EPM Fourth 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 62 KPIs are performing for the fourth quarter (April 1, 2022 – June 30, 2022). Additional performance details can be found on the summary sheets for each KPI. Informational KPIs are non-performance driven.

Third Quarter Measure Performance:

- 25 On-Target
- 2 At-Risk
- 2 Off-Target
- 23 Pending Refresh
- 6 Informational
- 4 Closed Session item

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

Status Key   ● On-Target   △ At-Risk   ■ Off-Target   ✳ Pending Refresh   ✳✳ Data Not Available   † Informational KPI

Enterprise Performance Reporting – Fourth Quarter Report
CalPERS 2021-22 Key Performance Indicators

Reliable Steward of Funds	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
GASB 68 reports completed timely	Informational	Informational	Informational	Informational	N/A	18
Produce ACFR with no material weaknesses	Informational	Informational	Informational	Informational	N/A	19
Percent forecast to actual expenses (annually)	✶	🟢	✶	✶	✶🟢✶✶ Q1|Q2|Q3|Q4	20
Maintain appropriate reserve levels – California employers' retiree benefit trust fund	🟢	🟢	🟢	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	22
Maintain appropriate reserve levels – long term care fund	🟢	🟢	🟢	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	24
Maintain appropriate reserve levels – defined benefit fund	🟢	🟢	🟢	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	26
Stay within risk boundaries for total fund	🟢	✶	✶	✶	🟢✶✶✶ Q1|Q2|Q3|Q4	28
Aggregate risk levels of the INVO operating model (TOM)	🟢	✶	✶	✶	🟢✶✶✶ Q1|Q2|Q3|Q4	30
Strategic asset allocation ranges (if outside approved ranges)	🟢	✶	✶	✶	🟢✶✶✶ Q1|Q2|Q3|Q4	32
Adequate liquidity coverage	🟢	🟢	🟢	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	34

Reliable Steward of Funds continued	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Cash forecasting accuracy	🟢	🟢	🟢	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	36
Generate liability data and rates for pension funding – public agency	🔺 (yellow)	✳	✳	✳	🟢 ✳ ✳ ✳ Q1|Q2|Q3|Q4	38
Generate liability data and rates for long-term care program	✳	✳	🔺 (yellow)	✳	✳ ✳ 🟥 ✳ Q1|Q2|Q3|Q4	39
Generate liability data and rates for pension funding – state	🟢	✳	✳	✳	🟢 ✳ ✳ ✳ Q1|Q2|Q3|Q4	40
Generate liability data and rates for pension funding – schools	🟢	✳	✳	✳	🟢 ✳ ✳ ✳ Q1|Q2|Q3|Q4	41

Customer Satisfaction Driven Organization	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Customer satisfaction	🟢	🟢	🟢	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	42
Benefit payment accuracy	🟢	🟢	🟢	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	44
Benefit payment timeliness	🟢	🟢	🟢	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	46
Health plan scorecard of 90% or better	✱	✱	✱	🟢	✱✱✱🟢 Q1|Q2|Q3|Q4	48
Customer inquiry timeliness	🟢	✱	✱	✱	🟢✱✱✱ Q1|Q2|Q3|Q4	50
Public agency retention	✱	✱	🟢	✱	✱✱🟢✱ Q1|Q2|Q3|Q4	52
Public agency recruitment	✱	✱	🟢	✱	✱✱🟢✱ Q1|Q2|Q3|Q4	54
Self-reported overall health status	✱	✱	✱	🟢	✱✱✱🟢 Q1|Q2|Q3|Q4	56
Opioids – Dose	✱	✱	✱	🟢	✱✱✱🟢 Q1|Q2|Q3|Q4	58
C – section rate	✱	🟢	✱	✱	✱🟢✱✱ Q1|Q2|Q3|Q4	60

Open and Transparent Communication	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Percent of employer participation in CalPERS annual educational forum	✱	●	✱	✱	✱ ● ✱ ✱ Q1|Q2|Q3|Q4	62
Member education satisfaction	●	●	●	●	● ● ● ● Q1|Q2|Q3|Q4	64
Employer education satisfaction	●	●	●	●	● ● ● ● Q1|Q2|Q3|Q4	66
Member rating on stakeholder perception survey	✱	✱	✱	●	✱ ✱ ✱ ● Q1|Q2|Q3|Q4	68
Employer rating on stakeholder perception survey	✱	✱	✱	▲	✱ ✱ ✱ ■ Q1|Q2|Q3|Q4	14
Stakeholder rating on stakeholder perception survey	✱	✱	✱	●	✱ ✱ ✱ ■ Q1|Q2|Q3|Q4	70
Community outreach efforts	✱	✱	✱	●	✱ ✱ ✱ ● Q1|Q2|Q3|Q4	72
Member, employer and stakeholder rating on perception survey	✱	✱	✱	■	✱ ✱ ✱ ■ Q1|Q2|Q3|Q4	10

Efficient & Effective Organization	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Project portfolio health	🟢	🟢	🔺 (yellow)	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	74
ITSB service performance	🟢	🟢	🟢	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	77
Form 700 completed timely	✱	✱	✱	🟢	✱✱✱🟢 Q1|Q2|Q3|Q4	79
Mandated training compliance	✱	✱	✱	🟢	✱✱✱🟢 Q1|Q2|Q3|Q4	81
Personal trading monitoring	✱	✱	✱	🟢	✱✱✱🟢 Q1|Q2|Q3|Q4	83
Ensure evacuation readiness	✱✱	✱	✱	✱	🟢✱✱✱ Q1|Q2|Q3|Q4	86
Business continuity readiness	Informational	Informational	Informational	Informational	N/A	88
Lean adoption	✱	🔺 (yellow)	✱	🟥 (red square)	✱🟢✱🔺 Q1|Q2|Q3|Q4	12

Efficient & Effective Organization continued	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Employers current on CalPERS health obligations	🟢	🟢	🟢	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	90
Employers current on CalPERS pension obligations	🟢	🟢	🟢	🟢	🟢🟢🟢🟢 Q1|Q2|Q3|Q4	92
Member self-service fraud resulting in financial loss	**Closed Session**	**Closed Session**	**Closed Session**	**Closed Session**	**Closed Session**	94
Unauthorized member self-service account changes	**Closed Session**	**Closed Session**	**Closed Session**	**Closed Session**	**Closed Session**	95
Time to detect cyber security threats	**Closed Session**	**Closed Session**	**Closed Session**	**Closed Session**	**Closed Session**	96
Reportable privacy violations	**Closed Session**	**Closed Session**	**Closed Session**	**Closed Session**	**Closed Session**	97
Small business requirements compliance	🟢	✳	✳	✳	🟢✳✳✳ Q1|Q2|Q3|Q4	98
Disabled veterans business enterprise requirements compliance	🟢	✳	✳	✳	🟢✳✳✳ Q1|Q2|Q3|Q4	100
Solicitation, contract, amendment, and purchase order service level compliance	🔺	✳	✳	✳	🟢✳✳✳ Q1|Q2|Q3|Q4	102

Supportive & Engaged Leadership	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Team member perception of leadership – manager relationships	✳	🟥	✳	✳	✳ ✳ 🟢 ✳ Q1|Q2|Q3|Q4	105
Health of enterprise performance reporting framework	✳	✳	✳	🔺	✳ ✳ ✳ 🟢 Q1|Q2|Q3|Q4	16

Team Member Engagement	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2020-21)	Page Number
Average time to hire for hard-to-recruit positions	●	✳	✳	✳	● ✳ ✳ ✳ Q1|Q2|Q3|Q4	107
Retention rate	Informational	Informational	Informational	Informational	N/A	109
Recognition perceptions	✳	■	✳	✳	✳ ✳ ● ✳ Q1|Q2|Q3|Q4	110
Employee empowerment perceptions	✳	■	✳	✳	✳ ✳ ● ✳ Q1|Q2|Q3|Q4	112
Team member perception of growth and development	✳	■	✳	✳	✳ ✳ ● ✳ Q1|Q2|Q3|Q4	114
Response rate of employee engagement survey	✳	■	✳	✳	✳ ✳ ● ✳ Q1|Q2|Q3|Q4	116
Emerging leader program	Informational	Informational	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	Informational	Informational	N/A	123

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Member, Employer, & Stakeholder Rating on Perception Survey
Executive Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Brand Reputation
Status:	Off-Target
Numeric Status:	5.70

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: 4/2021 – 3/2022

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:

The combined score was 5.70, which did not meet our final goal of 5.93 and is Off-Target for the current reporting period. The lowest scoring group overall was employer senior leaders, with an average of 5.43.

Performance Trend Chart:

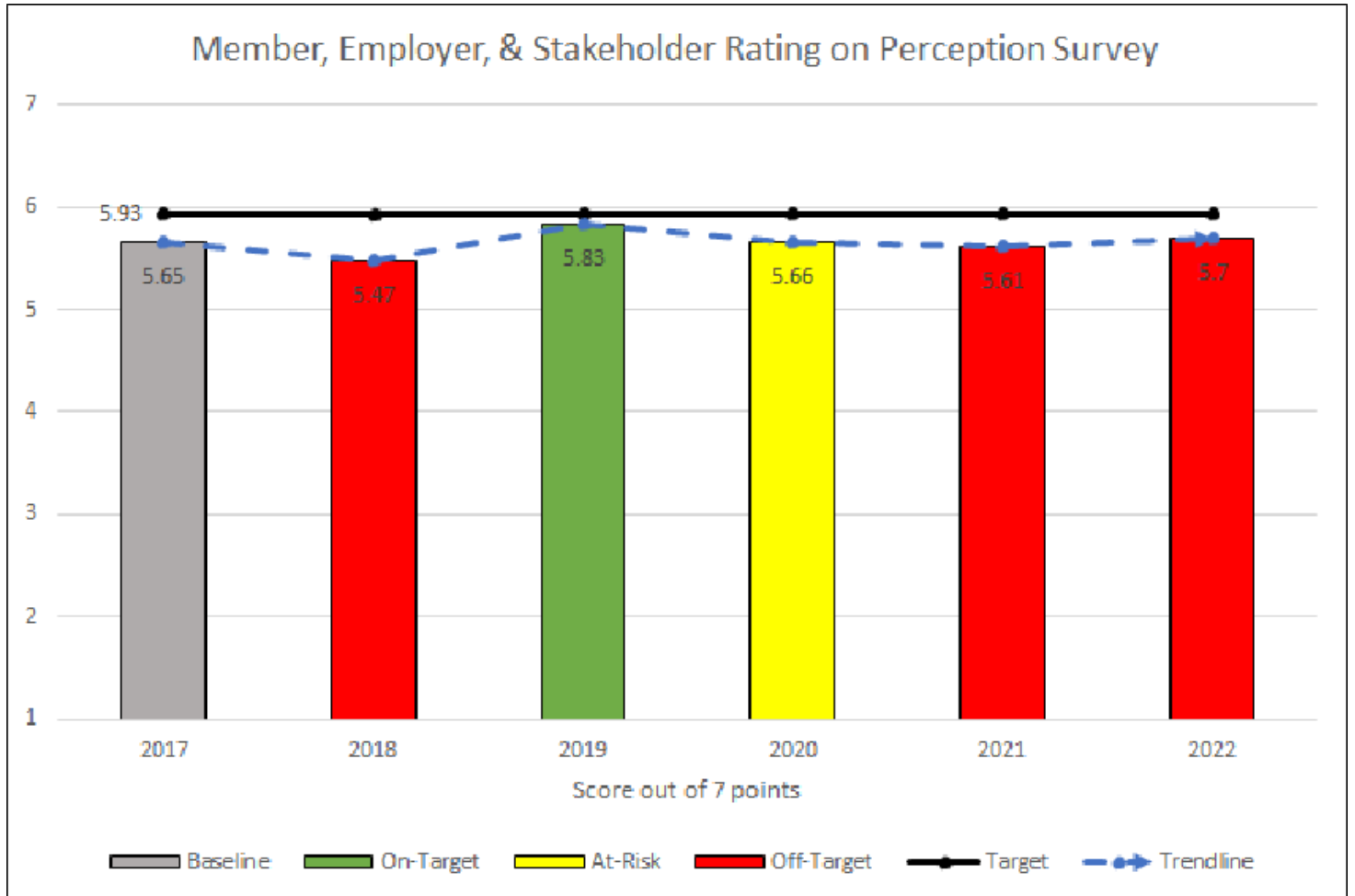# 2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Lean Adoption

Executive Owner: Doug Hoffner

Outcome Measure: Efficient & Effective Organization

Core Process: Compliance & Managing Risks

Status: Off-Target

Numeric Status: 2.9

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: 1/1/22- 6/30/22

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:

The Lean Adoption scored decreased from December 2021 to June 2022 and is Off-Target for this reporting period. CalPERS continues to train new and existing team members in Lean fundamentals and sustained a 61% Lean-trained percentage, despite experiencing higher than usual turnover among team members who were previously trained. Various areas across the enterprise continue to implement process improvements, though the potential increase in team members that are new to Lean may be a factor in lower overall engagement scores and awareness of the Lean Community. CalPERS will continue to market successful process improvement efforts to CalPERS team and explore opportunities to increase outreach to new team members. Additionally, CalPERS will identify areas that have lower Lean adoption rates and conduct targeted outreach with those areas to identify opportunities to engage in education or process improvements.

Performance Trend Chart:
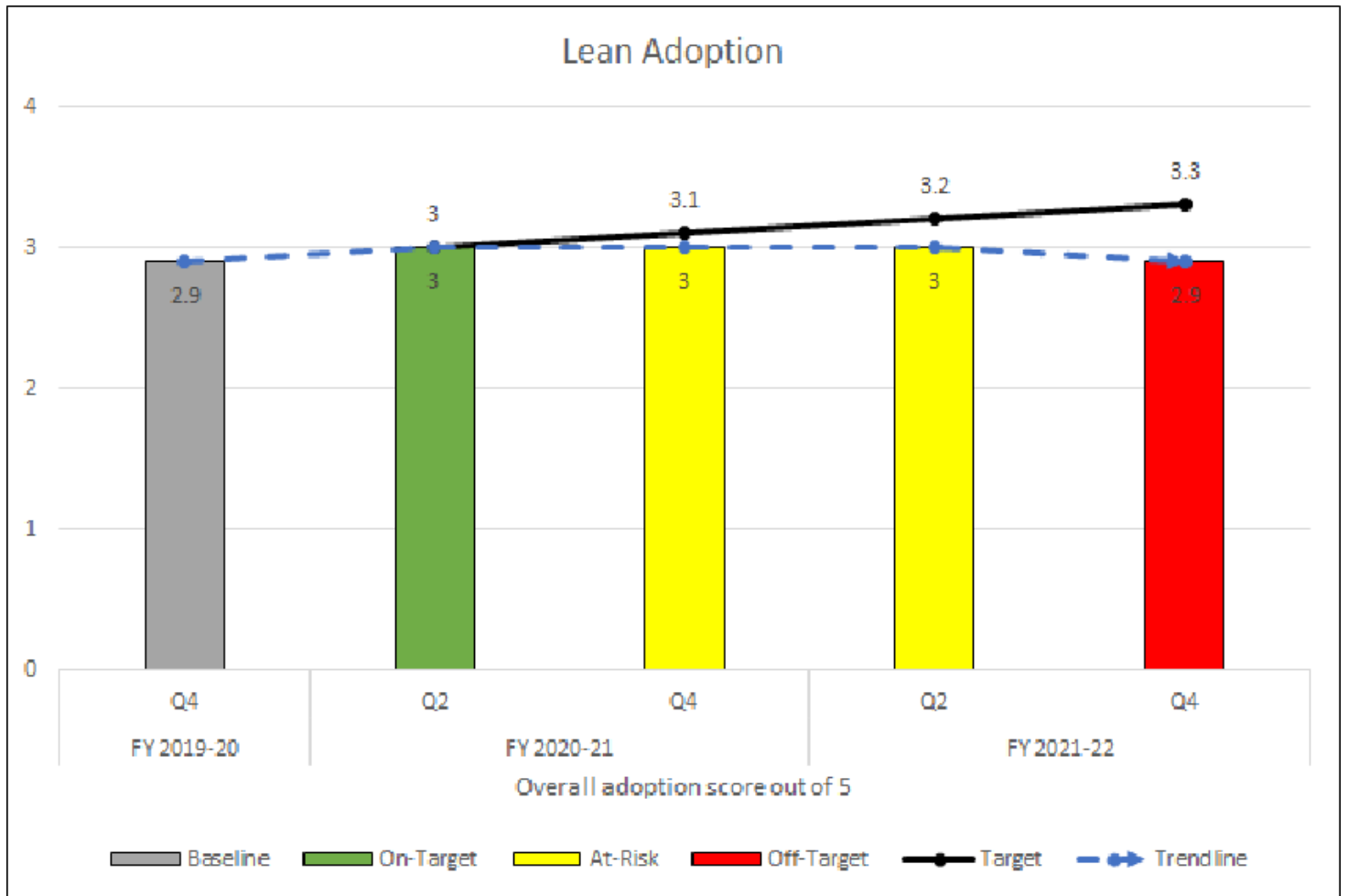
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Employer Rating on Stakeholder Perception Survey

Executive Owner: Brad Pacheco

Outcome Measure: Open & Transparent Communication

Core Process: Listening & Informing

Status: At-Risk

Numeric Status: 84.01

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: 4/2021 – 3/2022

Thresholds: On-Target: Score meets or exceed 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:

This has historically been the stakeholder group with the lowest overall perception of CalPERS, especially the top tier of the public agency employers, such as city managers and finance directors. This KPI is At-Risk for the current reporting period.

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
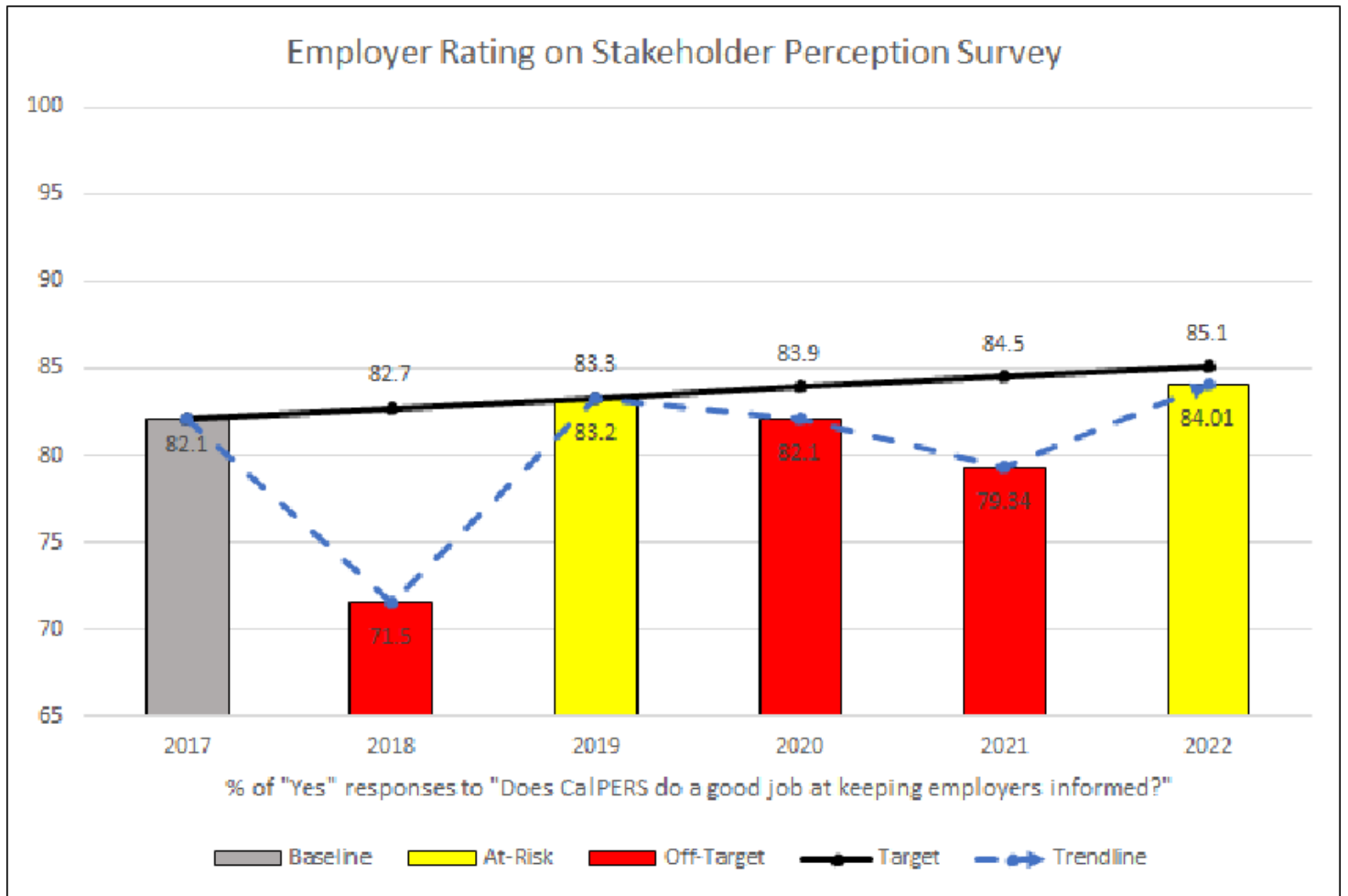
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Health of Enterprise Performance Reporting (EPR) Framework

Executive Owner: Doug Hoffner

Outcome Measure: Supportive & Engaged Leadership

Core Process: Managing Resources & Performance

Status: At-Risk

Numeric Status: 80.25

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 2021-22

Thresholds: On-Target: 85% +
                      At-Risk: 80 – 84.9%
                      Off-Target: Below 80%

Status Narrative:

This KPI is At-Risk with 80.25 of the Strategic Measures, Business Plan Initiatives, and Key Performance Indicators reporting out as On-Target during the fiscal year. The largest percentage of elements reported out as being At-Risk or Off-Target (AROT) were the Strategic Measures with 75% of them reporting out as AROT during the fiscal year. As part of our process, when an EPR element is reported as At-Risk or Off-Target, the root cause is detailed as well as the mitigation strategies being acted upon to bring it back On-Target for the next reporting period. With the new Strategic Plan starting in the next fiscal year, we will be working with our business partners to leverage past experience to proactively plan, develop, and enact mitigation strategies.

Performance Trend Chart:
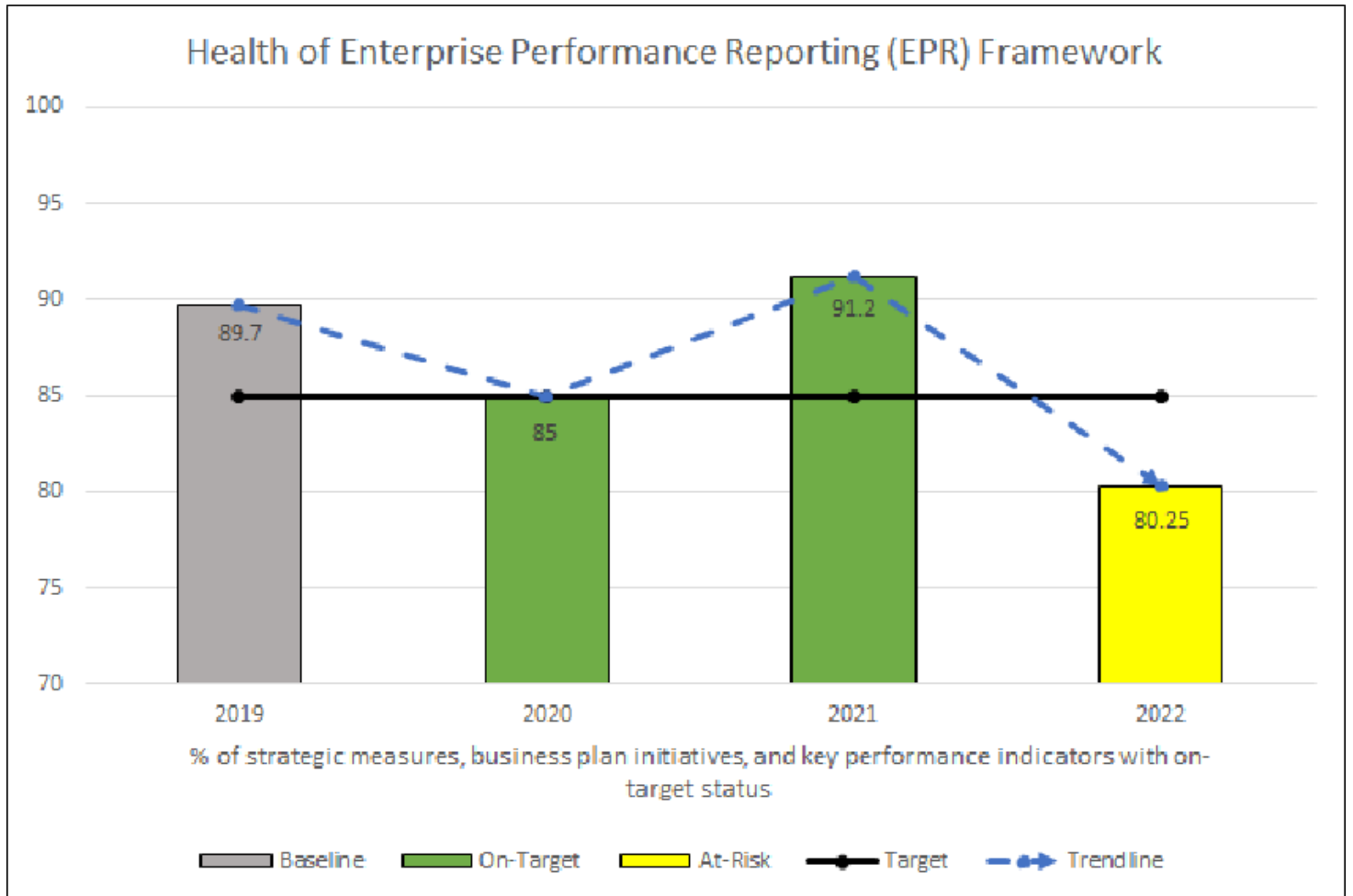
2021-22 Key Performance Indicator Summary (Quarter 4)

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 state 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 2021, the GASB Liabilities were generated on time.

