



**MINUTES
ADMINISTRATIVE COMMITTEE
October 15, 2013
BOARD ROOM
348 WEST HOSPITALITY LANE, FIRST FLOOR
SAN BERNARDINO, CA**

Trustees Present:

BRENDAN BRANDT, Committee Member
LOUIS FIORINO, Committee Member
BRET HENRY, Committee Member
DAWN STAFFORD, Committee Chairman

Others Present:

NORM RUGGLES, Chief Executive Officer
BARBARA HANNAH, Staff Attorney
CHRISTIE PORTER, Chief Member Services
CAROL FENN, Recorder
ELIZABETH JONAS, Human Resources Manager
JULIE UNDERWOOD, Chief Fiscal Services
JOSEPH MICHAEL, Department Systems Engineer

Not Present:

1. Call meeting to order.

Committee Chairman Stafford called the meeting to order at 2:02 p.m.

2. Approve minutes of Administrative Committee meeting of August 23, 2013.

Brandt moved, Henry seconded, to Approve minutes of Administrative Committee meeting of August 23, 2013.

Motion Passed.

3. Action: Approve the Performance Evaluation and Planning Program criteria for the positions of Chief Executive Officer (CEO) and Chief Counsel.

Jonas presented.

Brandt moved, Fiorino seconded, to Approve Refer the Performance Evaluation and Planning Program criteria for the positions of Chief Executive Officer (CEO) and Chief Counsel to the Board.

Motion Passed.

4. Action: Approve the electronic posting of non-confidential Board and Committee materials to the SBCERA website.

Michael presented.

Brandt moved, Henry seconded, to Approve the electronic posting of non-confidential Board and Committee materials to the SBCERA website.

Motion Passed.

5. Action: Approve the distribution of confidential Board and Committee packets electronically using Sire Technologies' Agenda-to-Go.

Michael presented.

Henry moved, Brandt seconded, to Approve the distribution of confidential Board and Committee packets electronically using Sire Technologies' Agenda-to-Go, with a recommendation of a three month test period, during which only non-confidential packets are distributed electronically, and paper copies continue to be distributed.

Motion Passed.

PUBLIC COMMENT

No Public Comment was provided.

ADJOURN

The meeting adjourned at 2:52 p.m.

Respectfully submitted,

DAWN STAFFORD, Chairman

NORMAN L. RUGGLES, Secretary

DATED _____



**MINUTES
ADMINISTRATIVE COMMITTEE
August 23, 2013
BOARD ROOM
348 WEST HOSPITALITY LANE, FIRST FLOOR
SAN BERNARDINO, CA**

Trustees Present:

DAWN STAFFORD, Committee Chairman
BRENDAN BRANDT, Committee Member
LOUIS FIORINO, Committee Member

Others Present:

NORM RUGGLES, Chief Executive Officer
BARBARA HANNAH, Staff Attorney
CHRISTIE PORTER, Chief Member Services
ELIZABETH JONAS, Human Resources Manager
CAROL FENN, Recorder

Not Present:

BRET HENRY, Committee Member

1. Call meeting to order.

Committee Chairman Stafford called the meeting to order at 2:00 p.m.

2. Approve minutes of Administrative Committee meeting of July 23, 2013.

Brandt moved, Fiorino seconded, to Approve minutes of Administrative Committee meeting of July 23, 2013.

Absent: Henry
Motion Passed.

3. Approve amendment to Benefits Policy No. 009 (Issue No. 4.0) - Retiree Payroll Deductions and the Assignment of Benefits Policy.

Porter reviewed.

Brandt moved, Fiorino seconded, to Approve amendment to Benefits Policy No. 009 (Issue No. 4.0) - Retiree Payroll Deductions and the Assignment of Benefits Policy.

Absent: Henry
Motion Passed.

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Administrative Committee Minutes

August 23, 2013

Page 2

4. Action: Approve the proposal by The Centre for Organization Effectiveness to create a performance management system for SBCERA.

Julia Collins of The Centre for Organization Effectiveness, Jonas and Ruggles reviewed.

Brandt moved, Fiorino seconded, to Approve the proposal by The Centre for Organization Effectiveness to create a performance management system for SBCERA.

Absent: Henry

Motion Passed.

PUBLIC COMMENT

No Public Comment was provided.

ADJOURN

The meeting adjourned at 2:15 p.m.

Respectfully submitted,

DAWN STAFFORD, Chairman

NORMAN L. RUGGLES, Secretary

DATED _____

**REPORT/RECOMMENDATION TO THE ADMINISTRATIVE COMMITTEE
OF THE SAN BERNARDINO COUNTY EMPLOYEES'
RETIREMENT ASSOCIATION**

October 15, 2013

FROM: ELIZABETH JONAS
Human Resources Manager

SUBJECT: Performance Evaluation and Planning (PEP) for Chief Executive Officer and Chief Counsel.

