

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

**PERSONNEL COMMITTEE MEETING
Monday, July 8, 2024
1:30 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	
Join Using Zoom App (Video & Audio) https://ocers.zoom.us/j/86339015413 Meeting ID: 863 3901 5413 Passcode: 158570 Go to https://www.zoom.us/download to download Zoom app before meeting. Go to https://zoom.us to connect online using any browser.	Join by Telephone (Audio Only) Dial by your location <ul style="list-style-type: none">• +1 669 900 6833 US (San Jose)• +1 346 248 7799 US (Houston)• +1 253 215 8782 US (Tacoma)• +1 929 436 2866 US (New York)• +1 301 715 8592 US (Washington DC)• +1 312 626 6799 US (Chicago) Meeting ID: 863 3901 5413 Passcode: 158570
A Zoom Meeting Participant Guide is available on OCERS website Board & Committee Meetings Page .	

AGENDA

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

OPEN SESSION

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

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Members of the public who wish to provide comment during the meeting may do so by “raising your hand” in the Zoom app, or if joining by telephone, by pressing * 9 on your telephone keypad.

Members of the public who participate in the meeting from the OCERS Boardroom and who wish to provide comment during the meeting may do so from the podium located in the OCERS Boardroom.

When addressing the Committee, please state your name for the record prior to providing your comments. Speakers will be limited to three (3) minutes.

At this time, members of the public may comment on (1) matters 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

April 23, 2024

Recommendation: Approve minutes.

ACTION ITEMS

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

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

A-2 STAFFING REQUEST – MEMBER SERVICES MANAGER

Presentation by Suzanne Jenike, Assistant CEO of External Operations, OCERS

Recommendation:

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

INFORMATION ITEMS

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

I-1 OCERS CLASSIFICATION AND COMPENSATION STUDY - UPDATE

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Presentation by Cynthia Hockless, Director of Human Resources, OCERS, and Maggie Williams-Dalgart, MPA, SPHR, Gallagher

I-2 OBTAINING IMPROVED EMPLOYER REPORTING OF DATA - UPDATE

Presentation by Silviu Ardeleanu, Director of Member Services & Employer Relations Section, and Suzanne Jenike, Assistant CEO of External Operations, OCERS

COMMITTEE MEMBER COMMENTS

CHIEF EXECUTIVE OFFICER/STAFF COMMENTS

COUNSEL COMMENTS

ADJOURNMENT

NOTICE OF NEXT MEETINGS

REGULAR BOARD MEETING

July 15, 2024

9:30 A.M.

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

2223 E. WELLINGTON AVENUE, SUITE 100

SANTA ANA, CA 92701

INVESTMENT COMMITTEE MEETING

July 24, 2024

9:00 A.M.

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

2223 E. WELLINGTON AVENUE, SUITE 100

SANTA ANA, CA 92701

PERSONNEL COMMITTEE MEETING

August 2, 2024

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

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72 hours prior to the meeting, they will be made available on the OCERS' website at the same time as they are distributed to the Board or Committee members. Non-exempt materials distributed during an open meeting of the Board or Committee of the Board will be made available on the OCERS' website as soon as practicable and will be available promptly upon request.

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

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

**PERSONNEL COMMITTEE MEETING
Tuesday, April 23, 2024
1:00 P.M.**

MINUTES

OPEN SESSION

Chair Hilton called the meeting to order at 1:00 P.M.

Recording Secretary administered the Roll Call attendance.

Attendance was as follows:

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

Also Present: Steve Delaney, CEO; Brenda Shott, Assistant CEO of Internal Operations; Suzanne Jenike, Assistant CEO of External Operations; Manuel Serpa, General Counsel; Cynthia Hockless, Director of Human Resources; Jeff Lamberson, Director of Retirement Operations Section - Member Services; Silviu Ardeleanu, Director of Member & Employer Relations Section - Member Services; Maggie Williams-Dalgart, Gallagher; Janna Dinkelspiel (Zoom), Gallagher; Julie Lam (Zoom), County of Orange; Susie Barker (Zoom), County of Orange; Anthony Beltran, Audio Visual Technician; Amanda Evenson, Recording Secretary

PUBLIC COMMENT

None.

