ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

BOARD OF RETIREMENT
2223 WELLINGTON AVENUE, SUITE 100
SANTA ANA, CA 92701

PERSONNEL COMMITTEE MEETING
Thursday, November 7, 2019
1:30 P.M.

Members of the Committee
Chris Prevatt, Chair
Wayne Lindholm, Vice Chair
Roger Hilton

AGENDA

This agenda contains a brief general description of each item to be considered. The Committee may take action on any item included in the agenda; however, except as otherwise provided by law, no action shall be taken on any item not appearing on the agenda. The Committee may consider matters included on the agenda in any order, and not necessarily in the order listed.

PUBLIC COMMENTS

At this time, members of the public may comment on (1) matters <u>not</u> included on the agenda, provided that the matter is within the subject matter jurisdiction of the Committee; and (2) any matter appearing on the Consent Agenda**. Persons wishing to provide public comment at this time should fill out a speaker card located on the counter at the back of the room and deposit it in the Recording Secretary's inbox on the wall near the middle of the room.** When addressing the Committee, please state your name for the record prior to providing your comments. Speakers will be limited to three (3) minutes.

<u>In addition</u>, public comment on matters listed on this agenda will be taken at the time the item is addressed.

<u>CONSENT AGENDA</u>

All matters on the Consent Agenda are to be approved by one action unless a Committee Member requests separate action on a specific item.

C-1   COMMITTEE MEETING:

   Approval of Meeting and Minutes
   Personnel Committee Meeting   October 1, 2019

   Recommendation: Approve minutes.

ACTION ITEMS

NOTE: Public comment on matters listed in this agenda will be taken at the time the item is addressed, prior to the Committee's discussion of the item. **Persons wishing to provide public comment at this time should fill out a speaker card located on the counter at the back of the room and deposit it in the Recording Secretary's inbox on the wall near the middle of the room.**

A-1   INDIVIDUAL ACTION ON ANY ITEM TRAILED FROM THE CONSENT AGENDA

A-2   STAFFING PLAN RECOMMENDATIONS
Presentation Cynthia Hockless, Director of Administrative Services and Steve Delaney, Chief Executive Officer

Recommendation:

1. Approve the creation of two career ladder positions one in the Member Services department and one in the Administrative Services department.

2. Create a HR Analyst position to allow for additional skilled assistance to facilitate the OCERS Learning and Development initiatives, cross-training throughout the department and other high-level HR related tasks.

3. Change the organization structure of the Administrative Services Department by dividing the department into two separate departments: Human Resources, Operations Support Services

   a. Add a position of Senior Manager of Operations Support Services.
   b. Drop a position of Staff Assistant.

4. Change the titles of four positions:

   a. Director of Administrative Services - change to Director of Human Resources
   b. IT Manager - change to Information Security Manager
   c. Director of Cyber Security - change to Director of Information Security
   d. Training Manager – change to Learning and Organizational Development Manager

A-3   OCERS CERTIFICATION INCENTIVE PROGRAM
Presentation by Steve Delaney, Chief Executive Officer

Recommendation: Grant the CEO the authority to add additional certifications to the OCERS certification program.

Add Certified Information Systems Security Professional (CISSP), Society for Human Resource Management Certified Professional (SHRM-CP), Society for Human Resource Professional Senior Certified Professional (SHRM-SCP), and Certified Internal Auditor certifications to OCERS' certification pay program.

A-4   APPOINTMENT OF CEO AS OCERS' LABOR NEGOTIATOR
Presentation Gina M. Ratto, General Counsel

Recommendation: Appoint Chief Executive Officer, Steve Delaney, as OCERS' labor negotiator to negotiate the terms and conditions of employment with OCERS direct employees.

CLOSED SESSION

**E- 1   CONFERENCE WITH OCERS' LABOR NEGOTIATOR (Government Code section 54957.6)
Adjourn into closed session pursuant to Government Code section 54957.6 to confer with
Labor Negotiator**

OCERS' Designated Representative: Steve Delaney, CEO
Unrepresented Employees: All OCERS Direct Employee

COMMITTEE MEMBER COMMENTS

CHIEF EXECUTIVE OFFICER/STAFF COMMENTS

COUNSEL COMMENTS

ADJOURNMENT

NOTICE OF NEXT MEETINGS

REGULAR BOARD MEETING
November 18, 2019
9:00 A.M.

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM
2223 E. WELLINGTON AVENUE, SUITE 100
SANTA ANA, CA 92701

PERSONNEL COMMITTEE MEETING
November 18, 2019
1:00 P.M. OR UPON ADJOURNMENT OF THE BOARD MEETING,
WHICHEVER IS LATER

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM
2223 E. WELLINGTON AVENUE, SUITE 100
SANTA ANA, CA 92701

INVESTMENT COMMITTEE MEETING
November 25, 2019
9:00 A.M.

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM
2223 E. WELLINGTON AVENUE, SUITE 100
SANTA ANA, CA 92701

All supporting documentation is available for public review in the retirement office during regular business hours, 8:00 a.m. – 5:00 p.m., Monday through Thursday and 8:00 a.m. – 4:30 p.m. on Friday.

It is OCERS' intention to comply with the Americans with Disabilities Act ("ADA") in all respects. If, as an attendee or participant at this meeting, you will need any special assistance beyond that normally provided, OCERS will attempt to accommodate your needs in a reasonable manner. Please contact OCERS via email at adminsupport@ocers.org or call 714-558-6200 as soon as possible prior to the meeting to tell us about your needs and to determine if accommodation is feasible. We would appreciate at least 48 hours notice, if possible. Please also advise us if you plan to attend meetings on a regular basis.

C-1

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM
BOARD OF RETIREMENT
2223 E. WELLINGTON AVENUE, SUITE 100
SANTA ANA, CALIFORNIA

PERSONNEL COMMITTEE MEETING
October 1, 2019
11:30 a.m.

Members of the Committee
Chris Prevatt, Chair
Wayne Lindholm, Vice Chair
Roger Hilton

MINUTES

Attendance was as follows:

 Present: Chris Prevatt, Chair; Wayne Lindholm, Vice Chair; Roger Hilton

 Also
 Present: Steve Delaney, Chief Executive Officer; Suzanne Jenike, Assistant CEO, External
 Operations; Molly Murphy, Chief Investment Officer; Gina Ratto, General Counsel;
 Cynthia Hockless, Director of Administrative Services; Anthony Beltran, Visual
 Technician; and Brittany Cleberg, Recording Secretary

The Chair called the meeting to order at 11:35 a.m.

CONSENT AGENDA

MOTION by Lindholm, **seconded** by Hilton, to approve staff's recommendation on all of the
following items on the Consent Agenda:

C-1   COMMITTEE MEETING:

Personnel Committee Meeting   July 31, 2019

 Recommendation: Approve minutes.

The motion passed **unanimously**.

ACTION ITEMS

A-1   INDIVIDUAL ACTION ON ANY ITEM TRAILED FROM THE CONSENT AGENDA

No items were trailed from the Consent Agenda.

A-2   EMPLOYEE HANDBOOK

Presentation by Steve Delaney, Chief Executive Officer, OCERS

After discussion by the Committee, **MOTION** by Hilton, **seconded** by Lindholm, to approve, and recommend that the Board approve, the OCERS Employee Handbook with the revisions to be made as presented, removing the At Will Policy and Annual Leave Policy for further discussion.

The motion passed **unanimously**.

A-3   2020 SALARIES AND BENEFITS BUDGET AND STAFFING PLAN RECOMMENDATIONS

Presentation by Steve Delaney, Chief Executive Officer, and Cynthia Hockless, Director of Administrative Services, OCERS

After discussion by the Committee, **MOTION** by Lindholm, **seconded** by Hilton, to approve the following items related to the 2020 Salaries and Benefits Budget and Staffing Plan in the 2020 Proposed Budget to be presented to the full Board of Retirement at the Budget Workshop:

1. Create five career ladder positions as proposed.
2. Change the organizational structure of the Administrative Services Department by dividing the department into two separate departments: Human Resources Department and Operations Support Services Department as proposed, which includes:
   a. Adding a position of Director of Operations Support Services; and
   b. Dropping a position of Staff Assistant.
3. Change the titles of four positions as proposed.
4. Implement the 2020 Performance Management structure as proposed.
5. Adjust all OCERS direct employee salary ranges by 2.5% to reflect inflationary impacts to the region.

Staff was directed to bring the following item back to the Committee on October 31, 2019.

6. Add the Certified Information Systems Security Professional (CISSP), Society for Human Resource Management Certified Professional (SHRM-CP), Society for Human Resource Professional Senior Certified Professional (SHRM-SCP), and Certified Internal Auditor certifications to OCERS' certification pay program.

