

AGENDA

MEETING OF THE OPERATIONS OVERSIGHT COMMITTEE and BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 NORTH LAKE AVENUE, SUITE 810
PASADENA, CA 91101

WEDNESDAY, SEPTEMBER 7, 2016 - 9:00 A.M.**

*The Committee may take action on any item on the agenda,
and agenda items may be taken out of order.*

COMMITTEE MEMBERS:

Joseph Kelly, Chair
Yves Chery, Vice Chair
Anthony Bravo
Ronald Okum
David Muir, Alternate

I. APPROVAL OF THE MINUTES

A. Approval of the minutes of the regular meeting of August 11, 2016

II. PUBLIC COMMENT

III. FOR INFORMATION

A. LACERA Operations Briefing
Robert Hill/JJ Popowich

B. Overpayment & Forgery Receivables (Period Ended June 30, 2016)
David Bayha

C. Office Renovations
Cynthia Guider

D. Quarterly LACERA Diversity Reporting
Connie Chan

September 7, 2016

Page 2

IV. GOOD OF THE ORDER

(For information purposes only)

V. ADJOURNMENT

***The Board of Retirement has adopted a policy permitting any member of the Board to attend a standing committee meeting open to the public. In the event five or more members of the Board of Retirement (including members appointed to the Committee) are in attendance, the meeting shall constitute a joint meeting of the Committee and the Board of Retirement. Members of the Board of Retirement who are not members of the Committee may attend and participate in a meeting of a Board Committee but may not vote on any matter discussed at the meeting. The only action the Committee may take at the meeting is approval of a recommendation to take further action at a subsequent meeting of the Board.**

****Although the meeting is scheduled for 9:00 a.m., it can start anytime thereafter, depending on the length of the Board of Retirement meeting preceding it. Please be on call.**

Any documents subject to public disclosure that relate to an agenda item for an open session of the Committee, that are distributed to members of the Committee less than 72 hours prior to the meeting, will be available for public inspection at the time they are distributed to a majority of the Committee, at LACERA's offices at 300 North Lake Avenue, Suite 820, Pasadena, California during normal business hours from 9:00 a.m. to 5:00 p.m. Monday through Friday.

Persons requiring an alternative format of this agenda pursuant to Section 202 of the Americans with Disabilities Act of 1990 may request one by calling Cynthia Guider at (626)-564-6000, from 8:30 a.m. to 5:00 p.m. Monday through Friday, but no later than 48 hours prior to the time the meeting is to commence. Assistive Listening Devices are available upon request. American Sign Language (ASL) Interpreters are available with at least three (3) business days notice before the meeting date.

MINUTES OF THE MEETING OF THE
OPERATIONS OVERSIGHT COMMITTEE
and
BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

GATEWAY PLAZA - 300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

THURSDAY, AUGUST 11, 2016, 11:30 A.M. – 12:25 P.M.

COMMITTEE MEMBERS

PRESENT: Joseph Kelly, Chair
Yves Chery, Vice Chair
Anthony Bravo
Ronald Okum (*left at 12:17 p.m.*)
David L. Muir, Alternate

ALSO ATTENDING:

BOARD MEMBERS AT LARGE

Marvin Adams
William de la Garza
Vivian H. Gray
Shawn R. Kehoe
Les Robbins

STAFF, ADVISORS, PARTICIPANTS

Robert Hill	John Nogales
JJ Popowich	James Pu
James Beasley	

The meeting was called to order by Chair Kelly at 11:30 a.m.

I. APPROVAL OF THE MINUTES

A. Approval of the minutes of the regular meeting of July 14, 2016

Mr. Chery made a motion, Mr. Bravo seconded, to approve the minutes of the regular meeting of July 14, 2016. The motion passed unanimously.

II. PUBLIC COMMENT

III. ACTION ITEMS

A. Recommendation as submitted by James Beasley, Administrative Services Analyst: That the Committee recommend the Board of Retirement approve the purchase of Fiduciary Liability Insurance for the October 6, 2016 renewal with Hudson Insurance Company. (Memorandum dated August 3, 2016)

Mr. Okum made a motion, Mr. Chery seconded, to approve the recommendation. The motion passed unanimously.

IV. FOR INFORMATION

A. LACERA Operations Briefing
Robert Hill/JJ Popowich

Messrs. Hill and Popowich presented the monthly briefing on LACERA's operations. Many of the items highlighted may recur in subsequent briefings or may result in a future comprehensive OOC presentation.

- Public Records Request Update
- Report of Felony Forfeiture Cases Processed
- Neighborhood Workshops
- OPEB Valuation Update

IV. FOR INFORMATION (Continued)

B. Technology Staffing and Hiring
Robert Hill

Staff have been working from different angles in search of relief to the challenge of hiring and retaining qualified technology professionals. As part of this effort, we visited several County Departments to better understand the overall landscape. In this regard, staff gave a presentation providing information on the following:

- A history of our efforts
- What we learned from other County Departments
- What we learned from the private sector
- How LACERA is unique
- Hiring from a technology and an HR perspective
- The role of contract workers
- Next steps

Following the meeting, staff was available to provide a walking tour of LACERA's technology centers and critical infrastructures.

C. Overpayment & Forgery Receivables (Period Ended June 30, 2016)
David Bayha

D. Office Renovations
Cynthia Guider

There being no objection from the Committee, Chair Kelly announced that Items C and D would be postponed until the September meeting.

V. GOOD OF THE ORDER

(For information purposes only)

VI. ADJOURNMENT



The meeting adjourned at 12:25 p.m.

***The Board of Retirement has adopted a policy permitting any member of the Board to attend a standing committee meeting open to the public. In the event five or more members of the Board of Retirement (including members appointed to the Committee) are in attendance, the meeting shall constitute a joint meeting of the Committee and the Board of Retirement. Members of the Board of Retirement who are not members of the Committee may attend and participate in a meeting of a Board Committee but may not vote on any matter discussed at the meeting. The only action the Committee may take at the meeting is approval of a recommendation to take further action at a subsequent meeting of the Board.**

FOR INFORMATION ONLY

August 29, 2016

TO: Operations Oversight Committee
Joseph Kelly, Chair
Yves Chery, Vice Chair
Anthony Bravo
Ronald Okum
David Muir, Alternate

FROM: Robert R. Hill, Assistant Executive Officer 
JJ Popowich, Assistant Executive Officer 

FOR: September 7, 2016 Operations Oversight Committee Meeting

SUBJECT: **LACERA OPERATIONS BRIEFING**

The purpose of this briefing is to share insights on staff activities, updates on goals, and discuss opportunities and/or concerns. Many of the items highlighted may recur in subsequent briefings or may result in a future comprehensive OOC presentation.

- Public Records Request Update
- Report of Felony Forfeiture Cases Processed
- Reciprocal Pay Codes

