

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

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

**PERSONNEL COMMITTEE MEETING
Wednesday, November 15, 2023**

12:00 PM or immediately following the Investment Committee Meeting, whichever is later.

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.

OCERS Zoom Meeting Video/Teleconference Information	
<p>Join Using Zoom App (Video & Audio)</p> <p>https://ocers.zoom.us/j/89742542340</p> <p>Meeting ID: 897 4254 2340 Passcode: 943248</p> <p>Go to https://www.zoom.us/download to download Zoom app before meeting</p> <p>Go to https://zoom.us to connect online using any browser.</p>	<p>Join by Telephone (Audio Only)</p> <p>Dial by your location</p> <ul style="list-style-type: none"> +1 669 900 6833 US (San Jose) +1 346 248 7799 US (Houston) +1 253 215 8782 US (Tacoma) +1 312 626 6799 US (Chicago) +1 929 436 2866 US (New York) +1 301 715 8592 US (Germantown) <p>Meeting ID: 897 4254 2340 Passcode: 943248</p>
<p>A Zoom Meeting Participant Guide is available on OCERS website Board & Committee meetings page</p>	

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**

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 COMMITTEE MEETING MINUTES:

Approval of Meeting and Minutes

Personnel Committee Meeting

October 26, 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 2024 AND BEYOND STAFFING PLAN

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

Recommendation: Staff recommend that the Personnel Committee forward to the Board a recommendation to approve the following:

1. Approve the addition of 17 new positions to the 2024 budgeted headcount:
 - a. Add three positions to the Investments Division
 - b. Add two positions to the Disability Department
 - c. Add ten positions to the Member Services Department
 - d. Add one position to the Finance Department

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- e. [Add one position to the Information Technology Department](#)
- 2. Approve the creation of three career ladders:
 - a. [Information Security Department:](#)
 - i. Information Security Manager to Senior Information Manager
 - b. [Disability Department](#)
 - i. Two Office Specialists to Staff Assistants
- 3. Approve 4 Extra Help Positions to go dark (unfunded) in the 2024 Staffing Plan:
 - a. The following Member Services positions will go dark:
 - i. Three Retirement Program Specialist – Extra Help
 - ii. Member Services Manager – Extra Help

INFORMATION ITEMS

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

NONE

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

**GOVERNANCE COMMITTEE MEETING
NOVEMBER 16, 2023
9:30 A.M.**

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

**DISABILITY COMMITTEE MEETING
DECEMBER 11, 2023
8:30 A.M.**

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**2223 E. WELLINGTON AVENUE, SUITE 100
SANTA ANA, CA 92701**

**REGULAR BOARD MEETING
DECEMBER 11, 2023
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
Thursday, October 26, 2023
1:00 P.M.**

MINUTES

OPEN SESSION

Chair Packard called the meeting to order at 1:00 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; Shawn Dewane, Board Member

Also Present: Steve Delaney, CEO; Manuel Serpa, General Counsel; Suzanne Jenike, Assistant CEO, External Operations; Silviu Ardeleanu, Director of Member Services; Tracy Bowman, Director of Finance; David Beeson, Director of Investments; Matt Eakin, Director of Cyber Security; Cynthia Hockless, Director of Human Resources; Jeff Lamberson, Director of Member Services; Nicole McIntosh, Director of Disabilities; Marielle Horst, Recording Secretary; Anthony Beltran, Audio Visual Technician.

PUBLIC COMMENT

None.

CONSENT AGENDA

C-1 COMMITTEE MEETING:

Approval of Meeting and Minutes

Personnel Committee Meeting Minutes

July 19, 2023

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

The motion passed **unanimously**.

ACTION ITEMS

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

Orange County Employees Retirement System
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A-2 2024 STAFFING PLAN

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

Recommendation: Staff recommend that the Personnel Committee forward to the Board a recommendation to approve the following:

1. Approve the addition of 19 new positions to the 2024 budgeted headcount:
 - a. Add three positions to the Investments Division
 - b. Add two positions to the Disability Division
 - c. Add twelve positions to the Member Services Division
 - d. Add one position to the Finance Department
 - e. Add one position to the Information Technology Division
2. Approve the creation of three career ladders:
 - a. Information Security Division:
 - i. Information Security Manager to Senior Information Manager
 - b. Disability Division
 - i. Two Office Specialists to Staff Assistants
3. Approve the following drop:
 - a. Drop the following Member Services positions:
 - i. Three Retirement Program Specialist – Extra Help
 - ii. Member Services Manager – Extra Help

After a presentation by staff, a **Motion** by Mr. Dewane, **seconded** by Mr. Prevatt, to approve staff's recommendation. After discussion, Mr. Prevatt withdrew his **second**, and the motion died.

The Committee directed staff to schedule a Personnel Committee meeting immediately following the Investment Committee meeting on November 15, 2023. During which, staff will provide a three-year staffing forecast for each department. Mr. Delaney will provide an update of the Staffing Plan at the November 13, 2023, Board meeting. The 2024 Budget will also be presented at the November 13, 2023, Board meeting and will exclude the cost of additional employees.

INFORMATION ITEMS

None.

COMMITTEE MEMBER COMMENTS

None.

STAFF COMMENTS

None.

CHIEF EXECUTIVE OFFICER

None.

COUNSEL COMMENTS

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None.

ADJOURNMENT

Chair Packard adjourned the meeting at 3:50 p.m.

Submitted by:

Submitted by:

Approved by:

Cynthia Hockless
Committee Liaison

Steve Delaney
Secretary to the Board

Charles Packard
Chair



Memorandum

DATE: November 15, 2023
TO: Members of the Personnel Committee
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: **2024 STAFFING PLAN**

Recommendation

Approve and recommend the Board of Retirement include the following personnel costs in the 2024 OCERS Budget to be presented at the December 11, 2023, Board meeting:

1. APPROVE THE ADDITION OF 17 NEW POSITIONS TO THE 2024 BUDGETED HEADCOUNT

- A. Add three positions to the Investments Division [if directed by OCERS Board Investment Committee meeting on November 15, 2023]
- B. Add two positions to the Disability Department
- C. Add ten positions to the Member Services Department
Note: Ms. Jenike has provided a brief summary of the justification materials prepared by her management team. She will be prepared to speak to this when the Personnel Committee meets on Wednesday, November 15
- D. Add one position to the Finance Department
- E. Add one position to the Information Technology Department

2. APPROVE THE CREATION OF THREE CAREER LADDERS (NO CHANGE TO HEADCOUNT)

- A. Information Security Department:
 - i) Information Security Manager to Senior Information Security Manager
- B. Disability Department:
 - i) Two Office Specialists to Staff Assistants

3. APPROVE 4 EXTRA HELP POSITIONS TO GO DARK (UNFUNDED) IN THE 2024 STAFFING PLAN

- A. The following Member Services positions will go dark:
 - i) Three Retirement Program Specialists - Extra Help
 - ii) One Member Services Manager – Extra Help

The total estimated annual personnel cost for these staffing changes is **\$2,362,000**. The estimated budget impact for 2024 due to mid-year hiring for several positions is **\$1,743,000**.

Background/Discussion

Meeting on October 26, 2023, the OCERS Board’s Personnel committee considered OCERS staff’s initial request for 19 new positions in 2024. The committee requested additional justification for each to be presented to the committee at a special meeting on November 15, 2024.

In developing additional justification materials, two Retirement Program Specialists positions requested for the Member Services Department were determined to not be needed at this time.

On November 15, 2023, I will be presenting to the Personnel Committee a revised request for 17 new positions. If approved, these 17 positions would increase OCERS’ headcount from 127 positions to 139, including 4 positions that will go dark (be unfunded) from the staffing plan in 2024. A description of each of the 17 requested positions and the circumstances related to each follow. Additionally, for each of the 17 positions, a justification memo from the supervising manager is attached.

1. APPROVE THE ADDITION OF 17 POSITIONS TO THE 2024 BUDGETED HEADCOUNT

1A. ADD THREE POSITIONS TO THE INVESTMENTS DIVISION

As OCERS has expanded into more private markets strategies and added co-investments, the investment team workload has increased dramatically. As a result, a request to add three new Investments Division positions is essential to ensure that investment processes continue with the highest quality and efficiency.

These positions, one Investment Analyst and two Investment Officers, are consistent with the Investments Division’s 10-year staffing plan. Additionally, the position requests align with the current AUM and future AUM growth of plan assets.

Note: As these positions are related to the OCERS Board’s Investment Strategy, the Personnel Committee has requested that OCERS CIO, Ms. Murphy, provide an overview of her Division’s ten-year Staffing Plan at the November 15, 2023, meeting of the OCERS Board’s Investment Committee (IC). The IC will be asked to recommend an approval or denial of the three requested positions to the Personnel Committee, which will meet immediately after the IC meeting.

Position Title	Division	Position Type	Proposed Budgeted Salary	Annualized Personnel Total Cost (Salary and Benefits)	2024 Budget Impact
(2) Investment Officer	Investments	Direct	\$172,807	\$568,768	\$284,384
Investment Analyst	Investments	Direct	\$102,580	\$160,895	\$160,895

1B. ADD TWO POSITIONS TO THE DISABILITY DIVISION

The request of additional staff for the Disability Department will meet the growing demand for application evaluations, which has seen more than a 30% increase over the past five years due to the expansion of OCERS' membership base. The current team is struggling to maintain the quality and efficiency of work under this increased workload. Additional staff will enable the disability team to conduct more thorough reviews, expedite processing, enhance the intake process, and reduce the risk of errors.

Furthermore, a new review process was recently introduced that is essential to the quality of our evaluations, which streamlines cases and lowers costs by reducing the need for multiple repeat Independent Medical Examiner (IME) reviews. This strategic investment in additional staff not only promises to elevate service quality but also ensures long-term cost savings.

Position Title	Department	Position Type	Proposed Budgeted Salary	Annualized Personnel Total Cost (Salary and Benefits)	2024 Budget Impact
Disability Retirement Investigator	Disability	County	\$74,347	\$122,341	\$122,341
Staff Assistant	Disability	County	\$65,319	\$109,695	\$109,695

1C. ADD TEN POSITIONS TO THE MEMBER SERVICES DEPARTMENT

The Member Services Retirement Operations (MSRO) Section continues to work on simplification and automation. Over 300 hours have been dedicated to this in the last several months of 2023 which has strained our resources. For 2024, the addition of one Benefit Analyst to support the team with these efforts will allow for separate oversight over the team responsible for benefit estimate generations as described below.

In late 2023, the work performed for generating final benefit estimates will transition from Member and Employer Relations (MER) (overseen by Silviu Ardeleanu) Section to MSRO (overseen by Jeff Lamberson). This transition will help support 100% accuracy goals and fully create a stand-alone call center in the MER Section. With this transition, six additional Retirement Program Specialists (RPS) are being requested to incorporate full benefit estimate generation into the process as requested by the Board at the Strategic Planning meeting in September 2023.

The Quality Assurance and Process Improvement team within the MSRO Section is requesting two RPS positions while dropping two Extra Help RPS positions that were utilized throughout 2023 (see further discussion of dropping positions under Recommendation 3A: Drop Four Positions in the Member Services Department). The two requested RPS team members will assist with providing additional quality assurance (QA) on financial transactions for SCP/Buybacks as well as Final Average Salary (FAS) transactions that are not currently performed. These positions will also help perform necessary testing for the RPA automation projects with Roboyo, as well as gear up for PAS project development, V3 data cleanup, and regression testing. It takes at least a year to

get an RPS fully trained, so bringing the positions on board in 2024 is critical to have enough trained staff available when the PAS project is fully underway.

The MER Section requests an additional Member Services Manager (MSM), as currently, there is only one. The current MSM oversees three different teams, consisting of 22 staff, all with varied duties and responsibilities. Adding a manager will assist with more effective oversight and management of the section and allow OCERS to continue pursuing and meeting all our goals. Four Positions in the Member Services Department will go dark in the 2024 staffing plan.

Position Title	Department/Section	Position Type	Proposed Budgeted Salary	Annualized Personnel Total Cost (Salary and Benefits)	2024 Budget Impact
Benefit Analyst	Member Services Retirement Operations	OCERS Direct	\$107,000	\$181,119	\$181,119
(8) Retirement Program Specialist	Member Services Retirement Operations	County	\$66,296	\$885,296	\$663,972
Member Services Manager	Member Services Member/Employer Relations	OCERS Direct	\$139,000	\$204,679	\$204,679

1D. ADD ONE POSITION TO THE FINANCE DEPARTMENT

Based on previous experience with the implementation of our current PAS, Finance has identified a need to prepare for the back-fill of positions that will be heavily involved in the planning and testing of the new PAS. We anticipate that ultimately, the three-person team that oversees and processes retiree payroll will need to be dedicated to the implementation of the next PAS which will require the back-filling of a Finance Manager, Staff Analyst, and Senior Accountant Auditor. To adequately prepare for the initial stage of preparing for the PAS project, we recommend hiring an additional Finance Manager in 2024 as this position will require more training and preparation to learn the job responsibilities that they will be back-filling, including assisting with the compilation of the annual report, external audit, budgeting, financial reporting, accounts payable and overseeing retiree payroll and investment accounting. This back-fill position can also assist with allowing the Finance team to continue progress on the Master Repository Project and keeping this project on schedule. The Staff Analyst and Senior Accountant Auditor back-filling positions in Finance can be delayed until 2025.

In addition to back-filling for the PAS project, Finance has identified a need for succession planning for the Finance leadership team. There are currently two management-level team members who are retirement eligible and will

probably retire prior to the implementation of the new PAS. An additional Finance Manager will allow a seamless transition in the event of turnover of long-term employees who are considered subject matter experts in various areas of OCERS operations. This request will result in an increase to the current headcount in the Finance Department by one.

Position Title	Department	Position Type	Proposed Budgeted Salary	Annualized Personnel Total Cost (Salary and Benefits)	2024 Budget Impact
Finance Manager	Finance	OCERS Direct	\$145,600	\$225,622	\$112,811

1E. ADD ONE POSITION TO THE INFORMATION TECHNOLOGY DEPARTMENT

The IT Programming Intern will participate in creating intelligent process automation. This includes evaluating intelligent automation opportunities and proposing their potential use at OCERS, working on the design and implementation of new intelligence automation solutions, and coordinating with Department team leads on the troubleshooting and remediation of existing automation. Their focus would be on ensuring data integrity in systems and adherence to internal and external standards and quality checks. This position may also provide support with automation modernization by learning, and adopting new tools, and technologies that help applications to scale up. The position will work as part of a programming team, communicating progress, technical issue reporting, resolution, and deployment to production of completed code. The internship is planned to be a summer part-time position for a current college student studying in a related field.

Position Title	Department	Position Type	Proposed Budgeted Salary	Annualized Personnel Total Cost (Salary and Benefits)	2024 Budget Impact
IT Programming Intern (Extra Help)	Information Technology	County	\$20,160	\$21,706	\$21,706

2. APPROVE THE CREATION OF THREE CAREER LADDERS (NO CHANGE TO HEADCOUNT)

2A. ADD ONE CAREER LADDER POSITION TO THE INFORMATION SECURITY DEPARTMENT

The creation of a career ladder position to promote the current Information Security Manager to the position of Senior Information Security Manager. Over the past five years, the Information Security Division has grown, and the Information Security program continues to mature. During this time, the existing Information Security Manager has taken on more responsibilities and the complexity of tasks assigned to the position has increased as well. The cost impact of the career ladder is the incremental difference in salary between the Manager level position and the Senior Manager level position. The addition of the career ladder supports OCERS strategic goal of developing and retaining talent and does not increase headcount.

Current Position	Career Ladder Position (new/add classification)	Department	Position Type	Proposed Salary and Benefits	Total Annual Budget Impact (Net)
Information Security Manager	Senior Information Security Manager	Information Security	OCERS Direct	\$330,095	\$28,000

2B. ADD TWO CAREER LADDER POSITIONS TO THE DISABILITY DEPARTMENT

The creation of two career ladder positions is designed to provide incentives for team members to excel in their roles. These career ladder positions are an essential part of our strategy to address the increased workload and ensure the continued success of the Disability Department. This initiative will not only enhance customer service, ultimately improving overall service quality, but will also boost morale within the Disability Department.

Current Position (existing classification)	Career Ladder Position (new/add classification)	Department	Position Type	Ladder Proposed Salary and Benefits	Total Annual Budget Impact (Net)
(2) Office Specialist	Staff Assistant	Disability	County	\$113,748	\$20,000

3. 4 EXTRA HELP POSITIONS WILL GO DARK (UNFUNDED) IN THE 2024 STAFFING PLAN

3A. 4 MEMBER SERVICES POSITIONS WILL GO DARK

Throughout 2023, Member Services has had three Extra Help RPS’s who supported QA processes and the call center. In addition, there is currently a vacant Extra Help Manager. If the requested positions in Member Services is approved, these Extra Help positions will go dark (unfunded) in 2024.

Position Title	Department	Position Type	Current Salary and Benefits	Total Annual Budget Impact (Salary and Benefits)
(3) Retirement Program Specialists - Extra Help	Member Services	County	\$35,000	(\$105,000)
Member Services Manager – Extra Help	Member Services	County	\$61,000	(\$61,000)

Conclusion:

At the Committee's request we have also provided a three-year staffing plan. In 2024, I will ensure we fully engage with the Personnel committee throughout the entire year, apprising the committee of our accomplishments and challenges which will impact the multi-year plan in the coming years.

In summary, I am requesting 17 new positions, the creation of three career ladders, and four positions will go dark with the 2024 Staffing Plan. The annual cost of each position is listed above with an estimated increase to the personnel cost in the amount of **\$2,362,000**. The estimated budget impact for 2024 due to the timing of hiring several of the requested positions is **\$1,743,000**.

Submitted by:**SD - Approved**

Steve Delaney
Chief Executive Officer

Attachments:

- A - Investments Division
 - Presentation
 - Current and Proposed Organization Chart
- B - Disability Division
 - Memo
 - Current and Proposed Organization Chart
- C - Member Services Division
 - Memo – Retirement Operations
 - Memo – Member and Employer Relations
 - Current and Proposed Organization Chart
- D - Finance Division
 - Memo
 - Current and Proposed Organization Chart
- E - Information Technology Division
 - Memo
 - Current and Proposed Organization Chart
- F - Information Security Division
 - Memo
 - Current and Proposed Organization Chart
- G- OCERS Organization Chart



Personnel Committee

November 15, 2023

1D. Finance Department



RECOMMENDATION

- Approve the addition of one Finance Manager in the Finance Department

BACK-FILL/SUCCESSION PLANNING

- Allow adequate time for hiring and training back-fill positions for the upcoming PAS project and on-going Master Repository Project.
- Succession planning for two management-level team members who are retirement eligible and will probably retire prior to the implementation of the new PAS project.

COST IMPACT

- Streamlining process and procedures and high retention rate reduced headcount by two over the past several years.
- First request for an additional headcount position in the Finance Department in almost ten years.

