ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

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

PERSONNEL COMMITTEE MEETING
Wednesday, September 28, 2022
2:00 p.m.

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

Pursuant to Assembly Bill 361, signed into law on September 16, 2021 as urgency legislation; Governor Newsom's Proclamation of a State of Emergency on March 4, 2020, which Proclamation is still in effect; and Board of Retirement Resolution 2022-09, this meeting will be conducted by video/teleconference, in compliance with Government Code section 54953 as amended by Assembly Bill 361. In addition, members of the Board and the public are welcome to participate in the meeting via Zoom from the OCERS Boardroom located at 2223 E. Wellington Ave., Santa Ana, CA. However, none of the other locations from which the Board members participate by teleconference will be open to the public.

Members of the public who wish to observe and/or participate in the meeting may do so (1) from the OCERS Boardroom or (2) via the Zoom app or telephone from any location. 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. Members of the public who participate in the meeting from the OCERS Boardroom and who wish to provide comment during the meeting may do so from the podium located in the OCERS Boardroom.

OCERS Zoom Meeting Video/Teleconference Information	
Join Using Zoom App (Video & Audio)	**Join by Telephone (Audio Only)**
https://ocers.zoom.us/j/81715834621 **Meeting ID: 817 1583 4621** **Passcode: 678451** Go to https://www.zoom.us/download to download Zoom app before meeting Go to https://zoom.us to connect online using any browser.	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: 817 1583 4621 Passcode: 678451**
A Zoom Meeting Participant Guide is available on OCERS website Board & Committee meetings page	

AGENDA

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.

OPEN SESSION

CALL MEETING TO ORDER AND ROLL CALL

PUBLIC COMMENTS

At this time, members of the public may comment on (1) matters not included on the agenda, provided that the matter is within the subject matter jurisdiction of the Board; and (2) any matter appearing on the Consent Agenda**. Members of the public who wish to provide comment at this time may do so by "raising your hand" in the Zoom app, or if joining by telephone, by pressing * 9 on your telephone keypad.** Persons attending the meeting in person and wishing to provide comment at this time should fill out a speaker card located at the back of the Boardroom and deposit it in the Recording Secretary's box located near the back counter. When addressing the Board, please state your name for the record prior to providing your comments. Speakers will be limited to three (3) minutes.

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   August 1, 2022

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 Board's discussion of the item. **Members of the public who wish to provide comment in connection with any matter listed in this agenda may do so by "raising your hand" in the Zoom app, or if joining by telephone, by pressing * 9, at the time the item is called. Persons attending the meeting in person and wishing to provide comment on a matter listed on the agenda should fill out a speaker card located at the back of the Boardroom and deposit it in the Recording Secretary's box located near the back counter.**

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

A-2   2023 STAFFING PLAN
Presentation Steve Delaney, CEO, OCERS

Recommendation: Approve and recommend the Board of Retirement include the following personnel costs in the 2023 OCERS Budget to be presented at the November 14, 2022, Board meeting:

1. **Add 14 New Positions to the 2023 Budgeted Headcount**
   A. Add one Project Manager position to the Executive Division
   B. Add three positions to the Legal Division
      (1) Chief Compliance Officer
      (2) Staff Attorney
      (3) Executive Secretary I
   C. Add one Investment Officer position to the Investments Division
   D. Add three Retirement Program Specialists to the Member Services Division
   E. Add one Information Security Analyst (Staff Analyst) position to the Information Security Department
   F. Add three positions to the IT Department
      (1) IT Systems Technician
      (2) Testing Coordinator (Manager Level)
      (3) Automation Developer (Manager Level)
   G. Add two positions to the Human Resources Department
      (1) Staff Analyst
      (2) Staff Assistant
2. **Approve the Creation of Three Career Ladders in the Finance and Internal Audit Departments (no change to headcount)**
   A. Finance Department
      (1) Senior Accountant to Staff Analyst
      (2) Accountant Auditor to Senior Accountant
   B. Internal Audit Department
      (1) Internal Auditor to Senior Internal Auditor
3. **Approve the Following Add/Drop**
   A. Add a Director of Communications and drop a Communications Manager position in the Communications department (no change to headcount).

A-3   OCERS CERTIFICATION INCENTIVE PROGRAM
Presentation by Steve Delaney, CEO and Brenda Shott, Assistant to CEO of Internal Operations, OCERS

Recommendation: Approve and recommend the Board of Retirement the following:
1. Create a second tier of certifications that are eligible for a salary incentive
   a. TIER 1 = 5.5% annual increase
   b. TIER 2 = 2.75% annual increase
2. Add one initial certification standard to the First Tier
   a. Certified Information Systems Security Professional
3. Add two initial certification standards to the Second Tier

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    a. Certified Internal Auditor
    b. SHRM - Senior Certified Professional

4. Require a minimum of 10 hours of continuing education (CE) for any certification that does not have a CE requirement set by its governing Board.

OR

5. Grant CEO authority to establish standards and make determinations as to eligible certification programs, with informational reports to the PERSONNEL COMMITTEE.

INFORMATION ITEMS

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

I-1   **OCERS COUNTY EMPLOYEES TO OCERS DIRECT STATUS UPDATE**
Presentation by Cynthia Hockless, Director of Human Resources, 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
October 17, 2022
8:30 A.M.

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

REGULAR BOARD MEETING
October 17, 2022
9:30 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.

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

PERSONNEL COMMITTEE MEETING
Monday, August 1, 2022
10:00 AM

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

MINUTES

Chair Prevatt called the meeting to order at 10:03 a.m.

Recording Secretary administered the Roll Call attendance.

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:	Chris Prevatt, Chair; Charles Packard, Vice Chair; Richard Oates;
Absent:	Shawn Dewane
Also Present:	Steve Delaney, Chief Executive Officer; Brenda Shott, Assistant CEO, Internal Operations; Manuel Serpa, Deputy General Counsel; Molly Murphy, Chief Investment Officer; Cynthia Hockless, Director of Human Resources; Anthony Beltran, Visual Technician; and Carolyn Nih, Recording Secretary
Guests via Zoom:	Allan Emkin, Meketa

PUBLIC COMMENTS
None

CONSENT AGENDA

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

C-1   COMMITTEE MEETING:
            Personnel Committee Meeting   July 14, 2022

Recommendation: Approve minutes.

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

AYES	**NAYS**	**ABSTAIN**	**ABSENT**
			Mr. Dewane
Mr. Oates			
Mr. Packard			
Chair Prevatt			

ACTION ITEMS

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

No items were trailed from the Consent Agenda.

A-2   INCENTIVE COMPENSATION POLICY

Presentation by Steve Delaney, CEO, OCERS

After discussion by the Committee, **MOTION** by Packard, **seconded** by Oates, to request the OCERS Board of Retirement approve the proposed Incentive Compensation policy.

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

AYES	**NAYS**	**ABSTAIN**	**ABSENT**
			Mr. Dewane
Mr. Oates			
Mr. Packard			
Chair Prevatt			

INFORMATION ITEMS
The following informational items were presented to the Committee:
None

WRITTEN REPORTS

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Orange County Employees Retirement System
August 1, 2022
Personnel Committee Meeting - Minutes   Page 3

The following are written reports that will not be discussed unless a member of the Board requests discussion.
None

COMMITTEE MEMBER/CEO/COUNSEL/STAFF COMMENTS
None

The meeting **ADJOURNED** at 10:42 a.m.

Submitted by: Approved by:

_____   _____
Steve Delaney   Chris Prevatt
Secretary to the Committee   Chair

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Memorandum

DATE: September 28, 2022

TO: Members of the Personnel Committee

FROM: Steve Delaney, Chief Executive Officer

SUBJECT: **2023 STAFFING PLAN**

Recommendation

Approve and recommend the Board of Retirement include the following personnel costs in the 2023 OCERS Budget to be presented at the November 14, 2022, Board meeting:

1. **Add 14 New Positions to the 2023 Budgeted Headcount**

    A. Add one Project Manager position to the Executive Division

    B. Add three positions to the Legal Division

        i) Chief Compliance Officer

        ii) Staff Attorney

        iii) Executive Secretary I

    C. Add one Investment Officer position to the Investments Division

    D. Add three Retirement Program Specialists to the Member Services Divison

    E. Add one Information Security Analyst (Staff Analyst) position to the Information Security Department

    F. Add three positions to the IT Department

        i) IT Systems Technician

        ii) Testing Coordinator (Manager Level)

        iii) Automation Developer (Manager Level)

    G. Add two positions to the Human Resources Department

        i) Staff Analyst

        ii) Staff Assistant

2. **Approve the Creation of Three Career Ladders in the Finance and Internal Audit Departments (no change to headcount)**

    A. Finance Department

        i) Senior Accountant to Staff Analyst

        ii) Accountant Auditor to Senior Accountant

    B. Internal Audit Department

i) Internal Auditor to Senior Internal Auditor

3. **Approve the Following Add/Drop**

A. Add a Director of Communications and drop a Communications Manager position in the Communications department (no change to headcount).

The total estimated Personnel Cost to be added with the 2023 budget is **$2,372,000.**

Background/Discussion

The 2023 budget process is underway with the first review having been presented at the September annual Strategic Planning Workshop. Due to numerous projects that are in progress, I am asking the Personnel Committee to approve the addition of 14 new positions to our budgeted headcount.

If approved, these 14 positions would increase OCERS' headcount from 113 positions to 127. A description of each of the 14 requested positions and the circumstances related to each follow. Additionally, for each of the 14 positions, a justification memo from the supervising manager is attached.

The estimated budget impact for 2023 is **$2,372,000.**

1A. ADD ONE PROJECT MANAGER POSITION TO THE EXECUTIVE DIVISION

OCERS is developing several cross-department projects that require the rigor of professional project management to plan, organize, and oversee the completion of specific projects while ensuring they use limited resources in the most effective manner possible. VISION 2030 alone will need project management guidance as it has several major projects under that banner – a Master Repository of Processes and Procedures, initial introduction of Robotic Process Automation uses cases, an overview of existing processes with a view to simplification and implementation of LEAN, a call center guided by Machine Learning, and the eventual construction of a new Pension Administration System. Ultimately, there is a need for a Project Management Office (PMO) to achieve the project oversight that is required for success. The Project Manager position being requested for 2023 is the foundation of the future PMO. Creating a PMO will also address an observation from the last IT General Controls Audit, where Internal Audit reported that OCRS IT does not maintain a formal project management methodology for technology-related projects. This observation is true across the entire organization. The Project Manager will be responsible for implementing a project management methodology and consistent project management processes that will address Internal Audit's observation.

Attachment A2-1 shows the proposed structure reporting to the CEO but may be moved to report to the Assistant CEO of Internal Operations in the future. The anticipated hiring date is in the first quarter of 2023.

Position Title (Add classification)	Department	Position Type	Position Salary Range	2023 Budget Impact (Salary and Fringe)
Project Manager	Executive	OCERS	$132,533-$205,426	$304,000

1B. ADD THREE POSITIONS TO THE LEGAL DIVISION

1. Chief Compliance Officer

In consultation with the Chief Executive Officer, the General Counsel proposes the creation of an Office of Enterprise Compliance and the addition and hiring of a Chief Compliance Officer (CCO). This would be a new, OCERS Direct position and result in the addition of one position to OCERS' headcount. The CCO will develop a compliance program and staff and lead the new OCERS Office of Enterprise Compliance. The CCO and new Office of Enterprise Compliance will serve as the third leg (with Legal and Internal Audits) of a robust risk mitigation program, enhancing compliance with the law, policies, and procedures throughout the organization.

OCERS does not currently have a dedicated compliance function/program. Compliance is currently dispersed among the Legal team, the Internal Auditors, and the Operational Risk Management Committee. Savings are anticipated in the form of regulatory, litigation and reputational risk avoidance and mitigation. The estimated hiring salary is $190,000 per annum. The anticipated hiring date is in the third quarter of 2023 (targeted for July 1).

Position Title (add classification)	Department	Position Type	Position Salary Range	2023 Budget Impact (Salary and Benefits)
Chief Compliance Officer	Legal	OCERS	$150,024 - $232,537	$139,000

2. Staff Attorney

The General Counsel proposes the addition of a third Staff Attorney (an existing OCERS classification). This would be an OCERS direct position and would result in an increase in headcount by one position. This Staff Attorney would be assigned to support the Investments Division and to staff the Legal Division's ethics and conflicts of interest workload. Among other assignments, they would participate alongside external counsel in the negotiation and documentation of new investment transactions; handle post-closing amendments and Most Favored Nations elections, both of which are currently handled by external counsel; perform the work of the Legal Division in connection with Securities Litigation matters including monitoring and reporting claims and monitoring cases where OCERS serves as lead plaintiff; and be responsible for periodic updates to the OCERS Conflict of Interest Code, updating the Board on Form 700 filing requirements, reviewing potential conflicts of interest, assisting with the new Form 700 Review Process, and monitoring FPPC regulatory changes.

Savings will be achieved by partially reducing our reliance on external counsel in connection with negotiation and documentation of new investment transactions and eliminating our reliance on external counsel in connection with post-closing amendments and Most Favored Nations elections.

In addition, the Staff Attorney will reduce legal, regulatory, and reputational risks by enhancing OCERS' compliance with ethical rules and conflicts of interest laws and regulations. The estimated hiring salary is $180,000 per annum. The anticipated hiring date is in the second quarter of 2023 (targeted for April 1).

Position Title (existing classification)	Department	Position Type	Position Salary Range	2023 Budget Impact (Salary and Benefits)
Staff Attorney	Legal	OCERS	$129,820 - $201,222	$196,000

3. Executive Secretary I

The General Counsel proposes the addition of a second Executive Secretary I (an existing classification). The Executive Secretary I is a County position, and this addition would result in an increase in headcount by one position. This Executive Secretary I would be assigned to support the Legal Division and the new Chief Compliance Officer/Office of Enterprise Compliance and be responsible for staffing the meetings and needs of the Governance Committee and Audit Committee. They would serve as back up to the Executive Secretary II and the other Executive Secretary I, and also serve as back up to the Legal Analyst in connection with administrative hearings work and in responding to Public Records Act requests.

Growth in workload for this position is anticipated as a result of the addition of a new Chief Compliance Officer and Office of Enterprise Compliance. In addition, the sharing of an Executive Secretary by the Member Services Division and the Legal Division has proven to be unmanageable. There is too much workload for only one person to handle and the workload will only increase with the addition of a CCO.

Savings will be achieved by reducing the need for extra help positions in the future. The addition of administrative support dedicated to the Legal Division will improve efficiencies by allowing the attorneys to spend less time editing their own documents and more time focused on the work that only they can do (legal work). This in turn makes it possible to bring more legal work in house. A dedicated Executive Secretary will reduce the risk of untimely responses to Public Records Act requests and reduce the risk of something falling through the cracks during the absence of the Legal Analyst. They will enhance our ability to meet committee meeting posting deadlines and will improve Legal Division efficiencies.

Estimated hiring salary is $67,600 per annum. The anticipated hiring date is in the third quarter of 2023 (targeted for July 1).

Position Title (existing classification)	Department	Position Type	Position Salary Range	2023 Budget Impact (Salary and Benefits)
Executive Secretary I	Legal	County	$55,640 - $74,547	$49,000

1C. <u>ADD ONE INVESTMENT OFFICER POSITION TO THE INVESTMENTS DIVISION</u>

As OCERS has expanded into more private markets strategies and added co-investments, the investment team workload has increased dramatically. Throughout 2022 and projected into 2023, portfolio and operational coverage has been tested by departures and family leave requests. As a result, a request to add a new investment officer position is essential to ensure that investment processes continue with the highest quality and efficiency.

This added position is consistent with the investment department 10-year staffing plan. Additionally, the position request aligns with current AUM and future AUM growth of plan assets. The anticipated hiring date is in the first quarter of 2023.

Position Title (Add existing classification)	Department	Position Type	Position Salary Range	2023 Budget Impact (Salary and Benefits)
Investment Officer	Investments	OCERS	$123,286-$191,094	$219,000

1D. <u>ADD THREE RETIREMENT PROGRAM SPECIALISTS TO THE MEMBER SERVICES DIVISION</u>

Member Services is anticipating another year of increased workloads (calls, counseling appointments, retirement transactions, etc.) in 2023 due to the current trend of inflation that will impact the COLA adjustment for retirements on and before April 1, 2023. We project retirements for 2023 to be up to 15% higher than those of 2022. We encountered over 800 retirement applications filed between January to June of 2022, the highest amount recorded, and our estimations would put our 2023 retirements at approximately 920 between January and June of 2023. For the first time ever, we processed over 600 benefits in May and June 2022 using estimated salary figures and are in the process of recalculating all the benefits to get the members paid the amounts they are entitled to. On top of these elevated workloads, Member Services has three major projects ahead of us in 2023:

1. Member Services has over 600 retirement recalculations to complete as a result of the *Alameda* decision. Each of these recalculations take approximately 3-4 days to complete and QA before applying the change to payroll.

2. Member Services Subject Matter Experts (SME) will be required to work with the vendor hired to manage and complete our OCERS Policy and Procedure documentation project. Each of our SMEs on various processes will need to work directly with the professional writers to document and improve our processes to complete this project.

3. Member Services team members will also need to work with our vendor that will assist us in the requirements gathering for the selection and replacement of our V3 Pension Administration System (PAS).

Given the projected number of retirements, and the work that will be required to respond to the 2023 initiatives listed above, Member Services anticipates the need for (3) additional Retirement Program Specialist positions to

support the service levels for our members. These team members will be allocated between our Call Center Team, Processing Team and our Quality Assurance Team as needed to support our senior team members when they need to be available for the projects above. The anticipated hiring date is in the first quarter of 2023.

Position Title (Add existing classification)	Department	Position Type	Position Salary Range	2023 Budget Impact (Salary and Benefits)
Three Retirement Program Specialists	Member Services	County	$51,209-$68,556	$342,000

1E. ADD ONE INFORMATON SECURITY ANALYST (STAFF ANALYST) POSITION TO THE INFORMATION SECURITY DEPARTMENT

Since the creation of OCERS' Information Security Department in 2018, it has been anticipated that an additional staff member would be required by the fifth year of the program (2023) to meet the needs associated with the continued growth of OCERS, which has experienced a 35% increase in staff over the previous four years. With each new staff member, OCERS' attack surface (the sum of all possible malicious points of entry on a network) grows in the form of additional hardware, software, user accounts, etc. Furthermore, continued growth is expected in 2023.

Since the establishment of the Information Security program, the Information Technology Department has acted as its operational arm, charged with actively remediating security concerns identified by the Information Security team. The Information Security team has attempted to remain focused on the strategic implementation of security controls and providing consultative services around security decisions to the rest of the organization. While this model has been tenable in previous years, the continuing growth of OCERS has made it necessary to add an Information Security Analyst position to handle day-to-day operational responsibilities for the Information Security department. Further details and justification for the addition of this position is contained within the accompanying "2023 Staffing Plan – Information Security Analyst" memo to CEO Steve Delaney. The anticipated hiring date is in the second quarter of 2023.

Position Title (existing classification)	Department	Position Type	Position Salary Range	2023 Budget Impact (Salary and Benefits)
Information Security Analyst (Staff Analyst)	Information Security	OCERS	$79,885 - $115,833	$131,000

1F. <u>ADD THREE POSITIONS TO THE IT DEPARTMENT</u>

1. <u>Information Technology Systems Technician I (Help Desk)</u>

Entry level County position to provide first level end user on premise and remote work technical support, and day to day operational support of IT operations activities and IT projects. Freeing up existing staff to have more availability to work on current workloads will increase the timely completion of high-risk activities such as vulnerability and patch management, systems administration, replacement of end-of-life systems and support for other projects within the department or organization. The anticipated hiring date is in the first quarter of 2023.

Position Title (existing classification)	Department	Position Type	Position Salary Range	2023 Budget Impact (Salary and Benefits)
Information Technology Systems Technician I	Information Technology	County	$53,955 - $72,259	$120,000

2. <u>Testing Coordinator (Manager Level)</u>

Testing is a becomes a vital to ensuring that our applications and tools function as designed and provide the expected results. The testing coordinator will be responsible for coordinating the efforts of each department involved in testing and use of OCERS pension administration solution, including recording defects and tracking defect remediation. In addition, the testing coordinator will oversee the quality assurance and regression testing of OCERS, and third party developed automation scripts and their integration with OCERS systems to make sure that everything works together seamlessly and continues throughout their use**.** The anticipated hiring date is in the first quarter of 2023.

Position Title (existing classification)	Department	Position Type	Position Salary Range	2023 Budget Impact (Salary and Benefits)
Retirement Analyst (Working Title Testing Coordinator)	Information Technology	OCERS	$106,684 - $165,360	$247,000

3. <u>Automation Developer (Manager Level)</u>

In support of OCERS Robotic Process Automation initiative, OCERS Information Technology department is requesting a new position to hire an Automation developer. This position would be dedicated to the design, development, testing and deployment of automated scripts, procedures, and tools to automate recurring manual tasks and activities identified by various departments. This effort will standardize processing, streamline

efficiencies, reduce errors, boost productivity, hit accuracy goals with reliable consistency, and create a better customer service experience.   As we roll out OCERS Robotic Process Automation initiative, much of the initial large deliveries will probably be contracted to a third party, but it is OCERS intent to eventually bring automation development in-house. To do this, we need to bring on board individuals with the specific skillset and aptitude early on in the project and have them work alongside our third-party team before assuming the primary development role in two to three years. The anticipated hiring date is in the first quarter of 2023.

Position Title (existing classification)	Department	Position Type	Position Salary Range	2023 Budget Impact (Salary and Benefits)
Retirement Analyst (Working Title Automation Developer)	Information Technology	OCERS	$106,684 - $165,360	$233,000

1G. ADD TWO POSITIONS TO THE HUMAN RESOURCES DEPARTMENT

The Human Resources department requests the addition of the following two positions:

1. Staff Analyst - OCERS Direct position (Recruiter)
2. Staff Assistant - County position (Support for Learning and Development Manager)

HR is operating in a challenging environment as we continue to handle the ongoing Covid Pandemic. At the same time, the organization has continued to grow in both headcount and fund size. The need to hire additional HR team members is crucial to the ongoing success of the agency. The department currently has five (5) team members in the department. There is a need to add two (2) positions to support the Talent Management Business Initiatives.

1. HR Staff Analyst - Recruiter

The first position the department would like to add is a Staff Analyst assigned to the recruiting functions. The steps for hiring new talent include job advertisement, screening applications, pre-employment testing, interviews, job offers, background checks, and employee onboarding. The facilitation of these steps requires focus and 100% accuracy. Therefore, we are requesting an additional staff member to assist with these duties.

