

2017-22 Strategic Plan | Business Plan Initiatives Summary

VISION: A respected partner, providing a sustainable retirement system and health care program for those who serve California

MISSION: Deliver retirement and health care benefits to members and their beneficiaries

CORE VALUES: Quality, Respect, Accountability, Integrity, Openness, Balance

EPR First Quarter Report: Business Plan Initiatives Summary Dashboard

The CalPERS 2018-19 Business Plan encompasses 34 Business Plan Initiatives (Initiatives) that assist us in achieving our strategic goals and objectives. The Business Plan Initiatives Summary Dashboard provides a brief synopsis of how all 34 Initiatives are performing for the first quarter (July 1, 2018 – September 30, 2018). Additional performance details can be found on the summary sheets for each Initiative.

First Quarter Initiative Performance:

- 2 At-Risk (Yellow)
- 31 On-Target (Green)
- 1 Closed Session item

Progress Status Criteria for Business Plan Initiatives:

Progress on Business Plans initiatives is based on deliverables, tactics, and risks. The status criteria are listed below:

On-Target (Green):

- All deliverables and tactics will be completed by the due dates
- No risks have materialized
- Initiative will be completed by the established end date

At-Risk (Yellow):


- One or more tactics may not be completed by the due date – no impact to the deliverable due date
- Risks become issues and are being mitigated
- Initiative will be completed by the established end date


Off-Target (Red):

- Critical tactics have yellow indicators – deliverable will not be completed by the due date
- Issues cannot be mitigated
- Initiative may not be completed by the established due date

A column has been added to show the previous quarter's performance. Please note that a long dash (–) will be reflected if a previous performance status is not available, specifically for new and/or amended Initiatives.


Enterprise Performance Reporting – First Quarter Status CalPERS 2018-19 Business Plan Initiatives


 Fund Sustainability	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Previous Quarter Performance (Q4, FY17-18)	Page Number
Redesign and enhance the actuarial valuation system	▲				●	5
Actuarial valuation system – advanced analytics	●				–	9
Alignment of asset liability management	●				●	10
Investment risk management and performance attribution	●				●	11
Enhance capital allocation framework	●				●	12
Enhance investment platform and controls	●				●	13
Stakeholder education on system risks and mitigation	●				●	14
Investment beliefs and environmental, social, and governance risk integration	●				●	15

 Health Care Affordability	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Previous Quarter Performance (Q4, FY17-18)	Page Number
Value-based insurance design: feasibility	●				●	16
Site of care management	●				●	17
Pharmacy benefit design pilot	▲				●	7
Reference pricing expansion	●				●	18
Population health alignment with <i>Let's Get Healthy California</i> taskforce report dashboard	●				●	19
Partner with health plans to engage in community activities	●				●	20
Statewide collaboration through <i>Smart Care California</i>	●				●	21
Review and update shared savings accountable care organizations cost and quality targets	●				●	22

Status Key: On-Target ● At-Risk ▲ Off-Target ■


Enterprise Performance Reporting – First Quarter Status CalPERS 2018-19 Business Plan Initiatives

 Reduce Complexity	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Previous Quarter Performance (Q4, FY17-18)	Page Number
Mature targeted information technology capabilities	●				–	23
CEM complexity score maintenance	●				–	24
Develop and implement continuous process improvement framework	●				●	25
Enhance business effectiveness, resource allocation, and efficiency of investment programs	●				●	26
Develop information technology service-level agreements	●				–	27

 Risk Management	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Previous Quarter Performance (Q4, FY17-18)	Page Number
Increase enterprise-wide risk awareness	●				●	28
Increase enterprise-wide compliance awareness	●				●	29
Increase compliance program maturity	●				–	30
Enterprise data governance	●				■	31
Strategic risk measures	●				–	33
Enterprise business continuity plan, phase II	●				●	34
Information security roadmap	N/A				Closed Session	36

Status Key: On-Target ● At-Risk ▲ Off-Target ■

Enterprise Performance Reporting – First Quarter Status CalPERS 2018-19 Business Plan Initiatives

 Talent Management	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Previous Quarter Performance (Q4, FY17-18)	Page Number
Implement engagement survey action items	●				–	37
Expand diversity and inclusion program	●				●	38
Talent outreach activities	●				–	39
Implement 2018-22 workforce plan strategies	●				–	40
Develop leadership competencies measurement tool	●				–	41
Enhance succession planning program and retention strategies for senior leaders	●				–	42

Status Key: On-Target ● At-Risk ▲ Off-Target ■

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FUND SUSTAINABILITY

Strengthen the long-term sustainability of the pension fund

Objective	Fund the System through an integrated view of pension assets and liabilities		
Initiative Title:	Redesign and Enhance the Actuarial Valuation System	Owner:	Scott Terando
Description:	Redesign and enhance the Actuarial Valuation System to increase capabilities, streamline processes, and create a more flexible and scalable valuation system	Start Date:	July 2016
		End Date:	October 2018
Intent:	To deliver a flexible and scalable solution that supports the business operation of the Actuarial Office (ACTO) in ensuring the ability for CalPERS to support strategic objectives, business goals, and meet its pension obligations. The existing system presents challenges in terms of support, functionality, and flexibility. The replacement system will address each of these concerns. The future solution will be developed and supported by CalPERS staff and will include improved valuation processing times and added functionality.		
Associated Strategic Measure(s)	Projected funded status (FY 18/19 FBR approved)		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input checked="" type="checkbox"/>	Replicate Legacy (Fortran) actuarial accrued liabilities for 2017. (October 2018)	At-Risk Resources approved through the 2018-19 budget process: \$1,684,450
<input checked="" type="checkbox"/>	Establish production database and application environments for the new valuation system. (September 2018)	
<input type="checkbox"/>	Establish the Actuarial Valuation System redesign and enhance the core to calculate and produce employer valuations. (October 2018)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

Resources: If ACTO and ITSB subject matter experts are not available to participate on the project, then project activities may be delayed, causing impacts to the project budget and schedule.

