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

# PERSONNEL COMMITTEE MEETING

**Tuesday, February 17, 2026**
**9:30 A.M.**

**Members of the Committee**
Roger Hilton, Chair
Shawn Dewane, Vice Chair
Charles Packard
Iriss Barriga

**Members of the public who wish to observe and/or participate in the meeting may do so (1) from the OCERS Boardroom or (2) via the Zoom app or telephone (information below) from any location.**

| OCERS Zoom Meeting Video/Teleconference Information | |
|---|---|
| **Join Using Zoom App (Video & Audio)**<br><br>**https://ocers.zoom.us/j/89517661737**<br><br>**Meeting ID: 895 1766 1737**<br>**Passcode: 637431**<br><br>Go to https://www.zoom.us/download to download Zoom app before meeting. Go to https://zoom.us to connect online using any browser. | **Join by Telephone (Audio Only)**<br><br>Dial by your location<br>• +1 669 900 6833 US (San Jose)<br>• +1 346 248 7799 US (Houston)<br>• +1 253 215 8782 US (Tacoma)<br>• +1 929 436 2866 US (New York)<br>• +1 301 715 8592 US (Washington DC)<br>• +1 312 626 6799 US (Chicago)<br>**Meeting ID: 895 1766 1737**<br>**Passcode: 637431** |
| A Zoom Meeting Participant Guide is available on OCERS website Board & Committee Meetings Page. | |

## AGENDA

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

## OPEN SESSION

**1. CALL MEETING TO ORDER AND ROLL CALL**

**2. BOARD MEMBER STATEMENT REGARDING PARTICIPATION VIA ZOOM (IF NECESSARY) (Government Code Section 54953(f))**

**3. PUBLIC COMMENTS**

**Members of the public who wish to provide comment during the meeting may do so by "raising your hand" in the Zoom app, or if joining by telephone, by pressing * 9 on your telephone keypad. Members of the public who participate in the meeting from the OCERS Boardroom and who wish to provide comment during the meeting may do so from the podium located in the OCERS Boardroom.** When addressing the Committee, please state your name for the record prior to providing your comments. Speakers will be limited to three (3) minutes.

At this time, members of the public may comment on (1) matters not included on the agenda, provided that the matter is within the subject matter jurisdiction of the Committee; and (2) any matter appearing on the Consent Agenda.

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

## CONSENT AGENDA

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

**C-1 PERSONNEL COMMITTEE MEETING MINUTES**

Personnel Committee Meeting Minutes December 3, 2025

**Recommendation:** Approve minutes.

## ACTION ITEMS

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

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

**A-2 TRIENNIAL REVIEW OF THE PERSONNEL COMMITTEE CHARTER**
*Presentation by Cynthia Hockless, Director of Human Resources, OCERS*

**Recommendation:** Approve and recommend that the Board approve the revisions to the Personnel Committee Charter.

## INFORMATION ITEMS

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

**I-1 UPDATE ON THE CURRENT STAFFING PLAN**
*Presentation by Cynthia Hockless, Director of Human Resources, OCERS*

**I-2 UPDATE ON THE COUNTY'S CLASSIFICATION MAINTENANCE STUDY**
*Presentation by Cynthia Hockless, Director of Human Resources, OCERS, and Nicole Cove, Classification and Compensation Manager, County of Orange*

**I-3 UPDATE ON OUTREACH REGARDING EMPLOYER DATA**
*Presentation by Mark Adviento, Director of Member Services, and David Kim, Assistant CEO of External Operations, OCERS*

**I-4 PERSONNEL COMMITTEE WORK PLAN AND MEETING SCHEDULE FOR 2026**
*Presentation by Cynthia Hockless, Director of Human Resources, OCERS*

## CLOSED SESSION

**E-1 PUBLIC EMPLOYEE PERFORMANCE/EVALUATION (Government Code Section § 54957(b))**
Title: Assistant Chief Executive Officer, External Operations

**Recommendation:** Take appropriate action.

*** * * * * * * END OF CLOSED SESSION AGENDA * * * * * ***

## WRITTEN REPORTS

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

**R-1 2025 PERSONNEL COMMITTEE REVIEW OF ACTIVITIES**
Written Report

**R-2 OCERS DIRECT COMPENSATION STUDY**
Written Report

**COMMITTEE MEMBER COMMENTS**

**CHIEF EXECUTIVE OFFICER/STAFF COMMENTS**

**COUNSEL COMMENTS**

**ADJOURNMENT**

## NOTICE OF NEXT MEETINGS

**REGULAR BOARD MEETING**
**February 18, 2026**
**9:30 A.M.**

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

**SANTA ANA, CA 92701**

**INVESTMENT COMMITTEE MEETING**
**February 25, 2026**
**9:00 A.M.**

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

**AUDIT COMMITTEE MEETING**
**February 26, 2026**
**9:00 A.M.**

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

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

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

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

**PERSONNEL COMMITTEE MEETING**
**Wednesday, December 3, 2025**
**9:00 A.M.**

# MINUTES

## OPEN SESSION

Chair Dewane called the meeting to order at 9:03 A.M.

Recording Secretary administered the Roll Call attendance.

Attendance was as follows:

Present: Shawn Dewane, Chair; Roger Hilton, Vice Chair; Richard Oates, Board Member; Charles Packard, Board Member

Also Present: Brenda Shott, Assistant CEO of Finance and Internal Operations; David Kim, Assistant CEO of External Operations; Darren Dang, Chief Technology Officer; Manuel Serpa, General Counsel; Cynthia Hockless, Director of Human Resources; Mark Adviento, Director of Member Services; Melissa Wozniuk, HR Analyst; Sarah Abrahamson, HR Analyst; Anthony Beltran, Audio Visual Technician; Amanda Evenson, Recording Secretary; Julie Lam (Zoom), County of Orange HR Class & Comp. Analyst

## CONSENT AGENDA

### C-1 PERSONNEL COMMITTEE MEETING MINUTES

Personnel Committee Meeting Minutes August 20, 2025

**Recommendation:** Approve minutes.

A **motion** was made by Mr. Hilton, **seconded** by Mr. Oates, to approve staff's recommendation to approve the minutes.

