EPR Second Quarter Report: Key Performance Indicators Summary Dashboard

In addition to the strategic side of the house, we also have the operational side which is represented by our Key Performance Indicators (KPIs). The KPIs are the third component of our Enterprise Performance Reporting structure and serve as a collection of performance indicators that measure and monitor the effectiveness of our efforts at the operational level.

The Key Performance Indicators Summary Dashboard provides a brief synopsis of how all 64 KPIs are performing for the second quarter (October 1, 2020 – December 31, 2020). Additional performance details can be found on the summary sheets for each KPI. Informational KPIs are non-performance driven.

Second Quarter Measure Performance:

- 21 On-Target
- 32 Pending Refresh
- 7 Informational
- 4 Closed Session item

The Key Performance Indicators Summary Dashboard also provides trend analysis data that captures performance from year three (FY 2019-20). A visual depiction of all KPIs can be found on the Enterprise Operations Map.

Status Key 🟢 On-Target △ At-Risk 🟥 Off-Target ✳ Pending Refresh ✳✳ Data Not Available ☐ Under Development

Enterprise Performance Reporting – Second Quarter Report
CalPERS 2020-21 Key Performance Indicators

Reliable Steward of Funds	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2019-20)	Page Number
GASB 68 reports completed timely	Informational	Informational			N/A	10
Produce CAFR with no material weaknesses	Informational	Informational			N/A	11
Percent forecast to actual expenses (annually)	✳	🟢			✳🟢✳✳ Q1|Q2|Q3|Q4	12
Maintain appropriate reserve levels – California employers' retiree benefit trust fund	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	14
Maintain appropriate reserve levels – long term care fund	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	16
Maintain appropriate reserve levels – defined benefit fund	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	18
Stay within risk boundaries for total fund	🟢	✳			🟢✳✳✳ Q1|Q2|Q3|Q4	20
Aggregate risk levels of the INVO operating model (TOM)	🟢	✳			🟢✳✳✳ Q1|Q2|Q3|Q4	22
Strategic asset allocation ranges (if outside approved ranges)	🟢	✳			🟢✳✳✳ Q1|Q2|Q3|Q4	24
Adequate liquidity coverage	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	26

Reliable Steward of Funds continued	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2019-20)	Page Number
Cash forecasting accuracy	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	28
Generate liability data and rates for pension funding – public agency	🟢	✳			🔺✳✳ Q1|Q2|Q3|Q4	30
Generate liability data and rates for long-term care program	✳	✳			✳✳🟥🟥 Q1|Q2|Q3|Q4	31
Generate liability data and rates for pension funding – state	🟢	✳			🟢✳✳✳ Q1|Q2|Q3|Q4	32
Generate liability data and rates for pension funding – schools	🟢	✳			🟢✳✳✳ Q1|Q2|Q3|Q4	33

Customer Satisfaction Driven Organization	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2019-20)	Page Number
Customer satisfaction	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	34
Benefit payment accuracy	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	36
Benefit payment timeliness	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	38
Health plan scorecard of 90% or better	✳	✳			✳✳✳🟢 Q1|Q2|Q3|Q4	40
Customer inquiry timeliness	🟢	✳			🟢✳✳✳ Q1|Q2|Q3|Q4	42
Public agency retention	✳	✳			✳✳🟢✳ Q1|Q2|Q3|Q4	44
Public agency recruitment	✳	✳			✳✳🟥✳ Q1|Q2|Q3|Q4	46
Self-reported overall health status	✳	✳			**New for FY 2020-21**	48
Opioids – Dose	✳	✳			**New for FY 2020-21**	50
C – section rate	✳	🟢			**New for FY 2020-21**	52

Open and Transparent Communication	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2019-20)	Page Number
Percent of employer participation in CalPERS annual educational forum	✳	🟢			✳🟢✳✳ Q1|Q2|Q3|Q4	54
Member education satisfaction	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	56
Employer education satisfaction	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	58
Member rating on stakeholder perception survey	✳	✳			✳✳✳🟢 Q1|Q2|Q3|Q4	60
Employer rating on stakeholder perception survey	✳	✳			✳✳✳🟥 Q1|Q2|Q3|Q4	62
Stakeholder rating on stakeholder perception survey	✳	✳			✳✳✳🟢 Q1|Q2|Q3|Q4	64
Community outreach efforts	✳	✳			✳✳✳🟢 Q1|Q2|Q3|Q4	66
Member, employer and stakeholder rating on perception survey	✳	✳			✳✳✳🔺 Q1|Q2|Q3|Q4	68

Efficient & Effective Organization	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2019-20)	Page Number
Project portfolio health	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	70
ITSB service performance	🟢	🟢			**New for FY 2020-21**	73
Timely resolution of employer reviews	🟢	🟢			**Revised for FY 2020-21**	75
Form 700 completed timely	✻	✻			✻✻✻🟢 Q1|Q2|Q3|Q4	77
Mandated training compliance	✻	✻			✻✻✻🟢 Q1|Q2|Q3|Q4	79
Personal trading monitoring	✻	✻			✻✻✻🟢 Q1|Q2|Q3|Q4	81
Ensure evacuation readiness	🟢	✻			🟢✻✻✻ Q1|Q2|Q3|Q4	83
Business continuity readiness	**Informational**	**Informational**			**N/A**	85
Lean adoption	✻	🟢			**Revised for FY 2020-21**	86

Efficient & Effective Organization continued	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2019-20)	Page Number
Employers current on CalPERS health obligations	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	88
Employers current on CalPERS pension obligations	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	90
Member self-service fraud resulting in financial loss	**Closed Session**	**Closed Session**			**Closed Session**	92
Unauthorized member self-service account changes	**Closed Session**	**Closed Session**			**Closed Session**	93
Time to detect cyber security threats	**Closed Session**	**Closed Session**			**Closed Session**	94
Reportable privacy violations	**Closed Session**	**Closed Session**			**Closed Session**	95
Small business requirements compliance	🟢	✳			🟢✳✳✳ Q1|Q2|Q3|Q4	96
Disabled veterans business enterprise requirements compliance	🟢	✳			🟢✳✳✳ Q1|Q2|Q3|Q4	98
Solicitation, contract, amendment, and purchase order service level compliance	🟢	✳			🔺✳✳✳ Q1|Q2|Q3|Q4	100

Supportive & Engaged Leadership	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2019-20)	Page Number
Team member perception of leadership – team leader relationships	✳	✳			✳🟢✳✳ Q1|Q2|Q3|Q4	102
Health of enterprise performance reporting framework	✳	✳			✳✳✳🟢 Q1|Q2|Q3|Q4	104
Operational sustainability report	**Informational**	**Informational**			**N/A**	106

Team Member Engagement	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2019-20)	Page Number
Average time to hire for hard-to-recruit positions	🟢	✳			🟢✳✳✳ Q1|Q2|Q3|Q4	107
Retention rate	Informational	Informational			N/A	109
Recognition perceptions	✳	✳			✳🟢✳✳ Q1|Q2|Q3|Q4	110
Work-life balance perceptions	✳	✳			✳🟢✳✳ Q1|Q2|Q3|Q4	112
Team member perception of training and development	✳	✳			✳🟢✳✳ Q1|Q2|Q3|Q4	114
Response rate of employee engagement survey	✳	✳			✳🟢✳✳ Q1|Q2|Q3|Q4	116
Emerging leader program	Informational	Informational			N/A	118
100% of all ideas responded to within 120 days	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	119
80% of all viable ideas implemented as scheduled	🟢	🟢			🟢🟢🟢🟢 Q1|Q2|Q3|Q4	121
Our promise and annual food drive	Informational	Informational			N/A	123

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	GASB 68 Reports Completed Timely - INFORMATIONAL
Executive Owner:	Scott Terando
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

Description:	Each year, public agencies and state entities are required to disclose their fiduciary net position based on their pension plan data. The Actuarial Office (ACTO) creates these reports each year with the cooperation of the Financial Office (FINO).
Baseline:	All reports completed by December
Target:	Produce accounting valuation reports for all public agency plans as well as reports for State, School, Judges Retirement systems 1 and 2, and the legislators' retirement system
Refresh Frequency:	Annually, December
	September for plans belonging to a risk pool, schools pool, and JRS, LRS, and JRS 2, October for stat and December for plans that are stand alone
Reporting Range:	Measurement date 6/30/2020, based on demographic experience during the 2018-19 fiscal year rolled forward one-year, economic experience through the measurement date
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

As of December 2020, the GASB Liabilities were generated on time.

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Produce Comprehensive Annual Financial Report (CAFR) with no Material Weaknesses - INFORMATIONAL
Executive Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A
Description:	Produce the CAFR with no material weaknesses reported by the external auditors.
Baseline:	Each year the CAFR is produced with new requirements and data. To date no material weaknesses have been reported or identified.
Target:	Zero material weaknesses, with no acceptable variance.
Refresh Frequency:	Annually, November
Reporting Range:	FY 2019-2020
Thresholds:	Not applicable as KPI is Informational

Status Narrative:
The CAFR was produced and released in November 2020 with no material weaknesses reported by the external auditors.

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Percent Forecast to the Actual Expenses (annually)
Executive Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	On-Target
Numeric Status:	9.5% (as of December 2020)

Description:	The percentage of forecast to actual expenses will measure how closely the organization's ability to adequately project future expenses. Actual expenses exclude investment external management fees.		
Baseline:	6.1% below total budget for FY 2017-18		
Target:	Accuracy at or below 10% of total budget		
Refresh Frequency:	Annually, December		
Reporting Range:	FY 2019-20		
Thresholds:	On-Target:	Accuracy at or below 10 % of total budget	
	At-Risk:	Accuracy at or below 10.1% − 15 % of total budget	
	Off-Target:	Accuracy at or below 15.1 % of total budget	

Status Narrative:

As of November 2020, data reflects this KPI was On-Target at 9.5% below the total budget.

*Total expenditures reported in the Fiscal Year 2019-20 Year-End Expenditure Report reflected an overall expenditure level of 15% below the total budget. This percentage included external management fees.

Performance Trend Chart:
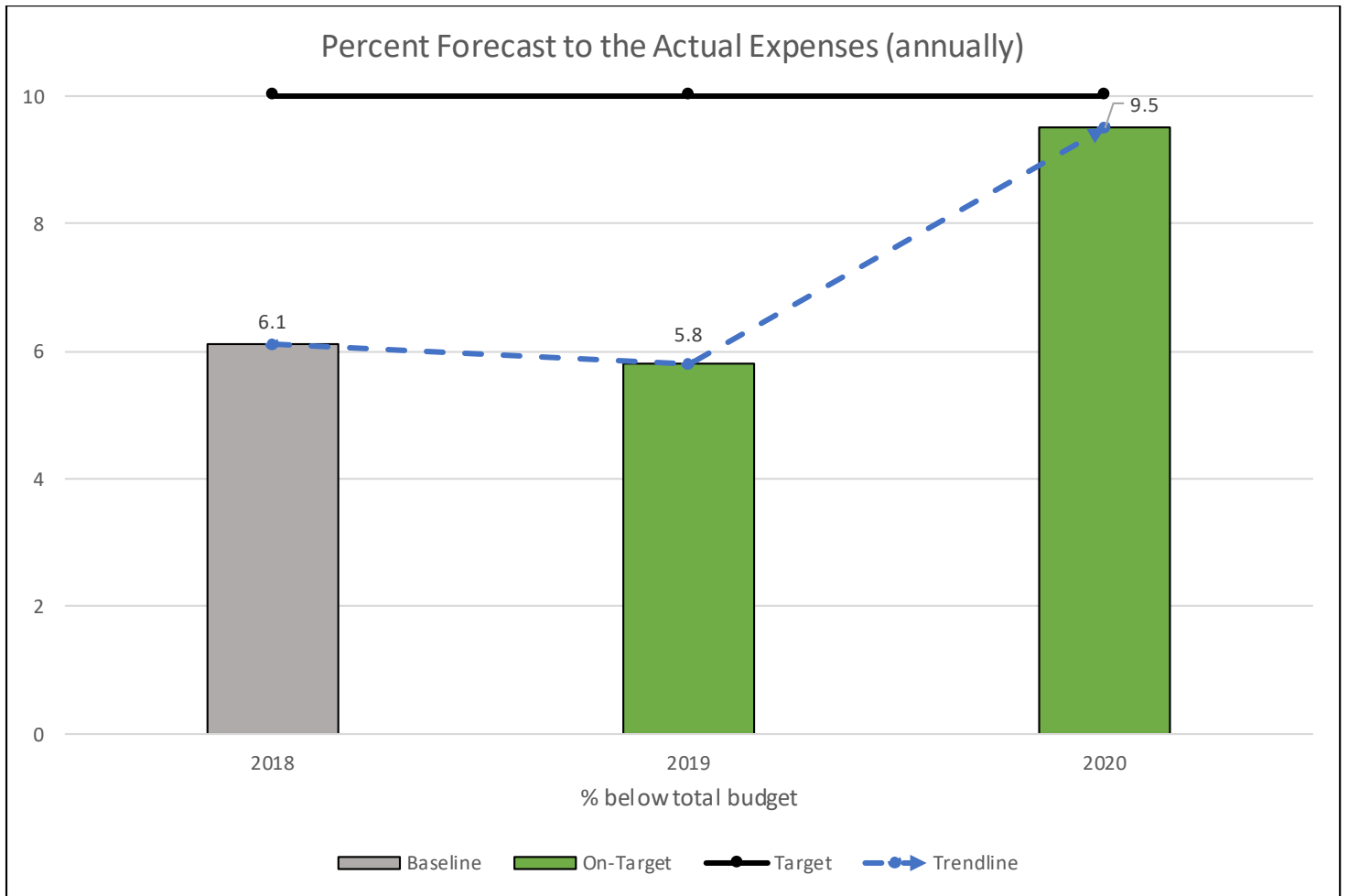
Percent Forecast to the Actual Expenses (annually)

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Maintain Appropriate Reserve Levels- California Employer's Retiree Benefit Trust Fund
Executive Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	On-Target
Numeric Status:	100%

Description:	Treasury Management (TM) reserves are established to ensure the payment of member benefits and other obligations without interruption while optimizing the use of fund assets. A TM Reserve is defined as liquid assets dedicated to the payment of member benefits and other obligations during a stressed or crisis event. The TM reserves are documented in the TM Reserve Policy and reviewed annually. The California Employers' Retiree Benefit Trust Fund (CERBT) has a reserve requirement to prefund monthly benefit payments by 5 business days.
Baseline:	The baseline is 100% since reserve targets were met in FY2017-18
Target:	The target is to comply with the Treasury Management Reserve Policy and meet 100% of reserve targets
Refresh Frequency:	Quarterly
Reporting Range:	10/1/20 – 12/31/20
Thresholds:	On-Target: 100% of reserve targets were met At-Risk: 98% to 99% of reserve targets were met Off-Target: Less than 97% of reserve targets were met

Status Narrative:

100% of reserve targets were met during the 2nd quarter of FY 2020-21.

Performance Trend Chart:

Maintain Appropriate Reserve Levels - California Employer's Retiree Benefit Trust (CERBT) Fund

Rate at which reserves are maintained CERBT fund

Legend: Baseline | On-Target | Target | Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Maintain Appropriate Reserve Levels - Long-Term Care Fund
Executive Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	On-Target
Numeric Status:	100%

Description:	Treasury Management (TM) reserves are established to ensure the payment of member benefits and other obligations without interruption while optimizing the use of fund assets. A TM Reserve is defined as liquid assets dedicated to the payment of member benefits and other obligations during a stressed or crisis event. The TM reserves are documented in the TM Reserve Policy and reviewed annually. The Long-Term Care Fund has a TM reserve equal to one month's coverage of expected program obligations.
Baseline:	The baseline is 100% since reserve targets were met in FY2017-18.
Target:	The target is to comply with the Treasury Management Reserve Policy and meet 100% of reserve targets.
Refresh Frequency:	Quarterly
Reporting Range:	10/1/20 – 12/31/20
Thresholds:	On-Target: 100% of reserve targets were met At-Risk: 98% to 99% of reserve targets were met Off-Target: Less than 97% of reserve targets were met

Status Narrative:

100% of reserve targets were met during the 2nd quarter of FY 2020-21.

Performance Trend Chart:

Maintain Appropriate Reserve Levels - Long-Term Care Fund

	FY 2017-18	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Value	100	100	100	100	100	100	100	100	100	100	100
Fiscal Year		FY 2018-19				FY 2019-20				FY 2020-21	

Rate at which reserves are maintained long-term care fund

Baseline　On-Target　Target　Trendline

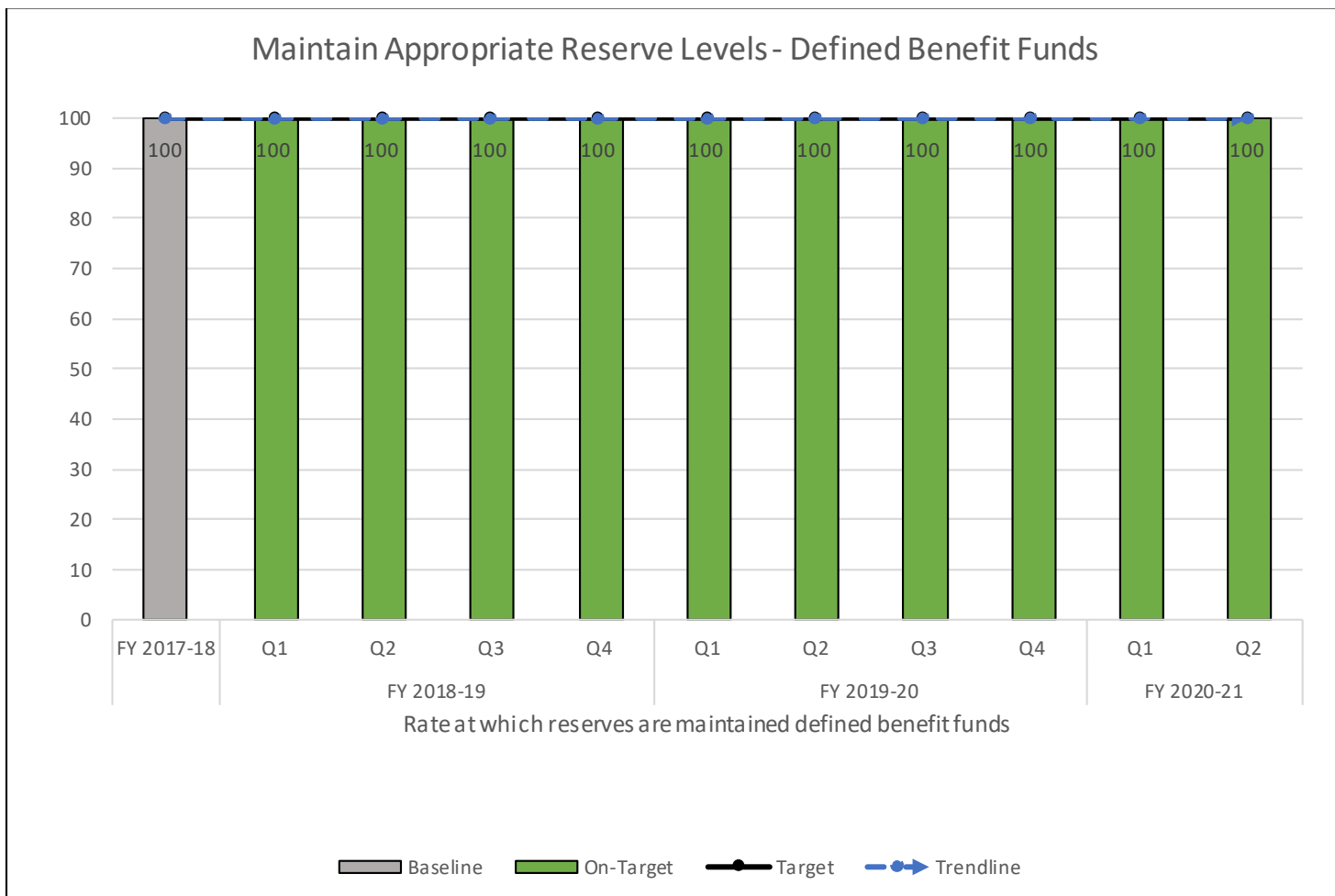# 2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Maintain Appropriate Reserve Levels - Defined Benefit Funds
Executive Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	On-Target
Numeric Status:	100%

Description:	Treasury Management (TM) reserves are established to ensure the payment of member benefits and other obligations without interruption while optimizing the use of fund assets. A TM Reserve is defined as liquid assets dedicated to the payment of member benefits and other obligations during a stressed or crisis event. The TM reserves are documented in the TM Reserve Policy. This policy is reviewed annually. The following defined benefit funds have reserves established: • Public Employees' Retirement Fund- Prefund monthly benefit payments by 5 business days • Legislators' Retirement Fund- TM reserve equal to two months coverage of benefit payments and program obligations • Judges' Retirement Fund- TM Reserve equal to two-month coverage of member benefit payments and program obligations
Baseline:	The baseline is 100% since reserve targets were met in FY 2017-18
Target:	The target is to comply with the Treasury Management Reserve Policy and meet 100% of reserve targets
Refresh Frequency:	Quarterly
Reporting Range:	10/1/20– 12/31/20
Thresholds:	On-Target: 100% of reserve targets were met At-Risk: 98% to 99% of reserve targets were met Off-Target: Less than 97% of reserve targets were met

Status Narrative:

100% of reserve targets were met during the 2nd quarter of FY 2020-21.

Performance Trend Chart:

Maintain Appropriate Reserve Levels - Defined Benefit Funds

Rate at which reserves are maintained defined benefit funds

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Stay Within Risk Boundaries for Total Fund
Executive Owner:	Dan Bienvenue
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments

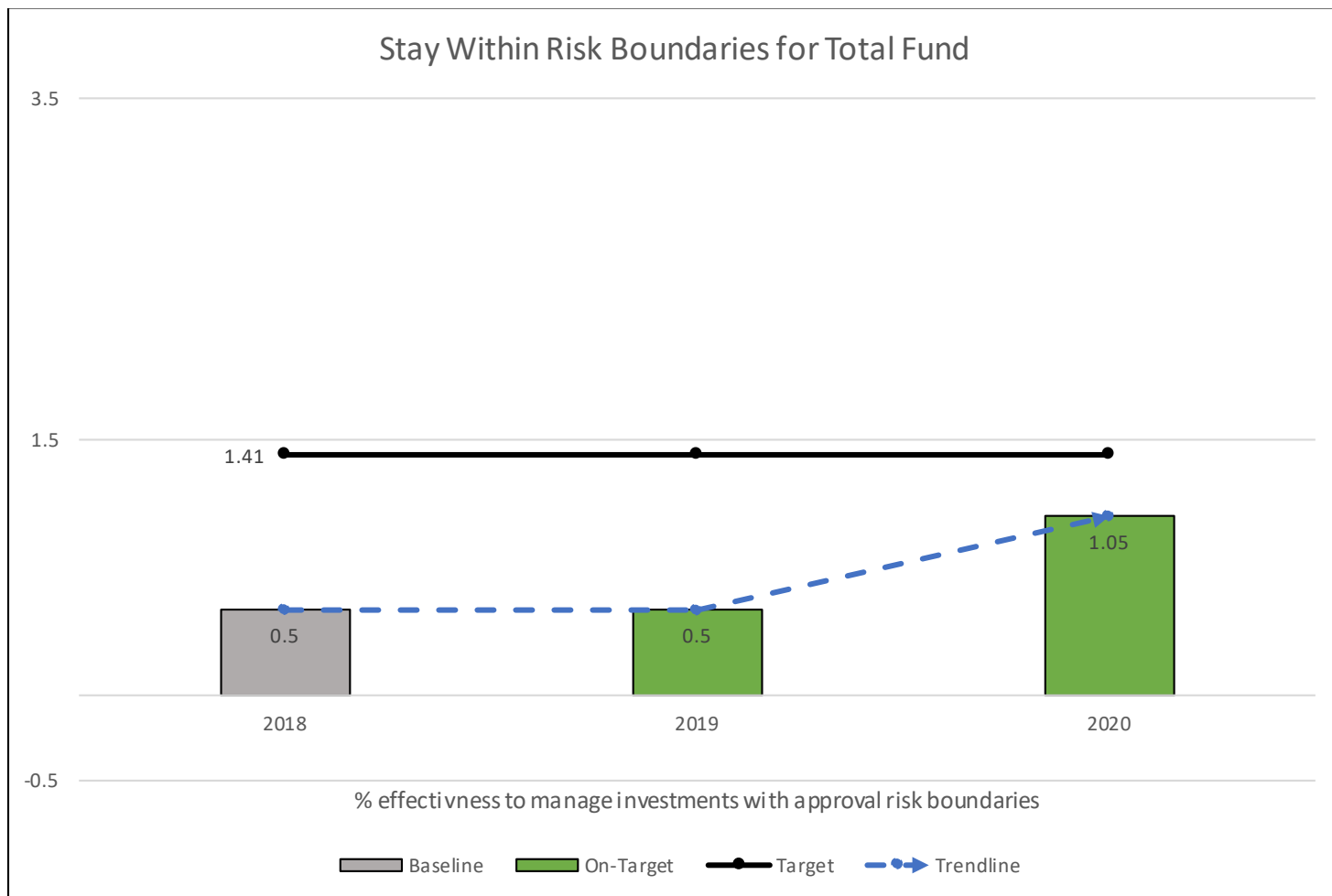| Status:	Pending Refresh (in September 2021)
Numeric Status:	1.05% (for FY 2019-20)

Description:	Forecast tracking error is the difference in risk between a managed portfolio and benchmark, measured as the annualized standard deviation (1-yr) of the differential return between the portfolio and an equal investment in the benchmark. This KPI provides a method to evaluate staffs' effectiveness to manage investments within the approved risk boundaries.
Baseline:	As of June 30, 2017, the active tracking error is 0.5%.
Target:	Target is to remain within approved risk boundaries (policy limit) for Total Fund. The CalPERS Total Fund is managed with policy maximum limit of 1.5% tracking error, inclusive of active asset allocation and other active management decisions.
Refresh Frequency:	Annually, September
Reporting Range:	FY 2019-20
Thresholds:	On-Target: 0 % to 1.41%
	At-Risk: 1.42% - 1.49%
	Off-Target: Greater than 1.50%

Status Narrative:
As of June 2020, this KPI was reported as On-Target.

Active tracking error is at 1.05%, per Quarterly Update on Performance and Risk as of July 1, 2020 presented at the September Investment Committee.

Performance Trend Chart:

Stay Within Risk Boundaries for Total Fund

% effectivness to manage investments with approval risk boundaries

Legend: Baseline | On-Target | Target | Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Aggregate Risk Levels of the INVO Operating Model (TOM)
Executive Owner:	Dan Bienvenue
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments

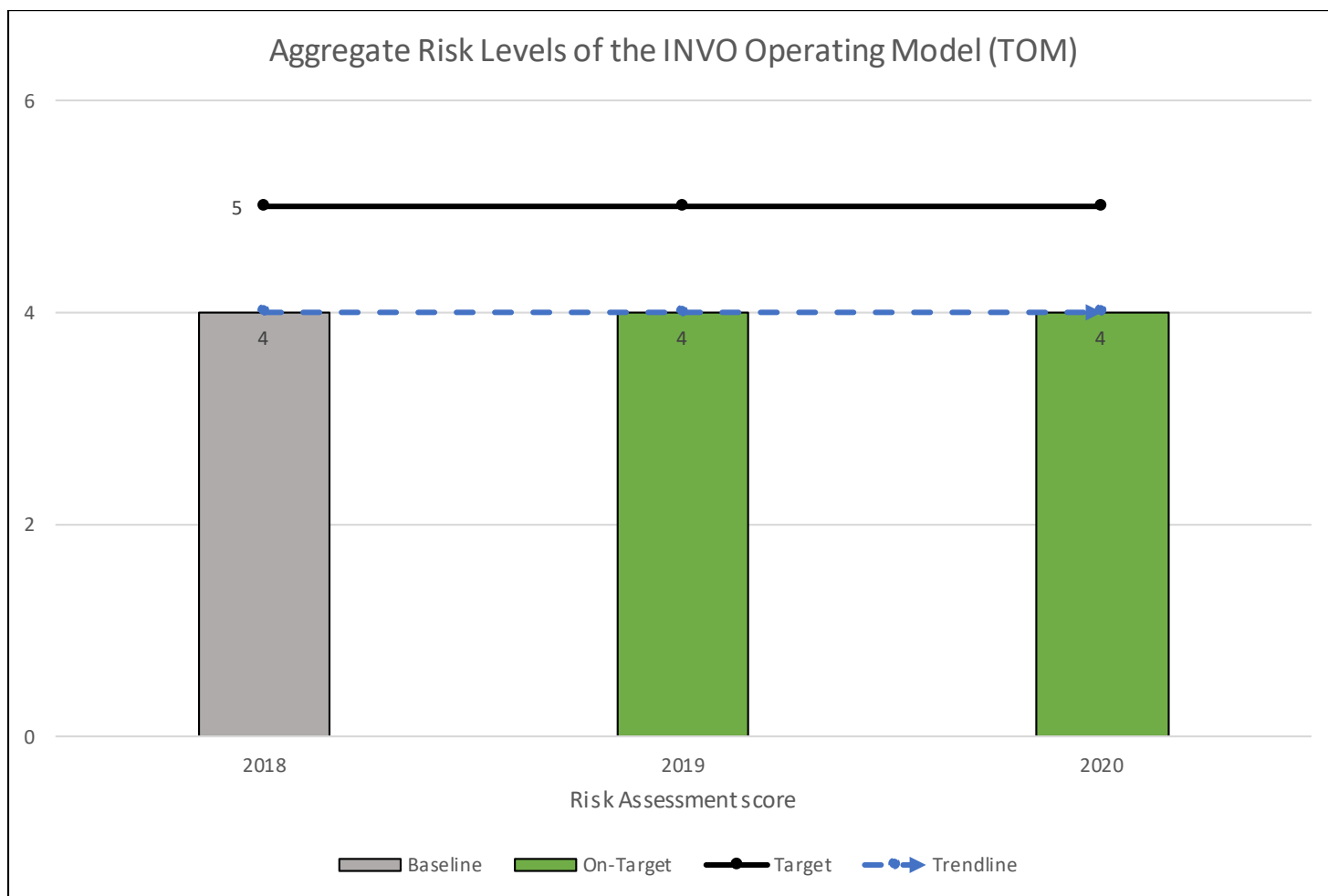| Status:	Pending Refresh in (September 2021)
Numeric Status:	4 (for FY 2019-20)

Description:	The Target Operating Model (TOM) defines functions and sub-functions that capture operational activities within the Investment Office and is used to report and track operational risk over time. The new TOM Dashboard, which was presented to the Investment Committee in December 2017, includes more industry aligned sub-functions and added functions to represent CalPERS stakeholders and corporate engagement activities, with the total number of sub-functions reduced from 46 to 24. Measuring the risk level of the TOM is the aggregated risk assessment scores of each sub-function. The risk assessment, measurement, and reporting process are designed to turn raw operational risk data into information that supports management's decision-making process. The reported risk levels are used to prioritize resource and technology efforts on critical functions impacting Total Fund risk and return. The Investment Compliance and Operational Risk (ICOR) team assesses risk levels of each sub-function on a rolling annual basis.
Baseline:	As of July 2018, the risk assessment score is 4.
Target:	Aggregate assessed risk score of operating model (TOM) of 5 or less.
Refresh Frequency:	Annually, September
Reporting Range:	FY 2019-20
Thresholds:	On-Target: 1-5 At-Risk: 6-7 Off-Target: 8-10

Status Narrative:
As of June 2020, this KPI was On-Target with a score of 4, with the score unchanged at fiscal year-end.

Increased risk-levels in Portfolio Construction – Public Markets and Investment Accounting & Custody sub-functions were offset with decreases in Risk Management and Valuation & Pricing sub-functions. The remaining assessed sub-functions yielded no change in risk levels.

Performance Trend Chart:

Aggregate Risk Levels of the INVO Operating Model (TOM)

Risk Assessment score

Legend: Baseline | On-Target | Target | Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Strategic Asset Allocation Ranges (if outside approved ranges)
Executive Owner:	Dan Bienvenue
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments

Status:	Pending Refresh (in September 2021)
Numeric Status:	Current asset allocation ranges remain within approved targets (for FY 2019-20)

Description: The Strategic Asset Allocation ranges are set on a 4-year Asset Liability Management (ALM) cycle with interim asset allocation changes occurring as required to realign levels of risk and liquidity. Allocations may temporarily deviate from policy ranges due to extreme market volatility or to accommodate contributions, distributions, or other short-term cash needs. If an asset class allocation exceeds the policy range, staff shall return the asset allocation to within its policy range in a timely manner, with the exact time primarily dependent on transaction costs and liquidity. This KPI provides a method to evaluate staffs' effectiveness to manage investments within the approved ranges.

