

2012-17 Strategic Plan Implementation Overview

Goal	Measure	Strategic Objective	Strategic Initiative	Business Plan Initiatives						
				2012-2013	2013 - 2014	2014-2015	2015-2016	2016-2017		
GOAL A: Improve long-term pension and health benefit sustainability	<ul style="list-style-type: none"> Annualized excess investment returns relative to Actuarial Rate of Return Assumptions. Annualized excess investment returns relative to Policy Benchmark. Net value added relative to an appropriate peer universe median return adjusted for composition of asset allocation and after expenses. Funded status. Quality of health care provided as measured by observed ratio of all-cause readmissions compared to what would be expected. Access to health care measured by percentage of beneficiaries reporting receipt of routine health care relative to benchmark data. Affordability of health benefits as measured by percentage of total average costs for covered benefits that a health provider will cover. Wellness of our membership as measured by percentage of members who smoke, have diabetes, or are obese compared to State and national data. 	Fund the System through an integrated view of pension assets and liabilities	Manage funding risk through asset liability management framework	PEPRA	Review of Actuarial Assumptions and Implementation of New Assumptions		Adopt an Asset Liability Management - Risk Mitigation Strategy	Risk Factor Development for Asset Liability Management		
				Actuarial Policy Update		GASB Statement 68 Reports				
				Investment Risk Management and Performance Attribution						
				GASB 67 and 68 / Actuarial Valuation System Redesign and Enhance						
				Funding Risk Appetite Tolerances						
				A.L. Frmwk Workshop						
		Educate Employers and other stakeholders to make informed decisions about retirement security and health care	Expand access to health care cost and quality data	Provide information on variability of pension contributions	Provide additional information to Long-Term Care policy holders	Enhanced Asset Liability Framework				
						New Asset Allocation			Enhance Capital Allocation Framework	
						Sensitivity Analysis			Enhance Employer Disclosures in Valuation	CalPERS Pension Prefunding Trust
								Explore Asset Allocation Options for Employers		
								Health Care Member Tools		
								Health Care Customer Resources		Sustain the Growth of the CERBT Fund and Improve Service to Our Employers
		Deliver target risk-adjusted investment returns	Implement programs and initiatives that improve investment performance							
						LTC Strategy Development				
						LTC Strategy Implementation			Complete Pilot to Improve Long-Term Care Hospital Transition Care for Senior Members	
								Improve Healthcare for Senior Members		
								Investment Performance		Investment Program Long-Term Planning
								Capital Allocation		External Manager Monitoring, Expectations, & Reduction Strategies
Ensure high-quality, accessible, and affordable health benefits	Reduce health costs, improve outcomes, and change contracting									
							Enhance Business Effectiveness, Resource Allocation, and Efficiency of Investment Programs			
						Cost Effectiveness		Enhance Investment Platform and Controls		
						Organization, Systems, and Controls				
						Emerging Investment Manager Strategy / Emerging Manager Programs				
								Investment Beliefs and Environmental, Social, and Governance (ESG) Risk Integration		
Create a lifestyle of wellness among members and employers	Establish wellness partnerships	Develop an independent wellness platform								
							Contracting Agency Outreach & Health Data Sharing			
						Integrated Health Models				
						Health Benefit Purchasing Structure		Medicare-Only Health Contracting Alternatives		
								Population Health Management		
								Employer Wellness Partnerships		
				Engaged Health and Wellness Platform	Health and Wellness Platform					
					Employer Wellness Platform					

Legend	
Color	Status
Green	New
Orange	In Progress
Gray	Completed
Yellow	Deferred

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GOAL B: Cultivate a high-performing, risk-intelligent and innovative organization	<ul style="list-style-type: none"> Percentage of benefit payments issues to our customer within established service levels. Customer satisfaction with CalPERS services as measured by surveys and other feedback methods. Employee Turnover. Employee assessment of CalPERS Organizational Health. 	Use a focused approach to generate, test, refine, and implement new ideas	Adopt innovative methodologies	Center for Innovation	Enterprise Content Management			Complete Cost Effectiveness Measurement Evaluation and Identify Enhancements					
				Enterprise Internal Innovation									
			Deliver superior end-to-end customer service that is adaptive to customer needs	Promote business intelligence	Business Intelligence	Improve the Use of Data to Drive Business Insights							
				Achieve high-quality customer service	my CalPERS Efficiencies	Service Delivery Transformation / Service Delivery Transformation: Access, Quality, Effectiveness, & Service / Service Delivery Transformation				Customer Service Optimization Strategies	Improve Customer Engagement and Communications		
					my CalPERS Enhancements					Customer Experience	Capture Customer Feedback		
		<ul style="list-style-type: none"> Recruit, retain, develop, and empower a broad range of talents against organization priorities Actively manage business risks with an enterprise-wide view 	Develop risk-intelligent culture	Implement talent management strategies	Knowledge Transfer, Insourcing, and Consultant Reduction / Workforce Investment, Knowledge Transfer, and Consultant Reductions								
					Workforce Strat Plan / Workforce Strat Plan Development	Workforce Strategic Plan Implementation					Emerging Leader		
					Diversity and Inclusion							Organization Health Index	
											Expand Internal Diversity Program		
					CFO Classification & Structure	Compensation Policy Review							
	Personal Trading Platform												
	Investigation Process & Tools				Strategic Risk Measures								
	Policy Repository & Compliance				Quarterly Reporting				Master Enterprise Business Continuity Plan				
	Strategic Performance Measures / Performance Management Dashboard and Metrics / Strategic Measures												
	Financial Reports				Policy Management								
	<ul style="list-style-type: none"> Engage in State and national policy development to enhance the long-term sustainability and effectiveness of our programs Percentage of legislative bills enacted or defeated consistent with positions taken by the Board (not including neutral positions). CalPERS perception in the media. CalPERS perception among stakeholders. 	Clarify and communicate CalPERS perspective on pension, health, and financial markets	Establish principles and beliefs on public policy	Investment Beliefs			Investment and Pension Beliefs Communication Strategies						
				Market Reform Priorities (Combined into ESG Investment Strategy in Goal A)	Pension Beliefs		Financial Market Reform Principles	Leadership and Research Communication Strategies					
				Strategic Partnerships						Enhance External Partnerships			
				Retirement Research & Planning	Thought Leadership				Financial Literacy				
				Public Records Accessibility Policy						Employer Excise Tax			
			Demonstrate Industry Leadership										

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