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Produce Annual Comprehensive Financial Report (ACFR) 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 ACFR with no material weaknesses reported by the external auditors.
Baseline:	Each year the ACFR 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 2020-21
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

The Annual Comprehensive Financial Report (ACFR) was produced and released in November 2021 with no material weaknesses reported by the external auditors. Updated data will be available December 2022.

2021-22 Key Performance Indicator Summary (Quarter 4)

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:	Pending Refresh (in December 2022)
Numeric Status:	3.0% below total budget for 2020-21

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 2020-21

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 2021, data reflects this KPI was On-Target at 3.0% below the total budget. Updated performance data will be available December 2022.

Performance Trend Chart:
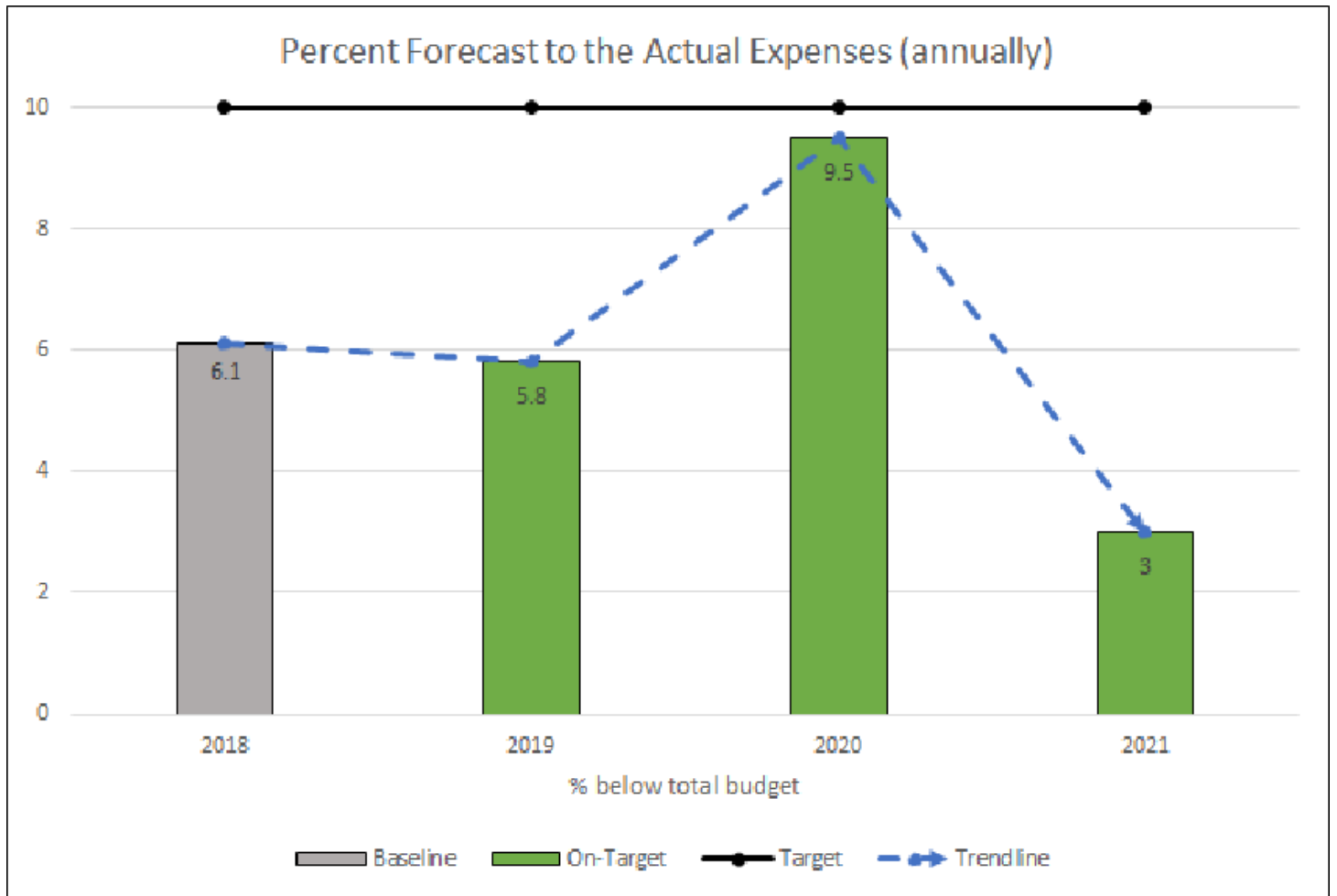
2021-22 Key Performance Indicator Summary (Quarter 4)

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: 04/01/2022 – 06/30/2022

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 4th quarter of FY 2021-22. This KPI is On-Target for the current reporting period.

Performance Trend Chart:

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

2021-22 Key Performance Indicator Summary (Quarter 4)

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 target

Refresh Frequency: Quarterly

Reporting Range: 04/01/2022 – 06/30/2022

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 4th quarter of FY 2021-22. This KPI is On-Target for the current reporting period.

Performance Trend Chart:

Maintain Appropriate Reserve Levels - Long-Term Care Fund

Rate at which reserves are maintained long-term care fund

Baseline   On-Target   Trendline

2021-22 Key Performance Indicator Summary (Quarter 4)

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 obligation

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 target

Refresh Frequency: Quarterly

Reporting Range: 04/01/2022 – 06/30/2022

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 4th quarter of FY 2021-22. This KPI is On-Target for the current reporting period.

Performance Trend Chart:

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Stay Within Risk Boundaries for Total Fund

Executive Owner: Nicole Musicco

Outcome Measure: Reliable Steward of Funds

Core Process: Managing Investments

Status: Pending Refresh (in September 2022)

Numeric Status: 1.16% (for FY 2020-21)

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 2020-21

Thresholds:

On-Target:	0% - 1.41%
At-Risk:	1.42% - 1.49%
Off-Target:	Greater than 1.50%

Status Narrative:

As of July 1, 2021, this KPI was reported as On-Target.

Tracking error was 1.16%, per Quarterly Update on Performance and Risk as of July 1, 2021 presented at the September Investment Committee. This information is reported to the Board on a quarterly cycle.

Performance Trend Chart:
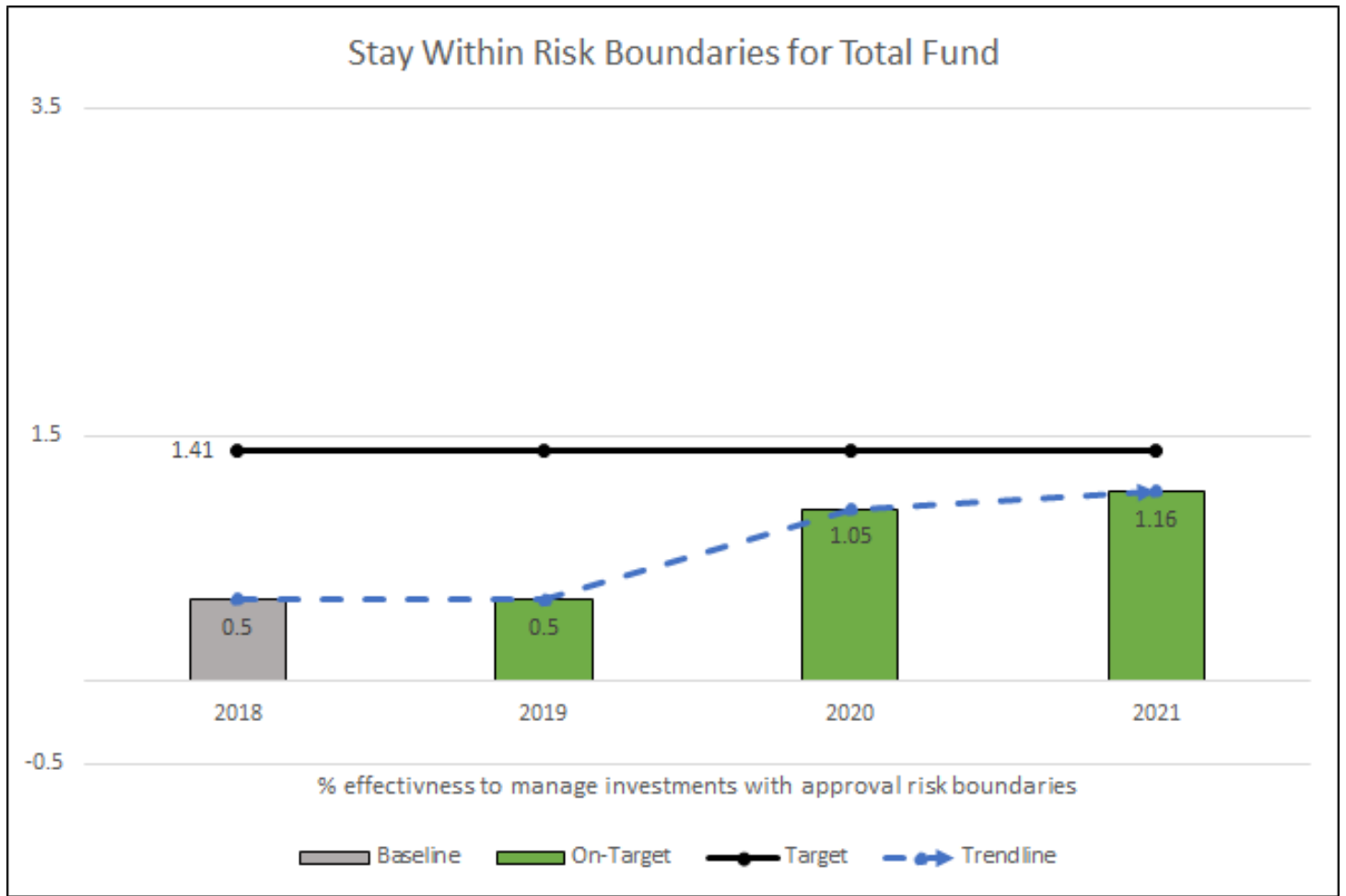
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Aggregate Risk Levels of the INVO Operating Model (TOM)

Executive Owner: Nicole Musicco

Outcome Measure: Reliable Steward of Funds

Core Process: Managing Investments

Status: Pending Refresh (in September 2022)

Numeric Status: 4 (for FY 2020-21)

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 2020-21

Thresholds:
On-Target: $1 - 5$
At-Risk: $6 - 7$
Off-Target: $8 - 10$

Status Narrative:

As of June 2021, this KPI was On-Target with a score of 4, with the score unchanged at fiscal year-end.

Elevated risk-levels in Data Management and Investment Accounting & Custody sub-functions were offset with decreases in Business Continuity & Disaster Recovery and Private Market Operations sub-functions. The remaining assessed sub-functions yielded no material changes in risk scores.

Performance Trend Chart:
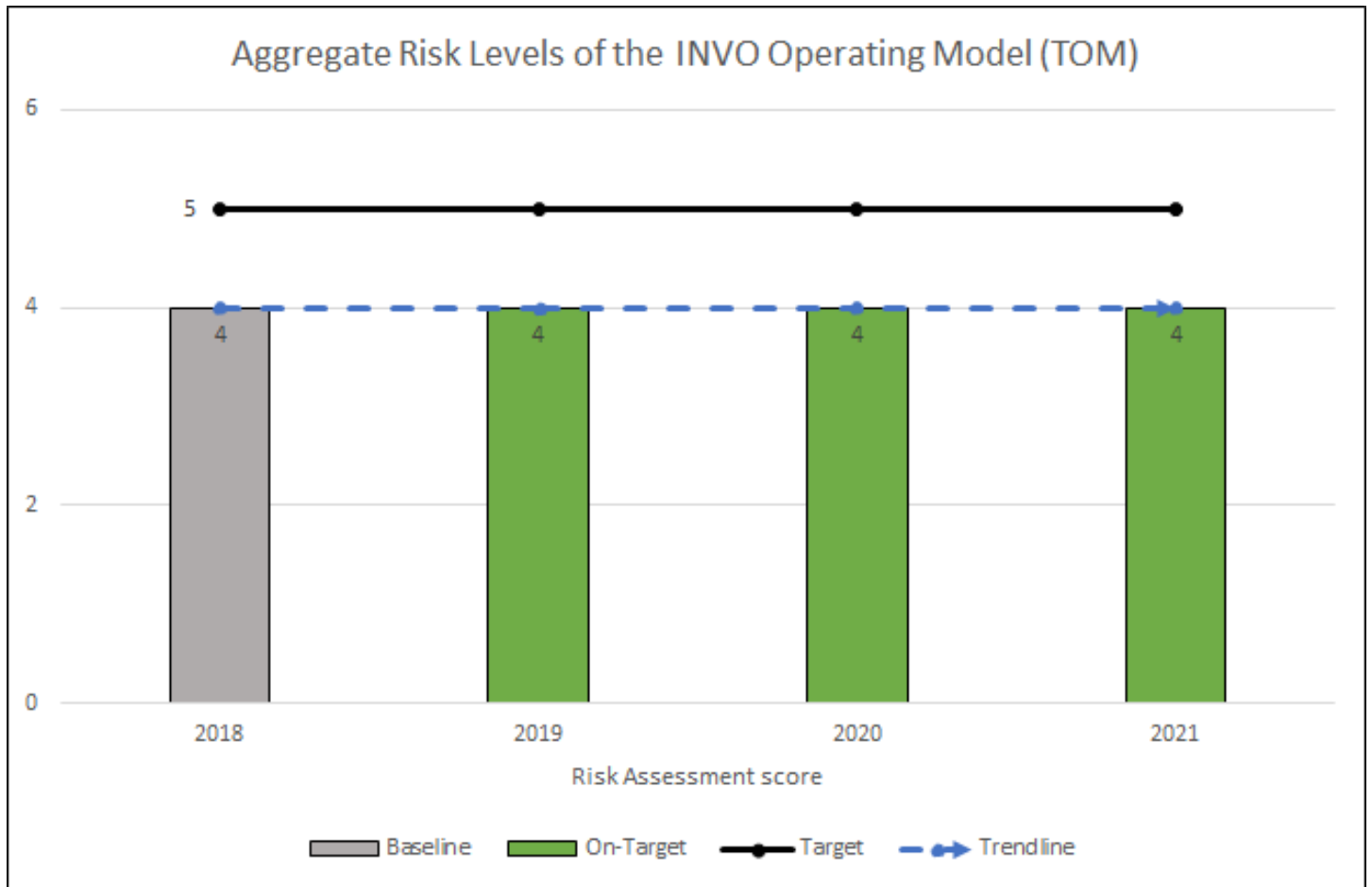
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Strategic Asset Allocation Ranges (if outside approved ranges)
Executive Owner:	Nicole Musicco
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments
Status:	Pending Refresh (in September 2022)
Numeric Status:	Current asset allocation ranges remain within approved targets (for FY 2020-21)

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 2020-21

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 2021, the PERF asset allocation remained within approved targets per the Quarterly Update on Performance and Risk as of June 30, 2021 presented at the September Investment Committee. The next update will be available in September 2022.

No performance trend chart is available for this KPI.

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Adequate Liquidity Coverage

Executive Owner: Michael Cohen

Outcome Measure: Reliable Steward of Funds

Core Process: Managing Investments

Status: On-Target

Numeric Status: 2.15

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:

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

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	3-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: 04/01/2022 – 06/30/2022

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 was on target at 2.15 for the 4th quarter of FY 2021-22. .

Performance Trend Chart:
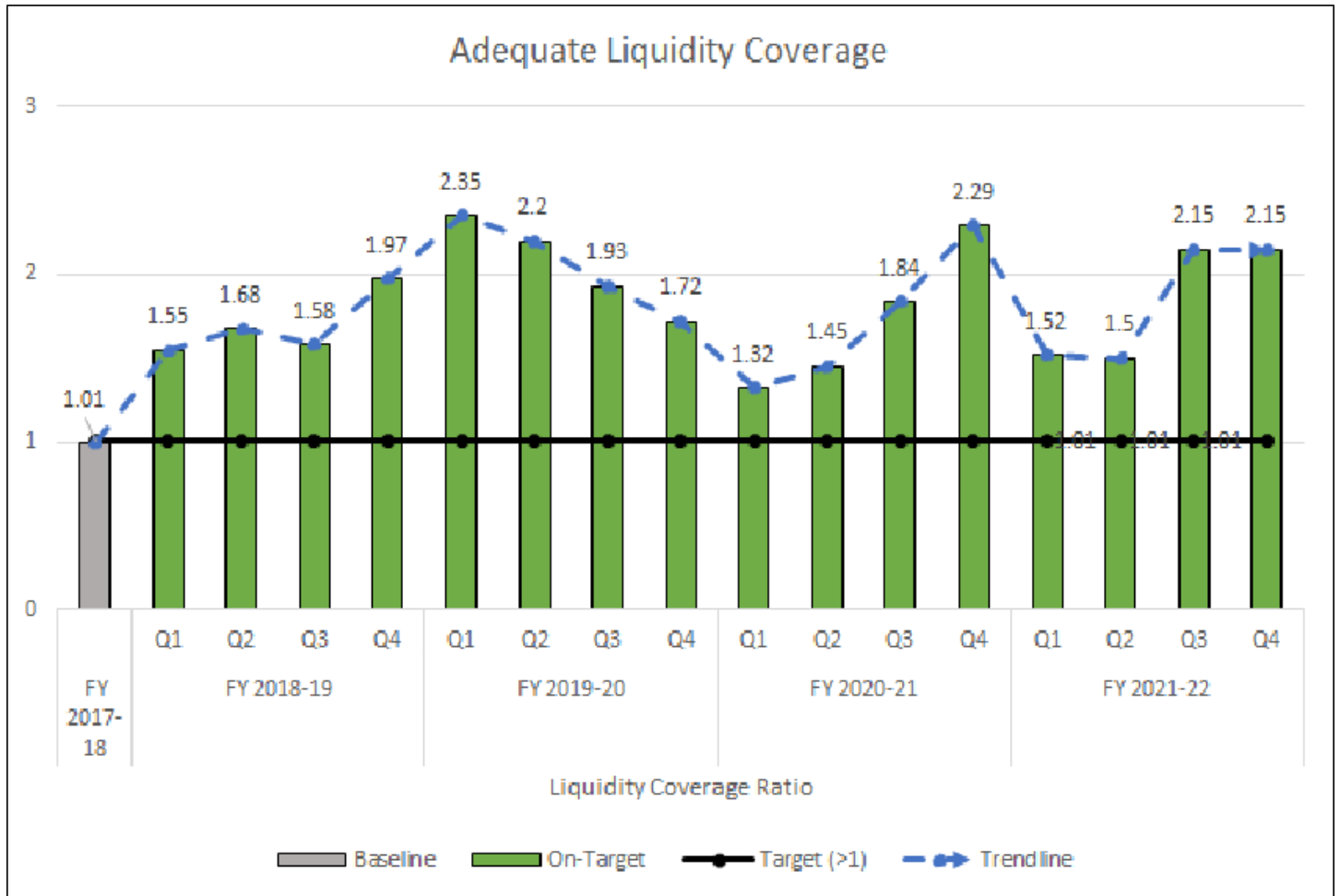
2021-22 Key Performance Indicator Summary (Quarter 4)

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

Status:	On-Target
Numeric Status:	5.46%

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: 04/01/2022 – 06/30/2022

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 4th quarter of FY 2021-22 was on target at 5.46%.

Performance Trend Chart:

2021-22 Key Performance Indicator Summary (Quarter 4)

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 2022)

Numeric Status: Results uploaded in August (for FY 2019-20)

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 myCalPERS 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 2019-20

Thresholds: On-Target: Deliverables uploaded in July
                      At-Risk: Deliverables uploaded in August
                      Off-Target: Deliverables uploaded after August

Status Narrative:

All reports for public agencies were uploaded to myCalPERS in August 2021. The target timing of July was not met due to a combination of factors including the team not being at full capacity and a large volume of additional work in connection with the Experience Study and Asset Liability Management process.

No performance trend chart is available for this KPI.

2021-22 Key Performance Indicator Summary (Quarter 4)

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 2023)

Numeric Status: Was reported at the April 2022 board meeting (for FY 2020-21)

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 2020-21

Thresholds: On-Target: Deliverables for February Board
                        At-Risk: Deliverables for April Board
                        Off-Target: Deliverables after April Board

Status Narrative:

The June 2021 liabilities were completed for the April board meeting. This item continues to be delayed due to complications surrounding the ongoing lawsuit and pending rate increases occurring for the second year in a row.

No performance trend chart is available for this KPI.

2021-22 Key Performance Indicator Summary (Quarter 4)

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 2022)

Numeric Status: Completed in June 2022 (for FY 2020-21)

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 myCalPERS 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: Fiscal Year 2020-21

Thresholds: On-Target: Deliverables uploaded by June
                    At-Risk: Deliverables uploaded by July
                    Off-Target: Deliverables uploaded by August (or later)

Status Narrative:

Results for the state were presented to the board in April of 2022 and was uploaded to myCalPERS before the end of June 2022.

No performance trend chart is available for this KPI.

2021-22 Key Performance Indicator Summary (Quarter 4)

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 2022)
Numeric Status:	Completed June 2022 (for FY 2020-21)

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 myCalPERS 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: Fiscal Year 2020-21

Thresholds:	On-Target:	Deliverables uploaded in June
	At-Risk:	Deliverables uploaded in July
	Off-Target:	Deliverables uploaded in August (or later)

Status Narrative:

Results for the school's pool were presented to the board in April 2022 and uploaded to myCalPERS before the end of June 2022.

No performance trend chart is available for this KPI.

