

2017-18 Leadership Performance Measure for Chief Investment Officer's Incentive Plan

Organizational Leadership

Through June 30, 2018, provide organizational leadership, decision-making, and reliable fund stewardship in support of the following Strategic Outcome Measures:

Open and Transparent Communication

- Set and exemplify standards for respectful, candid, and transparent communication; and
- Be open and accessible, working towards solutions in collaborative ways.

Efficient and Effective Organization

- Support the CalPERS work environment's high levels of accountability and focus on cost-effectiveness without negative consequences to service levels; and
- Participate in and support ongoing Workforce Planning efforts.

Supportive and Engaged Leadership

- Participate in the development of current and future leaders through:
 - Informal mentoring and continued leadership development at all levels; and
 - Participation in and support of the completion of mandatory leadership training.
- Create clear links between performance and consequences, including:
 - Timely completion of probationary reports and EPADs;
 - Holding team members accountable for poor performance and behavior; and
 - Rewarding team members for displaying positive behavior and exceptional performance.

Customer Satisfaction Driven Organization

- Support the development of a comprehensive understanding of customer needs, expectations, and employees' connection to customer satisfaction; and
- Support an environment in which employees work to improve processes and focus on delivering upon customer expectations.

Team Member Engagement

- Support efforts to create an environment where team members can thrive in a culture of inclusion, opportunity and representation; and
- Instill a positive work culture where CalPERS is seen as a destination employer.