

# **Monterey County**

*Monterey County Government Center  
Monterey Conference Room  
168 W. Alisal St., 2nd Floor  
Salinas, CA 93901*



## **Meeting Agenda - Final**

**Thursday, June 17, 2021**

**1:30 PM**

**Monterey Conference Room and Zoom  
<https://montereycty.zoom.us/j/93776189852>**

**Board of Supervisors Human Resources Committee**

### **IMPORTANT NOTICE REGARDING COVID 19**

Based on guidance from the California Department of Public Health and the California Governor's Office, in order to minimize the spread of the COVID 19 virus, please do the following:

1. You are strongly encouraged to observe the live stream of the Human Resources Committee meeting via Zoom at <https://montereycty.zoom.us/j/93776189852>
2. If you do not have access to a computer, you may call into the meeting and participate by calling the following number: 1 669 900 6833 and entering the following meeting ID: 93776189852#
3. If you choose not to attend the Human Resources Committee meeting but wish to make a specific agenda comment on a, please submit your comments via email by 5:00 p.m. on Wednesday, June 16, 2021. Please submit your comments to Magy Kelada at [Keladam@co.monterey.ca.us](mailto:Keladam@co.monterey.ca.us) and your comment will be placed into the record of the meeting.
4. If you are watching the live stream of the Human Resources Committee meeting and wish to make either a general public comment or to comment on a specific agenda item as it is being heard, please select the "raise hand" option on the Zoom screen, and your microphone will be unmuted so you can speak. To select the "raise hand" option, click on the 'participants' icon at the bottom of your Zoom screen, then click the "raise hand" icon next to your name.
5. If you attend the Human Resources Committee meeting in person, you will be required to maintain appropriate social distancing, specifically you must maintain a 6-foot distance between yourself and other individuals.

### **AVISO IMPORTANTE SOBRE COVID 19**

Basado en la guía del Departamento de Salud Pública de California y la Oficina del Gobernador de California, para minimizar la propagación del virus COVID 19, haga lo siguiente:

1. Le recomendamos encarecidamente que observe la transmisión en vivo de la reunión del Comité de Recursos Humanos a través de Zoom en <https://montereycty.zoom.us/j/93776189852>
2. Si no tiene acceso a una computadora, puede llamar a la reunión y participar llamando al siguiente número: 1 669 900 6833 e ingresando la siguiente ID de la reunión: 93776189852#
3. Si elige no asistir a la reunión del Comité de Recursos Humanos pero desea hacer un comentario específico sobre la agenda, envíe sus comentarios por correo electrónico antes de las 5:00 p.m. el miércoles 16 de Junio de 2021. Envíe sus comentarios a Magy Kelada a [keladam@co.monterey.ca.us](mailto:keladam@co.monterey.ca.us) y su comentario se incluirá en el registro de la reunión.
4. Si está viendo la transmisión en vivo de la reunión del Comité de Recursos Humanos y desea para hacer un comentario público general o para comentar un ítem específico de la agenda mientras se escucha, seleccione la opción "levantar la mano" en la pantalla Zoom y su micrófono se desilenciará para que pueda hablar. Para seleccionar la opción "levantar la mano", haga clic en el icono "participantes" en la parte inferior de la pantalla Zoom, luego haga clic en el icono "levantar la mano" al lado de su nombre.
5. Si asiste a la reunión del Comité de Recursos Humanos en persona, se le pedirá que mantenga un distanciamiento social apropiado, específicamente debe mantener una distancia de 6 pies entre usted y otras personas.

**NOTE:** All agenda titles related to numbered items are live web links. Click on the title to be directed to corresponding Committee Report.

**PUBLIC COMMENT:** Members of the public may address comments to the Committee concerning each agenda item. Timing of the public comment shall be at the discretion of the Chair.

Pursuant to Governor Newsom's Executive Order No. N-25-20, some or all Supervisors may participate in the meeting by telephone or video conference.

**Call to Order**

**Additions and Corrections**

**Public Comment Period**

*This portion of the meeting is reserved for persons to address the Committee on any matter not on this agenda but under the jurisdiction of the Committee. Timing of the public comment shall be at the discretion of the Chair.*

**Regular Agenda**

**Action Items:**

MIN 21-033 Approve the Board of Supervisors Human Resources Committee Action Minutes of June 1, 2021.

**Attachments:** [Board of Supervisors HR Committee Special Meeting Minutes 6.1.2021](#)

**Information Items:**

21-554 Receive the preliminary results of the COVID-19 Emergency Paid Leave Utilization Survey (Irma Ramirez-Bough, Paulette Clark)

**Attachments:** [COVID-19 Emergency Paid Leave Utilization Survey](#)

21-555 Receive an overview of the proposed draft COVID-19 Productivity Survey; and receive information on survey software (Irma Ramirez-Bough, Catherine Crusade).

**Attachments:** [Proposed Draft COVID-19 Productivity Survey](#)

21-556 Receive a presentation on the accomplishments of the Human Resources Strategic Plan's Employee Benefits initiatives (Irma Ramirez-Bough, Paulette Clark, Sunny Haight).

**Attachments:** [Presentation on HR Strategic Plan Employee Benefits Initiatives](#)

21-557 Receive a presentation on the accomplishments of the Human Resources Strategic

Plan's Class and Compensation initiatives (Irma Ramirez-Bough, Kim Moore, Channelle Ceralde, Jovany Luna Correa).

**Attachments:** [Presentation on HR Strategic Plan Class and Compensation Initiatives](#)

21-558 Receive an update on Class and Compensation activities (Irma Ramirez-Bough, Kim Moore, Channelle Ceralde, Jovany Luna Correa).

**Attachments:** [HR Update on Class and Compensation Activities](#)

**New Business/Agenda Items for Future Meetings**

**Adjournment**



# Monterey County

**Item No.**

## Board Report

Board of Supervisors  
Chambers  
168 W. Alisal St., 1st Floor  
Salinas, CA 93901

**Legistar File Number: MIN 21-033**

**June 17, 2021**

**Introduced:** 6/11/2021

**Current Status:** Consent Agenda

**Version:** 1

**Matter Type:** Minutes

Approve the Board of Supervisors Human Resources Committee Action Minutes of June 1, 2021.

# **Monterey County**

*Monterey County Government Center  
Monterey Conference Room  
168 W. Alisal St., 2nd Floor  
Salinas, CA 93901*



## **Action Minutes - Draft**

**Wednesday, June 1, 2021**

**10:00 AM**

**Special Meeting**

**Monterey Conference Room, Zoom**

**Board of Supervisors Human Resources Committee**

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2. If you do not have access to a computer, you may call into the meeting and participate by calling the following number: 1 669 900 6833 and entering the following meeting ID: 914 4494 1173#
3. If you choose not to attend the Human Resources Committee meeting but wish to make a specific agenda comment on a specific item, please submit your comments via email by 5:00 p.m. on Monday, May 31, 2021. Please submit your comments to Magy Kelada at [keladam@co.monterey.ca.us](mailto:keladam@co.monterey.ca.us) and your comment will be placed into the record of the meeting.
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Pursuant to Governor Newsom's Executive Order No. N-25-20, some or all Supervisors may participate in the meeting by telephone or video conference.

### **Call to Order**

The meeting was called to order. Chair Askew and Supervisor Alejo on Zoom.

### **Additions and Corrections**

There were no additions or corrections to the Agenda.

### **Public Comment Period**

There were no public comments received.

### **Regular Agenda**

#### **Action Items:**

1. Approve the Board of Supervisors Human Resources Committee Action Minutes of May 12, 2021.

The Board of Supervisors Human Resources Committee Action Minutes of May 12, 2021 approved by consensus.

#### **Information Items:**

2. Receive a presentation on the number of employees who have requested a reduced work schedule (FTE), and/or alternative work schedule, and/or telework under the provisions of the Emergency Response Manual; and the number of employees who have returned to the worksite (Irma Ramirez-Bough, Wendell Sells).

The Director of Human Resources, Irma Ramirez-Bough, introduced the Agenda item which emerged based on a request from members of the Board of Supervisors Human Resources Committee during the May 12<sup>th</sup> meeting for information regarding the number of employees who have utilized the special provisions of the Emergency Response Manual. Wendell Sells, Policy Manager/Management Analyst III, led a presentation on the COVID-19 County workforce schedule arrangements. The Human Resources Department (HRD) reached out to County departments to capture data around the following questions: (1) how many employees are working remotely full-time; (2) how many employees are working remotely part-time; (3) how many employees are working on an alternative work schedule; (4) how many employees are working on a reduced (full-time equivalent) schedule; and (5) how many employees have returned to the worksite. The data collected is as follows: 521 employees are working remotely full-time; 1142 employees are working remotely part-time; 265 employees are working an alternative work schedule; 63 employees are working a reduced work schedule (FTE); and 3422 employees (or 63% of the County workforce) have returned to the work site (on a full-time or part-time basis) or remained during COVID-19.



3. Receive a presentation on Covid-19 Worksite Survey results (Irma Ramirez-Bough, Catherine Crusade).

Ms. Ramirez-Bough introduced Catherine Crusade, Employee Engagement Manager, who gave a presentation on the results of the COVID-19 Worksite Survey. The Human Resources Department and the Employee Wellness Program have recently collaborated to launch an online anonymous and optional county-wide survey consisting of 12 questions offered via the Department of Health's Qualtrics survey software. The survey was open from May 19 to May 26, 2021 and garnered a participation rate of 52.98% (the equivalent of 2,888 responses out of 5,451 employees). The results are as follows:

Q1. Since the local declared emergency of March 2020:

- 1,328 out of 2,888 survey respondents (45.98%) have worked at the worksite
- 1,121 out of 2,888 survey respondents (38.82%) have worked both at the worksite and remote
- 439 out of 2,888 survey respondents (15.20%) have not worked at the worksite

Q2. COVID-19 safety precautions at the worksite:

- 67.17% of survey respondents are very or somewhat comfortable
- 10.22% of survey respondents are neither comfortable nor uncomfortable
- 22.61% of survey respondents are very or somewhat uncomfortable

Q3. When the time comes for employees to return to the workplace, survey respondents identified the following top concerns:

1. Getting exposed to coronavirus at the worksite
2. Potential increase in the spread of coronavirus
3. Caregiving: organizing childcare and/or leaving family members at home who need assistance
4. Face to face interaction with employees and customers

Q4. Remote workers' preferred work modality when it is time to return to the worksite:

- 90% of the remote work survey respondents indicated that they prefer working remotely part-time or full-time when it's time to return to the worksite.