RECOMMENDATIONS: Action: Approve the Performance Evaluation and Planning Program criteria for the positions of Chief Executive Officer (CEO) and Chief Counsel.

BACKGROUND INFORMATION: On October 4, 2013, a workgroup made up of management, supervisory, and select staff met to review and revise team goals, essential position duties, and performance competencies for each SBCERA position. In order to apply a consistent process for review of performance, it is recommended that this same process be applied to positions which are direct reports to the Board, namely, the positions of CEO and Chief Counsel.

ADMINISTRATIVE BUDGET IMPACT: None.

ATTACHMENTS: Yes.

PRESENTERS: Elizabeth Jonas

PERFORMANCE EVALUATION AND PLANNING PROGRAM (PEP) CHIEF EXECUTIVE OFFICER		1-Fails to meet standards 2-Significantly below standards 3-Below standards 4-Meets standards 5-Above standards 6-Significantly above standards 7-Exceeds standards	
Employee ID #:			
Employee Name:			
Hire Date:			
Supervisor:	Board of Retirement		
Appraisal Period:	November 1, 2013 to June 30, 2014		
Performance Objectives		Weight	Scale Rating
SBCERA Purpose Participation	Weighted as 40% of the review	40%	2.8
Contribution Collection	Effectively collects contributions to fund liabilities incurred.	8%	7
Investments	Diversify investments to minimize loss and maximize return.	8%	7
Benefits Administration	Administers benefits impartially, fairly, and in accordance with applicable law.	8%	7
Customer Service	Delivers service to the membership in an accurate, courteous, prompt, professional, and cost-effective manner.	8%	7
Strategic Planning	Strategically plans for the future.	8%	7
Team Goals Participation	Weighted as 40% of the review	40%	2.8
Board Relations	Cultivates a strong and transparent working relationship with the Board and ensures open communication about the measurement of legal, financial, service, fiscal, and information performance of SBCERA.	7%	7
Legal	Guides and assists Legal team toward achievement of its goals. (Extent to which legal team achieved its goals.)	7%	7
Investment	Guides and assists Investment team toward achievement of its goals. (Extent to which investment team achieves its goals.)	7%	7
Member Services	Guides and assists Member Services team toward achievement of its goals. (Extent to which member services exceeds its goals.)	7%	7
Fiscal	Guides and assists Fiscal team toward achievement of its goals. (Extent to which fiscal team achieves its goals.)	7%	7
Information Services	Guides and assists Information Services team toward achievement of its goals. (Extent to which information services team achieves its goals.)	7%	7
Essential Position Duties	Weighted as 10% of the review	10%	0.7
Leadership	Responsibly and effectively assumes all responsibility for the management of the activities of SBCERA and the supervision and management of its employees (with the exception of the Chief Counsel) subject to the rules and policies of SBCERA and the direction of the Board.	2%	7
	Efficiently leads and directs SBCERA staff to achieve the goals established by the Board.	1%	7
	Effectively applies business principles to manage and conduct the affairs of SBCERA.	1%	7
	Effectively participates in managing key consultants.	1%	7
	Effectively oversees communication with San Bernardino County management and other employers that participate in SBCERA.	1%	7
	Professionally represents SBCERA at conferences and meetings.	1%	7
	Effectively performs and completes special projects assigned by the Board.	2%	7
	Efficiently acts as Secretary to the Board.	2%	7
	Effectively directs the preparation and administration of the operational budget.	1%	7
	Effectively and accurately recommends, formulates and implements operating and investment policies and procedures.	1%	7
Performance Competencies	Weighted as 10% of the review	10%	0.7
Integrity	Applies ethical standards of behavior to daily work activities.	1%	7
Team Player	Identifies with the larger organizational team and their role within it.	1%	7
Customer Orientation	Views SBCERA through the eyes of the customer and attempts to anticipate needs.	1%	7
Industry & Organizational Knowledge	Knows the industry. Understands SBCERA's operational frameworks and procedures	1%	7
Communication	Writes clearly and concisely; articulately conveys information to others in all situations	1%	7
Problem Solving & Decision Making	Able to identify problems, solve them, act decisively, and show good judgment.	1%	7
Strategic Thinking	Plans and makes decisions within the framework of SBCERA's strategic intent.	1%	7
Change Mastery	Is adaptable. Remains effective in the face of ambiguity.	1%	7
Influence	Skilled at directing, persuading, and motivating others.	1%	7
		Total Rating	Total Percent
		7.0	100.0%

Comments

Goals

- 1
- 2
- 3
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Signatures

Employee Signature _____
(Employee's signature indicates receipt of evaluation, not necessarily agreement with its contents.)

