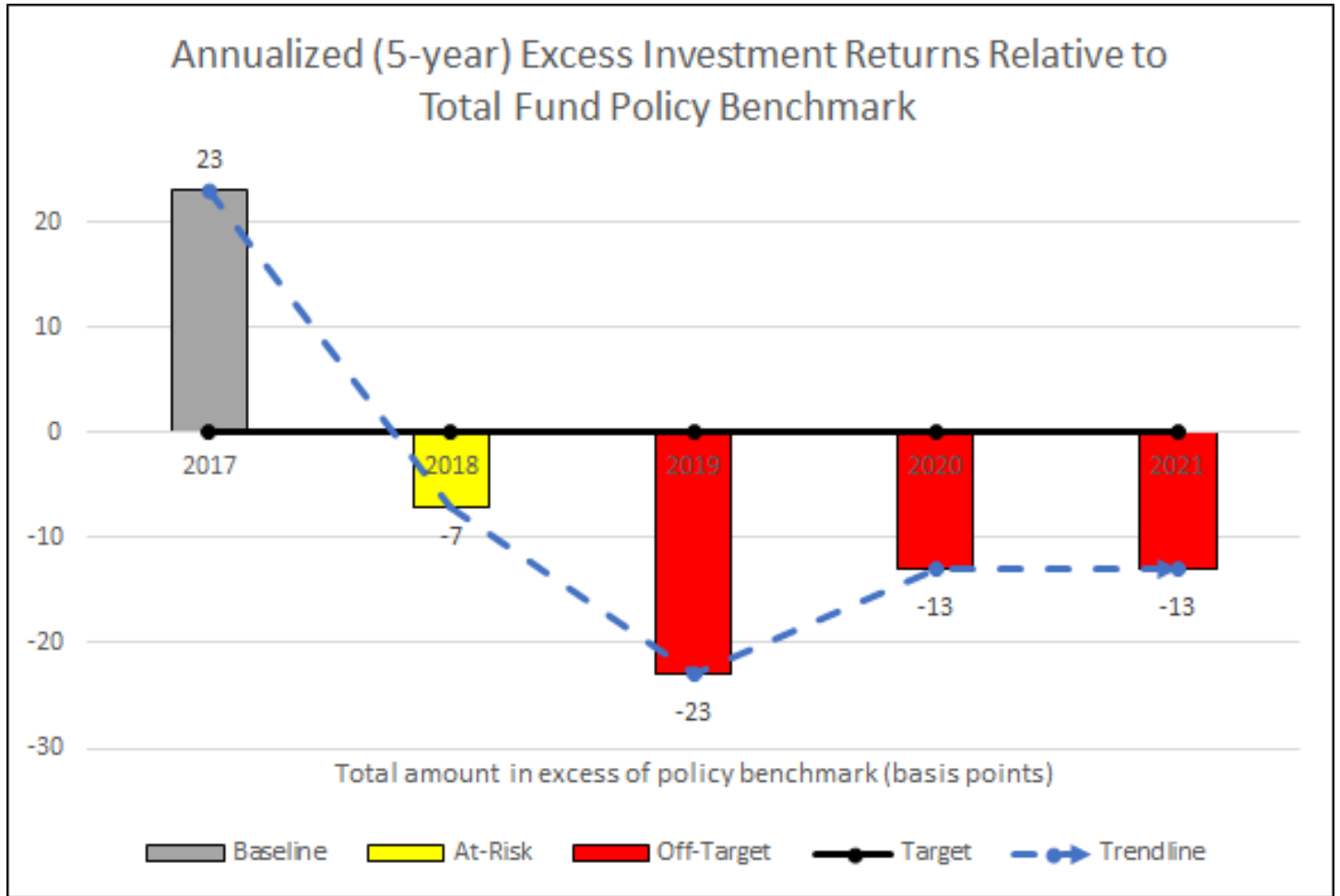
The PERF generated a 5-year annualized Total Net Return of 10.35% and underperformed the policy benchmark by 13 basis points.

The primary driver of the metric being off-target was Private Equity. Although Private Equity had the greatest 5-year annualized return, it underperformed its benchmark by more than 2%.

Next Steps:

- Continuing to maintain a “Total Fund” approach.
- Continue to consistently commit capital to Private Equity.
- Increase co-investment opportunities.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Investment Managers Policies and Procedures for ESG Factor Integration

Executive Owner: Nicole Musicco

Strategic Goal: Fund Sustainability

Strategic Objective: Integrate environmental, social, and governance considerations into investment decision making

Associated Initiatives: Investment beliefs and environmental, social, and governance risk integration

Status: Pending Refresh (in September 2022)

Numeric Status: 96% (for FY 2020-21)

Description: CalPERS team members developed an annual survey of internal and external strategic managers on their policies and procedures related to ESG risk and opportunity considerations. This was established as a Strategic Priority in August 2016 as part of CalPERS' Environmental Social and Governance (ESG) strategy. Asset classes are continuing to refine and evolve ESG integration efforts, including continued sharing of best practices internally and amongst external investment managers. This annual survey is to determine the percentage of internal and external strategic managers that have policies and procedures articulating how ESG risk and opportunity considerations are incorporated into investment processes and decisions

Baseline: For FY 2016-17, the baseline for this measure was 96% with a target of 100% integration, as established by the INVO Sustainable Investments (SI) staff responsible for central monitoring, external communication, and establishment of measurement processes and reporting.

Target: 100% of internal and external investment managers have policies and procedures in place to integrate ESG factors into investment decisions.

Refresh Frequency: Annually, September

Reporting Range: 07/01/20 – 06/30/21

Thresholds:

On-Target:	80% and above
At-Risk:	50-79%
Off-Target:	Less than 50%

Status Narrative:

The ESG integration score, measuring the percentage of internal and external managers with ESG policies in place, remained at or above 96% for 2020-2021.

This assessment is supported by two comprehensive reviews of sustainable investment practices at CalPERS performed during the reporting period:

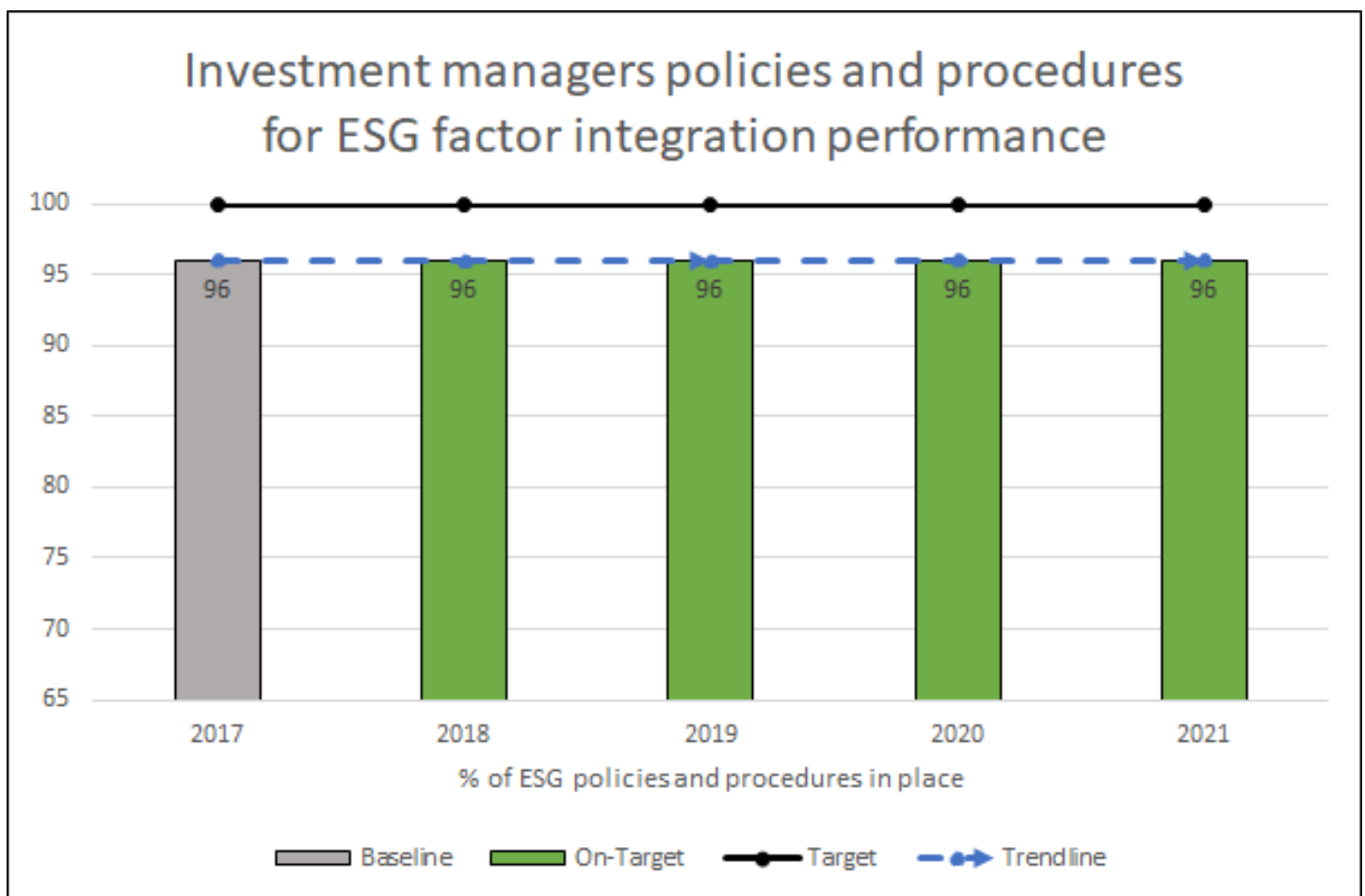
- BGS-led Board review of the Governance & Sustainability 5-year Strategic Plan.

- RSG-led mandatory review and report to the UN PRI (Principles for Responsible Investment) of sustainable investment practices employed by CalPERS’ internal and external managers of capital.

