

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

**PERSONNEL COMMITTEE MEETING
Thursday, February 29, 2024
1:00 P.M.**

Members of the Committee

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

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/85785395294</p> <p>Meeting ID: 857 8539 5294 Passcode: 471954</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) • +1 929 436 2866 US (New York) • +1 301 715 8592 US (Washington DC) • +1 312 626 6799 US (Chicago) <p>Meeting ID: 857 8539 5294 Passcode: 471954</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 listed on this Agenda; however, except as otherwise provided by law, no action shall be taken on any item not appearing on the Agenda. The Committee may consider matters included on the agenda in any order, and not necessarily in the order listed.

OPEN SESSION

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

Orange County Employees Retirement System
February 29, 2024
Personnel Committee Meeting – Agenda

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

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

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

CONSENT AGENDA

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

C-1 PERSONNEL COMMITTEE MEETING MINUTES

Personnel Committee Meeting Minutes

November 15, 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 PROPOSED 2024 PERSONNEL COMMITTEE MEETING SCHEDULE

Presentation by Steve Delaney, Chief Executive Officer, OCERS

Recommendation:

Approve the staff proposed 2024 OCERS Personnel Committee Meeting Schedule

Or

Provide direction for alternative modifications.

A-3 REVIEW OF THE PERSONNEL COMMITTEE CHARTER

Presentation by Cynthia Hockless, Director of Human Resources, OCERS

Recommendation: Approve, and recommend the Board adopt, revisions to the Personnel Committee Charter as presented.

INFORMATION ITEMS

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

- I-1 OCERS BENEFIT CALCULATION PROCESSES - STAFFING IMPLICATIONS - PART ONE**
Presentation by Suzanne Jenike, Assistant CEO, External Operations, and Jeff Lamberson, Director of Member Services, OCERS

WRITTEN REPORTS

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

NONE

COMMITTEE MEMBER COMMENTS

CHIEF EXECUTIVE OFFICER/STAFF COMMENTS

COUNSEL COMMENTS

ADJOURNMENT

NOTICE OF NEXT MEETINGS

DISABILITY COMMITTEE MEETING
March 18, 2024
8:30 A.M.

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

REGULAR BOARD MEETING
March 18, 2024
9:30 A.M.

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

INVESTMENT COMMITTEE MEETING
March 20, 2024
9:00 A.M.

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

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

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

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

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

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

MINUTES

OPEN SESSION

Chair Packard called the meeting to order at 1:58 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; Suzanne Jenike, Assistant CEO of External Operations; Brenda Shott, Assistant CEO of Internal Operations; Molly Murphy, Chief Investment Officer; Manuel Serpa, General Counsel; 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; Will Tsao, E.M.P.O.; Marielle Horst, Recording Secretary; Anthony Beltran, Audio Visual Technician; Amanda Evenson, Executive Secretary

PUBLIC COMMENT

None.

The committee recessed for lunch at 2:00 p.m.

Mr. Dewane arrived at 2:06 p.m.

The Committee reconvened from lunch at 2:34 p.m.

Recording Secretary administered the Roll Call attendance.

CONSENT AGENDA

C-1 COMMITTEE MEETING MINUTES:

Orange County Employees Retirement System
November 15, 2023
Personnel Committee Meeting

Approval of Meeting and Minutes

Personnel Committee Meeting Minutes

October 26, 2023

A **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

A-2 2024 AND BEYOND STAFFING PLAN

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

Recommendation: Staff recommends 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 Division
 - c. Add ten positions to the Member Services Department
 - d. Add one position to the Finance Department
 - e. Add one position to the Information Technology Division

At Mr. Delaney's request, a **Motion** by Mr. Dewane, **seconded** by Mr. Prevatt to bifurcate the recommendations, and forward to the board a recommendation to approve the following:

- a. Add three positions to the Investments Division
- b. Add two positions to the Disability Division
- e. Add one position to the Information Technology Division

The motion passed **unanimously**.

A **Motion** by Mr. Dewane, **seconded** by Mr. Prevatt, to forward to the Board a recommendation to approve the following:

- d. Add one position to the Finance Department

Ms. Shott and Ms. Bowman addressed the committee regarding the request for additional staffing to support the implementation of the Pension Administration System (PAS). Mr. Hilton expressed concern pertaining to the current number of ongoing projects and meeting operational needs. Mr. Tsao informed the committee of the new project management system which calculates the optimal number of projects according to current resources to improve efficiency and effectiveness.

The motion passed by **majority**, with Mr. Hilton voting nay.