OCERS has one dedicated HR Analyst assigned to recruiting. Due to the increased demand for the recruiting function, other department employees are currently stepping in to assist in this area. However, they must also maintain the core responsibilities of their assigned job duties. More duties create a larger than usual workload for the department employees. The addition of an HR Staff Analyst will allow for the recruiting function to be split between two employees and keep pace with the agency's demand to source diverse, high performing talent. The salary range for the Staff Analyst position is $79,885-$115,833, with a hiring range of $85,0000-$90,000. The total cost with benefits is estimated at $159,000. The anticipated hiring date is in the first quarter of 2023.

Position Title (Add existing classification)	Department	Position Type	Salary Range	2023 Budget Impact (Salary and Benefits)
Staff Analyst (HR)	Human Resources	OCERS	$79,885-$115,833	$159,000

2. HR Staff Assistant with a Career Ladder to Staff Specialist – LOD

The second position the department would like to add is a Staff Assistant position that will support the Learning and Organizational Development Manager (LOD).

Learning and development provide growth opportunities within the agency, allowing employees to become more effective while also increasing job satisfaction and reducing employee turnover. Training is important as it provides OCERS with the opportunity to strengthen the skills of current employees and create learning experiences that allow employees to gain new skills. Research has shown that training helps to boost individual and organizational performance.

As the agency continues to grow, we have added business initiatives such as the need for automation, the implementation of a new Pension Administration Software (PAS) system, and the OCERS 2030 plan. We understand that as we grow our fund and headcount, we must strengthen and cultivate the skills of new and current employees by providing customized training in many of OCERS specialized areas. While we currently have a LOD Manager assigned to the training function, we have an increased demand for more learning initiatives from department heads and employees. The current LOD Manager needs assistance with maintaining the learning function.

The newly added Staff Assistant will be assigned to support the Learning Manager and assist the agency with the continued growth of the learning and development department (e.g., future technical training, career pathing, compliance training, performance management, and organizational initiative management). This will create additional opportunities, which will in turn expand the duties of the Staff Assistant. Therefore, we think a career ladder to Staff Specialist will be appropriate to allow this position to grow in the future.

The proposed Staff Assistant position would be a career ladder position to the Staff Specialist position. The Staff Assistant position is a County position with an annual salary range of $49,546 - $66,414. The Staff Specialist position is a County position with an annual salary range of $58,323 - $77,979. The estimated total cost to add a Staff Assistant with the 2023 Staffing Plan, including fridge benefits, is $97,000.

We anticipate the recruiting for these two positions will be advertised in November of 2022, so that the positions can start in the first quarter of 2023.

Position Title (Add existing classification)	Department	Position Type	Salary Range	2023 Budget Impact (Salary and Benefits)
Staff Assistant (HR)	Human Resources	County	$49,546 - $66,414	$97,000

2. APPROVE THE CREATION OF THE FOLLOWING 3 CAREER LADDERS IN THE FINANCE AND INTERNAL AUDIT DEPARTMENT (NO CHANGE TO HEADCOUNT)

2A. Finance Department

      1. Senior Accountant to Staff Analyst

      2. Accountant Auditor to Senior Accountant

Finance Staff Analyst and Sr. Accountant Auditor (Career Ladder Positions)

Finance will be involved in several significant projects and business initiatives in the near future, including the Custodian Bank RFP, Master Repository Project, federal tax withholding changes, calculations for the new Investment bonus structure, continuation of the Alameda Project, and a new Pension Administration System (PAS). The retention of subject matter experts (SMEs) will be critical to the success of these projects and to help reduce or eliminate burn-out, we need to start cross-training functions for individuals who will be participating as SMEs, so that these positions will readily be able to be back-filled by experienced OCERS team members.

Not only is the retention of long-term employees who are considered subject matter experts in various areas of OCERS operations the key to success for these current and upcoming projects, but so is succession planning and the ability to have staff start learning and assuming responsibility for higher level work. Our two Finance Managers perform many hands-on tasks that could, and should, be delegated, providing the opportunity to prepare the next generation of OCERS employees for leadership roles. This delegation would also result in a trickle-down of assignments to other positions.

To help OCERS successfully complete its goals and business initiatives, as well as provide a balance to the organizational structure of the Finance department and allow equal opportunity to hire and promote staff with a similar level skill set across all business functions, the Finance Director proposes the creation of two career ladder positions:

1. Staff Analyst

The proposed OCERS Direct Staff Analyst position would be a career ladder position for the existing County Senior Accountant Auditor position. The Senior Accountant Auditor position has an annual salary range of $71,214 to $99,882. If approved, the Staff Analyst position would be an OCERS-direct position with an annual salary range of $79,885-$115,833. The net annual budget impact, assuming a 10% salary increase upon promotion of a Senior Accountant Auditor at the top of the salary range, would be $9,988, plus fringe of $6,305, for a total net increase of $16,293. In addition to these costs, an additional cost of $12,073 could be incurred if a current Accountant/Auditor II is promoted to the existing Senior Accountant Auditor career ladder position. This addition will not result in an increase in head count. The budget impact is anticipated to begin in the first quarter of 2023.

Position Title (Add existing classification)	Department	Position Type	Career Ladder (current classification)	Ladder Position Salary Range	2023 Budget Impact (Salary and Benefits)
Staff Analyst	Finance	OCERS	Sr. Accountant Auditor (County)	$79,885-$115,833	$16,293

2. **Senior Accountant Auditor**

The proposed County Senior Accountant Auditor position would be a career ladder position for the existing County Accountant Auditor II position. The Accountant Auditor II position has an annual salary range of $66,667 to $89,877. If approved, the Senior Accountant Auditor position would have an annual salary range of $71,214 to $99,882. The net annual budget impact, assuming a 10% salary increase upon promotion of an Accountant Auditor II at the top of the salary range, would be $8,988, plus fringe of $3,803, for a total net increase of $12,791. This addition will not result in an increase in head count. The budget impact is anticipated to begin in the first quarter of 2023.

Position Title (Add existing classification)	Department	Position Type	Career Ladder (current classification)	Ladder Position Salary Range	2023 Budget Impact (Salary and Benefits)
Sr. Accountant Auditor	Finance	County	Accountant/Auditor II	$71,214-$99,882	$12,791

2B. Internal Audit

      1. Internal Auditor to Senior Internal Auditor

Senior Internal Auditor (Career Ladder Position)

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 ladder positions that can be utilized as a tool for retention of high performing staff. A career ladder position is created with the approval of an additional classification without an increase in total headcount. 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 Internal Audit Director proposes the creation of a Senior Internal Auditor classification in the Internal Audit Department as a career ladder for the existing Internal Auditor position. The Internal Auditor position is an OCERS-direct position with an annual salary range of $85,876 to $133,108. If approved, the Senior Internal Auditor position would also be an OCERS-direct position with an annual salary range of $106,684 to $165,360. The net annual budget impact, assuming a 10% salary increase upon promotion of an Internal Auditor at the top of the Internal Auditor salary range would be $13,311. The budget impact is anticipated to begin in the first quarter of 2023.

Position Title (Add classification)	Department	Position Type	Career Ladder (current classification)	Ladder Position Salary Range	2023 Budget Impact (Salary and Benefits)
Senior Internal Auditor	Internal Audit	OCERS	Internal Auditor	$106,684-$165,360	$13,311

3. APPROVE THE FOLLOWING ADD/DROP

3A. Add a Director of Communications, and drop a Communications Manager position, in the Communications department (no change to headcount).

The Director of Communications will be responsible for creating and distributing public information about OCERS. Develop, manage, and distribute global and specific creative concepts. Oversee design and branding for print, website, annual report, presentations, and video of all OCERS communications. Conduct research of members and employers through surveys and focus groups, connect with stakeholders through online and social media platforms. Manage the strategic direction, development, and implementation of all OCERS communications and stakeholder relations. The budget impact is anticipated to begin in the first quarter of 2023.

Positions Title (ADD/DROP Classification)	Department	Position Type	Position Salary Range	2023 Budget Impact (Salary and Benefits)
ADD Director of Communications	Communications	OCERS	$132,533-$205,426	$232,000
DROP Communications Manager	Communications	OCERS	$92,317-$143,091	($141,000)

In summary, I am requesting 14 new positions, the creation of three career ladders and one add/drop of a position with the 2023 Staffing Plan. The cost of each position is listed above with an estimated increase to the Personnel Cost in the amount of $2,372,000.

Attachments:

- 1A Executive Division
    - Memo
    - Proposed Organization Chart
- 1B Legal Division
    - Memo

- o Proposed Organization Chart
  - 1C Investments Division
    - o Memo
    - o Proposed Organization Chart
  - 1D Member Services Division
    - o Memo
    - o Proposed Organization Chart
  - 1E Information Security Department
    - o Memo
    - o Brief Description
    - o Proposed Organization Chart
    - o Presentation
  - 1F IT Department
    - o Memo- IT Systems Technician
    - o Memo- Testing Coordinator
    - o Memo- Automation Developer
    - o Proposed Organization Chart
  - 1G Human Resources Department
    - o Memo
    - o Current Organization Chart
    - o Proposed Organization Chart
  - 2A Finance Department
    - o Memo
    - o Career Ladder Explanation
    - o Proposed Organization Chart
    - o Presentation
  - 2B Internal Audit Department
    - o Memo
    - o Career Ladder Explanation
    - o Proposed Organization Chart
    - o Presentation
  - 3A Communications Department
    - o Memo
    - o Proposed Organization Chart

Submitted by:

SD - Approved

Steve Delaney
Chief Executive Officer

PERSONNEL COMMITTEE MEETING

2023 OCERS STAFFING PLAN

STEVE DELANEY, CEO

September 28, 2022

2023 Staffing Plan
REQUEST FOR 14 NEW POSITIONS IN THE FOLLOWING DEPARTMENTS:

14 New Positions:

- Executive (1)

- Legal (3)

- Investments (1)

- Member Services (3)

- Information Security (1)

- Information Technology (3)

- Human Resources (2)

3 Career Ladders:

- Finance (2)

- Internal Audit (1)

1 Add/Drop:

- Communications (1)

2

RECOMMENDATIONS

- **1. Add the following 14 new positions to the 2023 Budgeted Headcount**:

- 1A) Add one Project Manager position to the Executive department [Base Salary $200,000 w/Benefits $304,000]

- 1B) Add three positions to the Legal Department **1**. Chief Compliance Officer [6-months Base Salary $95,000 w/Benefits $139,000], **2**. Staff Attorney [9-months Base Salary $135,000, w/Benefits $196,000, **3**. Executive Secretary I [6-months Base Salary $33,800, w/Benefits $52,000].

- 1C) Add one Investment Officer position to the Investments department [12-months Base Salary $140,000, w/Benefits $219,000

- 1D) Add three Retirement Program Specialists to the Member Services department [$51,209-$68,556 w/Benefits $114,000, total for three $342,000]

- 1E) Add one Staff Analyst position to the Information Security department [9-months Base Salary $101,000, w/Benefits $134,000].

- 1F) Add three positions to the IT department **1**. IT Systems Technician [12-months Base Salary $70,000, w/Benefits $120,000]. **2**. Testing Coordinator (Manager Level) [12-months Base Salary $160,000, w/Benefits $247,000]. **3**. Automation Developer (Manager Level) [12-months Base Salary $150,000, w/Benefits $233,000].

- 1G) Add two positions to the HR department **1**. Staff Analyst [12-months Base Salary $90-$100,000, w/Benefits $157,000]. **2**. Staff Assistant [12-months Base Salary $55-$60,800, w/Benefits $101,000].

3

RECOMMENDATIONS

2. Approve the creation of the following Career Ladders (no change to headcount)

A) Finance Department Total Costs $29,000

- Senior Accountant to Staff Analyst

- Accountant Auditor to Senior Accountant

B) Internal Audit

Internal Auditor to Senior Internal Auditor [10% promotion increase, cost $13,311]

3. Approve to Add a Director of Communications and drop a Communications Manager in the Communications department (no change to headcount)

A) $160,000 12-month annual base salary cost difference, $92,000

14 new positions, the creation of 3 career ladders and 1 add/drop of a position at an estimated cost of $2,372,000

4

1A. EXECUTIVE DEPARTMENT

Project Manager- Director Level

- OCERS is developing a number of cross-department projects that require the rigor of professional project management to plan, organize, and oversee the completion of specific projects while ensuring they use limited resources in the most effective manner possible.
- VISION 2030 alone will need project management
- Master Repository of Processes and Procedures
- Initial introduction of Robotic Process Automation
- Implementation of LEAN
- A Call center guided by Machine Learning
- New Pension Administration System

Minimal Qualifications

- A "Project Manager Professional" (PMP), Agile or Scrum certification will be required. 3 years managing projects and obtain a 4-year college degree.

Cost

Position Salary Range	2023 Budget Impact (Salary and Fringe)
$132,533-$205,426	$304,000

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1A. EXECUTIVE - ORG CHART

1B. CHIEF COMPLIANCE OFFICER

- Create new Office of Enterprise Compliance (OEC)

- Hire a Chief Compliance Officer (CCO) – target July 1, 2023)

- The CCO would develop an enterprise-wide compliance program and lead the new OEC

- The OEC would be the 3rd leg of Legal, Compliance and Audit stool

- Resulting in enhanced compliance with the law, policies and procedures

- Cost:

Position Salary Range	2023 Budget Impact (Salary and Benefits)
$150,024 - $232,537	$139,000

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1B. STAFF ATTORNEY

- Assigned to support the Investments Division and staff the Legal Division's ethics and conflicts of interest work

- Participate alongside outside counsel on negotiation and documentation of investment transactions

- Handle post-closing transaction amendments and MFN elections

- Oversee OCERS' claims and participation in Securities Litigation matters

- Respond to ethics and conflicts of interest questions, assist with Form 700 review process, advise on FPPC regulatory changes

- Cost:

Position Salary Range	2023 Budget Impact (Salary and Benefits)
$129,820 -$201,222	$196,000

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1B. EXECUTIVE SECRETARY I

- Dedicated to serve the Legal Division and Office of Enterprise Compliance

- Secretary to the Governance Committee and Audit Committee

- Serve as back up to Legal Analyst on Administrative Hearing work and Public Records Act requests

- Serve as back up to the Executive Secretary I and the Executive Secretary II

- Cost:

Position Salary Range	2023 Budget Impact (Salary and Benefits)
$55,640 - $74,547	$49,000

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1B. LEGAL

1C. INVESTMENTS DEPARTMENT

Investment Officer

- Expanded into more private markets strategies and added co-investments

- Investment team workload has increased dramatically

- Essential to ensure that investment processes continue with the highest quality and efficiency

- Investment department 10-year staffing plan. Aligns with current AUM and future AUM growth of plan assets

- Cost:

Position Salary Range	2023 Budget Impact (Salary and Benefits)
$123,286- $191,094	$219,000

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1C. INVESTMENTS

1D. MEMBER SERVICES

- **Member Services has three major projects ahead of us in 2023:**

- 1.Member Services has over 600 retirement recalculations to complete as a result of the Alameda decision. Each of these recalculations take approximately 3-4 days to complete and QA before applying the change to payroll.

- 2. Member Services Subject Matter Experts (SME) will be required to work with the vendor hired to manage and complete our OCERS Policy and Procedure documentation project. Each of our SMEs on various processes will need to work directly with the professional writers to document and improve our processes to complete this project.

- 3. Member Services team members will also need to work with our vendor that will assist us in the requirements gathering for the selection and replacement of our V3 Pension Administration System (PAS).

- **Request for 3 Retirement Program Specialist**

- **Cost:**

Position Salary Range	2023 Budget Impact (Salary and Benefits)
$51,209- $68,556	$342,000

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1D. MEMBER SERVICES- ORG CHART
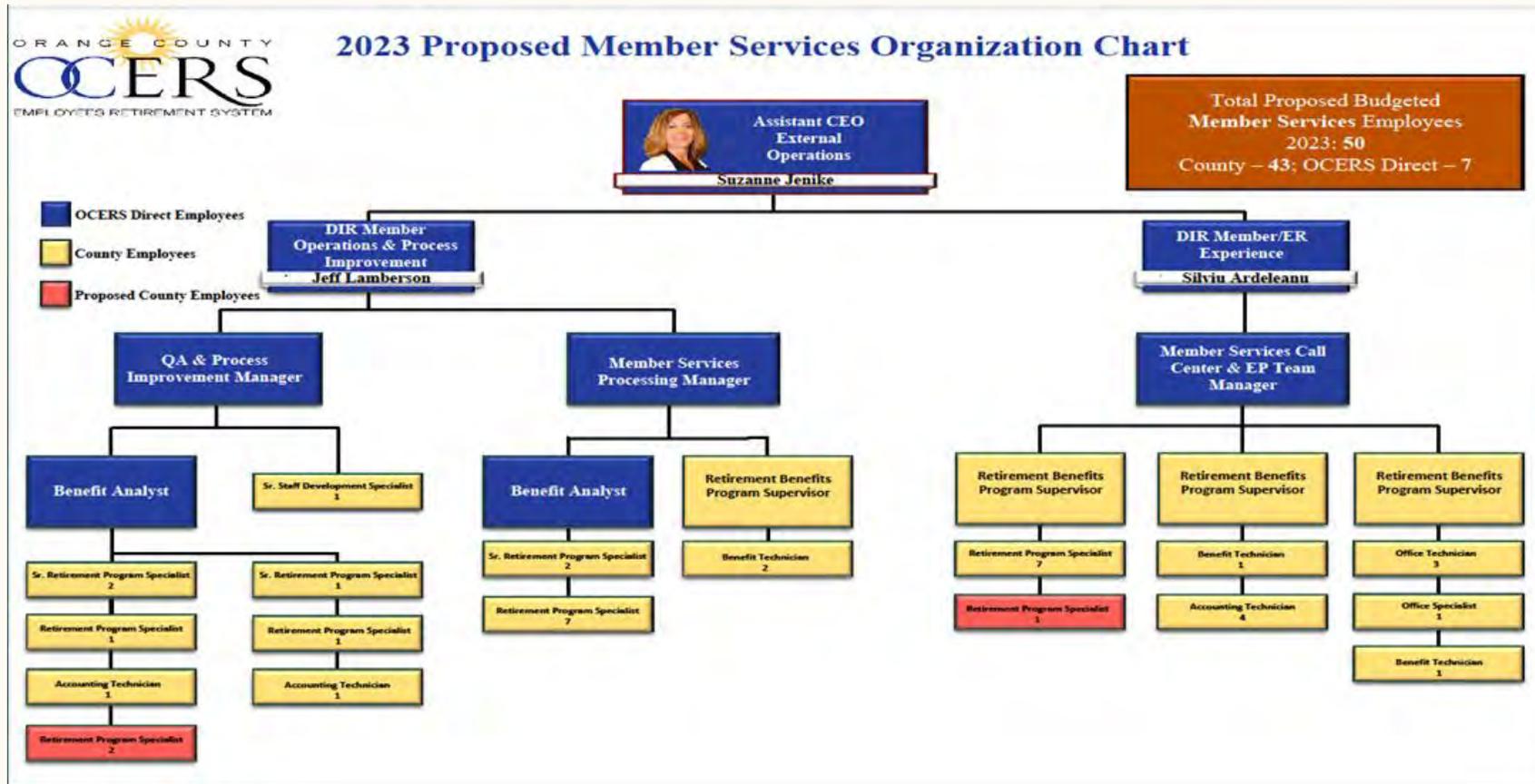
1E. INFORMATION SECURITY DEPARTMENT

Information Security Analyst:

Increase in attack surface due to growth has led to:

- InfoSec placing significant demands on IT for Security Operations

- InfoSec shifting to SecOps; diverting from original mission

Security Operations Functions

- Threat Analysis

- Vulnerability Remediation

- Incident Detection & Investigation

- Security Systems Administration

- Security Control Implementation & Assessment

- Cost:

Position Salary Range	2023 Budget Impact (Salary and Benefits)
$79,885 - $115,833	$131,000

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1E. INFORMATION SECURITY

OCERS Direct Employees

OCERS Direct Employees - Proposed

County Employees

Assistant CEO Internal Operations
Brenda Shott

Director of Information Security
Matt Eakin

Information Security Manager
Jon Gossard

Information Security Analyst
Vacant (1)

16
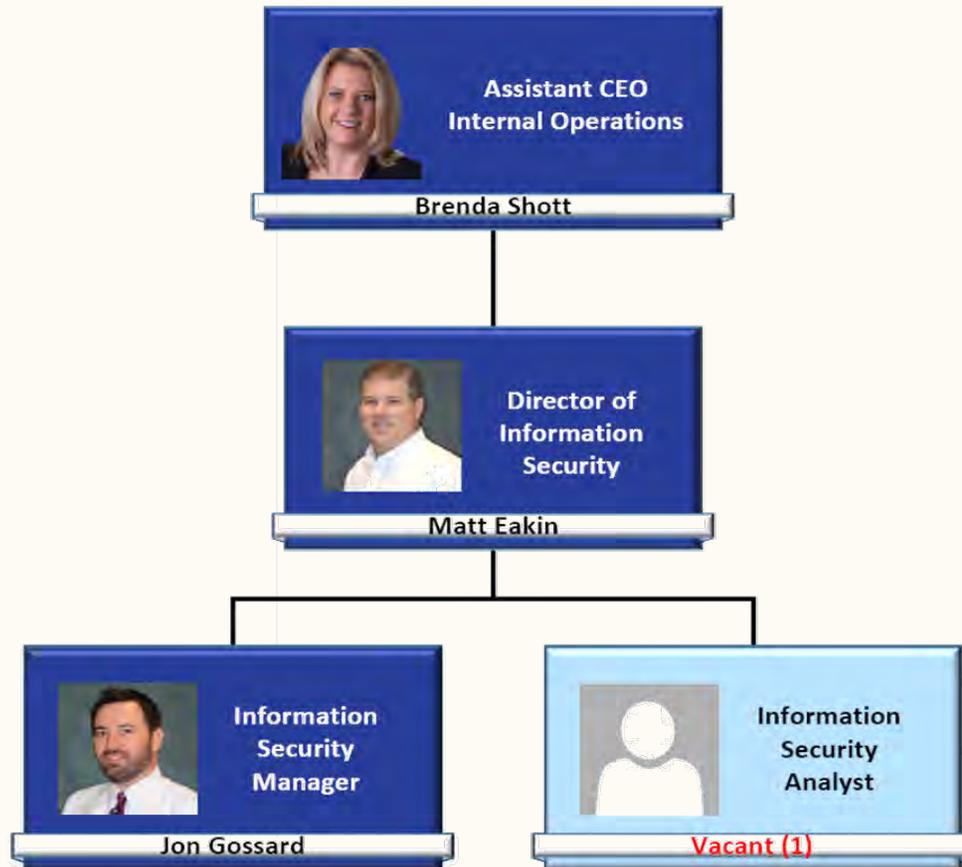
1F. INFORMATION TECHNOLOGY

Request for 3 New Positions

1. Automation Developer

Cost:

Position Salary Range	2023 Budget Impact (Salary and Benefits)
$106,684 - $165,360	$233,000

2. IT Helpdesk Technician

Cost:

| Position Salary Range	2023 Budget Impact (Salary and Benefits)
$53,955 - $72,259	$120,000

3. Testing Coordinator

Cost:

Position Salary Range	2023 Budget Impact (Salary and Benefits)
$106,684 - $165,360	$247,000

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1F. INFORMATION TECHNOLOGY

Proposed 2023 Organization Chart
Information Technology

- Director of Information Technology
  - IT Programming Manager
    - IT Programming Supervisor
      - Sr. Application Developer
      - Sr. Application Developer
  - Testing Coordinator (NEW)
  - Automation Developer (NEW)
  - IT Operations Manager
    - IT Operations Supervisor
      - IT System Engineer II
      - Network Engineer II
      - Information Technologist II (vacant)
      - IT Helpdesk Technician (NEW)
  - External Vendors

OCERS Direct
County

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1G. HUMAN RESOURCES DEPARTMENT

1. STAFF ANALYST (RECRUITER)

- Assist with demand for Talent Acquisition

- 1 employee dedicated to the recruiting function

- Follow all County's Merit and Selection Rules

- Agency Growth and Demand for staffing with internal promotions and turnover

Cost

Salary Range	2023 Budget Impact (Salary and Benefits)
$79,885-$115,833	$159,000

2. STAFF ASSISTANT (LOD)

- Support LOD Manager and OCERS Learning initiatives

- Next Level Leadership (NLL) program, OCERS University, the Administration of Eureka, OCERS Diversity, Equity, and Inclusion program, and many requests for customized learning

Cost

Salary Range	2023 Budget Impact (Salary and Benefits)
$49,546 - $66,414	$97,000

1G. HUMAN RESOURCES

2023 Proposed Human Resources Organization Chart

Proposed Org Chart Effective 2023

Total Budgeted Human Resources Employees (as of September 19, 2022): 5
County – 1; OCERS Direct – 4
Vacancy – 0

Total Proposed Budgeted Human Resources Employees (effective 2023): 7
County – 2; OCERS Direct – 5
Vacancies: 2

OCERS Direct Employees
County Employees
OCERS Direct Employee - Proposed
County Employee - Proposed
Career Ladder - Proposed

Assistant CEO Internal Operations — Brenda Shott
Director of Human Resources — Cynthia Hockless
Learning and Org. Dev. Manager — Dena Gunsolley
Staff Analyst — Felicia Durrah
Staff Analyst — Melissa Wozniuk
Proposed Staff Analyst
Proposed Staff Assistant
Proposed Staff Specialist — *CAREER LADDER
Staff Assistant — John Nguyen

2. CAREER LADDERS (FINANCE AND INTERNAL AUDIT)

- Implemented by OCERS several years ago

- Tool for the retention of high-performing staff

- Employee has demonstrated consistent performance that exceeds expectations and has increased job knowledge, skills, and the ability to progress to the next level of job duties and responsibilities

- A career ladder position is created with the approval of an additional classification without an increase in headcount

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2A. FINANCE DEPARTMENT

Finance Career Ladders:

Two career ladder positions, OCERS Direct Staff Analyst and County Senior Accountant Auditor in the Finance department.

Finance Career Ladders

- Part of the OCERS Strategic Plan to recruit and retain a high performing workforce

- OCERS Direct Staff Analyst and County Senior Accountant Auditor are additional classifications but not a change in headcount

Benefits

- Balanced Organizational Structure, Delegate hands-on tasks performed by Finance Managers

- Retain SMEs for upcoming projects

- Cross-train and transition duties for future OCERS leadership

- Cost

Position Title (Add existing classification)	Career Ladder (current classification)	Ladder Position Salary Range	2023 Budget Impact (Salary and Benefits)
Sr. Accountant Auditor	Accountant/Auditor II	$71,214-$99,882	$12,791
Staff Analyst	Sr. Accountant Auditor (County)	$79,885-$115,833	$16,293

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2A. FINANCE
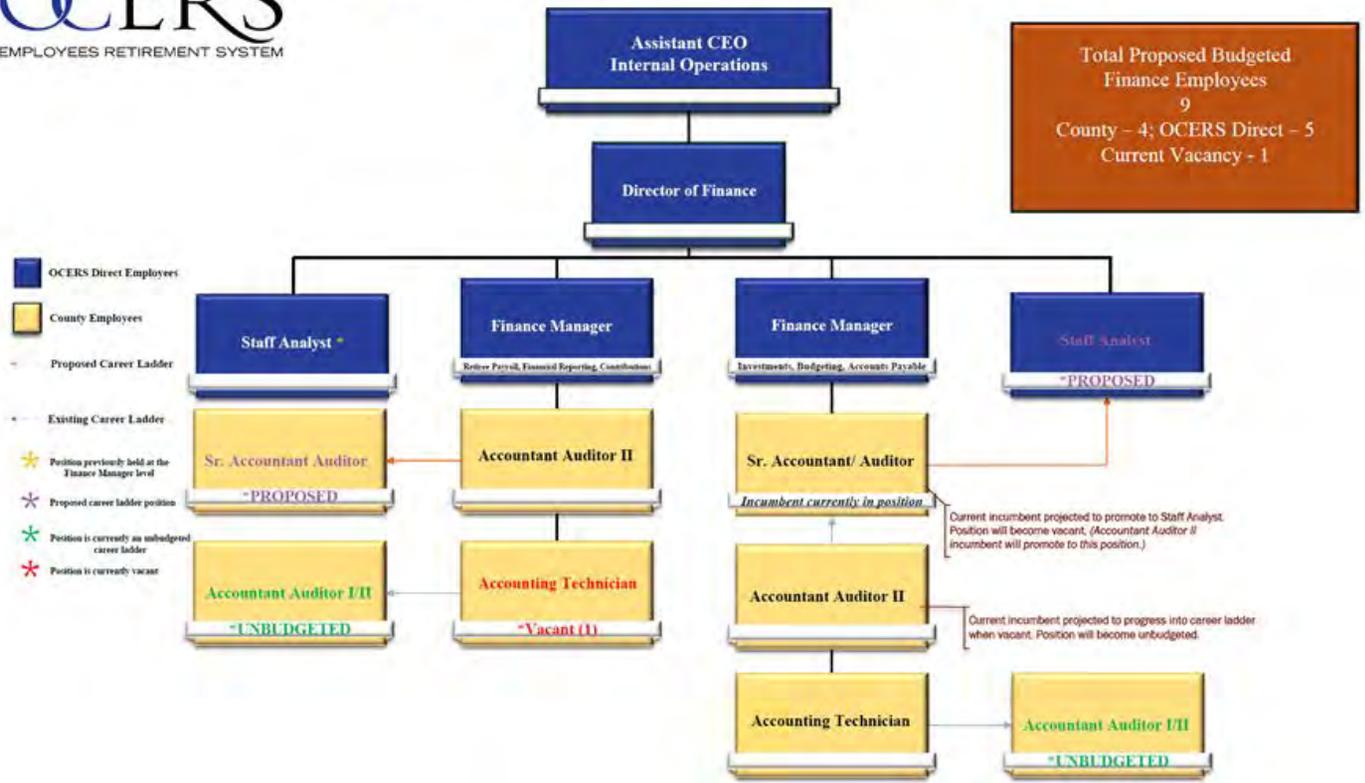
2B. INTERNAL AUDIT CAREER LADDER

Recommendation

- Approve the addition of a career ladder position, classified as Senior Internal Auditor in the Internal Audit department.

- Internal Audit Career Ladder

- Part of the OCERS Strategic Plan to recruit and retain a high performing workforce

- Senior Internal Auditor position is an additional classification but not a change in headcount

- Retention tool for Internal Audit Department

Additional Responsibilities

- Assist with the development of the Annual Audit Plan

- Plan and organize audit programs

- Lead and perform highly technical and complex audit programs

- Train incoming Internal Audit staff

- Cost

Position Title (Add classification)	Department	Position Type	Career Ladder (current classification)	Ladder Position Salary Range	2023 Budget Impact (Salary and Benefits)
Senior Internal Auditor	Internal Audit	OCERS	Internal Auditor	$106,684 - $165,360	$13,311

2B. INTERNAL AUDIT
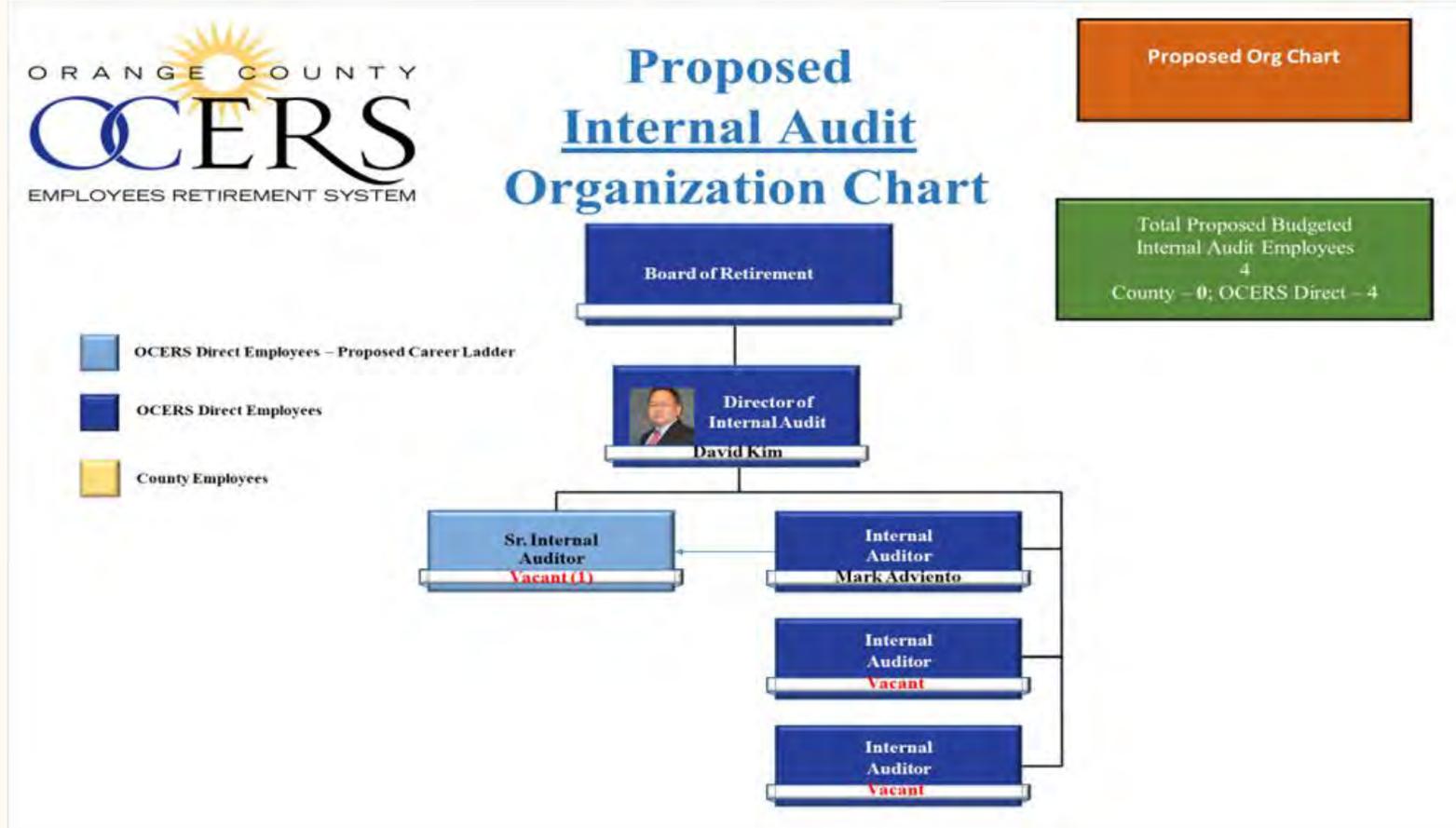
3A. COMMUNICATIONS ADD/ DROP A POSITION – NO CHANGE TO HEADCOUNT

CURRENT TO PROPOSED BUDGETED HEADCOUNT

Current

- Total Budgeted Headcount   113

- OCERS Direct   47

- County   66

- Extra Help OCERS Direct   2

- Extra Help County   3

*Proposed

- Total Budgeted Headcount   127

- OCERS Direct   56

- County   71

- Extra Help OCERS Direct   2

- Extra Help County   3

*Includes 2023 Career Ladders

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RECOMMENDATIONS

- **1. Add the following 14 new positions to the 2023 Budgeted Headcount**:

- 1A) Add one Project Manager position to the Executive department [Base Salary $200,000 w/Benefits $304,000]

- 1B) Add three positions to the Legal Department **1**. Chief Compliance Officer [6-months Base Salary $95,000 w/Benefits $139,000], **2**. Staff Attorney [9-months Base Salary $135,000, w/Benefits $196,000, **3**. Executive Secretary I [6-months Base Salary $33,800, w/Benefits $52,000].

- 1C) Add one Investment Officer position to the Investments department [12-months Base Salary $140,000, w/Benefits $219,000

- 1D) Add three Retirement Program Specialists to the Member Services department [$51,209-$68,556 w/Benefits $114,000, total for three $342,000]

- 1E) Add one Staff Analyst position to the Information Security department [9-months Base Salary $101,000, w/Benefits $134,000].

- 1F) Add three positions to the IT department **1**. IT Systems Technician [12-months Base Salary $70,000, w/Benefits $120,000]. **2.** Testing Coordinator (Manager Level) [12-months Base Salary $160,000, w/Benefits $247,000]. **3.** Automation Developer (Manager Level) [12-months Base Salary $150,000, w/Benefits $233,000].

- 1G) Add two positions to the HR department **1**. Staff Analyst [12-months Base Salary $90-$100,000, w/Benefits $157,000]. **2.** Staff Assistant [12-months Base Salary $55-$60,800, w/Benefits $101,000].

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RECOMMENDATIONS

2. Approve the creation of the following Career Ladders (no change to headcount)

A) Finance Department Total Costs $29,000

- Senior Accountant to Staff Analyst

- Accountant Auditor to Senior Accountant

B) Internal Audit

Internal Auditor to Senior Internal Auditor [10% promotion increase, cost $13,311]

3. Approve to Add a Director of Communications and drop a Communications Manager in the Communications department (no change to headcount)

A) $160,000 12-month annual base salary cost difference, $92,000

14 new positions, the creation of 3 career ladders and 1 add/drop of a position at an estimated cost of $2,372,000

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Questions

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Memorandum

DATE: September 09, 2022

TO: Members of the Personnel Committee

FROM: Steve Delaney, Chief Executive Officer

SUBJECT: **2023 REQUEST FOR NEW PROJECT MANAGER POSITION**

Background/Discussion

The Executive department requests the addition of the following position:

1.   Project Manager - OCERS Direct position

The requested position will add support to the Executive department.

OCERS is developing a number of cross-department projects that require the rigor of professional project management to plan, organize, and oversee the completion of specific projects while ensuring they use limited resources in the most effective manner possible. VISION 2030 alone will need project management guidance as it has a number of major projects under that banner – a Master Repository of Processes and Procedures, initial introduction of Robotic Process Automation use cases, an overview of existing processes with a view to simplification and implementation of LEAN, a call center guided by Machine Learning, and the eventual construction of a new Pension Administration System. Ultimately, there is a need for a Project Management Office (PMO) to achieve the project oversight that is required for success. The Project Manager position being requested for 2023 is the foundation of the future PMO. Creating a PMO will also address an observation from the last IT General Controls Audit, where Internal Audit reported that OCRS IT does not maintain a formal project management methodology for technology-related projects. This observation is true across the entire organization. The Project Manager will be responsible for implementing a project management methodology and consistent project management processes that will address Internal Audit's observation.

Per Salary.com "The average salary for someone with a Project Management Professional (PMP) in the United States is between $69,069 and $253,748 as of August 29, 2022. Salary ranges can vary widely depending on the actual position requiring a Project Management Professional (PMP)." I anticipate we will need a position of $200,000 plus benefits to meet the varied agency wide projects that would call upon this individual for direction and guidance.

Annual Cost Impact

Assuming the Project Manager is hired at the average of $200,000, the annual cost (salary plus benefits) is approximately $304,000.

Submitted by:

SD - approved
Steve Delaney

Chief Executive Officer

Proposed 2023 Executive Board Organization Chart

Proposed Org Chart

Total Proposed Budgeted **Executive** Board Employees 2023: **7**
County – **1**; OCERS Direct – **6**

- **OCERS Direct Employees**
- **County Employees**
- **Proposed OCERS Direct**

Chief Executive Officer
Steve Delaney

Project Manager
PROPOSED

Executive Secretary II
Carolyn Nih

Assistant CEO Internal Operations
Brenda Shott

General Counsel
Gina Ratto

Assistant CEO External Operations
Suzanne Jenike

Chief Investment Officer
Molly Murphy

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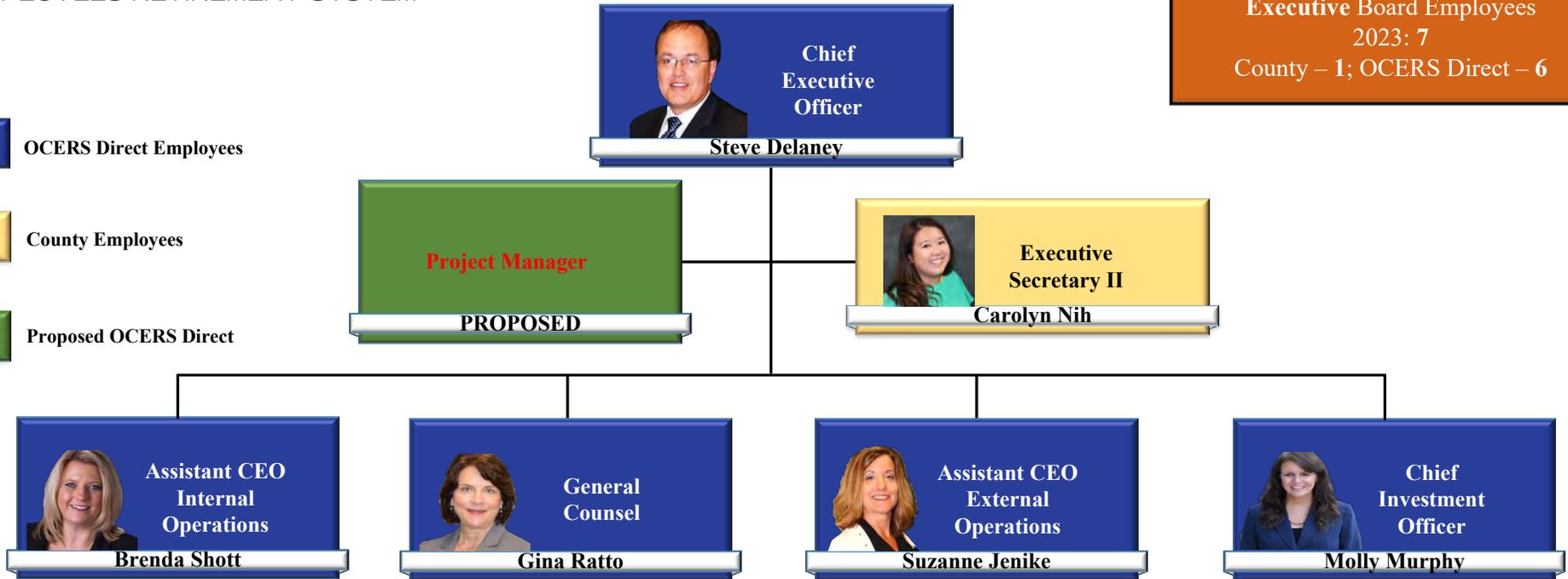
Memorandum

DATE: September 9, 2022

TO: Steve Delaney, Chief Executive Officer

FROM: Gina M. Ratto, General Counsel

SUBJECT: **2023 Staffing Plan**

I propose the addition of three positions in 2023:

1. **Chief Compliance Officer (CCO)**
   a) The CCO would be an OCERS direct position
   b) This addition would result in an increase in headcount
   c) It represents a new classification in OCERS
   d) The CCO will develop a compliance program and staff and lead the new OCERS Office of Enterprise Compliance
   e) OCERS does not currently have a dedicated compliance function/program. Compliance is currently dispersed among the Legal team, the Internal Auditors and the Operational Risk Management Committee.
   f) New workload is a necessary outcome of the creation of a new compliance program
   g) Savings are anticipated in the form of regulatory, litigation and reputational risk avoidance and mitigation
   h) The CCO and new Office of Enterprise Compliance will serve as the third leg (with Legal and Internal Audits) of a robust risk mitigation program, enhancing compliance with the law, policies and procedures throughout the organization.
   i) Estimated hiring salary of $190,000 per annum
   j) Targeted hiring date of July 1, 2023

2. **Staff Attorney**
   a) The Staff Attorney is an OCERS direct position
   b) This addition would result in an increase in headcount
   c) This is an existing classification in OCERS; OCERS currently has two other Staff Attorneys
   d) The Staff Attorney would be assigned to support the Investments Division and to staff the Legal Division's ethics and conflicts of interest workload:
      i. They would participate alongside external counsel in the negotiation and documentation of new investment transactions. This work is currently performed by the General Counsel.
      ii. They would handle post-closing amendments and Most Favored Nations elections, both of which are currently handled by external counsel.
      iii. They would perform the work of the Legal Division in connection with Securities Litigation matters including monitoring and reporting claims and monitoring cases where OCERS serves as lead plaintiff. This work is currently performed by the General Counsel and the Deputy General Counsel.
      iv. They would be responsible for periodic updates to the OCERS Conflict of Interest Code, updating the Board on Form 700 filing requirements, reviewing potential conflicts of interest, assisting with the new Form 700 Review Process, and monitoring FPPC regulatory changes.

e) This work is currently performed by external counsel and internal counsel in the Legal Division.
f) Growth in workload will result both from bringing legal work inside and from enhancing the legal services provided to OCERS by the Legal Division
g) Savings will be achieved by reducing our reliance on external counsel in connection with negotiation and documentation of new investment transactions, post-closing amendments and Most Favored Nations elections
h) The Staff Attorney will reduce legal, regulatory, and reputational risks by enhancing OCERS' compliance with ethical rules and conflicts of interest laws and regulations.
i) Estimated hiring salary of $180,000 per annum
j) Targeted hiring date of April 1, 2023

3. **Executive Secretary I**
   a) The Executive Secretary I is a County position
   b) This addition would result in an increase in headcount
   c) This is an existing classification in OCERS; OCERS currently has one other Executive Secretary I position (it is currently vacant)
   d) The Executive Secretary I would be assigned to support the Legal Division and the new Chief Compliance Officer/Office of Enterprise Compliance and be responsible for staffing the meetings and needs of the Governance Committee and Audit Committee. They would serve as back up to the Executive Secretary II and the other Executive Secretary I, and also serve as back up to the Legal Analyst in connection with administrative hearings work and in responding to Public Records Act requests.
   e) This work is currently shared by the existing Executive Secretary I (vacant) and Executive Secretary II.
   f) Growth in workload for this position is anticipated as a result of the addition of a new Chief Compliance Officer and Office of Enterprise Compliance. In addition, the sharing of an Executive Secretary by the Member Services Division and the Legal Division has proven to be unmanageable. There is too much workload for only one person to handle and the workload will only increase with the addition of a CCO.
   g) Savings will be achieved by reducing the need for extra help positions in the future. The addition of administrative support dedicated to the Legal Division will improve efficiencies by allowing the attorneys to spend less time editing their own documents and more time focused on the work that only they can do (legal work). This in turn makes it possible to bring more legal work in house.
   h) A dedicated Executive Secretary will reduce the risk of untimely responses to Public Records Act requests and reduce the risk of something falling through the cracks during the absence of the Legal Analyst. They will enhance our ability to meet committee meeting posting deadlines and will improve Legal Division efficiencies.
   i) Estimated hiring salary of $67,600 per annum
   j) Targeted hiring date of July 1, 2023

An organizational chart for the Legal Division including the three new positions is attached.