2021-22 Key Performance Indicator Summary (Quarter 4)

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:	93%
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:	FY 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:	04/01/2022 – 06/30/2022
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

Baseline   On-Target   Target   Trendline
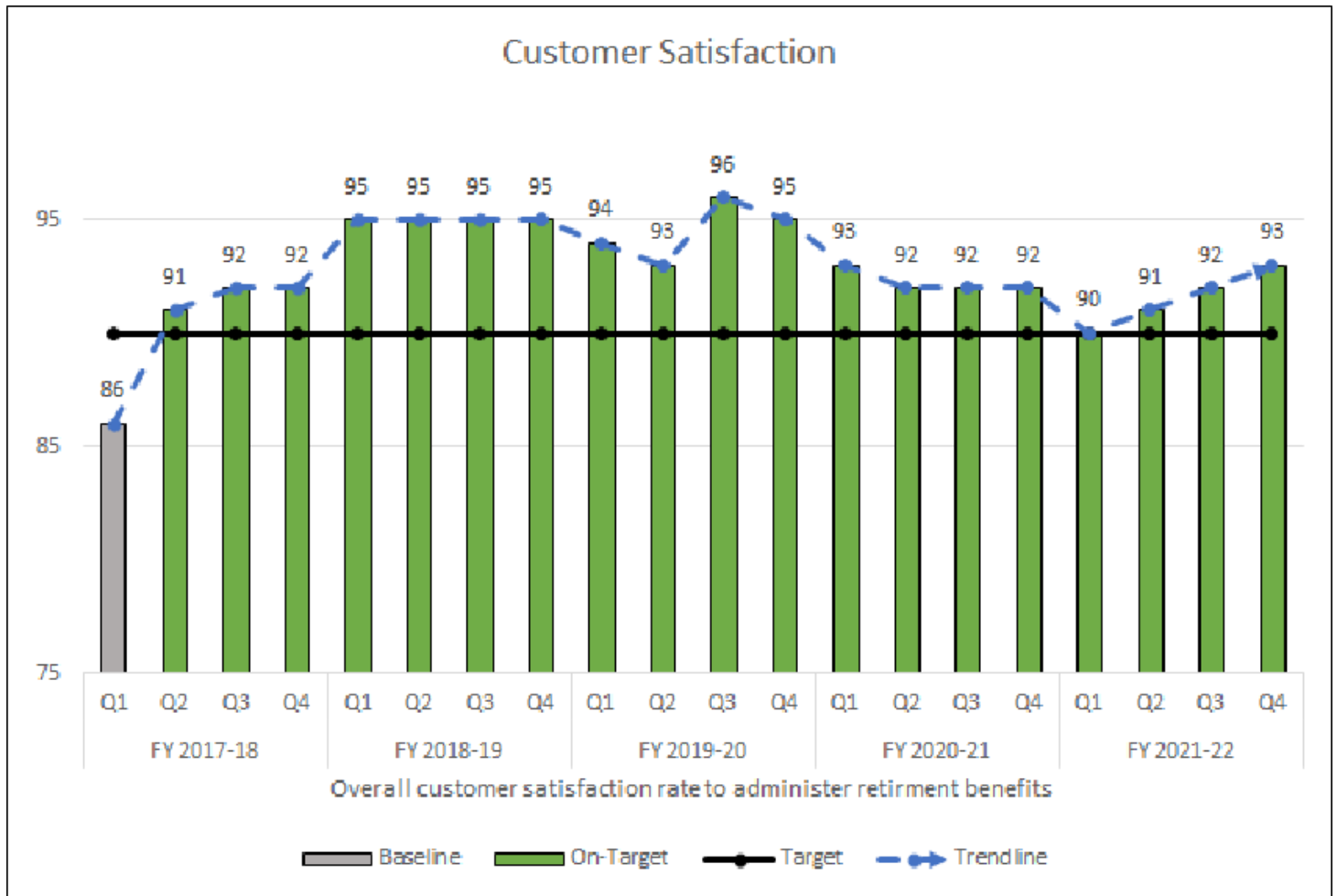
2021-22 Key Performance Indicator Summary (Quarter 4)

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: 100%

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: FY 2017-18, Quarter 2: 98%

Target: Issue 98% of identified benefit payments within accuracy expectations

Refresh Frequency: Quarterly

Reporting Range: 04/01/2022 – 06/30/2022

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
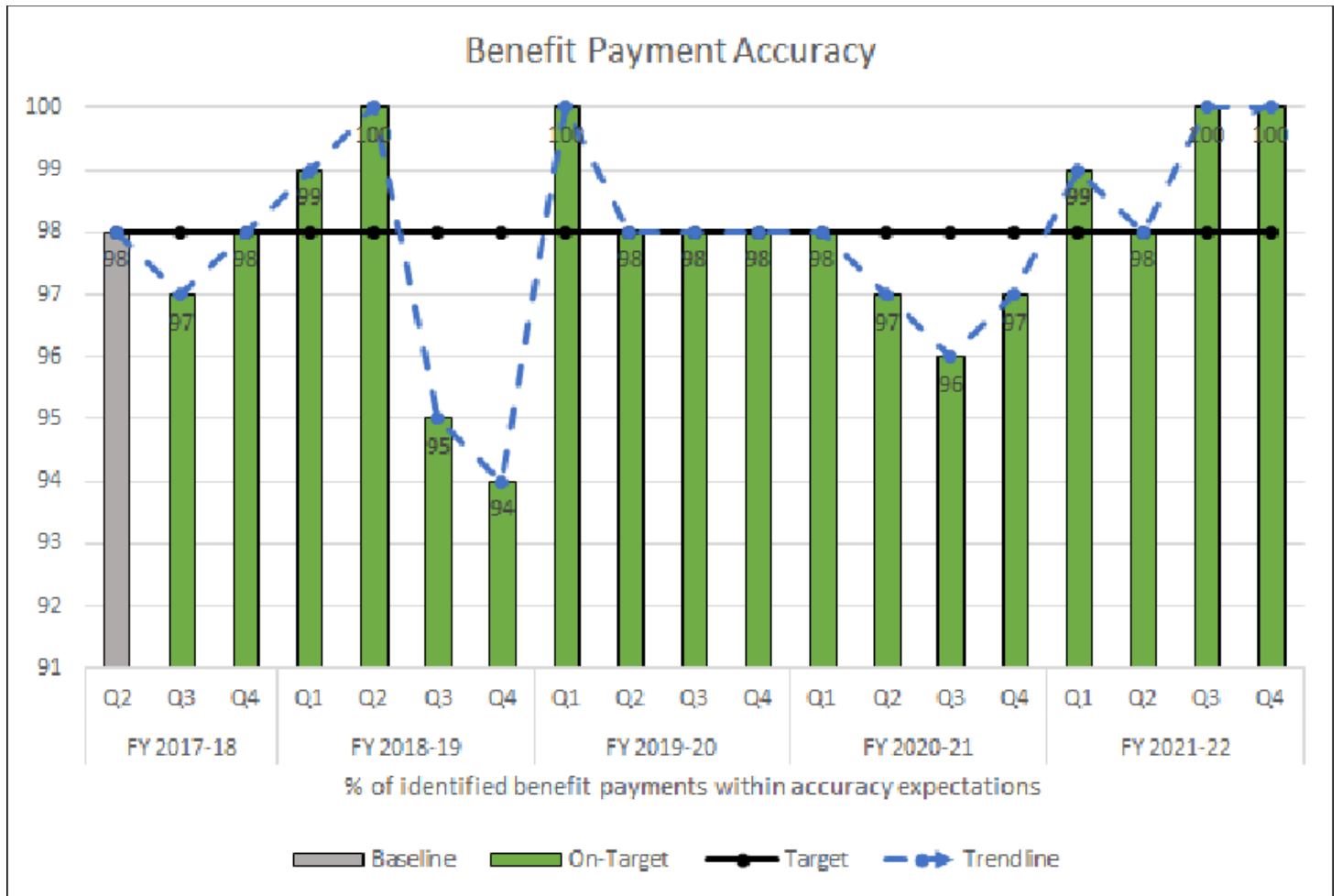
2021-22 Key Performance Indicator Summary (Quarter 4)

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: 96%

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: FY 2017-18, Quarter 1: 95%

Target: Issue 95% of benefit payments within service level timeframes

Refresh Frequency: Quarterly

Reporting Range: 04/01/2022 – 06/30/2022

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

Baseline On-Target Target Trendline
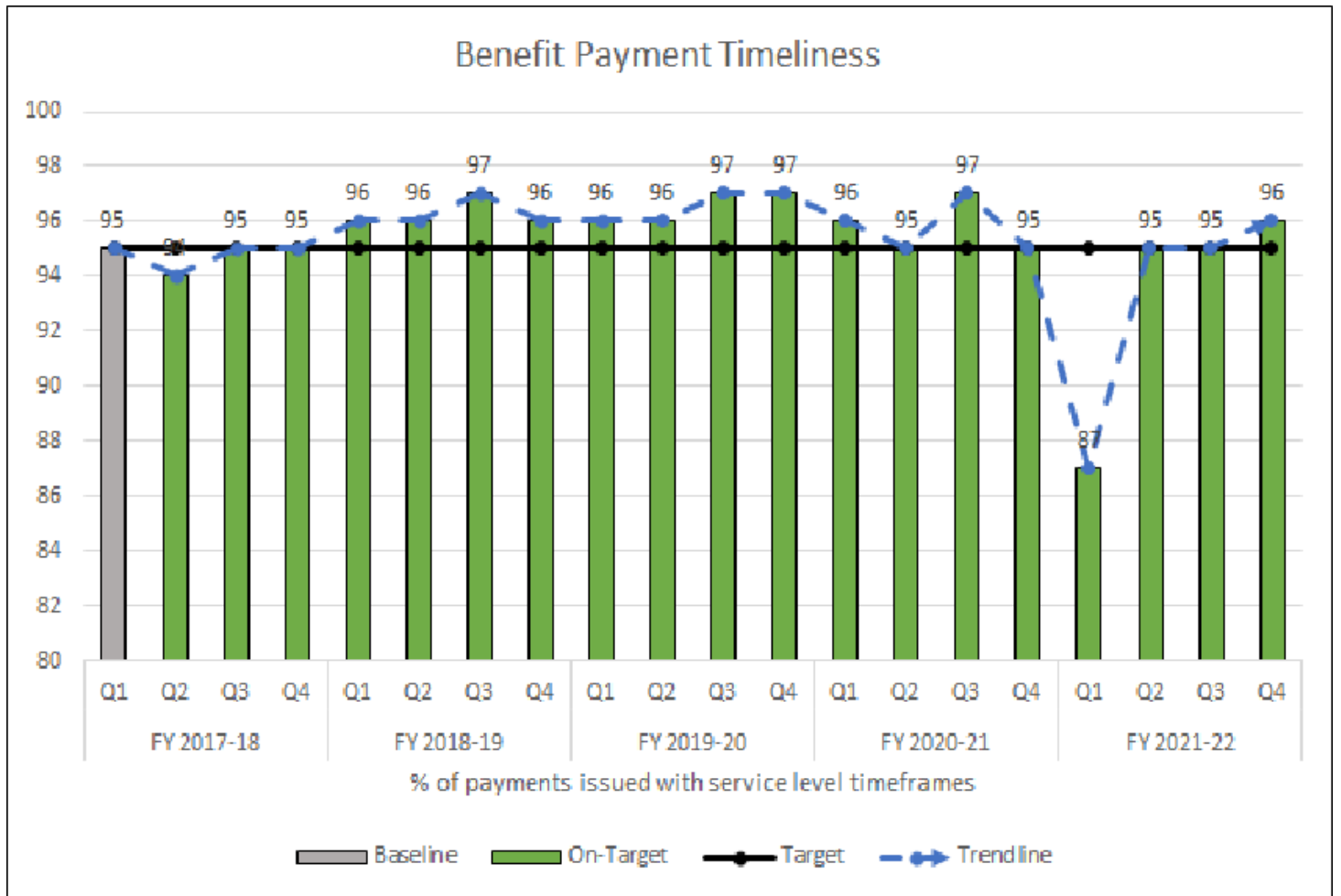
2021-22 Key Performance Indicator Summary (Quarter 4)

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: On-Target

Numeric Status: 95.0% (covering experience in 2021)

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)
- 98.1% (covering experience in 2020)
- 95.0% (covering experience in 2021)

Baseline: 94% (covering experience in 2015)

Target: 90%

Refresh Frequency: Annually, June

Reporting Range: January 2021 – December 2021

Thresholds: On-Target: 90% or above
                        At-Risk: 85% - 89%
                        Off-Target: Less than 85%

Status Narrative:

As of June 2022, this Key Performance Indicator reported at 95.0% and was On-Target.

Performance Trend Chart:

Health Plan Scorecard of 90% or Better

% of CalPERS satistfaction with health plan in account management services

Legend: Baseline, On-Target, Target, Trendline
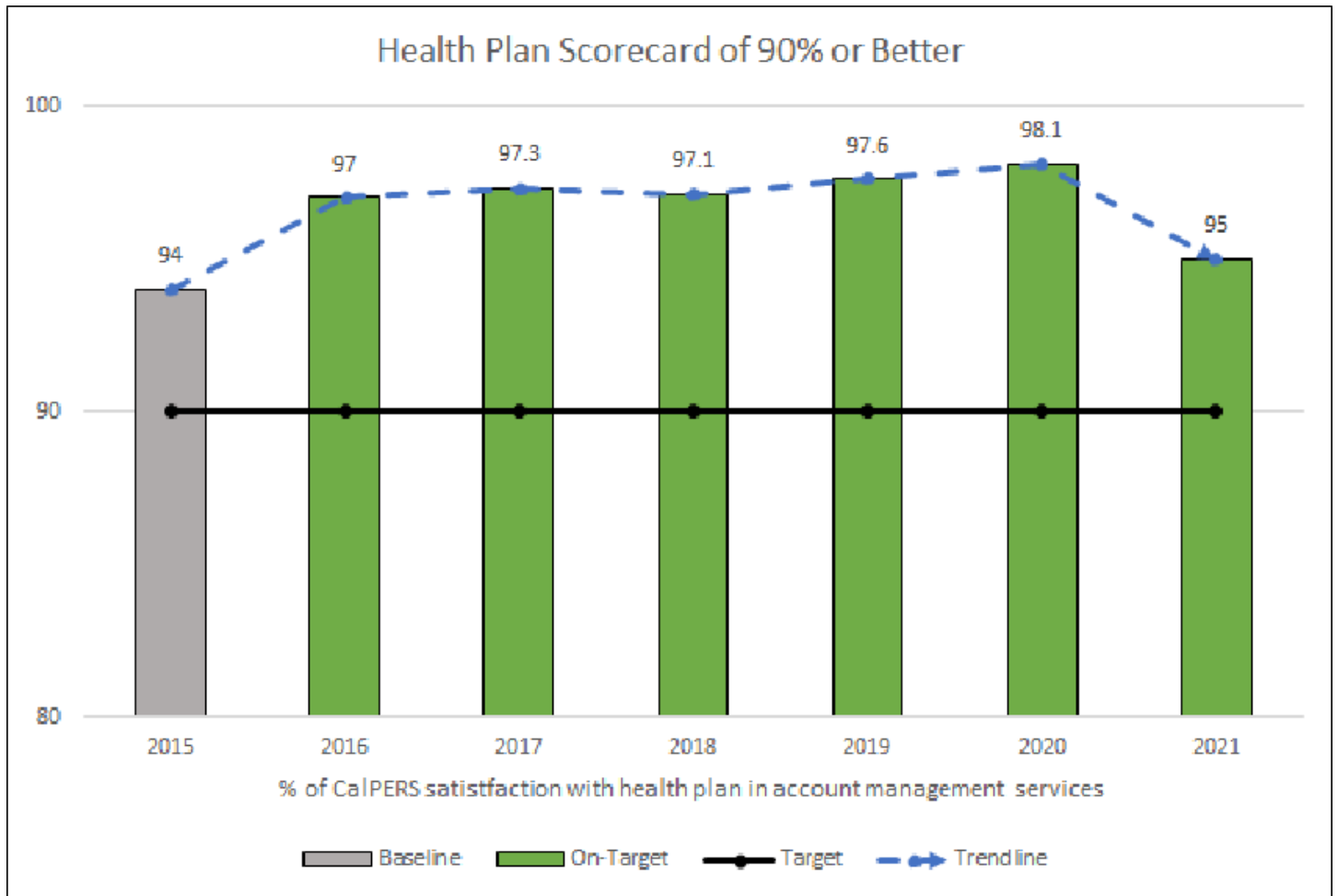
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Customer Inquiry Timeliness

Executive Owner: Don Moulds

Outcome Measure: Customer Satisfaction Driven Organization

Core Process: Provide & Administer Health Care Benefits

Status: Pending Refresh (in August 2022)

Numeric Status: 99.7% (for FY 2020-21)

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)
- 99.7% (covering experience in Fiscal Year 2020-21)

Baseline: FY 2017-18 baseline of 99% completed within service level targets.

Target: 100% completed within service level targets

Refresh Frequency: Annually, August

Reporting Range: Fiscal Year 2020-21

Thresholds: On-Target: 98% or above
                        At-Risk: 93% - 97%
                        Off-Target: Less than 93%

Status Narrative:

As of August 2021, this Key Performance Indicator (KPI) reported at 99.7% and was On-Target. Updated performance data will be available in August 2022.

Performance Trend Chart:

Customer Inquiry Timeliness

% of CalPERS responsivness to resolution of incoming members health inquiries

Baseline   On-Target   Target   Trendline
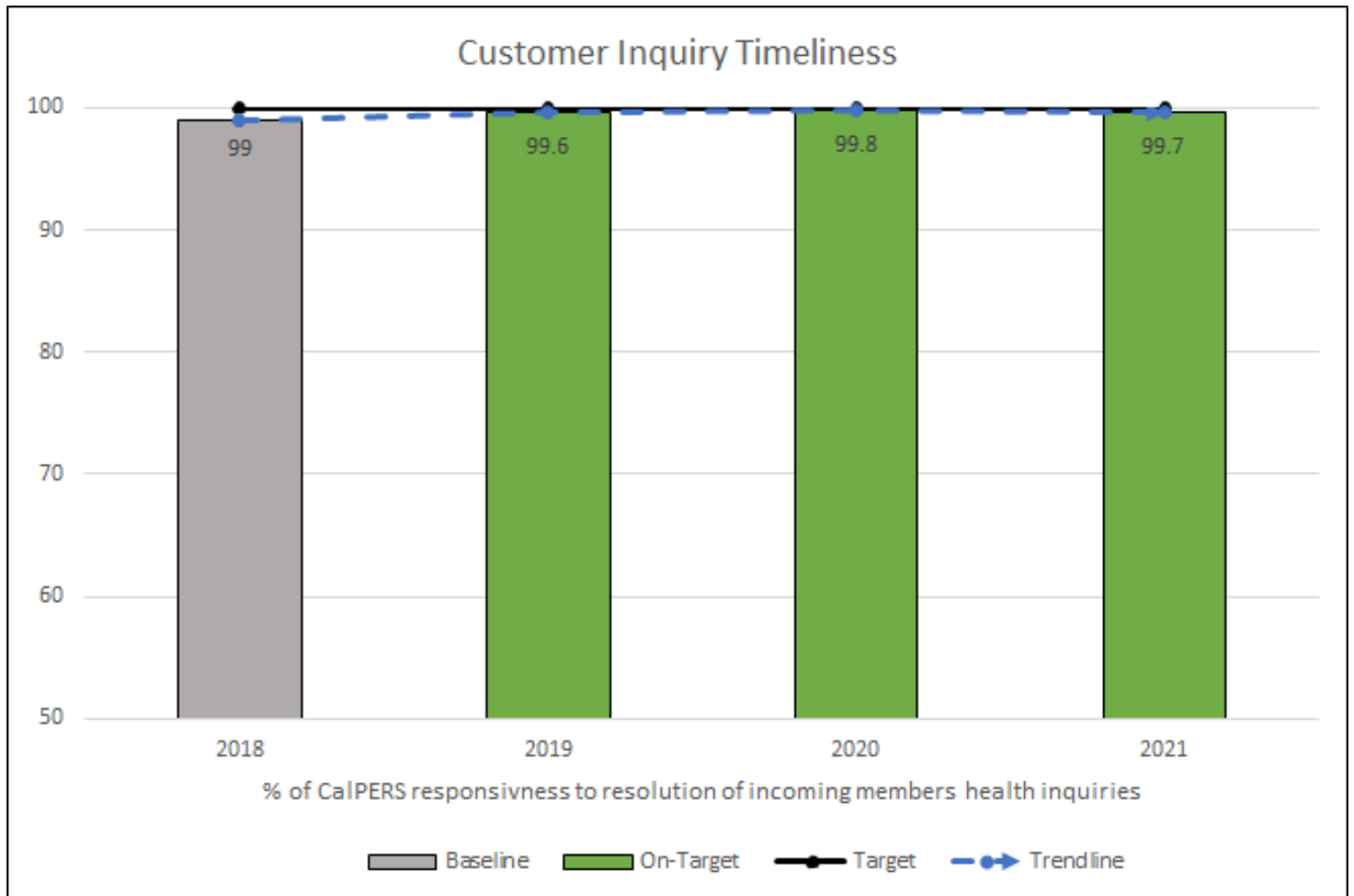
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Public Agency Retention

Executive Owner: Don Moulds

Outcome Measure: Customer Satisfaction Driven Organization

Core Process: Provide & Administer Health Care Benefits

Status: Pending Refresh (in February 2023)

Numeric Status: 99.57% (for 2021)

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
- 99.74% for 2020
- 99.57% for 2021

Baseline: 99% rate of retention of public agency and school employers for calendar year 2017.

Target: 100%

Refresh Frequency: Annually, February

Reporting Range: January 2021 – December 2021

Thresholds: On-Target: 99.0% and above
                     At-Risk: 98.0% - 98.9%
                     Off-Target: 97.9% and below

Status Narrative:

The CalPERS Health Benefits Program retained 99.57 percent of agency participation in 2021. Total Covered Lives (TCLs) lost due to voluntary termination was 5,961.

Performance Trend Chart:

Public Agency Retention

% of agencies that remain in CalPERS health benefits program

Baseline · On-Target · Target · Trendline
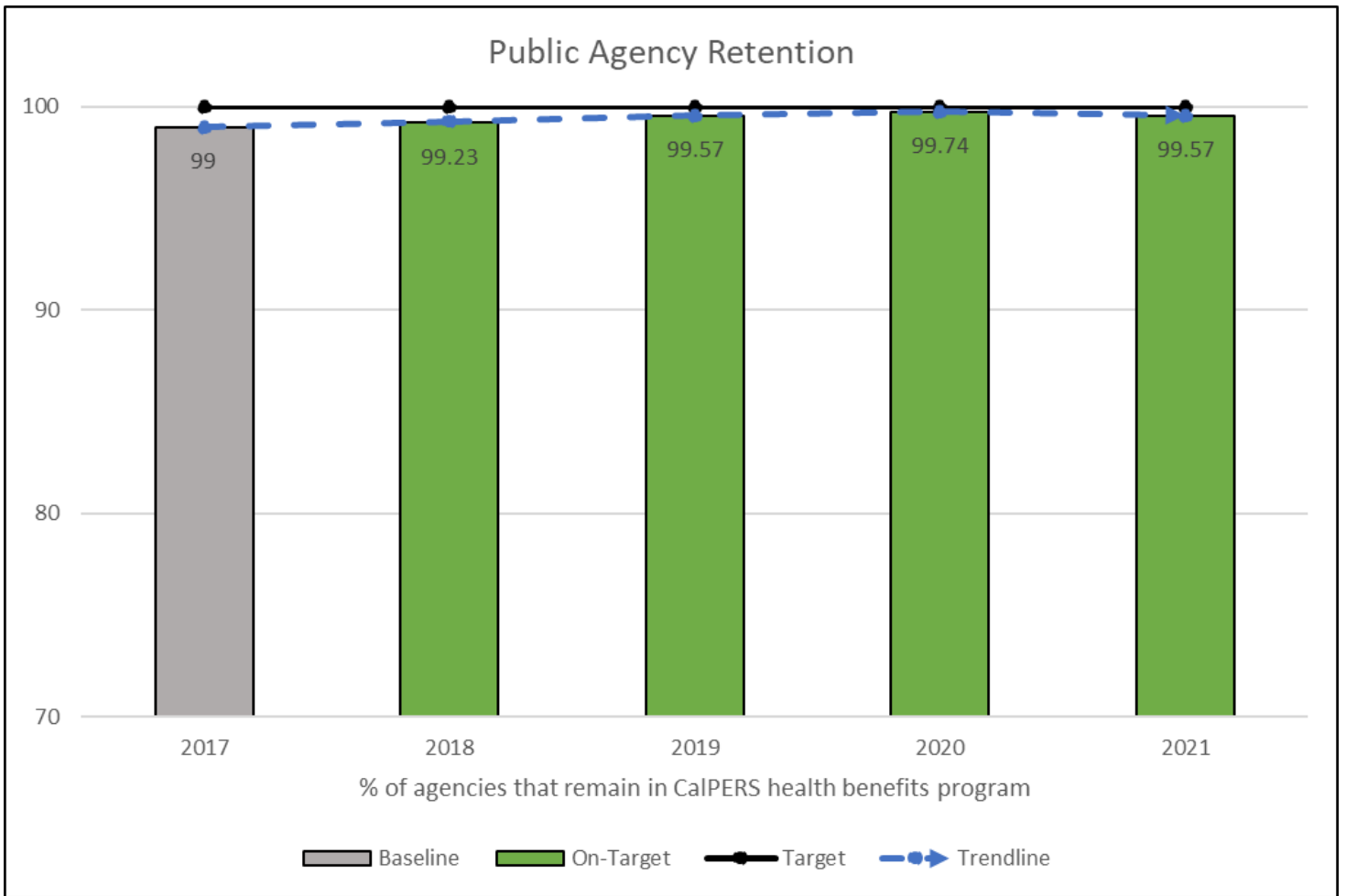
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Public Agency Recruitment

Executive Owner: Don Moulds

Outcome Measure: Customer Satisfaction Driven Organization

Core Process: Provide & Administer Health Care Benefits

Status: Pending Refresh (in February 2022)

Numeric Status: 12,463 Total Covered Lives (for 2021)

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
- 16,597 for 2020
- 12,463 for 2021

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 2021 – December 2021

Thresholds:

On-Target:	9,000 TCLs or above
At-Risk:	6,000 – 8,999 TCLs
Off-Target:	5,999 TCLs or below

Status Narrative:

The team exceeded the recruitment goal for 2021. 10 new agencies with 27 recognized employee groups, and 13 new groups from existing agencies contracted to join the program, bringing a total of 12,463 Total Covered Lives into the CalPERS Health Benefits Program.