Date

Supervisor Signature

Date

Item 3. Page 4

PERFORMANCE EVALUATION AND PLANNING PROGRAM (PEP) CHIEF EXECUTIVE OFFICER			1-Fails to meet standards
Employee ID #:			2-Significantly below standards
Employee Name:			3-Below standards
Hire Date:			4-Meets standards
Supervisor:	Board of Retirement		5-Above standards
Appraisal Period:	November 1, 2013 to June 30, 2014		6-Significantly above standards
			7-Exceeds standards
	Performance Objectives	Weight	Scale Rating
SBCERA Purpose Participation	Weighted as 40% of the review	40%	2.8
Contribution Collection	Effectively collects contributions to fund liabilities incurred.	8%	7
Investments	Diversify investments to minimize loss and maximize return.	8%	7
Benefits Administration	Administers benefits impartially, fairly, and in accordance with applicable law.	8%	7
Customer Service	Delivers service to the membership in an accurate, courteous, prompt, professional, and cost-effective manner.	8%	7
Strategic Planning	Strategically plans for the future.	8%	7
Team Goals Participation	Weighted as 40% of the review	40%	2.8
Board Relations	Help to enable Board to conduct business and fulfill its responsibilities.	13%	7
Leadership	Help to enable staff to perform their duties.	13%	7
	Act as the compass for guiding the overall success of SBCERA.	13%	7
Essential Position Duties	Weighted as 10% of the review	10%	0.7
Leadership	Responsibly and effectively assumes all responsibility for the management of the activities of SBCERA and the supervision and management of its employees (with the exception of the Chief Counsel) subject to the rules and policies of SBCERA and the direction of the Board.	2%	7
	Efficiently leads and directs SBCERA staff to achieve the goals established by the Board.	1%	7
	Effectively applies business principles to manage and conduct the affairs of SBCERA.	1%	7
	Effectively participates in managing key consultants.	1%	7
	Effectively oversees communication with San Bernardino County management and other employers that participate in SBCERA.	1%	7
	Professionally represents SBCERA at conferences and meetings.	1%	7
	Effectively performs and completes special projects assigned by the Board.	2%	7
	Efficiently acts as Secretary to the Board.	2%	7
	Effectively oversees the preparation and administration of the operational budget.	1%	7
	Effectively and accurately recommends, formulates and implements operating policies and procedures.	1%	7
Performance Competencies	Weighted as 10% of the review	10%	0.7
Integrity	Applies ethical standards of behavior to daily work activities.	1%	7
Team Player	Identifies with the larger organizational team and their role within it.	1%	7
Customer Orientation	Views SBCERA through the eyes of the customer and attempts to anticipate needs.	1%	7
Industry & Organizational Knowledge	Knows the industry. Understands SBCERA's operational frameworks and procedure	1%	7
Communication	Writes clearly and concisely; articulately conveys information to others in all situation	1%	7
Problem Solving & Decision Making	Able to identify problems, solve them, act decisively, and show good judgment.	1%	7
Strategic Thinking	Plans and makes decisions within the framework of SBCERA's strategic intent.	1%	7
Change Mastery	Is adaptable. Remains effective in the face of ambiguity.	1%	7
Influence	Skilled at directing, persuading, and motivating others.	1%	7
		Total Rating	Total Percent
		7.0	100.0%

Comments

Goals

- 1
- 2
- 3
- 4

Signatures

Employee Signature _____
 (Employee's signature indicates receipt of evaluation, not necessarily agreement with its contents.)

 Date

 Supervisor Signature

 Date

Chief Executive Officer Evaluation Form – Key

ESSENTIAL FUNCTIONS OF THE POSITION (Leadership)

