

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

**PERSONNEL COMMITTEE MEETING
Monday, October 5, 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) https://ocers.zoom.us/j/83979399629 Meeting ID: 839 7939 9629 Passcode: 909647 Go to https://www.zoom.us/download to download Zoom app before meeting. Go to https://zoom.us to connect online using any browser.	Join by Telephone (Audio Only) Dial by your location • +1 669 900 6833 US (San Jose) • +1 346 248 7799 US (Houston) • +1 253 215 8782 US (Tacoma) • +1 929 436 2866 US (New York) • +1 301 715 8592 US (Washington DC) • +1 312 626 6799 US (Chicago) Meeting ID: 839 7939 9629 Passcode: 909647
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
 October 5, 2026
 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

August 31, 2026

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 AMENDED 2027 STAFFING PLAN

Presentation by Steve Delaney, CEO, OCERS

Recommendation: Approve and recommend that the Board of Retirement approve one (1) new regular position and the conversion of one (1) existing limited-term position to a regular position for inclusion in the 2027 Staffing Plan and the Personnel budget to be presented at the October 19, 2026, Board meeting:

1. CREATE ONE (1) NEW REGULAR POSITION AND CONVERT ONE (1) LIMITED-TERM POSITION

- One (1) IT Manager (Enterprise Data Manager) – Information Technology Department (new regular position)
- One (1) Data Analyst – Information Technology Department (convert existing limited-term position to regular)

Orange County Employees Retirement System
October 5, 2026
Personnel Committee Meeting – Agenda

Page 3

This request is separate from, and in addition to, the eight (8) positions and one (1) career ladder previously approved by the Personnel Committee at its August 31 meeting. If approved, the 2027 Staffing Plan will include a total of three (3) new regular positions, six (6) new limited-term positions, the conversion of one (1) existing limited-term position to regular, and one (1) new career ladder, increasing the approved budgeted headcount from 150 to 159 positions. The conversion and the career ladder do not add headcount.

The estimated 2027 cost of this request is \$207,907, bringing the total estimated personnel cost of the 2027 Staffing Plan to **\$1,513,682**.

INFORMATION ITEMS

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

- I-1 UPDATE ON THE COUNTY'S CLASSIFICATION MAINTENANCE STUDY**
Presentation by Cynthia Hockless, Director of Human Resources, OCERS
- I-2 UPDATE ON THE OCERS DIRECT COMPENSATION STUDY**
Presentation by Cynthia Hockless, Director of Human Resources, OCERS

COMMITTEE MEMBER COMMENTS

CHIEF EXECUTIVE OFFICER/STAFF COMMENTS

COUNSEL COMMENTS

ADJOURNMENT

NOTICE OF NEXT MEETINGS

AUDIT COMMITTEE MEETING
October 12, 2026
1:00 P.M.

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

DISABILITY COMMITTEE MEETING
October 19, 2026
8:30 A.M.

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

REGULAR BOARD MEETING
October 19, 2026
9:30 A.M.

Orange County Employees Retirement System
October 5, 2026
Personnel Committee Meeting – Agenda

Page 4

**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
Monday, August 31, 2026
9:30 A.M.**

MINUTES

OPEN SESSION

Chair Hilton called the meeting to order at 9:40 A.M.

Recording Secretary administered the Roll Call attendance.

Attendance was as follows:

Present: Roger Hilton, Chair; Iriss Barriga, Board Member; Charles Packard, Board Member

Also Present: Brenda Shott, Deputy CEO; William Tsao, Asst. CEO, External Ops; Manuel Serpa, General Counsel; Molly Murphy, Chief Investment Officer; Darren Dang, Chief Technology Officer; Cynthia Hockless, Director of Human Resources; Mark Adviento, Director of Employer Services and Quality Assurance; Jeff Lamberson, Director of Member Services; David Beeson, Managing Director Investments; Mary-Joy Coburn, Director of Communications; Diane Thai, Director of EPMO; Aileen Daag, Employee Services Supervisor; Melissa Wozniuk, HR Analyst; John Nguyen, HR Analyst; Anthony Beltran, Audio Visual Technician; Amanda Evenson, Recording Secretary; Clarissa Buendia, Communications Assistant Temp; Nicole Cove (Zoom), County of Orange

CONSENT AGENDA

C-1 PERSONNEL COMMITTEE MEETING MINUTES

Personnel Committee Meeting Minutes

May 6, 2026

Recommendation: Approve minutes.

A **motion** was made by Mr. Packard, **seconded** by Ms. Barriga, to approve staff's recommendation to approve the minutes.

The motion passed **unanimously**.

ACTION ITEMS

Orange County Employees Retirement System
August 31, 2026
Personnel Committee Meeting - Minutes

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

No items were trailed from the Consent Agenda.

A-2 PROPOSED 2027 STAFFING PLAN

Presentation by Brenda Shott, Deputy CEO, and Cynthia Hockless, Director of Human Resources, OCERS

Recommendation: Approve and recommend that the Board of Retirement approve the following items related to the 2027 staffing plan to be presented at the October 19, 2026, Board meeting:

1. CREATE TWO (2) NEW REGULAR POSITIONS

- One (1) Investment Officer – Investments Department
- One (1) AI Automation Developer – Information Technology Department

2A. FUND FIVE (5) PREVIOUSLY APPROVED LIMITED-TERM POSITIONS

- Two (2) Retirement Program Specialists – Member Services Department
- One (1) Senior Retirement Program Specialist – Member Services Department
- Two (2) Retirement Program Specialists – Employer Services & QA Department

2B. CREATE ONE (1) NEW LIMITED-TERM POSITION

- One (1) Staff Assistant – Communications Department

3. CREATE ONE (1) NEW CAREER LADDER

- One (1) Senior Investment Officer – Investments Department (no impact to budgeted headcount)

In total, this request adds eight (8) positions and one (1) career ladder, increasing budgeted headcount from 150 to 158 positions. The total estimated annual personnel cost for this request is **\$1.231 million**.

Ms. Shott presented the proposed 2027 staffing plan as the first step in the development of the 2027 OCERS budget. She explained that because personnel costs represent the largest component of the budget, staffing plan requests are reviewed first to allow sufficient time for Committee consideration before Board approval in October and budget adoption in November. Ms. Hockless and each department head provided an overview of the staffing requests for their area. This request would increase the budgeted headcount from 150 to 158 positions at an annual cost of approximately \$1.231.

Ms. Hockless noted that the cost of the Member Services Limited-Term positions may increase as a result of the County's current Maintenance Study, which is currently reviewing those classifications and scheduled to gain approval from the Board of Supervisors on September 29, 2026. The cost estimate she provided reflects the recent OCEA 3% wage increase.

Following discussion, a **motion** was made by Ms. Barriga, **seconded** by Mr. Packard, to approve and recommend that the Board of Retirement approve staff's recommendation as presented.

Orange County Employees Retirement System
August 31, 2026
Personnel Committee Meeting - Minutes

The motion passed **unanimously**.

The Committee recessed for break at 10:24 A.M.

The Committee reconvened from break at 10:40 A.M.

Recording Secretary administered the Roll Call attendance.

A-3 REVIEW OF THE INCENTIVE COMPENSATION PLAN CHANGES

Presentation by Molly Murphy, Chief Investments Officer, and Manuel D. Serpa, General Counsel, OCERS

Recommendation: Approve and recommend that the Board adopt the proposed clarifying amendments to the Incentive Compensation Plan, as reflected in the attached redline.

Ms. Murphy presented proposed technical amendments to the Investment Incentive Compensation Policy. The revisions clarify performance ranges used in calculating incentive compensation by eliminating unintended gaps between performance thresholds and adding explanatory language regarding performance presentation and calculation methodology.

After discussion, a **motion** was made by Mr. Packard, **seconded** by Ms. Barriga, to approve and recommend that the Board adopt the proposed clarifying amendments to the Incentive Compensation Plan, as reflected in the attached redline.

The motion passed **unanimously**.

INFORMATION ITEMS

I-1 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

Ms. Cove, County Classification and Compensation Manager, provided an update on the County's classification maintenance study highlighting the market analysis, salary adjustment recommendations, and overall cost. The recommendations are scheduled for consideration by the Board of Supervisors on September 29, with implementation anticipated in early October if approved.

I-2 UPDATE ON THE OCERS DIRECT COMPENSATION STUDY

Presentation by Cynthia Hockless, Director of Human Resources, OCERS

Ms. Hockless provided an update regarding procurement of the OCERS Direct Compensation Study with the study expected to begin in early September.

WRITTEN REPORTS

R-1 EMPLOYER DATA PARTNERSHIP PROJECT UPDATE

Written Report

Orange County Employees Retirement System
August 31, 2026
Personnel Committee Meeting - Minutes

Mr. Packard pulled the written report for discussion to clarify the timeline for the implementation of penalty fees. Committee directed staff to provide a status report in 2027 and 2028 regarding exception rates and employer compliance progress.

CHIEF EXECUTIVE OFFICER/COMMITTEE/STAFF/COUNSEL COMMENTS

None.

ADJOURNMENT

Chair Hilton **ADJOURNED** the meeting at 11:09 A.M.

Submitted by:

Submitted by:

Approved by:

Cynthia Hockless
Liaison

Steve Delaney
Secretary to the Board

Roger Hilton
Chair



Memorandum

DATE: October 05, 2026
TO: Members of the Personnel Committee
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: AMENDED 2027 STAFFING PLAN

Recommendation

Approve and recommend that the Board of Retirement approve one (1) new regular position and the conversion of one (1) existing limited-term position to a regular position for inclusion in the 2027 Staffing Plan and the Personnel budget to be presented at the October 19, 2026, Board meeting.

1. CREATE ONE (1) NEW REGULAR POSITION AND CONVERT ONE (1) LIMITED-TERM POSITION

- One (1) IT Manager (Enterprise Data Manager) – Information Technology Department (new regular position)
- One (1) Data Analyst – Information Technology Department (convert existing limited-term position to regular)

This request is separate from, and in addition to, the eight (8) positions and one (1) career ladder previously approved by the Personnel Committee at its August 31 meeting. If approved, the 2027 Staffing Plan will include a total of three (3) new regular positions, six (6) new limited-term positions, the conversion of one (1) existing limited-term position to regular, and one (1) new career ladder, increasing the approved budgeted headcount from 150 to 159 positions. The conversion and the career ladder do not add headcount.

The estimated cost of this additional request is \$207,907, bringing the total estimated increase in personnel cost for changes in staffing requests included in the 2027 Staffing Plan to \$1,513,682.

Background/Discussion

The 2027 Staffing Plan is being presented to the Personnel Committee in two related requests. The first request was considered at the August 31 Personnel Committee meeting and included eight (8) positions and one (1) new career ladder to support initiatives in Investments and Information Technology, including the implementation of the Pension Administration System (PAS) and the redesign of the OCERS website. The Personnel Committee approved those positions and the career ladder for approval by the full Board.

The second request arose after the September 16 Strategic Planning meeting. During the Board's afternoon succession planning discussion and following a presentation from the Orange County Superior Court, the Board expressed interest in further exploring additional organizational capacity through the creation of a Data Team.

Accordingly, the October 5 Personnel Committee meeting will focus on whether to add one (1) new regular IT Manager (Enterprise Data Manager) position and to convert the existing limited-term Data Analyst position to a regular position, establishing a data team in the Information Technology Department.

This request is intended to be considered with the 2027 Personnel budget, which will be presented to the Board on October 19, 2026. A brief description of the request and its associated cost is provided below. Justification memos from the supervising manager are attached.

1. CREATE ONE (1) NEW REGULAR POSITION AND CONVERT ONE (1) LIMITED-TERM POSITION

The Information Technology Department is requesting one new IT Manager (Enterprise Data Manager) and the conversion of its existing limited-term Data Analyst to a regular position to establish OCERS' permanent enterprise data management capability as the organization implements the new Pension Administration System (PAS) and Microsoft Fabric data environment. The Manager will provide accountability for data strategy, governance, security, quality, vendor oversight, and knowledge transfer, while the Analyst will translate business needs into data definitions, reconciliation requirements, trusted reports, and actionable analysis. Converting the Data Analyst keeps the PAS conversion knowledge already built by that position inside OCERS after go-live. Together, these complementary positions will reduce reliance on temporary project resources and consultants, strengthen the integrity of sensitive member data, and support consistent reporting and informed decision-making across OCERS.

Position Title	Department	Position Type	Salary Range	Annual Cost (Salary & Benefits)
(1) IT Manager (Enterprise Data Manager)	Information Technology	OCERS-Direct	\$126,244 - \$195,677	\$207,907
(1) Data Analyst	Information Technology	OCERS-Direct (conversion from limited-term)	\$101,621 - \$157,513	No additional cost

Conclusion

This amended request allows the Personnel Committee to consider additional staffing needs identified through recent Board discussions before the full 2027 Personnel budget is presented for approval. The request supports OCERS' evolving priorities in data governance and analytics as the new PAS is implemented.

Together, the eight positions previously approved in August and the new position included in this amendment will add three (3) regular positions and six (6) limited-term positions to the 2027 Staffing Plan, and one (1) existing limited-term position will convert to regular. The previously approved career ladder and the conversion do not add to headcount.

If this amendment is approved, the total budgeted headcount will increase by 9, from 150 positions in 2026 to 159 positions in 2027.

Attachments

- A. Amended 2027 Staffing Plan Presentation
- B. Justification Memos – Information Technology Department
- C. Information Technology Department org chart
- D. 2027 Staffing Plan Memo from August 31, 2026, Personnel Committee Meeting

E. 2027 Staffing Plan Presentation from August 31, 2026, Personnel Committee Meeting

Submitted by:



SD - Approved

Steve Delaney
Chief Executive Officer

PERSONNEL COMMITTEE · OCTOBER 5, 2026

Amended 2027 Staffing Plan

Previously Approved · One New Position and One Conversion

PRESENTED BY

Steve Delaney

Chief Executive Officer

PRESENTED BY

Cynthia Hockless

Director of Human Resources

How We Got Here



PERSONNEL COMMITTEE • BACKGROUND



AUGUST 31 — REQUEST #1

The Committee recommended the first request: 8 positions and 1 new career ladder in Investments and IT, supporting the Pension Administration System (PAS) implementation and the OCERS website redesign.



SEPTEMBER 16 — BOARD DIRECTION

At the Strategic Planning meeting, following succession planning discussion and a presentation from the Orange County Superior Court, the Board asked staff to explore added capacity through a dedicated data team.



OCTOBER 5 — REQUEST #2

Today's focus: one new IT Manager (Enterprise Data Manager) and converting the existing limited-term Data Analyst to regular.



The 2027 Staffing Plan is being presented in two related requests — the first was approved on August 31; the second is before you today.

Today's Request: Building the Data Team



REQUEST TWO · BEFORE YOU TODAY



THE ASK — 1 NEW POSITION, 1 CONVERSION

IT Manager (Enterprise Data Manager), a new regular position conversion of the existing limited-term Data Analyst to regular, forming the new data team in Information Technology.



WHY NOW

Responds directly to the Board's September 16 direction to explore added capacity through a dedicated data team.



2027 PERSONNEL BUDGET

Considered with the 2027 Personnel budget, presented to the Board on October 19, 2026. Headcount moves from 158 to 159.



A brief description and cost follows for each part of the request, with a justification memo attached from the supervising manager.

The Headcount Story



150 to 158 on August 31 — plus 1 more to 159.

Today's ask: one new IT Manager, plus converting the existing limited-term Data Analyst to regular (no added headcount).

Enterprise Data Management Team



DECISION REQUESTED

One new IT Manager and one conversion to regular.



01 Permanent team

New IT Manager (Enterprise Data Manager), plus the existing Limited-Term Data Analyst converted to regular.



02 Already in place

For the PAS project, RFP for PAS data conversion and reconciliation services.



03 Specialist outsourcing

Microsoft Fabric architecture, setup and configuration, with documentation and knowledge transfer.

WHY NOW

Decisions made during PAS conversion will affect operations long after the project ends.

Without permanent ownership, knowledge and control stay fragmented or leave with outside providers.



The data estate is a means, not the end.

Protect the PAS investment and build an enduring enterprise capability.

Build during PAS · Operationalize at go-live · Expand only with evidence

Enterprise Data Manager



THE NEED

No permanent leader owns OCERS' enterprise data today.



01 Internal accountability

One lead for enterprise data strategy, governance, standards, quality and data-related risk.



02 PAS continuity

Oversees conversion decisions, reconciliation standards and exceptions, keeping project knowledge in-house.



03 Vendor stewardship

Directs outsourced Fabric and data services; requires documentation and knowledge transfer.

THE REQUEST

One (1) new regular position to lead the Enterprise Data Management Team in Information Technology.

Salary range \$126,244 – \$195,677

2027 budget \$207,907, prorated for ten months (\$249,488 annual salary and benefits)



Technology alone is not enough.

The Enterprise Data Manager gives OCERS permanent ownership of its data.

Lean two-position team for the next 2–3 years · future growth only with a separate business case

Data Analyst — Conversion to Regular



THE NEED

No permanent role carries PAS knowledge past go-live.



01 Conversion assurance

Documents business rules, supports reconciliation, and helps owners validate converted PAS data.



02 Consistent reporting

Defines governed datasets, dashboards and common metrics in place of duplicate spreadsheets.



03 Operational insight

Helps departments see workloads, cycle times, exceptions and chances to streamline processes.

THE REQUEST

Convert the existing limited-term Data Analyst to a regular position reporting to the Enterprise Data Manager.

No new position — budgeted headcount does not change.

Limited-term 31 → 30 · Regular +1



Project resources end at go-live.

Converting the Data Analyst keeps the knowledge and turns data into insight.

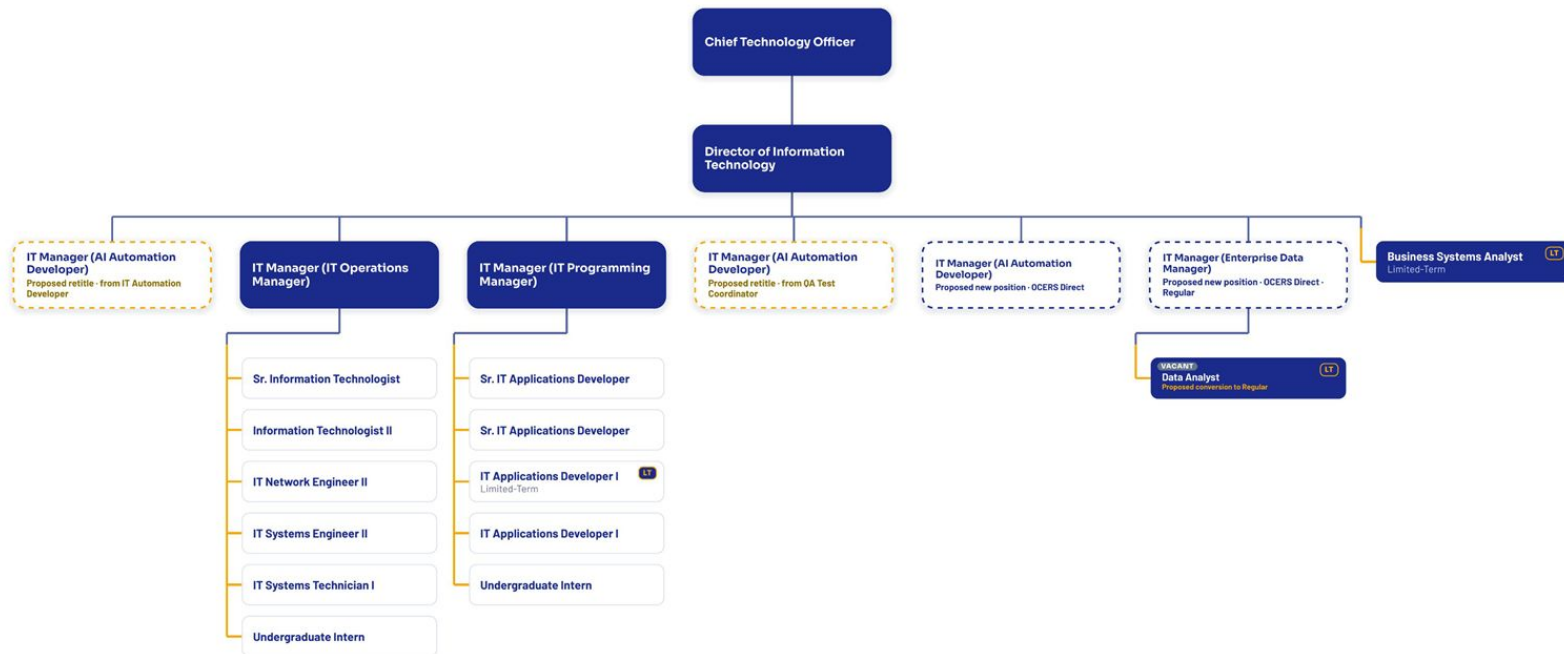
The PAS knowledge this analyst has already built stays at OCERS after go-live



ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

Information Technology — Proposed 2027

Organizational Chart · Positions Only · Proposed 2027

**Legend & Headcount****BOX KEY**

- OCERS Direct
- County
- Proposed new OCERS Direct position
- Proposed retitle
- Proposed conversion to regular
- Vacant position
- Limited-term employee

INFORMATION TECHNOLOGY HEADCOUNT

	CURRENT	PROPOSED
OCERS Direct	7	9
County	11	11
Total Positions	18	20
Vacant Positions		1
		Data Analyst (LT)
Proposed New Positions		+2
		IT Manager (AI Automation Developer), IT Manager (Enterprise Data Manager) – OCERS Direct, regular
Proposed Conversion		1
		Data Analyst – limited-term to regular: no change to headcount
Proposed Retitle		2
		no change to headcount

158 → 159 Budgeted Positions

How today's request moves budgeted headcount.