The motion passed **unanimously**.

## ACTION ITEMS

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

No items were trailed from the Consent Agenda.

**A-2 OCERS EMPLOYEE POLICY HANDBOOK**
*Presentation by Cynthia Hockless, Director of Human Resources, and Manuel D. Serpa, General Counsel, OCERS*

**Recommendation:** Approve and recommend that the Board approve the updated OCERS Employee Handbook as presented.

Ms. Hockless presented an overview of the OCERS Employee Policy Handbook updates.

Mr. Serpa clarified that the list of policies applicable to both OCERS Direct and County employees is correct as stated in the memo. While a parenthood leave policy exists for County employees and OCERS Direct employees, the County oversees the policy for County employees.

At the direction of the Committee, the provision for "incentive pay" contained in the Compensation Policy was removed as redundant with the new Lump Sum Bonus Policy.

After discussion, a **motion** was made by Mr. Hilton, **seconded** by Mr. Oates, to approve and recommend that the Board approve the updated OCERS Employee Handbook with changes directed by the Committee.

The motion passed **unanimously**.

**A-3 ADOPTION OF THE CHIEF TECHNOLOGY OFFICER (CTO) CHARTER**
*Presentation by Darren Dang, Chief Technology Officer, OCERS*

**Recommendation:** Approve and recommend that the Board adopt the Chief Technology Officer (CTO) Charter, formalizing the executive position approved by the Board on October 21, 2024.

After discussion, a **motion** was made by Mr. Hilton, **seconded** by Mr. Packard, to approve and recommend that the Board adopt the Chief Technology Officer (CTO) Charter as presented.

The motion passed **unanimously**.

## INFORMATION ITEMS

**I-1 UPDATE ON OUTREACH REGARDING EMPLOYER DATA**
*Presentation by Mark Adviento, Director of Member Services, and David Kim, Assistant CEO of External Operations, OCERS*

**I-2 UPDATE ON THE COUNTY'S CLASSIFICATION MAINTENANCE STUDY PROCESS**
*Presentation by Cynthia Hockless, Director of Human Resources, OCERS*

Ms. Hockless provided an overview of the county's Classification Maintenance Study, outlining the study process and the five key steps involved. She noted that the Committee will receive regular updates as the study progresses; however, final approval of the study's results will rest with the County Board of Supervisors. Ms. Hockless also explained that any salary recommendations may be absorbed within the current budget, or, if needed, a recommendation will be brought forward to the Board for a budget amendment.

**I-3 OCERS DIRECT COMPENSATION STUDY**

*Presentation by Cynthia Hockless, Director of Human Resources, OCERS*

Ms. Hockless presented an overview of the upcoming compensation study and the anticipated project timeline. The study will begin with each department reviewing its job descriptions, followed by the issuance of a Request for Proposals (RFP) in the first quarter. In the second quarter, a consultant will be selected to launch the study formally. Ongoing updates will be provided to the Personnel Committee throughout the process, with a tentative review scheduled for August 2026. The Committee will be consulted to approve the peer groups used to benchmark OCERS Direct salaries. Any approved salary adjustments will be incorporated into the FY 2027 annual budget.

Ms. Hockless also shared the results of an internal review, which revealed inconsistent market alignment across several classifications, warranting a broader, comprehensive study to address these disparities. It was confirmed that the last full compensation study was conducted in 2019 and implemented in 2020. Following policy, the CEO initially requested an internal review; however, based on the findings, he has now directed that an external HR consultant conduct a broader compensation study.

Ms. Shott noted that the compaction/compression between the different levels within the organization will be addressed in the compensation study as well.

**COMMITTEE MEMBER/CHIEF EXECUTIVE OFFICER/COUNSEL/STAFF COMMENTS**

None.

**ADJOURNMENT**

Chair Dewane **ADJOURNED** the meeting at 10:21 A.M.

| Submitted by: | Submitted by: | Approved by: |
|---|---|---|
| _____ | _____ | _____ |
| Cynthia Hockless | Steve Delaney | Roger Hilton |
| Liaison | Secretary to the Board | Chair |

# Memorandum

**DATE**: February 17, 2026

**TO**: Members of the Personnel Committee

**FROM**: Cynthia Hockless, Director of Human Resources

**SUBJECT**: **TRIENNIAL REVIEW OF THE PERSONNEL COMMITTEE CHARTER**

## Recommendation

Approve and recommend that the Board approve the revisions to the Personnel Committee Charter.

## Background/Discussion

In 2018, the Board formed the Personnel Committee to assist the Board by reviewing, amending, and recommending new personnel policies and procedures, and advising the Board with respect to compensation and benefits issues, affecting OCERS employees. This charter was adopted by the Board of Retirement on March 18, 2019, and revised on June 19, 2023.

The Personnel Committee Charter will be up for a triennial review on June 18, 2026.

On February 17, 2026, the Committee will review the charter, and any recommended amendments will go to the Board for approval to ensure that the charter remains relevant and appropriate.

## Submitted by:

**CH - Approved**

Cynthia Hockless
Director of Human Resources

ORANGE COUNTY OCERS EMPLOYEES RETIREMENT SYSTEM

OCERS Board Charter

# Personnel Committee Charter

## Introduction

1. The Board of Retirement (Board) has established the Personnel Committee to assist the Board ~~by reviewing, amending, and recommending personnel policies and procedures~~ in its oversight of personnel policies and compensation frameworks affecting OCERS direct employees and County of Orange employees who work at OCERS (County employees).

~~1.~~2. The Personnel Committee ~~is~~serves in an advisory and oversight capacity ~~committee to the Board~~, and all ~~its~~ recommendations are subject to final approval by the Board.

## Duties and Responsibilities

3. In carrying out its duties, the Personnel Committee will focus on policy-level review, strategic oversight, and advisory recommendations.