Following discussion, at Mr. Delaney's request, a **Motion to delay** by Mr. Dewane, **seconded** by Mr. Prevatt to delay the following no later than July 2024:

- c. Add ten positions to the Member Services Department

Orange County Employees Retirement System
November 15, 2023
Personnel Committee Meeting

The motion to delay passed **unanimously**.

- 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

A **Motion** by Mr. Dewane, **seconded** by Mr. Prevatt, to forward to the Board a recommendation to approve the creation of the three career ladders.

The motion passed **unanimously**.

- 3. Approve the following drop:
 - a. The following Member Services positions will go dark:
 - i. Three Retirement Program Specialist – Extra Help
 - ii. Member Services Manager – Extra Help

A **Motion to postpone** by Mr. Dewane, **seconded** by Mr. Prevatt, to postpone the approval of the drop positions.

The motion to postpone passed **unanimously**.

INFORMATION ITEMS

None.

COMMITTEE MEMBER/CEO/COUNSEL/STAFF COMMENTS

None.

ADJOURNMENT

Chair Packard adjourned the meeting at 4:04 p.m.

Submitted by:

Submitted by:

Approved by:

Cynthia Hockless
Liaison

Steve Delaney
Secretary to the Board

Roger Hilton
Chair



Memorandum

DATE: February 29, 2024
TO: Members of the Personnel Committee
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: **PROPOSED 2024 PERSONNEL COMMITTEE MEETING SCHEDULE**

Recommendation

Approve the staff proposed 2024 OCERS Personnel Committee Meeting Schedule
Or
Provide direction for alternative modifications.

Background/Discussion

This memo outlines the dates staff is proposing for the OCERS Board of Retirement's Personnel Committee meetings for 2024. We would plan to meet at 9:30 A.M. on each date. While not every date may be needed, we wanted to block off the dates now.

RECOMMENDATIONS:

Personnel Committee Meetings – 9:30 A.M.

Tuesday, April 23
Tuesday, June 18
Tuesday, July 30
Tuesday, August 27
Tuesday, October 8
Tuesday, December 10

ALTERNATE AVAILABLE DATES:

Personnel Committee Meetings – 9:30 A.M.

Tuesday, April 30
Wednesday, June 19
Wednesday, July 31
Tuesday, October 15
Tuesday, October 17

Submitted by:



SD - Approved

Steve Delaney
Chief Executive Officer

Proposed 2024 Personnel Committee Meeting Schedule

| January | | | | | | |
|---------|----|----|----|----|----|----|
| Su | Mo | Tu | We | Th | Fr | Sa |
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| February | | | | | | |
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| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| 31 | | | | | | |

| April | | | | | | |
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| June | | | | | | |
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| September | | | | | | |
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| October | | | | | | |
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| 27 | 28 | 29 | 30 | 31 | | |

| November | | | | | | |
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| 24 | 25 | 26 | 27 | 28 | 29 | 30 |

| December | | | | | | |
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| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 | | | | |

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|------------------------------|
| Federal Holiday |
| Regular Board Meeting |
| Disability Committee Meeting |
| Strategic Planning Workshop |
| Investment Committee Meeting |

| |
|------------------------------|
| Audit Committee Meeting |
| Building Committee Meeting |
| Governance Committee Meeting |
| Personnel Committee Meeting |

| Plotted Conferences | | | | |
|----------------------------|------------------|-----------------------|--------------------------------------|-------------------|
| Date Starts | Date Ends | Conference Org | Conference Name | Location |
| 1/21/2024 | 1/22/2024 | NCPERS | Pension Comm Summit | Washington DC |
| 1/22/2024 | 1/24/2024 | NCPERS | Legislative Conference | Washington DC |
| 1/28/2024 | 1/30/2024 | NAPO | Annual Pension and Benefits Seminar | Las Vegas, NV |
| 2/24/2024 | 2/26/2024 | NASRA | Winter Meeting | Washington DC |
| 2/26/2024 | 2/27/2024 | NIRS | Annual Conference | Washington DC |
| 3/2/2024 | 3/5/2024 | CALAPRS | General Assembly | Rancho Mirage |
| 5/7/2024 | 5/10/2024 | SACRS | Spring Conference | Santa Barbara, CA |
| 5/19/2024 | 5/22/2024 | NCPERS | Annual Conference & Exhibition (ACE) | Seattle WA |
| 6/17/2024 | 6/19/2024 | NCPERS | Chief Officers Summit | Nashville, TN |
| 7/14/2024 | 7/17/2024 | NAPO | ANNUAL CONVENTION | Nashville, TN |
| 8/3/2027 | 8/7/2024 | NASRA | Annual Conference | Pittsburgh, PA |
| 8/18/2024 | 8/20/2024 | NCPERS | Public Pension Funding Forum | Boston, MA |
| 9/24/2024 | 9/26/2024 | NCPERS | Public Pension HR Summit | Denver, CO |
| 10/27/2024 | 10/30/2024 | NCPERS | Public Safety Conference | Palm Springs, CA |
| 11/3/2024 | 11/6/2024 | CRCEA | Contra Costa (CCREA) | Contra Costa |
| 11/12/2024 | 11/15/2024 | SACRS | Fall Conference | Monterey, CA |
| N/A | N/A | NCPERS | FALL Conference | N/A |



