

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

**PERSONNEL COMMITTEE MEETING
Tuesday, August 27, 2024
9:30 A.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/86503514247 Meeting ID: 865 0351 4247 Passcode: 148201 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: 865 0351 4247 Passcode: 148201
A Zoom Meeting Participant Guide is available on OCERS website Board & Committee Meetings Page .	

AGENDA

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

OPEN SESSION

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

Orange County Employees Retirement System
August 27, 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

July 8, 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 PROPOSED 2025 STAFFING PLAN PREVIEW

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

Recommendation: Approve and recommend the Board of Retirement include the following personnel costs in the 2025 OCERS Budget to be presented at the October 21, 2024, Board meeting:

1. Approve the addition of 4 new positions to the 2025 budgeted headcount
 - A. Add one position to the Information Technology Department
 - B. Add two positions to the Investment Division
 - C. Add one position to the Enterprise Project Management Office

A-3 OCERS CLASSIFICATION AND COMPENSATION STUDY

Orange County Employees Retirement System
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Personnel Committee Meeting – Agenda

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

Recommendation: Receive and file.

INFORMATION ITEMS

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

I-1 UPDATE ON OUTREACH REGARDING EMPLOYER DATA

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

I-2 CONSIDERING THE VALUE OF A CHIEF TECHNOLOGY OFFICER

Presentation by Steve Delaney, CEO, OCERS

COMMITTEE MEMBER COMMENTS

CHIEF EXECUTIVE OFFICER/STAFF COMMENTS

COUNSEL COMMENTS

ADJOURNMENT

NOTICE OF NEXT MEETINGS

INVESTMENT COMMITTEE MEETING

August 28, 2024

9:00 A.M.

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

2223 E. WELLINGTON AVENUE, SUITE 100

SANTA ANA, CA 92701

BUILDING COMMITTEE MEETING

August 30, 2024

9:30 A.M.

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

2223 E. WELLINGTON AVENUE, SUITE 100

SANTA ANA, CA 92701

STRATEGIC PLANNING WORKSHOP

September 10, 2024, and September 11, 2024

8:30 A.M. to 4:45 P.M.

THE WESTIN SOUTH COAST PLAZA

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**686 ANTON BOULEVARD
COSTA MESA, CA 92626**

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

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

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

**PERSONNEL COMMITTEE MEETING
Monday, July 8, 2024
1:30 P.M.**

MINUTES

OPEN SESSION

Chair Hilton called the meeting to order at 1:32 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 (Zoom), Director of Member & Employer Relations Section - Member Services; Maggie Williams-Dalgart, Gallagher; Janna Dinkelspiel (Zoom), Gallagher; Anthony Beltran, Audio Visual Technician; Amanda Evenson, Recording Secretary

PUBLIC COMMENT

None.

INFORMATION ITEMS

I-1 OCERS CLASSIFICATION AND COMPENSATION STUDY - UPDATE

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

Ms. Williams-Dalgart from Gallagher presented an update on the OCERS Classification and Compensation Study regarding the study market survey methodology and findings.

Mr. Packard recommended including the geographic cost-of-labor rate adjustment in the salary recommendations.

Mr. Oates and Chair Hilton suggested identifying the labor market peers who directly employ their staff and the labor market peers that have county employees and those that have a bifurcated staffing model in the footnotes of the final written report.

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The Committee recommended including the total cost impact with benefit packages in the final report. Staff explained that the additional information for benefits would be a change in the scope of the contract but that benefits would be compared with peers before progressing with the larger project of becoming a single agency.

The Committee directed Ms. Williams-Dalgart to adjust the wording on slide seven of the Classification and Compensation Study Update presentation before presenting to the OCERS employee group.

The Committee recessed for break at 2:41 p.m.

The Committee reconvened from break at 2:53 p.m.

Recording Secretary administered the Roll Call attendance.

CONSENT AGENDA

C-1 COMMITTEE MEETING MINUTES:

Personnel Committee Meeting Minutes April 23, 2024

Recommendation: Approve minutes.

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

The motion passed **unanimously**.

ACTION ITEMS

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

No items were 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.

Ms. Jenike presented a staffing request for the addition of a Manager position assigned to the Member and Employer Relations section of the Member Services team.

After discussion, a **Motion** by Mr. Packard to approve staff’s recommendation, **seconded** by Mr. Oates for the purpose of discussion.

Mr. Oates suggested implementing the new Pension Administration System (PAS) first and then assessing staffing needs. Staff discussed the importance of addressing the employer data transmittal issue regardless of the PAS.

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The motion passed by majority, with Mr. Oates voting in opposition.

INFORMATION ITEMS

- 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

CEO/COMMITTEE MEMBER/COUNSEL/STAFF COMMENTS

None.

Chair Hilton **ADJOURNED** the meeting at 3:35 P.M.

Submitted by:

Submitted by:

Approved by:

Cynthia Hockless
Liaison

Steve Delaney
Secretary to the Board

Roger Hilton
Chair



Memorandum

DATE: August 27, 2024
TO: Members of the Personnel Committee
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: **PROPOSED 2025 STAFFING PLAN PREVIEW**

Recommendation

Approve and recommend the Board of Retirement include the following personnel costs in the 2025 OCERS Budget to be presented at the October 21, 2024, Board meeting:

1. **APPROVE THE ADDITION OF 4 NEW POSITIONS TO THE 2025 BUDGETED HEADCOUNT**
 - A. Add one IT Intern position to the Information Technology Department – Extra Help
 - B. Add two Investment Analyst positions to the Investment Department – OCERS Direct
 - C. Add one Project Analyst position to the Enterprise Project Management Office – OCERS Direct

The total estimated annual personnel cost for these staffing changes is **\$521,326**. The estimated budget impact for 2025 due to mid-year hiring for one of the Investment Analyst positions is **\$396,263**.

Background/Discussion

Each year, I collaborate with Department Heads to assess the staffing plan and determine the talent required to support OCERS operations. This year, we implemented a more rigorous process for the OCERS Leadership team to request new positions, developed by our HR Consultant, Leverage HR. The new process involves two layers of review for new position requests, first by a roundtable of OCERS Directors and Senior Executives before they can be presented to the Personnel Committee. As a result of this process, we are requesting approval for four (4) new positions.

I am asking the Personnel Committee to approve the addition of these four (4) new positions to our budgeted headcount.

These requests will result in a net increase of four (4) additional positions. Three (3) Full-Time Equivalents (FTE) and one (1) Extra Help, bringing OCERS' budgeted headcount from 133 to 137. A summary of each request is listed below, with a detailed description attached to this memo.

1. APPROVE THE ADDITION OF 4 POSITIONS TO THE 2025 BUDGETED HEADCOUNT

1A. ADD ONE POSITION TO THE INFORMATION TECHNOLOGY DEPARTMENT

Having an intern as an additional resource to focus on first-level support requests and routine department activities allows current IT Operations team members more time to focus on higher-priority technical items. This will help maintain the organization’s efficiency and effectiveness and reduce delays.

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

- **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 Operations department.
- **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 routine maintenance and support tasks, leading to increased overall productivity and faster resolution of technical issues. Interns are often highly motivated and can quickly adapt to new technologies. Their eagerness to learn and prove themselves will enable us to maintain and improve our IT infrastructure in a more efficient manner.

Position Title	Salary Range	Proposed Budgeted Salary	2025 Budget Impact – Salary and Fringe	Annual Budget Impact – Salary and Fringe
IT Operations Intern (full year)	\$21,076 (960 hours max)	\$21,076	\$21,076	\$21,076

1B. ADD TWO POSITIONS TO THE INVESTMENT DIVISION

The Investment Analysts provide support for investments, analytics, and operations functions within the Investments Division. The analysts are on a rotational position across six asset classes plus portfolio analytics/operations. Analysts provide analytical and operational support for all funds within an asset class. Currently, each analyst supports 53 funds on average. With the proposed addition of two new positions, each analyst would support 37 funds on average.

The positions will reduce the fund load for each analyst. This will increase the amount of time an analyst has to provide analytical support and monitoring support for each fund in the portfolio. In addition, the additional resources will be valuable to improved data management across the portfolio.

OCERS’ Assets Under Management (AUM) have grown from \$14+ billion to \$23+ billion since 2017. OCERS’ internal modeling predicts that the AUM of the system will be nearly \$30 billion by 2027. With the addition of co-investments, the OCERS Investments Team estimates that there should be one-headcount position for every \$1.5 billion in AUM. The Investments Division strives to hire slowly and remain slightly behind

AUM growth. That way, there is a buffer in case a market correction occurs. In addition, the Investments Team continues to explore technology solutions to improve efficiencies before hiring staff.

Position Title	Salary Range	Proposed Budgeted Salary	2025 Budget Impact – Salary and Fringe	Annual Budget Impact – Salary and Fringe
Investment Analyst (full year)	\$87,821 - \$127,340	\$107,580	\$166,750	\$166,750
Investment Analyst (Q4 2025)	\$87,821 - \$127,340	\$107,580	\$41,687	\$166,750

1C. ADD ONE PROJECT ANALYST POSITION TO THE ENTERPRISE PROJECT MANAGEMENT OFFICE (EPMO)

Having an additional EPMO position such as the Project Analyst will help eliminate potential risks in the form of capacity and responsiveness. In the event of a critical risk event, this position would be valuable to the EPMO in providing faster service and response to top-priority projects mitigating the critical risk(s). The increased bandwidth eliminates the risk of a single point of failure within the EPMO and serves as part of the EPMO succession plan.

Currently, the EPMO is presently a one-person department servicing 11 other departments within the enterprise. With the amount of growth and change OCERS undergoes, the project management needs grow as projects produce potential “spin-off” projects as well to ensure each department is executing projects as effectively as possible. To remain competitive and innovative, we must ensure our EPMO department is well-equipped with the resources needed to support our operations. Hiring a Project Analyst can help us address some of the pressing challenges and opportunities in this regard.

Adding this position to the EPMO will help take the enterprise to the next stage of project management maturity and continue to cement the governance that has already been established in year 1 of the EPMO’s existence. Organizational change can be difficult to sustain if there is a lack of maturity and consistency in a program. The Project Analyst is an excellent first step towards ensuring project management at OCERS remains disciplined and consistent.

With additional support from a Project Analyst, we can keep up with future projects with multiple dependencies and continue offering world-class project management support towards Vision 2030 initiatives. This support can potentially lead to increased overall productivity and faster project completion.

Position Title	Salary Range	Proposed Budgeted Salary	2025 Budget Impact – Salary and Fringe	Annual Budget Impact – Salary and Fringe
Project Analyst (full year)	\$87,821 - \$127,340	\$107,580	\$166,750	\$166,750

Conclusion:

I am proposing the addition of four new positions for the 2025 Staffing Plan. The total annual cost for these positions is outlined above, with an estimated increase in personnel expenses of **\$521,326**. Due to the timing of the hires, the projected budget impact for 2025 is expected to be **\$396,263**.

Attachments

1. Proposed 2025 Staffing Plan Preview – Presentation
2. Proposed 2025 Staffing Plan Preview - Appendix
3. Information Technology Request Memo
4. Investments Request Memo
5. Enterprise Project Management Office (EPMO) Request Memo – Steve Delaney
6. Enterprise Project Management Office (EPMO) Request Memo

Submitted by:



SD - Approved

Steve Delaney
Chief Executive Officer



Proposed 2025 Staffing Plan Preview

PRESENTATION

Steve Delaney
Chief Executive Officer

Cynthia Hockless
Director of Human Resources



2024 Budgeted Headcount:

2024	
Total Budgeted Headcount	133
OCERS Direct	59
County	70
Extra Help OCERS Direct	0
Extra Help County	4



Recommendation:

1. Add the following 4 new positions to the 2025 budgeted headcount

- A. Information Technology – Extra Help IT Operations Intern
- B. Investments – OCERS Direct 2 Investments Analysts
- C. Executive Enterprise Project Management Office – OCERS Direct Project Analyst





Proposed 2025 Staffing Plan Preview

INFORMATION TECHNOLOGY

Jenny Sadoski
Director of Information Technology



Background:

Increased workload:

- As OCERS grows and we add more people, consultants and technology, the need for support increases
- Adoption of new policies means updates to our processes to meet new compliance requirements
- Increased requests for technology solutions to reduce manual work and take advantage of new emerging technologies
- More challenging and complexed technologies being implemented

Sustain existing infrastructure while implementing new IT solutions technology, and bridging the gap in between:

- Migrating on-premise servers to the cloud (i.e. file servers), or implementing new cloud-based solutions (i.e.
- Microsoft 365 expansion to deploy Teams, SharePoint, Power Automate, Power BI, CoPilot and AI Intelligence
- New Pension Administration solution, which will include new Customer Relations, workflow, electronic document management, and other component solutions.
- New Building requirement



Rationale:

IT Operations Intern:

- Add additional resource to assist with helpdesk request and regular department activities
- Learn about different facets of IT Operations including customer service, system administration, cyber security, IT Project management and audio/visual support.
- Provide OCERS valuable insight and a fresh perspective of current trends and emerging technologies.
- Provide community service and create opportunities for students to gain much needed experience.



Recommendation:

Approve the addition of one IT Operations Intern with a proposed 2025 budget impact of \$21,076:

Position Title	Salary Range	Proposed Budgeted Salary	2025 Budget Impact – Salary and Fringe	Annual Budget Impact – Salary and Fringe
IT Operations Intern (full year)	\$21,076 (960 hours max)	\$21,076	\$21,076	\$21,076



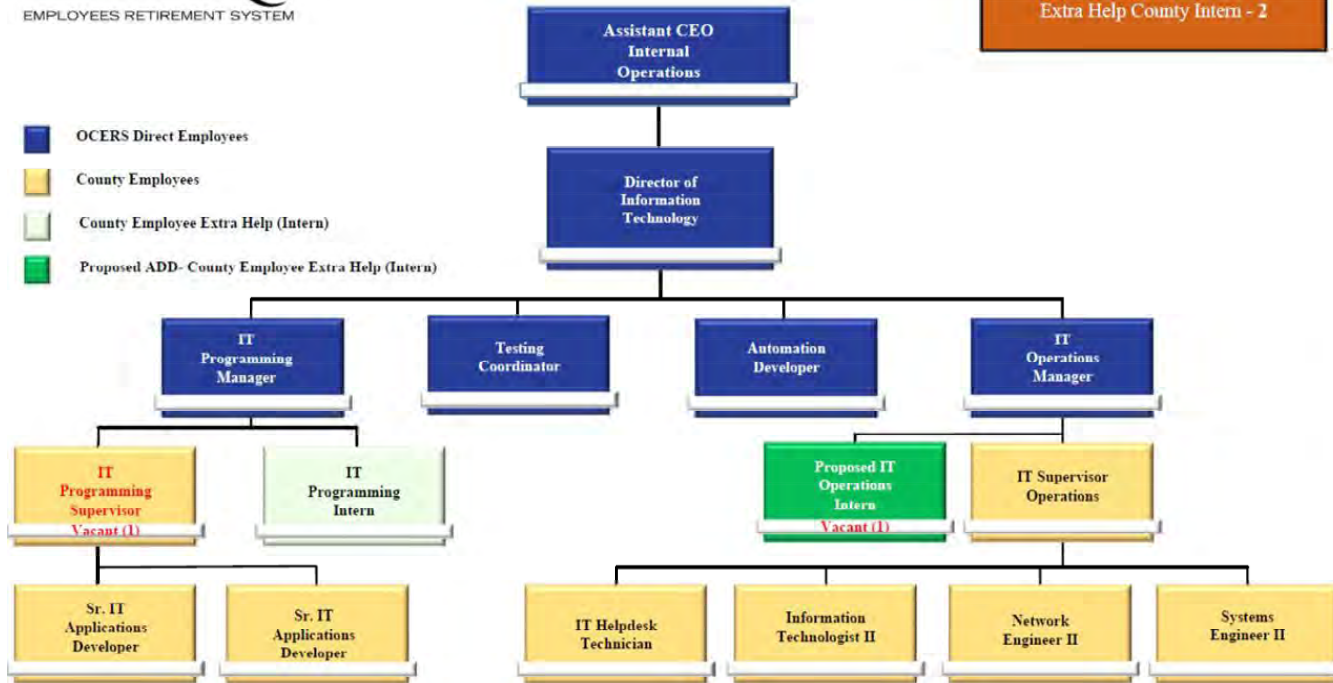
Organizational Plan:



2025 Proposed Information Technology Organization Chart

Total Proposed Information Technology Employees 2025: 15
County – 8; OCERS Direct – 5
Extra Help County Intern - 2

- OCERS Direct Employees
- County Employees
- County Employee Extra Help (Intern)
- Proposed ADD- County Employee Extra Help (Intern)





Proposed 2025 Staffing Plan Preview

INVESTMENTS

David Beeson
Director of Investments



Recommendation:

Approve the addition of two Investment Analysts with a 2025 budget impact of \$208,437 and future annual budget impact of \$333,500:

Position Title	Salary Range	Estimated Budgeted Salary	2025 Budget Impact – Salary and Fringe	Annual Budget Impact – Salary and Fringe
Investment Analyst (full year)	\$87,821 - \$127,340	\$107,580	\$166,750	\$166,750
Investment Analyst (Q4 2025)	\$87,821 - \$127,340	\$107,580	\$41,687	\$166,750

Impact of incentive compensation:

- Full year analyst: 2025 participation; first payment in 2026
- Q4 analyst: not eligible in 2025; 2026 participation; first payment in 2027



Position Description: Investment Analyst

- Entry level position for the Investments Department
- Provides support for investments, analytics and operations functions
- Rotational position across six asset classes plus Portfolio Analytics/Operations

Core duties include:

- Analyze investment manager returns, risk attribution, strategy execution and style consistency
- Create and coordinate reports supporting various meetings/activities (i.e. IC meetings, ACFR, Segal)
- Compile and support Public Records Act request reporting
- Review, execute and track all portfolio cash activity (i.e. capital calls, distributions, transfers, fee payments)
- Validate custodian statements, valuations and other activity
- Monitor compliance to all investment portfolio guidelines and asset allocation targets/ranges
- Summarize and document all investment manager meeting discussions in OCERS' due diligence platform
- Manage data supporting OCERS' internal portfolio analytics platform
- Coordinate and document investment manager onboarding activities (i.e. legal, operational, executive)
- Assist OCERS' Investment Officers in support of investment manager selections, projects, etc.



Background: Governance Evolution

Predicted growth of assets:

- OCERS' Assets Under Management ("AUM") have grown from \$14+ billion to \$23+ billion since 2017.
- OCERS' internal modeling predicts that the AUM of the system will be nearly \$30 billion by 2027.

Governance and process changes:

- 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 guidance from the Committee and support from internal staff in consultation with three external investment consulting firms.
- Since 2021, OCERS has been deploying capital into private equity co-investments, with the potential to expand the portfolio over time



Background: Execution Results

With approval from the Investment Committee and under CIO delegated authority, OCERS' Investments Department has been moving certain investment functions in-house, requiring additional staff.