The motion passed **unanimously**.

COMMITTEE MEMBER/CEO/CONSULTANT/COUNSEL COMMENTS
None

The meeting **ADJOURNED** at 12:44 p.m.

Submitted by: Approved by:

_____   _____
Steve Delaney   Chris Prevatt
Secretary to the Committee   Chair

A-2

Memorandum

DATE: October 29, 2019

TO: Members of the Personnel Committee

FROM: Cynthia Hockless, Director of Administrative Services

SUBJECT: **STAFFING PLAN RECOMMENDATIONS**

Recommendation

1. Approve the creation of two career ladder positions one in the Member Services department and one in the Administrative Services department.

2. Create a HR Analyst position to allow for additional skilled assistance to facilitate the OCERS Learning and Development initiatives, cross-training throughout the department and other high-level HR related tasks.

3. Change the organization structure of the Administrative Services Department by dividing the department into two separate departments: Human Resources, Operations Support Services (see the organizational chart for assignment of positions reporting in each newly created department – no change to total headcount).

   a. Add a position of Senior Manager of Operations Support Services.

   b. Drop a position of Staff Assistant.

4. Change the titles of four positions:

   a. Director of Administrative Services - change to Director of Human Resources
   b. IT Manager - change to Information Security Manager
   c. Director of Cyber Security - change to Director of Information Security
   d. Training Manager – change to Learning and Organizational Development Manager

Background/Discussion

1. **Create two career ladder positions as proposed (see org chart).**

   Talent Management is part of the OCERS Strategic Plan with a goal to recruit, retain and inspire a high performing workforce. A strategy that was implemented several years ago was to create career ladders for staff that could be utilized as a tool for retention. A career ladder is created with the approval of additional classifications but not an increase in the approved number of positions. The career ladder is used when an employee in the base position has demonstrated consistent performance that exceeds expectations, increased job knowledge and skills and the ability to progress into the next level of job duties and responsibilities. The positions that have been identified for developing career ladders are as follows:

	Ladder Position Title (new/added classification)	Department	Position Type	Base Position (existing classification)	Ladder Position Salary Range	Net Annual Budget Impact
1.	Staff Specialist	Human Resources	County	Staff Assistant	$52,332 - $69,971	$4,831
2.	Reconciliation Specialist	Member Services	County	Accounting Technician	$45,947 - $61,505	$6,515

2. Create a HR Analyst position in the HR department.

The HR Analyst will perform generalist level work. The selected incumbent will perform and/or assist the HR Director in the performance of complex professional-level work in a variety of assignments related to human resource administration that are in areas such as employee and labor relations; recruitment and assessment; classification and compensation; training and organizational development and/be fully crossed trained in OCERS transactional level work as an HR Staff Assistant and HR Staff Specialist.

	Position Title (new/added classification)	Department	Position Type	Base Position (existing classification)	Ladder Position Salary Range	Net Annual Budget Impact
1.	HR Staff Analyst	Human Resources	OCERS Direct	Staff Specialist	$63,211 - $105,462	$14,602

3. Change the organization structure of the Administrative Services Department by dividing the department into two separate departments: Human Resources, Operations Support Services with the following position creation and deletion which results in no change to total headcount:

   a. Add a position of Senior Manager of Operations Support Services.

   b. Drop a position of Staff Assistant.

Due to the growth in OCERS' workforce and other support services such as contracting and procurement, operational risk management and business continuity and disaster recovery that have been implemented or expanded over the past several years, it is recommended that we separate the current Administrative Services Department into two separate departments. Currently, the Administrative Services Department is responsible for the following duties:

   i. Employee Recruitments (including volunteer program)
   ii. Employee Retention and Performance Management
   iii. Labor Relations
   iv. Learning and Development (staff training, staff development, succession planning, onboarding, Board member training/tracking etc.) Personnel Policies and

Procedures/Employee Handbook - administration/compliance (staffing structure and County MOU)

v. Compensation and Benefits administration (employee payroll, classification and compensation studies, pay structure maintenance, benefits coordination)

vi. Employee Complaint Investigations and Discipline

vii. Leaves of Absence and Workers Compensation

viii. Cultivating OCERS Culture

ix. Contracts and Procurement

x. Operational Risk Management

xi. Policy Compliance

xii. Business Continuity/Disaster Recovery Coordination

xiii. Board Elections

xiv. Facilities Management

xv. Mailroom

xvi. Office equipment and supplies management

OCERS' Leadership is recommending that items i –ix from the list above are assigned to the newly created Human Resources Department with the current Director of Administrative Services being assigned these duties (and the position title being changed to Director of Human Resources). The salary range for the Director of Human Resources will remain the same at $118,065 – $154,657.

Items x – xvii from the list above are recommended to be assigned to the newly created Operations Support Services Department with the proposed Senior Manager of Operations Support Services being assigned these duties. The proposed hiring salary range for the Senior Manager of Operations & Support Services is $103,642 - $140,321. The estimated additional annual cost for adding the Senior Manager level position and deleting the staff level position is $124,000
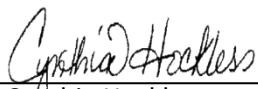
The proposed staffing for each department will be existing positions assigned as designated on the attached proposed organization chart.

4. **Change the titles of four positions:**

1. Director of Administrative Services - change to Director of Human Resources
2. IT Manager - change to Information Security Manager
3. Director of Cyber Security - change to Director of Information Security
4. Training Manager – change to Learning and Organizational Development Manager

The change in titles above are all to more accurately reflect the existing duties and responsibilities of each position. No change in salary range is needed as a result of the change in titles. There is no cost to the change in titles

Submitted by:

Cynthia Hockless

Cynthia Hockless
Director of Administrative Services

Approved by:

Steve Delaney

Steve Delaney
Chief Executive Officer

Personnel Committee

November 07, 2019

"We provide secure retirement and disability benefits with the highest standards of excellence."
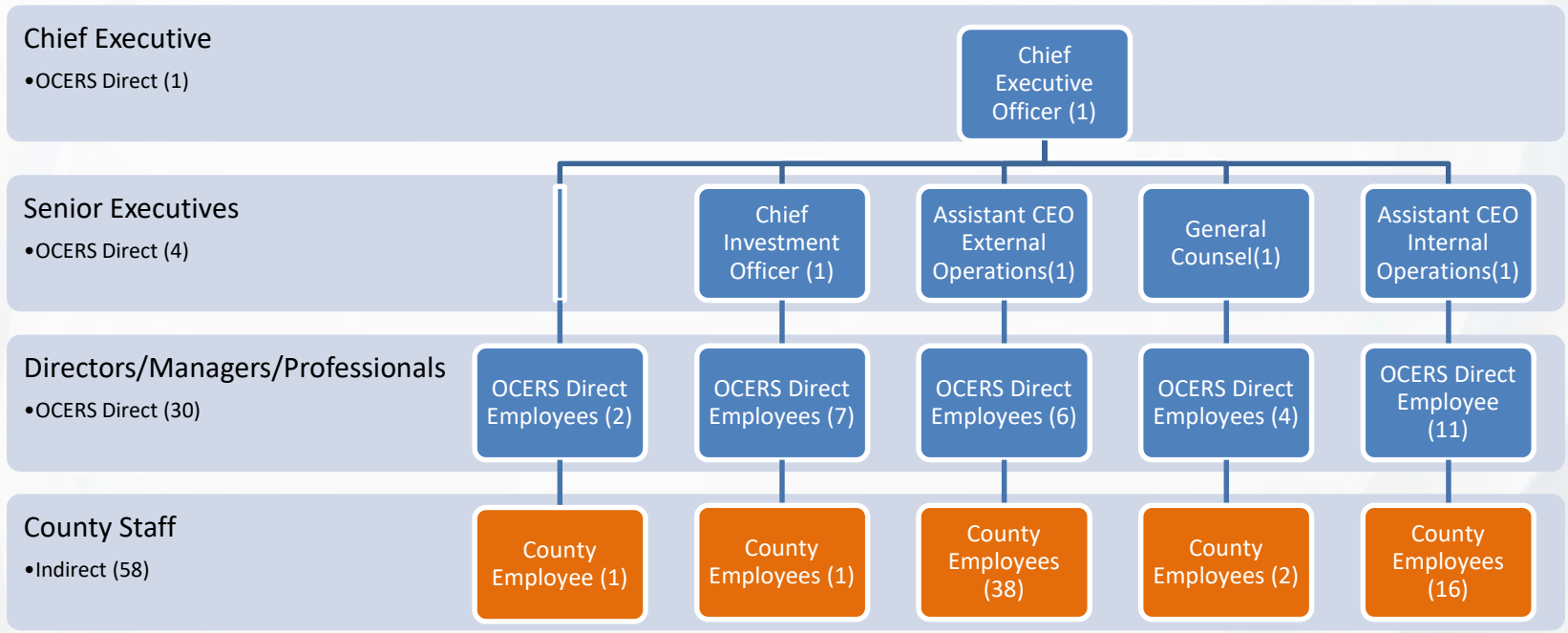
Approve recommended changes to the 2020 Staffing Plan

1. Approve the creation of two career ladder positions, one in the Member Services department and one in the Administrative Services department.