Staff produced significant progress along three main dimensions contributing to ESG integration:

- Education: Sustainable Investing INVO staff training sessions completed.
- Investment research: climate-risk integration research covering 1) climate-aware macro-economic forecasts 2) climate-aware strategic public equity benchmarking
- Portfolio management: comprehensive carbon-footprint analysis of CalPERS’ private equity portfolio was performed.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

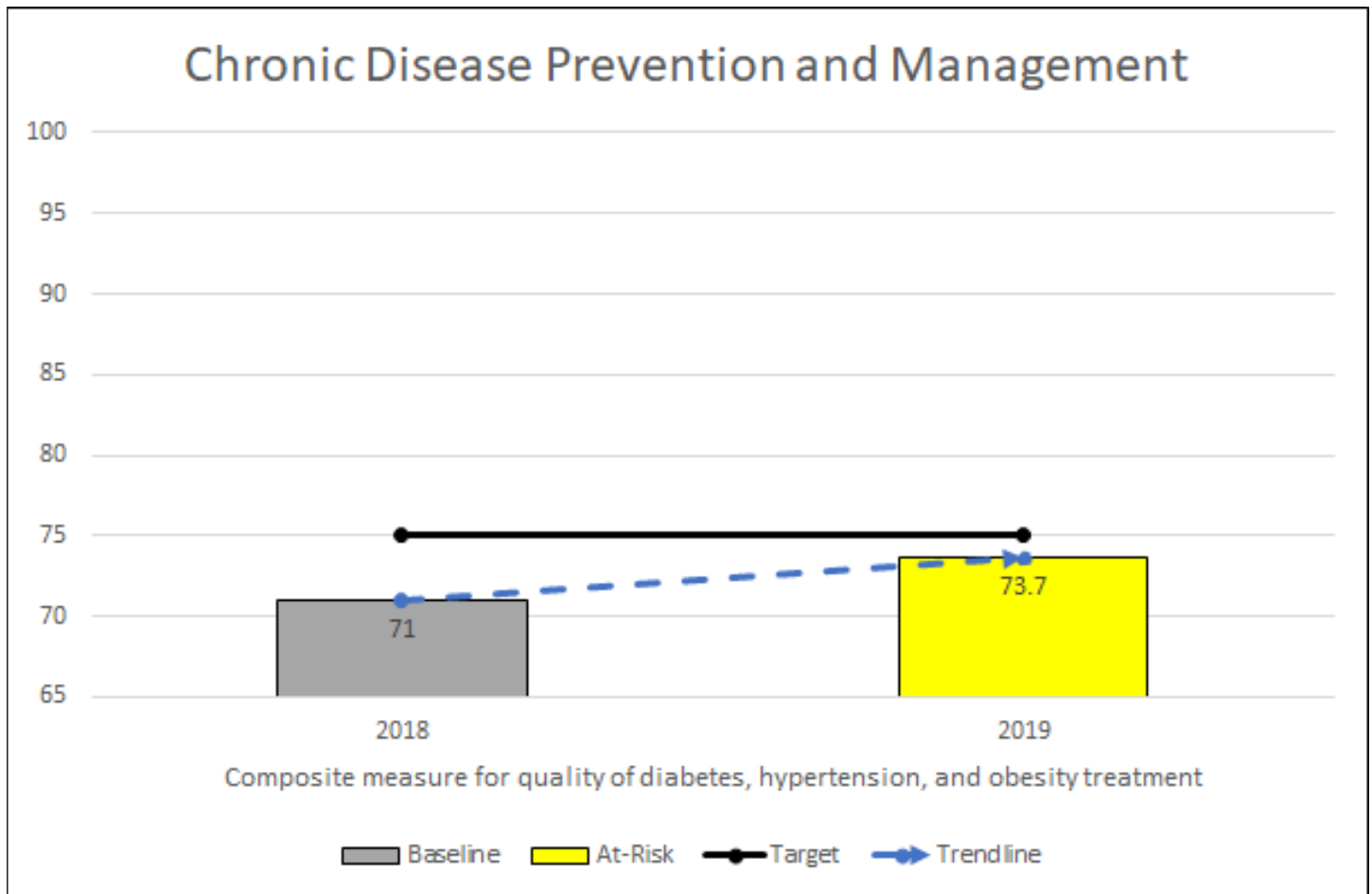
Measure Title:	Chronic Disease Prevention and Management						
Executive Owner:	Donald Moulds						
Strategic Goal:	High-Quality Affordable Health Care						
Strategic Objective:	Ensure our members receive high-quality care						
Associated Initiatives:	Update health plan contract measures; Clinical quality improvement programs; Health data quality management; Health equity						
Status:	Pending Refresh (in July 2022)						
Numeric Status:	73.7% (covering experience in 2019)						
Description:	<p>More than half of all Californians suffer from one or more chronic diseases and the rate continues to increase. Accompanying this increase are associated direct costs such as hospitalization, medical care and treatment supplies, and indirect costs, such as disability and lost time from work.</p> <p>Diabetes, high-blood pressure, and obesity are the three highest prevalence chronic diseases among CalPERS health care members. This composite measure evaluates the quality of diabetes, hypertension, and obesity treatment and prevention reported by our CalPERS health plans. The measure utilizes the following three Healthcare Effectiveness Data and Information (HEDIS) measures reported by our health plans to create the composite result:</p> <ul style="list-style-type: none"> • Diabetes Care: Hemoglobin A1C management • Hypertension: Controlling High Blood Pressure • Obesity counseling 						
Baseline:	71% (covering experience in 2018)						
Target:	75%						
Refresh Frequency:	Annually, July						
Reporting Range:	January 2019 – December 2019						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>75% or above</td> </tr> <tr> <td>At-Risk:</td> <td>50 – 74.9%</td> </tr> <tr> <td>Off-Target:</td> <td>Below 50%</td> </tr> </table>	On-Target:	75% or above	At-Risk:	50 – 74.9%	Off-Target:	Below 50%
On-Target:	75% or above						
At-Risk:	50 – 74.9%						
Off-Target:	Below 50%						

Status Narrative:

As of July 2021, this Strategic Measure reported at 73.7%, which was an improvement from the previous year of 71%, however, it was below the 75% target and was At-Risk. This measure is a composite measure that includes measurement of three NCQA HEDIS measures: diabetes care, blood pressure control, and obesity management. While the health plans performed well on obesity management and blood pressure control, there was room for

improvement in diabetes care. In addition, several of the health plans have reported these measures using administrative data rather than a combination of administrative data and Electronic Health Record (EHR) data. This use of administrative data creates a data quality issue that may cause the rates to not be a true reflection of Health Plan performance. To address these issues, CalPERS has updated their contract requirements. Starting in 2022, Health Plans will be required to report their clinical performance measures in a standardized manner through the Integrated Health Care Association (IHA). This will improve the quality of the data reported. In addition, the Health Plans will be required to provide a quality improvement plan for every clinical quality measure that falls below the NCQA standard. This requirement will help to ensure that the Health Plans will engage in continuous clinical quality improvement and address gaps in clinical quality.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Behavioral Health Quality
Executive Owner: Donald Moulds
Strategic Goal: High-Quality Affordable Health Care
Strategic Objective: Ensure our members receive high-quality care
Associated Initiatives: Behavioral health access and quality; Health Equity

Status: Under Development

Numeric Status: N/A

Description: Mental health disorders are among the most common health conditions Californians face as one in six California adults experiences a mental illness of some kind; one in 24 has a serious mental illness that makes it difficult to carry out major life activities; and one in 13 children has an emotional disturbance that limits participation in daily activities. In 2018, \$349 million was spent on mental health disorders for Basic health plan members; the most common mental health condition was depression.

This composite measure evaluates the quality of behavioral health prevention and treatment delivered to CalPERS health care members. It utilizes the following three Healthcare Effectiveness Data and Information Set (HEDIS) measures reported by our health plans to create a composite result:

- Depression management
- Mental health acute care follow-up
- Substance use treatment and engagement

Baseline: To be determined

Target: 75%

Refresh Frequency: To be determined

Reporting Range: To be determined

Thresholds: To be determined

Status Narrative:

The development of this Strategic Measure will continue as the Behavioral Health Screening and Treatment measure in the 2022-27 Strategic Plan. The data to develop the baseline and thresholds will be completed by December 2022. The Health Policy and Benefits Branch (HPBB) is continuing to develop our partnerships with other large health care purchasers to strategically align this measure to effectively evaluate behavioral health screening and treatment for CalPERS' health care members. Performance data and the performance trend chart will be available when this measure is fully built out.

2021-22 Strategic Measure Summary (Quarter 4)

