

Senior Managers' Performance Evaluation Policy

I. Background & Objectives

- A. One of the most important functions of the Board is the oversight and supervision of the senior managers: the Chief Executive Officer, Chief Investment Officer, and Chief Counsel, who report directly to the Board. In order to ensure that this function is carried out effectively, the Board believes that formal evaluation procedures and practices are required. Accordingly, the Board has adopted this policy.
- B. The primary objectives of this policy are to:
 - 1. Assist the Board in arriving at and communicating clear and meaningful goals and performance targets for the senior managers; and
 - 2. Ensure that the senior managers receive useful and objective performance feedback from the Board on a periodic basis.

II. Principles & Assumption

This policy provides only the broad criteria and the general process to be followed when evaluating the performance of the senior managers. Many of the specific criteria used to evaluate the performance of the senior managers will be established annually to reflect the particular circumstances that may exist.

III. Roles

- A. The Board will be responsible for evaluating the performance of the senior managers.
- B. A Personnel Committee will be established at the first regular meeting of the Board in January of each year to coordinate the evaluation process.
- C. The Board may retain a third party to facilitate the evaluation process.

IV. Guidelines

- A. Process: The senior managers may provide input to the Personnel Committee prior to their performance review dates regarding:
 - 1. The proposed evaluation criteria for the senior managers for the calendar year in question and their relative weights if appropriate; and

- a. The proposed evaluation format to be used in evaluating senior managers for the calendar year in question.
 - b. The Personnel Committee shall report to the Board the proposed evaluation criteria and relative weights for evaluation forms (if utilized) that are established by the Committee for reviewing senior managers' performance.
2. In evaluating the performance of senior management, the Board will consider the following, as appropriate by position:
 - a. Achievement of appropriate performance targets for VCERA;
 - b. Implementation of the Business Plan;
 - c. Implementation of board policies and associated reporting to the Board;
 - d. Leadership, management and related qualities and skills;
 - e. Fulfillment of the applicable charters; and
 - f. Other criteria that the Board may determine to be appropriate.
- B. The Board may use a survey instrument to facilitate the receipt of trustee input on leadership, management, and related qualities and skills. Board members may submit written comments on the senior managers' performance.
- C. The Board will attempt to ensure that the criteria:
 1. Are objective in nature and, for the most part, measurable; and
 2. Pertain only to outcomes over which the senior managers have a reasonable degree of control.
- D. Annually, the Chief Executive Officer will distribute an Evaluation Package to each member of the Board prior to the Senior Manager's salary review date.

The Evaluation Package may include copies of the Business Plan, any performance targets established, and the senior manager's self-evaluation report. The senior manager's self-evaluation report is designed to assist the Board in the evaluation process. It should describe the extent to which the senior manager believes the evaluation criteria were met

over the past year, as well as all relevant supporting data. The report may also include any additional information the senior manager believes should be considered by the Board in its evaluation. The Chief Executive Officer may provide input on the performance of the Chief Investment Officer and Chief Counsel.

- E. The Board shall treat this material as confidential. The Chair or, if applicable, a third party will ensure that all data is tabulated and summarized, and treated as confidential.
- F. Upon completion of its review, the Chair of the Personnel Committee will distribute a written summary of the Committee's evaluation to the Board for discussion, and the senior manager will be invited to participate. The Board's discussion of the performance will be held in Executive Session.
- G. Upon completion of the Board's discussion, the Chair of the Board and the manager will sign the written summary evaluation, which then will be sealed, and thereafter the Chair of the Board will cause this to be placed in the manager's secure personnel file maintained by the VCERA Human Resources personnel.

V. Policy Review & History

This Board will review this policy at least every three (3) years to ensure that it remains relevant and appropriate.

Date	Action	Comments
September 10, 2012	Policy Adopted	
March 12, 2018	Reviewed & Amended	Updated title and content to reflect policy is for all senior managers who report directly to the Board (including General Counsel and CIO), not just Retirement Administrator; Added that the RA may provide input on performance of the CIO and GC; Removed detailed timelines
October 27, 2025	Reformatted	Reformatted based on new policy format adopted by the Board on March 24, 2025
August 24, 2026	Amended	Amended to reflect the Board's decision at its regular meeting on July 27, 2026, to change the job titles of Retirement



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Administrator to Chief Executive Officer
and General Counsel to Chief Counsel.