

2017-22 Strategic Plan | Key Performance Indicators 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: Key Performance Indicators Summary Dashboard

In addition to the strategic side of the house, we also have the operational side which is represented by our Key Performance Indicators (KPIs). The KPIs are the third component of our Enterprise Performance Reporting structure and serve as a collection of performance indicators that measure and monitor the effectiveness of our efforts at the operational level.

The Key Performance Indicators Summary Dashboard provides a brief synopsis of how all 60 KPIs are performing for the first quarter (July 1, 2018 – September 30, 2018). Additional performance details can be found on the summary sheets for each KPI. Informational KPIs are non-performance driven.

First Quarter KPI Performance:

- 19 On-Target (Green)
- 1 At-Risk (Yellow)
- 28 Pending refresh
- 2 Data not available
- 1 Under development
- 8 Informational
- 1 Closed Session item

Thresholds have been established for all non-informational KPIs; they afford us the ability to assess performance, and identify whether these KPIs are On-Target, At-Risk, or Off-Target.

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 KPIs.

Enterprise Performance Reporting – First Quarter Status Key Performance Indicators (KPIs)

Reliable Steward of Funds	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Previous Quarter Performance (Q4, FY17-18)	Page Number
GASB 68 reports completed timely	N/A				Informational	9
Produce CAFR with no material weaknesses	N/A				Informational	10
% forecast to actual expenses (annually)	**				*	11
Maintain appropriate reserve levels – California Employers’ Retiree Benefit Trust fund	●				●	12
Maintain appropriate reserve levels – Long Term Care fund	●				●	13
Maintain appropriate reserve levels – Defined Benefit fund	●				●	14
Stay within risk boundaries for total fund	*				●	15
Aggregate risk levels of the INVO operating model (TOM)	*				–	16
Strategic asset allocation ranges (if outside approved ranges)	*				●	17
Adequate liquidity coverage	●				●	18
Cash forecasting accuracy	●				●	19
Generate liabilities and rates for pension funding – public agency	●				*	20
Generate liabilities for long-term care program	*				*	21
Generate liabilities and rates for pension funding – state	*				*	22
Generate liabilities and rates for pension funding – schools	*				*	23

Customer Satisfaction Driven Organization	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Previous Quarter Performance (Q4, FY17-18)	Page Number
Customer satisfaction	●				●	24
Benefit payment accuracy	●				●	25

Status Key ● On-Target ▲ At-Risk ■ Off-Target * Pending Refresh ** Data Not Available □ KPI Under Development

Enterprise Performance Reporting – First Quarter Status Key Performance Indicators (KPIs)

Benefit payment timeliness	●				●	26
Health plan scorecard of 90% or better	*				●	27
Customer inquiry timeliness	*				-	28
Population health dashboard	□				-	29
Rating of health care	*				-	30
Public agency retention	*				-	31
Public agency recruitment	*				-	32

Open & Transparent Communication	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Previous Quarter Performance (Q4, FY17-18)	Page Number
% of employer participation in CalPERS annual Educational Forum	*				*	33
Member education satisfaction	●				●	34
Employer education satisfaction	●				●	35
Member rating on stakeholder perception survey	*				*	36
Employer rating on stakeholder perception survey	*				*	37
Stakeholder rating on stakeholder perception survey	*				*	38
Community outreach efforts	*				●	39
Member, employer & stakeholder rating on perception survey	*				*	40

Efficient & Effective Organization	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Previous Quarter Performance (Q4, FY17-18)	Page Number
Project portfolio health	▲				●	6

Status Key ● On-Target ▲ At-Risk ■ Off-Target * Pending Refresh ** Data Not Available □ KPI Under Development

Enterprise Performance Reporting – First Quarter Status Key Performance Indicators (KPIs)

Timely resolution of public agency reviews	●				**	41
Form 700 completed timely	*				●	42
Cyber security risk rating	N/A				Closed Session	43
Ensure evacuation readiness	●				**	44
Employers current on CalPERS pension obligations	●				●	45
Business continuity readiness	N/A				Informational	46
Lean adoption	●				●	47
Employers current on CalPERS health obligations	●				-	48
Mandated training compliance	*				-	49
Personal trading monitoring	*				-	50
Small business & disabled veterans business enterprise requirements compliance	*				-	51
Solicitation, contract amendment and purchase order service level compliance	*				-	52

Supportive & Engaged Leadership	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Previous Quarter Performance (Q4, FY17-18)	Page Number
Team member assessment of leadership-manager relationships	*				*	53
Team member perceptions of leadership-senior and executive manager relationships	*				*	54
Retain highly skilled senior leaders	N/A				Informational	55
Health of Enterprise Performance Reporting Framework	**				**	56
Operational sustainability report	N/A				Informational	57

Status Key ● On-Target ▲ At-Risk ■ Off-Target * Pending Refresh ** Data Not Available □ KPI Under Development

Enterprise Performance Reporting – First Quarter Status Key Performance Indicators (KPIs)

Team Member Engagement	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Previous Quarter Performance (Q4, FY17-18)	Page Number
Average time to hire for hard-to-recruit positions	●				*	58
Rewards and recognition perceptions	*				*	59
Work-life balance perceptions	*				*	60
Retention rate	N/A				Informational	61
Emerging leader program	N/A				Informational	62
Team member perception of training and development	*				*	63
Our Promise and annual food drive	N/A				Informational	64
100% of all ideas responded to within 120 days	●				●	65
80% of all viable ideas implemented as scheduled	●				●	66
Response rate of employee engagement survey	*				*	67

Status Key ● On-Target ▲ At-Risk ■ Off-Target * Pending Refresh ** Data Not Available □ KPI Under Development

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Leveraging Technology
Key Performance Indicator (KPI)	Project portfolio health

KPI Description:

This KPI measures the overall health component of Board Reportable Projects in the portfolio. The score is calculated using the project size and overall health score.

Baseline:

The baseline measurement, taken from Board Reportable Projects as of 9/29/17, is 77%.

Target:

The target is 70% of the projects in the portfolio are on track for the next fiscal year.

KPI Status (Narrative):

The portfolio health score for Board Reportable Projects for the period ending 9/30/2018 is 61%. The Project Portfolio Health KPI missed the target of 70% of projects on track with a score of 61%. This is a result of 3 out of 6 projects in the portfolio having an overall health status of yellow or red. The following is a brief status explanation for each off-track project:

Backup, Restoration, and Disaster Recovery (BR/DR) Implementation –

Overall Health: Red

The project has been focused on backing up and replicating to the cloud all our critical and non-critical applications and data prior to the expiration of our existing provider’s contract on 09/30/18 (BR). That effort is at 100% completion and we are now beginning the work to automate bringing critical applications online within specified recovery time objectives (DR Automation). The project had hoped to accomplish this DR automation along with the BR protection by 09/30/18, but changes to the BR solution have caused delay. Our data is protected and recoverable, and next steps are to automate that recovery.

Generation 4 (GEN4) Data Warehouse – Overall Health: Yellow


The vendor is warning that the go-live date of 12/1/18 may not be met, due to the complexity and volume of historical data, delays in carrier data sharing

Refresh Frequency: Quarterly

Reporting Range: July 1, 2018 – September 30, 2018

Thresholds:

 70% or above

 54% to 69%

 Less than 54%

Status (Numeric) for current reporting period:

61%

Current Status:

At-Risk

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agreements, and transition activities with Milliman. The team is working with the vendor to identify impacts and mitigation strategies.

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.

The full portfolio summary is included as supporting documentation.

Information Technology Projects Dashboard

Report Date: 09/30/18

Project Name	Status	Start Date	End Date	Total Budget	Total Expenditures	Overall Health
Contact Center Cloud Application Project	Active	06/01/18	TBD	\$0	\$0	●
Actuarial Valuation System Redesign and Enhancement (AVSRE)	Active	03/06/15	11/30/18	\$13,709,125	\$6,870,347	●
Generation 4 (GEN4) Data Warehouse	Active	06/26/17	01/31/19	\$1,530,000	\$166,000	●
CalPERS Education Center (CEC) Redesign	Active	06/24/15	10/01/18	\$2,196,727	\$2,196,727	●
Human Resources Management Solution (HRMS)	Active	06/11/18	TBD	TBD	\$0	●
Backup, Restoration, and Disaster Recovery (BR/DR) Implementation	Active	08/01/16	11/30/18	\$7,000,000	\$573,740	●

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Accounting for Funds
Key Performance Indicator (KPI)	GASB 68 reports completed timely INFORMATIONAL KPI

KPI Description:

Each year, public agencies and state entities are required to disclose their fiduciary net position based on their pension plan data. The Actuarial Office (ACTO) creates these reports each year with the cooperation of the Financial Office (FINO).

