

Employee Engagement Surveys and Results

Presented by Catherine Crusade, Employee Engagement Manager
Human Resources Department

Survey



County of Monterey

HUMAN RESOURCES DEPARTMENT

The Right Career, Right Here

2022 Countywide Employee Wellness Program & Employee Engagement Survey

Intent to Stay Survey Results



Survey Participation Rate

- **Survey Dates: March 21st, 2022, to April 4th, 2022**
- **Number of Questions: 21**
- **Intent to Stay Questions: Q18 to Q21**
- **Online and Printed Surveys**
- **Survey Responses: 2,979 participants**
- **Survey Participation Rate: 58% [5,176* Employees]**

*Does not include employees who were on a leave of absence between 3/21/2022 and 4/4/2022



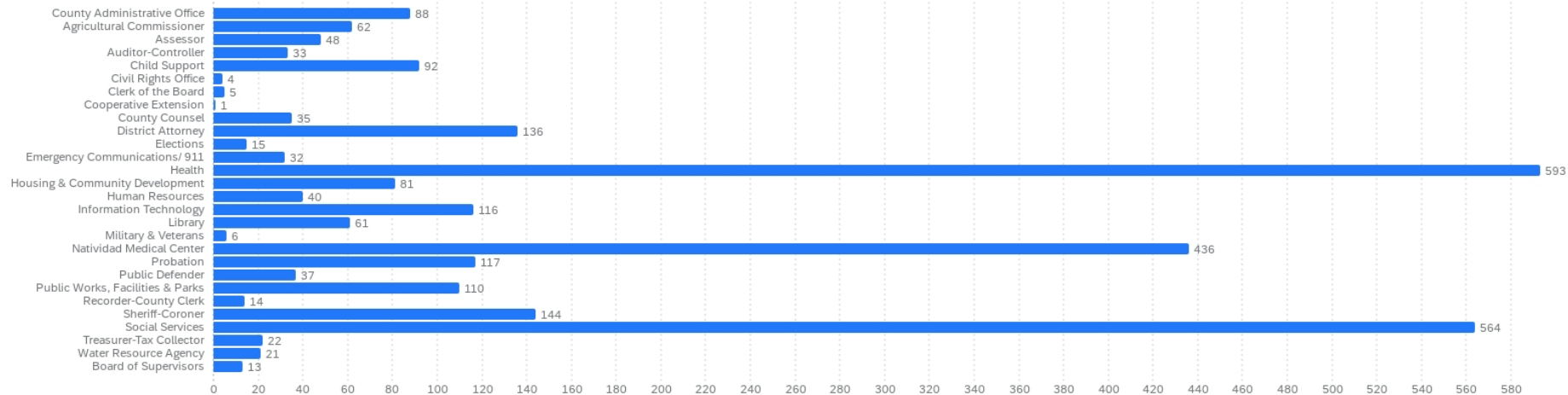
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Q2: Which Department do you work for?

Results: 2,979



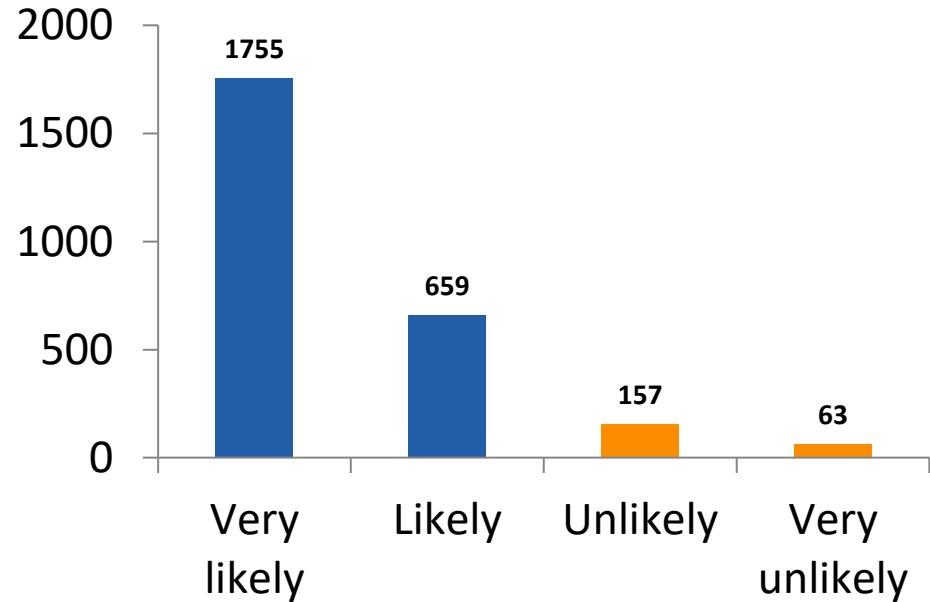
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Q18: How likely are you to be working here in one year?

Response Options	Number of Responses	%
Very likely	1755	67%
Likely	659	25%
Unlikely	157	6%
Very unlikely	63	2%
Total number of responses to Q18	2634	100%
Total number of survey responses	2979	
	345 (12%) of participants did not respond to this question	



Q18A: If you answered unlikely or very unlikely to question #18, what is the reason(s) you are unlikely or very unlikely to be working here in one year? (Select all that apply)

Response options listed by the number of times the response was chosen from most to least frequent

Stress/burnout

Morale

Compensation

Work/life balance

Workload

Interested in working remotely on a full-time or part-time basis

My immediate manager or supervisor

Looking for promotional opportunities

Other, please specify in the comment box below.

Operational changes at work

Interested in working an alternative work schedule (e.g., 3/12, 4/10 or 9/80 schedule)

Stagnant in my current role and need a change

Plan on retiring

Interested in working a flexible work schedule (different start time and end time)

Benefits (medical, dental, vision)

Interested in working a reduced work schedule and/or include job share availability

N/A



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Q18B: Have you discussed with your immediate manager or supervisor that you are unlikely or very unlikely to be working here in one year?

Response Option	Number of Responses	%
Yes	76	35%
No	138	65%
Total number of responses to Q18B	214	100%
Total number of responses of participants who indicated that they are unlikely or very unlikely to be working here in a one year.	220	97% of participants who indicated that they are unlikely or very unlikely to be working here in one year responded to Q18B



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Q19: From the list of responses below, select your top three responses to the following question: What motivates you to continue working here?

Response options listed by the number of times the response was chosen from most to least frequent

I enjoy the work that I do

Post-retirement benefits

My co-workers/team

I am currently provided the opportunity to work from home

Career/promotional opportunities within my department and/or the County

The opportunity to work for an organization that serves the public

My work site is within close proximity to my home

My immediate manager or supervisor

I have a flexible work schedule (different start time and end time)

Work/life balance

I feel valued

Other, please specify in the comment box below.

I have an alternative schedule (e.g, 3/12, 4/10, or 9/80 schedule)

I have a reduced work schedule



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Q20 – From the list below, select your top three responses to the following question: What could the County improve upon that would motivate you to stay?

Response options listed by the number of times the response was chosen from most to least frequent

Compensation

Benefits (medical, dental, vision)

The opportunity for me to work from home on a part-time or full-time basis if my job duties can be carried out from a remote location

Career development and promotional opportunities

More balanced workload

Professional and leadership development opportunities

Offer student debt relief

Help me manage stress and avoid burnout

Provide training opportunities for employees

Work/life balance

Offer tuition reimbursement

Provide coaching and training for managers and supervisors

The opportunity for me to have an alternative work schedule (e.g., 3/12, 4/10, or 9/80 schedule) depending on department operational needs

The opportunity for me to have a flexible work schedule (different start time and end time), depending on department operational needs

Allow time for employees to take advantage of wellness hours for self-care and well-being

No change or improvement is needed at this time

Other, please specify in the comment box below

Offer onsite daycare

The opportunity for me to have a reduced work schedule and/or include job share availability



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Q21 – Please provide any additional comments below.