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Mitigation(s):

The approved FBR includes funds to backfill ACTO positions, so that ACTO SMEs can participate in the project; ITSB has allocated IT resources through the BTPPP process and the approved FBR includes funds for IT consultants to develop new functionality defined in the project scope.

Root Cause *(if At-Risk or Off-Target)*:

Actuarial Valuation System Redesign and Enhancement (AVSRE) – Overall Health: Yellow. The developments of Gain/Loss and Financing are behind due to a combination of resource and workload constraints. The mitigation plan in place should return the project to green by mid- October.

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HEALTH CARE AFFORDABILITY

Transform health care purchasing and delivery to achieve affordability

Objective	Restructure benefit design to promote high-value health care		
Initiative Title:	Pharmacy Benefit Design Pilot	Owner:	Liana Bailey-Crimmins
Description:	Develop and implement strategies to align our pharmacy benefit manager with our reference pricing model	Start Date:	July 2017
		End Date:	January 2021
Intent:	This initiative is intended to reduce prescription drug expenditures for both members and the CalPERS health plans by guiding members to lower cost therapeutic equivalent drugs, redefining drug tiering structure based on drug prices, and modifying prescription drug copayment structure.		
Associated Strategic Measure(s)	Total health care cost annual change		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Implement reference pricing strategy for selected drug therapeutic classifications for health plans with pharmacy benefits managed by CalPERS Pharmacy Benefit Manager (PBM). (June 2019)	At-Risk Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Evaluate effectiveness through cost/benefit analysis and present to the Pension & Health Benefits Committee. (January 2021)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

Contract with external vendor and PBM may not be approved by the Board

Mitigation(s):

Develop alternative solutions and present to the Board

Root Cause *(if At-Risk or Off-Target)*:

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In June 2018, the Board approved reference pricing 3 therapeutic drug classes for health plans that are managed by the CalPERS PBM, OptumRx. The Board directed staff to identify an external vendor to assist with implementation to ensure success and minimal member disruption. CalPERS and OptumRx were positioned to implement the reference pricing strategy for 3 therapeutic drug classes beginning in January 2019, however; in September 2018, the Board did not approve the external vendor, University of Massachusetts Medical School (UMASS). The PHBC directed staff to review the contract with UMASS more thoroughly and bring back in November more information regarding UMASS experience with Reference Based Pricing, customer outreach, other vendors, etc. This will result in delayed implementation and evaluation of the reference-pricing strategy for selected drug therapeutic classifications.

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FUND SUSTAINABILITY

Strengthen the long-term sustainability of the pension fund

Objective	Fund the System through an integrated view of pension assets and liabilities		
Initiative Title:	Actuarial Valuation System – Advanced Analytics	Owner:	Scott Terando
Description:	Develop and implement advanced analytic tools to more accurately model CalPERS’ liabilities and projected funded status	Start Date:	November 2018
		End Date:	December 2019
Intent:	These tools will allow us to better model and obtain the anticipated cashflows of the pension plan. Also, the enhanced reports and graphics will help to educate our stakeholders with less complexity		
Associated Strategic Measure(s)	Projected Funded Status (FY 18/19 FBR approved)		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Update tools and utilities in the new valuation system. (December 2018)	On-Target Resources approved through the 2018-19 budget process: \$3,423,950
<input type="checkbox"/>	Incorporate Generational Mortality functionality in the new valuation system. (March 2019)	
<input type="checkbox"/>	Implement Business and Data Analytics for the new valuation system. (March 2019)	
<input type="checkbox"/>	Generate Deterministic Cash Flow Projections in the new valuation system. (June 2019)	
<input type="checkbox"/>	Complete Knowledge Transfer and training for ACTO staff. (December 2019)	

Initiative Risk(s):

Resources: If ACTO and ITSB subject matter experts are not available to participate on the project, then project activities may be delayed, causing impacts to the project budget and schedule.

Mitigation(s):

The approved FBR includes funds to backfill ACTO positions, so that ACTO SMEs can participate in the project; ITSB has allocated IT resources through the BTPPP process, and the approved FBR includes funds for IT consultants to develop new functionality defined in the project scope.

Root Cause (if At-Risk or Off-Target): N/A

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FUND SUSTAINABILITY

Strengthen the long-term sustainability of the pension fund

Objective	Fund the System through an integrated view of pension assets and liabilities		
Initiative Title:	Alignment of Asset Liability Management	Owner:	Michael Cohen
Description:	Incorporate elements of funding risk from both an asset and liability perspective to ensure the sustainability of the fund	Start Date:	July 2017
		End Date:	June 2022
Intent:	To provide an integrated view of pension assets and liabilities and actively assess and manage funding risk through the Asset Liability Management (ALM) framework in order to strengthen the long-term sustainability of the pension fund.		
Associated Strategic Measure(s)	Funded status; Projected funded status.		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input checked="" type="checkbox"/>	Review and finalize the Asset Liability Management Advisory Committee (ALMAC) Charter (December 2018)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Review and update ALM and Funding Risk Mitigation policies as needed. (June 2019)	
<input type="checkbox"/>	Implement Strategic Asset Allocation Targets (July 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

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FUND SUSTAINABILITY

Strengthen the long-term sustainability of the pension fund

Objective	Mitigate the risk of significant investment loss		
Initiative Title:	Investment Risk Management and Performance Attribution	Owner:	Ted Eliopoulos
Description:	Build effective investment risk and performance attribution review and decision processes within and across asset classes to ensure risks are fully understood, intended, and compensated	Start Date:	July 2015
		End Date:	June 2020
Intent:	To ensure our investment activities are supported by a solid platform of effective risk management and performance attribution processes.		
Associated Strategic Measure(s)	1-year total expected fund volatility		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Development of Active Risk Decision Measurement Framework (June 2019)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

