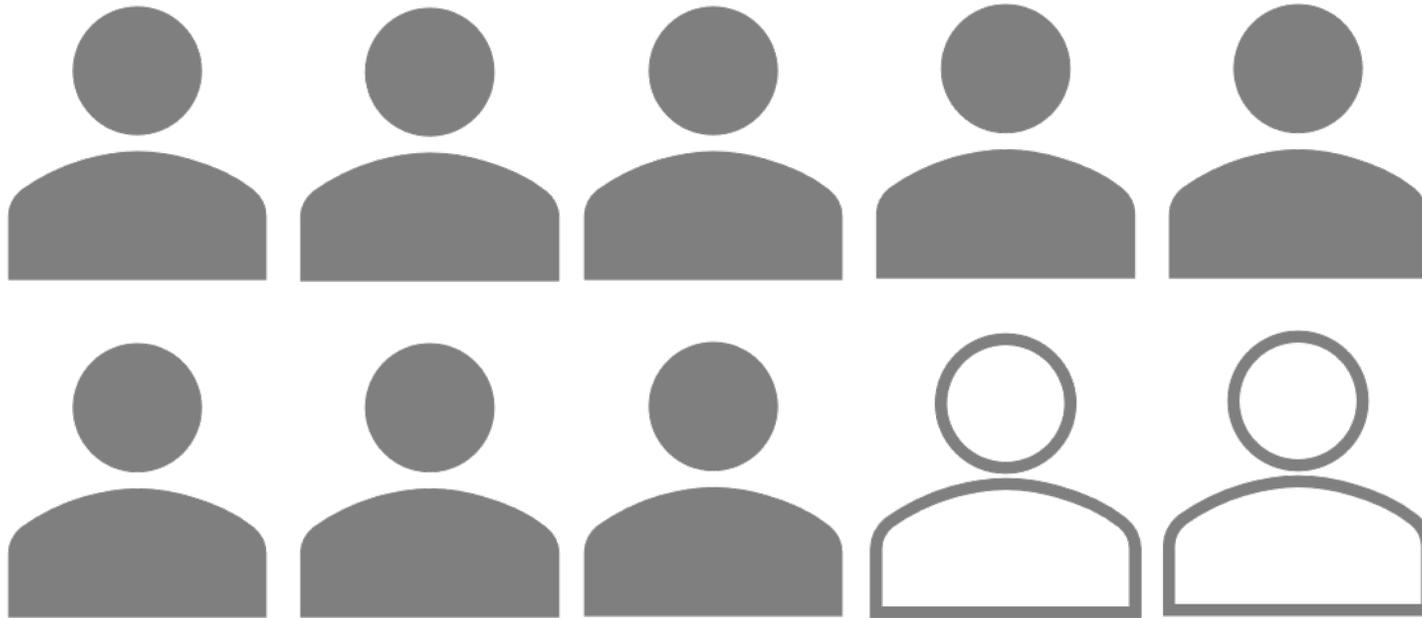


Succession Planning

Michelle Tucker
CalPERS

Importance of Succession Planning



79%

of corporate board members rated executive succession as a very or extremely important talent issue.

