

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

**PERSONNEL COMMITTEE MEETING
Wednesday, September 15, 2021
9:30 A.M.**

Members of the Committee
Chris Prevatt, Chair
Shawn Dewane, Vice Chair
Charles Packard

Pursuant to Executive Order N-29-20, certain provisions of the Brown Act are suspended due to a State of Emergency in response to the COVID-19 pandemic. Consistent with the Executive Order, this meeting will be conducted by video/teleconference only. None of the locations from which the Board members will participate will be open to the public.

Members of the public who wish to observe and/or participate in the meeting may do so via the Zoom app or via telephone. Members of the public who wish to provide comment during the meeting may do so by “raising your hand” in the Zoom app, or if joining by telephone, by pressing * 9 on your telephone keypad.

OCERS Zoom Meeting Video/Teleconference Information	
Join Using Zoom App (Video & Audio) https://ocers.zoom.us/j/82903959667 Meeting ID: 829 0395 9667 Passcode: 505593 Go to https://www.zoom.us/download to download Zoom app before meeting Go to https://zoom.us to connect online using any browser.	Join by Telephone (Audio Only) Dial by your location +1 669 900 6833 US (San Jose) +1 346 248 7799 US (Houston) +1 253 215 8782 US (Tacoma) +1 312 626 6799 US (Chicago) +1 929 436 2866 US (New York) +1 301 715 8592 US (Germantown) Meeting ID: 829 0395 9667 Passcode: 505593
A Zoom Meeting Participant Guide is available on OCERS website Board & Committee meetings page	

AGENDA

Orange County Employees Retirement System
September 15, 2021
Personnel Committee Meeting - Agenda

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The Personnel Committee of the Orange County Board of Retirement welcomes you to this meeting. 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.

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

CONSENT AGENDA

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

June 9, 2021

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 2022 STAFFING PLAN

Presentation Steve Delaney, CEO, OCERS

Recommendation: Approve and recommend the Board of Retirement approve the following items related to the 2022 Staffing Plan at the October 18, 2021 Board meeting:

1. Add one Extra Help position (Project Manager) to the Executive department (**Est. cost \$160,000**)
2. Add two (2) Information Technology Managers to the IT department (**Est. cost \$214,000 each or \$428,000**)
3. Add a total of ten (10) new positions to the Member Services department (**Est. total cost \$1,230,672**).
 - a. Two (2) Benefit Analysts - Payroll and QA \$303,362
 - b. Two (2) Retirement Supervisors - QA \$254,566
 - c. Four (4) Senior Retirement Program Specialist (Sr. RPS) - QA \$455,744
 - d. Two (2) Retirement Program Specialist (RPS) - Call Center \$217,000

Orange County Employees Retirement System
September 15, 2021
Personnel Committee Meeting - Agenda

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The costs above include salary and a 55% fringe benefits load factor. The total annual cost related to increasing the OCERS headcount from 96 to 109 for the positions listed above is **\$1,818.672.**

A-3 REVIEW TIMELINE FOR THE CEO'S 2021 PERFORMANCE EVALUATION

Presentation Cynthia Hockless, Director of Human Resources, OCERS

Recommendation: Approve and discuss the timeline for the 2021 CEO Performance Evaluation process.

INFORMATION ITEMS

Each of the following informational items will be presented to the Committee for discussion.

Presentations

I-1 REVIEW OF PERSONNEL COMMITTEE CHARTER

Presentation Cynthia Hockless, Director of Human Resources, OCERS

I-2- REVIEW OF TOPICS FOR DISCUSSION AT PERSONNEL COMMITTEE MEETINGS

Presentation Steve Delaney, CEO, OCERS

WRITTEN REPORTS

The following are written reports that will not be discussed unless a member of the Board requests discussion.

None

COMMITTEE MEMBER COMMENTS

CHIEF EXECUTIVE OFFICER/STAFF COMMENTS

COUNSEL COMMENTS

ADJOURNMENT

NOTICE OF NEXT MEETINGS

DISABILITY COMMITTEE MEETING

September 20, 2021

8:30 A.M.

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

2223 E. WELLINGTON AVENUE, SUITE 100

SANTA ANA, CA 92701

Orange County Employees Retirement System
September 15, 2021
Personnel Committee Meeting - Agenda

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DISABILITY COMMITTEE MEETING

**October 18, 2021
8:30 A.M.**

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

REGULAR BOARD MEETING

**October 18, 2021
9:30 A.M.**

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

INVESTMENT COMMITTEE MEETING

**October 27, 2021
9:30 A.M.**

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

GOVERNANCE COMMITTEE MEETING

**October 28, 2021
2:00 P.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.

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

PERSONNEL COMMITTEE MEETING

Wednesday, June 9, 2021

10:00 AM

Members of the Committee

Roger Hilton, Chair

Shawn Dewane, Vice Chair

Chris Prevatt

MINUTES

Roger Hilton called the meeting to order at 10:02 a.m.

Recording Secretary administered the Roll Call attendance.

All committee members were present.

Attendance was as follows:

Present via Zoom video teleconference pursuant to Executive Order N-29-20 issued by Governor Newsom on March 17, 2020:

Present: Roger Hilton, Chair; Shawn Dewane, Vice Chair; Chris Prevatt

Also

Present: Steve Delaney, Chief Executive Officer; Brenda Shott, Assistant CEO, Internal Operations; Molly Murphy, Chief Investment Officer; Gina Ratto, General Counsel; Cynthia Hockless, Director of Human Resources; Anthony Beltran, Visual Technician; and Cammy Torres, Recording Secretary

PUBLIC COMMENTS

None

CONSENT AGENDA

C-1 COMMITTEE MEETING:

Personnel Committee Meeting

May 27, 2021

Recommendation: Approve minutes.

Mr. Hilton *pulled* item C-1.

ACTION ITEMS

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

C-1 COMMITTEE MEETING:

Personnel Committee Meeting

May 27, 2021

Mr. Hilton asked for the Committee members to be updated to the current members on the first page of the minutes.

MOTION by Prevatt, **seconded** by Dewane, to approve the May 27, 2021 minutes with the updated Committee members change.

The motion passed **unanimously**, pursuant to a Roll Call vote, as follows:

<u>AYES</u>	<u>NAYS</u>	<u>ABSTAIN</u>	<u>ABSENT</u>
Mr. Dewane			
Mr. Prevatt			
Chair Hilton			

A-2 OCERS COMPENSATION STUDY

Presentation Steve Delaney, CEO; Cynthia Hockless, Director of Human Resources, OCERS; & Igor Shegolev, Senior HR Consultant, CPS HR

After discussion by the Committee, **MOTION** by Dewane, **seconded** by Prevatt, to approve and recommend that the Board approve staff recommendation 3, 4, and 5:

3. Approve an annual adjustment of the salary ranges equal to the Employer Cost Index for Salaries and Wages for the previous 12-month period, as published by the U.S. Department of Labor, Bureau of Labor Statistics, and perform a formal review of the ranges at least every five years to keep the pay structure current
4. Approve a pay philosophy that allows OCERS to administer an annual performance merit based step increase in the amount of 2.75% to progress employees through the salary ranges. Employees will receive salary increases based on the performance rating received in their annual performance evaluation as follows: Meets = Base increase equal to inflation, Exceeds = Base + 1 step of 2.75% and Exceptional = Base + 2 steps or 5.5%.
5. Approve the recommended changes to the OCERS Compensation Policy (previously named OCERS Compensation Philosophy)

The motion passed **3-0**, pursuant to a Roll Call vote, as follows:

<u>AYES</u>	<u>NAYS</u>	<u>ABSTAIN</u>	<u>ABSENT</u>
Mr. Dewane			
Mr. Prevatt			
Chair Hilton			

Orange County Employees Retirement System
June 9, 2021
Personnel Committee Meeting - Minutes

COMMITTEE MEMBER/CEO/CONSULTANT/COUNSEL COMMENTS

None

The meeting **ADJOURNED** at 10:43 p.m.

Submitted by:

Approved by:

Steve Delaney
Secretary to the Committee

Chris Prevatt
Chair



Memorandum

DATE: September 15, 2021
TO: Members of the Personnel Committee
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: **2022 STAFFING PLAN RECOMMENDATIONS**

Recommendation

Approve and recommend the Board of Retirement approve the following items related to the 2022 Staffing Plan at the October 18, 2021 Board meeting:

1. Add one Extra Help position (Project Manager) to the Executive department (**Est. cost \$160,000**)
2. Add two (2) Information Technology Managers to the IT department (**Est. cost \$214,000 each or \$428,000**)
3. Add a total of ten (10) new positions to the Member Services department (**Est. total cost \$1,230,672**).
 - a. Two (2) Benefit Analysts - Payroll and QA \$303,362
 - b. Two (2) Retirement Supervisors - QA \$254,566
 - c. Four (4) Senior Retirement Program Specialist (Sr. RPS) - QA \$455,744
 - d. Two (2) Retirement Program Specialist (RPS) - Call Center \$217,000

The costs above include salary and a 55% fringe benefits load factor. The total annual cost related to increasing the OCERS headcount from 96 to 109 for the positions listed above is **\$1,818,672**.

Background/Discussion

OCERS is currently undertaking mission-critical business initiatives. Some of the significant projects include the preparation of an upgrade to our pension administration system (V3), improving our benefits calculation process with the goal of achieving 100% accuracy, implementing the benefit and contribution adjustments related to the Alameda decision, and laying the groundwork of the OCERS 2030 Vision plan, which includes the exploration of the use of artificial intelligence and robotic process automation.