Common Themes Include:	
Compensation	Flexible work schedule
Benefits	Work/life balance
Remote work	Stress/burnout
Management/Leadership	Wellness
Workload	Promotional opportunities



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New Hire and Onboarding Survey Results



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An email invitation with the link to the online survey was sent to 477 permanent full and part-time employees from all departments who were hired from 1/4/2021 to 3/28/2022.

The survey was open from April 14th, 2022 to May 2nd, 2022

168 new hires responded to the survey

Participation rate: 35%



Q1: What Department/Agency do you work in?

Answered: 168 Skipped: 0

ANSWER CHOICES	RESPONSES
Prefer not to disclose	2
Agricultural Commissioner	6
Assessor-County Clerk-Recorder	1
Auditor Controller	4
Board of Supervisors' Offices	1
Child Support Services	1
Civil Rights Office	0
Clerk of the Board	0
Cooperative Extension	0
County Administrative Office	5
County Counsel	1
District Attorney	10

ANSWER CHOICES	RESPONSES
Elections	0
Emergency Communication/911	4
Health	42
Housing and Community Development	2
Human Resources	0
Information Technology	4
Library	3
Military & Veterans	0
Natividad Medical Center	31
Probation	1
Public Defender	3
Public Works, Facilities, and Parks	8
Sheriff-Coroner	2
Social Services	36
Treasurer-Tax Collector	1
Water Resources Agency	0



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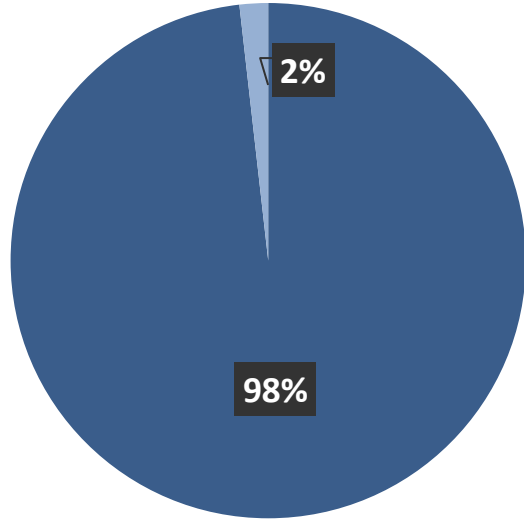
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Q2: Do you work full-time or part-time? Q3: Where do you work?

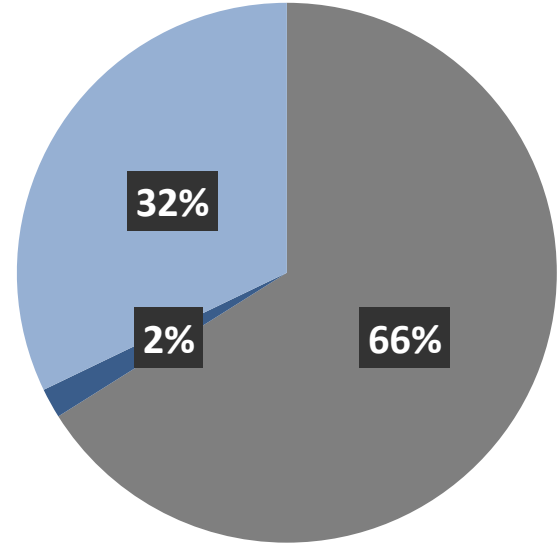
Answered: 168 Skipped: 0

Q2



■ Full-time (164) ■ Part-time (4)

Q3

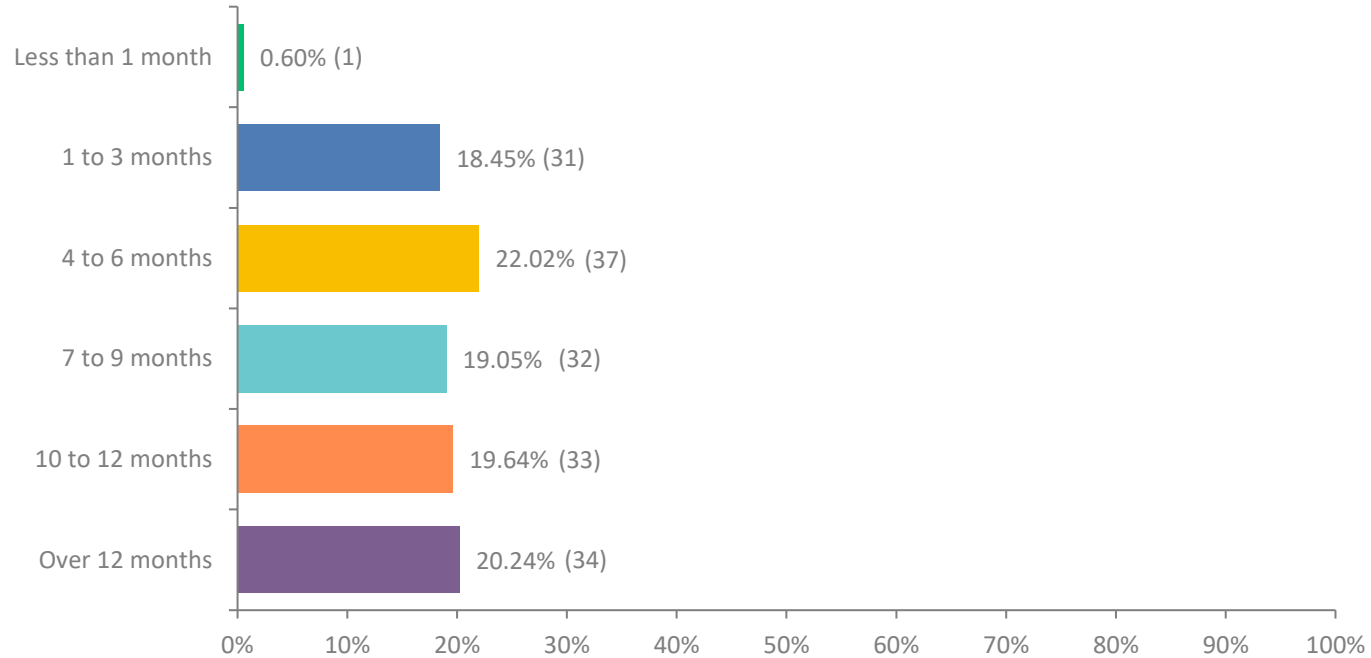


■ At the worksite only (111)
■ Remote work only (3)
■ Hybrid: At the worksite and remote (54)



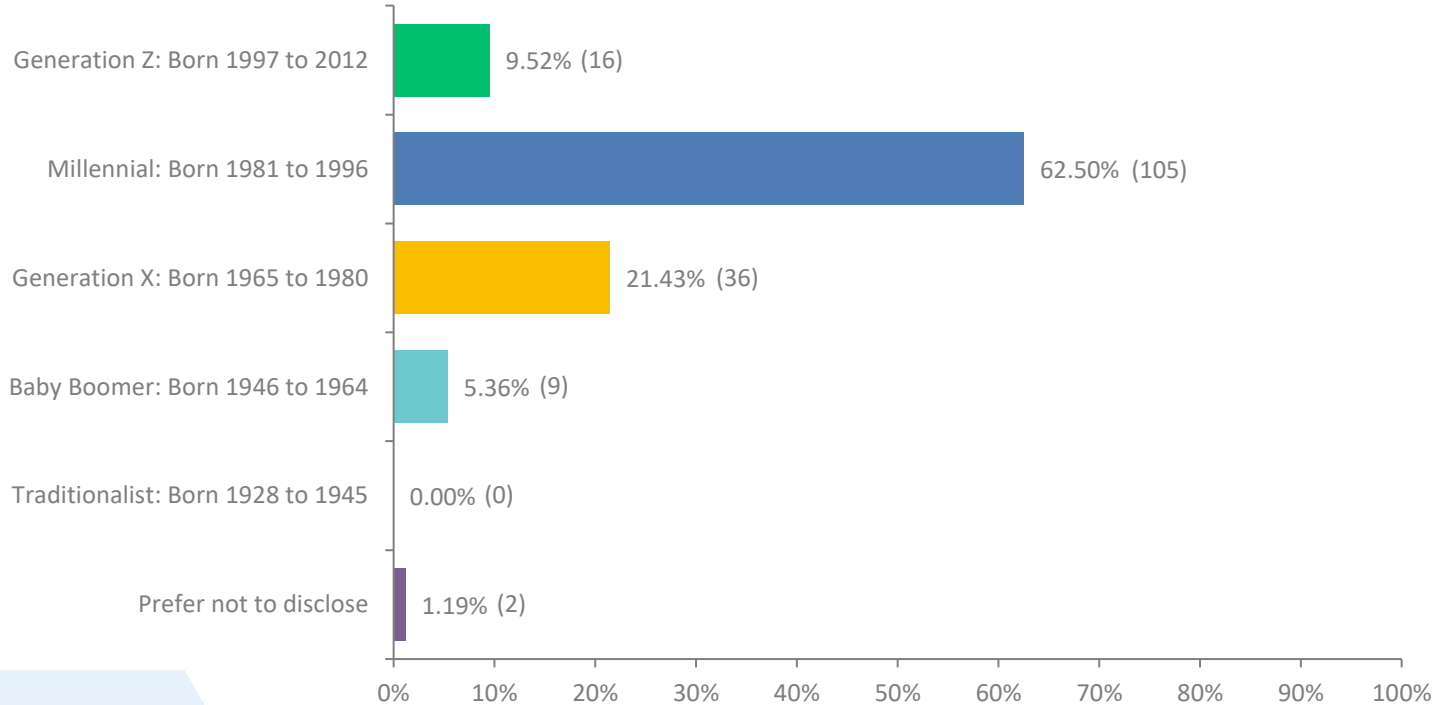
Q4: What is the length of time you have been working for the County of Monterey?