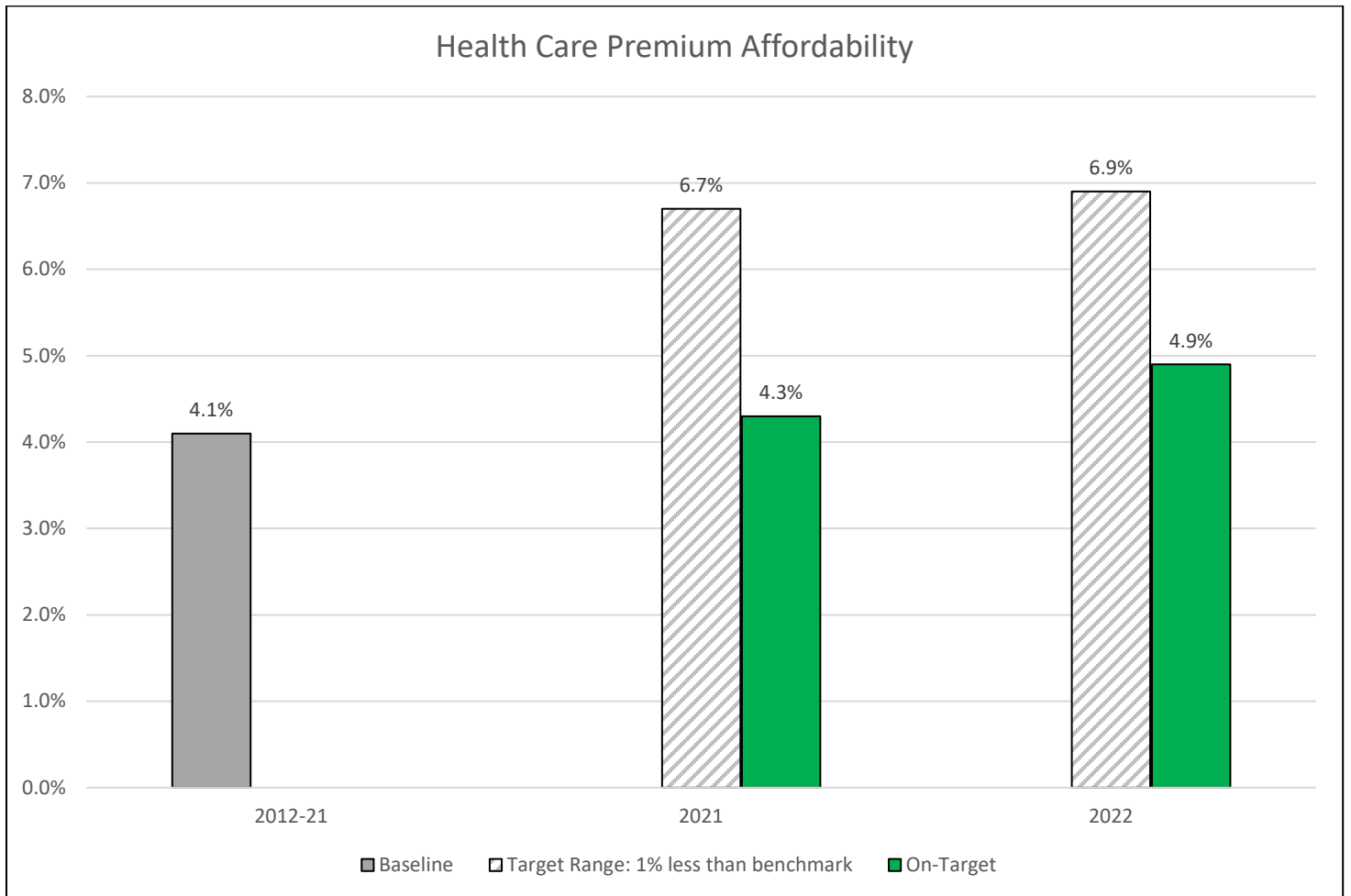
Measure Title:	Health Care Premium Affordability
Executive Owner:	Donald Moulds
Strategic Goal:	High-Quality Affordable Health Care
Strategic Objective:	Ensure the care we provide is affordable
Associated Initiatives:	Increase competition; Risk mitigation; Pharmaceutical strategies; Update health plan contract measures; Health data quality management
Status:	On-Target
Numeric Status:	4.9% (for 2022)
Description:	<p>This measure evaluates the year-over-year change in total premium costs for the CalPERS Health Benefits Program against a benchmark trend developed by an external consulting firm or firms.</p> <p>Factors that can influence trends include member utilization, unit costs, new technologies, cost-shifting from public payers and leveraging of member cost sharing. Innovations and efficiencies such as promoting efficient hospital plan networks, value-based purchasing and integrated health models help mitigate medical trend increases.</p> <p>The target and thresholds are updated on an annual basis and are dependent upon data reported by insurance companies as well as changing conditions in the health care market place.</p>
Baseline:	The baseline changes annually due to the 10-year rolling average of CalPERS' annual premium increases (see status narrative).
Target:	One percent less than the benchmark developed by the external consulting firm(s).
Refresh Frequency:	Annually, June
Reporting Range:	January 2022 – December 2022
Thresholds:	<p>On-Target: 1% less than the benchmark</p> <p>At-Risk: Between 0% and 1% less than the benchmark</p> <p>Off-Target: Greater than the benchmark</p>

Status Narrative:

As of June 2022, this Strategic Measure reported at 4.9% and was On-Target. The baseline changed from 4.6% (2011-2020) to 4.1% and represents the annual premium increases from 2012-2021. The national benchmark trend for 2022 health premiums was 6.9%. CalPERS achieved an overall premium increase of 4.9% for 2022 health premiums which is 2.0% less than the national benchmark. For this reporting, the baseline language has been changed to advise it will update annually due to the 10-year rolling average of CalPERS' annual premium increases and additional information will be provided within future Status Narratives.

This measure will continue into the 2022-27 Strategic Plan and will be renamed to Health Care Affordability.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: CEM Pension Complexity Score
Executive Owner: Anthony Suine
Strategic Goal: Reduce Complexity
Strategic Objective: Simplify programs to improve service and/or reduce cost
Associated Initiatives: Complexity reduction

Status: On-Target

Numeric Status: 59

Description: The total Cost Effectiveness Measurement (CEM) complexity score represents the weighted average of CEM's complexity measure by cause, from the annual CEM Pension Administration Benchmarking Survey.

Baseline: Weighted average complexity score 59.8 points (Fiscal Year 2016-17)

Target: Maintain weighted average complexity score between 58 – 62 points

Refresh Frequency: Annually, June

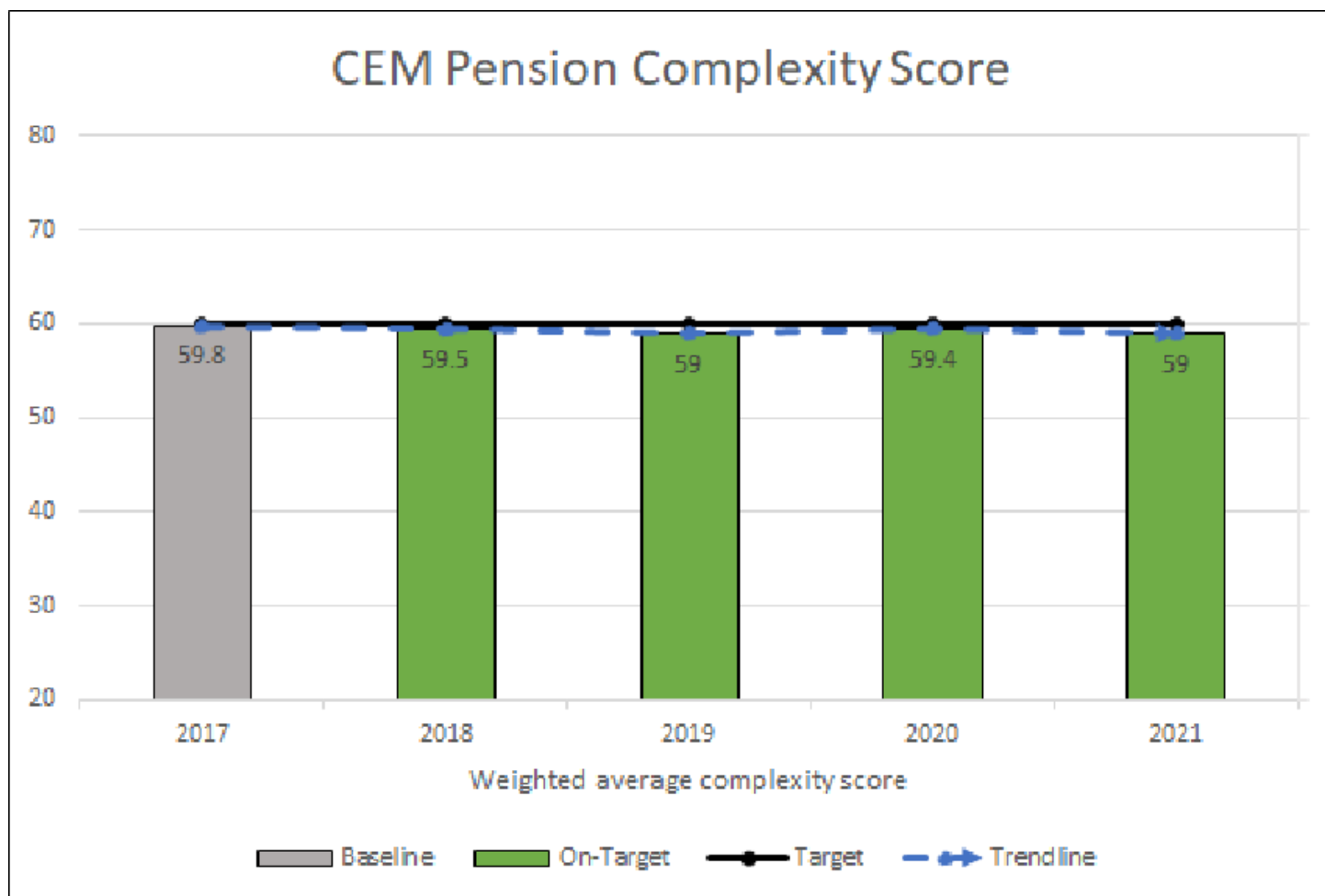
Reporting Range: 07/01/2020 – 06/30/2021

Thresholds:
 On-Target: Complexity score 58 – 62 points
 At-Risk: Complexity score <58 points
 Off-Target: Complexity score >62 points

Status Narrative:

This strategic measure is on target for this reporting period.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: CEM Information Technology Capability Score
Executive Owner: Doug Hoffner
Strategic Goal: Reduce Complexity
Strategic Objective: Simplify programs to improve service and/or reduce cost
Associated Initiatives: Mature targeted information technology capabilities

Status: On-Target

Numeric Status: 86 (for FY 2020-21)

Description: This measures the overall contribution of the value IT provides to business capability. Drivers of this metric include website and contact center access to member data, as well as data accuracy and completeness.

Baseline: The baseline is the FY 2015-16 CEM IT Capability Score of 85 points.

Target: CalPERS target is to stay within the range of 80-90 points.

