

# **Monterey County**

Monterey County Government Center  
Monterey Conference Room  
168 W. Alisal St., 2nd Floor



## **Meeting Agenda - Final**

**Monterey Conference Room and Zoom**  
**<https://montereycty.zoom.us/j/95794568693>**

**Thursday, September 16, 2021**  
**1:30 PM**

### **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/95794568693>
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: 95794568693#
3. If you choose not to attend the Human Resources Committee meeting but wish to make a specific agenda comment, please submit your comments via email by 5:00 p.m. on Wednesday, September 15, 2021 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**

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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/95794568693>
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: 95794568693#
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. miércoles 15 de Septiembre 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. 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."
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**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:**

Approve the Board of Supervisors Human Resources Committee  
Action Minutes of June 17, 2021.

**[MIN 21-046](#)**

**Attachments:**     [Board of Supervisors HR Committee Meeting Minutes  
6.17.2021](#)

**Information Items:**

Receive a presentation of the results of the COVID-19 Emergency Paid  
Leave Utilization Survey (Paulette Clark, Melissa Zamora)

**[21-787](#)**

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

Receive a presentation on the accomplishments of the Human  
Resources Strategic Plan's Leadership and Management initiatives  
(Irma Ramirez-Bough, Kim Moore, Catherine Crusade, Wendell Sells).

**[21-788](#)**

**Attachments:**     [Leadership and Management Strategic Initiatives Presentation](#)

Receive a presentation on the accomplishments of the Human Resources Strategic Plan's Employee and Labor Relations initiatives (Irma Ramirez-Bough, Ariana Hurtado).

[21-789](#)

**Attachments:**     [Employee and Labor Relations Strategic Initiatives Presentation](#)

Receive a presentation on the accomplishments of the Human Resources Strategic Plan's HR Information Systems initiatives (Irma Ramirez-Bough, Kim Moore, Idalia Ow).

[21-790](#)

**Attachments:**     [HR Information Systems Strategic Initiatives Presentation](#)

**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 21-046**

**September 16, 2021**

**Introduced:** 9/10/2021

**Current Status:** Consent Agenda

**Version:** 1

**Matter Type:** Minutes

Approve the Board of Supervisors Human Resources Committee Action Minutes of June 17, 2021.

# **Monterey County**

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



## **Action Minutes - Draft**

**Thursday, June 17, 2021**

**1:30 PM**

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

### **Board of Supervisors Human Resources Committee**

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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.
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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 June 1, 2021.  
The Board of Supervisors Human Resources Committee Action Minutes of June 1, 2021 approved by consensus.

#### **Information Items:**

2. Receive the preliminary results of the COVID-19 Emergency Paid Leave Utilization Survey (Irma Ramirez-Bough, Paulette Clark).  
The Director of Human Resources, Irma Ramirez-Bough, indicated that this item emerged from a previous request from the Committee. Paulette Clark, Program Manager, provided a presentation on the results of the survey as they were being collected in real-time. The audience invited to participate in this survey entailed employees who utilized the COVID-19 emergency paid sick leaves, and results garnered at that point in time were 679 responses. A preliminary review of the results demonstrated that 76% of respondents indicated that the COVID-19 emergency paid leaves met their and/or family's needs well. Data analysis will be conducted after the survey closes, and the results will be presented to the Committee at the next meeting.
3. Receive an overview of the proposed draft COVID-19 Productivity Survey; and receive information on survey software (Irma Ramirez-Bough, Catherine Crusade).  
Catherine Crusade, Employee Engagement Manager, provided an overview of a draft/proposed County-wide survey aimed at surveying the following themes: productivity, quality service, communication, meeting goals and expectations, etc. The groups proposed for surveying include department heads, managers and supervisors, and employees. The questions would be further distinguished by work arrangement, whether working at the worksite or working remotely or a combination of both. Ms. Crusade also shared information regarding solutions for enhancing efficiency and turnaround time of data analysis as the frequency of County-wide surveys increase.



4. Receive a presentation on the accomplishments of the Human Resources Strategic Plan's Employee Benefits initiatives (Irma Ramirez-Bough, Paulette Clark, Sunny Haight).  
**Sunny Haight, Associate Risk and Benefits Analyst, provided a presentation on the accomplishments of Employee Benefits for the Human Resources Strategic Plan initiatives. The Employee Benefits unit discussed seven initiatives that spanned FY 2018-19 through 2020-21.**
5. 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).  
**Kim Moore, Assistant Director of Human Resources, Channelle Ceralde, Senior Personnel Analyst, and Jovany Luna Correa, Associate Personnel Analyst, presented on the accomplishments of the Classification and Compensation unit's nine initiatives which spanned FY 2018-19 through 2020-21.**
6. Receive an update on Class and Compensation activities (Irma Ramirez-Bough, Kim Moore, Channelle Ceralde, Jovany Luna Correa).  
**The Classification and Compensation team provided an update on the activities of the unit, including classification and compensation studies, requests to classify, classification specification updates, and collaboration with the Information Technology Department to develop the Class & Comp Tracking System which will optimize transparency and stakeholder engagement.**

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

#### **Adjournment**

Meeting adjourned 2:55 PM.

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

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



# Monterey County

## Board Report

Legistar File Number: 21-787

## Item No.

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

September 16, 2021

**Introduced:** 9/10/2021

**Version:** 1

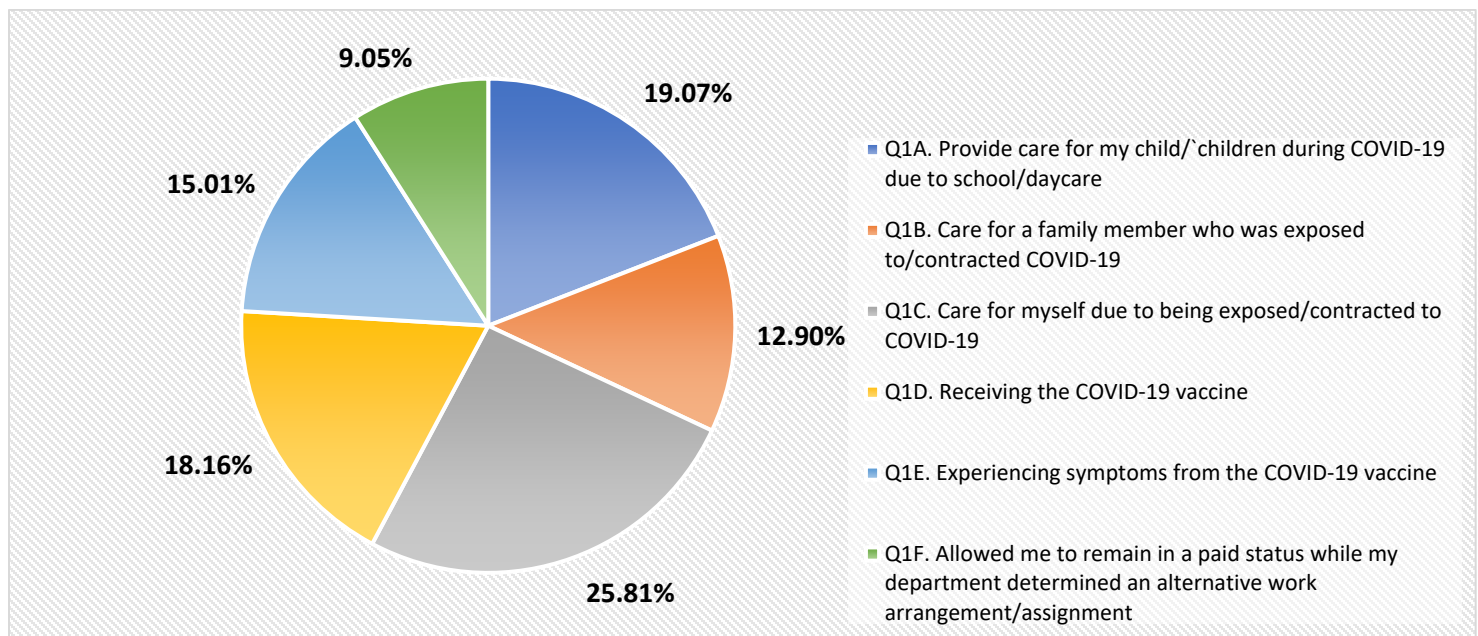
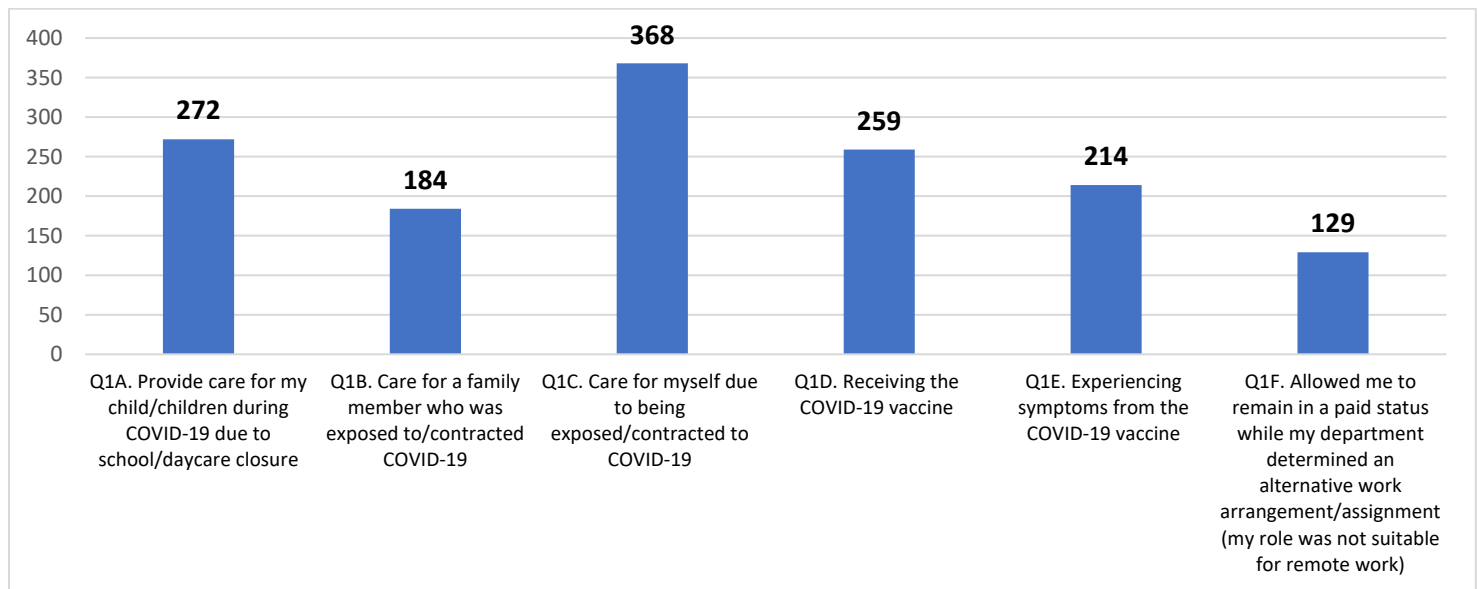
**Current Status:** Agenda Ready

**Matter Type:** General Agenda Item

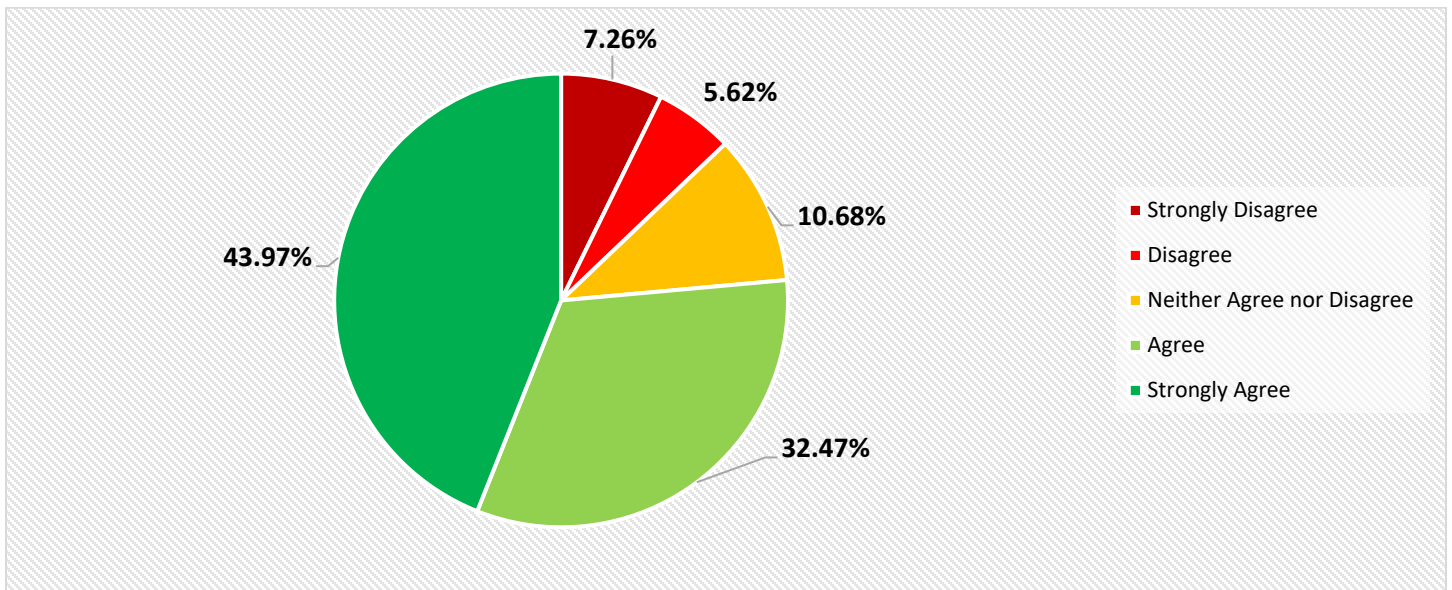
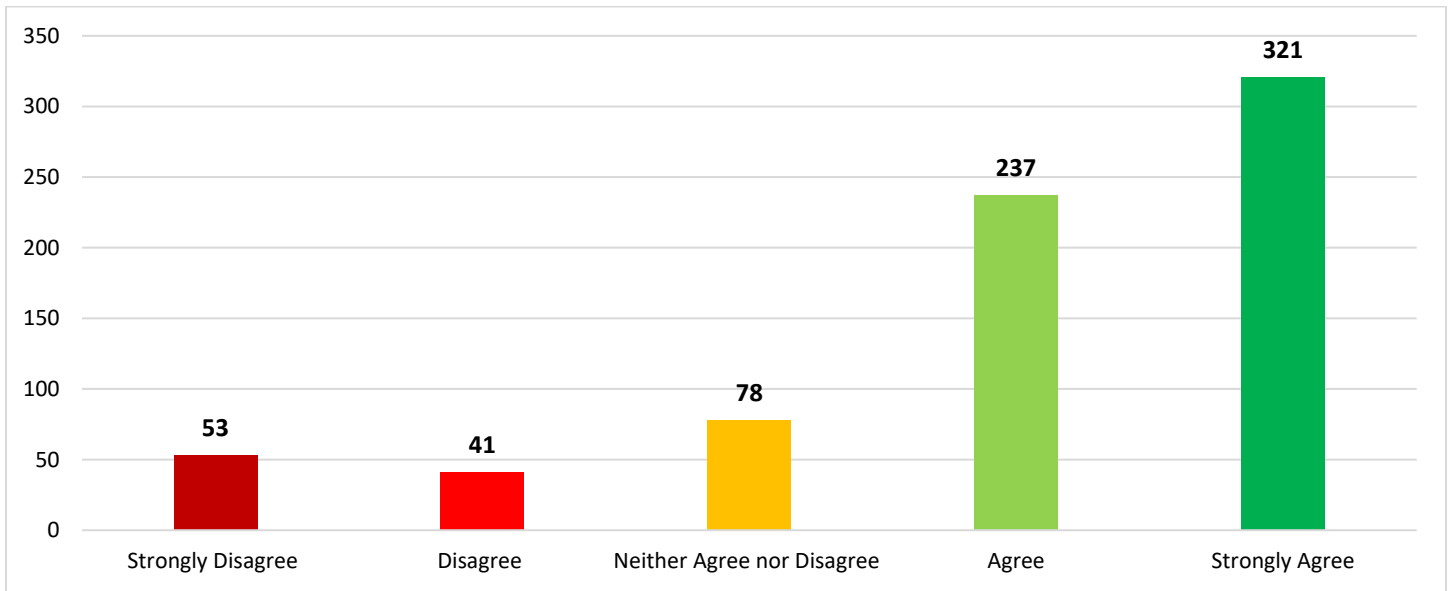
Receive a presentation of the results of the COVID-19 Emergency Paid Leave Utilization Survey  
(Paulette Clark, Melissa Zamora)

