



County Employees Management Association

THE CEMAGRAM

Sick Leave to Annual Leave Conversion

As part of last year's settlement between CEMA and the County, it was agreed that a joint labor-management committee would be established in April of this year to determine if STO and Sick Leave could be combined into a single annual leave in a manner that is cost neutral to both the County and the employees [MOU section 12.1(e)]. In April CEMA appointed Edna Esguerra, Sandy Vallesteros, LuAnn Hahn, Glenn Payne and Dolores Morales to the committee. Randy Johnese was also assigned to staff the committee for CEMA. The County named Labor Relations Manager, Brian McKenna, and Human Resources Director, Joanne Cox, to the committee.

After several meetings the committee determined that the only way to make sick leave a fully vested leave benefit, like annual leave or STO, and be cost neutral was to convert the current annual accrual to the number of days for which the County actually pays. It was determined that, when you deduct the sick leave that goes unused and is lost or cashed out at fifty percent or less of value,

on average the County pays for approximately 5.35 days of sick leave per employee per year. To meet the MOU's requirement of cost neutrality, the current 8 days per year of sick leave could only be converted to 5.35 days of annual leave.

Before going any further, CEMA's members of the STO / Sick Leave Committee sought the membership's direction through a survey which was mailed to all CEMA members in the County Bargaining Unit. The results were that 186 members indicated that they wanted CEMA to negotiate a conversion of sick leave to annual leave and 89 members indicated that they did not want their sick leave converted to annual leave. Based on this result, the CEMA members of the STO / Sick Leave Committee will begin meeting with county representatives to work out the details of a conversion of sick leave to annual leave.

The CEMA committee members are aware that this is not any great mandate as the total return on the survey
continued on page 3

a look inside

President's Message

PAGE 2

Changes to Performance Evaluation

PAGE 3

Business Representative's Report

Visit the CEMA Website

PAGE 4

Professional Development

Trish Haines Appointed

PAGE 5

Sheila Stevens Retires

PAGE 6

Scholarships Awarded

PAGE 7

OE3 District 90 Picnic

Page 8

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President's Message



By **Edna Esguerra**
President

was a hard worker and contributed a lot to CEMA. We will miss them both.

This issue also says hello to Trish Haines as CEMA's new Secretary. This is difficult but important position on the CEMA Executive Board. The Secretary is responsible for keeping an accurate record of the board's actions. I know Trish will do a great job. I look forward to working with her.

Also, as you see below, we recently met OE3's new General Manager, Russ Burns. I also look forward to working with him.

This issue of the CEMAGRAM says good bye to some old friends. Sheila Stevens has been an active CEMA member and leader for over thirty years. In that time she has been very influential in shaping CEMA as an organization. She will truly be missed. Consuelo Col-lard has not been with the County or CEMA for nearly as long but she



OE3 General Manager, Russ Burns and CEMA Executive Board (pic-tured clockwise from upper center) Russ Burns, Edna Esguerra, Sheila Stevens, Mary Mitchell, Trish Haines, Peter Pham, Mark Hand, Amando Cablas, Eric Goodrich, Dolores Morales and OE3 Public Employee Division Director, Don Dietrich.

Interest Based Labor Management Committee Report

Update on Changes to the CEMA Performance Evaluation

In 2006 Negotiations the County and CEMA agreed to continue an 'interests based' joint committee to discuss the following topics: Training Programs for new CEMA members, CEMA and County participation in regional health care cost containment, Improvements of the CEMA Performance Appraisal and problems with CEMA dues processing. The CEMA representatives on the committee are: Laura Colunga, Trish Haines, Sheila Stevens, Edna Esguerra and Business Representative Tom Starkey. We began meeting in December 2006 and agreed to focus on improvements to the CEMA Performance Appraisal Process.

Several meetings were held over the course of five months and in May we reached agreement on a set of modifications. These changes were based on discussions held in an interest based process. We identified the problems with the old Appraisal tool and brainstormed solutions. Then we worked on specific ways to change the tool to accommodate the interests of CEMA and the County. The Committee also explored ways to make the appraisal process more widely used. We discussed ways to make Executive and CEMA level managers more accountable for the completion of appraisals on all CEMA level employees. We also identified ways the Employee Services Agency can track completed evaluations and provide Departments with reports on how many CEMA appraisals have been completed.

