

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

**PERSONNEL COMMITTEE MEETING (AMENDED)
Thursday, October 26, 2023
1:00 PM**

Members of the Committee

Charles Packard, Chair
Roger Hilton, Vice Chair
Shawn Dewane
Chris Prevatt

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 (information below) from any location.

OCERS Zoom Meeting Video/Teleconference Information	
Join Using Zoom App (Video & Audio) https://ocers.zoom.us/j/86243652616 Meeting ID: 862 4365 2616 Passcode: 351580 Go to https://www.zoom.us/download to download Zoom app before meeting Go to https://zoom.us to connect online using any browser.	Join by Telephone (Audio Only) Dial by your location +1 669 900 6833 US (San Jose) +1 346 248 7799 US (Houston) +1 253 215 8782 US (Tacoma) +1 312 626 6799 US (Chicago) +1 929 436 2866 US (New York) +1 301 715 8592 US (Germantown) Meeting ID: 862 4365 2616 Passcode: 351580
A Zoom Meeting Participant Guide is available on OCERS website Board & Committee meetings page	

AGENDA

This agenda contains a brief general description of each item to be considered. The Committee may take action on any item included in the following 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.

OPEN SESSION

- 1. CALL MEETING TO ORDER AND ROLL CALL**
- 2. BOARD MEMBER STATEMENT REGARDING PARTICIPATION VIA ZOOM (IF NECESSARY)
(Government Code section 54953(f))**
- 3. PUBLIC COMMENTS**

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. When addressing the Committee, please state your name for the record prior to providing your comments. Speakers will be limited to three (3) minutes.

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 Committee; and (2) any matter appearing on the Consent Agenda.

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 MINUTES:

Approval of Meeting and Minutes

Personnel Committee Meeting

July 19, 2023

Recommendation: Approve minutes.

ACTION ITEMS

NOTE: Public comment on matters listed in this agenda will be taken at the time the item is addressed, prior to the Committee’s discussion of the item. **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.**

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

A-2 2024 STAFFING PLAN

Presentation by Steve Delaney, CEO; and Cynthia Hockless, Director of Human Resources

Recommendation: Staff recommend that the Personnel Committee forward to the Board a recommendation to approve the following:

1. Approve the addition of 19 new positions to the 2024 budgeted headcount:
 - a. [Add three positions to the Investments Division](#)
 - b. [Add two positions to the Disability Division](#)
 - c. [Add twelve positions to the Member Services Division](#)
 - d. [Add one position to the Finance Department](#)

- e. [Add one position to the Information Technology Division](#)
- 2. Approve the creation of three career ladders:
 - a. [Information Security Division](#):
 - i. Information Security Manager to Senior Information Manager
 - b. [Disability Division](#)
 - i. Two Office Specialists to Staff Assistants
- 3. Approve the following drop:
 - a. Drop the following Member Services positions:
 - i. Three Retirement Program Specialist – Extra Help
 - ii. Member Services Manager – Extra Help

INFORMATION ITEMS

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

NONE

WRITTEN REPORTS

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

NONE

COMMITTEE MEMBER COMMENTS

CHIEF EXECUTIVE OFFICER/STAFF COMMENTS

COUNSEL COMMENTS

ADJOURNMENT

NOTICE OF NEXT MEETINGS

**BUILDING COMMITTEE MEETING
October 30, 2023
9:30 A.M.**

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

**DISABILITY COMMITTEE MEETING
NOVEMBER 13, 2023
8:30 A.M.**

Orange County Employees Retirement System
October 26, 2023
Personnel Committee Meeting – Agenda (Amended)

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

**REGULAR BOARD MEETING
NOVEMBER 13, 2023
9:30 A.M.**

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

**INVESTMENT COMMITTEE MEETING
NOVEMBER 15, 2023
9:00 A.M.**

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

**GOVERNANCE COMMITTEE MEETING
NOVEMBER 16, 2023
9:30 A.M.**

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

AVAILABILITY OF AGENDA MATERIALS - Documents and other materials that are non-exempt public records distributed to all or a majority of the members of the OCERS Board or Committee of the Board in connection with a matter subject to discussion or consideration at an open meeting of the Board or Committee of the Board are available at the OCERS' website: <https://www.ocers.org/board-committee-meetings>. If such materials are distributed to members of the Board or Committee of the Board less than 72 hours prior to the meeting, they will be made available on the OCERS' website at the same time as they are distributed to the Board or Committee members. Non-exempt materials distributed during an open meeting of the Board or Committee of the Board will be made available on the OCERS' website as soon as practicable and will be available promptly upon request.

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

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

**PERSONNEL COMMITTEE MEETING
Wednesday, July 19, 2023
9:00 A.M.**

MINUTES

OPEN SESSION

Chair Packard called the meeting to order at 9:03 a.m.

Recording Secretary administered the Roll Call attendance.

Attendance was as follows:

Present: Charles Packard, Chair; Roger Hilton, Board Member; Chris Prevatt, Board Member

Also Present: Steve Delaney, CEO; Gina Ratto, General Counsel; Brenda Shott, Assistant CEO, Internal Operations; Cynthia Hockless; Director of Human Resources; Marielle Horst, Recording Secretary; Peter Felix, Audio Visual Technician.

PUBLIC COMMENT

None.

CONSENT AGENDA

C-1 COMMITTEE MEETING:

Approval of Meeting and Minutes

Personnel Committee Meeting Minutes

June 19, 2023

MOTION by Mr. Dewane, **seconded** by Mr. Hilton, to approve the Minutes.

The motion passed **unanimously**.

ACTION ITEMS

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

A-2 CEO PERFORMANCE EVALUATION POLICY

Presentation by Steve Delaney, Chief Executive Officer

Orange County Employees Retirement System
July 19, 2023
Personnel Committee Meeting

Recommendation:

1. CRITERIA: That the Personnel Committee approve and recommend that the Board adopt revisions to the CEO Performance Evaluation Policy to include criteria principally related to the successful administration of the Board's Strategic Plan goals. [See attached redlined Policy for all changes EXCEPT for Section 14]

Motion by Mr. Prevatt, **seconded** by Mr. Dewane to recommend the Board approve the following criteria for evaluating the CEO's performance, effective for the current performance review period:

1. Fund Sustainability
2. Excellent Service and Support
3. Risk Management
4. Talent Management
5. Effective Governance
6. Communications
7. Other criteria that the Board determines is appropriate.

The motion passed **unanimously**.

Motion to Reconsider by Mr. Prevatt, **seconded** by Mr. Dewane to amend the previous motion.

The Motion to Reconsider passed **unanimously**.

Motion by Mr. Prevatt, **seconded** by Mr. Dewane to recommend the Board:

1. Approve the following criteria for evaluating the CEO's performance, effective for the current performance review period:
 - a. Fund Sustainability
 - b. Excellent Service and Support
 - c. Risk Management
 - d. Talent Management
 - e. Effective Governance
 - f. Communications
 - g. Other criteria that the Board determines is appropriate; and
2. Adopt the same rating metrics for evaluating the CEO's performance as the metrics that are used by OCERS in evaluating the performance of OCERS direct employees.

The motion passed **unanimously**.

A-3 CEO PERFORMANCE REVIEW TIME PERIOD ADJUSTMENTS

Presentation by Steve Delaney, Chief Executive Officer

Recommendation: Recommend that the OCERS Board approve the following:

Orange County Employees Retirement System
July 19, 2023
Personnel Committee Meeting

1. Change the period for the Chief Executive Officer's (CEO) performance review from an annual January through December time period, to one that coincides with the OCERS Board's annual September review of the Strategic Plan, by moving the performance review period to September through August;
2. Make the change effective with a truncated 2023 performance review period of January 2023 through August 2023; and
3. Do NOT change the related salary consideration, with that process remaining as part of the normal October/November budget consideration and approval.

Motion by Mr. Prevatt, **seconded** by Mr. Hilton, to recommend the Board approve the following:

1. Change the review period for the Chief Executive Officer's (CEO) performance from a January through December review period to a September through August review period;
2. Make the change to the review period for the CEO's performance effective with a truncated 2023 performance review period of January 2023 through August 2023;
3. Continue to consider the CEO's salary during the months of October and November; and
4. Approve revisions to the Chief Executive Officer Performance Evaluation Policy to effectuate the above.

The motion passed **unanimously**.

INFORMATION ITEMS

I-1 UPDATE ON OCERS COUNTY TO DIRECT EFFORTS

Presentation by Cynthia Hockless, Director of Human Resources

Ms. Hockless gave a status update on the Classification and Compensation study, noting Phase II is in progress. Mr. Delaney commented staff is keeping OCEA informed throughout the project.

COMMITTEE MEMBER COMMENTS

Mr. Packard congratulated Ms. Ratto on her retirement.

STAFF COMMENTS

None.

CHIEF EXECUTIVE OFFICER

Mr. Delaney gave a special thanks to Ms. Ratto for her years of service.

COUNSEL COMMENTS

Ms. Ratto thanked the Committee and staff.

ADJOURNMENT

Chair Packard adjourned the meeting at 10:43 a.m.

Orange County Employees Retirement System
July 19, 2023
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Submitted by:

Submitted by:

Approved by:

Cynthia Hockless
Committee Liaison

Steve Delaney
Secretary to the Board

Charles Packard
Chair



Memorandum

DATE: October 26, 2023
TO: Members of the Personnel Committee
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: **2024 STAFFING PLAN**

Recommendation

Approve and recommend the Board of Retirement include the following personnel costs in the 2024 OCERS Budget to be presented at the November 13, 2023, Board meeting:

1. APPROVE THE ADDITION OF 19 NEW POSITIONS TO THE 2024 BUDGETED HEADCOUNT

- A. Add three positions to the Investments Division
- B. Add two positions to the Disability Division
- C. Add twelve positions to the Member Services Division
- D. Add one position to the Finance Division
- E. Add one position to the Information Technology Division

2. APPROVE THE CREATION OF THREE CAREER LADDERS (NO CHANGE TO HEADCOUNT)

- A. Information Security Division:
 - i) Information Security Manager to Senior Information Security Manager
- B. Disability Division:
 - i) Two Office Specialists to Staff Assistants

3. APPROVE THE FOLLOWING DROPS

- A. Drop the following Member Services positions:
 - i) Three Retirement Program Specialists - Extra Help
 - ii) One Member Services Manager – Extra Help

The total estimated annual personnel cost for these staffing changes is **\$2,582,820**. The estimated budget impact for 2024 due to mid-year hiring for several positions is **\$2,185,625**.

Background/Discussion

The 2024 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 19 new positions to our budgeted headcount.

If approved, these 19 positions would increase OCERS' headcount from 127 positions to 141, including 4 positions that will be dropped from the staffing plan and 1 position that will not be budgeted in 2024. A description of each of the 19 requested positions and the circumstances related to each follow. Additionally, for each of the 19 positions, a justification memo from the supervising manager is attached.

1. APPROVE THE ADDITION OF 19 POSITIONS TO THE 2024 BUDGETED HEADCOUNT

1A. ADD THREE POSITIONS TO THE INVESTMENTS DIVISION

As OCERS has expanded into more private markets strategies and added co-investments, the investment team workload has increased dramatically. As a result, a request to add three new Investments Division positions is essential to ensure that investment processes continue with the highest quality and efficiency.

These positions, one Investment Analyst and two Investment Officers, are consistent with the Investments Division's 10-year staffing plan. Additionally, the position requests align with the current AUM and future AUM growth of plan assets.

Position Title	Department	Position Type	Proposed Budgeted Salary	Annualized Total Personnel Cost (Salary and Benefits)
(2) Investment Officer	Investments	Direct	\$172,807	\$568,768
Investment Analyst	Investments	Direct	\$102,580	\$160,895

1B. ADD TWO POSITIONS TO THE DISABILITY DEPARTMENT

The request of additional staff for the Disability Department will meet the growing demand for application evaluations, which has seen more than a 30% increase over the past five years due to the expansion of OCERS' membership base. The current team is struggling to maintain the quality and efficiency of work under this increased workload. Additional staff will enable the disability team to conduct more thorough reviews, expedite processing, enhance the intake process, and reduce the risk of errors.

Furthermore, a new review process was recently introduced that is essential to the quality of our evaluations, which streamlines cases and lowers costs by reducing the need for multiple repeat Independent Medical Examiner (IME) reviews. This strategic investment in additional staff not only promises to elevate service quality but also ensures long-term cost savings.

Position Title	Department	Position Type	Proposed Budgeted Salary	Annualized Total Personnel Cost (Salary and Benefits)
Disability Retirement Investigator	Disability	County	\$74,347	\$122,341
Staff Assistant	Disability	County	\$65,319	\$109,695

1C. ADD TWELVE POSITIONS TO THE MEMBER SERVICES DIVISION

The Member Services Retirement Operations (MSRO) Section continues to work on simplification and automation. Over 300 hours have been dedicated to this in the last several months of 2023 which has strained our resources. For 2024, the addition of one Benefit Analyst to support the team with these efforts will allow for separate oversight over the new team responsible for benefit estimate generations. In late 2023, the work performed for the estimate generation process will transition from Member and Employer Relations (MER) Section to MSRO. This transition will help support 100% accuracy goals and fully create a stand-alone call center in the MER Section. With this transition, six additional Retirement Program Specialists (RPS) are being requested to incorporate **full Final Average Salary** benefit estimate generation into the process as requested by the Board in the Strategic Planning meeting in September 2023.

The Quality Assurance and Process Improvement (QAPI) Section is requesting three RPS positions in exchange for dropping two Extra Help RPS positions that were utilized throughout 2023 (see further discussion of dropping positions under Recommendation 3A: Drop Four Positions in the Member Services Department). The three requested RPS team members will assist with providing additional quality assurance (QA) on financial transactions for Service Credit Purchase (SCP)/Buybacks as well as Final Average Salary (FAS) transactions that are not currently performed. These positions will also help perform necessary testing for the Robotic Process Automation (RPA) automation projects with Roboyo, as well as gear up for PAS project development, V3 data cleanup, and regression testing. It takes at least a year to get an RPS fully trained, so bringing the positions on in 2024 is critical to have enough trained staff available when the PAS project is fully underway.

The MER Section requests an additional Member Services Manager (MSM), as currently, there is only one. The current MSM oversees three different teams, consisting of 22 staff, all with varied duties and responsibilities. Adding a manager will assist with more effective oversight and management of the section and allow OCERS to continue pursuing and meeting all our goals. The MER Section is also requesting one RPS. Anticipating a continued high volume of calls, delivering pre-retirement and new-hire seminars and other outreach, and counseling retiring members on an individual basis, an additional RPS will assist the team and members preparing to retire to have a smoother transition into their retirement. There is currently one Extra Help RPS assisting in this role; this Extra Help RPS position will be dropped as further discussed under Recommendation 3A: Drop Four Positions in the Member Services Department.

Position Title	Department (Section)	Position Type	Proposed Budgeted Salary	Annualized Total Personnel Cost (Salary and Benefits)
Benefit Analyst	Member Services (MSRO)	OCERS Direct	\$107,000	\$181,119
(10) Retirement Program Specialist	Member Services (6 – MSRO 3 – QAPI 1 -MER)	County	\$66,296	\$1,106,625
Member Services Manager	Member Services (MER)	OCERS Direct	\$139,000	\$204,679

1D. ADD ONE POSITION TO THE FINANCE DEPARTMENT

Based on previous experience with the implementation of our current PAS, Finance has identified a need to prepare for the back-fill of positions that will be heavily involved in the planning and testing of the new PAS. We anticipate that ultimately, the three-person team that oversees and processes retiree payroll will need to be dedicated to the implementation of the next PAS which will require the back-filling of a Finance Manager, Staff Analyst, and Senior Accountant Auditor. To adequately prepare for the PAS project, we recommend hiring an additional Finance Manager in 2024 as this position will require more training and preparation to learn the job responsibilities that they will be back-filling. The other back-filling positions in Finance can be delayed until 2025.

In addition to back-filling for the PAS project, Finance has identified a need for succession planning for the Finance leadership team. There are currently two management-level team members who are retirement eligible and will probably retire prior to the implementation of the new PAS. An additional Finance Manager will allow a seamless transition in the event of turnover of long-term employees who are considered subject matter experts in various areas of OCERS operations. This request will result in an increase to the current headcount in the Finance Department by one.

Position Title	Department	Position Type	Proposed Budgeted Salary	Annualized Personnel Total Cost (Salary and Benefits)
Finance Manager	Finance	OCERS Direct	\$145,600	\$225,622

1E. ADD ONE POSITION TO THE INFORMATION TECHNOLOGY DEPARTMENT

The IT Programming Intern will participate in creating intelligent process automation. This includes evaluating intelligent automation opportunities and proposing their potential use at OCERS, working on the design and implementation of new intelligence automation solutions, and coordinating with department team leads on the troubleshooting and remediation of existing automation. Their focus would be on ensuring data integrity in systems and adherence to internal and external standards and quality checks. This position may also provide support with automation modernization by learning, and adopting new tools, and technologies that help applications to scale up. The position will work as part of a programming team, communicating progress, technical issue reporting, resolution, and deployment to production of completed code. The internship is planned to be a summer part-time position for a current college student studying in a related field.

Position Title	Department	Position Type	Proposed Budgeted Salary	Annualized Personnel Total Cost (Salary and Benefits)
IT Programming Intern (Extra Help)	Information Technology	County	\$20,160	\$21,706

2. APPROVE THE CREATION OF THREE CAREER LADDERS (NO CHANGE TO HEADCOUNT)

2A. ADD ONE CAREER LADDER POSITION TO THE INFORMATION SECURITY DEPARTMENT

The creation of a career ladder position to promote the current Information Security Manager to the position of Senior Information Security Manager. Over the past seven years, the Information Security Department has grown, and the Information Security program continues to mature. During this time, the existing Information Security Manager has taken on more responsibilities and the complexity of tasks assigned to the position has increased as well. The cost impact of the career ladder is the incremental difference in salary between the Manager level position and the Senior Manager level position. The addition of the career ladder supports OCERS strategic goal of developing and retaining talent and does not increase headcount.

Current Position	Career Ladder Position (new/add classification)	Department	Position Type	Proposed Salary and Benefits	Total Annual Budget Impact (Net)
Information Security Manager	Senior Information Security Manager	Information Security	OCERS Direct	\$330,095	\$28,000

2B. ADD TWO CAREER LADDER POSITIONS TO THE DISABILITY DEPARTMENT

The creation of two career ladder positions is designed to provide incentives for team members to excel in their roles. This initiative will not only boost morale within the Disability Department, but also enhance customer service, ultimately improving overall service quality. Moreover, these career ladder positions are an essential part of our strategy to address the increased workload and ensure the continued success of the Disability Department.

Current Position (existing classification)	Career Ladder Position (new/add classification)	Department	Position Type	Ladder Proposed Salary and Benefits	Total Annual Budget Impact (Net)
(2) Office Specialist	Staff Assistant	Disability	County	\$113,748	\$20,000

3. APPROVE THE FOLLOWING DROPS

3A. DROP FOUR POSITIONS IN THE MEMBER SERVICES DEPARTMENT

Throughout 2023, Member Services has had three Extra Help RPS’s who supported QA processes and the call center. In addition, there is currently a vacant Extra Help Manager. If the request to add three RPS positions in the QAPI Section and one RPS to support the call center is approved, these Extra Help positions will be dropped in 2024.

Position Title	Department	Position Type	Current Salary and Benefits	Total Annual Budget Impact (Salary and Benefits)
(3) Retirement Program Specialists - Extra Help	Member Services	County	\$35,000	(\$105,000)
Member Services Manager – Extra Help	Member Services	County	\$61,000	(\$61,000)

Conclusion:

In summary, I am requesting 19 new positions, the creation of three career ladders, and four drops with the 2024 Staffing Plan. The annual cost of each position is listed above with an estimated increase to the personnel cost in the amount of **\$2,582,820**. The estimated budget impact for 2024 due to the timing of hiring several of the requested positions is **\$2,185,625**.