Performance Trend Chart:

Public Agency Recruitment

# of new covered individuals per year

Legend: Baseline, On-Target, Off-Target, Target, Trendline
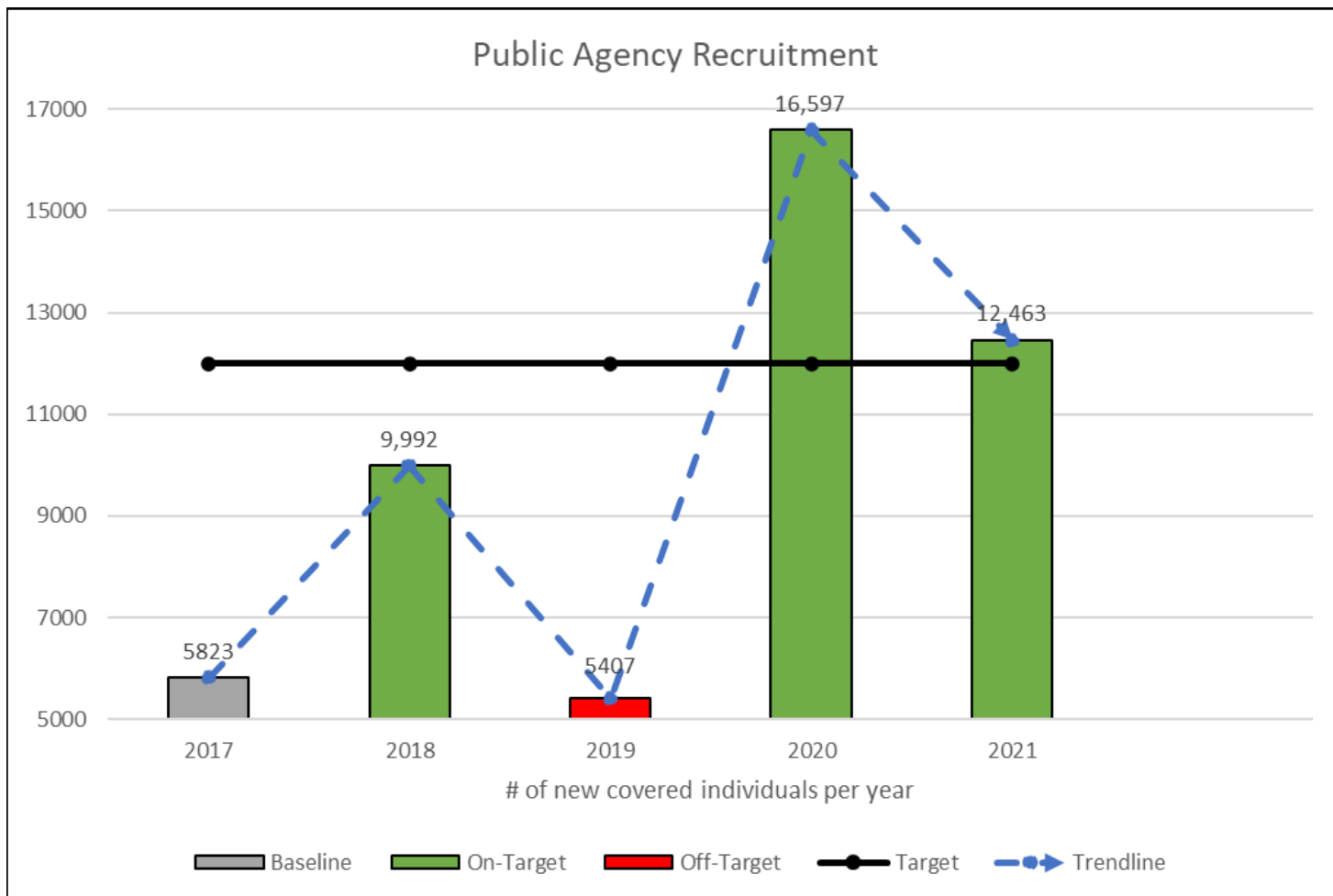
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Self-Reported Overall Health Status
Executive Owner:	Don Moulds
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits
Status:	On-Target
Numeric Status:	89.2% (covering experience in 2021)

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)
- 87.1% (covering experience in 2020)
- 89.2% (covering experience in 2021)

Baseline: 88.4% (covering experience in 2015)

Target: 90%

Refresh Frequency: Annually, June

Reporting Range: January 2021 – December 2021

Thresholds:

On-Target:	85% and above
At-Risk:	80 – 84.8%
Off-Target:	Below 80%

Status Narrative:

As of June 2022, this Key Performance Indicator reported at 89.2% 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

Legend: Baseline, On-Target, Target, Trendline
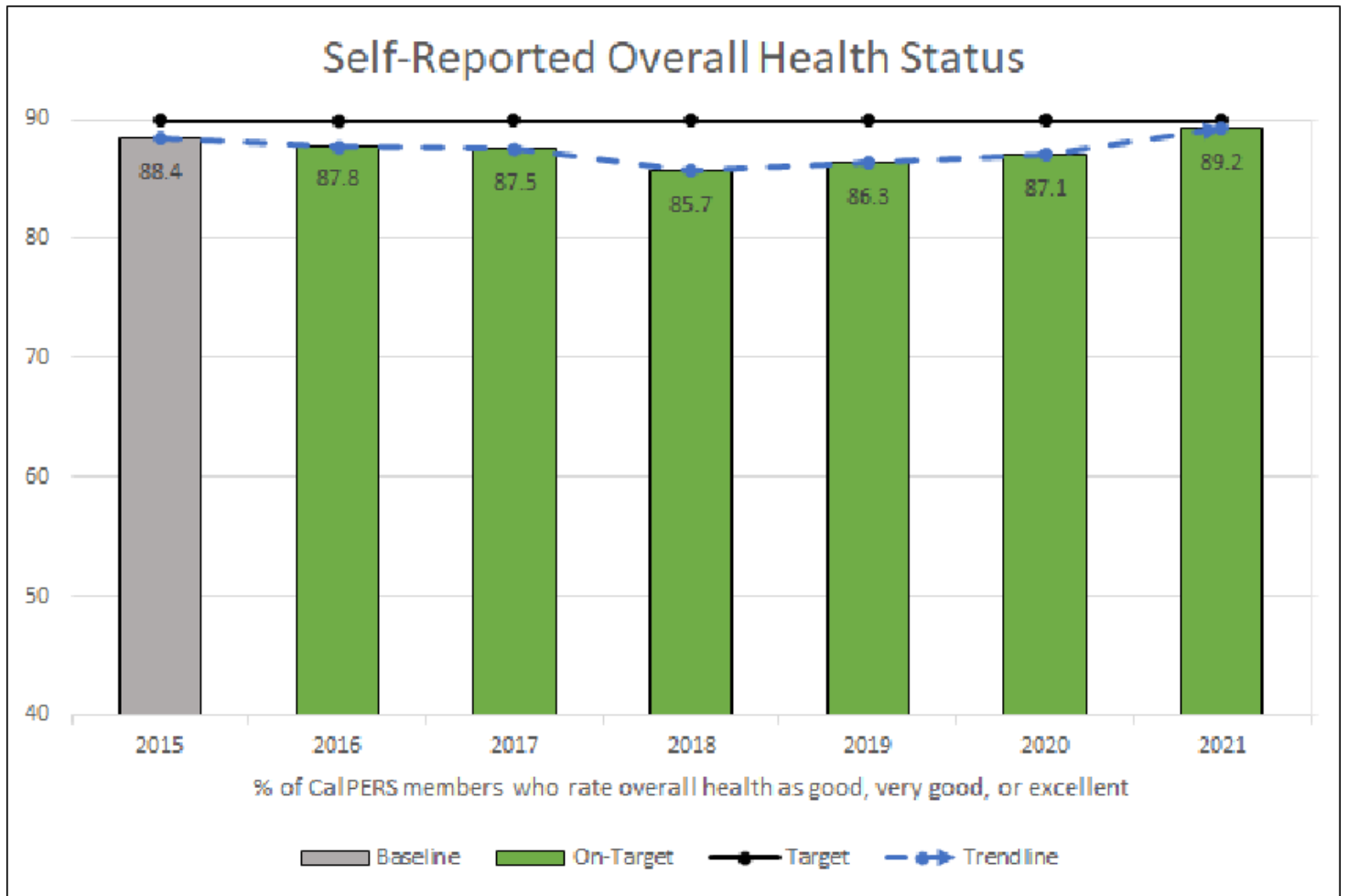
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Opioids - Dose
Executive Owner:	Don Moulds
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits
Status:	On-Target
Numeric Status:	165.10 MME (covering experience in 2021)

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)
- 183.60 (covering experience in 2020)
- 165.10 (covering experience in 2021)

Baseline:	317.46 for 2017
Target:	Below 288
Refresh Frequency:	Annually, April
Reporting Range:	January 2021 – December 2021

Thresholds: On-Target: Below 288
                     At-Risk: 289 – 319
                     Off-Target: 320 and above

Status Narrative:

As of April 2022, this Key Performance Indicator reported at 165.10 MME and was On-Target. Morphine milligram equivalents per capita for CalPERS members continues to drop. The reduction is due to a combination of stopping unnecessary new-starts and management of high-dose opioid users. This combination in reduction will help CalPERS maintain a healthier population.

Performance Trend Chart:
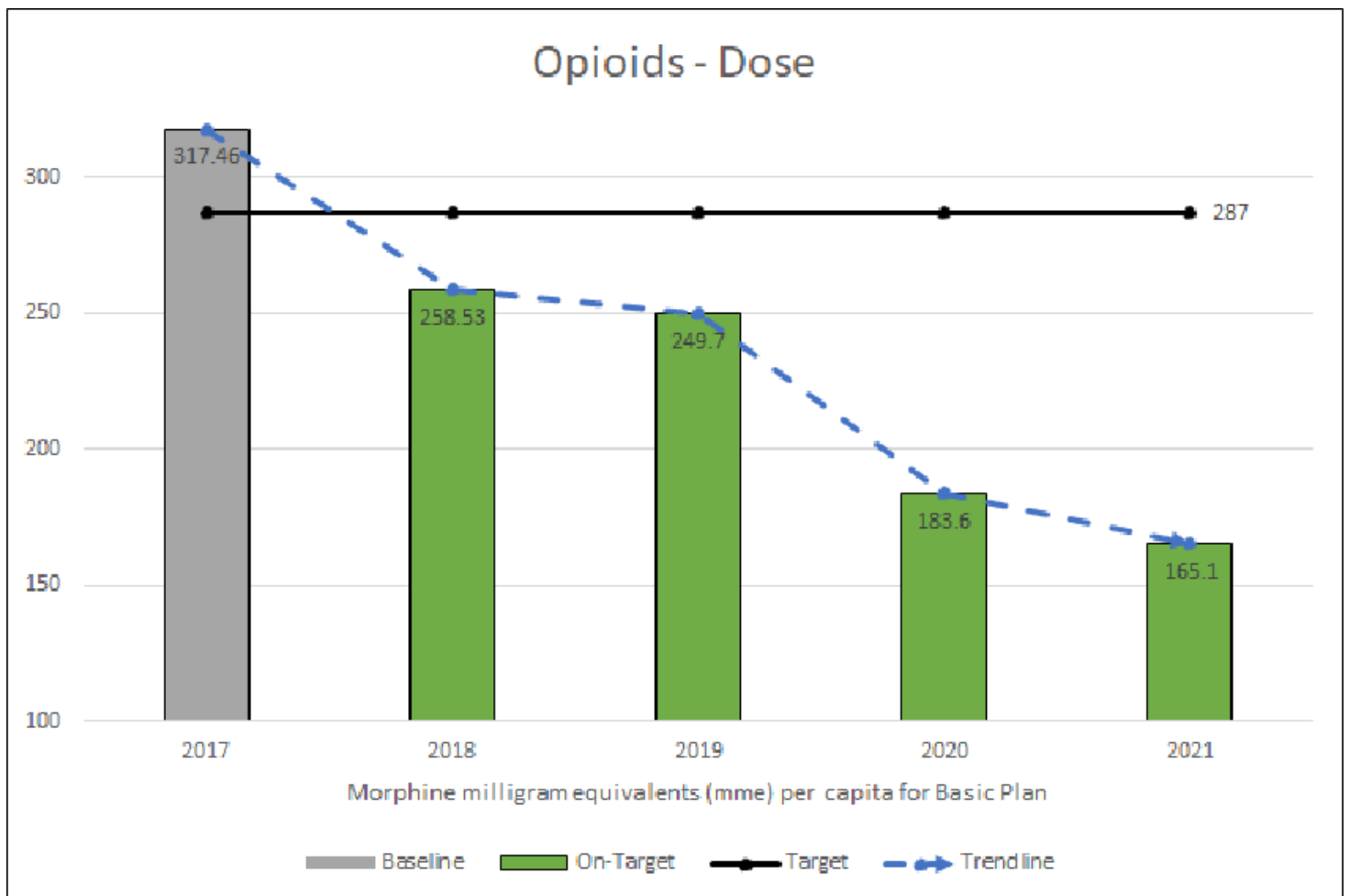
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	C-Section Rate
Executive Owner:	Don Moulds
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits
Status:	Pending Refresh (in December 2022)
Numeric Status:	58.3% (covering experience in 2020)

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)
- 58.3% (covering experience in 2020)

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 2020 – December 2020

Thresholds:

On-Target:	>45%
At-Risk:	37 – 45%
Off-Target:	<37%

Status Narrative:

As of December 2021, this Key Performance Indicator (KPI) reported at 53.8% and was On-Target. Updated performance data will be available in December 2022.

Performance Trend Chart:

2021-22 Key Performance Indicator Summary (Quarter 4)

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: Pending Refresh (in November 2022)

Numeric Status: 801, or 116% over baseline (as of November 2021)

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: 11/01/2020 – 10/31/2021

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 was on-target for the current reporting period with an increase of 116% over the baseline. The reason for this significant increase was because the Ed Forum was a virtual event in 2021, as in 2020.

Performance Trend Chart:

Percent of Employer Participation in CalPERS Annual Educational Forum

Number of unique employer registered

Baseline — On-Target — Target — Trendline
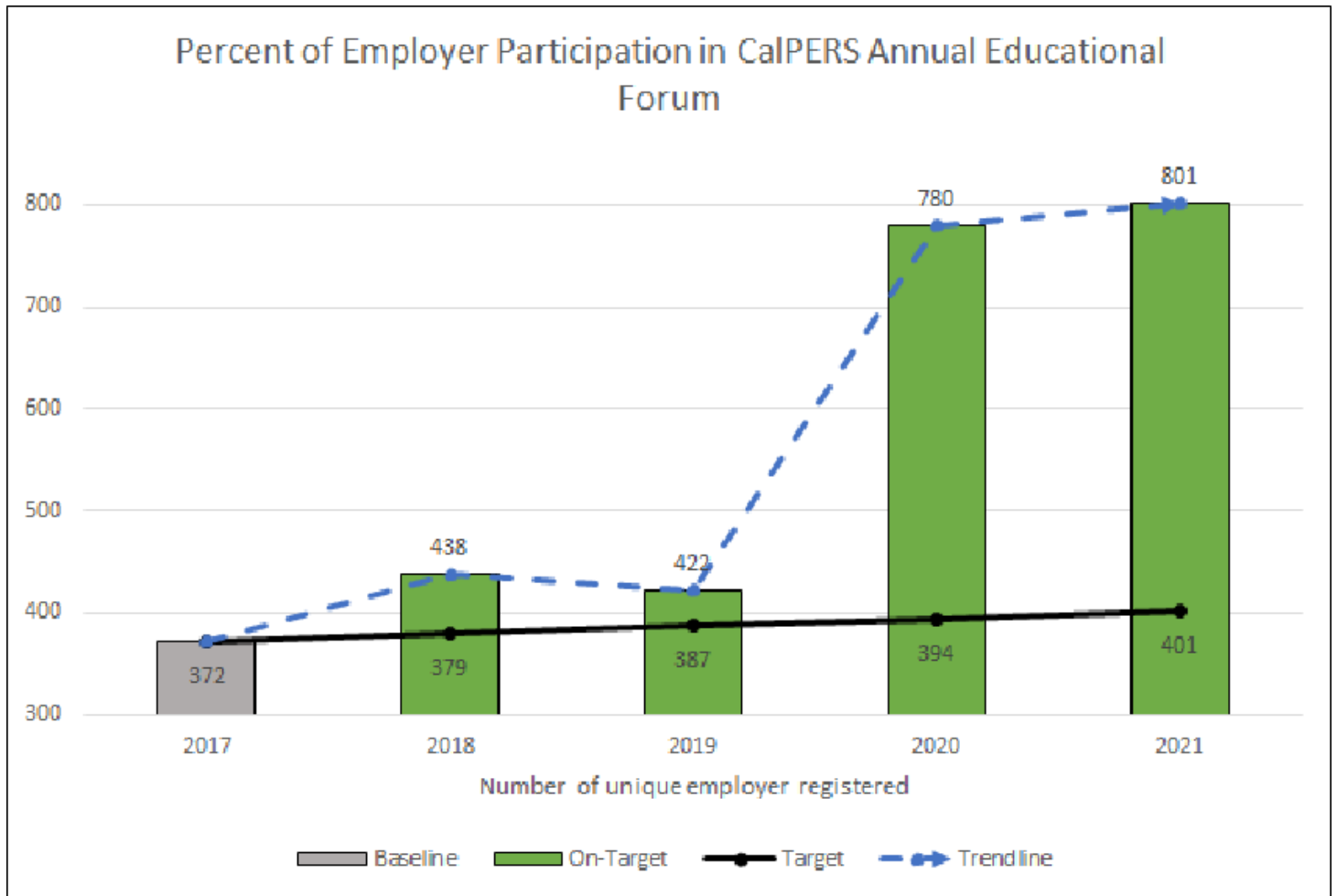
2021-22 Key Performance Indicator Summary (Quarter 4)

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:	95%

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: FY 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: 04/01/2022 – 06/30/2022

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
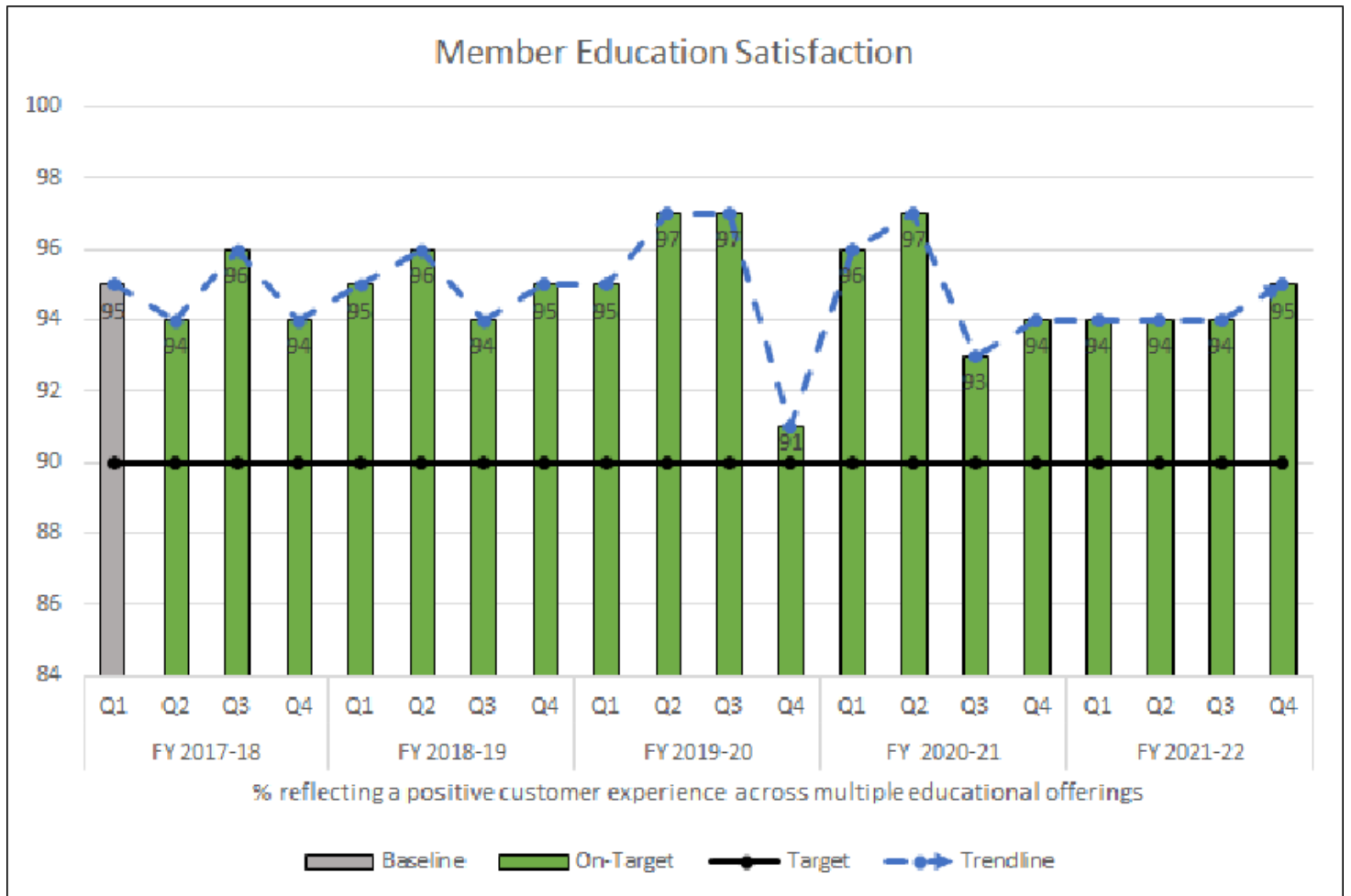
2021-22 Key Performance Indicator Summary (Quarter 4)

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:	100%

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:	FY 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:	04/01/2022 – 06/30/2022
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
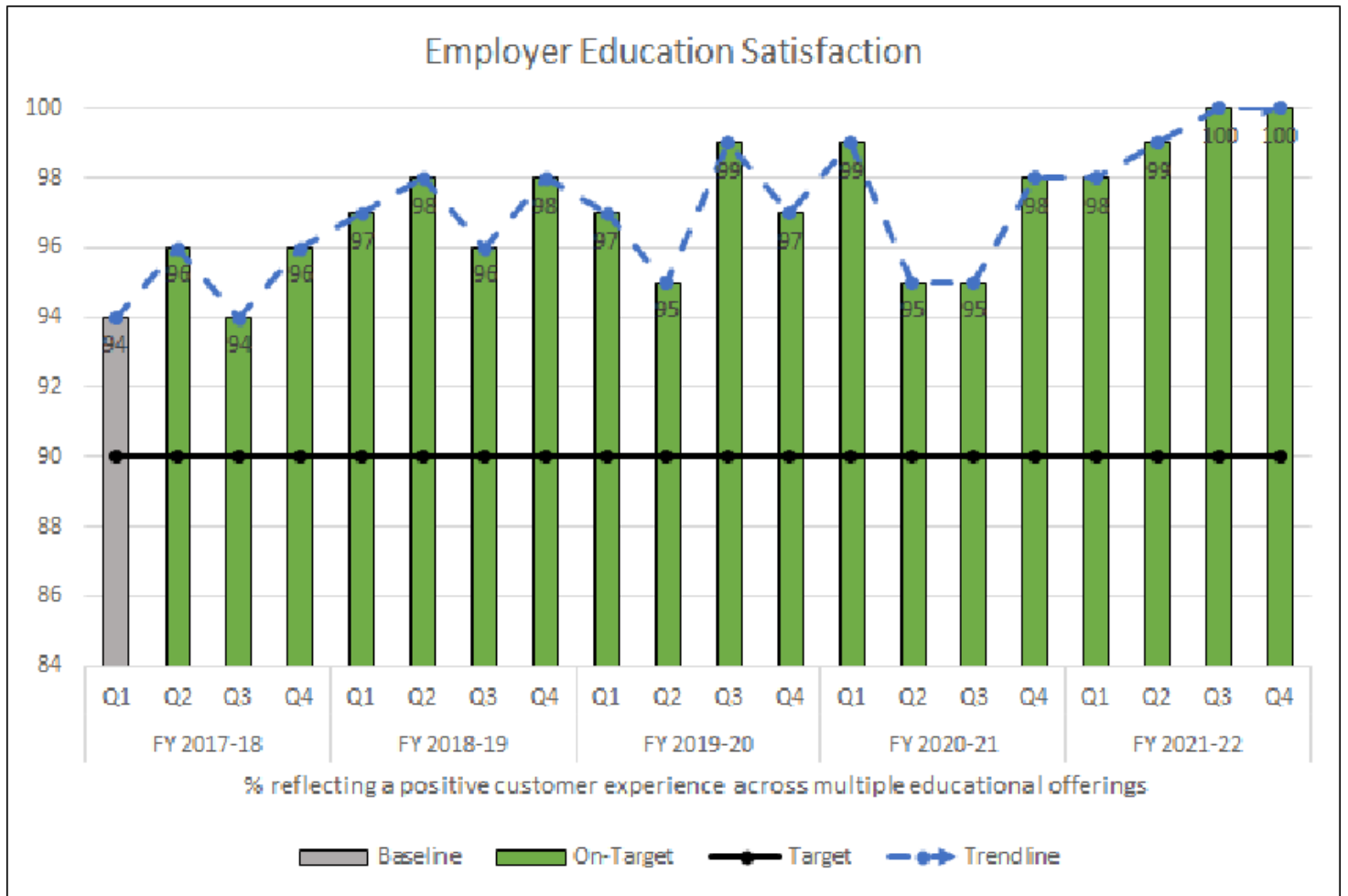
2022-23 Key Performance Indicator Summary (Quarter 4)

KPI Title: Member Rating on Stakeholder Perception Survey

Executive Owner: Brad Pacheco

Outcome Measure: Open & Transparent Communication

Core Process: Listening & Informing

Status: On-Target

Numeric Status: 84.45

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: 4/2021 – 3/2022

Thresholds:

On-Target:	Score meets or exceed 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:

Score exceeds goal of 83.1 and is on target.