Position Title	Position Salary Range	Proposed Budgeted Salary	Annual Budget Impact	2024 Budget Impact
Backfill Finance Manager	\$117,283 - \$181,787	\$145,600	\$225,622	\$112,811

1E. IT Department



RECOMMENDATION

- Approve the addition of one IT Programming Intern in the Information Technology Department

JUSTIFICATION

- Our agency is constantly evolving, and our needs are growing in complexity. To stay competitive and innovative, we must ensure that our IT Department is well-equipped with the skills and manpower needed to support our operations. Hiring an IT Programming Intern can help us address some of the pressing challenges and opportunities in this regard.

Position Title	Position Salary Range	Proposed Budgeted Salary	Annual Budget Impact	2024 Budget Impact
Extra Help Intern	\$21/hour for 960 hours	\$ 20,160	\$21,076	\$21,076



External Operations History



- 2020 – 0 adds to EXOPS staff – error rate, *Alameda*, County VIP Program
- 2021 – 0 adds to EXOPS staff – revised FAS process for 100% Accuracy
- 2022 – 10 additions – *Alameda* recalculations, 4% COLA
 - 2 Business Analysts, 2 Supervisors, 4 Senior RPS and 2 RPS. (Mid-Year add of 2nd Director drop 1 Supervisor)
 - We established the Quality Assurance team, implemented the revised benefit calculation process to accommodate *Alameda* as well as to improve accuracy
 - Benefits paid using estimated FAS
- 2023 – 3 RPS additions, 7.5% COLA
 - 100% Accuracy, *Alameda*, BOS Resolution
 - Benefits paid using final FAS
 - We transferred one staff person to focus on Master Repository project and process improvements.



2024 Staffing Plan



Disability

1. Add 1 Disability Retirement Investigator- County position, would add to headcount.
2. Add 1 Staff Assistant –County position, would add to headcount.
3. Add 2 Staff Assistants- County position, career ladder.

Member Services - add to headcount

1. Add 8 Retirement Program Specialist – Retirement Operations Section (County)
 - 6 assigned to Payroll Processing Team
 - 2 assigned to Quality Assurance/Process Improvement Team
2. Add 1 Benefit Analyst - Retirement Operations Section (OCERS Direct)
3. Add 1 Manager - Member/Employer Relations Section (OCERS Direct)





Disability

Add 1 Disability Investigator and 1 Staff Assistant

- Workload has increased 30% in the last 5 years
- New review process to improve customer service, reduce processing times and cost savings in terms of lower IME fees (\$10K spent in supplemental reports 2022) and fewer administrative hearings. Cases are on average approx. 1000 pages of records each

Risk – Processing time continues to increase as the number applications increase. Missing records addressed later in the process results in increased cost or significant delays.



Member & Employer Relations



Add 1 Manager

- Current manager has a 1:23 oversight ratio (direct 3; indirect 20). The manager splits her time reviewing work completed, dealing with account escalations and individual and team performance.
- By adding a second manager we will more evenly distribute the work and have a structure comparable to the other MS Section, 1:11 ratio as well as being able to focus on documentation and strategic projects.

Risk – Work on projects, process improvements/documentation is delayed. In addition, call center service levels remain.





Member & Employer Relations



Number of task Categories in 3 units. Oversight by 1 Manager

Units / Staffing	Staff	Task Categories	
		Supervisor	Individual
Support Services Unit			
Supervisor	1	17	
Reception (Office Technician)	1		4
Office Technician	2		13
Office Specialist	1		8
Retirement Benefit Technician	1		15
Call Center Unit			
Supervisor	1	13	
Senior Retirement Program Specialist	1		17
Retirement Program Specialist	8		17
Employer Payroll Unit			
Supervisor	1	12	
Retirement Benefit Technician	1		11
Accounting Technician	3		6
Retirement Contribution Reconciliation Specialist	2		20
	23	42	111



Member & Employer Relations

If the request to add 8 RPS to Retirement Operations is approved our plan is to take all benefit estimate processing from MER and transfer that work to RO.

GOAL - Improve customer service at the call center level, which includes calls, text and email communications

- 30% missed/dropped call rate that results in members calling multiple calls, frustrated members and lack of trust.
- Eliminate the need for temporary help or help from other departments during busy season.



Retirement Operations



Of the 8 requested RPS – assign 6 RPS Payroll Processing Team

GOAL –

1. Provide members with full FAS benefit calculations prior to their retirement date. Approx 7 hours per estimate. DEMO

RISK –

- Call center team issues would remain unaddressed.
- Retiring members would continue to complain that they don't know how much their retirement allowance will be.
- Reputational. By not providing full FAS calculations the members don't trust OCERS numbers.





6 RPS Cost Benefit by Estimate Type



General Member Example (HCA)				
Estimate Type	Mo Benefit Amount	Annual	Percentage Change in Benefit from MSS	Included in Estimate
MSS	\$ 4,450.72	\$ 53,408.64		Reported Pensionable from Employer
CS Base (Currently)	\$ 4,577.36	\$ 54,928.32	2.85%	200 Vac and 6 Hrs. Holiday
FULL Est	\$ 4,719.17	\$ 56,630.04	6.03%	200 Vac plus 238 Holiday Comp
	\$ 268.45	\$ 3,221.40		
Safety Member Example (Sheriffs)				
Estimate Type	Mo Benefit Amount	Annual	Percentage Change in Benefit from MSS	Included in Estimate
MSS	\$ 7,800.30	\$ 93,603.60		Reported Pensionable from Employer
CS Base (Currently)	\$ 8,088.46	\$ 97,061.52	3.69%	242.87 Hrs. Vac and 6 Hrs. Holiday
FULL Est	\$ 8,353.49	\$ 100,241.88	7.09%	242.87 Vac plus 246 Holiday Comp Plus 16hrs 6D Post Training Pay
	\$ 553.19	\$ 6,638.28		

Estimate Type	Avg Time to Create Estimate	FTE Cost per Calc	Estimates per Year	Est Annual FTE Cost by Estimate Type	Number FTE
MSS	2 Min	\$ -	1400	\$ -	0
CS Base (Currently)	3	\$ 167.40	1400	\$ 234,360.00	3
FULL Est	7	\$ 390.60	1400	\$ 546,840.00	6



Retirement Operations



Of the 8 requested RPS – assign 2 RPS QA/Process Improvement Team

GOAL –

2. Expand quality assurance to other areas, ie Buybacks/Service Credit Purchases (SCP), PAS regression testing, process and procedure documentation.

RISK –

- Delayed SCP processing
- Processes are not fully documented





Retirement Operations



Quality Assurance and Process Improvement Staffing Request

Transaction Types	Avg Annual Volume of Trans	Number per Day	Avg Hours to Process one Transaction	Avg Hours to Process one day's Transaction	Full Time FTE
QA - Quality Unit - Sr RPS/RPS					
Disability/DRO QA	240	1	8	8.0	1
Retirement QA	1000	4	8	33.3	5
QA - SCP Quality Unit - RPS/AT					
SCP Request Quality and System QA	798	3	4	13.3	2
Additional staffing to perform timely SCP QA and PAS/RPA User Regression Testing			Total FTE Required		8
			Current FTE		6
			NEW FTE Requested		2



Retirement Operations

Add 1 Benefit Analyst -

GOAL

- The BA will oversee the full FAS estimate work being transferred from MER Section.
- Project work can be accomplished:
 - 1200+ hours to perform RPA project testing
 - 1500+ hours Master Repository for Procedures Project

RISK

- Work on projects will be delayed.

2A. Career Ladder Information Security Department



RECOMMENDATION

- Approve the addition of a career ladder position, classified as Senior Information Security Manager in the Information Security Department

JUSTIFICATION

- Part of the OCERS strategic plan to recruit and retain a high performing workforce.
- Position is an additional classification but not an increase in headcount.
- Retention tool for the Information Security Department.

ADDITIONAL RESPONSIBILITIES

- Assist with the development of the Information Security business plan and strategic plans.
- Plan and manage the implementation of technical security controls.
- Lead and perform highly complex and technical system implementations and assessments.
- Train and mentor new Information Security staff.

Current Position	Proposed Position Title	Proposed Position Salary Range	Current Salary and Benefits	Proposed Salary and Benefits	Total Annual Budget Impact (Net)
Information Security Manager	Senior Information Security Manager	\$126,079 - \$195,422	\$292,094	\$320,094	\$28,000

2B. Career Ladder Disabilities Department



RECOMMENDATION

- Requesting to add two (2) Staff Assistant career ladder positions

JUSTIFICATION

- Increased workload, implementation of new evaluation process, performing duties outside of OS job classification, and employee incentive

BENEFITS TO OCERS

- Cost efficiency
- Quality of evaluation process
- Faster application processing time
- Reduced risk of errors and delays
- Savings of time and resources
- Customer service

Current Position	Proposed Position Title	Proposed Position Salary Range	Current Salary and Benefits	Proposed Salary and Benefits	Total Annual Budget Impact (Net)
(2) Office Specialist	(2) Staff Assistant	\$51,896 - \$69,576	\$103,748	\$113,748	\$20,000

3A. 4 Extra Help positions will go dark (be unfunded) in the 2024 Staffing Plan



JUSTIFICATION

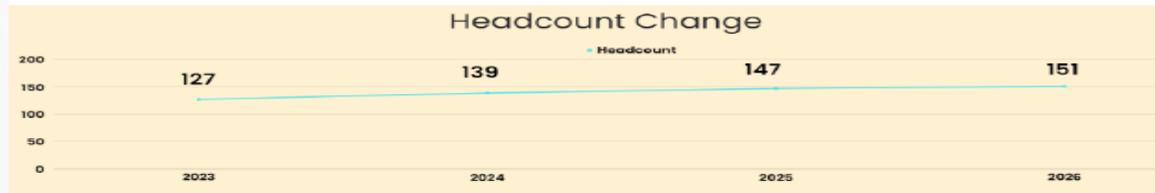
- In 2023, Member Services had three Extra Help RPS's supporting QA processes and the call center.
- There is currently a vacant Extra Help Manager position.
- If the request for three RPS positions in the QAPI Section and one RPS for the call center is approved, the Extra Help positions will go dark in 2024.

Position Title	Department	Position Type	Current Salary and Benefits	Total Annual Budget Impact (Salary and Benefits)
(3) Retirement Program Specialists - Extra Help	Member Services	County	\$35,000	(\$105,000)
Member Services Manager – Extra Help	Member Services	County	\$61,000	(\$61,000)



3 Year Staffing Plan 2024-26

OCERS 3 Year Staffing Plan - 2024-2026			
Department	2024	2025	2026
Investments	3	2	2
Disability	2	0	0
MS - Member & Employee Relations	1	1	1
MS - Operations, QA and Process Improvement	9	0	0
Finance	1	2	0
IT	1	2	1
Info Sec	0	0	0
OSS	0	0	0
HR	0	0	0
Legal	0	0	0
Internal Audit	0	0	0
Executive/EPMO	0	1	0
Communications	0	0	0
Proposed Added Positions Totals	17	8	4





Appendix



Earned and Cashable



From the Compensation Earnable Policy:
"...remuneration that is "earned and receivable in cash..."

Translation: the amount of paid time off (PTO); annual leave, vacation, as well as holiday pay, that is earned in a 12-month period that is cashable is pensionable.

- 13 Active Employers
- 70 MOU iterations that potentially impact Final Average Salary (FAS)
- Manual process



Example – General

- OC General Members – MOU Provisions – Paid Time Off (PTO)
 - Earn 160 hours of vacation per year (assuming they have 10 years of service)
 - Vacation accrual is capped at 320 hours
 - Unless they are a Real Property Agent I, II or III then capped at 400 hours
 - If annual leave is exhausted – Vacation cash out is 40 hours/year
 - Unless they are in one of the following 8 classes:
 - Then vacation cash out is 50 hours/year

Animal Control Officer
Animal Control Officer Trainee
Correctional Services Technician
Dispatch Services Operator
Radio Dispatcher
Radio Dispatcher Trainee
Senior Animal Control Officer
Sheriffs Community Services Officer



Example

OC General Members – MOU Provisions - PTO

- If annual leave is **NOT** exhausted:
 - 80 hours of PTO, unless employee has 80 or more hours of accrued annual leave, then;
 - 100 hours of vacation may be cashed out per year
- 2. If an employee's vacation balance will reach the applicable cap some time during the fiscal year, an employee may cash out vacation or any combination of vacation leave and annual leave, to an aggregate total of eighty (80) hours each fiscal year, except if the employee has eighty (80) or more hours of accrued, unused Annual Leave balances, then they may cash out up to one hundred (100) hours of vacation each fiscal year.



Example - Safety

- OC Sheriffs PO/SP Members – MOU Provisions - PTO
 - Earn 160 hours of vacation per year (assuming they have 10 years of service)
 - Vacation accrual is capped at 360 hours
 - If annual leave is exhausted – OR – if cash out depletes annual leave
 - Combined Vacation/Annual leave cash out is 120 hours/year
 - If annual leave is exhausted –
 - Vacation leave cash out is 90 hours/year



Example

- OC Sheriffs PO/SP Members – MOU Provisions - PTO
 - If annual leave is **NOT** exhausted – AND annual leave is over 750 hours
 - Annual leave cash out is 120 hours/year
 - If annual leave is **NOT** exhausted – AND annual leave is less than 750 hours
 - Annual leave cash out is 60 hours/year
 - Employee can request an additional 60 hours with Department approval
 - Any vacation/annual leave combination can be cashed out up to 120 hours if the employee has more than 270 hours of accrued vacation hours



Example from the MOU

If an employee has 755 hours of annual leave, and the employee currently has more than 270 hours of accrued vacation hours the employee may, for example, do any one of the following:

1. Cash out 120 hours of annual leave, but no vacation leave;
2. Cash out 120 hours of vacation, but no annual leave; or
3. Cash out any combination of annual leave and vacation leave to a maximum of 120 hours.



Example from the MOU

If an employee has 700 hours of annual leave, but the employee currently has 270 or less hours of accrued vacation hours the employee may only cash out up to 60 hours of annual leave. Annual leave in excess of 60 hours, up to a maximum of 120 hours, may be permitted at the discretion of the Agency/Department.



Example from the MOU

If an employee has 60 hours of annual leave, and the employee has more than 270 hours of accrued vacation hours the employee may, for example, do any one of the following:

1. Cash out 60 hours of annual leave and up to 60 hours of vacation leave;
2. Cash out less than 60 hours annual leave and up to 120 hours of vacation leave which does not, when added to the annual leave cash out, exceed a total of 120 hours.
3. Cash out up to 120 hours of vacation leave and any amount of accrued annual leave which does not, when added to the vacation leave cash out, exceed a total of 120 hours.

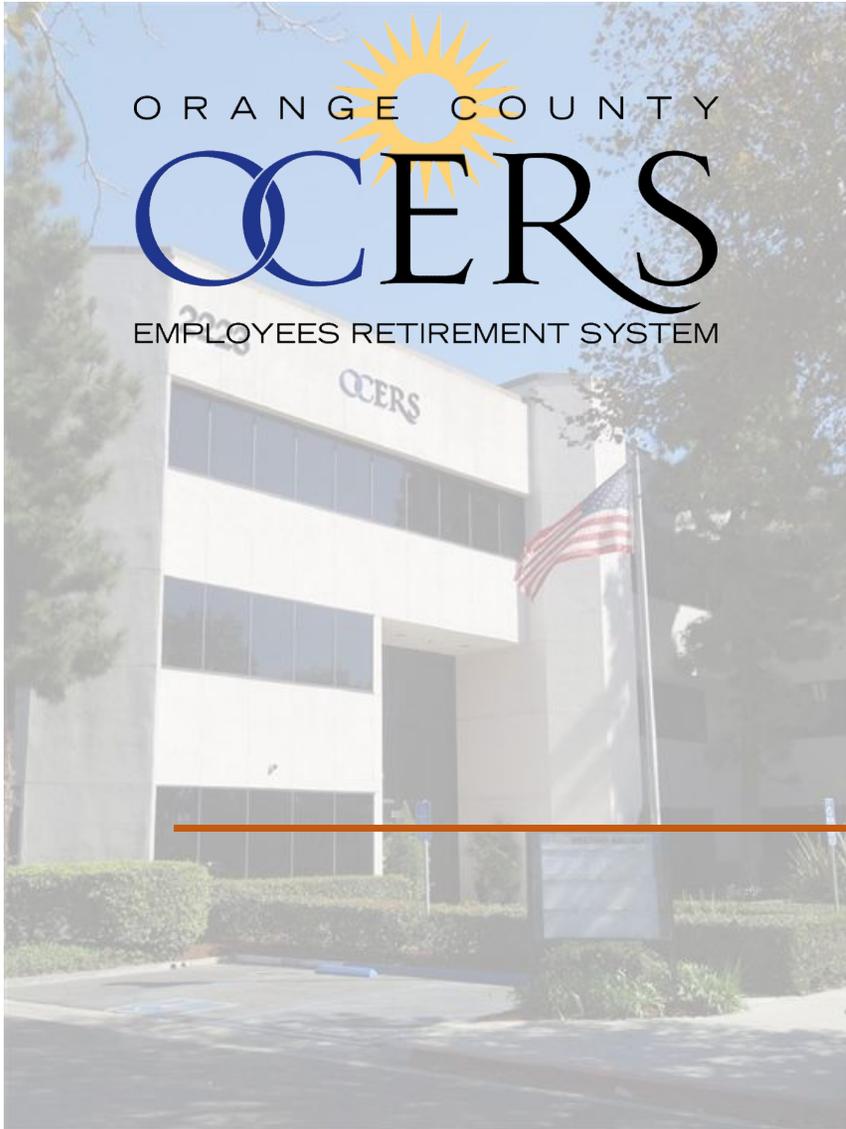


Compared to our Peers

- OCERS – 13 active employers, 70 MOU iterations, manual FAS calc
 - 2 classifications: General & Safety, 13 plan formulas
- SBCERA – 17 active employers, FAS only includes cashed out PTO, FAS based on data received on transmittal file.
 - 2 Classifications: General & Safety, 2 Tiers (formulas): Legacy & PEPRA
- SDCERA – 4 active employers, FAS based on data received on transmittal file.
 - 2 Classifications: General & Safety, 7 Tiers (formulas)



Questions?



