

EPR Fourth 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 61 KPIs are performing for the fourth quarter (April 1, 2019 – June 30, 2019). Additional performance details can be found on the summary sheets for each KPI. Informational KPI's are non-performance driven.

Fourth Quarter Measure Performance:

- 23 On-Target
- 4 At-Risk
- 24 Pending refresh
- 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).

Enterprise Performance Reporting – Fourth Quarter Status Key Performance Indicators

























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	Informational	N/A	19
Produce CAFR with no material weaknesses	Informational	Informational	Informational	Informational	N/A	20
% forecast to actual expenses (annually)	**		*	*	** * * * Q1 Q2 Q3 Q4	21
Maintain appropriate reserve levels – California Employers’ Retiree Benefit Trust Fund					N/A	23
Maintain appropriate reserve levels – Long Term Care Fund					N/A	25
Maintain appropriate reserve levels – defined benefit funds					N/A	27
Stay within risk boundaries for total fund	*	*	*	*	    Q1 Q2 Q3 Q4	29
Aggregate risk levels of the INVO operating model (TOM)	*	*	*	*	N/A	31
Strategic asset allocation ranges (if outside approved ranges)	*	*	*	*	    Q1 Q2 Q3 Q4	33
Adequate liquidity coverage					N/A	34

Enterprise Performance Reporting – Fourth Quarter Status

Key Performance Indicators

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	36
Generate liabilities and rates for pension funding – public agency	●	●	*	*	N/A	38
Generate liabilities for long-term care program	*	*	●	*	●▲●* Q1 Q2 Q3 Q4	39
Generate liabilities and rates for pension funding – state	*	●	*	*	N/A	40
Generate liabilities and rates for pension funding – schools	*	●	*	*	N/A	41




























Enterprise Performance Reporting – Fourth Quarter Status Key Performance Indicators

Customer Satisfaction Driven Organizational	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY2017-18)	Page Number
Customer satisfaction					 Q1 Q2 Q3 Q4	42
Benefit payment accuracy					**  Q1 Q2 Q3 Q4	44
Benefit payment timelines					 Q1 Q2 Q3 Q4	46
Health plan scorecard of 90% or better	*	*	*		 **  Q1 Q2 Q3 Q4	48
Customer inquiry timeliness	*	*	*	*	N/A	50
Population health dashboard		Informational	Informational	Informational	N/A	52
Rating of health care	*	*	*		 **  Q1 Q2 Q3 Q4	10
Public agency retention	*	*		*	N/A	63
Public agency recruitment	*	*		*	N/A	65

Enterprise Performance Reporting – Fourth Quarter Status Key Performance Indicators

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	67
Member education satisfaction	●	●	●	●	●●●● Q1 Q2 Q3 Q4	69
Employer education satisfaction	●	●	●	●	●●●● Q1 Q2 Q3 Q4	71
Member rating on stakeholder perception survey	*	*	*	●	**●* Q1 Q2 Q3 Q4	73
Employer rating on stakeholder perception survey	*	*	*	▲	**■* Q1 Q2 Q3 Q4	12
Stakeholder rating on stakeholder perception survey	*	*	*	●	**●* Q1 Q2 Q3 Q4	75
Community outreach efforts	*	*	*	●	***● Q1 Q2 Q3 Q4	77
Member, employer and stakeholder rating on perception survey	*	*	*	●	**■* Q1 Q2 Q3 Q4	79

Enterprise Performance Reporting – Fourth Quarter Status Key Performance Indicators



Efficient & Effective Organization	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY2017-18)	Page Number
Project portfolio health					*    Q1 Q2 Q3 Q4	14
Timely resolution of public agency reviews					□ ** ** ** Q1 Q2 Q3 Q4	81
Form 700 completed timely	*	*	*		***  Q1 Q2 Q3 Q4	83
Mandated training compliance	*	*	*		N/A	85
Personal trading monitoring	*	*	*		N/A	87
Ensure evacuation readiness		*	*	*	*** ** ** ** Q1 Q2 Q3 Q4	89
Business continuity readiness	Informational	Informational	Informational	Informational	N/A	91
Cyber security risk rating	Closed Session	Closed Session	Closed Session	Closed Session	Closed Session	92
Lean adoption					*    Q1 Q2 Q3 Q4	17
Employers current on CalPERS health obligations					N/A	93

Enterprise Performance Reporting – Fourth Quarter Status

Key Performance Indicators


















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	95
Small business requirements compliance	*	*	*	*	N/A	97
Disabled veterans business enterprise requirements compliance	*	*	*	*	N/A	99
Solicitation, contract, amendment, and purchase order service level compliance	*	*	*	*	N/A	101

Enterprise Performance Reporting – Fourth Quarter Status Key Performance Indicators

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	103
Team member perceptions of leadership – senior and executive manager relationships	*		*	*	N/A	105
Retain highly skilled senior leaders	Informational	Informational	Informational	Informational	N/A	107
Health of Enterprise Performance Reporting framework	**	**	**	*	** ** * ** * ** Q1 Q2 Q3 Q4	108
Operational sustainability report	Informational	Informational	Informational	Informational	N/A	109

Enterprise Performance Reporting – Fourth Quarter Status

Key Performance Indicators

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	110
Retention rate	Informational	Informational	Informational	Informational	N/A	111
Rewards and recognition perceptions	*		*	*	N/A	112
Work-life balance perceptions	*		*	*	N/A	114
Team member perception of training and development	*		*	*	** * * * Q1 Q2 Q3 Q4	116
Response rate of employee engagement survey	*		*	*	** * * * Q1 Q2 Q3 Q4	118
Emerging leader program	Informational	Informational	Informational	Informational	N/A	120
100% off all ideas responded to within 120 days					** * *   Q1 Q2 Q3 Q4	121
80% of all viable ideas implemented as scheduled					** * *   Q1 Q2 Q3 Q4	123
Our Promise and annual food drive	Informational	Informational	Informational	Informational	N/A	125

2018-19 Key Performance Indicator Summary (Quarter 4)

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

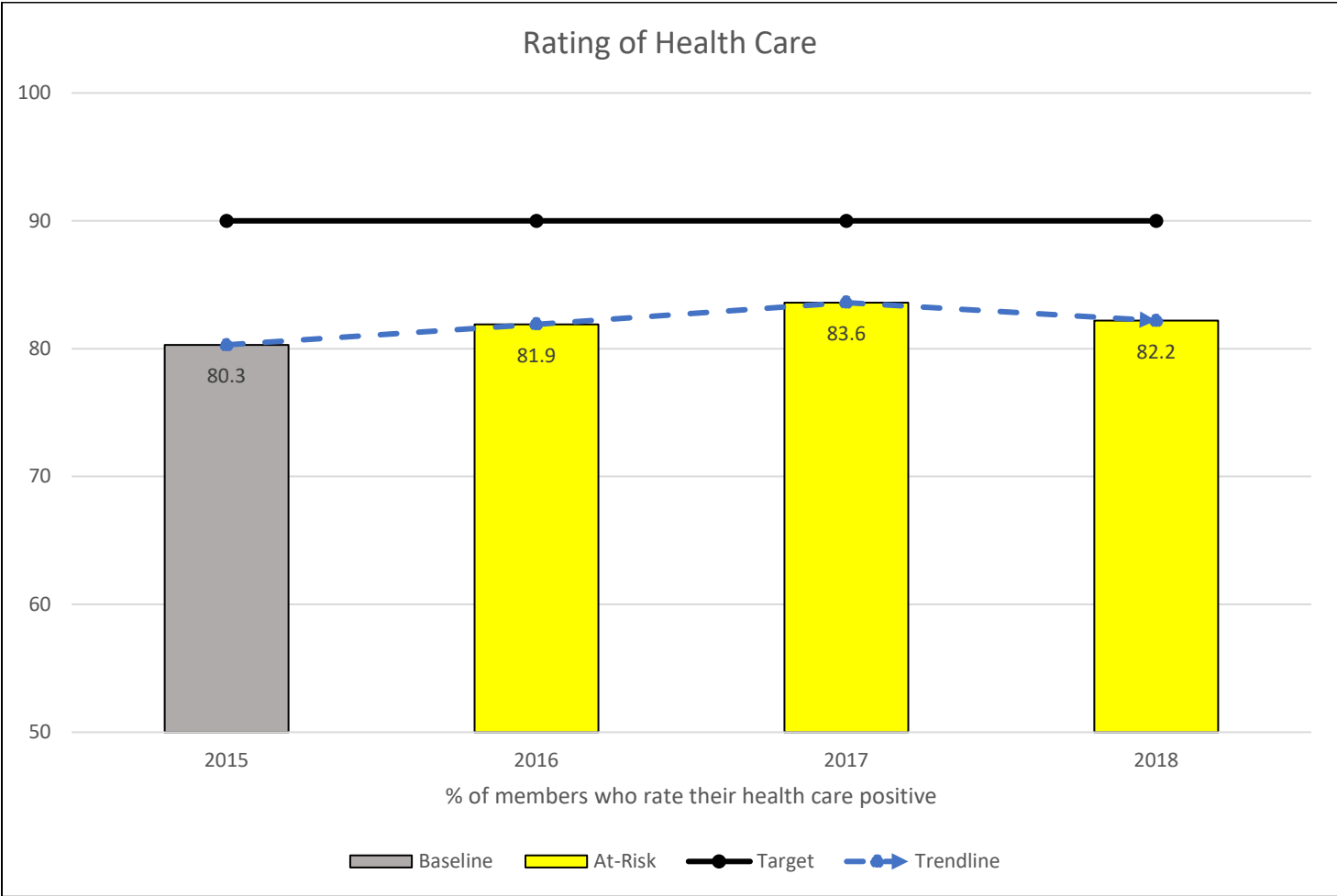
Status:	At-Risk
Numeric Status:	82.2% (covering experience in 2018)

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> <ul style="list-style-type: none"> 81.9% (covering experience in 2016) 83.6% (covering experience in 2017)
Baseline:	80.3% (covering experience in 2015)
Target:	90%
Refresh Frequency:	Annually, June
Reporting Range:	January 2018 – December 2018
Thresholds:	<p>On-Target: 85% and above</p> <p>At-Risk: 80 – 84.9%</p> <p>Off-Target: Below 80%</p>

Status Narrative:

As of June 2019, this measure was At-Risk with a score of 82.2%. While most health plans saw slight fluctuations in their scores year-over-year, four health plans experienced steep drops in their ratings from the prior year. Though it's difficult to pinpoint the exact cause of these drops without a deeper analysis, the survey question relates to a member's experience with access to care, communication between patients and providers, customer service, communication about costs of care, coordination of care, cultural competence, health plan information, health promotion/education, and shared decision-making. The drop would indicate that four of the health plans surveyed had a slight deficiency in one or more of the above-mentioned areas. Through collaborative efforts with our health plan partners, we will continue to work on improving member satisfaction, enforcement of contractual requirements, discuss opportunities in our health plan quarterly reviews, and continue to monitor. Updated performance data will be available June 2020.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

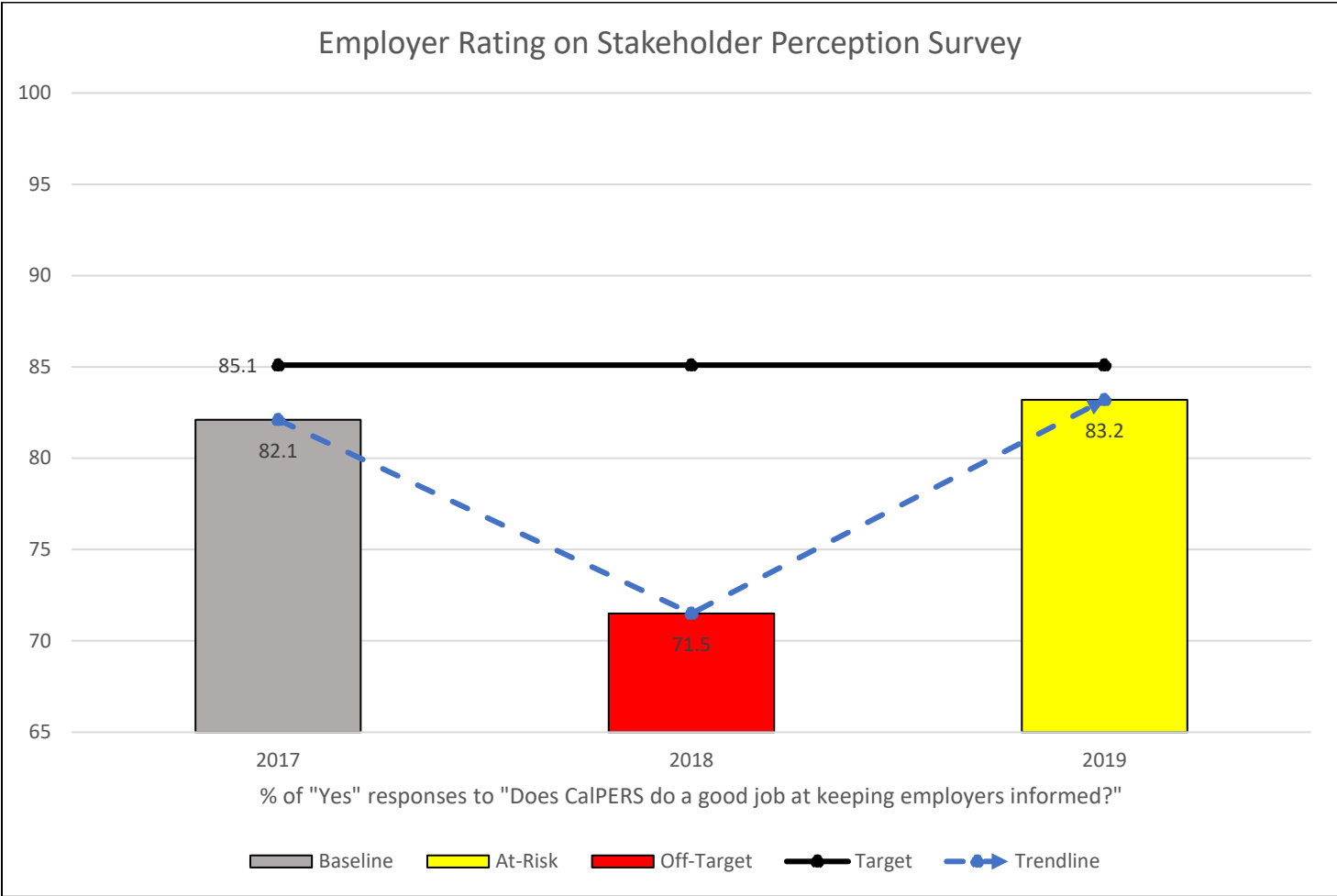
Status:	At-Risk
Numeric Status:	83.2

Description:	The Stakeholder Perception Survey is administered every year to employers at many different levels from the public agency, State, and school employers that make up the System. The KPI is based on responses to the following question; “Does CalPERS do a good job of keeping employers informed”. This question provides the clearest insight into our employers’ perception of CalPERS’ efforts towards communicating across all channels, including in-person, via phone, employer 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 employers 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 – 05/2019
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</p>

Status Narrative:

The target this year was 83.3, and we missed it by 0.1. We improved over last year’s score considerably, going from 71.5 up over 10 percent. Our extensive employer outreach, communication, engagement efforts are moving the needle.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

Status:	At-Risk
Numeric Status:	69%

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:	04/01/19 – 06/30/19						
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:

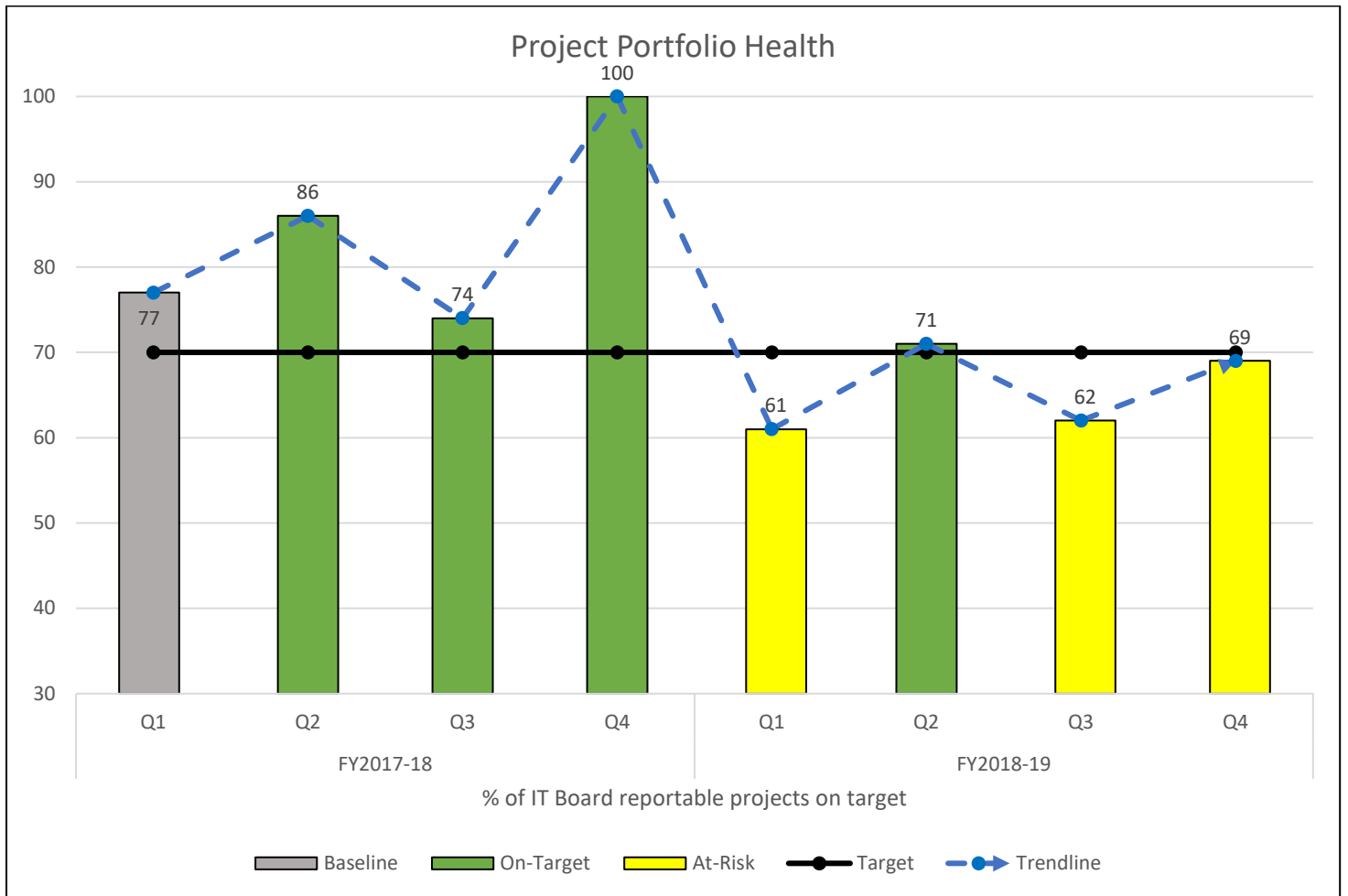
Backup, Restoration, and Disaster Recovery (BR/DR) Implementation – Red

Status Explanation: User acceptance testing is delayed due to environment challenges. Project status will remain in red until critical milestone dates are met by the vendor.

Human Resources Management Solution (HRMS) – Yellow





Status Explanation: After extensive contract negotiations, CalPERS was unable to reach an agreement with the vendor on our contract terms. Therefore, the request for proposal was canceled June 6th and the official contracting close-out activities are now complete. The team will be determining next steps.

Performance Trend Chart:



Information Technology Projects Dashboard

Report Date: 6/30/19

Project Name	Status	Start Date	End Date	Total Budget	Total Expenditures	Overall Health
Advanced Analytics and Integration	Active	11/1/2018	6/30/2020	\$6,330,533	\$1,717,615	
Backup, Restoration, and Disaster Recovery (BR/DR) Implementation	Active	8/1/2016	7/3/2019	\$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)	Cancelled	6/11/2018	7/12/2019	\$0	\$0	

2018-19 Key Performance Indicator Summary (Quarter 4)

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

Status:	At-Risk
Numeric Status:	46.6%

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 September 2018, 25.6 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:	04/01/19 – 06/30/19
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:

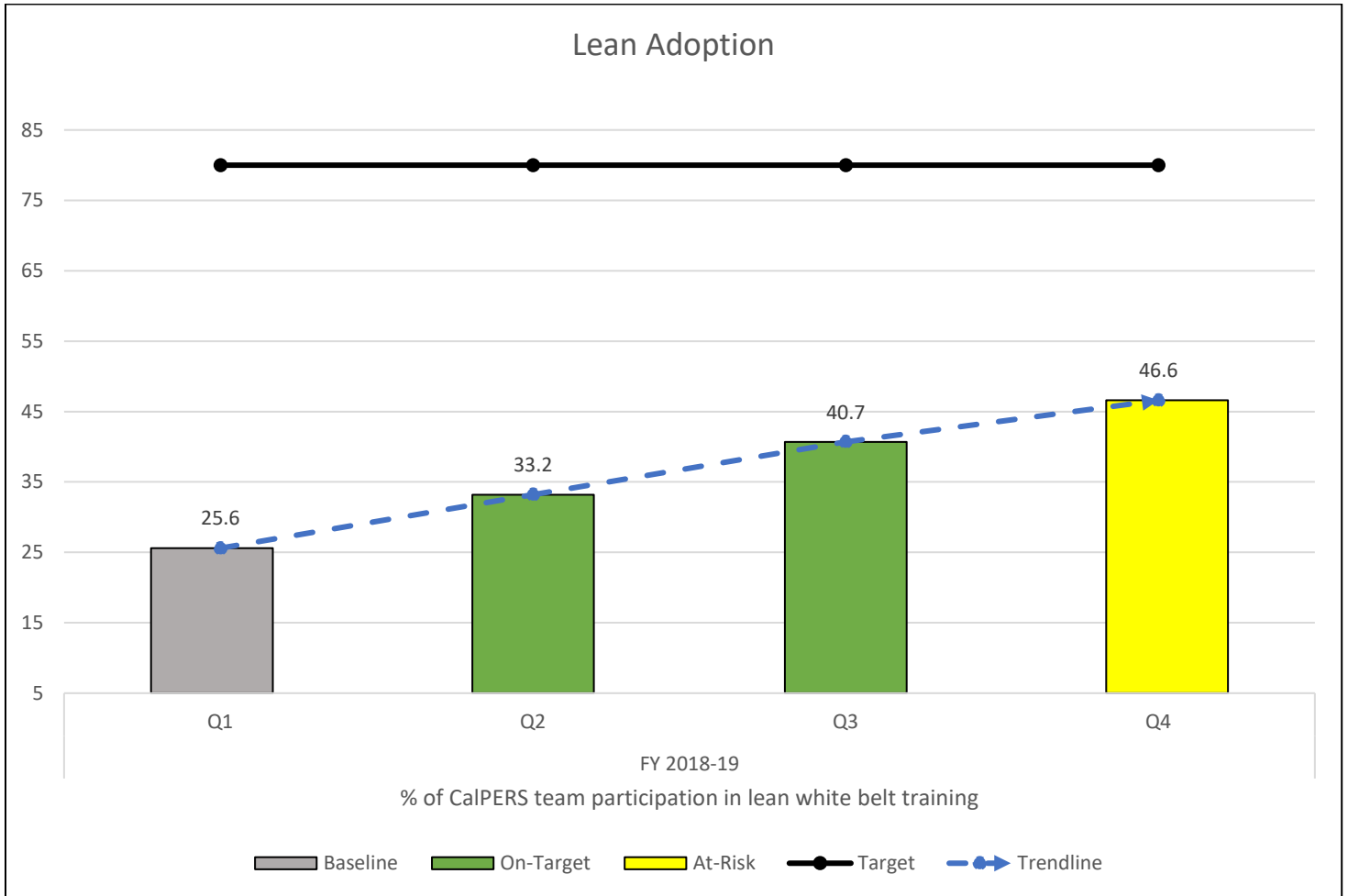
As of June 30, 2019, 46.6 percent of CalPERS team has participated in Lean White Belt training (a 5.9 percent increase from the previous reporting period). Participation in training is slowing and causing the KPI to be at-risk. To mitigate the risk:

- CalPERS will allow for smaller class sizes to reduce the risk of cancelling classes. In this last quarter, CalPERS cancelled a total of four classes due to low enrollment.
- CalPERS will pilot a White Belt Workshop by September 2019. Based on feedback from class participants, the existing class did not provide a practical application of Lean. The new workshop will provide a hands-on approach to practicing Lean with real business use cases, which can further increase Lean education and potentially increase interest in enrolling in the Workshop.