Leadership

Fails to Meet Standards	Meets Standards	Exceeds Standards
1	4	7
Plans poorly and problems often occur as a result. Often runs into crises because of weak leadership/management. Blames others for problems. Consistently makes poor ethical decisions.	Responsibly and effectively assumes all responsibility for the management of the activities of SBCERA and the supervision and management of its employees (with the exception of the Chief Counsel) subject to the rules and policies of SBCERA and the direction of the Board.	Provides open leadership so the senior management team understands the financial and operational drivers of organizational success. Coaches and mentors team members in all SBCERA matters, always working towards goals directed by the Board. Models the highest ethics, values and integrity at all times.
Ineffective leadership style results in high employee turnover. Does not communicate a link between organizational goals and employee responsibilities. Does not appropriately develop staff to perform responsibilities.	Efficiently leads and directs SBCERA staff to achieve the goals established by the Board.	Successfully aligns each member of the SBCERA leadership team by setting a common vision. Engages the team in setting specific, measurable goals and concrete outcomes. Emphasizes teamwork.
Projects are often completed late and run over budget. Has failed to lead/manage in several situations causing a breakdown in service quality and timeliness. Consistently out of touch with work going on.	Effectively applies business principles to manage and conduct the affairs of SBCERA.	Models corporate values and inspires loyalty in staff through a shared vision, resulting in high employee engagement and outstanding performance of services.
Fails to get qualified candidates for consulting projects. Fails to manage consultants, resulting in a poor work product and a waste of SBCERA money.	Effectively participates in managing key consultants.	Demonstrates a superior ability to select the right consultant for every project. Uses a variety of innovative methods to work with consultants to achieve goals.
Frequently ignores employers' needs. Sometimes shows annoyance and impatience. Can be condescending and impolite.	Effectively oversees communication with San Bernardino County management and other employers that participate in SBCERA.	Looks for continuous improvement opportunities in relationships with employer participants. Actively designs operations, processes, and procedures to better meet employers' needs.
Presents a poor image of SBCERA. Is often unaware of politically sensitive situations. Has shown poor judgment in a number of public interactions.	Professionally represents SBCERA at conferences and meetings.	Makes an active effort to build rapport. Communicates a compelling and inspiring vision for SBCERA and maintains a leadership presence that builds others' confidence in the organization. Fosters a sense of community and inclusion.
Ignores Board directions; fails to follow through with work necessary to advance project.	Effectively performs and completes special projects assigned by the Board.	Researches, analyzes, and keeps Board apprised of project progress; achieves result desired by Board.
Fails to adequately perform the duties of Secretary to the Board. Frequently misses meetings or is late. Is often unprepared.	Efficiently acts as Secretary to the Board.	Thoroughly and completely meets the functions of Board Secretary. Minutes are always complete and on time.
Loses sight of the financial big picture. Does not control expenditures well and has difficulty interpreting financial reports. Does not inform board of potential problems. Does not accept responsibility for financial problems.	Effectively oversees the preparation and administration of the operational budget.	Uses intermittent feedback loops to gauge the progress of preparation and implementation of the budget.
Makes little or no effort to keep up to date on changes that may require adjustments to policies and procedures. Does not analyze trends and prepare for the future.	Effectively and accurately recommends, formulates and implements operating policies and procedures.	Actively identifies problems that hinder peak performance and works with leadership team to remove these obstacles to success.

PERFORMANCE EVALUATION AND PLANNING PROGRAM (PEP) CHIEF COUNSEL			1-Fails to meet standards 2-Significantly below standards 3-Below standards 4-Meets standards 5-Above standards 6-Significantly above standards 7-Exceeds standards	
Employee ID #:				
Employee Name:				
Hire Date:				
Supervisor:	Chief Executive Officer			
Appraisal Period:	November 1, 2013 to June 30, 2014			
SBCERA Purpose Participation	Performance Objectives <small>Weighted as 40% of the review</small>	Weight 0%	Scale Rating 0.0	
Contribution Collection	Effectively collects contributions to fund liabilities incurred.	0%		
Investments	Diversify investments to minimize loss and maximize return.	0%		
Benefits Administration	Administers benefits impartially, fairly, and in accordance with applicable law.	0%		
Customer Service	Delivers service to the membership in an accurate, courteous, prompt, professional, and cost-effective manner.	0%		
Strategic Planning	Strategically plans for the future.	0%		
Team Goals Participation	Weighted as 40% of the review	0%	0.0	
Compliance	Ensures that benefits are administered impartially, fairly, and in accordance with applicable law.	0%		
Litigation	Skillfully represents SBCERA and its employees in litigation proceedings.	0%		
Counsel	Regularly and correctly advises the CEO and Board of Trustees in the application of relevant law to decision making.	0%		
Essential Position Duties	Weighted as 10% of the review	0%	0.0	
Legal Counsel	Effectively performs or supervises all legal activities of SBCERA.	0%		
	Regularly provides oral and written legal advice to the SBCERA Trustees, Chief Executive Officer, staff, and other officials as required.	0%		
	Diligently identifies and resolves tax and fiduciary issues relating to public pension plans and, where appropriate, retains and supervises outside tax and fiduciary counsel.	0%		
	Accurately interprets and provides advice on 1937 Act and other retirement laws.	0%		
	Methodically prepares, reviews, and negotiates contracts including investment contracts and, where appropriate, retains and supervises outside investment counsel.	0%		
	Proactively drafts SBCERA policies, regulations, and legal documents.	0%		
	Diligently ensures that all activities of SBCERA are legally supportable and in accordance with applicable laws, rules, and regulations.	0%		
Legal Representation	Effectively coordinates and directs all litigation, including, but not limited to, disability cases, civil law claims, and securities class action claims.	0%		
	Skillfully oversees the handling of various legal matters such as subpoenas, Domestic Relations Orders, discovery, disabilities, and Public Records Act requests.	0%		
	Skillfully defends suits against SBCERA's Trustees and employees.	0%		
	Accurately prepares, reviews, and negotiates contracts.	0%		
Strategy and Leadership	Readily provides oral and written legal advice during public and closed sessions of the Board of Retirement and Committees.	0%		
	Adeptly directs the work of SBCERA legal staff and/or outside counsel in providing legal services to SBCERA.	0%		
	Knowledgeably analyzes pending legislation and recommends SBCERA positions on legislation.	0%		
Performance Competencies	Weighted as 10% of the review	10%	0.7	
Integrity	Applies ethical standards of behavior to daily work activities.	1%	7	
Team Player	Identifies with the larger organizational team and their role within it.	1%	7	
Customer Orientation	Views SBCERA through the eyes of the customer and attempts to anticipate needs.	1%	7	
Industry & Organizational Knowledge	Knows the industry. Understands SBCERA's operational frameworks and procedures.	1%	7	
Communication	Writes clearly and concisely; articulately conveys information to others in all situations.	1%	7	
Problem Solving & Decision Making	Able to identify problems, solve them, act decisively, and show good judgment.	1%	7	
Strategic Thinking	Plans and makes decisions within the framework of SBCERA's strategic intent.	1%	7	
Change Mastery	Is adaptable. Remains effective in the face of ambiguity.	1%	7	
Influence	Skilled at directing, persuading, and motivating others.	1%	7	
		Total Rating 0.7	Total Percent 10.0%	