~~2.~~4. The Personnel Committee will:

a. ~~-~~Review and ~~R~~recommend ~~for~~to the Board for approval new and ~~review~~ existing Board policies and procedures affecting OCERS direct ~~employees, both direct and~~ -and County ~~of Orange~~employees, including policies~~,~~ relat~~ing~~ed to performance management and compensation.

b. Direct the annual review of CEO performance by:

i. ~~reviewing~~Reviewing and recommending updates~~changes~~ to the CEO Performance Review policy, and,

~~b.~~ii. ~~coordinate~~If directed by the Board Chair, coordinate ~~-~~with the Director of Human Resources~~,~~ on the timelines ~~of the~~and processes~~, as well as details~~ for obtaining individual trustee input.

c. Provide advisory input to~~Advise~~ the CEO regarding the hiring and termination of senior executive positions, including the Chief Investment Officer (CIO), the Assistant Chief Executive Officer, Internal Operations, the Assistant Chief Executive Officer, External Operations, Chief Technology Officer, and the General Counsel, consistent with the CEO Charter;

d. Review and recommend to the Board for approval the salary ranges for all OCERS direct employees ~~according to established~~ consistent with Board-approved compensation policies and ~~procedures and within~~ the ~~approved~~ adopted ~~Operating~~Administrative ~~B~~Budget;

e. Oversee, at a summary and policy ~~the~~level, the compensation paid to ~~all~~ OCERS direct employees according to established compensation and benefit policies and procedures, and consistent with the CEO Charter;

f. Provide strategic direction on ~~Oversee~~ senior executive long-term succession planning~~;~~

g. Provide direction to staff on ~~Draft~~ the scope of work ~~for~~ and the procurement ~~oversee the selection and hiring~~ process of compensation consultant(s).

ORANGE COUNTY OCERS EMPLOYEES RETIREMENT SYSTEM

OCERS Board Charter

# Personnel Committee Charter

h. In ~~case of needing to fill~~the event of a vacancy in the CEO position (or any other Senior Executive position as directed by the Board~~if so desired~~), ~~conduct~~ oversee the selection ~~process for~~of an executive search firm(s) if needed, and recommend the finalist to the Board.

i. Provide strategic direction on ~~Oversee~~ training, talent development, and succession planning programs affecting OCERS direct employees and County employees, including practices to recruit, develop, motivate, and retain competent employees;

j. Provide advisory input to ~~Direct~~ the CEO ~~with regard to~~regarding negotiating~~to negotiate~~ terms and conditions of employment with OCERS direct employees; and

k. Perform any other duties that may be assigned to it by the Board or that are necessary to discharge the committee's responsibilities with respect to OCERS direct and County employees.

## Membership

~~3.~~5. The Personnel Committee will be composed of at least three members and include both an appointed and an elected Board member.

## Meetings

~~4.~~6. The Personnel Committee will meet on an ~~as~~ as ~~-~~needed basis, as determined by the Committee Chair in consultation with the Board Chair.

~~5.~~7. All members of the Personnel Committee are expected to attend all ~~meetings of the~~ committee meetings.

~~6.~~8. A quorum to conduct business will consist of two members of the committee.

~~7.~~9. The Assistant CEO for Internal Operations (or his/her designee), the Director of ~~Administrative Services~~ Human Resources ~~-~~(or his/her designee), and ~~whatever~~ any staff deemed necessary~~,~~ will attend all meetings of the Personnel Committee. ~~-~~Meeting notices will be provided to interested parties in conformance with applicable laws, regulations, customs, and practices.

~~8.~~10. All meetings will be conducted in accordance with the Brown Act. ~~-~~Meeting agendas will be prepared and provided in advance to ~~members of the~~ committee members, along with appropriate briefing materials. Minutes of meetings will be prepared and will contain a record of persons present, decisions taken, and a high-level summary of the discussion.

## Monitoring and Reporting

~~9.~~11. The Personnel Committee will:

a. Make its minutes available to all Members of the Board; and

b. Periodically report to the Board on its activities.

## Charter Review

~~10.~~12. The Personnel Committee will review this charter at least once every three (3) years and recommend any amendments to the Board for approval as necessary to ensure that the charter remains relevant and appropriate.

## Charter History

~~11.~~13. This charter was adopted by the Board of Retirement on March 18, 2019.

## Secretary's Certificate

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

| | |
|---|---|
| Steve Delaney, Secretary of the Board | ~~06/19/2023~~ |
| | Date |

OCERS Board Charter

# Personnel Committee Charter

## Introduction

1. The Board of Retirement (Board) has established the Personnel Committee to assist the Board in its oversight of personnel policies and compensation frameworks affecting OCERS direct employees and County of Orange employees who work at OCERS (County employees).
2. The Personnel Committee serves in an advisory and oversight capacity, and all recommendations are subject to final approval by the Board.

## Duties and Responsibilities

3. In carrying out its duties, the Personnel Committee will focus on policy-level review, strategic oversight, and advisory recommendations.
4. The Personnel Committee will:
    a. Review and recommend to the Board for approval new and existing Board policies and procedures affecting OCERS direct and County employees, including policies related to performance management and compensation.
    b. Direct the annual review of CEO performance by:
        i. Reviewing and recommending updates to the CEO Performance Review policy, and,
        ii. If directed by the Board Chair, coordinate with the Director of Human Resources on the timelines and processes for obtaining individual trustee input.
    c. Provide advisory input to the CEO regarding the hiring and termination of senior executive positions, including the Chief Investment Officer (CIO), the Assistant Chief Executive Officer, Internal Operations, the Assistant Chief Executive Officer, External Operations, Chief Technology Officer, and the General Counsel, consistent with the CEO Charter;
    d. Review and recommend to the Board for approval the salary ranges for all OCERS direct employees consistent with Board-approved compensation policies and the adopted Administrative Budget;
    e. Oversee, at a summary and policy level, the compensation paid to OCERS direct employees according to established compensation and benefit policies and procedures, and consistent with the CEO Charter;
    f. Provide strategic direction on senior executive long-term succession planning
    g. Provide direction to staff on the scope of work and the procurement process of compensation consultant(s).
    h. In the event of a vacancy in the CEO position (or any other Senior Executive position as directed by the Board), oversee the selection of an executive search firm(s) if needed, and recommend the finalist to the Board.
    i. Provide strategic direction on training, talent development, and succession planning programs affecting OCERS direct employees and County employees, including practices to recruit, develop, motivate, and retain competent employees;

j. Provide advisory input to the CEO regarding negotiating terms and conditions of employment with OCERS direct employees; and

k. Perform any other duties that may be assigned to it by the Board or that are necessary to discharge the committee's responsibilities with respect to OCERS direct and County employees.

