

EPR Third 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 third quarter (January 1, 2019 – March 31, 2019). Additional performance details can be found on the summary sheets for each KPI. Informational KPI's are non-performance driven.

Third Quarter Measure Performance:

- 19 On-Target
- 1 At-Risk
- 29 Pending refresh
- 1 Data not available
- 9 Informational
- 1 Closed Session item






















The Key Performance Indicators Summary Dashboard also provides trend analysis data that captures performance from year one (FY 2017-18).

Reliable Steward of Funds	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY2017-18)	Page Number
GASB 68 reports completed timely	Informational	Informational	Informational		N/A	12
Produce CAFR with no material weaknesses	Informational	Informational	Informational		N/A	13
% forecast to actual expenses (annually)	**	●	*		** * * * Q1 Q2 Q3 Q4	14
Maintain appropriate reserve levels – California Employers’ Retiree Benefit Trust Fund	●	●	●		N/A	15
Maintain appropriate reserve levels – Long Term Care Fund	●	●	●		N/A	16
Maintain appropriate reserve levels – defined benefit funds	●	●	●		N/A	17
Stay within risk boundaries for total fund	*	*	*		● ● ● ● Q1 Q2 Q3 Q4	18
Aggregate risk levels of the INVO operating model (TOM)	*	*	*		N/A	19
Strategic asset allocation ranges (if outside approved ranges)	*	*	*		● ● ● ● Q1 Q2 Q3 Q4	20
Adequate liquidity coverage	●	●	●		N/A	21



Reliable Steward of Funds continued	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY2017-18)	Page Number
Cash forecasting accuracy	●	●	●		●●●● Q1 Q2 Q3 Q4	22
Generate liabilities and rates for pension funding – public agency	●	●	*		N/A	23
Generate liabilities for long-term care program	*	*	●		●▲●* Q1 Q2 Q3 Q4	24
Generate liabilities and rates for pension funding – state	*	●	*		N/A	25
Generate liabilities and rates for pension funding – schools	*	●	*		N/A	26












Customer Satisfaction Driven Organizational	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY2017-18)	Page Number
Customer satisfaction	●	●	●		●●●● Q1 Q2 Q3 Q4	27
Benefit payment accuracy	●	●	●		**●●● Q1 Q2 Q3 Q4	28
Benefit payment timelines	●	●	●		●●●● Q1 Q2 Q3 Q4	29
Health plan scorecard of 90% or better	*	*	*		●**● Q1 Q2 Q3 Q4	30
Customer inquiry timeliness	*	*	*		N/A	31
Population health dashboard	□	Informational	Informational		N/A	32
Rating of health care	*	*	*		▲**▲ Q1 Q2 Q3 Q4	33
Public agency retention	*	*	●		N/A	34
Public agency recruitment	*	*	●		N/A	35

Open and Transparent Communication	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY2017-18)	Page Number
% of employer participation in CalPERS annual Educational Forum	*	●	*		**** Q1 Q2 Q3 Q4	36
Member education satisfaction	●	●	●		●●●● Q1 Q2 Q3 Q4	37
Employer education satisfaction	●	●	●		●●●● Q1 Q2 Q3 Q4	38
Member rating on stakeholder perception survey	*	*	*		**●* Q1 Q2 Q3 Q4	39
Employer rating on stakeholder perception survey	*	*	*		**■* Q1 Q2 Q3 Q4	40
Stakeholder rating on stakeholder perception survey	*	*	*		**●* Q1 Q2 Q3 Q4	41
Community outreach efforts	*	*	*		***● Q1 Q2 Q3 Q4	42
Member, employer and stakeholder rating on perception survey	*	*	*		**■* Q1 Q2 Q3 Q4	43

Efficient & Effective Organization	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY2017-18)	Page Number
Project portfolio health					*    Q1 Q2 Q3 Q4	10
Timely resolution of public agency reviews					 ** ** ** Q1 Q2 Q3 Q4	45
Form 700 completed timely	*	*	*		***  Q1 Q2 Q3 Q4	46
Mandated training compliance	*	*	*		N/A	47
Personal trading monitoring	*	*	*		N/A	48
Ensure evacuation readiness		*	*		** ** ** ** Q1 Q2 Q3 Q4	49
Business continuity readiness	Informational	Informational	Informational		N/A	50
Cyber security risk rating	Closed Session	Closed Session	Closed Session		Closed Session	51
Lean adoption					*    Q1 Q2 Q3 Q4	52
Employers current on CalPERS health obligations					N/A	53

Efficient & Effective Organization continued	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY2017-18)	Page Number
Employer current on CalPERS pension obligations	●	●	●		* ● ● ● Q1 Q2 Q3 Q4	54
Small business & disabled veterans business enterprise requirements compliance	*	*	*		N/A	55
Solicitation, contract, amendment, and purchase order service level compliance	*	*	*		N/A	56

Supportive & Engaged Leadership	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY2017-18)	Page Number
Team member assessment of leadership – manager relationships	*		*		N/A	57
Team member perceptions of leadership – senior and executive manager relationships	*		*		N/A	58
Retain highly skilled senior leaders	Informational	Informational	Informational		N/A	59
Health of Enterprise Performance Reporting framework	**	**	**		** ** ** ** Q1 Q2 Q3 Q4	60
Operational sustainability report	Informational	Informational	Informational		N/A	61

Team Member Engagement	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY2017-18)	Page Number
Average time to hire for hard-to-recruit positions		*	*		*** ** * Q1 Q2 Q3 Q4	62
Retention rate	Informational	Informational	Informational		N/A	63
Rewards and recognition perceptions	*		*		N/A	64
Work-life balance perceptions	*		*		N/A	65
Team member perception of training and development	*		*		*** ** * Q1 Q2 Q3 Q4	66
Response rate of employee engagement survey	*		*		*** ** * Q1 Q2 Q3 Q4	67
Emerging leader program	Informational	Informational	Informational		N/A	68
100% off all ideas responded to within 120 days					*** ** ● ● Q1 Q2 Q3 Q4	69
80% of all viable ideas implemented as scheduled					*** ** ● ● Q1 Q2 Q3 Q4	70
Our Promise and annual food drive	Informational	Informational	Informational		N/A	71

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Project Portfolio Health
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Leveraging Technology

Status:	At-Risk
Numeric Status:	62%

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. Projects are weighted based on the project size which is determined based on complexity, duration, and budget. Projects with a larger size have a greater weight and impact the overall KPI status						
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-Target for the next fiscal year.						
Refresh Frequency:	Quarterly						
Reporting Range:	01/01/19 – 03/31/19						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="padding-left: 20px;">On-Target:</td> <td>70% or above</td> </tr> <tr> <td style="padding-left: 20px;">At-Risk:</td> <td>54% to 69%</td> </tr> <tr> <td style="padding-left: 20px;">Off-Target:</td> <td>Less than 54%</td> </tr> </table>	On-Target:	70% or above	At-Risk:	54% to 69%	Off-Target:	Less than 54%
On-Target:	70% or above						
At-Risk:	54% to 69%						
Off-Target:	Less than 54%						

Status Narrative:

The following two (2) projects have an overall health status of yellow or red:

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

Status Explanation: Perspecta proposed a revised schedule with an end date of July 2019. The Steering Committee will review and determine approval on April 16, 2019. The revised target date will be updated once the Steering Committee approves the final schedule. Project milestone dates continue to be missed.

