

## EPM Second Quarter Report: Key Performance Indicators 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 49 KPIs are performing for the second quarter (October 1, 2022 – December 31, 2022). Additional performance details can be found on the summary sheets for each KPI. Informational KPIs are non-performance driven.

Second Quarter KPI Performance:

- 15 On-Target
- 2 At-Risk
- 1 Off-Target
- 25 Pending Refresh
- 0 Data Not Available
- 0 Under Development
- 4 Closed Session item
- 2 Informational

The Key Performance Indicators Summary Dashboard also provides trend analysis data that captures performances from year one (FY 2022-23)

## Enterprise Performance Reporting – Second Quarter Report















### CalPERS 2022-23 Key Performance Indicators













Reliable Steward of Funds	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2021-22)	Page Number
GASB 68 Reports Completed Timely	*	i			* i ** Q1 Q2 Q3 Q4	23
Produce ACFR with No Material Weaknesses	*	i			* i ** Q1 Q2 Q3 Q4	34
Fund Level Administrative Expenditures	*	*			New for FY 2022-23	22
Maintain Appropriate Reserve Levels – California Employers’ Retiree Benefit Trust Fund	●	●			● ● ● ● Q1 Q2 Q3 Q4	28
Maintain Appropriate Reserve Levels – Long-Term Care Fund	●	●			● ● ● ● Q1 Q2 Q3 Q4	32
Maintain Appropriate Reserve Levels – Defined Benefit Funds	●	●			● ● ● ● Q1 Q2 Q3 Q4	30
Stay within Risk Boundaries for Total Fund	●	*			● *** Q1 Q2 Q3 Q4	35
Aggregate Risk Levels of the INVO Operating Model	●	*			● *** Q1 Q2 Q3 Q4	18
Strategic Asset Allocation Ranges (if outside Approved Ranges)	●	*			● *** Q1 Q2 Q3 Q4	37
Adequate Liquidity Coverage	●	●			● ● ● ● Q1 Q2 Q3 Q4	16

Reliable Steward of Funds continued	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2021-22)	Page Number
Cash Forecasting Accuracy	●	●			●●●● Q1 Q2 Q3 Q4	20
Generate Liability Data and Rates for Pension Funding – Public Agency	●	*			▲*** Q1 Q2 Q3 Q4	25
Generate Liability data and rates for long-term care program	*	*			**▲* Q1 Q2 Q3 Q4	24
Generate Liability Data and Rates for Pension Funding – State	●	*			●*** Q1 Q2 Q3 Q4	27
Generate Liability Data and Rates for Pension Funding – Schools	●	*			●*** Q1 Q2 Q3 Q4	26

Customer Satisfaction Driven Organization	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2021-22)	Page Number
Health Plan Scorecard of 90% or Better	*	*			***● Q1 Q2 Q3 Q4	41
Customer Inquiry Timeliness	●	*			●*** Q1 Q2 Q3 Q4	39
Public Agency Retention	*	*			**●* Q1 Q2 Q3 Q4	45
Public Agency Recruitment	*	*			**●* Q1 Q2 Q3 Q4	43
Self-Reported Overall Health Status	*	*			***● Q1 Q2 Q3 Q4	47

Open and Transparent Communication	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2021-22)	Page Number
Member Education Satisfaction	●	●			●●●● Q1 Q2 Q3 Q4	51
Employer Education Satisfaction	●	●			●●●● Q1 Q2 Q3 Q4	49

Efficient & Effective Organization	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2021-22)	Page Number
Project Portfolio Health					 Q1 Q2 Q3 Q4	72
ITSB Service Performance					 Q1 Q2 Q3 Q4	64
Form 700 Completed Timely	*	*			***  Q1 Q2 Q3 Q4	62
Mandated Training Compliance	*	*			***  Q1 Q2 Q3 Q4	66
Personal Trading Monitoring	*	*			***  Q1 Q2 Q3 Q4	69
Ensure Evacuation Readiness	*	*			** **** Q1 Q2 Q3 Q4	60
Business Continuity Readiness		*			 *** Q1 Q2 Q3 Q4	53
Lean Adoption	*				*  *  Q1 Q2 Q3 Q4	14

Efficient & Effective Organization continued	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2021-22)	Page Number
Employers Current on CalPERS Health Obligations					 Q1 Q2 Q3 Q4	56
Employers Current on CalPERS Pension Obligations					 Q1 Q2 Q3 Q4	58
Member Self-Service Fraud Resulting in Financial Loss	Closed Session	Closed Session			Closed Session	68
Unauthorized Member Self-Service Account Changes	Closed Session	Closed Session			Closed Session	81
Time to Detect Cyber Security Threats	Closed Session	Closed Session			Closed Session	80
Reportable Privacy Violations	Closed Session	Closed Session			Closed Session	75
Small Business Requirements Compliance		*			 *** Q1 Q2 Q3 Q4	76
Disabled Veterans Business Enterprise Requirements Compliance		*			 *** Q1 Q2 Q3 Q4	54
Solicitation, Contract, Amendment, and Purchase Order Service Level Compliance		*			 *** Q1 Q2 Q3 Q4	78

Supportive & Engaged Leadership	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2021-22)	Page Number
Team Member Perception of Leadership – Manager Relationships	*	●			* ■ ** Q1 Q2 Q3 Q4	84
Health of Enterprise Performance Reporting Framework	*	*			*** ▲ Q1 Q2 Q3 Q4	82

Team Member Engagement	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend Analysis (FY 2021-22)	Page Number
Retention Rate	*	*			* i ** Q1 Q2 Q3 Q4	93
Recognition Perceptions	*	▲			* ■ ** Q1 Q2 Q3 Q4	10
Employee Empowerment Perceptions	*	▲			* ■ ** Q1 Q2 Q3 Q4	12
Team Member Perception of Growth and Development	*	●			* ■ ** Q1 Q2 Q3 Q4	94
Emerging Leader Program	i	*			i * * * Q1 Q2 Q3 Q4	90
100% of all Ideas Responded to within 120 Days	●	●			● ● ● ● Q1 Q2 Q3 Q4	88
80% of all Viable Ideas Implemented as Scheduled	●	●			● ● ● ● Q1 Q2 Q3 Q4	86
Our Promise and Annual Food Drive	*	*			* * i * Q1 Q2 Q3 Q4	92

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Recognition Perceptions  
**Executive Owner:** Doug Hoffner  
**Outcome Measure:** Team Member Engagement  
**Core Process:** Attracting & Supporting Team Members

**Status:** At-Risk

**Numeric Status:** 65.6%

**Description:** Respecting and appreciating our employees for their contributions to the organization is integral to living our Core Values. Continuous recognition of employee accomplishments and behaviors is also one of the most effective ways to reinforce organizational values, support business objectives, and retain motivated, high-performing employees.

CalPERS is committed to providing employees with sincere, specific, timely, and meaningful recognition on a consistent and ongoing basis that encourages each individual to be their best, to grow and learn, and enjoy themselves in the process. CalPERS is also committed to providing recognition opportunities that appreciate the everyday, honor the exceptional, and celebrate successes.

Recognition perceptions will be measured by reviewing the results of the Recognition and Reward category from the annual Employee Engagement Survey.

**Baseline:** 79.2% favorability survey score from Recognition and Reward category (based on 2020 Employee Engagement Survey results).

**Target:** 68.7% or higher favorability score represents high performance (based on Perceptyx benchmark from the 2020 Employee Engagement Survey)

**Refresh Frequency:** Annually, December

**Reporting Range:** December 2021—November 2022

**Thresholds:**

On-Target:	Above 68.6% represents high performance
At-Risk:	58.6 – 68.6% represents average performance
Off-Target:	Under 58.5% represents low performance

**Status Narrative:**

CalPERS saw a decline across all metrics in the 2022 Employee Engagement Survey, compared to 2020. This is consistent with research provided by our third-party survey provider, Perceptyx, who indicated globally, organizations experienced high levels of engagement in 2020 as leaders focused on staying connected with team members during the COVID-19 pandemic.

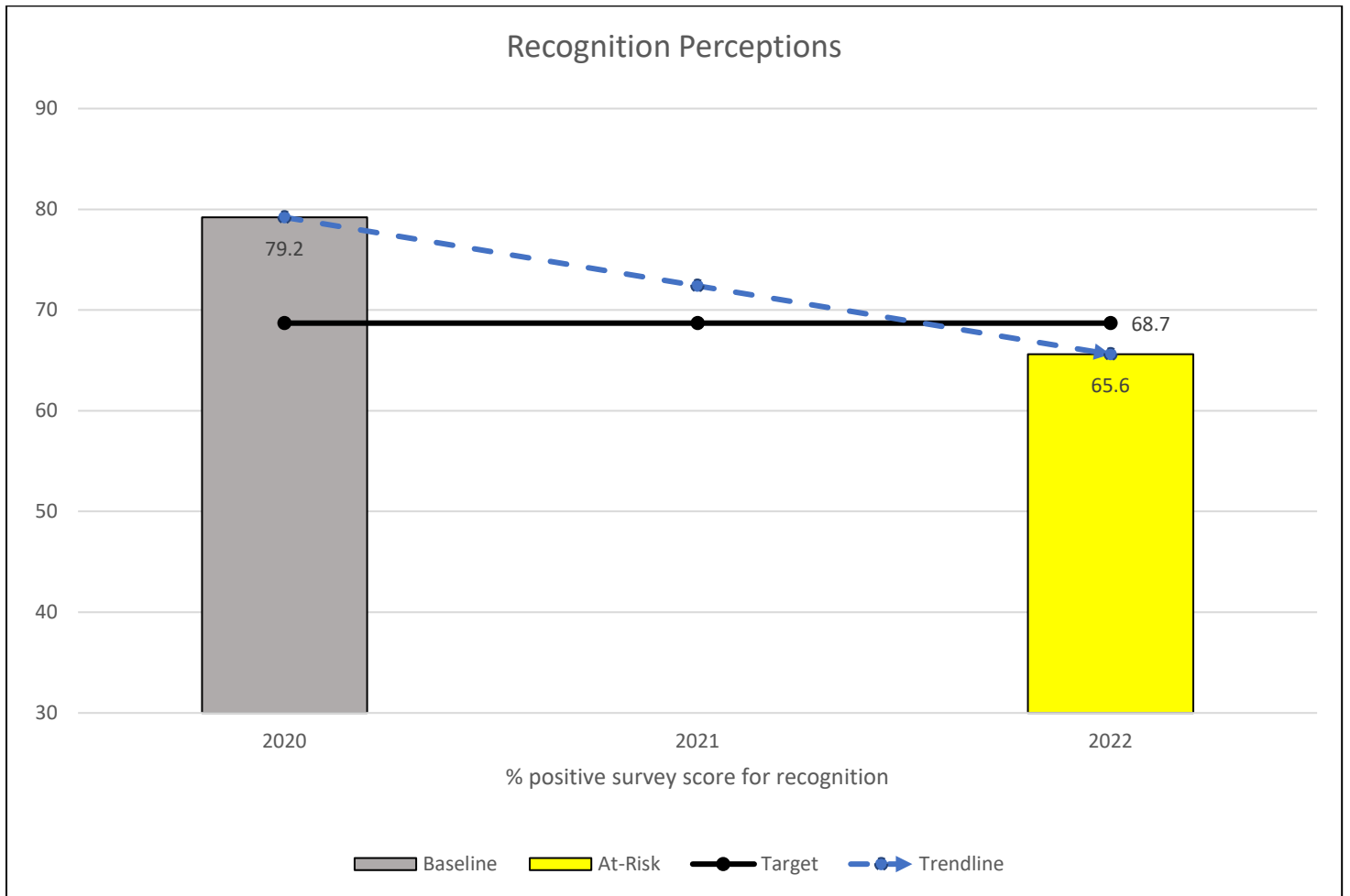
To address survey results, the following will occur:

- January 2023 - Leaders at all levels will create action plans

- February 2023 - Enterprise-wide initiatives will be developed in collaboration with the Senior Leadership Council.
- Summer 2023 - Pulse survey will be administered to measure the impact of action planning initiatives.

This KPI will be refreshed FY 2023-24 after 2023 Employee Engagement Survey is administered.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

<b>KPI Title:</b>	Employee Empowerment Perceptions
<b>Executive Owner:</b>	Doug Hoffner
<b>Outcome Measure:</b>	Team Member Engagement
<b>Core Process:</b>	Attracting & Supporting Team Members
<b>Status:</b>	At-Risk
<b>Numeric Status:</b>	62%

**Description:** There is a return on investment for work life balance programs, which is realized through employee attendance, increased productivity, lower health care and workers' compensation costs, and reduced employee turnover. It is important CalPERS promotes work life balance, demonstrating commitment to team members. Work Life Balance perceptions is captured within the Employee Empowerment category from the Employee Engagement Survey and will be measured to ensure team members are able to balance work and personal life.

**Baseline:** 75.2% favorability survey score from Employee Empowerment category (based on 2020 Employee Engagement Survey results).

**Target:** 67.5% or higher favorability score represents high performance (based on Perceptyx benchmark from 2020 Employee Engagement Survey).

**Refresh Frequency:** Annually, December

**Reporting Range:** December 2021 – November 2022

**Thresholds:**

On-Target:	Above 67.4% represents high performance
At-Risk:	57.4 – 67.4% represents average performance
Off-Target:	Under 57.4% represents low performance

### Status Narrative:

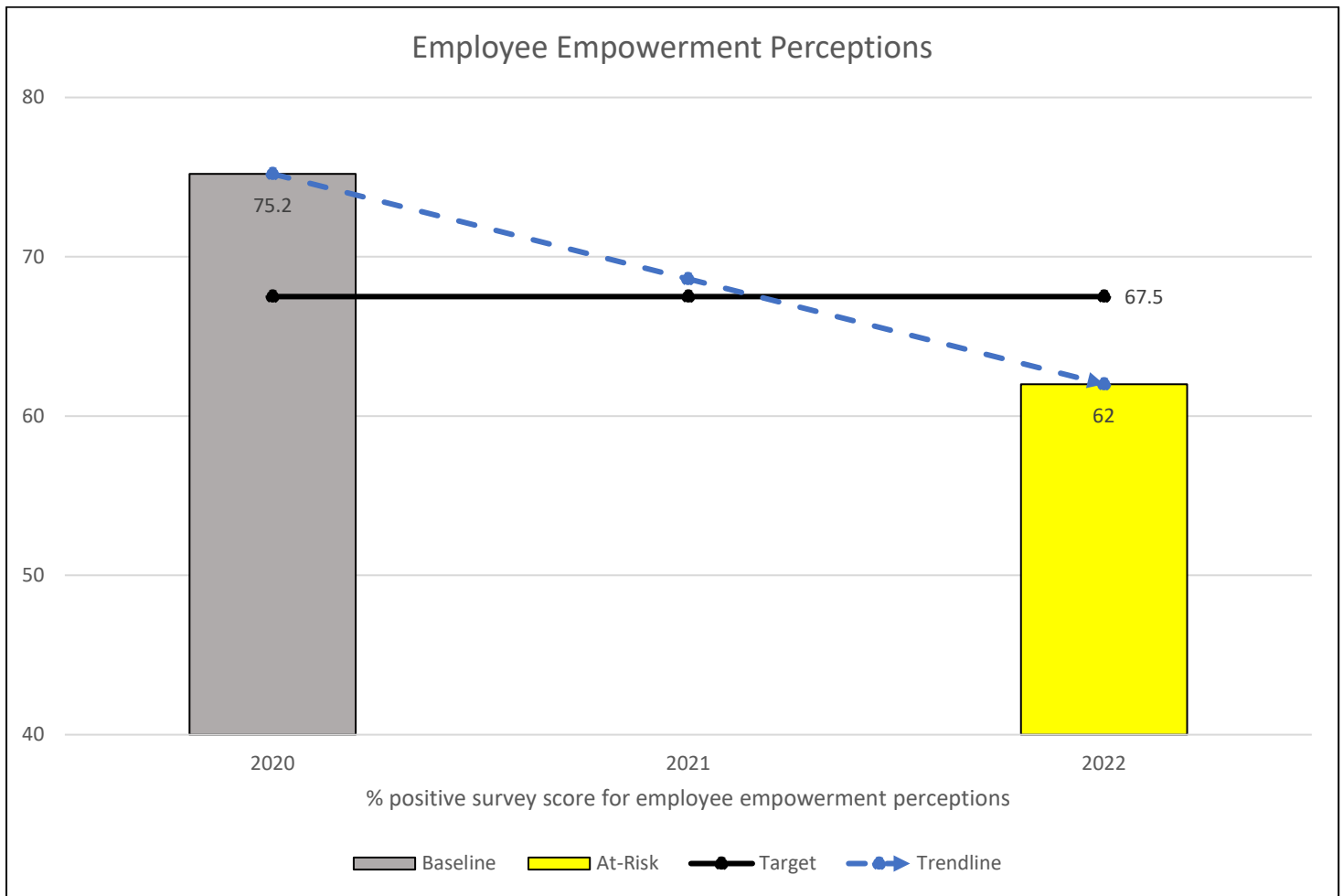
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To address survey results, the following will occur:

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Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

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

**Status:** Off-Target  
**Numeric Status:** 2.0

**Description:** Lean is a continuous business process improvement approach to reduce waste and increase value to customers. This KPI measures factors that impact the adoption of Lean, including training participation, leadership support, team engagement, Lean practice and application, strategic alignment, and process improvement results.

As Lean continues to expand throughout the organization, we may identify additional factors to further measure adoption.

**Baseline:** As of June 2020, the overall adoption score was 2.9 out of 5.0.

**Target:** Overall adoption score of 3.3 by June 30, 2022

**Refresh Frequency:** Semi-Annually, Quarter 2 and Quarter 4

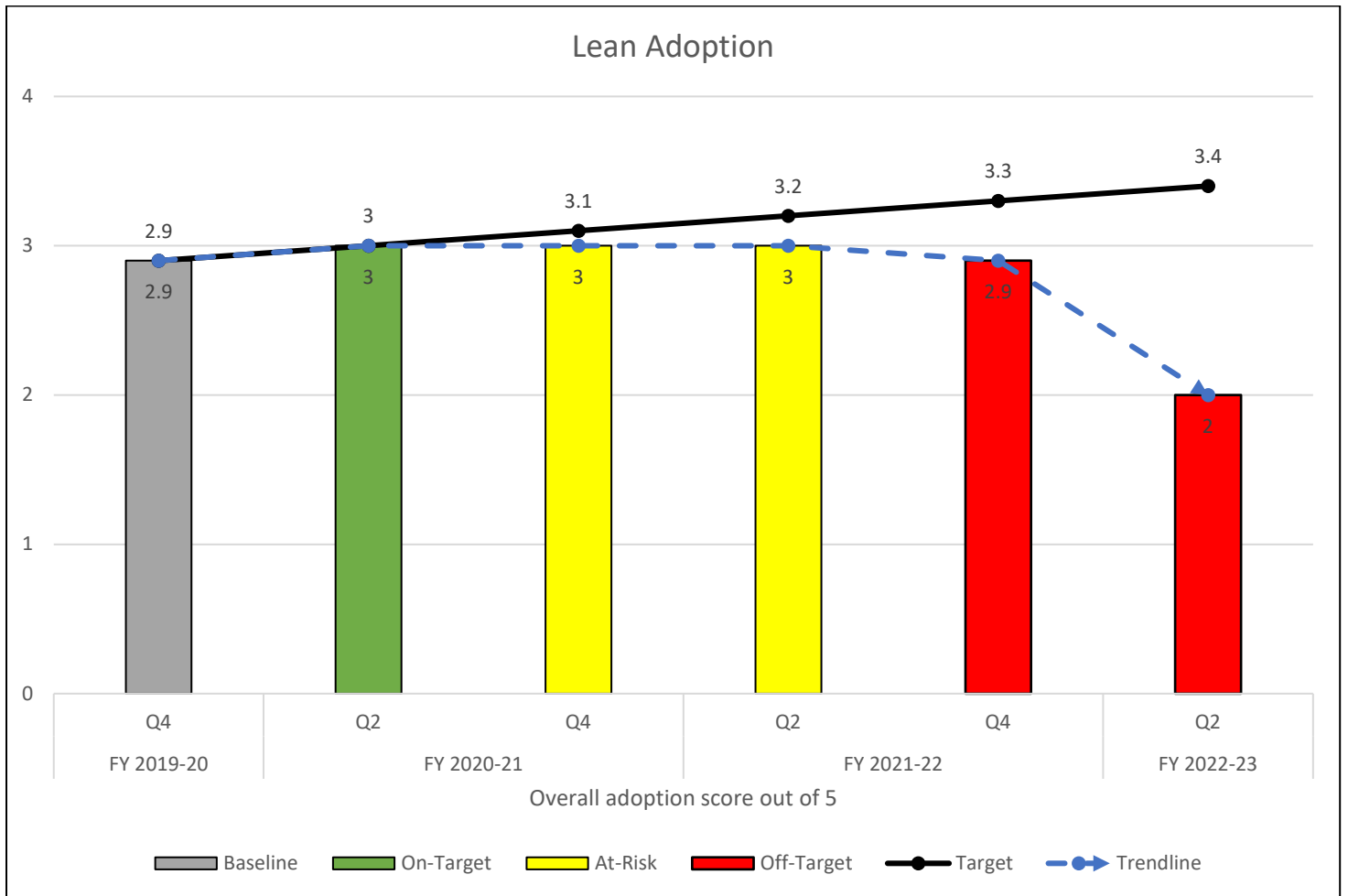
**Reporting Range:** 7/01/22- 12/31/22

**Thresholds:**  
 On-Target: At or above 0.1 increase in overall adoption score per 6 months  
 At-Risk: No increase in overall adoption score per 6 months  
 Off-Target: Decrease in adoption score per 6 months

### Status Narrative:

The Lean adoption score decreased from June 2022 to December 2022 and remains Off-Target. The decrease is due primarily to lower process improvement results, which is based on the fourth quarter status of the Health of Enterprise Performance Reporting (EPR) Framework KPI. The Health of EPR measure was 80.25%, equating to an adoption score of 0 on the five-point scale, resulting in a 0.8 reduction to the overall Lean Adoption score from Fiscal Year 2021-22, Quarter 4. In addition, survey results of Lean adoption across CalPERS were also slightly lower than June 2022 levels and the percent of CalPERS team that are trained in Lean fell slightly to 60%, due to unusually high turnover of Lean-trained team members and a slower uptake of training among new team members this past year. CalPERS will continue to market and increase outreach to team members, particularly outreach to engage existing team members in driving improvement results and to new team members as the workforce replenishes.