Baseline:

All reports completed by December.

Target:

Produce accounting valuation reports for all public agency plans as well as reports for State, School, Judges Retirement systems 1 and 2, and the legislators' retirement system.

KPI Status (Narrative):

Information will be available in December 2018.

Refresh Frequency: Annually, December

September for plans belonging to a risk pool, schools pool and JRS, LRS, and JRS 2, October for state and, December for plans that are stand alone

Reporting Range: Measurement date 6/30/2018, based on demographic experience during the 2016-17 fiscal year rolled forward one year, economic experience through the measurement date

Thresholds:

Not applicable as KPI is Informational

Status:

Not applicable as KPI is Informational

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Accounting for funds
Key Performance Indicator (KPI)	Produce Comprehensive Annual Financial Report (CAFR) with no material weaknesses INFORMATIONAL KPI

<p>KPI Description: Produce the CAFR with no material weaknesses reported by the external auditors.</p> <p>Baseline: Each year the CAFR is produced with new requirements and data. To date no material weaknesses have been reported or identified.</p> <p>Target: Zero material weaknesses, with no acceptable variance.</p> <p>KPI Status (Narrative): Information will be available in November 2018.</p>	<p>Refresh Frequency: Annually, November</p> <p>Reporting Range:</p> <p>Thresholds: Not applicable as KPI is Informational</p> <p>Status: Not applicable as KPI is Informational</p>
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2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Accounting for Funds
Key Performance Indicator (KPI)	% forecast to the actual expenses (annually)

KPI Description:

The percentage of forecast to actual expenses will measure how closely the organization’s ability to adequately project future expenses.

Baseline:

Baseline will be established in November 2018.

Target:

Accuracy at or below 10 percent of total budget.

Measure Status (Narrative):

Performance data will be available in December 2018.

Refresh Frequency: Annually, December

Reporting Range: FY 2017-18

Thresholds:

- Accuracy at or below 10 percent of total budget
- ▲ Accuracy below <10 – 15 percent of total budget
- Accuracy below <15 percent of total budget

Status (Numeric) for current reporting period:
N/A

Current Status:
Data Not Available

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Accounting for Funds
Key Performance Indicator (KPI)	Maintain appropriate reserve levels- California Employers' Retiree Benefit Trust Fund

KPI Description:

Treasury Management (TM) reserves are established to ensure the payment of member benefits and other obligations without interruption while optimizing the use of fund assets. A TM Reserve is defined as liquid assets dedicated to the payment of member benefits and other obligations during a stressed or crisis event.

The TM reserves are documented in the TM Reserve Policy and reviewed annually. The California Employers' Retiree Benefit Trust Fund has a reserve requirement to prefund monthly benefit payments by 5 business days.

Baseline:

The baseline is 100% since reserve targets were met in FY 2017-18.

Target:

The target is to comply with the Treasury Management Reserve Policy and meet 100% of reserve targets.

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: Quarterly

Thresholds:

- 100% of reserve targets were met
- ▲ 98% to 99% of reserve targets were met
- Less than 97% of reserves target were met

Status (Numeric) for current reporting period:

100%

Current Status:

On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Accounting for Funds
Key Performance Indicator (KPI)	Maintain appropriate reserve levels- Long-Term Care fund

KPI Description:

Treasury Management (TM) reserves are established to ensure the payment of member benefits and other obligations without interruption while optimizing the use of fund assets. A TM Reserve is defined as liquid assets dedicated to the payment of member benefits and other obligations during a stressed or crisis event.

The TM reserves are documented in the TM Reserve Policy and reviewed annually. The Long-Term Care Fund has a TM reserve equal to one month's coverage of expected program obligations.

Baseline:

The baseline is 100% since reserve targets were met in FY 2017-18.

Target:

The target is to comply with the Treasury Management Reserve Policy and meet 100% of reserve targets.

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: Quarterly

Thresholds:

- 100% of reserve targets were met
- ▲ 98% to 99% of reserve targets were met
- Less than 97% of reserve targets were met

Status (Numeric) for current reporting period:

100%

Current Status:

On-Target

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Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Accounting for Funds
Key Performance Indicator (KPI)	Maintain appropriate reserve levels - defined benefit funds

KPI Description:

Treasury Management (TM) reserves are established to ensure the payment of member benefits and other obligations without interruption while optimizing the use of fund assets. A TM Reserve is defined as liquid assets dedicated to the payment of member benefits and other obligations during a stressed or crisis event.

The TM reserves are documented in the TM Reserve Policy. This policy is reviewed annually. The following defined benefit funds have reserves established:

- Public Employees’ Retirement Fund- Prefund monthly benefit payments by 5 business days
- Legislators’ Retirement Fund- TM reserve equal to two months coverage of benefit payments and program obligations
- Judges’ Retirement Fund- TM Reserve equal to two month coverage of member benefit payments and program obligations

Baseline:

The baseline is 100% since reserve targets were met in FY 2017-18.

Target:

The target is to comply with the Treasury Management Reserve Policy and meet 100% of reserve targets.

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: Quarterly

Thresholds:

- 100% of reserve targets were met
- ▲ 98% to 99% of reserve targets were met
- Less than 97% of reserve targets were met

Status (Numeric) for current reporting period:

100%

Current Status:

On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Managing Investments
Key Performance Indicator (KPI)	Stay within risk boundaries for Total Fund

KPI Description:

Forecast tracking error is the difference in risk between a managed portfolio and benchmark, measured as the annualized standard deviation (1-yr) of the differential return between the portfolio and an equal investment in the benchmark. This KPI provides a method to evaluate staffs' effectiveness to manage investments within the approved risk boundaries.

Baseline:

As of June 30, 2017, the active tracking error is 0.5%

Target:

Target is to remain within approved risk boundaries (policy limit) for Total Fund. The CalPERS Total Fund is managed with policy maximum limit of 1.5% tracking error, inclusive of active asset allocation and other active management decisions.

KPI Status (Narrative):

This KPI was reported out in quarter 4 for FY 2017-18.

Performance data will available in August 2019.

Refresh Frequency: Annually, August

Reporting Range: FY 2017-2018

Thresholds:

- 0 % to 1.41%
- ▲ 1.42% - 1.49%
- Greater than 1.50%

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Managing Investments
Key Performance Indicator (KPI)	Aggregate risk levels of the INVO operating model (TOM)

KPI Description:

The Target Operating Model (TOM) defines functions and sub-functions that capture operational activities within the Investment Office and is used to report and track operational risk over time. The new TOM Dashboard, which was presented to the Investment Committee in December 2017, includes more industry aligned sub-functions and added functions to represent CalPERS stakeholders and corporate engagement activities, with the total number of sub-functions reduced from 46 to 24. Measuring the risk level of the TOM is the aggregated risk assessment scores of each sub-function. The risk assessment, measurement, and reporting process are designed to turn raw operational risk data into information that supports management’s decision-making process. The reported risk levels are used to prioritize resource and technology efforts on critical functions impacting Total Fund risk and return. The Investment Compliance and Operational Risk (ICOR) team assesses risk levels of each sub-function on a rolling annual basis.

Baseline:

As of July 2018, the risk assessment score is 4.1 (medium).

Target:

Aggregate assessed risk score of operating model (TOM) of 4.5 or less.

KPI Status (Narrative):

This KPI was reported out in quarter 4 for FY 2017-18.

Performance data will be available in August 2019.

Refresh Frequency: Annually, August

Reporting Range: FY 2017-2018

Thresholds:

- Low: 1 – 3
- ▲ Medium: 4 – 7
- High: 8 – 10

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Managing Investments
Key Performance Indicator (KPI)	Strategic asset allocation ranges (If outside approved ranges)

KPI Description:

The Strategic Asset Allocation ranges are set on a 4-year Asset Liability Management (ALM) cycle with interim asset allocation changes occurring as required to realign levels of risk and liquidity. Allocations may temporarily deviate from policy ranges due to extreme market volatility or to accommodate contributions, distributions, or other short-term cash needs. If an asset class allocation exceeds the policy range in a timely manner, with the exact time period primarily dependent on transaction costs and liquidity. This KPI provides a method to evaluate staffs' effectiveness to manage investments within the approved ranges.

Baseline:

Asset Class	Policy Weight	Policy Range Relative to Target
Growth		
Public Equity	50%	+/-7%
Private Equity	8%	+/-4%
Income	28%	+/-6%
Real Assets	13%	+/-5%
Inflation Assets	0%	+3% /-0%
Liquidity	1%	+3% /-6%
Total Fund	100%	N/A

Target:

Target is for ranges to remain the approved Interim targets and ranges, as listed above, as of June 2018.

