

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

**PERSONNEL COMMITTEE MEETING
Wednesday, April 2, 2025
2:00 P.M.**

Members of the Committee

Shawn Dewane, Chair
Roger Hilton, Vice Chair
Richard Oates
Charles Packard

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

OCERS Zoom Meeting Video/Teleconference Information	
Join Using Zoom App (Video & Audio) https://ocers.zoom.us/j/81434372357 Meeting ID: 814 3437 2357 Passcode: 729530 Go to https://www.zoom.us/download to download Zoom app before meeting. Go to https://zoom.us to connect online using any browser.	Join by Telephone (Audio Only) Dial by your location <ul style="list-style-type: none">• +1 669 900 6833 US (San Jose)• +1 346 248 7799 US (Houston)• +1 253 215 8782 US (Tacoma)• +1 929 436 2866 US (New York)• +1 301 715 8592 US (Washington DC)• +1 312 626 6799 US (Chicago) Meeting ID: 814 3437 2357 Passcode: 729530
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**

Orange County Employees Retirement System
April 2, 2025
Personnel Committee Meeting – Agenda

Page 2

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

October 8, 2024

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 PENSION ADMINISTRATION SYSTEM (PAS) PROJECT TEMPORARY STAFFING REQUEST

Presentation by David Kim, Assistant CEO, External Operations, and Cynthia Hockless, Director of Human Resources, OCERS

Recommendation: Approve and recommend to the Board of Retirement the following 22 Limited Term requests to the Member Services and Disability Departments in preparation for the PAS implementation:

1. Member Services Manager position (1)
2. Member Services Supervisor positions (3)
3. Senior Retirement Program Specialist positions (4)
4. Retirement Program Investigator (8)

Orange County Employees Retirement System
April 2, 2025
Personnel Committee Meeting – Agenda

Page 3

5. Accounting Technician (5)
6. Disability Retirement Specialist (1)

The total estimated annual personnel cost for these staffing changes is **\$1,098,257**. The estimated budget impact for 2025 due to mid-year hiring for several positions is **\$637,130**.

INFORMATION ITEMS

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

I-1 REVIEW OF PERSONNEL COMMITTEE CHARTER

Presentation Cynthia Hockless, Director of Human Resources, OCERS

COMMITTEE MEMBER COMMENTS

CHIEF EXECUTIVE OFFICER/STAFF COMMENTS

COUNSEL COMMENTS

ADJOURNMENT

NOTICE OF NEXT MEETINGS

DISABILITY COMMITTEE MEETING

**April 21, 2025
8:30 A.M.**

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

REGULAR BOARD MEETING

**April 21, 2025
9:30 A.M.**

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

GOVERNANCE COMMITTEE MEETING

**May 8, 2025
9:30 A.M.**

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

Orange County Employees Retirement System
April 2, 2025
Personnel Committee Meeting – Agenda

Page 4

**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
Tuesday, October 8, 2024
8:30 A.M.**

MINUTES

OPEN SESSION

Chair Hilton called the meeting to order at 8:31 A.M.

Recording Secretary administered the Roll Call attendance.

Attendance was as follows:

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

Also Present: Steve Delaney, CEO; Brenda Shott (Zoom), Assistant CEO of Internal Operations; David Kim, Assistant CEO of External Operations; Manuel Serpa, General Counsel; Cynthia Hockless, Director of Human Resources; Silviu Ardeleanu, Director of Member & Employer Relations Section - Member Services; Will Tsao, Director of Enterprise Project Management Office; Anthony Beltran, Audio Visual Technician; Amanda Evenson, Recording Secretary; Tracy Bowman, Director of Finance; Rafael Lopez, Retirement Benefits Program Supervisor; Charles Barfield (CB), General Manager for the Orange County Employees Association (OCEA)

CONSENT AGENDA

C-1 PERSONNEL COMMITTEE MEETING MINUTES

Personnel Committee Meeting Minutes

August 27, 2024

Recommendation: Approve minutes.

