# Study Session Agenda

**Tuesday**

**September 8, 2015**

*Study session will begin approximately 15 minutes after conclusion of public hearing.*

*All times listed on this agenda are subject to change.*

<table>
<thead>
<tr>
<th>Time</th>
<th>Attendee(s)</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:00 A.M.</td>
<td>Nancy Duncan / Theresa Wilson / Pernell Olson / Raylene Taylor</td>
<td>2016 Budget</td>
</tr>
<tr>
<td>1:00 P.M.</td>
<td>Bryan Ostler</td>
<td>Employee Benefits Survey Results</td>
</tr>
<tr>
<td>2:00 P.M.</td>
<td>Todd Leopold</td>
<td>Administrative Item Review / Commissioner Communications</td>
</tr>
<tr>
<td>2:30 P.M.</td>
<td>Heidi Miller</td>
<td>Executive Session Pursuant to C.R.S. 24-6-402 (4)(b) and (e) for the Purpose of Receiving Legal Advice and Negotiation Discussions Regarding Options for Oil and Gas Applications</td>
</tr>
<tr>
<td>3:00 P.M.</td>
<td>Heidi Miller / Ed Finger</td>
<td>Executive Session Pursuant to C.R.S. 24-6-402(4)(a), (b), and (e) for the Purpose of Receiving Legal Advice and Negotiation Discussions Regarding Contracts and Potential Options Related to Community Corrections</td>
</tr>
</tbody>
</table>

*(AND SUCH OTHER MATTERS OF PUBLIC BUSINESS WHICH MAY ARISE)*

***Agenda is subject to change***
STUDY SESSION AGENDA ITEM

DATE OF STUDY SESSION: September 8, 2015

SUBJECT: Employee Benefits Survey Results

FROM: Bryan Ostler, Human Resources Director

AGENCY/DEPARTMENT: Human Resources

ATTENDEES: Bryan Ostler, Terri Lautt, Charles DuScha

PURPOSE OF ITEM: Provide results of Employee Benefits Survey and recommendations from Human Resources

STAFF RECOMMENDATION: Please refer to slide 28 in PowerPoint presentation.

BACKGROUND:

May 12, 2015   Study Session for a current benefits overview and review of market data
June 18, 2015   Conducted a focus group (22 employees which provided representation from each department/elected office) to assist with finalizing questions for survey
June 30, 2015   Provided update to BOCC and Sr. Leadership on results of focus group and survey launch
July 2, 2015    Benefits Survey Launched
July 15, 2015   Benefits Survey Closed

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

County Manager’s Office

ATTACHED DOCUMENTS:

Employee Benefits Survey Results PowerPoint Presentation
**FISCAL IMPACT:**
Either mark X ✗ if there is no fiscal impact or provide the following information for the recommended action:

<table>
<thead>
<tr>
<th>Fund(s):</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost center(s):</td>
<td></td>
</tr>
<tr>
<td>Self-generated / dedicated revenues:</td>
<td>$</td>
</tr>
<tr>
<td>Annual operating costs:</td>
<td>$</td>
</tr>
<tr>
<td>Annual net operating (cost) / income:</td>
<td>$</td>
</tr>
<tr>
<td>Capital costs:</td>
<td>$</td>
</tr>
<tr>
<td>Expenditure included in approved operating budget:</td>
<td>$</td>
</tr>
<tr>
<td>Expenditure included in approved capital budget:</td>
<td>$</td>
</tr>
<tr>
<td>New FTEs requested:</td>
<td></td>
</tr>
</tbody>
</table>

**APPROVAL SIGNATURES:**

Todd Leopold, County Manager

Raymond H. Gonzales, Deputy County Manager

Ed Finger, Deputy County Manager

**APPROVAL OF FISCAL IMPACT:**

[Signatures]

Budget / Finance
Employee Benefits Survey Results

September 8, 2015
Employee Benefits Survey Results

Intent of Today’s Study Session:

I. Recap Background and Process
II. Survey Overview
III. Recommendations
I. Background and Process

- May 2015 study session review of market data
- June 2015 established survey and focus group
- Focus group of 22 employees from each dept/elected office to assist with questions
- June 30th updated Board/Sr. Leadership on results of focus group and survey launch
- July 15th survey closed
II. Survey Overview

- 973 Total employee responses
- 50% Organizational response rate
- 98% Of respondents were full-time employees
- There were no mandatory/required fields (to encourage participation)
- 94% Average response rate per question
- 43% Of respondents are enrolled in UHC plan, 48% enrolled in Kaiser plan
II. Survey Overview

Tenure of survey respondents:

- 25%: < than 1 year
- 12%: 1-5 years
- 20%: 6-10 years
- 13%: 11-15 years
- 20%: 16-19 years
- 10%: 20+ years
II. Survey Overview

Age of survey respondents:

- 18-29 years: 9%
- 30-39 years: 26%
- 40-49 years: 30%
- 50-59 years: 24%
- 60+ years: 11%
II. Survey Overview

6) Overall satisfaction level with employee benefits at the County:

- Very Satisfied: 19%
- Satisfied: 50%
- Neutral: 21%
- Dissatisfied: 8%
- Very Dissatisfied: 2%
II. Survey Overview

7) I have a good understanding of the benefits for which I am eligible:
   - 81% Strongly agree/agree

8) When were your benefits explained to you?
   - 74% During New Employee Orientation
II. Survey Overview

9) The benefits were an important reason why I came to work for the County:

- 38% Strongly Agree
- 17% Agree
- 4% Neither Agree nor Disagree
- 10% Disagree
- 31% Strongly Disagree
II. Survey Overview

10) The benefits are an important reason why I remain working for the County:
II. Survey Overview

11) Rating the satisfaction level of benefits:

**Three highest rated benefits:**
1) Paid Holidays 94%
2) Vacation Days 87%
3) Sick Days 86%

**Three lowest rated benefits:**
1) Retirement 36%
2) Alternative Work Schedules/ Flex Days 24%
3) Medical Plans 21%
## II. Survey Overview