Refresh Frequency: Annually, June

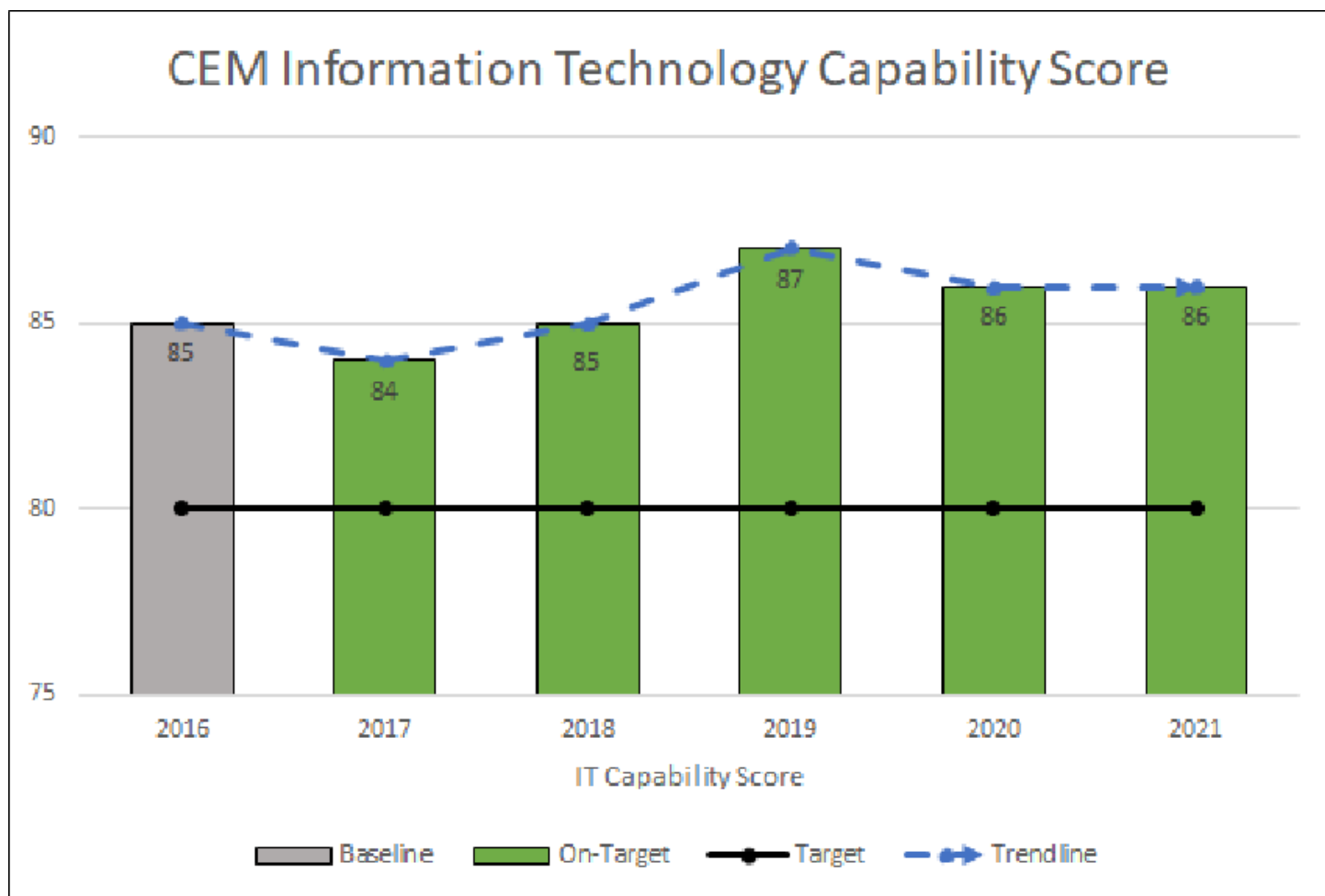
Reporting Range: 07/01/20 – 06/30/21

Thresholds:
 On-Target: 80 points or above
 At-Risk: 75 to 79 points
 Off-Target: Less than 75 points

Status Narrative:

CalPERS' CEM IT Capability Score was 86 out of 100, which was slightly above the peer average of 85. This measure was On-Target for the current reporting period.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title:	Overhead Operational Cost						
Executive Owner:	Michael Cohen						
Strategic Goal:	Reduce Complexity						
Strategic Objective:	Streamline operations to gain efficiencies, improve productivity, and reduce costs						
Associated Initiatives:	Develop and implement continuous process improvement framework						
Status:	Pending Refresh (in September 2022)						
Numeric Status:	\$198.5 million (\$700,000 or 0.3% over target as of June 2021)						
Description:	Overhead operational costs calculated for pension administration and health.						
Baseline:	The overhead operational costs for FY 2016-17 was \$210,114,665						
Target:	Reduce by 1.5% – 2% annually						
Refresh Frequency:	Annually, September						
Reporting Range:	07/01/2020 – 06/30/2021						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Reduced by 1.5% – 2.0% annually</td> </tr> <tr> <td>At-Risk:</td> <td>Reduced by 1.0% – 1.49% annually</td> </tr> <tr> <td>Off-Target:</td> <td>Reduced by less than 1.0% annually</td> </tr> </table>	On-Target:	Reduced by 1.5% – 2.0% annually	At-Risk:	Reduced by 1.0% – 1.49% annually	Off-Target:	Reduced by less than 1.0% annually
On-Target:	Reduced by 1.5% – 2.0% annually						
At-Risk:	Reduced by 1.0% – 1.49% annually						
Off-Target:	Reduced by less than 1.0% annually						

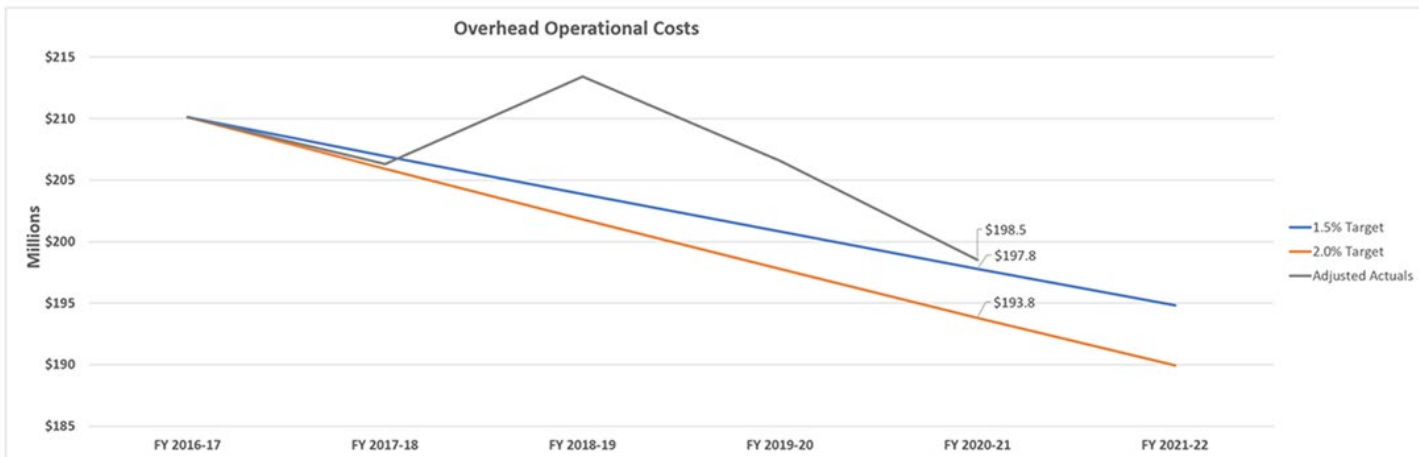
Status Narrative:

This measure was Off-Target for fiscal year 2020-21. Overhead operational costs, as adjusted for statewide employee compensations increases, totaled \$198.5 million. This is \$700,000, or 0.3% over the targeted range of \$197.8 million to \$193.8 million.

Off-Target Root Cause: The 2020-21 Annual Budget approved by the Board included significant reductions, both one-time and ongoing, that helped bring the organization closer to meeting the strategic measure. At the end of the prior year, CalPERS was nearly \$6 million away from the target. One year later at the end of 2020-21, CalPERS reduced that gap to \$700,000. Cumulatively over the past four years, CalPERS reduced overhead expenses by \$15.7 million, or 5.7%. As explained previously, overhead costs are driven by personal services expenditures – salaries and benefits for staff. While CalPERS eliminated 32 vacant positions in 2020-21 without degradation to services, additional reductions could not be made without negatively impacting its ability to meet its mission and key customer service levels.

Next Steps: The 2021-22 Budget approved by the Board continued the ongoing reductions achieved in the prior year. CalPERS will continue to scrutinize expenses and only approve increases necessary to meet its mission and key customer service levels.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: 5-Year Net Value Added

Executive Owner: Nicole Musicco

Strategic Goal: Reduce Complexity

Strategic Objective: Streamline operations to gain efficiencies, improve productivity, and reduce costs

Associated Initiatives: Enhance business effectiveness, resource allocation, and efficiency of investment programs

Status: Pending Refresh (in September 2022)

Numeric Status: Did not exceed the US Peer median (for 2018-19)

Description: 5-year net value added relative to an appropriate peer universe median return adjusted for composition of asset allocation and after expenses. Each year, INVO participates in a Cost Effectiveness Measurement Benchmarking (CEM) survey which independently analyzes costs against a customized peer group.

Baseline: 5-year net value-added relative to an appropriate United States' (US) peer universe median return, adjusted for composition of asset allocation and after expenses. The baseline will be readjusted based on the new aggregate 5-year period.

Target: Exceed the median US peer on investment cost and returns

Refresh Frequency: Annually, September

Reporting Range: Current 5 Year Period: FY 2014-15 through FY 2018-19

Thresholds:

On-Target:	Exceed the US Peer median
At-Risk:	Meet the US Peer median
Off-Target:	Fall below the US Peer median

Status Narrative:

As of June 2021, this measure was Off-Target.

This measure is the analysis of the Investment Office's cost drivers and cost structure versus US peers. Net value added is the component of total return from active management. The most recent data available indicated CalPERS did not exceed the US Peer median on its 5-year 2019 Net value added results, however CalPERS did have cost savings of 3bps versus the US Peer universe. CalPERS 5-year Net value added was -0.2% while the US Peer median was 0.4%.