DATE RECEIVED	REQUESTER	DOCS REQUESTED
Date Rec'd	Requester	Info/Docs Requested
08-01-16	S. Marks, Individual	Requested July 2016 Audit committee materials, including copy of the Audit Committee video and audio recording. <i>Email response stating that materials are being sent on Aug. 3, 2016 via U.S. mail.</i>
08-02-16	A. Kruk, Mandate Wire	LACERA is considering allowing Cornerstone to write construction loans that would provide debt through first mortgages or mezzanine loans. Requestor read that LACERA could allow Quadrant to make CMBS investments and that LACERA was considering using \$277m of its un-invested commitment to Quadrant to fund a potential co-investment strategy. Confirm whether this information was accurate and why LACERA is considering these changes at this time. <i>Transmitted 1 documents via email.</i> <i>1. Memo dated June 28, 2016 re Real Estate Debt Investments.</i>
08-03-16	J. Hammond, RELAC	Monthly request of Benefit Approval List. <i>Transmitted, via email, the Aug. 2016 list.</i>
08-03-16	LA County Sheriffs Dept.	Monthly request of Fire and Sheriffs Retirement Lists for Aug.3, 2016. <i>Transmitted two documents.</i> <i>Transmitted Fire and Sheriffs Retirement Lists, via email, the Aug. 2016 lists.</i>
08-04-16	G. Eubanks, Funston Advisors	Requested agenda packet for BOI meeting held on Wednesday, Aug. 10, 2016. <i>Transmitted information via email.</i>
08-04-16	V. Desikan, SEIU	Requested agenda packet for BOI meeting held on Wednesday, Aug. 10, 2016. <i>Transmitted information via email.</i>
08-04-16	Fred, Magna Capital Group	Requested agenda packet for BOI meeting held on Wednesday, Aug. 10, 2016. <i>Transmitted information via email.</i>
08-04-16	M. Keehn, LA County	Requested agenda packet for BOI meeting held on Wednesday, Aug. 10, 2016. <i>Transmitted information via email</i>
08-04-16	M. Keehn, LA County	Requested agenda packet for BOI meeting held on Wednesday, Aug. 10, 2016 <i>Transmitted information via email.</i>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
08-04-16	S. Moomjean, LA County	Requested agenda packet for BOI meeting held on Wednesday, Aug. 10, 2016 <i>Transmitted information via email.</i>
08-04-16	D. Kushner, Individual	Requested agenda packet for BOI meeting held on Wednesday, Aug. 10, 2016. <i>Transmitted information via email.</i>
08-04-16	A. Poe, Reed Smith	Requested agenda packet for BOI meeting held on Wednesday, Aug. 10, 2016. <i>Transmitted information via email.</i>
08-08-16	D. Kushner, Individual	Requested agenda packet for BOR Disability/Administrative and Committee meetings scheduled for Aug. 11, 2016. <i>Executive office electronically submitted website link for the agenda packet for the BOR Administrative/Disability meeting.</i>
08-08-16	R. Fellner, Transparent California	Request for information on LACERA staff's pay and benefits for the 2015 year. <i>First response via email: Data has been requested through Human Resources. LACERA Payroll is processed through the County. LACERA should have requested Data by Aug. 30.</i> <i>Waiting for Data.</i>
08-10-16	D. Gregory, Public Plan IQ	Request copy of: 1. Aug. 10, 2016 Board of Investment Meeting: All investment related discussion materials. 2. Aug. 10, 2016 Special Meeting Public/Private Equity: All investment related discussion materials. <i>Transmitted 2 documents via email.</i> 1. <i>Agenda packet for BOI meeting held on Wednesday, Aug. 10, 2016 and</i> 2. <i>Agenda packet for Equity: Public/Private Committee of Board of Investments for Wednesday, Aug. 10, 2016.</i>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
08-10-16	G. Chung, Financial News	<p>Requested information about the two recommendations on private equity emerging managers. Can you tell me if they were approved?</p> <p><i>Transmitted 3 documents via email.</i></p> <ol style="list-style-type: none"> 1. <i>BOI Equity Committee Memo dated July 27, 2016 re Emerging Market Discussion.</i> 2. <i>BOI Memo dated July 27, 2016 re Private Equity Emerging Manager Program.</i> 3. <i>BOI Memo dated June 30, 2016 re Private Equity Emerging Manager Program JP Morgan.</i> <p><i>Also comments transmitted via email: There was a single recommendation related to private equity emerging managers on the Board agenda in August. The memo for that item is attached, and the recommendation was approved. The equity committee also met that day, and there was an information item related to emerging market private equity. The slides from that presentation are also attached. Unrelated to emerging managers or emerging markets, the Board did consider a private equity investment in executive session. Following the executive session, it was reported that the Board approved a recommendation to commit up to \$75 million to Livingbridge 6, L.P.</i></p> <p>There is mention of an emerging manager RFP, which is expected to launch after the private equity advisor search is completed. Can you provide background on this RFP, and why they are conducting this search? <i>The first attachment provides background on the RFP.</i></p>
08-12-16	E. He, Warwick Business School	<p>Requested proxy voting records of LACERA for the period of January 1st 1980 to June 30th 2016 (or the maximum period available until present).</p> <p><i>Transmitted 9 documents. Submitted via email proxy vote information for 2016 through June 30, 2015, 2015, 2014, 2013, 2012, 2011, 2010, 2009, and 2008.</i></p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
08-18-16	M. Couvert, Swiss Finance Institute	<p>Conducting research with regards to shareholders' proposals. Especially interested in whether boards decided to implement proposals one year after they were voted.</p> <p><i>Transmitted via email 6 documents.</i></p> <ol style="list-style-type: none"> 1. <i>Corporate Governance Committee Memo dated September 17, 2010 re Project Voting Annual Review – Fiscal Year 2009/2010.</i> 2. <i>Corporate Governance Committee Memo dated July 26, 2011 re Proxy Voting Annual Review – Fiscal year 2010/2011.</i> 3. <i>Corporate Governance Committee Memo dated December 4, 2012 re Proxy Voting Annual Review – Fiscal Year 2011/2012.</i> 4. <i>Corporate Governance Committee Memo dated February 3, 2014 re Proxy Voting Annual Review – Fiscal Year 2012/2013.</i> 5. <i>Corporate Governance Committee Memo dated January 30, 2015 re Proxy voting Annual Review – Fiscal Year 2013/2014.</i> 6. <i>Corporate Governance Committee Memo dated August 20, 2015 re September 9, 2015 Corporate Governance Committee Meeting.</i>
08-24-16	S. Leavins, Retired Member	<p>Interested in obtaining statistics on disability retirements for the rank of Captain and above from the 2000 to 2014. Would like all of the retirement information on all individuals who retired due this time, both service connected and disability retirements.</p> <p>Would like retirement information on any individual who was hired back after retirement.</p> <p>Would like names of individuals who are responsible for determining who is eligible for disability retirement.</p> <p><i>Response via email.</i></p> <p><i>In order to identify the appropriate public documents, we need further detail to overcome any practical basis for denying access to the records or information sought. Please provide detailed information that will help identify the records that you seek.</i></p> <p>Request for information was cancelled via email.</p>

**FOR INFORMATION ONLY**

August 22, 2016

TO: Each Member
Operations Oversight Committee

FROM: David Bayha 
Benefits Division

FOR: September 7, 2016 - Operations Oversight Committee Meeting

**SUBJECT: OVERPAYMENT & FORGERY RECEIVABLES 6-MONTH PERIOD MONTH ENDED
06/30/2016.**

Staff will be providing your committee with an update of the Overpayment & Forgery Receivables as of June 30, 2016. Some of the highlights of the presentation include the following:

- Cola Plan E Legacy cases clean-up.
- Reduction in percentage of Incorrect Computation and Miscellaneous cases.

Staff will be happy to answer any questions you may have regarding this matter at the meeting.

REVIEWED AND APPROVED:



ROBERT HILL
Assistant Executive Officer

OOC OP & Forgery Receivables
RH:AC:db

Overpayment & Forgery Receivables 6 Month Period Ended June 30, 2016

A Strategic Partnership Between:
Benefits Division
Member Services
Financial & Accounting Services
Legal Office



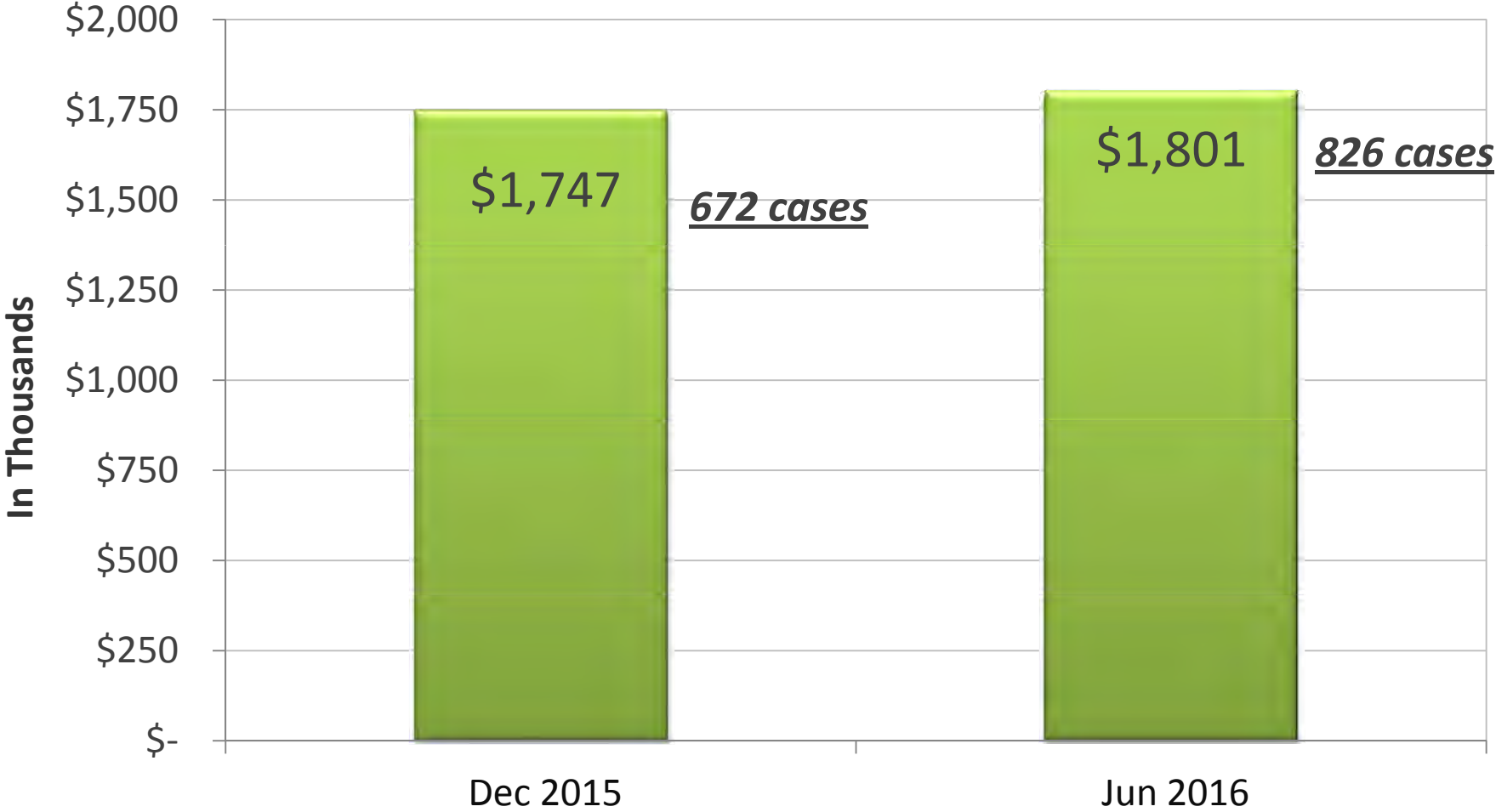
Presented by:

David Bayha – *Benefits Division*

September 7, 2016

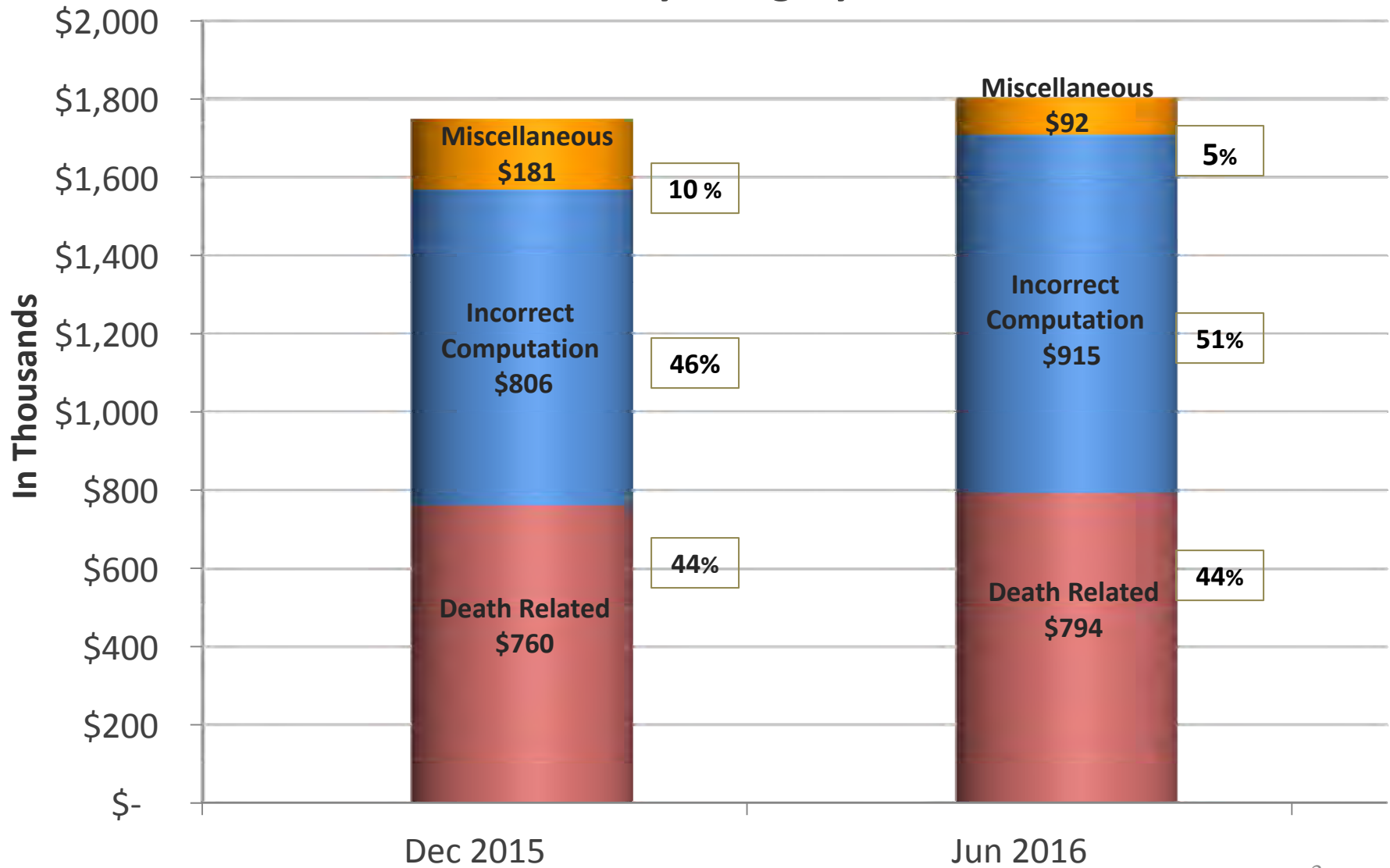
Overpayment & Forgery Receivables

Ending Balance Comparison



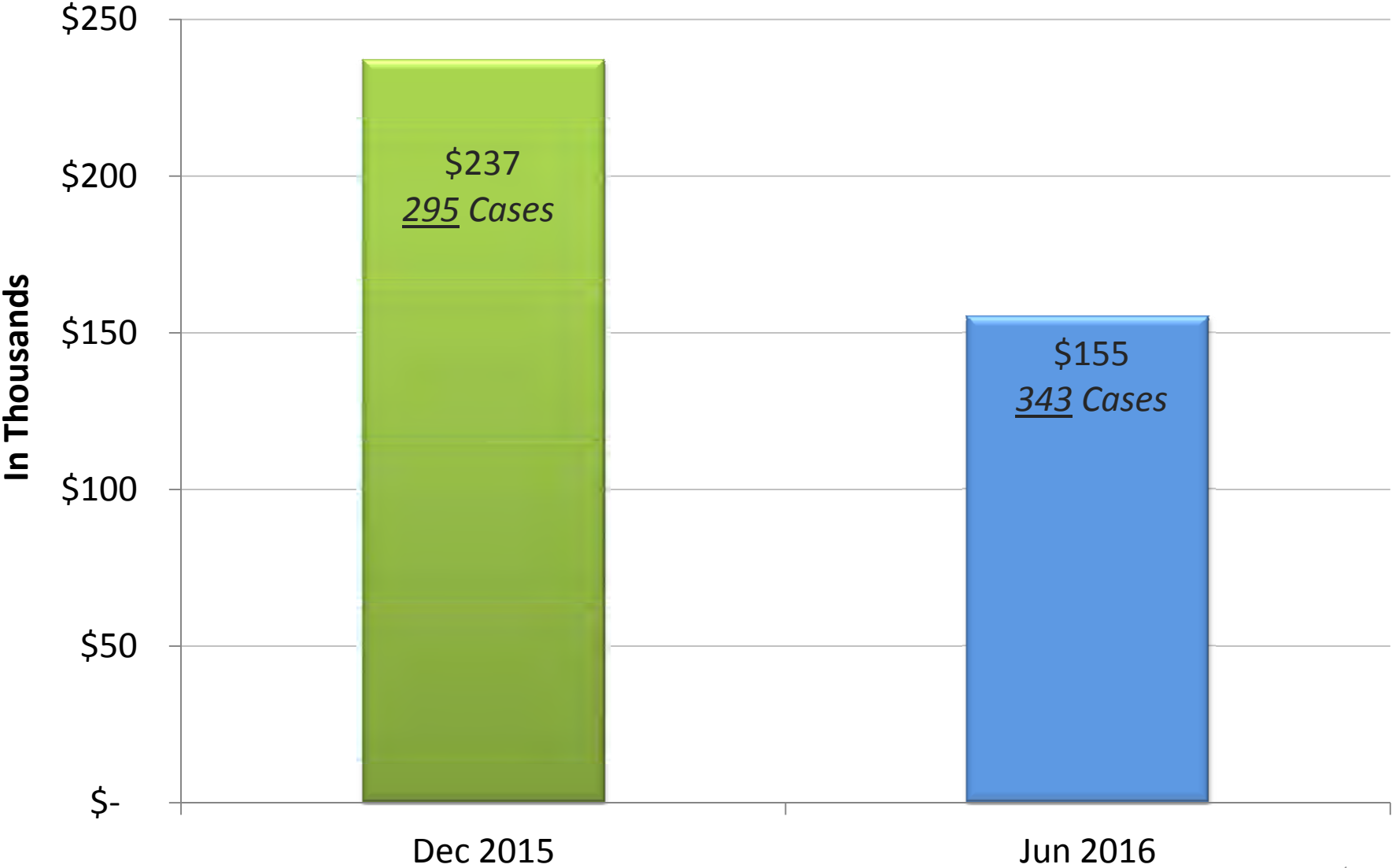
Overpayment & Forgery Receivables

Balance by Category



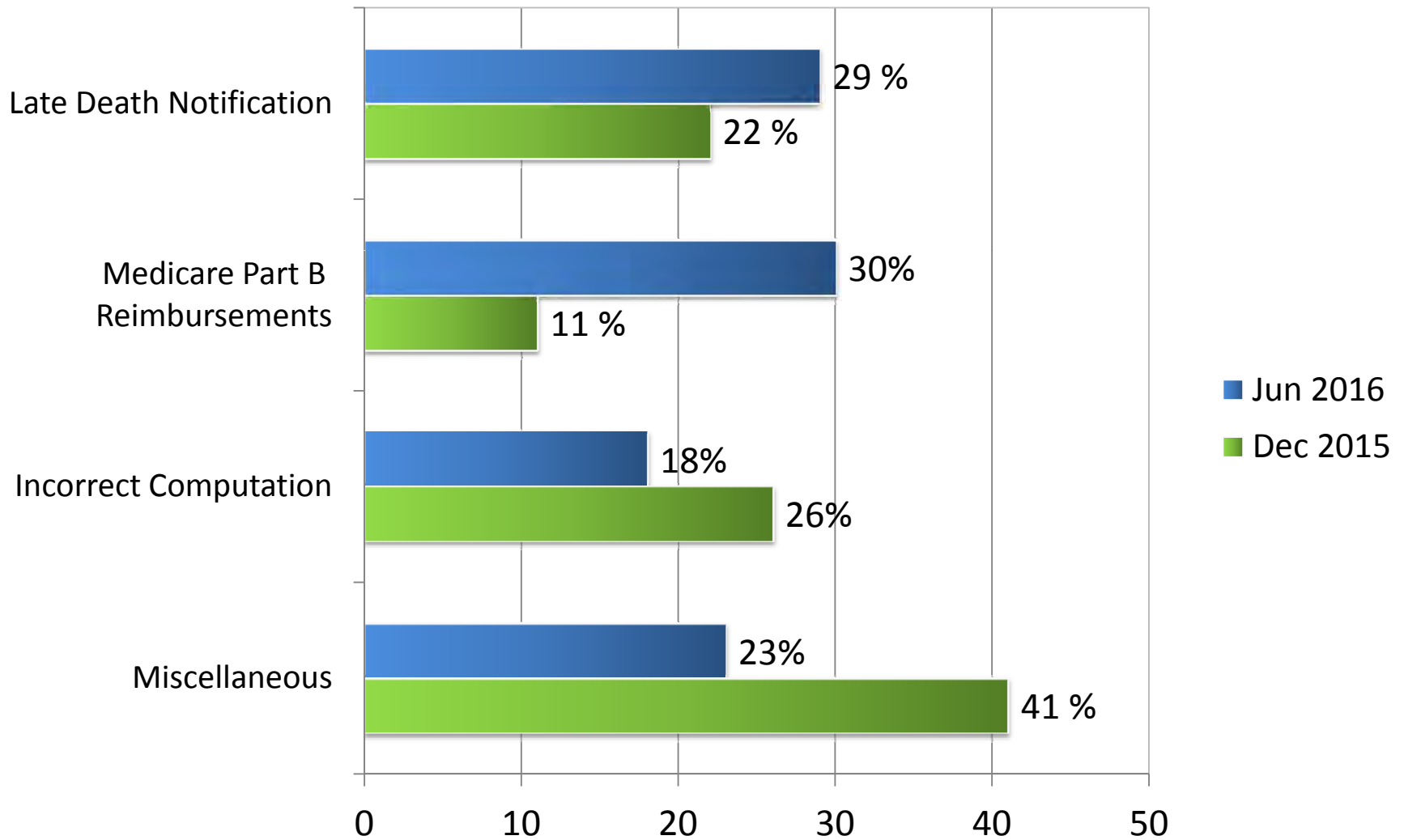
Overpayment & Forgery Receivables

New Cases Added Each Period Ended



Overpayment & Forgery Receivables

Breakdown of New Cases



Overpayment & Forgery Receivables

What have we been doing?