POSITION TYPE	2027 PLAN	NEW	REVISED
BUDGETED HEADCOUNT	158	+1	159
Regular positions	135	+2	137
Limited-term positions	31	-1	30
LT positions filled through internal promotion	(8)	—	(8)

158	2027 plan as approved
+1	IT Manager (Enterprise Data Manager) — new
+1	Data Analyst — converted to regular
-1	Data Analyst — leaves limited-term
+0	No other changes
159	2027 revised positions



Net change +1 budgeted position. The conversion shifts one limited-term position to regular. Against 150 in 2026, the revised plan is 159.

What the Request Costs in 2027



2027 BUDGET IMPACT · PRORATED FOR EXPECTED HIRE DATES



\$208K

IT MANAGER · NEW

Enterprise Data Manager, budgeted for ten months in 2027.



\$0

DATA ANALYST · CONVERT

Existing limited-term position converted to regular. No position added.



\$208K

COMBINED 2027 COST

\$207,907 total for today's request in the 2027 Personnel budget.



Line-by-line cost detail by position follows.

REVISED ANNUAL BUDGET IMPACT • LINE BY LINE

Cost Detail by Position

REQ	Position	Division	Positions	Annual Salary & Fringe	2027 Adjusted Cost	
NEW	IT Manager (Enterprise Data Manager)	Information Technology	1	\$249,488	\$207,907	A
CONVERT	Data Analyst — limited-term to regular	Information Technology	0	—	\$0	B
—	Subtotal — today's request	—	1	\$249,488	\$207,907	
1	Investment Officer & IT Manager	Investments · IT	2	\$538,581	\$538,581	
2A/2B	Member, Employer & Communications positions	Various	6	\$737,117	\$737,117	
	Sr. Investment Officer career ladder		0	\$30,077	\$30,077	
—	Subtotal — approved August 31, 2026	—	8	\$1,305,775	\$1,305,775	
REVISED TOTAL ANNUAL COST — 9 positions + 1 career ladder			9	\$1,555,263	\$1,513,682	

A. IT Manager prorated at ten months. **B.** Converts an existing limited-term position; no position or cost added.



Recommendation

It is recommended that the Personnel Committee approve the new position and the conversion below and forward them to the Board for approval with the annual budget.

	Recommended action	Position(s)	Headcount
NEW	Add ONE — IT Manager (Enterprise Data Manager)	Information Technology	+1
CONVERT	Convert ONE — Data Analyst, limited-term to regular	Information Technology	+0
—	Previously approved — August 31, 2026	8 positions · 1 career ladder	+8
—	Revised 2027 Staffing plan	9 positions · 1 career ladder	+9

+1

NEW POSITION ADDED

158 → 159

BUDGETED HEADCOUNT

\$1,513,682

TOTAL ANNUAL COST

Thank you

Questions?

Amended 2027 Staffing Plan · Personnel Committee · October 05, 2026



Memorandum

DATE: October 5, 2026

TO: Members of the Personnel Committee

FROM: Jenny Sadoski, Director of Information Technology

SUBJECT: PROPOSED STAFFING PLAN – ENTERPRISE DATA MANAGER

Recommendation

Approve the addition of one regular full-time Enterprise Data Manager position in the Information Technology department as part of the initial Enterprise Data Management Team.

New Position Request:

1. Working Title: Enterprise Data Manager

a) Position Type: OCERS Direct (regular full-time).

b) Additional Headcount: One new OCERS Direct position will be created if approved.

c) Existing classification: N/A

d) What new work will be done: Lead the enterprise data management function; own the enterprise data strategy and roadmap; establish governance, stewardship, classification, sensitivity-labeling, access, quality, lineage, retention, monitoring, and audit standards; oversee the Microsoft Fabric data estate and other cloud data sources; coordinate internal Pension Administration Solution (PAS) data conversion oversight; manage external data services and knowledge transfer; and guide reporting and analytics enablement across OCERS.

e) What work currently isn't being done (or done out of class): There is no dedicated enterprise data leader accountable for coordinating data governance and data estate priorities across departments and vendors. Without this role, data ownership, platform standards, conversion knowledge transfer, and long-term analytics planning would remain distributed among project resources and existing staff as secondary duties.

f) What growth in workload is anticipated: The need will increase as OCERS converts PAS data, establishes its enterprise data estate, and enables additional departments to use information across systems. Anticipated drivers include:

- **PAS conversion and reconciliation:** The new Pension Administration System (PAS) requires sustained attention to source data, business rules, historical records, conversion exceptions, and validation.
- **Enterprise data estate:** Microsoft Fabric and other cloud-based sources will introduce additional data integration, classification, access, monitoring, retention, and governance needs.
- **Business adoption:** After PAS implementation, departments will increasingly request trusted datasets, operational dashboards, cross-functional analysis, and process improvement support.
- **Advanced analytics:** As reliable historical data accumulates, OCERS can evaluate trends, forecast workloads, and support more informed executive planning.

Current approved / planned support (not part of this new headcount):

- **PAS project:** One limited-term Data Analyst has already been approved.
- **Data services:** An RFP for PAS data conversion and reconciliation support has been approved.
- **Platform implementation:** Specialized external services are planned for Microsoft Fabric architecture, setup, configuration, and supporting environments.

g) Is there any savings that will be achieved: Potential avoided costs include duplicated data work, repeated consultant discovery, preventable conversion rework, inconsistent reports, and inefficient manual data gathering. Actual savings have not yet been quantified; the business case is based primarily on sustainable accountability and risk reduction.

h) Will the position do work that will eliminate current risks: The role would establish consistent ownership and oversight for sensitive member information, data access, classification, retention, lineage, conversion reconciliation, vendor handoff, and data-quality escalation. Controls would be developed with Information Security, business Data Owners, Compliance, and other responsible functions.



Memorandum

2. Justification:

OCERS is investing in a new PAS and an enterprise data estate. Those investments require internal leadership that can define priorities, coordinate business ownership, and maintain institutional knowledge after consultants and project resources leave. The Enterprise Data Manager will be accountable for the data management capability; business departments will remain responsible for the meaning and appropriate business use of their data.

- **Internal accountability:** Provide a single lead for enterprise data strategy, governance, standards, service priorities, and data-related risk coordination.
- **PAS continuity:** Oversee conversion data decisions, reconciliation standards, exception resolution, business certification, and retention of project knowledge.
- **Vendor stewardship:** Direct outsourced Fabric architecture and data services, require documentation and knowledge transfer, and reduce reliance on external parties for organizational decisions.
- **Trusted information:** Coordinate consistent data definitions, access processes, quality measures, and certified datasets for operational and executive reporting.
- **Measured future growth:** Assess departmental demand and recommend additional skills or capacity only after workload and value can be demonstrated.

The initial two-position team (Enterprise Data Manager and Data Analyst), together with approved project and external resources, is intended to support approximately the next two to three years. The mature team structure will be assessed after PAS implementation and as departmental demand becomes clearer.

3. Proposed agency chart:

Director of Information Technology → Enterprise Data Manager → Data Analyst

See attached proposed Organizational Chart.

4. Estimated hiring salary:

Salary range \$126,244 – \$195,677. 2027 budget \$207,907, prorated for ten months (\$249,488 annual salary and benefits)

5. Estimate Hire Date:

Q1 of 2027

Conclusion:

The Enterprise Data Manager will establish the internal leadership needed to govern OCERS data, oversee specialized implementation partners, preserve PAS conversion knowledge, and ensure that the data estate supports trusted reporting and future analytics. The request is limited to one OCERS Direct position; any future expansion of the Data Team would be presented separately based on demonstrated needs.

I respectfully request approval for the creation of this Enterprise Data Manager position and the allocation of resources to support it within Information Technology.

Submitted by:

Jenny Sadoski
Director of Information Technology



Memorandum

DATE: October 5, 2026

TO: Members of the Personnel Committee

FROM: Jenny Sadoski, Director of Information Technology

SUBJECT: PROPOSED STAFFING PLAN – DATA ANALYST

Recommendation

Approve converting the already approved Limited Term Data Analyst position to a regular full-time hire for the Information Technology department as part of the initial Enterprise Data Management Team.

New Position Request:

1. Working Title: Data Analyst

a) Position Type: OCERS Direct (regular full-time).

b) Additional Headcount: No, converting already approved position from 2025 that is currently vacant.

c) Existing classification: Limited Term Data Analyst

d) What new work will be done: Work with the Pension Administration Solution (PAS), other data sources and the data business owner subject-matter experts to document data definitions, business rules, source-to-target mappings, data-quality requirements, reconciliation criteria, and reporting needs; profile and analyze enterprise data; investigate exceptions; support data catalog and lineage documentation; validate trusted datasets and dashboards; and translate operational questions into actionable analysis.

e) What work currently isn't being done (or done out of class): A dedicated regular full-time business-to-data analysis function is not established to carry PAS conversion knowledge into ongoing enterprise data operations. Project and limited-term resources can support implementation, but they do not provide enduring capacity for cross-department data definitions, recurring quality analysis, governed reporting requirements, and business adoption of the data estate.

f) What growth in workload is anticipated: The need will increase as OCERS converts PAS data, establishes its enterprise data estate, and enables additional departments to use information across systems. Anticipated drivers include:

- **PAS conversion and reconciliation:** The new Pension Administration System (PAS) requires sustained attention to source data, business rules, historical records, conversion exceptions, and validation.
- **Enterprise data estate:** Microsoft Fabric and other cloud-based sources will introduce additional data integration, classification, access, monitoring, retention, and governance needs.
- **Business adoption:** After PAS implementation, departments will increasingly request trusted datasets, operational dashboards, cross-functional analysis, and process improvement support.
- **Advanced analytics:** As reliable historical data accumulates, OCERS can evaluate trends, forecast workloads, and support more informed executive planning.

Current approved / planned support (not part of this new headcount):

- **PAS project:** One limited-term Data Analyst has already been approved.
- **Data services:** An RFP for PAS data conversion and reconciliation support has been approved.
- **Platform implementation:** Specialized external services are planned for Microsoft Fabric architecture, setup, configuration, and supporting environments.

g) Is there any savings that will be achieved: Potential benefits include reduced manual report preparation, fewer repeated data reconciliations, earlier identification of quality problems, and better targeting of process improvements. Dollar savings will be estimated when baselines and Finance information are available; no unverified savings are assumed.



Memorandum

h) Will the position do work that will eliminate current risks: The position would help identify incorrect mappings, incomplete data, inconsistent business definitions, reconciliation differences, and unreliable reports before they affect operations or executive decisions. The analyst will work within approved access and handling controls for sensitive member information.

2. Justification:

The Data Analyst provides the ongoing link between OCERS business processes and the enterprise data estate. The already-approved limited-term Data Analyst and contracted conversion/reconciliation services are project resources; this new OCERS Direct position will retain institutional knowledge and support business data needs beyond PAS go-live.

- **Conversion assurance:** Document business rules, support profiling and reconciliation, investigate exceptions, and help business owners validate converted PAS data.
- **Knowledge retention:** Maintain definitions, mappings, quality rules, and analytical requirements after project and consultant assignments end.
- **Operational insight:** Help departments understand workloads, cycle times, exceptions, service trends, and opportunities to streamline processes.
- **Consistent reporting:** Develop requirements for governed datasets, dashboards, and common metrics rather than duplicative extracts and spreadsheets.
- **Predictive readiness:** Prepare historical datasets and definitions needed for later trend analysis, forecasting, and scenario planning.

The initial two-position team (Enterprise Data Manager and Data Analyst), together with approved project and external resources, is intended to support approximately the next two to three years. The mature team structure will be assessed after PAS implementation and as departmental demand becomes clearer.

3. Proposed agency chart:

Director of Information Technology → Enterprise Data Manager → Data Analyst

See attached proposed Organizational Chart.

4. Estimated hiring salary:

\$101,621 – \$157,513. 2027 budget \$149,577, prorated for ten months (\$179,492 annual salary and benefits)

5. Estimate Hire Date:

Q1 of 2027

Conclusion:

The Data Analyst will provide the analytical and business-facing capacity needed to preserve PAS conversion knowledge, strengthen data quality, and help departments use trusted enterprise information to improve operations and decision-making. The request is limited to one OCERS Direct position; any future expansion of the Data Team would be presented separately based on demonstrated needs.

I respectfully request approval for the creation of this Data Analyst position and the allocation of resources to support it within Information Technology.

Submitted by:

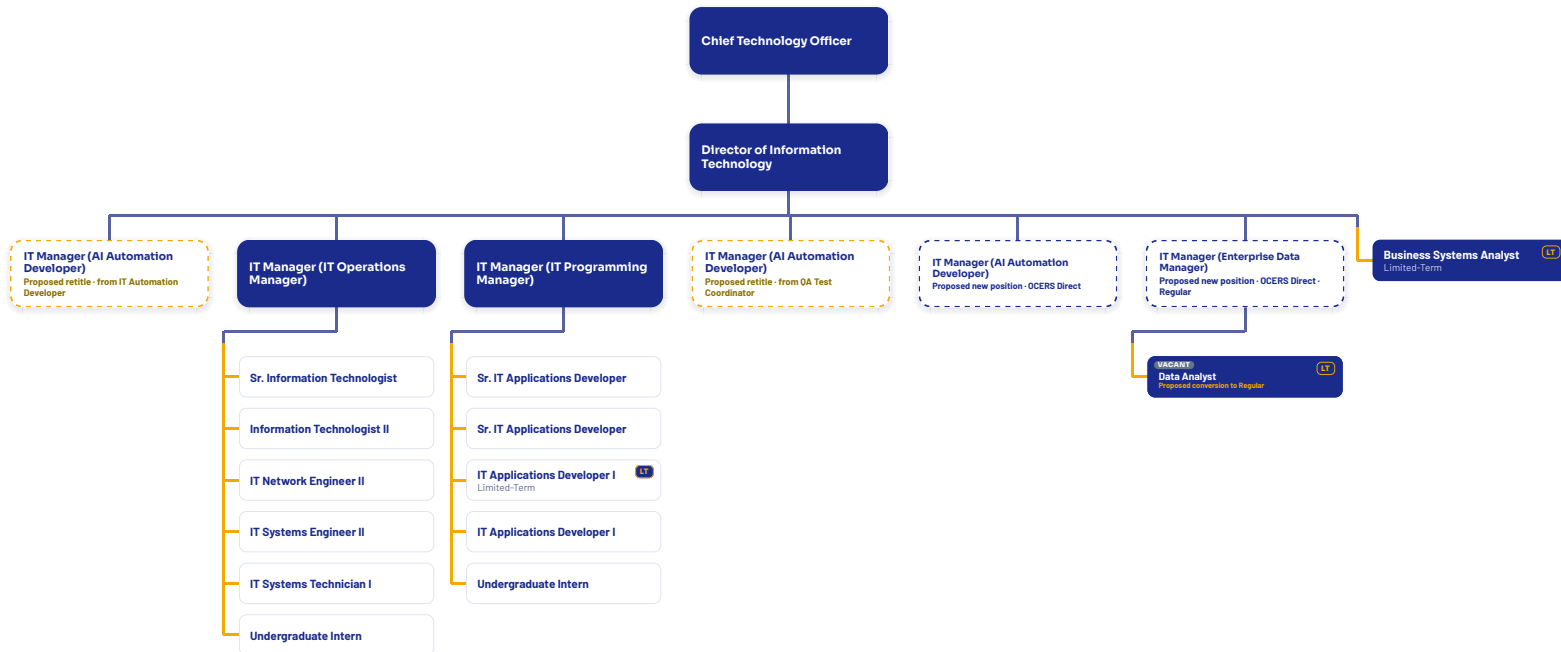
Jenny Sadoski
Director of Information Technology



ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

Information Technology — Proposed 2027

Organizational Chart · Positions Only · Proposed 2027



Legend & Headcount

BOX KEY

- OCERS Direct OCERS Direct
- County County
- Proposed new OCERS Direct position Proposed new OCERS Direct position
- Proposed retitle Proposed retitle
- Proposed conversion to regular Proposed conversion to regular
- VAC Vacant position
- LT Limited-term employee

INFORMATION TECHNOLOGY HEADCOUNT

	CURRENT	PROPOSED
OCERS Direct	7	9
County	11	11
Total Positions	18	20
Vacant Positions		1
		Data Analyst (LT)
Proposed New Positions		+2
		IT Manager (AI Automation Developer), IT Manager (Enterprise Data Manager) — OCERS Direct, regular
Proposed Conversion		1
		Data Analyst — limited-term to regular; no change to headcount
Proposed Retitle		2
		no change to headcount



Memorandum

DATE: August 31, 2026
TO: Members of the Personnel Committee
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: **PROPOSED 2027 STAFFING PLAN**

Recommendation

Approve and recommend that the Board of Retirement approve the following items related to the 2027 Staffing Plan, to be presented at the October 19, 2026 Board meeting:

1. CREATE TWO (2) NEW REGULAR POSITIONS

- One (1) Investment Officer – Investments Department
- One (1) AI Automation Developer – Information Technology Department

2. FUND FIVE (5) PREVIOUSLY APPROVED LIMITED-TERM POSITIONS

- Two (2) Retirement Program Specialists – Member Services Department
- One (1) Senior Retirement Program Specialist – Member Services Department
- Two (2) Retirement Program Specialists – Employer Services & QA Department

3. CREATE ONE (1) NEW LIMITED-TERM POSITION

- One (1) Staff Assistant – Communications Department

4. CREATE ONE (1) NEW CAREER LADDER

- One (1) Senior Investment Officer – Investments Department (no impact to budgeted headcount)

In total, this request adds eight (8) positions and one (1) career ladder, increasing budgeted headcount from 150 to 158 positions. The total estimated annual personnel cost for this request is **\$1,212,440.**

Background/Discussion

Each year, I partner with Department Heads to evaluate the staffing plan and identify the talent necessary to support OCERS operations. This year marks the third time I have implemented a more structured and rigorous process for the OCERS Leadership Team to submit requests for new positions or career ladders. Under this enhanced approach, all proposals must be presented and vetted internally before advancing to the Personnel Committee for consideration.

Due to initiatives in Investments and Information Technology, the Pension Administration System (PAS) implementation, and the redesign of the OCERS website, I am asking the Personnel Committee to approve the addition of eight (8) positions and one (1) new career ladder.

Below is a brief description of each request and its associated cost. A justification memo from the supervising manager is attached for each request.

1. CREATE TWO (2) NEW REGULAR POSITIONS

The Investments Department is requesting one new full-time Investment Officer (Private Equity) to support the growing workload associated with managing private equity relationships and evaluating co-investment opportunities. The position would help expand co-investments from 10% to 20% of the annual private equity pacing plan, increase due diligence capacity, reduce investment fees, and improve portfolio efficiency.

Position Title	Department	Position Type	Salary Range	Annual Cost (Salary & Benefits)
(1) Investment Officer	Investments	OCERS-Direct	\$145,890 – \$226,129	\$289,090

The IT Department is requesting one new AI Automation Developer position to reflect the specialized discipline that Artificial Intelligence has become within Information Technology. While the existing IT Automation Developer title accurately described the role when it was established, responsibilities have since expanded to include advanced AI technologies, Large Language Models, AI agents, prompt engineering, Microsoft Copilot technologies, and enterprise AI governance. The proposed title better reflects current responsibilities, aligns with recognized industry terminology, and strengthens OCERS' ability to recruit and retain specialized AI talent in a competitive labor market, supporting the organization's long-term technology strategy and commitment to responsible AI innovation.

Position Title	Department	Position Type	Salary Range	Annual Cost (Salary & Benefits)
(1) AI Automation Developer	Information Technology	OCERS-Direct	\$126,244 – \$195,677	\$249,489

2. FUND FIVE (5) PREVIOUSLY APPROVED LIMITED-TERM POSITIONS

This request funds five previously approved Limited-Term positions, split across two departments:

a. Member Services Department. The Member Services Department is adding three (3) positions: two (2) Retirement Program Specialists and one (1) Senior Retirement Program Specialist, to support member-facing retirement processing and provide additional senior-level oversight. Member Services continues to manage a high volume of retirement transactions while several subject matter experts remain dedicated to the PAS implementation. These previously approved Limited-Term positions provide the operational backfill needed to maintain service levels for members during this transition, while giving existing staff the opportunity to grow into higher-level roles.

Position Title	Department	Position Type	Salary Range	Annual Cost (Salary & Benefits)
(2) Retirement Program Specialist	Member Services	County Limited Term	\$58,177.60 – \$77,875.20	\$210,882
(1) Senior Retirement Program Specialist	Member Services	County Limited Term	\$66,227.20 – \$88,566.40	\$119,965

b. Employer Services & QA Department. The Employer Services & QA Department is requesting two (2) Retirement Program Specialist positions to support employer reporting and service credit purchase workload. As experienced staff are assigned to the Horizon project SME team, these positions will help maintain day-to-day employer reporting and Service Credit Purchase operations during the transition period.

Position Title	Department	Position Type	Salary Range	Annual Cost (Salary & Benefits)
(2) Retirement Program Specialist	Employer Services & QA	County Limited Term	\$58,177.60 – \$77,875.20	\$210,882

3. CREATE ONE (1) NEW LIMITED-TERM POSITION

The Communications Department is requesting one Limited-Term Staff Assistant to help carry the workload of the OCERS website redesign and content migration. This is a substantial project, and much of it comes down to detailed, hands-on work: taking inventory of existing content, reviewing and updating it, reformatting it, and moving it over to the new site. Alongside that, someone needs to keep the project moving day to day by tracking milestones and deliverables, chasing approvals and deadlines, scheduling meetings, and following up on action items and stakeholder feedback.