While the KPI is at-risk, the measure currently does not account for existing team members who already practice Lean (without formal education) and newly hired team members with previous Lean education and

experience; and trained team members who leave CalPERS are removed from the total trained counts. Also, based on recent survey results and interview responses regarding Lean awareness, Lean interest and adoption appears to expand beyond education. As Lean continues to expand throughout the organization, CalPERS will develop additional KPIs to better measure Lean adoption.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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 4)

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 4)

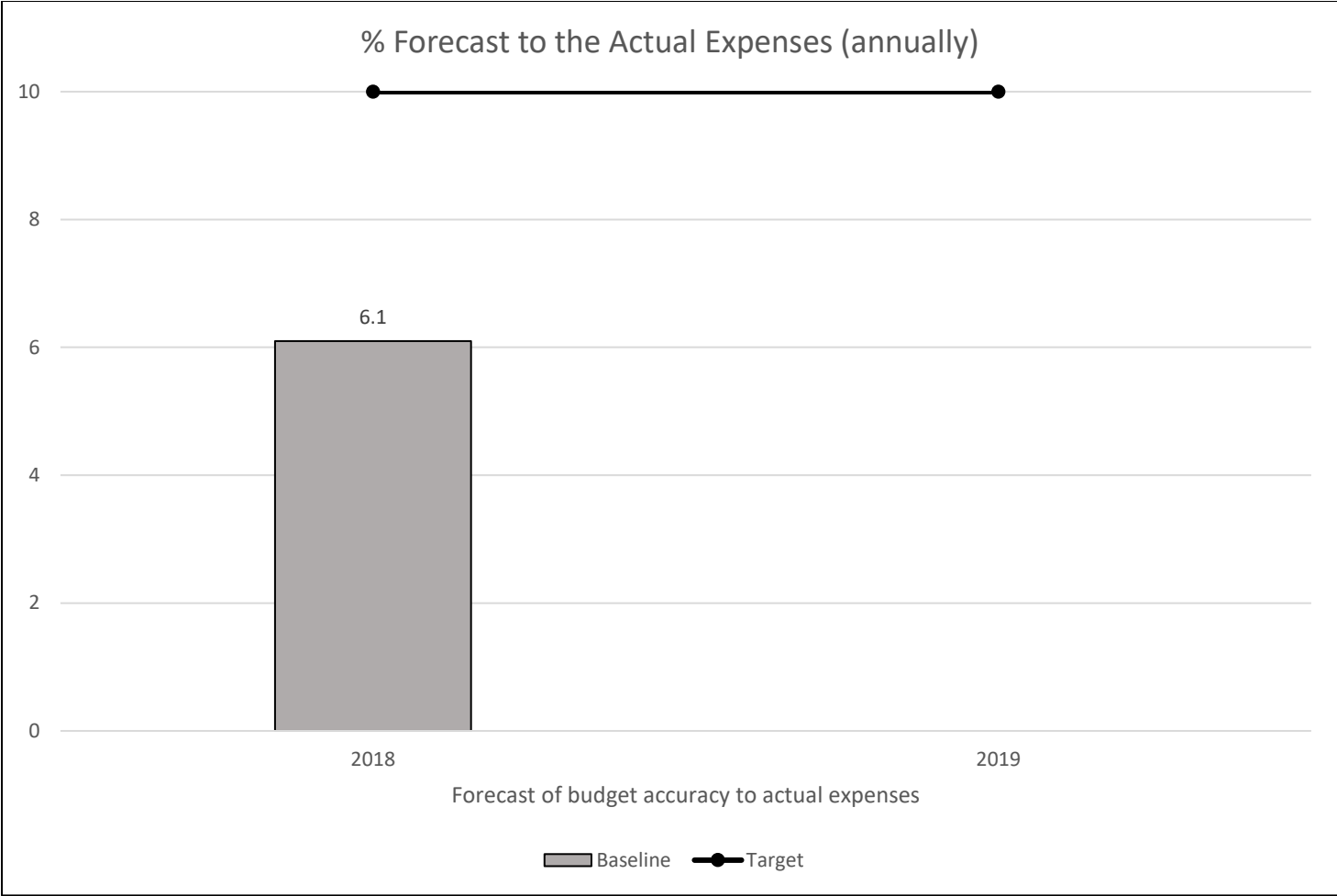
KPI Title:	% Forecast to the Actual Expenses (annually)
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

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:	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">On-Target:</td> <td>Accuracy at or below 10 percent of total budget</td> </tr> <tr> <td>At-Risk:</td> <td>Accuracy at or below 10.1 – 15 percent of total budget</td> </tr> <tr> <td>Off-Target:</td> <td>Accuracy at or below 15.1 percent of total budget</td> </tr> </table>	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
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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

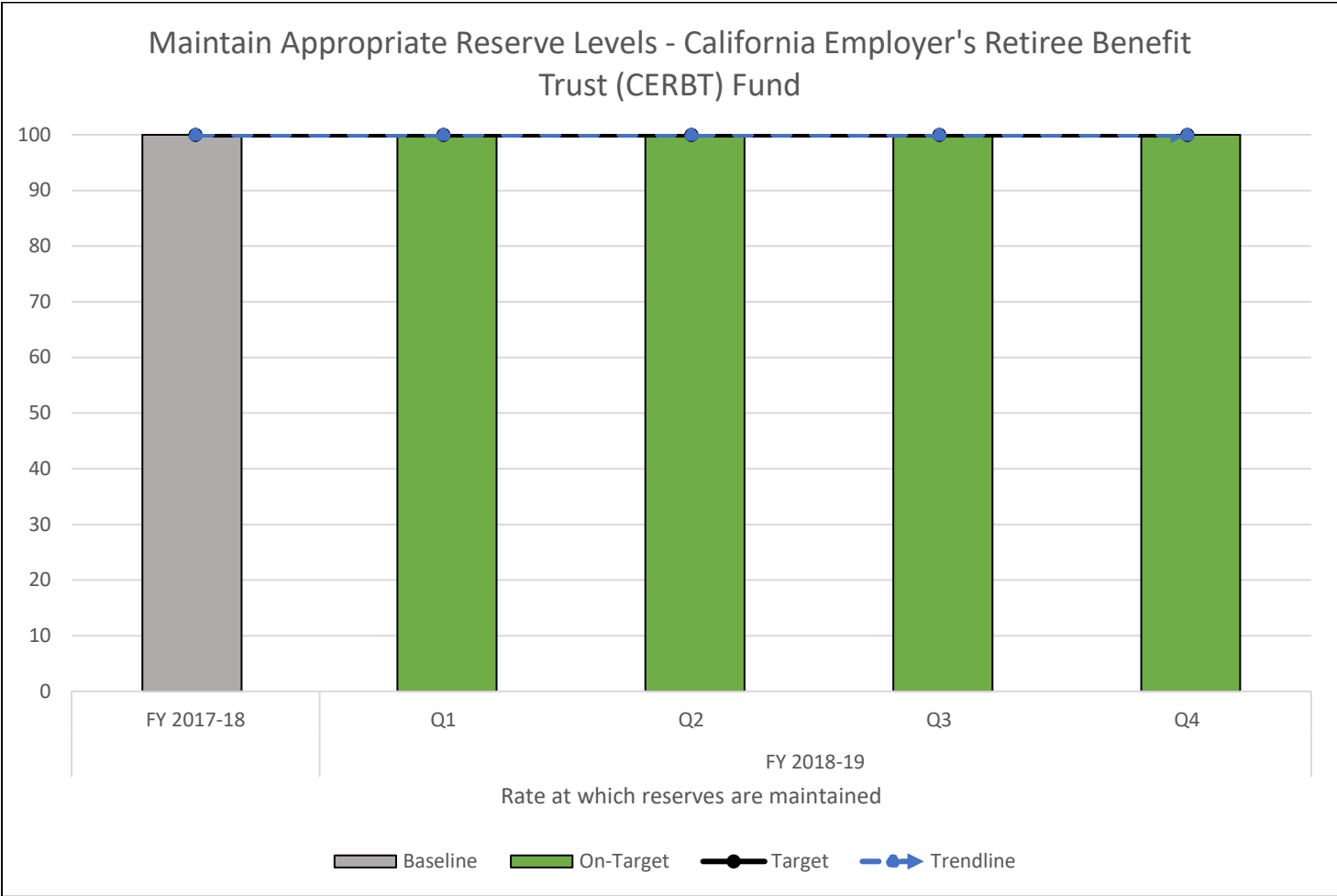
KPI Title:	Maintain Appropriate Reserve Levels- California Employer’s Retiree Benefit Trust Fund
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

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:	4/1/19 – 6/30/19						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">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 June 2019, data reflects that the KPI was On-Target at 100 percent. Updated performance data will be available in September 2019.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

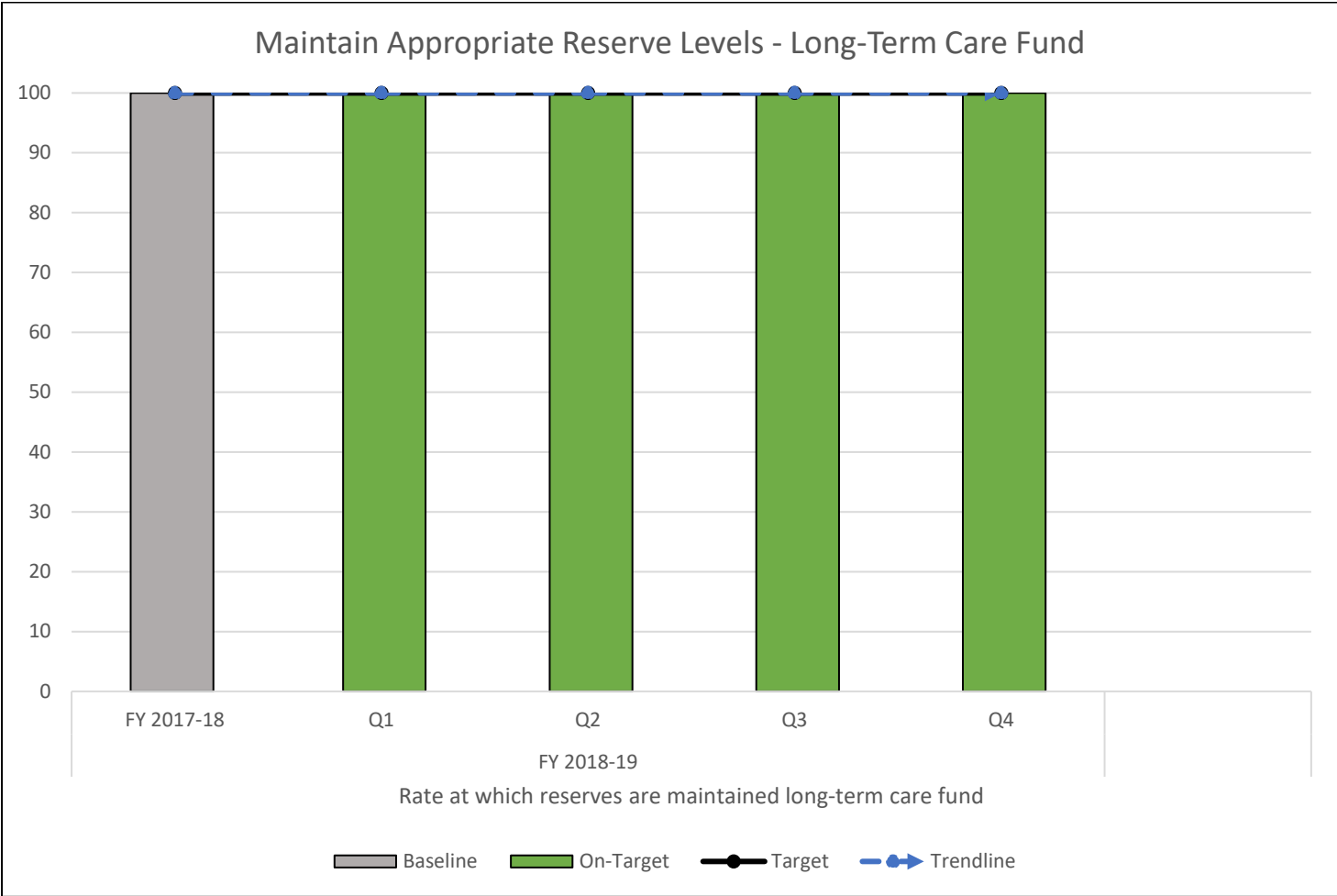
KPI Title:	Maintain Appropriate Reserve Levels - Long-Term Care Fund
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

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:	4/1/19 – 6/30/19						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">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 June 2019, data reflects that the KPI was On-Target at 100 percent. Updated performance data will be available in September 2019.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

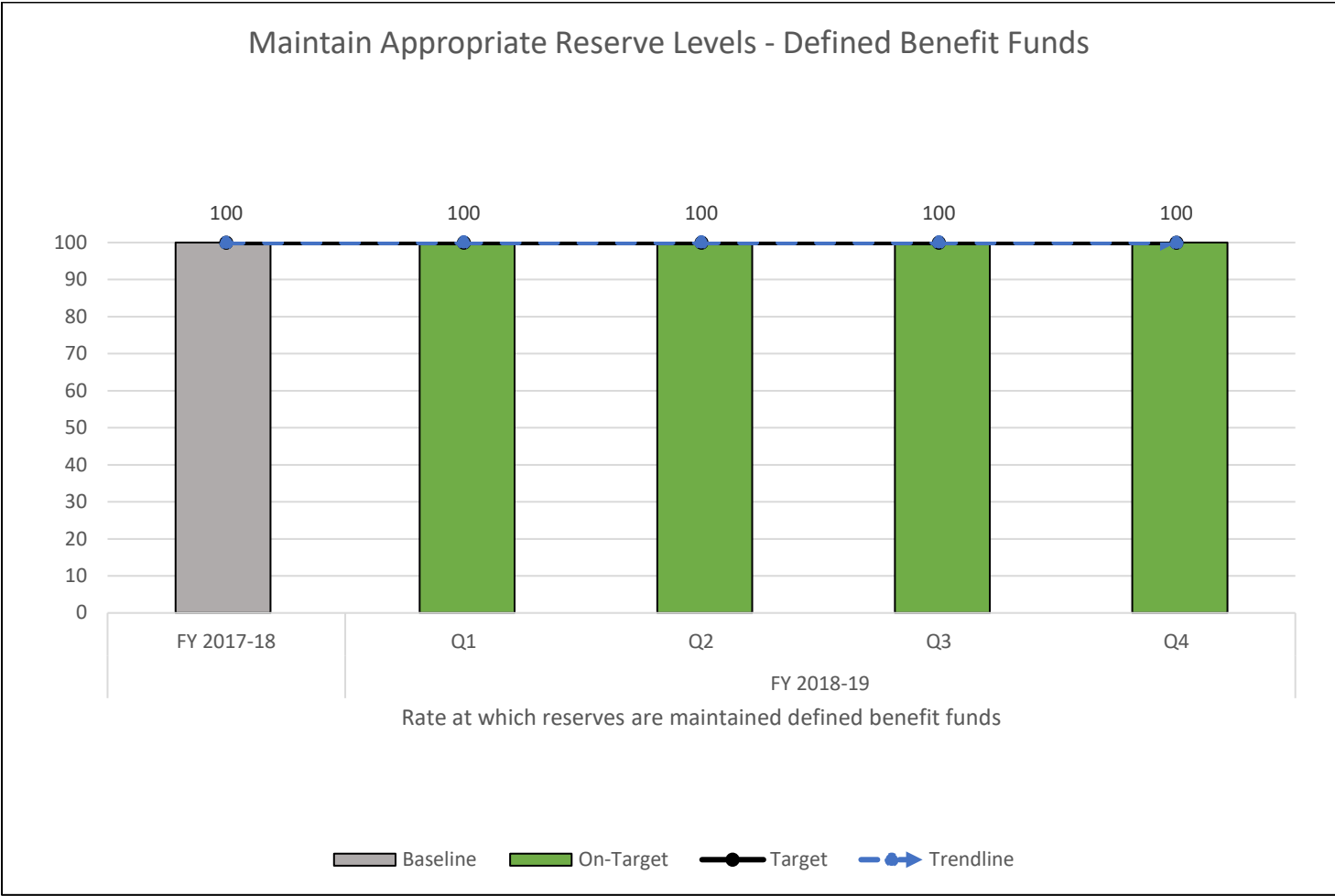
KPI Title:	Maintain Appropriate Reserve Levels - Defined Benefit Funds
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Accounting for Funds

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:	4/1/19 – 6/30/19
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 June 2019, data reflects that the KPI was On-Target at 100 percent. Updated performance data will be available in September 2019.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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> <tr> <td>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%						

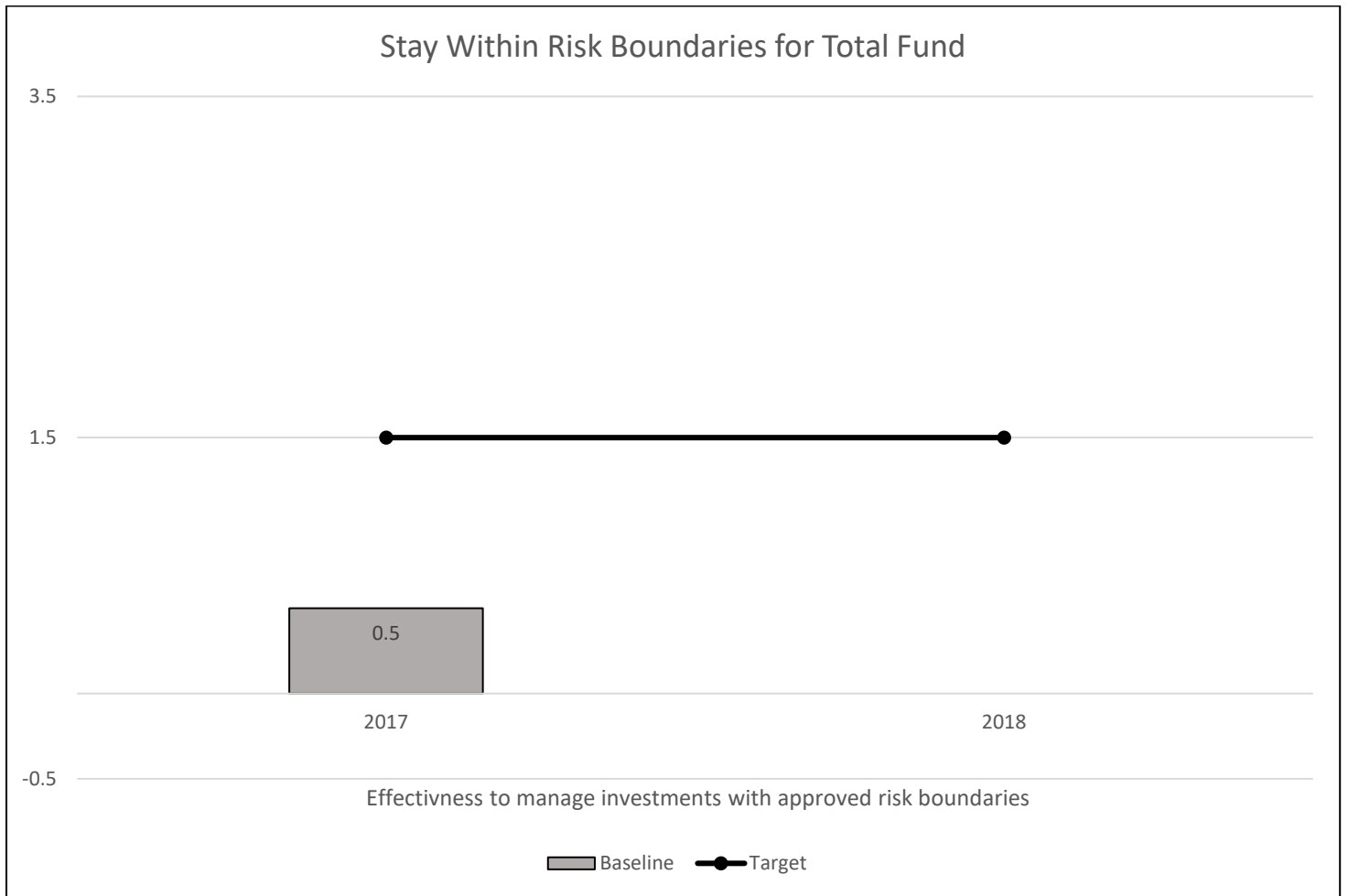
Status Narrative:

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 and will be reported in Quarter 1 of the 2019-20 fiscal year.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

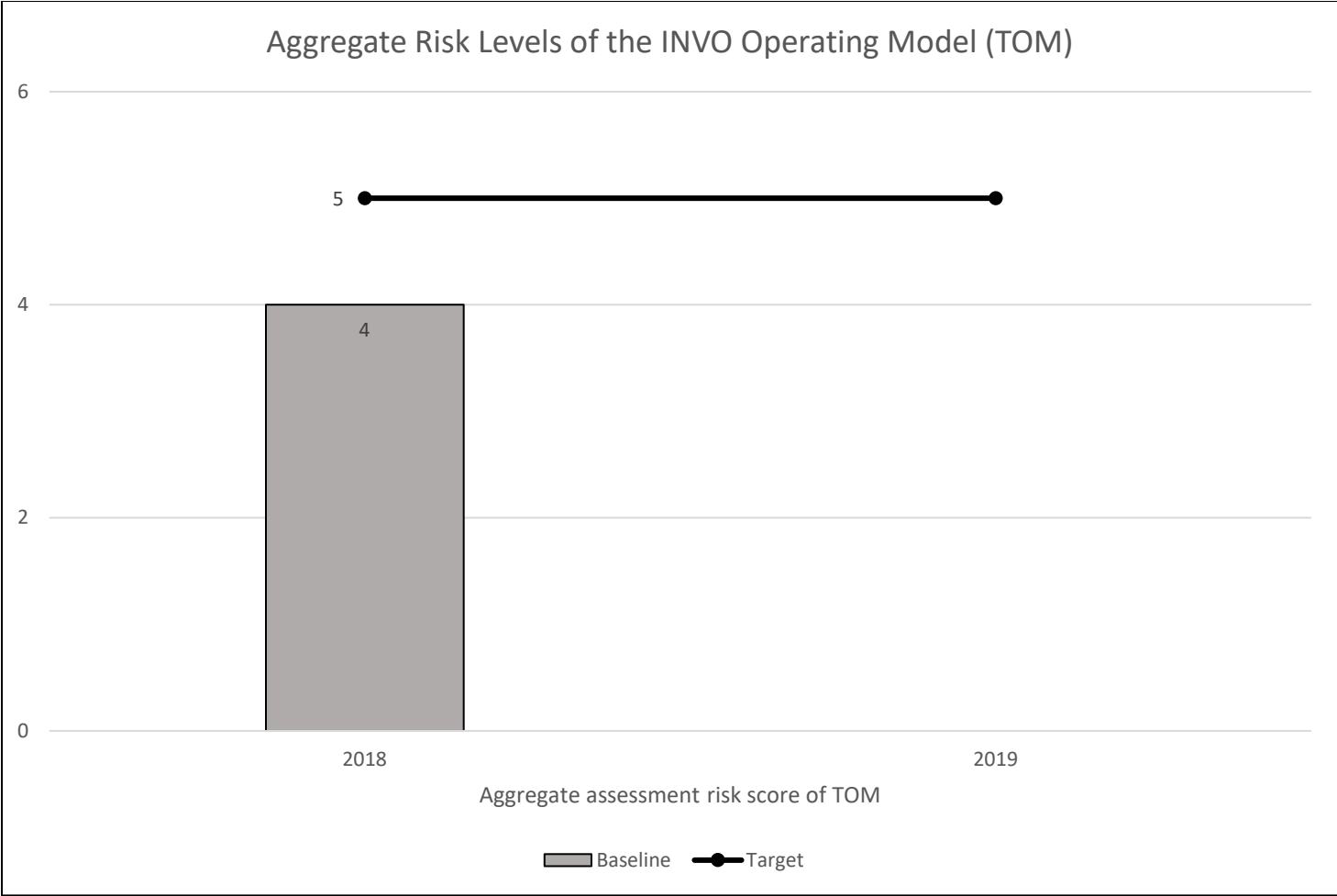
Description:	The Target Operating Model (TOM) defines functions and sub-functions that capture operational activities within the Investment Office and is used to report and track operational risk over time. The new TOM Dashboard, which was presented to the Investment Committee in December 2017, includes 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:	<table> <tr> <td>On-Target:</td> <td>Low: 1-5</td> </tr> <tr> <td>At-Risk:</td> <td>Medium: 6-7</td> </tr> <tr> <td>Off-Target:</td> <td>High: 8-10</td> </tr> </table>	On-Target:	Low: 1-5	At-Risk:	Medium: 6-7	Off-Target:	High: 8-10
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 and will be reported in Quarter 1 of the 2019-20 fiscal year.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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.

Updated performance data will be available August 2019 and will be reported in Quarter 1 of the 2019-20 fiscal year.