Performance Trend Chart:



**2022-23 Key Performance Indicator Summary (Quarter 2)**

**KPI Title:** Adequate Liquidity Coverage

**Executive Owner:** Michele Nix

**Outcome Measure:** Reliable Steward of Funds

**Core Process:** Managing Investments

**Status:** On-Target

**Numeric Status:** 1.32

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

The LCR is calculated using the following methodology:

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

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

Fund	Payment Status	Reserve Status	Relevant Coverage Ratio
PERF	1-day large payment	3-day pre-fund	30-day Level 1

**Coverage Ratio Triggers**

On-target = 1.0>      At-risk = 0.5 – 0.99 -2> AA > 7%      Off-target = < 0.5

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

**Baseline:** FY 2017-18 Q4 status of 1.0

**Target:** The LCR is greater than 1.0

**Refresh Frequency:** Quarterly

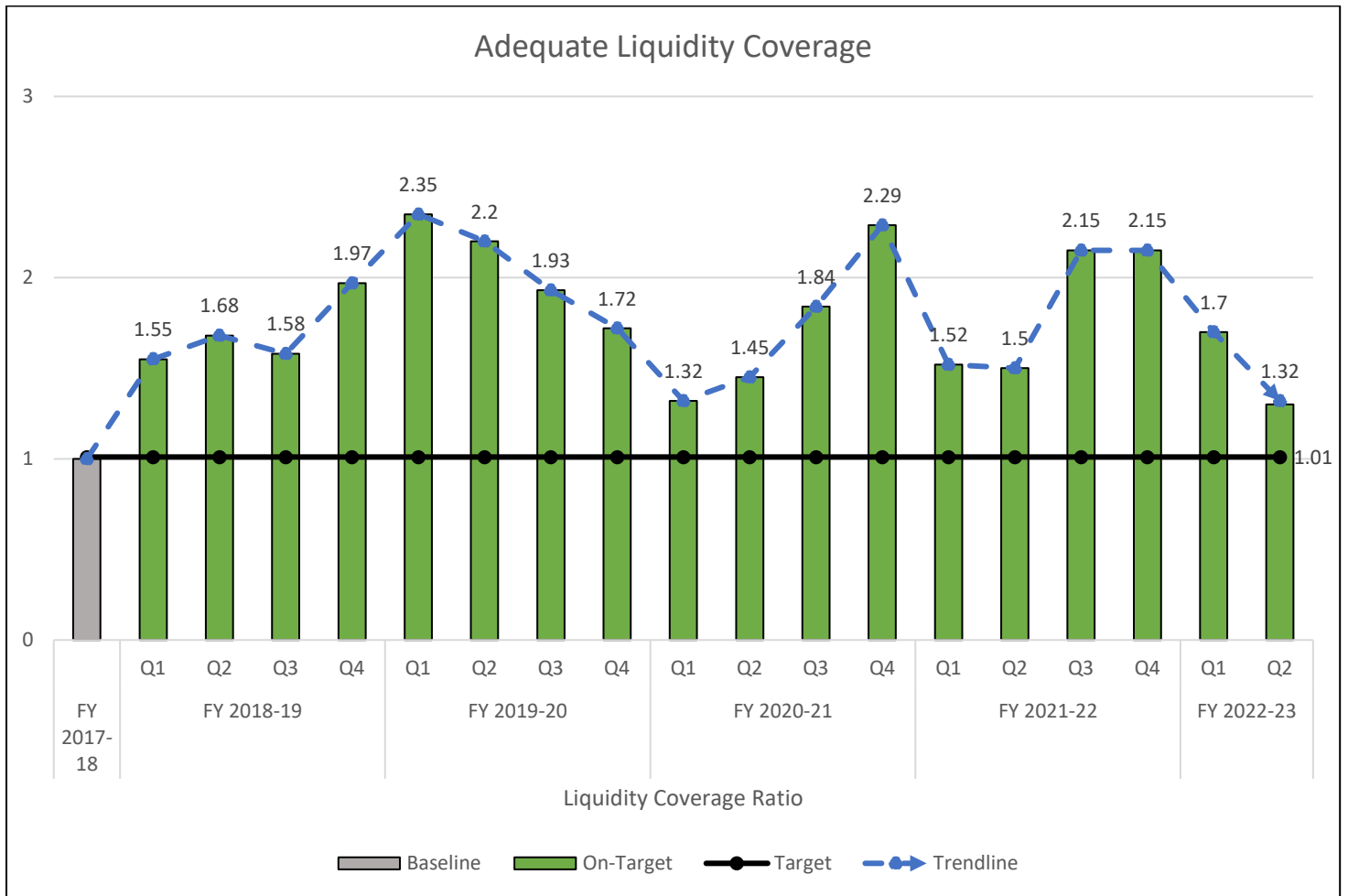
**Reporting Range:** 10/01/2022 – 12/31/2022

**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:**

The LCR actual was on target at 1.32 for the 2<sup>nd</sup> Quarter for FY2022-23.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Aggregate Risk Levels of the INVO Operating Model

**Executive Owner:** Nicole Musicco

**Outcome Measure:** Reliable Steward of Funds

**Core Process:** Managing Investments

**Status:** Pending Refresh (in September 2023)

**Numeric Status:** 4 (for FY 2021-22)

**Description:** The Operating Model 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 INVO Operating Model Dashboard includes industry aligned sub-functions and functions that represent CalPERS stakeholders and corporate engagement activities, with a total number of 24 sub-functions. Measuring the risk level of the INVO Operating Model is based on 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 in the strategic planning process to help 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 2021, the risk assessment score is 4.

**Target:** Aggregate assessed risk score of INVO Operating Model of 6 or less.

**Refresh Frequency:** Annually, September

**Reporting Range:** FY 2021-22

**Thresholds:**

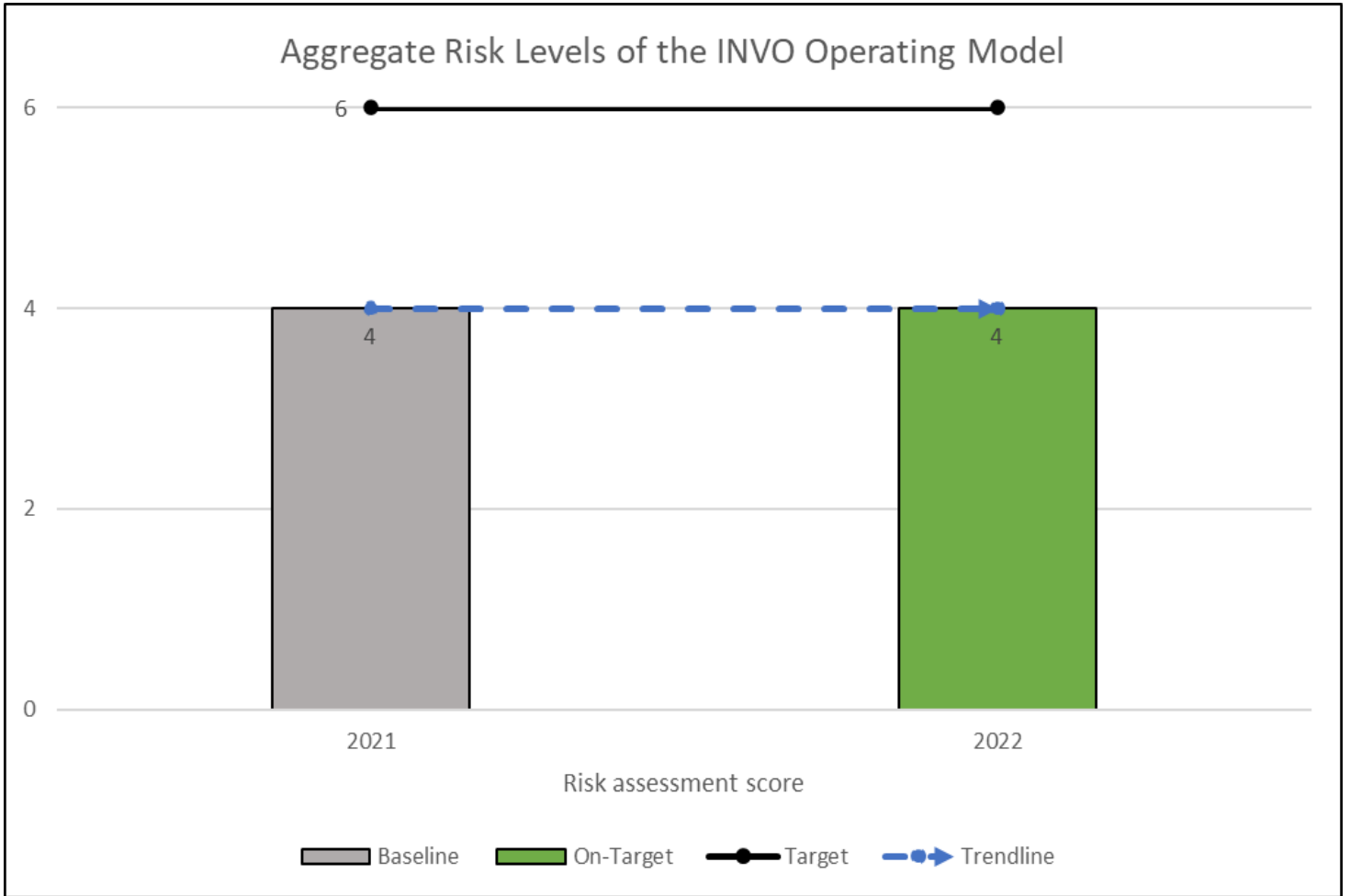
On-Target:	Risk level less than or equal to 6
At-Risk:	Risk level between 6 - 8
Off-Target:	Risk level greater than or equal to 8

### Status Narrative:

As of June 2022, this KPI was On-Target.

The aggregate risk level score was 4 as of June 30, 2022, with the score unchanged at fiscal year-end. Risk levels in Data Management remain elevated but have slightly decreased. The remaining assessed sub-functions yielded no material changes in risk scores.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Cash Forecasting Accuracy

**Executive Owner:** Michele Nix

**Outcome Measure:** Reliable Steward of Funds

**Core Process:** Managing Investments

**Status:** On-Target

**Numeric Status:** 8.89%

**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:** 10/01/2022 – 12/31/2022

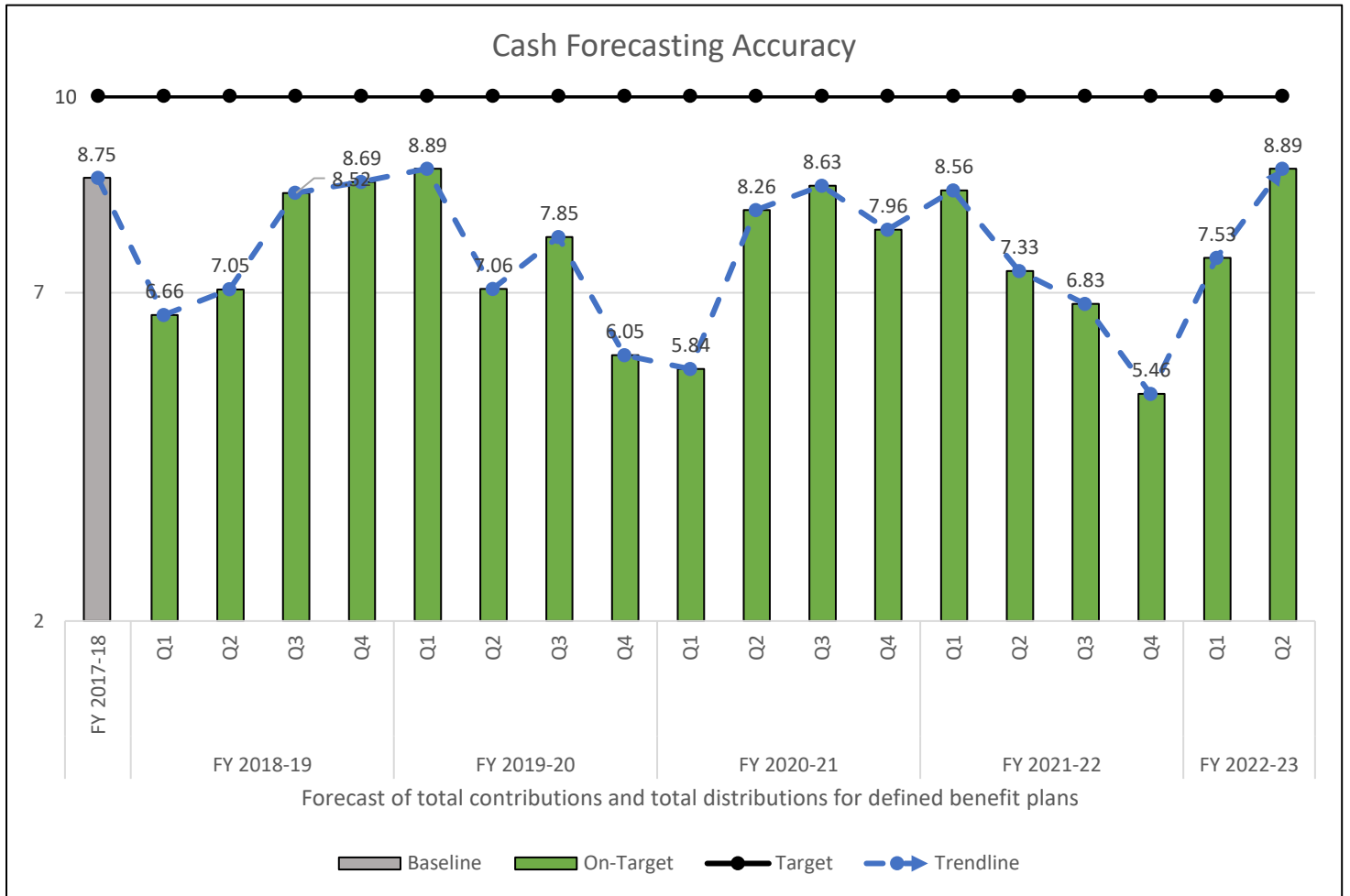
**Thresholds:**

- 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:**

The forecast variance for the 2nd Quarter of FY 2022-23 was on target at 8.89%.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Fund Level Administrative Expenditures

**Executive Owner:** Michele Nix

**Outcome Measure:** Reliable Steward of Funds

**Core Process:** Accounting for Funds

**Status:** Pending Refresh (in April 2023)

**Numeric Status:** Data will be available in April 2023.

**Description:** Calculating and reviewing the percentage of administrative expenses at the affiliate level will enable the organization to monitor spending rates and take action if necessary to remain within annual appropriation limits. Includes Administrative Operating and affiliates' share of HQ Building Costs only.

**Baseline:** Will be available in November 2022. (Baseline figure will be updated in November each year)

**Target:** For each affiliate fund, the total allocation of expenses at the end of the third quarter should be less than 75 percent.

**Refresh Frequency:** Annually, April

**Reporting Range:** FY 2022-23

**Thresholds:**

On-Target:	Expenditures $\leq$ 75% of affiliate fund level appropriation
At-Risk:	Expenditures $>$ 75% and $<$ 90 of affiliate fund level appropriation
Off-Target:	Expenditures $\geq$ 90% of affiliate fund level appropriation

**Status Narrative:**

Data will be available in April 2023.

No performance trend chart is available for this KPI.

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** GASB 68 Reports Completed Timely

**Executive Owner:** Scott Terando

**Outcome Measure:** Reliable Steward of Funds

**Core Process:** Accounting for Funds

**Status:** 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 state and December for plans that are stand alone

**Reporting Range:** Measurement date 6/30/2022, based on demographic experience during the 2020-21 fiscal year rolled forward one-year, economic experience through the measurement date

**Thresholds:** Not applicable as KPI is Informational.

### Status Narrative:

FINO changed PERF assets as of 12/22/2022. This caused ACTO to rework the affected plans. There were 30 affected plans as well as the PERF C report. Reports were once again finalized during the first week of January.

No performance trend chart is available for this KPI.

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Generate Liability Data for Long-Term Care Program

**Executive Owner:** Scott Terando

**Outcome Measure:** Reliable Steward of Funds

**Core Process:** Projecting Liabilities

**Status:** Pending Refresh (in April 2023)

**Numeric Status:** Results uploaded in August (for FY 2019-20)

**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 April Board meeting

**Target:** The annual Long-Term Care report, complete with agenda item deliverables, for the April Board meeting each year

**Refresh Frequency:** Annually, April

**Reporting Range:** Fiscal Year 2020-21

**Thresholds:**

On-Target:	Deliverables for April Board
At-Risk:	Deliverables for September Board
Off-Target:	Deliverables after September Board

### Status Narrative:

All reports for public agencies were uploaded to myCalPERS in August 2021. The target timing of July was not met due to a combination of factors including the team not being at full capacity and a large volume of additional work in connection with the Experience Study and Asset Liability Management process.

No performance trend chart is available for this KPI.

**2022-23 Key Performance Indicator Summary (Quarter 2)**

<b>KPI Title:</b>	Generate Liability Data and Rates for Pension Funding – Public Agency	
<b>Executive Owner:</b>	Scott Terando	
<b>Outcome Measure:</b>	Reliable Steward of Funds	
<b>Core Process:</b>	Projecting Liabilities	
<b>Status:</b>	Pending Refresh (in September 2023)	
<b>Numeric Status:</b>	Liabilities completed July 2022 (as of September 2022)	
<b>Description:</b>	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.	
<b>Baseline:</b>	Reports and contribution rates are uploaded to myCalPERS in July	
<b>Target:</b>	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	
<b>Refresh Frequency:</b>	Annually, September	
<b>Reporting Range:</b>	FY 2020-21	
<b>Thresholds:</b>	On-Target:	Deliverables uploaded in July
	At-Risk:	Deliverables uploaded in August
	Off-Target:	Deliverables uploaded after August

**Status Narrative:**

All liabilities were generated by July 31, 2022. Valuations were all uploaded to myCalPERS according to schedule.

No performance trend chart is available for this KPI.

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Generate Liability Data and Rates for Pension Funding – Schools

**Executive Owner:** Scott Terando

**Outcome Measure:** Reliable Steward of Funds

**Core Process:** Projecting Liabilities

**Status:** Pending Refresh (in July 2023)

**Numeric Status:** Completed at the April 2022 board meeting (as of July 2022)

**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 myCalPERS in June.

**Target:** Calculate liabilities and produce annual valuation results 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, July

**Reporting Range:** Fiscal Year 2020-21

**Thresholds:**

On-Target:	Deliverables uploaded in June
At-Risk:	Deliverables uploaded in July
Off-Target:	Deliverables uploaded in August (or later)

### Status Narrative:

Liabilities were completed and reported at the April 2022 board meeting.

No performance trend chart is available for this KPI.

**2022-23 Key Performance Indicator Summary (Quarter 2)**

<b>KPI Title:</b>	Generate Liability Data and Rates for Pension Funding – State
<b>Executive Owner:</b>	Scott Terando
<b>Outcome Measure:</b>	Reliable Steward of Funds
<b>Core Process:</b>	Projecting Liabilities
<b>Status:</b>	Pending Refresh (in July 2023)
<b>Numeric Status:</b>	Was presented at the April 2022 board meeting (as of July 2022)
<b>Description:</b>	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.
<b>Baseline:</b>	Contribution Rates are uploaded to myCalPERS in June.
<b>Target:</b>	Calculate liabilities and produce annual valuation results each year for the state pension plans so that the fiscal year rates may be determined by June of each year.
<b>Refresh Frequency:</b>	Annually, July
<b>Reporting Range:</b>	Fiscal Year 2020-21
<b>Thresholds:</b>	On-Target: Deliverables uploaded by June At-Risk: Deliverables uploaded by July Off-Target: Deliverables uploaded by August (or later)

**Status Narrative:**

Results for the state were presented in April of 2022.

No performance trend chart is available for this KPI.