Human Resources Management Solution (HRMS) – Yellow

Status Explanation: CalPERS continues to encounter contract negotiation challenges which is delaying the project timeline. The team is revisiting mitigation strategies. Project end date and total budget to be determined when the contract is finalized.

Information Technology Projects Dashboard

Report Date: 03/31/19

Project Name	Status	Start Date	End Date	Total Budget	Total Expenditures	Overall Health
Backup, Restoration, and Disaster Recovery (BR/DR) Implementation	Active	8/1/2016	2/20/2019	\$7,000,000	\$335,358	●
Contact Center Cloud Application Project	Active	6/1/2018	9/26/2019	\$517,000	\$0	●
Human Resources Management Solution (HRMS)	Active	6/11/2018	TBD*	TBD*	\$0	●
Advanced Analytics and Integration	Active	11/1/2018	12/31/2019	\$5,968,133	\$917,088	●

* End Date and Total Budget to be determined when contract is finalized

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	GASB 68 Reports Completed Timely - INFORMATIONAL
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

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
Refresh Frequency:	Annually, December September for plans belonging to a risk pool, schools pool, and JRS, LRS, and JRS 2, October for stat 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 Narrative:

As of December 2018, the GASB Liabilities were generated on time. Updated informational data will be available December 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Produce Comprehensive Annual Financial Report (CAFR) with no Material Weaknesses - INFORMATIONAL
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

Description:	Produce the CAFR with no material weaknesses reported by the external auditors.
Baseline:	Each year the CAFR is produced with new requirements and data. To date no material weaknesses have been reported or identified.
Target:	Zero material weaknesses, with no acceptable variance.
Refresh Frequency:	Annually, November
Reporting Range:	2017-2018
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

The CAFR was produced and released in November 2018 with no material weaknesses reported by the external auditors. Updated informational data will be available November 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	% Forecast to the Actual Expenses (annually)
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	Pending Refresh
Numeric Status:	N/A

Description:	The percentage of forecast to actual expenses will measure how closely the organization’s ability to adequately project future expenses. Actual expenses exclude investment external management fees.	
Baseline:	6.1% below total budget for FY 2017-18	
Target:	Accuracy at or below 10 percent of total budget	
Refresh Frequency:	Annually, December	
Reporting Range:	FY 2017-18	
Thresholds:	On-Target:	Accuracy at or below 10 percent of total budget
	At-Risk:	Accuracy at or below 10.1 – 15 percent of total budget
	Off-Target:	Accuracy at or below 15.1 percent of total budget

Status Narrative:

As of November 2018, data reflects this KPI was On-Target at 6.1% of total budget. Updated performance data will be available December 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Maintain Appropriate Reserve Levels- California Employer’s Retiree Benefit Trust Fund
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	On-Target
Numeric Status:	100%

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 (CERBT) has a reserve requirement to prefund monthly benefit payments by 5 business days.						
Baseline:	The baseline is 100% since reserve targets were met in FY2017-18						
Target:	The target is to comply with the Treasury Management Reserve Policy and meet 100% of reserve targets						
Refresh Frequency:	Quarterly						
Reporting Range:	1/1/19 – 3/31/19						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>100% of reserve targets were met</td> </tr> <tr> <td>At-Risk:</td> <td>98% to 99% of reserve targets were met</td> </tr> <tr> <td>Off-Target:</td> <td>Less than 97% of reserve targets were met</td> </tr> </table>	On-Target:	100% of reserve targets were met	At-Risk:	98% to 99% of reserve targets were met	Off-Target:	Less than 97% of reserve targets were met
On-Target:	100% of reserve targets were met						
At-Risk:	98% to 99% of reserve targets were met						
Off-Target:	Less than 97% of reserve targets were met						

Status Narrative:

As of March 2019, data reflects this KPI was On-Target at 100 percent. Updated performance data will be available June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Maintain Appropriate Reserve Levels - Long-Term Care Fund
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	On-Target
Numeric Status:	100%

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 FY2017-18.						
Target:	The target is to comply with the Treasury Management Reserve Policy and meet 100% of reserve targets.						
Refresh Frequency:	Quarterly						
Reporting Range:	1/1/19 – 3/31/19						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>100% of reserve targets were met</td> </tr> <tr> <td>At-Risk:</td> <td>98% to 99% of reserve targets were met</td> </tr> <tr> <td>Off-Target:</td> <td>Less than 97% of reserve targets were met</td> </tr> </table>	On-Target:	100% of reserve targets were met	At-Risk:	98% to 99% of reserve targets were met	Off-Target:	Less than 97% of reserve targets were met
On-Target:	100% of reserve targets were met						
At-Risk:	98% to 99% of reserve targets were met						
Off-Target:	Less than 97% of reserve targets were met						

Status Narrative:

As of March 2019, data reflects this KPI was On-Target at 100 percent. Updated performance data will be available June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Maintain Appropriate Reserve Levels - Defined Benefit Funds
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

Status:	On-Target
Numeric Status:	100%

Description:	<p>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:</p> <ul style="list-style-type: none"> 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
Refresh Frequency:	Quarterly
Reporting Range:	1/1/19 – 3/31/19
Thresholds:	<p>On-Target: 100% of reserve targets were met</p> <p>At-Risk: 98% to 99% of reserve targets were met</p> <p>Off-Target: Less than 97% of reserve targets were met</p>

Status Narrative:

As of March 2019, data reflects this KPI was On-Target at 100 percent. Updated performance data will be available June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Stay Within Risk Boundaries for Total Fund
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments

Status:	Pending Refresh
Numeric Status:	N/A

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.						
Refresh Frequency:	Annually, August						
Reporting Range:	FY 2017-18						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">On-Target:</td> <td>0 % to 1.41%</td> </tr> <tr> <td>At-Risk:</td> <td>1.42% - 1.49%</td> </tr> <tr> <td>Off-Target:</td> <td>Greater than 1.50%</td> </tr> </table>	On-Target:	0 % to 1.41%	At-Risk:	1.42% - 1.49%	Off-Target:	Greater than 1.50%
On-Target:	0 % to 1.41%						
At-Risk:	1.42% - 1.49%						
Off-Target:	Greater than 1.50%						

Status Narrative:

As of June 2018, this KPI reported as On-Target.

Forecast active tracking error of 0.5% was within guidelines of 1.5%. Large share of the tracking error could be attributed to private asset classes (private equity and real assets).

Updated performance data will be available August 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Aggregate Risk Levels of the INVO Operating Model (TOM)
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments

Status:	Pending Refresh
Numeric Status:	N/A

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.
Target:	Aggregate assessed risk score of operating model (TOM) of 5 or less.
Refresh Frequency:	Annually, August
Reporting Range:	FY 2017-18
Thresholds:	On-Target: Low: 1-5 At-Risk: Medium: 6-7 Off-Target: High: 8-10

Status Narrative:

The title, baseline, and target for this KPI changed in the beginning of FY 2018-19. As of June 2018, this KPI was At-Risk with the following TOM levels: Moderate: 45.8%, and Elevated: 8.3%, for a combined total of 54.1%. As compared to the baseline of 58.3%, INVO is trending in a positive direction.