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FUND SUSTAINABILITY

Strengthen the long-term sustainability of the pension fund

Objective	Deliver target risk-adjusted investment returns		
Initiative Title:	Enhance Capital Allocation Framework	Owner:	Ted Eliopoulos
Description:	Enhance the Capital Allocation framework through improved risk factor modeling and greater understanding and ownership of trust-level investment risk and performance	Start Date:	July 2015
		End Date:	June 2020
Intent:	Manage the CalPERS investment portfolio in a cost effective, transparent, and risk-aware manner in order to generate returns to pay benefits.		
Associated Strategic Measure(s)	Annualized (5-year) excess investment returns relative to Total Fund policy benchmark		

Deliverables with due dates (Month YYYY)

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Asset Allocation Implementation (June 2019)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Growth Allocation Implementation (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause (if At-Risk or Off-Target):

N/A

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FUND SUSTAINABILITY

Strengthen the long-term sustainability of the pension fund

Objective	Deliver target risk-adjusted investment returns		
Initiative Title:	Enhance Investment Platform and Controls	Owner:	Ted Eliopoulos
Description:	Enhance the investment platform and internal controls environment to achieve optimum efficiency	Start Date:	July 2015
		End Date:	June 2020
Intent:	To ensure our investment and business activities are supported by a solid platform of effective risk management and controls.		
Associated Strategic Measure(s)	Annualized (5-year) excess investment returns relative to Total Fund policy benchmark		

Deliverables with due dates (Month YYYY)

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Investment Data Strategy (June 2019)	On-Target
<input type="checkbox"/>		Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause (if At-Risk or Off-Target):

N/A

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FUND SUSTAINABILITY

Strengthen the long-term sustainability of the pension fund

Objective	Educate employers, members, and stakeholders on system risks and mitigation strategies		
Initiative Title:	Stakeholder Education on System Risks and Mitigation	Owner:	Brad Pacheco
Description:	Identify, develop, and implement training, education, and outreach opportunities to educate members, employers, and stakeholders on system risks, mitigation strategies, and compliance enhancements	Start Date:	July 2017
		End Date:	June 2022
Intent:	Provide training, education, and outreach opportunities to our stakeholders and constituencies to enhance understanding of actions and policies that impact our retirement, health, and investment programs.		
Associated Strategic Measure(s)	Stakeholder assessment survey – Risk		

Deliverables

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Produce and distribute new “Understanding CalPERS: A Primer for Stakeholders” publication (formerly the “Local Elected Officials Toolkit”.) (January 2019)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Coordinate executive meetings with employers in conjunction with CEO participation at the CalPERS Benefits Education Events. (June 2019)	
<input type="checkbox"/>	Arrange speaking events for the CEO and senior leadership at conferences and events in all stakeholder sectors (employer, member, retiree, industry.) (June 2019)	
<input type="checkbox"/>	Host an elected officials-focused forum as part of the CalPERS Educational Forum. (October 2018)	
<input type="checkbox"/>	Produce a “state of the System” webinar in conjunction with PAOF to educate and inform all stakeholders and members on CalPERS updates related to System risks and mitigations. (July 2019)	

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause (if At-Risk or Off-Target): N/A

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FUND SUSTAINABILITY

Strengthen the long-term sustainability of the pension fund

Objective	Integrate environmental, social, and governance considerations into investment decision making		
Initiative Title:	Investment Beliefs and Environmental, Social, and Governance (ESG) Risk Integration	Owner:	Ted Eliopoulos
Description:	Develop a framework for the integration of CalPERS Investment Beliefs and ESG risk considerations into the investment decision-making process	Start Date:	July 2015
		End Date:	June 2020
Intent:	To integrate ESG considerations in to the investment decision-making process to strengthen the long-term sustainability of the pension fund.		
Associated Strategic Measure(s)	Investment managers policies and procedures for ESG factor integration		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Complete Diversity and Inclusion – External / Internal Managers Survey (June 2019)	On-Target
<input type="checkbox"/>		Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target)*:

N/A

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HEALTH CARE AFFORDABILITY

Transform health care purchasing and delivery to achieve affordability

Objective	Restructure benefit design to promote high-value health care		
Initiative Title:	Value-Based Insurance Design: Feasibility	Owner:	Liana Bailey-Crimmins
Description:	Research and develop health benefit design strategies to improve member health, and value of care, while decreasing costs in Preferred Provider Organization (PPO) plans	Start Date:	July 2017
		End Date:	June 2022
Intent:	This initiative is intended to contain the overall employer and employee health benefit premium increases by: promoting access to and use of higher value providers, treatments, and services; reducing use of low value care; and improving health outcomes for members over the long term.		
Associated Strategic Measure(s)	Total health care cost annual change		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status: On-Target Resources approved through the 2018-19 budget process: N/A
<input checked="" type="checkbox"/>	Create communication and outreach materials to prepare for the January 2019 launch of the PERS Select VBID plan. (December 2018)	
<input type="checkbox"/>	Launch PERS Select VBID plan. (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target)*:

N/A

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HEALTH CARE AFFORDABILITY

Transform health care purchasing and delivery to achieve affordability

Objective	Restructure benefit design to promote high-value health care		
Initiative Title:	Site of Care Management	Owner:	Liana Bailey-Crimmins
Description:	Leverage current Integrated Health Care and Population Health delivery models to contain health care costs in PPO plans for possible expansion to Health Maintenance Organizations	Start Date:	July 2017
		End Date:	June 2021
Intent:	This initiative is intended to reduce health care expenditures for both members and the CalPERS health plans by steering members to lower cost sites of care when medically appropriate.		
Associated Strategic Measure(s)	Access to care		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Provide report to the Pension & Health Benefits Committee on the medical pharmacy pilot. (June 2019)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Provide report to the Pension & Health Benefits Committee on possible expansion of medical pharmacy pilot or home pharmacy program to HMO plans. (Pharmacy Medical Home) (June 2020)	
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target)*:

N/A

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HEALTH CARE AFFORDABILITY

Transform health care purchasing and delivery to achieve affordability

Objective	Restructure benefit design to promote high-value health care		
Initiative Title:	Reference Pricing Expansion	Owner:	Liana Bailey-Crimmins
Description:	Leverage existing efforts to reduce health care costs by expanding the use of reference pricing for routine non-emergency procedures with price variation in the PPOs	Start Date:	July 2017
		End Date:	June 2021
Intent:	This initiative is intended to reduce the overall cost of health care for CalPERS members and employers as part of our goal to make health care affordable.		
Associated Strategic Measure(s)	Total health care cost annual change		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Develop comprehensive approach to Medical Reference Pricing for the PPO health plans. (March 2019)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Evaluate reference priced procedures implemented in 2018. (June 2019)	
<input type="checkbox"/>	Develop criteria/framework for additional in-patient hospital procedures such as bundled payments. (June 2020)	
<input type="checkbox"/>	Develop ongoing processes for assessing Quality Assurance (QA) of ASCs (June 2020)	
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

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HEALTH CARE AFFORDABILITY

Transform health care purchasing and delivery to achieve affordability

Objective	Improve the health status of our employees, members and their families, and the communities where they live		
Initiative Title:	Population Health Alignment with Let's Get Healthy California Taskforce Report Dashboard	Owner:	Liana Bailey-Crimmins
Description:	Provide employers with aggregate health care data to identify major health care costs and enhance Population Health Management (PHM)	Start Date:	July 2017
		End Date:	June 2019
Intent:	Educate stakeholders about the Population Health of the CalPERS Health Program pool and work to align pertinent information with the Let's Get Healthy California dashboard. By identifying and focusing on specific population health indicators, we can improve the overall health status.		
Associated Strategic Measure(s)	Diabetes self-management; mental health and well being; self-reported overall health status		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status: On-Target
<input type="checkbox"/>	Draft the Population Health Alignment with Let's Get Healthy California Taskforce Report: Chronic Conditions in Health Care, for presentation to CalPERS leadership in the fourth quarter of 2019 (June 2019)	Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

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HEALTH CARE AFFORDABILITY

Transform health care purchasing and delivery to achieve affordability

Objective	Improve the health status of our employees, members and their families, and the communities where they live		
Initiative Title:	Partner with Health Plans to Engage in Community Activities	Owner:	Liana Bailey-Crimmins
Description:	Collaborate with health plans to positively impact the health of our members by engaging in community activities which create a culture of good health	Start Date:	July 2017
		End Date:	June 2019
Intent:	Engage at the community level to positively impact the health of members where they live or work		
Associated Strategic Measure(s)	Self-reported overall health status		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Publish Online Health Plan Activity Calendar (December 2018)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Enhance Health Plan Member Survey (January 2019)	
<input type="checkbox"/>	Operationalize quarterly calendar (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

2017-22 Strategic Plan | 2018-19 Business Plan Initiative Summary (as of 9/30/18)

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HEALTH CARE AFFORDABILITY

Transform health care purchasing and delivery to achieve affordability

Objective	Reduce the overuse of ineffective or unnecessary medical care		
Initiative Title:	Statewide Collaboration through Smart Care California	Owner:	Liana Bailey-Crimmins
Description:	Partner with Covered California and Department of Health Care Services through the Smart Care California coalition to promote safe, affordable care in the areas of opioid use, Cesarean sections, and spinal/back disorders	Start Date:	July 2017
		End Date:	June 2021
Intent:	This initiative is intended to reduce barriers to health care access and coordination of care which will improve health outcomes for members over the long term. By reducing use of low value services, this program will reduce health care expenditures for both members and the health plans.		
Associated Strategic Measure(s)	Opioid – dose; opioid - duration; C-section rate ; acute onset lower back pain and physical therapy, acute onset lower back pain and related opioid use, overuse of imaging for back pain		

Deliverables with due dates (Month YYYY)

Completed	Deliverable and Due Date	Status:
<input checked="" type="checkbox"/>	Collaborate with health plan partners to implement lower back pain (LBP) strategies among CalPERS health plans. (December 2018)	On-Target Resources approved through the 2018-19 budget process: N/A
<input checked="" type="checkbox"/>	Develop measures to assess appropriate use of low back pain (LBP) therapies (June 2019)	
<input type="checkbox"/>	Provide annual report to Pension & Health Benefits Committee on Smart Care progress. (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause (if At-Risk or Off-Target):

N/A

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HEALTH CARE AFFORDABILITY

Transform health care purchasing and delivery to achieve affordability

Objective	Reduce the overuse of ineffective or unnecessary medical care		
Initiative Title:	Review and Update Shared Savings Accountable Care Organizations Cost and Quality Targets	Owner:	Liana Bailey-Crimmins
Description:	Research, analyze, and update shared savings cost and quality targets and expand the use of evidence-based medicine in improving outcomes while decreasing costs	Start Date:	July 2017
		End Date:	June 2021
Intent:	CalPERS health plan carriers contain several shared savings agreements with providers for which quality and total cost of care lacks assessment. Evaluation of these arrangements will improve understanding of alternative payment models in integrated health management systems.		
Associated Strategic Measure(s)	Aligned to overall Health Care Affordability goal		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status: On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Integrated Healthcare Model (IHM) Patient Experience Evaluation (June 2019)	
<input type="checkbox"/>	Finalize Preferred Provider Organization (PPO) measure set and targets (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