## County of Monterey COVID-19 Paid Sick Leave Utilization Survey Data

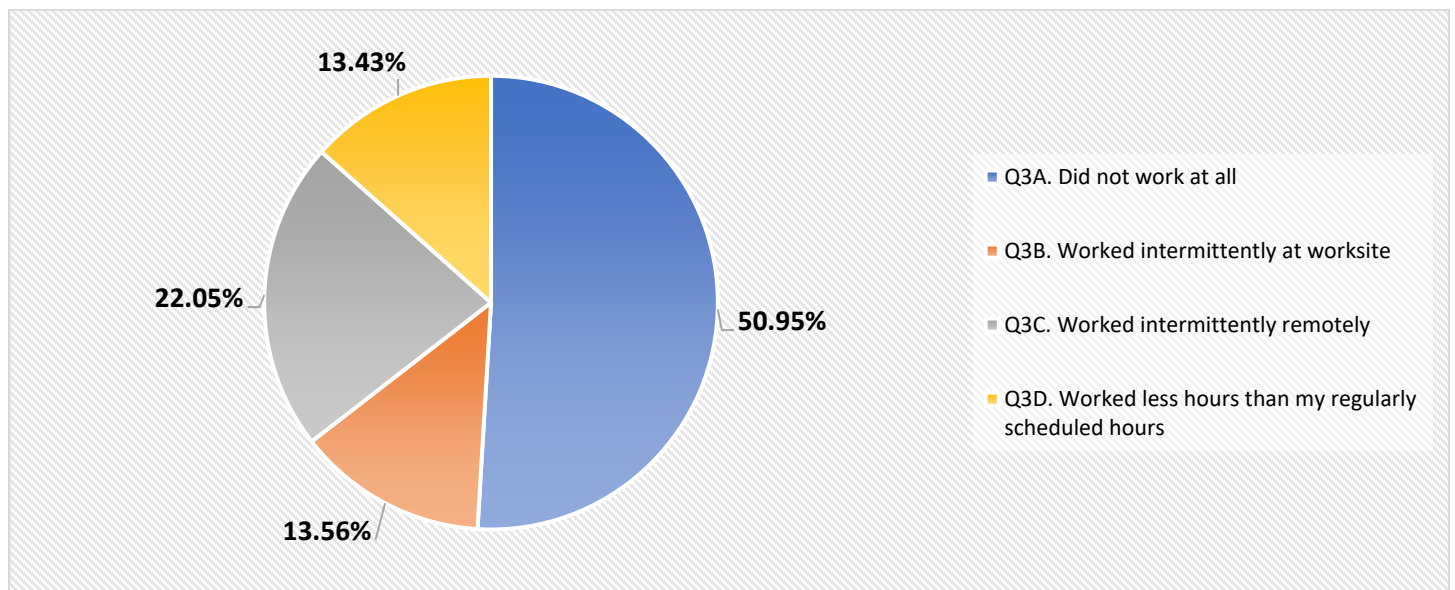
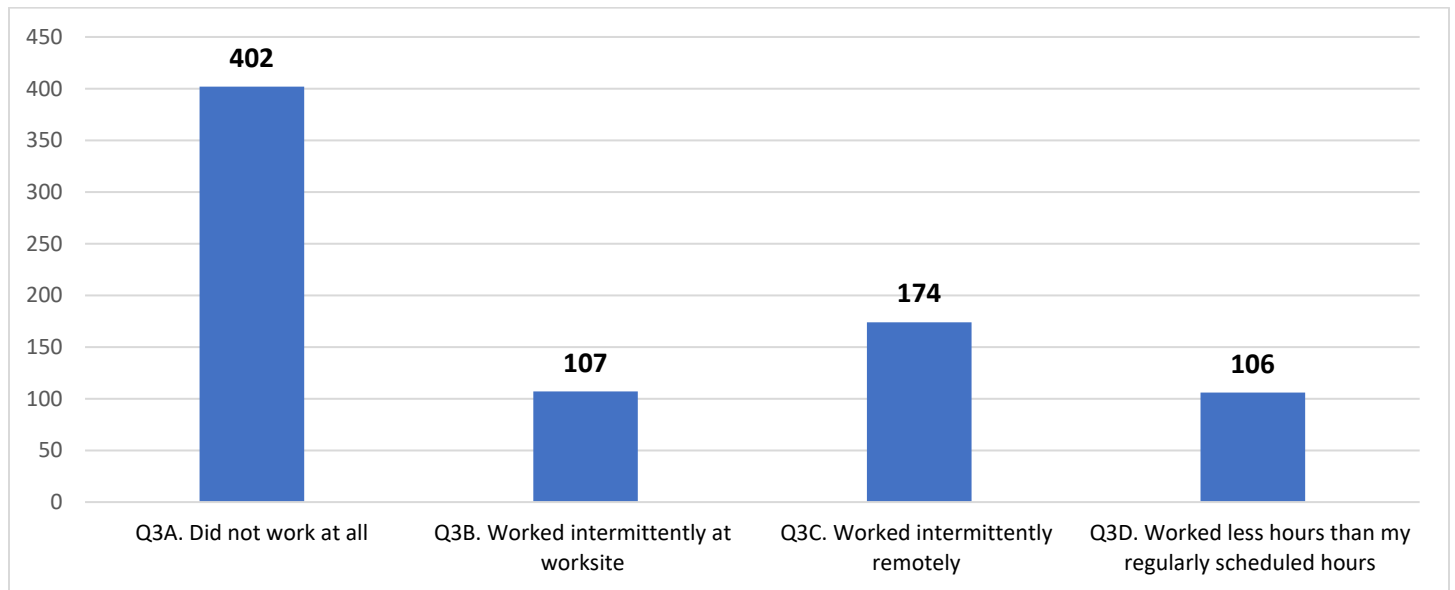
**Q1. Utilizing the COVID-19 emergency paid sick leaves helped me to address the following (click all that apply)**



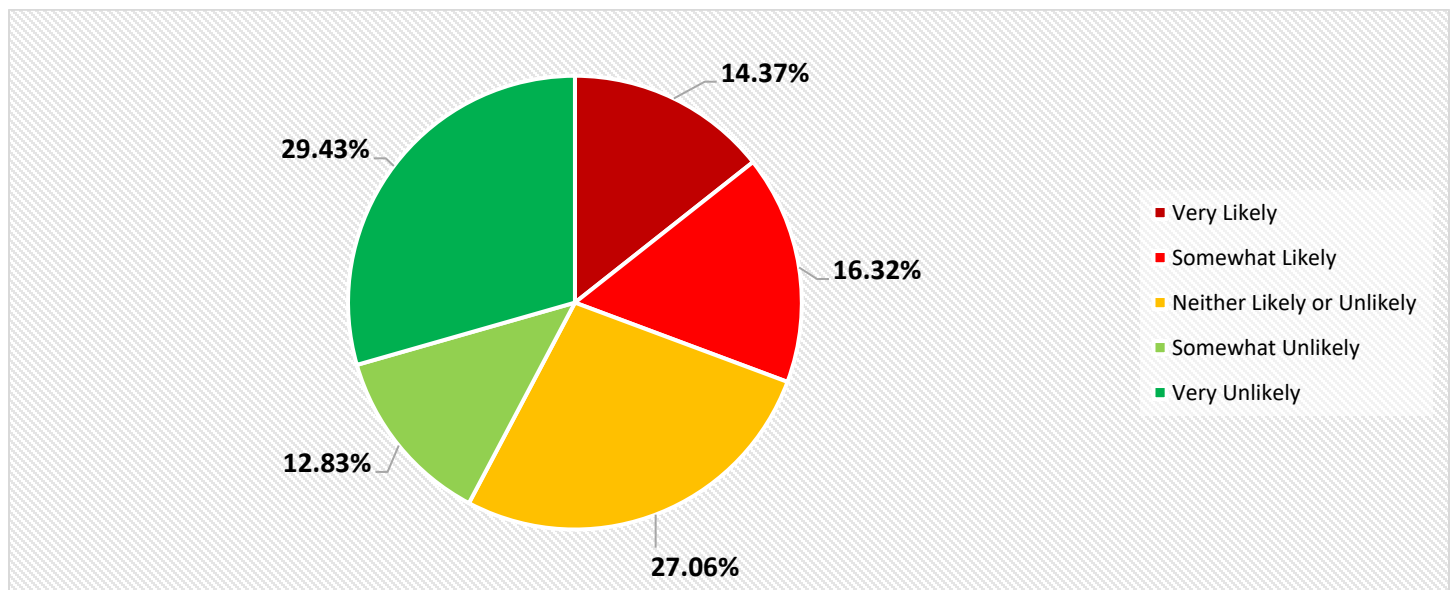
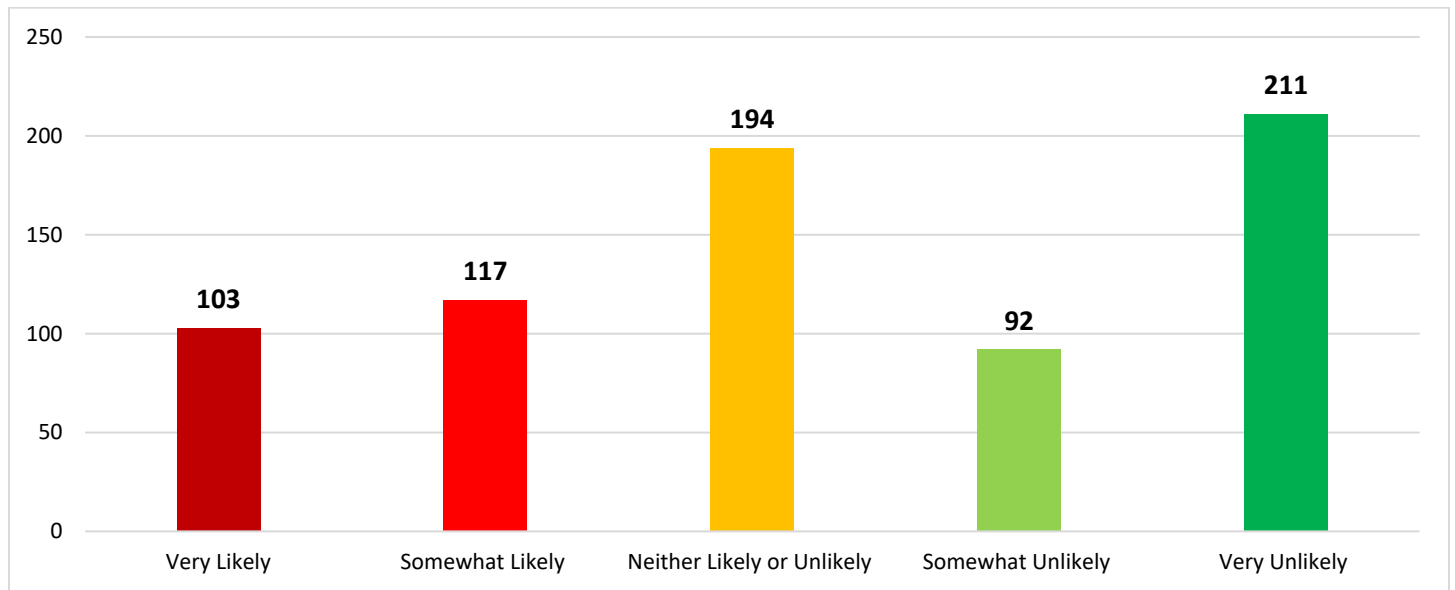
**Q2. The COVID-19 emergency paid leaves met my and/or my family's needs well.**



