

Stakeholder Assessment Project Update

ROBERT UDALL GLAZIER

Deputy Executive Officer
External Affairs Branch

Overview

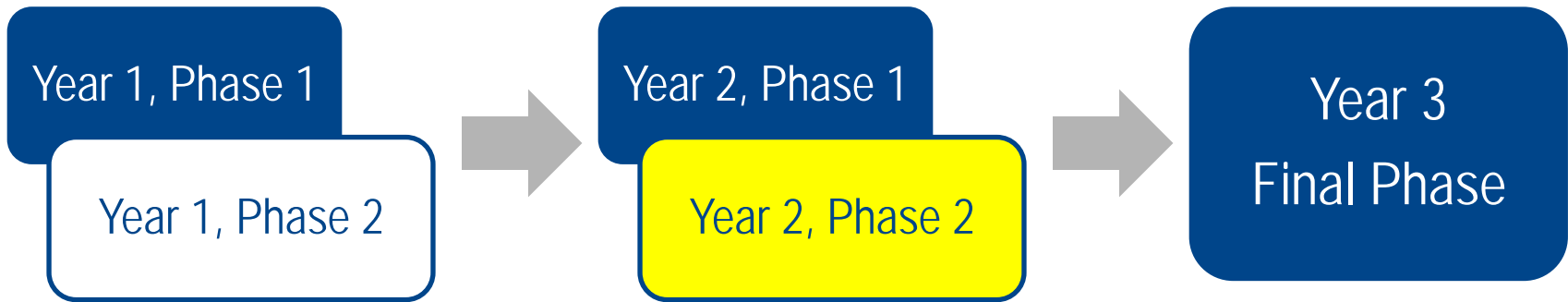




2013

2014

2015



Three Research Methods

- Media Analysis
- Online Services
- Specialist Stakeholder Interviews

Background

Media Analysis

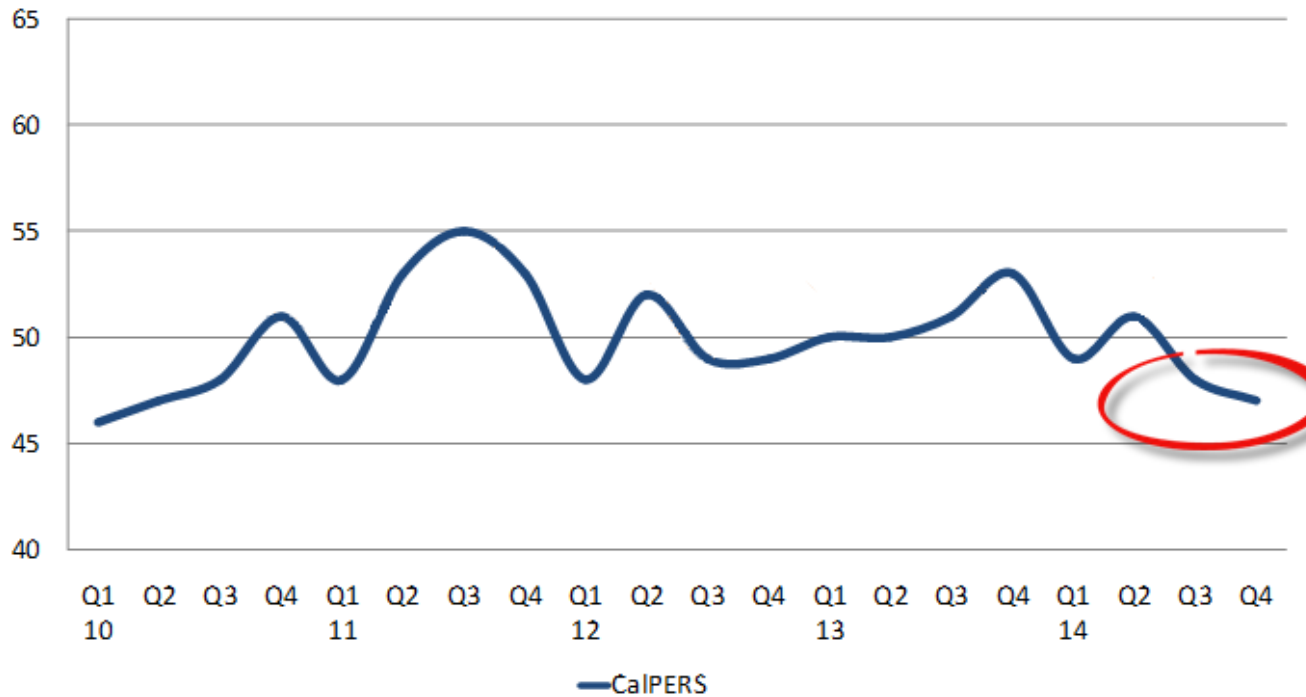
Online Surveys

Specialist Stakeholders

Conclusion

Media Analysis for CalPERS Showed Slight Decrease in Favorability

2010 – December 2014



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Media Analysis

- CalPERS favorability declined following municipal bankruptcy opinions and media coverage.
- Focus on pension costs also continued to generate unfavorable news.
- CalPERS dependent eligibility initiative and resulting cost savings helped generate positive reporting.

Background

Media Analysis

