

# HUMAN RESOURCES DEPARTMENT 2022 SURVEYS

Presentation by :

Catherine Crusade, Employee Engagement Manager



County of Monterey  
**HUMAN RESOURCES DEPARTMENT**  
*The Right Career, Right Here*

## In 2022, the Human Resources Department conducted the following surveys:

- Human Resources Department survey questions focused on “Intent to Stay” as part of the *2022 Countywide Employee Wellness Program and Employee Engagement Survey*
- *New Hire and Onboarding Survey*
- *Former Employees who Retired or Resigned Survey*

	<i>Intent to Stay Survey Questions</i>	<i>New Hire and Onboarding Survey</i>	<i>Former Employees Who Retired or Resigned Survey</i>
<b>Time period that survey was open</b>	March 21 <sup>st</sup> , 2022, to April 4 <sup>th</sup> , 2022	April 14 <sup>th</sup> , 2022, to May 2 <sup>nd</sup> , 2022	April 20 <sup>th</sup> , 2022, to May 2 <sup>nd</sup> , 2022
<b>Number of potential participants</b>	5,176 employees  Does not include employees who were on a leave of absence between 3/21/2022 and 4/4/2022	477 permanent full and part-time employees from all departments who were hired from 1/4/2021 to 3/28/2022 received an email invitation to respond to the survey.	355 former County of Monterey employees who voluntarily resigned or retired from January 1 <sup>st</sup> , 2020, to December 31 <sup>st</sup> , 2021, received an email invitation to respond to the survey.
<b>Number of respondents</b>	2,979	168	154
<b>Participation rate</b>	58%	35%	45%
<b>Department participation</b>	All departments including Natividad	All departments including Natividad	All departments except for Natividad



Intent to Stay Survey

**What motivates you to continue working here?**  
(Top 5 responses out of 20 potential options)

**What could the County improve upon that would motivate you to stay?**  
(Top 5 responses out of 19 potential options)

1. I enjoy the work that I do

2. Post-retirement benefits

3. My coworkers and team

4. I am currently provided the opportunity to work from home

5. Career/ promotional opportunities within my department and/or the County
1. Compensation

2. Benefits (medical, dental, vision)

3. 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

4. Career development and promotional opportunities

5. More balanced workplace

New Hire and Onboarding Survey

Former Employees Who Retired or Resigned Survey

### Intent to Stay Survey

**What motivates you to continue working here?**  
(Top 5 responses out of 20 potential options)

1. I enjoy the work that I do
2. Post-retirement benefits
3. My coworkers and team
4. I am currently provided the opportunity to work from home
5. Career/ promotional opportunities within my department and/or the County

**What could the County improve upon that would motivate you to stay?**  
(Top 5 responses out of 19 potential options)

1. Compensation
2. Benefits (medical, dental, vision)
3. 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
4. Career development and promotional opportunities
5. More balanced workplace

### New Hire and Onboarding Survey

**“What motivated you to join the County of Monterey workforce?”**  
(Top 5 responses out of 15 potential responses)

1. Benefits (health, vision, dental)
2. The opportunity to work for an organization that serves the community
3. My current position is a good fit for my skills
4. Post-retirement benefits
5. I heard good things about working for the County of Monterey

**What can the County of Monterey do to recruit and retain talented employees?**  
(Top responses out of 8 potential responses)

1. Compensation
2. Benefits (health, vision, dental)
3. Post-retirement benefits
4. The opportunity to grow one’s career with an organizations that is comprised with over 20 departments that offer very diverse services
5. The opportunity for a flexible work schedule (different start and end time)

### Former Employees Who Retired or Resigned Survey

--	--

--	--

### Intent to Stay Survey

**What motivates you to continue working here?**

(Top 5 responses out of 20 potential options)

1. I enjoy the work that I do
2. Post-retirement benefits
3. My coworkers and team
4. I am currently provided the opportunity to work from home
5. Career/ promotional opportunities within my department and/or the County