2. Create a HR Analyst position to allow for additional skilled assistance to facilitate the OCERS Learning and Development initiatives, cross-training throughout the department and other high-level HR related tasks.

3. Change the organization structure of the Administrative Services Department by dividing the department into two separate departments: Human Resources, Operations Support Services

4. Change the title of four positions:

   1. IT Manager - change to Information Security Manager
   2. Director of Cyber Security - change to Director of Information Security
   3. Training Manager – change to Learning and Organizational Development Manager
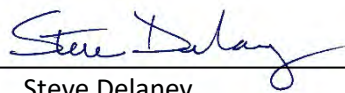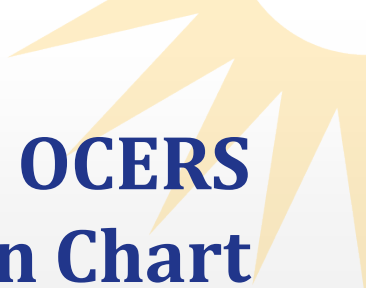   4. Director of Administrative Services - change to Director of Human Resources

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❑   Personnel Costs Changes

1.   Staff progressions for IT positions have been eliminated with a decrease in the budget of approximately $32,000

   (Staff to work with the County of Orange on Classification review)

2.   Director of Operational Support Services changed to   Senior Manager of Operational Support Services with a   decrease in the budget of approximately $25,000

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4

1. Create two additional staff progression for career growth when warranted for County to County positions.

    a. One position progression in the Member Services Department—Accounting Technician to Reconciliation Specialist **(Net Annual Budget Impact: $6,515)**

    b. One position in the Human Resources Staff Assistant to Staff Specialist
        (Net Annual Budget Impact: $4, 831)

    ❑ Seven staff progressions have been approved previously—2 in the Investment Department, 3 in the Finance Department, 1 in the Disability Department and 1 in the Legal Department

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Member Services Department

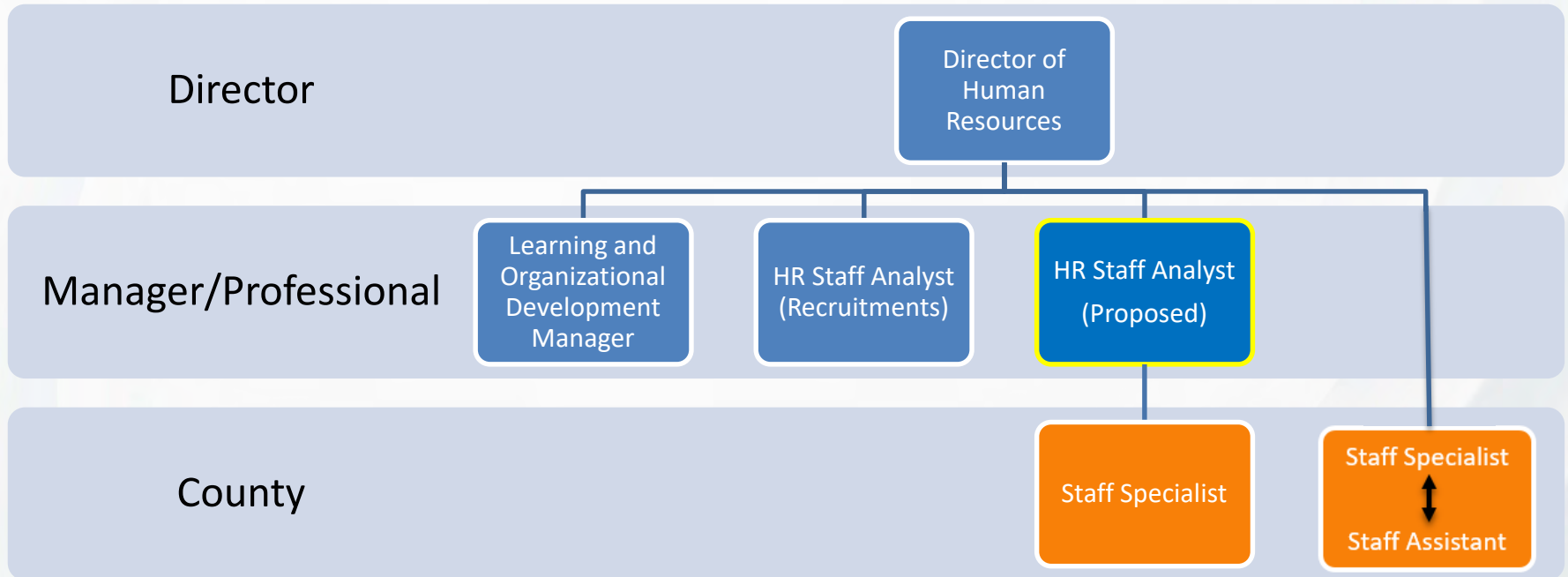|		
*Retirement Contribution Reconciliation Specialist *Established class with the County of Orange*	Proven success in all areas listed below	· Four years of extensive experience directly related to key competencies · Works under minimal supervision · Performs highly specialized and responsible work · Providing training throughout the unit · Assist in overseeing the Accounting Technician processes and coordinate transmittal processing · Responsible for clearing all escalated transmittal exceptions · Responsible for reviewing, creating and modifying complex spreadsheets, tracking and processing compensation limits, 30yr stop contributions and auditing Accounting Technician work
Accounting Technician	· Three years of experience dealing with reconciliation practices and general payroll and contribution procedures · Interprets complex statutes, regulations and policies · Assist with processing bi-weekly payroll transmittal, retirement contribution rates, calculations and peer audits and process new member enrollments · Provide customer service to members, plan sponsors and internal departments	

* This position is equivalent to the Retirement Program Specialist (RPS) job classification and salary schedule A3-49

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Proposed
Human Resources Department

Director

Director of Human Resources

Manager/Professional

Learning and Organizational Development Manager

HR Staff Analyst (Recruitments)

HR Staff Analyst (Proposed)

County

Staff Specialist

Staff Specialist
Staff Assistant

2. Career Progression

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Human Resources Department

HR Staff Analyst Training & Development	Proven success in all areas listed below	• Bachelor's degree • Three - Five years in a generalist role • Assist with employee relations issues and concerns • Process claims for leaves of absence • Participate in implementing and sustaining OCERS learning and development initiatives • Update personnel policies and procedures in accordance with applicable laws and best practices • Assist with learning and development analytics • Conduct full-cycle recruitments
Staff Specialist	Proven success in all areas listed below	• Three years of experience which would demonstrate the knowledge and abilities outlined under the MQ's for the Staff Assistant classification • Conduct studies, perform research and prepare reports related to HR trends • Process workers' compensation claims • Complete compensation surveys • Process County and OCERS Direct performance evaluations
Staff Assistant		• Two years of experience which would demonstrate the knowledge and abilities outlined under the MQ's outlined under the Staff Assistant classification • Assist departments with budget data updates • Manage staffing reports • Oversee the payroll process • Process all CAPS+ Personnel Transactions

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Admin Manager III
Department Director

Admin Manager II

-Special Projects
-Facilitate Agency Wide Trainings
- Proven success in areas listed below

Admin Manager I (OCERS HR Staff Analyst)

- Manage Leaves of Absence
- Participate in implementing and sustaining OCERS learning and development initiatives
- Conduct full cycle recruitments (backup)
- Serve on Business Continuity/Disaster Recovery Team
- Assist with Employee Relations
- Supervise staff
- Update personnel policies and procedures in accordance with applicable laws and best practices

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Admin Manager I & OCERS Staff Analyst Duties

Conduct Analysis of issues and data

- Workers' Compensation, leaves of absence, employee relations, comp studies, employee relations (recommendations & support), ergonomic evaluations, facilities management

Develops, establishes and implements procedures

- Support learning & development programs & initiatives, serve on OCERS Business Continuity/Disaster Recovery Committee

Assists in managing small program, department wide functions and projects

- SharePoint updates, performance management, payroll & personnel transactions submittals, serve as department backup in all departmental areas, comp studies, update personnel policies and procedures

Assist in ensuring achievement of programs objectives

- Facilitate employee training sessions, OCERS employee handbook update, coordinate off-site County training

Provide effective leadership to a vast array of programs and services

- Faciliate employee trainings, safety committee

Plan, develop and implement programs to achieve results

- Strategic HR projects, agency wide events

Strategy and Goal Formulation

- Strategic HR projects

Legend

Admin Manager I Duties

Staff Analyst Duties

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2. Create a HR Analyst position to allow for additional skilled assistance to facilitate the OCERS Learning and Development initiatives, cross-training throughout the department and other high-level HR related tasks.

a. **The HR Analyst will perform generalist level work**
b. **The selected incumbent will perform and/or assist the HR Director in the performance of complex professional-level work in a variety of assignments related to human resource administration that are in areas such as employee and labor relations**
c. **recruitment and assessment; classification and compensation**
d. **training and organizational development**
e. **Be fully crossed trained in OCERS/ County of Orange transactional level work as an HR Staff Assistant and HR Staff Specialist**

	Position Title (new/added classification)	Department	Position Type	Base Position (existing classification)	Ladder Position Salary Range	Net Annual Budget Impact
1	HR Staff Analyst	Human Resources	OCERS Direct	Staff Specialist	$63,211 - $105,462	$14,602

Staffing Title Changes Recommendation

3. Change the Administrative Services Department by dividing the department into two separate departments: Human Resources & Operations Support Services.

a.   Add a position of Senior Manager of Operations Support Services.

b.   Drop a position of Staff Assistant.