## Membership

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

## Meetings

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

## Monitoring and Reporting

11. The Personnel Committee will:
    a. Make its minutes available to all Members of the Board; and
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## Charter Review

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

## Charter History

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

OCERS Board Charter

# Personnel Committee Charter

## Secretary's Certificate

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

Steve Delaney, Secretary of the Board

Date

# Memorandum

**DATE**: February 17, 2026

**TO**: Members of the Personnel Committee

**FROM**: Cynthia Hockless, Director of Human Resources

**SUBJECT**: **UPDATE ON THE CURRENT STAFFING PLAN**

## Information Only

As the conclusion of the **2025 calendar year** (Pay Period 26), the following staffing metrics were recorded for OCERS:

- **148** budgeted positions
- **140** employees on payroll
- **5%** vacancy rate (8 vacancies)
- **9%** turnover rate (12 separations)

During 2025, the Human Resources Department successfully completed a total of **58** recruitment activities, including:

- **24** internal promotions
- **21** new hires
- **10** external limited-term
- **2** interns
- **1** extra help

As of January 23, 2026, OCERS continues to maintain workforce stability, with turnover and vacancy rates remaining comparatively low. Recent staffing activity includes:

- **5** recruitment activities completed
- **3** employee separations, consisting of:
  - **2** retirements
  - **1** separation due to relocation out of state for new employment

**At the start of 2026, OCERS** reported the following staffing metrics:

- **150** budgeted positions
- **139** employees on payroll
- **7%** vacancy rate (11 vacancies)
- **2%** turnover rate (3 separations)

Staffing efforts remain closely aligned with agency priorities and operational needs. A verbal update will be provided at the Personnel Committee meeting scheduled for **February 17, 2026.**

# Memorandum

**Attachment:**

1. Update on Current Staffing Plan Presentation

**Submitted by:**

**CH - Approved**

Cynthia Hockless
Director of Human Resources

ORANGE COUNTY OCERS EMPLOYEES RETIREMENT SYSTEM

# Update On The Current Staffing Plan

Cynthia Hockless, Director of Human Resources

**February 17, 2026**

01

# 2025 Recruitment & Workforce Summary

**Effective December 12, 2025/pp 26**

**Budgeted Positions Breakdown**

Total Budgeted Positions – **148**

Regular Staffing Plan – **135**
External Limited-Term – **13**

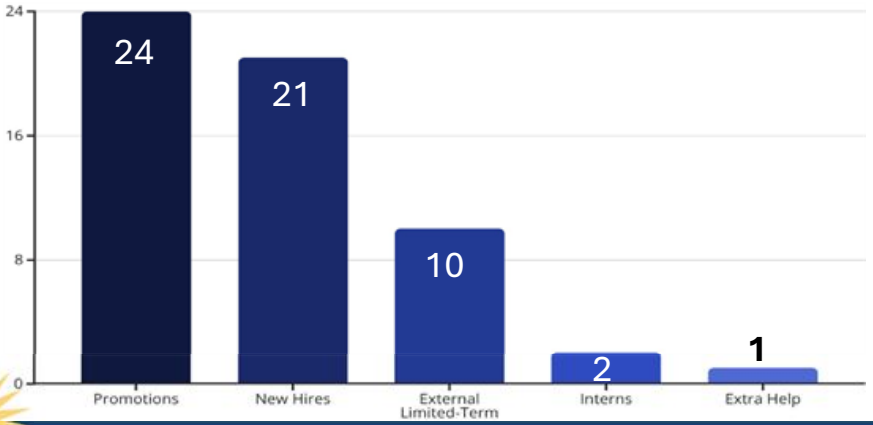
**140 Total Employees On Payroll**

Regular Staffing Plan Filled – **131**
*Regular Staffing Plan includes 6 Internal LT
External Limited-Term **– 9**
Vacancies **– 8**
**Total Budgeted Positions – 148**

## Year-End Metrics

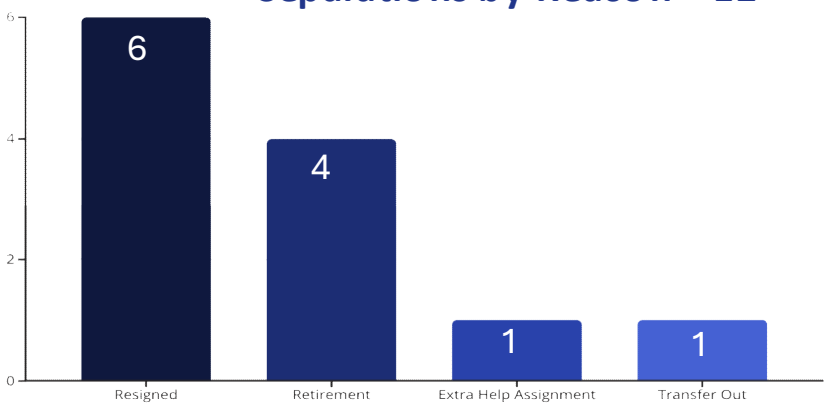
**5% Vacancy Rate – 8 Vacancies** (4 Regular vacancies, 4 LT vacancies)