A **Motion** by Mr. Dewane, **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

Orange County Employees Retirement System
October 8, 2024
Personnel Committee Meeting

A-2 PROPOSED 2025 STAFFING PLAN

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

Recommendation: Approve and recommend the Board of Retirement approve the following items related to the 2025 Staffing Plan to be presented at the October 21, 2024, Board meeting:

- A.** Add the position of a Chief Technology Officer to the Executive Department – OCERS Direct and fund with the removal of the following two vacant positions:
 - a. Deputy General Counsel – OCERS Direct
 - b. Retirement Benefits Technician – County

At the August 27, 2024, Personnel Committee meeting, the following positions were approved to bring to the Board with the 2025 budget:

- B.** Add one IT Intern position to the Information Technology Department – Extra Help
- C.** Add two Investment Analyst positions to the Investment Department – OCERS Direct

The total estimated annual personnel cost for these staffing changes is \$293,166. The estimated budget impact for 2025 due to mid-year hiring for one of the Investment Analyst positions is \$168,103.

After discussion, a **Motion** by Mr. Packard, **seconded** by Mr. Dewane, to approve and recommend the Board of Retirement add the position of a Chief Technology Officer to the Executive Department and fund with the removal of the vacant Deputy General Counsel and Retirement Benefits Technician positions.

Mr. Oates recommended obtaining more information regarding other retirement systems' comparative staffing levels before presenting the Chief Technology Officer (CTO) position to the Board for approval.

Mr. Dewane suggested developing a policy according to the National Institute of Standards and Technology (NIST) framework to support the budget for IT and Information Security. Mr. Oates also suggested establishing and implementing these policies prior to hiring for the position.

The motion passed **unanimously**.

PUBLIC COMMENT

Mr. Barfield from the Orange County Employees Association (OCEA) commented on the Gallagher Classification and Compensation report from the prior Personnel Committee meeting minutes. The OCEA will be working with staff to address the recommendations from Gallagher. Once the Board adopts the outcome from the Gallagher report, OCEA will facilitate a survey to evaluate County employee interest in becoming OCERS Direct. If there is a substantial interest in becoming OCERS Direct, OCEA would then pursue the legislative activity to proceed. If the results of the survey reflect no interest, the process would then stop. Chair Hilton responded to Mr. Barfield stating that the Committee is waiting for the benefits portion of the Classification and Compensation report before making a recommendation to the Board.

INFORMATION ITEMS

Orange County Employees Retirement System
October 8, 2024
Personnel Committee Meeting

I-1 UPDATE ON OUTREACH REGARDING EMPLOYER DATA

*Presentation by Silviu Ardeleanu, Director of Member Services & Employer Relations Section,
and David Kim, Assistant CEO of External Operations, OCERS*

Mr. Ardeleanu provided an update regarding the employer data policy implementation and outreach progress.

CEO/COMMITTEE MEMBER/COUNSEL/STAFF COMMENTS

None.

Chair Hilton **ADJOURNED** the meeting at 9:34 A.M.

Submitted by:

Submitted by:

Approved by:

Cynthia Hockless
Liaison

Steve Delaney
Secretary to the Board

Shawn Dewane
Chair



Memorandum

DATE: April 2, 2025
TO: Members of the Personnel Committee
FROM: David Kim, Assistant CEO, External Operations
SUBJECT: PENSION ADMINISTRATION SYSTEM (PAS) PROJECT TEMPORARY STAFFING REQUEST

Recommendation

Approve and recommend to the Board of Retirement the following 22 Limited Term requests to the Member Services and Disability Departments in preparation for the PAS implementation:

1. Member Services Manager position (1)
2. Member Services Supervisor positions (3)
3. Senior Retirement Program Specialist positions (4)
4. Retirement Program Specialist (8)
5. Accounting Technician (5)
6. Disability Retirement Specialist (1)

The total estimated annual personnel cost for these staffing changes is **\$1,098,257**. The estimated budget impact for 2025 due to mid-year hiring for several positions is **\$637,130**.

Background/Discussion

At the March Board meeting, the OCERS management team, in collaboration with Provaliant (our PAS implementation partner), discussed the need for additional staffing in preparation for the upcoming PAS implementation. It is critical to maintain operations and service levels as OCERS' subject matter experts (PAS SMEs) become fully dedicated to the new PAS system. The PAS implementation project is expected to span between three and four years.