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Maintain Appropriate Reserve Levels – California Employer’s Retiree Benefit Trust Fund

**Executive Owner:** Michele Nix

**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:** 10/01/2022 – 12/31/2022

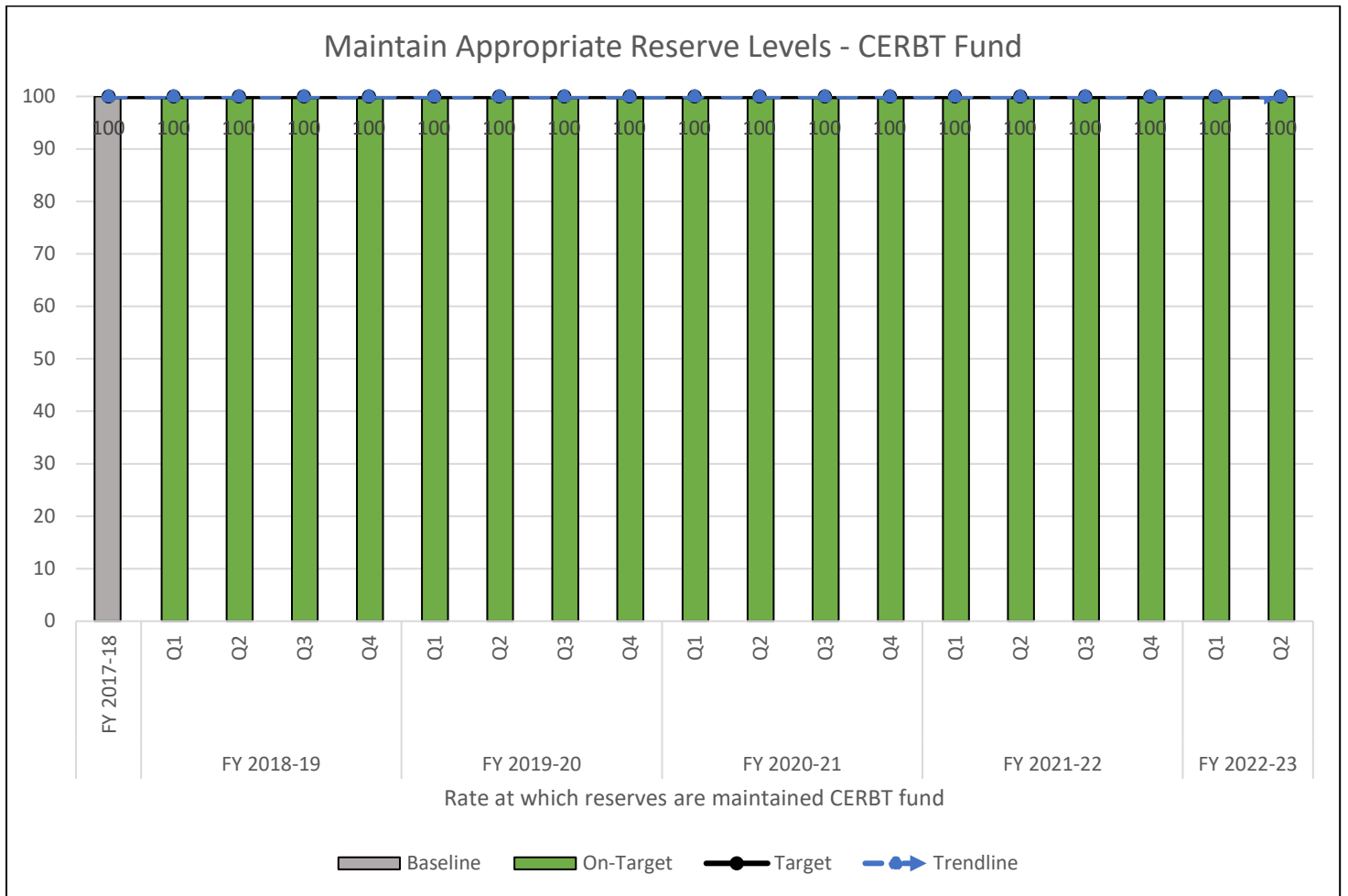
**Thresholds:**

- 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:

100% of reserve were met during the second quarter of FY 2022-23. This KPI is on-target for the current reporting period.

Performance Trend Chart:



**2022-23 Key Performance Indicator Summary (Quarter 2)****KPI Title:** Maintain Appropriate Reserve Levels – Defined Benefit Funds**Executive Owner:** Michele Nix**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. This policy is reviewed annually. The following defined benefit funds have reserves established:

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

**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 target**Refresh Frequency:** Quarterly**Reporting Range:** 10/01/2022 – 12/31/2022

**Thresholds:**

On-Target: 100% of reserve targets were met

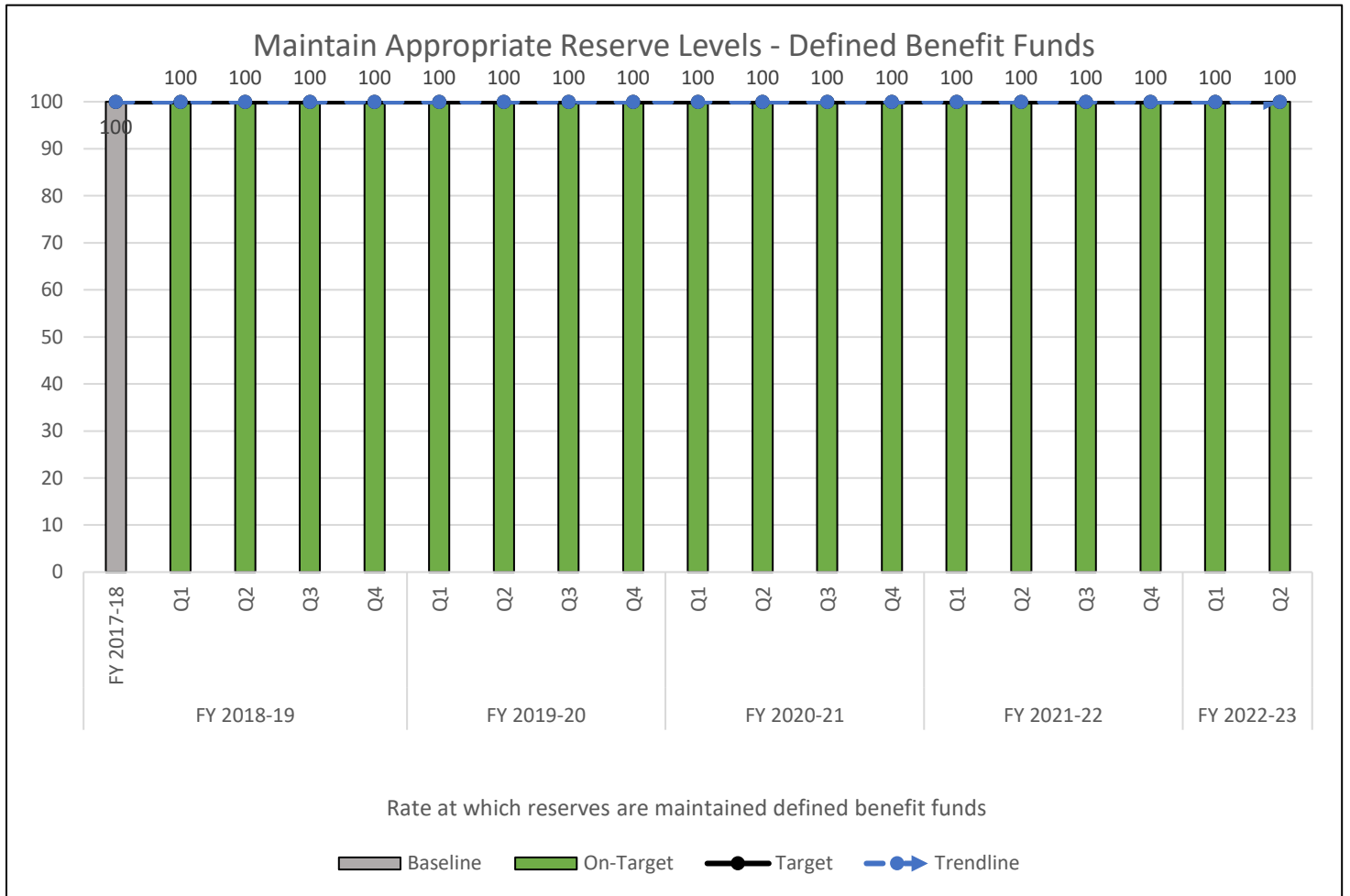
At-Risk: 98% to 99% of reserve targets were met

Off-Target: Less than 97% of reserve targets were met

**Status Narrative:**

100% of reserve targets were met during the second quarter of FY 2022-23. This KPI is on-target for the current reporting period.

Performance Trend Chart:



**2022-23 Key Performance Indicator Summary (Quarter 2)**

**KPI Title:** Maintain Appropriate Reserve Levels – Long-Term Care Fund

**Executive Owner:** Michele Nix

**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 target

**Refresh Frequency:** Quarterly

**Reporting Range:** 10/01/2022 – 12/31/2022

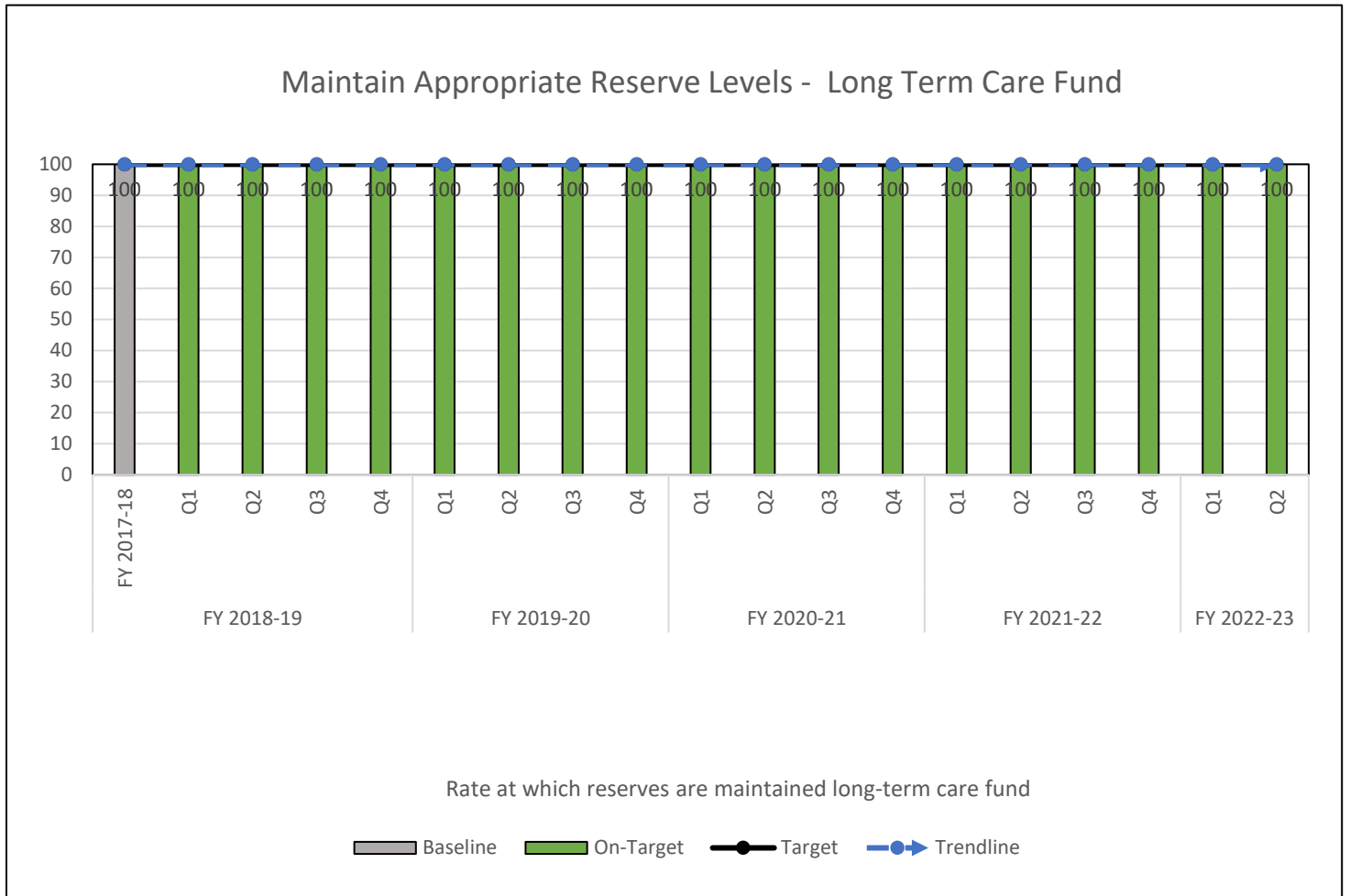
**Thresholds:**

- 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:**

100% of reserve targets were met during the second quarter of FY 2022-23. This KPI is on-target for the current reporting period.

Performance Trend Chart:



**2022-23 Key Performance Indicator Summary (Quarter 2)**

<b>KPI Title:</b>	Produce Annual Comprehensive Financial Report (ACFR) with No Material Weaknesses
<b>Executive Owner:</b>	Michele Nix
<b>Outcome Measure:</b>	Reliable Steward of Funds
<b>Core Process:</b>	Accounting for Funds
<b>Status:</b>	Informational
<b>Numeric Status:</b>	N/A
<b>Description:</b>	Produce the ACFR with no material weaknesses reported by the external auditors.
<b>Baseline:</b>	Each year the ACFR is produced with new requirements and data. To date no material weaknesses have been reported or identified.
<b>Target:</b>	Zero material weaknesses, with no acceptable variance
<b>Refresh Frequency:</b>	Annually, November
<b>Reporting Range:</b>	FY 2021-22
<b>Thresholds:</b>	Not applicable as KPI is Informational

**Status Narrative:**

The Annual Comprehensive Financial Report (ACFR) was produced and released in November 2022 with no material weaknesses reported by the external auditors.

No performance trend chart is available for this KPI.

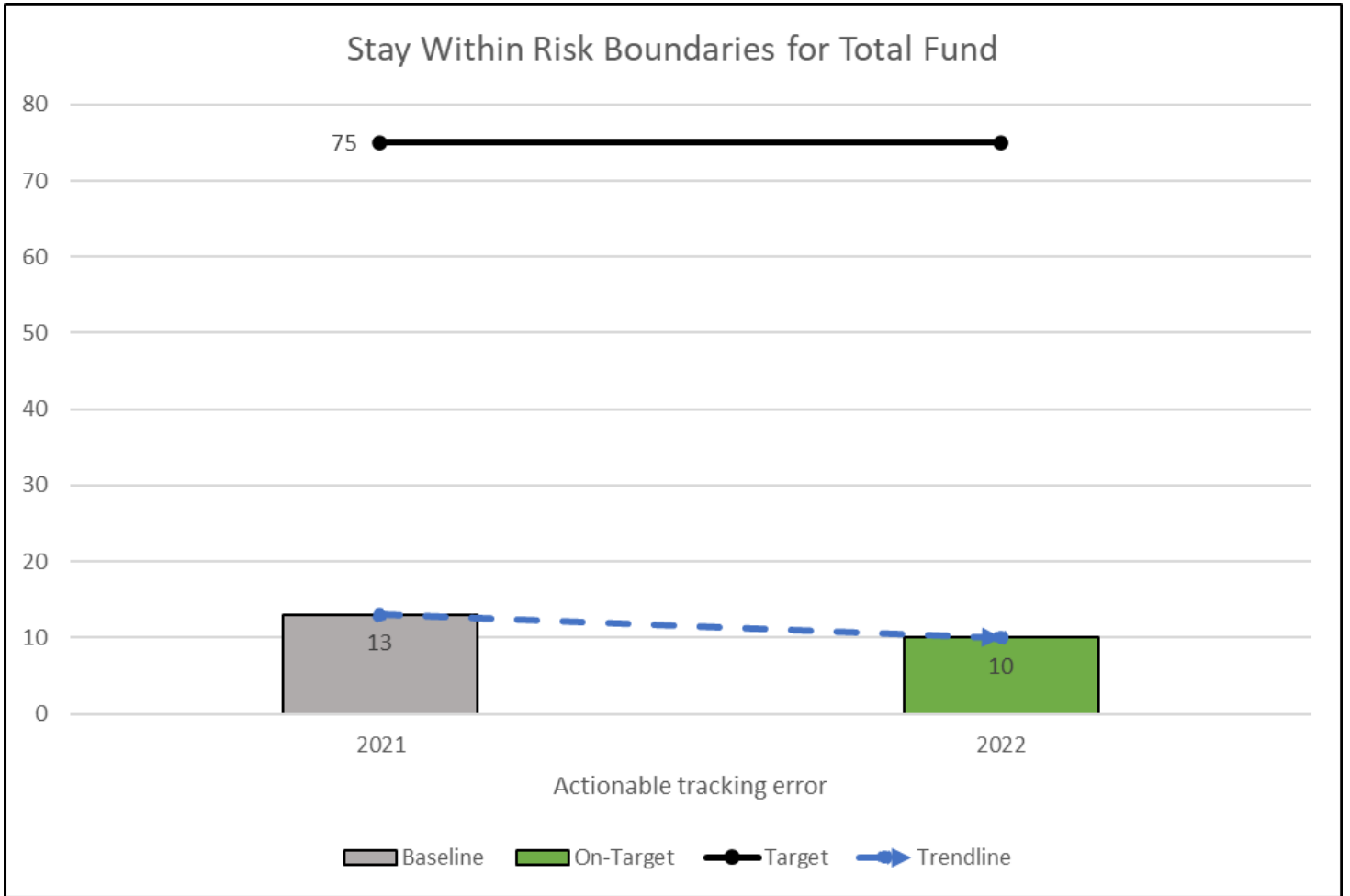
**2022-23 Key Performance Indicator Summary (Quarter 2)****KPI Title:** Stay Within Risk Boundaries for Total Fund**Executive Owner:** Nicole Musicco**Outcome Measure:** Reliable Steward of Funds**Core Process:** Managing Investments**Status:** Pending Refresh (in September 2023)**Numeric Status:** 10 basis points (0.10%) (for FY 2021-22)**Description:** Forecast Actionable tracking error measures deviations between portfolio and benchmark taken by investment staff. It represents the annualized standard deviation (1-yr) of the differential return between the portfolio and an equal investment in the benchmark, inclusive of active asset allocation and other active management decisions. The tracking error calculation methodology neutralizes the effect of differences between private asset holdings and their respective components in the policy benchmark.**Baseline:** As of July 1, 2021, the Actionable tracking error is 0.13% or 13 basis points.**Target:** Target is to remain within approved risk limit for Total Fund. The CalPERS Total Fund shall be managed with an active risk target consistent with the forecasted actionable tracking error up to 100 basis points.**Refresh Frequency:** Annually, September**Reporting Range:** FY 2021-22**Thresholds:**  
On-Target: Up to 75 basis points  
At-Risk: Greater than 75 basis points and less than 100 basis points  
Off-Target: Greater than or equal to 100 basis points**Status Narrative:**

As of June 2022 this KPI was reported as On-Target.

Total fund forecasted actionable tracking error was 10 basis points (0.10%) as of 6/30/2022, per the Quarterly Update on Performance and Risk presented at the September Investment Committee.

The change from last year resulted primarily from higher allocations to private assets. In 2021 the IC approved a change in the Policy, so the active risk limit would apply to Actionable Tracking Error.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

<b>KPI Title:</b>	Strategic Asset Allocation Ranges (if outside approved ranges)
<b>Executive Owner:</b>	Nicole Musicco
<b>Outcome Measure:</b>	Reliable Steward of Funds
<b>Core Process:</b>	Managing Investments
<b>Status:</b>	Pending Refresh (in September 2023)
<b>Numeric Status:</b>	Current asset allocation ranges remain within approved targets (for FY 2021-22)

**Description:** The Strategic Asset Allocation ranges are set on a 4-year Asset Liability Management (ALM) cycle with interim asset allocation changes occurring as required to realign levels of risk and liquidity. Allocations may temporarily deviate from policy ranges due to extreme market volatility or to accommodate contributions, distributions, or other short-term cash needs. If an asset class allocation exceeds the policy range, 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.

### Baseline:

<u>Asset Class:</u>	<u>Policy Weight:</u>	<u>Policy Range Relative to Target:</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, September

**Reporting Range:** FY 2021-22

**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 2022, this KPI was reported as On-Target.

The PERF asset allocation remained within approved targets per the Quarterly Update on Performance and Risk as of June 30, 2022, presented at the September Investment Committee.

Even though this KPI has been updated for the new 2022-27 Strategic Plan and Strategic Asset Allocation, due to the annual September refresh cycle for this KPI, this is being reported as a closeout of the prior 2017-22 Strategic Plan.

No performance trend chart is available for this KPI.