Updated performance data will be available August 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Strategic Asset Allocation Ranges (if outside approved ranges)
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments

Status:	Pending Refresh
Numeric Status:	N/A

Description:	<p>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, staff shall return the asset allocation to within its policy range in a timely manner, with the exact time primarily dependent on transaction costs and liquidity. This KPI provides a method to evaluate staffs' effectiveness to manage investments within the approved ranges.</p>	
Baseline:		
	<u>Policy Weight:</u>	<u>Policy Range Relative to Target:</u>
<u>Asset Class:</u>		
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.	
Refresh Frequency:	Annually, August	
Reporting Range:	FY 2017-18	
Thresholds:	On-Target:	Up to 1% of the maximum of any range, up or down
	At-Risk:	Between 0.99% and maximum of any range, up or down
	Off-Target:	Exceeding maximum of any range, up or down

Status Narrative:

As of June 2018, the current asset allocation ranges remain within approved targets.

Update performance data will be available August 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Adequate Liquidity Coverage
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments

Status:	On-Target
Numeric Status:	1.58

Description:	<p>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.</p> <p>The LCR is calculated using the following methodology:</p> $\text{Liquidity Coverage Ratios (LCR)} = \frac{\text{cash} + \text{assets convertible to cash} + \text{incoming cash source}}{\text{outgoing cash uses} + \text{contingent cash uses}}$ <p>Those assets are cash and cash equivalents with durations of less than 30-days which are considered 'Level I' assets.</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Fund</th> <th style="text-align: left;">Payment Status</th> <th style="text-align: left;">Reserve Status</th> <th style="text-align: left;">Relevant Coverage Ratio</th> </tr> </thead> <tbody> <tr> <td>PERF</td> <td>1-day large payment</td> <td>5-day pre-fund</td> <td>30-day Level 1</td> </tr> </tbody> </table> <p>Coverage Ratio Triggers</p> <p>On-target = 1.0> At-risk = 0.5 – 0.99 -2> AA > 7% Off-target = < 0.5</p> <p>(Ratio triggers are in alignment with the Treasury Management Reserve Policy. AA = Asset Allocation range in accordance with the Investment Policy)</p>	Fund	Payment Status	Reserve Status	Relevant Coverage Ratio	PERF	1-day large payment	5-day pre-fund	30-day Level 1
Fund	Payment Status	Reserve Status	Relevant Coverage Ratio						
PERF	1-day large payment	5-day pre-fund	30-day Level 1						
Baseline:	FY 2017-18 Q4 status of 1.0								
Target:	The LCR is greater than 1.0								
Refresh Frequency:	Quarterly								
Reporting Range:	1/1/19-3/31/19								
Thresholds:	<p>On-Target: LCR actual greater than 1.0</p> <p>At-Risk: LCR actual at 1.0</p> <p>Off-Target: LCR actual less than 1.0</p>								

Status Narrative:

As of March 2019, data reflects this KPI was On-Target. Updated performance data will be available June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Cash Forecasting Accuracy
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments

Status:	On-Target
Numeric Status:	8.52%

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%						
Refresh Frequency:	Quarterly						
Reporting Range:	1/1/19 – 3/31/19						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">On-Target:</td> <td>Forecast variance less than 10% for total contributions/distributions</td> </tr> <tr> <td>At-Risk:</td> <td>Forecast variance between 10% to 50% for total contributions/distributions</td> </tr> <tr> <td>Off-Target:</td> <td>Forecast variance more than 50% for total contributions/distributions</td> </tr> </table>	On-Target:	Forecast variance less than 10% for total contributions/distributions	At-Risk:	Forecast variance between 10% to 50% for total contributions/distributions	Off-Target:	Forecast variance more than 50% for total contributions/distributions
On-Target:	Forecast variance less than 10% for total contributions/distributions						
At-Risk:	Forecast variance between 10% to 50% for total contributions/distributions						
Off-Target:	Forecast variance more than 50% for total contributions/distributions						

Status Narrative:

As of March 2019, data reflects this KPI was On-Target. Updated performance data will be available June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Generate Liabilities and Rates for Pension Funding – Public Agency
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Projecting Liabilities

Status:	Pending Refresh
Numeric Status:	N/A

Description:	Each year, the public agency pension plan is reviewed and the contribution rates are adjusted to account for any gains and losses the pension plan must pay for.						
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 in July each year						
Refresh Frequency:	Annually, September						
Reporting Range:	Fiscal Year 2017-18 (This includes both demographic and economic experience)						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Deliverables uploaded in July</td> </tr> <tr> <td>At-Risk:</td> <td>Deliverables uploaded in August</td> </tr> <tr> <td>Off-Target:</td> <td>Deliverables uploaded after August</td> </tr> </table>	On-Target:	Deliverables uploaded in July	At-Risk:	Deliverables uploaded in August	Off-Target:	Deliverables uploaded after August
On-Target:	Deliverables uploaded in July						
At-Risk:	Deliverables uploaded in August						
Off-Target:	Deliverables uploaded after August						

Status Narrative:

The annual valuation reports were uploaded to my CalPERS in July 2018; this KPI was On-Target. Updated performance data will be available in September 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Generate Liabilities for Long-Term Care Program
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Projecting Liabilities

Status:	On-Target
Numeric Status:	N/A

Description:	Each year, the Long-Term Care plan is reviewed and adjusted to ensure the viability of the plan. The long-term care valuation will be using a revamped data set, and will also be solidifying the first principles model this year. 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 deliverables 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						
Refresh Frequency:	Annually, March						
Reporting Range:	Fiscal Year 2017-2018						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Deliverables for February Board</td> </tr> <tr> <td>At-Risk:</td> <td>Deliverables for April Board</td> </tr> <tr> <td>Off-Target:</td> <td>Deliverables after April Board</td> </tr> </table>	On-Target:	Deliverables for February Board	At-Risk:	Deliverables for April Board	Off-Target:	Deliverables after April Board
On-Target:	Deliverables for February Board						
At-Risk:	Deliverables for April Board						
Off-Target:	Deliverables after April Board						

Status Narrative:

The Long term valuation based on data as of 6/30/2018 was reported to the board in February. This KPI was On-Target for the reporting period.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Generate Liabilities and Rates for Pension Funding – State
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Projecting Liabilities

Status:	Pending Refresh
Numeric Status:	N/A

Description:	Each year, the State Pension Plan is reviewed and the contribution rates are adjusted to account for any gains and losses the pension plan must pay for. .
Baseline:	Contribution Rates are uploaded to my CalPERS in June.
Target:	Calculate liabilities and produce annual valuation reports each year for the state pension plans so that the fiscal year rates may be determined by June of each year.
Refresh Frequency:	Annually, October
Reporting Range:	FY 2017-18 (This includes both demographic and economic experience)
Thresholds:	On-Target: Deliverables uploaded by June At-Risk: Deliverables uploaded by July Off-Target: Deliverables uploaded by August (or later)

