



COMMITTEE OF THE WHOLE AGENDA

COUNTY BOARD ROOM
GOVERNMENT CENTER
RED WING, MN

FEBRUARY 20, 2024
9:30 A.M.

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 266 673 214 074
Passcode: wknxqK

OR CALL IN
[+1 872-240-8960,,925976225#](#)

PHONE CONFERENCE ID: 925 976 225#

Retention Survey Results COW Report

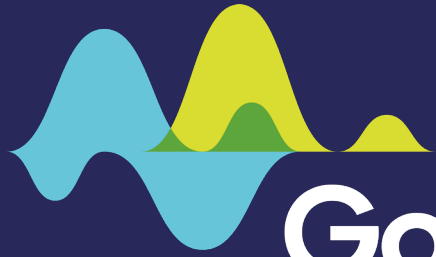
Documents:

[2023 Goodhue County Retention Survey Results COW Report.pdf](#)

Internship Presentation

Documents:

[Internship Program PowerPoint.pdf](#)



**Goodhue
County**
MINNESOTA

Employee Engagement/ Benefit Survey

Overview

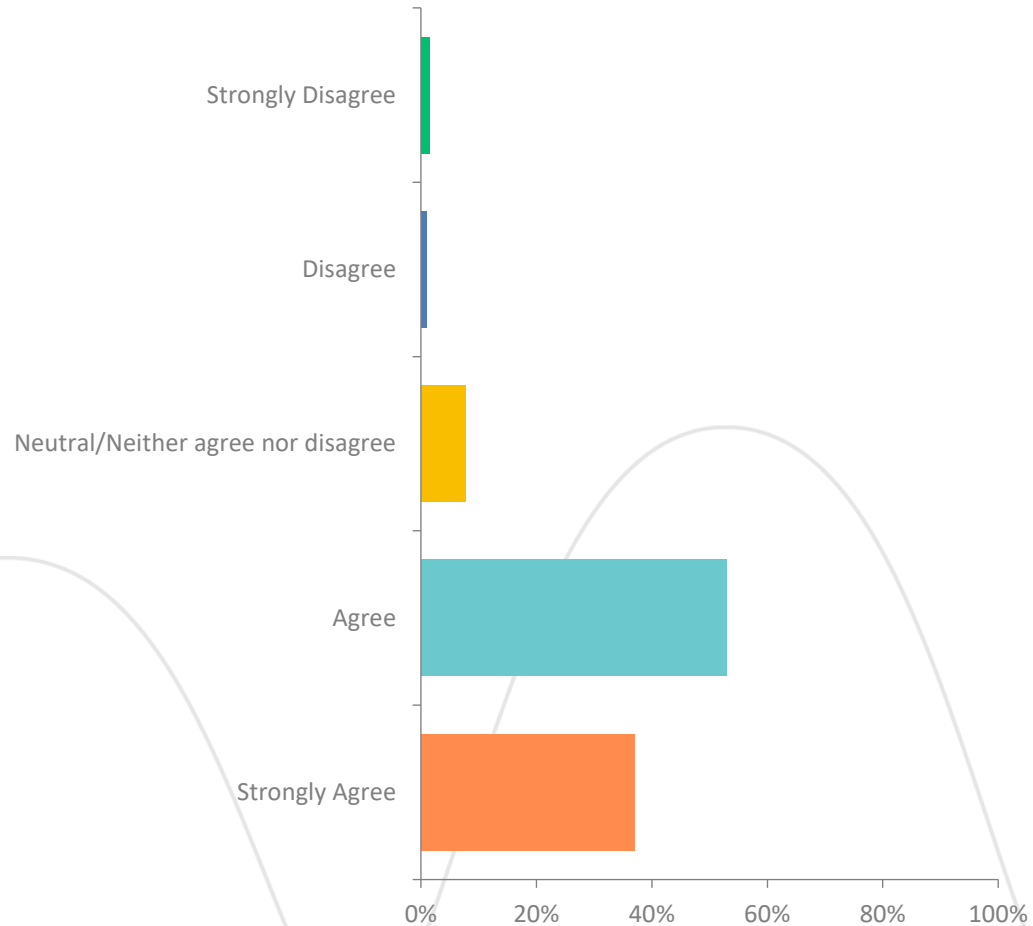


Job Satisfaction

Employee Engagement Questions

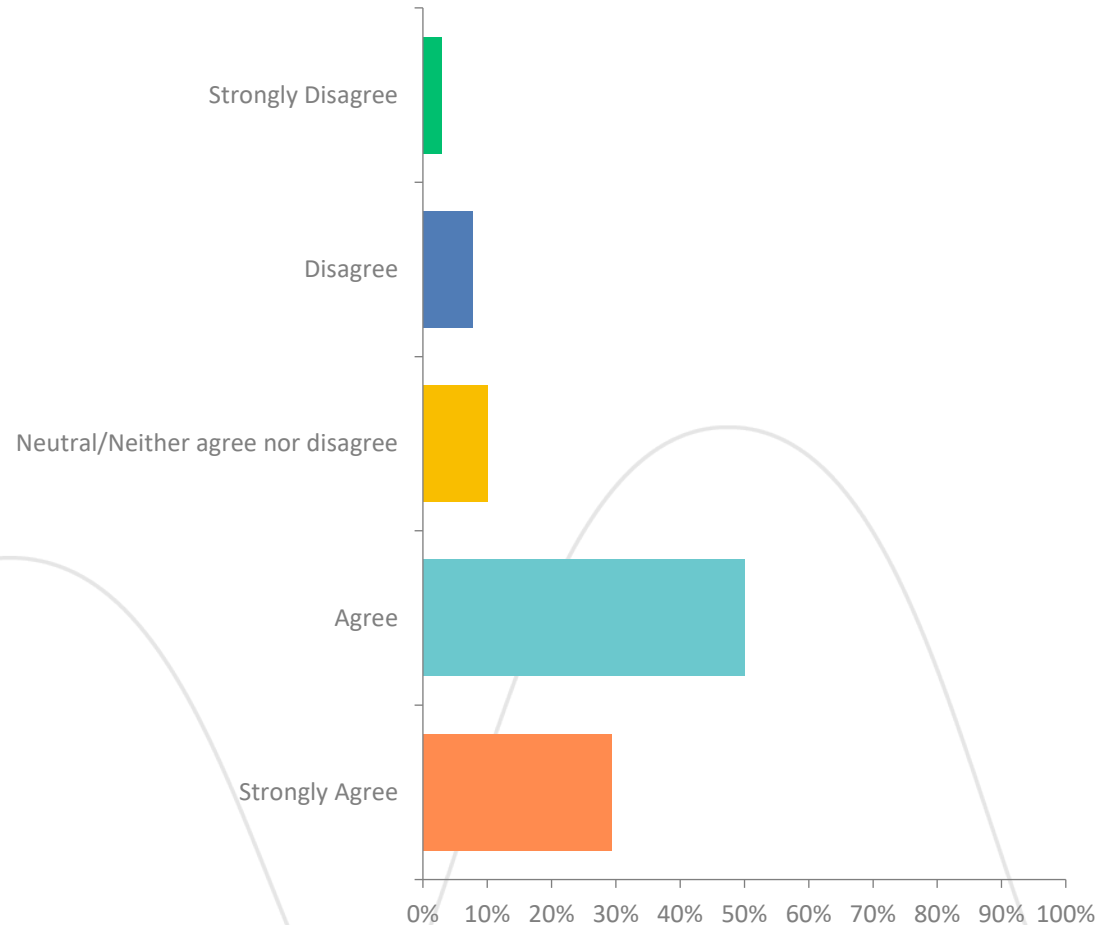
- Job Satisfaction – Most employees find the work meaningful and are satisfied with work life balance. Fewer feel a sense of belonging and would like additional growth opportunities. There are small groups that feel overworked and underpaid. There are opportunities to improve morale.

I find my work meaningful.



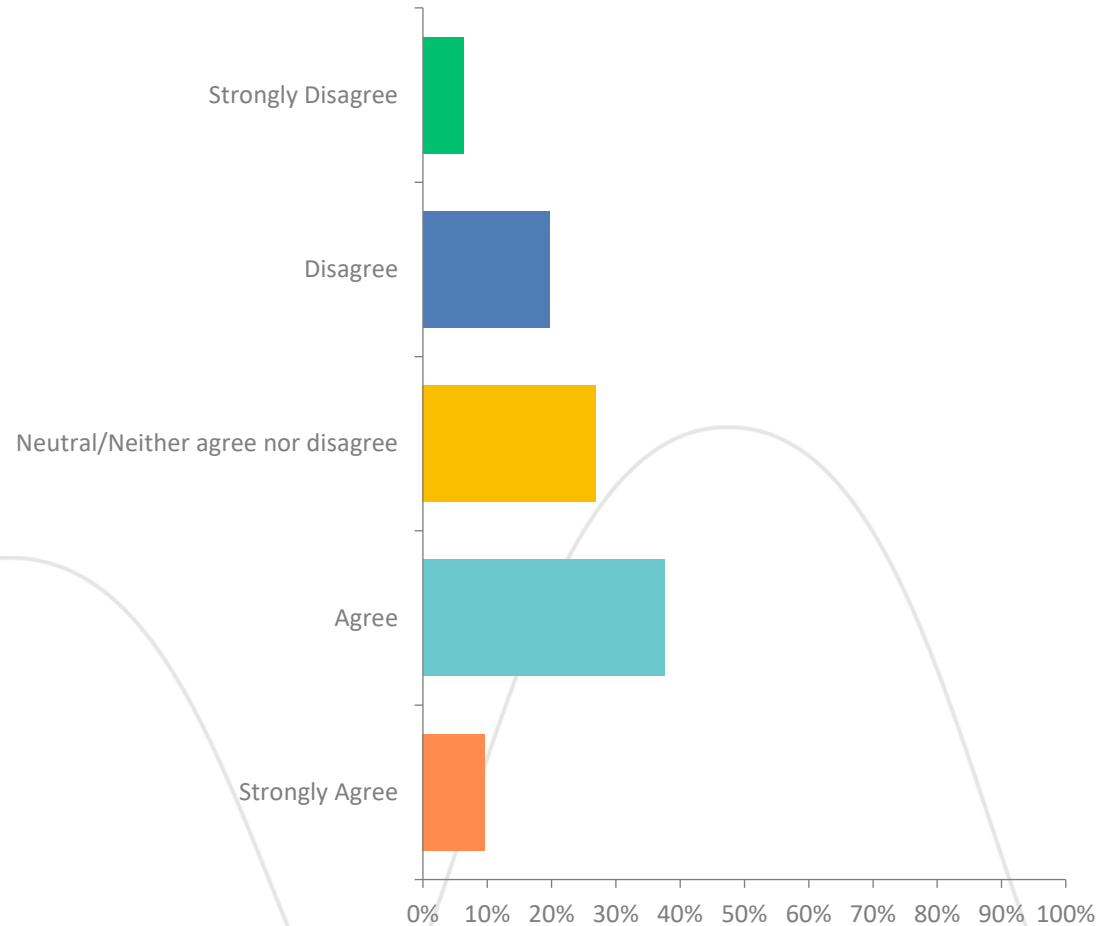
ANSWER CHOICES	RESPONSES
Strongly Disagree	1.44% 3
Disagree	0.96% 2
Neutral/Neither agree nor disagree	7.69% 16
Agree	52.88% 110
Strongly Agree	37.02% 77
TOTAL	208

I am satisfied with the level of flexibility and work/life balance that my job provides.



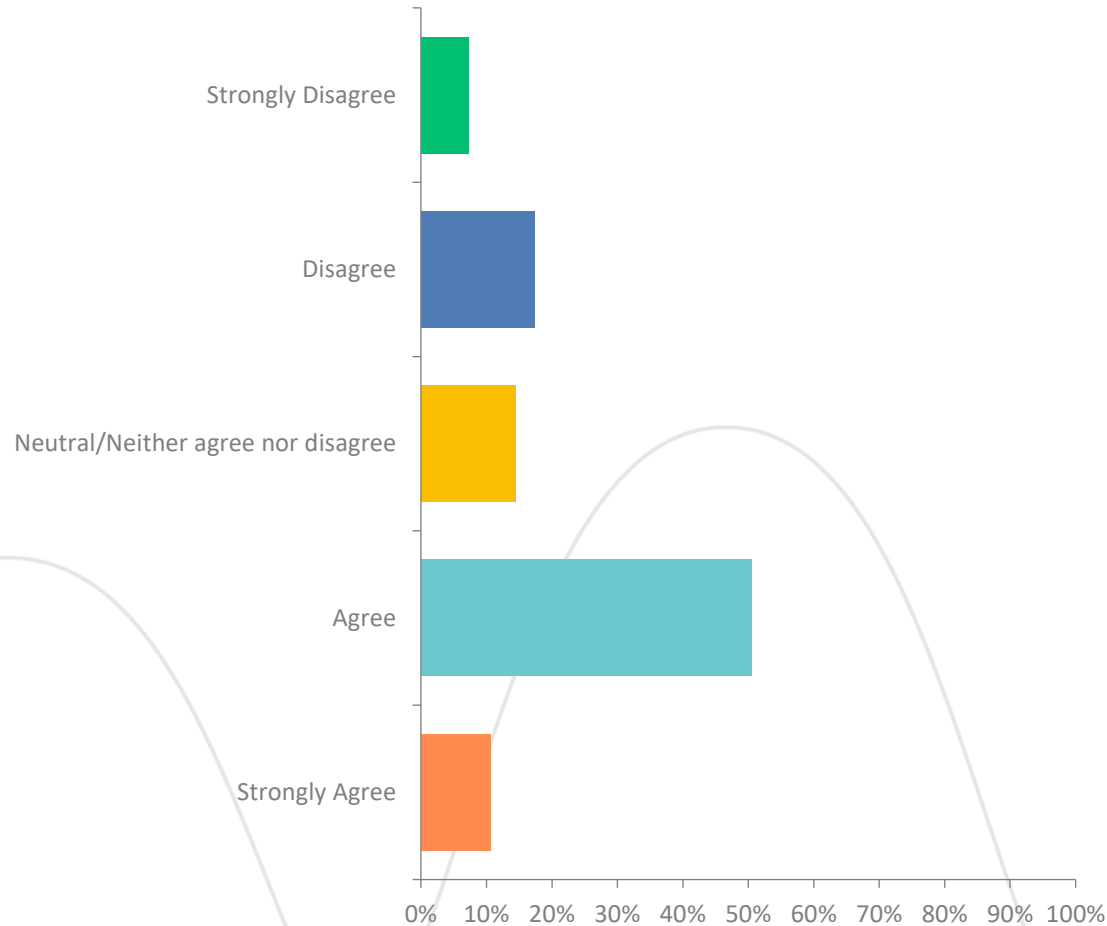
ANSWER CHOICES	RESPONSES
Strongly Disagree	2.88% 6
Disagree	7.69% 16
Neutral/Neither agree nor disagree	10.10% 21
Agree	50.0% 104
Strongly Agree	29.33% 61
TOTAL	208

I am satisfied with my opportunities for growth.



