ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

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

PERSONNEL COMMITTEE MEETING Wednesday, July 19, 2023 9:00 AM

Members of the Committee

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

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

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https://ocers.zoom.us/j/83954398100	Dial by your location	
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AGENDA

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

OPEN SESSION

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

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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 <u>not</u> 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.

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

CONSENT AGENDA

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

C-1 COMMITTEE MEETING:

Approval of Meeting and Minutes

Personnel Committee Meeting

June 19, 2023

Recommendation: Approve minutes.

ACTION ITEMS

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

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

A-2 CEO PERFORMANCE EVALUATION POLICY

Presentation by Steve Delaney, Chief Executive Officer

Recommendation:

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

A-3 CEO PERFORMANCE REVIEW TIME PERIOD ADJUSTMENTS

Presentation by Steve Delaney, Chief Executive Officer

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

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Recommendation: Recommend that the OCERS Board approve the following:

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

INFORMATION ITEMS

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

I-1 UPDATE ON OCERS COUNTY TO DIRECT EFFORTS

Presentation by Cynthia Hockless, Director of Human Resources

WRITTEN REPORTS

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

NONE

COMMITTEE MEMBER COMMENTS

CHIEF EXECUTIVE OFFICER/STAFF COMMENTS

COUNSEL COMMENTS

ADJOURNMENT

NOTICE OF NEXT MEETINGS

DISABILITY COMMITTEE MEETING
August 21, 2023
8:30 A.M.

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

REGULAR BOARD MEETING August 21, 2023 Orange County Employees Retirement System July 19, 2023 Personnel Committee Meeting - Agenda

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9:30 A.M.

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

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

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

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

PERSONNEL COMMITTEE MEETING Monday, June 19, 2023 12:00 P.M.

MINUTES

OPEN SESSION

Chair Packard called the meeting to order at 1:06 p.m.

The Committee recessed for lunch at 1:06 p.m.

The Committee reconvened from lunch at 1:47 p.m.

Recording Secretary administered the Roll Call attendance.

Attendance was as follows:

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

Member

Also Present: Steve Delaney, CEO; Gina Ratto, General Counsel; Brenda Shott, Assistant

CEO, Internal Operations; Cynthia Hockless; Director of Human Resources;

Marielle Horst, Recording Secretary; Anthony Beltran, Audio Visual

Technician.

PUBLIC COMMENT

None.

C-1 COMMITTEE MEETING:

Approval of Meeting and Minutes

Personnel Committee Meeting Minutes

May 24, 2023

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

The motion passed <u>unanimously.</u>

ACTION ITEMS

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

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

A-2 CEO PERFORMANCE EVALUATION POLICY

Presentation by Steve Delaney, Chief Executive Officer

Recommendation:

- CRITERIA: That the Personnel Committee approve and recommend that the Board adopt revisions to the CEO Performance Evaluation Policy to include criteria principally related to the successful administration of the Board's Strategic Plan goals. [See attached redlined Policy for all changes EXCEPT for Section 14]
- 2. NEGOTIATOR: That the Personnel Committee approve and recommend that the Board adopt revisions to the CEO Performance Evaluation Policy to allow for the use of a negotiator when considering the CEO's annual compensation and benefits package. [See attached redlined Policy, Section 14 ONLY]

After Committee discussion, <u>MOTION</u> by Mr. Prevatt, <u>seconded</u> by Mr. Hilton to adopt the revisions to the CEO Performance Policy to allow for the use of a negotiator when considering the CEO's annual compensation and benefits package.

The motion passed unanimously.

The Committee will discuss the remaining revisions to the CEO Performance Evaluation Policy at a later meeting.

INFORMATION ITEMS

None.		
COMMITTEE MEMBER COMMEINONE.	NTS	
STAFF COMMENTS None.		
CHIEF EXECUTIVE OFFICER		
COUNSEL COMMENTS None.		
ADJOURNMENT		
Chair Packard adjourned the me	eeting at 2:22 p.m.	
Submitted by:	Submitted by:	Approved by:
Cynthia Hockless Committee Liaison	Steve Delaney Secretary to the Board	Charles Packard Chair



DATE: July 19, 2023

TO: Members of the Personnel Committee

FROM: Steve Delaney, Chief Executive Officer

SUBJECT: CEO PERFORMANCE EVALUATION POLICY

Recommendation

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

Background/Discussion

At its meeting on May 24, 2023, the Personnel Committee considered a request of Board Chair Shawn Dewane to consider modifying the current criteria used as the basis for the Chief Executive Officer (CEO) annual performance review.

