

Appendix A: CalPERS Core Values & Guiding Behaviors

Our Core Values guide us in our work and are woven into the fabric of our daily interactions with our members, our employers and each other. In 1995, employee focus groups, interviews and surveys were conducted to establish CalPERS Core Values. All levels of staff had a voice in the process. In 2010 CalPERS engaged the organization in a two-day online dialogue about our values referred to as the Super Jam. Our employees confirmed the Core Values are still the right values and recommended we add the additional value of “Balance” as something we can all benefit from. Our employees also suggested we clarify the values. A cross-functional Core Values Work Group honored the Super Jam feedback and developed guiding behaviors (bulleted items below) to ensure a common understanding of what each value means.

Quality

- Strives to exceed customers’ needs and expectations through competence, innovation, and teamwork
- Proactively explores policy and product opportunities to better serve our customers
- Seeks to “do it right” the first time
- Considers, understands, and manages risk

Respect

- Treats every person with kindness and humility
- Values and recognizes every individual for their unique skills, talents, and contributions
- Stays present in the moment and actively listens to understand others
- Is courteous, responsive, and professional

Accountability

- Takes ownership of, and responsibility for, actions, risks, and results and uses outcomes as learning opportunities
- Makes sound decisions from experience, good judgment, and collaboration
- Gives and seeks clear expectations
- Finds solutions that contribute to desired results

Integrity

- Acts in all endeavors with an ethical, honest mindset, and in a professional manner
- Honors commitments, keeps promises, and builds trust
- Is truthful in all actions and communications

Openness

- Approaches every situation with good intentions
- Is receptive to new and diverse ideas
- Listens, cooperates, and shares across the organization
- Encourages a trusting environment by being genuine and transparent in actions and communications

Balance

- Supports a healthy personal and professional balance
- Maintains focus on long-term goals while meeting short-term needs
- Embraces opportunities for personal and professional development
- Supports an environment that is optimistic and enjoyable in which relationships can prosper across our organization and communities