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Administrative Services (Changes)

Senior Executive (OCERS Direct)
- Assistant CEO Internal Operations

Director/ Senior Manager (OCERS Direct)
- Director Administrative Services
- Senior Manager Operations & Support Services

Manager (OCERS Direct)
- Learning & Organizational Development Manager
- HR Staff Analyst
- Contracts, Risk & Performance Administrator

Staff (County)
- *Staff Specialist
- Staff Assistant
- Staff Assistant (Vacant)
- Store Clerk
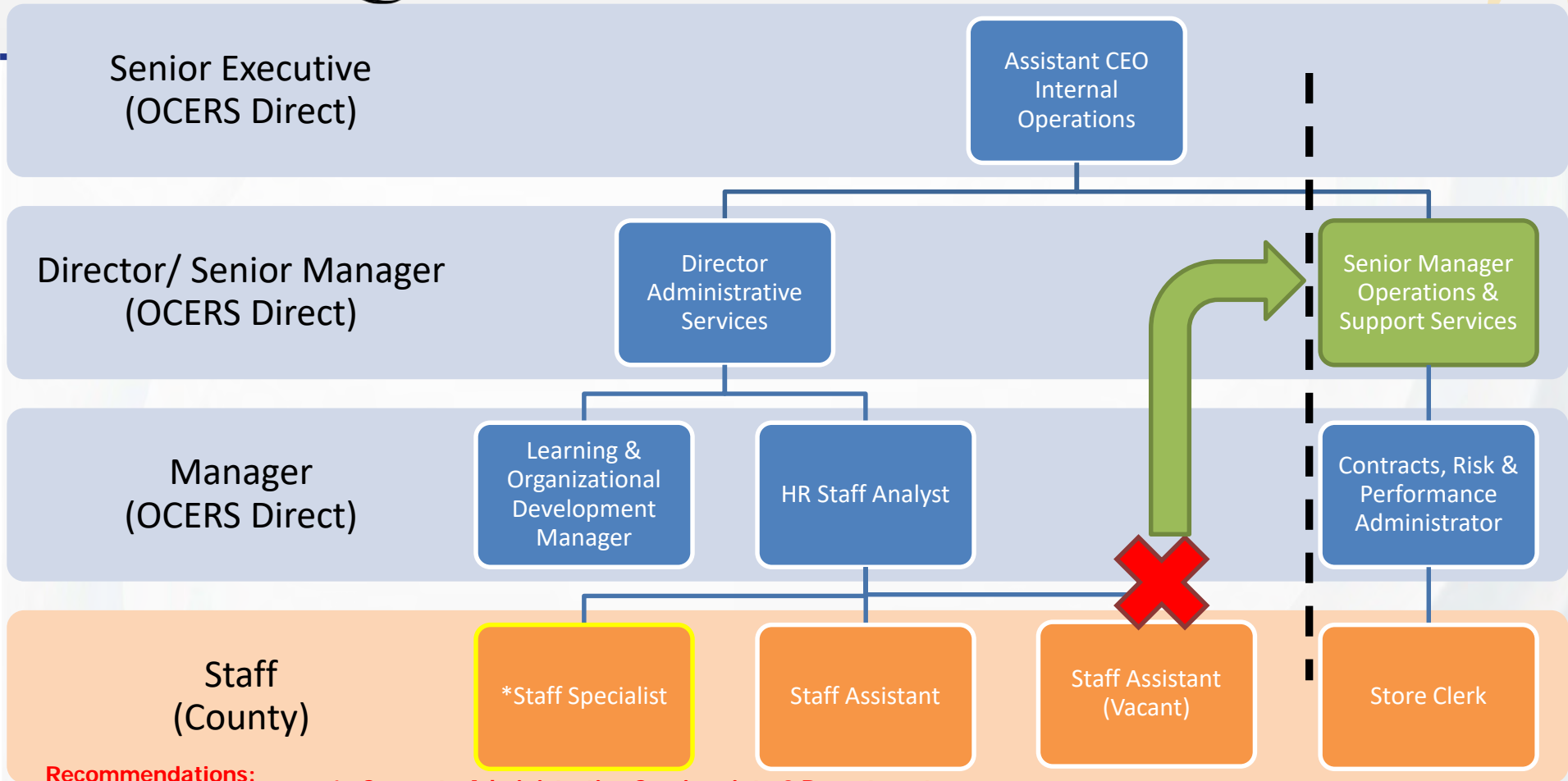
Recommendations:
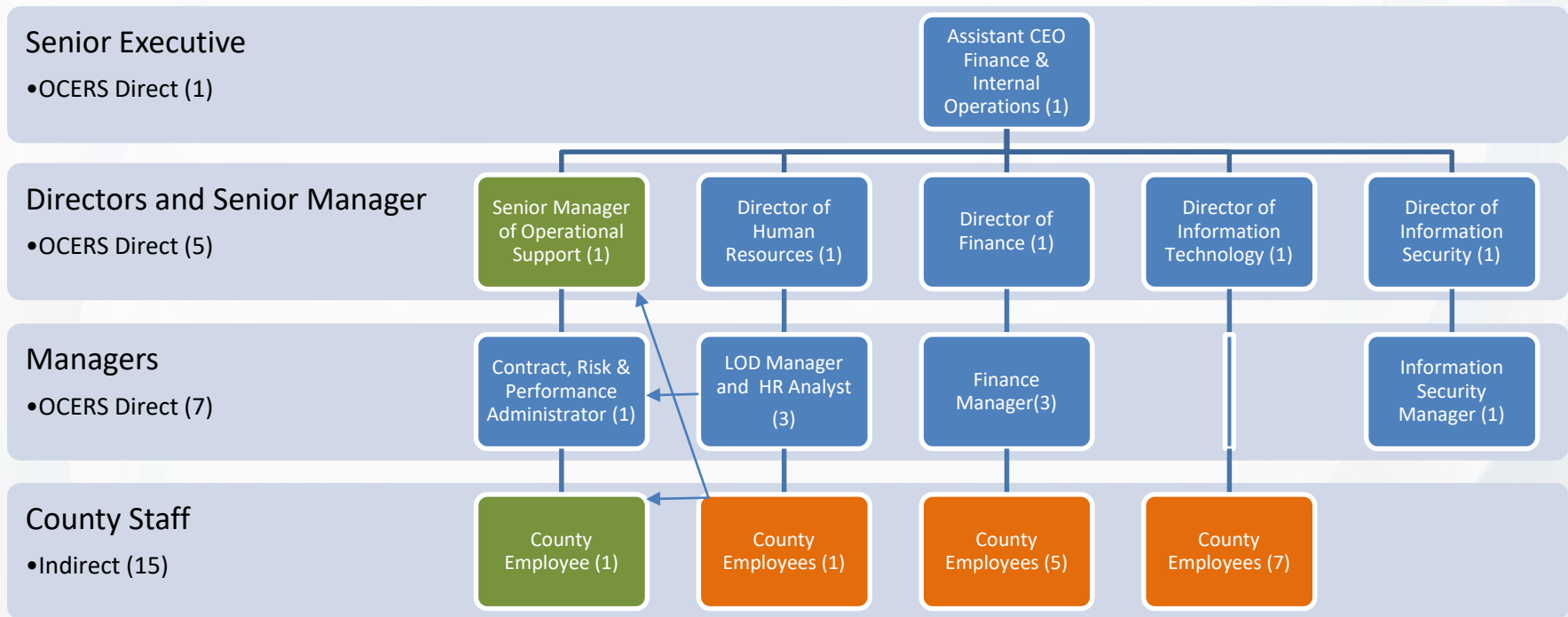1. Separate Administrative Services into 2 Departments: "Human Resources" and "Operations & Support Services"
2. Eliminate 1 County Position "Staff Assistant" (currently vacant)
3. Add 1 OCERS Direct Position "Senior Manager of Operations & Support Services