**What could the County improve upon that would motivate you to stay?**

(Top 5 responses out of 19 potential options)

1. Compensation
2. Benefits (medical, dental, vision)
3. 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
4. Career development and promotional opportunities
5. More balanced workplace

### New Hire and Onboarding Survey

**“What motivated you to join the County of Monterey workforce?”**

(Top 5 responses out of 15 potential responses)

1. Benefits (health, vision, dental)
2. The opportunity to work for an organization that serves the community
3. My current position is a good fit for my skills
4. Post-retirement benefits
5. I heard good things about working for the County of Monterey

**What can the County of Monterey do to recruit and retain talented employees?**

(Top responses out of 8 potential responses)

1. Compensation
2. Benefits (health, vision, dental)
3. Post-retirement benefits
4. The opportunity to grow one’s career with an organizations that is comprised with over 20 departments that offer very diverse services
5. The opportunity for a flexible work schedule (different start and end time)

### Former Employees Who Retired or Resigned Survey

**What motivated you to end your employment with the County of Monterey?**

(Top 5 out of 18 potential responses)

1. I did not feel valued/low morale
2. Other, please specify
3. The management style of my supervisor was not compatible with my working style
4. Stress/burn out
5. My personal life changed

Other, please specify topics:

- COVID-19 related
- Manager, Supervisor, Leadership
- Stress/Burn Out
- Work Hours
- Workload
- Work/Life Balance
- Personal Life Changes
- Relocation
- Culture
- Lack of Professional Growth and Promotional Opportunities
- Remote Work Related
- Compensation
- Team Member Behavior
- Childcare or Eldercare

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

(Top themes and topics provided in response to the open-ended questions)

- Compensation/cost of living
- Promotional opportunities and rewarding work
- Management
- Culture
- Benefits
- Remote work
- Work hours
- Workload
- If former team members need assistance
- Nothing would motivate me to return

### Intent to Stay Survey

**What motivates you to continue working here?**

(Top 5 responses out of 20 potential options)

1. I enjoy the work that I do
2. Post-retirement benefits
3. My coworkers and team
4. I am currently provided the opportunity to work from home
5. Career/ promotional opportunities within my department and/or the County

**What could the County improve upon that would motivate you to stay?**

(Top 5 responses out of 19 potential options)

1. Compensation
2. Benefits (medical, dental, vision)
3. 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
4. Career development and promotional opportunities
5. More balanced workplace

### New Hire and Onboarding Survey

**“What motivated you to join the County of Monterey workforce?”**

(Top 5 responses out of 15 potential responses)

1. Benefits (health, vision, dental)
2. The opportunity to work for an organization that serves the community
3. My current position is a good fit for my skills
4. Post-retirement benefits
5. I heard good things about working for the County of Monterey

**What can the County of Monterey do to recruit and retain talented employees?**

(Top responses out of 8 potential responses)

1. Compensation
2. Benefits (health, vision, dental)
3. Post-retirement benefits
4. The opportunity to grow one’s career with an organizations that is comprised with over 20 departments that offer very diverse services
5. The opportunity for a flexible work schedule (different start and end time)

### Former Employees Who Retired or Resigned Survey

**What motivated you to end your employment with the County of Monterey?**

(Top 5 out of 18 potential responses)

1. I did not feel valued/low morale
2. Other, please specify
3. The management style of my supervisor was not compatible with my working style
4. Stress/burn out
5. My personal life changed

Other, please specify topics:

- COVID-19 related
- Manager, Supervisor, Leadership
- Stress/Burn Out
- Work Hours
- Workload
- Work/Life Balance
- Personal Life Changes
- Relocation
- Culture
- Lack of Professional Growth and Promotional Opportunities
- Remote Work Related
- Compensation
- Team Member Behavior
- Childcare or Eldercare

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

(Top themes and topics provided in response to the open-ended questions)

