

# Succession Planning Efforts at CalPERS

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# Presentation Outline

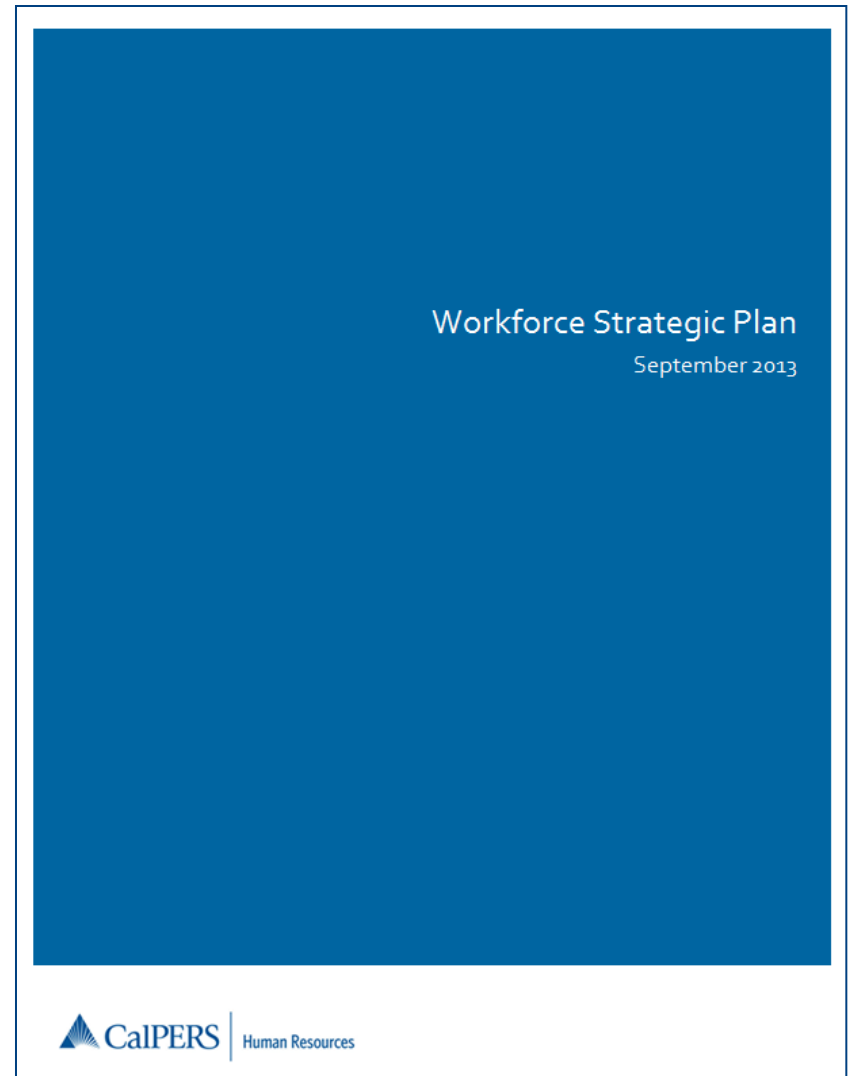
- CalPERS Culture and the Influences
- Workforce Strategic Plan
- Succession Planning
- “Informal” Mentoring

## CalPERS Unique Culture

- Core Values Serve as a Foundation
- Employee Engagement Programs are Designed to Foster a High-performing Work Culture
- Training and Development

# Workforce Strategic Plan

- Talent Management Strategies
  - Executive Succession Planning
  - Informal Mentoring



# Executive Recruitment Challenges

- CalPERS Board interest in Talent Management
- Grow More Internal Candidates for Key Executive Recruitment
- Difficulty in filling Key Executive Positions
  - Location
  - Compensation
  - Uniqueness of Business

# Executive Succession Planning

- Best Practice
- State of CalPERS
- The Process

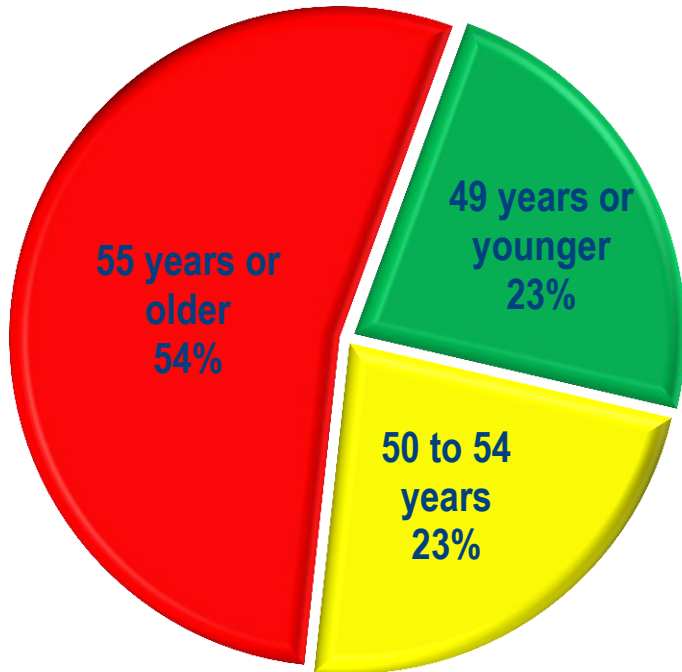
## Best Practice

- Top management involvement
- Targeted processes
- Comprehensive assessment of talent
- Creation of talent databases
- Identification of future talent requirements
- Structured and individualized development programs

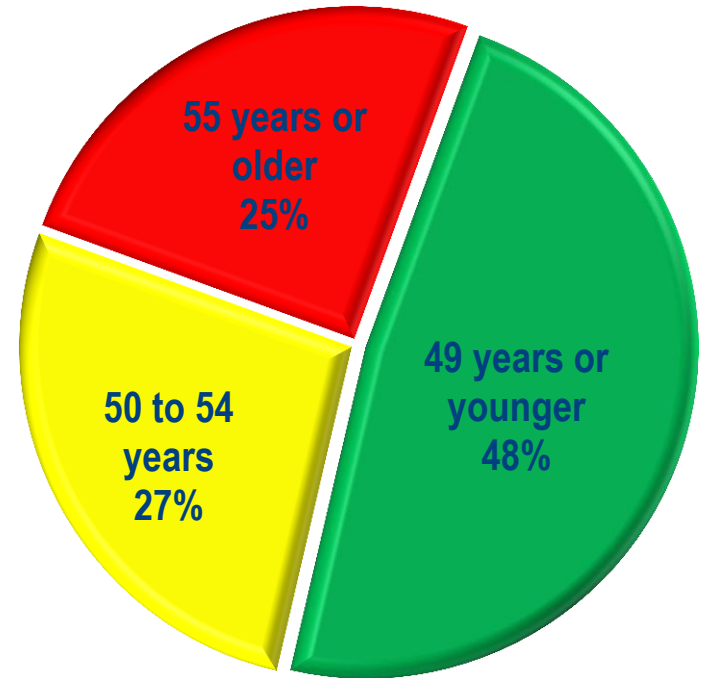
# State of CalPERS

As of July 2013

### Executive Staff Demographics by Age

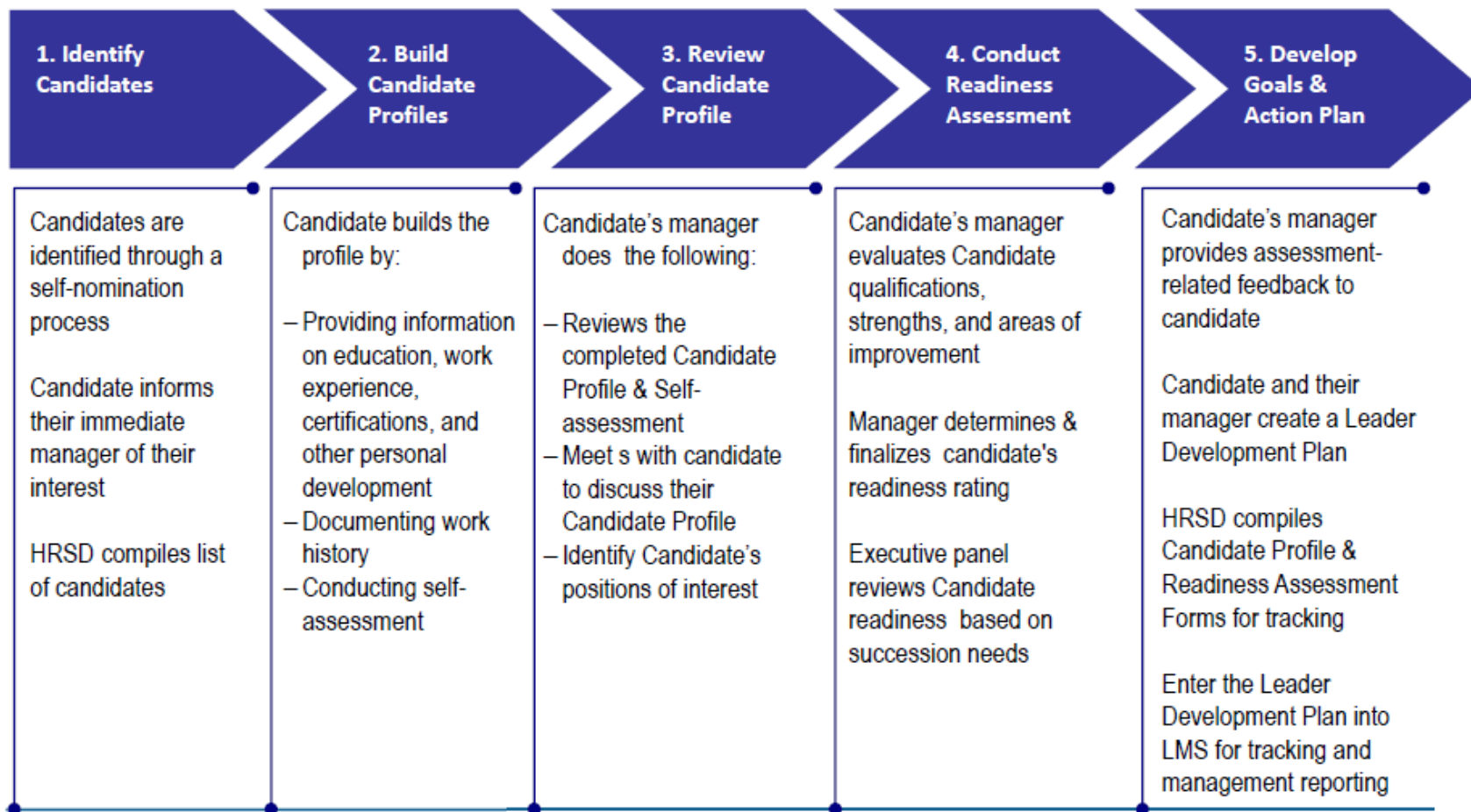


### Senior Management Demographics by Age





# The CalPERS Process



## Key Insights

- Keep It Simple
- HR Consultant and Support
  - Documentation of Executive Assessment Panel Feedback
  - Guide and Training Resources

# Informal Mentoring

- Background
- Description of Informal Mentoring
- Incorporating Informal Mentoring into the Culture
- Benefits of Informal Mentoring
- Key Message

## Informal Mentoring Background

- CEO coffee chats
  - Interest in job rotation and mentoring opportunities
- 2012-14 Business Plan Objective
  - Incorporate mentoring as a part of our culture
  - Knowledge Transfer
- CEO's elevator story

## What is Informal Mentoring?

- Not the traditional assignment of a protégé to a mentor, but rather **all levels** of employees – in **all directions**
- Recognizes that all employees have unique experiences, skills and insights
- Opportunities to share knowledge with others in the course of the everyday

# Incorporating Informal Mentoring into the Culture

- Two-year journey
- Enterprise-wide culture shift
- Reinforces Core Values
- Continues learning through shared experiences
- Have some fun!

## Informal Mentoring Initiatives

- Continuing Informal Mentoring Education
- Produce and show a “Storytellers” video
- Conduct Speed Mentoring Sessions
- Create Mentoring Toolkit

## Benefits of Informal Mentoring

- Builds bench strength
- Provides global perspective
- Strengthens diversity
- Engages staff in CalPERS mission
- Supports technical succession planning
- Fosters trust, respect and openness



# Key Message



Questions???

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