Investments Department Long-Term Staffing Plans: 2017-2027 and Beyond

Presented By

Molly A. Murphy, CFA
Chief Investment Officer



Table of Contents

1. Executive Summary
2. Common Allocator Models
3. Planned Staffing Growth
4. 2024-2027 Personnel Needs
5. Beyond 2027



1

Executive Summary



Executive Summary



- OCERS' Assets Under Management ("AUM") have grown from \$14+ billion to \$21.5 billion since 2017.
- OCERS' internal modeling predicts that the AUM of the system will be approximately \$30 billion by 2027.
- Prior to 2017, OCERS portfolio was directed by its investment consultants and approved by its Investment Committee, with staff execution.
- Since 2018, OCERS' Investment Committee has delegated authority for certain investment decisions to its Chief Investment Officer with support from internal staff in consultation with three external investment consulting firms.
- With this governance change, OCERS' Investments Department has been adding to its investment staff as AUM has grown and portfolio complexity has increased.
- *OCERS' Chief Investment Officer is asking for three new positions for budget year 2024: one Investment Analyst and two Investment Officers to support private markets investments.*



2

Common Allocator Models



Assets Under Management Based



Internal Management vs. Externally Directed	Staff Member AUM Coverage Limit
Internal management	\$500 million-\$1 billion
Internal management with narrow consultant use	\$1 billion - \$1.5 billion
Internal management with broad consultant use	\$1.5 billion - \$2 billion
Board/Consultant driven or OCIO with staff execution	> \$2 billion

Complexity Based: Private Equity Example



Internal Management with Broad Consultant Use	\$1.5 Billion - \$2 Billion
Fund of Funds Only (OCERS Pre-2018)	\$2 billion
Direct Primary Funds	\$1.75 billion
Direct Primary Funds + Co-investment with Funded GPs (OCERS 2022)	\$1.5 billion
Direct Primary Funds + Co-investment with Any GP	\$1.25 billion
Direct Deals	< \$1 billion



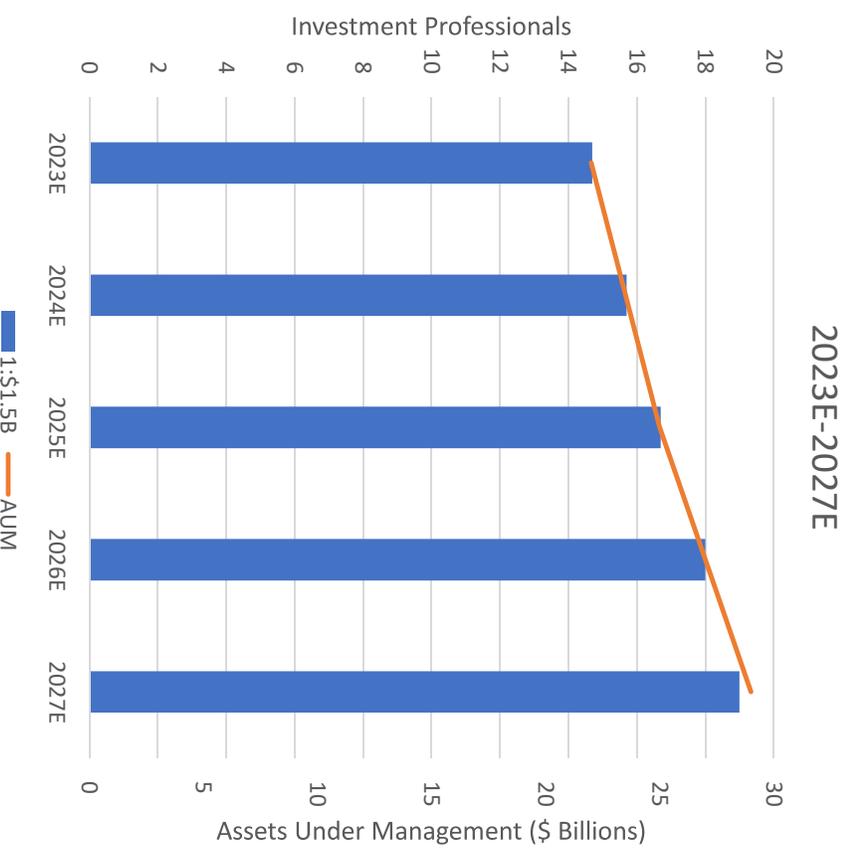
3

Planned Staffing Growth





Planned and Steady



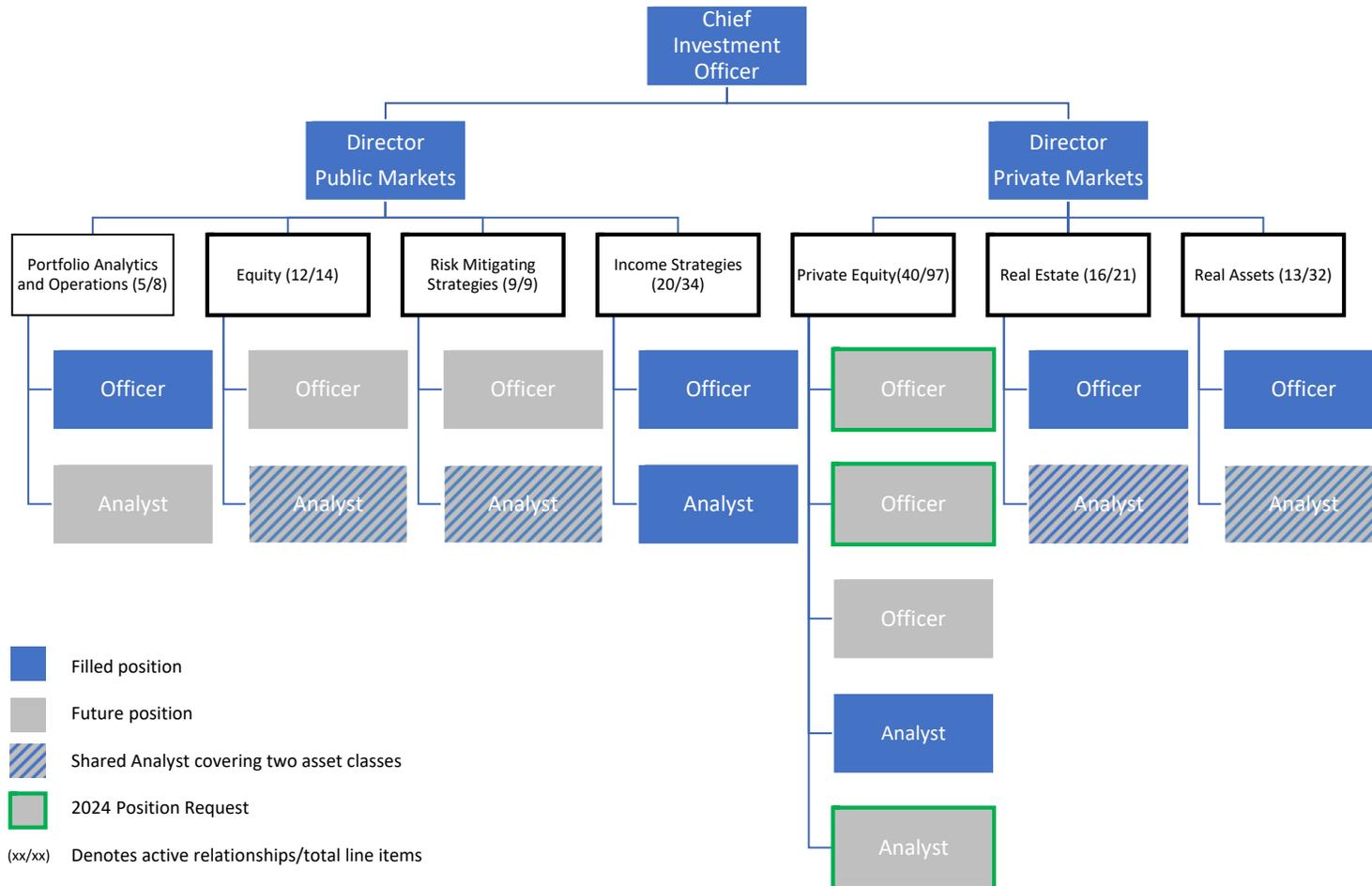


4

2024-2027 Personnel Needs



2017-2027 Organizational Plan



2024-2027 Personnel Needs: SMEs and Coverage



- By Year:
 - 2024: 3 positions
 - 2025: 2 positions
 - 2026: 2 positions
 - 2027: 2 positions

- By Position:
 - Investment Officer: 5 positions
 - Investment Analyst: 4 positions

Note: Within each category, Investment Officer and Investment Analyst, there is a promotional opportunity to Senior IO and Senior IA.

2024 Personnel Request



- Three new positions
 - 2 Investment Officers
 - 1 Investment Analyst
- Rationale:
 - Stay consistent with 10-year plan and growth of AUM
 - Manage private markets relationships better:
 - Current Private Markets relationship load:
 - 34.5 per Investment Officer
 - 34.5 per Investment Analyst
 - Desired Private Markets relationship load:
 - <15 per Investment Officer
 - 20-25 per Investment Analyst
 - Reduce relationship load to allow deeper understanding of portfolio companies and co-investment opportunities



5

Beyond 2027

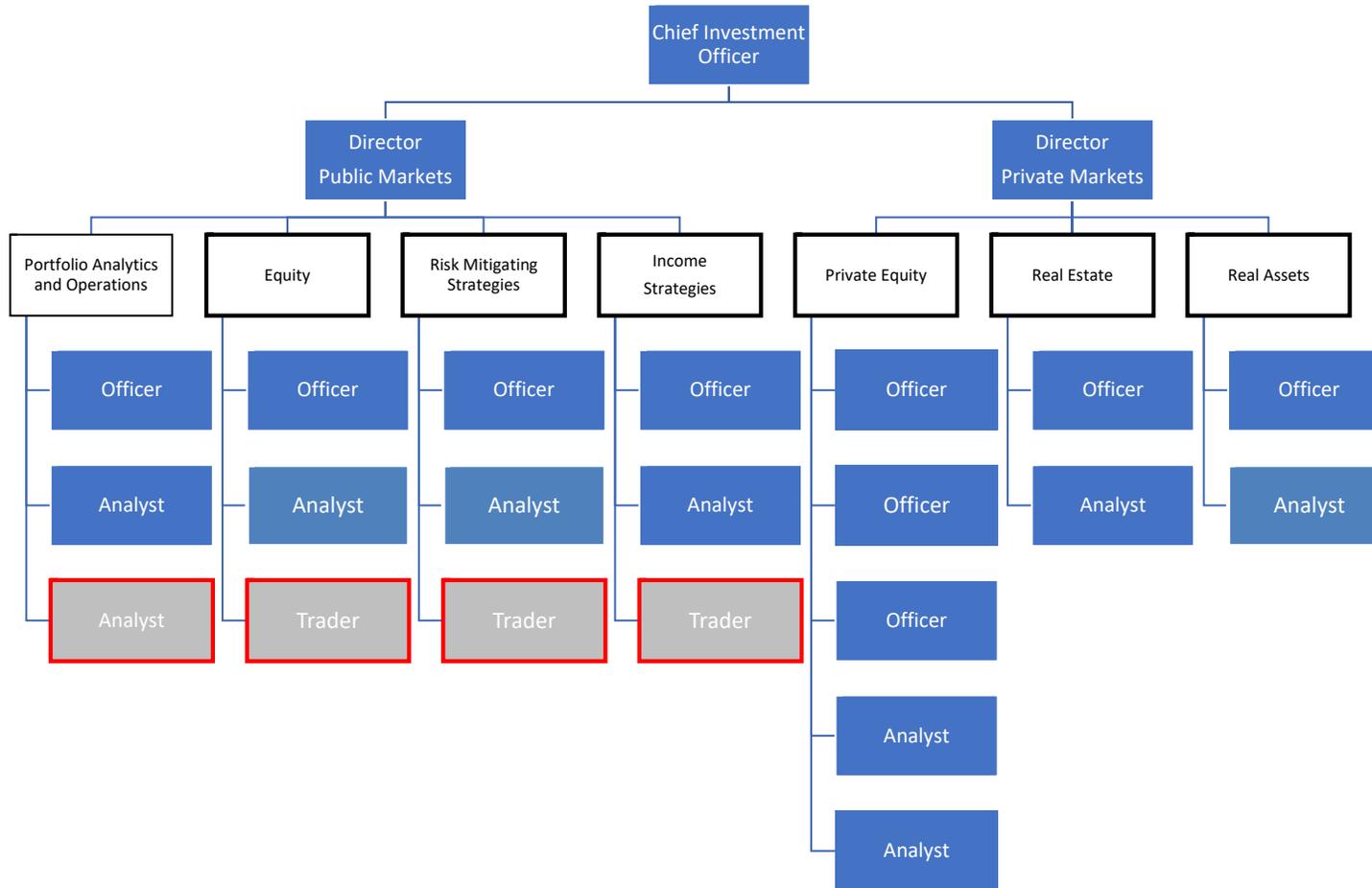


Future Considerations: Post-2027 Identity



- Stay the Course
- Get closer to the deal to reduce fees/improve risk management
 - Private markets = Increased co-investment activity
 - Public markets = Internal trading
 - Cost-Benefit analysis
 - Additional personnel vs. outsourced investment manager fees
 - Increased custody costs
 - Trade settlement activity
 - Daily Net Asset Value calculation
 - Trading operations technology
 - Insurance
- Wild card: Impact of artificial intelligence on investment markets and operations

Beyond 2027: Internal Trading v1.0 Example





2023 Investments Organization Chart

Current Investments Org Chart

Total Budgeted Investments Employees
(as of August 25, 2023): **11**
County – **0**; OCERS Direct – **11**
Vacancy: **1**

- OCERS Direct Employees
- County Employees

Chief Investment Officer

Molly Murphy

Director of Investments

Shanta Chary

Director of Investments

David Beeson

Sr. Investment Officer Tarek Turaigi	Investment Officer Junyun He	Investment Analyst Duc Nguyen	Investment Analyst Vacant (1)
------------------------------------------------	----------------------------------------	-----------------------------------------	-----------------------------------------

Investment Officer Stina Walander-Sarkin	Investment Officer Ada Chen	Investment Analyst Emma Ji	Investment Analyst Mitchell Peterson
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2024 Proposed Investments Organization Chart

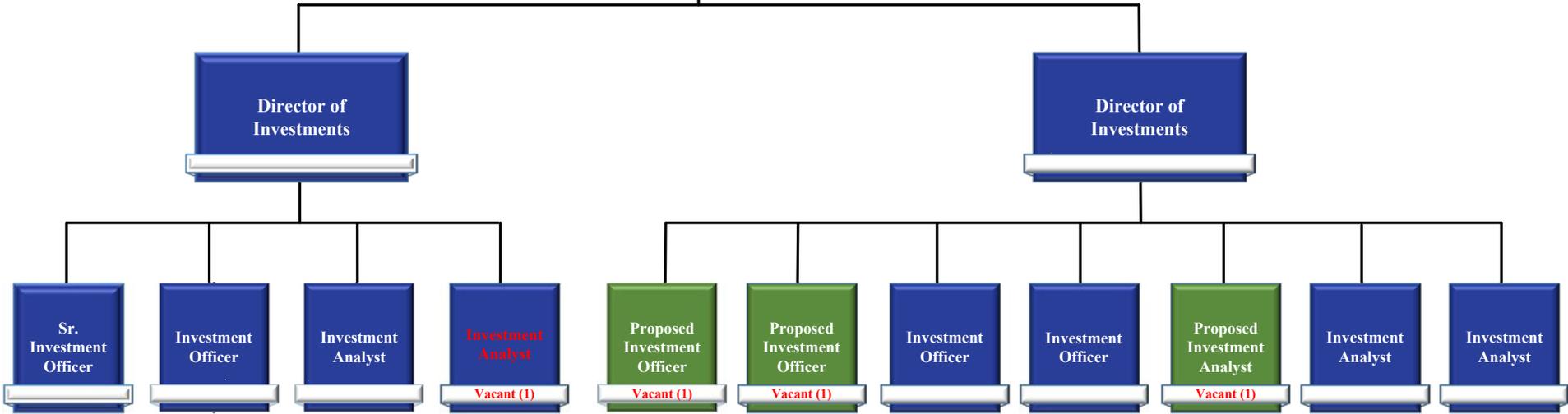
Proposed Org Chart Effective 2024

Total Budgeted Investments Employees : 11
OCERS Direct – 11
Vacancy: 1

Total Proposed Budgeted Investments Employees (effective 2024): 14
OCERS Direct – 14
Vacancies: 4

- OCERS Direct Employees
- OCERS Direct Employee - Proposed

Chief Investment Officer
Molly Murphy





Memorandum

DATE: November 15, 2023
TO: Steve Delaney, Chief Executive Officer
FROM: Nicole McIntosh, Director of Disability
SUBJECT: **2024 STAFFING PLAN - REQUEST FOR TWO ADDED POSITIONS; AND TWO CAREER LADDER POSITIONS IN THE DISABILITY DEPARTMENT**

Recommendation:

The Disability Department requests the approval of the following additional positions:

1. **(1) Disability Retirement Investigator**- Existing county position, would add to headcount.
 1. Estimated Hiring Salary- \$74,347
 2. Anticipated Start Date- January 2024
2. **(1) Staff Assistant** – Existing county position, would add to headcount.
 1. Estimated Hiring Salary- \$65,319
 2. Anticipated Start Date- January 2024
3. **(2) Staff Assistants**- County position, career ladder.
 1. Estimated Hiring Salary- \$64,000.00

Background/Discussion

Request for Additional Staff:

What the Additional Staff will be Doing:

Currently, our Disability Department consists of four dedicated employees organized into two teams. Each of these teams is composed of one Disability Retirement Investigator and one Office Specialist, collectively responsible for processing applications with unwavering diligence. Additional personnel will allow our Department to divide the below described workload between three teams rather than two teams.

Our application processing workflow is an intricate and comprehensive one. It begins with the acceptance and intake of applications, followed by the demanding task of collecting all relevant medical and personnel documentation. In many instances, these records extend to thousands of pages, necessitating extensive efforts to ensure completeness. The process continues with a meticulous review of the amassed documentation, aiming to assess whether the applicant qualifies for benefits in accordance with the CERL.

Upon completion of this evaluation, a recommendation is made to the OCERS CEO and Board of Retirement, further underlining the gravity of our responsibility in ensuring the highest standards of accuracy, thoroughness, and adherence to the law.

Given the escalating demand for our services and the complexity of the tasks involved, I am hereby requesting the establishment of an additional team within our Disability Department. You will note that I am requesting a staff assistant rather than an additional Office Specialist; the reasons for this are detailed in the second portion of this memorandum.

1. **Increasing Workload:** Over the past five years, our Department has experienced a more than 30% increase in disability retirement applications. While the number of applications has increased, our evaluation staff has remained unchanged. This increase in demand for our services has stretched our current personnel to its limits and has highlighted the pressing need for more resources to maintain the quality and efficiency of our work. The workload has reached a level where our current team cannot effectively manage the influx of applications while maintaining our high standards of evaluation.

Year	Cases Processed
2018	82
2022	113
2023 (To Date)	117

2. **New Review Process:**

- Our Department has recently implemented a new review process that has added to our workload but is vital to the quality of our evaluation process. This process enhances our ability to ensure a thorough intake, a complete and comprehensive medical record, and comprehensive review and analysis of applications and accompanying records, which can often number in the thousands.
- This new process enhances cost efficiency by allowing us to streamline cases that do not require review by an Independent Medical Examiner (IME). By identifying cases that can be efficiently processed without IME involvement, we reduce costs associated with additional external evaluations.
- Furthermore, this process significantly lowers the risk of having to obtain multiple repeat IME reports on a single case, which can be costly and time-consuming.