KPI Status (Narrative):

This KPI was reported out in quarter 4 for FY 2017-18.

Performance data will available in August 2019.

Refresh Frequency: Annually, August

Reporting Range: FY 2017-18

Thresholds:

- Up to 1% of the maximum of any range, up or down
- ▲ Between 0.99% and maximum of any range, up or down
- Exceeding maximum of any range, up or down

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Managing Investments
Key Performance Indicator (KPI)	Adequate liquidity coverage

KPI Description:

Liquidity coverage ratios (LCRs) measure the amount of liquidity available to make payments for upcoming benefits, operating expenses, and projected investments during normal, stressed, and crisis market conditions. In the event of a stressed or crisis event only the most liquid assets may be available to pay organizational obligations.

The LCR is calculated using the following methodology:

$$\text{Liquidity Coverage Ratios (LCR)} = \frac{\text{cash} + \text{assets convertible to cash} + \text{incoming cash sources}}{\text{outgoing cash uses} + \text{contingent cash uses}}$$

Those assets are cash and cash equivalents with durations of less than 30-days which are considered 'Level 1' assets.

Fund	Payment Status	Reserve Status	Relevant Coverage Ratio	Coverage Ratio Triggers		
				Green	Yellow	Red
PERF	1-day large pmt.	5-day pre-fund	30-day Level 1	1.0 >	0.5 – 0.99 - 2> AA > 7%	< 0.5

(Ratio triggers are in alignment with the Treasury Management Reserve Policy. AA = Asset Allocation range in accordance with the Investment Policy)

Baseline:

FY 2017-18 Q4 status of 1.0

Target:

The LCR is greater than 1.0

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: July 1, 2018 through September 30, 2018

Thresholds:

- LCR actual greater than 1.0
- ▲ LCR actual at 1.0
- LCR actual less than 1.0

Status (Numeric) for current reporting period:

1.55

Current Status:

On-Target

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Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Managing Investments
Key Performance Indicator (KPI)	Cash forecasting accuracy

KPI Description:

Forecasting member benefit and organizational expenses is critical to ensure adequate liquidity is available while managing the investment goals for the funds.

Baseline:

The baseline will be the total average forecast variance for FY 2017-18 of 8.75% contributions/distributions for each defined benefit pension plan (PERF, LRF, JRS I, JRS II). The baseline is the actual total average forecast variance of 8.75% reported for fiscal year 2017-18.

Target:

The target is to be able to forecast total contributions and total distributions for defined benefit pension plans with forecast variances less than 10%.

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: By the 5th business day of month/quarter

Thresholds:

- Forecast variance less than 10% for total contributions/distributions
- ▲ Forecast variance between 11% to 50% for total contributions/distributions
- Forecast variance more than 50% for total contributions/distributions

Status (Numeric) for current reporting period:

6.66%

Current Status:

On-Target

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Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Projecting Liabilities
Key Performance Indicator (KPI)	Generate liabilities and rates for Pension Funding – Public Agency

KPI Description:

Each year, all pension plans are reviewed and the contribution rates are adjusted to account for any gains and losses the pension plan must pay for. The actuarial office produces a report to explain and generate costs each year. The reports also give employers a projection of future costs.

Baseline:

Reports and contribution rates are uploaded to my|CalPERS in July.

Target:

Calculate liabilities and produce annual valuation reports each year for all public agency pension plans so that the fiscal year rates may be determined and uploaded to my|CalPERS in July each year.

KPI Status (Narrative):

Deliverables were uploaded to my|CalPERS in July, this initiative is on target.

Refresh Frequency: Annually, September

Reporting Range: Actual experience for an entire fiscal year 2017-18. This includes both demographic and economic experience.

Thresholds:

- Deliverables uploaded in July
- ▲ Deliverables uploaded in August
- Deliverables uploaded after August

Status (Numeric) for current reporting period:
N/A

Current Status:
On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Projecting Liabilities
Key Performance Indicator (KPI)	Generate liabilities for long-term care program

KPI Description:

Each year, the Long-Term Care plan is reviewed and adjusted to ensure the viability of the plan. The actuarial office produces a report and an agenda item to inform the plan sponsor and the CalPERS Board of the health of the plan.

Baseline:

Report and deliverable must be completed by February Board meeting

Target:

The annual Long-Term Care report, complete with agenda item deliverables, for the February Board meeting each year.

KPI Status (Narrative):

Performance data will be available February 2019. The long term care valuation will be using a revamped data set. We will also be solidifying the first principles model this year.

Refresh Frequency: Annually, February

Reporting Range: Fiscal year, July 1 2017-June 30, 2018 to complete the 6/30/2018 report

Thresholds:

- Deliverable for February Board
- ▲ Deliverable for April Board
- Deliverable after April Board

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Projecting Liabilities
Key Performance Indicator (KPI)	Generate liabilities and rates for pension funding-State

KPI Description:

Each year, the state pension plans are reviewed and the contribution rates are adjusted to account for any gains and losses the pension plans must pay for. The actuarial office produces an agenda item to and in September a report to explain and generate costs each year. The reports also give employers a projection of future costs.

Baseline:

Reports and contribution rates are uploaded to my|CalPERS in June.

Target:

Calculate liabilities and produce annual valuation reports each year for for the state pension plans so that the fiscal year rates may be determined by June of each year.

KPI Status (Narrative):

Performance data will be available October 2018.

Refresh Frequency: Annually, October

Reporting Range: Actual Experience for an entire fiscal year 2017-18. This includes both demographic and economic experience

Thresholds:

- Deliverables uploaded by June
- ▲ Deliverables uploaded by July
- Deliverables uploaded by August (or later)

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Reliable Steward of Funds

Owner: Michael Cohen

Core Process	Projecting Liabilities
Key Performance Indicator (KPI)	Generate liabilities and rates for pension funding-Schools

KPI Description:

Each year, the schools pool pension plan is reviewed and the contribution rates are adjusted to account for any gains and losses the pension plan must pay for. The actuarial office produces an agenda item, and in September a report to explain and generate costs each year. The report also give employers a projection of future costs.

Baseline:

Reports and contribution rates are uploaded to my|CalPERS in June.

Target:

Calculate liabilities and produce annual valuation reports each year for for the schools pool pension plan so that the fiscal year rates may be determined and uploaded in June of each year.

KPI Status (Narrative):

Performance data will be available October 2018.

Refresh Frequency: Annually, October

Reporting Range: Actual Experience for an entire fiscal year 2017-18. This includes both demographic and economic experience

Thresholds:

- Deliverables uploaded in June
- ▲ Deliverables uploaded in July
- Deliverables uploaded in August (or later)

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/2018)

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

Operational Outcome Measure: Customer Satisfaction Driven Organization

Owner: Donna Lum

Core Process	Provide and Administer Retirement Benefits
Key Performance Indicator (KPI)	Customer Satisfaction

KPI Description:

To ensure we are listening to our customers and taking action on their feedback, we collect customer satisfaction surveys for many of our business processes. This key performance indicator measures the overall customer satisfaction rate with CalPERS ability to perform its most core function to provide and administer retirement benefits.

Baseline:

Fiscal Year 2017-18, Quarter 1: 86 percent

Target:

Achieve an overall satisfaction rate of 90 percent, reflecting a positive customer experience across core processes.

KPI Status (Narrative):

KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: July 1 – September 30, 2018

Thresholds:

- 80% or above
- ▲ 70-79%
- 69% or below

Status (Numeric) for current reporting period:

95 percent

Current Status:

On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Customer Satisfaction Driven Organization

Owner: Donna Lum

Core Process	Provide and Administer Retirement Benefits
Key Performance Indicator (KPI)	Benefit Payment Accuracy

KPI Description:

Collecting data on the accuracy of the benefit payments we issue ensures our customers receive the benefits they have earned and aids in long term stability for the fund. Benefit Payment Accuracy for FY 2017-18 is 98 percent, exceeding performance targets and demonstrating the payments we issue meet accuracy standards.

Baseline:

Fiscal Year 2017-18, Quarter 2: 98 percent

Target:

Issue 98 percent of identified benefit payments within accuracy expectations.

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: July 1 - September 30, 2018

Thresholds:

- 90% or above
- ▲ 83%-89%
- Below 83%

Status (Numeric) for current reporting period:

99 percent

Current Status:

On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/2018)

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

Operational Outcome Measure: Customer Satisfaction Driven Organization

Owner: Donna Lum

Core Process	Provide and Administer Retirement Benefits
Key Performance Indicator (KPI)	Benefit Payment Timeliness

KPI Description:

The key performance indicator for benefit payment timeliness measures one of our most critical priorities: ensuring that customers receive benefit payments on time. In FY 2017-18, 95 percent of identified benefit payments were made within our established service levels, reflecting our absolute commitment to issuing timely payments to our customers.