Baseline:

Asset Class:	Policy Weight:	Policy Range Relative to Target:
Growth		
Public Equity	50%	+/-7%
Private Equity	8%	+/-4%
Income	28%	+/-6%
Real Assets	13%	+/-5%
Inflation Assets	0%	+3%/-0%
Liquidity	1%	+3%/-6%
Total Fund	100%	N/A

Target: Target is for ranges to remain the approved interim targets and ranges, as listed above, as of June 2018.

Refresh Frequency: Annually, September

Reporting Range: FY 2019-20

Thresholds:	On-Target:	Up to 1% of the maximum of any range, up or down
	At-Risk:	Between 0.99% and maximum of any range, up or down
	Off-Target:	Exceeding maximum of any range, up or down

Status Narrative:
As of June 2020, the current asset allocation ranges remained within approved targets per the Quarterly Update on Performance and Risk as of June 30, 2020 presented at the September Investment Committee.

No Performance Trend Chart is available for this Key Performance Indicator.

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2020-21 Key Performance Indicator Summary (Quarter 2)

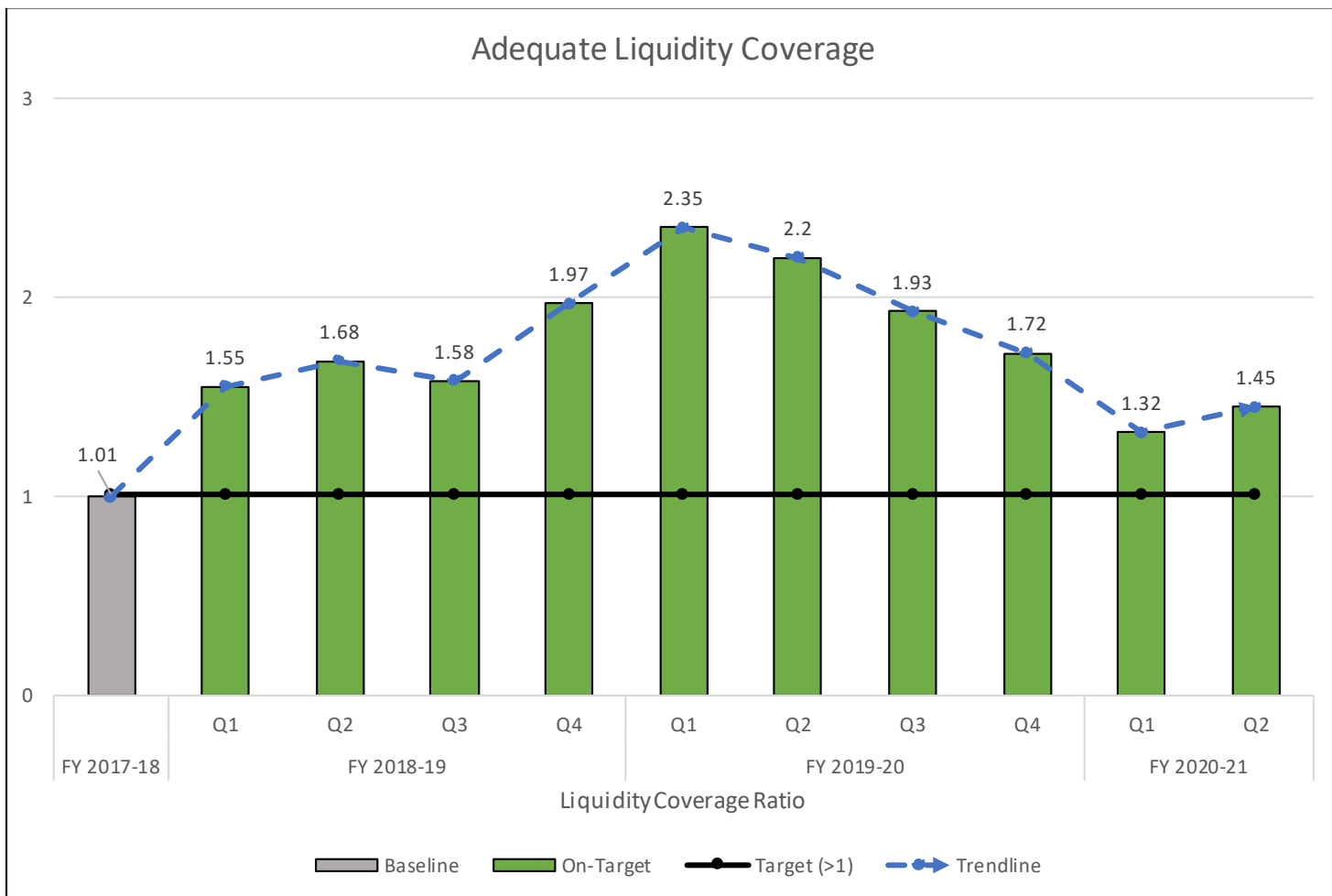| KPI Title:	Adequate Liquidity Coverage
Executive Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments

Status:	On-Target
Numeric Status:	1.45

Description:	Liquidity coverage ratios (LCRs) measure the amount of liquidity available to make payments for upcoming benefits, operating expenses, and projected investments during normal, stressed, and crisis market conditions. In the event of a stressed or crisis event only the most liquid assets may be available to pay organizational obligations.

The LCR is calculated using the following methodology:

$$\text{Liquidity Coverage Ratios (LCR)} = \frac{\text{cash + assets convertible to cash + incoming cash source}}{\text{outgoing cash uses + contingent cash uses}}$$

Those assets are cash and cash equivalents with durations of less than 30-days which are considered 'Level I' assets.

Fund	Payment Status	Reserve Status	Relevant Coverage Ratio
PERF	1-day large payment	5-day pre-fund	30-day Level 1

Coverage Ratio Triggers
On-target = 1.0>   At-risk = 0.5 – 0.99 -2> AA > 7%   Off-target = < 0.5

(Ratio triggers are in alignment with the Treasury Management Reserve Policy. AA = Asset Allocation range in accordance with the Investment Policy.)

Baseline:	FY 2017-18 Q4 status of 1.0
Target:	The LCR is greater than 1.0
Refresh Frequency:	Quarterly
Reporting Range:	10/1/20-12/31/20
Thresholds:	On-Target: LCR actual greater than 1.0
	At-Risk: LCR actual at 1.0
	Off-Target: LCR actual less than 1.0

Status Narrative:

The LCR actual average was on target at 1.45 for the 2nd quarter of FY 2020-21.

Performance Trend Chart:

Adequate Liquidity Coverage

	FY 2017-18	FY 2018-19				FY 2019-20				FY 2020-21	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Value	1.01	1.55	1.68	1.58	1.97	2.35	2.2	1.93	1.72	1.32	1.45

Liquidity Coverage Ratio

Baseline   On-Target   Target (>1)   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Cash Forecasting Accuracy
Executive Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments

Status:	On-Target
Numeric Status:	8.26%

Description:	Forecasting member benefit and organizational expenses is critical to ensure adequate liquidity is available while managing the investment goals for the funds.
Baseline:	The baseline will be the total average forecast variance for FY 2017-18 of 8.75% contributions/distributions for each defined benefit pension plan (PERF, LRF, JRS I, JRS II). The baseline is the actual total average forecast variance of 8.75% reported for fiscal year 2017-18.
Target:	The target is to be able to forecast total contributions and total distributions for defined benefit pension plans with forecast variances less than 10%
Refresh Frequency:	Quarterly
Reporting Range:	10/1/20-12/31/20
Thresholds:	On-Target: Forecast variance less than 10% for total contributions/distributions
	At-Risk: Forecast variance between 10% to 50% for total contributions/distributions
	Off-Target: Forecast variance more than 50% for total contributions/distributions

Status Narrative:

The forecast variance for the 2nd quarter of FY 2020-21 was on target at 8.26%.

Performance Trend Chart:
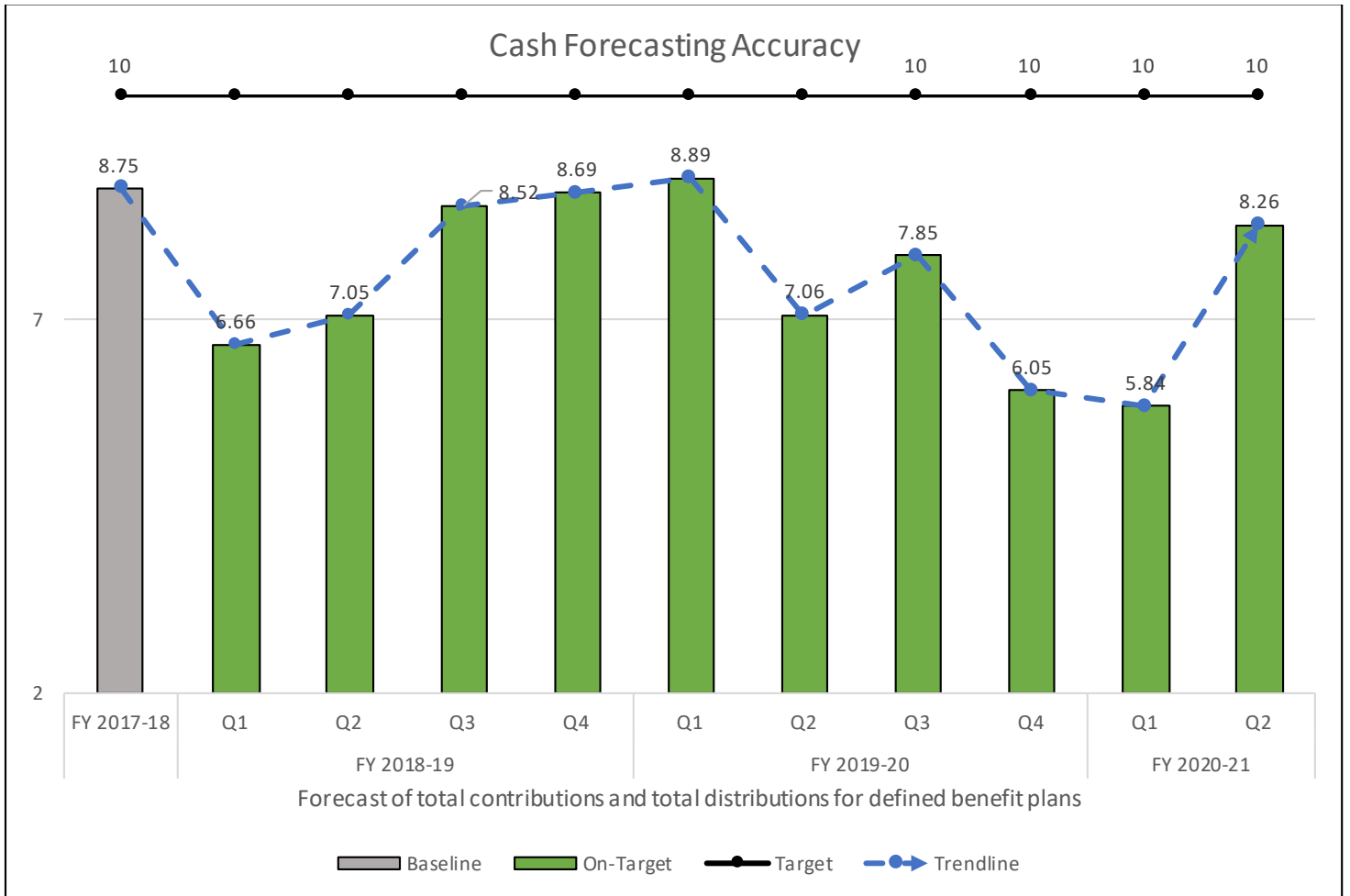
Cash Forecasting Accuracy

Forecast of total contributions and total distributions for defined benefit plans

Legend: Baseline, On-Target, Target, Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Generate Liability Data and Rates for Pension Funding – Public Agency
Executive Owner:	Scott Terando
Outcome Measure:	Reliable Steward of Funds
Core Process:	Projecting Liabilities

Status:	Pending Refresh (in September 2021)
Numeric Status:	Reports were uploaded in July 2020

Description:	Each year, the public agency pension plan is reviewed and the contribution rates are adjusted to account for any gains and losses the pension plan must pay for.
Baseline:	Reports and contribution rates are uploaded to my|CalPERS in July
Target:	Calculate liabilities and produce annual valuation reports each year for all public agency pension plans so that the fiscal year rates may be determined and uploaded in July each year
Refresh Frequency:	Annually, September
Reporting Range:	FY 2018-19 (This includes both demographic and economic experience)
Thresholds:	On-Target: Deliverables uploaded in July At-Risk: Deliverables uploaded in August Off-Target: Deliverables uploaded after August

Status Narrative:

The annual valuation reports were uploaded to my CalPERS in July 2020. Despite the pandemic, ACTO was able to complete all the valuations and upload the reports in record time.

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Generate Liability Data for Long-Term Care Program
Executive Owner:	Scott Terando
Outcome Measure:	Reliable Steward of Funds
Core Process:	Projecting Liabilities

Status:	Pending Refresh (in March 2021)
Numeric Status:	Report completed September 2020

Description:	Each year, the Long-Term Care plan is reviewed and adjusted to ensure the viability of the plan. The long-term care valuation will be using a revamped data set, and will also be solidifying the first principles model this year. The actuarial office produces a report and an agenda item to inform the plan sponsor and the CalPERS Board of the health of the plan.
Baseline:	Report and deliverables must be completed by February Board meeting
Target:	The annual Long-Term Care report, complete with agenda item deliverables, for the February Board meeting each year
Refresh Frequency:	Annually, March
Reporting Range:	Fiscal Year 2018-2019
Thresholds:	On-Target: Deliverables for February Board At-Risk: Deliverables for April Board Off-Target: Deliverables after April Board

Status Narrative:

Each year an actuarial experience study is completed for the program and any necessary changes to actuarial assumptions are implemented. For the 2019 valuation, the actuarial team decided on some key assumption changes which dramatically impacted the liabilities for the program. The main drivers of the liability change were the discount rate and morbidity experience.

Due to additional complexities associated with the Long -Term care program as well as the desire to thoroughly vet the new changes, additional time was required for outside review. In addition, the CalPERS Long term care team wants to explore every avenue of possible program change to not only mitigate the impact of the assumption changes but also to keep the soundness of the program intact.

The liabilities based on the changed assumptions without any prospective changes to the program was finalized in September 2020.

There is no performance trend chart for this KPI.

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Generate Liability Data and Rates for Pension Funding – State
Executive Owner:	Scott Terando
Outcome Measure:	Reliable Steward of Funds
Core Process:	Projecting Liabilities

Status:	Pending Refresh (in July 2021)
Numeric Status:	Contribution Rates were uploaded in June 2020

Description:	Each year, the State Pension Plan is reviewed and the contribution rates are adjusted to account for any gains and losses the pension plan must pay for. The actuarial office produces an agenda item in April.
Baseline:	Contribution Rates are uploaded to my|CalPERS in June.
Target:	Calculate liabilities and produce annual valuation results each year for the state pension plans so that the fiscal year rates may be determined by June of each year.
Refresh Frequency:	Annually, July
Reporting Range:	FY 2018-19 (This includes both demographic and economic experience)
Thresholds:	On-Target: Deliverables uploaded by June At-Risk: Deliverables uploaded by July Off-Target: Deliverables uploaded by August (or later)

Status Narrative:

Contribution Rates were uploaded in June 2020. This KPI was On-Target for the reporting period.

No Performance Trend Chart is available for this Key Performance Indicator.

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Generate Liability Data and Rates for Pension Funding – Schools
Executive Owner:	Scott Terando
Outcome Measure:	Reliable Steward of Funds
Core Process:	Projecting Liabilities

Status:	Pending Refresh (in July 2021)
Numeric Status:	Contribution rates were uploaded in June 2020

Description:	Each year, the schools pool pension plan is reviewed and the contribution rates are adjusted to account for any gains and losses the pension plan must pay for. The actuarial office produces an agenda item in April.
Baseline:	Contribution rates are uploaded to my|CalPERS in June
Target:	Calculate liabilities and produce annual valuation results each year for the schools pool pension plan so that the fiscal year rates may be determined and uploaded in June of each year
Refresh Frequency:	Annually, July
Reporting Range:	FY 2018-19 (This includes both demographic and economic experience)
Thresholds:	On-Target: Deliverables uploaded in June At-Risk: Deliverables uploaded in July Off-Target: Deliverables uploaded in August (or later)

Status Narrative:

Contribution rates were uploaded in June 2020. This KPI was On-Target for the reporting period.

No Performance Trend Chart is available for this Key Performance Indicator.

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Customer Satisfaction
Executive Owner:	Anthony Suine
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide and Administer Retirement Benefits

Status:	On-Target
Numeric Status:	92%

Description:	To ensure we are listening to our customers and taking action on their feedback, we collect customer satisfaction surveys for many of our business processes. This key performance indicator measures the overall customer satisfaction rate with CalPERS ability to perform its most core function to provide and administer retirement benefits.
Baseline:	Fiscal Year 2017-18, Quarter 1: 86%
Target:	Achieve an overall satisfaction rate of 90%, reflecting a positive customer experience across core processes
Refresh Frequency:	Quarterly
Reporting Range:	10/01/2020-12/31/2020
Thresholds:	On-Target: 80% or above At-Risk: 70% – 79% Off-Target: 69% or below

Status Narrative:

This KPI is on-target for this reporting period.

Performance Trend Chart:

Customer Satisfaction

Overall customer satisfaction rate to administer retirment benefits

Legend: Baseline, On-Target, Target, Trendline

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Value	86	91	92	92	95	95	95	95	94	93	96	95	93	92
	FY 2017-18				FY 2018-19				FY 2019-20				FY 2020-21	

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Benefit Payment Accuracy
Executive Owner:	Anthony Suine
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide and Administer Retirement Benefits

Status:	On-Target
Numeric Status:	97%

Description:	Collecting data and measuring performance on the accuracy of the benefit payments we issue ensures our customers receive the benefits they have earned and aids in long term stability for the fund.
Baseline:	Fiscal Year 2017-18, Quarter 2: 98%
Target:	Issue 98% of identified benefit payments within accuracy expectations
Refresh Frequency:	Quarterly
Reporting Range:	10/01/2020-12/31/2020
Thresholds:	On-Target: 90% or above At-Risk: 83% – 89% Off-Target: Below 83%

Status Narrative:

This KPI is on-target for this reporting period.

Performance Trend Chart:

Benefit Payment Accuracy

% of identified benefit payments within accuracy expectations

Legend: Baseline, On-Target, Target, Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

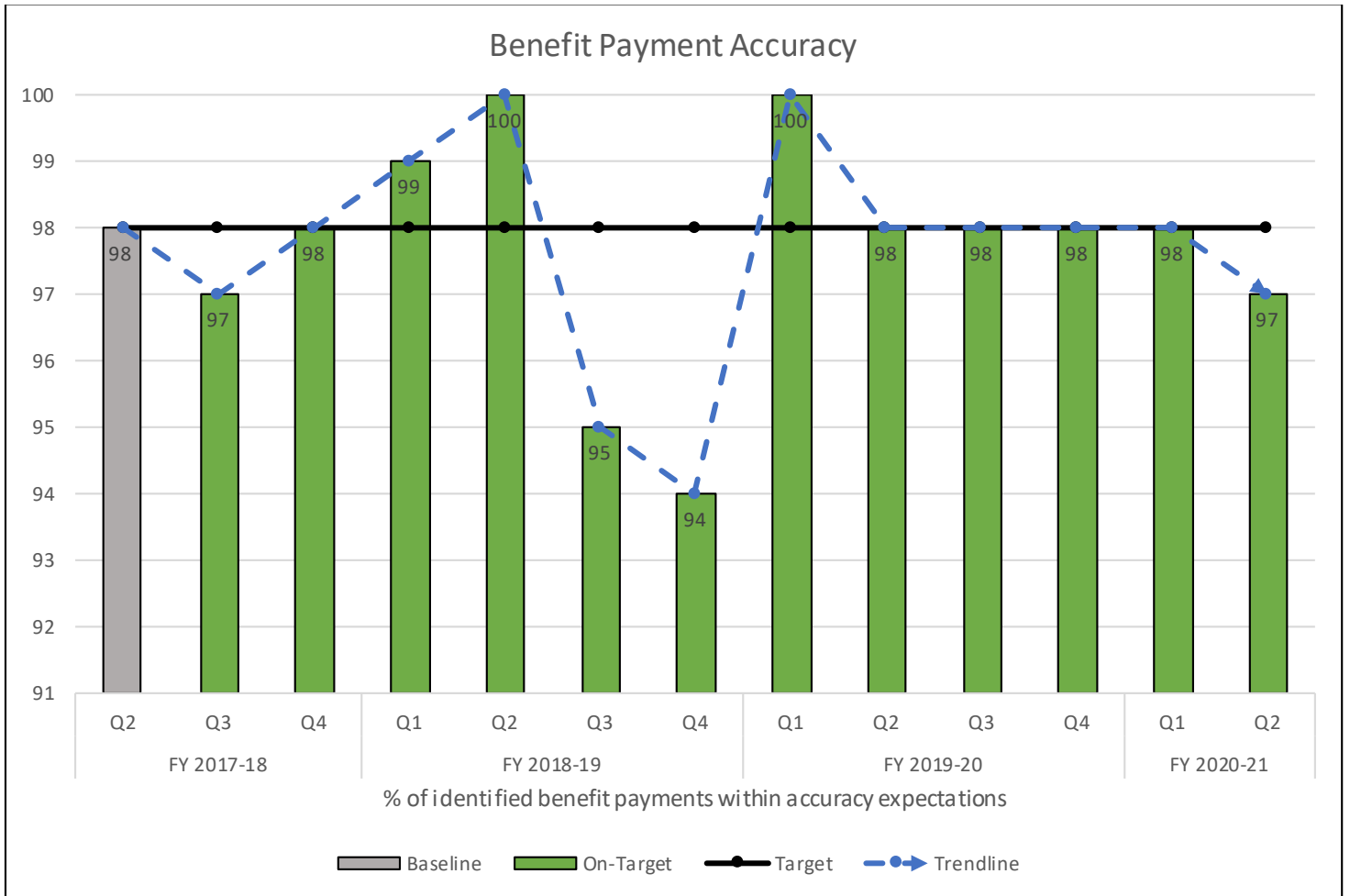| KPI Title:	Benefit Payment Timeliness
Executive Owner:	Anthony Suine
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide and Administer Retirement Benefits

Status:	On-Target
Numeric Status:	95%

Description:	The key performance indicator for benefit payment timeliness measures one of our most critical priorities: ensuring that customers receive benefit payments on time. In FY 2017-18, 95% of identified benefit payments were made within our established service levels, reflecting our absolute commitment to issuing timely payments to our customers.
Baseline:	Fiscal Year 2017-18, Quarter 1: 95%
Target:	Issue 95% of benefit payments within service level timeframes
Refresh Frequency:	Quarterly
Reporting Range:	10/01/2020-12/31/2020
Thresholds:	On-Target: 87% or above At-Risk: 79% – 86% Off-Target: Below 79%

Status Narrative:

This KPI is on-target for this reporting period.

Performance Trend Chart:

Benefit Payment Timeliness

% of payments issued with service level timeframes

		Q1	Q2	Q3	Q4
FY 2017-18		95	94	95	95
FY 2018-19		96	96	97	96
FY 2019-20		96	96	97	97
FY 2020-21		96	95		

Legend: Baseline, On-Target, Target, Trendline
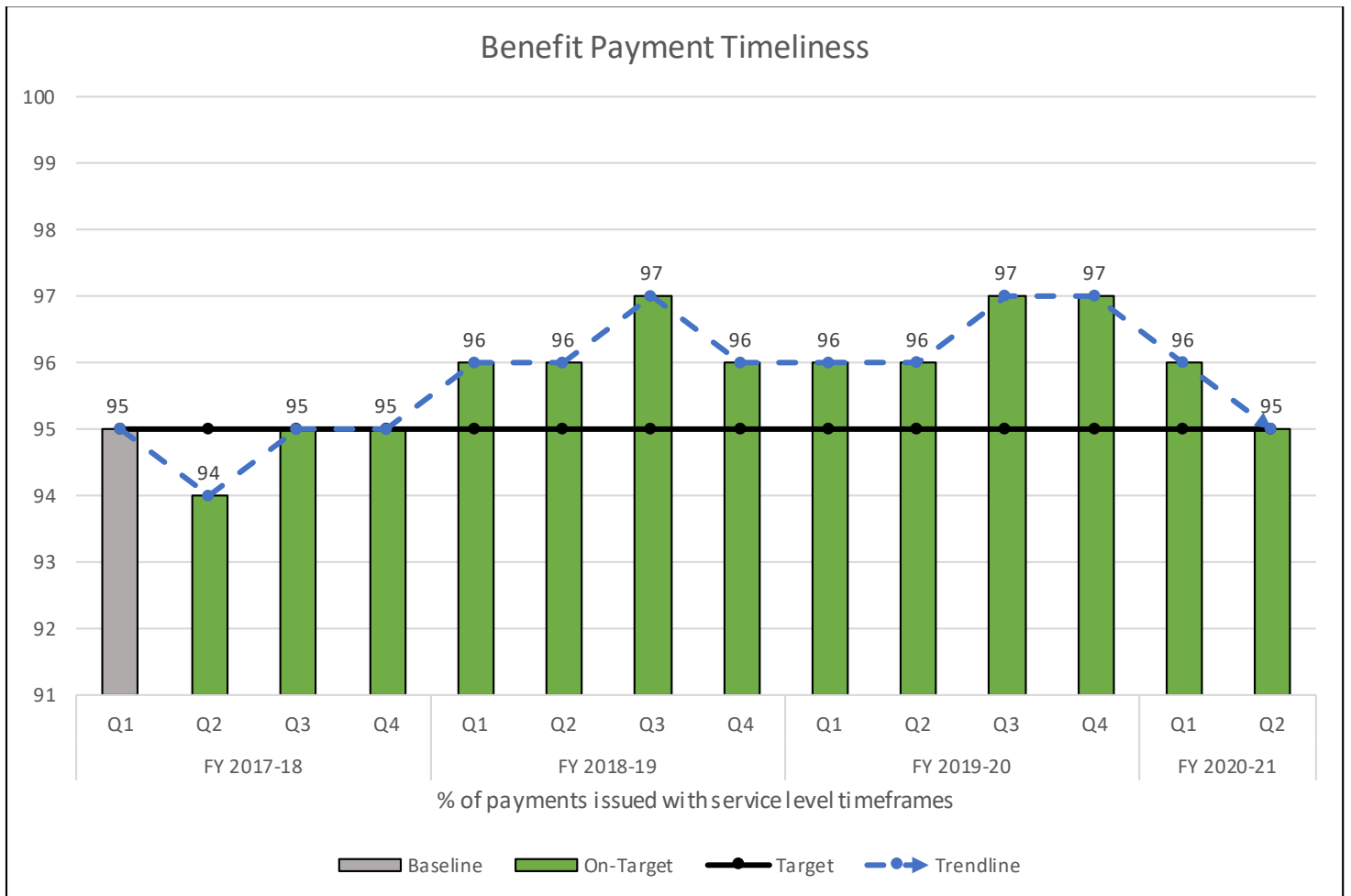
2020-21 Key Performance Indicator Summary (Quarter 2)

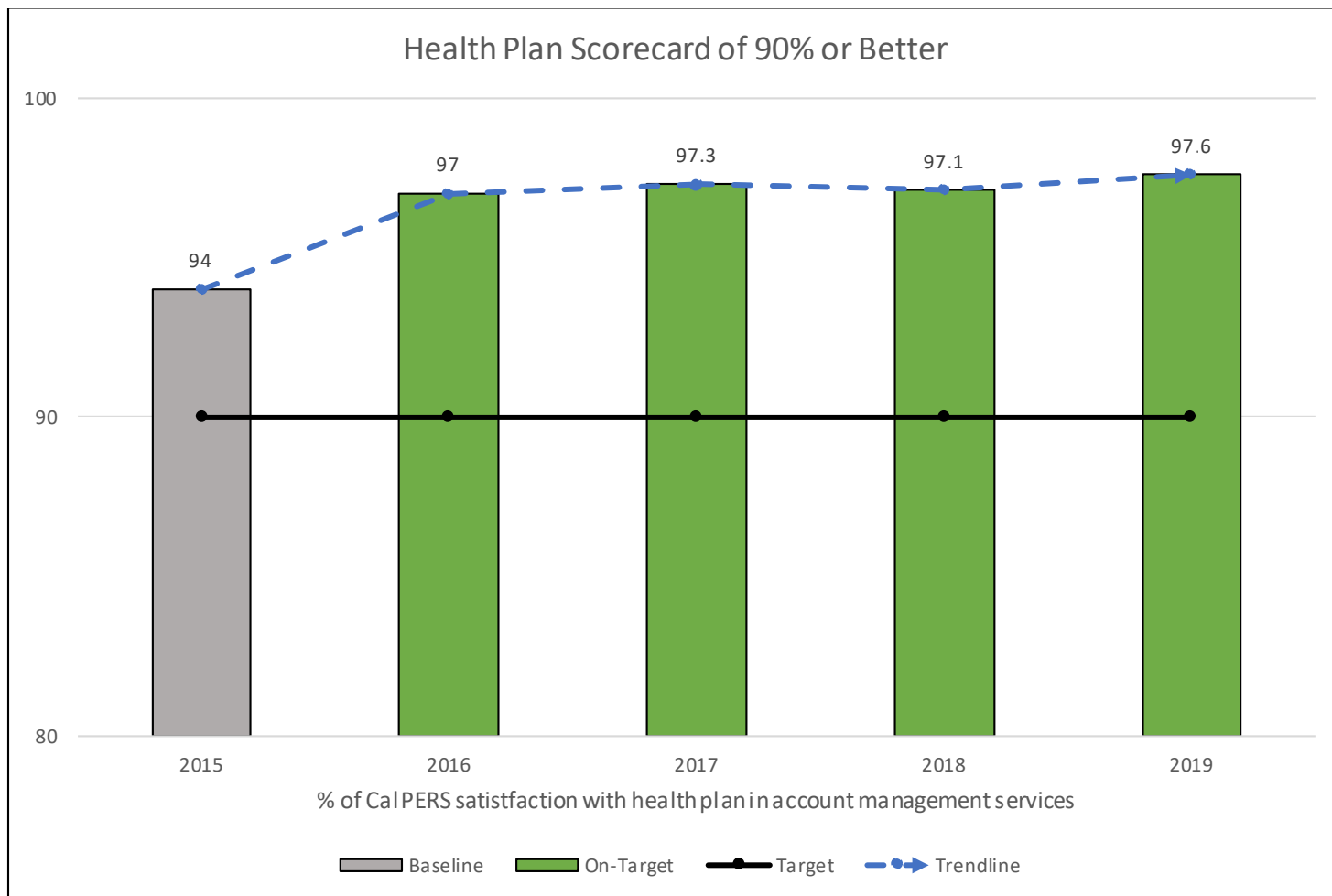| KPI Title:	Health Plan Scorecard of 90% or Better
Executive Owner:	Don Moulds
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	Pending Refresh (in June 2021)
Numeric Status:	97.6% (covering experience in 2019)

Description:	This KPI is an assessment of CalPERS' satisfaction with health plan performance in account management services. CalPERS' contract compliance and rate development team members rate their satisfaction with health plan account management teams' responsiveness and quality of service. This KPI is driven by CalPERS staff satisfaction with their health plan account management team for the prior 12 months.
	KPI trend: • 97% (covering experience in 2016) • 97.3% (covering experience in 2017) • 97.1% (covering experience in 2018) • 97.6% (covering experience in 2019)
Baseline:	94% (covering experience in 2015)
Target:	90%
Refresh Frequency:	Annually, June
Reporting Range:	January 2019 – December 2019
Thresholds:	On-Target: 90% or above At-Risk: 85% - 89% Off-Target: Less than 85%

Status Narrative:

As of June 2020, this KPI reported at 97.6% and was On-Target.