**Recruitment Activities - 58**




**9% Annual Turnover Rate** (12 separations)

**Separations by Reason – 12**



# 2026 Recruitment & Workforce Summary

**Effective January 23, 2026**

## Budgeted Positions Breakdown

**Total Budgeted Positions – 150**

Regular Staffing Plan – **134**
External Limited-Term – **16**

## 139 Total Employees On Payroll

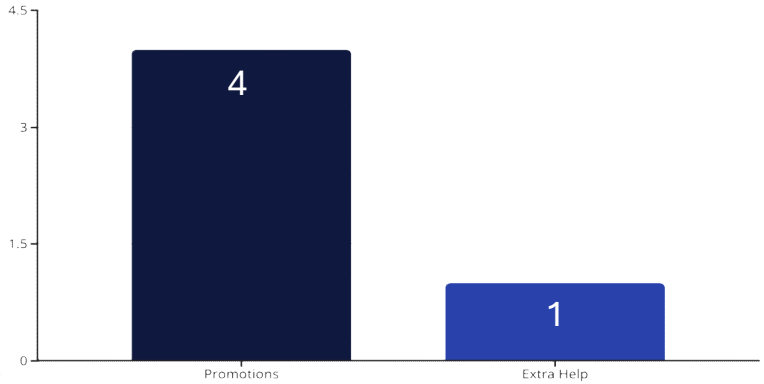
Regular Staffing Plan Filled – **130**
*Regular Staffing Plan includes 7 Internal LT
External Limited-Term **– 9**
Vacancies **– 11**
**Total Budgeted Positions – 150**

## YDT Metrics

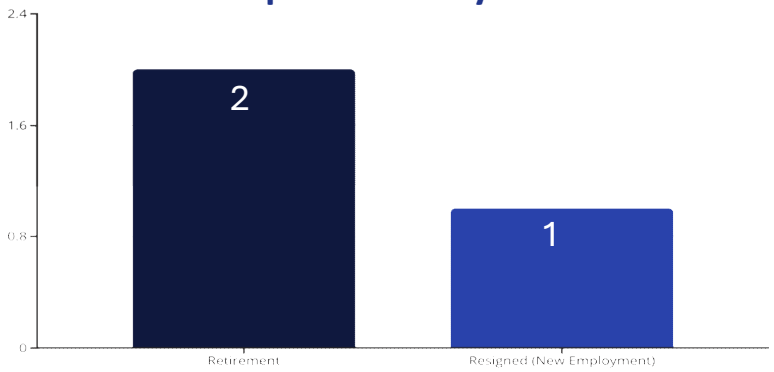
**7% Vacancy Rate – 11 Vacancies** (4 Regular vacancies, 7 LT vacancies)

**2% Annual Turnover Rate** (3 separations)

### Recruitment Activities - 5




### Separations by Reason – 3



# Memorandum

**DATE**: February 17, 2026

**TO**: Members of the Personnel Committee

**FROM**: Cynthia Hockless, Director of Human Resources

**SUBJECT**: **UPDATE ON THE COUNTY'S CLASSIFICATION MAINTENANCE STUDY**

## Information Only

The OCERS Board approved the review of County Job classifications located at OCERS using the County of Orange's Classification Maintenance study process. The final approval of group one is anticipated to take place in June 2026, by the Orange County Board of Supervisors.

The Classification Maintenance Study Process consists of five structured steps designed to ensure job classifications, compensation structures, and staffing levels align with current organizational needs, market conditions, and Board-approved policies.

This study will evaluate one group at a time. The initial phase encompasses five classifications, representing 44 of OCERS's total 77 County positions, or approximately 60%.

**The following outlines the five classifications in the first group, together with the corresponding number of incumbents assigned to each classification:**

1. Retirement Benefits Technician - 4
2. Retirement Benefits Program Supervisor - 6
3. Senior Retirement Program Specialist - 7
4. Retirement Program Specialist - 23
5. Disability Benefits Investigator - 4

OCERS is currently progressing through **Step 3: Market Study.** In the current phase, the County's Class & Comp team is conducting a comparative analysis of similar public agencies to establish appropriate market benchmarks, reviewing existing salary ranges, and analyzing the market data.

Once Step 3 is complete, OCERS will transition into **Step 4: Recommendation and Approval.** During this phase, the County will meet with OCERS CEO and Assistant CEO's as well as the applicable labor unions to review the County's recommendations before submitting them to the County Board of Supervisors for final approval.

Below is a summary of the **five steps** of the process:

**Step 1: Study Initiation**

- A kickoff meeting with County Human Resource Services (HRS) Classification & Compensation, OCERS HR, and Subject Matter Experts.
- Establish timelines, methodology, and process expectations.
- Identify and assign employees and supervisors to complete Position Description Questionnaires (PDQs) and Position Classification Information Questionnaires (PCIQs).

# Memorandum

**Step 2: Job Analysis**

- Review the completed PDQs and PCIQs.
- Evaluate classification structure and staffing levels.
- Review historical and current data related to vacancy rates, retention, and recruitment trends.
- Develop proposed updates to class specifications and classification structure.

**Step 3: Market Study – *Current Phase***

- Researching comparable public agencies to identify appropriate benchmarks.
- Reviewing pay ranges, premium pays, and MOU-approved increases.
- Summarizing market and recruitment data to propose updated compensation recommendations.

**Step 4: Recommendation & Approval**

- Submit final class specifications, market study findings, and cost impacts to Department HR for review.
- Coordinate with labor organizations for concurrence.
- Present recommended changes to the Board of Supervisors for approval.

**Step 5: Communication & Implementation**

- Finalize class specifications, pay ranges, and position changes.
- Communication of approved changes to impacted employees.
- Assist departments throughout the implementation process.

Verbal updates will be provided to the Personnel Committee as OCERS advances through each phase of the study.

## Attachments

1. Classification Maintenance Study Process Workflow Presentation

## Submitted by:

**CH - Approved**

Cynthia Hockless
Director of Human Resources

ORANGE COUNTY OCERS EMPLOYEES RETIREMENT SYSTEM

# Update on the County's Classification Maintenance Study

**February 17, 2026**

**Cynthia Hockless**
Director of Human Resources, OCERS

**Nicole Cove**
Classification and Compensation Manager, County of Orange

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# Classification Maintenance Study Process

Human Resource Services, Classification & Compensation

**The first group consists of the following five classifications:**

1. Retirement Benefits Technician - 4
2. Retirement Benefits Program Supervisor - 6
3. Senior Retirement Program Specialist - 7
4. Retirement Program Specialist - 23
5. Disability Benefits Investigator - 4

***The first group represents 44 or about 60% of the 77 County employees employed at OCERS.***

# Memorandum

**DATE**: February 17, 2026

**TO**: Members of the Personnel Committee

**FROM**: Mark Adviento, Director of Member Services, and
David Kim, Assistant CEO, External Operations

**SUBJECT**: **UPDATE ON OUTREACH REGARDING EMPLOYER DATA**

## Background/Discussion

This item provides an update on OCERS' continued efforts to strengthen the accuracy, consistency, and accountability of employer-submitted payroll and member data, in alignment with Board direction and in preparation for transitioning to the new Pension Administration System (PAS).

