

Stakeholder Perception Survey

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Background

- Survey continues stakeholder perception and reputational analysis work administered between 2013 - 2015
 - Final results reported to FAC in April 2016

Background

- Implemented recommendations for 2017:
 - Streamlined survey and administered electronically
 - Eliminated reliance on external consultants
 - Partnered with program areas to analyze results
 - Eliminated media analysis and state and federal interviews
 - Administered annually from January 10 – February 21

Survey Structure

- Eight long-term trend questions
- Six perception statements on ethics, compliance, transparency, and health care cost and quality
- Two perception statements tied to the new strategic plan goals
- Opportunities for open comments
- Demographics questions

CalPERS Population Segments Surveyed

Members
(Active &
Retired)

Employer
Senior Leaders

Inactive
Members

Employers
(All Levels)

Stakeholder
Leaders

Response Rates

Segment	Surveys Sent	Surveys Completed	Response Rate
Members	100,005	13,972	13.9%
Inactive Members	25,001	1,889	7.6%
Employer Senior Leaders	2,500	242	9.7%
Employer	7,871	831	10.6%
Stakeholder Leaders	77	27	35%
All	135,454	16,961	12.5%

External Environment (January – February)

- Discount rate change in December 2016
 - Rising pension costs
 - Lower financial market returns for the next 10 years
 - 65% funded status
- Employer partner financial health
 - Pension reductions
- Increased calls for divestment

Commitment to Stakeholders

- Access to CalPERS leadership and team
- Listening and soliciting feedback
- Providing information and data to inform discussions/decisions
- Elevating issues early and often
- Mutual understanding that we may not always agree