3. **Benefits of Additional Staff:**

- **Thorough Review:** Having additional staff to evaluate applications will enable us to conduct more thorough and comprehensive reviews of each case. This will result in better decision-making and an enhanced ability to identify and address any potential risks or inconsistencies.
- **Faster Processing:** With more personnel, we can significantly expedite the processing of applications; closing claims sooner and increasing our member’s satisfaction with the process.
- **Effective Intake:** Additional staff will help streamline the intake process, ensuring that all applications are handled promptly and with the attention they deserve.

- **Reduced Risk of Errors:** The current workload has placed our team under tremendous time constraints, increasing the likelihood of errors. Additional staff will reduce the pressure and the risk of costly mistakes.

4. **Cost Efficiency and New Review Process:**

- While it may seem counterintuitive to request more staff in light of budget constraints, the truth is that costs will be reduced in the long run. Thoroughly reviewed cases are less likely to result in costly errors or delays, saving both time and resources.
- By increasing staffing levels, we can decrease costs by reducing the number of IME evaluations. With a thorough examination of the complete medical record, we can assess whether an IME is warranted or if existing evidence satisfies the requirements of the CERL, resulting in substantial savings. Each IME evaluation costs approximately \$6,5000. Some reports can be much more costly. If we reduce the number of IMEs by just 20, this cost reduction could cover the expenses for the requested positions.
- The pressure to meet tight deadlines currently forces our team to cut corners at times, which can lead to costly rework. Additional staff will eliminate the need to rush through evaluations, thus reducing the overall cost associated with errors.

Request for Career Ladder Positions:

The Current Situation:

Currently, our Department has two highly experienced and dedicated Office Specialists who have been serving as county employees for several years. They have consistently demonstrated their commitment and competence in their roles. However, they have reached their pay maximums according to county guidelines, which has resulted in them not receiving any merit increases for a considerable period. This has created a potential morale issue, as their workload and responsibilities have increased without corresponding financial recognition.

The Need for Staff Assistant Positions:

The Office Specialists are Currently Performing Staff Assistant Duties:

The role of our Office Specialists has evolved significantly in recent years, necessitating the inclusion of new responsibilities and duties. Their current duties go beyond providing secretarial and office support. They handle critical tasks, such as intake of applications and meticulous verification of their completeness. Moreover, their expertise extends to obtaining and scrutinizing medical records, ensuring that only pertinent documents are included and forwarded to the Disability Retirement Investigators and the IMEs. They have to have a keen eye for identifying and rectifying discrepancies in template letters. Notably, they serve as the initial point of interaction for employers and members in case of issues, effectively facilitating swift resolutions, showcasing their valuable role as the forefront ambassadors of the organization.

The Staff Assistant Position Will Have Additional Duties and Increased Responsibilities:

The duties of the proposed position will go beyond the typically clerical duties of an Office Specialist. These additional duties will include conducting intake interviews and providing consultations on issues such as benefits classifications, eligibility requirements, and the proper completion of application documents. These expanded duties will require a staff assistant to have a high level understanding of eligibility requirements and the applicable legal standards, to be able to effectively and accurately discuss those matters with employers and members, and to be responsible for critical steps in our evaluation process. This expanded role is vital for our Department's ability to provide comprehensive and effective services to our clients and constituents.

Improve Customer Service. The proposed solution also addresses OCERS' continuing goal of excellent customer service. Currently, our Office Specialists are not trained to conduct consultations or answer high-level questions on the spot when members walk in without an appointment. These do not fall within the job duties of an Office Specialist. This can lead to frustrating wait times for members as they must wait for a trained employee to contact them later. The staff assistant positions will come with increased responsibilities and additional training, enabling them to conduct consultations and provide immediate assistance with high-level questions. This will significantly enhance our customer service, ensuring that members receive prompt and high-quality support during their visits.

Incentive To Excel. To address these concerns and provide a clear incentive for our Office Specialists to excel, I propose the approval of two staff assistant career ladder positions within our Department. These positions will come with higher pay scales and represent a significant opportunity for our Office Specialists to advance in their careers. However, it is important to clarify that these staff assistant positions will remain unfilled unless and until our Office Specialists demonstrate their readiness and worthiness for promotion.

Benefits of the Proposed Solution:

- Provides a clear and achievable goal for our existing Office Specialists, encouraging them to strive for excellence and take on more responsibility.
- Fosters a sense of purpose and motivation among employees, ensuring their ongoing dedication to our Department.
- Aligns their compensation more closely with their increased responsibilities, creating a positive impact on morale.
- Enhances overall job satisfaction and work quality.
- Improved customer service.

In light of these compelling reasons, I kindly request your consideration of our request for additional staff and career ladder positions. We believe that this investment of an additional team will not only improve the quality of our services but also lead to long-term cost savings. The career ladder positions, which will remain vacant until our Office Specialists prove themselves qualified and dedicated, is a crucial step to prevent potential morale problems and continue our goal of excellent customer service. We are committed to continuing to meet the growing needs of our members while ensuring the highest level of service.

Three Year Plan: The Disability Department may require an additional evaluation team (one Disability Retirement Investigator and one Staff Assistant) in 2025 or 2026. This will depend on the volume of filed applications, and the implementation and efficacy of prospective automated procedures.

Submitted by:



N.M. – APPROVED

Nicole McIntosh
Director of Disability

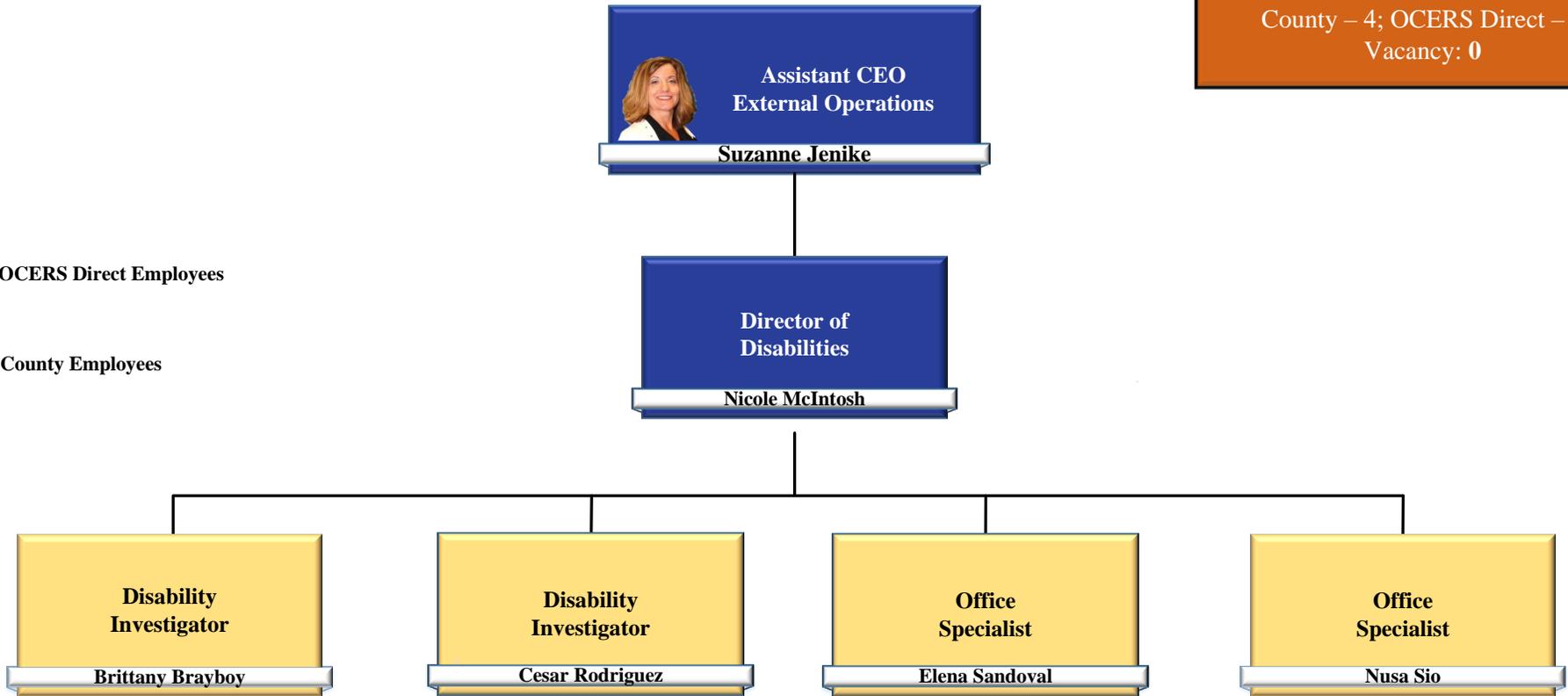


2023 Disabilities Organization Chart

2023 Org Chart

Total Budgeted Disabilities Employees
2023: 5
County – 4; OCERS Direct – 1
Vacancy: 0

 OCERS Direct Employees
 County Employees





2024 Proposed Disabilities Organization Chart

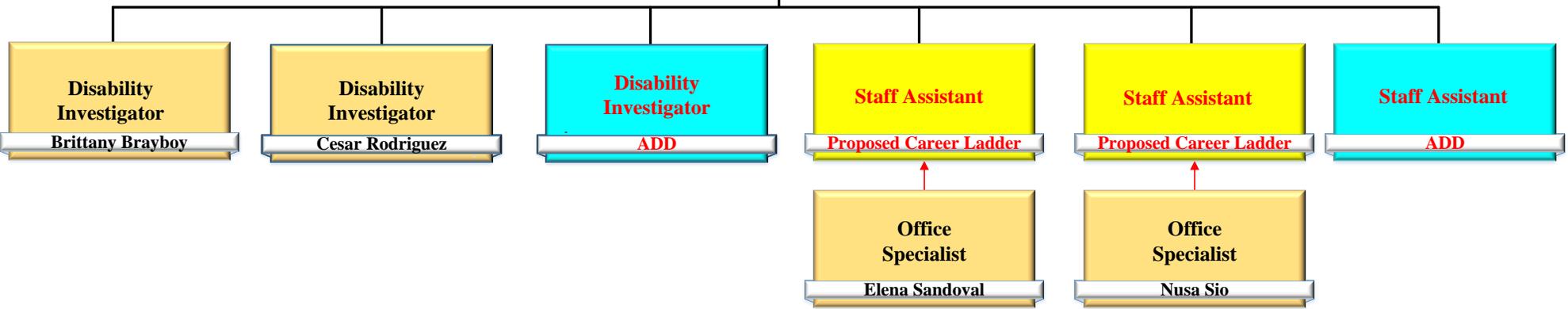
Proposed Org Chart
2024

Total Proposed Disabilities Employees
2024: 7
County – 6; OCERS Direct – 1
Proposed ADD: 2
Proposed Career Ladders: 2
Vacancies: 2

- OCERS Direct Employees
- County Employees
- County Employee – Proposed ADD
- County Employees – Proposed Career Ladder

Assistant CEO
External Operations
Suzanne Jenike

Director of
Disabilities
Nicole McIntosh





Memorandum

DATE: November 15, 2023
TO: Members of the Personnel Committee
 Steve Delaney, Chief Executive Officer
FROM: Suzanne Jenike, Assistant Chief Executive Officer
SUBJECT: **2024 STAFFING PLAN – MEMBER SERVICES DEPARTMENT**

The recommendation before the Personnel Committee on November 15, 2023 is to:

ADD TEN POSITIONS TO THE MEMBER SERVICES DEPARTMENT IN 2024

1. Add 8 Retirement Program Specialist – Retirement Operations Section
 - 6 assigned to Payroll Processing Team
 - 2 assigned to Quality Assurance/Process Improvement Team
2. Add 1 Benefit Analyst - Retirement Operations Section
3. Add 1 Manager - Member/Employer Relations Section

Assuming the 2024 staffing plan is approved, we intend to transition the task of creating benefit estimates from the Member and Employer Relations section (overseen by Silviu Ardeleanu) to the Retirement Operations section (overseen by Jeff Lamberson). The Retirement Operations section will create full final average salary estimates and do account audits for all retiring members so that members will have their final numbers prior to their first payment. We process approximately 1000 retirements per year, not including death and disability transactions, and doing full FAS calculations at the time of retirement will mean the work is done earlier in the process benefiting both the Member and the organization. This change will result in members having their final benefit amount when they make their decision to retire.

The Member and Employer Relations section will become a stand-alone call center. This transfer of work will allow the call center team to focus on customer service which includes all forms of communication; calls, emails, text messages as well as performing retirement seminars and in-person counseling. We receive approximately 70,000 calls annually, host 12 on site retirement seminars annually and currently participate in over 40 employer specific seminars, new employee orientations and health fairs annually. This year, as in prior years, we sent personnel to AOCDs (multiple days), OCEA, REAOC luncheons, OCTA (multiple days), OCPFFA and OCFA (multiple days) to name a few.

To accomplish these goals, we are requesting six (6) additional Retirement Program Specialists (RPS) positions.

The Quality Assurance and Process Improvement team would like to expand the quality assurance (QA) review process to include additional transactions. For example, service credit purchases transactions are currently peer reviewed and do not go through the same level of scrutiny that we have developed for final average salary and benefit set ups. We believe the 100% Accuracy goal applies to all financial transactions and we would like to ensure all processes receive full QA. We receive approximately 800 new service credit purchase requests a year that need to be processed and QA reviewed in a timely fashion. Our goal is to process all requests within 30-45 days of

receipt of all the information needed. We also need to perform testing for the RPA automation projects with Roboyo, which consisted of over 300 hours/test case as well as document our processes for the Master Repository P&P project that will feed into the future PAS project development.

To accomplish these goals, we are requesting two (2) additional Retirement Program Specialists (RPS) positions.

The Retirement Operations section requests an additional Benefit Analyst (BA) position. We currently have a BA overseeing the payroll processing and QA team as well as one overseeing the Service Credit Purchase team. If we transition the processing of estimates, including full FAS calculations as described above, we will need an additional BA to oversee the process.

To accomplish this goal, we are requesting one (1) additional Benefit Analyst position.

The Member and Employer Relations section requests an additional Manager position to allow for better oversight of the team in this section. There is currently one Manager overseeing a group of over 20 team members performing a wide variety of tasks, including everything from the call center and retirement counseling RPS team, support staff which includes receptionists and data entry tasks, employer payroll which includes transmittal process reconciliation, reciprocity, and new member enrollment. One Manager is not able to provide the level of oversight needed to ensure these processes are efficient and effective.

To accomplish these goals, we are requesting one (1) additional Manager position.

Conclusion:

In summary, I am requesting 10 new positions to the Member Services Department. There are numerous projects, in addition to regular work, that require proper staffing and without sufficient personnel we will not be able to move the organization's goals and objectives forward. I will highlight just a couple. We have the Master Repository Policy and Procedure project which we have assigned a staff person to take the lead on. That work will require cooperation and collaboration with many individuals across the Department and likely consume several hundred hours of time. It is critical that we have all processes documented and this initiative will feed into any Pension Administration System replacement or upgrade work we undertake in the future. We fully expect the RPA initiative to improve processes through automation however the development of the use cases requires a significant amount of staff time that takes away from daily operations. Finally, the Data Access Constraints project has the potential to automate the processing of Final Average Salary (FAS) calculations in the future. We are making good progress on this initiative but need dedicated staff to work with the employers to implement the changes needed to achieve this goal.

There are several others that I won't go into detail on; however, they are equally important and continue to challenge our resources, including *Alameda*, Electronic Document Management System (EDMS) and 100% Accuracy.

Submitted by:



SJ - Approved

Suzanne Jenike
Assistant Chief Executive Officer

Position Title	Department/Section	Position Type	Proposed Budgeted Salary	Annualized Personnel Total Cost (Salary and Benefits)	2024 Budget Impact
(8) Retirement Program Specialist	Member Services Retirement Operations	County	\$66,296	\$885,296	\$663,972
Benefit Analyst	Member Services Retirement Operations	OCERS Direct	\$107,000	\$181,119	\$181,119
Manager	Member Services Member/Employer Relations	OCERS Direct	\$139,000	\$204,679	\$204,679



Memorandum

DATE: November 15, 2023
TO: Steve Delaney, Chief Executive Officer; Suzanne Jenike, Asst CEO Ext. Operations
FROM: Jeff Lamberson, Director of Member Services
SUBJECT: **2024 STAFFING PLAN REQUEST – RETIREMENT OPERATIONS SECTION (Member Services Department)**

Recommendation:

Add a total of (9) new positions to the Retirement Operations Section of Member Services.

- a) Add 1 Benefit Analyst (Payroll Processing team)
- b) Add 8 Retirement Program Specialist (RPS)
 - i. (6) Payroll Processing team
 - ii. (2) Quality Assurance and Process Improvement team

1. Working Title: Member Services Benefit Analyst (BA)

- a) **Position Type:** Full Time
- b) **Additional Headcount** will be created if position is approved
- c) **Existing classification:** MS Benefit Analyst
- d) **What new work will be done:** This MS Benefit Analyst in the Payroll Processing team of the Retirement Operations Section will oversee the payroll operations for retiring members. Their focus would be on ensuring processing integrity in our payroll team and adherence to internal and external standards and quality checks. This position will also provide support with automation modernization by suggesting automations, testing them, and moving them into production.
- e) **What work currently isn't being done:** The MS Benefit Analyst role will help the MS Manager with managing the payroll team processing strategy as well as assisting with the many and varied projects and process improvement tasks we currently do not have the resources to support. The Supervisor would then be able to focus on providing feedback, coaching, and support for our team members on this team.
- f) **What growth in workload is anticipated:** The Member Services Department is continually being tasked with additional workloads for projects that affect our management team's ability to be proactive vs reactive. Details of the important projects that affect the Members Services Department are listed in the appendix attached below. Each of these projects alone require a tremendous amount of work on our management teams' part that pulls them away from running the day-to-day operations.
 - For example, the **Robotic Process Automation (RPA) project** has taken approximately **350 hours of management** time in the last three months to prepare to implement our first bot.
 - Another example is the **Master Repository Policy and Procedure Project** that we are just only beginning but will take **several thousands of hours** of our team member and management time to complete.



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- The third example is the **Alameda project**. The weekly meetings (not the work) alone impact on peoplepower in the Member Services Department leadership and high-level staff **alone equates to 1630 hours in a year for the 8 team** members involved.

If we continue to strain our leaders in this way we may see burnout and possibly turnover as well as poor quality work product, errors, low morale and project delays.

- g) **Is there any savings that will be achieved?** Yes, hiring an additional MS Benefit Analyst will help reduce stress and burn out on the existing management team and save in leadership turnover costs.
- h) **Will the position do work that will eliminate current risks?** Adding an additional MS Benefit Analyst to the Payroll Processing Unit will assist in the maintenance of our 100% Accuracy goals by allowing our Retirement Program Supervisor to focus their attention on team member supervision, training and development. This addition will also help eliminate risks of delays on implementing process improvements and projects focused on streamlining processes. Member Services management team is stretched currently to capacity.