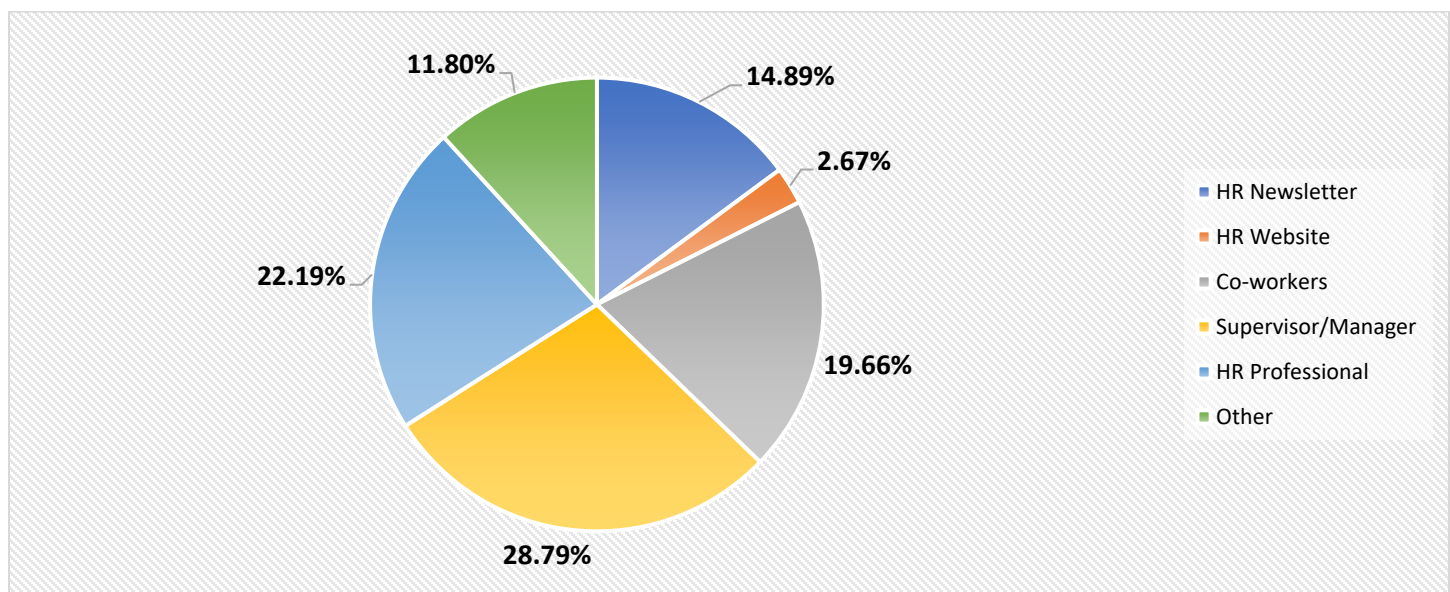
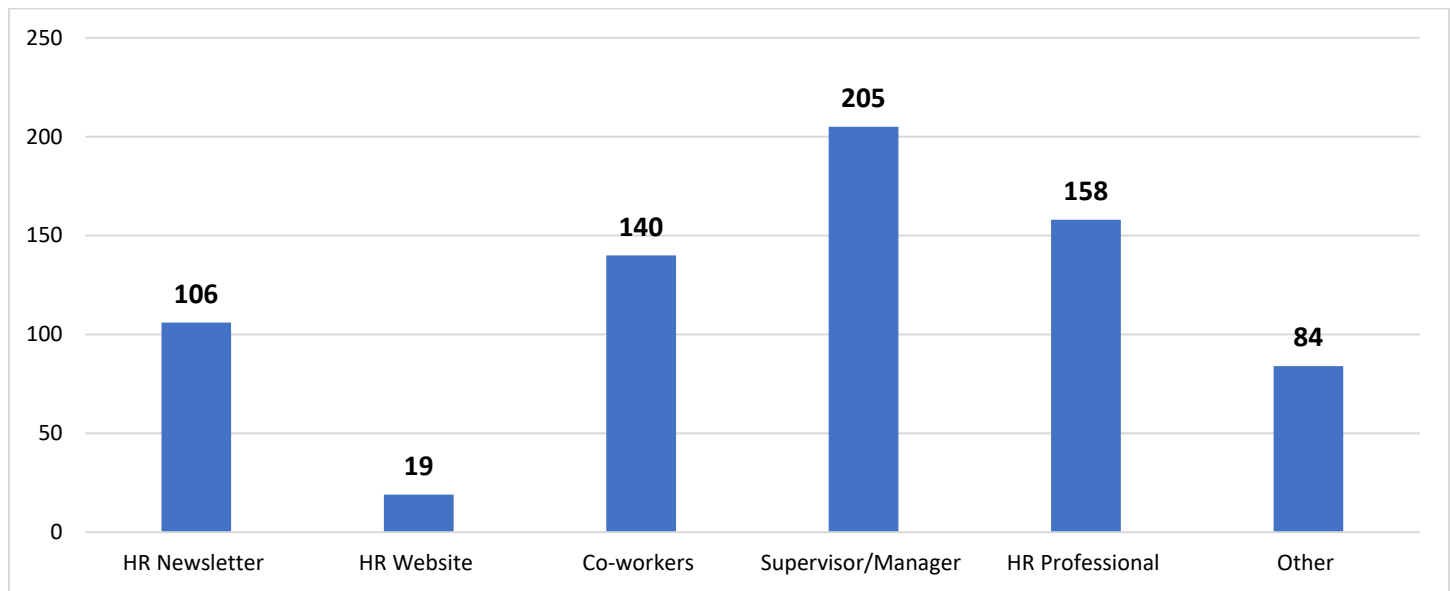
**Q3. What was your work schedule while you utilized the COVID-19 emergency paid sick leave (click all that apply)?**



**Q4. How likely is it that you would have separated from County employment if the COVID-19 emergency paid leaves were not made available to you?**



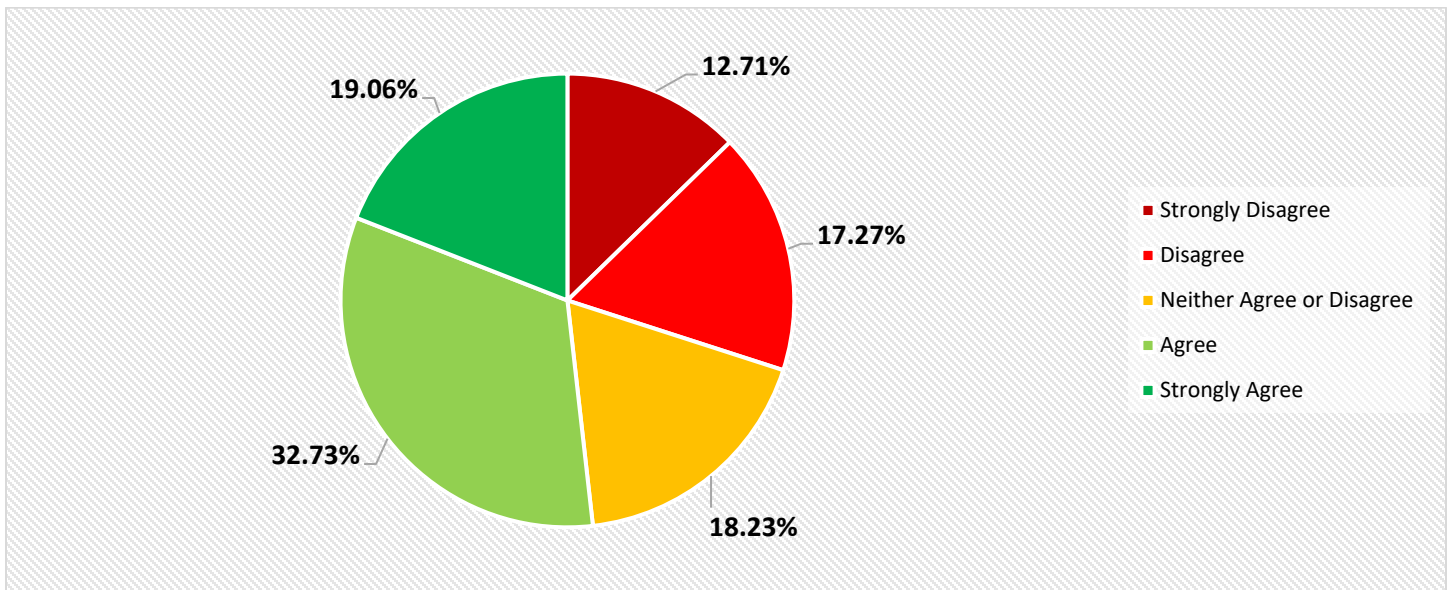
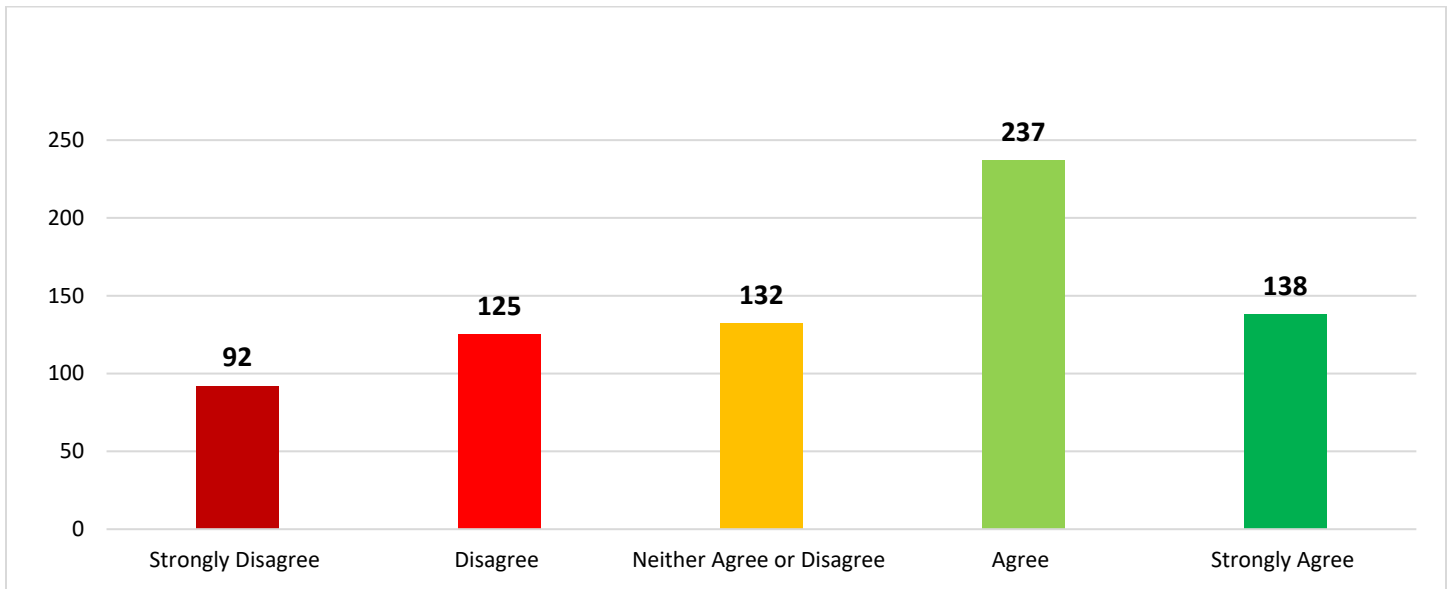
**Q5. How did you learn about the COVID-19 emergency paid leave options?**



**Other ways survey respondents learned about COVID-19 emergency sick leave options:**

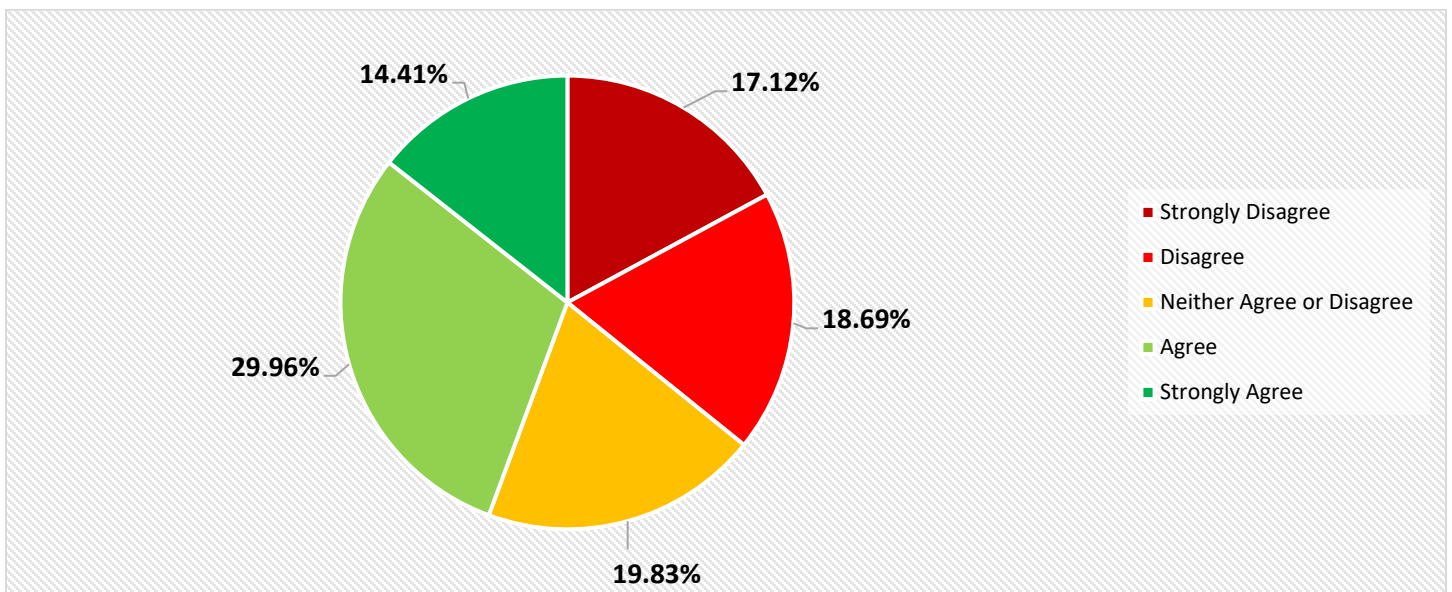
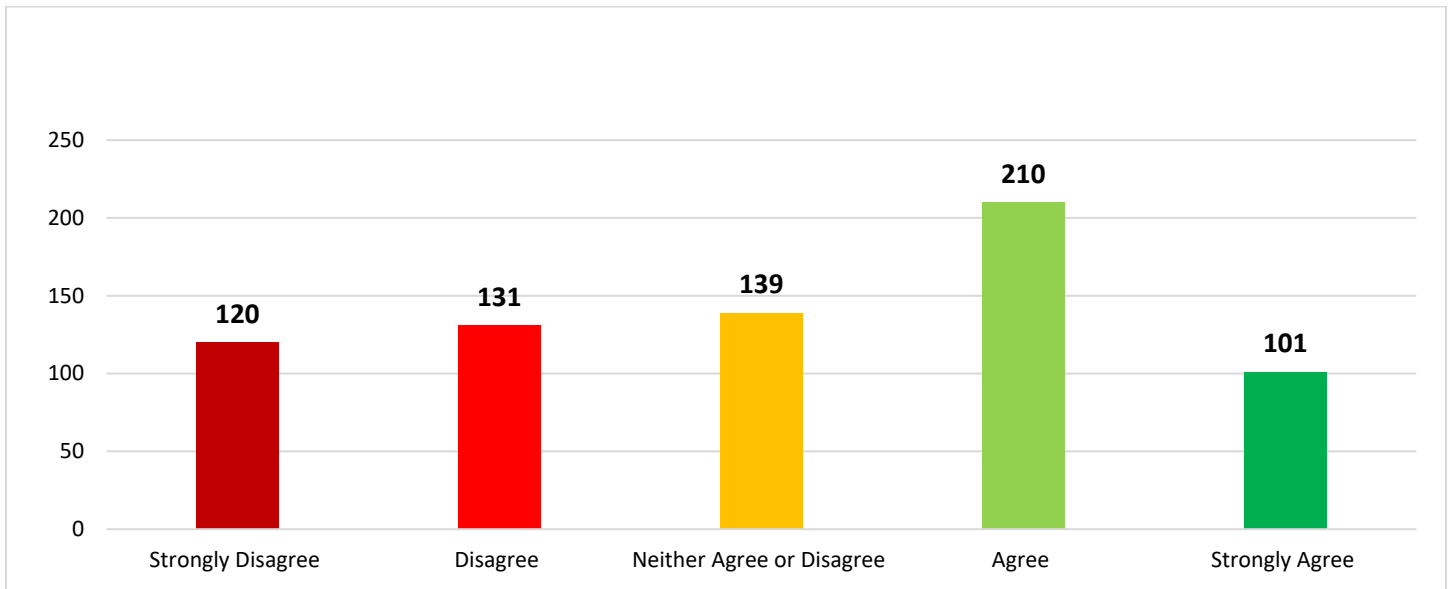
- The Union
- Social Media
- Online
- News outlets
- Employee Self Service (ESS)/Leave Accruals/Check Stub
- State communication
- Timekeeper meeting
- HR Emergency Response Manual