CONSENT AGENDA

C-1 COMMITTEE MEETING MINUTES:

Personnel Committee Meeting Minutes

February 29, 2024

Recommendation: Approve minutes.

A **Motion** by Mr. Oates, **seconded** by Mr. Packard, to approve staff's recommendation to approve the minutes.

The motion passed **unanimously**.

ACTION ITEMS

Orange County Employees Retirement System
April 23, 2024
Personnel Committee Meeting

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

No items were trailed from the Consent Agenda.

A-2 PROPOSED 2024 PERSONNEL COMMITTEE MEETING SCHEDULE

Presentation by Cynthia Hockless, Director of Human Resources, OCERS

Recommendation:

Approve the staff proposed 2024 OCERS Personnel Committee Meeting Schedule

Or

Provide direction for alternative modifications.

The Committee provided direction for alternative modifications to the Proposed 2024 Personnel Committee Meeting Schedule. Due to scheduling conflicts, the Committee recommended that the July 31, 2024, Personnel Committee Meeting be rescheduled for August 2, 2024.

A-3 UPDATE ON OCERS CLASSIFICATION AND COMPENSATION STUDY

Presentation by Cynthia Hockless, Director of Human Resources, OCERS and Maggie Williams-Dalgart, MPA, SPHR, Gallagher

Recommendation:

Approve the comparable group as presented below for the Compensation Phase of the study:

1. California Public Employees Retirement System (CalPERS)
2. California State Teachers Retirement System (CalSTRS)
3. Los Angeles City Employees Retirement System (LACERS)
4. Los Angeles County Employees Retirement Association (LACERA)
5. Los Angeles Fire and Police Pensions (LAFPP)
6. County of Orange, California
7. San Bernardino County Employees Retirement Association (SBCERA)
8. San Diego City Employees Retirement System (SDCERS)
9. San Diego County Retirement Association (SDCERA)
10. San Francisco Employees Retirement System (SFERS)
11. City of Orange, California
12. City of Santa Ana, California

Or

Recommend and approve agencies that should be part of the comparable group for the Compensation Phase of the study.

Ms. Hockless and Ms. Williams-Dalgart presented an update on the OCERS Classification and Compensation Study.

The Committee expressed an interest in further information regarding the cost of labor adjustment metric for the recommended labor market in the compensation study.

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After discussion, a **Motion** by Mr. Hilton, **seconded** by Mr. Packard, to remove the San Francisco Employees Retirement System (SFERS) from the comparable group and approve the remaining entities as the comparable group as presented for the Compensation Phase of the study.

The motion passed **unanimously**.

INFORMATION ITEMS

- I-1 UPDATE ON OUTREACH REGARDING EMPLOYER DATA**
Presentation by Suzanne Jenike, Assistant CEO, External Operations

- I-2 UPDATE ON REMAINING POSITION - MANAGER**
Presentation by Suzanne Jenike, Assistant CEO, External Operations

CEO COMMENTS

Mr. Delaney thanked the County of Orange HR Classification and Compensation Team for attending the meeting. Mr. Delaney provided the Committee with an update regarding Ms. Jenike’s retirement announcement.

COMMITTEE MEMBER/COUNSEL/STAFF COMMENTS

None.

Chair Hilton **ADJOURNED** the meeting at 2:30 P.M.

Submitted by:

Submitted by:

Approved by:

Cynthia Hockless
Liaison

Steve Delaney
Secretary to the Board

Roger Hilton
Chair



Memorandum

DATE: July 8, 2024
TO: Members of the Personnel Committee
FROM: Suzanne Jenike, Assistant CEO, External Operations
SUBJECT: **STAFFING REQUEST – MEMBER SERVICES MANAGER**

Recommendation

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

Background/Discussion

On November 9, 2023, and April 23, 2024, the Personnel Committee was presented with information regarding a staffing request for the Member Services Department. Specifically, a Manager assigned to the Member/Employer Relations Section of the team. I have included the materials presented at those meetings as additional background if needed.