Baseline:

Fiscal Year 2017-18, Quarter 1: 95 percent

Target:

Issue 95 percent of benefit payments within service level timeframes

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: July 1-September 30, 2018

Thresholds:

- 87% or above
- ▲ 79-86%
- Below 79%

Status (Numeric) for current reporting period:
96 percent

Current Status:
On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Customer Satisfaction Driven Organization

Owner: Donna Lum

Core Process	Provide & Administer Health Care Benefits
Key Performance Indicator (KPI)	Health plan scorecard of 90% or better

KPI Description:

This KPI is an assessment of CalPERS' satisfaction with health plan performance in account management services. CalPERS' contract compliance and rate development team members rate their satisfaction with health plan account management teams' responsiveness and quality of service. This KPI is driven by CalPERS staff satisfaction with their health plan account management team for the prior 12 months.

KPI trend:

97% (survey conducted in 2017 covering experience in 2016)
 97.3% (survey conducted in 2018 covering experience in 2017)

Baseline:

94% (survey conducted in 2016 covering experience in 2015)

Target:

90%

KPI Status (Narrative):

Performance data will be available in June 2019.

Refresh Frequency: Annually, June

Reporting Range: January 2018 – December 2018

Thresholds:

- 90% or above
- ▲ 85%-89%
- Less than 85%

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Customer Satisfaction Driven Organization

Owner: Donna Lum

Core Process	Provide & Administer Health Care Benefits
Key Performance Indicator (KPI)	Customer inquiry timeliness

KPI Description:

This measure is an assessment of CalPERS' responsiveness and resolution to incoming member health inquiries. CalPERS measures customer service response rates with designated service level targets. The established target to respond and resolve phone inquiries is 5-business days, and 30-calendar days for document inquiries (letter, form, fax, etc.). Rate will be calculated by dividing the total number of workflows completed within service level by the total number of inquiries (phone/documents).

Baseline:

FY 2017-18 baseline of 99% completed within service level targets.

Target:

100% completed within service level targets.

KPI Status (Narrative):

Performance data will be available in August 2019.

Refresh Frequency: Annually, August

Reporting Range: Fiscal Year 2017-18

Thresholds:

- 98% or above
- ▲ 93%-97%
- Less than 93%

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Customer Satisfaction Driven Organization

Owner: Donna Lum

Core Process	Provide & Administer Health Care Benefits
Key Performance Indicator (KPI)	Population health dashboard

KPI Description:

Under development. Additional information will be provided in the second quarter report.

Baseline:

Under development.

Target:

Under development.

KPI Status (Narrative):

Under development. Additional information will be provided in the second quarter report.

Measure Owner: Liana Bailey-Crimmins

Refresh Frequency:

Reporting Range: N/A

Thresholds:



Status (Numeric) for current reporting period:
N/A

Current Status:
Under Development

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Customer Satisfaction Driven Organization

Owner: Donna Lum

Core Process	Provide & Administer Health Care Benefits
Key Performance Indicator (KPI)	Rating of health care

KPI Description:

Percent of CalPERS members who rate all their health care in the past 12 months at 8 or higher on a 0 to 10 scale with 10 being the best health care possible.

This metric represents the percentage of CalPERS members who rated their health care as positive. A higher percentage is considered good. Factors that can influence this measure include enforcement of contractual requirements and collaborative efforts with CalPERS health plan partners.

KPI trend:

81.9% (survey conducted in 2017 covering experience in 2016).

83.6% (survey conducted in 2018 covering experience in 2017)

Baseline:

80.3% (survey conducted in 2016 covering experience in 2015)

Target:

90%

KPI Status (Narrative):


Performance data will be available in June 2019.


Refresh Frequency: Annually, June

Reporting Range: January – December 2018

Thresholds:

 85% and above

 80-84.9%

 Below 80%

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Customer Satisfaction Driven Organization

Owner: Donna Lum

Core Process	Provide & Administer Health Care Benefits
Key Performance Indicator (KPI)	Public agency retention

KPI Description:

This measure is an indicator of the strength of the CalPERS Health Benefits Program as agencies leaving our program may pose a risk in achieving the strategic goal of health care affordability by driving up health care costs. The calculation is based on the number of agencies in the CalPERS Health Benefits Program at the end of the previous calendar year against the number of agencies in the program at the beginning of the current calendar year. Any new agencies that joined during the previous calendar year are excluded.

Baseline:

99% rate of retention of public agency and school employers for calendar year 2017.

Target:

100%


KPI Status (Narrative):

2018 performance data will be available in February 2019.


Refresh Frequency: Annually, February

Reporting Range: January – December 2018

Thresholds:

 99.0% and above

 98.0% - 98.9%

 97.9% and below

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Customer Satisfaction Driven Organization

Owner: Donna Lum

Core Process	Provide & Administer Health Care Benefits
Key Performance Indicator (KPI)	Public agency recruitment

KPI Description:

This measure is an indicator of the strength of the CalPERS Health Benefits Program because not increasing the number of contracting agencies and Total Covered Lives (TCLs) may pose a risk in achieving the strategic goal of health care affordability by driving up health care costs.

Baseline:

5,823 TCLs gained through the resolution process for calendar year 2017.

Target:

12,000 new TCLs in 2018.

KPI Status (Narrative):

2018 performance data will be available in February 2019.

Refresh Frequency: Annually, February

Reporting Range: January – December 2018

Thresholds:

- 9,000 TCLs or above
- ▲ 6,000 – 8,999 TCLs
- 5,999 TCLs or below

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Open & Transparent Communication

Owner: Brad Pacheco

Core Process	Educate Members, Employers & Stakeholders
Key Performance Indicator (KPI)	% of Employer Participation in CalPERS Annual Educational Forum

KPI Description:

CalPERS hosts the Educational Forum on an annual basis, in the month of October. The KPI is based on the total number of unique employers registered. The totals will be measured by the past year's total number of unique employers registered.

Baseline:

The baseline is total number of unique employers registered, resulting from October 31, 2016 to October 31, 2017.

- 372 unique employers

Target:

Increase registration totals by 2.0% every year for next five years of number of unique employers.

KPI Status (Narrative):

Performance data will be available in November 2018.

Refresh Frequency: Annually in November

Reporting Range: October 31, 2017 – October 31, 2018

Thresholds:

- Percentage meets or exceeds target yearly increase of 2.0%
- ▲ Percentage remains the same or increases by less than 2.0%
- Percentage decreases from previous years

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/2018)

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

Operational Outcome Measure: Open & Transparent Communication

Owner: Brad Pacheco

Core Process	Educate Members, Employers & Stakeholders
Key Performance Indicator (KPI)	Member Education Satisfaction

KPI Description:

The key performance indicator for member education measures satisfaction of our customers who attend educational offerings for members, including webinars, instructor-led training, computer-based training, and CalPERS Benefit Education Events. Closely monitoring satisfaction data ensures our educational offerings meet customer expectations. For the 2017-18 Fiscal Year, 95 percent of attendees reported satisfaction with member education offerings, exceeding performance targets and demonstrating an overall positive customer experience.

Baseline:

Fiscal Year 2017-18, Quarter 1: 95 percent

Target:

Achieve an overall satisfaction rate of 90 percent, reflecting a positive customer experience across multiple educational offerings.

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: July 1 - September 30, 2018

Thresholds:

- 80% or above
- ▲ 70-79%
- Below 70%

Status (Numeric) for current reporting period:

95 percent

Current Status:

On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/2018)

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

Operational Outcome Measure: Open & Transparent Communication

Owner: Brad Pacheco

Core Process	Educate Members, Employers & Stakeholders
Key Performance Indicator (KPI)	Employer Education Satisfaction

KPI Description:

The key performance indicator for employer education focuses on measuring satisfaction of business partners who attend webinars, computer-based, and instructor-led training for business partners. The collection of this data ensures we effectively educate employers on our benefit programs and enable them to report accurate information to CalPERS on behalf of their employees. Satisfaction with our Employer Education offerings performed at 94 percent for the 2017-18 Fiscal Year, demonstrating the effectiveness of employer training courses.

Baseline:

Fiscal Year 2017-18, Quarter 1: 94 percent

Target:

Achieve an overall satisfaction rate of 90 percent, reflecting a positive customer experience across multiple educational offerings.

