



## Risk and Audit Committee

# Agenda Item 4d

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**June 21, 2023**

**Item Name:** Status Report – Enterprise Risk Management

**Program:** Enterprise Risk Management Division

**Item Type:** Information Consent

### **Executive Summary**

This is an update of the second quarter Strategic Risk Indicators (SRIs) for October 1, 2022, through December 31, 2022. 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. The Enterprise Risk Management Division (ERMD) 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. ERMD 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 third quarter of fiscal year 2022-23 found one SRI tied to one strategic goal not meeting their respective risk tolerance as set by the Risk & Audit Committee that "Requires Monitoring."

Organizational Excellence:

- Organizational continuous improvement - annual engagement survey: The 64.8% annual engagement survey rate for 2021 has been a decline across all aspects of the employee experience versus the survey results in 2020.

The current reporting process will fully transition to the board's Insight tool once the system is updated to incorporate viewing of the SRI information within the EPM reporting platform. 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

Attachment 2 – 2022-23 Developing Risks Report Update

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