



# Board of Administration

## Agenda Item 10a

---

**September 26, 2018**

**Item Name:** Enterprise Performance Reporting (EPR) – Fourth Quarter Report

**Program:** Enterprise

**Item Type:** Information

### **Executive Summary**

This agenda item provides the fourth quarter report (April 1, 2018 through June 30, 2018) for the recently implemented CalPERS Enterprise Performance Reporting (EPR) framework, which is comprised of Strategic Measures (Measures), Business Plan Initiatives (Initiatives), and Key Performance Indicators (KPIs). The Measures and Initiatives are part of CalPERS 2017-22 Strategic Plan (Strategic Plan), and allow us to measure progress towards achieving our strategic goals and objectives. The KPIs are the third and newest EPR component, and serve as a collection of performance indicators that measure the effectiveness of our efforts at the operational level. EPR focuses on the ongoing monitoring and reporting of all three components, and provides information as to how well the organization is progressing towards strategic goals and objectives, as well as operational targets.

The focus of this agenda item will be on At-Risk and Off-Target Measures and Initiatives. The EPR fourth quarter report will also include supplemental performance data for On-Target Measures and Initiatives, as well as for KPIs (Attachments C, D, and E).

### **Strategic Plan**

This agenda item specifically aligns to our strategic goals and objectives, as we measure our strategic and operational progress throughout the duration of the Strategic Plan.

### **Background**

In early 2016, we began the development of our current five-year Strategic Plan, and refined our mission and vision statements. These efforts resulted in a year-long collaborative process that yielded valuable information and feedback from a variety of internal and external stakeholders. These inputs, coupled with a rigorous period of analysis, helped us identify our strategic goals - each with its own set of objectives and measures. In February 2017, the Board approved the Strategic Plan, and the 2017-18 Business Plan (Business Plan) – which serves as a vehicle to put the Strategic Plan into action.

In addition to Strategic Plan activities the organization began to develop the KPIs and implement the EPR framework. Through collaborative working sessions with the executive team and program areas, KPIs were identified and developed for all areas of the organization, and the EPR

framework was implemented in-tandem with the commencement of the Strategic Plan on July 1, 2017.

The EPR framework provides a comprehensive view of strategic and operational performance through quarterly reports that reflect status indicators of On-Target (green), At-Risk (yellow) and Off-Target (red), however, the presentations to the Board of Administration will focus on At-Risk and Off-Target Measures and Initiatives. This will include open discussions related to root-causes, as well as potential constraints and mitigation strategies currently underway. The intent of the EPR framework is to reinforce CalPERS' desire to be transparent and accountable in support of our strategic goals and objectives, and operational targets.

As the EPR framework continues to progress, the following status designations will appear for several Measures and KPIs:

- Pending refresh – baseline, target, and thresholds have been established, and the metric is awaiting completion of a data refresh cycle
- Data not available – baseline, target, or thresholds are currently not available; establishment dates have been noted on summary sheets
- Under development – efforts to solidify methodology are underway

## **Analysis**

This agenda item will focus on two items: 1) Summary of metrics that refreshed during the Fourth Quarter; and 2) At-Risk and Off-Target Measures and Initiatives.

### Strategic Measures

The Strategic Plan encompasses 37 Measures. In review of fourth quarter data, 32 Measures are currently On-Target or in a pending refresh, data not available, or under development status, two are At-Risk, two are Off-Target, and one is in closed session. Additional details are included in Attachment C.

- At-Risk:
  - Fund Sustainability: Annualized (5-year) excess investment returns relative to Total Fund policy benchmark
  - Health Care Affordability: Rating of health care
- Off Target:
  - Fund Sustainability: Funded status
  - Reduce Complexity: 5-year net value added

### Business Plan Initiatives

The Business Plan encompasses 37 Initiatives. In review of fourth quarter data, 34 are currently On-Target, one is At-Risk, one is Off-Target, and one is in closed session. Additional details are included in Attachment D.

- At-Risk:
  - Reduce Complexity: External manager monitoring, expectations, and reduction strategy
- Off-Target:
  - Risk Management: Enterprise data management

## Key Performance Indicators

There is a total of 48 KPIs. 46 KPIs are currently On-Target or in a pending refresh, data not available, or under development status, one is At-Risk, and one is in closed session. Additional details are included in Attachment E.

- At-Risk:
  - Reliable Steward of Funds: % of moderate and elevated risk Target Operating Model (TOM) functions

## **Budget and Fiscal Impacts**

Resources for our strategic and operational needs were funded by existing internal resources, and by funding requested through the annual CalPERS budget planning process.

## **Benefits and Risks**

The alignment of the Measures, Initiatives, and KPIs along with our long-term strategic goals, provides focus and clarity that prioritizes and guides our work as we keep the Strategic Plan at the forefront of our planning process. EPR is specifically designed to address the most significant risks and opportunities facing CalPERS, and will be regularly reviewed to respond to a changing environment.

## **Attachments**

Attachment A – Strategic Plan Alignment Map (Q4 Status)  
Attachment B – Enterprise Operations Map (Q4 Status)  
Attachment C – Strategic Measure Summary Sheets  
Attachment D – Business Plan Initiative Summary Sheets  
Attachment E – KPI Summary Sheets

---

Sabrina Hutchins  
Chief  
Enterprise Strategy and Performance Division

---

Doug Hoffner  
Deputy Executive Officer  
Operations and Technology Branch

---

Marcie Frost  
Chief Executive Officer