Submitted by:

OCERS

GMR- Approved

Gina M. Ratto
General Counsel

Proposed Legal Organization Chart

ORANGE COUNTY
OCERS
EMPLOYEES RETIREMENT SYSTEM

Total Proposed Budgeted
Legal Employees
8
County – 1; OCERS Direct – 7

General Counsel

Deputy General Counsel

Chief Compliance Officer

Board of Retirement

Staff Attorney

Staff Attorney

Staff Attorney

* Paralegal

Legal Analyst

Executive Secretary I

Proposed New Position

OCERS Direct Employees

County Employees

* Unbudgeted
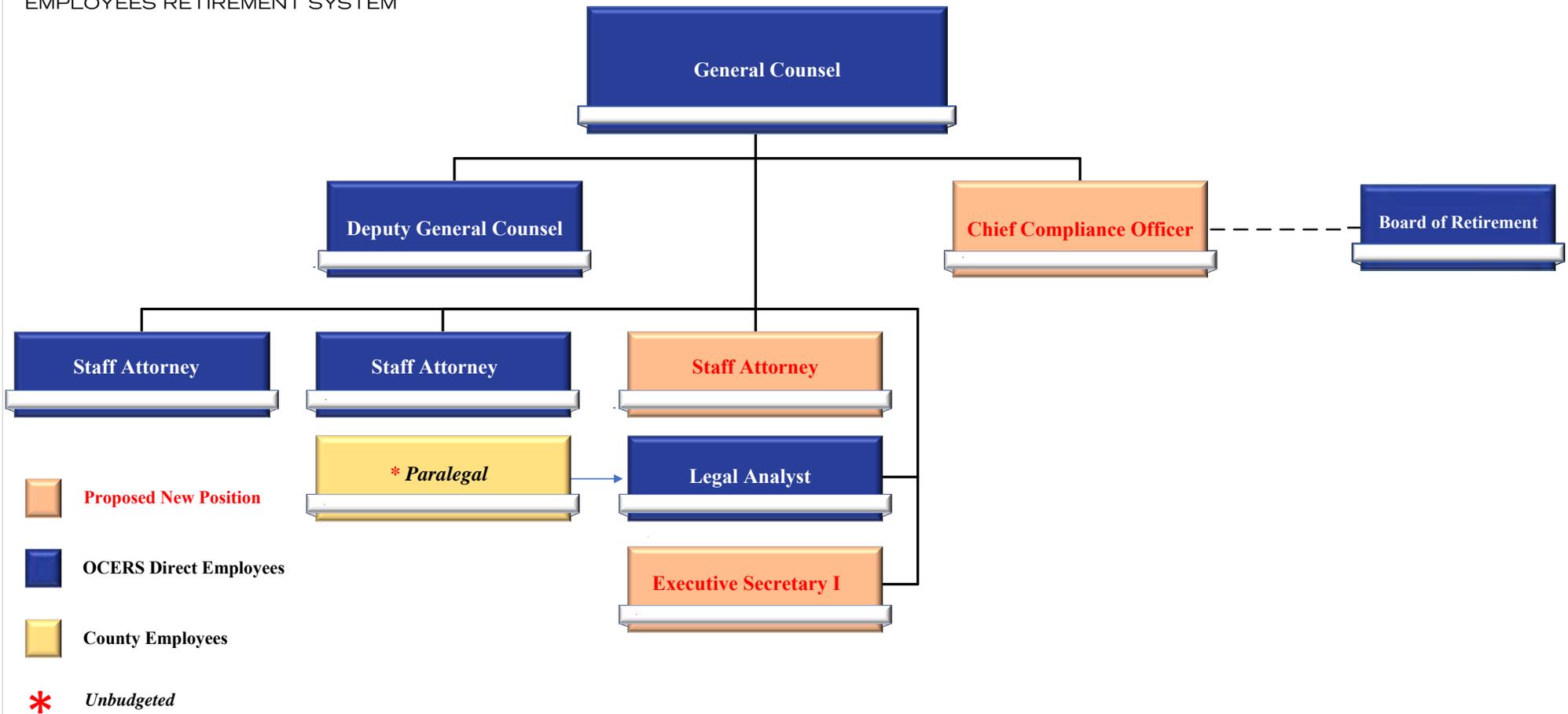
Memorandum

DATE: September 9, 2022

TO: Steve Delaney

FROM: Molly A. Murphy, CFA, Chief Investment Officer

SUBJECT: **2023 REQUEST FOR NEW INVESTMENT OFFICER POSITION**

Background

As OCERS has expanded into more private markets strategies and added co-investments, the investment team workload has increased dramatically. Throughout 2022 and projected into 2023, portfolio and operational coverage has been tested by departures and family leave requests. As a result, a request to add a new investment officer position is essential to ensure that investment processes continue with the highest quality and efficiency.

This added position is consistent with the investment department 10-year staffing plan. Additionally, the position request aligns with current AUM and future AUM growth of plan assets.

Annual Cost Impact

Assuming the investment officer is hired at the average of OCERS' current investment officers, the annual cost (salary plus benefits) is approximately $219,000.

Submitted by:

MAM - approved

Molly A. Murphy, CFA

Chief Investment Officer

ORANGE COUNTY OCERS
EMPLOYEES RETIREMENT SYSTEM

2023 Investments Organization Chart

Proposed Org Chart Effective 2023

Total Budgeted Investments Employees (as of September 23, 2022): **11**
County – **1**; OCERS Direct – **10**
Vacancy: **0**

Total Proposed Budgeted Investments Employees (effective 2023): **12**
County – **1**; OCERS Direct – **11**
Vacancies: **1**

- OCERS Direct Employees
- County Employees
- OCERS Direct Employee - Proposed

Chief Investment Officer
Molly Murphy

Staff Specialist
Brittany Cleberg

Director of Investments
David Beeson

Director of Investments
Shanta Chary

Sr. Investment Officer
Tarek Turaigi

Investment Officer
Stina Walander-Sarkin

Investment Officer
Ada Chen

Proposed Investment Officer

Investment Analyst
Ryan Durr

Investment Analyst
Mitchell Peterson

Investment Analyst
Emma Ji

Investment Analyst
Duc Nguyen

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Memorandum

DATE: September 28, 2022

TO: Steve Delaney, Chief Executive Officer

FROM: Suzanne Jenike, Asst. CEO, External Operations

SUBJECT: **Member Services Staffing Plan - 2023**

Request

Add three (3) Retirement Program Specialist positions to Member Services for 2023

Background/Discussion

Member Services is anticipating another year of increased workloads (calls, counseling appointments, retirement transactions, etc.) in 2023 due to the current trend of inflation that will impact the COLA adjustment for retirements on and before April 1, 2023. We project retirements for 2023 to be up to 15% higher than those of 2022. We encountered over 800 retirement applications filed between January to June of 2022, the highest amount recorded, and our estimations would put our 2023 retirements at approximately 920 between January and June of 2023. For the first time ever, we processed over 600 benefits in May and June 2022 using estimated salary figures and are in the process of recalculating all of the benefits to get the members paid the amounts they are entitled to. On top of these elevated workloads, Member Services has three major projects ahead of us in 2023:

1. Member Services has over 600 retirement recalculations to complete as a result of the *Alameda* decision. Each of these recalculations take approximately 3-4 days to complete and QA before applying the change to payroll.
2. Member Services Subject Matter Experts (SME) will be required to work with the vendor hired to manage and complete our OCERS Policy and Procedure documentation project. Each of our SMEs on various processes will need to work directly with the professional writers to document and improve our processes to complete this project.
3. Member Services team members will also need to work with our vendor that will assist us in the requirements gathering for the selection and replacement of our V3 Pension Administration System (PAS).

Given the projected number of retirements, and the work that will be required to respond to the 2023 initiatives listed above, Member Services anticipates the need for (3) additional Retirement Program Specialist positions to support the service levels for our members. These team members will be allocated between our Call Center Team, Processing Team and our Quality Assurance Team as needed to support our senior team members when they need to be available for the projects above.

Historically, Member Services has utilized the assistance of temporary employees, retirees, and overtime to meet all of our business challenges. In 2022 we had two retirees answering phones, two temporary employees assisting with customer service needs, two former OCERS employees working after hours on non-Alameda benefit recalculations as well as two team members from the Communications department helping with calls and customer service. We expect the trend of high volume retirements to continue for the foreseeable future,

and the long term business initiatives will span many years and require significant staff time in order to be successful. Finally, we do not want to repeat 2022 and set up benefits based on estimated salary figures.

We are in the process of filling the final seven (7) vacancies in Member Services and expect to be fully staffed prior to December 31, 2022. We believe that adjusting the staffing level of the department by these additional team members is appropriate and necessary.

The cost associated to this request on a fully loaded basis is approximately $114,000 per position, so this would add $342,000 to the 2023 administrative budget.

Submitted by:

SJ-APPROVED_____

  Suzanne Jenike

  Asst. CEO, External Operations

2023 Proposed Member Services Organization Chart

ORANGE COUNTY
OCERS
EMPLOYEES RETIREMENT SYSTEM

Assistant CEO External Operations
Suzanne Jenike

Total Proposed Budgeted Member Services Employees 2023: 50
County – **43**; OCERS Direct – **7**

■ OCERS Direct Employees
■ County Employees
■ Proposed County Employees

DIR Member Operations & Process Improvement
Jeff Lamberson

DIR Member/ER Experience
Silviu Ardeleanu

QA & Process Improvement Manager

Member Services Processing Manager

Member Services Call Center & EP Team Manager

Benefit Analyst

Sr. Staff Development Specialist 1

Benefit Analyst

Retirement Benefits Program Supervisor

Retirement Benefits Program Supervisor

Retirement Benefits Program Supervisor

Retirement Benefits Program Supervisor

Sr. Retirement Program Specialist 2

Sr. Retirement Program Specialist 1

Sr. Retirement Program Specialist 2

Benefit Technician 2

Retirement Program Specialist 7

Benefit Technician 1

Office Technician 3

Retirement Program Specialist 1

Retirement Program Specialist 1

Retirement Program Specialist 7

Accounting Technician 4

Office Specialist 1

Accounting Technician 1

Accounting Technician 1

Retirement Program Specialist 1

Benefit Technician 1

Retirement Program Specialist 2

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Memorandum

DATE: September 28, 2022

TO: Steve Delaney, CEO

FROM: Matt Eakin, Director of Information Security

SUBJECT: **2023 Staffing Plan – Information Security Analyst**

Background/Discussion

Since the creation of OCERS' Information Security Department in 2018, it has been anticipated that an additional staff member would be required by the fifth year of the program (2023) to meet the needs associated with the continued growth of OCERS, which has experienced a 35% increase in staff over the previous four years. With each new staff member, whether permanent, temporary, extra help or consultant, OCERS' attack surface (the sum of all possible malicious points of entry on a network) grows in the form of additional hardware (laptops and mobile devices), software, user accounts and logins, etc. Furthermore, continued growth is expected in 2023.

Since the establishment of the Information Security program, the Information Technology Department has acted as its operational arm, charged with actively remediating security concerns identified by the Information Security team, including upgrading out-of-date operating systems or applications, applying patches or modifying configurations to address vulnerabilities, and installing newly adopted security applications. The Information Security team has attempted to remain focused on the strategic implementation of security controls and providing consultative services around security decisions to the rest of the organization.

While this model has been tenable in previous years, the continuing growth of OCERS has raised two significant issues that indicate it is an appropriate time to add an Information Security Analyst position to handle day-to-day operational responsibilities for the Information Security department:

1. Each year, Information Security has placed increasing demands on the Information Technology department for security-related operations. Information Technology's workload and responsibilities have also increased proportional to the growth of OCERS and with them, the number of projects assigned to the IT Department. This dual utilization of IT resources has unfortunately led to delay or postponement of important security operations functions.

2. Due to the aforementioned over-utilization of IT resources, current Information Security staff have had to shift from the strategic/consultative role noted above to an operational role, hence delaying the implementation of additional security controls.

The Information Security Analyst role will be more operational in nature, allowing current Information Security staff to refocus on original responsibilities while significantly lightening the security-related load on the Information Technology team. Therefore, we are proposing the addition of an Information Security Analyst to the 2023 budget to address present and future needs:

Security Operations

∑ **Threat Analysis**. Information Security staff receive 20-30 security bulletins per day from various threat intelligence feeds. These bulletins need to be reviewed and analyzed to determine if there are potential impacts to OCERS. It is not always immediately known what the impact may be, so further investigation is often required. This is a time-consuming task that takes current Information Security staff away from higher level activities.

∑ **Vulnerability Remediation**. Multiple new vulnerabilities are identified every day. Vulnerability remediation is prioritized by criticality, meaning more critical vulnerabilities need to be remediated within a 24 to 72 hour time frame, with a goal to remediate nearly all vulnerabilities within 30 days. Current structure, workloads and priorities prevent some vulnerabilities from being addressed for several months, increasing the risk of those vulnerabilities being exploited, which increases the risk of a data breach.

∑ **Incident Detection and Investigation**. When our systems alert us to potential security events and incidents, investigation and triaging is required by Information Security staff. As we gain greater visibility into system and network activity, and the number of alerts increase from new systems that have been implemented, more time is being spent on these operational-level incident investigation and response activities.

∑ **Security Systems Administration**. Several new security systems have been implemented in the past four years (email security, incident detection and response, vulnerability management, patch management, privileged access management, identity and access management, cybersecurity asset management, internet security, etc.). Each one of these systems increases the Information Security daily operational overhead required to manage, operate, and troubleshoot these systems. These systems divert current Information Security staff resources away from other priorities.

∑ **Security Control Implementation and Assessment**. Currently, formal assessments (penetration tests and audits) are conducted at specific points during the year. We would like to move to a more "continuous assessment" model, where security controls are tested on a regular basis by internal staff. Adding additional personnel to the Information Security department would be required to achieve this goal.

Agency Growth

A key factor behind the request for one additional headcount is to keep pace with the growth of the agency from 2018 to 2023, along with projected future growth beyond 2023. As noted above, more employees and more devices mean OCERS has an ever-expanding attack surface that needs to be managed. Further direct engagement with employees and their devices is necessary to follow-up on security alerts in a timely manner and mitigate potential system vulnerabilities.

Technological Complexity / Emerging Technologies

In the last four years, there has been an increasing number of systems and applications deployed within OCERS, many being cloud-based systems. With each system added, there are additional technology complexities that need to be secured appropriately. With the introduction of Vision 2030, OCERS is making a commitment to move away from manual processes to automated technology solutions utilizing Artificial Intelligence, Machine Learning, Robotic Process Automation, and other technologies. This will increase the number of systems required, as well as the complexity of those interconnected system, further contributing to a more complex technology landscape that needs to be properly secured.

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Approving this personnel decision will increase the existing approved headcount in the Information Security Department from two to three. The Information Security Analyst is anticipated to be an OCERS Direct position with a new classification that will result in approximately $110,000 in additional salary expenses annually.

Submitted by:

ME - Approved

_____

Matt Eakin
Director of Information Security

65

Brief Summary – Information Security Analyst Position

Since the creation of OCERS' Information Security Department in 2018, it has been anticipated that an additional staff member would be required by the fifth year of the program (2023) to meet the needs associated with the continued growth of OCERS, which has experienced a 35% increase in staff over the previous four years. With each new staff member, OCERS' attack surface (the sum of all possible malicious points of entry on a network) grows in the form of additional hardware, software, user accounts, etc. Furthermore, continued growth is expected in 2023.

Since the establishment of the Information Security program, the Information Technology Department has acted as its operational arm, charged with actively remediating security concerns identified by the Information Security team. The Information Security team has attempted to remain focused on the strategic implementation of security controls and providing consultative services around security decisions to the rest of the organization. While this model has been tenable in previous years, the continuing growth of OCERS has made it necessary to add an Information Security Analyst position to handle day-to-day operational responsibilities for the Information Security department. Further details and justification for the addition of this position is contained within the accompanying "2023 Staffing Plan – Information Security Analyst" memo to CEO Steve Delaney.

2023 Proposed Information Security Organization Chart

Total Proposed Budgeted Information Security Employees for 2023: 3
OCERS Direct - 3
County - 0

OCERS Direct Employees
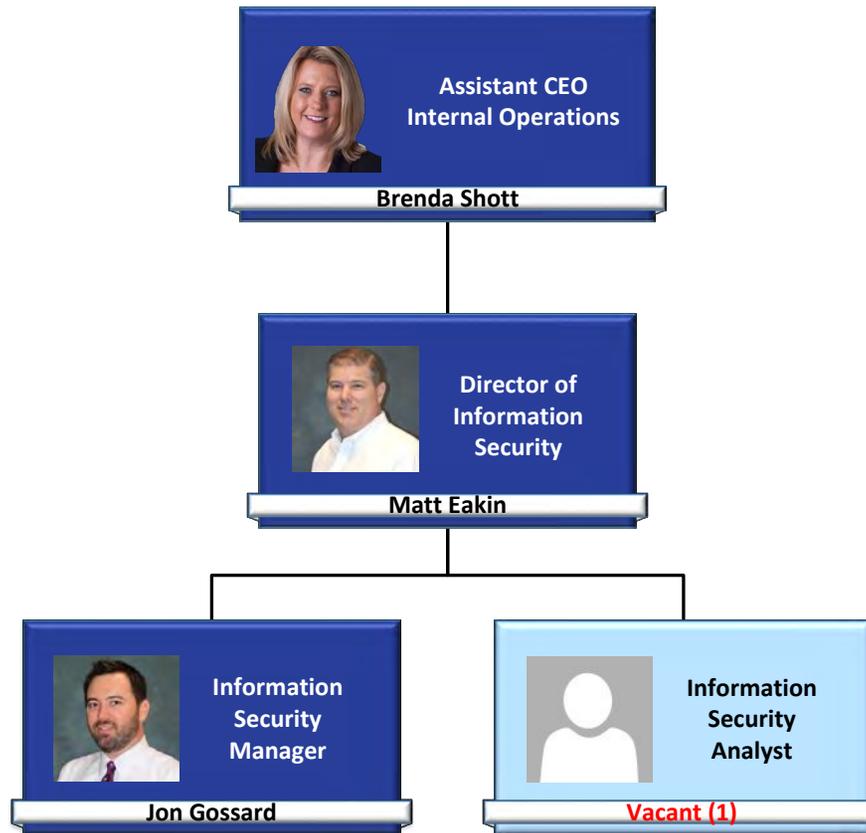
OCERS Direct Employees - Proposed

County Employees

Assistant CEO Internal Operations
Brenda Shott

Director of Information Security
Matt Eakin

Information Security Manager
Jon Gossard

Information Security Analyst
Vacant (1)

67

Information Security Analyst

- Increase in attack surface due to growth has led to:
  - InfoSec placing significant demands on IT for Security Operations
  - InfoSec shifting to SecOps; diverting from original mission

- Security Operations Functions
  - Threat Analysis
  - Vulnerability Remediation
  - Incident Detection & Investigation
  - Security Systems Administration
  - Security Control Implementation & Assessment

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

Proposed InfoSec Org Chart
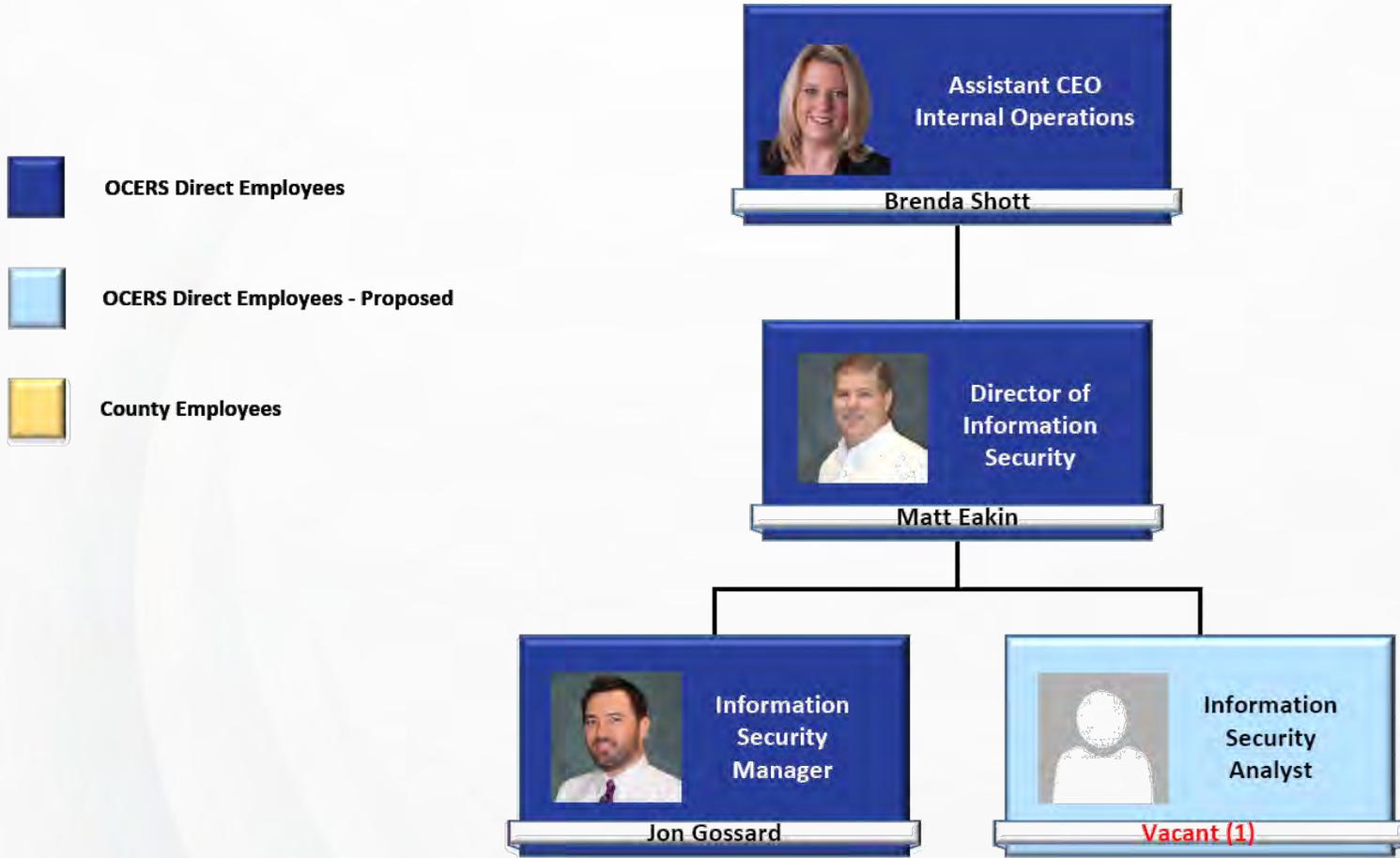
Memorandum

DATE: Friday September 9th, 2022

TO: Steve Delaney, CEO

FROM: Jenny Sadoski, Director of Information Technology

SUBJECT: 2023 Request for New Position - Information Technology Helpdesk Technician

Recommendation

Request approval to create and fill new Information Technology Helpdesk Technician position in Information Technology Department.