Answered: 168 Skipped: 0



Q5: What is your age group?

Answered: 168 Skipped: 0



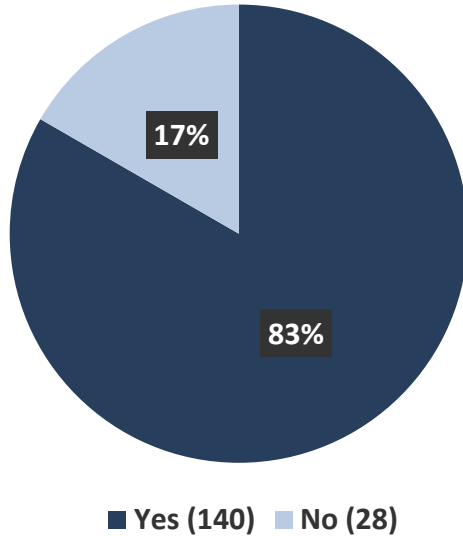
Q6: Do you currently reside in Monterey County?

Q7: If you reside in Monterey County, how long have you lived in Monterey County?

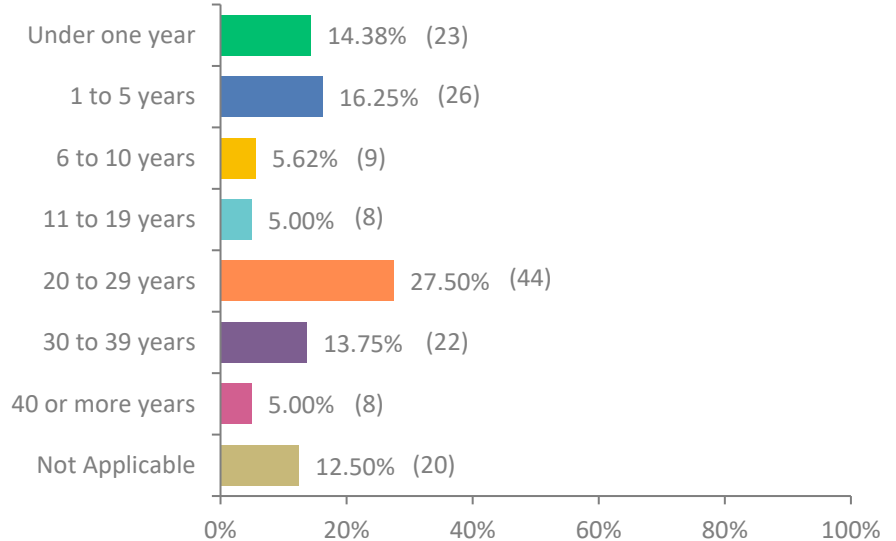
Q6: Answered: 168 Skipped: 0

Q7: Answered: 160 Skipped: 8

Q6

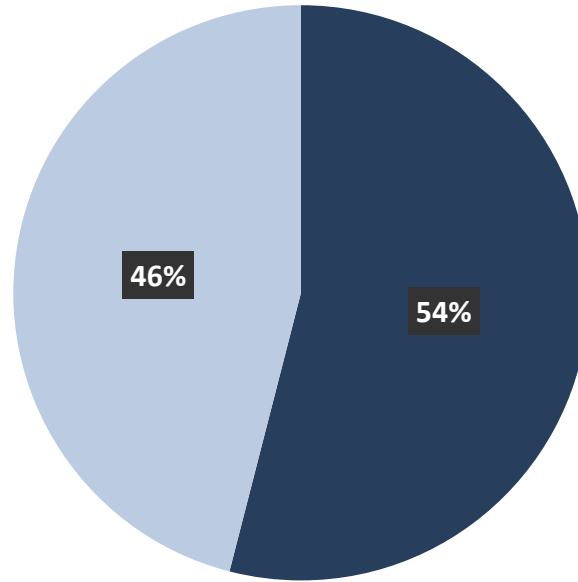


Q7



Q8: Note: If you relocated to Monterey County for a job opportunity with the County of Monterey, please respond to questions eight to thirteen. If you did not relocate, please skip to question fourteen. Question: Did you relocate to Monterey County for a job opportunity with the County of Monterey?

- Answered: 106 Skipped: 62**
- 27 indicated “Not applicable”
 - 79 indicated “yes” or “no”
 - 43 or 54% indicated “yes”
 - 36 or 46% indicated “no”



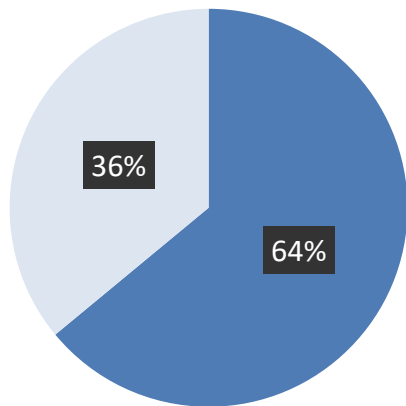
■ Yes (43) ■ No (36)



Q9: If you did relocate to Monterey County, did you research the housing or rental market prior to accepting your job offer?

Q10: If you did relocate, did you purchase a home or rent?

Q9

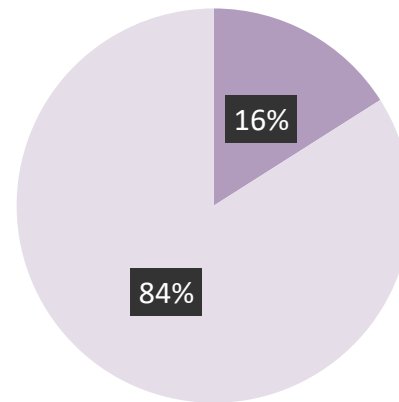


■ Yes (28) ■ No (16)

Answered: 98 Skipped: 70

- 54 indicated "Not applicable"
- 44 indicated "yes" or "no"
 - 28 or 64% indicated "yes"
 - 16 or 36% indicated "no"

Q10



■ Purchase a home (7) ■ Rent (36)

Answered: 98 Skipped: 70

- 55 indicated "Not applicable"
- 43 indicated "yes" or "no"
 - 36 or 84% indicated "rent"
 - 7 or 16% indicated "purchase"