2018-19 Key Performance Indicator Summary (Quarter 4)

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

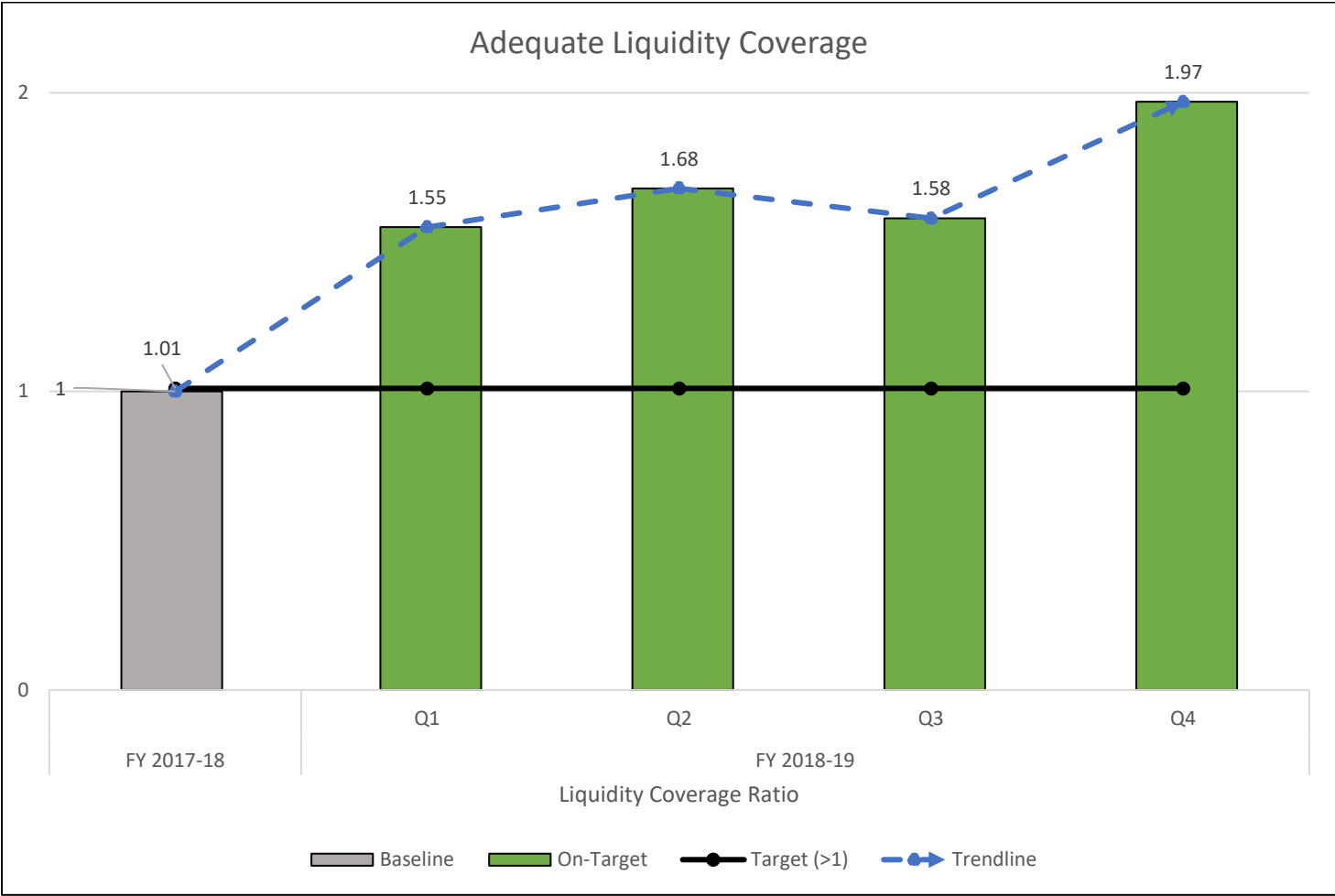
Status:	On-Target
Numeric Status:	1.97

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 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:	4/1/19-6/30/19								
Thresholds:	On-Target: LCR actual greater than 1.0 At-Risk: LCR actual at 1.0 Off-Target: LCR actual less than 1.0								

Status Narrative:

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

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

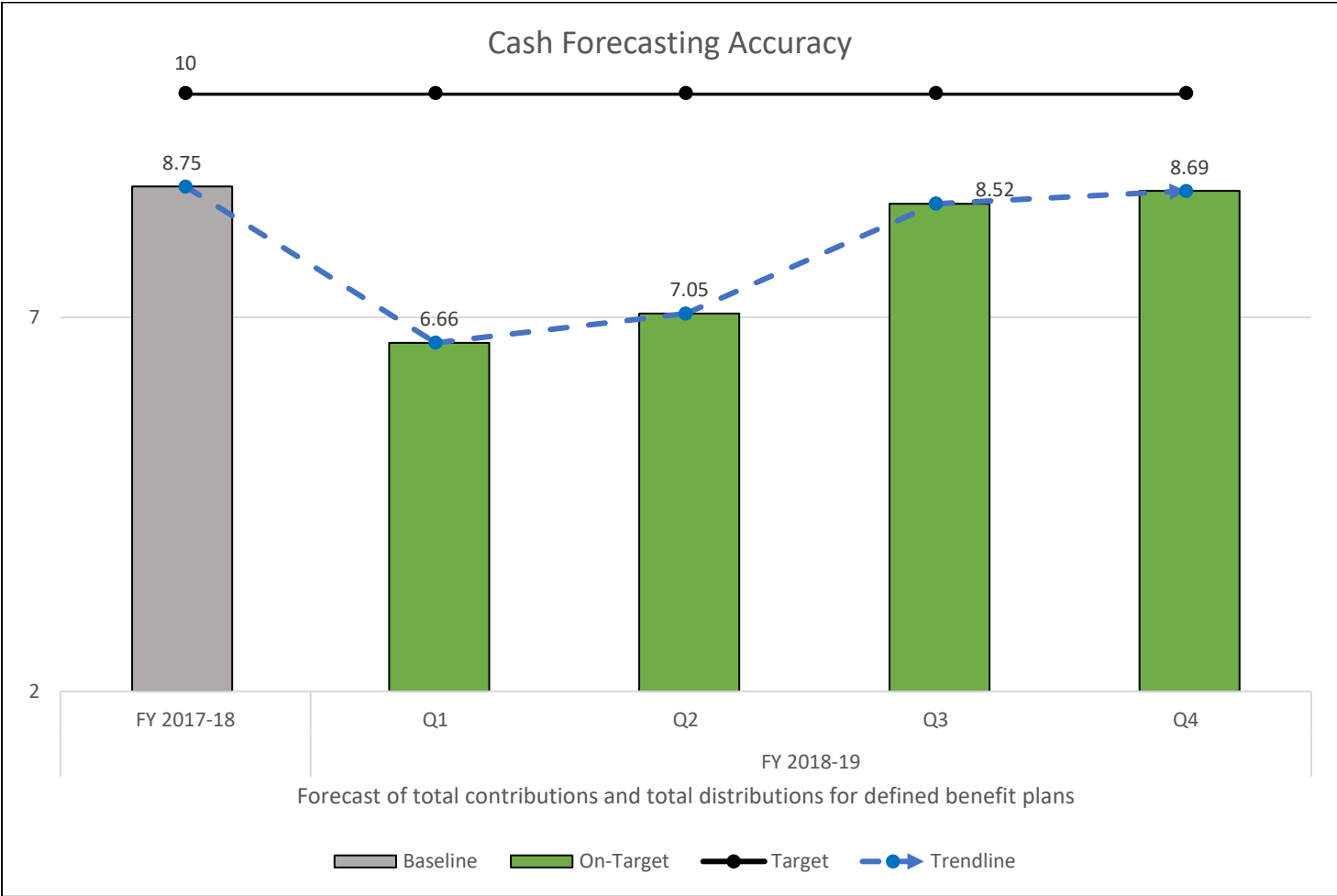
KPI Title: Cash Forecasting Accuracy	
Operational Outcome Owner:	Michael Cohen
Outcome Measure:	Reliable Steward of Funds
Core Process:	Managing Investments

Status:	On-Target						
Numeric Status:	8.69%						
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:	4/1/19 – 6/30/19						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">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 June 2019, data reflects that the KPI was On-Target at 8.69 percent. Updated performance data will be available in September 2019.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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 style="width: 100%; border: none;"> <tr> <td style="width: 20%;">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 4)

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:	Pending Refresh
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 style="width: 100%; border: none;"> <tr> <td style="width: 15%;">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. Updated performance data will be available in March 2020.

2018-19 Key Performance Indicator Summary (Quarter 4)

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. 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 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:	<table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">On-Target:</td> <td>Deliverables uploaded by June</td> </tr> <tr> <td>At-Risk:</td> <td>Deliverables uploaded by July</td> </tr> <tr> <td>Off-Target:</td> <td>Deliverables uploaded by August (or later)</td> </tr> </table>	On-Target:	Deliverables uploaded by June	At-Risk:	Deliverables uploaded by July	Off-Target:	Deliverables uploaded by August (or later)
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 4)

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 4)

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

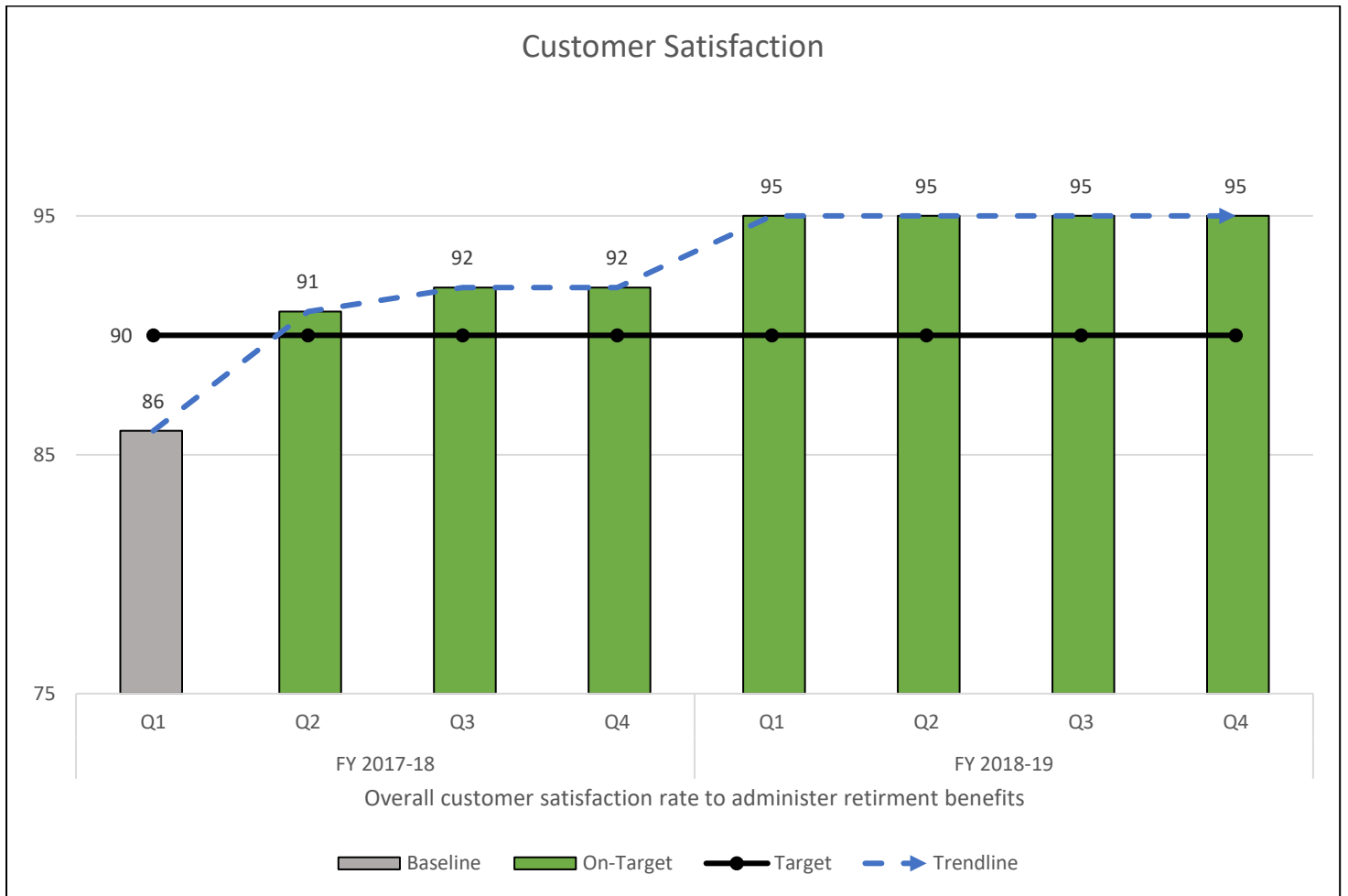
Status:	On-Target
Numeric Status:	95%

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:	04/01/2019-06/30/2019	
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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

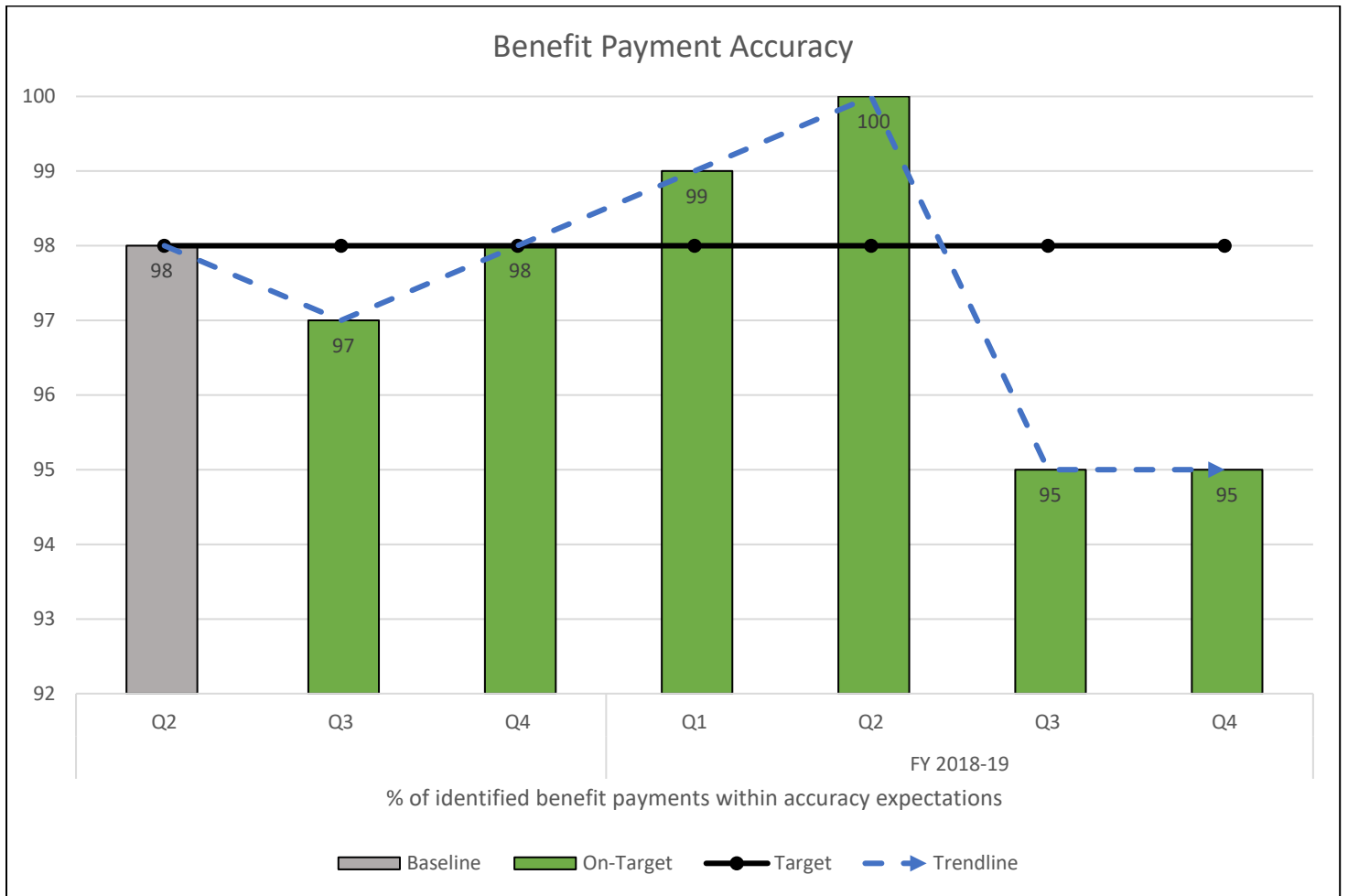
Status:	On-Target
Numeric Status:	95%

Description:	Collecting data and measuring performance 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.						
Baseline:	Fiscal Year 2017-18, Quarter 2: 98%						
Target:	Issue 98% of identified benefit payments within accuracy expectations						
Refresh Frequency:	Quarterly						
Reporting Range:	04/01/2019-06/30/2019						
Thresholds:	<table> <tr> <td>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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

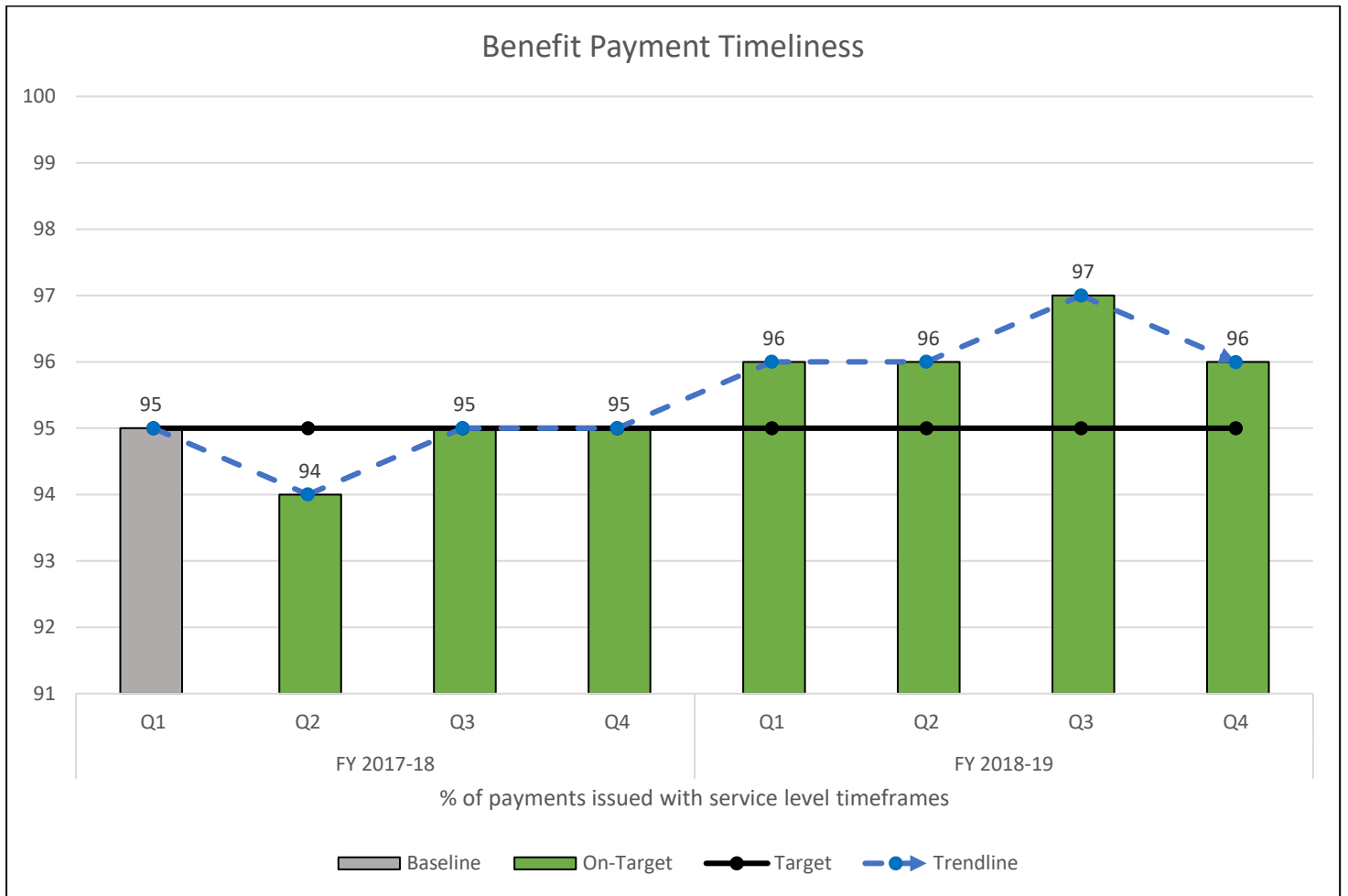
Status:	On-Target
Numeric Status:	96%

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:	04/01/2019-06/30/2019	
Thresholds:	On-Target:	87% or above
	At-Risk:	76 – 86%
	Off-Target:	Below 79%

Status Narrative:

This KPI is On-Target for this reporting period.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

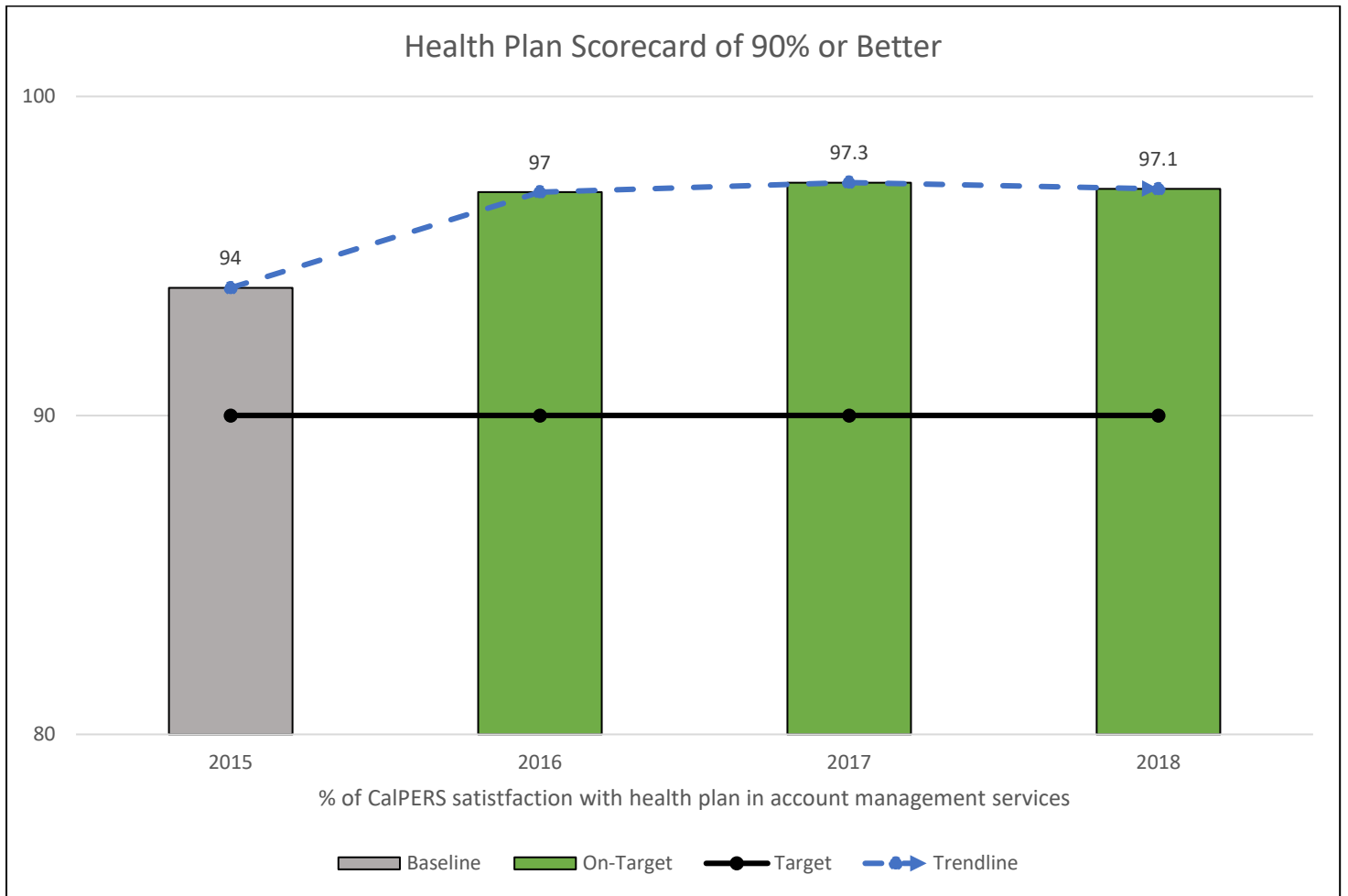
Status:	On-Target
Numeric Status:	97.1% (covering experience in 2018)

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:</p> <ul style="list-style-type: none"> • 97% (covering experience in 2016) • 97.3% (covering experience in 2017) 	
Baseline:	94% (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:

As of June 2019, this KPI was On-Target at 97.1% as the average of CalPERS team members rating their satisfaction with health plan account management teams’ responsiveness and quality of service. The tool used to measure this KPI is the Account Management Scorecard provided in our CalPERS health plan contracts. Account teams rated for contract year 2018 were from the following health plans: Anthem Blue Cross of California, Blue Shield of California, Health Net of California, Kaiser, Sharp Health Plan, UnitedHealthcare of California, and Western Health Advantage. Updated performance data will be provided in June 2020.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

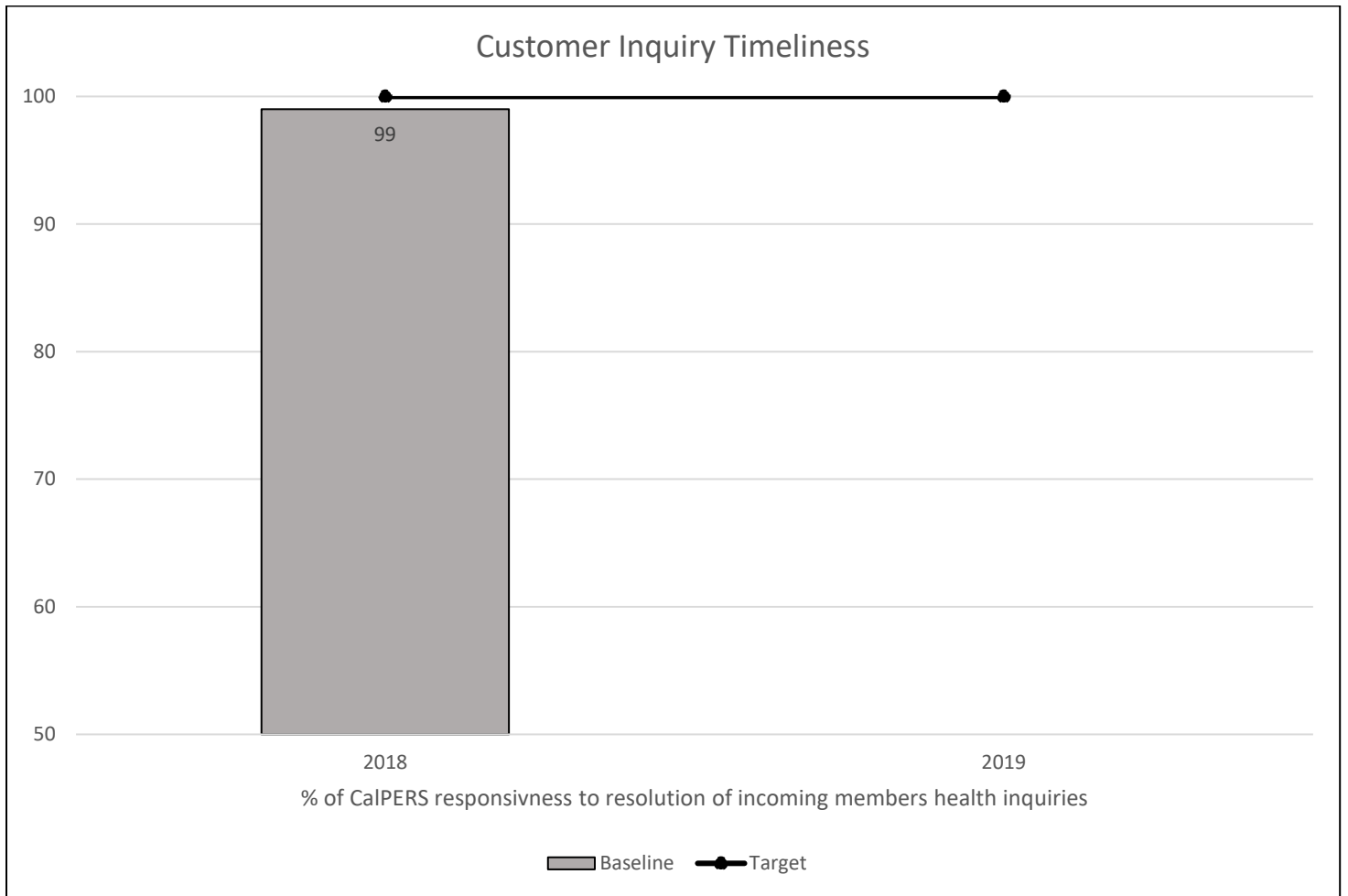
Status:	Pending Refresh
Numeric Status:	N/A

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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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.