The department heads in the Executive, Information Technology, and Member Services departments propose the following additions to the OCERS 2022 Staffing Plan:

Executive Department - (1) one Project Manager:

OCERS currently has contracted with Tek Systems to employ a temporary Project Manager to coordinate and oversee the successful completion of a master repository of business process and procedures documents. This position reports directly to OCERS' Chief Executive Officer (CEO) and provides weekly updates on the progression of the project to the CEO. This position supports OCERS' business initiative to develop a comprehensive standardized library of business processes and procedure manuals across the organization. The current contract cost with Tek Systems is \$235,000 annually. The recommendation to transition the temporary position to an Extra-Help assignment will avoid the mark-up on talent by an estimated \$65,000 and bring the



Memorandum

estimated cost down to \$160,000. Extra-Help employees are eligible to participate in a high deductible medical plan, retirement savings benefit, and can accrue six (6) days of sick leave per year.

Information Technology (IT) Department - (2) two IT Managers:

The IT Department currently has two distinct functional areas: Programming/Application Development and Operations. The team members in each area have a unique set of skills and knowledge applicable to responsibilities of the functional area they are assigned. The IT Director oversees both functional areas and is responsible for carrying out OCERS' Strategic Goals and Business Plan initiatives in both areas as well as providing operational assistance for escalated issues and problem resolution. Given OCERS' plans for the use of technology in the future and a current unsustainable workload on the IT Director, additional highly skilled leadership is required in the department. The two proposed IT Managers would be responsible for recommendations and decisions related to the purpose, function, and roles of their functional area, and the determination of expenditures and resources needed to achieve those goals. The IT Managers would also have an external focus on procuring third-party professional services and providing oversight and project management of IT solutions implementation and process improvements within the Organization. Tasks assigned to IT Managers in their respective areas include:

- Proactively align IT objectives with OCERS Strategic Plan and Business Initiatives.
- Drive innovation across the organization by assessing needs within departments, evaluating current and emerging technologies, and recommending solutions to streamline, automate and provide the most efficient use of OCERS assets and resources.
- Oversee IT projects and the implementation of new technologies from initial planning through the timely completion and success roll out to production.
- Operationalize IT activities and establish core documentation, training, and reporting to ensure standardization, suitability, and completeness in processing and controls.
- Assist in the development of IT annual budget and review and approval of expenses incurred throughout the year.
- Direct technology procurements, contract management, and vendor/professional service engagements to ensure the quality of service, completion of tasks and manage risks associated with OCERS suppliers to achieve business objectives.
- Establish service level agreements and metrics to measure and report on IT activities and support to the organization.
- Work closely with Information Security Department to protect OCERS assets and operations.

The estimated annual cost for an Information Technology Manager with benefits is approximately \$214,000 or a total of \$428,000 for the two proposed positions.

Member Services Department- 10 New Positions:

The Member Services department has three very large initiatives to work through in 2022. The first and most important is our 100% accuracy goal to eliminate errors from the retirement process. The second is the implementation and completion of the required benefit and contribution adjustments required by the Alameda decision. The third, longer-term project is the preparation of an upgrade to our pension administration system (V3). The following staff additions will be crucial to the success of these three projects/processes.



Memorandum

(2) Benefit Analysts - These positions will be responsible for bringing an auditing background into our retirement processing and quality assurance (QA) departments.

- One Benefit Analyst would help supervise the payroll team in Member Services. They would provide a level of organization and lean process skills that allow them to break down errors and review processes to determine improvements, training needed, and providing team member feedback.
- The second Benefit Analyst would be ensuring our transactional QA team remains focused on ensuring we meet our 100% Accuracy goals.

The estimated annual cost for a Member Services Benefit Analyst with benefits is approximately \$151,681 or a total of \$303,262 for the two proposed positions.

(2) Member Services Supervisors – The Supervisor positions are responsible for our Transactional QA team as well as our System QA team.

- The Transactional QA team supports our 100% accuracy goal by allocating workloads and supporting our Transactional QA SR. RPS representatives. This team is a critical link for ensuring our processes throughout Member Services meet our 100% accuracy goal. The Member Services Supervisors would provide the payroll RPS team member feedback on errors found during the monthly payroll cycles as well as work through developing solutions to eliminate the errors from our processes.
- The System QA Supervisor role will support the three (3) System QA Sr. RPS representatives that provide testing and implementation of V3 software updates/builds. This team would also be responsible for the testing of changes to V3 needed for the implementation of Alameda decision as well as organizing the business requirements documents for the development of the next generation pension administration system to replace V3.

The estimated annual cost for a Member Services Supervisor with benefits is approximately \$127,283 or a total of \$254,566 for the two proposed positions.

(4) Sr. Retirement Program Specialists – Member Services Sr. Retirement Program Specialists are responsible for enhancing our two (2) Quality Assurance teams (Transactional and System focused) for 2022.

- Three of the proposed Sr. Retirement Program Specialist positions would be responsible for ensuring OCERS achieves the 100% accuracy goal. This group of three team members would be responsible for testing and re-calculating all manual benefit calculations performed by the RPS Payroll Team. The senior quality assurance representatives provide a critical eye and attention to the processes to ensure the 100% accuracy goal is met.
- The fourth new Sr. Retirement Program Specialist is responsible for system-focused quality assurance. With the start of the RFP process for the next generation pension administration system in 2022, as well as the level of work required to test the Alameda implementations, Member Services proposes expanding the current System QA two-member team by adding an additional System QA SR RPS. This expansion will help with the added workloads to test system issues and new functionality when



Memorandum

delivered. This team member will also help develop the documentation required for the business requirements documents that are required during the RFP process.

The estimated annual cost for a Member Services Sr. Retirement Program Specialist with benefits is approximately \$113,936 or a total of \$455,744 for the four proposed positions.

(2) Retirement Program Specialists - As part of our 100% accuracy goal, we are developing a completely independent Call Center to support member calls by full-time call center representatives.

- The proposed two new team members will answer all questions from members who call OCERS regarding their account. Currently, we have six team allocated to this team and based on the call metrics, we require two additional team members to support the volumes.

The estimated annual cost for a Member Services Retirement Program Specialist with benefits is approximately \$108,500 or a total of \$217,000 for the two proposed positions.

The total annual cost to add 10 (ten) new positions to the Member Services Department is \$1,230,672.

At the September 15, 2021, Personnel Committee meeting, each department will review their proposed staffing plan and discuss the justification for each position being recommended.

I support the addition of the thirteen (13) new positions and ask that the Personnel Committee join me in the support of moving the OCERS staffing plan from 96 to 109 budgeted positions. The estimated total annual personnel cost for the additional positions is **\$1,818.672**, which includes salaries and a 55% benefits load factor.

Submitted by:



SD - Approved

Steve Delaney

Chief Executive Officer



PERSONNEL COMMITTEE MEETING-

September 15, 2021

Steve Delaney, Chief Executive Officer

Cynthia Hockless, Director of Human Resources



RECOMMENDATIONS

Staffing Recommendations for 2022

Approve and recommend the Board of Retirement approve the following items related to the 2022 Staffing Plan to be presented to the at the October 18, 2021 Board meeting:

- 1. Add one Extra Help position (Project Manager) to the Executive department (Est. cost \$160,000)**

- 2. Add two (2) IT Managers to the Information Technology department (Est. cost \$428,000)**

- 3. Add a total of ten (10) new positions to the Member Services department (Est. total cost \$1,230,672).**
 - a. Two (2) Benefit Analysts (Payroll and QA)**
 - b. Two (2) Retirement Supervisors (QA Depts)**
 - c. Four (4) Senior Retirement Program Specialist (QA Depts)**
 - d. Two (2) Retirement Program Specialist (Call Center)**

The costs above include salaries and a 55% fringe benefits load factor. The total estimated annual cost to increase the OCERS headcount from 96 to 109 is **\$1,818,672**.



PROPOSED HEADCOUNT



2021 Current Staffing Plan

- Headcount: 96
- OCERS Direct: 37
- County: 56
- Extra Help County: 3



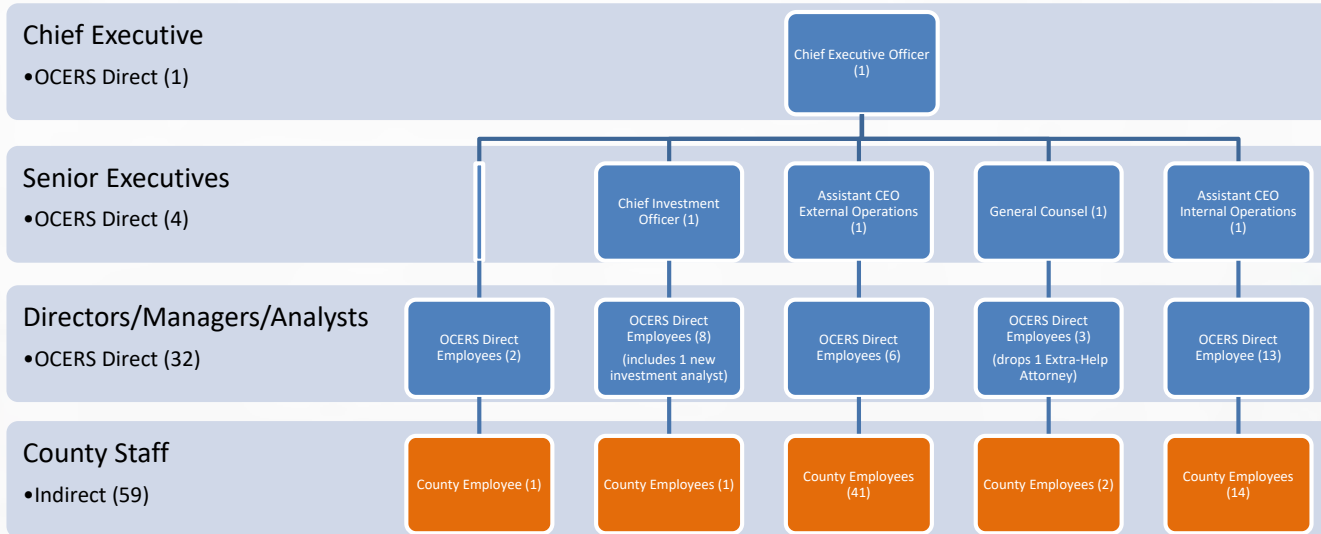
2022 Proposed Staffing Plan

- Headcount: 109
- OCERS Direct: 41
- Extra-Help OCERS Direct: 1
- County: 64
- Extra Help County: 3