Submitted by:



SD - Approved

Steve Delaney
Chief Executive Officer

Attachments:

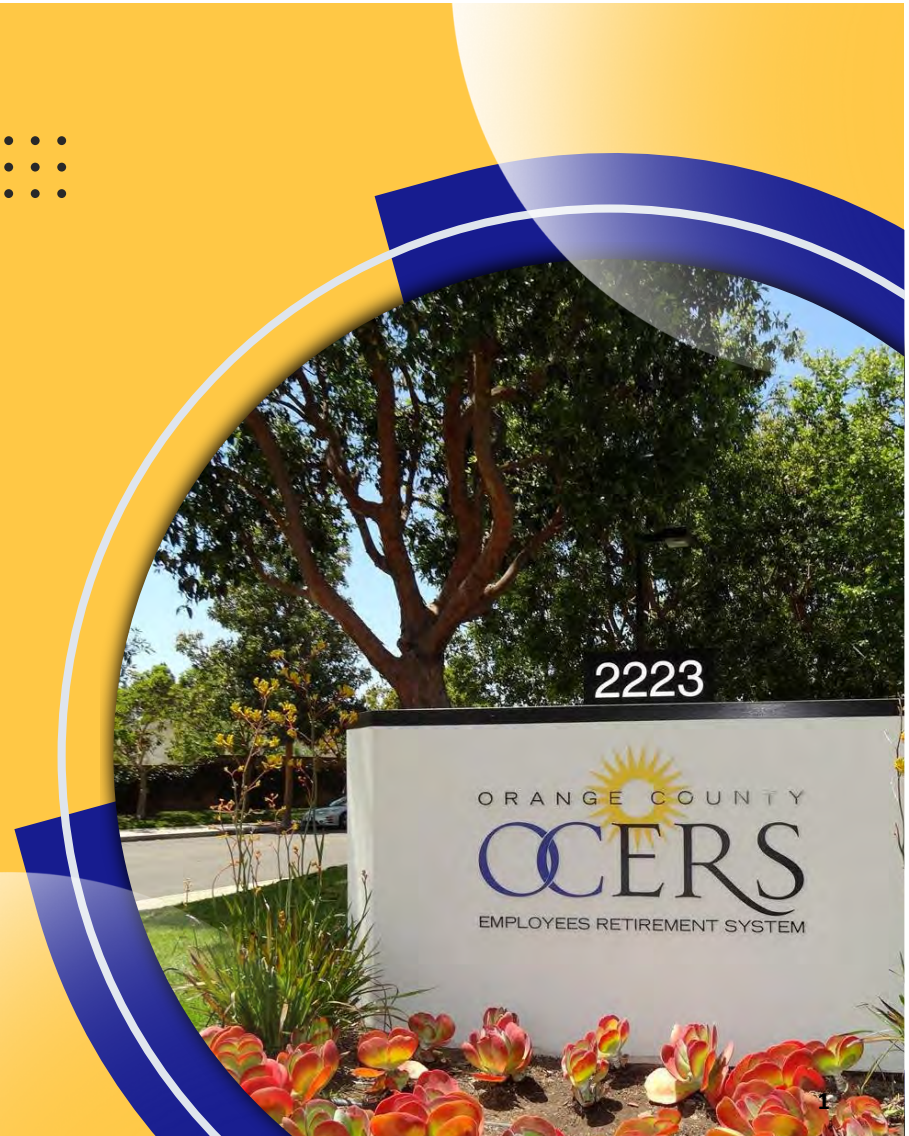
- A - Investments Division
 - Memo
 - Current and Proposed Organization Chart
- B - Disability Division
 - Memo
 - Current and Proposed Organization Chart
- C - Member Services Division
 - Memo – Retirement Operations and QA
 - Memo – Member and Employer Relations
 - Current and Proposed Organization Chart
- D - Finance Division
 - Memo
 - Current and Proposed Organization Chart
- E - Information Technology Department
 - Memo
 - Current and Proposed Organization Chart
- F - Information Security
 - Memo
 - Current and Proposed Organization Chart
- G – Agency Wide Organization Chart
 - Current and Proposed

OCERS 2024 Staffing Plan Personnel Committee Meeting



Steve Delaney, CEO
Cynthia Hockless, Director of Human Resources

OCTOBER 26, 2023



CHALLENGES IN 2024

- Increased oversight work in Investments
- Increasing workload in Disability
- A demand for improved member services
 - Anticipated retirement rush
 - Service credit purchases
 - Final estimates
- Member service duties overly concentrated

BIG PROJECTS

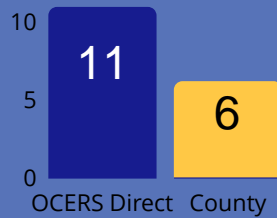
- ALAMEDA
- Master Repository
- Robotic Process Automation
- Construct new Pension Administration System



RETENTION OF NEWLY ADDED POSITIONS

2022

NEWLY ADDED POSITIONS: 12
POSITIONS ADDED MID-YEAR: 5 (17) Total
15

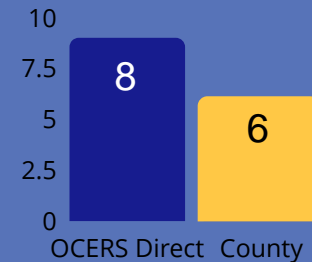


FILLED RATE 100%

Retained - 14
Separated - 3

2023

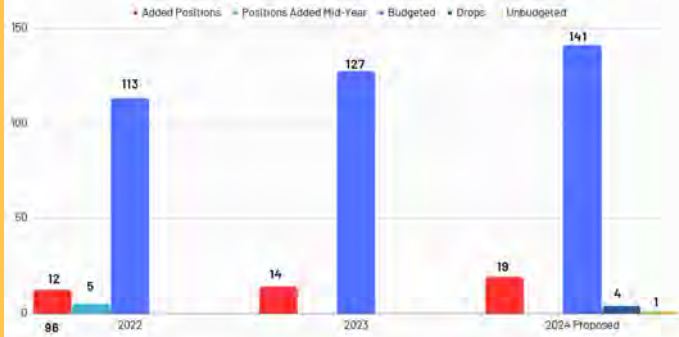
NEWLY ADDED POSITIONS: 14



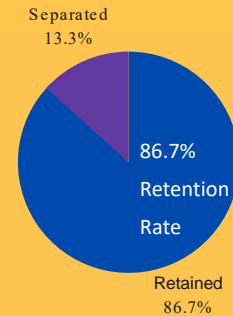
FILLED RATE 85.7%

Unfilled - 2
Retained - 12
Separated - 1

Budgeted Positions



30 HIRES OVER 2 YEARS



2023 Budgeted Headcount



2023	
Total Budgeted Headcount	127
OCERS Direct	54
County	68
Extra Help OCERS Direct	2
Extra Help County	3

2024 Staffing Plan



REQUEST FOR STAFFING CHANGES IN THE FOLLOWING DEPARTMENTS:

19 NEW POSITIONS 3 CAREER LADDERS

Investments (3)
Disability (2)
Member Services (12)
Finance (1)
Information Technology (1)

Information Security (1)
Disability (2)

4 DROPS

Member Services (4)

1. unbudgeted

Recommendations

1. ADD THE FOLLOWING 19 NEW POSITIONS TO THE 2024 BUDGETED HEADCOUNT

1 A. INVESTMENTS

Add three (3) positions to the Investments Department 1. Two (2) Investment Officers 2. One (1) Investment Analyst

1 B. DISABILITY

Add two (2) positions to the Disability Department 1. One (1) Disability Investigator 2. One (1) Staff Assistant

1 C. MEMBER SERVICES

Add twelve (12) positions to the Member Services Department 1. Ten (10) Retirement Program Specialists 2. One (1) Member Services Manager 3. One (1) Benefits Analyst

1 D. FINANCE

Add one (1) Back-fill Finance Manager position to the Finance Department.

1 E. INFORMATION TECHNOLOGY

Add one (1) Extra Help Technical Intern position to the IT Department.

1 A. Investments Department



RECOMMENDATION

- Request 2 Investment Officers + 1 Investment Analyst

JUSTIFICATION

- Need additional positions to adequately cover private markets as co-investment activity has increased investment activity
- In line with 10-year goal planning for the department as part of expected growth of assets under management and investment manager coverage for private markets strategies

Position Title	Position Salary Range	Proposed Budgeted Salary	Annual Budget Impact
(2) Investment Officer	\$135,534 - \$210,079	\$172,807	\$568,768
Investment Analyst	\$87,821 - \$127,340	\$102,580	\$160,895



2023 Investments Organization Chart

Current Investments Org Chart

**Total Budgeted Investments Employees
(as of August 25, 2023): 11
County – 0; OCERS Direct – 11
Vacancy: 1**

- OCERS Direct Employees
- County Employees

Chief Investment Officer

Molly Murphy

Director of Investments
Shanta Chary

Director of Investments
David Beeson

Sr. Investment Officer
Tarek Turaigi

Investment Officer
Junyun He

Investment Analyst
Duc Nguyen

Investment Analyst
Vacant (1)

Investment Officer
Stina Walander-Sarkh

Investment Officer
Ada Chen

Investment Analyst
Emma Ji

Investment Analyst
Mitchell Peterson



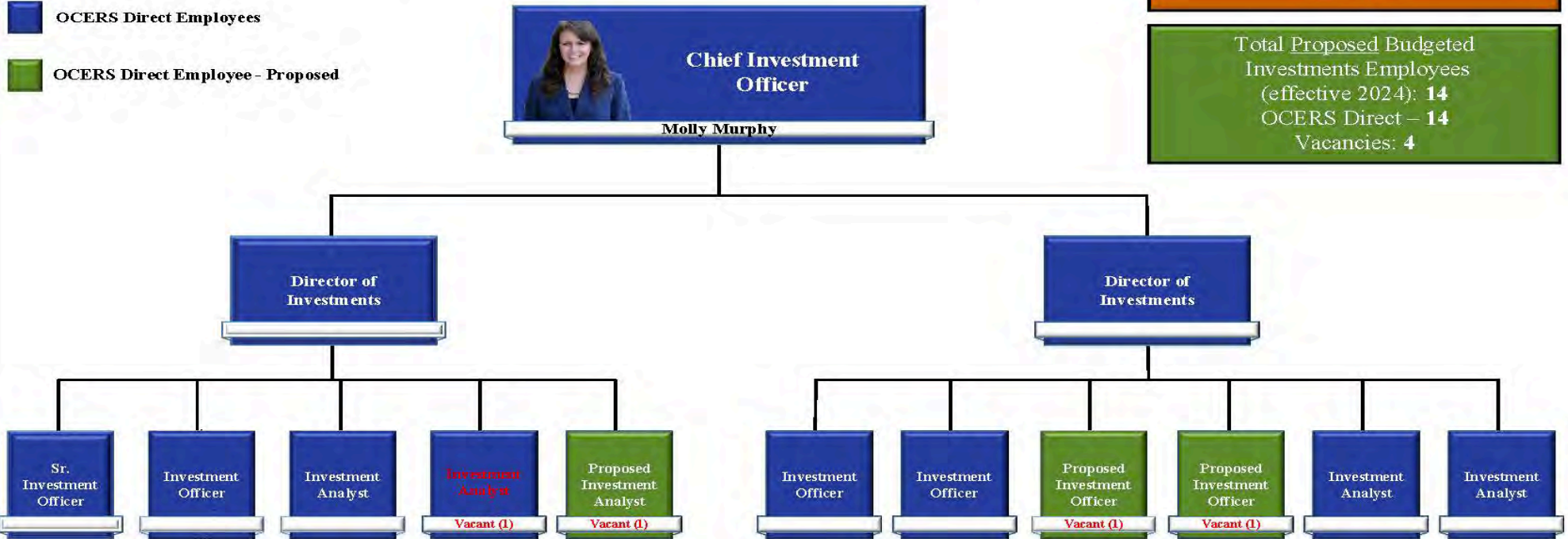
2024 Proposed Investments Organization Chart

Proposed Org Chart Effective 2024

Total Budgeted Investments Employees (as of August 25, 2023): **11**
OCERS Direct – **11**
Vacancy: **1**

Total Proposed Budgeted Investments Employees (effective 2024): **14**
OCERS Direct – **14**
Vacancies: **4**

- OCERS Direct Employees
- OCERS Direct Employee - Proposed



1 B. Disabilities Department



RECOMMENDATION

- The Disabilities department requests the addition of one (1) Disability Retirement Investigator and one (1) Staff Assistant

JUSTIFICATION

- Due to OCERS' membership growth, the filing of applications is expected to continue to rise.
- Current staff to evaluate applications hasn't kept pace with this growth.
- Thorough Review: Additional staff will enable more comprehensive case reviews, enhancing decision-making and risk identification.
- Faster Processing: More staff will expedite application processing, reducing client waiting times and improving client satisfaction.
- Effective Intake: Additional staff will streamline the intake process, ensuring prompt and thorough handling of applications.
- Reduced Risk of Errors: Additional staff will reduce time constraints, lowering the likelihood of costly mistakes.



Position Title	Position Salary Range	Proposed Budgeted Salary	Annual Budget Impact
Disability Retirement Investigator	\$61,089 - \$81,681	\$74,347	\$122,341
Staff Assistant	\$51,896 - \$69,576	\$65,319	\$109,695



2023 Disabilities Organization Chart

**Current
2023 Org Chart**

Total Budgeted Disabilities Employees
2023: 5
County – 4; OCERS Direct – 1
Vacancy: 0

 OCERS Direct Employees
 County Employees





2024 Proposed Disabilities Organization Chart

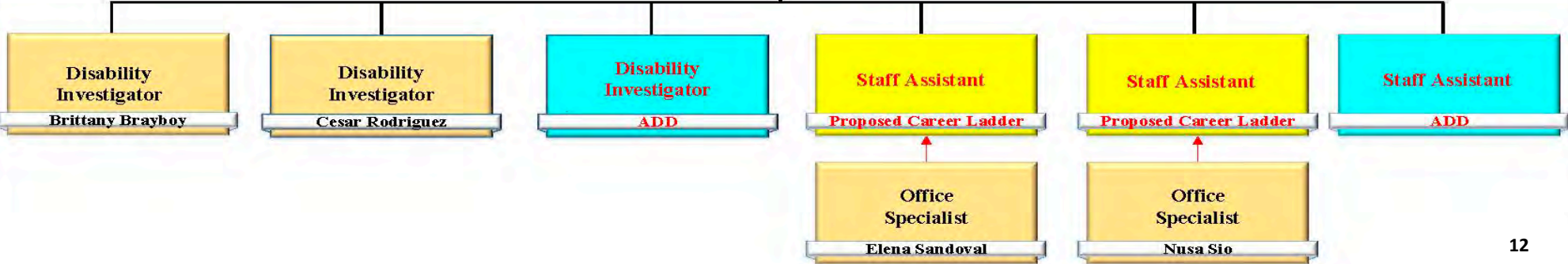
Proposed Org Chart 2024

Total Proposed Disabilities Employees 2024: 7
 County – 6; OCERS Direct – 1
Proposed ADD: 2
Proposed Career Ladders: 2
 Vacancies: 2

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

Assistant CEO
External Operations
Suzanne Jenike

Director of Disabilities
Nicole McIntosh



1 C. Member Services Department

MEMBER AND EMPLOYER RELATIONS TEAM



RECOMMENDATION

- Request one (1) Member Services Manager and one (1) Retirement Program Specialist

JUSTIFICATION

- Requesting an additional manager for member & employer relations section to support staff, duties, and division-level projects.
- Seeking to increase staffing in the customer service call center to handle high call volume, seminars, counseling sessions, and retirement applications.

Position Title	Position Salary Range	Proposed Budgeted Salary	Annual Budget Impact
Member Services Manager	\$109,100 - \$169,105	\$139,000	\$204,679
Retirement Program Specialist	\$53,643 - \$71,822	\$66,296	\$110,662

1 C. Member Services Department



RETIREMENT OPERATIONS TEAM

RECOMMENDATION

- Requesting one (1) Benefit Analyst and six (6) Retirement Program Specialists

JUSTIFICATION

- Team has dedicated over 300 hours in the last several months of 2023 to simplification and automation.
- Resources have been strained due to the ongoing work.
- New role will provide separate oversight for benefit estimate generation.
- In late 2023, transitioning estimate generation work from the Member and Employer Relations (MER) section to the Retirement Operations team.
- Transition aims to support 100% accuracy goals and create a stand-alone call center in the MER section.
- The additional staffing will incorporate full benefit estimate generation into the process as requested by the board in the strategic planning meeting in September 2023.

1 C. Member Services Department

QUALITY ASSURANCE AND PROCESS IMPROVEMENT TEAM



RECOMMENDATION

- Requesting three (3) Retirement Program Specialists

JUSTIFICATION

- These new team members will assist in Quality Assurance (QA) for additional financial transactions, specifically service credit purchase/buybacks.
- Currently, these transactions are peer-reviewed, not subject to separate calculations like final average salary transactions.
- It takes at least a year to train a Retirement Program Specialist.
- These positions will also support QA on final average salary transactions, testing for Robotic Process Automation projects with Roboyo, and prepare for Pension Administration System project development, data cleanup, and regression testing.
- Two Extra Help Retirement Program Specialist reps supported QA processes in 2023, but they will not be requested for 2024 with the new team members.

Position Title	Position Salary Range	Proposed Budgeted Salary	Annual Budget Impact
Benefit Analyst	\$87,821 - \$127,340	\$107,000	\$181,119
(9) Retirement Program Specialist	\$53,643 - \$71,822	\$66,296	\$995,958

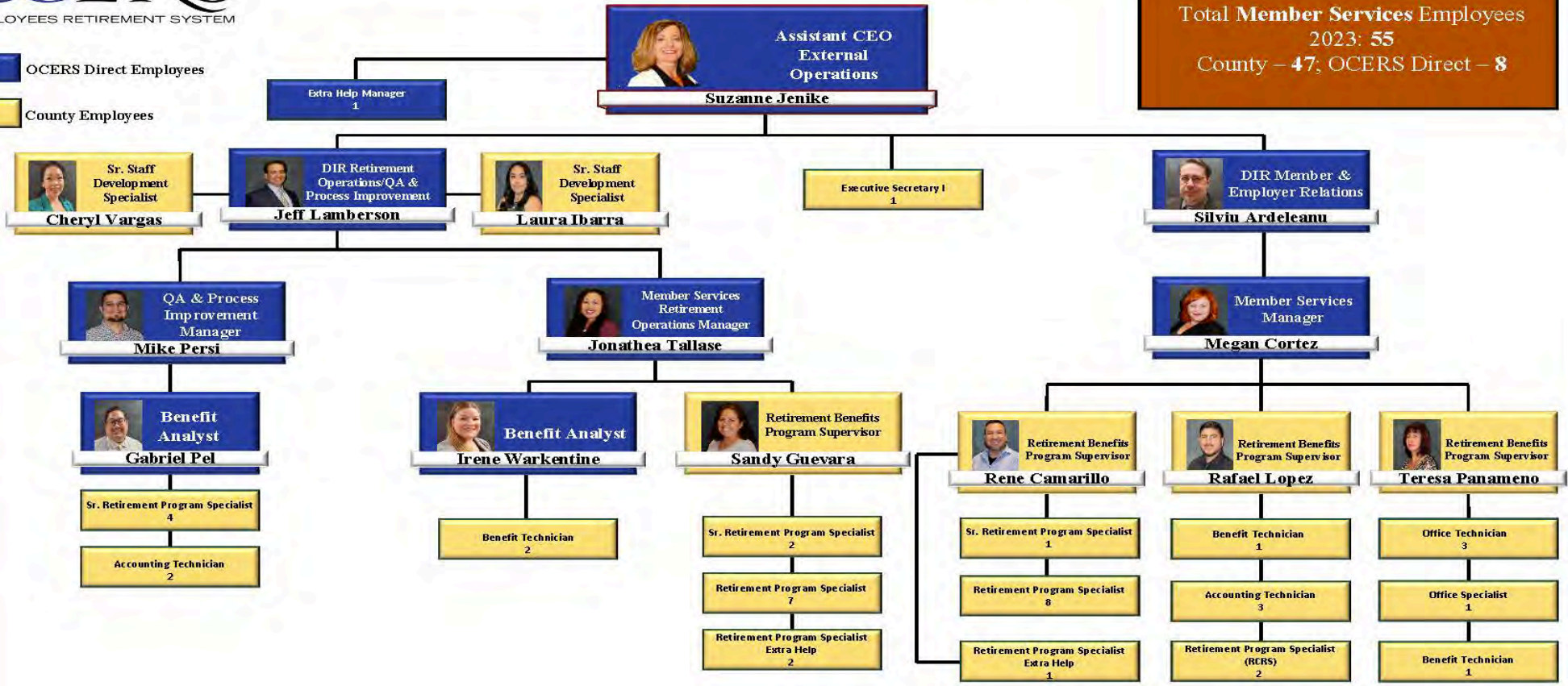


2023 Member Services Organization Chart

Current Org Chart 2023

Total Member Services Employees 2023: 55
 County – 47; OCERS Direct – 8

OCERS Direct Employees
 County Employees



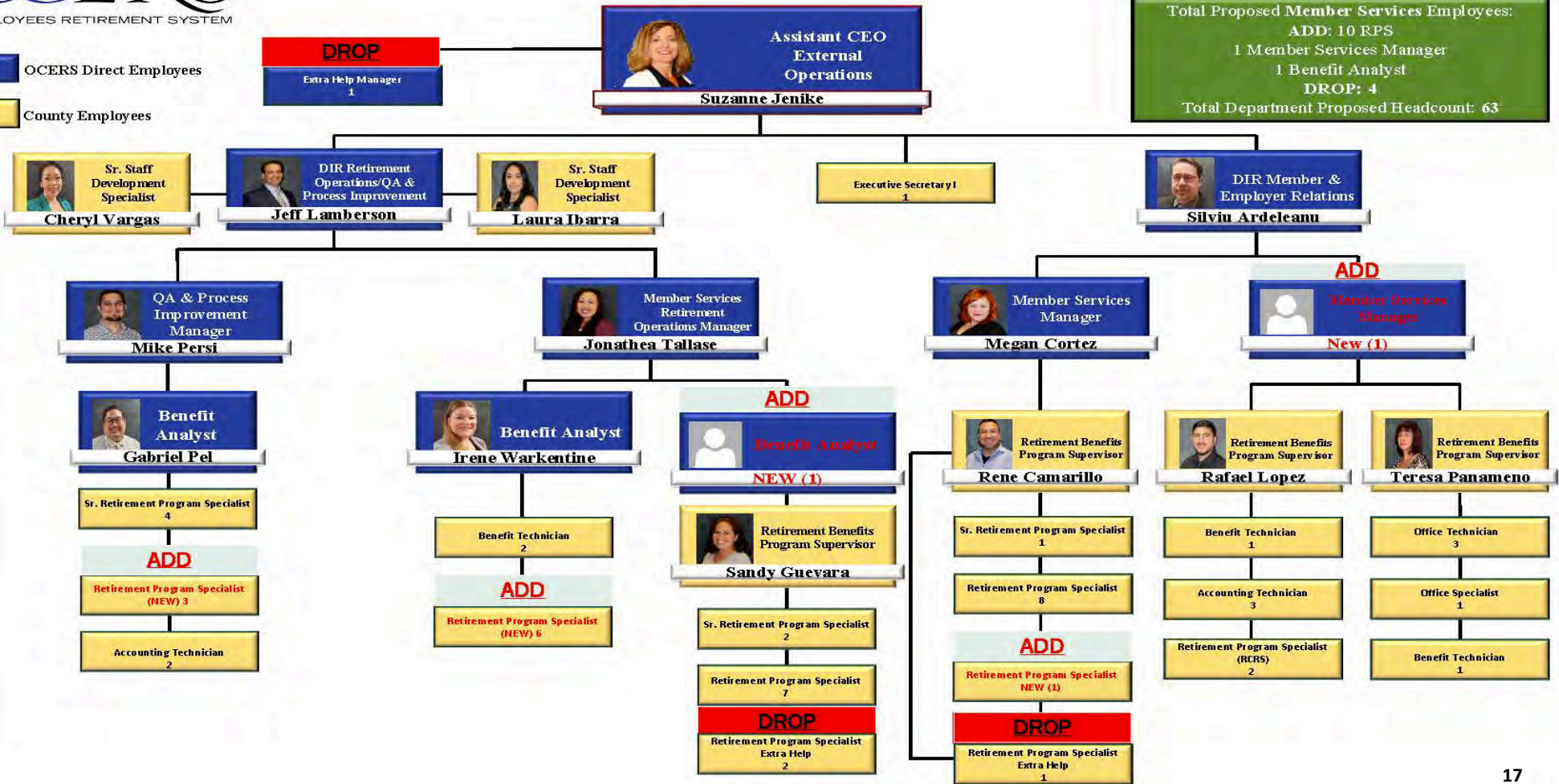


2024 Member Services Proposed Organization Chart

Proposed Org Chart 2024

Total Proposed Member Services Employees:
 ADD: 10 RPS
 1 Member Services Manager
 1 Benefit Analyst
 DROP: 4
 Total Department Proposed Headcount: 63

OCERS Direct Employees
 County Employees



1 D. Finance Department



RECOMMENDATION

- Approve the addition of one Finance Manager in the Finance department

BACK-FILL/SUCCESSION PLANNING

- Allow adequate time for hiring and training back-fill positions for the upcoming PAS project.
- Succession planning for two management-level team members who are retirement eligible and will probably retire prior to the implementation of the new PAS project.