CalPERS PHM Dashboard for All Basic Health Plans, 2016 and 2017

Year ¹	2016	2017	Trend
Summary Demographics			
Number of Members (average)	1,078,688	1,081,367	↑
Average Age	36	36	=
Gender (% female)	53%	53%	=
Gender (% male)	47%	47%	=
Major Chronic Conditions Prevalence - Percent of Members			
	Lower is Better		
Asthma	3.31%	3.35%	↑
Chronic Obstructive Pulmonary Disease	1.44%	1.45%	↑
Coronary Artery Disease	0.98%	0.95%	↓
Depression	4.83%	4.69%	↓
Diabetes	5.86%	5.60%	↓
Heart Failure	0.17%	0.17%	=
Hypertension	7.30%	7.02%	↓
Lower Back Disorders	6.33%	6.12%	↓
Lifestyle Risks (for Kaiser Permanente members only)			
	Lower is Better		
% of Adults who are Obese ²	43.05%	43.28%	↑
% of Children who are Obese ²	4.94%	4.88%	↓
% of Adults with Blood Pressure >= 140/90	5.95%	6.06%	↑
Clinical Quality Measures³ (HEDIS Acronym)⁴			
	Higher is Better		
Antidepressant Medication Management – Acute Phase (AMM-Acute Phase)	74.51%	73.82%	↓
Antidepressant Medication Management – Continuation Phase (AMM-Continuation Phase)	58.26%	56.56%	↓
Appropriate Treatment for Children with Upper Respiratory Infection (URI)	92.60%	93.12%	↑
Breast Cancer Screening (BCS)	77.59%	71.34%	↓
Cervical Cancer Screening (CCS)*	69.30%	69.60%	↑
Chronic Obstructive Pulmonary Disease - Pharmacotherapy Management of COPD Exacerbation: Systemic Corticosteroid (within 14 days) (PCE-14)	75.90%	73.27%	↓
Chronic Obstructive Pulmonary Disease - Pharmacotherapy Management of COPD Exacerbation: Bronchodilator (within 30 days) (PCE-30)	84.46%	85.92%	↑
Colorectal Cancer Screening (COL)*	54.12%	55.58%	↑
Diabetes – Nephropathy (CDC)*	87.00%	85.43%	↓
Diabetes – Hemoglobin A1c Testing (CDC)*	88.63%	89.15%	↑
Disease-Modifying Anti-Rheumatic Drug Therapy for Rheumatoid Arthritis (ART)	83.80%	84.04%	↑
Persistence of Beta-Blocker Treatment After a Heart Attack (PBH)	79.91%	82.30%	↑
Use of Imaging Studies for Low Back Pain (LBP)	84.83%	84.26%	↓

Other Measures	Lower is Better		
Maternity Outcomes			
Cesarean Section Delivery Rates	29.00%	22.64%	↓
Inpatient and Emergency Room			
Inpatient Admits Per 1,000	48.5	46.4	↓
Plan All-Cause Readmission Rate (Total PCR)	9.73%	9.27%	↓
Inpatient Average Length of Stay (days)	4.65	4.50	↓
Emergency Room Visits Per 1,000	171.23	181.50	↑

Notes:

PHM: Population Health Management

Plans pulled for the data: Anthem EPO, Anthem HMO Select, Anthem HMO Traditional, Blue Shield Access+, Blue Shield Access+ EPO, Blue Shield NetValue, Health Net Salud y Mas, Health Net SmartCare, Kaiser, Sharp, and UHC Alliance HMO.

Information pulled from Health Care Decision Support System (HCDSS) includes dynamic refreshes to the Population Health Management (PHM) dashboard.

¹ Year 2016 data will be different from last year. When comparing data, it is optimal to compare data across the same refreshes.

² "Obese" is defined as Body Mass Index (BMI) ≥ 30.0 .

³ As the Clinical Quality Measure analyses are not audited, these are considered "HEDIS-Like" data as opposed to "HEDIS." Current "HEDIS-Like" definitions are from 2016. 2016 "HEDIS-Like" definitions are used for 2017 year temporarily due to pending data warehouse refreshes.

⁴ "HEDIS Acronyms" are the three-letter designations used by the National Committee for Quality Assurance to uniquely identify HEDIS measures.

* "Hybrid measure" for which carriers gather additional information from patients' medical records for HEDIS. "Hybrid measure" are more difficult for HCDSS to report accurately due to requirement of additional data sets. Some of the previous reported data sets were removed, due to discovery of missing fields sent by the health plans to HCDSS.

CalPERS PHM Dashboard for Basic PPO Plans, 2017

Health Plan	PPO Total ¹	PERS Care	PERS Choice	PERS Select
Summary Demographics				
Number of Members (average)	237,251	31,474	157,947	47,830
Average Age	40	45	41	33
Gender (% female)	54%	57%	54%	52%
Gender (% male)	46%	43%	46%	48%
Major Chronic Conditions Prevalence - Percent of Members		Lower is Better		
Asthma	3.22%	3.71%	3.28%	2.68%
Chronic Obstructive Pulmonary Disease	1.94%	2.36%	1.99%	1.53%
Coronary Artery Disease	1.71%	2.70%	1.81%	0.73%
Depression	6.00%	6.83%	6.15%	4.94%
Diabetes	6.65%	9.01%	6.95%	4.08%
Heart Failure	0.26%	0.50%	0.25%	0.10%
Hypertension	10.41%	14.03%	10.91%	6.41%
Lower Back Disorders	9.32%	11.79%	9.40%	7.44%
Clinical Quality Measures² (HEDIS Acronym)³		Higher is Better		
Antidepressant Medication Management – Acute Phase (AMM-Acute Phase)	72.70%	74.39%	72.27%	77.82%
Antidepressant Medication Management – Continuation Phase (AMM-Continuation Phase)	59.54%	60.66%	59.02%	60.58%
Appropriate Treatment for Children with Upper Respiratory Infection (URI)	88.45%	87.02%	88.95%	87.80%
Breast Cancer Screening (BCS)	66.19%	69.46%	65.99%	61.64%
Cervical Cancer Screening (CCS)*	67.72%	67.94%	67.51%	68.44%
Chronic Obstructive Pulmonary Disease - Pharmacotherapy Management of COPD Exacerbation: Systemic Corticosteroid (within 14 days) (PCE-14)	60.33%	63.16%	60.92%	53.33%
Chronic Obstructive Pulmonary Disease - Pharmacotherapy Management of COPD Exacerbation: Bronchodilator (within 30 days) (PCE-30)	82.64%	89.47%	82.76%	73.33%
Colorectal Cancer Screening (COL)*	51.29%	52.01%	51.96%	45.81%
Diabetes – Nephropathy (CDC)*	82.06%	85.32%	81.77%	78.94%
Diabetes – Hemoglobin A1c Testing (CDC)*	84.72%	85.67%	84.77%	82.96%
Disease-Modifying Anti-Rheumatic Drug Therapy for Rheumatoid Arthritis (ART)	84.37%	82.16%	84.49%	88.42%
Persistence of Beta-Blocker Treatment After a Heart Attack (PBH)	85.99%	88.89%	88.68%	60.00%
Use of Imaging Studies for Low Back Pain (LBP)	81.41%	79.77%	81.14%	82.65%

Other Measures	Lower is Better			
Maternity Outcomes				
Cesarean Section Delivery Rates	24.14%	27.57%	24.54%	21.53%
Inpatient and Emergency Room				
Inpatient Admits Per 1,000	53.0	78.5	52.9	37.0
Plan All-Cause Readmission Rate (Total PCR)	9.13%	11.16%	9.04%	6.58%
Inpatient Average Length of Stay (days)	5.23	5.81	5.17	4.67
Emergency Room Visits Per 1,000	153.80	180.47	152.90	139.55

Notes:

PHM: Population Health Management

¹ PPO Total: PERSCare, PERS Choice, and PERS Select

² As the Clinical Quality Measure analyses are not audited, these are considered "HEDIS-Like" data as opposed to "HEDIS." Current "HEDIS-Like" definitions are from 2016. 2016 "HEDIS-Like" definitions are used for 2017 year temporarily due to pending data warehouse refreshes.³ "HEDIS Acronyms" are the three-letter designations used by the National Committee for Quality Assurance to uniquely identify HEDIS measures.

* "Hybrid measure" for which carriers gather additional information from patients' medical records for HEDIS. "Hybrid measure" are more difficult for HCDSS to report accurately due to requirement of additional data sets.

CalPERS PHM Dashboard for Large Basic HMO Plans, 2017

Health Plan	HMO Total ¹	Kaiser Permanente	Blue Shield Total ²	UnitedHealth care
Summary Demographics				
Number of Members (average)	844,122	509,841	159,195	74,260
Average Age	35	35	38	33
Gender (% female)	53%	53%	52%	53%
Gender (% male)	47%	47%	48%	47%
Major Chronic Conditions Prevalence - Percent of Members	Lower is Better			
Asthma	3.39%	3.45%	3.55%	2.53%
Chronic Obstructive Pulmonary Disease	1.31%	1.12%	1.85%	1.38%
Coronary Artery Disease	0.73%	0.45%	1.54%	0.70%
Depression	4.32%	3.99%	5.80%	3.09%
Diabetes	5.30%	4.57%	7.21%	5.86%
Heart Failure	0.14%	0.10%	0.26%	0.14%
Hypertension	6.06%	4.14%	10.69%	6.62%
Lower Back Disorders	5.22%	4.29%	6.77%	5.81%
Clinical Quality Measures³ (HEDIS Acronym)⁴	Higher is Better			
Antidepressant Medication Management – Acute Phase (AMM-Acute Phase)	74.16%	78.75%	66.65%	67.24%
Antidepressant Medication Management – Continuation Phase (AMM-Continuation Phase)	55.64%	56.95%	52.85%	53.45%
Appropriate Treatment for Children with Upper Respiratory Infection (URI)	94.58%	98.08%	89.03%	90.26%
Breast Cancer Screening (BCS)	73.41%	75.76%	70.02%	65.77%
Cervical Cancer Screening (CCS)*	70.18%	70.93%	68.81%	69.25%
Chronic Obstructive Pulmonary Disease - Pharmacotherapy Management of COPD Exacerbation: Systemic Corticosteroid (within 14 days) (PCE-14)	78.52%	80.79%	75.68%	88.89%
Chronic Obstructive Pulmonary Disease - Pharmacotherapy Management of COPD Exacerbation: Bronchodilator (within 30 days) (PCE-30)	87.25%	90.73%	85.59%	77.78%
Colorectal Cancer Screening (COL)*	57.21%	56.82%	58.07%	57.36%
Diabetes – Nephropathy (CDC)*	86.31%	86.04%	87.75%	85.56%

Health Plan	HMO Total ¹	Kaiser Permanente	Blue Shield Total ²	UnitedHealth care
Clinical Quality Measures³ (HEDIS Acronym)⁴ Cont.	Higher is Better			
Diabetes – Hemoglobin A1c Testing (CDC)*	90.31%	93.84%	85.21%	84.64%
Disease-Modifying Anti-Rheumatic Drug Therapy for Rheumatoid Arthritis (ART)	83.89%	85.47%	82.23%	81.31%
Persistence of Beta-Blocker Treatment After a Heart Attack (PBH)	81.19%	83.28%	80.15%	66.67%
Use of Imaging Studies for Low Back Pain (LBP)	85.01%	89.23%	78.07%	82.70%
Other Measures	Lower is Better			
Maternity Outcomes				
Cesarean Section Delivery Rates	22.34%	24.19%	20.02%	16.30%
Inpatient and Emergency Room				
Inpatient Admits Per 1,000	44.6	39.3	62.2	39.5
Plan All-Cause Readmission Rate (Total PCR)	9.32%	10.34%	8.61%	5.12%
Inpatient Average Length of Stay (days)	4.26	3.89	5.01	4.00
Emergency Room Visits Per 1,000	189.28	214.73	106.67	180.39

Notes:

Only health plans with a population size of 50,000 or greater was reported individually to reduce data variation.

PHM: Population Health Management

¹ HMO Total includes: Anthem Total, Health Net Total, Blue Shield Total, Sharp Performance Plus, Kaiser Permanente, and UnitedHealthcare SignatureValue Alliance.

² Blue Shield Total includes: Blue Shield Access + and Blue Shield Access + EPO.

³ As the Clinical Quality Measure analyses are not audited, these are considered "HEDIS-Like" data as opposed to "HEDIS." Current "HEDIS-Like" definitions are from 2016. 2016 "HEDIS-Like" definitions are used for 2017 year temporarily due to pending data warehouse refreshes.³ "HEDIS Acronyms" are the three-letter designations used by the National Committee for Quality Assurance to uniquely identify HEDIS measures.

⁴ "HEDIS Acronyms" are the three-letter designations used by the National Committee for Quality Assurance to uniquely identify HEDIS measures.

* "Hybrid measure" for which carriers gather additional information from patients' medical records for HEDIS. "Hybrid measure" are more difficult for HCDSS to report accurately due to requirement of additional data sets.

CalPERS PHM Dashboard for Basic PPO and HMO Health Plans compared with Benchmarks, 2016

Health Plan	PPO Total ¹	PPO Benchmark ³	HMO Total ²	HMO Benchmark ³
Summary Demographics				
Number of Members (average)	238,740		839,948	
Average Age	40		35	
Gender (% female)	54%		53%	
Gender (% male)	46%		47%	
Major Chronic Conditions Prevalence - Percent of Members⁴	Lower is Better			
Asthma	3.09%		3.37%	
Chronic Obstructive Pulmonary Disease	1.88%		1.32%	
Coronary Artery Disease	1.70%		0.77%	
Depression	6.03%		4.49%	
Diabetes	6.48%		5.68%	
Heart Failure	0.25%		0.14%	
Hypertension	10.45%		6.40%	
Lower Back Disorders	9.56%		5.41%	
Clinical Quality Measures⁵ (HEDIS Acronym)⁶	Higher is Better			
Antidepressant Medication Management – Acute Phase (AMM-Acute Phase)	75.14%	67.9%	74.31%	67.2%
Antidepressant Medication Management – Continuation Phase (AMM-Continuation Phase)	61.48%	52.6%	57.26%	50.9%
Appropriate Treatment for Children with Upper Respiratory Infection (URI)	87.91%	87.0%	94.08%	88.4%
Breast Cancer Screening (BCS)	69.18%	70.2%	81.02%	72.7%
Cervical Cancer Screening (CCS)*	67.32%	73.0%	69.93%	74.3%
Chronic Obstructive Pulmonary Disease - Pharmacotherapy Management of COPD Exacerbation: Systemic Corticosteroid (within 14 days) (PCE-14)	64.75%	69.1%	80.98%	70.5%
Colorectal Cancer Screening (COL)*	48.96%	58.3%	56.12%	62.0%
Diabetes – Nephropathy (CDC)*	86.18%	88.1%	87.22%	90.2%
Diabetes – Hemoglobin A1c Testing (CDC)*	85.03%	89.3%	89.59%	90.6%
Disease-Modifying Anti-Rheumatic Drug Therapy for Rheumatoid Arthritis (ART)	83.04%	87.1%	84.17%	87.8%
Persistence of Beta-Blocker Treatment After a Heart Attack (PBH)	75.69%	83.8%	81.12%	84.4%
Use of Imaging Studies for Low Back Pain (LBP)	82.58%	74.3%	85.36%	73.8%

Other Measures	Lower is Better			
Maternity Outcomes				
Cesarean Section Delivery Rates	34.44%		27.86%	
Inpatient and Emergency Room				
Inpatient Admits Per 1,000	53.1		47.2	
Plan All-Cause Readmission Rate (HEDIS PCR)	9.50%		9.82%	
Inpatient Average Length of Stay (days)	5.17		4.48	
Emergency Room Visits Per 1,000	149.19		177.49	

Notes:

Excludes Association plans.

PHM: Population Health Management

¹ PPO Total includes: PERSCare, PERS Choice, and PERS Select.

² HMO Total includes: Anthem Total, Health Net Total, Blue Shield Total, Sharp Performance Plus, Kaiser Permanente, and UnitedHealthcare SignatureValue Alliance.

³ Information from National Committee for Quality Assurance (NCQA) "2016 State of Health Care Quality". Only 2016 HEDIS benchmarks are fully available as of December 2018 data query.

⁴ Chronic conditions defined by Truven, difficult in gathering national benchmarks that also uses Truven's definition of chronic conditions.

⁵ As the Clinical Quality Measure analyses are not audited, these are considered "HEDIS-Like" data as opposed to "HEDIS."

⁶ "HEDIS Acronyms" are the three-letter designations used by the NCQA to uniquely identify HEDIS measures.

* "Hybrid measure" for which carriers gather additional information from patients' medical records for HEDIS. "Hybrid measures" are more difficult for HCDSS report accurately due to requirement of additional data sets.

2018-19 Key Performance Indicator Summary (Quarter 4)

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

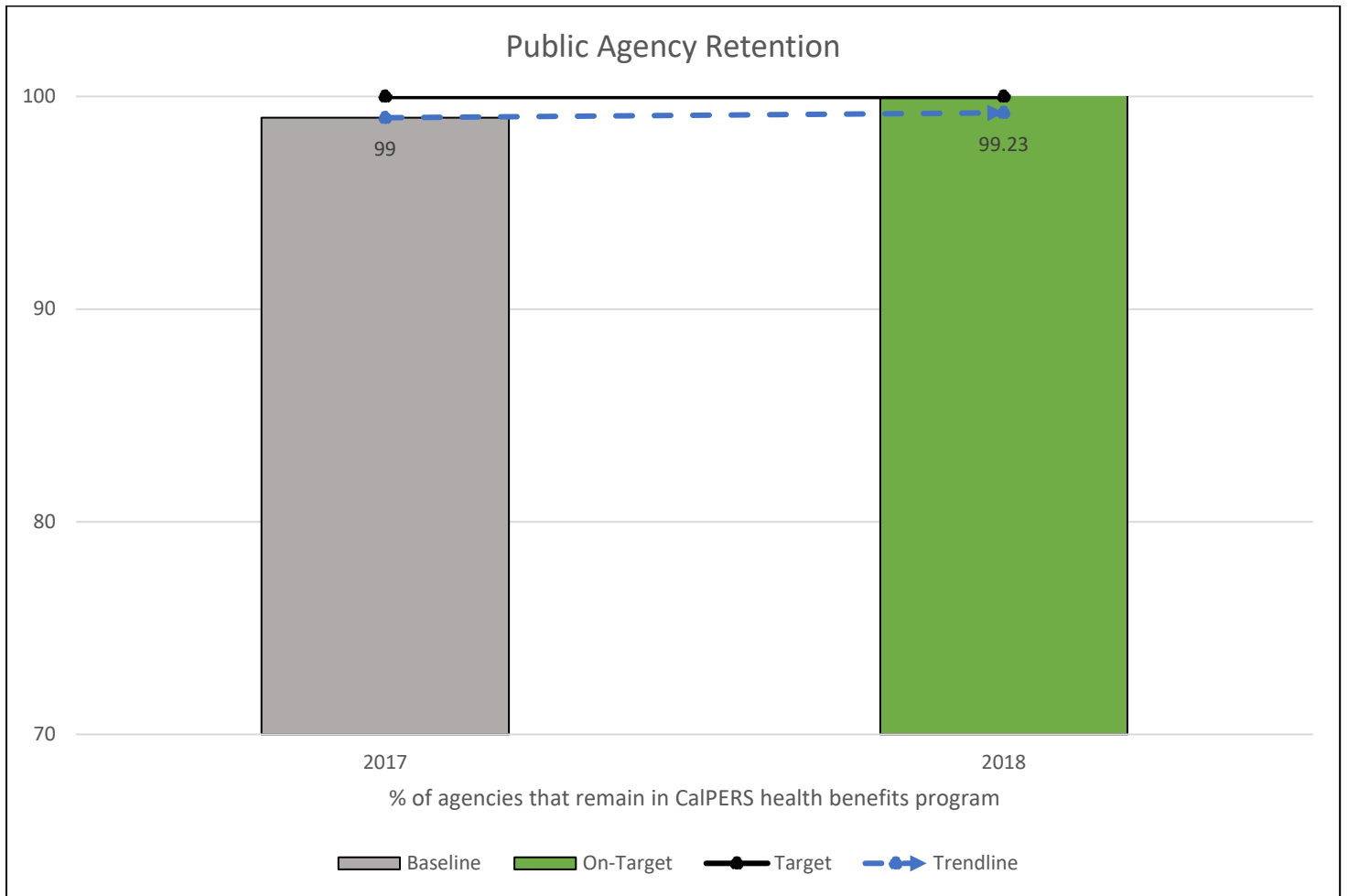
Status:	Pending Refresh
Numeric Status:	N/A

Description:	<p>This 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.</p> <p>KPI trend:</p> <ul style="list-style-type: none"> • 99.23% for 2018
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:	<p>On-Target: 99.0% and above</p> <p>At-Risk: 98.0% - 98.9%</p> <p>Off-Target: 97.9% and below</p>

Status Narrative:

As of February 2019, this measure was reported at 99.23% and was On-Target. Updated performance data will be available in February 2020.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

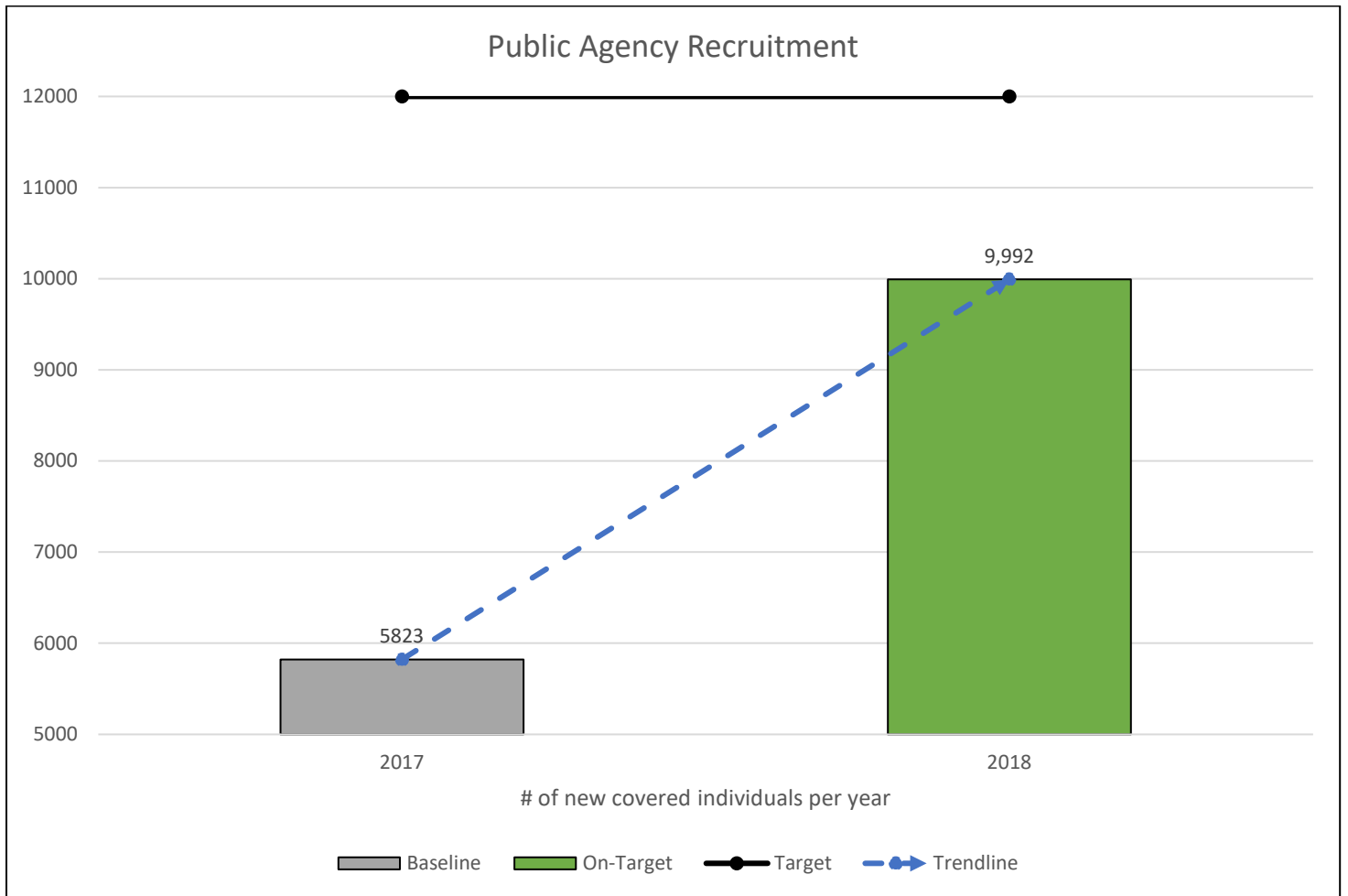
Status:	Pending Refresh
Numeric Status:	N/A

Description:	<p>This 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.</p> <p>KPI trend:</p> <ul style="list-style-type: none"> 9,992 for 2018 	
Baseline:	5,823 TCLs gained through the resolution process for calendar year 2017.	
Target:	12,000 new TCLs	
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:

As of February 2019, this measure was reported at 9,992 Total Covered Lives and was On-Target. Updated performance data will be available in February 2020.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