Performance Trend Chart:

Health Plan Scorecard of 90% or Better

% of CalPERS satistfaction with health plan in account management services

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

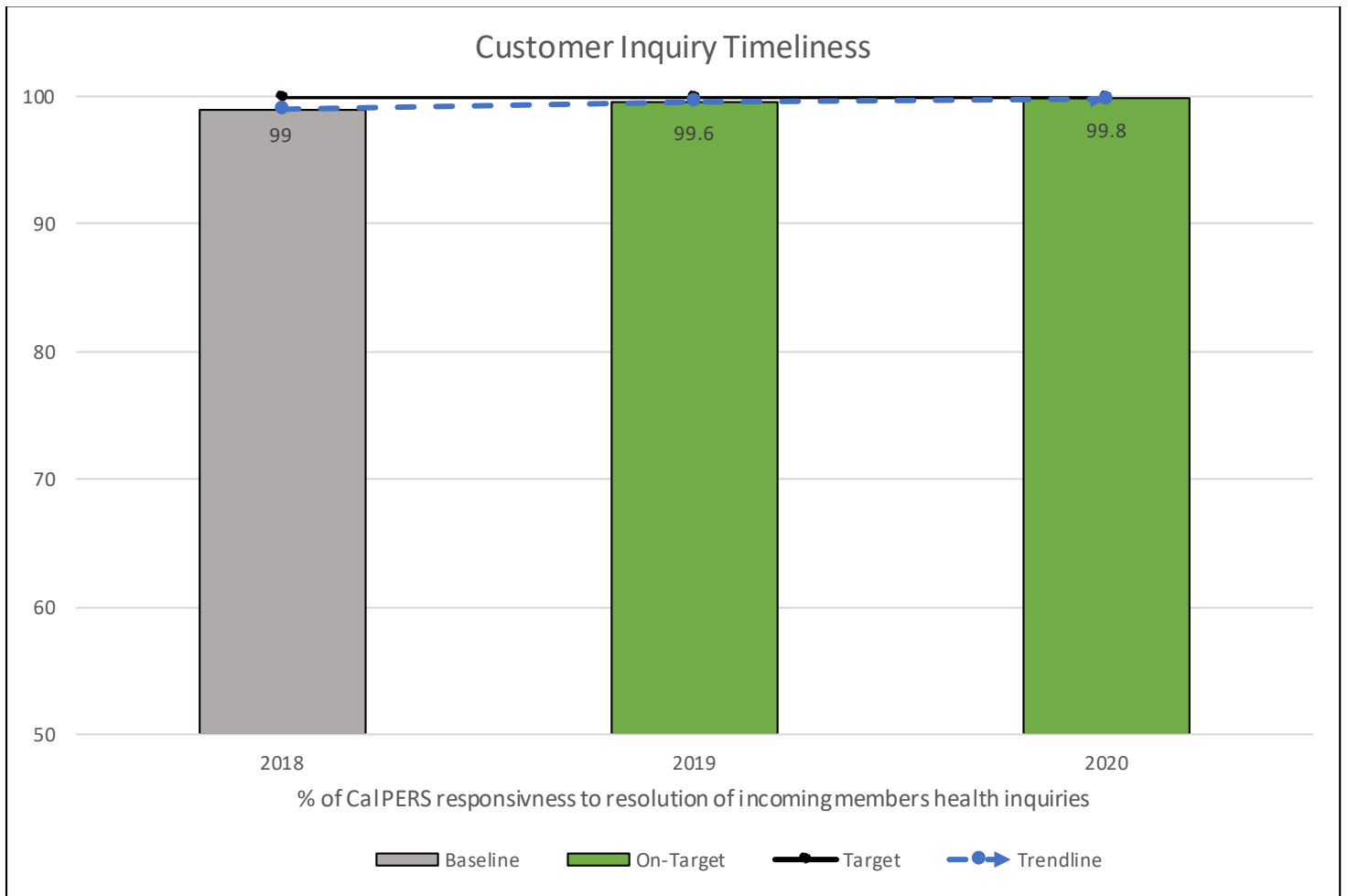| KPI Title:	Customer Inquiry Timeliness
Executive Owner:	Donald Moulds
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	Pending Refresh (in August 2021)
Numeric Status:	99.8% (for FY 2019-20)

Description:	This measure is an assessment of CalPERS' responsiveness and resolution to incoming member health inquiries. CalPERS measures customer service response rates with designated service level targets. The established target to respond and resolve phone inquiries is 5-business days, and 30-calendar days for document inquiries (letter, form, fax, etc.). Rate will be calculated by dividing the total number of workflows completed within service level by the total number of inquiries (phone/documents).
	KPI trend:
	• 99.6% (covering experience in Fiscal Year 2018-19)
	• 99.8% (covering experience in Fiscal Year 2019-20)
Baseline:	FY2017-18 baseline of 99% completed within service level targets.
Target:	100% completed within service level targets.
Refresh Frequency:	Annually, August
Reporting Range:	Fiscal Year 2019-20
Thresholds:	On-Target: 98% or above
	At-Risk: 93 - 97%
	Off-Target: Less than 93%

Status Narrative:

As of August 2020, this KPI was reported at 99.8% and On-Target.

Performance Trend Chart:

Customer Inquiry Timeliness

% of CalPERS responsivness to resolution of incoming members health inquiries

Year	Value
2018	99
2019	99.6
2020	99.8

Legend: Baseline, On-Target, Target, Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

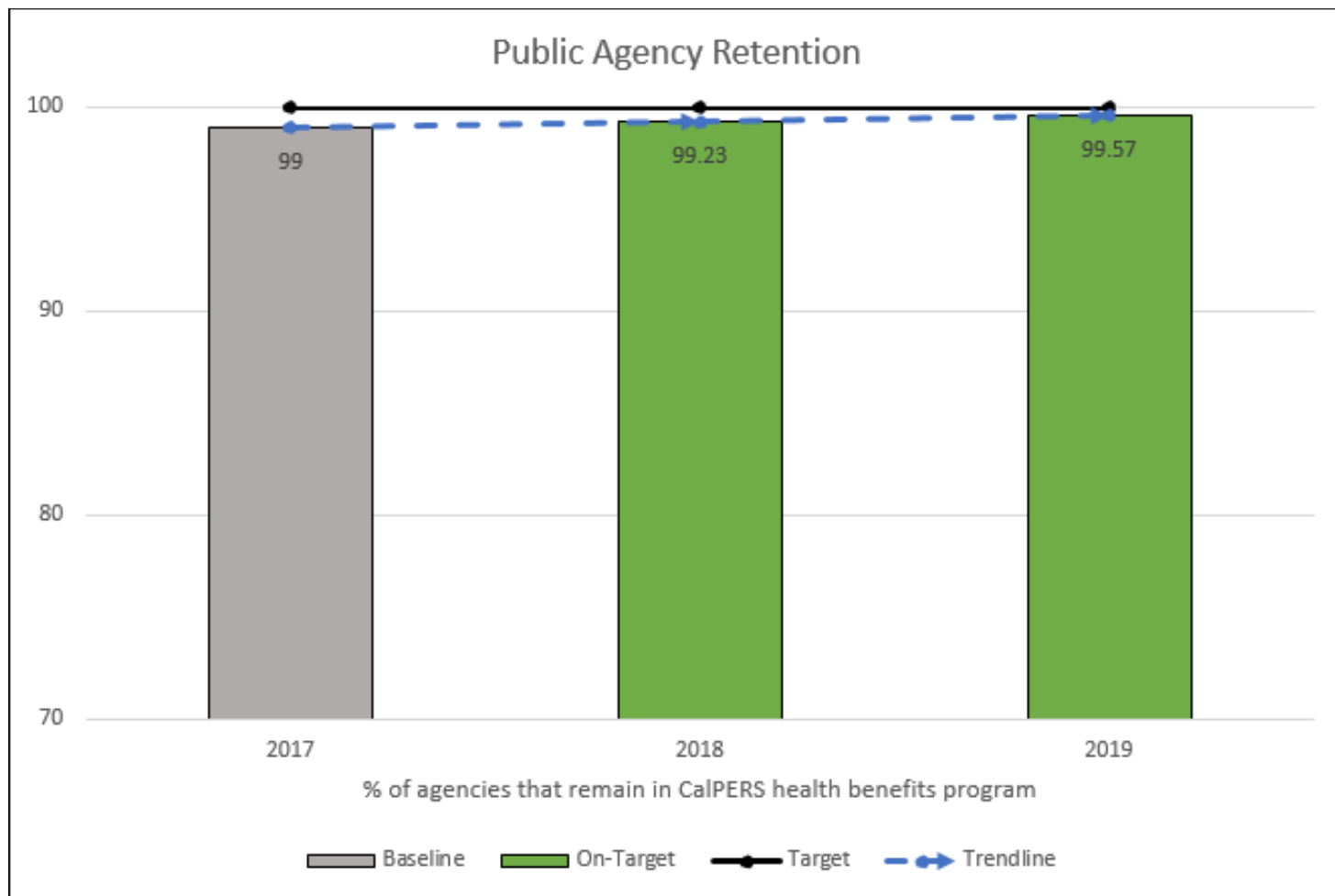| KPI Title:	Public Agency Retention
Executive Owner:	Donald Moulds
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	Pending Refresh (in February 2021)
Numeric Status:	99.57% (for 2019)

Description:	This measure is an indicator of the strength of the CalPERS Health Benefits Program as agencies leaving our program may pose a risk in achieving the strategic goal of health care affordability by driving up health care costs. The calculation is based on the number of agencies in the CalPERS Health Benefits Program at the end of the previous calendar year against the number of agencies in the program at the beginning of the current calendar year. Any new agencies that joined during the previous calendar year are excluded.
	KPI trend:
	• 99.23% for 2018
	• 99.57% for 2019
Baseline:	99% rate of retention of public agency and school employers for calendar year 2017.
Target:	100%
Refresh Frequency:	Annually, February
Reporting Range:	January 2019 – December 2019
Thresholds:	On-Target: 99.0% and above
	At-Risk: 98.0% - 98.9%
	Off-Target: 97.9% and below

Status Narrative:

As of February 2020, this KPI reported at 99.57% and was On-Target.

Performance Trend Chart:

Public Agency Retention

- 2017: 99 (Baseline)
- 2018: 99.23 (On-Target)
- 2019: 99.57 (On-Target)

% of agencies that remain in CalPERS health benefits program

Legend: Baseline | On-Target | Target | Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

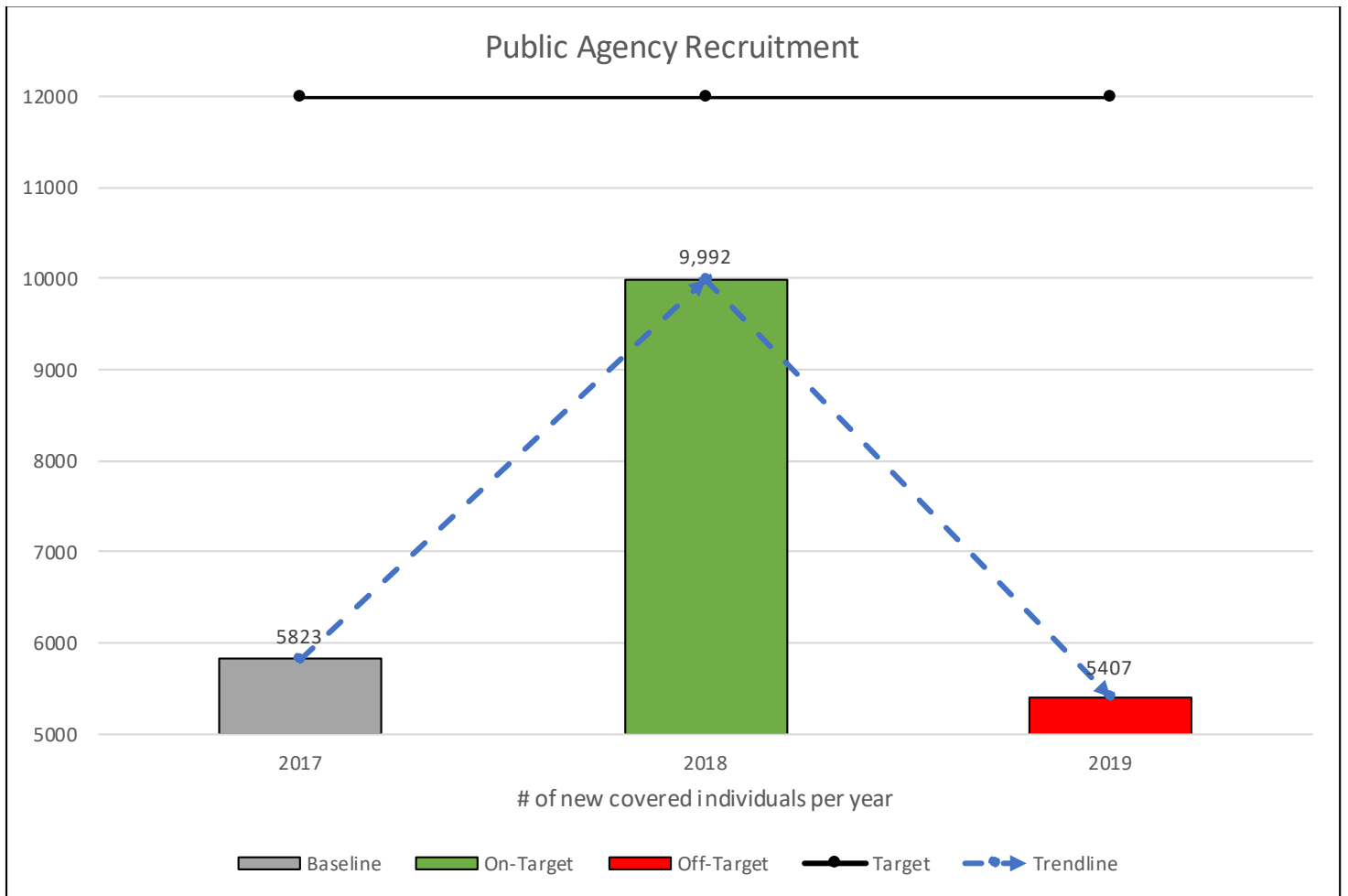| KPI Title:	Public Agency Recruitment
Executive Owner:	Donald Moulds
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	Pending Refresh (in February 2021)
Numeric Status:	5,407 Total Covered Lives (for 2019)

Description:	This measure is an indicator of the strength of the CalPERS Health Benefits Program because not increasing the number of contracting agencies and Total Covered Lives (TCLs) may pose a risk in achieving the strategic goal of health care affordability by driving up health care costs. KPI trend: • 9,992 for 2018 • 5,407 for 2019
Baseline:	5,823 TCLs gained through the resolution process for calendar year 2017.
Target:	12,000 new TCLs
Refresh Frequency:	Annually, February
Reporting Range:	January 2019 – December 2019
Thresholds:	On-Target: 9,000 TCLs or above At-Risk: 6,000 – 8,999 TCLs Off-Target: 5,999 TCLs or below

Status Narrative:

As of February 2020, this KPI was reported as Off-Target. The TCLs added was 5,407, which did not meet the 2019 recruitment goal. Although we brought on 15 agencies in 2019, many were small. Additionally, during the last quarter of 2019, the team's workload was focused on the six agencies that contracted to join the program effective January 1, 2020. These agencies have resulted in 4,875 additional 2020 TCLs. In February 2020, an existing agency contracted for a new group of employees, which will bring an estimated 10,000 additional TCLs into the program, effective July 2020.

Performance Trend Chart:

Public Agency Recruitment

# of new covered individuals per year

Legend: Baseline | On-Target | Off-Target | Target | Trendline

2017: 5823
2018: 9,992
2019: 5407

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Self-Reported Overall Health Status
Executive Owner:	Donald Moulds
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	Pending Refresh (in June 2021)
Numeric Status:	86.3% (covering experience in 2019)

Description:	This KPI assesses the proportion of CalPERS members who rate their overall health as good, very good, or excellent.
	This metric represents the percentage of CalPERS members who rated their overall health as good, very good, or excellent on the annual Health Plan Member survey. A higher percentage is considered good.
	Factors that can influence this KPI include enforcement of contractual requirements and collaborative efforts with CalPERS health plan partners.
	KPI trend:
	• 87.8% (covering experience in 2016)
	• 87.5% (covering experience in 2017)
	• 85.7% (covering experience in 2018)
	• 86.3% (covering experience in 2019)
Baseline:	88.4% (covering experience in 2015)
Target:	90%
Refresh Frequency:	Annually, June
Reporting Range:	January 2019 – December 2019
Thresholds:	On-Target: 85% and above
	At-Risk: 80-84.9%
	Off-Target: Below 80%

Status Narrative:
As of June 2020, this KPI reported at 86.3% and was On-Target.

Performance Trend Chart:

Self-Reported Overall Health Status

% of CalPERS members who rate overall health as good, very good, or excellent

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

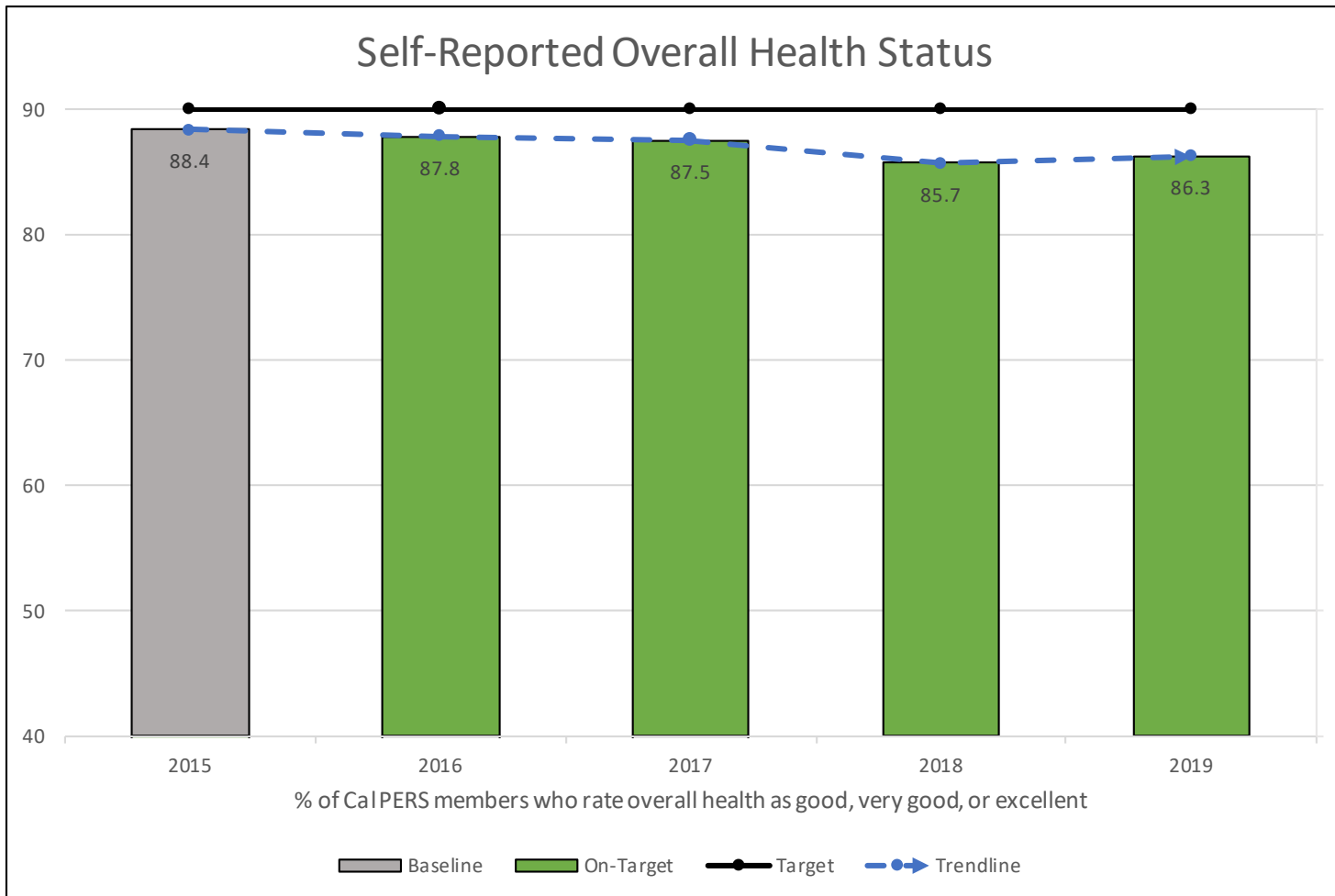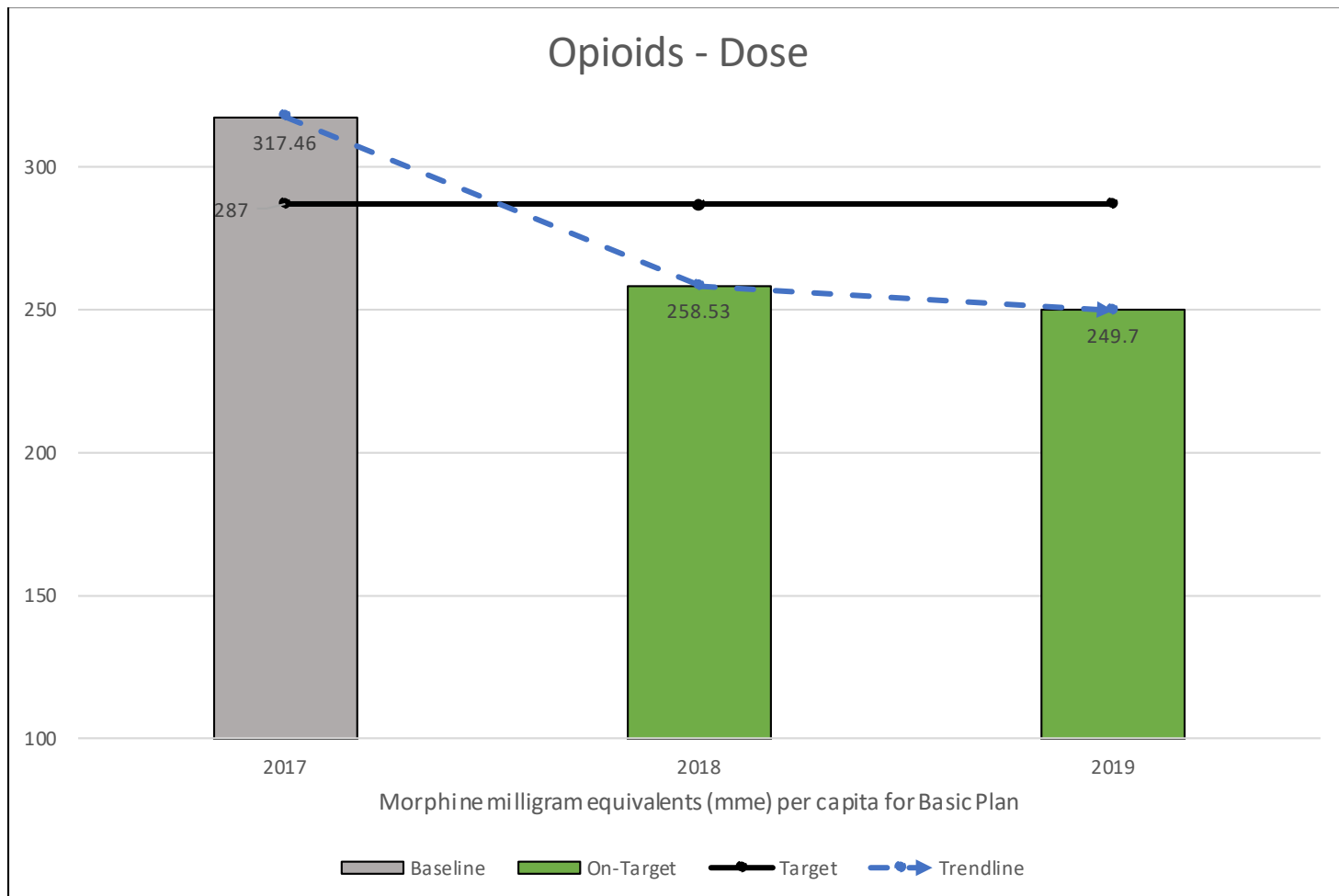| KPI Title:	Opioids - Dose
Executive Owner:	Donald Moulds
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	Pending Refresh (in April 2021)
Numeric Status:	249.70 MME (covering experience in 2019)

Description:	Morphine milligram equivalents (MME) per capita on an incurred year basis for Basic plans.
	This KPI has undergone development. Prior to 2018, the original target was tentatively the national average (640) because CalPERS was unable to perform MME analyses in the data warehouse. As CalPERS team members discovered that CalPERS is already much better than national and California averages, we are shifting to a target of 45% of the national average as a "stretch" goal, and 50% of the national average as "red zone." (The calculations exclude Methadone and Suboxone drugs which are typically used to treat opioid addiction).
	The federal Centers for Disease Control and Prevention (CDC) reported that the average daily morphine milligram equivalents (MME) of opioids prescribed per capita in the United States increased from 180 in 1999 to 782 in 2010, then decreased to 640 in 2015. The California MME per capita, as reported by amfAR (The Foundation for AIDS Research) is 467.0.
	Medicare data are currently unavailable for this KPI. However, the Centers for Medicare and Medicaid Services (CMS) requires Medicare plans to take actions regarding opioid management, and our Medicare plans are following CMS guidelines in this area.
	KPI trend: • 258.53 (covering experience in 2018) • 249.70 (covering experience in 2019)
Baseline:	317.46 for 2017
Target:	Below 288
Refresh Frequency:	Annually, April
Reporting Range:	January 2019 – December 2019
Thresholds:	On-Target: Below 288 At-Risk: 289-319 Off-Target: 320 and above

Status Narrative:

As of April 2020, this KPI was On-Target: 249.70 MME per capita for CalPERS membership.

Performance Trend Chart:

Opioids - Dose

317.46

287

258.53

249.7

Morphine milligram equivalents (mme) per capita for Basic Plan

2017   2018   2019

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

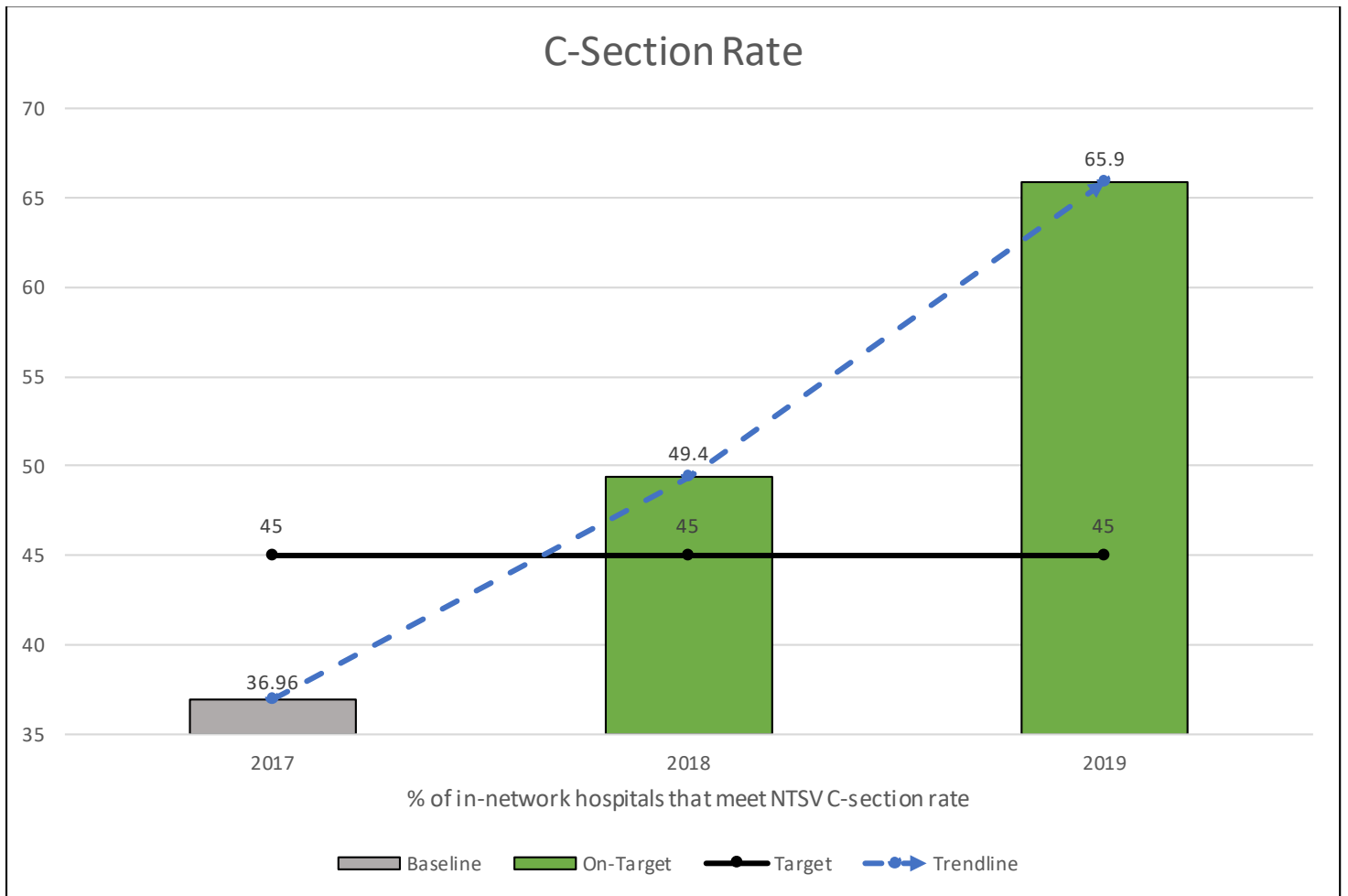| KPI Title:	C-Section Rate
Executive Owner:	Donald Moulds
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide and Administer Health Care Benefits

Status:	On-Target
Numeric Status:	65.9% (covering experience in 2019)

Description:	Percentage of in-network hospitals providing obstetric services to CalPERS members that have a NTSV ("nulliparous" [i.e., first time], "term" [i.e., not preterm or post-term], "single" [i.e., not twins, triplets, etc.], and "vertex" [i.e., not breech]) cesarean section rate of 23.9% or less.
	Although cesarean births can be lifesaving and medically optimal, far too many are performed for non-medical reasons. This KPI originally involved total C-section rates; however, both nationally and in California (e.g., under Let's Get Healthy California), the preferred metric for C-sections is the NTSV rate, and the NTSV C-section target rate is 23.9% or less.
	Calculating the overall NTSV C-section rates among CalPERS membership would require linkage to external data sources, which would be administratively difficult. In contrast, it is simple to determine from each health plan which contracted hospitals provide obstetric services to CalPERS members.
	KPI trend:
	49.4% (covering experience in 2018) 65.9% (covering experience in 2019)
Baseline:	36.96%. That is, out of the 257 in-network hospitals that provided obstetric services to CalPERS members in 2017, 95 (36.96%) had an NTSV C-section rate of 23.9% or less.
Target:	45% of in-network hospitals meet the NTSV C-section rate of 23.9%
Refresh Frequency:	Annually, December
Reporting Range:	January 2019 – December 2019
Thresholds:	On-Target: >45% At-Risk: 37-45% Off-Target: <37%

Status Narrative:

As of December 2020, this KPI reported at 65.9% and was On-Target.