Background/Discussion

1. **OCERS Working Title: <u>IT Helpdesk Technician</u>**

a) **Position Type:** County position – Information Technologist I

b) **Additional Headcount** will be created if position approved

c) **Existing classification:** County position for Information Technology Systems Technician I

d) **What new work will be done: no new work.** Position will provide first level end user on premise and remote support, onboarding/off-boarding tasks, and day to day operational support of IT operations and IT projects.

e) **What work currently isn't being done (or done out of class):** Addition of new position will free up existing resources to focus on second level support, system administration, vulnerability and patch management, IT Implementation, and special project support.

f) **What growth in workload is anticipated**: As we continue to add additional staff, applications, and projects to OCERS portfolio the demand for technology support and department resources increases and additional resources are needed.   Moving to a hybrid workforce has increased the amount of equipment to be supported, anticipate with the proposed increases

g) **Is there any savings that will be achieved?** No dollar savings will be achieved per this hire.

h) **Will the position do work that will eliminate current risks?** Freeing up existing staff to have more availability to work on current workloads will increase the timely completion of high-risk activities such as vulnerability and patch management, systems admonition, replacement of end-of-life systems and support for other projects within the department or organization.

2. **Justification:** Entry level County position to provide first level end user on premise and remote work technical support, and day to day operational support of IT operations activities and IT projects.

Memorandum

3. **Proposed organization chart:**
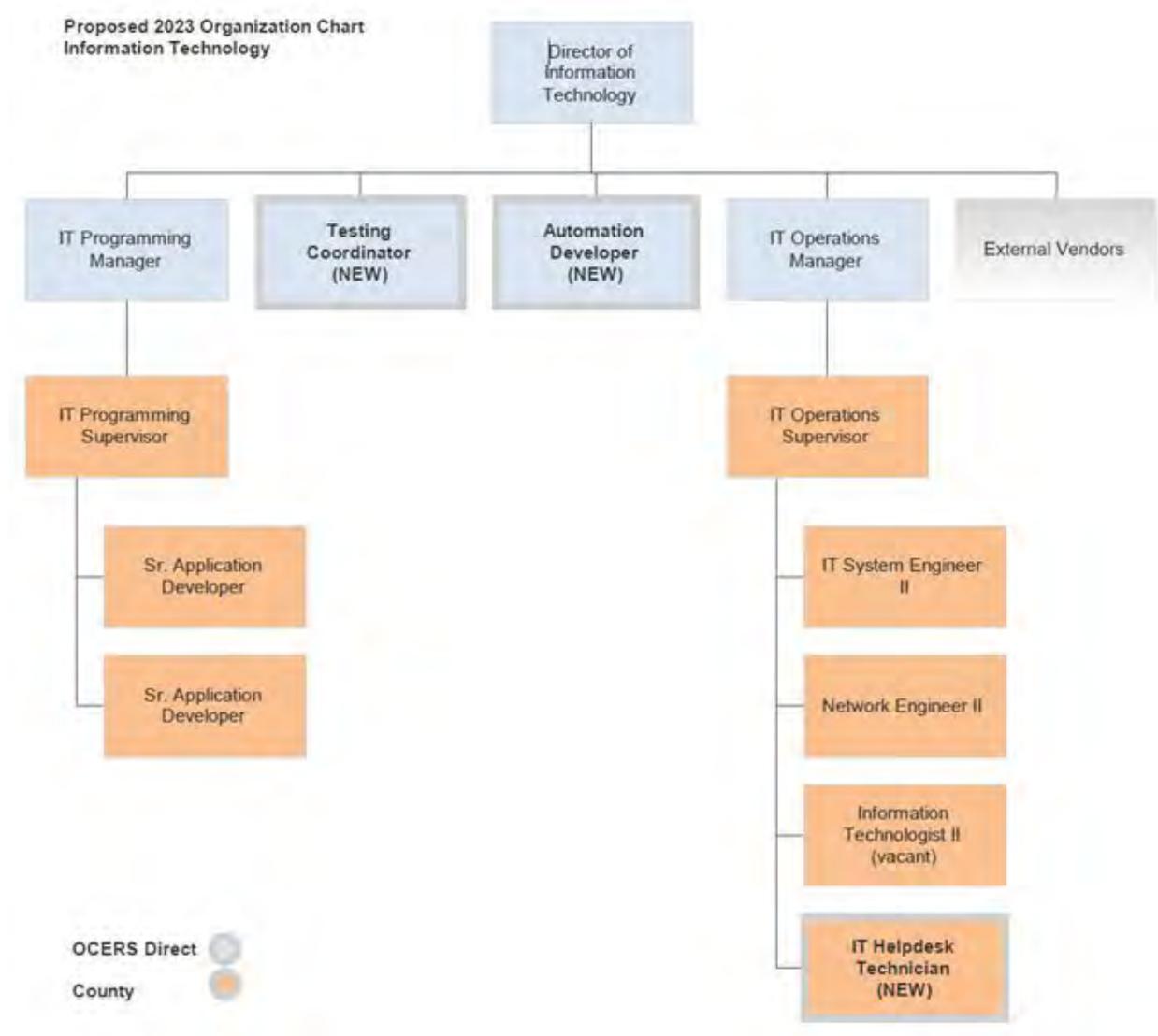
See Attachment: 2023 Proposed Information Technology Org Chart

4. **Estimated hiring salary:** $53,955.20 - $72,259.20

Orange County Class Title	Salary Range	Code
INFORMATION TECHNOLOGY SYSTEMS TECHNICIAN I	$53,955.20 - $72,259.20	7902GE

Memorandum

5. Estimate new hire start date: Q1 of 2023

Submitted by:
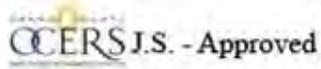
OCERS J.S. - Approved

_____

Name: Jenny Sadoski

Title: Director of Information Technology

Memorandum

DATE: Friday September 9th, 2022

TO: Steve Delaney, CEO

FROM: Jenny Sadoski, Director of Information Technology

SUBJECT: 2023 Request for New Position – IT Testing Coordinator

Recommendation

Request approval to create and fill new Testing Coordinator position in Information Technology Department.

New Position Request:

1. **Working Title: <u>Testing Coordinator</u>** (OCERS Direct position)

a) **Position Type:** OCERS Direct position

b) **Additional Headcount** will be created if position approved

c) **Existing classification:** OCERS Direct - Retirement Analyst

d) **What new work will be done:** Position will oversee quality assurance and regression testing of OCERS pension system regression testing, automation script testing, and new systems implementations testing, which an emphasis on test tracking, defect remediation, and business processing analysis. Additional work on special projects within the Information Technology department may be assigned.

e) **What work currently isn't being done (or done out of class):** Expand Information Technology role in overseeing the regression testing and defect remediation of OCERS pension administration system. As well as the implementation of test coordination and controls of new automation script development and testing.

f) **What growth in workload is anticipated**: As we begin the evaluation, design, and deployment of new of automated scripts per our Robotic Process Automation imitative, coordinating the business process review, script testing, defect remediation will have to be performed to ensure the accuracy and completeness of our automated scripts achieve OCERS goals and objectives.

g) **Is there any savings that will be achieved?** No dollar savings will be achieved per this hire. Overall, the automation of many of our current tasks and activities within the organization could result more efficiencies, standardized processing, and quicker turnaround of tasks, which would result in better customer service and a potential increase in job satisfaction for team members.

h) **Will the position do work that will eliminate current risks?** Yes, application defects can result in incorrect benefits paid to member, inaccurate reporting, or delays in processing due to faulty functionality within the system. Performing defect remediation and regression testing of our systems will help to identify data and system function issues that could result in errors or vulnerabilities that create risks to the organization.

2. **Justification:** Testing is a becomes a vital to ensuring that our applications and tools function as designed and provide the expected results. The testing coordinator will be responsible for coordinating the efforts of each department involved in testing and use of OCERS pension administration solution, including recording defects and tracking defect remediation. In addition, the testing coordinator will oversee the quality assurance

Memorandum

and regression testing of OCERS and third party developed automation scripts and their integration with OCERS systems to make sure that everything works together seamlessly, and continues throughout their use.

3. **Proposed organization chart:**
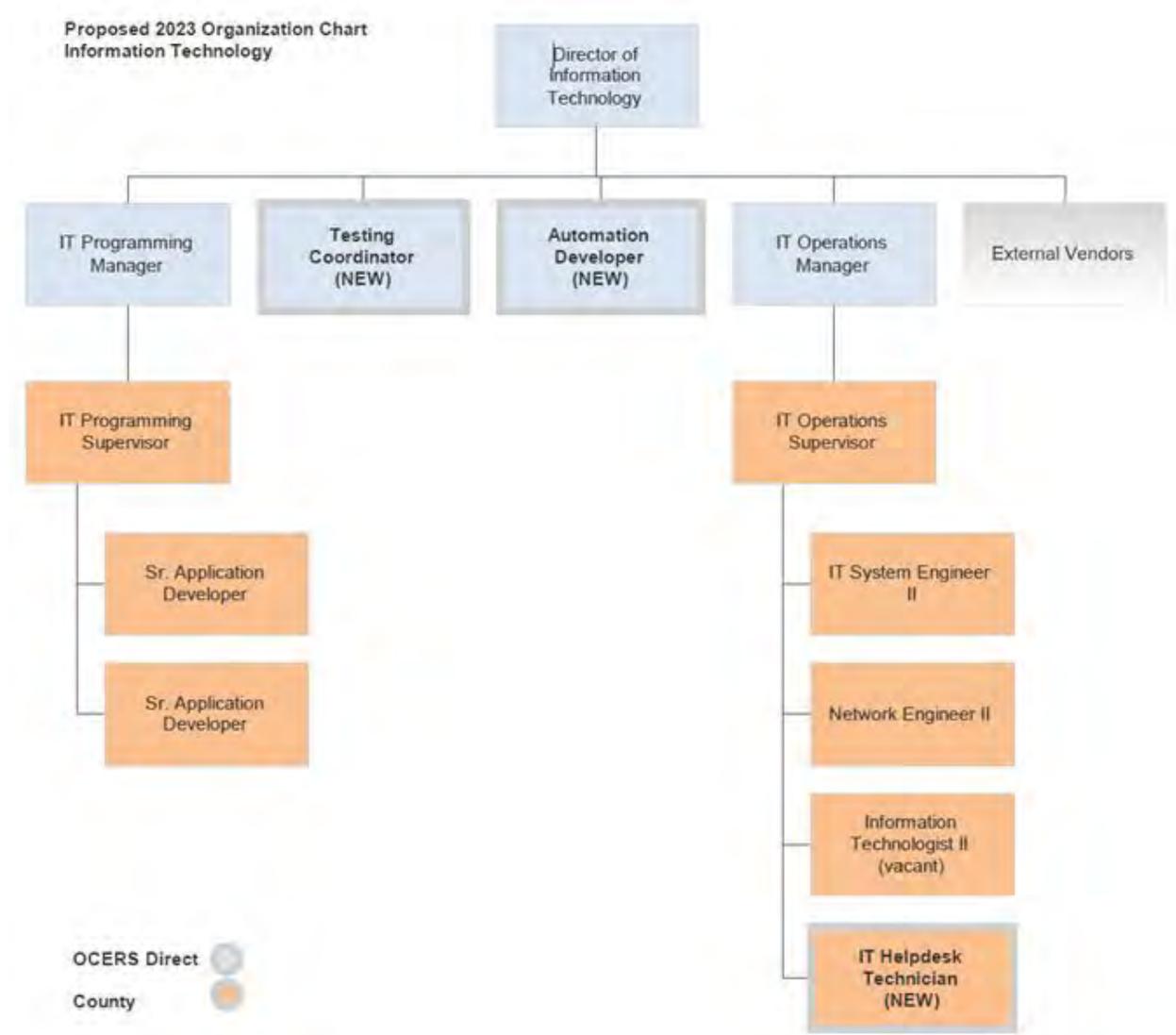
Proposed 2023 Organization Chart
Information Technology

See Attachment: 2023 Proposed Information Technology Org Chart

4. **Estimated hiring salary:** $106,684 - $165,360

5. **Estimate Hire Date:** Q1 of 2023
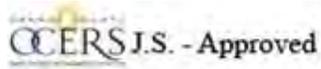
2023 REQUEST FOR IT TESTING COORDINATOR

Memorandum

Submitted by:

CCERS J.S. - Approved

Name: Jenny Sadoski

Title: Director of Information Technology

Memorandum

DATE: Friday September 9th, 2022

TO: Steve Delaney, CEO

FROM: Jenny Sadoski, Director of Information Technology

SUBJECT: 2023 Request for New Position – Automation Developer

Recommendation

Request approval to create and fill new Automation Developer position in Information Technology Department.

Background/Discussion

1. **Working Title: <u>Automation Developer</u>** (OCERS Direct position)

a) **Position Type:** OCERS Direct position

b) **Additional Headcount** will be created if position approved

c) **Existing classification:** OCERS Direct - Retirement Analyst

d) **What new work will be done: no new work.** Position will explore and implement new ways to automate systems and business processes through the development, testing and deployment of automated test scripts in support of OCERS Robotic Process Automation (RPA) initiative.

e) **What work currently isn't being done (or done out of class):** The design and development of RPA automation scripts and tools is a new addition to the IT Programming teams catalogue of services.

f) **What growth in workload is anticipated**: We anticipate a need to for dedicated in-house resources to work with third party RPA resources to focus on the design and development of new automated processes and tools within OCERS. The initial stages of our Robotic Process Automation initiative will focus on a few key items, however, as we begin to achieve successes through our early initiatives, we anticipate a significant increase in process automation development and support requests within the organization.

g) **Is there any savings that will be achieved?** No dollar savings will be achieved per this hire. Overall, the automation of many of our current tasks and activities within the organization could result more efficiencies, standardized processing, and quicker turnaround of tasks, which would result in better customer service and a potential increase in job satisfaction for team members.

h) **Will the position do work that will eliminate current risks?** Automation standardizes business processing and reduces errors due to manual processing activities such as data entry and disconnected processes.

2. **Justification:** In support of OCERS Robotic Process Automation initiative, OCERS Information Technology department is requesting a new position to hire an Automation developer. This position would be dedicated to the design, development, testing and deployment of automated scripts, procedures, and tools to automate recurring manual tasks and activities identified by various departments. This effort will standardize processing, streamline efficiencies, reduce errors, boost productivity, hit accuracy goals with reliable consistency, and create a better customer service experience. As we roll out OCERS Robotic Process Automation initiative, much of the initial large deliveries will probably be contracted to a third party, but it is OCERS intent to eventually bring automation development in-house. To do this, we need to bring on board individuals with the specific skillset

Memorandum

and aptitude early on in the project and have them work alongside our third-party team before assuming the primary development role in two to three years.

3. **Proposed organization chart:**
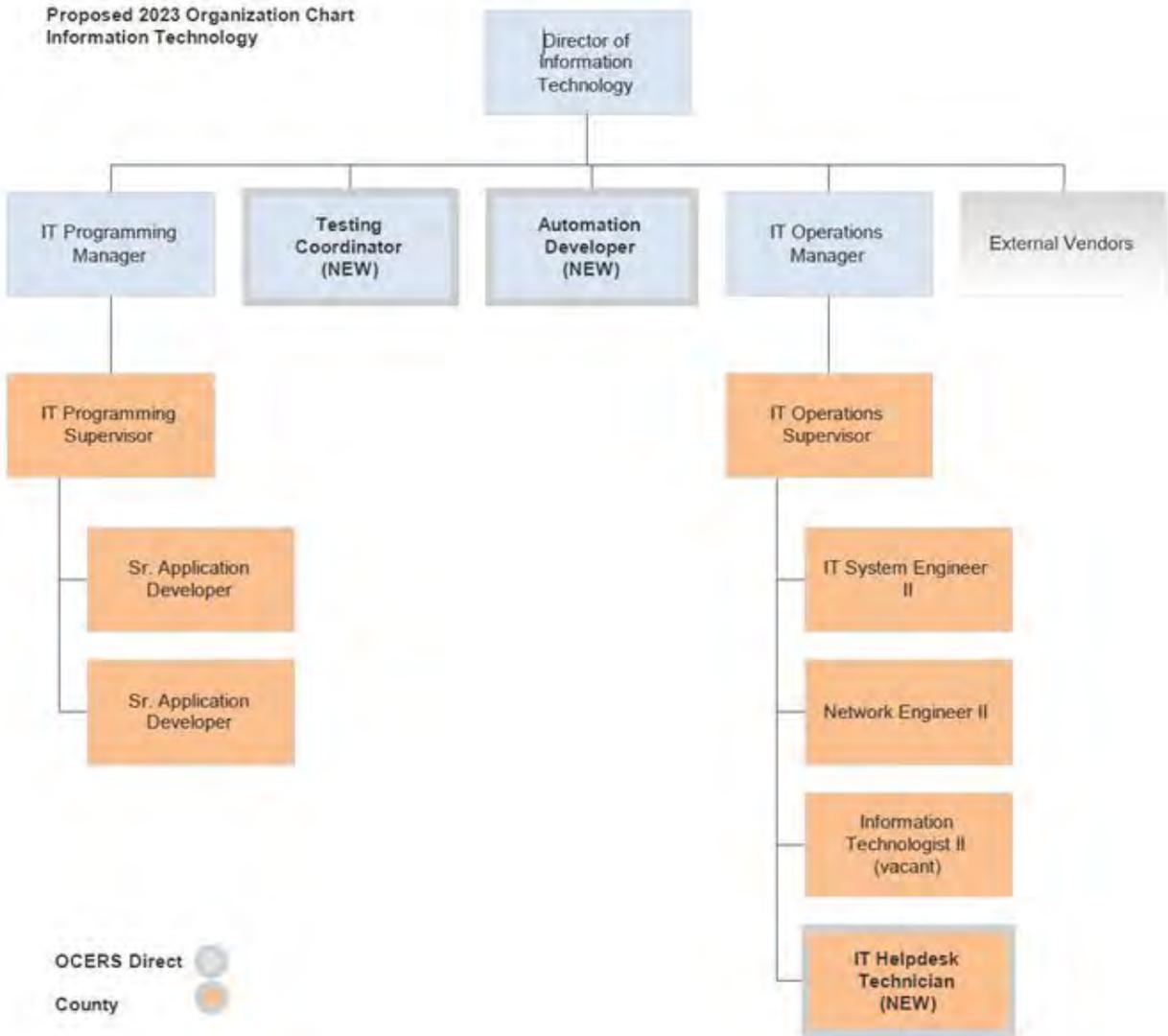
See Attachment: 2023 Proposed Information Technology Org Chart

4. **Estimated hiring salary:** $106,684 - $165,360

5. **Estimate Hire Date:** Q3 of 2023

Memorandum

Submitted by:
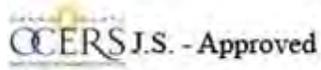
OCERS J.S. - Approved

_____

Name: Jenny Sadoski

Title: Director of Information Technology

Proposed 2023 Organization Chart
Information Technology

```
                          Director of
                          Information
                          Technology
```

- IT Programming Manager
- Testing Coordinator (NEW)
- Automation Developer (NEW)
- IT Operations Manager
- External Vendors

IT Programming Supervisor

- Sr. Application Developer
- Sr. Application Developer

IT Operations Supervisor

- IT System Engineer II
- Network Engineer II
- Information Technologist II (vacant)
- IT Helpdesk Technician (NEW)