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: July 1 - September 30, 2018

Thresholds:

- 80% or above
- ▲ 70-79%
- Below 70%

Status (Numeric) for current reporting period:
97 percent

Current Status:
On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Open & Transparent Communication

Owner: Brad Pacheco

Core Process	Listening & Informing
Key Performance Indicator (KPI)	Member Rating on Stakeholder Perception Survey

KPI Description:

The Stakeholder Perception Survey is administered every year to a randomized sampling of active and retired members from the public agency, State, and school employers that make up the System. The KPI is based on responses to the question "Does CalPERS do a good job of keeping members informed?" This question provides the clearest insight into our members' perception of CalPERS' efforts towards communicating proactively with our members, and reflects on our operational outcome measure of open and transparent communication.

Baseline:

The baseline for this measure is 80.1% of members answering "yes" to the to the question "Does CalPERS do a good job keeping members informed?" The baseline was established from the score in the survey administered in January 2017, with results reported to the Board in May 2017.

Target:

Increase by 0.6% from previous year. For 2018, the target is 80.7%.

KPI Status (Narrative):

Performance data will be available in February 2019.

Refresh Frequency: : Annually, February

Reporting Range: February 2018 to February 2019

Thresholds:

- Score meets or exceeds target increase of 0.6% from the previous year
- ▲ Score remains the same or increases by less than 0.06% from the previous year
- Score decreases from the previous year

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Open & Transparent Communication

Owner: Brad Pacheco

Core Process	Listening & Informing
Key Performance Indicator (KPI)	Employer rating on stakeholder perception survey

KPI Description:

The Stakeholder Perception Survey is administered every year to employers at many different levels from the public agency, State, and school employers that make up the System. The KPI is based on responses to the following question: "Does CalPERS do a good job of keeping employers informed". This question provides the clearest insight into our employers' perception of CalPERS' efforts towards communicating across all channels, including in-person, via phone, employer bulletins, circular letters, and outreach meetings.

Baseline:

The baseline for this measure is 82.1% of members answering "yes" to the to the question "Does CalPERS do a good job keeping members informed?" The baseline was established from the score in the survey administered in January 2017, with results reported to the Board in May 2017.

Target:

Increase score by 3 percentage points from baseline of 82.1% to 85.1% in five years, with an average 0.6 percentage point increase per year. The survey will be administered every January, to provide a fair and consistent interval between data periods.

KPI Status (Narrative):

Performance data will be available in February 2019.

Refresh Frequency: Annually, February

Reporting Range: February 2018 to February 2019

Thresholds:

- Score meets or exceeds target increase of 0.6% from the previous year
- ▲ Score remains the same or increases by less than 0.6% from the previous year
- Score decreases from the previous year

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Open & Transparent Communication

Owner: Brad Pacheco

Core Process	Listening & Informing
Key Performance Indicator (KPI)	Stakeholder rating on stakeholder perception survey

KPI Description:

The Stakeholder Perception Survey is administered every year to a list of the 75 stakeholder leaders with whom CalPERS is most closely engaged. These stakeholders represent members, employers, retirees, private sector business, the Legislature, peer pension funds, and business partners. The KPI is based on responses to the following question: "Does CalPERS do a good job of keeping stakeholders informed". This question provides the clearest insight into our stakeholders' perception of CalPERS' efforts to communicate and be responsive.

Baseline:

The baseline for this measure is 69% of surveyed stakeholders answering "yes" to the question "Does CalPERS do a good job keeping stakeholders informed?" The baseline was established from the score in the survey administered in January 2017, with results reported to the Board in May 2017.

Target:

Increase score by 3 percentage points from baseline of 69% to 72% in five years, with an average 0.6 percentage point increase per year. The survey will be administered every January, to provide a fair and consistent interval between data periods.

KPI Status (Narrative):

Performance data will be available in February 2019.

Refresh Frequency: Annually, February

Reporting Range: February 2018-February 2019

Thresholds:

- Score meets or exceeds target increase of 0.6% from the previous year
- ▲ Score remains the same or increases by less than 0.06% from the previous year
- Score decreases from the previous year

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Open & Transparent Communication

Owner: Brad Pacheco

Core Process	Listening & Informing
Key Performance Indicator (KPI)	Community outreach efforts

KPI Description:

This KPI measures our efforts to modernize CalPERS' communications and outreach to improve agility and maximize reach, response, and reputation while increasing programmatic and operational efficiencies.

Factors

- Visits to Public Website
- Total Social Media Followers
- CalPERS News and Ambassador Newsletter Email Subscriptions

Baseline:

234,863 Total Visitors, Followers & Subscribers (as of July 1, 2017)

Target:

274,559 Total Visitors, Followers & Subscribers (by June 30, 2022)

- Total Increase (over 5 years): 39,696
- Annual Increase: 7,939

KPI Status (Narrative):

Performance data will be available in June 2019.

Refresh Frequency: Annually, June

Reporting Range: Fiscal Year 2018-19

Thresholds:

- 7,939 and above
- ▲ 7,000 – 7,938
- Below 7,000

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Open & Transparent Communication

Owner: Brad Pacheco

Core Process	Brand Reputation
Key Performance Indicator (KPI)	Member, employer & stakeholder rating on perception survey

KPI Description:

The Stakeholder Perception Survey is administered every year to members (active, inactive, and retired), employers of all levels, and stakeholder leaders. The KPI is based on responses to the following survey question: "My overall perception of CalPERS is positive". Respondents are asked to indicate their agreement on a scale ranging from Strongly Agree (7) to Strongly Disagree (1). Each response is assigned a numerical value, as follows:

- Strongly Agree: 7
- Agree: 6
- Somewhat Agree: 5
- Neither Agree nor Disagree: 4
- Somewhat Disagree: 3
- Disagree: 2
- Strongly Disagree: 1

The combined average score from all of these segments offers the clearest insight into the overall brand reputation of CalPERS.

Baseline:

The baseline for this measure is a score of 5.65, out of a possible 7, which is roughly between "Somewhat agree" and "Agree". The baseline was established from the results of the Stakeholder Perception Survey, administered in January 2017, with results reported to the Board in May 2017.

Target:

Increase score by 5% (0.28) to 5.93 in five years, with an average increase of 0.056 points per year.

KPI Status (Narrative):

Performance data will be available in February 2019.

Refresh Frequency: Annually, February

Reporting Range: February 2018 to February 2019

Thresholds:

- Score meets or exceeds target yearly increase of 0.056 from previous year
- ▲ Score remains the same or increases by less than 0.056 from the previous year
- Score decreases from the previous year

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Compliance & Managing Risks
Key Performance Indicator (KPI)	Timely resolution of public agency reviews

KPI Description:

Timely resolution of public agency reviews ensures compliance with CalPERS Audit Resolution Policy of closing observations within 12 months of issuance.

When a final Public Agency Review audit report is issued, the appropriate program areas have up to 12 months to assist the agency into gaining compliance with Public Employees' Retirement Law (PERL) and its contract with CalPERS. This measure supports the Audit Compliance & Resolution Process established in 2017 to hold employers accountable to resolving findings in a timely manner.

Baseline:

Three-year average from 2013-15: 78 percent.

Target:

80 percent of Employer Review Observations closed within 12 months

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: July 1-September 30, 2018

Thresholds:

- 70% and above
- ▲ 60-69%
- 59% and below

Status (Numeric) for current reporting period:

100 percent

Current Status:

On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Compliance & Managing Risks
Key Performance Indicator (KPI)	Form 700 completed timely

KPI Description: The KPI measures the performance of the Core Process by setting standards for performance (baseline and target).

Timely submission of Annual Statement of Economic Interests (Form 700) by Board members, employees, and third parties.

The KPI measure influences the Operational Outcome Measure by prompting changes to processes and procedures that promote and increase compliance.

Baseline: 98%

Target: 100%


KPI Status (Narrative):


Performance Data will be available in June 2019.

Refresh Frequency: Annually, June

Reporting Range: July 1, 2018 to June 30, 2019

Thresholds:

 90% to 100%

 75% to 89%

 below 75%

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Compliance & Managing Risks
Key Performance Indicator (KPI)	Cyber security risk rating REPORTED IN CLOSED SESSION Q2 & Q4

KPI Description:

Information to be provided in closed session.

Baseline:

Information to be provided in closed session.

Target:

Information to be provided in closed session.

KPI Narrative Status:

Information to be provided in closed session.

Refresh Frequency: Information to be provided in closed session

Reporting Range: Information to be provided in closed session

Thresholds: Information to be provided in closed session

Status (Numeric) for current reporting period:
Information to be provided in closed session.