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Customer Inquiry Timeliness  
**Executive Owner:** Don Moulds  
**Outcome Measure:** Customer Satisfaction Driven Organization  
**Core Process:** Provide & Administer Health Care Benefits

**Status:** Pending Refresh (in August 2023)  
**Numeric Status:** 99.8% (for FY 2021-22)

**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).

KPI trend:

- 99.6% (covering experience in Fiscal Year 2018-19)
- 99.8% (covering experience in Fiscal Year 2019-20)
- 99.7% (covering experience in Fiscal Year 2020-21)
- 99.8% (covering experience in Fiscal Year 2021-22)

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

**Target:** 100% completed within service level targets

**Refresh Frequency:** Annually, August

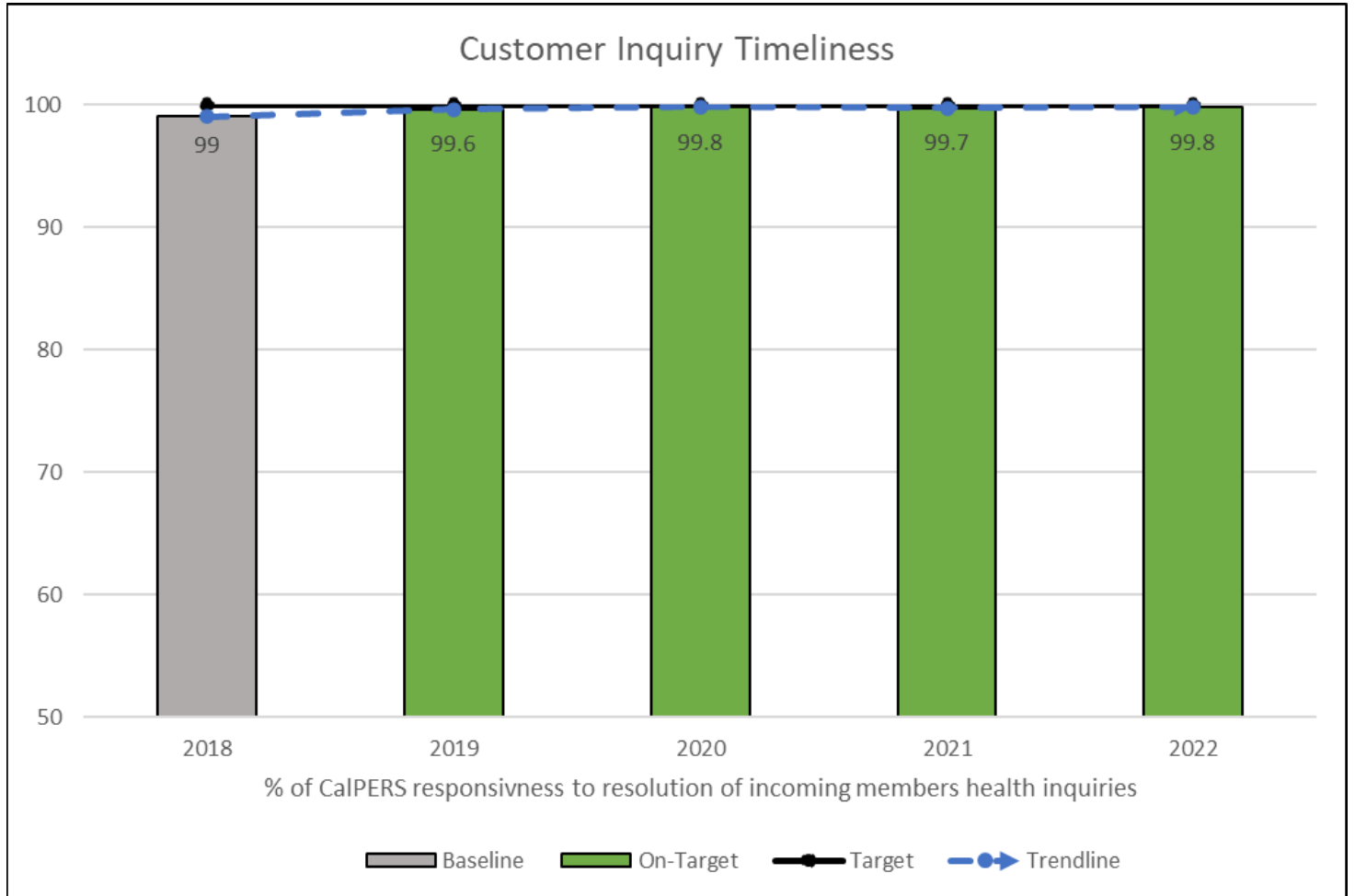
**Reporting Range:** Fiscal Year 2021-22

**Thresholds:**  
 On-Target: 98% or above  
 At-Risk: 93% - 97%  
 Off-Target: Less than 93%

### Status Narrative:

As of August 2022, this key performance indicator reported at 99.8 percent and was On-Target. Updated performance data will be available in August 2023.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Health Plan Scorecard of 90% or Better

**Executive Owner:** Don Moulds

**Outcome Measure:** Customer Satisfaction Driven Organization

**Core Process:** Provide & Administer Health Care Benefits

**Status:** Pending Refresh (in June 2023)

**Numeric Status:** 95.0% (covering experience in 2021)

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

KPI trend:

- 97% (covering experience in 2016)
- 97.3% (covering experience in 2017)
- 97.1% (covering experience in 2018)
- 97.6% (covering experience in 2019)
- 98.1% (covering experience in 2020)
- 95.0% (covering experience in 2021)

**Baseline:** 94% (covering experience in 2015)

**Target:** 90%

**Refresh Frequency:** Annually, June

**Reporting Range:** January 2021 – December 2021

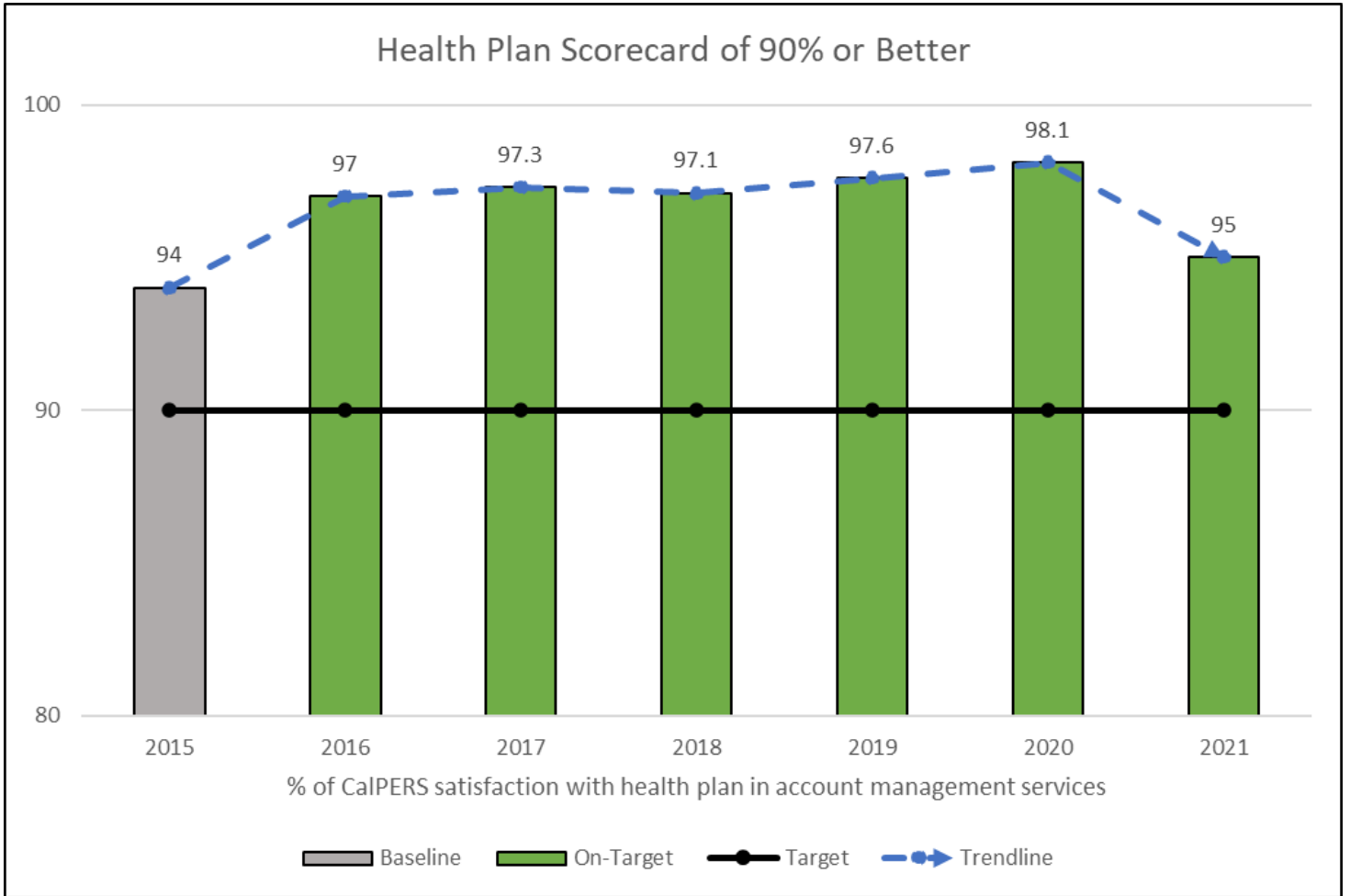
**Thresholds:**

On-Target:	90% or above
At-Risk:	85% - 89%
Off-Target:	Less than 85%

**Status Narrative:**

As of June 2022, this Key Performance Indicator reported at 95.0% and was On-Target.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Public Agency Recruitment  
**Executive Owner:** Don Moulds  
**Outcome Measure:** Customer Satisfaction Driven Organization  
**Core Process:** Provide & Administer Health Care Benefits

**Status:** Pending Refresh (in February 2023)  
**Numeric Status:** 12,463 Total Covered Lives (for 2021)

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

KPI trend:

- 9,992 for 2018
- 5,407 for 2019
- 16,597 for 2020
- 12,463 for 2021

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

**Target:** 12,000 new TCLs

**Refresh Frequency:** Annually, February

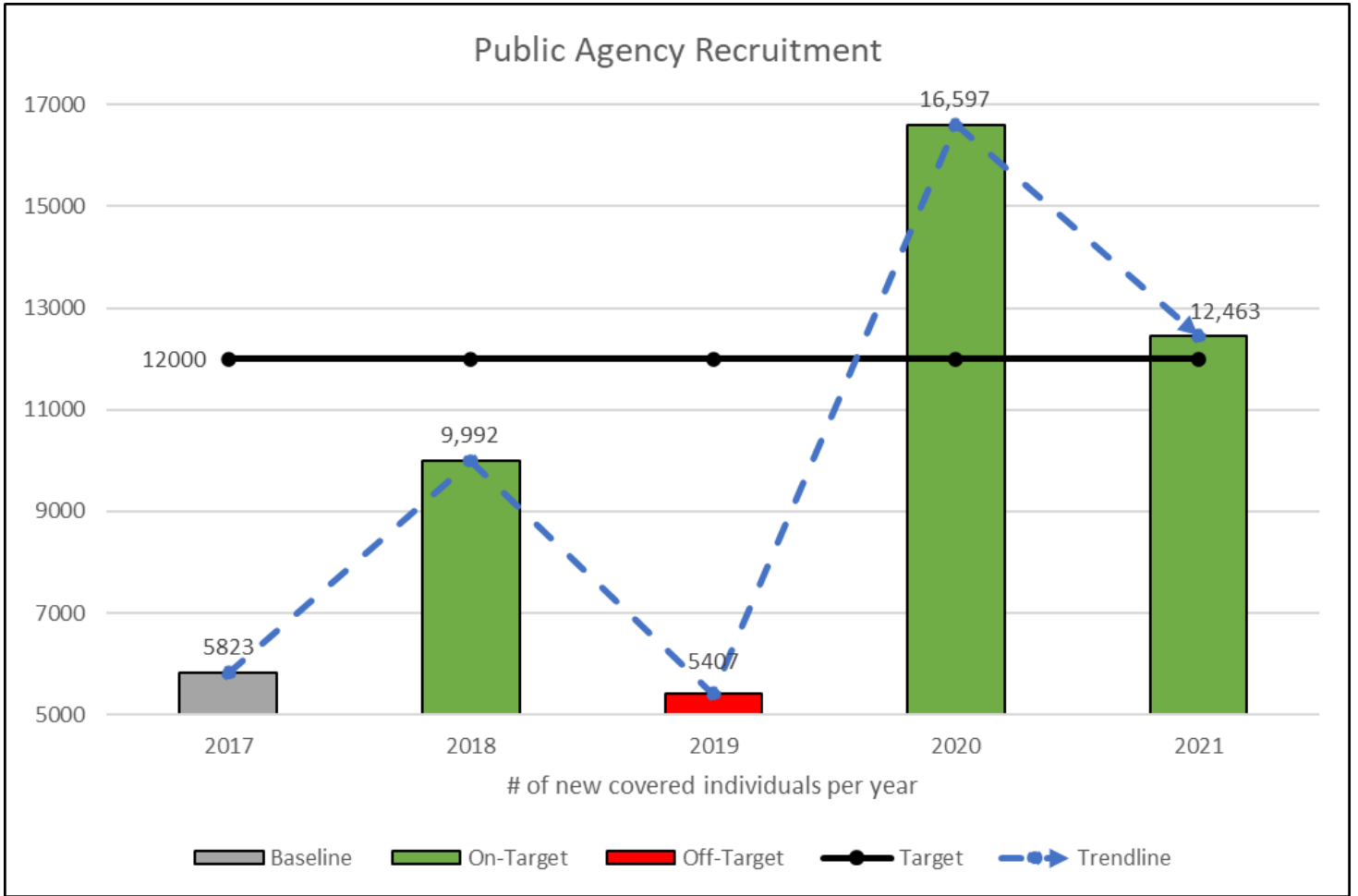
**Reporting Range:** January 2021 – December 2021

**Thresholds:**  
 On-Target: 9,000 TCLs or above  
 At-Risk: 6,000 – 8,999 TCLs  
 Off-Target: 5,999 TCLs or below

### Status Narrative:

The team exceeded the recruitment goal for 2021. Ten new agencies, with 27 recognized employee groups and 13 new groups from existing agencies, contracted to join the program, bringing a total of 12,463 Total Covered Lives into the CalPERS Health Benefits Program.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Public Agency Retention

**Executive Owner:** Don Moulds

**Outcome Measure:** Customer Satisfaction Driven Organization

**Core Process:** Provide & Administer Health Care Benefits

**Status:** Pending Refresh (in February 2023)

**Numeric Status:** 99.57% (for 2021)

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

KPI trend:

- 99.23% for 2018
- 99.57% for 2019
- 99.74% for 2020
- 99.57% for 2021

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

**Target:** 100%

**Refresh Frequency:** Annually, February

**Reporting Range:** January 2021 – December 2021

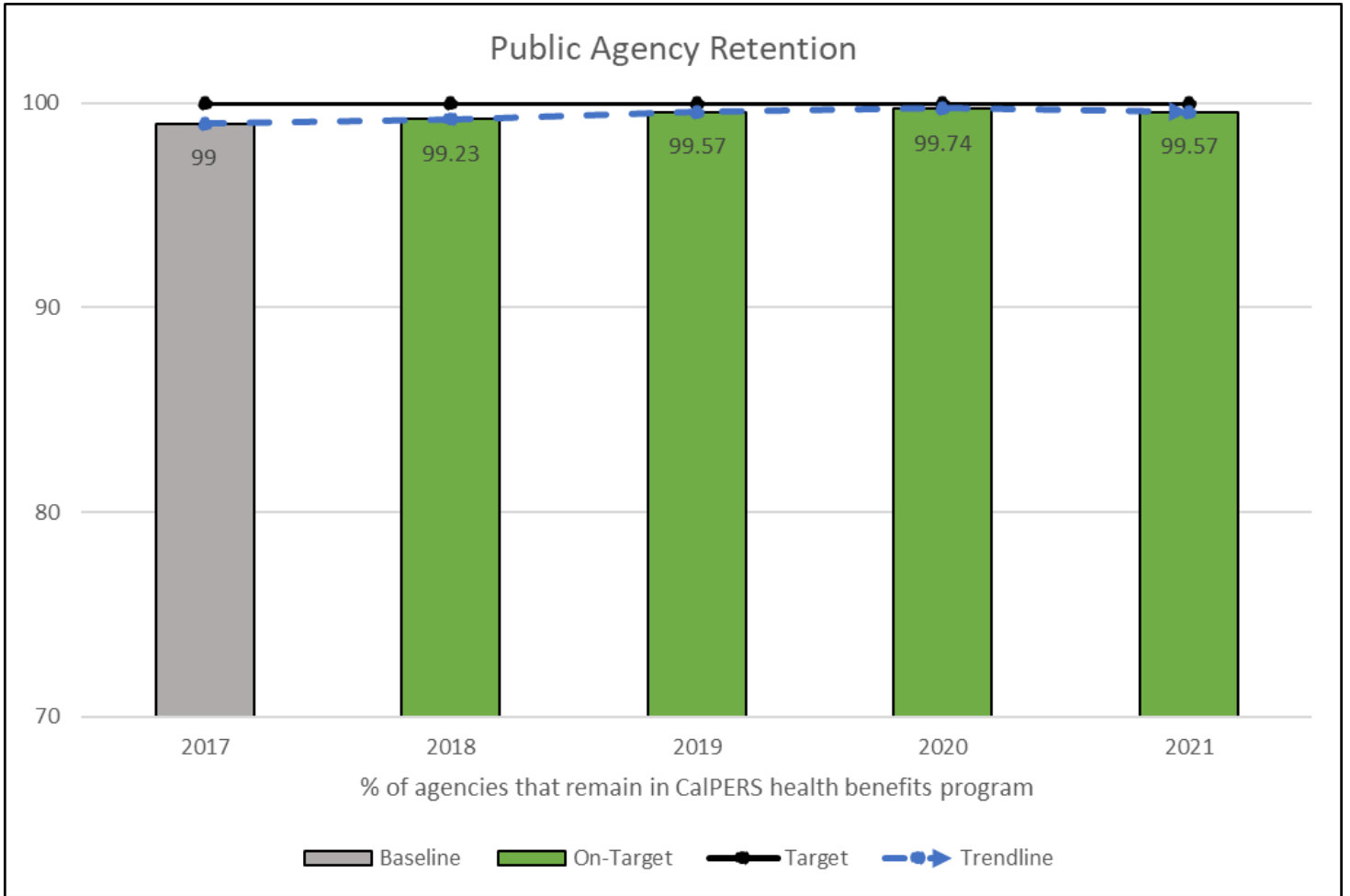
**Thresholds:**

On-Target:	99.0% and above
At-Risk:	98.0% - 98.9%
Off-Target:	97.9% and below

### Status Narrative:

The CalPERS Health Benefits Program retained 99.57 percent of agency participation in 2021. Total Covered Lives (TCLs) lost due to voluntary termination was 5,961.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Self-Reported Overall Health Status

**Executive Owner:** Don Moulds

**Outcome Measure:** Customer Satisfaction Driven Organization

**Core Process:** Provide & Administer Health Care Benefits

**Status:** Pending Refresh (in June 2023)

**Numeric Status:** 89.2% (covering experience in 2021)

**Description:** This KPI assesses the proportion of CalPERS members who rate their overall health as good, very good, or excellent.

This metric represents the percentage of CalPERS members who rated their overall health as good, very good, or excellent on the annual Health Plan Member survey. A higher percentage is considered good.

Factors that can influence this KPI include enforcement of contractual requirements and collaborative efforts with CalPERS health plan partners.

KPI trend:

- 87.8% (covering experience in 2016)
- 87.5% (covering experience in 2017)
- 85.7% (covering experience in 2018)
- 86.3% (covering experience in 2019)
- 87.1% (covering experience in 2020)
- 89.2% (covering experience in 2021)

**Baseline:** 88.4% (covering experience in 2015)

**Target:** 90%

**Refresh Frequency:** Annually, June

**Reporting Range:** January 2021 – December 2021

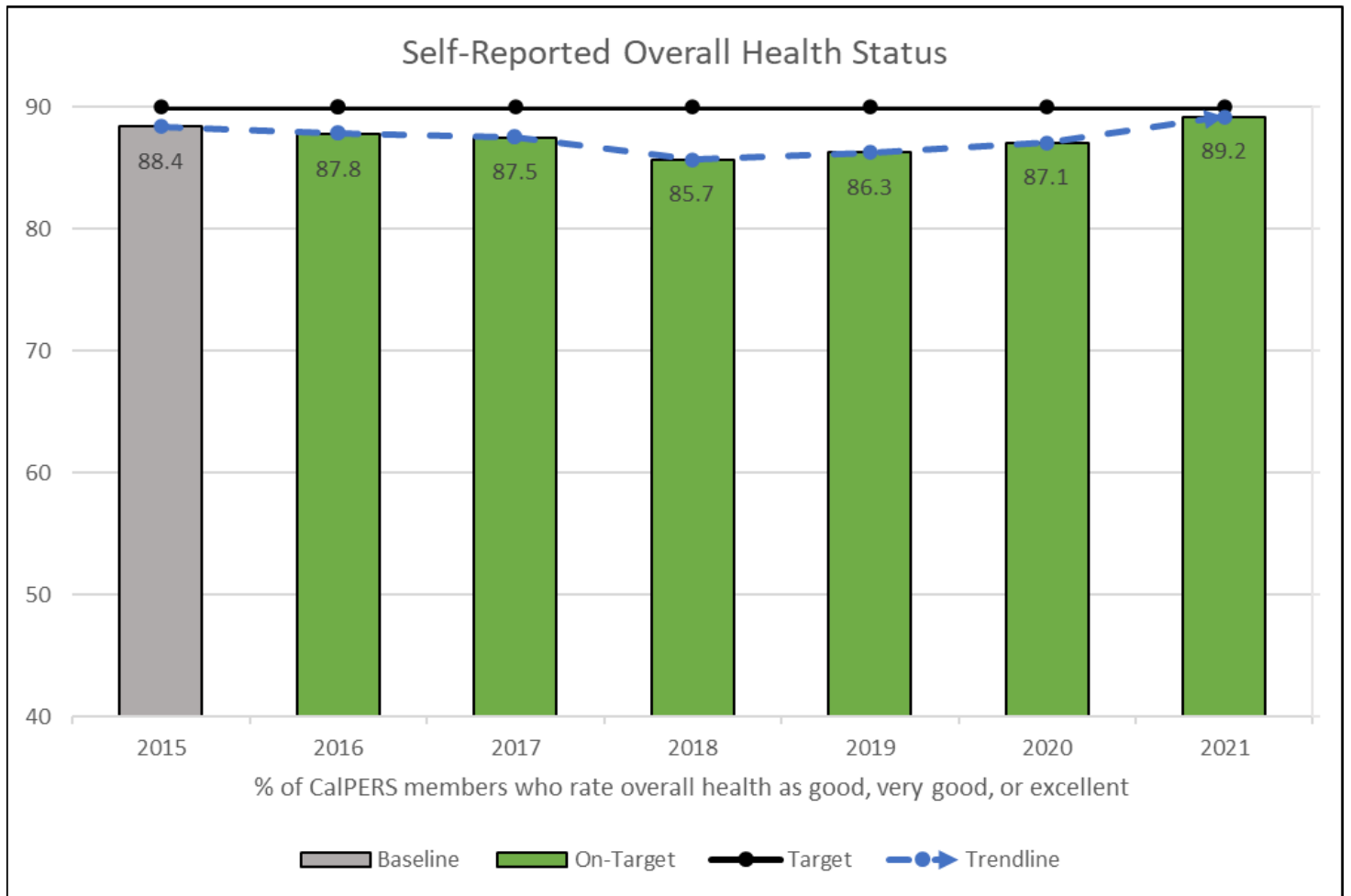
**Thresholds:**

On-Target:	85% and above
At-Risk:	80 – 84.9%
Off-Target:	Below 80%

**Status Narrative:**

As of June 2022, this Key Performance Indicator reported at 89.2% and was On-Target.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Employer Education Satisfaction  
**Executive Owner:** Anthony Suine  
**Outcome Measure:** Open & Transparent Communication  
**Core Process:** Educate Members, Employers & Stakeholders

**Status:** On-Target  
**Numeric Status:** 99%

**Description:** The key performance indicator for employer education focuses on measuring satisfaction of business partners who attend webinars, computer-based, and instructor-led training for business partners. The collection of this data ensures we effectively educate employers on our benefit programs and enable them to report accurate information to CalPERS on behalf of their employees.

Satisfaction with our Employer Education offerings performed at 94% for the 2017-18 Fiscal Year, demonstrating the effectiveness of employer training courses.