Results: 1. No Change in Headcount

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Responsibilities & Skillsets divided by Departments

Human Resources		Operations & Support Services
Full-Cycle Recruitments		Operational Risk Management
Employee Relations		Facilities Management
Learning & Development		Physical Building Security
Personnel Policies-Employee Handbook		Business Continuity / Disaster Recovery
CAPS+ Personnel Transactions		Contracts
Process/Audit Bi-Weekly Payroll		Procurement
Leaves of Absence		Board Elections
Workers Compensation		Mailroom Operations
Compensation and Classification		Office Equipment and Supplies
Performance Management		OCERS Headquarters Project (New)
Volunteer Program		Compliance Program (New)

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Assistant CEO Internal Operations Staff – 28 (Proposed changes for 2020)

Senior Executive
•OCERS Direct (1)

Directors and Senior Manager
•OCERS Direct (5)

Managers
•OCERS Direct (7)

County Staff
•Indirect (15)

Assistant CEO Finance & Internal Operations (1)

Senior Manager of Operational Support (1)

Director of Human Resources (1)

Director of Finance (1)

Director of Information Technology (1)

Director of Information Security (1)

Contract, Risk & Performance Administrator (1)

LOD Manager and HR Analyst (3)

Finance Manager(3)

Information Security Manager (1)

County Employee (1)

County Employees (1)

County Employees (5)

County Employees (7)

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4. Change job titles for four current positons:

1. Director of Administrative Services—change to Director of Human Resources
2. IT Manager—change to Information Security Manager
3. Director of Cyber Security—change to Director of Information Security
4. Training Manager—change to Learning and Organizational Development Manager

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Questions?

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A-3

Memorandum

DATE: October 29, 2019

TO: Members of the Personnel Committee

FROM: Steve Delaney, Chief Executive Officer

SUBJECT: **OCERS CERTIFICATION INCENTIVE PROGRAM**

Recommendation

Grant the CEO the authority to add additional certifications to the OCERS certification program.

Add Certified Information Systems Security Professional (CISSP), Society for Human Resource Management Certified Professional (SHRM-CP), Society for Human Resource Professional Senior Certified Professional (SHRM-SCP), and Certified Internal Auditor certifications to OCERS' certification pay program.

Background/Discussion

In 2017, OCERS begin a certification incentive program that pays OCERS direct employees an additional 5.5% of their salary for possessing a valid Certified Public Accountant (CPA) or Chartered Financial Analyst (CFA) certification. OCERS is seeking to expand the program to include other professional level certifications.

To qualify for the program, the certification must:

1) Be issued from a National Professional Association or Institution

2) Require the need for Continuing Education Units (CEU's)

3) Be related to the employees current job title or profession

4) Require a test at a third-party testing location

5) Be evaluated by the OCERS CEO or their designee

Submitted by:

Steve Delaney

Chief Executive Officer

Certified Information Systems Security Professional (CISSP) & Certification Pay

Earning the CISSP proves you have what it takes to effectively design, implement and manage a best-in-class cybersecurity program.

The 8 Security Domains Covered by the CISSP

Domain 1: Security and Risk Management
Domain 2: Asset Security
Domain 3: Security Architecture and Engineering
Domain 4: Communication and Network Security
Domain 5: Identity and Access Management
Domain 6: Security Assessment and Testing
Domain 7: Security Operations
Domain 8: Software Development Security

The CISSP is ideal for experienced security practitioners, managers and executives interested in proving their knowledge across a wide array of security practices and principles.

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CISSP Comparison to CPA and CFA

- Highest Experience Requirement
  - 5 years

- Highest Continuing Education Requirement
  - 40 hours/year

- Endorsement Required
  - CPA and CFA do not require endorsement

- Internationally Accredited
  - CPA and CFA are not internationally accredited

3

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"The CISSP certification is the current gold standard in information security certifications."
https://www.globalknowledge.com/us-en/resources/resource-library/articles/10-certifications-that-really-mean-something/

"The CISSP is considered the gold standard credential that assures information security leaders possess the breadth of knowledge, skills and experience required to credibly build and manage the security posture of an organization."
https://niccs.us-cert.gov/training/search/standard-technology-incorporated/isc2-certified-information-systems-security

"Despite the fact that CISSP certification has been around for a very long time, it remains not only relevant, but crucial."
https://resources.infosecinstitute.com/category/certifications-training/cissp/cissp-history/cissp-current-status/

"On LinkedIn, CISSP is the most required security certification for IT professionals working in this field."
https://www.solarwindsmsp.com/blog/understanding-cissp-requirements

Job Openings Requiring Information Security Certifications (Nov. 2018):
- **CISSP (ISC2): 49,731**
- CISM (ISACA): 20,209
- CEH (EC-COUNCIL): 10,780
- Security+ (COMPTIA): 10,345
- GSEC (SANS): 7,642

The CISSP outnumbers the next four certifications combined.
https://www.businessnewsdaily.com/10708-information-security-certifications.html

"The CISSP is one of the most widely respected certificates of high-level expertise in cyber security."
https://www.cisecurity.org/services/cis-cybermarket/training/isc2-security-professional-training/

4

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ORANGE COUNTY
Human Resource Services
333 W. Santa Ana Blvd,
Santa Ana, CA 92701
714-834-2555
http://www.ocgov.com/hr
INVITES APPLICATIONS FOR THE POSITION OF:

Chief Information Security Officer (CISO)

DESIRABLE QUALIFICATIONS & CORE COMPETENCIES

The ideal candidate will possess a Bachelor's degree in information security, computer science, information systems, computer engineering, or a related field; be a Certified Information Systems Security Professional (CISSP) and/or Certified Information Security Manager (CISM); and possess a minimum of seven (7) years experience in comprehensive security program management in planning, administering, and ensuring effective and secure large-scale information security operations covering applications, mainframe, servers, voice and data network, Internet, or other systems. In addition, the ideal candidate will possess extensive knowledge and/or experience in the following core competencies:

CITY OF IRVINE
Department of Human Resources
One Civic Center Plaza
Irvine, CA 92606-5208
INVITES APPLICATIONS FOR THE POSITION OF:
IT Security Officer

Best Fit

- Certifications: Certified Information Security Systems Professional (CISSP), Certified Information Security Manager (CISM), or Certified Information Systems Auditor (CISA).

CITY OF BALTIMORE
Department of Human Resources
7 E. Redwood Street, 16th Floor
Baltimore, MD 21202
(410) 396-3860 711(TTY)
www.baltimorecity.gov

INVITES APPLICATIONS FOR THE POSITION OF:
Deputy Chief Information Security Officer (DCISO) - BCIT

Certification/Licensure One or more of the following:
- CompTIA Security+ (SY0-401)
- (ISC)² Certified Information Systems Security Professional (CISSP)
- (ISACA) Certified Information Security Manager (CISM)
- GIAC Security Essentials (GSEC)
- EC-Council Certified Ethical Hacker (CEH)

ORANGE COUNTY
OCERS
EMPLOYEES RETIREMENT SYSTEM

DIRECTOR OF CYBER SECURITY

DESIRABLE QUALIFICATIONS

Master of Business Administration or Master of Science degree in computer science or related field

Professional information security certifications such as:

- Certified Information Systems Security Professional (CISSP),
- Certified Information Systems Auditor (CISA)
- Certified Information Security Manager (CISM)
- Similar industry certifications

5

Certification Preparation

- 20+ Years of Experience
- Self-Study Program
  - We averaged 140 study hours over a 6 week period
- CISSP Certification Training Courses
  - We averaged 50 hours of in-class training over a 1 week period
  - Equivalent to semester-length college course
- 2017 and Earlier – Standard Exam
  - One 250 question, 6 hour exam
- 2018 and Later - Computerized Adaptive Test
  - One 100-150 question, 3 hour exam
  - Maximizes precision of exam by utilizing knowledge of the test-taker
  - Increasing difficulty of questions based on performance

6

"We provide secure retirement and disability benefits with the highest standards of excellence."

- High Level Certifications support the following goals:
  - Increase Professionalism
  - Continuous Improvement
  - Trained Workforce (Do More With What We Have)
  - Engaged and Dedicated Workforce
  - Recruit and Retain a High-Performing Workforce
  - Develop and Empower Every Member of the Team
  - Recognize Individual Needs and Career Goals
  - Cultivate a Collaborative, Inclusive and Creative Culture

"We provide secure retirement and disability benefits with the highest standards of excellence."