Succession Planning Overview



Objective

Matches right candidate to the right role



Integrated

Accounts for development & strategic goals



Efficient

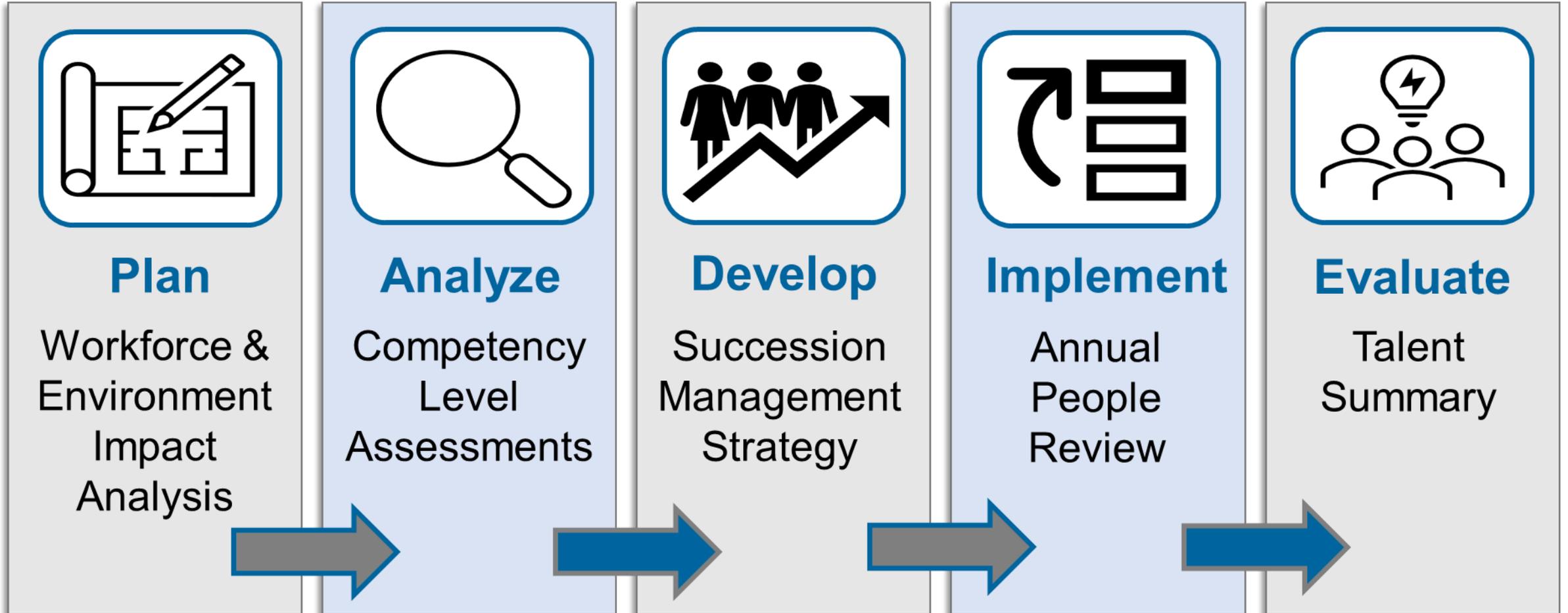
Ensures continuity & reduces costs



Inclusive

Promotes a diverse workforce

2024 CalPERS Succession Plan



Roles & Responsibilities

Succession Planning Lead (All Positions)	Succession Planning Panel (All Positions)	CalPERS Human Resources (All Positions)	External Recruiting Resources (As Needed)
<ul style="list-style-type: none"> • Lead succession planning conversations • Participate as a member of the panel 	<ul style="list-style-type: none"> • Participate in Annual People Review • Fairly assess all candidates 	<ul style="list-style-type: none"> • Manage all phases of 2024 CalPERS Succession Planning 	<ul style="list-style-type: none"> • Identify diverse and qualified candidates • Provide insight on candidates 

Role-Based Workforce & Environment Analysis



Name of Role Being Analyzed

Incumbent Retention Risk Level:
High/Medium/Low

Degree of Change Within Role:
Large/Average/Small

Current Capabilities of the Role:

- Goal #1
- Goal #2
- Goal #3

Future Capabilities of the Role:

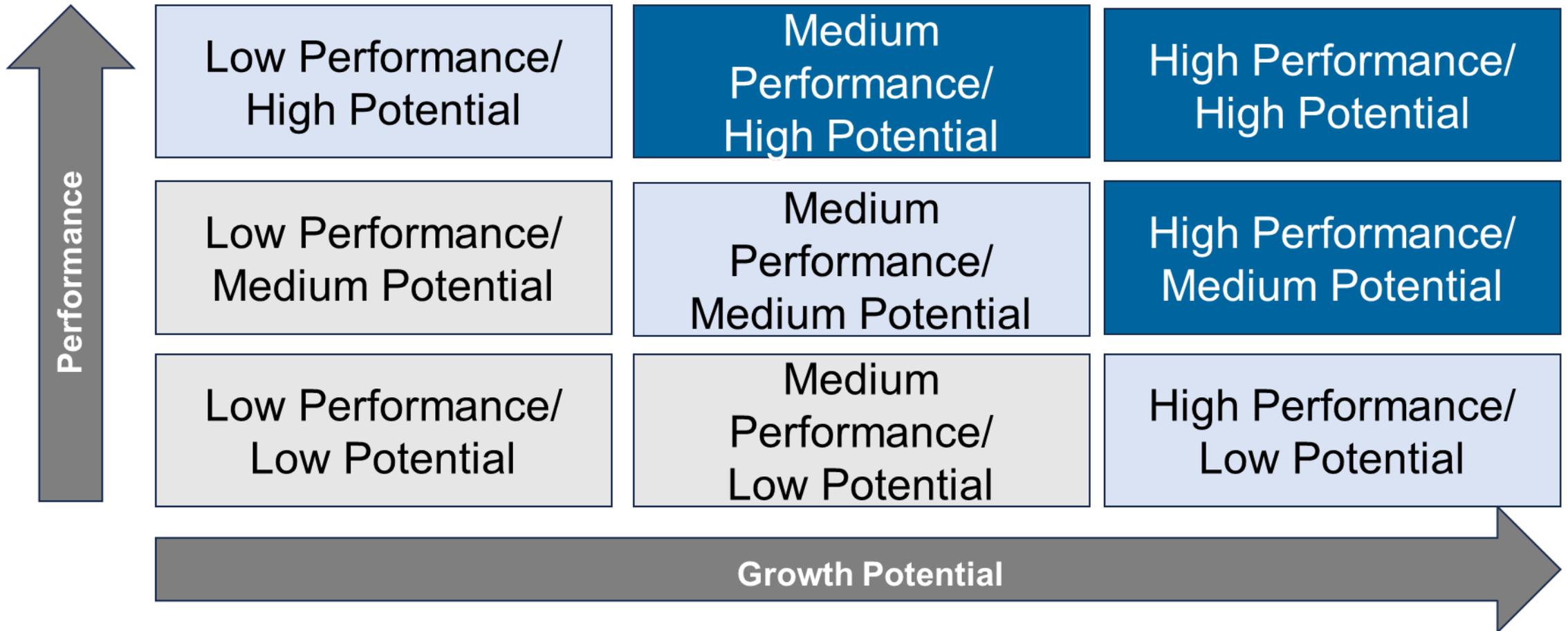
- Goal #1
- Goal #2
- Goal #3

Successor-Based Workforce & Environment Analysis

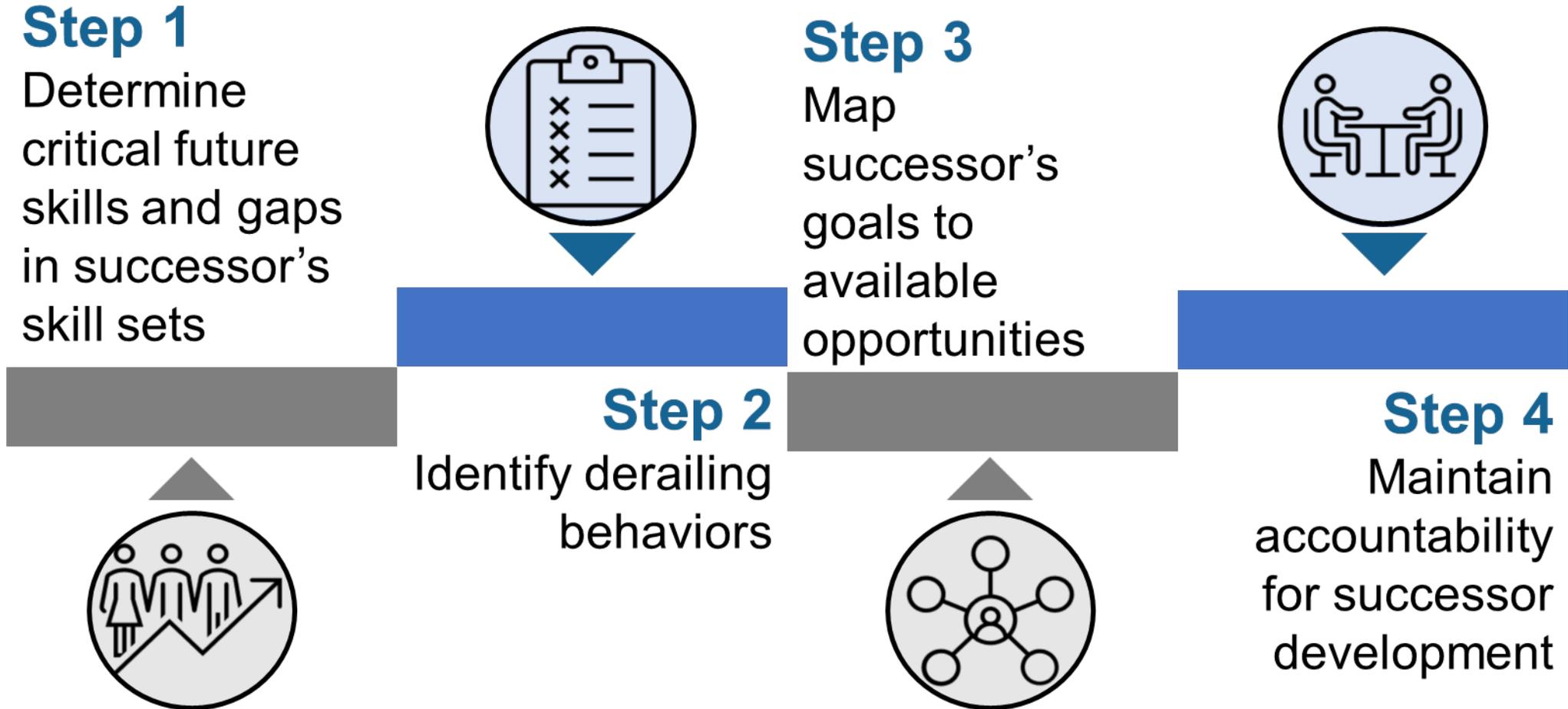
		Interim	Ready Now	Ready in 1-2 Years	Ready in 3-5 Years
	Role	[Successor #1]			[Successor #2]
	Role		[Successor #1]		
	Role	[Successor #2]		[Successor #1]	