Performance Trend Chart:

Member Rating on Stakeholder Perception Survey

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

Baseline | On-Target | Target | Trendline
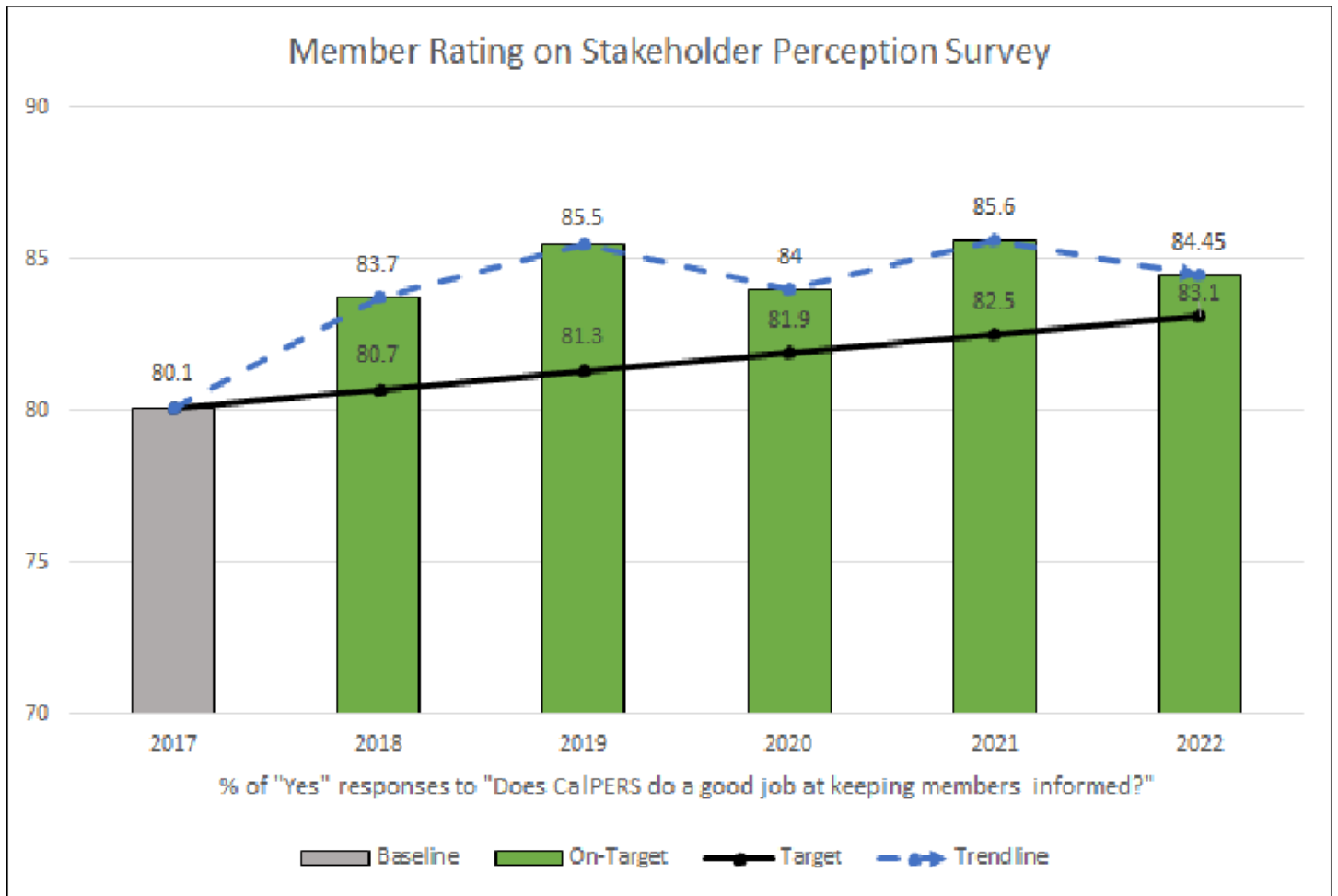
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Stakeholder Rating on Stakeholder Perception Survey
Executive Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Listening & Informing
Status:	On-Target
Numeric Status:	96.67

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: 4/2021 – 3/2022

Thresholds:

On-Target:	Score meets or exceed 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 score significantly exceeded our target goal with this stakeholder segment and is On-Target for this reporting period.

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, Off-Target, Target, Trendline
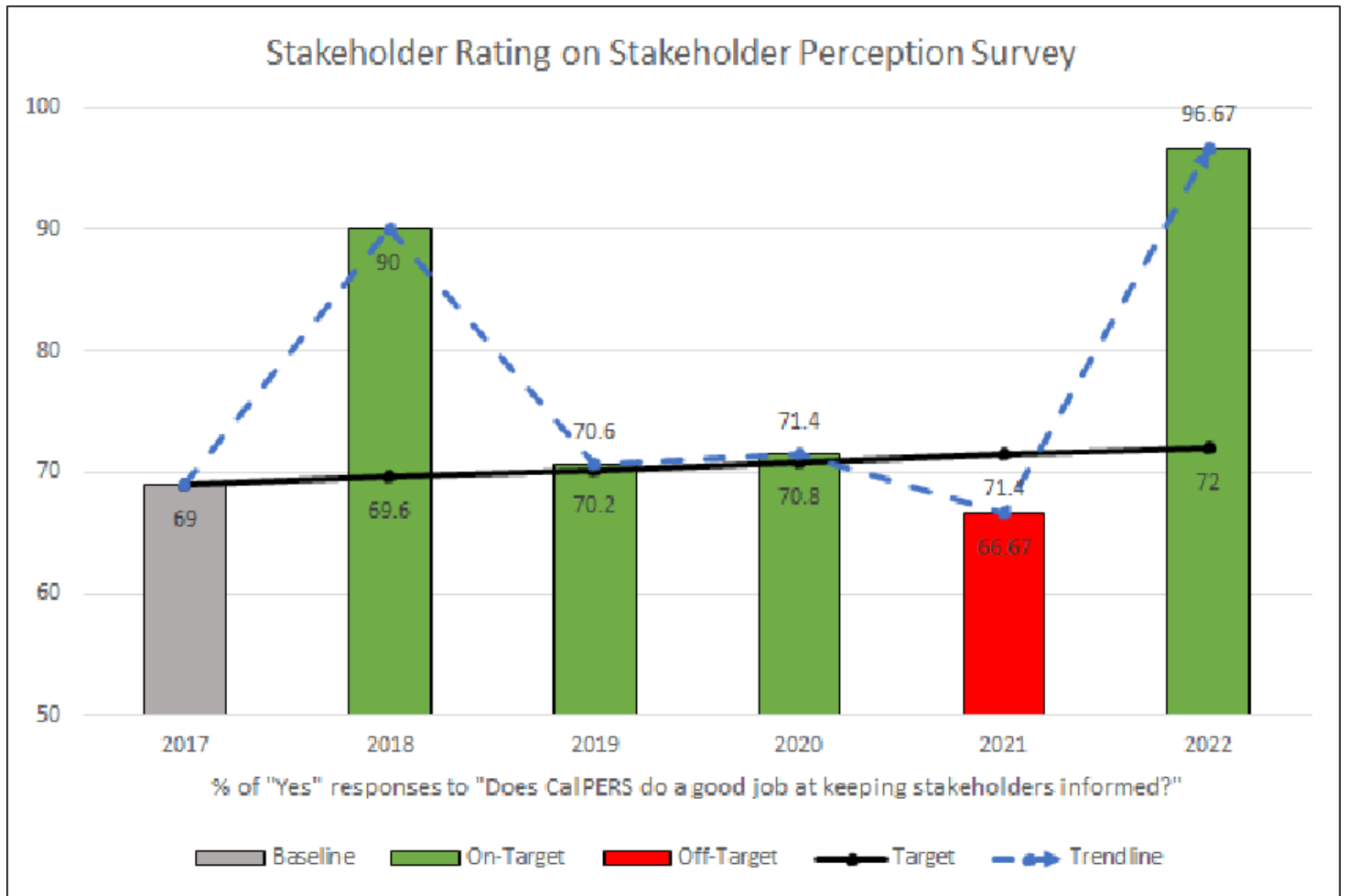
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Community Outreach Efforts
Executive Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Listening & Informing
Status:	On-Target
Numeric Status:	427,585 (FY 2021-22)

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 2021-22

Thresholds:

On-Target:	7,939 and above
At-Risk:	7,000 – 7,938
Off-Target:	Below 7,000

Status Narrative:

As of June 30, 2022, there were 427,585 Total Visitors, Followers & Subscribers. We exceeded our 5-year target by over 153K users.

From July 1, 2021 – June 30, 2022, the **annual** increase was 22,946 users. We exceeded our annual target by over 15K users.

From July 1, 2017 - June 30, 2022, the **total** increase was 168,302 users. This represents an 82% increase over 5 years.

Performance Trend Chart:
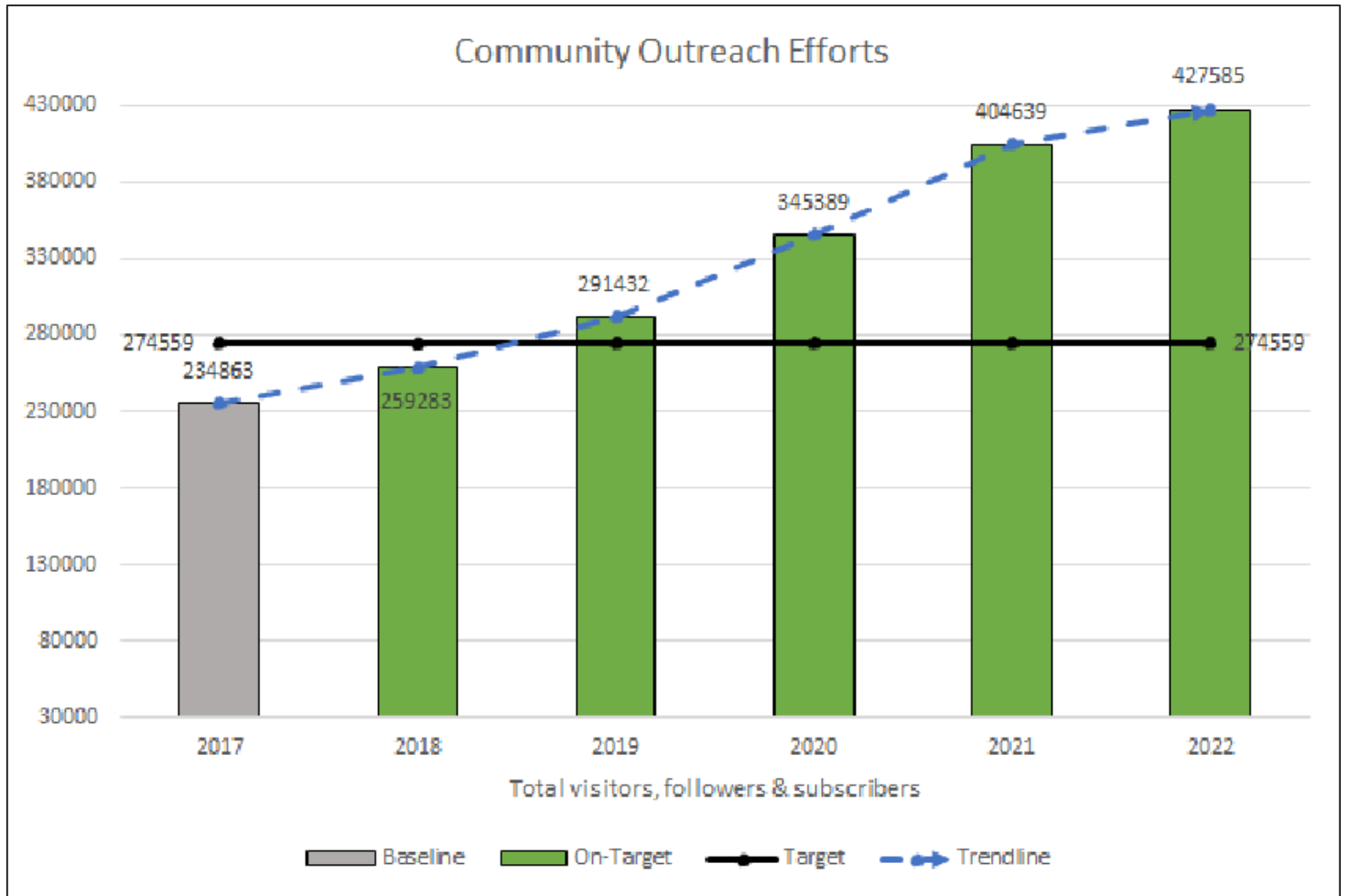
2021-22 Key Performance Indicator Summary (Quarter 4)

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: 4/1/2022 – 6/30/2022

Thresholds:
On-Target: 70% or above
At-Risk: 54% to 69%
Off-Target: Less than 54%

Status Narrative:

All projects in the portfolio have an overall health indicator of green. This KPI is 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
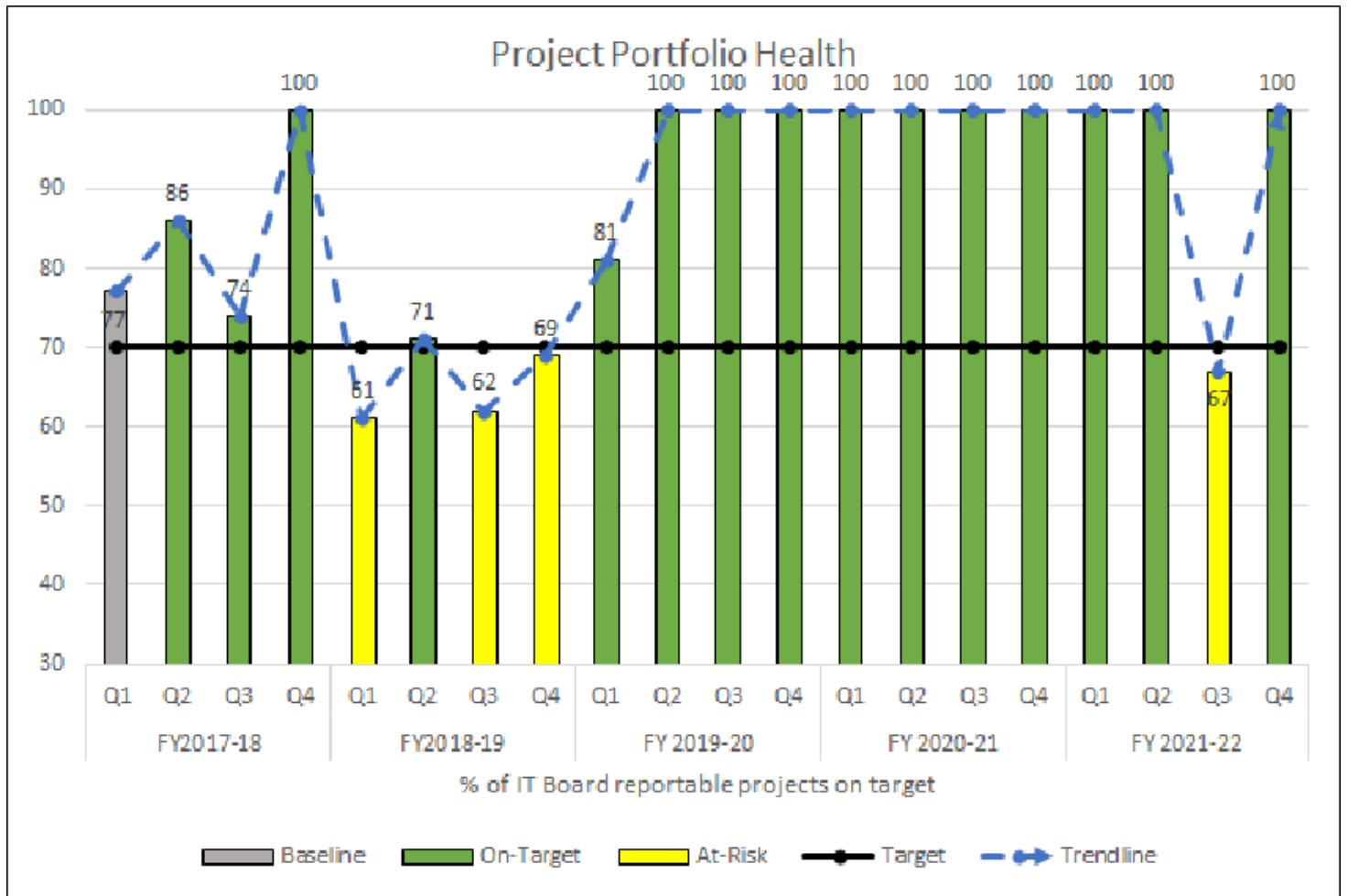
Information Technology Projects Dashboard

Report Date: 6/30/22

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	$4,286,349	🟢
Multi-cloud Professional Expertise and Service Capacity Expansion	Active	7/1/2021	12/30/2022	$1,097,000	$547,193	🟢
Network Infrastructure Modernization	Active	7/1/2021	12/30/2022	$850,000	$649,920	🟢

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	ITSB Service Performance
Executive Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Leveraging Technology
Status:	On-Target
Numeric Status:	97.97%

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: 04/01/2022 – 06/30/2022

Thresholds:

On-Target:	90% or above
At-Risk:	80% to 89.9%
Off-Target:	Less than 80%

Status Narrative:

This KPI was on target for the reporting period at 97.97% of the active service level agreements completed within the agreed-upon time.

Performance Trend Chart:

ITSB Service Performance

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

Legend: Baseline, On-Target, Target, Trendline

Values by quarter:
- Q4 FY 2019-20: 96.54
- Q1 FY 2020-21: 96.93
- Q2 FY 2020-21: 97
- Q3 FY 2020-21: 96.56
- Q4 FY 2020-21: 97.16
- Q1 FY 2021-22: 97.03
- Q2 FY 2021-22: 97.95
- Q3 FY 2021-22: 98
- Q4 FY 2021-22: 97.97
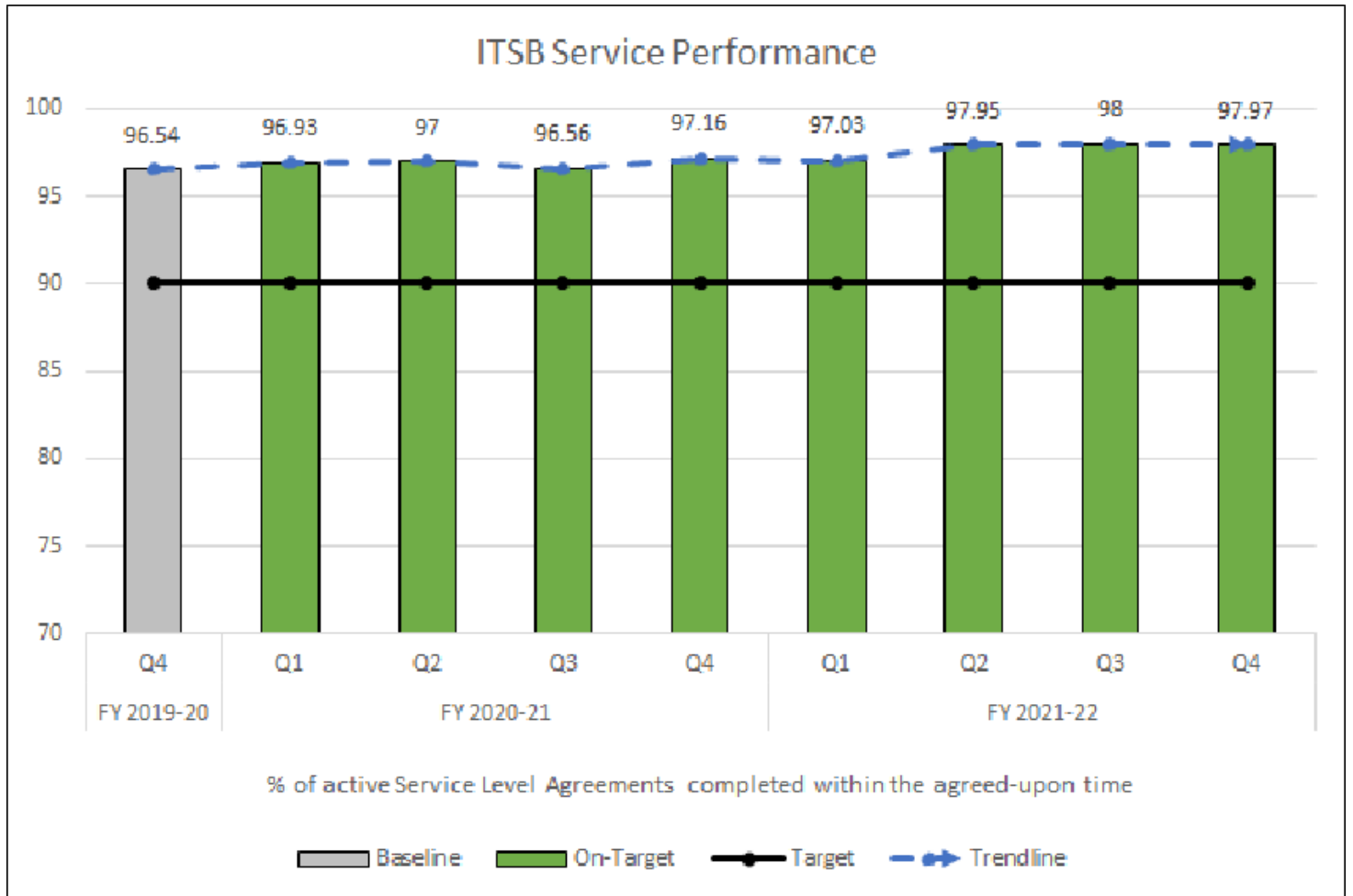
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Form 700 Completed Timely
Executive Owner:	Kevin Fein
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks
Status:	On-Target
Numeric Status:	100%

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:	1/1/2021– 12/31/2021
Thresholds:	On-Target: 90% to 100%
	At-Risk: 75% to 89%
	Off-Target: Below 75%

Status Narrative:

For the 2021 Form 700 Annual filing season, due April 1, 2022:
- The enterprise achieved 100% of timely filing for all Active Filers
- There were seven individuals who were on a leave of absence or filed late (meaning EESI found out they were filers after the filing season deadline)
  - o 4 were on a leave of absence
  - o 1 military leave
  - o 2 added after the filing season deadline (1 employee and 1 consultant). ECOM continues to enhance the tools and processes for identifying and receiving Form 700 Statements timely.

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

Performance Trend Chart:

Form 700 Completed Timely

Year	Value
2016	98
2017	99.24
2018	98.4
2019	100
2020	100
2021	100

% of form 700 completed timely

Legend: Baseline, On-Target, Target, Trendline
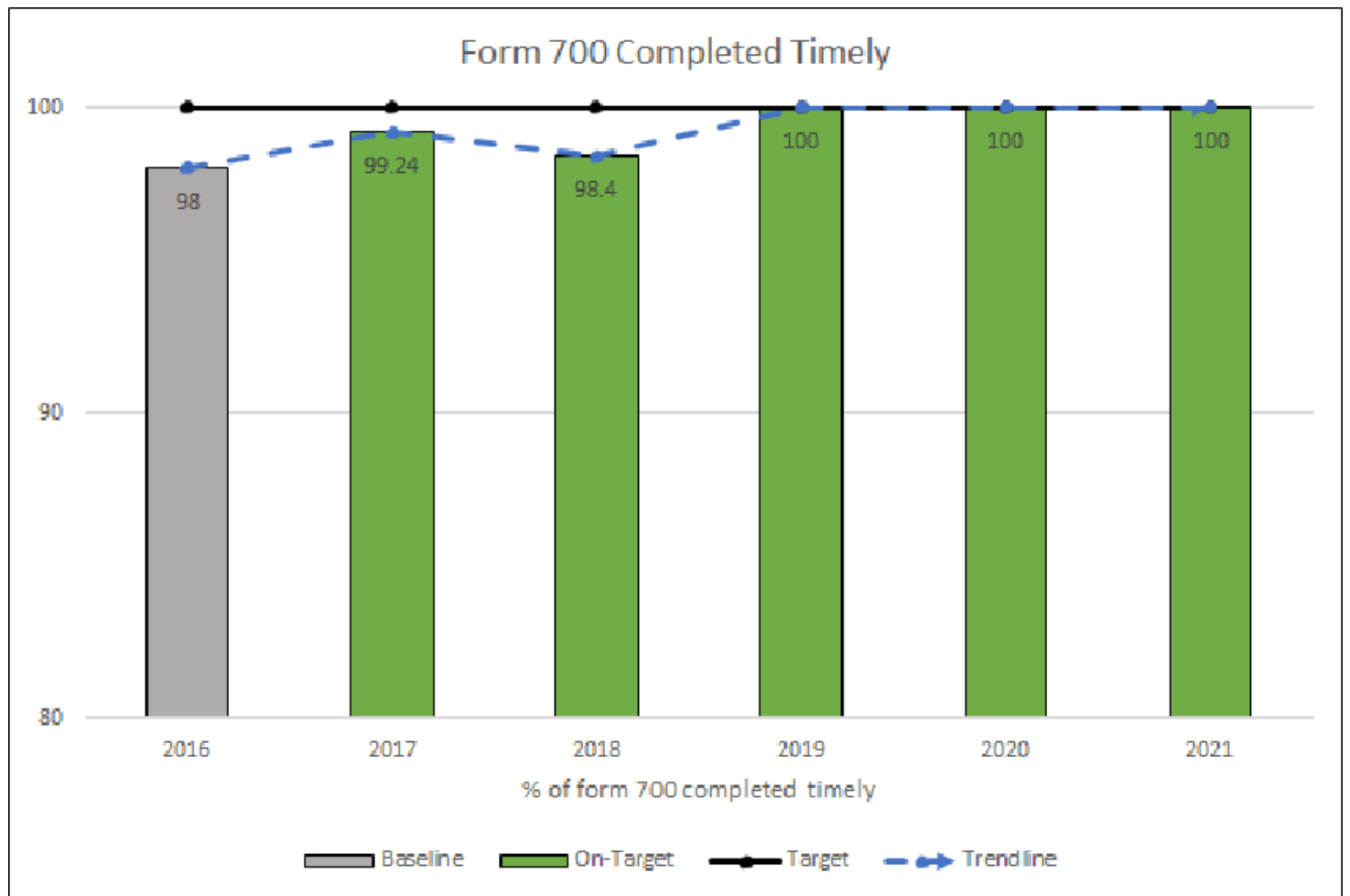
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Mandated Training Compliance

Executive Owner: Kevin Fein

Outcome Measure: Efficient & Effective Organization

Core Process: Compliance & Managing Risks

Status: On-Target

Numeric Status: 99.75%

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: 07/01/2021 – 06/30/2022

Thresholds:
On-Target: ≥ 97%
At-Risk: 90-96%
Off-Target: ≤ 89%

Status Narrative:

The weighted average as of June 30, 2022 was 99.75% and is On-Target for the current reporting period.