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Question	Top Responses
<p>Q11: If you did relocate, how did you find a home or rental unit? From the list below, please select all that apply.</p>	<ul style="list-style-type: none"> • Real estate/rental listing websites • Classified online ad • Other, please specify: live with relatives, family members, friends, co-worker • Property management company/rental agent
<p>Q12: If you did relocate, what were your expectations and/or concerns with regard to the cost of purchasing or renting a residence?</p>	<p>Comment themes include:</p> <ul style="list-style-type: none"> • The high cost of living/compensation rate versus cost of living • The high cost of purchasing a home in Monterey County and the inability to do so. • The high cost of renting, limited availability of rental units, and spending more money for less space compared to other markets
<p>Q13 If you did relocate, what type of information would have helped you identify a home for purchase or a rental unit? From the list below, please select all that apply.</p>	<ol style="list-style-type: none"> 1. Cost of living index 2. Relocation service 3. Listing of local realtors or rental agents



Q14: What motivated you to join the County of Monterey workforce? From the list below, please select all that apply (top 5 choices)

Answered: 168 Skipped: 0

Response options listed by the number of times the response was chosen from most to least frequent

Benefits (health, vision, dental)	Grew up in Monterey County and prefer to stay here
The opportunity to work for an organization that serves the community	The County of Monterey was recommended as a good employer
My current position is a good fit for my skills	The opportunity for an alternative work schedule (e.g, 3/12, 4/10, or 9/80 schedule)
Post-retirement benefits	The opportunity for remote work
I heard good things about working for the County of Monterey	The opportunity for a flexible work schedule (different start time and end time)
I enjoy living in Monterey County	Served as an intern or a temporary employee with the County of Monterey and was offered a permanent position
The opportunity to grow my career with an organization that is comprised of over 20 departments that offer very diverse services	Other (please specify)
Compensation	



Q15: What can the County of Monterey do to recruit and retain talented employees? From the list below, please select all that apply (top 3 choices)

Answered: 168 Skipped: 0

Response options listed by the number of times the response was chosen from most to least frequent

Compensation

Benefits (health, vision, dental)

Post-retirement benefits

The opportunity to grow one's career with an organization that is comprised with over 20 departments that offer very diverse services

The opportunity for a flexible work schedule (different start time and end time)

The opportunity for an alternative work schedule (e.g, 3/12, 4/10, or 9/80 schedule)

The opportunity for remote work

Other (please specify)



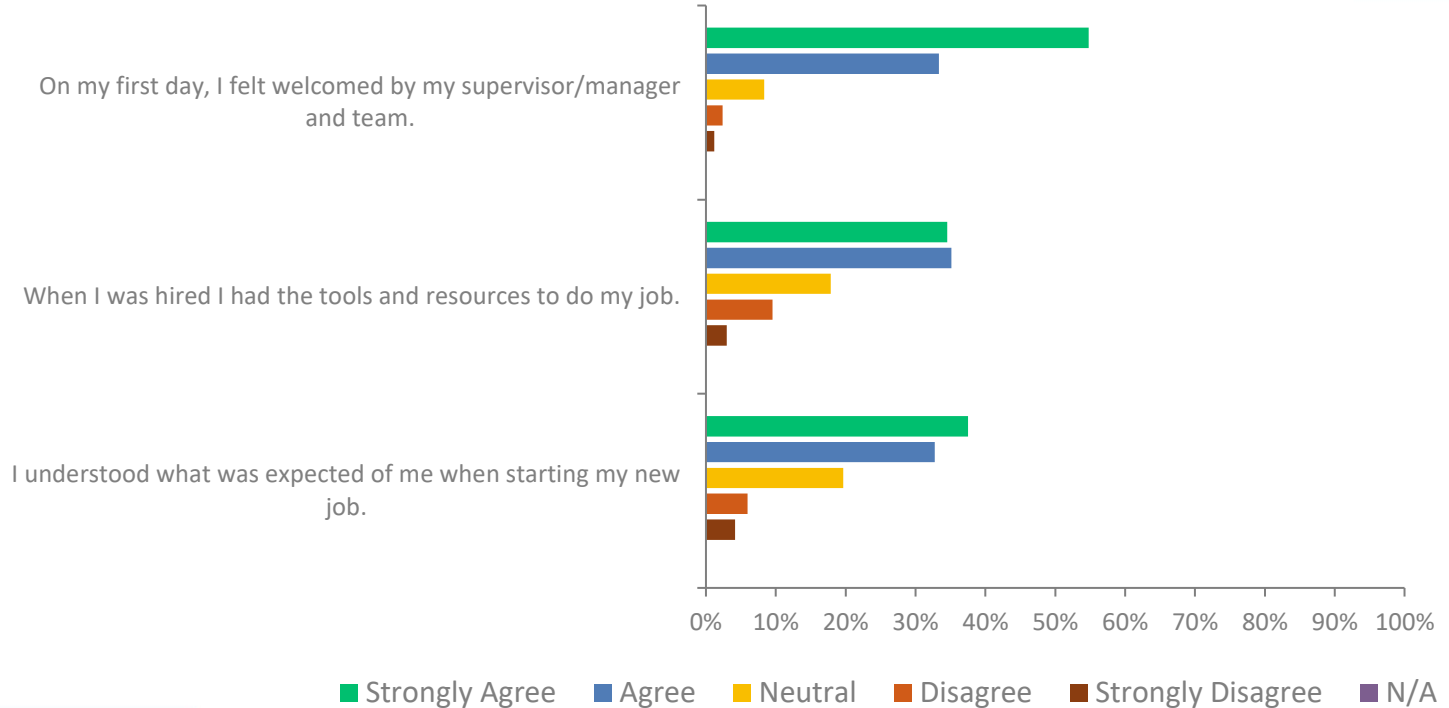
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Q16: Please indicate your level of agreement or disagreement with the following statements:

Answered: 168 Skipped: 0



**Q17: What do you suggest the County do to enhance the hiring/onboarding process?
Q18. Please share any additional comments about your new hire/onboarding experience:**

Comment Topics:

Compensation

Remote work

Enhance managers' communication

Training and resources for new employees

Various suggestions to enhance the hiring/onboarding experience



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Employees who Retired or Resigned from the County Survey Results



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An email and link to the online survey was sent to 355 former County of Monterey employees who voluntarily resigned or retired from January 1st 2020 to December 31st, 2021

The survey was open from April 20th to May 2nd 2022

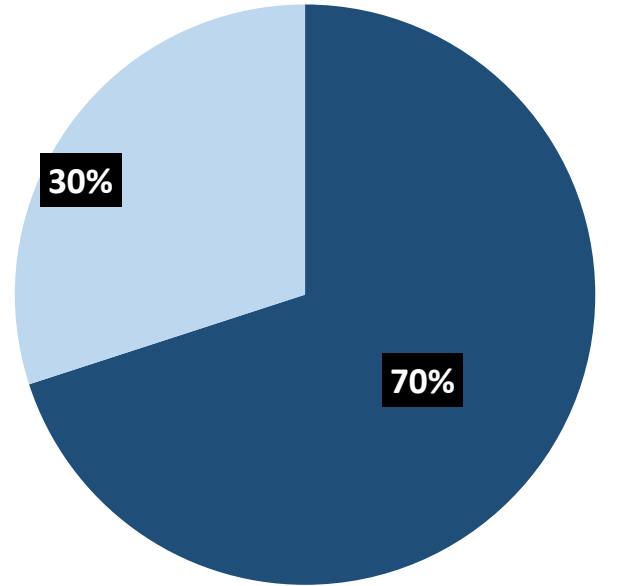
154 participants responded

Participation rate: 43%



Q1: Please select the appropriate option below:

Answered: 154 Skipped: 0



■ I resigned from the County of Monterey (108)

■ I retired from the County of Monterey (46)



