

The logo features a large, stylized letter 'A' composed of several parallel, slanted bars of varying lengths, creating a sense of depth and movement. The bars are light gray and are positioned behind the main text.

# **LACERA**

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

---

## **BOARD TRAINING POLICY**

## PART 12: OTHER RESOURCES

---

### Training Policy

#### 1. **Introduction**

The LACERA Boards' fiduciary duties of loyalty, skill, care and diligence extend across all facets of LACERA's governance. Accordingly, in order to satisfy their duties and mitigate the risk of legal liability to LACERA and members of the Board personally, Board members acknowledge the need to acquire a level of knowledge of pension fund administration and fiduciary practice that is appropriate for prudent LACERA governance. The Board as a whole will encourage its members to secure the necessary knowledge as required by this policy, and monitor that they comply with all provisions of the policy.

---

#### 2. **Purpose**

This Board Training Policy is intended to provide the Board members of LACERA with guidelines and procedures which recognize and affirm the central role of training in the successful discharge of their statutory duties.

---

#### 3. **Assumptions**

The LACERA Board Training Policy rests on the following important assumptions:

- a) The role of a Board member is different from that of management; therefore, the training needs of a Board member may differ as well.
- b) Board members are responsible for making policy decisions affecting all major aspects of pension plan administration; Therefore, Board members must acquire a level of knowledge in all significant facets of the plan appropriate to policy determination;
- c) No single method of educating Board members is best. Instead, depending upon circumstances, a variety of methods may be necessary and appropriate;
- d) The policy should establish minimum requirements; Board members are encouraged to seek additional training in public pension matters. LACERA will support all such additional efforts.

**Training Policy**  
(continued)

**4. Objectives**

The objectives of the LACERA Board member training program are as follows:

- a) To ensure that all LACERA Board members gain the required knowledge needed to effectively carry out their fiduciary and administrative duties;
  - b) To ensure that LACERA Board members possess a common base of knowledge of pension administration to facilitate group discussion, debate, and effective decision-making; and
  - c) To encourage Board members to seek and maintain a level of familiarity with public pension issues.
- 

**Training Policy**  
**Guidelines**

**5. General Provisions**

This Board Training Policy is intended to provide the Board members of LACERA with guidelines and procedures which recognize and affirm the central role of training in the successful discharge of their statutory duties.

---

6. Board members agree to pursue an appropriate level of training across a broad spectrum of pension-related areas. The specific areas in which Board members shall endeavor to gain knowledge and understanding shall include:
- a) Governance and fiduciary duty
  - b) Investment policy and asset allocation (Board of Investments only)
  - c) Benefits administration (Board of Retirement only)
  - d) Technology
  - e) Regulatory and legal issues
  - f) Human resources management
  - g) Plan funding and valuation
- 

7. In each of the above areas, Board members shall attempt to gain knowledge which is consistent with the Board's role as a high-level policy-setting and oversight body.

## Part 12: Other Resources

---

### Training Policy Guidelines (continued)

8. Appropriate educational pursuits for Board members may include, but are not limited to:<sup>\*</sup>
  - a) External conferences, seminars, workshops, roundtables, courses, or similar vehicles (henceforth referred to collectively as "conferences");
  - b) Relevant periodicals, trade journals, and textbooks;
  - c) In-house briefings or presentations provided by senior management, staff, external service providers or others;
  - d) Information compiled by staff for trustee use; and
  - e) Video cassettes, CD ROMs, and other electronic Training media.

---

9. Preference shall be given to conferences that are within close proximity to Los Angeles County, and that are sponsored by educational institutions or pension industry associations (such as SACRS, CALAPRS and NCPERS).

---

10. Management shall identify appropriate educational opportunities and include such information in the packet for Board members' consideration. LACERA's Administration shall indicate the area of knowledge to which the opportunity relates.

---

11. Board members who individually identify opportunities they believe to be timely and appropriate may request that such opportunities, together with the area of knowledge they address, be included in the Board agenda for approval.

---

12. In determining the priority of particular educational opportunities, the Board and LACERA Administration shall consider:
  - a) The extent to which an opportunity is expected to provide Board members with the understanding and information they need to carry out their responsibilities;
  - b) The cost-effectiveness of the opportunity; and
  - c) The timeliness and relevance of the opportunity.

---

\* For training and conference guidelines, see [Section 21](#) below.