The Committee was not comfortable approving the request and directed staff to further develop our justification of the position. A PowerPoint presentation will be shared to walk through the needs facing the section, the work assigned to this position as well as cost estimates of the savings we expect by hiring at this level.

The main driving force behind this request is data. Missing or incomplete data impacts every facet of Member Services. The Board has directed us to work with the employers to get accurate and complete data electronically on the transmittal file. In addition, we are in the process of developing a Board Policy outlining the requirement for accurate and timely data as well as a fee schedule that will be charged if the employers cannot comply with the policy. Managing this initiative is crucial to our success and we believe the appropriate level of oversight is at the Manager level. This individual will be working closely with the employers as we mitigate current challenges, but also as we develop the new business rules to get all components of final average salary reported biweekly. The Manager will be expected to think critically and strategize with the employers on alternative options if the initial configuration is unsuccessful and they will need to have the authority to move the initiative forward.

Submitted by:



SJ - Approved

Suzanne Jenike
Assistant CEO, External Operations



Staffing Request Member/Employer Relations Section - Member Services

July 8, 2024

Suzanne Jenike

Assistant Chief Executive Officer, OCERS



Staffing Request

Member/Employer Relations section of Member Services requests the Personnel Committee approve, and recommend the Board approve, hiring a Member Services Manager. The Manager's primary responsibility will be to oversee the data needs of the Department by ensuring complete and accurate employer data reports as defined by Board policy.



Feedback from our Members

- ✓ Open and Transparent
- ✓ Commitment to Superior Service
- ✓ Engaged and Dedicated Workforce
 - **Reliable and Accurate**
- ✓ Secure and Sustainable



Missing DATA is a Significant Problem

- Manual calculations are time consuming and prone to error
- The benefit estimate is not the final number
 - Members see this as “inaccurate”
 - Members want to plan for retirement using the final number
 - Members want their final number, not an estimated percentage increase.



Data Drives Costs

It takes 7 hours to manually calculate each retirement allowance (with QA).

- 7 hours x 1000 retirements/year = 7000 hours per year of staff time
- Step 12 salary for Retirement Program Specialist = \$34.53
- \$34.53 x 7000 = **\$241,710** spent annually on manual FAS calculations



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.



Other Data Issues also Drive Costs

- We have 5 staff members spend approximately 25% of their time correcting data anomalies (missing members, incorrect contributions due to incorrect age at entry, retroactive payments) due to incomplete/inaccurate data from Employers
 - Accounting Technicians (2)
 - Retirement Contribution Reconciliation Specialists (2)
 - Retirement Benefits Technician (1)
 - **\$83,268** spent annually on data correction efforts



Annual Savings

\$324,978

Annual anticipated savings if data is automated,
complete, and accurate on transmittals



Challenges the Employers Face

- Payroll systems typically report hours and salary that is paid.
- Reporting hypothetical hours, i.e. 1/26th of PTO hours that are “eligible” for inclusion in FAS, may require significant configuration changes to payroll systems.
- Reporting members who are on unpaid leave of absence is also a challenge because there is no pay to report.



