**COMMUNITY ACTION PARTNERSHIP *of* KERN**
**BOARD OF DIRECTORS**
**PERSONNEL & AFFIRMATIVE ACTION COMMITTEE MEETING**
**5005 Business Park North, Bakersfield, CA**
**March 12, 2020**
**12:00 pm**

# AGENDA

1. **Call to Order**

2. **Roll Call**

   Jose Gurrola  Jonathan Mullings  Yolanda Ochoa  Fred Plane

3. **Approval of Agenda**

4. **Public Forum**

   *The public may address the Committee on items not on the agenda. Speakers are limited to 3 minutes. If more than one person wishes to address the same topic, the total group time for the topic will be 10 minutes. Please state your name before making your presentation.*

5. **New Business**

   a. Reorganization of Executive Team – Jeremy Tobias, Chief Executive Officer – ***Action Item (p. 2-46)***

   b. Head Start / State Child Development Reorganization and Job Descriptions – Yolanda Gonzales, Director of Head Start / State Child Development – ***Action Item (p. 47-56)***

   c. Food Bank Job Description – Carmen Segovia, Director of Health & Nutrition – ***Action Item (p. 57-66)***

   d. Energy Accounting Manager – Emilio Wagner, Director of Operations – ***Action Item (p. 67-73)***

   e. Fingerprint Policy – Tracy Webster, Chief Financial Officer – ***Action Item (p. 74-89)***

   f. Employee Survey Results – Tracy Webster, Chief Financial Officer – ***Info Item (p. -0-93)***

   g. Leave Management – Tracy Webster, Chief Financial Officer – ***Info Item (p. 94-95)***

6. **Committee Member Comments**

7. **Next Scheduled Meeting**

   Program Review & Evaluation
   Wednesday, June 11, 2020
   12:00 pm
   5005 Business Park North
   Bakersfield, CA 93309

8. **Adjournment**

*This is to certify that this Agenda Notice was posted in the lobby of the CAPK Administrative Office at 5005 Business Park North, Bakersfield, CA and online at www.capk.org by 12:00 pm, March 9, 2020. Paula Daoutis, Administrative Coordinator.*

Community Action Partnership of Kern

*Helping People. . . Changing Lives.*

# MEMORANDUM

TO: Personnel Committee

FROM: Jeremy T. Tobias, Chief Executive Officer

DATE: March 12, 2020

RE: *Agenda Item 5a:* Reorganization of Executive Team – **Action Item**

As the Committee is aware, the complexity of the organization continues to grow as we are currently operating 75 different sources of funding with an operational budget of approximately $82 million. The staffing of the agency is approximately 925 individuals. Our scope, influence and staffing levels continue to expand. This past year alone, the agency has added a number of new programs including: Homeless Shelter Services; AmeriCorps; CalFresh Healthy Living; and CalWorks Home Visitation Initiative. In addition, we are in process or reviewing several new initiatives as well including establishment of a Foundation; Low-income Housing projects; and possibly some new veteran services. Considering the long-term longitudinal growth of the agency, it is necessary to closely examine the organizational structure of the agency and modify roles and responsibilities of the executive team.

The attached proposed organization chart reflects the addition of two positions: Chief Program Officer and Director of Youth and Community Services. The Chief Executive Officer would be directly responsible for the Director of Administration, the Chief Finance Officer, and the Chief Program Officer. The revised structure aligns divisions under two chiefs as follows:

1. Chief Financial Officer
    a. Finance
    b. Human Resources
    c. Operations

2. Chief Program Officer
    a. Head Start / State Child Development
    b. Health & Nutrition
    c. Community Development
    d. Youth and Community Services

Also, the Administrative Division will report directly to me and will include the Director of Administration and Outreach, Govt Relations, Grants/Analysis CSBG, Foundation, Performance Standards, and new initiatives. This will offer the CEO greater oversight and input on important agency visibility matters such as public relations, communications, interaction with elected officials, new initiative brainstorming, analytical staff, and direction of grant funding.

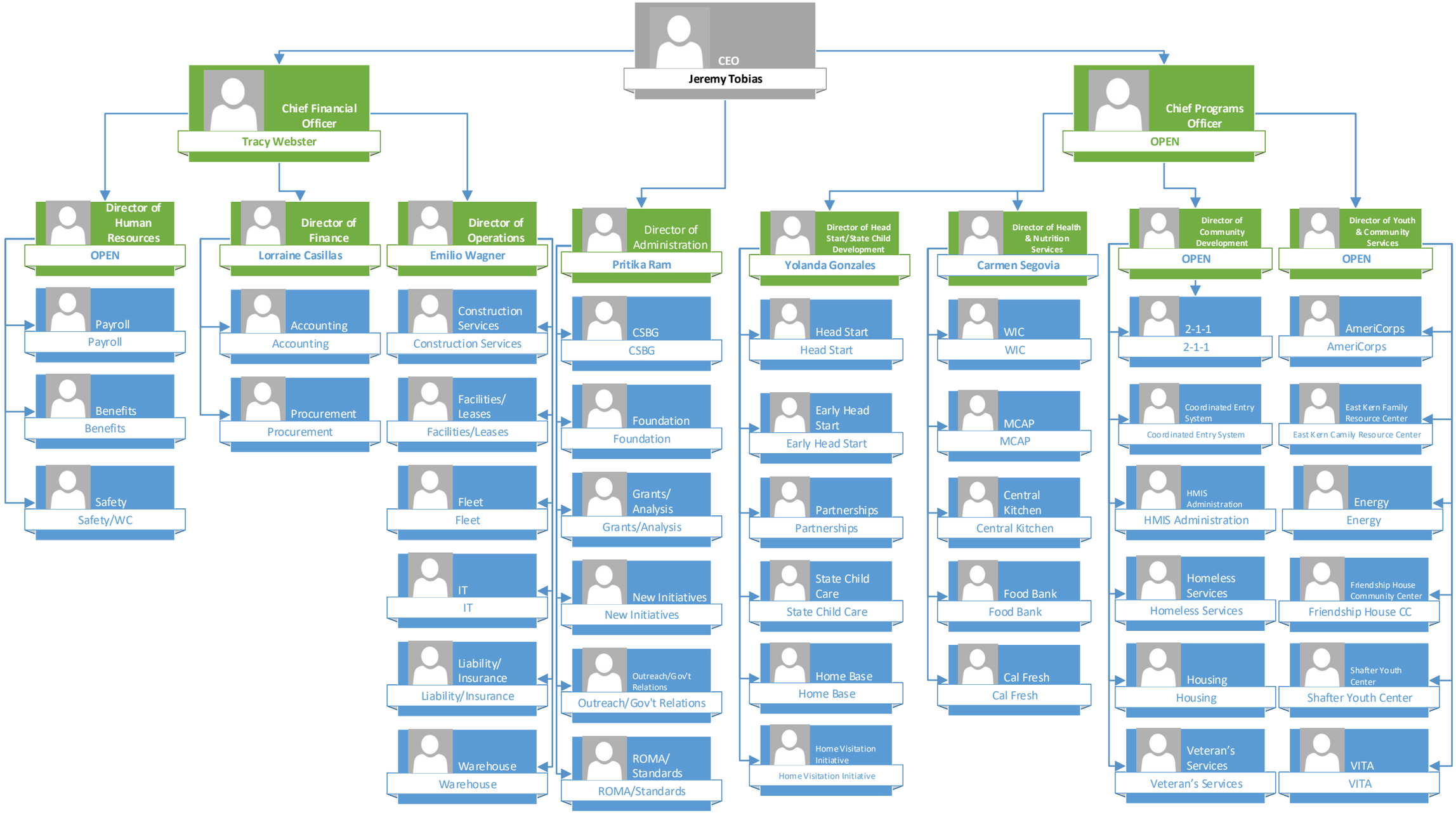
This proposed structure should build in greater accountability and internal controls. This supports the agency's vision to support the mission of the organization in satisfying the needs of clients and the community. The realignment of responsibility by division allows for division directors to be more targeted and focused.

Job descriptions for all positions have been revised and repointed by the Human Resource team. Each of the Division Directors have been pointed at a Grade 14. The Chief Financial Officer and the Chief Program Officer have been pointed at a Grade 16. The budget for fiscal year 2020-21 can fund the proposed changes.

Recommendation:

Staff recommends approval the proposed agency reorganization and changes in the executive team job descriptions.

*Attachments:*
*Proposed Organization Chart*
*Proposed Job Descriptions of Executive Team*


CEO
Jeremy Tobias
Chief Financial Officer
Tracy Webster
Chief Programs Officer
OPEN
Director of Human Resources
OPEN
Payroll
Payroll
Benefits
Benefits
Safety
Safety/WC
Director of Finance
Lorraine Casillas
Accounting
Accounting
Procurement
Procurement
Director of Operations
Emilio Wagner
Construction Services
Construction Services
Facilities/ Leases
Facilities/Leases
Fleet
Fleet
IT
IT
Liability/ Insurance
Liability/Insurance
Warehouse
Warehouse
Director of Administration
Pritika Ram
CSBG
CSBG
Foundation
Foundation
Grants/ Analysis
Grants/Analysis
New Initiatives
New Initiatives
Outreach/Gov't Relations
Outreach/Gov't Relations
ROMA/ Standards
ROMA/Standards
Director of Head Start/State Child Development
Yolanda Gonzales
Head Start
Head Start
Early Head Start
Early Head Start
Partnerships
Partnerships
State Child Care
State Child Care
Home Base
Home Base
Home Visitation Initiative
Home Visitation Initiative
Director of Health & Nutrition Services
Carmen Segovia
WIC
WIC
MCAP
MCAP
Central Kitchen
Central Kitchen
Food Bank
Food Bank
Cal Fresh
Cal Fresh
Director of Community Development
OPEN
2-1-1
2-1-1
Coordinated Entry System
Coordinated Entry System
HMIS Administration
HMIS Administration
Homeless Services
Homeless Services
Housing
Housing
Veteran's Services
Veteran's Services
Director of Youth & Community Services
OPEN
AmeriCorps
AmeriCorps
East Kern Family Resource Center
East Kern Camily Resource Center
Energy
Energy
Friendship House Community Center
Friendship House CC
Shafter Youth Center
Shafter Youth Center
VITA
VITA

# Chief Financial Officer

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range:** Grade 16 **FLSA Status:** Exempt **Date Approved:**

**SUMMARY:**
The Chief Financial Officer is responsible coordinating the activities of the Finance, Human Resources, and Operations departments to include, but not limited to, planning, organizing and guiding efficiencies and compliance of the financial and accounting functions of the organization, efficient and accountable procurement, human resources management, and general business operations of the agency.

**SUPERVISION RECEIVED:**
Receives supervision from Chief Executive Officer.

**SUPERVISION EXERCISED:**
Director of Finance, Director of Human Resources, and Director of Operations

**DUTIES AND RESPONSIBILITIES:**
*Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

**A. Essential Job Specific Duties:**

1. Plan, organize, coordinate, guide and control the overall financial and accounting, human resources, and operations functions of the organization.
2. Ensure that accounting policies, procedures and controls comply with generally accepted accounting principles, government regulations and guidelines.
3. Design and implement financial reporting systems, human resource information systems, and operation systems.
4. Make decisions to modify or adapt procedures to strengthen the overall financial control environment of the organization to meet different or changing circumstances. Make decisions to ensure a vibrant workforce in compliance with state and federal law. Align resources to ensure operations meets the needs of agency programs.
5. Prepare and present monthly, quarterly and annual financial reports that accurately reflect the financial position of the organization.
6. Provide technical support in developing and preparing budgets, budget modifications and amendments and other supporting financial analyses and schedules required for ongoing grant/contracts and proposals for additional funding.
7. Identify and present financial issues. Make recommendations on appropriate action for resolution. Identify and present matters concerning employee relations and changing employment law.
8. Act as a liaison with funding sources in resolving budget, financial and reporting issues.
9. Oversee and facilitate the annual organization-wide audit as well as funding source fiscal monitoring visits.
10. Provide general business and financial, human resources and operational advice to the Chief Executive Officer on the overall operations and financial condition of the organization. Provide

technical support and direction to senior management staff to ensure compliance with government rules and regulations and grant/contract requirements. Additionally provide guidance on matters concerning employee and management human resource concerns.
11. Maintain effective working relationships and communications with senior management, the Board of Directors, funding source representatives and auditors.
12. Monitor progress toward key financial goals.
13. Serve as primary support staff contact to the Budget & Finance, Personnel, and Audit & Pension committees of the Board of Directors.
14. Responsible to oversee labor negotiations and maintain positive relationships with Service Employees International Union (SEIU) Local 521 and ensure compliance with Union contract. Works with management and Union on contract negotiations and renewal.
15.

**B. Other Job Specific Duties:**

1. Attend all meetings, trainings, and conferences as assigned.
2. Maintain safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Perform any other like duties as assigned.

**MINIMUM QUALIFICATIONS:**

*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

**Knowledge of:**

Generally accepted accounting principles
Applicable federal, state and local laws, codes and regulations
Organization and Finance division policies and procedures
Modern office practices, methods, procedures and equipment including computers
Word processing, spreadsheet, general ledger database, and other related software applications
General knowledge of human resources and operations (IT, facilities, construction)

**Ability to:**

Deal with conceptual matters
Plan, organize, allocate, and control confidential data and organizational resources
Communicate effectively, both orally and in writing
Plan and coordinate work requiring constant alertness and considerable mental attention
Work under frequent time pressures or deadlines
Supervise and motivate a diverse group of individuals
Research and resolve financial issues and problems
Analyze financial data with successful results
Prepare accurate and concise financial statements, reports and budgets
Establish and maintain good working relationships, both internally and externally with funding sources, banks, board of directors and auditors
Exercise good or independent judgment including initiative and ingenuity

**EDUCATION AND EXPERIENCE:**

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

- Bachelor's degree in accounting, business administration or related field.
- CPA (Certified Public Accountant) or Master's Degree preferred.

- Minimum of ten (10) years of progressive financial accounting experience, including five (5) years of supervisory experience.
- Preferred experience in human resources and business operations.
- Financial accounting experience in a non-profit organization or governmental entity is desirable including familiarity with governmental accounting standards and regulations

**OTHER REQUIREMENTS:**

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout
- Completion of a physical and substance abuse screening upon offer of employment
- Must be fingerprinted and have such records filed with the State Department of Social Services

**WORK ENVIRONMENT:**

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- Work is primarily performed indoors
- Noise level is quiet to moderately quiet
- Hazards are minimal

**ESSENTIAL PHYSICAL DEMANDS:**

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| POSITION TITLE Chief Financial Officer | | | |
|---|---|---|---|
| **Activity** **Hours Per Day** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |
| Bending (waist) | | | x |
| Squatting | | x | |
| Climbing | x | | |
| Kneeling | | x | |
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting (waist) | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | x | |
| Power Grasping (left hand) | | x | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing & Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |

| | | | |
|---|---|---|---|
| Reaching (below shoulder level) | | x | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75 lbs | x | | | x | | |
| 76-100 lbs | x | | | x | | |
| 100+ lbs | x | | | | | |

# Chief Program Officer

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range:** Grade 16 **FLSA Status:** Exempt **Date Approved:**

**SUMMARY:**
The Chief Program Officer is responsible coordinating the activities of the Divisions of Head Start/State Child Development, Health and Nutrition, Community Development, and Youth and Community Services. Responsible for planning, organizing and guiding efficiencies and compliance to appropriately serve agency clients toward self-sufficiency. Guide subordinates with data driven decisions to achieve successful outcomes for clients of the agency.