Governance best practices, with CIO/Staff execution, have yielded meaningful results:

- ***Improved Returns:*** For the trailing three- and five-year periods ended June 30, OCERS' total portfolio returns, net of fees, have ranked in the top 10% and 12%, respectively, based on the InvMetrics Public DB (greater than \$1B) universe
- ***Cost Savings:*** At the current target of 15% of AUM, removing the future use of private equity fund-of-funds saves an estimated \$25 million annually in investment manager fees and performance carry

Future cost savings completely offset total Investments Department compensation, inclusive of the impact of the requested positions:

- Estimated annual cost savings = \$25 million
- Estimated annual Investments Department total compensation = <\$5 million
- ***Estimated annual net savings = \$20 million***



Department Staffing Objectives:

Develop and maintain subject matter expertise in each asset class:

- Deep and broad, education-based generalist model
- Required cross-training and continuing education to support leave coverage/succession planning

Manage fund/relationship load:

- Investment Officer: maintain investment manager relationships and source new investments
 - Current: 27 relationships
- Investment Analyst: provide analytical and operational support for all funds within an asset class
 - Current: 53 funds
 - With proposed new hire additions: 37 funds

Hire slowly and methodically (as shown on charts on next slide):

- Stay consistent and slightly behind AUM growth
- Allow a buffer for market corrections
- Build a culture of engagement, innovation and strategic thinking

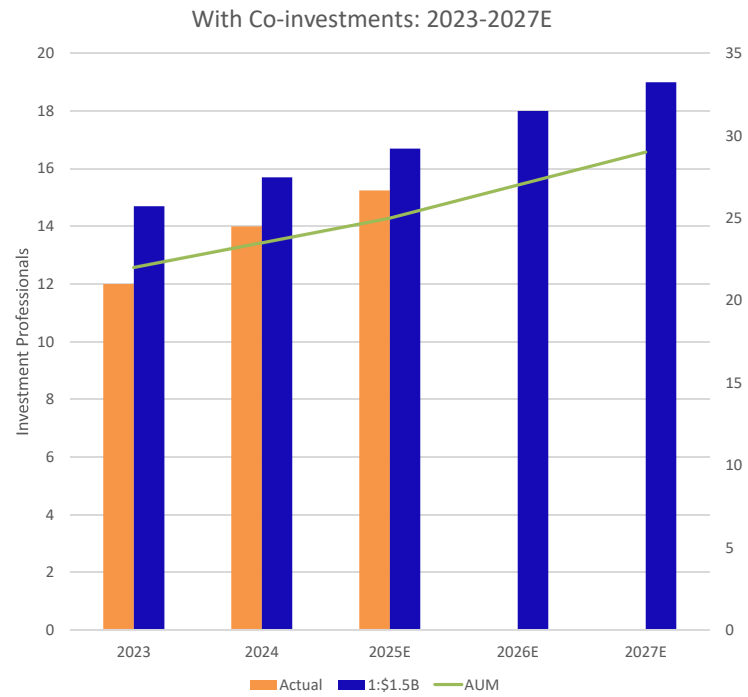
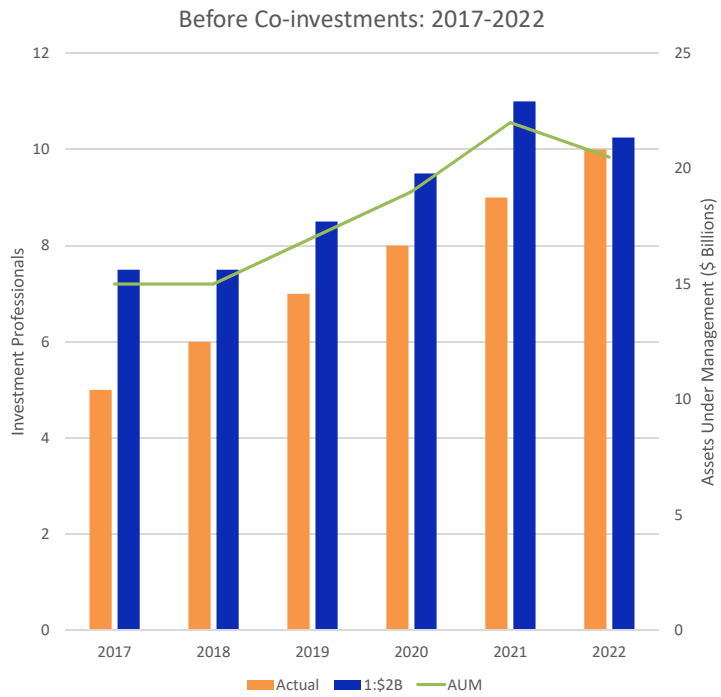
Use technology to enhance productivity and decision making:

- Explore technology solutions before hiring staff
- Improve data management and analysis capabilities
 - Planned expansion of risk management software platform in 2H 2025
 - Ramp up of OCERS' AI/automation initiatives



Incremental Staffing:

Planned and Purposefully Behind Target



Organizational Plan:





Proposed 2025 Staffing Plan Preview

ENTERPRISE PROJECT MANAGEMENT OFFICE

Mr. Will Tsao
Director of EPMO



Background:

- **October 2022** – OCERS’ Board approves of the formal establishment of the Enterprise Project Management Office (EPMO), which also addresses an IT General Controls Audit finding from 2020
- **March 2023** – Manages list of 60+ projects via Excel Spreadsheet and works every project
- **April 2023** – Hires Director of EPMO
 - Applied the A3 problem solving methodology and the Work-in-Progress (WIP) model as the governance and project management framework
 - Adopted the focus and finish mentality towards our projects for a more structured approach

Mission: *To cultivate a culture of excellence and accountability by delivering premier project management guidance, governance, and support. Our commitment ensures we achieve strategic and business objectives, enhancing value for our members*



Rationale:

Current Situation:

- Executing the 2024-2026 Strategic Plan Goal: Effective Governance, Objective #3
- The EPMO is a one-person department serving the needs of 11 other departments

Business Needs:

- Goals:
 1. Finish projects on time, on budget
 2. Effectively and efficiently complete project-related actions
 3. Consistent application of project governance across the enterprise
- Project management needs are growing rapidly given the amount of growth and change happening at OCERS as we pursue Vision 2030 and beyond
- Increased need to grow the organizational maturity and cement the project management governance
- Lays foundation for success of new Pension Administration System



Recommendation:

Approve the addition of one OCERS Direct (1) Project Analyst position with a 2025 budget impact of:

Position Title	Salary Range	Proposed Budgeted Salary	2025 Budget Impact – Salary and Fringe	Annual Budget Impact – Salary and Fringe
Project Analyst	\$87,821-\$127,340	\$107,580	\$166,750	\$166,750

Requirements:

- 5+ years of project management experience, certification is desirable
- Data analytic skills
- Agile skills
- Process improvement skills



Organizational Plan:



Thank you!

Questions?



Recommendation:

1. Add the following 4 new positions to the 2025 budgeted headcount

- A. Information Technology – Extra Help IT Operations Intern
- B. Investments – OCERS Direct 2 Investments Analysts
- C. Executive Enterprise Project Management Office – OCERS Direct Project Analyst





Proposed 2025 Staffing Plan Preview

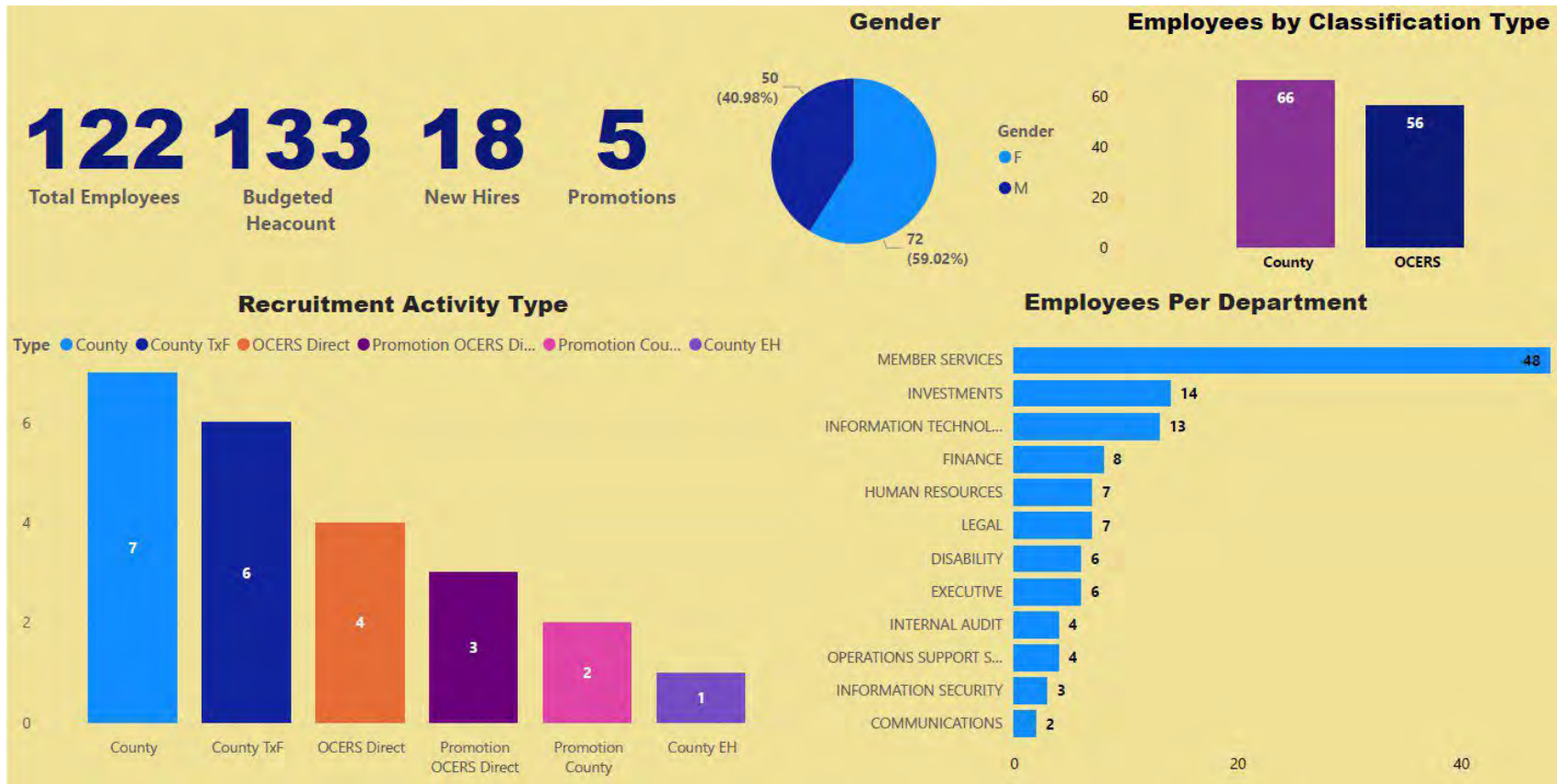
APPENDIX

Steve Delaney
Chief Executive Officer

Cynthia Hockless
Director of Human Resources



2024 Human Resources Summary Dashboard: (Effective 7/26/2024)



2024 Human Resources Summary Dashboard: (Effective 7/26/2024)

9
Separations

7.26%
Turnover Rate

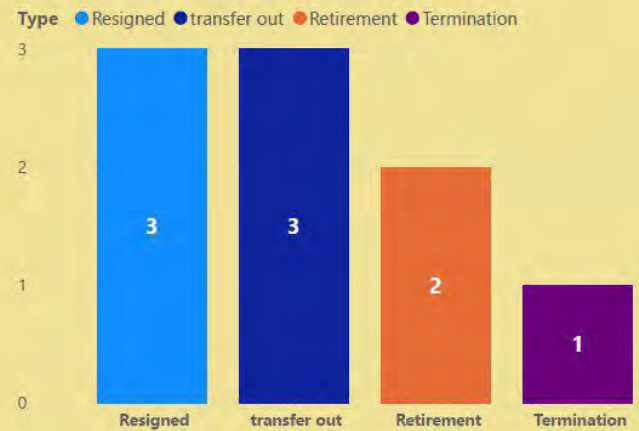
11
Vacancies

8.27%
Vacancy Rate

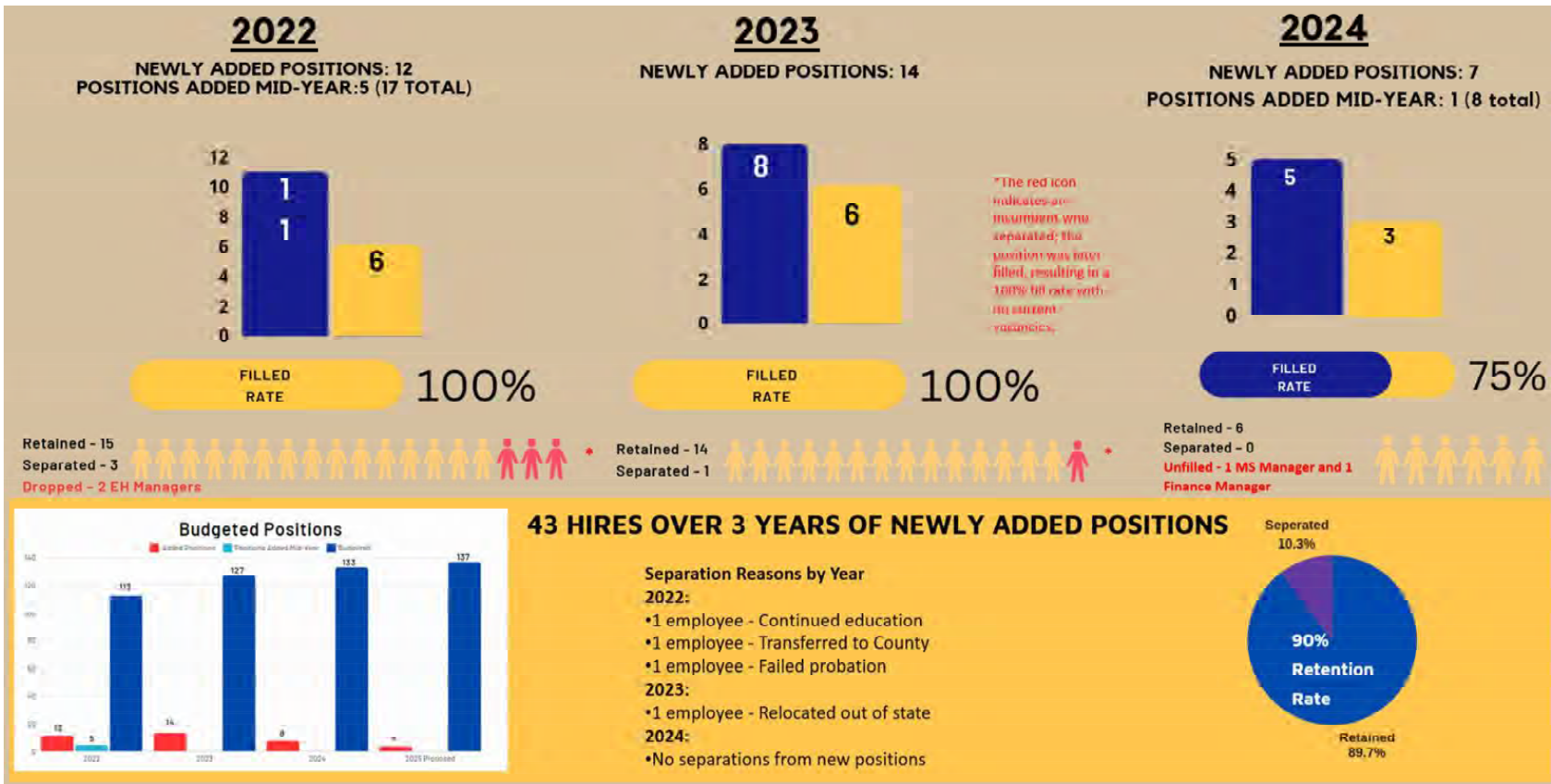
Separations by Department



Separations by Reason



Retention of Newly Added Positions:





Memorandum

DATE: August 27, 2024
TO: Members of the Personnel Committee
FROM: Jenny Sadoski, Director of Information Technology
SUBJECT: PROPOSED 2025 STAFFING PLAN PREVIEW – IT OPERATIONS INTERN

Recommendation

Approve the addition of one IT Operations Intern in the Information Technology department.

New Position Request:

1. **Working Title:** IT Operations 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 IT Operations Intern position would serve as an additional resource to provide first level technical support. This position would work on end user helpdesk requests, department operational activities and technical support for projects, while gaining real world experience, learning, and mentoring to augment their current studies and future work experience.
 - e) **What work currently isn't being done (or done out of class):** None.
 - f) **What growth in workload is anticipated:** The IT Operations team has seen a steady increase in the number of requests for technical support, infrastructure support, planned project work and unplanned work over the over the past several years. The increase is due to several factors including:
 - The growth and expansion of the organization, which has resulted in more employees, vendors, and clients, who require technical support.
 - The implementation of new technologies and software solutions, such as cloud computing, robotic process automation, Microsoft 365, have opened new opportunities, which have increased the complexity and diversity of the technical issues and level of support needed.
 - Internal department activities
 - Technical support for various ongoing and projects such as Alameda, robotic process automation, Microsoft 365 expansion, current and new building activities, and continued V3 support, all requiring resources to provide research, evaluate, implement, testing, remediation, and training.
 - New building requirements
 - The lack of adequate training and documentation for team members, limits department self-service and problem-solving abilities.



Memorandum

High level IT Operations statistics:

- Helpdesk Requests: 254 average number of monthly helpdesk tickets
- Endpoints: 251 devices
- Virtual machines: 84
- Helpdesk Requests: 254 average number of monthly helpdesk tickets
- Onboarding: 37 over the past 12 months
- Offboarding: 16 over the past 12 months
- Meeting Support: 36 Board and Committee meetings in 2023
- Vendor Support: Support for Roboyo, Vitech
- Projects: Robotic Process Automation, SharePoint migrations, Dashlane password manager deployment, Building Wi Fi upgrade

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 to provide an additional resource to focus on first level support requests, and routine department activities, allowing current IT Operations team members more time to focus on higher priority technical items. This will help to maintain the efficiency and effectiveness of the organization, reduce delays, and which have impacted its performance and profitability.

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 Operations Intern can help us address some of the pressing challenges and opportunities in this regard.

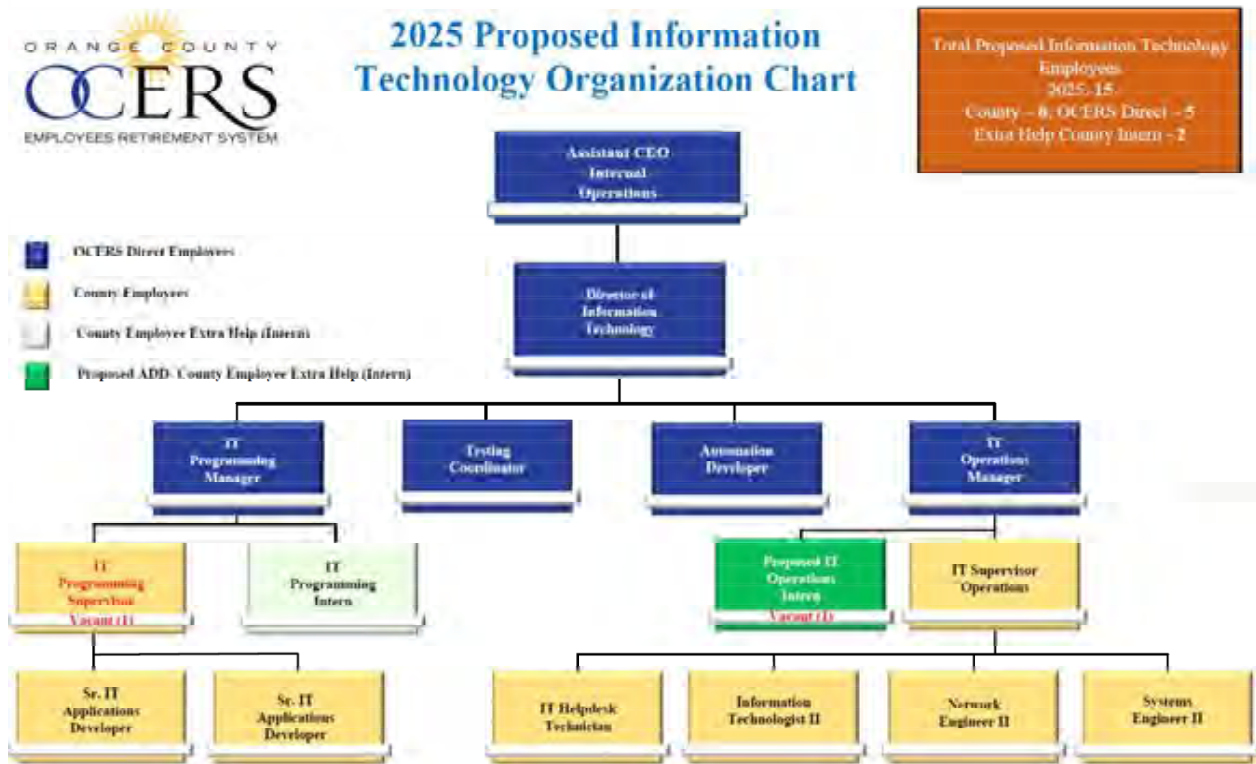
- **Skill Augmentation:** Our IT Programming and Operations teams are stretched thin with ongoing projects and maintenance tasks. An intern can assist our experienced developers in accomplishing more strategic and complex projects and the operational changes needed to implement them.
- **Fresh Perspective:** 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 Operations department.
- **Mentoring Opportunities:** Bringing in an intern provides mentoring opportunities for our senior technologists. 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.