**Employer Handbook**

In late December 2025, OCERS issued the Employer Handbook (Handbook), which serves as the technical reference for payroll transmittals and employer reporting standards. Staff has received responses from all employers, including the County of Orange. The County of Orange provided additional detailed feedback that is currently under review and will be incorporated into the Employer Handbook, as appropriate, to further clarify reporting expectations and support consistent employer compliance.

**Enhanced Payroll Exception Reporting**

The Employer Payroll team, in partnership with IT, is overseeing the development of a new set of enhanced payroll exception reports designed to improve the identification and resolution of common data issues. These reports build upon existing exception monitoring tools and are intended to more effectively detect conditions such as discrepancies in pensionable compensation, incorrect member status, and contribution-related variances over both current and cumulative reporting periods.

To support consistent and timely use of these tools, staff is working with IT to develop an automated delivery process and is preparing internal procedures for generating, reviewing, and sharing the reports with employers. Once implemented, OCERS plans to provide targeted training to employers to explain how these enhanced reports differ from prior versions and how they can be used to proactively address data quality issues.

**Data Policy and Fee Methodology Development**

Staff continues to develop a fee methodology to address repeated or significant employer reporting variances that require additional administrative resources. This methodology is intended to be incorporated into the Board's Data Policy and will be shared with employers in advance of formal consideration. The County of Orange has expressed strong interest in this effort, and staff anticipates continued employer engagement as this framework is refined.

**Next Steps**

- Incorporate employer feedback into the Employer Handbook, as appropriate.
- Finalize and deploy enhanced payroll exception reports and automated delivery processes.

- Develop and conduct employer training on the use of the enhanced reports.
- Continue development and employer outreach related to the proposed fee methodology for inclusion in the Board Data Policy.

**Submitted by:**

**MA - Approved**

Mark Adviento
Director of Member Services

**DK - Approved**

David Kim
Assistant CEO, External Operations

# Memorandum

**DATE**: February 17, 2026

**TO**: Members of the Personnel Committee

**FROM**: Cynthia Hockless, Director of Human Resources, OCERS

**SUBJECT**: **PERSONNEL COMMITTEE WORK PLAN AND MEETING SCHEDULE FOR 2026**

This memorandum provides the Personnel Committee with the proposed work plan and meeting calendar for 2026. At the February 17 meeting, the Committee will have the opportunity to review, discuss, and approve or modify the plan.

## 2026 Work Plan for the Personnel Committee

**Meeting Dates:**

1. Tuesday, February 17, 2026
2. Wednesday, May 06, 2026
3. Monday, August 31, 2026
4. Wednesday, October 07, 2026

**February 17, 2026 - Meeting Agenda Items:**

1. Triennial Review of the Personnel Committee Charter
2. Update on the Current Staffing Plan
3. 2026 Personnel Committee Work Plan

**May 6, 2026 - Meeting Agenda Items:**

1. Triennial Review of the CEO Performance Evaluation Policy

**August 31, 2026 - Meeting Agenda Items:**

1. 2027 Staffing Plan Preview

**October 7, 2026 - Meeting Agenda Items:**

1. 2027 Staffing Plan

**Ongoing Updates:**

1. County's Classification Maintenance Study
2. OCERS Direct Compensation Study
3. Outreach Regarding Employer Data

**Submitted by:**

**CH - Approved**

Cynthia Hockless
Director of Human Resources

ORANGE COUNTY OCERS EMPLOYEES RETIREMENT SYSTEM

# 2026 Personnel Committee Work Plan

**February 17, 2026**

**Cynthia Hockless**
**Director of Human Resources**

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# PERSONNEL COMMITTEE
# WORK PLAN

**17 FEBRUARY**
**TUESDAY**

**AGENDA ITEMS**
- Triennial Review of the Personnel Committee Charter
- Update on the Current Staffing Plan
- 2026 Personnel Committee Work Plan

**06 MAY**
**WEDNESDAY**

**AGENDA ITEMS**
- Triennial Review of the CEO Performance Evaluation Policy

**31 AUGUST**
**MONDAY**

**AGENDA ITEMS**
- 2027 Staffing Plan Preview

**07 OCTOBER**
**WEDNESDAY**

**AGENDA ITEMS**
- 2027 Staffing Plan

## ONGOING UPDATES
- County's Classification Maintenance Study
- OCERS Direct Compensation Study
- Outreach Regarding Employer Data

# Memorandum

**DATE**: February 17, 2026

**TO**: Members of the Personnel Committee

**FROM**: Cynthia Hockless, Director of Human Resources

**SUBJECT**: **2025 PERSONNEL COMMITTEE REVIEW OF ACTIVITIES**

## Written Report

### Background/Discussion

This report summarizes the Personnel Committee's activities from the prior year to help new Committee members become familiar with discussions and topics addressed in 2025, while also serving as a refresher for continuing members.

During the 2025 Personnel Committee meetings, the Committee discussed the following topics: the Pension Administration System (PAS) project; the transition to a fully OCERS-employed workforce as a single agency; the Chief Information Security Officer (CISO) career ladder; the 2026 Staffing Plan; the Chief Technology Officer (CTO) Charter; the OCERS Employee Policy Handbook; the County's Classification Maintenance Study; and the upcoming OCERS Direct Compensation Study.