OCERS Organization Chart 2021

(96 team members, 94.5 FTE)

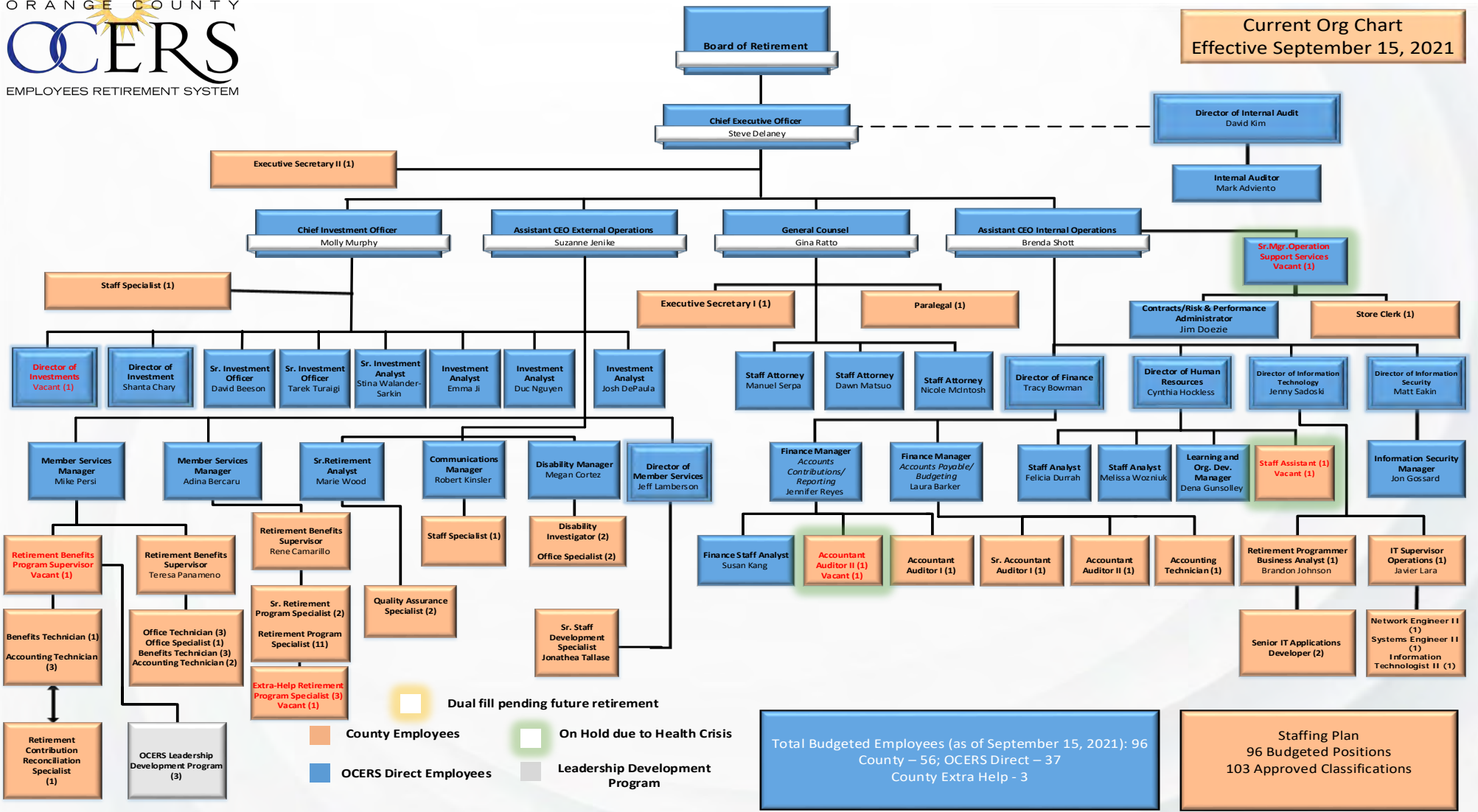


Staffing Plan
 96 Budgeted Positions
 102 Approved Classifications
 (includes 3 Part-time Extra Help in Member Services)

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



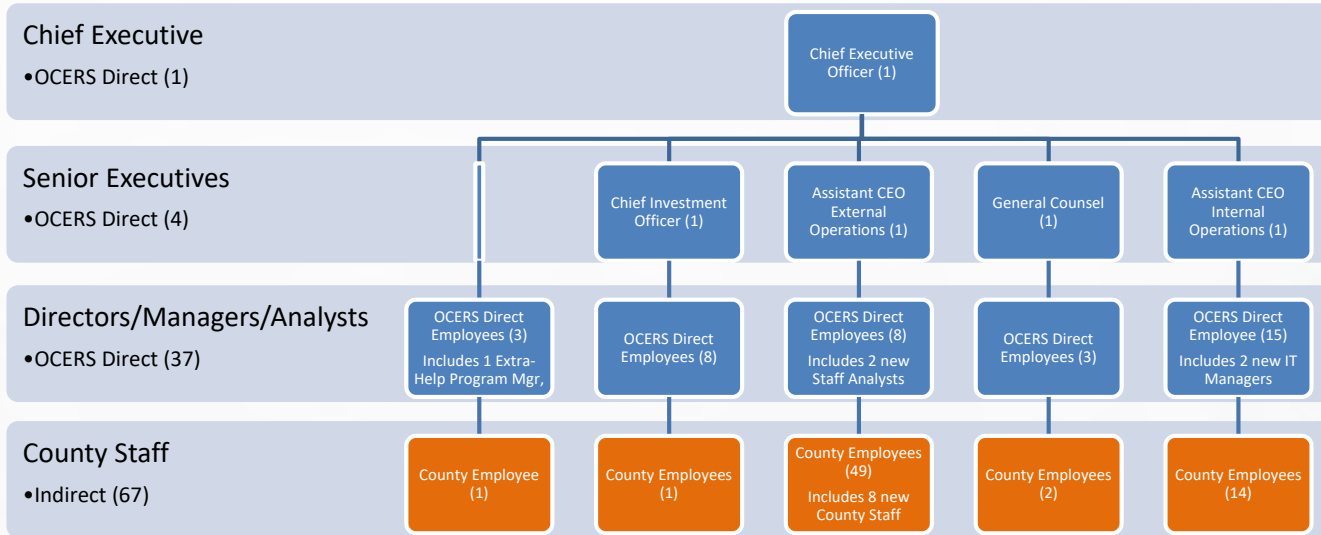
Current Org Chart
Effective September 15, 2021





OCERS Proposed Organization Chart 2022

(109 team members, 107.5 FTE)