Memorandum

- **Increased Productivity:** With additional support from an intern, we can keep up with routine maintenance and support tasks, leading to increased overall productivity and faster resolution of technical issues. Interns are often highly motivated and can quickly adapt to new technologies. Their eagerness to learn and prove themselves will enable us to maintain and improve our IT infrastructure in a more efficient manner.
- **Diverse Perspectives:** Internships often attract candidates from diverse backgrounds, which can contribute to a more inclusive and innovative work environment.

3. **Proposed agency chart:**



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

5. **Estimate Hire Date:** Q1 of 2025

Conclusion:

In conclusion, hiring an IT Operations Intern can help to maintain department efficiencies and effectiveness, provide excellent service and support to our end users, vendors, employers, members, and reduce risks associated with delays, 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.



Memorandum

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:



JS - Approved

Jenny Sadoski
Director of Information Technology



Memorandum

DATE: August 27, 2024
TO: Members of the Personnel Committee
FROM: David Beeson, Director of Investments
SUBJECT: PROPOSED 2025 STAFFING PLAN PREVIEW – TWO INVESTMENT ANALYSTS

Recommendation

Approve the addition of two Investment Analysts in the Investments Division.

New Positions Request:

1. **Working Title:** Investment Analyst (two positions)
 - a) **Position Type:** OCERS Direct
 - b) **Additional Headcount** will be created if position approved
 - c) **Existing classification:** Investment Analyst
 - d) **What new work will be done:** The Investment Analysts provide support for investments, analytics, and operations functions within the Investments Division. The analysts are on a rotational position across six asset classes plus portfolio analytics/operations. Analysts provide analytical and operational support for all funds within an asset class. Currently, each analyst supports 53 funds on average. With the proposed addition of two new positions, each analyst would support 37 funds on average.
 - e) **What work currently isn't being done (or done out of class):** None.
 - f) **What growth in workload is anticipated:** As the OCERS AUM continues to grow, the portfolio continues to become more complex and add additional line items, which requires additional resources to manage the portfolio. The addition of co-investments has also added a new layer of workload for the team as these transactions need to be researched and closed within two to four weeks. The OCERS Investments Team is also underway in improving data management and analysis capabilities. The team is planning to expand the risk management software platform in 2H 2025 which will require additional workload.
 - g) **Is there any savings that will be achieved?** OCERS' Investments Team directly investing the private equity allocation into funds provides significant savings. At the current private equity target of 15% of AUM, removing the future use of private equity fund-of-funds saves an estimated \$25 million annually in investment manager fees and performance carry. The estimated cost for the annual Investments Department total compensation is less than \$5 million. The expanded use of co-investments that the analysts provide operational support for also help lower fees since they are typically structured at low or no management fees or carried interest.
 - h) **Will the position do work that will eliminate current risks?** The positions will reduce the fund load for each analyst. Each analyst would move from supporting 53 funds on average to 37 funds. This will increase the amount of time an analyst has to provide analytical support and monitoring support for each fund in the portfolio. In addition, the additional resources will be valuable to improved data management across the portfolio.



Memorandum

2. **Justification:** OCERS’ Assets Under Management (AUM) have grown from \$14+ billion to \$23+ billion since 2017. OCERS’ internal modelling predicts that the AUM of the system will be nearly \$30 billion by 2027. With the addition of co-investments, the OCERS Investments Team estimates that there should be one-headcount position for every \$1.5 billion in AUM. The Investments Departments strives to hire slowly and remain slightly behind AUM growth. That way, there is a buffer in case a market correction occurs. In addition, the Investments Team continues to explore technology solutions to improve efficiencies before hiring staff.

3. **Proposed agency chart:**



4. **Estimated hiring salary:** \$107,580 (Annual Salary and Fringe: \$166,750)

5. **Estimate Hire Date:** End of 2024 and Q4 2025

Conclusion:

Since 2018, OCERS’ Investment Committee has delegated authority for manager hires and terminations to its Chief Investment Officer with support from internal staff in consultation with three external investment consulting firms. In addition, OCERS has been deploying capital directly into private equity funds since 2018 and launched the co-investment program within private equity in Q2 2021. Future cost savings of removing the use of private equity fund-of-funds completely offset total Investments Division compensation (inclusive of the impact of the requested positions).



Memorandum

In addition, the OCERS Investments Team strives to develop and maintain subject matter expertise in each asset class. The Investments Team monitors existing relationships and constantly meets with potential managers in each asset class in case there are strategies that would improve the portfolio. OCERS' Investments Team conducted 677 total meetings and calls in 2023. Required cross-training and education in other asset classes is part of the team culture. This helps to support any needs that may arise due to leave coverage or succession planning.

Submitted by:



DB - Approved

David Beeson
Director of Investments



Memorandum

DATE: August 27, 2024
TO: Members of the Personnel Committee
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: PROPOSED 2025 STAFFING PLAN PREVIEW – PROJECT ANALYST

Recommendation

Approve the addition of one Project Analyst for the Enterprise Project Management Office.

Background

The establishment of the Enterprise Project Management Office (EPMO) with the arrival of Mr. Will Tsao has fundamentally changed how OCERS approaches project management. As anticipated the creation of the EPMO has brought a formal professionalized approach to project management across the agency. Upon Mr. Tsao's arrival in 2023, he found that OCERS staff had over forty different projects underway, in varying levels of advancement. He quickly aligned our goals with our capabilities and confirmed that OCERS staff could only efficiently and effectively manage eight formal projects at any given time.

A sense of how the work of the Enterprise Project Management Office has become part of every department is demonstrated by a clip I took out of Mr. Eakin's monthly update report to me from earlier this week. His section 9 states:

1. MRP for Information Security

- a. Will sent out request to Directors to verify "cards" in Hive
- b. Phase 2 groups have no cards in Hive to verify (no inventory of documents has been performed yet)
 - i. Executive
 - ii. Internal Audit
 - iii. Information Security
 - iv. Operational Support Services
 - v. Legal
 - vi. Enterprise Project Management
- c. Will suggested to begin the inventory process; InfoSec has identified:
 - i. Approximately 14 procedures to be created
 - ii. Over 100 work instructions to be created (have not finished inventory yet)

That interaction of OCERS staff effort with EPMO guidance can be found in every department.

Mr. Tsao is only one individual, however. Without additional assistance his ability to take on additional work such as those listed here, is challenged:

- (1) Independent contractor Ms. Choi stepping away from the conclusion of the ALAMEDA project, Mr. Tsao is stepping in to complete those efforts.



Memorandum

- (2) OCERS moves away from the Contiem contract for crafting of written policies and procedures under the Master Repository umbrella, Mr. Tsao is stepping in to oversee the internal staff efforts to bring this project to conclusion – an important step in our move to a new Pension Administration System.
- (3) The start in 2025 of the new Pension Administration System build.

The Board’s 2024-2026 Strategic Plan anticipated a need for expansion of EPMO staff in the Effective Governance Section:

OCERS 2024-2026 STRATEGIC PLAN

EFFECTIVE GOVERNANCE

IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF THE BOARD AND STAFF BY CLARIFYING ROLES AND RESPONSIBILITIES, IMPROVING OVERSIGHT, ENHANCING ACCOUNTABILITY, AND IMPROVING DECISION MAKING.

Objective 3: Continue the build out of the Enterprise Project Management Office.

Mr. Tsao’s request for a Project Analyst to assist his work is consistent with that stated goal and is being made at my request.

Submitted by:



SD - Approved

Steve Delaney
Chief Executive Officer



Memorandum

DATE: August 27, 2024
TO: Members of the Personnel Committee
FROM: William Tsao, Director of Enterprise Project Management Office
SUBJECT: **PROPOSED 2025 STAFFING PLAN PREVIEW – PROJECT ANALYST**

Recommendation

Approve the addition of one Project Analyst for the Enterprise Project Management Office.

New Position Request:

1. **Working Title:** Project Analyst
 - a) **Position Type:** Permanent Staff – OCERS Direct
 - b) **Additional Headcount** will be created if position approved.
 - c) **Existing classification:** Staff Analyst
 - d) **What new work will be done:** The Project Analyst will participate in preparing A3 project documents for newly prioritized projects to capture relevant facts and knowledge related to projects. The Project Analyst will assist with the creation and maintenance of project schedules to include task deadlines and milestone dates. In addition, the Analyst will help provide additional technical support and project management knowledge to team members. This position will allow the EPMO to perform deeper analysis on project data to identify areas of opportunities and trends. This position will also help create new training artifacts to share with the enterprise to enhance the project management discipline and maturity of all staff.
 - e) **What work currently isn't being done (or done out of class):** The Project Analyst position will serve as a focused resource for providing project management support across the enterprise as more and more sophisticated projects are implemented in parallel. This position will allow the EPMO to increase its capacity to support other departments with their projects, which will increase overall effectiveness and efficiency. This position will allow the EPMO to analyze the root cause problems driving certain projects and provide root cause analysis and process improvement suggestions. In addition, the Project Analyst will help tackle continuous process improvement efforts identified via the Spark Quest innovation program and/or any other channels within the enterprise.
 - f) **What growth in workload is anticipated:** As we continue to build out the EPMO, the number of dependent projects and interrelated projects will continue to proliferate within OCERS. Additional resources will be needed to ensure the EPMO has the appropriate bandwidth and capacity for future projects.
 - g) **Are there any savings that will be achieved?** Yes, the potential savings OCERS can expect by hiring a Project Analyst include:



Memorandum

- Time savings: improved project and task efficiencies; faster completion and increased simultaneous projects
 - Reduced errors: decrease in rework and miscommunication
 - Improved resource allocation: avoidance of over-allocation and underutilization of staff for project tasks
- h) **Will the position do work that will eliminate current risks?** Having an additional EPMO position such as the Project Analyst will help eliminate potential risks in the form of capacity and responsiveness. In the event of a critical risk event, this position would be valuable to the EPMO in providing faster service and response to top priority projects mitigating the critical risk(s). The increased bandwidth eliminates the risk of a single point of failure within the EPMO and serves as part of the EPMO succession plan.
2. **Justification:** Currently, the EPMO is presently a one-person department servicing 11 other departments within the enterprise. With the amount of growth and change OCERS undergoes, the project management needs grow as projects produce potential “spin-off” projects as well to ensure each department is executing projects as effectively as possible. To remain competitive and innovative, we must ensure our EPMO department is well-equipped with the resources needed to support our operations. Hiring a project Analyst can help us address some of the pressing challenges and opportunities in this regard.
- a. **Organizational Maturity:** Adding this position to the EPMO will help take the enterprise to the next stage of project management maturity and continue to cement the governance that has already been established in year 1 of the EPMO’s existence. Organizational change can be difficult to sustain if there is a lack of maturity and consistency in a program. The Project Analyst is an excellent first step towards ensuring project management at OCERS remains disciplined and consistent.
 - b. **Talent Pipeline:** This position can serve as a talent pipeline for future full-time hires and help build continuity in project management at OCERS.
 - c. **Increased Productivity:** With additional support from a Project Analyst, we can keep up with future projects with multiple dependencies and continue offering world-class project management support towards Vision 2030 initiatives. This support can potentially lead to increased overall productivity and faster project completion.
 - d. **Diverse Perspectives:** An additional position in the EPMO could attract candidates from diverse backgrounds, which can contribute to a more inclusive and innovative work environment.



Memorandum

3. **Estimated hiring salary:** \$107,580 (Salary and Fringe: \$166,750)

4. **Estimate Hire Date:** Q1 of 2025

Conclusion:

In conclusion, hiring a Project Analyst can help improve the efficiency of projects and project related tasks as we strive to reduce costs, increase scalability, improve knowledge transfer, tackle more innovation, reduce contractor dependence, and march towards Vision 2030. Like any other position, there may be some initial training and guidance that is required. However, 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 Project Analyst position and the allocation of resources to support their role within our EPMO department. Please review the current and proposed organizational staffing charts for a more visual representation of this request. Thank you for considering my proposal, and I am happy to provide any additional information or answer any questions you may have.

Submitted by:

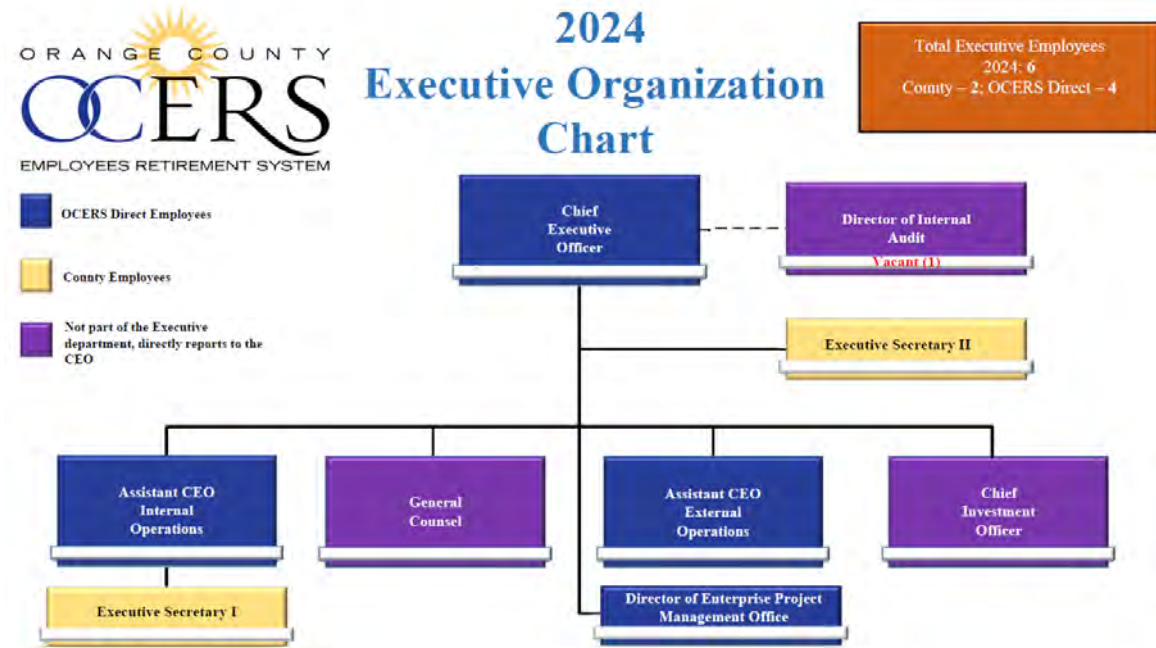


WT - Approved

Will Tsao
Director of Enterprise Project Management Office



Memorandum



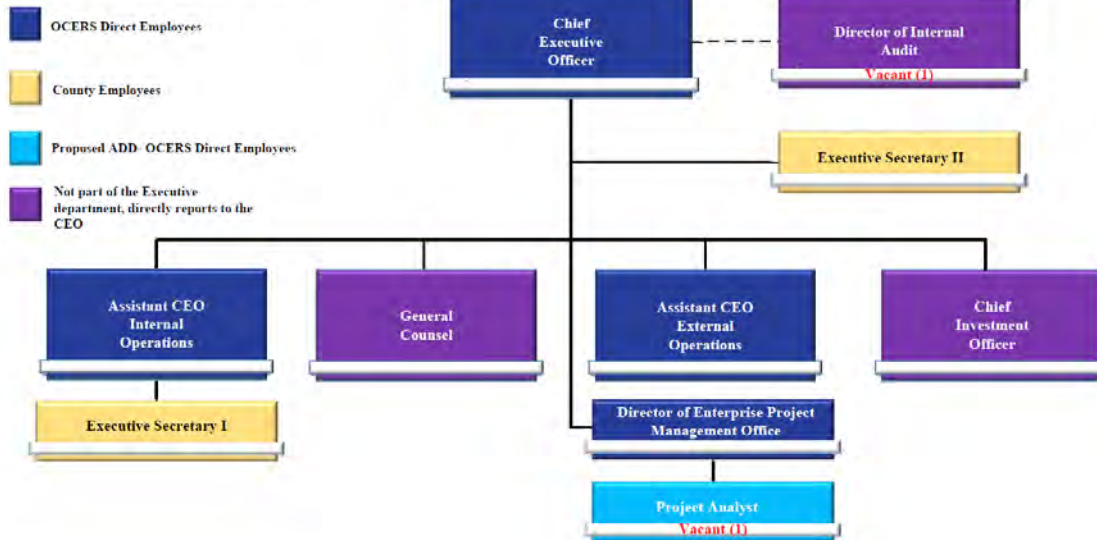


Memorandum



2025 Proposed Executive Organization Chart

Total Proposed Executive Employees 2025: 7
County – 2; OCERS Direct – 5





Memorandum

DATE: August 27, 2024
TO: Members of the Personnel Committee
FROM: Cynthia Hockless, Director of Human Resources
SUBJECT: OCERS CLASSIFICATION AND COMPENSATION STUDY

Recommendation

Receive and file.

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, Gallagher (formerly known as Koff & Associates) launched a classification study of the County of Orange (County) assigned positions working for Orange County Employees Retirement Systems (OCERS) to identify the various bodies of work being performed and to determine the appropriate classifications for this work should OCERS consider bringing County positions under the auspices/governance of OCERS, such that OCERS is the employer and not the County. The classification study resulted in recommendations for new classifications and job titles. Upon completion of the classification study, in April 2024, a base compensation study was initiated for these classifications.

The classification and compensation review process were precipitated by:

- The desire by management and the Board of Retirement to explore the idea of developing a classification and compensation structure for the hourly employees at OCERS who the County currently employs;
- The desire to convert these employees to OCERS employees and revise their class descriptions to recognize them for the level and scope of work performed and reflect current programs, responsibilities, and technology;
- The desire to have a compensation plan that integrates County assigned positions into one comprehensive compensation system and philosophy;
- The desire to ensure that internal relationships of salaries are based upon objective, non-quantitative evaluation factors, resulting in equity across the proposed classification structure.

At the Personnel Committee meeting on April 23, 2024, Ms. Williams-Dalgart, Project Manager specializing in Compensation and Rewards Consulting at Gallagher, 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 11 agencies to be a part of the comparable group.

On May 22, 2024, Ms. Williams-Dalgart met with the OCERS team to review the progress of the Classification phase of the study. Drafts of the classification specifications were then shared with each team member involved in the study.

During the Personnel Committee meeting on July 8, 2024, Ms. Williams-Dalgart presented an update on the study and shared some preliminary findings from the compensation study. She then met with the OCERS team on July 16, 2024, to review the most recent developments.

At the upcoming meeting on August 27, 2024, Ms. Williams-Dalgart will present her findings and recommendations, including the results of the base salary comparison, to the committee.

Attachment

1. Classification and Compensation Study Report from Gallagher

Submitted by:



CH - Approved

Cynthia Hockless
Director of Human Resources

August 19, 2024

CLASSIFICATION AND COMPENSATION STUDY REPORT

Orange County Employees Retirement System



Gallagher

Insurance | Risk Management | Consulting

Formerly Koff & Associates

August 19, 2024

Ms. Cynthia Hockless
Director of Human Resources
Orange County Employees Retirement System
P.O. Box 1229
Santa Ana, CA 92702

Dear Ms. Hockless:

Gallagher is pleased to present the complete Classification and Compensation Study Report to the Orange County Employees Retirement System (OCERS). The report includes two main sections: the Classification Study (Section I) and the Compensation Study (Section II). Section I documents the classification study process and provides recommendations for the classification plan concept. Section II provides the market compensation survey methodology, findings, and narrative on implementation of the results.