Getting the Data – The Undertaking This Manager Would Inherit

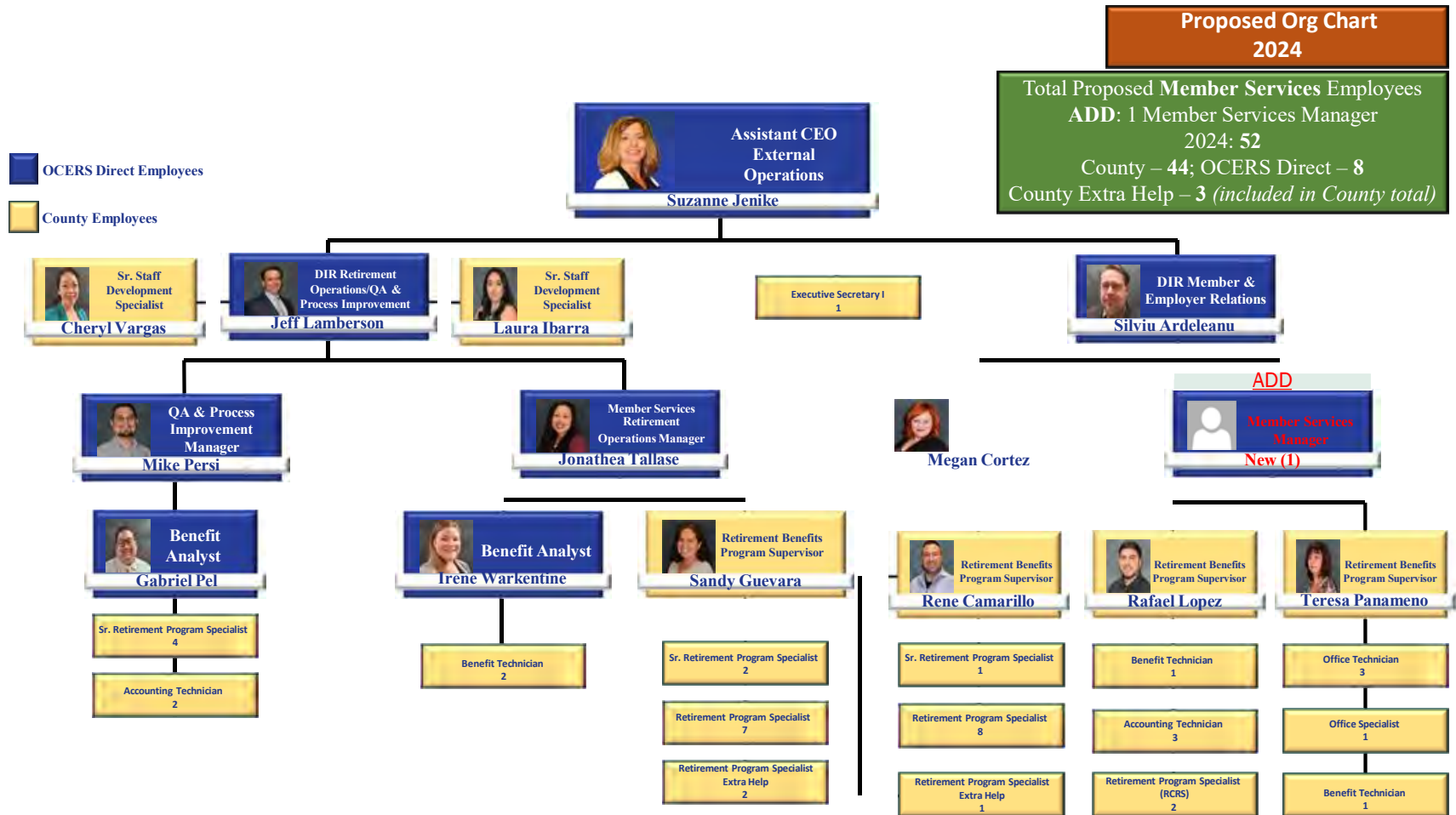
- Quarterly meetings with Employers regarding requirements
- In-Person Site Visits
- Potential configuration changes to payroll systems and possibly V3
- OCERS Board Policy
- Annual certification of compliance



Balance the MER Section

- Current ratio of Manager to Staff in the MER section is 22/1
- Next Closest is 13/1





Span of Control Challenges

One Manager is currently overseeing 3 distinct teams:

- Customer Service RPS = call center, seminars, walk-ins, counseling appointments, offsite events.
- Employer Payroll = new member enrollment, reciprocity, transmittal reconciliation.
- Support Services = EFT/Tax W. changes, medical deductions, reception coverage, beneficiary changes



Hiring at the Manager Level

A Manager can be required to demonstrate greater required skills than lower positions and can be granted more authority to move this initiative forward.