**SUPERVISION RECEIVED:**
Receives supervision from Chief Executive Officer.

**SUPERVISION EXERCISED:**
Director of Head Start/State Child Development, Director of Health and Nutrition, Director of Community Development, and Director of Youth and Community Services

**DUTIES AND RESPONSIBILITIES:**
*Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

**A. Essential Job Specific Duties:**

1. Plan, organize, coordinate, guide and control the overall program objectives of subordinate divisions.
1. Ensure that internal quality control activities are conducted to monitor and evaluate the progress of contracts to ensure that the goals and objectives of the contracts and/or grants are being met within required time frames; and to prepare for audits/programmatic quality reviews from external agencies.
2. Reviews and coordinates division budget preparation, monitors expenditures and revenues for assigned programs/contracts, and coordinates required periodic program reporting as required.
3. Initiates, directs, and evaluates division program activities and effectiveness, i.e., compliance with funding conditions, meeting program priorities, ensuring quality of services, and making recommendations, as appropriate.
4. Ensures that data driven decisions are made for each division in the direction of efforts and resources.
5. Monitors, establishes, and maintains strategies, objectives, and priorities for respective programs/contracts; and apprises the Chief Executive Officer of the status of agency contracts/program performance on a periodic basis. Identifies problems with program performance regarding agency contracts and/or grants; makes recommendations for corrective actions; and implement the corrective actions
6. In conjunction with the Chief Financial Officer, develops and maintains an effective system of financial management and budget development that controls funds within the Division and meets all necessary financial management requirements and applicable regulations including

funding guidelines.
7. Interprets and applies state and federal laws, contract rules, and regulations and policies appropriate to program operations.
8. Prepares and present monthly, quarterly and annual programmatic reports that accurately reflect the program efforts of the organization.
9. Prepares management analyses and reports on various contracts/programs for strategic planning purposes and presentations to appropriate policy bodies.
10. Identify and present program issues. Make recommendations on appropriate action for resolution.
11. Act as a liaison with funding sources in resolving program and reporting issues.
12. Works in collaboration with other agencies, organizations, and/or local government that support and enhance services provided by Community Action Partnership of Kern.
13. Establishes and maintains positive working relationships with staff, board members, the community, other organizations, and elected officials, as well as state and federal funding representatives.
14. Performs special assignments/projects and other duties as assigned by the Chief Program Officer.
15. Monitor progress toward key measurable client outcomes and goals.
16. Serve as primary support staff contact to the Program Review and Evaluation Committee of the Board of Directors.

**B. Other Job Specific Duties:**
1. Attend all meetings, trainings, and conferences as assigned.
2. Maintain safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Perform any other like duties as assigned.

**MINIMUM QUALIFICATIONS:**
*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

**Knowledge of:**
Resource and fund development
Research techniques and resources
Applicable federal, state and local laws, codes and regulations
Departmental policies and procedures
Modern office practices, methods, procedures and equipment including computers
Word processing, spreadsheet, general ledger database, and other related software applications
General knowledge of human resources and operations (IT, facilities, construction)

**Ability to:**
Deal with conceptual matters
Plan, organize, allocate, and control confidential data and organizational resources
Communicate effectively, both orally and in writing
Supervise diverse staff
Plan, organize, allocate, and control resources
Communicate verbally and electronically effectively
Attend evening and weekend meetings
Effectively work in group settings with other Directors, Managers, Board of Directors, and others
Effectively present programs to the general public

Establish professional working relationships with staff, service providers and partners, and the community
Work under frequent time pressures or deadlines
Bilingual language fluency (Spanish/English) highly desirable

## EDUCATION AND EXPERIENCE:

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

- B.S./B.A. degree from an accredited institution with a major in Public Administration, Business Administration or closely related field (possession of an advanced degree is desirable and may be substituted for one (1) year of required experience). Masters Degree in Business Administration or Public Administration is preferred.
- Five (5) years senior management level experience, including supervision, in directing, organizing and coordinating the administrative activities within a division, department, or program within a public agency or private non-profit organization.
- Minimum of ten (10) years of progressive management experience with a non-profit organization or governmental entity is desirable including familiarity with governmental accounting standards and regulations

## OTHER REQUIREMENTS:

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout
- Completion of a physical and substance abuse screening upon offer of employment
- Must be fingerprinted and have such records filed with the State Department of Social Services

## WORK ENVIRONMENT:

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- Work is primarily performed indoors
- Noise level is quiet to moderately quiet
- Hazards are minimal

## ESSENTIAL PHYSICAL DEMANDS:

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| POSITION TITLE Chief Program Officer | | | | |
|---|---|---|---|---|
| **Activity** | **Hours Per Day** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | | x |
| Walking | | | | x |
| Standing | | | | x |
| Bending (neck) | | | | x |
| Bending (waist) | | | | x |
| Squatting | | | x | |
| Climbing | | x | | |
| Kneeling | | | x | |

| | | | |
|---|---|---|---|
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting (waist) | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | x | |
| Power Grasping (left hand) | | x | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing & Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |
| Reaching (below shoulder level) | | x | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75 lbs | x | | | x | | |
| 76-100 lbs | x | | | x | | |
| 100+ lbs | x | | | | | |

# Director of Administration

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are intended to include all duties performed by all positions occupying a class.*

**Salary Range:** Grade 14 **FLSA Status:** Exempt **Date Approved:**

**SUMMARY:**
The Director of Administration is a senior level position that reports directly to the Chief Executive Officer.

The Director of Administration supports the Chief Executive Officer in organizing and coordinating the work of grant analysts, outreach, advocacy, and government relations. Coordinate Results Oriented Management and Accountability (ROMA), National Performance Standards, and CSBG reporting. Lead new initiatives, special projects, agency fundraising, and foundation.

The Director of Administration will act as the primary project coordinator between the Chief Executive Officer and the administrative staff, as well as, assist the Chief Executive Officer in communications with the Board of Directors, management, staff and stakeholders.

**SUPERVISION RECEIVED:**
Receives supervision from Chief Executive Officer

**SUPERVISION EXERCISED:**
Administrative Coordinator, Outreach and Grant Administrator, Outreach and Advocacy Coordinator

**DUTIES AND RESPONSIBILITIES:**
*Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

**A. Essential Job Specific Duties:**

1. Provide leadership, project management, technical expertise and ongoing supervision on assigned initiatives and projects.
2. Takes the lead or co-lead on new projects and initiatives, develops a plan of action and corresponding timelines to ensure successful completion.
3. Provides continuous feedback and reports to the Chief Executive Officer on the progress of initiatives and projects.
4. Proactively communicates with staff, management, the Board of Directors and other stakeholders, as appropriate, to ensure successful rollout and implementation of initiatives.
5. Analyze complex situations and gather information, as required, in formulating plans, timelines and proposals for assigned initiatives and projects.
6. Establish weekly, monthly, quarterly, etc., goals with measurable outcomes on assigned projects. Provide written reports in follow-up to assigned projects and initiatives as directed by the Chief Executive Officer.
7. Assist the Chief Executive Officer with the development of budgets, program and administrative strategies to ensure the success of CAPK overall. Represent the agency, as

directed, at local, regional, State and Federal venues to maintain open dialog and successful communication strategies with stakeholders, funders, etc.
8. As assigned, direct and lead committees, ad hoc groups, community groups, focus groups, etc., as required, and communicate issues, plans and outcomes accordingly.
9. Assist the Chief Executive Officer with Governmental Affairs and may take the lead with special assignments.
10. Oversee agency communications and outreach activities
11. Direct grant writing activities to include research, analytics and coordination with appropriate agency strategic objectives
12. Prepare oral and written presentations to community groups, staff, funders, Board of Directors, etc.
13. Assist with strategic planning process and related projects and initiatives.
14. Prioritize and schedule work to meet established deadlines.

**B. Other Job Specific Duties:**
1. Attends all meetings, trainings, and conferences as assigned.
2. Maintains safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Is proactive in the program effort to recruit and enroll families that qualify for Partnership programs.
5. Performs any other like duties as assigned.
6. Frequent out of town travel, for the day or multiple days, representing agency as needed.

**MINIMUM QUALIFICATIONS:**
*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

**Knowledge of:**
Agency policies and procedures.
Applicable federal, state, and local laws, codes, and regulations.
Departmental policies and procedures.
Modern office practices, methods, procedures and equipment including computers.
Word processing, spreadsheets, database, power point and other related software applications.

**Ability to:**
Manage the Chief Executive Officer's financial and administrative operations.
Provide guidance and direction to division directors, managers and staff.
Solve problems, mediate disputes, and deal with issues before they are brought to the Chief Executive Officer.
Lead group meetings and collaborative decision processes.
Communicate effectively in person, in writings, and on video to staff, Board of Directors and the public.
Demonstrate good interpersonal skills.
Be organized and meet goals and deadlines.
Attend evening and weekend meetings.
Establish professional working relationships with staff, agencies, clients and the public.
Bilingual language fluency (Spanish/English) desirable.

## EDUCATION AND EXPERIENCE:

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

Education:

- Bachelor's Degree from a four-year college or university.
    - Experience may be considered on a year per year bases for education.

Experience:

- Five (5) years senior management level experience, Three (3) of which must be in a supervisory capacity, to include organizing and coordinating administrative activities, and the development and managing of budgets.
- Progressive experience in program design and management; development and monitoring of budgets and contracts; project management and strategic planning.
- Experience in working with federal, state and local governments and private funding sources. Assure compliance with a variety of State and federal regulations, laws and reporting requirements.

Skills:

- The ability to motivate and supervise subordinates in day-to-day operations.
- Communicate effectively, both orally and in writing.
- Work independently while managing competing demands.

## OTHER REQUIREMENTS:

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Completion of a physical, TB and substance abuse screening upon offer of employment.
- Must be fingerprinted and have such records filed with the State Department of Social Services

## WORK ENVIRONMENT:

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- Work is primarily performed indoors.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

## ESSENTIAL PHYSICAL DEMANDS:

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| POSITION TITLE Director of Administration | | | |
|---|---|---|---|
| **Activity** **Hours Per Day** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |
| Bending (waist) | | | x |

| | | | |
|---|---|---|---|
| Squatting | | x | |
| Climbing | x | | |
| Kneeling | | x | |
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting (waist) | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | x | |
| Power Grasping (left hand) | | x | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing & Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |
| Reaching (below shoulder level) | | x | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75 lbs | x | | | x | | |
| 76-100 lbs | x | | | x | | |
| 100+ lbs | x | | | | | |

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# Director of Finance

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range**: Grade 14 **FLSA Status:** Exempt **Date Approved:**

**SUMMARY:**
Responsible for assisting the Chief Financial Officer (CFO) in overseeing and directing the coordination and implementation of financial management systems that ensure efficiencies and compliance on an organization-wide basis including planning, organizing, guiding and monitoring the overall financial and accounting functions of the organization.

**SUPERVISION RECEIVED:**
Receives supervision from the Chief Financial Officer (CFO).

**SUPERVISION EXERCISED:**
Direct supervision of the Finance Manager, Accounting Manager and Indirect supervision of Accountants, Accounting Specialists, and Accounting Technicians.

**DUTIES AND RESPONSIBILITIES:**
*Disclaimer – This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

**A. Essential Job Specific Duties:**

1. Partners with the CFO with the financial management and accounting functions of the Finance division.
2. Ensure that accounting policies, procedures and controls comply with generally accepted accounting principles, governmental regulations and guidelines.
3. Act as a liaison with funding sources in resolving budget, financial and reporting issues.
4. Work with the CFO in developing and implementing policies and procedures to ensure corporate assets are safeguarded, including confidential data.
5. Partner with the CFO in designing and implementing financial reporting systems.
6. Responsible for the preparation of monthly financial reports that accurately reflect the financial status of the organization for presentation to the Board of Directors.
7. Works with CFO in developing and establishing budgeting standards to evaluate expenditures for all grants/contracts and programs.
8. Identify and present financial issues. Recommend appropriate action to strengthen and enhance the financial environment.
9. Review and approve of expenditures within grant/program budget limits.
10. Responsible for the development and preparation of budgets, budget modifications and amendments and other supporting financial analyses and schedules required for ongoing grants/contracts and proposals for additional funding.
11. Partner with CFO in establishing and maintaining all banking relationships.
12. Provide general business and financial advice to the CFO on the overall operations and financial condition of the organization. Provide technical support and direction to senior management staff to ensure compliance with government rules and regulations and grant/contract requirements.

13. Analyze and interpret legislation and other financial directives issued by the Controller General of the United States and the Office of Management and Budget (OMB).
14. Establish and maintain effective relationships with senior management, the Board of Directors, funding source representatives and auditors.
15. Train staff on effective use of the accounting software applications/modules (Abila MIP).
16. Perform other financial and accounting duties as assigned.

**B. Other Job Specific Duties:**

1. Attend all meetings, trainings, and conferences as assigned.
2. Maintain safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Perform any other like duties as assigned.

## MINIMUM QUALIFICATIONS:

*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

**Knowledge of:**

Generally accepted accounting principles
Applicable federal, state, and local laws, codes, and regulations
Organization and Finance Division policies and procedures
Modern office practices, methods, procedures and equipment including computers
Word processing, spreadsheet, general ledger database, and other related software applications

**Ability to:**

Deal with conceptual matters
Plan, organize, allocate, and control confidential data and organizational resources
Communicate effectively both orally and in writing
Maintain and organize a variety of files, records, and logs
Plan and coordinate work requiring constant alertness and considerable mental attention
Work under frequent time pressures or deadlines
Supervise and motivate a diverse group of individuals
Research and resolve financial issues and problems
Analyze financial data with successful results
Prepare accurate and concise financial statements, reports and budgets
Establish and maintain good working relationships, both internally and externally with funding sources, banks, board of directors and auditors
Exercise good or independent judgment

## EDUCATION AND EXPERIENCE:

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

- Bachelor's degree in Accounting, Business Administration or related field
- CPA (Certified Public Accountant) preferred
- Eight (8) years of progressive financial accounting experience, including four (4) years of supervisory experience
- Financial accounting experience in a non-profit organization or governmental entity is desirable including familiarity with governmental accounting standards and regulations

## OTHER REQUIREMENTS

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout
- Completion of a physical and substance abuse screening upon offer of employment
- Must be fingerprinted and have such records filed with the State Department of Social Services

## WORK ENVIRONMENT:

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- Work is primarily performed indoors
- Noise level is quiet to moderately quiet
- Hazards are minimal

## ESSENTIAL PHYSICAL DEMANDS:

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| POSITION TITLE Director of Finance | | | |
|---|---|---|---|
| | NEVER 0 HOURS | OCCASIONALLY UP TO 4 HOURS | FREQUENTLY 4-8 HOURS |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |
| Bending (waist) | | | x |
| Squatting | | x | |
| Climbing | x | | |
| Kneeling | | x | |
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting (waist) | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | x | |
| Power Grasping (left hand) | | x | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing &Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |
| Reaching (below shoulder level) | | x | |

| | LIFTING | | CARRYING | | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75 lbs | x | | | x | | |
| 76-100 lbs | x | | | x | | |
| 100+ lbs | x | | | | | |

# Director of Operations

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range:** Grade 14 **FLSA Status:** Exempt **Date Approved:**

**SUMMARY:**
Under general direction of the Chief Financial Officer, the Director of Operations will ensure that all divisions are appropriately provided support services by directing facility maintenance, fleet management, information technology, risk management and business services. Serve as the Responsible Managing Employee (RME) for agency construction projects and property improvements.