**Baseline:** FY 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

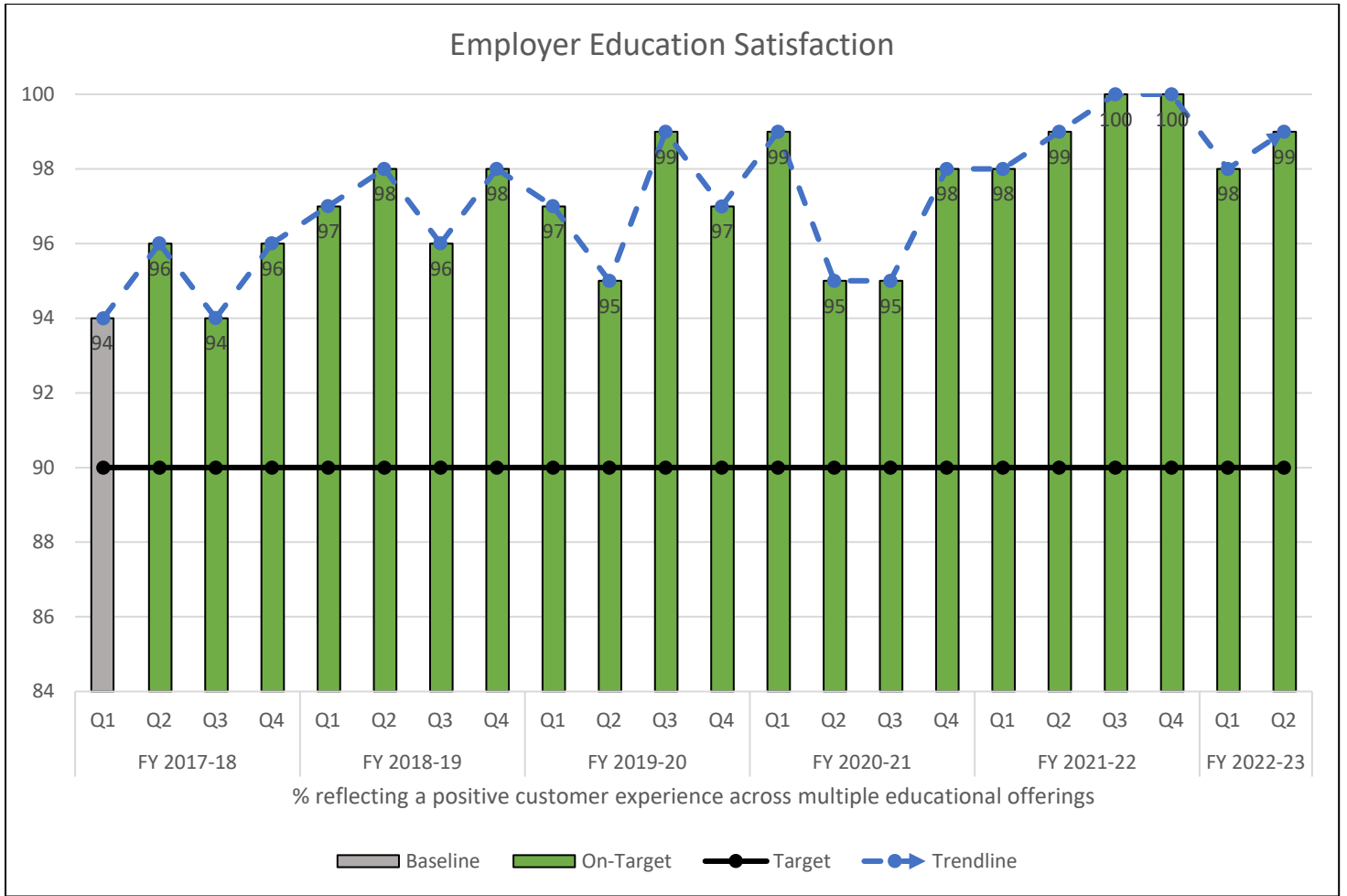
**Reporting Range:** 10/01/2022 – 12/31/2022

**Thresholds:**  
 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:



**2022-23 Key Performance Indicator Summary (Quarter 2)**

**KPI Title:** Member Education Satisfaction  
**Executive Owner:** Anthony Suine  
**Outcome Measure:** Open & Transparent Communication  
**Core Process:** Educate Members, Employers & Stakeholders

**Status:** On-Target  
**Numeric Status:** 98%

**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:** FY 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

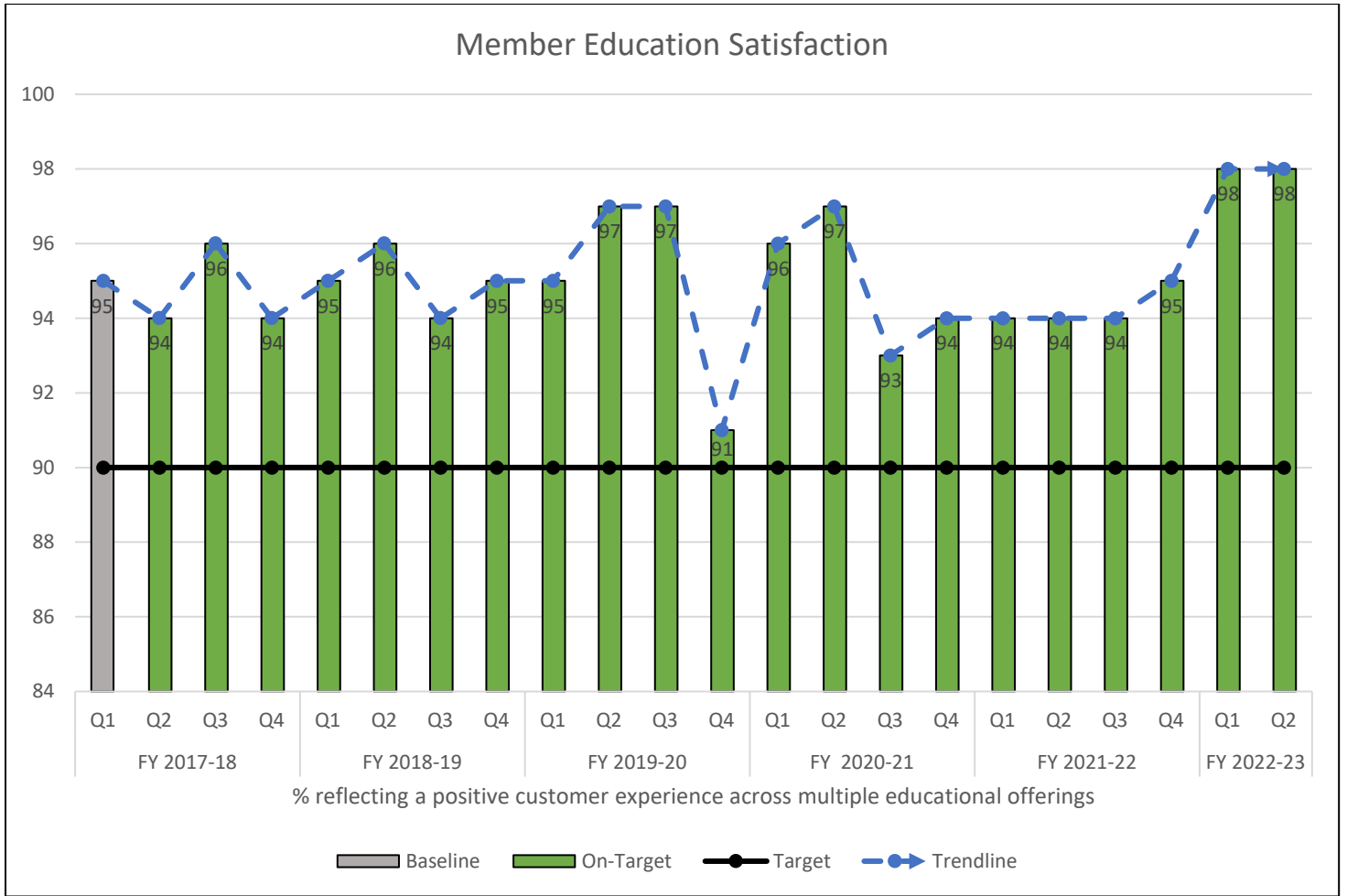
**Reporting Range:** 10/01/2022 – 12/31/2022

**Thresholds:**  
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:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Business Continuity Readiness – INFORMATIONAL

**Executive Owner:** Doug Hoffner

**Outcome Measure:** Efficient & Effective Organization

**Core Process:** Compliance & Managing Risks

**Status:** Pending Refresh (in July 2023)

**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 2022-23

**Thresholds:** Not applicable as KPI is Informational

### Status Narrative:

One of the most important components of Business Continuity for CalPERS is the Enterprise Plan, which contains the Pandemic Preparedness, Response, and Recovery Plan (Pandemic Plan) appendix. This plan was activated in February of 2020 in response to COVID-19. By following the recommendations in the Pandemic Plan, appropriate measures were taken to protect team members and ensure continuity of business. Some of the key steps taken in conjunction with Human Resources, Public Affairs, and Health were: establishing a COVID-19 daily workgroup; educating team members on proper handwashing protocol and hygiene; distributing hand sanitizer and disinfectant wipes to divisions; increasing sanitizing of high-touch areas; and implementing social distancing. In partnership with the Information Technology Services Branch, team members whose processes can be performed offsite were provided remote access.

The 2022/2023 Business Continuity Plan (BCP) review has been completed and we are in the process of distributing updated division plans. The CalOES Checklist for the Enterprise Plan has been submitted and accepted by CalOES. The next BCP renewal cycle will start in February 2023.

No performance trend chart is available for this KPI.

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Disabled Veterans Business Enterprise Requirements Compliance

**Executive Owner:** Doug Hoffner

**Outcome Measure:** Efficient & Effective Organization

**Core Process:** Purchasing & Acquisition

**Status:** Pending Refresh (as of September 2023)

**Numeric Status:** 5.79% (as of September 2022)

**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 2021-22

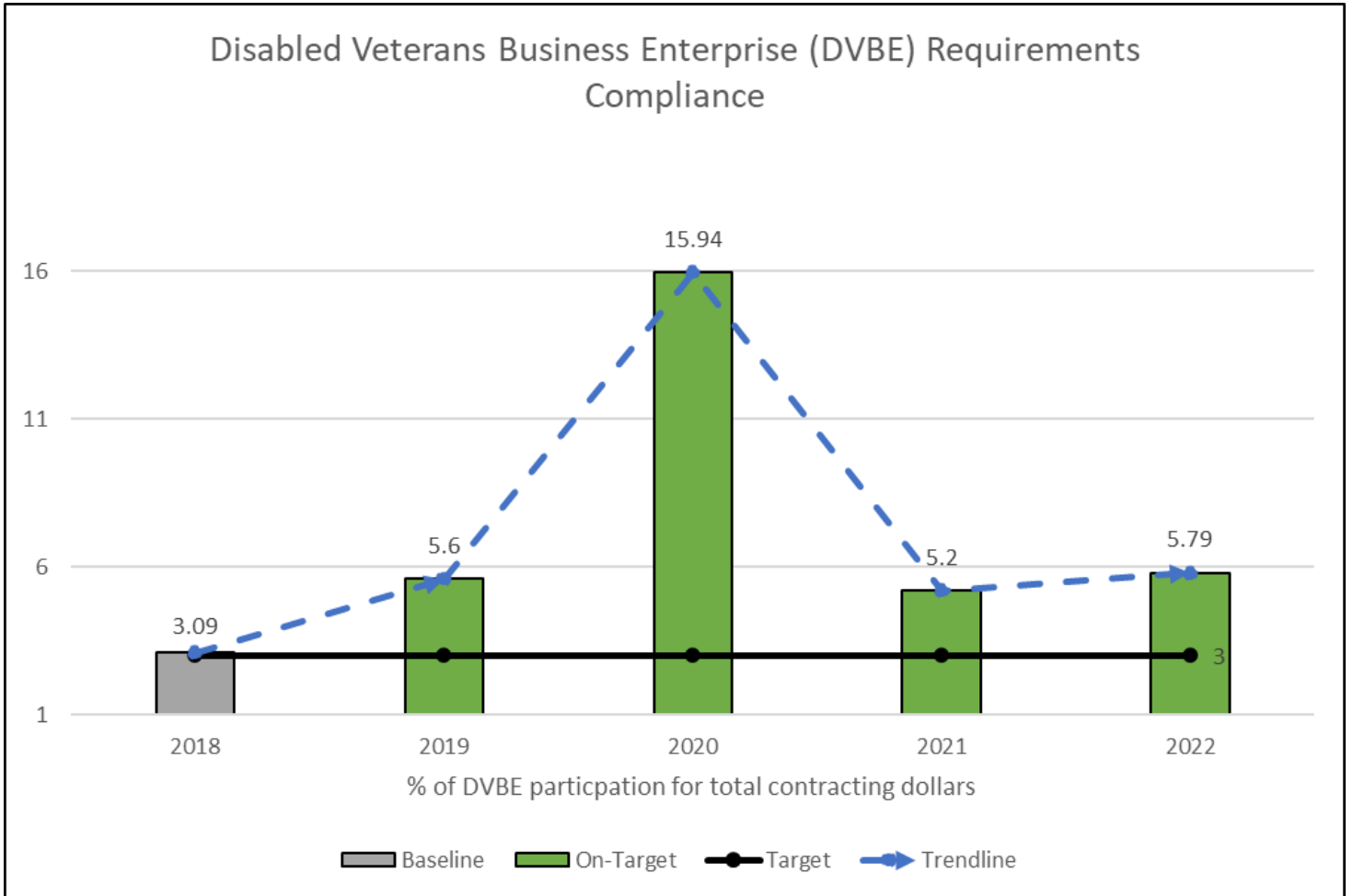
**Thresholds:**

On-Target:	3% and above
At-Risk:	2.7% - 2.99%
Off-Target:	Below 2.7%

### Status Narrative:

This KPI was On-Target as of September 2022. CalPERS achieved a 5.79% participation level with DVBEs for FY 2021-22, eclipsing the target of 3% participation by 2.79%.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Employers Current on CalPERS Health Obligations

**Executive Owner:** Michele Nix

**Outcome Measure:** Efficient & Effective Organization

**Core Process:** Compliance & Managing Risks

**Status:** On-Target

**Numeric Status:** 98.55%

**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:** 10/01/2022 – 12/31/2022

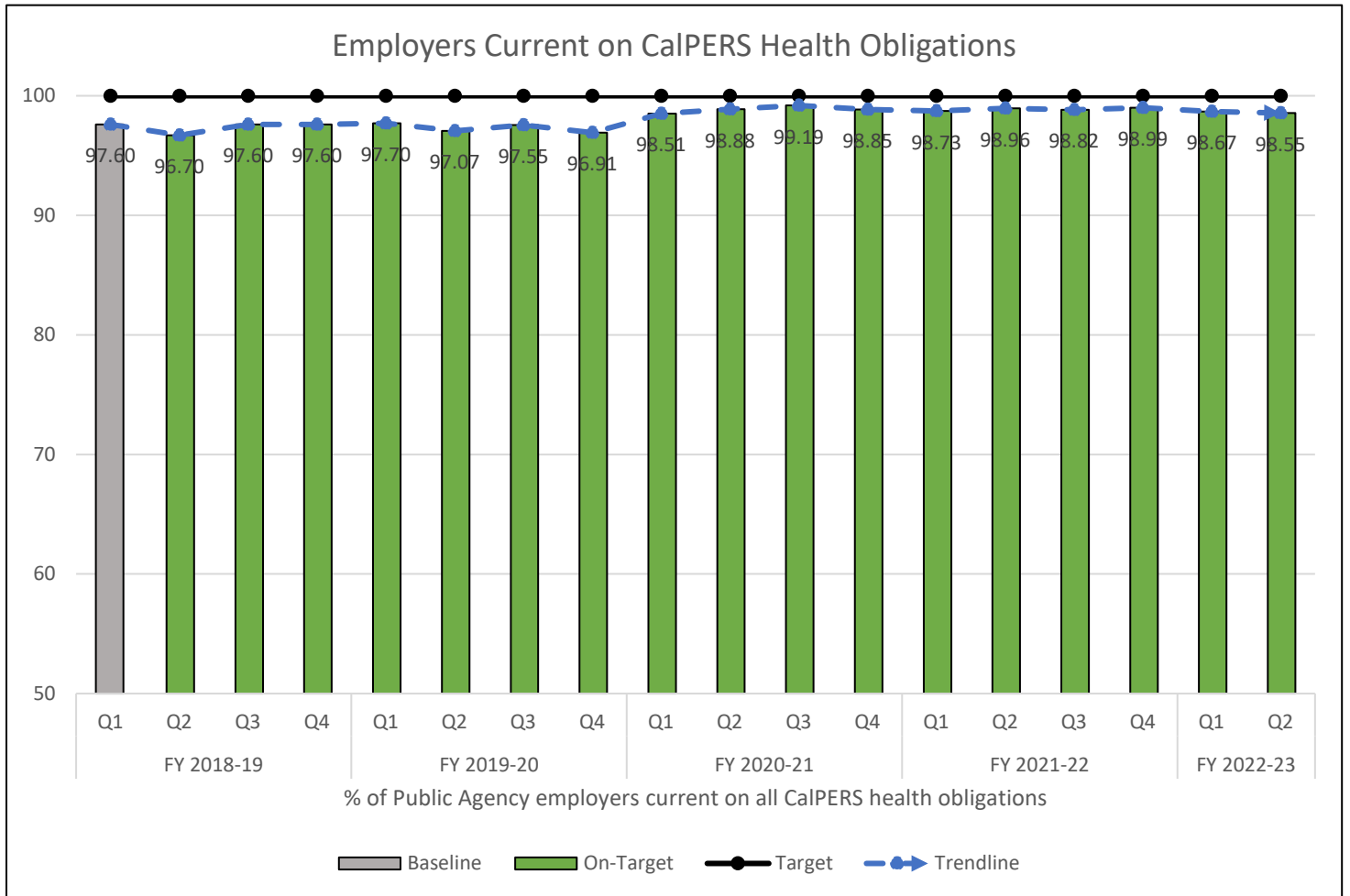
**Thresholds:**

- On-Target: 95 – 100% of Public Agency employers are current
- At-Risk: 90 – 94% of Public Agency employers are current
- Off-Target: Less than 89% of Public Agency employers are current

**Status Narrative:**

98.55% of Public Agency employers are current on their CalPERS Health Obligations for October – December 2022. This KPI is on-target for the current reporting period.

Performance Trend Chart:



**2022-23 Key Performance Indicator Summary (Quarter 2)****KPI Title:** Employers Current on CalPERS Pension Obligations**Executive Owner:** Michele Nix**Outcome Measure:** Efficient & Effective Organization**Core Process:** Compliance & Managing Risks**Status:** On-Target**Numeric Status:** 98.6%**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:** 10/01/2022 – 12/31/2022

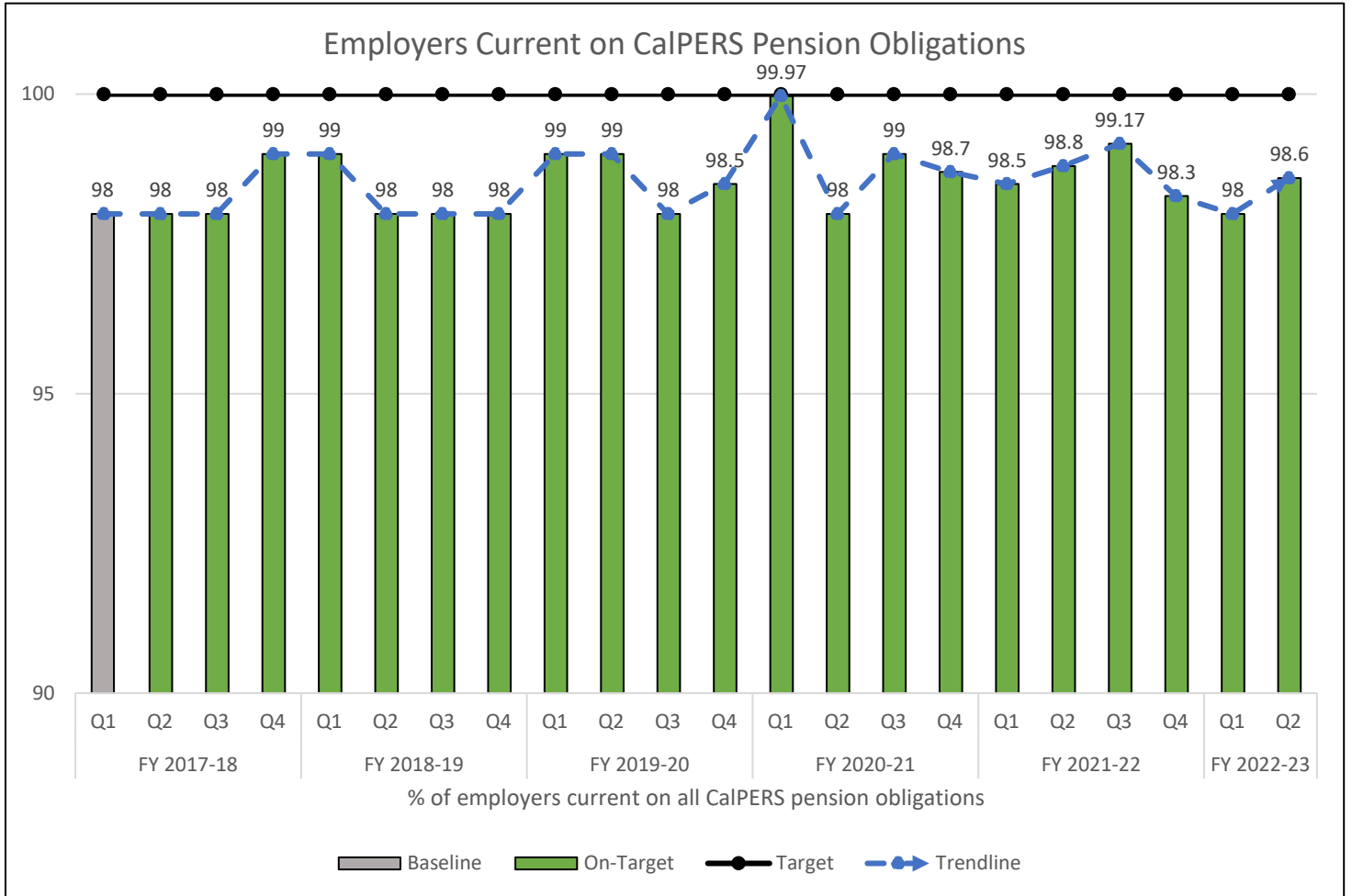
**Thresholds:**

On-Target:	85 – 100% of employers current
At-Risk:	60 – 84% of employers current
Off-Target:	59% or less of employers current

