

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

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

PERSONNEL COMMITTEE MEETING

June 17, 2019

11:00 A.M. OR UPON ADJOURNMENT OF THE BOARD MEETING, WHICHEVER IS LATER

Members of the Committee

Chris Prevatt, Chair

Wayne Lindholm, Vice Chair

Roger Hilton

AGENDA

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

PUBLIC COMMENTS

At this time, members of the public may comment on (1) matters 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. **Persons wishing to provide public comment at this time should fill out a speaker card located on the counter at the back of the room and deposit it in the Recording Secretary's inbox on the wall near the middle of the room.** When addressing the Committee, please state your name for the record prior to providing your comments. Speakers will be limited to three (3) minutes.

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

CONSENT AGENDA

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

C-1 COMMITTEE MEETING:

Approval of Meeting and Minutes

Personnel Committee Meeting

May 20, 2019

Recommendation: Approve minutes.

ACTION ITEMS

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

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

A-2 2019 OCERS TOTAL COMPENSATION STUDY

Presentation by Brenda Shott, Assistant Chief Executive Officer, Internal Operations & Cynthia Hockless, Director of Administrative Services, Admin/HR, OCERS; Jennifer Ramos, Consultant CPS – HR Manager, Classification and Compensation

Recommendation:

- 1) Discuss the results of the 2019 OCERS Total Compensation Report
- 2) Provide Staff with direction as to the next course of action to be taken in regards to implementation of a structured salary range and salary schedules
- 3) Provide Staff with direction as to the next course of action to be taken in regards to implementation of new or enhanced benefits programs

A-3 REVIEW OF PROPOSED REVISIONS TO THE OCERS EMPLOYEE HANDBOOK

Presentation by Brenda Shott, Assistant Chief Executive Officer, Internal Operations, OCERS

Recommendation: Approve, and recommend that the Board approve, the revised OCERS Employee Handbook as presented.

COMMITTEE MEMBER COMMENTS

CHIEF EXECUTIVE OFFICER/STAFF COMMENTS

COUNSEL COMMENTS

ADJOURNMENT

NOTICE OF NEXT MEETINGS

INVESTMENT COMMITTEE MEETING

**June 26, 2019
9:00 A.M.**

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

INVESTMENT MANAGER MONITORING SUBCOMMITTEE MEETING

**June 26, 2019
1:00 P.M.**

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

DISABILITY COMMITTEE MEETING

**July 2, 2019
10:00 A.M.**

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

REGULAR BOARD MEETING

**July 11, 2019
9:00 A.M.**

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

PERSONNEL COMMITTEE MEETING

**July 31, 2019
9:00 A.M.**

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

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

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

C-1

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

**PERSONNEL COMMITTEE MEETING
May 20, 2019
1:00 p.m.**

Members of the Committee

Chris Prevatt, Chair
Wayne Lindholm, Vice Chair
Roger Hilton

MINUTES

Attendance was as follows:

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

Also

Present: Steve Delaney, Chief Executive Officer; Brenda Shott, Assistant CEO, Internal Operations; Suzanne Jenike, Assistant CEO, External Operations; Gina Ratto, General Counsel; Cynthia Hockless, Director of Administrative Services; Javier Lara, Visual Technician; and Brittany Cleberg, Recording Secretary

The Chair called the meeting to order at 1:37 p.m.

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.

A **motion** was made by Mr. Lindholm and **seconded** by Mr. Hilton to approve the Consent Agenda. The **motion carried unanimously**.

C-1 COMMITTEE MEETING:

Approval of Meeting and Minutes

Personnel Committee Meeting

April 23, 2019

Recommendation: Approve minutes.

ACTION ITEMS

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

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

A-2 REVIEW OF PROPOSED REVISIONS TO THE OCERS EMPLOYEE HANDBOOK

Presentation by Brenda Shott, Assistant Chief Executive Officer, Internal Operations, OCERS

Recommendation: Approve, and recommend that the Board approve, the revised OCERS Employee Handbook as presented.

Ms. Shott reviewed the proposed revisions to the OCERS Employee Handbook with the Committee. She provided a reminder of OCERS split staff structure. The terms and conditions of County staff assigned to OCERS are set by the MOU between the County of Orange and Orange County Employees Association (OCEA) and the County's Personnel Policies. The Personnel Policies and Regulations, adopted by the Board of Retirement in November 2002, currently govern the terms and conditions of employment for OCERS Direct employees. OCERS has an MOU with the County of Orange, in order for them to administer benefits for OCERS Direct employees; OCERS will emulate the County's benefit program. OCERS had implemented changes by the County's Personnel and Salary Resolution but had not updated the OCERS Personnel Policies and Regulations documentation. The updated documentation is the OCERS Employee Handbook for OCERS Direct Staff.

A discussed took place regarding At-Will and the process of promotion and termination.

Mr. Delaney recommended grandfathering in current OCERS Direct Employees.

Mr. Eley commented that cleanup is needed in the Employee Handbook in reference to probation.

Ms. Jenike clarified that the classification of the OCERS Direct position be At-Will.

Chair Prevatt and Ms. Shott addressed the management, discipline, and documentation HR best practices.

Ms. Ratto advised that the day-to-day management of the personnel reside with the CEO.

Ms. Shott clarified the termination of At-Will employees would not take place without a review by CEO.

Ms. Shott discussed the Annual Leave accrual and recommendation of the maximum annual leave balance will be limited to two times the highest annual accrual rate of 592 hours.

Chair Prevatt suggested raising the maximum annual leave balance to 600 hours.

Chair Prevatt stated for the record, a cap should be established. Any hours accumulated over the cap, would be paid out in non-pensionable compensation. No one who is over the cap would be able to accrue additional hours.

Mr. Delaney stated for the record, employees would be losing the ability to grow and pushes for grandfathering.

Mr. Hilton requested to see surveys of other California systems to have good governance.

Ms. Shott highlighted discipline, grievance and appeal, and merit increases.

Mr. Hilton and Chair Prevatt discussed At-Will status and the need for use of best practices in Human Resources Management will negate the need for a probation period.

Chair Prevatt was open to increasing the leave accrual to up to six months.

A-3 2019 OCERS PERSONNEL COMMITTEE MEETING CALENDAR
Presentation by Steve Delaney, Chief Executive Officer, OCERS

Recommendation: Approve the 2019 OCERS Personnel Committee meeting schedule.

The Committee discussed the schedule of future meetings.

Chair Prevatt directed staff to review the calendar.

COMMITTEE MEMBER/CEO /STAFF/COUNSEL COMMENTS

None

ADJOURNMENT: The Chair adjourned the meeting at 2:36 p.m.

Submitted by:

Approved by:

Steve Delaney
Secretary to the Committee

Chris Prevatt
Chair

A-2

Memorandum

DATE: June 04, 2019
TO: Members of the Personnel Committee
FROM: Cynthia Hockless, Director of Administrative Services
Brenda Shott, Assistant CEO, Internal Operations
SUBJECT: **2019 OCERS TOTAL COMPENSATION STUDY**

Recommendation

- 1) Discuss the results of the 2019 OCERS Total Compensation Report
- 2) Provide Staff with direction as to the next course of action to be taken in regards to implementation of a structured salary range and salary schedules
- 3) Provide Staff with direction as to the next course of action to be taken in regards to implementation of new or enhanced benefits programs

Background/Discussion

CPS HR Consulting (CPS HR) was retained by the Orange County Employee Retirement System (OCERS) to conduct a Total Compensation study for twenty-six (26) classifications for OCERS direct employees. The purpose of the study is to provide an objective and comprehensive comparison of OCERS' total compensation (salary, bonus, benefits, etc) between OCERS and other public sector employers. The intended use of the CPS HR report is to review OCERS current total compensation structure against the selected market and its competitiveness in recruiting new employees and retaining existing employees. The study results will be used as a tool for aligning the pay structure with strategic goals with the ultimate outcome of having a comprehensive total compensation package that is aligned with OCERS pay philosophy. To achieve this, CPS HR utilized OCERS' predetermined labor market of ten (10) comparable agencies and collected and analyzed base salary and total compensation data which was effective as of August 1, 2018. The project initially began in mid-August 2018 with reporting and finalized results submitted to OCERS May 22, 2019.

The labor market agencies were selected by OCERS after discussions about strategic selection criteria, such as agency size, geographic proximity, industry services, competing agencies, and cost of living or cost of labor considerations. The ten (10) identified labor market agencies are listed below:

1. California Public Employees Retirement System (CalPERS)
2. California State Teachers Retirement System (CalSTRS)
3. Los Angeles City Employees Retirement System (LACERS)
4. Los Angeles County Employees Retirement Association (LACERA)
5. Los Angeles Fire and Police Pensions (LAFPP)
6. Orange County, CA
7. San Bernardino County Employees Retirement Association (SBCERA)

8. San Diego City Employee Retirement System (SDCERS)
9. San Diego County Retirement Association (SDCERA)
10. San Francisco Employees Retirement System (SFERS)

CPS HR Salary Recommendations

In 2012, direction from the OCERS Ad-Hoc Personnel Committee, recommended salaries be placed at the 75th percentile of the market mean using the midpoint for consideration. This direction was shared with CPS HR. Demonstration of the 75th percentile is presented in the CPS HR report. The methodology of looking at the 75th percentile (using external data) as a starting point with internal considerations for salary setting matches OCERS' past compensation practices and will help the agency remain competitive with comparator agencies.

With the conclusion of the CPS HR study, recommendations are as follows:

- 1) Development of a salary range structure - Discussion and direction internally by OCERS Personnel Committee about the agency's desire to develop a salary structure that supports the agency's Strategic Plan to recruit and retain a dedicated workforce. Some factors that need to be discussed are compounded labor costs associated with benefits plans and employer contributions, initial placement of employees within revised salary ranges, a written policy for movement of employees through the salary ranges over time (e.g., annual performance evaluations and percentage of increase), and overall fiscal impact of the implementation of salary range today and in the future.
- 2) Certification Incentive - Consideration should be given to rollout developing a certification incentive compensation program agency-wide by encouraging, acknowledging and rewarding employees for acquiring knowledge and developing critical skills beyond the minimum qualification requirements of a classification which are a benefit to the organization. A certification incentive compensation program aids in retention and development of the agency's intellectual knowledge.
- 3) Performance Awards - Consideration should be given to developing a plan that would provide a performance incentive for all employees for the purpose of evaluating and compensating employees for the contributions they make toward achieving OCERS' priorities, and to motivate them to excel and achieve high efficiency, reduce costs, realize expected revenues, and deliver quality services. Executive and Investment Management incentive tied to fiscal investment performance periods and based on quantitative and qualitative components. Other employee groups performance based on measurable performance goals by annually setting measurable goals and defining performance expectations.

CPS HR Benefits Recommendations

An analysis of all benefit elements was conducted which included OCERS' ranking relative to labor market agencies, analysis of survey data and employee impact, based on those results the following recommendations, were developed for OCERS' consideration.

- 1) Basic Life Insurance – Consider raising benefit level of compensation (i.e., 1.5 X annual salary with a minimum of \$150,000).
- 2) Deferred Compensation – Consider 1) Implementing matching contribution for OCERS management employee group; 2) Offering an OCERS plan an employee can maximize allowable contributions; 3)

Investigate options related to developing a Retiree Health Savings Account (RHSA). A RHSA plan design allows for many options related to vesting schedule; employer contribution levels; employees' final payout of leave accruals deposited to account as examples.

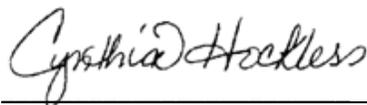
- 3) Leave Cash Out Policy – Consider 1) Increasing OCERS Management cash out from 90 hours to 120 hours
2) Increasing cash out limit, add requirements for employees to have used a set number of leave days during the year to be eligible for cash out.
- 4) Basic Long Term Disability (LTD) – consider investigating raising benefit level and/or maximum, weighing benefits vs. cost.

The Personnel Committee's discussion of the aforementioned CPS HR report is slated to take place at the June 17, 2019 committee meeting. Staff is seeking direction and approvals to explore CPS HR recommendations related to a comprehensive salary structure and enhanced benefits programs for OCERS direct employees.

Attachments:

- 1) CPS HR Executive Summary of OCERS Final Report
- 2) CPS HR Final Report
- 3) CPS HR Data Sheets of Agencies Surveyed
- 4) CPS HR Benefits Participation Summary
- 5) CPS HR Benefit Recommendations

Submitted by:

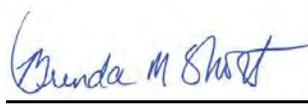


Cynthia Hockless

Brenda Shott

Director of Administrative Services

Submitted by:



Assistant CEO, Finance and Internal Operations

Orange County Employees Retirement System (OCERS)

Total Compensation Study

June 17, 2019

Presented by Jennifer Ramos, Division Manager

Igor Shegolev, Senior Consultant (Compensation) and Edie Sabia, Senior Consultant (Benefits)

About CPS HR

History, Mission, and Board of Directors

Mission of CPS HR is to promote human resource excellence in the public sector

- We are a Joint Powers Authority
- Self-supporting public agency
- **31 years in public sector**
- Services to Cities, Counties, and Special Districts



City of Anaheim, CA
•Jason Motsick



County of Sacramento, CA
•David Devine



East Bay Municipal
Utility District,
Oakland, CA
•Laura Bronson



County of Pinellas, FL
•Dave Blasewitz*



City of Las Vegas, NV
•Dan Tarwater



County of
Mecklenburg, NC
•Chris Peek



Hayward Unified
School District,
Hayward, CA
•Fernando Yanez



City of Plano, TX
•Jim Parrish

Agenda

- Introductions
- Overview of Total Compensation Study Process
 - Scope of Work
 - Methodology
 - Amended Results
- Benefits Summary & Recommendations
- Salary Practices & Considerations
- Questions & Answers

Scope of Work

Classifications Studied (26)

Assistant CEO, External Operations	Finance Manager
Assistant CEO, Finance and Internal Operations	Information Technology Manager
Chief Investment Officer	Internal Auditor
Chief Legal Officer (General Counsel)	Investment Analyst
Communications Manager	Investment Officer
Contracts/Risk/Performance Administrator	Managing Director, Investments
Deputy General Counsel	Member Services Director (Dir. of Member Services)
Director of Administrative Services	Member Services Manager
Director of Cyber Security	Senior Investment Analyst
Director of Finance	Senior Investment Officer
Director of Information Technology	Senior Retirement Manager (Retirement Analyst)
Director of Internal Audit	Staff Analyst
Director of Investments	Staff Attorney

Scope of Work

Labor Market Identification



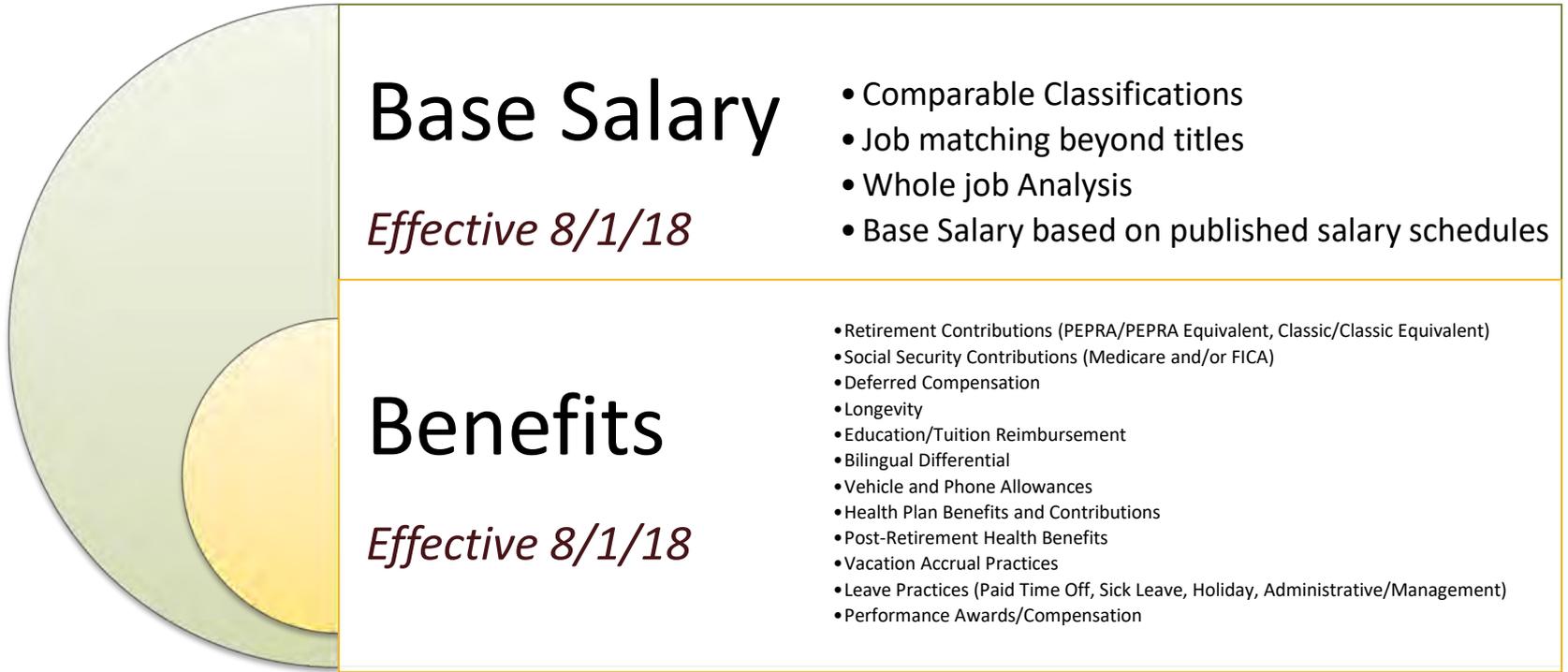
Scope of Work

Labor Market Studied

- 1) California Public Employees Retirement System (CalPERS)
- 2) California State Teachers Retirement System (CalSTRS)
- 3) County of Orange
- 4) Los Angeles City Employees Retirement System (LACERS)
- 5) Los Angeles County Employees Retirement Association (LACERA)
- 6) Los Angeles Fire and Police Pensions (LAFPP)
- 7) San Bernardino County Employees Retirement Association (SBCERA)
- 8) San Diego City Employee Retirement System (SDCERS)
- 9) San Diego County Retirement Association (SDCERA)
- 10) San Francisco Employees Retirement System (SFERS)

Methodology for Total Comp

Data Collected



19/432

Results

Key Definitions

Base Salary Minimum and Maximum

- CPS HR collects the minimum and maximum salaries available from agencies, generally from published salary schedules or confirmation from agency.
- CPS HR typically calculates base salary and total compensation results using the maximum salary.

Base Salary Midpoint

- Base salary midpoint is calculated by averaging the minimum and maximum salary.
- ***OCERS' preference was to use the midpoint, rather than base salary maximum, for calculations.***

Labor Market Median

- The “middle” of the market, is the data point at which half of the complete range of data (excluding OCERS' data) is higher, and half of the complete range of data (excluding OCERS' data) is lower.
- The median is a common market position, particularly in smaller data sets, because the data is less likely to be skewed by high and low paying agencies in the market.

Labor Market Mean

- The labor market mean is the average of all labor market agency midpoint salaries. OCERS' data is not included in the labor market mean.
- ***OCERS' preference was to focus on the mean, rather than median. CPS HR has presented both for reference.***

% Above/Below Labor Market Median or Mean

- The percentage OCERS' midpoint is above or below the mean, or median, of the labor market midpoint; this number indicates what percentage of OCERS' salary is required to move it up or down to the market mean or median.

75th Percentile

- Indicates the value below which a given percentage of observations in a group of observations fall. For example, the 20th percentile is the value below which 20% of the observations may be found.
- The 75th percentile always means 75% of the other values lie below the median, and 25% lie above it.

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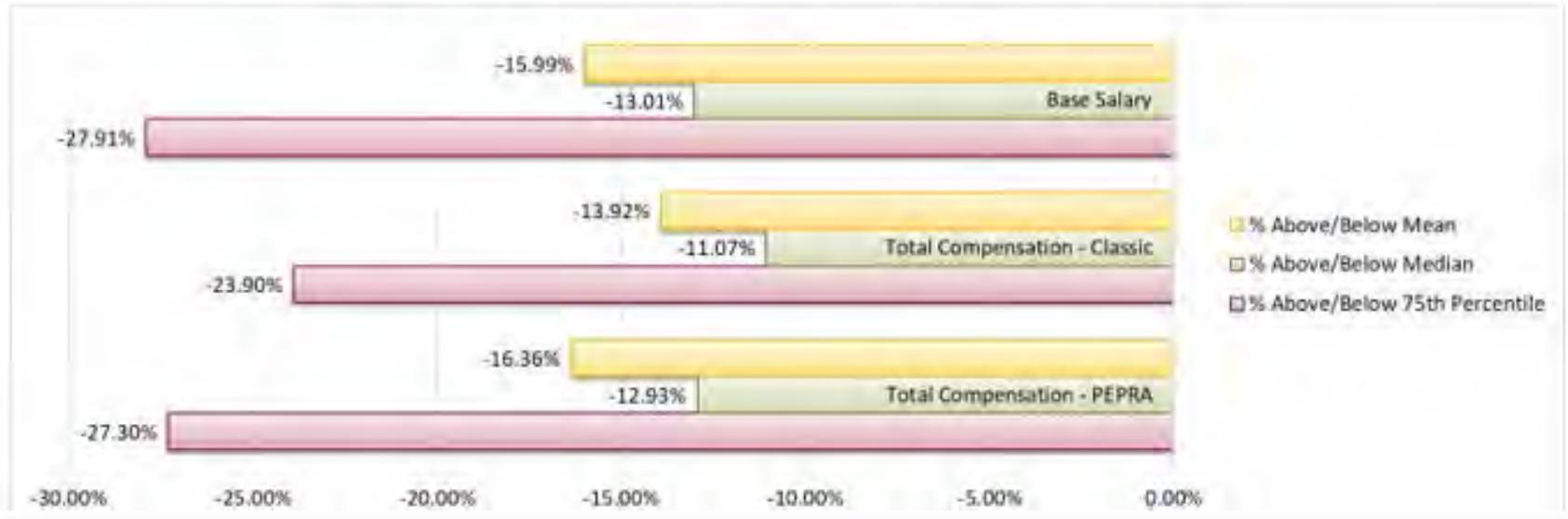
Agency-Wide Results

Table 9: OCERS Average Position in the Labor Market for Base Salary and Total Compensation based on Classic and PEPRAs Retirement Rates

	% Above/Below Market Midpoint Mean	% Above/Below Market Midpoint Median	% Above/Below Market 75th Percentile
Base Salary	-15.99%	-13.01%	-27.91%
Total Compensation – Classic	-13.92%	-11.07%	-23.90%
Total Compensation – PEPRAs	-16.36%	-12.93%	-27.30%

Agency-Wide Results

Figure 1: OCERS Percent Position in the Labor Market



Total Compensation Considerations

CPS HR looked at the large difference between OCERS' base salary and total compensation results and identified that the participation of four agencies to FICA, which OCERS does not pay into, impacts OCERS' overall standing as shown in Table 10.

Table 10: OCERS Average Position in the Labor Market for Total Compensation Including and Excluding FICA Contributions

	OCERS % Above/Below Market Including Labor Market FICA Contributions			OCERS % Above/Below Market <u>Without</u> Labor Market FICA Contributions			Difference of With FICA v. Without FICA		
	Mean	Median	75th	Mean	Median	75th	Mean	Median	75th
Total Compensation – Classic	-13.92%	-11.07%	-23.90%	-11.76%	-9.12%	-22.21%	2.16%	1.95%	1.68%
Total Compensation – PEPR	-16.36%	-12.93%	-27.30%	-14.11%	-10.85%	-25.59%	2.24%	2.08%	1.71%

Benefits Trends

- **Summary of Benefits in Labor Market**
 - Tables B-3 through B-9
 - Recommendations for some categories
 - Refer to handout for details
 - Edie Sabia will walk us through results

Next Steps

Direction from OCERS on how to set salary ranges

- Salary Structure Policy Considerations
 - Overlay market data on existing structure and factor in internal relationships
 - Banding salary grades
 - Blanket increases vs. targeted approach
 - Implementation year one vs. phased by “priority level”

Implementation Example

- **Priority 1:** 20% or more behind the labor market *median* addressed first
- **Priority 2:** 15-19% behind the labor market
- **Priority 3:** 10-14% behind the labor market
- **Priority 4:** 0%-9% behind the labor market

Aging Data - 8/1/2018 vs. 5/22/2019

- Data is fluid – competitive agencies have adjusted compensation and related benefits since original survey data was collected
 - COLAs of 3.50% & 4.841%
 - Agency health contributions increases based on compensation adjustments
 - Allocation of positions comparable to benchmark classifications

Other Compensation Considerations

- OCERS's analysis of feasibility in developing programs to aid in competitive recruitment, retention of talent and incentivize employees
 - Performance Awards
 - Certification Incentives

Benefit Recommendations

- Consideration to “upgrade” existing benefit programs
 - Basic Life Insurance
 - Deferred Compensation
 - Leave Cash Out Policy
 - Basic Long Term Disability (LTD)

Questions?

Thank you!

June 10, 2019

Private and Confidential

**Orange County Employee
Retirement System
Total Compensation Report
Executive Summary**

SUBMITTED BY:

Jennifer Ramos

*Manager, Classification and
Compensation Unit*

2450 Del Paso Road, Suite 220
Sacramento, CA 95834

t: 916-471-3125

www.cpsr.us

Project Consultants:

Edie Sabia

Jan Bentley

Support Staff:

Sarah Williams

Lynda Guerra



Introduction

CPS HR Consulting (CPS HR) was retained by the Orange County Employee Retirement System (OCERS) to conduct a classification and total compensation study for twenty-six (26) classifications. The objective of the study was to determine the competitiveness of OCERS' base salary and total compensation in the labor market. To achieve this, CPS HR utilized OCERS' predetermined labor market of 10 comparable agencies and collected and analyzed base salary and total compensation data, which reflects the agreed upon effective date of August 1, 2018. The project initially began in mid-August 2018 with reporting and finalized results submitted to OCERS June 10, 2019.

Labor Market Agency Selection

The labor market agencies were selected by OCERS after discussions with the project manager about strategic selection criteria, such as agency size, geographic proximity, industry services, competing agencies, and cost of living or cost of labor considerations. Factors of a balanced labor market involves consideration of the selection criteria outlined below.

Identified Labor Market

The labor market agencies included:

1. California Public Employees Retirement System (CalPERS)
2. California State Teachers Retirement System (CalSTRS)
3. Los Angeles City Employees Retirement System (LACERS)
4. Los Angeles County Employees Retirement Association (LACERA)
5. Los Angeles Fire and Police Pensions (LAFPP)
6. Orange County, CA *
7. San Bernardino County Employees Retirement Association (SBCERA)
8. San Diego City Employee Retirement System (SDCERS)
9. San Diego County Retirement Association (SDCERA)
10. San Francisco Employees Retirement System (SFERS)

*Orange County replaced an original recommendation of Metropolitan Water District (MWD).

Labor Market Data Analysis

CPS HR typically conducts labor market data analysis based on the median (middle) of the market. However, OCERS' preference, past practice, and pay philosophy, is to use the midpoint of base salary minimum and maximums, focus on the mean (average) over the median (middle), and use the 75th percentile when making salary considerations. This pay philosophy and practice is used to remain competitive in OCERS's labor market and aligned with or ahead of market trends.

Comparable Classifications – Classification Matching

When conducting a salary survey, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, and knowledge, skill and ability requirements to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced.

Labor Market Base Salary Benefits Collected

CPS HR collected numerous benefits and compensation practices, in addition to base salary, to complete the total compensation evaluation of the OCERS in the labor market. When measuring the market, the goal is to identify an agency's competitive position in the labor market to attract and retain talent, in addition to promoting internal equity. This is done by measuring those benefits that new employees would currently receive upon their date of hire.

Compensation and Total Compensation Results

OCERS' overall position within the labor market, and the overall compensation averages, are presented in this section.

Table 5: OCERS Percent (%) Above/Below Agency Labor Market Mean, Median, and 75th Percentile by Classification – Monthly Base Salary¹

Classification	# Matches	OCERS Midpoint	Mean		Median		Percentile	
			Market Midpoint	% OCERS Above/Below Mean	Market Midpoint	% OCERS Above/Below Median	75 th Percentile	% OCERS Above/Below Percentile
Assistant CEO, External Operations	7	\$15,221	\$15,829	-3.99%	\$15,104	0.77%	\$17,092	-12.29%
Assistant CEO, Finance and Internal Operations	8	\$15,221	\$16,590	-8.99%	\$15,699	-3.14%	\$17,503	-14.99%
Chief Investment Officer	9	\$21,875	\$27,885	-27.47%	\$22,839	-4.41%	\$38,811	-77.42%
Chief Legal Officer (General Counsel)	7	\$16,507	\$20,474	-24.03%	\$20,167	-22.17%	\$21,905	-32.70%
Communications Manager	9	\$6,996	\$9,100	-30.08%	\$8,184	-16.98%	\$10,534	-50.56%
Contracts/Risk/Performance Administrator	3	\$7,403	\$9,135	-23.41%	\$9,084	-22.71%	\$9,453	-27.69%
Deputy General Counsel	7	\$13,699	\$14,117	-3.06%	\$13,557	1.04%	\$14,926	-8.96%
Director of Administrative Services	9	\$11,087	\$11,379	-2.64%	\$11,105	-0.17%	\$11,869	-7.05%
Director of Cyber Security	3	\$10,597	\$11,590	-9.37%	\$10,967	-3.50%	\$12,428	-17.28%
Director of Finance	7	\$11,275	\$12,746	-13.05%	\$12,201	-8.22%	\$12,871	-14.16%
Director of Information Technology	9	\$10,776	\$13,108	-21.64%	\$12,626	-17.16%	\$14,218	-31.94%
Director of Internal Audit	8	\$11,004	\$12,461	-13.24%	\$12,413	-12.81%	\$13,586	-23.47%
Director of Investments	4	\$13,699	\$14,350	-4.76%	\$14,450	-5.48%	\$15,815	-15.45%
Finance Manager	7	\$7,403	\$10,296	-39.09%	\$10,692	-44.44%	\$10,936	-47.73%
Information Technology Manager	6	\$8,221	\$10,621	-29.21%	\$9,809	-19.32%	\$11,581	-40.88%
Internal Auditor	8	\$7,368	\$7,829	-6.26%	\$7,369	-0.01%	\$8,924	-21.12%
Investment Analyst	6	\$6,690	\$7,074	-5.75%	\$7,397	-10.57%	\$7,713	-15.30%
Investment Officer	7	\$8,903	\$10,632	-19.42%	\$11,912	-33.80%	\$12,066	-35.52%
Managing Director, Investments	6	\$15,221	\$19,308	-26.85%	\$19,015	-24.92%	\$21,369	-40.39%
Member Services Director (Director of Member Services)	9	\$11,595	\$12,051	-3.93%	\$11,869	-2.36%	\$12,626	-8.89%
Member Services Manager	7	\$7,403	\$9,215	-24.48%	\$9,084	-22.71%	\$10,178	-37.49%
Senior Investment Analyst	4	\$7,797	\$10,514	-34.85%	\$9,282	-19.05%	\$11,320	-45.19%
Senior Investment Officer	5	\$11,301	\$14,360	-27.07%	\$14,177	-25.45%	\$17,917	-58.55%
Senior Retirement Manager (Retirement Analyst)	5	\$8,221	\$9,456	-15.03%	\$9,084	-10.50%	\$10,534	-28.14%
Staff Analyst	8	\$6,690	\$6,501	2.82%	\$7,040	-5.24%	\$7,187	-7.43%
Staff Attorney	5	\$11,656	\$11,763	-0.92%	\$12,231	-4.94%	\$12,231	-4.94%
Overall Results	173		Average	-15.99%		-13.01%		-27.91%

¹ Effective date of compensation and benefit data is 8/1/2018.

Table 8: Monthly Base Salary and Total Compensation Comparison

Table 8a provides the overall average results to view details by classification see Table 8 in the full report.

	Base Salary			Total Compensation – Classic			Total Compensation – PEPPRA		
	OCERS' % Above/Below Market			OCERS' % Above/Below Market			OCERS' % Above/Below Market		
	Mean	Median	75 th Percentile	Mean	Median	75 th Percentile	Mean	Median	75 th Percentile
Overall Average Results	-15.99%	-13.01%	-27.91%	-13.92%	-11.07%	-23.90%	-16.36%	-12.93%	-27.30%

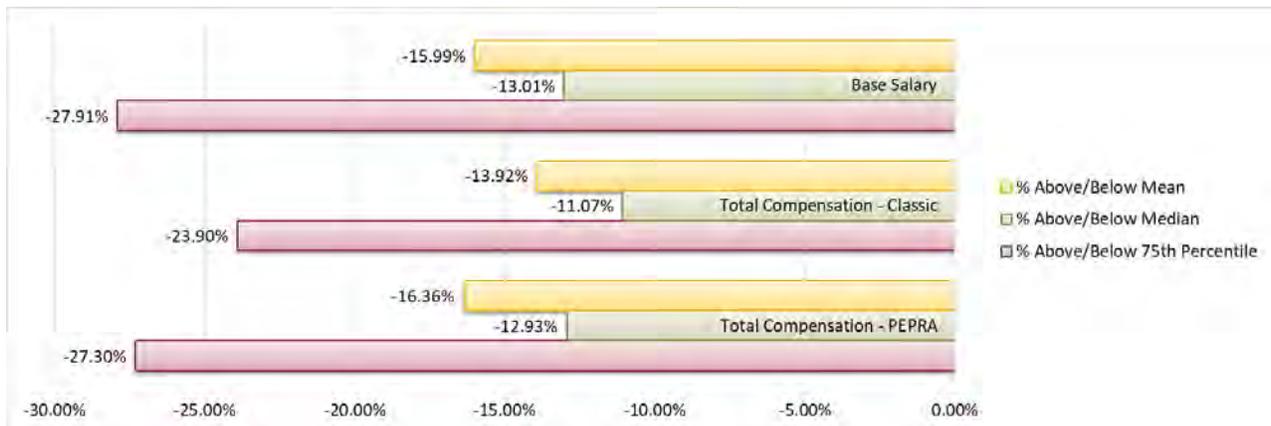
Labor Market Position Agency Wide

The data included in this report reflects that OCERS is below the labor market average when comparing base salary and total compensation mean, medians, and 75th percentile. When looking at the mean, OCERS is lagging behind the market by -15.99% for base salary, -13.92% for total compensation based on Classic, and -16.36% for total compensation based on PEPPRA. Yet when looking at the median, OCERS' improves slightly for base salary by 2.98%; likewise, both total compensations based on Classic and PEPPRA increase by 2.85-3.43%. The market median tends to be a more stable representation of trends in the market, since it eliminates high and low payers which can skew data and outcomes. For this reason, CPS HR's methodology is to use the market median for compensation considerations. However, given OCERS' pay philosophy to look toward the mean, CPS HR has made recommendations using those numbers. Table 9 and Figure 1 present OCERS' average position within the labor market.

Table 9: OCERS Average Position in the Labor Market for Base Salary and Total Compensation based on Classic and PEPPRA Retirement Rates

	% Above/Below Market Midpoint Mean	% Above/Below Market Midpoint Median	% Above/Below Market 75th Percentile
Base Salary	-15.99%	-13.01%	-27.91%
Total Compensation – Classic	-13.92%	-11.07%	-23.90%
Total Compensation – PEPPRA	-16.36%	-12.93%	-27.30%

Figure 1: OCERS Percent Position in the Labor Market



CPS HR looked at the large difference between OCERS' base salary and total compensation results and identified that the participation of four agencies to FICA, which OCERS does not pay into, impacts OCERS' overall standing dramatically as shown in Table 10 below. For this scenario, CPS HR included all labor market agencies but removed the FICA contributions from the four identified agencies.

Table 10: OCERS Average Position in the Labor Market for Total Compensation Including and Excluding FICA Contributions

	OCERS % Above/Below Market Including Labor Market FICA Contributions			OCERS % Above/Below Market Without Labor Market FICA Contributions			Difference of With FICA v. Without FICA		
	Mean	Median	75th	Mean	Median	75th	Mean	Median	75th
Total Compensation – Classic	-13.74%	-10.93%	-23.41%	-11.58%	-8.85%	-21.89%	2.16%	2.07%	1.52%
Total Compensation – PEPR	-16.17%	-12.64%	-26.80%	-13.93%	-10.62%	-25.10%	2.24%	2.02%	1.70%

Compensation Recommendations

In general, salaries will be recommended at the 75th percentile of the market mean using the midpoint for consideration, unless CPS HR determines a disruption to internal relationships. In cases where internal equity needs to be factored into a salary recommendation, CPS HR will propose a differential (e.g., between 5% to 25% depending on the reporting relationship and distinction between levels of work) and rationale for salary setting for each classification. The methodology of looking at the 75th percentile (using external data) as a starting point with internal considerations for salary setting matches OCERS’ past compensation practices and will help the agency remain competitive with comparator agencies.

Implementation of salary recommendations is highly dependent on further discussion internally by OCERS about the agency’s financial climate and the sustainability of salary increases. Some factors to consider are compounded labor costs associated with benefits plans and employer contributions, initial placement of employees within revised salary ranges, a written policy for movement of employees through the salary ranges over time (e.g., annual performance evaluations and percentage of increase), and overall fiscal impact of implementation today and in the future.

Performance Awards - Consideration should be given to developing a plan that would provide performance incentive for all employees for the purpose of evaluating and compensating employees for the contributions they make toward achieving OCERS’ priorities, and to motivate them to excel and achieve high efficiency, reduce costs, realize expected revenues, and deliver quality services. Executive and Investment Management incentives tied to fiscal investment performance periods and based on quantitative and qualitative components be contemplated. Non-investment employee groups performance awards would be based on measurable performance goals by annually setting measurable goals and defining performance expectations.

Certification Incentive - Development of a certification incentive compensation program to encourage, acknowledge and reward employees for acquiring knowledge and developing critical skills beyond the minimum qualification requirements of a classification which are a benefit to the organization should be considered. It is recommended that a program be agency wide and include national and state certifications relative to the different agency areas of business i.e.; investment, benefits, administration etc. A certification incentive compensation program aids in retention, requirement and development of agency intellectual knowledge.

Benefit Recommendations

An analysis of all benefit elements was conducted which included OCERS’ ranking relative to labor market agencies, analysis of survey data and employee impact, based on those results the following recommendations, were developed for OCERS’ consideration.

Basic Life Insurance – consider raising benefit level of compensation (i.e., 1.5 X annual salary with a minimum of \$150,000.

Deferred Compensation – consider 1) implementing matching contribution for management employee group; 2) offering a 2nd plan of employee can maximize allowable contributions; 3) Investigate options related to developing a Retiree Health Savings Account (RHSA) such as VEBA, plan design allows for many options related to vesting schedule; employer contribution levels; employees’ final payout of leave accruals deposited to account as examples.

Leave Cash Out Policy - consider 1) increasing Management cash out to 120 hours 2) increasing cash out limit 3) add requirements for employees to have used a set number of leave days during the year to be eligible for cash out.

Basic Long Term Disability (LTD) – consider investigating raising benefit level and/or maximum, weighing benefits vs. cost.

Compensation & Benefits as of 5/22/2019

The original effective date for data collected and reported, was 8/1/2018. Since this time, a couple of labor market agencies have implemented changes in compensation related to Cost of Living Adjustments (COLA) and equity adjustments and/or employer benefit contributions that are worth noting for comparison and consideration.

LACERA and SBCERA are identified as two agencies that OCERS primarily competes with to attract, hire, and retain the best skilled and talented employees. Due to the relationship of the three agencies and to demonstrate how fluid this data can be, CPS HR proposed to research potential adjustments to LACERA and SBCERA's compensation and/or health benefits that the agencies may have implemented since 8/1/2018.

As part of the recent activity, CPS HR had a discussion with LACERA regarding compensation and benefits adjustments since 8/1/2018. During this discussion, CPS HR was directed by LACERA to the Los Angeles Board of Supervisor's (BOS) 6/6/2018 meeting minutes which documented approval of equity adjustments effective 6/6/2018. In reviewing documentation either received from the agency or available online during the initial survey process in mid-August 2018, CPS HR learned the revisions that were approved by the BOS effective 6/6/2018 were not documented in materials provided to or collected by CPS HR. During the initial survey period, CPS HR was not made aware of the changes despite direct contact with the agency for validation of data.

CPS HR updated datasheets and revised the report on June 10, 2019 to reflect equity adjustments to three classifications effective 6/6/2018.

Los Angeles County Employee Retirement Association (LACERA)		
<i>Equity Adjustment effective 6/6/2018 ² reported June 10, 2018</i>		
<i>OCERS Benchmark Classification</i>	<i>LACERA Comparable Classification</i>	<i>Adjusted Monthly Midpoint Includes COLA & Equity</i>
Assistant CEO, Finance and Internal Operations	Assistant Executive Officer, Internal Operations	\$16,864.72
Chief Legal Officer	Chief Counsel	\$20,950.99
Director of Administrative Services	Director of Human Resources	\$12,628.32

Listed below are compensation and benefit adjustments which LACERA has implemented since the survey effective date. *No adjustments* were made to the June 10, 2019 reported data and is intended to be informational only.

Los Angeles County Employee Retirement Association (LACERA)	
<i>COLA effective 1/1/2019</i>	3.50% - All classifications
<i>Health Benefit Contributions effective 1/1/2019</i>	
Employer health benefit contribution based on percentage, 14.5% - 17%, of monthly compensation; increase of employer contribution directly impacted by COLA & Equity increases	

² LACERA: Ordinance No. 2018-0018 amending Title 6-Salaries of the Los Angeles County Code, relating to the Los Angeles County Employees Retirement Association (LACERA).

During the initial survey process, SBCERA indicated that effective 10/4/2018 they had allocated a new classification, Director of Human Resources and Risk Management. The agency contact for the study provided the job description and compensation for this additional position, which was determined to be a comparable match to OCERS's Director of Administrative Services. As the allocation was effective after the survey effective date, the allocation was not included in the survey data except as a footnote on the classification datasheet.

Below are compensation and benefit adjustments implemented by SBCERA since the survey effective date. *No adjustments* were made to the June 10, 2019 reported data; this update is intended to be informational only.

San Bernardino County Employees Retirement Association (SBCERA)		
<i>Health Benefit Contributions</i>		
No change to employer contribution since 8/1/2018		
<i>COLA³ effective 12/22/2018</i>	4.841% - All classifications	
<i>Position established effective 10/4/2018</i>		
<i>OCERS Benchmark Classification</i>	<i>SBCERA Comparable Classification</i>	<i>Adjusted Monthly Midpoint</i>
Director of Administrative Services	Director of Human Resources and Risk Management ⁴	\$12,310

Should you require any further information or have questions and comments with respect to this executive summary, please do not hesitate to contact Jennifer Ramos at 916-471-3125 or via email at jramos@cpsr.us.

³ SBCERA: The COLA is based upon the actual percent change in the Consumer Price Index for Riverside-San Bernardino-Ontario from December 2017 to September 2018 (3.241%) plus the 2017 COLA adjustment of 1.6% that was deferred pending labor negotiations.

June 10, 2019

Private and Confidential

Orange County Employee Retirement System

Final Total Compensation Report

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Introduction

Project Scope

CPS HR Consulting (CPS HR) was retained by the Orange County Employee Retirement System (OCERS) to conduct a classification and total compensation study for twenty-six (26) classifications. The objective of the study was to determine the competitiveness of OCERS' base salary and total compensation in the labor market. To achieve this, CPS HR utilized OCERS' predetermined labor market of 10 comparable agencies (consisting of seven city and county 1937 Act retirement systems, two state retirement systems, and one county) and collected and analyzed base salary and total compensation data.

The data for this report was collected during the months of August through November 2018, and further vetted and validated during the months of December 2018 through May 2019. All salary and benefit data represented is as of August 1, 2018. Agency-wide averages and classification specific results are summarized in this report. Survey results for each classification are presented in [Appendix A](#). In addition, other benefits and premium pay elements of interest to OCERS were collected, summarized, and presented in [Appendix B](#).

Project Workplan and Timeline

To complete the total compensation study, CPS HR Project Team completed the following tasks:

- Project Manager, Jennifer Ramos, met with and clarified the scope of work with OCERS' Director of Administrative Services, Cynthia Hockless, in mid-October 2018. There was a Project Manager transition during this time due to the departure of Andi Bernard from CPS HR. The previous Project Manager, Andi Bernard, initiated the project, held preliminary meetings, delivered the first base salary results (datasheets only) and presented results to OCERS' management on October 3, 2018, and reviewed the first round of feedback from management staff.
- Reviewed OCERS background materials including classification specifications, salary schedules, position control documents, organization charts, and internal alignment documentation.
- Reviewed the survey instrument (presented in [Appendix F](#)) developed and confirmed by OCERS under Andi Bernard's project management. In October 2018, OCERS prompted re-examination of all results in the original surveys and datasheets produced.
- Received confirmation from OCERS regarding the 10 labor market agencies, classifications to be surveyed, and the survey instrument under Andi Bernard's project management.

- CPS HR determined that the most expeditious way of obtaining data was to gather as much information as possible from online sources and then follow-up with the surveyed agency to validate data and complete missing information.
- Researched salary and benefits data from the respective labor market agencies, including salary schedules, classification specifications, benefits summaries, MOU's and position control documents where available. The Project Team followed up with agencies to request further information or clarification on job matching and/or benefits levels.
- On October 18, 2018, CPS HR Classification and Compensation Division leadership, Vicki Quintero Brashear and Jennifer Ramos, met with Cynthia Hockless by telephone to communicate the Project Manager transition, renegotiate the project timeline, and gain clarification on project deliverables.
- OCERS' Administrative Services Director, Cynthia Hockless, and Senior Project Consultant, Edie Sabia met in a series of telephone calls to verify and validate benefits information and discuss feedback from management staff regarding job matches.
- On November 16, 2018, delivered second round of base salary results; this is presented in [Appendix D](#) for reference.
- On November 29, 2018, Senior Project Consultant, Edie Sabia, and Administrative Coordinator, Sarah Williams, presented results of the benefits summaries and total compensation results via a Skype teleconference with management staff.
- Received client feedback, resolved questions, and updated the compensation report.
- Prepared a Draft Total Compensation Report on December 3, 2018, for client review and comment including Base Salary and Total Compensation datasheets for each classification and Benefits Summary Tables to arrive at total compensation market trends.
- Received client feedback, resolved questions, and finalized the compensation report.
- Prepared Draft Final Total Compensation Report on December 5, 2018, for presentation of base salary, total compensation, and salary recommendations to the OCERS' Management at the client site. Jennifer Ramos is to present this report on December 5, 2018.
- Met with internal project team to clarify benefits and job matches in January 2019.
- Contacted comparator agencies as needed for clarification or additional data to resolve concerns related to matches.
- Revised datasheets to reflect updated matches and submitted revised draft report on February 20, 2019.

- Revised datasheets and revised report on May 22, 2019 to reflect compensation equity adjustments effective 6/6/2018, which CPS HR recently became aware of.
- Submitted a Final Total Compensation Report and separate Executive Summary on June 10, 2019.

Compensation Study Parameters

The first step in conducting a total compensation survey is to determine the basic parameters for the survey. These parameters included:

- Confirmation of OCERS' labor market position
- Labor market agencies (comparable agencies)
- Survey classifications (benchmark classifications)
- Survey scope

The labor market comprised ten agencies for all twenty-six (26) classifications surveyed; the methods for labor market selection and final labor market agencies follow.

Labor Market Parameters

Labor Market Agency Selection

The labor market agencies were selected by OCERS after back and forth discussion with the project manager about strategic selection criteria. Factors of a balanced labor market involves consideration of the selection criteria outlined below.

Agency size – In general, agencies that employ relatively similar numbers of employees may have similar economic demographics. Since it is rare to find agencies that are exactly the same, the goal is to provide a balanced mix of larger and smaller agencies, thereby minimizing the “skewing” effect when either of these are used exclusively.

Geographic proximity – When considering a labor market, it is important to consider the geographic proximity of potential agencies, since they may be competitors in the recruitment market. If there are not enough agencies within the local market with which to conduct a study, then the geographic area may be expanded to include agencies in other closer counties.

Industry – In general, agencies that provide the same types of services are more likely to have similar types of job classes, and are more likely to be recruiting from the same applicant pool.

Competing agencies – Information regarding the agencies that the OCERS frequently competes with for talent (i.e. has lost employees to or recruited employees from) is also useful in selecting the labor market agencies.

Cost of Living – Cost of living measures the amount of money needed to sustain a certain level of living, including basic expenses such as the cost of housing, food, and taxes in an area. Cost of living is often used to compare how expensive it is to live in one city versus another locale. Comparator agencies may range in cost of living from lower to higher percentages when compared to OCERS. CPS HR obtains this information from the Economic Research Institute (ERI)¹. However, it is important to note that CPS HR relies on cost of wages data for salary considerations over cost of living. Cost of wages data *reflects the cost to employer* for work performed in an organization by location despite where the employees live.

The cost of living for the labor market agencies in comparison to OCERS is presented in Table 1.

Cost of Wages - Cost of wages measures the cost of labor or the sum of all wages paid to employees, as well as the cost of employee benefits and payroll taxes, paid by an employer. Cost of wages often factors in direct and indirect (overhead) costs associated with wages paid by the employer. CPS HR methodology focuses on cost of wages data, since it reflects the cost to the employer for work performed in an organization. Therefore, cost of wages data is more reliable for salary considerations over cost of living. Comparator agencies may range in cost of wages from lower to higher percentages when compared to OCERS. There is more consistency across comparator agencies for cost of wages in comparison to cost of living variances.

The cost of wages for the labor market agencies in comparison to OCERS is presented in Table 2.

Identified Labor Market

The labor market agencies included:

1. California Public Employees Retirement System (CalPERS)
2. California State Teachers Retirement System (CalSTRS)
3. Los Angeles City Employees Retirement System (LACERS)
4. Los Angeles County Employees Retirement Association (LACERA)
5. Los Angeles Fire and Police Pensions (LAFPP)
6. Orange County, CA *
7. San Bernardino County Employees Retirement Association (SBCERA)
8. San Diego City Employee Retirement System (SDCERS)

¹ The Economic Research Institute (ERI) database compiles salary, cost-of-living, and compensation survey data available with current market data for more than 1,000 industry sectors. Additional information for the database is available upon request.

- 9. San Diego County Retirement Association (SDCERA)
- 10. San Francisco Employees Retirement System (SFERS)

*Orange County replaced an original recommendation of Metropolitan Water District (MWD).

Table 1 presents the cost of living in the City of Santa Ana in comparison to the cities of the other labor market agencies, as well as a summary of the United States average cost of living as a point of reference.

The cost of living for the labor market cities is presented below with noticeable variances when comparing OCERS to other labor market agency locations. As an example, within California, the comparator agencies have a range from 33% below to 80% above the cost of living in relation to City of Santa Ana, California. OCERS is located in Orange County, California, however, some employees may not live in the same location.

Table 1: Labor Market Agencies – Cost of Living

Comparison Agency	ERI City	Base City Income Levels					
		\$20,000	\$40,000	\$60,000	\$80,000	\$100,000	Average
Orange County Employees Retirement System (OCERS)	Santa Ana, CA	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
California Public Employees Retirement System (CalPERS)	Sacramento, CA	75.6%	79.3%	81.4%	82.8%	83.9%	80.6%
California State Teachers Retirement System (CalSTRS)	West Sacramento, CA	58.1%	65.0%	68.4%	70.6%	72.4%	66.9%
County of Orange	Santa Ana, CA	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Los Angeles City Employees Retirement System (LACERS)	Los Angeles, CA	135.9%	129.5%	127.0%	125.4%	124.1%	128.4%
Los Angeles County Employees Retirement Association (LACERA)	Pasadena, CA	108.5%	107.0%	106.2%	105.7%	105.3%	106.5%
Los Angeles Fire and Police Pensions (LAFPP)	Los Angeles, CA	135.9%	129.5%	127.0%	125.4%	124.1%	128.4%
San Bernardino County Employees Retirement Association (SBCERA)	San Bernardino, CA	67.2%	72.7%	75.3%	77.0%	78.2%	74.1%
San Diego City Employee Retirement System (SDCERS)	San Diego, CA	125.9%	121.6%	119.5%	118.3%	117.2%	120.5%
San Diego County Retirement Association (SDCERA)	San Diego, CA	125.9%	121.6%	119.5%	118.3%	117.2%	120.5%
San Francisco Employees Retirement System (SFERS)	San Francisco, CA	202.4%	184.4%	176.0%	171.2%	166.9%	180.2%
	California - State Average	92.0%	93.4%	94.2%	94.7%	95.1%	93.9%
	United States Average	54.7%	62.4%	66.2%	68.0%	69.3%	64.1%

Table 2 presents the cost of wages paid in the City of Santa Ana in comparison to the cities of the other labor market agencies, as well as a summary of the United States average cost of wages as a point of reference. The comparator agencies, within California, range in cost of wages from 3.5% below to 16.4% above City of Santa Ana.

Table 2: Labor Market Agencies – Cost of Wages

Comparison Agency	ERI City	Base City Income Levels						
		\$24,000	\$36,000	\$48,000	\$72,000	\$108,000	\$144,000	Average
Orange County Employees Retirement System (OCERS)	Santa Ana, CA	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
California Public Employees Retirement System (CalPERS)	Sacramento, CA	100.2%	99.7%	98.9%	97.6%	96.7%	96.1%	98.2%
California State Teachers Retirement System (CalSTRS)	West Sacramento, CA	100.1%	99.4%	98.7%	97.5%	96.6%	96.1%	98.1%
County of Orange	Santa Ana, CA	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Los Angeles City Employees Retirement System (LACERS)	Los Angeles, CA	106.9%	100.8%	100.2%	101.0%	102.1%	102.8%	102.3%
Los Angeles County Employees Retirement Association (LACERA)	Pasadena, CA	114.8%	100.6%	100.1%	100.8%	101.9%	102.6%	103.5%
Los Angeles Fire and Police Pensions (LAFPP)	Los Angeles, CA	106.9%	100.8%	100.2%	101.0%	102.1%	102.8%	102.3%
San Bernardino County Employees Retirement Association (SBCERA)	San Bernardino, CA	98.7%	96.1%	96.0%	95.8%	96.0%	96.2%	96.5%
San Diego City Employee Retirement System (SDCERS)	San Diego, CA	103.7%	99.9%	98.5%	97.6%	97.4%	97.4%	99.1%
San Diego County Retirement Association (SDCERA)	San Diego, CA	103.7%	99.9%	98.5%	97.6%	97.4%	97.4%	99.1%
San Francisco Employees Retirement System (SFERS)	San Francisco, CA	130.1%	115.8%	114.5%	113.5%	112.7%	111.9%	116.4%
California - State Average		102.0%	100.4%	100.3%	100.3%	100.4%	100.5%	100.7%
United States Average		75.1%	90.5%	89.9%	89.1%	88.5%	88.9%	87.0%

Labor Market Position

CPS HR typically conducts labor market data analysis based on the median (middle) of the market. Report data is represented in median format to mitigate the influence of high and low payers in the labor market. However, OCERS' preference, past practice, and pay philosophy, is to use the midpoint of base salary minimum and maximums, focus on the mean (average) over the median (middle), and use the 75th percentile when making salary considerations. This pay philosophy and practice is used to remain competitive in OCERS's labor market and aligned with or ahead of market trends. CPS HR represents the market data accordingly in the datasheets, summary tables, and salary recommendations. Definitions of these are further discussed prior to presenting survey results.

OCERS provided CPS HR with their existing pay philosophy which is included in [Appendix E](#).

Survey Classifications

The survey benchmark classifications for the study are presented below. Summary descriptions for all survey benchmark classifications are included in the survey instrument displayed in [Appendix F](#).

Assistant CEO, External Operations	Information Technology Manager
Assistant CEO, Finance and Internal Operations	Internal Auditor
Chief Investment Officer	Investment Analyst
Chief Legal Officer (General Counsel)	Investment Officer
Communications Manager	Managing Director, Investments
Contracts/Risk/Performance Administrator	Member Services Director (Director of Member Services)
Deputy General Counsel	Member Services Manager
Director of Administrative Services	Senior Investment Analyst
Director of Cyber Security	Senior Investment Officer
Director of Finance	Senior Retirement Manager (Retirement Analyst)
Director of Information Technology	Staff Analyst
Director of Internal Audit	Staff Attorney
Director of Investments	
Finance Manager	

Survey Data Collection Scope and Methodology

Comparable Classifications – Classification Matching

When conducting a salary survey, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, and knowledge, skill and ability requirements to determine

whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced.

In the process of matching comparable classifications from other agencies, CPS HR does not solely rely on classification specifications. CPS HR references position control documents, where available, to specifically identify which classification, and level of classification, perform the duties of the OCERS' classification. This is particularly relevant to an agency's organizational hierarchy where there are multi-levels of management within a classification plan that are matched from the other agencies. This level of multi factor or whole job analysis is important because classification specifications may describe a certain level of work, for example the journey level, when the use of the classification series as a whole demonstrates that the majority of duties are assigned to a higher level. For this reason, it is important to review all levels in a series, from journey to advanced journey levels, for job match consideration beyond titling convention alone. In addition, block budgeting or other fiscal tools facilitating series progression through multiple levels, may provide greater flexibility in the use of the classification structure than is evident in the content of the classification specification. To the extent possible, CPS HR identifies the operational use of a classification in determining whether it is a comparable job match.

Comparable Classifications – Required Number of Comparable Classifications

CPS HR's best practice is that benchmark classifications must have a minimum of three (3) classification matches to be analyzed. In most studies, it is common to have some classes for which limited market data exists.

There are many reasons a benchmark class may not have enough comparable data including:

- Differences in the delivery of services
- Differences in span of control
- Differences in organizational structure
- Differences in operational size
- The classification is not commonly found in other agencies
- Agency does not provide that service
- Services being provided by external resources through contractual agreements

Labor Market Base Salary and Benefits Collected

CPS HR collected numerous benefits and compensation practices, in addition to base salary, to complete the total compensation evaluation of the OCERS in the labor market. When measuring the market, the goal is to identify an agency’s competitive position in the labor market to attract and retain talent, in addition to promoting internal equity. This is done by measuring those benefits that new employees would currently receive upon their date of hire. In addition, reported benefits and premium pay are those which all employees in the group would qualify for, versus premium pay provided to a limited group of employees, such as shift differentials, or assignment pay.

The benefits data collected for the study is presented in Table 3 below.

Table 3: Total Compensation Benefit Data Collected

Pay Practices	Description
Agency Pay Structure <i>Table B-1</i>	Identifies the pay structure, Steps or Range, used by the agency to determine wages, rates and salary schedules.
Scheduled Cost of Living Adjustments (COLAs) <i>Table B-1</i>	If documented the scheduled amount of future COLAs as reported in Memorandum of Understandings and/or Salary Resolutions, these amounts are not included in the total compensation calculations.
Employer Retirement Contribution <i>Table B-2</i>	<p>Employer’s contribution rates are stated based on the retirement plan’s Actuarial Valuation report for the fiscal year related to the survey effective date.</p> <p>All rates and benefit formulas have been captured in the benefits summary tables.</p> <p>For the purposes of this study, CPS HR calculated, for total compensation purposes, Classic & PEPRA employer rates were used. CPS HR used the latest pre-PEPRA (e.g. Tier 2 over Tier 1).</p>
Employee Retirement Contribution <i>Table B-2</i>	<p>Employee’s contribution rates are stated based on the retirement plan’s Actuarial Valuation report for the fiscal year related to the survey effective date.</p> <p>All rates and benefit formulas have been captured in the benefits summary tables but are not included in calculation of total compensation.</p>
FICA (Medicare and Social Security) Contributions <i>Table B-2</i>	<p>Federal Insurance Contributions Act (FICA) reflects the cost of the employer’s contributions to Medicare at 1.45% of compensation there is no maximum compensation limit. If the agency participates in Social Security at 6.20% of compensation. For calendar year 2019, the maximum social security taxable earnings is \$132,900.</p> <p>For reporting purposes in this study, Social Security is considered as future compensation to be paid out either in retirement, injury, or disability and Medicare is considered as healthcare insurance for the elderly.</p> <p>Medicare and Social Security employer contributions are included in total compensation calculations.</p>

Pay Practices	Description
<p>Deferred Compensation Contribution</p> <p>Table B-3</p>	<p>The amount(s), if any, that the agency pays into a deferred compensation plan; in many cases, this is a voluntary employee benefit. CPS HR includes non-matching employer contributions or matching employer contributions dependent on mandated employee contributions in total compensation calculations; employer matching contributions dependent on a nonmandated employee matching contribution were not calculated, due the employee contribution being discretionary but are reported in the Benefits Summary Tables in Appendix B.</p>
<p>Longevity Pay Practices</p> <p>Table B-3</p>	<p>The amount(s) an agency compensates for years of service with the agency; for this analysis, CPS HR has used the 10-year level for eligible employees, as this is a common achievement.</p> <p>Longevity pay at the 10-year mark was calculated into total compensation only if it was an increase to base pay, not a one-time payout.</p>
<p>Education/Certification Reimbursements</p> <p>Table B-3</p>	<p>The amounts an agency reimburses expenses for the acquisition of higher education, licenses, or certifications.</p>
<p>Bilingual Pay Practices</p> <p>Table B-3</p>	<p>Policies related to bilingual pay practices are summarized, data is not included in total compensation calculations.</p>
<p>Performance Incentive Awards</p> <p>Table B-4A</p>	<p>Agencies that have programs/policies related to pay for performance evaluation, which may or may not be based on specific objectives or measurements, are identified by classification if applicable.</p> <p>As awards in most cases are based on qualitative and quantitative measures these amounts are not included in the total compensation calculations.</p>
<p>Allowance Pay Practices</p> <p>Table B-4B</p>	<p>These amounts reflect general policies on vehicle, phone, or other allowances. The amounts may not be universally applicable to all positions within a unit and maybe dependent on other factors.</p> <p>For this study the allowances were not included in the total compensation calculations because so many of the policies tended to be dependent on outside factors i.e.; options for vehicle or allowance pay, dependent upon executive approval etc.</p>
<p>Relocation, Severance or Other Pay</p> <p>Table B-4B</p>	<p>Policies/agreements related to these payment types will be identified, these amounts are not included in the total compensation calculations. As these payments may be negotiated through employee agreements, which may or may not be provided or made public by an agency, only documented policies can be reported, therefore all policies/agreements may not be reported.</p>
<p>Health Plan Contributions</p> <p>Table B-5</p>	<p>Medical Insurance plan – For standards purposes, the family rate for the <i>most expensive</i> plan is measured in the market. In some agencies, a flat employer contribution rate is utilized, regardless of the plan selected by employees.</p> <p>Dental Insurance plan – For standards purposes, the family rate for the <i>most expensive</i> used plan is measured in the market. If no amount is entered in the datasheets, the cost may be included in the medical plan costs (<i>Included</i> will be indicated) or the agency does not offer or contribute towards a dental benefit (<i>DNA</i> will be indicated).</p>

Pay Practices	Description
	Vision Insurance plan - For standards purposes, the family rate for the most <i>expensive</i> plan is measured in the market. If no amount is entered in the datasheets, the cost may be included in the medical plan costs (<i>Included</i> will be indicated) or the agency does not offer or contribute to a vision benefit (<i>DNA</i> will be indicated).
Voluntary Supplemental Plans <i>Table B-5</i>	Voluntary plans that an agency administers that are offered to employees to participate in i.e.; Life and/or Accidental Death & Dismemberment (AD&D) Insurance, Cancer Insurance, Pet Insurance, Legal Services etc. Employees are financially responsible for all premiums/cost associated with participating in the plans.
Retiree Health Savings (RHS) <i>Table B-6</i>	Retiree Health Savings (RHS) as represented in the data collected and this report refers to the collection of the policies related to retiree health savings accounts and/or trust funds which are either: <ol style="list-style-type: none"> 1. “owned” by the retiree who can use funds at their discretion for qualified healthcare expenses, contributions can be made by either the employee or employer. 2. administered by the employer which then provides a subsidy to retirees towards their health premiums in retirement, contributions can be made by either the employee or employer. The costs for these programs are not included in the total compensation calculation.
Retiree Health Insurance (RHI) <i>Table B-6</i>	Retiree Health Insurance (RHI) provides the policies related to employee’s being eligible for post-retirement health insurance. The costs for these programs are not included in the total compensation calculation.
Life Insurance & AD&D <i>Table B-7</i>	Whether the employer provides basic Life and/or AD&D Insurance plans and if so, what benefit amount is provided. Table B-5 indicates whether or not supplemental Life and/or AD&D insurance are offered by the agency. Benefit cost are not collected therefore related costs are not included in the total compensation calculation.
Disability Plans <i>Table B-7</i>	Long Term Disability (LTD) – Whether the employer provides a basic Long Term Disability plan and if so, what the benefit amount is. Short Term Disability (STD) – Whether the employer provides a basic Short Term Disability plan and if so, what the benefit amount is. Benefit cost are not collected therefore related costs are not included in the total compensation calculation.
Vacation Leave Practices <i>Table B-8</i>	For standards purposes vacation, annual leave or other paid time off (PTO) leave practices reflect leave accrual rates and maximums at one, five, ten, fifteen and 20 years; the table also provides for a maximum accrual for each level. These leaves were not included in the total compensation calculations. Annual cash out policy summaries related to whether an agency allows employees to cash out accrued leave in lieu of time off annually are provided, as these policies may be based on eligibility, accrual balance and/or usage these amounts were not included in total compensation calculations.
Executive/Management Leave <i>Table B-9</i>	Policies related to accrued leave for Management, Executive and/or FLSA exempt employees who are not eligible for overtime that receive.

Pay Practices	Description
<p>Holidays and Other Leaves</p> <p><i>Table B-9</i></p>	<p>For standards purposes, leave practices reflect leave accrual rates and maximums, if applicable, for executive/management leave and holiday and floating holiday hours allotted to employees.</p>
<p>Sick Leave</p> <p><i>Table B-9</i></p>	<p>For standards purposes, sick leave practices reflect leave accrual rates and maximums, if applicable, this is not included in the total compensation calculation.</p> <p>Sick leave cash out policy summaries related to whether an agency allows employees to cash out accrued leave in lieu of time off annually are provided, as these policies can be based on eligibility, accrual balance and/or usage there is no total compensation calculation.</p> <p>Whether an agency allows sick leave accrual hours at retirement to be paid out or converted to service credits are summarized.</p> <p>Some agencies have leisure time-off leave referred to as Annual Leave, Paid Time Off (PTO) etc. which includes Sick Leave.</p>

Survey Results

This section presents the overall results of the study by classification and agency-wide. CPS HR provides definitions of key terms used in the results tables first.

All data represented is as of August 1, 2018, and this report does not account for any adjustments since that time.

Key Terminology

Table 4 below defines key terms or used in classification and labor market results.

Table 4: Terminology Used in Results Tables

Term	Definition
<p>Base Salary Minimum and Maximum</p>	<p>CPS HR collects the minimum and maximum salaries available from agencies, normally from salary schedules. Where salaries are not available, CPS HR will confirm with the agency the current salary range, if any, and if not, will request the current incumbents' actual salary.</p> <p>CPS HR typically calculates base salary and total compensation results using the maximum salary.</p>

Term	Definition
Base Salary Midpoint	<p>Base salary midpoint is calculated by averaging the minimum and maximum salary. The midpoint of each agency was used to calculate labor market median, mean, and 75th percentile for base salary and total compensation.</p> <p><i>OCERS' preference was to use the midpoint, rather than base salary maximum, for calculations.</i></p>
Labor Market Median	<p>The labor market median, which is described as the “middle” of the market, is the data point at which half of the complete range of data (excluding OCERS’ data) is higher, and half of the complete range of data (excluding OCERS’ data) is lower. The median is a common market position, particularly in smaller data sets, because the data is less likely to be skewed by high and low paying agencies in the market.</p>
Labor Market Mean	<p>The labor market mean is the average of all labor market agency midpoint salaries. OCERS’ data is not included in the labor market mean.</p> <p><i>OCERS' preference was to focus on the mean, rather than median. CPS HR has presented both for reference.</i></p>
% Above/Below Labor Market Median or Mean	<p>The percentage OCERS’ midpoint is above or below the mean, or median, of the labor market midpoint; this number indicates what percentage of OCERS’ salary is required to move it up or down to the market mean or median.</p>
75 th Percentile	<p>A percentile (or a centile) is a measure used in statistics indicating the value below which a given percentage of observations in a group of observations fall. For example, the 20th percentile is the value (or score) below which 20% of the observations may be found. If the salary for a given classification is at the 75th percentile, that means the salary is better than 75% of the salaries collected in the labor market. The 75th percentile always means 75% of the other values lie below the median, and 25% lie above it.</p>

Compensation Results

OCERS' overall position within the labor market, and the averages for each classification, are presented in this section. Appendix A and B provide more detailed results as described below.

- [Appendix A](#) presents all study classifications with total compensation results. Classifications are presented in alphabetical order.
 - The designation of “No Comparable Classifications” is used if an agency reported no comparable classification, or if a review of the duties and responsibilities assigned to the classification indicated that it was not comparable, or if the duties were significantly split among more than a single classification. CPS HR provides discussion on “No Comparable Classifications” in [Appendix C](#).
 - The designation of “Data Not Available” indicates a match was identified but salary could not be obtained.
- [Appendix B](#) presents the collected benefit information for all employee groups.

Labor Market Position by Classification

This section provides a summary of the OCERS' position within the labor market by classification.

Table 5: OCERS Percent (%) Above/Below Agency Labor Market Mean, Median, and 75th Percentile by Classification – Monthly Base Salary

Table 5 provides the following information for base salary by classification:

- OCERS' classification title
- The number of comparable matches found
- OCERS' midpoint monthly salary for the survey classification
- Labor market mean and OCERS' percent above/below the market mean
- Labor market median and OCERS' percent above/below the market median
- Percentile of OCERS' in the labor market; the 75th percentile has been used

Table 6: OCERS Percent (%) Above/Below Agency Labor Market Mean, Median, and 75th Percentile by Classification – Monthly Total Compensation Based on Employer Retirement Contributions Using Classic Rate

Table 6 provides the following information for total compensation by classification:

- OCERS' classification title
- The number of comparable matches found

- Calculations based on employer retirement contributions at the latest Classic rate
 - OCERS' midpoint monthly salary for the survey classification
 - Labor market mean and OCERS' percent above/below the market mean
 - Labor market median and OCERS' percent above/below the market median
 - Percentile of OCERS' in the labor market; the 75th percentile has been used

Table 7: OCERS Percent (%) Above/Below Agency Labor Market Mean, Median, and 75th Percentile by Classification – Monthly Total Compensation Based on Employer Retirement Contributions Using PEPR Rate

Table 7 provides the following information for total compensation by classification:

- OCERS' classification title
- The number of comparable matches found
- Calculations based on employer retirement contributions at the latest PEPR rate
 - OCERS' midpoint monthly salary for the survey classification
 - Labor market mean and OCERS' percent above/below the market mean
 - Labor market median and OCERS' percent above/below the market median
 - Percentile of OCERS' in the labor market; the 75th percentile has been used

Table 8: Monthly Base Salary and Total Compensation Comparison

Table 8 provides the following information for base salary and total compensation by classification for comparison purposes.