The specific changes to the Perfor-

mance Appraisal are:

We clarified the way the completed Appraisal is distributed to insure it gets logged in to People Soft so we can monitor Departmental compliance.

In Part I, the Appraisal was simplified by removing the Job Purpose statement and Job Responsibilities and adding Unplanned Accomplishments to accommodate positions with varying assignments.

In Part II, the Categories cover the same skill areas as the previous version. Instructions are now clarified to rate only the relevant skill areas and not all areas if they do not apply. The revised overall rating in each skill area is optional.

In Part III Future Focus, we have deleted the foundation section. The focus on this section is on goals for the future which can include departmental objectives as they reflect an employee's performance. We also took out the need for a second level Manager's review if the employee is satisfied with the review and is not requesting a review at the higher level.

The Appraisal update has changed from quarterly to once at mid year.

The next area of focus for this the joint committee will be CEMA dues processing issues. CEMA has identified several problems with how our dues are processed and want to get additional information on reports to make the membership

data base more accurate. We plan to begin meeting on these issues in the near future. After those issues are resolved we will address CEMA training issues.

Sick Leave Conversion

continued from page 1

only represents about twenty-five percent of the CEMA membership. Also, the committee is aware that there are significant issues to be resolved. There is the concern about a cap on the accrual of annual leave where there was no cap on sick leave accrual. There is also concern about how to deal with long term illness under any new plan. These and a number of other issues will be the topic of discussion over the conversion.

Since any change in sick leave or STO represents a significant modification in the Memorandum of Understanding between CEMA and the County, any proposed change will be brought back to the CEMA membership for ratification before it is agreed to. The CEMA committee members expect that that will occur in a series of membership meetings some time in August or September.

If you have any ideas, concerns, or issues with the conversion of sick leave to annual leave, please contact any or all of the committee members. Your input will be invaluable as we meet with the County.

Business Representative's Report



By **Tom Starkey**
Senior Business Representative

The County Board of Supervisors adopted a 3.6 Billion dollar budget on the last day of Budget Hearings on June 15, 2007. The adopted budget included solutions to close a \$227 million deficit. They found \$138 million in ongoing solutions of which \$118 million were service reductions and \$20 million were from revenue increases. The Recommended Budget, released in May, recommended 145 million in reductions. There were \$89 million in one time solutions to address the deficit and balance the budget. The County reserve was maintained at 4.7% and is the same as last year. A net of 276 full time positions were eliminated County wide of which thirty are CEMA positions. Any actual layoffs, if they occur, will be in January, 2008, following the retirements that are expected in December, 2007. Few actual layoffs are expected in the CEMA ranks due to the number of vacant positions and the impact of the retirement change in December. We will be watching this and keep you posted here in the CEMAGRAM and on the CEMA website as these issues develop.

The largest restorations made to the budget from the recommended budget were for public health nurses

in the regional offices, mental health outpatient services in Clinics County wide, and drug and alcohol treatment services. Many health related programs in Public Health however were reduced including School Linked Services.

CEMA followed this budget cycle very closely, starting with Board discussion in September 2006 where a \$201 Million deficit was projected. We met with the County Executive, attended the mid year budget review, many Board Committee meetings, and spoke at the Budget workshops in May. What we anticipated was that the Board was going to stay the course and make the dramatic cuts to services in Public Health, Mental Health and Drug and Alcohol. However, due to a very strong showing by the Labor Groups, Community and Service groups, and several Judges from Superior Court, the Board decided to use one time solutions to bring some of the services that were to be eliminated back.

The decision to use \$89 million in one time solutions will make the projected deficit for the 2009 budget around \$203 million, \$156 million for the 2010 budget and \$173 mil-

lion for the 2011 budget. County Executive, Pete Kutrus, said at the CEMA Professional Development Luncheon in May that the country must elect a President in 2008 that will stop the Iraq war and address the our health care problem or we in Santa Clara County will see this budget problem continue for many years out. He also said that Santa Clara County voters are going to have to support some form of a local tax increase if we going to be able to continue to provide the important and vital social services to County residents.