We will be glad to answer any questions or clarify any points and recommendations. It was a pleasure working with you and the OCERS staff and we hope to have the opportunity to provide you with professional assistance in the future.

Very truly yours,

Maggie Williams-Dalgart

Maggie Williams-Dalgart
Project Manager
Gallagher
aij.com/ps-class-comp

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- Appendix I: Classification Concepts
- Appendix II: Market Compensation Findings
- Appendix III: Proposed Salary Range Schedule
- Appendix IV: Salary Range Placement Recommendations

Executive Summary

In 2023 the Orange County Employees Retirement Systems (OCERS) contracted with Gallagher, formerly Koff & Associates (“Gallagher/K&A”) to conduct a classification and compensation study to examine the County of Orange (County) assigned positions working for OCERS. The impetus of the study was to establish a classification and compensation system for these positions, should OCERS considering bringing all County positions under the auspices/governance of OCERS, such that OCERS is the employer and not the County. In Fall 2023, Gallagher/K&A launched the classification portion of the study to identify the various bodies of work being performed. The classification study resulted in recommendations for new classifications and job titles. Upon completion of the classification study, in April 2024 a base compensation study was initiated for the proposed classification system.

Classification Study

The goals and objectives of the classification portion of the study were to obtain detailed information regarding each position through a variety of techniques, including written Position Description Questionnaires (PDQs) and interviews with staff. The study process included the following steps:

- After the PDQs were completed by employees and reviewed by management and consultant staff, interviews were conducted with employees and management.
- Following the analysis of the information gathered, classification concepts and the classification plan were created including draft classification specifications for management and employee review.
- Employees and management were afforded the opportunity to provide feedback on the draft class specifications and where possible, appropriate modifications were made. As needed throughout this process, employees and management were contacted to gain additional details and clarification that assisted in the development of the classifications.

The outcome of the classification study resulted in developing a classification plan with twenty-nine (29) job classifications, including the following recommendations:

- Development of ten (10) new classifications, including several flexibly staffed (I/II) series;
- Title changes to seventeen (17) classifications; and
- Continuation of two (2) existing County classifications.

The last step in the Classification Study was to provide final classification documents to OCERS, including final versions of classification specifications that comply with provisions of the Fair Labor Standards Act (FLSA) and Americans with Disabilities Act (ADA) and reflect appropriate qualifications, including knowledge, skills, and other job-related requirements that meet other legal guidelines. The final guidance to OCERS for administration and maintenance of the classification plan is provided through the documentation contained in the following pages of the report.

Compensation Study

The Compensation Study was initiated following completion of the Classification Study. The purpose of the Compensation Study was to design a compensation system for the proposed classifications, should current County positions become OCERS direct positions. The following tenants of pay administration were considered in designing the compensation system:

- Creating a competitive compensation plan that allows OCERS to recruit and retain top talent that meets the organization's needs.
- Developing a compensation plan that integrates County assigned positions into one comprehensive compensation system and philosophy; and
- Establishing internal classification and salary relationships based upon objective, non-quantitative evaluation factors, resulting in equity across the proposed structure.

Using the concepts developed from the Classification Study, nineteen (19) classifications were selected as “benchmarks” for the purpose of collecting salary data within the defined labor market. Benchmark classifications are those classifications that are compared to the market and are used as a means of anchoring OCERS compensation plan to the market. The classifications not surveyed are included in the compensation plan and aligned to the benchmark classifications using internal equity principles.

The labor market for this study included eleven (11) agencies and represented a mix of retirement systems and local government agencies within Southern California to ensure sufficient market data for benchmark classifications performing duties specific to retirement program functions.

The compensation survey was completed in June 2024. Five (5) of the nineteen (19) benchmark classifications were newly proposed classifications and as such had no established salary or basis against which to compare to the market. Of the remaining fourteen (14) classifications, current County salaries were used as a basis for comparing with the labor market. The results indicate six (6) classifications are within 5% of market median (+ or -), one (1) classification is greater than 5% above market median, and seven (7) classifications are greater than 5% below market median. When examining survey data, Gallagher considers a classification falling within 5% of the median of the market to be competitive with the market.

The market data is a critical element to developing a compensation plan, as it forms the basis for plan design by anchoring the entire compensation system to the market. The external market was utilized to establish range placement for the benchmark classifications; each benchmark was placed in a salary grade closest to the base salary median in the new salary structure. Building from the salary levels established for identified benchmark classes, internal salary relationships were then identified and consistently applied in order to develop specific salary recommendations for all non-benchmarked classifications.

Detail documents, including all findings and recommendations are outlined in this report and included in the following sections: Section I, Classification Study and Section II: Base Compensation Study.

SECTION I: CLASSIFICATION STUDY

Classification Study Goals

The goals and objectives of the classification portion of the study were to review the existing job classifications for non-management hourly positions and update classifications, or develop new classifications, to enhance OCERS' ability to attract and retain a highly qualified and motivated workforce, in the event OCERS is authorized to combine its workforce to include both salaried and hourly staff. The Classification Study methodology included the following:

- Obtaining detailed information regarding each position through a variety of techniques, including review of written Position Description Questionnaires (PDQs) and interviews with employees and management to understand the scope and level of work being performed;
- Designing a classification plan that recognizes the scope and level of work being performed and is perceived equitable by management and employees alike;
- Providing class descriptions and other documentation that includes information required for compliance with the Americans with Disabilities Act (ADA) and the appropriate qualifications for each classification, including knowledge, skills, and other requirements that are job-related and meet other legal guidelines; and
- Providing sufficient documentation to allow OCERS to maintain the classification system on an ongoing and regular basis.

Classification Study Process

The Classification Study included the following key milestones:

- An initial meeting was held with OCERS management to clarify study scope, objectives, processes, and deliverables.
- Orientation meetings were held to which all employees were invited, to meet consultant staff involved with the project, clarify study objectives and procedures, answer questions, and distribute the PDQs.
- After the PDQs were completed by employees and reviewed by management and consultant staff, interviews were conducted with employees and management.
- Following the analysis of the classification information gathered, draft class concepts and specifications were developed for management and employee review.
- Management and employee feedback was reviewed by consultant staff and edits to class specifications were made where appropriate.

Classification Concepts

Positions vs. Classifications

“Position” and “Classification” are two terms that are often used interchangeably but have very different meanings. As used in this report:

- A position is an assigned group of duties and responsibilities performed by one person. A position can be full-time, part-time, regular or temporary, filled or vacant. Often the word “job” is used in place of the word “position.”
- A classification or class may contain only one position or may consist of a number of positions. When the organization has several positions assigned to one class, it means that the same title is appropriate for each position; that the scope, level, duties, and responsibilities of each position assigned to the class are sufficiently similar (but not identical) that the same core knowledge, skills, abilities, and other requirements are appropriate for all positions, and that the same salary range is equitable for all positions in the class.

When positions are classified, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are thus evaluated and classified on the basis of such factors as knowledge, skills, and abilities required to perform the work, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), and the impact of the position on the organization and working conditions.

The Relationship Between Classification and Compensation

Classification and the description of the work and the requirements to perform the work are separate and distinct from determining the worth of that work in the labor market and to the organization. While recommending the appropriate compensation for the work of a class depends upon an understanding of what that work is and what it requires, compensation levels are often influenced by two factors:

- The external labor market; and
- Internal relationships within the organization.

Additional discussion, including findings and recommendations regarding internal and external equity considerations, is contained in Section II (Compensation Study) of this this report.

The Purpose of Having a Classification Plan

To effectively define, manage, and compensate work, it is essential that organizations develop and administer classification plans. A position classification plan provides an appropriate basis for making a variety of human resources decisions including:

- Development of job-related recruitment and selection procedures;
- Clear and objective appraisal of employee performance;
- Development of training plans and succession planning;
- Design of an equitable and competitive salary structure;
- Organizational development and the management of change; and
- Provision of an equitable basis for discipline and other employee actions.

In addition to providing this basis for various human resources management and process decisions, a position classification plan can also effectively support systems of administrative and fiscal control. Grouping of positions into an orderly classification system supports planning, budget analysis and preparation, and various other administrative functions.

Prior to developing classification specifications for OCERS positions, Gallagher/K&A designed broad classification concepts to provide the framework for the classification system. Classification concepts represent the grouping of classifications into a systematic plan based on the inter-relationship of duties performed, nature and level of responsibilities, and required knowledge, skills, abilities, education, training, and experience. The classification concepts developed for OCERS can be found in Appendix I.

Broad vs. Narrow Classification Plan

Within a position classification plan, job classifications can either be broad (containing a number of positions) or narrow (emphasizing individual job characteristics). Broad job classifications are recommended when:

- Employees can be hired with a broad spectrum of knowledge, skill, and/or academic preparation and can readily learn the details of the organization, the department, and the position on-the-job; or
- There is a need for flexibility of the assignment within a department or an organization due to changing programs, technologies, or workload.

Individualized or narrow/specialized job classifications are recommended when:

- There is an immediate need to recruit for specialty knowledge and skills;
- There is a minimum of time or capability for on-the-job training; or
- There is an organizational need to provide for specific job recognition and to highlight the differences between jobs.

Most classification plans are a combination of these two sets of factors, and we have chosen the middle ground in this study as being most appropriate in OCERS' changing environment and service delivery expectations, as well as being in line with the OCERS' strategic plan. This approach resulted in recommendations to retitle classifications to more accurately reflect current responsibilities or use more contemporary titles (e.g. Executive Secretary to Executive Assistant), or to develop new classifications or series that more accurately reflect responsibilities.

Classification Specifications

In developing the new and revised classification specifications ("class spec"), the concepts outlined in the previous pages were utilized. The proposed class specs have been provided to OCERS under separate cover.

As mentioned earlier, the class specs are based upon the information from the written PDQs completed by each employee, the individual job audit interviews (if required), and from information provided by employees and managers during the review processes. These descriptions provide:

- A written summary documenting the work performed and/or proposed by the incumbents of these classifications;
- Distinctions among the classes; and
- Documentation of requirements and qualifications to assist in the recruitment and selection process.

Just as there is a difference between a position and a class, there is also a difference between a position description and a classification specification. A position description, often known as a "desk manual," generally lists each duty an employee performs and may also have information about how to perform that

duty. A classification specification generally reflects several positions and is a summary document that does not list each duty performed by every employee. The class spec, which is intended to be broader, more general and informational, is intended to indicate the general scope and level of responsibility and requirements of the class, not list position-specific responsibilities.

The sections of each classification specification are as follows:

Title: This should be brief and descriptive of the class and consistent with other titles in the classification plan and the occupational area.

- The title of a classification is normally used for organization, classification, and compensation purposes within OCERS. Often working titles are used within a department to differentiate an individual. All positions have a similar level of scope and responsibility; however, the working titles may give assurance to a member of the public that they are dealing with an appropriate individual. Working titles should be authorized by Human Resources to ensure consistency within OCERS and across departmental lines.

Job Summary: This provides a capsule description of the job and should give an indication of the type of supervision received the scope and level of the work and any unusual or unique factors. The phrase “performs related work as required” is not meant to unfairly expand the scope of the work performed, but to acknowledge that jobs change and that not all duties are included in the class specification.

Supervision Received and Exercised: This section specifies which class, or classes provide supervision to the class being described and the type and level of work direction or supervision provided to this class. The section also specifies what type and level of work direction or supervision the class provides to other classes. This assists the reader in defining where the class “fits” in the organization and alludes to possible career advancement opportunities.

Class Characteristics: This can be considered the “editorial” section of the specification, slightly expanding the Definition, clarifying the most important aspects of the class and distinguishing this class from the next higher-level in a class series or from a similar class in a different occupational series.

Examples of Typical Job Functions: This section provides a list of the major and typical duties, intended to define the scope and level of the class and to support the Qualifications, including knowledge and skills. This list is meant to be illustrative only. It should be emphasized that the description is a summary document, and that duties change depending upon program requirements, technology, and organizational needs.

Qualifications: This section of the description has several components:

- Educational and experience requirements that outline minimum and alternative ways of gaining the knowledge and abilities required for entrance into the selection process. These elements are used to screen job applications.
- Licenses and/or certifications that are required in order to perform the work. These requirements are often required by an agency outside of OCERS that has authority to set guidelines and requirements(e.g., the State), and can therefore be appropriately included as requirements.
- Job-related knowledge and skills required to successfully perform the work. These must be related to the duties and responsibilities of the work and capable of being validated under the Equal Employment Opportunity Commission’s Uniform Guidelines on Selection Procedures. Knowledge

(intellectual comprehension) and Skills (acquired proficiency) should be sufficiently detailed to provide the basis for selection of qualified employees.

Physical Demands: This section identifies the basic physical abilities required for performance of the work. These are not presented in great detail (although they are more specifically covered for documentation purposes in the PDQs) but are designed to indicate the type of requirements and other unusual characteristics necessary for the position and to provide an initial basis for determining reasonable accommodation for ADA purposes.

Environmental Conditions: These can describe certain outside influences and circumstances under which a job is performed; they give employees or job applicants an idea of certain risks involved in the job and what type of protective gear may be necessary to perform the job. Examples include loud noise levels, cold and/or hot temperatures, vibration, confining workspace, chemicals, mechanical and/or electrical hazards, and other job conditions.

Fair Labor Standards Act

One of the major components of the job analysis and classification review is the determination of each classification's appropriate Fair Labor Standards Act (FLSA) status, e.g., exempt vs. non-exempt from FLSA overtime rules and regulations.

As we review position description questionnaires and notes from the interviews, we analyze each classification's essential functions to determine FLSA status. Under the FLSA, there are three "tests" which need to be conducted to determine whether a classification is exempt from or subject to the FLSA and include the 1) salary level test; 2) salary basis test; and 3) duties test. Below are the steps used for the determination of Exempt FLSA status.

Salary Level Test: Under the FLSA, for a position to be deemed exempt, at a minimum the employee must be paid \$844 per week, which equates to \$43,888 annually (as of July 1, 2024). Effective January 1, 2025, the annual salary threshold increases to \$58,656. If the employee is paid less than the minimum, the position is considered non-exempt and would be subject to overtime provisions of the FLSA.

Salary Basis Test: To meet the Salary Basis test, an employee must regularly receive a predetermined amount of compensation each pay period on a weekly, or less frequent, basis. The predetermined amount cannot be reduced because of variations in the quality or quantity of the employee's work. Subject to certain exceptions, an exempt employee must receive the full salary for any week in which the employee performs any work, regardless of the number of days or hours worked. For public sector employers, certain provisions are allowed to require employees use of paid leave for partial day absences but, as a general rule, the employer is still required to pay the employee their full salary.

Duties Test: The third test to determine whether a position is exempt from the FLSA is the duties test, which is an examination of the duties and responsibilities of the position. Under the FLSA there are five (5) categories to which a position may be classified as exempt and include: Executive, Administrative, Professional, Computer Employee, and Outside Sales. Because none of the positions studied in this project involve sales work the last exemption category was excluded from the analysis.

- Executive: Employee whose primary duty is to manage the business or a recognized department/entity and who customarily directs the work of two or more employees. This also includes individuals who hire, fire, or make recommendations that carry particular weight regarding employment status.
- Administrative: Employee whose primary activities are performing office work or non-manual work on matters of significance relating to the management or business operations of the firm or its customers and which require the exercise of discretion and independent judgment.
- Professional: Employee who primarily performs work requiring advanced knowledge/education and which includes consistent exercise of discretion and independent judgment. The advanced knowledge must be in a field of science or learning acquired in a prolonged course of specialized intellectual instruction.
- Computer Professional: Employee who primarily performs work as a computer systems analyst, programmer, software engineer or similarly skilled work in the computer field performing a) application of systems analysis techniques and procedures, including consulting with users to determine hardware, software, or system functional specifications; b) design, development, documentation, analysis, creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specification; or c) design, documentation, testing, creation or modification of computer programs based on and related to user or system design specifications; or a combination of the duties described above, the performance of which requires the same level of skills.

Generally, non-exempt classifications work within detailed and well-defined sets of rules and regulations, policies, procedures, and practices that must be followed when making decisions. Although the knowledge base required to perform the work may be significant, the framework within which incumbents work is fairly prescribed. And though classifications often perform both non-exempt and exempt duties, we analyze time spent on each type of duty in making the exemption eligibility determination. If a classification performs mostly non-exempt duties (e.g., more than 50% of his or her time), then the classification would be considered non-exempt.

The recommended designation for each classification were provided to OCERS via the classification specifications. While the majority of the classifications included in this study were deemed non-exempt and subject to overtime provisions, Gallagher recommendations include allocating several classifications as FLSA exempt.

Classification Recommendations

Classification Structure

The proposed classification plan provides OCERS with a systematic classification structure based on the interrelationship between duties performed, the nature and level of responsibilities, and other work-related requirements of the jobs. A classification plan is not a stable, unchanging entity. Classification plans may be updated and revised by conducting classification studies that are organizational wide (review of all classifications and positions) or position specific. The methodology used for both types of studies is the same, as outlined above.

For either type of study, when identifying appropriate placement of new and/or realigned positions within the classification structure, there are general allocation factors to consider. By analyzing these factors, OCERS will be able to change and grow the organization while maintaining the classification plan.

1. Type and Level of Knowledge and Skill Required

This factor defines the level of job knowledge and skill, including those attained by formal education, technical training, on-the-job experience, and required certification or professional registration. The varying levels are as follows:

A. The entry-level into any occupational field:

This entry-level knowledge may be attained by obtaining a high school diploma, completing specific technical course work, or obtaining a four-year or advanced college or university degree. Little to no experience is required.

B. The experienced or journey-level (fully competent-level) in any occupational field

This knowledge and skill level recognizes a class that is expected to perform the day-to-day functions of the work independently, but with guidelines (written or oral) and supervisory assistance available. This level of knowledge is sufficient to provide on-the-job instruction to a fellow employee or an assistant when functioning in a lead capacity. Certifications may be required for demonstrating possession of the required knowledge and skills.

C. The advanced level in any occupational field

This knowledge and skill level is applied in situations where an employee is required to perform or deal with virtually any job situation that may be encountered. Guidelines may be limited and creative problem solving may be involved. Supervisory knowledge and skills are considered in a separate factor and should not influence any assessment of this factor.

2. Supervisory/Management Responsibility

This factor defines the staff and/or program management responsibility, including short and long-range planning, budget development and administration, resource allocation, policy and procedure development, and supervision and direction of staff.

A. No ongoing direction of staff

The employee is responsible for the performance of his or her own work and may provide side-by-side instruction to a co-worker.

B. Lead direction of staff or program coordination

The employee plans, assigns, directs, and reviews the work of staff performing similar work to that performed by the employee on a day-to-day basis. Training in work procedures is normally involved. If staff direction is not involved, the employee must have responsibility for independently coordinating one or more programs or projects on a regular basis.

C. Full first-line supervisor

The employee performs the supervisory duties listed above, and, in addition, makes effective recommendation and/or carries out selection, performance evaluation, and disciplinary procedures. If staff supervision is not involved, the employee must have programmatic responsibility, including

development and implementing goals, objectives, policies and procedures, and budget development and administration.

D. Manager

The employee is considered management, often supervising through subordinate levels of supervision. In addition to the responsibilities outlined above, responsibilities include allocating staff and budget resources among competing demands and performing significant program and service delivery planning and evaluation. This level normally reports to the Department Head.

3. Supervision Received

A. Direct Supervision

Direct supervision is usually received by entry-level employees and trainees, i.e., employees who are new to the organization and/or position they are filling. Initially under close supervision, incumbents learn to apply concepts and work procedures and methods in assigned area of responsibility to resolve problems of moderate scope and complexity. Work is usually supervised while in progress and fits an established structure or pattern. Exceptions or changes in procedures are explained in detail as they arise. As experience is gained, assignments become more varied and are performed with greater independence.