- OCERS' classification title
- The number of comparable matches found
- Base Salary mean and median percentage above/below market
- Total Compensation mean and median percentage above/below market using Classic retirement rate
- Total Compensation mean and median percentage above/below market using PEPR retirement rate

Table 5: OCERS Percent (%) Above/Below Agency Labor Market Mean, Median, and 75th Percentile by Classification – Monthly Base Salary

Classification	# Matches	OCERS Midpoint	Mean		Median		Percentile	
			Market Midpoint	% OCERS Above/Below Mean	Market Midpoint	% OCERS Above/Below Median	75 th Percentile	% OCERS Above/Below Percentile
Assistant CEO, External Operations	7	\$15,221	\$15,829	-3.99%	\$15,104	0.77%	\$17,092	-12.29%
Assistant CEO, Finance and Internal Operations	8	\$15,221	\$16,590	-8.99%	\$15,699	-3.14%	\$17,503	-14.99%
Chief Investment Officer	9	\$21,875	\$27,885	-27.47%	\$22,839	-4.41%	\$38,811	-77.42%
Chief Legal Officer (General Counsel)	7	\$16,507	\$20,474	-24.03%	\$20,167	-22.17%	\$21,905	-32.70%
Communications Manager	9	\$6,996	\$9,100	-30.08%	\$8,184	-16.98%	\$10,534	-50.56%
Contracts/Risk/Performance Administrator	3	\$7,403	\$9,135	-23.41%	\$9,084	-22.71%	\$9,453	-27.69%
Deputy General Counsel	7	\$13,699	\$14,117	-3.06%	\$13,557	1.04%	\$14,926	-8.96%
Director of Administrative Services	9	\$11,087	\$11,379	-2.64%	\$11,105	-0.17%	\$11,869	-7.05%
Director of Cyber Security	3	\$10,597	\$11,590	-9.37%	\$10,967	-3.50%	\$12,428	-17.28%
Director of Finance	7	\$11,275	\$12,746	-13.05%	\$12,201	-8.22%	\$12,871	-14.16%
Director of Information Technology	9	\$10,776	\$13,108	-21.64%	\$12,626	-17.16%	\$14,218	-31.94%
Director of Internal Audit	8	\$11,004	\$12,461	-13.24%	\$12,413	-12.81%	\$13,586	-23.47%
Director of Investments	4	\$13,699	\$14,350	-4.76%	\$14,450	-5.48%	\$15,815	-15.45%
Finance Manager	7	\$7,403	\$10,296	-39.09%	\$10,692	-44.44%	\$10,936	-47.73%
Information Technology Manager	6	\$8,221	\$10,621	-29.21%	\$9,809	-19.32%	\$11,581	-40.88%
Internal Auditor	8	\$7,368	\$7,829	-6.26%	\$7,369	-0.01%	\$8,924	-21.12%
Investment Analyst	6	\$6,690	\$7,074	-5.75%	\$7,397	-10.57%	\$7,713	-15.30%
Investment Officer	7	\$8,903	\$10,632	-19.42%	\$11,912	-33.80%	\$12,066	-35.52%
Managing Director, Investments	6	\$15,221	\$19,308	-26.85%	\$19,015	-24.92%	\$21,369	-40.39%
Member Services Director (Director of Member Services)	9	\$11,595	\$12,051	-3.93%	\$11,869	-2.36%	\$12,626	-8.89%
Member Services Manager	7	\$7,403	\$9,215	-24.48%	\$9,084	-22.71%	\$10,178	-37.49%
Senior Investment Analyst	4	\$7,797	\$10,514	-34.85%	\$9,282	-19.05%	\$11,320	-45.19%
Senior Investment Officer	5	\$11,301	\$14,360	-27.07%	\$14,177	-25.45%	\$17,917	-58.55%
Senior Retirement Manager (Retirement Analyst)	5	\$8,221	\$9,456	-15.03%	\$9,084	-10.50%	\$10,534	-28.14%
Staff Analyst	8	\$6,690	\$6,501	2.82%	\$7,040	-5.24%	\$7,187	-7.43%
Staff Attorney	5	\$11,656	\$11,763	-0.92%	\$12,231	-4.94%	\$12,231	-4.94%
			Average	-15.99%		-13.01%		-27.91%

Table 6: OCERS Percent (%) Above/Below Agency Labor Market Mean, Median, and 75th Percentile by Classification – Monthly Total Compensation Based on Employer Retirement Contributions Using Classic Rate

Classification	# Matches	OCERS Midpoint	Mean		Median		Percentile	
			Market Midpoint	% OCERS Above/Below Mean	Market Midpoint	% OCERS Above/Below Median	75 th Percentile	% OCERS Above/Below Percentile
Assistant CEO, External Operations	7	\$20,093	\$19,820	1.36%	\$19,346	3.71%	\$21,226	-5.64%
Assistant CEO, Finance and Internal Operations	8	\$20,093	\$20,903	-4.03%	\$19,672	2.09%	\$22,137	-10.17%
Chief Investment Officer	9	\$28,187	\$34,281	-21.62%	\$29,466	-4.54%	\$49,752	-76.51%
Chief Legal Officer (General Counsel)	7	\$21,657	\$25,530	-17.89%	\$24,266	-12.05%	\$27,617	-27.52%
Communications Manager	9	\$9,598	\$12,035	-25.39%	\$10,491	-9.30%	\$13,350	-39.09%
Contracts/Risk/Performance Administrator	3	\$10,064	\$11,948	-18.72%	\$12,173	-20.96%	\$12,382	-23.03%
Deputy General Counsel	7	\$17,282	\$17,995	-4.13%	\$17,362	-0.47%	\$19,460	-12.60%
Director of Administrative Services	9	\$14,287	\$14,774	-3.41%	\$14,723	-3.05%	\$15,625	-9.36%
Director of Cyber Security	3	\$13,726	\$15,231	-10.97%	\$14,572	-6.17%	\$16,175	-17.85%
Director of Finance	7	\$14,503	\$16,251	-12.06%	\$15,640	-7.84%	\$16,031	-10.53%
Director of Information Technology	9	\$13,931	\$16,725	-20.05%	\$15,856	-13.82%	\$18,231	-30.87%
Director of Internal Audit	8	\$14,192	\$15,997	-12.72%	\$15,748	-10.96%	\$16,779	-18.22%
Director of Investments	4	\$17,282	\$18,274	-5.74%	\$18,221	-5.44%	\$19,232	-11.29%
Finance Manager	7	\$10,064	\$13,440	-33.54%	\$13,940	-38.51%	\$14,092	-40.02%
Information Technology Manager	6	\$11,002	\$13,750	-24.98%	\$12,750	-15.89%	\$14,648	-33.14%
Internal Auditor	8	\$10,024	\$10,483	-4.57%	\$9,980	0.44%	\$11,386	-13.59%
Investment Analyst	6	\$9,247	\$9,634	-4.19%	\$9,725	-5.18%	\$9,908	-7.16%
Investment Officer	7	\$11,784	\$13,665	-15.96%	\$14,853	-26.05%	\$15,159	-28.64%
Managing Director, Investments	6	\$19,027	\$24,135	-26.85%	\$23,964	-25.95%	\$27,234	-43.13%
Member Services Director (Director of Member Services)	9	\$14,870	\$15,456	-3.94%	\$15,625	-5.08%	\$15,856	-6.63%
Member Services Manager	7	\$10,064	\$12,294	-22.15%	\$12,244	-21.66%	\$12,970	-28.88%
Senior Investment Analyst	4	\$10,516	\$13,724	-30.51%	\$12,105	-15.12%	\$14,889	-41.59%
Senior Investment Officer	5	\$14,533	\$18,152	-24.90%	\$18,403	-26.63%	\$21,927	-50.88%
Senior Retirement Manager (Retirement Analyst)	5	\$11,002	\$12,681	-15.27%	\$12,173	-10.65%	\$13,350	-21.35%
Staff Analyst	8	\$9,247	\$9,073	1.88%	\$9,627	-4.12%	\$9,850	-6.52%
Staff Attorney	5	\$14,940	\$15,167	-1.52%	\$15,640	-4.69%	\$15,999	-7.09%
			Average	-13.92%		-11.07%		-23.90%

Table 7: OCERS Percent (%) Above/Below Agency Labor Market Mean, Median, and 75th Percentile by Classification – Monthly Total Compensation Based on Employer Retirement Contributions Using PEPR Rate

Classification	# Matches	OCERS Midpoint	Mean		Median		Percentile	
			Market Midpoint	% OCERS Above/Below Mean	Market Midpoint	% OCERS Above/Below Median	75 th Percentile	% OCERS Above/Below Percentile
Assistant CEO, External Operations	7	\$19,345	\$19,412	-0.35%	\$18,605	3.83%	\$21,024	-8.68%
Assistant CEO, Finance and Internal Operations	8	\$19,345	\$20,502	-5.98%	\$19,093	1.31%	\$21,904	-13.23%
Chief Investment Officer	9	\$27,112	\$33,787	-24.62%	\$27,483	-1.37%	\$49,243	-81.63%
Chief Legal Officer (General Counsel)	7	\$20,846	\$24,972	-19.79%	\$23,754	-13.95%	\$27,319	-31.05%
Communications Manager	9	\$9,254	\$11,825	-27.77%	\$10,384	-12.20%	\$13,350	-44.26%
Contracts/Risk/Performance Administrator	3	\$9,701	\$11,705	-20.67%	\$11,573	-19.30%	\$12,017	-23.88%
Deputy General Counsel	7	\$16,609	\$17,590	-5.90%	\$17,175	-3.41%	\$18,925	-13.94%
Director of Administrative Services	9	\$13,743	\$14,536	-5.77%	\$14,419	-4.92%	\$15,459	-12.49%
Director of Cyber Security	3	\$13,205	\$14,827	-12.28%	\$14,418	-9.19%	\$15,639	-18.43%
Director of Finance	7	\$13,949	\$16,001	-14.71%	\$15,481	-10.98%	\$15,961	-14.42%
Director of Information Technology	9	\$13,402	\$16,499	-23.10%	\$15,856	-18.31%	\$18,073	-34.85%
Director of Internal Audit	8	\$13,652	\$15,727	-15.20%	\$15,668	-14.77%	\$16,674	-22.14%
Director of Investments	4	\$16,609	\$17,793	-7.13%	\$17,633	-6.16%	\$19,232	-15.79%
Finance Manager	7	\$9,701	\$13,251	-36.60%	\$13,656	-40.77%	\$13,942	-43.73%
Information Technology Manager	6	\$10,598	\$13,583	-28.17%	\$12,537	-18.29%	\$14,648	-38.21%
Internal Auditor	8	\$9,663	\$10,303	-6.63%	\$9,712	-0.51%	\$11,241	-16.33%
Investment Analyst	6	\$8,918	\$9,560	-7.20%	\$9,629	-7.97%	\$9,784	-9.71%
Investment Officer	7	\$11,347	\$13,550	-19.42%	\$14,727	-29.79%	\$15,003	-32.22%
Managing Director, Investments	6	\$18,280	\$23,961	-31.08%	\$23,845	-30.44%	\$27,023	-47.83%
Member Services Director (Director of Member Services)	9	\$14,301	\$15,166	-6.05%	\$15,459	-8.10%	\$15,856	-10.87%
Member Services Manager	7	\$9,701	\$12,063	-24.35%	\$11,573	-19.30%	\$12,906	-33.04%
Senior Investment Analyst	4	\$10,133	\$13,581	-34.03%	\$11,925	-17.68%	\$14,734	-45.41%
Senior Investment Officer	5	\$13,978	\$17,957	-28.47%	\$18,403	-31.66%	\$21,467	-53.58%
Senior Retirement Manager (Retirement Analyst)	5	\$10,598	\$12,326	-16.31%	\$11,573	-9.19%	\$13,350	-25.97%
Staff Analyst	8	\$8,918	\$8,911	0.09%	\$9,386	-5.25%	\$9,627	-7.95%
Staff Attorney	5	\$14,367	\$14,907	-3.76%	\$15,481	-7.75%	\$15,828	-10.17%
			Average	-16.36%		-12.93%		-27.30%

Table 8: Monthly Base Salary and Total Compensation Comparison

Classification	# of Matches	Base Salary			Total Compensation – Classic			Total Compensation – PEPRA		
		OCERS' % Above/Below Market			OCERS' % Above/Below Market			OCERS' % Above/Below Market		
		Mean	Median	75 th Percentile	Mean	Median	75 th Percentile	Mean	Median	75 th Percentile
Assistant CEO, External Operations	7	-3.99%	0.77%	-12.29%	1.36%	3.71%	-5.64%	-0.35%	3.83%	-8.68%
Assistant CEO, Finance and Internal Operations	8	-8.99%	-3.14%	-14.99%	-4.03%	2.09%	-10.17%	-5.98%	1.31%	-13.23%
Chief Investment Officer	9	-27.47%	-4.41%	-77.42%	-21.62%	-4.54%	-76.51%	-24.62%	-1.37%	-81.63%
Chief Legal Officer (General Counsel)	7	-24.03%	-22.17%	-32.70%	-17.89%	-12.05%	-27.52%	-19.79%	-13.95%	-31.05%
Communications Manager	9	-30.08%	-16.98%	-50.56%	-25.39%	-9.30%	-39.09%	-27.77%	-12.20%	-44.26%
Contracts/Risk/Performance Administrator	3	-23.41%	-22.71%	-27.69%	-18.72%	-20.96%	-23.03%	-20.67%	-19.30%	-23.88%
Deputy General Counsel	7	-3.06%	1.04%	-8.96%	-4.13%	-0.47%	-12.60%	-5.90%	-3.41%	-13.94%
Director of Administrative Services	9	-2.64%	-0.17%	-7.05%	-3.41%	-3.05%	-9.36%	-5.77%	-4.92%	-12.49%
Director of Cyber Security	3	-9.37%	-3.50%	-17.28%	-10.97%	-6.17%	-17.85%	-12.28%	-9.19%	-18.43%
Director of Finance	7	-13.05%	-8.22%	-14.16%	-12.06%	-7.84%	-10.53%	-14.71%	-10.98%	-14.42%
Director of Information Technology	9	-21.64%	-17.16%	-31.94%	-20.05%	-13.82%	-30.87%	-23.10%	-18.31%	-34.85%
Director of Internal Audit	8	-13.24%	-12.81%	-23.47%	-12.72%	-10.96%	-18.22%	-15.20%	-14.77%	-22.14%
Director of Investments	4	-4.76%	-5.48%	-15.45%	-5.74%	-5.44%	-11.29%	-7.13%	-6.16%	-15.79%
Finance Manager	7	-39.09%	-44.44%	-47.73%	-33.54%	-38.51%	-40.02%	-36.60%	-40.77%	-43.73%
Information Technology Manager	6	-29.21%	-19.32%	-40.88%	-24.98%	-15.89%	-33.14%	-28.17%	-18.29%	-38.21%
Internal Auditor	8	-6.26%	-0.01%	-21.12%	-4.57%	0.44%	-13.59%	-6.63%	-0.51%	-16.33%
Investment Analyst	6	-5.75%	-10.57%	-15.30%	-4.19%	-5.18%	-7.16%	-7.20%	-7.97%	-9.71%
Investment Officer	7	-19.42%	-33.80%	-35.52%	-15.96%	-26.05%	-28.64%	-19.42%	-29.79%	-32.22%
Managing Director, Investments	6	-26.85%	-24.92%	-40.39%	-26.85%	-25.95%	-43.13%	-31.08%	-30.44%	-47.83%
Member Services Director (Director of Member Services)	9	-3.93%	-2.36%	-8.89%	-3.94%	-5.08%	-6.63%	-6.05%	-8.10%	-10.87%
Member Services Manager	7	-24.48%	-22.71%	-37.49%	-22.15%	-21.66%	-28.88%	-24.35%	-19.30%	-33.04%
Senior Investment Analyst	4	-34.85%	-19.05%	-45.19%	-30.51%	-15.12%	-41.59%	-34.03%	-17.68%	-45.41%
Senior Investment Officer	5	-27.07%	-25.45%	-58.55%	-24.90%	-26.63%	-50.88%	-28.47%	-31.66%	-53.58%
Senior Retirement Manager (Retirement Analyst)	5	-15.03%	-10.50%	-28.14%	-15.27%	-10.65%	-21.35%	-16.31%	-9.19%	-25.97%
Staff Analyst	8	2.82%	-5.24%	-7.43%	1.88%	-4.12%	-6.52%	0.09%	-5.25%	-7.95%
Staff Attorney	5	-0.92%	-4.94%	-4.94%	-1.52%	-4.69%	-7.09%	-3.76%	-7.75%	-10.17%
Average		-15.99%	-13.01%	-27.91%	-13.92%	-11.07%	-23.90%	-16.36%	-12.93%	-27.30%

Labor Market Position Agency Wide

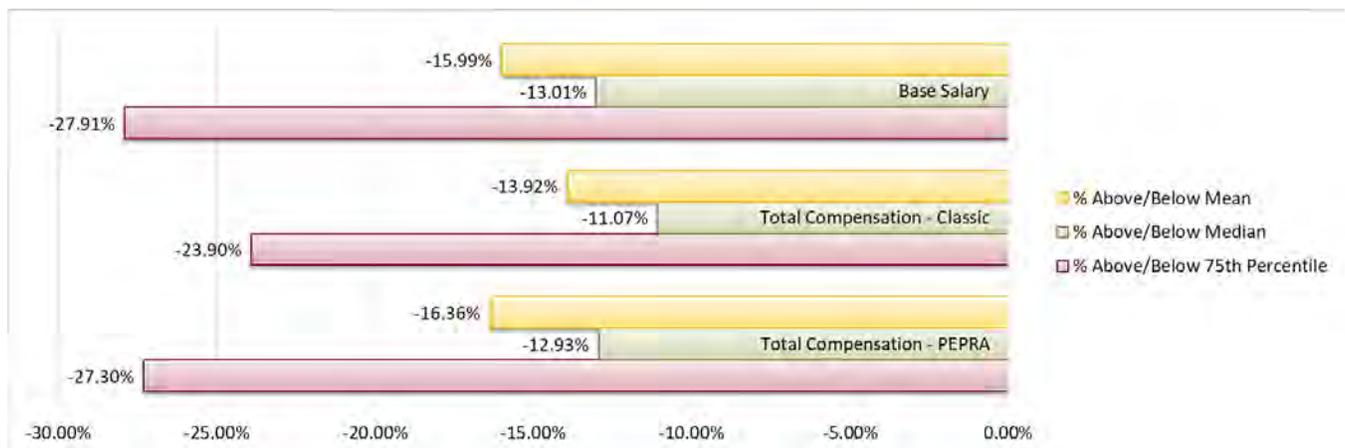
The data included in this report reflects that OCERS is below the labor market average when comparing base salary and total compensation mean, medians, and 75th percentile. When looking at the mean, OCERS is lagging behind the market by -15.99% for base salary, -13.92% for total compensation based on Classic, and -16.36% for total compensation based on PEPR. Yet when looking at the median, OCERS’ improves slightly for base salary by 2.98%; likewise, both total compensations based on Classic and PEPR increase by 2.85 – 3.43%. The market median tends to be a more stable representation of trends in the market, since it eliminates high and low payers which can skew data and outcomes. For this reason, CPS HR’s methodology is to use the market median for compensation considerations. However, given OCERS’ pay philosophy to look toward the mean, CPS HR has made recommendations using those numbers.

Table 9 and Figure 1 present OCERS’ average position within the labor market.

Table 9: OCERS Average Position in the Labor Market for Base Salary and Total Compensation based on Classic and PEPR Retirement Rates

	% Above/Below Market Midpoint Mean	% Above/Below Market Midpoint Median	% Above/Below Market 75th Percentile
Base Salary	-15.99%	-13.01%	-27.91%
Total Compensation – Classic	-13.92%	-11.07%	-23.90%
Total Compensation – PEPR	-16.36%	-12.93%	-27.30%

Figure 1: OCERS Percent Position in the Labor Market



CPS HR looked at the large difference between OCERS’ base salary and total compensation results and identified that the participation of four agencies to FICA, which OCERS does not pay into, impacts OCERS’ overall standing dramatically as shown in Table 10 below. For this scenario, CPS HR included all labor market agencies but removed the FICA contributions from the four identified agencies.

**Table 10: OCERS Average Position in the Labor Market for Total Compensation
Including and Excluding FICA Contributions**

	OCERS % Above/Below Market Including Labor Market FICA Contributions			OCERS % Above/Below Market Without Labor Market FICA Contributions			Difference of With FICA v. Without FICA		
	Mean	Median	75th	Mean	Median	75th	Mean	Median	75th
Total Compensation – Classic	-13.92%	-11.07%	-23.90%	-11.76%	-9.12%	-22.21%	2.16%	1.95%	1.68%
Total Compensation – PEPR	-16.36%	-12.93%	-27.30%	-14.11%	-10.85%	-25.59%	2.24%	2.08%	1.71%

Benefits Analysis and Summary Tables

Following is a summary of the benefits collected by CPS HR which are presented in [Appendix B](#).

A summary of each table is provided below:

- **Table B-1 – Agency Budgeted FTEs or Positions, Salary Steps/Ranges, Employee Groups and Pay Increases**

Table B-1 reports the number of budgeted FTE or Positions, as reported in the agencies Budget for the applicable fiscal year. Salary steps and/or ranges are categorized along with identifying employee groups that represent the agencies matched classifications. Future Cost of Living Adjustments (COLA) and other future pay increases.

- The number of FTE/Positions of the nine retirement agencies ranged from 63 to 2,875 with the one County agency having 18,354 FTE.
- Four agencies had documented future COLAs ranging from 3% to 3.5% with four scheduled during 2019 and one increase scheduled for 2020.

- **Table B-2 – Retirement Contribution Practices**

Table B-2 reports for each labor market agency the current retirement plan, the retirement formula, retirement cost for the employer and employee as reported by the agency’s retirement system; and each agency’s participation in Social Security. The employer’s cost for Social Security, employer’s cost for retirement based on Classic and PEPR plans, are reflected in the total compensation calculations.

- Of the 10 labor market agencies two agencies' retirement system is managed by CalPERS; eight of the agencies have 37 Act retirement plans.
- All new employees since 7/1/2012 of one agency are mandated to participate in a Defined Contribution Plan - Supplemental Pension Savings Plans-H (SPSP-H) in-lieu of a defined benefit plan.
- Three of the agencies participate in both Medicare and FICA with seven agencies only participating in Medicare.

■ **Table B-3 – Deferred Compensation, Longevity Incentives, Bilingual Pay, and Education/Certification Reimbursement Practices**

Table B-3 reports the labor market's application of deferred compensation plans, 401(k), 401(a), and 457 accounts, on a matching or non-matching basis. Longevity and educational reimbursement are also presented for agencies who provide a policy. Bilingual pay practices are described for agencies who provide this premium compensation. CPS HR included non-matching employer contributions in total compensation calculations.

- All agencies provided one to two plan types with all agencies offering a 457 plan to employees.
- Seven of the ten agencies did not make contributions to the plans on behalf of the employees.
- One agency's PEPRAs members of the Supervisory-Management and General employee groups are required to participate in a Defined Contribution Plan which the agency contributes to.
- Matching contributions are made by three agencies range from 0.05% to 8.00%
- Only one agency provides longevity premium pay for one of the employee groups surveyed with no policy for Management and Executives.
- Six agencies provide Bilingual compensation for different levels of interpreting skills.
- All agencies offered education/certification reimbursement policies reimburses ranging from \$500 - \$7,000 per fiscal year.

■ **Table B-4A – Performance Awards and Certification Incentives, and B-4B – Allowance Pay Practices, Relocation and Severance Practices**

Table B-4A presents vehicle, phone allowances and relocation and severance policies for specific management level positions or employee groups and/or bargaining units and their labor market comparable matches if applicable. Table B-4B presents performance awards and certification

incentives for specific management level positions or employee groups and/or bargaining units and their labor market comparable matches if applicable.

Appendix G presents explanations for specific policies referenced that were too large to include in these tables. These tables are not reflected in the total compensation calculations.

■ **Table B-5 – Medical, Dental and Vision Plans, Voluntary Supplemental Plans and Opt-Out Policies**

Table B-5 reports each labor market agency's medical, dental and vision actual monthly costs and employee contribution for the most expensive plan based on employee plus two or more dependents coverage. The agency costs for medical, dental and vision are reflected in the total compensation calculations. Voluntary supplemental plans that the agency administers but does not subsidize are listed. Opt-out or waiving health plans policies are described.

- All agency health benefits were administered through a Section 125 plan allowing for employees' contribution to health plan to be pre-tax.
- Agency subsidies/credits for medical insurance ranged from \$1,073.24 to \$1,849.24.
- All agencies offered at least one voluntary supplemental plan with as many as six plans offered by one agency, with the average being three plans per agency.
- Eight plans policies allowed for waiving medical participation with a monetary benefit.
- One agency allows opting-out of medical plan with no monetary benefit and one agency does not allow waiving of medical or dental benefits.

■ **Table B-6 – Retiree Health Savings (RHS) and Retiree Health Insurance (RHI)**

Table B-6 reports retiree health savings plans and post-retirement health insurance benefits that are available to retirees. The cost associated with these benefits are not reflected in the total compensation calculations.

- Six of the ten agencies provide RHS plans; one agency's plan contributions are funded by excess Flex Credits to a maximum of \$500/yr.; five agency's plans are used to defray the cost of subsidizing retiree health insurance contributions.
- All ten agencies offer medical RHI with varying eligibility requirements; agency subsidy obligations are dependent on any one or combination of the retirees' date of hire, years of service and/or Medicare eligibility which are used to determine subsidy contribution levels.

■ **Table B-7 – Basic Life, Long-Term Disability (LTD) and Disability Insurance (DI)**

Table B-7 reports life, long-term disability (LTD) and short-term disability (DI) insurances that are offered, these items are not reflected in the total compensation calculations. Note: All employers are required to offer DI to their employees with minimum coverage mandated by the state.

- All agencies offered an agency subsidized basic life insurance with a low benefit of \$2,000 to \$125,000; one agency offers 1 x annual compensation with a minimum of \$50,000 and maximum of \$1,000,000.
- Two agencies did not offer a basic LTD plan; eight agencies provide subsidized basic LTD the benefit formula ranges from 40% to 70% of monthly compensation ranging from a maximum of \$3,201 to \$12,000.

■ **Table B-8 – Vacation/Annual Leave Accrual & Annual Cash-Out Policies**

Vacation/Annual accruals for all labor market agencies and cash out policies where available are presented in Table B-8 by bargaining unit and/or employee group. This table is not reflected in the total compensation calculations.

- Employees in two agencies have the option of electing either vacation or annual leave; five agencies provide vacation leave to all employees and three agencies provide vacation or annual leave dependent on the employee group of the job classification.
- Four agencies provided annual cash-out of leave accruals, some dependent on employee group; one agency, with an annual leave accrual rate of 80 hours/year, allows employees to buy 8 – 160 hours of Elective Annual Leave days for a percentage of monthly compensation.

■ **Table B-9 – Sick Leave, Holidays and Management/Executive Policies**

Sick leave accruals and cash policies, Holidays and Management/Executive leave based on bargaining unit and/or employee group are presented in Table B-9 for all labor market agencies. This table is not reflected in the total compensation calculations.

- All employees who accrued vacation leave accrued sick leave benefits; consistently employees accruing annual leave do not accrue sick leave; sick leave accrual rates ranged from 80 to 104 hours/year.; four agencies had unlimited maximum accrual balance with other agencies allowing 800 hrs. or 1,500 as maximum accrual balance.
- Four agencies had separation or retirement sick leave cash-out policies; three agencies had retirement service credit policies.

- Agencies provide 10 - 13 public holidays/year.
- Eight agencies provide floating holidays ranging from one to seven days/year with some agencies basing number of eligible days on years of service and/or employee group and/or bargaining unit.
- Two agencies provide management/executive leave of 80 and 100 hours/year.

Recommendations and Implementation

Salary Recommendations

In general, salaries will be recommended at the 75th percentile of the market mean using the midpoint for consideration, unless CPS HR determines a disruption to internal relationships. In cases where internal equity needs to be factored into a salary recommendation, CPS HR will propose a differential (e.g., between 5% to 25% depending on the reporting relationship and distinction between levels of work) and rationale for salary setting for each classification. The methodology of looking at the 75th percentile (using external data) as a starting point with internal considerations for salary setting matches OCERS' past compensation practices and will help the agency remain competitive with comparator agencies.

Implementation of salary recommendations is highly dependent on further discussion internally by OCERS about the agency's financial climate and the sustainability of salary increases. Some factors to consider are compounded labor costs associated with benefits plans and employer contributions, initial placement of employees within revised salary ranges, a written policy for movement of employees through the salary ranges over time (e.g., annual performance evaluations and percentage of increase), and overall fiscal impact of implementation today and in the future.

Performance Awards - Consideration should be given to developing a performance incentive program based on for all employees for the purpose of evaluating and compensating employees for the contributions they make toward achieving OCERS' priorities, and to motivate them to excel and achieve high efficiency, reduce costs, realize expected revenues, and deliver quality services. Executive and Investment Management incentives tied to fiscal investment performance periods and based on quantitative and qualitative components should be contemplated. Non-investment employee groups performance awards would be based on measurable performance goals by annually setting measurable goals and defining performance expectations.

Certification Incentive - Development of a certification incentive compensation program to encourage, acknowledge and reward employees for acquiring knowledge and developing critical skills beyond the minimum qualification requirements of a classification which are a benefit to the organization should be considered. It is recommended that a program be agency wide and include national and state certifications relative to the different agency areas of business i.e.; investment, benefits, administration

etc. A certification incentive compensation program aids in retention, requirement and development of agency intellectual knowledge.

Compensation Recommendations

An analysis of all benefit elements was conducted which included OCERS' ranking relative to labor market agencies, analysis of survey data and employee impact, based on those results the following recommendations, were developed for OCERS' consideration.

Basic Life Insurance – consider raising benefit level of compensation (i.e., 1.5 X annual salary with a minimum of \$150,000.

Deferred Compensation – consider 1. implementing matching contribution for management employee group; 2. offering a 2nd plan of employee can maximize allowable contributions; 3. Investigate options related to developing a Retiree Health Savings Account (RHSA) such as VEBA, plan design allows for many options related to vesting schedule; employer contribution levels; employees' final payout of leave accruals deposited to account as examples.

Leave Cash Out Policy - consider 1. increasing Management cash out to 120 hours 2. increasing cash out limit 3. add requirements for employees to have used a set number of leave days during the year to be eligible for cash out.

Basic Long Term Disability (LTD) – consider investigating raising benefit level and/or maximum, weighing benefits vs. cost.

Next Steps

This management compensation report provides detailed information concerning the scope of the project, the methodology used to complete the total compensation study.

The next steps include presenting the results of this compensation study to key stakeholders, including the board, as well as discussing implementation with senior management.

Should you require any further information or have questions and comments with respect to this final report, please do not hesitate to contact Jennifer Ramos at (916) 471-3125 or via email at jramos@cpsshr.us.

Appendix A: Classification Datasheets

Datasheets have been provided as a separate document due to page size and readability.

Appendix B: Benefits Summary Tables

Table B-1: Agency Budgeted FTEs or Positions, Salary Steps/Ranges, Employee Groups and Pay Increases

Agency	Budgeted # FTEs/ Positions	Step Plan	Step Plan Depends on classification	Range Management	Cost of Living Adjustments (COLA)		
					Employee Group	Date	Salary Movement
OCERS	92	No	N/A	Mid-Point	Management – Unrepresented Executive Management - Unrepresented	Unknown	Unknown
CalPERS	2,875	Varies based on range and entry point	Yes	Mid-Point	Attorneys (CASE) Management – Excluded (Unrepresented) Professional/Administrative/Financial (SEIU 1000) Supervisory – Excluded (Unrepresented)	Unknown	Unknown
CalSTRS	1,142 positions	Varies based on range and entry point	Yes	Mid-Point	Attorneys (CASE) Management – Excluded (Unrepresented) Professional/Administrative/Financial (SEIU 1000) Supervisory – Excluded (Unrepresented)	Unknown	Unknown
LACERS	160 (147 reg, 13 sub)	DNA	DNA	Range	Administrative Unit (EAA Unit 1 and 2) Executive/Senior Management (Unrepresented) Management (LAPMA MOU 36) Supervisory Administrative (EAA Unit 20)	Unknown	Unknown
LACERA	443 positions	Tier II 1-15	No	Tier 1 Range Control Point	Non-Represented (Exempt) Executive (Exempt)	1/1/2019 Unknown	3.50% Unknown
LAFPP	127	12 - 15	Yes	N/A	Administrative (EAA Unit 1) Exec./Sr. Management (Ordinance 6775) Management (LAPMA) Supervisory (EAA Unit 20)	Unknown	Unknown
Orange County	18,354	Non-Management 12 steps 5-12 step maximums	Management	Salary ranges based on Broadband salary schedule	Administrative Management Unit (OCMA) Attorney Unit (OCAA) General Unit (OCEA) Supervisory Management (OCEA) Executive Management (Exempt)	Unknown	Unknown
SBCERA	78	21 ² steps	No	DNA	Management (Exempt) Level B Administrative Exempt/Non-Exempt	7/2019 and 7/2020 Unknown	3.00% Unknown

² SBCERA: 21 Steps consisting of 2 salary bands A and B; Step increments are approximately 2%; Step advancement performance based.

Agency	Budgeted # FTEs/ Positions	Step Plan	Step Plan Depends on classification	Range Management	Cost of Living Adjustments (COLA)		
					Employee Group	Date	Salary Movement
SDCERA	56	DNA	DNA	Broadband Range	Management – Unrepresented Executive – Unclassified (Unrepresented)	6/2019	3%
SDCERS	63	DNA	DNA	Control Point	Managerial B&C, Miscellaneous A&D, Executive, Professional (Unrepresented)	Unknown	Unknown
SFERS	119.53	DNA	DNA	DNA	<i>Management/Executive</i> - Due to a budget deficit for fiscal year 2018-2019 that exceeds \$200 million, the base wage adjustment of 3% due on July 1, 2018, will be delayed by six (6) months until the pay period including January 1, 2019.	1/2019	3%
					<i>SEIU</i> - Unknown	Unknown	Unknown

Table B-2: Retirement Contribution Practices

^ Indicates amounts used in total compensation calculations

Agency	Retirement Plan					Social Security
	Plan	Tier	Employer Contribution	Employee Contribution		
OCERS	37 Act - OCERS	Tier I (1)	13.19%	13.53%	2.7% @ 55, highest consecutive 12 months	Medicare Only
		Tier J (2)	13.19%^	12.87%	2.7% @ 55, highest consecutive 36 months	
		Tier U (PEPRA)	8.28%^	8.29%	2.5% @ 67, highest consecutive 36 months	
CALPERS	CalPERS	Tier I	9.90%	6.80%	2.00% @ 55, Highest average monthly pay rate during 12 consecutive months	Medicare and FICA
		Tier II	9.10%^	6.70%	2.00% @ 60, Highest consecutive 36-month salary	
		PEPRA	7.70%^	6.90%	2.00% @ 62, Highest consecutive 36-month salary	
CALSTRS	CalPERS	Tier I	9.90%	6.80%	2.00% @ 55, Highest average monthly pay rate during 12 consecutive months	Medicare and FICA
		Tier II	9.10%^	6.70%	2.00% @ 60, Highest consecutive 36-month salary	
		PEPRA	7.70%^	6.90%	2.00% @ 62, Highest consecutive 36-month salary	
LACERS	37 Act – LACERS	Tier I	6.50%^	10.00% ³	2.16% @ 60, monthly average of highest 12 months compensation	Medicare
		Tier III	6.50%^	11.00% ⁴	2.00% @ @ 60 monthly average of highest 36 months compensation	
LACERA	37 Act - LACERA	Tier A	16.38%	5.42%	2.611% @ 62, highest monthly average of any 12 consecutive month period	Medicare
		Tier B	7.94%	7.88%	2.611% @ 65, highest monthly average of any 12 consecutive month period	
		Tier C	6.75%	6.45%	2.432% @ 65, highest monthly average of any 12 consecutive month period	
		Tier D	8.41%	7.41%	2.432% @ 65, highest monthly average of any 12 consecutive month period	
		Tier E	9.74%^	0.00%	2.000% @ 65, highest monthly average of any 12 consecutive month period	
	Tier G (PEPRA)	8.43%^	8.43%	2.500% @ 67, highest 36-month consecutive		
LAFPP	37 Act – LACERS	Tier I	6.50%^	10.00% ⁵	2.16% @ 60, monthly average of highest 12 months compensation	Medicare
		Tier III	6.50%^	11.00% ⁶	2.00% @ @ 60 monthly average of highest 36 months compensation	
Orange County <i>Executive, Attorney</i>	37 Act - OCERS	Tier I (1)	13.19%	13.19%	2.70% @ 55, highest consecutive 12 months	Medicare
		Tier J (2)	13.19%^	13.19%^	2.70% @ 55, highest consecutive 36 months	
		Tier U (PEPRA)	8.28%^	8.28%^	2.50% @ 67, highest consecutive 36 months	

³ LACERS: Additional 4% member contribution rate to defray the cost of providing a Retiree Medical Plan premium subsidy

⁴ LACERS: Additional 4% member contribution rate to defray the cost of providing a Retiree Medical Plan premium subsidy

⁵ LACERS: Additional 4% member contribution rate to defray the cost of providing a Retiree Medical Plan premium subsidy

⁶ LACERS: Additional 4% member contribution rate to defray the cost of providing a Retiree Medical Plan premium subsidy

Agency	Retirement Plan					Social Security
	Plan	Tier	Employer Contribution	Employee Contribution		
Supervisory-Mgmt, General, Administrative Mgmt		Tier I (1) Tier J (2) Tier T (PEPRA)	13.19% 13.19%^ 6.58%^	13.19% 13.19%^ 6.58%	2.70% @ 55, highest consecutive 12 months 2.70% @ 55, highest consecutive 36 months 1.62% @ 65, highest consecutive 36 months	
SBCERA	37 Act – SBCERA	Tier I PEPRA	11.70%^ 9.16%^	11.34% ⁷ 9.16%	2.0% @ 55, Highest consecutive 12 month of compensation 2.5% @ 67, Highest consecutive 36 months of pensionable compensation	Medicare
SDCERA ⁸	37 Act - SDCERA	Tier 1 Tier A (2) Tier B (3) Tier C (PEPRA) Tier D (PEPRA)	14.70% 14.70% 14.70%^ 8.27% 6.02%^ ⁹	10.83% 12.14% 9.354% 8.27% 6.02%	2.6% at age 62; highest average 1 yr. (26 consecutive pay periods) 3% at age 60; highest average 1 yr. (26 consecutive pay periods) 2.6% at age 62; highest average 3 yrs. (78 consecutive pay periods) 2.5% at age 67; highest average 3 yrs. (78 consecutive pay periods) 1.62% at age 65; highest average 3 yrs. (78 consecutive pay periods)	Medicare and FICA
SDCERS	37 Act – SDCERS	Tier I Tier II Tier III Deferred Comp (PEPRA Eq).	13.78% 13.78% 10.56%^ See Def. Comp. ¹⁰	10.62% 10.62% 8.94% N/A	See note, highest one-year period ¹¹ 2.65%, highest one-year period salary 2.24% @ 62, average of three highest years of salary	Medicare
SFERS ¹²	37 Act - SFERS	Tier 1 A8.587 Tier 2 A8.600 Tier 3 (PEPRA)	7.70% 7.70% 7.70%	7.50% 7.50% 7.50%	Age Factor % @ 60; Highest average monthly compensation earned in any fiscal year or, average monthly compensation final 12 consecutive months Age Factor % @ 60; Highest average monthly compensation earned in any 2 fiscal yrs. or, average monthly compensation final 24 consecutive months Age Factor % @ 60; Highest average monthly compensation earned in any 3 fiscal yrs. or, average monthly compensation final 36 consecutive months	Medicare and FICA

⁷ SBCERA: Based on average age of (48 yrs.) of members in Tier 1

⁸ SDCERA: Tier 1, A & B Employer contribution rates are not reported by Tier but reported as *General Members other than Tier C*

⁹ SDCERA: Tier D (PEPRA) was effective for employees hired on or after 7/1/2018

¹⁰ SDCERS: PEPRA equivalent employer retirement contribution is Proposition B Defined Contribution Plan - Supplemental Pension Savings Plans-H (SPSP-H), for those hired on or after 7/1/2012. Contribution amount is 9.50%

¹¹ SDCERS: Tier 1 contribution formula is based on (a) Old Factors: 2.31% @ 62; (b) Corbett Factors: 2.40% @ 62; or (c) New Factors: 2.65% @ 62

¹² SFERS: Actuarial Valuation does not break out employer contribution by plan; Misc. Old Plan AS.509 is not included as the plan has a total number of 29 active members which were hired before 11/2/1976

Table B-3: Deferred Compensation, Longevity Incentives, Bilingual Pay, and Education/Certification Reimbursement Practices

Agency	Deferred Compensation (monthly or % of base pay)	Longevity Incentives	Education/Certification Reimbursement	Bilingual Pay
OCERS	<i>Executive Management</i> 457, no agency contribution County 401(a), agency contribution of 4% OCERS 401(a), agency contribution of 3% <i>Management</i> 457, no agency contribution	No policy	\$3,000/CY	No policy
CALPERS	457 and 401(a), no agency contribution	No policy	\$1,000/FY for approved career related training	\$100/month
CALSTRS	457 and 401(a), no agency contribution	No policy	\$1,000/FY for approved career related training	\$100/month
LACERS	457 and 401(k), no agency contribution	No policy	50% of CSU registration and 100% of per unit rate for community college. Limited funding so priority given to clerical and service, difficult to recruit, and high attrition positions. May not be available every FY.	<i>Executive/Senior Management & Administrative and Supervisory:</i> conversational - \$54.17/mo.; conversational and interpreting - \$108.33/mo.; Sign Language Premium Pay: 2.75%/day used <i>Management:</i> conversational – 2.75%; conversational, interpreting and writing – 5.25%; Sign Language Premium Pay: \$5/day skills are used, not to exceed \$108/mo.
LACERA	457, agency matching contribution up to 4.00% 401(k), agency matching contribution up to 4.00%	No policy	Maximum of two courses, which combined does not exceed eight units, per semester or quarter.	No policy
LAFPP	457 and 401(k), no agency contribution	No policy	1 st Bachelors: \$6,000/FY, up to program maximum of \$36,000	<i>Executive/Senior Management & Administrative and Supervisory:</i> conversational - \$54.17/mo.; conversational and interpreting -

Agency	Deferred Compensation (monthly or % of base pay)	Longevity Incentives	Education/Certification Reimbursement	Bilingual Pay
			1 st Masters: \$7,000/FY, up to program maximum of \$28,000	\$108.33/mo.; Sign Language Premium Pay: 2.75%/day used <i>Management:</i> conversational – 2.75%; conversational, interpreting and writing – 5.25%; Sign Language Premium Pay: \$5/day skills are used, not to exceed \$108/mo.
Orange County	<p><i>All Employees:</i> 457, no agency contribution</p> <p><i>Supervisory-Management and General Unit:</i> DC Plan/401(a) for Tier T (PEPRA) members, employer and employee required to contribute 2.00% to 401(a), retiree receives 1.62% at 65.</p> <p><i>Executive Management II</i> 401(a) 3.00% non-matching employer contribution</p>	No policy	\$2,000/FY	<p><i>Administrative Management:</i> \$0.30/hour</p> <p><i>Attorney Unit:</i> \$0.20/hour</p> <p><i>General Unit:</i> \$0.40/hour</p> <p><i>Supervisory-Management:</i> \$0.40/hour</p> <p><i>Executive:</i> no policy</p>
SBCERA	<p><i>Management Level B:</i> 457, matching contribution of 1% employee contribution up to 1%</p> <p><i>Management Level C:</i> 457, matching contribution ½ times employee contribution up to 0.5%</p> <p><i>Management Level B & C:</i> 401(k), matching contribution of 2 x employee contribution up to 8%</p>	No policy	<p><i>Management:</i> \$1,000 annually</p> <p><i>Administrative:</i> \$1,500 annually after one YOS</p>	No policy

Agency	Deferred Compensation (monthly or % of base pay)	Longevity Incentives	Education/Certification Reimbursement	Bilingual Pay
	<i>Administrative:</i> 457, matching contribution after one YOS of 0.5% of compensation			
SDCERA	457 and 401(k), no agency contribution	No policy	\$2,500/FY	No policy
SDCERS	In-lieu of retirement, Proposition B Defined Contribution Plan - Supplemental Pension Savings Plans-H (SPSP-H) for those hired on or after 7/1/2012. Agency and employee mandatory contribution is 9.50%. 457 and 401(k), no agency contribution	No policy	\$2,000/FY	No policy
SFERS	457, no agency contribution	<i>SEIU</i> - Longevity Premium \$0.30/hr. upon completion of 10 years of service <i>Management, Executive</i> – No policy	<i>SEIU</i> - \$500/FY <i>Management, Executive</i> - \$2,000/FY May use up to \$1,000 for the purchase of Personal Digital Assistants and laptop computers, to the extent that these items would be used in the performance of their City duties.	<i>SEIU</i> - If employee provides 40 hrs. of bilingual of services will receive bilingual premium pay of \$60/pay period. If employee provides 60 hrs. of bilingual o services will receive bilingual premium pay of \$40/pay period. <i>Management, Executive</i> – No policy

Table B-4A Performance Awards and Certification Incentives

*See Appendix G for additional information on Performance/Recruitment Incentive Awards

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
OCERS	Assistant CEO, External Operations	N/A	N/A	N/A
CalPERS	Assistant CEO, External Operations	Chief Operating Officer	20098 Compensation Policy for Executive and Investment Management 300 CalPERS Recruitment Differential 287 PERFORMANCE RECOGNITION PAY DIFFERENTIAL	N/A
CalSTRS	Assistant CEO, External Operations	Chief Operating Officer 4653	299- 22212.5 - Performance Recognition Pay Differential CalSTRS Incentive Pay Plan - 0-80% for annual incentive award, as percentage of salary. Note: For FY 2018-19, the TRB has set the maximum incentive opportunity at 25%.	N/A
LACERA	Assistant CEO, External Operations	Assistant Executive Officer, External Operations 0778 - LS14	Management Appraisal and Performance Plan - Tier II	N/A
LACERS	Assistant CEO, External Operations	Assistant General Manager, External Operations 9414	N/A	N/A
LAFPP	Assistant CEO, External Operations	Assistant General Manager, Pension Division 9269 SR M-9	Per Agency - Upon approval of General Manager, up to 4th premium level rate above appropriate step rate.	N/A
Orange County	Assistant CEO, External Operations	Deputy Chief Operating Officer 8014E2	Outstanding Performance compensation ranging from \$19,780.80 to \$21,777.60/monthly	N/A
SBCERA	Assistant CEO, External Operations	Chief Operating Officer SR86	N/A	N/A
SDCERA	Assistant CEO, External Operations	Retirement Assistant Administrator, Member Services Division 000287	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Assistant CEO, External Operations	Assistant Retirement Administrator 2119	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Assistant CEO, External Operations	No comparable classification (NCC)	N/A	N/A
OCERS	Assistant CEO, Finance and Internal Operations	N/A	N/A	N/A
CalPERS	Assistant CEO, Finance and Internal Operations	Chief Financial Officer 2023 JN15	20098 Compensation Policy for Executive and Investment Management 300 CalPERS Recruitment Differential 287 PERFORMANCE RECOGNITION PAY DIFFERENTIAL - 0-40% for annual incentive award, as percentage of salary.	N/A

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
CalSTRS	Assistant CEO, Finance and Internal Operations	NCC	N/A	N/A
LACERA	Assistant CEO, Finance and Internal Operations	Assistant Executive Officer, Internal Operations 0792 - LS14	Management Appraisal and Performance Plan - Tier II	N/A
LACERS	Assistant CEO, Finance and Internal Operations	Assistant General Manager, Internal Operations 9414	N/A	N/A
LAFPP	Assistant CEO, Finance and Internal Operations	Assistant General Manager – Administrative Operations Division 9269 SR M-9	Per Agency - Upon approval of General Manager, up to 4th premium level rate above appropriate step rate.	N/A
Orange County	Assistant CEO, Finance and Internal Operations	Chief Financial Officer 8012E2	Outstanding Performance compensation ranging from \$19,780.80 to \$21,777.60/monthly	N/A
SBCERA	Assistant CEO, Finance and Internal Operations	Chief Financial Officer SR81	N/A	N/A
SDCERA	Assistant CEO, Finance and Internal Operations	Retirement Assistant Administrator, Operations Division 000287	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Assistant CEO, Finance and Internal Operations	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Assistant CEO, Finance and Internal Operations	Deputy Director II, Administrative Services Director 0952	Management Classification/Compensation Plan (MCCP)	N/A
OCERS	Chief Investment Officer	N/A	N/A	N/A
CalPERS	Chief Investment Officer	Chief Investment Officer-CalPERS CC 4692 JV56	20098 Compensation Policy for Executive and Investment Management 300 CalPERS Recruitment Differential 287 PERFORMANCE RECOGNITION PAY DIFFERENTIAL - 0-150% for annual incentive award, as percentage of salary.	N/A
CalSTRS	Chief Investment Officer	Chief Investment Officer-CalSTRS 4693	299- 22212.5 - Performance Recognition Pay Differential CalSTRS Incentive Pay Plan - 0-100% for annual incentive award, as percentage of salary. Education Incentive - 388	N/A
LACERA	Chief Investment Officer	Chief Investment Officer, LACERA 0493 - LR28	Management Appraisal and Performance Plan - Tier I	Incumbent possessing a valid Chartered Financial Analyst certification receives 5.648% differential
LACERS	Chief Investment Officer	Chief Investment Officer 9147	N/A	N/A
LAFPP	Chief Investment Officer	Chief Investment Officer 9147	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
Orange County	Chief Investment Officer	No comparable classification (NCC)	N/A	N/A
SBCERA	Chief Investment Officer	Chief Investment Officer SR91	Investment Incentive Award Payment - 0-50% annual incentive award, based on an Overall Evaluation which is quantitative and qualitative for 1 & 5 year performance, as percentage of salary; additional 5% Discretionary Payment can be awarded by the Board and CEO	N/A
SDCERA	Chief Investment Officer	Retirement Chief Investment Officer 000289	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Chief Investment Officer	Investment Officer, Chief Investment Officer 2241	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Chief Investment Officer	Chief Investment Officer 1119	Ineligible for Management Classification/Compensation Plan (MCCP) Adjustments Eligible for alternative performance-based compensation structure in the form of investment Incentive based on performance and retention; agency could not provide program/policy or range of amounts	N/A
OCERS	Chief Legal Officer	N/A	N/A	N/A
CalPERS	Chief Legal Officer	General Counsel, CalPERS 4067	20098 Compensation Policy for Executive and Investment Management 300 CalPERS Recruitment Differential 287 PERFORMANCE RECOGNITION PAY DIFFERENTIAL - 0-40% for annual incentive award, as percentage of salary.	N/A
CalSTRS	Chief Legal Officer	General Counsel-CalSTRS 4064	N/A	N/A
LACERA	Chief Legal Officer	Chief Counsel, LACERA 91216 - LS18	Management Appraisal and Performance Plan - Tier II	N/A
LACERS	Chief Legal Officer	No comparable classification (NCC)	N/A	N/A
LAFPP	Chief Legal Officer	No comparable classification (NCC)	N/A	N/A
Orange County	Chief Legal Officer	County Counsel 2325E2	Outstanding Performance compensation ranging from \$19,780.80 to \$21,777.60/monthly	N/A
SBCERA	Chief Legal Officer	Chief Counsel SR91	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
SDCERA	Chief Legal Officer	Retirement General Counsel 000291	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Chief Legal Officer	Retirement General Counsel 2195	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Chief Legal Officer	No comparable classification (NCC)	N/A	N/A
OCERS	Communications Manager	N/A	N/A	N/A
CalPERS	Communications Manager	Information Officer II 5595	N/A	N/A
CalSTRS	Communications Manager	Information Officer II 5595	N/A	N/A
LACERA	Communications Manager	Creative Coordinator 0779 A	Management Appraisal and Performance Plan - Tier II	N/A
LACERS	Communications Manager	No comparable classification (NCC)	N/A	N/A
LAFPP	Communications Manager	Senior Management Analyst II, Communications 9171-2	N/A	N/A
Orange County	Communications Manager	Administrative Manager I, Communications 8011MA	Administrative Management Exceptional Performance ranges from \$9,353.07 \$10,256.13/monthly	N/A
SBCERA	Communications Manager	Communications Officer SR44	N/A	N/A
SDCERA	Communications Manager	Retirement Services Manager, Communication 007564	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Communications Manager	Program Manager, Communications Manager 2270-69	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Communications Manager	Manager II, Communications Manager 0923	Management Classification/Compensation Plan (MCCP)	N/A
OCERS	Contracts/Risk/Performance Administrator	N/A	N/A	N/A
CalPERS	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	N/A	N/A
CalSTRS	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	N/A	N/A
LACERA	Contracts/Risk/Performance Administrator	Administrative Services Officer, LACERA 0410 - LS9	Management Appraisal and Performance Plan - Tier II	N/A
LACERS	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
LAFPP	Contracts/Risk/Performance Administrator	Senior Management Analyst I, Procurement 9171-1	N/A	N/A
Orange County	Contracts/Risk/Performance Administrator	Administrative Manager II, Procurement 8012MA	Administrative Management Exceptional Performance ranges from \$11,627.20 \$12,875.20/monthly	N/A
SBCERA	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	N/A	N/A
SDCERA	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	N/A	N/A
OCERS	Deputy General Counsel	N/A	N/A	N/A
CalPERS	Deputy General Counsel	Assistant Chief Counsel 5871 OB10	N/A	N/A
CalSTRS	Deputy General Counsel	Assistant Chief Counsel 5871 OB10	N/A	N/A
LACERA	Deputy General Counsel	Senior Staff Counsel, LACERA 9213 - 123B	N/A	N/A
LACERS	Deputy General Counsel	No comparable classification (NCC)	N/A	N/A
LAFPP	Deputy General Counsel	No comparable classification (NCC)	N/A	N/A
Orange County	Deputy General Counsel	Deputy Attorney IV	N/A	N/A
SBCERA	Deputy General Counsel	Senior Staff Counsel SR71	N/A	N/A
SDCERA	Deputy General Counsel	Retirement Assistant General Counsel 000292	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Deputy General Counsel	Assistant/Associate Retirement General Counsel 2196-1	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Deputy General Counsel	No comparable classification (NCC)	N/A	N/A
OCERS	Director of Administrative Services	N/A	N/A	N/A
CalPERS	Director of Administrative Services	Division Chief of HR, CEA B 7500	24 Pay Differential CEA Recognition Pay	N/A
CalSTRS	Director of Administrative Services	Chief of Administrative Services, CEA C 7500	24 Pay Differential CEA Recognition Pay	N/A

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
LACERA	Director of Administrative Services	Director, Human Resources 0425 - LS10	Management Appraisal and Performance Plan - Tier II	Incumbent possessing a valid Certified Compensation Professional certification receives 5.648% differential
LACERS	Director of Administrative Services	Chief Benefits Analyst, Administrative Services 9151	Eligible for Supervisory Bonus	Professional Certification Bonuses - Possessing senior-level certification from the International Public Management Association for Human Resources (IPMA-HR) or the Society for Human Resources Management (SHRM) 2.75% incentive
Orange County	Director of Administrative Services	Administrative Manager III, Human Resources 8013MA	Administrative Management Exceptional Performance ranges from \$14,362.40 - \$16,799.47/monthly	N/A
SBCERA	Director of Administrative Services	No comparable classification (NCC)	N/A	N/A
SDCERA	Director of Administrative Services	Retirement Services Manager, Human Resources 7564	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Director of Administrative Services	Program Manager, HR and Administrative Services Manager 2270	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Director of Administrative Services	Manager I, Human Resources Director 0922	Management Classification/Compensation Plan (MCCP)	N/A
LAFPP	Director of Administrative Services	Senior Management Analyst II, Administrative Services 9171-2	N/A	N/A
OCERS	Director of Cyber Security	N/A	N/A	N/A
CalPERS	Director of Cyber Security	Information Technology Manager II 1406 LM76	N/A	N/A
CalSTRS	Director of Cyber Security	Director of Information Security, CEA B 7500	24 Pay Differential CEA Recognition Pay	N/A
LACERA	Director of Cyber Security	No comparable classification (NCC)	N/A	N/A
LACERS	Director of Cyber Security	No comparable classification (NCC)	N/A	N/A
LAFPP	Director of Cyber Security	No comparable classification (NCC)	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
Orange County	Director of Cyber Security	Administrative Manager III (SPL), Information Security/CISO 8014MA	Administrative Management Exceptional Performance ranges from \$14,362.40 - \$16,799.47/monthly	N/A
SBCERA	Director of Cyber Security	No comparable classification (NCC)	N/A	N/A
SDCERA	Director of Cyber Security		Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Director of Cyber Security	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Director of Cyber Security	No comparable classification (NCC)	N/A	N/A
OCERS	Director of Finance	N/A	N/A	N/A
CalPERS	Director of Finance	Controller 4637 JV11	20098 Compensation Policy for Executive and Investment Management 300 CalPERS Recruitment Differential 287 PERFORMANCE RECOGNITION PAY DIFFERENTIAL	N/A
CalSTRS	Director of Finance	No comparable classification (NCC)	N/A	N/A
LACERA	Director of Finance	Division Manager, Finance 0773 LS12	Management Appraisal and Performance Plan - Tier II	<ul style="list-style-type: none"> • Incumbent possessing a valid Certified Public Accountant license or Certified Government Financial Manager certification receives 5.648% differential • Incumbent possessing a valid Certified Public Finance Officer certification receives 5.648% differential • Incumbent possessing a valid Certified Employee Benefits Specialist designation receives 5.648% differential • Incumbent possessing a valid Worker's Compensation Claims Professional certification receives 5.648% differential

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
				<ul style="list-style-type: none"> Incumbent cannot be compensated for more than 1 certification
LACERS	Director of Finance	Departmental Chief Accountant IV, Fiscal Management 1593	Eligible for Supervisory Bonus	N/A
LAFPP	Director of Finance	Department Chief Accountant III 1593-3	N/A	N/A
Orange County	Director of Finance	Administrative Manager III, Finance 8013MA	Administrative Management Exceptional Performance ranges from \$14,362.40 - \$16,799.47/monthly	N/A
SBCERA	Director of Finance	No comparable classification (NCC)	N/A	N/A
SDCERA	Director of Finance	Retirement Services Manager, Controller 007564	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Director of Finance	Principal Accountant, Controller 2228	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Director of Finance	No comparable classification (NCC)	N/A	N/A
OCERS	Director of Internal Audit	N/A	N/A	N/A
CalPERS	Director of Internal Audit	Chief Auditor CEA B	24 Pay Differential CEA Recognition Pay	N/A
CalSTRS	Director of Internal Audit	Chief Auditor, Office of Audit Services CEA B	24 Pay Differential CEA Recognition Pay	N/A
LACERA	Director of Internal Audit	Chief, Internal Audit 0774 - LS12	Management Appraisal and Performance Plan - Tier II	<ul style="list-style-type: none"> Incumbent possessing a valid Certified Public Accountant license or Certified Government Financial Manager certification receives 5.648% differential Incumbent possessing a valid Certified Internal Auditor certification, or a valid Certified Information Systems Auditor certification receives 5.648% differential Incumbent possessing a valid Certified Public Finance

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
				Officer certification receives 5.648% differential <ul style="list-style-type: none"> Incumbent possessing a valid Certified Internal Auditor certification, or a valid Certified Information Systems Auditor certification receives 5.648% differential Incumbent cannot be compensated for more than 1 certification
LACERS	Director of Internal Audit	Departmental Audit Manager 1610	N/A	N/A
LAFPP	Director of Internal Audit	Departmental Audit Manager 1610	N/A	N/A
Orange County	Director of Internal Audit	Director of Internal Audit	Outstanding Performance compensation ranging from \$19,780.80 to \$21,777.60/monthly	N/A
SBCERA	Director of Internal Audit	No comparable classification (NCC)	N/A	N/A
SDCERA	Director of Internal Audit	Retirement Internal Audit Manager 007554	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Director of Internal Audit	Principal Accountant, Internal Auditor 2228	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Director of Internal Audit	No comparable classification (NCC)	N/A	N/A
OCERS	Director of Investments	N/A	N/A	N/A
CalPERS	Director of Investments	No comparable classification (NCC)	N/A	N/A
CalSTRS	Director of Investments	No comparable classification (NCC)	N/A	N/A
LACERA	Director of Investments	No comparable classification (NCC)	N/A	N/A
LACERS	Director of Investments	No comparable classification (NCC)	N/A	N/A
LAFPP	Director of Investments	Investment Officer III 9146-3	N/A	N/A
Orange County	Director of Investments	Administrative Manager III, Director of Investments 8013MA	Administrative Management Exceptional Performance ranges from \$14,362.40 \$16,799.47/monthly	N/A
SBCERA	Director of Investments	No comparable classification (NCC)	N/A	N/A
SDCERA	Director of Investments	Retirement Assistant Chief Investment Officer 000284	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
SDCERS	Director of Investments	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Director of Investments	Director, Investments 1115	Ineligible for Management Classification/Compensation Plan (MCCP) Adjustments Eligible for alternative performance-based compensation structure in the form of investment Incentive based on performance and retention; agency could not provide program/policy or range of amounts	N/A
OCERS	Director of IT	N/A	N/A	N/A
CalPERS	Director of IT	Chief Information Officer CEA B	24 Pay Differential CEA Recognition Pay	N/A
CalSTRS	Director of IT	Chief Technology Officer CEA C	24 Pay Differential CEA Recognition Pay	N/A
LACERA	Director of IT	Information Systems Manager, LACERA 0783 - LS13	N/A	N/A
LACERS	Director of IT	Information Systems Manager II, Information Systems Division 1409	Eligible for Supervisory Bonus	N/A
LAFPP	Director of IT	Director of Systems 9375	N/A	N/A
Orange County	Director of IT	No comparable classification (NCC)	N/A	N/A
SBCERA	Director of IT	Chief Information Officer SR81	N/A	N/A
SDCERA	Director of IT	Retirement Business Systems Director 007567	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Director of IT	Program Manager, Chief Information & Security Officer 2270	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Director of IT	Manager VI, Information Systems and Business Services Director 0941	Management Classification/Compensation Plan (MCCP)	N/A
OCERS	Finance Manager	N/A	N/A	N/A
CalPERS	Finance Manager	Financial Accountant V 4195	N/A	N/A
CalSTRS	Finance Manager	Financial Accountant V 4195	N/A	N/A
LACERA	Finance Manager	Assistant Division Manager 0771	Management Appraisal and Performance Plan Tier II	<ul style="list-style-type: none"> Incumbent possessing a valid Certified Public Accountant license or Certified Government Financial

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
				Manager certification receives 5.648% differential <ul style="list-style-type: none"> • Incumbent possessing a valid Certified Internal Auditor certification, or a valid Certified Information Systems Auditor certification receives 5.648% differential • Incumbent possessing a valid Certified Public Finance Officer certification receives 5.648% differential • Incumbent possessing a valid Certified Employee Benefits Specialist designation receives 5.648% differential • Incumbent cannot be compensated for more than 1 certification
LACERS	Finance Manager	No comparable classification (NCC)	N/A	N/A
LAFPP	Finance Manager	Principal Accountant II 1525-2	N/A	N/A
Orange County	Finance Manager	Administrative Manager II, Fiscal Services 8012MA	Administrative Management Exceptional Performance ranges from \$11,627.20 \$12,875.20/monthly	N/A
SBCERA	Finance Manager	Accounting Manager SR61	N/A	N/A
SDCERA	Finance Manager	No comparable classification (NCC)	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Finance Manager	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Finance Manager	Manager III, Finance Manager 0931	Management Classification/Compensation Plan (MCCP)	N/A
OCERS	Internal Auditor	N/A	N/A	N/A
CalPERS	Internal Auditor	Staff Program Auditor 4061 JC35	N/A	N/A
CalSTRS	Internal Auditor	Staff Program Auditor 4061 JC35	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
LACERA	Internal Auditor	Internal Auditor 0764 - 99F	N/A	<ul style="list-style-type: none"> • Incumbent possessing a valid Certified Public Accountant license or Certified Government Financial Manager certification receives 5.648% differential • Incumbent possessing a valid Certified Internal Auditor certification, or a valid Certified Information Systems Auditor certification receives 5.648% differential • Incumbent possessing a valid Certified Public Finance Officer certification receives 5.648% differential • Incumbent cannot be compensated for more than 1 certification
LACERS	Internal Auditor	Internal Auditor IV 1625-4	N/A	N/A
LAFPP	Internal Auditor	Internal Auditor IV 1625-4	N/A	126 Professional Certification 11.30.01 Unit 1/Excluded Employees Professional Certification Pay – Certified Public Accountant and/or Certified Internal Auditor
Orange County	Internal Auditor	Accountant/Auditor II 7807GE	N/A	N/A
SBCERA	Internal Auditor	Internal Auditor SR48	N/A	N/A
SDCERA	Internal Auditor	Retirement Internal Auditor 007571	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Internal Auditor	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Internal Auditor	No comparable classification (NCC)	N/A	N/A
OCERS	Investment Analyst	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
CalPERS	Investment Analyst	Investment Officer I 4656 JV26	N/A	360 Chartered Financial Analyst pay differential
CalSTRS	Investment Analyst	Investment Officer I 7338 JV36	N/A	360 Chartered Financial Analyst pay differential
LACERA	Investment Analyst	Finance Analyst I 0767	Incumbent possessing a valid Chartered Financial Analyst certification receives 5.648% differential	Incumbent possessing a valid Chartered Financial Analyst certification receives 5.648% differential
LACERS	Investment Analyst	No comparable classification (NCC)	N/A	N/A
LAFPP	Investment Analyst	Management Analyst 9184-?	N/A	126 Professional Certification 11.30.01 Unit 1/Excluded Employees Professional Certification Pay – Certified Public Accountant and/or Certified Internal Auditor
Orange County	Investment Analyst	No comparable classification (NCC)	N/A	N/A
SBCERA	Investment Analyst	Investment Analyst SR43	N/A	N/A
SDCERA	Investment Analyst	No comparable classification (NCC)	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Investment Analyst	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Investment Analyst	Security Analyst 4331	N/A	N/A
OCERS	Investment Officer	N/A	N/A	N/A
CalPERS	Investment Officer	Investment Officer II 4671 JV24	N/A	360 Chartered Financial Analyst pay differential
CalSTRS	Investment Officer	Investment Officer II 7339 JV31	N/A	360 Chartered Financial Analyst pay differential
LACERA	Investment Officer	Finance Analyst II 0768 - LR12	Management Appraisal and Performance Plan - Tier I	Incumbent possessing a valid Chartered Financial Analyst certification receives 5.648% differential
LACERS	Investment Officer	Investment Officer II 9146-2	N/A	N/A
LAFPP	Investment Officer	Investment Officer II 9146-2	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
Orange County	Investment Officer	No comparable classification (NCC)	N/A	N/A
SBCERA	Investment Officer	Investment Officer SR66	N/A	N/A
SDCERA	Investment Officer	No comparable classification (NCC)	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Investment Officer	Investment Officer, Assistant Investment Officer 2256	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Investment Officer	No comparable classification (NCC)	N/A	N/A
OCERS	IT Manager	N/A	N/A	N/A
CalPERS	IT Manager	Information Technology Manager I 1405 LM75	N/A	N/A
CalSTRS	IT Manager	Information Technology Manager I 1405 LM75	N/A	N/A
LACERA	IT Manager	No comparable classification (NCC)	N/A	N/A
LACERS	IT Manager	Information Systems Manager II 1409-2	N/A	N/A
LAFPP	IT Manager	Sr. Systems Analyst II, Information Technology 1597-2	N/A	N/A
Orange County	IT Manager	Administrative Manager II, Information Technology 8012MA	Administrative Management Exceptional Performance ranges from \$11,627.20 \$12,875.20/monthly	N/A
SBCERA	IT Manager	No comparable classification (NCC)	N/A	N/A
SDCERA	IT Manager	No comparable classification (NCC)	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	IT Manager	Program Manager, IT Application Services Manager 2270	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	IT Manager	No comparable classification (NCC)	N/A	N/A
OCERS	Managing Director	N/A	N/A	N/A
CalPERS	Managing Director	Chief Operating Investment Officer, CalPERS 4654 JV63	N/A	20098 Compensation Policy for Executive and Investment Management 300 CalPERS Recruitment Differential 287 PERFORMANCE RECOGNITION PAY DIFFERENTIAL - 0-60% for

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
				annual incentive award, as percentage of salary.
CalSTRS	Managing Director	Investment Operations Director, CalSTRS 4699 JV16	299- 22212.5 - Performance Recognition Pay Differential CalSTRS Incentive Pay Plan 0-50% for annual incentive award, as percentage of salary. Education Incentive - 388	N/A
LACERA	Managing Director	Principal Investment Officer 0496 (UC) - LR23	Management Appraisal and Performance Plan Tier I	Incumbent possessing a valid Chartered Financial Analyst certification receives 5.648% differential
LACERS	Managing Director	Investment Officer III 9146	N/A	N/A
LAFPP	Managing Director	No comparable classification (NCC)	N/A	N/A
Orange County	Managing Director	No comparable classification (NCC)	N/A	N/A
SBCERA	Managing Director	No comparable classification (NCC)	N/A	N/A
SDCERA	Managing Director	No comparable classification (NCC)	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Managing Director	Program Manager, Sr. Investment Officer 2270	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Managing Director	Managing Director, Private Markets 1116	Ineligible for Management Classification/Compensation Plan (MCCP) Adjustments Eligible for alternative performance-based compensation structure in the form of investment Incentive based on performance and retention; agency could not provide program/policy or range of amounts	N/A
OCERS	Member Services Director	N/A	N/A	N/A
CalPERS	Member Services Director	Benefits Services Division Chief, CEA B	24 Pay Differential CEA Recognition Pay	N/A
CalSTRS	Member Services Director	Benefits & Services Executive Officer, CEA C	24 Pay Differential CEA Recognition Pay	N/A
LACERA	Member Services Director	Division Manager, Member Services Benefits 0773 - LS12	Management Appraisal and Performance Plan Tier II	<ul style="list-style-type: none"> Incumbent possessing a valid Certified Public Finance Officer certification receives 5.648% differential

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
				<ul style="list-style-type: none"> • Incumbent possessing a valid Certified Employee Benefits Specialist designation receives 5.648% differential • Incumbent possessing a valid Worker's Compensation Claims Professional certification receives 5.648% differential • Incumbent may not be compensated for more than 1 certification
LACERS	Member Services Director	Chief Benefits Analyst, Retirement Services 9151	Eligible for Supervisory Bonus	N/A
LAFPP	Member Services Director	Chief Benefits Analyst, Member Services 9151	N/A	N/A
Orange County	Member Services Director	Administrative Manager III, Employee Benefits Administration 8013MA	Administrative Management Exceptional Performance ranges from \$14,362.40 \$16,799.47/monthly	N/A
SBCERA	Member Services Director	Retirement Benefits Officer SR61	N/A	N/A
SDCERA	Member Services Director	Retirement Assistant Director, Member Services 7566	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Member Services Director	Program Manager, Member Services Director 2270	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Member Services Director	No comparable classification (NCC)	N/A	N/A
OCERS	Member Services Manager	N/A	N/A	N/A
CalPERS	Member Services Manager	Staff Services Manager III, Benefits Services Division 4802 JY05	N/A	N/A
CalSTRS	Member Services Manager	No comparable classification (NCC)	N/A	N/A
LACERA	Member Services Manager	Section Head, Members Services 0772 - LS9	Management Appraisal and Performance Plan - Tier II	Incumbent possessing a valid Certified Employee Benefits Specialist designation receives 5.648% differential
LACERS	Member Services Manager	Management Analyst, Service Retirement Unit 9184	Supervisory Bonus	N/A

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
LAFPP	Member Services Manager	Sr. Systems Analyst II, Member Services 1597-2	N/A	N/A
Orange County	Member Services Manager	Administrative Manager II, Employee Benefits Administration 8012MA	Administrative Management Exceptional Performance ranges from \$11,627.20 \$12,875.20/monthly	N/A
SBCERA	Member Services Manager	No comparable classification (NCC)	N/A	N/A
SDCERA	Member Services Manager	Retirement Member Services Manager 7560	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Member Services Manager	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Member Services Manager	Manager II, Member Services Division Manager 923	Management Classification/Compensation Plan (MCCP)	N/A
OCERS	Senior Investment Analyst	N/A	N/A	N/A
CalPERS	Senior Investment Analyst	NCC	N/A	N/A
CalSTRS	Senior Investment Analyst	Investment Officer III 7684 JV17	361 Performance Recognition pay differential	360 Chartered Financial Analyst pay differential
LACERA	Senior Investment Analyst	Finance Analyst III, LACERA 0769	N/A	Incumbent possessing a valid Chartered Financial Analyst certification receives 5.648% differential
LACERS	Senior Investment Analyst	Management Analyst, Investment Division 9184	N/A	N/A
LAFPP	Senior Investment Analyst	No comparable classification (NCC)	N/A	N/A
Orange County	Senior Investment Analyst	No comparable classification (NCC)	N/A	N/A
SBCERA	Senior Investment Analyst	Senior Investment Analyst SR51	N/A	N/A
SDCERA	Senior Investment Analyst	No comparable classification (NCC)	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Senior Investment Analyst	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Senior Investment Analyst	No comparable classification (NCC)	N/A	N/A
OCERS	Senior Investment Officer	N/A	N/A	N/A
CalPERS	Senior Investment Officer	Investment Officer III CC 4695 JV61	361 Performance Recognition pay differential	360 Chartered Financial Analyst pay differential

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
CalSTRS	Senior Investment Officer	Portfolio Manager, CalSTRS 4697 JV59	299- 22212.5 - Performance Recognition Pay Differential CalSTRS Incentive Pay Plan - 0-75% for annual incentive award, as percentage of salary. Education Incentive - 388	N/A
LACERA	Senior Investment Officer	No comparable classification (NCC)	N/A	N/A
LACERS	Senior Investment Officer	No comparable classification (NCC)	N/A	N/A
LAFPP	Senior Investment Officer	No comparable classification (NCC)	N/A	N/A
Orange County	Senior Investment Officer	No comparable classification (NCC)	N/A	N/A
SBCERA	Senior Investment Officer	Senior Investment Officer	Investment Incentive Award Payment - 0-30% annual incentive award, based on an Overall Evaluation which is quantitative and qualitative for 1 & 5 year performance, as percentage of salary; additional 5% Discretionary Payment can be awarded by the Board and CEO	N/A
SDCERA	Senior Investment Officer	No comparable classification (NCC)	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Senior Investment Officer	Investment Officer, Senior Investment Officer 2256	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Senior Investment Officer	Senior Portfolio Manager 1114	Ineligible for Management Classification/Compensation Plan (MCCP) Adjustments Eligible for alternative performance-based compensation structure in the form of investment Incentive based on performance and retention; agency could not provide program/policy or range of amounts	N/A
OCERS	Senior Retirement Manager	N/A	N/A	N/A
CalPERS	Senior Retirement Manager	Staff Services Manager III, Customer Services & Support 4802 JY05	N/A	N/A
CalSTRS	Senior Retirement Manager	Staff Services Manager III, Benefits & Services 4802 JY05	N/A	N/A
LACERA	Senior Retirement Manager	No comparable classification (NCC)	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
LACERS	Senior Retirement Manager	Senior Management Analyst II, Retirement Services Division 9171-2	N/A	N/A
LAFPP	Senior Retirement Manager	No comparable classification (NCC)	N/A	N/A
Orange County	Senior Retirement Manager	Administrative Manager II, Employee Benefits Customer Service 8012MA	Administrative Management Exceptional Performance ranges from \$11,627.20 \$12,875.20/monthly	N/A
SBCERA	Senior Retirement Manager	No comparable classification (NCC)	N/A	N/A
SDCERA	Senior Retirement Manager	Retirement Assistant Director, Member Service 7566	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Senior Retirement Manager	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Senior Retirement Manager	Retirement Services Div.?NCC	N/A	N/A
OCERS	Staff Analyst	N/A	N/A	N/A
CalPERS	Staff Analyst	Staff Services Analyst (General) 5157	N/A	N/A
CalSTRS	Staff Analyst	Associate Personnel Analyst 5142	N/A	N/A
LACERA	Staff Analyst	Human Resources Analyst 0434 95J	N/A	<ul style="list-style-type: none"> • Incumbent possessing a valid Worker's Compensation Claims Professional certification receives 5.648% differential • Incumbent possessing a valid Certified Compensation Professional designation receives 5.648% differential • Incumbent may cannot be compensated for more than 1 certification
LACERS	Staff Analyst	Personnel Analyst 1731	Eligible for Supervisory Bonus	N/A
LAFPP	Staff Analyst	Personnel Analyst 1731	N/A	126 Professional Certification 11.30.01 Unit 1/Excluded Employees Professional Certification Pay – Certified Public Accountant and/or Certified Internal Auditor

Agency	Benchmark Classification	New Match/Title Revision	Performance/Recruitment /Awards*	Certification Incentives*
Orange County	Staff Analyst	Administrative Manager I, Human Resources8011MA	Administrative Management Exceptional Performance ranges from \$9,353.07 \$10,256.13/monthly	N/A
SBCERA	Staff Analyst	No comparable classification (NCC)	N/A	N/A
SDCERA	Staff Analyst	Retirement Analyst, Human Resources 002435	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Staff Analyst	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Staff Analyst	Human Resources Analyst, 1241	N/A	N/A
OCERS	Staff Attorney	N/A	N/A	N/A
CalPERS	Staff Attorney	Attorney V 5781	N/A	N/A
CalSTRS	Staff Attorney	Attorney V 5781	N/A	N/A
LACERA	Staff Attorney	Staff Counsel 9212- 116J	N/A	N/A
LACERS	Staff Attorney	No comparable classification (NCC)	N/A	N/A
LAFPP	Staff Attorney	No comparable classification (NCC)	N/A	N/A
Orange County	Staff Attorney	Attorney III 2308AT	N/A	N/A
SBCERA	Staff Attorney	Staff Attorney 66B	N/A	N/A
SDCERA	Staff Attorney	No comparable classification (NCC)	Per agency no additional compensation plans or allowances	Per agency no additional compensation plans or allowances
SDCERS	Staff Attorney	No comparable classification (NCC)	Per agency no incentive compensation	Per agency no incentive compensation
SFERS	Staff Attorney	No comparable classification (NCC)	N/A	N/A

Table B-4B Allowance Pay Practices, Relocation and Severance Practices

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
OCERS	Assistant CEO, External Operations	N/A	Reimbursement of approved membership dues	N/A	N/A	Discretionary based on CEO approval	4-6 months compensation	N/A
CalPERS	Assistant CEO, External Operations	Chief Operating Officer	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Assistant CEO, External Operations	Chief Operating Officer 4653	N/A	N/A	N/A	22212.5 Relocation	N/A	N/A
LACERA	Assistant CEO, External Operations	Assistant Executive Officer, External Operations 0778 - LS14	N/A	\$350/month	N/A	N/A	N/A	N/A
LACERS	Assistant CEO, External Operations	Assistant General Manager, External Operations 9414	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Assistant CEO, External Operations	Assistant General Manager, Pension Division 9269 SR M-9	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Assistant CEO, External Operations	Deputy Chief Operating Officer 8014E2	N/A	\$765/month	N/A	N/A	Discretionary; may include pay and/or health benefits; shall not exceed 90 calendar days from date of termination	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SBCERA	Assistant CEO, External Operations	Chief Operating Officer SR86	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Assistant CEO, External Operations	Retirement Assistant Administrator, Member Services Division 000287	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Assistant CEO, External Operations	Assistant Retirement Administrator 2119	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Assistant CEO, External Operations	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Assistant CEO, Finance and Internal Operations	N/A	Reimbursement of approved membership dues	N/A	N/A	Discretionary based on CEO approval	4-6 months compensation	N/A
CalPERS	Assistant CEO, Finance and Internal Operations	Chief Financial Officer 2023 JN15	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Assistant CEO, Finance and Internal Operations	NCC	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Assistant CEO, Finance and Internal Operations	Assistant Executive Officer, Internal Operations 0792 - LS14	N/A	\$350/month	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
LACERS	Assistant CEO, Finance and Internal Operations	Assistant General Manager, Internal Operations 9414	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Assistant CEO, Finance and Internal Operations	Assistant General Manager – Administrative Operations Division 9269 SR M-9	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Assistant CEO, Finance and Internal Operations	Chief Financial Officer 8012E2	N/A	\$765/month	N/A	N/A	Discretionary; may include pay and/or health benefits; shall not exceed 90 calendar days from date of termination	N/A
SBCERA	Assistant CEO, Finance and Internal Operations	Chief Financial Officer SR81	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Assistant CEO, Finance and Internal Operations	Retirement Assistant Administrator, Operations Division 000287	Per agency no policy	Per agency no policy				
SDCERS	Assistant CEO, Finance and Internal Operations	No comparable classification (NCC)	Per agency no policy	Per agency no policy				

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SFERS	Assistant CEO, Finance and Internal Operations	Deputy Director II, Administrative Services Director 0952	The City shall reimburse members for the cost of required professional licenses, certificates, and memberships	N/A	N/A	N/A	N/A	N/A
OCERS	Chief Investment Officer	N/A	Reimbursement of approved membership dues	N/A	N/A	Discretionary based on CEO approval	4-6 months compensation	N/A
CalPERS	Chief Investment Officer	Chief Investment Officer-CalPERS CC 4692 JV56	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Chief Investment Officer	Chief Investment Officer-CalSTRS 4693	N/A	N/A	N/A	22212.5 Relocation	N/A	N/A
LACERA	Chief Investment Officer	Chief Investment Officer, LACERA 0493 - LR28	N/A	\$375/month	N/A	Per agency discretionary policy	Per agency discretionary policy	N/A
LACERS	Chief Investment Officer	Chief Investment Officer 9147	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Chief Investment Officer	Chief Investment Officer 9147	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Chief Investment Officer	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Chief Investment Officer	Chief Investment Officer SR91	N/A	\$561.54/mo. if not provided assigned vehicle	\$200/month as designated by CEO	Discretionary	If terminated or asked to resign without cause employee will be compensated	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
							with 3 pay periods of base compensation	
SDCERA	Chief Investment Officer	Retirement Chief Investment Officer 000289	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Chief Investment Officer	Investment Officer, Chief Investment Officer 2241	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Chief Investment Officer	Chief Investment Officer 1119	The City shall reimburse members for the cost of required professional licenses, certificates, and memberships	N/A	N/A	N/A	N/A	N/A
OCERS	Chief Legal Officer	N/A	Reimbursement of approved membership dues	N/A	N/A	Discretionary based on CEO approval	4-6 months compensation	N/A
CalPERS	Chief Legal Officer	General Counsel, CalPERS 4067	Professional Fees Unit Mo2 Attorney & Hearing Officers	N/A	N/A	N/A	N/A	N/A
CalSTRS	Chief Legal Officer	General Counsel-CalSTRS 4064	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Chief Legal Officer	Chief Counsel, LACERA 91216 - LS18	N/A	\$375/month	N/A	Per agency discretionary policy	Per agency discretionary policy	N/A
LACERS	Chief Legal Officer	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
LAFPP	Chief Legal Officer	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Chief Legal Officer	County Counsel 2325E2	Reimbursed for California and Orange County Bar fees annually	\$765/month	N/A	N/A	Discretionary; may include pay and/or health benefits; shall not exceed 90 calendar days from date of termination	N/A
SBCERA	Chief Legal Officer	Chief Counsel SR91	N/A	\$561.54/mo. if not provided assigned vehicle	\$200/month as designated by CEO	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Chief Legal Officer	Retirement General Counsel 000291	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Chief Legal Officer	Retirement General Counsel 2195	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Chief Legal Officer	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Communications Manager	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Communications Manager	Information Officer II 5595	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
CalSTRS	Communications Manager	Information Officer II 5595	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Communications Manager	Creative Coordinator 0779 A	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Communications Manager	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Communications Manager	Senior Management Analyst II, Communications 9171-2	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Communications Manager	Administrative Manager I, Communications 8011MA	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Communications Manager	Communications Officer SR44	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Communications Manager	Retirement Services Manager, Communication 007564	Per agency no policy	Per agency no policy				
SDCERS	Communications Manager	Program Manager, Communications Manager 2270-69	Per agency no policy	Per agency no policy				