Status Narrative:

Contribution Rates were uploaded in June 2018. This KPI was On-Target for the reporting period. Updated performance data will be available in October 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Generate Liabilities and Rates for Pension Funding – Schools
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Projecting Liabilities

Status:	Pending Refresh
Numeric Status:	N/A

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 in April.
Baseline:	Contribution rates are uploaded to my CalPERS in June
Target:	Calculate liabilities and produce annual valuation reports each year for the schools pool pension plan so that the fiscal year rates may be determined and uploaded in June of each year
Refresh Frequency:	Annually, October
Reporting Range:	Fiscal Year 2017-18 (This includes both demographic and economic experience)
Thresholds:	On-Target: Deliverables uploaded in June At-Risk: Deliverables uploaded in July Off-Target: Deliverables uploaded in August (or later)

Status Narrative:

Contribution rates were uploaded in June 2018. This KPI was On-Target for the reporting period. Updated performance data will be available October 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Customer Satisfaction
Operational Outcome Owner:	Donna Lum
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide and Administer Retirement Benefits

Status:	On-Target
Numeric Status:	95%

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%	
Target:	Achieve an overall satisfaction rate of 90%, reflecting a positive customer experience across core processes	
Refresh Frequency:	Quarterly	
Reporting Range:	01/01/2019-02/28/2019	
Thresholds:	On-Target:	80% or above
	At-Risk:	70 – 79%
	Off-Target:	69% or below

Status Narrative:

This KPI is On-Target for this reporting period.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Benefit Payment Accuracy
Operational Outcome Owner:	Donna Lum
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide and Administer Retirement Benefits

Status:	On-Target
Numeric Status:	95%

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%						
Target:	Issue 98% of identified benefit payments within accuracy expectations						
Refresh Frequency:	Quarterly						
Reporting Range:	01/01/2019-03/31/2019						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">On-Target:</td> <td>90% or above</td> </tr> <tr> <td>At-Risk:</td> <td>83 – 89%</td> </tr> <tr> <td>Off-Target:</td> <td>Below 83%</td> </tr> </table>	On-Target:	90% or above	At-Risk:	83 – 89%	Off-Target:	Below 83%
On-Target:	90% or above						
At-Risk:	83 – 89%						
Off-Target:	Below 83%						

Status Narrative:

This KPI is On-Target for this reporting period.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Benefit Payment Timeliness
Operational Outcome Owner:	Donna Lum
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide and Administer Retirement Benefits

Status:	On-Target
Numeric Status:	97%

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%						
Target:	Issue 95% of benefit payments within service level timeframes						
Refresh Frequency:	Quarterly						
Reporting Range:	01/01/2019-03/31/2019						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>87% or above</td> </tr> <tr> <td>At-Risk:</td> <td>76 – 86%</td> </tr> <tr> <td>Off-Target:</td> <td>Below 79%</td> </tr> </table>	On-Target:	87% or above	At-Risk:	76 – 86%	Off-Target:	Below 79%
On-Target:	87% or above						
At-Risk:	76 – 86%						
Off-Target:	Below 79%						

Status Narrative:

This KPI is On-Target for this reporting period.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Health Plan Scorecard of 90% or Better
Operational Outcome Owner:	Donna Lum
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	Pending Refresh
Numeric Status:	N/A

Description:	<p>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.</p> <p>KPI trend: 97% (survey conducted in 2017 covering experience in 2016) 97.3% (survey conducted in 2018 covering experience in 2017)</p>
Baseline:	94% (survey conducted in 2016 covering experience in 2015)
Target:	90%
Refresh Frequency:	Annually, June
Reporting Range:	01/2018 – 12/2018
Thresholds:	On-Target: 90% or above At-Risk: 85% - 89% Off-Target: Less than 85%

Status Narrative:

This KPI was On-Target for survey responses collected for 2017 experiences, with a score of 96.73%. Survey responses for 2018 will be available in June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Customer Inquiry Timeliness
Operational Outcome Owner:	Donna Lum
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	Pending Refresh
Numeric Status:	N/A

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:	FY2017-18 baseline of 99% completed within service level targets.						
Target:	100% completed within service level targets.						
Refresh Frequency:	Annually, August						
Reporting Range:	Fiscal Year 2017-18						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="padding-right: 20px;">On-Target:</td> <td>98% or above</td> </tr> <tr> <td>At-Risk:</td> <td>93 - 97%</td> </tr> <tr> <td>Off-Target:</td> <td>Less than 93%</td> </tr> </table>	On-Target:	98% or above	At-Risk:	93 - 97%	Off-Target:	Less than 93%
On-Target:	98% or above						
At-Risk:	93 - 97%						
Off-Target:	Less than 93%						

Status Narrative:

This KPI is new for FY 2018-19. Performance data will be available in August 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Population Health Dashboard – INFORMATIONAL
Operational Outcome Owner:	Donna Lum
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	Not applicable, as KPI is informational
Numeric Status:	N/A

Description:	This KPI measures the progress in Population Health Management (PHM) and requires a dashboard of relevant data. The analyses include three major focuses: comparisons over time; comparisons of data across health plans; and comparisons of Preferred Provider Organization (PPO) and Health Maintenance Organization (HMO) data with benchmarks. The update to this KPI has been aligned with the Population Health Report agenda item presented to the Pension & Health Benefits Committee (PHBC).
Baseline:	Not applicable, as KPI is informational
Target:	Not applicable, as KPI is informational
Refresh Frequency:	Annually, December
Reporting Range:	Not applicable, as KPI is informational
Thresholds:	Not applicable, as KPI is informational

Status Narrative:

The CalPERS PHM Dashboard was provided at the December 2018 PHBC and was included in the second quarter report. The next update will be provided to the PHBC in December 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Rating of Health Care
Operational Outcome Owner:	Donna Lum
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	Pending Refresh
Numeric Status:	N/A

Description:	<p>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.</p> <p>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.</p> <p>KPI trend:</p> <p>81.9% (survey conducted in 2017 covering experience in 2016).</p> <p>83.6% (survey conducted in 2018 covering experience in 2017).</p>
Baseline:	80.3% (survey conducted in 2016 covering experience in 2015)
Target:	90%
Refresh Frequency:	Annually, June
Reporting Range:	01/2018 – 12/2018
Thresholds:	<p>On-Target: 85% and above</p> <p>At-Risk: 80 – 84.9%</p> <p>Off-Target: Below 80%</p>

Status Narrative:

This KPI was previously under development. Performance data will be available in June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Public Agency Retention
Operational Outcome Owner:	Donna Lum
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	On-Target
Numeric Status:	99.23%

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%
Refresh Frequency:	Annually, February
Reporting Range:	01/2018 – 12/2018
Thresholds:	On-Target: 99.0% and above At-Risk: 98.0% - 98.9% Off-Target: 97.9% and below

Status Narrative:

This KPI is On-Target for this reporting period.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Public Agency Recruitment
Operational Outcome Owner:	Donna Lum
Outcome Measure:	Customer Satisfaction Driven Organization
Core Process:	Provide & Administer Health Care Benefits