**SUPERVISION RECEIVED:**
Receives supervision from the Chief Financial Officer

**SUPERVISION EXERCISED:**
Directly supervises Facilities Manager, Technology Services Manager, and Business Manager.

**DUTIES AND RESPONSIBILITIES:**
*Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

**A. Essential Job Specific Duties:**

1. Develops short and long-range plans in coordination with the appropriate division directors related to information technology, facilities management, procurement strategies and maintenance, including recommended prioritization of resources.
2. Communicates with agency directors and management personnel, regulatory agencies, architects, engineers, inspectors, contractors, vendors and others concerning facilities maintenance, operations, planning, and construction in order to exchange information, resolve issues, and ensure effective services.
3. Responsible for property management to include leases, property acquisition, appraisal, notice of federal interest, and any permits and inspections.
4. Responsible for implementing and monitoring agency security and safety.
5. Oversee and monitor the work of the maintenance department including maintenance, renovation and new construction of all agency facilities.
6. Oversee and monitor Warehouse and Distribution building.
7. Oversee the development of a coordinated fleet management system.
8. Prepares site survey, plot plans, drawings, lay-outs, floor plans, and other data as required to pictorially or diagrammatically present proposals or situations. This is to include cost estimating, design programming and 3-D modeling, rendering, animation of proposed projects.
9. Assist and coordinate with appropriate staff the Geographic Information System (GIS) software and related equipment.
10. Assists executive management with project status reports to be presented to the Board of Directors and Policy Council.
11. Ensures Davis Bacon California State prevailing wage compliance: review of certified payroll,

fringe benefits, accuracy of deductions, provides assistance and employee interviews.
12. Point of contact for all construction. Prepares required documentation for local building department to pull permits. Monitors construction: verify work completed to plans and specs, sign off on invoices/pay applications, maintains and organizes construction documents
13. Coordinates general liability insurance, loss control, worksite safety, workers compensation, disaster preparedness, facility inspections and claims management.
14. Oversees the Information Technology Department ensuring network stability by planning and implementing hardware standards, resource management and software solutions.
15. Oversees the Business Services Department which includes procurement, insurance, leases, and fixed asset inventory. Ensures all applicable federal, state, and local regulations are applied to all procurement efforts and contract documents.
16. Interprets and applies state and federal laws, contract rules, and regulations and policies appropriate to program operations.
17. Monitors, establishes, and maintains strategies, objectives, and priorities for respective programs/contracts; and apprises the CFO and CEO of the status of agency contracts/program performance on a periodic basis. Identifies problems with program performance regarding agency contracts and/or grants; makes recommendations for corrective actions; and implements the corrective actions
18. In conjunction with the CFO, develops and maintains an effective system of financial management and budget development that controls funds within the Division and meets all necessary financial management requirements and applicable regulations including funding guidelines for program activities.

**B. Other Job Specific Duties:**
1. Attends all meetings, trainings, and conferences as well as provide trainings as assigned.
2. Maintains safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Is proactive in the effort to recruit and enroll families that qualify for Partnership programs.
5. Performs any other like duties as assigned or as needed.

**MINIMUM QUALIFICATIONS:**
*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

## Knowledge of:
Agency policies and procedures
Applicable federal, state, and local laws, codes, and regulations
Departmental policies and procedures
Modern office practices, methods, procedures and equipment including computers
Word processing, spreadsheet, database, and other related software applications
Principles and practices of finance, real estate financing and economic development
Davis-Bacon Act

**Ability to:**
Solve problems effectively and efficiently.
Deal with conceptual matters.
Plan, organize, allocate, and control substantial resources.
Communicate effectively.
Attend evening and weekend meetings.
Effectively present program to the general public.
Work independently with little direction; meet schedules and timelines.

Plan, develop, and present mixed media presentations.
Write creatively and clearly for general and specialized audiences.
Maintain and organize a variety of files, records, and logs.
Supervise employees professionally to achieve their goals and be self-motivating.
Plan and organize work; compose clear, concise reports and recommendations.
Analyze situations accurately and adopt an effective course of action.

## EDUCATION AND EXPERIENCE:

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

- Bachelor of Arts or Bachelor of Science Degree in Business Administration, Public Administration, Planning, Construction or closely related field preferred.
- Eight years' experience working in facilities management, project management or construction management.
- Possession of General Contractors License.
- Possession of Responsible Managing Employee (RME)
- Certification as Playground Safety Inspector preferred

## OTHER REQUIREMENTS

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Completion of a physical TB and substance abuse screening upon offer of employment.
- Must be fingerprinted if required by funding source or state licensing and have such records filed with the State Department of Social Services

## WORK ENVIRONMENT:

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- Work is primarily performed indoors.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

## ESSENTIAL PHYSICAL DEMANDS:

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| POSITION TITLE Director of Operations | | | |
|---|---|---|---|
| **Activity** **Hours Per Day** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |
| Bending (waist) | | | x |
| Squatting | | x | |
| Climbing | x | | |
| Kneeling | | x | |

| | | | |
|---|---|---|---|
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting (waist) | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | x | |
| Power Grasping (left hand) | | x | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing & Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |
| Reaching (below shoulder level) | | x | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75 lbs | x | | | x | | |
| 76-100 lbs | x | | | x | | |
| 100+ lbs | x | | | | | |

Community Action Partnership of Kern

*Helping People. . . Changing Lives.*

# Director of Human Resources

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range:** Grade 14 **FLSA Status:** Exempt **Date Approved:**

## SUMMARY:

Under direct supervision of the Chief Financial Officer (CFO) the Director of Human Resources is directly responsible for the overall administration, coordination and evaluation of the human resource functions. Serves on the executive management team and assists and advises company management about Human Resources. The Director of Human Resources guides and manages the overall Division of Human Resources services, policies, and programs for the entire company.

## SUPERVISION RECEIVED:

Receives supervision from Chief Financial Officer

## SUPERVISION EXERCISED:

Human Resources Administrator, Payroll/HRIS Administrator, HR Generalist/Recruiting Supervisor, Recruiting Specialist, Benefits Specialist, HR Technicians, Payroll Technicians, Risk Management Supervisor

## DUTIES AND RESPONSIBILITIES:

*Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

### A. Essential Job Specific Duties:

1. Oversees the implementation of Human Resources programs through Human Resources staff. Monitors administration of established standards and procedures. Identifies opportunities for improvement and resolves any discrepancies.
2. Provides strategic planning and implementation of HR best practices and processes; implementation of agency policy and procedures.
3. Must be able to develop and implement a short and long-term human resources strategy and corresponding systems in alignment with the agency mission; support organizational growth and value; translate the agency's strategic plan into HR strategies.
4. Annually reviews and makes recommendations to executive management for improvement of the organization’s policies, procedures and practices on personnel and payroll matters.
5. Key focus areas include recruiting and staffing; employee orientation, development and training. Performance management, employment and compliance to regulatory concerns and employee relations. Management of compensation and benefits administration.
6. Provides management, direction and oversight for time and attendance and payroll processing and compliance activities.
7. Responsible to oversee labor negotiations and maintain positive relationships with Service Employees International Union (SEIU) Local 521 and ensure compliance with Union contract. Works with management and Union on contract negotiations and renewal.
8. Ensure compliance with ongoing regulatory and federal and state laws.

9. Develops and monitors an annual budget that includes Human Resources services, employee recognition, and company staff development.
10. Works directly with Human Resources consultants, attorneys and training specialist, and coordinates company use of insurance brokers, pension administrators and other outside sources.
11. Support management by providing human resources advice, counsel, analyze information and data, and ensure active communication between manager and employee.
12. Responsible for wage and salary reports and other compensation information. Ensure agency compliance with mandated compensation updates.
13. Work closely with the Chief Financial Officer to supply information to auditors. Monitor procedures to meet grant compliance in relationship to auditing standards. Ensure compliance and responses to CAPK audits.
14. Guide management and employee actions by researching, developing, writing, and updating policies, procedures, methods, and guidelines; communicate and enforce organizational values. Communicate changes in the organization's personnel policies and procedures and ensures that proper compliance is followed.
15. Administer employee benefit programs including retirement, group health and life insurance plans, short and long-term disability plan, COBRA and FMLA. Ensure billing from vendors is accurate and completed timely to present to the Finance Division.
16. Negotiate with insurance companies, brokers, or agencies with respect to premiums, terms and conditions, renewals, modifications of insurance contracts in coordination with the Chief Financial Officer.
17. Oversee the HRIS and Payroll software/data base for accuracy and safety of information. Automate HR processes by incorporating the use of HRIS and paperless systems. Ensure confidentiality of all electronic and paper employee data.
18. Oversees Attendance Tracking and related policies.
19. Oversees Performance Evaluations ensuring adherence to policies.
20. Attend and participate in professional group meetings; stay abreast of new trends and innovations in the field of human resources.
21. Performs special assignments/projects and other duties as assigned by the Chief Financial Officer.

**B. Payroll Management**

1. Responsible for directing and overseeing all aspects of timekeeping and payroll processing to ensure employees are paid accurately and in accordance with federal, state and local laws and regulations as well as agency policies.
2. Ensures payroll taxes are properly withheld, accurate payments are remitted to taxing authorities and accurate reporting is prepared and submitted by payroll vendor in a timely manner.
3. Ensures accurate withholding and remittance of employee contributions towards agency-provided health, retirement and supplemental benefits.
4. Guides Payroll Manager and other staff in reviewing and revising, as needed, policies, procedures, processes, internal controls, and data collection, reporting and storage systems to ensure all are functioning properly and efficiently.
5. Ensures all necessary timekeeping and payroll records are maintained in accordance with federal, state, and local laws and in accordance with grantor agencies requirements.
6. Ensures all required payroll-related reports are filed timely with appropriate federal, state, local and grantor agencies.

7. Works with external auditors and grantor agency reviewers to provide payroll information to assist with financial audits and compliance reviews and to address any issues that may arise during such audits and reviews.
8. Maintains cooperative relationships with payroll processing and other related vendors.

## MINIMUM QUALIFICATIONS:

*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

### Knowledge of:

- Agency policies and procedures
- Applicable federal, state, and local laws, codes, and regulations
- Departmental policies and procedures
- Modern office practices, methods, procedures and equipment including computers
- Word processing, spreadsheet, database, and other related software applications
- Payroll processing, procedures and state and federal laws according to paying employees

### Ability to:

- Communicate both orally and in written form with individuals at all levels of the organization, with vendor and partner organizations.
- Display strong and effective verbal presentation skills appropriate for a variety of staff and other professional audiences.
- Understand and interpret program revenue and expense budgets.
- Ability to create and use Excel spreadsheets for program data, personnel, benefits, and budget management tasks.
- Operate as a member of the Leadership Team.
- Interface with the Board, providing updates and recommendations as needed on topics related to HR.
- Set goals, in consultation with Chief Financial Officer, for staff performance and satisfaction; develop metrics; gather data and report results.
- Display strong technical and analytical skills
- Motivate and supervise subordinates in a day-to-day operation
- Communicate clearly with a collaborative approach; willing to develop and ensure the success of staff, and to create/sustain a positive work environment

## EDUCATION AND EXPERIENCE:

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

- Bachelor's degree in Human Resources or related field, and eight years experience in human resources with progressive responsibility, including at least five years at a management level. Master’s degree preferred.
- Certification as a Senior Professional in Human Resources (SPHR) required.
- Payroll certification and/or experience preferred.
- Demonstrated progressive experience in Management of an HR Department.
- Experience may substitute for education at the discretion of the Chief Financial Officer.

## OTHER REQUIREMENTS:

- Possession of a valid California Driver’s License and State automobile insurance, and

acceptable driving record substantiated by a DMV printout.

- Completion of a fingerprint background check, physical and substance abuse screening upon offer of employment.

**WORK ENVIRONMENT:**

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- Work is primarily performed indoors.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

**ESSENTIAL PHYSICAL DEMANDS:**

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| POSITION TITLE Director of Human Resources | | | |
|---|---|---|---|
| **Activity** **Hours Per Day** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |
| Bending (waist) | | | x |
| Squatting | | x | |
| Climbing | x | | |
| Kneeling | | x | |
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting (waist) | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | x | |
| Power Grasping (left hand) | | x | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing & Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |
| Reaching (below shoulder level) | | x | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75 lbs | x | | | x | | |
| 76-100 lbs | x | | | x | | |
| 100+ lbs | x | | | | | |

# Director of Head Start/State Child Development

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range:** Grade 14 **FLSA Status:** Exempt **Date Approved:**

**SUMMARY:**
Under the general direction of the Chief Program Officer, the Director of Head Start/State Child Development plans, organizes, controls and directs the operation, management and administration of Head Start/ Early Head Start / Early Head Start San Joaquin / Early Head Start Child Care Partnerships/ Home Visiting Initiative (Cal Works) and State Programs; develops, monitors, implements and evaluates programs policies and procedures; develops, administers and monitors program budgets; assures the Head Start /Early Head Start complies with and implements State, local and federal regulations; supervises and evaluates the performance of assigned personnel. Ensures all and is subject to applicable Federal and State laws, policies and regulations as determined by the Board of Directors and Policy Council. (Including leadership and technical expertise for program staff; assisting with the interpretation and implementation of all aspects of Head Start/Early Head Start Performance Standards, Federal and State regulations, funding source requirements and policies/practices).

**SUPERVISION RECEIVED:**
Receives supervision from Chief Program Officer

**SUPERVISION EXERCISED:**
Assistant Director of Head Start/State Child Development, Program, Design and Management Administrator, Fiscal Administrator, Education and Support Services Administrator, Partnership Administrator, Quality Assurance Manager, and Assistant to the Director of Head Start/State Child Development

**DUTIES AND RESPONSIBILITIES:**
*Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

**A. Essential Job Specific Duties:**

1. Program Planning and Operational Management: Oversees a management system that ensures proper planning and efficient operation of program design for the effective delivery of services.

    a. Ensures all required assessments are completed per grant regulations ie: community needs assessment; school readiness.
    b. Supervises design of each program option and ensures options are acceptable and approved by the Administration for Children and Families and other applicable regulations and organizations.
    c. Develops written procedures for program planning which includes a process for the formulation of program service objectives, a budget and work plan based on identified 5-year program goals.
    d. Develops and prepares annual preliminary program budgets; analyzes and reviews

budgetary and financial data; controls and authorizes expenditures in accordance with established limitations; monitors fiscal systems to assure and sustain program alignment; administers grants; develops and negotiates service contracts with subscribing educational systems, partnerships and consultants.

e. Directs and evaluates the performance of assigned staff; interviews and selects employees and recommends transfers, reassignments, terminations and disciplinary actions; determines need for, monitors and evaluates staff development programs and provides information to staff regarding professional development activities.
f. Communicates with other administrators, personnel and outside organizations to coordinate activities and programs, resolve issues and conflicts, and exchange information, visit classrooms, local agencies, and other Head Start agencies to exchange information and provide guidance.
g. Establishes and maintains partnerships with agencies/resources in the community as they relate to program goals and objectives.
h. Ensures program 5-year goals and School Readiness goals are updated and in compliance with regulations.
i. Provides systematic monitoring and support of programs consistent with Performance Standards, policies and procedures, and applicable regulations.
j. Maintains an internal communications system that includes an internal reporting record, and distribution of needed information to and from staff, parents, Policy Council and the Community Action Partnership of Kern Board of Directors.
k. Ensures that annual self-assessment and process for program and management improvement plans are conducted in conjunction with the Policy Council.
l. Directs public relations and community interface activities.

