



Commonwealth of Pennsylvania

Public School Employees' Retirement Board

Policy Name:	Board Direct Report and Board Support Staff Evaluation
Policy Number:	2025-POL-BD-06
Effective Date:	June 13, 2025
Last Reviewed Date:	June 13, 2025
Executive Staff Contact:	Human Resources Director

I. Purpose

The purpose of this policy is to establish a framework and document responsibilities for the performance evaluation of positions directly reporting to the Board and to create a process through which Trustees may provide feedback for other employees who support the work of the Board.

II. Scope

1. For purposes of evaluations to be completed by the Board and facilitated through the Governance and Administration Committee (G&A), the scope of this policy includes the Executive Director (ED), Chief Investment Officer (CIO), and Chief Counsel (CC).
2. For purposes of providing feedback and input into the performance evaluations of staff who support the work of the Board, the scope of this policy includes all Committee Liaisons, the Board Information Officer, and the Board Liaison.

III. Objectives

The objectives of this policy are to:

1. Ensure performance review of the Board's direct reports is documented annually.
2. Provide a framework for performance management best practices for positions directly reporting to the Board.
3. Facilitate opportunities for Trustees to provide performance feedback for staff who serve as Committee Liaisons, the Board Information Officer, and the Board Liaison.

IV. Policy

1. **Evaluation of Direct Reports to the Board (ED, CIO, CC):**
 - A. The first annual rating should occur at the conclusion of the first year of employment and shall thereafter be reset to the fiscal year, July 1-June 30.

- B. Following the first year of employment, the annual rating cycle should commence on July 1 and end on June 30.
- C. Interim evaluations and/or informal feedback may be provided outside the annual rating cycle at the discretion of the G&A Committee, the Board Chairperson, and the Board.
- D. The evaluation tool should be a form similar to the standard Employee Performance Review form adopted by the Commonwealth broadly. The tool should consist of the following factors:
 - i. **Leadership** – measures commitment to excellence, development and implementation of strategic vision, ability to achieve results, and learning from successes and shortcomings.
 - ii. **Planning** – measures excellence in strategic planning, change management, project planning and maximization of resources.
 - iii. **Management** – measures the effectiveness of managing programs, operations, and human, financial, and technological resources.
 - iv. **Interpersonal relations** – measures the ability to establish and maintain interpersonal relationships, effectiveness of communications, and degree of positive engagement with others.
 - v. **Results and Policies** – measures excellence in achievement and evaluation of organizational goals and policies within established timeframes.
- E. In assessing employee performance relative to the factors above, evaluators should use the following five-point scale:
 - Far Exceeds Expectations
 - Exceeds Expectations
 - Meets Expectations
 - Needs Improvement
 - Unsatisfactory
- F. The overall rating does not need to weight all factors equally and should consider the factors most relevant to the execution of work for the employee evaluated. Comments should be used to support the ratings of each factor and to summarize employee strengths and opportunities for development.
- G. To prepare the annual performance review feedback should be solicited from all Trustees, and, where directed by the G&A Committee Chair, may also include feedback from peers and subordinates. Where such feedback is solicited, it should generally be weighted at 20% when combined with feedback from Trustees. Relevant peers and subordinates may include but are not limited to the following positions:
 - Executive Director
 - Chief Counsel
 - Chief Financial Officer
 - Chief Investment Officer
 - Chief Audit Officer

- Deputy Executive Director for Administration
- Deputy Executive Director and Director of Defined Contributions
- Chief Risk Officer
- Director of Government Affairs and Stakeholder Engagement
- Chief Compliance Officer
- Deputy Chief Counsels
- Communications Director
- Deputy Chief Investment Officers
- Other direct reports to the ED, CIO, or CC

2. Provision of feedback for Positions supporting the Committees and Board:

The ED and/or CC may solicit feedback formally or informally from Committee Chairs and Trustees to support completion of employee evaluations for their subordinates who serve as Committee Liaisons, Board Information Officer, and/or Board Liaison.

V. Related Policies/Issuances

[Management Directive 540.7: Performance Management Program](#)

VI. Responsible Committee and Frequency of Review

1. The Responsible Committee for this policy is the G&A Committee, with input from the Board.
2. This policy shall be reviewed by the G&A Committee every three years and when there are changes in the Board's strategic priorities and initiatives, risks or performance factors, legislation or regulation, actual or potential litigation, or recommendations from studies or audits that may impact the efficacy of the policy. The G&A Committee shall report the results of this review to the Board.

VII. Responsibilities

1. The G&A Committee Chair should serve as the rater and administer the process for collecting feedback from all Trustees on the performance of the ED, and CC, assisted by the Human Resources Director.
2. The G&A Committee Chair should collaborate with the Chair of the Investment Committee as raters to administer the process for collecting feedback from all Trustees on the performance of the CIO, assisted by the Human Resources Director.
3. The G&A Committee Chair should direct the Human Resources Director on all relevant peer and/or subordinate positions from whom feedback should be solicited and collected (anonymously) for the ED, CIO, and CC.
4. The G&A Committee Chair should collaborate with the Board Chairperson as reviewing officer to compile all feedback received into the evaluation tool for review with the G&A Committee.

5. The G&A Committee Chair, assisted by the Board Chair as appropriate, should present the annual evaluation, interim evaluation, and/or informal feedback to the ED, CIO, and CC.

Policy History:

Summary of Changes:

Date	Version	Summary
03/31/2023	1.0	NEW Policy, Executive Director Evaluation adopted by Board Resolution 2023-10
10/20/2023	2.0	Revised, addition of Chief Investment Officer and Chief Counsel adopted by Board Resolution 2023-44
06/13/2025	3.0	Revised to include provision of feedback for staff supporting Committee and Board (Committee Liaisons, Board Information Officer, Board Liaison) Transitioned to Board Policy Template Clarified roles of “Rater” and “Reviewing Officer” Suggested weighting for peer/subordinate feedback Adjusted evaluation tool to allow for employee feedback Adjusted peer/subordinate feedback tool to online form Adopted by Board Resolution 2025-46