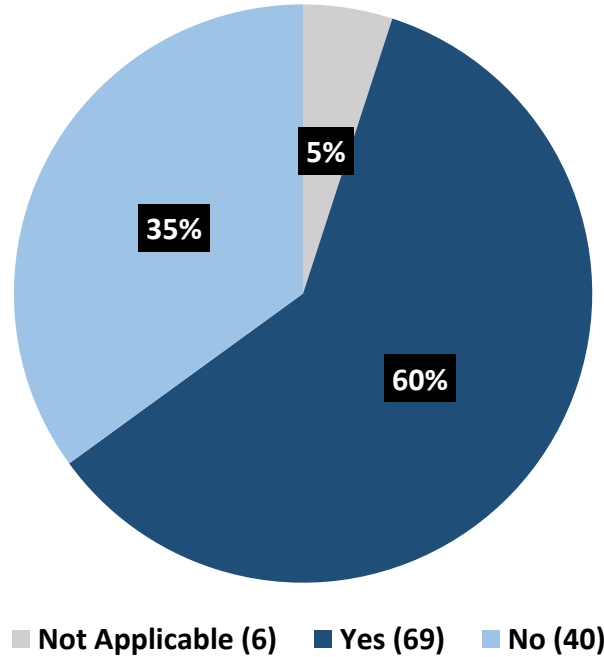
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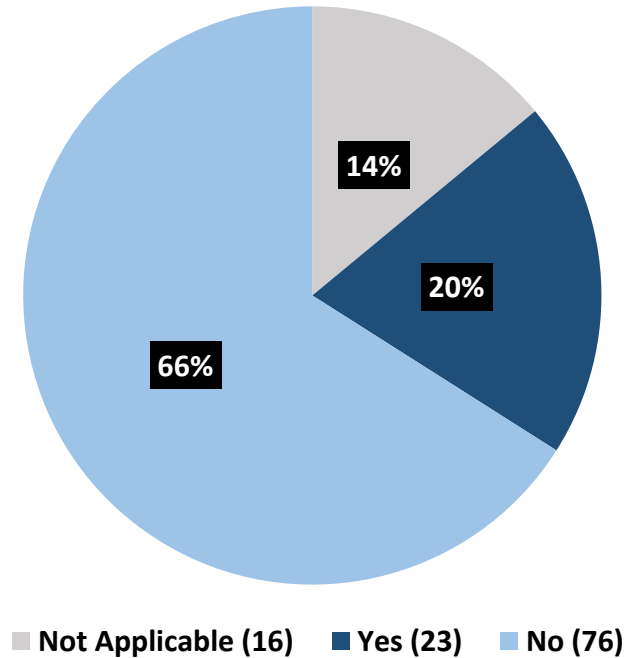
Q2: If you resigned from the County of Monterey, please respond to questions two through five. If you retired from the County, please skip to question six. Question: If you resigned, did you have another job opportunity when you resigned from the County of Monterey?

Answered: 115 Skipped: 39



Q3: Prior to resigning, did you speak to CalPERS regarding your PERS retirement membership, contributions, vesting and other retirement income options?

Answered: 115 Skipped: 39



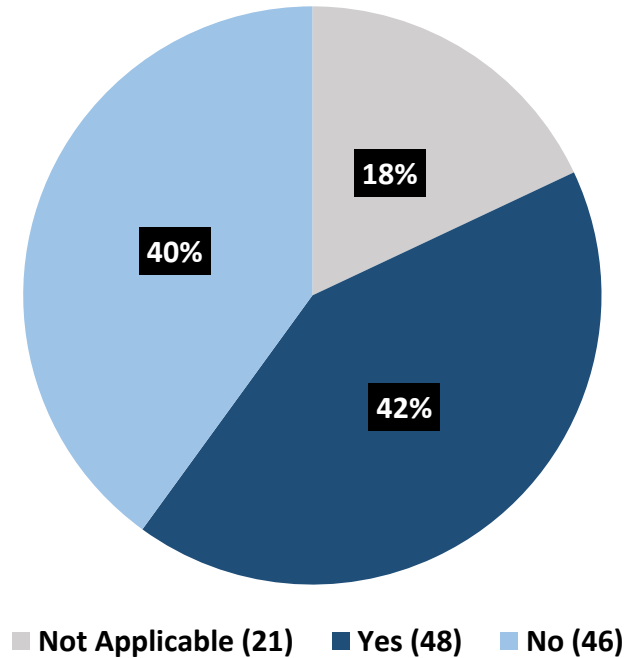
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Q4: Did you speak with someone before submitting your resignation to attempt to resolve your main reason for resigning?

Answered: 115 Skipped: 39



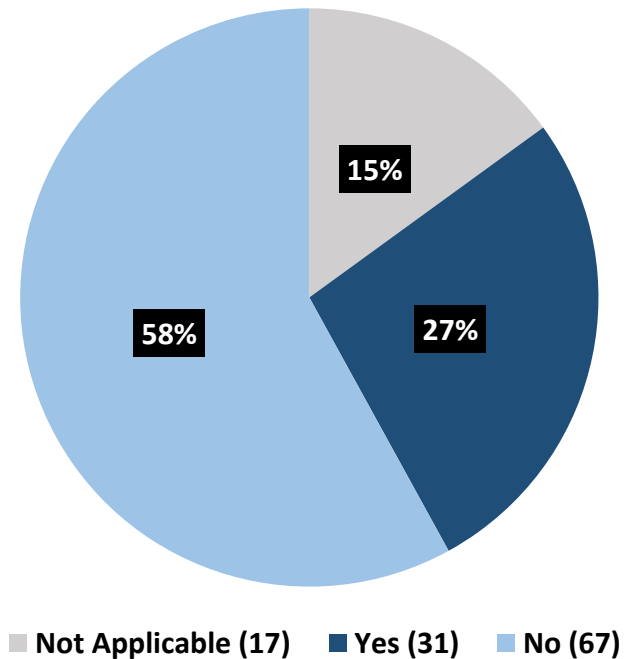
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Q5: Did someone encourage you to stay or attempt to resolve your reason for resigning?

Answered: 115 Skipped: 39



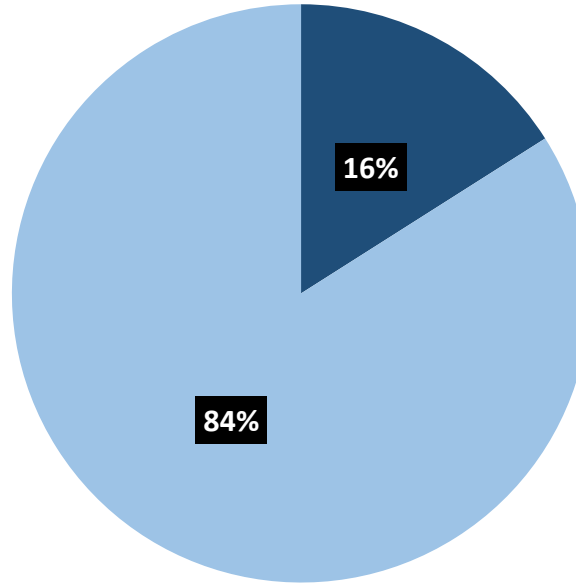
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Q6: Please respond to questions six and seven only if you retired from the County. If you resigned, please skip to question eight. Question: If you retired, did you retire earlier than expected due to COVID-19?

Answered: 106 Skipped: 48



Answered: 106 Skipped: 48

- 55 indicated "Not applicable"
- 51 indicated "yes" or "no"
 - 8 or 16% indicated "yes"
 - 43 or 84% indicated "no"

■ Yes (8) ■ No (43)



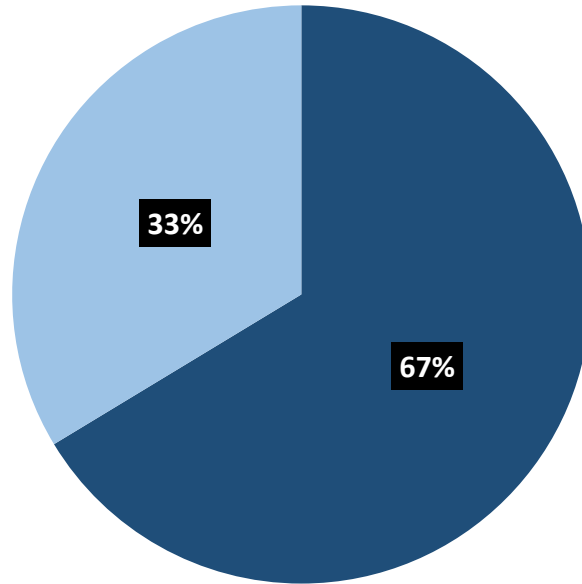
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Q7: Prior to retiring, did you speak to the County of Monterey Human Resources Department Benefits Division regarding your post-retirement benefits and eligibility?