Q5. When it comes time to return all employees to the workplace:

- 56.52% of survey respondents are very or somewhat comfortable
- 12.14% of survey respondents are neither comfortable or uncomfortable
- 31.34% of survey respondents are very or somewhat uncomfortable

Q6. Satisfaction with Department's communication during COVID-19:

- 72% of survey respondents are very and somewhat satisfied

Q7. Fully vaccinated against COVID-19:

- Over 70% of survey respondents indicated that they are fully vaccinated

Q8. Indication to get fully vaccinated against COVID-19:

- 21.53% "yes" - do plan to get fully vaccinated
- 11.41% "no" - do not plan to get fully vaccinated
- 18.68% are undecided
- 48.38% prefer not to disclose

Q9. Comfort level being in the worksite with someone who may not be fully vaccinated:

- 31.95% of survey respondents are very and somewhat comfortable
- 18.57% of survey respondents are neither comfortable or uncomfortable
- 49.48% of survey respondents are very and somewhat uncomfortable being in the worksite with someone who may not be fully vaccinated

Q10. According to survey respondents, the three most popular Employee Wellness Program topics are:

1. Stress Management
2. Mental Wellness
3. Nutrition/Healthy Eating

4. Receive a presentation on the Family Friendly Committee (Irma Ramirez-Bough, Wendell Sells, Catherine Crusade).

Ms. Ramirez-Bough introduced the three present HRD team members who staff the Family Friendly Committee: Wendell Sells, Policy Manager/Management Analyst III; Ariana Hurtado, Labor Relations Program Manager; and Catherine Crusade, Employee Engagement Manager. Mr. Sells led a presentation that provided an overview of the Family Friendly Committee. The Committee, which meets once a month, is also comprised of two representatives from various labor group; and was formed as all-inclusive and representative of the County's workforce, with the purpose to hold discussions and provide recommendations to the Board of Supervisors Human Resources Committee and the County Administrative Officer on the establishment of policies, practices, and programs intended to promote the County as a family-friendly employer. The mission of the Committee is to redesign the organization for the future by promoting work-life balance through creative solutions on workplace policies, practices, and programs to secure positive outcomes for employee families while boosting productivity and employee engagement. The Committee's discussion topics span the following: optional health and fitness benefits; bring your child to work; flextime and alternative work schedule; telework/remote work/emergency work from home days; job sharing; career development program; emergency child care; and tuition reimbursement. Ms. Crusade continued the presentation, providing an overview of a Return to Work questionnaire that was recently shared with the Family-Friendly Committee. The questionnaire was comprised of the following three questions:

1. What staffing models would make you feel most comfortable returning to the worksite? (i.e. staggered shifts, combination onsite/telework scheduled, etc.)
2. Please list any specific concerns you have about returning to face-to-face interaction with employees and customers at the County of Monterey.
3. If you have been working on site full time while your peers have been working from home, do you have any specific concerns with your peers returning to the worksite?

Eighteen completed questionnaires were received from Committee members, and entailed the following common themes:

In terms of staffing models, most respondents indicated that they want full-time or part-time telework schedule, with full-time requiring the employee to come into the office for meetings, etc. Suggestions also entailed: staggering work schedules and avoiding a one size fits all approach with regard to telework schedules; and providing Zoom capability in conference rooms to meet with remote workers. Some respondents currently at the worksite suggested returning employees to the worksite with precautions in place.

With regard to the concerns expressed by questionnaire respondents, the following themes emerged:

- Interacting with employees, customers and vendors who are not vaccinated.
- The potential of exposure to/spread of COVID-19 and bringing it home to children and/or loved ones with health issues.
- With changing Federal and State COVID-19 guidelines, there may not be consistent guidelines throughout County departments.
- A potential future increase in COVID-19 cases as people return to the building. The potential of COVID-19 cases increasing as people spend more time inside in the winter months.
- The County should maintain the mask requirement.
- Ensuring that the appropriate safety precautions are in place.

5. Receive a presentation on the Employee Assistance Program - FEI (Irma Ramirez-Bough, Paulette Clark).

Ms. Ramirez-Bough indicated that the Agenda item emerged based on a request from the May 12<sup>th</sup> Board of Supervisors Human Resources Committee special meeting for information regarding the utilization of the Employee Assistance Program (EAP). Paulette Clark, Employee Benefits Program Manager, presented a report obtained from vendor FEI highlighting utilization rate data spanning from March 01, 2020 to February 28, 2021. The current utilization rate is approximately 22%, an increase from the historical utilization rates of 2018-2019 (10.44%) and 2019-2020 (7.87%). Utilization reports are generated quarterly and reviewed by the Employee Benefits unit with the goal of increasing communications and awareness regarding the services available through this viable resource.

- Primary presenting issues: psychological/emotional (47%); family/martial/other interpersonal (28%); work-related stress (11%); wellness (9%); medical (3%); legal (1%); and academic (1%).
- The information/referral services utilized spanned: EAP information and processing without referral (97%); employer internal department (1%); health insurance company (1%); and mental health community resource (1%).
- Referrals for work-life services spanned 100% child care and 0% higher education.
- Referrals for financial services spanned financial education (25%), college planning (25%), credit management (25%), and cash management/budgeting (25%).
- Referrals for legal services spanned: divorce (24%), landlord/tenant issue (12%), contract (9%), lawsuit (9%), restraining order (6%), home purchase (6%), domestic violence (6%), will (3%), and separation (3%).
- For educational purposes, EAP webinars are highlighted in Benefits' monthly newsletter as well as HRD's monthly newsletter, and the Health Department's Wellness Program newsletter. A presentation by FEI representative was provided at the Management Council's Lunch and Learn.
- Case status data indicates an improvement in outreach efforts as 75% of cases encompass new users.
- Eligibility for EAP services is extended not only for employees and their eligible dependents, but also to every member of the household. The top location of clients was California (99.16%); other locations included Texas (0.42%) and Kansas (0.42%). In terms of the relationship of client to employee, 84% of those who utilized EAP services were the employees themselves, 14% were dependents, 3% spouse/partner, and 0% household member.
- Demographics:
  - Client gender: female (74%), male (25%).
  - Client age group: 0-9 (0%), 10-19 (8%), 20-29 (16%), 30-39 (29%), 40-49 (18%), 50-59 (22%), 60+ (8%), unknown (0%).
  - Marital status: married (43%), single (39%), divorced (8%), separated (3%), cohabitation (2%), unknown (3%).

6. Receive a presentation on Employee Retirement, Resignation and Emergency Paid Leave Usage Trends (Irma Ramirez-Bough, Melissa Zamora).

Ms. Ramirez-Bough introduced Melissa Zamora, Senior Risk and Benefits Analyst, who gave a presentation on trends regarding employee retirement, resignation, and usage of emergency paid leaves over the time span of 2019-present.

Retirement and resignation trends are as follows:

- Overall, resignations were higher in 2019 than in 2020, and this trend continues thus far in 2021, with the exception of the months of November and December, where the pattern was reversed with more resignations in 2020 than 2019.
- Overall, retirements were higher in 2019 than in 2020, and this trend continues thus far in 2021; with the exception of March and April 2021, where the pattern was reversed as there was a higher number of retirements than in 2019 and 2020. The highest number of retirements in 2019 and 2020 were in the months of May and December.

The categories of approved COVID-19 response leaves are:

- Emergency Paid Leave – Up to 80 hours. Approved by the Board of Supervisors in March 2020. Continues to be available per the Monterey County Emergency Response Manual.
- Emergency Paid Sick Leave – Up to 80 hours. Approved by the Families First Coronavirus Response Act signed into law in April 2020. Expired on March 31, 2021.
- Public Health Emergency Leave – Up to an additional 10 weeks to care for a child whose school or daycare was closed. Approved by the Families First Coronavirus Response Act signed into law in April 2020. Expired on March 31, 2021.
- Supplemental Paid Sick Leave – Up to 80 hours. Approved by Senate Bill 95 signed into law in March 2021. Available until September 30, 2021.

A total of 2865 County employees have utilized the aforementioned leaves as follows:

- Supplemental Paid Sick Leave (State): 239 employees
- Public Health Emergency Leave (Federal): 159 employees
- Emergency Paid Sick Leave (Federal): 1496 employees
- Emergency Paid Leave (County): 971 employees

As of May 7, 2021, a total of 171,985 COVID-19 response leave hours were utilized by County employees from 2020 to present. In total, \$4,724,983.44 have been paid out to 2,865 employees County-wide since the start of the pandemic to May 7<sup>th</sup>.

**New Business/Agenda Items for Future Meetings**

- Data regarding the productivity of the County's remote workforce
- Additional information and feedback regarding the utilization of Emergency Paid Sick Leaves.

**Adjournment**

Meeting adjourned 11:32 AM.