OCERS has identified an initial phase of positions that will be dedicated to the PAS project, which will require a longer lead time to accommodate the learning curve for backfill staff. The identified PAS SMEs are as follows:

Member Services:

- Manager (1)
- Supervisor/Business Analyst (2)
- Senior Retirement Program Specialist (1)
- Retirement Program Specialist (4)

Disability:

- Disability Retirement Investigator (1)

As the PAS SMEs focus on the PAS implementation, OCERS must ensure there is a staffing plan in place to provide temporary backfill for the day-to-day operational responsibilities that the SMEs would normally handle. To address this need, OCERS recommends utilizing Limited Term (LT) employees throughout the project lifecycle. LT employees are temporary positions with a defined start and end date, and no expectation of long-term funding.

LT employees are subject to the same hiring standards as permanent employees and are entitled to full benefits. These positions can be filled by either internal or external candidates.

The PAS implementation is not only an opportunity to upgrade our technology, but also a chance to train the next generation of staff. As PAS SMEs focus on the new system, internal staff can develop new skills by taking on LT backfill positions at higher classifications. For example, to temporarily backfill a Supervisor role dedicated to the PAS, an OCERS Senior Retirement Program Specialist could fill the LT Supervisor position. This approach ensures that operational tasks left open by the PAS SME are covered, while also providing employees with valuable on-the-job learning experiences.

By using a combination of internal and external candidates to fill the LT positions, OCERS anticipates a net increase of only nine (9) additional headcounts. Below is a description of each of the 22 requested positions and the rationale behind each. Additionally, a breakdown of the 22 LT positions is included.

1. MEMBER SERVICES MANAGER

To backfill a Member Services Manager position:

- A Limited Term (LT) Manager position will be created and filled by an existing Member Services Supervisor. This will create the need to backfill the Member Services Supervisor role.
- A LT Supervisor position will be created and filled by an existing Member Services Senior Retirement Program Specialist (SRPS). This will create the need to backfill the Member Services SRPS role.
- A LT SRPS position will be created and filled by an existing Member Services Retirement Program Specialist (RPS). This will create the need to backfill the Member Services RPS role.
- A LT RPS position will be created and filled by an external candidate, resulting in an additional headcount for OCERS.
- A total of four (4) LT positions will be created, resulting in one additional headcount; 2025 budget impact of \$86,125 (fully loaded); annualized impact of \$148,458 (fully loaded).

2. MEMBER SERVICES SUPERVISORS

To backfill two Member Services Supervisor positions:

- Two Limited Term (LT) Supervisor positions will be created and filled by existing Member Services Senior Retirement Program Specialists (SRPS). This will create the need to backfill the Member Services SRPS roles.
- Two LT SRPS positions will be created and filled by existing Member Services Retirement Program Specialists (RPS). This will create the need to backfill the Member Services RPS roles.
- Two LT RPS positions will be created and filled by external candidates, resulting in two additional headcounts for OCERS.
- A total of six (6) LT positions will be created, resulting in two additional headcounts; 2025 budget impact of \$154,226 (fully loaded); annualized impact of \$265,848 (fully loaded).

3. MEMBER SERVICES SENIOR RETIREMENT PROGRAM SPECIALIST

To backfill a Member Services SRPS position:

- A Limited Term (LT) SRPS position will be created and filled by an existing Member Services Retirement Program Specialist (RPS). This will create the need to backfill the Member Services RPS role.
- A LT RPS position will be created and filled by an existing Member Accounting Technician (AT). This will create the need to backfill the Member Services AT role.

- A LT AT position will be created and filled by external candidates, resulting in one additional headcount for OCERS.
- A total of three (3) LT positions will be created, resulting in one additional headcount; 2025 budget impact of \$70,931 (fully loaded); annualized impact of \$122,268 (fully loaded).

4. MEMBER SERVICES RETIREMENT PROGRAM SPECIALISTS

To backfill four Member Services RPS positions:

- Four Limited Term (LT) RPS positions will be created and filled by four existing Member Accounting Technicians (AT). This will create the need to backfill the Member Services AT roles.
- Four LT AT positions will be created and filled by external candidates, resulting in four additional headcounts for OCERS.
- A total of eight (8) LT positions will be created, resulting in four additional headcounts; 2025 budget impact of \$255,353 (fully loaded); annualized impact of \$440,167 (fully loaded).

5. DISABILITY RETIREMENT INVESTIGATOR

To backfill one Disability Retirement Investigation, a Limited Term Disability Retirement Investigator position is created and would be filled by an external candidate, resulting in one additional headcount to OCERS.