COST IMPACT

- Streamlining process and procedures and high retention rate reduced headcount by two over the past several years.
- First request for an additional headcount position in the Finance department in ten years.

Position Title	Position Salary Range	Proposed Budgeted Salary	Annual Budget Impact
Backfill Finance Manager	\$117,283 - \$181,787	\$145,600	\$225,622

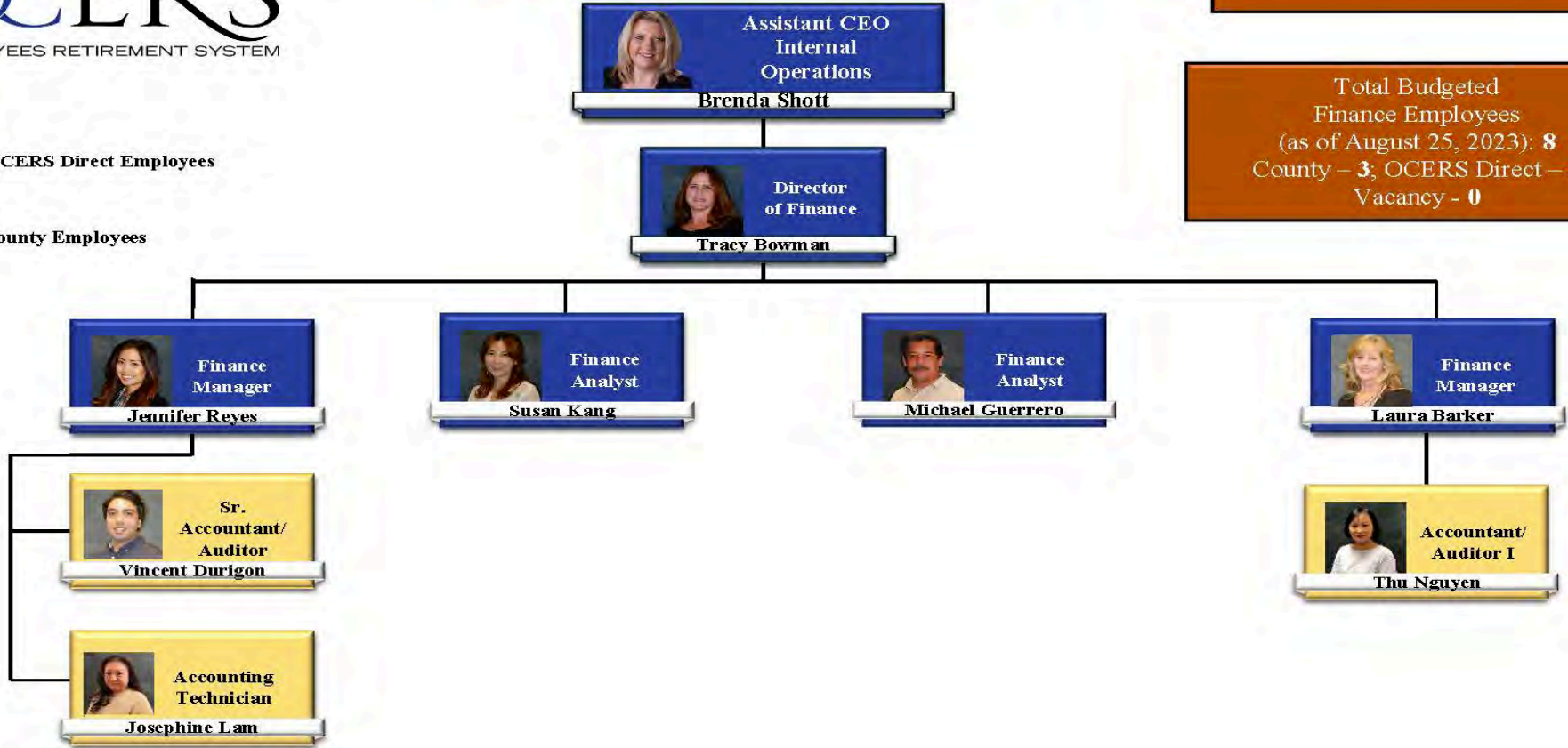


2023 Finance Organization Chart

Current Finance Org Chart

Total Budgeted Finance Employees (as of August 25, 2023): **8**
 County – **3**; OCERS Direct – **5**
 Vacancy – **0**

- OCERS Direct Employees
- County Employees



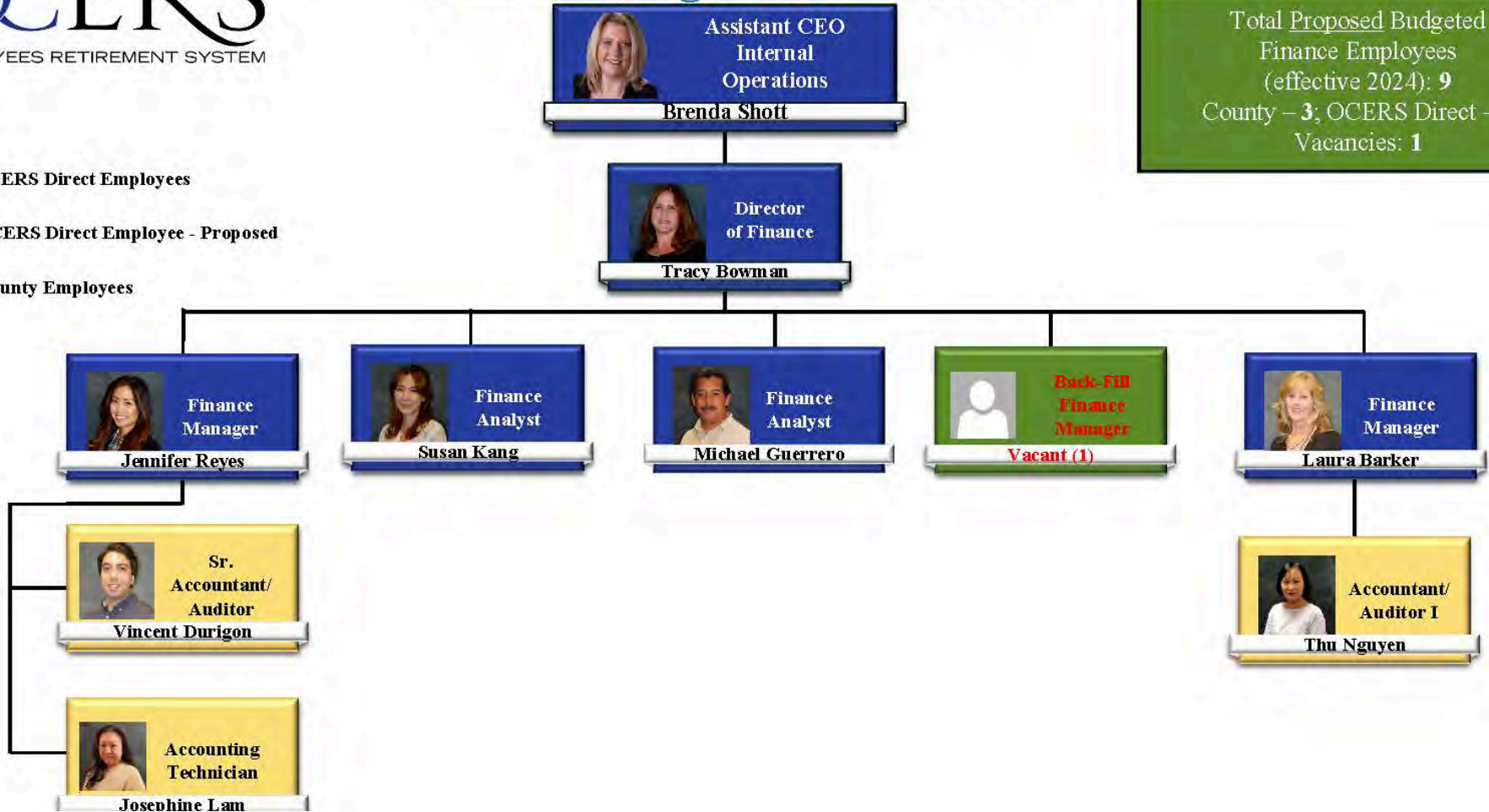


2024 Proposed Finance Organization Chart

Proposed Org Chart Effective 2024

Total Proposed Budgeted Finance Employees (effective 2024): 9
County – 3; OCERS Direct – 6
Vacancies: 1

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



1 E. IT Department



RECOMMENDATION

- Approve the addition of one IT Programming Intern in the Information Technology department

JUSTIFICATION

- Our agency is constantly evolving, and our needs are growing in complexity. To stay competitive and innovative, we must ensure that our IT department is well-equipped with the skills and manpower needed to support our operations. Hiring an IT Programming Intern can help us address some of the pressing challenges and opportunities in this regard.

Position Title	Position Salary Range	Proposed Budgeted Salary	Annual Budget Impact
Extra Help Intern	\$21/hour for 960 hours	\$ 20,160	\$21,076

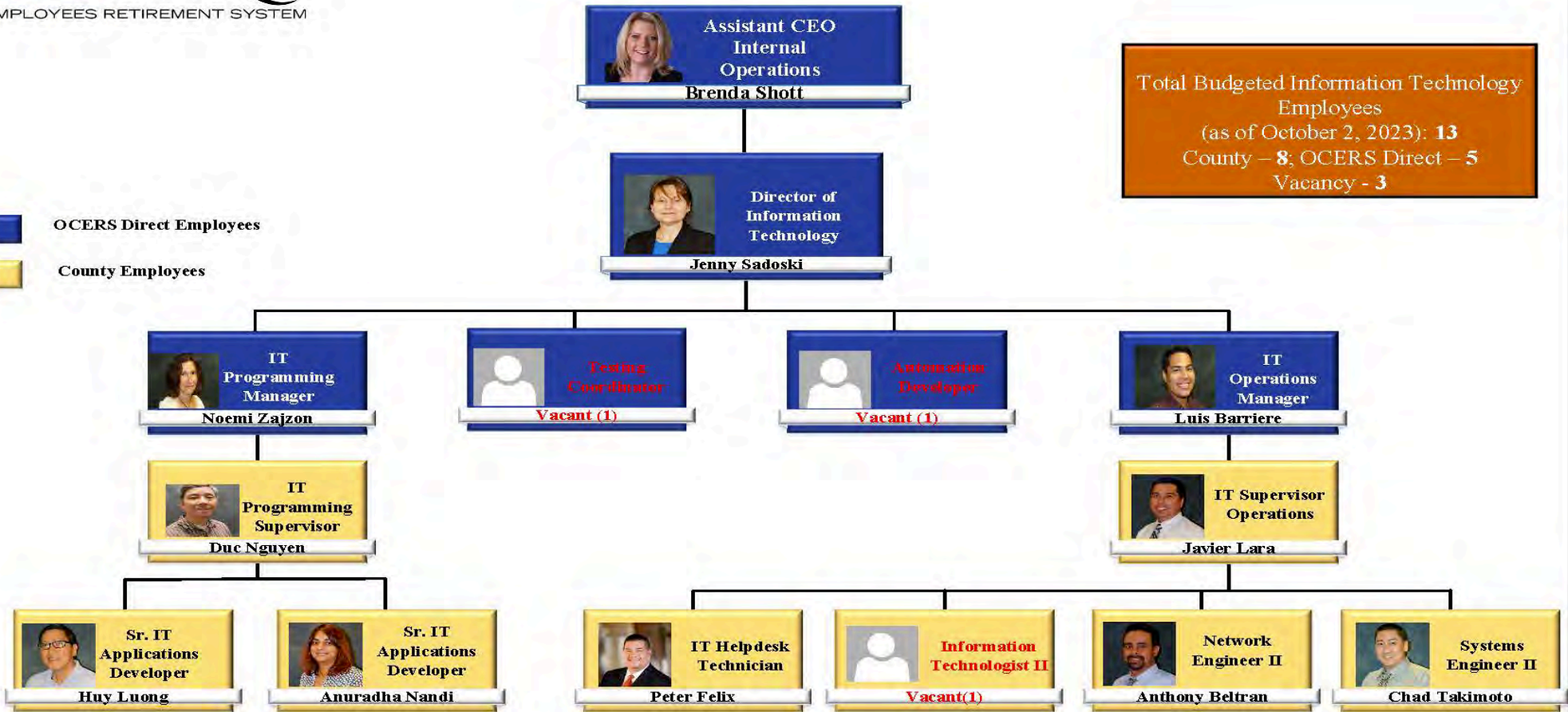


2023 Information Technology Organization Chart

Current Org Chart

Total Budgeted Information Technology Employees
(as of October 2, 2023): **13**
County – **8**; OCERS Direct – **5**
Vacancy - **3**

- OCERS Direct Employees
- County Employees



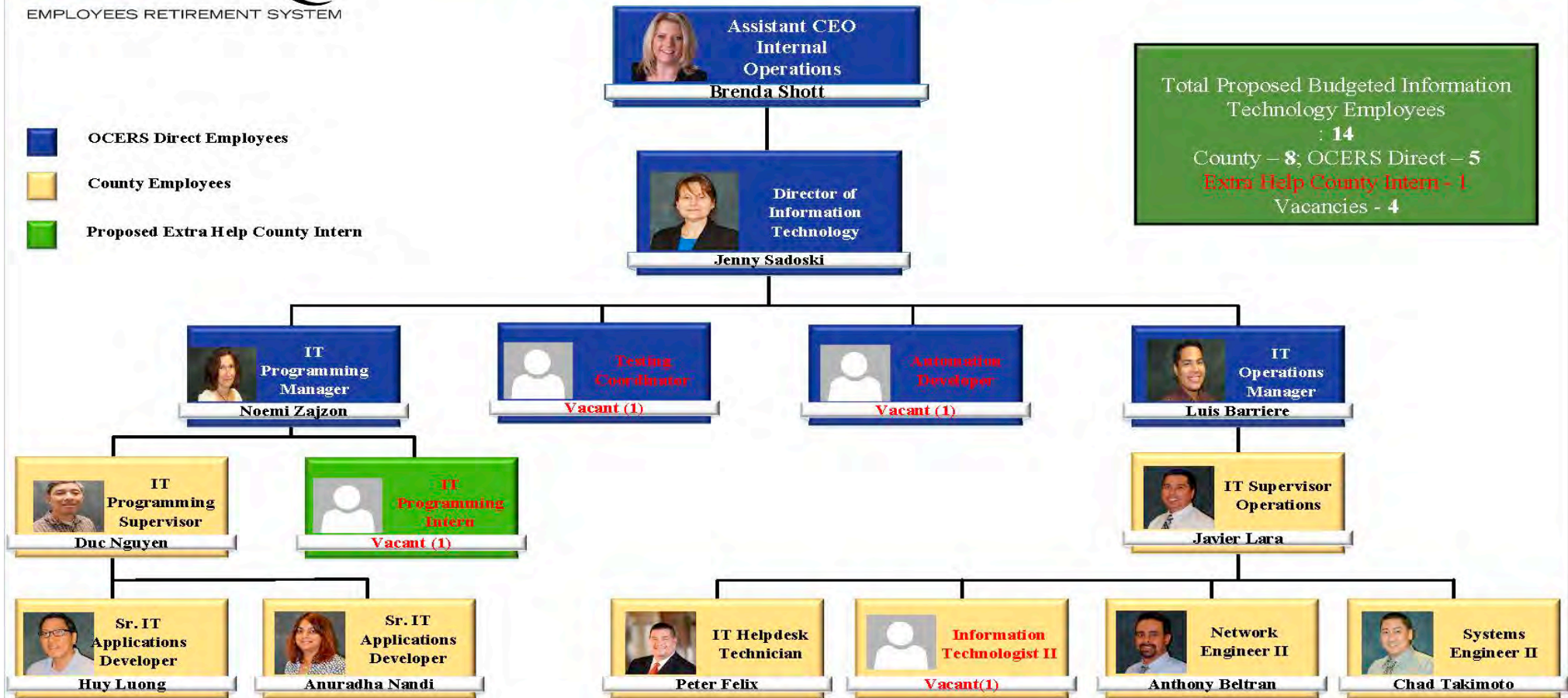


2024 Proposed Information Technology Organization Chart

Proposed Org Chart

Total Proposed Budgeted Information Technology Employees : **14**
 County – 8; OCERS Direct – 5
 Extra Help County Intern - 1
 Vacancies - 4

- OCERS Direct Employees
- County Employees
- Proposed Extra Help County Intern



Recommendations

2 A. APPROVE THE CREATION OF THE FOLLOWING CAREER LADDERS (NO CHANGE TO HEADCOUNT)



DISABILITY

Two (2) Office Specialists to two (2) Staff Assistants



INFORMATION SECURITY

Information Security Manager to Sr. Information Security Manager

2A. Career Ladder Information Security Department



RECOMMENDATION

- Approve the addition of a career ladder position, classified as Senior Information Security Manager in the Information Security department

JUSTIFICATION

- Part of the OCERS strategic plan to recruit and retain a high performing workforce.
- Position is an additional classification but not an increase in headcount.
- Retention tool for the Information Security department.

ADDITIONAL RESPONSIBILITIES

- Assist with the development of the Information Security business plan and strategic plans.
- Plan and manage the implementation of technical security controls.
- Lead and perform highly complex and technical system implementations and assessments.
- Train and mentor new Information Security staff.



Position Title	Position Salary Range	Proposed Budgeted Salary	Total Annual Budget Impact (Net)
Senior Information Security Manager	\$126,079 - \$195,422	\$330,095	\$28,000



2023 Information Security Organization Chart

Current Org Chart

Total Budgeted Information Security Employees
(as of June 16, 2023): **3**
County - **0**; OCERS Direct - **3**
Vacancy - 0

-  OCERS Direct Employees
-  County Employees





2024 Proposed Information Security Organization Chart

Proposed Org Chart

Total Proposed Budgeted Information Security Employees: 3
County – 0; OCERS Direct – 3

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

Assistant CEO
Internal Operations
Brenda Shott

Director of Information Security
Matt Eakin

Senior Information Security Manager
Proposed Career Ladder

Information Security Manager
Jon Gossard

Position will go dark

Cybersecurity Analyst
Edwin Sanchez

2B. Career Ladder Disabilities Department



RECOMMENDATION

- Requesting to add two (2) Staff Assistant career ladder positions

JUSTIFICATION

- Increased workload, implementation of new evaluation process, performing duties outside of OS job classification, and employee incentive

BENEFITS TO OCERS

- Cost efficiency
- Quality of evaluation process
- Faster application processing time
- Reduced risk of errors and delays
- Savings of time and resources
- Customer service



Position Title	Position Salary Range	Proposed Budgeted Salary	Total Annual Budget Impact (Net)
(2) Staff Assistants	\$51,896 - \$69,576	\$113,748	\$20,000



2023 Disabilities Organization Chart

**Current
2023 Org Chart**

Total Budgeted Disabilities Employees
2023: 5
County – 4; OCERS Direct – 1
Vacancy: 0

 OCERS Direct Employees
 County Employees





2024 Proposed Disabilities Organization Chart

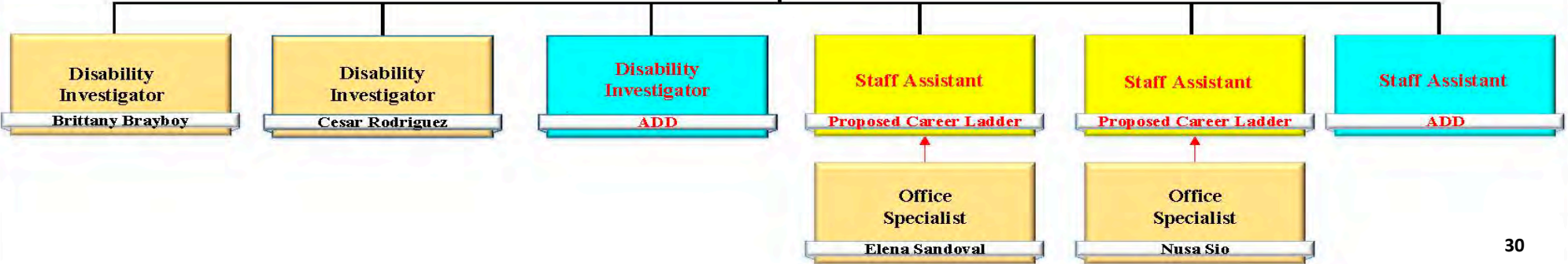
Proposed Org Chart 2024

Total Proposed Disabilities Employees 2024: 7
 County – 6; OCERS Direct – 1
Proposed ADD: 2
Proposed Career Ladders: 2
 Vacancies: 2

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

Assistant CEO
External Operations
Suzanne Jenike

Director of Disabilities
Nicole McIntosh



Recommendations

3 A. DROP FOUR (4) EXTRA HELP POSITIONS IN THE MEMBER SERVICES DEPARTMENT



\$166,000 12-month annual base salary cost difference

3 A. Approve the Following Drops



RECOMMENDATION

- Drop four (4) positions in the Member Services Department

JUSTIFICATION

- In 2023, Member Services had three Extra Help RPS's supporting QA processes and the call center.
- There is currently a vacant Extra Help Manager position.
- If the request for four RPS positions in the QAIP Section and one RPS for the call center is approved, the Extra Help positions will be eliminated in 2024.