**Committee Members:** Wendy Askew, District 4 Supervisor, Chair; Luis Alejo, District 1 Supervisor, Vice Chair

**Committee Staff:** Irma Ramirez-Bough, Director of Human Resources



# Monterey County

## Board Report

**Legistar File Number: 21-554**

**Item No.**

Board of Supervisors  
Chambers  
168 W. Alisal St., 1st Floor  
Salinas, CA 93901

June 17, 2021

**Introduced:** 6/11/2021

**Version:** 1

**Current Status:** Agenda Ready

**Matter Type:** General Agenda Item

Receive the preliminary results of the COVID-19 Emergency Paid Leave Utilization Survey (Irma Ramirez-Bough, Paulette Clark)

## COVID-19 Emergency Paid Leave Utilization Survey

### Survey Description:

Welcome to the County of Monterey COVID-19 Emergency Paid Sick Leave Utilization Survey. This is an anonymous and voluntary survey conducted by the Human Resources Department Employee Benefits unit. The feedback gathered will help assist the County in identifying how beneficial the COVID-19 emergency paid leaves were to the County employees who accessed and utilized the various leave programs. Please find below the list of COVID-19 emergency paid leaves employees could have utilized during COVID-19:

- County sponsored emergency paid leave (EPDL)
- Public Health Emergency Leave (PHEL)
- Emergency Paid Sick Leave (EPSL)
- COVID-19 Supplemental Paid Sick Leave (SPSL)

This survey consists of 12 questions and should take less than 5 minutes to complete. The survey will close on Friday, June 18, 2021. To ensure anonymity, employee contact information and IP address data will not be identified in the survey data.

If you have any technical difficulties with the survey, please contact Wendell Sells at SellsW@co.monterey.ca.us or (831) 796-6066.

### Survey Questions:

1. Utilizing the COVID-19 emergency paid sick leaves helped me to address the following (click all that apply):
  - ☐ Provide care for my child/children during COVID-19 due to school/daycare closure
  - ☐ Care for a family member who was exposed to/contracted COVID-19
  - ☐ Caring for myself due to being exposed/contracted to COVID-19
  - ☐ Receiving the COVID-19 vaccine
  - ☐ Experiencing symptoms from the COVID-19 vaccine
  - ☐ Allowed me to remain in a paid status while my department determined an alternative work arrangement/assignment (my role was not suitable for remote work)
2. The COVID-19 emergency paid leaves met my and/or my family's needs well.
  - ☐ Strongly Agree
  - ☐ Agree
  - ☐ Neither Agree nor Disagree
  - ☐ Disagree
  - ☐ Strongly Disagree
3. What was your work schedule while you utilized the County's COVID-19 emergency paid sick leave (please select all that apply)?
  - ☐ Did not work at all
  - ☐ Worked intermittently at worksite
  - ☐ Worked intermittently remotely
  - ☐ Worked less hours than my regularly scheduled hours

## COVID-19 Emergency Paid Leave Utilization Survey

4. How likely is it that you would have separated from County employment if the County's COVID-19 emergency paid leaves were not made available to you?
  - ☐ Very unlikely
  - ☐ Somewhat unlikely
  - ☐ Neutral
  - ☐ Somewhat likely
  - ☐ Very likely
5. How did you learn about the COVID-19 emergency paid leave options?
  - ☐ HR Newsletter
  - ☐ HR Website
  - ☐ Co-worker(s)
  - ☐ Supervisor/manager
  - ☐ HR Professional
  - ☐ Other (please specify)
6. Utilizing the COVID-19 emergency paid sick leaves was straightforward/easy to use.
  - ☐ Strongly Agree
  - ☐ Agree
  - ☐ Neither Agree nor Disagree
  - ☐ Disagree
  - ☐ Strongly Disagree
7. The COVID-19 emergency paid sick leave was explained/communicated clearly and thoroughly.
  - ☐ Strongly Agree
  - ☐ Agree
  - ☐ Neither Agree nor Disagree
  - ☐ Disagree
  - ☐ Strongly Disagree
  - ☐ Other (please specify)

*The following questions ask some information about you and your role at the County. This information will **NOT** be used to identify you, but to have a better understanding of how different groups of employees utilized the County's COVID-19 emergency paid sick leaves.*

8. What is your age group?
  - ☐ Traditionalist (Before 1945)
  - ☐ Baby Boomer (1946 – 1964)
  - ☐ Generation X (1965 – 1979)
  - ☐ Millennials (1980 – 1994)
  - ☐ Gen Z (After 1995)
  - ☐ Prefer not to disclose

## COVID-19 Emergency Paid Leave Utilization Survey

9. Gender Identity

- ☐ Woman
- ☐ Man
- ☐ Transgender
- ☐ Non-Binary
- ☐ Not Listed
- ☐ Prefer not to disclose

10. What is your role in the County?

- ☐ Management
- ☐ Supervisor
- ☐ Front Line Employee
- ☐ Prefer not to disclose

11. What was your work arrangement while utilizing the COVID-19 emergency paid sick leaves?

- ☐ Worked full-time at the worksite
- ☐ Worked full-time remotely
- ☐ Hybrid: part-time at worksite and part-time remotely
- ☐ Prefer not to disclose

12. What is your primary work location?

- ☐ Monterey Peninsula
- ☐ North County
- ☐ Salinas
- ☐ South County
- ☐ Prefer not to disclose





# Monterey County

## Board Report

**Legistar File Number: 21-555**

## Item No.

Board of Supervisors  
Chambers  
168 W. Alisal St., 1st Floor  
Salinas, CA 93901

June 17, 2021

**Introduced:** 6/11/2021

**Version:** 1

**Current Status:** Agenda Ready

**Matter Type:** General Agenda Item

Receive an overview of the proposed draft COVID-19 Productivity Survey; and receive information on survey software (Irma Ramirez-Bough, Catherine Crusade).

## PROPOSED DRAFT COVID-19 Productivity Survey



### Introduction

#### Welcome to the County of Monterey COVID-19 Productivity Survey!

- This is an **anonymous and voluntary** survey conducted by the Human Resources Department.
- Your responses to all X questions below should take less than X minutes.
- **Please submit your responses by (Insert Date) 2021.**

#### Objective of the survey:

- Based on the valuable feedback obtained from the COVID-19 Worksite survey, County Leadership seeks to further identify how to best support employees at the worksite and those working full-time or part-time remotely.
- Survey questions will help the County obtain feedback from Department Heads, Managers/Supervisors, as well as front-line employees who work at the worksite full-time, or who work full-time or part-time remotely.
- All questions pertain to the timeline of March 2020 to present.
- The survey topics include communication, customer service, meeting goals, supporting employees working at the worksite as well as part-time and full-time remotely, etc.

If you have any technical difficulty in completing this survey, please contact Catherine Crusade at [crusadecm@co.monterey.ca.us](mailto:crusadecm@co.monterey.ca.us) or 916-580-995.

**Thank you for taking time to respond to this survey. Your feedback matters!**

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#### To be included on hard copy surveys only:

Please return completed hard copy surveys by **(insert date) 2021** to Catherine Crusade via scan/email to: [crusadecm@co.monterey.ca.us](mailto:crusadecm@co.monterey.ca.us) or interoffice mail to: Catherine Crusade Human Resources Department, Government Center. If you have any questions, please Contact Catherine Crusade at [crusadecm@co.monterey.ca.us](mailto:crusadecm@co.monterey.ca.us) or 916-580-9795

**Branching Questions**

**Which of the following describes your role with the County of Monterey?**

☐ **Department Head**

**a. Which option best describes your work situation: I am working:**

- ☐ Full-time at the worksite
- ☐ Full-time or part-time remotely

**b. Do you have employees working remotely?**

- ☐ Yes = *receives questions regarding employees at the worksite and questions regarding employees working full-time or part-time remotely*
- ☐ No = *receives only questions regarding employees at the worksite*

☐ **Manager/Supervisor**

**a. Which option best describes your work situation: I am working:**

- ☐ Full-time at the worksite
- ☐ Full-time or part-time remotely

**b. Do you have employees working remotely?**

- ☐ Yes = *receives questions regarding employees at the worksite and questions regarding employees working full-time or part-time remotely*
- ☐ No = *receives only questions regarding employees at the worksite*

☐ **Front Line Employee**

**a. Which option best describes your work situation: I am working:**

- ☐ Full-time at the worksite
- ☐ Full-time or part-time remotely

PROPOSED DRAFT COVID-19 Productivity Survey

Department Heads

Questions regarding employees at the worksite (12 questions)

1. Are you currently tracking productivity of your *direct reports* working at the worksite?  
☐ Yes  
☐ No  
☐ If yes, what tools and/or measures are you using? i.e. performance evaluations
2. The productivity levels of my *direct reports* working at the worksite meet the department's operational needs and standards:  
☐ Strongly Agree  
☐ Agree  
☐ Neither Agree nor Disagree  
☐ Disagree  
☐ Strongly Disagree
3. Compared to pre-COVID-19, have you noticed an improvement or reduction in the overall productivity of your *direct reports* working at the worksite?  
☐ Improvement in productivity (please specify)  
☐ Reduction in productivity (please specify)  
☐ Stayed the same
4. Compared to pre-COVID-19, have you noticed an improvement or reduction in the overall productivity of *all employees* in your department working at the worksite?  
☐ Improvement in productivity (please specify)  
☐ Reduction in productivity (please specify)  
☐ Stayed the same
5. Please rate your level of satisfaction with the quality of services delivered by *all employees* in your department working at the worksite:  
☐ Very satisfied  
☐ Somewhat satisfied  
☐ Neither satisfied nor dissatisfied  
☐ Somewhat dissatisfied  
☐ Very dissatisfied
6. Please rate your level of satisfaction with the communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) you receive from your *direct reports* who have been working at the worksite:  
☐ Very satisfied  
☐ Somewhat satisfied  
☐ Neither satisfied nor dissatisfied  
☐ Somewhat dissatisfied  
☐ Very dissatisfied

**PROPOSED DRAFT COVID-19 Productivity Survey**

**Department Heads**

7. How often are you communicating (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) with your *direct reports* who have been working at the worksite to ensure they are meeting their goals and expectations?
- ☐ Daily
- ☐ Weekly
- ☐ Bi-Weekly (every other week)
- ☐ Monthly
- ☐ Bi-Monthly (every other month)
- ☐ Quarterly
8. Has overall communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) between you and your *direct reports* increased, decreased, or stayed the same since they have been working at the worksite?
- ☐ Increased
- ☐ Decreased
- ☐ Stayed the same
9. Please rate your level of satisfaction with the communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) you receive from your *direct reports* who have been working at the worksite?
- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied
10. Using the scale below, please rate your level of satisfaction with your *direct reports* who work at the worksite with achieving the following:

	5- very Satisfied	4-somewhat satisfied	3- Neither satisfied nor dissatisfied	2- Somewhat dissatisfied	1- Very dissatisfied
Accomplishing goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting performance standards/expectations when completing tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing their workload effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promptly responding to internal communication and correspondence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promptly responding to customer inquires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify):

Department Heads

11. Have you returned any employees who have been working remotely back to the worksite?

- ☐ Yes
- ☐ No
- ☐ If yes, why?
  - ☐ Employee morale/engagement
  - ☐ Operational needs
  - ☐ Public facing counters
  - ☐ Customer feedback
  - ☐ Return to pre-COVID staffing levels at the worksite
  - ☐ Driving creativity and innovation through face-to-face employee interactions
  - ☐ June 15<sup>th</sup> State opening as per Governor's communication
  - ☐ Performance goals and expectations were not met
  - ☐ Other (please specify)

12. What are your concerns regarding the supervision of employees working at the worksite?

- ☐ Low employee engagement
- ☐ Absenteeism
- ☐ Level of in-person collaboration
- ☐ Level of productivity and quality of output
- ☐ Morale of employees at the worksite versus employees working remotely
- ☐ Quality of customer service provided
- ☐ Feedback from customers regarding services provided
- ☐ Responsiveness to emails and phone calls
- ☐ Impact on confidentiality (due to cubicle layout) during Zoom meetings
- ☐ Following COVID-19 safety protocols
- ☐ Other (please specify)

# PROPOSED DRAFT COVID-19 Productivity Survey

## Department Heads

### Questions regarding employees working remotely (13 questions)

1. Are you currently tracking productivity of your *direct reports* working full-time or part-time remotely?
  - ☐ Yes
  - ☐ No
  - ☐ If yes, what tools and/or measures are you using? i.e. performance evaluations
2. Are you facing challenges with tracking or monitoring productivity of your *direct reports* who are working full-time or part-time remotely?
  - ☐ Yes, if yes, which of the following applies:
    - ☐ Difficulty defining productivity metrics
    - ☐ No system in place
    - ☐ Lack of time
    - ☐ Performance evaluations not conducted
    - ☐ Other (please specify)
  - ☐ No
3. What would be most valuable to help you track and monitor the productivity of your employees working full-time or part-time remotely (i.e. Productivity tracking-tool, training, technology resources, etc.)?

Please specify:

4. The productivity levels of my *direct reports* working full-time or part-time remotely meet the department's operational needs and standards:
  - ☐ Strongly Agree
  - ☐ Agree
  - ☐ Neither Agree nor Disagree
  - ☐ Disagree
  - ☐ Strongly Disagree
5. Compared to pre-COVID-19, have you noticed an improvement or reduction in the overall productivity of *all employees* in your department who have been working full-time or part-time remotely?
  - ☐ Improvement in productivity (please specify)
  - ☐ Reduction in productivity (please specify)
  - ☐ Stayed the same
6. Please rate your level of satisfaction with the quality of services delivered by *all employees* in your department who have been working full-time or part-time remotely:
  - ☐ Very satisfied
  - ☐ Somewhat satisfied
  - ☐ Neither satisfied nor dissatisfied
  - ☐ Somewhat dissatisfied
  - ☐ Very dissatisfied

## PROPOSED DRAFT COVID-19 Productivity Survey

### Department Heads

7. In your opinion, would the quality of services increase, decrease, or stay the same if employees who are working remotely delivered the services at the worksite?
- ☐ Quality of services would increase (please specify)
- ☐ Quality of services would decrease (please specify)
- ☐ Quality of services would stay the same (please specify)
8. How often are you communicating (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) with your *direct reports* who have been working full-time or part-time remotely to ensure they are meeting their goals and expectations?
- ☐ Daily
- ☐ Weekly
- ☐ Bi-Weekly (every other week)
- ☐ Monthly
- ☐ Bi-Monthly (every other month)
- ☐ Quarterly
9. Has overall communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) between you and your *direct reports* increased, decreased, or stayed the same since they have been working full-time or part-time remotely?
- ☐ Increased
- ☐ Decreased
- ☐ Stayed the same
10. Please rate your level of satisfaction with the communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) you receive from your *direct reports* who have been working full-time or part-time remotely?
- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied
11. Using the scale below, please rate your level of satisfaction with your *direct reports* working full-time or part-time remotely with achieving the following:

	5- very Satisfied	4-somewhat satisfied	3- Neither satisfied nor dissatisfied	2- Somewhat dissatisfied	1- Very dissatisfied
Accomplishing goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting performance standards/expectations when completing tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**PROPOSED DRAFT COVID-19 Productivity Survey**

**Department Heads**

Managing their workload effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promptly responding to internal communication and correspondence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promptly responding to customer inquiries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):					

12. What are your concerns regarding *employees* who are working full-time or part-time remotely?

- ☐ Remote employees working their full shift
- ☐ Remote employees following their work schedules
- ☐ Responsiveness to emails and phone calls
- ☐ Level of participation in Zoom meetings
- ☐ Quality of customer service provided
- ☐ Feedback from customers regarding services provided
- ☐ Level of in-person collaboration within work unit
- ☐ Level of productivity and quality of output
- ☐ Lack of boundaries between work and personal time
- ☐ Morale of employees at the worksite versus employees working remotely
- ☐ Other (please specify)

13. Will you allow part-time and/or full-time telework to continue when it's time to bring more employees back to the worksite?

- ☐ Yes, please feel free to comment (\*optional)
- ☐ No, what concerns do you have with employees working remotely? (\*required)
- ☐ I have already brought *some* employees back to the worksite
- ☐ I have already brought *all* employees back to the worksite
- ☐ Undecided

**PROPOSED DRAFT COVID-19 Productivity Survey**

**Managers and Supervisors**

**Questions regarding employees at the worksite (10 questions)**

1. Are you currently tracking productivity of your *direct reports* working at the worksite?
  - ☐ Yes
  - ☐ No
  - ☐ If yes, what tools and/or measures are you using? i.e. performance evaluations
  
2. The productivity levels of my *direct reports* working at the worksite meet the department's operational needs and standards:
  - ☐ Strongly Agree
  - ☐ Agree
  - ☐ Neither Agree nor Disagree
  - ☐ Disagree
  - ☐ Strongly Disagree
  
3. Compared to pre-COVID-19, have you noticed an improvement or reduction in the overall productivity of your *direct reports* working at the worksite?
  - ☐ Improvement in productivity (please specify)
  - ☐ Reduction in productivity (please specify)
  - ☐ Stayed the same
  
4. Please rate your level of satisfaction with the quality of services delivered by your *direct reports* in your department working at the worksite:
  - ☐ Very satisfied
  - ☐ Somewhat satisfied
  - ☐ Neither satisfied nor dissatisfied
  - ☐ Somewhat dissatisfied
  - ☐ Very dissatisfied
  
5. Please rate your level of satisfaction with the communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) you receive from your *direct reports* who have been working at the worksite:
  - ☐ Very satisfied
  - ☐ Somewhat satisfied
  - ☐ Neither satisfied nor dissatisfied
  - ☐ Somewhat dissatisfied
  - ☐ Very dissatisfied
  
6. How often are you communicating (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) with your *direct reports* who have been working at the worksite to ensure they are meeting their goals and expectations?
  - ☐ Daily
  - ☐ Weekly
  - ☐ Bi-Weekly (every other week)
  - ☐ Monthly
  - ☐ Bi-Monthly (every other month)
  - ☐ Quarterly

## PROPOSED DRAFT COVID-19 Productivity Survey

### Managers and Supervisors

7. Has overall communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) between you and your *direct reports* increased, decreased, or stayed the same since they have been working at the worksite?
- ☐ Increased
  - ☐ Decreased
  - ☐ Stayed the same
8. Please rate your level of satisfaction with the communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) you receive from your *direct reports* who have been working at the worksite?
- ☐ Very satisfied
  - ☐ Somewhat satisfied
  - ☐ Neither satisfied nor dissatisfied
  - ☐ Somewhat dissatisfied
  - ☐ Very dissatisfied
9. Please rate your level of satisfaction with your *direct reports* working at the worksite with achieving the following:
- ☐ Accomplishing goals
  - ☐ Meeting performance standards/expectations when completing tasks
  - ☐ Meeting deadlines
  - ☐ Managing their workload effectively
  - ☐ Promptly responding to internal communication and correspondence
  - ☐ Promptly responding to customer inquiries
  - ☐ Other (please specify)
10. What are your concerns regarding the supervision of *employees* working at the worksite?
- ☐ Low employee engagement
  - ☐ Absenteeism
  - ☐ Level of in-person collaboration
  - ☐ Level of productivity and quality of output
  - ☐ Morale of employees at the worksite versus employees working remotely
  - ☐ Quality of customer service provided
  - ☐ Feedback from customers regarding services provided
  - ☐ Responsiveness to emails and phone calls
  - ☐ Impact on confidentiality (due to cubicle layout) during Zoom meetings
  - ☐ Following COVID-19 safety protocols
  - ☐ Other (please specify)

PROPOSED DRAFT COVID-19 Productivity Survey

Managers and Supervisors

Questions regarding employees working full-time or part-time remotely (13 questions)

1. Are you currently tracking productivity of your *direct reports* working full-time or part-time remotely?  
☐ Yes  
☐ No  
☐ If yes, what tools and/or measures are you using? i.e. performance evaluations
2. Are you facing challenges with tracking or monitoring the productivity of your *direct reports* who are working full-time or part-time remotely?  
☐ Yes, if yes, which of the following applies:  
☐ Difficulty defining productivity metrics  
☐ No system in place  
☐ Lack of time  
☐ Performance evaluations not conducted  
☐ Other (please specify)  
☐ No
3. What would be most valuable to help you track and monitor the productivity of your employees working full-time or part-time remotely (i.e. Productivity tracking-tool, training, technology resources, etc.)?

