



**EFL Associates, a CBIZ Company**

4600 S. Ulster Street., Suite 900  
Denver, CO 80237  
Phone: 720.200.7000  
Eflassociates.cbiz.com



**CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM  
INVESTMENT MANAGER, REAL ASSETS  
POSITION SPECIFICATIONS**

---

**CLIENT**

---

Our client, the **California Public Employees' Retirement System (CalPERS)** is the nation's largest defined benefit public pension fund with a total fiduciary net position in the Public Employees' Retirement Fund (PERF) of \$503.59 billion as of July 2, 2024.

Headquartered in Sacramento, CalPERS provides retirement benefit services to nearly 2.2 million members and health benefit services to over 1.5 million covered lives for state, school, and public employers. CalPERS also operates eight Regional Offices located in Fresno, Glendale, Orange County, Sacramento, San Bernardino, San Diego, San Jose, and Walnut Creek.

CalPERS is led by a 13-member Board of Administration consisting of member-elected, appointed, and ex officio members. CalPERS membership consists of 1,444,758 active and inactive members and 789,016 retirees, beneficiaries, and survivors.

Established by legislation in 1931, CalPERS became operational in 1932 to provide a secure retirement to state employees. In 1939, new legislation allowed public agency and classified school employees to join CalPERS for retirement benefits. CalPERS began administering health benefits for state employees in 1962, and five years later, public agencies were able to join the health program on a contract basis. Today CalPERS offers additional programs, including long-term care coverage, deferred compensation retirement savings plans, a pension prefunding plan, and a defined benefit other post-employment benefit plan.

**CalPERS Vision, Mission, Core Values, and Guiding Principles**

*Vision: A respected partner, providing a sustainable retirement system and health care program for those who serve California.*

*Mission: Deliver retirement and health care benefits to members and their beneficiaries.*

Core Values:

*Quality*

- *Consider, understand and manage risk*
- *Proactively explore policy and product opportunities to better serve our customers*
- *Seek to “do it right” the first time*
- *Strive to exceed customers’ needs and expectations through competence, innovation, and teamwork*

*Respect*

- *Are courteous, responsive, and professional*
- *Stay present in the moment and actively listens to understand others*
- *Treat every person with kindness and humility*
- *Value and recognize every individual for their unique skills, talents, and contributions*

*Accountability*

- *Find solutions that contribute to desired results*
- *Give and seeks clear expectations*
- *Make sound decisions from experience, good judgment, and collaboration*
- *Take ownership of, and responsibility for, actions, risks, and results, and use outcomes as learning opportunities*

*Integrity*

- *Act in all endeavors with an ethical, honest mindset and in a professional manner*
- *Are truthful in all actions and communications*
- *Honor commitments, keep promises and build trust*

*Openness*

- *Approaches every situation with good intentions*
- *Are receptive to new and diverse ideas*
- *Encourage a trusting environment by being genuine and transparent in actions and communications*
- *Listen, cooperate, and share across the organization*

*Balance*

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

- Attracting, developing, and retaining a competent, creative, and highly motivated workforce
- Delivering retirement, health, and other benefits and services in an equal, accurate, courteous, professional, and prompt manner
- Designing and administering the highest quality, secure, and innovative programs
- Ensuring that all benefits are appropriately funded
- Maintaining the public trust by being an ethical, sensitive, effective and cost-efficient organization in service to employers and employees alike
- Obtaining the highest return on our investment portfolio to survive, prosper, and grow in a safe and prudent manner
- Providing meaningful information and education to all System constituents in a timely manner

### **CalPERS Investment Program**

In September 2013, the CalPERS Board of Administration adopted a set of 10 Investment Beliefs intended to provide a basis for strategic management of the investment portfolio, and to inform organizational priorities. They are:

- Investment Belief 1  
Liabilities must influence the asset structure.
- Investment Belief 2  
A long time investment horizon is a responsibility and an advantage.
- Investment Belief 3  
CalPERS investment decisions may reflect wider stakeholder views, provided they are consistent with its fiduciary duty to members and beneficiaries.
- Investment Belief 4  
Long-term value creation requires effective management of three forms of capital: financial, physical, and human.
- Investment Belief 5  
CalPERS must articulate its investment goals and performance measures and ensure clear accountability for their execution.
- Investment Belief 6  
Strategic asset allocation is the dominant determinant of portfolio risk and return.
- Investment Belief 7  
CalPERS will take risk only where we have a strong belief we will be rewarded for it.
- Investment Belief 8  
Costs matter and need to be effectively managed.
- Investment Belief 9  
Risk to CalPERS is multi-faceted and not fully captured through measures such as volatility or tracking error.
- Investment Belief 10  
Strong processes and teamwork and deep resources are needed to achieve CalPERS goals and objectives.

The Board-adopted target asset allocation for the three tiers of the PERF as of June 30, 2023 was as follows:

<u>Asset Class</u>	<u>Target Allocation</u>
Public Equity	42%
Private Equity	13%
Fixed Income	30%
Real Assets	15%
Private Debt	5%
Strategic Leverage	<u>(5%)</u>
	100%

The annual money-weighted rate of return for the PERF, net of investment fees was 6.1% for 2023, (7.5%) for 2022, and 22.4% for 2021. The actuarial assumed rate of return is 6.8% and CalPERS was approximately 72% funded as of June 30, 2023.

For additional information about CalPERS, please see their website at [www.calpers.ca.gov](http://www.calpers.ca.gov).

