

CalPERS 2012-17 Strategic Plan



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For more than eight decades, CalPERS has built retirement and health security for people who invest their lifework in the State. We are proud to serve those who serve California.

Vision

A trusted leader respected by our members and stakeholders for our integrity, innovation and service

Mission

Provide responsible and efficient stewardship of the System to deliver promised retirement and health benefits, while promoting wellness and retirement security for members and beneficiaries

Strategic Goals

- Improve long-term pension and health benefit sustainability
- Cultivate a high-performing, risk-intelligent and innovative organization
- Engage in State and national policy development to enhance the long-term sustainability and effectiveness of our programs

Core Values

Quality | Respect | Accountability | Integrity | Openness | Balance

Goal A | Improve long-term pension and health benefit sustainability

Objective

Fund the System through an integrated view of pension assets and liabilities

Strategic Initiative

Actively manage and assess funding risk through an asset liability management framework to guide investment strategy and actuarial policy

Objective

Educate employers and other stakeholders to make informed decisions about retirement security and health care

Strategic Initiatives

Provide employers and other stakeholders with thorough, risk-based information about the expected course and variability of future pension contribution requirements

Expand member and employer access to information regarding the cost and quality of health care and ways to impact those trends

Provide existing and prospective Long-Term Care Program policy holders with premium and other information to improve decision making

Objective

Deliver target risk-adjusted investment returns

Strategic Initiative

Implement programs and initiatives that improve investment performance and ensure effective systems, operations and controls are in place

Objective

Ensure high-quality, accessible and affordable health benefits

Strategic Initiative

Implement new approaches and expand efforts already proven to reduce health care costs and improve health outcomes, including changing how we contract with health plans

Objective

Create a lifestyle of wellness among members and employers

Strategic Initiatives

Establish partnerships that focus on increasing public and private sector focus on wellness

Develop and administer an independent wellness platform that ensures the active engagement of employees and employers

Goal B | Cultivate a high-performing, risk-intelligent and innovative organization

Objective

Use a focused approach to generate, test, refine and implement new ideas

Strategic Initiative

Adopt methodologies that empower staff to quickly test, vet and refine ideas that improve internal and external performance and service

Objective

Deliver superior, end-to-end customer service that is adaptive to customer needs

Strategic Initiatives

Promote the use of business intelligence throughout the organization to optimize customer service and delivery

Enhance business processes to achieve high-quality, timely, effective and efficient customer service delivery to our members and employers

Objective

Recruit, retain, develop and empower a broad range of talents against organizational priorities

Strategic Initiative

Develop and implement a comprehensive talent management strategy that includes recruitment, knowledge transfer, succession planning, and a methodology to regularly gauge employee satisfaction

Objective

Actively manage business risks with an enterprise-wide view

Strategic Initiative

Develop a robust risk-intelligent culture through enhanced governance, risk assessment and mitigation, and collaboration with stakeholders

Goal C | Engage in State and national policy development to enhance the long-term sustainability and effectiveness of our programs

Objective

Clarify and communicate CalPERS perspective on pension, health and financial markets

Strategic Initiative

Establish principles and beliefs to guide public policy engagement by the System

Objective

Provide education and engagement opportunities to shape policy agenda and expand impact

Strategic Initiatives

Develop new strategic partnerships with academic institutions, governmental organizations, non-profits, the financial sector and the California business community

Develop a series of thought leadership initiatives that promote CalPERS priorities and policies

Elevate the profile of CalPERS Board of Administration and Executive Leadership through strategic involvement at industry and stakeholder events