Medicare Part B Reimbursements

- 275 cases - \$46,000

Late Death Notification

- 16 cases - \$45,000

Incorrect Computation

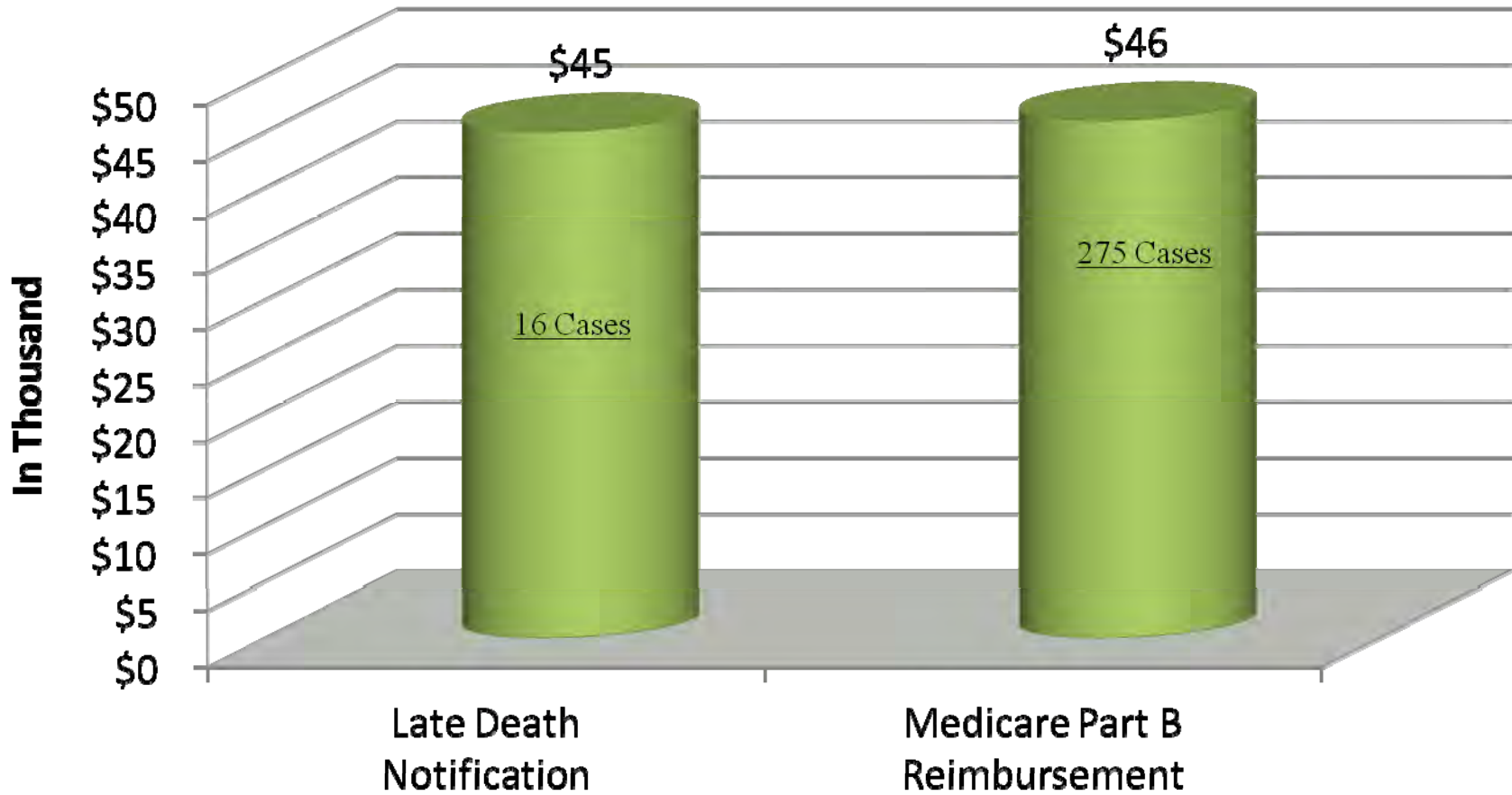
- 14 cases - \$29,000

Miscellaneous

- 38 cases - \$35,000

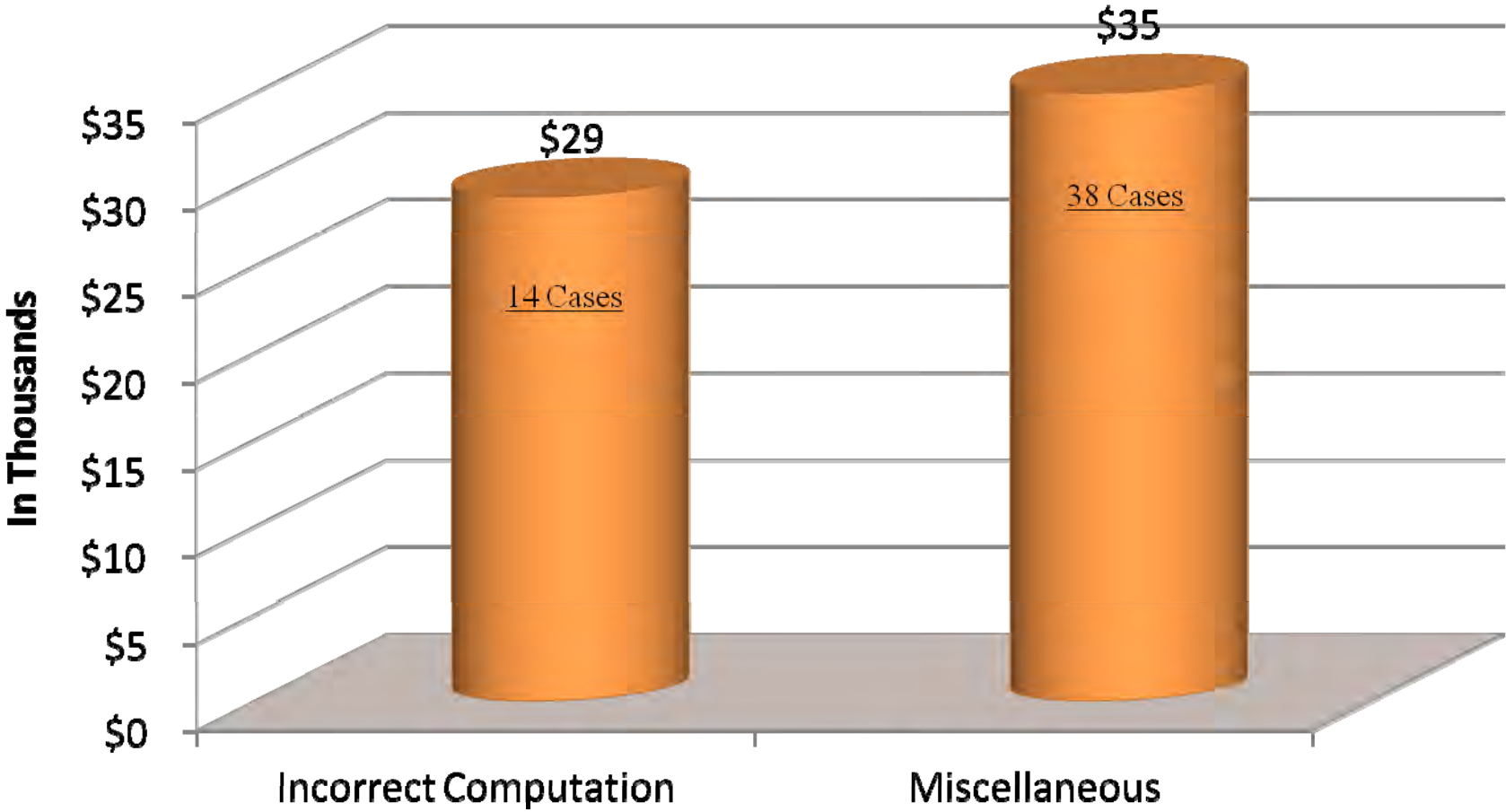
Overpayment & Forgery Receivables

New Cases – Beyond LACERA's Control



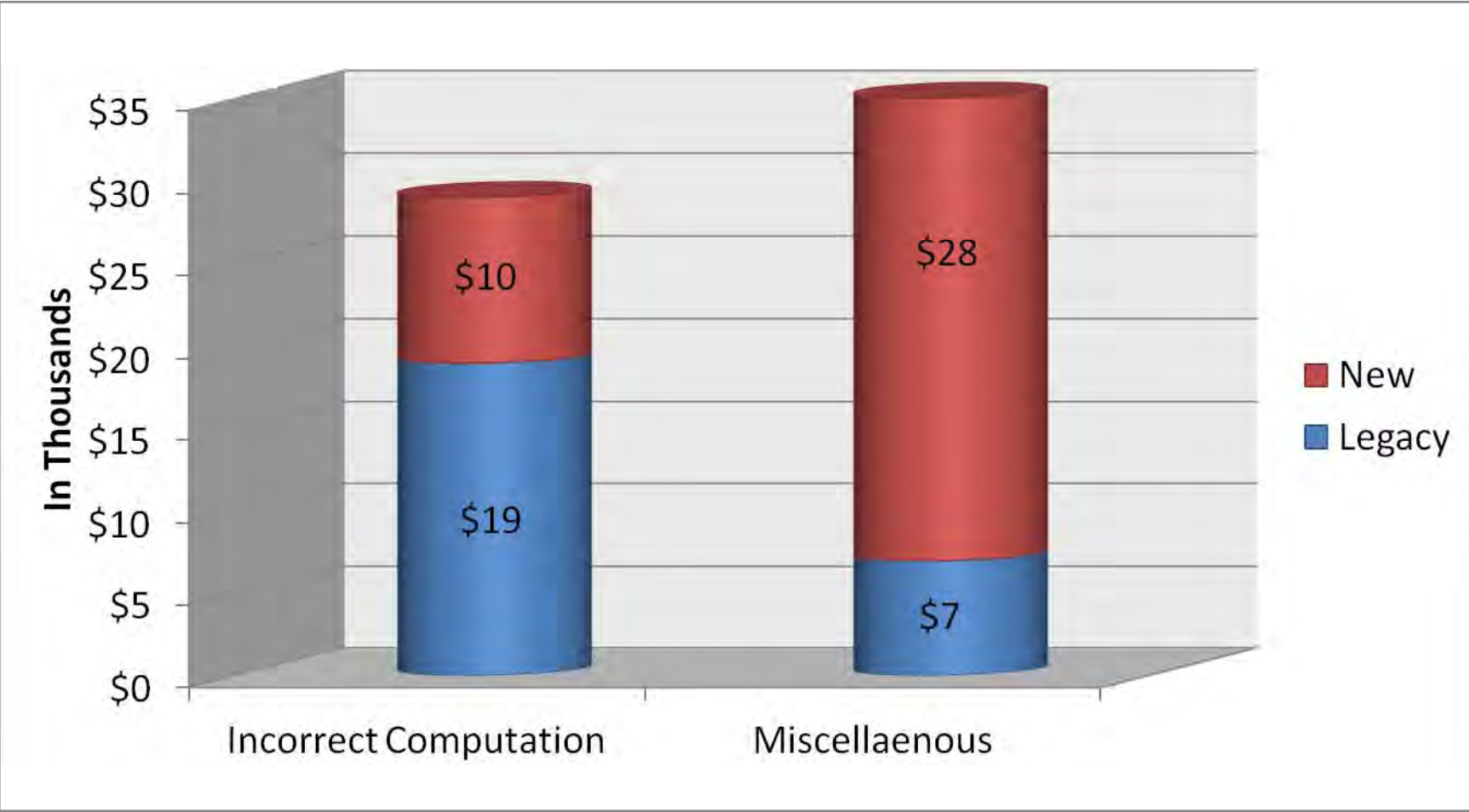
Overpayment & Forgery Receivables