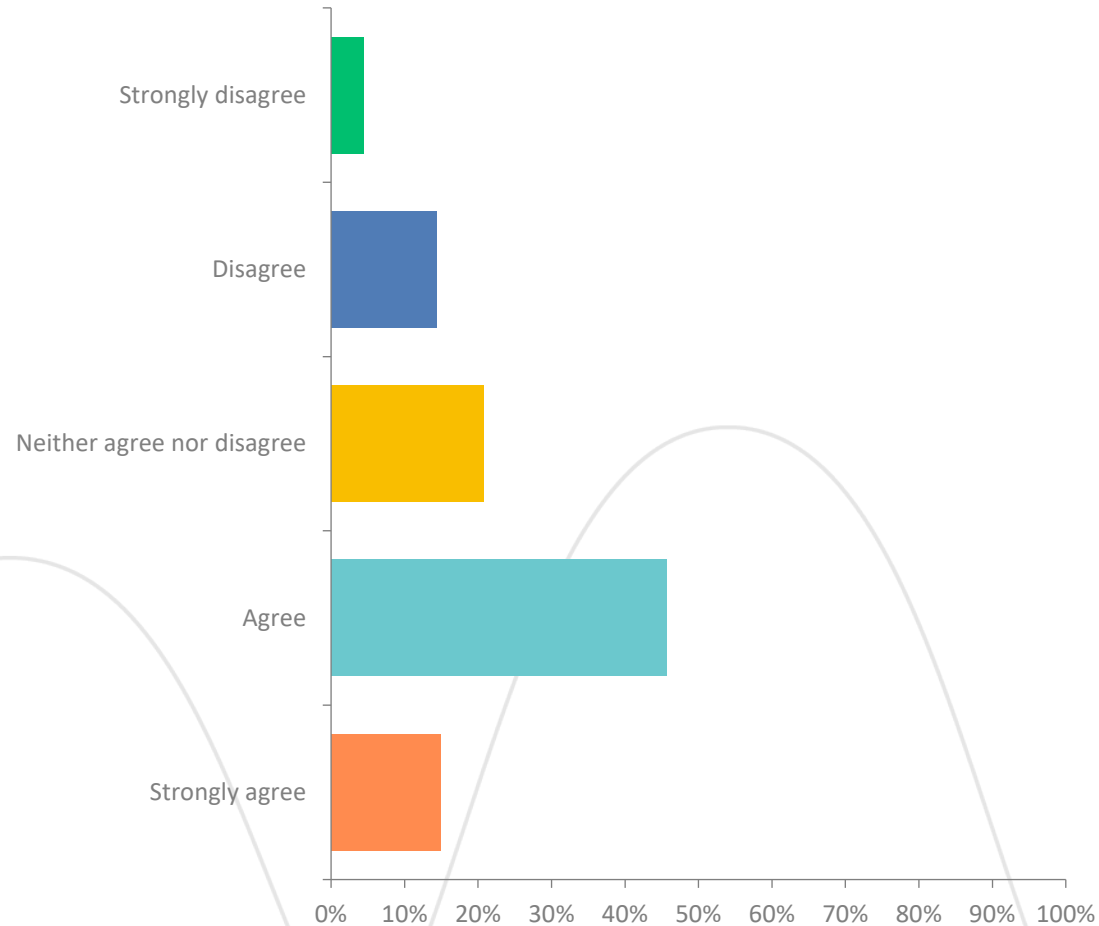
ANSWER CHOICES	RESPONSES
Strongly Disagree	6.25% 13
Disagree	19.71% 41
Neutral/Neither agree nor disagree	26.92% 56
Agree	37.50% 78
Strongly Agree	9.62% 20
TOTAL	208

I am satisfied with my salary.



ANSWER CHOICES	RESPONSES
Strongly Disagree	7.21% 15
Disagree	17.31% 36
Neutral/Neither agree nor disagree	14.42% 30
Agree	50.48% 105
Strongly Agree	10.58% 22
TOTAL	208

The morale in my Department is positive most of the time



ANSWER CHOICES	RESPONSES
Strongly disagree	4.33% 9
Disagree	14.42% 30
Neither agree nor disagree	20.67% 43
Agree	45.67% 95
Strongly agree	14.90% 31
TOTAL	208

Please share feedback on any of the above, including what is going well, and **how the county could do better or do more to address job satisfaction. Is there anything that would move your scores?**

15 – Things going well/appreciate wage adjustment

15 – Morale is a problem

15 – Pay is a problem

11- Workload is a problem

9 – Growth opportunities are a problem

5 – Schedule is a problem

4 – Benefits are a problem

3 – Work/Life Balance is a problem

3 – Job Description is a problem

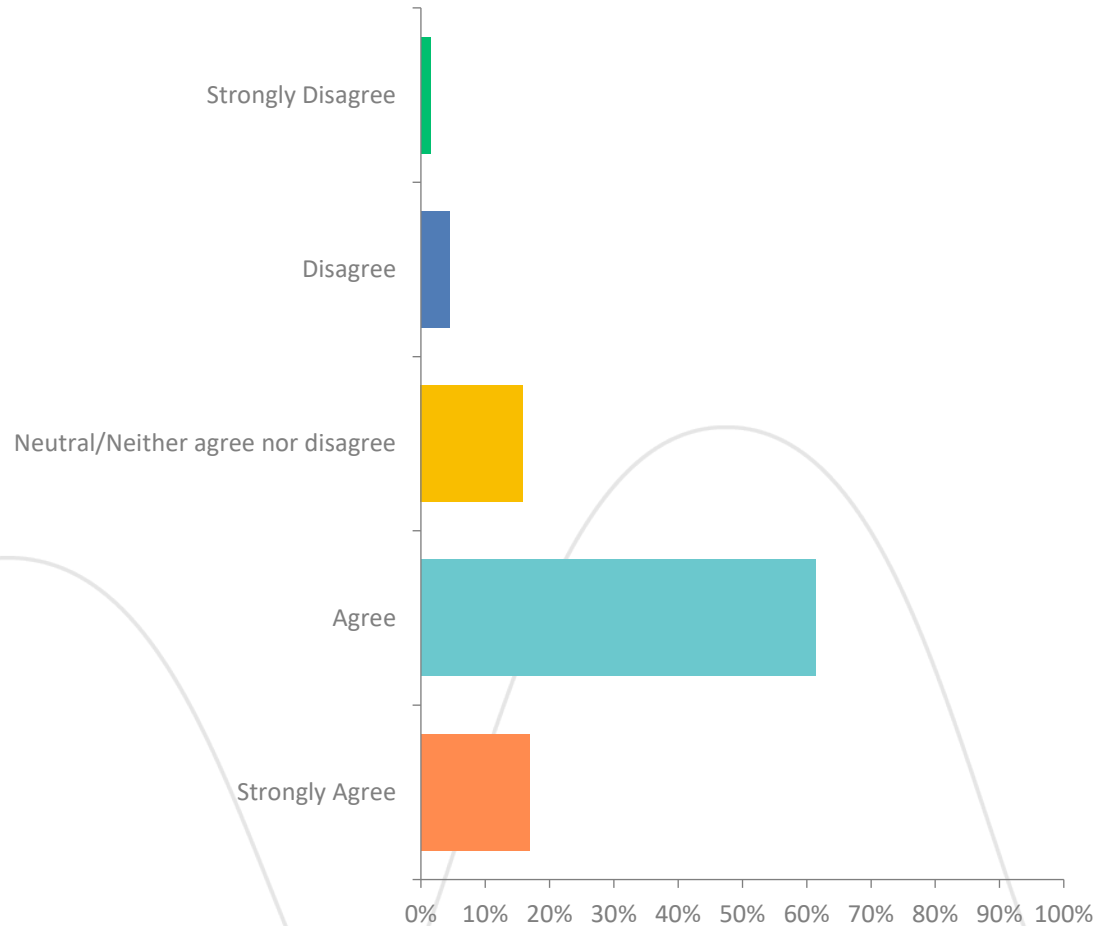
2 – Recognition is a problem

Wellness and Stress

Employee Engagement Questions

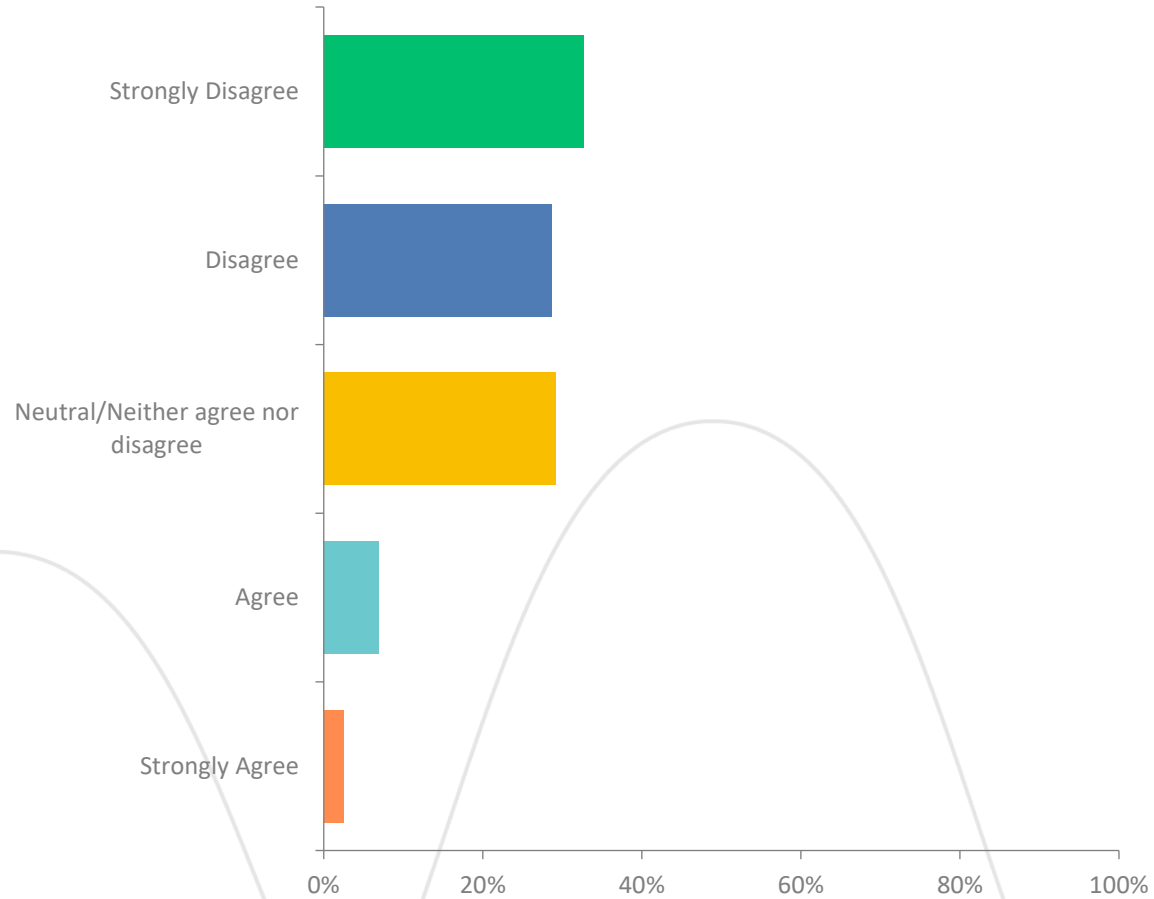
- Wellness and Stress – Most employees do not plan to leave their job or career in the next two years, and would recommend working for the county. But, there are factions that feel unsafe, don't feel they have the tools to perform their job and a larger faction that feels burned out.

Overall, I am happy with my current job.