Please note, some mandatory trainings are biennial trainings, therefore this year's annual training rates only reflect new employees who joined the organization and are required to take these trainings as part of their onboarding process.

Also, mandatory trainings have been added/removed since the baseline was established in FY 2017-18. The current FY percentages reflect the completion rates of all mandatory trainings currently required.

Performance Trend Chart:

Mandated Training Compliance

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

Legend: Baseline | On-Target | Target | Trendline
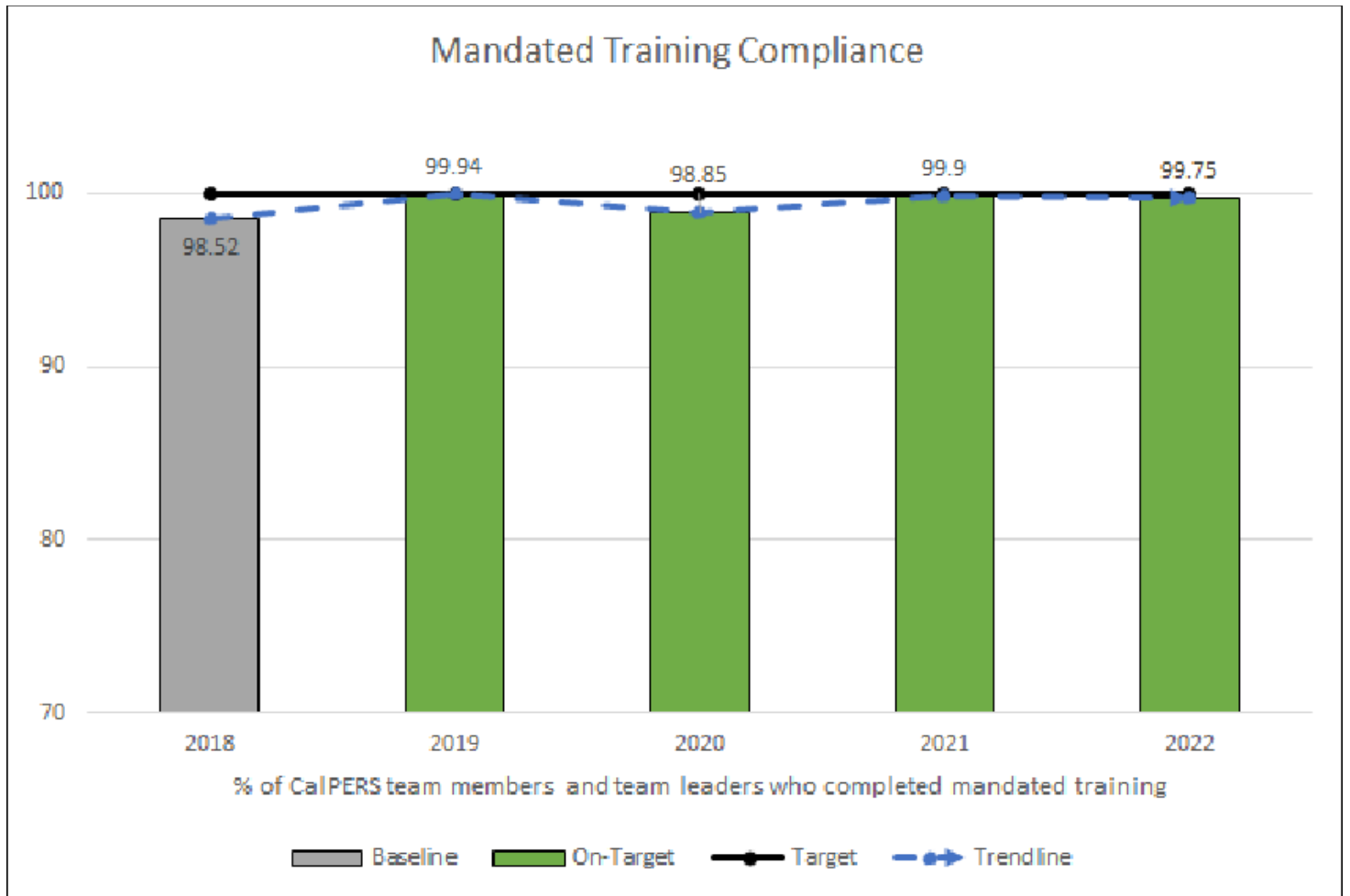
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Personal Trading Monitoring
Executive Owner:	Kevin Fein
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks
Status:	On-Target
Numeric Status:	9
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, 07/01/21 to 06/30/22

Thresholds:

On-Target:	≤ 60 violations
At-Risk:	61-70 violations
Off-Target:	≥ 80 violations

Status Narrative:

For FY 2021-22 there were a total of 9 personal trading violations. All 9 violations were "failure to pre-clear" violations. This KPI is On-Target for the current reporting period. Please note, that a single transaction can result in multiple violations. Enterprise Compliance continues to implement the following enhancements to increase both awareness and comprehension of the requirements and to emphasize the importance of adhering to the Regulations:

*Quarterly communications on key topics and reminders;

*Bi-monthly Covered Persons training provided to educate on key topics and FAQs;

*Annual mandatory training requirement for all Covered Persons;

*Mandatory refresher training for Covered Persons when a violation occurs;

*Update and create additional self-service educational materials on the CalPERS intranet and external website;

The enterprise Compliance Office continues to support Covered Persons in their awareness and comprehension of the requirements in the following ways:

*Provide Personal Trading onboarding training for all new Covered Persons;

*Provide self-service educational materials on the CalPERS intranet and external website;

*Provide training for spouses and Registered Domestic Partners as part of onboarding and after a violation occurs;

*Provide outreach and virtual office availability to Covered Persons and their spouses / Registered Domestic Partners;

*Notify the Covered Person's management chain when a violation occurs;

*Provide Personal Trading training for all first-time violators;

*Monthly and quarterly activity and violation reporting to management and the Board.

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.

Performance Trend Chart:
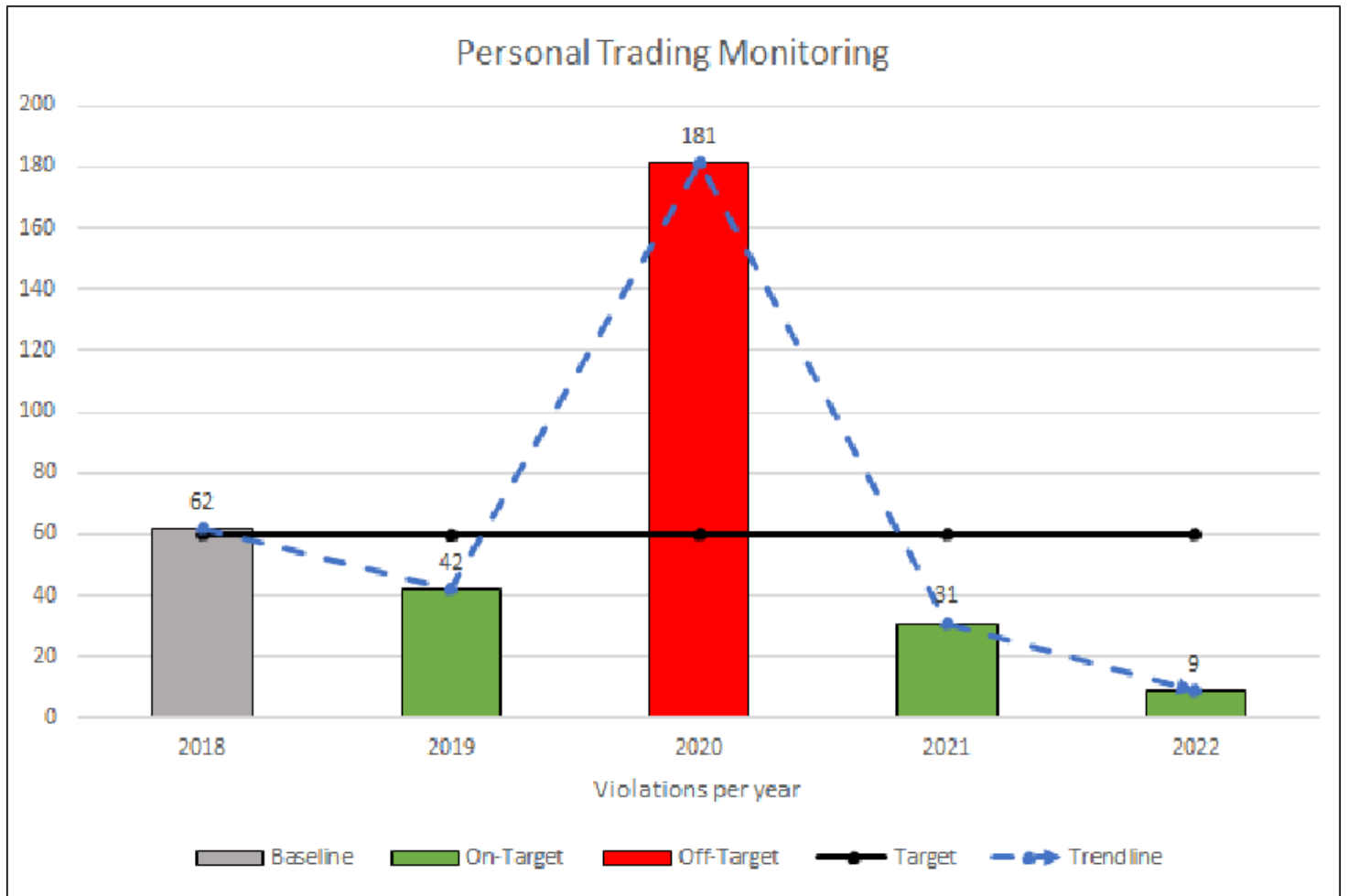
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Ensure Evacuation Readiness

Executive Owner: Doug Hoffner

Outcome Measure: Efficient & Effective Organization

Core Process: Compliance & Managing Risks

Status: Pending Refresh (in September 2022)

Numeric Status: N/A (as of September 2021)

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 2020-21

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:

Due to the nature of the vast majority of team members working remotely, this KPI is on hold indefinitely. OSSD will redevelop this KPI when return to office plan is implemented and evaluated, and we have a mature emergency management processes to account for the new hybrid work schedule. Some topics that will be evaluated and considered in the new Evacuation Readiness KPI include: the need for a new floor warden and emergency response teams; additional learning in GoLearn; research other state agencies and private sector companies to see what they're doing; changes to the Where's My Peeps app; possibility of using xMatters for communications. OSSD teams will discuss how to best incorporate changes in the working environment into an emergency response plan to provide safety to all CalPERS team members.

The Evacuation Readiness KPI is still on hold.

Q4 Update - The Evacuation Readiness KPI is still on hold.

Performance Trend Chart:
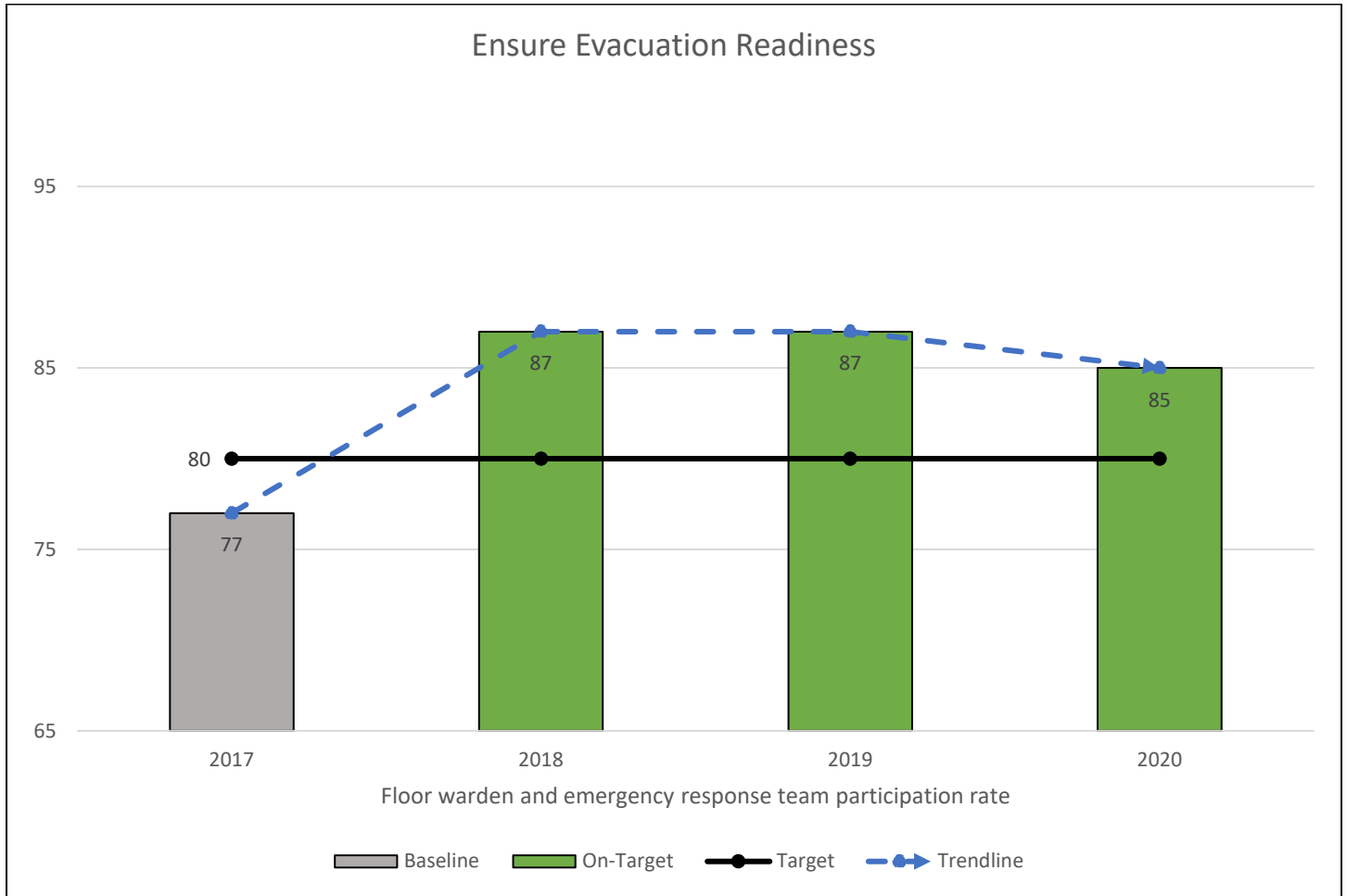
2021-22 Key Performance Indicator Summary (Quarter 4)

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 2021-22

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.

The Business Continuity Plan (BCP) update for 31 division BCPs is in progress; and the CalOES Checklist for the Enterprise Plan will be submitted in January 2022.

The Business Continuity Plan (BCP) was finalized for all 31 divisions and was submitted to CalOES in January of 2022.

The kick-off meeting for the new BCP review was in February 2022. We are working with divisions to answer any questions for this update cycle.

Previous reports mentioned that a Return to Office Plan (RTOP) 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 included how to maintain a healthy building, protective supplies available to team members, and guidance for team members when onsite.

The Human Resources Division (HRSD) recently updated the Covid-19 Prevention Plan (CPP). The CPP includes procedures to ensure the health and safety of all team members and visitors. With recommendation from the Legal Office and HRSD with approval from the OSSD leadership team, the RTOP will no longer be updated in favor of the more comprehensive CPP.

The 2021/2022 Business Continuity Plan (BCP) review has been completed and we are awaiting the IT Gap Analysis Spreadsheet. In addition to this review, there will be a second review of the BCP conducted in November.

2021-22 Key Performance Indicator Summary (Quarter 4)

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:	98.99%

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: 04/01/2022 – 06/30/2022

Thresholds:

On-Target:	95 – 100% of Public Agency employers are current
At-Risk:	90 – 94% of Public Agency employers are current
Off-Target:	Less than 89% of Public Agency employers are current

Status Narrative:

98.99% of Public Agency employers are current on their CalPERS Health Obligations for April – June 2022. This KPI is On-Target for the current reporting period.
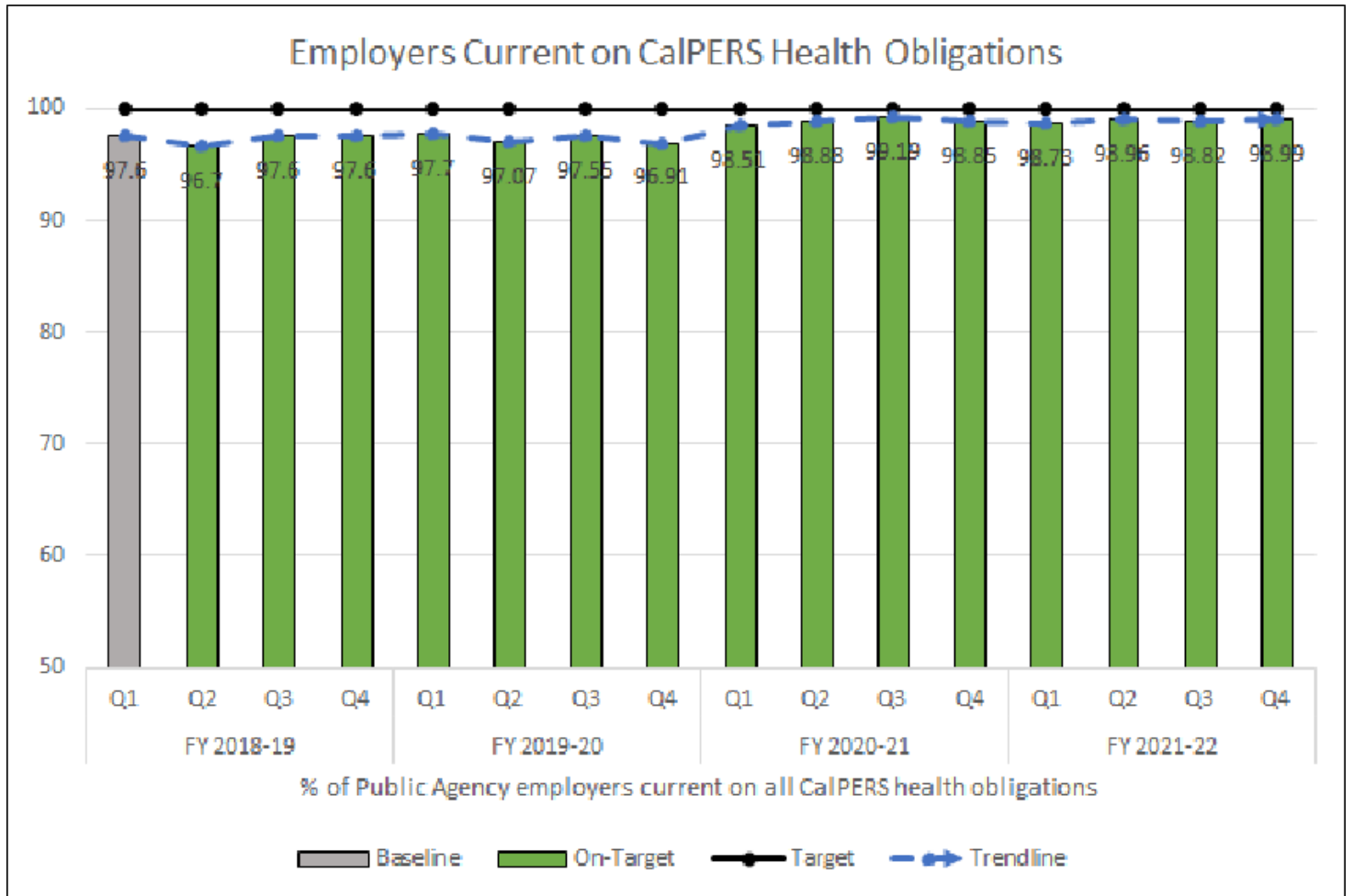
Performance Trend Chart:

Employers Current on CalPERS Health Obligations

% of Public Agency employers current on all CalPERS health obligations

Baseline   On-Target   Target   Trendline

2021-22 Key Performance Indicator Summary (Quarter 4)

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:	98.3%

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: 04/01/2022 – 06/30/2022

Thresholds:

On-Target:	85 – 100% of employers current
At-Risk:	60 – 84% of employers current
Off-Target:	59% or less of employers current

Status Narrative:

98.3% of employers are current on CalPERS pension obligations. This KPI is On-Target for the current reporting period.

Performance Trend Chart:

Employers Current on CalPERS Pension Obligations
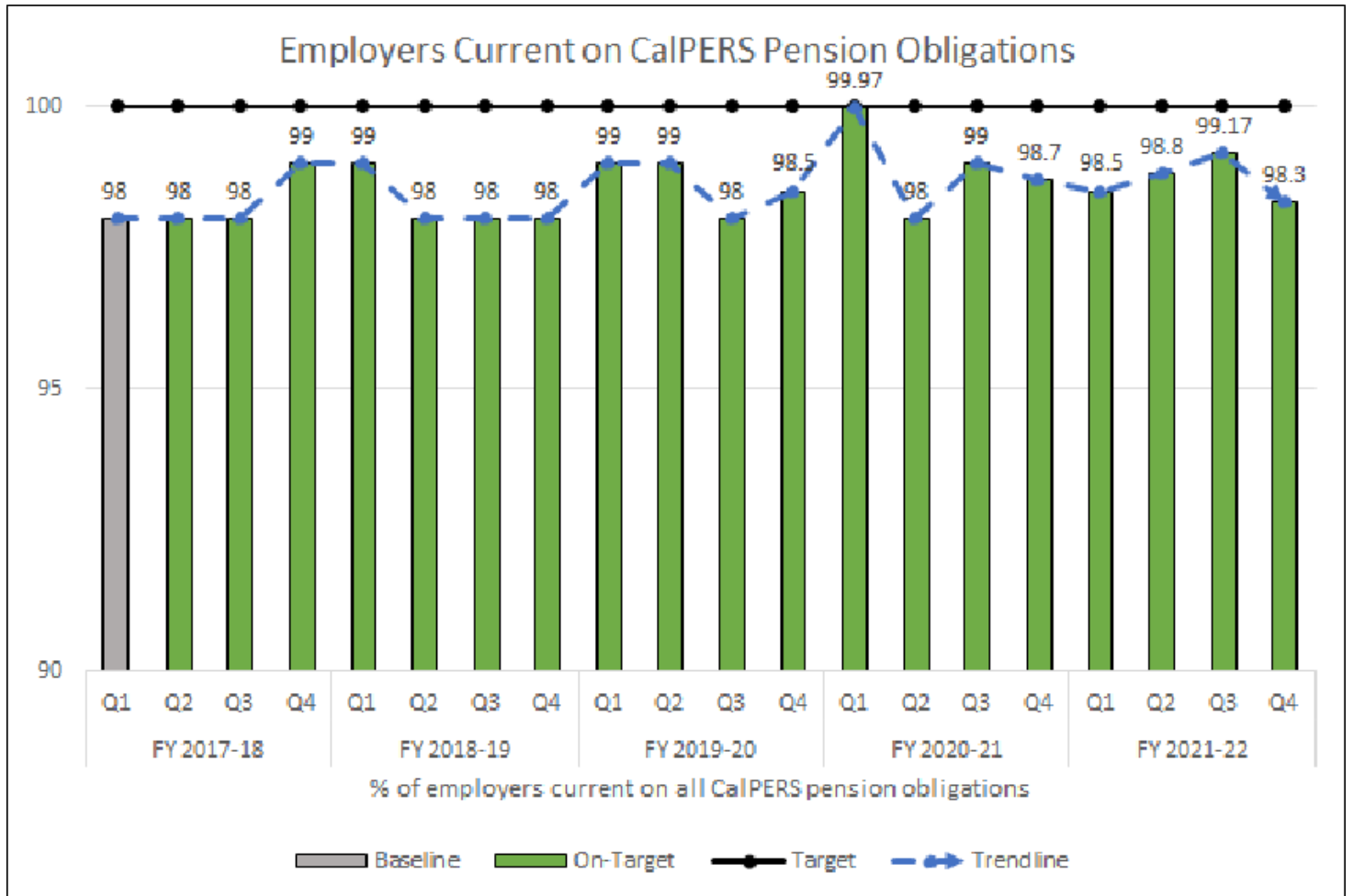
2021-22 Key Performance Indicator Summary (Quarter4)

KPI Title: Member Self-Service Fraud Resulting in Financial Loss – Closed Session

Executive Owner: Matt Jacobs

Outcome Measure: Efficient & Effective Organization

Core Process: Compliance & Managing Risks

Status: Information to be provided in Closed Session

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Unauthorized Member Self-Service Account Changes – Closed Session
Executive Owner:	Matt Jacobs
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks
Status:	Information to be provided in Closed Session