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SFERS	Communications Manager	Manager II, Communications Manager 0923	The City shall reimburse members for the cost of required professional licenses, certificates, and memberships	N/A	N/A	N/A	N/A	N/A
OCERS	Contracts/Risk/Performance Administrator	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Contracts/Risk/Performance Administrator	Administrative Services Officer, LACERA 0410 - LS9	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Contracts/Risk/Performance Administrator	Senior Management Analyst I, Procurement 9171-1	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Contracts/Risk/Performance Administrator	Administrative Manager II, Procurement 8012MA	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	N/A					
SDCERA	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SDCERS	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Contracts/Risk/Performance Administrator	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Deputy General Counsel	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Deputy General Counsel	Assistant Chief Counsel 5871 OB10	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Deputy General Counsel	Assistant Chief Counsel 5871 OB10	Professional Fees Unit M02 Attorney & Hearing Officers	N/A	N/A	N/A	N/A	N/A
LACERA	Deputy General Counsel	Senior Staff Counsel, LACERA 9213 123B	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Deputy General Counsel	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Deputy General Counsel	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Deputy General Counsel	Deputy Attorney IV	Annually reimbursed for California and Orange County Bar fees	N/A	N/A	N/A	N/A	N/A
SBCERA	Deputy General Counsel	Senior Staff Counsel SR71	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
							periods of base compensation	
SDCERA	Deputy General Counsel	Retirement Assistant General Counsel 000292	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Deputy General Counsel	Assistant/Associate Retirement General Counsel 2196-1	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Deputy General Counsel	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Director of Administrative Services	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Director of Administrative Services	Division Chief of HR, CEA B 7500	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Director of Administrative Services	Chief of Administrative Services, CEA C 7500	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Director of Administrative Services	Director, Human Resources 0425 LS10	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
LACERS	Director of Administrative Services	Chief Benefits Analyst, Administrative Services 9151 Senior Personnel Analyst II 9167-2	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Director of Administrative Services	Administrative Manager III, Human Resources 8013MA	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Director of Administrative Services	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SDCERA	Director of Administrative Services	Retirement Services Manager, Human Resources 7564	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Director of Administrative Services	Program Manager, HR and Administrative Services Manager 2270	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Director of Administrative Services	Manager I, Human Resources Director 0922	The City shall reimburse members for the cost of required professional licenses, certificates, and memberships	N/A	N/A	N/A	N/A	N/A
LAFPP	Director of Administrative Services	Senior Management Analyst II, Administrative Services 9171-2	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
OCERS	Director of Cyber Security	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Director of Cyber Security	Information Technology Manager II 1406 LM76	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Director of Cyber Security	Director of Information Security, CEA B 7500	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Director of Cyber Security	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Director of Cyber Security	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Director of Cyber Security	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Director of Cyber Security	Administrative Manager III (SPL), Information Security/CISO 8014MA	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Director of Cyber Security	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SDCERA	Director of Cyber Security		Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Director of Cyber Security	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Director of Cyber Security	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Director of Finance	N/A	Reimbursement of approved	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
			membership dues					
CalPERS	Director of Finance	Controller 4637 JV11	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Director of Finance	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Director of Finance	Division Manager, Finance 0773 LS12	N/A	N/A	N/A	Per agency discretionary policy	Per agency discretionary policy	N/A
LACERS	Director of Finance	Departmental Chief Accountant IV, Fiscal Management 1593	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Director of Finance	Department Chief Accountant III 1593-3	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Director of Finance	Administrative Manager III, Finance 8013MA	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Director of Finance	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SDCERA	Director of Finance	Retirement Services Manager, Controller 007564	Per agency no policy	Per agency no policy	Per agency no policy			
SDCERS	Director of Finance	Principal Accountant, Controller 2228	Per agency no policy	Per agency no policy	Per agency no policy			
SFERS	Director of Finance	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
OCERS	Director of Internal Audit	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Director of Internal Audit	Chief Auditor CEA B	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Director of Internal Audit	Chief Auditor, Office of Audit Services CEA B	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Director of Internal Audit	Chief, Internal Audit 0774 - LS12	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Director of Internal Audit	Departmental Audit Manager 1610	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Director of Internal Audit	Departmental Audit Manager 1610	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Director of Internal Audit	Director of Internal Audit	N/A	\$765/month	N/A	N/A	Discretionary; may include pay and/or health benefits; shall not exceed 90 calendar days from date of termination	N/A
SBCERA	Director of Internal Audit	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SDCERA	Director of Internal Audit	Retirement Internal Audit Manager 007554	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Director of Internal Audit	Principal Accountant, Internal Auditor 2228	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SFERS	Director of Internal Audit	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Director of Investments	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Director of Investments	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Director of Investments	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Director of Investments	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Director of Investments	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Director of Investments	Investment Officer III 9146-3	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Director of Investments	Administrative Manager III, Director of Investments 8013MA	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Director of Investments	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SDCERA	Director of Investments	Retirement Assistant Chief Investment Officer 000284	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Director of Investments	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Director of Investments	Director, Investments 1115	The City shall reimburse members for the	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
			cost of required professional licenses, certificates, and memberships					
OCERS	Director of IT	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Director of IT	Chief Information Officer CEA B	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Director of IT	Chief Technology Officer CEA C	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Director of IT	Information Systems Manager, LACERA 0783 LS13	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Director of IT	Information Systems Manager II, Information Systems Division 1409	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Director of IT	Director of Systems 9375	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Director of IT	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Director of IT	Chief Information Officer SR81	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SDCERA	Director of IT	Retirement Business Systems Director 007567	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Director of IT	Program Manager, Chief Information & Security Officer 2270	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Director of IT	Manager VI, Information Systems and Business Services Director 0941	The City shall reimburse members for the cost of required professional licenses, certificates, and memberships	N/A	N/A	N/A	N/A	N/A
OCERS	Finance Manager	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Finance Manager	Financial Accountant V 4195	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Finance Manager	Financial Accountant V 4195	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Finance Manager	Accounting Officer II	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Finance Manager	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Finance Manager	Principal Accountant II 1525-2	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Finance Manager	Administrative Manager II, Fiscal Services 8012MA	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SBCERA	Finance Manager	Accounting Manager SR61	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Finance Manager	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Finance Manager	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Finance Manager	Manager III, Finance Manager 0931	The City shall reimburse members for the cost of required professional licenses, certificates, and memberships	N/A	N/A	N/A	N/A	N/A
OCERS	Internal Auditor	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Internal Auditor	Staff Program Auditor 4061 JC35	Unit 1 MOU Section 12.17.1 PERS Professional Reimbursement	N/A	N/A	N/A	N/A	N/A
CalSTRS	Internal Auditor	Staff Program Auditor 4061 JC35	Unit 1 MOU Section 12.17.1 PERS Professional Reimbursement	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
LACERA	Internal Auditor	Internal Auditor 0764 - 99F	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Internal Auditor	Internal Auditor IV 1625-4	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Internal Auditor	Internal Auditor IV 1625-4	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Internal Auditor	Accountant/Auditor II 7807GE	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Internal Auditor	Internal Auditor SR48	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Internal Auditor	Retirement Internal Auditor 007571	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Internal Auditor	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Internal Auditor	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Investment Analyst	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Investment Analyst	Investment Officer I 4656 JV26	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
CalSTRS	Investment Analyst	Investment Officer I 7338 JV36	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Investment Analyst	Finance Analyst II-LACERA Finance Analyst I 0767 102D	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Investment Analyst	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Investment Analyst	Management Analyst 9184-?	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Investment Analyst	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Investment Analyst	Investment Analyst SR43	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Investment Analyst	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Investment Analyst	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Investment Analyst	Security Analyst 4331	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Investment Officer	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
CalPERS	Investment Officer	Investment Officer II 4671 JV24	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Investment Officer	Investment Officer II 7339 JV31	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Investment Officer	Finance Analyst III Finance Analyst II 0768 - LR12	N/A	N/A	N/A	Per agency discretionary policy	Per agency discretionary policy	N/A
LACERS	Investment Officer	Investment Officer II 9146-2	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Investment Officer	Investment Officer II 9146-2	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Investment Officer	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Investment Officer	Investment Officer SR66	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Investment Officer	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy			
SDCERS	Investment Officer	Investment Officer, Assistant Investment Officer 2256	Per agency no policy	Per agency no policy	Per agency no policy			
SFERS	Investment Officer	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
OCERS	IT Manager	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	IT Manager	Information Technology Manager I 1405 LM75	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	IT Manager	Information Technology Manager I 1405 LM75	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	IT Manager	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	IT Manager	Information Systems Manager II 1409-2	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	IT Manager	Sr. Systems Analyst II, Information Technology 1597-2	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	IT Manager	Administrative Manager II, Information Technology 8012MA	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	IT Manager	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SDCERA	IT Manager	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	IT Manager	Program Manager, IT Application Services Manager 2270	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SFERS	IT Manager	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Managing Director	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Managing Director	Chief Operating Investment Officer, CalPERS 4654 JV63	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Managing Director	Investment Operations Director, CalSTRS 4699 JV16	N/A	N/A	N/A	22212.5 Relocation	N/A	N/A
LACERA	Managing Director	Principal Investment Officer 0496 (UC) LR23	N/A	N/A	N/A	Per agency discretionary policy	Per agency discretionary policy	N/A
LACERS	Managing Director	Investment Officer III 9146	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Managing Director	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Managing Director	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Managing Director	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SDCERA	Managing Director	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Managing Director	Program Manager, Sr. Investment Officer 2270	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SFERS	Managing Director	Managing Director, Private Markets 1116	The City shall reimburse members for the cost of required professional licenses, certificates, and memberships	N/A	N/A	N/A	N/A	N/A
OCERS	Member Services Director	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Member Services Director	Benefits Services Division Chief, CEA B	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Member Services Director	Benefits & Services Executive Officer, CEA C	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Member Services Director	Division Manager, Member Services Benefits 0773 LS12	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Member Services Director	Chief Benefits Analyst, Retirement Services 9151	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Member Services Director	Chief Benefits Analyst, Member Services 9151	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Member Services Director	Administrative Manager III, Employee Benefits Administration 8013MA	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SBCERA	Member Services Director	Retirement Benefits Officer SR61	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Member Services Director	Retirement Assistant Director, Member Services 7566	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Member Services Director	Program Manager, Member Services Director 2270	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Member Services Director	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Member Services Manager	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Member Services Manager	Staff Services Manager III, Benefits Services Division 4802 JY05	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Member Services Manager	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Member Services Manager	Section Head, Members Services 0772 LS9	N/A	N/A	N/A	Per agency discretionary policy	Per agency discretionary policy	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
LACERS	Member Services Manager	Management Analyst, Service Retirement Unit 9184	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Member Services Manager	Sr. Systems Analyst II, Member Services 1597-2	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Member Services Manager	Administrative Manager II, Employee Benefits Administration 8012MA	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Member Services Manager	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SDCERA	Member Services Manager	Retirement Member Services Manager 7560	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Member Services Manager	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Member Services Manager	Manager II, Member Services Division Manager 923	The City shall reimburse members for the cost of required professional licenses, certificates, and memberships	N/A	N/A	N/A	N/A	N/A
OCERS	Senior Investment Analyst	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Senior Investment Analyst	NCC	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
CalSTRS	Senior Investment Analyst	Investment Officer III 7684 JV17	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Senior Investment Analyst	Finance Analyst III, LACERA 0769 - LR16	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Senior Investment Analyst	Management Analyst, Investment Division 9184	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Senior Investment Analyst	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Senior Investment Analyst	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Senior Investment Analyst	Senior Investment Analyst SR51	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Senior Investment Analyst	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Senior Investment Analyst	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Senior Investment Analyst	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Senior Investment Officer	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
CalPERS	Senior Investment Officer	Investment Officer III CC 4695 JV61	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Senior Investment Officer	Portfolio Manager, CalSTRS 4697 JV59	N/A	N/A	N/A	22212.5 <i>Relocation</i>	N/A	N/A
LACERA	Senior Investment Officer	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Senior Investment Officer	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Senior Investment Officer	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Senior Investment Officer	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Senior Investment Officer	Senior Investment Officer	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Senior Investment Officer	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Senior Investment Officer	Investment Officer, Senior Investment Officer 2256	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Senior Investment Officer	Senior Portfolio Manager 1114	The City shall reimburse members for the cost of required professional	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
			licenses, certificates, and memberships					
OCERS	Senior Retirement Manager	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Senior Retirement Manager	Staff Services Manager III, Customer Services & Support 4802 JY05	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Senior Retirement Manager	Staff Services Manager III, Benefits & Services 4802 JY05	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Senior Retirement Manager	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Senior Retirement Manager	Senior Management Analyst II, Retirement Services Division 9171-2	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Senior Retirement Manager	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Senior Retirement Manager	Administrative Manager II, Employee Benefits Customer Service 8012MA	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Senior Retirement Manager	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SDCERA	Senior Retirement Manager	Retirement Assistant Director, Member Services 7566	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Senior Retirement Manager	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Senior Retirement Manager	Retirement Services Div.? NCC	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Staff Analyst	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Staff Analyst	Staff Services Analyst (General) 5157	N/A	N/A	N/A	N/A	N/A	N/A
CalSTRS	Staff Analyst	Associate Personnel Analyst 5142	N/A	N/A	N/A	N/A	N/A	N/A
LACERA	Staff Analyst	Human Resources Analyst 0434 95J	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Staff Analyst	Personnel Analyst 1731	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Staff Analyst	Personnel Analyst 1731	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
Orange County	Staff Analyst	Administrative Manager I, Human Resources 8011MA	N/A	N/A	N/A	N/A	N/A	N/A
SBCERA	Staff Analyst	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
SDCERA	Staff Analyst	Retirement Analyst, Human Resources 002435	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SDCERS	Staff Analyst	No comparable classification (NCC)	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy	Per agency no policy
SFERS	Staff Analyst	Human Resources Analyst, 1241	N/A	N/A	N/A	N/A	N/A	N/A
OCERS	Staff Attorney	N/A	Reimbursement of approved membership dues	N/A	N/A	N/A	N/A	N/A
CalPERS	Staff Attorney	Attorney V 5781	Professional Fees Unit R02 Attorney & Hearing Officers	N/A	N/A	N/A	N/A	N/A
CalSTRS	Staff Attorney	Attorney V 5781	Professional Fees Unit R02 Attorney & Hearing Officers	N/A	N/A	N/A	N/A	N/A
LACERA	Staff Attorney	Staff Counsel 9212-116J	N/A	N/A	N/A	N/A	N/A	N/A
LACERS	Staff Attorney	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
LAFPP	Staff Attorney	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A
Orange County	Staff Attorney	Attorney III 2308AT	Annually reimbursed for California and Orange County Bar fees	N/A	N/A	N/A	N/A	N/A

Agency	Benchmark Classification	New Match/Title Revision	Membership Dues	Vehicle	Phone	Relocation	Severance	Other Allowances
SBCERA	Staff Attorney	Staff Attorney 66B	N/A	N/A	N/A	Discretionary	If terminated or asked to resign without cause employee will be compensated with 3 pay periods of base compensation	N/A
SDCERA	Staff Attorney	No comparable classification (NCC)	Per agency no policy	Per agency no policy				
SDCERS	Staff Attorney	No comparable classification (NCC)	Per agency no policy	Per agency no policy				
SFERS	Staff Attorney	No comparable classification (NCC)	N/A	N/A	N/A	N/A	N/A	N/A

Table B-5 Medical, Dental and Vision Plans, Voluntary Supplemental Plans and Opt-Out Policies

Rates reflect the most expensive plan employee + 2 or more dependent coverage.

Agency	Medical		Dental		Vision		Voluntary Supplemental Plans	Opt-Out
	Employer	Employee	Employer	Employee	Employer	Employee		
OCERS¹³	\$1,501.77 / \$1,401.65	\$500.59 / \$600.59	\$76.02	\$0.00	Included with Cigna HMO plan All others DNA	\$0.00	Life Insurance Accidental Death & Dismemberment (AD&D) Optional Benefit Plan (OBP)	No opt-out for medical or dental; must participate in Sharewell plan to receive \$49.87
CALPERS								
<i>Prof/Admin/ Finance</i>	\$1,504.00	\$683.48	\$96.21	\$32.07	\$8.64	\$28.46	Long Term Disability (LTD) Group Legal Services Plan Long Term Care (LTC)	Medical and Dental: \$140.00/mo. Medical Only: \$128.00/mo. Dental Only: \$12.00/mo.
<i>Attorney</i>	\$1,609.00 (CoBEN)	\$743.86	101.91	33.97	\$8.64	\$28.46		
<i>Supervisory/ Management</i>	\$1,658.00 (CoBEN)	\$712.86	101.91	33.97	\$8.64	\$28.46		
CALSTRS								
<i>Prof/Admin/ Finance</i>	\$1,504.00	\$683.48	\$96.21	\$32.07	\$8.64	\$28.46	Long Term Disability (LTD) Group Legal Services Plan Long Term Care (LTC)	Medical and Dental: \$140.00/mo. Medical Only: \$128.00/mo. Dental Only: \$12.00/mo.
<i>Attorney</i>	\$1,609.00 (CoBEN)	\$743.86	101.91	33.97	\$8.64	\$28.46		
<i>Supervisory/ Management</i>	\$1,658.00 (CoBEN)	\$712.86	101.91	33.97	\$8.64	\$28.46		

¹³ Orange County:

- Medical contributions: Lower employee contribution percent/dollar amount available if employee completes wellness incentive program, CPS HR has calculated maximum value of medical, dental, and vision plans.
- Dental, Vision, other benefits for select groups: for Supervisory Management and General Employees, the County contributes to Union Trust Fund \$0.30/scheduled and unpaid FMLA eligible hours, for a total of \$52/month for dental, vision, disability, and other benefits. This amount is represented in the Other Health in datasheets.
- Optional Benefit Plan (OBP): For select units, OC will contribute an annual lump sum payment in either cash, 457 deferred compensation plan, or Health Care Reimbursement Account (HCRA). EE can allocate bi-weekly all or part to pay cost of Voluntary AD&D, balance is then elected as lump sum or deposited to 457 deferred compensation plan or HCRA. For Executives the amount is \$4,500, Attorneys is \$2,000, and Administrative Management is \$3,500. Supervisory Management and General Employee units are not eligible.

Agency	Medical		Dental		Vision		Voluntary Supplemental Plans	Opt-Out
	Employer	Employee	Employer	Employee	Employer	Employee		
LACERS <i>Management, Executive/Sr. Management</i>	\$1,722.89	\$1,036.32	\$48.32	\$99.86	DNA	DNA	Life Insurance Disability Insurance Accidental Death & Dismemberment (AD&D)	\$100; Must have alternate medical coverage.
<i>Administrative, Supervisory</i>	\$1,550.60	\$1,208.61	\$48.32	\$99.86	DNA	DNA		
LACERA	See note ¹⁴	See note	Included	\$0.00	Included	\$0.00	Long Term Disability (LTD) Short Term Disability (STD) Employee & Dependent Life Insurance Employee & Dependent AD&D	\$244; EE must be primary subscriber in alternate group plan, retirement medical, or Medicare. Not required to have Dental.
LAFPP <i>Management, Executive/Sr. Management</i>	\$1,722.89	\$1,036.32	\$48.32	\$99.86	DNA	DNA	Life Insurance Disability Insurance Accidental Death & Dismemberment (AD&D)	\$100; Must have alternate medical coverage.
<i>Administrative, Supervisory</i>	\$1,550.60	\$1,208.61	\$48.32	\$99.86	DNA	DNA		
Orange County ¹⁵ (see notes)								

¹⁴ LACERA: ER Medical contribution is \$1,200 or 14.50% for <5 YOS and 17.00% for >6 YOS. CPS HR calculated medical based on \$1,200 or 17.00% as applicable. EE contribution is a \$5/month administrative fee; if tobacco user, additional \$20/mo.

¹⁵ Orange County:

- Medical contributions: Lower employee contribution percent/dollar amount available if employee completes wellness incentive program, CPS HR has calculated maximum value of medical, dental, and vision plans.
- Dental, Vision, other benefits for select groups: for Supervisory Management and General Employees, the County contributes to Union Trust Fund \$0.30/scheduled and unpaid FMLA eligible hours, for a total of \$52/month for dental, vision, disability, and other benefits. This amount is represented in the Other Health in datasheets.
- Optional Benefit Plan (OBP): For select units, OC will contribute an annual lump sum payment in either cash, 457 deferred compensation plan, or Health Care Reimbursement Account (HCRA). EE can allocate bi-weekly all or part to pay cost of Voluntary AD&D, balance is then elected as lump sum or deposited to 457 deferred compensation plan or HCRA. For Executives the amount is \$4,500, Attorneys is \$2,000, and Administrative Management is \$3,500. Supervisory Management and General Employee units are not eligible.

Agency	Medical		Dental		Vision		Voluntary Supplemental Plans	Opt-Out
	Employer	Employee	Employer	Employee	Employer	Employee		
<i>Executive, Attorney, and Administrative Management</i>	\$1,501.77 / \$1,401.65	\$500.59 / \$600.59	\$76.02	\$0.00	Included Cigna HMO plan All others DNA	DNA	Life Insurance Accidental Death & Dismemberment (AD&D)	No opt-out for medical or dental; must participate in Sharewell plan to receive \$49.87/mo.
<i>Supervisory-Management and General Employee</i>	\$1,501.77 / \$1,401.65	\$500.59 / \$600.59	DNA	DNA	DNA	DNA	Life Insurance Accidental Death & Dismemberment (AD&D)	
SBCERA	\$1,073.24	\$3,217.98	\$20.50	\$173.51	Fully Paid, amount DNA	\$0.00	Employee & Dependent Life Insurance 529 Education Savings Plan	\$86.67/mo.
SDCERA								
<i>Management</i>	\$1,445.17 (Flexible Credit)	\$2,156.55	Included	\$155.46	Included	\$155.46	Critical Illness Supplemental Life Short Term Disability (STD) Long Term Disability (LTD)	Management - \$1,445.17/month Executive, Unclassified - \$1,522.08 Flex Credits can be deposited to HRA if not enrolled in government sponsored plan – must be through another employer; at year end \$500 maximum can be rolled to next year
<i>Executive/Unclassified</i>	\$1,522.08 (Flexible Credit)	\$2,079.66						
SDCERS	\$1,480.92 (Flex Ben. Credit)	\$1,909.24	Included	\$122.55	Included	\$17.27	Life Insurance employee & dependent	\$831.42/mo.
SFERS								
<i>SEIU</i>	\$1,849.08	\$585.85	\$174.11	\$14.34	\$0.00	\$14.23	Accident Insurance Short-Term Disability Insurance Long-Term Care Insurance Pet Insurance Group Legal Plan Critical Illness	No monetary benefit
<i>Management, Executive</i>	\$1,849.08 – Flex Credit Dollars ¹⁶	\$585.85						

¹⁶ If employee benefits choices cost less than Flex Credits, employee will receive cash back as taxable, non-pensionable earnings.

Agency	Medical		Dental		Vision		Voluntary Supplemental Plans	Opt-Out
	Employer	Employee	Employer	Employee	Employer	Employee		
							Supplemental Group Term Life Insurance LifeLock Identity Theft Protection	

Table B-6: Retiree Health Savings (RHS) and Retiree Health Insurance (RHI)

Agency	Retiree Health Savings (RHS)	Retiree Health Insurance
OCERS	Retirement Medical Trust Fund – Grant is not vested or guaranteed. ER contribution per FY 18/19 are budgeted at 0.30% to 8.10% depending on bargaining group.	<p>Eligibility: (i) minimum 10 years continuous service, (ii) at least 50 y/o on separation date, (iii) and enrolled in County health plan receiving retirement check.</p> <p>Employee and eligible dependents covered</p> <p>Amount: based on YOS and age at retirement. Grant amount based on “rate”, which is adjusted annually to maximum of 3% up or down, times number YOS up to 25 years. 50% reduction when Medicare-eligible. Exceptions: retirement before age 60 results in 7.5% reduction in monthly grant amount; those retiring after 60 will have an increase of 7.5% in monthly grant year through age 70.</p>
CALPERS	No policy	<p>Plans Offered: Medical and Dental</p> <p>Eligibility: First hired by the State after 1/1/1989 Vesting based on years of service Less than 10 yrs. = 0%; 10 yrs. – 50%; 11-19 yrs. = 50% + 5% for each completed year over 10 yrs.; 20 years or more 100%</p> <p>Eligibility: hired on and after 1/1/2017 Vesting based on years of service Less than 15 yrs. = 0%; 15 yrs. = 50%; 15-24 yrs. 50% + 5 percent for each completed year after 15 yrs.; 25 yrs. 100%</p> <p>All: 2% of pay will go toward pre-funding retiree health benefits</p>
CALSTRS	No policy	<p>Plans offered: Medical and Dental</p> <p>Eligibility: First hired by the State after 1/1/1989 Vesting based on years of service Less than 10 yrs. = 0%; 10 yrs. – 50%; 11-19 yrs. = 50% + 5% for each completed year over 10 yrs.; 20 years or more 100%</p> <p>Eligibility: hired on and after 1/1/2017 Vesting based on years of service</p>

Agency	Retiree Health Savings (RHS)	Retiree Health Insurance
		Less than 15 yrs. = 0%; 15 yrs. = 50%; 15-24 yrs. 50% + 5 percent for each completed year after 15 yrs.; 25 yrs. 100% All: 2% of pay will go toward pre-funding retiree health benefits
LACERS	Retiree Medical Plan premium subsidy of 3.61% to additional employer contribution rate to defray the cost of providing. ¹⁷	Plans offered: Medical & Dental Eligibility: Retired; age 55 or older; at least 10 YOS Amounts: Medical - Non-Medicare Retiree + Family: Max ER subsidy \$1,790, Max Retiree contribution \$1,197 Medical - Medicare eligible Retiree + Family: Max ER subsidy \$1,062, Max Retiree contribution \$1,197, contributions and subsidies dependent on participation level and Medicare eligibility Dental – Retiree: \$4.83 - \$97 with \$44 subsidy; no dependent subsidy
LACERA	No policy	Plans: Medical, Dental Eligibility: all retirees (and dependents) with 10+ YOS Amount: based on YOS, based on percentage of benchmark plan premium or selected plan premium, whichever is lesser. Retirees with 10 YOS = 40%, years 11 – 25 40% +4%/year. Cap at 100% at 25 YOS.
LAFPP	Retiree Medical Plan premium subsidy of 3.61% to additional employer contribution rate to defray the cost of providing. ¹⁸	Plans offered: Medical and Dental Eligibility: Retired; age 55 or older; at least 10 YOS Amounts: Medical - Non-Medicare Retiree + Family: Max ER subsidy \$1,790, Max Retiree contribution \$1,197 Medical - Medicare Retiree + Family: Max ER subsidy \$1,062, Max Retiree \$1,197, contributions and subsidies dependent on covered participants and Medicare eligibility Dental – Retiree: \$4.83 - \$97 with \$44 subsidy; no dependent subsidy
Orange County	Executive, Supervisory Management, General, and Administrative Management receive Retiree Medical Plan Grant. The grant is not a vested nor guaranteed benefit.	Eligibility: (i) minimum 10 years continuous service, (ii) at least 50 y/o on separation date, (iii) and enrolled in County health plan receiving retirement check. Employee and eligible dependents covered

¹⁷ LACERS: Retiree Medical Plan premium subsidy contribution is recorded in the Other Health in datasheets.

¹⁸ LAFPP: Retiree Medical Plan premium subsidy contribution is recorded in the Other Health in datasheets.

Agency	Retiree Health Savings (RHS)	Retiree Health Insurance
	<p>Employer contribution per FY 18/19 budget is 0.30% - 8.10% of payroll depending on bargaining unit. There is no EE contribution.</p> <p>Attorney Unit: in-lieu of grant, receive 1.00% to HRA account; EE must contribute 1.00%.</p>	<p>Amount: based on YOS and age at retirement. Grant amount based on “rate”, which is adjusted annually to maximum of 3% up or down, times number YOS up to 25 years. 50% reduction when Medicare-eligible. Exceptions: retirement before age 60 results in 7.5% reduction in monthly grant amount; those retiring after 60 will have an increase of 7.5% in monthly grant year through age 70.</p>
SBCERA	<p>FLSA Exempt employees only with 5 YOS receive employer contribution based on YOS in Public Retirement System. ER contributions as follows: 5-9 years = 1.00%, 10-15 years = 1.75%, 16+ years = 2.75%. Employee contribution – See Sick Leave</p>	<p>Plans offered: Medical and Dental Agency contribution based on contributions to Retirees RHS Retiree responsible for full premium</p>
SDCERS	<p>Retiree Medical Trust contribution for those hired on/after July 2009. Employee contribution required and City match of 0.25% of base compensation. Trust funds retiree medical and employee has no vested interest unless eligible for retiree medical subsidy.</p>	<p>Covers retiree only, no dependents Eligibility: At retirement 55+ yrs. old If not age eligible and elected 1 of 2 irrevocable election options when retiree reaches age eligibility of 55+ during intervening period will be eligible for option with lowest subsidy. Based on date of hire, YOS and Medicare Eligibility: Maximum subsidy for Non-Medicare eligible retirees - \$458.33 - \$1,217.04 Maximum subsidy for Medicare eligible retirees - \$458.33 - \$1,146.06</p>
SDCERA	<p>Funded through excess Flex Credits offered by the County. This includes a combined annual rollover total of \$500 between the FSA & HRA.</p>	<p>Plans Offered: Medical, Dental & Prescription Drugs</p> <p>Eligibility: Tier 1 Retirees with 10 yrs. of SDCERA service credit.</p> <p>Policy: Employer: \$200-\$400/month if not eligible for Medicare \$393.50/month Medicare if eligible & allowance for Part A Retiree: N/A - Allowance can be used for SDCERA sponsored or non-sponsored health plans</p> <p>Monthly Allowance for Non-eligible Medicare retirees based on years of service, 10 yrs. \$200; increasing each year by \$20 up to 20 yrs. of service to a maximum of \$400. Medicare eligible retirees \$393.50/month with minimum of 10+ yrs. service.</p>
SFERS	<p>No policy</p>	<p>Plans Offered: Medical, Dental & Vision; Employer contribution only applies to Medical election</p> <p>Retiree Health Care Trust Fund (“Fund”) City employees who commence employment with the City on or after January 10, 2009, must contribute two percent of compensation into the Retiree Health Care Trust Fund (“Fund”). Unlike</p>

Agency	Retiree Health Savings (RHS)	Retiree Health Insurance
		<p>employee pension contributions that are made to individual accounts, contributions to the Funds are non-refundable, even if an employee separates from the City and does not receive retiree health care from the City.</p> <p>Policy: Based on date of hire & YOS</p> <p>Less than 5 yrs. of service – No Retiree Medical Benefits Coverage</p> <p>Old Rules - Employees who separated on or before 1/1/09 and had 5 or more yrs. of credited service as of 1/9/19 – 100% employer contribution</p> <p>New Rules –</p> <p>At least 5 yrs. but less than 10 yrs. – Access to Coverage, but no employer contribution At least 10 yrs. but less than 15 yrs. – 50% employer contribution At least 15 yrs. but less than 20 yrs. – 75% employer contribution At least 20 yrs.; persons who retired for disability; surviving spouse/domestic partner of active employee who died in line of duty – 100% employer contribution</p>

Table B-7: Basic Life, Long-Term Disability (LTD) and Disability Insurance (DI)

Agency	Basic Life Insurance	Basic Long-Term Disability	Basic Short-Term Disability
OCERS	Employer paid, non-cafeteria Executive Management: Life and AD&D - \$125,000 Management: Life and AD&D = \$100,000	60% of eligible earnings up to \$12,000/mo.	Employer paid, non-cafeteria 60% of compensation
CALPERS	Prof/Admin/Fin and Attorneys: \$5,000 + 50% annual salary Supervisory and Management: \$50,000	Not Offered	California State Disability Insurance (SDI)
CALSTRS	Prof/Admin/Fin and Attorneys: \$5,000 + 50% annual salary Supervisory and Management: \$50,000	Not Offered	California State Disability Insurance (SDI)
LACERS	\$10,000	50% eligible earnings up to \$3,201/month for up to 18 mo.	50% eligible earnings up to \$3,201/month for up to 18 mo.
LACERA	\$2,000	40 – 60% of salary	70% of salary
LAFPP	\$10,000	50% eligible earnings up to \$3,201/month for up to 18 mo.	50% eligible earnings up to \$3,201/month for up to 18 mo.
Orange County	Executive Management: Life and AD&D - \$125,000 Supervisory-Management \$100,000 for AD&D, no Life General Unit: no Life or AD&D Attorney Unit and Administrative Management: \$100,000 for Life and AD&D	Executive, Attorney, and Administrative Management: 60% of eligible earnings up to \$12,000/mo. Supervisory-Management and General: through Union	Excludes Supervisory Management and General Units Executive and Administrative Management: 60% of compensation, no maximum Attorney: 60% of compensation, maximum of \$7,200/mo. Supervisory-Management and General: provided by Union, subsidized by agency

Agency	Basic Life Insurance	Basic Long-Term Disability	Basic Short-Term Disability
SBCERA	\$50,000	60% up to \$10,000	Employer paid, non-cafeteria Management: 55% up to \$7,514/mo. Administrative: 55% up to \$5,269/mo.
SDCERS	\$50,000	70% of eligible earnings, no maximum	California State Disability Insurance (SDI)
SDCERA	1X annual salary with minimum of \$50,000 & maximum of \$1,000,000	66.6667% of monthly salary with a maximum benefit of \$12,000 per month	60% of your weekly covered earnings to a maximum of \$1,500 per week
SFERS	<i>SEIU</i> : \$50,000, not eligible for optional supplemental coverage <i>Management/Executive</i> \$50,000, eligible for optional supplemental coverage	66.6667% monthly base earnings; \$7500 monthly maximum	60% of monthly base earnings; \$5000 monthly maximum

Table B-8: Vacation/Annual Leave Accrual & Annual Cash-Out Policies

Agency	Year 1		Year 5		Year 10		Year 15		Max Accrual Year		Annual Cash-Out Policy (not upon termination or retirement)
	Annual Accrual	Max Accrual	Annual Accrual	Max Accrual							
OCERS (Annual Leave)	192	N/A	256	N/A	296	N/A	296	N/A	296 @ 10	N/A	Executive Management: 170 hours annual leave/year Management: 90 hours annual leave/year
CALPERS											
<i>Prof/Admin/Fin and Attorney</i> Vacation/Sick Leave Option	84	640	120	640	144	640	156	640	168 @ 20	640	Up to 80 hours/annual if funds available
Annual Leave Option	132	640	168	640	192	640	204	640	216 @ 20	640	
<i>Excluded Supervisory and Management</i> Vacation/Sick Leave Option	84	640	84	640	132	640	156	640	240 @ 25	640	
Annual Leave Option	180	640	180	640	204	640	216	640	240 @ 25	640	
CALSTRS											
<i>Prof/Admin/Fin and Attorney</i> Vacation/Sick Leave Option	84	640	120	640	144	640	156	640	168 @ 20	640	Up to 80 hours/annual if funds available
Annual Leave Option	132	640	168	640	192	640	204	640	216 @ 20	640	

Agency	Year 1		Year 5		Year 10		Year 15		Max Accrual Year		Annual Cash-Out Policy (not upon termination or retirement)
	Annual Accrual	Max Accrual	Annual Accrual	Max Accrual							
<i>Supervisory and Management Vacation/Sick Leave Option</i>	84	640	84	640	132	640	156	640	240 @ 25	640	
<i>Annual Leave Option</i>	180	640	180	640	204	640	216	640	240 @ 25	640	
LACERS <i>Administrative, Supervisory, and Exec./Sr. Management</i>	88	176	136	272	136	272	160	320	184 @ 20 200 @ 25	368 400	No cash-out
<i>Management</i>	168	336	200	400	200	400	200	400	200 @ 20	400	
LACERA <i>(Annual Leave)</i>	80	480	80	480	80	480	80	480	84 @ 20 100 @ 24	480 480	Can buy Elective Annual Leave days of 8 – 160 hours/year. For each day pay 0.274% of monthly salary every month. Must use days in same plan year purchased. If not used, reimbursed by County at year end.
LAFPP <i>Administrative, Supervisory, and Exec./Sr. Management</i>	88	176	136	272	136	272	160	320	184 @ 20 200 @ 25	368 400	No cash-out
<i>Management</i>	168	336	200	400	200	400	200	400	200 @ 20	400	
Orange County <i>Executive (Vacation)</i>	120	360	160	360	200	580	200	580	200 @ 10	580	170 hours annually
<i>Supervisory-Management (Annual Leave)</i>	152	Unlimited	216	Unlimited	256	Unlimited	256	Unlimited	256 @ 10	Unlimited	60 hours annually

Agency	Year 1		Year 5		Year 10		Year 15		Max Accrual Year		Annual Cash-Out Policy (not upon termination or retirement)
	Annual Accrual	Max Accrual	Annual Accrual	Max Accrual							
<i>General Unit (Annual Leave)</i>	152	Unlimited	216	Unlimited	256	Unlimited	256	Unlimited	256 @ 10	Unlimited	40 hours annually
<i>Attorney (Vacation Leave)</i>	80	480	160	480	200	480	200	480	200 @ 10	480	120 hours annually
<i>Administrative Management (Annual Leave)</i>	120	360	160	360	200	360	200	480	200 @ 10	480	90 hours annually
SBCERA	80	480	120	480	160	480	160	480	160 @ 20	480	Management: in excess of 480 once annually Administrative: 60 hours annually if 80 hours used
SDCERS											
<i>Managerial and Executive (Annual Leave)</i>	176	350	176	350	176	350	216	350	216 @ 16	350	Twice/FY in-lieu of annual leave total, pay cannot exceed 125 hours
<i>Professional Legal</i>	136	350	176	350	176	350	216	350	216 @ 16	350	
SDCERA											
<i>Management</i>	96	240	136	340	136	340	176	440	176 @ 15yrs	440	No policy
<i>Executive, Unclassified</i>	120	300	160	400	160	400	200	500	200 @ 15	500	No policy
SFERS	80	320	120	360	120	360	160	400	160 @ 15+	400	No policy

Table B-9: Sick Leave, Holidays and Management/Executive Policies

Agency	Sick Leave			Holiday	Management/ Executive/ Other Leaves
	Annual Accrual (Hours)	Maximum Accrual (Hours)	Cash-Out/ Retirement Service Credit		
OCERS	Annual Leave	N/A	N/A	Holiday Floating	12 0 None
CALPERS	Vacation/Sick Leave Option: 96	Unlimited	Service credit upon retirement	Holiday Floating	11 1 None
	Annual Leave Option: N/A	N/A	N/A		
CALSTRS	Vacation/Sick Leave Option: 96	Unlimited	Service credit upon retirement	Holiday Floating	11 1 None
	Annual Leave Option: N/A	N/A	N/A		
LACERS					
<i>Administrative and Supervisory</i>	96 @ full comp 40 @ 75% comp	800 full pay accrual 75% pay to 800 hours	Annual payout - All accumulation of leave over 800 hrs full pay accrual after year end will be paid out at 50% compensation each year No payout of 75% pay accumulated leave	Holiday Floating	12 2 None
<i>Exec./Sr. Management</i>	96	800	Pending	Holiday Floating	12 <15 YOS = 2 >15 YOS = 7 None
<i>Management</i>	96	800	Cash-out upon retirement	Holiday Floating	12 1 None
LACERA	Annual Leave	N/A	N/A	Holiday Floating	12 0 None

Agency	Sick Leave			Holiday	Management/ Executive/ Other Leaves
	Annual Accrual (Hours)	Maximum Accrual (Hours)	Cash-Out/ Retirement Service Credit		
LAFPP	96	800	Cash-out upon retirement	Holiday Floating	12 1-7 ¹⁹ None
Orange County					
<i>Supervisory- Management, General Unit</i>	Annual Leave	N/A	N/A		
<i>Attorney</i>	0-3 YOS: 80 hours >4 YOS: 96 hours	1,500	No cash-out	Holiday Floating	12 0 None
<i>Executive II & Administrative Management</i>	0-3 YOS: 72 hours >4 YOS: 96 hours	1,500	No cash-out		

¹⁹ LAFPP: Floating holidays for Administrative and Supervisory-Administrative Unit is 2, for Management 1, Executive/Senior Management receives 2 for <15 YOS and 7 for >15 YOS

Agency	Sick Leave			Holiday	Management/ Executive/ Other Leaves
	Annual Accrual (Hours)	Maximum Accrual (Hours)	Cash-Out/ Retirement Service Credit		
SBCERA	96	Unlimited	Retirement: Conversion rate of 75% of leave balance up to 1,400 hrs. to Retirement Medical Trust, no cash option Annual conversion to Retirement Medical Trust with 5 YOS	Holiday Floating	13 1 Perfect Attendance: Employees who do not utilize any sick leave/sick leave in-lieu in the previous calendar year receive 16 hours/yr. Management Leave: Management B & C 80 hours annually, unused balance will automatically cash-out annually.
SDCERS	Annual Leave	N/A	N/A	Holiday Floating	10 1 None
SDCERA	104	Unlimited	All - Service credit upon retirement Executive, Unclassified - Cash-Out upon retirement – if age 55+ convert all or a portion of sick leave credits to cash at 50% of sick leave credit value deposited into Terminal Play Plan	Holiday Floating	11 2 None

Agency	Sick Leave			Holiday	Management/ Executive/ Other Leaves
	Annual Accrual (Hours)	Maximum Accrual (Hours)	Cash-Out/ Retirement Service Credit		
SFERS	104	1040	No cash-out	Holiday Floating	11 4 Management – Administrative Leave – 100 hrs/yr. Executive – Executive Leave – 5 days/yr.

Appendix C: No Comparable Classification Notation

Benchmark	Agency	NCC Comments
Assistant CEO, External Operations	SFERS	Agency response: Don't have this level in our organization, these duties are performed by our Deputy Executive Director and Retirement Services Administrator.
Assistant CEO, Finance and Internal Operations	SFERS	Agency response: Don't have this level in our organization, some of the duties are performed by our Deputy Executive Director.
Assistant CEO, Finance and Internal Operations	CalSTRS	Agency does not organizationally have this level of classification; CFO reports directly to CEO
Assistant CEO, Finance and Internal Operations	SDCERS	SDCERS is much smaller organization; only 1 Deputy Executive Officer; No Chief Financial Officer, Controller is highest financial classification
Chief Legal Officer	LACERS	LACERS contracts with the City to provide Legal Services
Chief Legal Officer	LAFPP	Per agency Legal services provided by Los Angeles City Attorney's Office
Chief Legal Officer	SFERS	Agency response: Don't have this level in our organization, these duties are performed by the City Attorneys with the City Attorney Office.
Communications Manager	LACERS	Public Relations Specialist II is a City classification; Public Information Director I is the single LACERS' communication classification, scope of duties, responsibilities and reporting are at a higher level than the Communications Manager
Contracts/Risk/Performance Administrator	CalPERS	CalPERS has a Contracts and Procurement unit, overseen by a Staff Services Manager III under the Operations Support Services Division; unit only provides contract support/procurement; the unit does not support risk and performance administration; agency could not identify a match
Contracts/Risk/Performance Administrator	CalSTRS	CalSTRS does not have a classification that includes in addition to Procurement and Contract Support responsibilities and scope for Risk and Performance Administration
Contracts/Risk/Performance Administrator	LACERS	LACERS does not have a classification which relates to contracts, procurement etc.
Contracts/Risk/Performance Administrator	SBCERA	Review of County classification of Procurement Compliance Officer job spec identified that the classification has much broader scope and responsibilities and is not comparable
Contracts/Risk/Performance Administrator	SDCERA	Purchasing is overseen by RETIREMENT SERVICES MANAGER, Administration Services; Senior Procurement Contracting Officer is the highest-level class of the series and is allocated only to the Department of Purchasing and Contracting
Contracts/Risk/Performance Administrator	SFERS	Agency response: Don't have this level in our organization, some of these duties are performed by different Division Managers.
Deputy General Counsel	LACERS	LACERS contracts with the City to provide Legal Services
Deputy General Counsel	LAFPP	Per agency Legal services provided by Los Angeles City Attorney's Office
Deputy General Counsel	SFERS	Agency response: Don't have this level in our organization, these duties are performed by the City Attorneys with the City Attorney Office.

Benchmark	Agency	NCC Comments
Director of Administrative Services	SBCERA	SBCERA Human Resources is a one-position unit which only focuses on human resource activities and does not include: manages election process, acts as a contract manager, negotiates and prepares agency contracts - the scope of duties and responsibilities are not comparable. Note: - Agency as of 10/4/2018 established a Director of Human Resources and Risk Management position/classification; salary range of \$9,968 to \$14,652; since survey effective data is 8/1/2018 new classification cannot be included in survey as a comparable match
Director of Cyber Security	SBCERA	Information Services Security Officer is a County classification; Information Security Supervisor performs some of the duties but is not at the same level; after review of job spec and organizational structure, classification is not comparable; agency recommended NCC
Director of Cyber Security	SDCERS	1 director level classification which is responsible is Chief Information and Security Officer duties & responsibilities
Director of Cyber Security	SFERS	Agency response: Don't have this level in our organization, the majority of these duties are performed by the City central IT Department.
Director of Finance	CalSTRS	Agency does not have this level of classification; the CFO reports directly to the CEO is non-comparable due to a higher level of responsibility and the scope of functions not being as broad as the CFO classification
Director of Finance	SBCERA	SBCERA does not have this level organizationally within the Finance Division; Auditor-Controller Division Chief is a County classification and is not comparable; agency noted Accounting Manager which there are 2 positions that classification has been matched to Finance Manager
Director of Finance	SFERS	Agency response: Don't have this level in our organization, these duties are performed by our Accountant IVs.
Director of Internal Audit	SBCERA	Chief, Audit & Compliance Approved/Not Budgeted per org chart; on org chart directly reports to Board of Trustees secondary reporting to CEO; SBCERA response indicates NCC
Director of Internal Audit	SFERS	Agency response: We are in the process of recruiting an Operational Risk Management and Quality Assurance Manager. CPS HR note: This position is not allocated in FY18/19 Budget therefore not included additionally there is not Job Classification document for this classification
Director of Investments	CalPERS	CalPERS does not have a classification that interacts extensively with external stakeholders, such as the consultant, custodian, managers, investment counsel and auditors; All Investment senior-level management classifications have supervisory/management responsibilities; CalPERS indicated that they did not see any of the CalPERS classifications in this functional area align
Director of Investments	CalSTRS	CalSTRS does not have a classification that interacts extensively with external stakeholders, such as the consultant, custodian, managers, investment counsel and auditors; All Investment senior-level management classifications have supervisory/management responsibilities; agency matched Investment Director as the match
Director of Investments	LACERS	LACERS does not have a budgeted Portfolio Manager II or a classification that performs the duties of the Director of Investments
Director of Investments	SBCERA	Per agency do not have this level; see Senior investment Officer
Director of Investments	SDCERS	Chief Investment Officer per agency performs the duties of this classification

Benchmark	Agency	NCC Comments
Finance Manager	LACERS	there is no management level below the Departmental Chief Accountant IV; Finance Manager II is not a LACERS classification
Finance Manager	SDCERS	Some duties performed by Accountant IV, classification is a supervisory level; scope of duties and responsibilities not comparable
Internal Auditor	SDCERS	Agency response: There is no comparable classification that performs these duties. CPS HR note: There organizationally there is no classification below Chief Internal Auditor
Investment Analyst	LACERS	Per LA City HR LACERS does not have an Investment Analyst classification only Investment Officer classification
Investment Analyst	Orange	The County has a limited Investment Unit under the Treasurer - Tax Collector Division, which consist of 3 positions; the Administrative Manager I, Credit Analyst performs some duties, but scope and responsibilities are not comparable
Investment Analyst	SDCERA	Per agency, agency downsized about 3 years ago and now work with money managers overseen by the CIO & Asst. CIO ; prior to this they outsourced investments to a Portfolio Strategist professional, only had Business Analyst classification at that time
Investment Analyst	SDCERS	Per SDCERS (Lourdes) does not have an Analyst classification in Investments the duties are performed by the Investment Officer classifications
Investment Officer	Orange	The County has a limited Investment Unit under the Treasurer - Tax Collector Division, which consist of 3 positions; the Administrative Manager I, Credit Analyst performs some duties, but scope and responsibilities are not comparable
Investment Officer	SDCERA	Per agency, agency downsized about 3 years ago and now work with money managers overseen by the CIO & Asst. CIO ; prior to this they outsourced investments to a Portfolio Strategist professional, only had Business Analyst classification at that time
Investment Officer	SFERS	Agency response: There is no comparable classification that performs these duties.
IT Manager	SBCERA	SBCERA had suggested Information Security Supervisor as match; Information Security Supervisor is a Supervisory classification; reports directly to Chief Information Officer; classification not at the same level as OCERS IT Manager
IT Manager	SDCERA	Retirement Business Systems Director is the highest management classification within Business Systems Division and reports directly to the Retirement Chief Operating Officer; subordinate classifications of Retirement Business Systems Engineer, Systems Specialist and Technician
IT Manager	SFERS	Agency response: Don't have this level in our organization, these duties are performed by our IT Director, IT Project Manager and IS Senior Engineer.
Managing Director	Orange	The County has a limited Investment Unit under the Treasurer - Tax Collector Division which consists of 3 positions
Managing Director	SBCERA	Per agency does not have this level of management; Senior Investment Officer reports directly to Chief Investment Officer; Associate Chief Financial Officer is a County classification and is not comparable

Benchmark	Agency	NCC Comments
Managing Director	SDCERA	Per agency, agency downsized about 3 years ago and now work with money managers overseen by the CIO & Asst. CIO ; prior to this they outsourced investments to a Portfolio Strategist professional, only had Business Analyst classification at that time
Member Services Manager	SBCERA	Retirement Specialist Supervisor does perform some duties; SBCERA does not have a manager level; has multiple supervisors across Members Services, agency response listed multiple supervisor classifications as comparable; classification acts for the Retirement Benefits Officer during periods of absence; education and experience at a lower level.
Member Services Manager	SDCERS	Member Services Director is the only management classification; 2nd level is supervisory classification
Member Services Director	SFERS	Agency response: Don't have this level in our organization, these duties are performed by our Retirement Services Administrator and the Benefits Supervisor in the Member Services Division.
Senior Investment Analyst	CalPERS	The duties are performed by the Investment Officer III as CalPERS does not have an analyst classification; some duties performed by classifications within the Investment Management Series which has a higher scope and level of responsibility
Senior Investment Analyst	Orange	The County has a limited Investment Unit under the Treasurer - Tax Collector Division which consists of 3 positions
Senior Investment Analyst	SDCERA	Per agency, agency downsized about 3 years ago and now work with money managers overseen by the CIO & Asst. CIO ; prior to this they outsourced investments to a Portfolio Strategist professional, only had Business Analyst classification at that time
Senior Investment Analyst	SDCERS	Agency response: (Lourdes) does not have an Analyst classification in Investments the duties are performed by the Investment Officer classifications
Senior Investment Analyst	SFERS	Agency response: there is no comparable classification that performs these duties.
Senior Investment Officer	LACERA	Position is not used at LACERA nor budgeted for per LACERA Assistant Director, Human Resources
Senior Investment Officer	LACERS	LACERS doesn't have this level of Investment Officer
Senior Investment Officer	LAFPP	Per agency Investment Officer II performs duties
Senior Investment Officer	Orange	The County has a limited Investment Unit under the Treasurer - Tax Collector Division which consists of 3 positions
Senior Investment Officer	SDCERA	Per agency, agency downsized about 3 years ago and now work with money managers overseen by the CIO & Asst. CIO ; prior to this they outsourced investments to a Portfolio Strategist professional, only had Business Analyst classification at that time
Senior Retirement Manager	LACERA	LACERA does not have a Senior level of Manager in the Member Services Division.
Senior Retirement Manager	LAFPP	Per agency Sr. Management Analyst II (Member Services Manager) performs duties
Senior Retirement Manager	SBCERA	SBCERA does not have this level organizationally; below the Retirement Benefits Officer's has 3 subordinate reporting supervisors; Principal Administrative Analyst is County classification and not comparable

Benchmark	Agency	NCC Comments
Staff Analyst	SBCERA	Human Resources is a one-position unit that focuses on human resource activities; the duties of the Human Resources Coordinator are at a much higher level of responsibility and scope than that of the Staff Analyst at OCERS.
Staff Analyst	SDCERS	Clerical Assistant II only other HR classification
Staff Attorney	LACERS	LACERS contracts with the City to provide Legal Services
Staff Attorney	LAFPP	Per agency Legal services provided by Los Angeles City Attorney's Office
Staff Attorney	SDCERA	Per agency does not have an attorney at this lower level per agency.
Staff Attorney	SDCERS	No attorney levels only Paralegal classifications
Staff Attorney	SFERS	Agency response: Don't have this level in our organization, these duties are performed by the City Attorneys with the City Attorney Office.

Appendix D: Preliminary Base Salary Results Memo

Orange County Employee Retirement System (OCERS)
Total Compensation Study Update

November 16, 2018

To: Cynthia Hockless
MA, SHRM-CP, Director of Administrative Services
Orange County Employees Retirement System (OCERS)
(714) 558-6228 | Chockless@ocers.org

Re: Orange County Employee Retirement System (OCERS) Total Compensation Study

CPS HR Consulting (CPS HR) was retained by the Orange County Employee Retirement System (OCERS) to conduct a total compensation study for 26 classifications. The objective of the study is to determine the competitiveness of OCERS's base salary and total compensation in the labor market. To achieve this, CPS HR surveyed a labor market of 10 similar agencies.

In October 2018, CPS HR delivered preliminary base salary results for OCERS's total compensation study. Since then, CPS HR consultants have worked closely with OCERS's Internal Project Manager and staff as well as labor market agencies to verify and confirm study classification matches.

CPS HR is pleased to deliver updated base salary results with confirmed comparable classifications. This memo contains the methodology that CPS HR utilizes for determining comparable classifications and preliminary base salary results only. We note that data verification is still underway, and several benchmarks have comparable classifications still pending with other agencies. The results of those findings will be incorporated and presented once completed. CPS HR will provide the results of the total compensation study upon confirmation of all labor market data.

Thank you,

Jennifer Ramos
Manager, Classification and Compensation Unit
916-471-3125 | Jramos@cpshr.us

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Labor Market Agencies

The agencies surveyed comprise OCERS's 12 labor market agencies for all 26 classifications surveyed; the final labor market agencies are listed below.

1. California Public Employees Retirement System (CalPERS)
2. California State Teachers Retirement System (CalSTRS)
3. County of Orange
4. Los Angeles City Employees Retirement System (LACERS)
5. Los Angeles County Employees Retirement Association (LACERA)
6. Los Angeles Fire and Police Pensions (LAFPP)
7. San Bernardino County Employees Retirement Association (SBCERA)
8. San Diego City Employee Retirement System (SDCERS)
9. San Diego County Retirement Association (SDCERA)
10. San Francisco Employee Retirement System (SFERS)

Survey Classifications

The survey benchmark classifications for the study are presented below.

1. Assistant CEO, External Operations
2. Assistant CEO, Finance and Internal Operations
3. Chief Investment Officer
4. Chief Legal Officer (General Counsel)
5. Communications Manager
6. Contracts/Risk/Performance Administrator
7. Deputy General Counsel
8. Director of Administrative Services
9. Director of Cyber Security
10. Director of Finance
11. Director of Information Technology
12. Director of Internal Audit
13. Director of Investments
14. Finance Manager
15. Information Technology Manager
16. Internal Auditor
17. Investment Analyst
18. Investment Officer
19. Managing Director
20. Member Services Director (Director of Member Services)
21. Member Services Manager
22. Senior Investment Analyst
23. Senior Investment Officer
24. Senior Retirement Manager (Retirement Analyst)
25. Staff Analyst
26. Staff Attorney

Methodology

Comparable Classifications – Classification Matching

When conducting a salary survey, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, and knowledge, skill and ability requirements to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced.

In the process of matching comparable classifications from other agencies, CPS HR does not only rely on classification specifications. CPS HR references position control documents, where available, to specifically identify which classification, and level of classification, perform the duties of the OCERS classification. This is particularly relevant to an agency's organizational hierarchy where there are multi-levels of management within a classification plan that are matched from the other agencies. This level of analysis is important because classification specifications may describe a certain level of work (e.g., the journey level) when the use of the classification series demonstrates that the majority of duties are assigned to a higher level, which may be described in the classification specification as an advanced level in the classification series. In addition, block budgeting or other fiscal tools facilitating series progression through multiple levels, may provide greater flexibility in the use of the classification structure than is evident in the content of the classification specification. To the extent possible, CPS HR identifies the operational use of a classification in determining whether it is a comparable job match.

Comparable Classifications – Required Number of Comparable Classifications

CPS HR's best practice is that benchmark classifications must have a minimum of three (3) classification matches to be analyzed. In most studies, it is common to have some classes for which limited market data exists.

There are many reasons a benchmark class may not have enough comparable data including:

- Differences in the delivery of services
- Differences in span of control
- Differences in organizational structure
- Differences in operational size
- The classification is not commonly found in other agencies
- Agency does not provide that service

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Internal Equity Considerations – Insufficient Number of Comparable Classifications

Because a compensation plan is developed through the analysis of external market data and internal relationships, the absence of sufficient labor market data for a particular classification does not mean that no salary recommendation can be developed, since many salary recommendations are ultimately based upon internal equity with other classes.

OCERS should be aware that all data represented is as of July 1, 2018, and this report does not account for any adjustments since that time.

Compensation Results

OCERS’s overall position within the labor market, and the averages for each classification, are presented in this section. Detailed datasheets for each classification are presented in Appendix A.

- [Appendix A](#) presents all study classifications with base minimum and maximum compensation. Classifications are presented in alphabetical order.

Note: The designations of

- “No Comparable Classifications” is used if an agency reported no comparable classification, if a review of the duties and responsibilities assigned to the classification indicated that it was not comparable, or if the duties were significantly split among more than a single classification;
- “Data Not Available” indicates a match was identified but salary could not be obtained;
- “Pending” indicates that CPS HR is still confirming a comparable classification with the agency.

Labor Market Agency Participation

All labor market agencies participated in the study.

Benchmark Classifications with Insufficient Comparable Classifications

All classifications met the minimum number of comparable classifications requirement.

Labor Market Position by Classification

This section provides a summary of OCERS’s position within the labor market by classification. Table 1 provides the following information for base salary for the classifications with sufficient comparable classifications.

- Classification Title: OCERS’s classification title
- Number of Matches: The number of comparable matches found
- The following are presented for OCERS’s minimum, maximum, and midpoint base salaries

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- Agency Maximum: OCERS's maximum monthly salary for the survey classification
- Market Median: The labor market median monthly maximum salary which is calculated using the maximum monthly salary for each of the comparable classes; that range of data is then computed to provide the median or mean amount.
- Percentage Agency's Above/Below Market Median: The percentage OCERS's maximum monthly salary is above or below the median of the labor market; this number indicates what percentage of OCERS's salary is required to move it up or down to the market median.

**Table 1: OCERS Percent (%) Above/Below Agency Labor Market Median by Classification
Monthly Base Salary – Benchmarks with Sufficient Comparable Classifications**

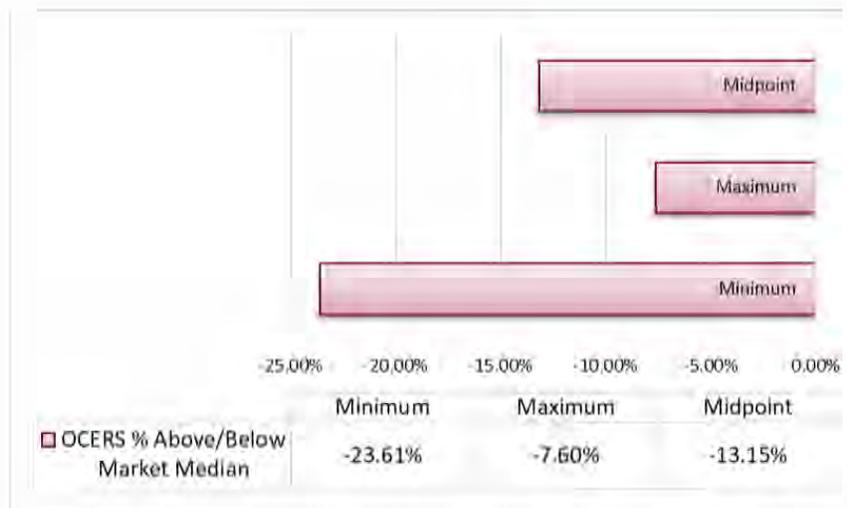
Classification	# Matches	Minimum Monthly Salary			Maximum Monthly Salary			Midpoint Monthly Salary		
		OCERS Minimum (Monthly)	Market Median (Monthly)	% OCERS Above/Below Market	OCERS Maximum (Monthly)	Market Median (Monthly)	% OCERS Above/Below Market	OCERS Midpoint (Monthly)	Market Median (Monthly)	% OCERS Above/Below Market
Assistant CEO, External Operations	8	\$11,104	\$12,377	-11.46%	\$19,338	\$19,702	-1.88%	\$15,221	\$15,699	-3.14%
Assistant CEO, Finance and Internal Operations	9	\$11,104	\$11,747	-5.79%	\$19,338	\$17,735	8.29%	\$15,221	\$14,513	4.65%
Chief Investment Officer	8	\$17,500	\$19,164	-9.51%	\$26,250	\$30,465	-16.06%	\$21,875	\$23,942	-9.45%
Chief Legal Officer (General Counsel)	7	\$11,104	\$16,937	-52.53%	\$21,910	\$22,678	-3.51%	\$16,507	\$19,499	-18.12%
Communications Manager	9	\$5,014	\$6,442	-28.48%	\$8,978	\$10,152	-13.08%	\$6,996	\$8,826	-26.16%
Contracts/Risk/Performance Administrator	3	\$5,014	\$6,906	-37.73%	\$9,791	\$11,625	-18.73%	\$7,403	\$9,084	-22.71%
Deputy General Counsel	7	\$11,104	\$11,642	-4.84%	\$16,293	\$16,142	0.93%	\$13,699	\$13,457	1.77%
Director of Administrative Services	7	\$9,599	\$8,556	10.87%	\$12,574	\$12,621	-0.37%	\$11,087	\$10,717	3.34%
Director of Cyber Security	3	\$8,619	\$10,010	-16.14%	\$12,574	\$11,924	5.17%	\$10,597	\$10,967	-3.50%
Director of Finance	8	\$9,389	\$9,708	-3.40%	\$13,160	\$14,528	-10.39%	\$11,275	\$12,201	-8.22%
Director of Information Technology	9	\$8,619	\$10,256	-18.99%	\$12,933	\$14,995	-15.94%	\$10,776	\$12,626	-17.16%
Director of Internal Audit	7	\$8,803	\$10,010	-13.71%	\$13,204	\$14,694	-11.28%	\$11,004	\$12,201	-10.88%
Director of Investments	4	\$11,104	\$11,447	-3.08%	\$16,293	\$17,453	-7.12%	\$13,699	\$14,450	-5.48%
Finance Manager	8	\$5,014	\$8,730	-74.11%	\$9,791	\$11,498	-17.43%	\$7,403	\$10,625	-43.53%
Information Technology Manager	7	\$5,311	\$7,376	-38.88%	\$11,130	\$12,511	-12.41%	\$8,221	\$9,490	-15.44%
Internal Auditor	8	\$5,898	\$6,194	-5.02%	\$8,838	\$8,324	5.82%	\$7,368	\$7,369	-0.01%
Investment Analyst	6	\$5,014	\$5,979	-19.25%	\$8,365	\$8,672	-3.66%	\$6,690	\$7,397	-10.57%
Investment Officer	7	\$6,676	\$8,823	-32.16%	\$11,130	\$14,169	-27.30%	\$8,903	\$11,577	-30.03%
Managing Director	6	\$11,104	\$16,035	-44.40%	\$19,338	\$21,005	-8.62%	\$15,221	\$19,015	-24.92%
Member Services Director (Director of Member Services)	9	\$9,890	\$9,708	1.84%	\$13,300	\$14,361	-7.98%	\$11,595	\$11,270	2.81%
Member Services Manager	8	\$5,014	\$7,856	-56.68%	\$9,791	\$11,727	-19.77%	\$7,403	\$9,453	-27.69%
Senior Investment Analyst	4	\$5,845	\$7,988	-36.66%	\$9,748	\$10,576	-8.49%	\$7,797	\$9,282	-19.05%
Senior Investment Officer	5	\$8,890	\$13,395	-50.67%	\$13,711	\$15,897	-15.94%	\$11,301	\$16,047	-42.00%
Senior Retirement Manager (Retirement Analyst)	5	\$5,311	\$7,897	-48.69%	\$11,130	\$11,625	-4.45%	\$8,221	\$9,084	-10.50%
Staff Analyst	8	\$5,014	\$5,408	-7.86%	\$8,365	\$7,957	4.88%	\$6,690	\$6,759	-1.04%
Staff Attorney	5	\$9,363	\$9,968	-6.46%	\$13,948	\$13,716	1.66%	\$11,656	\$12,231	-4.94%
		Averages		-23.61%			-7.60%			-13.15%

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 Total Compensation Study Update

Labor Market Position Agency Wide

The data included in this report reflects that OCERS is below the labor market median average when comparing base salary and total compensation medians. When looking at the median, OCERS is lagging behind the market by -23.61% for minimum base salary, -7.60% for maximum base salary, and -13.15% for midpoint base salary. The market median tends to be a more stable representation of trends in the market, since it eliminates high and low payers which can skew data and outcomes. For this reason, CPS HR’s methodology is to use the market median for compensation considerations.

Figure 1: OCERS Percent Position in the Labor Market





Assistant CEO, External Operations

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Assistant CEO, External Operations	\$11,104	\$19,338	\$15,221
California Public Employees Retirement System (CalPERS)	Chief Operating Officer	\$16,642	\$24,667	\$20,655
California State Teachers Retirement System (CalSTRS)	Chief Operating Officer	\$17,000	\$24,667	\$20,834
County of Orange	Deputy Chief Operating Officer	\$10,429	\$19,779	\$15,104
Los Angeles City Employees Retirement System (LACERS)	Assistant General Manager, External Operations	\$11,747	\$17,170	\$14,459
Los Angeles County Employees Retirement Association (LACERA)	Assistant Executive Officer, External Operations	\$12,965	\$19,624	\$16,295
Los Angeles Fire and Police Pensions (LAFPP)	Assistant General Manager, Pension Division	\$11,789	\$17,236	\$14,513
San Bernardino County Employees Retirement Association (SBCERA)	Chief Operating Officer	\$14,652	\$21,611	\$18,132
San Diego City Employee Retirement System (SDCERS)	Pending			
San Diego County Retirement Association (SDCERA)	Retirement Assistant Administrator, Member Services Division	\$11,086	\$17,735	\$14,411
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$12,377	\$19,702	\$15,699
Base Salary Mean	\$13,289	\$20,311	\$16,800
Percentage Above or Below Median	-11.46%	-1.88%	-3.14%
Percentage Above or Below Mean	-19.68%	-5.03%	-10.37%

Base Salary 66th Percentile	\$14,011	\$20,915	\$17,433
Base Salary 75th Percentile	\$15,150	\$22,375	\$18,762
Percentage Above or Below 66th Percentile	-26.18%	-8.15%	-14.54%
Percentage Above or Below 75th Percentile	-36.43%	-15.70%	-23.27%

Percentile of District class base salary within total labor market	37.5%
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Total Matches: 8



Assistant CEO, Finance and Internal Operations

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Assistant CEO, Finance and Internal Operations	\$11,104	\$19,338	\$15,221
California Public Employees Retirement System (CalPERS)	Chief Financial Officer	\$18,125	\$30,208	\$24,167
California State Teachers Retirement System (CalSTRS)	Chief Financial Officer	\$17,000	\$24,667	\$20,834
County of Orange	Chief Financial Officer	\$10,429	\$19,779	\$15,104
Los Angeles City Employees Retirement System (LACERS)	Assistant General Manager, Internal Operations	\$11,747	\$17,170	\$14,459
Los Angeles County Employees Retirement Association (LACERA)	Assistant Executive Officer, Internal Operations	\$11,219	\$16,981	\$14,100
Los Angeles Fire and Police Pensions (LAFPP)	Assistant General Manager & Administrative Operations Division	\$11,789	\$17,236	\$14,513
San Bernardino County Employees Retirement Association (SBCERA)	Chief Financial Officer	\$13,301	\$19,605	\$16,453
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	Retirement Assistant Administrator, Operations Division	\$11,086	\$17,735	\$14,411
San Francisco Employees Retirement System (SFERS)	Deputy Director II, Administrative Services Director	\$10,049	\$12,827	\$11,438

Base Salary Median	\$11,747	\$17,735	\$14,513
Base Salary Mean	\$12,749	\$19,579	\$16,164
Percentage Above or Below Median	-5.79%	8.29%	4.65%
Percentage Above or Below Mean	-14.82%	-1.24%	-6.20%

Base Salary 66th Percentile	\$12,212	\$19,654	\$15,482
Base Salary 75th Percentile	\$13,301	\$19,779	\$16,453
Percentage Above or Below 66th Percentile	-9.98%	-1.63%	-1.71%
Percentage Above or Below 75th Percentile	-19.79%	-2.28%	-8.09%

Percentile of District class base salary within total labor market	55.5%
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Total Matches: 9



Chief Investment Officer

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Chief Investment Officer	\$17,500	\$26,250	\$21,875
California Public Employees Retirement System (CalPERS)	Chief Investment Officer	\$35,375	\$58,958	\$47,167
California State Teachers Retirement System (CalSTRS)	Chief Investment Officer	\$34,000	\$51,000	\$42,500
County of Orange	No Comparable Class			
Los Angeles City Employees Retirement System (LACERS)	Chief Investment Officer	\$14,926	\$21,818	\$18,372
Los Angeles County Employees Retirement Association (LACERA)	Chief Investment Officer, LACERA	\$30,881	\$46,741	\$38,811
Los Angeles Fire and Police Pensions (LAFPP)	Chief Investment Officer	\$14,526	\$21,818	\$18,172
San Bernardino County Employees Retirement Association (SBCERA)	Chief Investment Officer	\$16,325	\$24,009	\$20,167
San Diego City Employee Retirement System (SDCERS)	Pending			
San Diego County Retirement Association (SDCERA)	Retirement Chief Investment Officer	\$12,835	\$32,843	\$22,839
San Francisco Employees Retirement System (SFERS)	Chief Investment Officer	\$22,003	\$28,087	\$25,045

Base Salary Median	\$19,164	\$30,465	\$23,942
Base Salary Mean	\$22,609	\$35,659	\$29,134
Percentage Above or Below Median	-9.51%	-16.06%	-9.45%
Percentage Above or Below Mean	-29.19%	-35.84%	-33.18%

Base Salary 66th Percentile	\$27,507	\$41,460	\$33,580
Base Salary 75th Percentile	\$31,661	\$47,806	\$39,733
Percentage Above or Below 66th Percentile	-57.18%	-57.94%	-53.51%
Percentage Above or Below 75th Percentile	-80.92%	-82.12%	-81.64%

Percentile of District class base salary within total labor market	37.5%
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Total Matches: 8



Chief Legal Officer (General Counsel)

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Chief Legal Officer (General Counsel)	\$11,104	\$21,910	\$16,507
California Public Employees Retirement System (CalPERS)	General Counsel	\$17,833	\$29,302	\$23,568
California State Teachers Retirement System (CalSTRS)	General Counsel-CalSTRS	\$23,084	\$34,084	\$28,584
County of Orange	County Counsel	\$17,548	\$17,548	\$17,548
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class			
Los Angeles County Employees Retirement Association (LACERA)	Chief Counsel, LACERA	\$14,983	\$22,678	\$18,831
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class			
San Bernardino County Employees Retirement Association (SBCERA)	Chief Counsel	\$16,325	\$24,009	\$20,167
San Diego City Employee Retirement System (SDCERS)	Retirement General Counsel*		\$17,640	
San Diego County Retirement Association (SDCERA)	Retirement General Counsel	\$12,397	\$18,736	\$15,567
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$16,937	\$22,678	\$19,499
Base Salary Mean	\$17,028	\$23,428	\$20,711
Percentage Above or Below Median	-52.53%	-3.51%	-18.12%
Percentage Above or Below Mean	-53.35%	-6.93%	-25.47%

Base Salary 66th Percentile	\$17,634	\$23,956	\$21,187
Base Salary 75th Percentile	\$17,762	\$26,656	\$22,717
Percentage Above or Below 66th Percentile	-58.80%	-9.34%	-28.35%
Percentage Above or Below 75th Percentile	-59.96%	-21.66%	-37.62%

Percentile of District class base salary within total labor market	42.8%
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Total Matches: 7

*The City of San Diego, through SDCERS, uses a broadband salary structure for unclassified Managerial, Executive and Managerial job classifications allowing for flexibility and consolidated pay grades divided into seven structures with wider salary ranges.



Communications Manager

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Communications Manager	\$5,014	\$8,978	\$6,996
California Public Employees Retirement System (CalPERS)	Information Officer	\$6,187	\$7,688	\$6,938
California State Teachers Retirement System (CalSTRS)	Information Officer II	\$6,187	\$7,688	\$6,938
County of Orange	Administrative Manager I, Communications	\$4,704	\$9,351	\$7,028
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class			
Los Angeles County Employees Retirement Association (LACERA)	Chief Communications, LACERA	\$8,401	\$12,715	\$10,558
Los Angeles Fire and Police Pensions (LAFPP)	Senior Management Analyst II, Communications	\$8,556	\$12,511	\$10,534
San Bernardino County Employees Retirement Association (SBCERA)	Communications Officer	\$6,442	\$9,412	\$7,927
San Diego City Employee Retirement System (SDCERS)	Program Manager, Communications Manager	\$4,058	\$14,921	\$9,490
San Diego County Retirement Association (SDCERA)	Retirement Member Services Manager, Communication	\$7,500	\$10,152	\$8,826
San Francisco Employees Retirement System (SFERS)	Manager II, Communications Manager	\$9,323	\$11,897	\$10,610

Base Salary Median	\$6,442	\$10,152	\$8,826
Base Salary Mean	\$6,818	\$10,704	\$8,761
Percentage Above or Below Median	-28.48%	-13.08%	-26.16%
Percentage Above or Below Mean	-35.97%	-19.22%	-25.22%

Base Salary 66th Percentile	\$7,752	\$12,069	\$9,782
Base Salary 75th Percentile	\$8,401	\$12,511	\$10,534
Percentage Above or Below 66th Percentile	-54.61%	-34.43%	-39.82%
Percentage Above or Below 75th Percentile	-67.55%	-39.35%	-50.56%

Percentile of District class base salary within total labor market	22.2%
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Total Matches: 9



Contracts/Risk/Performance Administrator

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Contracts/Risk/Performance Administrator	\$5,014	\$9,791	\$7,403
California Public Employees Retirement System (CalPERS)	No Comparable Class			
California State Teachers Retirement System (CalSTRS)	No Comparable Class			
County of Orange	Administrative Manager II, Procurement	\$6,542	\$11,625	\$9,084
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class			
Los Angeles County Employees Retirement Association (LACERA)	Administrative Services Officer, LACERA	\$7,815	\$11,828	\$9,822
Los Angeles Fire and Police Pensions (LAFPP)	Senior Management Analyst I, Procurement	\$6,906	\$10,095	\$8,501
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class			
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	No Comparable Class			
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$6,906	\$11,625	\$9,084
Base Salary Mean	\$7,088	\$11,183	\$9,135
Percentage Above or Below Median	-37.73%	-18.73%	-22.71%
Percentage Above or Below Mean	-41.36%	-14.21%	-23.41%

Base Salary 66th Percentile	\$7,197	\$11,690	\$9,320
Base Salary 75th Percentile	\$7,361	\$11,727	\$9,453
Percentage Above or Below 66th Percentile	-43.54%	-19.39%	-25.90%
Percentage Above or Below 75th Percentile	-46.80%	-19.77%	-27.69%

Percentile of District class base salary within total labor market 0.0%

Total Matches: 3



Deputy General Counsel

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Deputy General Counsel	\$11,104	\$16,293	\$13,699
California Public Employees Retirement System (CalPERS)	Assistant Chief Counsel	\$12,312	\$14,401	\$13,357
California State Teachers Retirement System (CalSTRS)	Assistant Chief Counsel	\$12,312	\$14,401	\$13,357
County of Orange	Deputy Attorney IV	\$9,280	\$12,841	\$11,061
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class			
Los Angeles County Employees Retirement Association (LACERA)	Senior Staff Counsel, LACERA	\$12,965	\$19,624	\$16,295
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class			
San Bernardino County Employees Retirement Association (SBCERA)	Senior Staff Counsel	\$10,971	\$16,142	\$13,557
San Diego City Employee Retirement System (SDCERS)	Assistant/Associate Retirement General Counsel*		\$17,640	
San Diego County Retirement Association (SDCERA)	Retirement Assistant General Counsel	\$10,429	\$16,685	\$13,557
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$11,642	\$16,142	\$13,457
Base Salary Mean	\$11,378	\$15,962	\$13,530
Percentage Above or Below Median	-4.84%	0.93%	1.77%
Percentage Above or Below Mean	-2.47%	2.03%	1.23%

Base Salary 66th Percentile	\$12,312	\$16,663	\$13,557
Base Salary 75th Percentile	\$12,312	\$17,163	\$13,557
Percentage Above or Below 66th Percentile	-10.88%	-2.27%	1.04%
Percentage Above or Below 75th Percentile	-10.88%	-5.34%	1.03%

Percentile of District class base salary within total labor market	57.1%
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Total Matches: 7

*The City of San Diego, through SDCERS, uses a nonstandard salary structure for undivided Miscellaneous Executive and Managerial job classifications, allowing for flexibility and consolidated pay grades divided into fewer structures with wider salary ranges.