B. General Supervision

General supervision is usually received by the experienced and journey-level employees, i.e., employees who have been in a position for a period of time and have had the opportunity to be trained and learn most, if not all, duties and responsibilities of the assigned classification. Incumbents are cross trained to perform the full range of technical work in all of the areas of assignment.

At the experienced-level, positions exercise some independent discretion and judgment in selecting and applying work procedures and methods. Assignments and objectives are set for the employee and established work methods are followed. Incumbents have some flexibility in the selection of steps and timing of work processes.

Journey-level positions receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of assigned projects, programs, and team(s). Assignments are given with general guidelines and incumbents are responsible for establishing objectives, timelines, and methods to deliver work products. Work is typically reviewed upon completion for soundness, appropriateness, and conformity to policy and requirements, and the methodology used in arriving at the end results are not reviewed in detail.

C. General Direction

General direction is usually received by senior level or management positions. Work assignments are typically given as broad, conceptual ideas and directives and incumbents are accountable for overall results and responsible for developing guidelines, action plans, and methods to produce deliverables on time and within budget.

4. Problem Solving

This factor involves analyzing, evaluating, reasoning, and creative thinking requirements. In a work environment, not only the breadth and variety of problems are considered, but also guidelines, such as supervision, policies, procedures, laws, regulations, and standards available to the employee.

A. Structured problem solving

Employees learn to apply concepts and work procedures and methods in assigned area of responsibility and to resolve problems and issues that are specific, less complex, and/or repetitive. Exceptions or changes in procedures are explained in detail as they arise.

B. Independent, guided problem solving

Work situations require making independent decisions among a variety of alternatives; however, policies, procedures, standards, and regulations and/or management are available to guide the employee towards problem resolution.

C. Application of discriminating choices

Work situations require independent judgment and decision-making authority when identifying, evaluating, adapting, and applying appropriate concepts, guidelines, references, laws, regulations, policies, and procedures to resolve diverse and complex problems and issues.

D. Creative, evaluative, or critical thinking

The work involves a high-level of problem-solving requiring analysis of unique issues or increasingly complex problems without precedent and/or structure and formulating, presenting, and implementing strategies and recommendations for resolution.

5. Authority for Making Decisions and Taking Action

This factor describes the degree to which employees have the freedom to take action within their job. The variety and frequency of action and decisions, the availability of policies, procedures, laws, and supervisory or managerial guidance, and the consequence or impact of such decisions are considered within this factor.

A. Direct, limited work responsibility

The employee is responsible for the successful performance of his or her own work with little latitude for discretion or decision-making. Work is usually supervised while in progress and fits an established structure or pattern. Direct supervision is readily available.

B. Decision-making within guidelines

The employee is responsible for the successful performance of their own work, but able to prioritize and determine methods of work performance within general guidelines. Supervision is available, although the employee is expected to perform independently on a day-to-day basis. Emergency or unusual situations may occur but are handled within procedures and rules. Impact of decisions is normally limited to the work unit, project, or program to which assigned.

C. Independent action with focus on work achieved

The employee receives assignments in terms of long-term objectives, rather than day-to-day or weekly timeframes. Broad policies and procedures are provided, but the employee has latitude for choosing

techniques and deploying staff and material resources. Impact of decisions may have significant program or Client-wide service delivery and/or budgetary impact.

D. Decisions made within general policy or elected official guidance

The employee is subject only to the policy guidance of elected officials and/or broad regulatory or legal constraints. The ultimate authority for achieving the goals and objectives of the Client are with this employee.

6. Interaction with Others

This factor includes the nature and purpose of contacts with others, from simple exchanges of factual information to the negotiation of difficult issues. It also considers with whom the contacts are made, from co-workers and the public to elected or appointed public officials.

A. Exchange of factual information

The employee is expected to use ordinary business courtesy to exchange factual information with co-workers and the public. Strained situations may occasionally occur, but the responsibilities are normally not confrontational.

B. Interpretation and explanation of policies and procedures

The employee is required to interpret policies and procedures, apply and explain them, and influence the public or others to abide by them. Problems may need to be defined and clarified and individuals contacted may be upset or unreasonable. Contacts may also be made with individuals at all levels throughout the Client.

C. Influencing individuals or groups

The employee is required to interpret laws, policies, and procedures to individuals who may be confrontational or to deal with members of professional, business, community, or other groups or regulatory agencies as a representative of the Client.

D. Negotiation with organizations from a position of authority

The employee often deals with the Board of Retirement, government agencies, and other outside agencies, and the public to advance and represent the priorities and interests of OCERS, provide policy direction, and/or negotiate solutions to difficult problems.

7. Working Conditions/Physical Demands

This factor includes specific physical, situational, and other factors that influence the employee's working situation.

A. Normal office or similar setting

The work is performed in a normal office or similar setting during regular office hours (occasional overtime may be required but compensated for). Responsibilities include meeting standard deadlines, using office and related equipment, lifting materials weighing up to 20 pounds, and communicating with others in a generally non-stressful manner.

B. Varied working conditions with some physical or emotional demands

The work is normally performed indoors, but may have some exposure to noise, heat, weather, or other uncomfortable conditions. Stand-by, call back, or regular overtime may be required. The employee may have to meet frequent deadlines, work extended hours, and maintain attention to detail at a computer or other machinery, deal with difficult people, or regularly perform moderate physical activity.

C. Difficult working conditions and/or physical demands

The work has distinct and regular difficult demands. Shift work (24-7 or rotating) may be required; there may be exposure to hazardous materials or conditions; the employee may be subject to regular emergency callback and extended shifts; and/or the work may require extraordinary physical demands.

Based on the above factors, in the maintenance of the classification plan, when an employee is assigned an additional duty or responsibility and requests a change in classification, it is reasonable to ask:

- What additional knowledge and skills are required to perform the duty?
- How does one gain this additional knowledge and skills – through extended training, through a short-term seminar, through on-the-job experience?
- Does this duty or responsibility require new or additional supervisory responsibilities?
- Is there a greater variety of or are there more complex problems that need to be solved as a result of the new duty?
- Does the employee have to make a greater variety of or more difficult decisions as a result of this new duty?
- Have the working or physical conditions of the job changed as a result of this new assignment?

The analysis of the factors outlined above, as well as the answers to these questions, were used to develop the classification plan for OCERS. These factors will also help to guide the placement of specific positions to the existing classification structure and/or revision of entire classification structure in the future.

Classification Design Recommendations

All class descriptions were created to ensure that the format is consistent, and that the duties and responsibilities are current and properly reflect the required knowledge, abilities, and skills.

When evaluating the allocation of positions, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are evaluated and classified on the basis of such factors as knowledge and skill required to perform the work, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), the impact of the position on the organization, and working conditions.

Furthermore, it is necessary to: (i) identify the duties that the incumbents are currently being required to perform; (ii) determine if those duties are captured in the current classification description; and (iii) identify the percentage of duties being performed, if any, which are outside of the current classification.

Proposed Classification Plan

The following proposed classification plan, which represents new job classifications and retitling of current classifications, represent Gallagher's assessment of the work observed and performed by staff currently

working in County positions. These recommendations also reflect the work observed at the time the study was conducted. In the future, if OCERS add County positions to its staffing structure, consideration should be given to determining how the additional position(s) will fit into the proposed new classification plan.

Table 1. Proposed Classification Plan

Current Job Title/Job Family	Proposed Job Title
Accounting Technician	Accounting Technician
N/A - New Concept	Accounting Specialist
Accountant/Auditor I/II	Accountant
Senior Accountant/Auditor	Senior Accountant
Office Technician	Office Assistant
N/A - New Concept	Administrative Assistant
Executive Secretary I	Executive Assistant
Executive Secretary II	Executive Assistant to the CEO
Staff Assistant	Human Resources Technician
Staff Specialist	Staff Specialist
Staff Development Specialist	Training Specialist/Senior Training Specialist
Senior Staff Development Specialist	
IT Systems Technician I/II	Information Technology Technician I/II
IT Network Engineer II	Infrastructure Engineer I/II
IT Systems Engineer II	
Information Technologist I/II	
Senior Information Technologist	Information Technology Supervisor
N/A - New Concept	Software Engineer
Senior IT Applications Developer	Senior Software Engineer
Retirement Benefits Technician	Retirement Services Technician I/II
Accounting Technician	
Retirement Program Specialist	Retirement Services Specialist I/II
Senior Retirement Program Specialist	Senior Retirement Services Specialist
Retirement Benefits Program Supervisor	Retirement Services Supervisor
Disability Retirement Investigator	Disability Retirement Analyst I/II
Store Clerk	Support Services Assistant

Title changes are recommended to reflect the level and scope more clearly being performed, to consolidate work into broader categories that could be used agencywide, as well as establish consistency with the labor market and industry standards. Compensation recommendations are not dependent upon a new title, but upon the market value as defined by job scope, level and responsibilities, and the qualifications required for successful job performance.

SECTION II: BASE COMPENSATION STUDY

Study Process

Benchmark Classifications

Following initial development of the classification plan, Gallagher/K&A conducted the base salary compensation survey. Using the new classification concepts, nineteen (19) classifications were selected as “benchmarks” in order to collect salary data within the defined labor market. Benchmark classifications are those classifications that are compared to the market and are used as a means of anchoring OCERS overall compensation plan to the market. Other classifications not surveyed will be included in the compensation plan and aligned to the benchmark classifications using internal equity principles.

Table 2. Benchmark Classifications

Title
Accountant
Accounting Specialist
Accounting Technician
Administrative Assistant
Disability Retirement Analyst II
Executive Assistant
Human Resources Technician
Information Technology Supervisor
Information Technology Technician II
Infrastructure Engineer II
Office Assistant
Retirement Services Specialist II
Retirement Services Supervisor
Retirement Services Technician I
Senior Software Engineer
Software Engineer
Training Specialist
Staff Specialist
Support Services Assistant

Comparator Agencies

Another important step in conducting a salary study is determining the appropriate agencies for comparison. Following review of OCERS' past survey practices, Gallagher recommended surveying a combination of local public agencies and other retirement systems. The proposed labor market captured the local labor market, as well as other retirement systems in Southern California. OCERS approved the following agencies for salary survey:

Table 3. Comparator Agencies

Agency Name
1. California Public Employees Retirement System
2. California State Teachers' Retirement System
3. City of Orange
4. City of Santa Ana
5. County of Orange
6. LA City Employees' Retirement System
7. LA County Employees Retirement Association
8. LA Fire and Police Pensions
9. San Bernardino County Employees' Retirement Association
10. San Diego City Employees' Retirement System
11. San Diego County Employees Retirement Association

The retirement system agencies included in the survey represent agencies in which all staff are direct hires of the agency, and agencies in which some employees are direct hires of the retirement system, while some employees are hires of the respective County but working for the retirement agency as a "department" of the County. In follow up to requests for information regarding which agencies had "direct hires" for the type of positions included in this study, only one agency, the San Bernardino County Employees' Retirement Association, was staffed accordingly. For all other survey agencies, the staff were employees of the respective governing organization (city or county).

Data Collection

Data was collected during the months of May and June 2024, through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.

Matching Methodology

Gallagher believes that the data collection step is the most critical for maintaining the overall credibility of any study and relied on OCERS' new classification descriptions as the foundation for comparison.

When Gallagher researches and collects data from the comparator agencies to identify possible matches for each of the benchmark classifications, there is an assumption that comparable matches may not be made that are 100% equivalent to the classifications at OCERS. Therefore, Gallagher does not match based upon job titles, which can often be misleading, but rather analyze class descriptions before a comparable match is determined.

Gallagher's methodology is to analyze each class description and the whole position by evaluating factors including:

- Definition and typical job functions;
- Level within a class series (e.g., entry, experienced, journey, specialist, lead, etc.);
- Reporting relationship structure;
- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;
- Independence of action/responsibility;
- The authority delegated to make decisions and take action;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization); and
- Working conditions.

In order for a match to be included, Gallagher requires that a classification's "likeness" be at approximately 70% of the matched classification.

When an appropriate match is not identified for one classification, Gallagher often uses "hybrids" which can be functional or represent a span in scope of responsibility. A functional hybrid means that the job of one classification at OCERS is performed by two or more classifications at a comparator agency. A "hybrid" representing a span in scope means that the comparator agency has one class that is "bigger" in scope and responsibility and one class that is "smaller," where OCERS class falls in the middle.

If an appropriate match could not be found, then no match was reported as a non-comparable (N/C).

Data Spreadsheets

For each benchmark classification, there is one information page outlining the Top Base Salary; this includes both the average (mean) and median (midpoint) of the comparator agencies and the percent the OCERS benchmark is above or below average and median. The mean is the sum of the comparator agencies' salaries divided by the number of matches. The median is the midpoint of all data with 50% of data points below and 50% of data points above.

In order to calculate the mean and median, Gallagher requires that there be a minimum of four (4) comparator agencies with matching classifications to the benchmark classification. The reason for requiring

a minimum of four matches is so that no one classification has undue influence on the calculations. Sufficient data was collected from the comparator agencies for all 19 benchmark classifications. The results of the market survey for each benchmark classification are provided in Appendix II.

When using survey data to make salary range recommendations and adjustments, Gallagher/K&A recommends using the median, rather than the mean, because the median is not skewed by extremely high or low salary values.

Market Compensation Findings

The following table represents a summary of the market top monthly (base) salary findings for those classifications. For each benchmark classification, the number of matches (agencies with a comparable position) and percent above or below the top monthly salary market median is listed and sorted alphabetically. New job classes proposed in this study do not have an established salary for a reference point and are identified below as “proposed”.

Table 4. Market Compensation Results

Benchmark Title	# Matches	% Above/Below Median
Accountant	11	-6.0%
Accounting Specialist	4	Proposed
Accounting Technician	11	-5.4%
Administrative Assistant	11	Proposed
Disability Retirement Analyst II	8	-17.5%
Executive Assistant	11	4.4%
Human Resources Technician	10	Proposed
Information Technology Supervisor	8	Proposed
Information Technology Technician II	11	14.7%
Infrastructure Engineer II	11	-2.7%
Office Assistant	11	-11.3%
Retirement Services Specialist II	8	-17.4%
Retirement Services Supervisor	8	- 19.6%
Retirement Services Technician I	6	Proposed
Senior Software Engineer	9	0.3%
Software Engineer	9	0.1%
Staff Specialist	9	0.0%

Benchmark Title	# Matches	% Above/Below Median
Support Services Assistant	8	-10.3%
Training Specialist	7	-12.1%

Generally, a classification falling within 5% of the median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy, actual scope of work, and position requirements.

Compensation Plan Design

The market data is a critical element to developing a compensation plan, as it forms the basis for plan design by anchoring the entire compensation system to the market. The external market was utilized to begin the range placement for the benchmark classifications; each benchmark was placed in a salary grade closest to the base salary median in the new salary structure. Building from the salary levels established for identified benchmark classes, internal salary relationships were then developed and consistently applied in order to develop specific salary recommendations for all non-benchmarked classifications.

Proposed Salary Structure

In developing the salary structure and ranges, Gallagher/K&A reviewed the current structure for positions represented by the Orange County Employees Association (OCEA). The salary structure for positions represented by this unit reflects a range and step system. The “range” (which is sometimes called grade) is the salary band to which individual job classifications are assigned. The width of the range for OCEA classifications, which is the difference between the bottom and top of the range, is approximately 35%. Within each range are 12 steps, which are approximately 2.8% apart from one another. To provide the least amount of impact and disruption should the new model be adopted, Gallagher recommends a salary structure that has consistent percentage differences between the steps as well as the ranges, and which is similar to the current OCEA salary schedule. To that end, Gallagher is recommending a salary structure with 12 steps in each range that are 3% apart. Appendix III provides the proposed salary structure.

It is important to note that the salary range structure connects all salary ranges, and their steps, by formula, thereby allowing for COLAs to be applied to only one-dollar figure in the table/matrix, which then automatically updates the entire table. Due to the formula that connects each range to the next (with 5% differentials between each range), there is a compounding effect when drawing relationships that span several ranges. For example, with 5% differentials between ranges, four ranges should represent a 20% differential. However, because the compounding effect of 5%, on top of 5%, on top of 5%, and so on, the differential between Range 1 and Range 5 is not exactly 20%, but it is slightly greater.

Proposed Salary Range Placements

Following development of the salary structure, Gallagher/K&A then placed every classification within a range in the new structure. Gallagher utilized market data to develop the salary recommendations for all of the benchmarked classifications and used internal equity principles to make the salary recommendations for fifteen (15) classifications that were not benchmarked, or for which it was necessary to develop

recommendations based on factors other than market. For the non-benchmarked classifications, internal alignments with other classifications were considered, either in the same class series or those classifications that have similar scope of work, level of responsibility, and “worth” to OCERS. Where it is difficult to identify internal relationships due to unique qualifications and responsibilities, reliance can be placed on past internal relationships. It is important for OCERS management to carefully review these internal relationships and determine if they are still appropriate given the current market data. Appendix IV illustrates the proposed salary range placement for each classification based on the market data as well as the internal relationship analysis. Gallagher also modified the market alignments in certain instances where it seemed warranted based on internal alignment groupings and/or compaction issues.

Internal equity between certain levels of classifications is a fundamental factor to be considered when making salary decisions. When conducting a market compensation survey, results can often show that certain classifications that are aligned with each other are not the same in the outside labor market. However, as an organization, careful consideration should be given to these alignments because they represent internal value of classifications within job families, as well as across the organization. OCERS may want to make internal equity adjustments or alignments as it implements the compensation strategy. This market survey is only a tool to be used by OCERS to determine market indexing and salary determination.

In developing the salary recommendations, the following standard pay administration practices were applied:

- A salary within 5% of the market average or median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and actual scope of the position and its requirements. Where warranted, range assignments reflect a variation of approximately 5% (above or below) to balance internal alignment, market indexing, and historical pay practices.
- Certain internal differentials are often applied. Those that are the most common are:
 - The differential between a trainee and experienced (or journey) class in a series (I/II or Trainee/Experienced) is generally 10% to 15%;
 - A lead or advanced journey-level (III or Senior-level) class is generally placed 10% to 15% above the journey-level.
 - A full supervisory class is normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision.
- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.

For all classifications, this primary implementation procedure must be completed only at the initial time of development. In the future, if OCERS decides to implement annual across-the-board cost of living adjustment increases, only the salary schedule that was developed and included herein needs to be increased by the appropriate percentage, and each individual salary range will move up with this adjustment. This will ensure that the internal salary relationships are preserved, and the salary schedule remains structured and easily administered.

Options for Implementation

To reaffirm, the purpose of contracting with Gallagher/K&A to conduct this study was to examine the current jobs for OCERS County positions to develop a classification and compensation system, should OCERS decide to bring all positions under OCERS governance(all employees become OCERS direct hires). Implementing such a plan no doubt requires additional key processes, including stakeholder review and approval, as well as any legislative and regulatory processes, which can take in excess of a year. Elements of jobs can change during that time, including movement in the labor market and increases to salaries for County positions. Since the market study represents a “snapshot in time”, for the purpose of this report discussions regarding implementation represent broad concepts and strategies.

While OCERS may be interested in bringing all salaries to the market median, in many cases moving employee salaries commensurate with the deviation from market is generally not recommended. In this scenario, one option is to move employees onto a step in the new salary range that is closest to their current rate of pay. If employees’ current salaries are significantly below market such that current pay falls below the bottom of the newly recommended range, then larger adjustments would be needed to move those employees at least to the bottom of the new salary range.

Another option is to use a phased implementation approach. Normally, if the implementation process must occur over months or years, the classes that are farthest from the market median should receive the greatest equity increase. If a class falls within 5% of the market median, it would be logical to make no equity adjustment in the first round of changes. However, if a class is more than 5% (or in this case, more than 20%) below the market median, a higher percentage change may be initially warranted to reduce the disparity.