PROS

- Autonomy working with ERs on data
- Higher level of decision-making authority
- Critical thinking/problem solving
- Better span of control



CONS

- Higher salary/benefit costs



Manager Request

Salary Range for a Manager is: \$109,100 - \$169,105
(Fully loaded is: \$171,287-\$265,495)

Summary: The Manager's priority will be managing the data needs of the department. This is a critical initiative with far reaching implications. The Board has directed us to hold the Employers to a higher standard of reporting their data and the Employers may need to make significant changes to their payroll systems to comply with our requirements. A Manager will have the authority to move this initiative forward.



Thank you!



Suzanne Jenike

Assistant CEO, External Operations

 714.558-6215

 sjenike@ocers.org

 Orange County Employees Retirement System



www.ocers.org

    @myOCERS



Memorandum

DATE: April 23, 2024
TO: Members of the Personnel Committee
FROM: Suzanne Jenike, Assistant CEO, External Operations
SUBJECT: UPDATE ON REMAINING POSITION - MANAGER

Background/Discussion

The Member Services team is working on developing a case for the addition of a Manager assigned to the Member and Employer Relations section of Member Services. We believe the outreach efforts pertaining to the employer data initiative are critical and require focused attention to be successful.

We will propose the plan to the Personnel Committee Chair and bring it back to the Committee for discussion at the next meeting.

Submitted by:



SJ - Approved

Suzanne Jenike
Assistant CEO, External Operations



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.



Memorandum

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



Memorandum

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



Job Description

Member Services Manager

DEPARTMENT:	Member Services	REPORTS TO:	Member Services Director
TITLE CODE:	8020MR	DATE:	12/30/11
POSITION CODE:	R105537	ADMINISTRATIVE REVISION:	7/17/2015

Job Summary

Under general direction, provides support to the Member Services Director by managing work schedules, counseling employees, completing evaluations, developing staff, managing special projects and other duties as assigned.

Distinguishing Characteristics

The Member Services Manager reports to the Member Services Director. OCERS management staff is expected to uphold the highest standards of accountability, plan sponsor focus and system efficiency. Responsible for supervising the activities of assigned professional and technical benefits staff.

Performance Attributes

Include but are not limited to the following:

- ▶ Provides responsive, high quality service to retirement system members, representatives of outside agencies and members of the public by providing accurate, complete and up-to-date information in a courteous, efficient and timely manner.
- ▶ Ensures that the County Employees Retirement Law of 1937, Federal and State statutes and OCERS policies are followed in the administration of the benefit programs.
- ▶ Responsible for overall development, training, and evaluation of staff.
- ▶ Participates in hiring decisions, disciplinary actions, performance evaluations and other personnel activities.
- ▶ Manages the Member Services and Disability staff by planning, coordinating, prioritizing, and monitoring staff activities.
- ▶ Monitor staff work activities to ensure safe and efficient work practices, quality and accuracy.
- ▶ Develop schedules and methods for performing division assignments.
- ▶ Responsible for performing other specialized duties related to the overall management of the benefits division.

Minimum Qualifications

Minimum qualifications required for entry into the classification



Job Description

Member Services Manager

Education and/or Experience

A bachelor's degree from an accredited college or university in public or business administration, accounting, or human resources management and a minimum of two years experience supervising staff.

or

Four years of experience at a technical level in a retirement, insurance, or government benefit program, or in a personnel system which involves retirement benefit experience; minimum of two years experience supervising staff.

Special Notes, Licenses or Requirements:

- ▶ A valid California class C driver's license or the ability to arrange necessary and timely transportation for field travel.
- ▶ May be required to use a personal vehicle.
- ▶ A complete background investigation is required; a felony or misdemeanor conviction may be a disqualifying factor from employment.
- ▶ Highly Desirable: Paralegal certification, Worker's Compensation Claims Professional certification, and/or Certified Employee Benefits Specialist.