Staffing Plan

109 Budgeted Positions

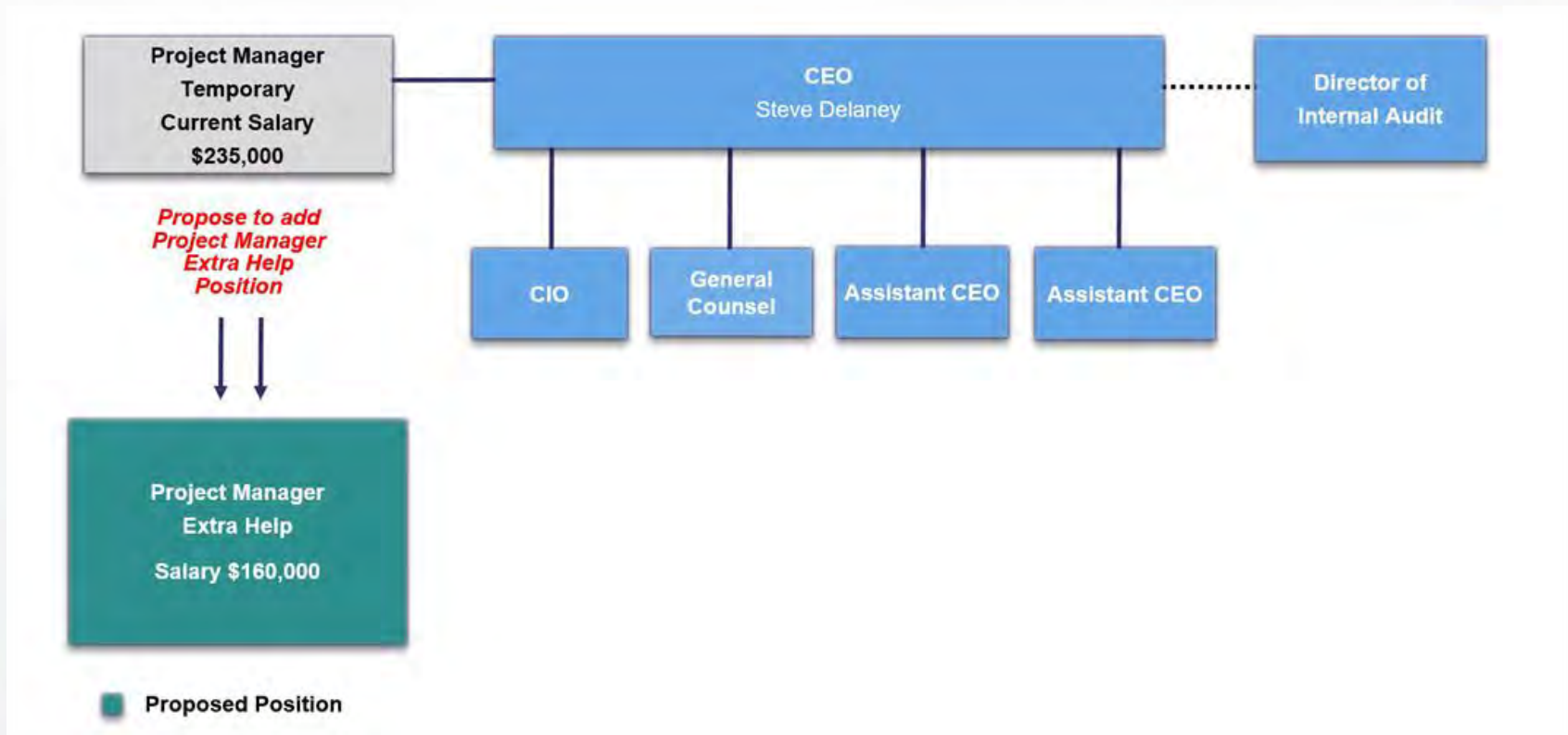
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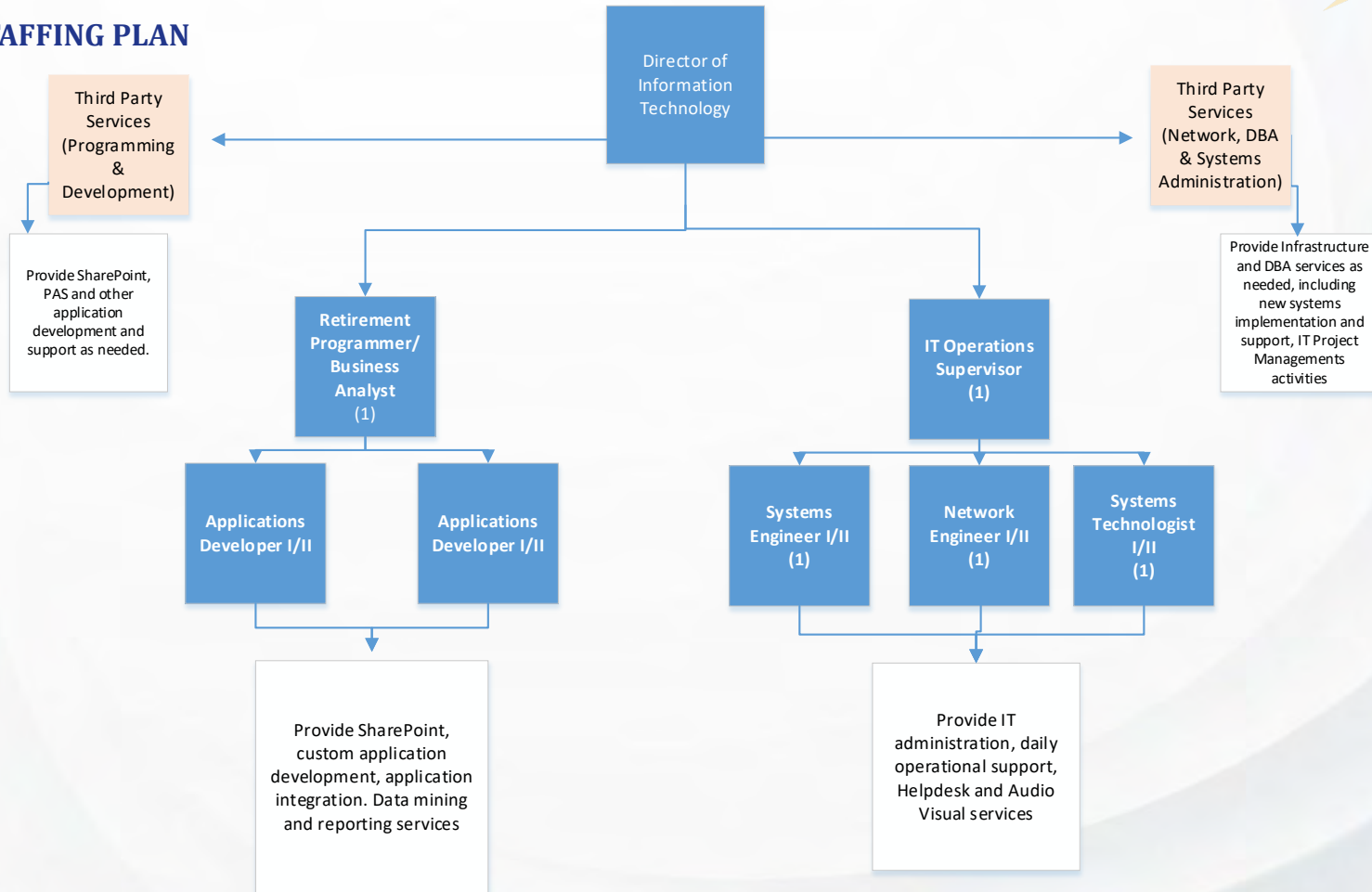
EXECUTIVE DEPARTMENT