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REDUCE COMPLEXITY

Reduce complexity across the enterprise

Objective	Simplify programs to improve service and/or reduce cost		
Initiative Title:	Mature targeted Information Technology capabilities	Owner:	Doug Hoffner
Description:	Mature targeted Information Technology capabilities to enhance delivery of core services, as well as anticipate and meet emerging business needs of the future	Start Date:	July 2018
		End Date:	June 30, 2020
Intent:	Strengthen and maximize our competencies to better serve our partners and customers.		
Associated Strategic Measure(s)	CEM IT capability score		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input checked="" type="checkbox"/>	Identify priority capabilities to mature – create project plan (July 2018)	On-Target Resources approved through the 2018-19 budget process: N/A
<input checked="" type="checkbox"/>	Assign ownership and create action plans (August 2018)	
<input checked="" type="checkbox"/>	Capability validation – develop baseline rating (August 2018)	
<input type="checkbox"/>	Phase I - Increase maturity of identified capabilities and develop education materials, revised procedures, and tool configuration as needed (June 2019)	
<input type="checkbox"/>	Phase II - Increase maturity of identified capabilities and develop education materials, revised procedures, and tool configuration as needed (June 2020)	

Initiative Risk(s):

None identified at this time.

Mitigations(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

2017-22 Strategic Plan | 2018-19 Business Plan Initiative Summary (as of 9/30/18)

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REDUCE COMPLEXITY

Reduce complexity across the enterprise

Objective	Simplify programs to improve service and/or reduce costs		
Initiative Title:	CEM Complexity Score Maintenance	Owner:	Doug Hoffner
Description:	Assess complexity-related questions in the CEM report and conduct feasibility analysis to determine opportunities to maintain the CEM complexity score within identified target range	Start Date:	July 2018
		End Date:	June 2019
Intent:	To assess and identify opportunities to reduce complexity in our business processes in an effort to gain and maintain efficiencies in the services we provide to our members and business partners and maintain our CEM Complexity score		
Associated Strategic Measure(s)	CEM Pension Complexity Score		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Complexity Related Questions Matrix (December 2018)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Report on recommendations for targeted initiatives for maintaining the CEM complexity score within identified targeted range (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target)*:

N/A

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REDUCE COMPLEXITY

Reduce complexity across the enterprise

Objective	Streamline operations to gain efficiencies, improve productivity, and reduce costs		
Initiative Title:	Develop and implement continuous process improvement framework	Owner:	Doug Hoffner
Description:	Develop and implement a framework to identify and support continuous process improvement opportunities that increase efficiency and reduce complexity throughout the enterprise	Start Date:	July 2017
		End Date:	June 2019
Intent:	As a complex agency, our goal is to develop a culture of continuous business process improvement by empowering our team members with a common methodology to define our processes, identify opportunities to increase efficiency and reduce complexity, and ensure we provide the most value to our customers.		
Associated Strategic Measure(s)	CEM cost per member; total overhead cost		

Deliverables with due dates (Month YYYY)

Completed	Deliverable and Due Date	Status: On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Expand Lean education opportunities (June 2019)	
<input type="checkbox"/>	Incorporate Lean in workforce planning (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause (if At-Risk or Off-Target):

N/A

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REDUCE COMPLEXITY

Reduce complexity across the enterprise

Objective	Streamline operations to gain efficiencies improve productivity, and reduce costs		
Initiative Title:	Enhance Business Effectiveness, Resource Allocation, and Efficiency of Investment Programs	Owner:	Ted Eliopoulos
Description:	Enhance cost effectiveness, resource allocation, and efficiency of the investment program to increase net returns on assets	Start Date:	July 2015
		End Date:	June 2020
Intent:	Manage the CalPERS investment portfolio in a cost effective, transparent, and risk-aware manner in order to generate returns to pay benefits.		
Associated Strategic Measure(s)	5-year net value added		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Private Equity Business Model Design – Implementation (June 2019)	On-Target
<input type="checkbox"/>		Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

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REDUCE COMPLEXITY

Reduce complexity across the enterprise

Objective	Streamline operations to gain efficiencies, improve productivity and reduce costs		
Initiative Title:	Develop information technology Service Level Agreements	Owner:	Doug Hoffner
Description:	Develop and implement Service Level Agreements (SLA) for services within the ITSB Services Catalog	Start Date:	July 2018
		End Date:	June 2020
Intent:	With agreed upon metrics, developed with our business partners, ITSB can measure and improve performance and ensure value delivery		
Associated Strategic Measure(s)	CEM cost per member		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status: On-Target
<input type="checkbox"/>	Re-Prioritize Service Level Agreement deployment with business partners (October 2018)	Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Develop SLA for Information Security Services, Remote Access, and Actuarial Services Suite (June 2019)	
<input type="checkbox"/>	Develop SLA for Data Analytics & Reporting, Pension & Health Services Suite, Admin/Corporate Services Suite, Investment Services Suite, and Enterprise Content Management Suite (June 2019)	
<input type="checkbox"/>	Develop SLA for Laptop Services, Print Services, Video Conferencing, Additional Software, Project Management, and Special Event Services (June 2020)	
<input type="checkbox"/>	Develop Service Level Reporting (June 2019)	