### Pension Administration System (PAS) Project Staffing Needs

On April 02, 2025, staff presented the initial temporary staffing needs for the new Pension Administration System (PAS) project. This included the employee cycle workflow, the 2025 budgeted headcount, employment types, and the estimated budget impact. The total estimated personnel cost for the limited-term positions was to be absorbed into the then-current approved budget and was not expected to impact the 2025 annualized budget. Other departments were expected to need Subject Matter Experts (SMEs) pulled from their daily work, which would likely result in additional limited-term requests later in the project. The Committee had approved and recommended that the Board approve the following twenty-two (22) limited term requests to the Member Services and Disability departments in preparation for the Pension Administration System (PAS) project implementation: one (1) Member Services Manager position, three (3) Member Services Supervisor positions, four (4) Senior Retirement Program Specialist positions, eight (8) Retirement Program Investigators, five (5) Accounting Technicians, and one (1) Disability Retirement Specialist.

At the April 21, 2025, Regular Board meeting, the Board had approved the limited-term staffing request.

### Moving the Workplace to be 100% Employed by OCERS as a Single Agency

On June 25, 2025, staff presented an update on efforts to move the workplace to 100% employment by OCERS as a single agency. The Committee directed staff to recommend that the Board direct staff to halt the pursuit of legislation to move County employees to OCERS direct and to pursue working with the County to make OCERS County classifications OCERS-specific. Mr. Barfield from OCEA presented the results of the staff interest survey regarding the potential transition of County employees to become OCERS direct. Overall, only 38% of County employees expressed support for moving to OCERS direct. However, all agreed that the process of moving County employees to direct should stop.

Staff confirmed that the Gallagher study would serve as a starting point for future discussions with the County regarding modifying County employees' job descriptions to better align with their OCERS duties.

## Chief Information Security Officer (CISO) Career Ladder

The Committee approved and recommended that the Board approve the creation of a career ladder for the Director of Information Security to the Chief Information Security Officer (CISO).

## Compensation Policy

The Committee adopted and recommended that the Board adopt the revisions to the Compensation Policy, excluding draft sections 14–20, "Salary Compaction Mitigation." Staff was directed to continue working on the language, which was later decided to be reviewed during the OCERS Direct Compensation study while working with the HR Consultant.

## PAS Project Staffing Needs Phase II

As a part of phase II of the PAS project staffing plan, the Committee approved and recommended that the Board approve eight (8) limited-term positions to be budgeted with the 2026 Phase Staffing Plan. This included a request for the Disability, Member Services, Finance, and Information Technology departments in preparation for the PAS implementation. At the July 21, 2025, Regular Board meeting, the Board approved all the above recommendations as part of the consent agenda.

During the Phase I PAS presentation, the Personnel Committee approved 22 limited-term positions. Phase II added 8 positions, bringing the total approved to 30 limited-term positions.

For 2026, the budget includes 23 of the 30 approved limited-term positions. Staff expect the remaining seven may be needed and will return to the Committee if additional positions beyond the approved 30 are required to support the project.

The limited-term PAS project positions will be capitalized under the PAS budget.

## 2026 Staffing Plan

On August 20, 2025, staff presented the 2026 staffing plan. Staff discussed the concept of career ladders, emphasizing their role in employee retention and professional development by providing clear pathways for progression. Over the past 10 years, OCERS has established 19 career ladders, achieving an 84% retention rate for those positions. Career ladders are intended to retain individuals with specialized skill sets by offering structured growth opportunities. Staff also explained that career ladders provide advancement opportunities for high-performing employees who are otherwise limited by their current job classifications.

The Committee approved and recommended that the Board approve the creation of four (4) new career ladders and one (1) new career ladder series as follows: two (2) career ladders in the Investments division, one (1) career ladder in the Disability department, one (1) career ladder in the Human Resources department, and one (1) career ladder series in the Enterprise Project Management Office (EPMO). At the October 20, 2025, Regular Board meeting, the Board approved the 2026 staffing plan.

## OCERS Employee Policy Handbook

On December 3, 2025, staff presented an overview of the OCERS Employee Policy Handbook. At the direction of the Committee, the provision for "incentive pay" contained in the Compensation Policy was removed as redundant with the new Lump Sum Bonus Policy. The Committee approved and recommended that the Board approve the updated OCERS Employee Handbook with changes directed by the Committee.

## Chief Technology Officer (CTO) Charter

The Committee also approved and recommended that the Board adopt the Chief Technology Officer (CTO) Charter, formalizing the executive position approved by the Board on October 21, 2024. An overview of the Charter was presented, highlighting the key duties and responsibilities. The Committee was also reminded that the CTO oversees the Chief Information Officer and the Director of Information Technology.

## County's Classification Maintenance Study

Staff presented an overview of the County's Classification Maintenance Study, including the study methodology and the five key steps in the process.

The Committee will receive regular progress updates throughout the study; ultimately, the County Board of Supervisors has the authority to approve the final outcomes. Any salary recommendations developed from the study may be addressed within the current budget framework or, if required, submitted to the Board for evaluation through a formal budget amendment process. Additionally, the OCERS Board approved the County of Orange's use of the Gallagher study, which will follow the County's established review process and be subject to approval by the County Board of Supervisors.

## OCERS Direct Compensation Study

Staff presented an overview of the upcoming OCERS direct compensation study and the anticipated project timeline. The study will begin with each department reviewing their job descriptions, followed by the issuance of a Request for Proposals (RFP) in the first quarter. In the second quarter, a consultant will be selected to formally launch the study. Ongoing updates will be provided to the Personnel Committee throughout the process, with a tentative review scheduled for August 2026. The Committee will be consulted to approve the peer groups used to benchmark OCERS Direct salaries. Any approved salary adjustments will be incorporated into the FY 2027 annual budget. Staff also shared the results of an internal review, which revealed inconsistent market alignment across several classifications, warranting a broader, comprehensive study to address these disparities. It was confirmed that the last full compensation study was conducted in 2019 and implemented in 2020. Following policy, the CEO initially requested an internal review; however, based on the findings, he has now directed that an external HR consultant conduct a broader compensation study.

**Submitted by:**

**CH - Approved**

Cynthia Hockless
Director of Human Resources

# Memorandum

**DATE**: February 17, 2026

**TO**: Members of the Personnel Committee

**FROM**: Cynthia Hockless, Director of Human Resources

**SUBJECT**: **OCERS DIRECT COMPENSATION STUDY**

## Written Report

Under the OCERS Compensation Policy, the CEO is required to review Board-approved salary ranges at least every three years and report results to the Board.