New Cases – Within LACERA’s Control



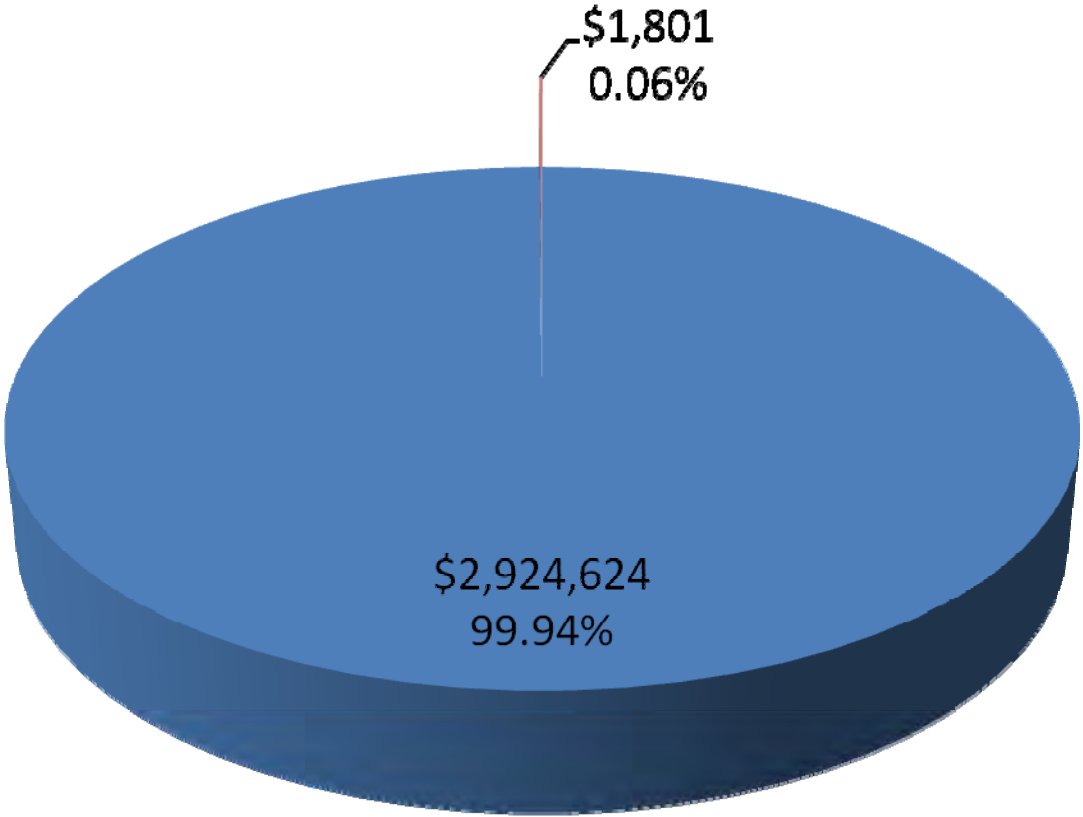
Overpayment & Forgery Receivables

New Cases – Within LACERA’s Control



Overpayment & Forgery Receivables

Balance as a Percentage of Payroll



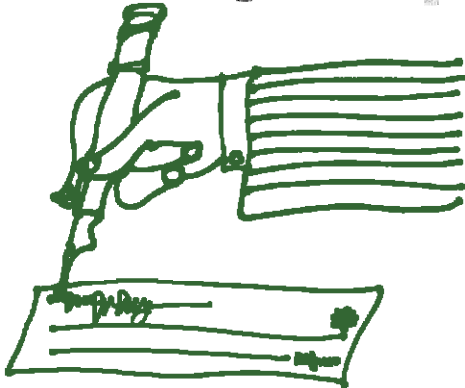
■ Payroll ■ Overpayment
(Dollars in Thousands)

Overpayment & Forgery Receivables

Collections for this Period



\$ 81,000 – Automatic Deduction/TTC