1. Add one Extra Help position (Project Manager) to the Executive department (**Est. cost \$160,000**)



INFORMATION TECHNOLOGY DEPARTMENT

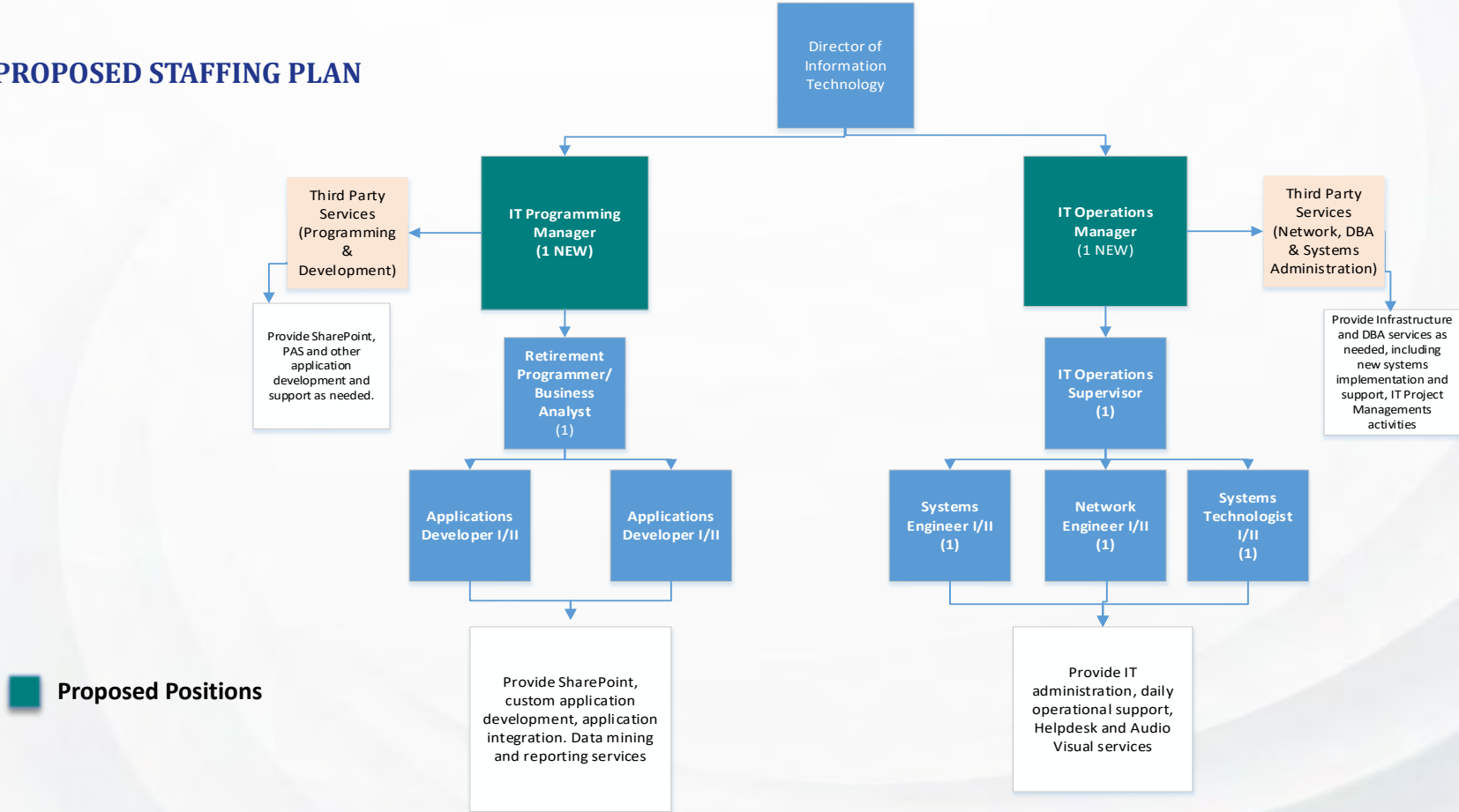
CURRENT STAFFING PLAN



INFORMATION TECHNOLOGY DEPARTMENT

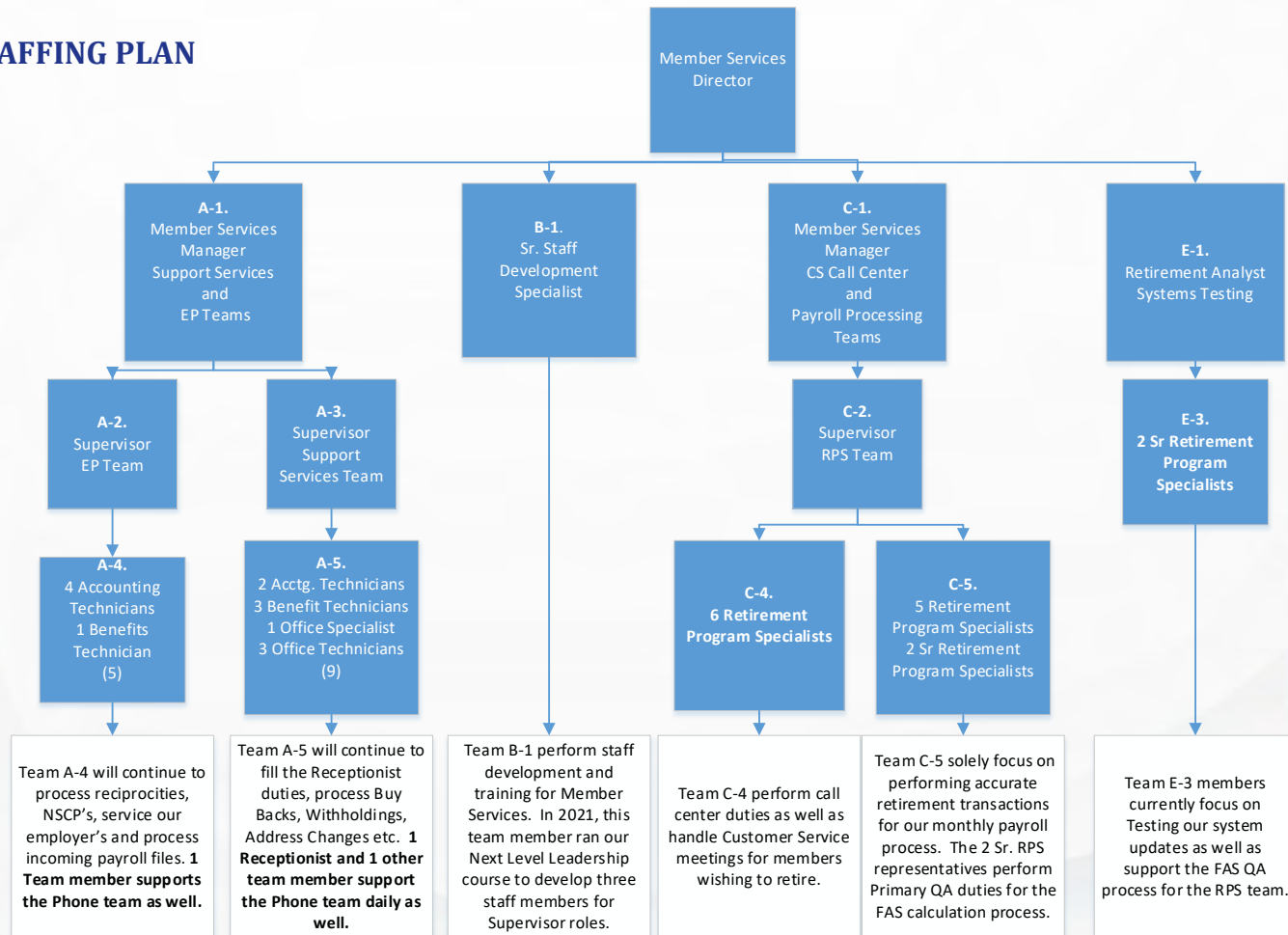
2. Add two (2) new IT Managers to the Information Technology department **(Est. cost \$428,000)**

PROPOSED STAFFING PLAN



MEMBER SERVICES DEPARTMENT

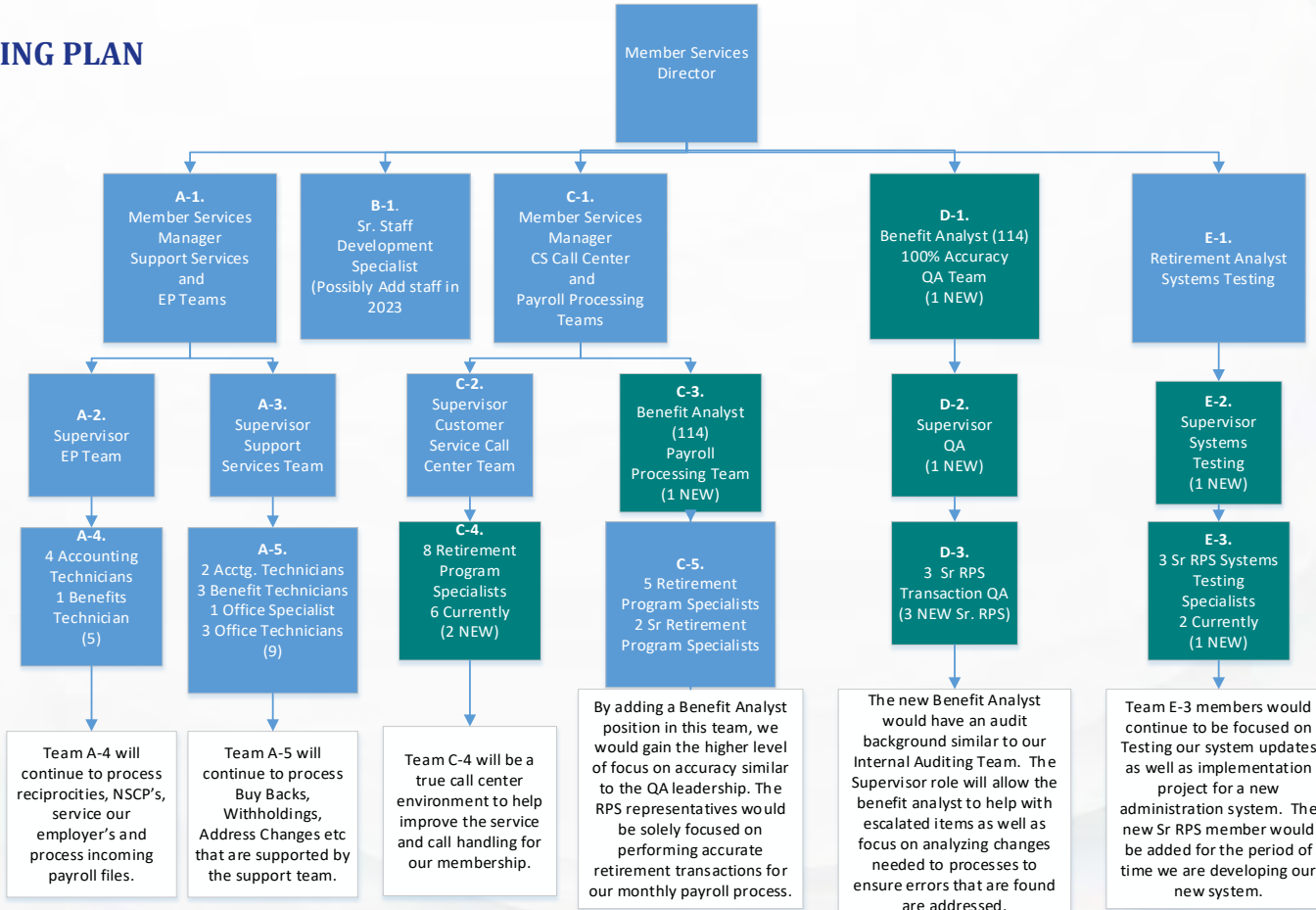
CURRENT STAFFING PLAN



MEMBER SERVICES DEPARTMENT

3. Add a total of ten (10) new positions to the Member Services department (\$1,230,672.10)

PROPOSED STAFFING PLAN





RECOMMENDATIONS

Staffing Recommendations for 2022

Approve and recommend the Board of Retirement approve the following items related to the 2022 Staffing Plan at the October 18, 2021 meeting:

- 1. Add one Extra Help position (Project Manager) to the Executive department (Est. cost \$160,000)**
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PROPOSED HEADCOUNT

2021 Current Staffing

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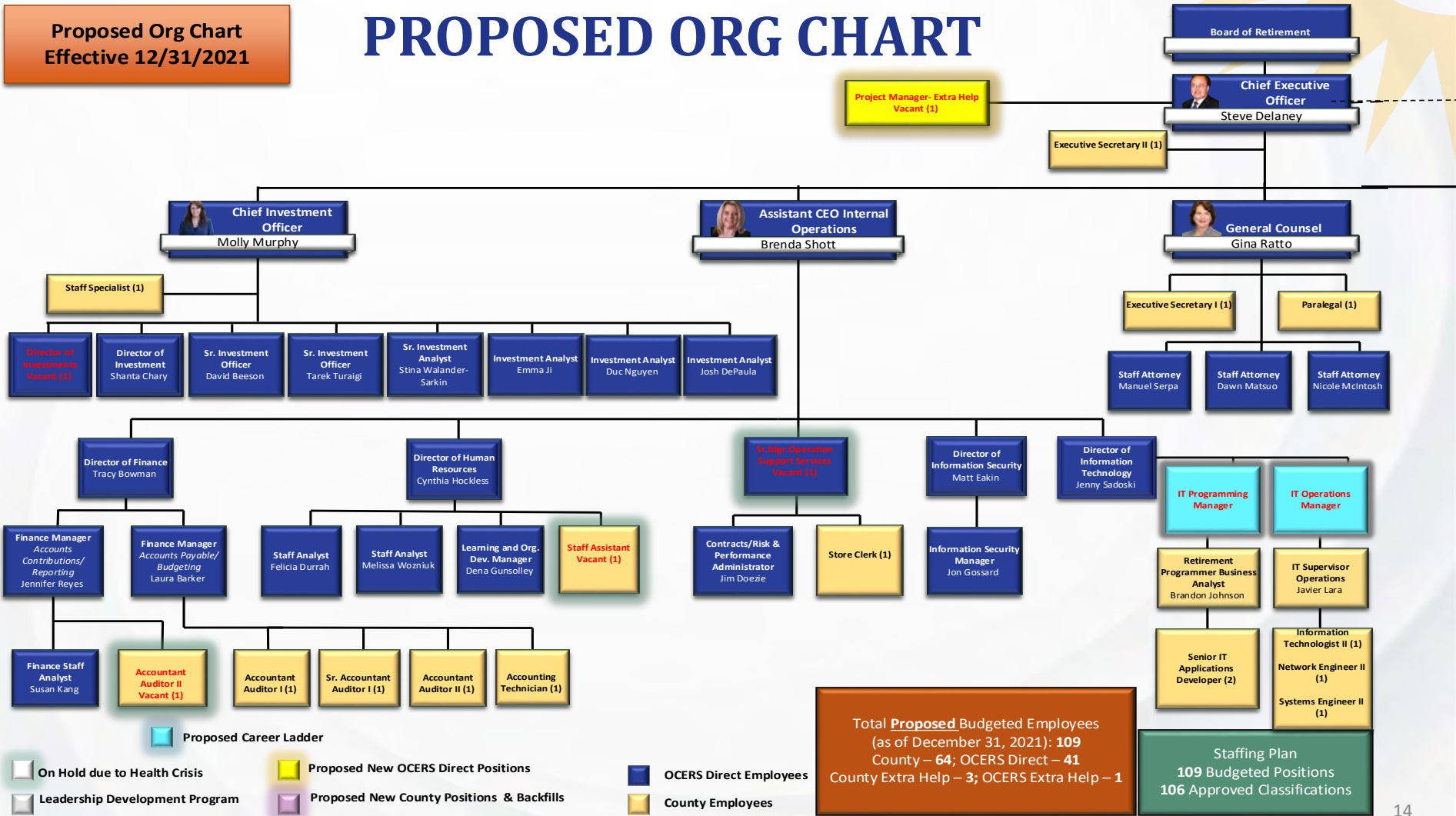