Knowledge/Skills/Abilities

Sample of KSA's necessary to perform essential duties of the position

KNOWLEDGE OF:

- ▶ Extensive knowledge of the 1937 County Employees Retirement Law and current regulations and statutes as it relates to disability and service retirements, divorce and death benefits.
- ▶ County policies and procedures including Civil Service Rules, the Compensation Ordinance, hiring, purchasing, grievance and disciplinary procedures.
- ▶ Supervision and training principles, practices and techniques.
- ▶ Defined benefit retirement plans and other types of pension plans.
- ▶ Telephone, office, and online etiquette.
- ▶ Customer service objectives and strategies.
- ▶ Basic techniques for report writing.
- ▶ Methods and techniques of supervision, training and motivation.
- ▶ Methods and techniques for record keeping.
- ▶ Computer applications and hardware related to the performance of the essential functions of the job.



Job Description

Member Services Manager

SKILLS/ABILITY TO:

- ▶ Establish and maintain professional relationships with retirement system members, Plan Sponsors, OCERS staff, officials and the public.
- ▶ Communicate effectively in English both orally and in writing with a variety of individuals representing diverse cultures and backgrounds.
- ▶ Maintain a professional demeanor in volatile situations which require a high degree of sensitivity, tact and diplomacy.
- ▶ Manage, coordinate, and plan the day-to-day operations of OCERS Member Services and Disability divisions.
- ▶ Understand and interpret laws, policies and ordinances.
- ▶ Calculate and prepare mathematical data relative to payroll, retirement benefits and reports.
- ▶ Supervise, train, coordinate and evaluate employees.
- ▶ Perform job functions independently and in an ethical and objective manner.
- ▶ Exercise appropriate judgment in answering questions and releasing information.
- ▶ Demonstrate strict confidentiality, professionalism, integrity and compliance with applicable laws and regulations at all times.
- ▶ Use standard office equipment such as: computer, printer, scanner, fax machine, photocopier and 10-key calculators.

Physical, Mental and Environmental Conditions

The following is a description of the physical and mental abilities that are customarily required to perform the essential job functions of this position.

Physical and Mental Demands

- ▶ Speak and hear well enough to communicate in English clearly and understandably in person, over the telephone and in small groups.
- ▶ Manual dexterity sufficient to use hands, arms and shoulders repetitively to operate a telephone, keyboard, write and use a calculator.
- ▶ Mental stamina to interact professionally with members of the Board of Retirement, Plan Sponsors, peers and retirement system members.
- ▶ Vision sufficient to read fine print and a computer monitor.
- ▶ Independent body mobility, agility, and stamina to stand, walk, stoop, bend and twist, to access a standard office environment.
- ▶ Ability to sit for prolonged periods of time.
- ▶ Body strength sufficient to lift up to 15 pounds and carry files.



Job Description

Member Services Manager

Environmental Conditions

- ▶ The primary work place is in an office environment, working with standard office equipment.
- ▶ Peripheral office equipment generates to a quiet to moderate noise level.
- ▶ Operates in an environment that includes elected officials, non-elected officials, government agencies, community interest groups and the general public in the development and coordination of OCERS affairs.
- ▶ Out of area travel may be required to attend professional conferences and meetings.

Acknowledgement

By signing below, I acknowledge that I have reviewed and discussed the contents, requirements, and expectations included in this job description with my supervisor and a copy has been provided to me.

Employee Signature

Date

Supervisor Signature

Date

Reviewer Signature

Date



Memorandum

DATE: July 8, 2024
TO: Members of the Personnel Committee
FROM: Cynthia Hockless, Director of Human Resources
SUBJECT: OCERS CLASSIFICATION AND COMPENSATION STUDY - UPDATE

Background/Discussion

In the 2024 OCERS Business Plan under Talent Management, it states:

Initiative 1A: Pursue moving the workforce to be 100% employed by OCERS as a single agency.

- ***Continue the Classification and Compensation Study of the County positions at OCERS in partnership with the County of Orange.***

In March 2023, OCERS enlisted the services of Gallagher (formerly known as Koff & Associates) to spearhead a Classification and Compensation study of county-level positions. Georg S. Krammer, Managing Director and Compensation Consultant, was chosen to lead the study.