Position Title	Department	Position Type	Current Salary and Benefits	Total Annual Budget Impact (Salary and Benefits)
(3) Retirement Program Specialists - Extra Help	Member Services	County	\$35,000	(\$105,000)
Member Services Manager – Extra Help	Member Services	County	\$61,000	(\$61,000)

2024 Proposed Budgeted Headcount



Proposed 2024	
Total Budgeted Headcount	141
OCERS Direct	60
County	80
Extra Help OCERS Direct	0
Extra Help County (Intern)	1



Recommendations

1A. APPROVE THE ADDITION OF 19 NEW POSITIONS TO THE 2024 BUDGETED HEADCOUNT

- A. Add three positions to the Investments Division
- B. Add two positions to the Disability Division
- C. Add twelve positions to the Member Services Division
- D. Add one position to the Finance Division
- E. Add one position to the Information Technology Division

2A. APPROVE THE CREATION OF THREE CAREER LADDERS (NO CHANGE TO HEADCOUNT)

- A. Information Security Division:
 - i) Information Security Manager to Senior Information Security Manager
- B Disability Division:
 - i) Two Office Specialists to Staff Assistants

3A. APPROVE THE FOLLOWING DROPS

- A. Drop the following Member Services positions:
 - i) Two Retirement Program Specialists - Extra Help
 - ii) Member Services Manager – Extra Help

The total estimated Personnel Cost to be added to the 2024 budget is \$2,185,625

Estimated Annual Personnel Cost for these staffing changes is \$2,582,820

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THANK YOU

Q U E S T I O N S ?



Appendix

Slide 36, 37: Recommendations
Slide 38, 39: 2023 OCERS Org Chart
Slide 40, 41: Proposed 2024 OCERS Org Chart





Recommendations

1. ADD THE FOLLOWING 19 NEW POSITIONS TO THE 2024 BUDGETED HEADCOUNT



1 A. INVESTMENTS

Add three (3) positions to the Investments Department 1. Two (2) Investment Officers [12-months Base Salary \$172,807, w/ Benefits \$284,384, total \$568,768] 2. One (1) Investment Analyst [12-months Base Salary \$102,850, w/ Benefits \$160,895]



1 B. DISABILITY

Add two (2) positions to the Disability Department 1. One (1) Disability Investigator [12-months Base Salary \$74,347, w/ Benefits \$122,341] 2. One (1) Staff Assistant [12-months Base Salary \$65,319, w/ Benefits \$109,695]



1 C. MEMBER SERVICES

Add twelve (12) positions to the Member Services Department 1. Ten (10) Retirement Program Specialists [12-months Base Salary \$66,296, w/ Benefits \$110,662, total \$1,106,625] 2. One (1) Member Services Manager [12-months Base Salary \$139,000, w/ Benefits \$204,679] 3. One (1) Benefits Analyst [12-months Base Salary \$107,000, w/ Benefits \$181,119]



1 D. FINANCE

Add one (1) Back-fill Finance Manager position to the Finance Department. [12-months Base Salary \$145,600, w/ Benefits \$225,622]



1 E. INFORMATION TECHNOLOGY

Add one (1) Extra Help Technical Intern position to the IT Department. [12-months Base Salary \$20,160, w/ Benefits \$21,076]



Recommendations

2 A. APPROVE THE CREATION OF THE FOLLOWING CAREER LADDERS (NO CHANGE TO HEADCOUNT)



Two (2) Office Specialists to two (2) Staff Assistants



Information Security Manager to Sr. Information Security Manager

3 A. DROP FOUR (4) EXTRA HELP POSITIONS IN THE MEMBER SERVICES DEPARTMENT

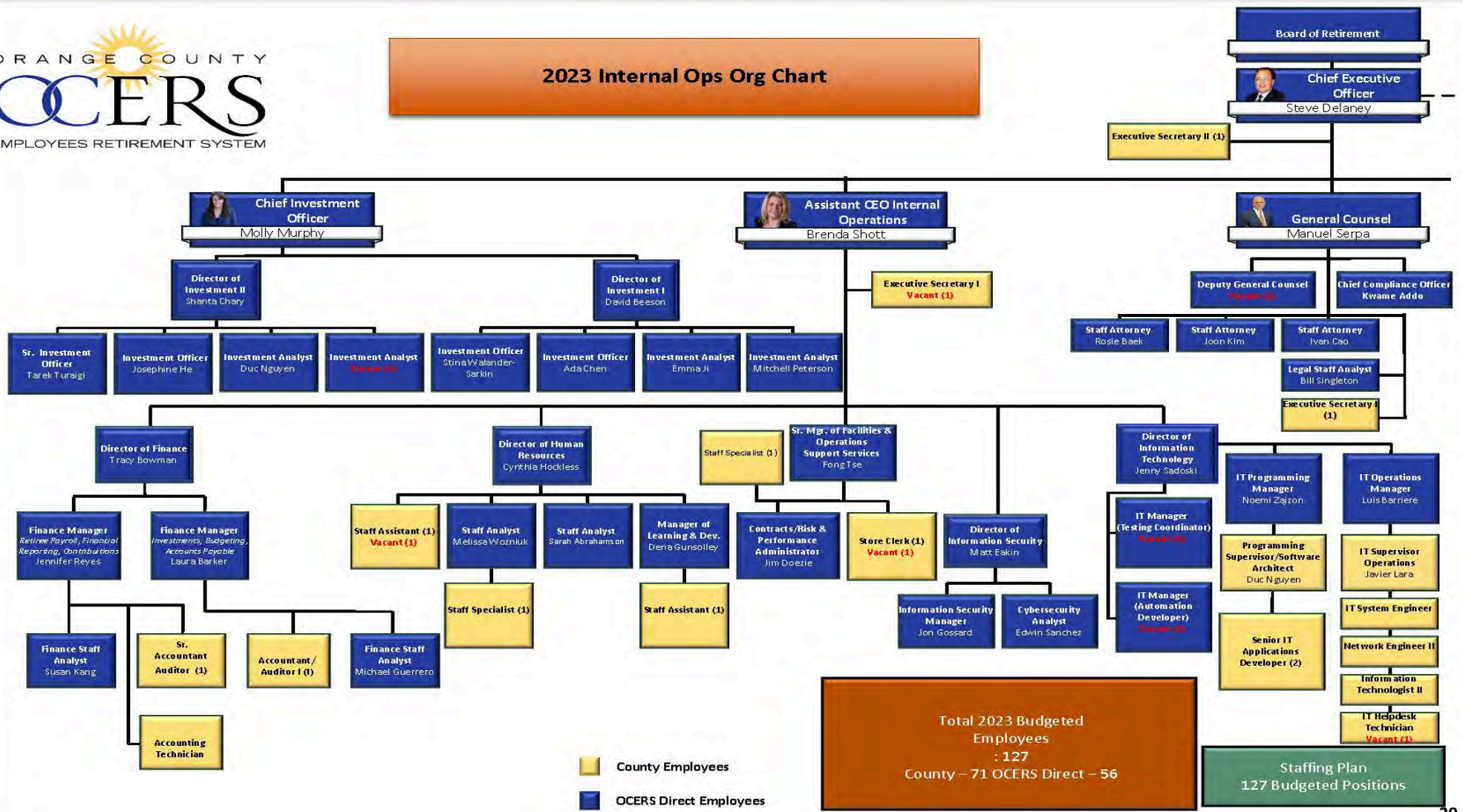


\$166,000 12-month annual base salary cost difference

19 NEW POSITIONS, THE CREATION OF 3 CAREER LADDERS AND 4 DROPS OF A POSITION AT AN ESTIMATED ANNUAL COST OF \$2,582,820



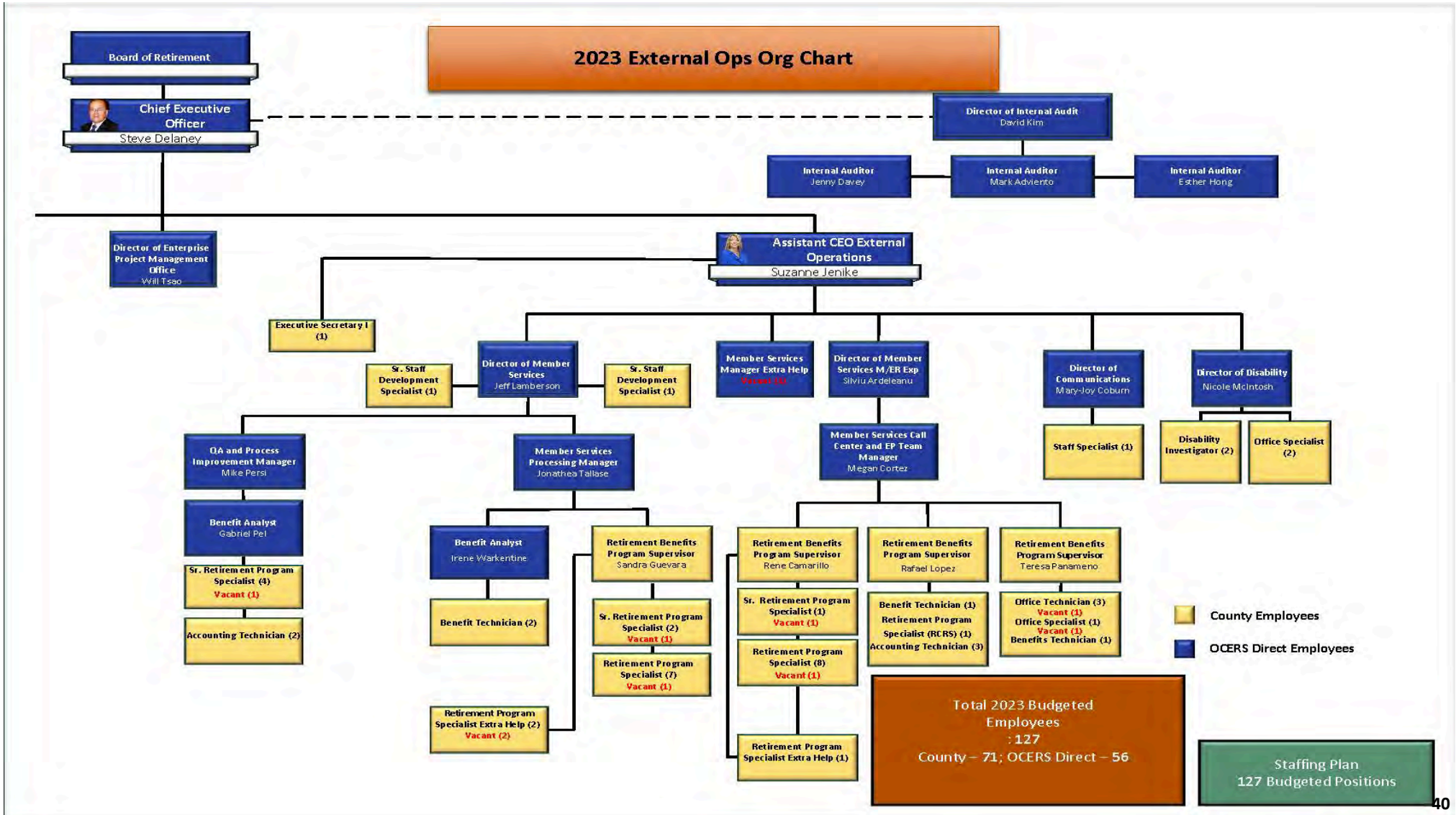
2023 Internal Ops Org Chart

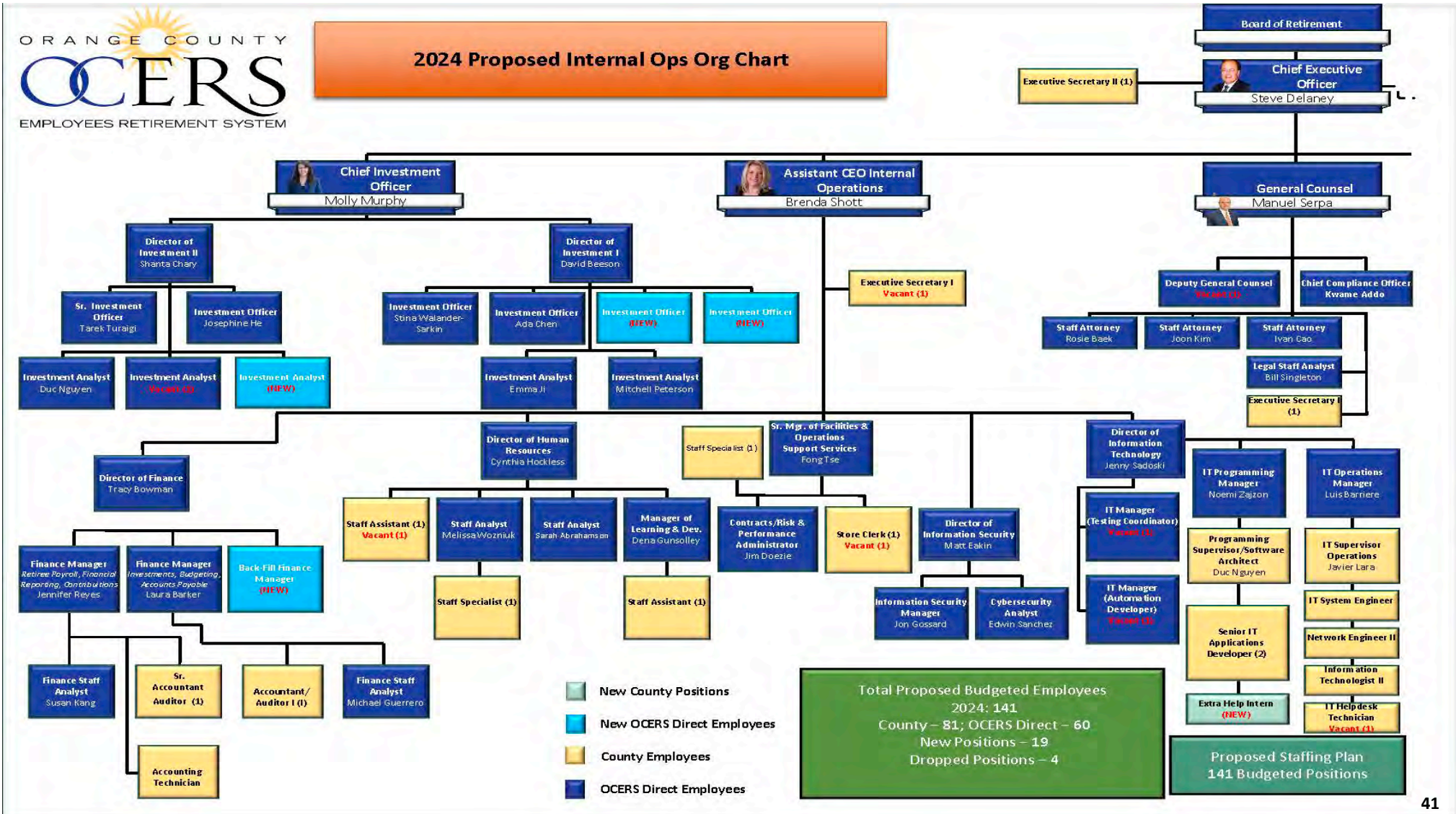


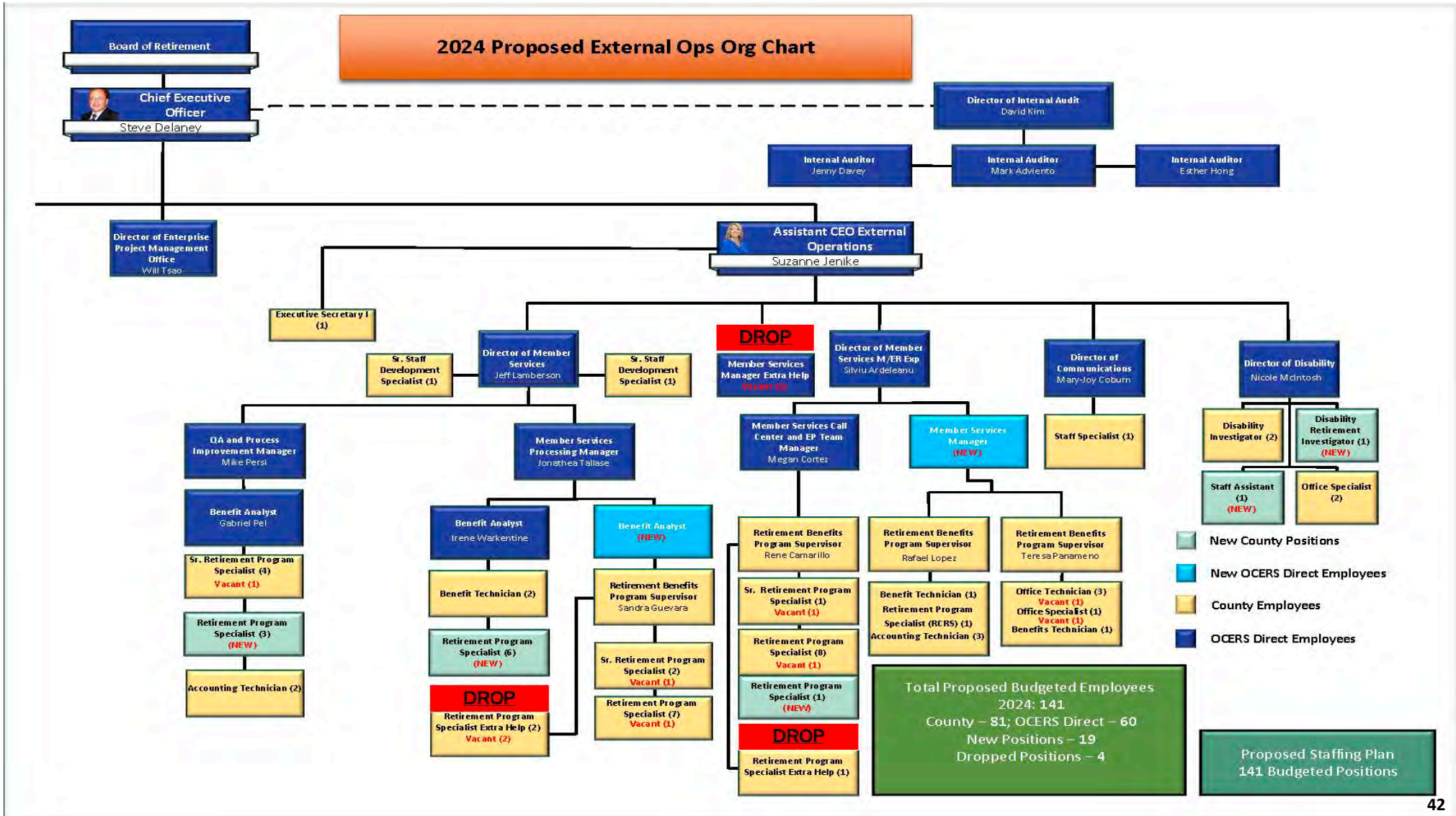
County Employees
 OCERS Direct Employees

Total 2023 Budgeted Employees : 127
 County - 71 OCERS Direct - 56

Staffing Plan
 127 Budgeted Positions









Memorandum

DATE: October 26, 2023
TO: Steve Delaney, Chief Executive Officer
FROM: Molly A. Murphy, CFA, Chief Investment Officer
SUBJECT: **2024 STAFFING PLAN - REQUEST FOR NEW INVESTMENTS POSITIONS**

Background

As OCERS has expanded into more private markets strategies and added co-investments, the Investments team workload has increased dramatically. As a result, a request to add three new Investments Division positions is essential to ensure that investment processes continue with the highest quality and efficiency.

These positions, one Investment Analyst and two Investment Officers, are consistent with the Investments Division 10-year staffing plan. Additionally, the positions request aligns with current AUM and future AUM growth of plan assets.

Annual Cost Impact

Assuming the positions are filled at the midpoint of OCERS' applicable salary ranges, the annual cost (salary plus benefits) is \$729,663. While we expect to fill the Investment Analyst position promptly, it will take more time to source and fill the Investment Officers positions. The goal will be to have the Investment Analyst in the role for the entire year of 2024, but the Investment Officer positions will likely be filled closer to mid-year (or later), thus a prorated amount of the annual salary would be required during budget year 2024.