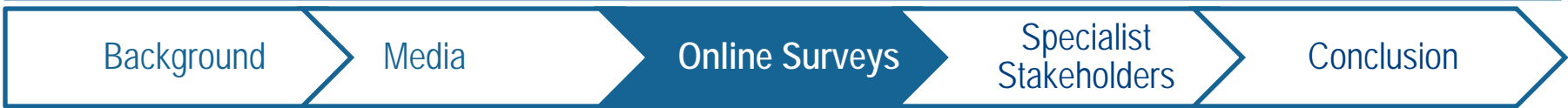
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Media Analysis

- Interest in CalPERS decision to terminate the hedge fund program also drove positive reporting.
- There was little change in the sentiment of reporting on the pension industry, with continued calls for pension reform.



Online Surveys – Survey Reliability

Member Survey

- Sample size 3,942
- Maximum random error $\pm 1.6\%$

Employer Survey

- Sample size 303
- Maximum random error $\pm 5.4\%$

CalPERS Employee Survey

- Sample size 386
- Maximum random error $\pm 4.7\%$

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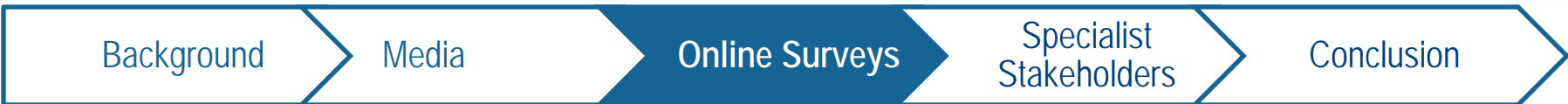
- Approvals on the eight long-term trend questions remained nearly the same with no statistically significant changes.
- Eight long-term trend questions still scored “above average” or “high.”