**Q6. Utilizing the COVID-19 emergency paid leaves was straightforward/easy to use.**

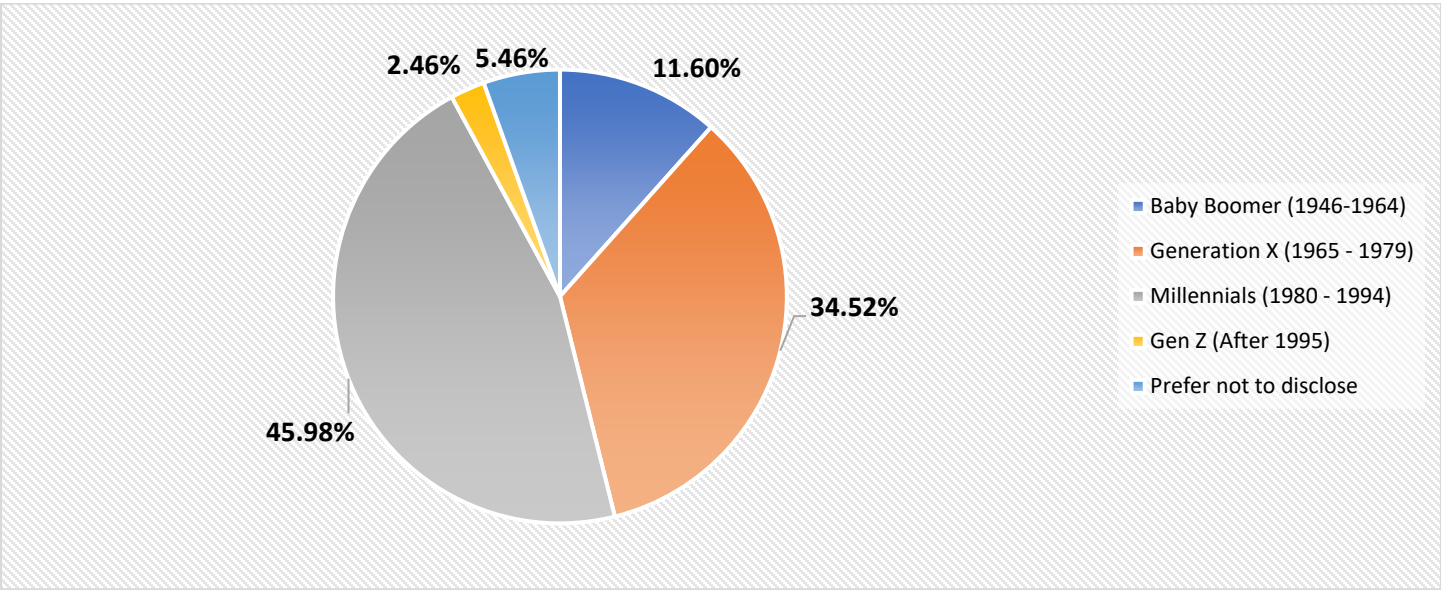
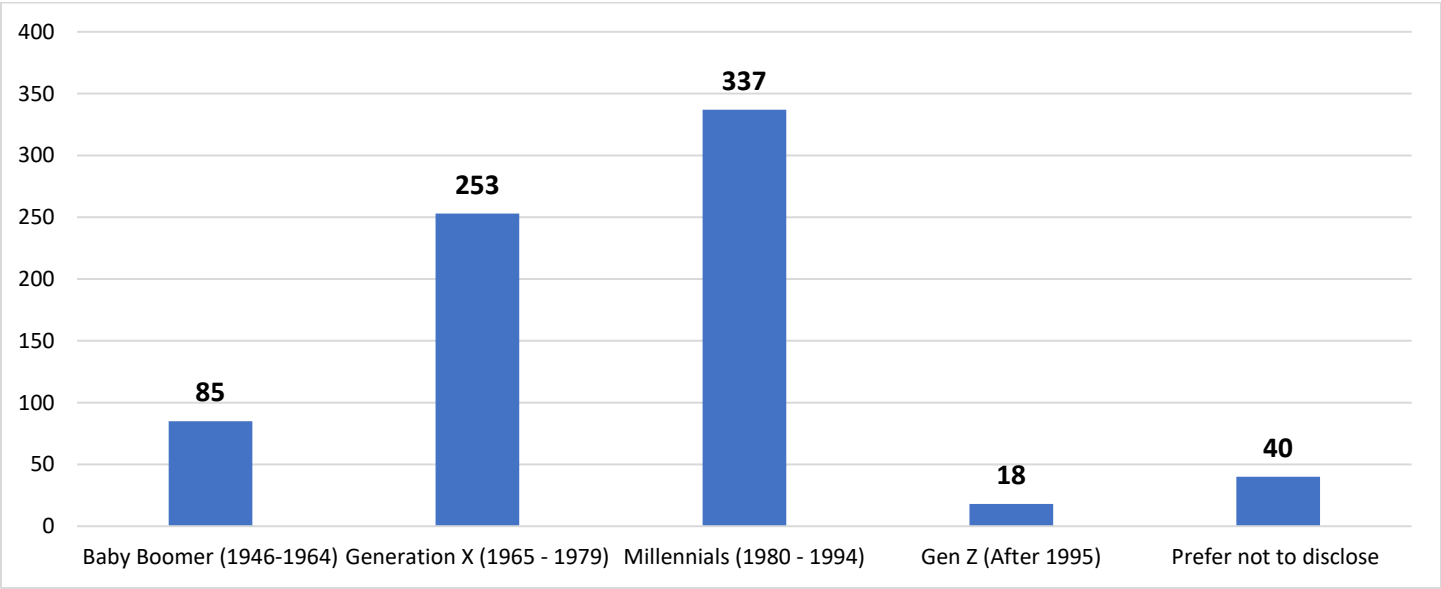




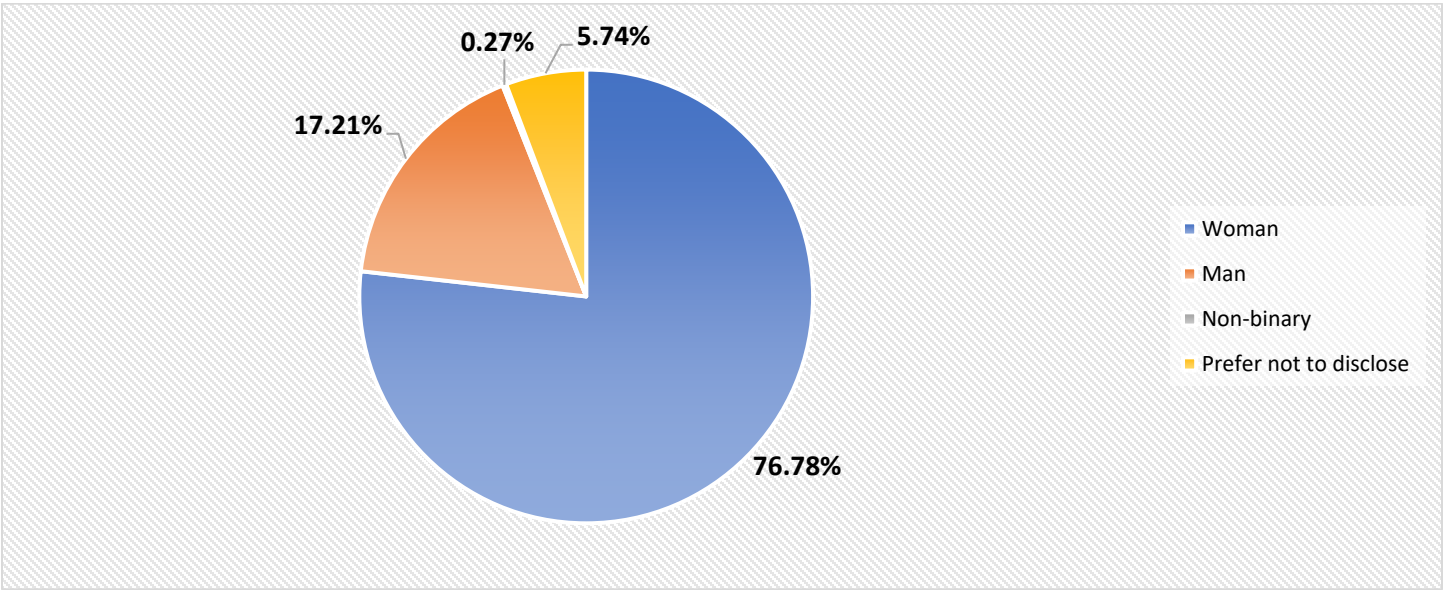
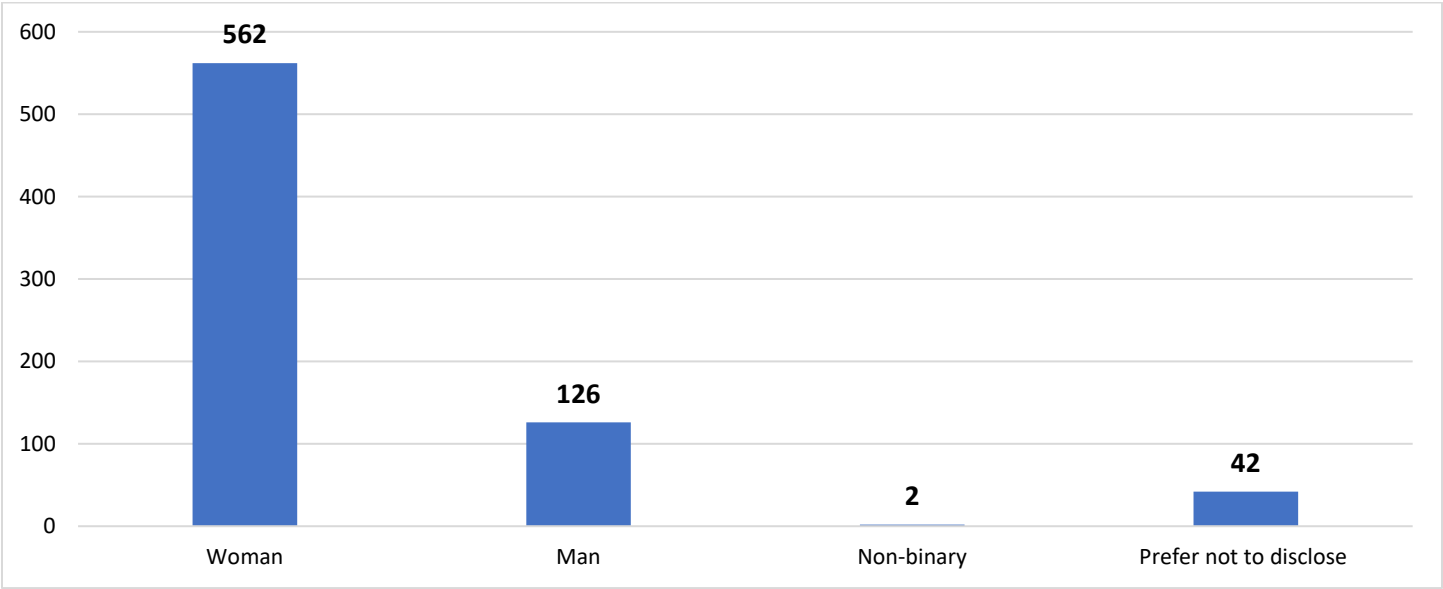
**Q7. The COVID-19 emergency paid sick leave was explained/communicated clearly and thoroughly.**



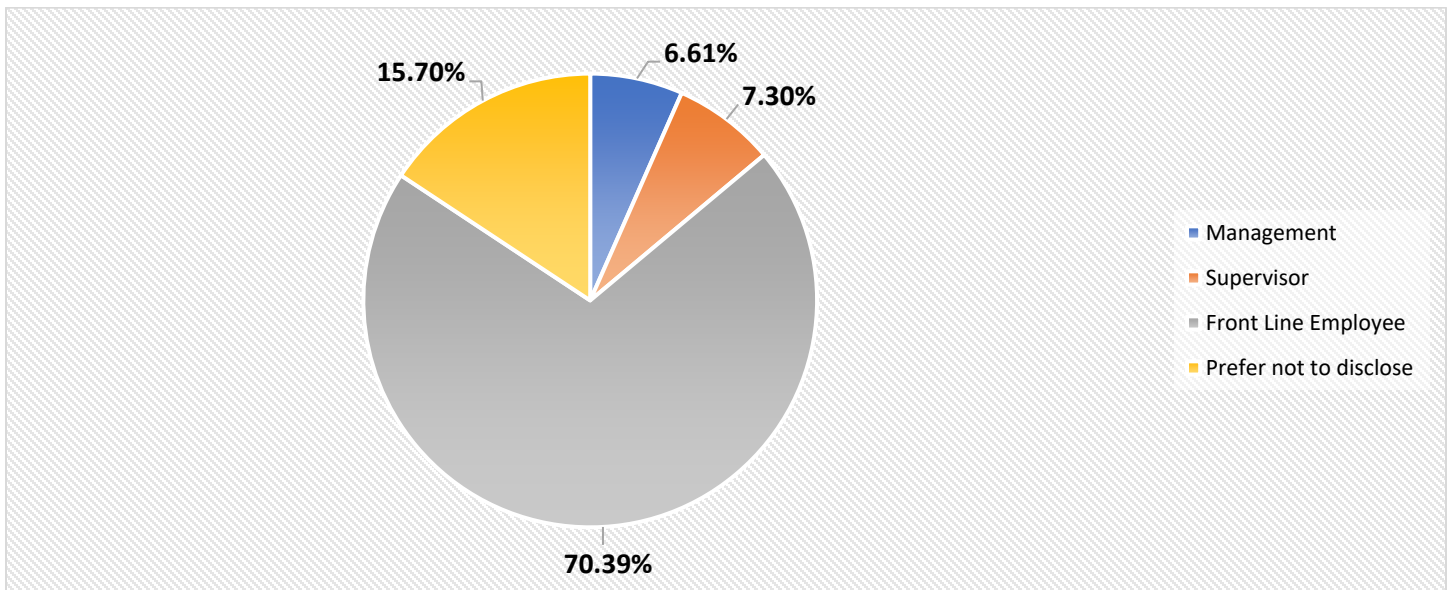
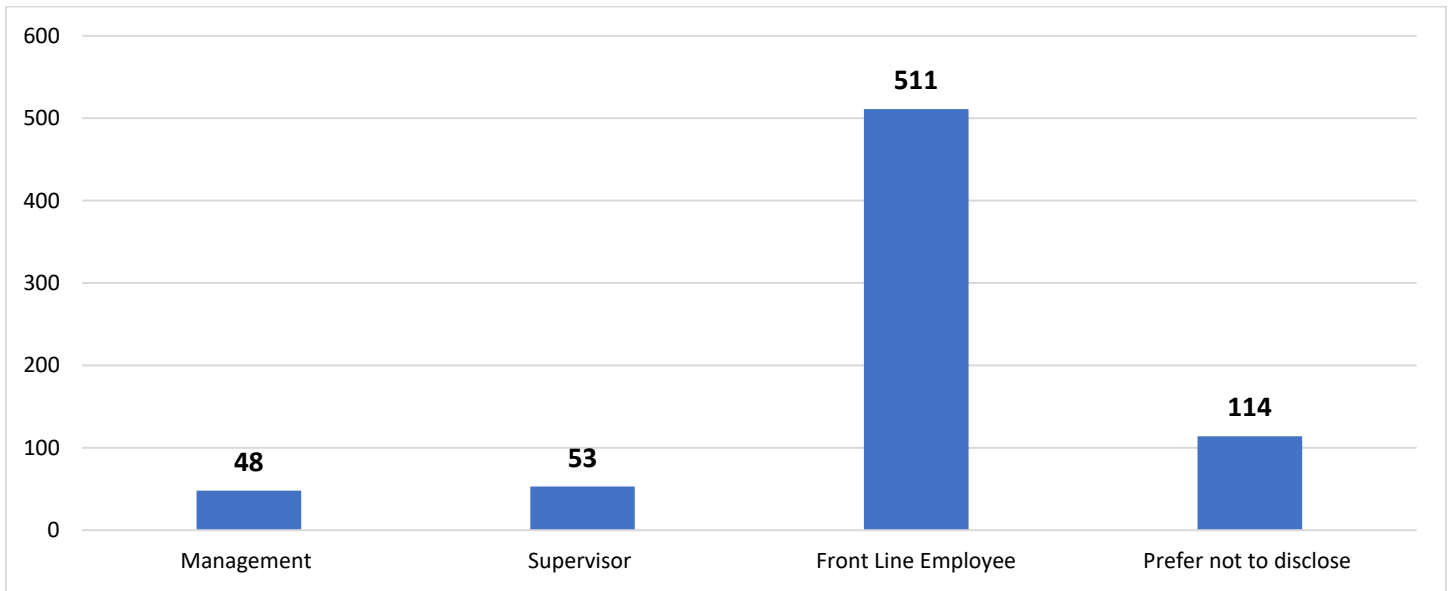
Q8. What is your age group?