<table>
<thead>
<tr>
<th>Question</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
<th>Need Further Education</th>
<th>No Opinion</th>
<th>Total Responses</th>
<th>Dissatisfied / Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Retirement Plan</td>
<td>156</td>
<td>371</td>
<td>172</td>
<td>120</td>
<td>80</td>
<td>56</td>
<td>955</td>
<td>36%</td>
</tr>
<tr>
<td>Alternative Work Schedules / Flex days</td>
<td>212</td>
<td>249</td>
<td>82</td>
<td>62</td>
<td>48</td>
<td>297</td>
<td>950</td>
<td>24%</td>
</tr>
<tr>
<td>Medical Plans</td>
<td>158</td>
<td>527</td>
<td>130</td>
<td>48</td>
<td>33</td>
<td>57</td>
<td>953</td>
<td>21%</td>
</tr>
<tr>
<td>Tuition Reimbursement</td>
<td>105</td>
<td>234</td>
<td>47</td>
<td>28</td>
<td>104</td>
<td>423</td>
<td>941</td>
<td>18%</td>
</tr>
<tr>
<td>Prescription Drug Plan (included with medical)</td>
<td>134</td>
<td>460</td>
<td>77</td>
<td>28</td>
<td>63</td>
<td>183</td>
<td>945</td>
<td>15%</td>
</tr>
<tr>
<td>Employee Assistance Program</td>
<td>73</td>
<td>226</td>
<td>29</td>
<td>19</td>
<td>182</td>
<td>412</td>
<td>941</td>
<td>14%</td>
</tr>
<tr>
<td>Administrative Days</td>
<td>276</td>
<td>232</td>
<td>45</td>
<td>36</td>
<td>54</td>
<td>292</td>
<td>935</td>
<td>14%</td>
</tr>
<tr>
<td>Sick Leave</td>
<td>298</td>
<td>497</td>
<td>91</td>
<td>33</td>
<td>5</td>
<td>28</td>
<td>952</td>
<td>13%</td>
</tr>
<tr>
<td>Vacation Leave</td>
<td>308</td>
<td>499</td>
<td>92</td>
<td>30</td>
<td>26</td>
<td>26</td>
<td>957</td>
<td>13%</td>
</tr>
<tr>
<td>Vision Plan</td>
<td>180</td>
<td>530</td>
<td>82</td>
<td>24</td>
<td>21</td>
<td>118</td>
<td>955</td>
<td>13%</td>
</tr>
<tr>
<td>Dental Plans</td>
<td>192</td>
<td>572</td>
<td>73</td>
<td>26</td>
<td>13</td>
<td>74</td>
<td>950</td>
<td>11%</td>
</tr>
<tr>
<td>Wellness Credit</td>
<td>188</td>
<td>344</td>
<td>47</td>
<td>16</td>
<td>86</td>
<td>265</td>
<td>946</td>
<td>11%</td>
</tr>
<tr>
<td>Wellness Program</td>
<td>179</td>
<td>427</td>
<td>50</td>
<td>13</td>
<td>60</td>
<td>223</td>
<td>952</td>
<td>9%</td>
</tr>
<tr>
<td>AFLAC Supplemental Medical Plans</td>
<td>99</td>
<td>257</td>
<td>22</td>
<td>12</td>
<td>107</td>
<td>448</td>
<td>945</td>
<td>9%</td>
</tr>
<tr>
<td>Deferred Compensation</td>
<td>140</td>
<td>325</td>
<td>26</td>
<td>18</td>
<td>116</td>
<td>311</td>
<td>936</td>
<td>9%</td>
</tr>
<tr>
<td>* Long-term Disability Insurance</td>
<td>125</td>
<td>432</td>
<td>35</td>
<td>13</td>
<td>111</td>
<td>232</td>
<td>948</td>
<td>8%</td>
</tr>
<tr>
<td>Optional Life Insurance</td>
<td>115</td>
<td>432</td>
<td>37</td>
<td>7</td>
<td>95</td>
<td>258</td>
<td>944</td>
<td>7%</td>
</tr>
<tr>
<td>* Basic Life Insurance</td>
<td>148</td>
<td>547</td>
<td>45</td>
<td>8</td>
<td>67</td>
<td>139</td>
<td>954</td>
<td>7%</td>
</tr>
<tr>
<td>Dependent Life Insurance (Spouse / Child)</td>
<td>127</td>
<td>414</td>
<td>30</td>
<td>6</td>
<td>61</td>
<td>312</td>
<td>950</td>
<td>6%</td>
</tr>
<tr>
<td>Paid Holidays</td>
<td>498</td>
<td>324</td>
<td>29</td>
<td>25</td>
<td>5</td>
<td>73</td>
<td>954</td>
<td>6%</td>
</tr>
<tr>
<td>Flexible Spending Accounts</td>
<td>121</td>
<td>297</td>
<td>20</td>
<td>4</td>
<td>72</td>
<td>430</td>
<td>944</td>
<td>5%</td>
</tr>
</tbody>
</table>
II. Survey Overview

12) My benefits package contributes to my overall health and well-being, both physical and mental:

- **Strongly Agree**: 22%
- **Agree**: 52%
- **Neither Agree nor Disagree**: 21%
- **Disagree**: 4%
- **Strongly Disagree**: 1%
II. Survey Overview

13) My benefits package helps to ensure my financial wellness, in terms of being adequately covered in the event of an accident or unexpected illness:
II. Survey Overview

14) If you answered Disagree or Strongly Disagree to #12 and #13, please explain how you think we can enhance your benefits package:

Most repeated comments:
- Retirement Plan
- Medical plan out-of-pocket costs continue to increase
- Employer paid short term disability options
II. Survey Overview

15) When considering your total benefits package, are there benefit offerings that you feel are missing:

Most repeated comments:
- There are no retirement plan options for the employees
- 9% mandatory retirement deduction out of pay check is too much
- Out of pocket medical plan costs
- Employer paid short term disability
- Flexibility to cash out vacation/sick at end of year
II. Survey Overview