OCERS Direct ○
County ●
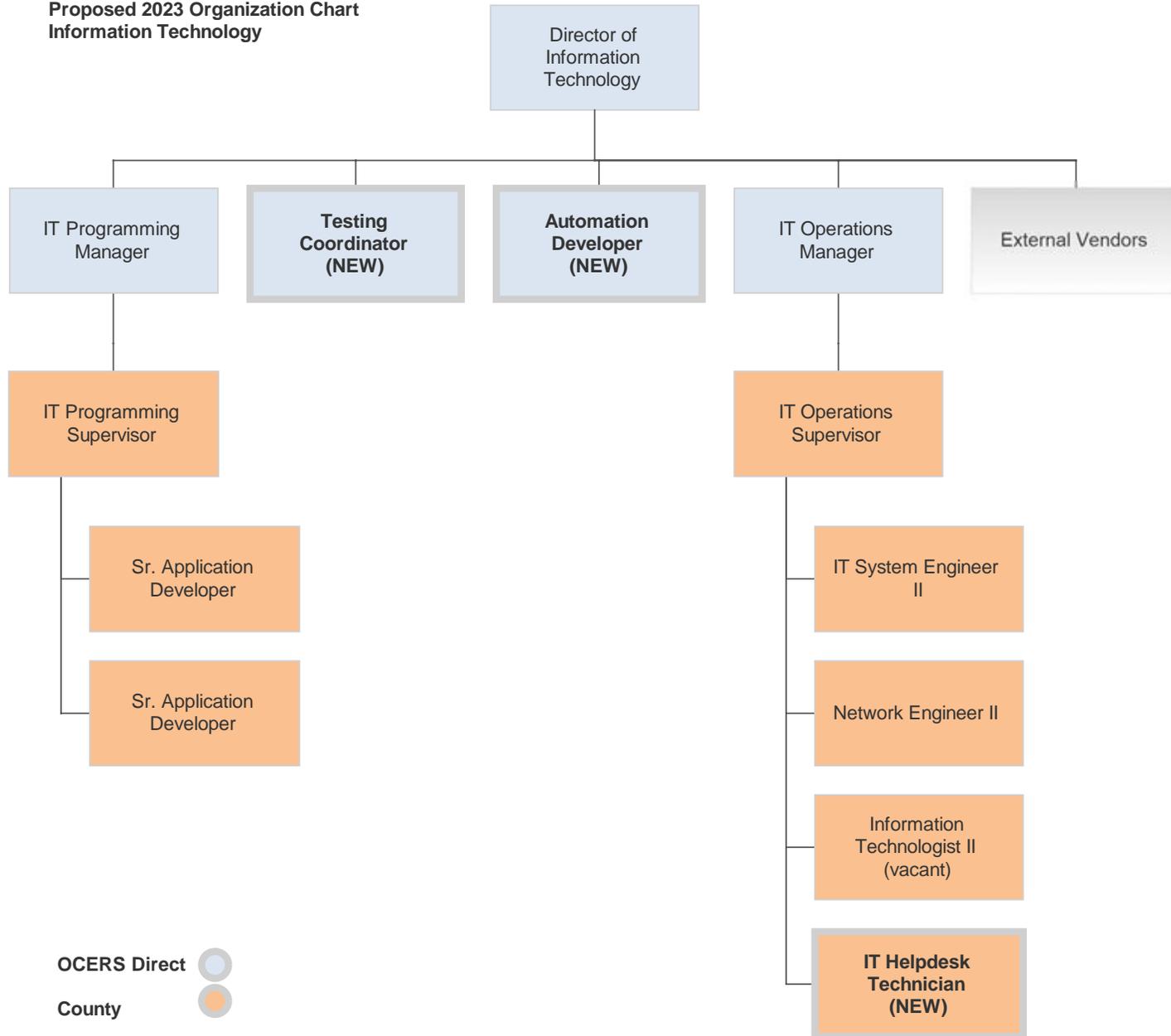
Memorandum

DATE: September 09, 2022

TO: Steve Delaney, Chief Executive Officer

FROM: Cynthia Hockless, Director of Human Resources

SUBJECT: 2023 STAFFING PLAN - REQUEST FOR TWO POSITIONS IN THE HUMAN RESOURCES DEPARTMENT

Background/Discussion

The Human Resources department requests the addition of the following two positions:

1. Staff Analyst - OCERS Direct position (Recruiter)
2. Staff Assistant - County position (Support for Learning and Development Manager)

The requested positions will add support to the Human Resources department.

HR is operating in a challenging environment as we continue to handle the ongoing Covid Pandemic. At the same time, the organization has continued to grow in both headcount and fund size. The need to hire additional HR team members is crucial to the ongoing success of the agency. The department currently has five (5) team members in the department. There is a need to add two (2) positions to support the Talent Management Business Initiatives.

REQUEST FOR ONE (1) HR STAFF ANALYST- RECRUITER

The first position the department will like to add is a Staff Analyst assigned to the recruiting functions. The steps for hiring new talent include job advertisement, screening applications, pre-employment testing, interviews, job offers, background checks, and employee onboarding. The facilitation of these steps requires focus and 100% accuracy. Therefore, we are requesting an additional staff member to assist with these duties.

In the first nine (9) months of 2022, OCERS had the following statistics related to recruiting:

Employees Hired	23
Applications Processed	1387
Interviews Conducted	189
Facilitated Pre-Employment Test	3
Employees Promoted	13

OCERS has one (1) dedicated HR Analyst assigned to recruiting. Due to the increased demand for the recruiting function, other department employees are currently stepping in to assist in this area. However, they must also maintain the core responsibilities of their assigned job duties. More duties create a larger than usual workload for the department employees. The addition of an HR Staff Analyst will allow for the recruiting function to be split between two employees and keep pace with the agency's demand to source diverse, high performing talent. The

salary range for the Staff Analyst position is $79,885-$115,833, with a hiring range of $85,0000- $90,000. The total cost with benefits is estimated at $159,000.

REQUEST FOR ONE (1) HR STAFF ASSISTANT WITH A CAREER LADDER TO STAFF SPECIALIST – LOD

The second position the department would like to add is a Staff Assistant position that will support the Learning and Organizational Development Manager (LOD).

Learning and development provide growth opportunities within the agency, allowing employees to become more effective while also increasing job satisfaction and reducing employee turnover. Training is important as it provides OCERS with the opportunity to strengthen the skills of current employees and create learning experiences that allow employees to gain new skills. Research has shown that training helps to boost individual and organizational performance.

As the agency continues to grow, we have added business initiatives such as the need for automation, the implementation of a new Pension Administration Software (PAS) system, and the OCERS 2030 plan. We understand that as we grow our fund and headcount, we must strengthen and cultivate the skills of new and current employees by providing customized training in many of OCERS specialized areas. While we currently have a LOD Manager assigned to the training function, we have an increased demand for more learning initiatives from department heads and employees. The current LOD Manager needs assistance with maintaining the learning function.

Previously, we were able to obtain support from other Human Resources team members to assist with backing up successful learning functions, such as the Next Level Leadership (NLL) program, OCERS University, the Administration of Eureka, and the OCERS Diversity, Equity, and Inclusion program. However, with the demand for hiring new talent and recruiting, resources normally allocated to the learning function have been redirected to focus on talent management.

OCERS (Learning and Organizational Development) LOD assignments call for unique, custom, organization-wide communication and custodial efforts in analysis and strategic design. The LOD workload has expanded quickly durning the past three years and that is expected to continue in the future to support agency goals. While the support duties will be assigned to the Staff Assistant the LOD Manager will be charged with focusing on the framework of the training program, facilitating in-person training, and designing customized training for various departments that request it.

The newly added Staff Assistant will be assigned to support the Learning Manager and assist the agency with the continued growth of the learning and development department (e.g., future technical training, career pathing, compliance training, performance management, and organizational initiative management). This will create additional opportunities, which will in turn expand the duties of the Staff Assistant. Therefore, we think a career ladder to Staff Specialist will be appropriate to allow this position to grow in the future.

The concept of a career ladder was implemented by OCERS several years ago as a tool for the retention of high-performing staff. The career ladder is used when an employee in the base position has demonstrated consistent performance that exceeds expectations and has increased job knowledge, skills, and the ability to progress to the next level of job duties and responsibilities. A career ladder position is created with the approval of an additional classification without an increase in headcount.

The proposed Staff Assistant position would be a career ladder position to the Staff Specialist position. The Staff Assistant position is a County position with an annual salary range of $49,545.60 - $66,414.40. The Staff Specialist position is a County position with an annual salary range of $58,323.20 - $77,979.20. The total cost to add a Staff Assistant with the 2023 Staffing Plan, including fridge benefits, is $97,000.

We anticipate the recruiting for these two positions will be advertised in November of 2022, so that the positions can start in the first quarter of 2023.

Submitted by:

OCERS

C.H. – APPROVED

_____
Cynthia Hockless
Director of Human Resources

A-2 1g 2023 Staffing Plan - Justification Human Resources Department **3** of **3**
Personnel Committee Meeting 09-28-2022

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2022 Human Resources Organization Chart

ORANGE COUNTY
OCERS
EMPLOYEES RETIREMENT SYSTEM

**Org Chart
Effective 06/20/2022**

Total Budgeted
Human Resources Employees
(as of June 20, 2022): **5**
County – **1**; OCERS Direct – **4**
Vacancy – **0**

OCERS Direct Employees
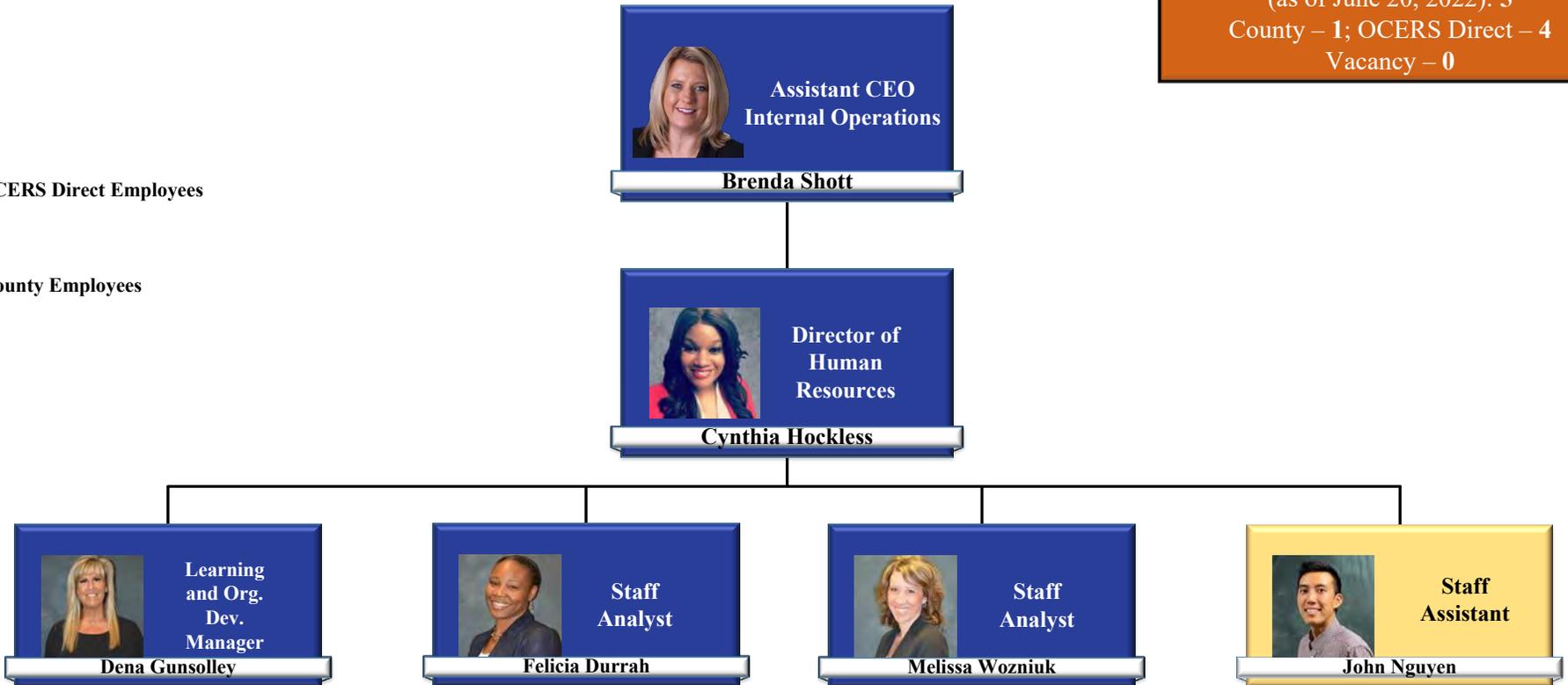
County Employees

**Assistant CEO
Internal Operations**
Brenda Shott

**Director of
Human
Resources**
Cynthia Hockless

**Learning
and Org.
Dev.
Manager**
Dena Gunsolley

**Staff
Analyst**
Felicia Durrah

**Staff
Analyst**
Melissa Wozniuk

**Staff
Assistant**
John Nguyen

ORANGE COUNTY
OCERS
EMPLOYEES RETIREMENT SYSTEM

2023 Proposed Human Resources Organization Chart

Proposed Org Chart Effective 2023

Total Budgeted Human Resources Employees (as of September 19, 2022): **5**
County – **1**; OCERS Direct – **4**
Vacancy – **0**

Total Proposed Budgeted Human Resources Employees (effective 2023): **7**
County – **2**; OCERS Direct – **5**
Vacancies: **2**

■ OCERS Direct Employees

■ County Employees

■ OCERS Direct Employee - Proposed

■ County Employee - Proposed

← Career Ladder - Proposed

Assistant CEO Internal Operations
Brenda Shott

Director of Human Resources
Cynthia Hockless

Learning and Org. Dev. Manager
Dena Gunsolley

Staff Analyst
Felicia Durrah

Staff Analyst
Melissa Wozniuk

Proposed Staff Analyst

Proposed Staff Assistant

Proposed Staff Specialist
*CAREER LADDER

Staff Assistant
John Nguyen

84
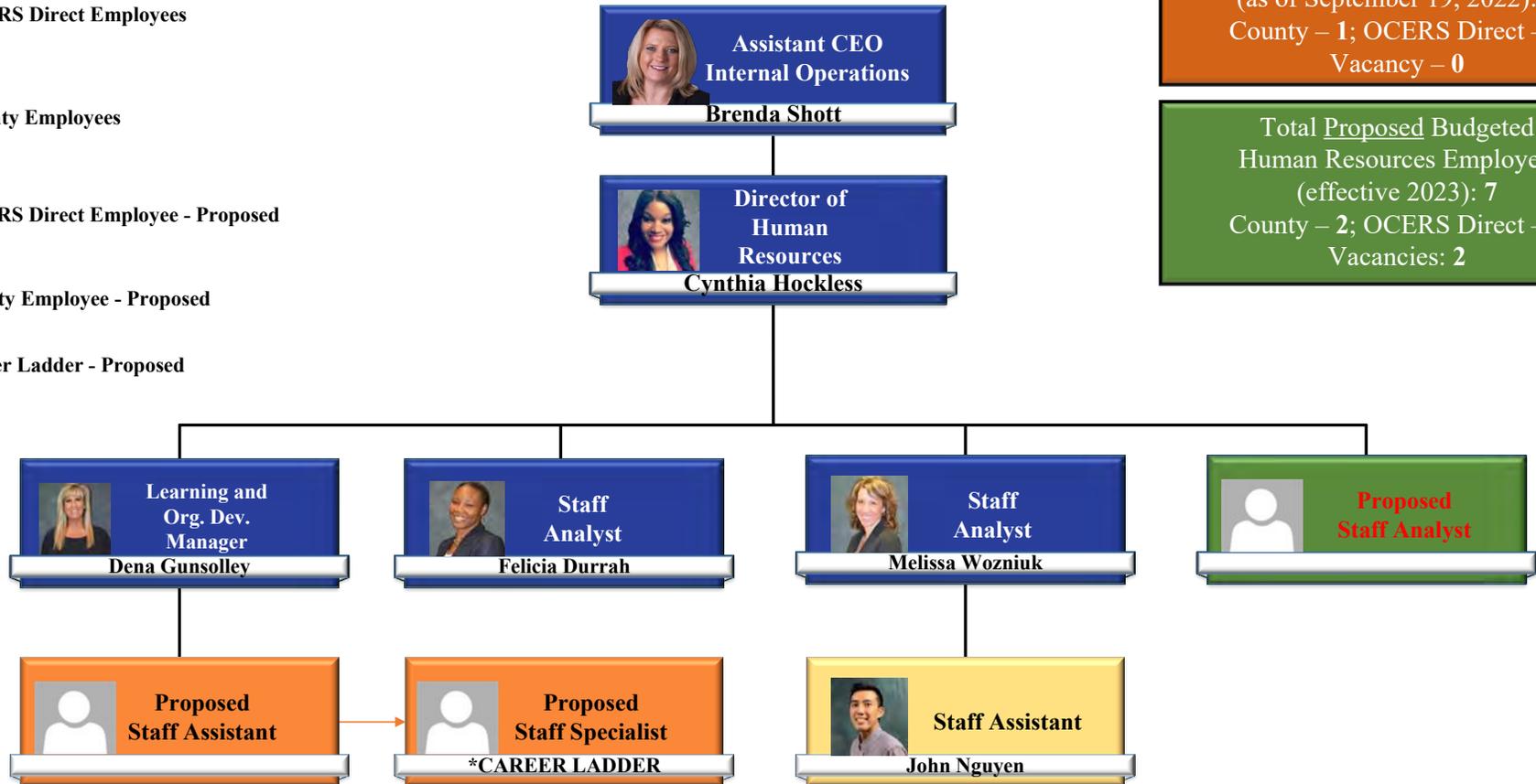
Memorandum

DATE: September 28, 2022

TO: Steve Delaney, Chief Executive Officer

FROM: Tracy Bowman, Director of Finance

SUBJECT: **2023 Staffing Plan - Finance Career Ladders**

Background/Discussion

Finance requests the addition of the following two career ladders:

1. Staff Analyst
2. Senior Accountant Auditor

The requested positions would add career ladders for the existing County Senior Accountant Auditor position to an OCERS Direct Staff Analyst position and an existing County Accountant Auditor II position to a County Senior Accountant Auditor position.

The concept of a career ladder was implemented by OCERS several years ago as a tool for retention of high performing staff. 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. A career ladder position is created with the approval of an additional classification without an increase to head count. The Finance Department has been successful in utilizing this tool to retain high performing staff members and promote their career growth.

Streamlined Organizational Structure

Since joining OCERS in 2012, the Finance Department has developed into a strong and cohesive unit, and the level of staff we have hired over the years has contributed to this success. We have successfully used career ladders to retain two highly valued employees due to the ability for these individuals to progress in their positions. Finance has also streamlined its staffing over the years by eliminating a Senior Account Assistant position in 2016 and replacing a vacant Finance Manager position with a Staff Analyst in 2020. The request for the two additional career ladders would also provide a balance to the organizational structure of the Finance department and allow equal opportunity to hire and promote staff with a similar level skill set across all business processes (see attached Proposed Finance Organization Chart).

Retention of SME's

Finance will be involved in several significant projects and business initiatives in the near future, including the Custodian Bank RFP, Master Repository Project, federal tax withholding changes, calculations for the new Investment bonus structure, continuation of the Alameda Project, and a new Pension Administration System

(PAS). The retention of subject matter experts (SMEs) will be critical to the success of these projects and to help reduce or eliminate burn-out, we need to start cross-training functions for individuals who will be participating as SMEs, so that these positions will readily be able to be back-filled by experienced OCERS team members.

Succession Planning

Not only is the retention of long-term employees who are considered subject matter experts in various areas of OCERS operations the key to success for current and upcoming projects, but so is succession planning and the ability to have staff start learning and assuming responsibility for higher level work. Our two Finance Managers perform many hands-on tasks that could, and should, be delegated, providing the opportunity to prepare the next generation of OCERS employees for leadership roles. This delegation would also result in a trickle-down of assignments to other positions.

Staff Analyst

The proposed OCERS Direct Staff Analyst position would be a career ladder position for the existing County Senior Accountant Auditor position. The Senior Accountant Auditor position has an annual salary range of $71,214 to $99,882. If approved, the Staff Analyst position would be an OCERS-direct position with an annual salary range of $84,119 to $121,972. The net annual budget impact, assuming a 10% salary increase upon promotion of a Senior Accountant Auditor at the top of the salary range, would be $9,988, plus fringe of $6,305, for a total net increase of $16,293. In addition to these costs, an additional cost of $12,073 could be incurred if a current Accountant/Auditor II is promoted to the existing Senior Accountant Auditor career ladder position. This addition will not result in an increase in head count.

The role of the Staff Analyst would be to perform hands-on tasks currently assigned to the Finance Manager overseeing investment reporting, budgeting, and accounts payable. This would allow the Finance Manager to review rather than process hands-on tasks such as preparing the detailed and complex GASB 72 footnote in the Annual Comprehensive Financial Report (ACFR), calculation of the new investment bonus structure, and act as an active participant in the Custodian Bank RFP selection process and assist in the transition if a new Custodian Bank is selected. This position would focus primarily on business processes related to investment reporting, an area that has grown exponentially over the last several years and would have a similar level of responsibilities held by the current Staff Analyst who oversees the retiree payroll process.

The creation of an additional Staff Analyst position will serve as an important retention tool for the Finance Department. The person holding the Senior Accountant Auditor position has been with OCERS for 10 years, starting as an Accountant Auditor I/II and then promoting into the newly created career ladder position of Senior Accountant Auditor in 2015. This team member is a highly respected co-worker and has the skills and the ability to progress into the next level of job duties and responsibilities; not only will they provide the Finance Manager with much needed support, but they will have the opportunity to mentor the next generation of leaders on OCERS Finance team. Creating this career ladder could also provide a promotional opportunity and retention tool for one of our highly regarded Account/Auditor II team members who could move into the Senior Accountant Auditor career ladder position if vacated due to promotion.

Senior Accountant Auditor

The proposed County Senior Accountant Auditor position would be a career ladder position for the existing County Accountant Auditor II position. The Accountant Auditor II position has an annual salary range of $66,667 to $89,877. If approved, the Senior Accountant Auditor position would have an annual salary range of $71,214 to $99,882. The net annual budget impact, assuming a 10% salary increase upon promotion of an Accountant Auditor II at the top of the salary range, would be $8,988, plus fringe of $3,803, for a total net increase of $12,791. This addition will not result in an increase in head count.

As mentioned previously, OCERS created a Senior Accountant Auditor career ladder in 2015 with much success, followed by the creation of two Accountant Auditor I/II career ladders in 2019. Providing an additional Senior Accountant Auditor career ladder will balance the Finance department's current organizational structure, as well as provide equal opportunity to hire and promote staff with a similar level skill set across all business processes

The role of the Senior Accountant Auditor is a natural progression for team members who have excelled in their position as an Accountant Auditor I/II and are ready to take on additional duties and responsibilities. This position would assist the Staff Analyst in processing retiree payroll and provide coverage during their absence, including preparing detailed analytics with the oversight of the Finance Manager, and could be trained to back-fill or act as a SME when the PAS project begins. As part of succession planning, they could also assist with performing monthly reconciliations that will allow the Staff Analyst to take on more tasks currently being performed by the Finance Manager, including preparing sections of the ACFR that will allow the Finance Manager to review rather than prepare most of this report. This position would have a similar level of responsibilities held by the current Senior Accountant Auditor who assists our other Finance Manager with overseeing the investment reporting process.