CPS HR Consulting in the OCERS Final Total Compensation CReport:

"Consideration should be given to develop a certification incentive compensation program by <u>encouraging, acknowledging and rewarding employees</u> for acquiring knowledge and developing critical skills beyond the minimum qualification requirements of a classification which are a benefit to the organization. <u>A program should be agency wide</u> and <u>include national and state certifications</u> relative to the <u>different agency areas of business</u> i.e.; investment, benefits, administration etc. A certification incentive compensation program <u>aids in retention, requirement and development of agency intellectual knowledge</u>."

8

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- Include the Certified Information Systems Security Professional (CISSP) in the OCERS Certification Pay program at the 5.5% level

9

ORANGE COUNTY
OCERS
EMPLOYEES RETIREMENT SYSTEM

Thank You

Certified Internal Auditor (CIA) & Certification Pay

CIA Overview

The Certified Internal Auditor (CIA) designation *is the only globally accepted designation for internal auditors.*

Earning a CIA indicates that an auditor:
- possesses the competence, skills, and experience to perform auditing procedures;
- understands and can apply the International Standards for the Professional Practice of Internal Auditing;
- knowledgeable in organizational governance;
- can review and analyze financial statements; and
- can work with management to ensure internal controls are operating as intended to safeguard assets.

- **Internationally Accredited**
  - CPA & CFA are not Internationally Accredited
- **Lowest Exam Pass Rate**
  - 43% - CIA
  - 49.5% - CPA
  - 48% - CFA)
- **Highest Continuing Education Requirement**
  - 40 hours/year
- **Character Reference**
  - no such requirement for CPA & CFA

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" As pressures for the internal audit to contribute to the strategic direction of entities and move away from myopic procedural audit, the need for auditors to advance their competencies and professionalism and provide enhanced value-adding services to management grows.
The Certified Internal Auditor (CIA) designation will help you demonstrate you are a true expert that understands these needs."
https://www.ais-cpa.com/how-to-become-a-cia-certified-internal-auditor/

"CIA is enduring because it requires candidates to master the ability to identify risks, examine alternative remedies, and prescribe the best initiatives to control these risks. CIAs master auditing standards and practices as well as management principles and controls, information technology, and emerging strategies to improve business and government."
John J. Fernandes, Executive Vice President and Chief Operating Officer of The Institute of Internal Auditor

"CIA's earn an average of $38,000 more annually than those without a certification."*
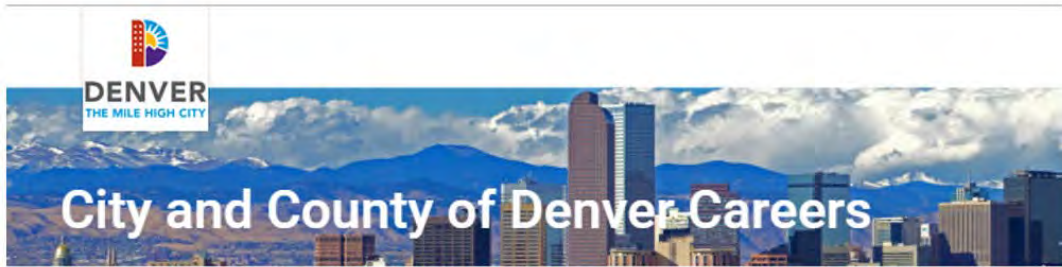*According to The IIA's 2017 Internal Audit Compensation Study (based on U.S. responses).

"According to the Salary Guide, many businesses seek to hire internal auditors who possess credentials such as Certified Internal Auditor (CIA), offered by The Institute of Internal Auditors (The IIA)."
https://www.roberthalf.com/blog/salaries-and-skills/a-look-ahead-internal-audit-hiring-and-salary-trends

"The CIA is the only globally accepted designation for internal auditors and the standard by which individuals demonstrate their professionalism in internal auditing."
https://na.theiia.org/certification/new/Pages/Why-Become-Certified.aspx

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City and County of Denver Careers

Government Lead Internal Auditor

- An applicable professional certification, such as CIA (Certified Internal Auditor), CPA (Certified Public Accountant), CGAP (Certified Government Auditing Professional), CRMA (Certification in Risk Management Assurance), or similar,

DIRECTOR OF INTERNAL AUDIT

Desired Qualities:
- Highly Desirable: Valid certificate as a Certified Public Accountant (CPA), Certified Internal Auditor (CIA) or Certified Information Systems Auditor (CISA)

An Official website of the Commonwealth of Massachusetts

MassCareers Job Opportunities

Job Description

Assistant Deputy Auditor - (190006XR)
Description

MINIMUM QUALIFICATIONS:
The successful candidate will possess and/or demonstrate the following:

- A bachelor's degree and at least 10 years of audit experience that includes government auditing, conducted in accordance with generally accept... five years must be in a senior management position. An advanced degree in business, finance, public administration or a related field may be su...
- A Certified Public Accountant, Certified Internal Auditor, Certified Fraud Examiner, and/or Certified Government Financial Manager certification.

General Auditor

US-TX-Austin

Minimum Qualifications

Fourteen or more years of experience in audit, accounting, finance, information technology, process improvement, project management or other relevant field, including three or more years of experience providing leadership to an internal audit function. A degree(s) in business administration, finance, accounting or relevant field may be substituted per LCRA guidelines for certain years of experience.

Certified Internal Auditor, Certified Public Accountant or Certified Information Systems Auditor

5

Certification Preparation

- 20+ Years of Experience
- Self-Study Program
  - Approximately 300 study hours for all three parts
- CIA Certification Training Courses per part
  - Part 1: Average 70 hours of in-class training over a 7 week period
  - Part 2: Average 80 hours of in-class training over a 8 week period
  - Part 3: Average 120 hours of in-class training over a 12 week period
  - Equivalent to over three semester-length college courses
- 2013 and Earlier
  - Four 100 question exams, 2 hours and 45 minutes per exam
  - Testing both basic and proficient cognitive levels
- 2013 and Later
  - Changed from four parts to three parts
  - New Part 3 combines former Parts 3 and 4 topics (Business Analysis, Business Managements Skills and Information Technology)
  - Part 1 contains 125 questions, 2 hours and 30 minutes
  - Part 2 and 3 contains 100 questions each, 2 hours per exam

6

- High Level Certifications Support the following goals:
  - Increase Professionalism
  - Continuous Improvement
  - Trained Workforce (Do More With What We Have)
  - Engaged and Dedicated Workforce
  - Recruit and Retain a High-Performing Workforce
  - Develop and Empower Every Member of the Team
  - Recognize Individual Needs and Career Goals
  - Cultivate a Collaborative, Inclusive and Creative Culture

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CPS HR Consulting in the OCERS Final Total Compensation CReport:

"Consideration should be given to develop a certification incentive compensation program by <u>encouraging, acknowledging and rewarding employees</u> for acquiring knowledge and developing critical skills beyond the minimum qualification requirements of a classification which are a benefit to the organization. <u>A program should be agency wide</u> and <u>include national and state certifications</u> relative to the <u>different agency areas of business i.e.;</u> investment, benefits, administration etc. A certification incentive compensation program <u>aids in retention, requirement and development of agency intellectual knowledge.</u>"

- Include the Certified Internal Auditor (CIA) in the OCERS Certification Pay program at the 5.5% level

9

"We provide secure retirement and disability benefits with the highest standards of excellence."

Thank You

Society Human Resources Management Certified Professional (SHRM-CP) & Senior Certified Professional (SHRM-SCP) & *Certification Pay*

- Established in 1948, The Society for Human Resources Management (SHRM) has over 300,000+ HR and business executive members in 165 countries, and impacts the lives of more than 115 million workers and families globally.

- SHRM is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces.