The primary objective of the study is to align OCERS Non-Direct (County) positions under a cohesive compensation system and philosophy. This initiative is anticipated to have a positive impact on morale, dedication, and efficiency among OCERS employees. Additionally, it aligns with the organization's pursuit of consolidating the workforce into a single agency.

The study consists of Four Phases. In Phase One of the project, we initiated communication meetings with the OCERS County team members, the County of Orange, and the Orange County Employees Association (OCEA) to discuss the overarching process. In this stage, team members were tasked with completing their Position Description Questionnaires (PDQs), which provided a structured format for detailing their responsibilities. Once filled out, these questionnaires underwent approval from both the employees' direct supervisors and managers. Gallagher conducted comprehensive reviews of all PDQs, arranging clarification sessions with various supervisors to ensure accuracy and completeness. Gallagher successfully concluded Phase Two of the project, which involved crafting new job descriptions. The consultant chosen for this task was Maggie Williams-Dalgart, Project Manager specializing in Compensation and Rewards Consulting at Gallagher.

At the Personnel Committee meeting on April 23, 2024, Ms. Williams-Dalgart provided an update on the Classification and Compensation study. The Committee was tasked with reviewing and approving a list of recommended agencies to be used as the comparable group for the Compensation Phase of the study. The Committee approved the following 11 agencies to be part of the comparable group:

1. California Public Employees Retirement System (CalPERS)
2. California State Teachers Retirement System (CalSTRS)
3. Los Angeles City Employees Retirement System (LACERS)
4. Los Angeles County Employees Retirement Association (LACERS)
5. Los Angeles Fire and Police Pensions (LAFPP)

6. San Bernardino County Employees Retirement Association (SBCERA)
7. San Diego City Employees Retirement System (SDCERS)
8. San Diego County Retirement Association (SDCERA)
9. County of Orange, California
10. City of Orange, California
11. City of Santa Ana, California

On May 22, 2024, Ms. Williams-Dalgart met with the OCERS team members to review the status of the Classification phase of the study. Drafts of the classification specifications were subsequently shared with each OCERS team member involved in the study. We are collecting comments from the employees and sharing them with Ms. Williams-Dalgart for further review.

At the Personnel Committee meeting on July 8, 2024, Ms. Williams-Dalgart will present the latest update of the study to the Personnel Committee and provide some preliminary results of the compensation study.

In August, Gallagher plans to have their final report ready for OCERS to review.

As significant milestones are achieved, we will discuss them with the Personnel Committee and subsequently with the County of Orange Human Resources Department and the Orange County Employees Association (OCEA). Upon approval from all parties involved, and subject to the approval of the county-level employees, we will initiate the legislative process required to transition all employees under OCERS.

Attachments

1. Presentation from Maggie Williams-Dalgart, Gallagher Consultant

Submitted by:



CH - Approved

Cynthia Hockless
Director of Human Resources



Classification & Compensation Study - Project Update

OCERS Personnel Committee
July 8, 2024



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Purpose of Study

Conduct a classification and compensation study of current OCERS County positions, for the purpose of designing a series of job classifications and setting compensation, in the event OCERS decides to bring County positions under the OCERS umbrella.



Classification Study Process

- ✓ Employee participation through PDQ completion and interviews
- ✓ Management review and feedback
- ✓ Identified bodies of work and developed concepts
- ✓ Proposed 27 job classifications and drafted new job descriptions
- ✓ Engaged with staff through review and feedback



Classification Study Design

- ✓ Recommend certain classifications established as a series
- ✓ New design creates career pathing and opportunity for cross training
- ✓ Ensures job descriptions compliant with employment law
- ✓ Aids in establishing equitable compensation system



Market Survey Methodology

- Labor market a mix of retirement system agencies and local government
- Utilized benchmarking methodology; salary survey of 19 classifications
- Survey conducted from April through June (reflects increases occurring July 2024)



Market Survey Findings

- On average, OCERS (County) ***salaries are approximately 7% below the market median***
- Difference from market varies by benchmark, from above market to greater than 20% below market
- Results show that Member Services classifications are most below market



Design compensation system anchored to market

Place each new classification into a range

**Apply internal equity principles (i.e., compaction)
with range placement**

Submit final report

Next Steps

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Questions & Comments

Thank you!