The position level budget details, salary plus a 57% benefit load, are as follows:

Investment Analyst = \$160,895

Investment Officer (x2) = \$284,384

Submitted by:



MAM - approved
Molly A. Murphy, CFA
Chief Investment Officer



2023 Investments Organization Chart

Current Investments Org Chart

Total Budgeted Investments Employees
(as of August 25, 2023): 11
County – 0; OCERS Direct – 11
Vacancy: 1

- OCERS Direct Employees
- County Employees

Chief Investment Officer
Molly Murphy

Director of Investments
Shanta Chary

Director of Investments
David Beeson

Sr. Investment Officer Tarek Turaigi	Investment Officer Junyun He	Investment Analyst Duc Nguyen	Investment Analyst Vacant (1)
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Investment Officer Stina Walander-Sarkin	Investment Officer Ada Chen	Investment Analyst Emma Ji	Investment Analyst Mitchell Peterson
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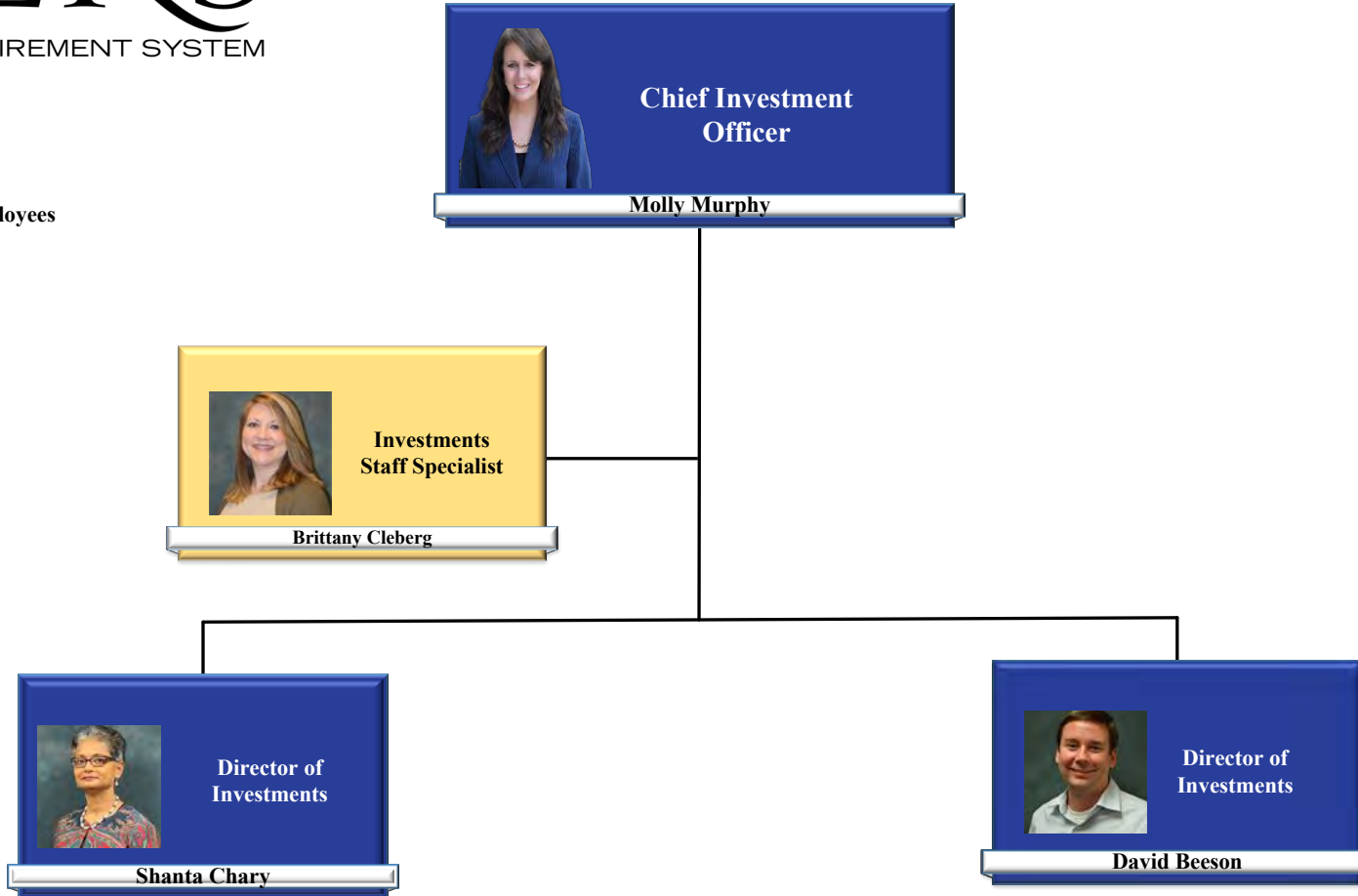


2023 Investments Organization Chart

Org Chart
Effective 12/30/2022

 OCERS Direct Employees

 County Employees





2023 Investments Organization Chart

Org Chart
Effective 12/30/2022

 OCERS Direct Employees

 County Employees



Chief Investment Officer
Delegated authority
General oversight

Molly Murphy



Director of Investments
Head of Private Markets
Private Equity Lead
PE: US Markets Lead
Backstop Lead

David Beeson



Investment Officer
Real Assets Lead
PE: European Markets Lead

Stina Walander-Sarkin



Investment Officer
Real Estate Lead
PE: Asia Markets & FOFs Lead

Ada Chen



Investment Analyst
PE Coverage
Real Assets Coverage
Backstop Support

Emma Ji





Investment Analyst
PE Coverage
Real Estate Coverage

Mitchell Peterson



2023 Investments Organization Chart

Org Chart
Effective 12/30/2022

-  OCERS Direct Employees
-  County Employees



Chief Investment Officer
Delegated Authority
General oversight

Molly Murphy



Director of Investments
Head of Public Markets
RMS Lead
State Street Liaison
Proxy Voting Lead

Shanta Chary



Investment Analyst
RMS Coverage
Public Equity Coverage
Caissa Support

Duc Nguyen



Sr. Investment Officer
Income Strategies Lead
PE: Special Situations Lead
Caissa Lead

Tarek Turaigi



Investment Officer
Public Equity Lead
Cash Overlay Lead

Vacant (1)



Investment Analyst
Income Strategies Coverage
PE: Special Situations Coverage

Ryan Durr



2024 Proposed Investments Organization Chart

Proposed Org Chart Effective 2024

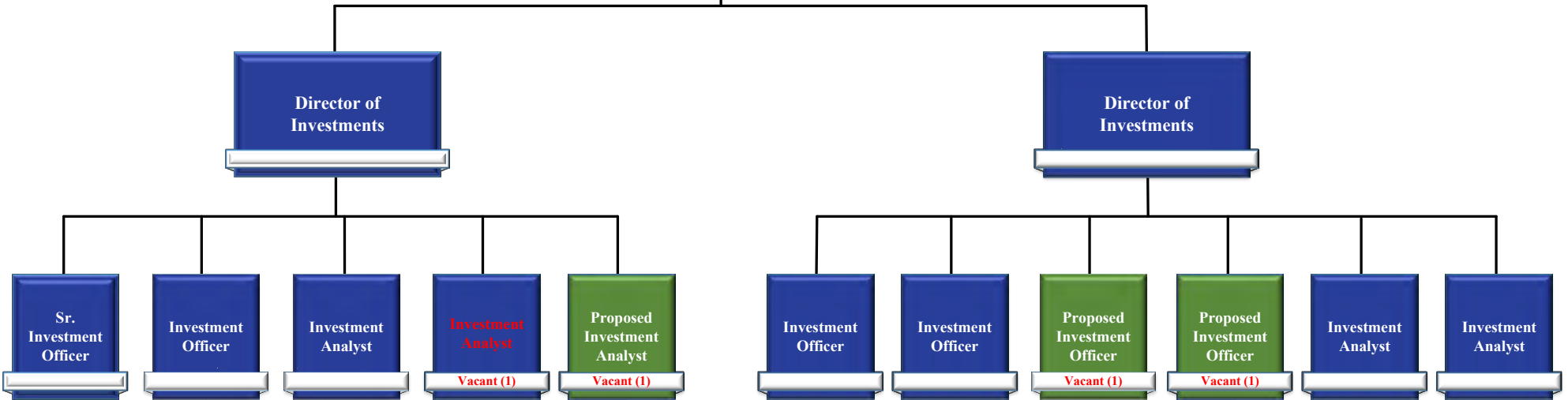
Total Budgeted Investments Employees (as of August 25, 2023): 11
 OCERS Direct – 11
 Vacancy: 1

Total Proposed Budgeted Investments Employees (effective 2024): 14
 OCERS Direct – 14
 Vacancies: 4

- OCERS Direct Employees
- OCERS Direct Employee - Proposed

Chief Investment Officer

Molly Murphy





Memorandum

DATE: October 13, 2023
TO: Steve Delaney, Chief Executive Officer
FROM: Nicole McIntosh, Director of Disability
SUBJECT: **2024 STAFFING PLAN - REQUEST FOR TWO ADDITIONAL POSITIONS; AND TWO CAREER LADDER POSITIONS IN THE DISABILITY DEPARTMENT**

Request

The Disability Department requests the addition of the following positions:

1. **(1) Disability Retirement Investigator**- Existing county position, would add to headcount.
 1. Estimated Hiring Salary- \$72,000.00
 2. Anticipated Start Date- January 2024
2. **(1) Staff Assistant** – Existing county position, would add to headcount.
 1. Estimated Hiring Salary- \$64,000.00
 2. Anticipated Start Date- January 2024
3. **(2) Staff Assistants**- County position, career ladder.
 1. Estimated Hiring Salary- \$64,000.00

Background/Discussion

Request for Additional Staff:

Currently, our disability department consists of four dedicated employees organized into two teams. Each of these teams is composed of one disability retirement investigator and one office specialist, collectively responsible for processing applications with unwavering diligence.

Our application processing workflow is an intricate and comprehensive one. It begins with the acceptance and intake of applications, followed by the demanding task of collecting all relevant medical and personnel documentation. In many instances, these records extend to thousands of pages, necessitating extensive efforts to ensure completeness. The process continues with a meticulous review of the amassed documentation, aiming to assess whether the applicant qualifies for benefits in accordance with the CERL.

Upon completion of this evaluation, a recommendation is made to the OCERS CEO and Board of Retirement, further underlining the gravity of our responsibility in ensuring the highest standards of accuracy, thoroughness, and adherence to the law.

Given the escalating demand for our services and the complexity of the tasks involved, I am hereby requesting the establishment of an additional team within our disability department. You will note that I am requesting a staff

assistant rather than an additional office specialist; the reasons for this are detailed in the second portion of this memorandum.

1. **Increasing Workload:** Over the past five years, we have experienced a more than 30% increase in disability retirement applications, largely due to the growth in OCERS’ membership, and this trend is expected to continue. As our membership increases, so does the filing of applications. While the number of applications has increased, our staff to evaluate applications has not kept pace with this growth. This increase in demand for our services has stretched our current manpower to its limits and has highlighted the pressing need for more resources to maintain the quality and efficiency of our work. The workload has reached a level where our current team cannot effectively manage the influx of applications while maintaining our high standards of evaluation.

Year	Cases Processed
2018	82
2022	113
2023 (To Date)	117

2. **Benefits of Additional Staff:**

- **Thorough Review:** Having additional staff to evaluate applications will enable us to conduct more thorough and comprehensive reviews of each case. This will result in better decision-making and an enhanced ability to identify and address any potential risks or inconsistencies.
- **Faster Processing:** With more hands on deck, we can significantly expedite the processing of applications, reducing the waiting time for our clients. This will improve our reputation and client satisfaction.
- **Effective Intake:** Additional staff will help streamline the intake process, ensuring that all applications are handled promptly and with the attention they deserve.
- **Reduced Risk of Errors:** The current workload has placed our team under tremendous time constraints, increasing the likelihood of errors. Additional staff will reduce the pressure and the risk of costly mistakes.

3. **Cost Efficiency and New Review Process:**

- While it may seem counterintuitive to request more staff in light of budget constraints, the truth is that costs will be reduced in the long run. Thoroughly reviewed cases are less likely to result in costly errors or delays, saving both time and resources.
- The pressure to meet tight deadlines currently forces our team to cut corners at times, which can lead to costly rework. Additional staff will eliminate the need to rush through evaluations, thus reducing the overall cost associated with errors.
- Our department has recently implemented a new review process that has added to our workload but is vital to the quality of our evaluation process. This process ensures thorough intake, a complete and comprehensive medical record, and comprehensive review and analysis of applications and accompanying records, which can often number in the thousands.

- This new process enhances cost efficiency by allowing us to streamline cases that do not require review by an Independent Medical Examiner (IME). By identifying cases that can be efficiently processed without IME involvement, we reduce costs associated with additional external evaluations.
- Furthermore, this process significantly lowers the risk of having to obtain multiple repeat IME reports on a single case, which can be costly and time-consuming.

Request for Career Ladder Positions:

The Current Situation:

Currently, our department has two highly experienced and dedicated office specialists who have been serving as county employees for several years. They have consistently demonstrated their commitment and competence in their roles. However, they have reached their pay maximums according to county guidelines, which has resulted in them not receiving any merit increases for a considerable period. This has created a potential morale issue, as their workload and responsibilities have increased without corresponding financial recognition.

The Need for Staff Assistant Positions:

Incentive To Excel. To address these concerns and provide a clear incentive for our office specialists to excel, I propose the approval of two staff assistant career ladder positions within our department. These positions will come with higher pay scales and represent a significant opportunity for our office specialists to advance in their careers. However, it is important to clarify that these staff assistant positions will remain unfilled unless and until our office specialists demonstrate their readiness and worthiness for promotion.

Improve Customer Service. The proposed solution also addresses OCERS' continuing goal of excellent customer service. Currently, our office specialists are not trained to conduct consultations or answer high-level questions on the spot when members walk in without an appointment. These do not fall within the job duties of an office specialist. This can lead to frustrating wait times for members as they must wait for a trained employee to contact them later. The staff assistant positions will come with increased responsibilities and additional training, enabling them to conduct consultations and provide immediate assistance with high-level questions. This will significantly enhance our customer service, ensuring that members receive prompt and high-quality support during their visits.

The Office Specialists are Currently Performing Staff Assistant Duties:

The role of our office specialists has evolved significantly in recent years, necessitating the inclusion of new responsibilities and duties. Their current duties go beyond providing secretarial and office support. They handle critical tasks, such as intake of applications and meticulous verification of their completeness. Moreover, their expertise extends to obtaining and scrutinizing medical records, ensuring that only pertinent documents are included and forwarded to the disability retirement investigators and the IMEs. They have to have a keen eye for identifying and rectifying discrepancies in template letters. Notably, they serve as the initial point of interaction for employers and members in case of issues, effectively facilitating swift resolutions, showcasing their valuable role as the forefront ambassadors of the organization.

The Staff Assistant Position Will Have Additional Duties and Increased Responsibilities:

The duties of the proposed position will go beyond the typically clerical duties of an office specialist. These additional duties will include conducting intake interviews and providing consultations on issues such as benefits classifications, eligibility requirements, and the proper completion of application documents. These expanded duties will require a staff assistant to have a high level understanding of eligibility requirements and the applicable legal standards, to be able to effectively and accurately discuss those matters with employers and members, and to be responsible for critical steps in our evaluation process. This expanded role is vital for our department's ability to provide comprehensive and effective services to our clients and constituents.

Benefits of the Proposed Solution:

- Provides a clear and achievable goal for our existing office specialists, encouraging them to strive for excellence and take on more responsibility.
- Fosters a sense of purpose and motivation among employees, ensuring their ongoing dedication to our department.
- Aligns their compensation more closely with their increased responsibilities, creating a positive impact on morale.
- Enhances overall job satisfaction and work quality.
- Improved customer service.

In light of these compelling reasons, I kindly request your consideration of our request for additional staff and career ladder positions. We believe that this investment of an additional team will not only improve the quality of our services but also lead to long-term cost savings. The career ladder positions, which will remain vacant until our office specialists prove themselves qualified and dedicated, is a crucial step to prevent potential morale problems and continue our goal of excellent customer service. We are committed to continuing to meet the growing needs of our members while ensuring the highest level of service.

Submitted by:



N.M. – APPROVED

Nicole McIntosh
Director of Disability



2023 Disabilities Organization Chart

2023 Org Chart

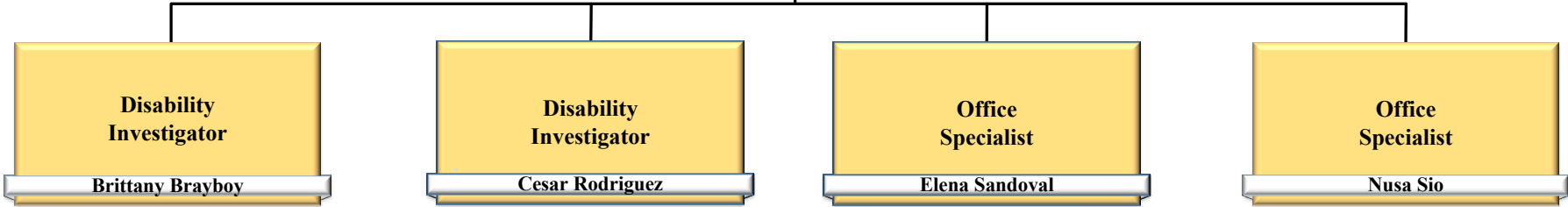
Total Budgeted Disabilities Employees
2023: 5
County – 4; OCERS Direct – 1
Vacancy: 0

Assistant CEO
External Operations
Suzanne Jenike

Director of
Disabilities
Nicole McIntosh

OCERS Direct Employees

County Employees





2024 Proposed Disabilities Organization Chart

Proposed Org Chart 2024

Total Proposed Disabilities Employees 2024: 7
 County – 6; OCERS Direct – 1
Proposed ADD: 2
Proposed Career Ladders: 2
 Vacancies: 2

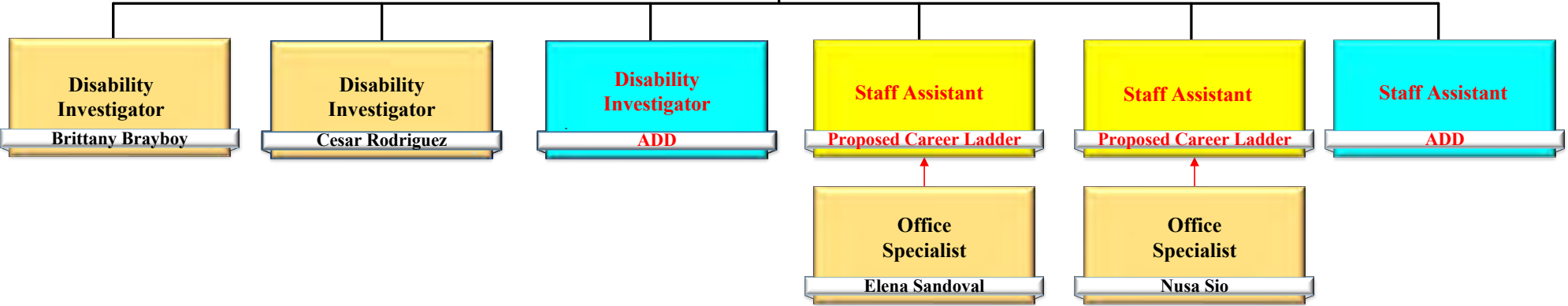
- OCERS Direct Employees
- County Employees
- County Employee – Proposed ADD
- County Employees – Proposed Career Ladder

Assistant CEO
External Operations

Suzanne Jenike

Director of
Disabilities

Nicole McIntosh





Memorandum

DATE: October 12, 2023
TO: Steve Delaney, Chief Executive Officer; Suzanne Jenike, Asst CEO Ext. Operations
FROM: Jeff Lamberson, Director of Member Services
SUBJECT: **2024 STAFFING PLAN REQUEST – RETIREMENT OPERATIONS AND QUALITY ASSURANCE/PROCESS IMPROVEMENT TEAMS**

Request

1. Add a total of (10) new positions to the Retirement Operations and Quality Assurance and Process Improvement teams.
 - a. Add 1 Benefit Analyst (Retirement Operations Processing)
 - b. Add 9 Retirement Program Specialist (RPS) team members (team breakout below)
 - a. (6)-Retirement Operations Processing
 - b. (3)-Quality Assurance and Process Improvement

Background/Discussion

Retirement Operations and Quality Assurance and Process Improvement:

The Retirement Operations and Quality Assurance and Process Improvement teams have five very large initiatives to work through in 2024 that will require a sizable staffing allocation to ensure we meet our aggressive goals. While we are working on implementing automation and applying resources to the Vision2030 goal, we also need to ramp up staffing for several other projects as listed below:

1. The first and most important is our work to continue to meet our 100% Accuracy goal to eliminate errors from the retirement process. One of our big initiatives for the Retirement Operations team 100% Accuracy project for 2024 is to move the Initial Estimate for Retirements from the Member Call Center team to the Retirement Operations team. As part of this initiative, it is our intention to provide all retiring members with a complete benefit estimate. This change requires staffing to perform the full calculations for estimates prior to a members retirement date. This will address the concern about full estimates for members as discussed at Strategic Planning in September.
 2. The second, the continued implementation of our RPA solutions to automate processes within our Member Services division. Implementations of RPA solutions require an initial large increase in workload for our management team as well as staff in Quality Assurance and Process Improvement team to test and process transactions multiple times to ensure the automation works before they are implemented into production. An example of this is our current RPA that we are working on for our team that has required approximately 200 hours in and are about to start User Acceptance Testing. We have many other process automations that we plan to do in 2024 and onward.
 3. The third, completion of our Master Repository and Procedure documentation project. We have begun this project and anticipate completing this in early 2024. This project will require us to pull our SMEs off production in both departments to assist in the documentation project to ensure we are prepared for our New PAS project. To date without even meeting with the vendor we have approximately 100 hours in to this project.
-



Memorandum

4. The fourth, completion of the Alameda response for our OCERS membership. We anticipate completing this project in 2024. This project requires the Quality Assurance and Process Improvement team to review our contractors work on recalculations on top of the normal monthly retiree payroll quality reviews performed by this team each month.
5. And fifth, a longer-term project will be the preparation of an upgrade to our pension administration system (V3). We will need a strong subject matter expert (SME) team up to speed for implementation of our new system. This requires many hours of training and at least a year of experience to prepare our team members for this level of work. These positions will help backfill our current staff to allow them to work on the PAS replacement project while supporting production with the new positions.

The staff additions requested above will be crucial to the success of these projects and implementation of our improvement goals.

(1) Benefit Analyst (BA) – I would like to support our Retirement Operations team by adding in a Benefit Analyst position.