Presently the CEO Performance Evaluation Policy ("Policy"), a copy of which is attached, provides the following six criteria for evaluating the CEO's performance:

- 6. In addition, the CEO's performance for the prior twelve months may be based on the six categories below:
 - a. Achievement of performance targets established for the System as a whole;
 - b. Implementation of the annual Business Plan;
 - c. Implementation of Board policies and associated reporting to the Board;
 - d. Leadership and related qualities;
 - e. Ability to address special developments or situations that may arise; and
 - f. Other criteria that the Board may determine to be appropriate.

Section 6 of the Policy states that the aforementioned six criteria are "in addition" to an earlier directive. Earlier sections of the Policy allow for the Board Chair to add additional criteria, which has been the case in recent years.

Chair Dewane recommended the Board judge the CEO's annual performance using the five stated goals of the current Strategic Plan (a copy of the Strategic Plan is attached) as the sole criteria for evaluating the CEO's performance:

Those goals are:

1. Fund Sustainability

- 2. Excellent Service and Support
- 3. Risk Management
- 4. Talent Management
- 5. Effective Governance

The committee concurred with Chair Dewane, and directed staff to return to the committee with a proposed revisions to the Policy incorporating the five Strategic Plan goals as well as two additional criteria, one pertaining to communications, and final criteria to allow for "other" criteria that may arise in a given year and require the CEO's attention at the Board's direction.

The attached redline of the Policy makes those changes, with the exception of SECTION 14, which is discussed below.

BACKGROUND REGARDING NEGOTIATOR

Also on May 24, 2023, the Personnel Committee considered a request of Board Chair Shawn Dewane to modify the Policy to allow the Board to appoint a negotiator (as permitted by Government Code section 54957.6(a)) to engage with the CEO during the annual review of the CEO's compensation and benefits rather than doing so as a full Board from the dais as has been the practice for the past 15 years.

The committee indicated its willingness to consider the possibility and directed staff to return with proposed revisions to the Policy for these purposes.

These proposed revisions are reflected in Section 14 of the attached redline of the Policy.

Submitted by:



SD - Approved



Background and Objectives

- 1. The Board of Retirement supervises the Chief Executive Officer. Formal evaluation procedures and practices are required. This process shall be performed on an annual basis.
- 2. The objectives of this policy are to:
 - a. Assist the Board in arriving at and communicating clear and meaningful goals and performance targets for the Chief Executive Officer;
 - Ensure that the Chief Executive Officer receives meaningful, objective, and timely feedback that will allow the Chief Executive Officer to perform, over time, at the highest levels possible; and
 - c. Enable the Board to hold the Chief Executive Officer accountable for performance.

Roles

- 3. The Board will be responsible for evaluating the performance of the Chief Executive Officer.
- 4. The Chair and Vice Chair will be responsible for coordinating the evaluation process. The Board may use a third party to facilitate the process.

Policy Guidelines

Process and Timelines

- 5. The Chief Executive Officer's performance review period will be September through August.
- 5.6. The Chief Executive Officer will discuss the following items with the Chair during the month of August November each year:
 - a. Proposed CEO evaluation criteria for the coming calendar year;
 - b. Proposed weights for each of the above criteria; and
 - c. Proposed CEO Evaluation Form for the coming calendar year.
- 6.7. In addition, the CEO's performance for the prior twelve months may be based on the following sevensix categories based on the goals stated in the OCERS Strategic Planbelow:
 - a. Fund Sustainability
 - b. Excellent Service and Support
 - c. Risk Management
 - d. Talent Management
 - e. Effective Governance
 - f. Communications

1 of 3



- g. Other criteria that the Board determines is appropriate.
- a. Achievement of performance targets established for the System as a whole;
- b. Implementation of the annual Business Plan;
- c. Implementation of Board policies and associated reporting to the Board;
- d. Leadership and related qualities;
- e. Ability to address special developments or situations that may arise; and

Other criteria that the Board may determine to be appropriate.

The Board will attempt to ensure that the criteria:

- a. Are objective and measurable; and
- Pertain only to outcomes over which the Chief Executive Officer has a reasonable degree of control.
- 7.8. The Chair willshall distribute the CEO Evaluation Package to each member of the Board in JulyOctober of each year. The Evaluation Package will include copies of the Evaluation Form to be completed by each Board member, Business Plan, and the CEO's self-evaluation. The Chief Executive Officer's self-evaluation report is designed to assist the Board in the evaluation process. It should describe the extent to which the CEO believes the evaluation criteria were met over the past year, as well as all relevant supporting data. Supporting data may be confirmed by internal audit material where appropriate. The report may also describe any additional accomplishments during the year.
- **8.9.** The Board shall treat this material as confidential. Completed individual Evaluation Forms will be returned to the Chair or the designated third party with a copy to the Vice Chair within the time frame specified. The Chair will ensure that all data is tabulated and summarized in a Master CEO Evaluation Form and treated as confidential until released to the Board.
- 9.10. Evaluation of the Chief Executive Officer will be completed by August-November each year. The evaluation process itself will be conducted in executive session. The Chair will distribute a copy of the Master CEO Evaluation Form and invite discussion by the Board. At the conclusion of discussion, the Chief Executive Officer will join the Board for review and discussion of his/her performance along with any suggestions for improvement. The Board may have preliminary discussions in OctoberJuly, but will complete the process by August-November.
- 10.11. Upon completion of the Master CEO Evaluation Form, the Chair and the Chief Executive Officer will sign the Master CEO Evaluation Form and cause it to be placed in the Chief Executive Officer's personnel file.