Performance Trend Chart:

C-Section Rate

% of in-network hospitals that meet NTSV C-section rate

Legend: Baseline · On-Target · Target · Trendline

Data values: 2017 — 36.96 (Baseline), Target 45; 2018 — 49.4, Target 45; 2019 — 65.9, Target 45

2020-21 Key Performance Indicator Summary (Quarter 2)

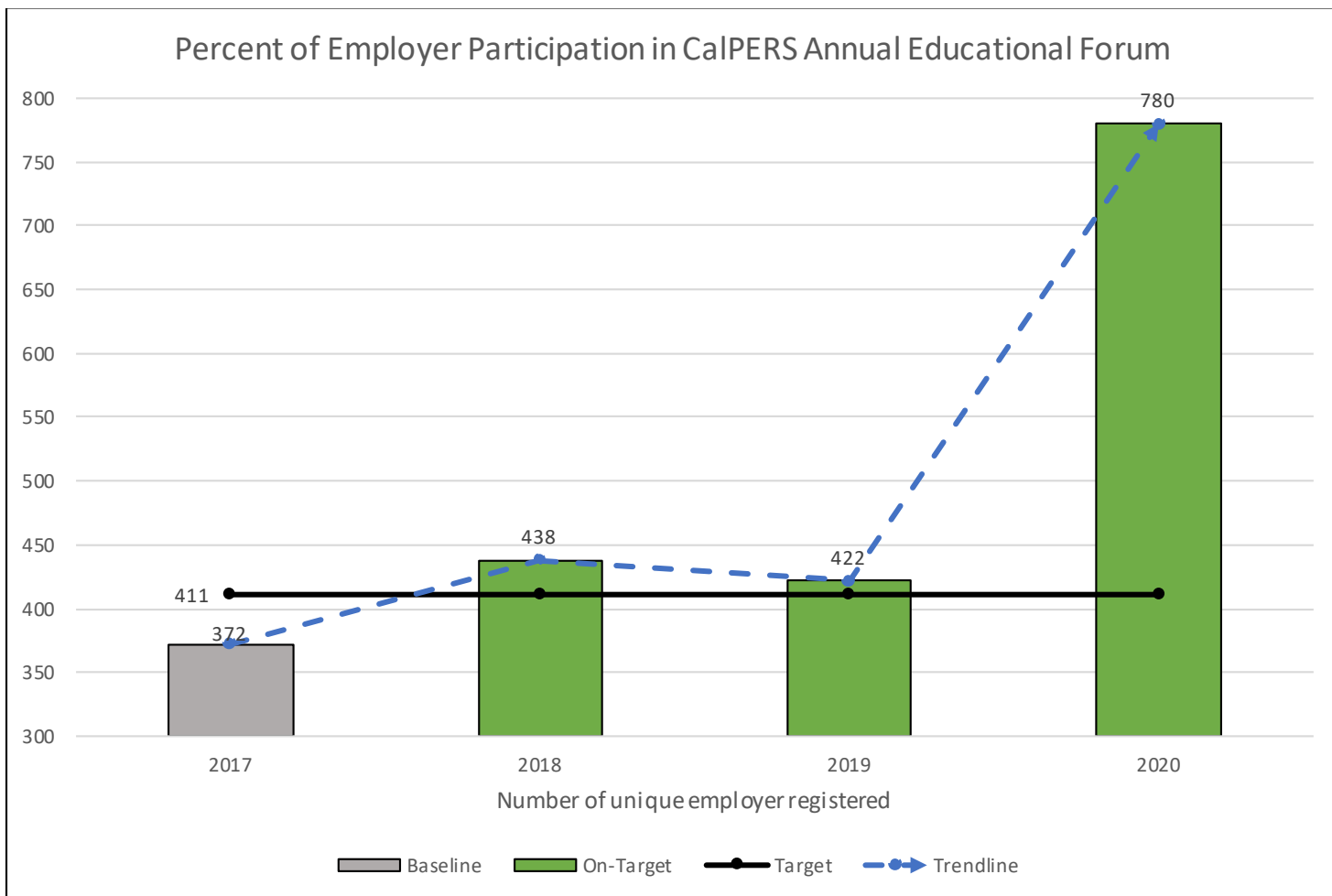| KPI Title:	Percent of Employer Participation in CalPERS Annual Educational Forum
Executive Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Educate Members, Employers & Stakeholders

Status:	On-Target
Numeric Status:	780

Description:	CalPERS hosts the Educational Forum on an annual basis, in the month of October. The KPI is based on the total number of unique employers registered. The totals will be measured by the past year's total number of unique employers registered.
Baseline:	The baseline is total number of unique employers registered, resulting from October 31, 2016 to October 31, 2017 • 372 unique employers
Target:	Increase registration totals of unique employers by 2% or greater per year from the baseline figure for the next 5 years.
Refresh Frequency:	Annually, November
Reporting Range:	11/01/2019 – 10/31/2020
Thresholds:	On-Target: Percentage meets or exceeds increase of 2% per year from the baseline At-Risk: Percentage remains the same or increases by less than 2% per year from the baseline Off-Target: Percentage decreases from the baseline

Status Narrative:

This KPI is on-target for the current reporting period.

Performance Trend Chart:

Percent of Employer Participation in CalPERS Annual Educational Forum

Number of unique employer registered

Baseline • On-Target • Target • Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

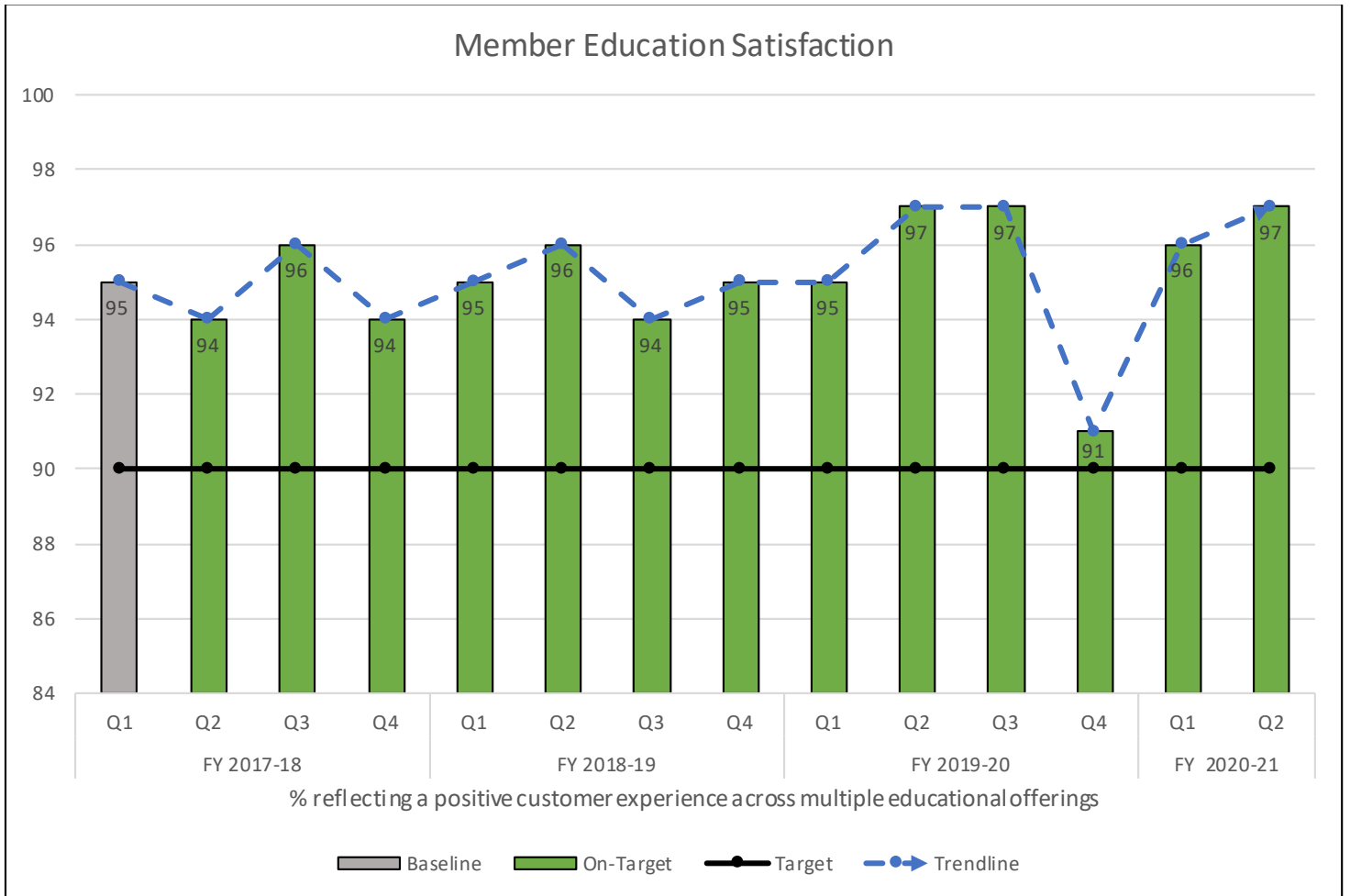| KPI Title:	Member Education Satisfaction
Executive Owner:	Anthony Suine
Outcome Measure:	Open & Transparent Communication
Core Process:	Educate Members, Employers & Stakeholders

Status:	On-Target
Numeric Status:	97%

Description:	The key performance indicator for member education measures satisfaction of our customers who attend educational offerings for members, including webinars, instructor-led training, computer-based training, and CalPERS Benefit Education Events. Closely monitoring satisfaction data ensures our educational offerings meet customer expectations. For the 2017-18 Fiscal Year, 95% of attendees reported satisfaction with member education offerings, exceeding performance targets and demonstrating an overall positive customer experience.
Baseline:	Fiscal Year 2017-18, Quarter 1: 95%
Target:	Achieve an overall satisfaction rate of 90%, reflecting a positive customer experience across multiple educational offerings
Refresh Frequency:	Quarterly
Reporting Range:	10/01/2020-12/31/2020
Thresholds:	On-Target: 80% or above At-Risk: 70% – 79% Off-Target: Below 70%

Status Narrative:

This KPI is on target for this reporting period.

Performance Trend Chart:

Member Education Satisfaction

% reflecting a positive customer experience across multiple educational offerings

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

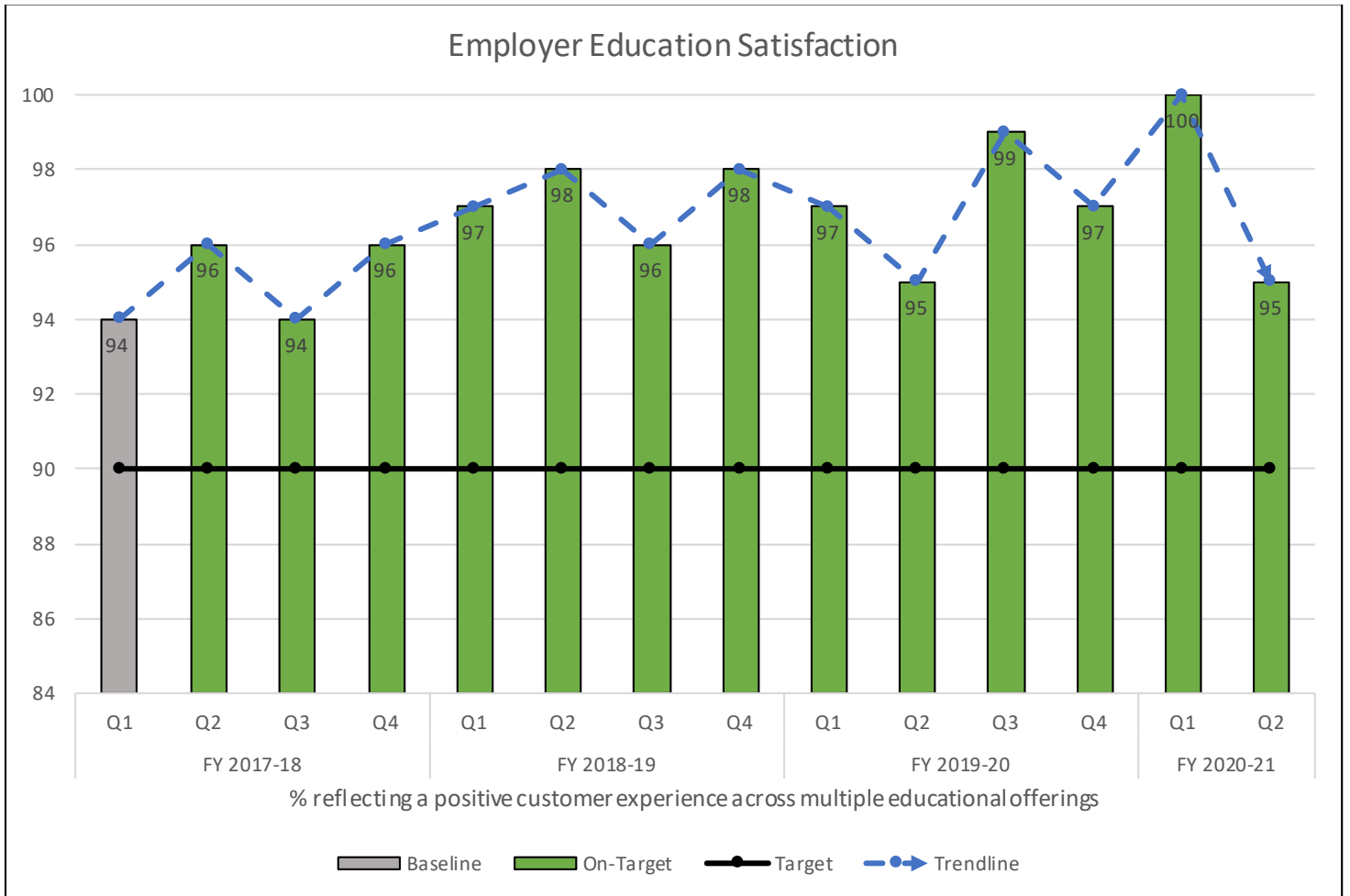| KPI Title:	Employer Education Satisfaction
Executive Owner:	Anthony Suine
Outcome Measure:	Open & Transparent Communication
Core Process:	Educate Members, Employers & Stakeholders

Status:	On-Target
Numeric Status:	95%

Description:	The key performance indicator for employer education focuses on measuring satisfaction of business partners who attend webinars, computer-based, and instructor-led training for business partners. The collection of this data ensures we effectively educate employers on our benefit programs and enable them to report accurate information to CalPERS on behalf of their employees. Satisfaction with our Employer Education offerings performed at 94% for the 2017-18 Fiscal Year, demonstrating the effectiveness of employer training courses.
Baseline:	Fiscal Year 2017-18, Quarter 1: 94%
Target:	Achieve an overall satisfaction rate of 90%, reflecting a positive customer experience across multiple educational offerings
Refresh Frequency:	Quarterly
Reporting Range:	10/01/2020–12/31/2020
Thresholds:	On-Target: 80% or above At-Risk: 70% – 79% Off-Target: Below 70%

Status Narrative:

This KPI is on-target for this reporting period.

Performance Trend Chart:

Employer Education Satisfaction

% reflecting a positive customer experience across multiple educational offerings

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

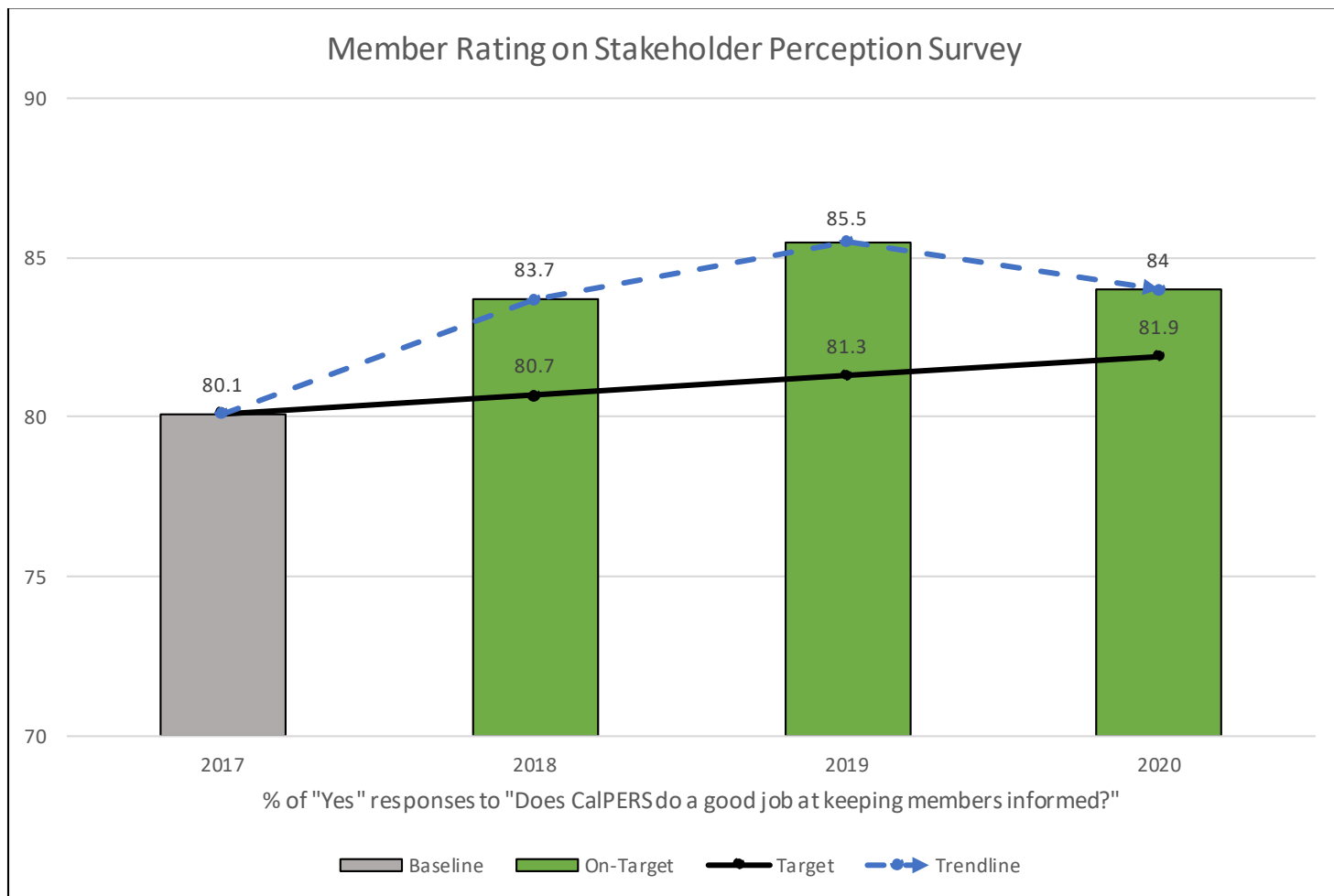| KPI Title:	Member Rating on Stakeholder Perception Survey
Executive Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Listening & Informing

Status:	Pending Refresh (in June 2021)
Numeric Status:	84.0 (as of March 2020)

Description:	The Stakeholder Perception Survey is administered every year to a randomized sampling of active and retired members from the public agency, State, and school employers that make up the System. The KPI is based on responses to the question "Does CalPERS do a good job of keeping members informed?" This question provides the clearest insight into our members' perception of CalPERS' efforts towards communicating proactively with our members, and reflects on our operational outcome measure of open and transparent communication.
Baseline:	The baseline for this measure is 80.1% of members answering "yes" to the question "Does CalPERS do a good job keeping members informed?" The baseline was established from the score in the survey administered in January 2017, with results reported to the Board in May 2017.
Target:	Increase score by 3 percentage points from baseline of 80.1% to 83.1% in five years, with an average 0.6 percentage point increase per year. The survey will be administered every January, to provide a fair and consistent interval between data periods.
Refresh Frequency:	Annually, June
Reporting Range:	04/2019 – 03/2020
Thresholds:	On-Target: Score meets or exceeds target increase of 0.6% from the baseline figure each year
	At-Risk: Score remains the same or increases by less than 0.6% from the baseline figure each year
	Off-Target: Score decreases from the baseline figure

Status Narrative:
The scores for this KPI was on-target, despite a slight decrease from last year's score.

Performance Trend Chart:

Member Rating on Stakeholder Perception Survey

% of "Yes" responses to "Does CalPERS do a good job at keeping members informed?"

Legend: Baseline, On-Target, Target, Trendline

Data points:
- 2017: 80.1 (Baseline)
- 2018: 83.7 (Trendline), 80.7 (Target)
- 2019: 85.5 (Trendline), 81.3 (Target)
- 2020: 84 (Trendline), 81.9 (Target)

2020-21 Key Performance Indicator Summary (Quarter 2)

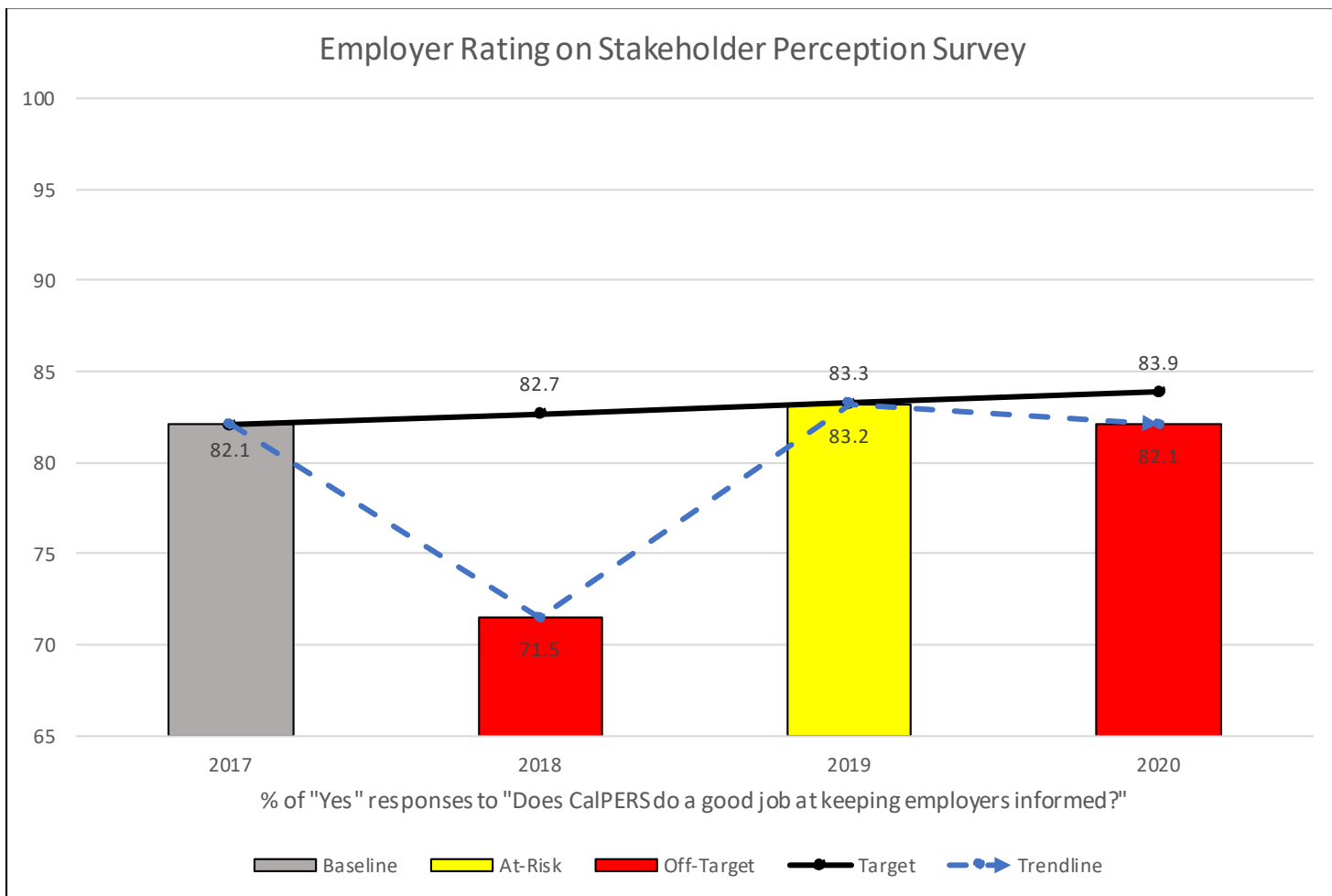| KPI Title:	Employer Rating on Stakeholder Perception Survey
Executive Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Listening & Informing

Status:	Pending Refresh (in June 2021)
Numeric Status:	82.1 (as of March 2020)

Description:	The Stakeholder Perception Survey is administered every year to employers at many different levels from the public agency, State, and school employers that make up the System. The KPI is based on responses to the following question; "Does CalPERS do a good job of keeping employers informed". This question provides the clearest insight into our employers' perception of CalPERS' efforts towards communicating across all channels, including in-person, via phone, employer bulleting, circular letters, and outreach meetings.
Baseline:	The baseline for this measure is 82.1% of members answering "yes" to the question "Does CalPERS do a good job keeping employers informed?" The baseline was established from the score in the survey administered in January 2017, with results reporting to the Board in May 2017.
Target:	Increase score by 3 percentage points from baseline of 82.1% to 85.1% in five years, with an average 0.6 percentage point increase per year. The survey will be administered every January, to provide a fair and consistent interval between data periods.
Refresh Frequency:	Annually, June
Reporting Range:	04/2019-03/2020
Thresholds:	On-Target: Score meets or exceeds target increase of 0.6% from the baseline figure each year
	At-Risk: Score remains the same or increases by less than 0.6% from the baseline figure each year
	Off-Target: Score decreases from the baseline figure

Status Narrative:

Our rating on this KPI decreased from last year and was not on track to meet our goal for the five-year increase from 82.1% to 85.1%. The employer community continues to express concerns about a variety of matters in relation to CalPERS pensions, and the scores reflect that dissatisfaction.

Performance Trend Chart:

Employer Rating on Stakeholder Perception Survey

% of "Yes" responses to "Does CalPERS do a good job at keeping employers informed?"

Legend: Baseline | At-Risk | Off-Target | Target | Trendline

Data points:
- 2017: 82.1 (Baseline)
- 2018: 71.5 (Off-Target)
- 2019: 83.2 (At-Risk)
- 2020: 82.1 (Off-Target)

Target line: 82.1, 82.7, 83.3, 83.9

2020-21 Key Performance Indicator Summary (Quarter 2)

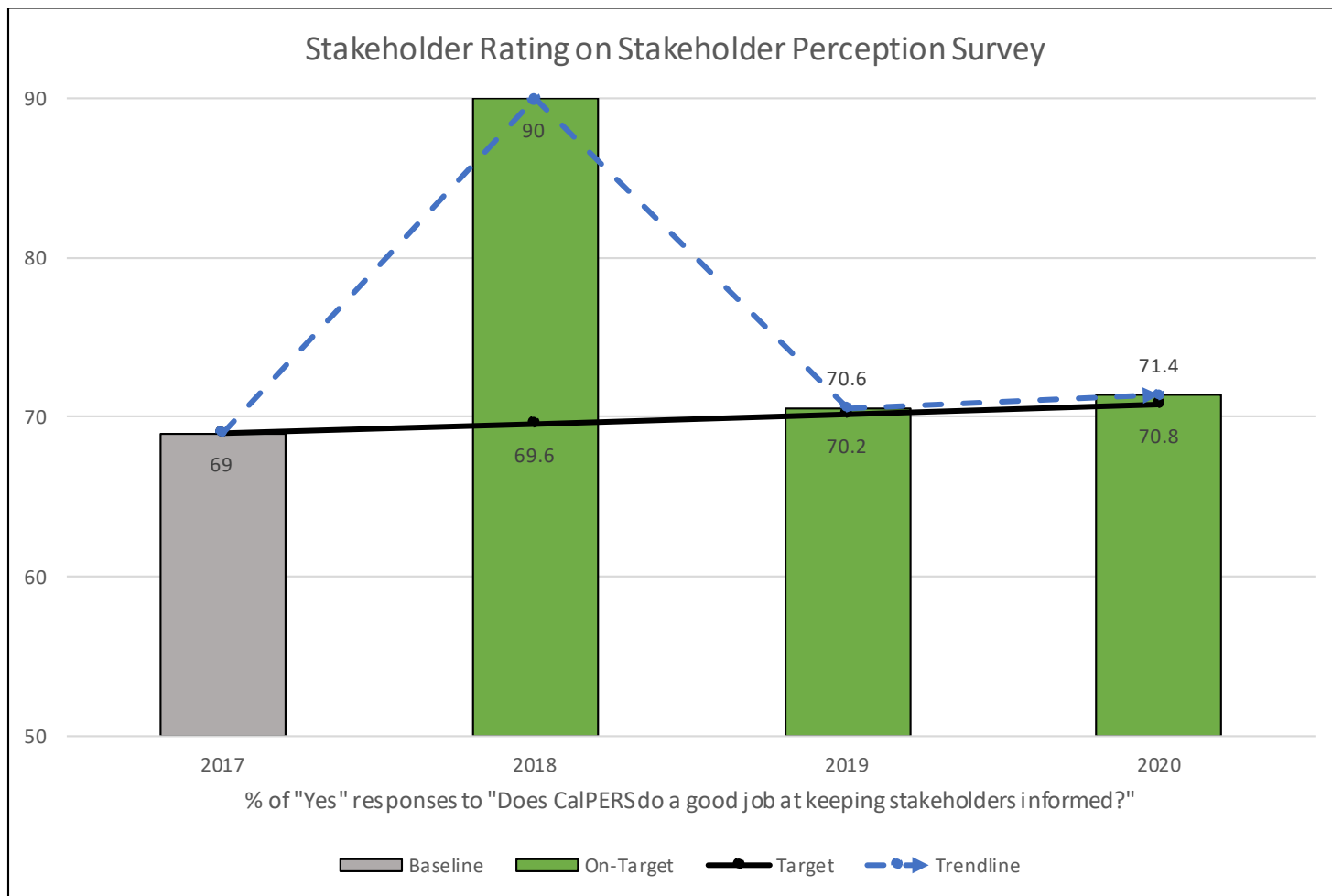| KPI Title:	Stakeholder Rating on Stakeholder Perception Survey
Executive Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Listening & Informing

Status:	Pending Refresh (in June 2021)
Numeric Status:	71.4 (as of March 2020)

Description:	The Stakeholder Perception Survey is administered every year to a list of the 75 stakeholder leaders with whom CalPERS is most closely engaged. These stakeholders represent members, employers, retirees, private sector business, the Legislature, peer pension funds, and business partners. The KPI is based on responses to the following question: "Does CalPERS do a good job of keeping stakeholders informed". This question provides the clearest insight into our stakeholders' perception of CalPERS' efforts to communicate and be responsive.
Baseline:	The baseline for this measure is 69% of surveyed stakeholders answering "yes" to the to the question "Does CalPERS do a good job keeping stakeholders informed?" The baseline was established from the score in the survey administered in January 2017, with results reported to the Board in May 2017.
Target:	Increase score by 3 percentage points from baseline of 69% to 72% in five years, with an average 0.6 percentage point increase per year. The survey will be administered every January, to provide a fair and consistent interval between data periods.
Refresh Frequency:	Annually, June
Reporting Range:	04/2019 – 03/2020
Thresholds:	On-Target: Score meets or exceeds target increase of 0.6% from the baseline figure each year
	At-Risk: Score remains the same or increases by less than 0.06% from the baseline figure each year
	Off-Target: Score decreases from the baseline figure

Status Narrative:
Our score of 71.4 was within the target threshold for this KPI.

Performance Trend Chart:

Stakeholder Rating on Stakeholder Perception Survey

% of "Yes" responses to "Does CalPERS do a good job at keeping stakeholders informed?"