- This Benefit Analyst would help supervise the technical aspects of running the Retirement Operations estimate generation team which would consist of (6 RPS) and the (2 existing RBT's) in the SCP/Buybacks team in Member Services. This individual would provide a level of organization and processing skills that allow them to break down errors and review processes to determine improvements, training needed and providing team member feedback. This position would allow our current BA in the department to oversee the other (8 existing RPS) on the payroll processing team with a supporting supervisor to focus on personnel supervision and feedback.

Based on the current figures, hiring a Benefit Analyst at the mid-range totals \$181,119 (salary of \$107,000 + fringe of \$74,119). Expected salary range: \$87,281 to \$127,340 (we are assuming direct salary ranges move by the current ECI rate of 4.6%).

(6) Retirement Program Specialist (RPS) - We are requesting to increase our staffing for the Retirement Operations Processing team.

- This request is to increase our Retirement Processing team by **6 RPS team** members to migrate the estimate process from our Customer Service Call Center (RPS team) to our Retirement Processing team. With this move, we will also work towards the ability to process estimates with the additions of Holiday Comp and Vacation time for members that have filed for retirement. This addition to staff is critical to support the members getting full accurate benefit estimates as well as to support the increased workloads to complete the list of projects for our department as listed on the first page.

(3) Retirement Program Specialist (RPS) - We are requesting to increase our staffing for the Quality Assurance and Process Improvement team.

- The **3 RPS positions** for this team would account for additional transactions to be audited within the team. Currently Service Credit Purchases (SCP/buy backs) are audited by Accounting Technicians that focus only on SCP auditing. We plan on adding three RPS representatives to the QA team to have them work on audits for retirement payroll during heavy season and audits of SCP's the remainder of the year (or each month when retirement payroll closes). These team members will also be used to help perform regression testing on the patches or system updates provided by ViTech for our V3 system. It is critical that we grow our system QA team as we prepare PAS implementation project. These team members



Memorandum

will also be used to help test and implement our automation RPA projects that will be developed and implemented in 2024 with Roboyo.

Based on current figures, a fully loaded RPS hired at the mid-range totals \$110,662 (salary of \$66,296 and fringe of \$44,366). Expected salary range based on 3.5% increase for County employees: \$55,520 to \$74,335. There will also be a mid-year raise of 4.25% effective June 28, 2024 per County MOU.

Submitted by:

Jeff Lamberson

Director Member Services

Retirement Operations and Quality Assurance Teams



Memorandum

DATE: October 5, 2023
TO: Steve Delaney, Chief Executive Officer; Suzanne Jenike, Asst CEO Ext. Operations
FROM: Silviu Ardeleanu, Director of Member Services
SUBJECT: 2024 STAFFING PLAN - REQUEST FOR MEMBER AND EMPLOYER RELATIONS

Request

1. Add a total of (2) new positions to the Member and Employer Relations (MER) section.
 - a. Add 1 Member Services Manager (Employer Payroll and Support Services)
 - b. Add 1 RPS (Customer Service Call Center)

Background/Discussion

Member and Employer Relations Section:

The Member and Employer Relations section has four large initiatives to work through in 2024, listed below. The three impacted teams, Customer Service Call Center, Employer Payroll, and Support Services, have a large and varied volume of tasks we are responsible for. Being able to focus on the day-to-day work and anticipating and preparing for the significant upcoming initiatives impacting the MER section and OCERS overall, I am requesting to add two positions.

1. Working to continue to meet OCERS' 100% Accuracy goal, the Initial Estimate for Retirements process will move to the Member Retirement Operations Processing Team. This process currently in use calls for the Customer Service RPSs to answer the majority of the Call Center calls coming in, engage with all retiring members to obtain necessary documentation, counsel members on retirement options, and then create an estimate for members prior to their retirement. Moving the estimate creation process will allow current Call Center to become a more traditional Call Center focusing on timely and accurate communication with members and participating employers without the need to rely on extra-help or temp-help staff. In addition to answering the large volume of member and employer calls, the unit will be providing initial consultation and gathering necessary retirement-related documentation for newly retiring members and will be responsible for providing pre-retirement and new employee seminars.
2. The second initiative is completion of the Master Repository and Procedure documentation project. This project will require various Subject Matter Experts (SMEs) to participate in the review, update, and creation of procedures impacting the three MER teams: Customer Service Call Center, Employer Payroll, and Support Services. The Employer Payroll and Support Services teams especially are impacted due to the wide variety of tasks performed and the applicable procedures and the time and knowledge necessary to complete the documentation project and continued need to maintain and create new procedures as needed.
3. The third initiative is the continued implementation of a Robotic Processing Automation (RPA) solution to automate processes within the Member Services Division. Implementation requires an initial increase in workload to create a documented process for the vendor to follow, User Acceptance Testing (UAT), implementation, and continued review of the process being automated.



Memorandum

4. The third large initiative is the preparation for the replacement of V3, the current Pension Administration System (PAS). This will call for review and correction of existing data included in V3 in anticipation of the data being moved to a new PAS. In addition, requirements for the replacement PAS will need to be developed, to ensure the PAS will have more current functionality and integration with other systems. The replacement PAS will also have a user acceptance testing time period, to allow OCERS staff to properly vet the system and ensure it's working as intended. This will require close oversight and tracking of progress, SME-focused support to ensure the data transferred is accurate, and staff will be able to focus on learning and using the new system once it has been implemented.

The staff additions requested above will be important to ongoing operations and future goal implementation.

(1) Member Services Manager (MSM) - I would like to request this position to support the Employer Relations and Support Services Teams. **The current manager will focus on the Customer Service Call Center.**

- Currently, there is only one Member Services Manager in the Member & Employer Relations Section. The manager, formerly assigned to the Disability Department, is gaining on the job training and increasing her knowledge in regards to the various duties and responsibilities that are part of the Member and Employer Relations Section. The manager oversees three teams consisting of 22 staff members, all with varied duties and responsibilities assigned to them. An additional manager will provide more focused support to the staff and varied duties currently under one MSM and assist with division level projects and initiatives.

Based on current figures, a fully loaded Member Services Manager hired at the mid-range totals \$204,679 (salary of \$139,000 and fringe benefits of \$65,679) for a year.

(1) Retirement Plan Specialist (RPS) – I am requesting to increase our staffing for the Customer Service Call Center team.

- Anticipating a continued high volume of calls, outreach pre-retirement and new-hire seminars, retiring member one-on-one counselling sessions, and daily drop-in members, I am requesting an additional RPS to assist in the Call Center. In 2022 and early 2023, the volume of calls necessitated using temp help staff, and one extra help staff member, to assist with the high volume of calls as well as the retirement applications submitted. By adding one RPS to the call center, and transferring the retirement estimate process to the Processing Team, I anticipate having sufficient staffing to meet the demands of the Call Center team.

Based on current figures, a fully loaded RPS hired at the mid-range totals \$110,662 (salary of \$66,296 and fringe of \$44,366). Expected salary range based on 3.5% increase for County employees: \$55,520 to \$74,335. There will also be a mid-year raise of 4.25% effective June 28, 2024 per County MOU.

Submitted by:

Silviu Ardeleanu
 Director of Member Services
 Retirement Operations and Quality Assurance Teams



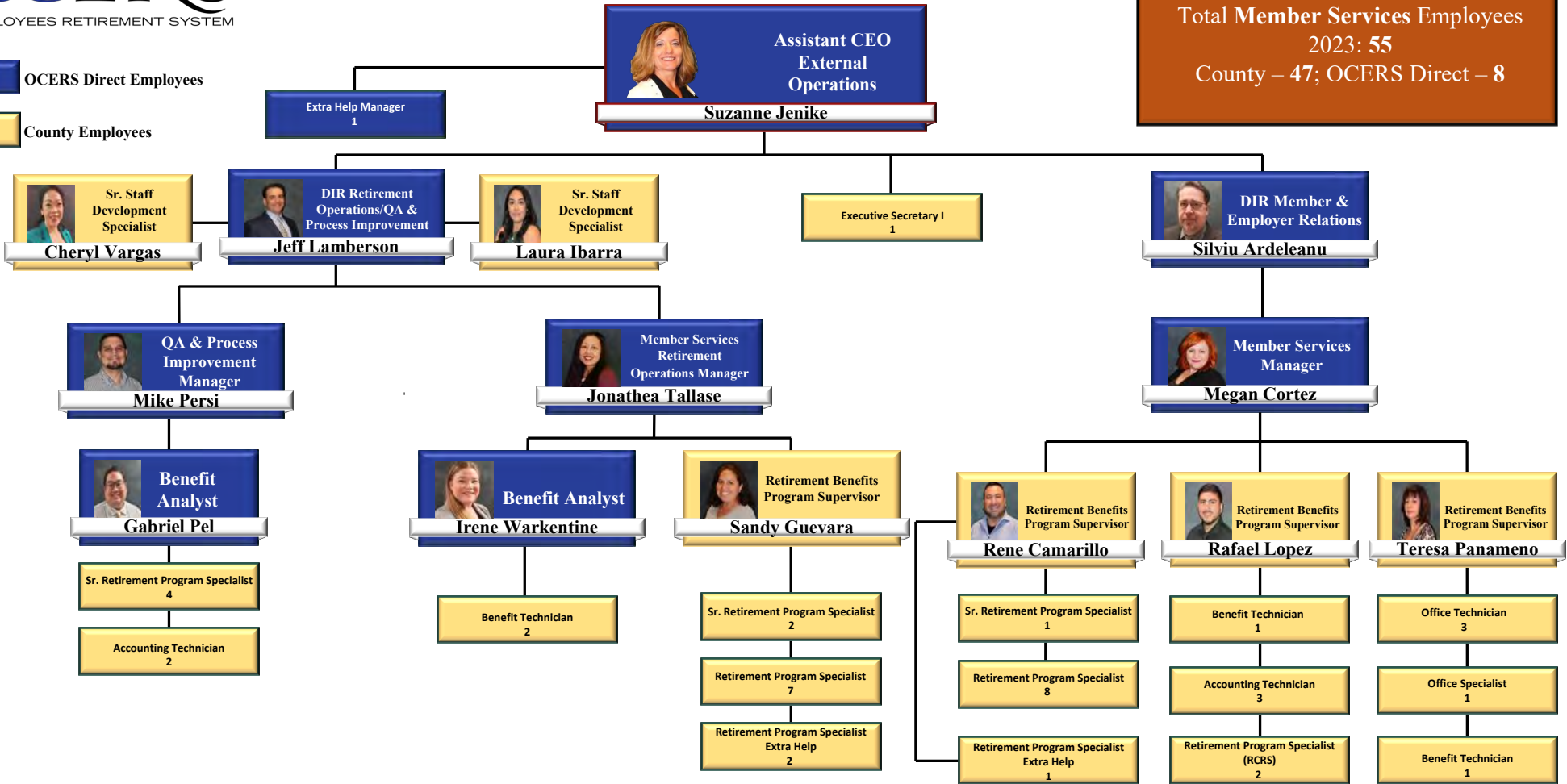
2023 Member Services Organization Chart

**Current Org Chart
2023**

**Total Member Services Employees
2023: 55
County – 47; OCERS Direct – 8**

OCERS Direct Employees

County Employees





2024 Member Services Proposed Organization Chart

Proposed Org Chart 2024

Total Proposed Member Services Employees:
ADD: 10 RPS
 1 Member Services Manager
 1 Benefit Analyst
DROP: 4
 Total Department Proposed Headcount: **63**

OCERS Direct Employees

County Employees

DROP
 Extra Help Manager
 1

Assistant CEO
 External Operations
Suzanne Jenike

Sr. Staff Development Specialist
Cheryl Vargas

DIR Retirement Operations/QA & Process Improvement
Jeff Lamberson

Sr. Staff Development Specialist
Laura Ibarra

Executive Secretary I
 1

DIR Member & Employer Relations
Silviu Ardeleanu

QA & Process Improvement Manager
Mike Persi

Member Services Retirement Operations Manager
Jonatheia Tallase

Member Services Manager
Megan Cortez

ADD
 Member Services Manager
New (1)

Benefit Analyst
Gabriel Pel

Benefit Analyst
Irene Warkentine

ADD
 Benefit Analyst
NEW (1)

Retirement Benefits Program Supervisor
Rene Camarillo

Retirement Benefits Program Supervisor
Rafael Lopez

Retirement Benefits Program Supervisor
Teresa Panameno

Sr. Retirement Program Specialist
 4

Benefit Technician
 2

Retirement Benefits Program Supervisor
Sandy Guevara

Sr. Retirement Program Specialist
 1

Benefit Technician
 1

Office Technician
 3

ADD
 Retirement Program Specialist (NEW)
 3

ADD
 Retirement Program Specialist (NEW)
 6

Sr. Retirement Program Specialist
 2

Retirement Program Specialist
 8

Accounting Technician
 3

Office Specialist
 1

Accounting Technician
 2

Retirement Program Specialist
 7

ADD
 Retirement Program Specialist (NEW)
 1

Retirement Program Specialist (RCRS)
 2

Benefit Technician
 1

DROP
 Retirement Program Specialist Extra Help
 2

DROP
 Retirement Program Specialist Extra Help
 1



Memorandum

DATE: October 10, 2023
TO: Steve Delaney, Chief Executive Officer
FROM: Tracy Bowman, Director of Finance
SUBJECT: **2024 STAFFING PLAN – REQUEST FOR AN ADDITIONAL FINANCE MANAGER**

Background/Discussion

Finance has been proactive in streamlining many of its processes and procedures, as well as utilizing career ladders to retain high performing team members. Over the last several years, this has resulted in Finance reducing staff count and transferring two positions to other departments to assist with their staffing needs; however, to proactively prepare for the implementation of a new Pension Administration System (PAS) and identifying a need for succession planning in the near-term, Finance requests the addition of a Finance Manager as part of the 2024 Staffing Plan. This is the first request for an additional position in the Finance Department in ten years.

PAS Back-Fill

Based on previous experience with the implementation of our current PAS, Finance has identified a need to prepare for the back-fill of positions that will be heavily involved in the planning and testing of the new PAS, including a Finance Manager, Staff Analyst and Senior Accountant Auditor who oversee or process retiree payroll. In order to adequately prepare for the PAS project, Finance would like to hire a new Finance Manager in 2024 as this position will require more training and preparation to learn the job responsibilities that they will be back-filling.

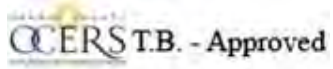
Succession Planning

In addition to back-filling for the PAS project, Finance has identified a need for succession planning. There are currently two management-level team members who are retirement eligible, and an additional Finance Manager will allow a seamless transition in the event of turnover of long-term employees who are considered subject matter experts in various areas of OCERS operations.

Cost Impact

The proposed OCERS Direct Finance Manager has an annual salary range of \$112,125 to \$173,793. This salary range is expected to move in 2024 by ECI of 4.6%, resulting in a revised salary range of \$117,283 to \$181,787. If approved, we anticipate hiring a Finance Manager mid-year in 2024 at the mid-range at a cost of \$72,800, plus fringe of \$40,011, for a total budget impact of \$112,811. The total annual cost would be \$145,600, plus fringe of \$80,022, for a total annual budget impact of \$225,622. This will result in an increase to the current headcount in the Finance Department by one.

Submitted by:



Tracy Bowman
Director of Finance



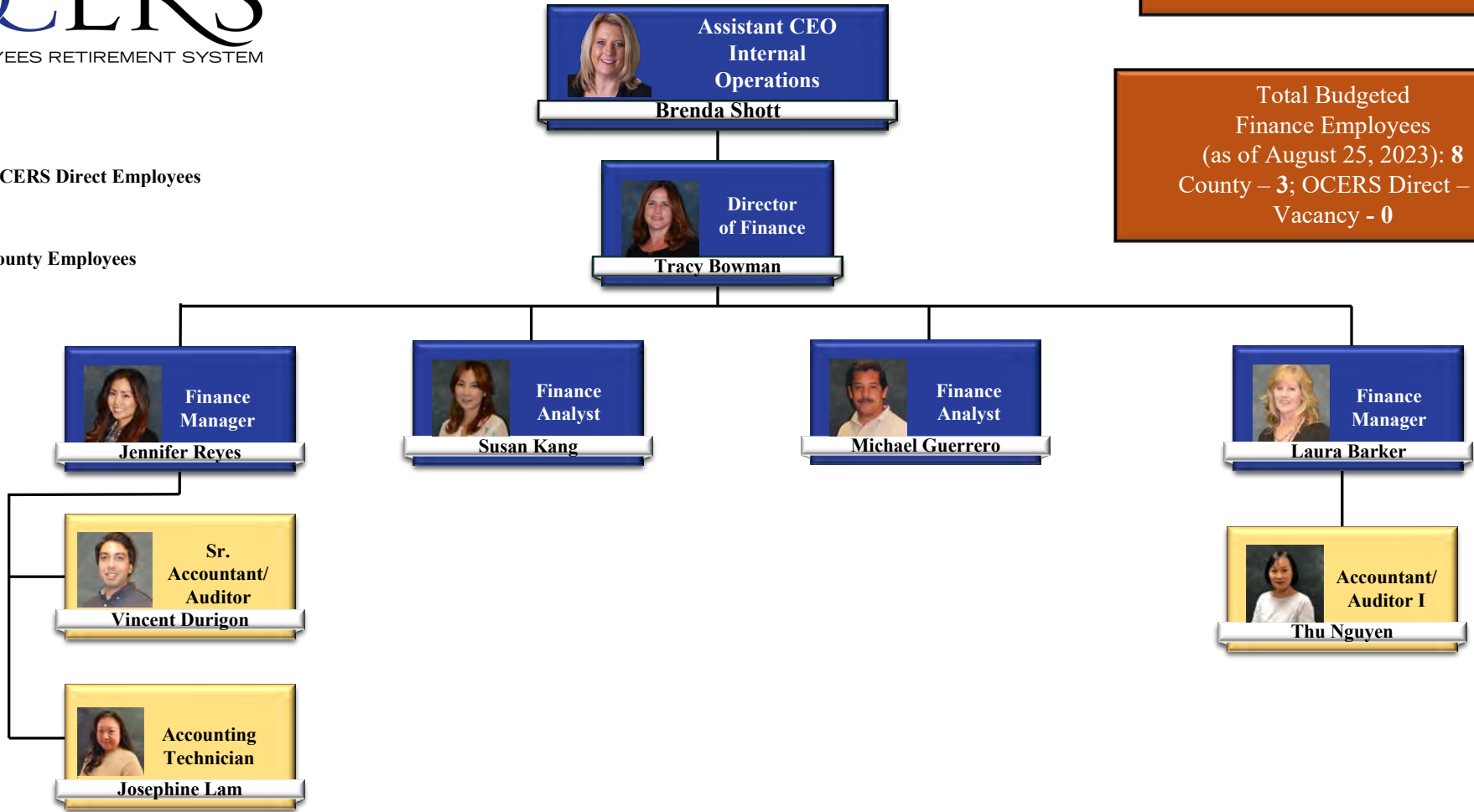
2023 Finance Organization Chart

Current Finance Org Chart

Total Budgeted Finance Employees (as of August 25, 2023): 8
County – 3; OCERS Direct – 5
Vacancy - 0

 OCERS Direct Employees

 County Employees



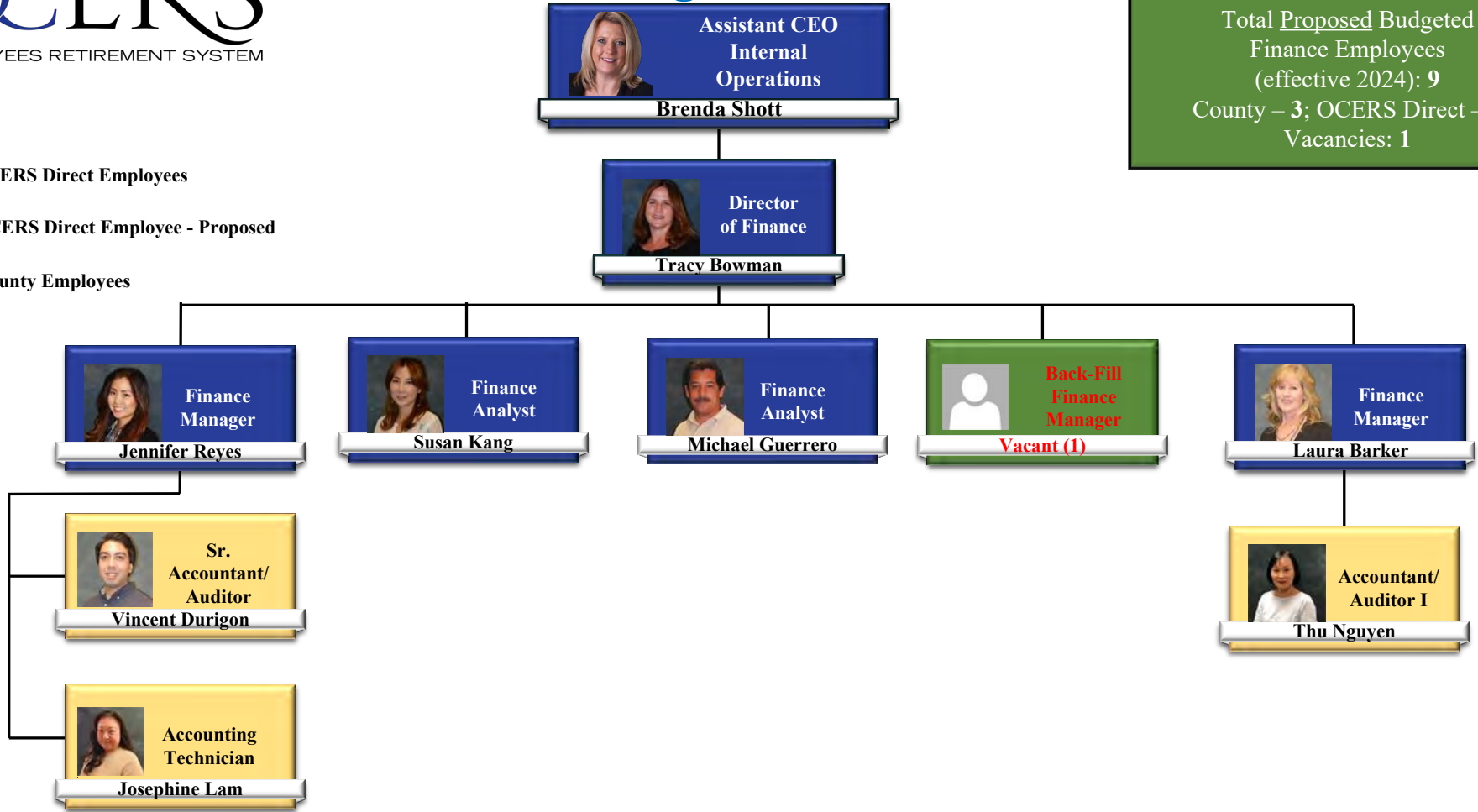


2024 Proposed Finance Organization Chart

Proposed Org Chart Effective 2024

Total Proposed Budgeted Finance Employees (effective 2024): 9
County – 3; OCERS Direct – 6
Vacancies: 1

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





Memorandum

DATE: October 13, 2023
TO: Steve Delaney, Chief Executive Officer
FROM: Jenny Sadoski, Director of Information Technology
SUBJECT: 2024 STAFFING PLAN – REQUEST FOR IT PROGRAMMING INTERN

Recommendation

Approve the addition of one IT Programming Intern in the Information Technology department.