Please specify:

4. The productivity levels of my *direct reports* working part-time or full-time remotely meet the department's operational needs and standards:  
☐ Strongly Agree  
☐ Agree  
☐ Neither Agree nor Disagree  
☐ Disagree  
☐ Strongly Disagree
5. Compared to pre-COVID-19, have you noticed an improvement or reduction in the overall productivity of your *direct reports* who have been working full-time or part-time remotely?  
☐ Improvement in productivity (please specify)  
☐ Reduction in productivity (please specify)  
☐ Stayed the same
6. Please rate your level of satisfaction with the quality of services delivered by your *direct reports* who have been working remotely:  
☐ Very satisfied  
☐ Somewhat satisfied  
☐ Neither satisfied nor dissatisfied  
☐ Somewhat dissatisfied  
☐ Very dissatisfied

Managers and Supervisors

7. Please rate your level of satisfaction with the communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) you receive from your *direct reports* who have been working full-time or part-time remotely:
- ☐ Very satisfied
  - ☐ Somewhat satisfied
  - ☐ Neither satisfied nor dissatisfied
  - ☐ Somewhat dissatisfied
  - ☐ Very dissatisfied
8. How often are you communicating (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) with your *direct reports* who have been working full-time or part-time remotely to ensure they are meeting their goals and expectations?
- ☐ Daily
  - ☐ Weekly
  - ☐ Bi-Weekly (every other week)
  - ☐ Monthly
  - ☐ Bi-Monthly (every other month)
  - ☐ Quarterly
9. Has overall communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) between you and your *direct reports* increased, decreased, or stayed the same since they have been working full-time or part-time remotely?
- ☐ Increased
  - ☐ Decreased
  - ☐ Stayed the same
10. Please rate your level of satisfaction with the communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) you receive from your *direct reports* who have been working full-time or part-time remotely?
- ☐ Very satisfied
  - ☐ Somewhat satisfied
  - ☐ Neither satisfied nor dissatisfied
  - ☐ Somewhat dissatisfied
  - ☐ Very dissatisfied
11. Please rate your level of comfort regarding the continuation of part-time and/or full-time telework arrangements for employees?
- ☐ Very comfortable
  - ☐ Somewhat comfortable
  - ☐ Neither comfortable nor uncomfortable
  - ☐ Somewhat uncomfortable
  - ☐ Very uncomfortable

**PROPOSED DRAFT COVID-19 Productivity Survey**

**Managers and Supervisors**

12. What are your concerns regarding the supervision of employees working remotely?

- ☐ Remote employees working their full shift
- ☐ Remote employees following their work schedules
- ☐ Responsiveness to emails and phone calls
- ☐ Level of participation in Zoom meetings
- ☐ Quality of customer service provided
- ☐ Feedback from customers regarding services provided
- ☐ Level of in-person collaboration within work unit
- ☐ Level of productivity and quality of output
- ☐ Lack of boundaries between work and personal time
- ☐ Morale of employees at the worksite versus employees working remotely
- ☐ Other (please specify)

13. Using the scale below, please rate your level of satisfaction with your *direct reports* working full-time or part-time remotely with achieving the following:

	5- very Satisfied	4-somewhat satisfied	3- Neither satisfied nor dissatisfied	2- Somewhat dissatisfied	1- Very dissatisfied
Accomplishing goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting performance standards/expectations when completing tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing their workload effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promptly responding to internal communication and correspondence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promptly responding to customer inquires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):					

PROPOSED DRAFT COVID-19 Productivity Survey

Employees

Questions for employees working full-time at the worksite (6 questions)

1. Compared to pre-COVID-19, my workload has:
  - ☐ Increased; please explain
  - ☐ Decreased; please explain
  - ☐ Remained the same
2. Compared to pre-COVID-19, have you noticed an improvement or reduction in your overall productivity?
  - ☐ Improvement in productivity (please provide examples)
  - ☐ Reduction in productivity (please provide examples)
  - ☐ Stayed the same
3. How often are you communicating (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) with your immediate manager/supervisor?
  - ☐ Daily
  - ☐ Weekly
  - ☐ Bi-Weekly (every other week)
  - ☐ Monthly
  - ☐ Bi-Monthly (every other month)
  - ☐ Quarterly
4. Compared to pre-COVID-19, has overall communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) between you and your immediate manager/supervisor changed?
  14. Increased
  15. Decreased
  16. Stayed the same
5. Please rate your level of satisfaction with the communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) you have with your immediate manager/supervisor?
  - ☐ Very satisfied
  - ☐ Somewhat satisfied
  - ☐ Neither satisfied nor dissatisfied
  - ☐ Somewhat dissatisfied
  - ☐ Very dissatisfied
6. Please indicate how your immediate manager/supervisor can best support you at this time in meeting performance standards and expectations:

Please specify:

PROPOSED DRAFT COVID-19 Productivity Survey

Employees

Questions for employees working full-time or part-time remotely (7 questions)

1. Compared to pre-COVID-19, my workload has:
  - ☐ Increased; please explain
  - ☐ Decreased; please explain
  - ☐ Remained the same
2. Compared to pre-COVID-19, have you noticed an improvement or reduction in your overall productivity?
  - ☐ Improvement in productivity (please provide examples)
  - ☐ Reduction in productivity (please provide examples)
  - ☐ Stayed the same
3. How often are you communicating (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) with your immediate manager/supervisor?
  - ☐ Daily
  - ☐ Weekly
  - ☐ Bi-Weekly (every other week)
  - ☐ Monthly
  - ☐ Bi-Monthly (every other month)
  - ☐ Quarterly
4. Compared to pre-COVID-19, has overall communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) between you and your immediate manager/supervisor changed?
  17. Increased
  18. Decreased
  19. Stayed the same
5. Please rate your level of satisfaction with the communication (i.e. face to face conversations, e-mail correspondences, Zoom meetings, phone calls, etc.) you have with your immediate manager/supervisor?
  - ☐ Very satisfied
  - ☐ Somewhat satisfied
  - ☐ Neither satisfied nor dissatisfied
  - ☐ Somewhat dissatisfied
  - ☐ Very dissatisfied
6. Please indicate how your immediate manager/supervisor can best support you at this time in meeting performance standards and expectations:

Please specify:

7. While working remotely, I am able to provide the same high-quality services that I did while working in the Office.
  - ☐ Strongly agree
  - ☐ Agree
  - ☐ Agree nor disagree
  - ☐ Disagree
  - ☐ Strongly disagree





# Monterey County

## Board Report

**Legistar File Number: 21-556**

## Item No.

Board of Supervisors  
Chambers  
168 W. Alisal St., 1st Floor  
Salinas, CA 93901

June 17, 2021

**Introduced:** 6/11/2021

**Current Status:** Agenda Ready

**Version:** 1

**Matter Type:** General Agenda Item

Receive a presentation on the accomplishments of the Human Resources Strategic Plan's Employee Benefits initiatives (Irma Ramirez-Bough, Paulette Clark, Sunny Haight).

# Human Resources Department Employee Benefits Division

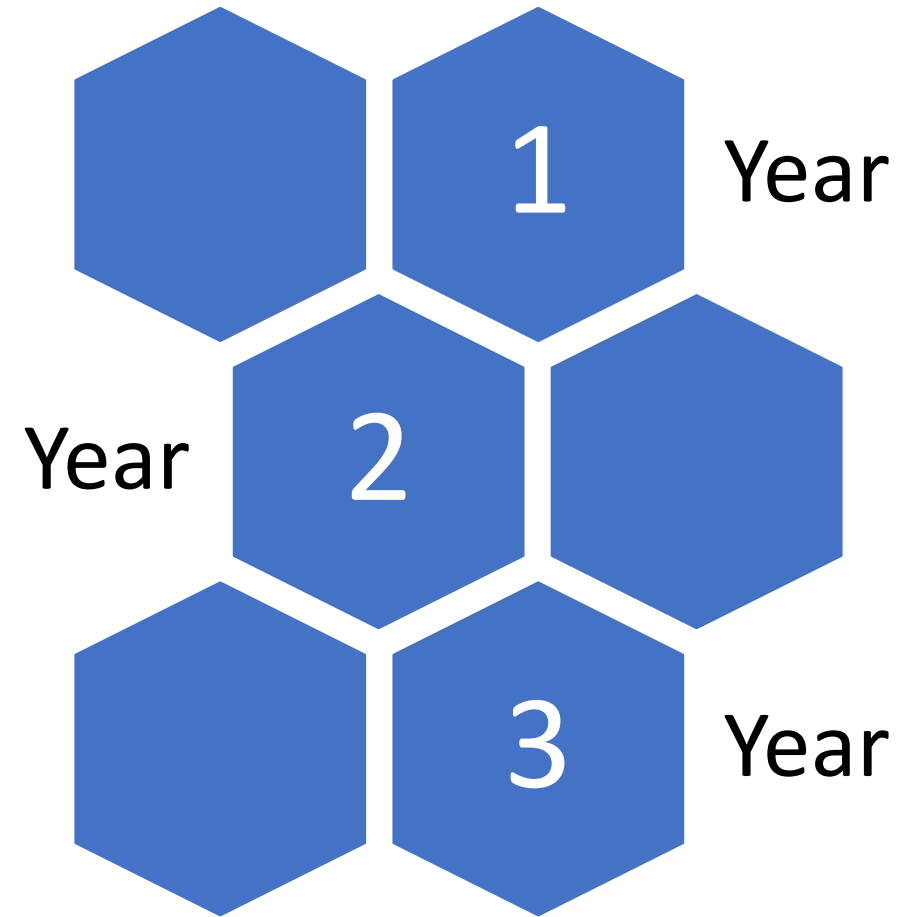
Strategic Plan Accomplishments  
Fiscal Year 2018/19 – 2020/21

