

2025 City of San Jose Police & Fire Department Retirement Plan Board Performance Assessment



City of San Jose Police & Fire Department Retirement Plan Board Evaluation Process 2025

The Retirement Board has made a commitment to review its own performance every two years to maintain excellence in governance. This year's evaluation involves a two-step process.

Board Member Self-Assessment

The purpose of having each Board member evaluate himself or herself is to encourage introspection and heighten awareness of the important areas of fiduciary responsibility. Service on the Board carries with it both a personal and collective duty to the funds. The Individual Board Member Self-Assessment Criteria on the following pages are an abbreviated outline and periodic reminder of what constitutes “good boardmanship.” These criteria are for your personal reflection. Your individual responses will not be shared with others. However, they will be compiled with the other Board member responses and reported back to the Board without attribution.

Overall Board Evaluation

The purpose of the Overall Board Evaluation is to give the Board members an opportunity to evaluate the Board's performance with candor, objectivity, and a broad perspective. The Overall Board Evaluation criteria contain elements of “best practices” of public funds. It is important for each Board member to complete the evaluation.



The final sections in the Board Evaluation cover continuing board educational preferences and general open-ended questions.

Upon receipt of your responses, Aon will tabulate the responses. Aggregated responses, including comments, will be shared with the entire Board, without attribution¹. Aon will also be available for optional follow-up discussions with Board members. The results of the survey and follow-up discussions will be summarized in a manner that will attempt to maintain the anonymity of Board members' responses, however the summary will list the names of all Board members who participated in the survey.

*Please complete the survey by end of business _____, **2025**. If you have any questions or need assistance, please contact Julie Becker at julie.becker@aon.com or 614-519-6320. Thank you*

¹ As noted in the Board Performance Assessment Policy, the survey shall contain a notification to board members that completed surveys may be public records subject to public record requests.

Individual Board Member Assessment Criteria Statements	3 Always	2 Sometimes	1 Never
1. I attend and am prepared for board and my assigned committee meetings.			
2. I understand my fiduciary duties regarding the funds for which we are responsible.			
3. I understand conflicts of interest and refrain from activities that could give rise to the appearance of impropriety.			
4. I contribute to the discussion in a meaningful and helpful way.			
5. I have read and am familiar with board policies and procedures.			
6. I believe the highest and best use of the Board is to establish policy and the role of the ORS staff is to implement board policy, and act accordingly.			
7. I show respect to ORS staff and service providers.			

Individual Board Member Assessment Criteria Statements	3 Always	2 Sometimes	1 Never
8. If I am aware of any Board governance problems, I know how to report those properly.			
9. I make an effort to be educated on the aspects of the Plan that I do not understand.			

Overall Board Assessment Criteria Statements	3 Agree	2 Neutral	1 Disagree
1. The Board does not “rubber-stamp” the recommendations of senior management or its external advisors.			
2. Sufficient interaction and deliberation exist between Board members as part of the decision-making process.			
3. Board members keep decision-making at the policy level, delegate implementation of policy to Staff, and do not engage in micro-management.			
4. The Board understands what authority it has retained, why it has retained it, and what has been delegated and to whom.			
5. The Board engages in active oversight of the responsibilities it has delegated to ORS staff and service providers.			
6. The Board operates in a manner that promotes a candid sharing of thoughts and ideas.			

Overall Board Assessment Criteria Statements	3 Agree	2 Neutral	1 Disagree
7. Meetings are reasonable length with appropriate time to address the most critical issues.			
8. The Board operates with trust of each other, ORS staff, and the existing processes.			
9. The Board stays abreast of public pension fund issues and trends.			
10. The Board's actions reflect a commitment to the Board's Mission (<i>Our mission is to ensure prompt, professional delivery of services and benefits to our members, and to collect, invest, and expend system assets in a prudent, fair, and timely manner.</i>)			
11. The Board uses its committees effectively.			
12. Board/committee meetings are goal-driven with an emphasis on action or education.			
13. The Board receives sufficient information in a timely manner to make fully informed decisions.			
14. The Board has a culture of encouraging continuing education.			

Overall Board Assessment Criteria Statements	3 Agree	2 Neutral	1 Disagree
15. Qualitative assessments of investment managers, consultants and other providers are routinely performed and discussed with the Board.			
16. The Board is committed to continually improving by taking prompt action when opportunities for enhancement are identified.			
17. Appropriate attention is devoted to controlling operational risk, investment risk, and fiduciary risk.			
18. Board members are consistent about being prepared for meetings and staying engaged.			
19. The Board ensures that ORS staff provides new Trustees with a prompt, thorough education.			
20. The Board receives sufficient information to determine if the Plan is in compliance with the policies it has adopted.			

Board Educational Needs Assessment

Please rank the order of the following continuing board educational topics from 1—11 (1=most desired, 11=least desired). The purpose is to identify the subjects you are interested in pursuing to become better equipped to participate in the Board's discussions and fulfill your responsibilities. The data collected will be shared with the CEO to plan for upcoming in-house educational topics.

Actuarial principles	
Benefit plan design & administration	
Disability process	
Ethics and Conflicts of Interest	
Fiduciary responsibilities & board governance	
Information Technology	
Internal audit functions	
Investment allocation	
Investment topics	
Laws, rules, and regulations, including open meetings	
Risk management	



What other continuing board educational topics do you believe would be beneficial to you to perform your board duties.



General Open-Ended Comments

1. What are the Board’s greatest strengths?

2. What do you believe is needed to assist the Board in becoming even better?

3. What are the top 3 priorities for the Board over the next year?

4. What do you hope to gain during the Board Self-Assessment discussion?



5. Any additional comments?