2. Personnel Management: oversees the identification of work to be done as related to the Performance Standards, administrative requirements and other Head Start policies to identify what duties and responsibilities need to be performed by staff in conjunction with the Agency's Human Resources Department, including evaluation of work performance, administrative support and human resources management; Provides leadership in establishing and maintaining quality work standards throughout the Division.

    a. Ensures that staff positions meet or exceed State of California Department of Education, Head Start and/or Community Care Licensing staffing requirements.
    b. Ensures that the division of labor is shared among staff and positions are sufficiently organized and defined for staff to fulfill work requirements.
    c. Ensures that staff assignments have been made to the proper positions based on meeting the minimum requirements.
    d. Works with the Human Resources Department to implement timely recruitment and selection process to ensure consistency with the budget plan, performance evaluations, coaching and counseling in accordance with applicable federal and state laws/regulations.
    e. Oversees the implementation of the performance evaluation system for all program staff within the Head Start/State Child Development Services Division on an annual basis, in accordance with applicable policies and procedures.
    f. Makes recommendation to the Chief Program Officer regarding hiring and terminations in accordance with Agency policy, applicable laws/regulations, and Appendix A, Governance and Management Responsibilities.
    g. Responsible for the development and implementation of training plans for staff, Policy Council, parents, volunteers and others involved in the operation of the Head Start, Early

Head Start, Early Head Start San Joaquin, Early Head Start Child Care Partnership, Home Visiting Initiative and State of California Department of Education programs.

3. Financial Management: in conjunction with the Chief Program Officer and Chief Finance Officer, oversees the grantee's responsibility in conducting the financial affairs of the Division, including Head Start, Early Head Start, and Fatherhood.

    a. In conjunction with the Agency's Chief Finance Officer and the Fiscal Administrator, develops and maintains an effective system of financial management that controls funds within the program and meets all necessary financial management requirements and applicable regulations.
    b. Oversees the development and preparation of the basic grant refunding application and any supplemental applications as required by contracts.
    c. Manages funds in order to achieve the maximum benefit from a limited amount of resources.
    d. Ensures that timely, accurate financial reports presented in an understandable format are provided to the Policy Council and Board of Directors to ensure adequate information to make decisions necessary to operate successful Child Development programs.
4. Performs other duties as assigned and required by the Chief Program Officer.

**B. Other Job Specific Duties:**
1. Attends all meetings, trainings, and conferences as assigned.
2. Maintains safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Is proactive in the program effort to recruit and enroll families that qualify for Partnership programs.
5. Performs any other like duties as assigned.

**MINIMUM QUALIFICATIONS:**
*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

**Knowledge of:**
Agency policies and procedures.
Applicable federal, state, and local laws, codes, and regulations.
Departmental policies and procedures.
Modern office practices, methods, procedures and equipment including computers.
Word processing, spreadsheet, database, and other related software applications.

**Ability to:**
Find solutions for conceptual matters.
Plan, organize, allocate, and control substantial resources.
Communicate effectively.
Display good interpersonal skills.
Attend evening and weekend meetings.
Effectively present program to the general public.
Establish professional working relationships with staff, agencies and parents.
Bilingual language fluency (Spanish/English) highly desirable

## EDUCATION AND EXPERIENCE:

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

- Bachelor's degree in Education, Child Development, Public Administration, Education Administration, or related field with 24 units ECE/CD, Child/Human Growth and Development; Child, Family and Community, or Child and Family Relations; Programs/Curriculum; plus 6 units in administration, and 6 units in adult supervision.
- Minimum five years senior management level experience in administering a child development program, division or department within a public agency or private non-profit organization.
- Demonstrated ability in project and budget planning.
- Five years of direct experience in managing government funded programs desirable.
- Knowledge of principles and practices of administration, budgeting, fiscal oversight, project management and personnel practices; Must have strong supervisory skills, effective communication skills, and the ability to work independently while managing competing demands; Federal, State, and local programs, laws and regulations pertaining to the operation of the Program.

## OTHER REQUIREMENTS:

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Completion of a physical and substance abuse screening upon offer of employment.
- Successful completion of TB clearance upon offer of employment and annually thereafter.
- Must be fingerprinted and have such records filed with the State Department of Social Services.

## WORK ENVIRONMENT:

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- Work is primarily performed indoors.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

## ESSENTIAL PHYSICAL DEMANDS:

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| **POSITION TITLE Director of Head Start/State Child Development** | | | |
|---|---|---|---|
| **Activity Hours Per Day** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |
| Bending (waist) | | | x |
| Squatting | | x | |
| Climbing | x | | |
| Kneeling | | x | |

| | | | |
|---|---|---|---|
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting (waist) | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | x | |
| Power Grasping (left hand) | | x | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing & Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |
| Reaching (below shoulder level) | | x | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75 lbs | x | | | x | | |
| 76-100 lbs | x | | | x | | |
| 100+ lbs | x | | | | | |

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# Director of Health & Nutrition

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range:** Grade 14 **FLSA Status:** Exempt **Date Approved:**

**SUMMARY:**
Under the direction of the Chief Program Officer (CPO), the Director of Health & Nutrition Services will monitor all Agency contracts and/or grants pertaining to health, health education, and nutrition to ensure programmatic compliance with Federal and State laws and/or regulations and any other requirements specific to the contracts and/or programs.

**SUPERVISION RECEIVED:**
Receives supervision from the Chief Program Officer.

**SUPERVISION EXERCISED:**
WIC Program Manager, Food Bank Manager, Migrant Childcare Alternative Payment (MCAP) Program Manager, Cal Fresh Healthy Living Program Manager, Central Kitchen, and supports the CEDS Nutrition Services staff

**DUTIES AND RESPONSIBILITIES:**
*Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

**A. Essential Job Specific Duties:**
1. Responsible for monitoring federal, state and county funds to ensure funds are allocated and expended in accordance with guidelines set by applicable funding sources and appropriate federal/state regulations.
2. Responsible for the overall operation of the programs including planning, developing, implementing and monitoring policies and procedures to ensure compliance with program/contract goals and objectives, in accordance with the funding sources requirements and scope of work.
3. Oversees the development, implementation, and monitoring of programs budgets for the Division.
4. Oversees program operations to ensure effective use of funds and compliance with rules and regulations set forth by the funding source.
5. Interprets and applies state and federal laws, contract rules and regulations, and policies appropriate to program operations.
6. Develops funding concepts and grants for implementation and project management of programs and services. Provides support in the preparation and submission of funding applications to meet the program's goals and objectives.
7. Identifies problems with program performance regarding agency contracts and/or grants; makes recommendations for corrective actions.
8. Assists personnel with the implementation of solutions to identified performance problems with agency contracts, including the evaluation of work performance on a timely basis, and providing administrative and human resources support.
9. Provides oversight of the overall operation and administration of the Central Kitchen,

including compliance with the Head Start Performance Standards in relations to food service; meals/menus ages 0 – 4 years, special dietary requirements.
10. In conjunction with the Chief Financial Officer, develops and maintains an effective system of financial management and budget development that controls funds within the Division and meets all necessary financial management requirements and applicable regulations.
11. Apprises the CPO of the status of agency contracts/program performance on a periodic basis.
12. Assist the CPO with presentations to the Board of Directors and its subcommittees, elected officials, private and public agencies and the community.
13. Works in collaboration with other agencies, organizations and/or local government that support and enhance services provided by the Partnership.
14. Establishes and maintains positive working relationships with staff, board members, the community, other organizations, and elected officials as well as state and federal funding representatives.
15. Oversees nutritional services for Child Education & Development Services programs, to include, but not limited to, approval of menus, review of special diets and diet modifications, and oversee high-risk diets.
16. Responsible for ensuring that internal controls are developed and implemented to safeguard confidential information and documents, the disclosure of which could have an adverse effect on the agency's relationships with other individuals and/or organizations.
17. Performs special assignments/projects and other duties as assigned by the CPO.

**B. Other Job Specific Duties:**
1. Attends all meetings, trainings, and conferences as assigned.
2. Maintains safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Is proactive in the program effort to recruit and enroll families that qualify for Partnership programs.
5. Performs any other like duties as assigned or as needed.

**MINIMUM QUALIFICATIONS:**
*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

**Knowledge of:**
Agency policies and procedures
Applicable federal, state, and local laws, codes, and regulations
Departmental policies and procedures
Modern office practices, methods, procedures and equipment including computers
Word processing, spreadsheet, database, and other related software applications

**Ability to:**
Deal with conceptual matters.
Plan, organize, allocate, and control substantial resources.
Communicate effectively.
Display interpersonal skills.
Attend evening and weekend meetings.
Effectively present program to the general public.
Establish professional working relationships with staff, agencies and parents.
Bilingual language fluency (Spanish/English) highly desirable

## EDUCATION AND EXPERIENCE:

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

Education:

- B.S./B.A. degree from an accredited institution with a major in Nutrition, Food Service, or closely related field.
- Possession of an advance degree is desirable and may be substituted for one (1) year of required experience.
- Registered Dietitian; current registration with the Academy of Nutrition and Dietetics.

Experience:

- Five (5) years senior management level experience, including supervision, in directing, organizing and coordinating the administrative activities within a division, department, or program within a public agency or private non-profit organization; emphasis in health, health education and nutrition programs desirable.
- Public speaking experience and media relations is desirable.
- Any equivalent combination of education and/or experience may be acceptable.

Skills:

- Must have knowledge of principles and practices of non-profit administration, budgeting, fiscal oversight, grant and project management and HR/employee practices
- Must have strong supervisory skills, effective communication skills, and the ability to work independently while managing competing demands
- Must have ability to gather and analyze data and make comprehensive reports and recommendations.
- Must have the ability to communicate effectively and prepare clear and concise reports.
- Must have the ability to establish and maintain effective working relationships; Federal, State, and local programs, laws and regulations pertaining to the operation of the program; analyze demographic and program statistical data to effectively plan program goals and objectives

## OTHER REQUIREMENTS:

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Must be fingerprinted and have such records filed with the State Department of Social Services.
- Completion of physical and substance abuse screening upon offer of employment.
- Successful completion of TB screening upon employment and annually thereafter.

## WORK ENVIRONMENT:

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- Work is primarily performed indoors.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

## ESSENTIAL PHYSICAL DEMANDS:

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| POSITION TITLE Director of Health & Nutrition | | | |
|---|---|---|---|
| **Activity** **Hours Per Day** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |
| Bending (waist) | | | x |
| Squatting | | x | |
| Climbing | x | | |
| Kneeling | | x | |
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting (waist) | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | x | |
| Power Grasping (left hand) | | x | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing & Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |
| Reaching (below shoulder level) | | x | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75 lbs | x | | | x | | |
| 76-100 lbs | x | | | x | | |
| 100+ lbs | x | | | | | |

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# Director of Community Development

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range:** Grade 14 **FLSA Status:** Exempt **Date Approved:**

**SUMMARY:**
Under the director of the Chief Program Officer (CPO), the Director of Community Development will direct, supervise and monitor all agency contract and/or grants that pertain to homeless services and self-sufficiency services (2-1-1 Kern County, Coordinated Entry Systems (CES), Homeless Management Information Systems (HMIS), Homeless Shelter operations, Housing and Veterans Services). Ensure programmatic compliance with Federal and State laws and/or regulations and any other requirements specific to the contracts/programs.

**SUPERVISION RECEIVED:**
Receives supervision from the Chief Program Officer (CPO).

**SUPERVISION EXERCISED:**
Supervises Program Manager 211, Homeless Services Program Manager(s), and Coordinated Entry Services

**DUTIES AND RESPONSIBILITIES:**
*Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

**A. Essential Job Specific Duties:**

1. Performs internal quality control activities to monitor and evaluate the progress of contracts to ensure that the goals and objectives of the contracts and/or grants are being met within required time frames; and to prepare for audits/programmatic quality reviews from external agencies.
2. Reviews and coordinates budget preparation, monitors expenditures and revenues for assigned programs/contracts, and coordinates required periodic program reporting as required.
3. Initiates, directs, and evaluates program activities and effectiveness, i.e., compliance with funding conditions, meeting program priorities, ensuring quality of services, and making recommendations, as appropriate.
4. Monitors, establishes, and maintains strategies, objectives, and priorities for respective programs/contracts; and apprises the Chief Program Officer of the status of agency contracts/program performance on a periodic basis. Identifies problems with program performance regarding agency contracts and/or grants; makes recommendations for corrective actions; and implement the corrective actions
5. In conjunction with the Chief Financial Officer, develops and maintains an effective system of financial management and budget development that controls funds within the Division and meets all necessary financial management requirements and applicable regulations including funding guidelines.
6. Interprets and applies state and federal laws, contract rules, and regulations and policies appropriate to program operations.
7. Assists the Chief Program Officer in providing effective presentations to the Board of Directors

and its subcommittees, elected officials, private and public agencies, and the community.
8. Prepares management analyses and reports on various contracts/programs for strategic planning purposes and presentations to appropriate policy bodies.
9. Works in collaboration with other agencies, organizations, and/or local government that support and enhance services provided by Community Action Partnership of Kern.
10. Establishes and maintains positive working relationships with staff, board members, the community, other organizations, and elected officials, as well as state and federal funding representatives.
11. Performs special assignments/projects and other duties as assigned by the Chief Program Officer.
12. Serves as a liaison on the county-wide homeless collaborative to ensure that the needs of the homeless population are being met.
13. Analyze and interpret HMIS data to communicate homeless population outcome data.

**B. Other Job Specific Duties:**
1. Attends all meetings, trainings, and conferences as assigned.
2. Maintains safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Is proactive in the program effort to improve the lives of homeless clients with a "housing first" mindset
5. Performs any other like duties as assigned.

**MINIMUM QUALIFICATIONS:**
*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

**Knowledge of:**
Resource and fund development
Research techniques and resources
Word processing, spreadsheet, database and other related software
Agency policies and procedures
Applicable federal, state, and local laws, codes, and regulations
Departmental policies and procedures
Word processing, spreadsheet, database, and other related software

**Ability to:**
Supervise diverse staff
Plan, organize, allocate, and control resources
Communicate verbally and electronically effectively
Attend evening and weekend meetings
Effectively work in group settings with other Directors, Managers, Board of Directors, and others
Effectively present programs to the general public
Establish professional working relationships with staff, service providers and partners, and the community
Bilingual language fluency (Spanish/English) highly desirable

**EDUCATION AND EXPERIENCE:**
*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

- B.S./B.A. degree from an accredited institution with a major in Public Administration, Business

Administration or closely related field (possession of an advanced degree is desirable and may be substituted for one (1) year of required experience).
- Five (5) years senior management level experience, including supervision, in directing, organizing and coordinating the administrative activities within a division, department, or program within a public agency or private non-profit organization.
- Any equivalent combination of education and/or experience may be acceptable.

## OTHER REQUIREMENTS:

- Must have strong and effective supervisory and communication skills.
- Public speaking experience and media relations desirable
- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Bilingual (English/Spanish) capabilities desirable
- Completion of a physical and substance abuse screening upon offer of employment.