2022 Proposed Staffing

- Headcount: 109
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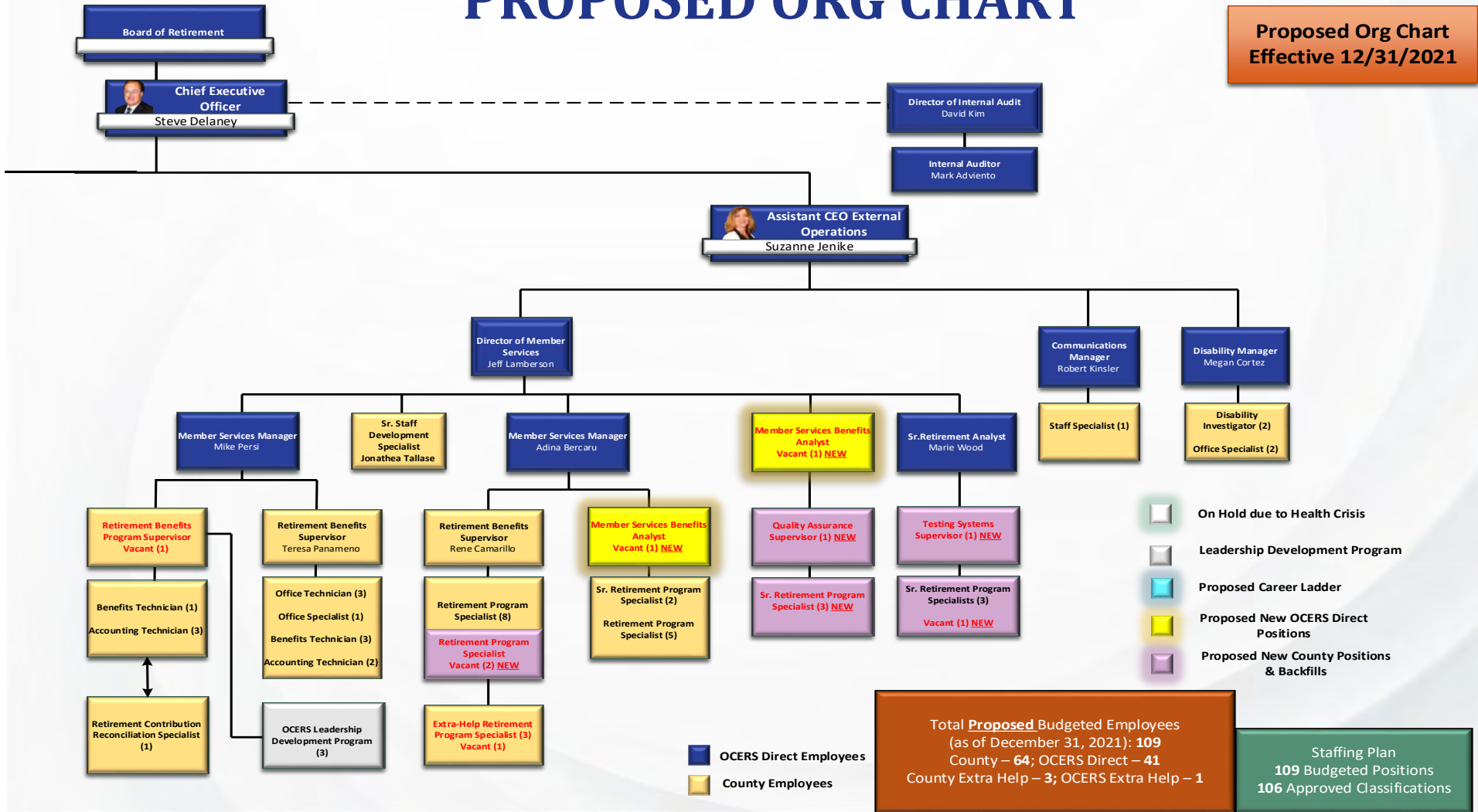
**Proposed Org Chart
Effective 12/31/2021**

PROPOSED ORG CHART



PROPOSED ORG CHART

**Proposed Org Chart
Effective 12/31/2021**





QUESTIONS





APPENDIX





21 Basis Points Test

Orange County Employees Retirement System	
21 Basis Points for Budget Year 2021	
Projected actuarial accrued liability as of December 31, 2020	\$22,980,997,000
21 basis points of projected actuarial accrued liability	48,260,094
FY21 proposed budget amount subject to 21 basis points limitation ¹	<u>20,029,272</u>
Amount under 21 basis points	<u>\$28,230,822</u>
Budgeted amount expressed as basis points of projected actuarial accrued liability-FY21	8.72
Budgeted amount expressed as basis points of projected actuarial accrued liability-FY20	9.04

¹ Reconciliation of amount subject to 21 basis points limitation:

Total FY21 proposed budget	\$ 28,283,900
Less: Investment-related costs	<u>(6,208,728)</u>
Total FY21 proposed administrative budget	22,075,172
Less: IT Capital expenses	-
Computer hardware/software	(698,500)
Information Security-Professional services consulting	(180,000)
InformationTechnology-Professional services consulting	<u>(1,167,400)</u>
FY21 proposed budget amount subject to 21 basis points limitation	<u>\$ 20,029,272</u>

21 Basis Point History					
	2017	2018	2019	2020	2020
-					
21 Basis Points	8.55	9.31	8.93	9.04	8.72



2022 Proposed Position Job Summaries

1. Retirement Benefits Analyst (Member Services)

Salary Range - \$79,885 - \$115,833

Summary of Duties

The Retirement Benefits Analyst assists with developing and implementing procedures related to the processing of service retirement and disability retirement benefit applications, death benefits and service purchase requests; serves as lead with respect to developing and presenting a variety of training modules on retirement benefit issues and related topics to staff. Uses their prior detailed financial audit background to analyse, compare, prioritize, and evaluate complex benefit and membership data; assists the Member Services Manager or independently conducts training to County departments and special districts on retirement benefit matter and serves as technical advisor to Member Services Supervisors and staff; and serves in the absence of the Retirement Services Manager.

Minimum Qualifications

A Bachelor's Degree or higher from an accredited college or university in business administration, finance, economics, human resources/personnel administration, accounting, public administration or closely related field.

Two years' experience as Retirement Benefits Program Supervisor at OCERS or two years of supervisory experience that includes increasingly difficult and highly technical administrative duties providing retirement counseling services and the calculation of retirement benefits in a public retirement system.

Three years' accounting or auditing experience, including accounting and fiscal responsibilities.

2. Retirement Benefits Program Supervisor (Member Services)

Salary Range - \$62,545 - \$84,177

Summary of Duties

The Retirement Benefits Program Supervisor supervises, trains, and reviews the work of staff performing benefits processing and counselling and investigatory functions; reviews and monitors retirement disability claims, determining when additional information by investigator and/or physician may be required, assists County Counsel Attorneys with preparing cases for hearings; implements changes in the policies and procedures used to counsel members and/or beneficiaries on their benefit options due to changes in the laws and regulations and to offer a better level of services; oversees the production of the retiree's payroll and processing of withdrawals; communicates with various groups and organizations regarding the Retirement Systems regulations and benefits; represents the office with employee groups, actuaries, and local, State and federal agencies and monitors and analyzes the accuracy of the system's actuarial data reports in conjunction with data processing.

Minimum Qualifications

Four years of experience which demonstrate the application of the knowledge and abilities necessary for this position, two years of which must be technical level experience in a retirement, insurance, or government benefit program, or in a personnel system which involves retirement benefit experience and one year of supervisory



2022 Proposed Position Job Summaries

experience or successful completion of an employer sponsored or other introductory course in the principles of supervision.

3. Sr. Retirement Program Specialist (Member Services)

Salary Range - \$56,347 - \$75,337

Summary of Duties

The Sr. Retirement Program Specialist researches, resolves and processes the most complex and difficult benefit claims and inquiries; interprets and explains to members and beneficiaries the County Employees Retirement Law of 1937 as well as other laws and regulations relating to retirement; interprets and explains alternate benefit programs, service connected disability, deferred compensation and alternate contribution accounts; researches and evaluates retirement benefits in order to advise members and beneficiaries of their options; communicates with various groups and organizations regarding the retirement systems regulations and benefits; represents the office with employee groups, actuaries, and local, state and federal agencies; reviews and processes the most complex members and beneficiaries services, disability and deferred retirement benefits; researches and responds to the more complex inquiries and claims either verbally or in writing; takes corrective action as required. Assists in the production of the retiree's payroll and processing of withdrawals and assists in producing, analyzing, and verifying the accuracy of actuarial data systems reports.