New Position Request:

1. **Working Title:** IT Programming Intern (extra help)
 - a) **Position Type:** Extra Help
 - b) **Additional Headcount** will be created if position approved
 - c) **Existing classification:** Extra Help
 - d) **What new work will be done:** The Intern participate in creating intelligent process automations. This includes evaluating intelligent automation opportunities and proposing their potential use at OCERS, working on the design and implementation of new intelligence automation solutions, coordinating with department team leads on the troubleshooting and remediation of existing automations. Their focus would be on ensuring data integrity in systems and adherence to internal and external standards and quality checks. This position may also provide support with automation modernization by learning, adopting new tools, and technologies that help applications to scale up. The position will work as part of a programming team, communicating progress, technical issue reporting, resolution, and deployment to production of completed code.
 - e) **What work currently isn't being done (or done out of class):** The IT programming intern position will serve as a focused resource for intelligent automation activities, allowing them to continue uninterrupted by daily operational tasks. Interns bring a fresh perspective and often have knowledge of the latest programming languages, tools, and trends. This can lead to innovative solutions and improvements in our existing systems.
 - f) **What growth in workload is anticipated:** As we begin to research, acquire, and design new automation solutions, the implementation of the various supporting technologies and process changes is expected to increase OCERS IT maintenance and development responsibilities. Additional resources will be need for each stage of an initiative to ensure a successful outcome.
 - g) **Is there any savings that will be achieved?** Yes, hiring an intern is a cost-effective approach to addressing our IT needs. Interns are typically paid less than full-time employees, making them a budget-friendly solution for supporting our IT department.
 - h) **Will the position do work that will eliminate current risks?** Having an intern work on researching new solutions gives time for OCERS team to work on everyday tasks and focus on higher priority items. Also, when process automation projects are undertaken by full-time staff or external contractors, the agency may need to commit to long-term contractors or hire permanent employees. If the business needs change, this could lead to



Memorandum

workforce-related risks, such as overstaffing or underutilized talent. Interns can be brought in for specific projects or tasks, providing scalability and adaptability to the agency's needs and gives time for the agency to analyse results.

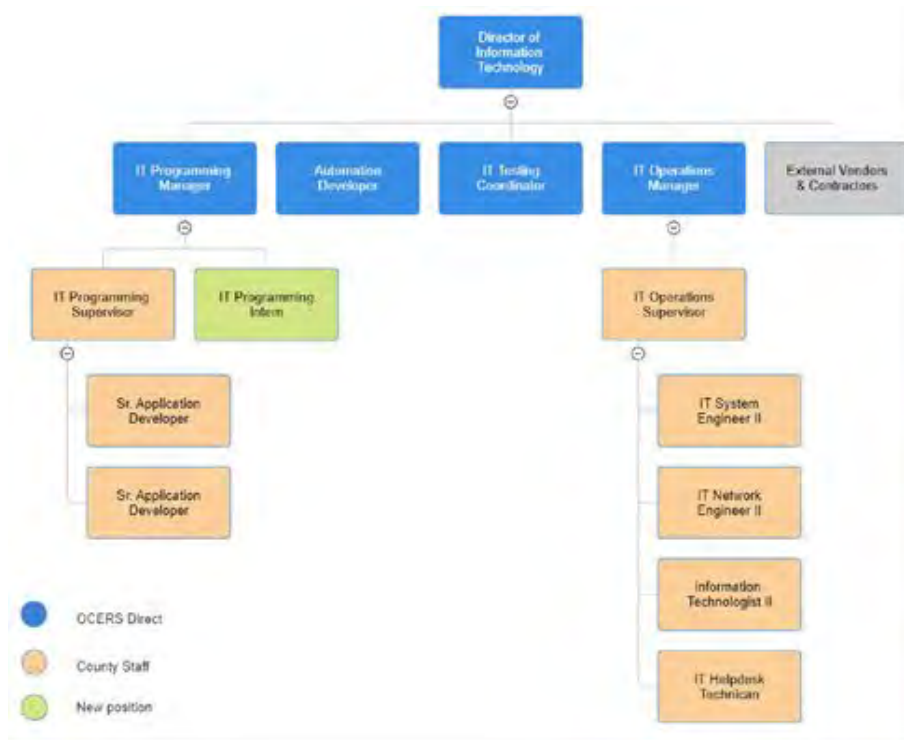
2. **Justification:** Our agency is constantly evolving, and our IT needs are growing in complexity. To stay competitive and innovative, we must ensure that our IT department is well-equipped with the skills and manpower needed to support our operations. Hiring an IT Programming Intern can help us address some of the pressing challenges and opportunities in this regard.

- **Skill Augmentation:** Our IT Programming and Operations teams are stretched thin with ongoing projects and maintenance tasks. An intern can assist our experienced developers in accomplishing more strategic and complex projects and the operational changes needed to implement them.
- **Fresh Perspective:** Interns bring a fresh perspective and often have knowledge of the latest programming languages, tools, and trends. This can lead to innovative solutions and improvements in our existing systems.
- **Cost-Effective:** Hiring an intern is a cost-effective approach to addressing our IT needs. Interns are typically paid less than full-time employees, making them a budget-friendly solution for supporting our IT department.
- **Mentoring Opportunities:** Bringing in an intern provides mentoring opportunities for our senior developers. Mentoring not only helps the intern grow but also enhances the skillset and leadership capabilities of our existing team members.
- **Talent Pipeline:** An internship program can serve as a talent pipeline for future full-time hires. We can identify high-potential candidates during their internship and potentially offer them positions in our agency upon graduation.
- **Increased Productivity:** With additional support from an intern, we can keep up with automation initiatives, leading to increased overall productivity and faster project completion. Interns are often highly motivated and can quickly adapt to new technologies. Their eagerness to learn and prove themselves will enable us to implement process automation solutions in a relatively short timeframe.
- **Diverse Perspectives:** Internships often attract candidates from diverse backgrounds, which can contribute to a more inclusive and innovative work environment.



Memorandum

3. Proposed agency chart:



4. **Estimated hiring salary:** \$21,076 (\$21/hr for 960 hours)

5. **Estimate Hire Date:** Q1 of 2024

Conclusion:

In conclusion, hiring an IT Programming Intern can help reduce risks associated with cost, scalability, knowledge transfer, long-term commitments, innovation, contractor dependence, and external recruitment. While interns may require some initial training and guidance, their presence can ultimately contribute to a more flexible, cost-effective, and resilient workforce, which helps mitigate various agency risks.

I respectfully request your approval for the creation of this intern position and the allocation of resources to support their role within our IT department. Thank you for considering this proposal, and I am happy to provide any additional information or answer any questions you may have regarding this request.

Submitted by:

OCERS J.S. - Approved

Name: Jenny Sadoski

Title: Director of Information Technology

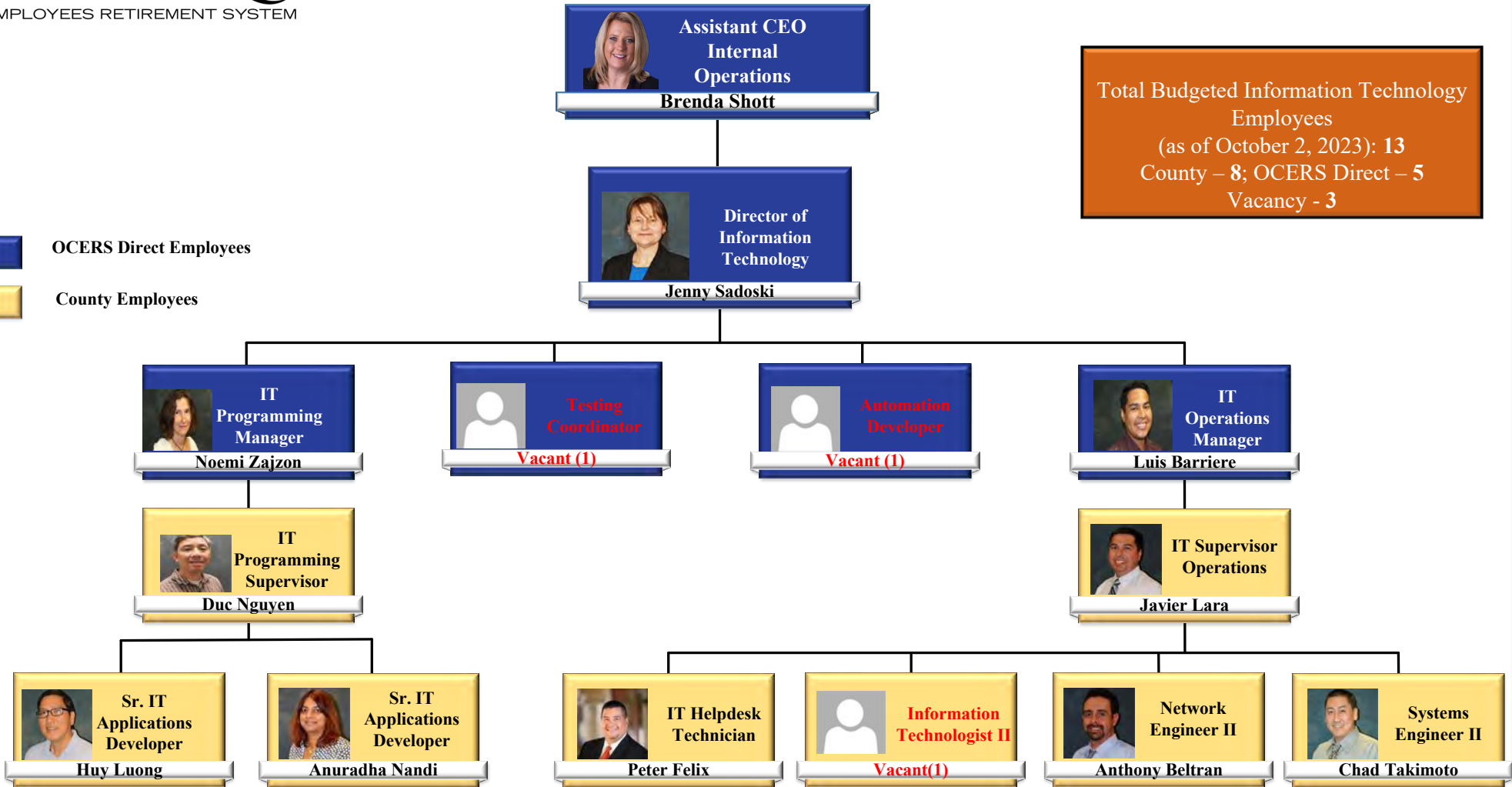


2023 Information Technology Organization Chart

Current Org Chart

Total Budgeted Information Technology Employees
(as of October 2, 2023): 13
County – 8; OCERS Direct – 5
Vacancy - 3

- OCERS Direct Employees
- County Employees



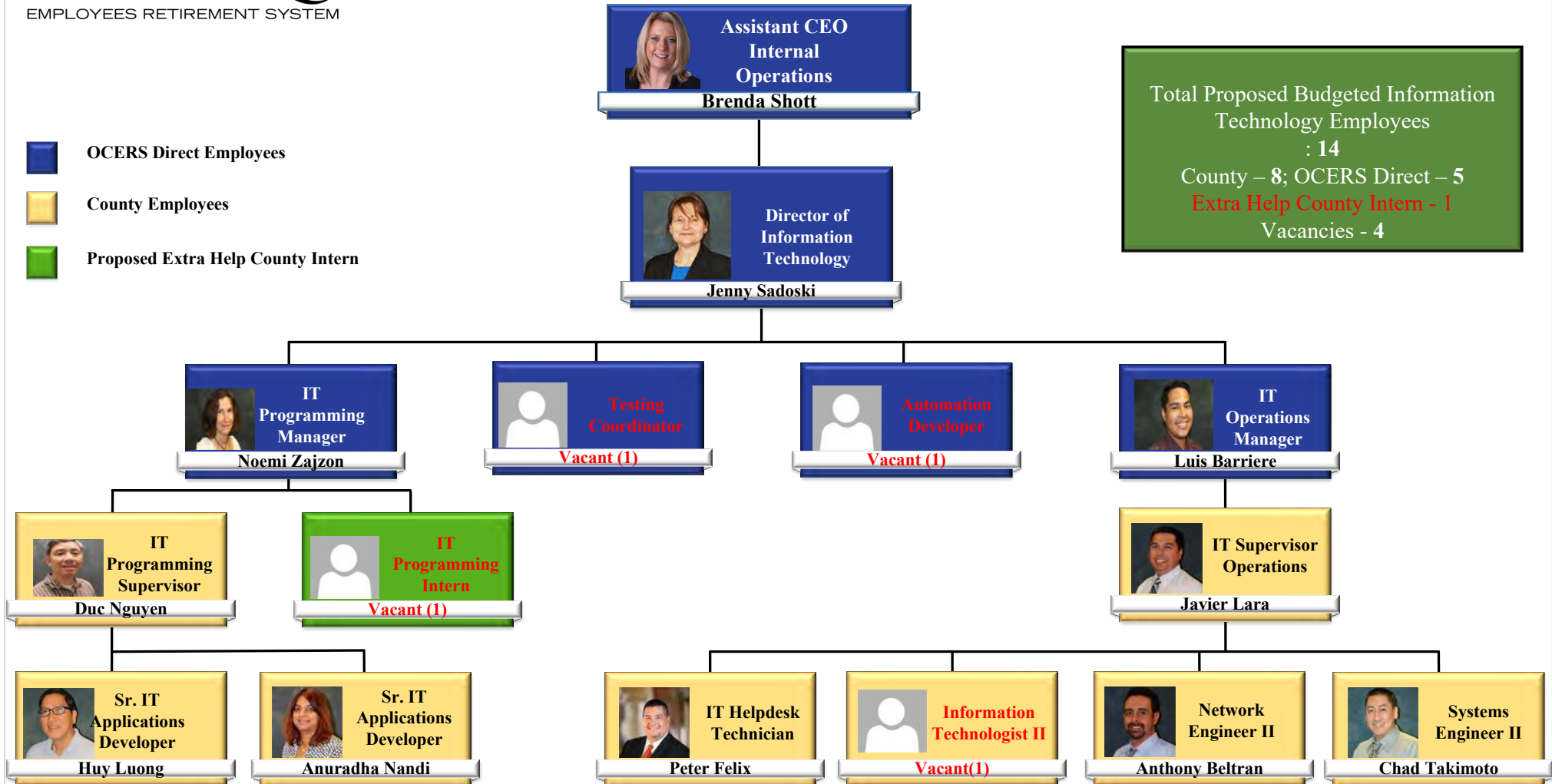


2024 Proposed Information Technology Organization Chart

Proposed Org Chart

Total Proposed Budgeted Information Technology Employees : 14
 County – 8; OCERS Direct – 5
 Extra Help County Intern - 1
 Vacancies - 4

- OCERS Direct Employees
- County Employees
- Proposed Extra Help County Intern





Memorandum

DATE: October 17, 2023
TO: Steve Delaney, CEO
FROM: Matt Eakin, Director of Information Security
SUBJECT: 2024 STAFFING PLAN – SENIOR INFORMATION SECURITY MANAGER

Recommendation

Create a career ladder position to promote the current Information Security Manager to the position of Senior Information Security Manager.

Background/Discussion

Senior Information Security Manager (Career Ladder Position)

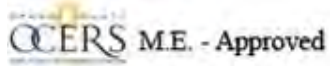
Talent Management is part of the OCERS Strategic Plan with a goal to recruit, retain and inspire a high performing workforce. A strategy that was implemented several years ago was to create career ladder positions that can be utilized as a tool for retention of high performing staff. A career ladder 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 Director of Information Security proposes the creation of a Senior Information Security Manager classification in the Information Security Department as a career ladder for the existing Information Security Manager position. The Information Security Manager position is an OCERS-direct position with an annual salary range of \$112,125 to \$173,793. If approved, the Senior Information Security Manager position would also be an OCERS-direct position with an annual salary range of \$126,079 to \$195,422. The net annual budget impact, assuming a 10% salary increase upon promotion of an Information Security Manager at the top of the Information Security Manager salary range would be \$28,000.

Current Position (existing classification)	Department	Position Type	Career Ladder Position (new/add classification)	Ladder Position Salary Range	2024 Annual Budget Impact (Net)
Information Security Manager	Information Security	OCERS Direct	Senior Information Security Manager	\$126,079 - \$195,422	\$28,000

The proposed organization chart for the Information Security Department is attached.

Submitted by:



Matt Eakin
Director of Information Security

Approved by:

A handwritten signature in black ink, reading "Steve Delaney", enclosed in a rectangular box.



Steve Delaney
Chief Executive Officer



2023 Information Security Organization Chart

Current Org Chart

Total Budgeted Information Security Employees
(as of June 16, 2023): 3
County – 0; OCERS Direct – 3
Vacancy - 0

-  OCERS Direct Employees
-  County Employees



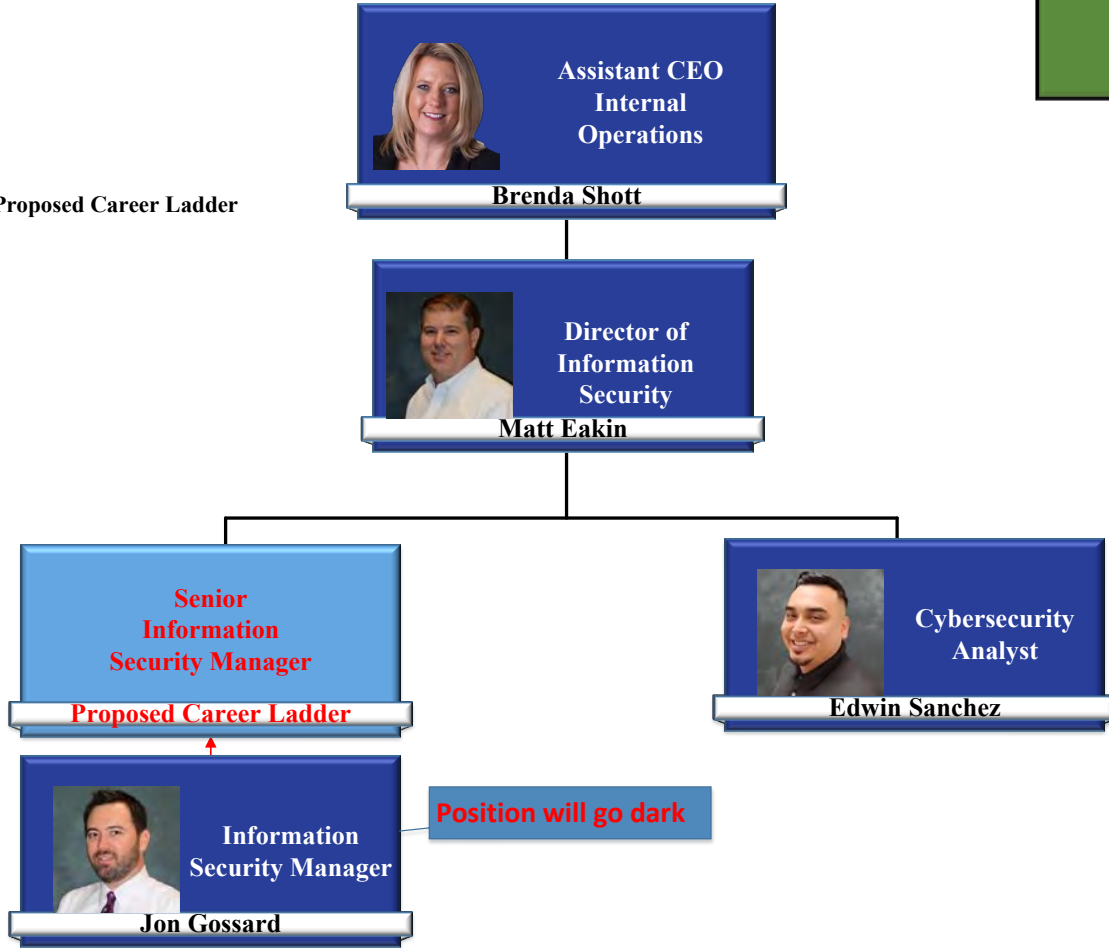


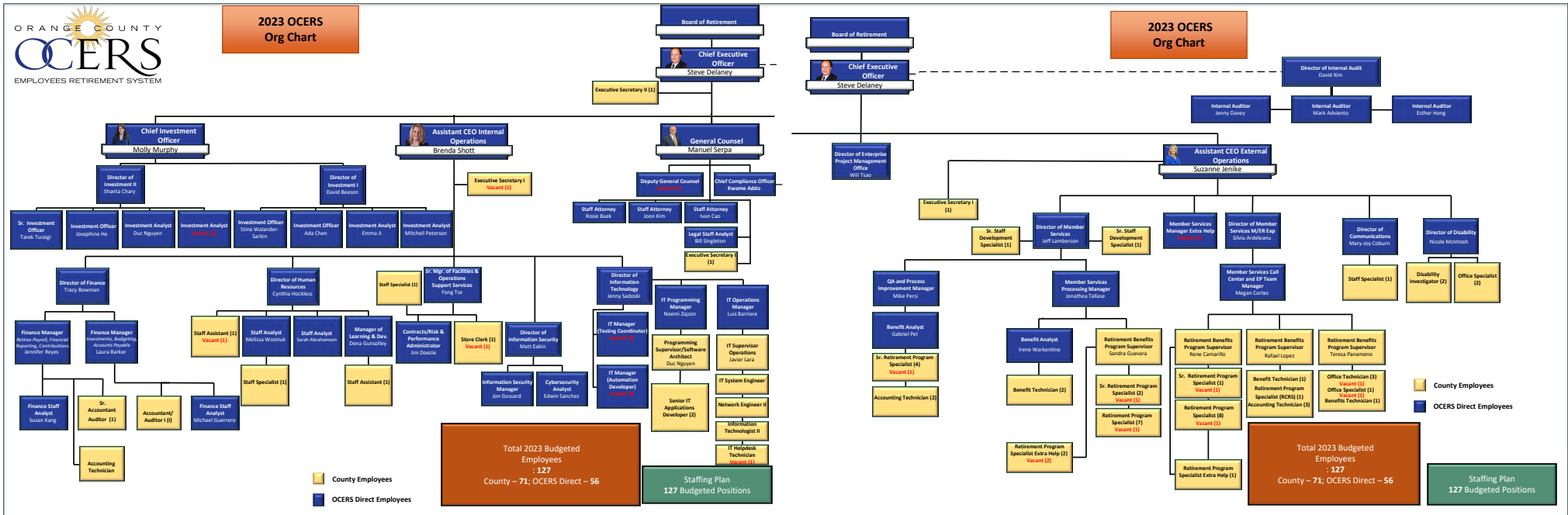
2024 Proposed Information Security Organization Chart

