



## Agenda Item 5

September 16, 2014

**ITEM NAME:** Workforce Strategic Plan

**PROGRAM:** Human Resources Division

**ITEM TYPE:** Information

### **EXECUTIVE SUMMARY**

In September 2013, the Human Resources Division presented the Board with an overview of the 2013 Workforce Strategic Plan. To ensure our strategies remain aligned with organizational objectives and priorities, we recently conducted a refresh of the five-year plan. Consistent with our 2013 Workforce Strategic Plan process and development, we partnered across the organization with customers to identify and plan for talent needs, program projections, and strategic and business plan considerations to develop the 2014 Workforce Strategic Plan.

### **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**

The 2012-14 Business Plan required CalPERS to develop an enterprise-wide, Workforce Strategic Plan, which incorporated succession planning, an automated human resources system, staff training and mentoring, and talent management strategy, with target implementation for key objectives. To meet these objectives, the Human Resources Division worked across the organization with internal customers to identify and prioritize workforce needs to develop the initial Workforce Strategic Plan in 2013.

Key Workforce 2013 accomplishments include:

- Established Executive-Level Talent Pools and Leadership Development Plans
- Time and Labor – electronic time reporting
- Informal Mentoring
- Knowledge Transfer Strategies
- Supervisory Skills Enhancement Series Phase 1

Consistent with best practices, our talent management planning efforts include a periodic review of our Workforce Strategic Plan to ensure plan alignment with organizational priorities. As part of the process, we have revised the five-year plan to support identified talent needs based on business priorities consistent with strategic and business plan initiatives, and established timeframes to address these needs in a concerted effort.

### **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 will position the Human Resources Division to adequately develop strategies to focus resources and services to drive talent management practices and capabilities. They will allow CalPERS to meet our customers' short and long-term needs and leverage similar 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. This allows for consideration to be given to other key, enterprise-wide initiatives and timing impacts. Some important initiatives underway or planned in the next one to two years include:

- Compensation Review Project
- Supervisory Skills Enhancement Series Phase 2
- Executive Succession Planning
- Organizational Health Index (OHI) Survey Action Plan
- Employee Lifecycle Survey
- Hiring Process Improvements
- Investment Office Talent Sourcing Plan

The plan also outlines long-range strategies targeted in the next three to five years such as:

- Emerging Leader Training
- Enhanced Pre-employment Screening/Phase 2
- Learning Management System Technology Update
- Recruitment Application for Mobile Devices
- Recruitment Referral Program

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 the 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 process by impacted areas.

**ATTACHMENTS**

Attachment 1 – Workforce Strategic Plan

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