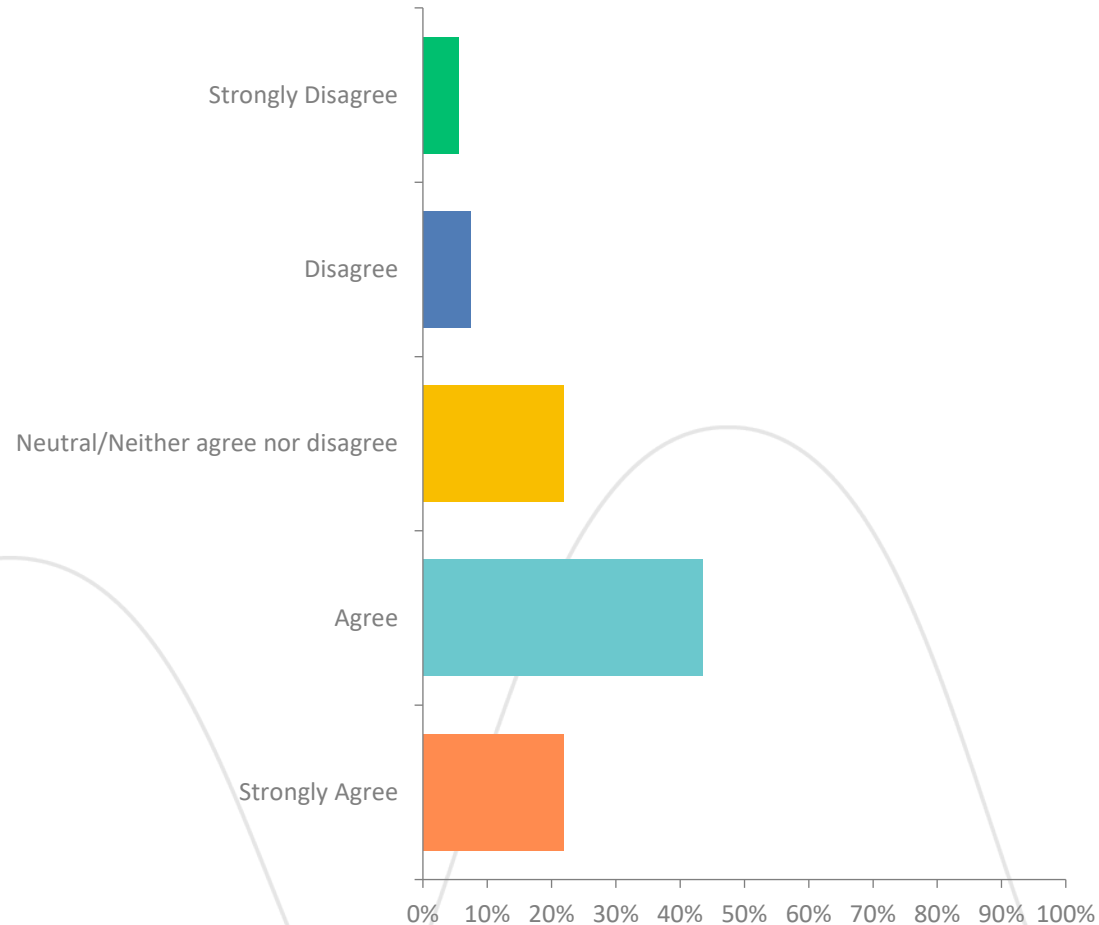
ANSWER CHOICES	RESPONSES	
Strongly Disagree	1.49%	3
Disagree	4.46%	9
Neutral/Neither agree nor disagree	15.84%	32
Agree	61.39%	124
Strongly Agree	16.83%	34
TOTAL		202

I intend to leave this job for a similar job in the next two years.



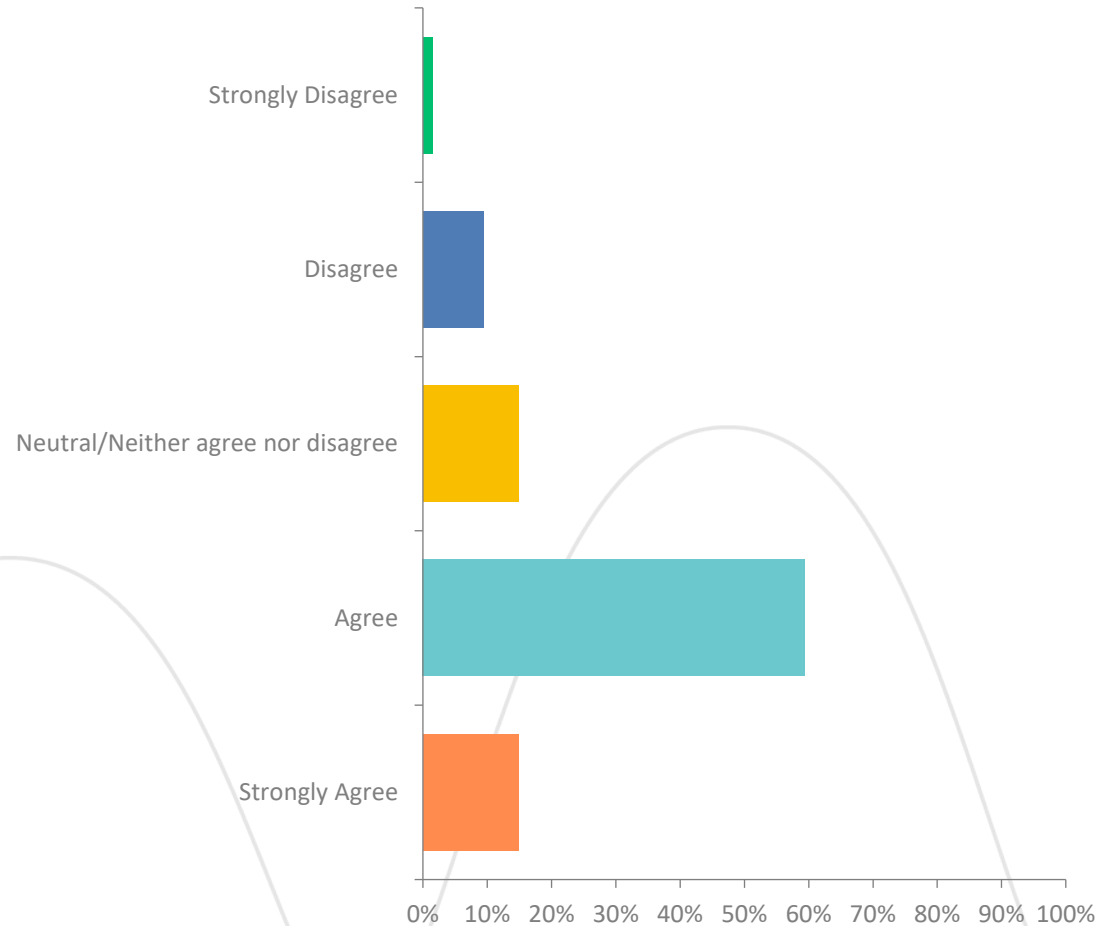
ANSWER CHOICES	RESPONSES
Strongly Disagree	32.67% 66
Disagree	28.71% 58
Neutral/Neither agree nor disagree	29.21% 59
Agree	6.93% 14
Strongly Agree	2.48% 5
TOTAL	202

I would recommend working for the County to my friends or family.



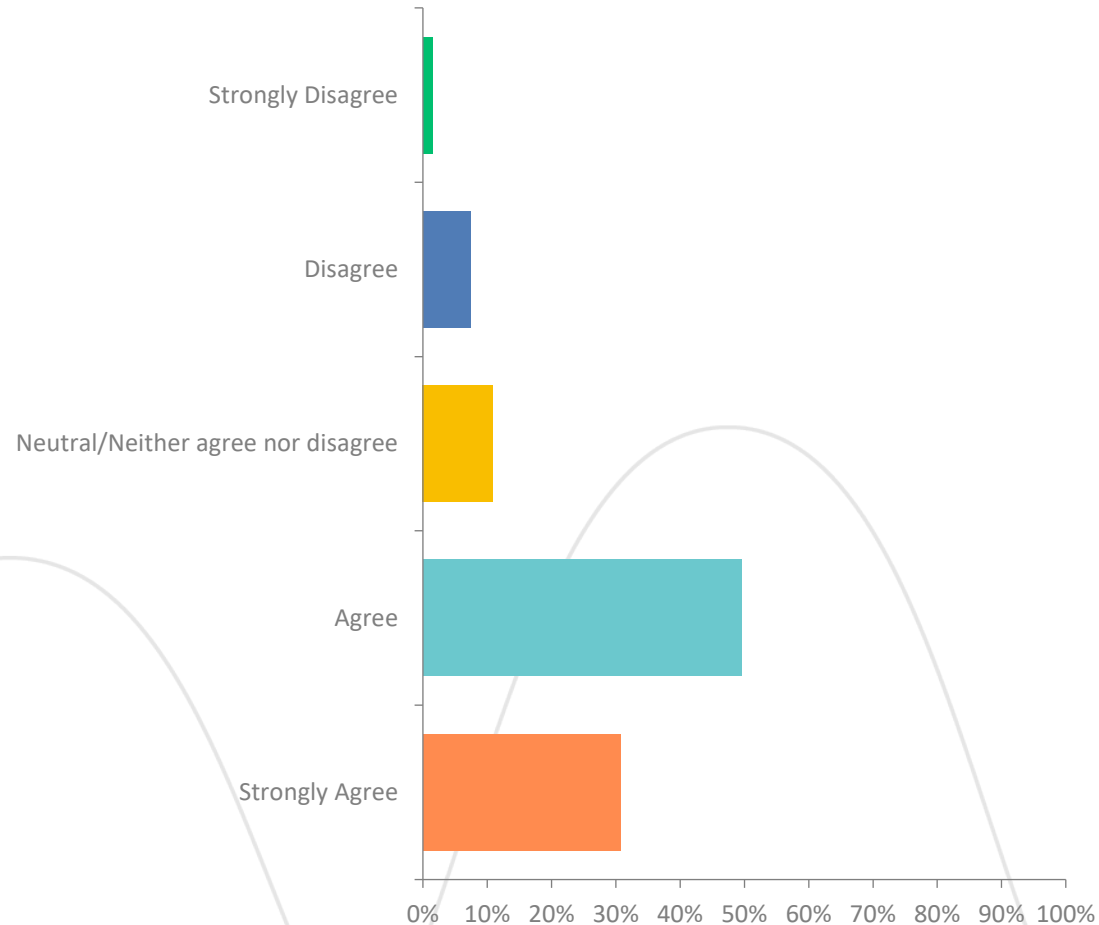
ANSWER CHOICES	RESPONSES	
Strongly Disagree	5.45%	11
Disagree	7.43%	15
Neutral/Neither agree nor disagree	21.78%	44
Agree	43.56%	88
Strongly Agree	21.78%	44
TOTAL		202

I have all the necessary tools to perform my job.



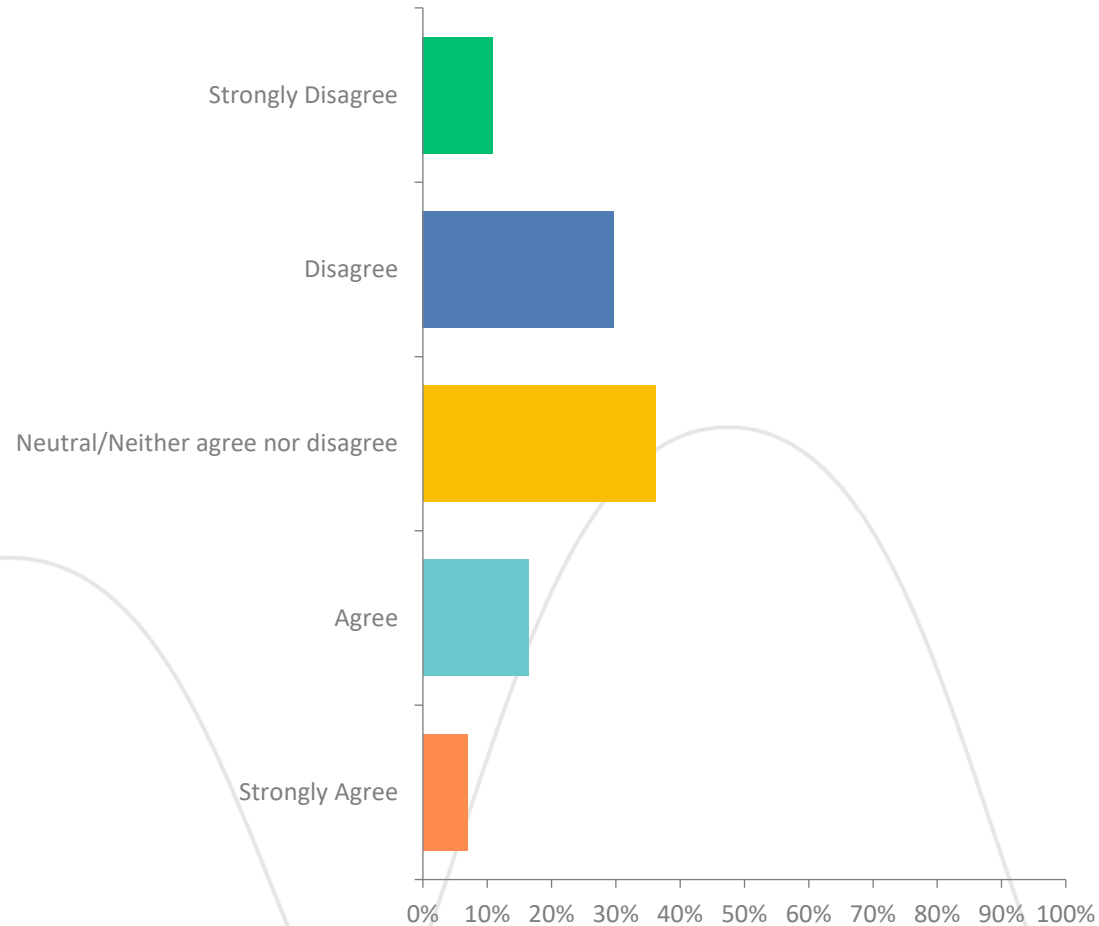
ANSWER CHOICES	RESPONSES
Strongly Disagree	1.49% 3
Disagree	9.41% 19
Neutral/Neither agree nor disagree	14.85% 30
Agree	59.41% 120
Strongly Agree	14.85% 30
TOTAL	202

I feel safe at my workplace from physical or emotional harm.