Monterey County  
Human Resources Department  
**Strategic Plan**

With Description of Responsibilities  
FY 2018-19 through FY 2020-21



Vision, Mission, Values  
Priorities, Goals  
Strategic Initiatives  
Key Responsibilities

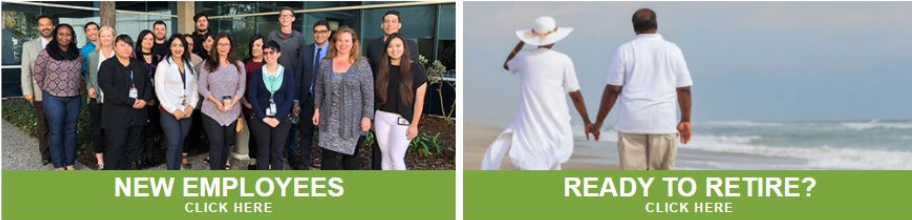


# Employee Benefits Division Strategic Initiatives

	Year 1	Year 2	Year 3
Enhance the employee benefits website to be more interactive and easier to navigate for internal and external users.			
Explore options for increasing and improving the understanding of COBRA rights and election periods			
Increase and improve the understanding of IRS Section 125 Plan benefits and compliance by providing more online information and communication.			
Assess the interest of the current workforce in specific types of benefit enhancements (e.g., voluntary insurance programs such as pet and legal insurance) to attract and retain existing and future employees			
Increase education about flexible spending accounts and deferred compensation to increase voluntary participation.			
Augment the new employee benefit orientation program to ensure consistency county-wide by developing video and other web-based tools.			
Explore the use of technology to improve the timing and accuracy of new employee benefit enrollment, including the use of electronic signatures			

# Year 1 Initiatives

- **Enhance the employee benefits website to be more interactive and easier to navigate for internal and external users.**
- Explore options for increasing and improving the understanding of COBRA rights and election periods
- Increase and improve the understanding of IRS Section 125 Plan benefits and compliance by providing more online information and communication.
- Assess the interest of the current workforce in specific types of benefit enhancements (e.g., voluntary insurance programs such as pet and legal insurance) to attract and retain existing and future employees
- Increase education about flexible spending accounts and deferred compensation to increase voluntary participation.



The Central Benefits Division remains committed to providing a comprehensive and affordable program of benefits. We promote wellness programs and education for our employees and retirees in making wise healthcare decision to attract, promote and sustain health and productivity in a supportive work environment. Check this page periodically for new and update information.

Click on the links below for further information.

Medical, Dental, & Vision	CalPERS Retirement	FSA & DCAP	Open Enrollment
Deferred Compensation	Employee Assistance Program (EAP)	Life Insurance	Benefits Summary Sheets
Frequently Asked Questions	Other Benefits/ Programs	Employee Leave of Absence	Temporary Employees

Enhance the employee benefits website to be more interactive and easier to navigate for internal and external users. (year 1)

- The new website is designed to allow individuals to research and utilize our diverse benefits package.
- Information is regularly updated to provide current information.

# Year 1 Initiatives

- Enhance the employee benefits website to be more interactive and easier to navigate for internal and external users.
- **Explore options for increasing and improving the understanding of COBRA rights and election periods**
- **Increase and improve the understanding of IRS Section 125 Plan benefits and compliance by providing more online information and communication.**
- Assess the interest of the current workforce in specific types of benefit enhancements (e.g., voluntary insurance programs such as pet and legal insurance) to attract and retain existing and future employees
- Increase education about flexible spending accounts and deferred compensation to increase voluntary participation.



**Initiative: Explore options for increasing and improving the understanding of COBRA rights and election periods (year 1)**

- Increased understand of COBRA through New Employee Orientation, the Quarterly Benefits Newsletter, and by working closely with out third-party administrator.

**Initiative: Increase and improve the understanding of IRS Section 125 Plan benefits and compliance by providing more online information and communication. (year 1-2)**

- Updated Employee Benefits website
- Quarterly Employee Benefits Newsletter
- Z-County benefits emails

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# Year 1 Initiatives

- Enhance the employee benefits website to be more interactive and easier to navigate for internal and external users.
- Explore options for increasing and improving the understanding of COBRA rights and election periods
- Increase and improve the understanding of IRS Section 125 Plan benefits and compliance by providing more online information and communication.
- **Assess the interest of the current workforce in specific types of benefit enhancements (e.g., voluntary insurance programs such as pet and legal insurance) to attract and retain existing and future employees**
- Increase education about flexible spending accounts and deferred compensation to increase voluntary participation.

**Initiative: Assess the interest of the current workforce in specific types of benefit enhancements (e.g., voluntary insurance programs such as pet and legal insurance) to attract and retain existing and future employees (year 1-3)**



**Upon feedback from employees, we implemented the following programs/benefit plans:**

**Legal Insurance**

- Offered starting October 1, 2020

**Pet Insurance**

- Offered starting October 1, 2020

**Employee Assistance Program**

- FEI provides mental health services, family services (i.e. finding childcare), finance (i.e. budgeting and tax services), identity theft, and legal services. They have a robust online resource library and offer webinars.

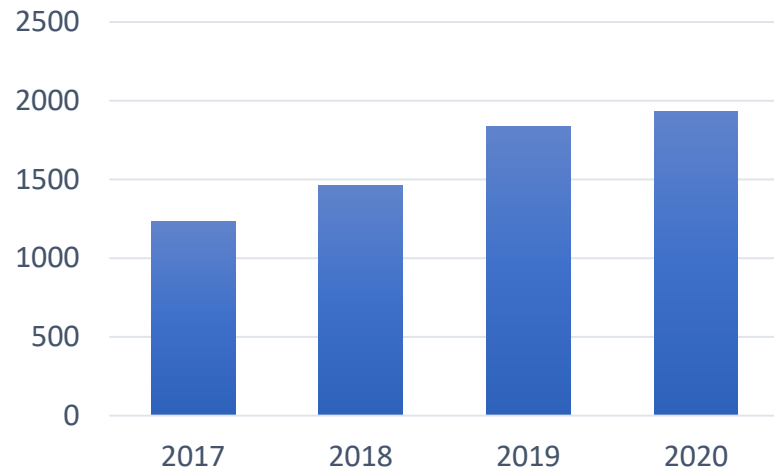
**Short Term Disability – Income Replacement**

- UNUM Buy-Up
- Offered starting February 1, 2019
- Enrollment has grown every year.

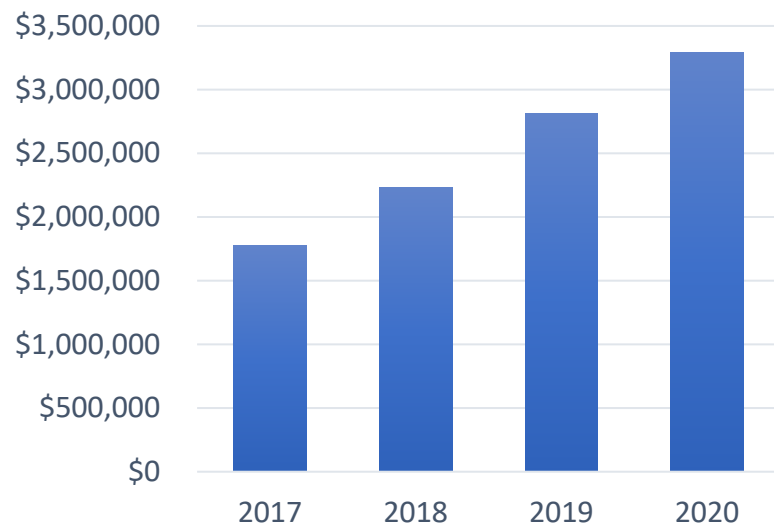
# Year 1 Initiatives

- Enhance the employee benefits website to be more interactive and easier to navigate for internal and external users.
- Explore options for increasing and improving the understanding of COBRA rights and election periods
- Increase and improve the understanding of IRS Section 125 Plan benefits and compliance by providing more online information and communication.
- Assess the interest of the current workforce in specific types of benefit enhancements (e.g., voluntary insurance programs such as pet and legal insurance) to attract and retain existing and future employees
- **Increase education about flexible spending accounts and deferred compensation to increase voluntary participation.**

**Number of Employees Enrolled in FSA**



**Employee Tax-Free Dollars**



**Initiative: Increase education about flexible spending accounts and deferred compensation to increase voluntary participation.**  
(year 1-3)

Flexible Spending Account allows employees to use pre-tax money to pay for health, dental, and vision out of pocket costs.