**Status Narrative:**

In quarter two, 98.6% of employers were current on their CalPERS pension obligations. This KPI is on-target for the current reporting period.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Ensure Evacuation Readiness  
**Executive 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 2022-23

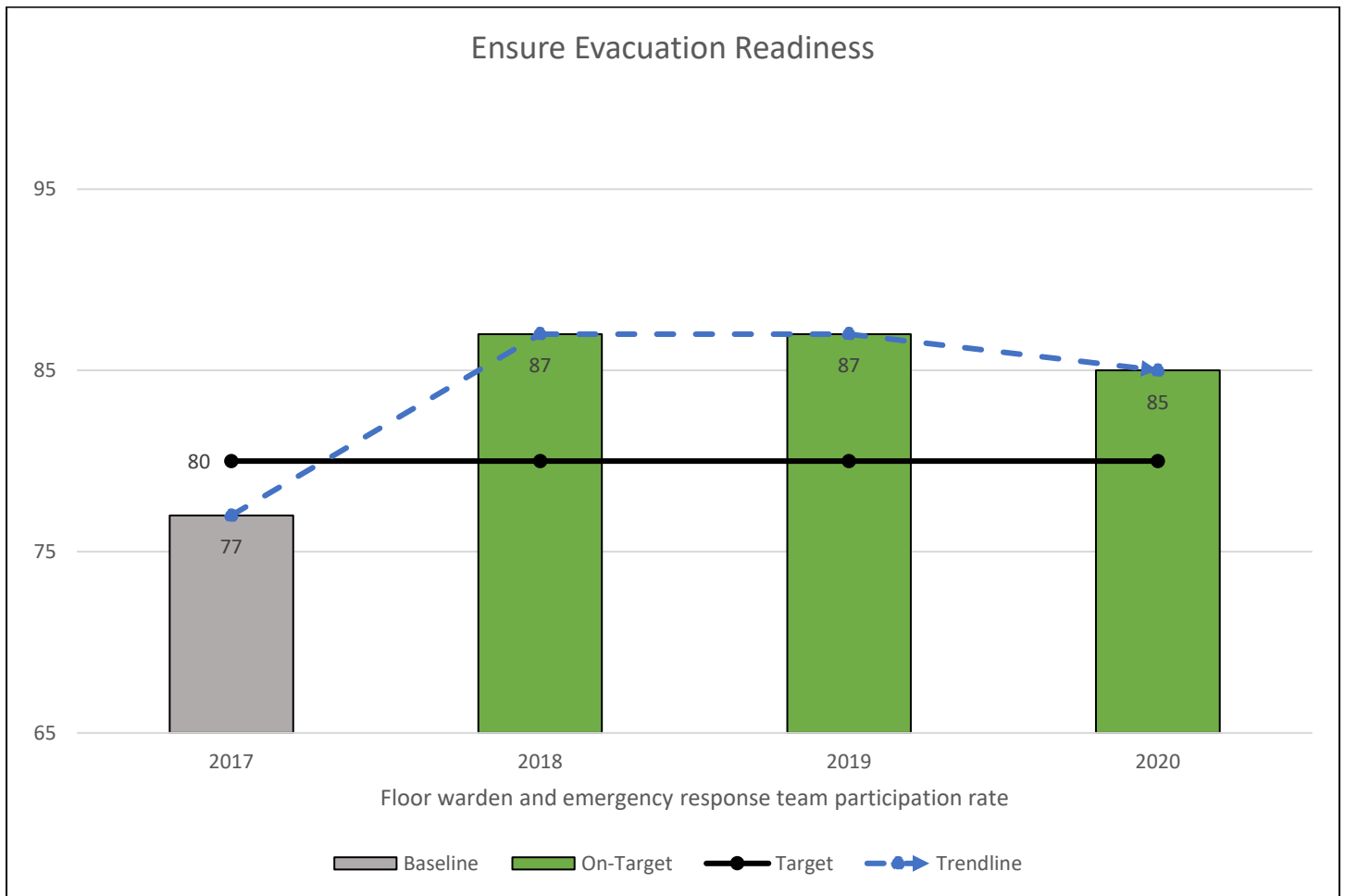
**Thresholds:**  
 On-Target: > 80% ERT and FWT participation  
 At-Risk: 75 – 80% ERT and FWT participation  
 Off-Target: < 75% ERT and FWT participation

### Status Narrative:

Due to the nature of the vast majority of team members working remotely, this KPI is on hold indefinitely. OSSD will redevelop this KPI when return to office plan is evaluated, and we have a mature emergency management processes to account for the new hybrid work schedule. Some topics that will be evaluated and considered in the new Evacuation Readiness KPI include: the need for a new floor warden and emergency response teams; additional learning in GoLearn; research other state agencies and private sector companies to see what they're doing; changes to the Where's My Peeps app; possibility of using xMatters for communications. OSSD teams will discuss how to best incorporate changes in the working environment into an emergency response plan to provide safety to all CalPERS team members.

The Evacuation Readiness KPI is still on hold. However, we have taken steps to ensure the safety of all team members. We re-built our Floor Warden and Emergency Response team programs to function within a hybrid work environment. We teamed up with ITSB to revamp the Where’s My Peeps application to use during an evacuation to check-in team members. We put on trainings for leadership on how to safely evacuate and account for their team members. We planned and conducted a successful evacuation in October and continue to do roadshows to educate divisions on how to safely evacuate. In addition, we are working with a consultant to review the existing Emergency Plans and make recommended changes based on the hybrid work environment.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Form 700 Completed Timely  
**Executive Owner:** Kevin Fein  
**Outcome Measure:** Efficient & Effective Organization  
**Core Process:** Compliance & Managing Risks

**Status:** Pending Refresh (in June 2023)  
**Numeric Status:** 100% (as of June 2022)

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

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

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

**Baseline:** 98%  
**Target:** 100%  
**Refresh Frequency:** Annually, June  
**Reporting Range:** 1/1/2020– 12/31/2021  
**Thresholds:**  
 On-Target: 90% to 100%  
 At-Risk: 75% to 89%  
 Off-Target: Below 75%

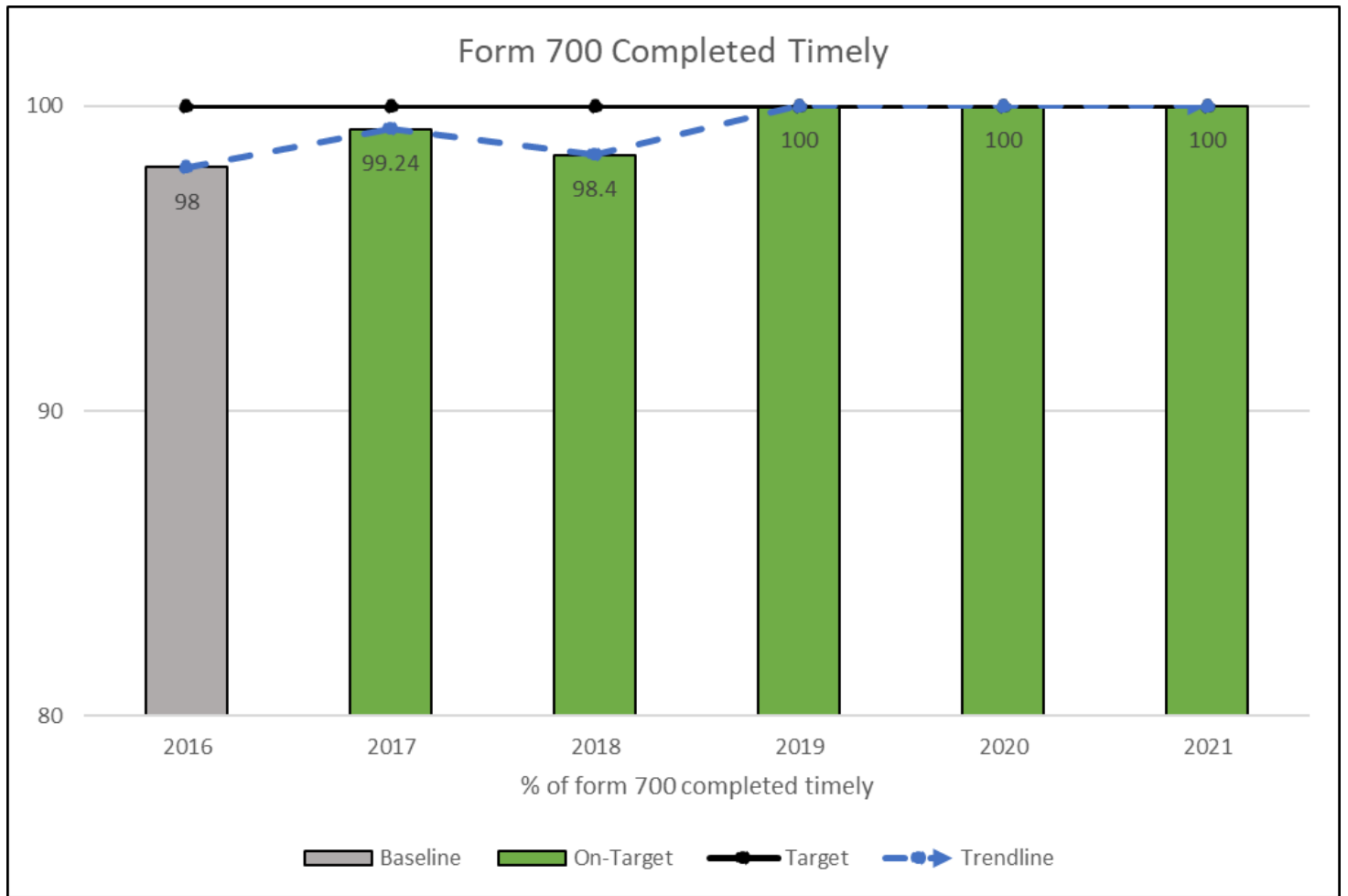
### Status Narrative:

For the 2021 Form 700 Annual filing season, due April 1, 2022:

- The enterprise achieved 100% of timely filing for all Active Filers
- There were seven individuals who were on a leave of absence or filed late (meaning EESI found out they were filers after the filing season deadline)
  - o 4 were on a leave of absence
  - o 1 military leave
  - o 2 added after the filing season deadline (1 employee and 1 consultant). ECOM continues to enhance the tools and processes for identifying and receiving Form 700 Statements timely.

This KPI was On-Target as of the 2021-22 fourth quarter.

Performance Trend Chart:



**2022-23 Key Performance Indicator Summary (Quarter 2)**

**KPI Title:** ITSB Service Performance  
**Executive Owner:** Doug Hoffner  
**Outcome Measure:** Efficient & Effective Organization  
**Core Process:** Leveraging Technology

**Status:** On-Target  
**Numeric Status:** 98.31%

**Description:** This KPI measures the overall health of the performance of ITSB services. The score is calculated using an aggregate of all the active Service Level Agreements (SLA). These SLAs are in place to ensure customer service is provided at the mutually agreed upon service targets.

**Baseline:** The baseline measurement, taken from ServiceNow as of 6/30/2020, is 96.54%.

**Target:** 90% of active Service Level Agreements will be completed within the agreed-upon time frame

**Refresh Frequency:** Quarterly

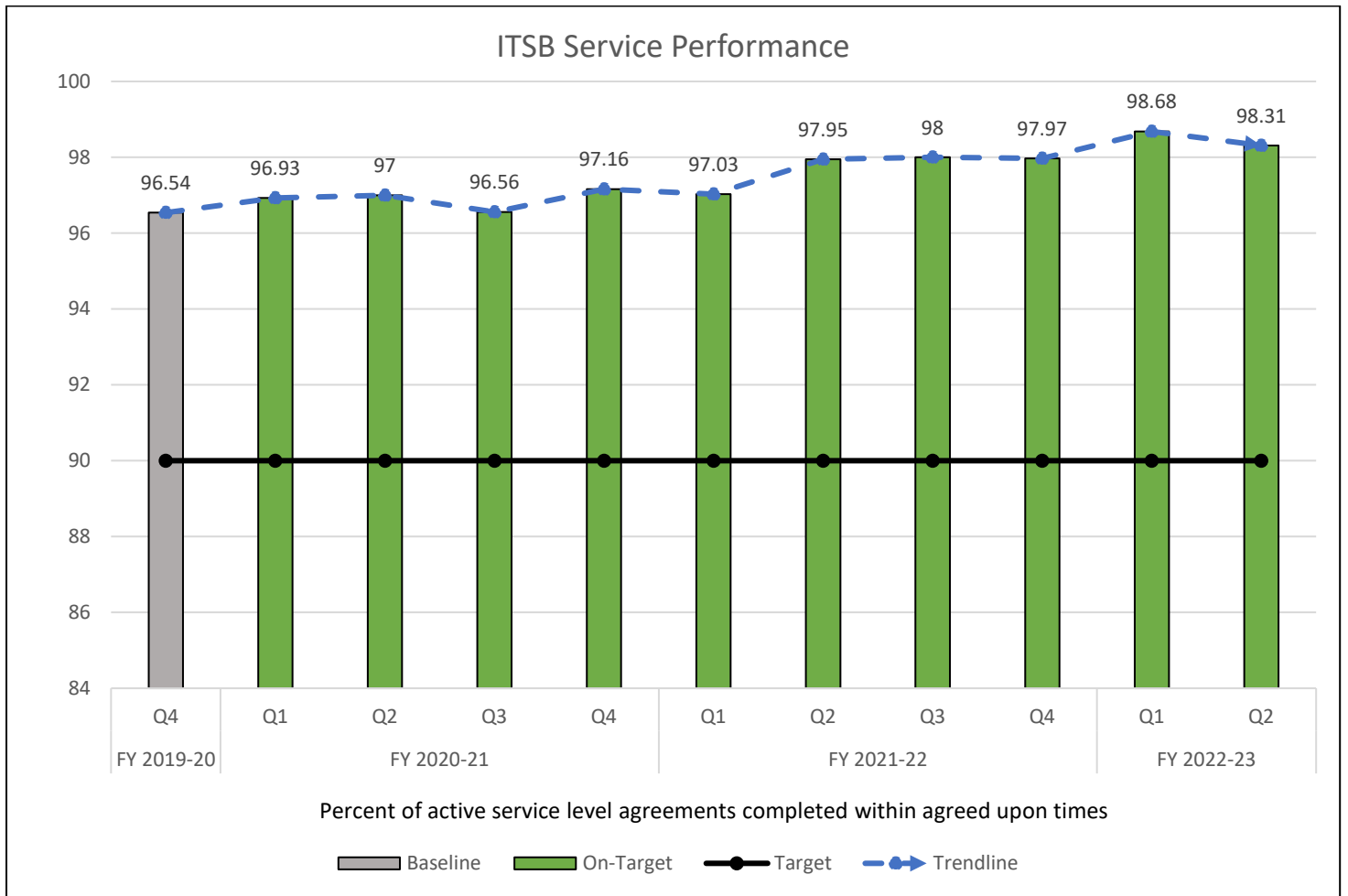
**Reporting Range:** 10/01/2022 – 12/31/2022

**Thresholds:**  
On-Target: 90% or above  
At-Risk: 80% to 89.9%  
Off-Target: Less than 80%

**Status Narrative:**

This KPI is on-target for the current reporting period.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Mandated Training Compliance

**Executive Owner:** Kevin Fein

**Outcome Measure:** Efficient & Effective Organization

**Core Process:** Compliance & Managing Risks

**Status:** Pending Refresh (in June 2023)

**Numeric Status:** 99.75% (as of June 2022)

**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:** 07/01/2021 – 06/30/2022

**Thresholds:**

- On-Target:  $\geq 97\%$
- At-Risk: 90-96%
- Off-Target:  $\leq 89\%$

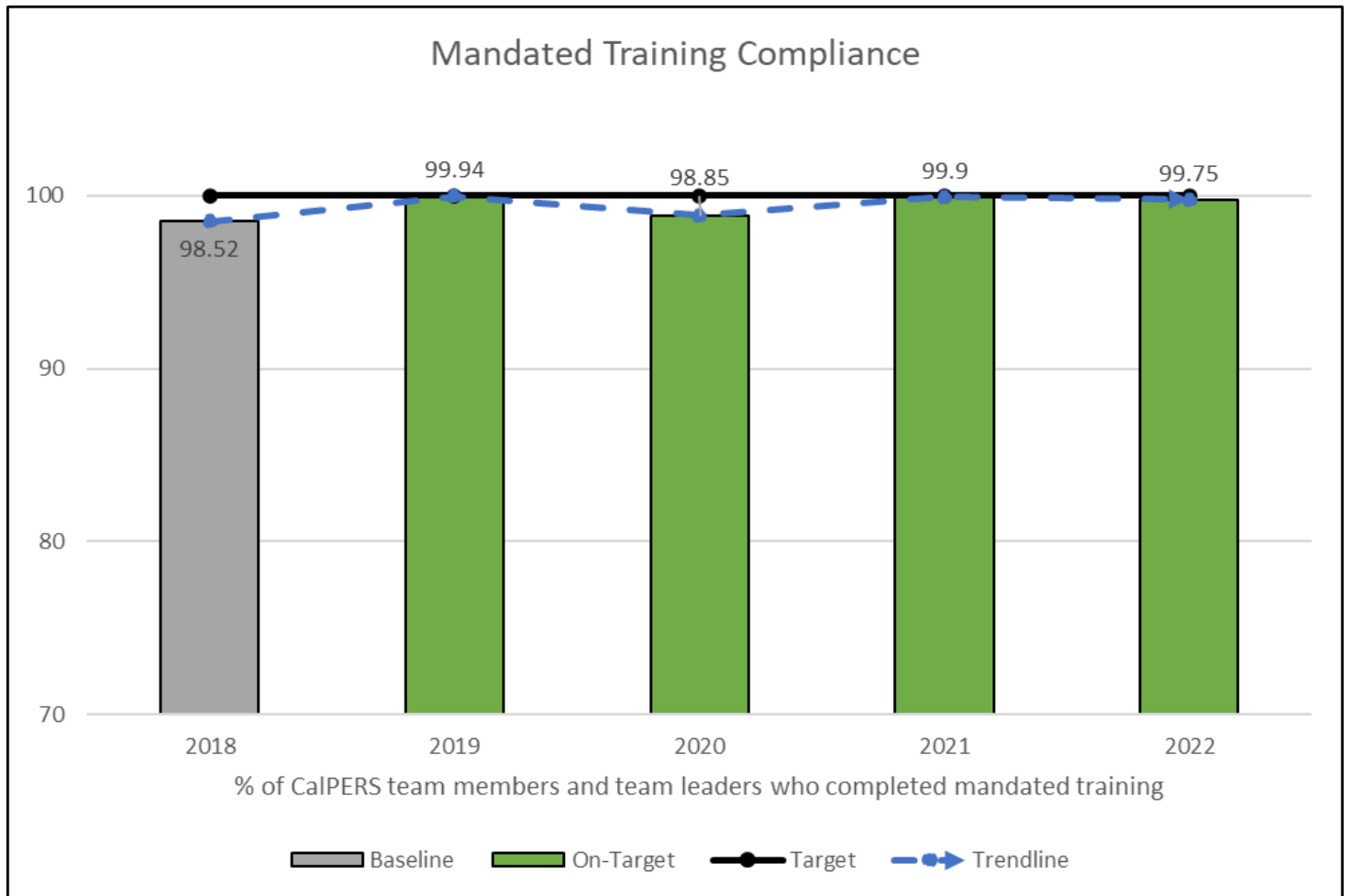
### Status Narrative:

The weighted average as of June 30, 2022 was 99.75%, making this Strategic Measure On-Target as of June 2022.

Please note, some mandatory trainings are biennial trainings, therefore this year’s annual training rates only reflect new employees who joined the organization and are required to take these trainings as part of their onboarding process.