The position would also support quality assurance and user acceptance testing, including the accessibility and ADA compliance review and any remediation that follows, and would assist with the department's ongoing communications work such as writing and editing, publications, email communications, presentations, social media, outreach, and member education. Without this help, we run real risk of publishing inaccurate or outdated content, falling short on accessibility, drifting from consistent branding, losing track of what has and has not been migrated, and missing deadlines. Just as important, it frees our higher-level Communications staff to focus where they add the most value: strategy, stakeholder engagement, decision-making, and final review.

A Limited-Term position is the right fit here. It gives us focused, cost-effective staffing for a defined project need without committing ourselves to a permanent position.

Position Title	Department	Position Type	Salary Range	Annual Cost (Salary & Benefits)
(1) Staff Assistant	Communications	County Limited Term	\$56,264.00 – \$75,420.80	\$102,056

4. CREATE ONE (1) NEW CAREER LADDER

The Investments Department is requesting one career ladder for FY27. The rationale for the career ladder includes: 1) organizational maturity; 2) skills needs of the organization; 3) skills growth of the individual; and 4) succession planning. The OCERS investment program continues to grow in assets and complexity. The request for the Senior Investment Officer career ladder responds to OCERS' need for subject matter expertise in private equity and co-investments, and to the individual growth of the OCERS Investment Officer to step into a role with more responsibility. The position will assist with succession planning across the entire hierarchy of the Investments Team.

Current Position	Career Ladder Position	Department	Position Type	Current Salary & Benefits	Proposed Salary & Benefits	Annual Budget Impact
Investment Officer	Senior Investment Officer	Investments	OCERS-Direct	\$362,935	\$393,012	\$30,077

Career ladders offer a strategic approach to retaining top talent at OCERS without increasing overall headcount. They allow current employees to advance into higher-level roles with expanded responsibilities, supporting organizational growth and individual career development. This request will result in no addition to headcount.

Conclusion

The 2027 Staffing Plan reflects a deliberate, business-driven approach to positioning OCERS for the work ahead. Each request in this memo originated with a Department Head, was vetted through the Leadership Team's internal review process, and is supported by a written justification and current organizational chart. Collectively, these requests address three organizational priorities: sustaining member service levels through the multi-year Pension Administration System implementation, building internal capability in investments and emerging technology, and retaining the specialized talent OCERS has already developed.

Attachments

- A. Proposed 2027 Staffing Plan – Presentation and Org Charts
- B. Justification Memo – Investments Department
- C. Justification Memo – Information Technology Department
- D. Justification Memo – External Ops 2026
- E. Justification Memo – External Ops 2025 1
- F. Justification Memo – External Ops 2025 2
- G. Justification Memo – Communications Department

Submitted by:



SD - Approved

Steve Delaney
Chief Executive Officer

PERSONNEL COMMITTEE · AUGUST 31, 2026

Proposed 2027 Staffing Plan

New Positions · Limited-Term Positions · Career Ladder

PRESENTED BY

Steve Delaney

Chief Executive Officer

PRESENTED BY

Cynthia Hockless

Director of Human Resources

BASELINE · EFFECTIVE AUGUST 10, 2026

Where We Stand Today

Every seat accounted for – 150 budgeted, 140 filled, 10 vacant.

POSITION LEDGER · HOW THE 150 IS BUILT			
POSITION TYPE	BUDGETED	FILLED	VACANT
BUDGETED HEADCOUNT	150	140	10
Regular positions	133	130	3
Limited-term positions	25	17	8
		10 external · 7 internal	7 external · 1 internal
Less: same people counted twice 8 limited-term seats are held by employees who already fill a regular position	(8)	(7)	(1)

6.67%	9	13	11	7.86%
VACANCY RATE	NEW HIRES	PROMOTIONS	SEPARATIONS	YTD TURNOVER

PROPOSED 2027 STAFFING PLAN

Recommendation

REQUEST 1



2 Regular Positions

 Investment Officer

 AI Automation Developer

Adds 2 positions

REQUEST 2A



5 Limited-Term

 Retirement Program Spec. x4

Plus 1 Sr. Retirement Program Spec.

Approved 2025 • never funded

REQUEST 2B



New Limited-Term

 Communications Staff Assistant

The only new limited-term ask

Needs new authority

REQUEST 3



1 Career Ladder

 Sr. Investment Officer

Adds 0 positions

+8

POSITIONS ADDED

+1

CAREER LADDER

150 → 158

BUDGETED HEADCOUNT

\$1,212,440

TOTAL ANNUAL COST

REQUEST 1

New Positions

Two new regular positions — one in Investments, one in Information Technology.

THE TWO POSITIONS



Investment Officer



AI Automation Developer

REQUEST 1 · NEW REGULAR POSITIONS

The Need – Investment Officer



Investment Officer



46

ACTIVE GP RELATIONSHIPS

Managed by three people today
(2 Investment Officers + 1 Analyst)



4

WEEKS TO CLOSE

The clock on a co-investment



5

DEAL REVIEWS AT ONCE

Expected to grow as investment
pipeline expands



The current relationship load and volume of co-investment activity exceeds the capacity of the current team.

What Changes – Investment Officer



Investment Officer

CO-INVESTMENT
SHARE OF PE PACING

TODAY

10%



20%

CO-INVESTMENTS REVIEWED

TODAY

30



50+

TYPICAL CHECK SIZE

TODAY

\$10M



\$20M



An additional Investment Officer enables OCERS to expand further into valuable co-investments.

Why It Pays Off – Investment Officer



Investment Officer

47.1%

Co-investment Net IRR
since inception

4.9x

Co-investment
Net TVPI

+400bps

Potential return
enhancement from
no fee, no carry
co-investments

~5 yrs

To distribution,
vs. 10+ for funds



Annual budget impact \$289,090 · fully loaded salary and benefits

Current Demand Already Exceeds Capacity



IT Manager - (working title: AI Automation Developer)



Bots

PRODUCTION AUTOMATIONS

Already operating and requiring monitoring, support, and continuous improvement.



AI

ACTIVE AI DEVELOPMENT

MOU analysis, FAS calculation and Board Buddy are moving AI from concept towards business use.



PAS + Fabric

MODERNIZATION

Building the data and automation foundation, bridging manual processes during V3locity.



Demand continues to grow, with additional automation opportunities already queued while V3locity, Fabric and AI initiatives expand.

What +1 Position Changes – More Capacity to Deliver



IT Manager – (working title: AI Automation Developer)

STAFFING INVESTMENT

+1 Headcount



Add one AI Automation Developer, increasing the team from two to three dedicated developers.

DELIVERY CAPACITY

3 Developers



Increased capacity to run production support and advance new automation and AI work in parallel.

BROADER ROADMAP

Bots + PAS + AI



Expands capacity for automation, data modernization, V3locity integration, AI agents, analytics and intelligent business processing.



One additional position creates the capacity to sustain today's automations while building the capabilities required for the future.

What OCERS Gains – Scale Today, Build for Tomorrow



IT Manager – (working title: AI Automation Developer)

OPERATIONAL VALUE

**Scale
Delivery**
→

Increase automation throughput, reduce manual work and accelerate “bridging the gap” improvements before V3locity.

SUSTAINABILITY

**Protect
Capacity**
→

Reduce single-resource constraints, strengthen internal expertise and keep production support from slowing new delivery.

FUTURE CAPABILITY

**AI-Ready
Organization**
→

Build department knowledge agents, AI analytics on Fabric, and more intelligent end-to-end business processing.

Requested action: approve one (1) IT Manager position, working title AI Automation Developer.

Budget impact: \$249,489, including salary and benefits.

REQUEST 2A + 2B

Limited-Term Request

REQUEST 2A · APPROVED, NOT YET FUNDED

Five of the Six Are Already Approved

Only one needs new authority



5

NO NEW AUTHORITY · FUNDING ONLY

Previously approved · never funded · inside previous 30

- | | | |
|---|--|------------------------|
| 1 | Sr. Retirement Program Specialist | Member Services |
| 2 | Retirement Program Specialists | Member Services |
| 2 | Retirement Program Specialists | Employer Services & QA |

1

THE ONLY NEW ASK

Staff Assistant

Communications

Requires new Board authority

REQUEST 2A • LIMITED-TERM POSITIONS

The Need – Member Services



Sr. Retirement Program Specialist ×1 • Retirement Program Specialist ×2



1,047

RETIREMENTS IN 2025

Processed by Member Services



782

RETIREMENTS, 2026 YTD

2026 retirement volume is tracking ahead of 2025 pace.

Experienced staff are moving to the Horizon SME team. The two Retirement Program Specialists cover core operations; the Senior Retirement Program Specialist provides training, coaching, and workload management.

Budget impact (salary and benefits): \$119,965 for 1 Sr. Retirement Program Specialist; \$210,882 for 2 Retirement Program Specialists.

13

REQUEST 2A • LIMITED-TERM POSITIONS

The Need – Employer Services & QA



Retirement Program Specialists x2



745

SCP REQUESTS

Received in 2025

SERVICE CREDIT PURCHASE



557

SCP REQUESTS, 2026 YTD

Through July · ahead of last year



45

SCP BUSINESS-DAY GOAL

For member cost letters

EMPLOYER PAYROLL



22,400

ACTIVE MEMBERS

Across participating employers

One position supports Service Credit Purchase (SCP) operations and helps OCERS meet its 45-business-day goal for member cost notification letters; the second position supports Employer Payroll reporting and data quality initiatives. Both positions help maintain service levels while experienced staff serve on the Horizon SME team.

Total budget impact (salary and benefits): \$210,882 for 2 Retirement Program Specialists.

14

REQUEST 2B · COMMUNICATIONS

The One New Limited-Term Position

APPROVED IN 2025

30

Standing Board authority



PROPOSED FOR 2027

31

A net increase of one



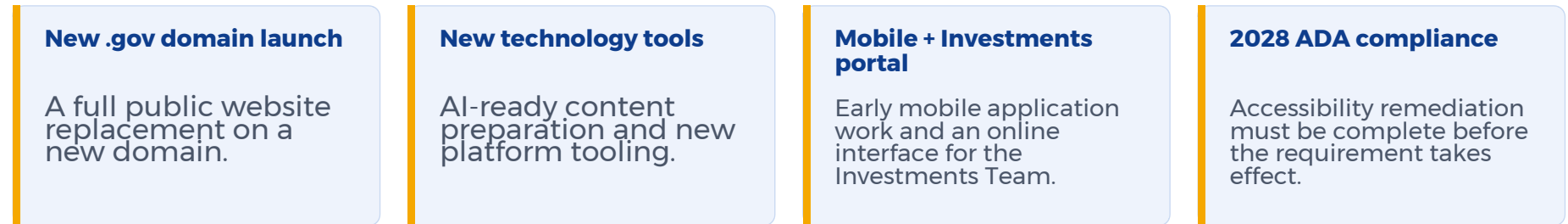
Staff Assistant

Communications

ADDITIONAL FUNDING

The Need – Communications

The website replacement is a temporary but significant workload surge.



WHAT THE POSITION COVERS



Purpose: reduce implementation risk, protect current Communications service levels, and complete time-sensitive content and compliance work without adding permanent headcount.

The limited-term approach adds targeted capacity during the project window, then sunsets when the work is complete.

What the Role Does

Communications Staff Assistant · limited-term, sunsets at project close



Bars are scaled to the largest task. Percentages describe how the limited-term assignment is expected to be allocated.

Proposed Timeline

Goal: use FY27 limited-term support to prepare, launch and stabilise the new public website before the 2028 ADA / accessibility requirements take effect.

FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4	FY28 Q1
Start + Discovery - Onboard assistant - Inventory pages, PDFs, images, links - Build tracking log	Content Cleanup - Prioritise high-traffic content - Rewrite / update pages - Coordinate SME review	Build + QA - Support migration - Accessibility checks - Test navigation and links	Launch Readiness - Final content sign-off - Launch communications - Post-launch issue tracking	Touch Ups Testing and modifications as needed

FY28 transition: stabilise the site, close remaining accessibility items, document workflows, and transition ongoing maintenance back to base staffing.

SALARY \$65,842	FRINGE BENEFITS \$36,213	PROPOSED BUDGETED SALARY + FRINGE \$102,056
----------------------------------	---	--

REQUEST 3

Career Ladder

Promote one person on staff. Add no positions.



Sr. Investment Officer

REQUEST 3 • CAREER LADDER

Internal Promotion



Budgeted headcount does not change. This is a promotion of someone on staff.

Sr. Investment Officer: Why This Ladder, Why Now



Sr. Investment Officer



Organizational maturity

A bigger, more complex program needs deeper senior expertise.



Skills need

Dedicated expertise in private equity and co-investments.



Individual growth

Recognizes readiness for more responsibility.



Succession planning

Builds bench strength across the Investments Team.

CURRENT SALARY & FRINGE

\$362,935

PROPOSED SALARY & FRINGE

\$393,012

ANNUAL IMPACT

+\$30,077

150 → 158 Budgeted Positions

How the three requests move budgeted headcount.

POSITION TYPE	2026	NEW	2027
BUDGETED HEADCOUNT	150	+8	158
Regular positions	133	+2	135
Limited-term positions	25	+6	31
Less: filled or earmarked internally	(8)	—	(8)

150 2026 budgeted positions

+2 New regular positions (2)

+5 Limited-term inside the 30

+1 Limited-term above the 30

+0 Career ladder (1)

158 2027 projected positions



Net change +8 positions. The career ladder is excluded – a promotion does not add a position.

ANNUAL BUDGET IMPACT

What It Costs

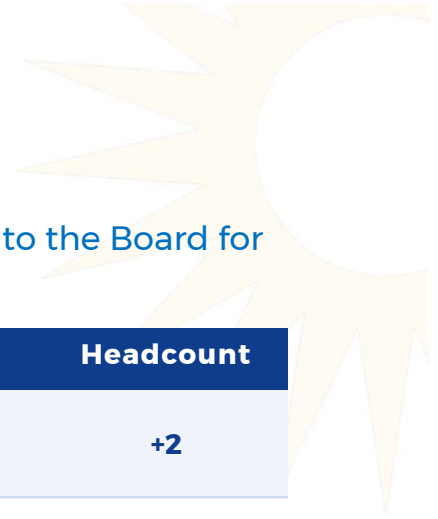
REQ	Position	Division	Positions	Salary	Fringe	Annual Total
1	Investment Officer	Investments	1	\$186,510	\$102,579	\$289,089
1	IT Manager	Information Technology	1	\$160,961	\$88,528	\$249,489
2A	Sr. Retirement Program Specialist	Member Services	1	\$77,397	\$42,568	\$119,965
2A	Retirement Program Specialist	Member Services	2	\$136,052	\$74,830	\$210,882
2A	Retirement Program Specialist	Employer Services & QA	2	\$136,052	\$74,830	\$210,882
2B	Staff Assistant	Communications	1	\$65,842	\$36,214	\$102,056
Eight new positions			8	\$762,814	\$419,549	\$1,182,363
3	Sr. Investment Officer career ladder	Investments	0	\$20,951	\$9,126	+\$30,077
TOTAL ANNUAL COST			8	\$783,765	\$428,675	\$1,212,440

Salary shown at range median. Eight positions add headcount; the career ladder does not. Subtotals may not sum exactly due to rounding.

NOTE:

Figures presented exclude the anticipated 3% Union salary adjustment. Within Member Services/Employer Services & QA, salaries are under review and are subject to revision pending Board of Supervisors approval.

23



Recommendation

It is recommended that the Personnel Committee approve the following and forward it to the Board for approval on October 19, 2026, with the annual budget.

	Recommended action	Position(s)	Headcount
1	Add TWO – new regular positions	Investment Officer · AI Automation Developer	+2
2A	Fund FIVE – approved, never funded	Retirement Program Spec. ×4 · Sr. Retirement Program Spec. ×1	+5
2B	Add ONE – the only new limited-term ask	Communications Staff Assistant	+1
3	Promote ONE – career ladder	Sr. Investment Officer	0

+8

POSITIONS ADDED

150 → 158

BUDGETED HEADCOUNT

\$1,212,440

TOTAL ANNUAL COST · ALL 8 COSTED

Thank you

Questions?

Proposed 2027 Staffing Plan · Personnel Committee · August 31, 2026

PROPOSED 2027 STAFFING PLAN

Appendix

Supporting detail, Communications material and the proposed organization charts.

LIMITED-TERM PROGRAM

- p. 27** A. The Original Approved 30 Positions
- p. 28** B. Approved but Never Established

CAREER LADDERS

- p. 29** C. The Value of Career Ladders
- p. 30** D. Six Reasons Career Ladders Work
- p. 31** E. All 27 Approved Career Ladders

COMMUNICATIONS

- p. 32** F. Current Work Volume
- p. 33** G. Website Traffic
- p. 34** H. Hive Requests by Category
- p. 35** I. Work Samples
- p. 36** J. Work Samples, continued

PROPOSED ORGANIZATION CHARTS

- p. 37** K. Investments
- p. 38** L. Information Technology
- p. 39** M. Member Services
- p. 40** N. Employer Services & QA
- p. 41** O. Communications

APPENDIX A · STANDING BOARD AUTHORITY

The Original 30 Positions

Two Board actions in 2025 established 30 limited-term positions for the PAS implementation (OCERS Horizon).

APRIL 21, 2025

PAS implementation

22

Retirement Program Specialist	Member Services	8
Senior Retirement Program Specialist	Member Services	4
Accounting Technician	Member Services	5
Member Services Supervisor	Member Services	3
Member Services Manager	Member Services	1
Disability Retirement Investigator	Disability	1

JULY 21, 2025

OCERS Horizon

8

Retirement Program Specialist	Disability	1
Accounting Technician	Member Services	2
Retirement Benefits Technician	Member Services	1
Accountant Auditor	Finance	1
Business Systems Analyst	IT	1
Data Analyst	IT	1
AI Automation Engineer	IT	1



Total standing Board authority · 30 limited-term positions

APPENDIX B • CROSSWALK DETAIL

Approved but Never Established

Five (5) net positions of approved authority were never established – the headroom the 2027 request draws on.

Classification	Department	Approved	Est. 2026	Variance	Status
Accounting Technician	Member Services	7	3	-4	Never established – largest unused authority
Member Services Supervisor	Member Services	3	2	-1	One position never established
Senior Retirement Program Specialist	Member Services	4	3	-1	Drawn down by the 2027 request
Disability Retirement Investigator	Disability	1	2	+1	Second position funded from vacancy savings
All other classifications	Various	15	15	—	Established as approved
TOTAL BOARD-APPROVED AUTHORITY		30	25	-5	

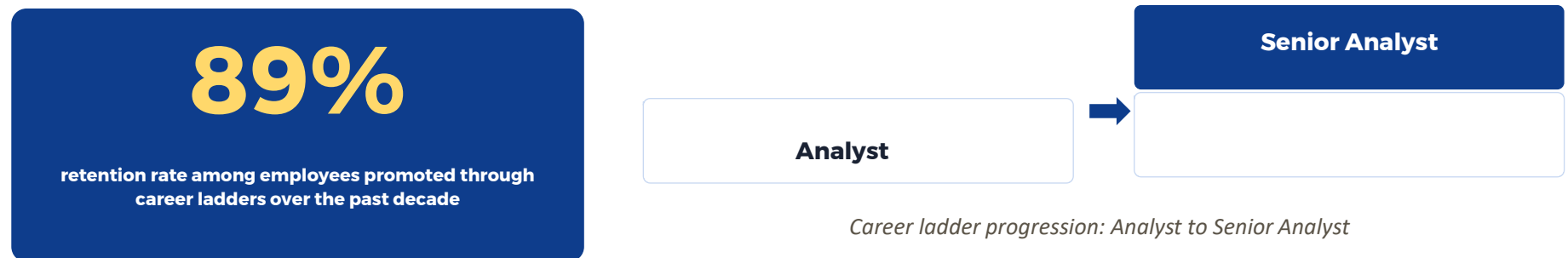
Member Services Supervisor is established under the Retirement Benefits Program Supervisor title. · The approved AI Automation Engineer is established as IT Applications Developer I under a separately approved downfill.

APPENDIX C • CAREER LADDERS

The Value of Career Ladders

- A new higher-level position must be budgeted at its full cost; a career ladder budgets only the difference in salary.

HOW A LADDER WORKS



Ladders elevate proven staff into higher-level roles while budgeted position count stays flat.

Example: A tenured Analyst at the top of their salary range advances to Senior Analyst. Only the salary and benefit differential is funded, and the budgeted position count stays the same.

APPENDIX C • CAREER LADDERS

Six Reasons Career Ladders Work

Proven retention

88.5% retention rate among employees promoted through career ladders over the past decade

Succession planning

Builds bench strength and preserves institutional knowledge across departments

Cost-effective advancement

Only the incremental salary and benefit difference is funded, not a full new position

No headcount growth

Ladders elevate existing staff into higher-level roles; budgeted position count stays flat

Retention risk mitigation

Creates a path forward for high performers who have reached the top of their salary range

Reduced contractor reliance

Develops internal capability for long-term scalability and cost savings

APPENDIX C · CAREER LADDERS

All 28 Approved Career Ladders

28 approved · 23 second rungs filled · **89% retention** among employees promoted through a ladder (**only 3 separations**)

Investments (9)

Investment Analyst → **Sr. Investment Analyst** ×4
 Investment Officer → **Sr. Investment Officer** ×2
 Sr. Investment Analyst → **Investment Officer**
 Director of Investments → **Managing Director** ×2

Human Resources (5)

HR Staff Assistant → **Staff Specialist** ×2
 HR Staff Specialist → **Staff Analyst** ×2
 Staff Analyst → **Sr. Staff Analyst**

Finance (4)

Accounting Technician → **Accountant Auditor I** ×2
 Accountant Auditor II → **Sr. Accountant Auditor**
 Sr. Accountant Auditor → **Finance Analyst**

Legal (3)

Paralegal → **Legal Analyst**
 Staff Attorney → **Deputy General Counsel**
 Staff Attorney → **Sr. Staff Attorney (Investments)**

Executive (3)

Assistant CEO → **Deputy CEO**
 Project Assistant → **Project Specialist**
 Project Specialist → **Project Analyst**

Information Security (2)

Information Security Manager → **Sr. Information Security Manager**
 Director of Information Security → **Chief Information Security Officer**

Disability (1)

Disability Retirement Investigator → **Disability Analyst**

Internal Audit (1)

Internal Auditor → **Sr. Internal Auditor**

APPENDIX F · COMMUNICATIONS

Communications – Current Work Volume

What the department already carries, before the website replacement.