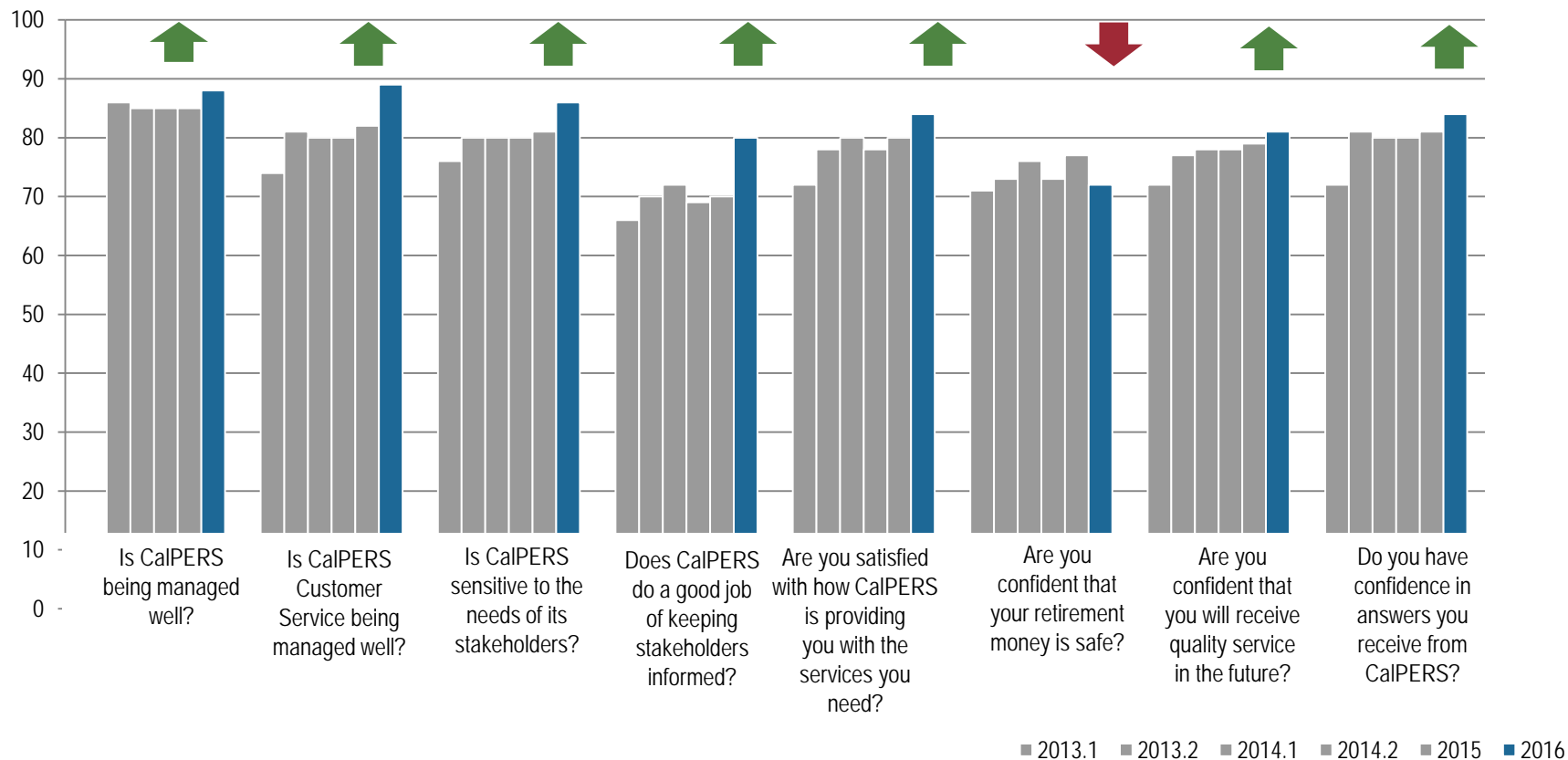
Summary of Observations

- Overall the general perception of CalPERS remains positive
- Favorable opinions for customer service, sensitivity to member needs, keeping stakeholders informed
- Customer service scores drove other opinions

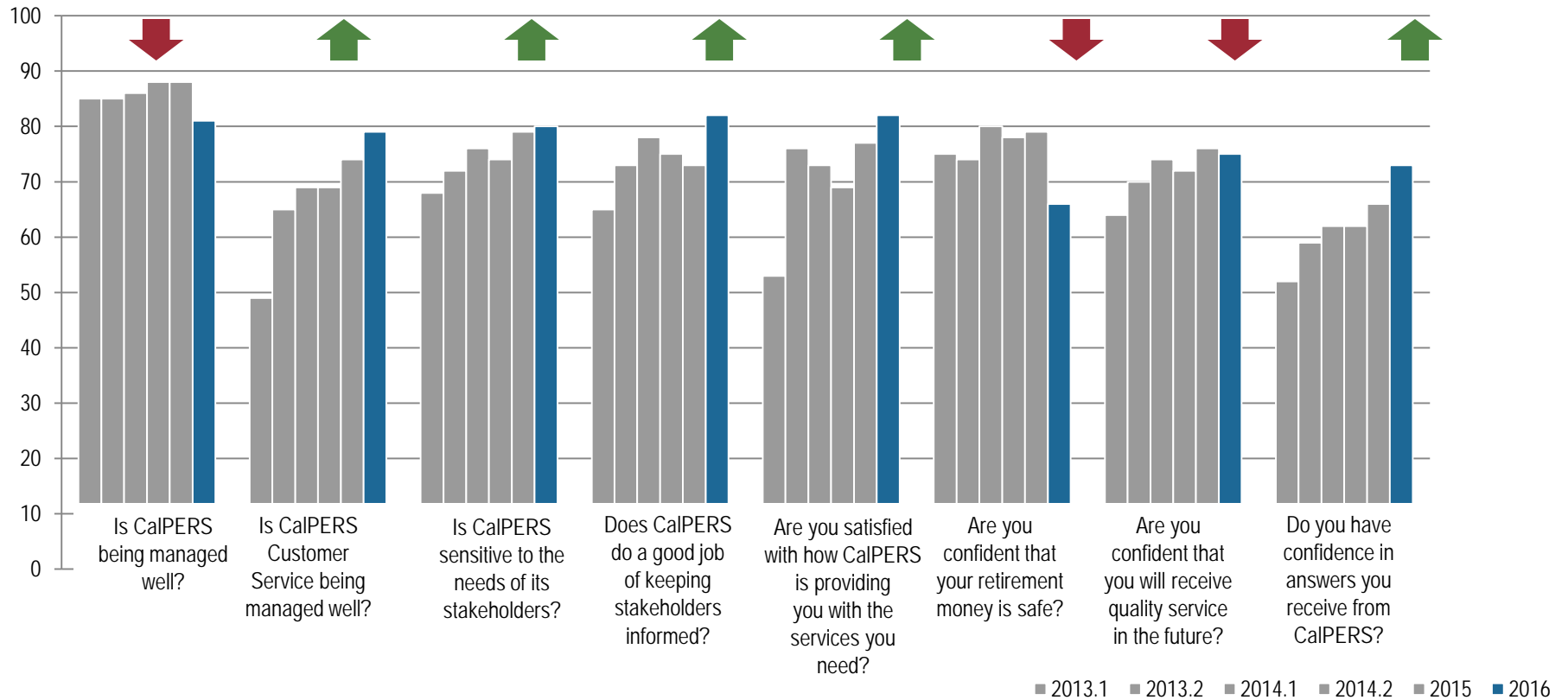
Summary of Observations

- Highest scores came from employer middle-management, members nearing retirement and retirees.
- Lowest scores from employer senior leaders
- Less confidence by members and employers about the long-term security of the system

