

## V. BOARD MEMBER COMPETENCIES

CalPERS is the largest public pension fund in the United States. It administers retirement benefits for more than 1.6 million state and local government employees, retirees, and their families and health benefits for more than 1.3 million enrollees. Members of the CalPERS Board of Administration should possess the knowledge and expertise to oversee the management and administration of this system.

Board members are expected to develop the following competencies and skills to be effective CalPERS Board members:

### Governance Competencies:

- A thorough understanding of the CalPERS Board Governance Policy and other Board policies;
- A broad understanding of fiduciary responsibilities and duties;
- A working knowledge of the Open Meeting Act and the Public Records Act;
- An understanding of the role of CalPERS as a state agency as well as applicable principles of public administration and public policymaking;

### Strategic Competencies:

- An understanding of the healthcare, pension, and investment markets;
- An understanding of financial statements, balance sheets, budgets, audit reports, and legal opinions;
- An understanding of the actuarial valuation and asset/liability management processes;
- An understanding of risk management and oversight;
- An understanding of the strategic planning process, the CalPERS Strategic Plan, and corresponding performance measures;

### Communication Competencies:

- The ability to use current forms of electronic communication tools; and
- The ability to express opinions in a constructive manner that encourages analysis and improves decision making.