- One (1) LT position will be created with one additional headcount; 2025 budget impact of \$70,495 (fully loaded); annualized impact of \$121,516 (fully loaded).

Conclusion:

In summary, I am requesting 22 new Limited Term positions resulting in nine (9) additional headcounts to OCERS.

The total estimated annual personnel cost for these staffing changes is **\$1,098,257**. The estimated budget impact for 2025 due to timing of hiring for several positions is **\$637,130**.

Submitted by:



DK - Approved

David Kim
Assistant CEO, External Operations

Attachment:

Exhibit A – Breakdown of Budget Impact by Position



Employment Strategy for PAS Project

April 2, 2025

David Kim, Assistant CEO, External Operations and
Cynthia Hockless, Director of Human Resources



Staffing for OCERS Horizon, new PAS Project

March Board meeting discussion:

- Why are additional staff needed for system modernization?
 - Keeping Operations at Target Service Levels requires all existing Staff
 - Modernization projects require additional resources from all areas to provide bandwidth for:
 - ✓ Detailed Design and Requirements
 - ✓ Testing and Training
 - ✓ Organizational Transition
 - Modernization projects are enterprise-wide, affecting everyone

OCERS
Horizon Team
Subject
Matter
Experts
(SME) – Q2
2025

Member Services

Manager (1)

Supervisor/Business Analyst (2)

Sr. Retirement Prog. Specialist (1)

Retirement Program Specialist (4)

Disability

Disability Retirement Investigator (1)

OCERS HORIZON EMPLOYEE CYCLE WORKFLOW DIAGRAM

OCERS HORIZON



**LIMITED-TERM SR.RPS IS
OPEN**



**LIMITED-TERM RPS ROLE IS
OPEN**



EXTERNAL CANDIDATE JIMMY

Headcount Impact:
1 External Candidate



2025 Budgeted Headcount

135 Budgeted Headcount

120 Employees on Payroll

15 Vacant Positions

14 currently in the Recruitment Phase

1 scheduled to open in Q3

Turnover Rate 2.50%

OCERS Horizon Staffing Approach

- Plan staffing needs 6 months to a year in advance to accommodate learning curve
- Keep adequate staffing a priority
- Keep staffing plans visible
- Actively manage project resource loads in coordination with vendor schedules

Temporary Backfill
Limited Term/Contractor/Extra Help

Employment Types Overview

Limited-Term Employee

Temporary Employee/
Contractor

Extra-Help

Working Retiree

Internal Temporary
Promotion

1. Limited-Term Employee **(Recommended by County of Orange, HRS/CEO – Shared Services)**

Pros:

- ✓ Fixed duration aligns with project timeline
- ✓ Eligible for benefits
- ✓ More stability than temp staff
- ✓ Accrues service credit

Cons:

- X Limited retention post-project
- X Potential recruitment challenges
- X Will have to pay contributions

2. Temporary Employee/ Contractor

Pros:

- ✓ High flexibility
- ✓ No long-term commitment
- ✓ Specialized skills on demand

Cons:

- X Higher hourly cost
- X No institutional knowledge
- X Limited engagement 12 months

3. Extra-Help

Pros:

- ✓ Quick hiring process
- ✓ Short-term workload support
- ✓ Can purchase service credit after becoming a member

Cons:

- X Limited benefits
- X Not viable for long-term projects over 12 months

4. Working Retiree

Pros:

- ✓ Retains institutional knowledge
- ✓ Short-term and cost-effective
- ✓ Can obtain resources from other systems

Cons:

- ✗ Limited work hours 960 hrs. per fiscal year
- ✗ Not a sustainable long-term solution
- ✗ Limited resources

5. Internal Temporary Promotion

Pros:

- ✓ Utilizes existing staff expertise
- ✓ Career growth opportunity

Cons:

- ✗ Backfilling required
- ✗ Could disrupt existing workflows
- ✗ Limited to 18-months