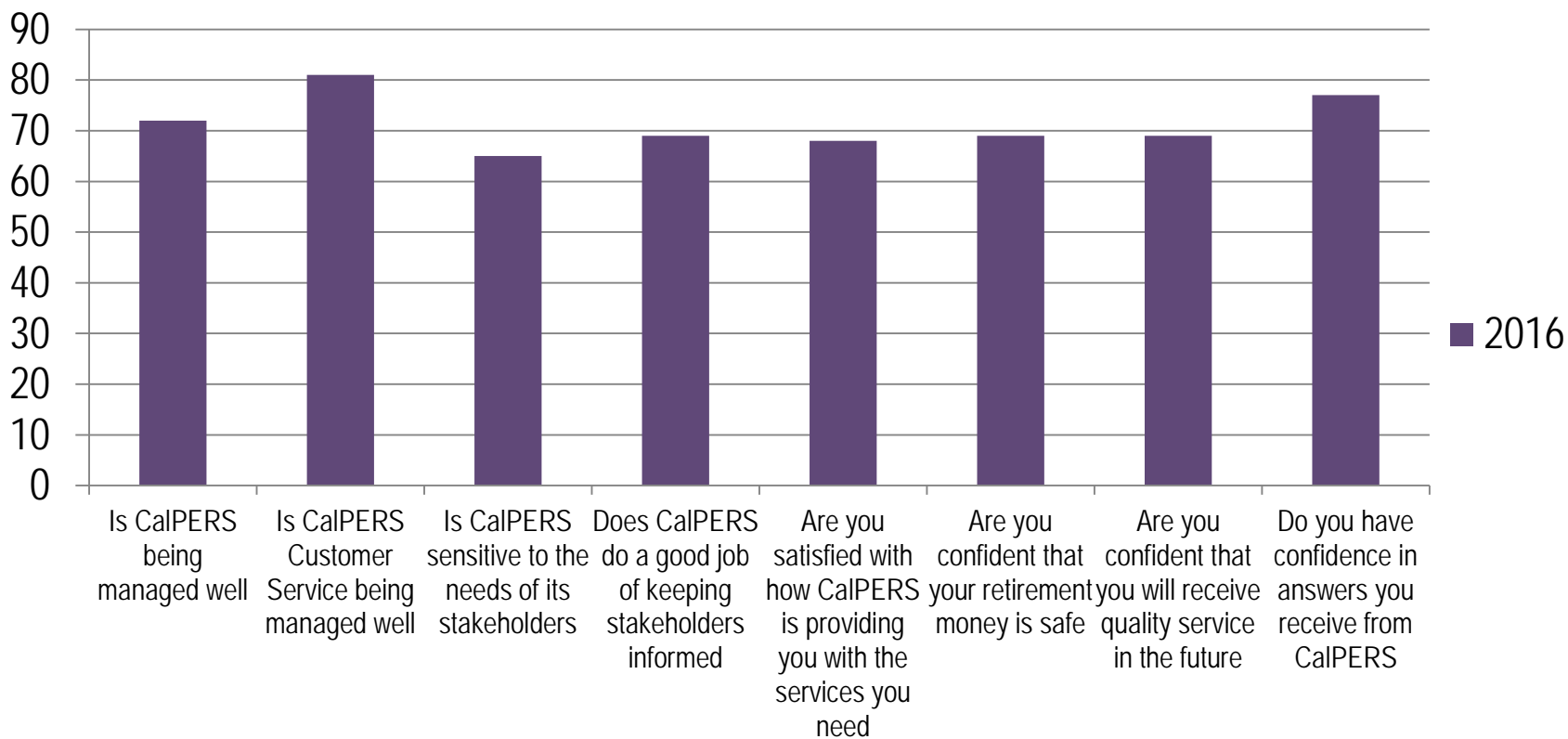
Long-Term Trend Questions - Members



Long-Term Trend Questions - Employers



Long-Term Trend Questions - Stakeholders



Strategic Measure Perception Statement #1

“CalPERS has effective functions and programs to address compliance and risk.”

Segment	Mean
Active Members	5.05
Retired Members	5.39
Employer All Levels	5.24
Employer Senior Leaders	4.92
Inactive	4.82
Stakeholder Leaders	5.15
Total (ALL)	5.16

Strategic Measure Benchmark Question #2

"I understand the risks inherent in the System and I am confident that CalPERS is taking steps to reduce the risks."

Segment	Mean
Active Members	5.01
Employer All Levels	5.29
Retired Members	5.48
Employer Leaders	4.86
Inactive	4.82
Stakeholder Leaders	4.93
Total (ALL)	5.17

Opportunities & Action Steps

- Increase communication and messaging on steps being taken to ensure long-term sustainability
- Initiate leadership visits with top employer leaders
- Continue to clarify roles in the administration of pensions through editorial board meetings, op-eds and letters to the editor
- Develop additional touch points for stakeholders
- Strengthen team understanding that every interaction reflects CalPERS overall brand