Comments

Goals

- 1
- 2
- 3
- 4

Signatures

Employee Signature
(Employee's signature indicates receipt of evaluation, not necessarily agreement with its contents.)

Date

Supervisor Signature

Date

Chief Counsel Evaluation Form – Key

ESSENTIAL FUNCTIONS OF THE POSITION (Legal Counsel, Legal Representation, Strategy and Leadership)

Legal Counsel

Fails to Meet Standards	Meets Standards	Exceeds Standards
1	4	7
	Effectively performs or supervises all legal activities of SBCERA.	
	Regularly provides oral and written legal advice to the SBCERA Trustees, Chief Executive Officer, staff, and other officials as required.	
	Diligently identifies and resolves tax and fiduciary issues relating to public pension plans and, where appropriate, retains and supervises outside tax and fiduciary counsel.	
	Accurately interprets and provides advice on 1937 Act and other retirement laws.	
	Methodically prepares, reviews, and negotiates contracts including investment contracts and, where appropriate, retains and supervises outside investment counsel.	
	Proactively drafts SBCERA policies, regulations, and legal documents.	
	Diligently ensures that all activities of SBCERA are legally supportable and in accordance with applicable laws, rules, and regulations.	

Legal Representation

Fails to Meet Standards	Meets Standards	Exceeds Standards
1	4	7
	Effectively coordinates and directs all litigation, including, but not limited to, disability cases, civil law claims, and securities class action claims.	
	Skillfully oversees the handling of various legal matters such as subpoenas, Domestic Relations Orders, discovery, disabilities, and Public Records Act requests.	
	Skillfully defends suits against SBCERA's Trustees and employees.	
	Accurately prepares, reviews, and negotiates contracts.	

Strategy and Leadership

Fails to Meet Standards	Meets Standards	Exceeds Standards
1	4	7
	Readily provides oral and written legal advice during public and closed sessions of the Board of Retirement and Committees.	
	Adeptly directs the work of SBCERA legal staff and/or outside counsel in providing legal services to SBCERA.	
	Knowledgeably analyzes pending legislation and recommends SBCERA positions on legislation.	

Team Goals:

DEPARTMENT	GOALS
CEO	<ol style="list-style-type: none"> 1. Help to enable Board to conduct business and fulfill its responsibilities. 2. Help to enable staff to perform their duties. 3. Act as the compass for guiding the overall success of SBCERA.
Human Resources	
Legal	
Investment	
Member Services	<ol style="list-style-type: none"> 1. Respond to members' phone calls within one business day. 2. Process forms within 2 business days at least 80% of the time. 3. Compute unaudited retirement benefits estimates accurately and within one week of request.
Information Services	<ol style="list-style-type: none"> 1. Maintain overall system uptime of 99.9% Monday through Friday 7:00 am to 5:00 pm. 2. Ensure documents are imaged and available within 4 business hours of receiving the document. 3. Respond to service requests within 1 hour. Weight requests as critical, high, medium, or low priority. Resolve high within 1 business day, medium within 2 business days, low within 1 business week. Resolve critical requests ASAP.
Fiscal	

Competencies Selected:

Competency	Definition	Effective Performers...
Integrity	<p>Effective performers think and act ethically and honestly. They apply ethical standards of behavior to daily work activities. They take responsibility for their actions and foster a work environment where integrity is rewarded.</p>	<ul style="list-style-type: none"> • are honest with themselves and others • maintain ethical standards • foster an ethical environment • assume personal responsibility
Team Player	<p>Effective performers are team oriented. They identify with the larger organizational team and their role within it. They share resources, respond to requests from other parts of the organization, and support larger legitimate organizational agendas as more important than local or personal goals.</p>	<ul style="list-style-type: none"> • share resources • respond to other departments • support the larger organizational agenda
Customer Orientation	<p>Effective performers stay close to customers and consumers. They view the organization through the eyes of the customer and go out of their way to anticipate and meet customer needs. They continually seek information and understanding regarding market trends.</p>	<ul style="list-style-type: none"> • anticipate and meet customer needs • are guided by customer expectations • solicit customer feedback • monitor market trends
Industry & Organization Knowledge	<p><u>Industry</u>: Effective performers understand the general workings of the industry within which the organization functions. They monitor activities and trends within these arenas and maintain a current knowledge base. They use this knowledge to further the organization's goals.</p> <p><u>Organization</u>: Effective performers understand the workings of the organization. Specifically, they understand the formal and informal policies and structures that govern operations, and know the essential technologies at the heart of the business. They know "how the place works."</p>	<ul style="list-style-type: none"> • know the industry • monitor trends in the industry • use industry knowledge to advance the organization • know the organization's core technologies • understand operational frameworks • know operational procedures • know the inner workings of formal and informal infrastructures
Problem Solving	<p>Effective performers are able to identify problems, isolate causes from symptoms, and compile information and potential alternatives for resolution. They involve others as appropriate and gather information from a variety of sources. They find a balance between studying the problem and solving it.</p>	<ul style="list-style-type: none"> • approach problems methodically • isolate causes from symptoms • withhold judgment while gathering information • involve others as appropriate
Communication	<p><u>Written</u>: Effective performers write clearly and concisely, composing informative and convincing memos, emails, letters, reports, and other documents. Regardless of the format they are able to use the written language to convey both substance and intent with accuracy.</p> <p><u>Informal</u>: Effective performers clearly and articulately convey information</p>	<ul style="list-style-type: none"> • write clearly and concisely • organize content effectively • provide appropriate supporting facts • convey ideas accurately in memos, emails, correspondence, reports, etc. • articulate ideas clearly

	<p>to others in casual or informal situations (e.g., telephone calls, meetings, spontaneous gatherings). They understand that the majority of communication is delivered through nonverbal cues and are able to interpret body language accurately and use it appropriately.</p>	<ul style="list-style-type: none"> organize ideas effectively use and interpret body language appropriately
EXECUTIVES		
<p>Problem Solving and Decision Making (Replaces above problem solving only)</p>	<p>Effective performers are able to identify problems, solve them, act decisively and show good judgment. They isolate causes from symptoms, and compile information and alternatives to illuminate problems or issues. They involve others as appropriate and gather information from a variety of sources. They find a balance between studying the problem and solving it. They readily commit to action and make decisions that reflect sound judgment.</p>	<ul style="list-style-type: none"> approach problems and decisions methodically isolate causes from symptoms withhold judgment while gathering information involve others as appropriate commit to action; act readily and decisively demonstrate sound judgment
<p>Strategic Thinking</p>	<p>Effective performers act with the future in mind. They plan and make decisions within the framework of the enterprise's strategic intent. They know and understand the factors influencing strategy (e.g., core competence, customers, competition, and the organization's current strengths and limitations.) They consider future impact when weighing decisions. They constantly think in terms of expanding the business, always looking for new ways to grow and achieve competitive advantage.</p>	<ul style="list-style-type: none"> demonstrate an orientation to the future develop and maintain long-term plans and constantly measure progress toward them communicate strategy to team members make decisions and take actions within a strategic context realize that growth is essential
<p>Change Mastery</p>	<p>Effective performers are adaptable. They embrace needed change and modify their behavior when appropriate to achieve organizational objectives. They are effective in the face of ambiguity. They understand and use change management techniques to help ensure smooth transitions.</p>	<ul style="list-style-type: none"> are flexible and open to new ideas are quick to adapt to new situations employ change management techniques are comfortable with ambiguity
<p>Influence</p>	<p>Effective performers are skilled at directing, persuading, and motivating others. They are able to flex their style to direct, collaborate, or empower, as the situation requires. They have established a personal power base built on mutual trust, fairness, and honesty.</p>	<ul style="list-style-type: none"> motivate, persuade, and excite others adjust style to fit situation (direct, persuade, empower) have presence, confidence, style maintain a personal power base (honest, fair, open) are optimistic with contagious enthusiasm
MANAGERS / SUPERVISORS / STAFF ATTORNEY / OFFICERS / ENGINEERS		
<p>Team and Talent Management</p>	<p><u>Team Management:</u> Effective performers create and maintain functional work units. They understand the human dynamics of team formation and maintenance. They formulate team roles and actively recruit and select to build effective workgroups. They develop and communicate clear team</p>	<ul style="list-style-type: none"> identify team roles and take responsibility for staffing appropriately set and communicate team goals