Status:	On-Target
Numeric Status:	9,992

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.	
Refresh Frequency:	Annually, February	
Reporting Range:	01/2018 – 12/2018	
Thresholds:	On-Target:	9,000 TCLs or above
	At-Risk:	6,000 – 8,999 TCLs
	Off-Target:	5,999 TCLs or below

Status Narrative:

This KPI is On-Target for this reporting period.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	% of Employer Participation in CalPERS Annual Educational Forum
Operational Outcome Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Educate Members, Employers & Stakeholders

Status:	Pending Refresh
Numeric Status:	N/A

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 <ul style="list-style-type: none"> 372 unique employers 						
Target:	Increase registration totals by 2.0% every year for next five years of number of unique employers						
Refresh Frequency:	Annually, November						
Reporting Range:	10/31/2017 – 10/31/2018						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">On-Target:</td> <td>Percentage meets or exceeds target yearly increase of 2.0%</td> </tr> <tr> <td>At-Risk:</td> <td>Percentage remains the same or increases by less than 2.0%</td> </tr> <tr> <td>Off-Target:</td> <td>Percentage decreases from previous years</td> </tr> </table>	On-Target:	Percentage meets or exceeds target yearly increase of 2.0%	At-Risk:	Percentage remains the same or increases by less than 2.0%	Off-Target:	Percentage decreases from previous years
On-Target:	Percentage meets or exceeds target yearly increase of 2.0%						
At-Risk:	Percentage remains the same or increases by less than 2.0%						
Off-Target:	Percentage decreases from previous years						

Status Narrative:

As of November 2018, registration totals increased by 438 unique employers, representing a 17.7% increase. This KPI was On-Target for this reporting period. Updated performance data will be available in November 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Member Education Satisfaction
Operational Outcome Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Educate Members, Employers & Stakeholders

Status:	On-Target
Numeric Status:	94%

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% 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%						
Target:	Achieve an overall satisfaction rate of 90%, reflecting a positive customer experience across multiple educational offerings						
Refresh Frequency:	Quarterly						
Reporting Range:	01/01/2019-03/31/2019						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>80% or above</td> </tr> <tr> <td>At-Risk:</td> <td>70 – 79%</td> </tr> <tr> <td>Off-Target:</td> <td>Below 70%</td> </tr> </table>	On-Target:	80% or above	At-Risk:	70 – 79%	Off-Target:	Below 70%
On-Target:	80% or above						
At-Risk:	70 – 79%						
Off-Target:	Below 70%						

Status Narrative:

This KPI is On-Target for this reporting period.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Employer Education Satisfaction
Operational Outcome Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Educate Members, Employers & Stakeholders

Status:	On-Target
Numeric Status:	96%

Description:	<p>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.</p> <p>Satisfaction with our Employer Education offerings performed at 94% for the 2017-18 Fiscal Year, demonstrating the effectiveness of employer training courses.</p>
Baseline:	Fiscal Year 2017-18, Quarter 1: 94%
Target:	Achieve an overall satisfaction rate of 90%, reflecting a positive customer experience across multiple educational offerings
Refresh Frequency:	Quarterly
Reporting Range:	01/01/2019-03/31/2019
Thresholds:	<p>On-Target: 80% or above</p> <p>At-Risk: 70 – 79%</p> <p>Off-Target: Below 70%</p>

Status Narrative:

This KPI is On-Target for this reporting period.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Member Rating on Stakeholder Perception Survey
Operational Outcome Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Listening & Informing

Status:	Pending Refresh
Numeric Status:	N/A

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 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%.
Refresh Frequency:	Annually, June
Reporting Range:	02/2018 – 02/2019
Thresholds:	<p>On-Target: Score meets or exceeds target increase of 0.6% from the previous year</p> <p>At-Risk: Score remains the same or increases by less than 0.6% from the previous year</p> <p>Off-Target: Score decreases from the previous year</p>

Status Narrative:

Due to a methodology anomaly, the survey will be re-administered in May 2019 and performance data will be compiled in June. Results will be reported to the Board in August 2019 for Quarter 4 reporting.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Employer Rating on Stakeholder Perception Survey
Operational Outcome Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Listening & Informing

Status:	Pending Refresh
Numeric Status:	N/A

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 employer 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 bulleting, circular letters, and outreach meetings.
Baseline:	The baseline for this measure is 82.1% of members answering “yes” 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 reporting 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.
Refresh Frequency:	Annually, June
Reporting Range:	02/2018 – 02/2019
Thresholds:	<p>On-Target: Score meets or exceeds target increase of 0.6% from the baseline figure each year</p> <p>At-Risk: Score remains the same or increases by less than 0.6% from the baseline figure each year</p> <p>Off-Target: Score decreases from the baseline figure each year</p>

Status Narrative:

Due to a methodology anomaly, the survey will be re-administered in May 2019 and performance data will be compiled in June. Results will be reported to the Board in August 2019 for Quarter 4 reporting.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Stakeholder Rating on Stakeholder Perception Survey
Operational Outcome Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Listening & Informing

Status:	Pending Refresh
Numeric Status:	N/A

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 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.
Refresh Frequency:	Annually, June
Reporting Range:	02/2018 – 02/2019
Thresholds:	<p>On-Target: Score meets or exceeds target increase of 0.6% from the previous year</p> <p>At-Risk: Score remains the same or increases by less than 0.06% from the previous year</p> <p>Off-Target: Score decreases from the previous year</p>

Status Narrative:

Due to a methodology anomaly, the survey will be re-administered in May 2019 and performance data will be compiled in June. Results will be reported to the Board in August 2019 for Quarter 4 reporting.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Community Outreach Efforts
Operational Outcome Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Listening & Informing

Status:	Pending Refresh
Numeric Status:	N/A

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:	
	<ul style="list-style-type: none"> • Visits to Public Website • Total Social Media Followers • CalPERS News and Ambassador Newsletter Email Subscriptions 	
Baseline:	234,863 Total Visitors, Followers & Subscribers (as of 07/01/17)	
Target:	274,559 Total Visitors, Followers & Subscribers (by 06/30/22)	
Refresh Frequency:	Annually, June	
Reporting Range:	FY 2018-19	
	<ul style="list-style-type: none"> • Total Increase (over 5 years): 39,696 • Annual Increase: 7,939 	
Thresholds:	On-Target:	7,939 and above
	At-Risk:	7,000 – 7,938
	Off-Target:	Below 7,000

Status Narrative:

As of June 2018, there were 24,420 total new users and this KPI was On-Target. Updated performance data will be available in June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title: Member, Employer, & Stakeholder Rating on Perception Survey	
Operational Outcome Owner:	Brad Pacheco
Outcome Measure:	Open & Transparent Communication
Core Process:	Brand Reputation