Maggie Williams-Dalgart, Project Manager

Janna Dinkelspiel, Associate Consultant





Memorandum

DATE: July 8, 2024
TO: Members of the Personnel Committee
FROM: Silviu Ardeleanu, Director of Member & Employer Relations Section – Member Services
Suzanne Jenike, Assistant CEO, External Operations
SUBJECT: **OBTAINING IMPROVED EMPLOYER REPORTING OF DATA - UPDATE**

Informational

This item is to provide a status update on the ongoing task of obtaining transmittal data from Employers by working with Employers to identify incomplete data and provide opportunities for training on correcting incorrect data.

On May 14, 2024, the OCERS Member Services team held a second quarterly Zoom meeting for all Employers. Having previously laid out what the challenges are, OCERS opened the discussion with a discussion of the status of the known challenges. OCERS discussed new data requirements at this meeting.

The Employer Payroll team continues to work with individual Employers, assisting with corrections needed for individual members. Additionally, the Employer Payroll Team along with other staff from the Member & Employer Relations Section, have started in-person meetings with Employers. The purpose for these meetings is to review the Data Transmittal process from both perspectives, OCERS and Employers, for improved outcomes. The first meeting was held with OCFA on June 11, 2024, and additional Employer meetings are being scheduled with OC Sanitation and with Transportation Corridor Agencies (TCA) in July.

The Employer Data OCERS Board Policy is still in the draft stage, anticipated to be shared at the August 15, 2024 Governance Committee meeting. Employers were notified of the anticipated Policy presentation.

Submitted by:



SJ - Approved

Suzanne Jenike
Assistant CEO, External Operations

Submitted by:



SA - Approved

Silviu Ardeleanu

Director of Member and Employer Relations Section

Member Services

04-23-2024 PERSONNEL COMMITTEE MEETING - I-1 UPDATE ON OUTREACH REGARDING EMPLOYER DATA



Memorandum

DATE: April 23, 2024

TO: Members of the Personnel Committee

FROM: Silviu Ardeleanu, Director of Member & Employer Relations Section – Member Services
Suzanne Jenike, Assistant CEO, External Operations

SUBJECT: UPDATE ON OUTREACH REGARDING EMPLOYER DATA

Background/Discussion

This item is to provide an update on the task of obtaining transmittal data from Employers, by working with Employers to identify incomplete data and provide opportunities for training on correcting incorrect data. This is important not only as a Board of Retirement directive, but also to pave the way for an eventual new Pension Administration System (PAS).

On February 13, 2024, the OCERS Member Services team held a Zoom meeting for all Employers. Having laid out what the challenges are, and asking for employers' assistance, OCERS staff then laid out a series of upcoming Zoom meetings to better guide the Employers' technical staff in understanding the member data that is needed.

Additionally, the Employer Payroll team has reached out to each individual Employer to provide documentation of their unique challenges, as well as to provide examples of items that need to be corrected in the short and long term (e.g. Paid Time Off category).

The Employer Payroll Team, along with other staff from the Member & Employer Relations Section will continue the process of meeting with Employers on a quarterly basis, and as needed or required, to obtain the necessary and complete data.

Finally, a Board Policy is being developed by Legal, that will address Employers' requirement to provide accurate, complete, and timely data to OCERS. With an eye on presenting it to the May 23, 2024 meeting of the Governance Committee the policy will provide the requirements, as well as possible consequences if data is not provided as requested. OCERS will continue to work with Employers and provide them support, documentation and/or training that they need.

Submitted by:



SA - Approved

Silviu Ardeleanu
Director of Member and Employer Relations Section
Member Services



SJ - Approved

Suzanne Jenike
Assistant CEO, External Operations