PENDING TASKS – CURRENT WORK VOLUME

- Existing website management
- Educational videos and informational brochures
- Newsletters – At Your Service, OCERS Today
- Financial publications – OBTN, ACFR
- Forms and letter composition
- Pre-retirement seminars and outreach management
- Branding and template design – Classic, Townhall, America 250
- As-needed support to all departments

UPCOMING

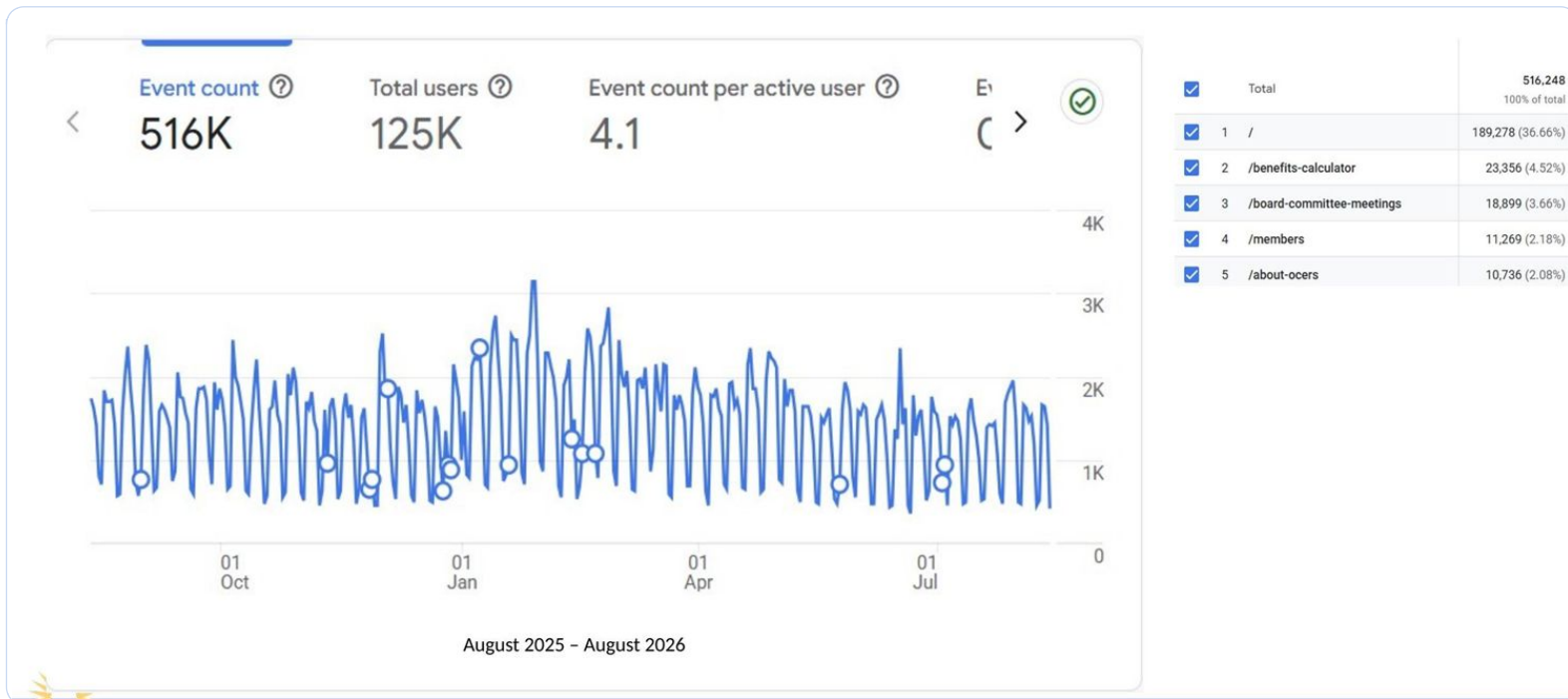
- Launch of the new domain and website
- New Pension Administration System
- New OCERS headquarters

Three major initiatives land in the same window as the website replacement, against the standing workload on the left.

APPENDIX G · COMMUNICATIONS

Website Traffic

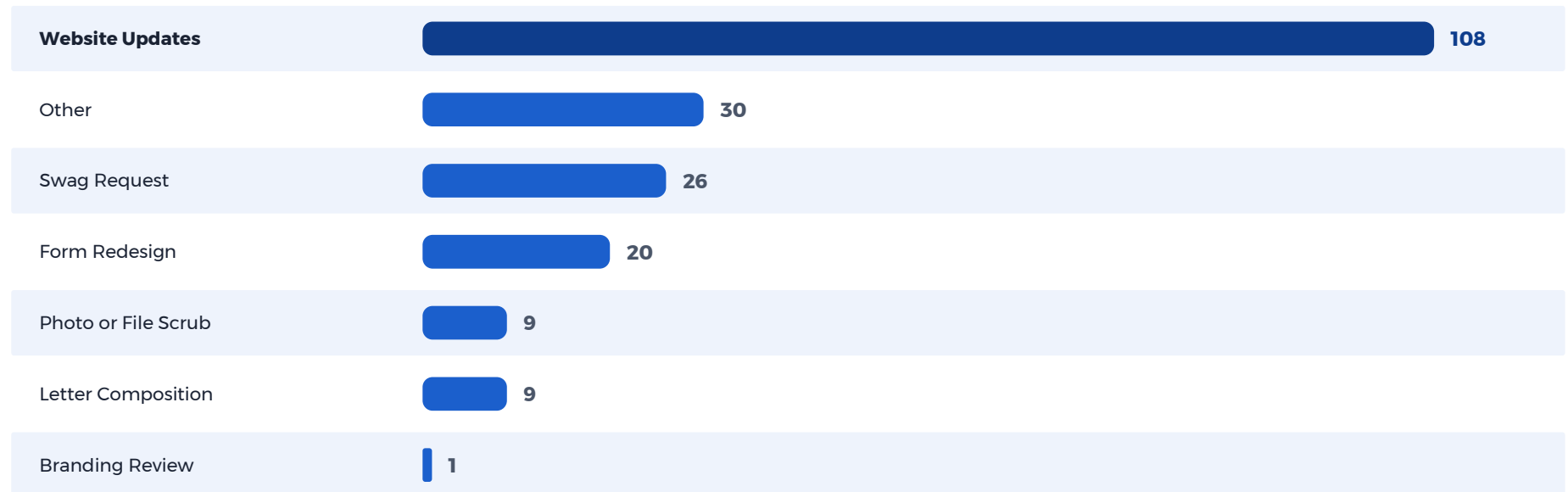
August 2025 – August 2026 · 516K events, 125K total users



APPENDIX H · COMMUNICATIONS

Hive Requests by Category

2026 request volume — 203 requests logged, 108 of them website updates.



As departments grow, requests for website updates, forms, videos and additional resources have increased.

APPENDIX I · COMMUNICATIONS

Communications Work Samples

Publications, member collateral and campaign material produced in-house.



APPENDIX J • COMMUNICATIONS

Communications Work Samples

Member-facing brochures and plan summaries produced in-house.



APPENDIX K · INVESTMENTS ORG CHART



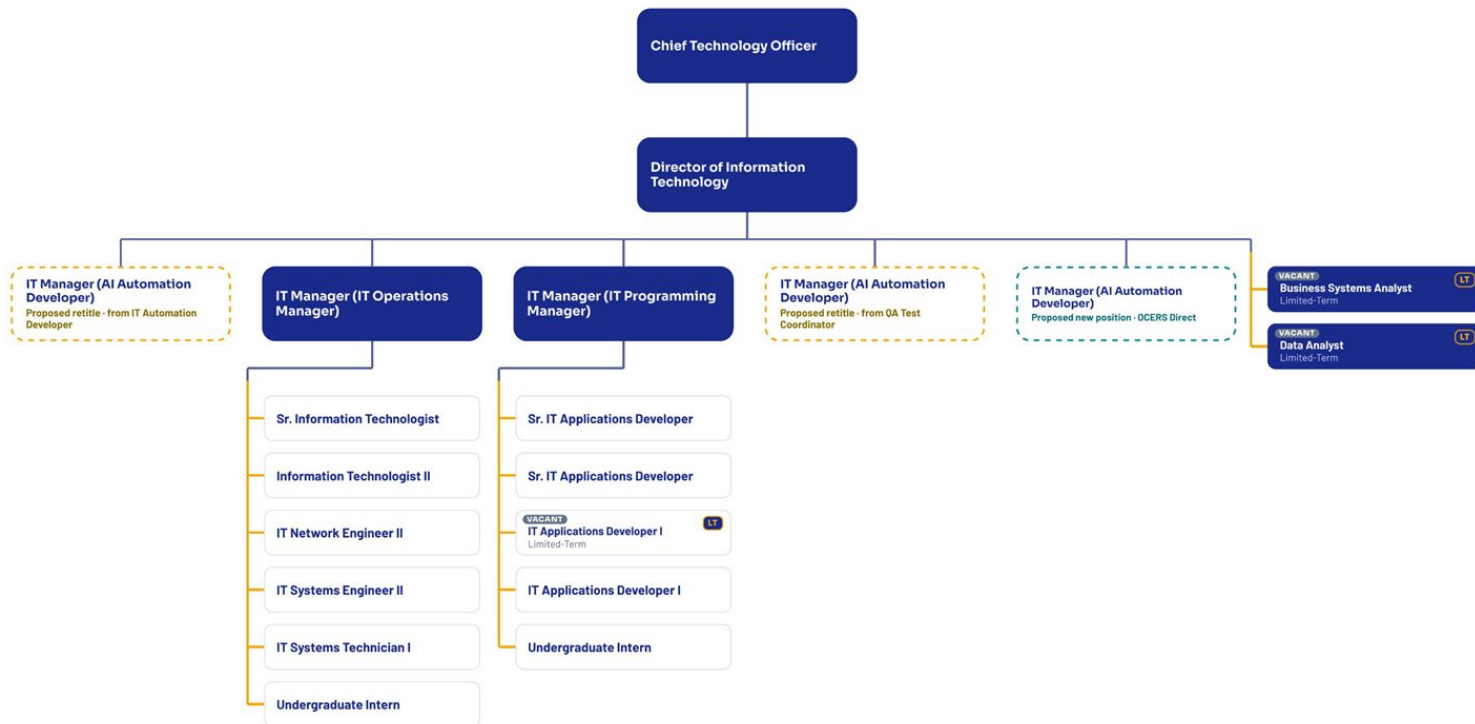
APPENDIX L · INFORMATION TECHNOLOGY ORG CHART



ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

Information Technology — Proposed 2027

Organizational Chart - Positions Only - Proposed 2027



Legend & Headcount

BOX KEY

- OCERS Direct OCERS Direct
- County County
- Proposed new position Proposed new position
- Proposed retitle Proposed retitle
- VACANT Vacant position
- LT Limited-term employee

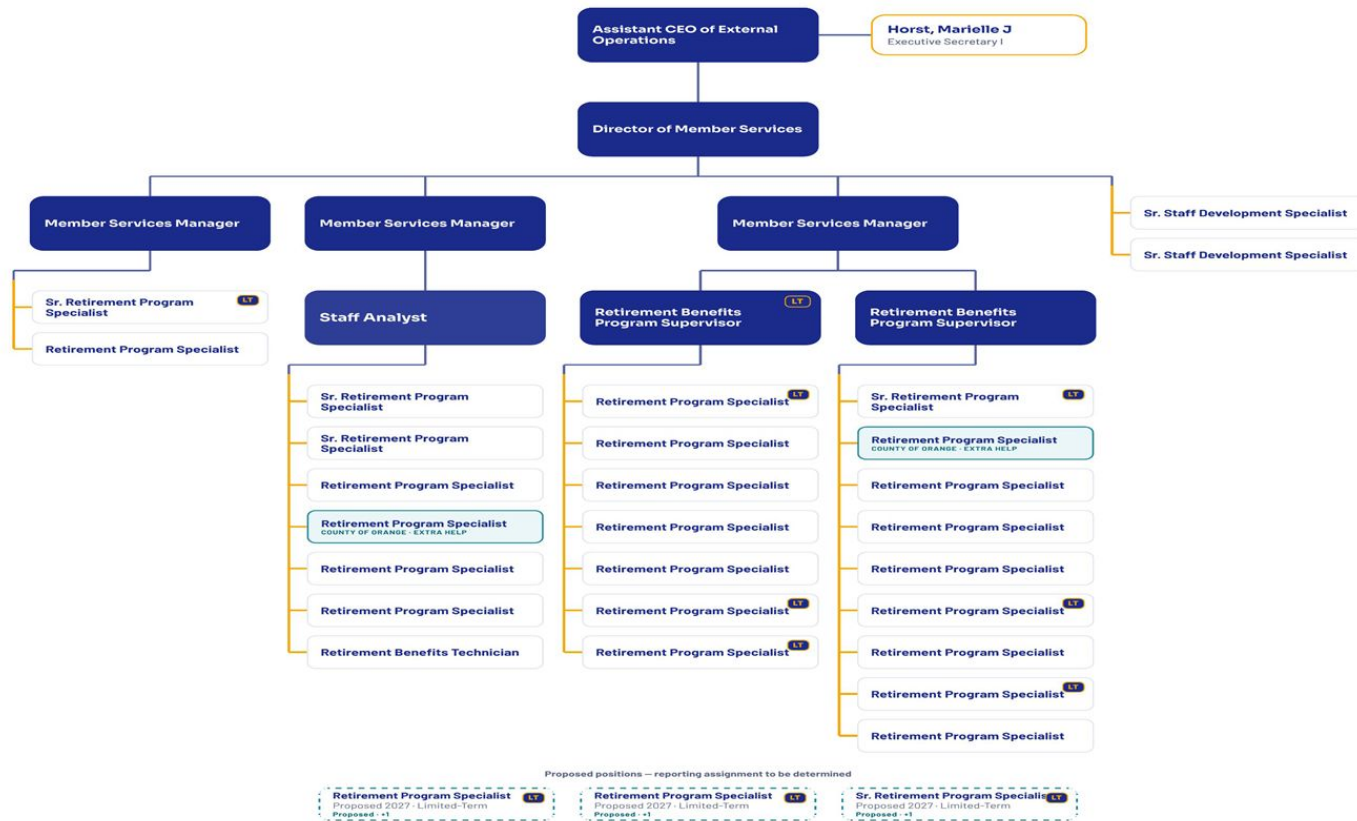
INFORMATION TECHNOLOGY HEADCOUNT

	CURRENT	PROPOSED
OCERS Direct	7	8
County	11	11
Total Positions	18	19
Vacant Positions		3
Data Analyst, Business Systems Analyst, IT Applications Developer I (LT)		
Proposed New Position		+1
IT Manager (AI Automation Developer), OCERS Direct		
Proposed Retitle		2
no change to headcount		

APPENDIX M · MEMBER SERVICES ORG CHART



ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM Member Services — Proposed 2027 Organizational Chart - Positions Only - Proposed 2027



Legend & Headcount

BOX KEY

- OCERS Direct OCERS Direct
- OCERS Direct Manager OCERS Direct Manager
- County County
- Proposed new position Proposed new position
- Executive Secretary (admin support) Executive Secretary (admin support)
- County of Orange — Extra Help County of Orange — Extra Help
- LT Limited-term employee

MEMBER SERVICES HEADCOUNT

	CURRENT	PROPOSED
OCERS Direct	5	5
County	29	32
Total Positions	34	37

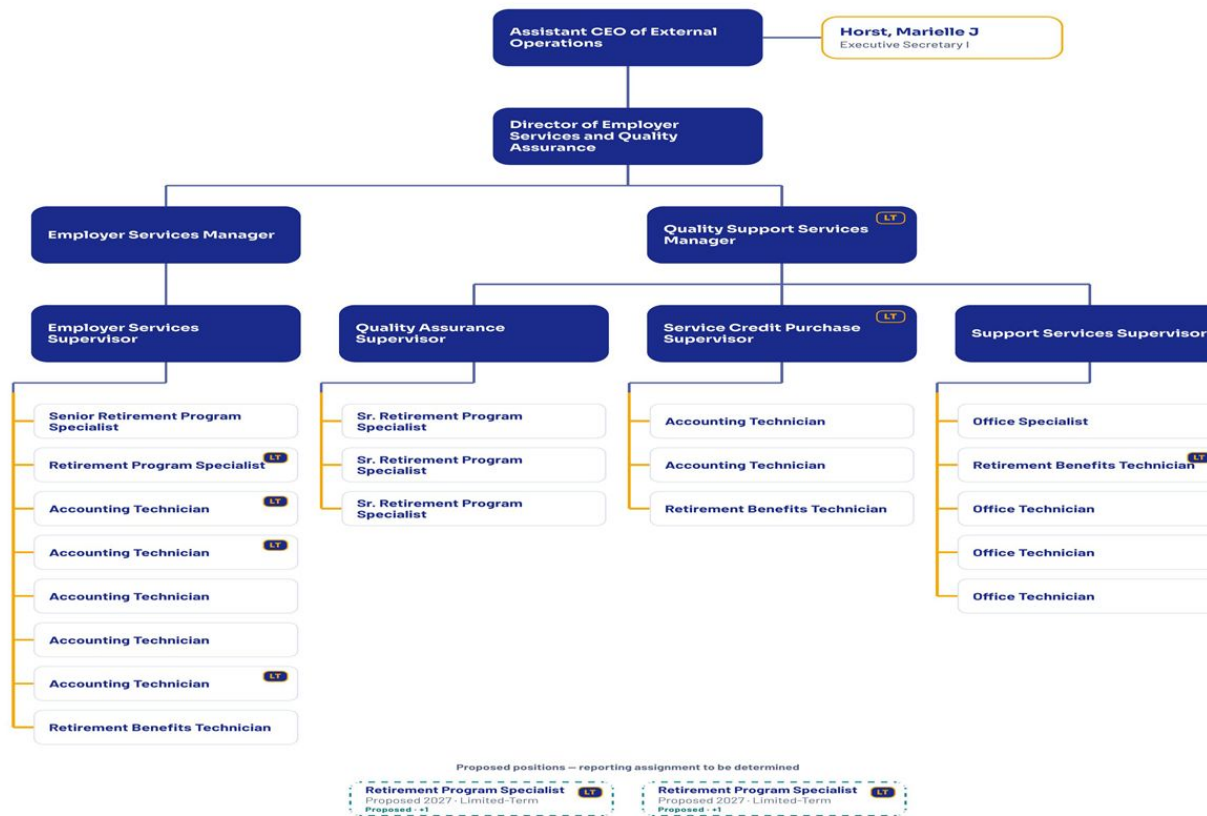
Proposed New Positions

+3
2 Retirement Program Specialist - 1 Sr. Retirement Program Specialist (all Limited-Term)

APPENDIX N · EMPLOYER SERVICES & QA ORG CHART



ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM Employer Services & QA — Proposed 2027 Organizational Chart - Positions Only - Proposed 2027



Legend & Headcount

OCERS Direct

County

Proposed new position

Executive Secretary (admin support)

Limited-term employee

EMPLOYER SERVICES & QA HEADCOUNT		
	CURRENT	PROPOSED
OCERS Direct	3	3
County	23	25
Total Positions	26	28
Proposed New Positions		+2

Retirement Program Specialist (Limited-Term)

APPENDIX O · COMMUNICATIONS ORG CHART



ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

Communications — Proposed 2027

Organizational Chart · Positions Only · Proposed 2027



Legend & Headcount

BOX KEY

- OCERS Direct
- County
- Proposed new position
- LT Limited-term employee

COMMUNICATIONS HEADCOUNT

	CURRENT	PROPOSED
OCERS Direct	1	1
County	1	2

Total Positions	2	3
------------------------	----------	----------

Proposed New Position **+1**
Staff Assistant, Limited-Term



Memorandum

DATE: October 05, 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 a review of the County job classifications assigned to OCERS under the County of Orange's Classification Maintenance Study process. The item was presented to the Orange County Board of Supervisors on September 29, 2026, and the Board of Supervisors approved the request. The approved salary changes became effective on October 2, 2026.

The Classification Maintenance Study process consisted of five structured steps designed to ensure job classifications, compensation structures, and staffing levels align with current organizational needs and market conditions.

Following the discussion at the February 17, 2026, Personnel Committee meeting, the phase one scope of work was expanded to include the Office Technician, Office Specialist, and Accounting Technician classifications. This ensured that all County of Orange classifications Gallagher recommended that were below their benchmark were included in the initial review, so as not to delay any potential salary increases.

It is important to clarify that although all classifications in the study will be examined, Gallagher did not find that all required a salary review.

The initial group includes eight classifications, representing 52 of OCERS' 77 County positions, or approximately 68% of the group.

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

1. Retirement Benefits Technician - 4
2. Retirement Program Specialist - 21
3. Senior Retirement Program Specialist - 7
4. Retirement Benefits Program Supervisor - 6
5. Disability Investigator - 3
6. Office Technician - 3
7. Office Specialist - 2
8. Accounting Technician - 6

Steps 1 through 4 of the five-step process have been completed, including recommendation and approval by the Orange County Board of Supervisors. Following the Board's approval on September 29, 2026, the County and OCERS began Step 5, Communication and Implementation, by communicating the approved changes to impacted employees and preparing for the October 2, 2026, effective date.