- Compensation/cost of living
- Promotional opportunities and rewarding work
- Management
- Culture
- Benefits
- Remote work
- Work hours
- Workload
- If former team members need assistance
- Nothing would motivate me to return





Intent to Stay Survey		New Hire and Onboarding Survey		Former Employees Who Retired or Resigned Survey	
What motivates you to continue working here? (Top 5 responses out of 20 potential options)	What could the County improve upon that would motivate you to stay? (Top 5 responses out of 19 potential options)	“What motivated you to join the County of Monterey workforce?” (Top 5 responses out of 15 potential responses)	What can the County of Monterey do to recruit and retain talented employees? (Top responses out of 8 potential responses)	What motivated you to end your employment with the County of Monterey? (Top 5 out of 18 potential responses)	What would motivate you to consider returning to the County of Monterey? (Top themes and topics provided in response to the open-ended questions)
<ol style="list-style-type: none"> <li><b>1. I enjoy the work that I do</b></li> <li>2. Post-retirement benefits</li> <li>3. My coworkers and team</li> <li>4. I am currently provided the opportunity to work from home</li> <li><b>5. Career/ promotional opportunities within my department and/or the County</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Compensation</li> <li>2. Benefits (medical, dental, vision)</li> <li>3. 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</li> <li><b>4. Career development and promotional opportunities</b></li> <li>5. More balanced workplace</li> </ol>	<ol style="list-style-type: none"> <li>1. Benefits (health, vision, dental)</li> <li><b>2. The opportunity to work for an organization that serves the community</b></li> <li><b>3. My current position is a good fit for my skills</b></li> <li>4. Post-retirement benefits</li> <li>5. I heard good things about working for the County of Monterey</li> </ol>	<ol style="list-style-type: none"> <li>1. Compensation</li> <li>2. Benefits (health, vision, dental)</li> <li>3. Post-retirement benefits</li> <li><b>4. The opportunity to grow one’s career with an organizations that is comprised with over 20 departments that offer very diverse services</b></li> <li>5. The opportunity for a flexible work schedule (different start and end time)</li> </ol>	<ol style="list-style-type: none"> <li>1. I did not feel valued/low morale</li> <li>2. Other, please specify</li> <li>3. The management style of my supervisor was not compatible with my working style</li> <li>4. Stress/burn out</li> <li>5. My personal life changed</li> </ol> <p>Other, please specify topics:</p> <ul style="list-style-type: none"> <li>• COVID-19 related</li> <li>• Manager, Supervisor, Leadership</li> <li>• Stress/Burn Out</li> <li>• Work Hours</li> <li>• Workload</li> <li>• Work/Life Balance</li> <li>• Personal Life Changes</li> <li>• Relocation</li> <li>• Culture</li> <li>• Lack of Professional Growth and Promotional Opportunities</li> <li>• Remote Work Related</li> <li>• Compensation</li> <li>• Team Member Behavior</li> <li>• Childcare or Eldercare</li> </ul>	<ul style="list-style-type: none"> <li>• Compensation/cost of living</li> <li>• <b>Promotional opportunities and rewarding work</b></li> <li>• Management</li> <li>• Culture</li> <li>• Benefits</li> <li>• Remote work</li> <li>• Work hours</li> <li>• Workload</li> <li>• If former team members need assistance</li> <li>• Nothing would motivate me to return</li> </ul>