\$ 18,000 – Over the Counter Checks

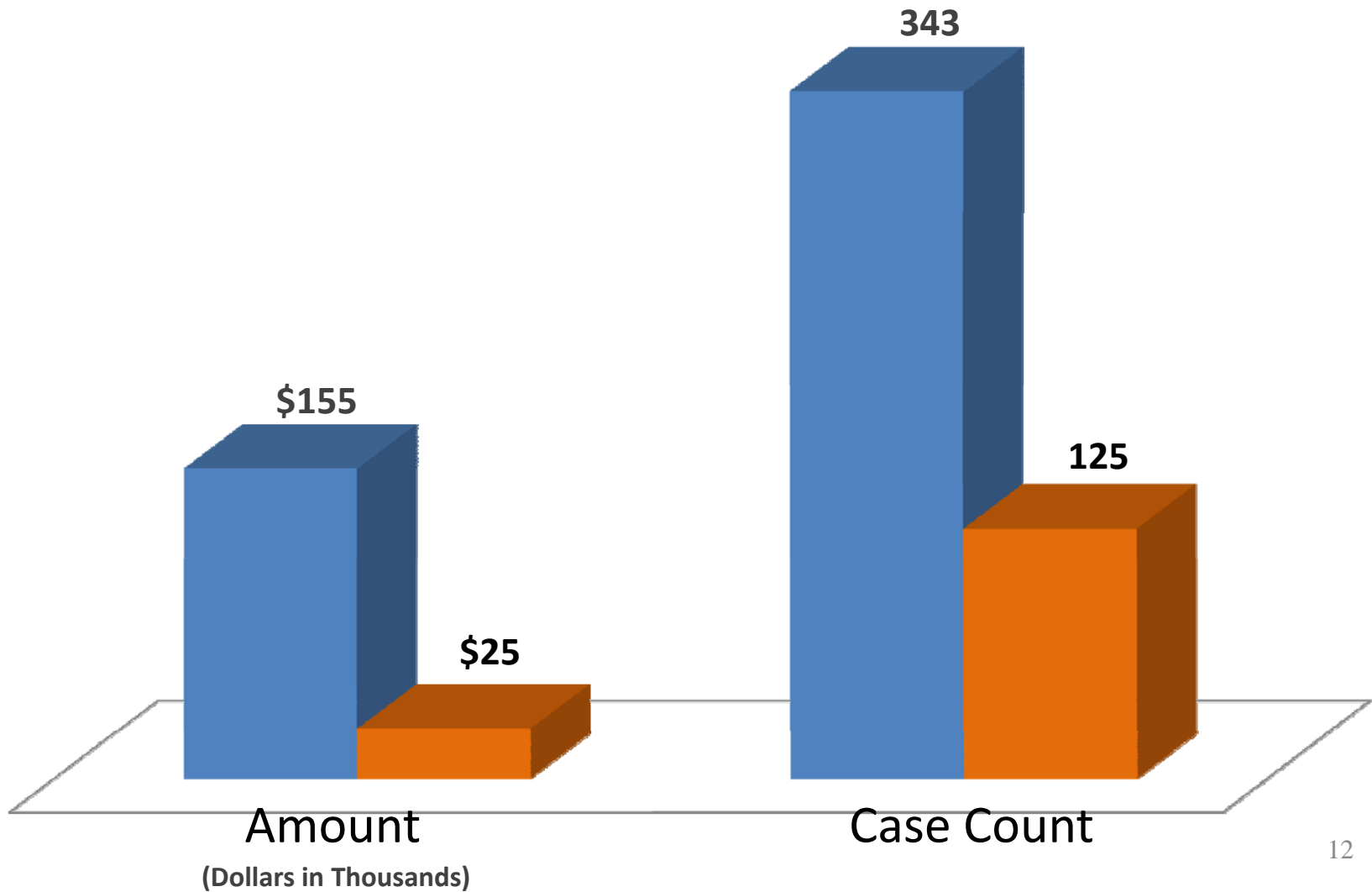
\$ 99,000

Overpayment & Forgery Receivables

Collection Status: New Cases

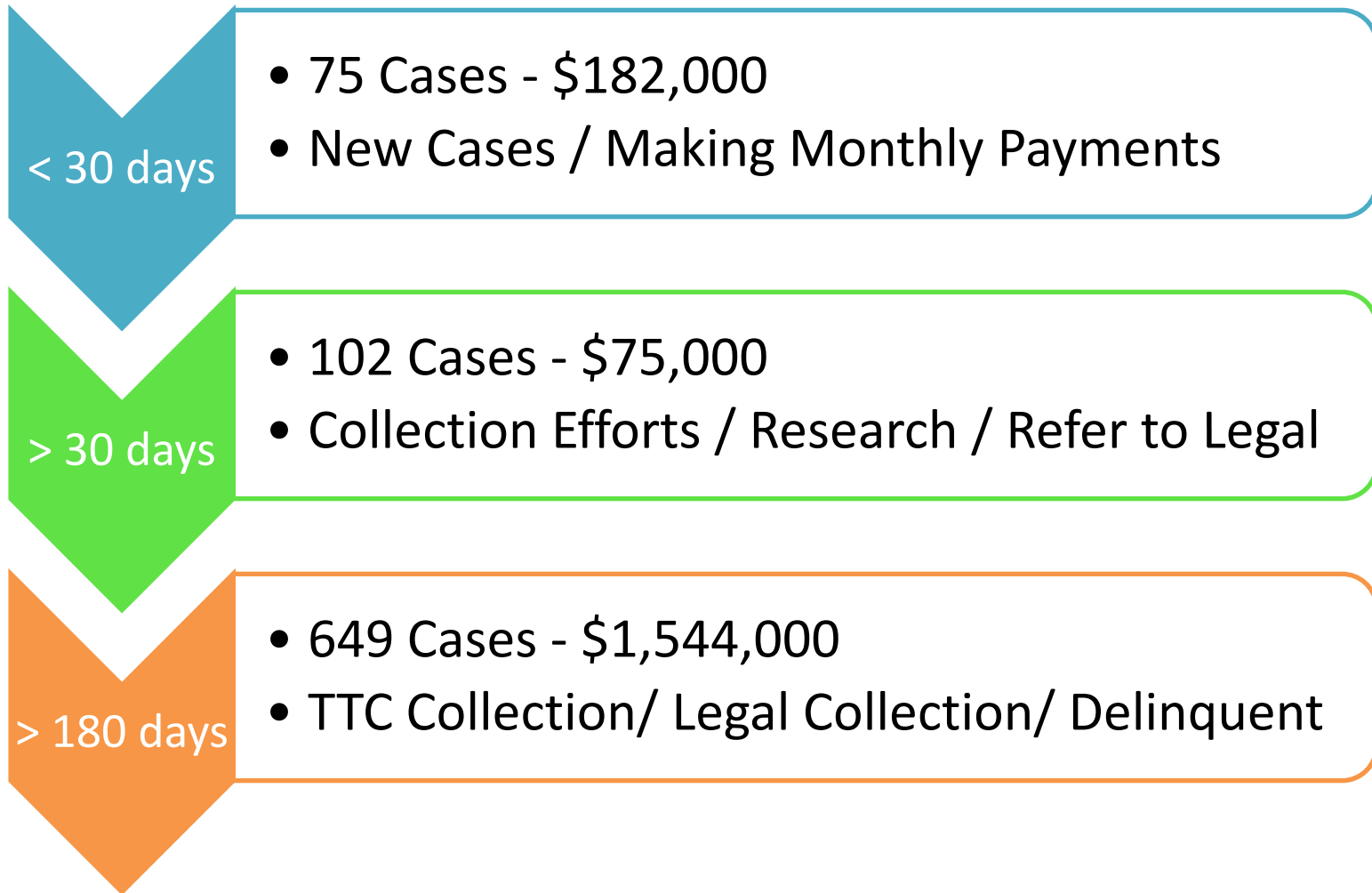
For This Period

■ Set-up ■ Collected



Overpayment & Forgery Receivables

Aging Report



Overpayment & Forgery Receivables

Breakdown of Cases



Underpayment of Contributions

Update for the current period

Waiver of Interest

Questions . . .