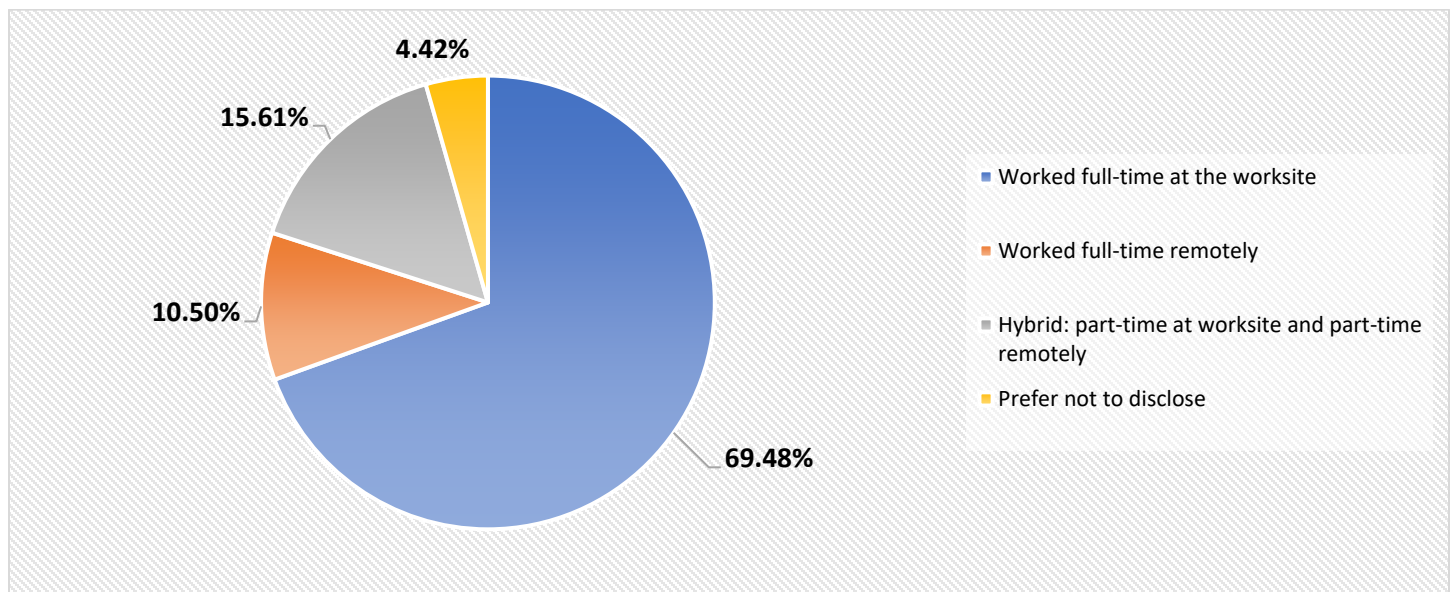
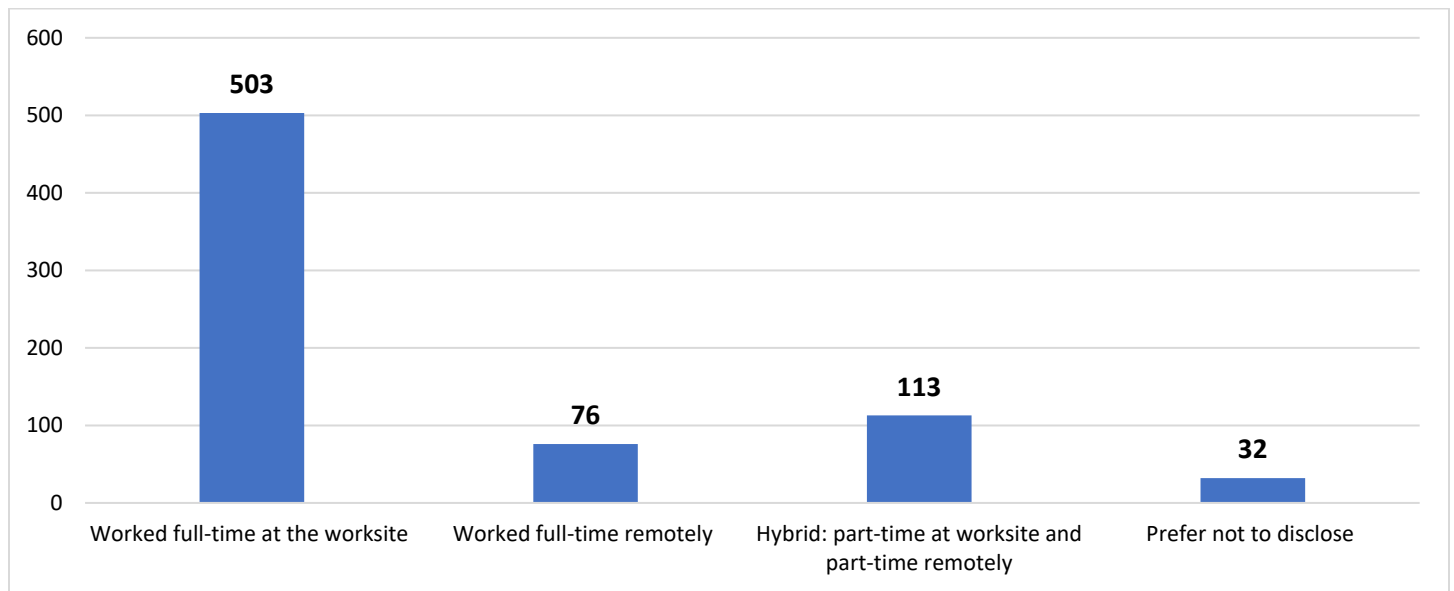
Q9. Gender Identity



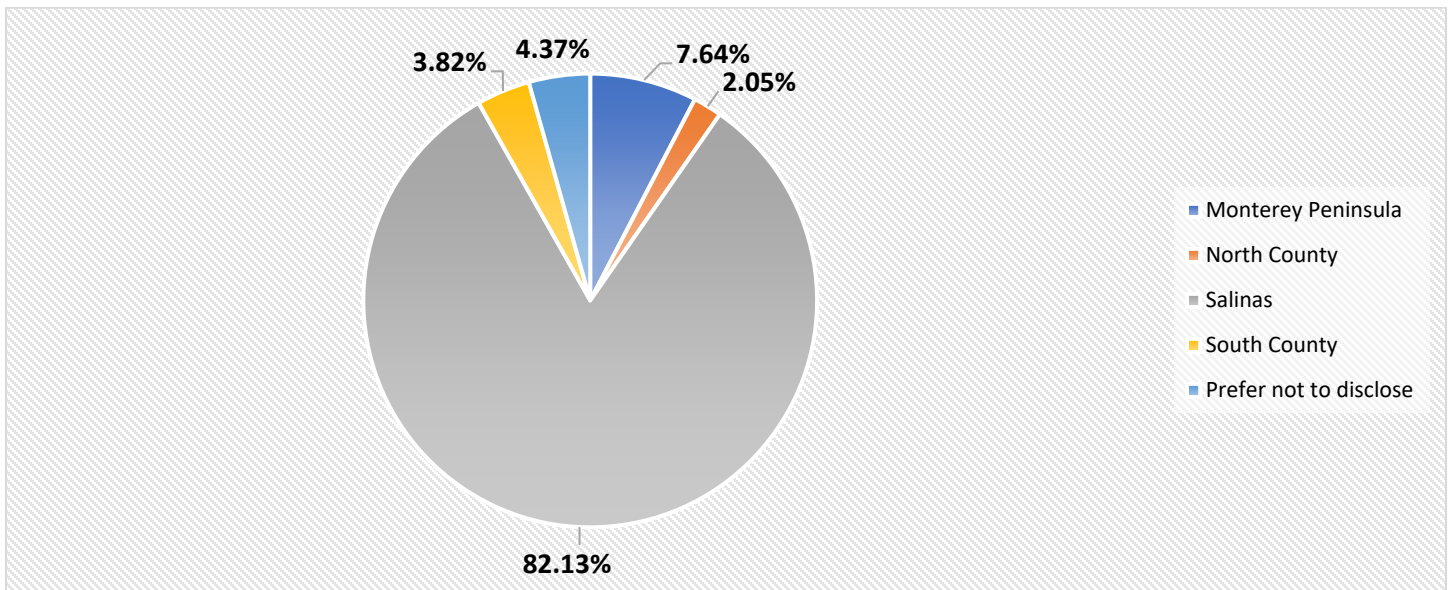
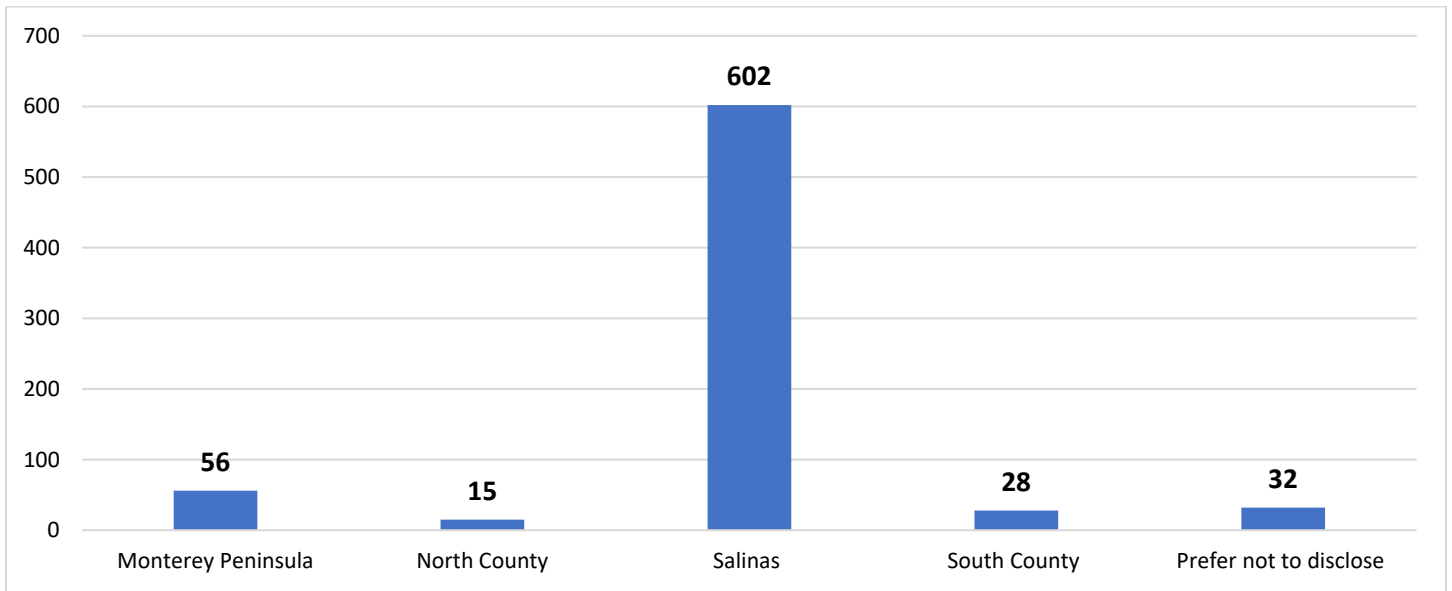
**Q10. What is your role in the County?**



**Q11. What was your work arrangement before utilizing the COVID-19 emergency paid sick leave?**



**Q12. What is your primary work location**





# Monterey County

**Item No.**

## Board Report

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

**Legistar File Number: 21-788**

**September 16, 2021**

**Introduced:** 9/10/2021

**Current Status:** Agenda Ready

**Version:** 1

**Matter Type:** General Agenda Item

Receive a presentation on the accomplishments of the Human Resources Strategic Plan's Leadership and Management initiatives (Irma Ramirez-Bough, Kim Moore, Catherine Crusade, Wendell Sells).

# Human Resources Department Leadership and Management



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



Year  
1

Year  
2

Year  
3

# Leadership and Management

Provide county-wide human resources leadership, direction and support in collaboration with County departments to promote responsive customer service, employee development, transparency, teamwork and consistent and fair practices.

