



Risk and Audit Committee

Agenda Item 4d

September 18, 2024

Item Name: Status Report – Enterprise Risk Management

Program: Enterprise Compliance, Risk, & Governance

Item Type: Information Consent

Executive Summary

This is an update of the fourth quarter Strategic Risk Indicators (SRIs) for April 1, 2024, through June 30, 2024. The SRIs provide a framework and metrics to ensure that the organization operates and manages risk in alignment with the CalPERS Board of Administration risk appetite (Attachment 1).

Strategic Plan

This agenda item supports the 2022-27 CalPERS Strategic Plan Goal – Operational Excellence: Cultivate a diverse, risk-intelligent, and innovative culture through our team and processes. Enterprise Compliance, Risk, & Governance (ECRG) provides assurance to the CalPERS Board of Administration through the implementation of an effective enterprise-wide risk management program.

Background

The monitoring and reporting of SRIs play an important role in understanding the relationship between risk and performance by providing the board and management with advanced warnings of events that may compromise the achievement of strategic and operational goals. ECRG began working with the Enterprise Strategy and Performance Division (ESPD) during the 2021-22 fiscal year to include risk management concepts into strategic planning with the culmination of this work resulting in the integration of the SRIs into Enterprise Performance Management (EPM) reporting for the 2022-27 strategic plan cycle.

The advantage of including SRIs within EPM reporting provides the board the ability to simultaneously review performance and risk information to contemplate whether any additional actions or decisions are warranted and if the current course is still within the board's risk appetite and tolerances as discussed below. The SRIs are leading indicators that can provide the board with early warnings of potential issues in advance of lagging performance indicators turning from positive to negative. This may provide the opportunity to make corrections to get performance back on track in advance of performance downgrades.

In making strategic decisions regarding risk, boards communicate to the organization their philosophy of risk-taking by establishing risk appetite and tolerances. Risk appetite is the amount of risk an organization is willing to undertake on the basis of risk-return trade-offs in pursuit of objectives and is usually reflected by broad qualitative statements developed and approved by a board. Risk tolerance on the other hand, is the amount of uncertainty the organization is prepared to accept reflected as quantitative minimum and maximum variances from the board's desired target. The risk tolerances are categorized into three levels: no attention/monitoring needed (green), requires monitoring (yellow), and requires attention (red).

Analysis

The Strategic Risk Indicators Dashboard summarizes the status of the CalPERS SRIs originally approved by the Committee in June 2018 and updated in June 2022 to align with CalPERS' 2022-27 Strategic Plan. For those SRIs performing outside the board's risk tolerances summary sheets are attached detailing the risk indicator description, intent, status, tolerances, root cause analysis, and mitigations identified as action items (Attachment 1). A review of the data reported for the fourth quarter of fiscal year 2023-24 found two SRIs tied to three strategic goals not meeting their respective risk tolerances as set by the Risk & Audit Committee that "Requires Monitoring or Attention."

Member Experience & Organizational Excellence:

- AB 1246 – Allows a retired member, who divorces after retirement and does not retain 100% of their retirement benefit, to designate their new spouse as the beneficiary of their postdivorce retirement settlement.
- SB 1379 – Exempts a retired person employed by the County of Solano to perform a function or functions performed by a deputy sheriff, evidence technician or communications operator from the 960-hour work limitation and limits the number of appointments to be made under these provisions to 20. If chaptered, these provisions take effect immediately and sunset on January 1, 2027.

Exceptional Health Care:

- The decrease in the CalPERS self-funded Preferred Provider Organization plans' fund actuarial reserves was primarily driven by high medical fee-for-service claims and pharmacy costs that continued in calendar year 2023.

The current reporting process has fully transitioned to the board's Insight tool. The use of Insight provides board members on-demand access to the SRI information and furthers the goal of integrating comprehensive performance and risk reporting through a central information system.

Budget and Fiscal Impacts

Not Applicable

Attachments

Attachment 1 – Strategic Risk Indicators Dashboard

Kevin L. Fein
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