Director of Administrative Services

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Director of Administrative Services	\$9,599	\$12,574	\$11,087
California Public Employees Retirement System (CalPERS)	Division Chief of Human Resources	\$10,010	\$11,924	\$10,967
California State Teachers Retirement System (CalSTRS)	Chief of Administrative Services	\$11,116	\$12,621	\$11,869
County of Orange	Administrative Manager III, Human Resources	\$8,178	\$14,361	\$11,270
Los Angeles City Employees Retirement System (LACERS)	Senior Personnel Analyst II	\$8,705	\$12,728	\$10,717
Los Angeles County Employees Retirement Association (LACERA)	Director, Human Resources	\$8,401	\$12,715	\$10,558
Los Angeles Fire and Police Pensions (LAFPP)	Senior Management Analyst II, Administrative Services	\$8,556	\$12,511	\$10,534
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class			
San Diego City Employee Retirement System (SDCERS)	Pending			
San Diego County Retirement Association (SDCERA)	Retirement Assistant Administrator, Administrative Services	\$7,500	\$10,152	\$8,826
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$8,556	\$12,621	\$10,717
Base Salary Mean	\$8,924	\$12,430	\$10,677
Percentage Above or Below Median	10.87%	-0.37%	3.34%
Percentage Above or Below Mean	7.03%	1.14%	3.69%

Base Salary 66th Percentile	\$8,699	\$12,711	\$10,957
Base Salary 75th Percentile	\$9,358	\$12,722	\$11,118
Percentage Above or Below 66th Percentile	9.38%	-1.09%	1.17%
Percentage Above or Below 75th Percentile	2.52%	-1.17%	-0.29%

Percentile of District class base salary within total labor market	42.8%
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Total Matches: 7



Director of Cyber Security

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Director of Cyber Security	\$8,619	\$12,574	\$10,597
California Public Employees Retirement System (CalPERS)	Information Technology Manager II	\$8,949	\$10,877	\$9,913
California State Teachers Retirement System (CalSTRS)	Director of Information Security	\$10,010	\$11,924	\$10,967
County of Orange	Administrative Manager III (SPL), Information Security/CISO	\$10,221	\$17,557	\$13,889
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class			
Los Angeles County Employees Retirement Association (LACERA)	No Comparable Class			
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class			
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class			
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	No Comparable Class			
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$10,010	\$11,924	\$10,967
Base Salary Mean	\$9,727	\$13,453	\$11,590
Percentage Above or Below Median	-16.14%	5.17%	-3.50%
Percentage Above or Below Mean	-12.85%	-6.99%	-9.37%

Base Salary 66th Percentile	\$10,078	\$13,727	\$11,902
Base Salary 75th Percentile	\$10,116	\$14,741	\$12,428
Percentage Above or Below 66th Percentile	-16.92%	-9.17%	-12.32%
Percentage Above or Below 75th Percentile	-17.36%	-17.23%	-17.28%

Percentile of District class base salary within total labor market 66.6%

Total Matches: 3



Director of Finance

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Director of Finance	\$9,389	\$13,160	\$11,275
California Public Employees Retirement System (CalPERS)	Controller	\$11,667	\$19,110	\$15,389
California State Teachers Retirement System (CalSTRS)	Chief Financial Officer	\$17,000	\$24,667	\$20,834
County of Orange	Administrative Manager III, Finance	\$8,178	\$14,361	\$11,270
Los Angeles City Employees Retirement System (LACERS)	Departmental Chief Accountant IV, Fiscal Management	\$10,256	\$14,995	\$12,626
Los Angeles County Employees Retirement Association (LACERA)	Division Manager, Finance	\$9,708	\$14,694	\$12,201
Los Angeles Fire and Police Pensions (LAFPP)	Department Chief Accountant III	\$9,245	\$13,889	\$11,567
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class			
San Diego City Employee Retirement System (SDCERS)	Principal Accountant, Controller*		\$13,116	
San Diego County Retirement Association (SDCERA)	Retirement Assistant Administrator, Accounting Services	\$7,500	\$10,152	\$8,826
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$9,708	\$14,528	\$12,201
Base Salary Mean	\$10,508	\$15,623	\$13,244
Percentage Above or Below Median	-3.40%	-10.39%	-8.22%
Percentage Above or Below Mean	-11.92%	-18.72%	-17.47%

Base Salary 66th Percentile	\$10,234	\$14,881	\$12,609
Base Salary 75th Percentile	\$10,962	\$16,024	\$14,007
Percentage Above or Below 66th Percentile	-9.00%	-13.07%	-11.83%
Percentage Above or Below 75th Percentile	-16.75%	-21.76%	-24.24%

Percentile of District class base salary within total labor market	25.0%
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Total Matches: 8

*The City of San Diego, through SDCERS, uses a nonstandard salary structure for undivided Miscellaneous Executive and Managerial job classifications, allowing for flexibility and consolidated pay grades divided into seven structures with wider salary ranges.



Director of Information Technology

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Mid point
Orange County Employees Retirement System (OCERS)	Director of Information Technology	\$8,619	\$12,933	\$10,776
California Public Employees Retirement System (CalPERS)	Chief Information Officer	\$10,010	\$11,924	\$10,967
California State Teachers Retirement System (CalSTRS)	Chief Technology Officer	\$11,116	\$12,621	\$11,869
County of Orange	Chief Information Officer	\$10,429	\$19,779	\$15,104
Los Angeles City Employees Retirement System (LACERS)	Information Systems Manager II, Information Systems Division	\$10,256	\$14,995	\$12,626
Los Angeles County Employees Retirement Association (LACERA)	No Comparable Class			
Los Angeles Fire and Police Pensions (LAFPP)	Director of Systems	\$10,256	\$14,995	\$12,626
San Bernardino County Employees Retirement Association (SBCERA)	Chief Information Officer	\$13,301	\$19,605	\$16,453
San Diego City Employee Retirement System (SDCERS)	Program Manager, Chief Information and Security Officer	\$4,058	\$14,921	\$9,490
San Diego County Retirement Association (SDCERA)	Retirement Business Systems Director	\$8,381	\$13,976	\$11,179
San Francisco Employees Retirement System (SFERS)	Manager VI, Information Systems and Business Services Director	\$12,493	\$15,942	\$14,218

Base Salary Median	\$10,256	\$14,995	\$12,626
Base Salary Mean	\$10,033	\$15,418	\$12,725
Percentage Above or Below Median	-18.99%	-15.94%	-17.16%
Percentage Above or Below Mean	-16.41%	-19.21%	-18.09%

Base Salary 66th Percentile	\$10,621	\$15,260	\$13,071
Base Salary 75th Percentile	\$11,116	\$15,942	\$14,218
Percentage Above or Below 66th Percentile	-23.23%	-17.99%	-21.30%
Percentage Above or Below 75th Percentile	-28.97%	-23.27%	-31.94%

Percentile of District class base salary within total labor market	22.2%
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Total Matches: 9



Director of Internal Audit

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Director of Internal Audit	\$8,803	\$13,204	\$11,004
California Public Employees Retirement System (CalPERS)	Chief Auditor	\$10,010	\$11,924	\$10,967
California State Teachers Retirement System (CalSTRS)	Chief Auditor, Office of Audit Services	\$10,010	\$11,924	\$10,967
County of Orange	Director of Internal Audit	\$15,999	\$15,999	\$15,999
Los Angeles City Employees Retirement System (LACERS)	Departmental Audit Manager	\$10,256	\$14,995	\$12,626
Los Angeles County Employees Retirement Association (LACERA)	Chief, Internal Audit	\$9,708	\$14,694	\$12,201
Los Angeles Fire and Police Pensions (LAFPP)	Departmental Audit Manager	\$14,995	\$14,995	\$14,995
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class			
San Diego City Employee Retirement System (SDCERS)	Pending			
San Diego County Retirement Association (SDCERA)	Retirement Internal Audit Manager	\$6,611	\$11,017	\$8,814
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$10,010	\$14,694	\$12,201
Base Salary Mean	\$11,084	\$13,650	\$12,367
Percentage Above or Below Median	-13.71%	-11.28%	-10.88%
Percentage Above or Below Mean	-25.91%	-3.38%	-12.39%

Base Salary 66th Percentile	\$10,246	\$14,983	\$12,609
Base Salary 75th Percentile	\$12,626	\$14,995	\$13,810
Percentage Above or Below 66th Percentile	-16.39%	-13.47%	-14.59%
Percentage Above or Below 75th Percentile	-43.42%	-13.56%	-25.51%

Percentile of District class base salary within total labor market 42.8%

Total Matches: 7



Director of Investments

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Director of Investments	\$11,104	\$16,293	\$13,699
California Public Employees Retirement System (CalPERS)	No Comparable Class			
California State Teachers Retirement System (CalSTRS)	No Comparable Class			
County of Orange	Administrative Manager III, Director of Investments	\$8,178	\$14,361	\$11,270
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class			
Los Angeles County Employees Retirement Association (LACERA)	No Comparable Class			
Los Angeles Fire and Police Pensions (LAFPP)	Investment Officer III	\$12,464	\$18,221	\$15,343
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class			
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	Retirement Assistant Chief Investment Officer	\$10,429	\$16,685	\$13,557
San Francisco Employees Retirement System (SFERS)	Director, Investments	\$15,143	\$19,322	\$17,233

Base Salary Median	\$11,447	\$17,453	\$14,450
Base Salary Mean	\$11,554	\$17,147	\$14,350
Percentage Above or Below Median	-3.08%	-7.12%	-5.48%
Percentage Above or Below Mean	-4.05%	-5.24%	-4.76%

Base Salary 66th Percentile	\$12,423	\$18,190	\$15,307
Base Salary 75th Percentile	\$13,134	\$18,496	\$15,815
Percentage Above or Below 66th Percentile	-11.88%	-11.64%	-11.74%
Percentage Above or Below 75th Percentile	-18.28%	-13.52%	-15.45%

Percentile of District class base salary within total labor market	25.0%
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Total Matches: 4



Finance Manager

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Finance Manager	\$5,014	\$9,791	\$7,403
California Public Employees Retirement System (CalPERS)	Financial Accountant	\$10,013	\$11,371	\$10,692
California State Teachers Retirement System (CalSTRS)	Financial Accountant V	\$10,013	\$11,371	\$10,692
County of Orange	Administrative Manager II, Fiscal Services	\$6,542	\$11,625	\$9,084
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class			
Los Angeles County Employees Retirement Association (LACERA)	Assistant Division Manager, Financial and Accounting	\$8,401	\$12,715	\$10,558
Los Angeles Fire and Police Pensions (LAFPP)	Principal Accountant II	\$6,635	\$10,228	\$8,432
San Bernardino County Employees Retirement Association (SBCERA)	Accounting Manager	\$9,059	\$13,301	\$11,180
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	Retirement Services Manager, Accounting Division	\$7,500	\$10,152	\$8,826
San Francisco Employees Retirement System (SFERS)	Manager III, Finance Manager	\$10,049	\$12,827	\$11,438

Base Salary Median	\$8,730	\$11,498	\$10,625
Base Salary Mean	\$8,527	\$11,699	\$10,113
Percentage Above or Below Median	-74.11%	-17.43%	-43.53%
Percentage Above or Below Mean	-70.05%	-19.48%	-36.61%

Base Salary 66th Percentile	\$9,650	\$12,301	\$10,692
Base Salary 75th Percentile	\$10,013	\$12,743	\$10,814
Percentage Above or Below 66th Percentile	-92.47%	-25.63%	-44.44%
Percentage Above or Below 75th Percentile	-99.70%	-30.15%	-46.09%

Percentile of District class base salary within total labor market	0.0%
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Total Matches: 8



Information Technology Manager

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Information Technology Manager	\$5,311	\$11,130	\$8,221
California Public Employees Retirement System (CalPERS)	Information Technology Manager I	\$7,376	\$9,884	\$8,630
California State Teachers Retirement System (CalSTRS)	Information Technology Manager I	\$7,376	\$9,884	\$8,630
County of Orange	Administrative Manager II, Information Technology	\$6,542	\$11,625	\$9,084
Los Angeles City Employees Retirement System (LACERS)	Information Systems Manager II	\$9,692	\$14,169	\$11,931
Los Angeles County Employees Retirement Association (LACERA)	Information Systems Manager, LACERA	\$10,436	\$15,797	\$13,117
Los Angeles Fire and Police Pensions (LAFPP)	Senior Systems Analyst II, Information Technology	\$8,556	\$12,511	\$10,534
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class			
San Diego City Employee Retirement System (SDCERS)	Program Manager, IT Application Services Manager	\$4,058	\$14,921	\$9,490
San Diego County Retirement Association (SDCERA)	No Comparable Class			
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$7,376	\$12,511	\$9,490
Base Salary Mean	\$7,719	\$12,684	\$10,202
Percentage Above or Below Median	-38.88%	-12.41%	-15.44%
Percentage Above or Below Mean	-45.35%	-13.97%	-24.10%

Base Salary 66th Percentile	\$8,509	\$14,103	\$10,492
Base Salary 75th Percentile	\$9,124	\$14,545	\$11,232
Percentage Above or Below 66th Percentile	-60.21%	-26.71%	-27.63%
Percentage Above or Below 75th Percentile	-71.79%	-30.68%	-36.63%

Percentile of District class base salary within total labor market	28.5%
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Total Matches: 7



Internal Auditor

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Internal Auditor	\$5,898	\$8,838	\$7,368
California Public Employees Retirement System (CalPERS)	Staff Program Auditor	\$5,465	\$7,184	\$6,325
California State Teachers Retirement System (CalSTRS)	Staff Program Auditor	\$5,465	\$7,184	\$6,325
County of Orange	Accountant/Auditor II	\$4,935	\$6,654	\$5,795
Los Angeles City Employees Retirement System (LACERS)	Internal Auditor IV	\$8,556	\$12,511	\$10,534
Los Angeles County Employees Retirement Association (LACERA)	Internal Auditor	\$7,186	\$9,425	\$8,306
Los Angeles Fire and Police Pensions (LAFPP)	Internal Auditor IV	\$8,556	\$12,511	\$10,534
San Bernardino County Employees Retirement Association (SBCERA)	Internal Auditor	\$6,748	\$10,028	\$8,388
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	Retirement Internal Auditor	\$5,640	\$7,223	\$6,432
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$6,194	\$8,324	\$7,369
Base Salary Mean	\$6,569	\$9,090	\$7,829
Percentage Above or Below Median	-5.02%	5.82%	-0.01%
Percentage Above or Below Mean	-11.37%	-2.85%	-6.26%

Base Salary 66th Percentile	\$7,020	\$9,799	\$8,357
Base Salary 75th Percentile	\$7,529	\$10,649	\$8,924
Percentage Above or Below 66th Percentile	-19.02%	-10.87%	-13.42%
Percentage Above or Below 75th Percentile	-27.64%	-20.49%	-21.12%

Percentile of District class base salary within total labor market 50.0%

Total Matches: 8



Investment Analyst

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Investment Analyst	\$5,014	\$8,365	\$6,690
California Public Employees Retirement System (CalPERS)	Investment Officer I	\$3,602	\$6,841	\$5,222
California State Teachers Retirement System (CalSTRS)	Investment Officer I	\$3,602	\$6,841	\$5,222
County of Orange	No Comparable Class			
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class			
Los Angeles County Employees Retirement Association (LACERA)	Finance Analyst I	\$6,707	\$8,796	\$7,752
Los Angeles Fire and Police Pensions (LAFPP)	Management Analyst	\$5,846	\$8,547	\$7,197
San Bernardino County Employees Retirement Association (SBCERA)	Investment Analyst	\$6,112	\$9,082	\$7,597
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	Pending			
San Francisco Employees Retirement System (SFERS)	Security Analyst	\$8,537	\$10,374	\$9,456

Base Salary Median	\$5,979	\$8,672	\$7,397
Base Salary Mean	\$5,734	\$8,414	\$7,074
Percentage Above or Below Median	-19.25%	-3.66%	-10.57%
Percentage Above or Below Mean	-14.37%	-0.58%	-5.75%

Base Salary 66th Percentile	\$6,291	\$8,882	\$7,643
Base Salary 75th Percentile	\$6,558	\$9,011	\$7,713
Percentage Above or Below 66th Percentile	-25.46%	-6.18%	-14.26%
Percentage Above or Below 75th Percentile	-30.80%	-7.72%	-15.30%

Percentile of District class base salary within total labor market 33.3%

Total Matches: 6



Investment Officer

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Investment Officer	\$6,676	\$11,130	\$8,903
California Public Employees Retirement System (CalPERS)	Investment Officer II	\$6,595	\$8,254	\$7,425
California State Teachers Retirement System (CalSTRS)	Investment Officer II	\$6,595	\$8,254	\$7,425
County of Orange	No Comparable Class			
Los Angeles City Employees Retirement System (LACERS)	Investment Officer II	\$9,692	\$14,169	\$11,931
Los Angeles County Employees Retirement Association (LACERA)	Finance Analyst II	\$9,708	\$14,694	\$12,201
Los Angeles Fire and Police Pensions (LAFPP)	Investment Officer II	\$7,954	\$14,491	\$11,223
San Bernardino County Employees Retirement Association (SBCERA)	Investment Officer	\$9,968	\$14,652	\$12,310
San Diego City Employee Retirement System (SDCERS)	Investment Officer, Assistant Investment Officer*		\$11,912	
San Diego County Retirement Association (SDCERA)	No Comparable Class			
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$8,823	\$14,169	\$11,577
Base Salary Mean	\$8,419	\$12,347	\$10,419
Percentage Above or Below Median	-32.16%	-27.30%	-30.03%
Percentage Above or Below Mean	-26.10%	-10.93%	-17.03%

Base Salary 66th Percentile	\$9,697	\$14,478	\$12,012
Base Salary 75th Percentile	\$9,704	\$14,572	\$12,133
Percentage Above or Below 66th Percentile	45.25%	-30.08%	-34.92%
Percentage Above or Below 75th Percentile	45.36%	-30.92%	-36.28%

Percentile of District class base salary within total labor market	28.5%
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Total Matches: 7

*The City of San Diego, through SDCERS, uses a nonstandard salary structure for undivided Miscellaneous Executive and Managerial job classifications, allowing for flexibility and consolidated pay grades divided into seven structures with wider salary ranges.



Managing Director, Investments

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Managing Director, Investments	\$11,104	\$19,338	\$15,221
California Public Employees Retirement System (CalPERS)	Chief Operating Investment Officer, CalPERS	\$20,000	\$32,760	\$26,380
California State Teachers Retirement System (CalSTRS)	Investment Operations Director, CalSTRS	\$13,667	\$20,500	\$17,084
County of Orange	No Comparable Class			
Los Angeles City Employees Retirement System (LACERS)	Investment Officer III	\$12,190	\$17,821	\$15,006
Los Angeles County Employees Retirement Association (LACERA)	Principal Investment Officer	\$21,510	\$21,510	\$21,510
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class			
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class			
San Diego City Employee Retirement System (SDCERS)	Program Manager, Sr. Investment Officer	\$4,058	\$14,921	\$9,490
San Diego County Retirement Association (SDCERA)	Pending			
San Francisco Employees Retirement System (SFERS)	Managing Director, Investment	\$18,402	\$23,489	\$20,946

Base Salary Median	\$16,035	\$21,005	\$19,015
Base Salary Mean	\$14,971	\$21,834	\$18,402
Percentage Above or Below Median	-44.40%	-8.62%	-24.92%
Percentage Above or Below Mean	-34.83%	-12.90%	-20.90%

Base Salary 66th Percentile	\$18,881	\$22,104	\$21,115
Base Salary 75th Percentile	\$19,601	\$22,994	\$21,369
Percentage Above or Below 66th Percentile	-70.04%	-14.30%	-38.72%
Percentage Above or Below 75th Percentile	-76.52%	-18.91%	-40.39%

Percentile of District class base salary within total labor market	33.3%
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Total Matches: 6



Member Services Director (Director of Member Services)

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Member Services Director (Director of Member Services)	\$9,890	\$13,300	\$11,595
California Public Employees Retirement System (CalPERS)	Benefits Services Division Chief	\$10,010	\$11,924	\$10,967
California State Teachers Retirement System (CalSTRS)	Benefits and Services Executive Officer	\$11,116	\$12,621	\$11,869
County of Orange	Administrative Manager III, Employee Benefits Administration	\$8,178	\$14,361	\$11,270
Los Angeles City Employees Retirement System (LACERS)	Chief Benefits Analyst, Retirement Services	\$10,256	\$14,995	\$12,626
Los Angeles County Employees Retirement Association (LACERA)	Division Manager, Member Services Benefits	\$9,708	\$14,694	\$12,201
Los Angeles Fire and Police Pensions (LAFPP)	Chief Benefits Analyst, Member Services	\$10,256	\$14,995	\$12,626
San Bernardino County Employees Retirement Association (SBCERA)	Retirement Benefits Officer	\$9,059	\$13,301	\$11,180
San Diego City Employee Retirement System (SDCERS)	Program Manager, Member Services Director	\$4,058	\$14,921	\$9,490
San Diego County Retirement Association (SDCERA)	Retirement Assistant Director, Member Services	\$8,308	\$13,291	\$10,800
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$9,708	\$14,361	\$11,270
Base Salary Mean	\$8,994	\$13,900	\$11,447
Percentage Above or Below Median	1.84%	-7.98%	2.81%
Percentage Above or Below Mean	9.06%	-4.51%	1.27%

Base Salary 66th Percentile	\$10,079	\$14,758	\$11,962
Base Salary 75th Percentile	\$10,256	\$14,921	\$12,201
Percentage Above or Below 66th Percentile	-1.91%	-10.96%	-3.16%
Percentage Above or Below 75th Percentile	-3.70%	-12.19%	-5.23%

Percentile of District class base salary within total labor market	33.3%
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Total Matches: 9



Member Services Manager

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Member Services Manager	\$5,014	\$9,791	\$7,403
California Public Employees Retirement System (CalPERS)	Staff Services Manager III, Benefits Services Division	\$7,897	\$8,966	\$8,432
California State Teachers Retirement System (CalSTRS)	Customer Service Director	\$10,010	\$11,924	\$10,967
County of Orange	Administrative Manager II, Employee Benefits Administration	\$6,542	\$11,625	\$9,084
Los Angeles City Employees Retirement System (LACERS)	Management Analyst, Service Retirement Unit	\$5,846	\$8,547	\$7,197
Los Angeles County Employees Retirement Association (LACERA)	Section Head, Members Services	\$7,815	\$11,828	\$9,822
Los Angeles Fire and Police Pensions (LAFPP)	Senior Systems Analyst II, Member Services	\$8,556	\$12,511	\$10,534
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class			
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	Retirement Member Services Manager	\$7,500	\$10,152	\$8,826
San Francisco Employees Retirement System (SFERS)	Manager II, Member Services Division Manager	\$9,323	\$11,897	\$10,610

Base Salary Median	\$7,856	\$11,727	\$9,453
Base Salary Mean	\$7,936	\$10,931	\$9,434
Percentage Above or Below Median	-56.68%	-19.77%	-27.69%
Percentage Above or Below Mean	-58.28%	-11.65%	-27.44%

Base Salary 66th Percentile	\$8,306	\$11,871	\$10,263
Base Salary 75th Percentile	\$8,748	\$11,904	\$10,553
Percentage Above or Below 66th Percentile	-65.65%	-21.24%	-38.64%
Percentage Above or Below 75th Percentile	-74.47%	-21.58%	-42.55%

Percentile of District class base salary within total labor market	25.0%
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Total Matches: 8



Senior Investment Analyst

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Senior Investment Analyst	\$5,845	\$9,748	\$7,797
California Public Employees Retirement System (CalPERS)	No Comparable Class			
California State Teachers Retirement System (CalSTRS)	Investment Officer III	\$8,814	\$10,510	\$9,662
County of Orange	No Comparable Class			
Los Angeles City Employees Retirement System (LACERS)	Management Analyst, Investment Division	\$5,846	\$8,547	\$7,197
Los Angeles County Employees Retirement Association (LACERA)	Finance Analyst III, LACERA	\$9,624	\$12,965	\$11,295
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class			
San Bernardino County Employees Retirement Association (SBCERA)	Senior Investment Analyst	\$7,161	\$10,641	\$8,901
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	Pending			
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$7,988	\$10,576	\$9,282
Base Salary Mean	\$7,861	\$10,666	\$9,264
Percentage Above or Below Median	-36.66%	-8.49%	-19.05%
Percentage Above or Below Mean	-34.50%	-9.41%	-18.82%

Base Salary 66th Percentile	\$8,781	\$10,638	\$9,647
Base Salary 75th Percentile	\$9,017	\$11,222	\$10,070
Percentage Above or Below 66th Percentile	-50.23%	-9.13%	-23.73%
Percentage Above or Below 75th Percentile	-54.26%	-15.12%	-29.16%

Percentile of District class base salary within total labor market	25.0%
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Total Matches: 4



Senior Investment Officer

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Senior Investment Officer	\$8,890	\$13,711	\$11,301
California Public Employees Retirement System (CalPERS)	Investment Officer III	\$8,814	\$10,510	\$9,662
California State Teachers Retirement System (CalSTRS)	Portfolio Manager, CalSTRS	\$14,334	\$21,500	\$17,917
County of Orange	No Comparable Class			
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class			
Los Angeles County Employees Retirement Association (LACERA)	No Comparable Class			
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class			
San Bernardino County Employees Retirement Association (SBCERA)	Senior Investment Officer	\$14,652	\$21,611	\$18,132
San Diego City Employee Retirement System (SDCERS)	Investment Officer, Senior Investment Officer		\$11,912	
San Diego County Retirement Association (SDCERA)	Pending			
San Francisco Employees Retirement System (SFERS)	Senior Portfolio Manager	\$12,456	\$15,897	\$14,177

Base Salary Median	\$13,395	\$15,897	\$16,047
Base Salary Mean	\$12,564	\$16,286	\$14,972
Percentage Above or Below Median	-50.67%	-15.94%	-42.00%
Percentage Above or Below Mean	-41.33%	-18.78%	-32.49%

Base Salary 66th Percentile	\$14,296	\$19,483	\$17,842
Base Salary 75th Percentile	\$14,414	\$21,500	\$17,971
Percentage Above or Below 66th Percentile	-60.81%	-42.10%	-57.89%
Percentage Above or Below 75th Percentile	-62.13%	-56.81%	-59.08%

Percentile of District class base salary within total labor market	40.0%
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Total Matches: 5

*The City of San Diego, through SDCERS, uses a broadband salary structure for unclassified Magisterial, Executive and Managerial job classifications allowing for flexibility and consolidated pay grades divided into fewer structures with wider salary ranges.



Senior Retirement Manager (Retirement Analyst)

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Senior Retirement Manager (Retirement Analyst)	\$5,311	\$11,130	\$8,221
California Public Employees Retirement System (CalPERS)	Staff Services Manager III, Customer Services and Support	\$7,897	\$8,966	\$8,432
California State Teachers Retirement System (CalSTRS)	Staff Services Manager III, Benefits and Services	\$7,897	\$8,966	\$8,432
County of Orange	Administrative Manager II, Employee Benefits Customer Service	\$6,542	\$11,625	\$9,084
Los Angeles City Employees Retirement System (LACERS)	Senior Management Analyst II, Retirement Services Division	\$8,556	\$12,511	\$10,534
Los Angeles County Employees Retirement Association (LACERA)	No Comparable Class			
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class			
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class			
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	Retirement Assistant Director, Member Services	\$8,308	\$13,291	\$10,800
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$7,897	\$11,625	\$9,084
Base Salary Mean	\$7,840	\$11,072	\$9,456
Percentage Above or Below Median	-48.69%	-4.45%	-10.50%
Percentage Above or Below Mean	-47.62%	0.52%	-15.03%

Base Salary 66th Percentile	\$8,160	\$12,192	\$10,012
Base Salary 75th Percentile	\$8,308	\$12,511	\$10,534
Percentage Above or Below 66th Percentile	-53.64%	-9.54%	-21.79%
Percentage Above or Below 75th Percentile	-56.43%	-12.41%	-28.14%

Percentile of District class base salary within total labor market	40.0%
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Total Matches: 5



Staff Analyst

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Staff Analyst	\$5,014	\$8,365	\$6,690
California Public Employees Retirement System (CalPERS)	Staff Services Analyst	\$3,186	\$5,334	\$4,260
California State Teachers Retirement System (CalSTRS)	Personnel Program Analyst	\$4,975	\$6,228	\$5,602
County of Orange	Administrative Manager I, Human Resources	\$4,704	\$9,351	\$7,028
Los Angeles City Employees Retirement System (LACERS)	Personnel Analyst	\$5,846	\$8,547	\$7,197
Los Angeles County Employees Retirement Association (LACERA)	Human Resource Analyst	\$5,616	\$7,366	\$6,491
Los Angeles Fire and Police Pensions (LAFPP)	Personnel Analyst	\$5,846	\$8,547	\$7,197
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class			
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	Human Resource Analyst	\$5,200	\$7,299	\$6,250
San Francisco Employees Retirement System (SFERS)	Human Resources Analyst	\$5,813	\$8,554	\$7,184

Base Salary Median	\$5,408	\$7,957	\$6,759
Base Salary Mean	\$5,148	\$7,653	\$6,401
Percentage Above or Below Median	-7.86%	4.88%	-1.04%
Percentage Above or Below Mean	-2.68%	8.51%	4.32%

Base Salary 66th Percentile	\$5,738	\$8,547	\$7,124
Base Salary 75th Percentile	\$5,821	\$8,549	\$7,187
Percentage Above or Below 66th Percentile	-14.44%	-2.18%	-6.50%
Percentage Above or Below 75th Percentile	-16.10%	-2.20%	-7.43%

Percentile of District class base salary within total labor market 50.0%

Total Matches: 8



Staff Attorney

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Monthly Midpoint
Orange County Employees Retirement System (OCERS)	Staff Attorney	\$9,363	\$13,948	\$11,656
California Public Employees Retirement System (CalPERS)	Attorney V	\$10,746	\$13,716	\$12,231
California State Teachers Retirement System (CalSTRS)	Attorney V	\$10,746	\$13,716	\$12,231
County of Orange	Attorney III	\$8,254	\$11,428	\$9,841
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class			
Los Angeles County Employees Retirement Association (LACERA)	Staff Counsel	\$9,708	\$14,694	\$12,201
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class			
San Bernardino County Employees Retirement Association (SBCERA)	Staff Attorney	\$9,968	\$14,652	\$12,310
San Diego City Employee Retirement System (SDCERS)	No Comparable Class			
San Diego County Retirement Association (SDCERA)	Pending			
San Francisco Employees Retirement System (SFERS)	No Comparable Class			

Base Salary Median	\$9,968	\$13,716	\$12,231
Base Salary Mean	\$9,884	\$13,641	\$11,763
Percentage Above or Below Median	-6.46%	1.66%	-4.94%
Percentage Above or Below Mean	-5.57%	2.20%	-0.92%

Base Salary 66th Percentile	\$10,466	\$14,315	\$12,231
Base Salary 75th Percentile	\$10,746	\$14,652	\$12,231
Percentage Above or Below 66th Percentile	-11.78%	-2.63%	-4.94%
Percentage Above or Below 75th Percentile	-14.77%	-5.05%	-4.94%

Percentile of District class base salary within total labor market 60.0%

Total Matches: 5

Appendix E: OCERS Pay Philosophy



OCERS Compensation Philosophy

Purpose and Background

1. The philosophy behind the Orange County Employees Retirement System's ("OCERS") compensation program is to create a pay structure with the goal of attracting, developing and retaining strong leaders who support OCERS' mission and values. We believe our compensation program is a management tool that when aligned with an effective communication plan is designed to support, reinforce, and align our values, business strategy, operation & financial needs through professional and proficient staff that provide secure retirement benefits to our members with the highest standards of excellence.

The underlying philosophy governing OCERS' compensation program is designed to accomplish the following:

- ▶ Provide pay levels that are externally competitive among peers within our industry and with published market data for similar sized governmental organizations.
- ▶ Recognize and reward individual performance, initiatives, growth in job proficiency and achievement of stated goals.
- ▶ Provide management the flexibility to make compensation decisions within budgetary guidelines.

In alignment with our organization's culture, we will strive to communicate openly about the goals of the agency and the design of the compensation program. The compensation process is intended to be fair and uncomplicated so that all employees and managers understand the goals and the outcome of the process.

Compensation Strategy

2. Total Compensation of OCERS employees includes both cash compensation and benefits. OCERS' Board of Retirement is responsible for approving salary ranges for each authorized position. The CEO is responsible for managing salaries within the approved salary ranges. The CEO will use the following process:
 - ▶ In November of each year, or other time of year as determined by the Chief Executive Officer, each Executive, Management and/or Professional employee as of June 1 of that year shall receive a written performance evaluation and be eligible for an annual merit increase with a performance rating of meets performance standards or better.
 - ▶ Salary increases within a range shall not be automatic. The Chief of each division will provide performance feedback and salary adjustment recommendations for the CEO's consideration. The CEO will make the final determination of salary awards based on the annual performance pool and individual award limits approved by the Board of Retirement in connection with the budget.
 - ▶ Salary ranges will be reviewed annually with an intended purpose of keeping total compensation competitive. The CEO may ask the Board of Retirement to consider adjustments to the salary ranges during the annual budget approval process.



OCERS Compensation Philosophy

The Board of Retirement has entered into a Memorandum of Agreement with the County of Orange for providing and administrating employee benefits to OCERS' direct employees. The agreement with the County calls for OCERS' employees to receive the same benefits offered to County administrative and executive management employees.

History

3. This policy was adopted by the Board of Retirement on October 21, 2013. This policy was approved by the CEO on December 19, 2014.

Secretary's Certificate

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

	12/19/14
Steve Delaney Secretary of the Board	Date

Appendix F: Salary Survey

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

Participating Agency Information

Please complete the following information so that we can track responses and follow-up with questions on the survey if necessary.

[Keywords]		
Agency Name		
Contact Name		Title
Email	Phone	Fax
Please provide notes (date, time, method of communication with agency contact)		

General Instructions:

To participate in this study, please follow these instructions:

1. Review class matches and benefits information, especially those highlighted or areas with comments. Please make any corrections or suggestions using the salary and benefit information for your staff positions that match the classifications listed.
2. Please include copies of salary schedules, organization charts and the classification specifications for the comparable classes if this information is not provided on your agency's website.
3. Please send the completed survey and background information by [DATE DESIRED BY COMPLETING CONSULTANT], or at your earliest convenience, by email at [EMAIL ADDRESS].

Thank you in advance for your assistance.

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

General Information

What is the total number of *employees* within your agency/organization? Budgeted Actual

Please provide details of your salary plan structure/administration. If your agency utilizes an open range plan, please provide the control point (e.g. mid-point, range maximum, or any other point within the range that is your agency's maximum market value for the classification).

- Step plan (indicate number of steps):
- Does your Step Plan depend on the classification YES NO
- Open range (indicate control point):
Note: For control point we are looking for the point on the range that you look to manage your salaries to. With an open range this is generally the mid-point or market point - the point that you use when comparing your salaries to market.

Identify which benefits group the bargaining unit belongs to in the benefits section of the survey (matrix).

What is the date/amount of the next cost of living increases or decreases for the matched positions?

Bargaining Unit	Survey Group	COLA Unknown	COLA Date(s)	COLA Amount(s)
<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>

Bonuses/Merit Pay

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

CPS HR Consulting Staff Quality Control Checklist:

Data Collection by*:	
Data Audited by:	
CompCalc Entry by:	
CompCalc QC by:	

***CPS HR Documents Checklist**

- Class Specs (for ALL positions)
- All MOUs, Amendments or Salary Resolutions (for ALL applicable units)
- Salary Schedule(s)
- Financial Budget
- Allocation Documents
- Organizational and/or Departmental Chart(s)
- Benefits Summaries
- Personnel Rules
- Other:

Summary box to allow explanation of why required documents not found

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Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

Classification Matching

Consultant:

Salary data should be effective as of 8/1/2018

- No Comparable Classification: (1) list as No Comparable Classification; (2) mark NCC; (3) Complete notes section with justification.
- List only the single best match; if more than one match should be considered, record in notes section.
- You must check whether a position is funded or unfunded. Unfunded positions will be treated as Data Not Available in reporting.
- Save all job descriptions as Word or PDF document, no hyperlinks. Naming convention: Benchmark Title_Comparable Classification Title
- Salaries should be (1) from the most current salary schedule(s), not from class specifications; (2) should not be longevity steps; (3) all salaries are monthly amounts.

#	Survey Class Title	Class Description	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
1)	Assistant CEO, External Operations	The Assistant CEO of External Operations is an at-will executive leadership position that reports directly to the CEO (multiple division manager level); provides operational guidance to the Board of Retirement, management and professional staff and oversees the Member Services, Disability and Communications divisions; and acts in the absence of the Chief Executive Officer in highly sensitive and critical matters. Responsible for administering the policies and regulations of the Board of Retirement in accordance with the County Employees Retirement Law of 1937; provides effective and ethical leadership for OCERS management team and professional staff; accountable for developing strategies and goals to support OCERS mission and key business objectives. Minimum Qualifications/Required Certifications: The equivalent of seven years of progressively responsible experience in a comparable public pension system including management, and a Bachelor's degree from an accredited institution in a related field. OR The equivalent of ten years of professional level pension benefits administration experience, including the equivalent of at least five years in a supervisory or management position, preferably in a California government agency retirement office.	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Your Organization Class Title						
Required Certifications:						
If no match or unfunded, which position(s) performs these duties?						
Notes:						

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

#	Survey Class Title	Class Description			
2)	Assistant CEO, Finance and Internal Operations	<p>The Assistant CEO, Finance and Internal Operations is an at-will executive leadership position that reports directly to the CEO (multiple division manager level); provides operational guidance to the Board of Retirement, management and professional staff; acts in the absence of the Chief Executive Officer in highly sensitive and critical matters; responsible for the operations of the Finance, Administrative Services, Information Technology and Cyber Security departments. The Assistant CEO is responsible for administering the policies and regulations of the Board of Retirement in accordance with the County Employees Retirement Act of 1937; provides effective and ethical leadership for OCERS management team and professional staff; and is accountable for developing strategies and goals to support OCERS mission and key business objectives.</p> <p>Minimum Qualifications/Required Certifications: Bachelor's degree from an accredited university in Business Administration, Finance, Economics or a closely related field. And The equivalent of ten years of professional level fiscal or pension benefits administration experience, including the equivalent of at least three years in a management position, preferably in a California government agency retirement office. Current Certified Public Accountant (CPA) license</p>			
Your Organization Class Title		No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description
3)	Chief Investment Officer	<p>The Chief Investment Officer is an at-will executive leadership position (multiple division manager level) that reports directly to the CEO with a dotted-line to OCERS Board of Retirement. As the System's strategic investment leader, the CIO is responsible for directing the management of OCERS' investment portfolio within the goals established by the Board and will have the board organizational responsibilities that generally accompany the position of the senior investment leader. The CIO is responsible for the development of an innovative, long-range and comprehensive investment vision and strategy. The CIO will primarily be held accountable for and measured by investment performance and generating returns in excess of appropriate benchmarks, while appropriately managing risks.</p> <p>The CIO must lead change, attain high performance and manage risk, while keeping the CEO fully informed of all actions. The CIO must be a collaborative, approachable leader, reflecting the values of OCERS and inculcating those on the investment team.</p> <p>Minimum Qualifications/Required Certifications: Graduation from an accredited four year college or university with a Bachelor's Degree AND Master's Degree in Economics, Finance, Business, or related field is required. AND Fifteen years of relevant generalist investment experience leading a complex investment organization and positive track record of performance as compared to appropriate</p>

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

	benchmarks. Proven experience in developing and implementing the overall investment strategy and vision. Public pension fund experience is desirable, however applicants with relevant investment experience leading complex investment organizations will be considered.			
Your Organization Class Title	No Comp/ Unfunded	Min <u>Monthly</u> Salary	Max <u>Monthly</u> Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
if no match or unfunded, which position(s) performs these duties?				
Notes:				

#	Survey Class Title	Class Description		
4)	Chief Legal Officer (General Counsel)	<p>Under the administrative direction of the Chief Executive Officer, represents and advises OCERS Board and staff in all legal matters pertaining to the daily operations of OCERS. This position is General Counsel. Manages the legal division and ensures that all activities of OCERS are legally supportable and carried out in accordance with applicable laws, regulations and rules. Oversees work with outside legal firms providing specialized services to the agency; researches, prepares and presents legal opinions and coordinates division activities with other agency officials or outside agencies. Provides responsible and complex legal support to the agency in meeting operational and fiduciary responsibilities and performs related duties as required.</p> <p>The Chief Legal Officer is the single position executive management level class responsible for providing legal services and counsel on a wide range of legal issues to assist the agency in fulfilling operational and fiduciary responsibilities. Administrative direction is received from the Chief Executive Officer. The incumbent exercises direct supervision over assigned professional and legal support staff.</p> <p>Minimum Qualifications/Required Certifications: Any combination of education and experience that has provided knowledge, skills and abilities necessary for a Chief Legal Officer. A typical way of obtaining the required qualifications is to possess the equivalent of seven years of progressively responsible experience in a comparable legal environment including involvement with litigation and program management. Must have a Juris Doctor degree from a fully accredited American Bar Association approved law school or equivalent qualification. Current membership in the State Bar of California.</p>		
Your Organization Class Title	No Comp/ Unfunded	Min <u>Monthly</u> Salary	Max <u>Monthly</u> Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
if no match or unfunded, which position(s) performs these duties?				
Notes:				

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

#	Survey Class Title	Class Description			
5)	Communications Manager	<p>Under general supervision, designs and carries out internal and external communication, education and outreach plans for enrollment, retirement planning and associated benefits and services. Assists in researching pension related topics and manages the production and printing of publications by vendors; prepares instructional videos and documents for website; prepares media kits and press releases; and coordinates OCERS content for internal and external customers as well as the Board of Retirement.</p> <p>The Public Relations Analyst (a.k.a. Communications Manager) reports directly to the Assistant CEO of External Operations. Responsible for managing OCERS communications function and deliver an effective communications program based upon OCERS mission and strategy for the benefit of the plan sponsors, retirement system members, beneficiaries and the public. The incumbent functions at the first line manager level with supervisory responsibility of one incumbent.</p> <p>Minimum Qualifications/Required Certifications: A Bachelor's degree in Communications, Journalism, English, Business Administration, or a closely related degree and two years of full-time experience designing and authoring business communication plans and outreach/public information projects including newsletters, booklets, guides, websites, desktop publishing, training/education seminars, symposiums, mass mailings and videos.</p>			
Your Organization Class Title		No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description			
6)	Contracts/Risk/Performance Administrator	<p>Under general direction of the Director of Administrative Services, provides oversight on complex contracting requirements for equipment, services and vendor contracts in accordance with OCERS policies and all applicable legal requirements. Assists with development and issuance of Request for Proposals (RFPs) and oversees drafting of contracts and agreements; creatively and systematically plans, develops, implements and monitors contracts. Performs budgeting and monitoring of expenditures. The CRP also performs research and recommends to OCERS executives tactics that minimize operational risks at OCERS.</p> <p>Responsible for developing and maintaining an Operational Risk Management (ORM) framework which identifies, assesses, and coordinates responses and mitigation strategies for operational risks as well as timely and effective communication of the results of these processes. The CRP Administrator has working knowledge about the concepts and practices of risk management. The CRP Administrator strategizes and formulates goals consistent with OCERS' business plan and goals, has very good leadership skills, uses effective communication and collaboration at multiple internal and external levels, can provide analysis of data and issues, has problem-solving capabilities, sound judgement and uses public resources efficiently. The incumbent functions at the manager level with no supervisor responsibilities.</p> <p>Minimum Qualifications/Required Certifications:</p>			

*Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:*

	Graduation from an accredited university or college with a Bachelor's Degree in Accounting, Finance, Economics, Business Administration, or closely related field and Four years of progressively responsible management experience in procurement and contract management. Previous experience must have included management responsibilities. Or A combination of education and experience that can clearly determine you meet the minimum qualification as outlined above.			
Your Organization Class Title	No Comp/Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

#	Survey Class Title	Class Description		
7)	Deputy General Counsel	<p>Under the administrative direction of the General Counsel (a.k.a. Chief Legal Officer), performs the more complex and difficult legal assignments in providing legal advice and representation to OCERS and its Board of Retirement in all legal matters pertaining to the daily operations of OCERS. In the absence of the General Counsel, the Deputy General Counsel may manage the legal division and ensure that all activities of OCERS are legally supportable and carried out in accordance with applicable laws, regulations and rules.</p> <p>The Deputy General Counsel is distinguished by the ability for performing the more complex and difficult legal assignments which require a high degree of knowledge and skill in a specialized field of law, such as: public pension law, institutional investments, family law, tax law, securities law, probate, contracts and medical-legal issues. The incumbent in this role may provide legal counsel and representation to OCERS Board and the OCERS management staff. Administrative direction is received from the General Counsel. The incumbent may exercise direct supervision over assigned professional and legal support staff. This position functions at the senior manager level.</p> <p>Minimum Qualifications/Required Certifications: 1 year of experience as a Staff Attorney at OCERS or another California Retirement System or 4 years of progressively responsible experience in a comparable legal environment including involvement with litigation and program management. Must have a Juris Doctor degree from a fully accredited American Bar Association approved law school or equivalent qualification. Current membership in the State Bar of California.</p>		
	Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits		
	Required Certifications:			

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

If no match or unfunded, which position(s) performs these duties?	
Notes:	

#	Survey Class Title	Class Description			
8)	Director of Administrative Services	<p>Under general direction, plans, directs, and coordinates the administrative services and human resources activities of OCERS to maximize the functions of employee compensation, recruitment, personnel policies, and regulatory compliance; and administers special studies; manages the OCERS' election process; acts as contract manager, negotiates and prepares agency contracts; and conducts investigations related to human resources and employee relations.</p> <p>The Director of Administrative Services reports directly to the Assistant CEO of Finance and Internal Operations. Responsible for managing OCERS administrative services and human resources functions, and providing consultation to staff in coordination with applicable laws, policies, and procedures. This is a senior level management position over human resources with additional administrative services including facilities and contract administration and manages administrative and professional level staff.</p> <p>Minimum Qualifications/Required Certifications: A bachelor's degree in Human Resources Management, Public Administration, Business Administration, Industrial/Organizational psychology or other closely related field. Or Five years of progressively responsible experience in managing human resources for a public agency. And Three years of professional level human resources administration experience; at least two years of which must include directly managing staff.</p>			
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description			
9)	Director of Cyber Security	<p>Under general direction, establish and maintain an enterprise-wide security management program, which includes procedures and policies designed to protect the agency's information, systems and technology assets from both internal and external threats.</p> <p>The Director of Cyber Security is a senior level management position that reports directly to the Assistant CEO of Finance and Internal Operations and acts as the agency's Information Security Officer. The incumbent may supervise a professional level IT position. The incumbent is responsible for identifying, evaluating and reporting on cyber security risks, leading agency-wide information security efforts that integrate all aspects of information assurance, providing protection of computer systems, networks and member, financial and confidential data from internal and external threats. The Director of Cyber Security also coordinates, investigates, reports on and leads the recovery efforts of cyber security incidents should they occur.</p>			

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

<p>The Director of Cyber Security position requires a strategic thinker and highly effective leader with knowledge of business management and specific practical knowledge, hands-on skills and technical depth related to information security technology.</p> <p>Minimum Qualifications/Required Certifications: Bachelor's degree from an accredited college or university with a major in Computer Science or related field, an MBA or MS is highly desirable and; Eight years of increasingly responsible experience in cybersecurity application and infrastructure, technology management including five years of supervisory and project management experience and; Hands on experience with current IT security technologies. Professional information security certifications such as: Certified Information Systems Security Professional (CISSP), Certified Information Systems Auditor (CISA) Certified Information Security Manager (CISM) Similar industry certifications</p>				
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

#	Survey Class Title	Class Description
10)	Director of Finance	<p>Under general direction, plans, organizes and directs the Finance Division; develops and manages financial transactions; record keeping, preparation of financial statements, accounting for investments; and performs related duties as required.</p> <p>The Director of Finance (functional duties similar to CFOs) reports directly to the Assistant CEO of Finance and Internal Operations. This Director is responsible for planning, directing, and coordinating OCERS' general and investment accounting, financial reporting, budgeting, and fiscal operations such as accounts payable, contributions, and retirement payroll. This position is a senior level management position with supervisory responsibility over three professional accounting managers with responsibility over three sections including retiree payroll/investments, payable/budgeting, and contributions/reporting. This position also manages technical level accounting staff.</p> <p>Minimum Qualifications/Required Certifications: A bachelor's degree from an accredited college or university with a major in accounting, finance, economics, business administration, or related field which includes successful completion of coursework in elementary, intermediate and advanced accounting, cost accounting, governmental accounting and auditing. And Five years of progressively responsible management experience in government, public or private industry accounting. Previous experience must have included the responsibility for planning, organizing and directing a large, complex fiscal section of an agency or organization. A Masters in Business Administration (MBA) degree or Certified Public Accountant (CPA) license may be</p>

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

	substituted for one year of professional accounting/auditing experience. CPA is highly desirable.			
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

#	Survey Class Title	Class Description		
11)	Director of IT	<p>Under general direction, plans, organizes and directs the services of the Information Technology Division; directs the planning, programming, installation, integration, testing, operation, maintenance and security of all information technology operations for OCERS; and performs other work as required.</p> <p>The IT Director is a senior level management position that reports directly to the Assistant CEO of Finance and Internal Operations. Responsible for planning, directing and coordinating OCERS application development life cycle, network services, complete information assurance including security of hardware, software and data, and database maintenance, query and report writing, and pension operations information technology services.</p> <p>Minimum Qualifications/Required Certifications: A Bachelor's degree from an accredited college or university with a major in computer science, systems design, or related field. Eight years of directly related professional and administrative experience in computer system infrastructure design, network operations, security design, information assurance, application development and configuration, and systems/server administration is required. Four years of supervisory experience is required. MCSE, MCSA or other Microsoft System Administration Certifications Microsoft, Cisco or CompTIA Network Administration Certifications Oracle (OCP), Microsoft, ICCP CDMP or other Database Administration Certification CISSP Information Systems Security Professional Certification, CompTIA Security+ Business Continuity Professional (CBCP) or other Business Continuity/Disaster Recovery Response Certification Project Management Professional (PMP) or other Project Management Certification</p>		
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

Notes:	
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#	Survey Class Title	Class Description			
12)	Director of Internal Audit (vacant)	<p>Under general direction of the Audit Committee and a dotted line reporting relationship to the CEO, the director of Internal Audit coordinates internal audits to ensure that OCERS has a comprehensive system of financial and operational internal controls in place to minimize risks and substantiate overall system compliance. Responsible for compliance with Standards for the Professional Practice of Internal Auditing; determines nature of operations and formulates objective opinions on adequacy, effectiveness, and efficiency; and develops recommendations and methodologies for follow up on performance regarding transactions, documents, records, and systems. This incumbent is a senior level management position responsible for one professional level auditor. The incumbent sets the scope of work and audit objectives and ensures audit objectives are met in a timely manner.</p> <p>Minimum Qualifications/Required Certifications: Graduation from a four-year college with a BA or BS degree in accounting, business or public administration, economics or a related field which include thirty-six semester units in elementary, intermediate and advanced accounting, auditing, cost accounting, business law and other business related courses. Three years of professional accounting or internal auditing experience which demonstrates possession of the knowledge and abilities listed above.</p>			
	Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
	Required Certifications:				
	If no match or unfunded, which position(s) performs these duties?				
	Notes:				

#	Survey Class Title	Class Description			
13)	Director of Investments	<p>The Director of Investments is an at-will senior level management position that reports directly to the Chief Investment Officer (CIO) with no supervisory responsibilities. The DI works very closely with the CIO and is responsible for the efficient operations of a multi-billion dollar investment portfolio in compliance with approved policies, strategies, guidelines and procedures. The DI will interact extensively with OCERS' external stakeholders, such as the consultant, custodian, managers, investment counsel and auditors, as well as OCERS' internal staff such as the CEO, legal counsel and auditor, to ensure the investment operations are running effectively and efficiently. The DI is responsible for the operational infrastructure of the plan in accordance with the County Employees Retirement Law of 1937 and the Board of Retirement's directives. The DI will lead the operational implementation of OCERS' investment program strategic vision.</p> <p>Minimum Qualifications/Required Certifications: Graduation from an accredited university or college with a Bachelor's Degree in Economics, Accounting, Finance, Business, or related field. AND Seven years of progressively responsible institutional (or registered retail back-office supervisory) investment</p>			

*Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:*

	experience with a strong focus on investment operations in the following areas: institutional portfolio management, overseeing investment operations for a pension or endowment/institutional fund, portfolio level asset allocation, manager performance evaluations, managing custodial relationships, working with investment consultants and advisors, and compliance/audit issues.			
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

#	Survey Class Title	Class Description		
14)	Finance Manager	<p>Under general direction, manages staff within OCERS Finance Division; oversees staff work assignments and establishes performance goals that support OCERS objectives and mission; and performs accurate, reliable and transparent financial reporting.</p> <p>The Finance Manager reports to the Director of Finance and assists the Director of Finance in the day-to-day operations within the Finance division; performs difficult financial analysis and manages subordinate staff. Incumbents have responsibility over one of three sections: retiree payroll/investments, accounts payable/budgeting, or contributions/reporting. Incumbents are first line managers responsible for supervising up to four professional accounting level staff.</p> <p>Minimum Qualifications/Required Certifications: Graduation from an accredited university or college with a Bachelor's Degree in Accounting, Finance, Economics, Business, or closely related field. And Three years of progressively responsible management experience in government, public or private industry accounting. Previous experience must have included management responsibilities. Current Certified Public Accountant (CPA) license highly desired.</p>		
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

#	Survey Class Title	Class Description
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Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

15) Internal Auditor	<p>Under general supervision, provides support to the Director of Internal Audit by performing financial, performance and information systems audits to ensure that OCERS has a comprehensive system of financial and operational internal controls in place to minimize risks and substantiate overall system compliance.</p> <p>The Internal Auditor reports to the Director of Internal Audit and is a first line manager level with no supervisory responsibilities. Internal Auditors set the scope of work, audit objectives, and ensure audit objectives are met in a timely manner.</p> <p>Minimum Qualifications/Required Certifications: Graduation from a four-year college with a BA or BS degree in accounting, business or public administration, economics or a related field which include thirty-six semester units in elementary, intermediate and advanced accounting, auditing, cost accounting, business law and other business related courses. Three years of professional accounting or internal auditing experience which demonstrates possession of the knowledge and abilities listed above. CPA or CIA highly desirable.</p>			
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

#	Survey Class Title	Class Description		
16)	Investment Analyst	<p>Under the direction of the Managing Director, provides analytical and technical support for the Investment Division in the areas of investment management, investment reporting, performance measurement, special projects and studies; performs related duties as required. This position is a journey level position.</p> <p>The Investment Analyst position reports directly to the (MDI) and assists the MDI in the day-to-day operations within the Investment Department; track investment activities, ensure necessary transactions are completed as required, and identify potential areas of concern.</p> <p>Minimum Qualifications/Required Certifications: Graduation from an accredited university or college with a Bachelor's Degree in Economics, Accounting, Finance, Business or a related field. And Three years of experience in the financial service industry, and portfolio level asset allocation, and working with investment consultants and advisors.</p>		
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

Required Certifications:	
If no match or unfunded, which position(s) performs these duties?	
Notes:	

#	Survey Class Title	Class Description			
17)	Investment Officer	<p>Under the direction of the Chief Investment Officer, an Investment Officer provides expert analytical and technical support for the Investment Division in the areas of investment management, investment reporting, performance measurement, special projects and studies. This position is typically assigned greater responsibility to operate independently than an Investment Analyst. This position is assigned primary responsibility for one or more central portfolio management operations or asset classes and functions at an advanced journey level.</p> <p>The Investment Officer position reports directly to the CIO. The distinguishing characteristics of this "advanced journey professional class" position are (1) significant prior experience and familiarity with public pension funds (or equivalent) and their portfolio management operations, (2) ability to perform complex and highly responsible departmental functions with a minimum of supervision, (3) ability and proven skills to coordinate activities of trustees, consultants, investment managers, and others engaged professionally by OCERS and (4) ability to independently perform investment administrative functions as assigned. Duties are financial/analytical and involve specialized financial issues; works initially with minimal independent authority, supporting programs/functions that have a financial impact; and work with limited direction to perform duties that are difficult/complex in nature, using a limited amount of independent authority.</p> <p>Minimum Qualifications/Required Certifications: Graduation from an accredited university or college with a Bachelor's degree in economics, accounting, finance, business or a related field. And Three years of experience in public pension fund investment analysis and operations, or two years of such experience with public funds and two additional years of similar experience with a similarly sized pension or endowment fund in the private or non-profit sectors or any combination of education, training and/or experience that could likely provide the desired knowledge and abilities. Substitution: At least two years of additional experience operating data interfaces regularly used or similar to those used by OCERS, conducting due diligence meetings, and preparing due diligence reports on institutional investment managers or investment advisors can be substituted for one year of the public pension fund experience requirement. Alternatively, a CFA charter with at least three years of prior senior-level qualifying experience with institutional asset management functions equivalent to the Investment Analyst position can be substituted for the public pension fund experience requirement.</p>			
	Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
	Required Certifications:				
	If no match or unfunded, which position(s) performs these duties?				

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

Notes:	
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#	Survey Class Title	Class Description		
18)	IT Manager	<p>Under general direction, plans, organizes and directs services of the Information Technology (IT) Division; directs the planning, programming, installation, integration, testing, operation, maintenance and security of all Information Technology operations for OCERS; and performs other work as required.</p> <p>The IT Manager is a first line manager position that reports directly to the IT Director. Responsible for planning, directing and coordinating OCERS application development life cycle, network services, complete information assurance including security of hardware, software and data, and database maintenance, query and report writing, and pension operations information technology services.</p> <p>Minimum Qualifications/Required Certifications: A Bachelor's degree in Information Technology or Computer Science or a related field and five years of increasingly responsible and varied technical experience related to computer system infrastructure design, network operations, security design, information assurance, application development and configuration and systems/server administration or any combination of education, training and/or experience that could likely provide the desired knowledge and abilities. Four years of supervisory experience.</p>		
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

#	Survey Class Title	Class Description			
19)	Managing Director (vacant new position)	<p>The Managing Director (MD) is an at-will senior level management position that reports directly to the Chief Investment Officer (CIO). The Managing Director position is responsible for assisting/supporting the CIO in all duties related to the investment of the portfolio, including but not limited to portfolio strategy and construction, investment manager due diligence, and internal/external communications and reporting.</p> <p>The MD is responsible for the operational infrastructure of the plan in accordance with the County Employees Retirement Law of 1937 and the Board of Retirement's directives. The MD will lead the operational implementation of OCERS' investment program strategic vision.</p> <p>Minimum Qualifications/Required Certifications: Bachelor's Degree in Economics, Accounting, Finance, Business or a related field. AND Minimum of ten years of progressive work experience with an institutional asset management firm, pension plan, foundation or endowment. Significant experience with private equity and other private capital and alternative investment strategies. Certification of Chartered Financial Analyst (CFA) is preferred.</p>			
Your Organization Class Title		No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description			
20)	Member Services Director (Director of Member Services)	<p>Under general direction, plans, organizes, and manages the Member Services division; administers policies and communicates procedures in accordance with the County Employees Retirement Law of 1937, and County and state mandates in the delivery of retirement benefits to retirement system members within the Orange County Employees Retirement System (OCERS). The incumbent reports directly to the Assistant CEO of External Operations. The incumbent is responsible for managing the overall record keeping, application processing, counseling, and retirement payroll. In addition, the incumbent will manage workload issues and assist with the development of operational procedures. <i>This position does not manage retiree medical.</i></p> <p>Minimum Qualifications/Required Certifications: A bachelor's degree from an accredited college or university in business administration, finance, economics, accounting or other closely related field. OR Five years of progressively responsible experience in managing customer service for a retirement program or public pension system. AND Three years of professional level benefits, health or pension administration experience; at least two years of which must include directly managing staff.</p>			
Your Organization Class Title		No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union

Orange County Employee Retirement System (OCERS), Total Compensation Study
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	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

#	Survey Class Title	Class Description		
21)	Member Services Manager	Under general direction, provides support to the Member Services Director by responding to retirement system members, external agencies, and members of the public with accurate and up-to-date information. This includes managing staff work schedules, counseling employees, completing evaluations, developing staff, and managing special projects. The Member Services Manager reports to the Member Services Director and functions at the first line manager level. The incumbent is also responsible for supervising the activities of assigned professional and technical benefits staff.		
		Minimum Qualifications/Required Certifications: A bachelor's degree from an accredited college or university in public or business administration, accounting, or human resources management and a minimum of two years' experience supervising staff. Or Four years of experience at a technical level in a retirement, insurance, or government benefit program, or in a personnel system which involves retirement benefit experience; minimum of two years' experience supervising staff.		
	Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits		
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

#	Survey Class Title	Class Description		
22)	Senior Investment Analyst (vacant)	Under the direction of the Chief Investment Officer (CIO), provides analytical and technical support for the Investment Division in the areas of investment management, investment reporting, performance measurement, and special projects and studies. The incumbent reports directly to the (CIO), functions at the advanced journey level, and has lead level responsibilities with limited supervision. Assists the CIO in the day-to-day operations within the Investment Department; track investment activities, ensure necessary transactions are completed as required, and identify potential areas of concern. The position requires significant experience in public pension plans, independent analysis, and thorough knowledge of investment principles as opposed to rules.		
		Minimum Qualifications/Required Certifications: Graduation from an accredited university or college with a Bachelor's degree in economics, accounting, finance, business or a related field. And Five years of experience in the financial		

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Comparator Agency:*

	service industry, including three years of portfolio level asset allocation experience and applied analysis of investment managers, and direct interface with investment consultants and advisors. At least two years of this experience must be performed with a public pension plan.			
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

#	Survey Class Title	Class Description
23)	Senior Investment Officer	<p>Under the direction of the Chief Investment Officer, a Senior Investment Officer provides expert analytical and technical support for the Investment Division in the areas of investment management, investment reporting, performance measurement, and special projects and studies. This position is assigned greater responsibility to operate independently than an Investment Analyst or an Investment Officer, and is assigned primary responsibility for one or more central portfolio management operations or asset classes. The Senior Investment Officer position reports directly to the CIO. This is the senior seasoned investment professional functioning at the lead level with limited supervision. Incumbents must perform complex and highly responsible departmental functions to coordinate activities of trustees, consultants, investment managers, and others engaged professionally by OCERS and must operate a complex segment of the OCERS investment portfolio or operate in the absence of the CIO. The incumbent is also responsible for effective, concise and engaging informational presentations before governing bodies and peer groups as well as the performance of complex investment administrative functions.</p> <p>The position is further distinguished from the CIO and Director of Investment Operation titles in that the latter two perform more complex and strategic duties including overall responsibility for higher-level department-wide investment-management functions such as optimization of the overall portfolio, signature authority on investment transactions, and oversight of all daily operations including risk management, proxies, custody and portfolio rebalancing.</p> <p>Minimum Qualifications/Required Certifications: Graduation from an accredited university or college with a Bachelor's degree in economics, accounting, finance, business or a related field. And Five to seven years of experience in public pension fund investment analysis and operations or three years of such experience with public funds and three additional years of similar experience with a similarly sized pension or endowment fund in the private or non-profit sectors or any combination of education, training and/or experience that could likely provide the desired knowledge and abilities. Substitution: At least two years of additional experience operating data interfaces regularly used or similar to those used by OCERS, conducting due diligence meetings, and preparing due diligence reports on institutional investment managers or investment advisors can be substituted for one year of the public pension fund experience requirement. A CFA charter with at least three years of prior experience with institutional</p>

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

	asset management functions equivalent to the Investment Officer position can be substituted for one year of the public pension fund experience requirement.			
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

#	Survey Class Title	Class Description			
24)	Sr. Retirement Manager (official title) – a.k.a. Retirement: Analyst	<p>Under general direction, provides support to the Member Services Director by overseeing quality assurance and training staff, pension system regression testing, managing special projects, developing staff, and reviews procedural compliance within the Member Services division. Plans, organizes, administers policies and communicates procedures in accordance with the County Employees Retirement Law of 1937, and County and state mandates in the delivery of retirement benefits to retirement system members within the Orange County Employees Retirement System (OCERS).</p> <p>The incumbent reports to the Member Services Director and acts as the director in their absence and functions as a first line manager with responsibility for supervising the activities of assigned professional and technical benefits staff. The analyst will routinely collaborate with staff in multiple departments especially Member Services, Disability, Finance, Legal and Information Technology regarding the pension administration system. In addition, the incumbent will manage workload issues and assist with the development of operational procedures.</p> <p>Minimum Qualifications/Required Certifications: A bachelor's degree from an accredited college or university in public or business administration, accounting, or human resources management and a minimum of two years' experience supervising staff. Or Five years of experience at a technical level in a retirement, insurance, or government benefit program, or in a personnel system which involves retirement benefit experience; minimum of two years' experience supervising staff.</p>			
Your Organization Class Title		No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description
25)	Staff Analyst	<p>Under the direction of the Human Resources Director, provides professional level expertise in areas such as recruitment and assessment, classification and compensation, benefits and disability and employee and labor relations; assists with updates and developments to policy and procedures; performs related duties as required.</p> <p>The Staff Analyst performs professional assignments in one (1) or more program area(s) while learning human resources fundamentals, specific techniques and legal requirements. As incumbents gain experience with human resources duties, they are expected to work with greater independence.</p> <p>Minimum Qualifications/Required Certifications: Graduation from an accredited university or college with a Bachelor's Degree in Human Resources Management, Public or Business Administration, Psychology, Labor and/or Employment Law or a closely related field.</p>

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	<p>Two (2) years of experience as a Human Resource Specialist (or equivalent) – OR – two years of progressively responsible experience in HR, which included some or all of the following types of duties: performing full cycle recruitments, interpreting and applying personnel rules and regulations, composing disciplinary documents, hearing grievances, conducting investigations, performing salary or classification studies, making recommendations to management on HR matters, serving as a spokesperson in collective bargaining.</p> <p>Education/Experience Substitution: A professional certificate in human resources management from an accredited college/university or professional human resources organization may substitute for one year of experience. Possession of a Master's Degree in one of the areas indicated above may substitute for one year of experience.</p>			
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
Staff Program Auditor-CalPERS	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits	\$5,798	\$7,622	Unit 1
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:	General Department Support with Professional and Technical Skills			

#	Survey Class Title	Class Description
26)	Staff Attorney	<p>This one classification comprises all levels of non-supervisory attorneys (for example, the State of California, Attorney I through V classifications are similar situated). Under general direction of the General Counsel functioning as a journey level attorney: Represents Orange County Employees Retirement System (OCERS) in administrative hearings and state court writ proceedings arising from appeals of disability retirement determinations, benefit calculation issues, and other issues involving the administration of retirement benefits by OCERS. This includes review of medical records, employment documents, workers' compensation records, retirement system records and other related documents; analysis and application of statutes, case law, administrative decisions and other legal precedent to benefit appeal matters; participation in administrative hearings and writ proceedings; presentation of evidence including examination and cross-examination of witnesses; application of hearing rules, rules of civil procedure and rules of evidence; analysis and preparation of briefs and review of Hearing Officer findings to determine if objections are warranted. Provides advice and counsel to OCERS staff on application of retirement laws, as well as other laws in the administration of a public agency.</p> <p>Staff Attorneys report directly to the General Counsel and work within general instructions and guidelines, exercising discretion and independent judgment in the performance of duties.</p> <p>Minimum Qualifications/Required Certifications: Must have a Juris Doctor degree from an accredited U.S. law school. And Two years of post-bar legal experience handling administrative hearings, civil litigation, arbitrations, mediations or other similar proceedings that required analysis and presentation of evidence, motion or brief writing, and analysis of findings. Up to one year of pre-bar administrative hearing or similar work can be substituted for post-bar experience.</p>

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

	Active membership in the State Bar of California and in good standing. Compliance with continuing legal educational requirements of the State Bar of California.			
Your Organization Class Title	No Comp/ Unfunded	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits			
Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

Section 2: Benefits Survey

- employee benefits and employer premium costs effective **8/1/2018**.
- For health and dental insurance, please enter the **most expensive selected** benefit plan and/or employer premium cost for **full family coverage (Employee +2)**.
- Please report all premiums as a **monthly** employer cost. To convert from bi-weekly to monthly: (Bi-Weekly Rate * 26) ÷ 12. To convert from per pay-period when on 26 pay-period schedule, use same formula.

Please do not use generic titles such as 001, or titles that are not descriptive of the units represented. Make sure the titles match those used in the salary portion of this survey. If benefits for more than one bargaining unit are identical, please record as one Group and include in notes which specific units are being grouped together (create crosswalk). Typical Group titles: Management, Mid-Management, General, Elected, Department Head, etc.

Group	[GROUP 1 TITLE]	[GROUP 2 TITLE]	[GROUP 3 TITLE]	[GROUP 4 TITLE]
Group/Bargaining Unit Matrix				
List titles of all unions or bargaining groups included (e.g., AFL-CIO, OE3, etc., these can/should match MOU titles).				
Notes				
Social Security				
Social Security contribution practices: Medicare = 1.45% FICA = 6.20% Both = 7.65%	<input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate*	<input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate*	<input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate*	<input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate*
Notes: (if no participation, note how confirmed)				
Retirement Plan Contribution				
Plan type:	<input type="checkbox"/> CalPERS <input type="checkbox"/> 37 Act <input type="checkbox"/> Other:	<input type="checkbox"/> CalPERS <input type="checkbox"/> 37 Act <input type="checkbox"/> Other:	<input type="checkbox"/> CalPERS <input type="checkbox"/> 37 Act <input type="checkbox"/> Other:	<input type="checkbox"/> CalPERS <input type="checkbox"/> 37 Act <input type="checkbox"/> Other:

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

Group	[GROUP 1 TITLE]	[GROUP 2 TITLE]	[GROUP 3 TITLE]	[GROUP 4 TITLE]
Employer contribution rate <u>not</u> including employee contributions as % of base salary:	Tier 1	Tier 1	Tier 1	Tier 1
	Tier 2	Tier 2	Tier 2	Tier 2
	PEPRA	PEPRA	PEPRA	PEPRA
Retirement formula (e.g. 2.00% @ 55, etc. based on Highest 3 Year Average)?				
Employee contribution rate <u>not</u> including employer contributions as % of base salary:	Tier 1	Tier 1	Tier 1	Tier 1
	Tier 2	Tier 2	Tier 2	Tier 2
	PEPRA	PEPRA	PEPRA	PEPRA
Is there an Employer Pickup or an Employee Reverse Pickup? If so, what amount does the employer or employee pickup?	<input type="checkbox"/> Employer Pickup <input type="checkbox"/> Employee Pickup Amount:			
Auditor Only Note:				
Deferred Compensation Practices				
Plan type(s) If no box is marked, it will be assumed NO plan provided. If no, move to next section. If yes, complete remainder of table.	<input type="checkbox"/> 457 <input type="checkbox"/> 401(a) <input type="checkbox"/> None <input type="checkbox"/> Other	<input type="checkbox"/> 457 <input type="checkbox"/> 401(a) <input type="checkbox"/> None <input type="checkbox"/> Other	<input type="checkbox"/> 457 <input type="checkbox"/> 401(a) <input type="checkbox"/> None <input type="checkbox"/> Other	<input type="checkbox"/> 457 <input type="checkbox"/> 401(a) <input type="checkbox"/> None <input type="checkbox"/> Other
Employer contributes to the plan? If no, move to next section. If yes, complete remainder of section, if no, move on.	<input type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, matching or non-matching contribution	<input type="checkbox"/> Matching	<input type="checkbox"/> Matching	<input type="checkbox"/> Matching	<input type="checkbox"/> Matching

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

Group	[GROUP 1 TITLE]	[GROUP 2 TITLE]	[GROUP 3 TITLE]	[GROUP 4 TITLE]
	<input type="checkbox"/> Non-matching	<input type="checkbox"/> Non-matching	<input type="checkbox"/> Non-matching	<input type="checkbox"/> Non-matching
What is the maximum Employer contribution (enter as dollars or percentage of <u>base monthly salary</u>) and general policy?				
Notes				
Longevity Pay Practices				
Does the employer have a longevity pay practice? if no, move to next section. If yes, complete remainder of table.	<input type="checkbox"/> Yes <input type="checkbox"/> No			
Is this a single (on-time) lump sum payment?	<input type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, single lump sum payment, list the policy.				
If no, ongoing payment, <u>amount paid per month</u> . In dollars, or as a percentage of monthly salary. Enter each level including the year of service and corresponding pay amount.				
Notes				
Education/Certification Reimbursement				
Enter the maximum amount paid <u>annually, in dollars</u> , for cost of tuition and books . Put "N/A" if this benefit is not provided.				
Bilingual Pay				

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

Group	[GROUP 1 TITLE]	[GROUP 2 TITLE]	[GROUP 3 TITLE]	[GROUP 4 TITLE]
Enter the bilingual pay policy, if any. Indicate if applicable to all, individual classifications, or based upon classification.				

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

Health Programs

*Specifics on Life Insurance and LTD will be collected below non-Cafeteria plan medical.

What is the employer's maximum monthly contribution, in dollars, for full family medical coverage, for medical, dental, and vision?

Group	[GROUP 1 TITLE]	[GROUP 2 TITLE]	[GROUP 3 TITLE]	[GROUP 4 TITLE]
Cafeteria Plan Practices				
Does the agency have a cafeteria plan provision? If no, move to the non-cafeteria plan table below. Skip to non-cafeteria.	<input type="checkbox"/> Yes <input type="checkbox"/> No			
Cafeteria Plan Monthly Employer Flex monthly \$ Amount: (not benefits amounts)				
Employee Contribution				
What benefit items is this payment intended to cover? (i.e., medical, dental, etc.)	<input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability* <input type="checkbox"/> Life Insurance* <input type="checkbox"/> Other (list below)	<input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability* <input type="checkbox"/> Life Insurance* <input type="checkbox"/> Other (list below)	<input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability* <input type="checkbox"/> Life Insurance* <input type="checkbox"/> Other (list below)	<input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability* <input type="checkbox"/> Life Insurance* <input type="checkbox"/> Other (list below)
Non-Cafeteria				
Medical				
N/A if covered in Cafeteria				
Employer monthly \$				
Employee monthly \$				
Dental	<input type="checkbox"/> Yes, and ER contributes <input type="checkbox"/> Yes, but employer does not contribute	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

Group	[GROUP 1 TITLE]	[GROUP 2 TITLE]	[GROUP 3 TITLE]	[GROUP 4 TITLE]
N/A if covered in Cafeteria	<input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided	<input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided	<input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided	<input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided
Employer monthly \$				
Employee monthly \$				
Vision N/A if covered in Cafeteria	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute <input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute <input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute <input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute <input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided
Employer monthly \$				
Employee monthly \$				
Other benefits:				
Other Health and Wellness				
List additional benefits and the monthly employer contributions. If contributions are included in Cafeteria Plan contribution, indicate so.				
Opt-Out Health Policy				
List opt-out policy, if any.				
Monthly monetary benefit, if any.				
Retirement Health Savings Account				
Does the agency contribute to a Retiree Health Savings Account?	<input type="checkbox"/> Yes <input type="checkbox"/> No			

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

Group	[GROUP 1 TITLE]	[GROUP 2 TITLE]	[GROUP 3 TITLE]	[GROUP 4 TITLE]
Describe policy and amounts if available. Include Employer and Employee Contribution.				
Retiree Health Insurance				
Does this agency offer health insurance for retirees?	<input type="checkbox"/> Yes <input type="checkbox"/> No			
Describe policy and amounts if available. Include Employer and Retiree Contribution.	Employer: Retiree: Policy:	Employer: Retiree: Policy:	Employer: Retiree: Policy:	Employer: Retiree: Policy:
Life Insurance & Disability				
Life Insurance is:	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered
Policy Amount				
Long Term Disability is:	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered
Policy Amount				
Short Term Disability is:	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> ER Paid, Non-Cafeteria <input type="checkbox"/> Offered, but \$0 ER <input type="checkbox"/> Not Offered
Policy Amount				

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

Allowance Pay Practices

All cells should be completed with either policy details (including amount), No Policy, or Data Not Available (DNA).