INFORMATION ONLY

September 1, 2016

TO: Operations Oversight Committee
Joe Kelly, Chair
Yves Chery, Vice Chair
Anthony Bravo
Ronald Okum
David Muir, Alternate

FROM: Cynthia Guider
Administrative Services Division

FOR: September 7, 2016 Operations Oversight Committee

SUBJECT: Office Renovations

EXECUTIVE SUMMARY

Renovations to LACERA workspaces are made to ensure we maintain a safe, compliant, and efficient work environment. Project management is provided by Administrative Services Division staff and oversight of the process is by a steering committee comprised of staff from the Executive Office, Systems, and Administrative Services.

Each year during the development of the administrative budget, Division Managers meet with Administrative Services staff to determine changes to their space needs based upon changes in the business plan, strategic goals, staffing levels, business process, and compliance requirements. The requests are compiled and vetted with the Steering Committee for priority determination and a budget is developed based upon the initial analysis with the divisions. This amount becomes part of the Administrative Budget allocation.

DISCUSSION

In 2016 we have undertaken renovation projects that include the expansion of the Retiree Healthcare Division (RHC), renovating the Administrative Services Division,

Each Member, Operations Oversight Committee

September 1, 2016

Re: Office Renovations Page 2 of 4

and the 8th floor restrooms. The expansion project for RHC will be complete by mid-September; the Administrative Services renovation is projected to start by mid-October, and the 8th floor restrooms will take place later this year.

Additionally, LACERA has secured approximately 8,000 square feet of space on the second floor to use as a Systems Division staging area during the workstation replacement project, and by the Administrative Services Division while renovating their sixth floor work area.

Retiree Healthcare Expansion

The Retiree Healthcare Division (RHC) was last renovated in 2009 when it was relocated to the third floor. At that time it was determined there was sufficient space to accommodate the projected growth over the next several years.

Recently, a business plan was developed for the division to provide greater privacy and a quiet work area for the RHC Call Center team. In order to accommodate the new business plan, a common area conference room was integrated into the RHC work area.

The expansion project resulted in the following:

- Six (6) Call Center cubicles configured for increased privacy
- A sound abatement solution added to the Call Center area
- Three (3) additional cubicles
- One (1) additional office
- Reconfiguration of the division workroom
- Addition of a second door to the suite

This project is 95% complete with a small list of items that LACERA's furniture vendor will be providing in the near future.

Administrative Services Division Renovation

The Administrative Services Division was last renovated approximately 15 years ago. Over the years there have been various changes to processes and staffing additions without the need to renovate the division.

The Administrative Services Division provides services in the following areas:

- Administrative Services is the starting point for member documents and the Document Processing Center (DPC) intakes all mail and segregates member mail in order to scan and index the documents for Benefits, Disability Retirement Services, Member Services, and Retiree Healthcare divisions. The DPC also provides additional member document scanning services for Retiree Healthcare and Disability Retirement Services in addition to Board agendas and notes and other non-member related documents. Additionally, the DPC is the hub for all mail and copy services to the organization.
- Procurement
- Facilities Management
- Budget Development and Monitoring
- Records Management
- Contract Monitoring
- Employee Health and Safety Programs
- Liability Insurance Program
- Business Continuity Planning
- Corporate Reception and Switchboard

With LACERA's continuing efforts to protect the privacy of member information it has become evident that Administrative Services needs to enhance the privacy of member documents by functionally restricting access to the Document Processing Center (DPC) work area. Since the DPC Unit will have limited access for all LACERA staff, there will be a service window accessible from the hall where staff can

Each Member, Operations Oversight Committee

September 1, 2016

Re: Office Renovations Page 4 of 4

drop off their scanning and copy requests without the need to enter the space. The DPC also has specific technology and furnishing needs to support the business process that includes specialized equipment necessary for the day-to-day operation.

Other changes to further limit the need to enter the Division's work area include relocating the conference room to provide accessibility from the hallway, a procurement customer service window accessible from the hallway, and securing the corporate reception area.

As part of the renovation plan, the entire division will be relocated to vacant space on the second floor in order to provide expediency during the construction process. By relocating the division to temporary work space, the need to complete the project in more than one phase is eliminated. Phasing a project increases the overall project time line by 6 to 8 weeks and increases project costs by approximately 20%.

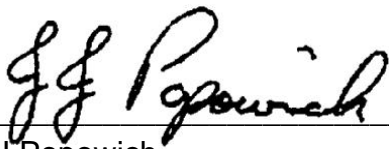
8th Floor Restrooms

The restrooms on the 8th floor are in need of a plumbing overhaul and must be brought into compliance with the City of Pasadena's ADA regulations.

The restrooms will be closed for approximately 10-12 weeks while the work is being done, which includes replacing pipes and installing new fixtures. This renovation will affect Board operations on meeting days since there will be no restroom available on the 8th floor. Restrooms are available on floors 7, 6, 5, 3, and 1.

The date for this project has not yet been determined and the goal is to schedule the work for a time that least disrupts board days. We will keep you apprised in advance of the start of this project.

REVIEWED AND APPROVED



JJ Popowich

Assistant Executive Officer

Attachment

/cg

RENOVATION PROJECTS UPDATE September 1, 2016

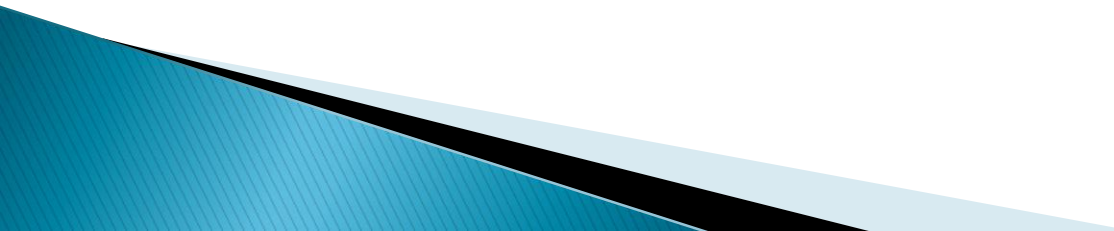


OVERVIEW

- ▶ Each year the Administrative Services Division identifies renovation projects for the fiscal year. The 2016 projects include:
 - Expansion of Retiree Healthcare Division
 - Renovation of Administrative Services Division
 - Renovation of 8th floor restrooms
- ▶ Secured approximately 8,000 square feet of space on the 2nd floor to be used as a staging area by Systems during the workstation upgrade and temporary space for the Administrative Services Division during renovation

Retiree Healthcare Expansion

Project Highlights

- Six Call Center cubicles reconfigured for increased privacy and sound dampening “carpet” applied to the wall to absorb sound
 - Add three new staff cubicles
 - Add one private office
 - Reconfiguration of the workroom
 - Add a second suite door
- ▶ Project is 95% complete with projected completion date of mid-September
- 

Administrative Services Renovation

▶ Project Highlights


- Create a separate and secure work area for the Document Processing Center (DPC), Mail Room, and Copy Room for increased security, privacy and confidentiality of documents. Access to this work area will be limited to DPC staff and Division Management.
- Relocate the conference room to be accessible from the corridor
- Provide a customer window for the Procurement Unit and the Mail Room
- Secure the corporate reception area
- Provide room for growth increasing the staff cubicle count by three

Administrative Services Renovation

- Temporarily relocate all division staff, including corporate reception, to space located on the 2nd floor to provide expediency during the construction process. Relocating the division eliminates the need to have multiple construction phases. Phasing a project increases the overall project time line by 6 to 8 weeks and increases project costs by approximately 20%
- ▶ Projected Completion Date of 12 weeks after the start of the project

8th Floor Restroom Renovation

▶ Project Highlights

- Renovate both restrooms on the 8th floor to be in compliance with the City of Pasadena ADA regulations
 - Redo the plumbing in both restrooms
 - Redo the finishes (tile, etc) in both restrooms
 - Restrooms will be closed for approximately 10 to 12 weeks to complete the work
 - Restrooms will be available on floors 7, 6, 5, 3 and 1
- ▶ Target Start Date is Undetermined at this time
- 

Questions or Comments?