Memorandum

DATE: February 29, 2024
TO: Members of the Personnel Committee
FROM: Cynthia Hockless, Director of Human Resources
SUBJECT: REVIEW OF THE PERSONNEL COMMITTEE CHARTER

Recommendation

Approve, and recommend the Board adopt, revisions to the Personnel Committee Charter as presented.

Background/Discussion

In 2018, the Board formed the Personnel Committee to assist the Board by reviewing, amending, and recommending new personnel policies and procedures, and advising the Board with respect to compensation and benefit issues, affecting OCERS employees. On March 18, 2019, the Board adopted the attached Personnel Committee Charter. The Board last adopted revisions to the Personnel Committee Charter on June 19, 2023.

As we begin the New Year, staff asks that the Personnel Committee members review the attached charter to ensure they are familiar with the duties and responsibilities of the committee. I have made some suggested modifications and will be prepared to discuss those with the committee on February 29, 2024. If such modifications are approved by the committee, they will be carried forward to the OCERS Board for adoption.

Attachments:

1. Personnel Committee Charter - Redline
2. Personnel Committee Charter - Clean

Submitted by:



CH - Approved

Cynthia Hockless
Human Resources Director

Approved by:



SD - Approved

Steve Delaney
Chief Executive Officer



OCERS Board Charter Personnel Committee Charter

Introduction

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

Duties and Responsibilities

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



OCERS Board Charter Personnel Committee Charter

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

Membership

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

Meetings

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

Monitoring and Reporting

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

Charter Review

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

Charter History

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



OCERS Board Charter Personnel Committee Charter

Secretary's Certificate

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

Steve Delaney, Secretary of the Board

06/19/2023

Date



OCERS Board Charter

Personnel Committee Charter

Introduction

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 - f. Oversee senior executive long-term succession planning;
 - g. Oversee the selection and hiring of compensation consultant(s).
 - h. In case of needing to fill the CEO position (or any other Senior Executive position if so desired), conduct the selection process for an executive search firm(s) if needed, and recommend the finalist to the Board.
 - i. Advise the CEO on training, talent development and succession planning programs affecting OCERS direct employees and County employees, including practices to recruit, develop, motivate and retain competent employees;
 - j. Direct the CEO to negotiate terms and conditions of employment with OCERS direct employees; and
 - k. Perform any other duties that may be assigned to it by the Board or that are necessary to discharge the committee's responsibilities with respect to OCERS direct employees.



OCERS Board Charter Personnel Committee Charter

Membership

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Charter History

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

Secretary's Certificate

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



OCERS Board Charter Personnel Committee Charter

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

Steve Delaney, Secretary of the Board

Date



OCERS Benefit Calculation Processes – Staffing Implications

February 29, 2024

Suzanne Jenike

Assistant Chief Executive Officer, OCERS



A Look Back – What we Heard

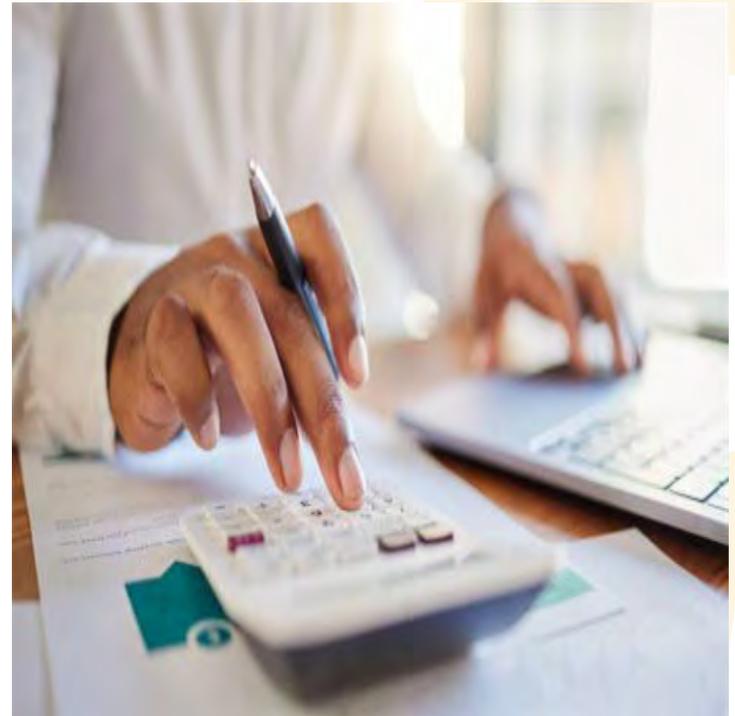
- 2023 Strategic Planning Workshop – concern that Members are not advised of final benefit amounts until after actual retirement.
- 3 ways estimates are provided:
 - Online
 - Customer Service Review
 - Final Review by Processing Team
- At the Board’s direction, staff modified its existing procedures to provide final numbers prior to retirement.
- To accomplish this goal, Staff estimates that 7 additional Retirement Program Specialists are needed.