Minimum Qualifications

Four years of experience which demonstrate the application of the knowledge and abilities necessary for this position; two years of which must be technical level experience in a retirement, insurance, or government benefit program, or in a personnel system which involves retirement benefit experience.

College level education or training directly related to such work may be substituted for up to one year of the required experience at the rate of three semester units equaling one month experience and one hour of training equaling one hour of experience.

College level education beyond the bachelor degree which is directly related to the position may be substituted for up to an additional year of required experience at the rate of three semester units equaling one month of experience. Certification as an Employee Benefits Specialist (CEBS) may be substituted for up to an additional year of the required experience.

4. Retirement Program Specialist (Member Services)

Salary Range - \$49,483 - \$66,248

Summary of Duties

Counsels members and/or beneficiaries on benefit options, service retirement, disability and death benefits, deferral of benefits, withdrawals and reciprocal provisions; insures that available options are used to members best benefits in light of system requirements; calculates and/or verifies retirement, disability, death and deferred benefits and refunds; maintains and verifies active and retired member retirement accounts including member



2022 Proposed Position Job Summaries

status, employee contributions, rate schedules, interest rates and service factors; verifies eligibility and calculates contribution rate changes; coordinates reciprocal benefits with other retirement systems; places qualified

recipients on retirement payroll, removes recipients from the payroll following death or other disqualifications for benefit payments; speaks before groups of members to explain plan benefits and provide pre-retirement benefit information; prepares a variety of information, records, reports and correspondence; processes a variety of detailed and technical forms and files in accordance with a variety of benefit laws, rules and regulations.

Minimum Qualifications

Four years of experience which demonstrate the application of the knowledge and abilities necessary for this position; two years of which must be technical level experience in a retirement, insurance, or government benefit program, or in a personnel system which involves retirement benefit experience.

College level education or training directly related to such work may be substituted for up to one year of the required experience at the rate of three semester units equaling one month experience and one hour of training equaling one hour of experience.

College level education beyond the bachelor degree which is directly related to the position may be substituted for up to an additional year of required experience at the rate of three semester units equaling one month of experience. Certification as an Employee Benefits Specialist (CEBS) may be substituted for up to an additional year of the required experience.

5. Information Technology Operations Manager (IT)

Salary Range - \$106,684 - \$ 165,360

Summary of Duties

Defines and delivers information technology strategic plans, policy and procedures to provide tools and processes to create operational efficiencies, automation to minimize risk and enhance productivity; manages technology project implementations by coordinating resources and timetables with user departments and data center; manages and ensures functionality, availability and security of data, backups, networks and computer system; preserves assets by implementing disaster recovery and back-up procedures and information security and control structures; assists in the development and oversight of the IT department annual budget; initiates, coordinates, and enforces systems, policies, and procedure within the operations team; manages staff, consultants and contractors; identifies problems and implements strategic solutions to gain organization effectiveness and efficiencies by evaluating organization outcomes and researching and recommending industry best practices and standards; maintains quality service by establishing and enforcing organization standard; maintains professional and technical knowledge by attending educational workshops, reviewing professional publications, establishing personal networks, and participating in professional societies.

Minimum Qualifications



2022 Proposed Position Job Summaries

A Bachelor's degree in Information Technology or Computer Science or a related field

Five years of increasingly responsible and varied technical experience related to computer system infrastructure design, network operations, security design, information assurance, application development and configuration and systems/server administration or any combination of education, training and/or experience that could likely provide the desired knowledge and abilities.

Four years' supervisory experience

6. Information Technology Programming Manager (IT)

Salary Range - \$106,684 - \$ 165,360

Summary of Duties

Defines and delivers information technology strategic plans, policy and procedures to provide tools and processes to create operational efficiencies, automation to minimize risk and enhance productivity; manages technology project implementations by coordinating resources and timetables with user departments and data center; manages and ensures functionality, availability and security of data, backups, networks and computer system; preserves assets by implementing disaster recovery and back-up procedures and information security and control structures; assists in the development and oversight of the IT department annual budget; initiates, coordinates, and enforces systems, policies, and procedure within the operations team; manages staff, consultants and contractors; identifies problems and implements strategic solutions to gain organization effectiveness and efficiencies by evaluating organization outcomes and researching and recommending industry best practices and standards; maintains quality service by establishing and enforcing organization standard; maintains professional and technical knowledge by attending educational workshops, reviewing professional publications, establishing personal networks, and participating in professional societies.

Minimum Qualifications

A Bachelor's degree in Information Technology or Computer Science or a related field

Five years of increasingly responsible and varied technical experience related to computer system infrastructure design, network operations, security design, information assurance, application development and configuration and systems/server administration or any combination of education, training and/or experience that could likely provide the desired knowledge and abilities.

Four years' supervisory experience

7. Project Manager (Executive)

Estimated Cost - \$160,000

Summary of Duties



2022 Proposed Position Job Summaries

Applies standard Project Management practices to complete the Master OCERS' Process and Procedures Documentation Project, which includes documenting OCERS core processes and departmental procedures to be used for reference materials, training team members, and to developing future software system requirements; leads cross-functional teams and work effectively in dynamic and fluid situations; establishes successful partnerships and delivers effective communication with a core group of OCERS' team members; conducts Project Team SWOT analysis and communicates results with the Project Team and Executives; conducts relevant research to determine the appropriate resources and materials necessary to achieve project goals; assists with developing project scope and establish a projected timeline of completion; clearly defines and assigns the required project contributions by department and individual; creates short and long term plans for iterative results; performs quality control throughout the project's development to maintain expected standards and accountability; motivates and monitors project contributors; and provides regularly structured updates to the project team and Executives upon request.

Minimum Qualifications

Bachelor's degree from an accredited college or university in Business Management, Computer Science, or another closely related field.

Five years of Project Management experience managing large projects of diverse scope, including two years of experience using Agile with SCRUM methodology.

Highly Desirable: Comprehensive knowledge of the Project Management Institute (PMI) framework.

Highly Desirable: Project Management Professional (PMP) Certification.

Member Services New Staffing Request for 2022														
Transaction Types	Average Annual Transaction Count	Per Month Avg	Days/Mo	Number per Day	Avg Mins to Process one Transaction	Avg Hours to Process one day's Transaction	Base Full Time FTE	20% for Time off and Sick time	Calculation of Full Time FTE required	Comments	Staffing Adds	New Cost/fringe	Add business plan goals	
C-5 Retirement Counseling/Estimate	1000	83.3	17	5	270	22.1	2.8	0.6	3	Staffing based on transactional averages and processing times	0	\$ -		
C-5 Retirement Payroll	1000	83.3	17	5	300	24.5	3.1	0.6	4	Staffing based on transactional averages and processing times	0	\$ -		
C-4 Phone Calls	103200	8600	20	430	7	50.2	6.3	1.3	8	Staffing based on transactional averages and processing times	2	\$ 217,000.00	Objective A: Provide Accurate and Timely Benefits Objective C: Continuously improve Business Processes and Procedures to be Efficient and Effective	
D-3 Retirement QA	1000	83.3	17	5	270	22.1	2.8	0.6	3	Staffing based on transactional averages and processing times	3	\$ 341,807.55	Objective A: Provide Accurate and Timely Benefits Objective C: Continuously Improve Business Processes and Procedures to be Efficient and Effective	
									Total Staffing Required in RPS for Phone Center and Payroll Processing teams.	18				
									Less Current Staffing in RPS	-13				
									New Processing Staff	5				
									C-3 Payroll Team Benefit Analyst	1	This team member will be responsible for ensuring daily work of RPS Payroll team is completed timely and accurately. This will allow the Member Services Manager position they report to on the team to focus on improving processes coaching team members and implementing process improvement suggestions from the Transactional QA team.	1	\$ 151,681.45	Objective A: Provide Accurate and Timely Benefits Objective C: Continuously Improve Business Processes and Procedures to be Efficient and Effective
									D-1 QA Team Benefit Analyst	1	This team member will be responsible for focusing on improving QA processes and making Process Improvement suggestions to the Member Services Team. They will also work with the Member Services Leadership to provide direct feedback on errors found to the RPS's so they can improve their performance.	1	\$ 151,681.45	Objective A: Provide Accurate and Timely Benefits Objective C: Continuously Improve Business Processes and Procedures to be Efficient and Effective
									D-2 Transaction QA Team Supervisor	1	This team member will be responsible for ensuring daily work of transactional QA team is completed timely and accurately. This will allow the Benefit Analyst position on the team focus on improving QA processes and making Process Improvement suggestions to the RPS Payroll Team	1	\$ 127,282.90	Objective A: Provide Accurate and Timely Benefits Objective C: Continuously Improve Business Processes and Procedures to be Efficient and Effective
									E-2 System QA Team Supervisor	1	This team member will be responsible for ensuring daily work of System QA team is completed timely and accurately. This will allow the Retirement Analyst position on the team to focus on improving System QA processes and making Process Improvement suggestions to the Member Services Team. They will also be able to focus on the implementation of the new administration system	1	\$ 127,282.90	Objective A: Provide Accurate and Timely Benefits Objective C: Continuously Improve Business Processes and Procedures to be Efficient and Effective
									E-3 System QA Sr RPS	1	This team member will work on testing the vitech releases as well as the preparation process for the RFP for a new Administration System.	1	\$ 113,935.85	Issue a RFP for next generation pension administration system
									10 Total New Member Services Staff	10	\$ 1,230,672.10			



Memorandum

DATE: September 15, 2021
TO: Members of the Personnel Committee
FROM: Cynthia Hockless, Director of Human Resources
SUBJECT: Review of CEO Performance Evaluation Timeline

Recommendation

Approve and discuss the timeline for the 2021 CEO Performance Evaluation process.

Background/Discussion

Each calendar year, the OCERS Board of Retirement conducts a performance evaluation of the CEO. According to the CEO Performance Evaluation policy, the evaluation process is scheduled to start in October and be completed in November.