Legend: Baseline, On-Target, Target, Trendline

Data values:
- 2017: 69 (Baseline)
- 2018: 90 (trendline), 69.6 (On-Target)
- 2019: 70.6 (trendline), 70.2 (On-Target)
- 2020: 71.4 (trendline), 70.8 (On-Target)

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Community Outreach Efforts
Executive Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Listening & Informing

Status:	Pending Refresh (in June 2021)
Numeric Status:	63,957 (as of FY 2019-20)

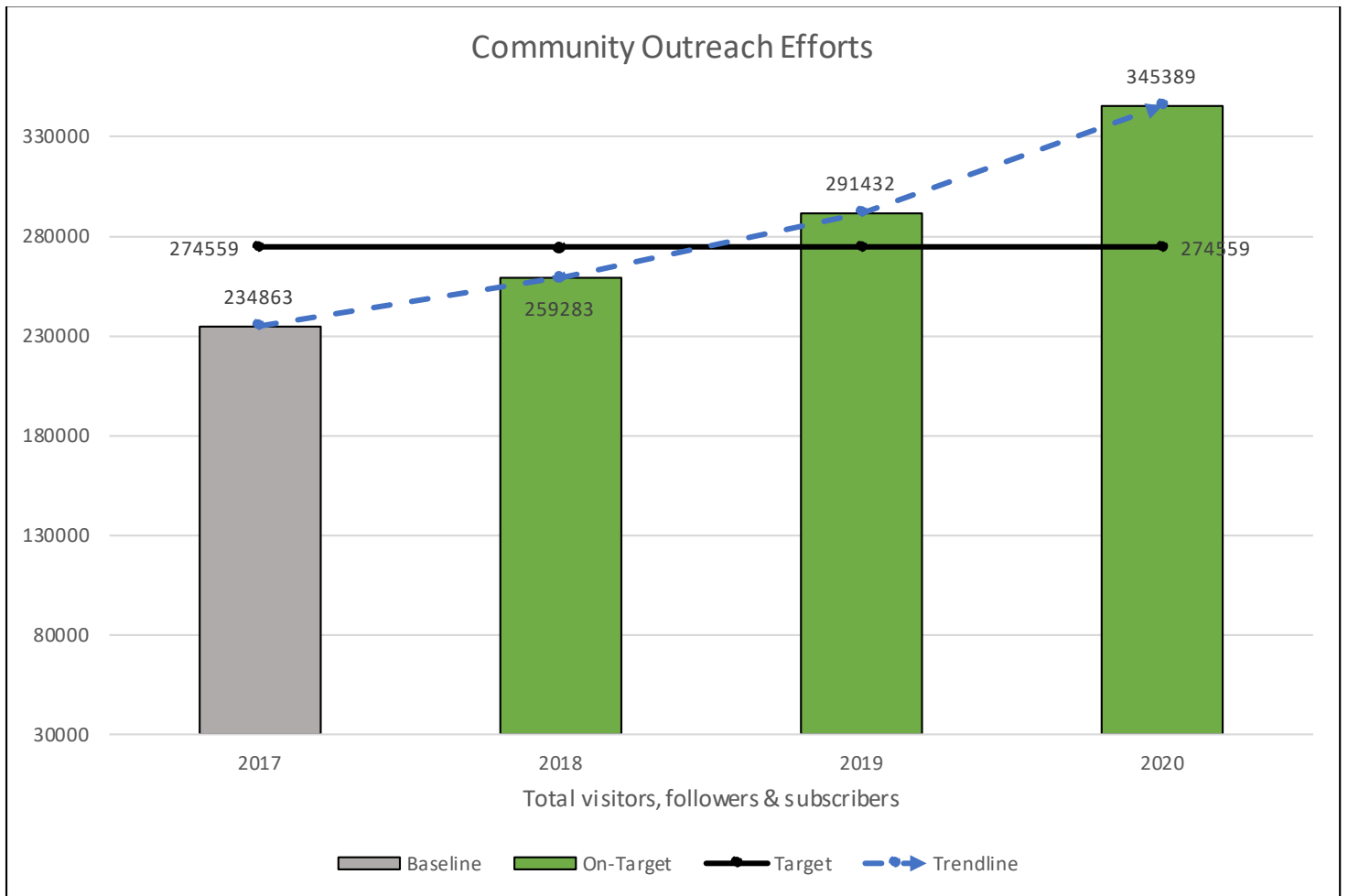|	
Description:	This KPI measures our efforts to modernize CalPERS' communications and outreach to improve agility and maximize reach, response, and reputation while increasing programmatic and operational efficiencies.
	Factors:
	• Visits to Public Website
	• Total Social Media Followers
	• CalPERS News and Ambassador Newsletter Email Subscriptions
Baseline:	234,863 Total Visitors, Followers & Subscribers (as of 07/01/17)
Target:	274,559 Total Visitors, Followers & Subscribers (by 06/30/22)
	• Total Increase (over 5 years): 39,696
	• Annual Increase: 7,939
Refresh Frequency:	Annually, June
Reporting Range:	FY 2019-20
Thresholds:	On-Target: 7,939 and above
	At-Risk: 7,000 – 7,938
	Off-Target: Below 7,000

Status Narrative:
As of June 30, 2020, there were 345,389 **Total Visitors, Followers & Subscribers**.

The **annual increase** was 63,957 users (July 1, 2019 – June 30, 2020)

The **total increase** was 96,106 users (July 1, 2017 - June 30, 2020).

This KPI was On-Target.
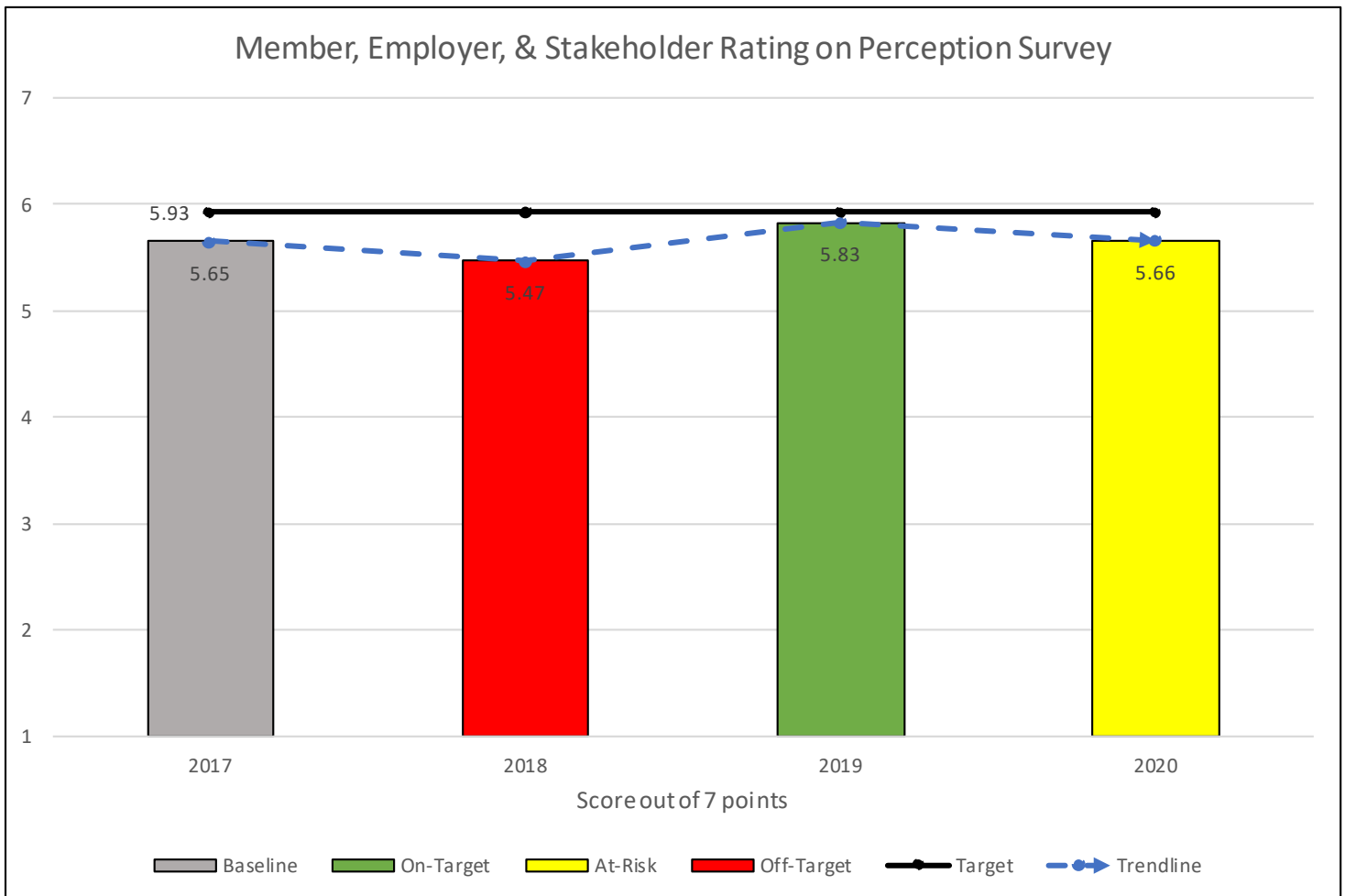
Performance Trend Chart:

Community Outreach Efforts

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Member, Employer, & Stakeholder Rating on Perception Survey
Executive Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Brand Reputation

Status:	Pending Refresh (in June 2021)
Numeric Status:	5.66 (as of March 2020)

Description:	The Stakeholder Perception Survey is administered every year to members (active, inactive, and retired), employers of all levels, and stakeholder leaders. The KPI is based on responses to the following survey question: "My overall perception of CalPERS is positive". Respondents are asked to indicate their agreement on a scale ranging from Strongly Agree (7) to Strongly Disagree (1). Each response is assigned a numerical value, as follows:

Strongly Agree: 7
Agree: 6
Somewhat Agree: 5
Neither Agree nor Disagree: 4
Somewhat Disagree: 3
Disagree: 2
Strongly Disagree: 1

The combined average score from all of these segments offers the clearest insight into the overall brand reputation of CalPERS.

Baseline:	The baseline for this measure is a score of 5.65, out of a possible 7, which is roughly between "Somewhat agree" and "Agree". The baseline was established from the results of the Stakeholder Perception Survey, administered in January 2017, with results reported to the Board in 05/2017.
Target:	Increase score by 5% (0.28) to 5.93 in five years, with an average increase of 0.056 points per year
Refresh Frequency:	Annually, June
Reporting Range:	04/2019 – 03/2020
Thresholds:	On-Target: Score meets or exceeds target yearly increase of 0.056 from the baseline figure each year
	At-Risk: Score remains the same or increases by less than 0.056 from the baseline figure each year
	Off-Target: Score decreases from the baseline figure

Status Narrative:

Scores on this year's annual Stakeholder Perception Survey were slightly lower across many categories. We believe that the primary root cause was the timing of the survey: it was administered between March 9 and March 22 of 2020. This two-week period directly overlaps with the time that the COVID-19 pandemic was at its disruptive peak, including shelter-in-place directives, massive transition from office to remote work, sharp stock market declines, and very real concern that the health care system itself would be overwhelmed. While CalPERS did an abundant amount of communication, maintained services, and there was no interruption to health or pension benefits, it appears to have lowered perception scores slightly. We will continue to message our to stakeholders, members, and employers across all channels on developments, service issues, policies and budget issues that impact pensions, health care and investments.

Performance Trend Chart:

Member, Employer, & Stakeholder Rating on Perception Survey

Score out of 7 points

Legend: Baseline — On-Target — At-Risk — Off-Target — Target — Trendline

Values: 2017: 5.65 (Baseline), 2018: 5.47 (Off-Target), 2019: 5.83 (On-Target), 2020: 5.66 (At-Risk), Target: 5.93

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Project Portfolio Health
Executive Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Leveraging Technology

Status:	On-Target
Numeric Status:	100 %

Description:	This KPI measures the overall health component of Board Reportable Projects in the portfolio. The score is calculated using the project size and overall health score. Projects are weighted based on the project size which is determined based on complexity, duration, and budget. Projects with a larger size have a greater weight and impact the overall KPI status.
Baseline:	The baseline measurement, taken from Board Reportable Projects as of 9/29/17, is 77%.
Target:	The target is 70% of the projects in the portfolio are On-Target for the next fiscal year.
Refresh Frequency:	Quarterly
Reporting Range:	10/01/20 – 12/31/20
Thresholds:	
	On-Target: 70% or above
	At-Risk: 54% to 69%
	Off-Target: Less than 54%

Status Narrative:

The Board Reportable Project KPI in on-target for the current reporting period.

Performance Trend Chart:

Project Portfolio Health

% of IT Board reportable projects on target

Legend: Baseline | On-Target | At-Risk | Target | Trendline

FY	Quarter	Value
FY2017-18	Q1	77
FY2017-18	Q2	86
FY2017-18	Q3	74
FY2017-18	Q4	100
FY2018-19	Q1	61
FY2018-19	Q2	71
FY2018-19	Q3	62
FY2018-19	Q4	69
FY 2019-20	Q1	81
FY 2019-20	Q2	100
FY 2019-20	Q3	100
FY 2019-20	Q4	100
FY 2020-21	Q1	100
FY 2020-21	Q2	100
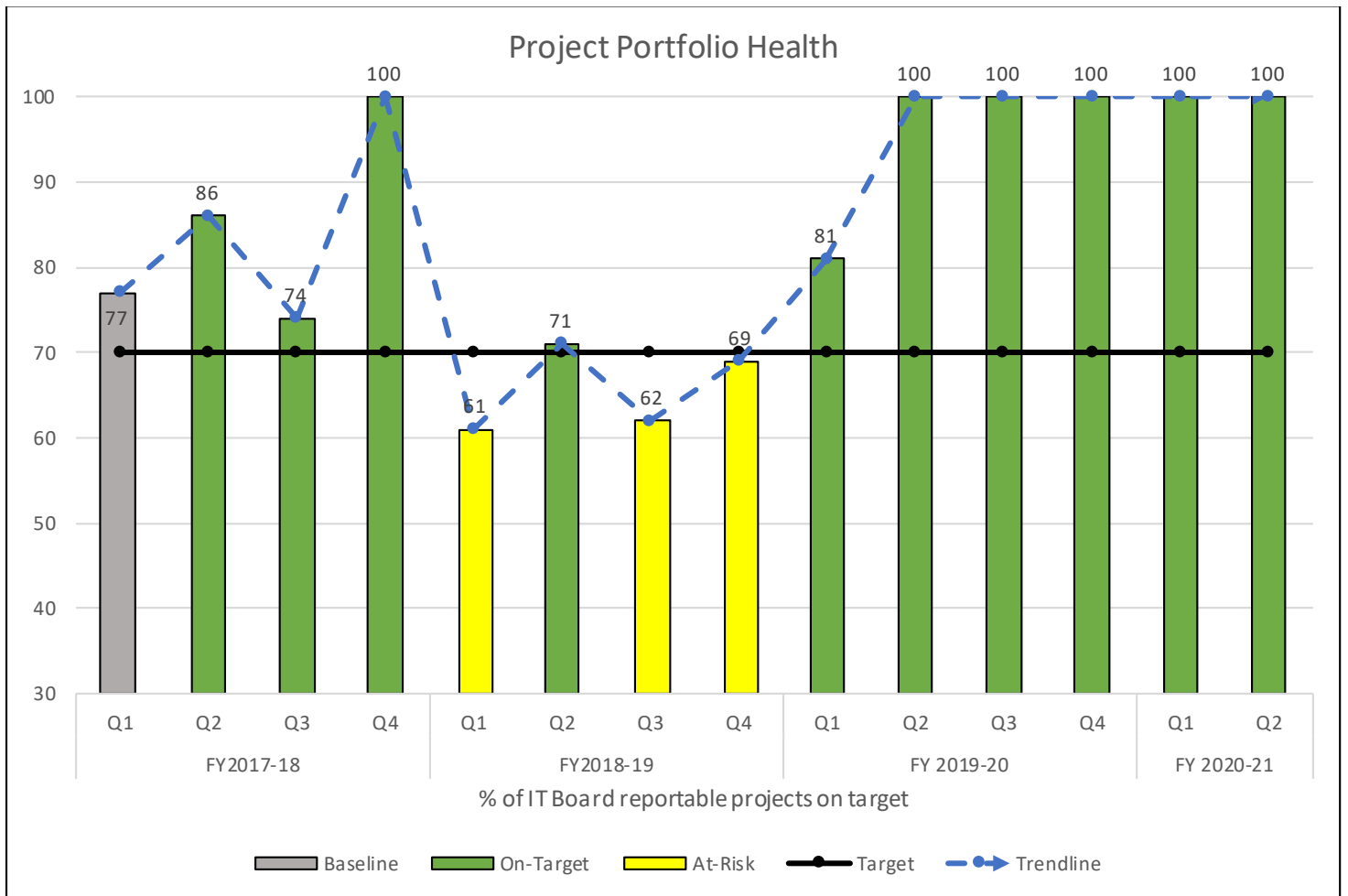
Information Technology Projects Dashboard

Report Date: 12/31/20

Project Name	Status	Start Date	End Date	Total Budget	Total Expenditures	Overall Health
Investment Data Strategy	Active	7/1/2019	6/30/2023	$7,500,000	$2,309,448	🟢

2020-21 Key Performance Indicator Summary (Quarter 2)

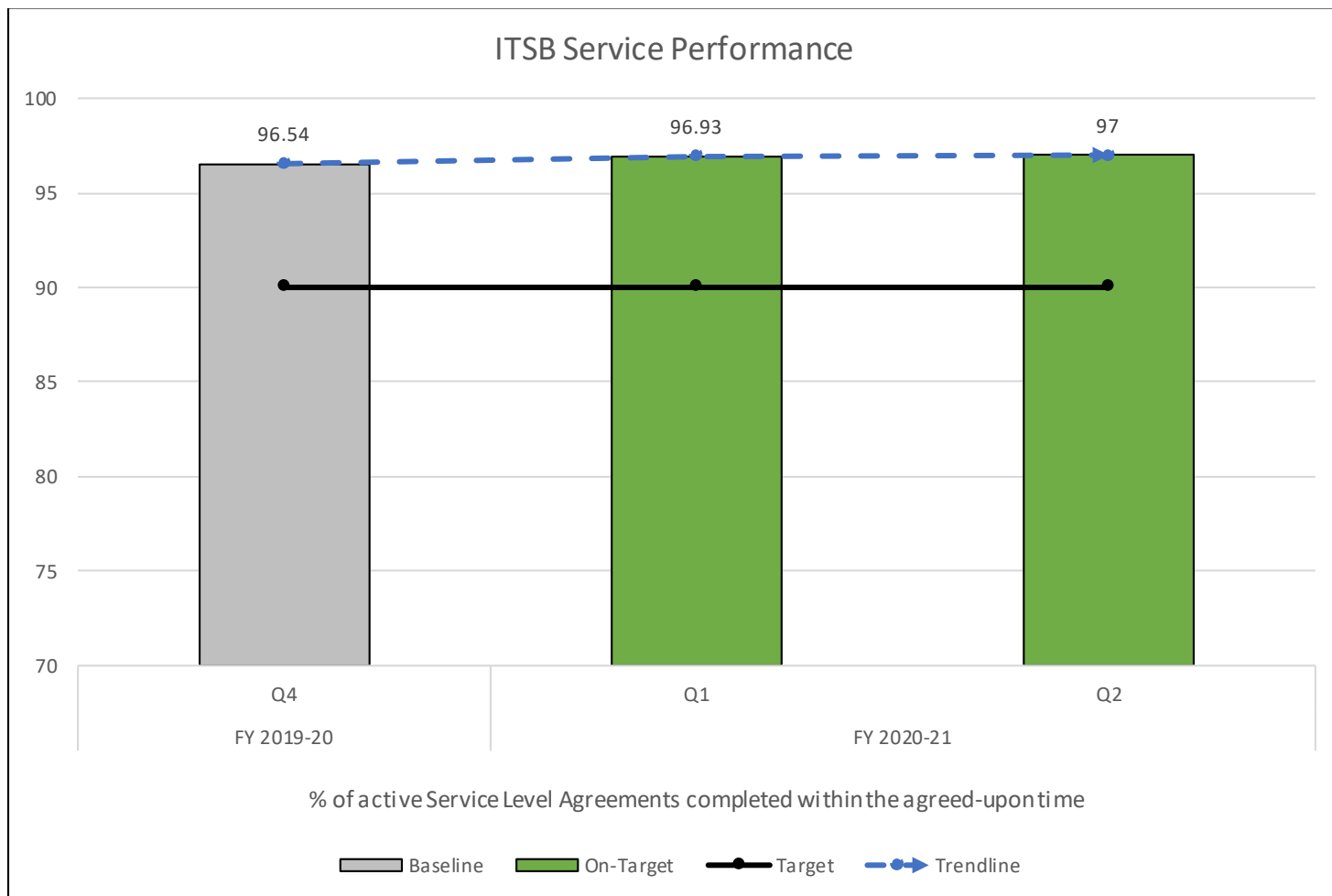| KPI Title:	ITSB Service Performance
Executive Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Leveraging Technology

Status:	On-Target
Numeric Status:	97.0

Description:	This KPI measures the overall health of the performance of ITSB services. The score is calculated using an aggregate of all the active Service Level Agreements (SLA). These SLAs are in place to ensure customer service is provided at the mutually agreed upon service targets.
Baseline:	The baseline measurement, taken from ServiceNow as of 6/30/2020, is 96.54%.
Target:	90% of active Service Level Agreements will be completed within the agreed-upon time frame
Refresh Frequency:	Quarterly
Reporting Range:	10/01/20 – 12/31/20
Thresholds:	
	On-Target: 90% or above
	At-Risk: 80% to 89.9%
	Off-Target: Less than 80%

Status Narrative:

This KPI is on-target for the current reporting period.

Performance Trend Chart:

ITSB Service Performance

% of active Service Level Agreements completed within the agreed-upon time

Legend: Baseline | On-Target | Target | Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Timely Resolution of Employer Reviews
Executive Owner:	Anthony Suine
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	On-Target
Numeric Status:	80%

Description:	Timely resolution of Employer Reviews ensures compliance with CalPERS Audit Resolution Policy of closing observations within 12 months of issuance.
	When a final Employer Review audit report is issued, the appropriate program areas have up to 12 months to assist the agency into gaining compliance with Public Employees' Retirement Law (PERL) and its contract with CalPERS. This measure supports the Audit Compliance & Resolution Process established in 2017 to hold employers accountable to resolving findings in a timely manner.
Baseline:	As of June 30, 2020 it was 83%
Target:	80% of Employer Review Observations closed within 12 months
Refresh Frequency:	Quarterly
Reporting Range:	10/01/2020-12/31/2020
Thresholds:	On-Target: 70% and above
	At-Risk: 60% - 69%
	Off-Target: 59% and below

Status Narrative:

This KPI is on-target for this reporting period.

Performance Trend Chart:

Timely Resolution of Employer Reviews

% of employer reviews closed within 12 months of issuance

| | | 100 | 70 | 100 |

2020-21 Key Performance Indicator Summary (Quarter 2)

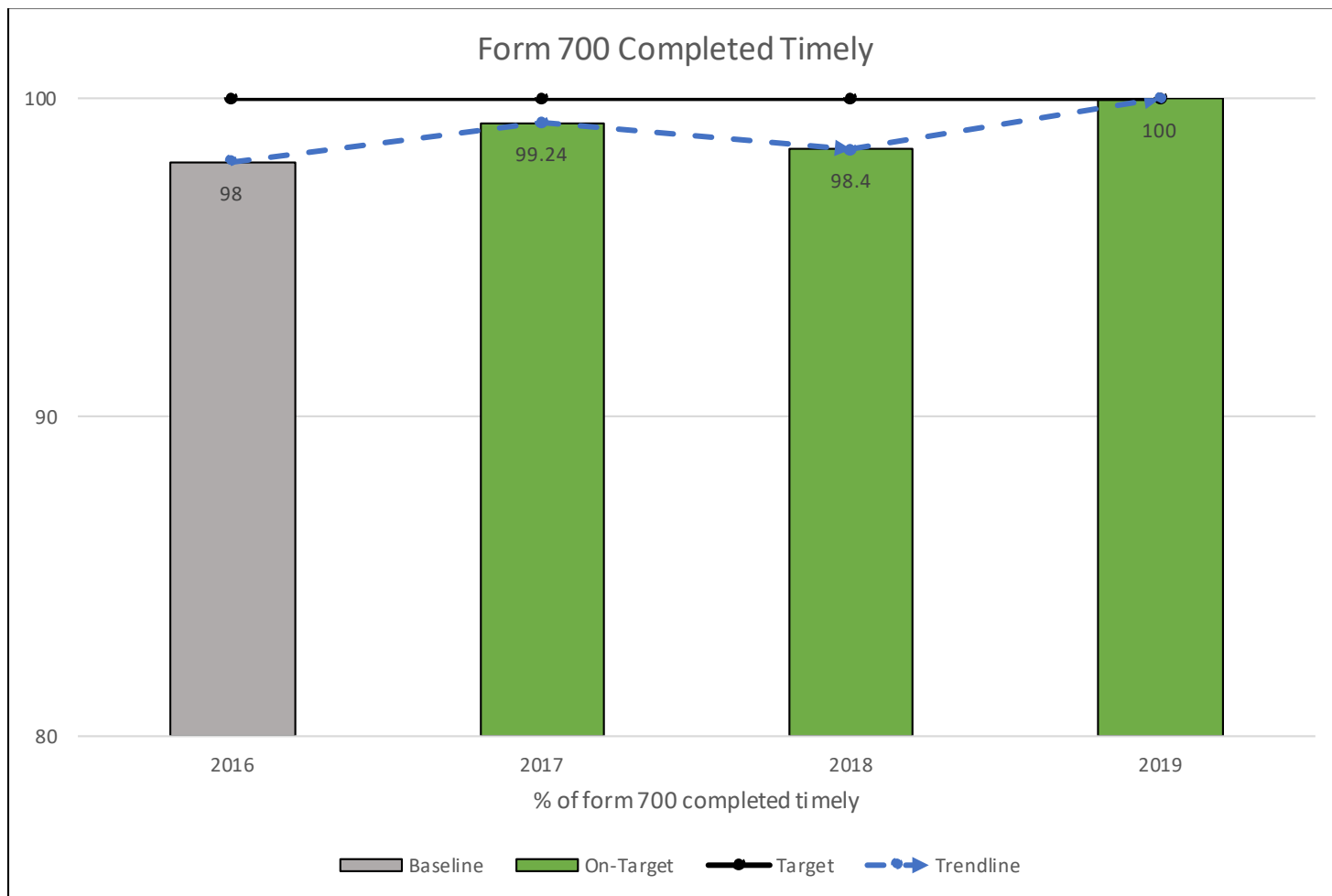| KPI Title:	Form 700 Completed Timely
Executive Owner:	Marlene Timberlake D'Adamo
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Pending Refresh (in June 2021)
Numeric Status:	100% (for 2019)

Description:	The KPI measures the performance of the Core Process by setting standards for performance (baseline and target).
	Timely submission of Annual Statement of Economic Interests (Form 700) by Board members, employees, and third parties.
	The KPI measure influences the Operational Outcome Measure by prompting changes to processes and procedures that promote and increase compliance
Baseline:	98%
Target:	100%
Refresh Frequency:	Annually, June
Reporting Range:	01/01/19 – 12/31/19
Thresholds:	On-Target: 90% to 100% At-Risk: 75% to 89% Off-Target: below 75%

Status Narrative:

ECOM continues to enhance the tools and processes for identifying and receiving Form 700 Statements timely.

Performance Trend Chart:

Form 700 Completed Timely

% of form 700 completed timely

Legend: Baseline, On-Target, Target, Trendline

2016: 98
2017: 99.24
2018: 98.4
2019: 100

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Mandated Training Compliance
Executive Owner:	Marlene Timberlake D'Adamo
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Pending Refresh (in June 2021)
Numeric Status:	98.85 (as of June 2020)

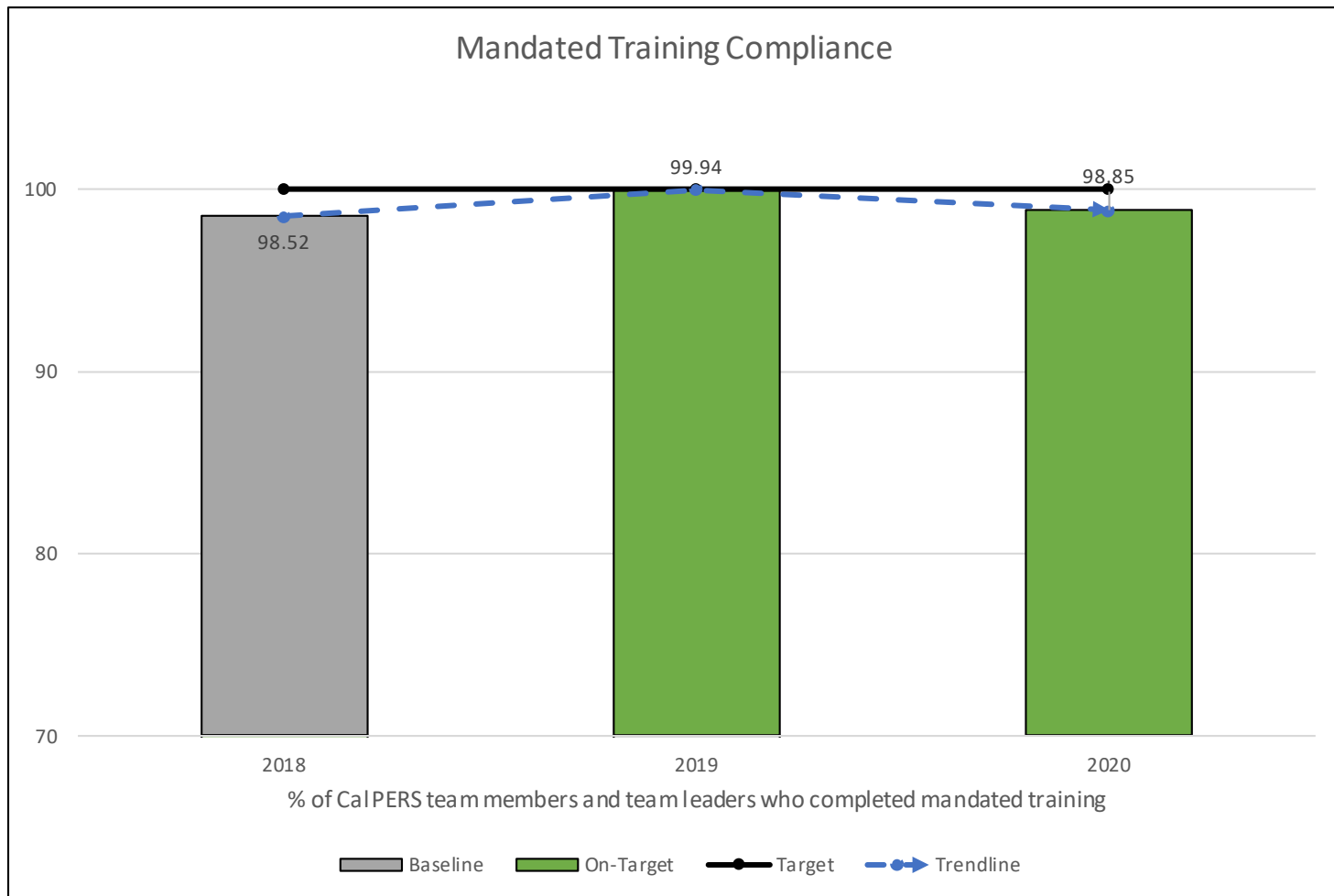|	
Description:	This KPI measures mandated training for all CalPERS officers and employees. There are six types of mandated training, the first four listed below were due by December 31, 2017 and the last two were due by June 30, 2018. However, the "Status" provides a weighted average for all mandated training for the fiscal year.
Baseline:	98.52% (combined weighted average) for FY 2017-2018 as of June 2018 which is comprised of: Workplace Violence Prevention – 98% Harassment Prevention for Employees -97.9% Harassment Prevention for Supervisors – 98.76% Mandatory State Officials – Ethics Training Course for Form 700 Filers – 99.2% Health Insurance Portability Accountability Act – 98.67% Information Security Awareness – 98.59%
Target:	Target is 100% for each mandated training module
Refresh Frequency:	Annually, June
Reporting Range:	July 1, 2019 to June 30, 2020
Thresholds:	On-Target: ≥ 97% At-Risk: 90-96% Off-Target: ≤ 89%

Status Narrative:

The weighted average as of June 30, 2020, was 98.85%. The training completion rates have been separated below:

Workplace Violence Prevention – 99.96%

Harassment Prevention for Team Members – 99.95%

Harassment Prevention for Team Leaders – 100.0%

Mandatory State Officials – Ethics Training Course for Form 700 Filers – 93.2%

Health Insurance Portability Accountability Act – 100.0%

Information Security Awareness – 100.0%

Please note, Workplace Violence Prevention, Harassment Prevention for Team Members, and Harassment Prevention for Team Leaders are biennial trainings therefore this year's annual training rates will only reflect

new employees who joined the organization and are required to take the training as part of their onboarding process.