2. Justification:

This MS Benefit Analyst would help supervise the technical aspects of running the Payroll Processing team of the Retirement Operations Section which would consist of (1 Retirement Program Supervisor, 2 Sr. Retirement Program Specialist and 6 Retirement Program Specialist). This individual would provide a level of organization and processing skills that allows them to break down errors and review processes to determine improvements, training needed and assist in implementing automations. This new MS BA would be supported by a Retirement Program Supervisor who would focus on front line supervision and feedback.

- **Increased Productivity on our Retirement Operations Section Management team:** The new MS Benefit Analyst will be able to take the lead on projects specific to the Payroll Processing team.
 - Examples:
 - 100% Accuracy
 - Pension Administration System (PAS) replacement project
 - Master Repository for Procedures Project (Specific to payroll processes)
 - RPA project to test our specific automations that affect the payroll processing unit.
- **Mentoring Opportunities:** Bringing on this new MS Benefit Analyst will allow the MS Retirement Program Supervisor to refocus their efforts on supporting our team members by providing mentorship opportunities. The Supervisor will also be able to counsel our team members better on our QA results to ensure they are all meeting our goals of 100% Accuracy.
- **Succession Planning:** An additional MS Benefit Analyst will also ensure we have a talent pipeline for future MS Managers.

3. Estimated hiring salary:

The mid-range totals \$181,119 (salary of \$107,000 + fringe of \$74,119). Expected salary range: \$87,281 to \$127,340 (we are assuming direct salary ranges move by the current ECI rate of 4.6%). **Total Estimated Annual Cost and 2024 Budget Impact: \$181,119**

4. Estimate Hire Date: Early Q1 of 2024



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1. Working Title: Retirement Program Specialist (RPS)

- a) **Position Type:** Full Time
- b) **Additional Headcount** 6 will be created if position approved
- c) **Existing classification:** Retirement Program Specialist
- d) **What new work will be done: This request will allow us to process estimates with the FULL Final Average Salary (additions of Holiday Comp and Vacation time) for all members that have filed for retirement and allow for SME support.**
 - The FULL Final Average Salary process vs our standard estimate process is a **46% increase** in the time it takes to process one estimate:
(standard estimate takes 3 hours vs Full estimate takes 7 hours).
 - These team members will also allow our existing team members to act in their Subject Matter Expert (SME) roles to support the **major projects** going on in 2024 for Member Services (see appendix)
- e) **What work currently isn't being done: FULL Final Average Salary calculations instead of the base only estimates that are currently provided.** These 6 RPS positions will take over the processing of Retirement Estimate generation from our Call Center RPS representatives and allow the Call Center to focus on answering calls, counselling our members, and attending seminars. This will help make our retirement processing more efficient by allowing us to fully audit a members account at the time of the initial estimate generation instead of during the final payroll calculation.
- f) **What growth in workload is anticipated:** This coming years retirement applications could easily be twice our normal average number (Cur Avg 1100) due to several factors:
 - We anticipate 2024 will again see a large COLA approval.
 - County Retiree medical premium changes that substantially lower the premium costs charged to retirees.
 - HRA/Grant changes the County implemented may encourage more members to file for retirement that have been holding off.
 - OCERS currently has approximately 5995 Active and Deferred members who are retirement eligible with an average of 21.37 years of service. **If we see even 10% of this number, our Payroll Processing team will be needing trained support.**
- g) **Is there any savings that will be achieved? Yes \$165,993 in 2024.** We do not anticipate hiring all 6 team members requested in January 2024, but instead working on hiring 3 of the 6 roles early in the first quarter and hiring the last 3 after June 2024. Member Services Retirement Operations Section will also not be rehiring the two extra help RPS representatives that we employed in 2023.
- h) **Will the position do work that will mitigate current risks?** Hiring 6 additional RPS representatives in the Retirement Operations Section will assist in the maintenance of our 100% accuracy goals in our Payroll Processing team by allowing us to perform our full account audits earlier in the retirement process. This will help our payroll process be more efficient and accurate by ensuring all data is ready to be calculated earlier in the monthly cycle. This will also allow our call team members to focus on answering and returning member calls timely.

2. Justification:



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This request is to increase our Retirement Operations/Payroll Processing team by **6 RPS team** members. We plan to migrate the estimate process from our Customer Service Call Center (RPS team) to our Payroll Processing team. With this move, we will also work towards the ability to process Full Final Average Salary Estimates with the additions of Holiday Comp and Vacation time for members that have filed for retirement. This addition to our team is critical to support our members getting full accurate benefit estimates as well as to support the increased workloads.

- **Increased Productivity on our Retirement Operations Section:** The 6 new RPS representatives will be able to take over the estimate generation process currently performed by our call team representatives. This transition will allow us to provide FULL Final Average Salary estimates at the time of retirement request. Currently the member may not know their full Final Average Salary until they retire and receive their first benefit letter. These team members will also allow our existing representatives to act in their Subject Matter Expert (SME) roles to support the major projects going on in 2024 for Member Services (Alameda, 100% Accuracy, Electronic Document Management System, Vision2030, PAS replacement, RPA Automations)
 - **Succession Planning:** An additional 6 RPS will also ensure we have a talent pipeline for future Sr RPS representatives.
3. **Estimated hiring salary:**
Based on current figures, a fully loaded RPS hired at the mid-range totals \$110,662 (salary of \$66,296 and fringe of \$44,366). Expected salary range based on 3.5% increase for County employees: \$55,520 to \$74,335. There will also be a mid-year raise of 4.25% effective June 28, 2024, per County MOU. **Total Annual Cost: \$663,972; 2024 Budget Impact: \$497,979**
4. **Estimate Hire Date:** Early Q1 of 2024 for 3 RPS, Early Q3 of 2024 for 3 Remaining RPS

Retirement Operations Section Staffing Request with Full Estimates

Transaction Types	Avg Annual Volume of Trans	Per Month Avg	Avg Hours to Process one Transaction	Full Time FTE
Retirement Operations Section - Estimate Unit – Sr. RPS/RPS				
Retirement Payroll Estimate	1000	83.3	7	4
Retirement Misc. Estimate	400	33.3	7	2
Retirement Operations Section - Payroll Unit – Sr. RPS/RPS				
Retirement Payroll	1000	83.3	8	5
Retirement Recalculations/DRO	180	15.0	8	1
Retirement Death	120	10.0	8	1
Retirement Disability	100	8.3	8	1
Moving from a 3 hour estimate calc time to a full 7 hour estimate calc time is a 43% increase in workload and equates to 6 RPS positions	Total FTE Required			14
	Current FTE			8
	NEW FTE Requested			6



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Retirement Operations Section (Quality Assurance and Process Improvement Unit) Positions request:

1. Working Title: Retirement Program Specialist

- a) **Position Type:** Full Time
- b) **Additional Headcount:** 2 will be created if position approved
- c) **Existing classification:** Retirement Program Specialist
- d) **What new work will be done:** This request will allow us to process Quality Assurance reviews on additional transaction types such as SCP's (Buy Backs) as well as assist in performing regression and user acceptance testing on system releases and Robotic Process Automations.
- e) **What work currently isn't being done:** Currently we have invested over **350 hours** in 2023 performing UAT on a new bot we developed for the Member Services Department. These 2 RPS positions will also perform full Quality Assurance reviews and analyse Service Credit Purchase (buy backs) transactions. We currently only perform peer reviews of these transactions. These team members will also support our heavy season for retirement benefit calculations quality reviews. Three times during each year, these new team members will also support performing regression testing of new builds from our PAS provider.
- f) **What growth in workload is anticipated:** As stated in the previous section, this coming years retirement applications could easily be twice our normal average number (Cur Avg 1100). Along with the growth in retirements will be a growth in SCP/Buy Back requests. We are working on developing several automations for next year that will also require assistance from this team for testing for implementation in 2024.
- g) **Is there any savings that will be achieved?** Yes, we will save \$55,331 in 2024 by hiring 1 of the 2 roles early in the first quarter and hiring the last 1 after June 2024.
- h) **Will the position do work that will eliminate current risks?** Hiring 2 additional RPS representatives in the Quality Assurance and Process Improvement team will assist in the expanding our 100% accuracy goals for our Member Services Department by allowing us to perform our full and timely SCP QA calculations. These new team members will also help to speed up our turnaround times for this transaction. Currently the stated turnaround times are 90-120 days from the date of the request to completion of the Cost Notification Letter. We plan on working towards no longer than 45 days in 2024.

2. Justification:

The **2 RPS** positions for this team would account for additional transactions to be audited within the team. Currently Service Credit Purchases (SCP/buy backs) are peer reviewed by Accounting Technicians that focus only on SCP auditing. We plan on adding these RPS representatives to the QAPI Unit to have them work on audits for retirement payroll during heavy season and full quality assurance recalculations of SCP's the remainder of the year.

These team members will also be used to help perform regression testing on the patches or system updates provided by ViTech for our V3 system. We also plan to implement a QA process for our Call Center to monitor and provide coaching to call representatives to ensure we are providing accurate, timely and professional service to our members.



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It is critical that we grow our system QA/Process Improvement team as we prepare PAS implementation project. These team members will also be used to help test and implement our automation RPA projects that will be developed and implemented in 2024 with Roboyo.

- **Increased Productivity on our Quality Assurance and Process Improvement Unit:** The 2 new RPS representatives will be able to assist in the SCP (Buy Back) accuracy process as well as assist in completing our Final Average Salary quality reviews for our heavy payroll seasons. These team members will also allow our existing representatives to act in their Subject Matter Expert (SME) roles to support the major projects going on in 2024 for Member Services as listed in below in our appendix to this request.
 - **Succession Planning:** An additional 2 RPS will also ensure we have a talent pipeline for future Sr RPS representatives.
3. **Estimated hiring salary:** Based on current figures, a fully loaded RPS hired at the mid-range totals \$110,662 (salary of \$66,296 and fringe of \$44,366). Expected salary range based on 3.5% increase for County employees: \$55,520 to \$74,335. There will also be a mid-year raise of 4.25% effective June 28, 2024, per County MOU. **Total Annual Cost: \$221,324; 2024 Budget Impact: \$165,993**
 4. **Estimate Hire Date:** Early Q1 of 2024 for 1 RPS, Early Q3 of 2024 for 1 Remaining RPS

Quality Assurance and Process Improvement Staffing Request

Transaction Types	Avg Annual Volume of Trans	Number per Day	Avg Hours to Process one Transaction	Avg Hours to Process one day's Transaction	Full Time FTE
QA - Quality Unit - Sr RPS/RPS					
Disability/DRO QA	240	1	8	8.0	1
Retirement QA	1000	4	8	33.3	5
QA - SCP Quality Unit - RPS/AT					
SCP Request Quality and System QA	798	3	4	13.3	2
Additional staffing to perform timely SCP QA and PAS/RPA User Regression Testing			Total FTE Required		8
			Current FTE		6
			NEW FTE Requested		2

Conclusion:



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In conclusion, by hiring an additional Member Services Benefit Analyst and the 8 Retirement Program Specialists for our Retirement Operations Section, we will be reducing the stress on our existing management team and team members. This will be done by providing them the people power they need to meet the demands to deliver on our 100% accuracy, timeliness, and efficiency goals for our members.

I respectfully request your approval for these positions to support our team at OCERS who support our members every day. Thank you for considering this proposal, and I am happy to provide any additional information or answer any questions you may have regarding this request.

Total Annual Cost: \$1,066,415; Budget Impact: \$845,091

Submitted by:

Jeff Lamberson

Director Member Services

Retirement Operations Section



Memorandum

Appendix Project Background

Retirement Operations Section:

The Retirement Operations Section has seven very large initiatives to work through in 2024 that will require a sizable staffing allocation to ensure we meet our aggressive goals.

1. The first and most important is our work to continue to meet our **100% Accuracy Project** goal to eliminate errors from the retirement process. One of our big initiatives for the Retirement Operations Section 100% Accuracy project for 2024 is to move the Initial Estimate for Retirements from the Member Call Center Unit to the Payroll Processing Unit. As part of this initiative, it is our intention to provide all retiring members with a complete benefit estimate. This change requires staffing to perform the full calculations for estimates prior to a members retirement date. This will address the concern about full estimates for members as discussed at Strategic Planning in September.
2. The second, is our **Data Access Constraints Project**. This is our project to obtain the necessary data from our employers to allow us to eliminate the manual calculations from our Retirement process.
3. The third, is the continued implementation of our Robotic Process Automation (**RPA**) **Project** to automate processes within our Member Services Department. Implementations of RPA solutions require an initial large increase in workload for our management team as well as staff in Quality Assurance and Process Improvement Unit to test and process transactions multiple times to ensure the automation works before they are implemented into production. An example of this is our current RPA that we are working on for our team that has required approximately 350 hours in and are about to start User Acceptance Testing. We have many other process automations that we plan to do in 2024 and onward.
4. The fourth, is our **Master Repository for Procedures Project**. We have begun this project and anticipate completing this in early 2024. This project will require us to pull our SMEs off production in both Departments to assist in the documentation project to ensure we are prepared for our New PAS project. To date without even meeting with the vendor we have approximately 100 hours into this project.
5. The fifth, is the completion of the **Alameda Project** response for our OCERS membership. We anticipate completing this project in 2024. This project requires the Quality Assurance and Process Improvement Unit to review our contractors work on recalculations on top of the normal monthly retiree payroll quality reviews performed by this team each month.
6. The sixth, is our **Electronic Content Management Project**. This project is currently being worked on to investigate replacing our document management system that currently is part of our Pension Administration System within (V3) with a system that would be separate from our PAS but allow for scalability and growth that would plug into our new PAS when we perform our upgrade. Our current system is beyond its shelf life and is no longer supported by ViTech.
7. And finally, our last and a longer-term project will be the preparation of an upgrade to our **Pension Administration System (PAS) Project**. We will need a strong subject matter expert (SME) team up to speed for implementation of our new system. This requires many hours of training and at least a year of experience to prepare our team members for this level of work. These positions will help backfill our current staff to allow them to work on the PAS replacement project while supporting production with the new positions.

The staff additions requested above will be crucial to the success of these projects and implementation of our improvement goals.



Memorandum

DATE: November 9, 2023
TO: Steve Delaney, Chief Executive Officer; Suzanne Jenike, Asst CEO Ext. Operations
FROM: Silviu Ardeleanu, Director of Member Services
SUBJECT: 2024 STAFFING PLAN REQUEST – Member and Employer Relations Section

Recommendation

1. Approve the addition of a total of 1 new position to the Member and Employer Relations (MER) section.
 - a. Add 1 Member Services Manager

New Position Request

1. **Working Title:** Member Services Manager

- a) **Position Type:** Full Time
- b) **Additional Headcount:** Will be created if position approved
- c) **Existing classification:** Manager
- d) **What new work will be done:** Currently, there is one Member Services Manager (MSM) in the Member & Employer Relations Section of the Member Services Department. The manager oversees three teams consisting of 23 staff members, with extremely varied duties, i.e., customer service which includes calls, walk-ins and retirement seminars, employer transmittal processing, contribution reconciliation, reciprocity, new member enrolment, as well as reception and support staff who perform deduction transactions and withdrawals. An additional manager will provide more focused support to the staff in each team and assist with department level projects and initiatives. If approved, one MSM would oversee the Retirement Program Specialists assigned to the Call Center and the other would oversee the Employer Payroll and Support Services team.
- e) **What work currently isn't being done (or done out of class):** The current manager is spread too thin, overseeing 3 separate units, all with varied duties and responsibilities as stated above. The current manager's time is spent on daily tasks, thereby limiting higher level tasks (establishing processes, applying critical thinking to improving performance, and communicating with staff and her peers to assure consistently high-level outcomes. A recent review of the different categories of tasks within the MER section, showed there are 153 task categories being completed by staff and supervisors in the 3 units. This does not mean one manager will be able to know all tasks, but that manager should be able to have a general understanding of the work and be able to provide insight into the process and assist with improvement where feasible.



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Units / Staffing	Staff	Task Categories	
		Supervisor	Individual
Support Services Unit			
Supervisor	1	17	
Reception (Office Technician)	1		4
Office Technician	2		13
Office Specialist	1		8
Retirement Benefit Technician	1		15
Call Center Unit			
Supervisor	1	13	
Senior Retirement Program Specialist	1		17
Retirement Program Specialist	8		17
Employer Payroll Unit			
Supervisor	1	12	
Retirement Benefit Technician	1		11
Accounting Technician	3		6
Retirement Contribution Reconciliation Specialist	2		20
	23	42	111

f) **What growth in workload is anticipated:** Growth in workloads is anticipated across all 3 teams in the Member and Employer Relations section, in addition to the large existing and upcoming projects: Alameda, Master Repository Policy and Procedure Project, Electronic Document Management System, Data Access Constraints, Robotic Process Automation, and preparation for the next Pension Administration System.

In the Customer Service Call Center, calls have consistently increased over the past three years. This is evident since the implementation of the current phone system, DialPad, in 2020 as well as an increase in other forms of communication like emails and text messages. In addition, the number of retirement seminars and outreach efforts has continued to increase over time, averaging nearly 6 per month for 2023. The chart below shows the steady increase of calls coming into the Call Center (6 queues) and to the main OCERS line. This chart does not include additional calls made directly to staff. Having one manager dedicated to overseeing the Call Center will ensure it is developed correctly, members are served timely and accurately, seminars are conducted effectively, and ultimately, the members are provided the best possible customer service when they are hired, when they are ready to retire, and their survivors are assisted after the members’ passing.

			Main Line *			Call Center (6 queues) **		
			inbound	outbound	total	inbound	outbound	total
Projected - 2023	1/1/23	12/31/23	39621	55	39676	28496	1163	29659
Actual - 2022	1/1/22	12/31/22	37359	48	37407	25590	590	26180
Actual 2021	1/1/21	12/31/21	24265	107	24372	19005	784	19789

* Total gross number of calls to the Main Line. Calls may be routed to departments, or staff directly

** Total gross number of calls made to the Call Center. Calls projected for 2023, based on first 9 months

The Employer Relations (ER) team has the second highest number of task categories, numbering 49. The ER supervisor directly supervises 6 staff, with 3 different classifications. While the of task categories performed is



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high, the number of individual tasks can reach into the hundreds. One example is the review and release on a biweekly basis, of transmittal (payroll data) from all employers. This is meticulous work, which is completed by line level staff and reviewed by the ER Supervisor. A manager will ensure work is completed timely and communicate with impacted stakeholders regarding the timely and accurate outcome of the work. Additional consideration needs to be paid to this data, to have it as perfect as possible, as information from V3 is extracted annually by OCERS' Actuary to come up with accurate future projection, and correctly set current rates contributed by members and employers. There are additional tasks completed in the EP team, which ensure information between OCERS and Employers is accurate, and any errors are quickly remediated. The ER team also counts on having counterparts with the various employers who are trained and up to speed on the information shared. When the counterparts move within their specific Agencies, or retire, this usually impacts the data sent to OCERS and necessitates additional time to be spent on ensuring correct data is received and released into V3.

Finally, the Support Services team continues to be impacted by ongoing work, and the major projects. This team of 6 staff, has the highest number of task categories, 57. The Electronic Document Management System solution will impact this team significantly, as well as the new PAS system. Procedures will need to be updated and created for these projects, data will need to be reviewed before and after migration, and the supervisor will need to continue to provide daily oversight. The manager will ensure the correct anticipated outcomes are met, troubleshoot any challenges encountered, and ensure that communication with impacted parties is maintained regularly.