Below is a summary of the five-step process:



Memorandum

- **Step 1: Study Initiation.** A kickoff meeting with County Human Resource Services Classification and Compensation, OCERS HR, and subject matter experts; establishment of timelines, methodology, and process expectations; and identification and assignment of employees and supervisors to complete Position Description Questionnaires.
- **Step 2: Job Analysis.** Review of completed Position Description Questionnaires; evaluation of classification structure and staffing levels; review of historical and current data related to vacancy rates, retention, and recruitment trends; and development of proposed updates to class specifications and classification structure.
- **Step 3: Market Study.** Research of comparable public agencies to identify appropriate benchmarks; review of pay ranges, premium pays, and MOU-approved increases; and summary of market and recruitment data to propose updated compensation recommendations.
- **Step 4: Recommendation and Approval.** Submission of final class specifications, market study findings, and cost impacts to OCERS for review; coordination with labor organizations for concurrence; and presentation of recommended changes to the Board of Supervisors for approval.
- **Step 5: Communication and Implementation.** Finalization of class specifications, pay ranges, and position changes; communication of approved changes to impacted employees; and assistance to departments throughout the implementation process. This step began following the Board of Supervisors' approval on September 29, 2026, in preparation for the October 2, 2026, effective date.

The County of Orange Classification and Compensation Manager provided a verbal status update to the Personnel Committee at the August 31, 2026, meeting. At that time, the County reported that the classification request had been submitted and that OCEA had concurred with moving the request forward to the Orange County Board of Supervisors for consideration.

The request was subsequently approved by the Board of Supervisors on September 29, 2026, with an effective date of October 2, 2026. Following approval, meetings were held with the affected team members to discuss the classification changes, the increased performance expectations, and the continued expectation of delivering radical customer service to OCERS members.

As next steps, the County will take the lead in reviewing the remainder of the County's classifications assigned to OCERS through its established Classification Maintenance Study process. In coordination with OCERS staff, the County will determine whether the remaining job titles remain appropriate and evaluate whether any individual reallocations should be considered to ensure classifications align with assigned duties, organizational needs, and service expectations. OCERS staff will continue to update the Personnel Committee through the conclusion of the project.

Attachments

1. Classification Maintenance Study Presentation
2. County of Orange, September 29, 2026, Agenda Staff Report, Number 10
3. County of Orange FY 26/27 Classification Maintenance Studies Report pg. 10



Memorandum

Submitted by:



CH - Approved

Cynthia Hockless
Director of Human Resources

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

Update on County of Orange Classification Maintenance Study

Personnel Committee Update

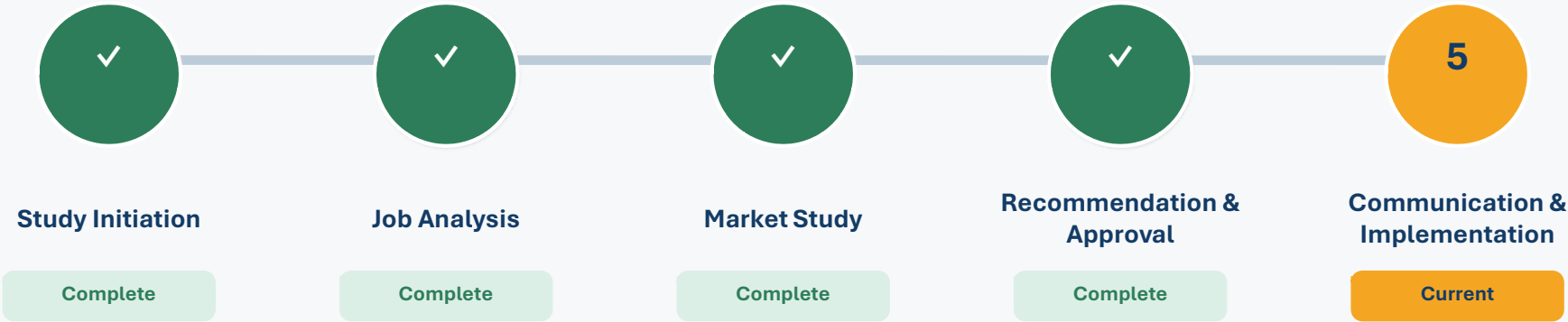
October 5, 2026

Cynthia Hockless | Director of Human Resources

Where We Are in the Process

Step 5 is active

The first four steps are complete. The study has moved into communication and implementation.



KEY MILESTONES

Board approval: September 29, 2026

Effective date: October 2, 2026

The focus is now on communicating approved changes and supporting implementation.

Eight classifications represent 52 of OCERS' 77 County positions.

Retirement Program Specialist	21	Retirement Benefits Technician	4
Senior Retirement Program Specialist	7	Disability Investigator	3
Retirement Benefits Program Supervisor	6	Office Technician	3
Accounting Technician	6	Office Specialist	2

68%
of County positions

52 positions in the first review group

Gallagher did not find that every classification examined required a salary review.

What Comes Next

1

Review remaining classifications

Determine whether existing County job titles remain appropriate.

2

Evaluate individual reallocations

Consider alignment with duties, organizational needs, and service expectations.

3

Continue committee updates

Report progress to the Personnel Committee through project conclusion.



AGENDA STAFF REPORT

Control: 26001755

MEETING DATE: 09/29/2026

LEGAL ENTITY TAKING ACTION: Board of Supervisors

BOARD OF SUPERVISORS DISTRICT(S): All Districts

SUBMITTING AGENCY/DEPARTMENT: County Executive Office

DEPARTMENT CONTACT PERSON(S): Oana Cosma, 714-834-7410
Kimberly Engelby, 714-834-3530

SUBJECT: FY 2026-27 September Budget Update

CEO CONCUR	COUNTY COUNSEL REVIEW	CLERK OF THE BOARD
Concur	Approve resolution to form	DISCUSSION
		4/5 Vote

Budgeted: N/A Staffing Impact: No Current Fiscal Year Revenue: N/A Levine Act Review Completed? N/A Prior Board Action: N/A	Current Year Cost: N/A Funding Source: N/A	Annual Cost: N/A Sole Source: No County Audit in Last 3 years: No
--	---	--

RECOMMENDED ACTION(S):

A four-fifths vote is required on Recommended Actions One and Four through Eight. The requested appropriation, revenue, transfers in/out and reserve changes are summarized in this section of the report in the *Budget Adjustment Summary* and *Obligated Fund Balance/Net Position Adjustments Summary* in Attachment A.

1. Direct the Auditor-Controller to revise appropriations, revenues, transfers in/out and reserves as detailed in the Obligated Fund Balance/Net Position Adjustments Summary, included in the Recommended Actions section of the report, for final fund balancing in accordance with Government Code Sections 29130 and 25252. **(Requires four-fifths vote)**
2. Approve the addition or revision of events to the FY 2026-27 Master Events Calendar, as set forth in Attachment C, and per Government Code Section 26227, find that the events therein will serve a public purpose of the County of Orange and will meet the social needs of the population of the County including, but not limited to, the areas of health, law enforcement, public safety, rehabilitation, welfare, education, legal services and the needs of physically, mentally and financially handicapped persons and aged persons; that County staff and resources may be used in furtherance of such events; and that County staff may solicit donations of funds and services for such events.

3. Adopt Resolution establishing County Business Travel and Meeting Policy and superseding Resolution 26-025, as detailed in Attachment E and authorize the County Executive Officer or designee to make minor, non-material changes as needed.
4. Direct the Auditor-Controller to revise appropriations, revenues, transfers in/out, reserves and obligated fund balances as detailed in the Budget Adjustment Summary in accordance with Government Code Sections 29130, 29125 and 25252. **(Requires four-fifths vote)**
5. Direct the Auditor-Controller to close Santa Margarita CFD 86-1(Ser 1988) Debt Service, Fund 488, and transfer any residual balances, to Miscellaneous, Budget Control 004. **(Requires four-fifths vote)**
6. Direct the Auditor-Controller to close Rancho Santa Margarita CFD 87-5b Debt Service, Fund 509, and transfer any residual balances, to Miscellaneous, Budget Control 004. **(Requires four-fifths vote)**
7. Direct the Auditor-Controller to close Rancho Santa Margarita CFD 87-5c Debt Service, Fund 517, and transfer any residual balances, to Miscellaneous, Budget Control 004. **(Requires four-fifths vote)**
8. Direct the Auditor-Controller to close Rancho Santa Margarita CFD 87-5d(A) Debt Service, Fund 521, and transfer any residual balances, to Miscellaneous, Budget Control 004. **(Requires four-fifths vote)**
9. Effective October 2, 2026, approve revised classification specifications and adjust pay grades for Engineer/Architect Assistant (Title Code 1841GE), Professional Engineer/Architect (Title Code 1842GE), and Senior Professional Engineer/Architect (Title Code 1843SM); including recruiting step adjustment for Engineer/Architect Assistant (Title Code 1841GE); delete Junior Engineer/Architect (Title Code 1840GE) and direct Human Resource Services to remove the obsolete classification from all Orange County Plan documents.
10. Effective October 2, 2026, approve revised classification specifications and adjust pay grades for Retirement Services Technician I (Title Code 0860GE), Retirement Services Specialist (Title Code 0862GE), Sr. Retirement Services Specialist (Title Code 0863GE), Disability Retirement Investigator (Title Code 6570GE), and Retirement Services Supervisor (Title Code 0864SM); including revised title descriptions for all classifications except Disability Retirement Investigator (Title Code 6570GE); approve and adopt new classification specification and set pay grade for Retirement Services Technician II (Title Code 0861GE); delete Retirement Benefits Specialist I (Title Code 0828GE), Retirement Benefits Specialist II (Title Code 0826GE), Retirement Administrative Services Supervisor (Title Code 9115SM) and direct Human Resource Services to remove the obsolete classification from all Orange County Plan documents.

SUMMARY:

Approval of the recommended actions associated with the FY 2026-27 September Budget Update will provide the Board of Supervisors, members of the public, County departments and other interested parties with an overview of various departmental issues requiring recommended changes to the County's budget.

BACKGROUND INFORMATION:

The following components of the FY 2026-27 September Budget Update for Board of Supervisors consideration can be found in Attachment A:

- Budget Issues
- Recommended Actions
- Obligated Fund Balance/Net Position Adjustments Summary

FINANCIAL IMPACT:

Please see Attachment A for Financial Impact detail.

STAFFING IMPACT:

N/A

REVIEWING AGENCIES/DEPARTMENTS:

Auditor-Controller

ATTACHMENTS:

Attachment A - FY 2026-27 September Budget Update

Attachment B - Govt Code Sections

Attachment C - FY 2026-27 Master Events Calendar Additions & Revisions

Attachment D - FY 2026-27 Classification Maintenance Studies

Attachment E - County Business Travel and Meeting Policy - Clean

Attachment F - County Business Travel and Meeting Policy - Redline



FY 2026-27

CLASSIFICATION MAINTENANCE STUDIES



Acknowledgement

Cover art courtesy of CEO Communications

Location: Irvine Regional Park, OC Parks



FY 2026-27 CLASSIFICATION MAINTENANCE STUDIES

TABLE OF CONTENTS

RECOMMENDED ACTIONS	1
CLASSIFICATION MAINTENANCE STUDIES	3
CLASSIFICATION SPECIFICATIONS	11



County of Orange
FY 2026-27 September Budget Update
September 29, 2026

RECOMMENDED ACTIONS – CLASSIFICATION MAINTENANCE STUDIES

9. Effective October 2, 2026, approve revised classification specifications and adjust pay grades for Engineer/Architect Assistant (Title Code 1841GE), Professional Engineer/Architect (Title Code 1842GE), and Senior Professional Engineer/Architect (Title Code 1843SM); including recruiting step adjustment for Engineer/Architect Assistant (Title Code 1841GE); delete Junior Engineer/Architect (Title Code 1840GE) and direct Human Resource Services to remove the obsolete classification from all Orange County Plan documents.
10. Effective October 2, 2026, approve revised classification specifications and adjust pay grades for Retirement Services Technician I (Title Code 0860GE), Retirement Services Specialist (Title Code 0862GE), Sr. Retirement Services Specialist (Title Code 0863GE), Disability Retirement Investigator (Title Code 6570GE), and Retirement Services Supervisor (Title Code 0864SM); including revised title descriptions for all classifications except Disability Retirement Investigator (Title Code 6570GE); approve and adopt new classification specification and set pay grade for Retirement Services Technician II (Title Code 0861GE); delete Retirement Benefits Specialist I (Title Code 0828GE), Retirement Benefits Specialist II (Title Code 0826GE), Retirement Administrative Services Supervisor (Title Code 9115SM) and direct Human Resource Services to remove the obsolete classification from all Orange County Plan documents.



County of Orange
FY 2026-27 September Budget Update
September 29, 2026

BACKGROUND INFORMATION:

With Board approval of the current Memoranda of Understanding between the Orange County Employees Association (OCEA) and the County of Orange (County), along with requests by County departments and Orange County Employees Retirement System (OCERS), Human Resource Services (HRS) conducted multiple classification maintenance studies. Included for Board consideration and approval are a variety of recommendations impacting the pay ranges, recruiting steps, title codes, title descriptions, and class specifications for the Engineering/Architect series and the OCERS Retirement Services series.

The goal of the maintenance studies was to update the classification specifications, review the organizational structure of the occupational series, and evaluate the current salaries in relation to comparable public employer organizations. The maintenance study ensures that the job descriptions, working conditions, and minimum qualifications are accurate, and compensation is fair and competitive.

Maintenance Study Process

The maintenance study process involves analysis to identify the need to create, modify, or delete classifications, update, or create job duties described in classification specifications, identify necessary changes to minimum qualifications, and delineate the physical, environmental, and mental characteristics of a classification. HRS reviews comparable classification specifications from local jurisdictions and collaborates with department management, subject matter experts, and labor organizations to review and update existing classification specifications. Changes to classification specifications ensure that: the duties and levels of responsibility are current; the classification occupational series have the appropriate structure to meet departmental workload demands in an efficient manner; and minimum qualifications are at an appropriate level to attract candidates with the necessary skills, knowledge, and abilities to perform the expected duties.

The market salary study and analysis consist of identifying comparators from surrounding public agencies to determine if current salaries are consistent with market salary averages. If it is determined that the minimum salary of a proposed pay grade is below the average within the market or is below the previously advertised minimum salary for the classification, an advanced recruiting step may be requested. HRS analyzes data from previous recruitments and internal employee separation reports and reviews current staffing levels to determine if current salaries affect employee recruitment and retention.

County of Orange
 FY 2026-27 September Budget Update
 September 29, 2026

In addition to identifying comparable salaries, comparators' current labor agreements are reviewed to identify and consider additional premium pay, allowances, and future negotiated salary adjustments offered by comparators.

Engineer/Architect Series

Positions in this series perform a variety of projects utilizing specialized engineering and/or architectural knowledge. Duties include planning, designing, and reviewing construction of projects related to airports, landfills, and other public works. Positions also perform professional engineering and project management functions within specialized areas, such as airport infrastructure, operations, and environmental programs, or solid waste management and environmental operations. These classifications are assigned to John Wayne Airport (JWA), Orange County Waste & Recycling (OCWR), and the Orange County Sheriff's Department (OCSD).

HRS conducted a market salary survey and determined that the Professional Engineer/Architect classification is 4.07% percent above the market average based on the benchmark comparator agencies. However, because the series is also assigned to JWA and OCWR, where positions perform specialized functions, HRS expanded the comparator pool to include airport and industry-specific agencies, such as the Port of Oakland, San José International Airport, and Sacramento International Airport (County of Sacramento). Using the expanded comparator pool, HRS determined that the Professional Engineer/Architect classification is 2.00% percent below the market average. The following table displays a comparison of salaries from surrounding organizations for the classification equivalent to the Professional Engineer/Architect (journey-level).

Organization	Title Description	Max Monthly Pay
Port of Oakland	Port Associate Engineer	\$15,322
San Jose International Airport	Associate Engineer	\$14,342
County of Sacramento (<i>Sacramento International Airport</i>)	Associate Engineer/Architect	\$13,288
City of Long Beach	Electrical Engineer	\$12,685

County of Orange
FY 2026-27 September Budget Update
September 29, 2026

Organization	Title Description	Max Monthly Pay
County of San Bernardino	Engineer III	\$12,508
County of Ventura	Engineer III	\$12,248
County of Los Angeles	Architect	\$12,089
City of Los Angeles	Electrical Engineering Associate III	\$11,728
	Average Monthly Maximum	\$13,026
County of Orange	Professional Engineer/Architect	\$12,770
	Variance Below Market Average	-2.00%

Based on the external market, internal equity analysis, and assessment of the existing classification structure, HRS recommends revising the classification specifications and adjusting the pay grades and recruiting step for the Engineer/Architect Assistant, Professional Engineer/Architect, and Senior Professional Engineer/Architect and approve the deletion of the Junior Engineer/Architect classification and set the pay grade as follows:

Current			Proposed		
Title Code	Title Description	Pay Grade & Monthly Range	Title Code	Title Description	Pay Grade & Monthly Range
1840GE	Junior Engineer/Architect	A3-61 \$8,072 - \$9,235	Delete Classification		
1841GE	Engineer/Architect Assistant	A3-65 \$9,002 - \$10,275 (Recruiting Step 7)	1841GE	Engineer/Architect Assistant	C-41 \$9,057 - \$10,658 (Recruiting Step 6)
1842GE	Professional Engineer/Architect	A3-73 \$11,148 - \$12,770	1842GE	Professional Engineer/Architect	C-48 \$11,251 - \$12,887
1843SM	Senior Professional Engineer/Architect	A3-78 \$12,770 - \$14,643	1843SM	Senior Professional Engineer/Architect	C-53 \$12,887 - \$14,761

Per the recommendations above, the proposed changes will increase salaries for the Engineer/Architect series and improve the County's market standing amongst the comparator agencies. This recommendation also transitions the series from the A3-schedule to the C-schedule, consistent with the agreement with OCEA, and would

County of Orange
FY 2026-27 September Budget Update
September 29, 2026

address the 2% below market average. In addition, HRS recommends deleting the entry-level classification within the series, Junior Engineer/Architect, as the classification has not been utilized by departments in the last 10 years. The proposed deletion will not have an impact on current employees as there are no budgeted positions or incumbents in these classifications.

The following table provides a position summary following approval of the proposed changes:

Currently Budgeted		Proposed	
Position Count	Title Description	Position Count	Title Description
0	Engineer/Architect Assistant	0	Engineer/Architect Assistant
4	Professional Engineer/Architect	4	Professional Engineer/Architect
2	Senior Professional Engineer/Architect	4*	Senior Professional Engineer/Architect
6	Total	8	Total

*OCWR & OCSD positions currently budgeted at classifications outside the series; position count to change following position reallocations to resolve temporary fills.

With all positions filled, the departments will absorb the approximate \$15,555 annual cost of implementing the proposed changes as follows:

Agency	Approximate Annual Cost	Funding Source	Approximate Net County Cost
JWA	\$11,453	100% - Other	\$0
OCWR	\$2,051*	100% - Other	\$0
OCSD	\$2,051*	20% - NCC 80% - State	\$398
Total	\$15,555	Total	\$398

* OCWR & OCSD positions currently budgeted at classifications outside the series

OCERS Retirement Services Series

Positions in the Retirement Services Program series are responsible for performing a full range of retirement benefits functions in support of the Orange County Employees Retirement System (OCERS), including counseling members and beneficiaries; interpreting applicable laws and regulations; researching and resolving benefit claims and

County of Orange
FY 2026-27 September Budget Update
September 29, 2026

inquiries; and calculating and verifying retirement benefits. Responsibilities span from administering retirement, disability, death, and deferred benefits to maintaining member accounts, coordinating reciprocal benefits, processing complex claims and benefit transactions, supporting retiree payroll and withdrawals, and analyzing actuarial data in compliance with applicable laws, regulations, and system requirements.