Intent to Stay Survey		New Hire and Onboarding Survey		Former Employees Who Retired or Resigned Survey	
What motivates you to continue working here? (Top 5 responses out of 20 potential options)	What could the County improve upon that would motivate you to stay? (Top 5 responses out of 19 potential options)	“What motivated you to join the County of Monterey workforce?” (Top 5 responses out of 15 potential responses)	What can the County of Monterey do to recruit and retain talented employees? (Top responses out of 8 potential responses)	What motivated you to end your employment with the County of Monterey? (Top 5 out of 18 potential responses)	What would motivate you to consider returning to the County of Monterey? (Top themes and topics provided in response to the open-ended questions)
<ol style="list-style-type: none"> <li>1. I enjoy the work that I do</li> <li>2. Post-retirement benefits</li> <li>3. My coworkers and team</li> <li><b>4. I am currently provided the opportunity to work from home</b></li> <li>5. Career/ promotional opportunities within my department and/or the County</li> </ol>	<ol style="list-style-type: none"> <li>1. Compensation</li> <li>2. Benefits (medical, dental, vision)</li> <li><b>3. 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</b></li> <li>4. Career development and promotional opportunities</li> <li>5. More balanced workplace</li> </ol>	<ol style="list-style-type: none"> <li>1. Benefits (health, vision, dental)</li> <li>2. The opportunity to work for an organization that serves the community</li> <li>3. My current position is a good fit for my skills</li> <li>4. Post-retirement benefits</li> <li>5. I heard good things about working for the County of Monterey</li> </ol>	<ol style="list-style-type: none"> <li>1. Compensation</li> <li>2. Benefits (health, vision, dental)</li> <li>3. Post-retirement benefits</li> <li>4. The opportunity to grow one’s career with an organizations that is comprised with over 20 departments that offer very diverse services</li> <li><b>5. The opportunity for a flexible work schedule (different start and end time)</b></li> </ol>	<ol style="list-style-type: none"> <li>1. I did not feel valued/low morale</li> <li>2. Other, please specify</li> <li>3. The management style of my supervisor was not compatible with my working style</li> <li>4. Stress/burn out</li> <li>5. My personal life changed</li> </ol> <p>Other, please specify topics:</p> <ul style="list-style-type: none"> <li>• COVID-19 related</li> <li>• Manager, Supervisor, Leadership</li> <li>• Stress/Burn Out</li> <li>• Work Hours</li> <li>• Workload</li> <li>• Work/Life Balance</li> <li>• Personal Life Changes</li> <li>• Relocation</li> <li>• Culture</li> <li>• Lack of Professional Growth and Promotional Opportunities</li> <li>• <b>Remote Work Related</b></li> <li>• Compensation</li> <li>• Team Member Behavior</li> <li>• Childcare or Eldercare</li> </ul>	<ul style="list-style-type: none"> <li>• Compensation/cost of living</li> <li>• Promotional opportunities and rewarding work</li> <li>• Management</li> <li>• Culture</li> <li>• Benefits</li> <li>• <b>Remote work</b></li> <li>• Work hours</li> <li>• Workload</li> <li>• If former team members need assistance</li> <li>• Nothing would motivate me to return</li> </ul>



## Current and Upcoming Initiatives

### Career Development/Promotional Opportunities

Currently Offered Countywide:

- Learning Management System
- Leadership Learning Exchange/Career Development
- Better-Up Coaching
- National Association of Counties Leadership Program

Currently Offered and Department Specific:

- Trainee Program (Dept)
- Working Out of Class Opportunities (Dept)

Upcoming Offerings:

- Stay Interview Toolkit
- Tuition Assistance Pilot Program
- Performance Management Module

### Remote Work and Flexible/Alternative Work Schedule

- County Telework Program: Telework Policy, Administrative Procedure and Telework Agreement
- Mandated Online Telework Training Courses in the Learning Management System
- Evaluate and Refine Flexible and/or Alternative Work Schedule Policies
- Partial Service Retirement (upcoming)

### Compensation and Benefits

- Compensation Philosophy
- Classification and Base Wage Studies

Employee Incentive Programs

- Employment Bonus for difficult to recruit positions
- Employee Referral Bonus for difficult to recruit positions
- Employee relocation/moving allowance

Employee Benefits

- Deferred compensation: 457(B) and 401(A)
- Employee Assistance Program (EAP)
- Flexible Spending Account
- Dependent Care Assistance Program
- MetLife legal services
- Pet insurance
- Public Service Loan Forgiveness
- Golden State Finance Authority (GSFA) Assist-to-Own program