Update on Board Self-Evaluation Workstreams

CalPERS

Background: Board Self-Evaluation

- Purpose: To assess strengths and identify opportunities for board members to collectively and individually enhance their effectiveness and performance as a governing body

- Partner: National Association of Corporate Directors (NACD)
  - The Honorable Cari Dominguez

Background (cont'd)

- Comprises:
  - Board Self-Evaluation Survey
  - Committee Evaluation Survey
  - Board Attributes Evaluation Survey
  - Individual one-hour interviews

- Completed in December 2018

Background (cont'd)

- Presented findings to board in January 2019

- Areas of focus:
    - Board Curriculum
    - Roles and Responsibilities
    - Meeting Materials
    - Code of Conduct
    - Insight Prototype

- Board members assigned to these workstreams

CalPERS

Workstream 1: Board Curriculum

- CalPERS' Current Practice
  - New Board Member Onboarding Program
  - Board Education Program

- NACD Leading Practices and Resources
  - What do other funds do?
    - National Conference on Public Employee Retirement Systems (NCPERS)
    - Chartered Financial Analyst (CFA) Institute

Workstream 1: Board Curriculum (cont'd)

- Leads
  - Theresa Taylor
  - Mona Pasquil Rogers

- Goal
  - Establish a richer and ongoing board orientation/ education program

Workstream 1: Board Curriculum (cont'd)

- Work Plan Development
  - Priorities
  - Timeline and NACD Faculty Input
  - Roles and Responsibilities
  - Reporting to CalPERS Board Governance Committee

Workstream 2: Roles and Responsibilities

- ## CalPERS' Current Practice
  - Board, Committee, Board President Delegations
  - Remunerated Board Time
  - Public Employees' Retirement Law (PERL)
  - Board Policy

- ## NACD Leading Practices and Resources
  - What do other funds do?

Update on Board Self-Evaluation Workstreams

Workstream 2: Roles and Responsibilities (cont'd)

- Leads
  - Henry Jones
  - Betty Yee

- Goals
  - Revisit committee structures, composition
  - Review role of board consultants
  - Explore equitable allocation of remunerated board time

Workstream 2: Roles and Responsibilities (cont'd)

- Work Plan Development
  - Priorities
  - Timeline and NACD Faculty Input
  - Roles and Responsibilities
  - Reporting to CalPERS Board Governance Committee

Workstream 3: Meeting Materials

- ## CalPERS' Current Practice
  - – Prospective Annual Calendar
  - – Use of board software to organize meeting materials
  - – Significant content and resource material

- ## NACD Leading Practices and Resources
  - – What do other funds do?

Workstream 3: Meeting Materials (cont'd)

- Leads
  - Dana Hollinger
  - David Miller

- Goal
  - Review calendar and format for board meetings
  - Streamline the format and content of agenda item materials

Workstream 3: Meeting Materials (cont'd)

- Work Plan Development
  - Priorities
  - Timeline and NACD Faculty Input
  - Roles and Responsibilities
  - Reporting to CalPERS Board Governance Committee
  - Response to Stakeholders: League of California Cities

Workstream 4: Code of Conduct

- CalPERS' Current Practice
  - Board Governance Policy
  - Rules and Guidelines for the Conduct of Meetings

- NACD Leading Practices and Resources
  - What do other funds do?

Update on Board Self-Evaluation Workstreams

Workstream 4: Code of Conduct (cont'd)

- Leads
  - Rob Feckner
  - Jason Perez

- Goal
  - Create a code of conduct for CalPERS board members

Workstream 4: Code of Conduct (cont'd)

- Work Plan Development
  - Priorities
  - Timeline and NACD Faculty Input
  - Roles and Responsibilities
  - Reporting to CalPERS Board Governance Committee

Workstream 5: Insight Prototype

- Purpose: To be an integrated portal for the board that contains all supporting information for board and committee decision making and oversight

- Presented to board in January 2019

- Board members assigned to this workstream to test prototype

Beta Test 1: Insight Tool Prototype

- Leads
  - Margaret Brown
  - Ramon Rubalcava

- Goal
  - Enable board members to rapidly gain insights into:
    - The key direction and policy decisions required of the board
    - The prudent oversight of the execution of those decisions

- Work Plan Development
  - Leads set to test prototype

Beta Test 2: Insight Tool Prototype

- Leads
  - Bill Slaton
  - Fiona Ma

- Goal
  - Enable board members to rapidly gain insights into:
    - The key direction and policy decisions required of the board
    - The prudent oversight of the execution of those decisions

- Work Plan Development
  - Leads set to test prototype