**INFORMATION ONLY**

August 24, 2016

TO: Operations Oversight Committee
Joe Kelly, Chair
Yves Chery, Vice Chair
Anthony Bravo
Ronald Okum
David Muir, Alternate

FROM: Connie Chan *CC*
Senior Human Resources Analyst, LACERA

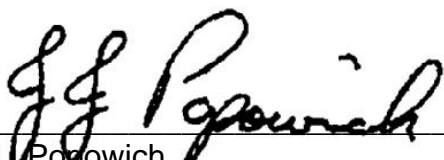
FOR: September 7, 2016 Operations Oversight Committee

SUBJECT: QUARTERLY LACERA DIVERSITY REPORTING

LACERA believes a diversified workforce is vital to creating a positive and engaging work environment that reflects the diversity of the community we serve. Our initial presentation in June covered the what, why, and how of diversity as well as provided statistical information reflecting LACERA's current ethnicity and gender make-up.

This presentation will provide a brief overview of Generational Diversity at LACERA, including a summary of general characteristics of each generation and statistical information reflecting LACERA's current workforce.

REVIEWED AND APPROVED



J. Popowich
Assistant Executive Officer

Attachment

Generational Diversity at **L/CERA**



September 7, 2016

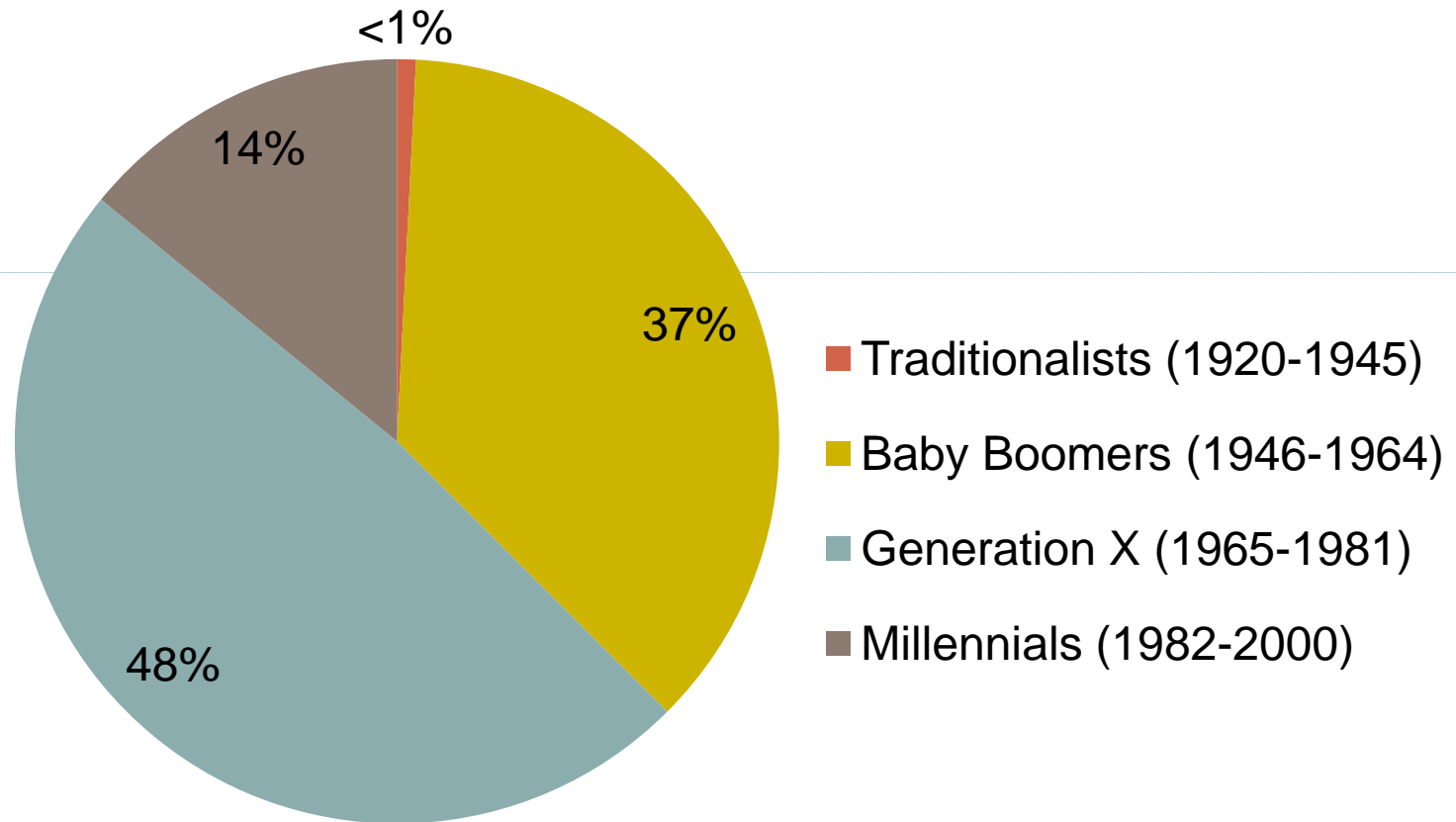
Generations by Year of Birth

Generation	Birth Years
Traditionalists	1920 - 1945
Baby Boomers	1946 – 1964*
Generation X	1965 - 1981
Millennials	1982 – 2000*
Generation Z	2001 – NOW!

*As defined by the United States Census Bureau (2014 / 2015)

LACERA's Generational Diversity

July 2016



Data as of 7/28/2016

Generational Statistics By Division

July 2016

LACERA DIVISIONS	Generations				LACERA Totals
	Traditionalists (1920-1945)	Baby Boomers (1946-1964)	Generation X (1965-1981)	Millennials (1982-2000)	
Administrative Services	0	12	13	4	29
Benefits	0	25	30	8	63
Communications	0	3	2	2	7
Disability Litigation	0	4	3	1	8
Disability Retirement Services	1	6	22	9	38
Executive/Board Secretaries	0	3	3	1	7
Financial & Accounting Services	0	12	12	4	28
Human Resources	0	6	5	1	12
Internal Audit	1	3	6	0	10
Investments	0	8	12	4	24
Legal Services	1	8	8	0	17
Member Services	0	18	26	15	59
Quality Assurance & Metrics	0	6	9	1	16
Retiree Health Care	0	7	9	3	19
Systems	0	17	22	0	39
LACERA Totals	3	138	182	53	376
LACERA Percentages	0.8%	36.7%	48.4%	14.1%	100.0%

Data as of 7/28/2016



Understanding Generations

Definition:

A group of people who are:

- defined by age boundaries,
- born during a certain era,
- share similar experiences growing up,
- and have common attitudes and values.

Major Events that Affected Values of Traditionalists (1920-1945)

- Great Depression – Sacrifice and hard times
- World War II
- New Deal
- Industrialization
- Korean War
- Radio
- Telephone



Major Events that Affected Values of Baby Boomers (1946 – 1964)

- Civil Rights Movements
- Kennedy assassinations
- Protests
- Cold War
- Vietnam War
- Credit Cards
- Television



Major Events that Affected Values of Generation X (1965 – 1981)

- 1979 Energy Crisis
- 1987 Stock Market Crash
- Challenger Explosion
- Latchkey Upbringing
- Watergate
- Gulf War
- Video Games
- Personal Computers



Major Events that Affected Values of Millennials (1982 – 2000)

- Iran and Afghanistan Wars – Global perspectives
- Economic Prosperity/Market melt downs
- Generation-X Parents
- Berlin Wall
- School Shootings
- September 11
- Internet
- Text-Messaging
- Social Networking



Advantages of a Generationally Diverse Workforce



A blend of different perspectives and approaches is the best way for companies to achieve goals, promote innovation and boost productivity.

Understanding Generational Differences



	Traditionalists	Baby Boomers	Generation X	Millennials
Communication	Face to Face Formal Memo Formal	Face to Face, Telephone, E-Mail Diplomatic, Consensual	Cell Phone during work hours only, Email Direct, Factual	Text Messaging, Social Media Casual, Positive, Motivational
Feedback	Subtle, private recognition on an individual level	Once a year Review	Regular feedback, but not dependent on it	Constant praise and regular promotions
Rewards	Satisfaction for a job well done. Respect	Money, title, the corner office Public recognition	Independence in the workplace Time off	Meaningful work and innovation Flexible Schedule
Work Ethics	Dedicated Pay your dues	Driven Works long hours to establish worth	Independent Work smarter, not longer	Entrepreneurial Multi-taskers Never give up
Work Attitudes	Works hard to maintain job security.	Workaholics, Visibility is Key	Focused on a clear balance between work and family.	Will choose lifestyle over a promotion.
View on Authority	Respectful of Authority	Impressed by Experience	Not Intimidated by Authority Skeptical	Relaxed Will show up at the CEO's office to chat.

Conclusion



Disclaimer



“A generational identity is a state of mind shaped by many events and influences. Only you can define what generation you fit into.”

Lancaster and Stillman (2002)



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