Also, mandatory trainings have been added/removed since the baseline was established in FY 2017-18. The current FY percentages reflect the completion rates of all mandatory trainings currently required.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Member Self-Service Fraud Resulting in Financial Loss – Closed Session

**Executive Owner:** Matt Jacobs

**Outcome Measure:** Efficient & Effective Organization

**Core Process:** Compliance & Managing Risks

**Status:** Information to be provided in Closed Session

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Personal Trading Monitoring  
**Executive Owner:** Kevin Fein  
**Outcome Measure:** Efficient & Effective Organization  
**Core Process:** Compliance & Managing Risks

**Status:** Pending Refresh (in June 2023)  
**Numeric Status:** 9 (as of June 2022)

**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.

**Baseline:** 62 violations per year

**Target:** Zero

**Refresh Frequency:** Annually, June

**Reporting Range:** Previous fiscal year snapshot, 07/01/21 to 06/30/22

**Thresholds:**  
 On-Target: ≤ 60 violations  
 At-Risk: 61-70 violations  
 Off-Target: ≥ 80 violations

### Status Narrative:

For FY 2021-22 there were a total of 9 personal trading violations. All 9 violations were “failure to pre-clear” violations. This KPI was On-Target as of June 2022. Please note that a single transaction can result in multiple violations. Enterprise Compliance continues to implement the following enhancements to increase both awareness and comprehension of the requirements and to emphasize the importance of adhering to the Regulations:

\*Quarterly communications on key topics and reminders;

\*Bi-monthly Covered Persons training provided to educate on key topics and FAQs;

\*Annual mandatory training requirement for all Covered Persons;

\*Mandatory refresher training for Covered Persons when a violation occurs;

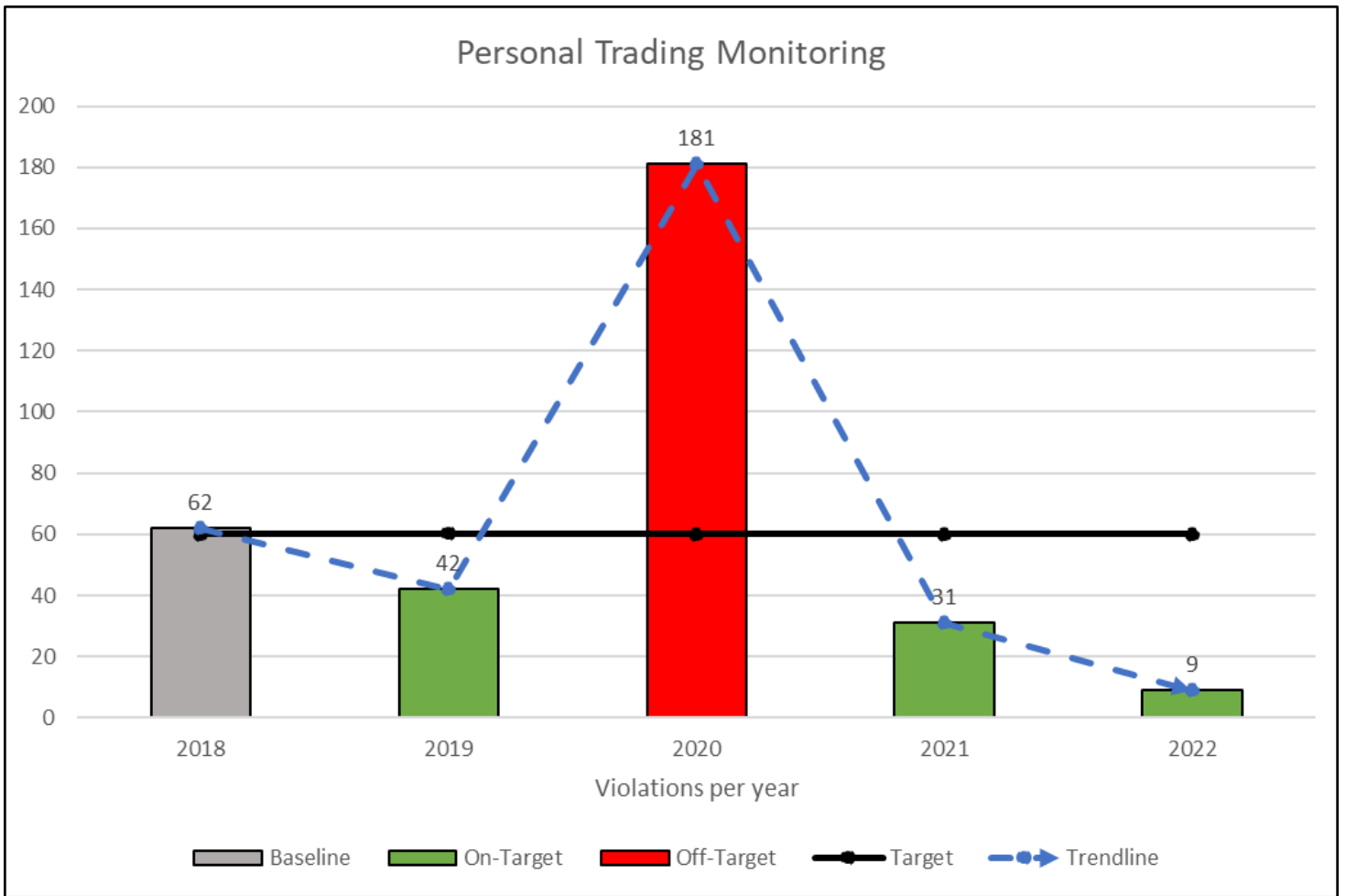
\*Update and create additional self-service educational materials on the CalPERS intranet and external website;

The enterprise Compliance Office continues to support Covered Persons in their awareness and comprehension of the requirements in the following ways:

- \*Provide Personal Trading onboarding training for all new Covered Persons;
- \*Provide self-service educational materials on the CalPERS intranet and external website;
- \*Provide training for spouses and Registered Domestic Partners as part of onboarding and after a violation occurs;
- \*Provide outreach and virtual office availability to Covered Persons and their spouses / Registered Domestic Partners;
- \*Notify the Covered Person's management chain when a violation occurs;
- \*Provide Personal Trading training for all first-time violators;
- \*Monthly and quarterly activity and violation reporting to management and the Board.

CalPERS' goal is to continuously improve the Personal Trading program in pursuit of increased compliance and reduction of violations of the Regulations. With the current environment of a health pandemic, recession, and extreme market volatility, it is important for the program to be nimble.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

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

**Status:** On-Target  
**Numeric Status:** 86%

**Description:** This KPI measures the overall health component for Board Reportable Projects in the project portfolio. The score is calculated using the project size, overall health, and Project Oversight's risk and complexity score which are structured using Project Oversight Management Office methodologies. Therefore, larger or riskier projects will have a greater impact to the portfolio than smaller or less risky projects.

**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

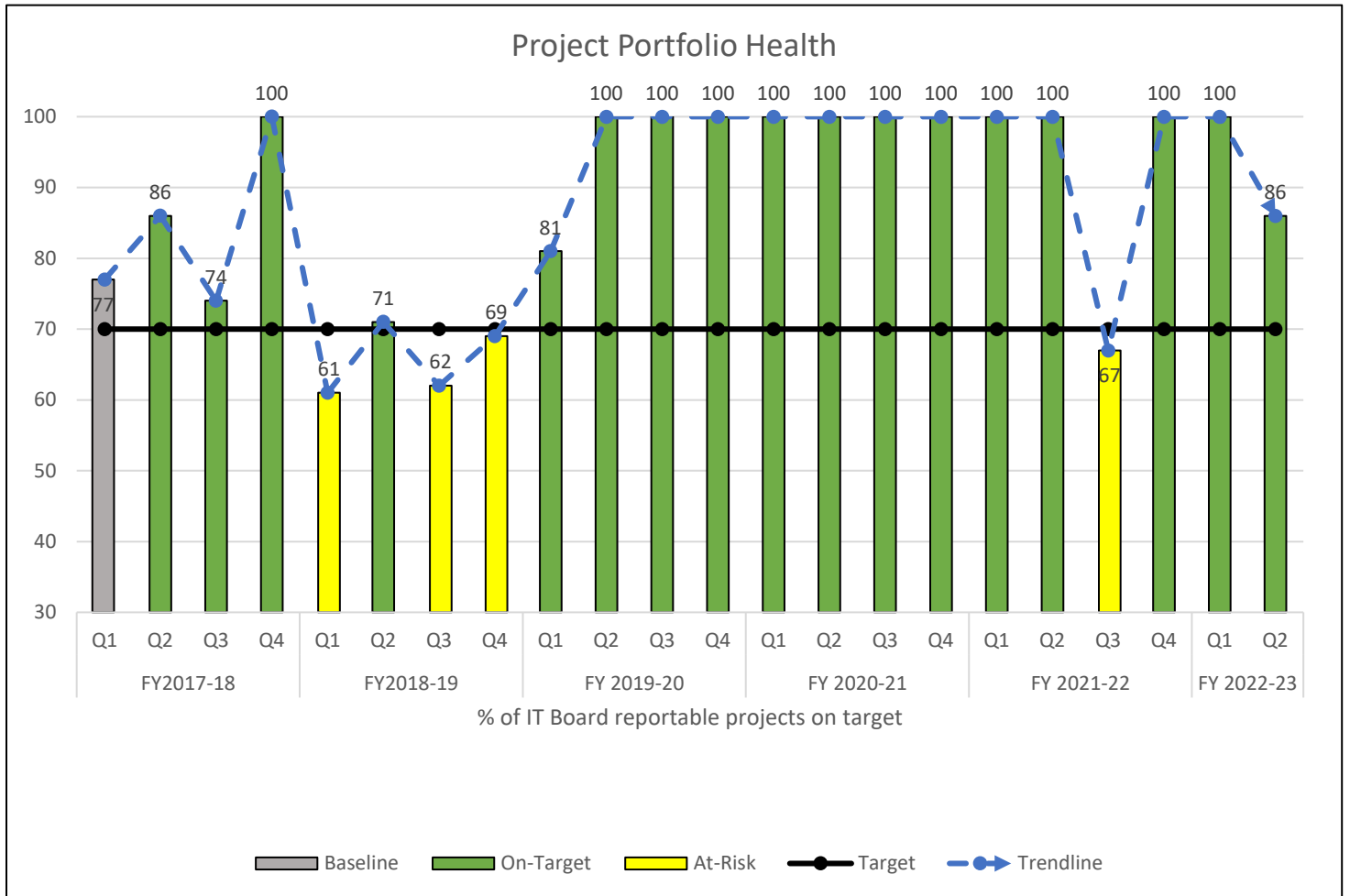
**Reporting Range:** 10/1/2022 – 12/31/2022

**Thresholds:**  
 On-Target: 70% or above  
 At-Risk: 54% to 69%  
 Off-Target: Less than 54%

**Status Narrative:**

This KPI is currently on-target. Two projects in the portfolio have an overall health indicator of green and are on-target while, one project of smaller size and complexity, has an overall health indicator of red.

Performance Trend Chart:



## Information Technology Projects Dashboard

Report Date: 1/1/23

Project Name	Status	Start Date	End Date	Total Budget	Total Expenditures	Overall Health
<b>Investment Data Strategy</b>	Active	7/1/2019	6/30/2023	\$7,500,000.00	\$4,540,161.13	Green
<b>Multi-cloud Professional Expertise and Service Capacity Expansion</b>	Active	7/1/2021	12/30/2022	\$2,019,078.60	\$778,578.60	Green
<b>Network Infrastructure Modernization</b>	Active	7/1/2021	4/28/2023	\$1,710,000.00	\$741,960.00	Red

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Reportable Privacy Violations – Closed Session

**Executive Owner:** Matt Jacobs

**Outcome Measure:** Efficient & Effective Organization

**Core Process:** Compliance & Managing Risks

**Status:** Information to be provided in Closed Session

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Small Business Requirements Compliance

**Executive Owner:** Doug Hoffner

**Outcome Measure:** Efficient & Effective Organization

**Core Process:** Purchasing & Acquisition

**Status:** Pending Refresh (in September 2023)

**Numeric Status:** 25.73% (as of September 2022)

**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 2021-22

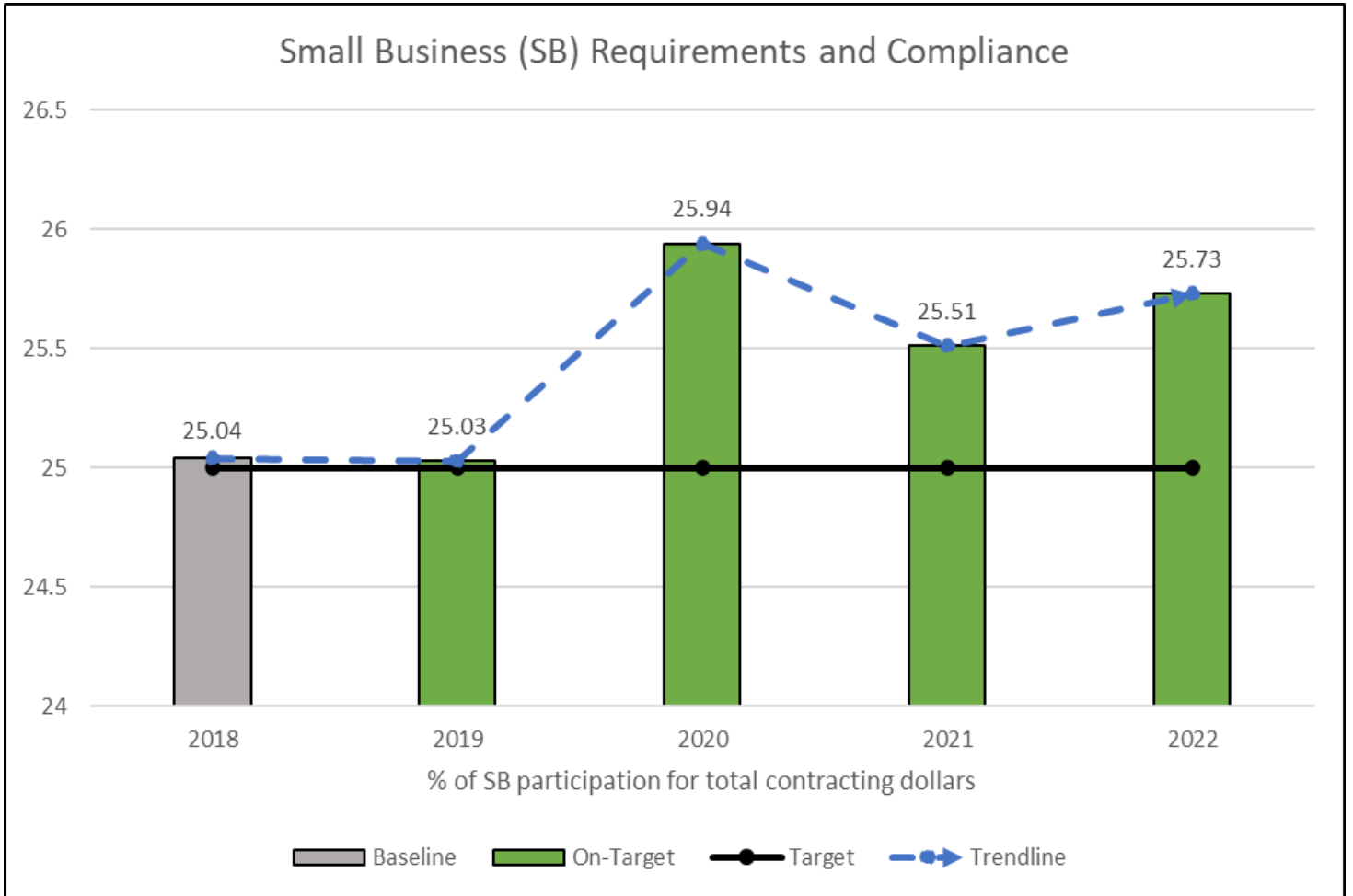
**Thresholds:**

On-Target:	25% and above
At-Risk:	22.5% - 24.99%
Off-Target:	Below 22.5%

### Status Narrative:

This KPI was On-Target as of September 2022. CalPERS achieved 25.73% Small Business participation level for FY 2021-22, eclipsing the target of 25% participation by .73%.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Solicitation, Contract, Amendment & Purchase Order Service Level Compliance

**Executive Owner:** Doug Hoffner

**Outcome Measure:** Efficient & Effective Organization

**Core Process:** Purchasing & Acquisition

**Status:** Pending Refresh (in September 2023)

**Numeric Status:** 91% (as of September 2022)

**Description:** This KPI ensures Operations Support Services Division (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 2021-22

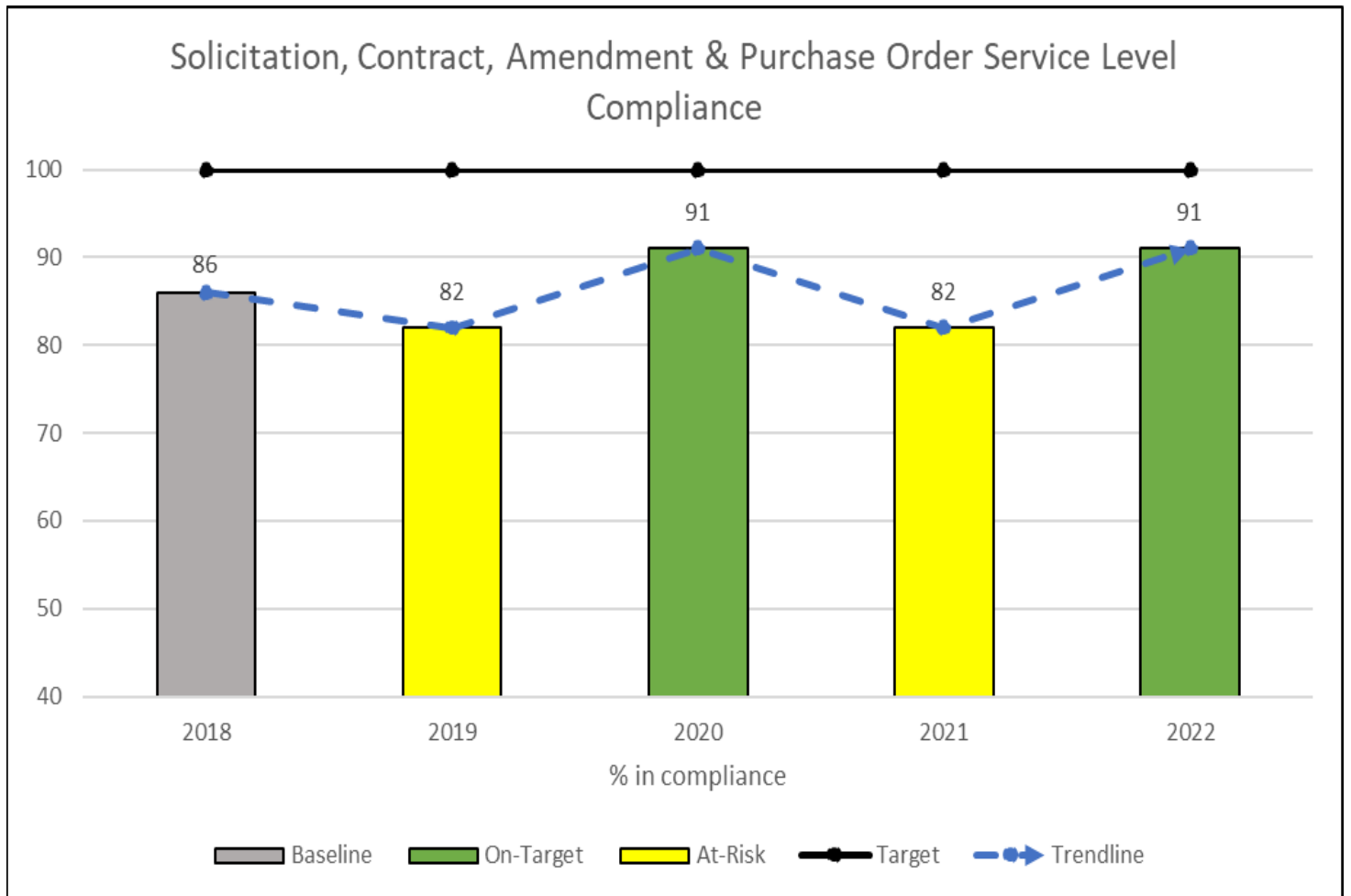
**Thresholds:**

On-Target:	91% or greater
At-Risk:	81% - 90%
Off-Target:	80% or lower

### Status Narrative:

For FY 2021-22 this KPI was On-Target with the SLA being met 91% of the time for all solicitations, contracts, amendment and purchase orders. Working with PRDA to LEAN the process of both contracts and purchasing helped OSSD establish new procedures and policies, which lead to the increase in SLAs being met.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Time to Detect Cyber Security Threats – Closed Session

**Executive Owner:** Matt Jacobs

**Outcome Measure:** Efficient & Effective Organization

**Core Process:** Compliance & Managing Risks

**Status:** Information to be provided in Closed Session

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Unauthorized Member Self-Service Account Changes – Closed Session

**Executive Owner:** Matt Jacobs

**Outcome Measure:** Efficient & Effective Organization

**Core Process:** Compliance & Managing Risks

**Status:** Information to be provided in Closed Session

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Health of Enterprise Performance Reporting (EPR) Framework

**Executive Owner:** Doug Hoffner

**Outcome Measure:** Supportive & Engaged Leadership

**Core Process:** Managing Resources & Performance

**Status:** Pending Refresh (in June 2023)

**Numeric Status:** 80.25% (for FY 2021-22)

**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 2021-22

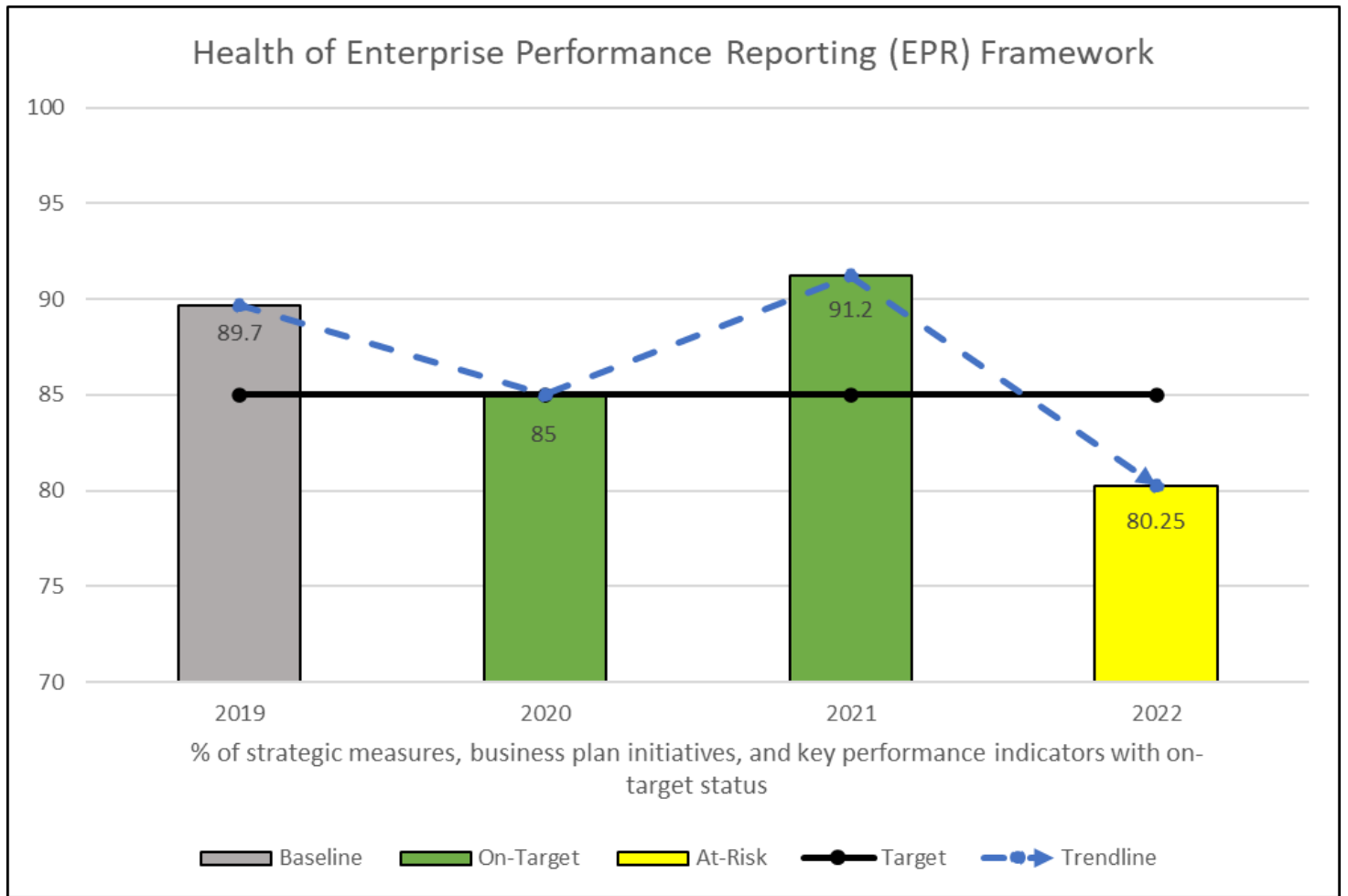
**Thresholds:**

On-Target:	85% +
At-Risk:	80 – 84.9%
Off-Target:	Below 80%

**Status Narrative:**

As of June 2022, this KPI was At-Risk with 80.25 of the Strategic Measures, Business Plan Initiatives, and Key Performance Indicators reporting out as On-Target during the 2021-22 fiscal year. The largest percentage of elements reported out as being At-Risk or Off-Target (AROT) were the Strategic Measures with 75% of them reporting out as AROT during the fiscal year. As part of our process, when an EPR element is reported as At-Risk or Off-Target, the root cause is detailed as well as the mitigation strategies being acted upon to bring it back On-Target for the next reporting period. With the new Strategic Plan, we will be working with our business partners to leverage past experience to proactively plan, develop, and enact mitigation strategies.