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

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RISK MANAGEMENT

Cultivate a risk-intelligent organization

Objective	Enhance compliance and risk functions throughout the enterprise		
Initiative Title:	Increase Enterprise-Wide Risk Awareness	Owner:	Michael Cohen
Description:	Educate the CalPERS' team members and stakeholders on the importance of a risk-intelligent organization through the implementation of the ERMD Communication Plan.	Start Date:	July 2017
		End Date:	June 2019
Intent:	To enhance and mature risk functions throughout the enterprise by implementing a communication plan intended to cultivate a more risk-intelligent organization in alignment with the Strategic Plan Risk Management goal.		
Associated Strategic Measure(s)	Risk program maturity assessment; Risk employee awareness survey		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Present Enterprise Risk Framework at the Educational Forum. (October 2018)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Publish an Inside CalPERS article (December 2018)	
<input type="checkbox"/>	Perform monthly team member outreach. (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target)*:

N/A

2017-22 Strategic Plan | 2018-19 Business Plan Initiative Summary (FY 18/19)

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RISK MANAGEMENT

Cultivate a risk-intelligent organization

Objective	Enhance compliance and risk functions throughout the enterprise		
Initiative Title:	Increase Enterprise-Wide Compliance Awareness	Owner:	Marlene Timberlake D'Adamo
Description:	Develop compliance communication and training plans to increase awareness throughout the enterprise	Start Date:	July 2017
		End Date:	June 2022
Intent:	The purpose of the Enterprise Compliance Plan is to ensure that CalPERS strives to maintain compliance with the letter and spirit of all applicable laws, regulations and policies in partnership with program areas.		
Associated Strategic Measure(s)	Compliance employee awareness survey; Compliance program maturity assessment		

Deliverables with due dates (Month YYYY)

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Create and implement an internal compliance and ethics communication plan for FY 2018-19 to increase awareness of the compliance program throughout the enterprise. (April 2019)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Create and implement an external compliance and ethics communication plan for FY 2018-19 to create awareness of CalPERS' compliance functions and programs among our members and stakeholders. (May 2019)	
<input type="checkbox"/>	Enhance compliance and ethics education by developing and implementing a compliance and ethics training plan for FY 2018-19 that combines web-based and instructor-led formats. (June 2019)	
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause (if At-Risk or Off-Target):

N/A

2017-22 Strategic Plan | 2018-19 Business Plan Initiative Summary (FY 18/19)

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RISK MANAGEMENT

Cultivate a risk-intelligent organization

Objective	Enhance compliance and risk functions throughout the enterprise		
Initiative Title:	Increase Compliance Program Maturity	Owner:	Marlene Timberlake D'Adamo
Description:	Enhance the Compliance Program maturity and performance by annually identifying and completing initiatives across a broad set of functional objectives and activities that strengthen CalPERS compliance and ethics culture	Start Date:	July 2018
		End Date:	June 2022
Intent:	To continue to mature CalPERS compliance function to prevent, detect, and correct compliance failure within the organization. The annual assessment will help Enterprise Compliance: <ul style="list-style-type: none"> • Understand how well the function is performing in its current state. • Support short-term and long-term planning by clearly identifying next steps and associated resources. • Ensure alignment of strategy and resources with market opportunities and business needs 		
Associated Strategic Measure(s)	Stakeholder assessment survey – compliance; Compliance program maturity assessment		

Deliverables with due dates (Month YYYY)

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Compliance Maturity Benchmark Survey. (June 2019)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s): None identified at this time.
Mitigation(s): N/A
Root Cause (if At-Risk or Off-Target): N/A

2017-22 Strategic Plan | 2018-19 Business Plan Initiative Summary (As of 9/30/18)

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RISK MANAGEMENT

Cultivate a risk-intelligent organization

Objective	Enhance compliance and risk functions throughout the enterprise				
Initiative Title:	Enterprise Data Governance	Owner:	Michael Cohen		
Description:	Create/enhance policies and processes to strengthen appropriately defined data-driven decisions, ensure intent is understood, and improve the consistency of data use across the enterprise which includes people, process, technology and culture dimensions.	Start Date:	July 2017		
		End Date:	June 2020		
Intent:	<p>This initiative will help drive change across people, process, technology, and culture dimensions to achieve the following objectives:</p> <table border="0"> <tr> <td style="vertical-align: top;"> <p><u>Value Statements</u></p> <ul style="list-style-type: none"> - Improve data consistency and integrity across organization - Improve enterprise transparency into data - Reduce complexity inherent in data silos - Provide data-driven insights and decision-making - Facilitate enterprise collaboration and data-sharing </td> <td style="vertical-align: top; padding-left: 20px;"> <p><u>Risk Statements</u></p> <ul style="list-style-type: none"> - Minimize the risk of reputational harm to the CalPERS brand - Minimize the risk of loss of trust in our information - Minimize the risk of poor communication and knowledge sharing - Minimize the risk of misuse of resources </td> </tr> </table>			<p><u>Value Statements</u></p> <ul style="list-style-type: none"> - Improve data consistency and integrity across organization - Improve enterprise transparency into data - Reduce complexity inherent in data silos - Provide data-driven insights and decision-making - Facilitate enterprise collaboration and data-sharing 	<p><u>Risk Statements</u></p> <ul style="list-style-type: none"> - Minimize the risk of reputational harm to the CalPERS brand - Minimize the risk of loss of trust in our information - Minimize the risk of poor communication and knowledge sharing - Minimize the risk of misuse of resources
<p><u>Value Statements</u></p> <ul style="list-style-type: none"> - Improve data consistency and integrity across organization - Improve enterprise transparency into data - Reduce complexity inherent in data silos - Provide data-driven insights and decision-making - Facilitate enterprise collaboration and data-sharing 	<p><u>Risk Statements</u></p> <ul style="list-style-type: none"> - Minimize the risk of reputational harm to the CalPERS brand - Minimize the risk of loss of trust in our information - Minimize the risk of poor communication and knowledge sharing - Minimize the risk of misuse of resources 				
Associated Strategic Measure(s)	Aligned to overall Risk Management Goal				

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Refine Data Governance roles and responsibilities (December 2018)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Develop Draft Data Governance Policy (April 2019)	
<input type="checkbox"/>	Provide current state and risk assessment of Data Governance to Senior Leadership and Executive Team (May 2019)	
<input type="checkbox"/>	Finalize Data Governance Policy and define scope (June 2019)	

Status Legend ● On-Target ▲ At-Risk ■ Off-Target

2017-22 Strategic Plan | 2018-19 Business Plan Initiative Summary *(As of 9/30/18)*

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Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A.