Visit the CEMA Website

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***Calendar of
Events**

***Important
documents**

Professional Development Committee

mittee is busy planning next years luncheons. If you would like to join the professional development committee please contact me at 792-2321.



By Dolores Morales
2nd Vice President
Professional Development



County Executive, **Pete Kutras** addresses the CEMA Professional Development Luncheon

Here are some pictures from the last professional Development lun-

cheon featuring Pete Kutras. The Professional Development Com-



CEMA Members from the Elections Department at the Luncheon.



District Attorney, Dolores Carr and Assistant District Attorney, Stephen Gibbons

Trish Haines Appointed To CEMA Executive Board

Consuelo Collard, the CEMA secretary since July 2004, resigned to take a new job with a non profit in April. In May the CEMA liaisons were asked to



look for among any members interested in filling the vacancy. Trish

Haines, a Utilization Review Supervisor from Public Health, stepped forward and was appointed to fill the unexpired term.

Trish has worked for the County since 1988. She began at VMC in the Neo Natal Intensive Care unit as a Nurse. She then moved to California Children Services to work as a Utilization Review Coordinator and

became a Supervisor in 2002. Trish has been the CEMA Liaison for her work area and she volunteered to serve on the Joint Labor Management Committee which was established in the 2006 Negotiations (see article on page 3). Trish believes she can bring a fresh perspective to the Executive Board and she also wants to insure Public Health issues receive attention from CEMA.

Sheila Stevens, Long Time CEMA Activist, Retires



by Tom Starkey

Sheila Stevens is retiring from the County effective July 1, 2007, and, also, from her position as Past President of CEMA. She will be truly missed. Sheila has been a member of CEMA since 1975, joining at about the time that CEMA started. Over the years CEMA has been able to draw on Sheila's training and development background, her CEMA level work experience and her connection with community leaders to shape and guide the direction of CEMA. Edna Esguerra, the current President of CEMA stated, "The members of CEMA have been so fortunate to benefit from Sheila's unique experiences and leadership skills. She will truly be missed."

Sheila began working for the County in 1973 as a Human Relations Specialist for the Human Relations Commission. In 1975 she became a Management Analyst in the County Executive's office and then went to Personnel as a Training Coordinator. In 1984 she moved to Social Services as a Management Analyst Program Manager I. In 1993 she became

a Social Services Program Manager II where she spent the last 14 years.

Sheila served two terms on CEMA's Executive Board in the late 1970's. She remembers working on the extensive classification project that created the Management Analyst, Administrative Services Manager and Administrative Support Officer Series. In her own words, "CEMA had a lot to do with the development of these classification series and they have stood the test of time by giving employees mobility both horizontally and vertically."

Sheila was asked by CEMA to participate in the creation of the first CEMA Employee performance review program in the early 1990's and then participated in revisions made to it in 1999 and 2006. In 1999 she served on a joint labor Management Committee that was charged with redesigning the County's Training Programs for CEMA employees. Sheila has been a strong supporter of CEMA using interested based problem resolution approaches in our representation style with the County and was passionate about organization changes issues that have been launched in the past by the County. In 2006, Sheila received the Human Relations Commission award from then Supervisor Jim Beall.

In 1998 Sheila returned to the Executive Board as a member-at-large where she served as chair of the Scholarship Committee. She served as Vice President and chaired the Pro-

fessional Development Committee in 2001. In 2003 she assumed the position of President when Keith Garvey died. In 2004 she became the past President of CEMA. Sheila also became the chair of the Political Action Committee in 2004. Her plan was to rejuvenate CEMA's political activism and carry out the vision started with Keith Garvey. She was very committed to CEMA's full affiliation with OE3 as part of the strategy to build CEMA's political strength.

While being interviewed for this article Sheila was asked what she would like to say to the members of CEMA. She offered the following: "CEMA should not stop pressing for recognition from the top levels of leadership (the Board and Executive Management) within Santa Clara County for the work we do as middle managers. Middle managers run this county. I don't mean to devalue line staff but middle managers live and breathe the County all day and every day and the County could not run without our commitment as middle management.