Benchmark	Match/NCC	Vehicle	Phone	Bonus Pay	Relocation	Severance	Other Significant
Assistant CEO, External Operations							
Assistant CEO, Finance and Internal Operations							
Chief Investment Officer							
Chief Legal Officer							
Communications Manager							
Contracts/Risk/Performance Administrator							
Deputy General Counsel							
Director of Administrative Services							
Director of Cyber Security							
Director of Finance							
Director of Information Technology							
Director of Internal Audit							
Director of Investments							
Director of Member Services							
Finance Manager							
Internal Auditor							
Investment Analyst							
Investment Officer							
IT Manager							
Managing Director							
Member Services Manager							

Orange County Employee Retirement System (OCERS), Total Compensation Study
Comparator Agency:

Senior Investment Analyst							
Senior Investment Officer							

Orange County Employee Retirement System (OCERS), Total Compensation Study
 Comparator Agency:

Vacation and Sick Leave Practices

Leave Type	[UNIT 1 TITLE]		[UNIT 2 TITLE]		[UNIT 3 TITLE]		[UNIT 4 TITLE]	
Vacation Leave								
List the number of hours accrued annually as well as the maximum that can be accrued annually:	Annual Accrual	Max. Accrual	Annual Accrual	Annual Accrual	Max. Accrual	Annual Accrual	Max. Accrual	Max. Accrual
Year 1								
Year 5								
Year 10								
Year 15								
Year 20								
Year of service for max accrual:								
Can employees cash out vacation leave on an annual basis? (Excludes termination or retirement).	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No	
If yes, what is the policy?								
Sick Leave								
	Annual Accrual	Max. Accrual	Annual Accrual	Annual Accrual	Max. Accrual	Annual Accrual	Max. Accrual	Max. Accrual
List the number of hours per year, as well as the maximum accrual allowed.								
Can employees cash out sick leave at termination or	<input type="checkbox"/> No <input type="checkbox"/> Cash-Out upon termination <input type="checkbox"/> Cash-Out upon retirement		<input type="checkbox"/> No <input type="checkbox"/> Cash-Out upon termination <input type="checkbox"/> Cash-Out upon retirement		<input type="checkbox"/> No <input type="checkbox"/> Cash-Out upon termination <input type="checkbox"/> Cash-Out upon retirement		<input type="checkbox"/> No <input type="checkbox"/> Cash-Out upon termination <input type="checkbox"/> Cash-Out upon retirement	

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 Comparator Agency:

Leave Type	[UNIT 1 TITLE]	[UNIT 2 TITLE]	[UNIT 3 TITLE]	[UNIT 4 TITLE]
retirement, and/or apply to service upon retirement?	<input type="checkbox"/> Service credit upon retirement			
Holidays				
Number of <u>regular</u> holidays (days)				
Number of Floating holidays (days)				
Personal Leave				
List the number of personal days provided each year.				
Management Leave				
Is Administrative/ Management or other leave provided?	<input type="checkbox"/> Yes <input type="checkbox"/> No			
Policies:				

Appendix G: Performance Awards and Certification Incentives

These descriptions of comparable agencies' additional compensation policies are referred to in Appendix B, Table B-4. The lack of reference to an agency or policy, does not mean a policy does not exist.

Comparable Agencies' Additional Compensation

A. California Public Employees Retirement System (CalPERS)

1. 126 Professional Certification 11.30.01 Unit 1/Excluded Employees Professional Certification Pay – Certified Public Accountant and/or Certified Internal Auditor

Eligibility - Unit 1/Excluded Employees

- Employee's classification must include internal auditing or fiscal examination. Subject to the criteria listed in section B, a department may recommend to CalHR that a permanent full-time employee who passes the written portion of the Certified Public Accountant (CPA) Examination or the Certified Internal Auditor (CIA) Examination receive a bonus. The bonus shall consist of three thousand six hundred dollars (\$3,600) regardless of the number of certifications received and shall be paid in three (3) equal installments of one thousand two hundred dollars (\$1,200) at intervals of twelve (12) qualifying pay periods. The first installment shall be paid in twelve (12) qualifying pay periods after the employee's request and the employer's verification. In order to be eligible for the bonus, the employee's classification must include internal auditing or fiscal examination as a major duty and for which the minimum qualification requires professional accounting or auditing experience, or successful completion of prescribed professional accounting courses given by an accredited college or university, including courses in elementary and advanced accounting, auditing, and cost accounting. Note: Excludes classes that include internal auditing or fiscal examination as a major duty or responsibility for supervising other excluded employees whose duties include internal auditing or fiscal examination as a major duty and for which the minimum qualification requires professional accounting or auditing experience, or successful completion of prescribed professional accounting courses given by an accredited college or university, including courses in elementary and advanced accounting, auditing, and cost accounting.

2. 360 - 11.31.1 Chartered Financial Analyst Pay Differential CalPERS & CalSTRS

Eligibility - Investment Officer I, Investment Officer II, or Investment Officer III

- Upon recommendation of California Public Employees' Retirement System (CalPERS) or California State Teachers' Retirement System (CalSTRS) management and with the approval of CalHR, the State shall provide a pay differential according to departmental policy and criteria to full-time employees in the classifications of Investment Officer I, Investment Officer II, or Investment Officer III, and who achieve certification as a Chartered Financial Analyst. The pay differential shall be equivalent to five percent (5%) of the employee's monthly salary rate and will be provided for the period the employee holds a permanent appointment in the Investment Officer I, Investment Officer II, or Investment Officer III classifications, with the CalPERS or CalSTRS. Pursuant to Article 13, Education and Training, upon recommendation of CalPERS or CalSTRS management and consistent with departmental policy, an eligible employee, in the Investment Officer I, II, or III classification, may be provided reimbursement for related expenses while a participant in the Chartered Financial Analyst educational, testing, and certification process.

3. Unit 1 MOU Section 12.17.1 PERS Professional Reimbursement

Eligibility – Unit 1 - Staff Program Auditor

- The Office of Audit Services (CalPERS) will provide a maximum of five hundred dollars (\$500) reimbursement in any fiscal year, for each professional audit staff for fees, dues, and professional competency certification licensing costs associated with memberships in and affiliations with the following professional organizations.

If any other audit-related professional organizations are identified, management will reimburse based on consistency with the organizations listed below:

- The Institute of Internal Auditors (IIA)
- California Association of State Auditors (CASA)
- American Institute of Certified Public Accountants (AICPA)
- California Society of Certified Public Accountants

4. 361 Pay Differential Investment Officer III Performance Recognition CalPERS & CalSTRS

Eligibility – Investment Officer III

- Lump sum award ranging from 0-15%. The awards are tied to fiscal year performance periods and are based on both quantitative (numerically measured) and qualitative (subjectively measured) performance components.

5. 24 Pay Differential CEA Recognition Pay CALPERS

Eligibility – Employees in CEA positions at the California Public Employees Retirement System who have been evaluated in accordance with the Career Executive Compensation Plan

- Lump sum payment 0-15% of Annual Base Pay. Employees in CEA positions at the California Public Employees Retirement System who have been evaluated in accordance with the Career Executive Compensation Plan as adopted and approved by the CalPERS Board of Administration on March 17, 1998. An employee shall receive recognition pay only once in a fiscal year. It is awarded based on performance during the preceding fiscal year.

6. 300 CalPERS Recruitment Differential

Eligibility - Not classification specific

- This is a recruitment differential for purposes of attracting and retaining high level executives in the above named classifications. It is a one-time, up-front payment made upon appointment to an eligible classification. It is available only

to those hired from outside state service. The amount of the differential in each case would be specific to the individual executive’s personal circumstances.

7. Professional Fees Unit

Eligibility -Unit R02 Attorney & Hearing Offers -

- **Bar Membership Required As Condition Of Appointment**
The State shall reimburse or pay directly to the State Bar, the cost of bar dues for each employee for whom bar membership is required as a condition of employment.
- **Bar Membership Not Required As Condition Of Appointment**
State shall either provide reimbursement for bar dues or two (2) days per calendar year of professional leave.
- **Local and Specialty Bar Dues**
Memberships in job-related bar associations, or for job-related specialty sections of the State or a local bar, if State bar membership is required as a condition of employment. Maximum reimbursement

8. 287 - 20098 Compensation Policy for Executive and Investment Management Positions

Eligibility - Employees in positions designated in Government Code Section 20098

Employees in positions designated in Government Code Section 20098 who have been evaluated in accordance with the Board of Administration’s Compensation Policies and Procedures for Chief Executive Officer, Chief Actuary, Chief Investment Officer, and Investment Management positions. An employee shall receive performance recognition pay only once in a fiscal year, based on performance during the preceding fiscal year.

CLASS TITLE	CLASS CODE	CB/ID	RATE	EARNINGS ID	DEPARTMENT
Chief Actuary	5407	M01	0 – 40% of Annual Base Pay	9M	CalPERS
Associate Investment Manager, Public Employees’ Retirement System	4633				
Chief Financial Officer, Public Employees’ Retirement System	2023				
General Counsel, Public Employees’ Retirement System	4067	M02			
Chief Operating Investment Officer, Public Employees’ Retirement System	4654	M01	0 – 60% of Annual Base Pay		
Investment Manager, Public Employees’ Retirement System	4637		0 – 75% of Annual Base Pay		
Managing Investment Director, Public Employees’ Retirement System	4639				
Investment Director, Public Employees’ Retirement System	4638				
Chief Investment Officer, Public Employees’ Retirement System	4692		0 – 150% of Annual Base Pay		

B. California State Teachers Retirement System (CalSTRS)

1. 126 Professional Certification 11.30.01 Professional Certification Pay – Certified Public Accountant and/or Certified Internal Auditor

Eligibility - Unit 1/Excluded Employees

- a. Employee's classification must include internal auditing or fiscal examination. Subject to the criteria listed in section B, a department may recommend to CalHR that a permanent full-time employee who passes the written portion of the Certified Public Accountant (CPA) Examination or the Certified Internal Auditor (CIA) Examination receive a bonus. The bonus shall consist of three thousand six hundred dollars (\$3,600) regardless of the number of certifications received and shall be paid in three (3) equal installments of one thousand two hundred dollars (\$1,200) at intervals of twelve (12) qualifying pay periods. The first installment shall be paid in twelve (12) qualifying pay periods after the employee's request and the employer's verification. In order to be eligible for the bonus, the employee's classification must include internal auditing or fiscal examination as a major duty and for which the minimum qualification requires professional accounting or auditing experience, or successful completion of prescribed professional accounting courses given by an accredited college or university, including courses in elementary and advanced accounting, auditing, and cost accounting. Note: Excludes classes that include internal auditing or fiscal examination as a major duty or responsibility for supervising other excluded employees whose duties include internal auditing or fiscal examination as a major duty and for which the minimum qualification requires professional accounting or auditing experience, or successful completion of prescribed professional accounting courses given by an accredited college or university, including courses in elementary and advanced accounting, auditing, and cost accounting.

2. 360 - 11.31.1 Chartered Financial Analyst Pay Differential CalPERS & CalSTRS

Eligibility - Investment Officer I, Investment Officer II, or Investment Officer III

- Upon recommendation of California Public Employees' Retirement System (CalPERS) or California State Teachers' Retirement System (CalSTRS) management and with the approval of CalHR, the State shall provide a pay differential according to departmental policy and criteria to full-time employees in the classifications of Investment Officer I, Investment Officer II, or Investment Officer III, and who achieve certification as a Chartered Financial Analyst. The pay differential shall be equivalent to five percent (5%) of the employee's monthly salary rate and will be provided for the period the employee holds a

permanent appointment in the Investment Officer I, Investment Officer II, or Investment Officer III classifications, with the CalPERS or CalSTRS. Pursuant to Article 13, Education and Training, upon recommendation of CalPERS or CalSTRS management and consistent with departmental policy, an eligible employee, in the Investment Officer I, II, or III classification, may be provided reimbursement for related expenses while a participant in the Chartered Financial Analyst educational, testing, and certification process.

3. 361 Pay Differential Investment Officer III Performance Recognition CalPERS & CalSTRS

Eligibility - Investment Officer III

- Lump sum award ranging from 0-15%. The awards are tied to fiscal year performance periods and are based on both quantitative (numerically measured) and qualitative (subjectively measured) performance components.

4. 304 Pay Differential CEA Recognition Pay (CalSTRS) Excluded Employees

Eligibility - Employees in a CEA position and a member of the CalSTRS' Executive Team

- Employees in a CEA position and a member of the CalSTRS' Executive Team who have been evaluated in accordance with the department's CEA – Performance Management Program. An employee shall receive recognition pay only once in a fiscal year. Pay is awarded based on performance during the preceding fiscal year. Bonus amounts may range between 0 to 15% and are subject to availability of CalSTRS funds.

5. 299- 22212.5 - Performance Recognition Pay Differential CalSTRS Incentive Pay Plan

Eligibility – Classifications designated in Government Code Section 20098

- Program is intended to:
 - Reinforce the System's investment, governance and compensation philosophies and objectives.
 - Help CalSTRS attract, motivate, and retain top-performing executives and investment staff.
 - Align incentive payouts with overall System, functional area, and individual performance.
 - Focus staff on key investment objectives/benchmarks that are measured on a long-term basis.
 - The program is based on Maximum Incentive Opportunities. Each participant's maximum incentive opportunity will be weighted or

allocated to “stand-alone” Quantitative and Qualitative performance components that will vary by position.

**PAY DIFFERENTIAL 299
 PERFORMANCE RECOGNITION PAY DIFFERENTIAL,
 CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM (CALSTRS)**

Established: 04/01/04

Revised: 07/01/07, 12/18/07, 08/01/13, 04/16/15, 07/01/15, 07/01/16, 08/10/17

CLASS TITLE	CLASS CODE	CB/ID	RATE	EARNINGS ID	DEPARTMENT
Investment Operations Director, California State Teachers' Retirement System	4689	M01	0 - 50% Annual Base Pay	9M	CalSTRS
Chief Investment Officer, California State Teachers' Retirement System	4693		0 - 100% of Annual Base Pay		
Deputy Chief Investment Officer, California State Teachers' Retirement System	1014		0 - 80% of Annual Base Pay		
Investment Director, California State Teachers' Retirement System	4694		0 - 75% of Annual Base Pay		
Portfolio Manager, California State Teachers' Retirement System	4697				
Associate Portfolio Manager, State Teachers' Retirement System	4698		0 - 40% of Annual Base Pay		
Chief Operating Officer	4653		0 - 30% of Annual Base Pay		
Chief Financial Officer	4655				
System Actuary, California State Teachers' Retirement System	5408		0 - 20% of Annual Base Pay		

CRITERIA
Employees at the California State Teachers' Retirement System in the above named classifications, who have been designated in Education Code section 22212.5 and who have been evaluated in accordance with the Teachers' Retirement Board Compensation Policies and Procedures. Employees shall receive performance recognition pay only once in a fiscal year, based on performance during the preceding fiscal year.

5. Unit R01 MOU Section 12.17.1 PERS Professional Reimbursement

Eligibility – Unit 1 - Staff Program Auditor

- The Office of Audit Services (CalPERS) will provide a maximum of five hundred dollars (\$500) reimbursement in any fiscal year, for each professional audit staff for fees, dues, and professional competency certification licensing costs associated with memberships in and affiliations with the following professional organizations.

If any other audit-related professional organizations are identified, management will reimburse based on consistency with the organizations listed below:

- The Institute of Internal Auditors (IIA)
- California Association of State Auditors (CASA)
- American Institute of Certified Public Accountants (AICPA)
- California Society of Certified Public Accountants

6. 22212.5 Relocation

Eligibility – Classifications designated in Government Code Section 20098

- Individuals from outside State of California service who are newly appointed to exempt and managerial civil service positions, and who are required by CalSTRS to change their place of residence to accept employment be fairly compensated relocation expenses.

1. Reimbursement for the sale of a residence, consistent with State rules and regulations for excluded employees.
2. Reimbursement for relocation and moving expenses consistent with State rules and regulations for excluded employees.
3. Up to \$15,000 for reasonable out of pocket expenses in connection with:
 - a) Travel and per diem expenses for the new employee and spouse/domestic partner to complete house hunting.
 - b) Actual travel expenses for moving impacted employee family members and usual domestic pets to the new residence.
 - c) Costs for transporting up to two motor vehicles to the new residence.
 - d) Temporary living allowance at the level paid for current State employees excluded from collective bargaining.
 - e) Miscellaneous relocation related expenses as authorized by the Chief Executive Officer or Compensation Committee Chairperson, such as registering out-of-state vehicles in California.

An employee whose relocation expenses have been so paid and does not continue his/her employment with CalSTRS for a period of two years shall repay CalSTRS. The employee shall repay the following percentage of the amount received as reimbursement for relation expenses:

- 100 percent if employed less than 6 full months.
- 75 percent if employed more than 6 months but less than 12 full months
- 50 percent if employed more than 12 months but less than 18 full months

- 25 percent if employed more than 18 months but less than 24 full months

7. 388 EDUCATIONAL INCENTIVE Pay Differential (CalSTRS only)

Eligible – Chief Investment Officer; Investment Operations Director; Portfolio Manager

- 5% base pay differential upon the successful completion of certification for the Chartered Financial Analyst (CFA), Certified Commercial Investment Member (CCIM), Financial Risk Manager (FRM), Certified Investment Management Analyst (CIMA) or Chartered Alternative Investment Analyst (CAIA). Employees are eligible for only one 5% base pay differential regardless of the number of certifications achieved. The Educational Incentive Pay Differential is not considered creditable compensation for defined benefit pension (CalPERS) calculation. Reimbursement for related expenses associated with participating in these certifications will be provided while participating in their training.

8. 326 Recruitment Pay Differential

Eligibility – Classifications designated in Government Code Section 20098

- This is a recruitment differential for purposes of attracting and retaining high level executives in the above named classifications designated in Education Code Section 22212.5. It is a one-time, up-front payment made upon appointment to an eligible classification at the California State Teachers’ Retirement System. It is available only to those hired from outside state service, or for state employees who are incentive eligible. The amount of the differential in each case would be specific to the individual executive’s personal circumstances.

**PAY DIFFERENTIAL 326
 CALSTRS RECRUITMENT DIFFERENTIAL - EXCLUDED**

Established: 07/01/06
 Amended: 08/01/13, 04/16/15, 07/01/15, 08/10/17

CLASS TITLE	CLASS CODE	CB/ID	RATE	EARNINGS ID	DEPARTMENT
Chief Operating Officer	4653	M01	Up to 60% of First Year's Annual Base Salary	9K1	California State Teachers' Retirement (CalSTRS)
Chief Financial Officer	4655				
System Actuary, California State Teachers' Retirement System	5408				
Chief Investment Officer, California State Teachers' Retirement System	4693				
Deputy Chief Investment Officer, California State Teachers' Retirement System	1014				
Investment Director, California State Teachers' Retirement System	4694				
Portfolio Manager, State Teachers' Retirement System	4697				
Associate Portfolio Manager, State Teachers' Retirement System	4698				
Investment Operations Director, California State Teachers' Retirement System	4699				
General Counsel, California State Teachers' Retirement Board	4064	M02			

C. Los Angeles County Employees Retirement Association (LACERA)

1. 6.127.040 - LACERA Tier I and Tier II Management Appraisal and Performance Plan

Eligibility – Classifications assigned to the Management Appraisal and Performance Plan

Purpose. The purpose of the Management Appraisal and Performance Plan is to improve LACERA's ability to employ executive, senior management, and management employees, to evaluate and compensate those employees for the contributions they make toward achieving LACERA priorities, and to motivate them to excel and achieve high efficiency, reduce costs, realize expected revenues, and deliver quality services to LACERA's members and beneficiaries.

B. Definitions. The following terms when used in this Section 6.127.040 with initial capital letters, unless the context clearly indicates otherwise, shall have the following respective meanings:

1. "Appointing Authority" means the retirement administrator as to Participants serving on the staff of the Los Angeles County Employees Retirement Association. The Board of Retirement and the Board of Investments jointly shall be the Appointing Authority for any person designated to act as retirement administrator pursuant to Section 6.127.020 of this code. The Appointing Authority of the Chief, Internal Audit, LACERA shall be as described in Section 6.127.040.S. of this code.
2. "Control Point" means the midpoint of each Salary range as indicated in the Tier I Salary Structure. The Control Point for each Tier II Salary range shall be the same as the similarly numbered Tier I Salary range.
3. "General Salary Adjustment" means an across-the-board adjustment in the actual base salaries of Tier I and/or Tier II Participants. A General Salary Adjustment may be implemented only by specific action of the board of supervisors as requested by the board of retirement and board of investments jointly and may or may not be accompanied by a concurrent adjustment in the Salary Structure.
4. "Participant" means a person employed in a position in a class which has been approved by the board of supervisors as requested by the board of retirement and board of investments jointly for inclusion in the Management Appraisal and Performance Plan.
5. "Plan" means the Management Appraisal and Performance Plan set forth in this Section 6.127.040.
6. "Salary Structure" means the Tier I and Tier II Salary ranges specified in Section 6.26.020 A.
7. "Tier I" means that part of the Plan that is applicable to positions specifically designated as eligible for Tier I by the board of supervisors as requested by the board of retirement and board of investments jointly. Salary ranges applicable to Tier I Participants are designated by the letters "LR" in Sections 6.28.050 and 6.26.020 A of this code. Tier I Salary ranges are defined in terms of a minimum rate, a maximum rate, and a Control Point and are divided into quartiles for salary administration purposes in accordance with the provisions of Section 6.08.370.
8. "Tier II" means that part of the Plan that is applicable to all Participants other than Tier I Participants. Salary ranges applicable to Tier II Participants are designated by the letters "LS" in Sections 6.28.050 and 6.26.020 A of this code. Tier II Salary ranges consist of 18 salary steps, with the first 12 being 3 percent apart and the last six steps being 1 ½ percent apart.
9. "Tier I Merit Adjustment" means movement through the applicable LR range based on an evaluation of performance as provided for in the Plan and any pertinent instructions issued by the retirement administrator. A Tier I Merit Adjustment may range from zero to 5 percent with respect to any given rating period.

10. "Tier II Step Advancement" means advancement to the next salary step in the applicable LS range based on an evaluation of performance as provided for in the Plan and any pertinent instructions issued by the retirement administrator.

11. "Y-Rate" means, for purposes of this Part 3, a special salary rate which entitles a person to receive a salary at a rate higher than the maximum of the Salary range for the position which the person holds.

C. Applicability of Section 6.127.040 provisions. Notwithstanding any other provision of this Title 6, the salary of a person employed in a position assigned to a Salary range in Tier I or Tier II of the Plan shall be determined pursuant to the provisions of this Section 6.127.040; provided, however, that the retirement administrator's salary and benefits may be determined by written agreement between the board of retirement and board of investments jointly and the retirement administrator. In the event of any inconsistency between provisions of this Section 6.127.040 and such written agreement, the provisions of the written agreement shall control.

D. Position assignment to the Management Appraisal and Performance Plan. Upon the recommendation of the board of retirement and board of investments jointly, the board of supervisors may by ordinance, assign classes or positions to the Plan. The board of retirement and board of investments jointly shall recommend to the board of supervisors a Salary range for each class or position.

Participants who would otherwise be eligible to receive benefits under Chapter 5.26, 5.27, and 5.28 of this code shall be eligible to receive benefits under Chapter 5.26 and the appropriate benefits of either Chapter 5.27 or Chapter 5.28 of this code. In addition, Participants designated eligible to receive benefits under Subdivision 1 of Chapter 5.27 or Subdivision 1 of Chapter 5.28 of this code shall be eligible to receive up to eight days sick leave.

E. Performance management.

1. Performance rating categories and process.

The retirement administrator, or his/her designee, shall annually evaluate the performance of each Participant, in accordance with guidelines and in a format established by the LACERA director of human resources, which shall provide for an overall performance rating based on the following five category rating scale:

—	"Far Exceeded Expectations"
—	"Exceeded Expectations"
—	"Met Expectations"
—	"Needs Improvement Meeting Expectations"
—	"Failed to Meet Expectations"

The performance management process includes annually setting goals and defining performance expectations developed jointly by the retirement administrator or his/her designee and each Participant. The retirement administrator defines department values for the performance management process. At the

discretion of the retirement administrator, Participants on a leave of absence during the rating period are not required to have a performance plan while on an approved leave of absence.

2. Rating period.

a. The rating period will be as designated by the retirement administrator. However, the performance of each Participant will be reviewed periodically by the retirement administrator or his/her designee during the performance period. At the conclusion of the rating period, the retirement administrator or his/her designee will review the performance of each Participant and complete an evaluation form in the manner established by the LACERA director of human resources. At the discretion of the retirement administrator, an evaluation form may be completed for those Participants with less than six months service in the Plan. The retirement administrator or his/her designee shall have the option of rating Participants on leave for more than six months of the rating period. Participants on leave for less than six months shall be given an overall performance rating except in the case where the LACERA director of human resources has determined that unusual circumstances exist. Where Participants on a leave of absence are rated, any Tier I Merit Salary Adjustment or Tier II Step Advancement may, at the discretion of the retirement administrator, be granted upon the Participant's return to work. Participants who are not rated shall not be granted a Tier I Merit Salary Adjustment or a Tier II Step Advancement.

b. In the case of the retirement administrator, the evaluation shall be in accordance with the procedures established by the board of retirement and board of investments jointly.

3. Performance evaluation timeliness. Tier I Merit Salary Adjustments and/or Tier II Step Advancements will be withheld for both the rater and employee being rated if the performance evaluation has not been submitted on a timely basis in accordance with timeframes established by the LACERA director of human resources or by the retirement administrator or his or her designee. Upon submission of the performance evaluation, the employee being rated will be eligible for a retroactive Tier I Merit Salary Adjustment or Tier II Step Advancement based on his/her performance rating. However, in no case where a performance evaluation was not submitted on a timely basis shall the rater receive a retroactive Tier I Merit Salary Adjustment or Tier II Step Advancement.

4. Performance rating transition. For Participants previously evaluated under Civil Service Rule 20.04, the last performance evaluation rating under Civil Service Rule 20.04 shall be used for all purposes on or after October 1, 2008 and continuing only until a new performance rating is given under Tier I or Tier II of the Plan. Performance evaluation ratings under Civil Service Rule 20.04 shall be treated as they are the same as Tier I and Tier II Plan ratings as follows:

a. Permanent Employees.

"Outstanding"	= "Far Exceeded Expectations"
"Very Good"	= "Exceeded Expectations"
"Competent"	= "Met Expectations"
"Improvement Needed"	= "Needs Improvement Meeting Expectations"
"Unsatisfactory"	= "Failed to Meet Expectations"

b. Probationary Employees.

"Competent"	= "Met Expectations"
"Unsatisfactory"	= "Failed to Meet Expectations"

F. Appeal process.

1. Initial Review. In the case of a disputed individual performance evaluation and rating, the affected Participant shall be afforded full opportunity to present, in writing, his/her request for review and modification of the rating to the Participant's immediate supervisor. Such requests shall be made within 10 business days of receipt of a performance rating. The decision of the supervisor shall be final subject to review and reconsideration as outlined in subsection 2 of this section. In the case of an Assistant Executive Officer, such presentation shall be made to the retirement administrator, whose decision shall be final. In the case of the Chief, Internal Audit, LACERA, such presentation shall be made to the Audit Committee of the Board of Retirement and the Board of Investments, whose decision shall be final.

2. LACERA Director of Human Resources Review. Within 10 business days of receipt of the decision of the supervisor under subsection 1 of this section, any affected Participant, except an assistant executive officer, may request review by the director of human resources and reconsideration by the supervisor for a performance rating of "Needs Improvement Meeting Expectations" or "Failed to Meet Expectations." The director of human resources shall review the process and submit recommendations to the retirement administrator, who will then render a final decision on the evaluation and rating. The decision of the retirement administrator shall be conclusive.

G. Tier I and Tier II Management Appraisal and Performance Plan General Salary Adjustment provisions. The retirement administrator shall recommend, as appropriate, and the board of retirement and board of investments jointly may approve General Salary Adjustments for Participants. General Salary Adjustments are adjustments that are across-the-board in nature and that affect the Salary Structure for Tier I and Tier II. General Salary Adjustments, where implemented, are intended to keep pace with external salary inflation and preserve internal pay relationships with other LACERA employees who are not Participants. In recommending a General Salary Adjustment, the retirement administrator shall consider both LACERA's operational needs, including the need to recruit and retain quality personnel under the Plan, and LACERA's ability to pay for the adjustments.

H. Tier I and Tier II Management Appraisal and Performance Plan basic salary structures.

1. Reassignment of Positions. The retirement administrator shall recommend to the board of retirement and board of investments reassignment of positions to higher or lower Tier I or Tier II Salary ranges when appropriate as necessitated by external market conditions or changes in the duties and responsibilities of affected positions.

2. Salary Rate Below the Minimum of the Salary Range. A Participant's salary may fall below the minimum of the Salary range as a result of a Salary Structure adjustment. In such case, there shall be no adjustment in the Participant's salary absent specific authorization and instruction from the board of retirement and board of investments jointly or the retirement administrator. When an employee's salary rate falls below the minimum of the Salary range, it shall not constitute a demotion.

3. Placement or movement in Salary Range. By specific action, the board of retirement and board of investments jointly or the retirement administrator may provide for salary placement or subsequent movement of an employee at any rate within the established Salary range for the position he/she holds. Movement in the Salary range may result in either an increase or decrease to a Participant's current salary.
4. Equivalency of Compensation. An employee who is receiving additional compensation pursuant to Section 6.10.070, Section 6.10.073 A and B, Section 6.44.015, Section 6.50.020, or Section 6.64.020 A of this code shall, at the time his or her position is assigned to the Plan, be designated a salary rate on the appropriate Salary range that is not less than his/her then current salary, including such additional compensation.
5. Change of Status. When a person receives a change of classification, is transferred, or is appointed from an eligible list to a position, such change of status shall not be deemed a promotion or demotion when there is a difference of less than 2.75 percent between the Control Point of the old Salary range and the Control Point of the new Salary range or between the Control Point of the new Salary range and the highest step of a position not designated for the Plan. Said person will be placed within the Salary range at his/her then current salary, or for Tier II, placed on the nearest step that does not result in a decrease in salary for the participant. Where the new position is outside the Plan, the employee's salary step placement shall be determined as otherwise provided by this code.
6. Reduction of Salary Range. When a person continues to hold a position whose Salary range is reduced or which is reclassified to a lower level, said person will be placed within the new Salary range at his/her current salary, or for Tier II, placed on the nearest step that does not result in a decrease in salary for the participant. If the current salary is higher than the new salary range maximum, said person's rate of pay shall be identified as a Y-Rate, which shall remain until such time as the Y-Rate is within the Salary range for the position.
7. Appointment to Lower-Level Position. When a person on a higher position is appointed from an eligible list to a lower-level position, or is voluntarily reduced, he/she shall be placed at any salary within the Salary range for the lower-level position or his/her current salary, whichever is less. Notwithstanding any other provision of this subsection 7, a person appointed prior to completion of his/her probationary period on the higher position shall be placed at a salary within the Salary range of the lower position, in accordance with the provisions of Section 6.08.345.
8. Equivalency of Grade. A class in Tier I is deemed to be equal in grade to a class in Tier II if the two Salary Ranges are equal in terms of the minimum and maximum rates as indicated by the numeric designation assigned to the Salary ranges. (A class compensated at LR10 in Tier I is, for example, equal in grade to a class compensated at LS10 in Tier II). A class in Tier I or Tier II is deemed equal in grade to a class paid in accordance with Chapter 6.08, Part 1 of this title if the top step of the class compensated under Part 1 is less than 2.75 percent above or below the Control Point of the Salary range for the Tier I or Tier II class as the case may be.
9. Exception for Certain Participants. The compensation of any Participant employed in a class or position designated by an item sub other than "A" or "L" pursuant to the provisions of Section 6.28.020 A shall be limited to that provided by this subsection. Such Participant shall be compensated at a salary rate not to exceed the Control Point of the Salary range or at any salary within the Salary range, with the concurrence of the retirement administrator. The salary rate for such Participants shall be adjusted in accordance with the approved General Salary Adjustments provided the retirement administrator certifies such Participant's performance is equivalent to "Met Expectations" or better.
- I. Demotion. Upon demotion of a Participant from a higher-level position to a lower-level position the Participant's Salary shall be determined as follows:
 1. Permanent Status. Any person who has completed the probationary period for the higher-level position and voluntarily demotes to another position on a lower Salary range shall be placed at any salary within the lower Salary range, provided said salary does not exceed the maximum of the new Salary range for the

lower-level position or his/her current salary, whichever is less. When a person is involuntarily demoted for discipline or performance reasons, the Appointing Authority may place said person at any place within the Salary range of the lower-level position at a rate not to exceed his/her current salary.

2. Probationary Status. Any person demoted to another class prior to completion of the probationary period for the higher-level position shall be returned to the salary held prior to the promotion as though the person had never occupied the higher-level position.

3. Demotion to Position Outside the Plan. Any person demoted to a class not compensated pursuant to the provisions of this Section 6.127.040 shall be placed at an appropriate salary in accordance with the provisions of Section 6.08.110 of Part 1 of this code.

J. Reinstatement, reemployment, and restoration.

1. Reinstatement. The Salary of a person reinstated to a Tier I position following separation from County service will be determined in accordance with the provisions of Section 6.127.040 M.1 and the salary of a person reinstated to a Tier II position following separation from County service will be determined in accordance with the provisions of Section 6.127.040 P.1, as if the person was entering County service as a new hire. However, persons reinstated pursuant to Government Code Section 31680.7 may be placed at any salary rate not to exceed the salary paid to said person prior to retirement unless a higher rate is specifically authorized by the retirement administrator.

2. Reemployment. A person reemployed under Civil Service Rule 19.08 to the position held immediately prior to separation will be reemployed at the same salary rate within the Salary range for the position held prior to separation or the minimum of the Salary range, whichever is greater. A person reemployed on a different position than that previously held prior to separation will be reemployed at the maximum of the Salary range for the new position or at the same salary paid to said person prior to separation, whichever is the lesser. An employees whose last performance rating was "Needs Improvement Meeting Expectations" or "Failed to meet Expectations" shall not be reemployed.

3. Restoration. When a person is restored to a higher-level position in either Tier I or Tier II, the person may be placed within the Salary range at his/her current salary or his/her previous salary. If the salary falls below the minimum of the Salary range for the restored position, the employee shall be placed at the minimum of the Salary range for the restored position.

K. Special provisions. The provisions of Chapter 6.10 shall apply to Participants except as modified, deleted, or supplemented below. Special rates shall not be included in base salary for the purpose of calculating pay increases.

1. Temporary Assignments—Special Rate. Any Participant assigned to perform all of the significant duties of a higher-level position in an acting or temporary capacity during the absence from work of an incumbent of an included position or when such position is vacant for 30 calendar days or longer, shall be provided, during the term of the assignment, additional compensation of 5.5 percent. The retirement administrator may approve a higher amount that does not exceed the maximum of the Salary range for the higher level position and may waive the 30 day requirement based on the needs of the service.

2. Out-of-Class Assignments. The provisions of Section 6.10.040 shall not apply to Participants.

3. Manpower Shortage Recruitment Rates. The provisions of Section 6.10.050 shall not apply to Participants.

4. Manpower Shortage Ranges. The provisions of Section 6.10.060 shall not apply to Participants; provided, however, that in addition to all other compensation provided by this code, the retirement administrator may adjust the salary of one or more Participants up to 11 percent pursuant to provisions in Section 6.10.060 when such adjustment is necessary to preserve supervisory pay differentials or to maintain internal pay equity following adjustments in pay for non-participants pursuant to Section 6.10.050 or Section 6.10.060. Such additional compensation may be discontinued by the retirement administrator in

the same manner and subject to the same terms and conditions as such pay under Section 6.10.050 may be discontinued for non-participants.

5. Additional Compensation for Supervisors. The provisions of Section 6.10.070 shall not apply to Participants; provided, however, that in addition to all other compensation provided by this code, the retirement administrator may adjust the salary of a Participant when such adjustment is appropriate to maintain a supervisory differential of up to 5.5 percent between the Participant and his/her highest paid subordinate providing such organization is permanent and has been approved by the retirement administrator. Such additional compensation may be discontinued by the retirement administrator in the same manner and subject to the terms and conditions as such pay under Section 6.10.070 may be discontinued.

6. Assignment of Additional Responsibility. The provisions of Section 6.10.073 shall apply to Participants except that such additional compensation authorized in accordance with the provisions of Section 6.10.073 shall be up to 11 percent of a Participant's current salary.

7. Merit Bonuses for Managers. The provisions of Section 6.10.075 shall not apply to Participants.

8. Acting Department Head—Additional Compensation. Participants may be provided additional compensation of 5.5 percent, unless a higher amount is approved by the retirement administrator.

9. Standby Pay. The provisions of Section 6.10.120 shall not apply to Participants.

L. Transition to Management Appraisal and Performance Plan - Tier I and Tier II.

1. Notwithstanding any other provision of this code, any employee who, on September 1, 2008, was a Participant in the Plan and who, on October 1, 2008 is a Participant in Tier I of the Plan, as amended, shall receive no change in salary on October 1, 2008 as a consequence of any amendments to the Plan which became operative on that date. The Participant's actual salary in such case may or may not fall within the established Tier I Range.

2. Notwithstanding any other provisions of this code, any employee who, on September 1, 2008, was a Participant in the Plan and who, on October 1, 2008, is a Participant in Tier II of the Plan, as amended, shall, effective October 1, 2008, be placed on the Tier II salary step closest to the Participant's September 1, 2008 salary that does not result in a decrease in salary.

M. Tier I establishment of salary upon appointment. A person appointed to a class or position designated as participating in Tier I of the Plan shall be paid as follows:

1. Appointment of Persons Not Currently Employed by LACERA. The retirement administrator may designate a salary at any rate within the first three quartiles of the Salary range established for the position to which the person is being appointed. Appointment at a salary rate within the fourth quartile of the Salary range shall require prior approval by the board of retirement and board of investments jointly.

2. Promotional Appointments. A person being promoted from another position in county or LACERA service shall be compensated at a salary within the Salary range of the higher position, except that such person shall receive an increase of at least 5.5 percent, rounded to the nearest dollar, above his/her previous base salary but not less than the minimum of the Salary range. Persons compensated at a Y-Rate shall receive an increase of 5.5 percent, rounded to the nearest dollar, over the maximum of the Salary range for the person's present position. If the person would thereby suffer a reduction in salary, said person will be placed at his/her current salary or at such higher salary as may be specifically authorized by the retirement administrator.

N. Tier I General salary adjustment provision. General Salary Adjustments for Tier I Participants will take the form of a percentage change in the LR-Range Salary structure on specific dates approved by the board of retirement and board of investments jointly with concurrent changes in the actual salaries of Participants. Only Tier I Participants who have received a current performance evaluation of "Met Expectations" or better shall receive a General Salary Adjustment.

O. Tier I merit salary adjustment provisions. Annually, the retirement administrator shall grant a Merit Salary Adjustment, ranging from a minimum of zero percent to a maximum of 5 percent. Such Merit Salary Adjustments shall be limited to Participants whose current performance rating is "Met Expectations" or higher and shall take effect on October 1st of each year except as otherwise provided by this Plan and provided further that such adjustment shall be limited to Participants who have worked at least six months in the Tier I position. Such adjustments may apply to and/or result in a salary that falls outside the established Tier I Salary range.

P. Tier II establishment of step placement upon appointment. A person appointed to a class or position designated as participating in the Tier II Management Appraisal and Performance Plan shall be paid as follows:

1. Appointment of Persons Not Employed by the county or LACERA. For persons not employed by the county or LACERA and who are appointed to positions participating in the Tier II Management Appraisal and Performance Plan, the retirement administrator may designate any step up to and including step 12 of the Salary range established for the position to which the person is being appointed, provided the retirement administrator makes a written finding based on an analysis of factors to justify hiring above the minimum of the Salary range. Appointment to a salary rate greater than step 12 shall require prior approval of the board of retirement and board of investments jointly.

2. Promotional Appointments. A person being promoted from another position in county or LACERA service shall be compensated at a salary within the Salary range of the higher position, except that such persons shall receive an increase of at least 5.5 percent, plus step placement, above his/her previous base salary, but not less than the minimum of the Salary range. Promotional increases greater than 5.5 percent, plus step placement, shall require the approval of the retirement administrator. Persons compensated at Y-Rate shall receive the salary within the Salary range of the higher-level Position which provides an increase of 5.5 percent over the maximum of the Salary range for the person's present position. If the person would thereby suffer a reduction in salary, said person will be placed at his/her current salary or as such higher salary as may be specifically authorized by the retirement administrator.

Q. Tier II General salary adjustment provision. General Salary Adjustments for Tier II Participants will take the form of a percentage change in the LS-Range Salary structure on specific dates approved by the board of retirement and board of investments jointly with concurrent changes in the actual salaries of Participants.

R. Tier II Step advancement provisions.

1. Subject to retirement administrator approval, each Tier II Participant may be eligible on October 1st of each year for advancement to the next salary step on the applicable Tier II LS Range. Such step advancement shall be limited to Participants who have been MAPP participants prior to April 1st of the current fiscal year and who otherwise meet the conditions for salary step advancement set forth in the Plan.

2. Step Advancement up to and including step 12 requires, in addition to the provisions of subsection A above, that a Participant have a current performance rating of at least "Met Expectations."

3. Step Advancement beginning with Step 13 and above requires, in addition to the provisions of subsection A above, that a Participant have a current performance rating of at least "Exceeded Expectations" or better.

S. Chief, Internal Audit, LACERA. As to the Chief, Internal Audit, LACERA, "Appointing Authority" means:

1. The Audit Committee of the Board of Retirement and the Board of Investments, with respect to performance management and administering annual salary adjustments, including the actions specified in Section 6.127.040.B.10., E., H., K., P., and R. of this code.

2. The Board of Retirement and the Board of Investments jointly, upon the recommendation of the Audit Committee of the Boards, with respect to appointment, discipline, dismissal, and/or removal in accordance

with Civil Service Rules, except that the retirement administrator may administer discipline limited to verbal and written counseling and written warnings.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Assistant CEO, External Operations	\$15,221		\$1,065		\$1,502	\$76				\$221	\$1,260	\$2,008	\$19,345	\$20,093
California Public Employees Retirement System (CalPERS)	No Comparable Class														
California State Teachers Retirement System (CalSTRS)	No Comparable Class														
County of Orange	Deputy Chief Operating Officer	\$15,104		\$453		\$1,502	\$76				\$219	\$1,251	\$1,992	\$18,605	\$19,346
Los Angeles City Employees Retirement System (LACERS)	Assistant General Manager, External Operations	\$14,459				\$1,723	\$48			\$522	\$210	\$940	\$940	\$17,901	\$17,901
Los Angeles County Employees Retirement Association (LACERA)	Assistant Executive Officer, External Operations	\$16,295				\$2,770					\$236	\$1,374	\$1,587	\$20,674	\$20,888
Los Angeles Fire and Police Pensions (LAFPP)	Assistant General Manager, Pension Division	\$14,513				\$1,723	\$48			\$524	\$210	\$943	\$943	\$17,961	\$17,961
San Bernardino County Employees Retirement Association (SBCERA)	Chief Operating Officer	\$18,132				\$1,073	\$21			\$317	\$263	\$1,661	\$2,121	\$21,467	\$21,927
San Diego City Employee Retirement System (SDCERS)	Assistant Retirement Administrator	\$17,889		\$1,699	\$1,481					\$45	\$259		\$1,889	\$21,374	\$21,563
San Diego County Retirement Association (SDCERA)	Assistant Administrator	\$14,411			\$1,522						\$1,102	\$868	\$2,118	\$17,902	\$19,153
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$15,829
Percentage Above or Below Mean	-3.99%
Base Salary Median	\$15,104
Percentage Above or Below Median	0.77%

Base Salary 75th Percentile	\$17,092
Percentage Above or Below 75th	-12.29%

Percentile of District class base salary within total labor market	57.1%
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Total Compensation Mean	\$19,412	\$19,820
Percentage Above or Below Mean	-0.35%	1.36%
Total Compensation Median	\$18,605	\$19,346
Percentage Above or Below Median	3.83%	3.71%

Total Compensation 75th Percentile	\$21,024	\$21,226
Percentage Above or Below 75th Percentile	-8.68%	-5.64%

Percentile of District class total compensation within labor market	57.1%	57.1%
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SDCERS: PEPRA employees receive contribution to Deferred Compensation in-lieu of retirement. Therefore, Total Compensation based on Classic Rates does not include value presented in Deferred Compensation column.

LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Assistant CEO, Finance and Internal	\$15,221		\$1,065		\$1,502	\$76				\$221	\$1,260	\$2,008	\$19,345	\$20,093
California Public Employees Retirement System (CalPERS)	Chief Operating Officer	\$20,655				\$1,658	\$102	\$9			\$1,580	\$1,590	\$1,880	\$25,594	\$25,883
California State Teachers Retirement System (CalSTRS)	Chief Operating Officer	\$20,834				\$1,658	\$102	\$9			\$1,594	\$1,604	\$1,896	\$25,800	\$26,092
County of Orange	Chief Financial Officer	\$15,104		\$453		\$1,502	\$76				\$219	\$1,251	\$1,992	\$18,605	\$19,346
Los Angeles City Employees Retirement System (LACERS)	Assistant General Manager, Internal Operations	\$14,459				\$1,723	\$48			\$522	\$210	\$940	\$940	\$17,901	\$17,901
Los Angeles County Employees Retirement Association (LACERA)	Assistant Executive Officer, Internal Operations	\$16,295				\$2,770					\$236	\$1,374	\$1,587	\$20,674	\$20,888
Los Angeles Fire and Police Pensions (LAFPP)	Assistant General Manager - Administrative	\$14,513				\$1,723	\$48			\$524	\$210	\$943	\$943	\$17,961	\$17,961
San Bernardino County Employees Retirement Association (SBCERA)	Chief Financial Officer	\$16,453				\$1,073	\$21			\$288	\$239	\$1,507	\$1,925	\$19,581	\$19,999
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	Retirement Assistant Administrator	\$14,411			\$1,522						\$1,102	\$868	\$2,118	\$17,902	\$19,153
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$16,590
Percentage Above or Below Mean	-8.99%
Base Salary Median	\$15,699
Percentage Above or Below Median	-3.14%
Base Salary 75th Percentile	\$17,503
Percentage Above or Below 75th	-14.99%

Total Compensation Mean	\$20,502	\$20,903
Percentage Above or Below Mean	-5.98%	-4.03%
Total Compensation Median	\$19,093	\$19,672
Percentage Above or Below Median	1.31%	2.09%
Total Compensation 75th Percentile	\$21,904	\$22,137
Percentage Above or Below 75th Percentile	-13.23%	-10.17%

Percentile of District class base salary within total labor market	50.0%
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Percentile of District class total compensation within labor market	50.0%	62.5%
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LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Chief Investment Officer	\$21,875		\$1,531		\$1,502	\$76				\$317	\$1,811	\$2,885	\$27,112	\$28,187
California Public Employees Retirement System (CalPERS)	Chief Investment Officer	\$47,167				\$1,658	\$102	\$9			\$3,608	\$3,632	\$4,292	\$56,175	\$56,835
California State Teachers Retirement System (CalSTRS)	Chief Investment Officer	\$42,500				\$1,658	\$102	\$9			\$3,251	\$3,273	\$3,868	\$50,792	\$51,387
County of Orange	No Comparable Class														
Los Angeles City Employees Retirement System (LACERS)	Chief Investment Officer	\$18,372				\$1,723	\$48			\$663	\$266	\$1,194	\$1,194	\$22,267	\$22,267
Los Angeles County Employees Retirement Association (LACERA)	Chief Investment Officer, LACERA	\$38,811				\$6,598					\$563	\$3,272	\$3,780	\$49,243	\$49,752
Los Angeles Fire and Police Pensions (LAFPP)	Chief Investment Officer	\$18,172				\$1,723	\$48			\$656	\$263	\$1,181	\$1,181	\$22,044	\$22,044
San Bernardino County Employees Retirement Association (SBCERA)	Chief Investment Officer	\$20,167				\$1,073	\$21			\$353	\$292	\$1,847	\$2,360	\$23,754	\$24,266
San Diego City Employee Retirement System (SDCERS)	Investment Officer, Chief Investment Officer	\$17,889		\$1,699	\$1,481					\$45	\$259		\$1,889	\$21,374	\$21,563
San Diego County Retirement Association (SDCERA)	Retirement Chief Investment Officer	\$22,839			\$1,522						\$1,747	\$1,375	\$3,357	\$27,483	\$29,466
San Francisco Employees Retirement System (SFERS)	Chief Investment Officer	\$25,045				\$1,849	\$174	\$17			\$1,916	\$1,946	\$1,946	\$30,947	\$30,947

Base Salary Mean	\$27,885
Percentage Above or Below Mean	-27.47%
Base Salary Median	\$22,839
Percentage Above or Below Median	-4.41%

Base Salary 75th Percentile	\$38,811
Percentage Above or Below 75th	-77.42%

Total Compensation Mean	\$33,787	\$34,281
Percentage Above or Below Mean	-24.62%	-21.62%
Total Compensation Median	\$27,483	\$29,466
Percentage Above or Below Median	-1.37%	-4.54%

Total Compensation 75th Percentile	\$49,243	\$49,752
Percentage Above or Below 75th Percentile	-81.63%	-76.51%

Percentile of District class base salary within total labor market	44.4%
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Percentile of District class total compensation within labor market	44.4%	44.4%
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LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Chief Legal Officer (General Counsel)	\$16,507		\$1,155		\$1,502	\$76				\$239	\$1,367	\$2,177	\$20,846	\$21,657
California Public Employees Retirement System (CalPERS)	General Counsel	\$23,568			\$1,658	\$102	\$9				\$1,803	\$1,815	\$2,145	\$28,954	\$29,284
California State Teachers Retirement System (CalSTRS)	General Counsel-CalSTRS	\$28,584				\$1,658	\$102	\$9			\$2,187	\$2,201	\$2,601	\$34,740	\$35,140
County of Orange	County Counsel	\$17,548		\$526		\$1,502	\$76				\$254	\$1,453	\$2,315	\$21,360	\$22,221
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class														
Los Angeles County Employees Retirement Association (LACERA)	Chief Counsel, LACERA	\$20,243				\$3,441					\$294	\$1,706	\$1,972	\$25,684	\$25,950
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class														
San Bernardino County Employees Retirement Association (SBCERA)	Chief Counsel	\$20,167				\$1,073	\$21			\$353	\$292	\$1,847	\$2,360	\$23,754	\$24,266
San Diego City Employee Retirement System (SDCERS)	Retirement General Counsel	\$17,640		\$1,676	\$1,481					\$44	\$256		\$1,863	\$21,097	\$21,284
San Diego County Retirement Association (SDCERA)	Retirement General Counsel	\$15,567			\$1,522						\$1,191	\$937	\$2,288	\$19,216	\$20,568
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$20,474
Percentage Above or Below Mean	-24.03%
Base Salary Median	\$20,167
Percentage Above or Below Median	-22.17%
Base Salary 75th Percentile	\$21,905
Percentage Above or Below 75th	-32.70%

Total Compensation Mean	\$24,972	\$25,530
Percentage Above or Below Mean	-19.79%	-17.89%
Total Compensation Median	\$23,754	\$24,266
Percentage Above or Below Median	-13.95%	-12.05%
Total Compensation 75th Percentile	\$27,319	\$27,617
Percentage Above or Below 75th Percentile	-31.05%	-27.52%

Percentile of District class base salary within total labor market	14.2%
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Percentile of District class total compensation within labor market	14.2%	28.5%
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LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Communications Manager	\$6,996				\$1,502	\$76				\$101	\$579	\$923	\$9,254	\$9,598
California Public Employees Retirement System (CalPERS)	Information Officer	\$6,938				\$1,658	\$102	\$9			\$531	\$534	\$631	\$9,771	\$9,868
California State Teachers Retirement System (CalSTRS)	Information Officer II	\$6,938				\$1,658	\$102	\$9			\$531	\$534	\$631	\$9,771	\$9,868
County of Orange	Administrative Manager I, Communications	\$7,028		\$141		\$1,502	\$76				\$102	\$462	\$927	\$9,310	\$9,775
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class														
Los Angeles County Employees Retirement Association (LACERA)	Creative Coordinator	\$8,184				\$1,391					\$119	\$690	\$797	\$10,384	\$10,491
Los Angeles Fire and Police Pensions (LAFPP)	Senior Management Analyst II	\$10,534				\$1,551	\$48			\$380	\$153	\$685	\$685	\$13,350	\$13,350
San Bernardino County Employees Retirement Association (SBCERA)	Communications Officer	\$7,927				\$1,073	\$21			\$139	\$115	\$726	\$927	\$10,001	\$10,202
San Diego City Employee Retirement System (SDCERS)	Program Manager, Communications Manager	\$14,921		\$1,417	\$1,481					\$37	\$216		\$1,576	\$18,073	\$18,231
San Diego County Retirement Association (SDCERA)	Retirement Member Services Manager	\$8,826			\$1,445						\$675	\$531	\$1,297	\$11,478	\$12,244
San Francisco Employees Retirement System (SFERS)	Manager II, Communications Manager	\$10,610				\$1,849	\$174	\$17			\$812	\$824	\$824	\$14,286	\$14,286

Base Salary Mean	\$9,100
Percentage Above or Below Mean	-30.08%
Base Salary Median	\$8,184
Percentage Above or Below Median	-16.98%

Base Salary 75th Percentile	\$10,534
Percentage Above or Below 75th	-50.56%

Total Compensation Mean	\$11,825	\$12,035
Percentage Above or Below Mean	-27.77%	-25.39%
Total Compensation Median	\$10,384	\$10,491
Percentage Above or Below Median	-12.20%	-9.30%

Total Compensation 75th Percentile	\$13,350	\$13,350
Percentage Above or Below 75th Percentile	-44.26%	-39.09%

Percentile of District class base salary within total labor market	22.2%
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Percentile of District class total compensation within labor market	0.0%	0.0%
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SDCERS: PEPRA employees receive contribution to Deferred Compensation in-lieu of retirement. Therefore, Total Compensation based on Classic Rates does not include value presented in Deferred Compensation column.

LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Contracts/Risk/Performance Administrator	\$7,403				\$1,502	\$76				\$107	\$613	\$976	\$9,701	\$10,064
California Public Employees Retirement System (CalPERS)	No Comparable Class														
California State Teachers Retirement System (CalSTRS)	No Comparable Class														
County of Orange	Administrative Manager II, Procurement	\$9,084		\$182		\$1,502	\$76				\$132	\$598	\$1,198	\$11,573	\$12,173
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class														
Los Angeles County Employees Retirement Association (LACERA)	Administrative Services Officer, LACERA	\$9,822				\$1,670					\$142	\$828	\$957	\$12,462	\$12,590
Los Angeles Fire and Police Pensions (LAFPP)	Senior Management Analyst I	\$8,501				\$1,551	\$48			\$307	\$123	\$553	\$553	\$11,082	\$11,082
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class														
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	No Comparable Class														
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$9,135
Percentage Above or Below Mean	-23.41%
Base Salary Median	\$9,084
Percentage Above or Below Median	-22.71%

Base Salary 75th Percentile	\$9,453
Percentage Above or Below 75th	-27.69%

Total Compensation Mean	\$11,705	\$11,948
Percentage Above or Below Mean	-20.67%	-18.72%
Total Compensation Median	\$11,573	\$12,173
Percentage Above or Below Median	-19.30%	-20.96%

Total Compensation 75th Percentile	\$12,017	\$12,382
Percentage Above or Below 75th Percentile	-23.88%	-23.03%

Percentile of District class base salary within total labor market	0.0%
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Percentile of District class total compensation within labor market	0.0%	0.0%
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SDCERS: The City of San Diego, therefore SDCERS, uses a broadband salary structure for unclassified Miscellaneous Executive and Managerial job classifications allowing for flexibility and consolidated pay grades divided into fewer structures with wider salary ranges.

SDCERS: PEPRA employees receive contribution to Deferred Compensation in-lieu of retirement. Therefore, Total Compensation based on Classic Rates does not include value presented in Deferred Compensation column.

LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Deputy General Counsel	\$13,699				\$1,502	\$76				\$199	\$1,134	\$1,807	\$16,609	\$17,282
California Public Employees Retirement System (CalPERS)	Assistant Chief Counsel	\$13,357				\$1,658	\$102	\$9			\$1,022	\$1,028	\$1,215	\$17,175	\$17,362
California State Teachers Retirement System (CalSTRS)	Assistant Chief Counsel	\$13,357				\$1,658	\$102	\$9			\$1,022	\$1,028	\$1,215	\$17,175	\$17,362
County of Orange	Deputy Attorney IV	\$11,061				\$1,502	\$76			\$111	\$160	\$916	\$1,459	\$13,825	\$14,368
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class														
Los Angeles County Employees Retirement Association (LACERA)	Senior Staff Counsel, LACERA	\$16,295				\$2,770					\$236	\$1,374	\$1,587	\$20,674	\$20,888
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class														
San Bernardino County Employees Retirement Association (SBCERA)	Senior Staff Counsel	\$13,557				\$1,073	\$21			\$237	\$197	\$1,242	\$1,586	\$16,326	\$16,670
San Diego City Employee Retirement System (SDCERS)	Assistant/Associate Retirement General Counsel	\$17,640		\$1,676	\$1,481					\$44	\$256		\$1,863	\$21,097	\$21,284
San Diego County Retirement Association (SDCERA)	Assistant General Counsel Retirement	\$13,557			\$1,445						\$1,037	\$816	\$1,993	\$16,855	\$18,032
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$14,117
Percentage Above or Below Mean	-3.06%
Base Salary Median	\$13,557
Percentage Above or Below Median	1.04%

Base Salary 75th Percentile	\$14,926
Percentage Above or Below 75th	-8.96%

Total Compensation Mean	\$17,590	\$17,995
Percentage Above or Below Mean	-5.90%	-4.13%
Total Compensation Median	\$17,175	\$17,362
Percentage Above or Below Median	-3.41%	-0.47%

Total Compensation 75th Percentile	\$18,925	\$19,460
Percentage Above or Below 75th Percentile	-13.94%	-12.60%

Percentile of District class base salary within total labor market	71.4%
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Percentile of District class total compensation within labor market	28.5%	28.5%
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SDCERS: The City of San Diego, therefore SDCERS, uses a broadband salary structure for unclassified Miscellaneous Executive and Managerial job classifications allowing for flexibility and consolidated pay grades divided into fewer structures with wider salary ranges.

SDCERS: PEPRA employees receive contribution to Deferred Compensation in-lieu of retirement. Therefore, Total Compensation based on Classic Rates does not include value presented in Deferred Compensation column.

LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Director of Administrative Services	\$11,087				\$1,502	\$76				\$161	\$918	\$1,462	\$13,743	\$14,287
California Public Employees Retirement System (CalPERS)	Division Chief of Human Resources	\$10,967				\$1,658	\$102	\$9			\$839	\$844	\$998	\$14,419	\$14,573
California State Teachers Retirement System (CalSTRS)	Chief of Administrative Services	\$11,869				\$1,658	\$102	\$9			\$908	\$914	\$1,080	\$15,459	\$15,625
County of Orange	Administrative Manager III, Human Resources	\$11,270		\$225		\$1,502	\$76				\$163	\$742	\$1,486	\$13,978	\$14,723
Los Angeles City Employees Retirement System (LACERS)	Senior Personnel Analyst II	\$10,717				\$1,723	\$48			\$387	\$155	\$697	\$697	\$13,726	\$13,726
Los Angeles County Employees Retirement Association (LACERA)	Director, Human Resources	\$12,201				\$2,074					\$177	\$1,029	\$1,188	\$15,481	\$15,640
Los Angeles Fire and Police Pensions (LAFPP)	Senior Management Analyst II	\$10,534				\$1,551	\$48			\$380	\$153	\$685	\$685	\$13,350	\$13,350
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class														
San Diego City Employee Retirement System (SDCERS)	Program Manager, HR and Administrative Retirement	\$14,921		\$1,417	\$1,481					\$37	\$216		\$1,576	\$18,073	\$18,231
San Diego County Retirement Association (SDCERA)	Services Manager, Human Resources	\$8,826			\$1,445						\$675	\$531	\$1,297	\$11,478	\$12,244
San Francisco Employees Retirement System (SFERS)	Deputy Director II, Human Resources Director	\$11,105				\$1,849	\$174	\$17			\$850	\$863	\$863	\$14,857	\$14,857

Base Salary Mean	\$11,379
Percentage Above or Below Mean	-2.64%
Base Salary Median	\$11,105
Percentage Above or Below Median	-0.17%
Base Salary 75th Percentile	\$11,869
Percentage Above or Below 75th	-7.05%

Total Compensation Mean	\$14,536	\$14,774
Percentage Above or Below Mean	-5.77%	-3.41%
Total Compensation Median	\$14,419	\$14,723
Percentage Above or Below Median	-4.92%	-3.05%
Total Compensation 75th Percentile	\$15,459	\$15,625
Percentage Above or Below 75th Percentile	-12.49%	-9.36%

Percentile of District class base salary within total labor market	44.4%
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Percentile of District class total compensation within labor market	33.3%	33.3%
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SDCERS: The City of San Diego, therefore SDCERS, uses a broadband salary structure for unclassified Miscellaneous Executive and Managerial job classifications allowing for flexibility and consolidated pay grades divided into fewer structures with wider salary ranges.

SDCERS: PEPRA employees receive contribution to Deferred Compensation in-lieu of retirement. Therefore, Total Compensation based on Classic Rates does not include value presented in Deferred Compensation column.

LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

SBCERA: established on 10/4/2018 a Director of Human Resources and Risk Management classification/position with a compensation range of \$9,968 to \$14,652 monthly this new position is comparable to the OCERS' Director of Administrative Services.

Revised 05/22/2019

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Director of Cyber Security	\$10,597				\$1,502	\$76				\$154	\$877	\$1,398	\$13,205	\$13,726
California Public Employees Retirement System (CalPERS)	Information Technology Manager II	\$9,913				\$1,658	\$102	\$9			\$758	\$763	\$902	\$13,203	\$13,342
California State Teachers Retirement System (CalSTRS)	Director of Information Security	\$10,967				\$1,658	\$101	\$9			\$839	\$844	\$998	\$14,418	\$14,572
County of Orange	Administrative Manager III (SPL), Information	\$13,889		\$278		\$1,502	\$76				\$201	\$914	\$1,832	\$16,860	\$17,778
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class														
Los Angeles County Employees Retirement Association (LACERA)	No Comparable Class														
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class														
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class														
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	No Comparable Class														
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$11,590
Percentage Above or Below Mean	-9.37%
Base Salary Median	\$10,967
Percentage Above or Below Median	-3.50%
Base Salary 75th Percentile	\$12,428
Percentage Above or Below 75th	-17.28%

Total Compensation Mean	\$14,827	\$15,231
Percentage Above or Below Mean	-12.28%	-10.97%
Total Compensation Median	\$14,418	\$14,572
Percentage Above or Below Median	-9.19%	-6.17%
Total Compensation 75th Percentile	\$15,639	\$16,175
Percentage Above or Below 75th Percentile	-18.43%	-17.85%

Percentile of District class base salary within total labor market	33.3%
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Percentile of District class total compensation within labor market	33.3%	33.3%
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Of the 10 comparable agencies, 3 agencies had comparable matches to the Director of Cyber Security with 7 having no comparable classifications (NCC). As cybercrime rises and organizations place more emphasis on cyber security, the trends indicate that cyber security is becoming a fast-growing requirement in information technology divisions/departments. Organizations are recognizing, though every IT position is a cyber security position dedicated cyber security personnel are becoming a necessity.
 SDCERS: The City of San Diego, therefore SDCERS, uses a broadband salary structure for unclassified Miscellaneous Executive and Managerial job classifications allowing for flexibility and consolidated pay grades divided into fewer structures with wider salary ranges.
 SDCERS: PEPRA employees receive contribution to Deferred Compensation in-lieu of retirement. Therefore, Total Compensation based on Classic Rates does not include value presented in Deferred Compensation column.
 LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.
 *Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Director of Finance	\$11,275				\$1,502	\$76				\$163	\$934	\$1,487	\$13,949	\$14,503
California Public Employees Retirement System (CalPERS)	Chief Financial Officer	\$24,167				\$1,658	\$102	\$9			\$1,849	\$1,861	\$2,199	\$29,645	\$29,983
California State Teachers Retirement System (CalSTRS)	No Comparable Class														
County of Orange	Administrative Manager III, Finance	\$11,270		\$225		\$1,502	\$76				\$163	\$742	\$1,486	\$13,978	\$14,723
Los Angeles City Employees Retirement System (LACERS)	Departmental Chief Accountant IV, Fiscal	\$12,626				\$1,723	\$48			\$456	\$183	\$821	\$821	\$15,856	\$15,856
Los Angeles County Employees Retirement Association (LACERA)	Division Manager, Finance	\$12,201				\$2,074					\$177	\$1,029	\$1,188	\$15,481	\$15,640
Los Angeles Fire and Police Pensions (LAFPP)	Department Chief Accountant III	\$11,567				\$1,723	\$48			\$418	\$168	\$752	\$752	\$14,675	\$14,675
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class														
San Diego City Employee Retirement System (SDCERS)	Principal Accountant, Controller	\$13,116		\$1,246	\$1,481					\$33	\$190		\$1,385	\$16,066	\$16,205
San Diego County Retirement Association (SDCERA)	Retirement Services Manager, Controller	\$4,276			\$1,445						\$327	\$257	\$629	\$6,306	\$6,677
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$12,746
Percentage Above or Below Mean	-13.05%
Base Salary Median	\$12,201
Percentage Above or Below Median	-8.22%

Base Salary 75th Percentile	\$12,871
Percentage Above or Below 75th	-14.16%

Total Compensation Mean	\$16,001	\$16,251
Percentage Above or Below Mean	-14.71%	-12.06%
Total Compensation Median	\$15,481	\$15,640
Percentage Above or Below Median	-10.98%	-7.84%

Total Compensation 75th Percentile	\$15,961	\$16,031
Percentage Above or Below 75th Percentile	-14.42%	-10.53%

Percentile of District class base salary within total labor market	28.5%
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Percentile of District class total compensation within labor market	14.2%	14.2%
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SDCERS: PEPRA employees receive contribution to Deferred Compensation in-lieu of retirement. Therefore, Total Compensation based on Classic Rates does not include value presented in Deferred Compensation column.

LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Director of Information Technology	\$10,776				\$1,502	\$76				\$156	\$892	\$1,421	\$13,402	\$13,931
California Public Employees Retirement System (CalPERS)	Chief Information Officer	\$10,967				\$1,658	\$102	\$9			\$839	\$844	\$998	\$14,419	\$14,573
California State Teachers Retirement System (CalSTRS)	Chief Technology Officer	\$11,869				\$1,658	\$102	\$9			\$908	\$914	\$1,080	\$15,459	\$15,625
County of Orange	No Comparable Classification														
Los Angeles City Employees Retirement System (LACERS)	Information Systems Manager II, Information	\$12,626				\$1,723	\$48			\$456	\$183	\$821	\$821	\$15,856	\$15,856
Los Angeles County Employees Retirement Association (LACERA)	Information Systems Manager, LACERA	\$13,117				\$2,230					\$190	\$1,106	\$1,278	\$16,642	\$16,814
Los Angeles Fire and Police Pensions (LAFPP)	Director of Systems	\$12,626				\$1,723	\$48			\$456	\$183	\$821	\$821	\$15,856	\$15,856
San Bernardino County Employees Retirement Association (SBCERA)	Chief Information Officer	\$16,453				\$1,073	\$21			\$288	\$239	\$1,507	\$1,925	\$19,581	\$19,999
San Diego City Employee Retirement System (SDCERS)	Program Manager, Chief Information and Security Retirement	\$14,921		\$1,417	\$1,481					\$37	\$216		\$1,576	\$18,073	\$18,231
San Diego County Retirement Association (SDCERA)	Business Systems Director	\$11,179			\$1,445						\$855	\$673	\$1,643	\$14,152	\$15,122
San Francisco Employees Retirement System (SFERS)	Manager VI, Information Systems and	\$14,218				\$1,849	\$174	\$17			\$1,088	\$1,105	\$1,105	\$18,450	\$18,450

Base Salary Mean	\$13,108
Percentage Above or Below Mean	-21.64%
Base Salary Median	\$12,626
Percentage Above or Below Median	-17.16%

Base Salary 75th Percentile	\$14,218
Percentage Above or Below 75th	-31.94%

Total Compensation Mean	\$16,499	\$16,725
Percentage Above or Below Mean	-23.10%	-20.05%
Total Compensation Median	\$15,856	\$15,856
Percentage Above or Below Median	-18.31%	-13.82%

Total Compensation 75th Percentile	\$18,073	\$18,231
Percentage Above or Below 75th Percentile	-34.85%	-30.87%

Percentile of District class base salary within total labor market	0.0%
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Percentile of District class total compensation within labor market	0.0%	0.0%
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SDCERS: The City of San Diego, therefore SDCERS, uses a broadband salary structure for unclassified Miscellaneous Executive and Managerial job classifications allowing for flexibility and consolidated pay grades divided into fewer structures with wider salary ranges.

SDCERS: PEPRA employees receive contribution to Deferred Compensation in-lieu of retirement. Therefore, Total Compensation based on Classic Rates does not include value presented in Deferred Compensation column.

LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Director of Internal Audit	\$11,004				\$1,502	\$76				\$160	\$911	\$1,451	\$13,652	\$14,192
California Public Employees Retirement System (CalPERS)	Chief Auditor	\$10,967				\$1,658	\$102	\$9			\$839	\$844	\$998	\$14,419	\$14,573
California State Teachers Retirement System (CalSTRS)	Chief Auditor, Office of Audit Services	\$10,967				\$1,658	\$102	\$9			\$839	\$844	\$998	\$14,419	\$14,573
County of Orange	Director of Internal Audit	\$15,999		\$480		\$1,502	\$76				\$232	\$1,325	\$2,110	\$19,614	\$20,399
Los Angeles City Employees Retirement System (LACERS)	Departmental Audit Manager	\$12,626				\$1,723	\$48			\$456	\$183	\$821	\$821	\$15,856	\$15,856
Los Angeles County Employees Retirement Association (LACERA)	Chief, Internal Audit	\$12,201				\$2,074					\$177	\$1,029	\$1,188	\$15,481	\$15,640
Los Angeles Fire and Police Pensions (LAFPP)	Departmental Audit Manager	\$14,995				\$1,723	\$48			\$541	\$217	\$975	\$975	\$18,499	\$18,499
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class														
San Diego City Employee Retirement System (SDCERS)	Principal Accountant, Internal Auditor Retirement	\$13,116		\$1,246	\$1,481					\$33	\$190		\$1,385	\$16,066	\$16,205
San Diego County Retirement Association (SDCERA)	Internal Audit Manager	\$8,814			\$1,445						\$674	\$531	\$1,296	\$11,464	\$12,229
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$12,461
Percentage Above or Below Mean	-13.24%
Base Salary Median	\$12,413
Percentage Above or Below Median	-12.81%

Base Salary 75th Percentile	\$13,586
Percentage Above or Below 75th	-23.47%

Total Compensation Mean	\$15,727	\$15,997
Percentage Above or Below Mean	-15.20%	-12.72%
Total Compensation Median	\$15,668	\$15,748
Percentage Above or Below Median	-14.77%	-10.96%

Total Compensation 75th Percentile	\$16,674	\$16,779
Percentage Above or Below 75th Percentile	-22.14%	-18.22%

Percentile of District class base salary within total labor market	37.5%
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Percentile of District class total compensation within labor market	12.5%	12.5%
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SDCERS: PEPRA employees receive contribution to Deferred Compensation in-lieu of retirement. Therefore, Total Compensation based on Classic Rates does not include value presented in Deferred Compensation column.

LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Director of Investments	\$13,699				\$1,502	\$76				\$199	\$1,134	\$1,807	\$16,609	\$17,282
California Public Employees Retirement System (CalPERS)	No Comparable Class														
California State Teachers Retirement System (CalSTRS)	No Comparable Class														
County of Orange	Administrative Manager III, Director of	\$11,270		\$225		\$1,502	\$76				\$163	\$742	\$1,486	\$13,978	\$14,723
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class														
Los Angeles County Employees Retirement Association (LACERA)	No Comparable Class														
Los Angeles Fire and Police Pensions (LAFPP)	Investment Officer III	\$15,343				\$1,723	\$48				\$222	\$997	\$997	\$18,333	\$18,333
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class														
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	Retirement Assistant Chief Investment Officer	\$13,557			\$1,522						\$1,037	\$816	\$1,993	\$16,932	\$18,109
San Francisco Employees Retirement System (SFERS)	Director, Investments	\$17,233				\$1,849	\$174	\$17			\$1,318	\$1,339	\$1,339	\$21,930	\$21,930

Base Salary Mean	\$14,350
Percentage Above or Below Mean	-4.76%
Base Salary Median	\$14,450
Percentage Above or Below Median	-5.48%

Base Salary 75th Percentile	\$15,815
Percentage Above or Below 75th	-15.45%

Total Compensation Mean	\$17,793	\$18,274
Percentage Above or Below Mean	-7.13%	-5.74%
Total Compensation Median	\$17,633	\$18,221
Percentage Above or Below Median	-6.16%	-5.44%

Total Compensation 75th Percentile	\$19,232	\$19,232
Percentage Above or Below 75th Percentile	-15.79%	-11.29%

Percentile of District class base salary within total labor market	50.0%
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Percentile of District class total compensation within labor market	25.0%	25.0%
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SDCERS: The City of San Diego, therefore SDCERS, uses a broadband salary structure for unclassified Miscellaneous Executive and Managerial job classifications allowing for flexibility and consolidated pay grades divided into fewer structures with wider salary ranges.

SDCERS: PEPRA employees receive contribution to Deferred Compensation in-lieu of retirement. Therefore, Total Compensation based on Classic Rates does not include value presented in Deferred Compensation column.

LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Finance Manager	\$7,403				\$1,502	\$76				\$107	\$613	\$976	\$9,701	\$10,064
California Public Employees Retirement System (CalPERS)	Financial Accountant	\$10,692				\$1,504	\$96	\$9			\$818	\$823	\$973	\$13,942	\$14,092
California State Teachers Retirement System (CalSTRS)	Financial Accountant V	\$10,692				\$1,504	\$96	\$9			\$818	\$823	\$973	\$13,942	\$14,092
County of Orange	Administrative Manager II, Fiscal Services	\$9,084		\$182		\$1,502	\$76				\$132	\$598	\$1,198	\$11,573	\$12,173
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class														
Los Angeles County Employees Retirement Association (LACERA)	Assistant Division Manager	\$10,558				\$1,795					\$153	\$890	\$1,028	\$13,396	\$13,534
Los Angeles Fire and Police Pensions (LAFPP)	Principal Accountant II	\$8,432				\$1,551	\$48			\$304	\$122	\$548	\$548	\$11,005	\$11,005
San Bernardino County Employees Retirement Association (SBCERA)	Accounting Manager	\$11,180				\$1,073	\$21			\$196	\$162	\$1,024	\$1,308	\$13,656	\$13,940
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	No Comparable Class														
San Francisco Employees Retirement System (SFERS)	Manager III, Finance Manager	\$11,438				\$1,849	\$174	\$17			\$875	\$889	\$889	\$15,242	\$15,242

Base Salary Mean	\$10,296
Percentage Above or Below Mean	-39.09%
Base Salary Median	\$10,692
Percentage Above or Below Median	-44.44%

Base Salary 75th Percentile	\$10,936
Percentage Above or Below 75th	-47.73%

Total Compensation Mean	\$13,251	\$13,440
Percentage Above or Below Mean	-36.60%	-33.54%
Total Compensation Median	\$13,656	\$13,940
Percentage Above or Below Median	-40.77%	-38.51%

Total Compensation 75th Percentile	\$13,942	\$14,092
Percentage Above or Below 75th Percentile	-43.73%	-40.02%

Percentile of District class base salary within total labor market	0.0%
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Percentile of District class total compensation within labor market	0.0%	0.0%
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SDCERS: The City of San Diego, therefore SDCERS, uses a broadband salary structure for unclassified Miscellaneous Executive and Managerial job classifications allowing for flexibility and consolidated pay grades divided into fewer structures with wider salary ranges.

SDCERS: PEPRA employees receive contribution to Deferred Compensation in-lieu of retirement. Therefore, Total Compensation based on Classic Rates does not include value presented in Deferred Compensation column.

LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Information Technology Manager	\$8,221				\$1,502	\$76				\$119	\$681	\$1,084	\$10,598	\$11,002
California Public Employees Retirement System (CalPERS)	Information Technology Manager I	\$8,630				\$1,658	\$102	\$9			\$660	\$665	\$785	\$11,723	\$11,844
California State Teachers Retirement System (CalSTRS)	Information Technology Manager I	\$8,630				\$1,658	\$102	\$9			\$660	\$665	\$785	\$11,723	\$11,844
County of Orange	Administrative Manager II, Information Systems Manager II	\$9,084		\$182		\$1,502				\$52	\$132	\$598	\$1,198	\$11,549	\$12,149
Los Angeles City Employees Retirement System (LACERS)	Information Systems Manager II	\$11,931				\$1,723	\$48			\$431	\$173	\$775	\$775	\$15,081	\$15,081
Los Angeles County Employees Retirement Association (LACERA)	No Comparable Class														
Los Angeles Fire and Police Pensions (LAFPP)	Senior Systems Analyst II, Information	\$10,534				\$1,551	\$48			\$380	\$153	\$685	\$685	\$13,350	\$13,350
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class														
San Diego City Employee Retirement System (SDCERS)	Program Manager, IT Application Services Manager	\$14,921		\$1,417	\$1,481					\$37	\$216		\$1,576	\$18,073	\$18,231
San Diego County Retirement Association (SDCERA)	No Comparable Class														
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$10,621
Percentage Above or Below Mean	-29.21%
Base Salary Median	\$9,809
Percentage Above or Below Median	-19.32%

Base Salary 75th Percentile	\$11,581
Percentage Above or Below 75th	-40.88%

Total Compensation Mean	\$13,583	\$13,750
Percentage Above or Below Mean	-28.17%	-24.98%
Total Compensation Median	\$12,537	\$12,750
Percentage Above or Below Median	-18.29%	-15.89%

Total Compensation 75th Percentile	\$14,648	\$14,648
Percentage Above or Below 75th Percentile	-38.21%	-33.14%

Percentile of District class base salary within total labor market	0.0%
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Percentile of District class total compensation within labor market	0.0%	0.0%
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SDCERS: The City of San Diego, therefore SDCERS, uses a broadband salary structure for unclassified Miscellaneous Executive and Managerial job classifications allowing for flexibility and consolidated pay grades divided into fewer structures with wider salary ranges.