Future-Oriented Competency Level Assessments

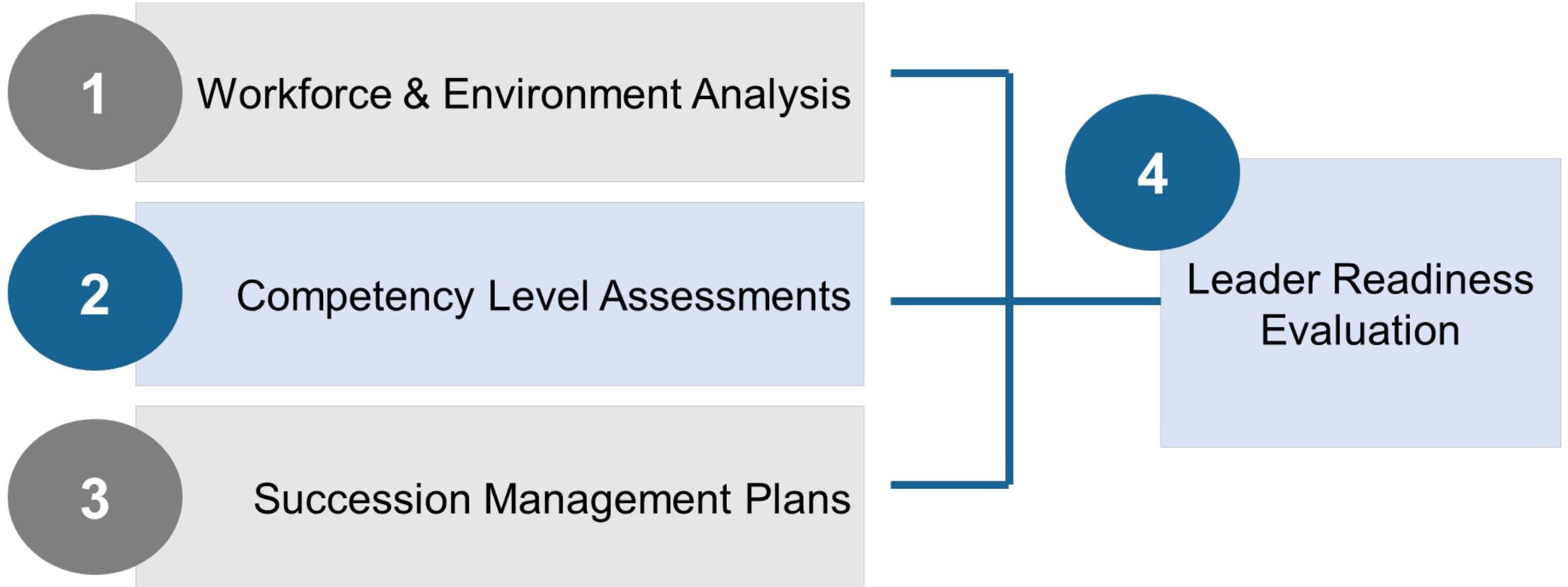
Nine-Box Grid



Succession Management Plans

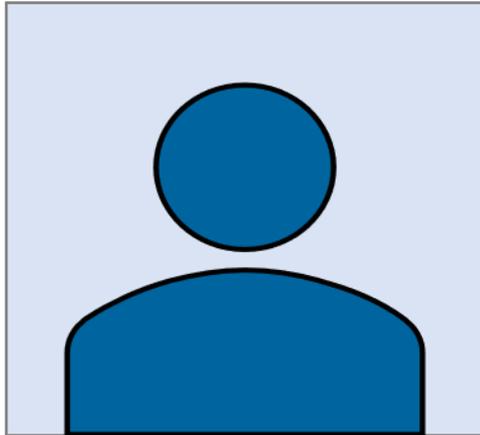


Annual People Review



Alex Smith

Potential Chief Executive Officer



Ready Later | High Potential | Desire: High

Bio: Visionary leader with over 20 years of experience in the industry. Known for driving growth, leading groundbreaking projects, and fostering a culture of innovation, they have significantly impacted the company's success. They are passionate about mentoring young women in STEM and advocating for environmental conservation.



Customer-Oriented

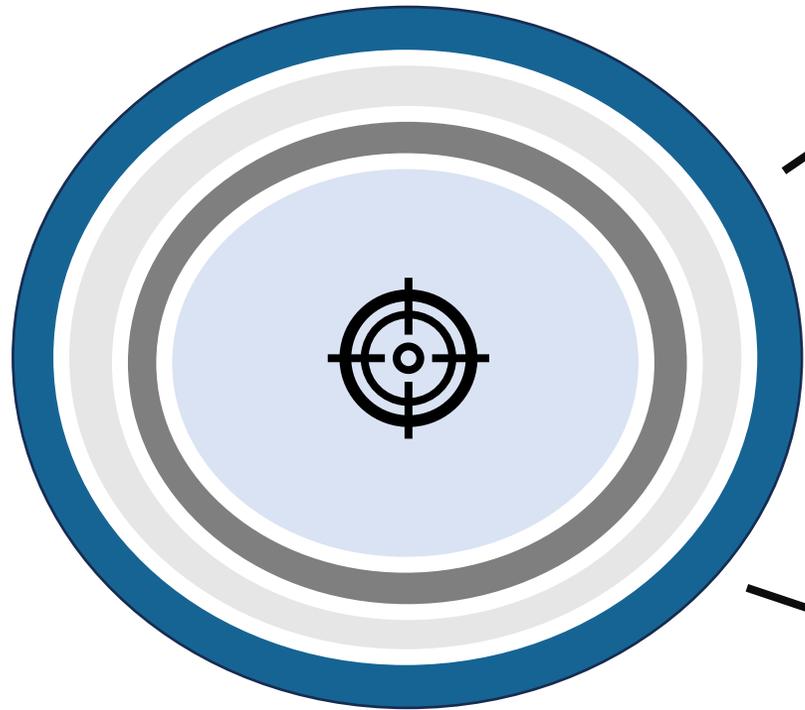


Conscientious

Notable Tasks:

- Expanded International Markets
- Launched Sustainability Initiative
- Restructured Operations
- Created Innovation Hub
- Mentorship Program
- Strategic Partnerships with Leading Firms
- Demonstrated Crisis Management Skills
- Public speaker and advocate

Talent Summary



Goal

1 Indicate the status of the goal and the reasoning behind the rating

Key Position Bench Strength

2 [X%] of positions have “Ready Now” or “Ready Soon” successors

Internal vs. External Backfill Rate

3 [X%] of positions were filled with internal succession management candidates

Promoting Diversity, Equity, and Inclusion



Gender & Sexuality



Race & Ethnicity



Veteran Status



Disability Status



Next Steps for 2024 CalPERS Succession Plan



Step 1

Complete 2024
CalPERS
Succession Plan

Step 2

Expand succession
planning to further
roles and revisit
current plans as
needed

Step 3

Include recurring
talent spotlights and
socialization of top
talent in future
Board meetings