Limited Term Operational SME Backfill – Summary Q2 2025

Department	Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Member Services	Manager	1	0	\$9,012	\$15,534
Member Services	Supervisor	3	0	\$24,198	\$41,712
Member Services	Sr. Retirement Program Specialist	4	0	\$28,372	\$48,906
Member Services	Retirement Program Specialist **	8	3	\$218,676	\$376,944
Member Services	Accounting Technician**	5	5	\$286,377	\$493,644
Disability	Disability Retirement Investigator **	1	1	\$70,495	\$121,516
Total		22	9	\$637,130	\$1,098,257

**External candidate - Additional headcount

*Figures based on 2025 rates



Recommendation

Approve and recommend to the Board of Retirement the following 22 Limited Term requests to the Member Services and Disability Departments in preparation for the PAS Implementation:

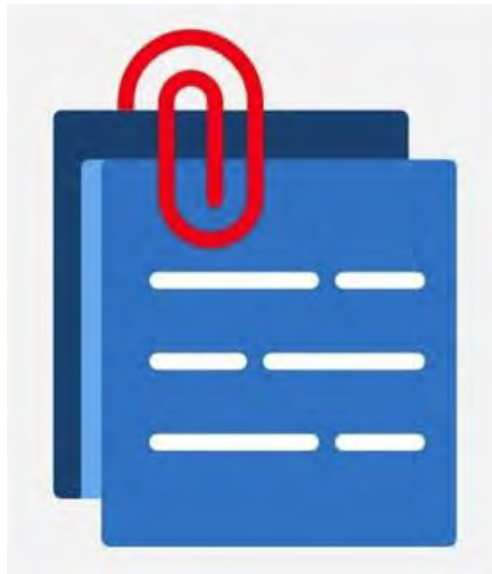
1. Member Services Manager position (1)
2. Member Services Supervisor positions (3)
3. Senior Retirement Program Specialist positions (4)
4. Retirement Program Specialist (8)
5. Accounting Technicians (5)
6. Disability Retirement Investigator (1)

The total estimated annual personnel cost for these staffing changes is **\$1,098,257**. The estimated budget impact for 2025 due to mid-year hiring for several positions is **\$637,130**.



Questions?

Appendix



Employment Type Overview

Employment Type	Definition	OCERS Recruitment	3rd Party Vendor	Duration	Receives OCERS Pension	Full County of Orange Benefits Eligibility	Partial County of Orange Benefits (No Defined Benefit Plan)	End Date	Comments
Regular Employee	A year-round position requiring work on a regular schedule.	Yes	No	Ongoing (Employee-Determined)	Yes	Yes	No	No	
Temporary Employee/Contractor	An individual hired by a company for a specific period or project, rather than on a permanent basis.	No	Yes	Up to 12 months	No	No	No	Yes	Employees of a Participating Employer must be enrolled in the Plan if they are hired with the expectation of working more than one year and at least 1,040 hours annually.
Extra Help	A position intended for short-term needs, including seasonal peak workloads, emergency extra workloads, vacation relief, paid sick leave, or fluctuating staff demands.	Yes	No	Up to 12 months	No	No	Yes	Yes	
Working Retiree - Extra Help	Is a retired member who satisfies the requirements of Government Code section 7522.56 to serve a Participating Employer without reinstatement from retirement and that does not exceed a total of 960 work hours per year	Yes	No	Up to 960 hours per fiscal year	No	No	No	No	Per the PEPPA Act 2013, any employee returning after January 1, 2013, shall not be eligible to be reemployed for 180 days following the date of retirement.
Internal Temporary Promotion	A regular, probationary, or limited-term employee temporarily assigned to a higher-level vacant regular or limited-term position, performing all significant duties and responsibilities of the higher class. Maximum duration: 18 months.	Yes	No	Up to 18 months	Yes	Yes	No	Yes	An employee promoted from a County to an OCERS Direct position will receive higher benefits for the duration of the temporary promotion.
Limited-Term Employee (External)	A position with no anticipated long-term funding. Employees are subject to the same hiring standards and earn all benefits. (except layoff rights)	Yes	No	Up to 3 years (extendable to 5 years)	Yes	Yes	No	Yes	The only benefits that external limited-term employees do not receive are layoff rights.
Limited-Term Employee (Internal Promotion)	Regular employees who transfer or promote to limited-term positions at the direction of the department head retain their former status and layoff benefits.	Yes	No	Up to 3 years (extendable to 5 years)	Yes	Yes	No	Yes	1. Internal limited-term employees receive layoff rights and will retain their former status. 2. An employee promoted from a County to an OCERS Direct position will receive higher benefits for the duration of the limited-term promotion.