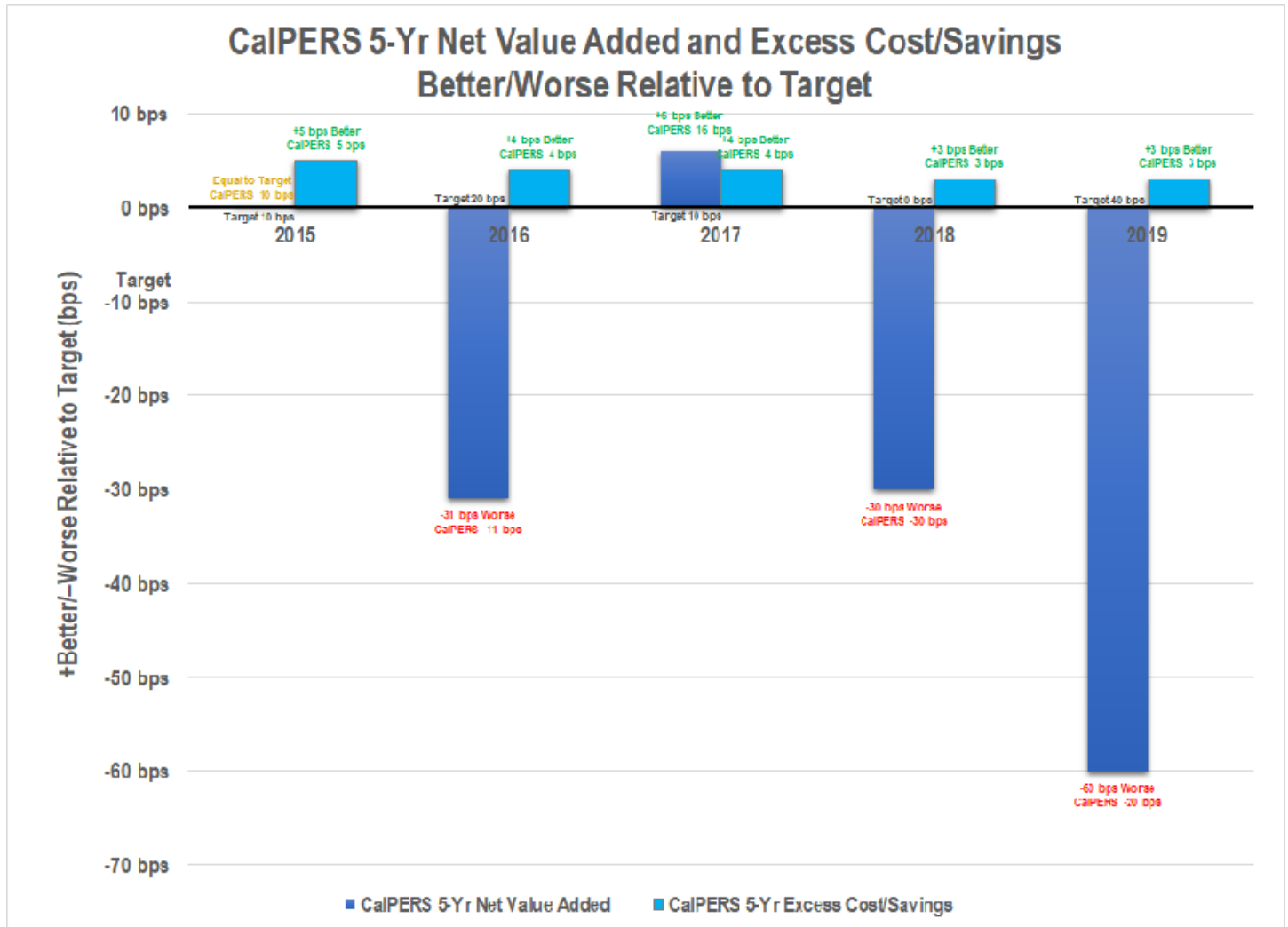
Although the 5-year Net value added fell below the U.S. median, the CalPERS 5-year net total return of 7.1% was above the peer median of 6.5%.

CalPERS continues to be low cost compared to the US peer universe and its global custom peer group. As of the most recent 5-year survey period, CalPERS continued to be in the low-cost quadrant.

Next Steps:

- Maintaining a “Total Fund” approach and remaining focused on core competencies.
- Continuing review of investment capabilities to capitalize on strengths and reduce active risks that historically have not contributed positively to total fund outcome.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Risk Employee Awareness Survey

Executive Owner: Kevin Fein

Strategic Goal: Risk Management

Strategic Objective: Enhance compliance and risk functions throughout the enterprise

Associated Initiatives: Supported by Core Workload

Status: Pending Refresh (in February 2023)

Numeric Status: 94% (for FY 2021-22)

Description: Annual Employee survey example question: "I am aware of CalPERS risk program. I incorporate risk functions into my daily work."

Each division has education and communication components intended to increase team member and leadership awareness and understanding of CalPERS' expectations and their personal responsibilities under the risk functions on an annual basis. The metric is the percentage of CalPERS employees, including team members, managers, and executives, that respond "Yes" to the question: "I am aware of CalPERS risk program. I incorporate risk functions into my daily work." on the annual employee survey.

Baseline: Based on the 2018 CalPERS Compliance & Risk Annual survey, 78% of respondents answered "Yes" to the question, "I am aware of CalPERS risk program. I incorporate risk functions into my daily work."

Target: Incrementally increase the baseline by 2% annually (8% from 2019-2022), with a target of 86%.

Refresh Frequency: Annually, February

Reporting Range: FY 2021-22

Thresholds:

On-Target:	Annual increase of $\geq 2\%$
At-Risk:	Annual increase of 0.1% - 1.9%
Off-Target:	No annual increase

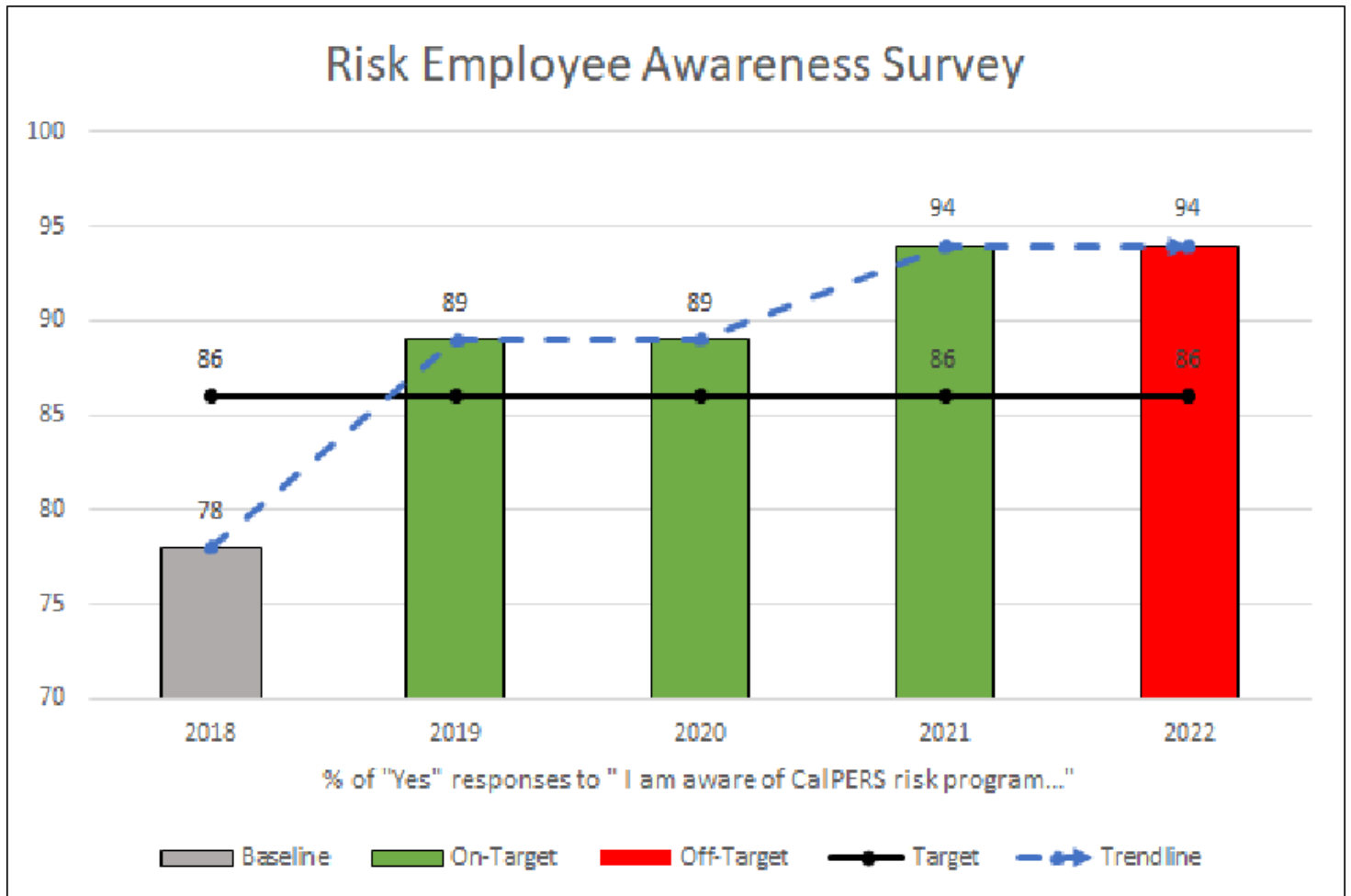
Status Narrative:

As of February 2022, the Compliance & Risk Annual Employee survey reported out 94%. The percentage didn't increase at the annual on-target rate of $\geq 2\%$ this year, but the percentage still exceeded the final 2022 target of 86% established in 2018 by 8%.

The survey reflected the efforts of the Enterprise Risk Management Division (ERMD) team to continue to educate CalPERS team members and stakeholders to cultivate a risk-intelligent organization through the implementation of the ERMD Communication Plan.

ERMD continues to create awareness by communicating through CalPERS Compliance and Risk Liaisons, training new employees at New Employee Orientation (NEO), and educating CalPERS team members through risk webinars to promote risk awareness in an office-centric and remote work environment.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Compliance Employee Awareness Survey

Executive Owner: Kevin Fein

Strategic Goal: Risk Management

Strategic Objective: Enhance compliance and risk functions throughout the enterprise

Associated Initiatives: Increase enterprise-wide compliance awareness; Increase compliance program maturity

Status: Pending Refresh (in February 2023)

Numeric Status: 96% (as of February 2022)

Description: Annual Employee survey example question: "I am aware of CalPERS' compliance program. I incorporate compliance functions into my daily work."

Baseline: Based on the 2018 CalPERS Compliance & Risk Annual survey, 87% of respondents answered "Yes" to the question, "I am aware of CalPERS' compliance program. I incorporate compliance functions into my daily work."

Target: Maintain 90% or greater positive response rate to the compliance survey question through June 2022.