Performance Trend Chart:

Mandated Training Compliance

% of CalPERS team members and team leaders who completed mandated training

Legend: Baseline, On-Target, Target, Trendline

Data points: 2018 = 98.52, 2019 = 99.94, 2020 = 98.85

2020-21 Key Performance Indicator Summary (Quarter 2)

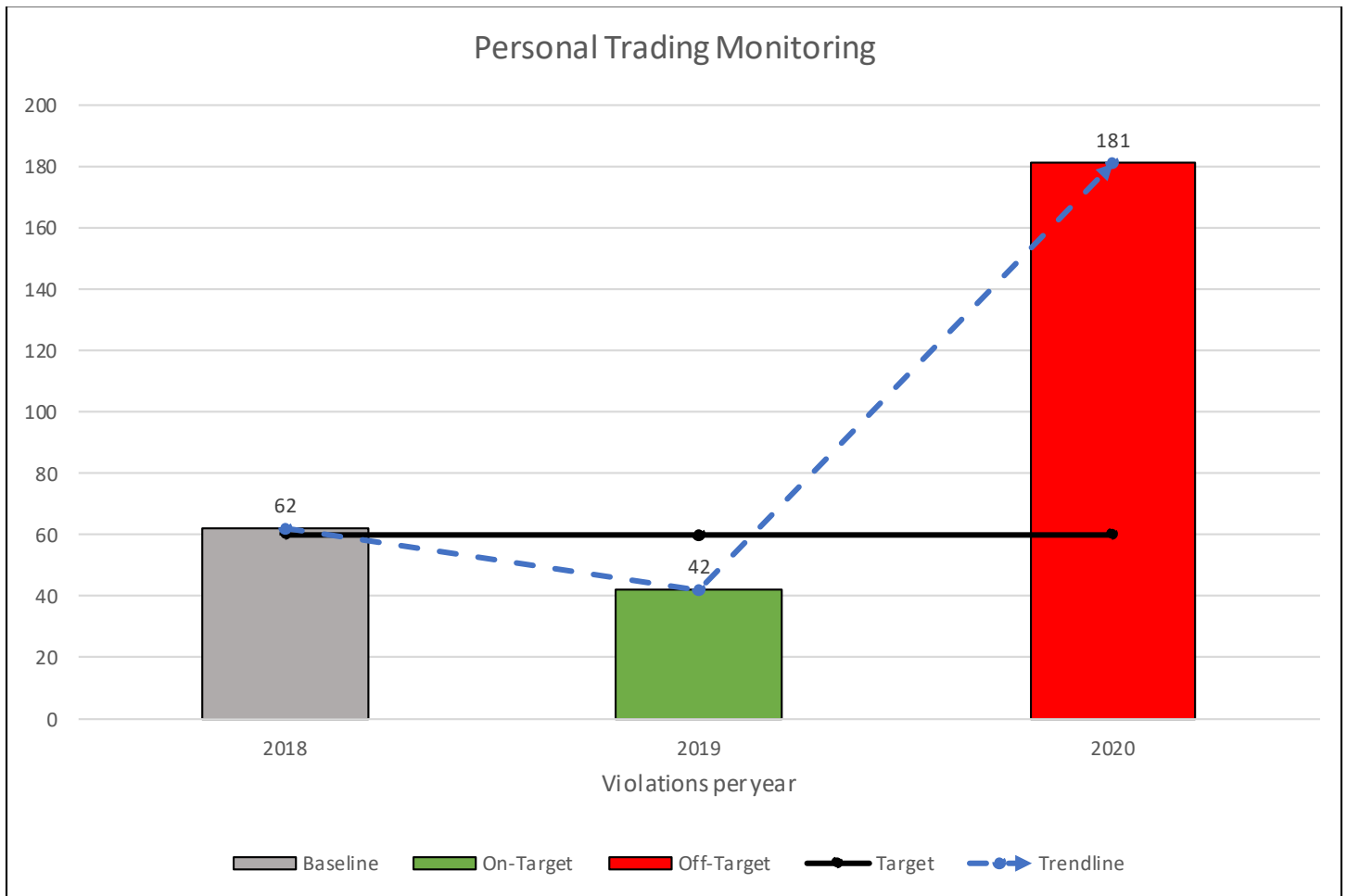| KPI Title:	Personal Trading Monitoring
Executive Owner:	Marlene Timberlake D'Adamo
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Pending Refresh (in June 2021)
Numeric Status:	181 (for FY 2019-20)

Description:	Measure all violations to CalPERS Personal Trading Regulations. CalPERS maintains regulations around the personal trading activities of Covered Persons to help ensure that CalPERS complies with federal and state laws around the misuse of material, non-public information.
Baseline:	62 violations per year
Target:	Zero
Refresh Frequency:	Annually, June
Reporting Range:	Previous fiscal year snapshot, 07/01/19 to 06/30/20
Thresholds:	On-Target: ≤ 60 violations At-Risk: 61-70 violations Off-Target: ≥ 80 violations

Status Narrative:

CalPERS goal is to continuously improve the Personal Trading program in pursuit of increase compliance and reduction of violations of the Regulations. With the current environment of a health pandemic, recession and extreme market volatility, it is important for the program to be nimble. The enhancements put into place in the previous fiscal year will improve the program regarding notifications and increased training.

Performance Trend Chart:

Personal Trading Monitoring

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Ensure Evacuation Readiness
Executive Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Pending Refresh (in September 2021)
Numeric Status:	85% (as of September 2020)

|	
Description:	This KPI is focused on increasing the overall health and safety of all team members in the organization by ensuring they are equipped with the tools to efficiently and effectively evacuate during an emergency. To achieve this, the following tasks are performed: hold an annual evacuation drill; work to obtain appropriate team member to Floor Warden Team (FWT) and Emergency Response Team (ERT) ratios; hold ERT and FWT trainings and mock drills; and work to increase the visibility of, and education around, the emergency assistance program for those with special assistance needs.
Baseline:	The baseline for Fiscal Year 16/17 is 77%. It is a combined average of 77% Floor Warden Team (FWT) and 78% Emergency Response Team (ERT) participation.
Target:	The target is to achieve a combined average of 80% or greater on the FWT and ERT participation rate.
Refresh Frequency:	Annually, September
Reporting Range:	FY 2019-20
Thresholds:	On-Target: > 80% ERT and FWT participation At-Risk: 75 - 80% ERT and FWT participation Off-Target: < 75% ERT and FWT participation

Status Narrative:

As of September 2020, this KPI reported at 85% and was On-Target. In addition to maintaining strong participation on both the Floor Warden and Emergency Response teams, earthquake and fire drills are conducted throughout the year, and in November 2019, the first-ever Active Shooter Drill was held onsite in partnership with California Highway Patrol, Sacramento Police and Fire, and the U.S. Department of Homeland Security (DHS).

To prepare for this drill, an Active Shooter Response Plan (Plan) was developed, Active Shooter Response Training was held in August 2019 with DHS, multiple communications and resources were provided to team members, and letters were sent to neighboring residents and businesses to assuage any concerns. It was beneficial to the enterprise in a number of ways, including allowing team members to learn and practice their response according to the Plan, first responders to become familiar with CalPERS buildings, and the Plan to be evaluated for improvement.

In March 2020, a pandemic was declared by the World Health Organization and the organization moved into a majority telework environment. The Floor Warden and Emergency Response Teams are being engaged virtually

to maintain their knowledge of their roles and educate them on information and responses to a variety of disasters.

Performance Trend Chart:
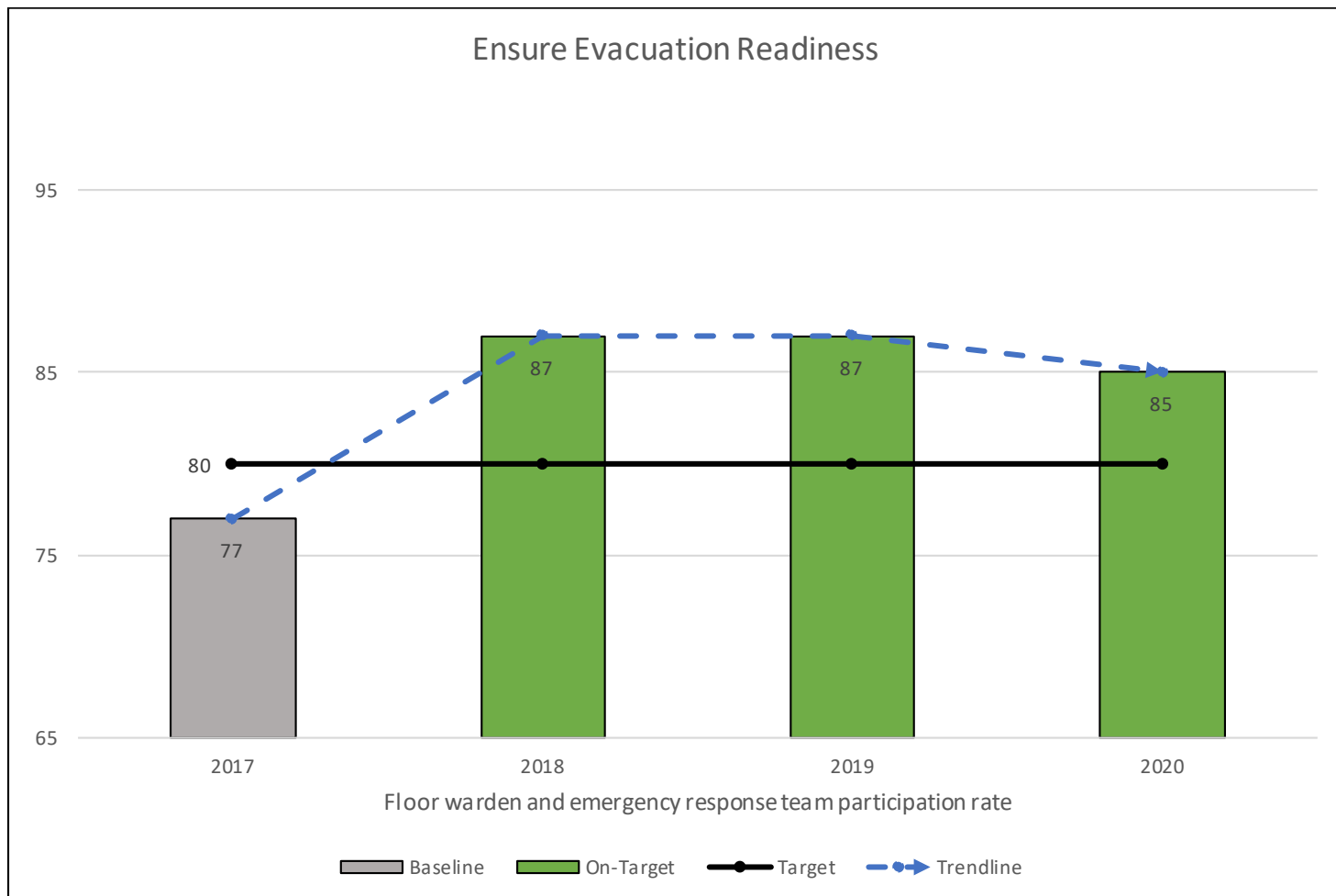
2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Business Continuity Readiness - INFORMATIONAL
Executive Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

Description:	This KPI supports CalPERS' mission of delivering retirement and health care benefits to members and their beneficiaries during disaster recovery and maintaining CalPERS' ability to remain effective after an interruption to business operations.
Baseline:	Not applicable as KPI is Informational
Target:	Not applicable as KPI is Informational
Refresh Frequency:	Annually, July
Reporting Range:	FY 2019-20
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

One of the most important components of Business Continuity for CalPERS is the Enterprise Plan, which contains the Pandemic Preparedness, Response, and Recovery Plan (Pandemic Plan) appendix. This plan was activated in February of 2020 in response to COVID-19. By following the recommendations in the Pandemic Plan, appropriate measures were taken to protect team members and ensure continuity of business. Some of the key steps taken in conjunction with Human Resources, Public Affairs, and Health were: establishing a COVID-19 daily workgroup; educating team members on proper handwashing protocol and hygiene; distributing hand sanitizer and disinfectant wipes to divisions; increasing sanitizing of high-touch areas; and implementing social distancing. In partnership with the Information Technology Services Branch, team members whose processes can be performed offsite were provided remote access.

In May 2020, a survey and preliminary Return to Office Plan were submitted to the California Government Operations Agency (GovOps). On July 8, 2020, the Return to Office Plan was distributed to the enterprise, including, state and county guidance and best practice to create a safe environment for our team members when they return to campus, as well as keep team members currently working on campus safe. The plan includes how to maintain a healthy building, protective supplies available to team members, and guidance for team members when onsite. The plan applies to vendors, consultants, and visitors as well. Continuing our partnership with Human Resources, Public Affairs, and Health, pertinent information was communicated to the enterprise through signage posted throughout the building, emails, articles, and Marcie's web chats.

CalPERS also donated over 2,000 gloves and n95s (masks) to local hospitals in the beginning of the pandemic to help address shortages hospitals were experiencing with Personal Protective Equipment (PPE).

2020-21 Key Performance Indicator Summary (Quarter 2)

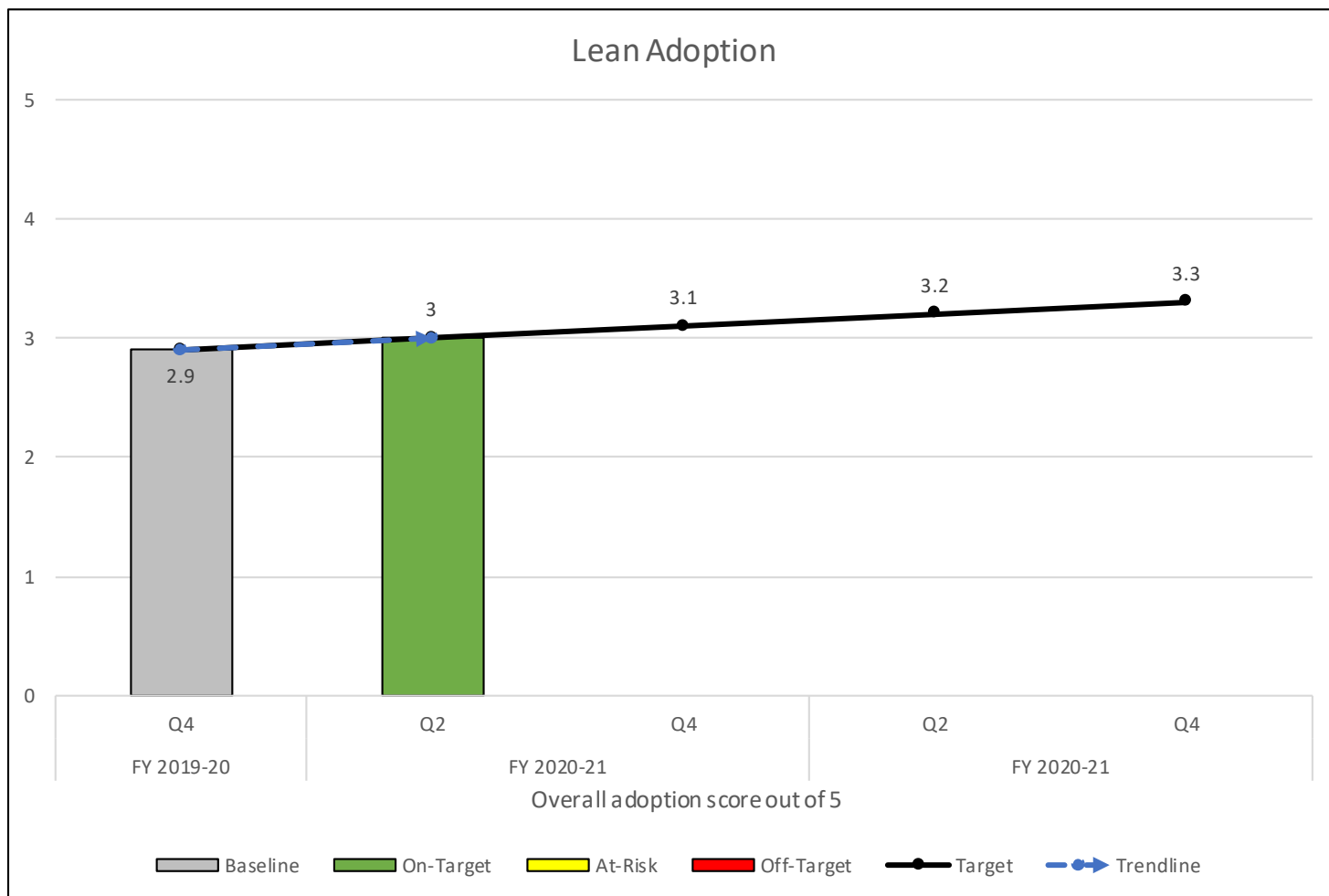| KPI Title:	Lean Adoption
Executive Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	On-Target
Numeric Status:	3.0

Description:	Lean is a continuous business process improvement approach to reduce waste and increase value to customers. This KPI measures factors that impact the adoption of Lean, including training participation, leadership support, team engagement, Lean practice and application, strategic alignment, and process improvement results. As Lean continues to expand throughout the organization, we may identify additional factors to further measure adoption.
Baseline:	As of June 2020, the overall adoption score was 2.9 out of 5.0.
Target:	Overall adoption score of 3.3 by June 30, 2022
Refresh Frequency:	Semi-Annually, Quarter 2 and Quarter 4
Reporting Range:	06/30/20 – 12/31/20
Thresholds:	On-Target: At or above 0.1 increase in overall adoption score per 6 months At-Risk: No increase in overall adoption score per 6 months Off-Target: Decrease in adoption score per 6 months

Status Narrative:

This KPI is On-Target for the current reporting period. The Process Improvement Assessment Survey reflects more participation and leadership support in process improvements and increased engagement and communication through the Lean Community.

Performance Trend Chart:

Lean Adoption

	Q4	Q2	Q4	Q2	Q4
	FY 2019-20	FY 2020-21		FY 2020-21	

Overall adoption score out of 5

Baseline — On-Target — At-Risk — Off-Target — Target — Trendline

Data points: 2.9, 3, 3.1, 3.2, 3.3

2020-21 Key Performance Indicator Summary (Quarter 2)

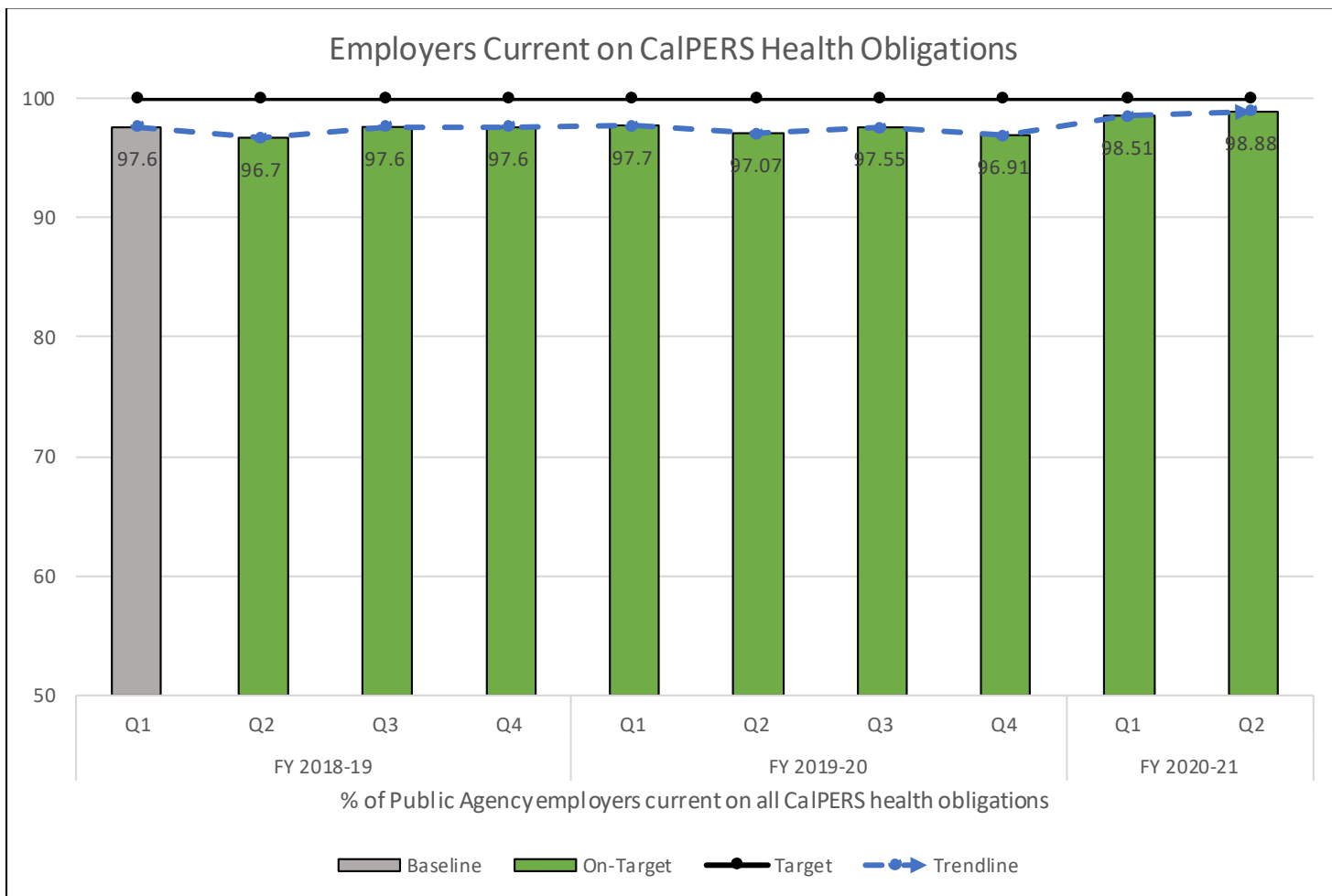| KPI Title:	Employers Current on CalPERS Health Obligations
Executive Owner:	Michael Cohen
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	On-Target
Numeric Status:	98.88%

Description:	Public Agency employers are required to pay health contributions by the 10th business day of the month. If employers do not pay timely they are subject to penalties and will be contacted by the Member and Health Collections Unit. Continued failure to pay will result in cancelled benefits. This KPI reflects the percentage of Public Agency employers that are current.
Baseline:	97.6% of Public Agency employers are current on their health obligations (July – September 2018 timeframe)
Target:	The target is for 100% of Public Agency employers to be current on all CalPERS health contributions
Refresh Frequency:	Quarterly
Reporting Range:	10/1/2020 – 12/31/2020
Thresholds:	On-Target: 95-100% of Public Agency employers current At-Risk: 90-94% of Public Agency employers current Off-Target: Less than 89% of Public Agency employers are current

Status Narrative:

98.88% of Public Agency employers are current on their CalPERS Health Obligations for October – December 2020.

Performance Trend Chart:

Employers Current on CalPERS Health Obligations

% of Public Agency employers current on all CalPERS health obligations

Legend: Baseline · On-Target · Target · Trendline

	FY 2018-19				FY 2019-20				FY 2020-21	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Value	97.6	96.7	97.6	97.6	97.7	97.07	97.55	96.91	98.51	98.88

2020-21 Key Performance Indicator Summary (Quarter 2)

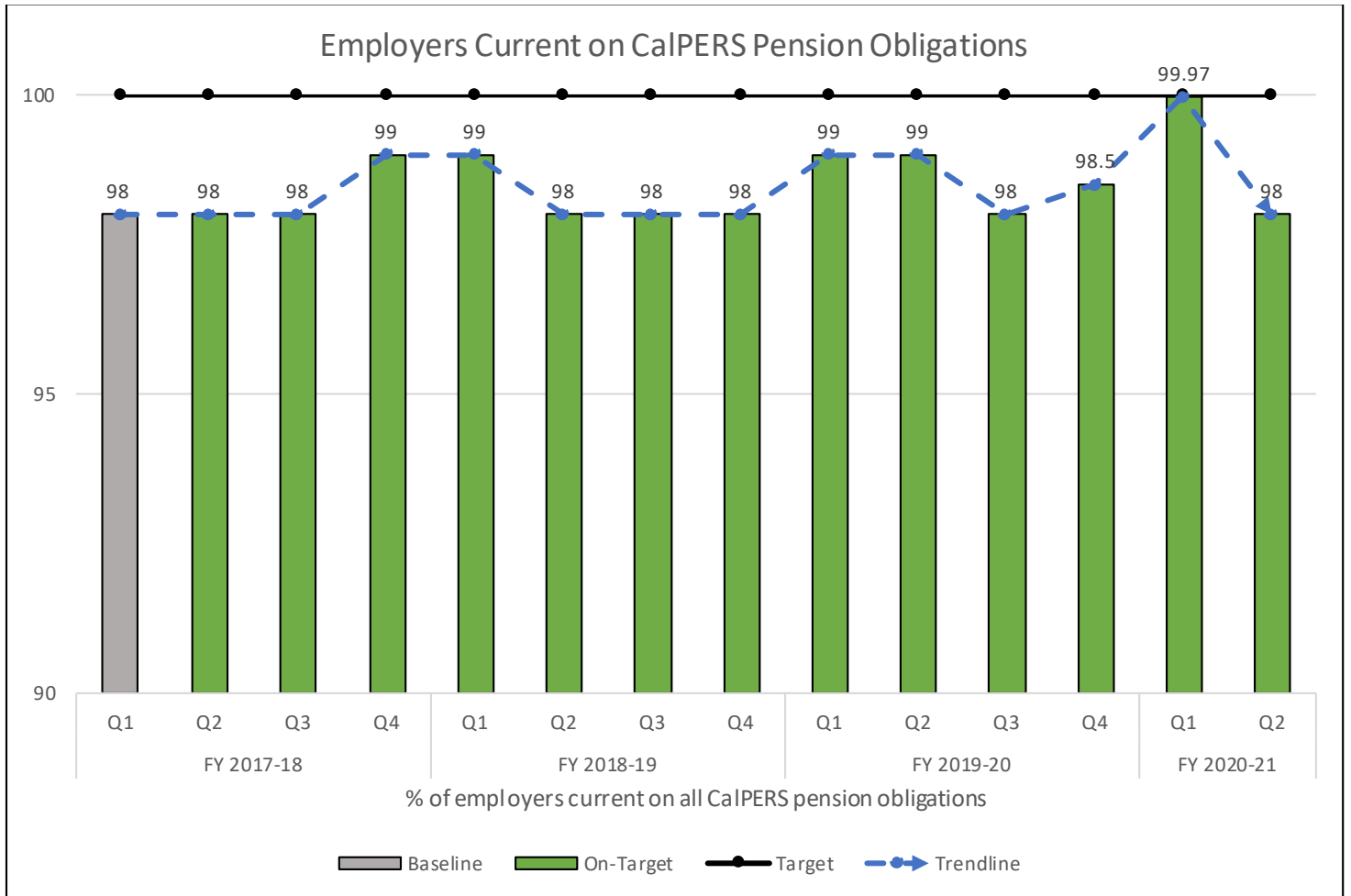| KPI Title:	Employers Current on CalPERS Pension Obligations
Executive Owner:	Michael Cohen
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	On-Target
Numeric Status:	98%

Description:	The positive proportion of employers that are current on their CalPERS obligations ensures fulfillment of the employer's contractual and statutory responsibilities when participating in CalPERS' pension programs.
Baseline:	98% of employers are current on their CalPERS pension obligations based on the September FAC Reporting on Participating Employers.
Target:	100% of employers are current on all CalPERS pension obligations.
Refresh Frequency:	Quarterly
Reporting Range:	10/1/20 – 12/31/20
Thresholds:	On-Target: 85-100% of employers current At-Risk: 60-84% of employers current Off-Target: 59% of employers current

Status Narrative:

As of December 2020, 98% of employers are current on their CalPERS pension obligations.

Performance Trend Chart:

Employers Current on CalPERS Pension Obligations

% of employers current on all CalPERS pension obligations

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Member Self-Service Fraud Resulting in Financial Loss
Executive Owner:	Matt Jacobs
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Information to be provided in Closed Session

2020-21 Key Performance Indicator Summary (Quarter 2)

Reported in Closed Session

KPI Title:	Unauthorized Member Self-Service Account Changes
Executive Owner:	Matt Jacobs
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Information to be provided in Closed Session

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Time to Detect Cyber Security Threats
Executive Owner:	Matt Jacobs
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Information to be provided in Closed Session

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Reportable Privacy Violations
Executive Owner:	Matt Jacobs
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Information to be provided in Closed Session

2020-21 Key Performance Indicator Summary (Quarter 2)

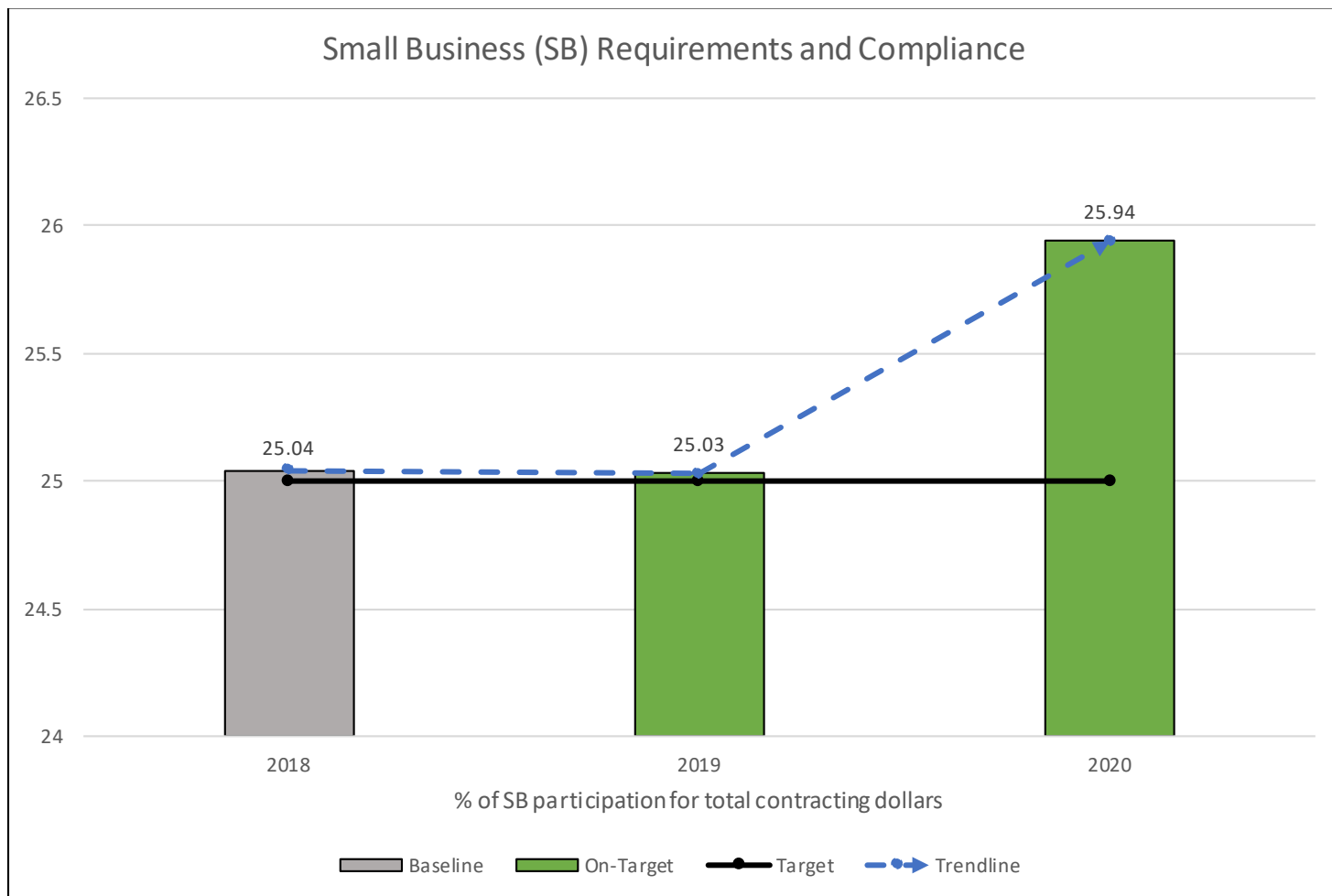| KPI Title:	Small Business Requirements Compliance
Executive Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Purchasing & Acquisition

Status:	Pending Refresh (in September 2021)
Numeric Status:	25.94% (as of September 2020)

Description:	This KPI is focused on ensuring compliance pertaining to Small Business (SB) laws, rules & regulations. All State Agencies must comply with the California State Law by meeting the target of 25% SB participation for total contracting dollars. If CalPERS is not successful in meeting these numbers for three straight fiscal years, this could impact its ability to continue to run its own SB program.
Baseline:	The baseline, which reflects Fiscal Year 17/18 participation, is 25.04% SB of total contracting dollars.
Target:	The target is to have 25% SB or greater participation for total contracting dollars.
Refresh Frequency:	Annually, September
Reporting Range:	FY 2019-20
Thresholds:	On-Target: 25% and above At-Risk: 22.5% - 24.99% Off-Target: Below 22.5%

Status Narrative:

This KPI was On-Target as of September 2020. CalPERS achieved a 25.94% Small Business participation level for FY 2019-20, eclipsing the target of a 25% participation level by .94%. This is an increase of .91% from the previous FY 2018-19.