Using the Market Data as a Tool

Gallagher would like to reiterate that this report and the findings are meant to be a tool for OCERS to create and implement an equitable classification and compensation plan. There are additional steps outside of the scope of this study before OCERS can implement these recommendations including discussions with the represented unit, a review of employees’ total compensation package (salary and benefits) as well as a review of the organization’s compensation philosophy. The collected data presented herein represents a market survey that will give OCERS an instrument to make future compensation decisions should the agency decide to bring the County of Orange assigned positions under the auspices/governance of OCERS.

It has been a pleasure working with OCERS on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,

Maggie Williams-Dalgart

Maggie Williams-Dalgart, Project Manager
Gallagher, Formerly Koff & Associates

Appendix I

Classification Concepts



Orange County Employee Retirement System

Classification Concepts

Classification Type – General Definitions

Classification type represents the grouping of classifications into a systematic classification structure based on the inter-relationship of duties performed, nature and level of responsibilities, and required knowledge, skills, abilities, education, training, and experience.

- Supervisor
- Senior
- Professional
- Specialist
- Technician
- Staff

Within each classification series, there may exist a classification at each level or only at selected levels. The levels within the classification series reflect the Agency's needs and priorities. For example, in some classification series, there is no need for functions to be performed at the experienced, advanced, or supervisor level. Distinctions between levels within classification series can be defined based on scope of responsibility, complexity of work, supervision received and exercised, authority for making decisions and taking action, and type and level of required knowledge, skills, abilities, education, training, and experience. Following are descriptions of each classification type.

Supervisor

The focus of the job is on the direct supervision and coordination of a work unit, and also includes hands-on participation in the work activities of those supervised. Incumbents plan, assign, direct, review, and evaluate the work of staff. In addition, incumbents assigned to this level make effective recommendations and/or carry out selection, performance evaluation, and disciplinary procedures.

The supervisor also exercises discretion in selecting appropriate resources to use in accomplishing assigned work; monitors and reviews work in progress, and provides technical assistance and guidance; ensures that appropriate policies and procedures are followed by subordinates; monitors, coordinates, and provides input into developing the budget for the subunit(s); and recommends procedures consistent with unit, divisional, and Agency directives, policies, and regulations, which are developed by higher-level management staff.

Senior (i.e., "Lead")

This is an advanced journey level classification that bridges the gap between a journey level position below and the supervisory position above. The position leads the work of a crew, or a small group of staff engaged in the same type of work. The "Senior" title is the industry standard (vs. "Lead" – although "Lead" is still seen in public agency operations departments). This level plans, schedules, assigns, provides performance feedback, and trains employees, and is responsible for the "work" not the "worker." This is differentiated by the full Supervisor level above which is responsible for the "worker," including counseling, disciplining, and conducting performance evaluations.



These employees provide technical and functional direction to assigned staff on an ongoing, day-to-day basis, and perform the most difficult and complex assignments.

Professional

This classification performs operational, financial, and administrative analyses and studies; and discipline-specific activities within a given occupation, such as accounting or information technology. Employees receive broad (non-detailed and non-specific) assignments and/or tasks and are responsible for independently developing a plan of action and approach; identifying, synthesizing, and interpreting relevant sources of data and information; selecting and implementing methodology; analyzing and interpreting results; developing recommendations; and presenting final products for supervisor and management review. Work assignments are reviewed during the normal briefing cycle, generally upon completion, and for overall results. Decisions may have significant unit, division, or Agency-wide service delivery, operational, legislative, regulatory, and/or budgetary/financial impact. A four-year degree in the area assigned is typically a minimum qualification.

Specialist

This is a paraprofessional classification that performs a combination of duties requiring the application of knowledge obtained from technical, vocational education, and/or experience usually provided through a two-year degree and/or post-secondary coursework and/or training. The work differs from the technician because it serves as a bridge classification to a professional series, and incumbents exercise broader discretion and independent judgment and perform routine research and analyses with a deeper understanding of the assigned subject matter area relative to the technician.

Technician

This is a technical classification that performs a combination of duties which also require the application of knowledge obtained through technical or vocational education and experience. Employees assume regular on-going work that involves specific technical and programmatic skills and abilities, requiring the interpretation and application of practices of greater complexity and with a deep knowledge base as it relates to the assignment. This type and level of work can be found in departments where specialized assignments exist in administrative or operational areas.

Staff

- Examples of titles typically include “Assistant”

This type of classification performs duties which are more routine than other classifications. For administrative positions it is often described as “transactional” work wherein employees process information and documents in which they have limited decision making latitude; generally, employees will follow established standard operating procedures within established guidelines under which decisions are made; examples would be an Accounting Assistant processing accounts payable, or an Office Assistant responsible for reception, data entry, filing, and general routine office support duties. The positions perform a combination of duties requiring the application of knowledge obtained from a high school education. The work is transactional, meaning that the focus is on maintaining the normal workflow of operations and the work typically fits within established techniques, procedures, processes, or specific standards. Typically, employees acquire their skill by experience rather than by advanced specialized intellectual instruction.



Levels of Work

Where there are multiple levels of work within a classification series, these levels should be distinguishable, and generally fall within the following levels of work. Not every classification series will have all levels. These concepts are used throughout the organization for non-management positions, ranging from professional classes to maintenance and operations classes.

- **Entry:** The entry level of a classification series provides an on-the-job opportunity for employees to gain the experience needed to perform the full range of duties. Employees at this level of the class series have the necessary education to perform the work, but they lack the practical on-the-job experience required to perform the full range of duties. Employees at this level will perform the more routine duties assigned to the class series, and will require a high level of supervision until such time as they are fully proficient in the work. The most common designation for entry level work is a “I” after the class title.
- **Journey/Fully Proficient:** Positions at the journey level of the series are fully proficient and qualified to perform the full range of duties assigned to the classification series. At this level, positions are subject to general supervision, referring only unusual situations and issues to their supervisor. The most common designation for journey level work is a “II” after the class title (i.e., Member Services Specialist II).
- **Senior (Advanced/Lead staff level):** In addition to performing the full scope of work, employees may provide technical and functional direction to assigned staff on an ongoing, day-to-day basis, and perform the most difficult and complex assignments requiring the advanced knowledge of concepts in their assigned area of responsibility, as well as Agency and regulatory standards, practices, policies, and procedures. For professional classes, responsibilities include performing diverse, specialized, and complex work involving significant accountability and decision-making responsibility. Employees organize and oversee day-to-day activities and are responsible for providing support to an assigned supervisor/unit manager in a variety of areas. Successful performance of the work requires an extensive background as well as the ability to coordinate subunit or unit work with that of other units and outside agencies.

For some positions at the technical and clerical level, the work involves a high-level of problem-solving requiring analysis of unique issues or problems without precedent and/or structure and formulating and presenting strategies and recommendations to management. It is preferable to limit the use of the “Senior” concept to lead related duties but that is not always feasible; but to use the “senior” concept, you must first ensure that:

- The complex duties are distinguishable from journey level work and can be clearly articulated;
- They should also be preponderant, i.e. the purpose why the job exists.
- They should be performed a high percentage of time, e.g., 10% of time (4 hours/week) is not a significant amount of time.

By its very definition, the number of positions assigned to the senior level is limited.

Flexible Staffing Entry/Journey Classifications

Flexible staffing is a strategy wherein the assigned work is the same at the entry and journey level of the series, but the organization wants some flexibility in how positions progress to the journey level. The position is budgeted at the journey level, but appointment into the class series could be made at either the entry or the journey level, depending on applicant skills and/or the desire to provide advancement opportunities for current staff who have the necessary



education to move into the entry level, but who need time on the job to acquire knowledge of the necessary departmental operations in order to perform the full range of duties.

Some Gallagher recommendations include the use of flexible staffing; the methodology and language for the concept are presented below:

- We do not recommend the use of time frames for progression since they vary based on the classification, and can lead to an expectation of progression to the next level within the time range specified in the classification specification, rather than the other key factors for progression (i.e., being able to demonstrate that the employee has reached the level of knowledge and ability that allows them to perform the full range of duties of the class with minimal supervision); we present below some classification specification language to address this issue:
 - “Positions in the Office Assistant I/II classification series are flexibly staffed; positions at the Office Assistant II level are normally filled by advancement from the Office Assistant I level; progression to the Office Assistant II level is dependent on (i) management affirmation that the position is performing the full range of duties assigned to the classification; (ii) satisfactory work performance; (iii) the incumbent meeting the minimum qualifications for the classification including any licenses and certifications; and (iv) management approval for progression to the Office Assistant II level.”
- We also suggest a modified approach to typical duties, and knowledge and abilities statements in entry/journey flexibly staffed classes. In these cases, the entry level is the “learning” level within the series, so you will frequently see statements such as “ability to learn” for specific areas; this sometimes leads employees to believe that once they have completed the learning identified in a specific statement, they should then be progressed to the journey level. For that reason, we recommend incorporating the following “learning capacity” statements in the identified sections:
 - Typical Duties – “Positions at the Office Assistant I level may perform some of these duties and responsibilities in a learning capacity.”
 - Knowledge and Abilities – “Positions at the Office Assistant I level may exercise some of these knowledge and abilities statements in a learning capacity.”

Appendix II

Market Compensation Findings



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Accountant						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Bernardino County Employees' Retirement Association	Accountant	\$ 9,376	2/24/2024	2/22/2025	3.00%
2	City of Santa Ana	Accountant II	\$ 9,345	7/14/2024	unknown	unknown
3	California Public Employees Retirement System	Financial Accountant I	\$ 9,080	7/1/2024	7/1/2025	3.00%
4	California State Teachers' Retirement System	Financial Accountant I	\$ 9,080	7/1/2024	7/1/2025	3.00%
5	Los Angeles City Employees' Retirement System	Accountant	\$ 8,670	1/28/2024	9/22/2024	3.00%
6	Los Angeles Fire and Police Pensions	Accountant	\$ 8,670	1/28/2024	9/22/2024	3.00%
7	Orange County Employees Retirement System	Accountant	\$ 8,178	6/28/2024	6/27/2025	4.00%
8	County of Orange	Accountant/Auditor II	\$ 8,178	6/28/2024	6/27/2025	4.00%
9	San Diego City Employees' Retirement System	Retirement Financial Specialist II	\$ 8,048	1/1/2024	1/1/2025	2.00%
10	City of Orange	Accountant	\$ 7,969	12/31/2023	unknown	unknown
11	Los Angeles County Employees Retirement Association	Accountant, LACERA	\$ 7,758	1/1/2024	unknown	unknown
12	San Diego County Employees Retirement Association	Retirement Accountant	\$ 7,060	1/1/2024	unknown	unknown

Summary Results	Top Monthly
Average of Comparators	\$ 8,476
% Orange County Employees Retirement System Above/Below	-3.64%
Median of Comparators	\$ 8,670
% Orange County Employees Retirement System Above/Below	-6.02%
Number of Matches	11

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Accounting Specialist						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Orange County Employees Retirement System	Accounting Specialist	proposed			
2	City of Orange	Finance Assistant	\$ 6,560	12/31/2023	unknown	unknown
3	California Public Employees Retirement System	Accounting Officer (Specialist)	\$ 6,399	7/1/2024	7/1/2025	3.00%
4	California State Teachers' Retirement System	Accounting Officer (Specialist)	\$ 6,399	7/1/2024	7/1/2025	3.00%
5	San Diego County Employees Retirement Association	Retirement Associate Accountant	\$ 6,138	1/1/2024	unknown	unknown
6	City of Santa Ana	N/C				
7	County of Orange	N/C				
8	Los Angeles City Employees' Retirement System	N/C				
9	Los Angeles County Employees Retirement Association	N/C				
10	Los Angeles Fire and Police Pensions	N/C				
11	San Bernardino County Employees' Retirement Association	N/C				
12	San Diego City Employees' Retirement System	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 6,374
% Orange County Employees Retirement System Above/Below	-
Median of Comparators	\$ 6,399
% Orange County Employees Retirement System Above/Below	-
Number of Matches	4

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Accounting Technician						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Bernardino County Employees' Retirement Association	Accounting Technician	\$ 7,689	2/24/2024	2/22/2025	3.00%
2	Los Angeles City Employees' Retirement System	Accounting Clerk	\$ 6,967	4/21/2024	9/22/2024	3.00%
3	Los Angeles Fire and Police Pensions	Accounting Clerk	\$ 6,967	1/28/2024	9/22/2024	3.00%
4	City of Santa Ana	Accounting Assistant	\$ 6,326	7/14/2024	unknown	unknown
5	Los Angeles County Employees Retirement Association	Accounting Technician I, LACERA	\$ 6,152	1/1/2024	unknown	unknown
6	City of Orange	Senior Finance Clerk	\$ 6,087	12/31/2023	unknown	unknown
7	Orange County Employees Retirement System	Accounting Technician	\$ 5,773	6/28/2024	6/27/2025	4.00%
8	County of Orange	Accounting Technician	\$ 5,773	6/28/2024	6/27/2025	4.00%
9	San Diego County Employees Retirement Association	Retirement Accounting Specialist	\$ 5,288	1/1/2024	unknown	unknown
10	California State Teachers' Retirement System	Accounting Technician	\$ 4,710	7/1/2024	7/1/2025	3.00%
11	California Public Employees Retirement System	Accounting Technician	\$ 4,710	7/1/2024	7/1/2025	3.00%
12	San Diego City Employees' Retirement System	Account Clerk	\$ 4,659	1/1/2024	1/1/2025	2.00%

Summary Results	Top Monthly
Average of Comparators	\$ 5,939
% Orange County Employees Retirement System Above/Below	-2.87%
Median of Comparators	\$ 6,087
% Orange County Employees Retirement System Above/Below	-5.43%
Number of Matches	11

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Administrative Assistant						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Orange County Employees Retirement System	Administrative Assistant	proposed			
1	Los Angeles City Employees' Retirement System	Secretary	\$ 7,176	4/21/2024	9/22/2024	3.00%
2	Los Angeles Fire and Police Pensions	Secretary	\$ 7,176	4/21/2024	9/22/2024	3.00%
3	San Bernardino County Employees' Retirement Association	Executive Secretary	\$ 6,966	2/24/2024	2/22/2025	3.00%
4	Los Angeles County Employees Retirement Association	Administrative Assistant, LACERA	\$ 6,275	10/1/2023	10/1/2024	3.25%
5	San Diego County Employees Retirement Association	Retirement Administrative Assistant	\$ 6,268	1/1/2024	unknown	unknown
6	City of Santa Ana	Secretary	\$ 6,264	7/14/2024	unknown	unknown
7	City of Orange	Administrative Assistant	\$ 6,148	12/31/2023	unknown	unknown
8	County of Orange	Office Specialist	\$ 5,063	6/28/2024	6/27/2025	4.00%
9	California Public Employees Retirement System	Management Services Technician	\$ 4,885	7/1/2024	7/1/2025	3.00%
10	California State Teachers' Retirement System	Management Services Technician	\$ 4,885	7/1/2024	7/1/2025	3.00%
11	San Diego City Employees' Retirement System	Office Support Specialist	\$ 4,582	1/1/2024	1/1/2025	2.00%

Summary Results	Top Monthly
Average of Comparators	\$ 5,972
% Orange County Employees Retirement System Above/Below	-
Median of Comparators	\$ 6,264
% Orange County Employees Retirement System Above/Below	-
Number of Matches	11

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Disability Retirement Analyst II						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Los Angeles City Employees' Retirement System	Benefit Analyst	\$ 10,557	1/28/2024	9/22/2024	3.00%
2	Los Angeles Fire and Police Pensions	Benefits Analyst	\$ 10,557	1/28/2024	9/22/2024	3.00%
3	San Bernardino County Employees' Retirement Association	Disability Retirement Specialist	\$ 8,490	2/24/2024	2/22/2025	3.00%
4	San Diego County Employees Retirement Association	Retirement Disability Specialist	\$ 8,445	1/1/2024	unknown	unknown
5	Los Angeles County Employees Retirement Association	Disability Retirement Specialist	\$ 8,230	10/1/2023	10/1/2024	3.25%
6	California Public Employees Retirement System	Associate Government Program Analyst	\$ 7,327	7/1/2024	7/1/2025	3.00%
7	California State Teachers' Retirement System	Associate Government Program Analyst	\$ 7,327	7/1/2024	7/1/2025	3.00%
8	Orange County Employees Retirement System	Disability Retirement Analyst II	\$ 7,096	6/28/2024	6/27/2025	4.00%
9	County of Orange	Disability Retirement Investigator	\$ 7,096	6/28/2024	6/27/2025	4.00%
10	City of Orange	N/C				
11	City of Santa Ana	N/C				
12	San Diego City Employees' Retirement System	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 8,504
% Orange County Employees Retirement System Above/Below	-19.84%
Median of Comparators	\$ 8,337
% Orange County Employees Retirement System Above/Below	-17.49%
Number of Matches	8

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Executive Assistant						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Bernardino County Employees' Retirement Association	Executive Assistant	\$ 10,045	2/24/2024	2/22/2025	3.00%
2	Los Angeles County Employees Retirement Association	Executive Administrative Assistant, LACERA	\$ 9,518	10/1/2023	10/1/2024	3.25%
3	Los Angeles City Employees' Retirement System	Executive Administrative Assistant II	\$ 8,630	3/24/2024	9/22/2024	3.00%
4	Los Angeles Fire and Police Pensions	Executive Administrative Assistant II	\$ 8,630	3/24/2024	9/22/2024	3.00%
5	Orange County Employees Retirement System	Executive Assistant	\$ 7,586	6/28/2024	6/27/2025	4.00%
6	County of Orange	Executive Secretary I	\$ 7,586	6/28/2024	6/27/2025	4.00%
7	San Diego County Employees Retirement Association	Retirement Executive Secretary	\$ 7,251	1/1/2024	unknown	unknown
8	City of Santa Ana	Executive Secretary	\$ 7,214	7/14/2024	unknown	unknown
9	City of Orange	Executive Assistant	\$ 6,399	7/1/2023	unknown	unknown
10	San Diego City Employees' Retirement System	Executive Assistant	\$ 6,367	1/1/2024	1/1/2025	2.00%
11	California Public Employees Retirement System	Executive Assistant	\$ 5,924	7/1/2024	7/1/2025	3.00%
12	California State Teachers' Retirement System	Executive Assistant	\$ 5,924	7/1/2024	7/1/2025	3.00%

Summary Results	Top Monthly
Average of Comparators	\$ 7,590
% Orange County Employees Retirement System Above/Below	-0.05%
Median of Comparators	\$ 7,251
% Orange County Employees Retirement System Above/Below	4.42%
Number of Matches	11

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Human Resources Technician						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Orange County Employees Retirement System	Human Resources Technician	proposed			
2	Los Angeles County Employees Retirement Association	Senior Human Resources Assistant, LACERA	\$ 7,348	10/1/2023	10/1/2024	3.25%
3	City of Santa Ana	Human Resources Technician	\$ 7,284	7/14/2024	unknown	unknown
4	Los Angeles City Employees' Retirement System	Management Aide	\$ 7,214	1/28/2024	9/22/2024	3.00%
5	Los Angeles Fire and Police Pensions	Management Aide	\$ 7,214	1/28/2024	9/22/2024	3.00%
6	City of Orange	Human Resources Technician	\$ 6,399	12/31/2023	unknown	unknown
7	San Bernardino County Employees' Retirement Association	Human Resources Technician	\$ 6,309	2/24/2024	2/22/2025	3.00%
8	San Diego City Employees' Retirement System	Personnel Assistant II	\$ 5,735	1/1/2024	1/1/2025	2.00%
9	California Public Employees Retirement System	Personnel Technician II	\$ 5,600	7/1/2024	7/1/2025	3.00%
10	California State Teachers' Retirement System	Personnel Technician II (Specialist)	\$ 5,600	7/1/2024	7/1/2025	3.00%
11	San Diego County Employees Retirement Association	Human Resources Assistant	\$ 5,236	1/1/2024	unknown	unknown
12	County of Orange	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 6,394
% Orange County Employees Retirement System Above/Below	-
Median of Comparators	\$ 6,354
% Orange County Employees Retirement System Above/Below	-
Number of Matches	10