Purpose



# Leadership and Management Strategic Initiatives

|  | Year 1 | Year 2 | Year 3 |
|--|--------|--------|--------|
| 1. Leverage feedback and direction from the Board of Supervisor's Human Resources Committee to improve human resources policies and practices.   |        |        |        |
| 2. Leverage feedback and advice from three department head advisory committees to improve policies, practices and effectiveness of the County's human resources.                           |        |        |        |
| 3. Develop and implement standard operating procedures for use by HRD staff and County departments.  |        |        |        |
| 4. Provide leadership for communication and engagement efforts with labor to augment ongoing labor management relationships and strengthen mutual understanding of each other's interests. |        |        |        |
| 5. Strengthen partnerships with County departments to improve the timeliness of HRD services.  |        |        |        |

# Leadership and Management Strategic Initiatives

|   | Year 1 | Year 2 | Year 3 |
|---|--------|--------|--------|
| 6. Improve human resources contract management procedures to ensure contract terms are met, HRD receives what is agreed upon within the authorized amounts and provide training to staff on the improved procedures.                |        |        |        |
|   |        |        |        |
|   |        |        |        |
| 7. Update and create a method of maintaining the Personnel Policies and Practices Resolution (PPPR) to ensure that all County departments and HRD staff have clear understanding of County human resources policies and procedures. |        |        |        |
|   |        |        |        |
|   |        |        |        |
| 8. Update existing and create new performance evaluation policies, procedures and forms to aid departments in effective performance management practices  |        |        |        |
|   |        |        |        |
|   |        |        |        |

# Leadership and Management Strategic Initiatives

|   | Year 1 | Year 2 | Year 3 |
|---|--------|--------|--------|
| 9. Conduct informational meetings to discuss feedback on Human Resources Department services, changes in policies and procedures, suggestions for improvement and ways to strengthen partnerships with departments  |        |        |        |
|   |        |        |        |
|   |        |        |        |
| 10. Ensure effective oversight and implementation of the strategic initiatives in the Human Resources Department Strategic Plan   |        |        |        |
|   |        |        |        |
|   |        |        |        |
| 11. Lead the effort to identify core competencies for the County to be incorporated into many aspects of human resources, including recruitment and selection, classification and compensation, performance management, and training to improve career development opportunities for employees. |        |        |        |
|   |        |        |        |
|   |        |        |        |
| 12. To maximize performance results, provide organizational development strategies to assist departments that are experiencing challenges with conflict management/resolution, team building, communication, and employee engagement.   |        |        |        |
|   |        |        |        |
|   |        |        |        |

# Strategic Initiative 1

**Leverage feedback and direction from the Board of Supervisor's Human Resources Committee to improve human resources policies and practices.**

- ✓ Maintained quarterly meetings with the BOS HR Committee to review, assess, and seek recommendations regarding human resources policies, labor matters, and existing procedures.
- ✓ The Human Resources Department has provided presentations to the committee regarding:
  - Employee surveys
  - Strategic Plan accomplishments
  - Policies, procedures, and protocols
  - Internal/external collaborations and partnerships
  - Initiatives to leverage technology



# Strategic Initiative 2

**Leverage feedback and advice from three department head advisory committees to improve policies, practices and effectiveness of the County's human resources.**

Department Head Advisory Committee:

- The committee identified the following areas to address:
  - Compensation Studies – Review of our comparable counties & compensation philosophy.
  - Garza Consent Decree – Impact on the recruitment process.

Department Head Succession Planning Committee:

- The committee identified strategies for training, workforce development and succession planning; and recommendations were presented, including the development of the County's Competency Model.

Department Head Advisory Committee on Training:

- The committee convened several meetings to discuss County-wide trainings that would be implemented by the Learning and Organizational Development unit. In 2018, due to budget constraints the unit was eliminated, and the committee was dissolved.





# Strategic Initiative 3

**Develop and implement standard operating procedures for use by HRD staff and County departments.**

- ✓ The Human Resources Department has revised and standardized:
  - NEOGOV candidate correspondence templates.
  - Recruitment flyers – including updating the opening and closings of postings.
- ✓ Created and implemented the Recruitment Tracking System, including:
  - Performance measure calculations and reports.
  - Survey to hiring manager or requester of the initial RFR at the close of the recruitment.
  - Converted the paper version of the action plan into an interactive form.
  - Recruitment staff completed training on Talent Acquisition Database (TAD) system and are utilizing it for recruitments. TAD system has been incorporated into the recruitment electronic tracking system.





## Strategic Initiative 4

**Provide leadership for communication and engagement efforts with labor to augment ongoing labor management relationships and strengthen mutual understanding of each other's interests.**

- ✓ Established monthly labor management meetings with SEIU and Management Council.
- ✓ Established the Family Friendly Committee, which includes representatives from all labor groups.
- ✓ Continued to expand positive working relationships with all unions, in particular by meeting frequently to discuss important measures taken to combat COVID-19 in the workplace and ensure employee safety.
- ✓ Executive team has collaborated with Employee and Labor representatives to provide consistency in all matters related to management and growth for employees.
- ✓ Promoted County-wide policies and procedures to improve and enhance the health and wellbeing of all employees during the COVID-19 pandemic, including wide access to vaccination and testing, childcare resources, implementation of emergency paid leaves, trainings for all employees, engagement surveys, informational webinars, and mental health support.



# Strategic Initiative 5

**Strengthen partnerships with County departments to improve the timeliness of HRD services.**

- ✓ Student Intern Program: developed a partnership with local colleges and university to facilitate student intern opportunities County-wide.
- ✓ Social Media Accounts: Facebook, Instagram, LinkedIn.
- ✓ Collaborations with the Information Technology Department for HR processes improvement:
  - Recruitment Tracking System
  - Class and Compensation Tracking System
  - NEOGOV Suite: Learn Management System, Onboard, Perform



# Strategic Initiative 5 (Continued)

**Strengthen partnerships with County departments to improve the timeliness of HRD services.**

## **In Response to COVID-19**

- ✓ Promoted County-wide policies and procedures (i.e. COVID-19 Emergency Response and Prevention Program Manual) to improve and enhance the health and wellbeing of all employees during the COVID-19 pandemic, including wide access to vaccination and testing sites, childcare resources, implementation of emergency paid leaves, alternative work schedules, telework/remote work, trainings for all employees, engagement surveys, informational webinars, and mental health support.
- ✓ Deployed and managed the Disaster Service Workers program
  - Worked closely with the Department of Social Services, County Administrative Office, and Office of Emergency Services to support and staff the County's Alternative Housing Sites, etc.



# Strategic Initiative 5 (Continued)

**Strengthen partnerships with County departments to improve the timeliness of HRD services.**

## **In Response to COVID-19**

### ✓ Collaborations with Information Technology Department:

- Redesigned the Human Resources Department and County external facing website homepages to create a one-stop shop for COVID-19 related resources for employees and the public.
- Created a Countywide 'Coping with COVID-19' website, including online learning resources that align with each survey topic.
- Prepared online portals for each Director to review their department Coping with COVID-19 survey results.
- Designed and launched the Monterey County Connect App: Symptoms Screening/Certification of COVID-19 Vaccination Status.
- Designed and launched the COVID-19 Exposure Tracking System.
- Designed the online Stress Management and Resilience Toolkit and the Telework website, accessible by the County's workforce and the public on the HRD website.



## Strategic Initiative 6

**Improve human resources contract management procedures to ensure contract terms are met, HRD receives what is agreed upon within the authorized amounts and provide training to staff on the improved procedures.**

- ✓ The Human Resources Department hired a Finance Manager to manage all contracts and oversee contract creation, execution and analysis to maximize operational and financial performance.



# Strategic Initiative 7

**Update and create a method of maintaining the Personnel Policies and Practices Resolution (PPPR) to ensure that all County departments and HRD staff have clear understanding of County human resources policies and procedures.**

- ✓ The Human Resources Department created a PPPR spreadsheet to track personnel policy changes that proceed to the Board of Supervisors for approval.
- ✓ Once approved, the policy changes are made to the PPPR and posted to the Board Policy Manual and HR websites.
- ✓ The Board of Supervisors has approved the following amendments to the PPPR:
  - Replaced provisions in the PPPR related to Family and Romantic Relationships at Work, Lactation in the Workplace, and Telework with standalone Board Manual policies.
  - Section A.8.9.3 California Disaster and Civil Defense Master Mutual Aid Agree – Pay for Exempt and Non-Exempt Employees
  - Section A.21 Health, Dental, and Vision Insurance
  - Section A.30.15 Suspension of Vacation/Annual Leave Accrual Rate Limit During Proclaimed Local Emergency/Disaster
  - Section A.33.1 Leave of Absence with Pay
  - Section B.5.9 Temporary to Permanent





# Strategic Initiative 8

**Update existing and create new performance evaluation policies, procedures and forms to aid departments in effective performance management practices.**

- ✓ The Human Resources Department has:
  - Worked closely with departments and has gathered performance evaluation forms currently utilized.
  - Surveyed departments to gain an understanding of their current process for administering performance evaluations (i.e. workflow, approval process, and tracking).
  - Performance evaluation policy and forms are under review.



## Strategic Initiative 9

**Conduct informational meetings to discuss feedback on Human Resources Department services, changes in policies and procedures, suggestions for improvement and ways to strengthen partnerships with departments.**

- ✓ The County Administrative Officer has Department Head meetings twice a month; however, during the COVID-19 pandemic meetings occurred more frequently, and the Human Resources Department regularly provided reports at these meetings regarding newly created and recently updated policies and procedures.
- ✓ Established the Employee Engagement Steering Committee comprised of the following members: Director of Information Technology, Assistant County Administrative Officer, Director of Emergency Communications, and Director of Human Resources. The Committee usually meets monthly to generate/discuss ideas and strategize on Countywide and Human Resources-specific initiatives, including employee engagement.





# Strategic Initiative 9 (Continued)

**Conduct informational meetings to discuss feedback on Human Resources Department services, changes in policies and procedures, suggestions for improvement and ways to strengthen partnerships with departments.**

- ✓ Conducted one-on-one meetings with Department Heads to review 2019 and 2020 employee engagement survey results and discuss action planning SMART goals.
- ✓ Designed and developed content to lead two action planning retreats for the former Resource Management Agency and a retreat for the Agricultural Commissioner.
- ✓ Conducted Countywide recorded webinars, leveraging internal subject matter experts such as:
  - Monterey County Health Officer and Natividad Family Medicine Residency Director/Chief of the Family Medicine Service: COVID-19 Vaccine Education.
  - County Administrative Officer and Department Heads: Executive Roundtable.
  - Director of Information Technology: Telework for Managers and Supervisors.
  - Civil Rights Officer: Civil Rights Office Conflict Resolution Program.
  - Chief Deputy Public Defender: Mindfulness.
  - Former Registrar of Voters: Presidential Election.



## Strategic Initiative 10

### **Ensure effective oversight and implementation of the strategic initiatives in the Human Resources Department Strategic Plan.**

- ✓ The Human Resources program managers provide annual updates on the accomplishments of their units as they relate to the Strategic Plan initiatives. These updates are shared as the department operational goals and accomplishments for the County's Budget Book.



## Strategic Initiative 11

**Lead the effort to identify core competencies for the County to be incorporated into many aspects of human resources, including recruitment and selection, classification and compensation, performance management, and training to improve career development opportunities for employees.**

- ✓ The Human Resources Department has contracted with Development Dimensions International (DDI) to be trained and certified on core-competency development and the competency-based recruitment model and implementing core competencies on County classifications/Job specs.
- ✓ Collaborated with the Information Technology Department to design and develop the Leadership Learning Exchange website to support professional and personal development of current and aspiring leaders.
  - Researched, identified, and vetted over 500 resources on various leadership competencies and over 100 Learning Management System online training courses, public sector related professional organization websites/resources.



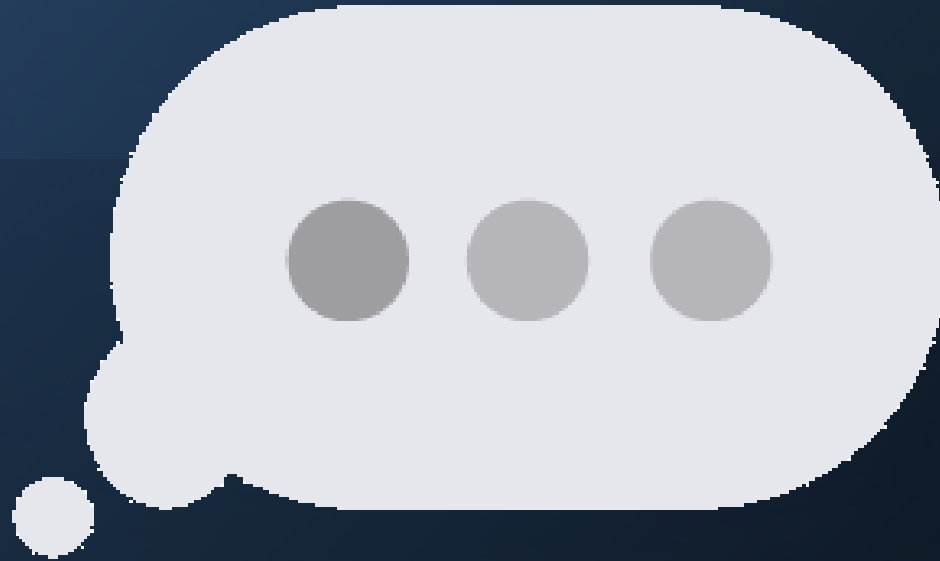
# Strategic Initiative 12

**To maximize performance results, provide organizational development strategies to assist departments that are experiencing challenges with conflict management/resolution, team building, communication, and employee engagement.**

- ✓ County-wide Employee Engagement Surveys:
  - 2018-2019 – Annual surveys
  - May 2020 – Coping with COVID-19
  - May 2021 – COVID-19 Worksite Survey
- ✓ Launched Countywide 12-month Coaching Pilot Program with BetterUp. Over 150 County leaders/aspiring leaders will engage in coaching services from 9/1/2021 to 8/31/2022.
- ✓ Launched Public Service Recognition Week internal/external campaign to acknowledge the County's workforce.
- ✓ Leveraged Customer Service Week, October 5th to 9th to launch the small win campaign to bring more awareness to recognizing employees for their progress in meaningful work, based on Harvard University Research. Invited to present on this topic Department Head leadership and staff meetings.
- ✓ Invited PhD. Level authors, speakers and consultants to present Crisis Management and Leadership topics at Department Head meetings at no charge.



# Discussion





# Monterey County

## Board Report

**Legistar File Number: 21-789**

## Item No.

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

**September 16, 2021**

**Introduced:** 9/10/2021

**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 and Labor Relations initiatives (Irma Ramirez-Bough, Ariana Hurtado).

# Human Resources Department Employee and Labor Relations

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



Year  
1

Year  
2

Year  
3



# Employee and Labor Relations

Promote a positive employer – employee work environment and encourage collaborative relationships between employees, management and employee organizations in order to support a high-quality workforce.