ANSWER CHOICES	RESPONSES
Strongly Disagree	1.49% 3
Disagree	7.43% 15
Neutral/Neither agree nor disagree	10.89% 22
Agree	49.50% 100
Strongly Agree	30.69% 62
TOTAL	202

I feel burned out in my job.



ANSWER CHOICES	RESPONSES	
Strongly Disagree	10.89%	22
Disagree	29.70%	60
Neutral/Neither agree nor disagree	36.14%	73
Agree	16.34%	33
Strongly Agree	6.93%	14
TOTAL		202

Please share feedback on any of the above, including what is going well, and **how the county could do better. Is there anything that would move your scores?**

16 – Reduce Workload

12 – Things are going great

7 – Supervisor Issues

4 – Growth Opportunities

4 – Better Pay

3 – Better Benefits

2 – Improve Morale

2- Work Software

2 – More Training

2 – Leadership

2 – Wellness Concerns

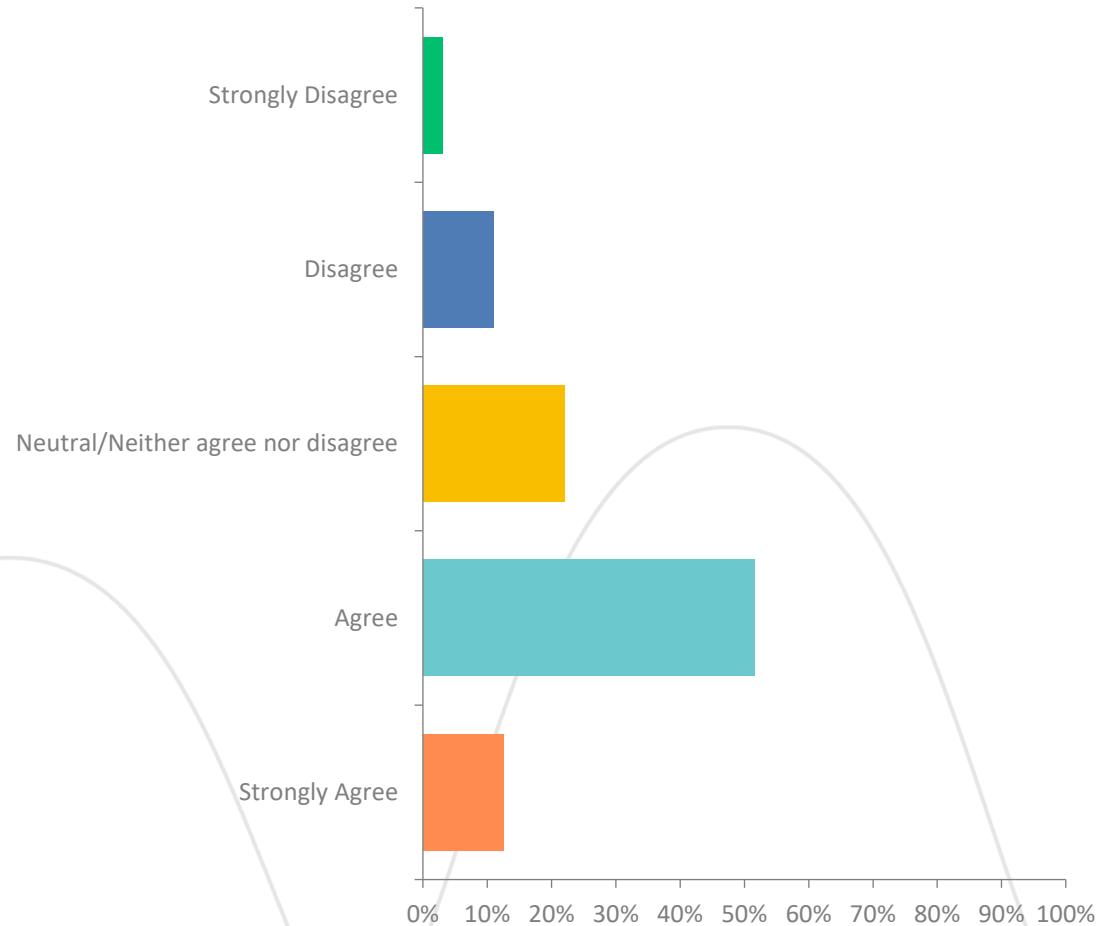
1 – Improve Safety

Leadership

Employee Engagement Questions (cont.)

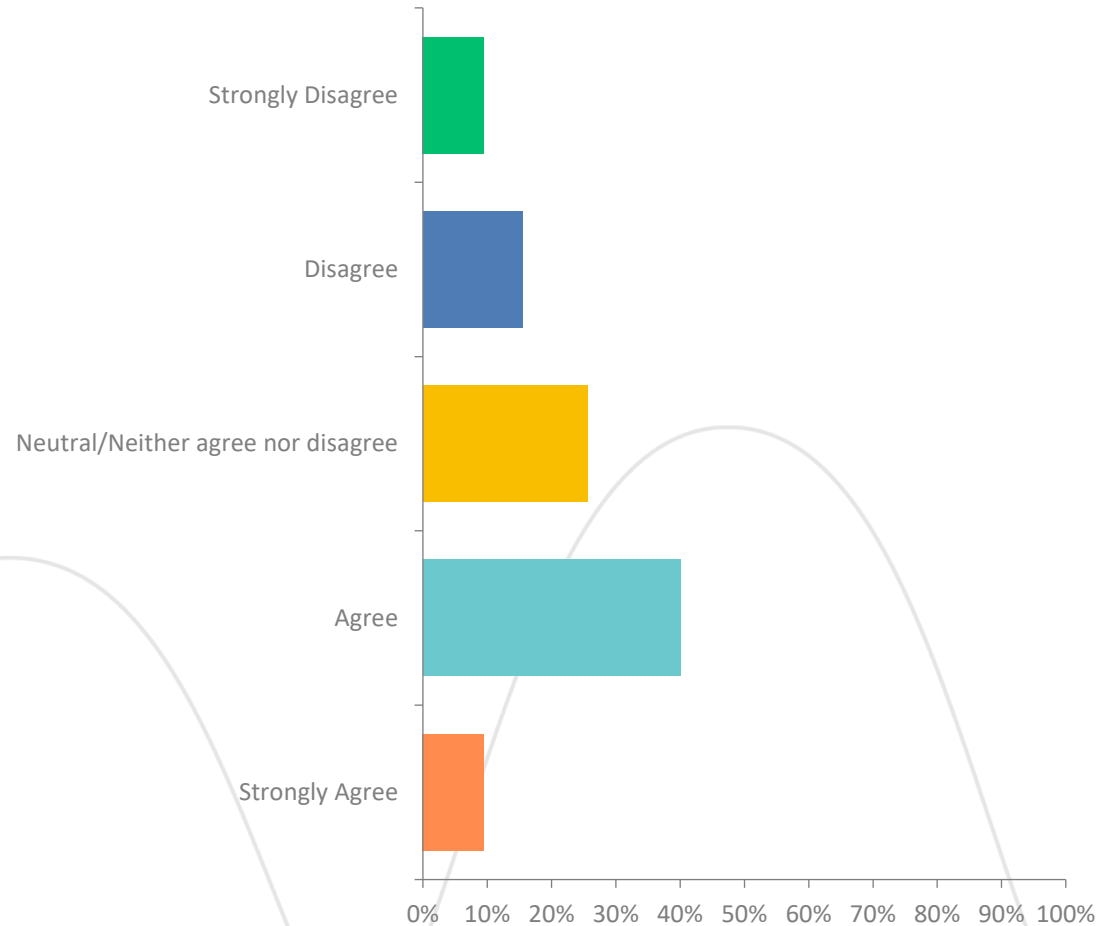
- Leadership – Most employees feel valued but a noticeable enough amount of employees do not.

I feel valued for the work I do.



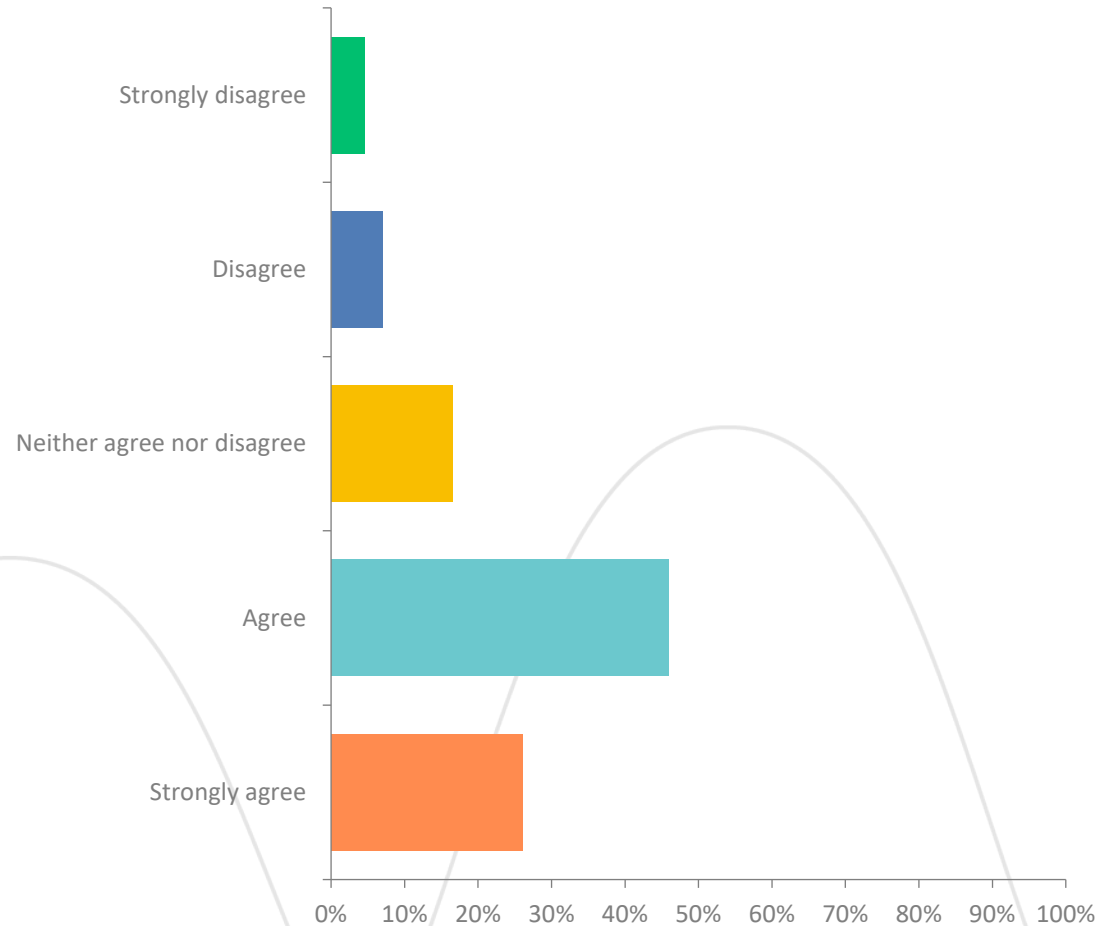
ANSWER CHOICES	RESPONSES	
Strongly Disagree	3.00%	6
Disagree	11.00%	22
Neutral/Neither agree nor disagree	22.00%	44
Agree	51.50%	103
Strongly Agree	12.50%	25
TOTAL		200

I feel that County leadership cares about me as a person.



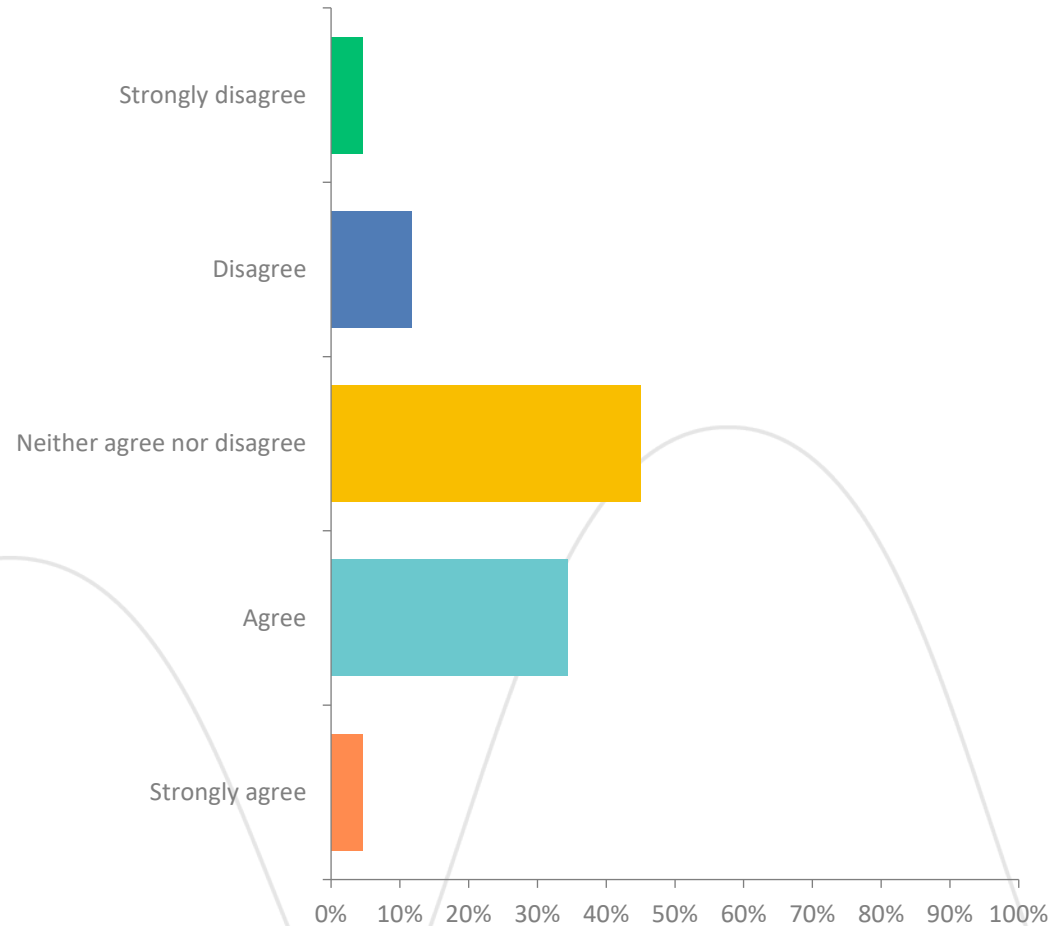
ANSWER CHOICES	RESPONSES	
Strongly Disagree	9.50%	19
Disagree	15.50%	31
Neutral/Neither agree nor disagree	25.50%	51
Agree	40.0%	80
Strongly Agree	9.50%	19
TOTAL		200

I trust the leadership of my supervisor.