The outcome of the many task categories and tasks, dilutes how much time one manager can spend ensuring outcomes are consistent with goals. The current MER manager to staff (direct and indirect) ratio is 1:23. This does not mean that the manager directly supervises all the staff, but it does mean that the manager is responsible to a certain extent that the work produced by the staff meets OCERS high standards. As a comparison, other similar departments currently have ratios between 1:11 and 1:16, manager to staff in their section. A second manager would lower the ratio to 1:11.5 and ensure more focus is applied to the current processes and upcoming projects.

A second manager will bring relief to the current manager, and the various meetings (project and unit-specific), training, and seminars conducted. Currently, the manager attends or is scheduled to attend no less than 5 monthly staffing meetings, 1 daily meeting, 1 biweekly meeting, and 3 quarterly ongoing meetings. Time for training needs to be considered also, as well as participation on some of the outreach seminars to observe and provide improvement recommendation as needed, in addition to all other tasks. The high ratio of manager to staff means less time allocable per individual staff. Leadership training encourages managers to provide one-on-one leadership with their staff; to have an open-door policy for staff wishing to air concerns or to request opportunities to grow professionally; to be available to respond to escalated issues; and to be able to apply effective communication and critical thinking to the various outcomes under their oversight.

g) **Is there any savings that will be achieved?** Historically we have relied on temporary personnel, extra help and/or retirees to assist us in our customer service efforts which we believe will no longer be needed (unless a pension tsunami occurs). Having a manager focused on each area will allow us to address inefficiencies, continuous improvement, and continuous training.

h) **Will the position do work that will eliminate current risks?** Each Manager will ensure that their team has comprehensive policies and procedures which aligns with AI and RPA solutions as the organization evolves. With proper oversight we believe the customer service team can provide the highest quality of service to our



Memorandum

members. Calls, text messages, and emails can be returned faster, and stronger proactive outreach can be done in the employer payroll and support services areas.

2. **Justification:**

- **Focused Work:** The Manager is stretched thin with the amount of varied work she oversees. With a manager dedicated to the call center and another dedicated to support services and employer payroll each manager can focus their attention on their area and ensure efficient and effective processes.
- **Process Improvements:** Processes and procedures need to be updated and created for the Support Services and Employer Payroll team, as part of the Master Repository Policy and Procedure Project. This project currently has over 70 procedures in the Member Services Department alone, with others anticipated as the project continues. The Master Repository Project is critical to position OCERS for the next Pension Administration System (PAS) as well as for Robotic Process Automation.
- **Increased Productivity:** With additional support from a dedicated Manager, we can focus on automation initiatives which will increase productivity.

3. **Proposed Organizational Chart:** Provided in Appendices section

4. **Estimated hiring salary:** Based on current figures, a fully loaded Member Services Manager hired at the mid-range totals \$204,679 (salary of \$139,000 and fringe benefits of \$65,679) for a year.

5. **Estimate Hire Date:** Q1 of 2024

Conclusion:

In conclusion, an additional Manager is necessary for the MER section to assist with the oversight of varied tasks included in this section. focus needs to be paid to the Call Center; the first point of contact members served by OCERS are exposed to. Call Center agents will engage new members at New-Hire Seminars, through their careers via calls and emails, and towards the end of their careers at Pre-Retirement Seminars, one-on-one retirement counselling sessions, and direct contact in person or thorough the Call Center. The second manager will provide oversight for the other two teams, Employer Payroll and Support Services, and ensure ongoing work is completed timely and accurately, processes and procedures are reviewed and updated as needed, and information flowing between OCERS and employers is received and processed timely and accurately ensuring business operations are optimized.

Submitted by:

Silviu Ardeleanu
 Director of Member Services
 Member and Employer Relations Section



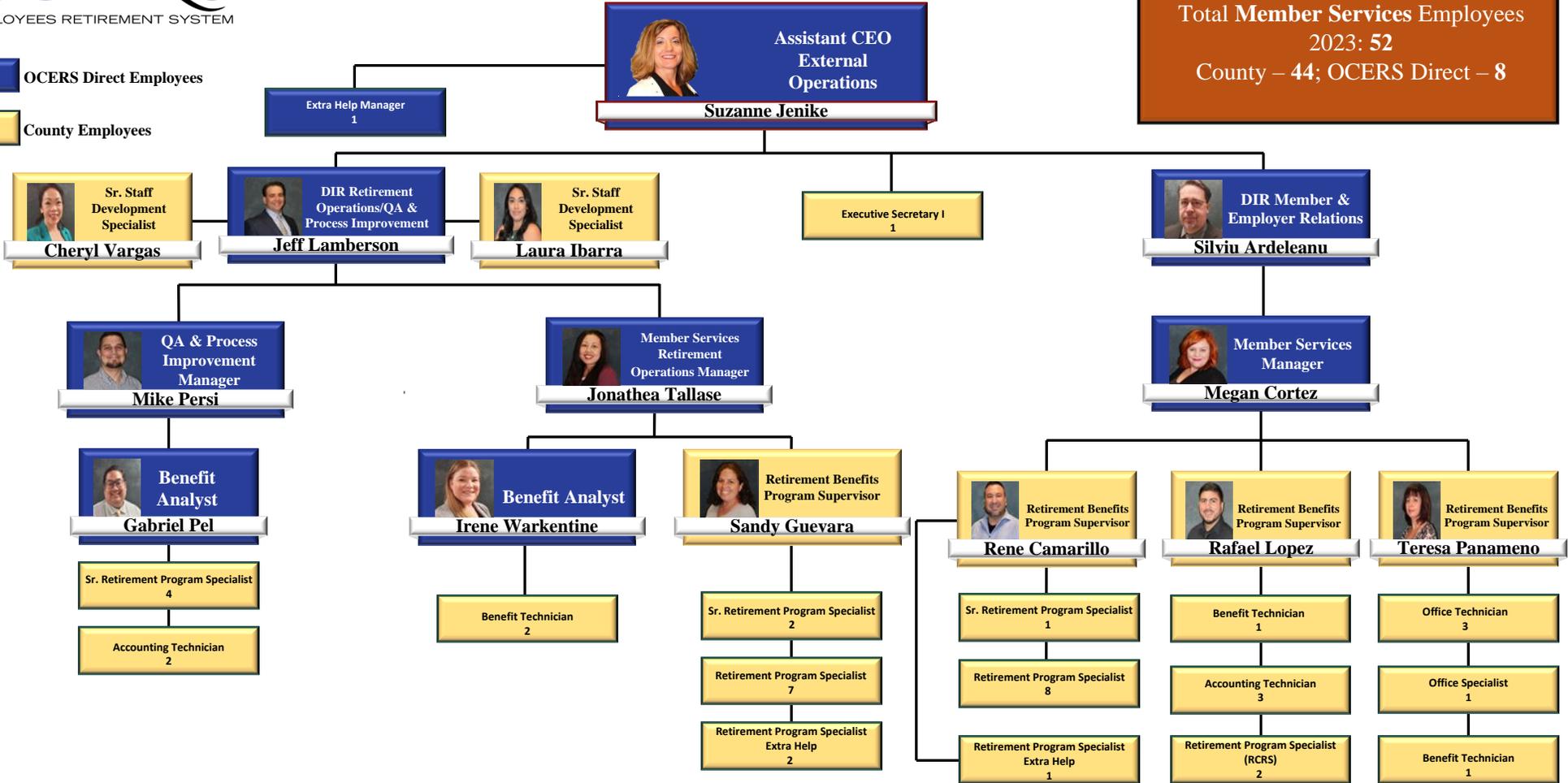
2023 Member Services Organization Chart

**Current Org Chart
2023**

**Total Member Services Employees
2023: 52
County – 44; OCERS Direct – 8**

OCERS Direct Employees

County Employees





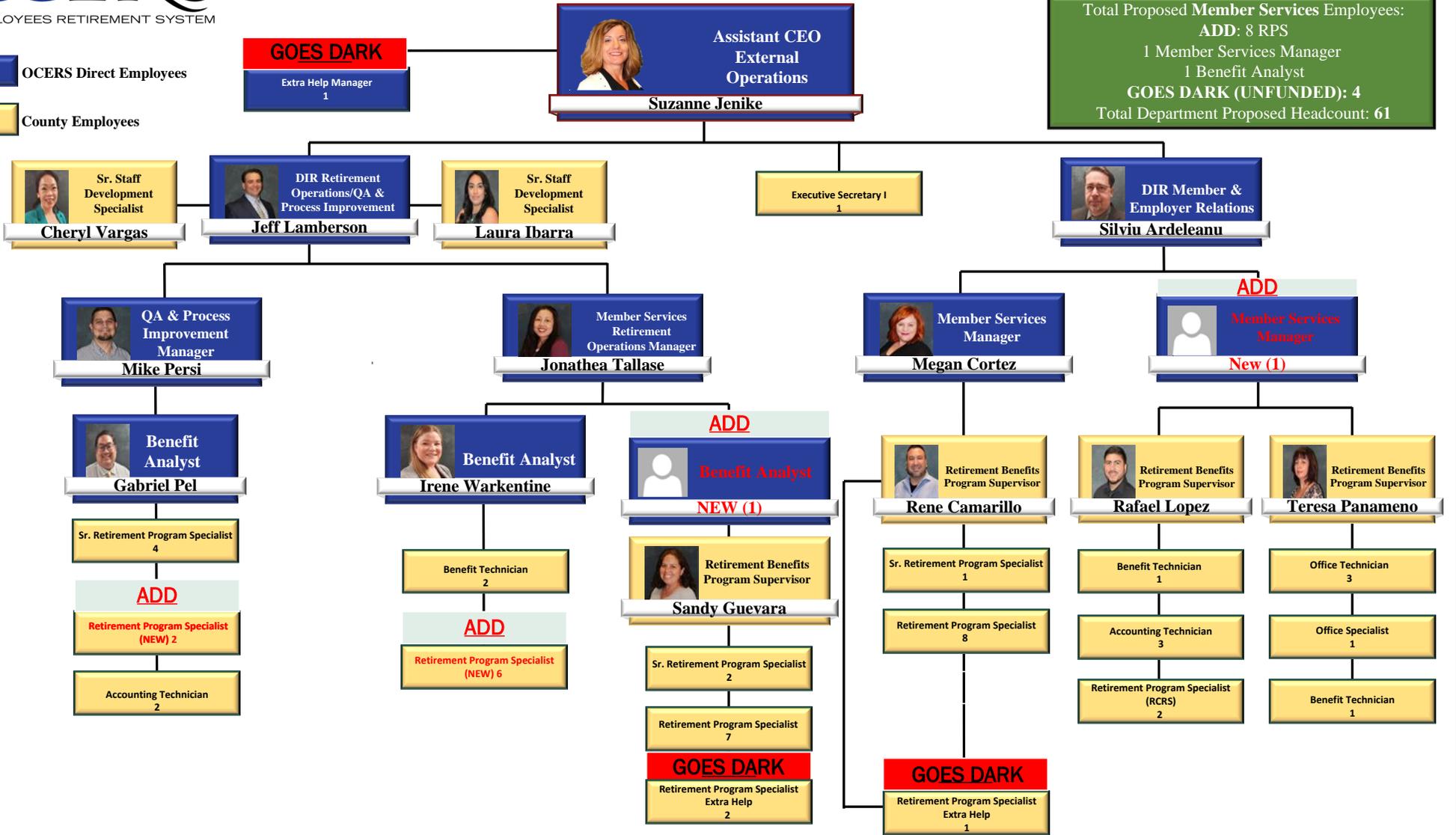
2024 Member Services Proposed Organization Chart

Proposed Org Chart 2024

Total Proposed Member Services Employees:
ADD: 8 RPS
 1 Member Services Manager
 1 Benefit Analyst
GOES DARK (UNFUNDED): 4
 Total Department Proposed Headcount: 61

OCERS Direct Employees

County Employees





Memorandum

DATE: November 15, 2023
TO: Steve Delaney, Chief Executive Officer
FROM: Tracy Bowman, Director of Finance
SUBJECT: **2024 Staffing Plan – Additional Finance Manager**

Recommendation:

Approve the addition one Finance Manager in the Finance Department.

New Position Request:

1. Title of Position being requested: Finance Manager

- a. **Position Type:** OCERS Direct
- b. **Additional Headcount:** This will result in an increase to the current headcount in the Finance Department by one.

2. Justification: Finance has been proactive in streamlining many of its processes and procedures, as well as utilizing career ladders to retain high performing team members. Over the last several years, this has resulted in Finance reducing staff count and transferring two positions to other departments to assist with their staffing needs; however, to proactively prepare for the implementation of a new Pension Administration System (PAS), continue making progress with the Master Repository Project, and identifying a need for succession planning in the near-term, Finance requests the addition of a Finance Manager as part of the 2024 Staffing Plan. This is the first request for an additional position in the Finance Department in nearly ten years.

a. What new work will be done:

PAS and Master Repository Project Back-Fill: Based on previous experience with the implementation of our current PAS, Finance has identified a need to prepare for the back-fill of positions that will be heavily involved in the planning and testing of the new PAS. We anticipate that ultimately, the three-person team that oversees and processes retiree payroll will need to be dedicated to the implementation of the next PAS which will require the back-filling of a Finance Manager, Staff Analyst, and Senior Accountant Auditor. To adequately prepare for the initial stage of preparing for the PAS project, we recommend hiring an additional Finance Manager in 2024 as this position will require more training and preparation to learn the job responsibilities that they will be back-filling, including assisting with the compilation of the annual report, external audit, budgeting, financial reporting, accounts payable and overseeing retiree payroll and investment accounting. This back-fill position can also assist with allowing the Finance team to continue progress on the Master Repository Project and keeping this project on schedule. The Staff Analyst and Senior Accountant Auditor back-filling positions in Finance can be delayed until 2025.

Succession Planning: In addition to back-filling for the PAS and Master Repository projects, Finance has identified a need for succession planning for the Finance leadership team. There are currently two management-level team members who are retirement eligible and will probably retire prior to the implementation of the new PAS. An additional Finance Manager will allow a seamless transition in the event of turnover of long-term employees who are considered subject matter experts in various areas of OCERS operations.

- b. What work currently isn't being done:** Finance has two major busy seasons: 1) the external audit which encompasses mid-February through June, and 2) the annual budget which starts mid-July and concludes mid-November. It is difficult to schedule other projects during the busy seasons, especially at the Finance Manager and Director of Finance level. Although progress continues to be made on the Master Repository Project, during the most recent budget season, deadlines have not been met for approximately 12 out of 25 documents in the current pipeline. The addition of a Finance Manager will assist in keeping the Master Repository Project on schedule throughout the year, as well as allow other upcoming projects, including the initial stage of the upcoming PAS project, to stay on schedule while maintaining current levels of operations.
- c. What growth in workload is anticipated:** As mentioned previously, the three-person team that oversees and processes retiree payroll will need to be dedicated to the implementation of the next PAS and will likely be working on planning for the initial stage of the project beginning in 2025. The Master Repository Project also continues to grow and impacts the entire Finance team. Current procedures are being thoroughly reviewed and assessed for potential process improvements, and new procedures are being created for the recently implemented accounting system. There are currently 25 documents in the pipeline ranging from 2 to 52 pages and each document will go through two drafts before a final review. Depending on the length and complexity of the documentation, each draft can take anywhere from 1 hour to a full day to review for the completeness and accuracy of the documentation, as well as address or add comments to the document. Once the current pipeline has been completed, additional documents will be identified and added to the project.
- d. Will the position do work that will eliminate current risks:** Hiring an additional Finance Manager early will allow for adequate training for easing into the transition of duties once the PAS project begins, as well as assist with keeping the current Master Repository Project on schedule. Adequate training will also reduce risks of errors in the areas that are being back-filled and allow for successful succession planning in the event of turnover in the Finance leadership team.

3. Proposed organization chart:



4. Estimated hiring salary: The proposed OCERS Direct Finance Manager has an annual salary range of \$112,125 to \$173,793. This salary range is expected to move in 2024 by ECI of 4.6%, resulting in a revised salary range of \$117,283 to \$181,787. The total annual cost would be \$145,600, plus fringe of \$80,022, for a total annual budget impact of \$225,622.

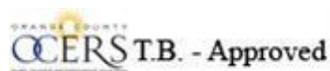
5. Estimated Hire Date: If approved, we anticipate hiring a Finance Manager mid-year in 2024 at the mid-range at a cost of \$72,800, plus fringe of \$40,011, for a total 2024 budget impact of \$112,811.

Conclusion:

In conclusion, the need for an additional Finance Manager is two-fold: 1) it allows adequate time for hiring and training back-fill positions for the upcoming PAS project and current Master Repository Project, and 2) provides a tool for successful succession planning for two management-level team members who are retirement eligible and will likely retire prior to the implementation of the new PAS.

Thank you for your consideration in approving this position.