	<p>goals and roles, and provide the level of guidance and management appropriate to the circumstances. They reward team behavior and foster a team atmosphere in the workplace.</p> <p><u>Talent Management:</u> Effective performers keep a continual eye on the talent pool, monitoring skills and needs of all team members. They expand the skills of staff through training, coaching, and development activities related to current and future jobs. They evaluate and articulate present performance and future potential to create opportunities for better use of staff abilities. They identify developmental needs, and assist individuals in developing plans to improve themselves. They stay proficient in appropriate talent management processes, including best practices for prospecting, recruiting, selection, orientation, and succession management.</p>	<ul style="list-style-type: none"> • monitor team progress toward goals • actively work to maintain team rapport • foster team atmosphere and reward collaboration • see themselves as coaches and mentors • set specific goals, communicate them clearly, and monitor progress toward them • offer clear, direct, and timely feedback • provide training, direction, and support to fit individual needs • are proficient in talent management processes
<p>Results Orientation</p>	<p>Effective performers maintain appropriate focus on outcomes and accomplishments. They are motivated by achievement, and persist until the goal is reached. They convey a sense of urgency to make things happen. They respect the need to balance short- and long-term goals. They are driven by a need for closure.</p>	<ul style="list-style-type: none"> • value outcomes • demonstrate a sense of urgency • show a desire to accomplish, make things happen • convey a continual pressure to achieve results quickly • balance short- and long-term goals
<p>Organizing and Planning</p>	<p>Effective performers have strong organizing and planning skills that allow them to be highly productive and efficient. They manage their time wisely, and effectively prioritize multiple competing tasks. They plan, organize, and actively manage meetings for maximum productivity.</p>	<ul style="list-style-type: none"> • plan and organize so that work is accomplished efficiently • manage meetings effectively • prioritize multiple competing tasks • maximize use of available time • make efficient use of the organization's resources
<p>ACCOUNTANTS / ANALYSTS / SPECIALISTS / TECHNICIANS / ADMINISTRATIVE</p>		
<p>Learning Agility</p>	<p>Effective performers continuously seek new knowledge. They are curious and want to know "why." They learn quickly and use new information effectively. They create and foster a culture of interest, curiosity, and learning.</p>	<ul style="list-style-type: none"> • rapidly assimilate and use new information • seek new knowledge • foster a learning environment
<p>Self-Objectivity</p>	<p>Effective performers know their personal strengths and limitations and work toward correcting their weaknesses. They are aware of the impact of their own behavior on others. They value self-knowledge and continually seek to improve themselves. They solicit feedback and use it for self-improvement.</p>	<ul style="list-style-type: none"> • know their own strengths and limitations • are aware of their impact on others • value self-knowledge • are open to feedback and use it for self-improvement

Initiative

Effective performers are proactive and take action without being prompted. They don't wait to be told what to do or when to do it. They see a need, take responsibility, and act on it. They make things happen.

- take action without being prompted
- take personal responsibility
- are proactive, not reactive

**REPORT/RECOMMENDATION TO THE ADMINISTRATIVE COMMITTEE
OF SAN BERNARDINO COUNTY EMPLOYEES'
RETIREMENT ASSOCIATION**

October 15, 2013

FROM: JOSEPH MICHAEL
Chief of Information Services

SUBJECT: Electronic Posting of Non-Confidential Board and Committee
Materials.

RECOMMENDATION: Approve the electronic posting of non-confidential Board and Committee materials to the SBCERA website.

BACKGROUND INFORMATION: Currently, SBCERA provides hard copies of several non-confidential Board and Committee packets at each meeting for public viewing and mails non-confidential Board packets to at least one SBCERA member.

Over the last several years, multiple inquiries have been made to SBCERA requesting that the non-confidential materials associated with Board and Committee meetings be posted to the website. Until recently the SBCERA Board packet software did not provide a means of creating both a confidential and non-confidential packet reliably, so SBCERA has only posted the agenda.

SBCERA is now in a position to post the entire non-confidential packet to SBCERA's website, www.sbcera.org, prior to the meeting without jeopardizing confidentiality or increasing staff workload. Many other pension systems and government agencies are already providing the public with their non-confidential materials.

Should the change be approved, the first non-confidential packet would be posted to www.sbcera.org by the January 2014 Board Meeting.

ADMINISTRATIVE BUDGET IMPACT: None. Costs absorbed within standard Software and Maintenance agreement and previously approved project budget.

ATTACHMENTS: None

PRESENTER: Joseph Michael

**REPORT/RECOMMENDATION TO THE ADMINISTRATIVE COMMITTEE
OF SAN BERNARDINO COUNTY EMPLOYEES'
RETIREMENT ASSOCIATION**

October 15, 2013

FROM: JOSEPH MICHAEL
Chief of Information Services

SUBJECT: Confidential Board and Committee Packet Distribution

RECOMMENDATION: Approve the distribution of confidential Board and Committee packets electronically using Sire Technologies' Agenda-to-Go.

BACKGROUND INFORMATION: The Board has expressed an interest in receiving Board and Committee materials electronically rather than by hard copy. Software is already in use to facilitate this process, and some Trustees and staff are currently receiving non-confidential materials electronically. However, confidential material represents the vast majority of hard copy print. If the Board decides to pursue electronic delivery, it would be logical to include the confidential material due to its volume.

Electronic distribution of confidential Board and Committee materials using Agenda-to-Go will require the use of an Apple iPad capable of running ios 6.1.2 or later. Due to the Public Records Act, Trustees and senior staff should provide their own iPads.