Refresh Frequency: Annually, February

Reporting Range: 07/01/2021 – 06/30/2022

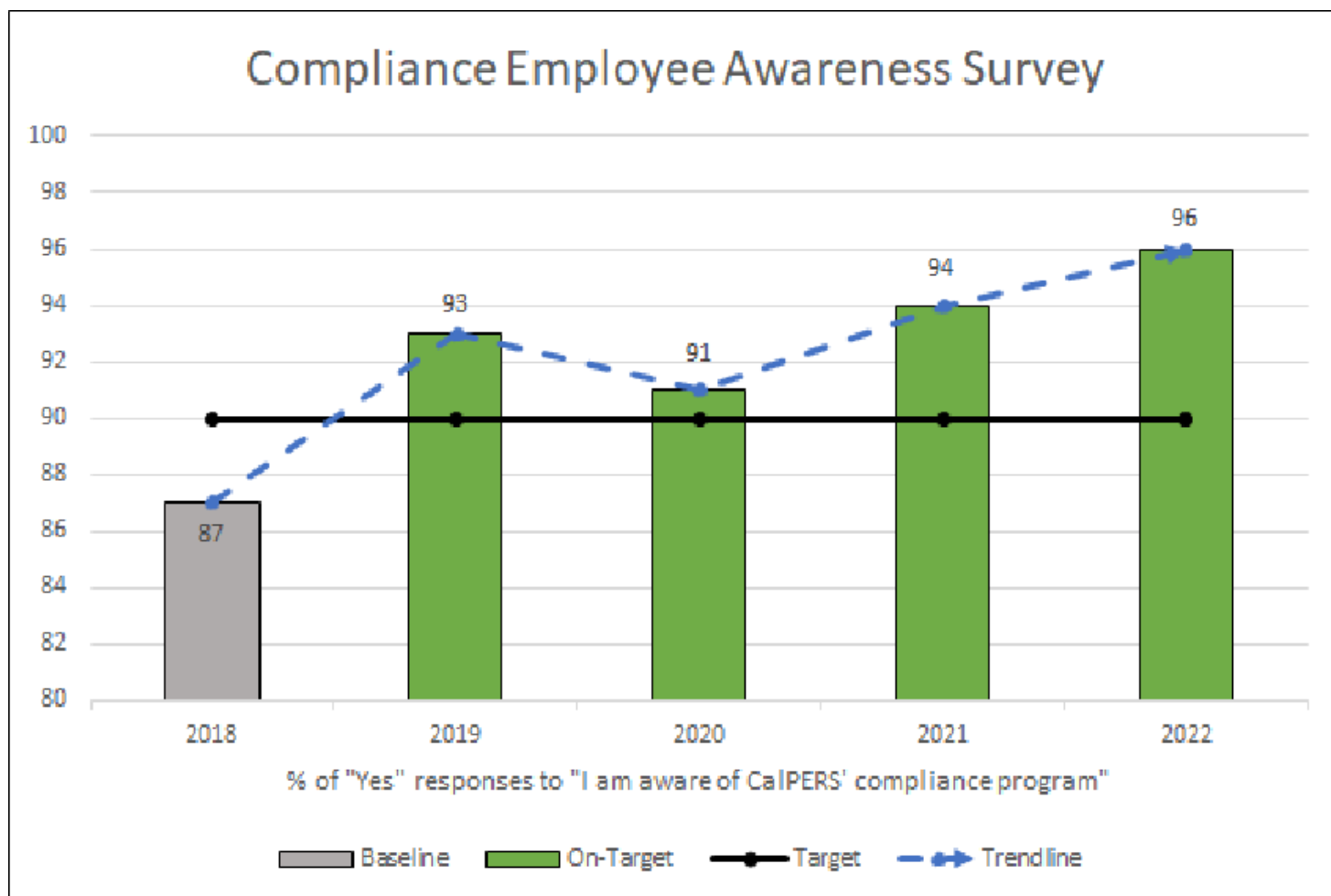
Thresholds:

On-Target:	90-100%
At-Risk:	80-89%
Off-Target:	≤ 79%

Status Narrative:

The positive response rate of the survey increased by 2% and remained above our targeted rate of 90% for the fourth consecutive year. The survey results reflected the efforts of the Enterprise Compliance team to promote compliance awareness through our comprehensive communication and training plan. Major efforts contributing to enterprise-wide awareness of CalPERS' compliance program included regular training sessions for Form 700 and Personal Trading regulations. Additionally, CalPERS Compliance and Risk Liaisons continued to provide support and communications for compliance functions across the organization. Enterprise Compliance will use the results of the survey to build the FY 2022-23 Communications and Training Plan.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Composite Security Health Score within Range - Closed Session

Executive Owner: Matt Jacobs

Strategic Goal: Risk Management

Strategic Objective: Continue to evolve Cyber Security program

Associated Initiatives: Information security roadmap

Status: Information to be provided in closed session

2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Effectiveness of Outreach Activities
Executive Owner: Doug Hoffner
Strategic Goal: Talent Management
Strategic Objective: Recruit and empower a broad range of talents to meet organization priorities
Associated Initiatives: Transitioned to core workload in FY 2019-20

Status: Pending Refresh (in August 2022)

Numeric Status: 59,442 (as of August 2021)

Description: We will continue expanding our outreach efforts to include diverse candidates in collaboration with CalPERS Diversity Outreach Program (CDOP), CalPERS Diversity & Inclusion Group (CDIG), CalPERS Disability Advisory Committee (CDAC), and community partnerships. To achieve this goal during the ongoing telework environment, we will focus our efforts on virtual outreach opportunities. This measure will implement data collection points to measure the variety and effectiveness of outreach activities through LinkedIn and other virtual platforms. For FY 2019-20, a breakdown was added to provide visibility on what types of outreach events are being attended to support our goal of a diverse and inclusive talent pool. Data collection points are continuing to be evaluated and adjusted as we implement new strategies in our outreach and recruitment efforts. This Strategic Measure will continue to mature as we further define what success/effectiveness looks like in a primarily virtual outreach environment.

Baseline: Baseline is 3960 total job views for all postings in LinkedIn.

Target: Target is to increase total job views in LinkedIn by 10% annually over the baseline.

Refresh Frequency: Annually, August

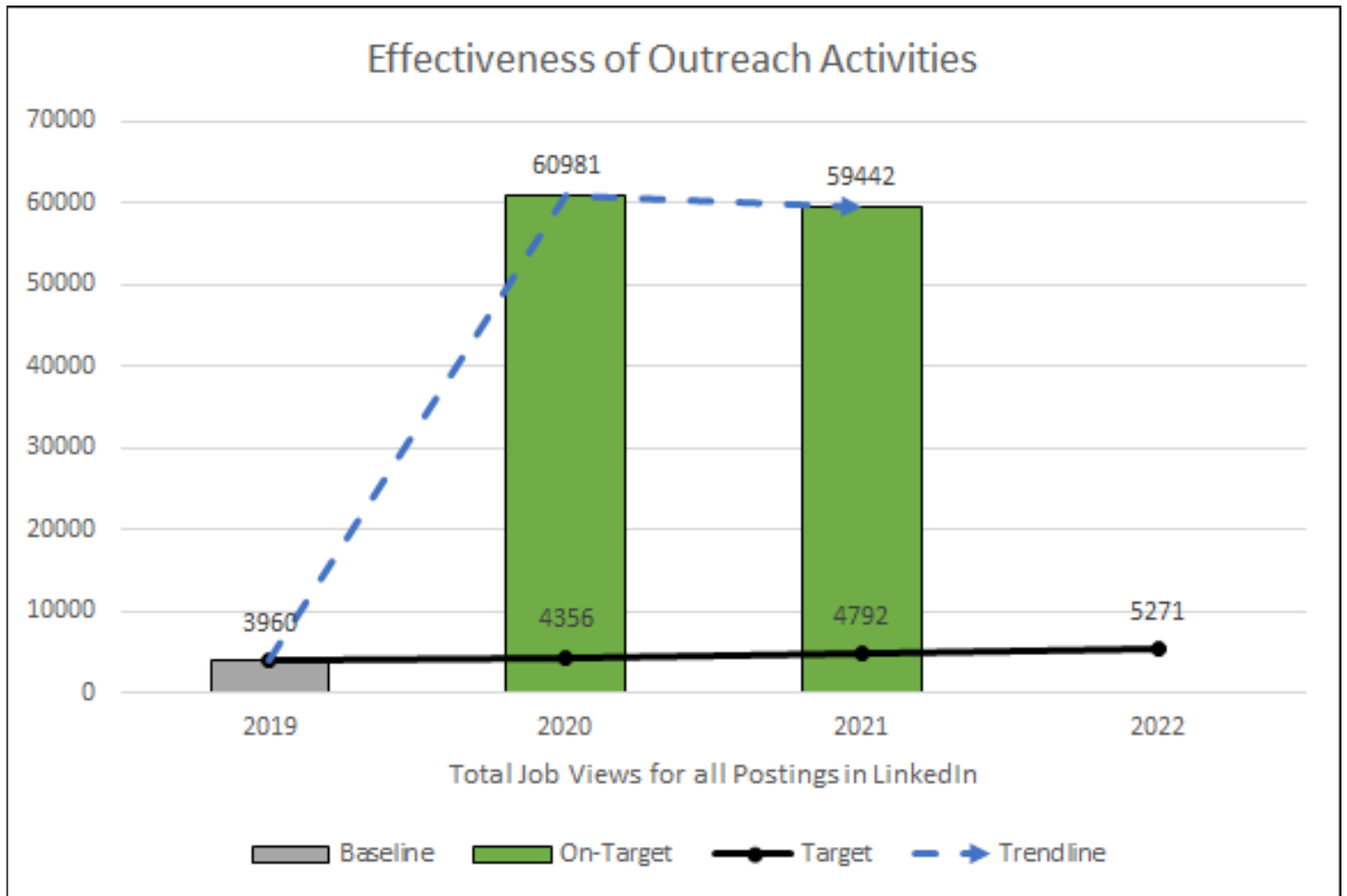
Reporting Range: 07/01/2020 – 06/30/2021

Thresholds:
 On-Target: 10% and above
 At-Risk: 7% to 9%
 Off-Target: below 7%

Status Narrative:

From August 2020 to August 2021, we had 59,442 total job views; however, reports from LinkedIn indicate that between April 15 to 18, 2021, we lost a significant volume of tracking data for Job Apply Clicks. Applicants were able to submit their applications, but the lost tracking data is unrecoverable, and as a result there may be significantly lower results for metrics on these dates. In addition, the COVID-19 pandemic's effect on the economy and job market may have resulted in fewer applicants looking for employment, attributing to lower metrics than the prior year.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Engagement Survey Results & Action Items – Diversity & Inclusion

Executive Owner: Brad Pacheco

Strategic Goal: Talent Management

Strategic Objective: Recruit and empower a broad range of talents to meet organizational priorities

Associated Initiatives: Develop diversity, equity, & inclusion program

Status: Pending Refresh (in December 2022)

Numeric Status: N/A

Description: This measure focuses on our efforts to help foster a culture of inclusion that welcomes diversity of thought, experience, and background. We have learned that diversity within an inclusive working environment enhances the relevance of our work, increases productivity, and improves the value of services we provide. The annual Employee Engagement Survey has several specific questions aimed at gauging the success of our diversity and inclusion (D&I) efforts.