2

Purpose

To elevate the HR profession

Mission

To empower people and workplaces by advancing HR practices and by maximizing human potential

Vision

To build a world of work that works for all

"We provide secure retirement and disability benefits with the highest standards of excellence."
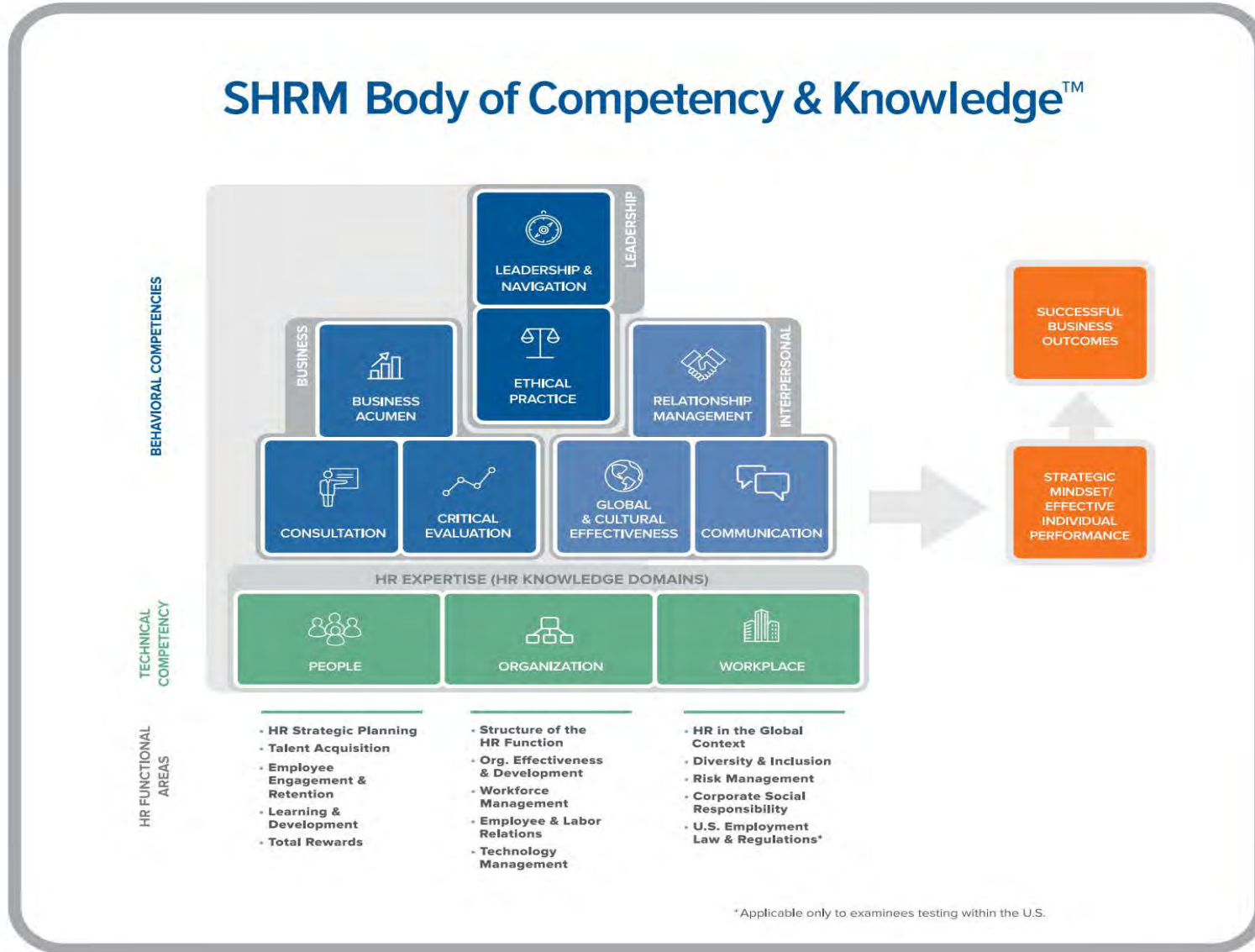
SHRM Certification Overview

The Society Human Resources Certified Professional (SHRM-CP) and Senior Certified Professional (SHRM-SCP) credential *is a highly recognized and globally respected designation in the HR field.*

- SHRM certifications are accredited by the **Buros Center for Testing, a premier test review center located at the University of Nebraska-Lincoln.** The SHRM credentials meet the highest quality and standards of an industry-leading certification.

- The Buros Center specializes in auditing major educational and licensure testing programs for fairness in testing and overall psychometric quality of test based on standards for testing developed by the American Psychological Association, the American Educational Research Association and the National Council on Measurement in Education, the leading authorities in high-stakes testing.

4

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SHRM Certification Requirements

SHRM-CP AND SHRM-SCP ELIGIBILITY CHART

Credential	Less than a Bachelor's Degree*		Bachelor's Degree		Graduate Degree	
	HR-Related Program	Non-HR Program	HR-Related Degree	Non-HR Degree	HR-Related Degree	Non-HR Degree
SHRM-CP**	3 years in HR role	4 years in HR role	1 year in HR role	2 years in HR role	Currently in HR role	1 year in HR role
SHRM-SCP	6 years in HR role	7 years in HR role	4 years in HR role	5 years in HR role	3 years in HR role	4 years in HR role

6

- SHRM-CP – Designed for HR professionals who are engaged primarily in operational roles

  – Implementing policies, serving as the HR point of contact for staff and stakeholders, and/or performing day-to-day HR functions.

- SHRM-SCP – Designed for HR professionals at a senior level who operate primarily in a strategic role

  – Developing policies and strategies, overseeing the execution of HR operations, analyzing performance metrics, and/or contributing to the alignment of HR strategies to organizational goals.

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- Highest Experience Requirement
  - SHRM-CP – 4 years in an HR role
  - SHRM-SCP – 7 year in an HR role
- Highest Continuing Education Requirement
  - 60 Professional Development Credits (PDC') within the three years certification period
- Pass Rate
  - SHRM-CP – Average 69%
  - SHRM-SCP – Average 55%
- Average Certification Holders
  - SHRM-CP - 65,730
  - SHRM-SCP – 45,677

SHRM requires all candidates to agree and abide by the SHRM Bylaws & Code of Ethics.

8

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The SHRM-CP and SHRM-SCP exams are 4 hours and contain two types of multiple choice questions: stand-alone _knowledge-based_ items that assess a candidate's knowledge and understanding of factual information, and _scenario-based situational judgement_ items that assess a candidate's judgement, application and decision-making skills.

Knowledge Items (60% of Questions):
- HR-specific knowledge items (KIs)
  - Cover key concept topics associated with the 15 HR functional areas.
- Foundational knowledge items (FKIs)
  - Cover key concept topics considered foundational to the eight behavioral competencies.

Situational Judgement Items (40% of Questions):
- 40% of questions
- Assess candidates' judgement and decision-making skills.
- Examinees are presented with realistic work-related scenarios and asked to choose the best of several possible strategies to resolve or address the issues described in the scenarios.

Score Weighting for Each Subject Area

Subject Area	SHRM-CP	SHRM-SCP
Behavioral Competencies	35%	50%
Technical Knowledge	65%	50%
People	20%	10%
Organization	20%	10%
Workplace	15%	10%
Strategy	10%	20%

Behavioral Competencies

Domain	Functional Area
Leadership	Leadership & Navigation
Leadership	Ethical Practice
Interpersonal	Relationship Management
Interpersonal	Communication
Interpersonal	Global & Cultural Effectiveness
Business	Business Acumen
Business	Consultation
Business	Critical Evaluation

HR Expertise
Technical Competencies
HR Functional Areas

Domain	Functional Area	Domain	Functional Area
People	HR strategic Planning	Workplace	HR in the Global Context
People	Talent Acquisition	Workplace	Diversity & Inclusion
People	Employee Engagement & Retention	Workplace	Risk Management
People	Learning & Development	Workplace	Corporate Social Responsibility
People	Total Rewards	Workplace	U.S. Employment Law & Regulations
Organizational	Structure of the HR Function		
Organizational	Organizational Effectiveness & Development		
Organizational	Workforce Management		
Organizational	Employee & Labor Relations		
Organizational	Technology Management		

Benefit Recommendations

CPS HR Consulting in the OCERS Final Total Compensation Report:

"Consideration should be given to develop a certification incentive compensation program by <u>encouraging, acknowledging and rewarding employees</u> for acquiring knowledge and developing critical skills beyond the minimum qualification requirements of a classification which are a benefit to the organization. <u>A program should be agency wide</u> and <u>include national and state certifications</u> relative to the <u>different agency areas of business</u> i.e.; investment, benefits, administration etc. A certification incentive compensation program <u>aids in retention, requirement and development of agency intellectual knowledge</u>."

"SHRM relies on the Body of Competency and Knowledge, also known as the SHRM BoCK, as the foundation for the SHRM-CP & SHRM-SCP certifications, which center on eight key behavioral skills and 15 HR functional areas that it deems critical to the success of any HR professional. As a result, HR professionals are equipped to address core skill requirements represented in Fortune 100 organizations and beyond."