## WORK ENVIRONMENT:

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- Work is primarily performed indoors.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

## ESSENTIAL PHYSICAL DEMANDS:

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| **POSITION TITLE Director of Community Development** | | | |
|---|---|---|---|
| **Activity Hours Per Day** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |
| Bending (waist) | | | x |
| Squatting | | x | |
| Climbing | x | | |
| Kneeling | | x | |
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting (waist) | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |

| | | | |
|---|---|---|---|
| Power Grasping (right hand) | | x | |
| Power Grasping (left hand) | | x | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing & Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |
| Reaching (below shoulder level) | | x | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75 lbs | x | | | x | | |
| 76-100 lbs | x | | | x | | |
| 100+ lbs | x | | | | | |

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# Director of Youth and Community Services

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range:** Grade 14 **FLSA Status:** Exempt **Date Approved:**

**SUMMARY:**
Under the general direction of the Chief Program Officer, the Director of Youth & Community Services will direct, supervise and monitor all Agency contracts and/or grants pertaining to youth services and self-sufficiency services, (Americorps, Youth Services, East Kern Family Resource Center, Energy Programs, and VITA/IDA Program) to ensure programmatic compliance with Federal and State laws and/or regulations and any other requirements specific to the contracts/programs.

**SUPERVISION RECEIVED:**
Receives supervision from Chief Program Officer

**SUPERVISION EXERCISED:**
Energy Program Administrator, 211 Kern County Program Manager, Youth Services Program Managers, Americorps Program Manager, and VITA/IDA Program Manager.

**DUTIES AND RESPONSIBILITIES:**
*Disclaimer: This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

1. **Essential Job Specific Duties:**
2. Performs internal quality control activities to monitor and evaluate the progress of contracts to ensure that the goals and objectives of the contracts and/or grants are being met within required time frames; and to prepare for audits/programmatic quality reviews from external agencies
3. Reviews and coordinates budget preparation, monitors expenditures and revenues for assigned programs/contracts, and coordinates required periodic program reporting as required.
4. Initiates, directs, and evaluates program activities and effectiveness, i.e., compliance with funding conditions, meeting program priorities, ensuring quality of services, and making recommendations, as appropriate.
5. Monitors, establishes, and maintains strategies, objectives, and priorities for respective programs/contracts; and apprises the Chief Program Officer of the status of agency contracts/program performance on a periodic basis. Identifies problems with program performance regarding agency contracts and/or grants; makes recommendations for corrective actions; and implement the corrective actions
6. In conjunction with the Chief Financial Officer, develops and maintains an effective system of financial management and budget development that controls funds within the Division and meets all necessary financial management requirements and applicable regulations including funding guidelines.
7. Interprets and applies state and federal laws, contract rules, and regulations and policies appropriate to program operations.
8. Assists the Chief Program Officer in providing effective presentations to the Board of Directors and its subcommittees, elected officials, private and public agencies, and the community.

9. Prepares management analyses and reports on various contracts/programs for strategic planning purposes and presentations to appropriate policy bodies.
10. Works in collaboration with other agencies, organizations, and/or local government that support and enhance services provided by Community Action Partnership of Kern.
11. Establishes and maintains positive working relationships with staff, board members, the community, other organizations, and elected officials, as well as state and federal funding representatives.
12. Performs special assignments/projects and other duties as assigned by the Chief Program Officer.

**B. Other Job Specific Duties:**

1. Attends all meetings, trainings, and conferences as assigned.
2. Maintains safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Is proactive in the program effort to recruit and enroll families that qualify for Partnership programs.
5. Performs any other like duties as assigned.

**MINIMUM QUALIFICATIONS:**

*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

**Knowledge of:**

Principles and practices of nonprofit administration.
Budgeting and fiscal oversight.
Project management.
Local Programs.
Personnel practices.
Agency policies and procedures
Applicable federal, state, and local laws, codes, and regulations
Modern office practices, methods, procedures and equipment including computers
Word processing, spreadsheet, database, and other related software applications

**Ability to:**

Work independently while managing competing demands.
Gather and analyze data and make comprehensive reports and recommendations.
Communicate effectively and prepare clear and concise reports.
Establish and maintain effective working relationships. must have the ability to analyze demographic and program statistical data to effectively plan program goals and objectives
Deal with conceptual matters
Plan, organize, allocate, and control substantial resources.
Attend evening and weekend meetings
Effectively present program information to the general public.

**EDUCATION AND EXPERIENCE:**

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

- B.S./B.A. degree from an accredited institution with a major in Public Administration, Business Administration or closely related field (possession of an advanced degree is desirable and may be substituted for one (1) year of required experience).

- Five (5) years senior management level experience, including supervision, in directing, organizing and coordinating the administrative activities within a division, department, or program within a public agency or private non-profit organization.
- Any equivalent combination of education and/or experience may be acceptable.

**OTHER REQUIREMENTS:**

- Must have strong and effective supervisory and communication skills.
- Public speaking experience and media relations desirable
- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Bilingual (English/Spanish) capabilities desirable
- Completion of a physical and substance abuse screening upon offer of employment.

**WORK ENVIRONMENT:**

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- Work is primarily performed indoors.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

**ESSENTIAL PHYSICAL DEMANDS:**

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| POSITION TITLE Director of Family, Youth and Community Services | | | |
|---|---|---|---|
| **Activity Hours Per Day** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |
| Bending (waist) | | | x |
| Squatting | | x | |
| Climbing | x | | |
| Kneeling | | x | |
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting (waist) | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | x | |
| Power Grasping (left hand) | | x | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing & Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |

| | | | |
|---|---|---|---|
| Reaching (below shoulder level) | | x | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75 lbs | x | | | x | | |
| 76-100 lbs | x | | | x | | |
| 100+ lbs | x | | | | | |

# COMMUNITY ACTION PARTNERSHIP OF KERN

## MEMORANDUM

**To:** Personnel Committee

**From:** Yolanda Gonzales, Director of Head Start and State Child Development

**Date:** March 12, 2020

**Subject:** *Agenda Item 5b:* Head Start and State Child Development Reorganization – **Action Item**

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The Head Start and State Child Development Division has experienced substantial growth over the past several years. This growth has expanded services, improved quality, and enhanced facilities through multiple Federal and State grants. Additionally, we have significant funding opportunities pending for 2020 that will expand services and facilities even more. As the division has grown, key staff have experienced an increase in workload that has led to the need for a reorganization of duties for the division. Through a series of planning meetings, consultation with the Human Resource Division, the Finance Division and the Chief Executive officer, staff are presenting the Personnel Committee with the attached Organizational Structure for consideration and approval.

To summarize the new organizational structure in the attached, please note the color coordination below:

| | |
|---|---|
| Yellow = Added Positions | Newly added positions include: Assistant Director of Head Start and State Child Development (2), Program Administrator, Administrative Analyst, Mentor Coach II, Wellness and Mental Health Manager, and Behavioral Support Specialists (4). Four of the six Job Descriptions have been drafted, reviewed with Human Resources, and presented for review and recommend for Board approval. The Wellness and Mental Health Manager as well as the Behavioral Support Specialist Job Descriptions will be presented for approval with the Quality Improvement funding application in April. |
| Green = New Titles | New Titles represent existing positions that are currently approved job descriptions. Program is proposing the change in title to bring consistency to similar roles with like duties. |
| Tan = Increase in Quantity of Position | An Increase in Number of Positions stem from the growth within the division, workloads have expanded to require additional staff to support the demand. |
| Purple = New Supervisor | Positions assigned to New Supervisors. With the addition of Assistant Directors, the alignment of supervision changed for some positions and these job descriptions have been revised to mirror the Organizational Structure proposed. |

| | |
|---|---|
| Blue = Divided Duties | Finally, the two positions notated in blue represent a division in dual roles. It is proposed that the dual role be split and there be two separate positions each with two staff. |

Staff have revised all affected budgets to support these changes. All positions are allocated appropriately, and administrative costs are within the allowable range. The current HS/EHS budgets support most of these positions. Other funding sources include Head Start Quality Improvement funding and California Department of Education fund. Positions allocated to these grants are notated within the organization structure. These positions will not be filled until funding has been awarded. The budgetary changes proposed will support the workforce needed without compromising quality services to children.

The key factors within this reorganization is to bring equity in the workload and to create succession planning as reflected in CAPK's Strategic Plan Goal 5. Once fully implemented, none of the current staff will be displaced or demoted.

**Recommendation**

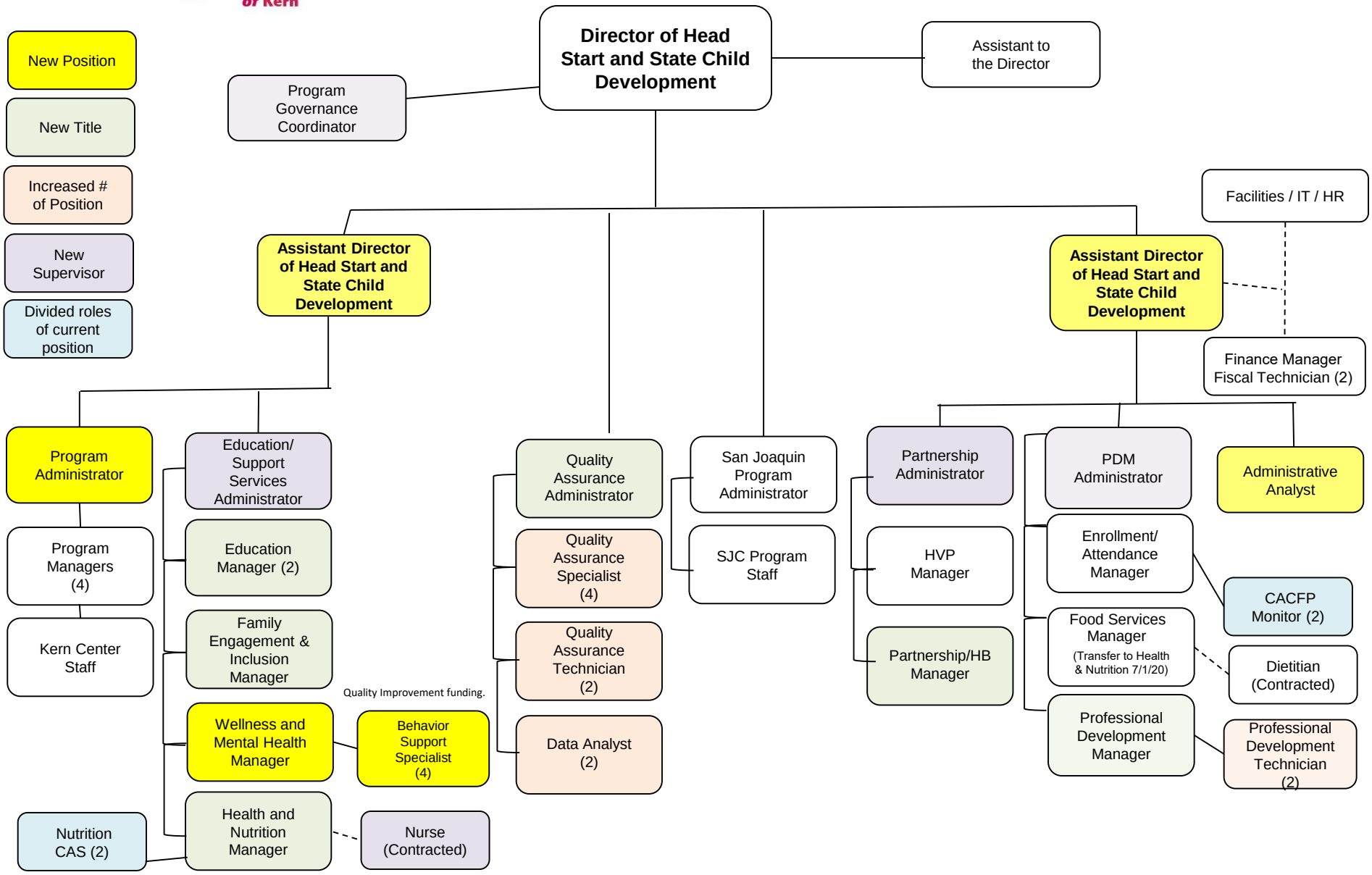
Staff recommends the Personnel Committee approve the Head Start and State Child Development division organizational structure and the addition of 6 positions noted.

Attachments:

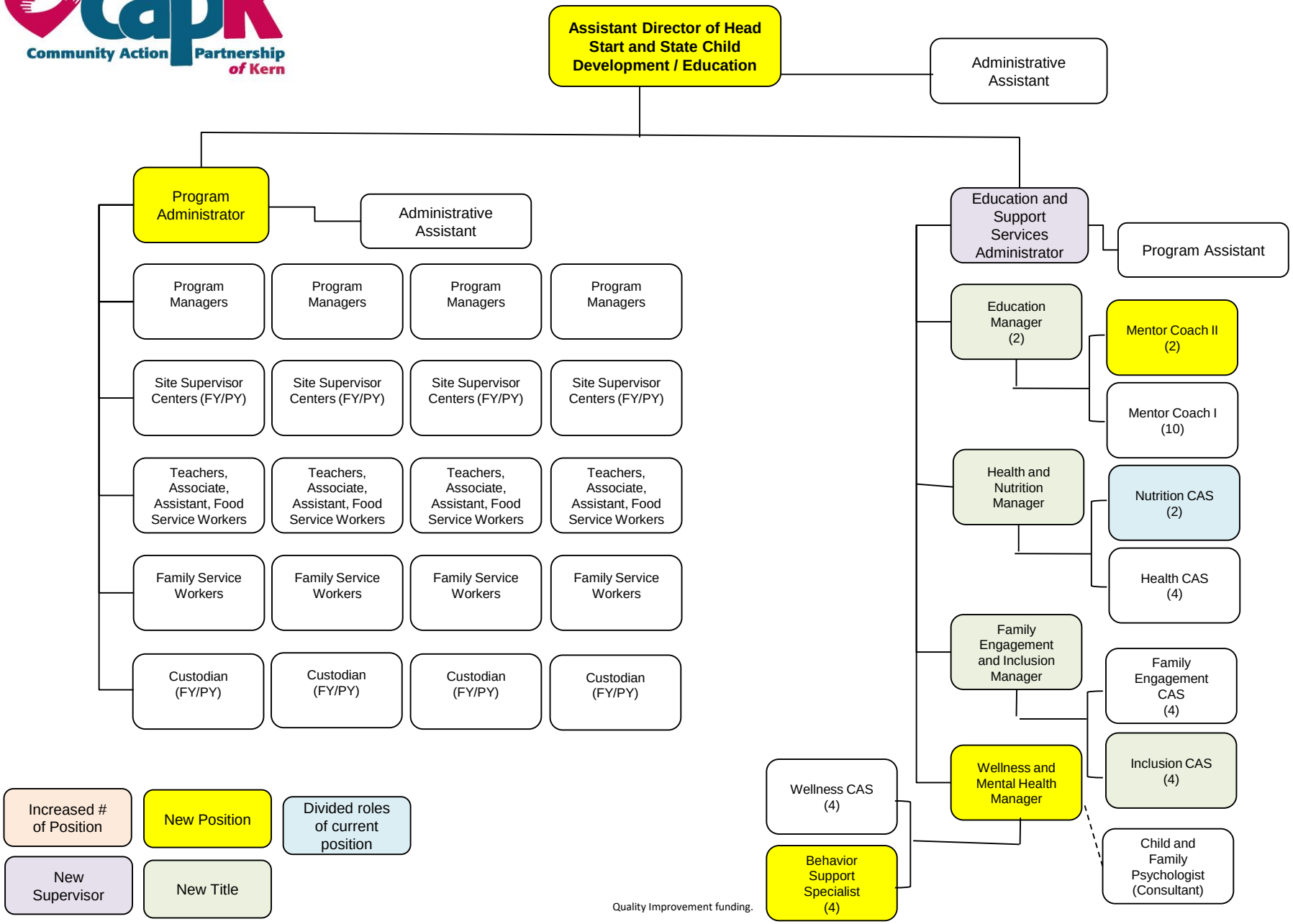
Head Start and State Child Development Organizational Chart