HRS conducted a market salary survey and determined that the Retirement Program Specialist classification is 5.80% below the market average. The following table displays a comparison of salaries from surrounding Southern California retirement systems and California Public Employees' Retirement System (CalPERS) for classifications equivalent to the Retirement Program Specialist (journey-level):

Organization	Title Description	Max Monthly Pay
San Bernardino County Employees' Retirement Association (SBCERA)	Retirement Specialist	\$8,920
Los Angeles City Employees' Retirement System (LACERS)	Benefits Specialist	\$8,829
Los Angeles County Employees Retirement Association (LACERA)	Retirement Benefits Specialist II	\$7,257
San Diego County Employees Retirement Association (SDCERA)	Retirement Member Services Specialist	\$7,030
California Public Employees' Retirement System (CalPERS)	Retirement Program Specialist I	\$6,276
Ventura County Employees' Retirement Association (VCERA)	Technical Specialist III-MB	\$6,117
San Diego City Employees' Retirement System (SDCERS)	Retirement Assistant	\$5,460
	Average Monthly Maximum	\$7,072
OCERS	Retirement Program Specialist	\$6,684
	Variance Below Market Average	-5.80%

HRS conducted a market salary survey and determined that the pay range for Retirement Services Program Supervisor was 29.59% below the market average. The following table displays a comparison of salaries from surrounding Southern California retirement

County of Orange
FY 2026-27 September Budget Update
September 29, 2026

systems and CalPERS for classifications equivalent to the Retirement Services Program Supervisor (supervisory level):

Organization	Title Description	Maximum Monthly Pay
Los Angeles City Employees' Retirement System (LACERS)	Senior Benefits Analyst	\$14,327
San Bernardino County Employees' Retirement Association (SBCERA)	Retirement Specialist Supervisor	\$14,056
Los Angeles County Employees Retirement Association (LACERA)	Senior Retirement Benefits Specialist	\$10,049
California Public Employees' Retirement System (CalPERS)	Retirement Program Specialist II (Supervisor)	\$8,106
	Average Monthly Maximum	\$11,006
OCERS	Retirement Benefits Program Supervisor	\$8,493
	Variance Below Market Average	-29.59%

Based on the external market, internal equity analysis, recruitment data, and assessment of the existing classification structure, HRS requests approval to revise the classification specifications, title descriptions, and adjust the pay grades for the Retirement Services series (excluding title description revision for Disability Retirement Investigator), and to approve and adopt the creation of Retirement Services Technician II classification to provide career progression within the series, as follows:

Current			Proposed		
Title Code	Title Description	Pay Grade & Monthly Range	Title Code	Title Description	Pay Grade & Monthly Range
0860GE	Retirement Benefits Technician	A3-40 \$3,961 – \$5,257	0860GE	Retirement Services Technician I	C-21 \$4,597 – \$6,193
			0861GE	Retirement Services Technician II	C-23 \$4,854 – \$6,540
0862GE	Retirement Program Specialist	A3-49 \$4,994 – \$6,684	0862GE	Retirement Services Specialist	C-28 \$5,557 – \$7,488

County of Orange
FY 2026-27 September Budget Update
September 29, 2026

Current			Proposed		
0863GE	Senior Retirement Program Specialist	A5-53 \$5,685 - \$7,602	0863GE	Sr. Retirement Services Specialist	C-35 \$6,720 - \$9,057
6570GE	Disability Retirement Investigator	A5-53 \$5,685 - \$7,602	6570GE	Disability Retirement Investigator	C-35 \$6,720 - \$9,057
0864SM	Retirement Benefits Program Supervisor	A5-57 \$6,311 – \$8,493	0864SM	Retirement Services Supervisor	C-40 \$7,694 – \$10,372

A comprehensive market salary survey and internal equity analysis conducted by HRS found compensation for the Retirement Services series was below market averages across all levels of the classification. Findings indicated that Orange County's pay rates lagged the market maximum average by 4.72% at the entry level, 5.80% at the journey level, 12.50% at the senior level, and 29.59% at the supervisory level. To address these deficiencies and better position the County to be more competitive within the market, HRS recommends the salary adjustments shown above. These changes would increase minimum and maximum rates to place all classifications at or above their respective market averages, strengthening OCERS' ability to attract and retain qualified Retirement Services professionals in support of their operations.

As part of an expanded scope of the study beyond the initial retirement classifications, HRS conducted an assessment of the duties performed by the Office Specialist and Accounting Technician classifications within the Member Services division. Based on this review, HRS recommends reallocating one (1) Office Specialist position and six (6) Accounting Technician positions to the newly established Retirement Services Technician II classification. This recommendation does not introduce new duties or responsibilities. Rather, it realigns existing work currently performed under generic County classifications to classifications that more accurately reflect the level and nature of the work being performed and provides better alignment with the Retirement Services occupational series.

In addition, HRS recommends deleting the Retirement Benefits Specialist I (0828GE), Retirement Benefits Specialist II (0826GE), and Retirement Administrative Services Supervisor (9115SM), as these classifications have not been utilized in more than 10 years. There are no budgeted positions in these classifications, and the proposed deletions will not have any negative impact.

County of Orange
 FY 2026-27 September Budget Update
 September 29, 2026

The following table provides a position summary following approval of the proposed changes:

Currently Budgeted		Proposed	
Position Count	Title Description	Position Count	Title Description
4	Retirement Benefits Technician	4	Retirement Services Technician I
1	Office Specialist	7	Retirement Services Technician II
6	Accounting Technician		
21	Retirement Program Specialist	21	Retirement Services Specialist
7	Senior Retirement Program Specialist	7	Sr. Retirement Services Specialist
3	Disability Retirement Investigator	3	Disability Retirement Investigator
6	Retirement Benefits Program Supervisor	6	Retirement Services Supervisor
48	Total	48	Total

If all positions are filled, OCERS will absorb the approximate \$1,017,361 annual cost of implementing the proposed changes as follows:

Classification Title	Approximate Annual Cost	Funding Source*	Approximate Net County Cost
Retirement Services Technician I	\$70,170	100% Other	\$0
Retirement Services Technician II	\$63,976	100% Other	\$0
Retirement Services Specialist	\$377,266	100% Other	\$0
Sr. Retirement Services Specialist	\$203,256	100% Other	\$0
Disability Retirement Investigator	\$84,010	100% Other	\$0
Retirement Services Supervisor	\$218,683	100% Other	\$0
Total	\$1,017,361	Total	\$0

**ENGINEER/ARCHITECT ASSISTANT**

Bargaining Unit: GE General

Class Code:
1841GE

COUNTY OF ORANGE

Established Date: September 13, 2005

Revision Date: October 2, 2026

DEFINITION:

Under supervision, performs a variety of projects in the field or in an office utilizing specialized engineering and/or architectural knowledge plans, designs and reviews construction of projects related to airport, landfill and other public works projects; performs professional engineering and project management tasks in a particular specialty, such as airport infrastructure/operations or solid waste management/environmental operations. The series differs from the Civil Engineering series in that it allows for the use of engineers licensed in a wide variety of specialties.

The Engineer/Architect series includes the following:

Engineer/Architect Assistant (1841GE)

Professional Engineer/Architect (1842GE)

Senior Professional Engineer/Architect (1843SM)

CLASS CHARACTERISTICS:

This is the experienced, non-registered professional engineering level in the series. Positions at this level are distinguished from Junior Professional Engineer/Architect by their journey-level assignments and responsibility for independent engineering/architectural analysis and recommendations. Positions at this level generally work under the project leadership of a Professional Engineer/Architect and are assigned all but the most complex or specialized assignments.

EXAMPLES OF DUTIES:

Below is a descriptive list of the range of duties performed by employees in this classification. These examples are not intended to reflect all duties performed within the job and not all duties listed are necessarily performed by each individual.

1. Designs and prepares drawings, specifications and estimates for construction and maintenance of a wide variety of engineering projects in any of the specialized engineering areas.
2. Performs high-level professional engineering and/or design work in connection with cost analysis, progress reports and research or other specialized technical studies.
3. For airport assignments, projects may include specialized tasks related to the development, construction, reconstruction, alteration and/or maintenance of the airport terminal, the airfield, and related airport facilities as well as buildings, roadways, bridges and drainage structures, sewer systems,

water distribution systems, electrical systems, traffic control devices, etc.

4. For landfill assignments, projects may include specialized tasks related to drainage structures, access roads, surface water and ground water monitoring systems, landfill gas monitoring systems, landfill gas and leachate control systems.
5. Prepares requests for proposal, scopes of work and contract specifications for design and construction services; participates in the selection of consultants and design firms, and negotiates contracts and change orders. Directs the preparation of project designs, prepares independent cost estimates, project specifications and project schedules.
6. Manages projects through planning, scheduling and monitoring critical milestones to ensure projects are completed on time and within budget. Reviews progress payment requests submitted by contractors and consultants for contract compliance, and to ensure billing reflects work completed; approves invoices for payment.
7. Makes engineering calculations in connection with field and office assignments; prepares cost estimates for public works construction projects.
8. May use computer technology to solve engineering problems, create project designs.
9. May function as lead over other professional and sub-professional engineering staff in the performance of various tasks in one or more engineering specialty areas.

MINIMUM QUALIFICATIONS:

Thorough Knowledge of

- Depending upon assignment, principles and practices of architecture and/or engineering for the field of specialty assignment
- Analysis of statistically determinant and indeterminate structures
- Mathematics, including algebra, trigonometry and physics and their application to engineering
- Strengths, properties and uses of engineering construction materials; building construction practices, methods and materials
- Project/construction management including scheduling, change management, cost control; engineering mathematics/economics, including facility life-cycle costs assessment
- Federal, State and local building codes, ordinances, advisory circulars, and regulations pertinent to department operations

Ability to

- Prepare or direct the preparation of a variety of complex engineering or architectural designs, plans, specifications and technical reports

- **Attachment D**
Oversee/manage complex construction contracts and direct the work of contract staff performing those projects
- Establish and maintain effective working relationships with managers, co-workers, subordinates, contractors, representatives of other County and government agencies and business entities, and members of the Board of Supervisors and various commissions with advisory or oversight roles in the area of specialty assignment
- Effectively and efficiently carry out complex assignments with minimal supervision
- For the Professional Engineer/Architect Level: Plan, organize and lead the work of engineers, architects, technical staff and contract professionals on a variety of complex engineering or architectural projects; may be required for some assignments

Education and Experience

Graduation from an accredited college with major work in engineering.

Or

Possession of a valid certificate as an Engineer in Training issued by the California State Board of Registration for Civil and Professional Engineers.

Or

Certification in an Intern Development Program with the California Architects Board.

And

One year of engineering/architectural experience subsequent to college graduation or subsequent to receipt of an EIT/IDP certificate, which demonstrates a general knowledge and proficiency in the area of specialty assignment.

Receipt of a Master's Degree in a related engineering/architectural field may be substituted for the required experience.

License/Certification

For some positions, possession of a valid California Driver's license, Class C or higher, may be required by date of appointment.

Special Requirements

Completion of a background investigation to the satisfaction of the County may be required for some assignments.

Employees must clear background check, which includes a Criminal History Records Check (CHRC), Transportation Security Administration (TSA) check and Security Threat Assessment (STA) check. Possession of, or ability to obtain, a valid Airport Access Badge with an Airport Driving Endorsement within ten (10) days of employment. Airport Access Badge with Airport Driving Endorsement must be maintained.

PHYSICAL, MENTAL, ENVIRONMENTAL AND WORKING CONDITIONS***Physical and Mental Requirements***

Ability to work in a typical office setting, and to use standard office equipment, including using hands, arms and shoulders repetitively to operate a keyboard and to write; work may require body mobility, strength and stamina to infrequently perform physical activities such as inspecting various construction projects and facilities, walking on uneven terrain and traversing hills and/or construction sites; vision sufficient to read printed materials including blueprints and computer screens; hearing and speech sufficient to communicate clearly and effectively in person, to groups of people, over the phone and by radio. Some assignments may require infrequent walking, standing, climbing, bending, stooping and kneeling. Mobility to drive a motor vehicle in order to attend off-site meetings and visit work sites may be required for some assignments.

Environmental and Working Conditions

Work is typically performed in an office environment but may infrequently require work in an outdoor environment. Work may require infrequently performing tasks in environments with loud noises, fumes, or foul odors. Work may also involve exposure to uneven terrain, hills, construction sites, and other variable or potentially challenging site conditions. Some assignments may require travel between work locations, including operating a motor vehicle to attend off-site meetings and inspect work sites.

**PROFESSIONAL ENGINEER/ARCHITECT**

Bargaining Unit: GE General

Class Code:
1842GE

COUNTY OF ORANGE

Established Date: September 13, 2005

Revision Date: October 2, 2026

DEFINITION:

Under minimal supervision, performs a variety of projects in the field or in an office utilizing specialized engineering and/or architectural knowledge plans, designs and reviews construction of projects related to airport, landfill and other public works projects; performs professional engineering and project management tasks in a particular specialty, such as airport infrastructure/operations/environmental or solid waste management/environmental operations; and performs other work as required.

The Engineer/Architect series includes the following:

Engineer/Architect Assistant (1841GE)

Professional Engineer/Architect (1842GE)

Senior Professional Engineer/Architect (1843SM)

CLASS CHARACTERISTICS:

This is the professional engineer/architect level in the series and differs from the Assistant level by the requirement for state registration as a professional engineer by the California State Board of Registration for Professional Engineers, Land Surveyors, and Geologists, or licensure by the California Architects Board. Incumbents may be assigned as lead to other engineering/architect staff and/or provide direction to contract staff, and is required to independently perform complex or specialized assignments, provide project leadership, train staff, and consult in the area of specialty. Incumbents may independently review, complete and approve County designed plans as the responsible engineer. This classification differs from the Civil Engineering series in that it allows for the use of engineers licensed in a wide variety of specialties.

EXAMPLES OF DUTIES:

Below is a descriptive list of the range of duties performed by employees in this classification. These examples are not intended to reflect all duties performed within the job and not all duties listed are necessarily performed by each individual.

1. Designs and prepares drawings, specifications and estimates for construction and maintenance of a wide variety of engineering projects in any of the specialized engineering areas.
2. Performs high-level professional engineering and/or design work in connection with cost analysis, progress reports and research or other specialized technical studies.
3. For airport assignments, projects may include specialized tasks related to the development, construction, reconstruction, alteration and/or maintenance of the airport terminal, the airfield, and

related airport facilities as well as buildings, roadways, bridges and drainage structures, sewer systems, water distribution systems, electrical systems, traffic control devices, etc. Attachment D

4. For landfill assignments, projects may include specialized tasks related to drainage structures, access roads, surface water and ground water monitoring systems, landfill gas monitoring systems, landfill gas and leachate control systems.
5. Prepares requests for proposal, scopes of work and contract specifications for design and construction services; participates in the selection of consultants and design firms, and negotiates contracts and change orders. Directs the preparation of project designs, prepares independent cost estimates, project specifications and project schedules.
6. Manages projects through planning, scheduling and monitoring critical milestones to ensure projects are completed on time and within budget. Reviews progress payment requests submitted by contractors and consultants for contract compliance, and to ensure billing reflects work completed; approves invoices for payment.
7. Makes engineering calculations in connection with field and office assignments; prepares cost estimates for public works construction projects.
8. May use computer technology to solve engineering problems, create project designs.
9. May function as lead over other professional and sub-professional engineering staff in the performance of various tasks in one or more engineering specialty areas.

MINIMUM QUALIFICATIONS:

Thorough Knowledge of

- Depending upon assignment, principles and practices of architecture and/or engineering for the field of specialty assignment
- Analysis of statistically determinant and indeterminate structures
- Mathematics, including algebra, trigonometry and physics and their application to engineering
- Strengths, properties and uses of engineering construction materials; building construction practices, methods and materials
- Project/construction management; cost control; and economics
- Federal, State and local building codes, ordinances, advisory circulars, and regulations pertinent to department operations
- Software systems for Engineering design analysis, computer-aided design and drafting, and project management applications
- Microsoft Office Suite and various engineering project management and document control systems

- Construction industry standards, materials, practices, and methods as it relates to mechanical, electrical, environmental, or civil engineering fields

Attachment D

Ability to

- Prepare or direct the preparation of a variety of complex engineering or architectural designs, computations, analysis, studies, plans, specifications, scopes of work, and technical reports
- Plan, organize and lead the work of engineers, architects, technical staff and contract professionals on a variety of complex engineering or architectural projects; may be required for some assignments
- Oversee/manage complex construction, and Architects/Engineers and other consulting contracts and direct the work of contract staff performing those projects
- Establish and maintain effective working relationships with managers, co-workers, subordinates, contractors, representatives of other County and government agencies and business entities, and members of the Board of Supervisors and various commissions with advisory or oversight roles in the area of specialty assignment
- Effectively collaborate with multiple stakeholders to understand customer/stakeholders' needs and solve complex technical issues
- Communicate persuasively in both written and oral forms to technical and non-technical audiences
- Coherently analyzes and presents cases for and against given approaches for accomplishing business objectives and/or project needs based on available information and circumstances, while supporting such analysis with clear, concise, and accurate reasoning and justification
- Carry out complex assignments with minimal supervision
- Apply project management industry standards and practices in the areas of project planning, coordinating, budget management, scheduling, and monitoring.

Education and Experience

Two (2) years of responsible and varied experience specific to the specialty area of assignment, which applied the knowledge and abilities listed above.

Master's Degree in a related engineering/architectural field may be substituted for up to one year of the required experience at the rate of three college semester units for one month of experience.

License/Certification

Possession of a valid license as a Professional Engineer (PE)/Professional Geologist (PG) in an engineering area related to the area of specialty assignment issued by the California Board for Professional Engineers, Land Surveyors, and Geologists. Some assignments may require the following depending upon assignment, include but are not limited to civil, electrical, mechanical, chemical, geological, sanitary or environmental engineering specialties.

Or

Attachment D

Licensing as an Architect by the California Architects Board.

Possession of a valid California Driver's license, Class C or higher, may be required by date of appointment.

Special Requirements

Completion of a background investigation to the satisfaction of the County may be required for some assignments.

Airport Access Requirements:

Employees must clear background check, which includes a Criminal History Records Check (CHRC), Transportation Security Administration (TSA) check and Security Threat Assessment (STA) check. Possession of, or ability to obtain, a valid Airport Access Badge with an Airport Driving Endorsement within ten (10) days of employment. Airport Access Badge with Airport Driving Endorsement must be maintained.

PHYSICAL, MENTAL, ENVIRONMENTAL AND WORKING CONDITIONS***Physical and Mental Requirements***

Ability to work in a typical office setting, and to use standard office equipment, including using hands, arms and shoulders repetitively to operate a keyboard and to write; work may require body mobility, strength and stamina to infrequently perform physical activities such as inspecting various construction projects and facilities, walking on uneven terrain and traversing hills and/or construction sites; vision sufficient to read printed materials including blueprints and computer screens; hearing and speech sufficient to communicate clearly and effectively in person, to groups of people, over the phone and by radio. Some assignments may require infrequent walking, standing, climbing, bending, stooping and kneeling. Mobility to drive a motor vehicle in order to attend off-site meetings and visit work sites may be required for some assignments.

Environmental and Working Conditions

Work is typically performed in an office environment but may infrequently require work in an outdoor environment. Work may require infrequently performing tasks in environments with loud noises, fumes, or foul odors. Work may also involve exposure to uneven terrain, hills, construction sites, and other variable or potentially challenging site conditions. Some assignments may require travel between work locations, including operating a motor vehicle to attend off-site meetings and inspect work sites.

**SENIOR PROFESSIONAL ENGINEER/ARCHITECT**

Bargaining Unit: SM Supervisory Management

Class Code:
1843SM

COUNTY OF ORANGE

Established Date: September 13, 2005

Revision Date: October 2, 2026

DEFINITION:

Under general direction plans, organizes and implements development, construction and maintenance projects at County facilities; supervises professional and non-professional engineering and architectural staff and consultants in designing and implementing complex construction projects; and performs other work as required.

The Engineer/Architect series includes the following:

Engineer/Architect Assistant (1841GE)

Professional Engineer/Architect (1842GE)

Senior Professional Engineer/Architect (1843SM)

CLASS CHARACTERISTICS:

This is the full supervisory level of the Professional Engineer/Architect series. Positions in this class are expected to supervise other engineering/architectural staff and/or provide direction to contract staff; independently perform complex or specialized assignments, provide project leadership to lower-level staff, train staff, and consult in the areas of specialty. Incumbents may independently initiate, prepare, review, and approve County designed plans as the responsible engineer/architect. Depending upon assignment, positions in this class require professional licensure in one of the following disciplines: Architecture, Civil, Electrical, Structural, Industrial, Mechanical, Geotechnical or other related engineering field. This classification differs from the Civil Engineering series in that it allows for the use of engineers licensed in a wide variety of specialties.

EXAMPLES OF DUTIES:

Below is a descriptive list of the range of duties performed by employees in this classification. These examples are not intended to reflect all duties performed within the job and not all duties listed are necessarily performed by each individual.

1. Plans, organizes, prepares, supervises, and reviews the design and preparation of technical reports and/or feasibility studies and plans, specifications and estimates in connection with the planning, design, and/or construction or maintenance of a wide variety of public works engineering projects involving airport facilities (e.g. terminal complex and associated infrastructure and support systems, etc.), airfields, landfills, buildings, roadways, bridges and drainage structures, sewer systems, water distribution, electrical systems, environmental monitoring and control systems, central utility plants, underground fueling, piping, and utility systems, etc.; utilizes available computer technology/applications/software for optimization of engineering designs.
2. Prepares requests for proposal, scopes of work, and contract specifications for design and construction services; participates in the selection of consultants and design firms, and negotiates contracts and

change orders; directs the preparation of project designs and project reports/studies; ^{Attachment D} prepares independent cost estimates, project specifications, and project schedules.

3. Manages projects through planning, scheduling, and monitoring critical milestones to ensure projects are completed on time and within budget. Reviews progress payment requests submitted by contractors and consultants for contract compliance, and to ensure billing reflects work completed; approves invoices for payment.
4. Performs high-level professional engineering and/or design work in connection with cost analysis, progress reports and research or other specialized technical studies related to assignment specialty.
5. Coordinates the inspection of public works projects under construction and/or repair. This includes controlling quantity and quality of materials, laying out work, interpreting plans and specifications, preparing progress reports and supervising the work of inspectors performing some of the foregoing tasks. Prepares and submits change orders and modifies the contract to cover changes in design.
6. Performs project reviews and field construction inspections for the coordination and accomplishment of projects with other County agencies.
7. For lessee/tenant projects, reviews, evaluations and reports on proposals, project plans and specifications for conformance with applicable regulatory requirements; represents and acts as liaison for County departments and regulatory agencies.
8. Interviews, selects, trains and evaluates professional and technical employees, recommends promotions, demotions and disciplinary action. Supervises and monitors work of contract architects and engineering consultants.
9. Plans and organizes the preparation of geotechnical, environmental, and/or material testing reports and reviews and evaluates results in relation to the design/construction procedures/execution of the projects.
10. Reviews department specific public works facility designs for compliance with County, State and Federal standards/requirements.
11. Prepares and/or maintains design and construction standards/specifications, including project delivery manuals/procedures, which provide the general and technical requirements for the basis of design for and delivery of projects.
12. Maintains records of department facilities including plans and specifications, maintenance records, engineers' reports, soil and hydrology reports, pavement analysis reports; gathers data required for pre-design and design of airport facilities; prepares analysis and evaluations of facilities from records and site inspections.
13. Supervises and/or performs analysis and evaluation of current development and existing condition of department facilities; prepares feasibility, and engineering studies on operational and public areas such as service areas, traffic controls and transportation systems, security and safety systems, infrastructure and equipment, and other projects related to development and/or improvement of department facilities and services; develops recommended solutions and plans.
14. Conducts technical investigations required for the planning and programming of a wide variety of engineering projects; prepares detailed technical reports; and writes joint powers agreements to

implement cooperative projects with other agencies.