Proposed Org Chart

Total Proposed Budgeted Information Security Employees :3
County – 0; OCERS Direct – 3

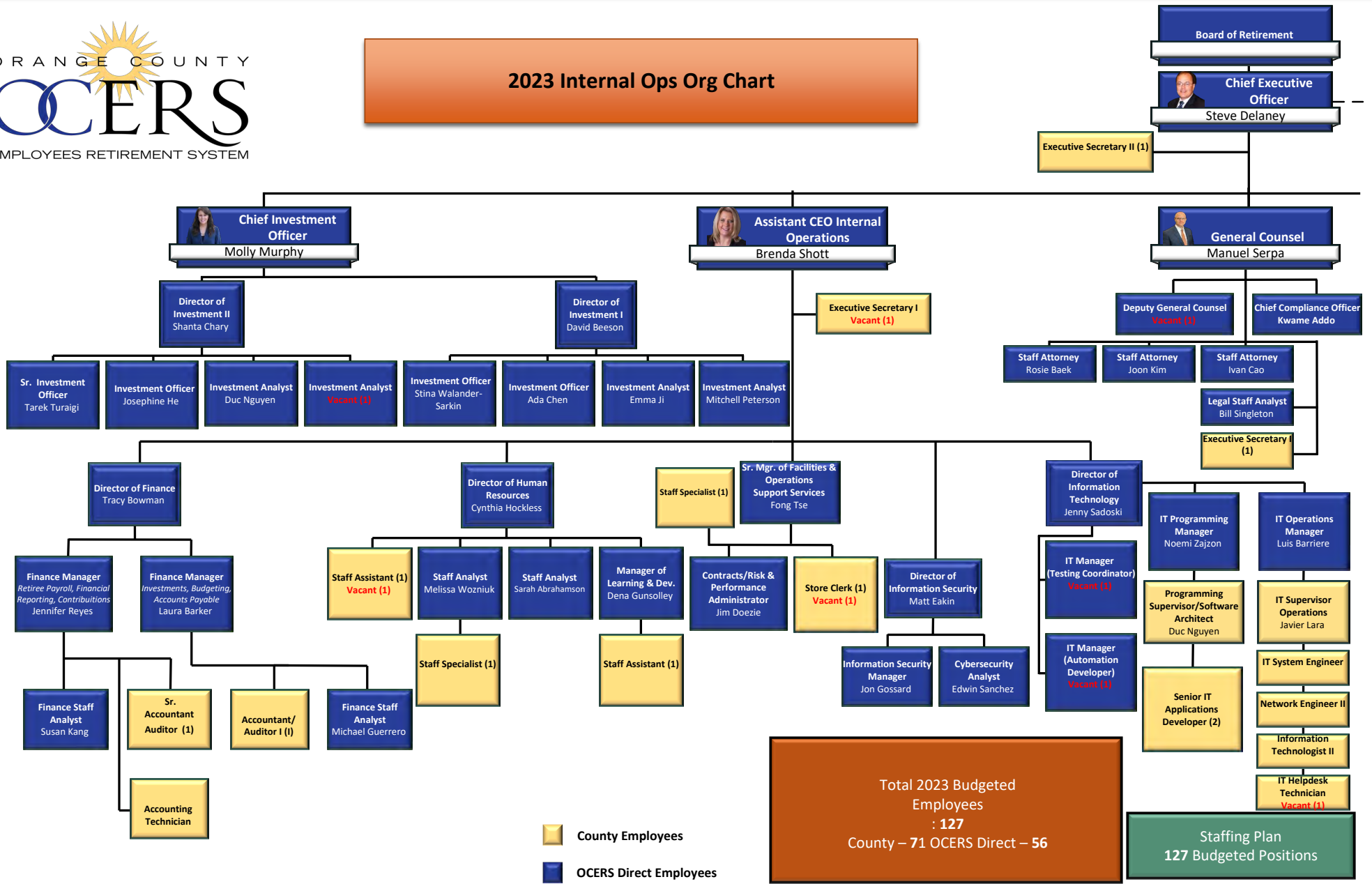
- OCERS Direct Employees – Proposed Career Ladder
- OCERS Direct Employees
- County Employees





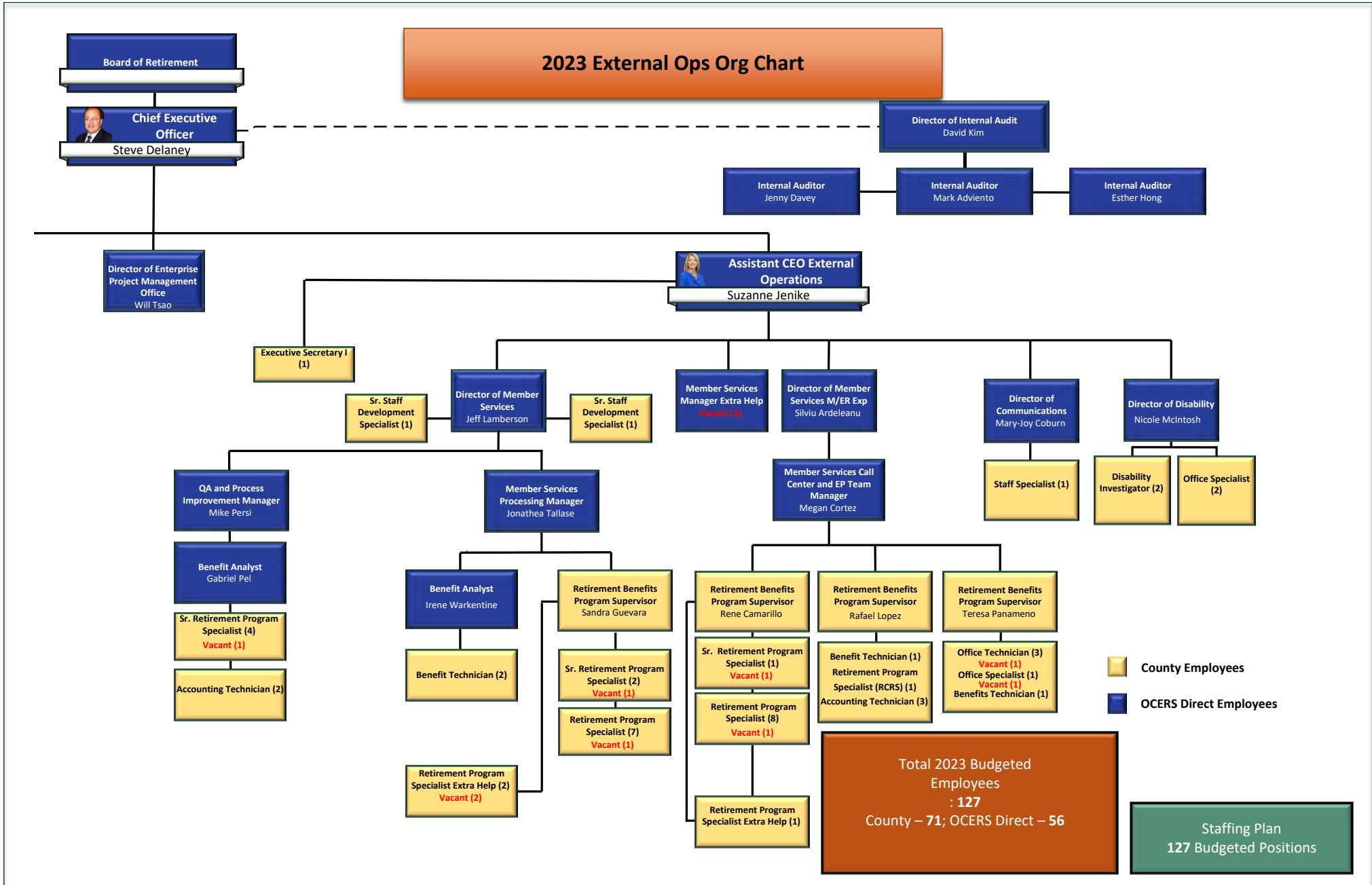


2023 Internal Ops Org Chart



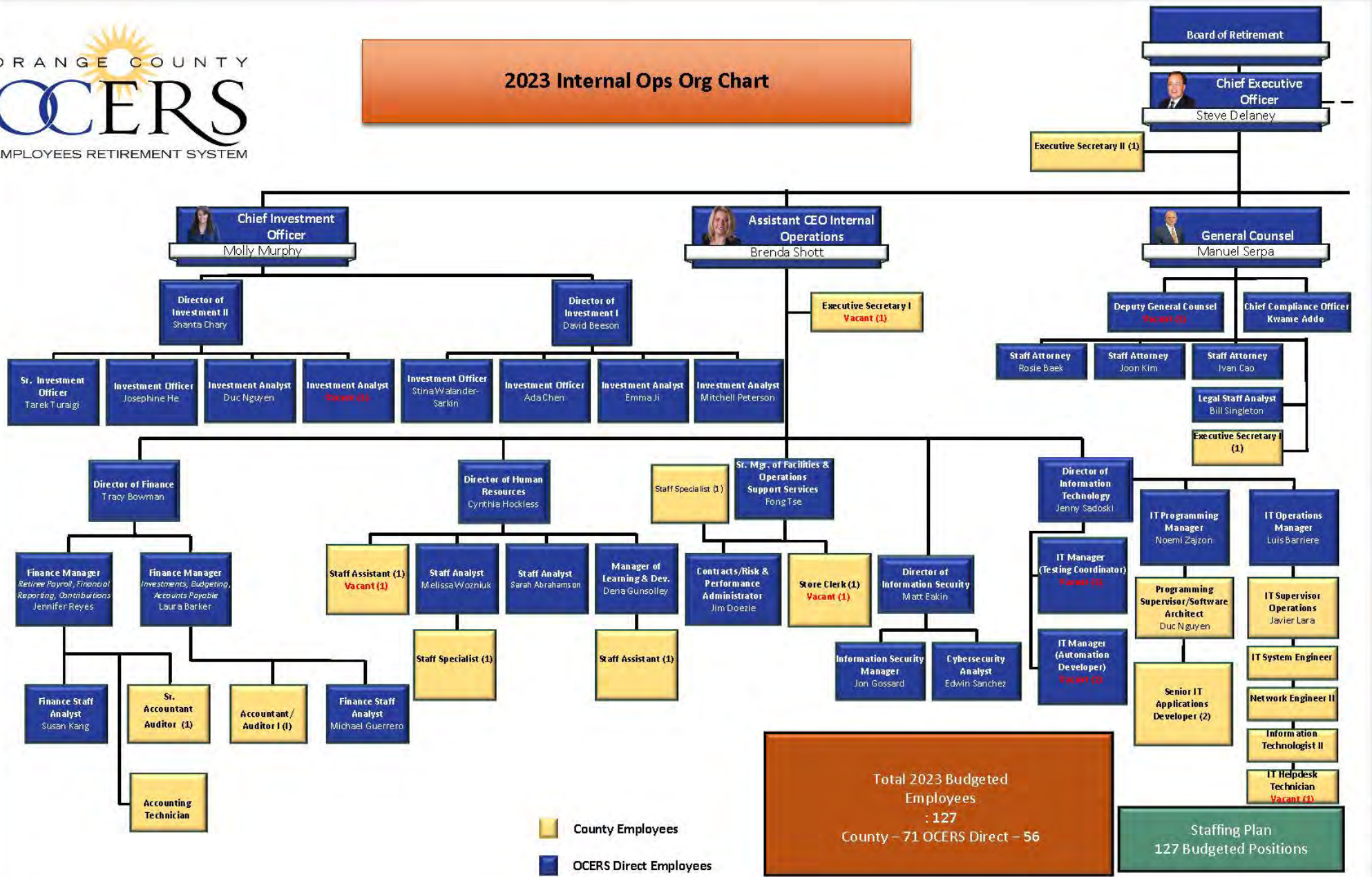
Total 2023 Budgeted Employees
: 127
County – 71 OCERS Direct – 56

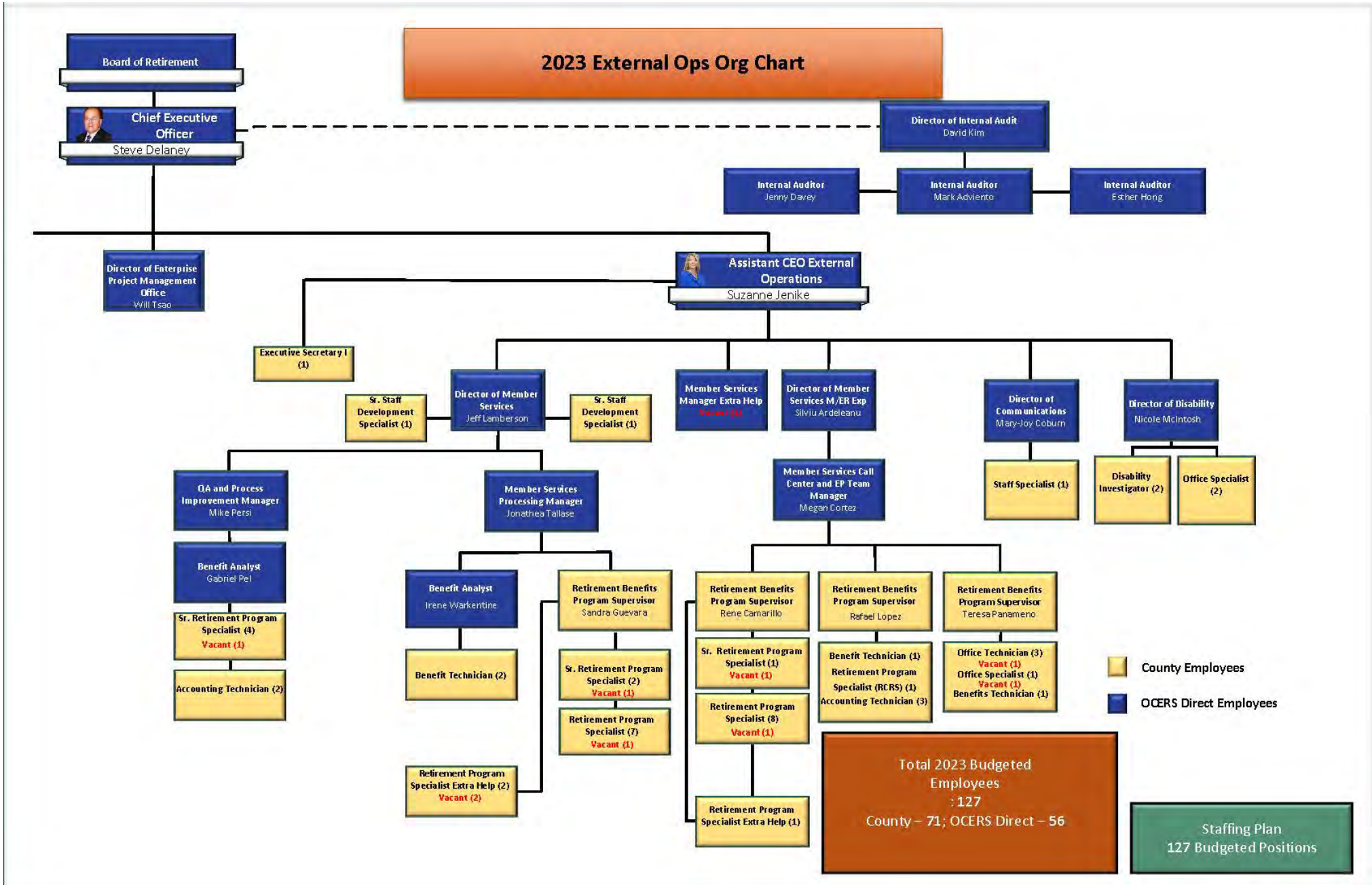
Staffing Plan
127 Budgeted Positions





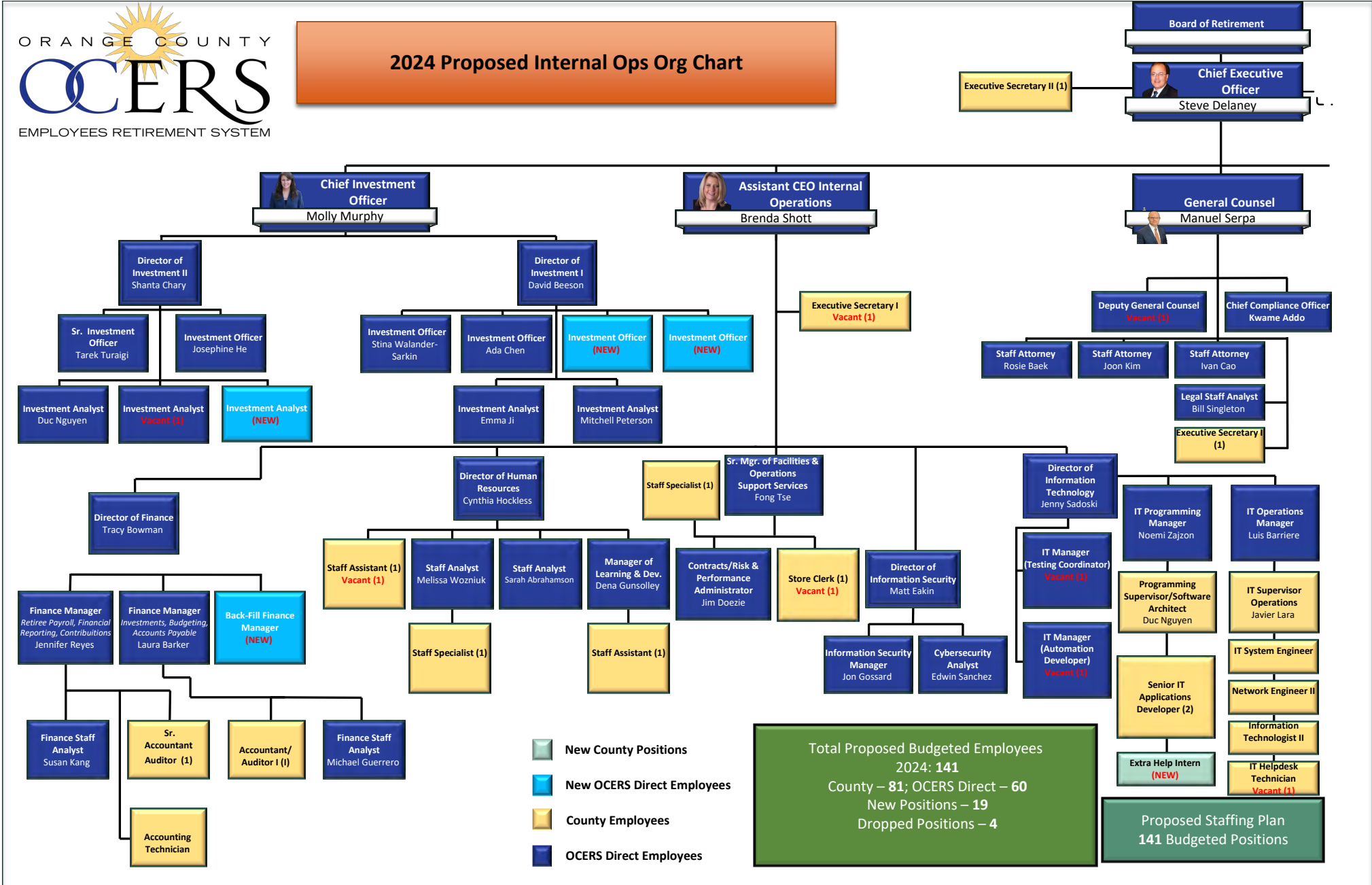
2023 Internal Ops Org Chart







2024 Proposed Internal Ops Org Chart



- New County Positions
- New OCERS Direct Employees
- County Employees
- OCERS Direct Employees

Total Proposed Budgeted Employees
2024: 141
County – 81; OCERS Direct – 60
New Positions – 19
Dropped Positions – 4

Proposed Staffing Plan
141 Budgeted Positions