Documentation

11.12. The Individual and Master CEO Evaluation Form(s) may take any format the Board deems appropriate, but must allow Board members an opportunity to provide general comments.



Compensation

- <u>12.13.</u> The Board of Retirement will consider the Chief Executive Officer's compensation at the time the performance evaluation is conducted during the months of October and November to coincide with the Board's consideration and approval of OCERS' budget.
- 13.14. In establishing the Chief Executive Officer's salary, the Board will appoint a designated representative under Government Code section 54957.6(a) to assist the Board in negotiating for these purposes. As directed by the Board, the designated representative will negotiate with the Chief Executive Officer the salary, salary schedule and/or compensation paid in the form of fringe benefits that will be paid to the Chief Executive Officer subject to final action by the Board.

Policy Review

<u>14.15.</u> The Board will review this policy at least every three years to ensure that it remains relevant and appropriate.

Policy History

15.16. This policy will be implemented in February 19, 2002. This policy was revised May 16, 2005, May 19, 2008, March 22, 2010, January 21, 2014, November 14, 2016, and August 19, 2019 and MONTH DATE, 2023.

Secretary's Certificate

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

	08/19/19
Steve Delaney Da Secretary of the Board	Date



Background and Objectives

- 1. The Board of Retirement supervises the Chief Executive Officer. Formal evaluation procedures and practices are required. This process shall be performed on an annual basis.
- 2. The objectives of this policy are to:
 - a. Assist the Board in arriving at and communicating clear and meaningful goals and performance targets for the Chief Executive Officer;
 - Ensure that the Chief Executive Officer receives meaningful, objective, and timely feedback that will allow the Chief Executive Officer to perform, over time, at the highest levels possible; and
 - c. Enable the Board to hold the Chief Executive Officer accountable for performance.

Roles

- 3. The Board will be responsible for evaluating the performance of the Chief Executive Officer.
- 4. The Chair and Vice Chair will be responsible for coordinating the evaluation process. The Board may use a third party to facilitate the process.

Policy Guidelines

Process and Timelines

- 5. The Chief Executive Officer's performance review period will be September through August.
- 6. The Chief Executive Officer will discuss the following items with the Chair during the month of August each year:
 - a. Proposed CEO evaluation criteria for the coming year;
 - b. Proposed weights for each of the above criteria; and
 - c. Proposed CEO Evaluation Form for the coming year.
- 7. In addition, the CEO's performance for the prior twelve months may be based on the following seven categories based on the goals stated in the OCERS Strategic Plan:
 - a. Fund Sustainability
 - b. Excellent Service and Support
 - c. Risk Management
 - d. Talent Management
 - e. Effective Governance
 - f. Communications



g. Other criteria that the Board determines is appropriate.

The Board will attempt to ensure that the criteria:

- a. Are objective and measurable; and
- b. Pertain only to outcomes over which the Chief Executive Officer has a reasonable degree of control.
- 8. The Chair will distribute the CEO Evaluation Package to each member of the Board in July of each year. The Evaluation Package will include copies of the Evaluation Form to be completed by each Board member, Business Plan, and the CEO's self-evaluation. The Chief Executive Officer's self-evaluation report is designed to assist the Board in the evaluation process. It should describe the extent to which the CEO believes the evaluation criteria were met over the past year, as well as all relevant supporting data. Supporting data may be confirmed by internal audit material where appropriate. The report may also describe any additional accomplishments during the year.
- 9. The Board shall treat this material as confidential. Completed individual Evaluation Forms will be returned to the Chair or the designated third party with a copy to the Vice Chair within the time frame specified. The Chair will ensure that all data is tabulated and summarized in a Master CEO Evaluation Form and treated as confidential until released to the Board.
- 10. Evaluation of the Chief Executive Officer will be completed by August each year. The evaluation process itself will be conducted in executive session. The Chair will distribute a copy of the Master CEO Evaluation Form and invite discussion by the Board. At the conclusion of discussion, the Chief Executive Officer will join the Board for review and discussion of his/her performance along with any suggestions for improvement. The Board may have preliminary discussions in July, but will complete the process by August.
- 11. Upon completion of the Master CEO Evaluation Form, the Chair and the Chief Executive Officer will sign the Master CEO Evaluation Form and cause it to be placed in the Chief Executive Officer's personnel file.