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LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

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Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Internal Auditor	\$7,368				\$1,502	\$76				\$107	\$610	\$972	\$9,663	\$10,024
California Public Employees Retirement System (CalPERS)	Staff Program Auditor	\$6,325				\$1,504	\$96	\$9			\$484	\$487	\$576	\$8,904	\$8,993
California State Teachers Retirement System (CalSTRS)	Staff Program Auditor	\$6,325				\$1,504	\$96	\$9			\$484	\$487	\$576	\$8,904	\$8,993
County of Orange	Accountant/Auditor II	\$5,795		\$116		\$1,502				\$52	\$84	\$381	\$764	\$7,930	\$8,313
Los Angeles City Employees Retirement System (LACERS)	Internal Auditor IV	\$10,534				\$1,723	\$48			\$380	\$153	\$685	\$685	\$13,522	\$13,522
Los Angeles County Employees Retirement Association (LACERA)	Internal Auditor	\$8,306				\$1,412					\$120	\$700	\$809	\$10,538	\$10,647
Los Angeles Fire and Police Pensions (LAFPP)	Internal Auditor IV	\$10,534				\$1,551	\$48			\$380	\$153	\$685	\$685	\$13,350	\$13,350
San Bernardino County Employees Retirement Association (SBCERA)	Internal Auditor	\$8,388				\$1,073	\$21			\$147	\$122	\$768	\$981	\$10,519	\$10,732
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	Retirement Internal Auditor	\$6,432			\$1,445						\$492	\$387	\$945	\$8,756	\$9,314
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$7,829
Percentage Above or Below Mean	-6.26%
Base Salary Median	\$7,369
Percentage Above or Below Median	-0.01%

Base Salary 75th Percentile	\$8,924
Percentage Above or Below 75th	-21.12%

Total Compensation Mean	\$10,303	\$10,483
Percentage Above or Below Mean	-6.63%	-4.57%
Total Compensation Median	\$9,712	\$9,980
Percentage Above or Below Median	-0.51%	0.44%

Total Compensation 75th Percentile	\$11,241	\$11,386
Percentage Above or Below 75th Percentile	-16.33%	-13.59%

Percentile of District class base salary within total labor market	50.0%
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Percentile of District class total compensation within labor market	50.0%	50.0%
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LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

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Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Investment Analyst	\$6,690				\$1,502	\$76				\$97	\$554	\$882	\$8,918	\$9,247
California Public Employees Retirement System (CalPERS)	Investment Officer I	\$5,222				\$1,504	\$96	\$9			\$399	\$402	\$475	\$7,632	\$7,705
California State Teachers Retirement System (CalSTRS)	Investment Officer I	\$5,222				\$1,504	\$96	\$9			\$399	\$402	\$475	\$7,632	\$7,705
County of Orange	No Comparable Class														
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class														
Los Angeles County Employees Retirement Association (LACERA)	Finance Analyst I	\$7,752				\$1,318					\$112	\$653	\$755	\$9,835	\$9,937
Los Angeles Fire and Police Pensions (LAFPP)	Management Analyst	\$7,197				\$1,551	\$48			\$260	\$104	\$468	\$468	\$9,627	\$9,627
San Bernardino County Employees Retirement Association (SBCERA)	Investment Analyst	\$7,597				\$1,073	\$21			\$133	\$110	\$696	\$889	\$9,630	\$9,823
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	No Comparable Class														
San Francisco Employees Retirement System (SFERS)	Security Analyst	\$9,456	\$52			\$1,849	\$174	\$17			\$723	\$735	\$735	\$13,006	\$13,006

Base Salary Mean	\$7,074
Percentage Above or Below Mean	-5.75%
Base Salary Median	\$7,397
Percentage Above or Below Median	-10.57%

Base Salary 75th Percentile	\$7,713
Percentage Above or Below 75th	-15.30%

Total Compensation Mean	\$9,560	\$9,634
Percentage Above or Below Mean	-7.20%	-4.19%
Total Compensation Median	\$9,629	\$9,725
Percentage Above or Below Median	-7.97%	-5.18%

Total Compensation 75th Percentile	\$9,784	\$9,908
Percentage Above or Below 75th Percentile	-9.71%	-7.16%

Percentile of District class base salary within total labor market	33.3%
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Percentile of District class total compensation within labor market	33.3%	33.3%
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LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

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Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Investment Officer	\$8,903				\$1,502	\$76				\$129	\$737	\$1,174	\$11,347	\$11,784
California Public Employees Retirement System (CalPERS)	Investment Officer II	\$7,425				\$1,504	\$96	\$9			\$568	\$572	\$676	\$10,173	\$10,277
California State Teachers Retirement System (CalSTRS)	Investment Officer II	\$7,425				\$1,504	\$96	\$9			\$568	\$572	\$676	\$10,173	\$10,277
County of Orange	No Comparable Class														
Los Angeles City Employees Retirement System (LACERS)	Investment Officer II	\$11,931				\$1,723	\$48			\$431	\$173	\$775	\$775	\$15,081	\$15,081
Los Angeles County Employees Retirement Association (LACERA)	Finance Analyst II	\$12,201				\$2,074					\$177	\$1,029	\$1,188	\$15,481	\$15,640
Los Angeles Fire and Police Pensions (LAFPP)	Investment Officer II	\$11,223				\$1,723	\$48			\$405	\$163	\$729	\$729	\$14,291	\$14,291
San Bernardino County Employees Retirement Association (SBCERA)	Investment Officer	\$12,310				\$1,073	\$21			\$215	\$178	\$1,128	\$1,440	\$14,926	\$15,238
San Diego City Employee Retirement System (SDCERS)	Investment Officer, Assistant Investment Officer	\$11,912		\$1,132	\$1,481					\$30	\$173		\$1,258	\$14,727	\$14,853
San Diego County Retirement Association (SDCERA)	No Comparable Class														
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$10,632
Percentage Above or Below Mean	-19.42%
Base Salary Median	\$11,912
Percentage Above or Below Median	-33.80%

Base Salary 75th Percentile	\$12,066
Percentage Above or Below 75th	-35.52%

Total Compensation Mean	\$13,550	\$13,665
Percentage Above or Below Mean	-19.42%	-15.96%
Total Compensation Median	\$14,727	\$14,853
Percentage Above or Below Median	-29.79%	-26.05%

Total Compensation 75th Percentile	\$15,003	\$15,159
Percentage Above or Below 75th Percentile	-32.22%	-28.64%

Percentile of District class base salary within total labor market	28.5%
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Percentile of District class total compensation within labor market	28.5%	28.5%
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LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

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Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Managing Director, Investments	\$15,221				\$1,502	\$76				\$221	\$1,260	\$2,008	\$18,280	\$19,027
California Public Employees Retirement System (CalPERS)	Chief Operating Investment Officer, CalPERS	\$26,380				\$1,658	\$102	\$9			\$2,018	\$2,031	\$2,401	\$32,198	\$32,567
California State Teachers Retirement System (CalSTRS)	Investment Operations Director, CalSTRS	\$17,084				\$1,658	\$102	\$9			\$1,307	\$1,315	\$1,555	\$21,474	\$21,714
County of Orange	No Comparable Class														
Los Angeles City Employees Retirement System (LACERS)	Investment Officer III	\$15,006				\$1,723	\$48			\$542	\$218	\$975	\$975	\$18,511	\$18,511
Los Angeles County Employees Retirement Association (LACERA)	Principal Investment Officer	\$21,510				\$3,657					\$312	\$1,813	\$2,095	\$27,292	\$27,574
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class														
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class														
San Diego City Employee Retirement System (SDCERS)	Program Manager, Sr. Investment Officer	\$14,921		\$1,417	\$1,481					\$37	\$216		\$1,576	\$18,073	\$18,231
San Diego County Retirement Association (SDCERA)	No Comparable Class														
San Francisco Employees Retirement System (SFERS)	Managing Director, Private Markets 1116	\$20,946				\$1,849	\$174	\$17			\$1,602	\$1,627	\$1,627	\$26,215	\$26,215

Base Salary Mean	\$19,308
Percentage Above or Below Mean	-26.85%
Base Salary Median	\$19,015
Percentage Above or Below Median	-24.92%

Base Salary 75th Percentile	\$21,369
Percentage Above or Below 75th	-40.39%

Total Compensation Mean	\$23,961	\$24,135
Percentage Above or Below Mean	-31.08%	-26.85%
Total Compensation Median	\$23,845	\$23,964
Percentage Above or Below Median	-30.44%	-25.95%

Total Compensation 75th Percentile	\$27,023	\$27,234
Percentage Above or Below 75th Percentile	-47.83%	-43.13%

Percentile of District class base salary within total labor market	33.3%
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Percentile of District class total compensation within labor market	16.6%	33.3%
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Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Member Services Director (Director of Member)	\$11,595				\$1,502	\$76				\$168	\$960	\$1,529	\$14,301	\$14,870
California Public Employees Retirement System (CalPERS)	Benefits Services Division Chief	\$10,967				\$1,658	\$102	\$9			\$839	\$844	\$998	\$14,419	\$14,573
California State Teachers Retirement System (CalSTRS)	Benefits and Services Executive Officer	\$11,869				\$1,658	\$102	\$9			\$908	\$914	\$1,080	\$15,459	\$15,625
County of Orange	Administrative Manager III, Employee Benefits	\$11,270		\$225		\$1,502	\$76				\$163	\$742	\$1,486	\$13,978	\$14,723
Los Angeles City Employees Retirement System (LACERS)	Chief Benefits Analyst, Retirement	\$12,626				\$1,723	\$48			\$456	\$183	\$821	\$821	\$15,856	\$15,856
Los Angeles County Employees Retirement Association (LACERA)	Division Manager, Member Services Benefits	\$12,201				\$2,074					\$177	\$1,029	\$1,188	\$15,481	\$15,640
Los Angeles Fire and Police Pensions (LAFPP)	Chief Benefits Analyst, Member Services	\$12,626				\$1,723	\$48			\$456	\$183	\$821	\$821	\$15,856	\$15,856
San Bernardino County Employees Retirement Association (SBCERA)	Retirement Benefits Officer	\$11,180				\$1,073	\$21			\$196	\$162	\$1,024	\$1,308	\$13,656	\$13,940
San Diego City Employee Retirement System (SDCERS)	Program Manager, Member Services Director	\$14,921		\$1,417	\$1,481					\$37	\$216		\$1,576	\$18,073	\$18,231
San Diego County Retirement Association (SDCERA)	Retirement Assistant Director, Member Services	\$10,800			\$1,445						\$826	\$650	\$1,588	\$13,721	\$14,658
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$12,051
Percentage Above or Below Mean	-3.93%
Base Salary Median	\$11,869
Percentage Above or Below Median	-2.36%

Base Salary 75th Percentile	\$12,626
Percentage Above or Below 75th	-8.89%

Total Compensation Mean	\$15,166	\$15,456
Percentage Above or Below Mean	-6.05%	-3.94%
Total Compensation Median	\$15,459	\$15,625
Percentage Above or Below Median	-8.10%	-5.08%

Total Compensation 75th Percentile	\$15,856	\$15,856
Percentage Above or Below 75th Percentile	-10.87%	-6.63%

Percentile of District class base salary within total labor market	44.4%
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Percentile of District class total compensation within labor market	33.3%	44.4%
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Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Member Services Manager	\$7,403				\$1,502	\$76				\$107	\$613	\$976	\$9,701	\$10,064
California Public Employees Retirement System (CalPERS)	Staff Services Manager III, Benefits Service	\$8,432				\$1,658	\$102	\$9			\$645	\$649	\$767	\$11,494	\$11,612
California State Teachers Retirement System (CalSTRS)	No Comparable Class														
County of Orange	Administrative Manager II, Employee Benefits Management	\$9,084		\$182		\$1,502	\$76				\$132	\$598	\$1,198	\$11,573	\$12,173
Los Angeles City Employees Retirement System (LACERS)	Analyst, Service Retirement Unit	\$7,197				\$1,723	\$48			\$260	\$104	\$468	\$468	\$9,799	\$9,799
Los Angeles County Employees Retirement Association (LACERA)	Section Head, Members Services	\$9,822				\$1,670					\$142	\$828	\$957	\$12,462	\$12,590
Los Angeles Fire and Police Pensions (LAFPP)	Senior Systems Analyst II, Member Services	\$10,534				\$1,551	\$48			\$380	\$153	\$685	\$685	\$13,350	\$13,350
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class														
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	Retirement Member Services Manager	\$8,826			\$1,445						\$675	\$531	\$1,297	\$11,478	\$12,244
San Francisco Employees Retirement System (SFERS)	Manager II, Member Services Division Manager	\$10,610				\$1,849	\$174	\$17			\$812	\$824	\$824	\$14,286	\$14,286

Base Salary Mean	\$9,215
Percentage Above or Below Mean	-24.48%
Base Salary Median	\$9,084
Percentage Above or Below Median	-22.71%

Base Salary 75th Percentile	\$10,178
Percentage Above or Below 75th	-37.49%

Total Compensation Mean	\$12,063	\$12,294
Percentage Above or Below Mean	-24.35%	-22.15%
Total Compensation Median	\$11,573	\$12,244
Percentage Above or Below Median	-19.30%	-21.66%

Total Compensation 75th Percentile	\$12,906	\$12,970
Percentage Above or Below 75th Percentile	-33.04%	-28.88%

Percentile of District class base salary within total labor market	14.2%
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Percentile of District class total compensation within labor market	0.0%	14.2%
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LACERA: Health formula is 17% of monthly salary or \$1,200, whichever is greater. This amount is based on the Monthly Midpoint.

*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Senior Investment Analyst	\$7,797				\$1,502	\$76				\$113	\$646	\$1,028	\$10,133	\$10,516
California Public Employees Retirement System (CalPERS)	No Comparable Class														
California State Teachers Retirement System (CalSTRS)	Investment Officer III	\$9,662				\$1,504	\$96	\$9			\$739	\$744	\$879	\$12,754	\$12,889
County of Orange	No Comparable Class														
Los Angeles City Employees Retirement System (LACERS)	Management Analyst, Investment	\$7,197				\$1,723	\$48			\$260	\$104	\$468	\$468	\$9,799	\$9,799
Los Angeles County Employees Retirement Association (LACERA)	Finance Analyst III, LACERA	\$16,295				\$2,770					\$236	\$1,374	\$1,587	\$20,674	\$20,888
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class														
San Bernardino County Employees Retirement Association (SBCERA)	Senior Investment Analyst	\$8,901				\$1,073	\$21			\$156	\$129	\$815	\$1,041	\$11,095	\$11,321
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	No Comparable Class														
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$10,514
Percentage Above or Below Mean	-34.85%
Base Salary Median	\$9,282
Percentage Above or Below Median	-19.05%

Base Salary 75th Percentile	\$11,320
Percentage Above or Below 75th	-45.19%

Total Compensation Mean	\$13,581	\$13,724
Percentage Above or Below Mean	-34.03%	-30.51%
Total Compensation Median	\$11,925	\$12,105
Percentage Above or Below Median	-17.68%	-15.12%

Total Compensation 75th Percentile	\$14,734	\$14,889
Percentage Above or Below 75th Percentile	-45.41%	-41.59%

Percentile of District class base salary within total labor market	25.0%
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Percentile of District class total compensation within labor market	25.0%	25.0%
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Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Senior Investment Officer	\$11,301				\$1,502	\$76				\$164	\$936	\$1,491	\$13,978	\$14,533
California Public Employees Retirement System (CalPERS)	Investment Officer III	\$9,662				\$1,504	\$96	\$9			\$739	\$744	\$879	\$12,754	\$12,889
California State Teachers Retirement System (CalSTRS)	Portfolio Manager, CalSTRS	\$17,917				\$1,658	\$102	\$9			\$1,371	\$1,380	\$1,630	\$22,436	\$22,687
County of Orange	No Comparable Class														
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class														
Los Angeles County Employees Retirement Association (LACERA)	No Comparable Class														
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class														
San Bernardino County Employees Retirement Association (SBCERA)	Senior Investment Officer	\$18,132				\$1,073	\$21			\$317	\$263	\$1,661	\$2,121	\$21,467	\$21,927
San Diego City Employee Retirement System (SDCERS)	Investment Officer, Senior Investment Officer	\$11,912		\$1,132	\$1,481					\$30	\$173		\$1,258	\$14,727	\$14,853
San Diego County Retirement Association (SDCERA)	No Comparable Class														
San Francisco Employees Retirement System (SFERS)	Senior Portfolio Manager	\$14,177				\$1,849	\$174	\$17			\$1,085	\$1,102	\$1,102	\$18,403	\$18,403

Base Salary Mean	\$14,360
Percentage Above or Below Mean	-27.07%
Base Salary Median	\$14,177
Percentage Above or Below Median	-25.45%

Base Salary 75th Percentile	\$17,917
Percentage Above or Below 75th	-58.55%

Total Compensation Mean	\$17,957	\$18,152
Percentage Above or Below Mean	-28.47%	-24.90%
Total Compensation Median	\$18,403	\$18,403
Percentage Above or Below Median	-31.66%	-26.63%

Total Compensation 75th Percentile	\$21,467	\$21,927
Percentage Above or Below 75th Percentile	-53.58%	-50.88%

Percentile of District class base salary within total labor market	20.0%
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Percentile of District class total compensation within labor market	20.0%	20.0%
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*Refer to Appendix B: Benefits Summary Table in report; Table B-2 Retirement Contribution Practices, which list each agencies participation in Medicare and/or Social Security.

Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Senior Retirement Manager (Retirement)	\$8,221				\$1,502	\$76				\$119	\$681	\$1,084	\$10,598	\$11,002
California Public Employees Retirement System (CalPERS)	Staff Services Manager III, Customer Services	\$8,432				\$1,658	\$102	\$9			\$645	\$649	\$767	\$11,494	\$11,612
California State Teachers Retirement System (CalSTRS)	Staff Services Manager III, Benefits and Administrative	\$8,432				\$1,658	\$102	\$9			\$645	\$649	\$767	\$11,494	\$11,612
County of Orange	Manager II, Employee Benefits	\$9,084		\$182		\$1,502	\$76				\$132	\$598	\$1,198	\$11,573	\$12,173
Los Angeles City Employees Retirement System (LACERS)	Senior Management Analyst II	\$10,534				\$1,551	\$48			\$380	\$153	\$685	\$685	\$13,350	\$13,350
Los Angeles County Employees Retirement Association (LACERA)	No Comparable Class														
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class														
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class														
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	Retirement Assistant Director, Member Services	\$10,800			\$1,445						\$826	\$650	\$1,588	\$13,721	\$14,658
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$9,456
Percentage Above or Below Mean	-15.03%
Base Salary Median	\$9,084
Percentage Above or Below Median	-10.50%

Base Salary 75th Percentile	\$10,534
Percentage Above or Below 75th	-28.14%

Total Compensation Mean	\$12,326	\$12,681
Percentage Above or Below Mean	-16.31%	-15.27%
Total Compensation Median	\$11,573	\$12,173
Percentage Above or Below Median	-9.19%	-10.65%

Total Compensation 75th Percentile	\$13,350	\$13,350
Percentage Above or Below 75th Percentile	-25.97%	-21.35%

Percentile of District class base salary within total labor market	0.0%
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Percentile of District class total compensation within labor market	0.0%	0.0%
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Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Staff Analyst	\$6,690				\$1,502	\$76				\$97	\$554	\$882	\$8,918	\$9,247
California Public Employees Retirement System (CalPERS)	Staff Services Analyst	\$4,260				\$1,504	\$96	\$9			\$326	\$328	\$388	\$6,523	\$6,583
California State Teachers Retirement System (CalSTRS)	Personnel Program Analyst	\$5,602				\$1,504	\$96	\$9			\$429	\$431	\$510	\$8,070	\$8,149
County of Orange	Administrative Manager I, Human Resources	\$7,028		\$141		\$1,502	\$76				\$102	\$462	\$927	\$9,310	\$9,775
Los Angeles City Employees Retirement System (LACERS)	Personnel Analyst	\$7,197				\$1,551	\$48			\$260	\$104	\$468	\$468	\$9,627	\$9,627
Los Angeles County Employees Retirement Association (LACERA)	Human Resource Analyst	\$6,491				\$1,200					\$94	\$547	\$632	\$8,332	\$8,417
Los Angeles Fire and Police Pensions (LAFPP)	Personnel Analyst	\$7,197				\$1,551	\$48			\$260	\$104	\$468	\$468	\$9,627	\$9,627
San Bernardino County Employees Retirement Association (SBCERA)	No Comparable Class														
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	Retirement Analyst, Human Resources	\$7,053			\$1,445						\$540	\$425	\$1,037	\$9,462	\$10,074
San Francisco Employees Retirement System (SFERS)	Human Resources Analyst	\$7,184				\$1,849	\$174	\$17			\$550	\$558	\$558	\$10,331	\$10,331

Base Salary Mean	\$6,501
Percentage Above or Below Mean	2.82%
Base Salary Median	\$7,040
Percentage Above or Below Median	-5.24%

Base Salary 75th Percentile	\$7,187
Percentage Above or Below 75th	-7.43%

Total Compensation Mean	\$8,911	\$9,073
Percentage Above or Below Mean	0.09%	1.88%
Total Compensation Median	\$9,386	\$9,627
Percentage Above or Below Median	-5.25%	-4.12%

Total Compensation 75th Percentile	\$9,627	\$9,850
Percentage Above or Below 75th Percentile	-7.95%	-6.52%

Percentile of District class base salary within total labor market	37.5%
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Percentile of District class total compensation within labor market	37.5%	37.5%
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Based on Monthly Midpoint

Surveyed Agency	Classification Title	Monthly Midpoint	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Medicare and/or Social Security*	Retirement based on PEPRA/PEPRA Equivalent	Retirement based on Classic/Classic Equivalent	Monthly Total Maximum based on PEPRA	Monthly Total Maximum based on Classic
Orange County Employees Retirement System (OCERS)	Staff Attorney	\$11,656				\$1,502	\$76				\$169	\$965	\$1,537	\$14,367	\$14,940
California Public Employees Retirement System (CalPERS)	Attorney V	\$12,231			\$1,609	\$102	\$9				\$936	\$942	\$1,113	\$15,828	\$15,999
California State Teachers Retirement System (CalSTRS)	Attorney V	\$12,231				\$1,609	\$102	\$9			\$936	\$942	\$1,113	\$15,828	\$15,999
County of Orange	Attorney III	\$9,841				\$1,502	\$76			\$98	\$143	\$815	\$1,298	\$12,475	\$12,958
Los Angeles City Employees Retirement System (LACERS)	No Comparable Class														
Los Angeles County Employees Retirement Association (LACERA)	Staff Counsel	\$12,201				\$2,074					\$177	\$1,029	\$1,188	\$15,481	\$15,640
Los Angeles Fire and Police Pensions (LAFPP)	No Comparable Class														
San Bernardino County Employees Retirement Association (SBCERA)	Staff Attorney	\$12,310				\$1,073	\$21			\$215	\$178	\$1,128	\$1,440	\$14,926	\$15,238
San Diego City Employee Retirement System (SDCERS)	No Comparable Class														
San Diego County Retirement Association (SDCERA)	No Comparable Class														
San Francisco Employees Retirement System (SFERS)	No Comparable Class														

Base Salary Mean	\$11,763
Percentage Above or Below Mean	-0.92%
Base Salary Median	\$12,231
Percentage Above or Below Median	-4.94%

Base Salary 75th Percentile	\$12,231
Percentage Above or Below 75th	-4.94%

Total Compensation Mean	\$14,907	\$15,167
Percentage Above or Below Mean	-3.76%	-1.52%
Total Compensation Median	\$15,481	\$15,640
Percentage Above or Below Median	-7.75%	-4.69%

Total Compensation 75th Percentile	\$15,828	\$15,999
Percentage Above or Below 75th Percentile	-10.17%	-7.09%

Percentile of District class base salary within total labor market	20.0%
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Percentile of District class total compensation within labor market	20.0%	20.0%
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Agencies Benefit Participation

Note: Participation if indicated if *any* employee group and/or classification was eligible for benefit element

	OCERS	CalPERS	CalSTRS	LACERA	LACERS	LAFPP	Orange County	SBCERA	SDCERA	SDCERS	SFERS
Table B-2: Retirement Contribution Practices											
Social Security (6.20%)		X	X						X		X
Table B-3: Deferred Compensation, Longevity Incentives, Bilingual Pay, and Education/Certification Reimbursement Practices											
Deferred Compensation	X	XX	XX	XX	XX	XX	XX	XX	XX	XX	X
Longevity Incentives											X
Education/Certification Reimbursement	X	X	X	X	X	X	X	X	X	X	X
Bilingual Pay		X	X		X	X	X				X
Table B-4A Performance Awards and Certification Incentives											
Performance Awards		X	X	X		X	X	X			X
Certification Incentives		X	X	X	X	X					
Table B-4B Allowance Pay Practices, Relocation and Severance Practices - Benefit eligibility is classification specific											
Membership Dues	X	X	X				X				X
Vehicle				X			X	X			
Phone								X			
Relocation	X		X	X				X	X		
Severance	X			X			X	X			
Other Allowances											
Table B-5 Medical, Dental and Vision Plans, Voluntary Supplemental Plans and Opt-Out Policies											
Medical	X	X	X	X	X	X	X	X	X	X	X
Dental	X	X	X	X	X	X	X	X	X	X	X
Vision		X	X	X				X	X	X	X
Voluntary Supplemental Plans											
Opt Out Monetary Benefit		X	X	X	X	X		X	X	X	
Table B-6: Retiree Health Savings (RHS) and Retiree Health Insurance (RHI)											
Retiree Health Savings (RHS)	X				X	X	X	X	X	X	
Retiree Health Insurance	X	X	X	X	X	X	X	X	X	X	X
Table B-7: Basic Life, Long-Term Disability (LTD) and Disability Insurance (DI)											
Basic Life Insurance	X	X	X	X	X	X	X	X	X	X	X
Basic Long Term Disability (LTD)	X			X	X	X	X	X	X	X	X
Basic Short Term Disability (SDI)	X	X	X	X	X	X	X	X	X	X	X
Table B-8: Vacation/Annual Leave Accrual & Annual Cash-Out Policies											
Vacation Leave		X	X		X	X	X	X	X		X
Annual Leave	X	X	X	X			X			X	
Annual Cash Out Policy	X	X	X	X			X	X		X	
Table B-9: Sick Leave, Holidays and Management/Executive Policies											
Sick Leave		X	X		X	X	X	X	X		X
Sick Leave Annual Cash Out Policy/Conversion					X			X	X		
Sick Leave Retirement Service Credits		X	X								
Retirement Sick Leave Cash Out/Conversion						X		X	X		
Holidays	X	X	X	X	X	X	X	X	X	X	X
Floating Holidays		X	X		X	X		X	X	X	X
Management/Excutive Leave								X			X

Survey Benefit Analysis and Recommendations

Benefit	OCERS	Benefit Analysis of Survey Data	EE Impact	Recommendations/ Considerations
Table B-3: Deferred Compensation, Longevity Incentives, Bilingual Pay, and Education/Certification Reimbursement Practices				
Deferred Compensation	Executive Management only receives non-matching contributions.	All agencies provide a Deferred Compensation Plan; seven agencies provide no contributions; three agencies provide contributions; two agencies provide matching contributions to all employees; one agency provides non-matching contributions to Executive Management II employee group.	High	Consider implementing <i>matching</i> contribution for Management employee group. Consider offering a 2 nd plan so employees can maximize allowable contributions
	N/A	N/A	High	Investigate options related to developing a Retiree Health Savings Account (RHSA) such as VEBA; consider options allowable in plan design such as vesting schedule; employer contribution levels etc.; options of employees' final payout of leave accruals deposited to account. PC Comment – a post-retirement vesting schedule provides “longevity” element to the benefit.
Table B-4A: Performance Awards and Certification Incentives				
Performance Awards	No policy	Of the 177 comparable classifications, 70 are eligible for a performance and/or recruitment program; program incentive awards range from simple to highly complex relative to investment performance; eligibility primarily for Executive and Investment Management. Refer to Appendix G for detailed descriptions of programs.	Very High	Suggest whatever is developed encompasses all employees.
Certification Incentives	No policy	Of the 177 comparable classifications, 23 classifications are eligible for incentives.	Medium	Consider developing an incentive program to reward employees who earn certifications beyond the

Benefit	OCERS	Benefit Analysis of Survey Data	EE Impact	Recommendations/ Considerations
<p>required minimum qualifications of their position that are relevant to OCERS classifications and certified by recognized organizations.</p>				
<p>Table B-7: Basic Life, Long-Term Disability (LTD) and Disability Insurance (DI)</p>				
Basic Life Insurance	Executive Management \$125,000; Management \$100,000 Benefit amount ranked 2.	All ten agencies provided benefit; one agency's ⁱ benefit levels matched OCERS; highest benefit level of 1X annual salary with minimum of \$50,000 and maximum of \$1,000,000.	Very High	Consider raising benefit level of compensation (i.e., 1.5 X annual salary with a minimum of \$150,000); three employees' annual compensation is less than \$100,000 a year; benefit level being based on compensation ensures that as compensation increases, benefit increases; should not have great financial impact.
Basic Long Term Disability (LTD)	60% of eligible earnings up to \$12,000/month; Ranked 3 rd .	Two agencies do not offer benefit; one agency's ⁱⁱ benefit levels matched OCERS; the two agencies have higher benefit levels and equal or higher maximum compensation - 66.6667% with maximum of \$12,000 and 70% with no maximum compensation.	Low	Consider investigating, weighing benefits vs. cost; of raising benefit level and maximum.
<p>Table B-8 & B-9: Leave Policies</p>				
Leave Cash Out Policy	Executive Management: 170 hours (1 month) Management: 90 hours (50% month) Ranks 1 st in maximum cash out.	Four agencies allow annual leave cash out; one agency (Orange County) matches cash out levels; f agencies do not allow annual cash out.	Medium	Consider increasing Management to 120 hours = 70% of a month. Consider increasing cash out limit Consider adding requirements for employees to have taken a number of days during the year (e.g., 80 hours of annual leave used; a minimum balance that must be remaining after cash out.)

ⁱ Orange County

ⁱⁱ Orange County

A-3



Memorandum

DATE: June 07, 2019
TO: Members of the Personnel Committee
FROM: Brenda Shott, Assistant CEO Finance and Internal Operations
SUBJECT: REVIEW OF PROPOSED REVISIONS TO THE OCERS EMPLOYEE HANDBOOK

Recommendation

Approve, and recommend that the Board approve, the revised OCERS Employee Handbook as presented.

Background/Discussion

OCERS operates with a “split staff structure;” that is, with a workforce that is employed by the County of Orange and a workforce that is employed directly by OCERS, as provided by Government Code Section 31522.5.¹

As required by subdivision (b) of section 31522.5, OCERS follows Orange County’s Personnel and Salary Resolution (P&SR), Merit Selection Rules, and the Memorandums of Understanding between the County and the respective unions for the County employees assigned to work at OCERS. The proposed revisions to the OCERS Employee Handbook do not change in any way the terms and conditions applicable to County employees.

However, for the employees that are appointed pursuant to subdivision (a) of section 31522.5, OCERS must maintain personnel policies that set forth the terms and conditions of employment of those individuals.

¹ Government Code section 31522.5 states, in pertinent part, as follows:

- (a) In a county in which the board of retirement has appointed personnel pursuant to Section 31522.1, the board of retirement may appoint an administrator, an assistant administrator, a chief investment officer, senior management employees next in line of authority to the chief investment officer, subordinate administrators, senior management employees next in line of authority to subordinate administrators, and legal counsel.
- (b) Notwithstanding any other provision of law, the personnel appointed pursuant to this section may not be county employees but shall be employees of the retirement system, subject to terms and conditions of employment established by the board of retirement. Except as specifically provided in this subdivision, all other personnel shall be county employees for purposes of the county’s employee relations resolution, or equivalent local rules, and the terms and conditions of employment established by the board of supervisors for county employees, including those set forth in a memorandum of understanding.

Memorandum

May 20, 2019, Personnel Committee Meeting

At the May 20th Personnel Committee meeting, Staff presented the proposed Employee Handbook as attached. Detailed discussion took place regarding changes to the six outlined substantive policies. The Personnel Committee members recommended that Staff make revisions to clean up the proposed Employee Handbook language in reference to:

Item #	Policy Name
1	At-Will
2	Annual Leave
5	Probation

The red-lined items below indicate those proposed changes as recommended by the Personnel Committee.

Item #	Policy Name	Employee Handbook Page #	Current PP&R Provision	Recommended Change in Employee Handbook
1	At Will Policy	9	A progressive discipline process is outlined in the PP&R (does not apply to Senior Executives who have an At-Will contract)	All OCERS direct employees hired after the new Employee Handbook is approved would be at-will, which means employment may be terminated at any time and for any reason with or without cause or advance notice (existing employees grandfathered under current terms of PP&R) Allow newly promoted employees to maintain the grandfathered provision for their employment when promoting into any classification outside of a Senior Executive classification.
Item #	Policy Name	Employee Handbook Page #	Current PP&R Provision	Recommended Change in Employee Handbook
2	Annual Leave	94	Employees accrue annual leave at same rate as County employees, based on the number of years of service. There is currently no limit to the amount of time that may be accrued. At termination all leave on	OCERS direct employees hired after the New Employee Handbook is approved would accrue annual leave at the same rate as all other employees; however, the maximum annual leave balance will be limited to 16 weeks or 640 hours which equates to (80 – 8 hour days). Employees will stop accruing annual

Memorandum

			the books must be paid out to the employee. (OCERS is not legally permitted to use the same policy on payout of accrued leave as the County uses because that is a term negotiated in the County’s MOU with its employees and OCERS direct employees are not a party to the MOU)	leave when the maximum is reached and would then be paid for any time that otherwise would have accrued At termination the full amount of time accrued must be paid out (which will be limited to the new maximum leave balance) (existing employees grandfathered under current annual leave provisions)
3	Discipline	43	Applies to all current OCERS direct employees (except at-will executives)	Will apply only to those employees hired prior to the date the new Employee Handbook is effective
4	Grievance/Appeals	45	Grievance/Appeal process was verbatim from the County and included language that didn’t apply to OCERS direct employees	Would remove reference to grievance procedure and include only the appeal procedure. The revision to the appeal process would delete the steps that were deemed not applicable to OCERS direct employees and clarify the process into four possible steps. Will apply only to those employees hired prior to the effective date of the revised Employee Handbook
5	Probation		New, promoted, or re-employed employees placed on 52 week probation.	New, promoted , or re-employed employees are At-Will therefore no probation period is necessary. Legacy employees will continue to serve a 52-week probation for internal promotions.
Item #	Policy Name	Employee Handbook Page #	Current PP&R Provision	Recommended Change in Employee Handbook
6	Merit Increases	111	CEO makes final determination of salary awards	Clarified that CEO will make the final determination of merit increases based on the Board approved merit and salary adjustments included in the annual budget. Merit increases may be either a lump sum or added to base salary.

Memorandum

Item #1 At-Will Policy

The At-Will policy will pertain to all newly hired employees the first of the following month after the adoption of the Employee Handbook from the Board of Retirement. Grandfathered employees receiving an internal promotion will not be subjected to the At-Will policy.

Item #2 Annual Leave

After discussion with the Personnel Committee at the May 20th meeting, the OCERS CEO is recommending all new OCERS' direct employees Annual Leave bank be capped at a maximal amount of 16 weeks or 640 hours (80/8 hour days). This number was formulized using the current amount of disability leave granted under Federal Law for a maternity leave.

An Annual Leave report outlining the maximal accrual rates for the ten (10) comparable agencies that OCERS utilized for their 2018 Total Compensation Study is attached.

Item #5 Probation

Language related to a new probation for newly hired At-Will employees was removed from the proposed Employee Handbook document. Existing employees promoting into a higher classification that is not deemed At-Will will be required to serve a 52-week probation.

March 4, 2019, comments provided to the CEO from OCERS Direct Staff

"In general, the Employees' preference would be for existing Employees to retain the current benefits as defined by the Personnel Policies and Regulations ("PP&R") handbook in effect as of this writing; that is, Employees would prefer to (1) not be subject to an annual leave accrual limit, and (2) not be classified as at-will employees, and thereby retain the progressive discipline policy outlined in the PP&R handbook. Employees understand and recognize that an annual leave accrual limit and at-will status may be beneficial for the agency in the future and are amenable to working closely with the Executive team to modify the annual leave accrual policy and at-will status for future Employees hired on or after the effective date of the in-progress Employee Handbook.

We welcome further discussion of these suggested changes and look forward to working with our Executive team and the Personnel Committee to arrive at a mutually beneficial solution to these items."

May 30 Assistant CEO of Internal Operations Meetings with Staff

A meeting was held with existing OCERS Direct employees to review the outcome of the May 20th Personnel Committee meeting. Current employees continue to favour the idea of grandfathering all current employees under the current employment handbook. Employees voiced understanding of OCERS need to provide a limit for current employees Annual Leave bank but asked to host an internal meeting with current employees if the Personnel Committee decided to propose a change to existing Staff's unlimited accrual allowance.

With that, Staff would like the Personnel Committee to review and approve the recommendations of the CEO as outlined above in regards to the OCERS Direct Employee Handbook. It should be noted that the effective date of the new Employee Handbook will be effective the first of the month following the approval by the Board of Retirement. The date will be updated to reflect the effective date of the revised Employee Handbook as approved by the OCERS Board of Retirement.



Memorandum

Attached

- 1) Annual Leave Accrual comparison spreadsheet
- 2) OCERS Proposed Employee Handbook (Redlined)

Submitted by:

A handwritten signature in blue ink that reads "Brenda M. Shott".

Brenda Shott

Assistant CEO, Finance and Internal Operations

Annual Leave Accrual Summary

Agency	Annual Accrual Hours per Years of Service	Max Accrual
OCERS (Annual Leave)	296 @ 10	N/A
CALPERS	168 @ 20	640
<i>Prof/Admin/Fin and Attorney</i> Vacation/Sick Leave Option		
Annual Leave Option	216 @ 20	640
<i>Excluded Supervisory and Management</i> Vacation/Sick Leave Option	240 @ 25	640
Annual Leave Option	240 @ 25	640
CALSTRS	168 @ 20	640
<i>Prof/Admin/Fin and Attorney</i> Vacation/Sick Leave Option		
Annual Leave Option	216 @ 20	640
<i>Supervisory and Management</i> Vacation/Sick Leave Option	240 @ 25	640
Annual Leave Option	240 @ 25	640
LACERS	184 @ 20	368
<i>Administrative, Supervisory, and Exec./Sr. Management</i>	200 @ 25	400
<i>Management</i>	200 @ 20	400
LACERA (Annual Leave)	84 @ 20 100 @ 24	480 480
LAFPP	184 @ 20	368
<i>Administrative, Supervisory, and Exec./Sr. Management</i>	200 @ 25	400

<i>Management</i>	200 @ 20	400
Orange County	200 @ 10	580
<i>Executive (Vacation)</i>		
<i>Supervisory- Management (Annual Leave)</i>	256 @ 10	Unlimited
<i>General Unit (Annual Leave)</i>	256 @ 10	Unlimited
<i>Attorney (Vacation Leave)</i>	200 @ 10	480
<i>Administrative Management (Annual Leave)</i>	200 @ 10	480
SBCERA	160 @ 20	480
SDCERS <i>Managerial and Executive (Annual Leave)</i>	216 @ 16	350
<i>Professional Legal</i>	216 @ 16	350
SDCERA <i>Management</i>	176@15yrs	440
<i>Executive, Unclassified</i>	200 @15	500
SFERS	160 @15+	400

2019



Employee Handbook

Personnel Committee Meeting

June 17, 2019



Item #	Policy Name	Employee Handbook Page #	Current PP&R Provision	CEO Recommended Change	OCERS Direct Comment
1	At Will Policy	9	A progressive discipline process is outlined in the PP&R (does not apply to Senior Executive who have an At-Will contract)	All OCERS direct employees hired after the new Employee Handbook is approved would be at-will, which means employment may be terminated at any time and for any reason with or without cause or advance notice. CEO will approve all terminations. (existing employees grandfathered under current terms of PP&R)	Agree with provision to grandfather current employees. Allow newly promoted employees to maintain the grandfathered provision for their employment when promoting in to any classification outside of a Senior Executive classification.

Item #	Policy Name	Employee Handbook Page #	Current PP&R Provision	CEO Recommended Change	OCERS Direct Comment
2	Annual Leave	93	<p>Employees accrue annual leave at same rate as County employees, based on the number of years of service. There is currently no limit to the amount of time that may be accrued. At termination all leave on the books must be paid out to the employee. (OCERS is not legally permitted to use the same policy on payout of accrued leave as the County uses because that is a term negotiated in the County's MOU with its employees and OCERS direct employees are not a party to the MOU)</p> <p style="text-align: right;">284/432</p>	<p>OCERS direct employees hired after the New Employee Handbook is approved would accrue annual leave at the same rate as all other employees; however, the maximum annual leave balance will be limited to 16 weeks or 640 hours which equates to (80 – 8 hour days). Employees will stop accruing annual leave when the maximum is reached and will be paid (non-pensionable) for the hours that would otherwise have been accrued. At termination the full amount of time accrued must be paid out (which will be limited to the new maximum leave balance) (existing employees grandfathered under current annual leave provisions)</p>	<p>Agree with provision to grandfather current employees. A request for an internal meeting with existing employees has been made if a change is made to the current policy.</p>



Item #	Policy Name	Employee Handbook Page #	Current PP&R Provision	CEO Recommended Change	OCERS Direct Comment
3	Discipline	43	Applies to all current OCERS direct employees (except at-will Executive)	Will apply only to those employees hired prior to the date the new Employee Handbook is effective. First of the month following Board approval of the Employee Handbook.	Agree with provision to grandfather current employees

Grievance/ Appeals



Item #	Policy Name	Employee Handbook Page #	Current PP&R Provision	CEO Recommended Change	OCERS Direct Comment
4	Grievance/ Appeals	45	Grievance/Appeal process was verbatim from the County and included language that didn't apply to OCERS direct employees	Would remove reference to grievance procedure and include only the appeal procedure. The revision to the appeal process would delete the steps that were deemed not applicable to OCERS direct employees and clarify the process into four possible steps. Will apply only to those employees hired prior to the effective date of the revised Employee Handbook	N/C



Item #	Policy Name	Employee Handbook Page #	Current PP&R Provision	CEO Recommended Change	OCERS Direct Comment
5	Probation	N/A	New, promoted or re-employed employees placed on 52-week probation	New, promoted , or re-employed employees are at-will therefore no probation period is necessary. Legacy employees will continue to serve a 52-week probation for internal promotions.	N/A

Merit Increases



Item #	Policy Name	Employee Handbook Page #	Current PP&R Provision	CEO Recommended Change	OCERS Direct Comment
6	Merit Increases	111	CEO makes final determination of salary awards	Clarified that CEO will make the final determination of merit increases based on the Board approved merit and salary adjustments included in the annual budget. Merit increases may be either a lump sum or added to base salary.	N/A

COMPLETED

- ✓ Clean-up language regarding probation for At-Will employees
- ✓ Explore creating a cap of annual leave to reduce OCERS fiscal liability
- ✓ Provide a survey of other California Retirement systems
Annual leave accrual limits

Questions



OCERS

Employee Handbook

V1.0

***JanuaryApril* 2019**



Orange County Employees Retirement System (OCERS)
2223 E Wellington Avenue Suite 100
Santa Ana, CA 92701 USA
1 (714) 558-6200
<http://www.ocers.org>

Serving the Active and Retired Members of:

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 CORRIDOR AGENCIES

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 CAMPUS (CLOSED TO NEW
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Congratulations on your employment with the Orange County Employees Retirement System.

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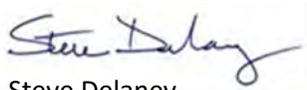
This Handbook is meant to facilitate your success. You will find it provides you with an overview of pertinent OCERS policies, your benefits and your responsibilities as an OCERS employee. Please take the time to read it thoroughly. We have found that we are more effective as a team when each and every individual has a clear understanding of expectations and obligations.

During your professional employment with OCERS, the staff members of the Administrative Service Department and your manager will work with you to ensure that you have the information you need to be successful at OCERS and will be available to assist you with questions or concerns you may have along the way.

I hope you will find your employment with OCERS both satisfying and rewarding. Your job is essential to fulfilling our mission every day to the members who trust and respect us. We are happy that you have chosen to contribute to our ongoing commitment to providing the outstanding service our member rely on and deserve.

Once again, I welcome you to the OCERS team.

Best regards,



Steve Delaney

Chief Executive Officer



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Introduction to Personnel Policies

Policy Statement

Orange County Employees Retirement System's ("OCERS") Employee Policy Handbook is provided to employees for their use as a ready reference and as a collection of OCERS' personnel policies, work rules, and benefits. Employees are required to become familiar with the policies in a timely manner after the start of employment with OCERS.

Scope/Coverage

These Personnel Policies supersede all previously promulgated policies on this topic, including the PP&R (defined below) and Employee Handbook and apply to personnel who are employed by OCERS ~~the following entities~~ unless otherwise specified:

- ~~1. OCERS;~~
- ~~2. Orange County (County employees who work at OCERS); and~~
- ~~3. Third party vendors and contract employees.~~

Authority

OCERS' Personnel Policies and Regulations ("PP&R") were adopted originally by the Board of Retirement (Board) on November 11, 2002, pursuant to California Government Code Sections 31468, 31522.5, 31557.3, and 31678.3.

The Chief Executive Officer ("CEO") has the duty to recommend to the Board these Personnel Policies. Additionally, the CEO is authorized to assess human resources needs; to establish and implement appropriate human resources programs and procedures, consistent with the personnel policies of the Board; to hire, manage and terminate senior management, and oversee the hiring of management and termination of staff; and to develop training and job development programs for OCERS as approved in the Administrative Budget.

These Personnel Policies do not create a contract for employment. ~~With respect to employees employed by the County of Orange, the intent is that these personnel policies will be interpreted in a manner that is consistent with the provisions of applicable Memorandums of Understanding ["MOU"]; provided, however, to the extent they do conflict, the MOU will control as long as it is consistent with applicable law.~~

OCERS retains the right to modify, change, revise, supplement, delete, or rescind any or all of its Personnel Policies, at any time, without notice, whenever OCERS determines that such action is required.

For questions regarding any of these policies, please contact Administrative Services.

Recruitment and New Hires

This chapter contains the following policies related to personnel recruitment and new hires:

- At Will Policy

At Will Policy

Policy Statement

Employment with OCERS is “at-will”, which means it may be terminated at any time and for any reason, with or without cause or advance notice, by either the employee or OCERS.

Purpose

The purpose of this policy is to establish an at-will relationship between OCERS-direct employees hired directly by OCERS on or after ~~January~~July 1, 2019 and OCERS.

~~Scope/Coverage~~

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals employed directly by OCERS on or after January 1, 2019.~~

Provisions

1. Employees hired or re-hired by OCERS on or after ~~January~~July 1, 2019, are employed on an at-will basis. All such employees are hired for an unspecified duration and are not guaranteed employment for any specified length of time.
 2. Employment is at the mutual consent of each employee and OCERS, and as a result, may be terminated by OCERS or the employee at any time, with or without cause or advance notice. The CEO must approve all terminations of at-will employees.
 3. The at-will status of the employment relationship between OCERS and its employees hired on or after ~~January~~July 1, 2019, cannot be altered by any oral or written statements, guidelines or policies contained in any of OCERS documents or communications, except where there is an express written agreement that is signed by the employee and OCERS’ Chief Executive Officer.
 4. Completion of, or participation in, an introductory period of employment does not change an employee’s status as an at-will employee.
 5. If an employee hired by OCERS prior to July 1, 2019 receives a promotion into a non-Senior Executive position, he/she will retain their grandfathered status and the At-Will Policy will not apply.
- 4.6. OCERS Direct Employees will serve a fifty-two (52) week probation upon promotion.

Chapter 2

General Personnel Policies

This chapter contains the following policies related to general personnel policies:

- Discrimination and Harassment Policy
- Confidentiality Policy
- Electronic Resources Policy
- Social Media Policy
- Personnel Records Policy
- Telecommuting Policy
- Personnel Policy

Discrimination and Harassment Policy

Policy Statement

OCERS is committed to a work environment in which all individuals are treated with respect and dignity. It is the policy of OCERS to provide and promote equal employment opportunity for all personnel.

Purpose

OCERS is committed to fostering a work environment that is free from Discrimination, Harassment, retaliation or abusive conduct. OCERS will not tolerate any kind of Discrimination, ~~against or~~ Harassment, retaliation or abusive conduct of employees or applicants for employment by anyone.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and all OCERS personnel who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Policy Statement

- a. All persons covered by this policy will not be discriminated against on the basis of any Protected Characteristic.
- b. Employees are prohibited from discriminating against or harassing OCERS ~~and County~~ personnel, applicants for employment and third party vendors' if the conduct adversely affects OCERS' operations or reputation or takes place during an OCERS employment related event, whether or not the incidents occur on OCERS' premises and whether or not the incidents occur during working hours.
- c. This policy applies to all terms, conditions and privileges of employment including, but not limited to recruitment, hiring, pay, benefits, job assignments, promotion, training, transfer, discipline, and termination.
- d. All personnel must review this policy on an annual basis and affirm ~~her or her/his or her~~ understanding of the policy and obligation to comply with it.

2. Conduct Prohibited by this Policy

- a. Conduct prohibited under this policy includes, but is not limited to:
 - i. Racial, ethnic, sexual or religious slurs, epithets, comments, stereotyping, teasing or jokes.
 - ii. Verbal abuse or derogatory or stereotypical comments based any Protected Characteristic.
 - iii. Abusive or hostile treatment or similar offensive and unwelcome conduct, based on any Protected Characteristic.

- iv. Any use or transmission of electronic communication or access or viewing of websites with ethnic or racial cartoons, jokes, or any other message that may offend, disparage, or harass an individual based on any Protected Characteristic.
- v. Sexual propositions, stating or implying that sexual favors are required as a condition of employment or continued employment, preferential treatment or promises of preferential treatment to an employee for submitting to sexual conduct; repeated unwanted sexual flirtations, advances, or invitations.
- vi. Unwanted physical contact, such as touching, pinching, grabbing, kissing, patting, or brushing against another's body
- vii. Offensive leering, flirtatious eye contact, staring at parts of a person's body, sexually oriented gestures
- viii. Displays or distribution of offensive pictures or objects, drawings, cartoons, graffiti, calendars, posters, printed material, or clothing containing sexually oriented language or graphics or derogatory content based on race, ethnicity, gender, religion, disability, or any other Protected Characteristic.
- ix. Sexual Harassment at OCERS is strictly prohibited.

3. Reporting Obligations

Any executive, manager, or supervisor who witnesses or has knowledge of Discrimination or other conduct prohibited by this policy, is obligated to promptly report such behavior to an appropriate representative in Administrative Services so that it can be appropriately investigated. Failure of executive, management, or supervisory personnel to promptly report or otherwise address incidents of Discrimination, Harassment, or retaliation or conduct prohibited by this policy that are either reported to them or that they witness, may result in disciplinary action, up to and including termination of employment.

4. Complaint Procedure

- a. All OCERS employees, ~~County employees~~ and applicants for employment who are subjected to, witness, or have knowledge of any actions or conduct in violation of this policy or that could be perceived as discriminating or harassing in nature should report it promptly to an appropriate manager, supervisor, or to Administrative Services. However, an employee is not required to report it to ~~her or her~~ ~~his or her~~ supervisor or manager, particularly if the supervisor or manager is the individual who is engaging in the prohibited conduct.
- b. OCERS employees, ~~County employees~~ and applicants for employment may utilize the County of Orange's Equal Employment Opportunity (EEO) Access Office reporting procedure. Information regarding this procedure may be found at <http://ocgov.com/gov/hr/eo/complaint/form>, by calling the EEO Access Office at 714-834-5259, or by visiting the EEO Access Office at 333 W. Santa Ana Blvd. Room 200, Santa Ana, CA 92701.

5. Investigation and Remedial Action

- a. All reports of violations of this policy will be timely, fairly, and thoroughly investigated. Reasonable efforts will be made to protect the confidentiality and privacy of the parties involved.

- b. If an investigation confirms that a violation of this policy has occurred, appropriate corrective action will be taken, up to and including termination of employment or the employment contract.

6. Retaliation is Prohibited

- a. OCERS policy, as well as applicable federal and state laws, prohibits retaliation, intimidation or reprisal against applicants, employees, and independent contractors who file complaints and/or who cooperate with or participate in any procedures or investigations related to complaints of Discrimination or Harassment.
- b. Employees are encouraged to report violations of this policy without fear of reprisal or retaliation.
- c. If it is determined that an employee has committed acts of retaliation in response to the actual or perceived filing of a complaint or participation in the investigation of a complaint under this policy, that person will be subject to disciplinary action, up to and including termination of employment.

7. Compliance with Applicable Law

- a. This policy and all of its provisions are subject to such other terms and conditions as are provided in the Title VII of the Civil Rights Act of 1964 (“Title VII”), the Rehabilitation Act of 1973, the Americans with Disabilities Act (“ADA”), and the Fair Employment and Housing Act (“FEHA”).
- b. An employee may file a complaint with the U.S. Equal Opportunity Commission or the California Department of Fair Employment and Housing, or may bring a private lawsuit against an employer for failure to comply with Title VII, the Rehabilitation Act, the ADA, or the FEHA.
 - i. For the federal government, personnel may contact the Equal Opportunity Commission (EEOC) at 1-800-669-4000 or www.eeoc.gov, or they may visit a local EEOC office.
 - ii. For the State of California, personnel may contact the Department of Fair Employment and Housing (DFEH) at 1-800-884-1684 or www.dfeh.ca.gov, or they may visit a local DFEH office.

For questions about the exercise of rights pursuant to Title VII, the Rehabilitation Act, the ADA, or the FEHA, contact Human Resources, the EEOC, or the DFEH.

8. Violation of Policy

Any violation of this policy may result in disciplinary action up to and including termination of employment.

Related Topics

1. County of Orange - Equal Employment Opportunity Access Office
2. Whistle Blower Policy

Confidentiality Policy

Policy Statement

OCERS expects its employees to take all reasonable steps to protect confidential and business information from unauthorized access, use or disclosure.

Purpose

The purpose of this policy is to establish confidentiality obligations for individuals with access to confidential information.

~~Scope/Coverage~~

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and individuals employed by the following entities: [OCERS](#).~~

~~1. OCERS; and~~

~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Protection of Confidential Information

- a. Individuals covered by this policy are responsible for protecting the confidentiality of information obtained or accessed during the course of employment at OCERS. They must limit distribution of confidential member, personnel or financial information regarding OCERS, and its members and employees to persons who are authorized to receive the information and have a business need to know.
- b. Individuals covered by this policy must take all steps necessary to protect confidential information from accidental or unauthorized disclosure, including, but not limited to:
 - i. taking precautions to prevent unauthorized users from accessing confidential data;
 - ii. not disclosing user IDs or passwords to others or using anyone else's user ID or password; and
 - iii. promptly placing discarded material that identifies a member's social security number, address, contribution balance, pension amount, or other confidential information in the secured/locked shredding bins placed throughout OCERS' facility.
- c. Individuals covered by this policy must create communications and documents with the understanding that all such items created in the course of employment are the property of OCERS. Employees should not have any expectation of personal privacy in any messages or documents created or transmitted using OCERS systems, including email and voicemail.

2. Prohibited Conduct

- a. Individuals covered by this policy may not access, use or disclose confidential business, financial or personal ~~al~~ information without authorization or a business need to do so.

- b. Individuals covered by this policy authorized to access, use or disclose confidential information must do so in a manner that limits access, use or disclosure only as necessary to perform their assigned job duties.

3. Violation of Policy

Any violation of this policy could result in discipline up to and including termination.

Related Topics

1. OCERS Electronic Resources Policy
2. OCERS Code of Conduct Policy
3. OCERS Board Policy – Records Retention Guidelines

Electronic Resources Policy

Policy Statement

Personnel must use electronic devices provided to them by OCERS in a manner that is legal, ethical, and appropriate. OCERS' Electronic Resources are business resources and tools. OCERS gives its personnel access to Electronic Resources to assist them in the performance of their work duties. Limited personal use of OCERS' Electronic Resources is permitted, as described in this policy.

Purpose

The purpose of this policy is to set forth OCERS' expectations regarding the appropriate use of its Electronic Resources to ensure compliance with applicable laws and the policies established by OCERS.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and individuals employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Electronic Asset Usage

- a. Individuals must use sound judgment when using OCERS' Electronic Resources.
- b. OCERS' policies against ~~Harassment and~~ Discrimination, Harassment, retaliation or abusive conduct extend to the use of its Electronic Resources. Electronic Resources should not be used in any way that would violate those policies.

2. Prohibited Use of OCERS' Electronic Resources

- a. Individuals may not use OCERS' Electronic Resources to access any member information except as authorized in accordance with established OCERS' processes and only for business purposes.
- b. Individuals may not use OCERS' Electronic Resources in any way that may be insulting, disruptive, abusive or offensive to other persons, harmful to morale, or that may harass or disparage others.
- c. Individuals may not use OCERS' Electronic Resources to send, forward or store sexually explicit messages, cartoons, jokes, videos, or unwelcome propositions; and individuals may not access or view gambling, weapons production, pornographic or sexually-oriented websites.
- d. Individuals may not use OCERS' Electronic Resources in a manner that infringes upon the rights of other persons, entities, or organizations to proprietary, confidential or trade secret information.
- e. Individuals may not download or run audio, video, picture or other large data files that require significant computer storage space and that may impact OCERS' system operations unless such uses are business-related.

- f. Individuals may not use voicemail to make unauthorized broadcast messages or solicitations.
- g. Individuals may not download unauthorized software to any OCERS' Electronic Resource Systems.
- h. Individuals may not use Electronic Resources to advocate a partisan position or to support ~~her or her~~ his or her personal political activities or viewpoints.

3. Personal Use of OCERS' Electronic Resources

- a. Personal use of OCERS' Electronic Resources must be incidental, limited in frequency and take place outside of the employee's official duty time.
- b. Personal use of OCERS' Electronic Resources cannot interfere with productivity or job performance.
- c. Personal use of OCERS' Electronic Resources shall not involve Internet sites that would be objectively viewed as inappropriate for a business setting.
- d. Personal use of OCERS' Electronic Resources shall not involve personal business transactions except for personal banking transactions.

4. Access by OCERS

- a. While Electronic Resources are made accessible to personnel to assist them in the performance of their positions, all such Electronic Resources, whether used entirely or partially on OCERS' premises or with the aid of OCERS' equipment or resources, must remain fully accessible to OCERS and, to the maximum extent permitted by law, will remain the sole and exclusive property of OCERS.
- b. OCERS personnel and all others using OCERS' Electronic Resources should not have an expectation of privacy with respect to information transmitted over, received by, or stored in any Electronic Resources owned, leased, or operated in whole or in part by or on behalf of OCERS. OCERS retains the right to gain access to any information received by, transmitted by, or stored in any such Electronic Resources at any time, with or without an employee's or individual's knowledge or permission.
- c. OCERS personnel and all others using OCERS' Electronic Resources to access personal web-based email or social networking accounts (for example, Gmail, Twitter, Facebook), must understand that those communications are subject to review, imaging, and disclosure by OCERS.

5. Maintaining Security and Confidentiality

- a. Individuals covered by this policy using OCERS' Electronic Resources are responsible for maintaining the security of OCERS' Electronic Resources and complying with the Confidentiality Policy.
- b. Individuals covered by this policy, must limit access or distribution of confidential, private, or personnel information to persons who are authorized to access or receive the information and have a business need to know.

6. Violation of Policy

Any violation of this policy could result in discipline up to and including termination.

Related Topics

1. OCERS Discrimination and Harassment Policy
2. OCERS Social Media Policy
3. OCERS Confidentiality Policy

Social Media Policy

Policy Statement

While appropriate uses of Social Media may aid in achieving certain business objectives, all personnel at OCERS must take care to protect Confidential Information while using Social Media.

Purpose

The purpose of this policy is to provide employees with guidelines for participation in Social Media when an employee's affiliation with OCERS is known, identified, or presumed. This policy is intended to promote legal and ethical behavior while prohibiting inappropriate activities that may violate OCERS' policies or the law.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Prohibited Conduct

- a. Personnel may not disclose confidential or proprietary information of or about OCERS, including but not limited to non-public business and financial information.
- b. Personnel may not represent that they are communicating the views of OCERS, or represent themselves in a manner that might reasonably create the impression that they are communicating on behalf of or as a representative of OCERS whether retirement related or not.
- c. Personnel may not use or disclose member information of any kind on Social Media without the express written permission of the member, even if a member is not identified by name.

2. Policy Applicability

- a. This policy applies to personnel using Social Media while at work. The use of Social Media while at work shall be limited to work related assignments or during breaks and/or lunch.
- b. This policy also applies to the use of Social Media on a personal device when away from work and when an individual's OCERS affiliation is identified, known, or presumed.
- c. This policy does not apply to content that is non-retirement related or is otherwise unrelated to OCERS, except for the provisions in section 1.b stated above.
- d. Personnel must comply with all OCERS' Personnel Policies, when engaging in Social Media.

- e. Nothing in this policy is designed to interfere with, restrain or prevent employee communications regarding wages, hours or other terms and conditions of employment.

3. Violation of Policy

Any violation of this policy may result in discipline up to and including termination.

Related Topics

1. OCERS Discrimination and Harassment Policy
2. OCERS Electronic Resources Policy

Personnel Records Policy

Policy Statement

Personnel Records are confidential and access to them is limited.

Purpose

The purpose of this policy is to govern access to Personnel Records.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and individuals employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Access to Personnel Records

- a. OCERS managers and supervisors who have an OCERS business need for the information, an employee's supervisor, Administrative Services, internal or outside legal counsel, and the OCERS' Worker's Compensation administrator, will have access to Personnel Records.
- b. Orange County will have access to specific Personnel Records when necessary to effectuate the administration of benefits and payroll processing. ~~Authorized representatives of Orange County will have access to all Personnel Records for County employees who work at OCERS.~~
- c. Individuals covered by this policy will have access to their own Personnel Records.

2. Confidential Information

Personnel Records that contain certain confidential information (e.g., medical information) are kept in separate, restricted files, with regulated and limited access.

3. Disclosure of Personnel Records

- a. Except for those individuals mentioned in Section 1 above, OCERS will not release or disclose Personnel Records without the written authorization of an employee or former employee, unless OCERS is compelled to do so by one of the following:
 - i. A lawful court order, administrative summons, search warrant, or subpoena;
 - ii. A lawful orders or demands as a part of a statutorily authorized governmental investigation or audit; and
 - iii. As otherwise required by law.

4. Personnel Records Inspection

- a. An employee, former employee or authorized representative (e.g. attorney, labor representative or anyone with written authorization to access information), wishing to inspect ~~her or her~~his or her Personnel Records must submit a written request to

Administrative Services. Before making Personnel Records available to an employee, former employee or authorized representative, Administrative Services will review the contents of the files to determine which documents the employee, former employee or authorized representative, is entitled to inspect.

- i. An employee, former employee or authorized representative is entitled to inspect or receive copies of any records related to ~~her or her~~his or her work performance or to any complaints concerning the employee or former employee. These documents include:
 1. Employment Application;
 2. Performance Reviews;
 3. Attendance Records;
 4. Complaints;
 5. Records used to determine an employee's qualifications for promotion; and
 6. Any other documents required by applicable law.
 - ii. Except to the extent required by applicable law, an employee, former employee or authorized representative, is not entitled to inspect the following documents:
 1. Records relating to the investigation of conduct constituting a possible violation of the criminal laws of California or another state of the United States;
 2. Confidential reports from previous employers or letters of reference;
 3. Ratings, reports, or records that were obtained as a part of the pre-hire process; ratings, reports or records prepared by any examination committee members who were a part of the hiring process; and ratings, reports or records created in connection with a promotional evaluation;
 4. Any confidential records, such as medical records of persons other than the employee, records of other employees or third parties, or records Administrative Services reasonably believes raise issues of confidentiality;
 5. Any privileged documents, including those subject to an attorney-client privilege; and
 6. Any other documents that applicable law requires to be held confidential.
 - iii. Administrative Services will redact the names of any non-supervisory personnel and any other information Administrative Services deems confidential before providing Personnel Records to an employee, former employee or authorized representative.
- b. OCERS will make the records available no later than 30 calendar days from receipt of the written request from an employee, former employee or authorized representative , to inspect or copy ~~her or her~~his or her Personnel Records.

- c. Administrative Services will contact the employee, former employee or authorized representative, who has submitted a written request to inspect or copy the Personnel Records to schedule a time to review or copy the documents during normal business hours at OCERS.
- d. An Administrative Services representative will be present during the time the employee, former employee or authorized representative inspects the Personnel Records.
- e. An employee, former employee or authorized representative may not remove or alter any Personnel Record.
- f. Upon written request, Administrative Services will provide an employee, former employee or authorized representative, with a copy of any Personnel Records that the employee, former employee or authorized representative, is permitted to inspect. OCERS may charge the actual cost of copying the Personnel Records to the employee, former employee or authorized representative.
- g. When a former employee who was terminated due to a violation of law, or an employment-related policy involving Harassment or workplace violence, makes a request to inspect or copy ~~her or her~~his or her Personnel Records, OCERS will mail a copy of the Personnel Records to an address designated by the former employee.

Related Topics

1. OCERS Board Policy – Records Retention

Telecommuting Policy

Policy Statement

Telecommuting may be permitted when, in individual cases, it is cost effective, supports OCERS' business objectives, is acceptable to executive management and supervisors and is desirable to the employee.

Purpose

The purpose of this policy is to set forth OCERS' standards and expectations with respect to Telecommuting.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Requests to Telecommute

- a. Employees who want to Telecommute must submit a request in writing to both their supervisor and department head. For requests from Non-Exempt Employees, the supervisor/department head should consult with Administrative Services. The request must include a description of the following:
 - i. The reasons the employee needs or wants to Telecommute;
 - ii. A description of the location from which the employee wants to Telecommute;
 - iii. The manner in which the employee will be able to complete h~~is~~er or her work duties through Telecommuting;
 - iv. The manner in which the employee can Telecommute without experiencing any reduction in work quality, efficiency or productivity; and
 - v. The manner in which the employee will be able to preserve member privacy and confidentiality while Telecommuting.
- b. Requests to Telecommute may be granted or denied at OCERS' sole discretion.

2. Approval of Requests to Telecommute

- a. No employee is guaranteed the right to Telecommute.
- b. Requests to Telecommute can only be granted in writing by both the employee's supervisor and the department head.
- c. Approval to Telecommute will be granted only where OCERS determines, in its sole discretion, that the requesting employee can perform all of the duties of h~~is~~er or her position in a productive, efficient, and satisfactory manner that is consistent with the needs of the organization.

- d. Requests to Telecommute that are based on the existence of a disability or the need for a reasonable accommodation will be evaluated in compliance with OCERS' Interactive Process and Accommodations Policy and applicable law.

3. Meal and Rest Periods

- a. Non-Exempt Employees who receive approval to Telecommute must comply with all record-keeping requirements and must accurately record all working time.
- b. Non-Exempt Employees who receive approval to Telecommute must take all meal and rest periods in accordance with applicable legal requirements, ~~and~~ OCERS policy, ~~and applicable Memoranda of Understanding (MOUs).~~
- c. Non-Exempt Employees who receive approval to Telecommute may not perform any Telecommuting work (regular or occasional) that is outside of regular work hours without advance written approval from their supervisor. This includes checking email and phone messages, which is considered work time and must be documented.
- d. Non-Exempt Employees who receive approval to Telecommute are prohibited from working overtime except with the advance written approval of their supervisor.

4. Termination of Telecommuting Approval

- a. OCERS may terminate a Telecommuting arrangement at any time, with or without cause, and will provide at least two weeks' notice when practicable.
- b. An employee who Telecommutes on a regular basis may request the termination of ~~his~~ or her Telecommuting arrangement with at least two weeks' notice. The request will be granted at the department head's discretion based on factors such as the availability of workspace.

Related Topics

OCERS Interactive Process and Accommodation Policy

Chapter 3

Personal Conduct Policies

This chapter contains the following policies related to general personnel policies:

- Code of Conduct Policy
- Conflict of Interest Policy
- Outside Employment Policy (PLACEHOLDER)
- Attendance Policy
- Alcohol and Controlled Substance Policy
- Professional Business Attire Policy
- Workplace Relationships Policy
- Employment of Relatives Policy
- Disciplinary Actions and Appeal Procedure

Code of Conduct Policy

Policy Statement

OCERS desires its employees to conduct themselves in a manner that promotes professionalism, efficiency, productivity, and cooperation among its employees.

Purpose

The purpose of this policy is to provide guidelines to employees for acceptable and lawful business practices, promote professionalism, and establish standards of conduct applicable to all OCERS' employees.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and individuals employed by the following entities:~~ OCERS.

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. General Policy

- a. Individuals covered by this policy will provide coworkers, active and retired members, Plan Sponsors, and Board Members with the highest level of customer service.
- b. Individuals covered by this policy shall conduct OCERS business in compliance with any and all applicable state, federal and local laws, statutes, regulations and Board policies.
- c. Individuals covered by this policy have the duty to deal honestly, ethically, and respectfully with each other, the Board of Retirement, Plan Sponsors, active and retired members, vendors, visitors, and members of the public.
- d. Individuals covered by this policy will act in a manner consistent with all Personnel Policies that apply to them.
- e. Individuals covered by this policy will devote their full efforts and energies while performing their duties for OCERS.

2. Non-Retaliation

OCERS strictly prohibits retaliation against any employee for reporting or inquiring in good faith about what the employee believes to be wrongful or unlawful activity, or for participating in an investigation or proceeding related to such activity.

2.3. Violation of Policy

Any violation of this policy may result in discipline up to and including termination.

Conflicts of Interest Policy

Policy Statement

Avoiding Conflicts of Interest and the appearance of Conflicts of Interest is critical to OCERS' reputation. Individuals covered by this policy must avoid Conflicts of Interest, including the appearance of Conflicts of Interest, at all times.

Purpose

The purpose of this policy is to provide direction regarding actual, potential and apparent Conflicts of Interest.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and individuals who are employed by the following entities: OCERS and third party vendors.~~

- ~~1. OCERS;~~
- ~~2. County of Orange (County employees who work at OCERS); and~~
- ~~3. Third party vendors~~

Provisions

1. General Provisions

Individuals covered by this policy are expected to comply with all applicable laws, including those regarding government contracts, Conflicts of Interest, and disclosures of interest.

2. Prohibited Conduct

- a. OCERS strictly prohibits activities or relationships that create an actual, potential, or the appearance of a Conflict of Interest. Such activities or relationships include, but are not limited to:
 - i. The use of OCERS time, facilities, or equipment for private gain or advantage, or the personal gain or advantage of another;
 - ii. The use of prestige or influence of employment at OCERS for private gain or advantage, or the personal gain or advantage of another;
 - iii. The use of confidential information acquired by virtue of employment at OCERS for personal gain or advantage, or the personal gain or advantage of another;
 - iv. The acceptance of money (including gift cards, checks, and the like) or other consideration from any person or non-employing entity for the performance of an act which would be required or expected in the regular course of one's position at OCERS; and
 - v. The solicitation of future employment with an entity engaged in business with OCERS over which the employee has some control or influence in ~~her or her/his or her~~ her official capacity at OCERS.

3. Outside Business Activities and Employment

Outside business activities and employment involve job duties or other actions that would constitute a violation of federal state or local laws or regulations.

Individuals covered by this policy shall not engage in outside business activities or employment, including self-employment or related activities, whether paid or unpaid, that are inconsistent, incompatible, or in conflict with the employee's duties to OCERS; or might imply that OCERS endorses the work performed.

4. Violation of Policy

Any violation of this policy may result in discipline up to and including termination.

Related Topics

OCERS Outside Employment Policy

Outside Employment Policy

Policy Statement

California law (Government Code section 1126) prohibits OCERS employees from engaging in any outside employment, activity or enterprise for compensation that is inconsistent, incompatible, in conflict with, or inimical to ~~her or her~~his or her duties as an employee of OCERS or with the duties, functions, or responsibilities of OCERS as an organization. The ~~is~~ purpose of this policy is to establish a procedure for OCERS employees to notify OCERS of outside employment, activities and enterprises so that OCERS can determine whether the outside employment, activity or enterprise is permissible, and if so, document OCERS' approval.

Purpose

The purpose of this policy is to:

1. Communicate the process for OCERS employees to report outside employment, activities and enterprises.
2. Establish a process for OCERS to determine whether an outside employment, activity or enterprise is consistent and compatible with the employee's duties as an employee of OCERS and with the duties, functions, or responsibilities of OCERS as an organization.
3. Ensure OCERS employees do not engage in outside employment, activities or enterprises for compensation that are inconsistent, incompatible, in conflict with, or inimical to ~~her or her~~his or her duties as an employee of OCERS or with the duties, functions, or responsibilities of OCERS as an organization.

~~Scope/Coverage~~

~~This policy supersedes all previously promulgated policies on this topic and applies to OCERS personnel who are employed by the following entities: OCERS.~~

~~1. OCERS~~

~~2. County of Orange (County employees who work at OCERS)~~

Policy Provisions

1. OCERS employees shall not engage in activities that are inconsistent with, incompatible to or in conflict with their duties as an employee of OCERS.
2. An employee's outside employment, activity or enterprise may be prohibited if it:
 - a. Involves the use for private gain or advantage of OCERS' time, facilities, equipment, or supplies, or use of the badge, prestige or influence of the employee's employment with OCERS;
 - b. Involves receipt or acceptance by the employee of any money or other benefit from anyone other than OCERS for the performance of an act which the employee would be required or expected to render in the regular course or hours of ~~her or her~~his or her employment with OCERS or as a part of ~~her or her~~his or her duties as an OCERS employee;
 - c. Involves the performance of an act in other than ~~her or her~~his or her capacity as an OCERS employee which act may later be subject directly or indirectly to the control, inspection, review, audit or enforcement of any other OCERS employee or by OCERS; or

- d. Involves the time demands as would render performance of ~~her or her~~his or her duties to OCERS less efficient.
3. Prior to engaging in any outside employment, activity or enterprise for compensation, an employee must complete the Secondary Employment Reporting Form.
4. The following sets forth the steps in the approval process:
 - a. The Secondary Employment Reporting Form will be given to the employee's supervisor for review.
 - b. The supervisor will review the Secondary Employment Reporting Form for accuracy and completeness. If any discrepancies or conflict in information are found (i.e., employee work information, employee schedule, job duties, etc.), the supervisor will notate the discrepancy and give the report back to the employee for correction and resubmission.
 - c. The supervisor will review the Secondary Employment Reporting Form and determine whether each outside employment, activity and enterprise identified by the employee is compatible and consistent with, or creates a conflict or is inimical with, the employee's job duties.
 - d. Once the supervisor's review is complete, the Secondary Employment Reporting Form and the supervisor's findings will be submitted to Administrative Services for review and filing.
 - e. Administrative Services will review the Secondary Employment Reporting Form and independently determine whether each outside employment, activity and enterprise identified by the employee is compatible and consistent with, or creates a conflict or is inimical with, the employee's job duties.
 - i. If the reported employment, activity or enterprise is determined to not be inconsistent, incompatible or in conflict with the employee's job duties, Administrative Services will approve the request and notify the employee and supervisor of the approval. A copy of the completed Secondary Employment Reporting Form will be retained by Administrative Services.
 - ii. If the reported employment, activity or enterprise is determined to be inconsistent, incompatible or pose a conflict with the employee's duties, then the Director of Administrative Services will deny the request and document the reason(s) for denial. The Secondary Employment Reporting Form will be returned to the employee for review and additional action.
 - ii. If the employee accepts the denial, the employee must not engage in the outside employment, activity or enterprise and the employee, the supervisor and Administrative Services are notified of the denial and the process is complete. A copy of the completed form is provided to Administrative Services for filing.
 - iii. If the employee does not accept the denial, the employee can petition the CEO for review. Once the CEO has reviewed the appeal, the employee, supervisor and Administrative Services are notified of the final approval/denial, and the process is complete. A copy of the completed form is provided to Administrative Services for filing.
5. Administrative Services maintains all records submitted.

6. The Secondary Employment Reporting Form does not replace the Form 700 Statement of Economic Interests.

Related Topics

Conflicts of Interest Policy

Attendance Policy

Policy Statement

Attendance and punctuality are important to the efficient operation of the business of OCERS and are essential components to successful employee performance.

Purpose

The purpose of this policy is to set forth OCERS' expectations regarding attendance and punctuality.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to all personnel who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. Orange County (County employees who work at OCERS)~~

Provisions

1. Hours of Operation

OCERS' office is open five days per week, Monday through Friday with the exception of County holidays. OCERS regular business hours are Monday through Thursday from 8:00 a.m. to 5:00 p.m. and Friday from 8:00 a.m. to 4:30 p.m. Individual work hours are determined by each department manager and may include hours before or after OCERS business hours and weekends and holidays.

2. Attendance

Regular and reliable attendance is expected from all employees. Employees should be at their work station and /or conducting OCERS business by the start of each workday at the time designated by their supervisor. Excessive absenteeism or tardiness will not be tolerated.

3. Punctuality

- a. Employees with regularly scheduled work hours must be prepared to commence work at the start of their work day.
- b. Notice Required for Tardiness of 15 minutes or more
 - i. An employee who is unable to report to work within 15 minutes of the commencement of ~~her or her~~his or her regularly scheduled work time, who has not previously requested the use of Annual Leave or other time off from work, must promptly report the tardiness and an expected arrival time to ~~her or her~~his or her supervisor. The employee may report the tardy to ~~her or her~~his or her supervisor by phone, voicemail message, text message, and/or email, and must do so no later than the start of OCERS' regular business hours, unless it is impracticable to do so. It is the employee's responsibility to ensure that OCERS has been notified regarding ~~her or her~~his or her late arrival.
 - ii. Supervisors should document an employee's unscheduled tardiness and the reasons provided for each late arrival.

c. Excessive Tardiness

- i. Excessive tardiness exists when an employee has had more than three unexcused and unscheduled tardies in any thirty day period.
- ii. Excessive tardiness may result in discipline up to and including termination.