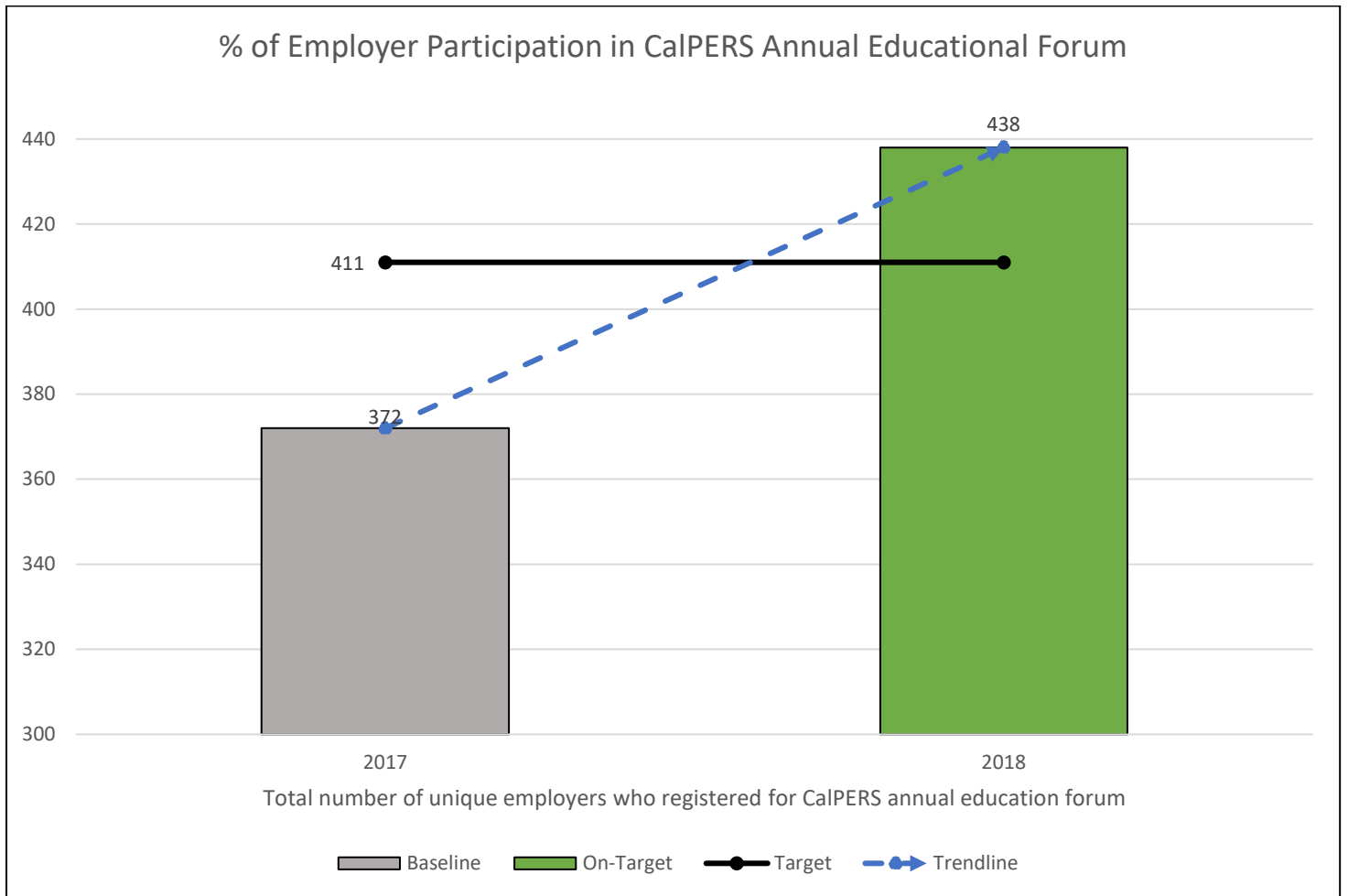
Status:	Pending Refresh
Numeric Status:	N/A

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> <tr> <td>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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

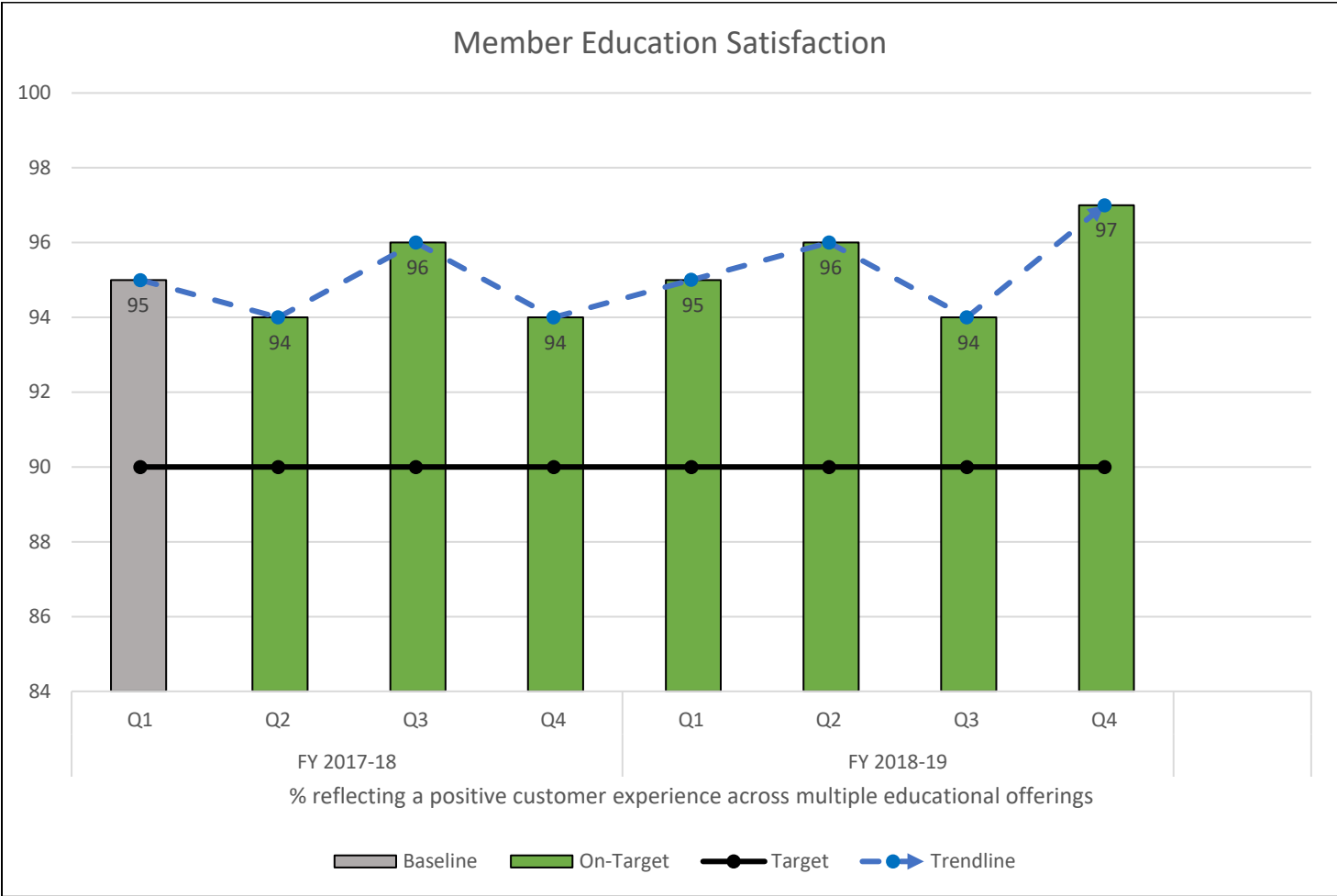
Status:	On-Target
Numeric Status:	97%

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:	04/01/2019-06/30/2019						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

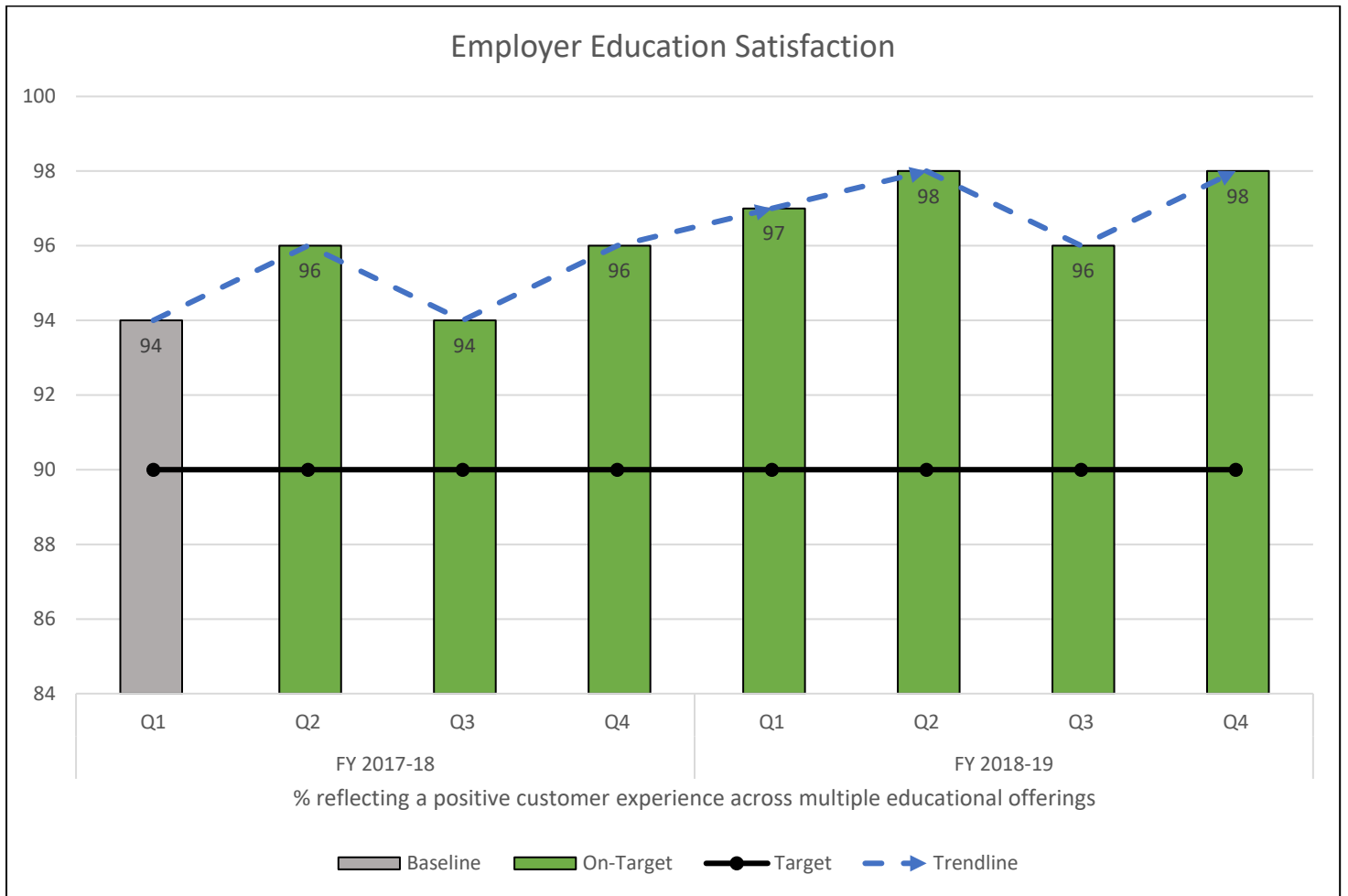
Status:	On-Target
Numeric Status:	98%

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:	04/01/2019-06/30/2019
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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

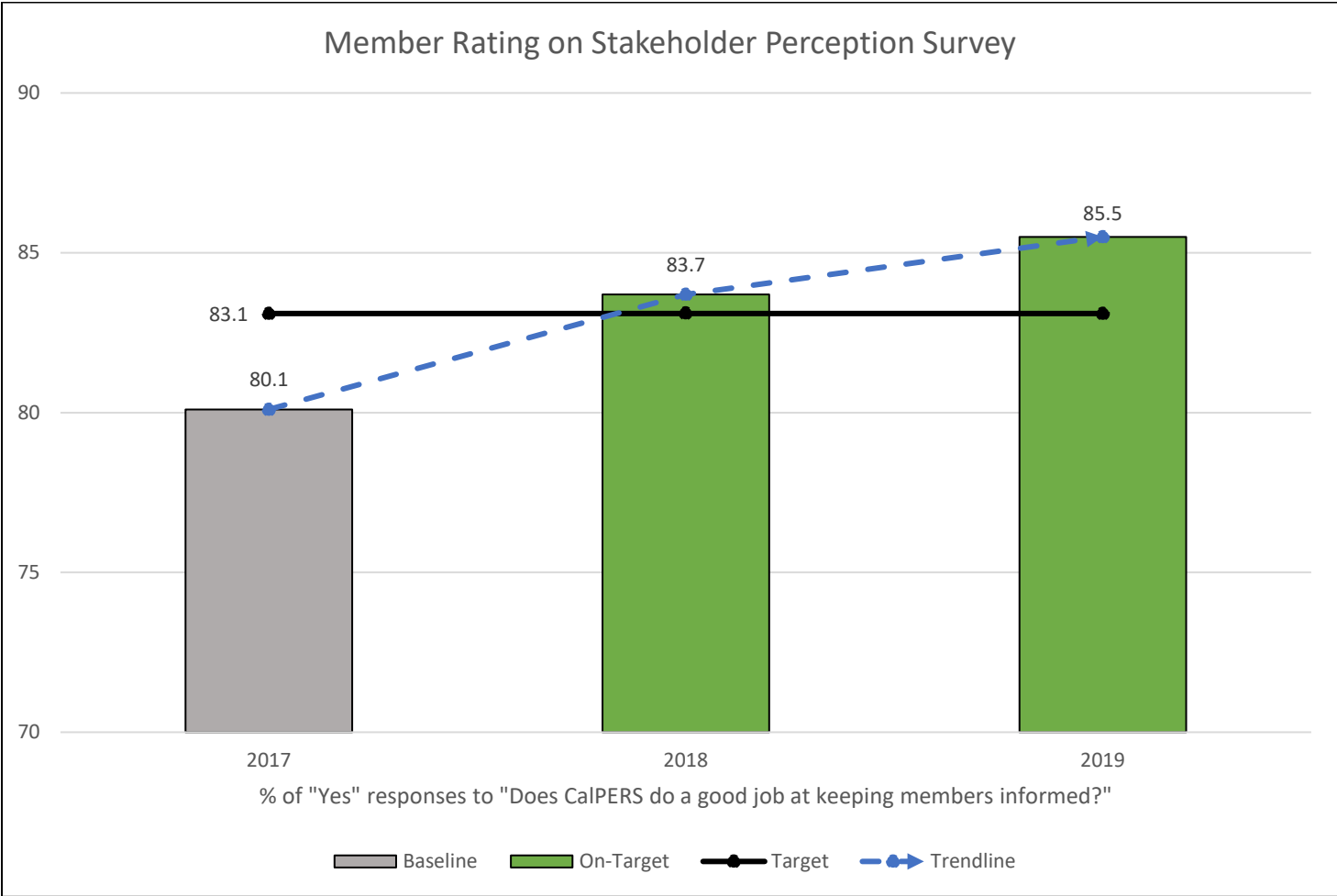
Status:	On-Target
Numeric Status:	85.5

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 score by 3 percentage points from baseline of 80.1% to 83.1% 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 – 05/2019
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</p>

Status Narrative:

This KPI is on-target for this reporting period. Updated performance data will be available in June 2020.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

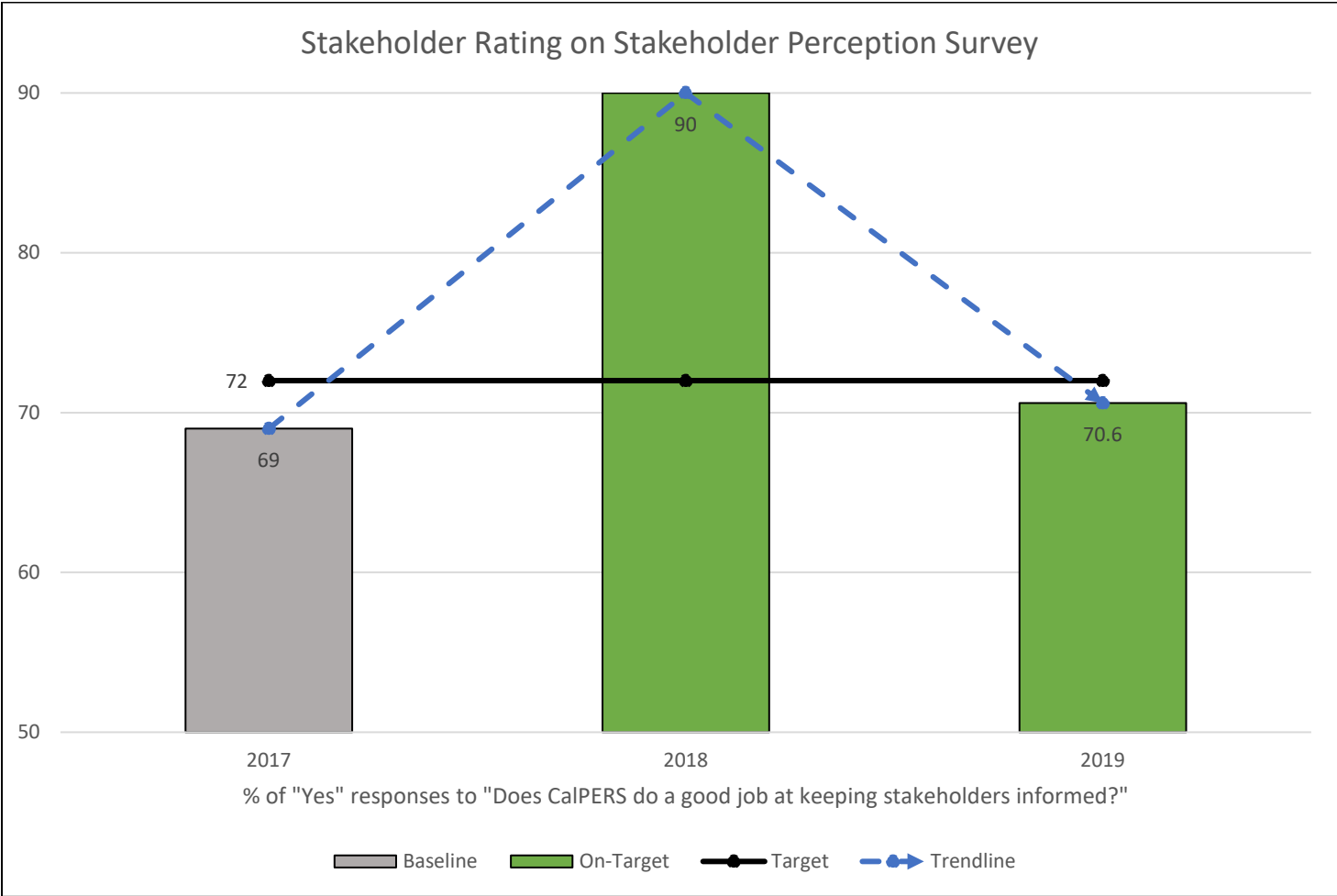
Status:	On-Target
Numeric Status:	70.6

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 – 05/2019
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 0.06% from the baseline figure each year</p> <p>Off-Target: Score decreases from the baseline figure</p>

Status Narrative:

This KPI was on- target for this reporting period – exceeded goal of 70.2, Updated performance data will be available in June 2020.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

Status:	On-Target
Numeric Status:	32,149
Description:	<p>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.</p> <p>Factors:</p> <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) <ul style="list-style-type: none"> • Total Increase (over 5 years): 39,696 • Annual Increase: 7,939
Refresh Frequency:	Annually, June
Reporting Range:	FY 2018-19
Thresholds:	On-Target: 7,939 and above At-Risk: 7,000 – 7,938 Off-Target: Below 7,000

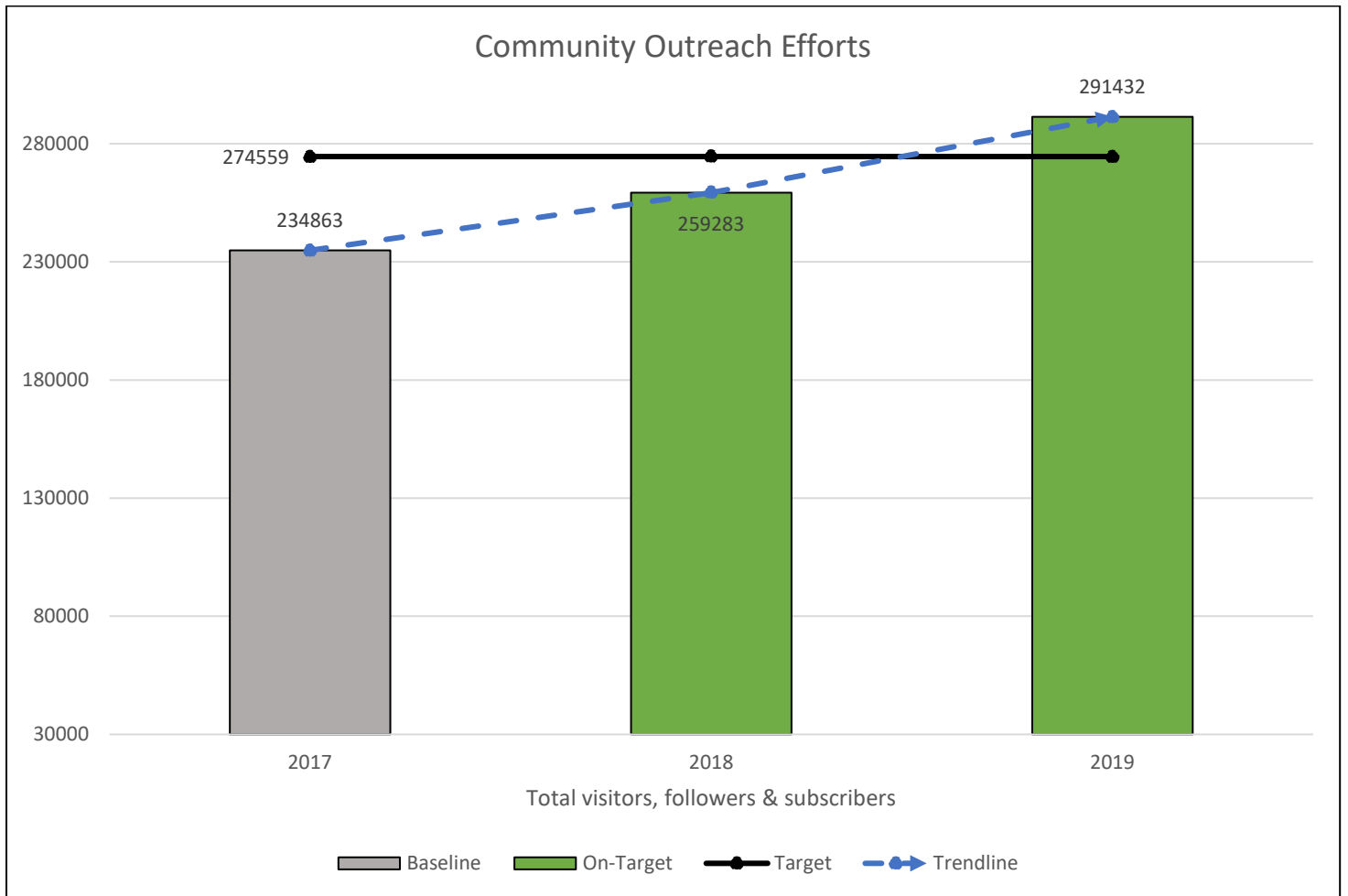
Status Narrative:

Between July 1, 2018 – June 30, 2019, the annual increase was 32,149 users and this KPI was On-Target.

As of June 30, 2019, the total increase was 56,569 users from the July 1, 2017 baseline.