ANSWER CHOICES	RESPONSE S	
Strongly disagree	4.50%	9
Disagree	7.00%	14
Neither agree nor disagree	16.50%	33
Agree	46.00%	92
Strongly agree	26.00%	52
TOTAL		200

I trust the leadership of the County Board.



ANSWER CHOICES	RESPONSES	
Strongly disagree	4.55%	9
Disagree	11.62%	23
Neither agree nor disagree	44.95%	89
Agree	34.34%	68
Strongly agree	4.55%	9
TOTAL		198

I feel recognized and appreciated at work by _____.

My Supervisor

ANSWER CHOICES	RESPONSES	
Strongly disagree	1.50%	3
Disagree	7.50%	15
Neither agree nor disagree	15.50%	31
Agree	53.50%	107
Strongly agree	22.00%	44
TOTAL		200

County Leadership

ANSWER CHOICES	RESPONSES	
Strongly disagree	4.55%	9
Disagree	11.62%	23
Neither agree nor disagree	44.95%	89
Agree	34.34%	68
Strongly agree	4.55%	9
TOTAL		198

Please share feedback on any of the above, including what is going well, and **how the county could do better or do more to support employees. Is there anything that would move your scores?**

18 – Leadership (includes department heads and county board)

10 – Praise from leaders/supervisor

9 – Supervisors

6 – Recognition

3 - Pay

1 – Job Description

1 – Workload

1 – Wanting Telework

Overall

Q41 What is the **best** thing about working for Goodhue County?

- 50 – The people/Co-workers
- 28 – Civic Pride
- 26 – Flexibility
- 17 – Benefits
- 12 – Small Town/Community/Location/Where I Live
- 11- The Job
- 9 – Pay
- 9 – Leadership/supervisors
- 7 – Job Security
- 7- Schedule
- 3- Work/life Balance
- 3 – Telecommuting
- 1- Consistency
- 1 – Training
- 1- Inclusion
- 1 – Leaving for the Day
- 1 – Nothing...

Q42 What is the **worst** thing about working for Goodhue County?

19 – High Workload

16 – Lack of Recognition

15 – Bureaucracy/Politics

10 – Nothing

9 – Pay

9 – Leadership/Supervisor

7 – Public Scrutiny

6 – Benefits

4 - Co-workers/People

3 – Accountability

3 – Low Vacation Accruals

3 – Lack of Communication

3 – Lack of Flexibility

3 – Stress

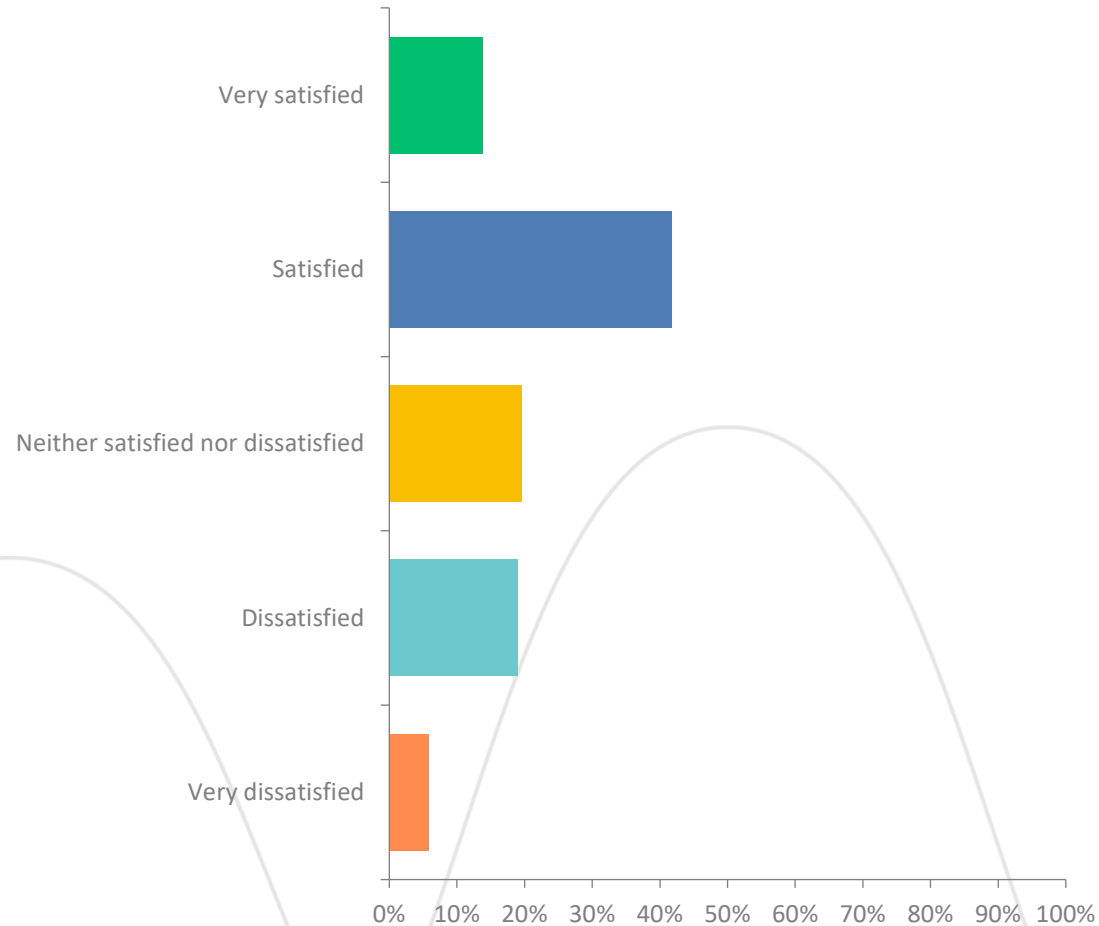
3- Lack of Training

2- Lack of Growth Opportunities

1 Each: Favoritism, Cost of Housing in Area, Work/Life Balance, Schedule, Turnover, Parking, Contract Negotiations, Unequal practices across Departments.

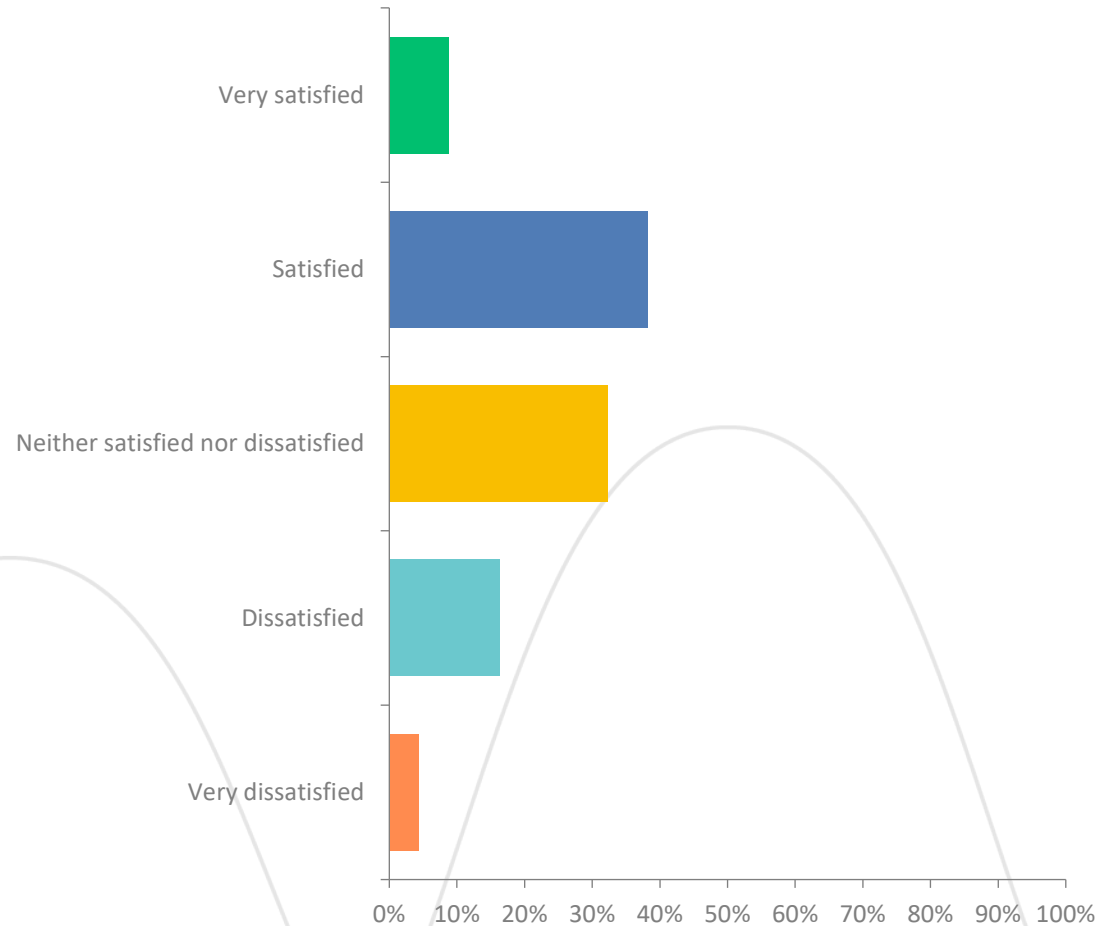
Review of Current Benefits

Health Insurance



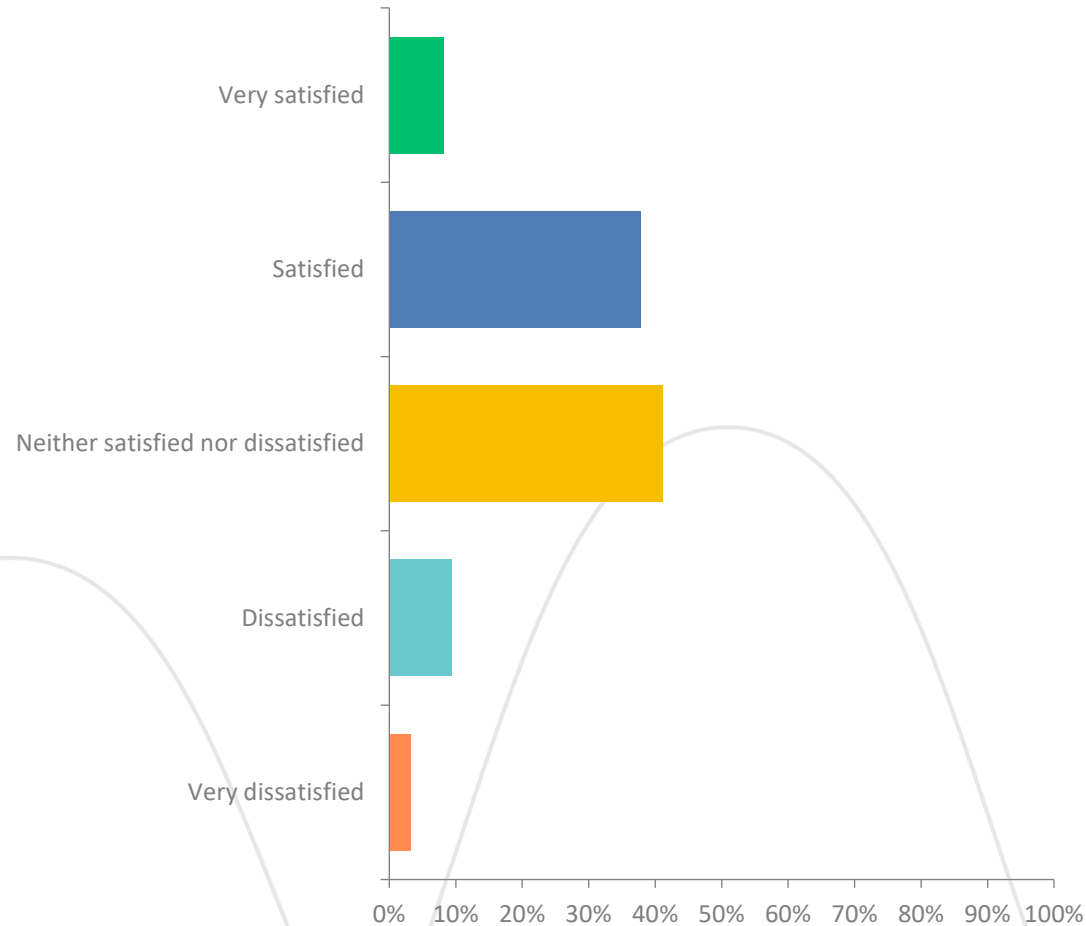
ANSWER CHOICES	RESPONSE S	
Very satisfied	13.76%	26
Satisfied	41.80%	79
Neither satisfied nor dissatisfied	19.58%	37
Dissatisfied	19.05%	36
Very dissatisfied	5.82%	11
TOTAL		189