Did Staff misunderstand the Board’s directive?



Benefit Estimate Process - Timetables

- Online = instantaneous 24/7 – includes all payroll data transmitted biweekly
- Customer Service Review – estimated final average salary (FAS) = 3 hours
 - Customer Service Specialist does a high level account review
 - Service credits, earnable/pensionable salary, service credit purchases
 - Review of MOU to determine paid time off credit (without verification of hours)
- Final – Full FAS calculation = 7 hours



Final Estimate: Full FAS calculation

| Process | Minimum | Maximum | Average | Minutes |
|-----------------------|------------|------------|------------|---------|
| Part Acct Review | 45 | 90 | 67.5 | Minutes |
| Employment History | 30 | 90 | 60 | Minutes |
| MOU Review | 20 | 45 | 32.5 | Minutes |
| Time Sheet Review | 15 | 80 | 47.5 | Minutes |
| CAPS+ Verify Balances | 30 | 30 | 30 | Minutes |
| HC/AL Calcs | 30 | 80 | 55 | Minutes |
| FAS Workbook | 45 | 90 | 67.5 | Minutes |
| SharePoint Log | 15 | 15 | 15 | Minutes |
| Process in V3 | 45 | 45 | 45 | Minutes |
| Total | <u>275</u> | <u>565</u> | <u>420</u> | Minutes |
| Total | 4.6 | 9.4 | 7 | Hours |



CERL System Comparison

| System | Retirements/year | RPS | Hours to process | Measuring Period | PTO Hours Reported: Manual/Automatic |
|--------|------------------|--|------------------|------------------|--------------------------------------|
| OCERS | 1000 | 6 (167 apps/yr each) | 7 | 36 months | Manual |
| ACERA | 460 | 4 (add 3-4 during peak season)(155 apps/yr each) | 6 | 36 months | Automatic |
| CCCERA | 300 | 3 (100 apps/yr each) | 4 | 12 months | Automatic |



CERL System Comparison

Alameda

- 6 hours
- Pension Administration System (PAS) is programmed to automatically cap the eligible Paid Time Off (PTO) hours on a biweekly basis.
- MOU review and PAS update done by ACERA staff.
- They use a spreadsheet to calculate the pension (4 factors) to verify PAS calculation.
- They do NOT verify Final Average Salary calculated by PAS.
- They do a peer review.

Contra Costa

- 4 hours
- The employer reports the PTO hours on the transmittal file either when cashed out or at retirement as a separate line item distinguished from terminal pay.
- Majority of members have a 12 month measuring period.
- Most Employers have the same MOU provisions for cash outs.
- Manual calculation of FAS is done on a spreadsheet
- They do a peer review.

OCERS

- 7 hours
- PTO hours are verified in the MOU as well as in payroll system.
- Most members have a 36 month measuring period.
- Most Employers have different MOU provisions for cash outs. One MOU can have multiple PTO scenarios.
- Manual calculation of FAS is done on a spreadsheet.
- Full QA review which consists of full replication calculation.



PROS/CONS

Status Quo PROS

- Full Final FAS calculation results in relatively minor impact, approximately:
 - General members = 6% with all holidays, 2.85% without holidays
 - Safety members = 7% with all holidays, 3.69% without holidays



Status Quo CONS

- Members want final numbers prior to retirement.
- Members believe that the online estimate is “inaccurate”.



THINGS TO CONSIDER



What's Next?

- **April – more widgets**
- **Automation initiatives** may eventually eliminate manual processes.
- **Having trained staff early** will assist with the PAS implementation project, Master Repository Project (MRP), and other initiatives in the queue.
- **Retirements and attrition** will assist in leveling out staffing needs in future years.