Updated performance data will be available in June 2020.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

Status:	On-Target
Numeric Status:	5.83

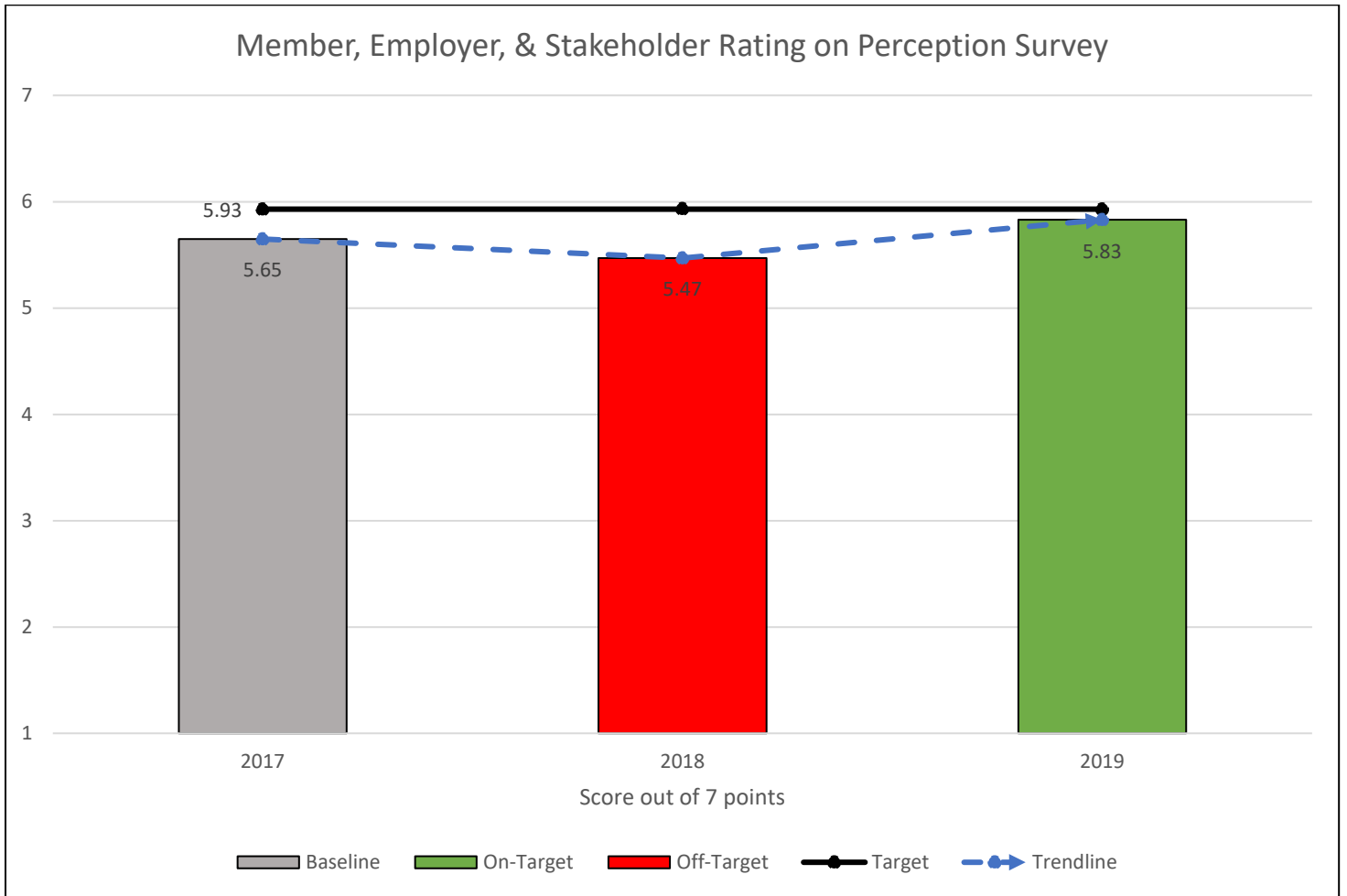
Description:	<p>The Stakeholder Perception Survey is administered every year to members (active, inactive, and retired), employers of all levels, and stakeholder leaders. The KPI is based on responses to the following survey question: "My overall perception of CalPERS is positive". Respondents are asked 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 – 05/2019</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</p>

Status Narrative:

The goal was a score of 5.76, and we achieved 5.83. The previous year’s score had been off track at just 5.47, so this is a very substantial increase from one year to the next. The reasons are many, but likely chief among them is:

- 1) two straight years of above-expectation investment performance, avoiding an outpouring of negative media on pension costs
- 2) a tremendous amount of outreach at the CEO and executive level with employers and stakeholder Organizations

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

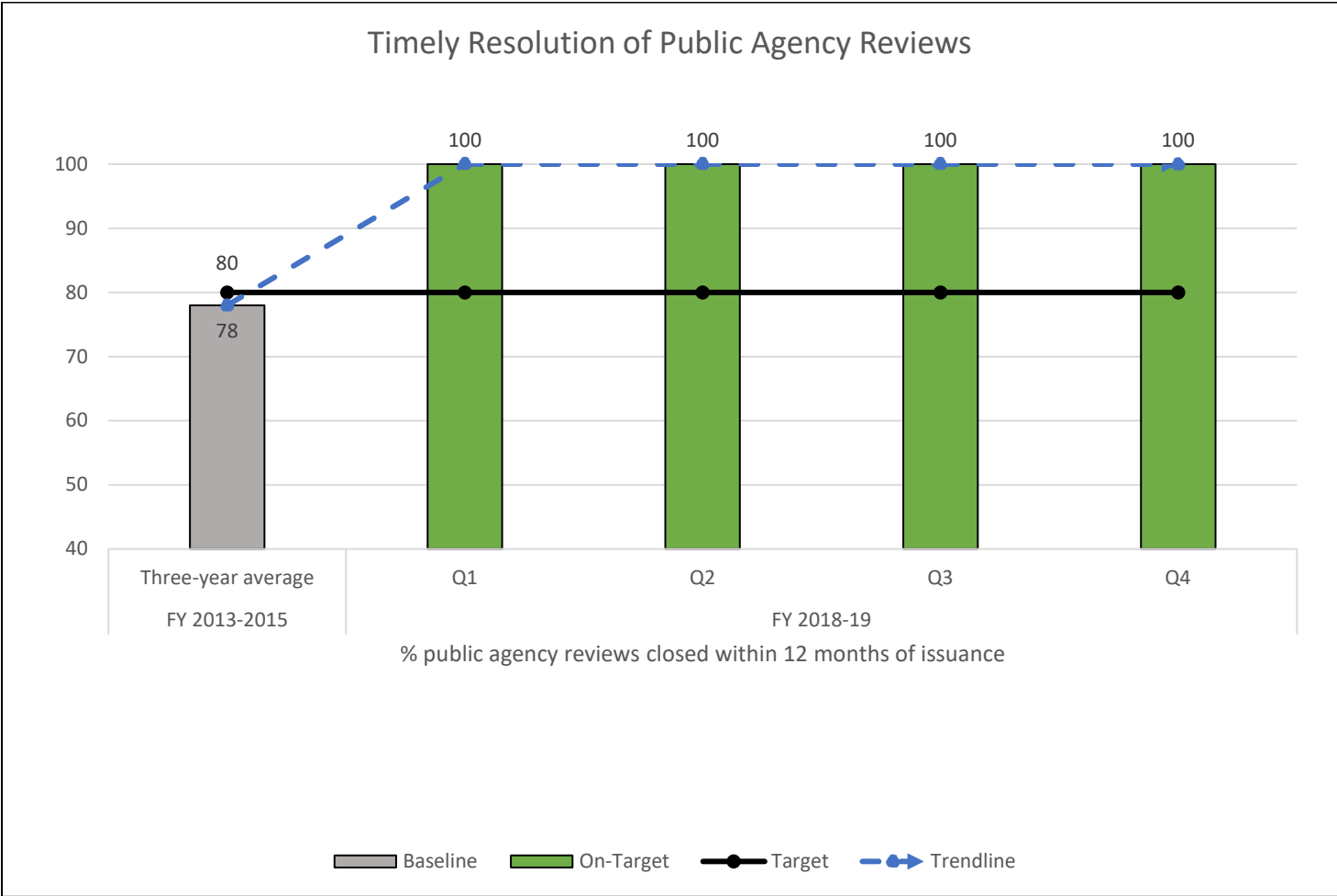
Status:	On-Target
Numeric Status:	100%

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:	04/01/2019-06/30/2019
Thresholds:	<p>On-Target: 70% and above</p> <p>At-Risk: 60-69%</p> <p>Off-Target: 59% and below</p>

Status Narrative:

This KPI is On-Target for this reporting period.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

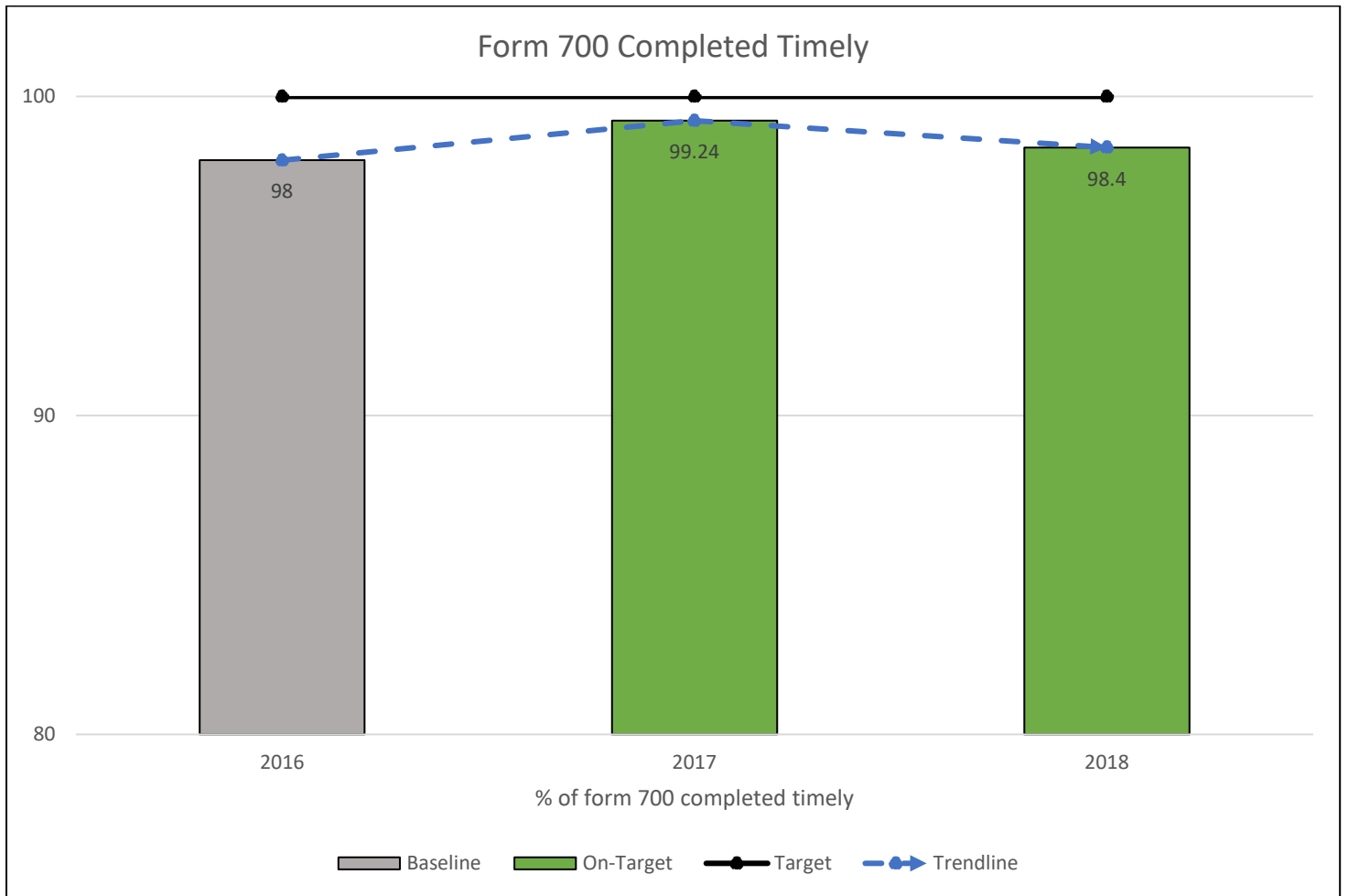
Status:	On-Target
Numeric Status:	98.4%

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:	01/01/18 – 12/31/19						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="padding-right: 20px;">On-Target:</td> <td>90% to 100%</td> </tr> <tr> <td>At-Risk:</td> <td>75% to 89%</td> </tr> <tr> <td>Off-Target:</td> <td>below 75%</td> </tr> </table>	On-Target:	90% to 100%	At-Risk:	75% to 89%	Off-Target:	below 75%
On-Target:	90% to 100%						
At-Risk:	75% to 89%						
Off-Target:	below 75%						

Status Narrative:

For the 2018 Form 700 filing season, due April 2, 2019, there were a total of 1038 annual filers, of which 1021 filed on time. ECOM continues to enhance the tools and processes for identifying and receiving Form 700 Statements timely.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

Status:	On-Target
Numeric Status:	99.94%

Description:	This KPI measures mandated training for all CalPERS officers and employees. There are six types of mandated training, the first four listed below were due by December 31, 2017 and the last two were due by June 30, 2018. However, the “Status” provides a weighted average for all mandated training for the fiscal year.
Baseline:	98.52% (combined weighted average) for FY 2017-2018 as of June 2018 which is comprised of: 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:	July 1, 2018 to June 30, 2019
Thresholds:	On-Target: ≥ 97% At-Risk: 90-96% Off-Target: ≤ 89%

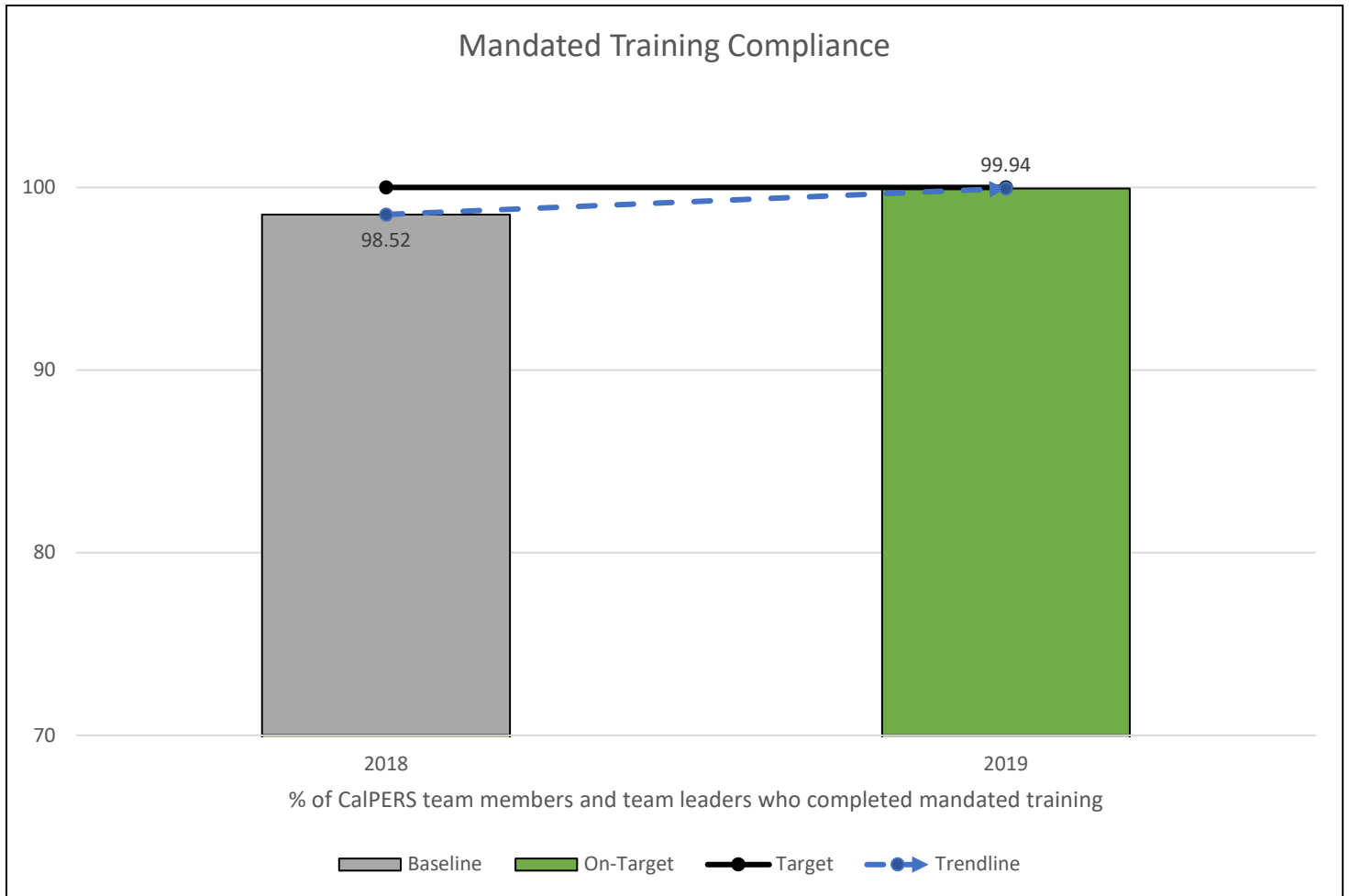
Status Narrative:

The weighted average as of June 30, 2019 was 99.94%. The training completion rates have been separated below:

- Workplace Violence Prevention – 100.0%
- Harassment Prevention for Team Members – 100.0%
- Harassment Prevention for Team Leaders – 100.0%
- Mandatory State Officials – Ethics Training Course for Form 700 Filers – 99.8%
- Health Insurance Portability Accountability Act – 99.96%
- Information Security Awareness – 99.89%
- Speaking Up About Misconduct – 99.96%

Please note, Workplace Violence Prevention, Harassment Prevention for Team Members, Harassment Prevention for Team Leaders, Mandatory State Officials – Ethics Training Course for Form 700 Filers and Speaking Up About Misconduct are biennial trainings therefore next year’s annual training rates will only reflect new employees who joined the organization and are required to take the training as part of their onboarding process. Speaking Up About Misconduct (Ethics Training) was added for FY 2018-19, there was no baseline set for the previous year since training was not available however due to accessibility laws, it may not be included in the future mandated trainings.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

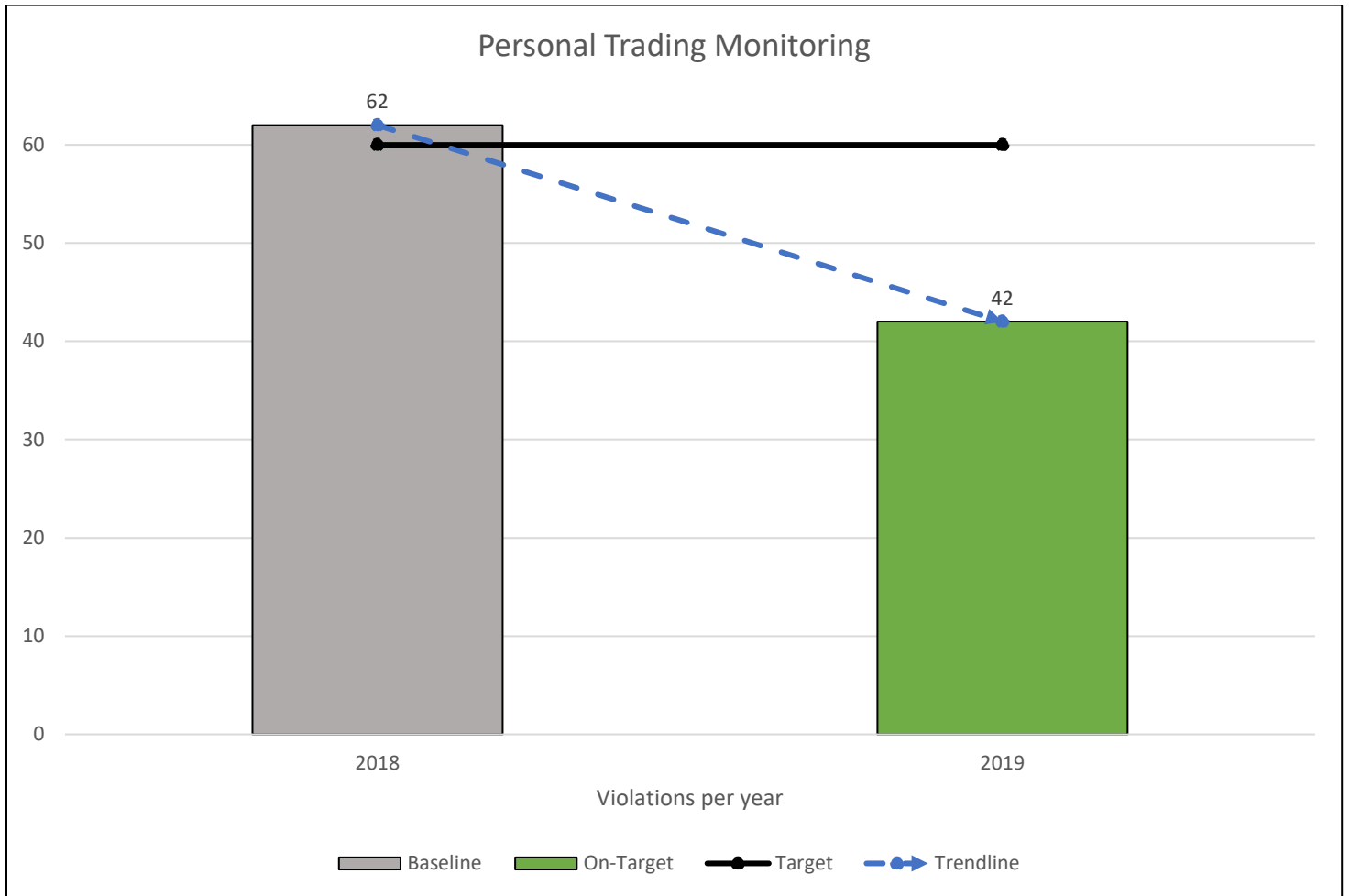
KPI Title:	Personal Trading Monitoring
Operational Outcome Owner:	Doug Hoffner
Outcome Measure:	Efficient & Effective Organization
Core Process:	Compliance & Managing Risks

Status:	On-Target
Numeric Status:	42
Description:	Measure all violations to CalPERS Personal Trading Regulations. CalPERS maintains regulations around the personal trading activities of Covered Persons to help ensure that CalPERS complies with federal and state laws around the misuse of material, non-public information. CalPERS has approximately 650 covered persons who engage in an average of 7,500 transactions a year.
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:	On-Target: ≤ 60 violations At-Risk: 61-79 violations Off-Target: ≥ 80 violations

Status Narrative:

For FY 2018-19 there were approximately 619 covered persons who completed 8,040 transactions, 42 of which were violations. This translates to approximately four violations a month, or < 1% of all transactions. It is important to note that a single transaction can result in multiple violations. All violations were reviewed and addressed with the covered person.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

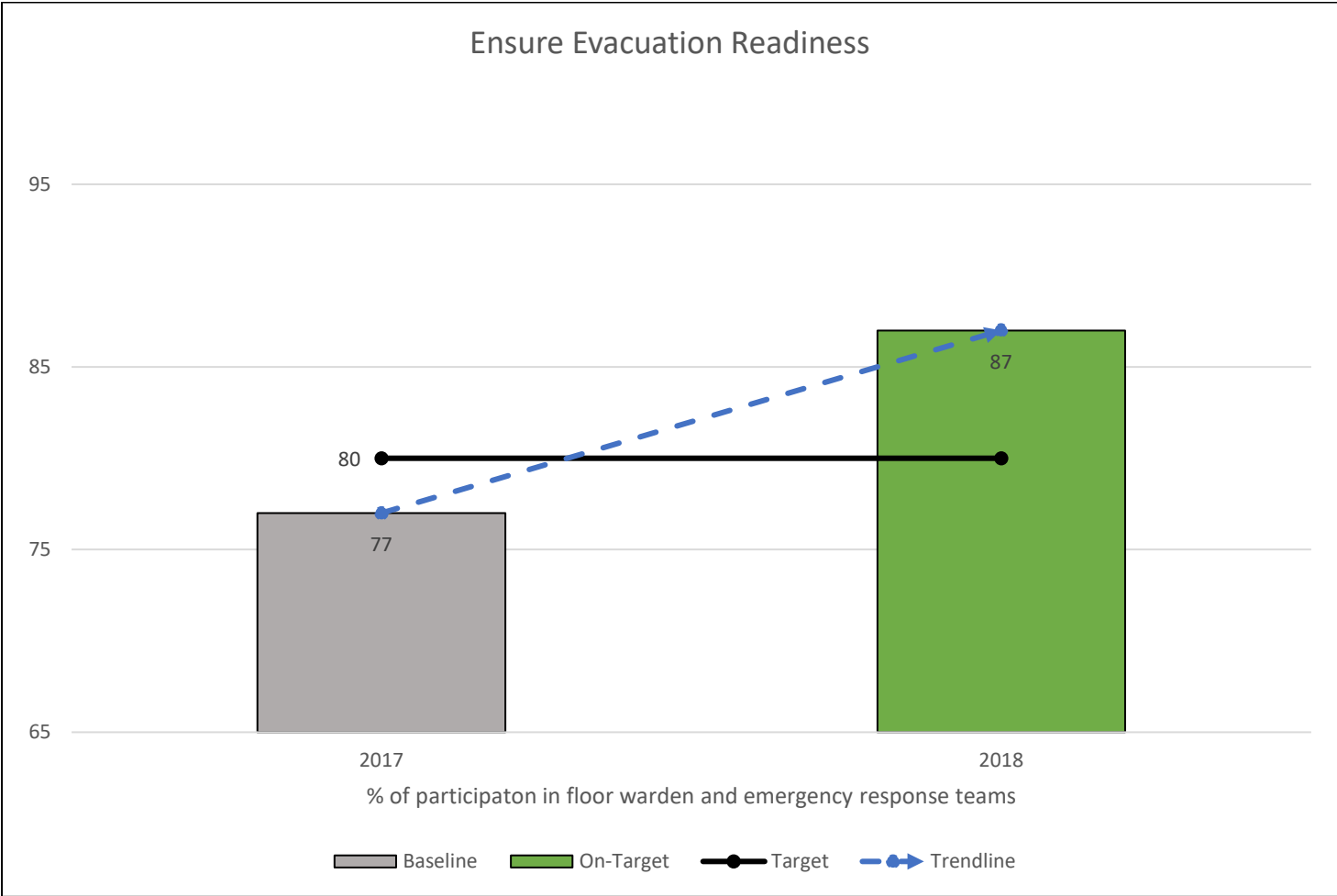
Status:	Pending Refresh
Numeric Status:	N/A

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 style="width: 100%; border: none;"> <tr> <td style="padding-right: 20px;">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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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:	N/A

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 4)

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:	Information to be provided in Closed Session

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

Status Narrative:
 Information to be provided in Closed Session.