Submitted by:



Tracy Bowman
 Director of Finance



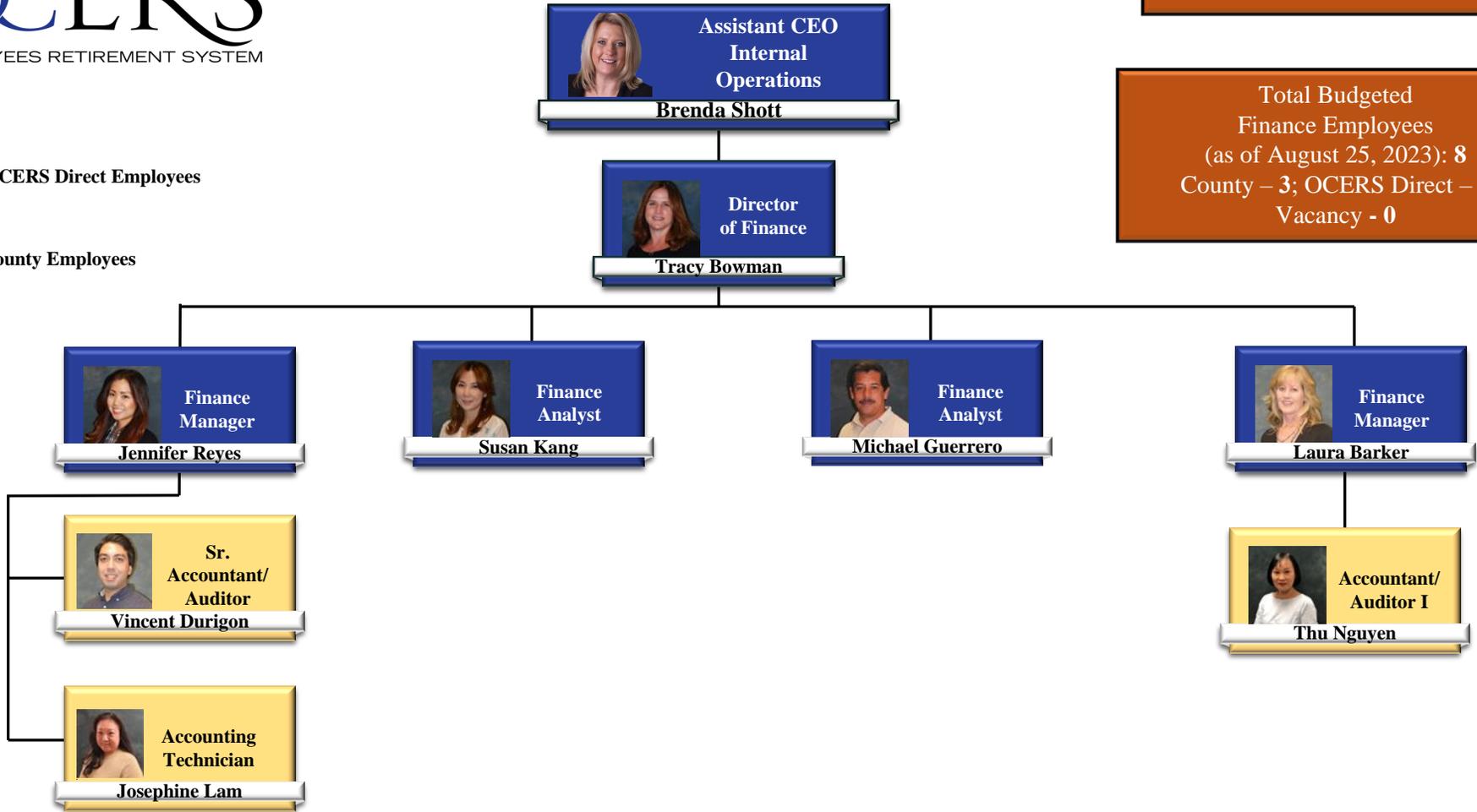
2023 Finance Organization Chart

Current Finance Org Chart

Total Budgeted Finance Employees (as of August 25, 2023): 8
 County – 3; OCERS Direct – 5
 Vacancy - 0

 OCERS Direct Employees

 County Employees



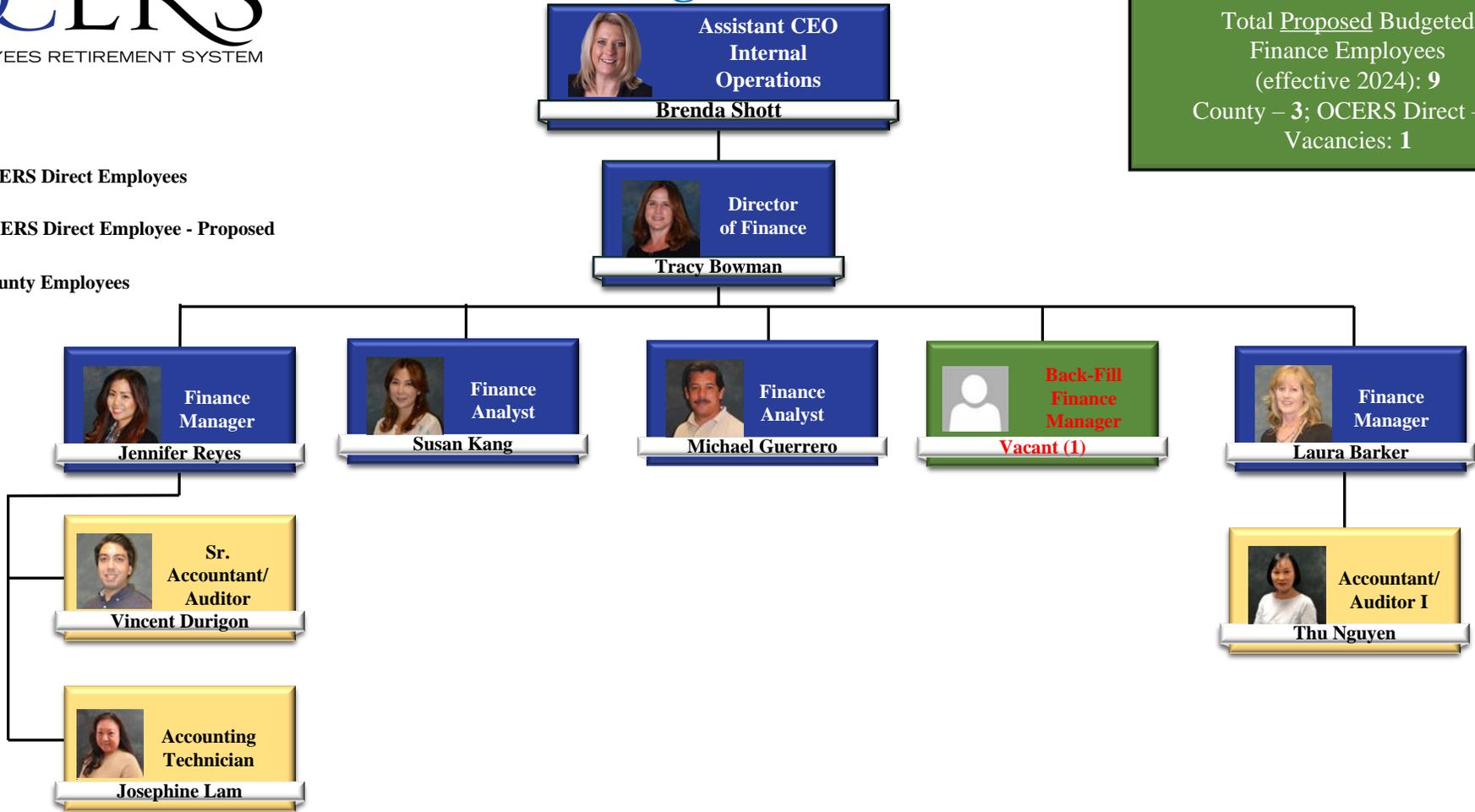


2024 Proposed Finance Organization Chart

Proposed Org Chart Effective 2024

Total Proposed Budgeted Finance Employees (effective 2024): 9
 County – 3; OCERS Direct – 6
 Vacancies: 1

- OCERS Direct Employees
- OCERS Direct Employee - Proposed
- County Employees





Memorandum

DATE: November 15, 2023
TO: Steve Delaney, Chief Executive Officer
FROM: Jenny Sadoski, Director of Information Technology
SUBJECT: 2024 STAFFING PLAN – REQUEST FOR IT PROGRAMMING INTERN

Recommendation:

Approve the addition of one IT Programming Intern in the Information Technology Department.

New Position Request:

1. **Working Title:** IT Programming Intern (extra help)
 - a) **Position Type:** Extra Help
 - b) **Additional Headcount** will be created if position approved
 - c) **Existing classification:** Extra Help
 - d) **What new work will be done:** The Intern participate in creating intelligent process automations. This includes evaluating intelligent automation opportunities and proposing their potential use at OCERS, working on the design and implementation of new intelligence automation solutions, coordinating with department team leads on the troubleshooting and remediation of existing automations. Their focus would be on ensuring data integrity in systems and adherence to internal and external standards and quality checks. This position may also provide support with automation modernization by learning, adopting new tools, and technologies that help applications to scale up. The position will work as part of a programming team, communicating progress, technical issue reporting, resolution, and deployment to production of completed code.
 - e) **What work currently isn't being done (or done out of class):** The IT programming intern position will serve as a focused resource for intelligent automation activities, allowing them to continue uninterrupted by daily operational tasks. Interns bring a fresh perspective and often have knowledge of the latest programming languages, tools, and trends. This can lead to innovative solutions and improvements in our existing systems.
 - f) **What growth in workload is anticipated:** As we begin to research, acquire, and design new automation solutions, the implementation of the various supporting technologies and process changes is expected to increase OCERS IT maintenance and development responsibilities. Additional resources will be need for each stage of an initiative to ensure a successful outcome.
 - g) **Is there any savings that will be achieved?** Yes, hiring an intern is a cost-effective approach to addressing our IT needs. Interns are typically paid less than full-time employees, making them a budget-friendly solution for supporting our IT Department.
 - h) **Will the position do work that will eliminate current risks?** Having an intern work on researching new solutions gives time for OCERS team to work on everyday tasks and focus on higher priority items. Also, when process automation projects are undertaken by full-time staff or external contractors, the agency may need to commit to long-term contractors or hire permanent employees. If the business needs change, this could lead to



Memorandum

workforce-related risks, such as overstaffing or underutilized talent. Interns can be brought in for specific projects or tasks, providing scalability and adaptability to the agency's needs and gives time for the agency to analyse results.

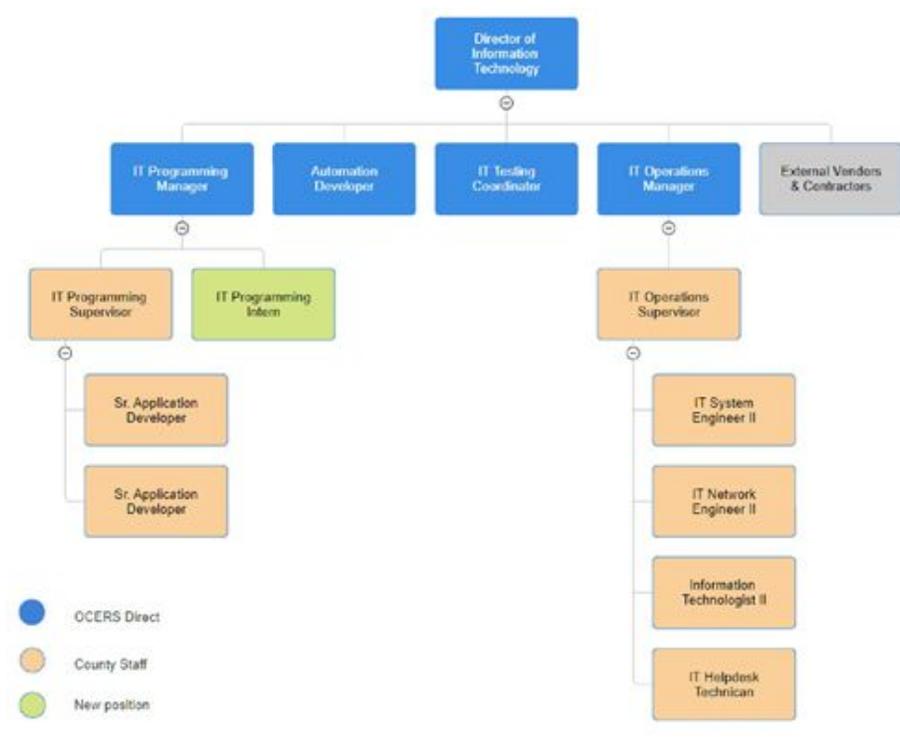
2. **Justification:** Our agency is constantly evolving, and our IT needs are growing in complexity. To stay competitive and innovative, we must ensure that our IT department is well-equipped with the skills and manpower needed to support our operations. Hiring an IT Programming Intern can help us address some of the pressing challenges and opportunities in this regard.

- **Skill Augmentation:** Our IT Programming and Operations teams are stretched thin with ongoing projects and maintenance tasks. An intern can assist our experienced developers in accomplishing more strategic and complex projects and the operational changes needed to implement them.
- **Fresh Perspective:** Interns bring a fresh perspective and often have knowledge of the latest programming languages, tools, and trends. This can lead to innovative solutions and improvements in our existing systems.
- **Cost-Effective:** Hiring an intern is a cost-effective approach to addressing our IT needs. Interns are typically paid less than full-time employees, making them a budget-friendly solution for supporting our IT department.
- **Mentoring Opportunities:** Bringing in an intern provides mentoring opportunities for our senior developers. Mentoring not only helps the intern grow but also enhances the skillset and leadership capabilities of our existing team members.
- **Talent Pipeline:** An internship program can serve as a talent pipeline for future full-time hires. We can identify high-potential candidates during their internship and potentially offer them positions in our agency upon graduation.
- **Increased Productivity:** With additional support from an intern, we can keep up with automation initiatives, leading to increased overall productivity and faster project completion. Interns are often highly motivated and can quickly adapt to new technologies. Their eagerness to learn and prove themselves will enable us to implement process automation solutions in a relatively short timeframe.
- **Diverse Perspectives:** Internships often attract candidates from diverse backgrounds, which can contribute to a more inclusive and innovative work environment.



Memorandum

3. Proposed agency chart:



4. Estimated hiring salary: \$21,076 (\$21/hr for 960 hours)

5. Estimate Hire Date: Q1 of 2024

Conclusion:

In conclusion, hiring an IT Programming Intern can help reduce risks associated with cost, scalability, knowledge transfer, long-term commitments, innovation, contractor dependence, and external recruitment. While interns may require some initial training and guidance, their presence can ultimately contribute to a more flexible, cost-effective, and resilient workforce, which helps mitigate various agency risks.

I respectfully request your approval for the creation of this intern position and the allocation of resources to support their role within our IT department. Thank you for considering this proposal, and I am happy to provide any additional information or answer any questions you may have regarding this request.

Submitted by:



Name: Jenny Sadoski

Title: Director of Information Technology

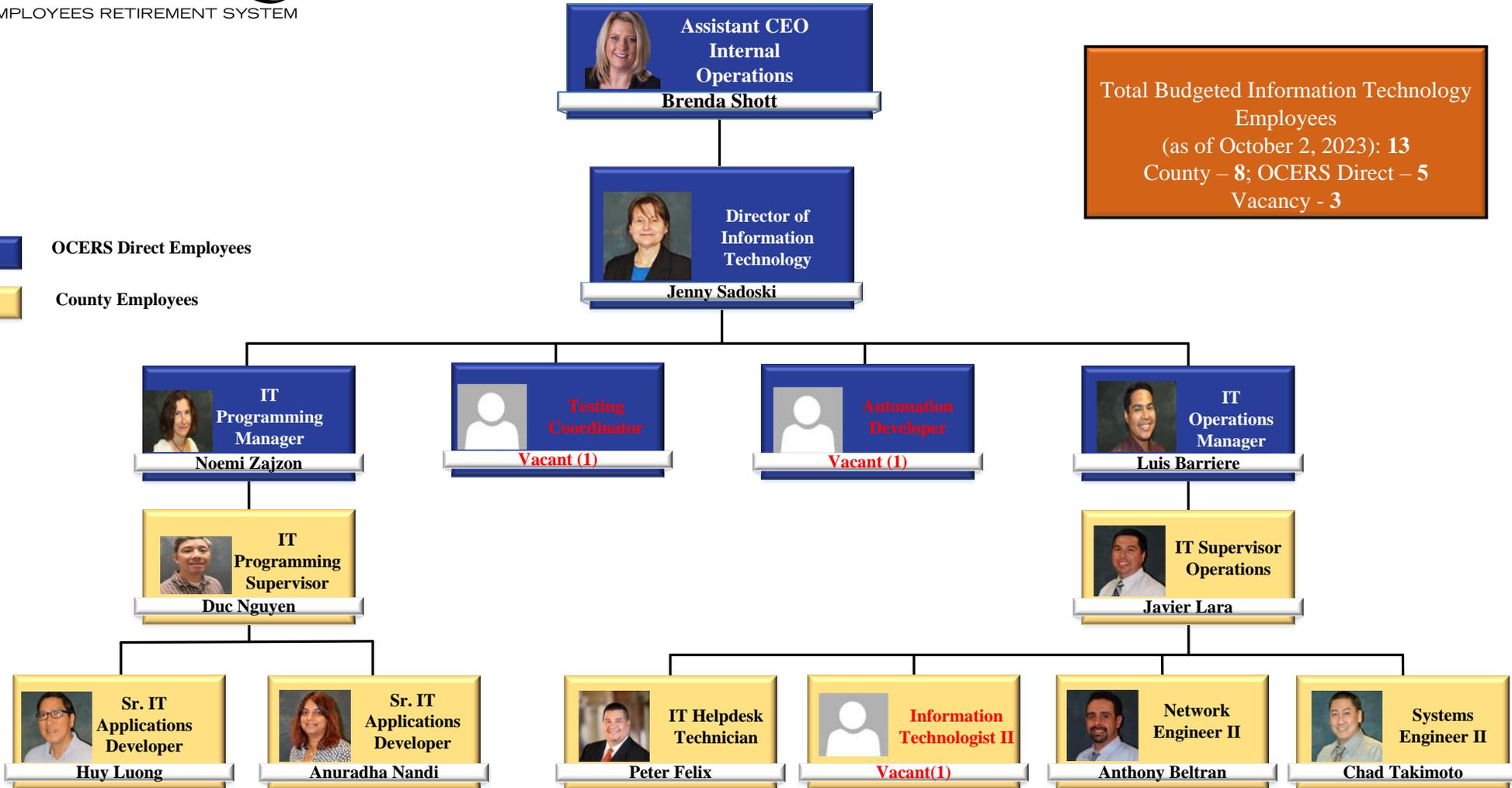


2023 Information Technology Organization Chart

Current Org Chart

Total Budgeted Information Technology Employees
(as of October 2, 2023): 13
County – 8; OCERS Direct – 5
Vacancy - 3

 OCERS Direct Employees
 County Employees



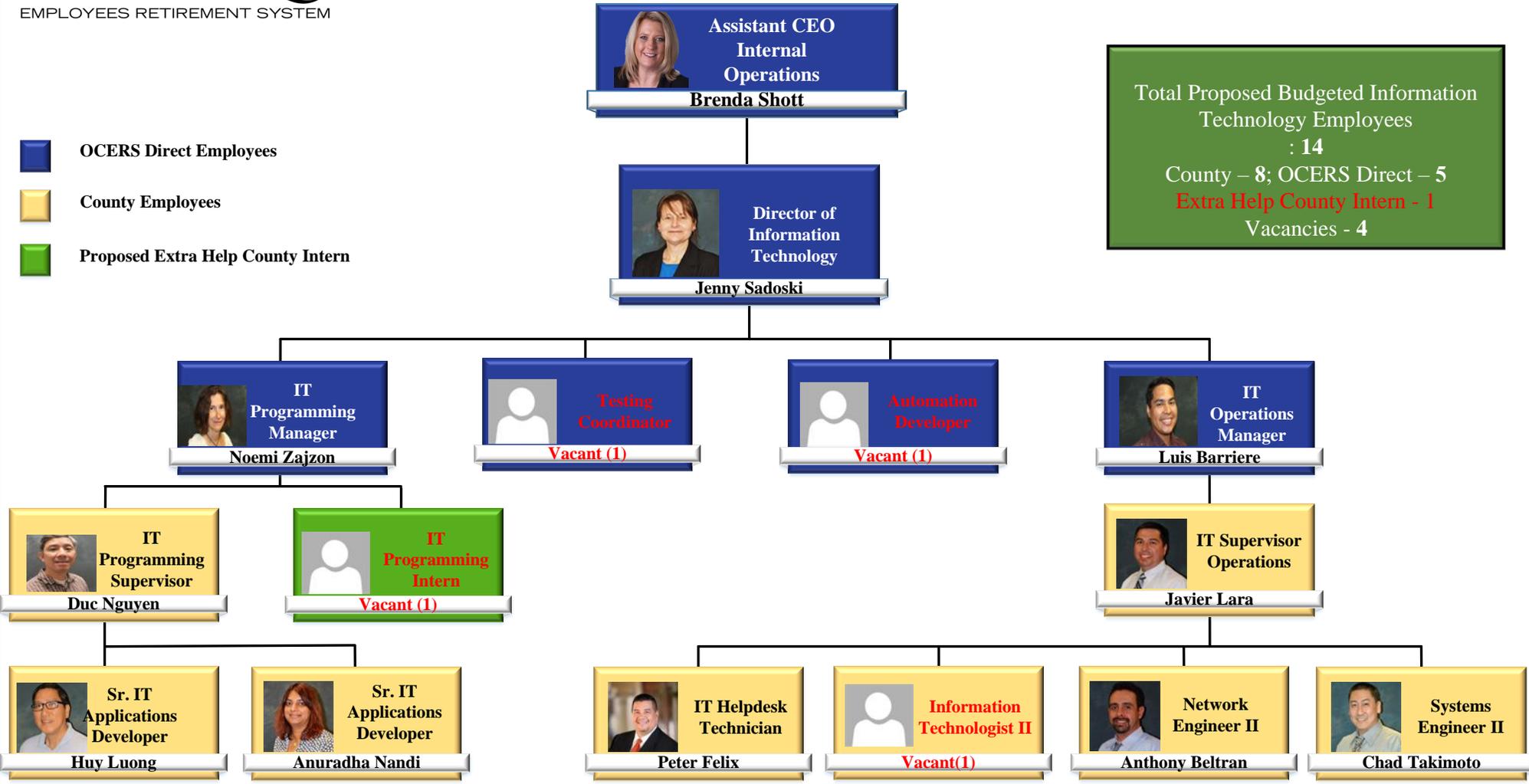


2024 Proposed Information Technology Organization Chart

Proposed Org Chart

Total Proposed Budgeted Information Technology Employees : 14
 County – 8; OCERS Direct – 5
 Extra Help County Intern - 1
 Vacancies - 4

- OCERS Direct Employees
- County Employees
- Proposed Extra Help County Intern





Memorandum

DATE: November 15, 2023
TO: Steve Delaney, CEO
FROM: Matt Eakin, Director of Information Security
SUBJECT: 2024 STAFFING PLAN – SENIOR INFORMATION SECURITY MANAGER

Recommendation

Create a career ladder position to promote the current Information Security Manager to the position of Senior Information Security Manager.