Interpreting Ratings

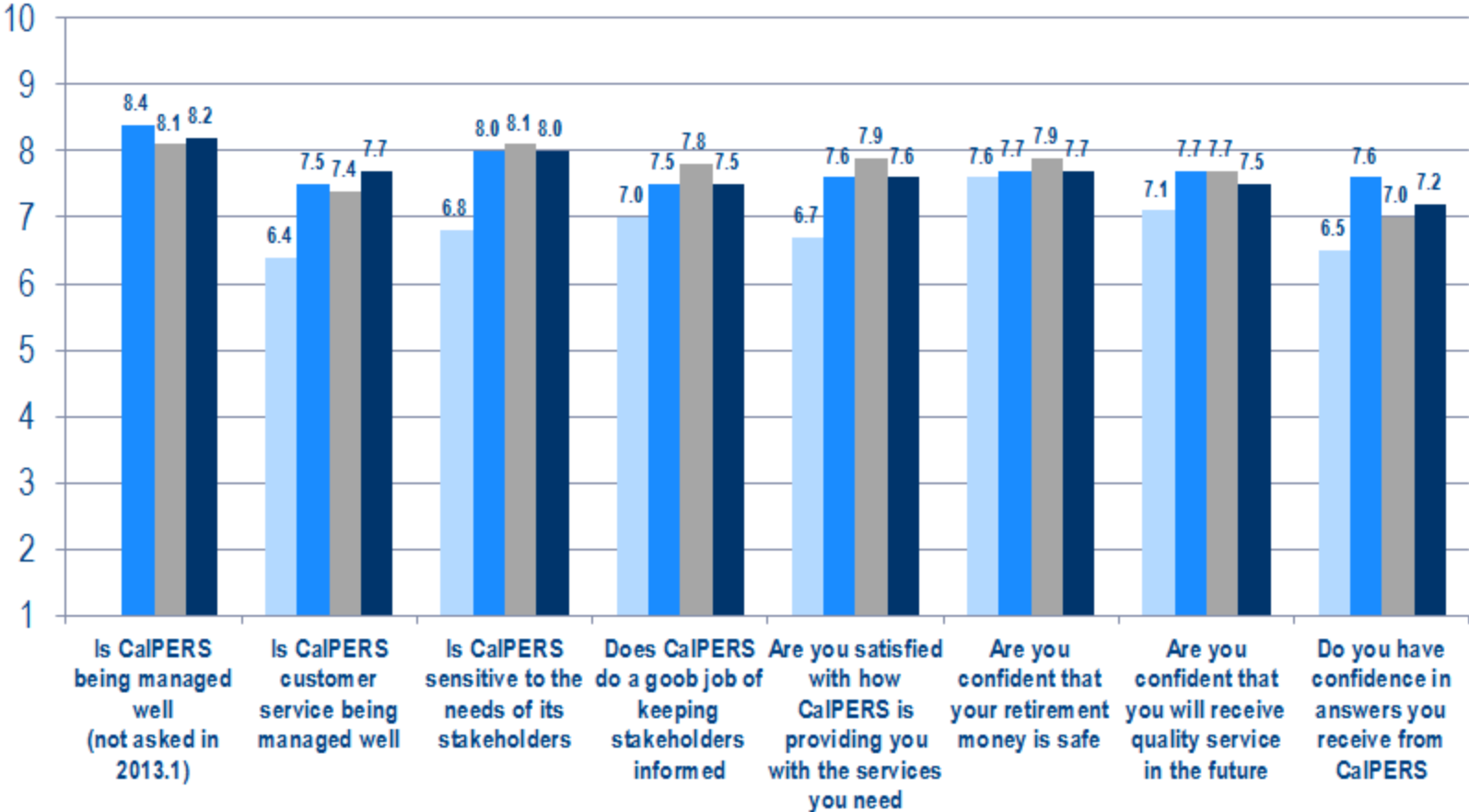
Rating	Meaning
10	Highest Possible
9	Very High
8	High
7	Above Average
6	Average
5	Average
4	Below Average
3	Low
2	Very Low
1	Lowest Possible

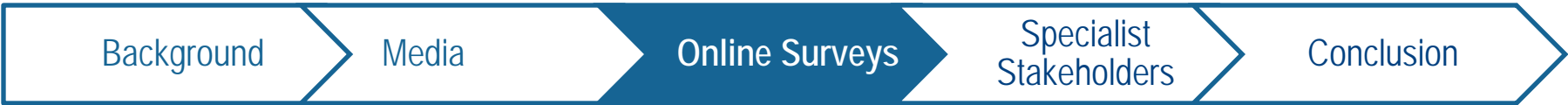
*"Average" appears twice since mean and median of a one-to-ten scale are 5.5.