The attached timeline reviews a draft of a tentative schedule that can commence in October. Staff is seeking the Personnel Committee's direction to start the process as outlined.

Attachments

Proposed timeline for 2021 CEO Performance Evaluation Process

Submitted by:



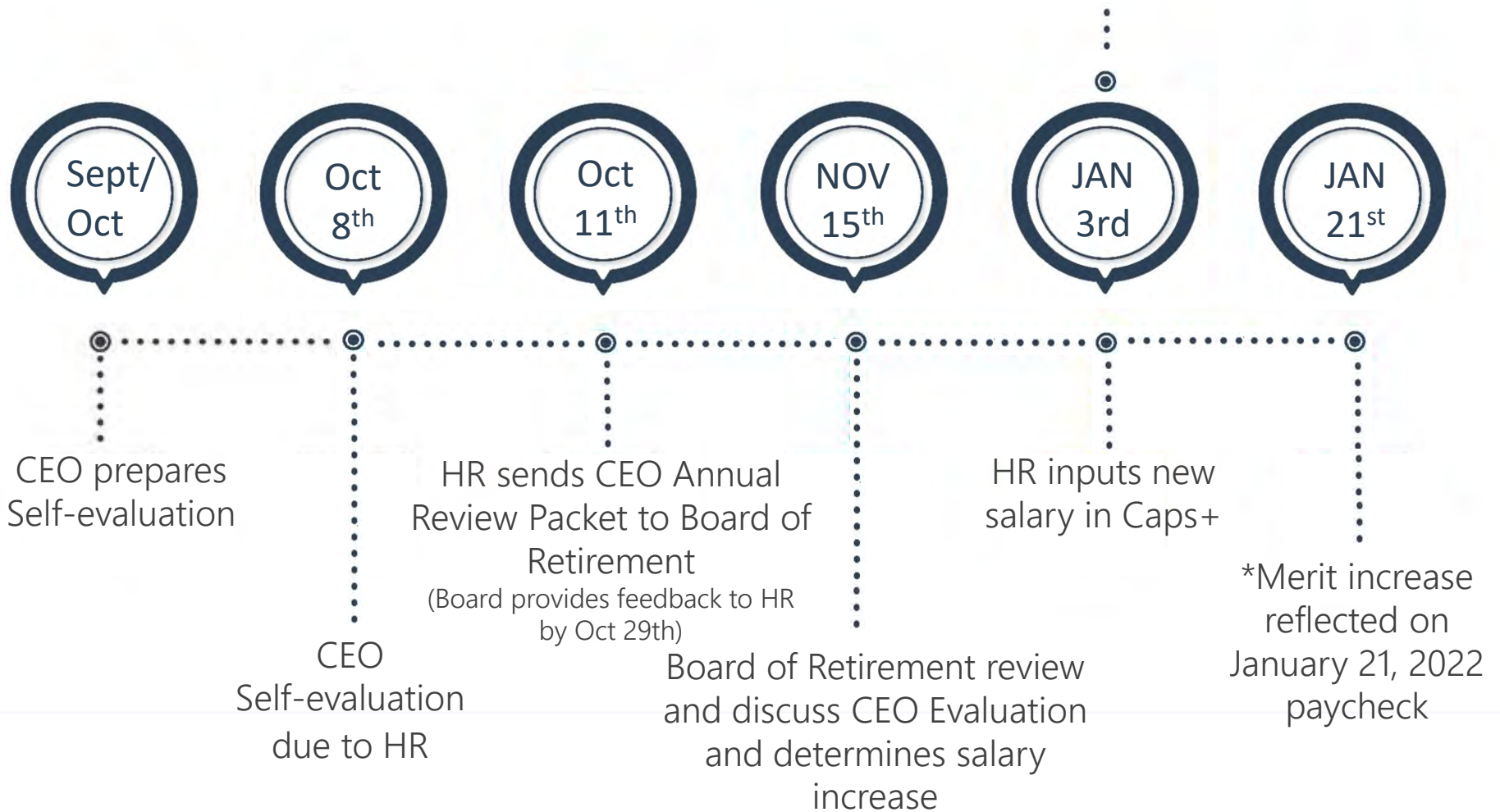
CH - Approved

Cynthia Hockless
Director of Human Resources

2021- DRAFT

CEO Annual Performance Evaluation Timeline

HR prepares PAN form for signatures effective PP2, December 31, 2021



*All Merit increases are per the Board of Retirement's approval



Memorandum

DATE: September 15, 2021
TO: Members of the Personnel Committee
FROM: Cynthia Hockless, Director of Human Resources
SUBJECT: REVIEW OF PERSONNEL COMMITTEE CHARTER

Recommendation

Review the attached Personnel Committee Charter.

Background/Discussion

In 2018, the Board formed the Personnel Committee to assist the Board by reviewing, amending, and recommending new personnel policies and procedures, and advising the Board with respect to compensation and benefits issues, affecting OCERS employees. On March 18, 2019, the Board adopted the attached Personnel Committee Charter.

With the recently assigned committee members, we ask that the Personnel Committee members review the attached charter to ensure they are familiar with the duties and responsibilities of the committee.

The Personnel Committee Charter will be up for a triennial review on March 18, 2022. At that time, any recommended amendments will go to the Board for approval to ensure that the charter remains relevant and appropriate.

Submitted by:



CH - Approved

Cynthia Hockless
Human Resources Director



OCERS Board Charter Personnel Committee Charter

Introduction

1. The Board of Retirement (Board) has established the Personnel Committee to assist the Board by reviewing, amending, and recommending personnel policies and procedures affecting OCERS direct employees. The Personnel Committee is an advisory committee to the Board, and its recommendations are subject to final approval by the Board.

Duties and Responsibilities

2. The Personnel Committee will:
 - a. Recommend new and review existing Board policies relating to OCERS personnel matters including without limitation the CEO Performance Evaluation Policy and the Succession Policy;
 - b. Review and recommend to the Board for approval personnel policies and procedures affecting OCERS direct employees, including policies and procedures relating to performance and compensation;
 - c. Advise the Chief Executive Officer (CEO) regarding the hiring and termination of the Chief Investment Officer (CIO), the Assistant Chief Executive Officer, Internal Operations, the Assistant Chief Executive Officer, External Operations, and the General Counsel;
 - d. Review and recommend to the Board for approval salary ranges for all OCERS direct employees according to established compensation policies and procedures and with the approved Operating Budget;
 - e. Oversee the compensation paid to all OCERS direct employees according to established compensation and benefit policies and procedures and consistent with the CEO Charter;
 - f. Oversee senior executive long-term succession planning;
 - g. Conduct the selection process of the Board's executive compensation consultant(s) and executive search firm(s), if any, and recommend the finalist to the Board;
 - h. Oversee training, talent development and succession planning programs affecting OCERS direct employees, including practices to recruit, develop, motivate and retain competent employees;
 - i. Direct the CEO to negotiate terms and conditions of employment with OCERS direct employees; and
 - j. Perform any other duties that may be assigned to it by the Board or that are necessary to discharge the committee's responsibilities with respect to OCERS direct employees.

Membership

3. The Personnel Committee will be composed of at least three members and include both an appointed and elected Board member.



OCERS Board Charter Personnel Committee Charter

Meetings

4. The Personnel Committee will meet on an as needed basis as determined by the Committee Chair in consultation with the Board Chair.
5. All members of the Personnel Committee are expected to attend all meetings of the committee.
6. A quorum to conduct business will consist of two members of the committee.
7. The Assistant CEO for Internal Operations (or his/her designee), the Director of Administrative Services (or his/her designee), and whatever staff deemed necessary, will attend all meetings of the Personnel Committee. Meeting notices will be provided to interested parties in conformance with applicable laws, regulations, customs, and practices.
8. All meetings will be conducted in accordance with the Brown Act. Meeting agendas will be prepared and provided in advance to members of the committee, along with appropriate briefing materials. Minutes of meetings will be prepared and will contain a record of persons present, decisions taken, and a high-level summary of the discussion.

Monitoring and Reporting

9. The Personnel Committee will:
 - a. Make its minutes available to all Members of the Board; and
 - b. Periodically report to the Board on its activities.

Charter Review

10. The Personnel Committee will review this charter at least once every three (3) years and recommend any amendments to the Board for approval as necessary to ensure that the charter remains relevant and appropriate.

Charter History

11. This charter was adopted by the Board of Retirement on March 18, 2019.

Secretary's Certificate

I, the undersigned, the duly appointed Secretary of the Orange County Employees Retirement System, hereby certify the adoption of this policy.

A handwritten signature in blue ink that reads "Steve Delaney".

Steve Delaney, Secretary of the Board

03/18/19

Date



Memorandum

DATE: September 15, 2021
TO: Members of the Personnel Committee
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: REVIEW OF TOPICS FOR DISCUSSION AT PERSONNEL COMMITTEE MEETINGS

Recommendation

Discuss and review topics to be heard at future Personnel Committee meetings

Background/Discussion

The Board of Retirement established the Personnel Committee to assist the Board by reviewing, amending, and recommending personnel policies and procedures affecting OCERS. The Personnel Committee is an advisory committee comprised of three Board members.

Staff has identified four topics that the Personnel Committee will review in the upcoming months. Below is a list of the topics that will come forth for direction and discussion from the Personnel Committee:

1. Draft a Memorandum of Understanding (MOU) to the County of Orange regarding the working relationship OCERS' Management has with County Employees working at the OCERS headquarters.
2. Draft OCERS specific classifications for County employees located at OCERS with the partnership and approval of the County of Orange and Orange County Employees Association (OCEA).
3. Convert County Employees to OCERS Direct. Discuss the steps necessary and gain support to start the process to transition all employees under OCERS employment.

Staff will provide a brief overview of the aforementioned topics at the September 15, 2021, Personnel Committee meeting. Detailed information will be provided as the topics are placed on the agenda at future Personnel Committee meetings.

Submitted by:



SD - Approved

Steve Delaney
Chief Executive Officer