2018-19 Key Performance Indicator Summary (Quarter 4)

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

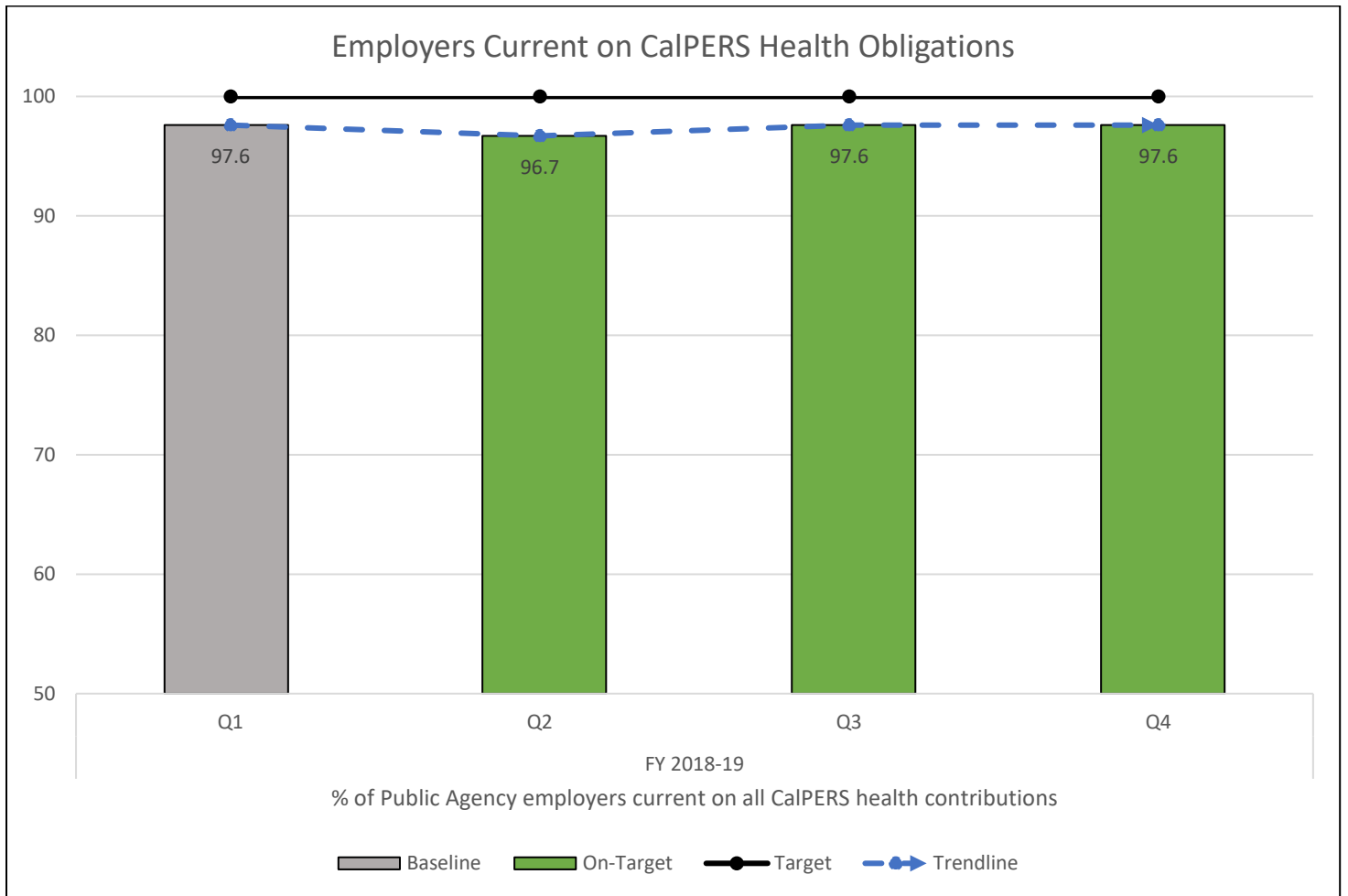
Status:	On-Target
Numeric Status:	97.6%

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:	April 1 – June 30, 2019
Thresholds:	<p>On-Target: 95-100% of Public Agency employers current</p> <p>At-Risk: 90-94% of Public Agency employers current</p> <p>Off-Target: Less than 89% of Public Agency employers are current</p>

Status Narrative:

97.6% of Public Agency employers are current on their CalPERS Health Obligations for April – June 2019.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

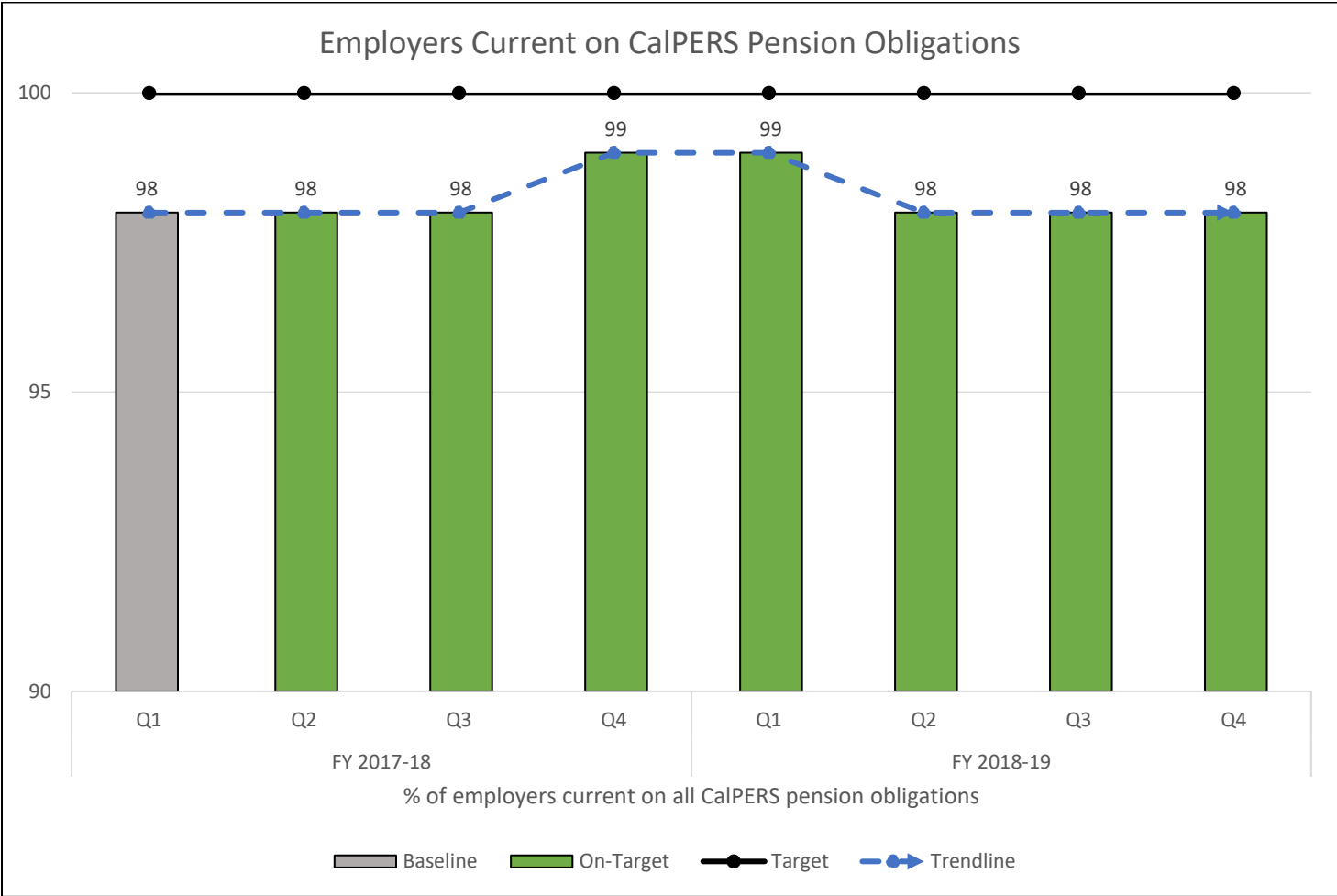
Status:	On-Target
Numeric Status:	98%

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:	April 1 - June 30, 2019						
Thresholds:	<table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">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 June 2019, 98% of employers are current on their CalPERS pension obligations.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

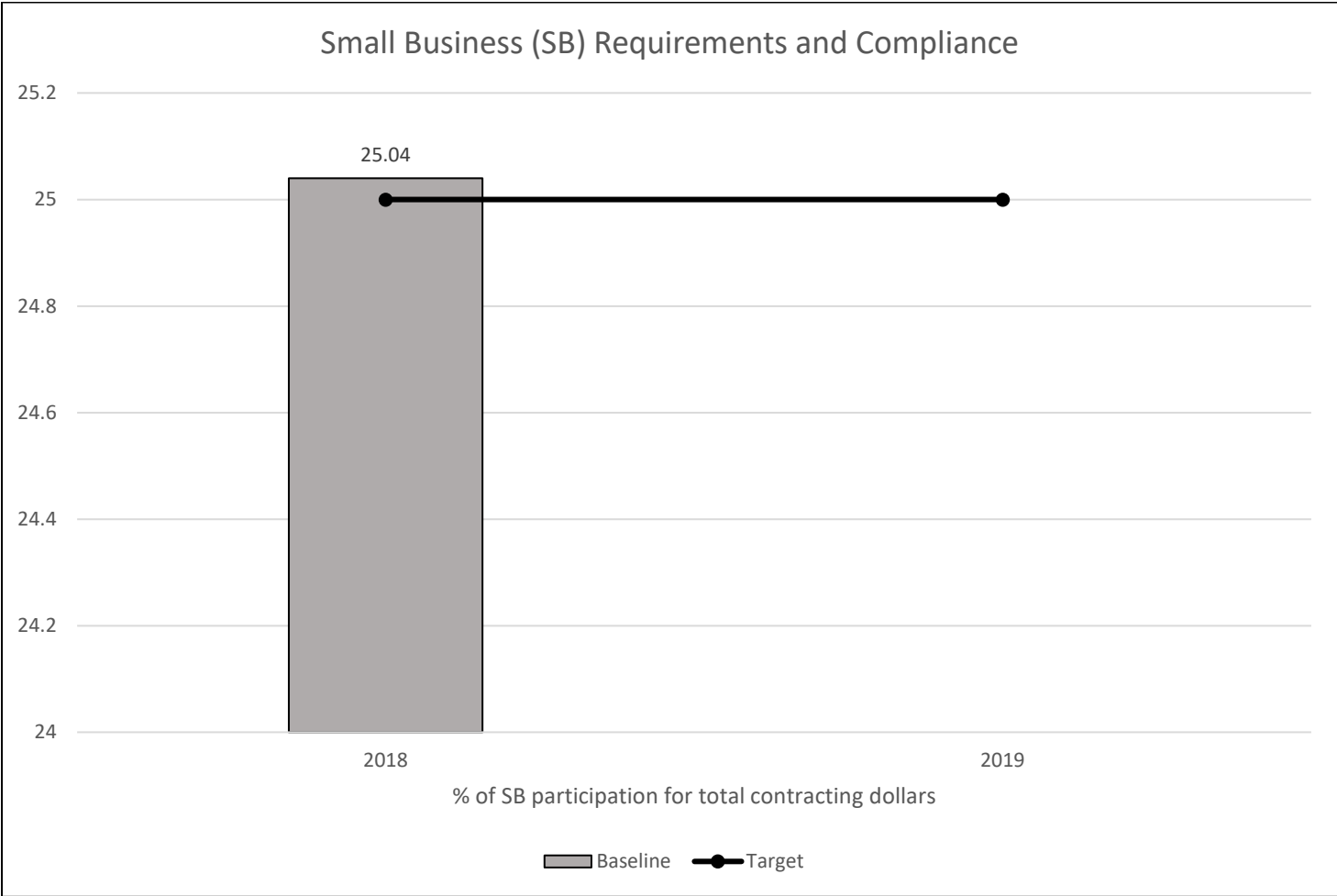
Status:	Pending Refresh
Numeric Status:	N/A

Description:	This KPI is focused on ensuring compliance pertaining to Small Business (SB) laws, rules & regulations. All State Agencies must comply with the California State Law by meeting the target of 25% SB participation for 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 program.						
Baseline:	The baseline, which reflects Fiscal Year 17/18 participation, is 25.04% SB of total contracting dollars.						
Target:	The target is to have 25% SB or greater participation for 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>25% and above</td> </tr> <tr> <td style="padding-left: 20px;">At-Risk:</td> <td>22.5% - 24.99%</td> </tr> <tr> <td style="padding-left: 20px;">Off-Target:</td> <td>Below 22.5%</td> </tr> </table>	On-Target:	25% and above	At-Risk:	22.5% - 24.99%	Off-Target:	Below 22.5%
On-Target:	25% and above						
At-Risk:	22.5% - 24.99%						
Off-Target:	Below 22.5%						

Status Narrative:

This KPI was modified in Quarter 4 of FY 2018-19. It was not reported out in FY 2017-18. The Small Business Requirements Compliance and Disabled Veterans Business Enterprise Requirements Compliance was separated into two individual KPIs, Small Business Requirements Compliance and Disabled Veterans Business Enterprise Requirements Compliance. This allowed for accurate measurement to the KPIs intent and context. Performance data will be available September 2019.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

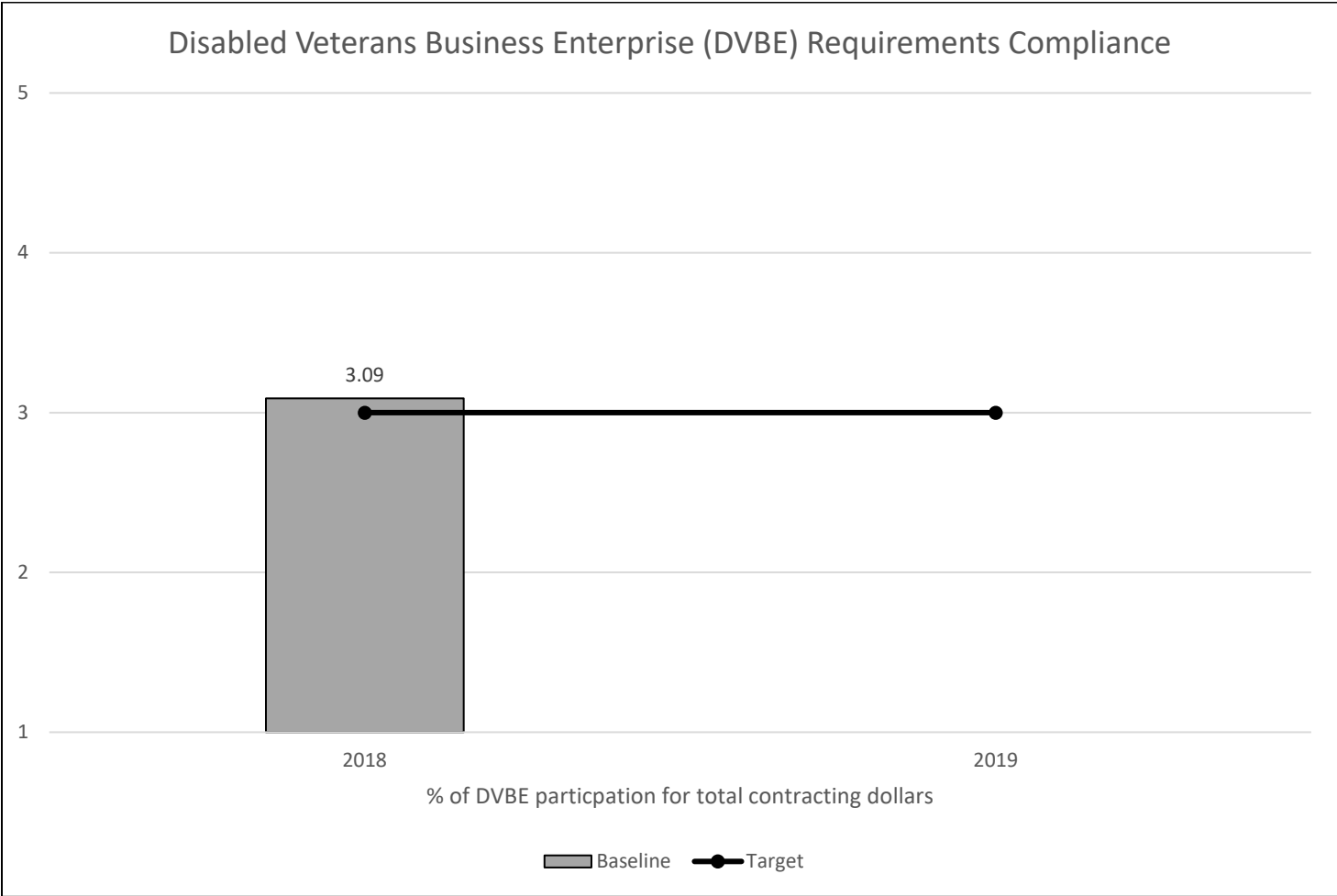
Status:	Pending Refresh
Numeric Status:	N/A

Description:	This KPI is focused on ensuring compliance pertaining to Disabled Veterans Business Enterprise (DVBE) laws, rules & regulations. All State Agencies must comply with the California State Law by meeting the target of 3% DVBE participation for 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 DVBE program.						
Baseline:	The baseline, which reflects Fiscal Year 17/18 participation, 3.09% DVBE of total contracting dollars.						
Target:	The target is to have 3% DVBE or greater participation for 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>3% and above</td> </tr> <tr> <td style="padding-left: 20px;">At-Risk:</td> <td>2.7% - 2.99%</td> </tr> <tr> <td style="padding-left: 20px;">Off-Target:</td> <td>Below 2.7%</td> </tr> </table>	On-Target:	3% and above	At-Risk:	2.7% - 2.99%	Off-Target:	Below 2.7%
On-Target:	3% and above						
At-Risk:	2.7% - 2.99%						
Off-Target:	Below 2.7%						

Status Narrative:

This KPI was modified in Quarter 4 of FY 2018-19. It was not reported out in FY 2017-18. The Small Business Requirements Compliance and Disabled Veterans Business Enterprise Requirements Compliance was separated into two individual KPIs, Small Business Requirements Compliance and Disabled Veterans Business Enterprise Requirements Compliance. This allowed for accurate measurement to the KPIs intent and context. Performance data will be available September 2019.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

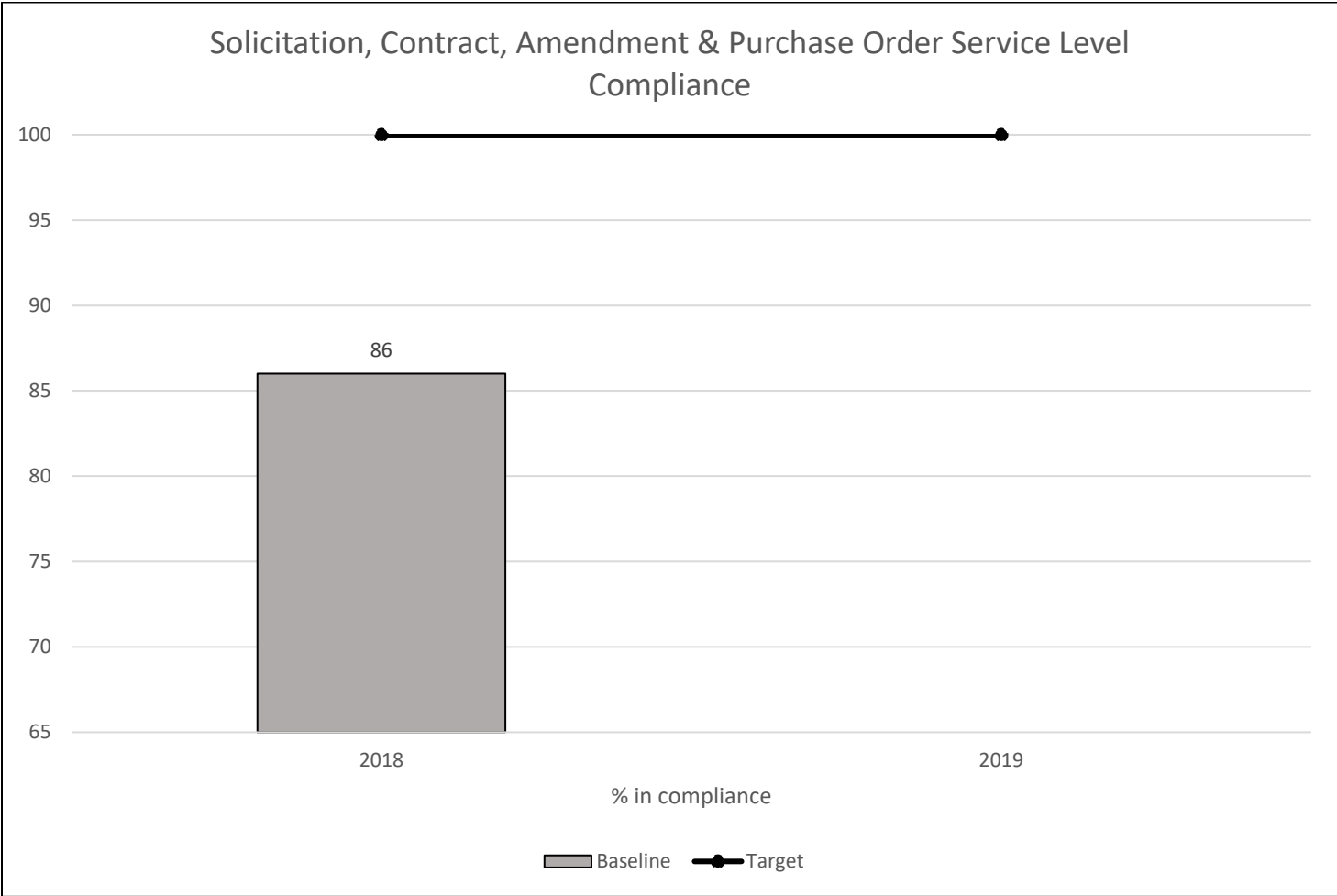
Status:	Pending Refresh
Numeric Status:	N/A

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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

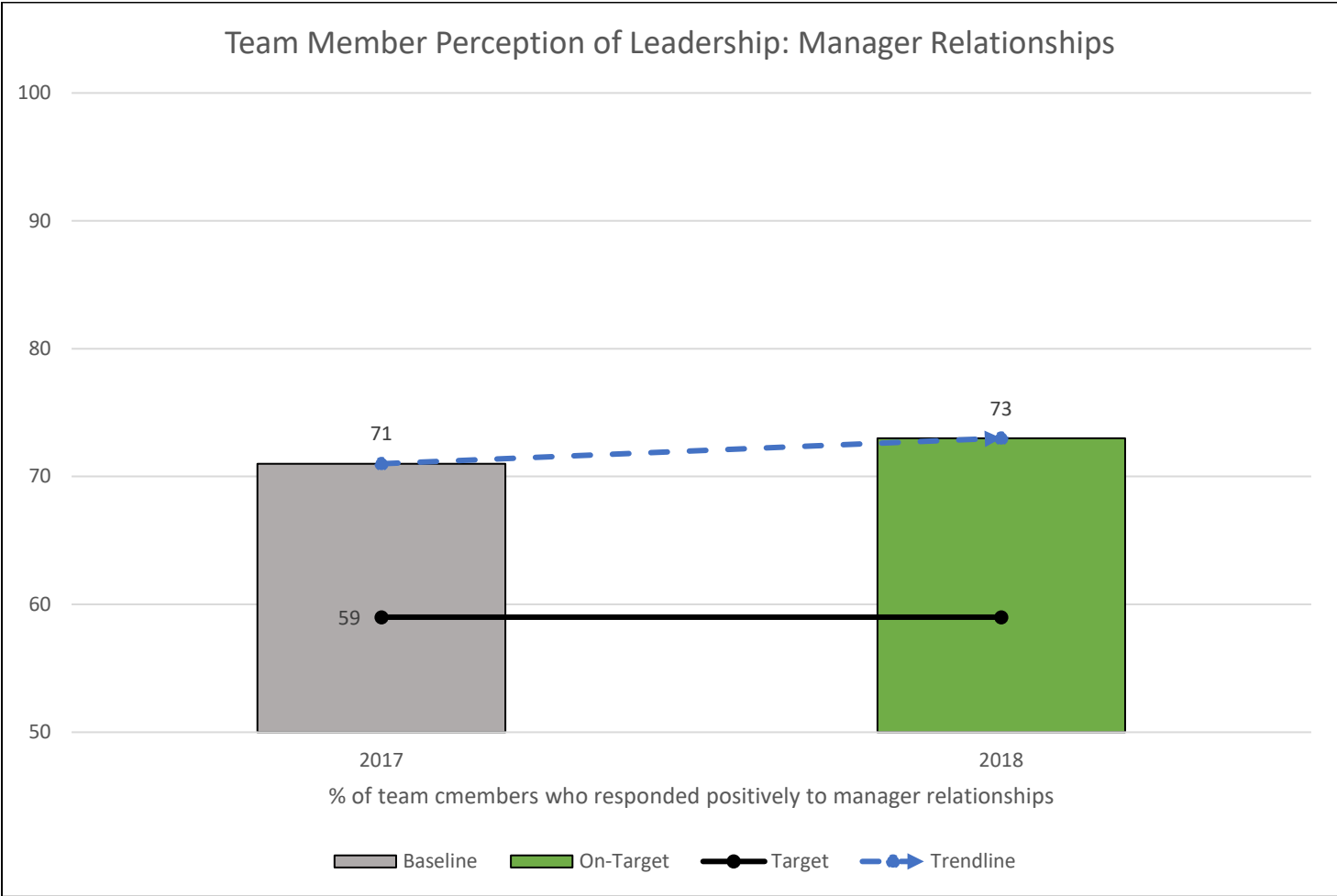
Status:	Pending Refresh
Numeric Status:	N/A

Description:	<p>The annual Employee Engagement Survey will help us ensure we continue to measure how team members perceive their relationship with their direct managers.</p> <p>The annual Employee Engagement Survey captured team members’ perceptions of leadership for Manager Relationships.</p>
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:	<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 73% and was On-Target. Updated performance data will be available December 2019.

Performance Trend Chart:



018-19 Key Performance Indicator Summary (Quarter 4)

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

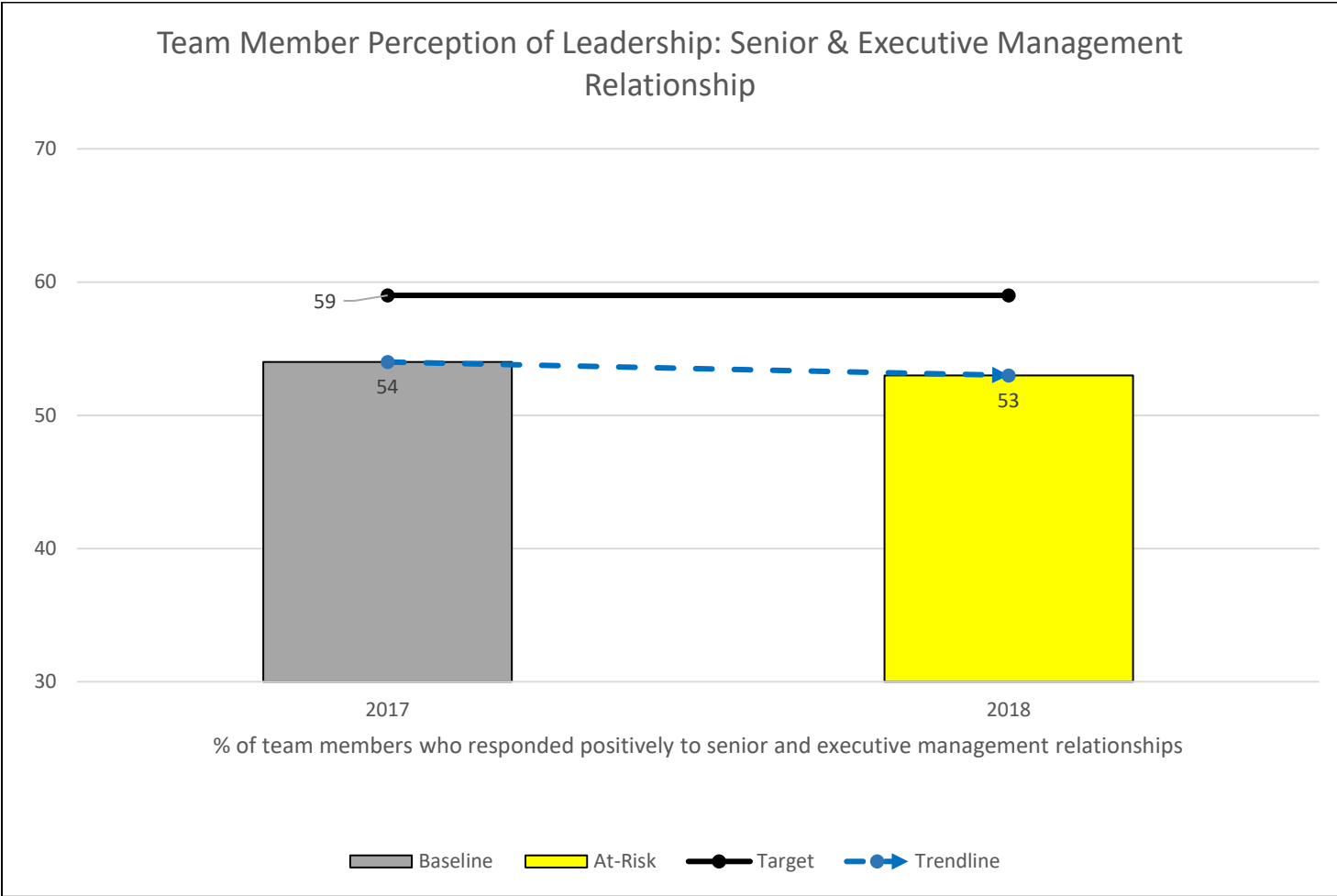
Status:	Pending Refresh
Numeric Status:	N/A

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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Retain Highly Skilled Senior Leaders - INFORMATIONAL
Operational Outcome Owner:	Yu (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%. This 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 4)

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

Status:	Pending Refresh
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, but will exclude all indicators that are under development or informational.						
Baseline:	For FY 2018-19, 89.7% of our Strategic Measures, Business Plan Initiatives, and KPIs are in a healthy status (On-Target)						
Target:	85% or greater of all EPR components that are in a healthy status (On-Target)						
Refresh Frequency:	Annually, June						
Reporting Range:	FY 2018-19, Quarter 4						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>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 4: of the 34 Strategic Measures, 30 measures are currently On-Target or in a pending refresh, data not available, or under development state; two are At-Risk; one is Off-Target; and one will be reported in closed session in August 2019.