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Information Technology Supervisor						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Orange County Employees Retirement System	Information Technology Supervisor	proposed			
2	City of Santa Ana	Information Technology Infrastructure Supervisor	\$ 13,811	7/14/2024	unknown	unknown
3	Los Angeles City Employees' Retirement System	Systems Administrator	\$ 13,532	1/28/2024	9/22/2024	3.00%
4	Los Angeles Fire and Police Pensions	Systems Administrator	\$ 13,532	1/28/2024	9/22/2024	3.00%
5	San Bernardino County Employees' Retirement Association	Information Security Supervisor	\$ 12,915	2/24/2024	2/22/2025	3.00%
6	Los Angeles County Employees Retirement Association	Data Systems Supervisor I, LACERA	\$ 12,361	10/1/2023	10/1/2024	3.25%
7	California Public Employees Retirement System	Information Technology Supervisor II	\$ 11,063	7/1/2024	7/1/2025	3.00%
8	California State Teachers' Retirement System	Information Technology Supervisor II	\$ 11,063	7/1/2024	7/1/2025	3.00%
9	City of Orange	Information Technology Supervisor	\$ 9,162	12/31/2023	unknown	unknown
10	County of Orange	N/C				
11	San Diego City Employees' Retirement System	N/C				
12	San Diego County Employees Retirement Association	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 12,180
% Orange County Employees Retirement System Above/Below	-
Median of Comparators	\$ 12,638
% Orange County Employees Retirement System Above/Below	-
Number of Matches	8

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

IT Technician II						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Orange	Information Technology Specialist	\$ 8,089	12/31/2023	unknown	unknown
2	Orange County Employees Retirement System	IT Technician II	\$ 7,739	6/28/2024	6/27/2025	4.00%
3	County of Orange	IT Systems Technician II	\$ 7,739	6/28/2024	6/27/2025	4.00%
4	San Bernardino County Employees' Retirement Association	Information Systems Technician	\$ 7,689	2/24/2024	2/22/2025	3.00%
5	City of Santa Ana	Information Technology Support Technician II	\$ 7,504	7/14/2024	unknown	unknown
6	San Diego County Employees Retirement Association	Information Technology Specialist	\$ 7,304	1/1/2024	unknown	unknown
7	Los Angeles City Employees' Retirement System	Computer Operator	\$ 6,600	1/28/2024	9/22/2024	3.00%
8	Los Angeles Fire and Police Pensions	Computer Operator	\$ 6,600	1/28/2024	9/22/2024	3.00%
9	California Public Employees Retirement System	Information Technology Technician	\$ 6,420	7/1/2024	7/1/2025	3.00%
10	San Diego City Employees' Retirement System	Information Systems Technician	\$ 6,197	1/1/2024	unknown	unknown
11	Los Angeles County Employees Retirement Association	Systems Aid, LACERA	\$ 5,988	10/1/2023	10/1/2024	3.25%
12	California State Teachers' Retirement System	Information Systems Technician	\$ 5,592	7/1/2024	7/1/2025	3.00%

Summary Results	Top Monthly
Average of Comparators	\$ 6,884
% Orange County Employees Retirement System Above/Below	11.05%
Median of Comparators	\$ 6,600
% Orange County Employees Retirement System Above/Below	14.72%
Number of Matches	11

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Infrastructure Engineer II						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Los Angeles County Employees Retirement Association	Data Systems Analyst II, LACERA	\$ 10,901	10/1/2023	10/1/2024	3.25%
2	San Bernardino County Employees' Retirement Association	Information Systems Engineer	\$ 10,442	2/24/2024	2/22/2025	3.00%
3	California Public Employees Retirement System	Information Technology Specialist I	\$ 10,230	7/1/2024	7/1/2025	3.00%
4	California State Teachers' Retirement System	Information Technology Specialist I	\$ 10,230	7/1/2024	7/1/2025	3.00%
5	San Diego County Employees Retirement Association	Retirement Technology Systems Specialist	\$ 10,213	1/1/2024	unknown	unknown
6	Los Angeles City Employees' Retirement System	Systems Analyst	\$ 10,129	1/28/2024	9/22/2024	3.00%
7	Los Angeles Fire and Police Pensions	Systems Analyst	\$ 10,129	1/28/2024	9/22/2024	3.00%
8	City of Santa Ana	Network Specialist/WAN Systems Administrator	\$ 10,059	7/14/2024	unknown	unknown
9	Orange County Employees Retirement System	Infrastructure Engineer II	\$ 9,866	6/28/2024	6/27/2025	4.00%
10	County of Orange ¹	[IT Network Engineer II/ IT Systems Engineer II]	\$ 9,866	6/28/2024	6/27/2025	4.00%
11	City of Orange	System Analyst	\$ 9,727	7/1/2023	unknown	unknown
12	San Diego City Employees' Retirement System	Information Systems Analyst II	\$ 7,888	1/1/2024	unknown	unknown

Summary Results	Top Monthly
Average of Comparators	\$ 9,983
% Orange County Employees Retirement System Above/Below	-1.18%
Median of Comparators	\$ 10,129
% Orange County Employees Retirement System Above/Below	-2.66%
Number of Matches	11

N/C - Non Comparator

1 - County of Orange: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Office Assistant						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Santa Ana	Senior Office Assistant	\$ 5,683	7/14/2024	unknown	unknown
2	San Bernardino County Employees' Retirement Association ²	[Receptionist/ Office Specialist]	\$ 5,487	2/24/2024	2/22/2025	3.00%
3	Los Angeles City Employees' Retirement System	Administrative Clerk	\$ 5,359	4/21/2024	9/22/2024	3.00%
4	Los Angeles Fire and Police Pensions	Administrative Clerk	\$ 5,359	4/21/2024	9/22/2024	3.00%
5	Los Angeles County Employees Retirement Association ¹	[Intermediate Typist Clerk, LACERA/ Receptionist, LACERA]	\$ 4,916	10/1/2023	10/1/2024	3.25%
6	City of Orange	Office Assistant	\$ 4,791	12/31/2023	unknown	unknown
7	San Diego City Employees' Retirement System	Clerical Assistant II	\$ 4,441	1/1/2024	1/1/2025	2.00%
8	Orange County Employees Retirement System	Office Assistant	\$ 4,304	6/28/2024	6/27/2025	4.00%
9	County of Orange	Office Technician	\$ 4,304	6/28/2024	6/27/2025	4.00%
10	California Public Employees Retirement System	Office Assistant (General)	\$ 4,230	7/1/2024	7/1/2025	3.00%
11	California State Teachers' Retirement System	Office Assistant	\$ 4,230	7/1/2024	7/1/2025	3.00%
12	San Diego County Employees Retirement Association	Office Assistant	\$ 3,900	1/1/2024	unknown	unknown

Summary Results	Top Monthly
Average of Comparators	\$ 4,791
% Orange County Employees Retirement System Above/Below	-11.31%
Median of Comparators	\$ 4,791
% Orange County Employees Retirement System Above/Below	-11.31%
Number of Matches	11

N/C - Non Comparator

1 - Los Angeles County Employees Retirement Association: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

2 - San Bernardino County Employees' Retirement Association: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.



Orange County Employees Retirement System
Market Compensation Data
June 2024

Retirement Services Specialist II						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Bernardino County Employees' Retirement Association	Retirement Specialist	\$ 8,490	2/24/2024	2/22/2025	3.00%
2	Los Angeles City Employees' Retirement System	Benefits Specialist	\$ 7,995	1/28/2024	9/22/2024	3.00%
3	Los Angeles Fire and Police Pensions	Benefits Specialist	\$ 7,995	1/28/2024	9/22/2024	3.00%
4	California Public Employees Retirement System	Associate Government Program Analyst	\$ 7,327	7/1/2024	7/1/2025	3.00%
5	California State Teachers' Retirement System	Associate Government Program Analyst	\$ 7,327	7/1/2024	7/1/2025	3.00%
6	Los Angeles County Employees Retirement Association	Retirement Benefits Specialist II	\$ 6,641	10/1/2023	10/1/2024	3.25%
7	San Diego County Employees Retirement Association	Retirement Member Services Specialist	\$ 6,267	1/1/2024	unknown	unknown
8	Orange County Employees Retirement System	Retirement Services Specialist II	\$ 6,240	6/28/2024	6/27/2025	4.00%
9	County of Orange	Retirement Program Specialist	\$ 6,240	6/28/2024	6/27/2025	4.00%
10	City of Orange	N/C				
11	City of Santa Ana	N/C				
12	San Diego City Employees' Retirement System	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 7,285
% Orange County Employees Retirement System Above/Below	-16.76%
Median of Comparators	\$ 7,327
% Orange County Employees Retirement System Above/Below	-17.44%
Number of Matches	8

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Retirement Services Supervisor						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Bernardino County Employees' Retirement Association	Retirement Specialist Supervisor	\$ 13,380	2/24/2024	2/22/2025	3.00%
2	Los Angeles City Employees' Retirement System	Senior Benefits Analyst	\$ 12,968	1/28/2024	9/22/2024	3.00%
3	Los Angeles Fire and Police Pensions	Senior Benefits Analyst	\$ 12,968	1/28/2024	9/22/2024	3.00%
4	San Diego County Employees Retirement Association ¹	[Retirement Member Services Senior Specialists/ Retirement Member Services Manager]	\$ 9,777	1/1/2024	unknown	unknown
5	Los Angeles County Employees Retirement Association	Senior Retirement Benefits Specialist	\$ 9,196	10/1/2023	10/1/2024	3.25%
6	California Public Employees Retirement System	Pension Program Manager I	\$ 8,710	7/1/2024	7/1/2025	3.00%
7	California State Teachers' Retirement System	Pension Program Manager I	\$ 8,710	7/1/2024	7/1/2025	3.00%
8	Orange County Employees Retirement System	Retirement Services Supervisor	\$ 7,929	6/28/2024	6/27/2025	4.00%
9	County of Orange	Retirement Benefits Program Supervisor	\$ 7,929	6/28/2024	6/27/2025	4.00%
10	City of Orange	N/C				
11	City of Santa Ana	N/C				
12	San Diego City Employees' Retirement System	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 10,455
% Orange County Employees Retirement System Above/Below	-31.85%
Median of Comparators	\$ 9,486
% Orange County Employees Retirement System Above/Below	-19.64%
Number of Matches	8

N/C - Non Comparator

1 - San Diego County Employees Retirement Association: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower-level classification at the comparator agency. The salary displayed is an average of the matches.



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Retirement Services Technician I						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Orange County Employees Retirement System	Retirement Services Technician I	proposed			
2	San Bernardino County Employees' Retirement Association	Retirement Benefits Technician	\$ 6,309	2/24/2024	2/22/2025	3.00%
3	Los Angeles County Employees Retirement Association	Retirement Benefit Specialist I	\$ 5,643	10/1/2023	10/1/2024	3.25%
4	San Diego County Employees Retirement Association	Retirement Member Services Associate	\$ 5,288	1/1/2024	unknown	unknown
5	San Diego City Employees' Retirement System	Retirement Assistant	\$ 5,116	1/1/2024	1/1/2025	2.00%
6	California Public Employees Retirement System	Pension Program Representative	\$ 4,573	7/1/2024	7/1/2025	3.00%
7	California State Teachers' Retirement System	Pension Program Representative	\$ 4,573	7/1/2024	7/1/2025	3.00%
8	City of Orange	N/C				
9	City of Santa Ana	N/C				
10	County of Orange	N/C				
11	Los Angeles City Employees' Retirement System	N/C				
12	Los Angeles Fire and Police Pensions	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 5,251
% Orange County Employees Retirement System Above/Below	-
Median of Comparators	\$ 5,202
% Orange County Employees Retirement System Above/Below	-
Number of Matches	6

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Senior Software Engineer						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Bernardino County Employees' Retirement Association	Senior Business Systems Engineer	\$ 14,206	2/24/2024	2/22/2025	3.00%
2	San Diego County Employees Retirement Association	Retirement Business Systems Engineer	\$ 12,740	1/1/2024	unknown	unknown
3	Orange County Employees Retirement System	Senior Software Engineer	\$ 11,708	6/28/2024	6/27/2025	4.00%
4	County of Orange	Senior IT Applications Developer	\$ 11,708	6/28/2024	6/27/2025	4.00%
5	Los Angeles City Employees' Retirement System	Programmer Analyst IV	\$ 11,675	3/24/2024	9/22/2024	3.00%
6	Los Angeles Fire and Police Pensions	Programmer Analyst IV	\$ 11,675	1/28/2024	9/22/2024	3.00%
7	Los Angeles County Employees Retirement Association	EDP Senior Programmer Analyst, LACERA	\$ 11,651	10/1/2023	10/1/2024	3.25%
8	California Public Employees Retirement System	Information Technology Specialist II	\$ 11,558	7/1/2024	7/1/2025	3.00%
9	California State Teachers' Retirement System	Information Technology Specialist II	\$ 11,558	7/1/2024	7/1/2025	3.00%
10	City of Santa Ana	Senior Programmer Analyst	\$ 11,090	7/14/2024	unknown	unknown
11	City of Orange	N/C				
12	San Diego City Employees' Retirement System	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 11,985
% Orange County Employees Retirement System Above/Below	-2.37%
Median of Comparators	\$ 11,675
% Orange County Employees Retirement System Above/Below	0.28%
Number of Matches	9

N/C - Non Comparator



Orange County Employees Retirement System
Market Compensation Data
June 2024

Software Engineer						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Bernardino County Employees' Retirement Association	Business Systems Engineer	\$ 12,567	2/24/2024	2/22/2025	3.00%
2	California Public Employees Retirement System	Information Technology Specialist I	\$ 10,230	7/1/2024	7/1/2025	3.00%
3	California State Teachers' Retirement System	Information Technology Specialist I	\$ 10,230	7/1/2024	7/1/2025	3.00%
4	Orange County Employees Retirement System	Software Engineer	\$ 10,219	6/28/2024	6/27/2025	4.00%
5	County of Orange	IT Applications Developer II	\$ 10,219	6/28/2024	6/27/2025	4.00%
6	San Diego County Employees Retirement Association	Retirement Technology Systems Specialist	\$ 10,213	1/1/2024	unknown	unknown
7	Los Angeles County Employees Retirement Association	EDP Programmer Analyst, LACERA	\$ 10,174	10/1/2023	10/1/2024	3.25%
8	City of Santa Ana	Programmer Analyst	\$ 10,059	7/14/2024	unknown	unknown
9	Los Angeles City Employees' Retirement System	Programmer Analyst II	\$ 9,881	3/24/2024	9/22/2024	3.00%
10	Los Angeles Fire and Police Pensions	Programmer Analyst II	\$ 9,881	1/28/2024	9/22/2024	3.00%
11	City of Orange	N/C				
12	San Diego City Employees' Retirement System	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 10,384
% Orange County Employees Retirement System Above/Below	-1.62%
Median of Comparators	\$ 10,213
% Orange County Employees Retirement System Above/Below	0.06%
Number of Matches	9

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Staff Specialist						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Bernardino County Employees' Retirement Association	Senior Executive Secretary	\$ 9,197	2/24/2024	2/22/2025	3.00%
2	Los Angeles County Employees Retirement Association	Staff Assistant II, LACERA	\$ 7,624	10/1/2023	10/1/2024	3.25%
3	Los Angeles City Employees' Retirement System	Management Assistant	\$ 7,216	1/28/2024	9/22/2024	3.00%
4	Los Angeles Fire and Police Pensions	Management Assistant	\$ 7,214	1/28/2024	9/22/2024	3.00%
5	Orange County Employees Retirement System	Staff Specialist	\$ 7,096	6/28/2024	6/27/2025	4.00%
6	County of Orange	Staff Specialist	\$ 7,096	6/28/2024	6/27/2025	4.00%
7	San Diego City Employees' Retirement System	Administrative Aide II	\$ 6,322	1/1/2024	1/1/2025	2.00%
8	California Public Employees Retirement System	Staff Services Analyst	\$ 6,093	7/1/2024	7/1/2025	3.00%
9	California State Teachers' Retirement System	Staff Services Analyst	\$ 6,093	7/1/2024	7/1/2025	3.00%
10	City of Orange	Administrative Specialist	\$ 6,087	12/31/2023	unknown	unknown
11	San Diego County Employees Retirement Association	N/C				
12	City of Santa Ana	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 6,994
% Orange County Employees Retirement System Above/Below	1.44%
Median of Comparators	\$ 7,096
% Orange County Employees Retirement System Above/Below	0.00%
Number of Matches	9

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Support Services Assistant						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Santa Ana	Stock Clerk	\$ 6,143	7/14/2024	unknown	unknown
2	Los Angeles County Employees Retirement Association	Procurement and Supply Clerk, LACERA	\$ 5,657	10/1/2023	10/1/2024	3.25%
3	California Public Employees Retirement System	Materials and Stores Specialist	\$ 5,306	7/1/2024	7/1/2025	4.00%
4	California State Teachers' Retirement System	Materials and Stores Specialist	\$ 5,306	7/1/2024	7/1/2025	4.00%
5	City of Orange	Stock Clerk	\$ 5,011	12/31/2023	unknown	unknown
6	Orange County Employees Retirement System	Support Services Assistant	\$ 4,676	6/28/2024	6/27/2025	4.00%
7	County of Orange	Store Clerk	\$ 4,676	6/28/2024	6/27/2025	4.00%
8	San Diego City Employees' Retirement System	Stock Clerk	\$ 4,054	1/1/2024	1/1/2025	2.00%
9	San Diego County Employees Retirement Association	Stock Clerk	\$ 3,834	1/1/2024	unknown	unknown
10	Los Angeles City Employees' Retirement System	N/C				
11	Los Angeles Fire and Police Pensions	N/C				
12	San Bernardino County Employees' Retirement Association	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 4,998
% Orange County Employees Retirement System Above/Below	-6.88%
Median of Comparators	\$ 5,158
% Orange County Employees Retirement System Above/Below	-10.30%
Number of Matches	8

N/C - Non Comparator



**Orange County Employees Retirement System
Market Compensation Data
June 2024**

Training Specialist						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Los Angeles County Employees Retirement Association	Training Coordinator, LACERA	\$ 9,264	10/1/2023	10/1/2024	3.25%
2	City of Santa Ana	Organizational Training and Development Analyst	\$ 8,897	7/14/2024	unknown	unknown
3	California Public Employees Retirement System	Training Officer II	\$ 8,650	7/1/2024	7/1/2025	3.00%
4	California State Teachers' Retirement System	Training Officer II	\$ 8,650	7/1/2024	7/1/2025	3.00%
5	Orange County Employees Retirement System	Training Specialist	\$ 7,719	6/28/2024	6/27/2025	4.00%
6	County of Orange	Staff Development Specialist	\$ 7,719	6/28/2024	6/27/2025	4.00%
7	San Diego County Employees Retirement Association	Staff Development Specialist	\$ 7,464	1/1/2024	unknown	unknown
8	San Diego City Employees' Retirement System	Trainer	\$ 7,299	1/1/2024	1/1/2025	2.00%
9	City of Orange	N/C				
10	Los Angeles City Employees' Retirement System	N/C				
11	Los Angeles Fire and Police Pensions	N/C				
12	San Bernardino County Employees' Retirement Association	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 8,278
% Orange County Employees Retirement System Above/Below	-7.23%
Median of Comparators	\$ 8,650
% Orange County Employees Retirement System Above/Below	-12.05%
Number of Matches	7

N/C - Non Comparator

Appendix III

Proposed Salary Range Schedule



Orange County Employees Retirement System
Proposed Salary Schedule
July 2024

FACTORS
Annual Base Salary \$58,500.00
Step Increase 3.00%
Range Increase 5.00%
Pay Periods per Year 26
Hours per Year 2,080