Answered: 107 Skipped: 47



Answered: 107 Skipped: 47

- 50 indicated "Not applicable"
- 57 indicated "yes" or "no"
 - 38 or 67% indicated "yes"
 - 19 or 33% indicated "no"

■ Yes (38) ■ No (19)



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Q8: What motivated you to end your employment with the County of Monterey? (Select all that apply)

Answered: 154 Skipped: 0

Response options listed by the number of times the response was chosen from most to least frequent.

I did not feel valued/low morale
Other (please specify)
The management style of my supervisor was not compatible with my working style
Stress/burn out
My personal life changed (i.e. relocated to another geographic area, home schooling during COVID-19, furthering your education, etc.)
My pay was not high enough
My workload was too much
Lack of promotional/career development opportunities
I did not have the resources to accomplish my job
I was ready to retire; it was not for a negative reason
The team was not enjoyable to work with
It was not a negative reason, I enjoy new challenges and was ready to change jobs
I wanted an alternative work schedule (working a 9/80 or 4/10 schedule.)
I did not enjoy the work that I was doing
I was concerned about contracting COVID-19 from employees and/or customers at the worksite
I wanted a promotion that I did not get
I wanted to work from home on a part-time or full-time basis
I wanted a more flexible work schedule (different start/end time)



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Q9: Did your reason for leaving have anything to do with COVID-19? If so, please explain using the comment box below.

Answered: 98 Skipped: 56

Comment Topics:

Most responded “no”; their decision to retire was unrelated to COVID-19

Unsafe working conditions during COVID

Retirement

Relocation

Potential of having to return to the worksite

Childcare

Workload

Changes in housing market and rent



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Q10: Please indicate your level of satisfaction with each of the items listed below while employed by the County of Monterey.

Answered: 154 Skipped: 0

Responses from very satisfied to satisfied	Responses from very dissatisfied to dissatisfied
Benefits (Medical, Dental, Vision)	Leadership
Team	Management Style
Work Assignment	Culture
Worksite	Opportunities and advancement
Workload	Workload
Work Schedule	Compensation
Compensation	Work/life balance
Resources to accomplish my job	Work Schedule
Training/Professional Development	Resources to accomplish my job
Work/life balance	Worksite
Management Style	Team
Leadership	Training/Professional Development
Post retirement benefits	Work Assignment
Culture	Remote Work
Remote Work	Post retirement benefits
Opportunities and advancement	Benefits (Medical, Dental, Vision)
Other, please specify	Other, please specify



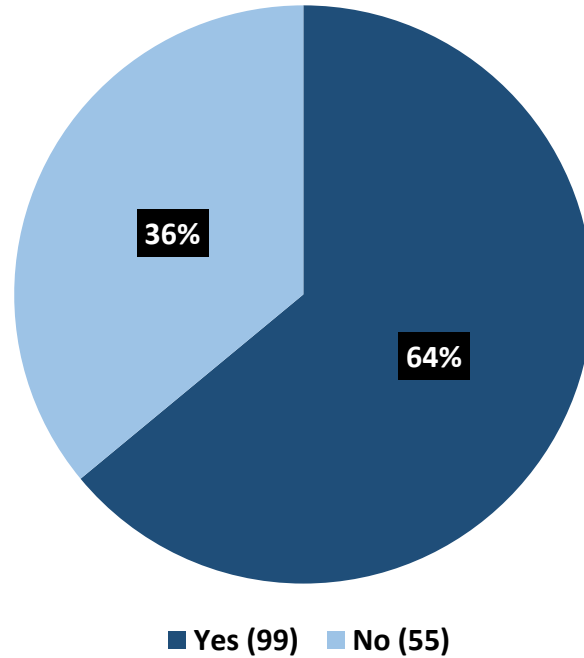
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Q11: Would you consider working for the County of Monterey in the future?

Answered: 154 Skipped: 0



Q12: What would motivate you to consider returning to the County of Monterey?

Answered: 131 Skipped: 23

Comment Topics:

Compensation and Cost of Living	Remote work
Promotional Opportunities and Rewarding Work	Work hours
Management	Work load
Culture	If former team members need assistance
Benefits	Nothing would motivate me to return to the County



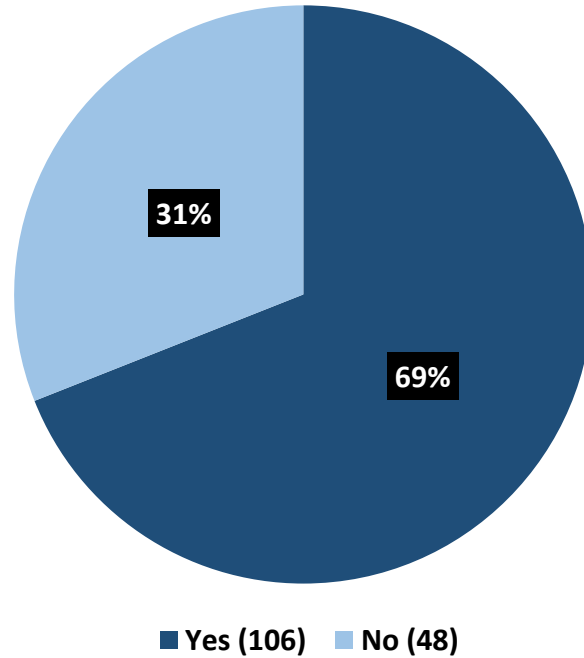
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Q13: Would you recommend the County of Monterey as a good place to work to your family and friends?

Answered: 154 Skipped: 0



Q14: What other feedback would you like to provide to help the County of Monterey improve as an employer? Please use the comment box below.

Comment Topics:

Management

Compensation

Training

Remote work- "If there had been an option to stay even part time remote I would have stayed but the commute and cost to get there was not worth the pay."

Alternative work schedule



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Q15: Prior to leaving the County of Monterey, what Department/Agency did you work in?

Answered: 154 Skipped: 0

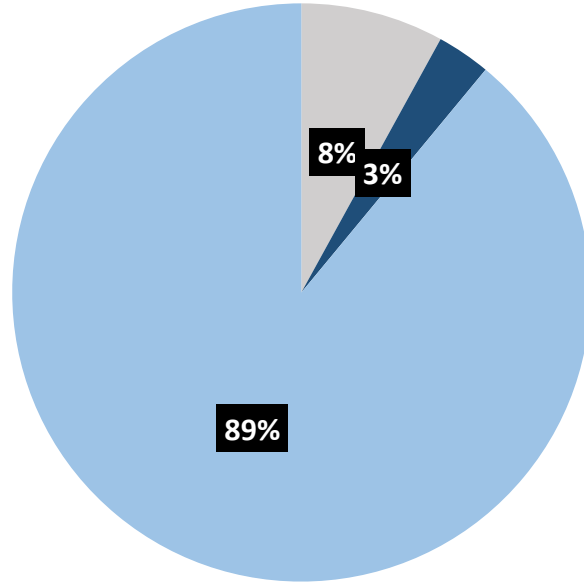
ANSWER CHOICES	RESPONSES
Prefer not to disclose	9
Agricultural Commissioner	3
Assessor-County Clerk-Recorder	5
Auditor Controller	1
Board of Supervisors' Offices	0
Child Support Services	0
Civil Rights Office	0
Clerk of the Board	0
Cooperative Extension	0
County Administrative Office	5
County Counsel	2
District Attorney	11

ANSWER CHOICES	RESPONSES
Elections	1
Emergency Communication/911	3
Health	53
Housing and Community Development	1
Human Resources	0
Information Technology	5
Library	3
Military & Veterans	0
Natividad Medical Center	Chose not to participate
Probation	10
Public Defender	2
Public Works, Facilities, and Parks	5
Sheriff-Coroner	23
Social Services	10
Treasurer-Tax Collector	0
Water Resources Agency	2



Q16: Did you work:

Answered: 154 Skipped: 0

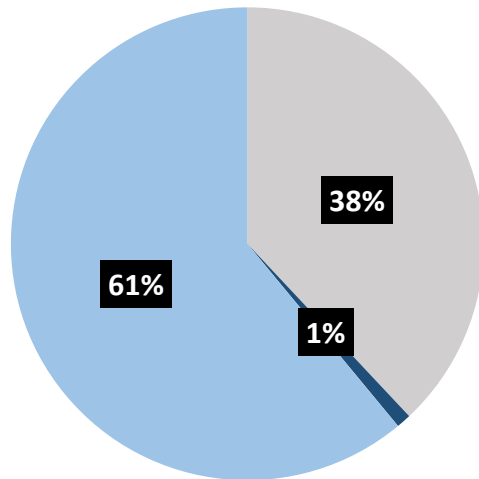


■ Temporary (12) ■ Part-time (5) ■ Full-time (137)



Q17: Where did you work?