## Part 12: Other Resources

---

### Training Policy Guidelines (continued)

13. Board members agree to endeavor to meet the following minimum requirements:
- a) To secure, over time, a useful level of understanding in each of the seven areas listed in 5 above;
  - b) To participate in a minimum of one conference annually in addition to in-house briefings and presentations;
  - c) To participate in an annual in-house planning and educational initiative organized by management with input from the Board members;
  - d) To attend one due diligence exercise during each of their terms; and
  - e) To participate in educational activities throughout the year that are related to the mandates of Board members' assigned committee roles, or to have otherwise participated in such relevant activities in the prior year.
- 

14. In meeting the goals set above, Board members may apply credits earned from educational activities required to maintain professional designations, provided such activities are directly related to their duties as LACERA Board members.
- 

### Training Policy Orientation Program

15. A formal orientation program shall be developed for new Board members by Human Resources Training and Development and LACERA Counsel. The aim of the orientation program shall be to ensure that new Board members are in a position to contribute fully to Board and committee deliberations, and to effectively carry out their fiduciary duties as soon as possible upon joining the Board.
- 

16. As part of the orientation, within 45 days following their election or appointment to the Board, new Board members shall:
- a) Be assigned a Board member mentor by the Chief Executive Officer;
  - b) Be briefed on the contents of the LACERA Board Handbook by LACERA Administration;
  - c) Be introduced to all members of senior management and staff by LACERA Administration;
  - d) Be provided a tour of the LACERA offices by LACERA Administration;
  - e) Be briefed by the Chief Executive Officer and the Assistant Executive Officers;
  - f) Be briefed by the Chair;
  - g) Be apprised of their fiduciary duties by Counsel; and
  - h) Receive other relevant information and documentation from LACERA Administration or the Chair.

## Part 12: Other Resources

---

### Training Policy Orientation Program (continued)

17. During the course of their first year on the Board, new Board members shall endeavor to attend the California Association of Public Retirement Systems (CALAPRS) program, "Basic Principles of Pension Management."

---

18. Prior to their first meeting of the Board, new Board members shall endeavor to attend a meeting of the Board or a standing committee as an observer.

---

19. LACERA Board Orientation material shall provide each new Board member and shall contain, at a minimum:

- a) The '37 Act, the Brown Act, and the LACERA Bylaws;
- b) The most recent member handbook;
- c) Copies of LACERA Board policies;
- d) Most recent actuarial valuation and financial statements;
- e) Most recent business plan, budget and organizational chart (in LACERA annual budget);
- f) Names, phone numbers, and email addresses of other Board members and the Chief Executive Officer; and
- g) Listing of current committee assignments;

---

20. Management shall review and update the LACERA Board Handbook as needed, but at least annually.

---

### Training Policy & Conferences

#### 21. General Provisions

The following guidelines shall be adhered to with respect to attendance at conferences or seminars:

- a) Board members are encouraged to participate in the following conferences:
  - (1) The semi-annual Conference of the State Association of County Retirement Systems (SACRS);
  - (2) The General Assembly and Trustee Roundtables of CALAPRS;
  - (3) The International Foundation for Employee Benefits (IFEB) Annual Conferences and Trustee accreditation programs;
  - (4) CALAPRS "Basic Principles of Pension Management";
  - (5) And Wharton Pension Fund Management Course or equivalent
- b) Board of Investments must attend additional courses (refer to 705.14 of Travel Policy)

**Training Policy**  
(continued)

**22. Policy Review**

The Board shall review the Board Training Policy at least every 2 years to ensure that it remains relevant and appropriate.

---

**23. Effective Date**

This policy was adopted by the Board on

---

**Equipment & Supplies**

24. What will LACERA provide to assist me in fulfilling my Board duties? You may choose to accept or decline any or all of items below:

**Business equipment:**

- a) Computer
- b) Desktop computer (with monitor, keyboard, and mouse);or
- c) Laptop computer (with carrying case)
- d) Printer/fax machine (a combination printer and fax machine)
- e) Data telephone line for internet access and fax transmission/reception
- f) Dial-up ISP (Internet Services Provider) for internet access
- g) Technical support and services on provided equipment and software, as necessary to perform Board duties. We do not provide support or software for personal equipment.

Note: The configuration, specification, and version of the provided equipment are based on policy, security requirements, internal testing, and currently supported products. Equipment is also standardized to lower cost of ownership and facilitates troubleshooting and updates. They may not necessarily mirror industry trends.

Staff will provide special equipment/software, under special circumstances (e.g. ADA requirements), to meet the Board Member's needs. This applies solely to LACERA-supplied equipment.

Board Members are reminded that any and all equipment supplied by LACERA as a perquisite of office remain the property of LACERA and must be returned at termination of appointment or term of office.

**Supplies:**

- a) Business cards
- b) Luggage carrier (for handling agendas, BOR only)
- c) Paper, ink, and printer/fax supplies for LACERA provided equipment
- d) Telephone calling card
- e) Secure file storage containers