



Agenda Item 5

September 17, 2013

ITEM NAME: Workforce Strategic Plan

PROGRAM: Human Resources

ITEM TYPE: Information

EXECUTIVE SUMMARY

The 2012-14 Business Plan requires CalPERS to develop an enterprise-wide, Workforce Strategic Plan that incorporates succession planning, an automated human resources system, staff training and mentoring, and talent management with target implementation for key objectives in June 2014. To meet these objectives, Human Resources Division worked across the organization with our internal customers to identify and prioritize workforce needs to develop a Workforce Strategic Plan. The five-year plan positions CalPERS to support identified talent needs based on business priorities consistent with strategic and business plan initiatives and assists us in establishing timeframes to address these needs in a concerted effort.

STRATEGIC PLAN

The Workforce Strategic Plan supports the CalPERS 2012-17 Strategic Plan Goal B to "Cultivate a high-performing, risk-intelligent and innovative organization". The plan directly supports this goal by identifying key business drivers and creating an effective talent management strategy to improve organizational performance and help CalPERS recruit, retain, develop and empower a broad range of talents against organizational priorities.

BACKGROUND

In May 2013, Human Resources Division presented to the Board an Overview of the Workforce Strategic Plan development process and goals of the plan. As a follow-up to the May 2013 Board presentation, the completed plan is attached. Included in the plan is the process by which Human Resources Division worked across the organization to identify and plan for talent needs in response to customer requests, program projections and strategic and business plan consideration. The plan also includes talent management initiatives and programs already in progress and those we anticipate completing or exploring over the next five years.

ANALYSIS

The Workforce Strategic Plan improves operations across the organization by ensuring our talent management strategies are aligned with the CalPERS Strategic Plan. In addition, identification of human resource needs positions Human Resources Division to adequately develop strategies to focus resources and services to drive

talent management practices and capabilities to meet our customers' short and long-term needs and leverage like efforts across the organization. As part of this approach, human resources service needs and the coordination of various talent management programs and efforts were planned using a holistic perspective, giving consideration to other key, enterprise-wide initiatives and timing impacts. Some important initiatives underway or planned in the next 1-2 years include:

- Executive Succession Planning
- Leadership Onboarding
- Combining Human Resources and Investment Office Executive Search Pools
- Financial Office Restructure
- Actuarial and Investment Manager Classification Studies
- Investment Office Smart Certification Program
- Informal Mentoring
- Hiring Process Review
- Recruitment Outreach and Marketing

The plan also outlines long-range strategies targeted in the next 3-5 years such as:

- Ongoing Pre-employment Screening Enhancements
- Ongoing Automated HR Infrastructure Solutions
- Enterprise-wide Training Curriculum Review Process
- Ongoing Enterprise Competency Modeling and Skills Assessment Process
- Human Resources Customer Survey

Human Resources staff will track and measure the success of our numerous talent management initiatives, and will review and update the Workforce Strategic Plan annually in coordination with CalPERS business planning process.

BUDGET AND FISCAL IMPACTS

The Budget and Fiscal Impacts are unknown at this time and will be addressed, as applicable, through the annual Formal Budget Request (FBR) process by impacted areas.

ATTACHMENTS

Attachment 1 – Workforce Strategic Plan

Appendix A – CalPERS Core Values & Guiding Behaviors

Appendix B – Workforce Strategic Plan Guide–A Five-Year Perspective

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