As part of this requirement, staff previously conducted an internal review comparing six OCERS classifications across seven peer retirement systems. That analysis showed OCERS salaries to be generally competitive, falling largely within the mid-to-upper range of the market.

While informative, the internal review also highlighted variations in competitiveness across classifications. Based on those findings, OCERS has moved forward with a comprehensive, agency-wide compensation study.

The broader study is now underway, beginning with a review of job descriptions and the drafting of the RFP to engage an external compensation consultant.

Below is the anticipated timeline for the study. Staff will continue to keep the Committee informed of the progress and will request guidance as needed throughout the study.

## 2026 Timeline for OCERS Direct Compensation Study

- **Current Phase: Departmental Job Description Review**: Departments are updating job descriptions for accuracy.
- **Current Phase: Issuance of RFP:** An HR Consultant RFP is scheduled for release in late February or early March and is currently being drafted and reviewed by the Operations Support Services team.
- **Initiation of Consultant Project Engagement:** Work will begin with the selected consultant in the second quarter of 2026.
- **Ongoing Updates:** Progress updates will be provided to the Personnel Committee throughout the study.
- **Personnel Committee Review:** A comprehensive update will be prepared by the hired Consultant for the Personnel Committee by the fourth quarter.
- **Budget Integration:** Any recommended salary adjustments will be incorporated into the FY 2027 budget and approved by the Board.

A detailed description of the services, tasks, deliverables, responsibilities, and expectations that a selected consultant will be required to perform is outlined in the attached scope of work.

# Memorandum

**Attachment:**

1. OCERS Classification and Compensation Scope of Work

**Submitted by:**

**CH - Approved**

Cynthia Hockless
Director of Human Resources

**Exhibit B**

**Scope of Services**

The Orange County Employees Retirement System ("OCERS") is issuing this Request for Proposal to solicit proposals from qualified Human Resources consultants to conduct a comprehensive compensation study for sixty-seven exempt level employees of the agency. The analysis should include:

1. An understanding of OCERS' compensation and benefit programs, performance management and merit adjustment practices, competitive position and job content.

2. Meeting with OCERS team leaders to finalize the list of comparable public agencies to be used in the survey.

3. Evaluation of OCERS current total compensation package: Compare OCERS compensation packages and compensation adjustment practices with other California retirement agencies as well as other comparable entities that would compete for the same level talent by position.

4. The total compensation should include the total value of the two retirement plans offered. (1) Classic member with a retirement formula of 2.7% at 55 and (2) PEPRA member with a retirement formula of 2.5% at 67.

    a. The comparison of total compensation for each job classification should include valuing the work performed by each position. Comparable positions at other agencies should be selected by using job duties, responsibilities and education, skills and experience requirements of each position. Meet with OCERS to finalize the comparable positions selected for each job classification.

    b. Review background materials including organizational charts, personnel rules employment agreements, summary plan documents for health, dental vision, deferred compensation, life, time off provisions and the employee and employer cost related to this information.

    c. Review current job descriptions, pay ranges, additional compensation components, and all benefits that comprise the total compensation of each job classification. Develop a benefits valuation analysis that is incorporated into the evaluation of total compensation.

    d. Conduct employee interviews as needed.

5. Perform an impact analysis: Compare the current total compensation packages for OCERS positions for each incumbent to public benchmark data for desired market position. For positions where the incumbent receives pension benefits that were offered prior to the effective date of California's Public Employee Pension Reform Act (PEPRA - 1/1/2013) also provide an impact analysis for a scenario where an individual is hired with a PEPRA pension benefit.

6. Provide written recommendations - for competitive compensation packages when compared to other California retirement agencies as well as other comparable entities that would compete for similar level talent and skill sets.

        i. The report should include equitable compensation package recommendations for each classification included in the study. The recommendations should include a breakdown between base salary, incentives/bonuses, additional compensation

components and benefits. The base salary recommendation for each position should include a minimum, midpoint and maximum rate of pay.

ii. Recommendations should take into consideration future growth of the agency and operating structures in to be competitive.

iii. Provide recommendations on effective methods of plan administration and adjusting individual pay rates (i.e. merit adjustments, cost of living) and pay ranges moving forward.

iv. Provide recommendations on alternative compensation or benefit components that could achieve a total compensation package that is competitive with the selected peer group.

v. Identify the methods, techniques and data used to develop the recommendations.

vi. Clearly address compensation factors ensuring OCERS' ability to attract, retain and motivate its employees while considering internal equity and balance and meeting the organization's responsibility to be accountable for and efficient in its expenditure of public funds.

vii. The selected consultant shall conduct a comprehensive analysis of employee compensation that explicitly evaluates both pay compaction and pay compression for the Agency's exempt workforce.

viii. Pay compaction analysis shall evaluate salary relationships across classifications and levels, including range overlap, supervisory and hierarchical differentials, and progression between job levels**.**

ix. Pay compression analysis shall assess salary relationships within classifications, including differences based on tenure, experience, and time in class, and shall identify the extent and impact of compressed pay relationships.

x. The selected consultant shall produce documented results for each analysis, clearly distinguishing compaction issues from compression issues, and shall summarize the implications of each for internal equity, recruitment, and retention in a public-sector context.

xi. The selected consultant should outline the approach to remediating compaction and compression, including structural adjustments, range redesign, targeted increases, or phased implementation strategies, with estimated cost impacts

xii. Implementation guidelines on how to communicate the recommended structure and plan to managers, employees, board members and other stakeholders

7. The consultant must provide a draft report to OCERS for comment prior to finalizing the report.

8. Provide the data used for comparable positions considered in making recommendations

9. Present draft results of the survey to OCERS management in a group meeting.

10. Consultant to attend meetings throughout the process with OCERS staff to explain methodology, survey results, and recommendations. The Consultant should budget for two on-site Board meetings and three meetings with OCERS project team, which will include one kick-off meeting.