Background/Discussion

Senior Information Security Manager (Career Ladder Position)

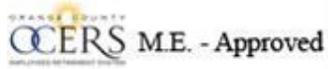
Talent Management is part of the OCERS Strategic Plan with a goal to recruit, retain and inspire a high performing workforce. A strategy that was implemented several years ago was to create career ladder positions that can be utilized as a tool for retention of high performing staff. A career ladder position is created with the approval of an additional classification without an increase in total headcount. The career ladder is used when an employee in the base position has demonstrated consistent performance that exceeds expectations, increased job knowledge and skills, and the ability to progress into the next level of job duties and responsibilities.

The Director of Information Security proposes the creation of a Senior Information Security Manager classification in the Information Security Department as a career ladder for the existing Information Security Manager position. The Information Security Manager position is an OCERS-direct position with an annual salary range of \$112,125 to \$173,793. If approved, the Senior Information Security Manager position would also be an OCERS-direct position with an annual salary range of \$126,079 to \$195,422. The net annual budget impact, assuming a 10% salary increase upon promotion of an Information Security Manager at the top of the Information Security Manager salary range would be \$28,000.

Current Position (existing classification)	Department	Position Type	Career Ladder Position (new/add classification)	Ladder Position Salary Range	2024 Annual Budget Impact (Net)
Information Security Manager	Information Security	OCERS Direct	Senior Information Security Manager	\$126,079 - \$195,422	\$28,000

The proposed organization chart for the Information Security Department is attached.

Submitted by:



Matt Eakin
Director of Information Security

Approved by:

A handwritten signature of Steve Delaney in black ink, enclosed in a rectangular box.

Steve Delaney
Chief Executive Officer

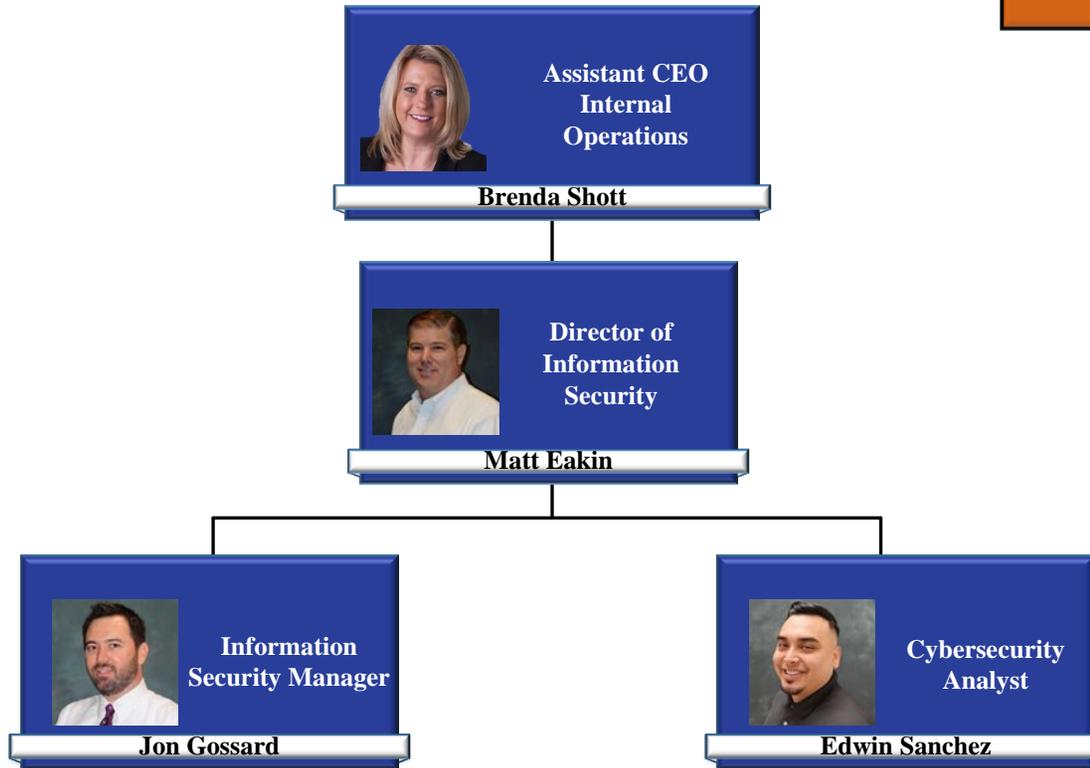


2023 Information Security Organization Chart

Current Org Chart

Total Budgeted Information Security Employees
(as of June 16, 2023): 3
County – 0; OCERS Direct – 3
Vacancy - 0

-  OCERS Direct Employees
-  County Employees



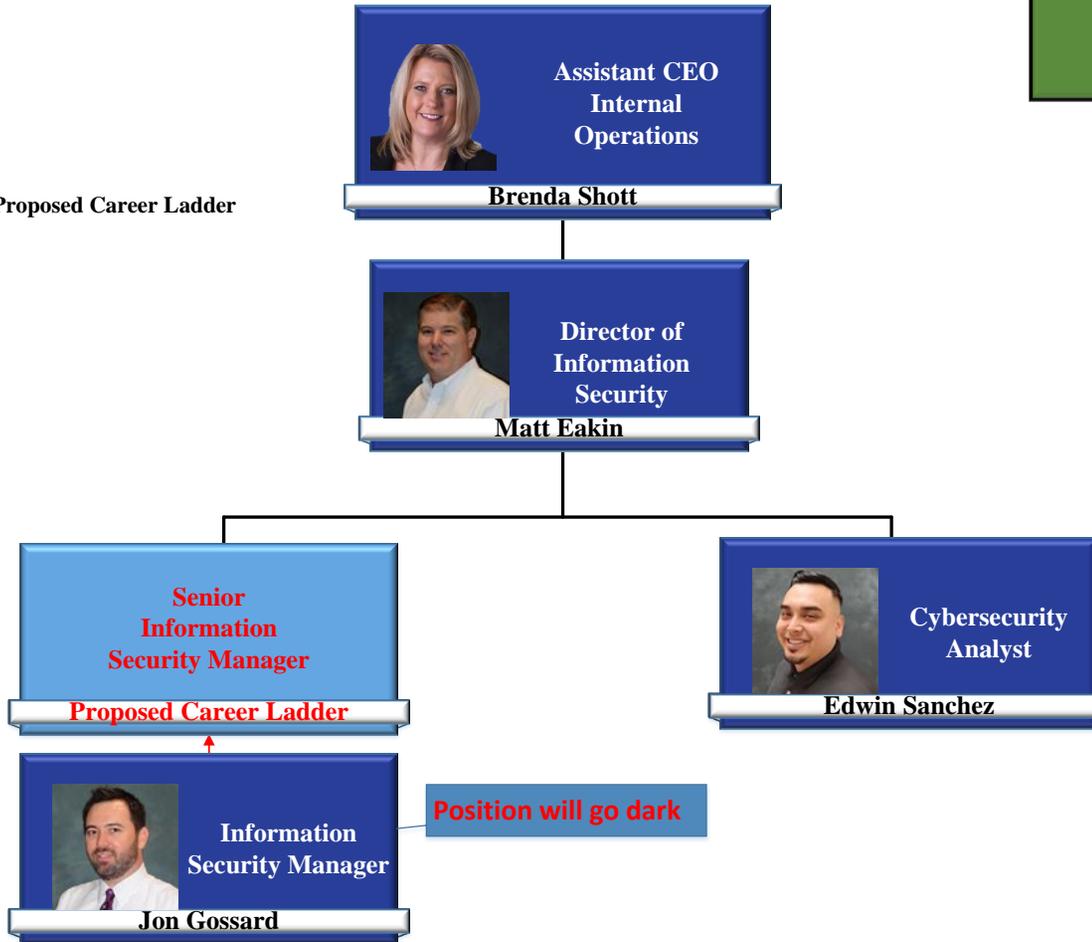


2024 Proposed Information Security Organization Chart

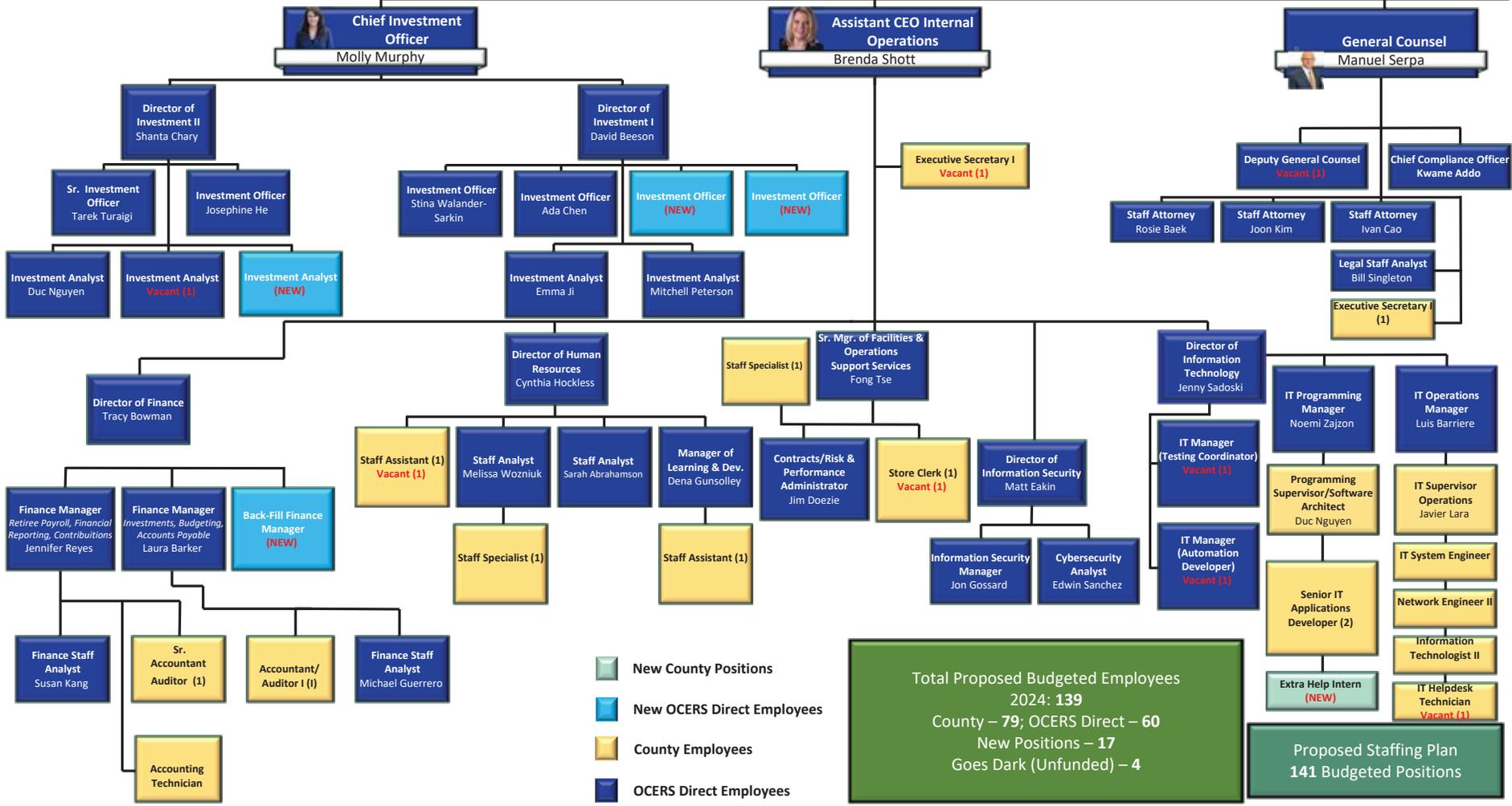
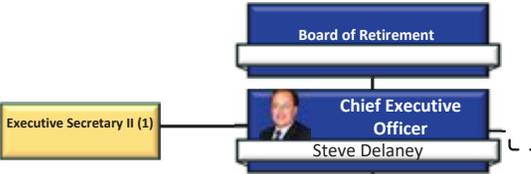
Proposed Org Chart

Total Proposed Budgeted Information Security Employees :3
County – 0; OCERS Direct – 3

- OCERS Direct Employees – Proposed Career Ladder
- OCERS Direct Employees
- County Employees

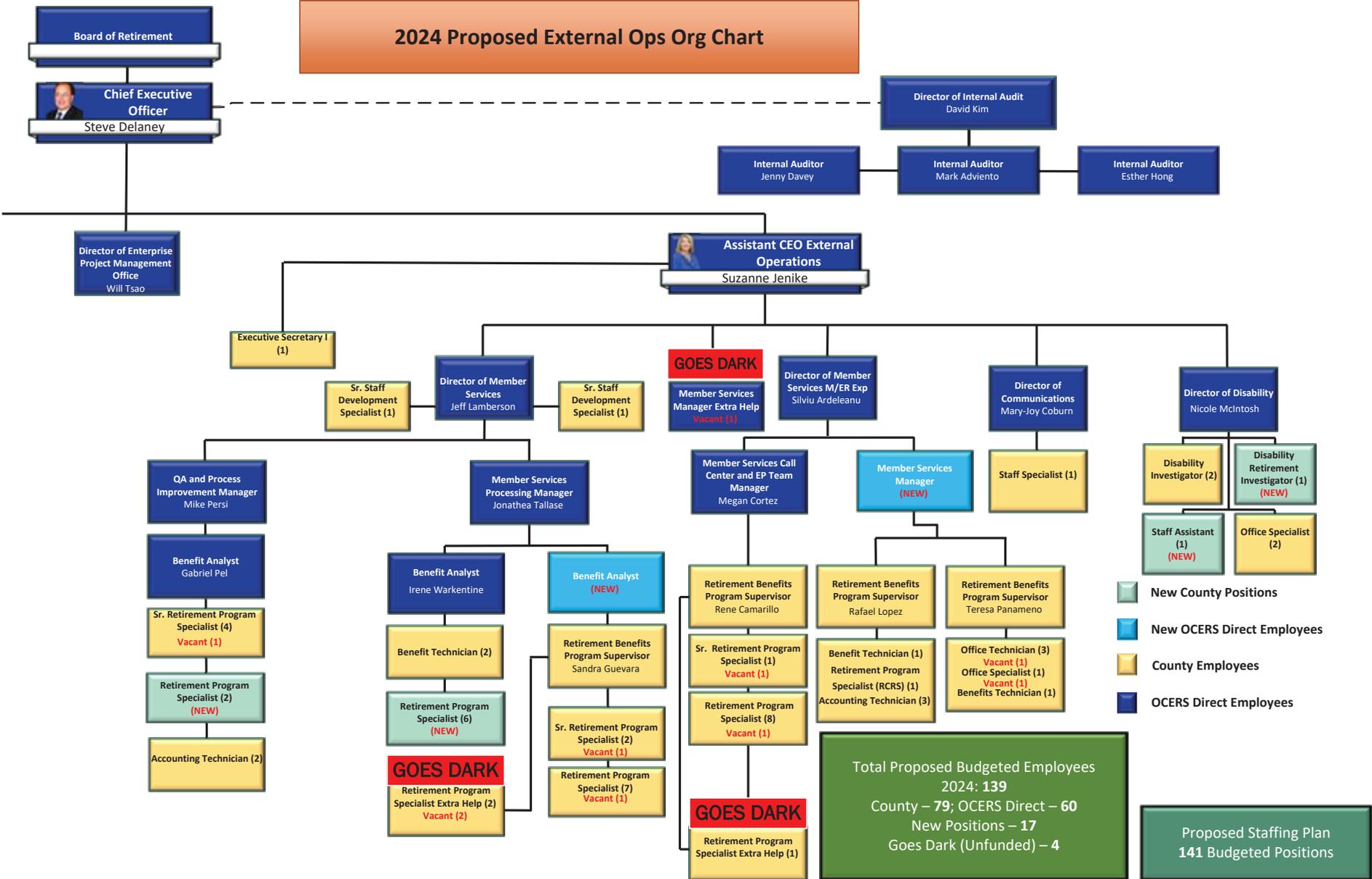


2024 Proposed Internal Ops Org Chart



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2024 Proposed External Ops Org Chart



**OCERS
3 Year Staffing Plan - 2024-2026**

Department	2024	2025	2026
Investments	3	2	2
Disability	2	0	0
MS - Member & Employee Relations	1	1	1
MS - Operations, QA and Process Improvement	9	0	0
Finance	1	2	0
IT	1	2	1
Info Sec	0	0	0
OSS	0	0	0
HR	0	0	0
Legal	0	0	0
Internal Audit	0	0	0
Executive/EPMO	0	1	0
Communications	0	0	0

Proposed Added Positions Totals	17	8	4
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