Performance Trend Chart:

Small Business (SB) Requirements and Compliance

% of SB participation for total contracting dollars

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

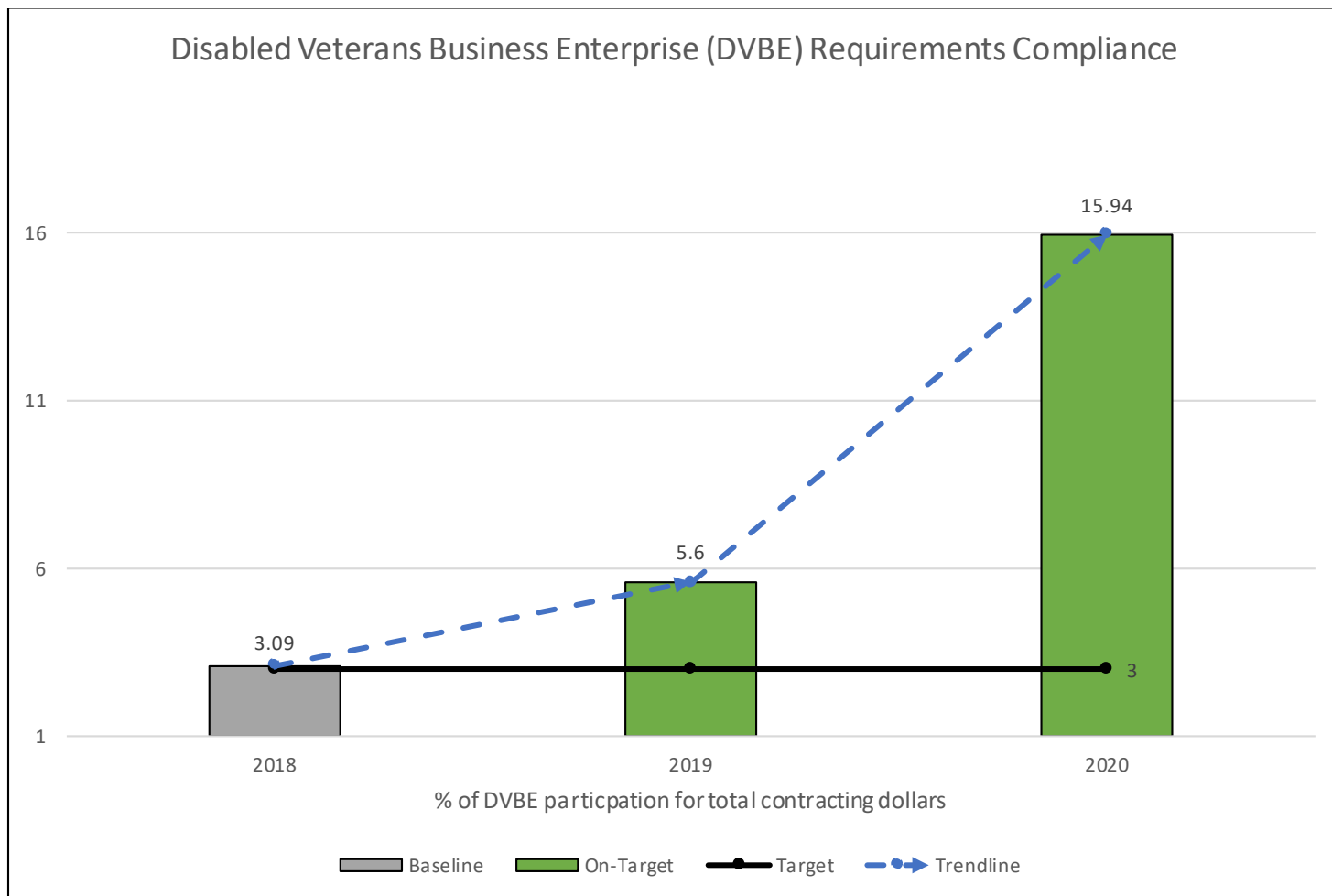| KPI Title:	Disabled Veterans Business Enterprise Requirements Compliance
Executive Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Purchasing & Acquisition

Status:	Pending Refresh (in September 2021)
Numeric Status:	15.94% (as of September 2020)

Description:	This KPI is focused on ensuring compliance pertaining to Disabled Veterans Business Enterprise (DVBE) laws, rules & regulations. All State Agencies must comply with the California State Law by meeting the target of 3% DVBE participation for total contracting dollars. If CalPERS is not successful in meeting these numbers for three straight fiscal years, this could impact its ability to continue to run its own DVBE program.
Baseline:	The baseline, which reflects Fiscal Year 17/18 participation, 3.09% DVBE of total contracting dollars.
Target:	The target is to have 3% DVBE or greater participation for total contracting dollars.
Refresh Frequency:	Annually, September
Reporting Range:	FY 2019-20
Thresholds:	On-Target: 3% and above At-Risk: 2.7% - 2.99% Off-Target: Below 2.7%

Status Narrative:

This KPI was On-Target as of September 2020. CalPERS achieved a 15.94% participation level with DVBEs for FY 2019-20, eclipsing the target of the 3% participation level by 12.94%. This is an increase of 10.34% from the previous FY 2018-19.

Performance Trend Chart:

Disabled Veterans Business Enterprise (DVBE) Requirements Compliance

% of DVBE particpation for total contracting dollars

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

| KPI Title:	Solicitation, Contract, Amendment & Purchase Order Service Level Compliance
Executive Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Purchasing & Acquisition

Status:	Pending Refresh (in September 2021)
Numeric Status:	91% (as of September 2020)

Description:	This KPI ensures Operations Support Services Division (OSSD) and Program areas meet service level agreements (SLA) for CalPERS issued solicitations, contracts, amendments and Purchase Orders (PO). Meeting Solicitation SLAs are vital to ensuring CalPERS programs continue to do their job for the members. If SLAs are not met for contracts or amendments this can significantly impact CalPERS program areas completing work for their members. Goods cannot be delivered nor, can services begin until a contract, amendment, or PO is executed.
Baseline:	The baseline reflects FY 2017-18 information as a combined average of 86% for solicitations, contracts, amendments and purchase orders
Target:	The target is to achieve 100% solicitation, contract, amendment and purchase order service level compliance
Refresh Frequency:	Annually, September
Reporting Range:	FY 2019-20
Thresholds:	On-Target: 91% or greater At-Risk: 81% to 90% Off-Target: 80% or lower

Status Narrative:

For FY 2019-20 this KPI was On-Target with a score of 91%. OSSD increased its SLA by 9%, streamlining processes and filling vacant positions were the contributing factors in this increase.

Performance Trend Chart:
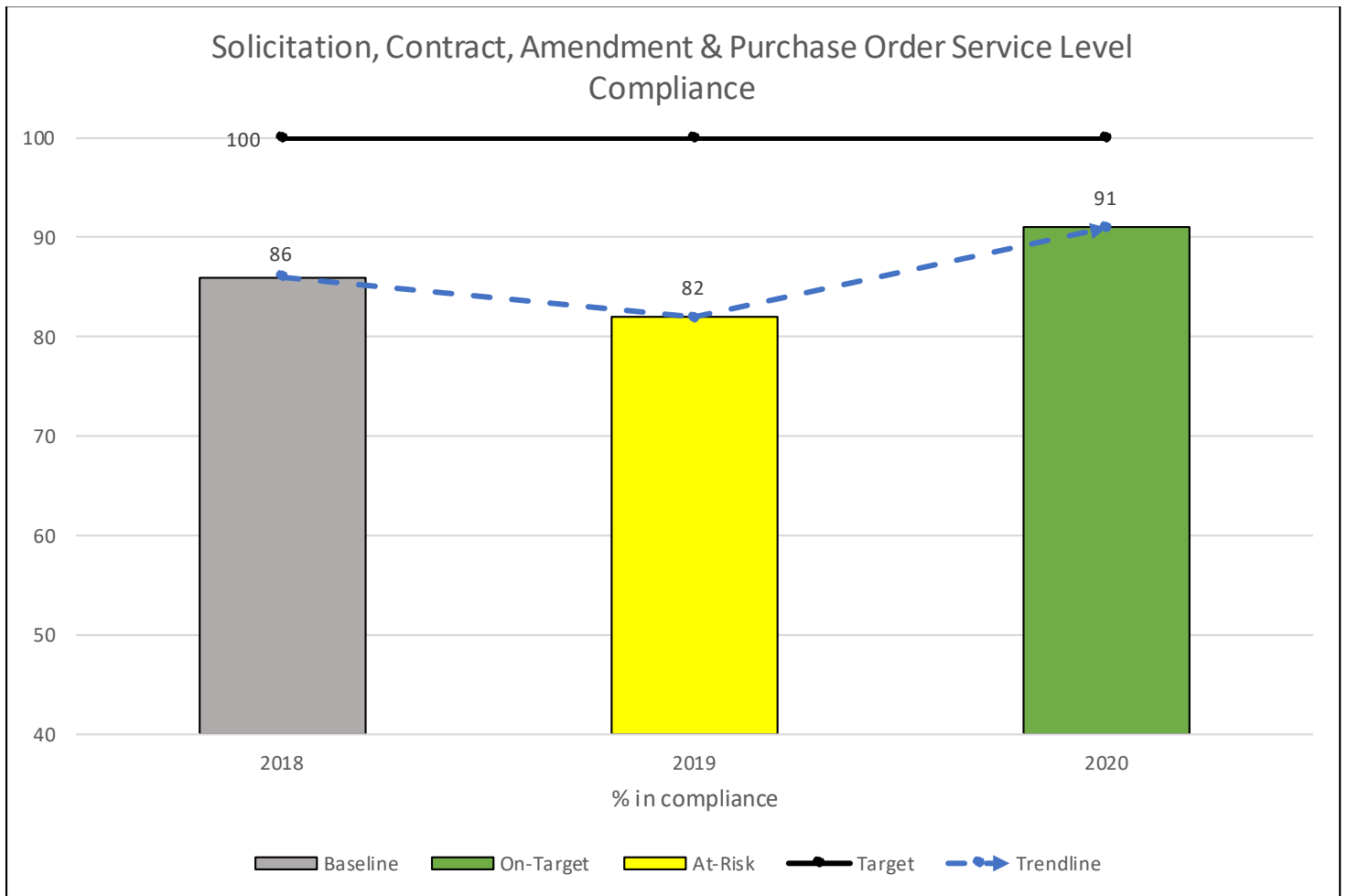
Solicitation, Contract, Amendment & Purchase Order Service Level Compliance

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Team Member Perception of Leadership: Team Leader Relationships
Executive Owner:	Doug Hoffner
Outcome Measure:	Supportive & Engaged Leadership
Core Process:	Managing Resources & Performance

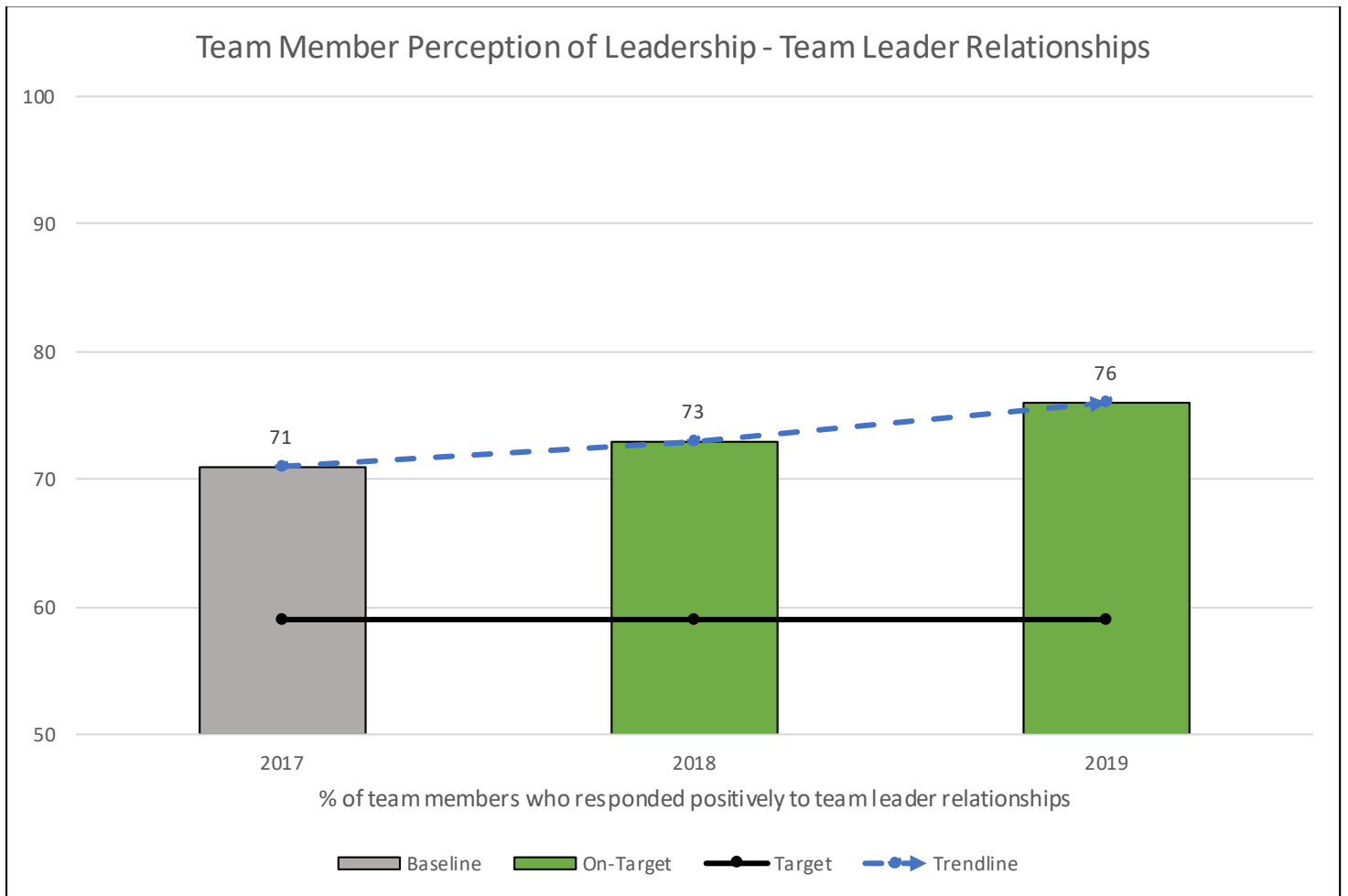| Status:	Pending Refresh (in March 2021)
Numeric Status:	76% (as of December 2019)

Description:	The annual Employee Engagement Survey will help us ensure we continue to measure how team members perceive their relationship with their direct team leaders.
	The annual Employee Engagement Survey captured team members' perceptions of leadership for Team Leader Relationships.
Baseline:	71% positive survey score for team member perception of Team Leader Relationships as of 10/2017
Target:	59% or higher positive survey score represents high performance
Refresh Frequency:	Annually, December
Reporting Range:	November 2018 – October 2019
Thresholds:	On-Target: Above 59% represents high performance
	At-Risk: 40-59% represents average performance
	Off-Target: Under 40% represents low performance

Status Narrative:

As of December 2019, this KPI reported at 76% and was On-Target. Updated performance data will be available December 2020.

For FY 2020-21 only, we will report out on this KPI in Quarter 3 instead of Quarter 2. CalPERS is using a new vendor for the Engagement Survey this year and results will not be available until mid-late January which is too late to compile and report to the Enterprise in Quarter 2.

Performance Trend Chart:

Team Member Perception of Leadership - Team Leader Relationships

% of team members who responded positively to team leader relationships

Baseline — On-Target — Target — Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Health of Enterprise Performance Reporting (EPR) Framework
Executive Owner:	Doug Hoffner
Outcome Measure:	Supportive & Engaged Leadership
Core Process:	Managing Resources & Performance

Status:	Pending Refresh (in June 2021)
Numeric Status:	85% (as of June 2020)

Description:	The Enterprise Performance Reporting KPI provides a comprehensive view of the health of CalPERS as it pertains to our strategic efforts and operational processes. This KPI will include the health of Strategic Measures, Business Plan Initiatives, and KPIs, but will exclude all indicators that are under development or informational.
Baseline:	For FY 2018-19, 89.7% of our Strategic Measures, Business Plan Initiatives, and KPIs are in a healthy status (On-Target)
Target:	85% or greater of all EPR components that are in a healthy status (On-Target)
Refresh Frequency:	Annually, June
Reporting Range:	FY 2019-20
Thresholds:	On-Target: 85%+ At-Risk: 80-84.9% Off-Target: Below 80%

Status Narrative:

As of June 2020, this KPI was On-Target.

Performance Trend Chart:

Health of Enterprise Performance Reporting (EPR) Framework

89.7

% of strategic measures, business plan initiatives, and key performance indicators with on-target status

Baseline — ●— Target

2020-21 Key Performance Indicator Summary (Quarter 2)

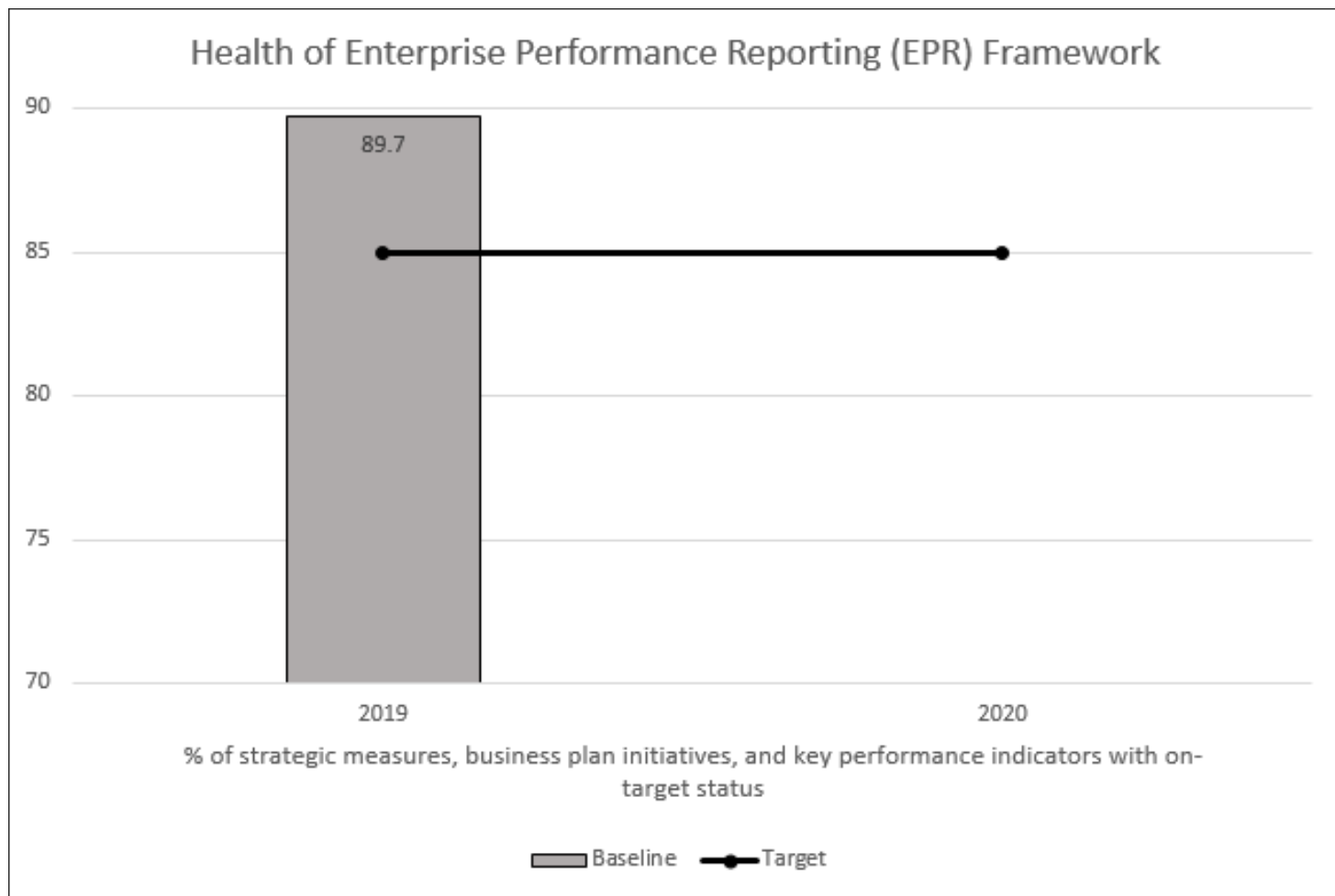| KPI Title:	Operational sustainability report - INFORMATIONAL
Executive Owner:	Doug Hoffner
Outcome Measure:	Supportive & Engaged Leadership
Core Process:	Managing Resources & Performance

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

Description:	CalPERS completes the Sustainability Roadmap, administered by Department of General Services (DGS). The Roadmap is broken into five sections: climate adaptation, zero emissions vehicles, energy, water efficiency and conservation, and green operations. The Roadmap is peer reviewed by DGS with the final version due bi-annually in December.
Baseline:	Not applicable as KPI is Informational
Target:	Not applicable as KPI is Informational
Refresh Frequency:	Every two years. Next report in December 2021.
Reporting Range:	Not applicable as KPI is Informational
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

The CalPERS 2019-20 Sustainability Roadmap was updated and sent to the Department of General Services in December 2019. The Roadmap will be presented to the Governor's office and made available on the California Green Buildings website at Green.ca.gov.

2020-21 Key Performance Indicator Summary (Quarter 2)

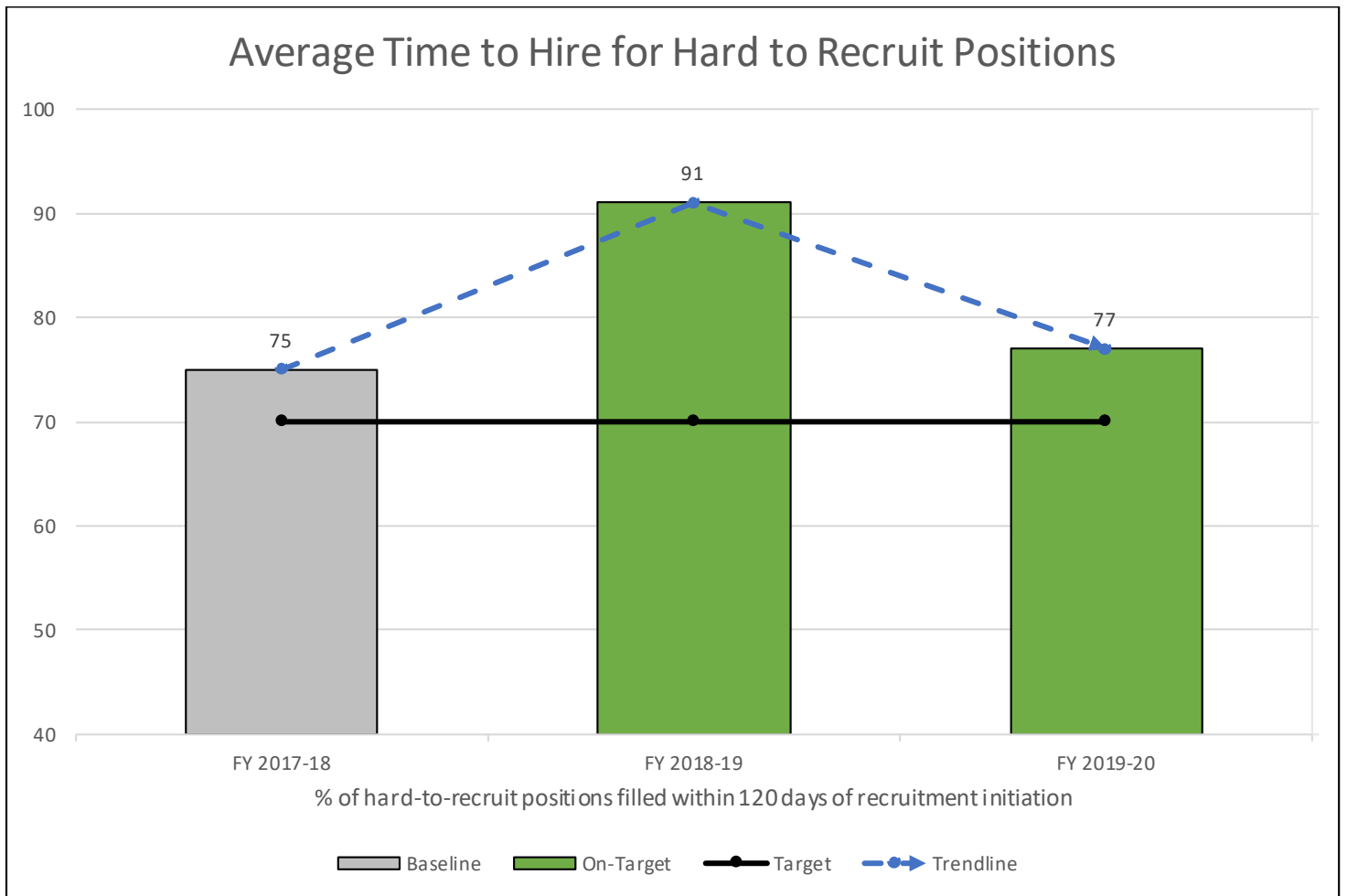| KPI Title:	Average Time to Hire for Hard-to-Recruit Positions
Executive Owner:	Doug Hoffner
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Pending Refresh (in September 2021)
Numeric Status:	77% (for FY 2019-20)

Description:	This KPI measures the average time to hire for those defined as hard-to-recruit positions. Time measured starts when the recruitment request is submitted to the Human Resources Division (HRSD) until the time an official job offer is accepted by the candidate.
Baseline:	75% with the average time to hire being 70 days as of 6/30/18.
Target:	70% of hard-to-recruit positions filled within 120 days of recruitment initiation. The target and thresholds may be adjusted after we begin measuring all hard-to-recruit positions enterprise-wide, beginning FY 2019-20.
Refresh Frequency:	Annually, September
Reporting Range:	FY 2019-20
Thresholds:	On-Target: 70% at 120 days At-Risk: 55% to 69% at 120 days Off-Target: 54% and below at 120 days

Status Narrative:

As of September 2020, this KPI reported at 77% and was On-Target. The data consists of all hard-to-recruit positions for FY 2019-20. This is expanded from previous performance data collections to encompass those outside leadership positions and includes all hard-to-recruit for positions enterprise wide.

Performance Trend Chart:

Average Time to Hire for Hard to Recruit Positions

% of hard-to-recruit positions filled within 120 days of recruitment initiation

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Retention Rate - INFORMATIONAL
Executive Owner:	Doug Hoffner
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

Description:	This is an overview of CalPERS retention rate. We have researched best practices and evaluated existing data towards establishing a baseline for measurement and breakdowns for reporting retention. A review of employee retention on an annual basis involves identifying trends for areas where we have success, as well as areas where we may be experiencing challenges.
	We do not set a target for a minimum or maximum amount of hires, transfers, promotions, discharges, etc.
Baseline:	Not applicable as KPI is Informational
Target:	Not applicable as KPI is Informational
Refresh Frequency:	Annually, December
Reporting Range:	FY 2019-20
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

For FY 2019-20, retention rate for CalPERS remained at 91%.

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Recognition Perceptions
Executive Owner:	Doug Hoffner
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

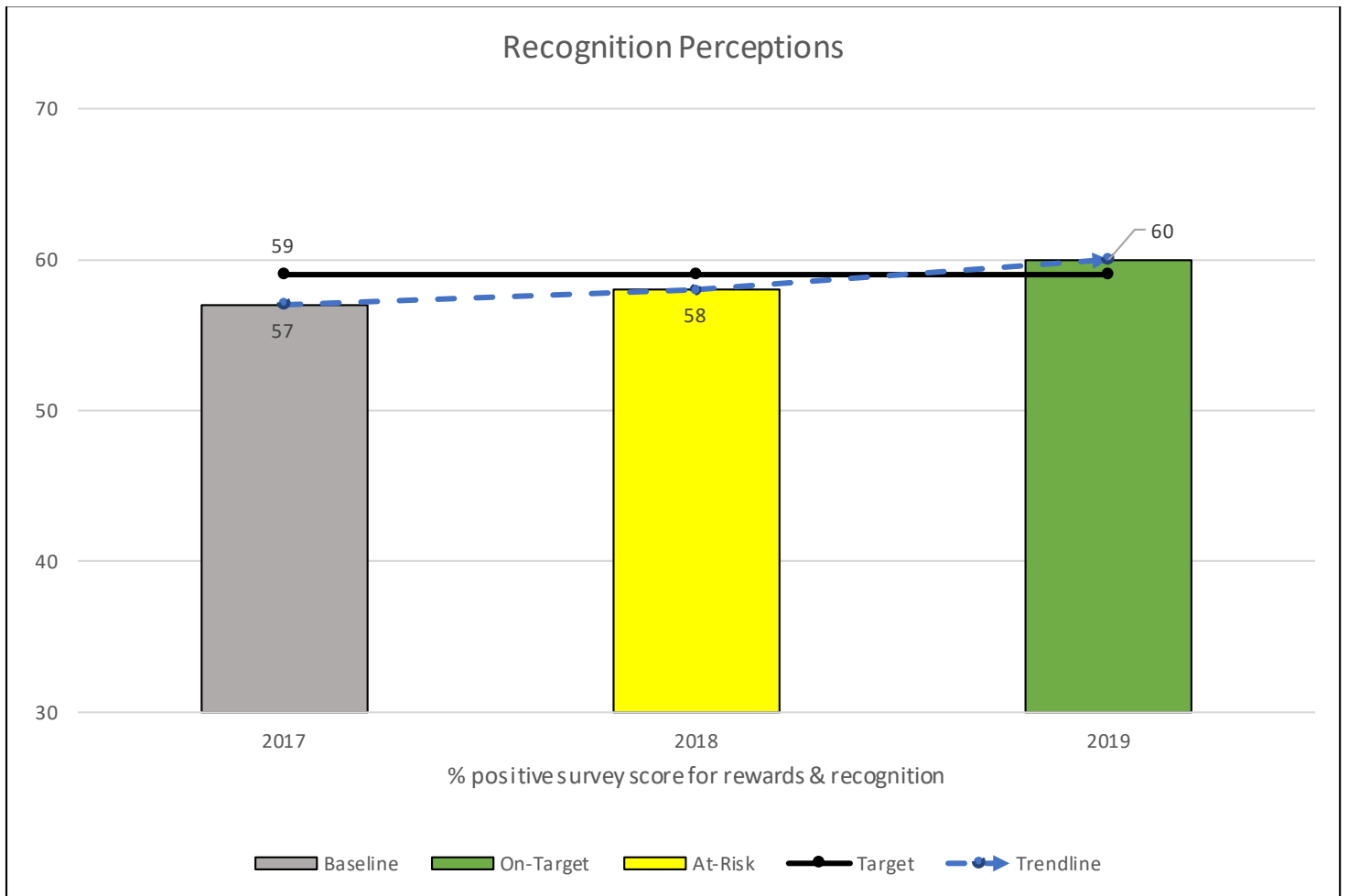| Status:	Pending Refresh (in March 2021)
Numeric Status:	60% (as of December 2019)

| Description: | Respecting and appreciating our employees for their contributions to the organization is integral to living our Core Values. Continuous recognition of employee accomplishments and behaviors is also one of the most effective ways to reinforce organizational values, support business objectives, and retain motivated, high-performing employees. To this end, we will seek opportunities to provide our people with meaningful recognition on a consistent and ongoing basis that encourages them to be their very best, to grow and learn, and enjoy themselves in the process. Also seek recognition that is fun, memorable, appreciates the everyday, honors the exceptional, and celebrates successes. Such recognition will be sincere, specific, timely and fit the individual or team, as well as the accomplishment.

The annual Employee Engagement survey captures team members' perceptions of recognition. |
|---|---|
| Baseline: | 57% positive survey score for recognition perception as of 10/2017. |
| Target: | 59% or higher positive survey score represents high performance. |
| Refresh Frequency: | Annually, December |
| Reporting Range: | November 2018-October 2019 |
| Thresholds: | On-Target: Above 59% represents high performance
At-Risk: 40-59% represents average performance
Off-Target: Under 40% represents low performance |

Status Narrative:

As of December 2019, this KPI reported at 60 percent and was On-Target. Updated performance data will be available December 2020. Effective FY 2020-21, HRSD will be using a different vendor for the Engagement Survey. To ensure alignment with engagement goals for the enterprise, HRSD recommends removing "Rewards" as part of this KPI and focus on Recognition.

For FY 2020-21 only, we will report out on this KPI in Quarter 3 instead of Quarter 2. CalPERS is using a new vendor for the Engagement Survey this year and results will not be available until mid-late January which is too late to compile and report to the Enterprise in Quarter 2.