Limited Term Backfill by Position – Q2 2025

PAS Project Team Subject Matter Experts (SME) – Q2 2025	Member Services
	Manager (1)
	Supervisor/Business Analyst (2)
	Sr. Retirement Prog. Specialist (1)
	Retirement Program Specialist (4)
	Disability
	Disability Retirement Investigator (1)

Member Services Manager

Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Manager	1	0	\$9,012	\$15,534
Supervisor	1	0	\$8,066	\$13,904
Sr. Retirement Program Specialist	1	0	\$7,093	\$12,226
Retirement Program Specialist **	1	1	\$61,954	\$106,793
	4	1	\$86,125	\$148,458

**External candidate - Additional headcount

*Figures based on 2025 rates



Limited Term Backfill by Position – Q2 2025

PAS Project Team Subject Matter Experts (SME) – Q2 2025	Member Services
	Manager (1)
	Supervisor/Business Analyst (2)
	Sr. Retirement Prog. Specialist (1)
Disability	Retirement Program Specialist (4)
	Disability Retirement Investigator (1)

Member Services Supervisor

Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Supervisor	2	0	\$16,132	\$27,808
Sr. Retirement Program Specialist	2	0	\$14,186	\$24,453
Retirement Program Specialist**	2	2	\$123,908	\$213,587
	6	2	\$154,226	\$265,848

**External candidate - Additional headcount

*Figures based on 2025 rates

Member Services Sr RPS

Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Sr. Retirement Program Specialist	1	0	\$7,093	\$12,226
Retirement Program Specialist	1	0	\$6,563	\$11,313
Accounting Technician**	1	1	\$57,275	\$98,729
	3	1	\$70,931	\$122,268

**External candidate - Additional headcount

*Figures based on 2025 rates



Limited Term Backfill by Position – Q2 2025

PAS Project Team Subject Matter Experts (SME) – Q2 2025	Member Services
	Manager (1)
	Supervisor/Business Analyst (2)
	Sr. Retirement Prog. Specialist (1)
	Retirement Program Specialist (4)
	Disability
	Disability Retirement Investigator (1)

Member Services RPS

Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Retirement Program Specialist	4	0	\$26,252	\$45,251
Accounting Technician**	4	4	\$229,102	\$394,916
	8	4	\$255,353	\$440,167

**External candidate - Additional headcount

*Figures based on 2025 rates

Disability Retirement Investigator

Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Disability Retirement Investigator**	1	1	\$70,495	\$121,516

**External candidate - Additional headcount

*Figures based on 2025 rates



Exhibit A – Breakdown of Budget Impact by Position**1. MEMBER SERVICES MANAGER****Member Services Manager**

Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Manager	1	0	\$9,012	\$15,534
Supervisor	1	0	\$8,066	\$13,904
Sr. Retirement Program Specialist	1	0	\$7,093	\$12,226
Retirement Program Specialist **	1	1	\$61,954	\$106,793
	4	1	\$86,125	\$148,458

**External candidate - Additional headcount

*Figures based on 2025 rates

2. MEMBER SERVICES SUPERVISORS**Member Services Supervisor**

Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Supervisor	2	0	\$16,132	\$27,808
Sr. Retirement Program Specialist	2	0	\$14,186	\$24,453
Retirement Program Specialist**	2	2	\$123,908	\$213,587
	6	2	\$154,226	\$265,848

**External candidate - Additional headcount

*Figures based on 2025 rates

3. MEMBER SERVICES SENIOR RETIREMENT PROGRAM SPECIALIST**Member Services Sr RPS**

Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Sr. Retirement Program Specialist	1	0	\$7,093	\$12,226
Retirement Program Specialist	1	0	\$6,563	\$11,313
Accounting Technician**	1	1	\$57,275	\$98,729
	3	1	\$70,931	\$122,268

**External candidate - Additional headcount

*Figures based on 2025 rates

4. MEMBER SERVICES RETIREMENT PROGRAM SPECIALISTS**Member Services RPS**

Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Retirement Program Specialist	4	0	\$26,252	\$45,251
Accounting Technician**	4	4	\$229,102	\$394,916
	8	4	\$255,353	\$440,167

**External candidate - Additional headcount

*Figures based on 2025 rates

5. DISABILITY RETIREMENT INVESTIGATOR**Disability Retirement Investigator**

Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Disability Retirement Investigator**	1	1	\$70,495	\$121,516

**External candidate - Additional headcount

*Figures based on 2025 rates

SUMMARY

Department	Limited Term (LT) Position	LT Count	Additional Headcount	2025 Budget Impact (fully loaded)	Annualized Budget Impact (fully loaded)*
Member Services	Manager	1	0	\$9,012	\$15,534
Member Services	Supervisor	3	0	\$24,198	\$41,712
Member Services	Sr. Retirement Program Specialist	4	0	\$28,372	\$48,906
Member Services	Retirement Program Specialist	8	3	\$218,676	\$376,944
Member Services	Accounting Technician**	5	5	\$286,377	\$493,644
Disability	Disability Retirement Investigator **	1	1	\$70,495	\$121,516
Total		22	9	\$637,130	\$1,098,257

**External candidate - Additional headcount

*Figures based on 2025 rates



Memorandum

DATE: April 2, 2025
TO: Members of the Personnel Committee
FROM: Cynthia Hockless, Director of Human Resources
SUBJECT: REVIEW OF PERSONNEL COMMITTEE CHARTER

Recommendation

Review the attached Personnel Committee Charter.

Background/Discussion

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

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

The Personnel Committee Charter will be up for a triennial review on June 18, 2026. At that time, any recommended amendments will go to the Board for approval to ensure that the charter remains relevant and appropriate.

Submitted by:



CH - Approved

Cynthia Hockless
Director of Human Resources



OCERS Board Charter

Personnel Committee Charter

Introduction

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

Duties and Responsibilities

2. The Personnel Committee will:
 - a. Recommend new and review existing Board policies and procedures affecting OCERS employees, both direct and County of Orange, relating to performance and compensation.
 - b. Direct the annual review of CEO performance by reviewing and recommending changes to the CEO Performance Review policy, and coordinate with the Director of Human Resources the timeline of the process, as well as details for obtaining individual trustee input.
 - c. Advise the CEO regarding the hiring and termination of the Chief Investment Officer (CIO), the Assistant Chief Executive Officer, Internal Operations, the Assistant Chief Executive Officer, External Operations, and the General Counsel;
 - d. Review and recommend to the Board for approval salary ranges for all OCERS direct employees according to established compensation policies and procedures and within the approved Operating Budget;
 - e. Oversee the compensation paid to all OCERS direct employees according to established compensation and benefit policies and procedures and consistent with the CEO Charter;
 - f. Oversee senior executive long-term succession planning;
 - g. Oversee the selection and hiring of compensation consultant(s).
 - h. In case of needing to fill the CEO position (or any other Senior Executive position if so desired), conduct the selection process for an executive search firm(s) if needed, and recommend the finalist to the Board.
 - i. Advise the CEO 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. Direct the CEO 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 employees.



OCERS Board Charter

Personnel Committee Charter

Membership

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

Meetings

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

Monitoring and Reporting

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

Charter Review

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

Charter History

11. This charter was adopted by the Board of Retirement on March 18, 2019. The Board amended this policy on June 19, 2023, and .

Secretary's Certificate

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



OCERS Board Charter Personnel Committee Charter

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

Steve Delaney, Secretary of the Board

Date



OCERS Personnel Committee Charter Overview

Cynthia Hockless

Director of Human Resources





Introduction

- The Board of Retirement (Board) established the Personnel Committee.
- Purpose: Assist the Board in reviewing, amending, and recommending personnel policies and procedures.
- Scope: Covers OCERS Direct employees and County of Orange employees working at OCERS.
- Advisory Role: Recommendations are subject to Board approval.

Duties and Responsibilities

The Personnel Committee will:



Recommend new and review existing Board policies on performance and compensation.



Direct the annual review of CEO performance per the CEO Performance Review policy.



Oversee compensation for OCERS Direct employees per established policies.



Ensure retention of competent employees.



Meetings & Charter Review

Meets as needed, determined by the Committee Chair in consultation with the Board Chair.

Upcoming 2025 Meetings



Charter Review: Conducted at least once every three (3) years.
The next review is scheduled for **2026**.