Purpose



# Employee and Labor Relations Strategic Initiatives

|   | Year 1 | Year 2 | Year 3 |
|---|--------|--------|--------|
| 1. Effectively engage and involve department heads and other key stakeholders prior to negotiations to identify any problematic or systemic issues needing to be addressed, including possible language changes to existing memoranda of understanding (MOUs).            |        |        |        |
| 2. Increase communications and consultation with department heads and other key stakeholders during and after the negotiation process to ensure greater involvement and participation, to include evaluating the impact of proposed MOU changes before they are proposed. |        |        |        |
| 3. Develop a process for providing timely support and guidance to departments in response to disciplinary questions.  |        |        |        |
| 4. Publish an online employee relations manual to support supervisors and managers with human resource management.  |        |        |        |

# Employee and Labor Relations Strategic Initiatives

|  | Year 1 | Year 2 | Year 3 |
|--|--------|--------|--------|
| 5. Create an electronic resource of historical labor relations information (i.e., prior MOUs, side letters and other documents) for HR staff and for other staff as identified.  |        |        |        |
|  |        |        |        |
|  |        |        |        |
| 6. Develop and implement a pilot case management process for improved performance management of complicated employee relations cases.  |        |        |        |
|  |        |        |        |
|  |        |        |        |
| 7. Develop and conduct training on the basics of labor relations in order to understand the intricacies of working with employee organizations.  |        |        |        |
|  |        |        |        |
|  |        |        |        |
| 8. Develop a schedule for publication to the website of brown bag lunches on various employee and labor relations topics, including the application of the MOU provisions, such as call back pay, overtime, etc., and on various employee relation topics. |        |        |        |
|  |        |        |        |
|  |        |        |        |

# Employee and Labor Relations Strategic Initiatives

|  | Year 1 | Year 2 | Year 3 |
|--|--------|--------|--------|
| 9. Develop and conduct disciplinary action training, including how to write disciplinary letters.  |        |        |        |
|  |        |        |        |
|  |        |        |        |
| 10. Develop and implement performance evaluation training in conjunction with the implementation of the new performance evaluation policy, procedures and forms. |        |        |        |
|  |        |        |        |
|  |        |        |        |
| 11. Develop and implement an overview orientation to educate newly appointed supervisors and managers on MOUs, PPPR and the County’s discipline model.           |        |        |        |
|  |        |        |        |
|  |        |        |        |

# Strategic Initiative 1

**Effectively engage and involve department heads and other key stakeholders prior to negotiations to identify any problematic or systemic issues needing to be addressed, including possible language changes to existing memoranda of understanding (MOUs).**

- ✓ The Labor Relations unit has established a process of engaging department heads prior to the commencement of negotiations by requesting department representatives for negotiations-related matters and seeking Memoranda of Understanding input as well as areas of concern or issues which need to be addressed during negotiations.
- ✓ This process takes place a few months prior to the start of negotiations.



## Strategic Initiative 2

**Increase communications and consultation with department heads and other key stakeholders during and after the negotiation process to ensure greater involvement and participation, to include evaluating the impact of proposed MOU changes before they are proposed.**

- ✓ Labor Relations communicates and consults with department heads during negotiations through identified representatives.
- ✓ Department representatives are regularly consulted during negotiations regarding proposals received/passed which impact their department.
- ✓ Counter proposals/responses are developed with input from department representatives.



## Strategic Initiative 3

**Develop a process for providing timely support and guidance to departments in response to disciplinary questions.**

- ✓ To support timely responses and guidance to departments, the Human Resources Department collaborated with the Information Technology Department to create the Employee Relations Tracking System, which will facilitate standardization and consistency County-wide.
- ✓ The Tracking System has the following features:
  - Tracks employee relations matters by department to ensure confidentiality.
  - Tracks disciplinary/corrective measures.
  - Enables the Labor/Employee Relations unit to provide guidance to departments and serves as a case management system that stores all relevant information in one location.
  - Provides a repository of template letters.



## Strategic Initiative 4

**Publish an online employee relations manual to support supervisors and managers with human resource management.**

- ✓ The Human Resources Department is currently developing an Employee Relations Manual to be published online, which is nearly completed.





## Strategic Initiative 5

**Create an electronic resource of historical labor relations information (i.e., prior MOUs, side letters and other documents) for HR staff and for other staff as identified.**

- ✓ Labor Relations began working with the Information Technology Department to establish an online repository of historical labor relations documents through Questys. The unit worked on setting up the repository framework and began reviewing historical documents for upload.
- ✓ This initiative was placed on hold in 2020 as unit staff were reassigned to assist with COVID-19-related response efforts.



## Strategic Initiative 6

**Develop and implement a pilot case management process for improved performance management of complicated employee relations cases.**

- ✓ The Case Management System referenced in initiative #3 will also provide the capability of tracking performance management.



## Strategic Initiative 7

**Develop and conduct training on the basics of labor relations in order to understand the intricacies of working with employee organizations.**

- ✓ Labor Relations began identifying and compiling information to develop training content relevant to historical areas of concern within County departments.
- ✓ This initiative was placed on hold in 2020 as unit staff were reassigned to assist with Human Resources related COVID-19 response efforts and Labor negotiations.



## Strategic Initiative 8

**Develop a schedule for publication to the website of brown bag lunches on various employee and labor relations topics, including the application of the MOU provisions, such as call back pay, overtime, etc., and on various employee relation topics.**

- ✓ Workshops covering a variety of employee and labor relations topics are offered bi-monthly to County employees through the Human Resources Department's membership with the Liebert, Cassidy & Whitmore law firm Consortium. Some of the workshops offered in the past year included:
  - "How to Write a Performance Evaluation"
  - "Nuts & Bolts: Navigating the Crossroads of Discipline & Disability"
  - "Nuts and Bolts: Navigating Common Legal Risks for Front-line Supervisors"
  - "A Supervisor's Guide to Understanding Managing Employees' Rights: Labor, Leaves and Accommodations"
  - "Maximizing Performance Through Evaluation, Documentation and Corrective Action"
- ✓ This initiative was placed on hold in 2020 as unit staff were reassigned to assist with Human Resources related COVID-19 response efforts and Labor negotiations.



# Strategic Initiative 9

**Develop and conduct disciplinary action training, including how to write disciplinary letters.**

- ✓ One-on-one guidance is provided to all Human Resources professionals, managers and supervisors as needed, which includes:
  - Performance management issues
  - Corrective/disciplinary actions
  - Recommendations for level of discipline
  - The review of- and feedback on performance management documents and corrective/disciplinary documents



# Strategic Initiative 10

**Develop and implement performance evaluation training in conjunction with the implementation of the new performance evaluation policy, procedures and forms.**

- ✓ As indicated in our response to Strategic Initiative #9 the Employee and Labor Relations unit is providing one-on-one guidance as necessary to HR professionals, managers and supervisors. In addition, the following draft template letters are available:
  - Counseling Memo
  - Written Warning
  - Written Reprimand
  - Notice of Proposed Discipline
  - Notice of Discipline
  - Notice of Release from Probation
  - Notice of Release from Temporary Employment
- ✓ Classroom training is temporarily on hold as unit staff are reassigned to assist with Human Resources related COVID-19 response efforts and Labor negotiations.



# Strategic Initiative 11

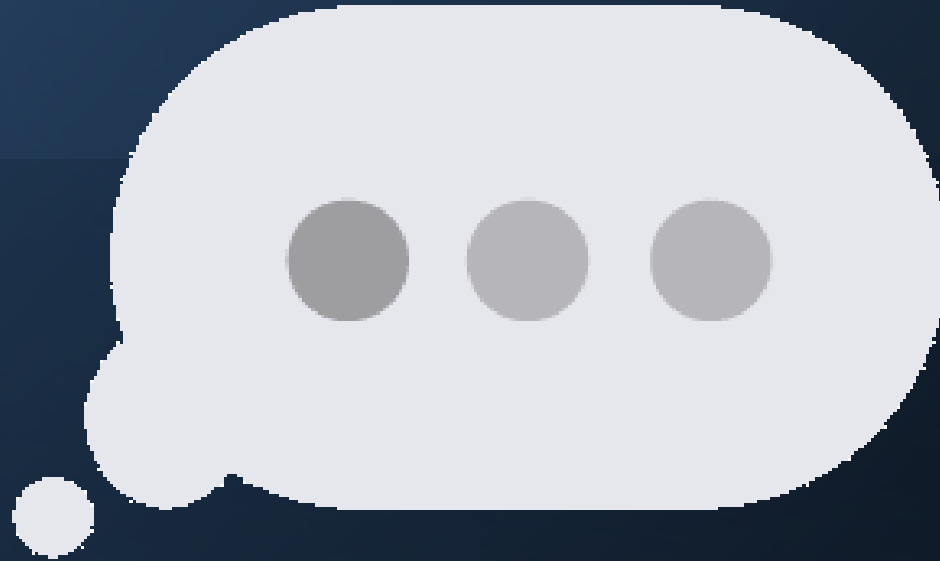
**Develop and implement an overview orientation to educate newly appointed supervisors and managers on MOUs, PPPR and the County's discipline model.**

- ✓ This initiative was placed on hold as unit staff are reassigned to assist with Human Resources related COVID-19 response efforts.





# Discussion







# Monterey County

## Board Report

**Legistar File Number: 21-790**

## Item No.

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

September 16, 2021

**Introduced:** 9/10/2021

**Version:** 1

**Current Status:** Agenda Ready

**Matter Type:** General Agenda Item

Receive a presentation on the accomplishments of the Human Resources Strategic Plan's HR Information Systems initiatives (Irma Ramirez-Bough, Kim Moore, Idalia Ow).

# Human Resources Department Information Systems (HRIS)

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



Year  
1

Year  
2

Year  
3

# HRIS Division Strategic Initiatives

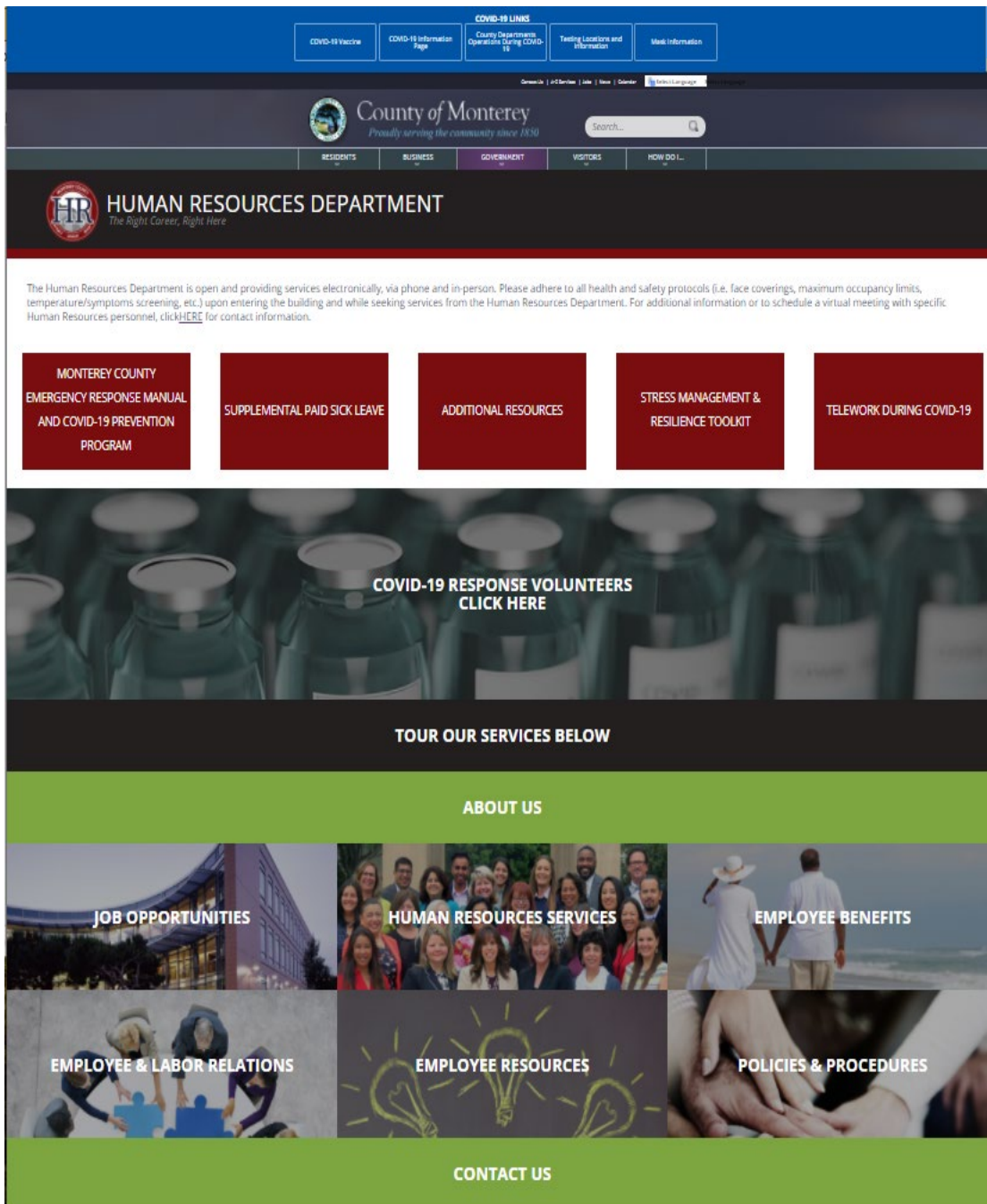
|   | Year 1 | Year 2 | Year 3 |
|---|--------|--------|--------|
| Modernize the Human Resources Department's website to serve as a tool for employees to access documents and information in addition to attracting talent to the organization.                           |        |        |        |
|   |        |        |        |
|   |        |        |        |
| Design and deploy the department's SharePoint sites to support collaboration and information storage and access.  |        |        |        |
|   |        |        |        |
|   |        |        |        |
| Deploy service management tools that will track customers' requests, schedule our responses, and help us achieve improved customer satisfaction.  |        |        |        |
|   |        |        |        |
|   |        |        |        |
| Deploy the Questys Digital Scanning and Storage system into other programs areas in the HR Department   |        |        |        |
|   |        |        |        |
|   |        |        |        |
| Explore, select and deploy tools for automation in support of the off-boarding system to facilitate and streamline the separation of employees smoothly to protect County assets and access to systems. |        |        |        |
|   |        |        |        |
|   |        |        |        |
| Explore, select and deploy tools for automation in support of increased outreach for recruitments to achieve a more diverse workforce, including on social media platforms.                             |        |        |        |
|   |        |        |        |
|   |        |        |        |

# HRIS Division Strategic Initiatives

|   | Year 1 | Year 2 | Year 3 |
|---|--------|--------|--------|
| Provide training and support to Human Resources staff and other County staff who need to use the County's Applicant Tracking System (NeoGov), and create procedures and tools to make it easy for staff to understand how to use the system |        |        |        |
|   |        |        |        |
|   |        |        |        |
| Provide training and system support to all users to maximize user acceptance of the County's personnel/payroll system upgrade (HRM).  |        |        |        |
|   |        |        |        |
|   |        |        |        |
| Design and deploy an automated interface of position data from Performance Budgeting to HRM that ensures data quality and consistency.  |        |        |        |
|   |        |        |        |
|   |        |        |        |
| Explore, select and deploy tools for automation in support of Performance Management system that facilitate and streamline employee evaluations.  |        |        |        |
|   |        |        |        |
|   |        |        |        |
| Explore, select and deploy tools for automation in support of replacement of the Learning Management System.  |        |        |        |
|   |        |        |        |
| Explore, select and deploy tools for automation in support of tools to utilize in the employee engagement survey for easy accessibility and use. (TBD – depends on funding)   |        |        |        |
|   |        |        |        |

## Year 1 Initiatives

- Modernize the Human Resources Department's website to serve as a tool for employees to access documents and information in addition to attracting talent to the organization.



Modernize the Human Resources Department's website to serve as a tool for employee to access document and information in addition to attracting talent to the organization. (year 1)

- The new website is designed to allow employees and prospective applicants to research and access the variety of available Human Resources services.
- Information is regularly updated to provide current information.



## Year 1 Initiatives

- Design and deploy the Human Resources department's SharePoint sites to support collaboration and information storage and access.



Initiative: Design and deploy the department's SharePoint sites to support collaboration and information storage and access.