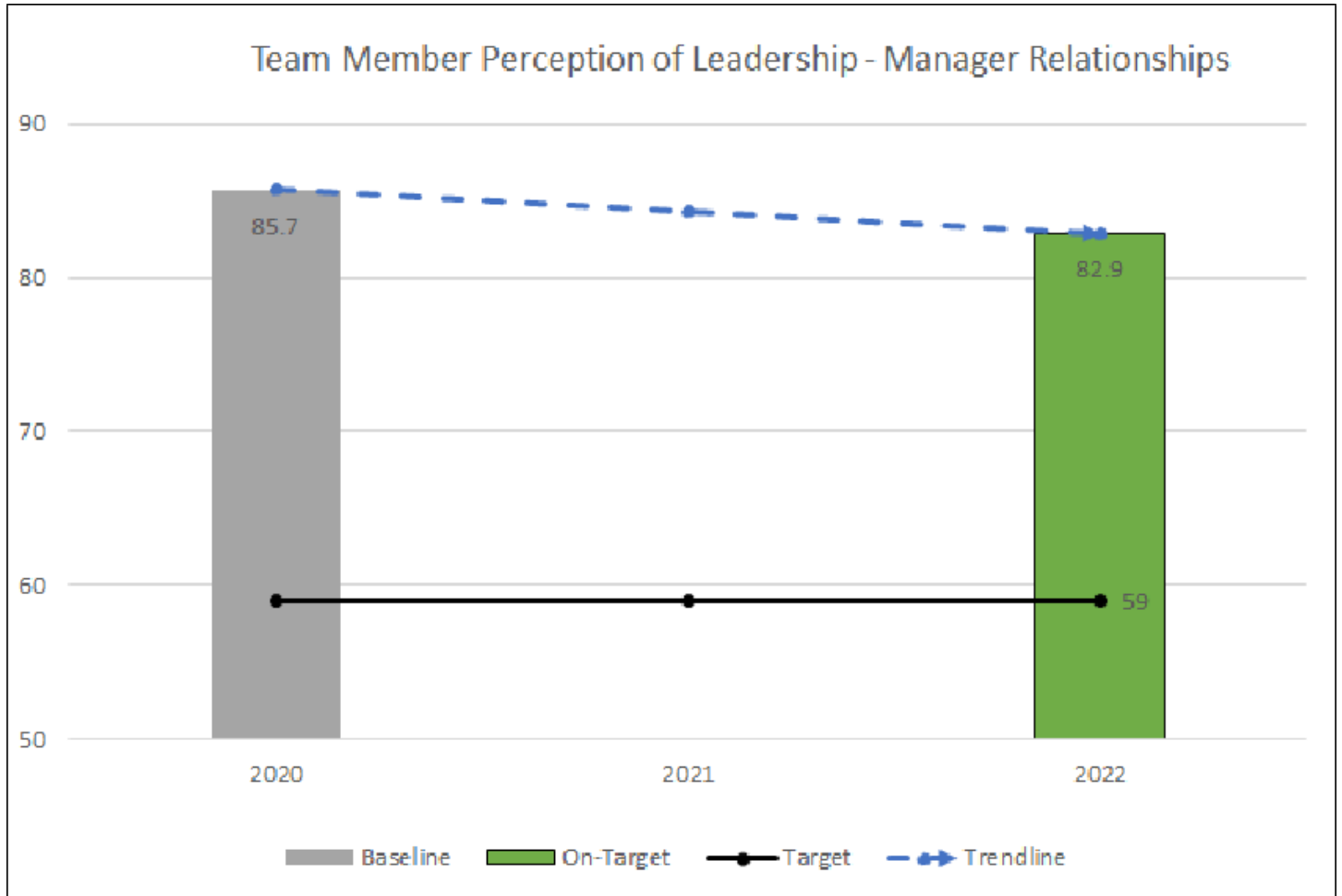
Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

<b>KPI Title:</b>	Team Member Perception of Leadership: Manager Relationships
<b>Executive Owner:</b>	Doug Hoffner
<b>Outcome Measure:</b>	Supportive and Engaged Leadership
<b>Core Process:</b>	Managing Resources & Performance
<b>Status:</b>	On-Target
<b>Numeric Status:</b>	82.9%
<b>Description:</b>	<p>Effective relationships between managers and employees help maintain open communication, encourage productivity and collaboration, motivate and reward employees, and allow them to feel appreciated for the work they do. Besides improving employee retention, it also empowers employees to take risks, set professional goals, and find purpose in their work, which directly impacts engagement and satisfaction in organizations.</p> <p>Measuring the results of Manager Relationship category from the annual Employee Engagement survey will help us determine if team members feel comfortable discussing concerns with their team leader and if their team leader cares about them as a person and keeps commitments.</p>
<b>Baseline:</b>	85.7% positive survey score from Manager Relationship category (based on 2020 Employee Engagement Survey results).
<b>Target:</b>	80.4% or higher favorability score represents high performance (based on Perceptyx benchmark from 2020 Employee Engagement Survey)
<b>Refresh Frequency:</b>	Annually, December
<b>Reporting Range:</b>	December 2021—November 2022
<b>Thresholds:</b>	<p>On-Target: Above 80.3% represents high performance</p> <p>At-Risk: 70.3 – 80.3% represents average performance</p> <p>Off-Target: Under 70.3% represents low performance</p>
<b>Status Narrative:</b>	<p>This KPI is on-target. It will be refreshed again during FY 2023-24 after the 2023 Employee Engagement Survey is administered.</p>

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** 80% of All Viable Ideas Implemented as Scheduled

**Executive Owner:** Doug Hoffner

**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

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

**Refresh Frequency:** Quarterly

**Reporting Range:** 10/01/2022 – 12/31/2022

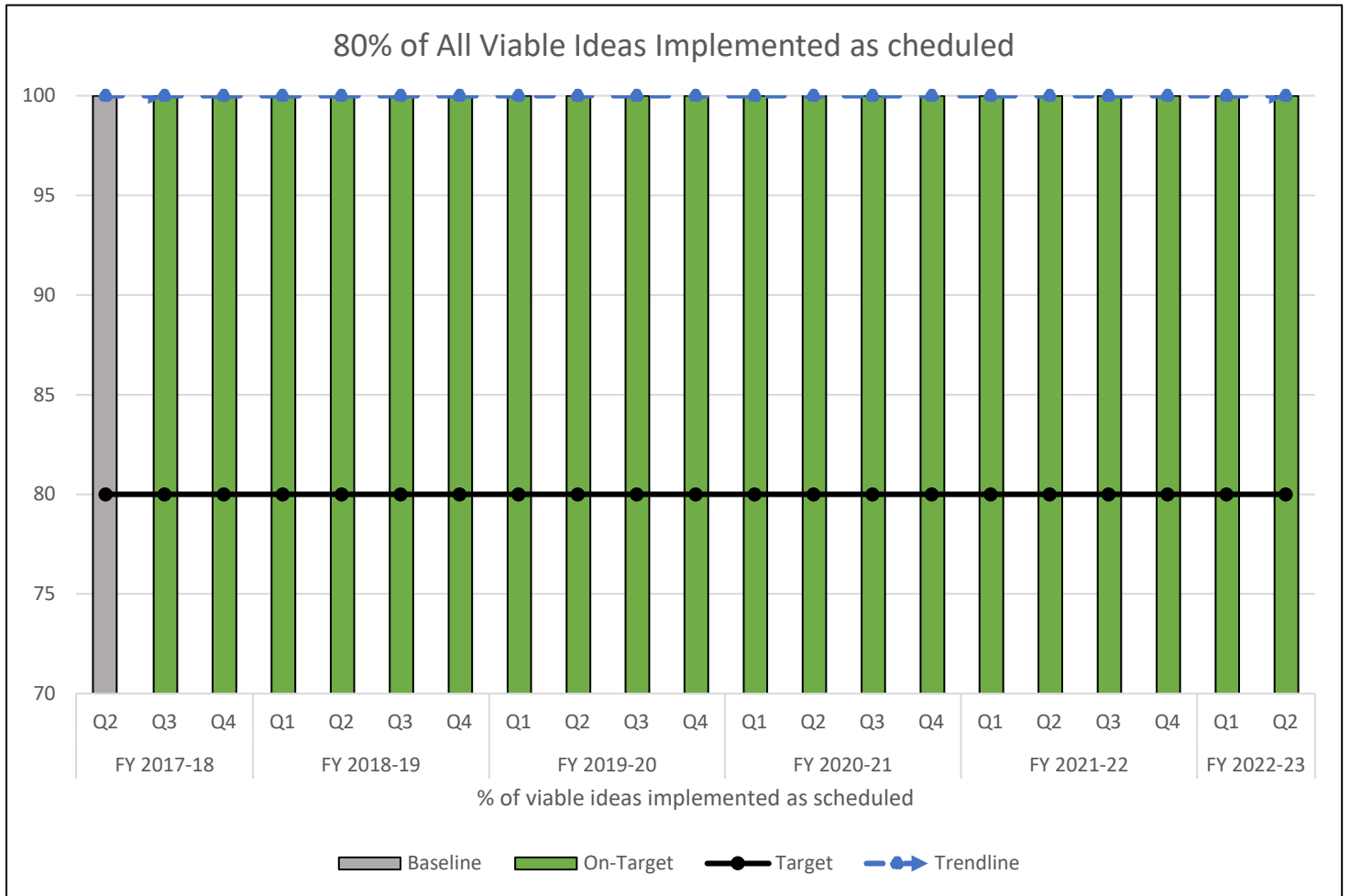
**Thresholds:**

On-Target:	80% or more of all viable ideas are implemented as scheduled
At-Risk:	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:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** 100% of all Ideas Responded to within 120 Days

**Executive Owner:** Doug Hoffner

**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

- Responded to: communicating the ideas' evaluation outcome to the idea submitter

**Refresh Frequency:** Quarterly

**Reporting Range:** 10/01/2022 – 12/31/2022

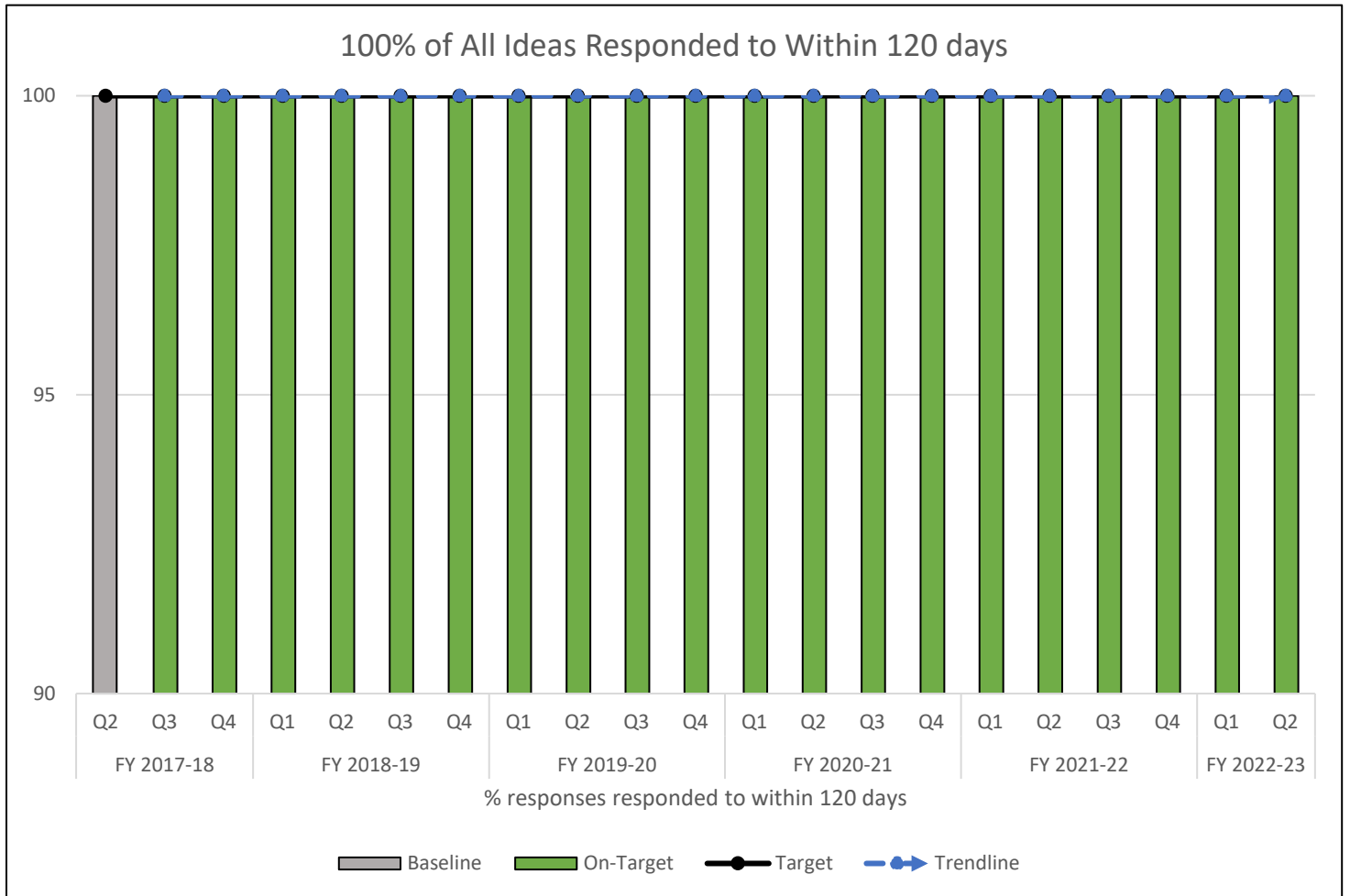
**Thresholds:**

On-Target:	100% of ideas responded to within 120 days of idea submission
At-Risk:	95% - 99% of ideas responded to within 120 days of idea submission
Off-Target:	Less than 95% of ideas responded to within 120 days of idea submission

**Status Narrative:**

This KPI is on target for this reporting period.

Performance Trend Chart:



## 2022-23 Key Performance Indicator Summary (Quarter 2)

<b>KPI Title:</b>	Emerging Leader Program
<b>Executive Owner:</b>	Doug Hoffner
<b>Outcome Measure:</b>	Team Member Engagement
<b>Core Process:</b>	Attracting & Supporting Team Members
<b>Status:</b>	Pending Refresh (in July 2023)
<b>Numeric Status:</b>	N/A
<b>Description:</b>	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.
<b>Baseline:</b>	Not applicable as KPI is Informational
<b>Target:</b>	Not applicable as KPI is Informational
<b>Refresh Frequency:</b>	Annually, July
<b>Reporting Range:</b>	FY 2022-23
<b>Thresholds:</b>	Not applicable as KPI is Informational

### Status Narrative:

The Emerging Leader Program (ELP) successfully completed its fifth cohort in June 2022. ELP has enjoyed success in achieving its goal of preparing journey-level team members for leadership by providing exposure to leadership roles, responsibilities, and competencies, all of which support a high-performing organization and culture. The program is well received by stakeholders and CalPERS team members; this is evidenced by anecdotal feedback, evaluations, and continued promotion of ELP emerging leader alumni. While the pool of applicants was smaller this year as opposed to last year which we believe is due to the COVID-19 pandemic, of the 14 participants from the 2022 ELP:

- 14 graduated on June 28 making a 100% graduation rate
- 100% of emerging leader survey respondents would recommend ELP to other team members
- One emerging leader has promoted to a Senior Management Auditor (skipping the first line of leadership)

Of the 100 participants from the four previous cohorts:

- 51% received promotions

Other notable program highlights:

- We designed and implemented the Path to Leadership Program, a new self-guided program designed as an alternative for participants who either did not meet the eligibility criteria or were not selected into ELP, to build their leadership skills.
- We ensured a diverse applicant pool representative of CalPERS by continuing to scrub identifying information from the applications before sending to the Review and Selection Committee, marketed the program at the Employee Resource Group (ERG) monthly meeting, and continued to use inclusion and diversity in program materials.
- We met with the 2021 ELP Review and Selection Committee and discussed applicant readiness and how to find team members with the most potential for a leadership role. As a result, we continued to require team leader approval and added Division Chief (DC) approval to the selection criteria.
- We implemented a contract that both emerging leaders and their team leaders sign at notification of program acceptance to ensure emerging leaders kept their commitment made during the application process to fully attend and complete all workshops.
- We reduced the full day workshop format to half day workshops to allow participants to balance their training with their workload. The workshop length was adequate to cover the material, provide resources, and show learning as was evidenced in the 2022 workshop evaluations.

The sixth cohort of ELP begins on October 3, 2022. At the conclusion of the cohort in June 2023, we look forward to sharing more details of the program's continued success.

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Our Promise and Annual Food Drive

**Executive Owner:** Brad Pacheco

**Outcome Measure:** Team Member Engagement

**Core Process:** Attracting & Supporting Team Members

**Status:** Pending Refresh (in March 2023)

**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, March

**Reporting Range:** 2021 fundraising efforts

**Thresholds:** Not applicable as KPI is Informational

### Status Narrative:

The CalPERS team held two 2021 fundraising events: the Our Promise campaign and the Holiday Food Drive.

The 2021 Our Promise campaigns totals:

Our Promise Totals \$96,632.00

Number of Donors 459

Number of Employees 2,584

Percentage of Participation 18%

The 2021 Food Drive totals:

CalPERS Donation Totals \$11,000.00

Run to Feed the Hungry had 38 CalPERS team registrations.

The CalPERS team plans to have two 2022 fundraising events: the Our Promise campaign and the Holiday Food Drive.

Updated informational data for 2022 will be available in March 2023.

No performance trend chart is available for this KPI.

## 2022-23 Key Performance Indicator Summary (Quarter 2)

<b>KPI Title:</b>	Retention Rate
<b>Executive Owner:</b>	Doug Hoffner
<b>Outcome Measure:</b>	Team Member Engagement
<b>Core Process:</b>	Attracting & Supporting Team Members
<b>Status:</b>	Pending Refresh
<b>Numeric Status:</b>	N/A
<b>Description:</b>	<p>This is an overview of CalPERS retention rate. We have researched best practices and evaluated 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>
<b>Baseline:</b>	Not applicable as KPI is Informational
<b>Target:</b>	Not applicable as KPI is Informational
<b>Refresh Frequency:</b>	Annually, December
<b>Reporting Range:</b>	FY 2021-22
<b>Thresholds:</b>	Not applicable as KPI is Informational

### Status Narrative:

The Retention Rate for Fiscal Year (FY) 2021-22 data will be available March 2023.

No performance trend chart is available for this KPI.

## 2022-23 Key Performance Indicator Summary (Quarter 2)

**KPI Title:** Team Member Perception of Growth and Development

**Executive Owner:** Doug Hoffner

**Outcome Measure:** Team Member Engagement

**Core Process:** Attracting & Supporting Team Members

**Status:** On-Target

**Numeric Status:** 70.2%

**Description:** To mitigate employee turnover and decreased productivity, it is important for organizations to explore opportunities to engage employees and increase loyalty. Employee growth initiatives and skill-development programs are two long-term strategies that provide the foundation for improved employee experiences.

Measuring the results of Growth and Development category from the annual Employee Engagement survey will help us determine if team members feel supported in their skill and career development, are aware of the career opportunities available to them, and know what is needed to advance their career.

**Baseline:** 76.5% positive survey score from Recognition and Reward category (based on 2020 Employee Engagement Survey results)

**Target:** 66.4% or higher favorability score represents high performance (based on Perceptyx benchmark from 2020 Employee Engagement Survey).

**Refresh Frequency:** Annually, December

**Reporting Range:** December 2021-November 2022

**Thresholds:**

- On-Target: Above 66.3% represents high performance
- At-Risk: 56.3 – 66.3% represents average performance
- Off-Target: Under 56.3% represents low performance

**Status Narrative:**

This KPI is on-target. It will be refreshed FY 2023-24 after the 2023 Employee Engagement Survey is administered.

Performance Trend Chart:

