Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

02/20/2019

2. Department

California Public Employees' Retirement System

3. Organizational Placement (Division/Branch/Office Name)

Customer Services and Support/ Customer Experience Division

4. CEA Position Title

Chief, Customer Experience Division

5. Summary of proposed position description and how it relates to the program's mission or purpose. (*2-3 sentences*)

The Chief, Customer Experience Division (CED) has full management responsibility for the operation of the Customer and Employer contact centers which provide support and guidance to over 1.9 million members and 3000 employers annually regarding membership, employer services, retirement, and health benefit related issues to active and inactive members, retirees, survivors, employers, and the general public. The CED Chief, additionally directs the Workforce Support Section (WSS) which provides comprehensive data analytics, technology implementation expertise, workload management, quality assurance and policy development for the contact centers. The CED is comprised of over 220 employees: three employer inquiry units, and three-member inquiry units, research and resolve inquires received via the my|CalPERS system's secure messaging feature and 12 units investigate and resolve member inquiries received by telephone. The WSS is comprised of over 20 employees, including the data analytics and reporting team, the Cloud Contact Center technology as a Software Service team, quality assurance analysts and Workforce Management professionals. The Chief, CED, provides executive leadership, creates policies to further CalPERS' and the division's mission and vision, ensures new Contact Center technologies enhance customer service and provides strategic and policy direction on a broad spectrum of member, employer, retirement and health issues central to the CalPERS mission.

6. Reports to: (*Class Title/Level*)

Deputy Executive Officer/CEA, C

7. Relationship with Department Director (*Select one*)

☐ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.

☑ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(*Explain*): The CEA works in coordination with the DEO, who is a member of the CalPERS Executive Management Team.

8. Organizational Level (*Select one*)

☐ 1st ☑ 2nd ☐ 3rd ☐ 4th ☐ 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The Chief, CED has a key role in the formulation of departmental policies, planning, and program implementation to further CalPERS' mission to deliver retirement and health care benefits to members and their beneficiaries. The Chief is responsible for innovative formulation, implementation, and evaluation of program policies and technologies critical to the operation and performance of CalPERS CED. The CED is the primary interface with over 1.9 million members and 3000 employers annually seeking advice and instruction on every conceivable aspect of retirement and health care benefits, and is the "face" of CalPERS, charged with ensuring that CalPERS is a reliable partner providing an outstanding customer experience. The Chief, CED's policy-making role includes the areas of contact center technology and infrastructure, recruitment and retention to ensure turnover rates remain significantly lower than contact center industry standard, workforce management and resourcing, performance metrics and management, and customer experience improvement. This requires extensive and continuous collaboration with senior management in the Information Technology Services Branch, the Communications and Stakeholder Relations Branch, the Human Resources Services Division, the Health Account Management Division and other CSS divisions administering retirement and health care benefits.

The Chief, CED effectively plans, organizes, and directs the activities of the CCC, including agile and adaptive workforce management to ensure service level agreements are met, skill-based routing to ensure customer inquiries are handled by the most appropriate staffs, Lean business process improvement projects to increase efficiency and reduce overhead costs, customer satisfaction survey analysis and improvement implementation, quality assurance monitoring to ensure accurate resolution to customer issues and performance metric management to drive timely and efficient customer service; interprets and disseminates information related to health care benefits, retirement options, the disability retirement process, survivors' benefits, Social Security coordination, outreach and education, and business process improvements to ensure agents provide accurate information to callers; administers the CCC Knowledge Management System (CCNN); and ensures compliance with Key Performance Indicators to ensure members and employers receive high quality services rapidly. The Chief, CED develops and implements policy relating to member and employer inquiries regarding health enrollment, Medicare enrollment, my|CalPERS business rules, and retirement benefits. The Chief, CED is a member of the CalPERS Senior Management team which is responsible for providing program and policy direction on enterprise data governance, mandatory training, CalPERS committee governance, and employee engagement enhancement; carrying out the CalPERS Strategic Plan and formulating and implementing department-wide policies related to all CalPERS programs. This position is also responsible for working with external employer, employee, and member groups in the establishment of departmental policies, such as the Idea Factory suggestion and ideation platform, system enhancement initiatives prioritization, and the enterprise Information Security Roadmap; and for maintaining a high level of communication with employers and members regarding policy and program implementation.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

☑ Program is directly related to department's primary mission and is critical to achieving the department's goals.

☐ Program is indirectly related to department's primary mission.

☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: CalPERS' mission is to deliver retirement and health care benefits to members and their beneficiaries. CalPERS is the largest and most complex pension system in the nation, and members must make multiple decisions throughout their career to ensure a secure and healthy retirement. Many members need assistance throughout their careers in selecting a health benefits plan that best fits their needs and budget, understanding their options to purchase service credit, naming beneficiaries, and selecting a retirement option best suited for their future circumstances. Employers need guidance on how to administer their responsibilities via their CalPERS contract and the my|CalPERS system. In order for CalPERS to remain a trusted partner, it is essential that the CCC provide fast, accurate and empathetic responses to member and employer questions and concerns. The role of the Chief, CED is critical to this mission.

The Chief is responsible for innovative formulation, implementation, and evaluation of program policies critical to the operation and performance of CalPERS CCC. Topic areas of these program policies include contact center technology and infrastructure, recruitment and retention to ensure turnover rates remain significantly lower than contact center industry standard, workforce management and resourcing, performance metrics and management, and customer experience improvement. The CED is the primary interface with over 1.9 million members and 3000 employers annually seeking advice and instruction on every conceivable aspect of retirement and health care benefits, and is the "face" of CalPERS, charged with ensuring that CalPERS is a reliable partner providing outstanding customer service. Recent policies developed by the Chief, CED, include creation of a Rapid Results Team, a multi-discipline internal team charged with recommending operational procedures furthering the customer experience; Real Time Adherence, Public Employee Retirement Fund inquiry allocation, Retirement Annuitant Usage, and Point of Service customer experience satisfaction surveying. These policies have broad and significant impact on CED employees and CalPERS 1.9 million members and 3000 employers.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

This request is part of a larger proposed restructuring of the 1,050-person Customer Services and Support (CSS) Branch. CalPERS' Strategic Plan (2017-2022) affirms the critical role of CSS in fulfilling the Department's mission to deliver retirement and health care benefits to over 1.9 million members and their beneficiaries. As the customer service arm of CalPERS, CSS must reorganize to deliver services in the least complex, most efficient manner possible. Additionally, the reorganization will allow CSS to increase the speed and effectiveness of decision-making, better identify and manage risk, improve accountability and transparency, and reduce reliance on consultants as leaders will have more bandwidth to direct strategic initiatives and resulting projects. The Customer Service and Outreach Division (CSOD) within CSS is the second largest division in CalPERS, with nearly 400 employees reporting to one CEA B. The scope and span of the Chief, CSOD's responsibilities are not equitable with that of other positions at this level in other State departments, such as Covered California, or within CalPERS. The current scope and span of control of the Chief, CSOD does not allow the needed focus on strategic plan goals of reducing costs and complexity in service delivery. The proposed revision of the Chief, CSOD position to form the Chief, CED position, in conjunction with the new Chief, Outreach and Education Division position will ensure each CEA B has a more reasonable span of control allowing them to manage increasing customer demand due to increased members reaching retirement while implementing strategies to reduce administrative costs while maintaining CalPERS' exceptional level of customer satisfaction.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The Chief, CED's policy-making role includes the areas of contact center technology and infrastructure, recruitment and retention to ensure turnover rates remain significantly lower than contact center industry standard, workforce management and resourcing, performance metrics and management, and customer experience improvement.

The Chief, CED develops and implements policies to ensure CED technology and infrastructure supports CalPERS mission and strategic objectives. At present, CED is proceeding to replace seven outdated and costly on-premise contact center technology systems with software as a service through a Cloud vendor. In addition, the Chief, CED is collaborating with Information Technology Services Branch (ITSB) to implement this transition and will independently create new policies governing the software. One policy in development is the Vacation Planning/Bidding Policy, which is currently incorporated through negotiation into the master bargaining contract with Service Employees International Union Local 1000 and must change due to updated system parameters. This highly complex process ensures contact center analysts request and receive voluntary time off in a manner that meets seniority requirements, service level agreements, and business needs, and must be revamped to address both employee requests and new technology. The Chief, CED has designed and must regularly evaluate and update policies around other CED technologies and infrastructure, such as Quality Assurance, Skill Based Routing, Information Security, and best practices within use of the Customer Relationship Management interface between telephony technology and the system of record, my|CalPERS.

The Chief, CED develops and enacts policies for the division that support CalPERS HRSD practices while addressing the traditionally high turnover rates in contact centers. As of 2018, the average turnover rate in a U.S.-based contact center exceeded 27 percent annually. Many contact center employees, particularly those who primarily respond to phone calls, spend less than two years in their positions before promoting or leaving for another line of work. Due to CSOD's outstanding and comprehensive onboarding training for CCC employees and the broad knowledge of all CalPERS program areas required, CSOD team members are highly desirable in other areas of CalPERS and other State contact centers. To attract and retain highly motivated CCC employees, the Chief, CED has developed recruitment and retention policies that have successfully kept the vacancy rate at less than 6 percent annually. These policies include: Rapid Recruitment (an HRSD-approved practice of piggy-backing multiple recruitments together to streamline the recruitment process), Promotions in Place (an HRSD-approved policy to ensure employees who promote internally remain with their present team and manager), and CSOD Connectivity (a policy to ensure the majority of CSOD employees who work at offsite locations have the opportunity to participate in trainings and events held at CalPERS' headquarters location in Sacramento).

The Chief, CED sets all policies around Workforce Management and resourcing in order to ensure employees are allocated in an efficient and cost-effective manner while ensuring the CEC meets customer demands, Board-approved service level agreements, and performance metric expectations. The Chief enacts policies for Forecasting (methodologies for generating and maintaining long-term forecasts to create staffing requirements and schedules for CCC employees to meet service level agreements), Scheduling (setting and communicating work hours, breaks and lunch periods for employees to adequately address call volumes at all intervals throughout business hours and to coordinate all planned schedule exceptions such as mandatory training, team meetings, coaching, etc.), and Real Time Monitoring and Adherence (monitoring customer and employee activity every 15 minutes and shifting resources as necessary to address changing priorities and customer demand; ensuring employees are using State time wisely).

The Chief, CED develops and implements policies in the performance metrics and management arena to ensure compliance with Enterprise Performance Reporting key performance indicators approved by the CalPERS Board of Administration, and internal performance standards within the Customer Services and Support Branch. Currently, the CED Chief is reassessing existing performance metrics in light of the transition to the Cloud and changing industry standards. This year-long project will likely result in revised and/or additional key performance indicators to ensure metrics continue to evaluate the customer experience with the introduction of new technologies. Additional policies in this area include: Cloud Performance Metrics Reporting (compile and analyze various available data elements that demonstrate the overall performance of the CED, and areas for improvement), and the CSOD Data Analytic Mission (identify trends that impact performance and make realistic recommendations for achievable results, analyze of operational needs and competing priorities resulting in recommendations for optimized productivity, and produce recommendations for CED leadership to make proactive decisions on performance priorities).

Finally, the Chief, CED develops policies in support of CalPERS mission to continually improve the customer experience in a cost-efficient manner. Examples of these policies include: Various Lean Efforts (Rapid Results Team, Contact Center Recruitment Review, Recognition Program Reset), Idea Factory suggestion enacting (improving Member Self-Service password reset language to reduce calls and improve customer satisfaction and implementing enhanced security for members with Power of Attorney), and the Power of One (empowering Contact Center agents to serve customers effectively and efficiently).

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

The Chief, CED is a member of the CalPERS senior management team, which is responsible for providing program and policy direction, carrying out the CalPERS Strategic Plan, and formulating and implementing department-wide policies related to retirement and health care programs. This position is also responsible for working with external employer, employee and member groups in the establishment of departmental policies, and for maintaining ongoing communications with employers and members regarding policy and program implementation. More specifically, the Chief, CED is the primary decision-maker regarding contact center technology and infrastructure; workforce management and resourcing; contact center recruitment and retention; performance metrics and management; and customer experience improvement.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

Both.

The CED is a well-developed but frequently changing operation which must be nimble and responsive to evolving customer needs, technological advances, and increasing focus on disaster recovery and information security. Much of the policy work within the CED requires periodic assessment and refinement, largely based upon customer satisfaction survey responses and introduction of new technology, such as the Cloud, or new initiatives to better secure member information. New legislation, directives from the Board of Administration, strategic plan initiatives, and business planning efforts to reduce operational cost and program complexity may drive the need for new policy creation.

CalPERS is presently transitioning seven separate technology platforms or software products to a single Cloud-based vendor. The Chief, CED is leading the effort to transition CalPERS into the Cloud model of software as a service. This involves directing change management efforts, negotiating operational changes with represented employee organizations, and translating new technology features into revised operational policies for the CED.

Additionally, CalPERS is benchmarked against other pension systems throughout the world by the Cost-Effective Measurement (CEM) organization. The Chief, CED is responsible for developing and modifying policies on contact center service delivery based on leveraging best practices among peers and striving to offer services more efficiently at a lower cost.