Board and Committee material will be housed within the SBCERA internal network. An iPad running Agenda-to-Go will make a secure connection to the SBCERA edge server located in the County's DMZ. The edge server will validate the user's credentials and make a secure connection back to the server containing the materials. The requested packet will then be downloaded into the iPad. Once the materials have been downloaded, the Trustee or senior staff member will be able to view and annotate within the Agenda-to-Go application. Materials stored within the application cannot be exported or printed.

A cost comparison of electronic vs. hard copy distribution is attached. While the Trustees and senior staff would be able to access the materials electronically, hard copy materials would still need to be printed for some Trustees, staff, medical advisors, disability applicants, their attorneys and the public. Nevertheless, a decision to distribute Board and Committee packets electronically offers choices and cost savings.

An approval will require the modification of three SBCERA Board policies: Administration Policy No. 10 – Proper Handling and Security for SBCERA Electronic Correspondence and Board and Committee Agenda Materials; General Policy No. 14 - Protection and Confidentiality of Information Stored on Mobile Computers; and General Policy No. 15 - Mobile Computing Device Connection. Modifications to said policies are required to ensure the continued protection of both membership data and the integrity and security of the SBCERA network.

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These policies reflect the important legal concern about the security of confidential materials which are delivered electronically. If SBCERA buys and issues computer devices to the Trustees or senior staff, those devices are government property, and information contained on them is subject to a Public Records Act request. This would include any material on the device, not just SBCERA information. If the Board decides to pursue electronic delivery, the best course would be for the Trustees to use their own Apple iPads (other compatible devices may become available in the future).

ADMINISTRATIVE BUDGET IMPACT: None – Pursuant to Government Code §31580.2 Section B “Expenditures for computer software, computer hardware, and computer technology consulting services in support of these computer products shall not be considered a cost of administration of the retirement system.”

ATTACHMENTS: None at this time. Revised policy documents are not ready yet for Committee review.

PRESENTER: Joseph Michael

Cost Analysis

Hard Copy Costs*

Monthly Board and Committee Materials

Pages Produced Monthly	1,800	1454(Board Packet) + 346(Committee Packets)
Printing Costs	\$ 189.06	Average cost per copy
Postage and Supplies	\$ 20.00	Binders & Postage

Monthly Cost \$ **209.06** One set, Full Board & Committee

*Estimated Costs based on historical performance for one month's materials, **each Trustee**

Electronic Distribution Costs*

Mobile Computing Device (Apple iPad)

Initial Hardware Cost	\$ 700.00	One Time Charge, 3 year life Expectancy
Initial Software Cost	\$ 2,495.00	One Time software Purchase (for full Board)
Annual iPad Warranty Cost	\$ 100.00	Protect against Damage
Annual Maintenance ATG	\$ 499.00	Yearly Maintenance cost for Agenda-to-Go (for Full Board)

*Pursuant to Government Code §31580.2 Section B Electronic Distribution Costs would not negatively impact the administrative budget.

Cost Analysis (SBCERA Supplied Device)

Year One

Initial Hardware Cost spread over 3yrs	\$ 233.33	Annual Replacement Cost \$700/3 years
Initial Software Cost*	\$ 226.82	Initial Software purchase \$2,495/11 trustees
Annual iPad Warranty Cost	\$ 100.00	Protect against Damage

Total Annual Cost Year One \$ 560.15 Hardware + Warranty + Software

Total Monthly Cost Year One \$ **46.68** Monthly cost per Trustee

One

Savings, per month per Trustee	\$ 162.38	Hard Copy – Electronic Dist. \$209.06 - \$46.68
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*Includes annual maintenance for first year

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Year Two Forward

Initial Hardware Cost spread over 3yrs	\$ 233.33	Annual Replacement Cost \$700/3 years
Annual iPad Warranty Cost	\$ 100.00	Protect against Damage
Annual Maintenance ATG	\$ 45.36	Annual Maintenance \$499.00/11 trustees
Total Annual Cost	\$ 378.69	Hardware + Warranty + Maintenance
Total Monthly Cost	\$ 31.56	Monthly cost per Trustee
Savings, per month per Trustee	\$ 177.50	Hard Copy – Electronic Dist. \$209.06 – \$31.56

Cost Analysis (Trustee Supplied Device)

Year One

Initial Software Cost*	\$ 226.82	Initial Software purchase \$2,495/11 trustees
Total Annual Cost Year One	\$ 226.82	Software
Total Monthly Cost Year One	\$ 18.90	Monthly cost per Trustee \$226.82/12 months
Savings, per month per Trustee	\$ 190.16	Hard Copy – Electronic Dist. \$209.06 - \$18.90

*Includes annual maintenance for first year

Year Two Forward

Annual Maintenance ATG	\$ 45.36	Annual Maintenance 499.00/11
Total Annual Cost	\$ 45.36	Maintenance
Total Monthly Cost	\$ 3.78	Monthly cost per Trustee
Savings, per month per Trustee	\$ 205.28	Hard Copy – Electronic Dist. \$209.06 – \$3.78