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Time to Detect Cyber Security Threats – Closed Session

Executive Owner: Matt Jacobs

Outcome Measure: Efficient & Effective Organization

Core Process: Compliance & Managing Risks

Status: Information to be provided in Closed Session

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Reportable Privacy Violations – Closed Session

Executive Owner: Matt Jacobs

Outcome Measure: Efficient & Effective Organization

Core Process: Compliance & Managing Risks

Status: Information to be provided in Closed Session

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Small Business Requirements Compliance

Executive Owner: Doug Hoffner

Outcome Measure: Efficient & Effective Organization

Core Process: Purchasing & Acquisition

Status: Pending Refresh (in September 2022)

Numeric Status: 25.51% (as of September 2021)

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 2020-21

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 2021. CalPERS achieved 25.51% Small Business participation level for FY 2020-21, eclipsing the target of a 25% participation by .51%

Performance Trend Chart:

Small Business (SB) Requirements and Compliance

% of SB participation for total contracting dollars
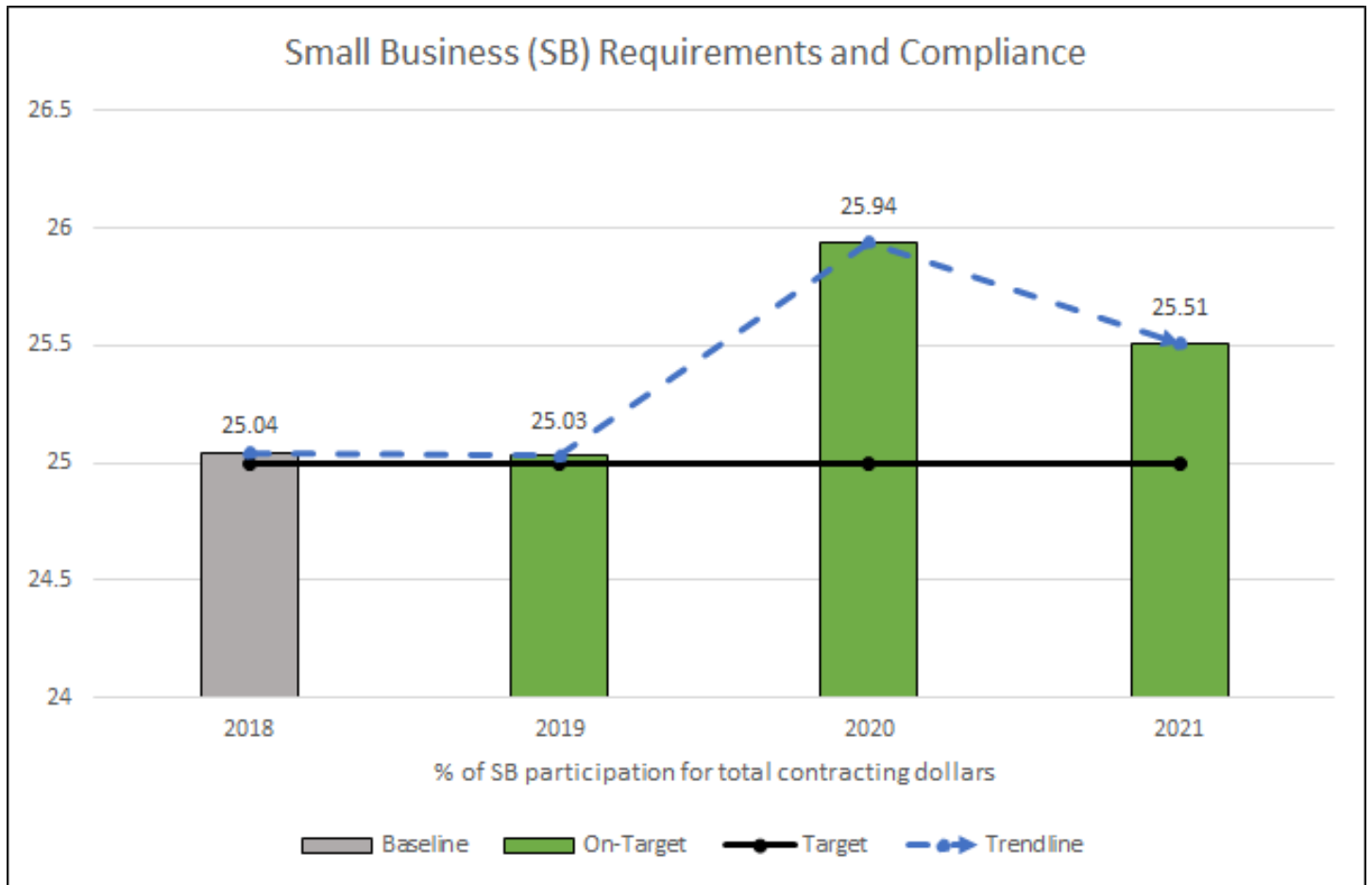
2021-22 Key Performance Indicator Summary (Quarter 4)

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 2022)
Numeric Status:	5.20% (as of September 2021)

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 2020-21

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 2021. CalPERS achieved a 5.20% participation level with DVBEs for FY 2020-21, eclipsing the target of 3% participation by 2.20%.

Performance Trend Chart:

Disabled Veterans Business Enterprise (DVBE) Requirements Compliance

% of DVBE particpation for total contracting dollars

Baseline | On-Target | Target | Trendline
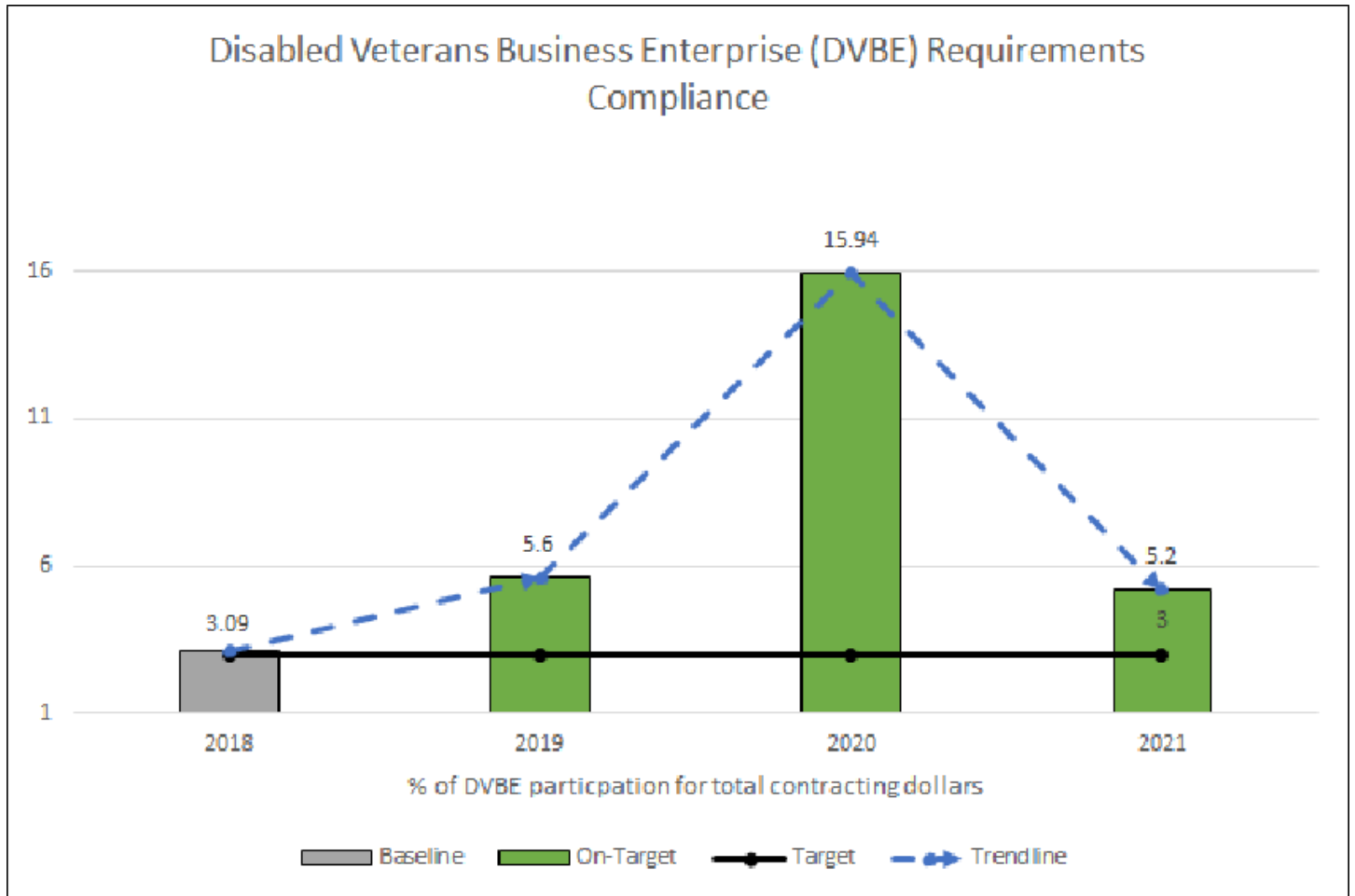
2021-22 Key Performance Indicator Summary (Quarter 4)

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 2022)
Numeric Status:	82% (as of September 2021)

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 2020-21

Thresholds:

On-Target:	91% or greater
At-Risk:	81% - 90%
Off-Target:	80% or lower

Status Narrative:

OSSD met the SLA for solicitations, contracts, amendments, and purchase orders 82% of the time as a combined average for FY 2020-21; the combined average was down 9% from FY 2019-20. Contributing factors to the decreased percentage were the OSSD contracts and procurement section experienced an 88% turnover in team leadership over the FY due to promotional opportunities within the division, and lateral transfers to promote cross functional development opportunities within OSSD and a retirement election. In addition, the team experienced a 14% increase in expedited contract and purchase order requests (67 requests in FY 19-20 to 80 requests in FY 20-21) and a 44% increase in solicitations (5 solicitations in FY 19-20 to 9 solicitations in FY 20-21). Improvement efforts have already been implemented to improve SLA performance, the procurement team completed a LEAN process improvement business initiative with PRDA in June 2021 and the contracts team is

on target to complete its 18-month LEAN process improvement business initiative with PRDA in December of 2021. As a result of these LEAN efforts, contract and procurement processes, procedures, and SLAs will be reviewed and modified as needed using LEAN methodology. For example, PRDA is currently reviewing the contract SLA, which has not been updated in over a decade, to ensure performance reporting accuracy. The contract and procurement sections are now fully staffed, trained, and poised to increase the percentage in which it meets its SLA in FY 2021-22.

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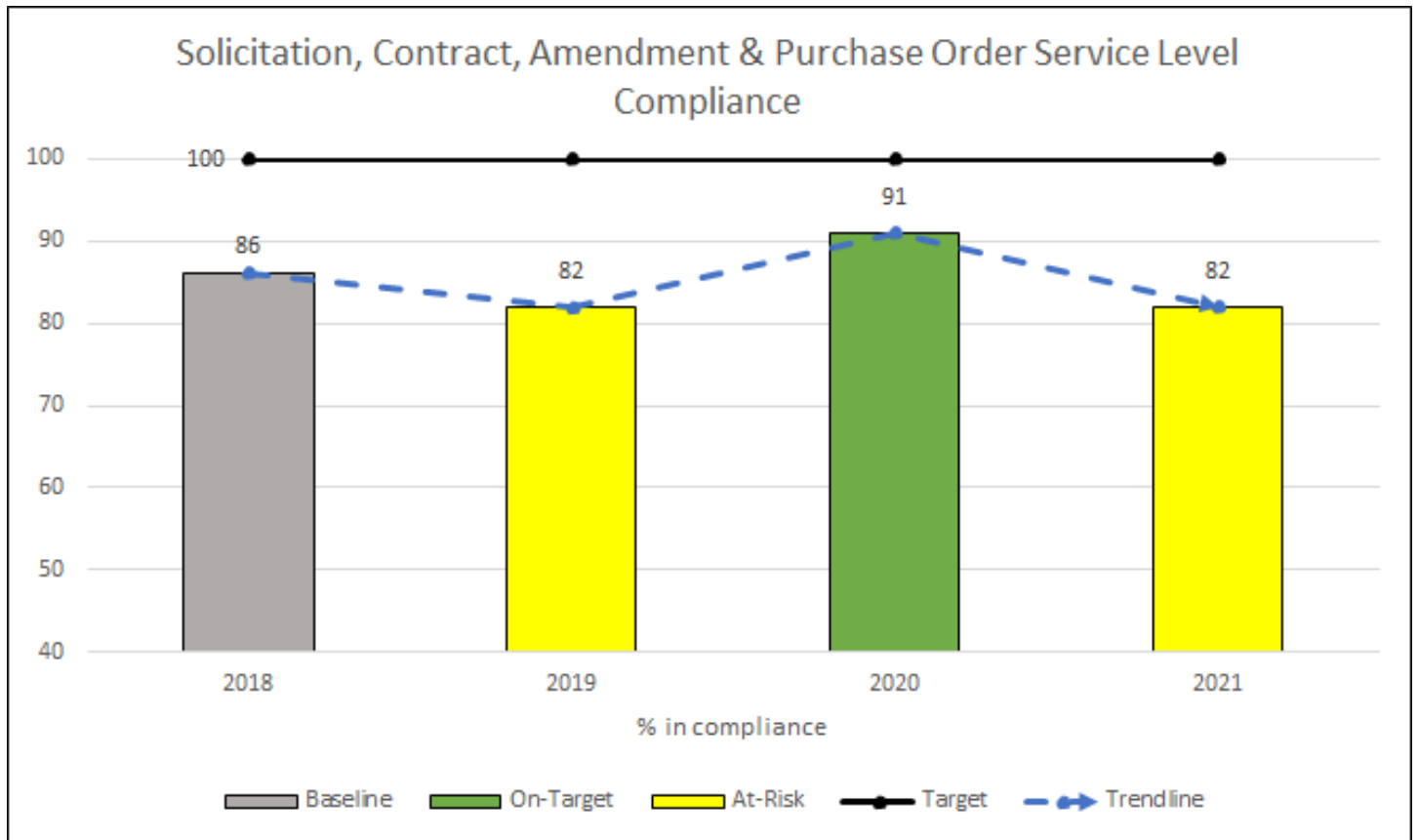
Solicitation, Contract, Amendment & Purchase Order Service Level Compliance

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Team Member Perception of Leadership: Manager Relationships
Executive Owner:	Doug Hoffner
Outcome Measure:	Supportive and Engaged Leadership
Core Process:	Managing Resources & Performance
Status:	Pending Refresh (in December 2022)
Numeric Status:	N/A

Description:

The annual Employee Engagement Survey will help us ensure we continue to measure how team members perceive their relationship with their direct managers.

The annual Employee Engagement Survey captured team members' perceptions of leadership for Manager Relationships.

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

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

Baseline: 85.7% positive survey score for team member perception of Manager Relationships as of 10/2020

Target: 59% or higher positive survey score represents high performance

Refresh Frequency: Annually, December

Reporting Range: November 2019 – October 2020

Thresholds:

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

Status Narrative:

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

Performance Trend Chart:

Team Member Perception of Leadership - Manager Relationships
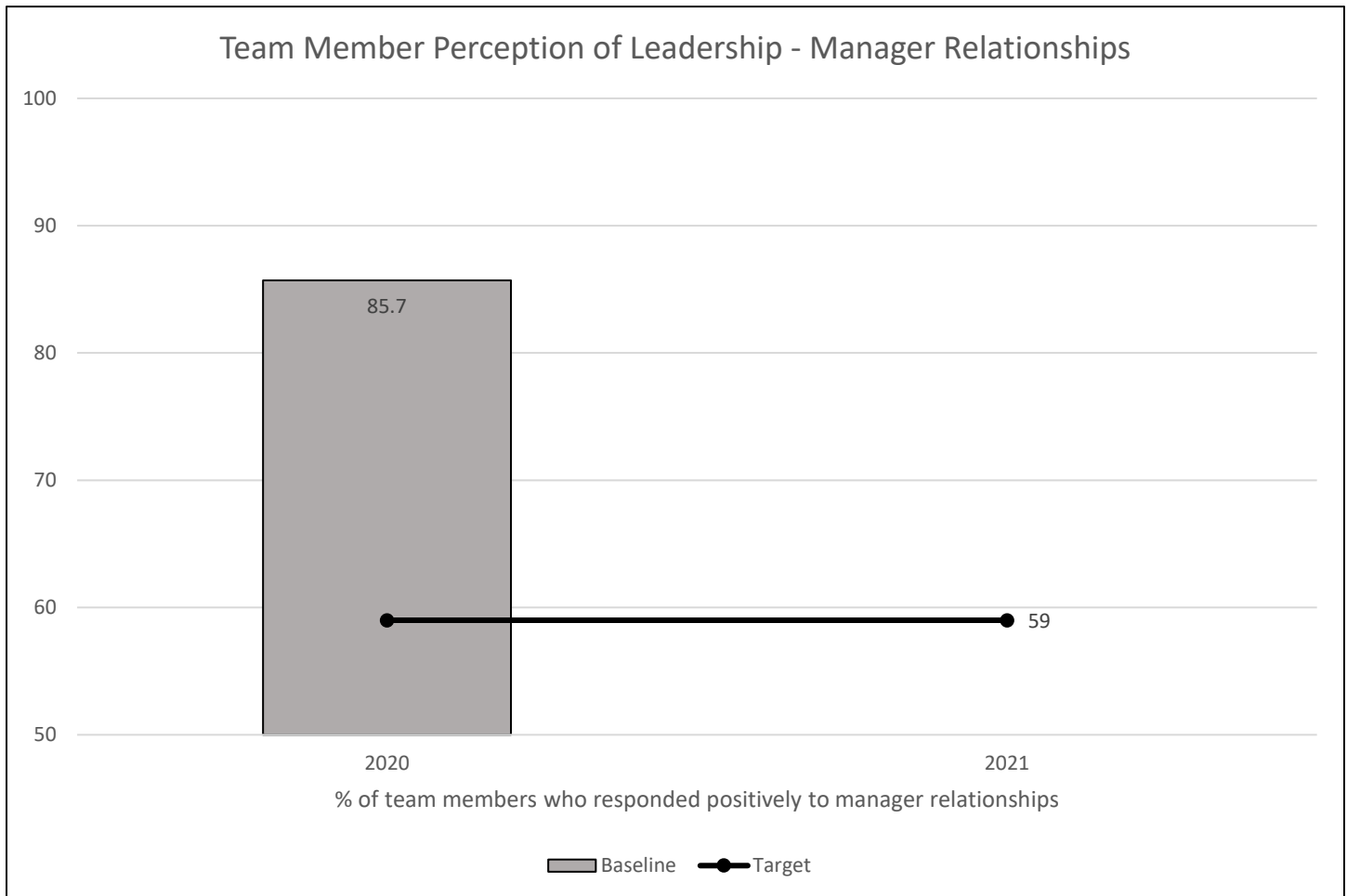
2021-22 Key Performance Indicator Summary (Quarter 4)

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 2022)

Numeric Status: 90% (for FY 2020-21)

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 2020-21

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 2021, this KPI reported at 90% and was On-Target. The data consists of all hard-to-recruit positions for FY 2020-21. This includes those from previous 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
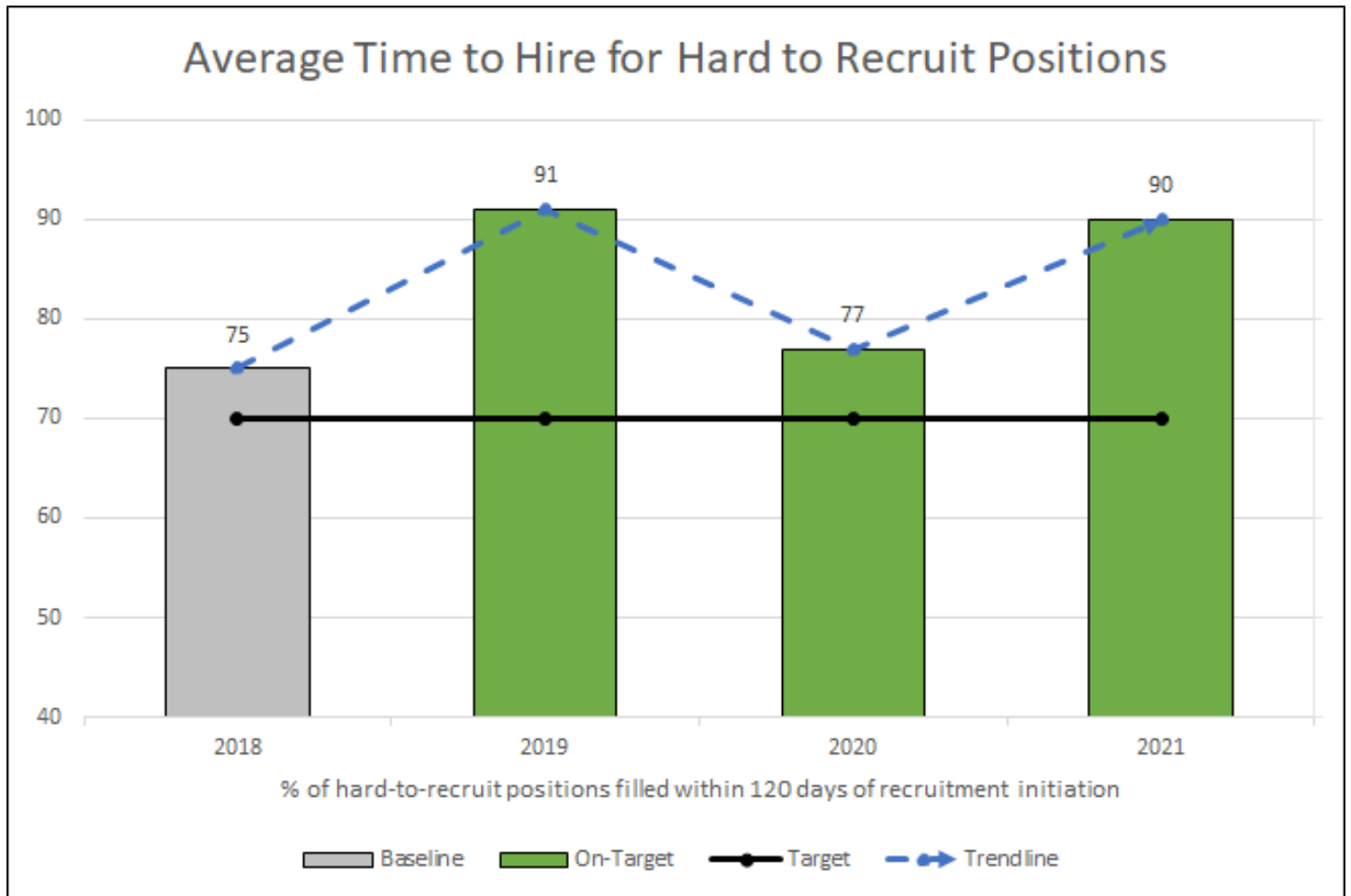
2021-22 Key Performance Indicator Summary (Quarter 4)

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 2020-21
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

The Retention Rate for Fiscal Year (FY) 20-21 was 92.3%. The historical CalPERS Retention Rates over the prior 3 FYs ranged from 91.2% - 91.6%. This increase in overall retention of CalPERS team members may be attributed to a pandemic-related work climate, decreased job opportunities, and the ability to better accommodate work-life demands in a hybrid work environment.

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Recognition Perceptions

Executive Owner: Doug Hoffner

Outcome Measure: Team Member Engagement

Core Process: Attracting & Supporting Team Members

Status: Pending Refresh (in December 2022)

Numeric Status: N/A

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.

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

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

Baseline: 79.2% positive survey score for recognition perception as of 10/2020.