Status:	Pending Refresh
Numeric Status:	N/A

Description:	<p>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:</p> <ul style="list-style-type: none"> Strongly Agree: 7 Agree: 6 Somewhat Agree: 5 Neither Agree nor Disagree: 4 Somewhat Disagree: 3 Disagree: 2 Strongly Disagree: 1 <p>The combined average score from all of these segments offers the clearest insight into the overall brand reputation of CalPERS.</p>
Baseline:	<p>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 05/2017.</p>
Target:	<p>Increase score by 5% (0.28) to 5.93 in five years, with an average increase of 0.056 points per year</p>
Refresh Frequency:	<p>Annually, June</p>
Reporting Range:	<p>02/2018 – 02/2019</p>
Thresholds:	<p>On-Target: Score meets or exceeds target yearly increase of 0.056 from the baseline figure each year</p> <p>At-Risk: Score remains the same or increases by less than 0.056 from the baseline figure each year</p> <p>Off-Target: Score decreases from the baseline figure each year</p>

Status Narrative:

Due to a methodology anomaly, the survey will be re-administered in May 2019 and performance data will be compiled in June. Results will be reported to the Board in August 2019 for Quarter 4 reporting.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Timely Resolution of Public Agency Reviews
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	On-Target
Numeric Status:	100%

Description:	<p>Timely resolution of public agency reviews ensures compliance with CalPERS Audit Resolution Policy of closing observations within 12 months of issuance.</p> <p>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.</p>
Baseline:	Three-year average from 2013-15: 78%
Target:	80% of Employer Review Observations closed within 12 months
Refresh Frequency:	Quarterly
Reporting Range:	01/01/2019-03/31/2019
Thresholds:	On-Target: 70% and above At-Risk: 60-69% Off-Target: 59% and below

Status Narrative:

This KPI is On-Target for this reporting period.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Form 700 Completed Timely
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Pending Refresh
Numeric Status:	N/A

Description:	<p>The KPI measures the performance of the Core Process by setting standards for performance (baseline and target).</p> <p>Timely submission of Annual Statement of Economic Interests (Form 700) by Board members, employees, and third parties.</p> <p>The KPI measure influences the Operational Outcome Measure by prompting changes to processes and procedures that promote and increase compliance</p>	
Baseline:	98%	
Target:	100%	
Refresh Frequency:	Annually, June	
Reporting Range:	07/01/18 – 06/30/19	
Thresholds:	On-Target:	90% to 100%
	At-Risk:	75% to 89%
	Off-Target:	below 75%

Status Narrative:

As of May 2018, the rate for completion of form 700 in a timely fashion was 99.24 %. This KPI was On-Target. Updated performance data will be available in June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Mandated Training Compliance
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Pending Refresh
Numeric Status:	N/A

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% Harassment Prevention for Employees -97.9% Harassment 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
Refresh Frequency:	Annually, June
Reporting Range:	FY 2017-18
Thresholds:	On-Target: ≥ 97% At-Risk: 90-96% Off-Target: ≤ 89%

Status Narrative:

This KPI was previously under development. Performance data will be available in June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Personal Trading Monitoring
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Pending Refresh
Numeric Status:	N/A

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. The Enterprise Compliance Office 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						
Refresh Frequency:	Annually, June						
Reporting Range:	Current fiscal year snapshot, 07/01/18 to 06/30/19						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="padding-right: 10px;">On-Target:</td> <td>≤ 60 transactions</td> </tr> <tr> <td>At-Risk:</td> <td>61-79 transactions</td> </tr> <tr> <td>Off-Target:</td> <td>≥ 80 transactions</td> </tr> </table>	On-Target:	≤ 60 transactions	At-Risk:	61-79 transactions	Off-Target:	≥ 80 transactions
On-Target:	≤ 60 transactions						
At-Risk:	61-79 transactions						
Off-Target:	≥ 80 transactions						

Status Narrative:

KPI was previously under development. Performance data will be available June 2019

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Ensure Evacuation Readiness
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Pending Refresh
Numeric Status:	N/A

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.						
Refresh Frequency:	Annually, September						
Reporting Range:	FY 2017-18						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>> 80% ERT and FWT participation</td> </tr> <tr> <td>At-Risk:</td> <td>75 - 80% ERT and FWT participation</td> </tr> <tr> <td>Off-Target:</td> <td>< 75% ERT and FWT participation</td> </tr> </table>	On-Target:	> 80% ERT and FWT participation	At-Risk:	75 - 80% ERT and FWT participation	Off-Target:	< 75% ERT and FWT participation
On-Target:	> 80% ERT and FWT participation						
At-Risk:	75 - 80% ERT and FWT participation						
Off-Target:	< 75% ERT and FWT participation						

Status Narrative:

As of September 2018, this KPI reported at 87% and was On-Target. Updated performance data will be available September 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Business Continuity Readiness - INFORMATIONAL
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Not applicable as KPI is Informational
Numeric Status:	

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
Refresh Frequency:	Annually, July
Reporting Range:	FY 2018-19
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

We have completed the Business Continuity update for FY 2018/19 and submitted the CalOES Checklist in January 2019. Updated informational data will be available July 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

Reported in Closed Session Q2 & Q4

KPI Title:	Cyber Security Risk Rating
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	Information to be provided in Closed Session
Numeric Status:	N/A

Description:	Information to be provided in Closed Session.
Baseline:	N/A
Target:	N/A
Refresh Frequency:	N/A
Reporting Range:	N/A
Thresholds:	N/A

Status Narrative:

Information to be provided in Closed Session.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Lean Adoption
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	On-Target
Numeric Status:	8%

Description:	<p>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.</p> <p>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.</p>
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
Refresh Frequency:	Quarterly
Reporting Range:	01/01/19 – 03/31/19
Thresholds:	<p>On-Target: Above 7% increase in participation per quarter</p> <p>At-Risk: 1-7% increase in participation per quarter</p> <p>Off-Target: 0% increase in participation per quarter</p>

Status Narrative:

As of March 31, 2019, 40.7 percent of CalPERS team has participated in Lean White Belt training. This is a 7.5% increase from the previous reporting period. While this KPI is On-Target for this reporting period, there is potential risk due to a slow down in registrations in March 2019. To mitigate the risk, Policy Research and Data Analytics Division is conducting targeted outreach to divisions and identifying additional opportunities to offer dedicated classes to entire units or divisions.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Employers Current on CalPERS Health Obligations
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	On-Target
Numeric Status:	97.6%

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						
Refresh Frequency:	Quarterly						
Reporting Range:	90 days						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>95-100% of Public Agency employers current</td> </tr> <tr> <td>At-Risk:</td> <td>90-94% of Public Agency employers current</td> </tr> <tr> <td>Off-Target:</td> <td>Less than 89% of Public Agency employers are current</td> </tr> </table>	On-Target:	95-100% of Public Agency employers current	At-Risk:	90-94% of Public Agency employers current	Off-Target:	Less than 89% of Public Agency employers are current
On-Target:	95-100% of Public Agency employers current						
At-Risk:	90-94% of Public Agency employers current						
Off-Target:	Less than 89% of Public Agency employers are current						

Status Narrative:

As of March 2019, 97.6% of Public Agency employers are current on their CalPERS Health Obligations. Updated performance data will be available in June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Employers Current on CalPERS Pension Obligations
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	On-Target
Numeric Status:	98%