The following will be presented at the meeting:
Assistant Director of Head Start and State Child Development ~ Education Job Description
Assistant Director of Head Start and State Child Development ~ Program Job Description
Administrative Analyst
Mentor Coach II

# Head Start/State Child Development Programs

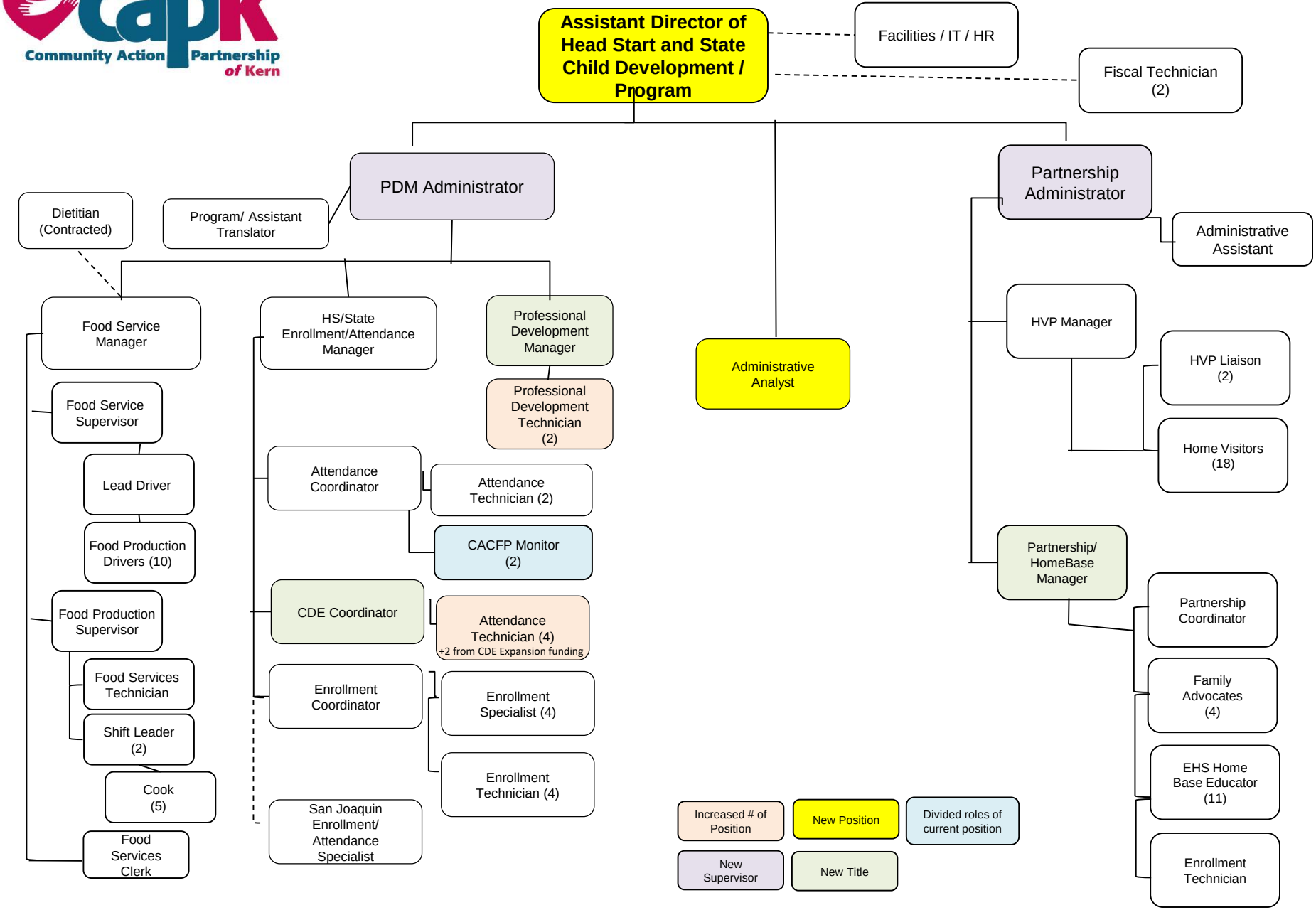


# Head Start/State Child Development Programs

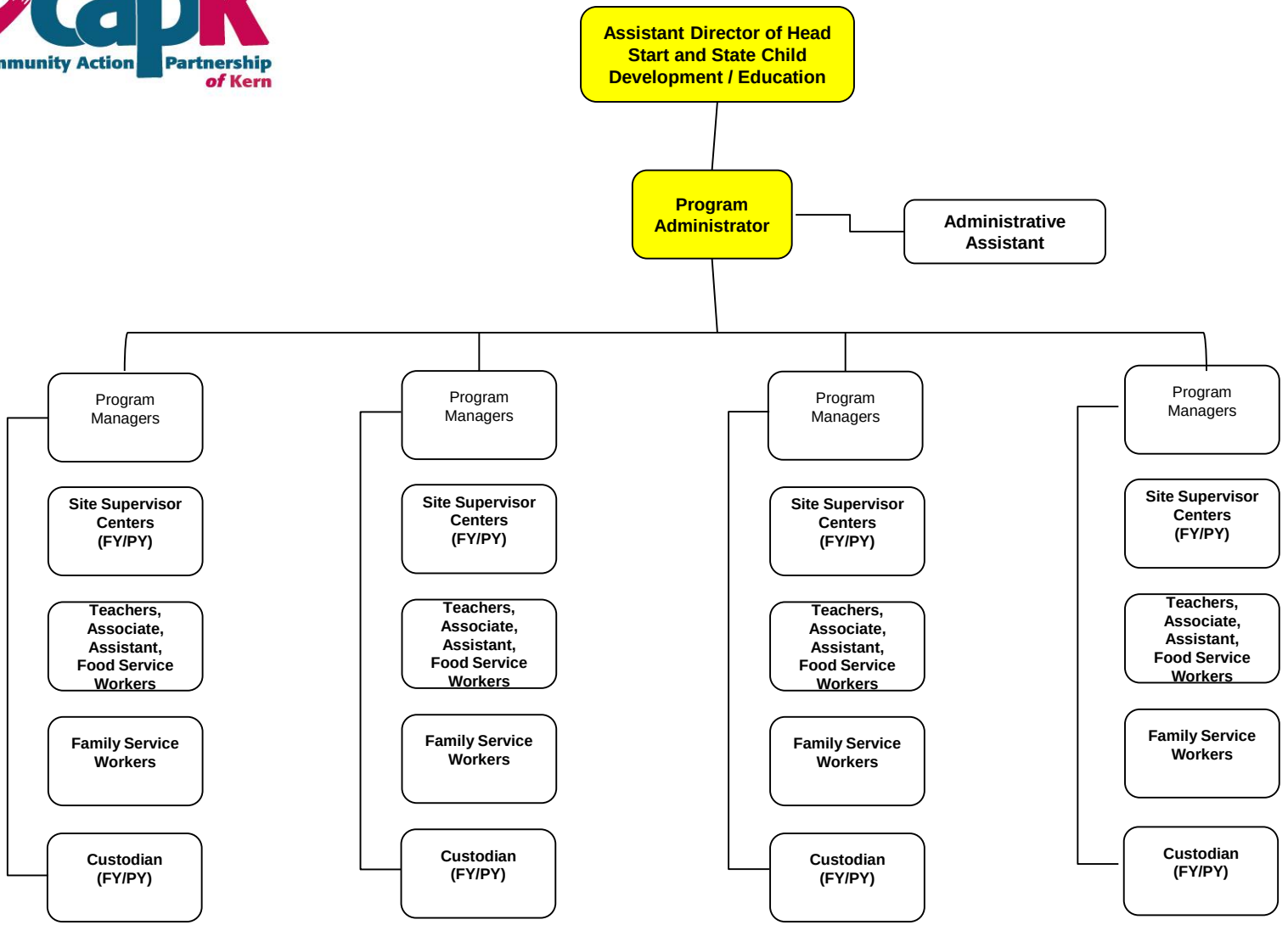



Quality Improvement funding.

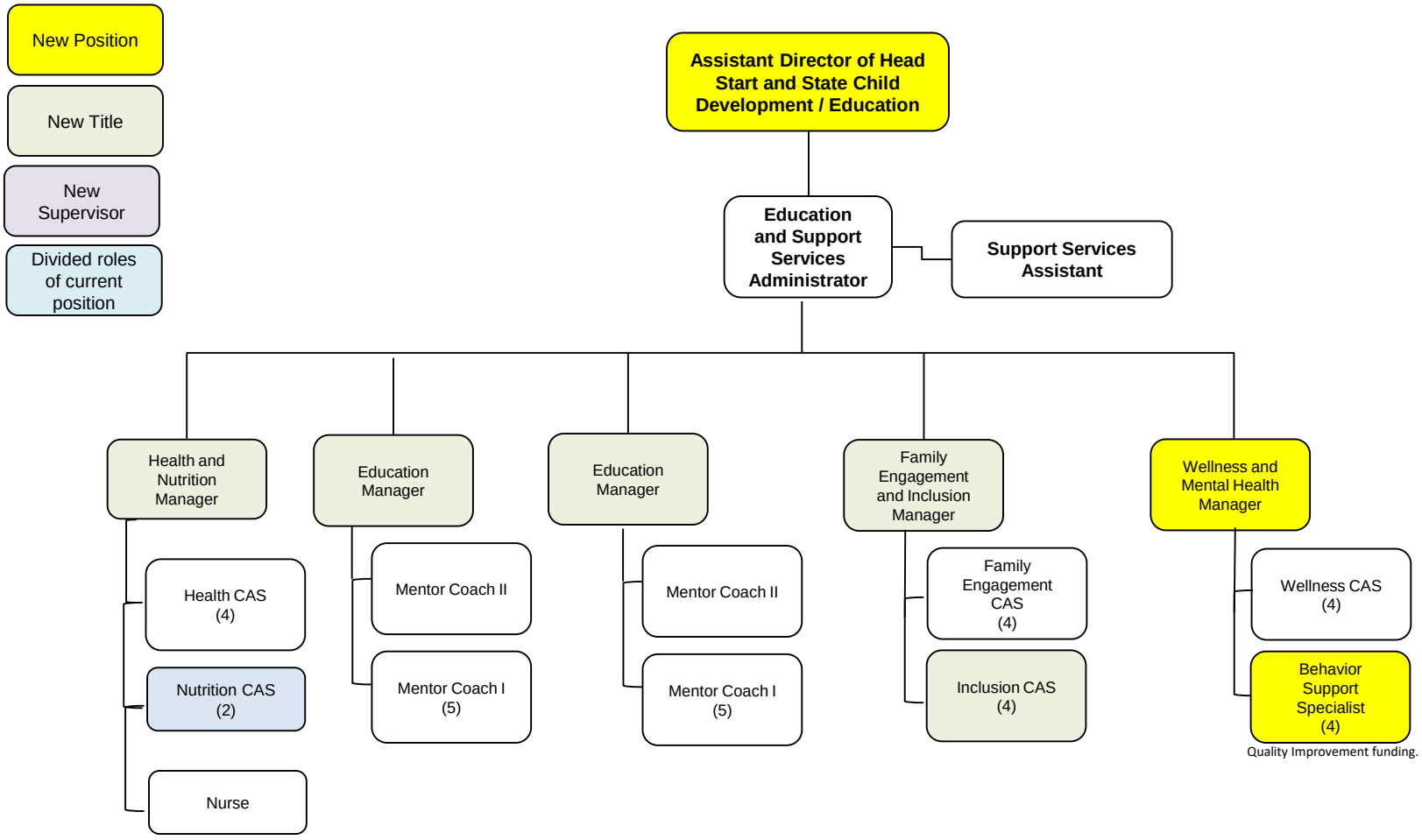
# Head Start/State Child Development Programs



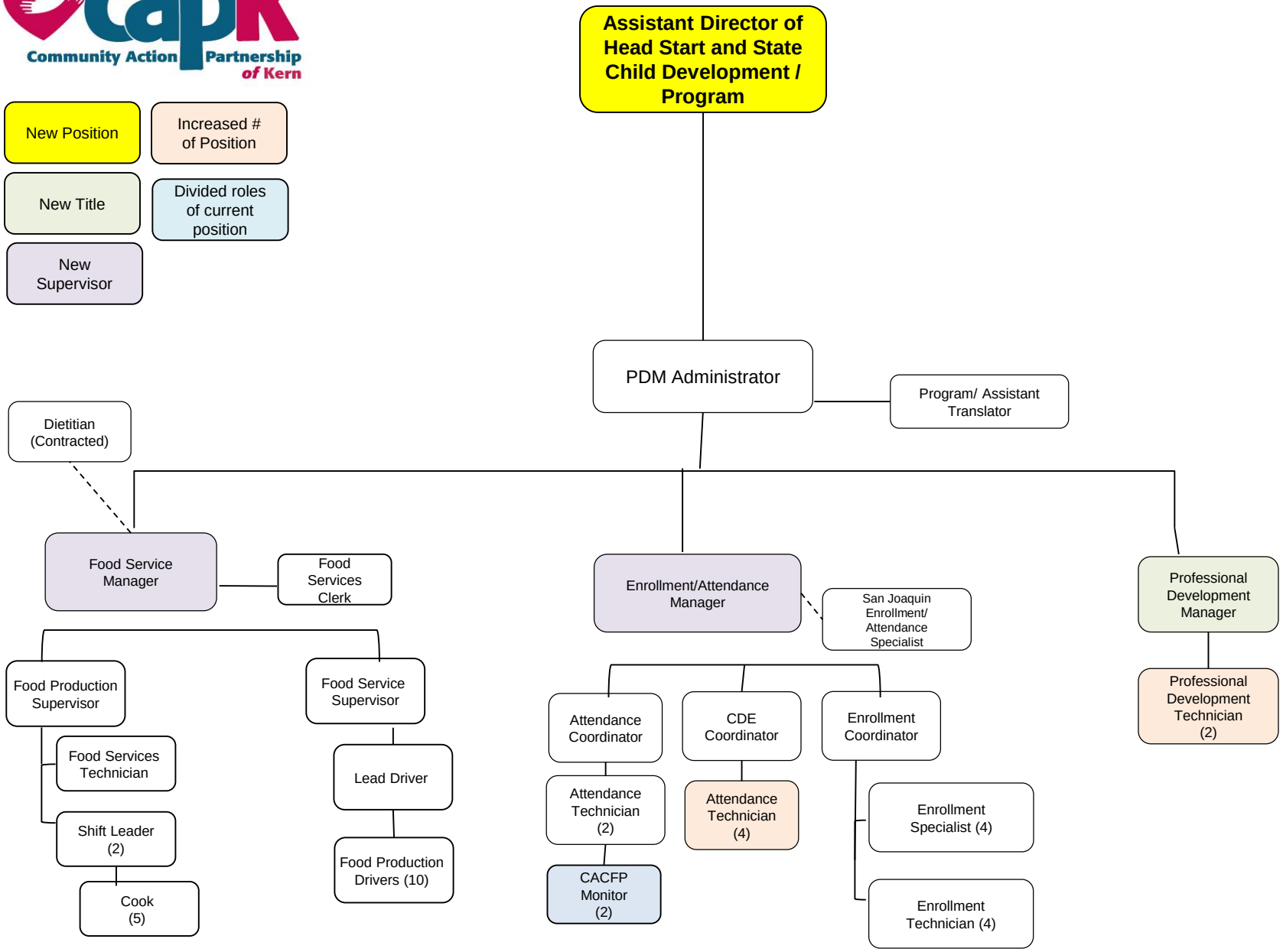
# Head Start/State Child Development Programs