Answered: 154 Skipped: 0



- Hybrid: At the work-site and remote (58)
- Remote work only (2)
- At the worksite only (94)



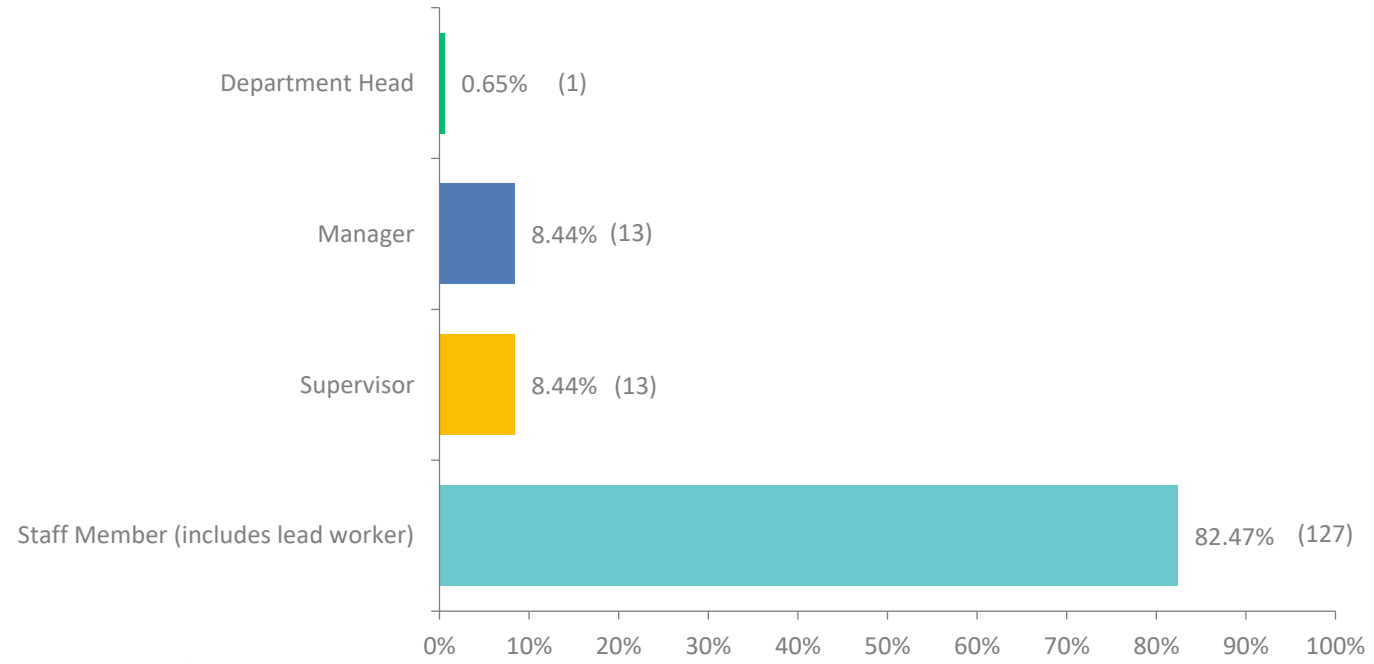
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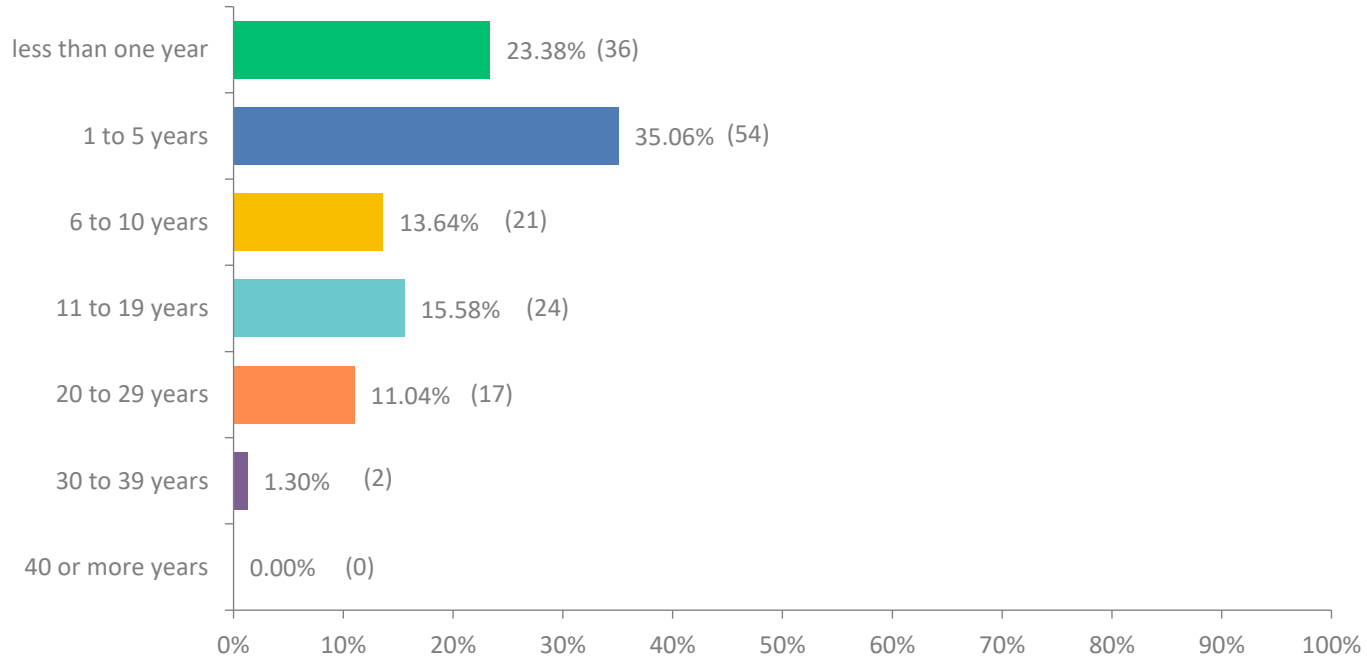
Q18: What was your role?

Answered: 154 Skipped: 0



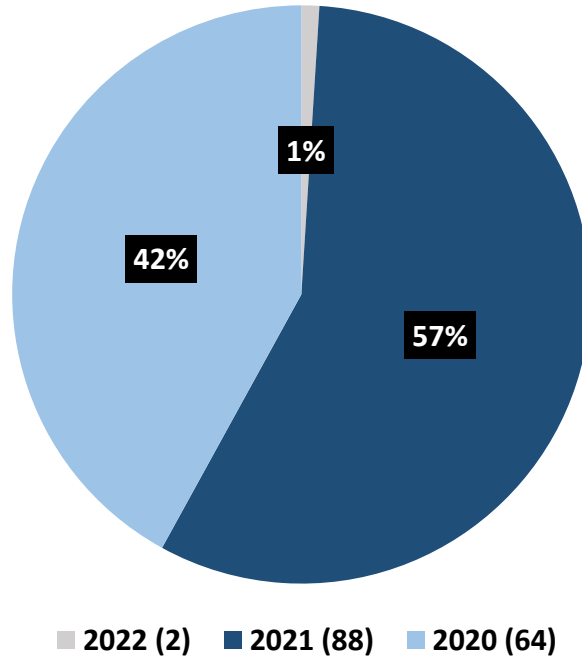
Q19: What is the length of time you were employed by the County of Monterey?