The creation of an additional Senior Accountant Auditor position will serve as an important retention tool for the Finance Department. The person holding one of the currently two Accountant Auditor II positions has been with OCERS for almost 5 years, starting as an Accounting Technician in 2017 and then promoting into the career ladder position of Accountant Auditor I in 2019. This team member is a highly respected team member who has received numerous employee awards and has been identified as someone who could be a future leader at OCERS. They are always willing to take on new duties and possess the skills and ability to progress into the next level of job duties and responsibilities. This promotion will also provide them with the opportunity to supervise, teach and mentor the Accounting Technicians.

The requested date to add the Career Ladders is January 1, 2023.

Submitted by:

OCERS T.B. - Approved

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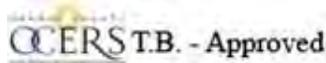
Tracy Bowman
Director of Finance

Attachment (1)

Finance Staff Analyst and Sr. Accountant Auditor (Career Ladder Positions)

Finance will be involved in several significant projects and business initiatives in the near future, including the Custodian Bank RFP, Master Repository Project, federal tax withholding changes, calculations for the new Investment bonus structure, continuation of the Alameda Project, and a new Pension Administration System (PAS). The retention of subject matter experts (SMEs) will be critical to the success of these projects and to help reduce or eliminate burn-out, we need to start cross-training functions for individuals who will be participating as SMEs, so that these positions will readily be able to be back-filled by experienced OCERS team members.

Not only is the retention of long-term employees who are considered subject matter experts in various areas of OCERS operations the key to success for these current and upcoming projects, but so is succession planning and the ability to have staff start learning and assuming responsibility for higher level work. Our two Finance Managers perform many hands-on tasks that could, and should, be delegated, providing the opportunity to prepare the next generation of OCERS employees for leadership roles. This delegation would also result in a trickle-down of assignments to other positions.

To help OCERS successfully complete its goals and business initiatives, as well as provide a balance to the organizational structure of the Finance department and allow equal opportunity to hire and promote staff with a similar level skill set across all business functions, the Finance Director proposes the creation of two career ladder positions:

Staff Analyst

The proposed OCERS Direct Staff Analyst position would be a career ladder position for the existing County Senior Accountant Auditor position. The Senior Accountant Auditor position has an annual salary range of $71,214 to $99,882. If approved, the Staff Analyst position would be an OCERS-direct position with an annual salary range of $84,119 to $121,972. The net annual budget impact, assuming a 10% salary increase upon promotion of a Senior Accountant Auditor at the top of the salary range, would be $9,988, plus fringe of $6,305, for a total net increase of $16,293. In addition to these costs, an additional cost of $12,073 could be incurred if a current Accountant/Auditor II is promoted to the existing Senior Accountant Auditor career ladder position. This addition will not result in an increase in head count.

Senior Accountant Auditor

The proposed County Senior Accountant Auditor position would be a career ladder position for the existing County Accountant Auditor II position. The Accountant Auditor II position has an annual salary range of $66,667 to $89,877. If approved, the Senior Accountant Auditor position would have an annual salary range of $71,214 to $99,882. The net annual budget impact, assuming a 10% salary increase upon promotion of an Accountant Auditor II at the top of the salary range, would be $8,988, plus fringe of $3,803, for a total net increase of $12,791. This addition will not result in an increase in head count.

	Position Title (add classification)	Department	Position Type	Career Ladder (current classification)	Ladder Position Salary Range	2023 Net Annual Budget Impact
1.	Staff Analyst	Finance	OCERS	Sr. Accountant Auditor (County)	$84,119-$121,972	$16,293
2.	Sr. Accountant Auditor	Finance	County	Accountant/Auditor II	$71,214-$99,882	$12,791

The proposed organizational chart for the Finance Department is attached as Attachment.

2023 Proposed Finance Organization Chart

ORANGE COUNTY
OCERS
EMPLOYEES RETIREMENT SYSTEM

Assistant CEO Internal Operations

Director of Finance

Total Proposed Budgeted Finance Employees
9
County – 4; OCERS Direct – 5
Current Vacancy - 1

■ OCERS Direct Employees

□ County Employees

→ Proposed Career Ladder

→ Existing Career Ladder

✳ Position previously held at the Finance Manager level

✳ Proposed career ladder position

✳ Position is currently an unbudgeted career ladder

✳ Position is currently vacant

Staff Analyst *

Finance Manager
Retiree Payroll, Financial Reporting, Contributions

Finance Manager
Investments, Budgeting, Accounts Payable

Staff Analyst
*PROPOSED

Sr. Accountant Auditor
*PROPOSED

Accountant Auditor II

Sr. Accountant/ Auditor
Incumbent currently in position

Current incumbent projected to promote to Staff Analyst. Position will become vacant. (*Accountant Auditor II incumbent will promote to this position.*)

Accountant Auditor I/II
*UNBUDGETED

Accounting Technician
*Vacant (1)

Accountant Auditor II

Current incumbent projected to progress into career ladder when vacant. Position will become unbudgeted.

Accounting Technician

Accountant Auditor I/II
*UNBUDGETED

90

ORANGE COUNTY
OCERS
EMPLOYEES RETIREMENT SYSTEM

Finance Career Ladders

Finance Career Ladders

Recommendation

Approve the addition of two career ladder positions, classified as OCERS Direct Staff Analyst and County Senior Accountant Auditor in the Finance department.

Finance Career Ladders

- Part of the OCERS Strategic Plan to recruit and retain a high performing workforce
- OCERS Direct Staff Analyst and County Senior Accountant Auditor are additional classifications but not a change in headcount
- Retention and Succession Planning tool for the Finance Department

Benefits

- Balanced Organizational Structure
- Delegate hands-on tasks performed by Finance Managers
- Retain SMEs for upcoming projects
- Cross-train and transition duties for future OCERS leadership

2

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

Finance Department

2023 Proposed Finance Organization Chart

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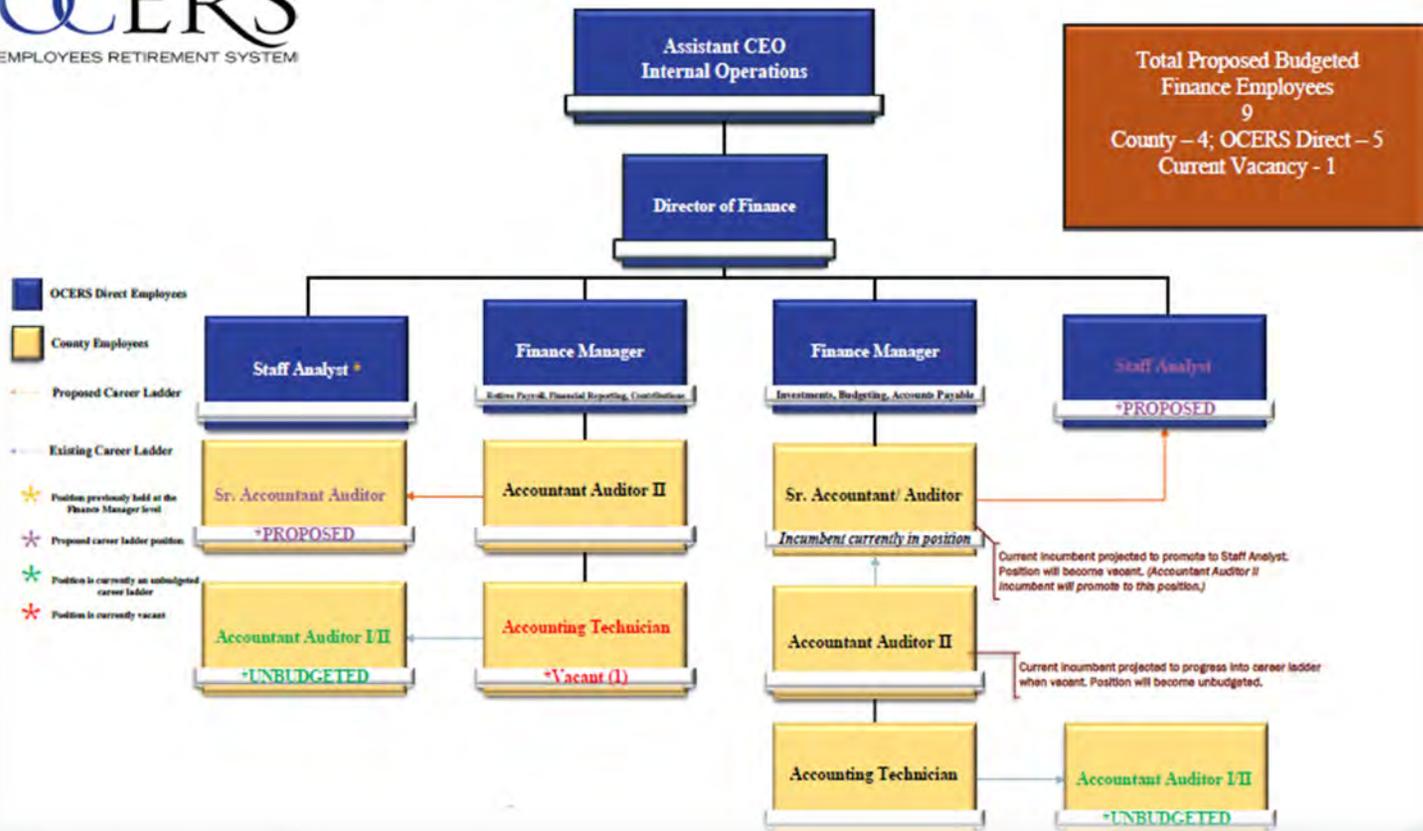
Memorandum

DATE: September 28, 2022

TO: Steve Delaney, Chief Executive Officer

FROM: David Kim, Internal Audit Director

SUBJECT: **SENIOR INTERNAL AUDITOR**

Background/Discussion

I request the addition of a Senior Internal Auditor position to the Internal Audit Department. This would be a career ladder position to the existing Internal Auditor position as discussed with the Audit Committee Chair and Board Chair at the August 19, 2022 Audit Committee Chair monthly meeting.

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 total headcount. 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 proposed Senior Internal Auditor position would be a career ladder position to the existing Internal Auditor position. The Internal Auditor position is an OCERS-direct position with an annual salary range of $85,876 to $133,108. If approved, the Senior Internal Auditor position would also be an OCERS-direct position with an annual salary range of $106,684 to $165,360. The net annual budget impact, assuming a 10% salary increase upon promotion of an Internal Auditor at the top of the Internal Auditor salary range would be $13,311. This addition will not result in an increase in head count.

The role of Senior Internal Auditor would be to assist the Internal Audit Director in leading and implementing the strategic plan for the department. The duties would include planning and organizing audit programs; assisting in the development of the annual risk assessment and the audit work plan; presenting to the Audit Committee; and leading and performing highly technical and complex audit engagements

In addition, the recent expansion of the Internal Audit Department will also create additional opportunities for the Senior Internal Auditor to train new Internal Audit staff.

Finally, the creation of a Senior Internal Auditor position will serve as an important retention tool for the Internal Audit Department. The person holding the Internal Audit position has held the position for over ten years without promotion. In addition, the current team member has demonstrated he has the skills and the ability proposed in the Senior Internal Auditor job duties and responsibilities. Other Senior Executives have also noted the importance of this team member to the OCERS organization. Accordingly, unless OCERS adds a career

ladder position for the Senior Internal Auditor, we risk losing the person holding the Internal Auditor position to the private sector.

The requested date for the new classification is January 1, 2023.

Submitted by:

_____

David Kim
Internal Audit Director

Senior Internal Auditor (Career Ladder Position)

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 ladder positions that can be utilized as a tool for retention of high performing staff. A career ladder position is created with the approval of an additional classification without an increase in total headcount. 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 Internal Audit Director proposes the creation of a Senior Internal Auditor classification in the Internal Audit Department as a career ladder for the existing Internal Auditor position. The Internal Auditor position is an OCERS-direct position with an annual salary range of $85,876 to $133,108. If approved, the Senior Internal Auditor position would also be an OCERS-direct position with an annual salary range of $106,684 to $165,360. The net annual budget impact, assuming a 10% salary increase upon promotion of an Internal Auditor at the top of the Internal Auditor salary range would be $13,311.

The proposed organizational chart for the Internal Audit Department is attached as Attachment <mark>YYY</mark>.

	Position Title (add classification)	Department	Position Type	Career Ladder (current classification)	Ladder Position Salary Range	2023 Net Annual Budget Impact
1.	Senior Internal Auditor	Internal Audit	OCERS	Internal Auditor	$106,684-$165,360	$13,311

Proposed
Internal Audit
Organization Chart

Proposed Org Chart

Total Proposed Budgeted
Internal Audit Employees
4
County – **0**; OCERS Direct – 4

OCERS Direct Employees – Proposed Career Ladder

OCERS Direct Employees

County Employees

Board of Retirement

**Director of
Internal Audit**
David Kim

**Sr. Internal
Auditor**
Vacant (1)

**Internal
Auditor**
Mark Adviento

**Internal
Auditor**
Vacant

**Internal
Auditor**
Vacant
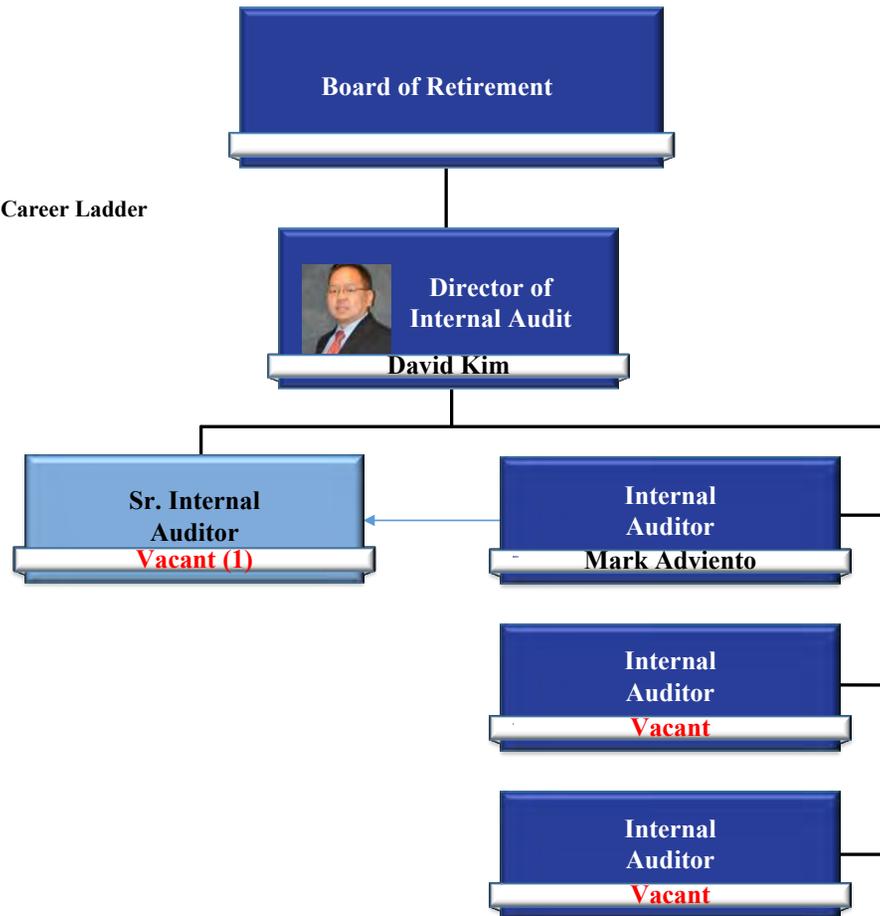
Senior Internal Auditor Position

Senior Internal Auditor

Recommendation

Approve the addition of a career ladder position, classified as Senior Internal Auditor in the Internal Audit department.

Internal Audit Career Ladder

- Part of the OCERS Strategic Plan to recruit and retain a high performing workforce
- Senior Internal Auditor position is an additional classification but not a change in headcount
- Retention tool for Internal Audit Department

Additional Responsibilities

- Assist with the development of the Annual Audit Plan
- Plan and organize audit programs
- Lead and perform highly technical and complex audit programs
- Train incoming Internal Audit staff

2

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

Internal Audit Department

Memorandum

DATE: September 28, 2022

TO: Steve Delaney, Chief Executive Officer

FROM: Suzanne Jenike, Asst. CEO, External Operations

SUBJECT: **Director of Communications - 2023**

Request

Add a Director of Communications to the 2023 staffing plan and drop current position of Communications Manager.

Background/Discussion

1. Title of Position being requested (OCERS direct or County) – Director of Communications – OCERS Direct
    a. This will be an ADD/DROP, no addition to head count
    b. Existing classification is Communications Manager
2. Justification for need
    a. What new work will be done – Create and distribute public information about OCERS. Develop, manage and distribute global and specific creative concepts. Oversee design and branding for print, website, annual report, presentations, and video of all OCERS communications. Conduct research of members and employers through surveys and focus groups, connect with stakeholders through online and social media platforms. Manage the strategic direction, development, and implementation of all OCERS communications and stakeholder relations.
    b. What growth in workload is anticipated - none
    c. Is there any savings that will be achieved (eliminate temp/contractor or avoid hiring new contractor/vendor) - no
    d. Will the position do work that will eliminate current risks? If so what and how? – Develop a proactively updated file of pre-populated public statements and news releases that could be used in response to disasters, challenges or successes as have been previously used by sister pension systems across the country.
3. Proposed organization chart that incorporates new position – since this is an add/drop there are not any organizational chart changes
4. Estimated hiring salary – Director range is $132,533 - $205,426. Compensation will be determined based on qualifications.
5. Timing of when the position is anticipated to be filled if approved – Open Recruitment as soon as Board approves position to be filled first quarter 2023.

Submitted by:

SJ-APPROVED
  Suzanne Jenike
  Asst. CEO, External Operations

2022 Proposed Communications Organization Chart

ORANGE COUNTY
OCERS
EMPLOYEES RETIREMENT SYSTEM

Total Proposed Budgeted Communications Employees
2
County – 1; OCERS Direct – 1
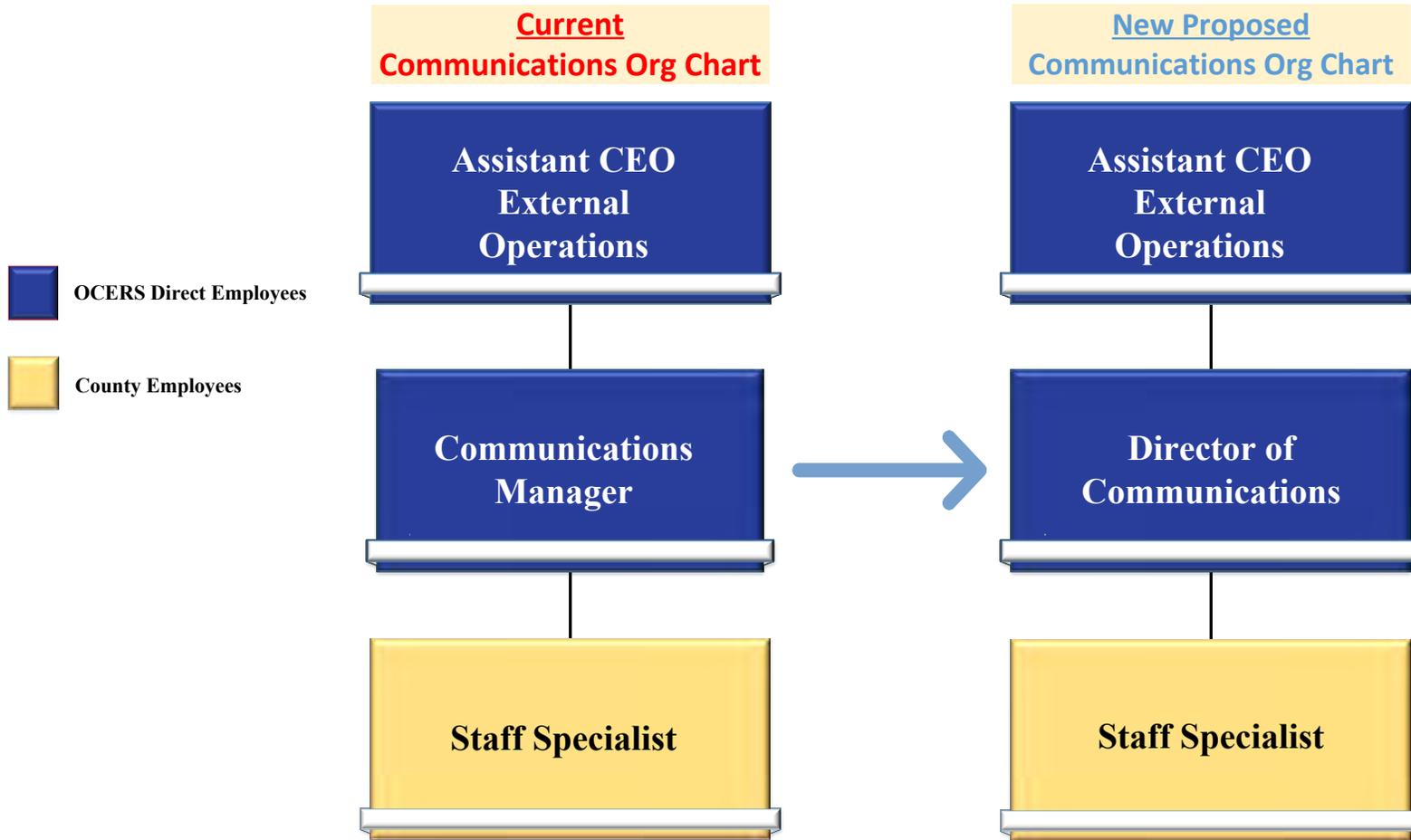
■ OCERS Direct Employees

■ County Employees

Current Communications Org Chart

Assistant CEO External Operations

Communications Manager

Staff Specialist

New Proposed Communications Org Chart

Assistant CEO External Operations

Director of Communications

Staff Specialist

Memorandum

DATE: September 28, 2022

TO: Members of the Personnel Committee

FROM: Steve Delaney, Chief Executive Officer

SUBJECT: **OCERS CERTIFICATION INCENTIVE PROGRAM**

Recommendation

1. Create a second tier of certifications that are eligible for a salary incentive
    a. TIER 1 = 5.5% annual increase
    b. TIER 2 = 2.75% annual increase
2. Add one initial certification standard to the First Tier
    a. Certified Information Systems Security Professional
3. Add two initial certification standards to the Second Tier
    a. Certified Internal Auditor
    b. SHRM - Senior Certified Professional
4. Require a minimum of 10 hours of continuing education (CE) for any certification that does not have a CE requirement set by its governing Board.