Alexander Alonso, Senior Vice President of Knowledge Development with Society Human Resource Management

https://www.workforce.com/2016/06/13/hr-credentials-evaluating-their-value/

"According to the Bureau of Labor Statistics, although certification is voluntary, it can show professional expertise and credibility, and it may enhance advancement opportunities. Many employers prefer to hire certified candidates, and some positions may require certification."

https://www.bls.gov/ooh/management/human-resources-managers.htm#tab-4

"According to payscale.com, the median SHRM-CP certification holder reaped a 22.8 percent pay boost in 2018 compared to someone who has no certifications."

https://www.payscale.com/data/hr-certifications-pay

Professional Certification Is the Second Most Valued Credential After Graduate Degrees

- Graduate degree
- Professional certification
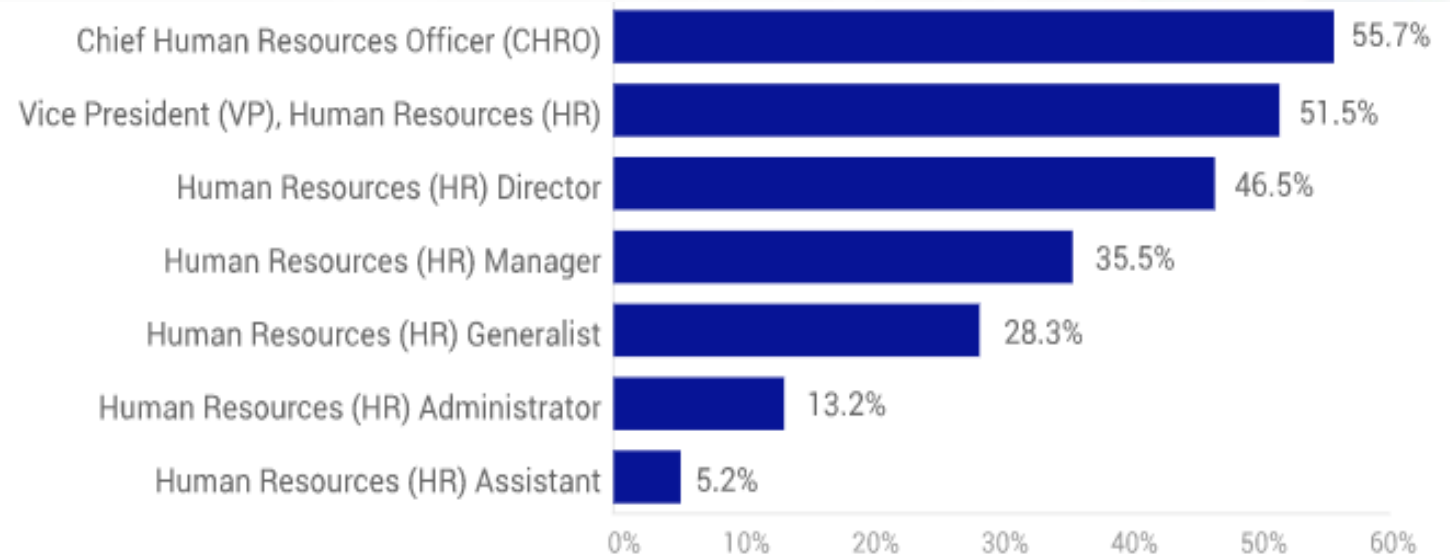- Non-HR degree
- HR degree
- Certificate
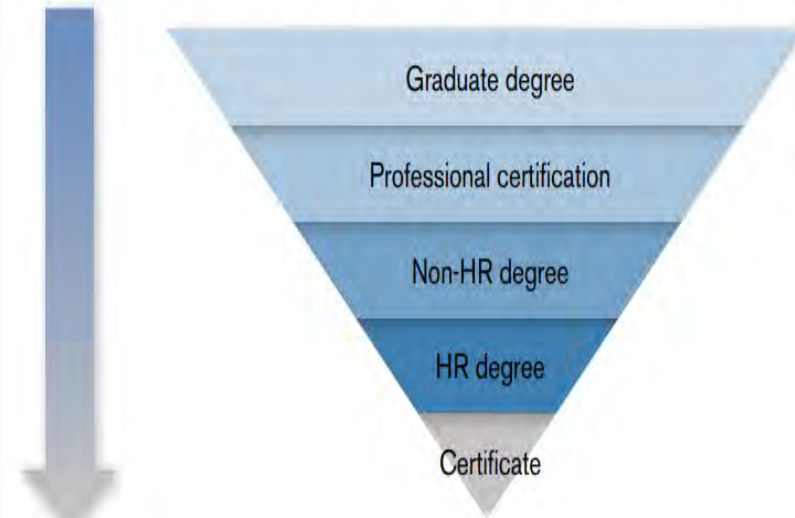
The advantages of HR certification continue to grow and are likely to be amplified as an HR practitioner moves up the HR career ladder to take on more senior HR and business partner roles. It is no wonder, based on the yearly analysis conducted by HRCI, that more than 85 percent of Fortune 500 companies have HR leaders with certifications.

https://www.hrci.org/community/blogs-and-announcements/hr-leads-business-blog/hr-leads-business/2017/04/28/hr-job-outlook-remains-robust

Top 5 "most desirable" Human Resources certifications in 2018.

Most Prevalent Certifications in 2018	
Professional in Human Resources (PHR)	16.90%
SHRM Certified Professional (SHRM-CP)	15.40%
Senior Professional in Human Resources (SPHR)	7.90%
SHRM Senior Certified Professional (SHRM-SCP)	5.30%

Chief Human Resources Officer (CHRO) — 55.7%
Vice President (VP), Human Resources (HR) — 51.5%
Human Resources (HR) Director — 46.5%
Human Resources (HR) Manager — 35.5%
Human Resources (HR) Generalist — 28.3%
Human Resources (HR) Administrator — 13.2%
Human Resources (HR) Assistant — 5.2%

In 2018, the median SHRM-CP certification holders received a 22.8% increase in salary, while those holding a SHRM-SCP certification received an 89.1% increase in salary.
https://www.payscale.com/data/hr-certifications-pay

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- High Level Certifications Support the following OCERS goals:
  - Increase Professionalism
  - Continuous Improvement
  - Trained Workforce (Do More With What We Have)
  - Engaged and Dedicated Workforce
  - Recruit and Retain a High-Performing Workforce
  - Develop and Empower Every Member of the Team
  - Recognize Individual Needs and Career Goals
  - Cultivate a Collaborative, Inclusive and Creative Culture

"We provide secure retirement and disability benefits with the highest standards of excellence."

- Include the Society for Human Resources Management - Certified Professional (SHRM-CP) in the OCERS Certification Pay program at the 3.5% level

- Include the Society for Human Resources Management Senior Certified Professional (SHRM-SCP) in the OCERS Certification Pay program at the 5.5% level

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Thank You

A-4

Memorandum

DATE: October 29, 2019

TO: Members of the Personnel Committee

FROM: Gina Ratto, General Counsel

SUBJECT: APPOINTMENT OF CEO AS OCERS' LABOR NEGOTIATOR

Recommendation

Appoint Chief Executive Officer, Steve Delaney, as OCERS' labor negotiator to negotiate the terms and conditions of employment with the OCERS direct employees.

Background/Discussion

The Personnel Committee Charter states that the committee will review and recommend to the Board salary ranges for OCERS direct employees, oversee the compensation paid to OCERS direct, and direct the CEO to negotiate the terms and conditions of employment with the OCERS direct employees.

The purpose of this agenda item is for the Personnel Committee to formally appoint OCERS' CEO, Steve Delaney, as OCERS' designated labor negotiator for the purpose of negotiating the terms and conditions of employment with the OCERS direct employees.

In addition, the Brown Act (Government Code section 54957.6) permits a public body to go into closed session to confer with its designated bargaining agent/negotiator regarding salaries, salary ranges, or other compensation in the form of fringe benefits (e.g., annual leave). The Brown Act states that the purpose of the closed session is for the public body to review its position on these matters and instruct the bargaining agent/negotiator. Pursuant to the authority of Government Code section 54957.6, the Personnel Committee will meet in closed session (Closed Session Item E-1) with its labor negotiator to review OCERS' position regarding the salaries, salary ranges, or other compensation in the form of fringe benefits (e.g., annual leave) of the OCERS direct employees and to instruct OCERS' labor negotiator on these matters.

E-1

Memorandum

DATE: October 29, 2019

TO: Members of the Personnel Committee

FROM: Gina Ratto, General Counsel

SUBJECT: **CLOSED SESSION – CONFERENCE WITH OCERS' LABOR NEGOTIATOR (Government Code §54957.6)**

Recommendation

Meet in Closed Session under the authority of Government Code §54957.6 to confer with OCERS' Labor Negotiator regarding the salaries, salary ranges, or other compensation in the form of fringe benefits (e.g., annual leave) of the OCERS direct employees.

OCERS' Designated Representative: Steve Delaney, CEO

Unrepresented Employees: All OCERS Direct Employees

E-1 Closed Session – Conference with OCERS' Labor Negotiator (Government Code §5497.6)   **1** of **1**
Personnel Committee Meeting 11-7-2019

72/72