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.						
Refresh Frequency:	Quarterly						
Reporting Range:	January 1 – March 31, 2019						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>85-100% of employers current</td> </tr> <tr> <td>At-Risk:</td> <td>60-84% of employers current</td> </tr> <tr> <td>Off-Target:</td> <td>59% of employers current</td> </tr> </table>	On-Target:	85-100% of employers current	At-Risk:	60-84% of employers current	Off-Target:	59% of employers current
On-Target:	85-100% of employers current						
At-Risk:	60-84% of employers current						
Off-Target:	59% of employers current						

Status Narrative:

As of March 31, 2019, 98% of employers are current on their CalPERS pension obligations. Updated performance data will be available June 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Small Business & Disabled Veterans Business Enterprise Requirements Compliance
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Purchasing & Acquisition

Status:	Pending Refresh
Numeric Status:	N/A

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.						
Refresh Frequency:	Annually, September						
Reporting Range:	FY 2017-18						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="padding-left: 20px;">On-Target:</td> <td>2 targets met</td> </tr> <tr> <td style="padding-left: 20px;">At-Risk:</td> <td>1 target met</td> </tr> <tr> <td style="padding-left: 20px;">Off-Target:</td> <td>0 targets met</td> </tr> </table>	On-Target:	2 targets met	At-Risk:	1 target met	Off-Target:	0 targets met
On-Target:	2 targets met						
At-Risk:	1 target met						
Off-Target:	0 targets met						

Status Narrative:

This KPI was modified and the scope changed beginning FY 2018-19. It was not reported out in FY 2017-18. Performance data will be available September 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Solicitation, Contract, Amendment & Purchase Order Service Level Compliance
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Purchasing & Acquisition

Status:	Pending Refresh
Numeric Status:	N/A

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 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						
Refresh Frequency:	Annually, September						
Reporting Range:	FY 2017-18						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="padding-left: 20px;">On-Target:</td> <td>91% or greater</td> </tr> <tr> <td style="padding-left: 20px;">At-Risk:</td> <td>81% to 90%</td> </tr> <tr> <td style="padding-left: 20px;">Off-Target:</td> <td>80% or lower</td> </tr> </table>	On-Target:	91% or greater	At-Risk:	81% to 90%	Off-Target:	80% or lower
On-Target:	91% or greater						
At-Risk:	81% to 90%						
Off-Target:	80% or lower						

Status Narrative:

This KPI was modified and the scope changed beginning of FY 2018-19. It was not reported out in FY 2017-18. Performance data will be available September 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Team Member Perception of Leadership: Manager Relationships
Operational Outcome Owner:	Ben Meng
Outcome Measure:	Supportive & Engaged Leadership
Core Process:	Managing Resources & Performance

Status:	Pending Refresh
Numeric Status:	N/A

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 10/2017
Target:	59% or higher positive survey score represents high performance
Refresh Frequency:	Annually, December
Reporting Range:	November 2018 – October 2019
Thresholds:	On-Target: Above 59% represents high performance At-Risk: 40-59% represents average performance Off-Target: Under 40% represents low performance

Status Narrative:

As of December 2018, this KPI reported at 73% and was On-Target. Updated performance data will be available December 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Team Member Perception of Leadership: Senior & Executive Management Relationships
Operational Outcome Owner:	Ben Meng
Outcome Measure:	Supportive & Engaged Leadership
Core Process:	Attracting & Supporting Team Members

Status:	Pending Refresh
Numeric Status:	N/A

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 for Senior and Executive manager relationships.	
Baseline:	54% positive survey score for team member perception of Senior & Executive management relationships as of 10/2017	
Target:	59% or higher positive survey score represents high performance	
Refresh Frequency:	Annually, December	
Reporting Range:	November 2018-October 2019	
Thresholds:	On-Target:	Above 59% represents high performance
	At-Risk:	40-59% represents average performance
	Off-Target:	Under 40% represents low performance

Status Narrative:

As of December 2018, this KPI reported at 53% and was deemed At-Risk since it fell within the 40-59% threshold, indicating average performance. The 2018 data shows a 1% drop from the 2017 score. The executive team will continue holding leadership brown bag engagements quarterly for the remainder of FY 2018-19, and develop other activities aimed at improving the score for this KPI. Updated performance data will be available December 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Retain Highly Skilled Senior Leaders - INFORMATIONAL
Operational Outcome Owner:	Ben Meng
Outcome Measure:	Supportive & Engaged Leadership
Core Process:	Managing Resources & Performance

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

Description:	<p>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.</p> <p>Based on best practice research, companies should strive to arrive at a 67% retention rate.</p>
Baseline:	Not applicable as KPI is Informational
Target:	Not applicable as KPI is Informational
Refresh Frequency:	Annually, August
Reporting Range:	7/1/17-6/30/18
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

The retention rate for the reporting period (July 1, 2017 through June 30, 2018) was 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.

Updated informational data will be available August 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Health of Enterprise Performance Reporting (EPR) Framework
Operational Outcome Owner:	Ben Meng
Outcome Measure:	Supportive & Engaged Leadership
Core Process:	Managing Resources & Performance

Status:	Data Not Available
Numeric Status:	N/A

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)						
Refresh Frequency:	Quarterly						
Reporting Range:	FY 2018-19, Quarter 3						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">On-Target:</td> <td style="width: 15%;">85% +</td> </tr> <tr> <td>At-Risk:</td> <td>80-84.9%</td> </tr> <tr> <td>Off-Target:</td> <td>Below 80%</td> </tr> </table>	On-Target:	85% +	At-Risk:	80-84.9%	Off-Target:	Below 80%
On-Target:	85% +						
At-Risk:	80-84.9%						
Off-Target:	Below 80%						

Status Narrative:

For Quarter 3: of the 34 Strategic Measures, four are On-Target, two are Off-Target, 22 are pending refresh, five are under development, and one is reported in Closed Session.

For Quarter 3: of the 34 Business Plan Initiatives, 28 are On-Target, two are Off-Target, three completed and one is reported in Closed Session.

For Quarter 3: Of the 60 Key Performance Indicators, 21 are On-Target, one is Off-Target, two are At-risk, 25 are pending refresh, one is Data Not Available, nine are Informational Only and one is reported in Closed Session.

Performance data will be available in FY 2019-20, Quarter 1.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Operational sustainability report - INFORMATIONAL
Operational Outcome Owner:	Ben Meng
Outcome Measure:	Supportive & Engaged Leadership
Core Process:	Managing Resources & Performance

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

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 bi-annually 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
Refresh Frequency:	Every two years. Next report in December 2019.
Reporting Range:	Not applicable as KPI is Informational
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

The CalPERS 2018-19 Sustainability Roadmap is available on the California Green Buildings website at Green.ca.gov. CalPERS will update its Roadmap in December 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Average Time to Hire for Hard-to-Recruit Positions
Operational Outcome Owner:	Liana Bailey-Crimmins
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Pending Refresh
Numeric Status:	N/A

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 the Human Resources Division (HRSD) until the time an official job offer is accepted by the candidate. HRSD will work with CalHR to develop a reporting feature that integrates Exam and Cert Online System (ECOS) and Star Talent Acquisition Request (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 6/30/18.	
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.	
Refresh Frequency:	Annually, September	
Reporting Range:	FY 2017-18	
Thresholds:	On-Target:	70% at 120 days
	At-Risk:	55% to 69% at 120 days
	Off-Target:	54% and below at 120 days

Status Narrative:

As of September 2018, this KPI reported at 75% and was On-Target. Updated performance data will be available September 2019.