Documentation

12. The Individual and Master CEO Evaluation Form(s) may take any format the Board deems appropriate, but must allow Board members an opportunity to provide general comments.

Compensation

- 13. The Board of Retirement will consider the Chief Executive Officer's compensation during the months of October and November to coincide with the Board's consideration and approval of OCERS' budget.
- 14. In establishing the Chief Executive Officer's salary, the Board will appoint a designated representative under Government Code section 54957.6(a) to assist the Board in negotiating for these purposes. As directed by the Board, the designated representative will negotiate with the



OCERS Board Policy Chief Executive Officer Performance Evaluation Policy

Chief Executive Officer the salary, salary schedule and/or compensation paid in the form of fringe benefits that will be paid to the Chief Executive Officer subject to final action by the Board.

Policy Review

15. The Board will review this policy at least every three years to ensure that it remains relevant and appropriate.

Policy History

16. This policy will be implemented in February 19, 2002. This policy was revised May 16, 2005, May 19, 2008, March 22, 2010, January 21, 2014, November 14, 2016, August 19, 2019 and MONTH DATE, 2023.

Secretary's Certificate

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

Steve Delaney
Secretary of the Board

Date



DATE: July 19, 2023

TO: Members of the Personnel Committee

FROM: Steve Delaney, Chief Executive Officer

SUBJECT: CEO PERFORMANCE REVIEW TIME PERIOD ADJUSTMENTS

Recommendation

Recommend that the OCERS Board approve the following:

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

Background/Discussion

The OCERS Board met on June 19 and considered the attached memo.

After in depth discussion the item was returned to the Personnel Committee for further consideration.

There was concern by some with tying the review period so closely to the Strategic Plan rather than the Business Plan.

The Personnel Committee is looking to discuss this in further detail with OCERS Board Chair Dewane, who also sits on the Personnel Committee.

Submitted by:



SD - Approved



DATE: June 19, 2023

TO: Members of the Board of Retirement FROM: Steve Delaney, Chief Executive Officer

SUBJECT: CEO PERFORMANCE REVIEW TIME PERIOD ADJUSTMENTS - PERSONNEL COMMITTEE

RECOMMENDATIONS

Recommendation

The Personnel Committee recommends that the Board:

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

Background/Discussion

On May 24, 2023 the OCERS Board's Personnel Committee met to consider a suggestion by OCERS Board Chair Dewane to more closely tie the Chief Executive Officer (CEO) annual performance review to the execution of the OCERS Board's multi-year Strategic Plan, the primary document adopted by the Board to summarize the Board's collective direction to the CEO and staff.

The OCERS Board reviews the status of the multi-year Strategic Plan in September, as part of the annual Strategic Planning workshop, and adopts a revised Strategic Plan in October. Under the present CEO performance review process as provided for in the Chief Executive Officer Performance Evaluation Policy (attached), the review occurs BEFORE the end of the calendar year, but several months AFTER the Board has reviewed and amended where necessary the Strategic Plan:

10. Evaluation of the Chief Executive Officer will be completed by November each year. The evaluation process itself will be conducted in executive session. The Chair will distribute a copy of the Master CEO Evaluation Form and invite discussion by the Board. At the conclusion of discussion, the Chief Executive Officer will join the Board for review and discussion of his/her performance along with any suggestions for improvement. The Board may have preliminary discussions in October, but will complete the process by November.

Changing the evaluation period to September through August better coincides with the Board's annual review of the Strategic Plan. As the Board begins its review of the Strategic Plan at the annual September workshop, the Board will already know how well the CEO performed in executing the plan's directives over the prior 12 months. That knowledge may influence Board direction in crafting any updates to the new multi-year Strategic Plan.

Chair Dewane suggested this change be enacted in 2023. That would mean that for 2023 the CEO performance review would cover a truncated period of January through August 2023. However, the annual review of CEO salary would remain part of the current annual October/November budget setting process.

The Personnel Committee agreed with Chair Dewane's suggestions, and directed staff to bring to the OCERS Board on June 19 an amended CEO Performance Evaluation Policy reflecting these changes. If the OCERS Board adopts the recommended policy amendments, OCERS HR Director Hockless will be able to immediately begin preparing for collection of Trustee input prior to the August 21 OCERS Board meeting which would include a review of CEO Delaney's performance for the truncated period of January through August 2023.

Submitted by:



SD - Approved



DATE: July 19, 2023

TO: Members of the Personnel Committee

FROM: Steve Delaney, Chief Executive Officer

SUBJECT: UPDATE ON OCERS COUNTY TO DIRECT EFFORTS

Background/Discussion

Ms. Hockless will be providing a verbal update on our current work regarding the possible movement of county OCERS employees to "direct" OCERS employees.

Submitted by:



SD - Approved