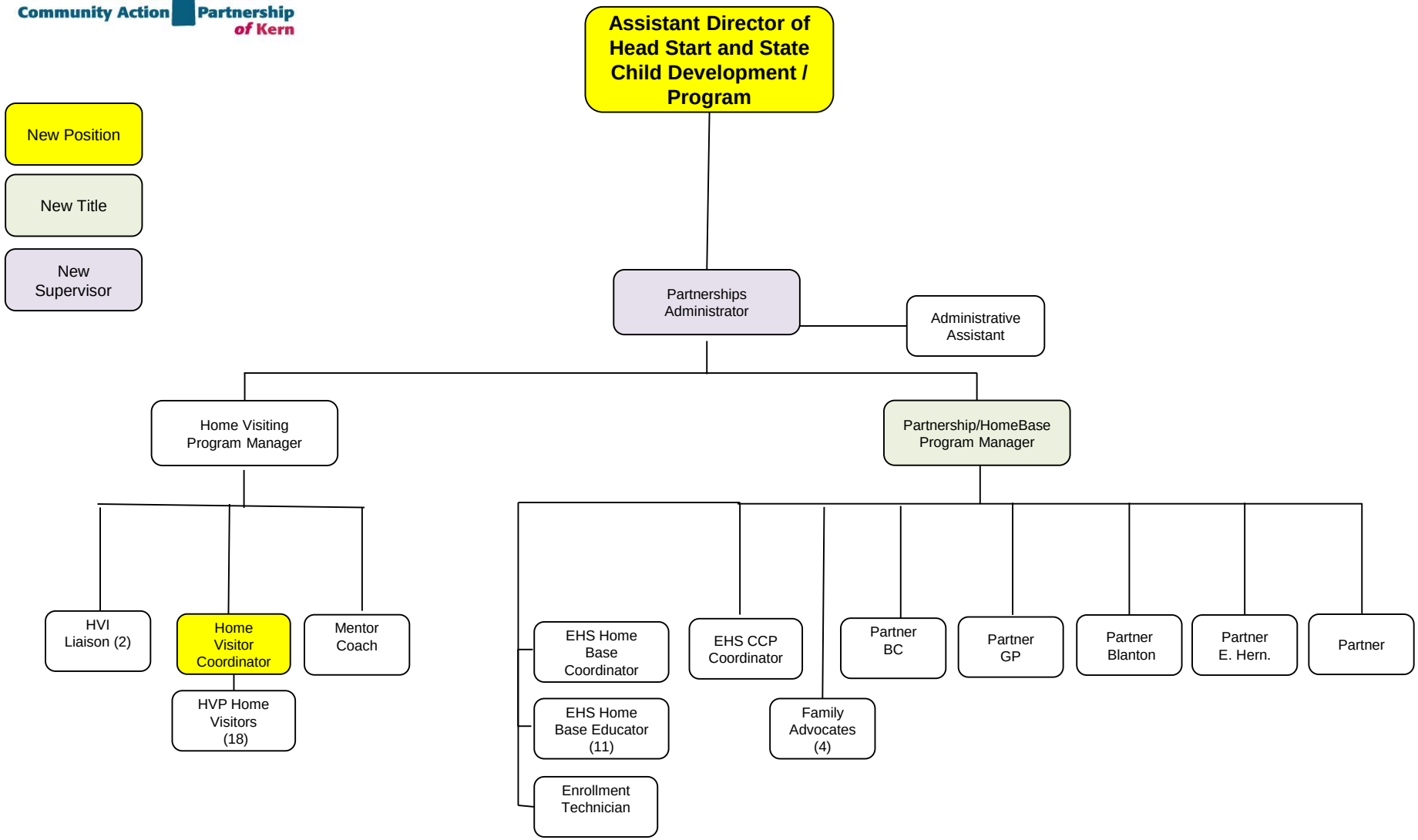
# Head Start/State Child Development Programs



# Head Start/State Child Development Programs



# Head Start/State Child Development Programs



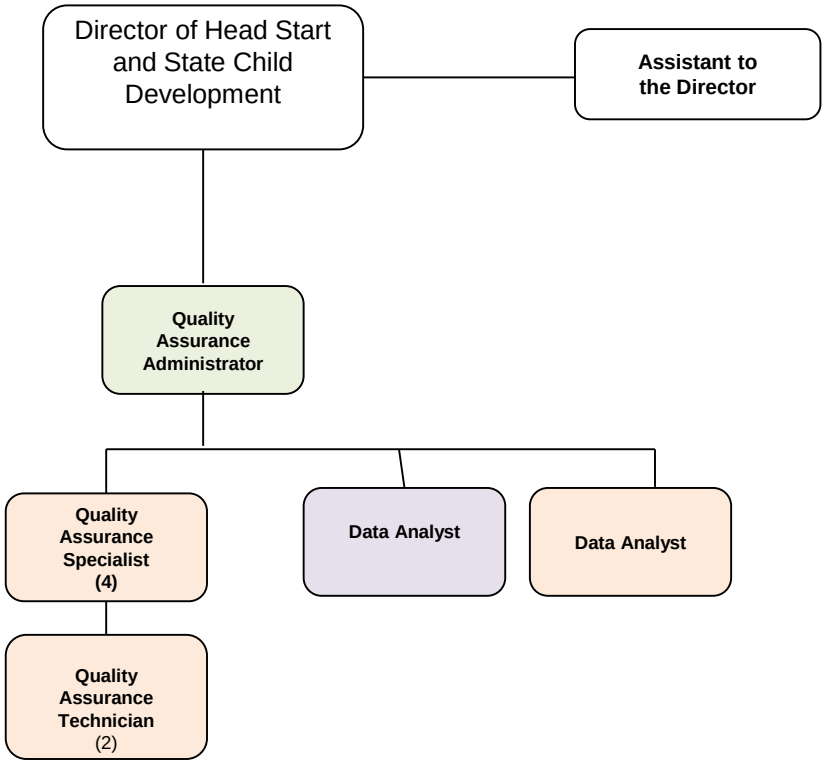
# *Head Start/State Child Development Programs*

New Position

Increased # of Position

New Title

New Supervisor



Community Action Partnership of Kern

*Helping People. . . Changing Lives.*

# MEMORANDUM

**To:** Personnel Committee

**From:** Carmen Segovia, Director of Health & Nutrition

**Date:** March 12, 2020

**Subject:** *Agenda Item 5c:* Revised Job Descriptions for Food Bank Program Manager and Food Bank Operations Supervisor – **Action Item**

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The Food Bank Program Manager job description has not been reviewed or revised since March 9, 2017. Since then, the responsibilities of the Food Bank Manager have grown to include the operation of the Commodity Supplemental Food Program (aka Senior Food Program) which serves 4,300 seniors per month, the Trade Mitigation Program and an overall increase in the number of pounds of food that it distributes throughout Kern County. The number of pounds of food distributed are as follows:

| Fiscal Year | Pounds |
|---|---|
| 2016-17 | 13,767,294 |
| 2017-18 | 13,749,371 |
| 2018-19 | 14,419,580 |
| 2019-20 | 21,846,838 |

The revised Job Description was submitted to the Human Resources Division for review and pointing and it was determined that with the current requirements and responsibilities of the position, it should be a Grade 11 rather than a Grade 10 as it was in 2017.

The difference in compensation is as follows:

Grade 10

| Minimum | Mid | Maximum | Minimum | Mid | Maximum |
|---|---|---|---|---|---|
| $ 51,584.00 | $ 64,459.20 | $ 77,376.00 | $ 24.80 | $ 30.99 | $ 37.20 |

Grade 11

| Minimum | Mid | Maximum | Minimum | Mid | Maximum |
|---|---|---|---|---|---|
| $ 59,321.60 | $ 74,152.00 | $ 88,982.40 | $ 28.52 | $ 35.65 | $ 42.78 |

Funds are available in the budget to support the proposed increase.

Additionally, upon review of the current job description of the Food Bank Operations Supervisor, it was determined that to improve the operation of the Food Bank, it is at times necessary for the

Operations Supervisor to assist with warehouse activities such as driving a forklift, driving a box truck and/or company vehicles. Thus, being forklift certified and required to assist with driving company vehicles used by the Food Bank was added to the job description.

The revised job description was submitted to the Human Resources Division for review and pointing and it was determined that the added requirements and responsibilities of the position did not change the grade that it is currently pointed at: Grade 9.

The compensation for Grade 9 is as follows:

| Minimum | Mid | Maximum | Minimum | Mid | Maximum |
|---|---|---|---|---|---|
| $ 44,824.00 | $ 56,076.80 | $ 67,288.00 | $ 21.55 | $26.96 | $ 32.35 |

Recommendation

Staff recommends that the Personnel Committee approve the revised Food Bank Manager job description as a Grade 11 and changes to the Food Bank Operations Supervisor job description as a Grade 9.

Attachment:
Food Bank Manager job description
Food Bank Operations Supervisor job description

# PROGRAM MANAGER

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range:** Grade 11 **FLSA Status:** Exempt **Date Approved:**

**SUMMARY:**
Under the direction of the Director of Health & Nutrition Services, the Food Bank Program Manager is responsible for the efficient operation of the Food Bank in accordance with federal, state and local government statutes, regulations, and performance standards. The Program Manager plans, coordinates, supervises, implements, and evaluates programs and objectives designed to identify the food and nutrition needs of low-income residents and provide services to alleviate those needs. The Food Bank Program Manager is responsible for coordinating staff, volunteers, programs and applicable Food Bank services including the coordination of over one hundred (100) distribution sites throughout Kern County and the Commodity Supplemental Food Program (CSFP).

**SUPERVISION RECEIVED:**
Receives supervision from Director of Health and Nutrition.

**SUPERVISION EXERCISED:**
Operations Supervisor, Food Sourcer, Lead Administrator Clerk, Warehouse Coordinator, Agency Relations Coordinator, CSFP Coordinator and volunteers.

**DUTIES AND RESPONSIBILITIES:**
*Disclaimer – This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

**A. Essential Job Specific Duties:**

1. Develop and implement operating and administrative policies and procedures to ensure efficient operation of programs.
2. Ensure compliance with federal, state, and local regulations; compliance with the scope of work as defined by funding sources and contracts such as the Feeding America Program.
3. Develop objectives and options based on information results from community needs assessments of anti-hunger programs.
4. Responsible for the development of plans for the utilization of community and Food Bank resources, including staffing requirements.
5. Provides direct supervision to warehouse employees and volunteers in the absence of the Operations Supervisor, Warehouse Coordinator and/or CSFP Coordinator.
6. Initiate and maintain liaison with public and private agencies that provide supporting

services to address hunger in Kern County.
7. Responsible for the implementation of internal and external reporting systems and procedures for monitoring program results.
8. Responsible for the development, preparation and monitoring of operation budgets and grant proposals.
9. Provide leadership by example and maintain quality work standards.
10. Responsible for the coordination and operation of the USDA Commodities, The Emergency Food Assistance (TEFAP), Emergency Food & Shelter, the Commodity Supplemental Food Program (CSFP), Feeding America programs and activities and community donated resources.
11. Responsible for the care and maintenance of all Food Bank vehicles and equipment.
12. Responsible for maintaining perpetual inventory control of all food items and non-food items through institution of the first-in-first out rotation of inventory and using the inventory software program.
13. Responsible for implementing and monitoring contracts with federal, state and local funding sources.
14. Responsible for maintaining a network of distribution partners/sites throughout the county.
15. Responsible for the oversight to recruit and coordinate volunteer services which is conducted by the Agency Relations Supervisor.
16. Assist the Director of Health and Nutrition Services with program status reports to be presented to the CAPK Board of Directors.
17. Responsible for safeguarding and controlling confidential information using care and discretion to protect the organization from substantial loss.
18. Assist in obtaining funding provided by federal, state and local sources and donations for community resources. Actively seek alternate funding sources for the Food Bank.
19. Responsible for the development and implementation of a strategic plan for the Food Bank.
20. Responsible for being the primary media contact for the Food Bank and works closely with CAPK's Outreach/Public Relations Department including being the primary media representative for the Food Bank on tv, radio, social media, etc.
21. Responsible for the overall operation of the CSFP program including inventory, food packaging, distribution and required reports.
22. Responsible for responding to Food Bank and CSFP concerns.
23. Responsible for coordinating and managing food drives.
24. Responsible for planning and implementing Farmers Markets throughout Kern County.

**B. Other Job Specific Duties:**

1. Attends all meetings, trainings, and conferences as assigned.
2. Maintains safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Must have demonstrated ability to work independently and make clear presentations of ideas and recommendations.
5. Familiarity with Social Service and charitable food assistance procedures and networks.
6. Ability to maintain records and meet deadlines.
7. Demonstrate ability to supervise staff and volunteers.
8. Is proactive in the program effort to recruit and enroll families that qualify for Partnership programs.
9. Ability to work with diverse staff, volunteers, groups and social service agency representative.
10. Ability to work independently and make clear presentations of ideas and recommendations.
11. Ability to maintain records and meet deadlines.
12. Performs any other like duties as assigned.

## MINIMUM QUALIFICATIONS:

*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

**Knowledge of:**

Agency policies and procedures
Applicable federal, state, and local laws, codes, and regulations
Departmental policies and procedures
Modern office practices, methods, procedures and equipment including computers
Word processing, spreadsheet, database, and other related software applications

**Ability to:**

Ability to deal with conceptual matters
Ability to plan, organize, allocate, and control substantial resources.
Ability to communicate effectively
Good interpersonal skills.
Effectively present program to the general public.
Establish professional working relationships with staff, agencies and parents.
Bilingual language fluency (Spanish/English), desirable.

## EDUCATION AND EXPERIENCE:

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

**A. Education:**

1. Bachelor of Arts or Science Degree in Business Administration, Public Administration or a related field.

**OR**

2. Demonstrated experience in administering a social services program may be substituted for the education requirement on a year for year basis.

**B. Experience:**

1. Four years' experience in the management of a program.
2. Minimum of Two years Supervisory experience.
3. Familiarity with social service and charitable food assistance procedures and networks.
4. Ability to maintain records and meet deadlines.
5. Food Bank experience desirable
6. Ability to work with the media, i.e. television, radio, social media

## OTHER REQUIREMENTS

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Completion of a physical and substance abuse screening upon offer of employment.
- SafeServ certification required.

## WORK ENVIRONMENT:

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- *Work is primarily performed indoors.*
- *Noise level is quiet to moderately quiet.*

- *Hazards are minimal.*

## ESSENTIAL PHYSICAL DEMANDS:

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| POSITION TITLE Program Manager | | | |
|---|---|---|---|
| **ACTIVITY** (HOURS PER DAY) | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |
| Bending (waist) | | | x |
| Squatting | | X | |
| Climbing | x | | |
| Kneeling | | X | |
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting Waist | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | X | |
| Power Grasping (left hand) | | X | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing &Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |
| Reaching (below shoulder level) | | x | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75 lbs | x | | | x | | |
| 76-100 lbs | x | | | x | | |
| 100 lbs+ | x | | | | | |

# OPERATIONS SUPERVISOR

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range:** Grade 9 **FLSA Status:** Non-Exempt **Date Approved:**

**SUMMARY:**
Under the direction of the Program Manager, the Operations Supervisor is responsible for warehouse, facility, inventory, and fleet oversight. This position will also interface with warehouse staff and volunteers. Reports directly to the Program Manager. May require flexible hours according to the nature and scope of the work.