Root Cause *(if At-Risk or Off-Target)*:

N/A

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RISK MANAGEMENT

Cultivate a risk-intelligent organization

Objective	Enhance compliance and risk functions throughout the enterprise		
Initiative Title:	Strategic Risk Measures	Owner:	Michael Cohen
Description:	Finalize Strategic Risk Measures by developing thresholds that reflect the Board’s appetite for risk.	Start Date:	July 2018
		End Date:	June 2019
Intent:	To monitor and report risks that may impact achievement of the strategic objectives. This will serve the dual purpose of maturing the enterprise risks management program and provide more risk-intelligent decision-making capability.		
Associated Strategic Measure(s)	Risk program maturity assessment; Risk employee awareness survey		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status: On-Target Resources approved through the 2018-19 budget process: N/A
<input checked="" type="checkbox"/>	Establish thresholds (December 2018)	
<input type="checkbox"/>	Provide Board with Strategic Risk Measure Dashboard (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A.

Root Cause *(if At-Risk or Off-Target)*:

N/A

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RISK MANAGEMENT

Cultivate a risk-intelligent organization

Objective	Continue to evolve cyber security program		
Initiative Title:	Enterprise Business Continuity Plan, Phase II	Owner:	Doug Hoffner
Description:	Develop a comprehensive Enterprise Business Continuity Plan that identifies operational needs, business functions, procedures and applications needed for all business operations beginning 31-days post disaster through full resumption	Start Date:	July 2017
		End Date:	December 2018
Intent:	Design comprehensive and functional Business Continuity Plans to ensure that CalPERS is prepared to resume business operations post-disaster by identifying resources and system requirements to restore critical and non-critical business operations to reduce risk to the organization in an emergency.		
Associated Strategic Measure(s)	Aligned to overall Risk Management goal		

Deliverables with due dates (Month YYYY)

Completed	Deliverable and Due Date	Status:
<input checked="" type="checkbox"/>	Update ITSB Gap Analysis that identifies the gaps between the program areas' requests and Information Technology Services Branch's capabilities. (August 2018)	On-Target
<input type="checkbox"/>	Update Master Enterprise Business Continuity Plan, which will include the updated Enterprise Business Processes and Critical Systems spreadsheet, a calendar identifying the "time of year" sensitive processes, and Integrated Key Process Plans. (November 2018)	Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Develop operational procedures in the event CalPERS' Headquarters is uninhabitable for longer than six months. (December 2018)	

Initiative Risk(s):

1. Program areas – missed deadlines and failure to identify all critical processes and/or applications.
2. Consultant – failure by consultant to provide deliverables by the deadlines.
3. OSSD staffing – Loss of key personnel in Emergency Management and Administrative Unit (EMAU).

Mitigation(s):

1. Work closely with the program areas to make sure their deliverables are met by the due dates. EMAU will provide orientation training for program area Business Continuity representatives to ensure they have the knowledge and resources to effectively update their plans.

2017-22 Strategic Plan | 2018-19 Business Plan Initiative Summary (FY 9/30/18)

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2. Receive frequent progress reports to ensure consultants are on track to complete deliverables.

3. Facilitate knowledge transfer amongst EMAU staff.

Root Cause (if At-Risk or Off-Target):

N/A

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RISK MANAGEMENT

Cultivate a risk-intelligent organization

Objective	Continue to evolve cyber security program		
Initiative Title:	Information Security Roadmap REPORTED IN CLOSED SESSION Q2 & Q4	Owner:	Doug Hoffner
Description:	Advance the cyber security strategy and roadmap to mitigate cyber security risks	Start Date:	July 2017
		End Date:	June 2022
Intent:	This initiative moves from the technology implementation focus of the 2011 Security Roadmap, which built our Defense in Depth foundation, to include people and processes. This initiative will build a 5-Year Security Roadmap, emphasizing processes and security awareness while increasing operational efficiency and leveraging the proper technology of our defense in depth foundation. This focus will increase our ability to respond to and identify new threats, increase awareness, and adopt adaptable processes.		
Associated Strategic Measure(s)	Composite security health score within range		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Information to be provided in closed session.	Information to be provided in closed session. Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

Information to be provided in closed session.

Mitigation(s):

Information to be provided in closed session.

Root Cause *(if At-Risk or Off-Target)*:

Information to be provided in closed session.