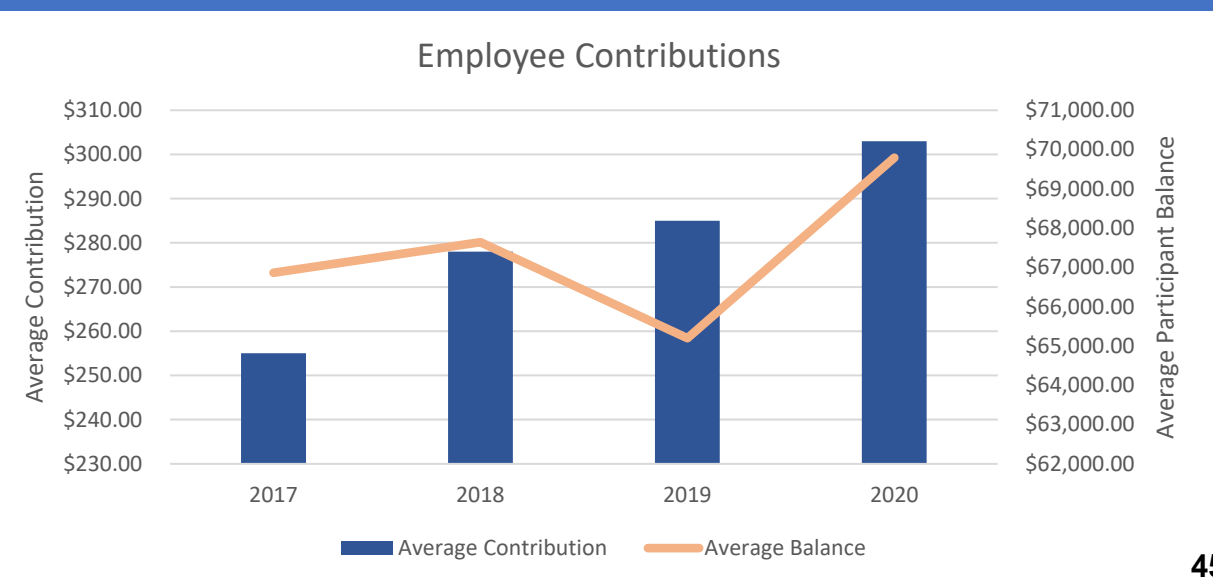
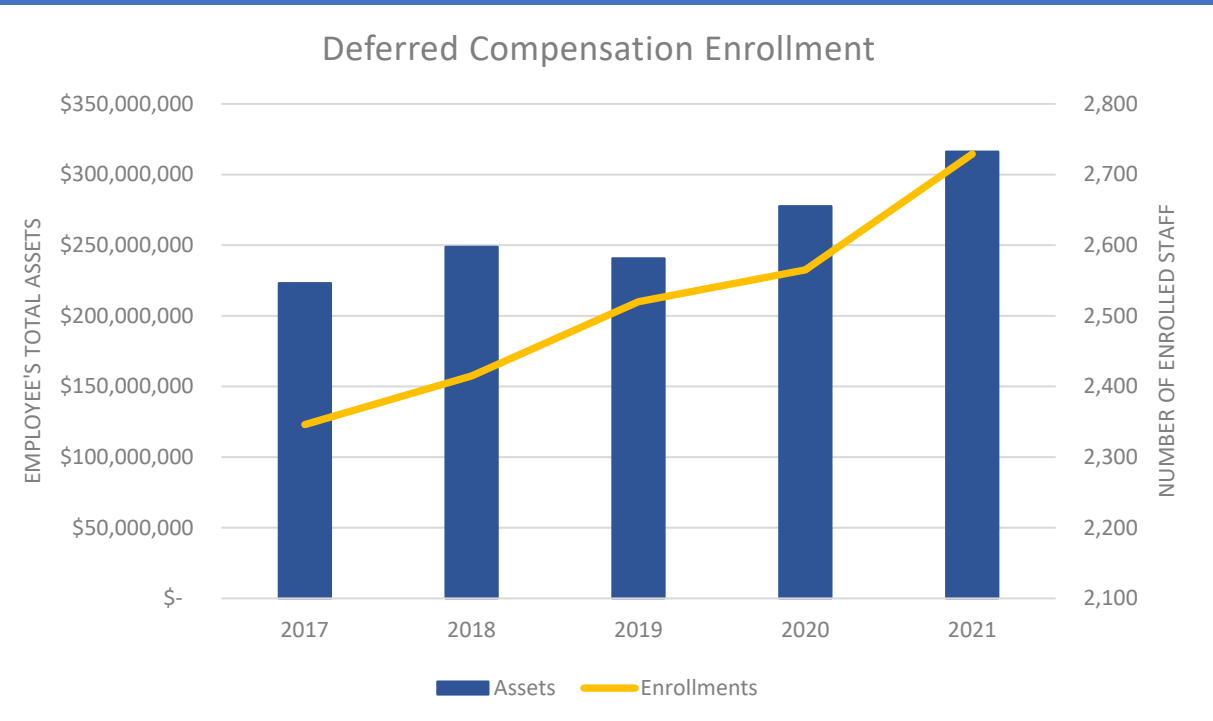
- New Employee Orientation and NEOGOV.
- New hires enroll as part of their initial benefits.
- The Open Enrollment Wizard
- Open Enrollment benefit fairs, webinars
- Section 125 amendment
- Flexible Benefit Administrators provides emailers and blog posts.


**Initiative: Increase education about flexible spending accounts and deferred compensation to increase voluntary participation.**  
(year 1-3) continued...

In 2019 we contracted with Nationwide for our Deferred Compensation services.

- We held 20 transition workshops
- Nationwide provides educational benefits like webinars, mailers, and emailers.
- Their website has an enhanced user experience.
- New Employee Orientation and NEOGov.
- Employee Benefits website

**In 2020 we had 395 new enrollments!**





## Year 2 and Year 3 Initiatives

- **Augment the new employee benefit orientation program to ensure consistency county-wide by developing video and other web-based tools.**
- Explore the use of technology to improve the timing and accuracy of new employee benefit enrollment, including the use of electronic signatures



**Initiative: Augment the new employee benefit orientation program to ensure consistency county-wide by developing video and other web-based tools. (year 2-3)**

## New Employee Orientation

- Zoom
- Updated consistently with benefits updates, rate changes, and for clarity.

## NEOGov Onboarding Module

- Allows employees to review benefits at their own pace, access information from anywhere, and easily submit documentation.

**WELCOME TO THE COUNTY OF MONTEREY!**

Hi Micheal McAdams! Welcome to the county, we are so happy to have you! As discussed, you will be starting on 06/07/2021 as a RANGE AIDE

Please click below to view a welcome video from County Administrative Officer, Charles McKee:

Charles McKee Welcome Video

02:58

**WELCOME MESSAGE FROM COUNTY ADMINISTRATIVE OFFICER, CHARLES J. MCKEE**

Welcome to your new career in County service. It is an honor to be selected to serve the residents of Monterey County. We select people with competence, commitment, and character in order to assure the best possible service. Since our standards are high, we are confident that you made the right choice when selecting Monterey County as your new professional home.

As a commitment to excellence, the Board of Supervisors' adopted mission statement is:

*"The Mission of Monterey county is to Excel at providing Quality Services for the benefit of all Monterey"*

**Checklist** 18% [Preview Checklist Timeline](#)


<input checked="" type="checkbox"/> Assign Benefits Checklist for New Full-Time Permanent Employee	<span>1 week past due</span>
<input type="checkbox"/> Complete I-9 Cover Sheet	<span>1 day past due</span>
<input checked="" type="checkbox"/> Enroll New Hire into NEO	<span>1 day past due</span>
<input checked="" type="checkbox"/> Enroll in NEO	<span>1 day past due</span>
<input type="checkbox"/> Complete I-9 for employee	Due today
<input type="checkbox"/> Complete employer portion for Oath	Due today
<input type="checkbox"/> Complete Employer portion of CalPERS Reciprocal Self-Certification Form	Due today
<input checked="" type="checkbox"/> Benefit Tips for New Hires	Due in 4 days
<input checked="" type="checkbox"/> 2021 Monthly Insurance Cost	Due in 4 days
<input checked="" type="checkbox"/> 2021 CalPERS Health Summary	Due in 4 days

[VIEW ALL \(9\)](#)

**MISSION, VALUES AND GOALS**

**MISSION**

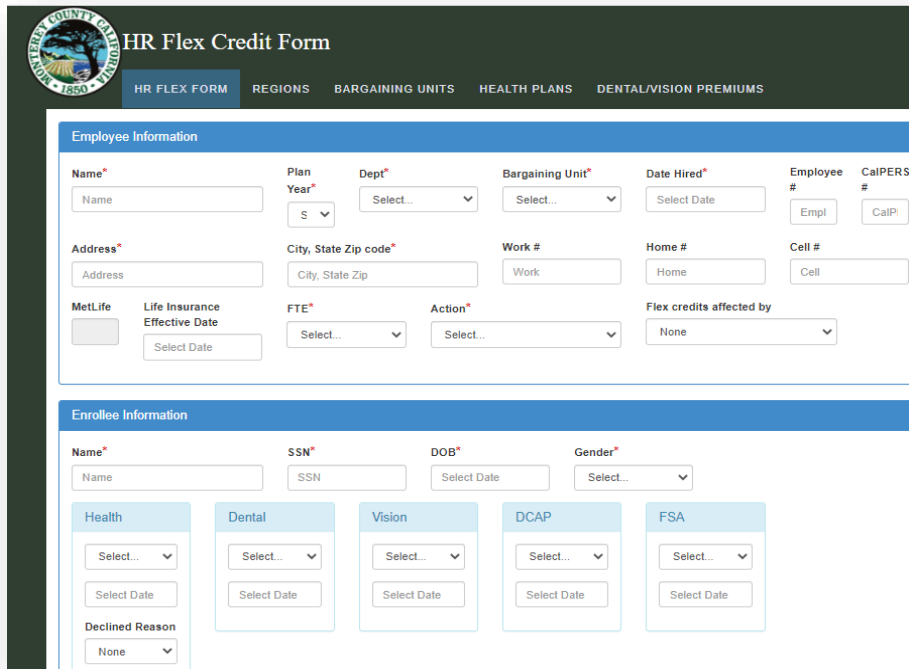
The Mission of Monterey County is to Excel at providing Quality Services for the benefit of all Monterey



## Year 2 and Year 3 Initiatives

- Augment the new employee benefit orientation program to ensure consistency county-wide by developing video and other web-based tools.
- **Explore the use of technology to improve the timing and accuracy of new employee benefit enrollment, including the use of electronic signatures**





**HR Flex Credit Form**

HR FLEX FORM   REGIONS   BARGAINING UNITS   HEALTH PLANS   DENTAL/VISION PREMIUMS

### Employee Information

Name\*  Plan Year\*  Dept\*  Bargaining Unit\*  Date Hired\*  Employee #  CalPERS #

