



ENTERPRISE RISK MANAGEMENT DASHBOARD

RISK RATING	RISK CATEGORY / RISK STATEMENT	TYPE
High Impact High Probability	INFORMATION SECURITY	Operational
	Failure to protect and secure information assets from cyber-attack or unauthorized access.	
	BUSINESS CONTINUITY	Operational
	Inability to recover timely and resume critical business functions following a major business interruption event.	
	PENSION FUNDING	Strategic
	Failure to meet benefit obligations to current and future members and beneficiaries.	
	COMPLIANCE	Strategic
Failure to comply with laws, regulations, and policies.		
High Impact Low Probability	STAKEHOLDER CONFIDENCE	Strategic
	Inability to maintain stakeholder confidence in CalPERS as a trusted fiduciary.	
	DATA MANAGEMENT	Operational
	Inaccuracy of data and reporting used to make business decisions.	
Low Impact Low Probability	TALENT MANAGEMENT	Strategic
	Inability to effectively recruit and retain a highly-skilled workforce to support the achievement of CalPERS business objectives.	
	BENEFIT ADMINISTRATION	Operational
	CalPERS members, retirees, and beneficiaries may not receive timely and/or accurate benefits.	
	OPERATIONAL EFFICIENCY	Operational
Inability to meet CalPERS strategic and business objectives in a cost-effective and efficient manner.		
HEALTH CARE ADMINISTRATION	Strategic	
Inability to offer high quality, accessible, and affordable health care at a competitive price.		