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Compliance & Managing Risks
Key Performance Indicator (KPI)	Ensure Evacuation Readiness

KPI Description:

This KPI is focused on increasing the overall health and safety of all team members in the organization by ensuring they are equipped with the tools to efficiently and effectively evacuate during an emergency. To achieve this, the following tasks are performed: hold an annual evacuation drill; work to obtain appropriate team member to Floor Warden Team (FWT) and Emergency Response Team (ERT) ratios; hold ERT and FWT trainings and mock drills; and work to increase the visibility of, and education around, the emergency assistance program for those with special assistance needs.

Baseline:

The baseline for Fiscal Year 16/17 is 77%. It is a combined average of 77% Floor Warden Team (FWT) and 78% Emergency Response Team (ERT) participation.

Target:

The target is to achieve a combined average of 80% or greater on the FWT and ERT participation rate.

KPI Narrative Status:

As of September 30, 2018, the combined average for FWT and ERT participation is 87%.

Refresh Frequency: Annually, September

Reporting Range: Fiscal Year

Thresholds:

- • > 80% ERT and FWT participation
- ▲ • 75 - 80% ERT and FWT participation
- • < 75% ERT and FWT participation

Status (Numeric) for current reporting period:
> 87% ERT and FWT participation

Current Status:
On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Compliance & Managing Risk
Key Performance Indicator (KPI)	Employers Current on CalPERS Pension Obligations

KPI Description:

The positive proportion of employers that are current on their CalPERS obligations ensures fulfillment of the employer’s contractual and statutory responsibilities when participating in CalPERS’ pension programs.

Baseline:

98% of employers are current on their CalPERS pension obligations based on the September FAC Reporting on Participating Employers.

Target:

100% of employers are current on all CalPERS pension obligations.

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: Quarterly (timed in conjunction with report to FAC)

Thresholds:

- 85-100% of employers current
- ▲ 60-84% of employers current
- 59% of employers current

Status (Numeric) for current reporting period:

99%

Current Status:

On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Compliance & Managing Risks
Key Performance Indicator (KPI)	Business Continuity Readiness INFORMATIONAL KPI

KPI Description:

This KPI supports CalPERS' mission of delivering retirement and health care benefits to members and their beneficiaries during disaster recovery and maintaining CalPERS' ability to remain effective after an interruption to business operations.

Baseline:

Not applicable as KPI is Informational

Target:

Not applicable as KPI is Informational

KPI Narrative Status:

We have completed the Business Continuity update for FY 2017/18 and submitted the CalOES Checklist in January 2018.

Refresh Frequency: Annually, July

Reporting Range: FY 17/18

Thresholds:

Not applicable as KPI is Informational

Status:

Not applicable as KPI is Informational



2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Compliance & Managing Risks
Key Performance Indicator (KPI)	Lean Adoption

KPI Description:

Lean is a continuous business process improvement approach to eliminate waste and increase value to customers. Lean Adoption needs to begin with education and the Senior Leadership Council recommended providing White Belt education across the enterprise. As such, the initial Lean Adoption KPI will measure the percent of CalPERS team that participated in Lean White Belt training.

As Lean education increases throughout the organization, we may develop additional KPIs to further measure Lean Adoption or identify opportunities to embed Lean Adoption into other directly related KPIs.

Baseline:

As of March 2018, 9 percent of CalPERS team participated in Lean White Belt training.

Target:

80 percent of CalPERS team participation in Lean White Belt training by June 30, 2020.

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: Jun - Sep 2018

Thresholds:

- Approx. 8% increase in participation per quarter
- ▲ 1-7% increase in participation per quarter
- 0% increase in participation per quarter

Status (Numeric) for current reporting period:
8%

Current Status:
On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Compliance & Managing Risk
Key Performance Indicator (KPI)	Employers Current on CalPERS Health Obligations

KPI Description:

Public Agency employers are required to pay health contributions by the 10th business day of the month. If employers do not pay timely they are subject to penalties and will be contacted by the Member and Health Collections Unit. Continued failure to pay will result in cancelled benefits. This KPI reflects the percentage of Public Agency employers that are current.

Baseline:

97.6% of Public Agency employers are current on their health obligations (July – September 2018 timeframe).

Target:

The target is for 100% of Public Agency employers to be current on all CalPERS health contributions.

KPI Status (Narrative):

This KPI is on-target for this reporting period.

Refresh Frequency: Quarterly

Reporting Range: 90 days

Thresholds:

- 95-100% of Public Agency employers current
- ▲ 90-94% of Public Agency employers current
- Less than 89% of Public Agency employers are current

Status (Numeric) for current reporting period:
97.6%

Current Status:
On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Compliance & Managing Risks
Key Performance Indicator (KPI)	Mandated Training Compliance

KPI Description:

This KPI measures mandated training for all CalPERS officers and employees. There are six types of mandated training, the first four listed below are due by December 31, 2017 and the last two are due by June 30, 2018. However, the "Status" provides a weighted average for all mandated training for the fiscal year.

Baseline: FY 2017-2018 as of June 2018

- Workplace Violence Prevention – 98%
- Harrassment Prevention for Employees -97.9%
- Harrassment Prevention for Supervisors – 98.76%
- Mandatory State Officials – Ethics Training Course for Form 700 Filers – 99.2%
- Health Insurance Portability Accountability Act – 98.67%
- Information Security Awareness – 98.59%

Target:

Target is 100% for each mandated training module.

KPI Status (Narrative):

Performance data will be available June 30, 2019.

Refresh Frequency: Annually, June

Reporting Range: FY 2017-18

Thresholds:

- ≥97%
- ▲ 90-96%
- ≤ 89%

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Compliance & Managing Risks
Key Performance Indicator (KPI)	Personal Trading Monitoring

KPI Description:

Measure all violations to CalPERS Personal Trading Regulations. For FY 2017-18 there were approximately 650 covered persons who completed 7,382 transactions, 62 of which were violations. This translates in to approximately five violations a month, or <1% of all transactions. It is important to note that a single offense can result in multiple violations. ECOM expects the Personal Trading Amendment Regulatory change to take into effect FY 2018-19 which will significantly reduce the number of violations due to increased clarity and simplicity.

Baseline:

62 violations per year

Target:

Zero

KPI Status (Narrative):

Performance data will be available June 2019.


Refresh Frequency: Annually, June

Reporting Range: Current fiscal year snapshot, July 1, 2018 to June 30, 2019.

Thresholds:

 ≤ 60 transactions

 61-79 transactions

 ≥ 80 transactions

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Purchasing & Acquisition
Key Performance Indicator (KPI)	Small Business & Disabled Veterans Business Enterprise Requirements Compliance

KPI Description:

This KPI is focused on ensuring compliance pertaining to Small Business (SB) & Disabled Veterans Business Enterprise (DVBE) laws, rules & regulations. All State Agencies must comply with the California State Law by meeting both targets of 25% SB participation and 3% DVBE participation for all total contracting dollars. If CalPERS is not successful in meeting these numbers for three straight Fiscal Years this could impact its ability to continue to run its own SB/DVBE program.

Baseline:

The baseline reflects Fiscal Year 17/18 participation is 25.04% SB and 3.09% DVBE of all contracting dollars.

Target:

The target is to have 25% SB or greater and 3% DVBE or greater participation for all total contracting dollars.

KPI Narrative Status:

Performance Data will be available in September 2019.

Refresh Frequency: Annually, September

Reporting Range: Fiscal Year 2017/18

Thresholds:

 2 targets met

 1 target met

 0 targets met

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Efficient & Effective Organization

Owner: Doug Hoffner

Core Process	Purchasing & Acquisition
Key Performance Indicator (KPI)	Solicitation, Contract, Amendment & Purchase Order Service Level Compliance

KPI Description:

This KPI ensures OSSD and Program areas meet service level agreements (SLA) for CalPERS issued solicitations, contracts, amendments and Purchase Orders (PO). Meeting Solicitation SLAs are vital to ensuring CalPERS programs continue to have the goods and services they need to continue to do their job for the members. If SLAs are not met for contracts or amendments this can significantly impact CalPERS Program areas completing work for their members. Goods cannot be delivered nor can services begin until a contract, amendment, or PO is executed.

Baseline:

The baseline reflects FY 2017-18 information as a combined average of 86% for solicitations, contracts, amendments and purchase orders.

Target:

The target is to achieve 100% solicitation, contract, amendment, and purchase order service level compliance.


KPI Narrative Status:

Performance Data will be available in September 2019.


Refresh Frequency: Annually, September

Reporting Range: Fiscal Year 2017/18

Thresholds:

 91% or greater

 81% to 90%

 80% or lower

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Supportive & Engaged Leadership

Owner: Ted Eliopoulos

Core Process	Managing Resources & Performance
Key Performance Indicator (KPI)	Team member perception of leadership: Manager Relationships

KPI Description:

The annual Employee Engagement Survey will help us ensure we continue to measure how team members perceive their relationship with their direct managers.