Answered: 154 Skipped: 0



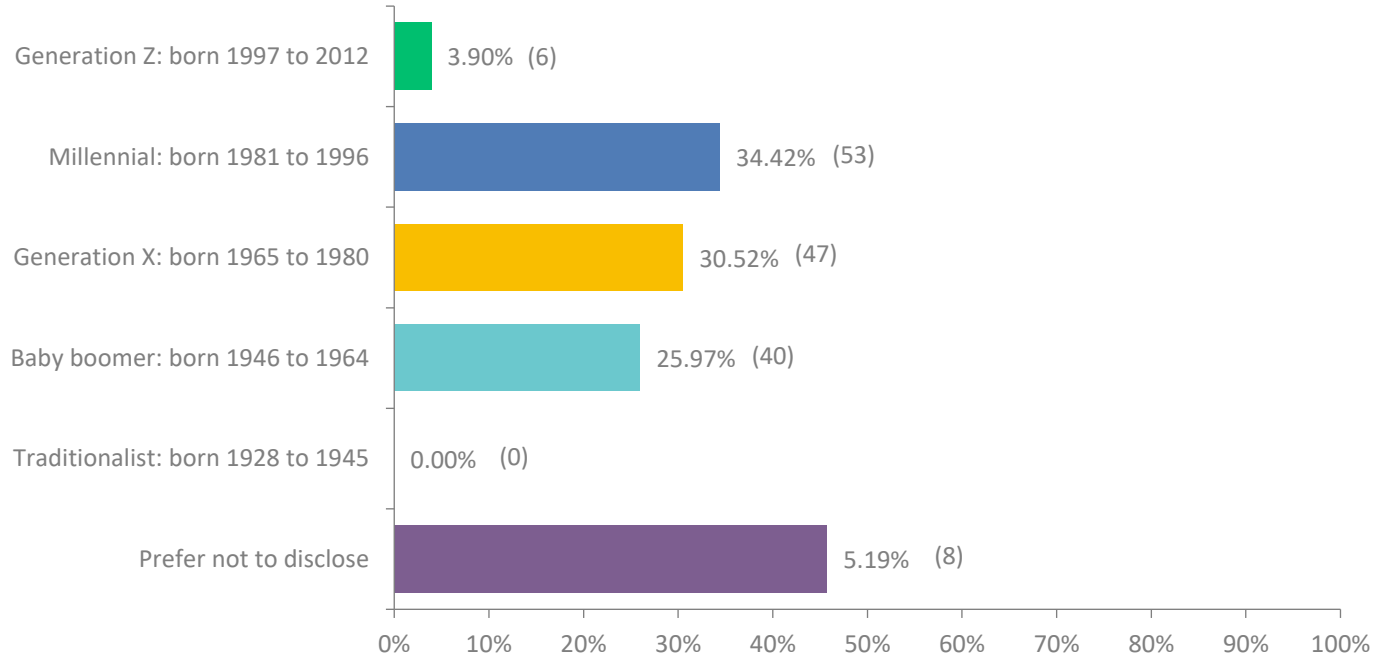
Q20: In what year did you end your employment with the County of Monterey?

Answered: 154 Skipped: 0



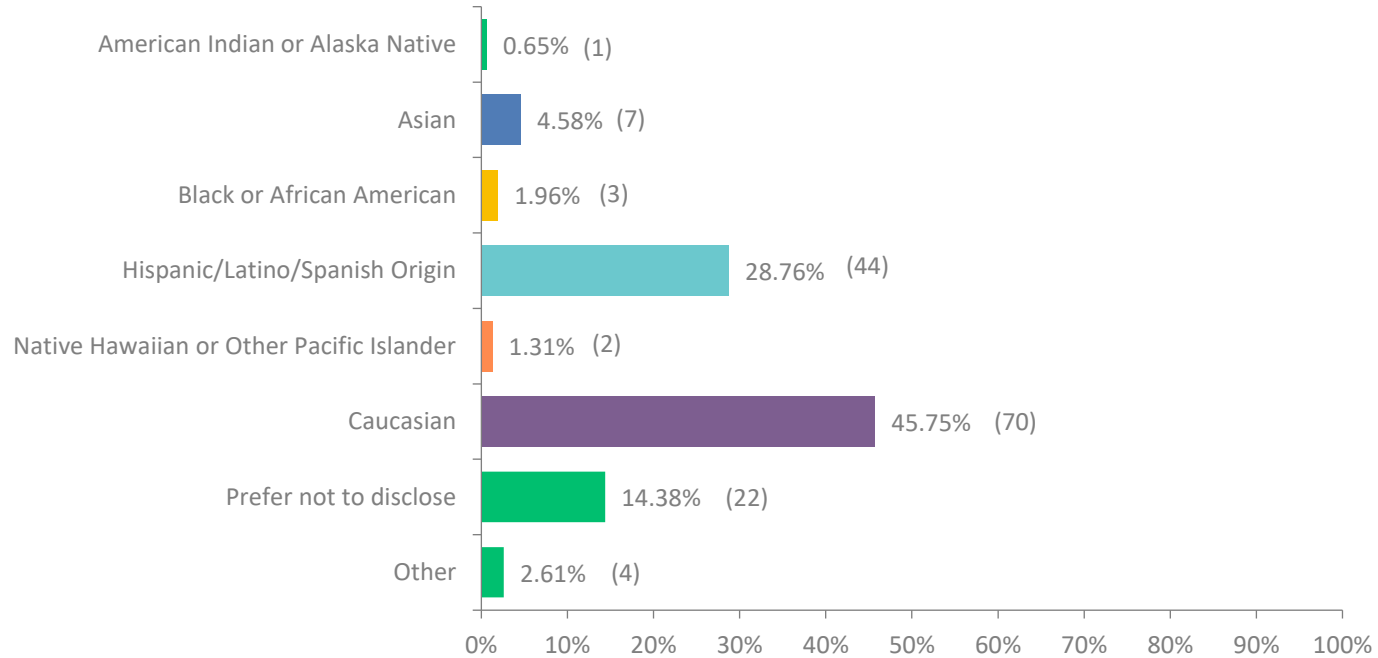
Q21: What is your age group?

Answered: 154 Skipped: 0



Q22: How would you best describe yourself?

Answered: 153 Skipped: 1

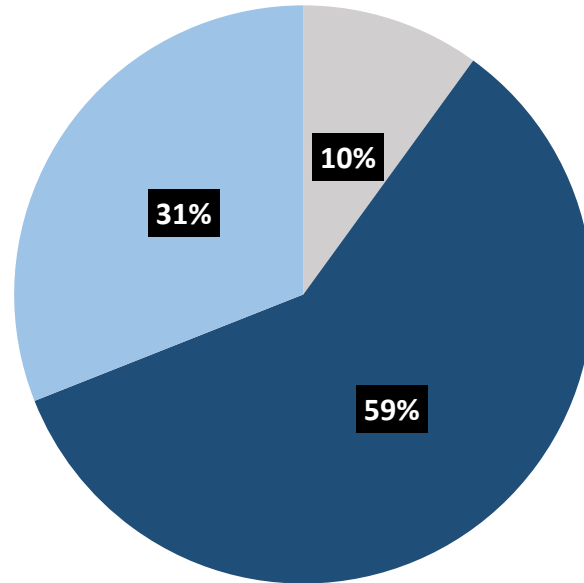


Q23: What gender do you associate yourself with?

Answered: 154 Skipped: 0

Survey Options included:

- Male
- Female
- Transgender
- Non-binary
- Not listed
- Prefer not to disclose



■ Prefer not to disclose (15) ■ Female (91) ■ Male (48)



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Next Steps

- The Human Resources Department is working closely with the County Administrative Officer to address the results of the surveys.



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Questions?



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