Target: 59% or higher positive survey score represents high performance

Refresh Frequency: Annually, December

Reporting Range: November 2019 – October 2020

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

Status Narrative:

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

Performance Trend Chart:
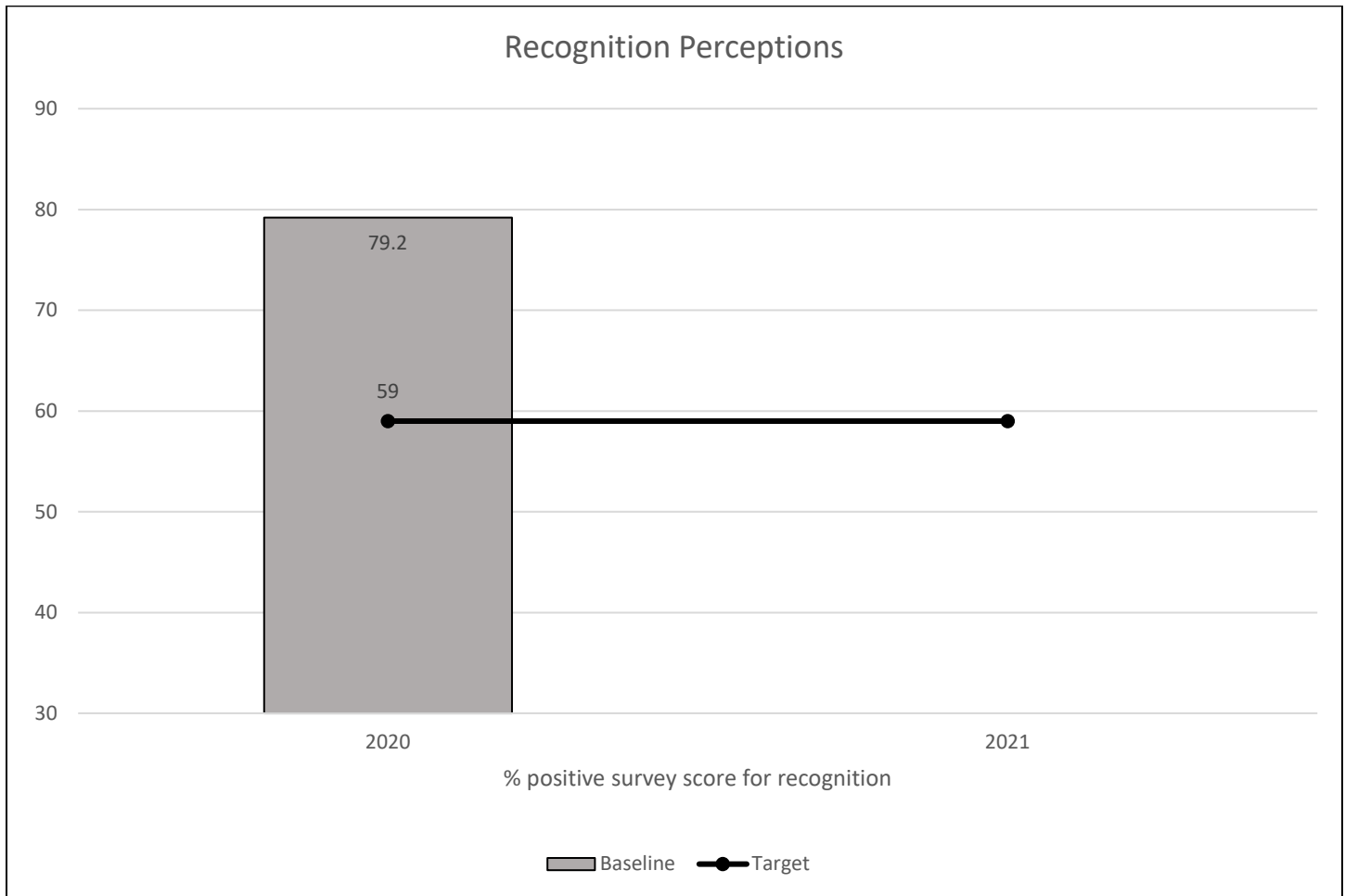
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Employee Empowerment Perceptions
Executive Owner:	Doug Hoffner
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members
Status:	Pending Refresh (in December 2022)
Numeric Status:	N/A

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 prior Work Life Balance perceptions is now captured under Employee Empowerment which aligns with the new engagement survey vendor category.

The annual Employee Engagement survey captures team members' perceptions of employee empowerment.

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

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

|	
Baseline:	75.2% positive survey score for work life balance perception as of 10/2020.
Target:	59% or higher positive survey score represents high performance
Refresh Frequency:	Annually, December
Reporting Range:	November 2019 – October 2020

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

Status Narrative:

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

Performance Trend Chart:

Employee Empowerment Perceptions

% positive survey score for employee empowerment perceptions

2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Team Member Perception of Growth and Development

Executive Owner: Doug Hoffner

Outcome Measure: Team Member Engagement

Core Process: Attracting & Supporting Team Members

Status: Pending Refresh (in December 2022)

Numeric Status: N/A

Description: The annual Employee Engagement survey will help us ensure we continue to measure and capture how team members perceive CalPERS growth and development.

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

Our new survey vendor, Perceptyx, meets these guidelines, offers advanced technology and innovative tools such as a dashboard with survey results and action planning framework. With this transition, the baseline results reported to the Board will change. Perceptyx uses a 5-point rating scale whereas the previous vendor used a 6-point rating scale which means the results for the survey will not be directly compared with previous years' results. The 5-point scale has the benefits of making it easier for survey participants to respond more quickly, enhances the comparability of scores with peers, and utilizes industry best practices to differentiate employee sentiment. To help mitigate the impact of not having a direct comparison of years, we have included the trend chart results from the previous survey and created a new trend chart tracking the new survey results in the summary sheet. We have also updated the title of the KPI to match the category within the survey for ease of reference.
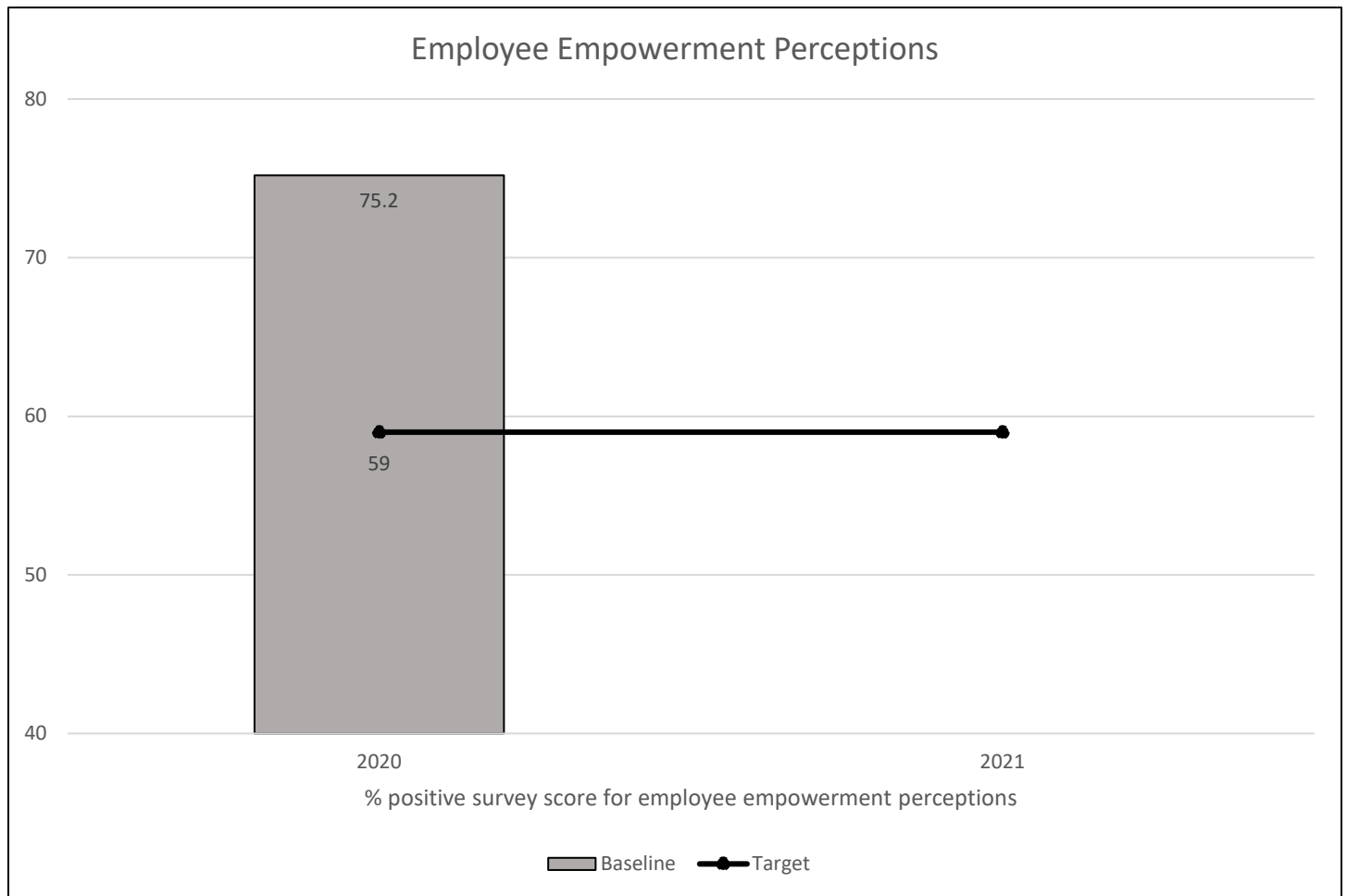
Baseline: 76.5% positive survey score for team member perception of growth and development as of 10/2020.

Target: 59% or higher positive survey score represents high performance

Refresh Frequency: Annually, December

Reporting Range: November 2019 – October 2020

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

Status Narrative:

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

Performance Trend Chart:

Team Member Perception of Growth and Development
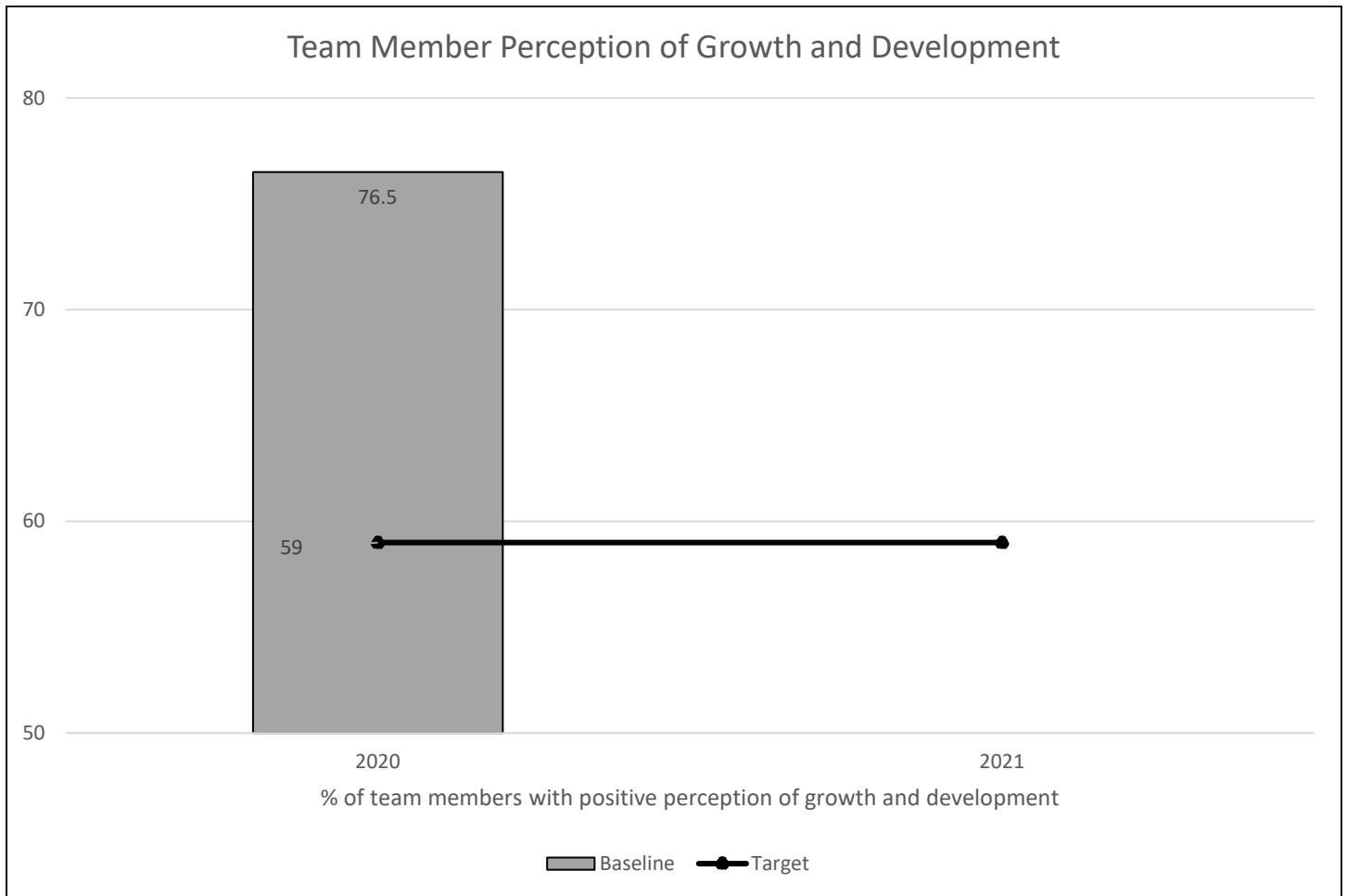
2021-22 Key Performance Indicator Summary (Quarter 4)

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 December 2022)

Numeric Status: N/A

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.

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

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

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 2019 – October 2020

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

Status Narrative:

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

Performance Trend Chart:

Response Rate of Employee Engagement Survey
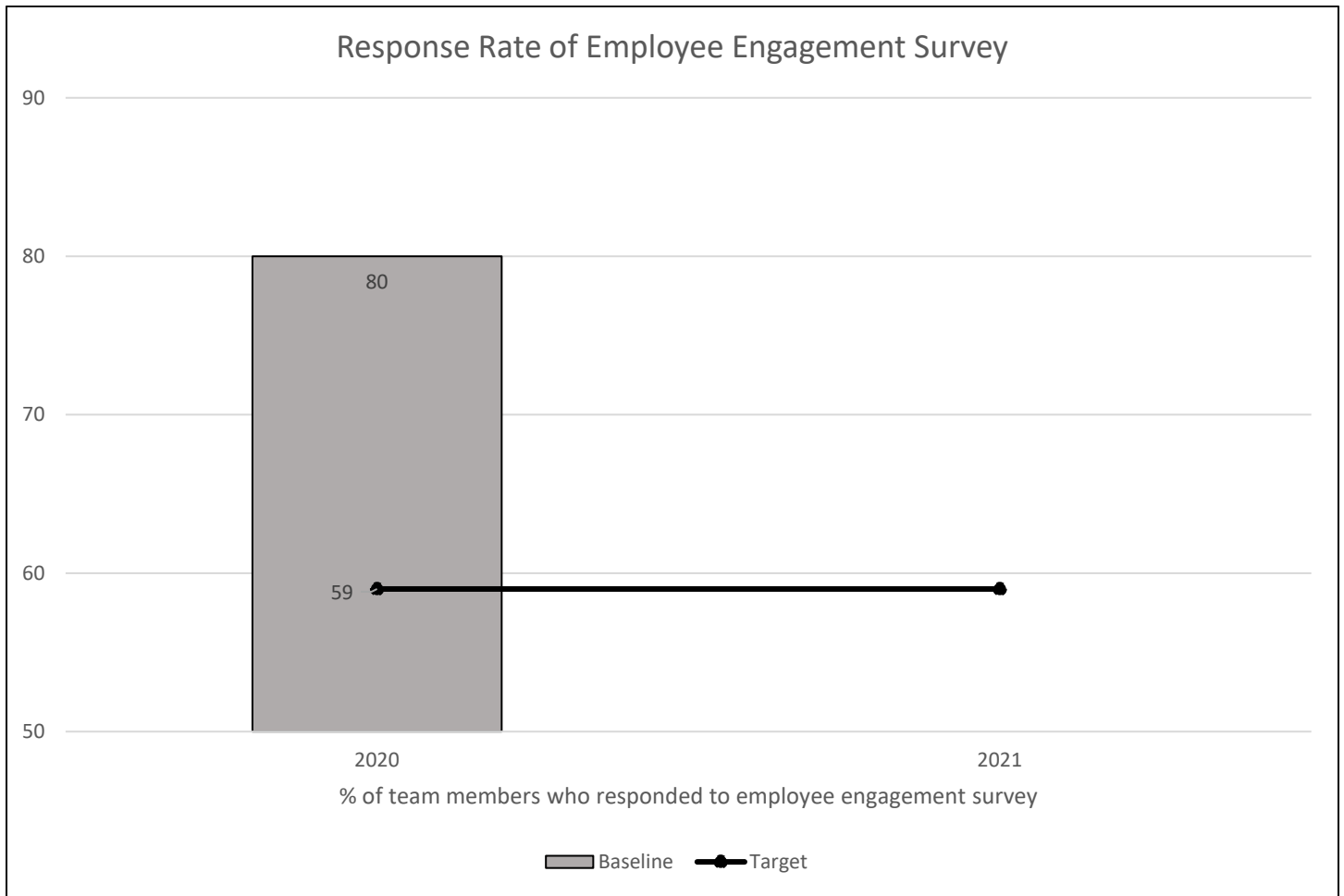
2021-22 Key Performance Indicator Summary (Quarter 4)

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 2020-21
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 ELP cohort with 25 team members graduating in June 2019, a third cohort with 23 completing the program in June 2020, and 24 completing the fourth cohort in June 2021. Survey feedback consistently supports the value of the program and participant satisfaction. 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, nine participants (40%) from the second cohort, and five participants (20%) from the third and fourth cohorts have received promotions for a cumulative program total of 34 participants (38%) receiving promotions. A fifth cohort is scheduled to begin in January of 2022

2021-22 Key Performance Indicator Summary (Quarter 4)

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

Reporting Range: 03/01/2022 – 06/3/2022

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 at 100%.

Performance Trend Chart:
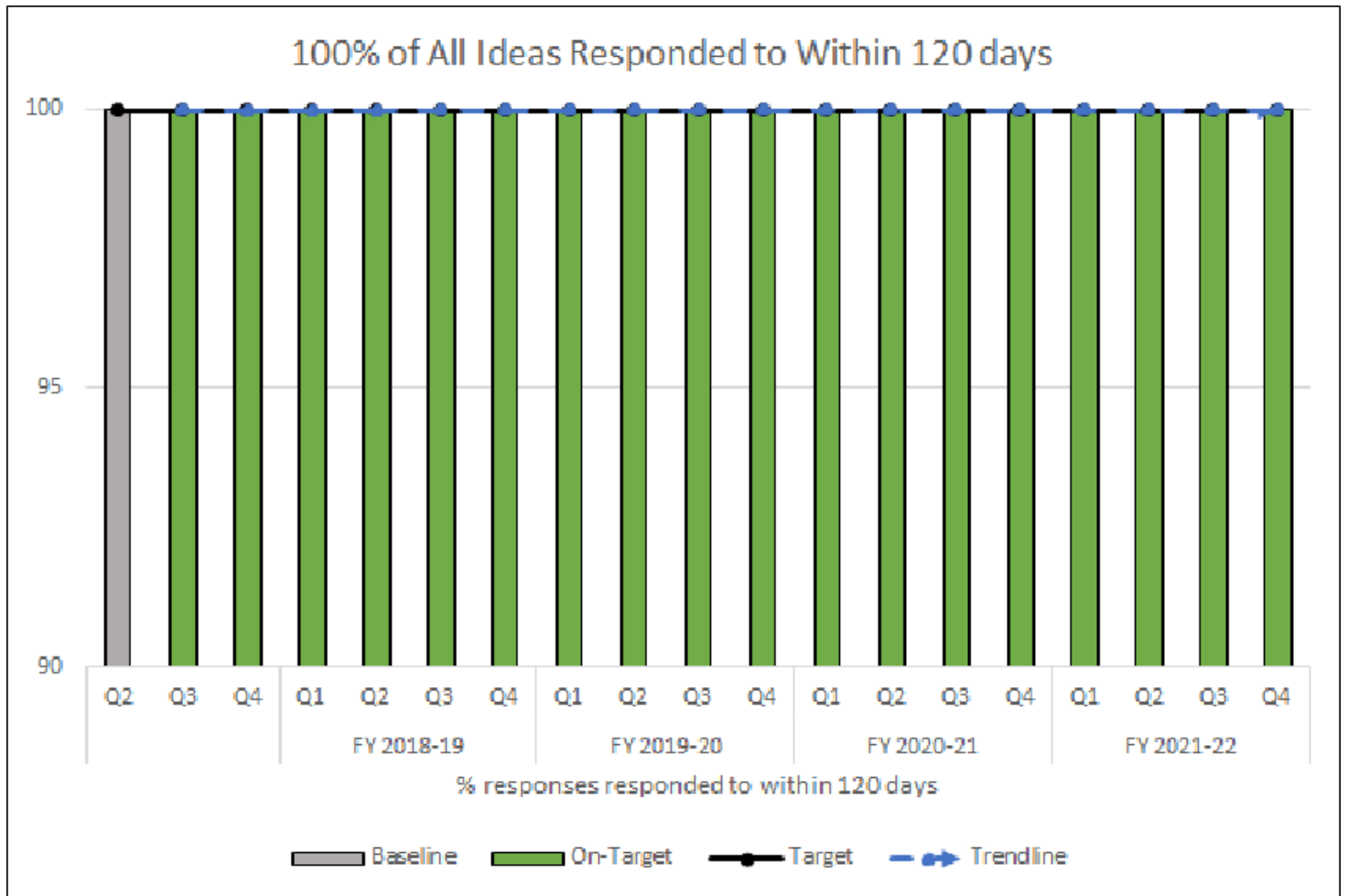
2021-22 Key Performance Indicator Summary (Quarter 4)

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

Reporting Range: 03/01/2022 – 06/30/2022

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. 100% of all ideas were implemented as scheduled.

Performance Trend Chart:
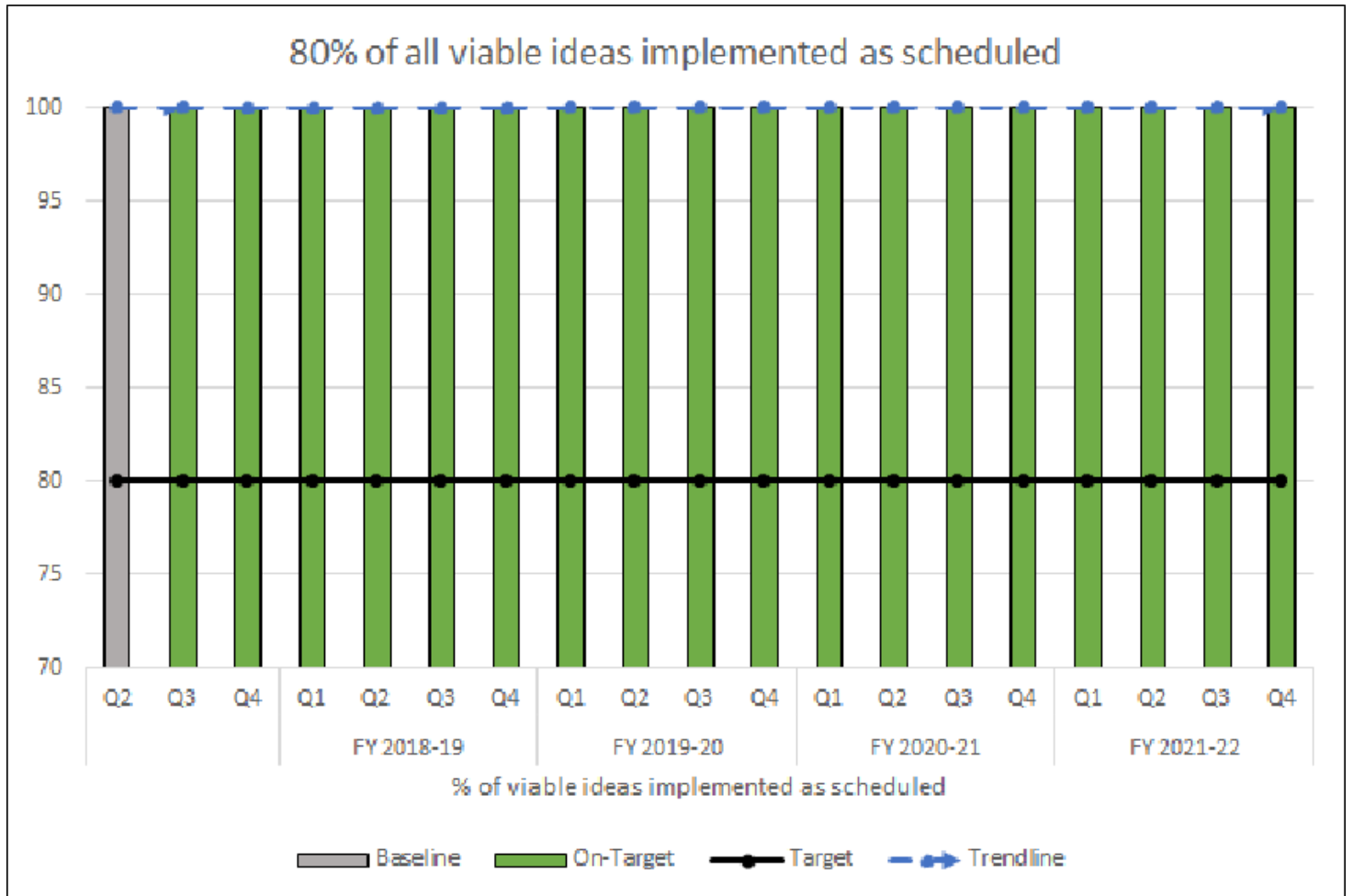
2021-22 Key Performance Indicator Summary (Quarter 4)

KPI Title: Our Promise and Annual Food Drive

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: 2021 fundraising efforts

Thresholds: Not applicable as KPI is Informational

Status Narrative:

The CalPERS team held two 2021 fundraising events: the Our Promise campaign and the Holiday Food Drive.

The 2021 Our Promise campaigns totals:

Our Promise Totals $96,632.00

Number of Donors 459

Number of Employees 2,584

Percentage of Participation 18%

The 2021 Food Drive totals:

CalPERS Donation Totals $11,000.00

Run to Feed the Hungry had 38 CalPERS team registrations.

Updated informational data for 2022 will be available in March 2023.