## **THE INVESTMENT MANAGER – REAL ASSETS ROLE**

---

The Real Assets (RA) team is currently seeking an **Investment Manager (IM)** who will assist in the management of the CalPERS RA portfolio in implementing RA's Strategic Plan. The RA unit is responsible for the management of CalPERS assets in various investment sectors including real estate, infrastructure, and forestland. The strategic objective of RA is to provide a stable long horizon income return, diversification to equity risk, and a partial inflation hedge. The IM works under the direction of the RA Investment Director (ID). The successful candidate will be responsible for sourcing and underwriting new investment opportunities, managing assigned portfolios, and ensuring appropriate processes, controls, systems, and risk management are in place within their area of responsibility to enable investment performance and assure control of operations.

### **Duties include but are not limited to:**

- Contribute to the implementation of the RA Strategic Plan by researching and conducting investment analysis, oversight work, and making recommendations to the RA Associate Investment Manager. This may include but is not limited to the sourcing and underwriting of new investment opportunities, including new partnerships (e.g., commingled funds or separately managed accounts) and single assets and/or platforms (i.e., direct investments, co-investments, or investments falling outside partners' delegated authorities).
- Perform asset management duties for assigned partnerships and assets. Use various investment reports and platforms to monitor portfolio activity and performance to ensure fluency and knowledge of assigned managers, portfolios, assets, markets, and operating agreements.
- Participate in the development and regular update of strategic plans and research reports typically focused on specific sectors, geographies, or trends; tasks include

the sourcing, gathering, organization, application, and presentation of data and research.

- Play a key role in leading the Real Estate team’s efforts to augment their non-core position by adding higher risk strategies to the portfolio by looking at Value-Add opportunities, separate accounts, and potential niche strategies.
- Lead and potentially oversee the work of two Investment Officers (IO).

## **MINIMUM QUALIFICATIONS**

---

Option I:

Experience: One year of experience in the California state service performing the duties of an Associate Investment Manager, Public Employees’ Retirement System, or two years of experience in the California state service performing the duties of an Investment Officer III, Public Employees’ Retirement System.

OR

Option II:

Experience: Five years of broad and extensive investment management experience for a major financial institution or firm, or governmental agency, including some experience in leading or coordinating professional staff, and review of a large and varied investment portfolio and/or investment program. Qualifying State experience must be at a level comparable to that of an Investment Officer II, Public Employees’ Retirement System.

(Possession of an advanced degree in one of the fields included above in the education requirement, or certification as a Chartered Financial Analyst or other equivalent financial or accounting certification such as a Certified Public Accountant, may be substituted for one year of the required experience.)

## **OTHER DESIRED QUALIFICATIONS**

---

- An advanced degree
- Significant experience sourcing and underwriting real estate holdings and experience with various holding structures (i.e., direct investments, co-investments, joint ventures, commingled funds, separately managed accounts, etc.)
- Professional certification, or progress towards the Chartered Financial Analyst or Chartered Alternatives Investment Analyst designations
- Previous staff mentorship and supervisory experience

## **PERSONAL CHARACTERISTICS**

---

- High level of ethics and demonstrated commitment to CalPERS vision, mission, core values and guiding principles
- Unassailable standards of personal and professional integrity
- Effective and persuasive oral and written communication, presentation, and

- negotiation skills
- Professionalism to effectively represent CalPERS with investment managers and consultants, Board members, elected officials, the media, other financial community representatives, CalPERS members, and the general public
  - Strong work ethic and dedication; results-driven and the ability to handle multiple priorities successfully
  - Strong problem solving and creative skills and the ability to exercise sound judgment and make decisions based on accurate and timely analysis.
  - Strong interpersonal skills and the ability to communicate and manage well at all levels of the organization
  - Ability to establish and maintain positive relationships and team environment
  - Ability to foster a culture of teamwork, collaboration, and mutual respect with team members at all levels and across the agency

## **COMPENSATION**

---

Compensation will include a competitive base salary based on experience and qualifications of the successful candidate within the prescribed range of \$183,000 to \$305,000. Upon appointment, the successful candidate will participate in an incentive compensation program that provides an opportunity to earn annual and long-term incentive awards. The annual incentive award for this position is 0-75% (target of 50%) of their base salary. Once the successful candidate reaches the end of their first five-year period, they will also be eligible for a long-term incentive award of 0-75% (target of 50%).

Other benefits include health, dental, vision, life insurance, and a generous annual vacation/sick-leave program.

## **APPLICATION PROCESS**

---

EFL Associates, an executive search firm, is assisting CalPERS with this important search. All calls and inquiries should be made through the search firm. Referrals and applications will be held in confidence. Review of applications will begin immediately and will continue until the position is filled.

## **NON-DISCRIMINATION**

---

CalPERS and EFL Associates firmly support the principle and philosophy of equal opportunity for all individuals, regardless of age, race, gender, creed, national origin, disability, veteran status, or any other protected category pursuant to applicable federal, state, or local law.

**EFL ASSOCIATES**  
**4600 S. Ulster Street, Suite 900**  
**Denver, CO 80237**  
**Phone: 720.200.7000**  
**FAX: 303.694.6866**  
[www.eflassociates.com](http://www.eflassociates.com)

**Daniel J. Cummings, Executive Vice President and Managing Director**

**Email: [dcummings@eflassociates.com](mailto:dcummings@eflassociates.com)**

**Phone: 720.200.1765**

**Tamara Wesely, Staff Consultant**

**Email: [tamara.wesely@eflassociates.com](mailto:tamara.wesely@eflassociates.com)**

**Phone: 720.200.1723**