- Human Resources SharePoint site was established in 2018 which includes subsites for each of the following areas:
  - Employee Benefits
  - Employee & Labor Relations
  - Central Operations
  - Recruitment Library
  - HR Systems

SharePoint

BROWSE DOCUSIGN PAGE

SHARE FOLLOW EDIT

HR Home

Employee Benefits

Employee & Labor Relations

Central Operations

Operations

Recruitment Library

HR Systems

LOD

HR Dept Website

HR

Human Resources Department

ACO Payroll Calendars

HRD Tickets

HRD Tickets Working

Office 365 Training

HRMPROD

InfoAdvantage

ESS

ERP Information Portal

NEOGOV Prod

Service Now

HR Dept Website

Recruitment

County InfoNet

Office 365

Recent

Leave Request

County Departments

Nintex Forms for Office 365

DocuSign for SharePoint Online

OOTO Calander (sample)

Subsites

Compliance

Welcome to our Human Resources SharePoint.

MONTEREY COUNTY


HR

ATTRACT DEVELOP RETAIN

HUMAN RESOURCES DEPARTMENT

168 West Alisal Street, 3<sup>rd</sup> Floor, Salinas CA, 93901

Telephone: (831) 755-5115 Facsimile: (831) 757-5792



OOTO Calander (sample)

September 2021

Collaboration Group Site Links

+ new link or edit this list

| ✓ | 📄 | Edit | URL                                   | Notes |
|---|---|------|---------------------------------------|-------|
|   | 📄 | 🔗    | Benefits Open Enrollment              | ...   |
|   | 📄 | 🔗    | Election Worker Onboarding Process    | ...   |
|   | 📄 | 🔗    | S.E.E.K. Coaching                     | ...   |
|   | 📄 | 🔗    | NEOGOV Site Config and Sync           | ...   |
|   | 📄 | 🔗    | Department Head HR Advisory Committee | ...   |
|   | 📄 | 🔗    | Department Head HR Information        | ...   |
|   | 📄 | 🔗    | Class & Comp Team Site                | ...   |
|   | 📄 | 🔗    | Recruitment Team Site                 | ...   |

This site is UNDER CONSTRUCTION. We welcom

## Year 1 and 2 Initiatives

- Deploy service management tools that will track customers' requests, schedule our responses, and help us achieve improved customer satisfaction.

County of Monterey Production Instance

Filter navigator

Incidents New Search Opened Search

All > Domain Path starts with !!!/!!! > Active = true > Incident state != Resolved > Assignment group Name starts with hrd 346 total Incidents

|                           | Number                     | Category | Short Description   | Priority | Opened              | Requestor               | Requested For           | Department # | State  | Assignment group | Assigned to |
|---------------------------|----------------------------|----------|---|----------|---------------------|-------------------------|-------------------------|--------------|--------|------------------|-------------|
|                           | Search                     | Search   | Search  | Search   | Search              | Search                  | Search                  | Search       | Search | hrd              | Search      |
| ▼ Priority: 2 - High (16) |                            |          |   |          |                     |                         |                         |              |        |                  |             |
| <input type="checkbox"/>  | <a href="#">INC0229570</a> |          | Access to Health Department QVER Report                           | 2 - High | 2021-08-27 08:56:59 | Rachelle Uganiza-Truong | Rachelle Uganiza-Truong | 411          | New    | HRD              | (empty)     |
| <input type="checkbox"/>  | <a href="#">INC0228184</a> |          | URGENT Please approve ESMT 1487 as soon as possible.              | 2 - High | 2021-08-17 09:52:51 | Jennifer Datan          | Jennifer Datan          | 106          | New    | HRD              | (empty)     |
| <input type="checkbox"/>  | <a href="#">INC0226569</a> |          | Patch Set 88 and 89 Validations in HRMDEV                         | 2 - High | 2021-08-01 17:11:43 | Kevin Tate              | Kevin Tate              | 111          | New    | HRD              | (empty)     |
| <input type="checkbox"/>  | <a href="#">INC0223778</a> |          | Erick Hueramo Gomez/ HueramoE/ 35627                              | 2 - High | 2021-07-06 13:08:56 | Sarah House             | Sarah House             | 411          | New    | HRD              | (empty)     |
| <input type="checkbox"/>  | <a href="#">INC0221326</a> |          | Linda Lopez 39207 Clinics - 3 ESMTs, 6/4 PPD Live Check follow up | 2 - High | 2021-06-10 14:57:15 | Caroline McMillin       | Caroline McMillin       | 411          | New    | HRD              | (empty)     |
| <input type="checkbox"/>  | <a href="#">INC0220525</a> |          | ESMT #10468   | 2 - High | 2021-06-03 10:29:17 | Caroline McMillin       | Caroline McMillin       | 411          | New    | HRD              | (empty)     |
| <input type="checkbox"/>  | <a href="#">INC0207772</a> |          | transfer  | 2 - High | 2021-02-01 10:41:50 | Jennifer Datan          | Jennifer Datan          | 106          | New    | HRD              | (empty)     |
| <input type="checkbox"/>  | <a href="#">INC0190097</a> |          | Census workers - new accounting string                            | 2 - High | 2020-10-06 06:35:55 | Ginger Ramirez          | Ginger Ramirez          | 125          | New    | HRD              | (empty)     |
| <input type="checkbox"/>  | <a href="#">INC0189076</a> | HRD      | 141: Please help Casey Bell log into ESS                          | 2 - High | 2020-09-25 13:28:17 | Mark Silvia             | Casey Bell              | 141          | Active | HRD              | (empty)     |

Initiative: Deploy service management tools that will track customers' requests, schedule our responses, and help us achieve improved customer satisfaction. (Years 1, 2)

- Started using Service Now which is Support Helpdesk software in June 2019
- Collaborating with ITD Service Desk, ERP Business Analysts and HRIS team to track and respond to:
  - Security requests
  - Login issues – ESS
  - LMS help
  - ESMT document assistance/approvals
  - Employee record transfers

## Year 1 and 2 Initiatives

**Explore, select and deploy tools for automation in support of Performance Management system that facilitate and streamline employee evaluations.**

- Work in Progress working with departments to identify their needs, configuring the module and setting up test evaluation programs.

# Year 2, Year 3 Initiatives

- Explore, select and deploy tools for automation in support of the off-boarding system to facilitate and streamline the separation of employees smoothly to protect County assets and access to systems.
- Design and deploy an automated interface of position data from Performance Budgeting to HRM that ensures data quality and consistency.
- Explore, select and deploy tools for automation in support of increased outreach for recruitments to achieve a more diverse workforce, including on social media platforms.



# Years 1, 2, 3 Initiatives

- **Deploy the Questys Digital Scanning and Storage System into other program areas in the HR Department**
  - **Established a county wide I-9 electronic repository for all county employees**
  - **Looking to digitize the employee personnel record in the future**



# Years 1, 2, 3 Initiatives

Provide training and support to Human Resources staff and other County staff who need to use the County's Applicant Tracking System (NeoGov) and create procedures and tools to make it easy for staff to understand how to use the system.

- Maintain security countywide for all NEOGOV modules - Insight, Online Hiring Center (OHC), Learn, Onboard, Perform
- Manage Subject Matter experts (SME's) in OHC database
- Troubleshoot and resolve NEOGOV application issues countywide
- Monitor, test and validate data loaded into all NEOGOV modules to ensure accuracy and consistency



# Years 1, 2, 3 Initiatives



Provide training and system support to all users to maximize user acceptance of the County's personnel/payroll system upgrade Advantage Human Resources module (HRM).

- Manage Human Resources security roles countywide
- Maintain/Update Human Resources training documents, reference guides, job aides
- Troubleshoot and resolve HRM application issues countywide
- Facilitate ongoing HRM training for HR personnel countywide



Explore, select and deploy tools for automation in support of tools to utilize in the employee engagement survey for easy accessibility and use. (TBD – depends on funding)

- Provide security and data maintenance to Employee Engagement and ITD collaborations.



# Learning Management System (LMS)

Explore, select and deploy tools for automation in support of replacement of the Learning Management System. (TBD – depends on funding)

- Implemented LMS module in September 2019
- Maintain/Update LMS Resources training documents, reference guides, job aides
- Troubleshoot and resolve LMS application issues countywide
- Facilitate quarterly meeting/training sessions for the 82 LMS Coordinators countywide

Training Activity

Courses
Learning Plans

COUNTY OF MONTEREY

Course Activity

Not Started

In Progress

Completed

Not Completed

Pending Enrollment

Not Started  
1221 (28%)

In Progress  
191 (4%)

Not Completed  
285 (7%)

Pending Enrollment  
0 (0%)

Completed  
2620 (61%)

OVERDUE COURSE ENROLLMENT METRICS

0

Total Overdue

No Overdue Courses

Overdue Not Started

Overdue In Progress

Default Bulk Actions

First Name

Last Name

Employee

Position

Department

Course Name

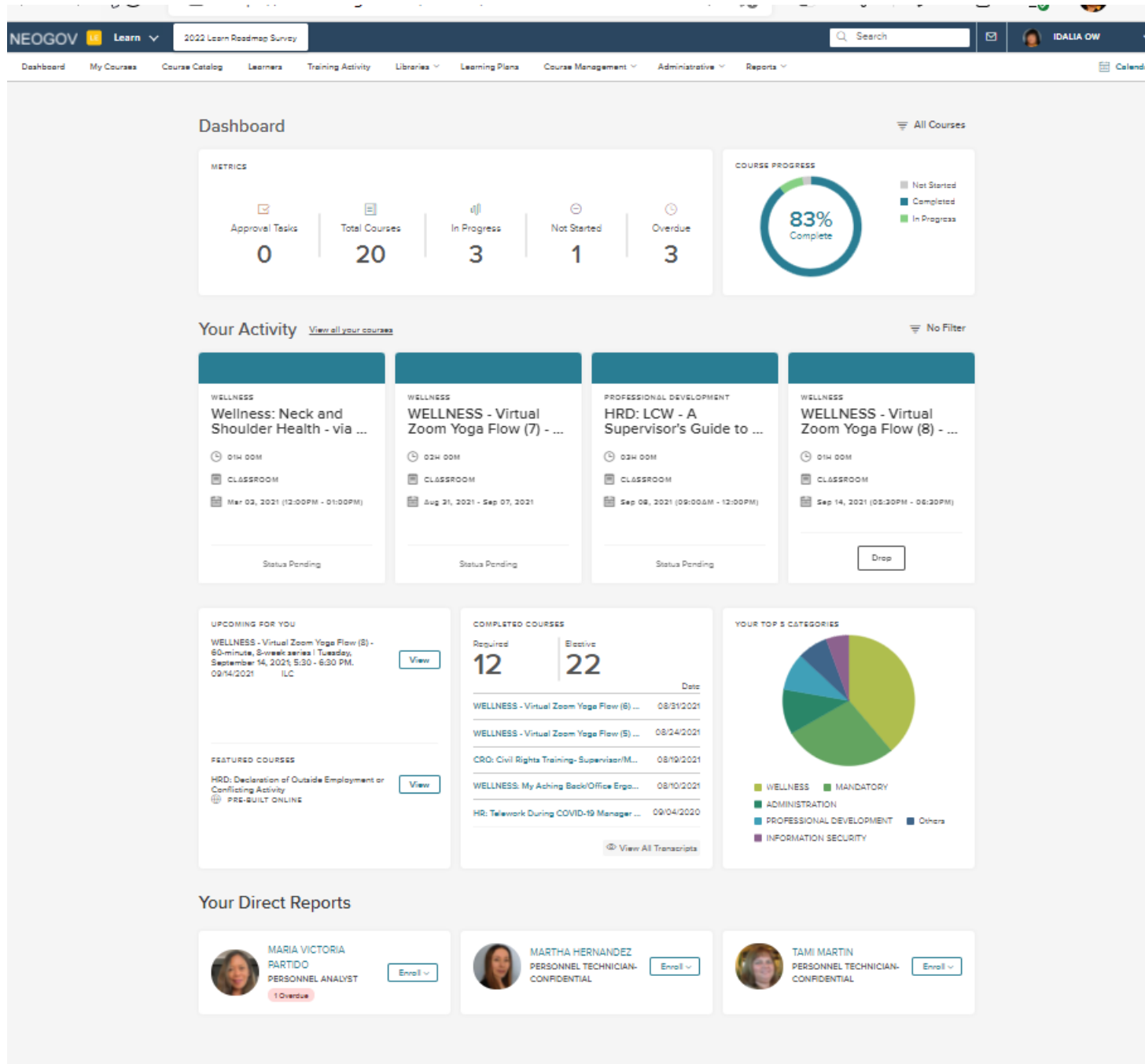
Course Code

Enrollment

Due Date

|            |           |            |                  |                     |                    |              |            |            |
|------------|-----------|------------|------------------|---------------------|--------------------|--------------|------------|------------|
| ESMERALDA  | RODRIGUEZ | 0000033590 | ASSOCIATE PE...  | Human Resourc...    | Security Awaren... | SA2021ONLINE | 11/03/2020 | 10/03/2021 |
| PARESHBHAI | PATEL     | 0000036315 | DIVISION MAN...  | Information Tec...  | Security Awaren... | SA2021ONLINE | 11/03/2020 | 10/03/2021 |
| KIMBERLEY  | MOORE     | 0000015452 | ASSISTANT DIR... | Human Resourc...    | Security Awaren... | SA2021ONLINE | 11/03/2020 | 10/03/2021 |
| ANUSHA     | IGNATIUS  | 0000023065 | INFORMATION ...  | Information Tec...  | Security Awaren... | SA2021ONLINE | 11/03/2020 | 10/03/2021 |
| MICHELLE   | KARIM     | 0000033399 | IT PROJECT MA... | Information Tec...  | Security Awaren... | SA2021ONLINE | 11/03/2020 | 10/03/2021 |
| SARAH      | HOUSE     | 0000018502 | DEPARTMENTA...   | Health              | Security Awaren... | SA2021ONLINE | 11/03/2020 | 10/03/2021 |
| EZEQUIEL   | VEGA RIOS | 0000021099 | COUNTY BUDG...   | County Admins...    | Security Awaren... | SA2021ONLINE | 11/03/2020 | 10/03/2021 |
| WENDELL    | SELLS     | 0000032197 | MANAGEMENT ...   | Human Resourc...    | Security Awaren... | SA2021ONLINE | 11/03/2020 | 10/03/2021 |
| LEESSET    | TORRES    | 0000023390 | ASSOCIATE EQ...  | Civil Rights Office | Security Awaren... | SA2021ONLINE | 11/03/2020 | 10/03/2021 |
| SALVADOR   | ROSALES   | 0000037752 | MANAGEMENT ...   | Human Resourc...    | Security Awaren... | SA2021ONLINE | 11/03/2020 | 10/03/2021 |

- LMS Course Catalog contains 1131 courses available to employees
- Course offerings are updated on a quarterly basis
- Averaging an 89% completion rate overall out of 76,261 course enrollments county-wide since our 2019 implementation



# Employee Dashboard

- Provides individual employee LMS course progress metrics –
  - Not Started
  - Completed
  - InProgress
- For supervisors/managers it provides direct reports profiles with the ability to check on their training compliance.

# Discussion