16) The County’s sick and vacation policies are competitive with your previous employers:

- 43% Strongly Agree
- 21% Agree
- 19% Neither Agree nor Disagree
- 14% Disagree
- 3% Strongly Disagree
II. Survey Overview

17) If answering #16, please tell us which category reflects your previous employment:

- Public: 49%
- Private: 49%
- Self-employed: 2%
II. Survey Overview

18) The sick leave accrual schedule provides adequate leave for when I am unable to go to work due to illness or injury:

![Bar Chart]

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Legend:
- Red: Less than 1 year
- Brown: 1 - 5 years
- Brown: 6 - 10 years
- Brown: 11 - 15 years
- Brown: 16 - 19 years
- Brown: 20+ years

# of Responses
II. Survey Overview

19) I tend to use all my sick days every year:

- Agree: 10%
- Disagree: 90%
## II. Survey Overview

### 20) Why do you tend to not use all your sick days every year?

<table>
<thead>
<tr>
<th>Response</th>
<th>Response</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel I cannot be away from work even when I am sick because I am too busy.</td>
<td>114</td>
<td>13%</td>
</tr>
<tr>
<td>I do not generally get sick.</td>
<td>296</td>
<td>35%</td>
</tr>
<tr>
<td>I roll over my unused sick days in case I become unable to work due to an accident or illness.</td>
<td>273</td>
<td>32%</td>
</tr>
<tr>
<td>I plan to roll over my unused sick days, so I receive payment for the unused hours upon separation from the County.</td>
<td>34</td>
<td>4%</td>
</tr>
<tr>
<td>I was not aware I was eligible for paid sick leave.</td>
<td>7</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>130</td>
<td>15%</td>
</tr>
</tbody>
</table>
II. Survey Overview

21) How do you view the payment of unused accrued sick leave upon separation of employment from the County?

<table>
<thead>
<tr>
<th>Response</th>
<th>Response</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I do not plan on having any accrued sick leave time to cash-out upon separation.</td>
<td>39</td>
<td>4%</td>
</tr>
<tr>
<td>I view it more as a deferred compensation benefit that I am planning to use upon separation.</td>
<td>343</td>
<td>37%</td>
</tr>
<tr>
<td>I have never thought about it.</td>
<td>371</td>
<td>41%</td>
</tr>
<tr>
<td>I did not know I could be compensated for unused sick leave upon separation.</td>
<td>106</td>
<td>12%</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>56</td>
<td>6%</td>
</tr>
</tbody>
</table>
II. Survey Overview

22) I would value more flexibility with my sick and vacation days without reducing my current accrual rate:
II. Survey Overview

23) I tend to use all my vacation days every year:

- Agree: 32%
- Disagree: 68%
II. Survey Overview

24) Why do you tend not to use all of your vacation days every year:

- No time
- No desire
- Roll over
- Separation pay
- Other

Responses:
- Less than 1 year
- 1 - 5 years
- 6 - 10 years
- 11 - 15 years
- 16 - 19 years
- 20+ years
II. Survey Overview

25) How would you rate the quality of the information and services you receive from your health plan (UHC and Kaiser):

- Excellent: 14%
- Above Average: 30%
- Average: 48%
- Below Average: 6%
- Poor: 2%
II. Survey Overview

26) How would you rate the quality of the information and services you receive from the County regarding your benefit plans:

- Excellent: 11%
- Above Average: 28%
- Average: 50%
- Below Average: 8%
- Poor: 3%
III. Recommendations

- **Retirement**: Evaluate opportunities to enhance retirement plan with a 3rd party consultant to provide recommendations to make the plan competitive and sustainable within our market.

- **Medical**: Continue to maintain and sustain the medical plans. Evaluate creating additional plan options that will reinforce onsite health clinic benefits as a long-term strategy.

- **Short Term Disability**: Evaluate cost and opportunity for an employer paid short-term disability option.