Dental Insurance



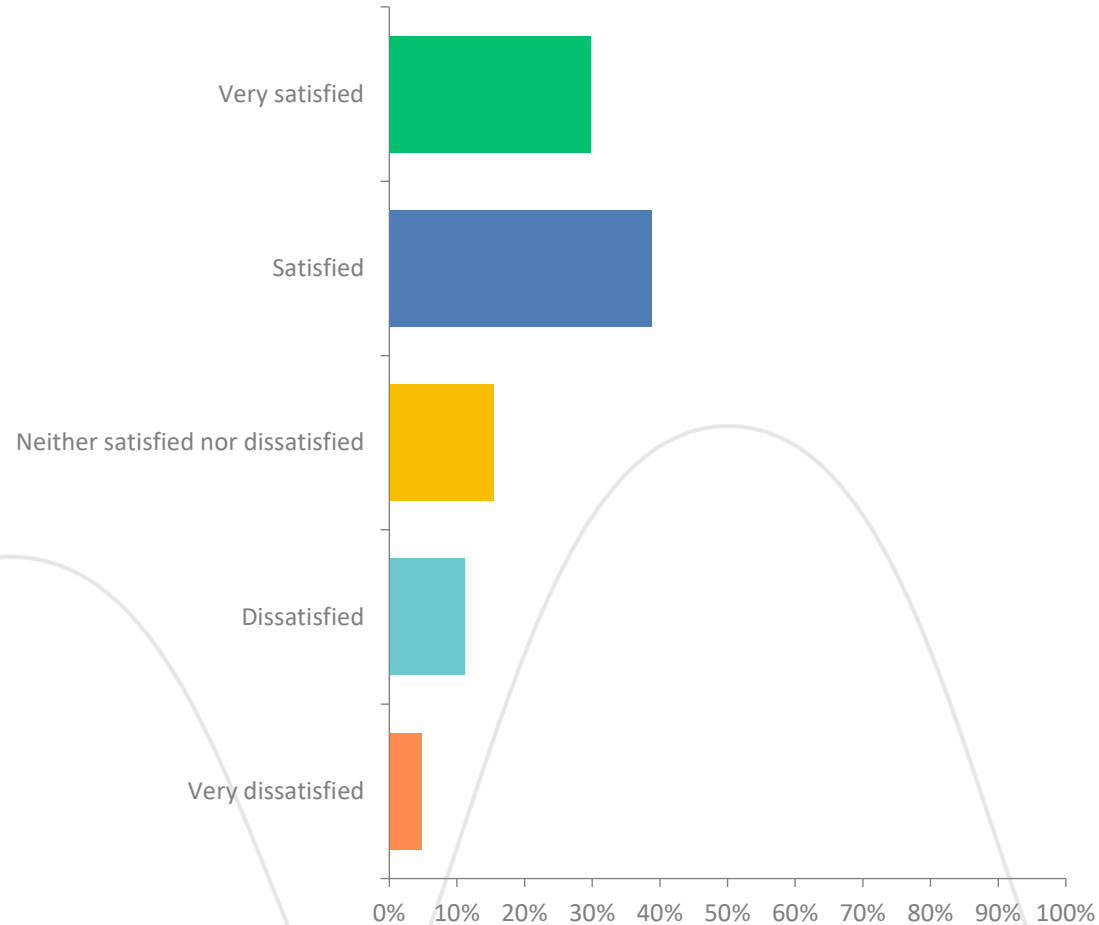
ANSWER CHOICES	RESPONSES	
Very satisfied	8.74%	16
Satisfied	38.25%	70
Neither satisfied nor dissatisfied	32.24%	59
Dissatisfied	16.39%	30
Very dissatisfied	4.37%	8
TOTAL		183

Vision Insurance



ANSWER CHOICES	RESPONSES	
Very satisfied	8.24%	15
Satisfied	37.91%	69
Neither satisfied nor dissatisfied	41.21%	75
Dissatisfied	9.34%	17
Very dissatisfied	3.30%	6
TOTAL		182

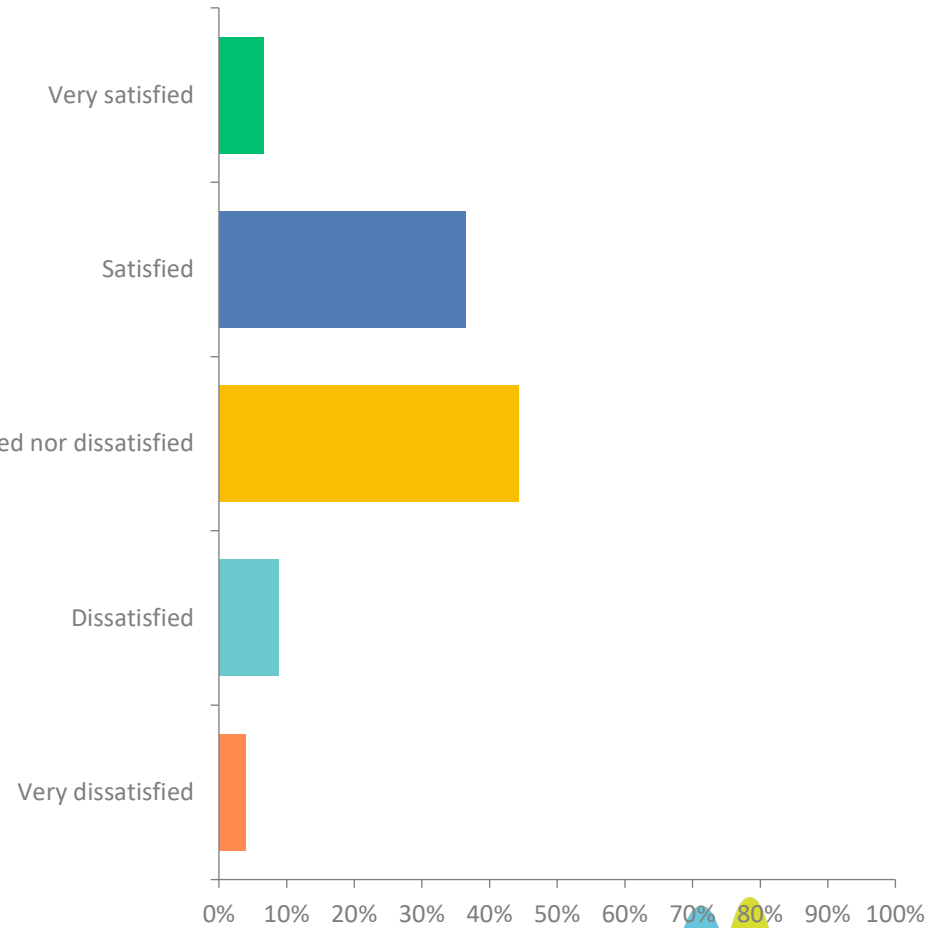
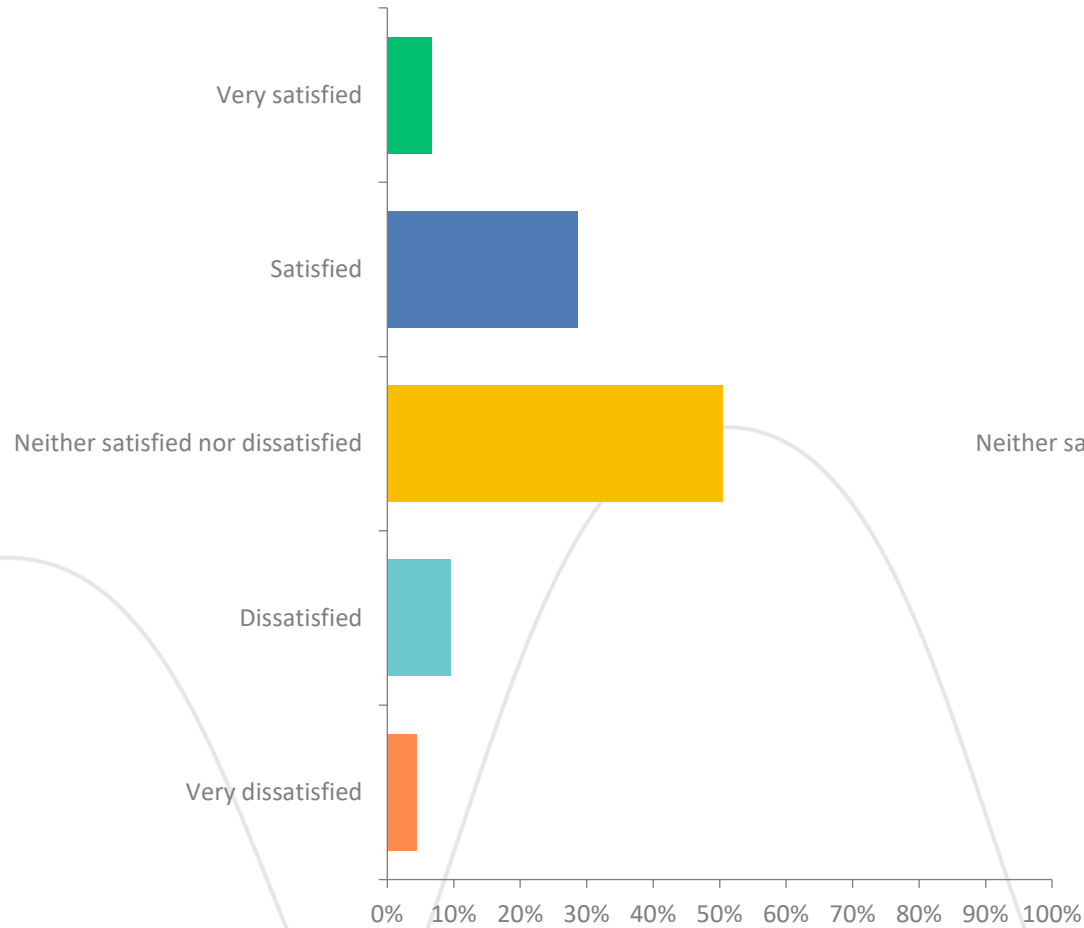
Health Savings Account (HSA)



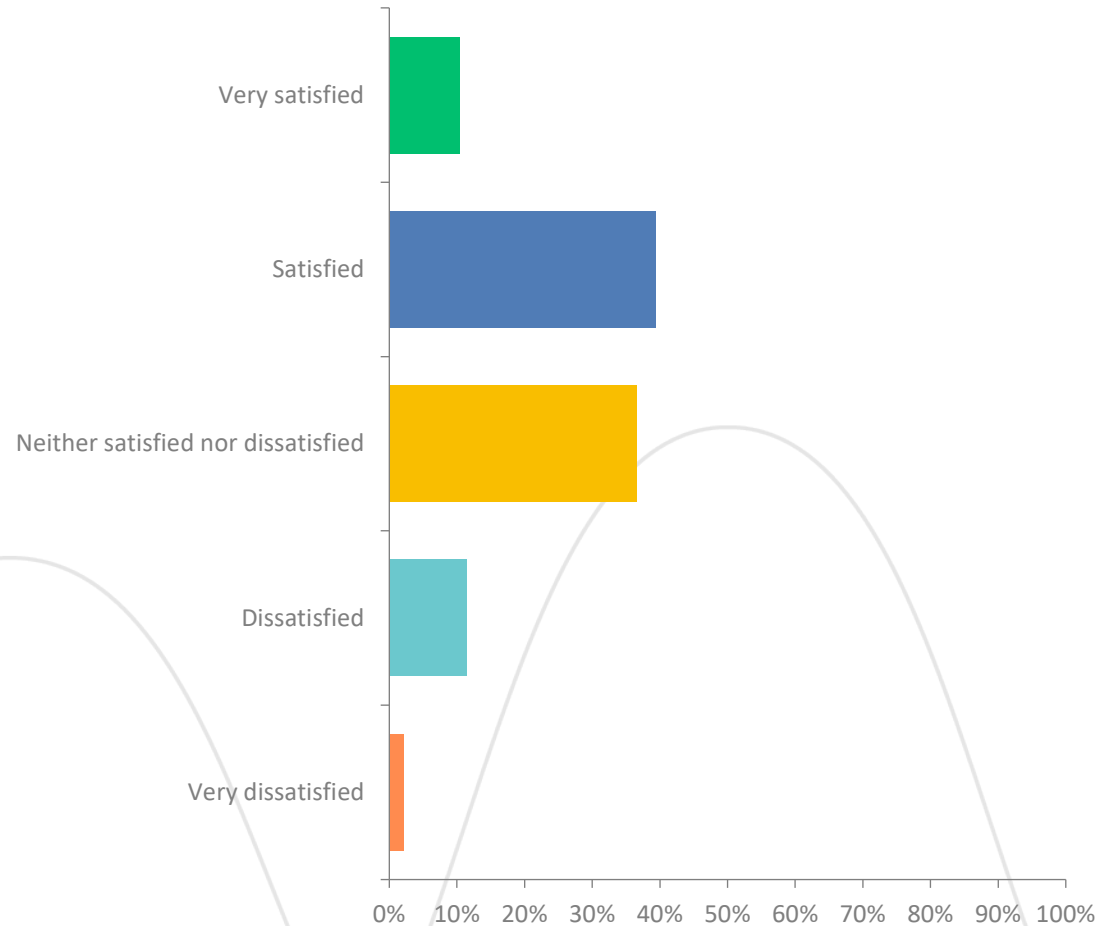
ANSWER CHOICES	RESPONSES	
Very satisfied	29.79%	56
Satisfied	38.83%	73
Neither satisfied nor dissatisfied	15.43%	29
Dissatisfied	11.17%	21
Very dissatisfied	4.79%	9
TOTAL		188