Eight Long-Term Trend Questions

2013.1	2014.1
2013.2	2014.2





Customer Service Measurements

Customer Satisfaction Surveys

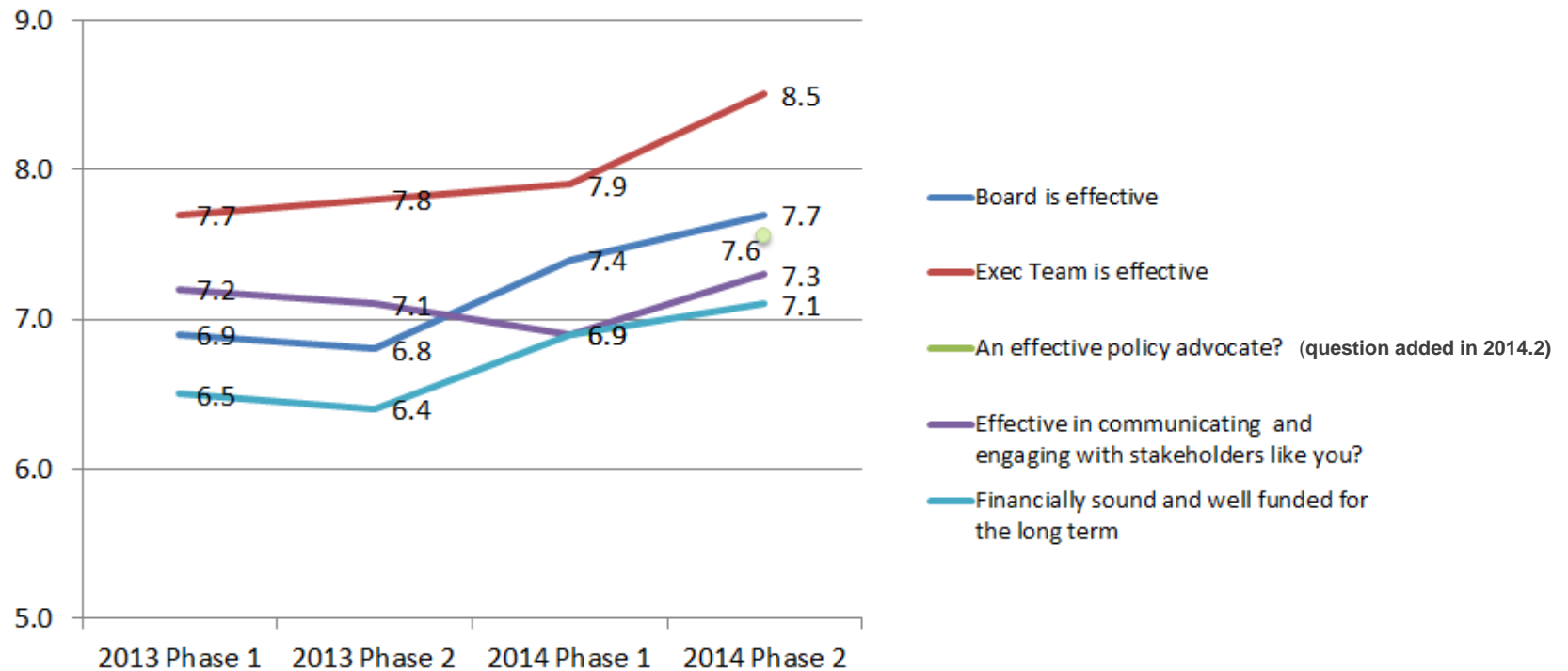
- Specific touch-points
- Immediate impressions

Stakeholder Assessment Project

- Reputational assessment
- General impressions



Specialist Stakeholders* – Key Measures



*Federal & Legislative Staff, Industry Partners, Labor Unions, Peer Pension Funds, Academics & Think Tanks, Tax Payer & Good Governance Groups



Specialist Stakeholder Interviews

STAKEHOLDER GROUP	SCORES
Legislative Staff State	CalPERS is noted for strength, direction and transparency. Perception that CalPERS has a proactive approach to getting information to members and stakeholders.
Legislative Staff Federal	Difficulty in securing interviews resulted in lower sample, and less feedback than usual.
Industry Partners	Strong support. Acknowledges that the Board is effective in investment strategy and corporate governance, while Execs serve members and demonstrate thought leadership.
Academics & Think Tanks	Confidence is high. Both Board and Execs seen as effective and disciplined. Opportunities for more engagement exist.
Taxpayer & Good Governance	Continued concern about sustainability of the fund. Board member financial expertise and labor dominance called into question. Unrealistic expectations on rate of return.
Peer Pension Funds	Solid support remains. Executive team earns highest marks for setting and enabling a vision for the organization. Genuine confidence in the fund's strategy and analytical approach.
Labor Unions	Strong support. Confidence in both Board and Executive leadership. Role in policy advocacy is significant, but more could be done to advance legislative agenda on public pensions.

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Recommendations

1. Continue to increase relationship building and communication efforts with Public Agency Senior Leadership
2. Continue to communicate our achievements and advancements in customer service
3. Continue to promote outreach and engagement opportunities

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Next Steps

1. Continue to increase relationship building and communication efforts with Public Agency Senior Leadership
 - Implement Executive Employer Visits to employers
 - Meet with senior leaders of employers at their offices
 - Goal of visiting 50 employers
 - Improve capabilities to communicate directly with Public Agency senior leaders



Next Steps

2. Continue to communicate our achievements and advancements in customer service

- Utilize multiple channels to share updates on customer service enhancements, performance and accessibility
 - Stakeholder briefings
 - Roundtables with member, retiree and employer associations
 - CalPERS Benefits Education Events
 - Educational Forum
 - Press releases
 - Ambassador Program
 - Publications



Next Steps

3. Continue to promote outreach and engagement opportunities
 - Encourage increased participation in external stakeholders' events
 - Increase awareness of CalPERS-sponsored stakeholder opportunities via social media channels, the external website, newsletters, bulletins and current engagement meetings