4. Unscheduled Absences

a. Notice of an Unscheduled Absence

- i. An employee who is unable to report to work should contact ~~her or her~~ his or her supervisor by phone, voicemail message, text message, and/or email, no later than the start of OCERS' regular business hours, unless it is impracticable to do so. It is the employee's responsibility to ensure that OCERS has been notified regarding ~~her or her~~ his or her absence.
- ii. An employee must provide the reason for ~~her or her~~ his or her absence and the expected duration of the absence to ~~her or her~~ his or her supervisor at the commencement of an absence.
- iii. An employee's supervisor may request that the employee provide satisfactory evidence of a reported illness, injury or medical condition.

b. Excessive Absenteeism

- i. An employee's absences may be considered excessive when the number of ~~her or her~~ his or her unscheduled and unapproved absences exceed twelve days in any twelve month period and/or three days in any thirty day period prior to an employee's most recent absence.
- ii. An employee's absences may be considered excessive when ~~her or her~~ his or her unapproved absences occur with a common pattern. Examples of such patterns include, but are not limited to:
 1. Unscheduled leave on days for which annual leave was requested and denied.
 2. Unscheduled leave on the days before or after scheduled annual leave.
 3. Unscheduled leave on the days before or after OCERS-recognized holidays.
 4. Repeated use of unscheduled leave due to illness in increments of one or two days.
 5. Frequent family or personal emergencies.
- iii. OCERS reserves the right to investigate patterns of absenteeism. The determination of whether a pattern exists is within OCERS' sole discretion.
- iv. Excessive absenteeism may result in discipline up to and including termination.

5. Job Abandonment

An employee who fails to provide notice of an absence and fails to report to work for three consecutive days will be considered to have abandoned ~~her or her~~ his or her job and to have

voluntarily resigned unless a reasonable excuse is offered and accepted by the Chief Executive Officer.

Related Topics

1. OCERS Annual Leave Policy
2. OCERS Extra Help Employee Sick Leave Policy
3. OCERS Family and Medical Leave Policy
4. OCERS Pregnancy Leave Policy
5. OCERS Workers' Compensation Leave Policy
6. OCERS Discipline Policy

Alcohol and Prohibited Drugs Policy

Policy Statement

To maintain a safe and healthy workplace, OCERS prohibits the use of or being under the influence of alcohol or Prohibited Drugs by all persons on OCERS property.

Purpose

The purpose of this policy is to articulate the position of OCERS with respect to the possession, use or influence of alcohol or Prohibited Drugs while on OCERS property.

~~Scope/Coverage~~

~~This policy supersedes all previously promulgated policies on this topic and applies to all applicants for employment at OCERS, Contract Workers, and individuals who are employed by any of the following: OCERS and third party vendors.~~

- ~~1. OCERS;~~
- ~~2. County of Orange (County employees who work at OCERS); and~~
- ~~3. Third party vendors~~

Provisions

1. The use of Alcohol or Prohibited Drugs on OCERS property at any time is prohibited.
2. Being Under the Influence of Alcohol or a Prohibited Drug while on OCERS property is prohibited.
3. The possession of Prohibited Drugs on OCERS property is prohibited.
4. The use of Alcohol or Prohibited Drugs, on or off OCERS property, in a manner that causes reputational risk to OCERS is prohibited.
5. Consequences of Violations of this Policy
 - a. Persons violating this Policy will be subject to disciplinary action up to and including termination of employment. The services of any third party vendor who violates this policy will be terminated in accordance with the provisions of OCERS' contract with the third party vendor.
 - b. The sale or possession (e.g., on the person or in a desk or vehicle) of Prohibited Drugs may also result in criminal prosecution; any such Prohibited Drugs found by OCERS will be provided to the appropriate law enforcement agency.
6. Drug and Alcohol Testing
 - a. An employee may be required by OCERS to submit to testing procedures designed to detect the presence of Prohibited Drugs and/or Alcohol when there is a reasonable suspicion that the employee is Under the Influence of Prohibited Drugs and/or Alcohol.
 - b. A supervisor may have a "reasonable suspicion" that an employee is Under the Influence based upon observation of conduct and/or events, including without limitation:
 - i. Acting in a manner that suggests that the employee is Under the Influence of Alcohol or Prohibited Drugs (e.g., illogical or slurred speech)

- ii. Sudden unexplained changes in behavior that adversely impact work performance.
 - iii. Discovery or presence of Prohibited Drugs or any open container of Alcohol in an employee's possession or near the employee's work space.
 - iv. Odor and/or residual odor associated with Alcohol or Prohibited Drugs.
 - v. Personality changes or disorientation.
 - c. When there is a reasonable suspicion that an employee is Under the Influence of Alcohol or Prohibited Drugs, the employee, at the sole discretion of OCERS, will be asked to provide breath, blood and/or urine specimens for testing by a third party laboratory as soon as practical.
 - i. The provision of a specimen is voluntary; however, if an employee refuses to submit to required testing, the refusal will be considered a significant factor in reaching a decision regarding disciplinary action, including termination.
- 7. OCERS and the County of Orange have established a voluntary Employee Assistance Program (EAP) to assist and support employees who voluntarily seek help before becoming subject to discipline or termination under this or other OCERS policies.

Professional Business Attire Policy

Policy Statement

OCERS' professional atmosphere is maintained, in part, by the image that employees present. Employees are expected to use their best judgment in determining their professional appearance and attire.

Purpose

The purpose of this policy is to set forth OCERS' standards for professional business attire in the workplace and outside OCERS' workplace while on OCERS business.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and individuals who are employed by~~

~~the following entities:~~OCERS.

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. All persons covered by this policy are expected to present a professional, businesslike image.
2. All persons covered by this policy should use their best judgment in determining their attire and appearance. Persons covered by this policy are expected to be well groomed and clean.
3. These guidelines apply to all staff without regard to gender, gender identity, or gender expression. Exceptions to this policy will be made to accommodate religious dress pursuant to the Religious Accommodations Policy.
4. Questions about these guidelines should be directed to Administrative Services.

Workplace Relationships Policy

Policy Statement

To avoid the appearance of favoritism, possible claims of Sexual Harassment, or the creation of an uncomfortable work environment that may arise from personal relationships of a romantic or sexual nature in the workplace, all OCERS personnel must adhere to this policy governing Workplace Relationships.

Purpose

The purpose of this policy is to provide direction regarding personal relationships within the workplace to ensure a comfortable and Harassment-free environment for all OCERS personnel.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and individuals who are employed by the following entities:~~OCERS.

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Prohibited Workplace Relationships

- a. ~~Executives, directors, managers and supervisors~~OCERS employees are strictly prohibited from engaging in Workplace Relationships with employees who report directly or indirectly to them.
- b. Individuals covered by this policy are prohibited from engaging in Workplace Relationships when, in the sole opinion of OCERS, the relationship creates a potential conflict of interest, causes disruption, creates a negative or unprofessional work environment, or presents concerns regarding supervision, safety, judgment, security, or morale.

2. Violation of Policy

Any violation of this policy may result in discipline up to and including termination.

Employment of Relatives Policy

Purpose

To provide guidelines for employment of close relatives as situations involving relatives working at OCERS may result in morale problems, inappropriate supervision, conflict of interest, or public criticism. The intent is to avoid the opportunity for an employee to use personal influence to aid or hinder another in the employment setting or situation.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. General

No person may be appointed, promoted, reduced, transferred or reassigned to a position in which that person will be in the direct line of supervision of a close relative; nor shall close relatives have the same immediate supervisor. "Supervision" includes the assignment of work, evaluation of performance and setting or influencing the pay or granting of benefits to the other.

2. Disclosure

- a. All applicants for employment, promotion, reduction, transfer or reassignment to a position in an agency/department shall be required to disclose the name(s) and position title(s) of any close relative currently employed in that agency/department prior to appointment, promotion, reduction, transfer or reassignment. An employee who becomes a "close relative" by marriage subsequent to appointment shall disclose the new relationship(s) to ~~her or her~~his or her supervisor.
- b. The Director of Administrative Services shall provide appropriate forms and procedures for the disclosure process.

3. Exemptions

OCERS' CEO may grant exemptions required for the effective and efficient operation of the agency/department. OCERS' CEO shall develop appropriate procedures to ensure the objective review of requests for exemption.

Procedure for Exemption from Policy

1. The hiring supervisor shall request authority for an exemption from policy from the OCERS' CEO prior to appointing, promoting, reducing, transferring or reassigning a close relative of an employee if such action will result in a violation of policy above.
2. The written request for exemption from policy shall include:
 - a. Names of prospective employee and known close relative employee(s) and relationship(s).

- b. Titles and summary of duties, and work relationship of affected positions.
 - c. Qualifications of applicant indicating why the selected applicant is the best qualified or better qualified than other candidates.
 - d. Justification for exemption, indicating why it is necessary for the effective and efficient operation of the agency/department and including a statement of why supervisor believes problems will not result.
3. OCERS' CEO will approve or disapprove supervisor's recommendation and notify the Director of Administrative Services of specific reasons for decision. Upon request, the Director of Administrative Services will review and provide comments to OCERS' CEO. The Director of Administrative Services shall maintain a listing of exemptions granted after the effective date of this policy.

Violation of Policy

Any violation of this policy may result in discipline up to and including termination.

Disciplinary Actions and Appeals Procedure Policy

Policy Statement

Employees are required to abide by applicable federal, state, and local laws and regulations and to comply with the policies and procedures of OCERS. If an employee fails to comply with any of these, or engages in misconduct or poor performance, the employee may be subject to disciplinary action, up to and including termination.

Purpose

The purpose of this policy is to set forth the disciplinary actions available to OCERS for employee violations of the law or OCERS' policies, and for employee misconduct or poor performance. This policy also sets forth the appeal procedures available to employees who desire to contest employment actions taken by OCERS.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to all OCERS personnel who are employed by OCERS.~~

Provisions

1. Disciplinary Actions

- a. An employee who fails to comply with applicable legal/regulatory requirements or OCERS policies and procedures, engages in misconduct (including insubordination, inappropriate conduct, or disruptive behavior), and/or performs the duties of ~~her or her~~his or her position in an unsatisfactory manner may be subject to discipline up to and including termination.
- b. Disciplinary actions may include, but are not limited to:
 - i. Oral counseling and/or warning;
 - ii. Written warning;
 - iii. Final written warning; and
 - iv. Termination.
- c. The above disciplinary actions serve as general guidelines; they are not mandatory and do not have to be issued in any particular order. Disciplinary actions are not required to be progressive in nature, and will be issued at the discretion of an employee's supervisor in consultation with Administrative Services.
- d. There are instances where conduct and/or performance is of such an egregious or serious nature that immediate termination, without prior warning, may be the appropriate course of action.
- e. Factors that may be considered in determining the level of disciplinary action include, but are not limited to:
 - i. The severity of the violation;

- ii. The number of violations;
 - iii. Whether the violation was part of a pattern or practice of improper behavior;
 - iv. The individual's past history of non-compliance or discipline;
 - v. Whether the employee knew or should have known the rules, regulation or policy at issue;
 - vi. Length of employment with OCERS;
 - vii. Whether the violation was intentional or negligent;
 - viii. Whether the action was committed for personal gain.
- f. The level of disciplinary action will be determined by management in consultation with Administrative Services after review of the circumstances and a determination of which laws, policies, performance standards, and/or practices were violated.
 - g. When disciplinary action is taken, it will be documented to indicate the conduct that resulted in the discipline and what specific disciplinary action was taken.
 - h. Employees who report compliance or ethics concerns in good faith will not be subject to disciplinary action for doing so.

2. Employment Commencing After ~~January 1, 2018~~ July 1, 2019

- a. For employees who commenced their employment after ~~January 1, 2018~~ July 1, 2019, employment with OCERS will be At-Will, that is the mutual consent of OCERS and the employee. Employment may be terminated at any time, with or without cause, with or without prior warning, by OCERS or an employee.
- b. OCERS reserves the right to immediately terminate an At-Will employee, at any time, with or without cause. The use of disciplinary actions prior to termination will not alter OCERS' right to terminate At-Will employees at any time, with or without cause.

3. Employment Commencing Before ~~January 1, 2018~~ July 1, 2019

- a. Termination for Cause Only
 - i. Employees who commenced their employment before ~~January 1, 2018~~ July 1, 2019 discipline, up to and including terminated shall be for cause.
 - ii. For purposes of this policy, cause means:
 - 1. a violation of an OCERS policy or procedure, including, but not limited to, policies concerning attendance, conflicts of interests, ~~e~~Discrimination and Harassment, social media, and use of electronic resources;
 - 2. insubordination, inappropriate conduct, or disruptive behavior;
 - 3. failure to satisfactorily perform the duties of one's position;
 - 4. an act of fraud, embezzlement, theft or any other material violation of law committed in one's capacity as an OCERS employee;
 - 5. intentional or reckless disclosure of confidential information;

6. job abandonment, including an unauthorized absence from work for more than three (3) consecutive work days, or failing to return to work after the completion of an authorized absence;
7. failure to provide requested medical documentation supporting a leave of absence, or failure to return to work following an approved leave of absence.

b. Appeal Procedure

- i. An employee who wishes to contest a personnel action taken against oneself, may do so in accordance with this appeal procedure.
- ii. Specifically excluded from the scope of appeals are:
 1. Subjects involving an action by the Board of Retirement, administrative orders or policies, legislative mandates, or selection/appointment decisions and procedures which do not incorporate the provisions of these policies and regulations.
 2. matters that the employee has other means of appeal including, but not limited to, matters which may be appealed through the Workers' Compensation Appeals Board;
 3. Position classification;
- iii. The appeal procedure shall consist of the following steps, each of which must be completed prior to any request for further consideration of the matter unless waived by mutual consent or as otherwise provided herein.

Step 1: Immediate Supervisor

An employee may submit an appeal to ~~her or her~~his or her immediate supervisor within fourteen (14) calendar days from the occurrence that gives rise to the personal action. Such submission shall be in writing and shall state the nature of the appeal and the suggested solution. Upon receipt of the written appeal, the immediate supervisor and/or such other representative(s) as may be designated by OCERS shall meet with the employee to discuss the appeal. Thereafter, the immediate supervisor and/or the OCERS designee shall inform the employee of OCERS' determination regarding the appeal.

Step 2: Senior Executive Level

If the employee is unsatisfied by the determination issued at Step 1, ~~he or she~~he/she may present the appeal to the respective Senior Executive and/or such other representative(s) as may be designated by OCERS within seven (7) calendar days after receipt of the Step 1 determination. Upon receipt of the written appeal, the respective Senior Executive and/or the OCERS designee shall meet with the employee to discuss the appeal. Thereafter, the respective Senior Executive and/or the OCERS designee shall inform the employee of ~~her or her~~his or her determination regarding the appeal.

Step 3: Chief Executive Officer

If the employee is unsatisfied by the determination issued at Step 2, ~~he or she~~he/she may present the appeal to the Chief Executive Officer within seven (7) calendar days after receipt of Step 2 determination. The Chief Executive Officer (CEO) shall meet with the employee to discuss the appeal. Thereafter, the CEO shall inform the employee of ~~her or her~~his or her determination regarding the appeal. The CEO shall have the right to uphold, modify, or reject any personnel action. The determination of the CEO shall be final, except in the cases of terminations and as specified in Step 4 below.

Step 4: The Board of Retirement

If the employee is unsatisfied by the determination issued at Step 3 concerning a termination, ~~he or she~~he/she may present the appeal to the Board of Retirement within seven (7) calendar days after receipt of Step 3 determination. OCERS will then place the employee's appeal on the Board's agenda after which the Board will have the unlimited right to uphold, modify, or reject any personnel action. The determination of the Board shall be final.

Each of the above-referenced steps may involve the review of documentation provided by the employee and ~~her or her~~his or her supervisor and interviews of the supervisor and other OCERS personnel.

Chapter 4

Professional Development Policies

This chapter contains the following policies related to general personnel policies:

- Performance Evaluation Policy
- Educational and Professional Reimbursement Policy

Performance Evaluation Policy

Policy Statement

OCERS employees will receive an annual evaluation of their job performance.

Purpose

The performance evaluation provides a means for discussing, planning and reviewing the performance of each employee, and performance goals for the future year.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by OCERS.~~

~~For County of Orange employees, OCERS will follow the performance evaluation process outlined in their applicable MOUs and PIP (Performance Incentive Program) for County of Orange Employees.~~

Provisions

OCERS shall maintain a system of employee performance ratings designed to give a fair evaluation of the quality and quantity of work performed by an employee. Such rating shall be prepared and recorded in the employee's personnel file for all regular and part-time employees at least once each year.

OCERS shall discuss with the employee the specific ratings prior to such ratings being made part of the employee's personnel file.

An employee has the right to submit written objections about ~~her or her~~his or her performance, and may have such objections documented in ~~her or her~~his or her personnel file.

When a performance evaluation is recorded in the personnel file of an employee, a copy of such evaluation, together with any related attachments shall be given to the employee.

Education and Professional Reimbursement Policy

Policy Statement

OCERS supports the continued professional development of its employees by offering the Educational and Professional Reimbursement Program.

Purpose

The Educational and Professional Reimbursement Program is designed to reimburse eligible employees for qualifying educational costs. OCERS encourages employees to continue their professional development by taking advantage of a variety of educational opportunities available to them.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. General Provisions

Educational opportunities will be eligible for reimbursement if they must have a reasonable potential for contributing to the achievement of OCERS' business objectives, and meet one or more of the following criteria:

- a. Relate to the work of the employee's position or occupation at OCERS;
- b. Prepare the employee to transition to an alternate OCERS/~~COUNTY OF ORANGE~~ position or occupation; or
- c. Prepare the employee for advancement to positions of greater responsibility at OCERS/~~COUNTY OF ORANGE~~.

2. Eligible Employees

All full time regular, part time, regular and probationary employees with a performance rating in ~~her or her~~his or her job of "meets expectations" or above are eligible for reimbursement.

3. Reimbursement Eligibility

- a. The following types of educational courses are eligible for reimbursement:
 - i. Courses related to obtaining a degree (AA, BA, BS, Masters, Ph.D);
 - ii. Accredited certificate programs;
 - iii. Vocational skills programs;
 - iv. Courses related to obtaining or maintaining a business-related certification, license, or accreditation;
 - v. Courses that prepare one to take a test to obtain business-related certifications, licenses, or accreditation;

- vi. Professional conferences, conventions, and seminars that are related to business objectives;
 - vii. Fees related to obtaining and/or renewing a license, including special driver's licenses;
 - viii. Fees related to certifications or accreditations;
 - ix. Fees related to taking professional examinations; and,
 - x. Professional association membership fees.
- b. In general, courses taken through the program must be taken on the employee's time. At the discretion of the department head, a course may be taken on OCERS' time when the course specifically meets a business need and is not available during the employee's non-work hours.

4. Reimbursement Non-Eligibility

The following types of educational courses are not eligible for reimbursement:

- a. Courses taken to bring unsatisfactory performance up to an acceptable level;
- b. Courses taken to acquire skills or knowledge which were a minimum qualification for the employees' position.
- c. Courses that duplicate courses available for in-service training; and,
- d. Courses which are duplicative of training that the employee has already taken.

5. Nature of Reimbursement

- a. An employee may be reimbursed for required fees and costs related directly to the approved educational or professional course or program. This may include, but is not limited to, registration fees, books, class materials, lab fees, testing fees, parking, processing fees, etc.
- b. Expenses for travel, meals, and lodging are not reimbursable; however, the department head may authorize payment for these items when it meets the department's business needs and is budgeted in the department's travel expense budget.
- c. For degree programs, reimbursement shall be made to the employee upon completion of the course with a minimum final grade of a "C" or its equivalent in an undergraduate course, and a "B" or its equivalent in a graduate level course.
- d. Reimbursement for non-graded courses shall be made upon completion of an approved course and proof of payment.
- e. Tuition and fees may be reimbursed up to three times for a failed test required to achieve a certification.
- f. If an employee is receiving reimbursement from another source that covers a portion of the cost, OCERS will only pay the remaining amount after other reimbursements are exhausted.
- g. The maximum reimbursement that may be received by eligible employees in one (1) fiscal year shall be \$3,000.

6. Request Procedure

- a. The employee shall apply for approval for reimbursement through normal supervisory channels on forms provided by Administrative Services.
- b. Approval must be granted **prior** to the employee registering and paying for the course.
- c. The employee's department head shall either approve or deny the application based on the criteria set forth in this policy.
- d. Upon completion of an approved course, or payment of fees for approved memberships, licenses, certifications, or accreditations, the employee shall furnish proof of payment and proof of grade (where applicable) to the department head.
- e. Upon proof of satisfactory grade and/or payment of fees, final approval for the reimbursement will be given by the department head.

Leave and Workplace Accommodation

This chapter contains the following policies related to different types of leave situations, from annual leave to workers' compensation:

- Interactive Process and Accommodations Policy
- Family and Medical Leave of Absence Policy
- Pregnancy Disability Leave Policy
- Lactation Policy
- Leave of Absence with Pay Policy
- Authorized Unpaid Leaves of Absence Policy
- Military Related Leaves of Absence Policy
- Military Family Leave Policy
- Catastrophic Leave Donation Policy
- Bereavement Leave Policy
- Voting, Jury and Witness Duty Policy
- Extra Help Sick Leave Policy

Interactive Process and Accommodations Policy

OCERS is committed to principles of equal employment opportunity for all employees.

Purpose

The purpose of the policy is to comply with state and federal law and to enable qualified individuals with disabilities to perform the essential functions of their jobs and to enjoy equal employment opportunities.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Eligibility

Any qualified individual with a physical disability, mental disability or medical condition that limits a major life activity, including ~~h~~is~~e~~r or her ability to work, is eligible for Reasonable Accommodations from OCERS to enable him or her to perform the Essential Job Functions.

2. Accommodation Request

- a. An employee may make a request for an accommodation or a family member, friend, health professional, or other representative may make a request on behalf of an employee. The request does not have to be made in writing and there are no specific words required to request an accommodation.
- b. Employees or their representatives are encouraged to make requests for Reasonable Accommodations directly to Administrative Services. Employees may also make a request for accommodations to ~~h~~is~~e~~r or her supervisor who must immediately relay the request to Administrative Services.
- c. Administrative Services will consider each request for Reasonable Accommodation and determine: (1) whether the accommodation is needed, (2) if needed, whether the accommodation would be effective, and (3) if effective, whether providing the Reasonable Accommodation would impose an undue hardship to OCERS.

3. Accommodations Absent a Request

- a. When OCERS is put on notice that an employee cannot perform ~~h~~is~~e~~r or her job duties due to a physical disability, mental disability, or medical condition, OCERS must engage an employee in the Interactive Process (see below), even when that employee has not made a request for an accommodation. OCERS can be put on notice that an employee may require an accommodation by a third party, by observation, or when a disabled employee has exhausted ~~her or her~~his or her protected leave (see OCERS Family and Medical Leave Policy) and ~~h~~is~~e~~r or her health care provider indicates the need for continued leave or other accommodations.

4. Interactive Process

- a. Upon an employee's request for an accommodation or acceptance of OCERS' offer to consider an accommodation, Administrative Services, with input from the employee's supervisor when appropriate, and County Human Resources where applicable, will initiate a dialogue with the employee to determine what accommodations are available to the employee. This dialogue may include:
 - i. A review of the employee's work limitations or restrictions that require accommodation;
 - ii. A review of the employee's Essential Job Functions;
 - iii. The identification of accommodations requested by the employee; and,
 - iv. The identification of potential accommodations available to OCERS and an assessment of the effectiveness that each would have in enabling the employee to perform the Essential Job Functions.
- b. OCERS will not ask an employee or ~~his~~ or her health care provider to reveal the diagnosis or underlying medical condition that requires an accommodation.
- c. An employee must cooperate with OCERS in the Interactive Process. Cooperation includes providing documentation regarding work restrictions or limitations, communicating with OCERS, and exchanging essential information without delay or obstruction of the process.
- d. An employee may refuse the offer of an accommodation that the employee deems unnecessary or not needed. However, the employee may not be qualified to remain in the job if he/she needs a Reasonable Accommodation to perform an essential function and refuses to accept a Reasonable Accommodation. Further, the rejection of a Reasonable Accommodation may terminate OCERS' obligation to engage further in the Interactive Process under certain circumstances.
- e. Administrative Services may require an employee to provide reasonable medical documentation of the need for accommodation. However, any genetic information is to be excluded when responding to requests for medical information, in accordance with the Genetic Information Non-Discrimination Act of 2008 (GINA).
- f. Upon identifying possible accommodations, Administrative Services may grant the employee's requested accommodation, or reject it after due consideration and initiate discussion with the employee regarding alternative accommodations.
- g. The Interactive Process will be documented.

5. Accommodation Request Grant

- a. While OCERS will consider an employee's preference for accommodation, OCERS has the right to implement an accommodation that is effective to assist the employee to perform ~~his~~ or her Essential Job Functions. OCERS has the ultimate discretion to choose between effective accommodations, and may choose the less expensive accommodation or the accommodation that is more feasible for it to provide.
- b. OCERS will not disclose to other employees that a disabled employee is receiving a Reasonable Accommodation unless a disclosure is necessary to effectuate the accommodation.

- c. For Reasonable Accommodations that extend beyond one year or beyond the date set forth in medical documentation submitted by an employee, OCERS may ask for medical documentation substantiating the need for continued accommodation on a yearly basis.
- d. If a granted accommodation is not effective, OCERS will resume the Interactive Process to attempt to identify other more effective accommodations.

6. Accommodation Request Denial

- a. The law does not require OCERS to provide any and every accommodation requested by an employee. OCERS is required to provide only those accommodations that would allow an employee to perform the Essential Job Functions of ~~his~~ or her position and/or to enjoy equal employment opportunity. Accommodations that would impose an undue hardship on OCERS' operations are not required.
- b. If OCERS denies an employee's requested accommodation, it will continue the Interactive Process to attempt to identify other possible accommodations.

7. Compliance with Applicable Law

- a. This policy and all of its provisions are subject to such other terms and conditions as are provided in the Rehabilitation Act of 1973, the Americans with Disabilities Act ("ADA"), and the Fair Employment and Housing Act ("FEHA"). An employer is prohibited from discriminating or retaliating against an employee for requesting, accepting, or rejecting an accommodation.
- b. An employee may file a complaint with the U.S. Equal Opportunity Commission or the California Department of Fair Employment and Housing, or may bring a private lawsuit against an employer for failure to comply with the Rehabilitation Act, the ADA, or the FEHA.
- c. For questions about the exercise of rights pursuant to the Rehabilitation Act, the ADA, or the FEHA, contacts Administrative Services.

Related Topics

1. The Rehabilitation Act
2. The Americans with Disabilities Act
3. Fair Employment and Housing Act

Family and Medical Leave of Absence Policy

Policy Statement

OCERS provides eligible employees leave under the federal Family and Medical Leave Act (FMLA) and the California Family Rights Act (CFRA). OCERS intends to administer this policy in accordance with all applicable state and federal law, as amended.

Purpose

The purpose of this policy is to provide leave to employees in compliance with FMLA and CFRA, and to inform employees and managers of their responsibilities in requesting or providing such leaves.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to all personnel who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. Orange County (County employees who work at OCERS)~~

Provisions

1. Eligibility

- a. An employee is eligible for leave under the FMLA and CFRA if he/she:
 - i. Has been employed by OCERS for at least twelve months; and
 - ii. Has worked at least 1,250 hours during the 12-month period immediately preceding commencement of the leave.

2. Leave Entitlement

- a. FMLA: An employee is entitled to a leave of absence under the FMLA because of:
 - i. The employee's own serious health condition;
 - ii. The care of a child, spouse, or parent with a serious health condition;
 - iii. The birth of a child and to care for the child within the first year of birth; or
 - iv. The care of an adopted or foster child within the first year of placement with the employee.
- b. CFRA: An employee is entitled to a leave of absence under the CFRA for all of the reasons listed above for entitlement to FMLA leave. Unlike the FMLA leave, an employee is not entitled to leave due to pregnancy disability under the CFRA. (see OCERS Human Resources Policy: Pregnancy and Pregnancy Disability Leave). If an employee takes FMLA for pregnancy disability, the employee may still be eligible for an additional 12 weeks of leave under CFRA for other family and medical leave purposes. CFRA also provides an eligible employee with up to 12 weeks of leave to care for a domestic partner with a serious health condition.

3. Notice of Need for Leave

- a. Employee's Obligations: In order to obtain FMLA or CFRA leave, an employee must inform OCERS of ~~his~~ or her need for leave verbally or in writing. For all FMLA or CFRA leaves other than Military Exigency Leave (see OCERS Administrative Services Policy: Military Family Leave), an employee must give OCERS 30 calendar days' notice of ~~his~~ or her need for leave if that employee knows of the leave in advance. If an employee does not have advance notice of the need for FMLA or CFRA leave, that employee must provide OCERS with ~~her or her~~ his or her need for leave as soon as practicable. Failure to comply with this provision may result in FMLA or CFRA leave being denied or delayed. However, if the need for leave results from an emergency or is otherwise unforeseeable, the leave will not be denied simply because an employee fails to provide advance notice.
- b. OCERS Obligations: Any OCERS manager or supervisor who receives notice that an employee may need time off for a FMLA or CFRA qualifying reason must immediately notify Administrative Services. Administrative Services will provide the employee with information about ~~her or her~~ his or her rights under FMLA or CFRA and will determine whether the employee is eligible for FMLA or CFRA leave.

4. Leave Designation

- a. Upon an employee's request for FMLA or CFRA leave, Administrative Services will inform the employee within five (5) business days whether he/she is entitled to FMLA or CFRA leave. If Administrative Services determines that the employee is not eligible for FMLA or CFRA leave, the employee will be informed of the reasons for ineligibility, including any additional information required from the employee.
- b. OCERS is responsible for designating time off work, paid or unpaid, as FMLA, CFRA, both FMLA/CFRA leave. OCERS will give the employee notice of said designation. OCERS may conditionally designate time off work as FMLA, CFRA or both FMLA/CFRA leave pending receipt of appropriate medical certification and eligibility determination.
- c. If OCERS learns that an employee's absence was for a FMLA or CFRA leave-qualifying purpose after the absence has begun, OCERS may, in its discretion, retroactively designate the entire absence or some portion of the time off work as FMLA, CFRA, or both FMLA/CFRA leave, to the extent that the period qualified as FMLA, CFRA, or both FMLA/CFRA leave, and as long as a late designation did not cause an employee to take leave he/she would not have taken if he/she had known the leave would be counted against ~~her or her~~ his or her FMLA/CFRA entitlement.
- d. An eligible employee who takes a leave for a FMLA or CFRA leave-qualifying reason cannot avoid having the time counted against ~~her or her~~ his or her FMLA or CFRA entitlement by stating he/she does not want it considered as FMLA or CFRA leave.

5. Medical Certification

- a. OCERS may conditionally designate a leave for purposes of personal or family illness while notifying the employee that final FMLA/CFRA leave designation depends on the employee's timely submission of a satisfactory medical certification.
- b. An employee must obtain the treating Health Care Provider's medical certification and submit it to OCERS within 15 calendar days of OCERS's request for the medical certification, unless there are extenuating circumstances that make this impracticable despite the employee's diligent, good faith efforts or OCERS provides additional time.

Untimely submission of medical certification may result in denial of FMLA/CFRA protection for the employee's absence, making the absence subject to OCERS' Attendance Policy.

- c. An employee must provide a complete and sufficient medical certification to OCERS. If the employee does not, OCERS will provide the employee with seven (7) calendar days to cure the deficiency. If an employee fails to provide appropriate medical certification within the time limits, OCERS may deny FMLA/CFRA protection for the employee's absence and may impose penalties pursuant to the Attendance Policy or deny the employee reinstatement to work.
- d. For FMLA/CFRA, OCERS requires that the employee provide the following documentation:
 - i. Medical certification from the treating Health Care Provider that the employee (1) needs a period of leave because of a serious health condition affecting the employee or ~~her or her~~his or her child, parent, spouse, or domestic partner; (2) needs Intermittent Leave for the serious health condition of the employee or ~~hise~~r or her child, parent, spouse, or domestic partner; or (3) needs a reduced work schedule for the employee's own serious health condition.
 - ii. Recertification by the treating Health Care Provider may be required every thirty (30) calendar days in connection with an employee's absence, unless the following apply:
 - 1. If the medical certification indicates that the minimum duration of the condition is more than 30 calendar days, OCERS may request recertification when that minimum duration has occurred;
 - 2. OCERS may request recertification in less than 30 calendar days if the employee requests an extension of leave; there has been a significant change in circumstances, such as the duration or frequency of the absences or the severity of the condition; or OCERS receives information that casts doubt on the employee's stated reason for the absence.
 - iii. The employee may be required, at OCERS's expense, to obtain the opinion of a second and third Health Care Provider supporting the need for FMLA/CFRA leave due to a serious health condition affecting the employee.
- e. The Genetic Information Non-Discrimination Act of 2008 (GINA) prohibits OCERS from requesting or requiring genetic information of an employee or family member of the employee, except as specifically allowed by this law (e.g., to certify the need for leave for family member's serious health condition). To comply with this GINA, OCERS asks that you and your Health Care Provider not provide any genetic information when responding to a request for medical information or a certification. "Genetic Information" as defined by GINA includes an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.

6. Family Leave for Newborn or Newly Adopted Child

- a. FMLA/CFRA leave for the care of a newborn, or a newly placed adopted or foster child, must conclude within one year of the birth or placement. FMLA/CFRA leave for placement of an adopted or foster child may commence prior to the placement if the absence from work is required for the placement to proceed.

7. Length of Leave

- a. An employee may take up to 12 workweeks of FMLA/CFRA leave within a 12-month period. For all FMLA/CFRA leave other than military caregiver leave (See OCERS Military Family Leave Policy), OCERS calculates FMLA/CFRA leave using a 12-month rolling period which is measured backward from the date an employee uses FMLA/CFRA leave. Each time an employee takes FMLA/CFRA leave, the remaining leave entitlement is the balance of the 12 workweeks which the employee has not used during the immediately preceding 12 months.
- b. If an employee needs to extend his~~er~~ or her leave and her initial FMLA/CFRA leave was less than 12 weeks he/she must request an extension for FMLA/CFRA leave. The employee must notify OCERS as soon as he/she has knowledge of the need but not later than two business days before the anticipated return to work date, where the need for an extension is foreseeable. For extension of FMLA/CFRA leave relating to a serious health condition, employees must provide a Health Care Provider's recertification within 15 calendar days of OCERS' request, if practicable.
- c. If an employee has taken the entire 12 weeks FMLA/CFRA leave permitted under the law, and he/she still needs additional leave, he/she can request additional leave under the Authorized Unpaid Leaves of Absence Policy. The employee must notify OCERS as soon as he/she has knowledge of the need but not later than two business days before the anticipated return to work date, where the need for an extension is foreseeable. For extensions relating to a serious health condition, employees must provide a Health Care Provider's recertification within 15 calendar days of OCERS' request, if practicable.
- d. Upon expiration of the time needed for FMLA/CFRA leave set forth in any medical certification document and in the absence of recertification, the leave will automatically terminate and the employee will be expected to return to work, unless OCERS has approved additional non-FMLA/CFRA leave. If an employee fails to return to work within three days after the approved FMLA/CFRA leave or other approved leave expires, the employee may be subject to the penalties imposed by OCERS' Attendance Policy up to and including termination.
- e. OCERS may require an employee on leave to report periodically on the employee's status and intent to return to work.

8. Intermittent Leave or Reduced Work Schedule

- a. Intermittent Leave or a reduced work schedule may be approved with medical certification for an employee's serious health condition or for the employee to care for a child, parent, spouse, or domestic partner (under the CFRA only) with a serious health condition.
- b. For Intermittent Leave or leave on a reduced work schedule, there must be a medical need for leave and it must be that such medical need can be best met through an intermittent or reduced leave schedule. OCERS may request that the treating Health Care

Provider verify that an employee's pattern of absences is consistent with the need for the Intermittent Leave.

- c. When an employee takes leave on an intermittent or reduced leave schedule, only the amount of leave actually taken is counted toward the 12 weeks of leave to which an employee is entitled.
- d. An Exempt Employee on FMLA/CFRA leave with medical certification stating that he/she will need to work reduced hours may have ~~her or her~~ his or her salary reduced proportionately for the hours not worked. Employees may substitute accrued annual leave to avoid the loss of pay.
- e. Under CFRA, an employee who wishes to take Intermittent Leave to care for and bond with a child within one year of the birth or placement of the child must take the leave in increments of two weeks or more at a time, with the exception that leaves of less than two weeks can be taken twice during the year.

9. Compensation and Benefits Continuation during FMLA/CFRA Leave

- a. An employee is required to use ~~her or her~~ his or her accrued Annual Leave and where applicable, vacation and sick leave during FMLA/CFRA leave.
- b. OCERS will maintain health care benefits while an employee is on FMLA/CFRA leave, whether it is paid or unpaid, for a maximum of 12 workweeks in a 12-month period. Health care benefits coverage may be extended because the employee is also entitled to additional leave under the Pregnancy Disability Leave Law (See OCERS Pregnancy and Pregnancy Disability Leave Policy), or other OCERS-approved leaves.

10. Continuation of Health Coverage (COBRA)

- a. If an employee exhausts all eligibility for continuation of OCERS-paid health care benefits, the employee may extend those benefits at ~~his or~~ her own expense through COBRA.

11. Coordination with Other Leaves

- a. FMLA and CFRA leave will run concurrently with all other paid and unpaid family and medical-related leaves when determining the maximum duration of the leaves. However, CFRA leave does not run concurrently with an FMLA Pregnancy Disability Leave (See Pregnancy and Pregnancy Disability Leave Policy).
- b. CFRA leave to care for a domestic partner with a serious health condition does not count as FMLA leave.
- c. FMLA and CFRA leaves run concurrently with occupational leaves of absence when an employee has a serious health condition that meets the requirements for an Occupational Medical Leave (See Occupational Medical Leave Policy).
- d. FMLA and CFRA leave runs concurrently with Kin Care under the California Employment Sick Leave Act when it is for an FMLA and CFRA-qualifying reason.

12. Return from Leave and Reinstatement

- a. OCERS encourages employees returning from leave to provide ~~his or~~ her manager with at least 14 calendar days' advance notice of the date on which he/she intends to return to work. OCERS requires reasonable notice, which is typically at least two business days, if there is a change in the date on which the employee will be ready and able to return to

work. If the employee provides less than 14 calendar days' advance notice of the intended date of return to work, OCERS may delay the date on which it reinstates the employee in order to allow two additional business days in which to make arrangements, such as scheduling adjustments for the employee's return to work.

- b. When FMLA or CFRA leave is taken for an employee's own serious health condition and the leave extends for a period of 14 days or more, the employee will be required to submit medical certification from ~~his~~ or her Health Care Provider at or before the date of return to work indicating that the employee is fit to return to work either with or without work restrictions. Delay in providing a certification may result in OCERS delaying the employee's return to work until such time as the certificate is obtained. If the employee fails or refuses to provide a return to work certification, OCERS may deny reinstatement and terminate ~~her or her~~his or her employment.
- c. If an employee has complied with ~~his~~ or her obligations under this policy, OCERS will reinstate the employee to ~~her or her~~his or her former position, if the position is available. If the former position is not available, the employee will be reinstated to an equivalent position with equivalent benefits, pay, and other terms and conditions of employment. An equivalent position will involve the same or substantially the same duties, responsibilities, and authority, and will entail substantially the same skills and efforts. OCERS may not reinstate an employee to ~~his~~ or her former position or an equivalent position if OCERS' business conditions resulted in the elimination of the employee's former position during the leave or the employee would not otherwise have continued to be employed had he/she continued in active employment.
- d. An employee's use of FMLA/CFRA leave will not result in the loss of any employment benefit that the employee earned or was entitled to before commencing FMLA or CFRA leave.
- e. An employee has no greater right to reinstatement or to other benefits and conditions of employment than if the employee had been continuously employed during the FMLA/CFRA leave period.
- f. A Key Employee who takes a Family Medical Leave of Absence may be denied reinstatement if this would cause substantial and grievous economic injury to OCERS' operations.

13. Compliance with Applicable Law

- a. This policy and all of its provisions are subject to such other terms and conditions as are provided in the Family and Medical Leave Act of 1993 and applicable California leave laws. An employer is prohibited from interfering with an eligible employee's right to take either an FMLA or CFRA leave or discriminating or retaliating against an employee for taking such a leave or for involvement in any proceeding under or relating to the FMLA or CFRA.
- b. An employee may file a complaint with the U.S. Department of Labor, the U.S. Equal Employment Opportunity Commission or the California Department of Fair Employment and Housing, or may bring a private lawsuit against an employer for failure to comply with the FMLA or CFRA.
- c. For questions about the exercise of FMLA or CFRA rights, contact Administrative Services.

Related Topics

1. OCERS Pregnancy and Pregnancy Disability Leave Policy
2. OCERS Attendance Policy
3. OCERS Military-Related Leaves of Absence Policy
4. OCERS Workplace Injuries and Workers' Compensation

Pregnancy Disability Leave Policy

Policy Statement

OCERS provides eligible employees pregnancy disability leave under the Family Medical Leave Act (FMLA), the Fair Employment and Housing Act (FEHA), and the California Pregnancy Disability Leave Regulations (PDL). OCERS intends to administer this policy in accordance with all applicable state and federal law.

Purpose

The purpose of this policy is to provide pregnancy disability leave to employees in compliance with the FMLA, the FEHA, the PDL, and to inform employees and managers of their responsibilities in requesting or providing such leaves.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by [OCERS](#).~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County Employees who work at OCERS)~~

Provisions

1. Eligibility

- a. FMLA: An employee is eligible for leave under the FMLA if the employee:
 - i. Has been employed by OCERS for at least twelve months; and
 - ii. Has worked at least 1250 hours during the 12-month period immediately preceding commencement of the leave
- b. PDL: An employee is eligible for pregnancy disability leave upon the commencement of employment.

2. Leave Entitlement

- a. FMLA: An employee who is Disabled by Pregnancy, childbirth or related medical condition may take up to 12 workweeks of leave during a 12-month period.
- b. PDL:
 - i. An employee who is Disabled by Pregnancy, childbirth or related medical condition is entitled to up to four months (17-1/3 weeks) of leave under PDL. Up to twelve (12) workweeks of this time is concurrently counted as leave under FMLA but is not counted as leave under California Family Rights Act (CFRA) (See OCERS Family and Medical Leave Policy). An employee who has taken PDL is entitled to an additional twelve (12) workweeks under CFRA for other family and medical leave purposes such as taking care of the newborn child within the first year of birth.
 - ii. An employee affected by pregnancy or a related medical condition is eligible to transfer to a less strenuous position (if one is available) or to be given a

reasonable accommodation, if such a transfer or accommodation is based on the advice of the Health Care Provider.

3. Notice of Need for Leave

- a. Employee's Obligations:
 - i. An employee must provide OCERS with at least 30 calendar days' advance notice of the date on which a PDL leave, transfer, or reasonable accommodation will begin. If an employee does not have advance notice, that employee must notify OCERS of the need for leave as soon as practicable. Failure to comply with this provision may result in the delay of a leave, an accommodation, or a transfer but under no circumstances shall it result in the delay of such a request if doing so would endanger an employee's health or pregnancy. In addition, if the need for leave, transfer or an accommodation results from an emergency or is otherwise unforeseeable, the leave, transfer or accommodation will not be denied simply because an employee failed to provide advance notice.
- b. OCERS Obligations: Any OCERS manager or supervisor who receives notice that an employee may need time off for a PDL qualifying reason must immediately notify Administrative Services. Administrative Services will provide to the employee information regarding rights under PDL and will determine whether the employee is eligible for leave.

4. Leave Designation

- a. Upon an employee's request for PDL leave, transfer, or reasonable accommodation, the Director of Administrative Services will inform the employee within five (5) business days whether the employee is entitled to the leave, transfer or accommodation. If the Director of Administrative Services determines that the employee is not eligible, the employee will be informed of the reasons for ineligibility, including any additional information required from the employee. The employee may appeal the decision to the Director of Administrative Services within 15 days of notice of the denial. Upon receipt of an appeal, the Director of Administrative Services shall provide the appeal to the Chief Executive Officer or to the Chief Executive Officer's designee for final determination.
- b. OCERS is responsible for designating time off work, paid or unpaid, as FMLA/PDL leave, and for giving the employee notice of whether the time off has been designated as FMLA/PDL leave or not. OCERS may conditionally designate time off work as FMLA/PDL leave pending receipt of appropriate medical certification and eligibility determination.
- c. If OCERS learns that an employee's absence was for a FMLA/PDL leave-qualifying purpose after the absence has begun, OCERS may, in its discretion, retroactively designate the entire absence or some portion of the time off work as FMLA/PDL leave, to the extent that the period qualified as FMLA/PDL leave, and as long as a late designation did not cause an employee to take leave the employee would not have taken if she had known the leave would be counted against the employee's FMLA/PDL entitlement.
- d. An eligible employee who takes a leave for an FMLA/PDL leave-qualifying reason cannot avoid having the time counted against the employee's FMLA/PDL entitlement by stating he/she does not want it considered as FMLA/PDL leave.

5. Medical Certification

- a. An employee requesting PDL leave, a transfer, or a reasonable accommodation must provide OCERS with a written medical certification from the employee's Health Care Provider.
- b. The medical certification from the treating Health Care Provider must state that the employee needs a period of leave, a transfer, a reasonable accommodation, Intermittent Leave, or a reduced work schedule due to a pregnancy disability, childbirth or a related medical condition. The medical certification should also set forth the duration of said leave, transfer or reasonable accommodation.
- c. An employee must obtain the treating Health Care Provider's medical certification and submit it to OCERS within 15 calendar days of OCERS's request for the medical certification, unless there are extenuating circumstances that make this impracticable despite the employee's diligent, good faith efforts or if OCERS provides additional time. Untimely submission of a medical certification may result in denial of FMLA/PDL protection for the employee's absence, making the absence subject to OCERS' Attendance Policy.
- d. An employee must provide a complete and sufficient medical certification to OCERS. If complete and sufficient medical certification is not provided, OCERS will grant the employee seven (7) calendar days to cure the deficiency. If an employee fails to provide appropriate medical certification within the time limits, OCERS may deny FMLA/PDL protection for the employee's absence and may impose penalties pursuant to the Attendance Policy or deny the employee reinstatement to work.
- e. Recertification by the treating Health Care Provider may be required every thirty (30) calendar days in connection with an employee's leave, transfer or reasonable accommodation, unless the following applies:
 - i. If the medical certification indicates that the minimum duration of the condition is more than 30 calendar days, OCERS may request recertification when that minimum duration expires;
 - ii. OCERS may request recertification in less than 30 calendar days if the employee requests an extension of leave; there has been a significant change in circumstances, such as the duration or frequency of the absences or the severity of the condition; or OCERS receives information that casts doubt on the employee's stated reason for the absence.
- f. The employee may be required, at OCERS' expense, to obtain the opinion of a second and third Health Care Provider supporting the need for PDL leave due to a pregnancy disability, childbirth or a related medical condition affecting the employee.
- g. The Genetic Information Non-Discrimination Act of 2008 (GINA) prohibits OCERS from requesting or requiring genetic information of an employee or family member of the employee, except as specifically allowed by GINA (e.g., to certify the need for leave for family member's serious health condition). To comply with this law, OCERS requests that you and your Health Care Provider omit any genetic information when responding to a request for medical information or a certification. "Genetic Information" as defined by GINA includes an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an

individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.

6. Extending Leave

- a. If an employee's initial request for PDL leave was less than the four months (17-1/3 weeks) permitted under the law, and it becomes necessary to extend the leave, the employee can request an extension of the PDL leave. OCERS must be notified as soon as the employee has knowledge of the need, but not later than two (2) business days before the anticipated return to work date, where the need for an extension is foreseeable. The employee must provide a Health Care Provider's recertification within 15 calendar days of OCERS' request, if practicable.
- b. If an employee has taken the entire four months (17-1/3 weeks) PDL leave permitted under the law and still needs additional leave, the employee can request additional leave under the Authorized Unpaid Leaves of Absence Policy. The employee must notify OCERS as soon as the need is identified, but not later than two (2) business days before the anticipated return to work date, where the need for an extension is foreseeable. The employee must provide a Health Care Provider's recertification within 15 calendar days of OCERS' request, if practicable.
- c. Upon expiration of the time needed for PDL leave as set forth in any medical certification or a recertification, the leave will automatically terminate and the employee will be expected to return to work, unless OCERS has approved additional non-PDL leave. If an employee fails to return to work within three (3) days after the approved PDL leave or other approved leave expires, the employee may be subject to the penalties imposed by OCERS Attendance Policy up to and including termination.
- d. OCERS may require an employee on leave to report periodically on the employee's status and intent to return to work.

7. Intermittent Leave or Reduced Work Schedule

- a. Intermittent Leave or a reduced work schedule may be approved with medical certification for an employee's condition related to pregnancy disability, childbirth, or a related medical condition.
- b. For Intermittent Leave or leave on a reduced work schedule, there must be a medical need for leave and it must be that such medical need can be best met through an intermittent or reduced leave schedule. OCERS may request that the treating Health Care Provider verify that an employee's pattern of absences is consistent with the need for the Intermittent Leave.
- c. When an employee takes leave on an intermittent or reduced leave schedule, only the amount of leave actually taken is counted toward the four months (17-1/3 weeks) of leave to which an employee is entitled.
- d. An exempt employee on PDL leave with medical certification stating the need to work reduced hours may have ~~her or her~~ his or her salary reduced proportionately for the hours not worked. Employees may substitute accrued annual leave benefits to avoid the loss of pay.

8. Compensation and Benefits Continuation during PDL Leave

- a. An employee may elect, at ~~her or her~~his or her option, to use accrued annual leave during PDL leave.
- b. OCERS will maintain health care benefits while an employee is on PDL leave, whether it is paid or unpaid for a maximum of four months (17-1/3 weeks). Benefits coverage may be extended because the employee is also entitled to additional leave under other OCERS-approved leaves.
- c. If an employee exhausts all eligibility for continuation of OCERS-paid health care benefits, the employee may extend those benefits at the employee's own expense through COBRA.

9. Coordination with Other Leaves

- a. FMLA and CFRA leave will run concurrent with all other paid and unpaid family and medical-related leaves when determining the maximum duration of the leaves. However, CFRA leave does not run concurrently with PDL.

10. Return from Leave and Reinstatement

- a. OCERS encourages employees returning from leave to provide ~~her or her~~his or her manager with at least fourteen (14) calendar days advance notice of the date on which he/she intends to return to work. OCERS requires reasonable notice, which is typically two (2) business days, if there is a change in the date on which the employee will be ready and able to return to work. If the employee provides less notice of the intended return to work, OCERS may delay the date on which it reinstates the employee in order to allow two (2) business days in which to make arrangements, such as scheduling adjustments, for the employee's return to work.
- b. If an employee's PDL leave exceeded 14 days, the employee will be required to submit a medical certification from the employee's Health Care Provider at or before the date of return to work, indicating that the employee is fit to return to work either with or without work restrictions. Delay in providing a certification may result in OCERS delaying the employee's return to work until such time as the certificate is obtained; if the employee fails or refuses to provide a return to work certification, OCERS may deny reinstatement and terminate employment.
- c. Upon return from PDL leave, an employee will be reinstated to the same position held prior to commencing leave or to a comparable position. If, however, employment in that position would have ceased even if PDL had not been taken (e.g., limited term positions), the employee will not be returned to the same position following PDL. An employee returning from PDL whose employment would have ceased even if PDL had not been taken may be placed in a comparable position with equivalent benefits, pay and other terms and conditions of employment, depending upon the reason why employment would not have continued had the employee remained in active employment. Such placement in a comparable position should occur on the agreed upon date the employee was to return from PDL. If no return date had been agreed to, it should occur within two (2) business days of the notice of return. If not possible within two (2) business days, then the employee should be returned to a comparable position as soon as possible. If a comparable position for the returning employee is available within 60 calendar days following the scheduled return date, then reinstatement to the comparable position must occur. During this 60-day period, the employee will be notified of all comparable positions that are available; however, the employee must be qualified to perform the job duties of

the comparable position. Employees whose leave extended beyond PDL under other available leaves, such as CFRA, may be returned to a comparable position in accordance with policies applicable to such other available leaves.

- d. An employee's use of PDL leave will not result in the loss of any employment benefit that the employee earned or was entitled to before commencing PDL leave.
- e. An employee has no greater right to reinstatement or to other benefits and conditions of employment than if the employee had been continuously employed during the PDL leave period.

11. Compliance with Applicable Law

- a. This policy and all of its provisions are subject to such other terms and conditions as are provided in the Family and Medical Leave Act of 1993 and applicable California leave laws. An employer is prohibited from interfering with an eligible employee's right to take an FMLA, CFRA, or PDL leave or discriminating or retaliating against an employee for taking such a leave or for involvement in any proceeding under or relating to the FMLA, CFRA, or PDL.
- b. An employee may file a complaint with the U.S. Department of Labor, the U.S. Equal Employment Opportunity Commission or the California Department of Fair Employment and Housing, or may bring a private lawsuit against an employer for failure to comply with the FMLA, CFRA, or PDL.

Related Topics

- 1. OCERS Family and Medical Leave Policy
- 2. OCERS Attendance Policy
- 3. OCERS Authorized Unpaid Leaves of Absence

Lactation Policy

Policy Statement

OCERS wishes to provide employees who desire to express breast milk while at work with a private and comfortable space to do so.

Purpose

The purpose of this policy is to comply with state and federal law regarding lactation and lactation accommodations in the workplace.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS).~~

Provisions

1. Lactation Accommodation

- a. Employees who wish to express breast milk while at work will be given the opportunity to do so. All such requests should be made to Administrative Services.
- b. A private area that is shielded from view and intrusion from co-workers and the public will be provided to an employee who wishes to express breast milk. When an employee has a private office, it may be used for this purpose.
- c. California and Federal laws provide employees the right to break time to express breast milk. In accordance with this law, OCERS will provide reasonable break time for an employee to express breast milk. The break time is available each time the employee has a need to express breast milk.
- d. Exempt Employees may express milk during work time each time the employee has a need to do so.
- e. Non-Exempt Employees may express breast milk during work time each time the employee has a need to do so. When a Non-Exempt employee uses her normal rest period to express breast milk, the time will be paid. If a Non-Exempt employee uses time in addition to her normal rest period to express breast milk, that additional time may be unpaid.

2. Compliance with Applicable Law

- a. This policy and all of its provisions are subject to such other terms and conditions as are provided in the Americans with Disabilities Act (ADA) and the Fair Employment and Housing Act ("FEHA"). An employer is prohibited from discriminating or retaliating against an employee for exercising their rights under these acts.
- b. An employee may file a complaint with the U.S. Equal Opportunity Commission or the California Department of Fair Employment and Housing.

Related Topics

OCERS Family and Medical Leave Policy

Leave of Absence with Pay Policy

Policy Statement

OCERS provides eligible employees a leave of absence with pay.

Purpose

The purpose of this policy is to specify the circumstances under which an employee may be granted a leave of absence with pay.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by OCERS.~~

Provisions

Eligibility

1. The Chief Executive Officer may authorize an employee to be absent with pay from ~~her or her~~his or her regular work area for reasons other than physical or mental illness for a period of time not to exceed six (6) months if the Chief Executive Officer finds that such absence:
 - a. Contributes to the employee's effectiveness in ~~her or her~~his or her assigned duties and responsibilities; or
 - b. Contributes to the functions and goals of OCERS; or
 - c. Is necessary for other reasons.
2. An employee may not be absent with pay from ~~her or her~~his or her regular work area in excess of (a) 120 regular scheduled working days or (b) six (6) months without the approval of the Board of Retirement.

Authorized Unpaid Leaves of Absence Policy

Policy Statement

OCERS provides eligible employees leaves of absence without pay under limited circumstances in addition to Family, Medical, and Pregnancy leave.

Purpose

The purpose of this policy is to describe the process for an employee to request a leave of absence without pay.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by OCERS.~~

Provisions

1. Departmental leave

- a. Employees may request a departmental leave for a period of time not to exceed 15 calendar days. Departmental leaves shall be without pay.
- b. The grant of a departmental leave shall be at the sole discretion of OCERS; and department head.
- c. An employee who is granted departmental leave is required to use all of ~~her or her~~his or her Annual Leave hours and unused compensatory time prior to commencing a departmental leave.
- d. An employee who leaves OCERS employment and is re-employed by OCERS within 15 calendar days shall be deemed to have been on departmental leave for such period of time.

2. Official leave

- a. An employee may request an official leave of absence for a period of time not to exceed one (1) year. Such a leave may be authorized only after an employee's completion of departmental leave and after all unused compensatory time and Annual Leave balances have been exhausted. Official leaves shall be without pay.
- b. An official leave may be extended for up to an additional year.
- c. The grant or extension of an official leave shall be at the sole discretion of OCERS and OCERS' CEO.
- d. An employee on official leave shall provide OCERS with at least two (2) weeks' notice of ~~her or her~~his or her intended return to work date. OCERS shall not be required to return an employee to work absent such notice, but OCERS may waive or reduce the notice period at its sole discretion.

3. Non-Occupational Disability Leave

- a. An employee may request a non-occupational disability leave of absence for a period of time not to exceed six (6) months for a non-occupational disability.
- b. To be eligible for a non-occupational disability leave, an employee must:
 - i. Provide OCERS with a medical statement certifying that the employee is disabled and unable to return to work, and specifying an expected return to work date;
 - ii. Use all accrued annual leave and compensatory time prior to beginning the Leave and,
 - iii. Have been paid by OCERS for at least 6,240 regularly scheduled hours prior to the beginning of the leave unless otherwise required by law.
- c. An employee who desires additional leave after exhaustion of the non-occupational disability leave, may request an official leave of absence.
- d. Unless otherwise required by law, an employee shall not be entitled to more than one (1) non-occupational disability Leave in a 12 month period.

4. Procedure for Requesting a Leave Without Pay

- a. An employee must submit a request for a leave without pay or an extension of an existing leave in writing to his Director of Administrative Services and to his/ her supervisor. The request must state the general reason for the leave request or for an extension of an existing leave (e.g., medical, family, educational pursuits, etc).
- b. Upon receipt and review of the request, the Director of Administrative Services will inform the employee in writing whether the leave request is granted, modified, or denied.
- c. If a request for leave is modified or denied, the employee may appeal the decision to the CEO (or the CEO designee) within 15 days of notice of the denial or modification.
- d. An employee who fails to return to work for three (3) consecutive days after the expiration or extension of authorized leave, will be considered to have abandoned ~~her or~~ her/his or her job and to have voluntarily resigned, unless a reasonable excuse is offered and accepted by the Chief Executive Officer.

Related Topics

- 1. OCERS Family and Medical Leave Policy
- 2. OCERS Pregnancy Leave Policy
- 3. OCERS Annual Leave Policy
- 4. OCERS Compensatory Time Policy

Military Related Leaves of Absences Policy

Policy Statement

Military Leaves of absence are granted to eligible employees who are absent from employment in order to perform duty on either a voluntary or involuntary basis in the United States Uniformed Services, the California National Guard, or the reserves. OCERS intends to administer this policy in accordance with all applicable state and federal laws as amended.

Purpose

The purpose of this policy is to set forth the rights and responsibilities of military service members for military leave. Exceptions to this policy will occur whenever necessary to comply with applicable laws.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County Employees who work at OCERS)~~

Provisions

1. Military Leave

- a. Eligibility: Federal and state mandated-military leaves of absence are granted to members of the United States Uniformed Services, the California National Guard, or the reserves. To be eligible, you must submit written verification from the appropriate military authority. Such leaves will be granted in accordance with state and federal law.
- b. Pay: An employee who has been employed with OCERS for a year prior to the commencement of a military leave is entitled to receive their regular pay for 30 days following the commencement of a military leave.
- c. Benefits: When an employee goes on Military Leave for more than 30 days, any applicable group insurance (existing provisions will apply) continues for 90 days following the commencement of unpaid Military Leave. Beyond the 90 days, the employee may elect to continue the same group health care coverage, including dependent coverage, if applicable, for up to 24 months at ~~her or her~~ his or her own expense.
- d. Use of Annual Leave: An employee may elect to use earned Annual Leave at the beginning of unpaid military service or may retain earned and accrued Annual Leave for use upon return from the leave. The employee must provide this request/election in writing to ~~her or her~~ his or her supervisor prior to the start of the military leave.
- e. Reinstatement: At the conclusion of military service, an employee will be reinstated upon giving notice of ~~her or her~~ his or her intent to return to work by either (1) reporting to work or 2) submitting a timely oral or written request to OCERS for reinstatement within ninety (90) days after ~~her or her~~ his or her release from active duty or any extended period required by law. The Military Leave will expire upon the employee's failure to request reinstatement or return to work in a timely manner after conclusion of service.

i. Reinstatement Procedure

1. An employee must give advance verbal or written notice of military service in order to be eligible for reemployment rights and benefits upon completion of military service, unless giving notice is precluded by military necessity or circumstances that make it impossible or unreasonable to give such notice. The advance notice should be given as soon as the employee knows of the military service dates and the employee should submit to the supervisor a copy of the military orders, if available, regarding the dates and duration of the leave.
2. An employee returning from military service of less than 31 days' duration must report to work not later than the beginning of the second full regularly scheduled work period on the first calendar day following completion of service unless doing so is impractical.
3. An employee returning from military service of more than 30 days' duration must submit a request for reemployment:
 - a. No later than 14 days after the completion of service of less than 181 days.
 - b. No later than 90 days after completion of service of more than 180 days.
4. An employee who requests reemployment must provide, at OCERS' request, information to confirm the timeliness of the request, the length of military service, and that discharge from the service was not disqualifying.

ii. Position upon Reemployment

1. If the military service was less than 91 days, the individual will be promptly reemployed in the following order of priority:
 - a. In the position ~~he or she~~he/she would have attained with reasonable certainty if continuously employed without the interruption of military service.
 - b. However, if the individual is not qualified to perform the duties of such position after reasonable training efforts by the Employer, reinstatement will be to the same position the person held on the date of commencement of military service.
 - c. If an individual returning from military service is not qualified to perform any of the positions described above, the individual will be reinstated to any other position that is the nearest approximation to one of those positions which the person is qualified to perform.
2. If the military service was more than 90 days, the individual will be promptly reemployed in the following order of priority:
 - a. In the position ~~he or she~~he/she would have attained with reasonable certainty if continuously employed without the

interruption of military service or a position of like Seniority, status, and pay;

b. However, if the individual is not qualified to perform the duties of either such position after reasonable training efforts by the Employer, reinstatement will be to the same position the person held on the date of commencement of military service, or a position of like Seniority, status and pay.

i. Determinations of status are based on applicable collective bargaining agreements, employer policy, or employer practices and could include opportunities for advancement, general working conditions, job location, shift assignment, rank, responsibility and geographical location.

ii. If an individual returning from military service is not qualified to perform any of the positions described above, the individual will be reinstated to any other position that is the nearest approximation to one of those positions which the person is qualified to perform.

3. If, due to a military related disability or aggravation of a disability, an individual is unable to perform the job ~~he or she~~/she would have attained if continuously employed, and if reasonable efforts to accommodate the disability fail, the individual will be reinstated to any other position which ~~he or she~~/she is qualified or could reasonably be qualified to perform that is equivalent in Seniority, status, and pay. If there is no such position, the individual will be reemployed in a position which is the nearest approximation in terms of Seniority, status, and pay.

iii. Rights and Benefits upon Reemployment

1. Upon reemployment after returning from military service, the individual is entitled to the Seniority, status and rate of pay, and any other rights and benefits determined by Seniority, that he/she would have attained with reasonable certainty had the individual remained continuously employed. The rate of pay must be determined by taking into account any pay increases, differentials, step increases, merit increases, or periodic increases that would have been attained with reasonable certainty had the employee remained continuously employed.

2. Employees serving in the military are treated as if they are on a leave of absence and are entitled to the same rights and benefits not based on Seniority as are provided to employees on non-Military Leaves of absence.

3. Employees are entitled to be reinstated in the Employer's health plan upon reemployment even if they did not elect to continue coverage during the leave of absence. Generally, reinstatement will be without any waiting periods or preexisting condition limitations, except for service-related illnesses or injuries.

4. During any portion of Military Leave that is unpaid for more than (30) days, the employee ceases to earn or accrue Annual Leave. Earnings or accrual resumes on the employee's date of return from Military Leave. The accrual rate upon return is the rate that would have been attained if the employee had remained continuously employed.
5. An employee returning from a period of military service of 31 to one hundred eighty (180) days may not be discharged without cause for a period of six (6) months after reemployment. An employee returning from a period of service which exceeds 180 days may not be discharged without cause for a period of 12 months after reemployment.
6. Military service will not be considered a break in employment service for purposes of applicable pension plans, and military service will be considered service with the Employer for vesting and pension benefit accrual purposes.

2. California Civil Air Patrol Leave (AB 485)

- a. Eligibility: An employee with at least ninety 90 days of employment and who is a volunteer member of the California Wing of the Civil Air Patrol ("CAP"), a civilian auxiliary of the U.S. Air Force, is eligible for Civil Air Patrol Leave.
- b. Leave Entitlement: An eligible employee is provided up to 10 days per calendar year, with a three (3)-day limit per emergency.
- c. Qualifying Reasons: The employee is covered only when ~~he or she~~he/she is called to respond to "an emergency operational mission." This likely includes search and rescue missions and disaster relief efforts, but not non-emergency duties.
- d. Notice: The law requires the employee to provide as much notice as possible of the intended dates upon which the leave would begin and end.
- e. Certification: To be eligible for the leave, the employee must provide documentation of the need for the leave.
- f. Paid or Unpaid Time Off: An employee may elect, but is not required to use earned annual leave while on CAP Leave. If the employee wishes to use paid time off, the employee may be required to provide a written request to ~~her or her~~his or her manager at the time the leave is requested.
- g. Return from Leave and Reinstatement: An employee who takes CAP Leave will be restored to the position ~~he or she~~he/she held when the leave began.

3. Compliance with the Law

The provisions stated in this policy are subject to such other terms and conditions as are provided in the Military and Veterans Code, the Uniformed Services Employment and Reemployment Rights Act (USERRA) and California law (e.g., the California Military and Veterans Code).

- a. Exceptions to this policy will occur whenever necessary to comply with applicable laws.
- b. State and federal law prohibit employers from discharging or otherwise discriminating against an employee because ~~he or she~~he/she is a member of the state or U.S. military or is ordered to duty or training.

Related Topics

1. OCERS Family and Medical Leave of Absence Policy
2. OCERS Attendance Policy
3. Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA)
4. Veteran Benefits Improvement Act of 2004
5. California Civil Air Patrol Leave
6. Military and Veterans Code, Sections 395 et seq.

Military Family Leave Policy

Policy Statement

OCERS grants eligible employees leave to care for a covered service member with a serious injury or illness and/or military exigency leave to tend to issues that arise due to a covered military member's active status. OCERS intends to administer this policy in accordance with all applicable state and federal laws, as amended.

Purpose

The purpose of this policy is to set forth the rights and responsibilities of employees seeking military caregiver leave or military exigency leave. Exceptions to this policy will occur whenever necessary to comply with applicable laws.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to all personnel who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. Orange County (County employees who work at OCERS)~~

Provisions

1. Military Caregiver Leave

- a. Employees eligible for leave under the Family and Medical Leave Act ("FMLA" – see OCERS Family and Medical Leave Policy) may take up to 26 workweeks of FMLA leave during a "single 12-month period" to care for a covered service member with a serious injury or illness. The "single 12-month period" begins on the first day the employee takes military caregiver leave and ends 12 months after that date.
- b. In order to be eligible for military caregiver leave, an employee must be the spouse, son, daughter, parent, or next of kin of a covered service member.
 - i. A son or daughter means the covered service member's biological, adopted, or foster child, stepchild, legal ward, or a child for whom the covered service member stood in loco parentis, and who is of any age.
 - ii. A parent means a covered service member's biological, adoptive, step or foster father or mother, or any other individual who stood in loco parentis to the covered service member. This definition does not include parents "in law."
 - iii. The next of kin of a covered service member is the nearest blood relative, other than the covered service member's spouse, parent, son, or daughter.
- c. A covered service member includes:
 - i. A current member of the Regular Armed Forces, National Guard or Reserves who is undergoing medical treatment, recuperation, therapy, is in outpatient status or on the temporary disability retired list, for a serious injury or illness incurred in the line of active duty; and

- ii. A veteran who has left military service (regular Armed Services, National Guard or Reserves) at any time during the five-year period prior to the first date the employee takes FMLA leave to care for the veteran, and who is undergoing medical treatment, recuperation or therapy for a serious injury or illness that the veteran incurred in the line of active duty, and that manifested itself before or after the service member became a veteran.
- d. A serious injury or illness is one that is incurred in the line of duty while on active duty, or that existed before the service member's active duty, but which was aggravated by service in the line of duty while on active duty, and that:
 - i. May render the service member medically unfit to perform the duties of ~~her or~~ her/his or her office, grade, rank or rating; or
 - ii. Is a physical or mental condition for which the veteran received a U.S. Department of Veterans Affairs Service-Related Disability Rating of 50% or higher; or
 - iii. A physical or mental condition that substantially impairs the veteran's ability to secure or follow gainful employment; or
 - iv. An injury, including a psychological injury, for which the veteran has been enrolled in the VA's program of Comprehensive Assistance for Family Caregivers.
- e. Military caregiver leave applies on a per-covered service member, per-injury basis such that an eligible employee may be entitled to take more than one period of twenty-six (26) workweeks of leave if the leave is to care for different covered service members or to care for the same service member with a subsequent serious injury or illness, except that no more than 26 workweeks of leave may be taken within any single 12-month period.
- f. Entitlement to military caregiver leave is in addition to FMLA leave for other covered reasons. However, if an employee requires time off during a single 12-month period for leave as a caregiver for an injured service member and also for a different qualifying reason (for example, birth/adoption of a child, or the employee's own serious health condition), the maximum amount of time off for all types of FMLA leave during that 12-month period is 26 weeks. In no event may an employee take more than twenty-six (26) weeks of FMLA leave in a single twelve 12-month period, regardless of the reason(s) for the leave.
- g. If a husband and wife are both employed by OCERS and take military caregiver leave, they are limited to a maximum combined total of 26 weeks for all types of FMLA leave.

2. Military Exigency Leave

- a. FMLA-eligible employees may take up to 12 workweeks of FMLA leave while the employee's spouse, son, daughter or parent (the "covered military member") is on active duty or call to active duty status. Military exigency leave does not extend to family members of service members called to active duty by a State.
- b. "Covered military members" are 1) members of the Reserves and/or National Guard who are called to active duty in connection with a national emergency, or a military action, operation, or hostilities outside the U.S., and 2) members of the regular Armed Forces who are deployed to an assignment outside the U.S.

- c. Military exigency leave may be taken for one or more of the following qualifying exigencies:
 - i. To address any issues that arise when there is short-notice of seven (7) calendar days or less prior to the date of deployment. Leave taken for this purpose can be used for a period of seven calendar days beginning on the date the covered military member is notified of an impending call or order to active duty.
 - ii. To attend to childcare and school activities pertaining to the covered military member's child.
 - iii. To attend to financial and legal arrangements for the covered military member.
 - iv. To attend counseling that is needed due to the covered military member's active duty or call to active duty.
 - v. To spend time with a covered military member who is on short-term, temporary, rest and recuperation leave during the period of deployment. Eligible employees may take up to 15 days of leave for each instance of rest and recuperation.
 - vi. To attend post-deployment activities during the period of 90 days following the termination of the covered military member's active duty status or to address issues that arise from the death of a covered military member while on active duty status.
 - vii. To provide care for the covered military member's parent who is incapable of self-care by arranging alternative care when a change in the existing care arrangement is needed; caring for the parent on an urgent, immediate need basis; admitting or transferring the parent to a care facility; and attending meetings with staff at a care facility.
 - viii. To address other events that arise out of the covered military member's active duty or call to active duty status provided that OCERS and the employee agree that such leave qualifies as an exigency, and agree to both the timing and duration of such leave.
- d. Military exigency leave is an additional qualifying reason for FMLA leave and may be taken along with other qualifying reasons for FMLA (e.g. birth/adoption of a child, care for a covered family member with a serious health condition, the employee's own serious health condition). However, the maximum time off during any 12-month period for FMLA leave for any reason or combination of reasons (except military caregiver leave) is 12 weeks.

3. Extending Leave

- a. If an employee's initial request for Military Caregiver leave or Military Exigency leave is less than the 26 weeks or 12 weeks, respectively, permitted under the law, and the employee needs to extend ~~her or her~~ her/his or her leave, he/she can request an extension of the Military Caregiver leave or Military Exigency leave. The employee must notify OCERS as soon as he/she has knowledge of the need, but not later than two business days before the anticipated return to work date, where the need for an extension is foreseeable.
- b. If an employee has taken the entire 26 weeks or 12 weeks of the Military Caregiver leave or Military exigency leave, respectively, permitted under the law and still needs additional

leave, he/she can request additional leave under the Authorized Unpaid Leaves of Absence Policy. The employee must notify OCERS as soon as he/she has knowledge of the need, but not later than two (2) business days before the anticipated return to work date, where the need for an extension is foreseeable.

- c. Upon expiration of the time approved for Military Caregiver leave, Military Exigency or any other authorized unpaid leave, the leave will automatically terminate and the employee will be expected to return to work. If an employee fails to return to work within three (3) days after the approved Military Caregiver leave, Military Exigency leave, or any other approved leave expires, the employee may be subject to the penalties imposed by OCERS Attendance Policy up to and including termination.

4. Compliance with the Law

- a. The provisions stated in this policy are subject to such other terms and conditions as are provided in the Uniformed Services Employment and Reemployment Rights Act (USERRA) and California law (e.g., the California Military and Veterans Code).
 - i. Exceptions to this policy will occur whenever necessary to comply with applicable laws.
 - ii. State and federal law prohibit employers from discharging or otherwise discriminating against an employee because ~~he or she~~[he/she](#) is a member of the state or U.S. military or is ordered to duty or training.

Related Topics

1. OCERS Family and Medical Leave of Absence Policy
2. OCERS Attendance Policy
3. Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA)
4. Veteran Benefits Improvement Act of 2004
5. California Civil Air Patrol Leave
6. CA AB 2500 (2010), Business and Professions Code §§ 114, 114.5

Catastrophic Leave Donation Policy

Policy Statement

OCERS participates in a catastrophic leave program that provides a means for leave balance replacement for eligible employees after 14 day unpaid leave of absence. This program permits limited individual donations of vacation, annual leave, PIP and/or compensatory time to an employee who is required to be on an extended unpaid leave due to a catastrophic medical condition or other serious circumstances.

Purpose

The purpose of this policy is to provide employees with an opportunity to donate vacation, annual leave, PIP and/or compensatory time hours to a co-worker under certain circumstances.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Eligibility

An employee is eligible for catastrophic leave donations when:

- a. An illness or injury is serious and incapacitates the employee or a family member.
- b. The employee has exhausted all leave accruals; and
- c. The employee is or will be absent from work for at least 14 days on an unpaid leave of absence

2. Donated Hours

Employees may donate vacation, annual leave, PIP or Compensatory time to the eligible employee. Donations must be a minimum of two (2) hours, but cannot exceed 24 hours per donating employee. Donations must be made in whole hour increments.

3. Official Leave of Absence

An employee on a leave without pay at the time ~~he or she~~he/she receives a Catastrophic Leave donation will be treated as if the employee is on an Official Leave of Absence for purposes of probation and merit increase eligibility.

4. OCERS will administer this policy in accordance with the County of Orange Catastrophic Leave Procedures.

Bereavement Leave Policy

Policy Statement

OCERS provides bereavement leave to eligible employees who request it.

Purpose

The bereavement leave policy establishes uniform guidelines for providing paid time off to employees for absences related to the death of immediate family members.

Scope/Coverage

~~This policy supersedes previously promulgated policies on this topic and applies to employees employed by OCERS. This policy does not apply to Extra Help Employees.~~

Provisions

An employee who wishes to take time off due to the death of an immediate family member should notify ~~her or her~~his or her manager.

Upon request, regular full-time employees may request up to five (5) days of time off with pay to grieve the death of an immediate family member. Part-time employees may request up to 20 hours of time off. For the purpose of this policy, an immediate family member includes father, mother, child, brother, sister, husband, wife, father-in-law, mother-in-law, stepparent, stepchild, stepbrother, stepsister, grandparent, grandchild, Registered Domestic Partner, legal guardian or another family member who lives in the house of the employee.

OCERS Management reserves the right to request proof of death of the immediate family member.

Related Topics

OCERS' Authorized Unpaid Leaves of Absence Policy

Voting, Jury, and Witness Duty Policy

Policy Statement

OCERS permits employees to take time off for voting, jury duty, and witness duty.

Purpose

The purpose of this policy is to afford employees time off to vote, and to perform jury duty or serve as a witness.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County Employees who work at OCERS)~~

Provisions

1. Time Off for Voting

- a. Employees who are unable to vote during non-work hours may arrange to take up to two (2) hours off from work to vote in a public election.
- b. Employees must obtain advance approval from their supervisor for time off to vote.

2. Jury Duty

- a. All employees may attend jury duty in accordance with their legal obligations.
- b. Employees should notify their supervisor promptly upon receipt of a summons for jury service. Employees should provide proof of jury service to Administrative Services should service be required.
- c. An employee who is called for jury duty or for examination for jury duty shall be compensated at the employee's regular rate of pay for those hours of absence due to the jury duty which occur during the employee's regularly scheduled working hours, provided the employee does not accept the jury fees for such hours of jury duty, exclusive of mileage.
- d. Fees for jury duty performed during hours other than an employee's regularly scheduled working hours may be retained by the employee.
- e. It is the responsibility of each employee to report to work the next business day following the completion of jury service. Failure to do so can result in discipline up to and including termination.