15. Prepares annual budget estimates related to the delivery of capital and non-capital projects, professional services and other items related to requirements for maintaining and developing airport facilities.

MINIMUM QUALIFICATIONS:

Thorough Knowledge of

- Depending on assignment, principles and practices of architecture, civil, structural, electrical, industrial or mechanical engineering, environmental, or in a related engineering field
- Principles of supervision, performance management, and training of direct and in-direct staff
- Project/construction management including scheduling, change management, cost control; engineering mathematics/economics, including facility life-cycle costs assessment
- Principles of construction delivery of horizontal and vertical type projects; complex contract development/management
- Procurement policies, procedures, and principles relating to contract administration and/or administration of Public Works' Projects/Architecture/Engineering, or other consultant contracts
- Software systems for engineering design analysis and computations, computer-aided design and drafting, project management tools/applications, Microsoft Office Suite and document control system
- Construction industry standards, materials, practices, and methods as it relates to architecture, civil, structural, electrical, industrial or mechanical engineering, environmental, or in a related engineering field
- Federal, State and local regulations/requirements relevant to work assignment, and an understanding how these regulations/requirements impact projects within scope of responsibility (e.g. regulatory clearance and compliance requirements (e.g. NEPA, CEQA, RWQCB, AQMD, etc.)

Ability to

- Plan, organize, direct and evaluate the work of engineers, architects, technical staff, and contract professionals on a variety of complex engineering or architectural projects
- Oversee/manage/administer complex design services and construction contracts, and utilizations of professional consultants. Ensure that consultants receive appropriate oversight and supervision and are held accountable
- Provide leadership and guidance to internal and contracted staff to achieve project and developmental goals that are aligned with overall business objectives
- Read, understand, and interpret design and construction plans, specifications, cost estimates, and schedules

Attachment D

- Be a technical resource on complex issues for lower-level staff
- Prepare or direct the preparation of a variety of complex plans and specifications, design standards, and technical engineering reports/studies of varying project types
- Recognize and anticipate problems of project scope, budget, schedule, plans and specifications and determine necessary changes to address issues
- Coherently analyzes and presents cases for and against given approaches for accomplishing business objectives and/or project needs based on available information and circumstances, while supporting such analysis with clear, concise, and accurate reasoning and justification
- Provide technical explanations and recommendations in terms readily understood by technical and non-technical audiences
- Negotiate and manage competitive bidding processes for complex contracts
- Perform or direct the preparation of difficult or complex technical engineering computations, engineering studies, reports, estimates, project definition documents, scopes of work, or construction documents
- Apply project management industry standards and practices in the areas of project planning, coordinating, budget management, scheduling, and monitoring
- Establish and maintain effective working relations with managers, co-workers, subordinates, contractors, representatives of other County and government agencies and business entities, and members of the Board of Supervisors
- Manage projects through all stages to ensure that milestones are met and projects are completed within budget and policy
- Effectively collaborate with multiple stakeholders to understand customer/stakeholders' needs, and solve complex issues
- Communicate persuasively in both written and oral forms to technical and non-technical audiences
- Make sound business decisions based on limited, complex, or contradicting information while considering relevant public service ethical principles
- Monitor team members and enforce safety guidelines to ensure safe work practices
- Effectively and efficiently carry out complex engineering and administrative assignments/tasks with minimal or limited supervision

Education and Experience

One year of responsible and varied experience, subsequent to Licensure, which applied the knowledges and abilities listed above.

License/Certification

Possession of a valid license in one of the following disciplines, Civil, Structural, Electrical, Industrial, Mechanical, Geotechnical, or related engineering field issued by California's Board for Professional Engineers, Land Surveyors, and Geologists.

Or

Licensing as an Architect by the California Architects Board.

And

Possession of a valid California Class C or higher Driver License by date of appointment.

Special Requirements

Completion of a background investigation to the satisfaction of the County may be required for some assignments.

Airport Access Requirements:

Employees must clear background check, which includes a Criminal History Records Check (CHRC), Transportation Security Administration (TSA) check and Security Threat Assessment (STA) check. Possession of, or ability to obtain, a valid Airport Access Badge with an Airport Driving Endorsement within ten (10) days of employment. Airport Access Badge with Airport Driving Endorsement must be maintained.

PHYSICAL, MENTAL, ENVIRONMENTAL AND WORKING CONDITIONS***Physical and Mental Requirements***

Ability to work in a typical office setting, and to use standard office equipment, including using hands, arms and shoulders repetitively to operate a keyboard and to write; work may require body mobility, strength and stamina to infrequently perform physical activities such as inspecting various construction projects and facilities, walking on uneven terrain and traversing hills and/or construction sites; vision sufficient to read printed materials including blueprints and computer screens; hearing and speech sufficient to communicate clearly and effectively in person, to groups of people, over the phone and by radio. Some assignments may require infrequent walking, standing, climbing, bending, stooping and kneeling. Mobility to drive a motor vehicle in order to attend off-site meetings and visit work sites may be required for some assignments.

Environmental and Working Conditions

Work is typically performed in an office environment but may infrequently require work in an outdoor environment. Work may require infrequently performing tasks in environments with loud noises, fumes, or foul odors. Work may also involve exposure to uneven terrain, hills, construction sites, and other variable or potentially challenging site conditions. Some assignments may require travel between work locations, including operating a motor vehicle to attend off-site meetings and inspect work sites.

**RETIREMENT SERVICES TECHNICIAN I**

Bargaining Unit: GE General

Class Code:
0860GE

COUNTY OF ORANGE

Established Date: April 5, 1994

Revision Date: October 02, 2026

DEFINITION:

Under general supervision, to perform clerical and technical support functions for the Benefits Program of the Orange County's Employees Retirement Office System (OCERS); assisting members over the phone and in person with questions related to benefit plans, service credit purchases and other benefit options, requests for member documents, reviews new member enrollment documents, assist with online accounts or requests related to reciprocity, research refunds and purchase of service credit, and to do other work as required.

The Retirement Services Technician series includes the following:

Retirement Services Technician I (0860GE)

Retirement Services Technician II (0861GE)

CLASS CHARACTERISTICS:

Positions in this class perform clerical and technical duties in support of retirement benefit processing and member services. Incumbents are responsible for intake, document processing, record maintenance, and responding to routine member inquiries related to retirement benefits and account activity.

This class differs from the Retirement Services Technician II in that the latter performs more advanced technical duties, including retirement-related calculations, data reconciliation, and preparation of complete case files requiring independent analysis and judgment. As experience is gained, incumbents are expected to exercise an increasing degree of independence in the performance of assigned duties.

EXAMPLES OF DUTIES:

Below is a descriptive list of the range of duties performed by employees in this classification. These examples are not intended to reflect all duties performed within the job and not all duties listed are necessarily performed by each individual.

1. Prepares confirmation of retirement dates, types of retirements available and estimate of future retirement benefits; verifies and/or changes beneficiary information, assist members in creating online accounts, assist with requests related to reciprocity, and research pension benefits to support Retirement Services Specialists.
2. Provides courteous, professional, and timely customer service while responding to member inquiries and explaining routine retirement-related processes.

3. Receives, reviews and processes new member enrollment documents including ^{Attachment D} membership enrollment affidavits, plan elections, beneficiary designations, and reciprocity documents; generates correspondence to provide members with account information, educational materials, and instruction packets; follows up promptly with members to clarify or gather missing information.
4. Receives, reviews and processes current member documents including tax withholding, direct deposit, power of attorney submissions; generates timely correspondence notifying members of changes to account, or if additional information requested.
5. Researches data for refunds as the result of tier changes, or members contribution rate changes, and data for purchase of service credit such as Extra Help, previous service, and military service.
6. Communicates with County Departments and outside agencies regarding members' status.
7. Responsible for all aspects of electronic fund transfer of retiree payroll.
8. Reviews and inputs changes to deductions, tax withholding, direct deposit, power of attorney submissions, address changes, and generates timely correspondence notifying members of changes to account to the retiree payroll computer system.
9. Performs general office duties such as preparing and processing letters and forms, filing, maintaining records, and compiling data for reports.

MINIMUM QUALIFICATIONS:

Thorough Knowledge of

- Modern office practices and procedures, including filing methods and systems and the operation of office equipment
- Principles of writing and grammar, including correct spelling and proper word usage, punctuation and sentence structure

Ability to

- Perform difficult technical work requiring independent judgment, accuracy and speed
- Understand, interpret and apply complex retirement procedures, regulations and directions in order to process or to verify the accuracy of information or documents
- Identify and extract information from a variety of sources; uses a high degree of discretion in determining the appropriate method and specific steps for processing work
- Prepare clear and comprehensive reports and keep difficult records
- Learn to operate and use a variety of electronic and automated office equipment and computer software programs, such as, pension administration system, document management system, phone system, disability system, artificial intelligence models, etc.

- Use a County-approved means of transportation to travel among County facilities may be required for some assignments. Attachment D

Education and Experience

Three (3) years of experience in retirement plan administration, clerical accounting, customer service, or general office support work which demonstrates the ability to perform the knowledge and abilities listed in the Minimum Qualifications section.

Qualifying experience may include processing documents, maintaining records, assisting customers, data entry, or performing general administrative support duties in an office environment.

One (1) year of the required experience may be substituted by one of the following:

- Completion of 18 semester or 27 quarter units in office practices, business administration, accounting, or a closely related field from an accredited college.
- Completion of 360 hours of training from a recognized occupational training program in office practices, business education, or a closely related field.

PHYSICAL, MENTAL, ENVIRONMENTAL AND WORKING CONDITIONS

Physical and Mental Requirements

Body mobility to stand, walk, stoop, kneel, squat, and to work with hands and arms above shoulder level to retrieve case files and mobility to sit for prolonged periods while in meetings with clients; manual dexterity to hand write information and to use keyboard to enter information into computer system and operate office equipment; strength to lift and carry case files up to 10 lbs. and to pull open and push closed file cabinet drawers; vision sufficient to read standard text and computer screen; hear and speak well enough to communicate with others in person and on the phone.

Environmental and Working Conditions

Work is performed primarily in a standard office environment with minimal exposure to hazardous conditions. The position requires use of computers, telephones, and other office equipment with some flexibility in work hours. The role involves mostly sedentary work at a desk, requiring sustained attention to detail and organization. This position requires the ability to reason logically, review data, and remain calm while responding appropriately to changing and difficult situations with staff, members, and other stakeholders.

**RETIREMENT SERVICES TECHNICIAN II**

Bargaining Unit: GE General

Class Code:
0861GE

COUNTY OF ORANGE

Established Date: October 02, 2026

DEFINITION:

Under general supervision, to perform advanced technical duties related to the Orange County Employees Retirement System (OCERS); to perform retirement-related calculations, data validation, and case preparation in support of benefit determinations; and to do other work as required.

The Retirement Services Technician series includes the following:

Retirement Services Technician I (0860GE)

Retirement Services Technician II (0861GE)

CLASS CHARACTERISTICS:

This class is the full working-level technical classification in the retirement series. Incumbents perform specialized technical duties involving retirement calculations, reconciliation of member data, and preparation of complete case files for Retirement Services Specialists.

This class differs from the Retirement Services Technician I in that incumbents perform more complex technical work requiring analysis, interpretation of data, and independent judgment in resolving discrepancies and preparing retirement cases. It differs from the Retirement Services Specialist in that incumbents do not interpret retirement laws and policies for purposes of advising members, do not conduct benefit counseling, and do not make final benefit determinations.

EXAMPLES OF DUTIES:

Below is a descriptive list of the range of duties performed by employees in this classification. These examples are not intended to reflect all duties performed within the job and not all duties listed are necessarily performed by each individual.

1. Performs service credit purchase (SCP) research and prepares calculations of basic to moderate complexity; reviews eligibility factors and supporting documentation for completeness.
2. Processes contribution corrections, adjustments, refunds, and reconciliations; researches discrepancies related to service credit, compensation, contribution history, and retirement tiers.
3. Gathers, reviews, and organizes member employment, payroll, and retirement data; prepares complete and structured case files to support Retirement Services Specialist.
4. Verifies and reconciles payroll records, service history, and reciprocity data; identifies inconsistencies and takes appropriate action to resolve routine issues.

Attachment D

5. Coordinates with County departments, employers, and external agencies to request, verify, and follow up on member data, including reciprocity-related information.
6. Maintains and updates member account records in automated systems; ensures accuracy, completeness, and consistency of retirement data.
7. Utilizes workflow systems to track case progress, monitor deadlines, and ensure timely processing of assignments.
8. Responds to member, department, and agency inquiries in a timely manner regarding procedures, processes, and case status; provides information of a procedural nature without advising on benefit options.
9. Assists Retirement Services Specialists by providing technical calculations, summaries, and supporting documentation; identifies and refers complex or unusual cases for further review.
10. Prepares a variety of records, reports, and correspondence related to technical processing and case preparation activities.

MINIMUM QUALIFICATIONS:

Knowledge of

- Retirement, benefit, accounting, or financial recordkeeping practices and procedures
- Methods and techniques of performing technical calculations and data reconciliation
- Modern office practices and procedures, including automated systems and database applications
- Methods of organizing, validating, and maintaining complex records and data
- Applicable rules, procedures, and regulations related to retirement systems (working knowledge)

Ability to

- Perform detailed technical work requiring independent judgment, accuracy, and attention to detail
- Analyze, reconcile, and validate data from multiple sources for accuracy, completeness, and compliance with established procedures
- Understand, interpret, and apply rules, procedures, and regulations to technical work
- Identify discrepancies and take appropriate action to resolve routine issues
- Organize and prepare complete and accurate case files and supporting documentation
- Communicate clearly and effectively both orally and in writing
- Work independently within established guidelines and timelines

- Establish and maintain effective working relationships with staff, departments, and external agencies
- Learn and effectively use automated systems, databases, and workflow tools such as pension administration system, document management system, phone system, disability system, artificial intelligence models, etc.

Education and Experience:

One (1) year of experience as a Retirement Services Technician I with OCERS or equivalent retirement processing role.

Or

Four (4) years of experience which demonstrates the application of the knowledge and abilities listed in the Minimum Qualifications section. At least one (1) year of this experience must be in a technical-level role involving retirement benefits, pension administration, accounting, payroll, or other governmental benefit programs.

Qualifying experience must include progressively responsible duties such as data validation, record reconciliation, calculation support, case preparation, or analysis of financial or benefits-related information.

College-level education or training directly related to retirement administration, business administration, accounting, finance, or a closely related field may be substituted for up to one (1) year of the required general experience at the rate of three (3) semester units or four (4) quarter units equaling one month of experience.

PHYSICAL, MENTAL, ENVIRONMENTAL AND WORKING CONDITIONS

Physical and Mental Requirements

Body mobility to stand, walk, stoop, kneel, squat, and to work with hands and arms above shoulder level to retrieve case files and mobility to sit for prolonged periods; manual dexterity to hand write information and to use a keyboard to enter information into computer systems and operate office equipment; strength to lift and carry case files up to 10 lbs.; vision sufficient to read standard text and computer screens; hear and speak well enough to communicate with others in person and on the phone.

Environmental and Working Conditions

Work is performed primarily in a standard office environment with minimal exposure to hazardous conditions. The position requires use of computers, telephones, and other office equipment with some flexibility in work hours. The role involves mostly sedentary work at a desk, requiring sustained attention to detail and organization. This position requires the ability to reason logically, review data, and remain calm while responding appropriately to changing and difficult situations with staff, members, and other stakeholders.

**RETIREMENT SERVICES SPECIALIST**

Bargaining Unit: GE General

Class Code:
0862GE

COUNTY OF ORANGE

Established Date: April 5, 1994

Revision Date: October 02, 2026

DEFINITION:

Under general supervision, to perform technical duties related to the Orange County Employees Retirement System (OCERS); to interpret statutes, regulations, and policies for retirement members and beneficiaries on a variety of topics related to eligibility, benefit entitlements, withdrawals, and applications; calculates retirement benefit estimates verifying multiple factors, and to do other work as required.

The Retirement Services Specialist series includes the following:

Retirement Services Specialist (0862GE)

Senior Retirement Services Specialist (0863GE)

CLASS CHARACTERISTICS:

This is the entry level class in the Retirement Services Specialist series. Incumbents perform a variety of duties related to specialized knowledge of retirement benefits, state and federal regulations while learning OCERS policies and procedures and apply this knowledge in the counseling of members and beneficiaries, the computation of the various retirement benefits, and the administration of employer payroll reporting.

This class differs from the Retirement Services Technician II in that the latter performs technical calculations, data validation, and case preparation activities but does not make final benefit determinations or provide member counseling.

It differs from the Senior Retirement Services Specialist in that the latter is responsible for the most complex cases, advanced policy interpretation, and serves as a subject matter expert for escalated issues and system-wide impacts.

EXAMPLES OF DUTIES:

Below is a descriptive list of the range of duties performed by employees in this classification. These examples are not intended to reflect all duties performed within the job and not all duties listed are necessarily performed by each individual.

1. Acts as the primary professional customer service contact for members and employers via phone, email, text/chat, in-person meetings or group sessions or other means of communication as needed or assigned. Services may be provided on or off OCERS campus as employers may request.
2. Counsel members and/or beneficiaries on benefit options, service purchases, service retirement, death benefits, deferral of benefits, withdrawals and reciprocal provisions; assist members in completing member enrollment forms (beneficiary designation, electronic fund transfer, withholding certificates,

etc.), and ensures that available options are used in members best interests in light of system requirements. Attachment D

3. Calculates and/or verifies retirement, disability, death and deferred benefits and refunds; maintains and verifies active and retired member retirement accounts including member status, employee contributions, rate schedules, interest rates and service factors; verifies eligibility and calculates contribution rate changes.
4. Calculates retirement benefit estimates verifying multiple factors, including service credits, purchase contracts, retirement tier(s) and reciprocity arrangements with other agencies; sources utilized include, among others, administrative guidelines, union agreements, mandated regulations, employment and payroll records, and County Employees' Retirement Act of 1937.
5. Coordinates reciprocal benefits with other retirement systems.
6. Coordinates with employers to assist with employer payroll reporting issues
7. Places qualified recipients on retirement payroll, removes recipients from the payroll following death or other disqualifications for benefit payments in an accurate and timely fashion to prevent underpayment or overpayment of member benefits.
8. Conducts group counseling sessions for active members to explain plan benefits and provide pre-retirement benefit information.
9. Receives and audits notification of retiree death from family members, attorneys, Social Security reports, and related sources; reviews estate related documents; confirms beneficiaries and determines paperwork necessary to process survivor benefits; coordinates completion of necessary documentation with appropriate party; processes benefits once all documentation is received.
10. Researches, evaluates, and resolves retirement benefit claims and inquiries for specific issues such as divorce and community property situations; identifies and reviews required documentation; calculates account splits and informs alternate payee options; prepares forms and correspondence, and processes paperwork.
11. Prepares a variety of information, records, reports and correspondence; process a variety of detailed and technical forms and files in accordance with a variety of benefit laws, rules and regulations.

MINIMUM QUALIFICATIONS:

Knowledge of

- Retirement, benefit, insurance or personnel practices and procedures
- Data Base management systems
- Communication techniques required for transmitting information including direct interviews, directing group discussions, preparation of oral and written reports
- Federal and State laws and regulations that impact the retirement system and retirement benefits

Ability to

- Understand, interpret and apply laws, statutes, rules and regulations pertaining to the retirement benefits system
- Communicate clearly and effectively at all organizational levels and in situations requiring tact and sensitivity
- Distinguish between the various levels and types of benefits provide by the plan
- Develop and maintain effective oral and written communications with a variety of agencies and individuals
- Plan and organize a multi-faceted workload; coordinate activities with appropriate staff and department sections
- Prepare and present written and oral information in a clear concise and accurate manner

Education and Experience

Four (4) years of experience which demonstrates the application of the knowledge and abilities listed in the Minimum Qualifications section. At least two (2) years of this experience must be in a technical-level position within a retirement, pension, insurance, or other governmental benefit program, or in a personnel system involving retirement benefit administration.

Qualifying experience must include progressively responsible duties such as retirement benefit processing, calculation and verification of benefits, case preparation, records analysis, or related technical support functions in a retirement or benefits environment.

College-level education or training directly related to retirement administration, public administration, business administration, accounting, finance, or a closely related field may be substituted for up to one (1) year of the required general experience at the rate of three (3) semester units or four (4) quarter units equaling one month of experience.

Additional college-level education beyond the bachelor's degree in a directly related field may be substituted for up to an additional one (1) year of required experience using the same substitution formula.

Certification as an Employee Benefits Specialist (CEBS) may be substituted for up to one (1) year of the required experience.

PHYSICAL, MENTAL, ENVIRONMENTAL AND WORKING CONDITIONS***Physical and Mental Requirements***

Body mobility to stand, walk, stoop, kneel, squat, and to work with hands and arms above shoulder level to retrieve case files and mobility to sit for prolonged periods while in meetings with clients; manual dexterity to hand write information and to use keyboard to enter information into computer system and operate office equipment; strength to lift and carry case files up to 10 lbs. and to pull open and push closed file cabinet drawers; vision sufficient to read standard text and computer screen; hear and speak well enough to communicate with others in person and on the phone.

Environmental and Working Conditions

Work is performed primarily in a standard office environment with minimal exposure to hazardous conditions. The position requires use of computers, telephones, and other office equipment with some flexibility in work hours. The role involves mostly sedentary work at a desk, requiring sustained attention to detail and organization. This position requires the ability to reason logically, review data, and remain calm while responding appropriately to changing and difficult situations with staff, members, and other stakeholders.

**SENIOR RETIREMENT SERVICES SPECIALIST**

Bargaining Unit: GE General

Class Code:
0863GE

COUNTY OF ORANGE

Established Date: April 5, 1994

Revision Date: October 02, 2026

DEFINITION:

Under minimal supervision, researches, resolves and processes the most complex and difficult benefit claims and inquiries for the Orange County Employees Retirement System (OCERS); acts in lead capacity providing technical support and training to Retirement Services Specialists; performs quality assurance activities and performs other work as required.

The Retirement Services Specialist series includes the following:

Retirement Services Specialist (0862GE)

Senior Retirement Services Specialist (0863GE)

CLASS CHARACTERISTICS:

This is professional level class in the Retirement Services Specialist series. Incumbents are required to have an in-depth knowledge of the legal, organizational and financial areas underlying employee benefit plans and are expected to work with limited supervision and a high degree of independence.

The Senior Retirement Services Specialist differs from the Retirement Services Specialist in that the incumbents are expected to resolve complex and difficult benefit claims and inquiries. This class is also distinguished from the Retirement Services Program Supervisor in that the latter is the full supervisory class with responsibilities of supervision and evaluation of assigned staff. This position may act as a team lead answering questions and providing guidance regarding the work performed by Retirement Services Specialists.

EXAMPLES OF DUTIES:

Below is a descriptive list of the range of duties performed by employees in this classification. These examples are not intended to reflect all duties performed within the job and not all duties listed are necessarily performed by each individual.

1. Interprets and explains to members and beneficiaries the County Employees Retirement Law of 1937 as well as other laws and regulations relating to retirement; interprets and explains alternate benefit programs, i.e., long-term employer-based disability, service-connected disability, deferred compensation and alternate contribution accounts.

2. Provides courteous, professional, and timely customer service while responding to member inquiries and explaining routine retirement-related processes.
3. Researches and evaluates retirement benefits in order to advise members and beneficiaries of their options.
4. Communicates with various groups and organizations regarding the retirement systems regulations and benefits; professionally represents the office with employee groups, actuaries, and local, state and federal agencies; provides outreach and technical guidance to employers.
5. Reviews and processes the most complex members and beneficiaries services, and deferred retirement benefits.
6. Research, evaluates, and resolves complex retirement benefit claims and inquires for divorce decrees including identify and review required documentation, calculation of account splits, and inform alternate payee of their options; prepare forms and correspondence and process paperwork.
7. Researches and responds to the more complex inquiries and claims either verbally or in writing; takes corrective action as required.
8. Assists in the production of the retiree's payroll and processing of withdrawals.
9. Assists in producing, analyzing, and verifying the accuracy of actuarial data systems reports.
10. Conducts complex audits of member accounts; verifies previous audits; resolves discrepancies to assure compliance with retirement laws and regulations; resolves complex employer payroll reporting issues.
11. Performs Quality Assurance activities including performing quality reviews, identifying trends and processing issues, implementing corrective actions, developing procedures, providing technical guidance, and recommending process improvements.
12. Collaborates with information technology staff on testing software updates to progress from testing environment to the actual environment.
13. Provide training to employees in their areas of work.

MINIMUM QUALIFICATIONS:

Thorough Knowledge of

- Employee benefit principles and concepts
- Legal, organizational and financial information underlying employee benefit plans
- Retirement, benefit, insurance and personnel practices and procedures
- Federal and State laws and regulations that impact the retirement system and retirement benefits

Knowledge of

- Data Base management systems
- Communication techniques required for transmitting information including direct interviews, directing group discussions, preparation of oral and written reports
- Various public and private retirement and benefit systems

Ability to

- Understand, interpret and apply laws, statutes, rules and regulations pertaining to the retirement benefit system
- Communicate clearly and effectively at all organizational levels and in situations requiring tact and sensitivity
- Explain how and why the Orange County Retirement System is designed and managed
- Develop and maintain effective oral and written communications with a variety of agencies and individuals
- Plan and organize a multi-faceted workload; coordinate activities with appropriate staff and department sections
- Use a personal computer to chart and graph retirement data for use in various retirement communication programs and publications
- Perform actuarial data verification

Education and Experience

Two (2) years of experience as a Retirement Services Specialist with OCERS.

Or

Four (4) years of experience which demonstrates the application of the knowledge and abilities listed in the Minimum Qualifications section. At least three (3) years of this experience must be in a journey-level position performing retirement benefit determination, policy interpretation, and complex case analysis within a retirement, pension, or governmental benefit program.

Qualifying experience must include advanced responsibilities such as resolving complex or disputed cases, interpreting retirement laws and regulations, validating calculations, handling escalations, and providing technical guidance to staff.

College-level education or training directly related to retirement administration, public administration, business administration, accounting, finance, or a closely related field may be substituted for up to one (1) year of the required general experience at the rate of three (3) semester units or four (4) quarter units equaling one month of experience.

Additional college-level education beyond the bachelor's degree in a directly related field may be substituted for up to an additional one (1) year of required experience using the same substitution formula.

Certification as an Employee Benefits Specialist (CEBS) may be substituted for up to one (1) year of the required experience.

PHYSICAL, MENTAL, ENVIRONMENTAL AND WORKING CONDITIONS

Physical and Mental Requirements

Body mobility to stand, walk, stoop, kneel, squat, and to work with hands and arms above shoulder level to retrieve case files and mobility to sit for prolonged periods while in meetings with clients; manual dexterity to hand write information and to use keyboard to enter information into computer system and operate office equipment; strength to lift and carry case files up to 10 lbs. and to pull open and push closed file cabinet drawers; vision sufficient to read standard text and computer screen; hear and speak well enough to communicate with others in person and on the phone.

Environmental and Working Conditions

Work is performed primarily in a standard office environment with minimal exposure to hazardous conditions. The position requires use of computers, telephones, and other office equipment with some flexibility in work hours. The role involves mostly sedentary work at a desk, requiring sustained attention to detail and organization. This position requires the ability to reason logically, review data, and remain calm while responding appropriately to changing and difficult situations with staff, members, and other stakeholders.

**DISABILITY RETIREMENT INVESTIGATOR**

Bargaining Unit: GE General

Class Code:
6570GE

COUNTY OF ORANGE

Established Date: December 17, 1985

Revision Date: October 02, 2026

DEFINITION:

Under general supervision, investigates claims of County and District employees for disability retirement from the Orange County Employees Retirement System (OCERS). Gathers evidence, interviews witnesses, and performs other work as required.

CLASS CHARACTERISTICS:

Incumbents in this class report to the Director of Disabilities while working closely with OCERS Disability Team and Legal Staff in preparing and processing OCERS disability retirement applications. Disability Retirement Investigators interview witnesses, review and analyze medical reports and employer documents, gather information, review records, and make recommendations based on evidence.

Incumbents are expected to work independently, possess strong analytical and communication skills; be attentive to details and work effectively with others.

EXAMPLES OF DUTIES:

Below is a descriptive list of the range of duties performed by employees in this classification. These examples are not intended to reflect all duties performed within the job and not all duties listed are necessarily performed by each individual.

1. Ascertains and implements appropriate methods of investigation for the gathering of evidence presented in support of applications for disability retirement filed by members of OCERS.
2. Receives, reviews, and processes application materials for disability retirement to make initial eligibility determinations based upon legal statutes; analyzes documentation to develop a course of investigative action; and counsels applicants throughout the disability application process.
3. Researches and reviews medical reports and personnel files of various agencies or other sources to obtain information relating to disability retirement claims.
4. Analyzes workers' compensation files, interviews applicants, co-workers, supervisors, Human Resource staff, and others as necessary to obtain a complete record on the circumstances surrounding applicants' claims for disability retirement.
5. Provides technical guidance to staff on interpretation of disability retirement policies, procedures, and practices; serves as liaison to General Counsel when Board of Retirement decisions are appealed; may

Attachment D

serve as a witness and be requested to appear at formal hearings.

6. Prepares detailed reports and submits recommendations regarding the granting or denial of service and non-service-connected disability retirements to the Director of Disabilities in a timely manner.
7. Recommends policy and procedure changes to management for the processing of disability applications; assists in implementing process improvements and/or redesign efforts to improve upon the overall effectiveness and efficiency of the function.
8. May be requested to appear before a hearing officer if cases go to appeal.

MINIMUM QUALIFICATIONS:

Knowledge of

- Methods and techniques of investigation including interviewing, gathering and analyzing medical evidence
- OCERS policies and procedures

Ability to

- Gather, assemble, analyze, and evaluate facts and evidence, draw logical conclusions, and make sound judgments
- Prepare clear, concise, comprehensive reports
- Interpret written and oral instructions and carry them out
- Communicate clearly and work effectively at all organizational levels and in situations requiring tact and sensitivity
- Provide courteous, professional, and timely customer service while responding to member inquiries and explaining routine retirement-related processes.
- Exercise due diligence and independent judgement within defined policies and procedures
- Interpret and apply disability retirement laws and apply them in procedural situations
- Use OCERS case management systems such as pension administration system, document management system, phone system, disability system, artificial intelligence models, etc. to enter data and complete workflows

Education and Experience

Three (3) years of investigative experience in an assignment that requires the investigation of workers compensation claims or investigating disability retirement applications for a public or private entity.

Graduation from an accredited college or university with a Bachelor's Degree in Business Administration, Finance, Economics, Accounting, or other closely related field, may be substituted for up to one (1) year of the

Attachment D
 required experience at the rate of three (3) semester units equaling one (1) month experience and one (1) hour of training equaling one (1) hour of experience.

Graduation from an accredited college or university beyond a Bachelor's Degree in Business Administration, Finance, Economics, Accounting, or other closely related field, may be substituted for up to an additional one (1) year of the required experience at the rate of three (3) semester units equaling one (1) month of experience.

Special Requirements

Applicants must pass a background investigation to the satisfaction of the hiring authority.

PHYSICAL, MENTAL, ENVIRONMENTAL AND WORKING CONDITIONS

Physical and Mental Requirements

Body mobility to stand, walk, stoop, kneel, squat, and to work with hands and arms above shoulder level to retrieve case files and mobility to sit for prolonged periods while in meetings; manual dexterity to hand write information and to use keyboard to enter information into computer system and operate office equipment; strength to lift and carry case files up to 10 lbs., and to pull open and push closed file cabinet drawers; mental stamina and interpersonal skills to professionally interact and carry out duties; vision sufficient to read standard text and computer screen; hear and speak well enough to communicate with others in person, in front of a group, and on the phone.

Environmental and Working Conditions

Work is performed primarily in a standard office environment with minimal exposure to hazardous conditions. The position requires use of computers, telephones, and other office equipment with some flexibility in work hours. The role involves mostly sedentary work at a desk, requiring sustained attention to detail and organization. This classification operates in an environment that includes elected officials, non-elected officials, government agencies, community interest groups and the general public in the development and coordination of OCERS affairs; travel may be required to attend professional conferences and meetings.

**RETIREMENT SERVICES SUPERVISOR**

Bargaining Unit: SM Supervisory Management

Class Code:
0864SM

COUNTY OF ORANGE

Established Date: April 5, 1994

Revision Date: October 02, 2026

DEFINITION:

Under general direction, supervises benefits and investigatory staff in member services, employer services, and quality assurance departments and coordinates the day to day operations in the Orange County Employees Retirement System (OCERS); and to do other work as required.

CLASS CHARACTERISTICS:

This is a supervisory level classification that oversees the clerical and technical work of benefits, investigatory staff and/or employer services staff.

The Retirement Services Program Supervisor differs from the Member Services Manager in that the latter recommends the policies and procedures.

EXAMPLES OF DUTIES:

Below is a descriptive list of the range of duties performed by employees in this classification. These examples are not intended to reflect all duties performed within the job and not all duties listed are necessarily performed by each individual.

1. Supervises, plans, organizes, assigns, trains, and reviews the work of staff performing various types of transactions, including processing benefits, counseling and investigatory functions.
2. Provides courteous, professional, and timely customer service while responding to member inquiries and explaining routine retirement-related processes.
3. May review and monitor retirement disability claims, determining when additional information by investigator and/or physician may be required, and assists County Counsel Attorneys with preparing cases for hearings.
4. Implements changes in the policies and procedures used to counsel members and/or beneficiaries on their benefit options due to changes in the laws and regulations and to improve services.
5. Oversees the production of various transaction types and processes for OCERS members and employers including but not limited to: Member Retirement payroll, SCP's, Disability, Reciprocity, Employer transmittal and processing of withdrawals.
6. Coordinates and communicates with reciprocal agencies, plan sponsors, departmental payroll, and human resources personnel to assure proper reporting and filing of various forms related to new

member enrollments, transmittal reporting, and reciprocal establishments.

Attachment D

7. Assists staff with complex issues related to member benefits; oversees and audits benefit calculations ensuring compliance with county, state and federal retirement policies, procedures, and laws.
8. Continuously monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; assesses and monitors the distribution of work, support systems, and internal reporting relationships; identifies and recommends opportunities for improvement; implements approved changes.
9. Communicates with various groups and organizations regarding the Retirement Systems regulations and benefits; represents the office in a professional manner with employee groups, actuaries, and local, State and federal agencies.
10. Monitors and analyzes the accuracy of the system's actuarial data reports in conjunction with data processing.

MINIMUM QUALIFICATIONS:

Knowledge of

- Principles of supervision including leadership, staff selection, training, scheduling, evaluation and discipline
- Communication techniques required for interacting with individuals and groups at various organizational levels
- Principles of grammar, spelling and punctuation
- Office procedures and maintenance of records, and theory, statistical analysis techniques and payroll procedures in conjunction with a data system

Ability to

- Speak and write clearly and concisely to convey technical and complex information
- Encourage the performance and development of subordinate staff
- Identify data relevant to problems and proactively analyze and recommend effective solutions
- Develop and maintain a positive and effective relationship with staff, membership and individuals

Education and Experience

Two (2) years of experience as a Senior Retirement Services Specialist with OCERS.

Or

Four (4) years technical level experience in a retirement, insurance, or government benefit program, or in a personnel system which involves retirement benefit experience.

And

One (1) year of supervisory experience or successful completion of an employer sponsored or other introductory course in the principles of supervision.

College level education or training directly related to such work may be substituted for up to one (1) year of the required experience at the rate of three semester units equaling one (1) month experience and one (1) hour of training equaling one hour of experience.

College level education beyond the bachelor degree which is directly related to the position may be substituted for up to an additional one (1) year of required experience at the rate of three semester units equaling one month of experience.

Certification as an Employee Benefits Specialist (CEBS) may be substituted for up to an additional one (1) year of the required experience.

PHYSICAL, MENTAL, ENVIRONMENTAL AND WORKING CONDITIONS***Physical and Mental Requirements***

Body mobility to sit for prolonged periods of time while in meetings; manual dexterity to hand write information and to use keyboard to enter information into computer system; strength to lift and carry case files up to 10 lbs.; vision sufficient to read standard text and computer screen; hear and speak well enough to communicate with others in person and on the phone.

Environmental and Working Conditions

Work is performed primarily in a standard office environment with minimal exposure to hazardous conditions. The position requires use of computers, telephones, and other office equipment with some flexibility in work hours. The role involves mostly sedentary work at a desk, requiring sustained attention to detail and organization. This position requires the ability to reason logically, review data, and remain calm while responding appropriately to changing and difficult situations with staff, members, and other stakeholders.



COUNTY OF ORANGE

400 W. Civic Center Dr., 5th Floor, Santa Ana, CA 92701

Tel: 714.834.2345 | www.ocgov.com

Visit the County website at www.ocgov.com for more information about
County programs and Board meeting dates and agendas.

© Copyright 2026-2027 County of Orange. All rights reserved.



Memorandum

DATE: October 05, 2026
TO: Members of the Personnel Committee
FROM: Cynthia Hockless, Director of Human Resources
SUBJECT: **UPDATE ON THE OCERS DIRECT COMPENSATION STUDY**

WRITTEN REPORT

Background/Discussion

The OCERS Compensation Policy requires the CEO to ensure that Board-approved salary ranges are reviewed at least every three years to maintain market competitiveness and to promptly report the results of each review to the Board. As previously reported to the Personnel Committee at its February 17, 2026, meeting, a comprehensive OCERS Direct Compensation Study was deemed appropriate to ensure alignment with market conditions. An RFP for an HR Consultant was released on March 6, 2026, to initiate the study.

RFP Update

OCERS received **six (6) bids** in response to the RFP by the submission deadline. The following vendors submitted proposals:

- Gallagher Benefit Services
- Korn Ferry
- MGT Impact Solutions, LLC
- Salary Survey Research Institute
- Bolton & Company
- Segal

Consultant Selection Update

Staff evaluated all six proposals, selected four finalists, and conducted interviews. The finalists then completed a supplemental questionnaire to confirm their ability to assess total compensation for both investment and operations staff. Staff held a second interview with one of the top-ranked consultants and awarded the contract in August. Due diligence and contract execution were completed on **September 28, 2026**.

Next Steps

- **Study Launch:** Following contract execution, work on the Direct Compensation Study will begin in early **October 2026**, approximately one month later than previously reported.
- **Job Descriptions:** OCERS will provide the selected consultant with current job descriptions to support the study.

Staff will continue to provide the Personnel Committee with updates throughout the process.

Attachment:

1. OCERS Direct Compensation Schedule

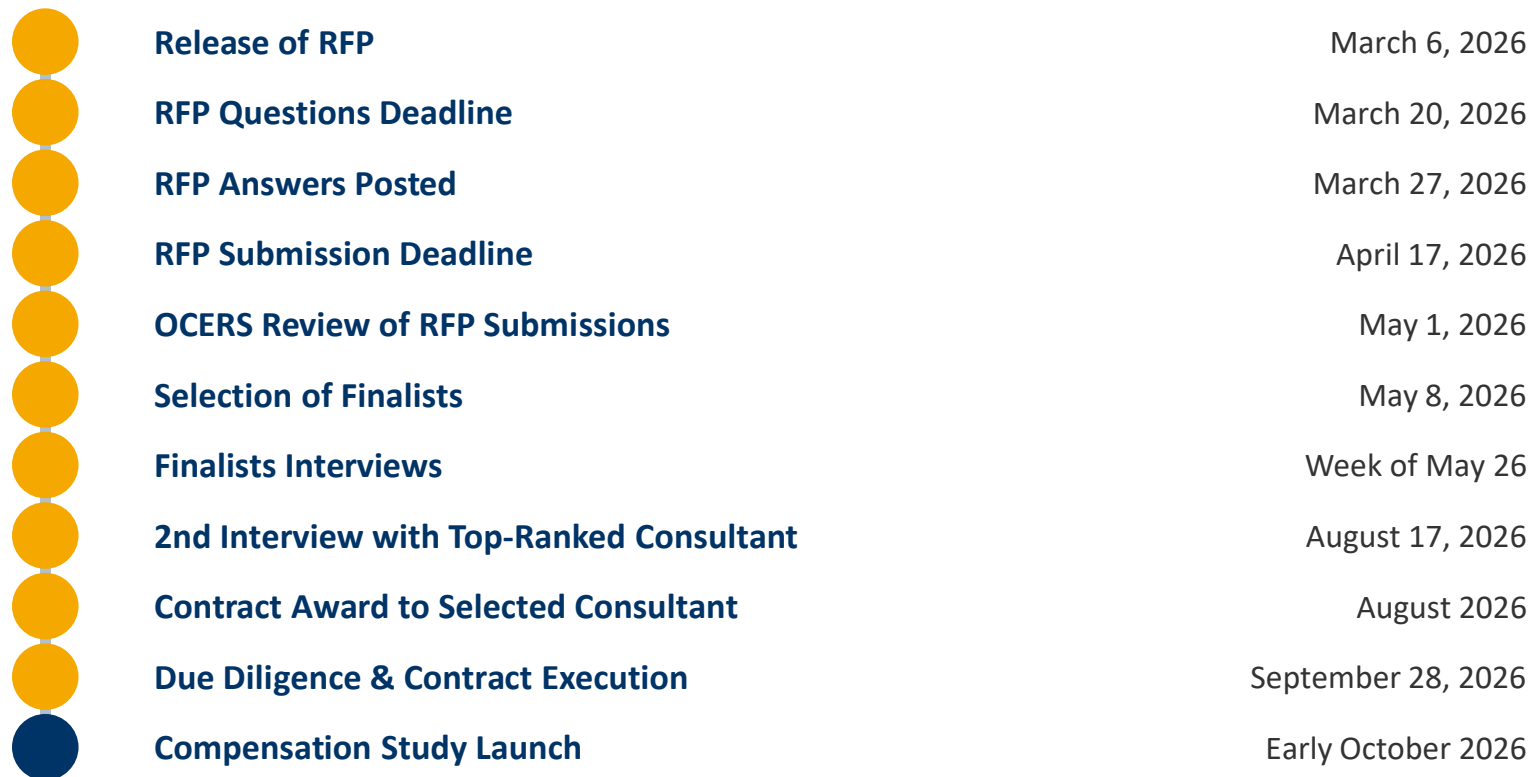
Submitted by:



CH - Approved

Cynthia Hockless
Director of Human Resources

OCERS Direct Compensation Study Timeline



Completed

Upcoming