CalPERS is committed to ensuring accessibility to all of our team members. The Employee Engagement vendor used from 2017-2019, McLean & Company, did not meet the CalPERS Web Content Accessibility Guidelines (WCAG) and they had no immediate plans to make the content accessible.

Our new survey vendor, Perceptyx, meets these guidelines, offers advanced technology and innovative tools such as a dashboard with survey results and action planning framework. With this transition, the baseline results reported to the Board will change. Perceptyx uses a 5-point rating scale whereas the previous vendor used a 6-point rating scale which means the results for the survey will not be directly compared with previous years' results. The 5-point scale has the benefits of making it easier for survey participants to respond more quickly, enhances the comparability of scores with peers, and utilizes industry best practices to differentiate employee sentiment. To help mitigate the impact of not having a direct comparison of years, we have included the trend chart results from the previous survey and created a new trend chart tracking the new survey results in the summary sheet. We have also updated the title of the Strategic Measure/KPI to match the category within the survey for ease of reference.

A survey score above 59% represents a high-performing organization.

Baseline: 80.2% (2020) D&I Driver Employee Engagement Survey results.

Target: High performing status of >59%

Refresh Frequency: Annually, December

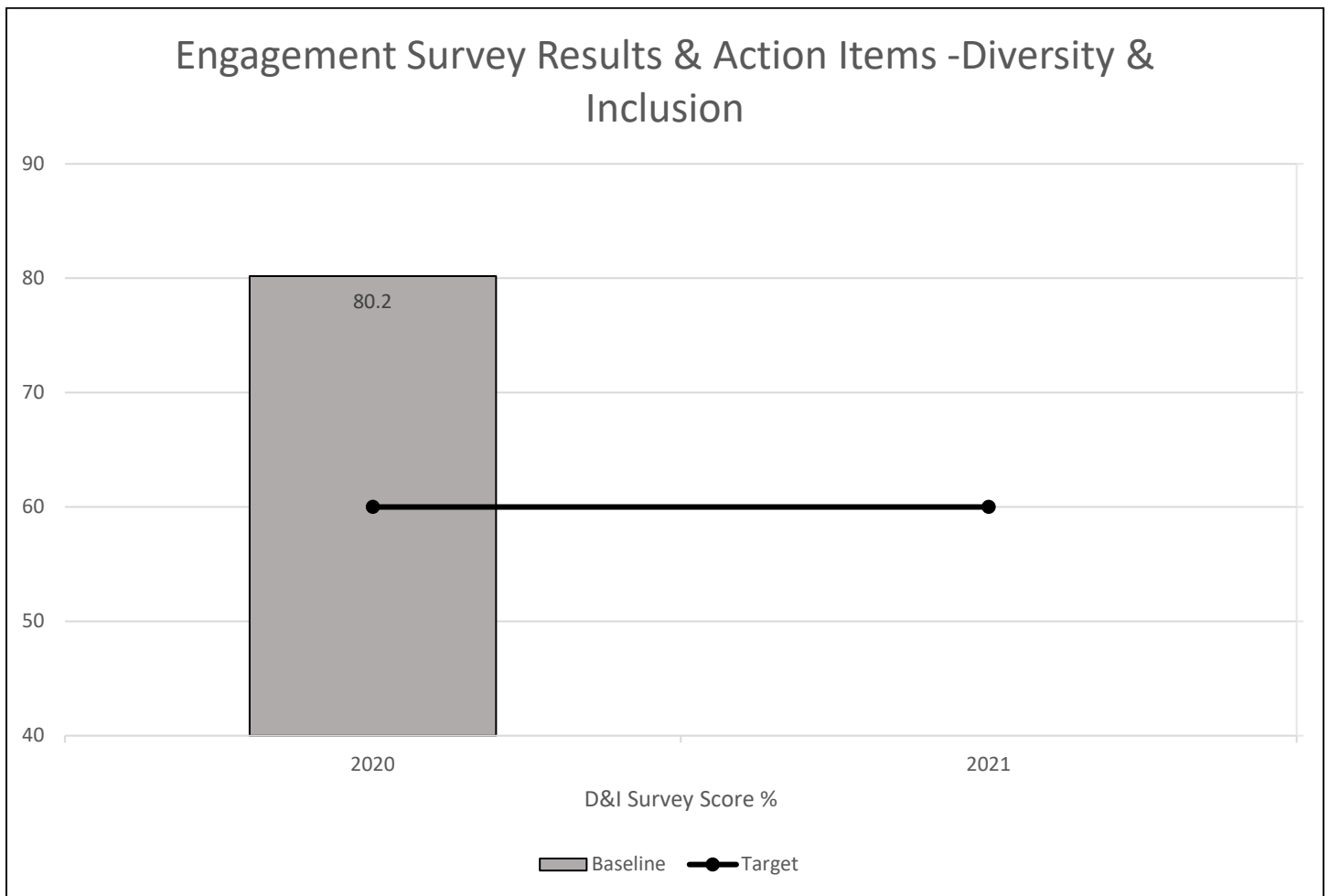
Reporting Range: November 2019 – October 2020

Thresholds:
 On-Target: Above 59% represents high performance
 At-Risk: 40-59% represents average performance
 Off-Target: Under 40% represents low performance

Status Narrative:

This measure was Off-Target because the annual Employee Engagement survey was paused in 2021 to allow the CalPERS team time to transition back to an office-centric work schedule before gathering engagement data.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Engagement Survey Results & Action Items – Performance Management

Executive Owner: Doug Hoffner

Strategic Goal: Talent Management

Strategic Objective: Recruit and empower a broad range of talents to meet organization priorities

Associated Initiatives: Implement engagement survey action items

Status: Pending Refresh (in December 2022)

Numeric Status: N/A

Description: This measure focuses on our annual employee engagement survey which supports our efforts to foster a culture of engagement at CalPERS. The questions in the survey correspond to engagement and retention drivers, such as manager relationships, learning and development, culture, and organization potential.

CalPERS is committed to ensuring accessibility to all of our team members. The Employee Engagement vendor used from 2017-2019, McLean & Company, did not meet the CalPERS Web Content Accessibility Guidelines (WCAG) and they had no immediate plans to make the content accessible.

Our new survey vendor, Perceptyx, meets these guidelines, offers advanced technology and innovative tools such as a dashboard with survey results and action planning framework. With this transition, the baseline results reported to the Board will change. Perceptyx uses a 5-point rating scale whereas the previous vendor used a 6-point rating scale which means the results for the survey will not be directly compared with previous years' results. The 5-point scale has the benefits of making it easier for survey participants to respond more quickly, enhances the comparability of scores with peers, and utilizes industry best practices to differentiate employee sentiment. To help mitigate the impact of not having a direct comparison of years, we have included the trend chart results from the previous survey and created a new trend chart tracking the new survey results in the summary sheet. We have also updated the title of the Strategic Measure to match the category within the survey for ease of reference.

Baseline: Performance Management: 84% as of December 2020.

Target: High performing status of >59%

Refresh Frequency: Annually, December

Reporting Range: November 2019 – October 2020

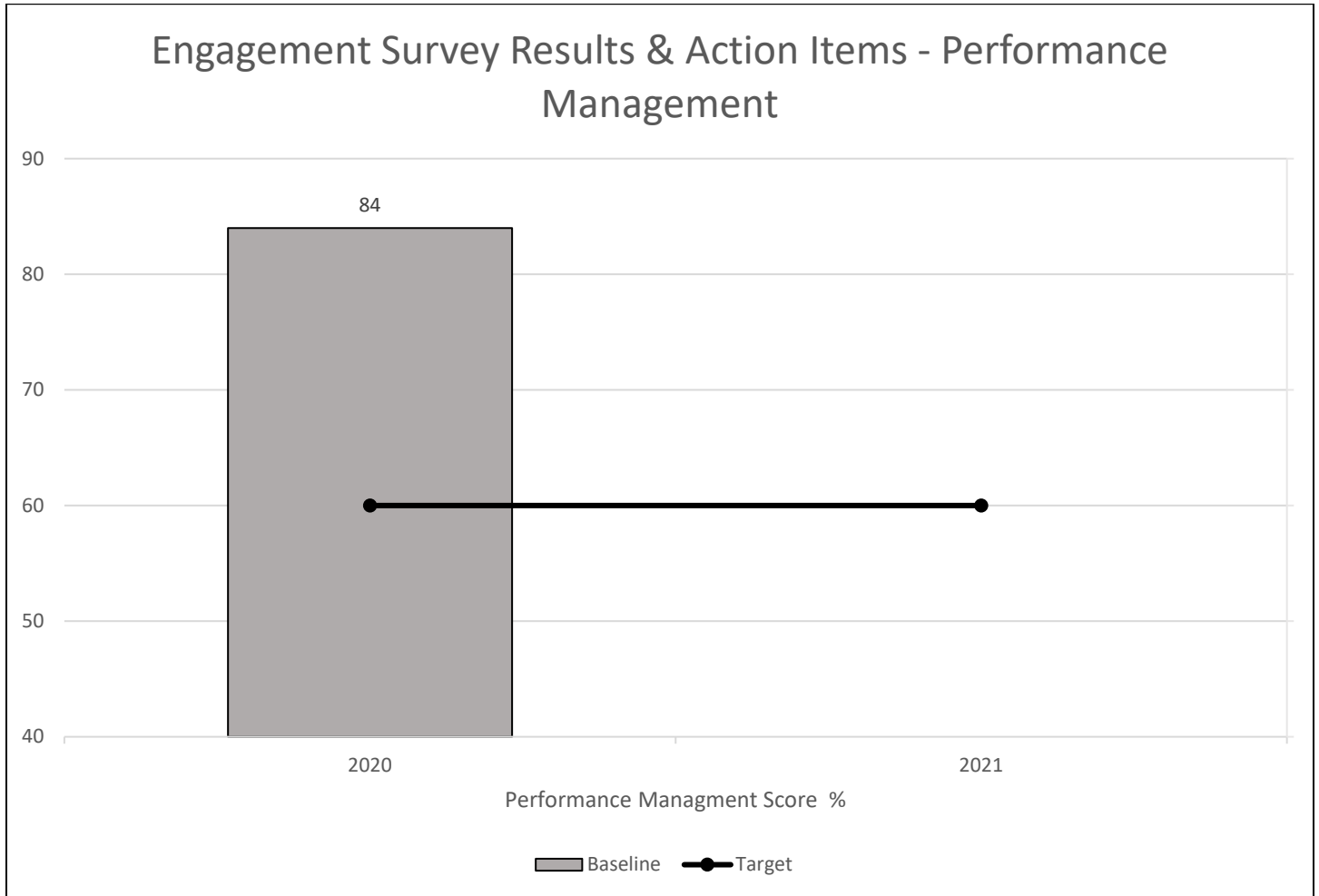
Thresholds:

On-Target:	Above 59% represents high performance
At-Risk:	40-59% represents average performance
Off-Target:	Under 40% represents low performance

Status Narrative:

This measure was Off-Target because the annual Employee Engagement survey was paused in 2021 to allow the CalPERS team time to transition back to an office-centric work schedule before gathering engagement data.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title: Engagement Survey Results & Action Items – Clarity of Direction

Executive Owner: Doug Hoffner

Strategic Goal: Talent Management

Strategic Objective: Recruit and empower a broad range of talents to meet organization priorities

Associated Initiatives: Implement engagement survey action items

Status: Pending Refresh (in December 2022)

Numeric Status: N/A

Description: This measure focuses on our annual employee engagement survey which supports our efforts to foster a culture of engagement at CalPERS. The questions in the survey correspond to engagement and retention drivers, such as manager relationships, learning and development, culture, and organization potential.

CalPERS is committed to ensuring accessibility to all of our team members. The Employee Engagement vendor used from 2017-2019, McLean & Company, did not meet the CalPERS Web Content Accessibility Guidelines (WCAG) and they had no immediate plans to make the content accessible.

Our new survey vendor, Perceptyx, meets these guidelines, offers advanced technology and innovative tools such as a dashboard with survey results and action planning framework. With this transition, the baseline results reported to the Board will change. Perceptyx uses a 5-point rating scale whereas the previous vendor used a 6-point rating scale which means the results for the survey will not be directly compared with previous years' results. The 5-point scale has the benefits of making it easier for survey participants to respond more quickly, enhances the comparability of scores with peers, and utilizes industry best practices to differentiate employee sentiment. To help mitigate the impact of not having a direct comparison of years, we have included the trend chart results from the previous survey and created a new trend chart tracking the new survey results in the summary sheet. We have also updated the title of the Strategic Measure to match the category within the survey for ease of reference.

Baseline: Clarity of Direction: 90.2% as of December 2020.

Target: High performing status of >59%

Refresh Frequency: Annually, December

Reporting Range: November 2019 – October 2020

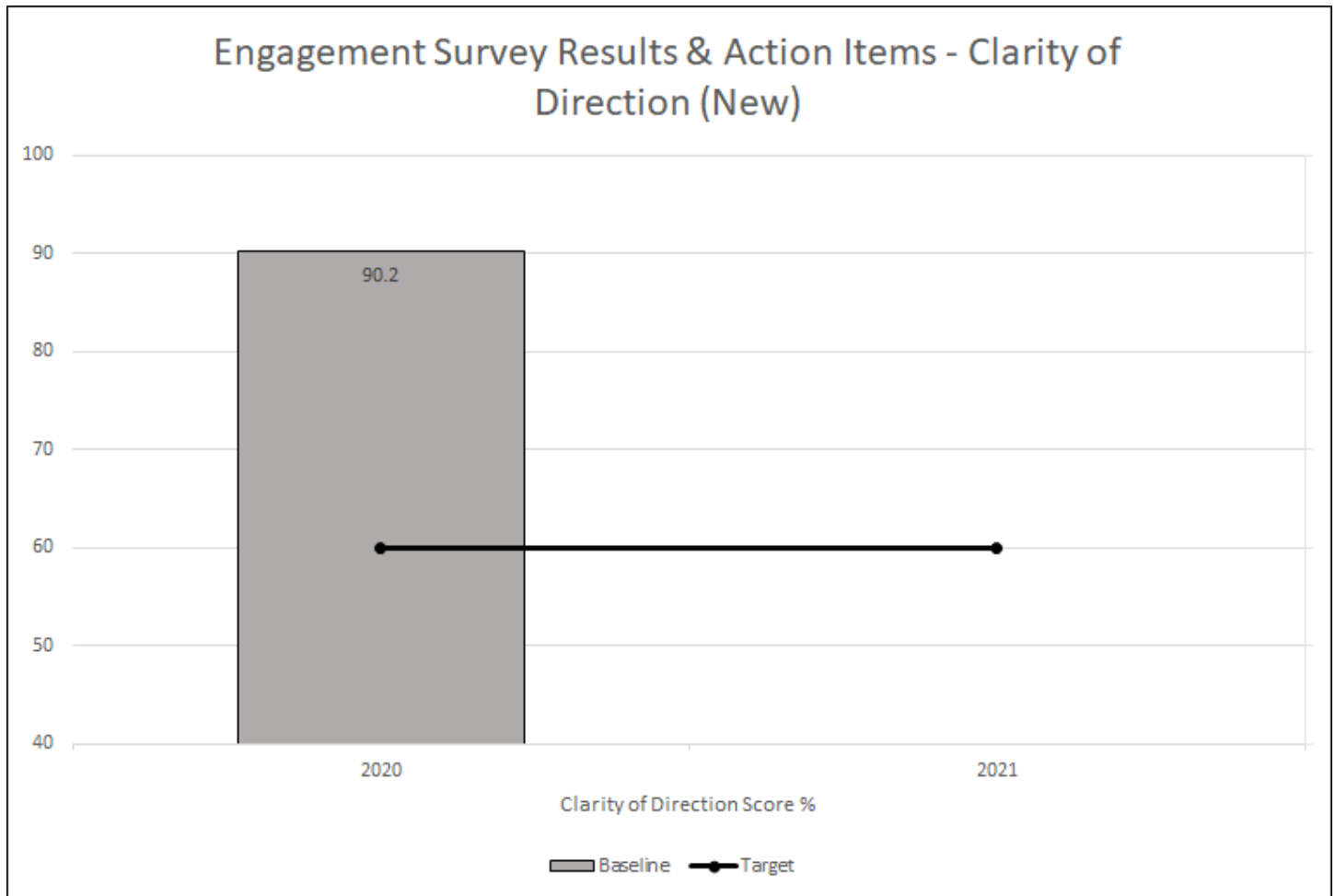
Thresholds:

- On-Target: Above 59% represents high performance
- At-Risk: 40-59% represents average performance
- Off-Target: Under 40% represents low performance

Status Narrative:

This measure was Off-Target because the annual Employee Engagement survey was paused in 2021 to allow the CalPERS team time to transition back to an office-centric work schedule before gathering engagement data.

Performance Trend Chart:



2021-22 Strategic Measure Summary (Quarter 4)

Measure Title:	Proficiency in CalPERS Leadership Competencies	
Executive Owner:	Doug Hoffner	
Strategic Goal:	Talent Management	
Strategic Objective:	Cultivate leadership competencies and develop succession plans across the enterprise	
Associated Initiatives:	Develop leadership competencies measurement tool; Implement 2018-22 workforce plan strategies	
Status:	Under Development	
Numeric Status:	N/A	
Description:	Measure leaders' proficiency in CalPERS' Leadership Competencies to ensure leaders are modeling these competencies.	
Baseline:	To be determined.	
Target:	To be determined.	
Refresh Frequency:	To be determined.	
Reporting Range:	07/01/2021 – 06/30/2022	
Thresholds:	On-Target:	TBD
	At-Risk:	TBD
	Off-Target:	TBD

Status Narrative:

In March 2021, a second pilot of the Leadership Competency Assessment (LCA) was conducted cross-enterprise at all leadership levels using GoLearn, the CalPERS Learning Management System. This second pilot was done because it was identified as a 2020-21 Business Plan Initiative (BPI) and the Human Resources (HR) team felt additional feedback from leaders outside of HR was needed to identify if the tool was feasible. When the BPI was developed, the intent was listed as: provide a consistent feedback and accountability tool so leaders are well-equipped to successfully demonstrate CalPERS competencies.

The expected outcome of the LCA is to gather data and identify trends, inform, and focus our leadership training and development strategies. Therefore, the focus and design of the LCA is development and targeted to provide feedback on leadership behaviors; this is evident in the assessment content, rating scale, and collaborative/inclusive process. Findings from the two LCA pilots confirm that the GoLearn platform works for the LCA and that our leaders' value being assessed against specific behaviors in the CalPERS leadership competency model.

The LCA meets the needs from a leadership development perspective because it focuses leaders on critical leadership behaviors through feedback, self-reflection, and the opportunity to grow. It has the potential to

provide meaningful and actionable data over time. A 2021-22 BPI will allow for further analysis to gain better understanding of probable connection between the LCA and our current performance management process.

In FY 2021-22, our LCA BPI will focus on the analysis of our pilot data to determine how we will focus our efforts for potential implementation to CalPERS leaders enterprise wide. We will not be setting any baseline, target, refresh frequency, or thresholds for this measure since the LCA will become core workload for HRSD as of June 30, 2022 and will not be on the next five-year Strategic Plan. The LCA will continue to support the workforce planning strategies outlined in the CalPERS Workforce Plan, which is tied to the Strategic Plan.