3. Witness Duty

- a. Employees who are required by law to appear in court or at another legal proceeding will be provided time off for that purpose.
- b. Employees should notify their supervisor immediately upon receipt of notice to appear in a legal proceeding.

- c. An employee who is called to answer a subpoena as a witness in a legal proceeding, during the employee's work hours, except where the employee is a litigant as a result of the employee's own misconduct or connivance, shall be compensated at ~~her or her~~his or her regular rate of pay for all hours of absence from work due to answering the subpoena provided the employee shows proof of such subpoena and does not accept the witness fees for such hours, exclusive of mileage.
- d. Fees for answering a subpoena as a witness during hours other than regularly scheduled working hours may be retained by the employee.

4. No Retaliation

No employee shall be retaliated against for taking time off from work for any purpose identified in this policy.

Related Topics

OCERS Authorized Unpaid Leaves of Absence Policy

Extra Help Sick Leave Policy

Policy Statement

Extra Help Employees will be provided with paid time off from work to attend to their own health or the health of their family members.

Purpose

The purpose of this policy is to afford Extra Help Employees with sick leave benefits in accordance with the California Healthy Workplace Healthy Family Act of 2014, or as amended.

~~Scope/Coverage~~

~~This policy supersedes all previously promulgated policies on sick leave for Extra Help Employees and applies to all Extra Help Employees of OCERS.~~

Provisions

1. Sick Leave Accrual

- a. Extra Help Employees begin to accrue sick leave upon the first day of employment.
- b. Extra Help Employees will accrue one hour of sick leave for every 30 hours worked.
- c. Extra Help Employees shall accrue a maximum of six (6) days (48 hours) of sick leave.
- d. When an Extra Help Employee's use of sick leave hours reduces the total accrued Sick leave hours below the maximum allowed, the employee will resume accruing sick leave hours again.

2. Sick Leave Availability

Extra Help Employees may begin to use accrued sick leave during the pay period after which the Sick Leave hours were accrued.

3. Sick Leave Usage

- a. Sick leave may be taken in 15 minute increments.
- b. Extra Help Employees may use up to three (3) days or 24 hours of sick leave, whichever is greater, within each calendar year.

4. Permissible Uses of Sick Leave

- a. Sick Leave may be used for the following reasons:
 - i. Diagnosis, care, or treatment, including preventive care, of an existing health condition of an employee; or
 - ii. Diagnosis, care, or treatment, including preventive care, of an existing health condition of an employee's family member.
"Family member" is defined as an employee's spouse/partner, child, parent, parent-in-law, grandparent, grandchild, or sibling.
 - iii. Sick leave may also be used by a victim of domestic violence, sexual assault, or stalking.

5. Procedure for Requesting Foreseeable Sick Leave

An employee is required to submit a sick leave request to ~~her or her~~his or her supervisor for approval at least 30 days in advance of the sick day(s). In situations where 30 days' advance notice is not practical, notification must be made by the employee promptly by phone, voicemail, message, and/or email. It is the employee's responsibility to ensure that OCERS has been notified regarding their absence.

6. Procedure for Requesting Unforeseeable Sick Leave

When a sick leave day is unforeseeable (e.g., illness), employees must report their absence to their supervisor promptly by phone, voicemail message, and/or email. It is the employee's responsibility to ensure that OCERS has been notified regarding their absence.

7. Sick Leave Upon Reinstatement with OCERS

Extra Help Employees who leave OCERS' employ for any reason and are re-hired as an Extra Help Employee within one (1) year of separation from OCERS will be credited with any unused sick leave hours that employee had accrued as of the date of ~~her or her~~his or her departure. The unused sick leave hours will be available for use beginning the second pay period after which the employee was re-hired.

8. Compliance with Applicable Law

This policy and all of its provisions are subject to such other terms and conditions as are provided under California law.

This chapter contains the following policies related to personnel benefits:

- Introduction to Benefits
- Employee Health Benefits
- Annual Leave (Paid Time Off)
- Holidays
- Additional Employee Benefits
- Defined Contribution Program
- Retirement Benefits
- Retiree Medical Benefit

Introduction to Benefits

This section of the Employee Handbook is designed to acquaint employees with some of the significant features of the benefits offered by OCERS. However, more detailed information is set forth in the official plan documents and insurance policies that govern the plans. Accordingly, if there is any actual apparent conflict between the summaries or descriptions contained in OCERS' policies and the terms, conditions, limitations, or exclusions of the official plan documents, the provisions of the official plan documents will control. Employees who wish to inspect those documents may contact Administrative Services for that purpose.

In addition, while it is OCERS' present intention to continue these benefits, OCERS reserves the right, to modify, curtail, reduce or eliminate any benefit, in whole or in part, either with or without notice. Finally, neither the benefit programs nor their descriptions are intended to create any guarantees regarding employment or continued employment. Unless otherwise noted in these policies, employment relationships are for an indefinite term and are terminable at will, whether at the option of the employee or the employer.

Employee Health Benefits

Statement

OCERS provides eligible employees and their eligible dependents the opportunity to enroll in health benefit plans administered by the County of Orange Benefits Department.

Please note that the information in this section is subject to change. If you have any questions you should consult with an Employee Benefits Representative on the Benefits Resource Line at 1-800-858--7266 or go to the Benefits Center Site at <https://countyoforange.iselect.com>

Purpose

OCERS offers health plans to all regular and probationary employees and their eligible dependents in compliance with the Patient Protection and Affordable Care Act (PPACA), commonly called the Affordable Care Act (ACA).

Scope/Coverage

~~These benefits supersede all previously promulgated policies on this topic and applies to individuals who are employed by the following entities: [OCERS](#).~~

- ~~1. [OCERS](#)~~
- ~~2. [County of Orange \(County employees who work at OCERS\)](#)~~

Provisions

1. Health insurance is available to OCERS' employees, with eligible dependent coverage. OCERS pays a portion of an employee's health insurance premium and dependent coverage premiums. OCERS will continue to share the cost of such health insurance premiums as provided in the Health Plan Rate Schedule adopted by, and as modified by, the County of Orange, Board of Supervisors.
2. OCERS will pay the full cost of employee and dependent coverage for two full-time OCERS or County employees that are married to each other and enrolled in the same County health plan. Two married full-time employees enrolled in the same health plan must be enrolled as employee married to employee and may work for any agency or department that share the same Orange County Benefit plan number.
3. OCERS shall continue to pay health insurance premiums for an employee who is on an approved Family Leave and Medical Leaves of Absence and Pregnancy Disability Leave as required by applicable law.
4. New eligible employees will be enrolled in the health plan of their selection effective the first day of the month following the first 30 days of employment. Eligible full-time employees failing to elect a plan will be enrolled in the Wellwise Health Plan, employee only coverage. Eligible part-time employees failing to elect a plan will be enrolled in the Sharewell Health Plan, employee only coverage.
5. Terminated employees and their eligible dependents will continue to be eligible for health plan benefits they are enrolled in until the last day of the calendar month in which they terminate employment.

6. The County of Orange Benefits Department will provide for an open enrollment period once each fiscal year for employees and employees' dependents to change their enrollment in a County offered health plan.
7. Employee paid health insurance premiums are paid on a pre-tax basis.

Annual Leave (Paid Time Off)

Statement

Annual Leave is a paid time-off benefits program. Hours accrued can be used for any reason, including vacation, illness, doctor's appointments or personal business. Employees are encouraged to take full advantage of available Annual Leave hours on an annual basis.

Scope/Coverage

~~These Annual Leave provisions apply to individuals who are employed by OCERS. Executive Employees refer to Terms and Conditions of Employment for Executives Policy.~~

Provisions

1. General Provisions

- a. Employees begin to accrue Annual Leave upon the first day of employment and are credited at the end of each pay period.
- b. Annual Leave may be taken in one (1) hour increments.
- c. Annual Leave hours continue to accrue while an employee is on approved paid leave of absence.

2. Accrual Rates

- a. Annual Leave for full-time employees accrues in each pay period. Employees accrue Annual Leave hours based on their years of full-time, continuous service with OCERS. All such employees will accrue Annual Leave in accordance with the following schedule:

YEARS OF SERVICE	APPROXIMATE ACCRUAL RATE PER PAY PERIOD	YEARLY ANNUAL LEAVE ACCRUAL
Less than 3 years	7 hours and 25 minutes	24.5 days
3 years to less than 10 Years	9 hours and 52 minutes	32 days
10 Years +	11 hours and 24 minutes	37 days

- b. For employees beginning their third (3rd) or tenth (10th) years of service, the applicable rate of accrual will become effective commencing with the pay period following that in which an employee completes ~~her or her~~his or her third (3rd) or tenth (10th) year of service.
- c. Annual Leave accruals for part-time employees will be prorated based on an employee's part-time status (e.g., half time, 75% time).

3. Maximum Annual Leave Balance

- a. Accrual of Annual Leave hours shall be unlimited for an employee hired by OCERS on or before ~~December 31, 2018~~June 30, 2019.

- b. Accrual of Annual Leave hours shall be limited for employees hired by OCERS after ~~December 31, 2018~~ June 30, 2019, ~~as follows:~~ to a total of 640 592 hours (80 74 eight (8) hour days) ~~(SB1)~~.

YEARS OF SERVICE	MAXIMUM ACCRUAL
Less than 3 years	392 hours (49 eight (8) hour days)
3 years to less than 10 Years	512 hours (64 eight (8) hour days)
10 Years +	592 640 hours (80 74 eight (8) hour days)

- c. ~~When an employee accrues the maximum number of hours, Annual Leave accrual will cease. Any hours that would have otherwise accrued will be paid to the employee as compensation that is not eligible to be included in the employee's retirement benefit calculation. All Annual Leave hours earned in excess of the maximum allowable Annual Leave limit shall be paid in the pay period earned. This will not affect the maximum amount of Annual Leave included in Final Average Salary for pension benefit calculations. Accrual of Annual Leave will commence again when the Annual Leave balance falls below the maximum number of hours permitted to be accrued.~~
- d. ~~Employees are encouraged to work with their supervisor to plan their use of Annual Leave so that accrual of hours can continue without interruption.~~
- e. ~~Cessation of Annual Leave accrual could impact retirement benefits; i.e. hours accrued and cashable are used to calculate the final average salary.~~ ~~(SB2)~~

4. Permissible Uses of Annual Leave

Annual Leave may be used for any reason, including:

- Vacation
- Personal business.
- Diagnosis, care, or treatment, including preventive care, of an existing health condition of an employee or an employee's family member (e.g., spouse/partner, child, parent, parents-in-law, grandparents, grandchildren, and siblings). An employee's supervisor may request that the employee provide satisfactory evidence of ~~her or her~~ his or her illness, injury, or medical condition.
- For victims of domestic violence, sexual assault, or stalking.

5. Procedure for Requesting Foreseeable Annual Leave

- An employee requesting one or more weeks of time off should submit a request for time off to ~~her or her~~ his or her supervisor for approval at least two weeks in advance of the desired time-off. Exceptions to this requirement may be granted when doing so would not disrupt OCERS' business, when the time-off is due to illness or injury to the employee or family member, or for emergency personal situations.

- b. An employee requesting less than one week of time off should submit a request for time off to ~~her or her~~his or her supervisor for approval as early as possible prior to the desired time-off.
- c. No scheduled leave shall be cancelled by OCERS except in cases of emergencies.

6. Procedure for Requesting Unforeseeable Annual Leave

When an absence is unforeseeable (e.g., illness), employees must report their absences to their supervisor as soon as possible by phone, voicemail message, text message, and/or email, but no later than the start of OCERS' regular business hours, unless it is impracticable to do so. It is the employee's responsibility to ensure that OCERS has been notified regarding ~~her or her~~his or her absence.

7. Accrual Payout During Employment

During each fiscal year an employee may request to be paid for accrued Annual Leave in either two (2) separate increments of up to 45 hours each or one (1) increment of up to 90 hours. Executive Employees refer to Terms and Conditions of Employment for Executives Policy.

8. Annual Leave Payout Upon Involuntary or Voluntary Termination of Employment

Upon termination of employment (i.e., for any reason other than retirement), employees will be paid for their accrued and unused Annual Leave through the date of termination. Annual Leave cannot be utilized to extend the date of termination, except by approval of the CEO. Annual Leave payments are computed on the basis of the salary rate in effect at the time of termination.

9. Compliance with Applicable Law

- a. This policy and all of its provisions are subject to such other terms and conditions as are provided under California law.
- b. For questions about Annual Leave, contact Administrative Services.

Related Topics

- 1. OCERS Attendance Policy
- 2. OCERS Pregnancy and Pregnancy Disability Leave Policy
- 3. OCERS Occupational Leave Policy
- 4. OCERS Sick Leave Policy for Extra-Help Employees

Holidays

Policy Statement

OCERS observes legal holidays.

Purpose

The purpose of this policy is to educate the employees regarding the legal holidays observed by OCERS and eligibility for holiday pay.

Scope/Coverage

~~These holiday provisions apply to individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Holidays Observed

OCERS observes the following holidays on dates specified by the County of Orange:

- New Year's Day
- Martin Luther King Junior's Birthday
- Lincoln's Birthday
- President's Day
- Memorial Day
- Independence Day
- Labor Day
- Columbus Day
- Veteran's Day
- Thanksgiving
- Friday after Thanksgiving
- Christmas

2. Holidays that fall on Sunday or Saturday

When holidays listed in Section 1 above fall on a Saturday or Sunday, OCERS will observe the holiday on the date specified by the County of Orange.

3. Eligibility for Holiday Pay

- a. To receive holiday pay, an employee must be paid for all or a portion of both the regularly scheduled working assignments that immediately precede and follow the observed holiday.

- b. A new employee whose first working day is the day after a holiday shall not be paid for that holiday.
- c. An employee who elects paid retirement on a holiday shall be paid for the holiday.
- d. An employee who separates from employment for reasons other than paid retirement and whose last day as a paid employee is the day before a holiday shall not be paid for that holiday.
- e. Extra Help and Temporary employees shall not be eligible for holiday pay.

4. Holiday Pay

- a. Compensation for holidays falling on scheduled days off
 - i. When a holiday falls on a full-time employee's regularly scheduled day off, the employee shall receive eight (8) hours compensatory time.
 - ii. A part-time employee shall receive compensatory time at the rate of one (1) hour for each five (5) hours of regularly scheduled work in the workweek to a maximum of eight (8) hours of compensatory time.
- b. Holidays which fall during an employee's annual leave period shall not be charged against the employee's annual leave balance.
- c. With OCERS approval, compensatory time earned for working on a holiday or for a holiday falling on a regularly scheduled day off may be taken on the first scheduled working day after the holiday.

Additional Employee Benefits

OCERS provides eligible employees and their eligible dependents the opportunity to enroll in benefit plans administered by the County of Orange Benefits Department.

Significant features of the benefit plans OCERS offers to its employees and their dependents, in addition to the Employee Health Benefits, Employee Assistance Program, Retiree Medical Benefit, Retirement Benefits, and Reimbursement Programs are summarized below. Detailed information is set forth in the official plan documents and insurance policies that govern the plans. The provisions of the official plan documents and/or insurance policies will control over any potential conflict raised by the information stated below. Employees that desire to inspect the official plan documents or insurance policies can contact the Administrative Services Department or the County of Orange Benefits Center.

Scope/Coverage

~~These benefits apply to individuals who are employed by OCERS.~~

Provisions

Additional benefit plans offered to OCERS' employees through the County of Orange Benefits Department include short and long term disability insurance, life insurance, accidental death and dismemberment insurance, and an option for a voluntary annual physical examination.

1. Short-term disability insurance coverage is provided at no cost to the employee to provide sixty (60) percent of salary for up to one (1) year for certified non occupational injury or illness. An employee must exhaust all sick leave or 192 hours of annual leave before the insurance begins. The plan will also provide for continuation of OCERS' share of premiums for health, dental, and life insurance benefits while the employee is on Official Leave for non-occupational disability for up to one (1) year from the effective date of disability.
2. Long-term disability insurance coverage at no cost to the employee to provide up to 60 percent of salary. Enrollment is automatic with the proper documentation if you are receiving short term disability. Once on long-term disability the employee becomes responsible for 100% of the employee and employer portion of health insurance premium(s).
3. Basic Life insurance in the amount of \$100,000 for individuals employed by OCERS will be provided to all full time employees at no cost to the employee regardless of age and without proof of insurability.
4. Accidental Death and Dismemberment insurance in the amount of \$100,000 for individuals employed by OCERS will be provided to all full time employees at no cost to the employee regardless of age and without proof of insurability.
5. Employees will be able to purchase additional life insurance coverage without proof of insurability within 30 days of eligibility. Some levels of additional life insurance coverage, or any additional life insurance coverage purchased after 30 days of eligibility, require proof of insurability. Employees will have the option to purchase additional supplemental life and accidental death and dismemberment coverage including dependent coverage. Such insurance will be subject to the limitations of liability contained in those insurance policies.
6. Voluntary annual physical examinations by a County-designated physician are available at no cost to the employee.

7. OCERS will provide dental insurance to all full time OCERS direct employees and their eligible dependents at no cost to the employee.
8. Optional Benefit Plan
 - a. Eligibility – a regular or probationary employee is eligible to receive the optional benefit provided he/she is continuously employed in a regular full-time capacity in a class designated as Executive, Management and/or Professional. Employees hired or promoted after the commencement of a plan will be eligible for the optional benefit on a pro rata basis the first day of the month following the twenty-eighth day in any of the classifications listed above. Employees in eligible classifications who work part-time will be eligible to receive the optional benefit consistent with County Orange policy for part-time employees.
 - b. Each eligible employee shall be entitled to select benefits from those listed below at a cost to OCERS, not to exceed \$3,500 dollars, or \$4,500 dollars for Executives, effective the beginning of each Calendar Year.
 - c. The purpose of the plan is to provide options to individual employees to best meet the needs of themselves and their dependents while: (1) enhancing the employee’s expertise and skills on the job, and/or (2) relieving the employee of external influences which might impair his or her performance.
 - i. The options available may include, Cash (taxable); Professional memberships, licenses and certificates which are job related, professional journals and periodicals which are job related;
 - ii. Health/accident;
 1. Health programs (employee and/or dependents) such as physical, mental and/or emotional health related counseling for individual and/or family not covered or partially covered through existing plans;
 2. Employee’s share of health insurance premiums (employee and/or dependents). Also includes payment of Accidental Death and Dismemberment coverage for employee and dependents available through the County;
 3. Health care and/or dental (employee and/or dependents) excluded or partially excluded under the County’s insurance plans. Examples of items covered under this provision include deductibles, eye care, lenses and frames.
 - iii. The Defined Contribution Plan: a pre-tax contribution to the OCERS Section 457(b) Defined Contribution Plan.
 - d. The County Human Resources Director shall administer the plan in accordance with the stated purpose. Each employee must follow the enrollment instructions prepared by the County Human Resources department. Annual employee designations are irrevocable unless they have a change in family status. For expenses to be eligible, they must be incurred during the plan year.
9. Claims for reimbursement from OCERS shall be made from forms provided by OCERS and submitted to the finance department.

Defined Contribution Program

Statement

The County of Orange Benefits Department (“Benefits Department”) offers and administers a defined contribution program through Empower Retirement (Formerly known as Great-West).

The significant features of this plan are summarized below.

~~Scope/Coverage~~

~~This program is available to individuals who are employed by the following entities: [OCERS](#).~~

- ~~1. [OCERS](#)~~
- ~~2. [County of Orange \(County employees who work at OCERS\)](#)~~

Executive Employees refer to Terms and Conditions of Employment for Executives Policy.

457 Defined Contribution

The 457 Defined Contribution Program (“The Program”) is a voluntary retirement savings program that allows an employee to contribute a portion of ~~her or her~~ [his or her](#) bi-weekly salary into a 457 account. Contributions to the Program are deducted from the employee’s paycheck on a pre-tax basis. This reduces taxable income which lowers your current tax liability. Plus, all of your savings grow tax-free until you remove money from your account. You can remove your money from the 457 account either at retirement or separation of employment. The Program offers a wide variety of professionally managed investment options ranging from conservative to aggressive in risk/return potential. Employees manage their account by choosing to invest their account balance among the investment options at their own risk.

For additional information go to the County of Orange Defined Contribution website.

~~1.62 Defined Contribution Plan~~

~~Employees of the County of Orange who are enrolled in the "1.62 @ 65" retirement benefit formula are eligible to enroll in the 1.62 Defined Contribution Plan. If you are eligible to participate in this program, employees are directed to the County of Orange 1.62 Defined Contribution web site for additional information about the plan.~~

Retirement Benefits

OCERS provides retirement benefits to its eligible employees, including service retirement, deferred retirement, disability retirement and survivor benefits.

An overview of the retirement benefits that may be available to employees upon retirement or disability and an overview of potential survivor benefits upon an eligible employee's death are set forth below. For a complete overview of all OCERS' benefits, employees are encouraged to review the Summary Plan Descriptions posted on OCERS' website.

Scope/Coverage

These benefits apply to individuals employed by OCERS ~~or the County of Orange~~ as a full-time employee or part-time employees scheduled to work 20 hours per week or more. Part-time employees scheduled to work less than 20 hours per week, extra-help, or independent contractors (or personnel of independent contractors) are not entitled to these benefits. More detailed information is set forth in the official plan documents. In the case of an actual or apparent conflict between the summaries or descriptions contained in any OCERS' policy, terms, conditions, limitations, or exclusions of the official plan documents, the provisions of the official plan documents will govern.

Provisions

1. Retirement System, Membership

- a. An employee automatically becomes a member of the OCERS' pension plan on the date he/she commences employment with the County of Orange in an eligible position.
- b. While a member of the pension plan ~~or the County of Orange~~, the employee and OCERS make mandatory contributions to the pension plan. Employees' contributions are made on a pre-tax basis.
- c. Contributions paid to the OCERS' Pension Plan by an employee cannot be withdrawn or borrowed against while the employee continues to be employed.

2. Service Retirement

An active member of the OCERS' pension plan is eligible for a retirement allowance when he/she meets the minimum age and years of service requirements as set forth in the plan documents. An employee's retirement allowance is based on years of service accrued by plan formula, final average salary, and age at retirement.

3. Deferred Retirement

If an employee separates employment with OCERS the employee may still be eligible for a retirement allowance from OCERS. The employee may leave ~~her or her~~ his or her contributions on deposit with the Retirement System. If the employee leaves ~~her or her~~ his or her money on deposit the account will continue to earn interest. The employee may then become eligible to elect a retirement benefit from OCERS at a later date. This is called a "Deferred Retirement" allowance.

An employee who separates from employment may receive a Deferred Retirement allowance upon meeting certain eligibility criteria. If an employee has earned five (5) or more years of service credit at the time of ~~her or her~~ his or her separation from employment, he/she is eligible to a Deferred Retirement allowance based on the requirement of their plan formula. Plan J (i.e.

2.7 @55) members are eligible to retire when they would have accrued 10 years of service had they remained working and are at least age 50. Plan U members (i.e. 2.5 @67) are eligible to retire at age 52. If an employee has earned less than five (5) years of service credit at the time of ~~her or~~ ~~herhis or her~~ separation, the employee can a Deferred Retirement allowance at age 70. An employee may also elect to receive a lump sum payment consisting of the accumulated employee contributions and interest in lieu of a monthly retirement allowance.

4. Disability Retirement Benefits

If an employee becomes permanently incapacitated while employed by OCERS, he/she may be eligible for a Disability Retirement allowance.

a. Nonservice-Connected Disability Retirement:

Eligibility for a Nonservice-Connected Disability Retirement allowance requires the following:

- i. the employee must have five (5) or more years of service credit,
- ii. the Board of Retirement must determine that the employee is permanently incapacitated, either physically or mentally, from performing the usual duties of any permanent assignment in ~~her or~~ ~~herhis or her~~ job classification, and
- iii. the incapacity is not due to a job related illness or injury.

b. Service –Connected Disability Retirement:

Eligibility for a Service-Connected Disability Retirement allowance requires the following:

- i. the Board of Retirement must determine that the employee is permanently incapacitated, either physically or mentally, from performing the usual duties of any permanent assignment in ~~her or~~ ~~herhis or her~~ job classification, and
- ii. the incapacity arose out of, and in the course of ~~her or~~ ~~herhis or her~~ employment, and such employment contributed substantially to ~~her or~~ ~~herhis or her~~ permanent incapacity.

5. Survivor’s Benefit

Upon the employee’s death, beneficiaries may be entitled to benefits. Employees of OCERS are asked to designate a beneficiary who will be entitled to receive certain benefits that may be payable upon the employee’s death. The employee may designate anyone he/she chooses as a beneficiary, and may change the beneficiary at any time prior to retirement. To designate or change a beneficiary, employee needs to complete and submit the “Beneficiary Change Form.” This form can be obtained from Member Services, through OCERS member portal, or downloaded from www.ocers.org. It is the employee’s responsibility to notify Member Services of a life event change, such as a marriage, domestic partnership registration, or death including the death of a designated beneficiary.

It is important to note that spouses, ex-spouses, Registered Domestic Partners, ex-Registered Domestic Partners and/or children may have legal rights that supersede the rights of any other beneficiaries designated by an employee.

Related Topics

1. Summary Plan Description, Plans I & J (2.7 @ 55)
2. Summary Plan Description, Plan U (2.5% @ 67)

Retiree Medical Grant

Statement

OCERS provides to eligible employees a retiree medical grant to use towards healthcare insurance premiums after retirement.

Purpose

The purpose of this policy is to provide OCERS' employees with an overview of the Medical Retiree Grant Plan (Plan) that may be available to eligible employees upon their retirement. The County of Orange ~~(County)~~ established the Plan in order to assist career employees in maintaining health insurance coverage following their retirement from OCERS/~~County~~ service.

Scope/Coverage

This policy supersedes all previously promulgated policies regarding the Medical Grant Plan and applies to individuals who are employed by OCERS ~~and the County~~ as a full-time employee or part-time employee scheduled to work 20 hours per week or more. This policy does not apply to part-time employees scheduled to work less than 20 hours per week, extra-help or independent contractors (or personnel of independent contractors) who are not members of the Retirement System. Please also note that more detailed information is set forth in the official plan documents. Accordingly, if there is any real or apparent conflict between the summaries or descriptions contained in OCERS' policy and the terms, conditions, limitations, or exclusions of the official plan documents, the provisions of the official plan documents will control.

Policy provisions

1. Retiree Medical Grant

- a. When an employee retires, he/she may be eligible to receive a Retiree Medical Grant (Grant) provided by the County to use toward the cost of the County Health Plan and/or Medicare Part B premiums (if applicable). The Grant is neither a vested nor a guaranteed benefit. Changes to the Retiree Medical Grant Plan are made by the County.
- b. The amount of the Grant is based upon age at separation and years of eligible ~~OCERS' or County~~ service hours, up to a maximum of 25 years of service multiplied by a base dollar amount. The base dollar amount is adjusted up or down annually up to a maximum of three (3) percent.
- c. Reductions schedule:
 - i. Retiring retire before age 60, there will be a 7.5% reduction to the Grant for each year before 60 years of age;
 - ii. Retiring after age 60 there will be a 7.5% increase to the Grant for each year worked after age 60, up to age 70.
 - iii. Retiring at age 60 there will be no age adjustment. Safety retirees will not be subject to the 7.5% reduction or increase. Service and non-service connected disability Retirees do not receive the 7.5% age adjustment.

~~* The effective date may vary depending on your bargaining unit or employer (County, Special District, or Court).~~

2. Eligibility

To be eligible for the Grant, an employee is required to:

1. Have a minimum of 10 years of continuous eligible [OCERS/County](#) service, if the employee has a normal retirement. However, if an employee has been granted a non-service connected disability retirement, he/she is required to have a minimum of five (5) years of continuous service. If an employee has been granted a service connected disability retirement, there is no minimum service requirement;
2. Be at least 50 years of age on the date of separation of service;
3. Receive a monthly retirement allowance from OCERS; and
4. Be enrolled in a County health plan when the employee separates.

Modification

The County, by establishing and maintaining the Plan, does not give any employee, retiree or any other person any legal right against OCERS or the County, nor does it give any employee the right to be retained in the OCERS'/County's service. The Plan does not create any vested right to the benefits provided on the part of any employee, retiree or any other person. The Plan may be amended or terminated at any time, in full or in part, by the County in its sole discretion.

For complete details about the plan, please visit: [www.//ocgov.com/gov/hr/eb/prh](http://ocgov.com/gov/hr/eb/prh)

Chapter 7

Compensation – Policies

This chapter contains the following policies related to personnel compensation, salary basis and ranges, and payroll:

- Payroll Practice Policy
- Salary Basis
- Compensatory Time Off
- Executive Management and Professional Salary Ranges
- Terms and Conditions of Employment for Executives

Payroll Practice Policy

Policy Statement

OCERS follows a structured, documented payroll process.

Purpose

The purpose of this policy is to establish uniform standards that should be applied by all OCERS departments for paying its employees.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Method of Compensation for Employees

- a. OCERS office is open to the public Monday through Thursday, 8:00 a.m. to 5:00 p.m. and Friday 8:00 a.m. to 4:30 p.m. OCERS' employees ~~and the County of Orange's employees who work at~~ OCERS generally work between the hours of 7:00 a.m. and 6:00 p.m. Monday through Friday. Occasionally employees may be required to work on weekends or holidays. An employee's work schedule will be determined by ~~her or her~~his or her supervisor with the approval of the head of the Department.
- b. Employees shall receive compensation at the biweekly or hourly rate within the range or at the flat rate assigned to the class in which they are employed.
- c. The pay rates for each OCERS Direct Employee are set forth in a table of class titles, pay rates and salary ranges as adopted by the Board of Retirement ("Board").
- ~~d. The pay rate for each County of Orange Employee is set forth in a table of class titles, pay rates and salary schedules as adopted by the Board of Supervisors.~~
- ~~e.d.~~ Notwithstanding any provision of these policies to the contrary, OCERS may direct that any employee be compensated at any step of the salary range set forth in the class titles, pay rates and salary schedules as adopted by the Board, either at the time of or at any time subsequent to the date of ~~her or her~~his or her employment by OCERS.

2. Salary Payment Procedure

- a. A pay period shall cover 14 calendar days, shall start on a Friday and end with the second Thursday thereafter, and shall consist of 80 hour work period. Employees shall be paid approximately eight (8) days after the end of a pay period, usually on a Friday. Employees hired after June 29, 2001, are required to authorize automatic deposit of ~~her or her~~his or her paycheck to a financial institution of the employee's choice.
- b. Compensation for each employee for whom compensation is established, shall be paid out of OCERS budget as may be provided by law upon certification by the Chief Executive

Officer to the Auditor-Controller that such employee has performed the services set forth in said certificate.

~~i. When a County Employee separates from OCERS' service and use of the regularly scheduled certification would create an inequitable delay, the Chief Executive Officer may immediately file a special payroll certification of such separation with the Auditor-Controller. The Auditor-Controller may issue payment for the period of time and/or pay due to said employee up to the time of separation.~~

~~ii.~~ i. When an OCERS Direct Employee separates from OCERS service, he/she shall receive all amounts due at the time of separation. In the event an OCERS Direct Employee provides less than 72 hours' notice of separation, then all amounts due will be paid within 72 hours of separation.

c. The hours worked by an employee must be approved by ~~her or her~~ her his or her supervisor prior to being submitted to OCERS' Administrative Services. The supervisor approving said employee's hours must have knowledge that the hours reported by the employee are accurate.

d. Time and attendance are reported based upon the Fair Labor Standards Act (FLSA) classification of the employee.

i. Non-Exempt Employees (overtime eligible): Non-Exempt employees do not meet the exemption standards of the FLSA. Non-Exempt employees will report all hours worked for each day worked using the appropriate payroll codes as outlined in the payroll system when completing their electronic time cards.

ii. Exempt Employees (not eligible for overtime): Exempt Employees meet the exemption standards of the FLSA. Exempt Employees report their exception time, not hours worked, when completing their electronic time cards. Exceptions may include, but are not limited to, Annual Leave, comp time, holiday or any leaves of absence. In instances where an absence occurs that is two (2) hours or less, an exception does not need to be reported.

3. Time Keeping

a. Electronic time cards are used as a means of accurately recording hours worked and calculating pay. Electronic time cards must be consistent with approved Personnel Action Notices (PAN) forms when applicable. All employees must submit a time cards every two (2) weeks according to the annual payroll schedule. All employees are required to report absences from work such as annual leave time, holidays, or any other leaves of absence. Time cards must be received in a timely fashion.

b. Time cards shall be prepared by the employee electronically and signed by both the employee and the supervisor.

c. Accuracy when preparing time cards is critical. Employees are responsible for ensuring the accuracy of their own time cards. Altering, falsifying, or tampering with a time cards may result in disciplinary action, up to and including immediate termination.

d. OCERS Management reserves the right to verify all employees are in compliance with this policy. ~~When applicable, any MOU will supersede this policy.~~

4. Cash Out of Paid Time Off

In accordance with policies to cash out paid time off, such requests should be recorded on the time card in the pay period during which the employee would like the cash out to occur.

Salary Basis Policy

Policy Statement

Orange County Employees Retirement System (OCERS) is committed to complying with the salary basis requirements of the Fair Labor Standards Act.

Purpose

The purpose of this policy is to comply with the Fair Labor Standards Act

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by OCERS.~~

Provisions

1. It is OCERS' policy to comply with the salary basis requirements of the Fair Labor Standards Act. Therefore, OCERS prohibits any improper deductions from the salaries of Exempt Employees.
2. Employees who believe that an improper deduction has been made to ~~her or her~~his or her salary should immediately report this information to Administrative Services. Reports of improper deductions will be promptly investigated. If it is determined that an improper deduction has occurred, affected employees will be promptly reimbursed for any such improper deduction.

Compensatory Time Off Policy

Policy Statement

OCERS permits its Exempt Employees to earn compensatory time off under certain limited circumstances.

Purpose

While there is no legal obligation to grant compensatory time off to Exempt Employees or to pay Exempt Employees for hours worked in excess of their work period, the purpose of this policy is to compensate OCERS' Exempt Employees who are required to work on their regularly scheduled flex day off, or on recognized holidays due to extraordinary circumstances.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by OCERS.~~

Provisions

1. Eligibility for Compensatory Time (Comp Time)

- a. Consistent with the County of Orange, OCERS will provide full-time Exempt Employees with two (2) hours of compensatory time on the pay status of March 1st of each fiscal year.
- b. Part-time Exempt Employees on a pay status during the pay period that includes March 1 of each fiscal year will be credited with one (1) hour of comp time at the end of the pay period that encompasses March 1.
- c. An Exempt Employee may earn up to eight (8) hours of comp time when a holiday falls on the employee's regular-scheduled day off.
- d. Notwithstanding the foregoing, if any OCERS' Exempt Employee is required to work an unusually large number of hours as a result of natural disasters and/or officially declared emergencies such as floods, fires, storm conditions, high tides, etc., or due to extraordinary circumstances, the Chief Executive Officer may authorize additional compensation, which may be in the form of comp time, for such employee or group of employees.
- e. An employee working an approved flex schedule may earn up to eight (8) hours of comp time when required to work on ~~her or her~~his or her scheduled flex day off, as approved by ~~her or her~~his or her supervisor.

2. Procedures

- a. Comp time earned may be used as compensatory time off or paid to an employee at the discretion of OCERS.
- b. An employee may not maintain a comp time balance of more than 80 hours. All comp time earned in excess of 80 hours will be automatically paid to the employee.

- c. An employee who wishes to use earned comp time must submit an E-PAN form request to ~~her or her~~his or her supervisor setting forth the date(s) on which the comp time will be used.
- d. An employee will be permitted to use comp time on the date requested unless doing so would unduly disrupt OCERS' operation.

3. Payment of Comp Time

- a. An employee may obtain a payoff of all or a portion of ~~her or her~~his or her comp time at any time by submitting an E-PAN form to Administrative Services, *and* recording the request on ~~her or her~~his or her timesheet.
- b. An employee will be paid for all earned but unused comp time hours at the time of separation from employment at the employee's rate of pay at the time of separation.
- c. An employee working an approved flex schedule may earn up to eight (8) hours of comp time when required to work on ~~her or her~~his or her scheduled flex day off, as approved by ~~her or her~~his or her supervisor.

Exempt Employee Salary Range Policy

Policy Statement

OCERS is committed to providing fair and equitable salary adjustments of its Exempt Employees.

Purpose

The purpose of this policy is to provide information to the Exempt Employees of OCERS of the potential salary adjustments available to them.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by OCERS.~~

Provisions

1. Merit Increases

- a. In November of each year, or other time of year as determined by the CEO, each Executive, Management and/or Professional employee as of June 1 of that year shall receive a written performance evaluation.
- b. The Executives will provide feedback on their department's employees' performance and recommendations for the CEO's consideration. The CEO will make the final determination of merit increases based on the Board approved merit and salary adjustments included in the annual budget. Merit increases may be either a lump sum or added to base salary.
- c. At the discretion of the CEO, when an employee is unable to participate in the annual merit review process, an employee's performance and salary may be reviewed upon ~~her~~ or her/his or her anniversary date.

2. Range Constraints

- a. No employee's salary shall exceed the maximum of the salary range, except when and employee is designated in the Y-Rate. The CEO has the right to limit the time a Y-rated employee can remain at higher salary range.
- b. No employee's salary shall be less than the minimum rate in the salary's range assigned to the class in which he/she is employed.

3. Equity Adjustments and Incentive Pay

- a. The Chief Executive Officer (CEO) may approve additional individual salary increases
 - i. based on such factors as external market data, internal salary relationships, position responsibilities, individual performance, budgetary considerations and sound management principles,
- b. The CEO may authorize additional one time annual non-base building incentive pay rewards not to exceed \$2,500 per employee per year.

Related Topics

1. Y- Rate

2. OCERS direct employee salary ranges can be found on OCERS Intranet: [OCERS Direct Employee Salary Ranges](#)

Terms and Conditions of Employment for Executives

Policy Statement

OCERS Senior Executive Employees are subject to the terms, conditions and benefits of their employment as set forth herein.

Purpose

The purpose of this policy is to acquaint Executive Employees with some of the significant features of the terms, conditions and benefits of their employment with OCERS. More detailed information about the benefit programs offered by OCERS is set forth in the official plan documents and/or insurance policies that govern the plans. The provisions of the official plan documents and/or insurance policies will control over any potential conflict raised by the information stated below. Executive Employees who desire to inspect the official plan documents or the insurance policies can make an appointment with Administrative Services.

Scope/Coverage

This policy supersedes all previously promulgated policies on this topic and applies to OCERS Senior Executive Employees, including the Chief Executive Officer, the Chief Investment Officer, the Assistant Chief Executive Officer of Finance and Internal Operations, Assistant Chief Executive of External Operations, and the General Counsel.

Provisions

1. Chief Executive Officer

- a. In accordance with current statutes, the Chief Executive Officer (“CEO”) shall be appointed by and serve at the pleasure of a majority of the Board of Retirement (Board).
- b. The Board shall set the pay and benefits for the CEO.

2. Executive Employees

- a. Executive Employees shall serve at the pleasure of the CEO, (i.e., At Will).
- b. Executive Employees may be released from service by the CEO at any time, without notice, cause or rights of appeal.
- c. Executive Employees shall be required to sign At-Will agreements as a condition of appointment.

3. Insurance

- a. Health insurance is available to OCERS’ Executive Employees, with eligible dependent coverage. OCERS pays 95 percent of an employee’s health insurance premium and, if dependent coverage is selected, OCERS will pay approximately 75 percent of the total health coverage premiums for both the employee and dependents. OCERS will continue to share the cost of such health insurance premiums as provided in the Health Plan Rate Schedule adopted by, and as modified by, the County of Orange, Board of Supervisors.
- b. Basic Life insurance in the amount of one hundred and twenty-five thousand (\$125,000) dollars will be provided at no cost to Executive Employees regardless of age and without

proof of insurability. Executive Employees also have an option to purchase additional coverage, including dependent coverage.

- c. Accidental Death and Dismemberment insurance in the amount of one hundred and twenty-five thousand (\$125,000) dollars will be provided at no cost to the Executive regardless of age and without proof of insurability. Executive employees have an option to purchase additional coverage, including dependent coverage.
- d. OCERS will provide dental insurance to all Executive Employees and their eligible dependents at no cost to them.
- e. OCERS will make available to its Executive Employees a Premium Only Plan that will allow an employee to pay for health insurance premiums as permitted in the Internal Revenue Code. Under the plan, an employee's gross taxable salary will be reduced by the amount of ~~her or her~~his or her share of the premium costs of health insurance coverage.
- f. Executive Employees are provided short-term disability insurance coverage at no cost to the employee to provide 60 percent of salary for up to one (1) year for certified non occupational injury or illness. An employee must exhaust up to 192 hours of annual leave before the insurance begins. The plan will also provide for continuation of OCERS' share of premiums for health, dental, and life insurance benefits while the employee is on Official Leave for non-occupational disability for up to one (1) year from the effective date of disability.
- g. Executive Employees are also provided long-term disability insurance coverage at no cost to the employee to provide up to 60 percent of salary continuation while the employee is on Official Leave for a non-occupational disability.
- h. Voluntary annual physical examinations are available by a County designated physician at no cost to the Executive Employee.

4. Optional Benefit Plan

Executives have available to them the Optional Benefit Plan. The terms of the Optional Benefit Plan for the Executive Employees are the same as the terms for the Management and Professional employees, except the Executive Employees are provided four thousand five hundred (\$4,500), or such amount as is provided to executive management employees of the County of Orange, per plan year. For further details of the terms of the Optional Benefit Plan, see Human Resources Policy, Optional Benefit Plan.

5. Accrual Payout During Employment

During each calendar year an Executive Employee may request to be paid for accrued Annual Leave of up to 170 hours. Executive Employees can make up to two (2) separate requests per calendar year.

Workplace Health and Safety

This chapter contains the following policies related to workplace Health and Safety:

- Workplace Safety and Violence Prevention
- Employee Assistance Program
- Tobacco and Smoke Free Workplace Policy
- Workplace Injuries and Workers' Compensation

Workplace Safety and Violence Prevention Policy

Policy Statement

OCERS is committed to complying with applicable laws related to health and safety and to providing a healthy and safe workplace for all employees, visitors, and guests. To do this, OCERS must be aware of conditions in all work areas that can produce injuries. Cooperation from all personnel in detecting, reporting, and controlling safety issues in the workplace is expected and required.

Purpose

The purpose of this policy is to comply with state and federal laws regarding health and safety in the workplace and to maintain a safe and healthy work environment at OCERS.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. OCERS' Obligations

- a. To ensure a safe and healthy workplace, OCERS will:
 - i. Work to integrate workplace health and safety into all aspects of the workplace;
 - ii. Promote communication about workplace health and safety;
 - iii. Monitor working conditions to find, eliminate or control safety and health hazards as well as unsafe working conditions and practices; and
 - iv. Take effective action to provide a safe and healthy workplace.

2. Employee Obligations

- a. Each employee is responsible for ensuring their own personal health and safety, and that of their guests while on OCERS' premises both during working hours and after hours.
- b. Behavior by employees or their guests that places the safety and wellbeing of OCERS personnel, members, and visitors at risk of harm will not be tolerated and may result in discipline, up to and including, termination.
- c. All personnel are encouraged to report to Administrative Services all conduct and conditions that may create an unsafe environment at OCERS.

3. Procedures

- a. OCERS does not tolerate violence in the workplace.
- b. Actual or threatened violence by or against employees, members, visitors, or any other persons who are on OCERS' premises or have contact with OCERS' personnel is strictly prohibited.

- c. Employees who engage in threatening or violent behavior may be subject to disciplinary action, up to and including, termination.
- d. Employees must report any and all verbal or physical threats of violence to Administrative Services.
- e. If any personnel become aware of any actual violence, imminent violence, or threat of imminent violence, he/she should immediately contact local law enforcement and subsequently inform Administrative Services.

Employee Assistance Program Policy

Policy Statement

OCERS offers its employees an Employee Assistance Program to assist employees and their family in resolving physical, mental, emotional, and personal problems.

Purpose

The purpose of this policy is to provide information about the Employee Assistance Program and to encourage OCERS' employees to take advantage of the services offered by the program.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. The Employee Assistance Program ("EAP") is available to employees and their family 24-hours/7-days per week for emergency telephone counseling. EAP provides private, confidential assessments and referral counseling; including assistance with alcoholism, drug addiction, and emotional or personal problems. Employees who desire assistance can contact the EAP by going to www.mylifevalues.com
 - Login:
 - Orange County CA
 - Password:
 - eap
2. An employee may request an Unpaid Leave of Absence to enroll in a voluntary drug or alcohol rehabilitation program.
3. It is the responsibility of each employee to seek necessary assistance before alcohol, drug, or other problems adversely affect the employee's performance and/or conduct in the workplace. If an employee's violation of OCERS policy warrants discipline, any subsequent attempts to seek help through EAP will not shield an employee from the imposition of discipline.
4. An employee's decision to seek assistance from EAP will not be used as a basis for disciplinary action and will not be used against the employee in any disciplinary matters.

Related Topics

1. EAP Brochure
2. OCERS Unpaid Leave of Absence Policy
3. OCERS Disciplinary Action and Appeals Procedure
4. OCERS Alcohol and Controlled Substance Policy

Tobacco and Smoke-Free Workplace Policy

Policy Statement

OCERS maintains a tobacco and smoke-free workplace environment. A tobacco and smoke-free environment helps foster a safe and healthy workplace. Tobacco use, smoking and secondhand smoke are known causes of serious lung diseases, heart disease and cancer. OCERS recognizes the hazards caused by tobacco use and exposure to second hand smoke. OCERS' policy is to provide a tobacco and smoke-free environment for all employees and visitors. This policy covers the smoking of any tobacco based products including "e" and/or "vapor" based cigarettes, and the use of oral tobacco including chewing tobacco.

Purpose

The purpose of this policy is to maintain a safe and healthy workplace environment.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers, visitors and individuals who are employed by the following entities: [OCERS](#).~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

Smoking and the use of tobacco is strictly prohibited within all company work areas and public spaces including conference rooms, private offices, reception areas, restrooms, stairwells, hallways, and work stations, as well as all other enclosed areas. Employees may smoke outside during breaks in the labeled designated smoking area or 100 feet from any building entrance or exit. No additional breaks beyond those allowed under the Meal and Breaks Policy may be taken for the purpose of using tobacco products.

Complaint Procedure

Persons observing a violation of this policy should bring it to the attention of their supervisor. All complaints received will be investigated as confidentially as possible. All personnel are expected to cooperate fully with any such investigation. Any violations of this policy will be handled through the Disciplinary Actions and Appeals Procedure Policy.

Related Topics

OCERS Meal and Rest Period Policy

Workplace Injuries and Workers' Compensation Policy

Policy Statement

OCERS is committed to providing a safe and healthy workplace. In the event of a work-related injury or illness, OCERS will comply with the provisions of the State Workers' Compensation laws.

Purpose

The purpose of this policy is to comply with the California Workers' Compensation laws and to acquaint OCERS' employees with the procedures for reporting work-related injuries and illnesses, obtaining medical care, integrating disability benefits, and maintaining effective communication between OCERS and the injured or ill employee.

~~Scope/Coverage~~

~~This policy supersedes all previously promulgated policies on this topic and applies to all personnel who are employed by OCERS.~~

Provisions

1. General Provisions

- a. Whenever an employee sustains an injury or disability arising out of and in the course of OCERS' employment which required medical care, the employee shall obtain treatment medically necessary as recommend by a medical doctor and according to the provisions of the California Labor Code Section 4600 et. seq.
- b. OCERS carries Workers' Compensation insurance coverage as required by law to protect employees who are injured on the job. This insurance provides medical, surgical, and hospital treatment in addition to payment for loss of earnings that result from work-related injuries. Compensation payments begin from the first day of an employee's hospitalization or after the third day following the injury if the employee is not hospitalized. The cost of coverage is paid completely by OCERS.
- c. When an injury is determined to be job-related, an employee shall be placed on Workers' Compensation Leave. If such a determination cannot readily be made, and all Annual Leave and Compensatory Time (paid time off) has been applied to the absence, the employee shall be placed on an approved leave until a final determination is made.
- d. Prior to qualifying for workers' compensation temporary disability benefits, an injured employee may, at ~~her or her~~his or her option, use any accrued paid time off.
- e. When an injury is determined to be job-related by OCERS or by the Workers' Compensation Appeals Board, paid time off expended since the fourth day of disability shall be restored to the employee's account(s), except that if the injury required the employee's hospitalization or caused disability of more than 14 days, all paid time off extended since the first day of disability shall be restored to the employee's account(s).
- f. The probation period of any employee who receives workers' compensation benefits shall be extended by the length of time the employee receives such benefits, except that the first 15 consecutive calendar days from the date of the injury shall be considered OCERS service for merit increase eligibility and completion of the probation period.

- g. While an employee is receiving temporary disability payments, the employee may, at ~~her~~ or her/his or her option, use paid time off to supplement such pay so that the employee receives no more than ~~her or her/his or her~~ regular salary during the employee's industrial injury leave.
- h. Time during which an employee receives workers' compensation, temporary disability benefits shall be counted toward the computation of OCERS Seniority and determination of annual leave earning rates.
- i. Whenever an employee is compelled by direction of an OCERS-designated physician to be absent from duty due to an on-the-job exposure to a contagious disease, the employee shall receive full compensation for a period not to exceed 80 working hours for a full-time employee or 14 calendar days for a part-time employee. If the absence extends beyond the applicable period, paid time off may be used, at the employee's option.

2. Duration of Workers' Compensation Leave

Workers' Compensation Leave shall continue until the employee:

- a. Is determined to be physically able to return to work and such medical determination, if disputed, is confirmed by the Workers' Compensation Appeals Board; or
- b. Is determined to be physically able to return to work with medical restrictions which OCERS can accept, and such determination, if disputed, is confirmed by the Workers' Compensation Appeals Board; or
- c. Accepts employment outside of OCERS; or
- d. Accepts employment in another OCERS position; or
- e. Has been found to have reached medical maximum improvement and is not physically able to return to work; or
- f. Retires

3. Injury Reporting

- a. If you are injured while working, please report it immediately to your supervisor, regardless of how minor the injury may be. Supervisors must immediately report any such injuries to Administrative Services. For critical injuries or illness, immediately call paramedics by dialing 911.
- b. Failure to immediately report any injury may result in a delay in Workers' Compensation benefits.

4. Treatment Referrals

- a. Upon receipt of a report of a workplace injury, Administrative Services will provide an injured employee the following documents:
 - i. Medical Services Authorization is used by the injured workers' supervisor or manager to authorize one time treatment, the day of injury only. Subsequent treatment must be approved by the claims administrator.
 - ii. Workers' Compensation Treatment Facility List - The employer has medical control from the moment the injury occurs and should make the selection on treatment location

- iii. Mitchell Script Advisor Card for required prescriptions.
- iv. Guide to Your Workers' Compensation Medical Care provides information the State requires injured workers to be given regarding legislative changes to medical treatment in work comp.
- v. WellComp Medical Provider Network brochure provides information the State requires injured workers to be given regarding the Medical Provider Network.

5. Documentation Required from Injured Employees

- a. Administrative Services will provide the following forms to an injured employee either in person, if the employee is still on the job or by mail to the employee's home address if he/she is unable to work. An injured employee must complete and timely return both forms to Administrative Services.
 - i. Employee's Report of Occupational Injury or Illness
 - ii. Workers' Compensation Claim Form & Notice of Potential Eligibility
- b. An injured employee must provide Administrative Services notice of all restrictions placed on the employee's ability to work. If an employee has an active Workers' Compensation claim that results in a leave of absence, OCERS' Workers' Compensation claims manager will provide OCERS with relevant documentation that pertains to the management of the employee's Workers' Compensation status and returning an employee to work.

6. Return to Work After a Workplace Injury

- a. An employee is required to return to work when released by the treating physician. An employee on leave due to a workplace injury should provide as much advance notice of the treating physician's release or return-to-work order as reasonably possible. If an employee fails to return to work or notify the supervisor within three (3) workdays following the notice release, or return-to-work date, the employee may be terminated.
- b. If an employee is released to return to work without restrictions, OCERS will return the employee to ~~her or her~~his or her former position, as soon as reasonable. If the former position has been filled, or other operational changes make it unreasonable to return the employee to ~~her or her~~his or her former position, OCERS will make a good faith effort to place the employee in a vacant position that is as comparable to the former position as is reasonable under the circumstances. The employee must cooperate and respond timely throughout the interactive process, including the job search process, and if the employee rejects an offer of a comparable position, ~~he or she~~he/she may be terminated.
- c. If the employee is released to return to work with restrictions, OCERS will place the employee in the former job (if it is available), provided the employee can perform all the essential functions of the job with or without reasonable accommodation. OCERS will engage the employee in the interactive process to determine reasonable accommodation, which may include the job search process if reassignment to a vacant position is legally required. The employee must cooperate and respond timely throughout the interactive process, including the job search process. If the employee rejects an offer of a vacant position that would reasonably accommodate the employee's limitations, ~~he or she~~he/she may be terminated. The foregoing actions may occur at the same time that

OCERS' Workers' Compensation claims manager is meeting its obligations under Workers' Compensation Laws.

- d. An employee is not allowed to return to work unless released by a physician.

7. Compliance with Applicable Law

- a. This policy and all of its provisions are subject to such other terms and conditions as are provided in the California Workers' Compensation Law. An employer is prohibited from discriminating or retaliating against an employee for filing a report of injury or illness or for taking a leave due to a work-related injury or for involvement in any proceeding under or relating to a claim of work-related injury.
- b. For questions about the exercise of your Workers' Compensation rights, contact Administrative Services.

Related Topics

1. OCERS Family and Medical Leave Policy
2. OCERS Attendance Policy
3. OCERS Authorized Unpaid Leaves of Absence

Chapter 9

County Employees

This chapter contains the following policies:

- Meal and Rest Period Policy
- Overtime Policy
- Make-Up time Policy

Meal and Rest Period Policy

Policy Statement

~~OCERS is committed to providing meal and rest periods in accordance with federal and state wage laws for individuals employed by the County of Orange who work at OCERS in accordance with federal and state wage and hour laws.~~

Purpose

~~This policy is intended to ensure compliance with the Fair Labor Standards Act, the California Labor Code and the Industrial Welfare Commission Wage Orders.~~

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by the County of Orange who work at OCERS.~~

Provisions

~~1. Meal Period Requirements~~

- ~~a. Employees who work more than five (5) hours in a workday are entitled to take an uninterrupted Meal Period of not less than 30 minutes. The first Meal Period must start before the completion of the fifth hour of work. A second Meal Period of not less than 30 minutes must be provided for an employee who works more than 10 hours in a workday. The second Meal Period must start before the completion of the tenth hour of work. Time off for the first Meal Period is considered non-work time and therefore is not included to determine if an employee has worked more than 10 hours.~~
- ~~b. Managers must relieve an employee of all work duties within the timeframe described above.~~
- ~~c. Managers are responsible for ensuring that employees are provided all required Meal Periods. Supervisors may not coerce, pressure, or encourage employees to skip Meal Periods. Supervisors are also responsible for ensuring employees receive Meal Period Pay when applicable. A supervisor who fails to provide required Meal Periods or pay Meal Period Pay as required by this policy may be subject to disciplinary action up to and including termination.~~
- ~~d. Employees relieved of all duties for their Meal Period are expected to take the full Meal Period. However, any employee who works through a Meal Period for any reason must ensure he/she is reporting that as time worked on ~~her or her~~his or her timecard.~~
- ~~e. Failure to take Meal Periods as required by this policy may subject an employee to disciplinary action.~~
- ~~f. Meal Periods cannot be combined with Rest Periods. Similarly, Meal Periods cannot be skipped to allow employees to leave before their scheduled departure times.~~

~~2. Rest Periods~~

- a. ~~Employees who work more than three and one half (3.5) hours of total daily work time are authorized and permitted to take uninterrupted Rest Periods of 15 minutes for each four (4) hours worked, or major fraction thereof.~~
 - b. ~~As long as the opportunity to take a Rest Period is authorized and permitted, an employee may voluntarily waive a Rest Period.~~
 - c. ~~If practicable, each Rest Period should be taken in the middle of each work period insofar as practicable.~~
 - d. ~~Rest Periods cannot be combined with Meal Periods. Similarly, Rest Periods cannot be skipped to allow employees to leave before their scheduled departure times.~~
-

Overtime Policy

Policy Statement

OCERS is committed to complying with federal and state wage and hour laws with respect to overtime.

Purpose

This policy is intended to ensure compliance with the Fair Labor Standards Act, the California Labor Code and the Industrial Welfare Commission Wage Orders.

Scope/Coverage

This policy supersedes all previously promulgated policies on this topic and applies to individuals employed by the County of Orange who work at OCERS.

Provisions

1. Notice and Prior Authorization

- a. From time to time, it may be necessary for a Non-Exempt Employee to work beyond ~~her or her~~**his or her** regularly scheduled workday. OCERS will attempt to provide reasonable advance notice, but that may not always be possible. When it is necessary to work overtime, the employee is expected to cooperate as a condition of employment.
- b. An employee's immediate supervisor must authorize all overtime prior to its occurrence. All overtime must be clearly noted on an employee's timesheet.

2. Compensation

- a. Compensation for all overtime worked will be paid in accordance with applicable federal and state law. In calculating eligibility for overtime compensation, only hours actually worked will be included.
- b. Employees who are not subject to Flex Schedule Agreements will be paid a premium for overtime hours as follows, subject to change as mandated by law:
 - i. One and one-half times their regular rate of pay for all hours worked in excess of eight (8) hours per workday, up to 12 hours;
 - ii. One and one-half times their regular rate of pay for the first eight (8) hours on the seventh consecutive day of work in a workweek; and
 - iii. Double the regular rate of pay for all hours worked in excess of 12 hours in a workday and after eight (8) hours on the seventh consecutive day of work in a workweek.
- c. Employees with Flex Schedule Agreements that establish a 9/80 flex schedule (i.e., four (4) nine (9) hour work days each week with an additional eight (8) hour work day on alternate weeks) will be paid a premium for overtime hours as follows, subject to change as mandated by law:
 - i. One and one-half times their regular rate of pay for all hours worked beyond the established schedule, up to 12 hours a day.

- ii. ~~One and one half times their regular rate of pay for any work performed (up to eight hours) on any day not included in the schedule established by the agreement.~~
- iii. ~~Double the regular rate of pay for all hours worked in excess of 12 hours in a day on a regularly scheduled workday and for work in excess of eight hours on days that are not regularly scheduled workdays.~~

~~3. Record Keeping~~

~~Employees are required to keep an accurate daily record of their attendance and hours worked using their timesheets. Failure to do so may result in discipline, up to and including termination.~~

Related Topics

~~OCERS Payroll Practice Policy~~

~~Make-Up Time Policy~~

Policy Statement

~~OCERS permits County employees to “make-up” work time missed due to personal obligations in compliance with federal and state overtime laws.~~

Purpose

~~This policy is intended to ensure compliance with the Fair Labor Standards Act, the California Labor Code and the Industrial Welfare Commission Wage Orders.~~

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals employed by the County of Orange who work at OCERS.~~

Provisions

~~Employees may request approval to miss scheduled work due to personal obligation and make up the time missed. Where approval is granted and permitted by law, the make-up time will be paid at the straight-time rate and must be worked in the same pay period, up to four (4) hours per day. Employees may not make up time missed if it would result in overtime work, i.e., the make-up time must not cause the employee to exceed 11 hours in any workday or 40 hours in the workweek. The department head or executive over the division has authority/discretion to grant the time off and to allow time missed to be made up.~~

Chapter 10

Miscellaneous Policies

- Reimbursement Programs
- Religious Accommodation Policy
- ~~Contract Workers Policy~~

Reimbursement Programs Policy

Policy Statement

OCERS recognizes that under certain circumstances, employees should be reimbursed for costs incurred during the course of their employment.

Purpose

The purpose of this policy is to set forth reimbursement programs and the procedures to follow when seeking reimbursement.

~~Scope/Coverage~~

~~This policy supersedes all previously promulgated policies on this topic and applies to individuals who are employed by the following entities: OCERS.~~

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS)~~

Provisions

1. Mileage Reimbursement

- a. Subject to the current Vehicle Rules and Regulations established by the Board of Supervisors, an employee who is authorized to use a private automobile in the performance of duties shall be paid the Internal Revenue Service Standard Mileage Rate for the Business use of a car for each mile driven during each monthly period.
- b. An employee who is required by OCERS to furnish a privately owned vehicle for the performance of ~~her or her~~his or her duties shall receive a minimum of \$10 dollars in any month in which the actual mileage reimbursement would otherwise be less than \$10 dollars. The minimum shall not apply in any month:
 - i. In which the employee has not actually worked eighty (80) hours;
 - ii. Unless the employee claims the ten 10 dollar minimum and OCERS certifies that the employee was required to use a privately owned vehicle on OCERS business.

2. Personal Property Reimbursement

OCERS will consider request for personal property reimbursement on a case-by-case basis.

3. Membership Fees

Upon request, OCERS shall reimburse employees holding professional designations or certificates. Examples include State and County Bar fees, CFA, CPA, etc.

Religious Accommodation Policy

Policy Statement

OCERS respects the religious beliefs and practices of all employees and will make, on request, an accommodation for such observances when a reasonable accommodation is available that does not create an undue hardship on the conduct of OCERS' business.

Purpose

The purpose of this policy is to ensure that OCERS is respectful of the religious beliefs and practices of all employees in compliance with state and federal laws relating to religious accommodations in the workplace.

Scope/Coverage

~~This policy supersedes all previously promulgated policies on this topic and applies to Contract Workers and individuals who are employed by the following entities:~~ OCERS and third party vendors.

- ~~1. OCERS; and~~
- ~~2. County of Orange (County employees who work at OCERS); and~~
- ~~3. Third party vendors~~

Provisions

1. OCERS will reasonably accommodate employees so that they may follow their religious beliefs, observances and practices unless doing so results in undue hardship to OCERS. In determining whether a requested accommodation would impose an undue hardship, OCERS will consider such factors as business necessity, financial cost or expense, operational considerations, safety issues, legal requirements (including collective bargaining agreements), and whether it infringes on the rights of other employees or requires other employees to bear more than their fair share of potentially hazardous or burdensome work.
2. An employee whose religious beliefs or practices conflict with ~~her or her~~ his or her job, work schedule, or with OCERS' policy or practice on dress and appearance, or with other aspects of employment, and who seeks a religious accommodation should submit a written request for the accommodation to ~~her or her~~ his or her immediate supervisor. The written request should include the type of religious conflict that exists and the employee's requested accommodation. An accommodation may include using paid leave or leave without pay, allowing an exception to the dress and appearance code that does not affect safety or other requirements, or other conditions of employment.
3. Supervisors should seek guidance from Human Resources before responding to a request for religious accommodation.
4. It is not possible to anticipate every request for religious accommodation that OCERS might receive. All requests will be examined on a case by case basis.

Contract Workers Policy

Policy Statement

All Contract Workers who perform service for the OCERS are required to comply with all personal conduct and performance policies and standards contained in the OCERS Personnel Policies and Regulations.

Purpose

The purpose of this policy is to establish the personal conduct and performance standards for all Contract Workers.

Scope/Coverage

This policy applies to all Contract Workers at OCERS.

Provisions

~~1. Applicability of Personal Conduct Policies~~

- ~~a. All Contract Workers must adhere to the following personal conduct policies:
 - ~~i. Code of Conduct Policy~~
 - ~~ii. Discrimination & Harassment Policy~~
 - ~~iii. Sex Harassment~~
 - ~~iv. Workplace Relationships Policy~~
 - ~~v. Work Place Safety & Violence Prevention Policy~~~~

~~Failure to adhere to any of the above-referenced policies may result in the termination of a Contract Worker's contract, subject to the terms of those contracts, with or without warning.~~

~~2. Applicability of Performance Related Policies~~

- ~~a. All Contract Workers must adhere to the following performance-related policies:~~
- ~~b. Confidentiality of Records~~
- ~~c. Conflict of Interest~~
- ~~d. Drug and Alcohol~~
- ~~e. Electronic Resources~~
- ~~f. Professional Business Attire~~
- ~~g. Social Media~~

~~Failure to adhere to any of the above-referenced policies may result in the termination of a Contract Worker's contract, subject to the terms of those contracts, with or without warning.~~

Glossary

Active Duty: Duty under a call or order to active duty under Title 10 of the United States Code or any other provision of law during a war or during a national emergency declared by the President or Congress.

Administrative Services: Manages, plans, directs, and coordinates supportive services of OCERS such as, facilities maintenance and contracts, human resources, mail distribution, and office upkeep.

Director of Administrative Services: The person delegated the authority and responsibility by the Chief Executive Officer to make decisions concerning Administrative Services matters on behalf of OCERS.

Affected by Pregnancy: When because of pregnancy, childbirth, or a related medical condition, it is medically advisable for an employee to transfer or otherwise to be reasonably accommodated by her employer.

Alcohol: Ethanol alcohol in any consumable form (e.g., beer, wine, liquor).

At-Will: Employment that has no specified term and may be terminated at any time at the will of either the employee or OCERS

Annual Leave: Annual Leave is a paid time-off benefits program. Hours accrued can be used for any reason, including vacation, illness, doctor's appointments or personal business.

Being Under the Influence: When an individual is impaired by alcohol or a drug, or the combination of alcohol or drugs, regardless of the level detected.

Board: The Board of Retirement of the Orange County Employees Retirement System

Child: A biological, adopted or foster child, stepchild, a legal ward of the employee or a child of an employee standing in loco parentis (i.e., having day-to-day responsibilities to care for and financially support a child; a biological or legal relationship is not necessary). A child is either under 18 years of age or incapable of self-care because of a mental or physical disability.

Close Relative: An individual related by blood, adoption or marriage, e.g., spouse, parent, child, sibling, grandparent, grandchild, uncle, aunt, first cousin, nephew, niece, mother/father in-law, son/daughter in-law, sister/brother in-law, stepparent, stepchild, stepbrother/sister or half brother/sister.

Condition related to pregnancy, childbirth, or a related medical condition: A physical or mental condition intrinsic to pregnancy or childbirth that includes, but is not limited to, lactation. Generally, lactation without medical complications is not a disabling "related medical condition" requiring pregnancy disability leave, although it may require transfer to a less strenuous or hazardous position or other reasonable accommodation.

Conflict of Interest: A situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity at OCERS. A conflict of interest may occur any time one's personal interests or personal relationships might impair, or might reasonably appear to impair, one's ability to make an objective and fair decision based solely on what is best for OCERS and its members

Continuous Service: Employment in a regular position with OCERS ~~and or with the County of Orange~~, which has not been interrupted by resignation, discharge, or retirement. Official Leaves of Absence shall not be credited toward Continuous Service.

Contract Worker: Independent contractors; workers who are employed by, or have an independent contractor arrangement with, third-party vendors, staffing agencies, or independent contractors; and

non-executive staff whose employment relationships with OCERS are subject to a contract for employment.

~~**County of Orange Employee:** A person employed by the County and covered by terms of the Memorandum of Understanding, except where the natural construction of the Memorandum of Understanding indicates otherwise.~~

Disabled by Pregnancy: An employee is disabled by pregnancy when, in the opinion of her health care provider, she is unable, because of pregnancy, to perform any one or more of the essential functions of her job or to perform any of these functions without undue risk to herself, to her pregnancy's successful completion, or to other persons. An employee also may be considered to be "disabled by pregnancy" if, in the opinion of her health care provider, she is suffering from severe "morning sickness" or needs to take time off for: prenatal or postnatal care; bed rest; gestational diabetes; pregnancy-induced hypertension; preeclampsia; post-partum depression; childbirth; loss or end of pregnancy; or, recovery from childbirth.

Discrimination: Unlawful differential treatment of an individual based on a protected characteristic.

Donee: A current employee for whom the employing agency has approved an application to receive leave from the eligible leave accounts of one or more leave donors.

Donor: An employee whose voluntary written request for transfer of eligible leave to the leave account of a leave recipient is approved by the requesting agency

Electronic Resources: All OCERS electronic media and computing systems or devices, including desk top computers, laptops and other portable devices, voice mail, email, printers, copiers, scanners, fax machines, cell phones, and internet access.

Emergency Military Duty: A call to active military duty by federal or state governmental order for purposes of war, national emergency, domestic emergency or military operations.

Essential Job Functions: The fundamental job duties of the employment position the employee with a disability holds or desires. A job function may be considered essential for any of several reasons, including, but not limited to, the following:

- a. The reason the position exists is to perform that function.
- b. The limited number of employees available among whom the performance of that job function can be distributed.
- c. The function may be highly specialized

Executive Employee: A person employed in the positions of the following: Chief Executive Officer, the Chief Investment Officer, the Assistant Chief Executive Officer, Finance and Internal Operations, Assistant Chief Executive Officer, External Operations and the General Counsel.

Exempt Employees: A person employed directly by OCERS.

Extra Help Employee: A person employed in an extra help position. An extra help employee serves at the pleasure of OCERS in an extra help position may be removed from an extra help position at any time with or without notice or cause and without a hearing.

Extra Help Position: A position which is intended to be occupied on less than year-round basis including, but not limited to the following: to cover seasonal peak workloads of limited duration; necessary vacation relief, paid Sick Leave and other situations involving a fluctuation staff.

Family Member: The following are considered members of the employee's family:

- a. Spouse and parents thereof;
- b. Children, including adopted children;
- c. Parents, including step-parents;
- d. Brothers and sisters; and,
- e. Grandparents or legal guardian.

Final Average Salary: A measure of a member's level of earnings based on average salary for a specified period of time (i.e. 36 months for all Tier II members). It includes base salary and may also include other pay items as permitted under the Board's Compensation Earnable Policy (Legacy members) or Pensionable Compensation Policy (PEPRA members). This is one of the factors used in calculating monthly retirement allowance.

Full-Time Employee: An employee employed in one (1) or more regular or limited-term positions whose normally assigned work hours equal those of a full workweek or work period as described hereinafter.

The Genetic Information Nondiscrimination Act of 2008 (GINA): Prohibits OCERS from requesting or requiring genetic information of an employee or family member of the employee, except as specifically allowed by this law (e.g., to certify the need for leave for family member's serious health condition).

Harassment: A form of discrimination that involves unwelcomed conduct based on an individual's protected characteristic.

Healthcare Provider: A medical doctor, osteopath, podiatrist, dentist, clinical psychologist, optometrist, chiropractor, nurse practitioner, clinical social worker, midwife, Christian Science practitioner, and any other person determined by the Secretary of Labor to be capable of providing health care services.

Interactive Process: A timely good faith communication between OCERS and an employee or, when necessary because of the disability or other circumstances, ~~her or her~~ his or her representative, to explore whether the employee needs reasonable accommodation for the employee's disability to perform the essential functions of her/her job, and if so, how the employee can be reasonably accommodated.

Intermittent leave: Leave from work granted under the Family and Medical Leave act (FMLA) that is staggered instead of continuous but is permissible, e.g. the recurrence of a dangerous condition.

Key Employee: A salaried FMLA-eligible employee who is among the highest paid 10 percent of all the employees employed by OCERS.

Limited-Term Employee: An employee employed in a limited-term position except where a regular position is converted to a limited-term position, the incumbent shall retain ~~her or her~~ his or her former status. As an exception to this definition, a limited-term employee may also be used to fill a regular position when the incumbent employee is on Official Leave of Absence.

Meal Period: An uninterrupted period of time of at least 30 minutes in which an employee is relieved of all work duties. This period is unpaid time.

Memorandum of Understanding (MOU): Sets forth the terms of agreement reached between the County of Orange and an exclusively recognized employee organization.

Military Duty: Includes active duty, active duty for training, initial active duty for training, inactive duty training, full-time National Guard duty, and any period of absence for the purpose of an examination to determine the fitness of the employee to perform any such duty.

Military Training Duty: Annual active duty training for military reserves.

Non-Exempt Employees: Non-exempt employees do not meet the exemption standards of the FLSA. Non-exempt employees will report all hours worked for each day worked using the appropriate payroll codes as outlined in the payroll system when completing their electronic time sheets.

OCERS: Abbreviation for Orange County Employees Retirement System.

OCERS Direct Employee: A person employed by OCERS who is in an Executive, Management or Professional job classification.

Other Serious Circumstance: A serious circumstance other than medical that will be disclosed to other employees.

Parent: A biological, adoptive, step or foster parent, a legal guardian, or any other individual who stood in loco parentis (i.e., having day-to-day responsibilities to care for and financially support a child; a biological or legal relationship is not necessary) to the employee when the employee was a child.

Period of Incapacity: Any period of time in which an employee is unable to work, attend school or perform other regular daily activities due to the employee's serious health condition, treatment, or recovery from a serious health condition.

Personnel Records: Documents maintained to record necessary information regarding an employee's employment standing and position with OCERS, such as employment application and/or resume, offer letter, payroll authorization forms, records reflecting a job transfer or promotion or other change in job title and/or payroll rate, name change or corrections to date of birth, annual performance evaluations, notices of commendation or discipline, and leave request forms.

Prohibited Drug: Any drug which is not legally obtainable: any "illicit" drug or "controlled substance" the possession or use of which could result in arrest or other legal sanction according to state or federal statute;

- a. Any drug which is legally obtainable but has not been legally obtained;
- b. Prescribed drugs not being used for prescribed purposes or at prescribed dosages; and/or
- c. Any non-prescription substances that are used contrary to manufacturer's recommendations.

Protected Characteristics: Race, color, religion, sex (including pregnancy, breastfeeding and medical conditions related to breast feeding), gender identify, gender expression, national origin, age, physical or mental disability, veteran status, sexual orientation, genetic information, ancestry, marital status, medical condition, or religious creed.

Qualified Individual: An employee who has the requisite skill, experience, education, and other job related requirements of the employment position such individual hold or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

Reduction: Movement of a regular or probationary employee from one (1) class to another class where the maximum step of the new salary range is at least one (1) full step or 2.75 percent (for ML & PL range classes) lower than the minimum step of the old salary range.

Reasonable Accommodation: Modifications or adjustments to an employee's position that are effective in enabling an employee to perform the essential functions of the job the employee holds or desires, or effective in enabling an employee with a disability to enjoy equivalent benefits and privileges of employment as are enjoyed by similarly situated employees without disabilities. The elimination of an Essential Job Function or the creation of a new position is not a reasonable accommodation and is not required by law.

Registered Domestic Partner: A person that is registered as a domestic partner with the Secretary of State of California or is registered as a domestic partner in any other state in which domestic partnerships or civil unions are recognized.

Rest Period: An uninterrupted 15-minute period of time in which an employee is relieved of all work duties. This period is paid time.

Seniority: Total continuous full-time equivalent service as a regular employee with OCERS and/or the County of Orange

Serious Health Condition: An illness, injury, impairment, or physical or mental condition that involves:

- a. Inpatient care in a hospital, hospice, or residential medical care facility or overnight stay in a hospital, hospice or residential medical care facility. This includes inpatient care for any period of incapacity or treatment in connection with such incapacity.
- b. Continuing treatment by a health care provider, including (1) a period of incapacity of more than three consecutive calendar days; (2) a period of incapacity that involves at least two treatments by a health care provider within 30 days after the first day of incapacity (unless extenuating circumstances prevent the second treatment); or (3) at least one treatment by a health care provider within 7 days after the first day of incapacity that results in a regimen of continuing treatment under that provider's care.

Sexual Harassment: The making of unwanted and offensive sexual advances or of sexually offensive remarks or acts, especially by one in a superior or supervisory position or when acquiescence to such behavior is a condition of continued employment, promotion, or satisfactory evaluation. Examples of sexual harassment include, but are not limited to: (a) unwelcome requests for sexual favors; (b) lewd or derogatory comments or jokes; (c) comments regarding sexual behavior or the body of another employee; (d) sexual innuendo and other vocal activity such as catcalls or whistles; (e) obscene letters, notes, emails, invitations, photographs, cartoons, articles, or other written or pictorial materials of a sexual nature; (f) repeated requests for dates after being informed that interest is unwelcome; (g) retaliating against an employee for refusing a sexual advance or reporting an incident of possible sexual harassment to OCERS or any government agency; (h) offering or providing favors or employment benefits such as promotions, favorable evaluations, favorable assigned duties or shifts, etc., in exchange for sexual favors; (i) any unwanted physical touching or assaults, or blocking or impeding movements; and (j) retaliation for having reported sexual harassment.

Social Media: Forms of electronic communication through which users create online communities to share information, ideas, personal messages, and other content. Social media includes but are not limited to blogs, podcasts, discussion forums, on-line collaborative information and publishing (i.e., Wikis), RSS feeds, video sharing, and social networks like LinkedIn, Twitter and Facebook.

Spouse: A husband or wife as defined or recognized under the laws of the State of California for purposes of marriage, or the laws of the state in which the spouse received a marriage license, including same-sex marriage.

Telecommuting: The practice of working at a location outside of OCERS, typically one's home. Telecommuting can be done on a regular basis (e.g., once per week), or an occasional basis.

Unapproved Absences: Absences that have not been approved by OCERS in advance and are not covered under OCERS' Family and Medical Leave, Pregnancy Leave, or Workers' Compensation Leave policies.

Under the Influence: The state of being intoxicated or impaired by alcohol or a drug, or the combination of alcohol and drugs.

Undue Hardship: An action requiring significant difficulty or expense incurred by OCERS.

United States Uniformed Services: The Armed Forces (Army, Navy, Marine Corps, Air Force or Coast Guard), the Army National Guard and Air National Guard, the Commissioned Corps of the Public Health Service, and any other category of persons designated by the President in a time of war or national emergency (e.g., Disaster Medical Assistance Team).

Workplace Relationship: As used in this policy, “workplace relationship” refers to personal relationships of a romantic or sexual nature.

Y-RATE: A pay rate outside of the assigned salary range of a class.