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

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Retention Rate - INFORMATIONAL
Operational Outcome Owner:	Liana Bailey-Crimmins
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

Description:	<p>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.</p> <p>We do not set a target for a minimum or maximum amount of hires, transfers, promotions, discharges, etc.</p>
Baseline:	Not applicable as KPI is Informational
Target:	Not applicable as KPI is Informational
Refresh Frequency:	Annually, December
Reporting Range:	FY 2017-18
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

We continue to make progress with identifying a formula for calculating retention rates for CalPERS. We have researched best practices, tentatively identified a formula for calculating retention, and are currently testing the formula and working with our other Human Resources Division business partners to ensure consistency.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Rewards & Recognition Perceptions
Operational Outcome Owner:	Liana Bailey-Crimmins
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Pending Refresh
Numeric Status:	N/A

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 & recognition.
Baseline:	57% positive survey score for rewards & recognition perception as of 10/2017.
Target:	59% or higher positive survey score represents high performance.
Refresh Frequency:	Annually, December
Reporting Range:	November 2017-October 2018
Thresholds:	On-Target: Above 59% represents high performance At-Risk: 40-59% represents average performance Off-Target: Under 40% represents low performance

Status Narrative:

As of December 2018, this Key Performance Indicator reported at 58% and was deemed At-Risk since it fell within the 40-59% threshold, indicating average performance. The 2018 data shows a 1% increase from the 2017 score. The Human Resources Division continues to partner with Leadership enterprise-wide to make them aware of formal and informal Recognition and Reward opportunities, including ongoing consultation with Leaders on best practice in employee engagement. Updated performance data will be available December 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Work Life Balance Perceptions
Operational Outcome Owner:	Liana Bailey-Crimmins
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Pending Refresh
Numeric Status:	N/A

Description:	<p>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 fund in the country, it is important CalPERS promotes work life balance, demonstrating commitment to team members.</p> <p>The annual Employee Engagement survey captures team members' perceptions of work life balance.</p>
Baseline:	65% positive survey score for work life balance perception as of 10/2017.
Target:	59% or higher positive survey score represents high performance.
Refresh Frequency:	Annually, December
Reporting Range:	November 2017-October 2018
Thresholds:	<p>On-Target: Above 59% represents high performance</p> <p>At-Risk: 40-59% represents average performance</p> <p>Off-Target: Under 40% represents low performance</p>

Status Narrative:

As of December 2018, this KPI reported at 68% and was On-Target. Updated performance data will be available December 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Team Member Perception of Training and Development
Operational Outcome Owner:	Liana Bailey-Crimmins
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Pending Refresh
Numeric Status:	N/A

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 10/2017.						
Target:	59% or higher positive survey score represents high performance.						
Refresh Frequency:	Annually, December						
Reporting Range:	November 2017-October 2018						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Above 59% represents high performance</td> </tr> <tr> <td>At-Risk:</td> <td>40-59% represents average performance</td> </tr> <tr> <td>Off-Target:</td> <td>Under 40% represents low performance</td> </tr> </table>	On-Target:	Above 59% represents high performance	At-Risk:	40-59% represents average performance	Off-Target:	Under 40% represents low performance
On-Target:	Above 59% represents high performance						
At-Risk:	40-59% represents average performance						
Off-Target:	Under 40% represents low performance						

Status Narrative:

As of December 2018, this KPI reported at 62% and was On-Target. Updated performance data will be available December 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Response Rate of Employee Engagement Survey
Operational Outcome Owner:	Liana Bailey-Crimmins
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Pending Refresh
Numeric Status:	N/A

Description:	This KPI will capture survey response rate of team members. The annual Employee Engagement survey will help us ensure that 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 positive survey score represents high performance	
Refresh Frequency:	Annually, December	
Reporting Range:	November 2017-October 2018	
Thresholds:	On-Target:	Above 59% represents high performance
	At-Risk:	40-59% represents average performance
	Off-Target:	Under 40% represents low performance

Status Narrative:

As of December 2018, this KPI reported at 71% and was On-Target. Updated performance data will be available December 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Emerging Leader Program - INFORMATIONAL
Operational Outcome Owner:	Liana Bailey-Crimmins
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

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
Refresh Frequency:	Annually, July
Reporting Range:	FY 2017-18
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

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.

Updated informational data will be available July 2019.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	100% of All Ideas Responded to Within 120 days
Operational Outcome Owner:	Liana Bailey-Crimmins
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	On-Target
Numeric Status:	100%

Description:	Idea Factory is a 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 Inside CalPERS 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 11/2017
Target:	100% of ideas submitted through Idea Factory will be responded to within 120 days of ideas submission <ul style="list-style-type: none"> • Responded to: communicating the ideas' evaluation outcome to the idea submitter
Refresh Frequency:	Quarterly, month following end of preceding quarter
Reporting Range:	01/1/19-03/31/19
Thresholds:	On-Target: 100% of ideas responded to within 120 days of idea submission At-Risk: 99-95% of ideas responded to within 120 days of idea submission Off-Target: 95% or less of ideas responded to within 120 days of idea submission

Status Narrative:

This KPI is On-Target for this reporting period.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	80% of All Viable Ideas Implemented as Scheduled
Operational Outcome Owner:	Liana Bailey-Crimmins
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	On-Target
Numeric Status:	100%

Description:	Idea Factory is a 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 11/2017
Target:	80% of all viable ideas submitted through Idea Factory will be implemented as scheduled <ul style="list-style-type: none"> • Viable idea: any idea that has been deemed feasible for implementation
Refresh Frequency:	Quarterly, month following end of preceding quarter
Reporting Range:	01/1/19-03/31/19
Thresholds:	On-Target: 80% or more of all viable ideas are implemented as scheduled At-Risk: Less than 80% (50-79%) of all viable ideas are implemented as scheduled Off-Target: Less than 50% of all viable ideas are implemented as scheduled

Status Narrative:

This KPI is On-Target for this reporting period.

2018-19 Key Performance Indicator Summary (Quarter 3)

KPI Title:	Our Promise & Annual Food Drive - INFORMATIONAL
Operational Outcome Owner:	Liana Bailey-Crimmins
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

Status:	Not applicable as KPI is Informational
Numeric Status:	N/A

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
Refresh Frequency:	Annually, January
Reporting Range:	2018 fundraising efforts
Thresholds:	Not applicable as KPI is Informational

Status Narrative:

Over 500 CalPERS employees, or about 20 percent, contributed \$118,116 to the 2018 Our Promise campaign. In addition, the CalPERS team held two events to promote the 2018 Our Promise campaign, a kickoff event in September and a chili cookoff fundraiser to close out the campaign at the end of October. Combined, the two events raised over \$3,000 beyond traditional Our Promise payroll deductions.