Short Term Disability

Long Term Disability

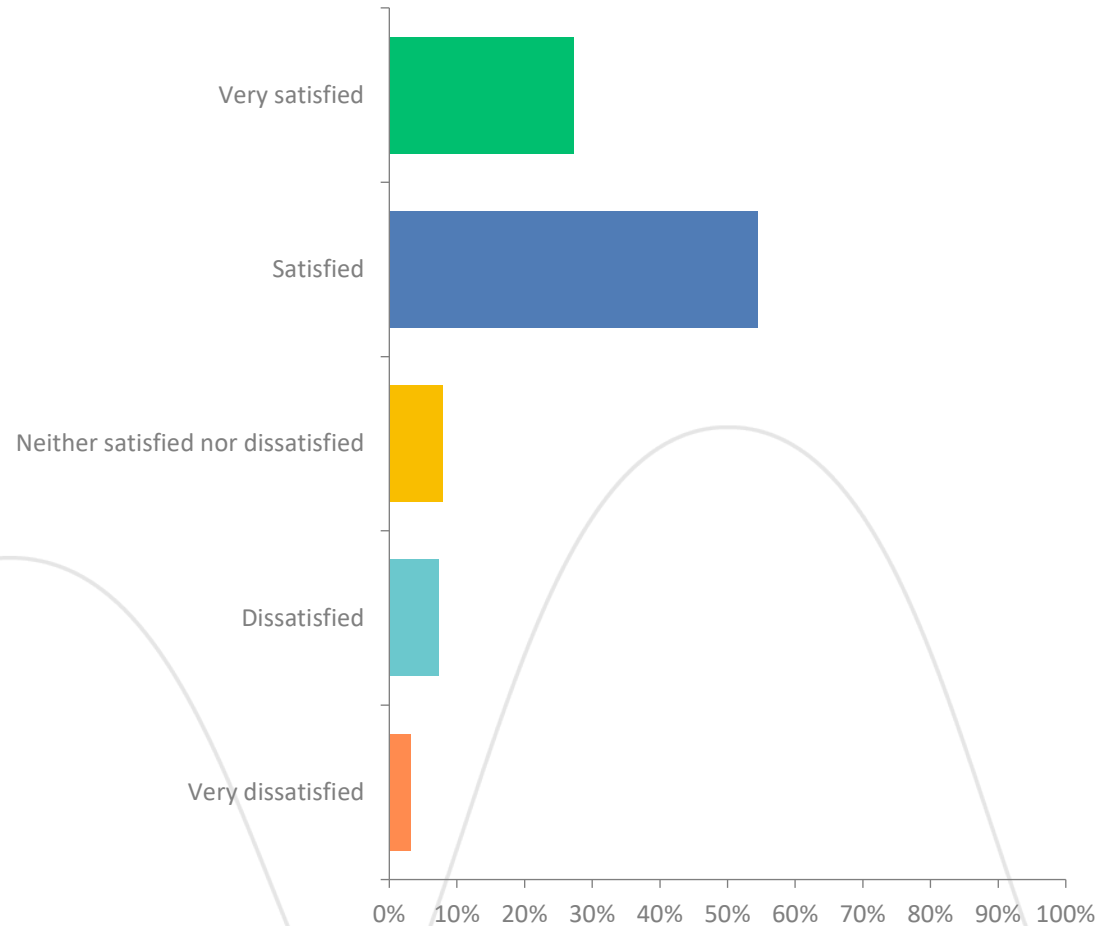


Group Life Insurance



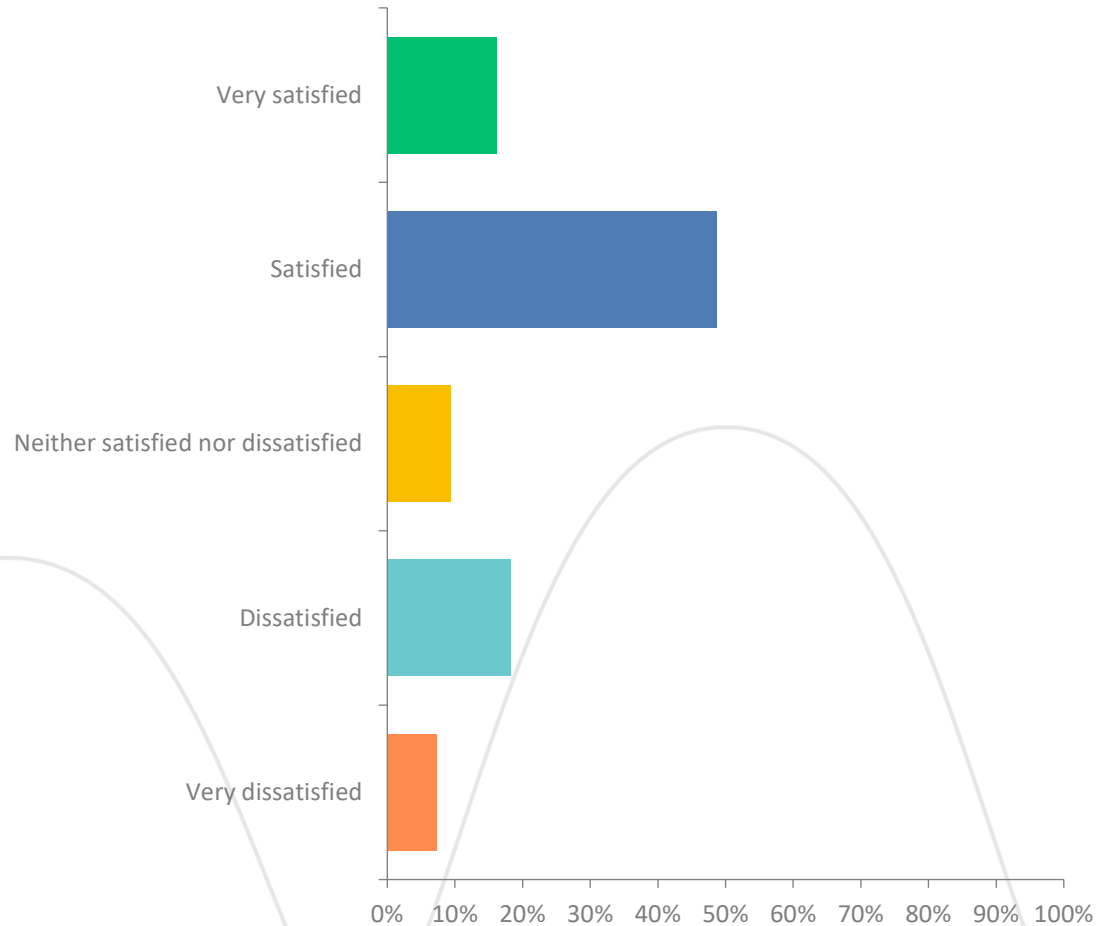
ANSWER CHOICES	RESPONSES	
Very satisfied	10.38%	19
Satisfied	39.34%	72
Neither satisfied nor dissatisfied	36.61%	67
Dissatisfied	11.48%	21
Very dissatisfied	2.19%	4
TOTAL		183

Paid Sick Leave



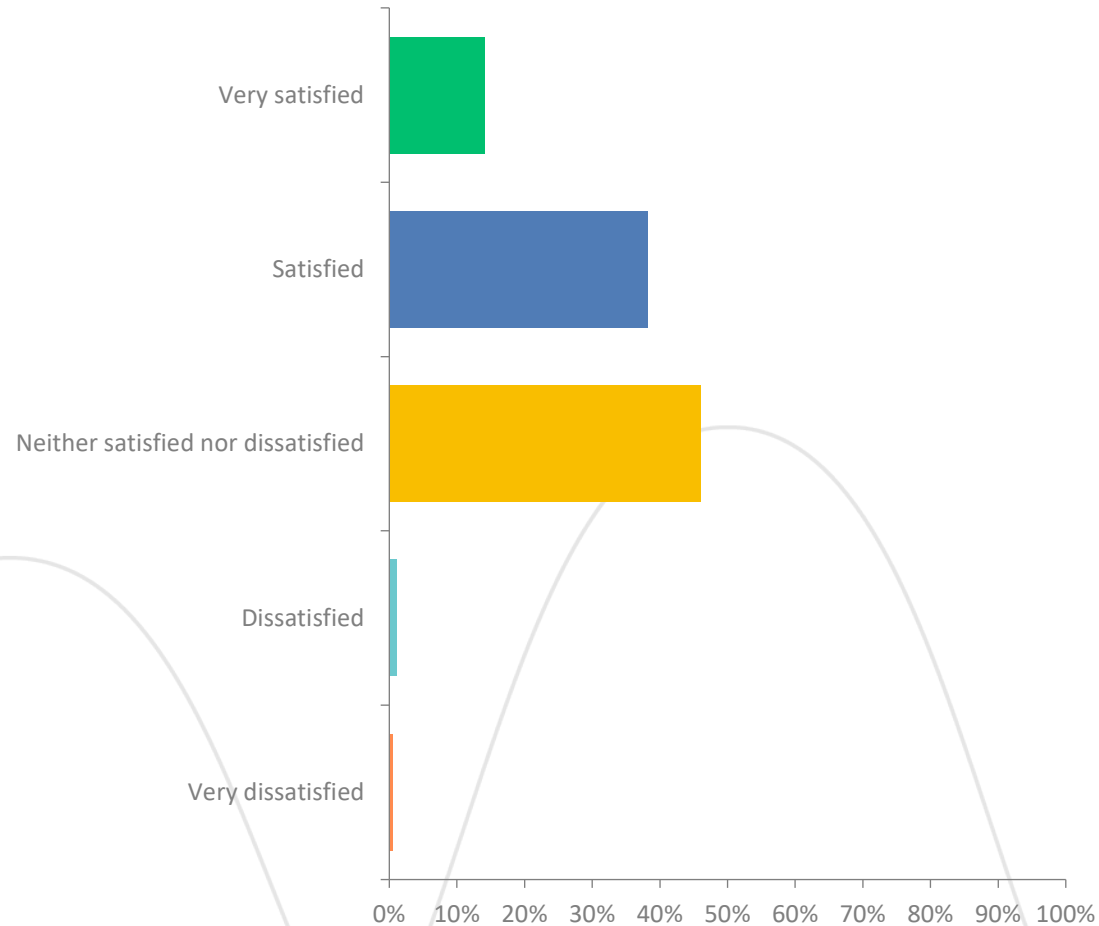
ANSWER CHOICES	RESPONSES	
Very satisfied	27.23%	52
Satisfied	54.45%	104
Neither satisfied nor dissatisfied	7.85%	15
Dissatisfied	7.33%	14
Very dissatisfied	3.14%	6
TOTAL		191

Paid Vacation



ANSWER CHOICES	RESPONSES	
Very satisfied	16.23%	31
Satisfied	48.69%	93
Neither satisfied nor dissatisfied	9.42%	18
Dissatisfied	18.32%	35
Very dissatisfied	7.33%	14
TOTAL		191

457 - Deferred Compensation Plan



ANSWER CHOICES	RESPONSES	
Very satisfied	14.04%	25
Satisfied	38.20%	68
Neither satisfied nor dissatisfied	46.07%	82
Dissatisfied	1.12%	2
Very dissatisfied	0.56%	1
TOTAL		178

Overall, what would you improve about the benefits offered by Goodhue County?

