

# **2026-27 Annual Plan**

## **Initiative 1 – Enable CalPERS to better assess risk within the program areas and provide aggregated reporting at the enterprise level.**

1.1 Develop First-Line Risk and Control Self-Assessment (RCSA) process in collaboration with the first line of defense within each program area. (Multi-Year)

- 1.1.5 Continue to implement the RCSA process across all CalPERS program areas

1.3 Establish a formal Regulatory Change Management Framework to support enterprise understanding of new and changing requirements. (Multi-Year)

- 1.3.1 Develop & implement a process to monitor, assess, and disseminate new and revised regulations
- 1.3.2 Establish a process to identify and monitor regulatory change implementation within program areas

## **Initiative 2 - Enhance assurance, monitoring, and issues remediation capabilities to minimize compliance risks.**

2.1 Enhance Monitoring of Conflicts of Interest. (Multi-Year)

- 2.1.3 Mature the conflicts of interest management program to include a conflicts of interest policy with defined roles and responsibilities

2.2 Support Risk Management initiatives across the enterprise in partnership with all first line of defense program areas. (Multi-Year)

- 2.2.3 Continue to develop business partnerships with program areas to support risk management initiatives

2.4 Provide team members with education and tools to identify and disclose potential compliance issues (Multi-Year)

- 2.4.1 Develop a framework, guidelines, and templates for the capture and reporting of incidents and issues
- 2.4.2 Educate program areas about the incidents and issues management program
- 2.4.3 Pilot the incidents and issues management process

## **Initiative 3 - Educate and cultivate ethical and risk-intelligent practices amongst CalPERS team members. (Multi-Year)**

3.1 Enhance Compliance and Risk Training Programs across the organization. (Multi-Year)

- 3.1.1 Create a customized, in-house Code of Conduct training for CalPERS team members tailored to CalPERS' specific needs and values

3.2 Establish formal Compliance and Risk Advisory Teams aligned with program areas. (Multi-Year)

- 3.2.2 Enhance the Compliance and Risk Liaison (CARL) program to clarify roles and responsibilities and provide education and guidance to support program areas
- 3.2.3 Expand compliance and risk advisory program to provide appropriate risk management advice, guidance, and challenge across the CalPERS program areas

3.3 Drive Risk Governance and Policy Practices to adhere to a more formal process. (Multi-Year)

- 3.3.4 Educate the organization on the CalPERS governance and policy program and practices
- 3.3.5 Partner with program areas to support the adoption and adherence of the governance and policy practices