Performance Trend Chart:

Recognition Perceptions

% positive survey score for rewards & recognition

Legend: Baseline | On-Target | At-Risk | Target | Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Work Life Balance Perceptions
Executive Owner:	Doug Hoffner
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

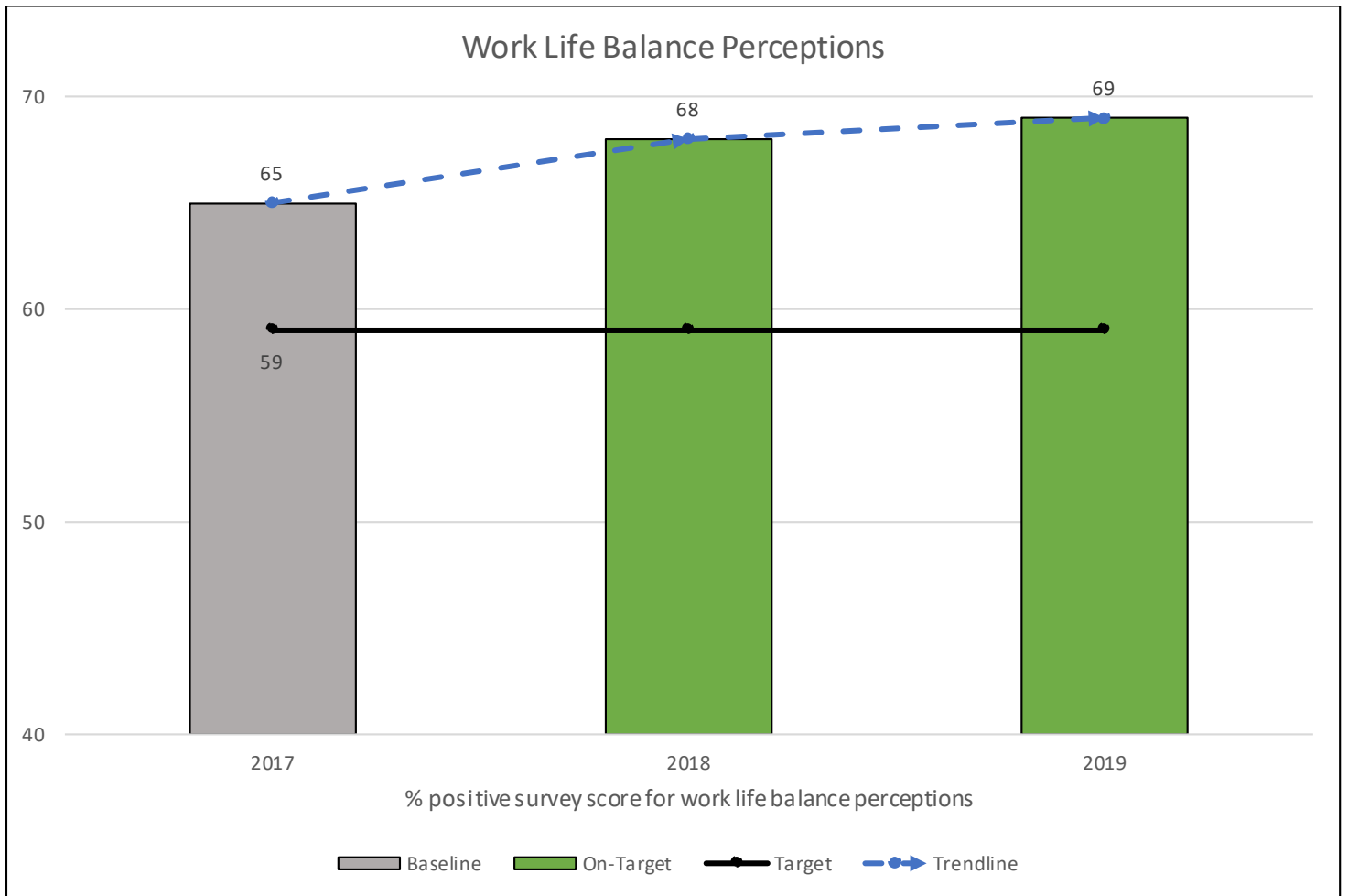|	
Status:	Pending Refresh (in March 2021)
Numeric Status:	69% (as of December 2019)

Description:	There is a return on investment for work life balance programs-such return is typically realized through employee attendance, lower health care costs, lower workers' compensation cost, increased productivity, and reduced employee turnover. It is important CalPERS promotes work life balance, demonstrating commitment to team members.
	The annual Employee Engagement survey captures team members' perceptions of work life balance.
Baseline:	65% positive survey score for work life balance perception as of 10/2017.
Target:	59% or higher positive survey score represents high performance.
Refresh Frequency:	Annually, December
Reporting Range:	November 2018-October 2019
Thresholds:	On-Target: Above 59% represents high performance
	At-Risk: 40-59% represents average performance
	Off-Target: Under 40% represents low performance

Status Narrative:

As of December 2019, this measure reported at 69% and was On-Target. Updated performance data will be available December 2020.

For FY 2020-21 only, we will report out on this KPI in Quarter 3 instead of Quarter 2. CalPERS is using a new vendor for the Engagement Survey this year and results will not be available until mid-late January which is too late to compile and report to the Enterprise in Quarter 2.

Performance Trend Chart:

Work Life Balance Perceptions

% positive survey score for work life balance perceptions

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Team Member Perception of Training and Development
Executive Owner:	Doug Hoffner
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

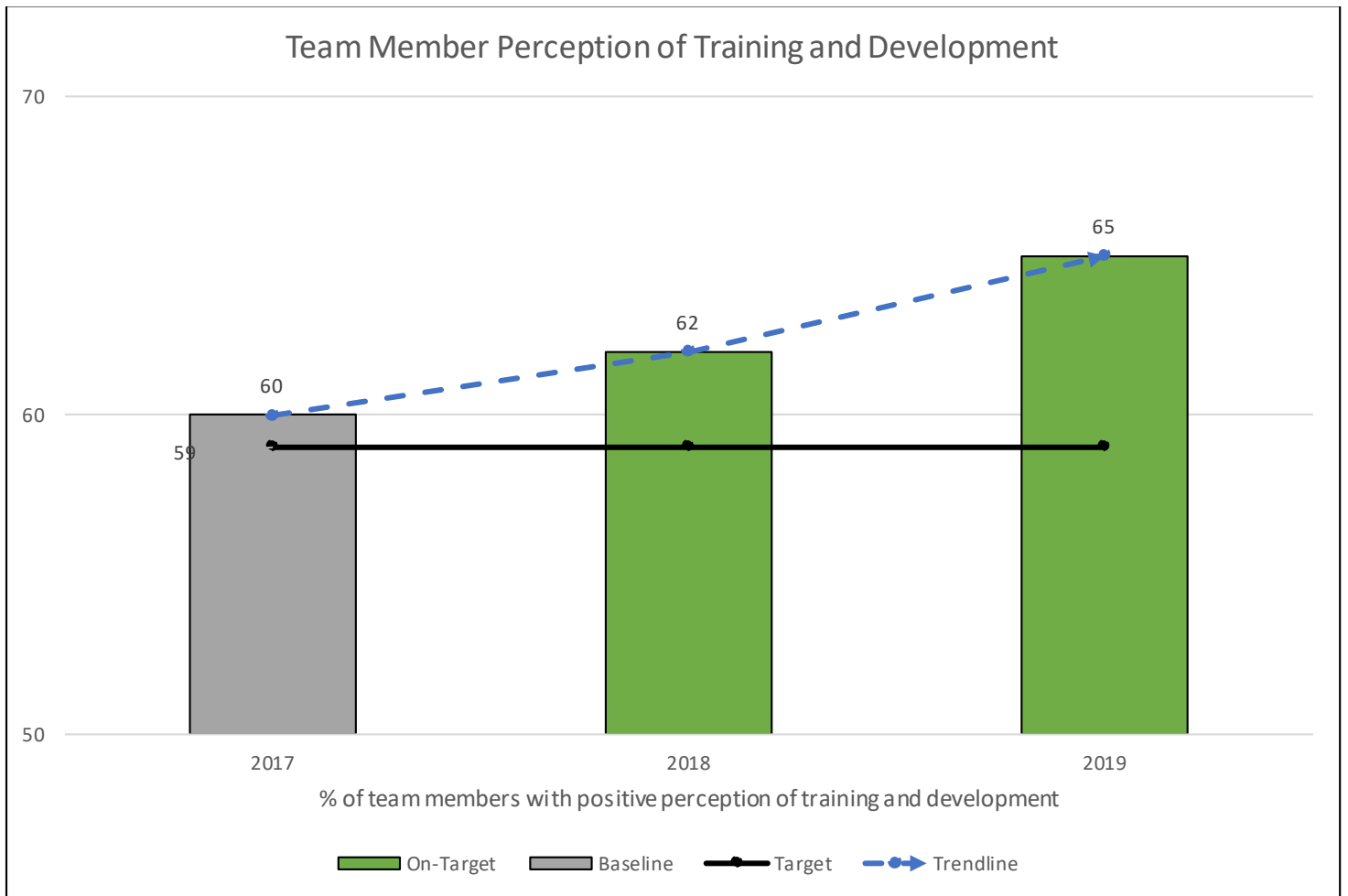| Status:	Pending Refresh (in March 2021)
Numeric Status:	65% (as of December 2019)

Description:	The annual Employee Engagement survey will help us ensure we continue to measure and capture how team members perceive CalPERS training and development.
Baseline:	60% positive survey score for team member perception of training and development as of 10/2017.
Target:	59% or higher positive survey score represents high performance.
Refresh Frequency:	Annually, December
Reporting Range:	November 2018-October 2019
Thresholds:	On-Target: Above 59% represents high performance
	At-Risk: 40-59% represents average performance
	Off-Target: Under 40% represents low performance

Status Narrative:

As of December 2019, this KPI reported at 65% and was On-Target. Updated performance data will be available December 2020.

For FY 2020-21 only, we will report out on this KPI in Quarter 3 instead of Quarter 2. CalPERS is using a new vendor for the Engagement Survey this year and results will not be available until mid-late January which is too late to compile and report to the Enterprise in Quarter 2.

Performance Trend Chart:

Team Member Perception of Training and Development

% of team members with positive perception of training and development

On-Target | Baseline | Target | Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Response Rate of Employee Engagement Survey
Executive Owner:	Doug Hoffner
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

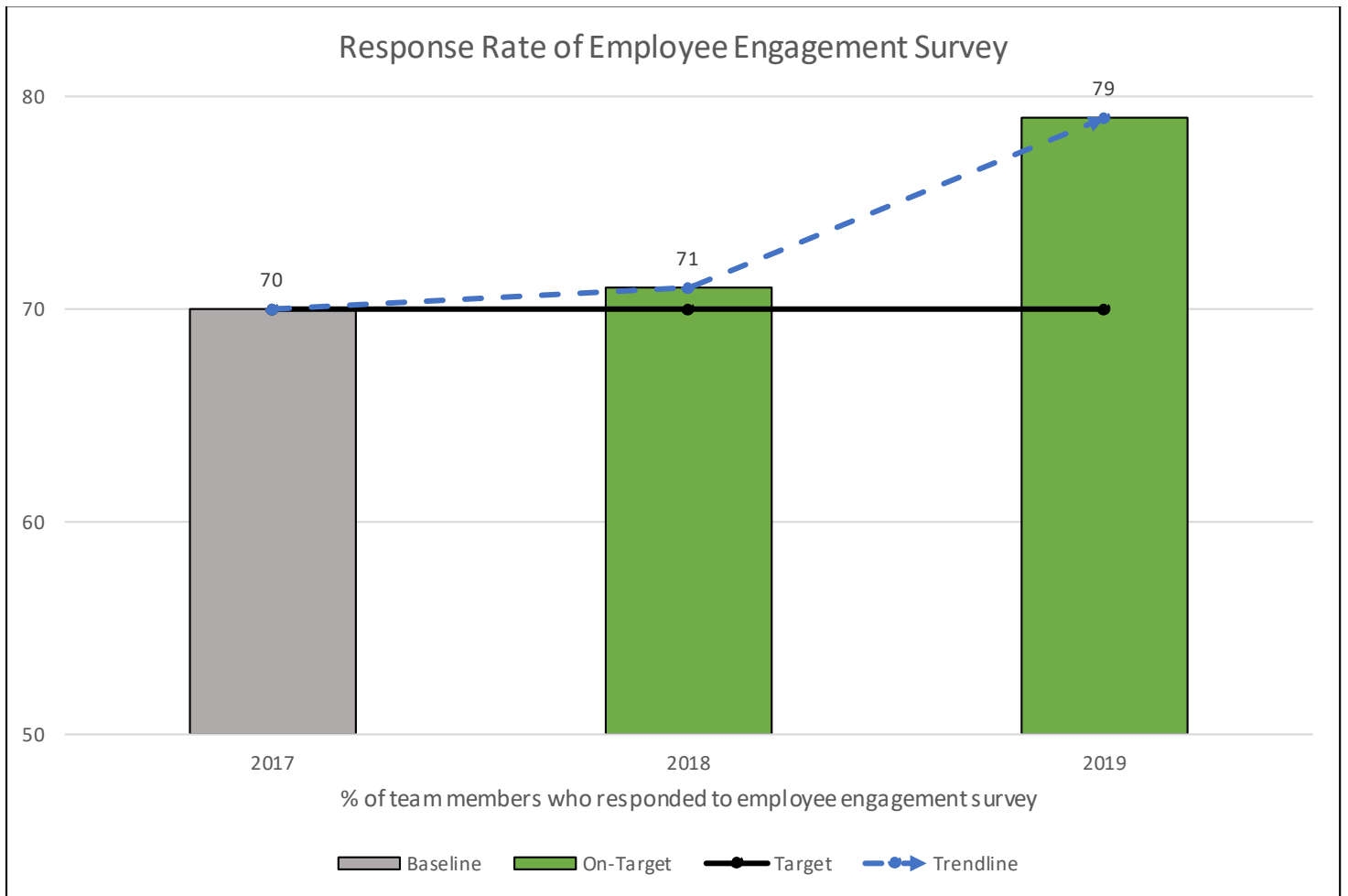| Status:	Pending Refresh (in March 2021)
Numeric Status:	79% (as of December 2019)

Description:	This KPI will capture survey response rate of team members. The annual Employee Engagement survey will help us ensure that we continue to foster a culture where engaging behaviors are part of our daily interactions and practices.
Baseline:	70% response rate of employees responded to the survey as of 10/2017.
Target:	70% or higher positive survey score represents high performance
Refresh Frequency:	Annually, December
Reporting Range:	November 2018-October 2019
Thresholds:	On-Target: Above 59% represents high performance At-Risk: 40-59% represents average performance Off-Target: Under 40% represents low performance

Status Narrative:

As of December 2019, this KPI reported at 79% and was On-Target. Updated performance data will be available December 2020.

For FY 2020-21 only, we will report out on this KPI in Quarter 3 instead of Quarter 2. CalPERS is using a new vendor for the Engagement Survey this year and results will not be available until mid-late January which is too late to compile and report to the Enterprise in Quarter 2.

Performance Trend Chart:

Response Rate of Employee Engagement Survey

% of team members who responded to employee engagement survey

Baseline   On-Target   Target   Trendline

2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Emerging Leader Program - INFORMATIONAL
Executive Owner:	Doug Hoffner
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

Description:	The Emerging Leader Program is a program that prepares high-potential team members for a leadership role. The program targets journey-level analysts, technical, and professional staff to participate in a six-month learning program while they work in their current capacity.
Baseline:	Not applicable as KPI is Informational
Target:	Not applicable as KPI is Informational
Refresh Frequency:	Annually, July
Reporting Range:	FY 2019-20
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

The Emerging Leader Program (ELP) was designed to offer CalPERS employees a way to bridge the learning and experience gap between journey-level classifications and first-line supervisor/manager classifications. After successful completion of the ELP pilot in 2018, the Human Resources Division (HRSD) implemented a second and ELP cohort with 25 team members graduating in June 2019 and a third cohort with 23 completing the program in June 2020.

Survey feedback from the second cohort indicates the value of the program and participant satisfaction: 95% would recommend ELP to other team members; 100% felt the leadership classes were relevant to their professional development; 100% agreed they understood the competencies necessary to become an effective leader; 86% agreed that working in their project teams allowed them to gain more insight into their own strengths and leadership style.

HRSD implemented a third ELP cohort of 25 participants in January 2020. Five (20%) received promotions while in the program. To date, 10 participants (40%) from the pilot, eight participants (32%) from the second cohort, and five participants (20%) from the third cohort have received promotions for a cumulative program total of 23 participants (31%) receiving promotions. A fourth cohort is scheduled to begin in January of 2021.

2020-21 Key Performance Indicator Summary (Quarter 2)

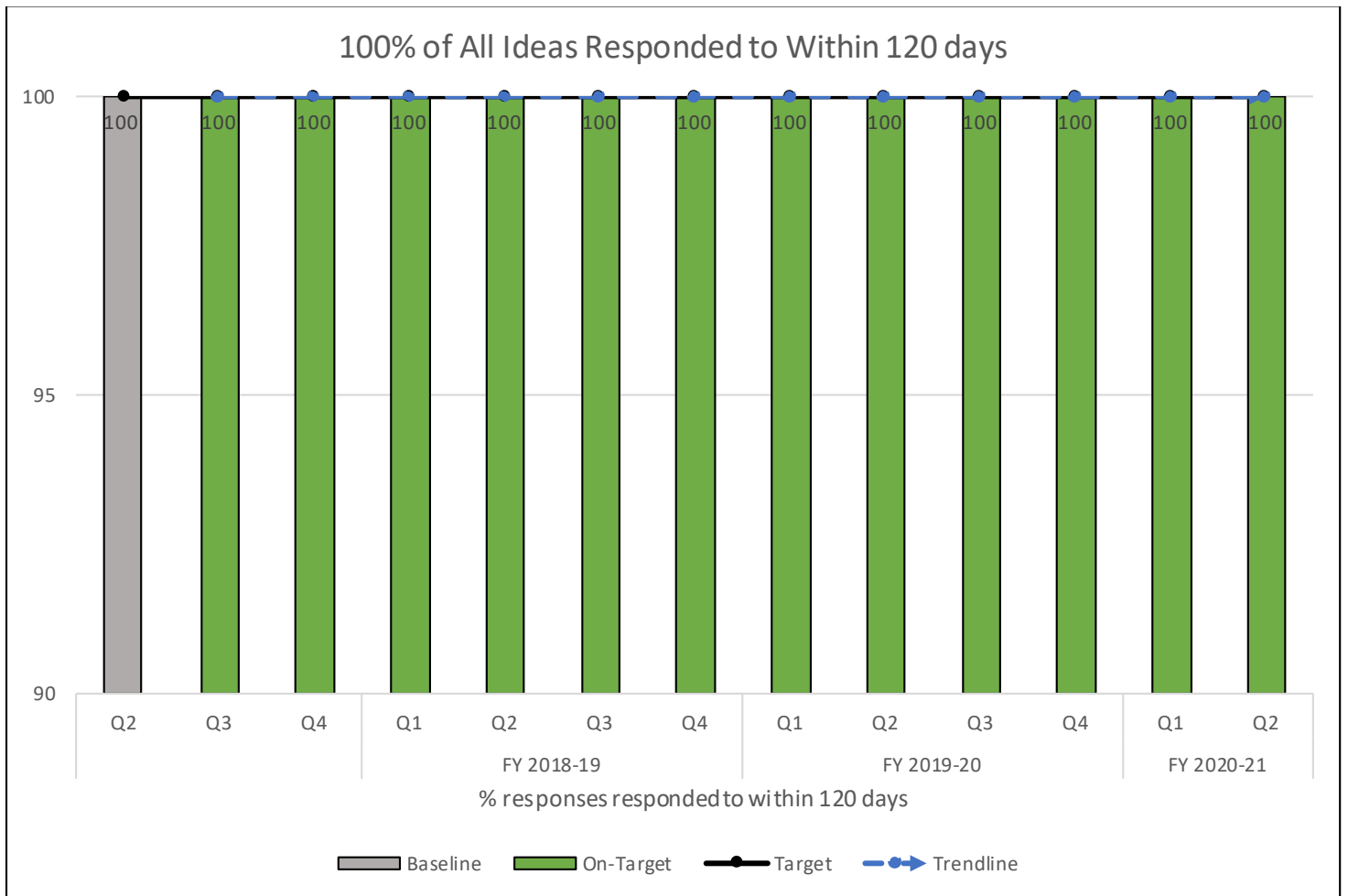| KPI Title:	100% of All Ideas Responded to Within 120 days
Executive Owner:	Doug Hoffner
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	On-Target
Numeric Status:	100%

Description:	Idea Factory is a CalPERS employee-driven innovation program, designed to inspire team members to share ideas and solutions that will improve CalPERS. All ideas will be evaluated and scored based upon perceived business value and effort to implement by the Senior Leadership Council (SLC) and the outcome of the ideas will be shared with the organization via Inside CalPERS and Idea Factory Library. By considering and responding to each idea submitted through the program, it shows that leadership supports team members by being open to innovative thinking and continuous improvement.
Baseline:	100% as of 11/2017
Target:	100% of ideas submitted through Idea Factory will be responded to within 120 days of ideas submission • Responded to: communicating the ideas' evaluation outcome to the idea submitter
Refresh Frequency:	Quarterly, month following end of preceding quarter
Reporting Range:	10/01/2020 – 12/31/2020
Thresholds:	On-Target: 100% of ideas responded to within 120 days of idea submission At-Risk: 99% - 95% of ideas responded to within 120 days of idea submission Off-Target: 95% or less of ideas responded to within 120 days of idea submission

Status Narrative:

This KPI is On-Target for the current reporting period.

Performance Trend Chart:

100% of All Ideas Responded to Within 120 days

2020-21 Key Performance Indicator Summary (Quarter 2)

| KPI Title:	80% of All Viable Ideas Implemented as Scheduled
Executive Owner:	Doug Hoffner
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	On-Target
Numeric Status:	100%

Description:	Idea Factory is a CalPERS employee-driven innovation program, designed to inspire team members to share ideas and solutions that will improve CalPERS. All ideas will be evaluated and scored based upon perceived business value and effort to implement by the Senior Leadership Council (SLC). Implementing ideas that are submitted through the program shows that leadership supports team members by being open to innovative thinking, values their ideas and solutions for continuous improvement, and encourages team member engagement.
Baseline:	100% as of 11/2017
Target:	80% of all viable ideas submitted through Idea Factory will be implemented as scheduled • Viable idea: any idea that has been deemed feasible for implementation
Refresh Frequency:	Quarterly, month following end of preceding quarter
Reporting Range:	10/01/2020 – 12/31/2020
Thresholds:	On-Target: 80% or more of all viable ideas are implemented as scheduled At-Risk: Less than 80% (50% - 79%) of all viable ideas are implemented as scheduled Off-Target: Less than 50% of all viable ideas are implemented as scheduled

Status Narrative:

This KPI is On-Target for the current reporting period.

Performance Trend Chart:

80% of all viable ideas implemented as scheduled

% of viable ideas implemented as scheduled

Baseline   On-Target   Target   Trendline
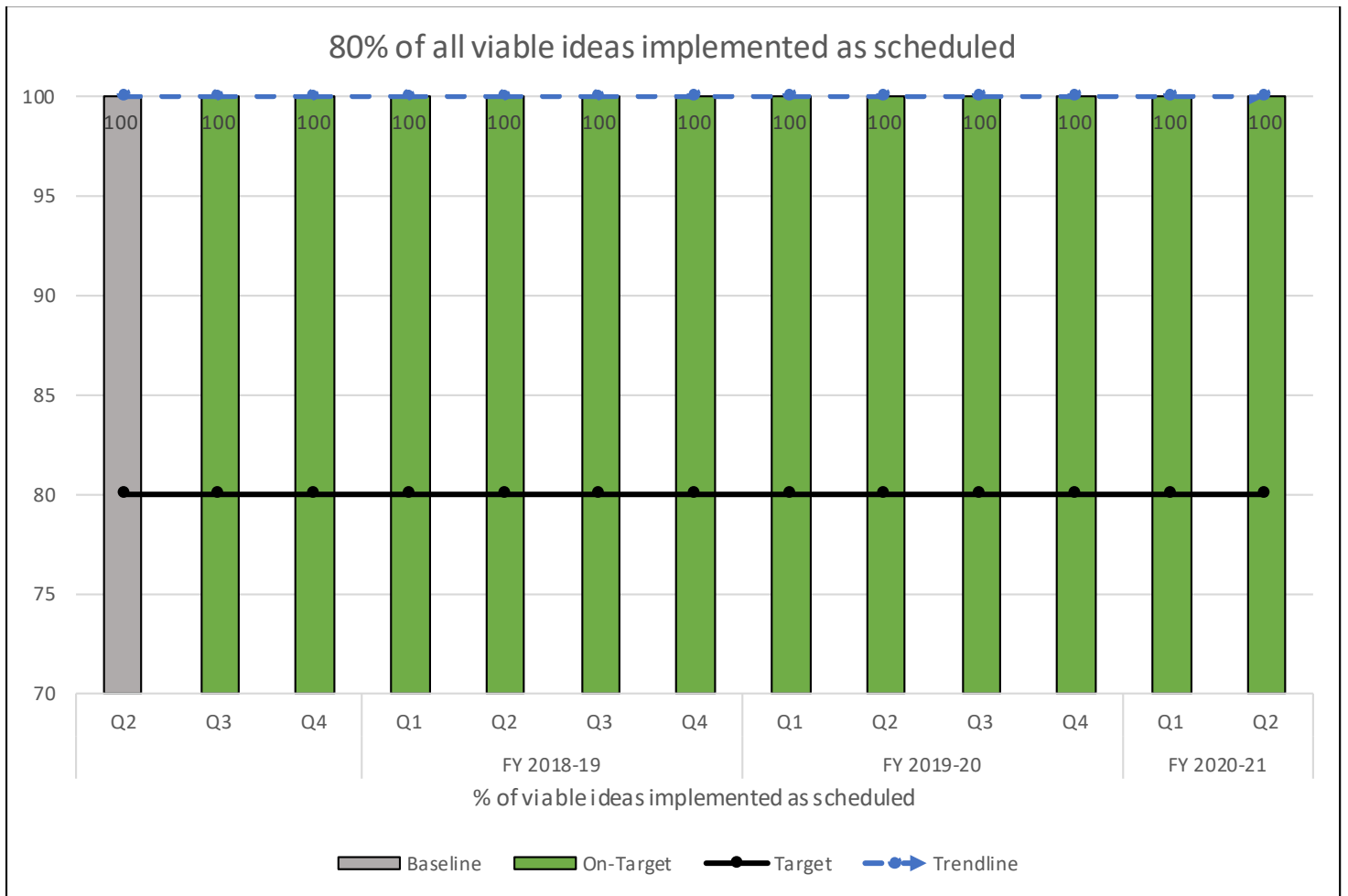
2020-21 Key Performance Indicator Summary (Quarter 2)

KPI Title:	Our Promise & Annual Food Drive - INFORMATIONAL
Executive Owner:	Brad Pacheco
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

Description:	Our goal is to gauge the level of outreach by cataloging our efforts to promote and support the Our Promise and food drive campaigns.
Baseline:	Not applicable as KPI is Informational
Target:	Not applicable as KPI is Informational
Refresh Frequency:	Annually, March
Reporting Range:	2020 fundraising efforts
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

The CalPERS team is waiting on the final 2020 Our Promise campaign totals. Due to the pandemic, the CalPERS team did not host the Holiday Food Drive. Team members were provided information on how to support local food drives.

The 2019 Our Promise campaigns totals:

Our Promise Totals $115,705.00

Number of Donors 520

Number of Employees 2,599

Percentage of Participation 20%

Enterprise Operations Map (EOM) - High Level View (FY 2020-21) - Status as of 12/31/2020 - Quarter 2

CalPERS

VISION: A respected partner, providing a sustainable retirement system and health care program for those who serve California

MISSION: Deliver retirement and health care benefits to members and their beneficiaries

CORE VALUES: Quality, Respect, Accountability, Integrity, Openness, Balance

Operational Outcome Measures

RELIABLE STEWARD OF FUNDS	CUSTOMER SATISFACTION DRIVEN ORGANIZATION	OPEN & TRANSPARENT COMMUNICATION	EFFICIENT & EFFECTIVE ORGANIZATION	SUPPORTIVE & ENGAGED LEADERSHIP	TEAM MEMBER ENGAGEMENT

Core Processes

Accounting for Funds	Managing Investments	Projecting Liabilities	Provide & Administer Retirement Benefits	Provide & Administer Health Care Benefits	Educate Members, Employers & Stakeholders	Listening & Informing	Brand Reputation	Leveraging Technology	Compliance & Managing Risks	Purchasing & Acquisition	Managing Resources & Performance	Attracting & Supporting Team Members

Key Performance Indicators (KPI)

RELIABLE STEWARD OF FUNDS

Accounting for Funds:
- GASB 68 reports completed timely † — ACTO
- Produce CAFR with no material weaknesses † — FINO
- Percent forecast to actual expenses (annually) — FINO
- Maintain appropriate reserve levels - CERBT fund — FINO
- Maintain appropriate reserve levels - long-term care fund — FINO
- Maintain appropriate reserve levels - defined benefit funds — FINO

Managing Investments:
- Stay within risk boundaries for total fund * — INVO
- Aggregate risk levels of the INVO operating model (TOM) — INVO
- Strategic asset allocation ranges (if outside approved ranges) * — INVO
- Adequate liquidity coverage — FINO
- Cash forecasting accuracy — FINO

Projecting Liabilities:
- Generate liability data and rates for pension funding - public agency — ACTO
- Generate liability data for long-term care program — ACTO
- Generate liability data and rates for pension funding - state * — ACTO
- Generate liability data and rates for pension funding - schools * — ACTO

CUSTOMER SATISFACTION DRIVEN ORGANIZATION

Provide & Administer Retirement Benefits:
- Customer satisfaction — CSS
- Benefit payment accuracy — CSS
- Benefit payment timeliness — CSS

Provide & Administer Health Care Benefits:
- Health plan scorecard of 90% or better * — HPBB
- Customer inquiry timeliness * — HPBB
- Public agency retention * — HPBB
- Public agency recruitment * — HPBB
- Self-reported overall health status * — HPBB
- Opiods - dose * — HPBB
- C-section rate * — HPBB

OPEN & TRANSPARENT COMMUNICATION

Educate Members, Employers & Stakeholders:
- Percent of employer participation in CalPERS annual educational forum * — CSR
- Member education satisfaction — CSS
- Employer education satisfaction — CSS

Listening & Informing:
- Member rating on stakeholder perception survey * — CSR
- Employer rating on stakeholder perception survey * — CSR
- Stakeholder rating on stakeholder perception survey * — CSR
- Community outreach efforts * — CSR

Brand Reputation:
- Member, employer & stakeholder rating on perception survey * — CSR

EFFICIENT & EFFECTIVE ORGANIZATION

Leveraging Technology:
- Project portfolio health — ITSB
- ITSB service performance — ITSB
- Member self-service fraud resulting in financial loss (closed session) — ITSB
- Unauthorized member self-service account changes (closed session) — ITSB

Compliance & Managing Risks:
- Timely resolution of employer reviews — CSS
- Form 700 completed timely * — ECOM
- Mandated training compliance — ECOM
- Personal trading monitoring * — ECOM
- Ensure evacuation readiness * — OSSD
- Business continuity readiness † — OSSD
- Lean adoption — PRADA
- Employers current on CalPERS health obligations — FINO
- Employers current on CalPERS pension obligations — FINO

Purchasing & Acquisition:
- Small business requirements compliance — OSSD
- Disabled veterans business enterprise requirements compliance — OSSD
- Solicitation, contract, amendment, & purchase order service level compliance — OSSD
- Time to detect cyber security threats (closed session) — ITSB
- Reportable privacy violations (closed session) — ITSB

SUPPORTIVE & ENGAGED LEADERSHIP

Managing Resources & Performance:
- Team member perception of leadership-team leader relationships * — HRSD
- Health of enterprise performance reporting framework * — ESPD
- **Operational sustainability report** † — OSSD

TEAM MEMBER ENGAGEMENT

Attracting & Supporting Team Members:
- Average time to hire for hard to recruit positions * — HRSD
- Rentention Rate † — HRSD
- Recognition perceptions * — HRSD
- Work life balance perceptions * — HRSD
- Team member perception of training and development * — HRSD
- Response rate of employee engagement survey * — HRSD
- Emerging leader program † — HRSD
- 100% of all ideas responded to within 120 days — ESPD
- 80% of all viable ideas implemented as scheduled — ESPD
- Our Promise and annual food drive † — CSR

Legend

† Denotes Informational KPIs	* Pending Refresh	On-Target (green)	At-Risk (yellow)	Off-Target (red)