The annual Employee Engagement Survey captured team members' perceptions of leadership for Manager Relationships.

Baseline:

71% positive survey score for team member perception of Manager Relationships as of October 2017.

Target:

59% or higher positive survey score represents high performance.

KPI Status (Narrative):

Performance data will be available in December 2018

Refresh Frequency: Annually, December

Reporting Range: October-September

Thresholds:

- Above 59% represents high performance
- ▲ 40-59% represents average performance
- Under 40% represents low performance

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Supportive & Engaged Leadership

Owner: Ted Eliopoulos

Core Process	Managing Resources & Performance
Key Performance Indicator (KPI)	Team Member Perception of Leadership: Senior & Executive Management Relationships

KPI Description:

The annual Employee Engagement Survey will help us ensure we continue to measure how team members perceive their relationship with members of the Senior and Executive leadership team.

The annual Employee Engagement Survey captured team members' perceptions of leadership Senior and Executive Management Relationships

Baseline:

54% positive survey score for team member perception of Senior & Executive Management Relationships as of October 2017.

Target:

59% or higher positive survey score represents high performance.

KPI Status (Narrative):

Performance data will be available in December 2018

Refresh Frequency: Annually, December

Reporting Range: October-September

Thresholds:

- Above 59% represents high performance
- ▲ 40-59% represents average performance
- Under 40% represents low performance

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Supportive & Engaged Leadership

Owner: Ted Eliopoulos

Core Process	Managing Resources & Performance
Key Performance Indicator (KPI)	Retain highly skilled senior leaders – INFORMATIONAL KPI

KPI Description:

This KPI assesses the retention of leaders, as indicated by senior and executive recruitments filled by internal candidates who participate in the competitive recruitment process. Senior and executive recruitments are classified as Division leaders at a CEA or equivalent classification and Branch leaders that are direct reports to the CEO. The methodology is derived from the 67/33 build/buy ratio from Korn Ferry’s Real World Leadership Study.

Based on best practice research, companies should strive to arrive at a 67% retention rate.

Baseline: Not applicable as KPI is informational.

Target: Not applicable as KPI is informational.

KPI Status (Narrative):

The retention rate for the reporting period (July 1, 2017 through June 30, 2018) is 68.8%. 68.8% reflects all senior management incumbents still in their position, as well as senior management incumbents previously in another senior level position. An additional data point, 83.3%, includes senior management incumbents who were previously at a lower level position here at CalPERS (e.g., SSM IIIs who were hired into chief positions).

The civil service merit process limits our ability to directly influence this metric; however, our outreach efforts to include Diversity & Inclusion and build talent pools of qualified candidates using social media outlets (i.e. LinkedIn) are some of the ways we engage external candidates.

Refresh Frequency: Annually, August

Reporting Range: July 1, 2017 – June 30, 2018

Thresholds: Not applicable

Status (Numeric) for current reporting period:
Not applicable

Current Status:
Not applicable as KPI is Informational

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Supportive & Engaged Leadership

Owner: Ted Eliopoulos

Core Process	Managing Resources & Performance
Key Performance Indicator (KPI)	Health of Enterprise Performance Reporting (EPR) Framework

KPI Description:

The Enterprise Performance Reporting KPI provides a comprehensive view of the health of CalPERS as it pertains to our strategic efforts and operational processes. This KPI will include the health of Strategic Measures, Business Plan Initiatives, and KPIs.

Baseline:

It is anticipated that the baseline will be established in FY 2018-19 when all three EPR components reach full maturity.

Target:

85% or greater of all EPR components that are in a healthy status (On-Target).

KPI Status (Narrative):

- For Quarter 1: Of the 34 Strategic Measures, 33 are On-Target, pending refresh, or under development, and one is reported in Closed Session.
- For Quarter 1: Of the 34 Business Plan Initiatives, 31 are On-Target, two are At-Risk, and one is reported in Closed Session.
- For Quarter 1: Of the 60 Key Performance Indicators, 58 are On-Target, pending refresh, or under development, one is At-Risk, and one is reported in Closed Session.

Refresh Frequency: Quarterly, End of quarter

Reporting Range:
Fiscal Year 2019-20, Q1

Thresholds:

- 85%+
- ▲ 80-84.9%
- Below 80%

Status (Numeric) for current reporting period:
N/A

Current Status:
Data Not Available

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Supportive & Engaged Leadership

Owner: Ted Eliopoulos

Core Process	Managing Resources & Performance
Key Performance Indicator (KPI)	Operational sustainability report INFORMATIONAL KPI

KPI Description:

CalPERS completes the Sustainability Roadmap, administered by Department of General Services (DGS) which details the actions and steps taken to meet the requirements of the Governor’s sustainability initiatives. The Roadmap is broken into five sections: climate adaptation, zero emissions vehicles, energy, water efficiency and conservation, and green operations. The Roadmap is peer reviewed by DGS with the final version due biannually in December. This indicator supports the CalPERS Core Value of Accountability and Integrity of maintaining compliance with CalPERS sustainability practices and the Governor’s Executive Orders which outline state agencies sustainable operations.

Baseline:

Not applicable as KPI is Informational

Target:

Not applicable as KPI is Informational

KPI Narrative Status:

The CalPERS 2018-2019 Sustainability Roadmap is available on the California Green Buildings website at Green.ca.gov. CalPERS will update its Roadmap in December 2019.

Refresh Frequency: Every two years.
Next report in December 2020

Reporting Range: Not applicable as KPI is Informational

Thresholds: Not applicable as KPI is Informational

Status: Not applicable as KPI is Informational

2017-22 Operational Measures | Key Performance Indicator Summary (9/30/18)

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

Operational Outcome Measure: Team Member Engagement

Owner: Liana Bailey-Crimmins

Core Process	Attracting & Supporting Team Members
Key Performance Indicator (KPI)	Average time to hire for hard-to-recruit positions

KPI Description:

This KPI measures the average time to hire for those defined as hard-to-recruit positions. Time measured starts when the recruitment request is submitted to Human Resources until the time an official job offer is accepted by the candidate. HRSD will work with CalHR to develop a reporting feature that integrates ECOS and STAR data. This integration will provide the complete set of data points required to measure the time it takes from the point of request to the acceptance of offer.

Baseline:

75% with the average time to hire being 70 days as of June 30, 2018.

Target:

70% of Hard-to-Recruit Positions filled within 120 days of recruitment initiation. The target and thresholds may be adjusted after we begin measuring all hard-to-recruit positions enterprise-wide, beginning FY 2019-20.

KPI Status (Narrative):

The current Hard-to-Recruit baseline is 47 leadership positions. For the reporting period, there were 18 recruitments conducted resulting in 12 positions being filled and 6 recruitments being cancelled. Of the 12 positions that were filled, the average number of days to fill was 71, with only three over the 120-day threshold. This resulted in 75% of the Hard-to-Recruit positions being filled in under 120 days for the reporting period.

The baseline will change during FY 2019-20 when we begin measuring a larger group consisting of all hard-to-recruit positions enterprise-wide. For FY 2018-19, we will continue measuring hard-to-recruit positions exclusively for leadership.

Refresh Frequency:

Annually, September

Reporting Range: July 1, 2017 – June 30, 2018

Thresholds: 120 days – Hard-to-Recruit positions are not typical in nature and often require nationwide searches which can take over six months

- 70% at 120 Days
- ▲ 55% to 69% at 120 Days
- 54% and below at 120 Days

Status (Numeric) for current reporting period:

75% of Hard-to-Recruit positions were filled in under 120 days during the reporting period above.

Current Status:

On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Team Member Engagement

Owner: Liana Bailey-Crimmins

Core Process	Attracting & Supporting Team Members
Key Performance Indicator (KPI)	Rewards & Recognition perceptions

KPI Description:

Per Society for Human Resource Management (SHRM), there is a proven return on investment for recognition programs. Such return is typically realized through employee attendance, lower health care costs, lower workers' compensation cost, increased productivity, and reduced employee turnover. As the second largest pension fund in the country, it is important CalPERS provides Rewards & Recognition programs demonstrating commitment to team members.

The annual Employee Engagement Survey captures team members' perceptions of Rewards and Recognition.

Baseline:

57% positive survey score for Rewards and Recognition perception as of October 2017.

Target:

59% or higher positive survey score represents high performance.

KPI Status (Narrative):

Performance data will be available in December 2018.