18 – Cheaper Healthcare coverage costs

15 – Better Vacation Accrual Rates

8 – County is doing a good job

7 – Lower Healthcare Deductibles

4- Better County Contribution to retirement

4 – Better Healthcare Coverage

3 – Combined PTO

3 – Better STD/LTD

3 – Paid Maternity/Paternity Leave

3- Option to opt out of PERA

3 – Better Sick leave to Vacation Conversion

3 – Higher tuition reimbursement

2 – Higher Vacation carryover

2 – Better EAP

2 – Better Wellness benefits

2 – Gym Membership/Discount

2 – Improved Dental Plan

1 – Increased Life Insurance; Better Sick Leave Accrual; Better Funeral Leave; Better Vision; Better Accident Plan; 3rd Health Care Option (EE & Spouse); Higher HSA Limits

Thoughts on new/improved benefits

	NOT AT ALL INTERESTED	NOT SO INTERESTED	SOMEWHAT INTERESTED	VERY INTERESTED	EXTREMELY INTERESTED	TOTAL	WEIGHTED AVERAGE
Retention Bonus	2.70% 5	3.24% 6	18.92% 35	30.27% 56	44.86% 83	185	4.11
457/retirement employer contribution	4.97% 9	5.52% 10	27.07% 49	29.83% 54	32.60% 59	181	3.80
Post Retirement Healthcare Savings Plan	4.92% 9	5.46% 10	32.24% 59	28.42% 52	28.96% 53	183	3.71
Local business and purchase discounts	11.48% 21	10.93% 20	31.15% 57	22.40% 41	24.04% 44	183	3.37
Financial Planning	12.64% 23	17.58% 32	28.02% 51	20.88% 38	20.88% 38	182	3.20
Referral Bonus	13.66% 25	15.30% 28	31.15% 57	21.86% 40	18.03% 33	183	3.15
Paid Volunteer time off	19.34% 35	11.60% 21	27.62% 50	19.89% 36	21.55% 39	181	3.13
Enhanced Employee Recognition Plan	15.00% 27	15.56% 28	31.11% 56	20.56% 37	17.78% 32	180	3.11
Student Loan Forgiveness	25.27% 46	22.53% 41	15.38% 28	10.99% 20	25.82% 47	182	2.90

	NOT AT ALL INTERESTED	NOT SO INTERESTED	SOMEWHAT INTERESTED	VERY INTERESTED	EXTREMELY INTERESTED	TOTAL	WEIGHTED AVERAGE
Increased vacation accrual rates	2.67% 5	2.67% 5	14.44% 27	19.79% 37	60.43% 113	187	4.33
Increased employer contribution for health benefits	2.69% 5	2.69% 5	27.42% 51	22.58% 42	44.62% 83	186	4.04
Career related training/professional development	3.85% 7	9.89% 18	29.67% 54	28.57% 52	28.02% 51	182	3.67
Gym membership/discount	13.11% 24	12.02% 22	21.86% 40	21.86% 40	31.15% 57	183	3.46
County logo-wear/swag	17.30% 32	10.27% 19	31.35% 58	20.0% 37	21.08% 39	185	3.17
Health/Wellness classes and services	16.30% 30	14.13% 26	30.98% 57	21.20% 39	17.39% 32	184	3.09
County sponsored employee events	16.76% 31	21.62% 40	34.59% 64	12.43% 23	14.59% 27	185	2.86
Food/Snack/Stock Pantry/Premium Coffee	22.16% 41	20.54% 38	21.62% 40	21.08% 39	14.59% 27	185	2.85
Childcare assistance/daycare	42.39% 78	17.39% 32	14.13% 26	10.33% 19	15.76% 29	184	2.40

Q65: Flexibility

	NOT AT ALL INTERESTED	NOT SO INTERESTED	SOMEWHAT INTERESTED	VERY INTERESTED	EXTREMELY INTERESTED	TOTAL	WEIGHTED AVERAGE
Modified work week (Summer hours, 4-10 hour weeks, 9-9 hour pay periods, four day work week)	3.76% 7	10.22% 19	13.98% 26	18.28% 34	53.76% 100	186	4.08
Remote Work options (some are offered now, but would more people be interested)	14.52% 27	13.44% 25	20.43% 38	13.44% 25	38.17% 71	186	3.47

Of the potential benefits listed, which three would you be **most** interested in?

Benefit	Most
Increased vacation accruals	70
Modified work week	49
increased health contributions	47
Retention bonus	45
457/Retirement contribution	24
Gym membership/discount	22
Remote work/telecommute	17
County logo-wear/swag	13
Post retirement HSA	11
Childcare assistance	11
Health wellness classes/services	10
Financial planning	9
Student loan forgiveness	8
Career related training	8
Commuter assistance	4
Higher HSA employer contribution	4
Paid volunteer time off	3
Charity matching	3
Food/snack/pantry/coffee	3
Increased healthcare benefits	3
Local discounts	1
Referral bonus	1
Employee recognition	1
Tuition reimbursement Increase	1
Lower deductible	1
County sponsored employee events	0

Of the potential benefits listed above, which three are you **least** interested in?

Benefit	Least
Childcare assistance	45
Commuter assistance	29
Charity matching	27
Food/snack/pantry/coffee	27
Student loan forgiveness	21
County logo-wear/swag	21
Gym membership/discount	20
County sponsored employee events	17
Remote work/telecommute	16
Referral bonus	14
Paid volunteer time off	13
Financial planning	12
Employee recognition	9
Health wellness classes/services	8
Modified work week	5
Local discounts	3
Retention bonus	2
Increased vacation accruals	2
increased health contributions	2
Career related training	2
Tuition reimbursement Increase	2
Post retirement HAS	1
457/retirement contribution	0

Suggestions for Improved/New Benefits

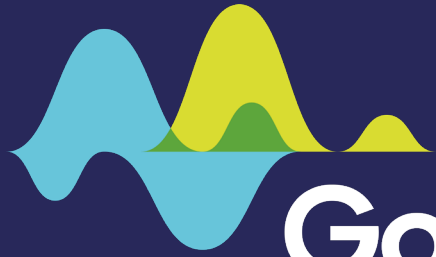
- Financial – Top three were Retention Bonus, Retirement match/contribution, and Post retirement healthcare savings plan
- Benefits – Most selected include Increased vacation accrual rates, increased contribution toward health benefits, and career training/professional development
- Flexibility- large desire for modified work weeks (Summer hours, 4-10 hour weeks, 9-9 hour pay periods, four day work week)
- **Top Overall-** Increased vacation accruals, Modified work week, Increased Healthcare contributions, Retention Bonuses.

What is Next?

- Form a subcommittee to move forward with retention efforts
- County Board allocated \$428,500 for 2024 retention (roughly \$1100/employee)
- Determine which retention efforts to pursue
- Combine long term with short term
- Balance low/no cost items with budgetary items

Questions?

Thank you!



**Goodhue
County**
MINNESOTA

Internship Program

WHY?

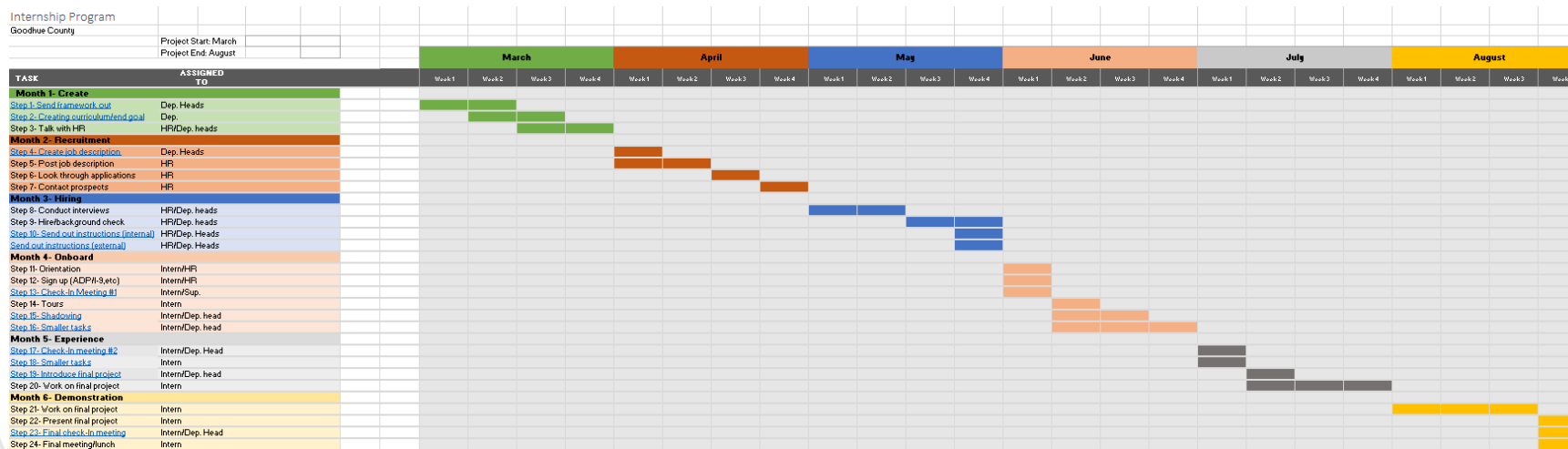
- Really investing in an internship program
 - › Creating a good experience for everyone at Goodhue County

HOW?

- Researched:
 - › Ramsey County
 - › Hormel
 - › US Venture
 - › Boston Scientific
- Department core competencies
- Created a timeline/forms/documents/etc.

TIMELINE

- Months 1-3 are internal & months 4-6 intern is here and working
- NOTE: [Internship Program Outline](#) document goes more in-depth



MONTH 1 – CREATE

Step 1 – [Send framework out](#)

- 2 week process

Step 2 – [Create curriculum & end goals](#)

- 2 week process

Step 3 – Talk with HR

- Ask any questions
- 2 week process

TASK	ASSIGNED TO
Month 1- Create	
Step 1- Send framework out	Dep. Heads
Step 2- Creating curriculum/end goal	Dep.
Step 3- Talk with HR	HR/Dep. heads

MONTH 2 – RECRUITMENT

Step 4 – [Create job description](#)

- 1 week process

Step 5 – Post job description

- Posted for 2 weeks

Step 6 – Look through applicants

- 1 week process

Step 7 – Contact prospects

- 1 week process

TASK	ASSIGNED TO
Month 2- Recruitment	
Step 4- Create job description	Dep. Heads
Step 5- Post job description	HR
Step 6- Look through applications	HR
Step 7- Contact prospects	HR

MONTH 3 – HIRING

Step 8 – Conduct interviews

- 2 week process

Step 9 – Hire/background check

- 2 week process

Step 10 – Send out instructions internal & external

- Send after hire

TASK	ASSIGNED TO
Month 3- Hiring	
Step 8- Conduct interviews	HR/Dep. heads
Step 9- Hire/background check	HR/Dep. heads
<u>Step 10- Send out instructions (internal)</u>	HR/Dep. Heads
<u>Send out instructions (external)</u>	HR/Dep. Heads

MONTH 4 – ONBOARD

Step 11 – Orientation

- During first week

Step 12 – Sign up (ADP, I-9)

- During first week

Step 13 – [Check-in meeting #1](#)

- During first week

Step 14 – Tours

- During second week

Step 15 – [Shadowing](#)

- 2 week process

Step 16 – [Smaller tasks](#)

- 4 week process

TASK	ASSIGNED TO
Month 4- Onboard	
Step 11- Orientation	Intern/HR
Step 12- Sign up (ADP/I-9,etc)	Intern/HR
Step 13- Check-In Meeting #1	Intern/Sup.
Step 14- Tours	Intern
Step 15- Shadowing	Intern/Dep. head
Step 16- Smaller tasks	Intern/Dep. head

MONTH 5 – EXPERIENCE

Step 17 – [Check-In meeting #2](#)

- During first week

Step 18 – [Smaller tasks](#)

- Finish in first week

Step 19 – [Introduce final project](#)

- During second week

Step 20 – Work on final project

- 7 week process

TASK	ASSIGNED TO
Month 5- Experience	
Step 17- Check-In meeting #2	Intern/Dep. Head
Step 18- Smaller tasks	Intern
Step 19- Introduce final project	Intern/Dep. head
Step 20- Work on final project	Intern

MONTH 6 – DEMONSTRATION

Step 21 – Work on final project

- First 3 weeks

Step 22 – Present final project

- During last week

Step 23 – [Final Check-In meeting](#)

- During last week

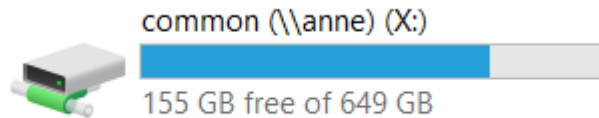
Step 24 – Final meeting/lunch

- During last week

TASK	ASSIGNED TO
Month 6- Demonstration	
Step 21- Work on final project	Intern
Step 22- Present final project	Intern
Step 23- Final Check-In meeting	Intern/Dep. Head
Step 24- Final meeting/lunch	Intern

WHERE?

Everything can be found in the **common drive** under **Internship Program**



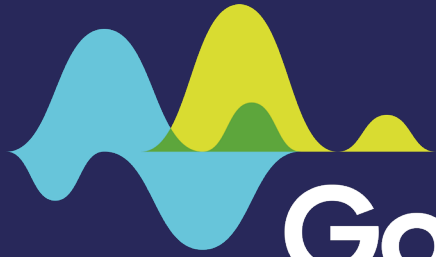
Internship Program



Name	Date modified	Type	Size
Department Interns	2/13/2024 8:59 AM	File folder	
LinkedIn Acceptance Posts	2/12/2024 9:57 AM	File folder	
Check-In Meetings Form	2/13/2024 8:50 AM	Microsoft Word D...	17 KB
Create curriculum & end goal	2/13/2024 8:51 AM	Microsoft Word D...	16 KB
Department Core Competencies	2/13/2024 8:52 AM	Microsoft Word D...	24 KB
Framework	2/13/2024 9:00 AM	Microsoft Word D...	15 KB
Internship Program Gantt Chart	12/7/2023 11:15 AM	Microsoft Excel W...	49 KB
Internship Program Outline	2/13/2024 8:54 AM	Microsoft Word D...	35 KB
Introduce final project	2/13/2024 8:55 AM	Microsoft Word D...	15 KB
Job Description	12/4/2023 11:24 AM	Microsoft Word D...	23 KB
Send out instructions (external)	2/13/2024 8:41 AM	Microsoft Word D...	669 KB
Send out instructions (internal)	2/13/2024 8:44 AM	Microsoft Word D...	73 KB
Shadowing	2/13/2024 8:55 AM	Microsoft Word D...	13 KB
Smaller tasks	2/13/2024 8:56 AM	Microsoft Word D...	14 KB

CONCLUSION

- Improve **planning** and create better **outcomes**
- Tool to help guide the process



**Goodhue
County**
MINNESOTA

QUESTIONS?