Address\*  City, State Zip code\*  Work #  Home #  Cell #

MetLife  Life Insurance Effective Date  FTE\*  Action\*  Flex credits affected by

### Enrollee Information

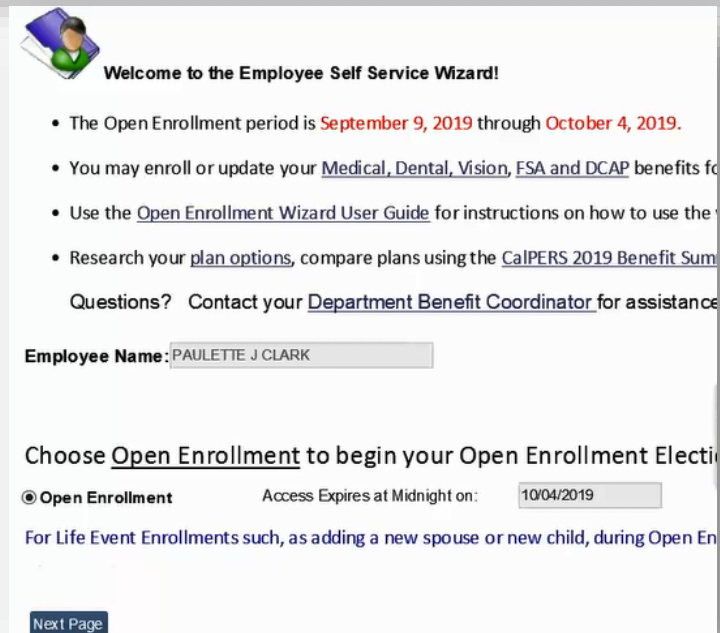
Name\*  SSN\*  DOB\*  Gender\*

Health  Dental  Vision  DCAP  FSA

Declined Reason

**Initiative: Explore the use of technology to improve the timing and accuracy of new employee benefit enrollment, including the use of electronic signatures (year 3)**

- Open Enrollment Benefits Wizard
- DocuSign
- Flex Form
- Adobe Pro



**Welcome to the Employee Self Service Wizard!**

- The Open Enrollment period is **September 9, 2019** through **October 4, 2019**.
- You may enroll or update your [Medical](#), [Dental](#), [Vision](#), [FSA](#) and [DCAP](#) benefits for
- Use the [Open Enrollment Wizard User Guide](#) for instructions on how to use the
- Research your [plan options](#), compare plans using the [CalPERS 2019 Benefit Summary](#)

Questions? Contact your [Department Benefit Coordinator](#) for assistance

Employee Name:

Choose [Open Enrollment](#) to begin your Open Enrollment Election

☒ **Open Enrollment** Access Expires at Midnight on:

For Life Event Enrollments such, as adding a new spouse or new child, during Open Enrollment

[Next Page](#)

# Employee Benefits Projects and Programs

## **Regular Duties Include:**

- Retirement meetings
- Review of personnel transactions and insurance changes.
- Service 14 departments and provide support to all county departments
- RFP for new vendors
- FSA/DCAP Catch-Ups
- Buy-Up rate updates
- Benefit Coordinator and Workers Compensation
- COBRA notices
- Ineligible dependents insurance updates
- Enrollment auditing
- COVID Response
  - FSA changes
  - LOA processing and Timecards
  - SECURE Act
  - CARES Act
  - American Rescue Plan Act
- Catastrophic Leave donation program administration
- Quarterly Employee Benefits newsletter
- Deferred Compensation Committee
- Monthly EAP webinar series
- Benefits website
- Open Enrollment
- Cash Out system
- CalPERS region change updates



# Monterey County

## Board Report

**Legistar File Number: 21-557**

## Item No.

Board of Supervisors  
Chambers  
168 W. Alisal St., 1st Floor  
Salinas, CA 93901

June 17, 2021

**Introduced:** 6/11/2021

**Version:** 1

**Current Status:** Agenda Ready

**Matter Type:** General Agenda Item

Receive a presentation on the accomplishments of the Human Resources Strategic Plan's Class and Compensation initiatives (Irma Ramirez-Bough, Kim Moore, Channelle Ceralde, Jovany Luna Correa).

# Strategic Initiatives Fiscal Years 2018-21 Classification & Compensation

---



## Purpose

Provide and monitor a responsive, competitive, fair, equitable and standardized compensation system which defines the scope and nature of job assignments, provides ongoing updates of classification specifications, identifies job expectations, and supports career development options. Doing so will enable the County to employ and retain a qualified and diverse workforce.

# Strategic Plan Initiatives

1. Develop a Compensation Philosophy to guide salary setting that includes a review of comparator agencies.
  - ✓ Conducted comprehensive market research and data analysis
  - ✓ Internal County data collection and analysis including employee turnover data
  - ✓ Drafted an update to the County's Compensation Philosophy
2. Create and implement a classification and compensation action plan that will be responsive to the needs of the organization.
  - ✓ Collaborating with the ITD to create an online tracking system
  - ✓ Established a Classification and Compensation general email to streamline requests and inquiries
  - ✓ Created a draft all-inclusive Classification and Compensation request form
  - ✓ Researched and collected data of Classification and Compensation Study Guidelines from other County jurisdictions in order to update current processes to reflect best practices

# Strategic Plan Initiatives

3. Develop a plan and schedule for conducting County-wide Classifications and Compensation studies. Begin in Year 1 by conducting a classification and compensation study for all positions in the Information Technology Department to determine that content is current and reflective of set industry standards and applicable state and federal regulations, and that compensation is competitive.
  - ✓ The classification study for the IT Department has been completed and the compensation study is in progress
  - ✓ Created a process that identifies tasks with timelines for completion
  - ✓ The HRD has completed 30 classification and compensation studies since July 1, 2020
  - ✓ The HRD completed compensation studies annually for years 2017 - 2021 to determine impacts of minimum wage increase and are in process of studying impacts of January 1, 2022, minimum wage increase



# Strategic Plan Initiatives

4. Eliminate unused and unneeded classifications to begin to modernize and simplify the County's classification structure.
  - ✓ Recommended and Board approved abolishing 125 obsolete classifications to modernize and simplify the County's Classification and Compensation system
5. Review and revise the position description questionnaire to be more concise and enable online completion of the form.
  - ✓ In progress
6. Add core competencies to the job specifications to promote the career mobility of the County workforce.
  - ✓ HRD has entered into a contract with Development Dimensions International, Inc. that will enable the County to efficiently facilitate subject matter experts in assigning core competencies to all classifications

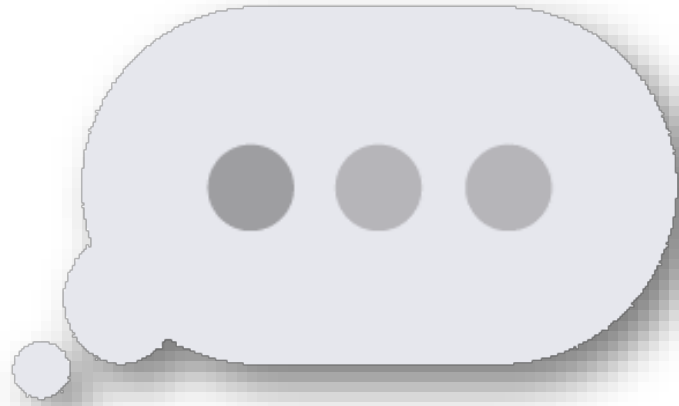


# Strategic Plan Initiatives

7. Review the flexible staffing program and identify needed changes to guidelines and procedures to ensure the program is effective in meeting the County's needs.
  - ✓ HRD is currently updating the Flexible Staffing Program and has collaborated with the Departments to identify recommended changes to the current flexible staffing list
8. Identify career ladders for county-wide and departmental career paths and upload them on the HRD website to provide career information for employees and applicants.
  - ✓ In progress
9. Develop a plan, in conjunction with the Office of Civil Rights, to review pay equality on the basis of gender.
  - ✓ Plan development in progress with collaboration with the Civil Rights Office to begin in FY 2022



# Discussion





# Monterey County

## Board Report

**Legistar File Number: 21-558**

## Item No.

Board of Supervisors  
Chambers  
168 W. Alisal St., 1st Floor  
Salinas, CA 93901

June 17, 2021

**Introduced:** 6/11/2021

**Current Status:** Agenda Ready

**Version:** 1

**Matter Type:** General Agenda Item

Receive an update on Class and Compensation activities (Irma Ramirez-Bough, Kim Moore, Channelle Ceralde, Jovany Luna Correa).

# Classification & Compensation Study Activities

# Classification & Compensation Activities

- Develop a Class & Comp Tracking System
- Classification & Compensation Studies
- Request to Classify (RTC)
- Classification Specification Updates

# Develop Class & Comp Tracking System

Human Resources is collaborating with ITD to develop a tracking system which will provide the following efficiencies:

- Optimize transparency and stakeholder engagement
- Track and measure performance
- Collaborate effectively with streamlined operations
- Gain data-driven insights for process improvement

# Classification & Compensation Studies

	FY 2019-20	July 2020 - September 2020	October 2020 - Present
	<i>Carryover</i>	33	36
Approved Studies:	61	16	50
Completed/Closed Studies:	28	13	27
BOS Action Taken:	11	7	6
Current Active Studies:	33	36	59

SEIU Unit K Total Compensation Study includes 26 Classifications



# Requests to Classify (RTC)

	FY 2019-20	FY 2020-21	FY 2021-22
<i>Completed RTC's *</i>			
Budget Cycle:	85	58	55
Outside Budget Cycle:	49	10	18
Total:	134	68	73
*Does not include Natividad			



# Classification Specification Updates

	FY 2019-20	July 2020 - September 2020	October 2020 - Present
<i>Carryover</i>		81	70
Approved Updates:	93	4	8
Total Completed:	12	7	12
Current Classification Specification Updates:	81	70	50
*Approximately 820 County classifications			



# Discussion