    OR

5. Grant CEO authority to establish standards and make determinations as to eligible certification programs, with informational reports to the PERSONNEL COMMITTEE.

Background

On September 28, I will be reviewing the attached materials as part of my request to expand the Certification Incentive Program. In cooperation with Chair Prevatt, this is presented as an action item, should the committee feel it is fully vetted and ready for forwarding to the Board of Retirement. It may be that the committee will have additional suggestions or requests, in which case the action may simply be to have myself and staff further expand or clarify the materials and return to the Personnel Committee as we enter the fall.

In 2017, OCERS began 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 with the maximum certification pay to be received by any one individual being 5.5%.

To qualify for the program, the following items related to the certification were evaluated:

1) Issued from a National Professional Association or Institution
2) Related to and representative of the employee's current job title or profession
3) Seen as valuable in the industry (i.e. do job recruitments list the certification as a highly desirable qualification)

4) Level of difficulty to achieve (demonstrated by a low pass rate of test required, extensive experience and/or education)
5) Require Continuing Education Units (CEU)
6) Other factors as deemed appropriate by the CEO or his/her designee

NOTE: Administratively we do not allow for an accumulation of certification incentives. Each staff member is limited to a single certification incentive.

TIER 2

In the ensuing years, I have studied this issue further and determined that a second tier of certification incentives at the 2.75% level would further our staffing goals of both finding the best talent possible for OCERS positions while retaining those specially skilled staff members already part of the team.

THE LACERA EXAMPLE

LACERA has a series of seven approved certification skills which provide an incentive salary stipend of 5.5%. In discussing with a holder of a WCCP (Workers Compensation Claims Professional), I learned the following:

1. It was a value-added skill needed by the Disability Department
2. It encouraged the individual to reach out
3. It did not have a Continuing Education requirement
4. He confirmed there was a limit of being incentivized for only one certification

In a recent meeting with the LACERA CEO, we confirmed that both of our agencies share similar challenges - finding qualified individuals to apply for open positions (LACERA has a vacancy rate similar to OCERS) and retaining those new hires beyond the first year which is comprised basically of training.

NOT EVERY CERTIFICATION NEEDS TO BE REWARDED

Some certifications will not be rewarded as they are requisites to obtaining a given position at OCERS in the first place. We are not rewarding an individual with a Juris Doctorate, as that is a requirement to even be eligible to apply for a position with OCERS Legal Counsel.

Similarly, as I shared at the recent Strategic Planning Workshop, I will be requesting our first Project Manager. The highest accreditation available to a project manager is a PMP - a Project Manager Professional. To obtain a PMP an individual must take a 30-hour exam, but more importantly, have completed 3 years of project management activity as well as obtaining a 4-year college degree. I will be requiring a PMP certification of our eventual approved candidate, so there will be no additional certification incentive available to that individual.

CONTINUING EDUCATION (CE)

While CPAs must complete 40 hours of CE each year, surprisingly CFAs do not. Much like a Masters Degree, once you achieve a CFA designation, you have no further obligation.

I am an advocate for CE at all stages. I'm pleased to report that Personnel Committee Chair Prevatt is as well.

Together we would not only recommend that ALL future approved certification programs include a CE requirement, but we would also recommend a retroactive application of that same principle to our current CFA certificate holders. We would recommend every certification come with a requirement of 10 hours of CE related to that skill each year, and additionally require that beginning in 2023, ALL OCERS certification programs carry a 10-hour annual CE requirement even if the governing body of that certification, as is the case with CFA holders, does not make such a requirement.

TIER 1 CERTIFICATIONS

The certification that I have identified as meeting the criteria to be added to OCERS Tier 1 certification program is the following:

∑ Certified Information Systems Security Professional (CISSP)

TIER 2 CERTIFICATIONS

The certifications that I have identified as meeting the criteria to be added to OCERS Tier 2 certification program are as follows:

∑ Certified Internal Auditor
∑ Society for Human Resource Professional Senior Certified Professional (SHRM-SCP)

The background for supporting these additions to the program was discussed in detail with the Personnel Committee just prior to COVID. The materials used are attached here.

Also attached is a report prepared for OCERS by the National Association of State Retirement Administrators (NASRA), showing these three certifications are also sought by certain other pension systems, some of which include a similar salary incentive to staff who hold the certification.

The addition of the above certifications is estimated to benefit four individuals in 2023 at a cost of $36,000 annually.

Attachments:
1. Certificate Comparison Matrix
2. LACERA Certificate Program
3. NASRA Certificate Survey Results

Submitted by:

SD - Approved

Steve Delaney
Chief Executive Officer

Comparison of SHRM-CP SHRM-SCP, CISSP, CIA, CPA, and CFA Certifications

Certification	Society Human Resource Management - Certified Professional - (SHRM-CP) [16]	Society Human Resources Management - Senior Certified Professional (SHRM-SCP) [16]	Certified Information Systems Security Professional (CISSP)	Certified Internal Auditor (CIA)	Certified Public Accountant (CPA)	Chartered Financial Analyst (CFA)
Governing Organization	Society Human Resource Management (SHRM) [1]	Society Human Resource Management (SHRM) [1]	International Information System Security Certification Consortium (ISC) [2]	The Institute of Internal Auditors (IIA) [35]	American Institute of Certified Public Accountants (AICPA)	CFA Institute
Accreditation Body Competency & Knowledge	The Buros Center for Testing [2] SHRM Body of Competency and Knowledge (SHRM BoCK) [3]	The Buros Center for Testing [2] SHRM Body of Competency and Knowledge (SHRM BoCK) [3]	American National Standards Institute (ANSI) ISO/IEC Standard 17024 [1]	International Professional Practices Framework International Standards for the Professional Practice of Internal Auditing [36]	N/A (Internal AICPA Committee) [2]	N/A [3]
Education Requirement	HR Certificate Program (Accredited institution - eight courses covering HR fundamentals) or Associate's Degree or Higher [4]	HR Certificate Program (Accredited institution - eight courses covering HR fundamentals) or Associate's Degree or Higher [4]	N/A (can use four-year college degree to satisfy 1 year of required experience) [4]	Associate's Degree or Higher	Bachelor's Degree (150 semester units of education, including 24 semester units in accounting-related subjects and 24 semester units in business-related subjects) [5]	Bachelor's Degree or 4 years professional work experience (does not have to be investment-related) or Combination of work experience and education totaling 4 years prior to enrollment [6]
Experience Requirement	Dependent upon education level: [4] Must work in the role of HR a minimum of 1,000+ hours within a calendar year **Associate's Degree:** HR-Related Degree: 3 years in HR role Non HR-Related Degree: 4 years in HR role **Bachelor's Degree:** HR-Related Degree: 1 year in HR role Non-HR Degree: 2 years in HR role **Graduate Degree:** HR-Related Degree: Currently in HR role Non-HR Degree: 1 year in HR role	Dependent upon education level: [4] Must work in the role of HR a minimum of 1,000+ hours within a calendar year **Associate's Degree:** HR-Related Degree: 6 years in HR role Non HR-Related Degree: 7 years in HR role **Bachelor's Degree:** HR-Related Degree: 4 years in HR role Non-HR Degree: 5 years in HR role **Graduate Degree:** HR-Related Degree: 3 year in HR role Non-HR Degree: 4 years in HR role	5 years cumulative paid work experience in 2 or more of the 8 domains of the CISSP CBK (a four-year college degree or an approved credential will satisfy 1 year of required experience) [7]	Dependent upon education level: Master Degree - 12 months Internal Audit (IA) Experience Bachelor's Degree - 24 months IA Experience Associate's Degree - 60 months IA Experience	1 year general accounting experience, supervised by actively-licensed CPA [8]	4 years in the investment decision-making process [9]
Exam Requirement	4 hours in length [5] 160 questions - 95 knowledge based items (60%) 65 situational judgement items (40%) 30 pre-test questions	4 hours in length [5] 160 questions - 95 knowledge based items (60%) 65 situational judgement items (40%) 30 pre-test questions	One 250 question, 6 hour exam (2017 and earlier) or One 100-150 question, 3 hour Computerized Adaptive Test exam (2018 and later) (exams include multiple choice and simulation questions) [10]	Three exams, multiple choice [37] Part 1 - 125 questions / 150 minutes Part 2 - 100 questions / 120 minutes Part 3 - 100 questions / 120 minutes	Four exams, containing an average of 77 questions each, 4 hours per exam (exams include multiple choice, simulation, and writing questions) [11]	Three exams as follows: Level I Exam: 240 multiple choice questions (6 hours) Level II Exam: 120 multiple choice questions (6 hours) Level III Exam: 8-12 essay questions, 60 multiple choice questions (6 hours) [12]
Certification	Society Human Resource Management - Certified Professional - (SHRM-CP) [16]	Society Human Resources Management - Senior Certified Professional (SHRM-SCP) [16]	Certified Information Systems Security Professional (CISSP)	Certified Internal Auditor (CIA)	Certified Public Accountant (CPA)	Chartered Financial Analyst (CFA)
Exam Passing Score	Modified Angoff method [7]	Modified Angoff method [7]	700 out of 1000 [13]	600 out of 750 [38]	75 out of 99 on each exam [14]	Pass/Fail [15]
Exam Pass Rate	Average of 69% [8]	Average of 55% [8]	Not publically released; widely assumed to be well below 50% [16]	43% [39]	Historically between 45-50% [17]	Level I: 43%; Level II: 45%; Level III: 56% [18]
Certification Term	3 years [12]	3 years [12]	3 years [19]	1 year [40]	2 years [20]	N/A
Continuing Education Requirement	60 Professional Development Credits (PDC's) within the three-year recertification period [9]	60 Professional Development Credits (PDC's) within the three-year recertification period [9]	120 hours over the three-year period (40 hours annually) [21]	40 hours annually	80 hours during the two-year period (40 hours annually) [22]	N/A (Voluntary) [23]
Ethics Requirement	Agree to SHRM Certification Candidate agreement [1], abide by SHRM Bylaws & Code of Ethics [10]	Agree to SHRM Certification Candidate agreement [1], abide by SHRM Bylaws & Code of Ethics [10]	Agree to and uphold the (ISC) [2] Code of Ethics [24]	Agree to abide by the Code of Ethics established by The IIA [41]	CalCPA PETH Exam (50 multiple-choice questions; no time limit; 90%+ passing score) [25]	Complete a Professional Conduct Statement and uphold the Code of Ethics and Standards of Professional Conduct [26]
Endorsement Requirement	N/A [11]	N/A [11]	Endorsement by an (ISC) [2] certified professional in good standing [27]	Candidates must exhibit high moral and professional character and must submit a Character Reference Form signed by a CIA, CGAP, CCSA, CFSA, CRMA, or the candidate's supervisor [41]	N/A	N/A
Desirability In Industry	In 2018, the median SHRM-CP certification holders received a 22.8% increase in salary. [13]	In 2018, HR professionals reported receiving median pay increases by 54 percent going from a SHRM-CP certification to SHRM–SCP certification. . [13]	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 [28]	CIAs earn an average of $38,000 more annually than those without a certification. [42]	N/A	N/A
No. of Certification Holders	65,730 [14]	45,677 [14]	> 136,428 worldwide [29]	> 157,444 worldwide [37]	> 664,532 in the US [30]	> 154,000 worldwide [31]
Year Established	1976 [15][17]	1976 [15][17]	1994 [32]	1974 [37]	1917 [33]	1963 [34]

Certified Public Accountant license issued by the State of California or a valid Certified Government Financial Manager certification issued by the Association of Government Accountants
Assistant Chief Financial Officer, LACERA
Assistant Chief, Internal Audit, LACERA
Assistant Division Manager, LACERA
Chief Financial Officer, LACERA
Chief, Internal Audit, LACERA
Division Manager, LACERA
Internal Auditor, LACERA
Internal Auditor, LACERA
Principal Internal Auditor, LACERA
Senior Internal Auditor, LACERA
Special Assistant, LACERA

Certified Internal Auditor certification from the Institute of Internal Auditors or a valid Certified Information Systems Auditor certification from the Information Systems Audit and Control Association	Certified Public Finance Officer certification from the Government Finance Officers Association
Assistant Chief, Internal Audit, LACERA	Assistant Chief, Internal Audit, LACERA
Assistant Division Manager, LACERA	Assistant Division Manager, LACERA
Chief, Internal Audit, LACERA	Chief, Internal Audit, LACERA
Internal Auditor, LACERA	Division Manager, LACERA
Internal Auditor, LACERA	Internal Auditor, LACERA
Principal Internal Auditor, LACERA	Internal Auditor, LACERA
Senior Internal Auditor, LACERA	Principal Internal Auditor, LACERA
Special Assistant, LACERA	Senior Internal Auditor, LACERA

Certified Employee Benefits Specialist designation from the International Foundation of Employee Benefit Plans and the Wharton School of the University of Pennsylvania	Worker's Compensation Claims Professional certification from the Insurance Education Association
Assistant Division Manager, LACERA	Disability Retirement Specialist
Chief, Quality Assurance and Metrics, LACERA	Disability Retirement Specialist Supervisor
Division Manager, LACERA	Division Manager, LACERA
Legislative Affairs Officer, LACERA	Human Resources Analyst, LACERA
Quality Auditor I, LACERA	Senior Disability Retirement Specialist
Quality Auditor II, LACERA	Senior Human Resources Analyst, LACERA
Section Head, LACERA	
Senior Quality Auditor, LACERA	
Special Assistant, LACERA	
Supervising Administrative Assistant III, LACERA	

Chartered Financial Analyst certification from the CFA Institute	Certified Compensation Professional designation from WorldatWork, formerly the American Compensation Association
Chief Investment Officer, LACERA (UC)	Assistant Director, Human Resources, LACERA
Deputy, Chief Investment Officer, LACERA (UC)	Director, Human Resources, LACERA
Finance Analyst I, LACERA	Human Resources Analyst, LACERA
Finance Analyst II, LACERA	Senior Human Resources Analyst, LACERA
Finance Analyst III, LACERA	
Principal Investment Officer, LACERA	
Principal Investment Officer, LACERA (UC)	
Senior Investment Officer, LACERA	

NASRA

National Association of State Retirement Administrators

Responses to survey regarding professional designations

Fourteen systems in 11 different states responded to this survey; a listing of responding systems is at the end of these results. This survey was conducted in July 2022.

1. *Does your system state a preference in job announcements for applicants with the following professional designations?*

Professional designation	Yes	No
CEBS (in benefits)	2	12
SHRM (in HR)	9	5
CISSP (in IT)	6	8
IIA (in Internal Audit)	8	6

2. *If yes, is there a pay differential for applicants with preferred professional designations?*

> CEBS (in benefits)
>
> SHRM (in HR)
>
> - 1-2%
>
> CISSP (in IT)
>
> - 1-2%
>
> IIA (in Internal Audit)
>
> - 1-2%

3. *Please identify any other professional designations not listed above for which your system has indicated a preference for relevant applicants?*

- CFA, CAIA, CPA, CGFM, various IT designations depending on the position. We do not pay specific pay differentials based on professional designations.
- CFA and CPA
- We advertise that we pay a 5% differential for Investment Staff that have their CFA.
- For Investment Managerial Staff, we advertise that we pay a 5% base pay differential for CFA, CCIM, FRM, CIMA and CAIA.
- CPA, CFA, A+, Network+,
- CFA (2)
- CFA, CPA
- Certified Public Accountants (CPA)
- CFP, CFA, CAIA, CIA (Internal Audit), CPA
- CFA, CAIA-we do provide educational differential to candidate in investments with these professional designations.

Compiled by NASRA based on information provided by retirement systems | July 2022
Contact: Keith Brainard keith@nasra.org or Alex Brown alex@nasra.org

- CPA-a CPA doing certain financial auditing or examining is eligible for a one-time payment.
- PHR – HR, CIA – Internal Audit, CPA – Internal Audit
- Various Designations Based upon Role
- For our recent Executive Director recruitment we posted "Advanced degree and knowledge of defined benefit, IRC 401(a) defined contribution, and IRC 457(b) deferred compensation plans is preferred." For our Chief Financial Officer we've sometimes stated a Certified Public Accountant (CPA) is preferred.
- CFA, CIA, CPA which there is a pay differential for these designations
- CISA for Internal Audit, CTCM and CTPM for contracts and procurement, CPA for accountants

4. *Please share any other information you think is relevant to this subject.*

- We have a pay differential for certain rank-and-file investment professionals who are CFA charterholders.
- We've asked questions about professional certifications to collect the info from applicants but not indicated the certifications were preferred. For high-level accounting positions it might be CPA, Certified Management Accountant (CMA), Chartered Global Management Accountant (CGMA), Certified Internal Auditor (CIA), Certified Fraud Examiner (CFE), Chartered Financial Analyst (CFA), or other relevant. For our investment professional titles, it might be Chartered Alternative Investment Analyst (CAIA), Chartered Financial Analyst (CFA), Certificate in Investment Performance Measurement (CIPM).
- The Indiana Public Retirement System has revised its policy to support and pay up to ($5,250 year) including all professional designations, credentials and certifications as long as the employee is in good standing.
- We tend to "home grow" these skills in new hires, so we have not traditionally marketed or compensated people differently for them. Our state compensation plan allows for an hourly add-on for CPAs, so we do provide that.

Responding Systems:

- California Public Employee's Retirement System
- California State Teachers' Retirement System
- Indiana Public Retirement System
- Municipal Employees' Retirement System of Michigan
- Missouri Public School / Public Educational Employees' Retirement System
- Missouri State Employees' Retirement System

- New York State Teachers' Retirement System
- Ohio School Employees' Retirement System
- Ohio State Teachers' Retirement System
- Pennsylvania State Employees' Retirement System
- Teacher Retirement System of Texas
- Utah Retirement Systems
- Government Employees' Retirement System of the U.S. Virgin Islands
- Wisconsin Department of Employee Trust Funds

Memorandum

DATE: September 20, 2022

TO: Members of the Personnel Committee

FROM: Cynthia Hockless, Director of Human Resources

SUBJECT: OCERS County Employees to OCERS Direct Status Update

Information Only

This item is to provide an update on the task of uniting the OCERS staff into a single "directly employed" agency. This is an important step in strengthening OCERS employees' morale, commitment, and productivity.

At the Board's direction, OCERS' Human Resources Department has published an RFP for a consultant to craft individual job descriptions for each County of Orange OCERS employee. This will ensure transparency in how those employees would later be classified and employed directly by OCERS. These efforts are expected to be underway through the end of the year. As those documents are completed, we will review them first with the Personnel Committee, followed later by a review with the County of Orange Human Resources Department, as well as the Orange County Employees Association (OCEA). Once all parties have approved, and only if the involved employees themselves approve, would we then begin the legislative process that would be necessary to complete this task.

The first step of procuring a consultant to review the County of Orange job descriptions is currently in-progress. This effort is in partnership with the County of Orange Classification and Compensation HR team.

Attachment:

Σ   OCERS County Employees to OCERS Direct Status Update

OCERS County Employees to OCERS Direct Status - Update

Cynthia Hockless, Director of Human Resources
September 28, 2022

Talent Management Goal

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TALENT MANAGEMENT

GOAL: RECRUIT, RETAIN AND INSPIRE A HIGH-PERFORMING WORKFORCE

Business Plan Initiatives

Objective A: Recruit and Retain a Diverse High-Performing Workforce to Meet Organizational Priorities
Executive Leads – Steve Delaney and Cynthia Hockless

1. Review and rewrite where appropriate classification specifications and compensation ranges of County level team members ($35,000)

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Scope of Project

- OCERS has a headcount of 110 employees with a split of 60% County EE's and 40% OCERS Managers

- This project is only for the 24 County classifications currently located at OCERS

- In the event OCERS combines their workforce, OCEA has asked that we have OCERS specific job descriptions and salary ranges

- OCERS HR department has met with the County's Classification and Compensation team and are collaborating with them on this effort

- **OCERS is not seeking to make any immediate changes to County level job descriptions or salary ranges**

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List of 24 County Classifications located at OCERS

1. RETIREMENT BENEFITS PROGRAM SUPERVISOR
2. RETIREMENT INVESTIGATOR
3. RETIREMENT BENEFITS TECHNICIAN
4. RETIREMENT PROGRAM SPECIALIST
5. SR. RETIREMENT PROGRAM SPECIALIST
6. EXECUTIVE SECRETARY II
7. EXECUTIVE SECRETARY I
8. PARALEGAL
9. STAFF SPECIALIST
10. OFFICE SPECIALIST
11. OFFICE TECHNICIAN
12. ACCOUNTING TECHNICIAN
13. SR. STAFF DEVELOPMENT SPECIALIST
14. ACCOUNTANT/AUDITOR I
15. ACCOUNTANT/AUDITOR II
16. SR. ACCOUNTANT/AUDITOR
17. STAFF ASSISTANT
18. IT SUPERVISOR
19. IT NETWORK ENGINEER II
20. IT SYSTEMS ENGINEER II
21. INFORMATION TECHNOLOGIST II
22. SR. INFORMATION TECHNOLOGIST
23. SR. IT APPLICATIONS DEVELOPER
24. STORE CLERK

Highlighted classifications are only located at OCERS, non-highlighted classifications are also located throughout the County

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CLASSIFICATION & COMPENSATION STUDY

12-Month Timeline

2022- Q4	2022 Q-4	2023 - Q1	2023 - Q2	2023 - Q4
Pre-Work	**Phase I**	**Step II**	**Phase III**	**Phase IV**
Selection of Consultant	**Assessment and Classification Plan**	**Job Analysis and Job Description Review**	**Job Evaluation and Compensation Survey**	**Conclusion of Study, Implementation and Training**
• Reference check • Contract in place	• Review County MOU's, policies/ document collection • Meet OCERS leadership • Interviews / Position Questionnaire	• Evaluate current job descriptions • Review Job Titles • Review Minimal Qualifications	• Rank and Evaluate jobs • Identify appropriate labor market and benchmark classes	• Final Report • Recommendations • Assist OCERS with any salary concerns (red circle employees)

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Class and Comp Study Timeline

Questions

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