Salary Range	Annually												Monthly											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
1	38,333	39,483	40,667	41,887	43,144	44,438	45,771	47,144	48,559	50,015	51,516	53,061	3,194	3,290	3,389	3,491	3,595	3,703	3,814	3,929	4,047	4,168	4,293	4,422
2	40,249	41,457	42,700	43,981	45,301	46,660	48,060	49,501	50,986	52,516	54,092	55,714	3,354	3,455	3,558	3,665	3,775	3,888	4,005	4,125	4,249	4,376	4,508	4,643
3	42,262	43,529	44,835	46,180	47,566	48,993	50,463	51,976	53,536	55,142	56,796	58,500	3,522	3,627	3,736	3,848	3,964	4,083	4,205	4,331	4,461	4,595	4,733	4,875
4	44,375	45,706	47,077	48,489	49,944	51,442	52,986	54,575	56,213	57,899	59,636	61,425	3,698	3,809	3,923	4,041	4,162	4,287	4,415	4,548	4,684	4,825	4,970	5,119
5	46,593	47,991	49,431	50,914	52,441	54,015	55,635	57,304	59,023	60,794	62,618	64,496	3,883	3,999	4,119	4,243	4,370	4,501	4,636	4,775	4,919	5,066	5,218	5,375
6	48,923	50,391	51,903	53,460	55,063	56,715	58,417	60,169	61,974	63,834	65,749	67,721	4,077	4,199	4,325	4,455	4,589	4,726	4,868	5,014	5,165	5,319	5,479	5,643
7	51,369	52,910	54,498	56,133	57,817	59,551	61,338	63,178	65,073	67,025	69,036	71,107	4,281	4,409	4,541	4,678	4,818	4,963	5,111	5,265	5,423	5,585	5,753	5,926
8	53,938	55,556	57,223	58,939	60,707	62,529	64,405	66,337	68,327	70,377	72,488	74,662	4,495	4,630	4,769	4,912	5,059	5,211	5,367	5,528	5,694	5,865	6,041	6,222
9	56,635	58,334	60,084	61,886	63,743	65,655	67,625	69,653	71,743	73,895	76,112	78,396	4,720	4,861	5,007	5,157	5,312	5,471	5,635	5,804	5,979	6,158	6,343	6,533
10	59,466	61,250	63,088	64,981	66,930	68,938	71,006	73,136	75,330	77,590	79,918	82,315	4,956	5,104	5,257	5,415	5,577	5,745	5,917	6,095	6,278	6,466	6,660	6,860
11	62,440	64,313	66,242	68,230	70,276	72,385	74,556	76,793	79,097	81,470	83,914	86,431	5,203	5,359	5,520	5,686	5,856	6,032	6,213	6,399	6,591	6,789	6,993	7,203
12	65,562	67,529	69,554	71,641	73,790	76,004	78,284	80,633	83,052	85,543	88,109	90,753	5,463	5,627	5,796	5,970	6,149	6,334	6,524	6,719	6,921	7,129	7,342	7,563
13	68,840	70,905	73,032	75,223	77,480	79,804	82,198	84,664	87,204	89,820	92,515	95,290	5,737	5,909	6,086	6,269	6,457	6,650	6,850	7,055	7,267	7,485	7,710	7,941
14	72,282	74,450	76,684	78,984	81,354	83,794	86,308	88,897	91,564	94,311	97,141	100,055	6,023	6,204	6,390	6,582	6,779	6,983	7,192	7,408	7,630	7,859	8,095	8,338
15	75,896	78,173	80,518	82,933	85,421	87,984	90,624	93,342	96,143	99,027	101,998	105,058	6,325	6,514	6,710	6,911	7,118	7,332	7,552	7,779	8,012	8,252	8,500	8,755
16	79,691	82,081	84,544	87,080	89,693	92,383	95,155	98,009	100,950	103,978	107,098	110,310	6,641	6,840	7,045	7,257	7,474	7,699	7,930	8,167	8,412	8,665	8,925	9,193
17	83,675	86,185	88,771	91,434	94,177	97,002	99,913	102,910	105,997	109,177	112,452	115,826	6,973	7,182	7,398	7,620	7,848	8,084	8,326	8,576	8,833	9,098	9,371	9,652
18	87,859	90,495	93,210	96,006	98,886	101,853	104,908	108,055	111,297	114,636	118,075	121,617	7,322	7,541	7,767	8,000	8,240	8,488	8,742	9,005	9,275	9,553	9,840	10,135
19	92,252	95,019	97,870	100,806	103,830	106,945	110,154	113,458	116,862	120,368	123,979	127,698	7,688	7,918	8,156	8,401	8,653	8,912	9,179	9,455	9,738	10,031	10,332	10,642
20	96,864	99,770	102,764	105,846	109,022	112,292	115,661	119,131	122,705	126,386	130,178	134,083	8,072	8,314	8,564	8,821	9,085	9,358	9,638	9,928	10,225	10,532	10,848	11,174
21	101,708	104,759	107,902	111,139	114,473	117,907	121,444	125,088	128,840	132,705	136,687	140,787	8,476	8,730	8,992	9,262	9,539	9,826	10,120	10,424	10,737	11,059	11,391	11,732
22	106,793	109,997	113,297	116,696	120,197	123,802	127,517	131,342	135,282	139,341	143,521	147,827	8,899	9,166	9,441	9,725	10,016	10,317	10,626	10,945	11,274	11,612	11,960	12,319
23	112,133	115,497	118,962	122,530	126,206	129,993	133,892	137,909	142,046	146,308	150,697	155,218	9,344	9,625	9,913	10,211	10,517	10,833	11,158	11,492	11,837	12,192	12,558	12,935
24	117,739	121,272	124,910	128,657	132,517	136,492	140,587	144,805	149,149	153,623	158,232	162,979	9,812	10,106	10,409	10,721	11,043	11,374	11,716	12,067	12,429	12,802	13,186	13,582
25	123,626	127,335	131,155	135,090	139,143	143,317	147,616	152,045	156,606	161,304	166,143	171,128	10,302	10,611	10,930	11,257	11,595	11,943	12,301	12,670	13,051	13,442	13,845	14,261
26	129,808	133,702	137,713	141,844	146,100	150,483	154,997	159,647	164,436	169,370	174,451	179,684	10,817	11,142	11,476	11,820	12,175	12,540	12,916	13,304	13,703	14,114	14,538	14,974
27	136,298	140,387	144,599	148,937	153,405	158,007	162,747	167,629	172,658	177,838	183,173	188,668	11,358	11,699	12,050	12,411	12,784	13,167	13,562	13,969	14,388	14,820	15,264	15,722
28	143,113	147,406	151,829	156,383	161,075	165,907	170,884	176,011	181,291	186,730	192,332	198,102	11,926	12,284	12,652	13,032	13,423	13,826	14,240	14,668	15,108	15,561	16,028	16,508
29	150,269	154,777	159,420	164,203	169,129	174,202	179,429	184,811	190,356	196,066	201,948	208,007	12,522	12,898	13,285	13,684	14,094	14,517	14,952	15,401	15,863	16,339	16,829	17,334
30	157,782	162,515	167,391	172,413	177,585	182,913	188,400	194,052	199,874	205,870	212,046	218,407	13,149	13,543	13,949	14,368	14,799	15,243	15,700	16,171	16,656	17,156	17,670	18,201

Appendix IV

Salary Range Placement Recommendations



**Orange County Employee Retirement System
Proposed Salary Plan
August 2024**

Current Classification	Proposed Classification	Current Maximum Salary*	Market Median	Proposed Salary Range	Proposed Maximum Salary	% Diff Current Max to Proposed *	Salary Setting Basis
Accountant/Auditor II	Accountant	\$8,178	\$8,670	14	\$8,338	2.0%	Market placement
N/A - New Concept	Accounting Specialist	-	\$6,339	9	\$6,533	-	Internal alignment: 10% above Accounting Technician
Accounting Technician	Accounting Technician	\$5,773	\$6,087	7	\$5,926	2.6%	Market placement
N/A - New Concept	Administrative Assistant	-	\$6,264	8	\$6,222	-	Market placement
N/A - New Concept	Disability Retirement Analyst I	-	N/A	12	\$7,563	-	Internal alignment: 10% below Disability Retirement Analyst II
Disability Retirement Investigator	Disability Retirement Analyst II	\$7,096	\$8,337	14	\$8,338	17.5%	Market placement
Executive Secretary I	Executive Assistant	\$7,586	\$7,251	12	\$7,563	-0.3%	Market placement
Executive Secretary II	Executive Assistant to the CEO	\$8,232	N/A	14	\$8,338	1.3%	Internal alignment: 10% above Executive Assistant
N/A - New Concept	Human Resources Technician	-	\$6,354	9	\$6,533	-	Market placement
N/A - New Concept	Information Technology Supervisor	-	\$12,638	22	\$12,319	-	Market placement
IT Systems Technician I	Information Technology Technician I	\$6,576	N/A	9	\$6,533	-0.7%	Internal alignment: 10% below IT Technician II
IT Systems Technician II	Information Technology Technician II	\$7,739	\$6,600	11	\$7,203	-6.9%	Market placement
Network Engineer I/System Engineer I	Infrastructure Engineer I	\$8,852	N/A	16	\$9,193	3.8%	Internal alignment: 10% below Infrastructure Engineer II
Network Engineer I/System Engineer I	Infrastructure Engineer II	\$9,866	\$10,129	18	\$10,135	2.7%	Market placement
Office Technician	Office Assistant	\$4,304	\$4,791	2	\$4,643	7.9%	Market placement
N/A - New Concept	Retirement Services Specialist I	-	N/A	9	\$6,533	-	Internal alignment: 10% below Retirement Services Specialist II
Retirement Program Specialist	Retirement Services Specialist II	\$6,240	\$7,327	11	\$7,203	15.4%	Market placement
Retirement Benefits Program Supervisor	Retirement Services Supervisor	\$7,929	\$9,486	16	\$9,193	15.9%	Market placement
N/A - New Concept	Retirement Services Technician I	-	\$5,202	6	\$5,643	-	Internal alignment: 10% below Retirement Services Technician II
N/A - New Concept	Retirement Services Technician II	-	N/A	8	\$6,222	-	Internal alignment: 5% below Retirement Services Specialist I
Senior Accountant/Auditor	Senior Accountant	\$9,090	N/A	16	\$9,193	1.1%	Internal alignment: 10% above Accountant
N/A - New Concept	Senior Office Assistant	-	N/A	5	\$5,375	-	Internal alignment: 15% above Office Assistant
Senior Retirement Program Specialist	Senior Retirement Services Specialist	\$7,096	N/A	13	\$7,941	11.9%	Internal alignment: 10% above Retirement Services Specialist II
Sr IT Applications Developer	Senior Software Engineer	\$11,708	\$11,675	21	\$11,732	0.2%	Market placement
N/A - New Concept	Senior Training Specialist	-	N/A	16	\$9,193	-	Internal alignment: 10% above Training Specialist
IT Applications Developer	Software Engineer	\$10,219	\$10,213	18	\$10,135	-0.8%	Internal alignment: 15% below Senior Software Engineer
Staff Specialist	Staff Specialist	\$7,096	\$7,096	11	\$7,203	1.5%	Internal alignment: 15% above Administrative Assistant
Store Clerk	Support Services Assistant	\$4,676	\$5,158	4	\$5,119	9.5%	Market placement
Staff Development Specialist	Training Specialist	\$7,719	\$8,650	14	\$8,338	8.0%	Market placement

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To: Cynthia Hockless, Director of Human Resources
 From: Maggie Williams-Dalgart, Project Manager
 Subject: Cost of Labor
 Date: July 16, 2024

Confidential Client Memo

As a follow-up to the discussion with the OCERS Personnel Board on July 8, 2024, we would like to provide information on Cost of Labor statistics including an explanation of when Cost of Labor is utilized, why it is used in lieu of Cost of Living and where Gallagher gathers this information. Additionally, Cost of Labor statistics were gathered for the comparator agency locations used in the compensation study; this information is outlined below.

Cost of Labor is typically collected and applied in a study when agencies outside of the client’s local geographic area are considered and there is a significant difference in cost of living. For example, we would collect and report Cost of Labor data when comparing a San Francisco Bay Area agency to a Central California agency.

Cost of Labor is different from Cost of Living. Cost of Labor reflects what a particular geographic market offers as compensation for a specific type of work whereas Cost of Living reflects the cost of goods utilized by a typical consumer, including items such as housing, groceries, and transportation. Cost of Labor adjustments are reported and used to adjust salaries because the purpose of the compensation program is to pay employees a competitive wage or salary vs. to reimburse employees for the cost of living.

Gallagher obtains Cost of Labor information through the Economic Research Institute (ERI). ERI was founded over 25 years ago to provide compensation applications for private and public organizations. Currently, thousands of organizations rely on ERI data and analytics for compensation and salary planning as well as Cost of Labor and Cost of Living information.

The below data was gathered from ERI and shows the Cost of Labor as a percentage of the Cost of Labor of Santa Ana, CA where OCERS is located. For example, the Cost of Labor in Sacramento, CA where CalPERS is located is 99.3% similar to the Cost of Labor in Santa Ana, CA or in other words, the Cost of Labor difference between the two locations is .7%. As you can see, there is minimal difference between OCERS and the comparator agencies. The greatest difference is shown from San Bernardino County ERA; however, the cost of labor is less than 5% different from OCERS. In this case, we would not recommend cost of labor adjustments to the wages as the adjustments made would be minimal or in some cases no adjustments would be made at all.

Data Effective Date: 5/13/24

Based on \$75,000 salary (United States Dollars)

Comparison Agencies vs. OCERS (Santa Ana)	Cost of Labor
California Public Employees Retirement System (Sacramento, CA)	99.3%
California State Teachers Retirement System (West Sacramento, CA)	99.2%
San Diego City Employee Retirement System (San Diego, CA)	98.6%
San Diego County Retirement Association (San Diego, CA)	98.6%



Data Effective Date: 5/13/24

Based on \$75,000 salary (United States Dollars)

Comparison Agencies vs. OCERS (Santa Ana)	Cost of Labor
LA City Employees Retirement System (Los Angeles, CA)	101.8%
LA County Employee Retirement Association (Pasadena, CA)	101.4%
County of Orange (Santa Ana, CA)	100%
San Bernardino County Employees Retirement Association (San Bernardino, CA)	96.5%
City of Orange	99.9%
City of Santa Ana	100%
LA Fire & Police Pensions (Los Angeles, CA)	101.8%

If you have any questions regarding Cost of Labor, ERI or our methodology for these adjustments, please feel free to contact me at any time.



Classification & Compensation Study Final Report

OCERS Personnel Committee
August 27, 2024



Gallagher

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Study Objective

Conduct a study of current OCERS County positions to create a blueprint for a classification and compensation system, should OCERS determine County positions are to become OCERS direct hires.



Classification System Recommendations

- ✓ Maintain continuity and integrate with OCERS existing classification system
- ✓ Designed to provide legal compliance, career progression, and cross-training
- ✓ Recommendations:
 - Developed 10 new classifications concepts/titles
 - Title changes to 17 classifications
 - Maintain 2 existing classifications



Classification Study Deliverables

- ✓ Updated and/or new classification specifications
- ✓ Reflect current bodies of work and industry best practices
- ✓ Comply with FLSA and ADA
- ✓ Employee review and feedback process



Market Survey and Market-Based Compensation System

- ✓ Ensures agency competitiveness with labor market by setting ranges to the market
- ✓ Utilized benchmarking methodology based on a salary survey of 19 classifications
- ✓ Surveyed 11 comparator agencies representing local government and retirement systems



Compensation System Recommendations

- ✓ Salary range model with 12-steps and 3% difference between steps (comparable to OCEA)
- ✓ Designed to balance both external and internal equity factors
- ✓ Aligned non-benchmark classifications to benchmarked (surveyed) classifications
- ✓ Examined historical pay practices and potential compaction issues



Additional Considerations

- ✓ Position changes can occur over time
- ✓ Market surveys are moving target
- ✓ County classifications and compensation may adjust over the next one to two years
- ✓ Multiple options for implementation
 - Multi-year
 - Closest step

**Maggie Williams-Dalgart,
Project Manager**

**Janna Dinkelspiel,
Associate Consultant**



Any questions?

Thank you!



Gallagher

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Memorandum

DATE: August 27, 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. Since the update provided on April 23, 2024, we have continued to pursue the directive from the Board of Retirement, to obtain correct and complete data from Employers, via the Data Transmittal process.

The OCERS team has continued to meet with all Employers on a quarterly basis, on May 14, 2024, and August 20, 2024, to provide and ask for status updates as well. Additional items discussed included providing examples of how to formulate and report complete data, especially Paid Time Off and Holiday Comp Time, to ensure complete data is provided within the Data Transmittals. Reminders were also provided of the various resources available on the OCERS website and the Employer Self Service (ESS) Portal regarding Employer data.

During this time, the Employer Payroll (EP) team has conducted multiple site visits with Employers, including Orange County Fire Authority (OCFA) in June 2024, San Juan Capistrano and Orange County Sanitation District in July 2024, and Orange County Transportation (OCTA) and In-Home Supportive Service (IHSS) in August 2024. We believe in-person meetings are very conducive to understanding the challenges Employers face, as well as explaining OCERS process and the need for complete, accurate, and timely data.

Additionally, the draft Employer Data Policy was presented at the August 15, 2024, Governance Committee meeting. The Committee members asked for additional information, including feedback from Employers regarding the policy’s implementation date, OCERS staff recommended implementation date, and any additional feedback from Employers. The Member Services team has scheduled a meeting on September 17, 2024, and will invite employers to discuss the policy and seek their feedback.

OCERS will continue the effort to obtain data from Employers and work to assist them as applicable. 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, on an individual basis, and continue to work to obtain necessary and complete Employer Payroll data.

Submitted by:



SA - Approved

Silviu Ardeleanu
Director of Member and Employer Relations Section
Member Services



SJ - Approved

Suzanne Jenike
Assistant CEO, External Operations



Memorandum

DATE: August 27, 2024
TO: Members of the Personnel Committee
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: CONSIDERING THE VALUE OF A CHIEF TECHNOLOGY OFFICER

Background

As OCERS continues down the path of Vision 2030, with the goal of removing humans from the calculation process when finalizing retirement benefits, it has become clear that the opportunities for OCERS to better integrate the explosion of new technology post-ChatGPT across all departments could well be better served by creating a focused strategic technology position, a Chief Technology Officer.

OCERS day-to-day IT needs are presently being impressively met by our Director of Information Technology. But even so, the advance of technology is leading many systems to begin thinking of engaging both tactical and strategic leadership position.

Having both a Director of Information Technology (IT) and a Chief Technology Officer (CTO) can offer distinct advantages, depending on the size and complexity of the organization. Here’s a breakdown of their roles and how they might complement each other:

Director of IT:

- **Operational Focus:** Primarily responsible for the day-to-day management of IT systems, infrastructure, and support.
- **Execution:** Oversees IT staff, manages IT projects, ensures systems are running smoothly, and handles operational issues.
- **Implementation:** Focuses on implementing existing technology solutions and maintaining current IT infrastructure.

Chief Technology Officer (CTO):

- **Strategic Focus:** Concentrates on the long-term technology strategy and vision for the organization. Develops the roadmap for adopting and integrating new technology.
- **Innovation:** Identifies emerging technologies, evaluates their potential impact, and aligns technology initiatives with the agency’s overall business goals.
- **Leadership:** Often involved in high-level decision-making, driving technological innovation, and ensuring that technology investments support the company's growth and future direction.

In a larger organization or one with complex technology needs, having both roles allows for a clear division of responsibilities:



Memorandum

- **Strategic vs. Operational:** The CTO can focus on strategic initiatives and future technology trends, while the Director of IT manages the day-to-day operations and ensures current systems are functioning efficiently.
- **Innovation vs. Maintenance:** The CTO can drive innovation and new technology adoption, while the Director of IT ensures that existing systems are properly maintained and supported.

This separation can lead to better alignment of technology with business objectives, more efficient management of technology resources, and a clearer focus on both current operational needs and future growth.

On August 27th, 2024, I will be prepared to discuss this topic at greater length. My plan is for this discussion to lead to a greater discussion at our upcoming Strategic Planning Workshop on September 10th, 2024, and September 11th, 2024.

Submitted by:



SD - Approved

Steve Delaney
Chief Executive Officer