Refresh Frequency: Annually, December

Reporting Range: October-September

Thresholds:

- Above 59% represents high performance
- ▲ 40-59% represents average performance
- Under 40% represents low performance

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Team Member Engagement

Owner: Liana Bailey-Crimmins

Core Process	Attracting & Supporting Team Members
Key Performance Indicator (KPI)	Work Life Balance Perceptions

KPI Description:

There is a return on investment for work life balance programs - such return is typically realized through employee attendance, lower health care costs, lower workers' compensation cost, increased productivity, and reduced employee turnover. As the second largest pension provider in the country, it is important CalPERS promotes Work Life Balance demonstrating commitment to team members.

The annual Employee Engagement Survey captures team members' perceptions of Work Life Balance.

Baseline:

65% positive survey score for perception of Work Life Balance as of October 2017.

Target:

59% or higher positive survey score represents high performance.

KPI Status (Narrative):

Performance data will be available in December 2018.

Refresh Frequency: Annually, December

Reporting Range: October-September

Thresholds:

- Above 59% represents high performance
- ▲ 40-59% represents average performance
- Under 40% represents low performance

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Team Member Engagement

Owner: Liana Bailey-Crimmins

Core Process	Attracting & Supporting Team Members
Key Performance Indicator (KPI)	Retention Rate INFORMATIONAL KPI

KPI Description:

This is an overview of CalPERS retention rate. We will research best practices, evaluate existing data, towards establishing a baseline for measurement and breakdowns for reporting retention. A review of employee retention on an annual basis involves identifying trends for areas where we have success, as well as areas where we may be experiencing challenges.

We do not set a target for a minimum or maximum amount of hires, transfers, promotions, discharges, etc.

Baseline:

Not applicable as KPI is Informational.

Target:

Not applicable as KPI is Informational.

KPI Narrative Status:

This year we will be focusing on researching best practices including identifying the most appropriate retention formula for CalPERS. Information will be available in December 2018.

Refresh Frequency: Annually, December

Reporting Range: Fiscal Year

Thresholds: Not applicable

Status:

Not applicable as KPI is Informational

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Team Member Engagement

Owner: Liana Bailey-Crimmins

Core Process	Attracting & Supporting Team Members
Key Performance Indicator (KPI)	Emerging Leader Program INFORMATIONAL KPI

KPI Description:

The Emerging Leader Program is a program that prepares high-potential team members for a leadership role. The program targets journey-level analysts, technical, and professional staff to participate in a six-month learning program while they work in their current capacity.

Baseline:

Not applicable as KPI is Informational.

Target:

Not applicable as KPI is Informational.

KPI Narrative Status:

Completed Emerging Leader Pilot Program during FY 2017-18. 25 team members in non-supervisory, journey-level classifications participated in the program. 23 graduated from the program in April 2018. During the program, seven participants (28%) received promotions; two of these seven participants left the program to participate in LEADER. Survey feedback shows value of the program and participant satisfaction: 95% of participants claim they gained skills they are applying on the job; 90% reported the program provided them with a solid foundation for ongoing professional development; 90% reported the program provided a foundational understanding of the skills and development needed to be a successful leader.

Refresh Frequency: Annually, July

Reporting Range: Fiscal Year

Thresholds: Not applicable as KPI is Informational

Status (Numeric) for current reporting period:

Not applicable as KPI is Informational

Status Legend



On-Target



At-Risk



Off-Target



Pending Refresh



Data Not Available



KPI Under Development

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Team Member Engagement

Owner: Liana Bailey-Crimmins

Core Process	Managing Resources & Performance
Key Performance Indicator (KPI)	Team Member Perception of Training and Development

KPI Description:

The annual Employee Engagement Survey will help us ensure we continue to measure and capture how team members perceive CalPERS training and development.

Baseline:

60% positive survey score for team member perception of Training and Development as of October 2017.

Target:

59% or higher positive survey score represents high performance.

KPI Status (Narrative):

Performance data will be available in December 2018

Refresh Frequency: Annually, December

Reporting Range: October-September

Thresholds:

- Above 59% represents high performance
- ▲ 40-59% represents average performance
- Under 40% represents low performance

Status (Numeric) for current reporting period:
N/A

Current Status:
Pending Refresh

2017-22 Operational Measures | Key Performance Indicator Summary (As of 9/30/18)

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

Operational Outcome Measure: Team Member Engagement

Owner: Liana Bailey-Crimmins

Core Process	Attracting & Supporting Team Members
Key Performance Indicator (KPI)	Our Promise and Annual Food Drive INFORMATIONAL KPI

KPI Description:

Our goal is to gauge the level of outreach by cataloging our efforts to promote and support the Our Promise and food drive campaigns.

Baseline:

Not applicable as KPI is Informational

Target:

Not applicable as KPI is Informational

KPI Narrative Status:

Information will be available in January 2019 for the 2018 calendar year.

For the 2017 calendar year, CalPERS raised \$122,416 for the Our Promise campaign, and donated 53,021 pounds of food for the annual food drive. Also, our CEO, Marcie Frost, served as vice chair of the statewide Our Promise Leadership Team.

Refresh Frequency: Annually, January

Reporting Range: 2017 fundraising efforts

Thresholds:

Not applicable as KPI is Informational

Status:

Not applicable as KPI is Informational

Status Legend



On-Target



At-Risk



Off-Target



Pending Refresh



Data Not Available



KPI Under Development

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Team Member Engagement

Owner: Liana Bailey-Crimmins

Core Process	Attracting & Supporting Team Members
Key Performance Indicator (KPI)	100% of all ideas responded to within 120 days

KPI Description:

Idea Factory is CalPERS employee-driven innovation program, designed to inspire team members to share ideas and solutions that will improve CalPERS. All ideas will be evaluated and scored based upon perceived business value and effort to implement by the Senior Leadership Council (SLC) and the outcome of the ideas will be shared with the organization via The Spark and Idea Factory Library. By considering and responding to each idea submitted through the program, it shows that leadership supports team members by being open to innovative thinking and continuous improvement.

Baseline:

100% as of November 2017.

Target:

100% of ideas submitted through Idea Factory will be responded to within 120 days of idea submission.

- Responded to: communicating an idea's evaluation outcome to the idea submitter

KPI Status (Narrative):

This KPI is on-track for this reporting period..

Refresh Frequency: Quarterly, month following end of preceding quarter

Reporting Range: July-September2018

Thresholds:

- 100% of ideas responded to within 120 days of idea submission
- ▲ Less than 100% (99-95%) of ideas responded to within 120 days of idea submission
- Less than 95% of ideas responded to within 12 days of idea submission

Status (Numeric) for current reporting period:

100%

Current Status:

On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Team Member Engagement

Owner: Liana Bailey-Crimmins

Core Process	Attracting & Supporting Team Members
Key Performance Indicator (KPI)	80% of all viable ideas implemented as scheduled

KPI Description:

Idea Factory is CalPERS employee-driven innovation program, designed to inspire team members to share ideas and solutions that will improve CalPERS. All ideas will be evaluated and scored based upon perceived business value and effort to implement by the Senior Leadership Council (SLC). Implementing ideas that are submitted through the program shows that leadership supports team members by being open to innovative thinking, values their ideas and solutions for continuous improvement, and encourages team member engagement.

Baseline:

100% as of November 2017.

Target:

80% of all viable ideas submitted through Idea Factory will be implemented as scheduled.

- Viable idea: Any idea that has been deemed feasible for implementation

KPI Status (Narrative):

This KPI is on-track for this reporting period..

Refresh Frequency: Quarterly, month following end of preceding quarter

Reporting Range: July-September2018

Thresholds:

- 80% or more of all viable ideas are implemented as scheduled
- ▲ Less than 80% (50-79%) all viable ideas are implemented as scheduled
- Less than 50% all viable ideas are implemented as scheduled

Status (Numeric) for current reporting period:

100%

Current Status:

On-Target

2017-22 Operational Measures | Key Performance Indicator Summary (as of 9/30/18)

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

Operational Outcome Measure: Team Member Engagement

Owner: Liana Bailey-Crimmins

Core Process	Attracting & Supporting Team Members
Key Performance Indicator (KPI)	Response rate of employee engagement survey

KPI Description:

This KPI will capture survey response rate of team members. The annual Employee Engagement Survey will help us ensure we continue to foster a culture where engaging behaviors are part of our daily interactions and practices.

Baseline:

70% response rate of employees responded to the survey.

Target:

70% or higher survey score represents high performance.

KPI Status (Narrative):

Performance data will be available in December 2018.

Refresh Frequency: Annually, December

Reporting Range: October-September

Thresholds:

- Above 59% represents high performance
- ▲ 40-59% represents average performance
- Under 40% represents low performance

Status (Numeric) for current reporting period:

N/A

Current Status:

Pending Refresh