2017-22 Strategic Plan | 2018-19 Business Plan Initiative Summary (as of 9/30/18)

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TALENT MANAGEMENT

Promote a high-performing and diverse workforce

Objective	Recruit and empower a broad range of talents to meet organization priorities		
Initiative Title:	Implement engagement survey action items	Owner:	Doug Hoffner
Description:	In partnership with Senior Leaders, develop and implement a plan to address the two lowest scoring drivers from the 2017 Employee Engagement Survey (Accountability and Senior & Executive Management Relationships).	Start Date:	July 2018
		End Date:	June 2019
Intent:	To increase the lowest scoring drivers.		
Associated Strategic Measure(s)	Engagement Survey Results & Action Items		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Quarterly Brown Bag Engagements with the Senior Leaders (June 2019)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Quarterly Awareness Campaign Focused on the Four Guiding Behaviors for Accountability (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

2017-22 Strategic Plan | 2018-19 Business Plan Initiative Summary (as of 9/30/18)

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TALENT MANAGEMENT

Promote a high-performing and diverse workforce

Objective	Recruit and empower a broad range of talents to meet organization priorities		
Initiative Title:	Expand Diversity and Inclusion Program	Owner:	Brad Pacheco
Description:	Implement the plan to expand the Diversity and Inclusion Program to recruit and empower a broad range of talents to meet organization priorities	Start Date:	July 2016
		End Date:	June 2020
Intent:	This business initiative is intended to be an enterprise approach to implement Diversity and Inclusion (D&I) efforts to increase engagement and integrate best practices across the enterprise.		
Associated Strategic Measure(s)	Workforce diversity and inclusion		

Deliverables with due dates *(June 2019)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Implement the D&I Enterprise Strategy to raise engagement of all team members. (June 2019)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Expand partnerships with organizations and educational institutions to share and support CalPERS perspective on D&I. (June 2019)	
<input type="checkbox"/>	Implement best practices for hiring and capturing self-identifying data i.e. demographics. (June 2019)	
<input type="checkbox"/>	Utilize D&I survey reporting to achieve 2% increase related to the Workforce D&I Strategic Measure. (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

Staffing and on-boarding challenges, and timelines.

Mitigation(s):

Cross-training and proper on-boarding materials of new team members.

Root Cause *(if At-Risk or Off-Target)*:

N/A

2017-22 Strategic Plan | 2018-19 Business Plan Initiative Summary (as of 9/30/18)

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MISSION: Deliver retirement and health care benefits to members and their beneficiaries

CORE VALUES: Quality, Respect, Accountability, Integrity, Openness, Balance



TALENT MANAGEMENT

Promote a high-performing and diverse workforce

Objective	Recruit and empower a broad range of talents to meet organization priorities		
Initiative Title:	Talent Outreach Activities	Owner:	Doug Hoffner
Description:	Develop and implement data collection methods and tools to measure the effectiveness of talent outreach activities.	Start Date:	July 2018
		End Date:	June 2019
Intent:	HRSD will focus on collecting data to support measuring the effectiveness of talent outreach activities to measure return on investment and recruitment channel viability. The data will help drive decisions on which talent outreach activities are delivering the highest results for the organization.		
Associated Strategic Measure(s)	Effectiveness of talent outreach activities		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Develop Talent Outreach Activities Plan for 2018-19 (June 2019)	Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Develop and Implement Data Collection Methods and Tools for Talent Outreach Activities (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

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TALENT MANAGEMENT

Promote a high-performing and diverse workforce

Objective	Cultivate leadership competencies and develop succession plans across the enterprise		
Initiative Title:	Implement 2018-22 workforce plan strategies	Owner:	Doug Hoffner
Description:	Implement two workforce planning strategies focused on expanding the LinkedIn recruiter seats and creating an enterprise-wide business calendar.	Start Date:	July 2018
		End Date:	June 2019
Intent:	Workforce Planning is good business practice and a statewide CalHR requirement.		
Associated Strategic Measure(s)	Proficiency in CalPERS Leadership Competencies		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Develop Enterprise-Wide Business Calendar (June 2019)	On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Explore and develop alternative options for prescreening candidates to streamline the hiring process (June 2019)	
<input type="checkbox"/>	Add CalPERS Competencies to duty statements and job postings for leadership positions (June 2019)	
<input type="checkbox"/>	Expand the use of the LinkedIn recruiter seats recruitment tool to increase the applicant pool for hard-to-recruit positions beyond the executive positions (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target):*

N/A

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TALENT MANAGEMENT

Promote a high-performing and diverse workforce

Objective	Cultivate leadership competencies and develop succession plans across the enterprise		
Initiative Title:	Develop Leadership Competencies Measurement Tool	Owner:	Doug Hoffner
Description:	Develop and pilot a tool to measure leaders' proficiency in CalPERS competencies	Start Date:	July 2018
		End Date:	June 2019
Intent:	Provide a consistent feedback and accountability tool so leaders are well-equipped to successfully demonstrate CalPERS competencies. The expected outcome is to gather data and identify trends, inform, and focus our leadership training and development strategies.		
Associated Strategic Measure(s)	Proficiency in CalPERS Leadership Competencies		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status:
<input type="checkbox"/>	Develop timeline and plan to implement adjustments and/or functionality additions. (June 2019)	Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Develop and implement communication plan (June 2019)	
<input type="checkbox"/>	Implement Leadership Competencies Measurement Tool (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target)*:

N/A

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TALENT MANAGEMENT

Promote a high-performing and diverse workforce

Objective	Cultivate leadership competencies and develop succession plans across the enterprise		
Initiative Title:	Enhance Succession Planning Program and Retention Strategies for Senior Leaders	Owner:	Doug Hoffner
Description:	Enhance the Succession Planning Program to retain highly skilled senior leaders.	Start Date:	July 2018
		End Date:	June 2019
Intent:	Focus the enterprise on the importance of retention of our workforce.		
Associated Strategic Measure(s)	Proficiency in CalPERS Leadership Competencies		

Deliverables with due dates *(Month YYYY)*

Completed	Deliverable and Due Date	Status: On-Target Resources approved through the 2018-19 budget process: N/A
<input type="checkbox"/>	Develop Exit Survey for Senior Leaders (June 2019)	
<input type="checkbox"/>	Develop Onboarding Survey for Senior Leaders (June 2019)	
<input type="checkbox"/>	Develop Succession Planning Performance Metrics (June 2019)	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Initiative Risk(s):

None identified at this time.

Mitigation(s):

N/A

Root Cause *(if At-Risk or Off-Target)*:

N/A