

**CalPERS Board Assessment 2016**  
**Board Member Comments**  
**November 30, 2016**

**Page 1: Strategic Vision**

1. We frequently do not look at implications.
2. I think we could do more to connect strategic objectives with measurable performance goals for executives.

**Page 2: Analysis and Judgment**

1. We have little diversity of thought, emphasis on consensus, little diversity of information.
2. We could do more to ensure that we are not inundated with data, but rather relevant and concise information that will help drive discourse and decision-making.

**Page 3: Productive Communication**

1. In general, I think this Board interacts in a constructive, collegial and productive manner. We have gotten much better at tackling challenging issues in an open and straightforward way. However, there is one notable exception where a Board member seems to deliberately behave in a disruptive, disrespectful way and who at times in a manner that is not consistent with his fiduciary duty - disclosing confidential information in public, exposing CalPERS to litigation risk, undermining and demeaning the Board and staff publicly. There is an appropriate way to engage in dialogue and debate; disagreement/different points of view are healthy and can lead to better decision-making, but JJ's behavior is not constructive but destructive and damaging to CalPERS.

**Page 4: Decisiveness**

1. We have made great strides in engaging our stakeholders in our decision-making process early and often in all areas. The current strategic planning effort (*sic*) broad coherence of organizational priorities. That being said, individual Board members will always have focus areas of interest that may differ in emphasis from the Board as a whole.
2. We do not suffer from "groupthink" as evidenced by a number of split votes. I think this is healthy.
3. I think our Board takes on the tough strategy issues but many times these issues are brought to the Board as urgent issues that may not be urgent or already have had a strategy in place, such as a risk mitigation strategy. These things put strategies forward that can confuse and obfuscate who or what is pushing the issue and it puts forward an agenda that seems counter to what the Board's values are...

**Page 5: Governance**

1. Regarding "Our Board members take their fiduciary responsibility seriously." Save for one member.
2. Most members don't do their homework.

## **Page 6: Roles and Responsibilities**

1. "Our Board members are clear about their role in the organization" and "Our Board members are clear about their individual decision-making authority" are not accurate regarding at least one Board member.
2. We have made progress towards Board focus on strategic and policy level issues & decisions, but there is still some way to go. On some issues, we still are too operationally focused and our measures are more operational than strategic impact/result-oriented.
3. On some issues, staff has to be "nudged" to carry out the wishes of the Board.

## **Page 7: Effective Meetings**

1. "Our Board members approach meetings and presentations with an open mind." Too often it appears members arrive with their decision already made, before the presentation.
2. Don't question staff presentations, don't force staff to defend and explain recommendations.
3. Much of the work is done in committee, so little is left to do at Board meetings. Some committees are managed better than others - targeted, concise & coherent agendas; effective & efficient discussion/debate; management of appropriate debate etc. should be a continued focus of committee chairs.  
I think most Board members approach agenda items with an open mind and truly listen to each other, but a few have a hard time changing their day job hat for their CalPERS fiduciary hat.
4. With respect to some committees, information overload and agendas that are too full can occasionally get in the way of robust discussion and good decision making.

## **Page 8: Building and Maintaining Relationships**

1. With reference to "Our Board members keep confidential issues 'confidential,'" we have an individual Board member who does not keep things confidential.
2. Save for 1 Board member, these answers would be different.
3. There is one Board member - JJ - who I don't trust and who has publicly divulged confidential information. I am concerned that he is sharing confidential information with the press and other parties.