Remember also that everything is political within the County. Building relations by being active with the elections of Board of Supervisors is critical for CEMA to keep our issues on the radar screens of the elected Board members. Being passive just don't cut it"

Thanks Sheila for the many hours you have given to help further the cause and success of middle managers and CEMA.

CEMA's 2007 Scholarships Awarded

by **Mary Mitchell**
Scholarship Committee
Chair

On Thursday, June 14th, the 2007 CEMA Scholarships were presented to the winners by CEMA President, Edna Esguerra, and Scholarship Committee Chair, Mary Mitchell. The winners are:

Winner of the Keith Garvey Memorial Award which is given to an undergraduate who is contemplating a career in public service - **Matthew Bejar**. Matthew is a freshman at Gonzaga University and hopes to become a high school teacher. His father, **Philip Bejar**, is a Work Center Supervisor for FAF, Building Operations.

Matt Hand - Undergraduate Scholarship Matt is attending Indiana Purdue University and is studying Human Resource Management. Matt's father is **Mark Hand**, a Senior Diagnostic Imaging Information Specialist at Valley Medical Center and a member of the CEMA Executive Board.

Kristen Joy Hahn - High School Scholarship. Kristen graduated from King's Academy and she will be attending Point Loma Nazarene University in San Diego. She would like to go into the medical field to become a doctor, nurse or physical therapist. Kristen's father is **Michael Hahn** who is a Senior Systems Software

Engineer in the Information Services Department.

Nicole Nguyen - High School Scholarship. Nicole graduated from Presentation High School and she will

attend Management Analyst B with the Public Health Department.

Marcel Stieber - High School Scholarship. Marcel graduated from Lynbrook High School and will be attending California Polytechnic State University at San Luis Obispo with a major in mechanical engineering. His mother, Hella Bluhm-Stieber, is a Medical Librarian at VMC.

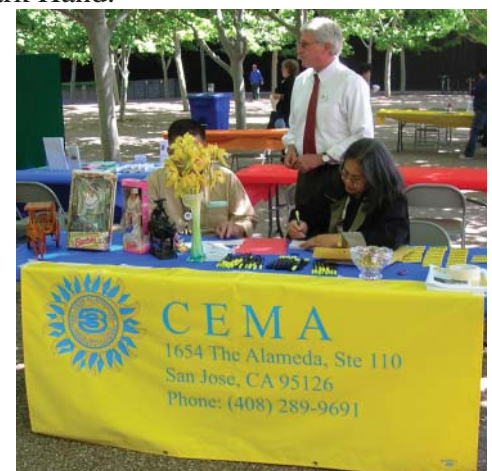
Alejandro Vidal - High School Scholarship. Alejandro graduated from Sierra High in Manteca and will be attending California State University Fresno with a major in Kinesiology. His mother, **Marlene Vidal**, is an ADSM in the Department of Social Services.



Scholarship Winners and their CEMA Parent (left to right): Back row: Mathew Bejar, Steven Roberts, Kristen Hahn, Michael Hahn. Middle row: Phillip Bejar, Karen Roberts, Nicole Nguyen, Tuyet Nguyen. Front: Marlene Vidal and Aleejandro Vidal. Not pictured: Marcel Stieber and Heka Bluhm-Stieber and Matt Hand and Mark Hand.

attend UCLA in the Fall with a major in either pharmacy or optometry. Her mother, **Tuyet Nguyen**, is a Management Analyst for SSA.

Steven Roberts - High School Scholarship Steven graduated from Del Mar High School and will be attending Foothill College. He hopes to go into sports management. Steven's mother, **Karen Roberts**, is an Asso-



The CEMA table at Diversity day.



CEMA

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June - July 2007

OE3 District 90 Picnic

Sunday
August 5, 2007
10am - 4pm

Christmas Hill Park

Mulberry Areas
7050 Miller Avenue
Gilroy, CA 95020



MENU

Tri-tip, Chicken, Hot Dogs,
Salad, Beans, Ice Cream, Beer
& Soda



Bring the whole family for a fun day in the sun. We will have Prizes, Raffles, Jumpers, Snow Cones, Cotton Candy and games for the kids!

Tickets -

\$10 in advance
(call CEMA)

\$12 at the Door

Retiree and Children under
10 are free.

CEMA has a limited number of free tickets - first come first serve.