For Quarter 4: of the 34 Business Plan Initiatives, 32 are currently On-Target or completed; one is Off-Target; and one will be reported in closed session in August 2019.

For Quarter 4: Of the 61 Key Performance Indicators, 56 are currently On-Target or in a pending refresh, data not available, or under development state; four are At-Risk; and one will be reported in closed session in August 2019.

Performance data for the overall framework will be available in FY 2019-20, Quarter 4.

2018-19 Key Performance Indicator Summary (Quarter 4)

KPI Title:	Operational sustainability report - INFORMATIONAL
Operational Outcome Owner:	Yu (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 4)

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 ECOS and STAR data. This integration will provide the complete set of data points required to measure the time it takes from the point of request to the acceptance of offer.	
Baseline:	75% with the average time to hire being 70 days as of 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 4)

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. Updated informational data will be available December 2019.

2018-19 Key Performance Indicator Summary (Quarter 4)

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

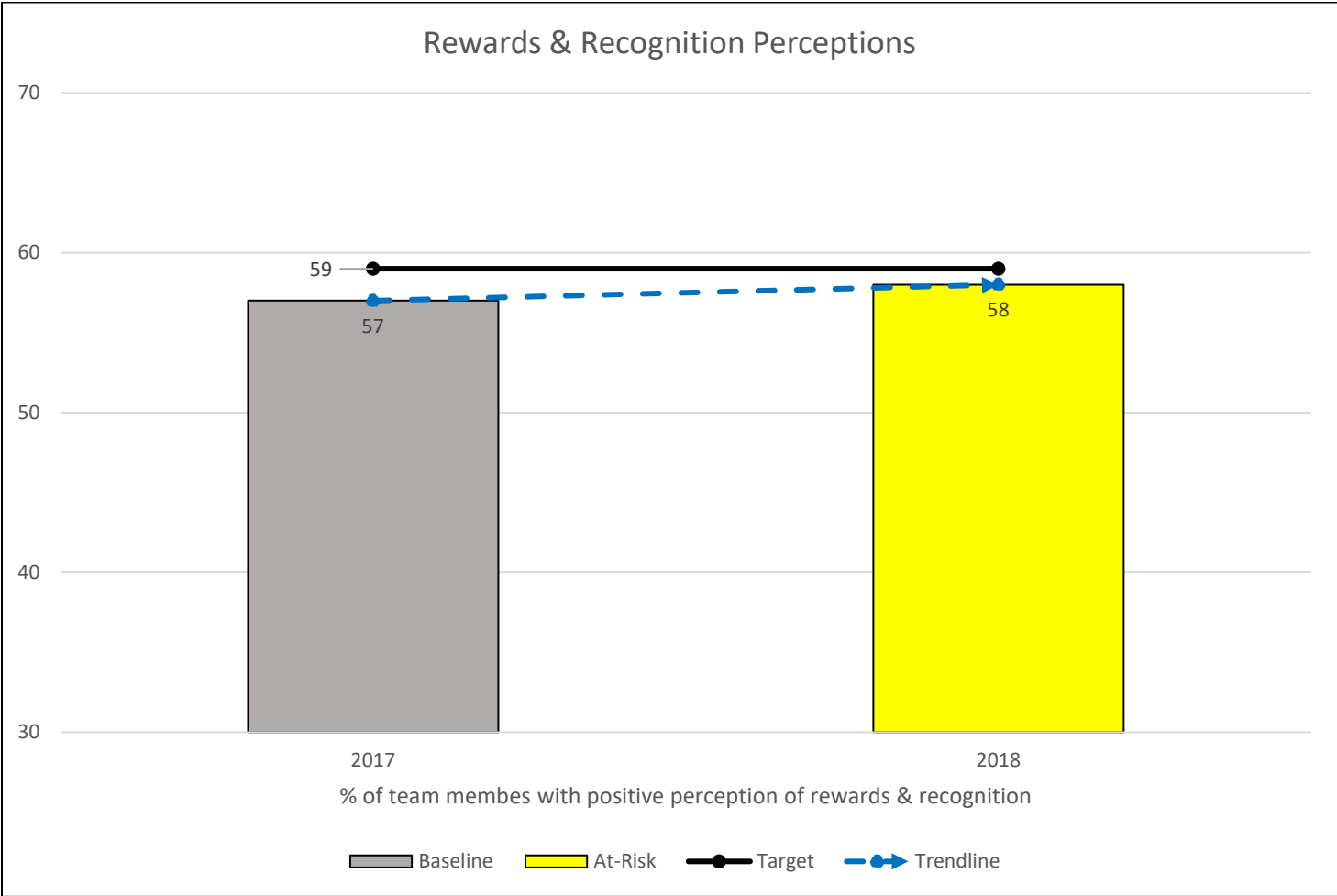
Status:	Pending Refresh
Numeric Status:	N/A

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 KPI 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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

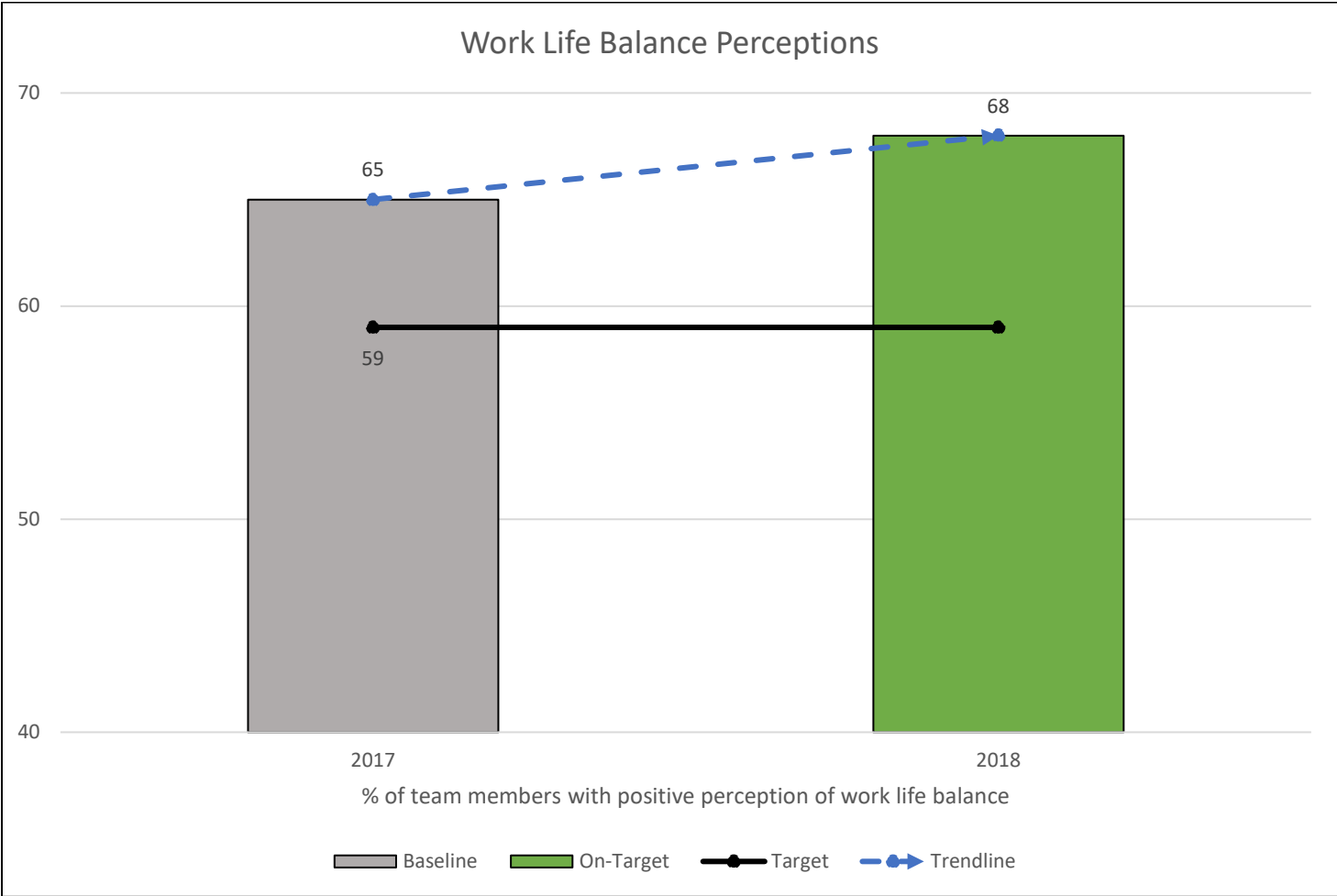
Status:	Pending Refresh
Numeric Status:	N/A

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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

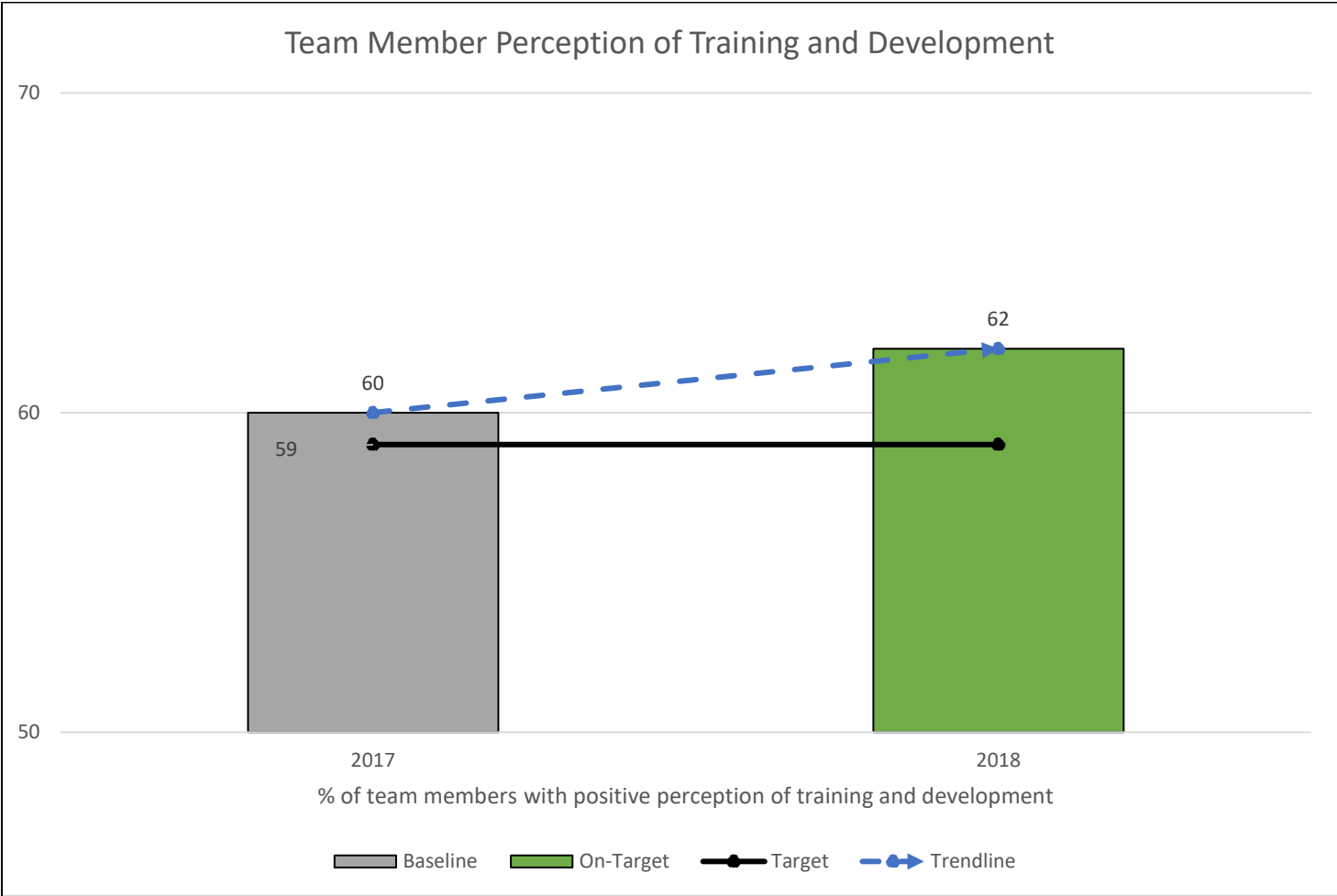
Status:	Pending Refresh
Numeric Status:	N/A

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:	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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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

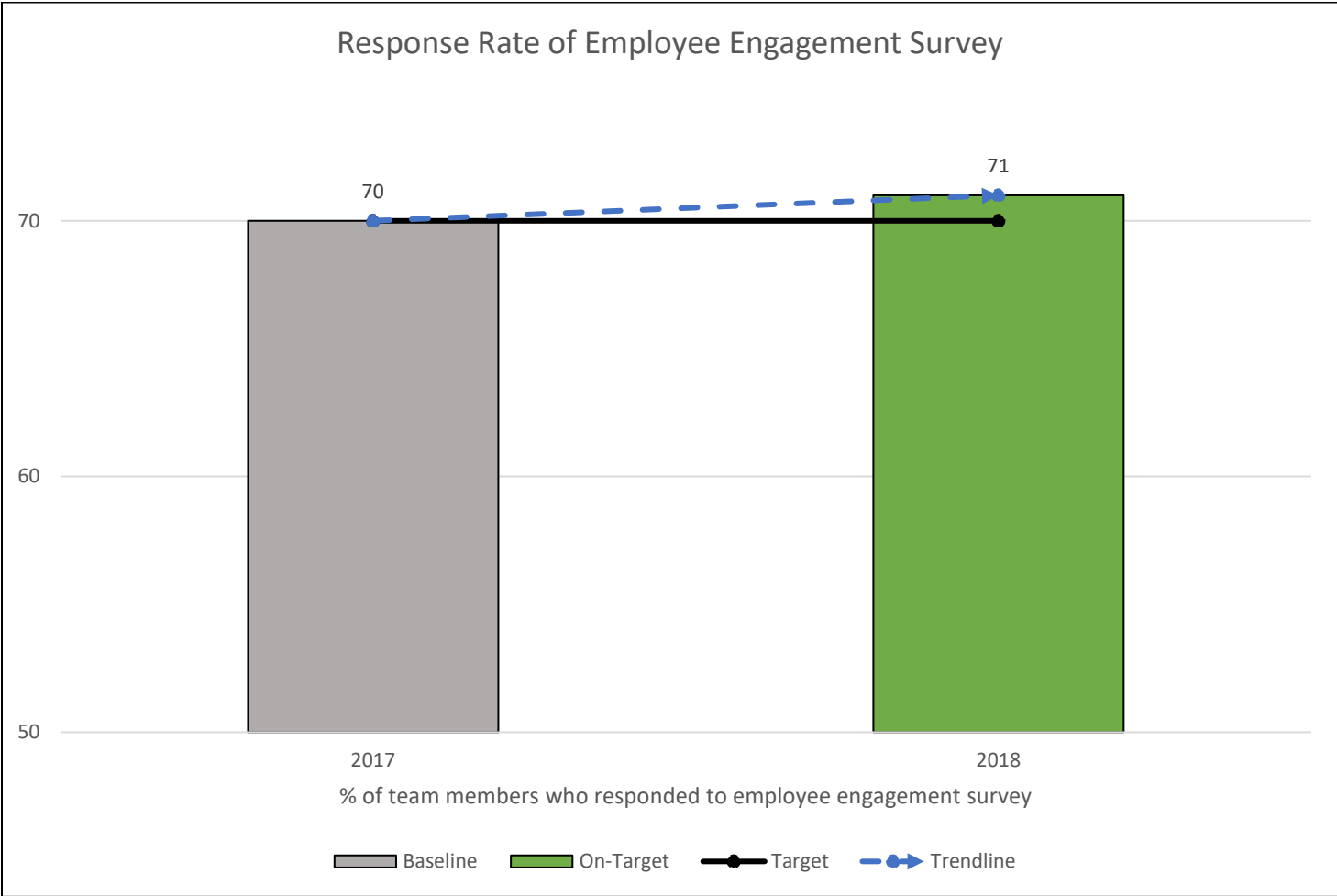
Status:	Pending Refresh
Numeric Status:	N/A

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 as of 10/2017.	
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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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 4)

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

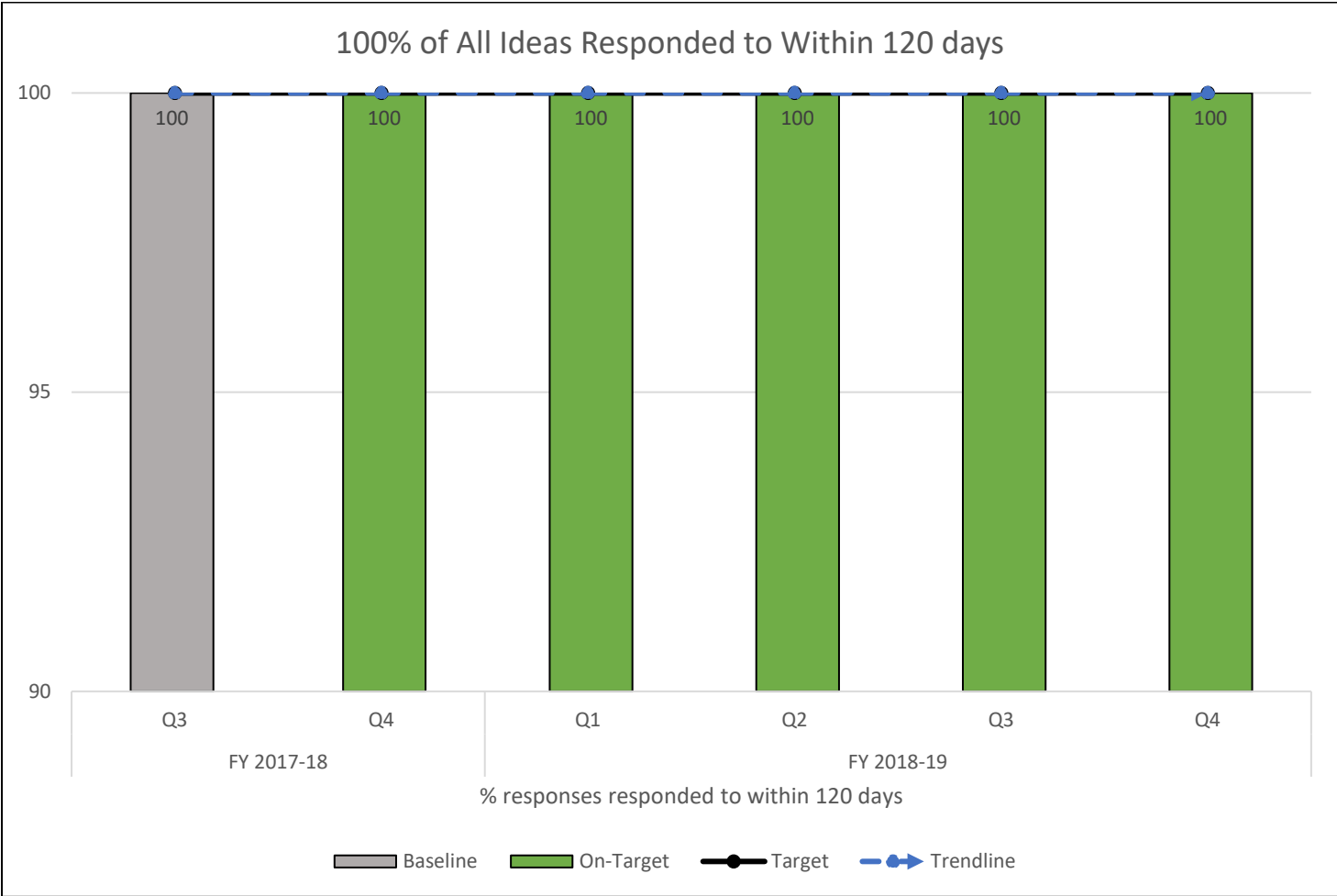
Status:	On-Target
Numeric Status:	100%

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:	04/1/19-06/30/19
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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

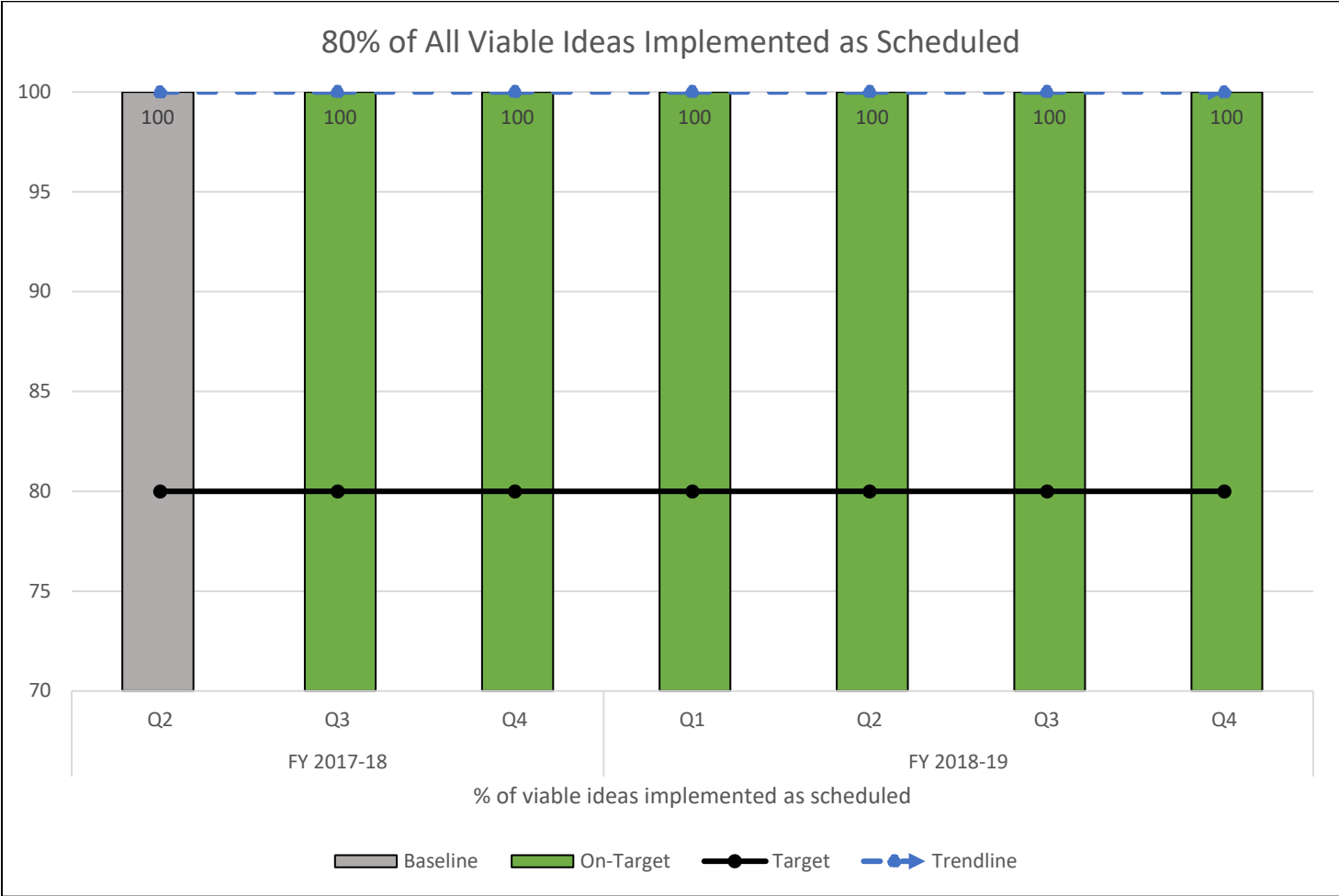
KPI Title:	80% of All Viable Ideas Implemented as Scheduled
Operational Outcome Owner:	Liana Bailey-Crimmins
Outcome Measure:	Team Member Engagement
Core Process:	Attracting & Supporting Team Members

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:	04/1/19-06/30/19
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.

Performance Trend Chart:



2018-19 Key Performance Indicator Summary (Quarter 4)

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. Updated informational data for 2019 will be available in January 2020.