**SUPERVISION RECEIVED:**
Receives supervision from Program Manager.

**SUPERVISION EXERCISED:**
Warehouse Coordinator, Warehouse Specialist, Driver, Volunteers.

**DUTIES AND RESPONSIBILITIES:**
*Disclaimer – This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.*

**A. Essential Job Specific Duties:**

1. Provides direct supervision to Warehouse Coordinator, Warehouse Specialist, and Drivers. Completes performance evaluations on a regular basis.
2. Responsible for the assurance that quality standards are met for all food handling, safety, and warehouse operations in accordance with CAPK Food Bank and Feeding America Standards.
3. Updates written policy and procedure manual pertaining to receiving, storage, inventory and distribution.
4. Ensures that policies and procedures are followed in warehouse with respect to receiving, storage, inventory and distribution.
5. Implements and regularly monitors inventory using the warehouse management system. Submits monthly report to Food Bank Program Manager. Reports must include any discrepancies, corrective actions and recommendations.
6. Responsible for overseeing to the warehouse cleanliness, maintenance and safety daily. Any concerns must be addressed and discussed with the Food Bank Program Manager.
7. Provides direct supervision to warehouse employees and volunteers in the absence of the Warehouse Coordinator.

8. Under the direction of the Food Bank Program Manager purchases all food and warehouse supplies according to CAPK procurement procedures.
9. Serves as the emergency contact for warehouse emergencies.
10. Places a quarterly order based on the State's allocation limits and bonus foods availability within the USDA Program. Communicates the need for resources to appropriate State and Federal offices.
11. Follows the approved reporting system to comply with State and Federal law and regulations.
12. Prepares required reports for USDA and a written accountability log for continuous USDA inventory and clients served.
13. Provides policy changes and appropriate information to Food Bank staff concerning USDA and other funding sources updates.
14. Responsible for the maintenance of warehouse equipment and vehicles. Responsible for the continuous monitoring of equipment including freezer, refrigerator and generator on a monthly basis.
15. Acts independently to plan work, set priorities, and analyze facts to determine required action.
16. Responsible for safeguarding confidential information and documents, critical to the organization, customers, and employees.
17. Maintains routine and non-routine contact with internal and external customers, vendors, funding sources, partnering agencies, and others.
18. Assist with warehouse activities on an as needed basis, i.e. operate a forklift, drive a box truck and a company vehicle when necessary.

**B. Other Job Specific Duties:**

1. Attends all meetings, trainings, and conferences as assigned.
2. Maintains safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Is proactive in the program effort to recruit and enroll families that qualify for Partnership programs.
5. Performs any other like duties as assigned.

**MINIMUM QUALIFICATIONS:**

*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

**Knowledge of:**

Agency policies and procedures
Applicable federal, state, and local laws, codes, and regulations
Departmental policies and procedures
Modern office practices, methods, procedures and equipment including computers
Word processing, spreadsheet, database, and other related software applications

**Ability to:**

Ability to deal with conceptual matters
Ability to plan, organizes, allocate, and control substantial resources.
Ability to perform tasks that are detail oriented.
Ability to communicate effectively
Good interpersonal skills.
Willingness to attend evening and weekend meetings
Effectively present program to the general public.

Establish professional working relationships with staff, agencies and parents.
Bilingual language fluency (Spanish/English) highly desirable

## EDUCATION AND EXPERIENCE:

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

**A. Education:**

1. Associate of Arts degree in Business Adminsitration or related field.

OR

2. Two years of experience as a lead warehouse position may be substituted for the education requirement on a year for year basis.

**B. Experience:**

1. Two years management experience (warehouse management preferred.)
2. Two years of experience with inventory control and using a warehouse management system.
3. Two years of experience with customer service.
4. Current forklift certification required.

## OTHER REQUIREMENTS

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout.
- Completion of a physical and substance abuse screening upon offer of employment.
- Experience in proper food storage, handling and inventory practices.
- SafeServe Certification required.

## WORK ENVIRONMENT:

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- *Work is primarily performed indoors.*
- *Noise level is quiet to moderately quiet.*
- *Hazards are minimal.*

## ESSENTIAL PHYSICAL DEMANDS:

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| **POSITION TITLE Operations Supervisor** | | | |
|---|---|---|---|
| **ACTIVITY (HOURS PER DAY)** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |

| | | | |
|---|---|---|---|
| Bending (waist) | | | x |
| Squatting | | X | |
| Climbing | x | | |
| Kneeling | | X | |
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting Waist | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | X | |
| Power Grasping (left hand) | | X | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing &Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |
| Reaching (below shoulder level) | | x | |
| | | | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75lbs | x | | | x | | |
| 76-100lb | x | | | x | | |
| 100lbs+ | x | | | | | |

# COMMUNITY ACTION PARTNERSHIP OF KERN
# MEMORANDUM

**To:** Personnel Committee

**From:** Emilio G. Wagner – Director of Operations

**Date:** March 12, 2020

**Subject:** *Agenda Item 5d:* Energy Accounting Manager **– Action Item**

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During April of 2019 the Energy Business Manager position and duties were reassigned, where the fiscal components were assumed by an Accountant in the Finance Division and the remaining oversight of the Billing and Inventory staff remained in the Energy program. This split of responsibilities has worked up to this point, yet we have found that Billing and Inventory are integral to the fiscal integrity of the program. Although Energy management is capable of providing the oversight of the positions, it is far more efficient to have a position with an Accounting background to provide the direct supervision and guidance to both the Billing and Inventory staff.

Attached is the proposed Energy Accounting Manager position which will be housed in the Finance Division and the proposed organizational chart showing the lines of supervision. This position is similar in some regards to the original Business Manager, but with a greater emphasis in accounting.

The job description was reviewed and pointed by the Human Resources Division and given a grade 11, similar to the original Business Manager position. The Energy budget was designed with the anticipation of this position.

**Recommendation:**
Staff recommends approval of the Job description and the organizational charts.

**Attachments:**
Energy Accounting Manager Job Description
Operations & Finance Division Proposed Organizational Chart

**COMMUNITY ACTION PARTNERSHIP of KERN**
**FINANCE**
**Energy Accounting Manager**

*Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.*

**Salary Range: Grade 11 FLSA Status: Exempt Date Approved:**

## SUMMARY:

Responsible for financial monitoring and reporting functions of program budgets/grants to include monitoring and analyzing assets, liabilities, revenue and expenditures accounts; reviewing financial data, preparing budget to actual reports and use findings to assist management with the day-to-day operations of the program.

## SUPERVISION RECEIVED:

Receives supervision from the Controller or from the Director of Finance in the absence of the Controller.

## SUPERVISION EXERCISED:

Fiscal Coordinator, Operations Technicians, and Indirect supervision of Fiscal Technician, Billing Supervisor and Billing Technicians

## DUTIES AND RESPONSIBILITIES:

*Disclaimer – This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions*

### A. Essential Job Specific Duties:

1. Assists and provides guidance to the Program Administrator and Division Director for all fiscal issues affecting grants/programs.
2. Assists in the preparation and finalization of budgets and budget revisions.
3. Creates, maintains, and monitors a budget to actual report for each funding source along with an overall program budget, and provides proposed budget modifications if expenditures are projected to exceed or under spend the budget.
4. Establishes, maintains, and enforces internal control procedures for Inventory, Fiscal and Billing departments.
5. Prepares a monthly financial/statistical report for use by the Program Administrator and Division Director.
6. Prepare annual program audit schedules.
7. Monitor inventory policies and procedures including review of monthly inventory reports for accuracy.
8. Reconcile various program accounts (including but not limited to inventory, sub-contractors) on a monthly basis.

9. Review data entered into program software, State database(s), and general ledger.
10. Responsible for entering data into the State of California Department of Community Services and Development Expenditure Activity Reporting System.
11. Provide recommendations on improving and/or streamlining processes.
12. Prepare financial reports for grants/contracts in accordance with funding source requirements.
13. Analyze general ledger accounts for propriety and accuracy.
14. Keep Division Director and Program Administrator informed on all financial issues affecting grants/programs. Recommend solutions for improvement.
15. Provide support to key program management staff on effective use of the accounting software applications/modules.
16. Provide technical support to staff in resolving budget, financial and reporting issues.
17. Perform other financial and accounting duties as assigned.

**B. Other Job Specific Duties:**

1. Attend all meetings, trainings, and conferences as assigned.
2. Maintain safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Perform any other like duties as assigned.

**MINIMUM QUALIFICATIONS:**

*The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.*

**Knowledge of:**

Generally accepted accounting principles
Applicable State, Federal, and local laws, codes, and regulations
Organization and division policies and procedures
Modern office practices, methods, procedures and equipment including computers
Word processing, spreadsheet, general ledger database, and other related software applications
Department policies and procedures

**Ability to:**

Prepare financial statements and reports
Analyze financial data
Research and resolve accounting issues
Work independently
Coordinate work requiring constant alertness and attention to detail
Work under frequent time pressures and deadlines
Plan, organize, allocate, and control confidential data and organizational resources
Communicate effectively both orally and in writing
Use good organizational methods and procedures
Establish and maintain effective working relationships, both internally and externally

## EDUCATION AND EXPERIENCE:

*The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.*

- Bachelor's degree in accounting, business administration or related field
- Six (5) years of progressive financial accounting experience
- Two years of Supervisory Experience
- Financial accounting experience in a non-profit organization or governmental entity is desirable, including familiarity with governmental accounting standards and regulations

## OTHER REQUIREMENTS

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout
- Completion of a physical and substance abuse screening upon offer of employment
- Must be fingerprinted and have such records filed with the State Department of Social Services

## WORK ENVIRONMENT:

*The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.*

- Work is primarily performed indoors.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

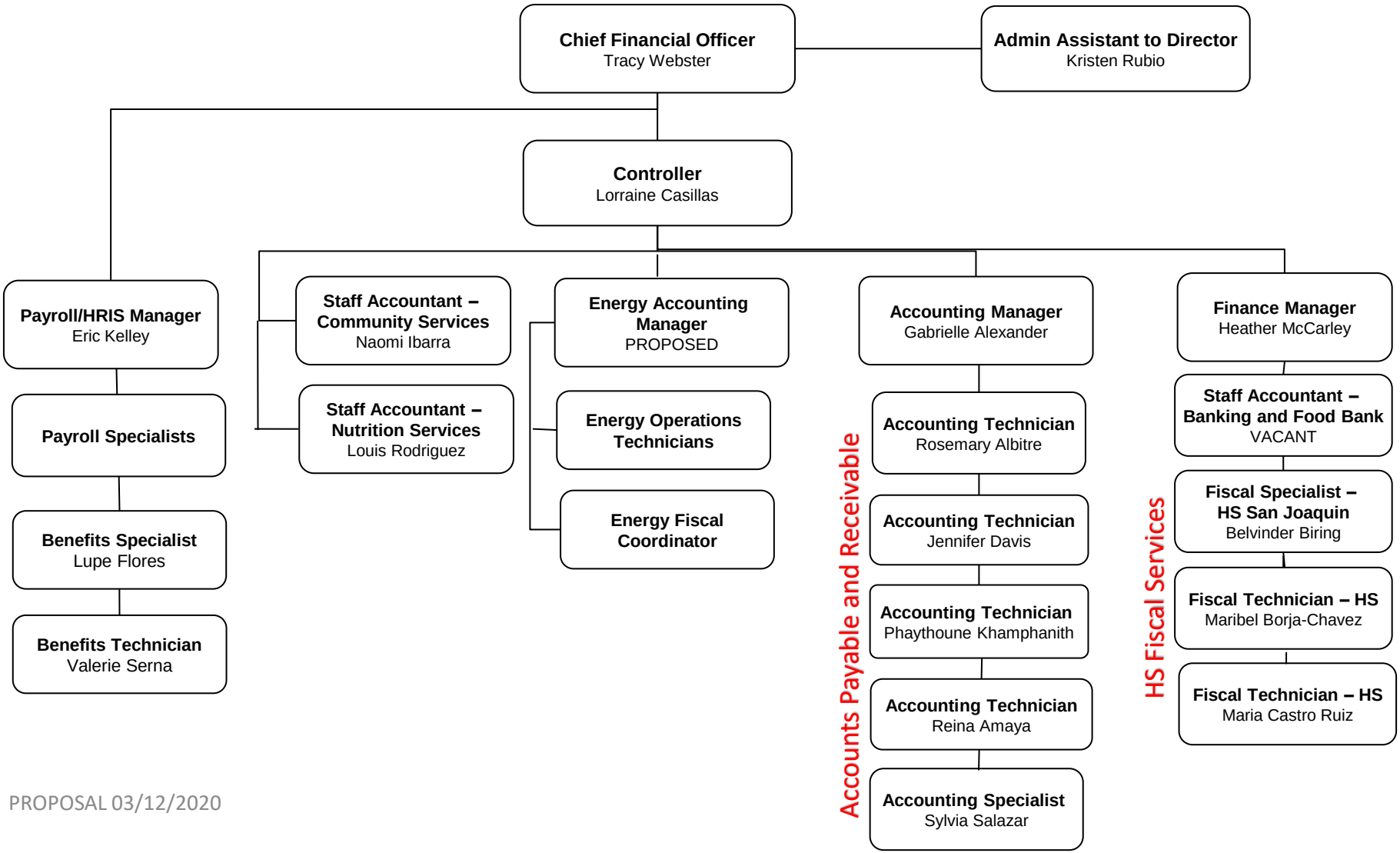
## ESSENTIAL PHYSICAL DEMANDS:

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.*

| POSITION TITLE Energy Accounting Manager | | | |
|---|---|---|---|
| **ACTIVITY** (HOURS PER DAY) | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| Sitting | | | x |
| Walking | | | x |
| Standing | | | x |
| Bending (neck) | | | x |
| Bending (waist) | | | x |
| Squatting | | X | |
| Climbing | x | | |
| Kneeling | | X | |
| Crawling | x | | |
| Twisting (neck) | | | x |
| Twisting Waist | | | x |
| Is repetitive use of hand required? | | | x |
| Simple Grasping (right hand) | | | x |
| Simple Grasping (left hand) | | | x |
| Power Grasping (right hand) | | X | |
| Power Grasping (left hand) | | X | |
| Fine Manipulation (right hand) | | | x |
| Fine Manipulation (left hand) | | | x |
| Pushing & Pulling (right hand) | | x | |
| Pushing &Pulling (left hand) | | x | |
| Reaching (above shoulder level) | | x | |
| Reaching (below shoulder level) | | x | |

| | LIFTING | | | CARRYING | | |
|---|---|---|---|---|---|---|
| | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** | **NEVER 0 HOURS** | **OCCASIONALLY UP TO 4 HOURS** | **FREQUENTLY 4-8 HOURS** |
| 0-10 lbs | | | x | | | x |
| 11-25 lbs | | x | | | x | |
| 26-50 lbs | | x | | | x | |
| 51-75lbs | x | | | x | | |
| 76-100lb | x | | | x | | |
| 100lbs+ | x | | | | | |

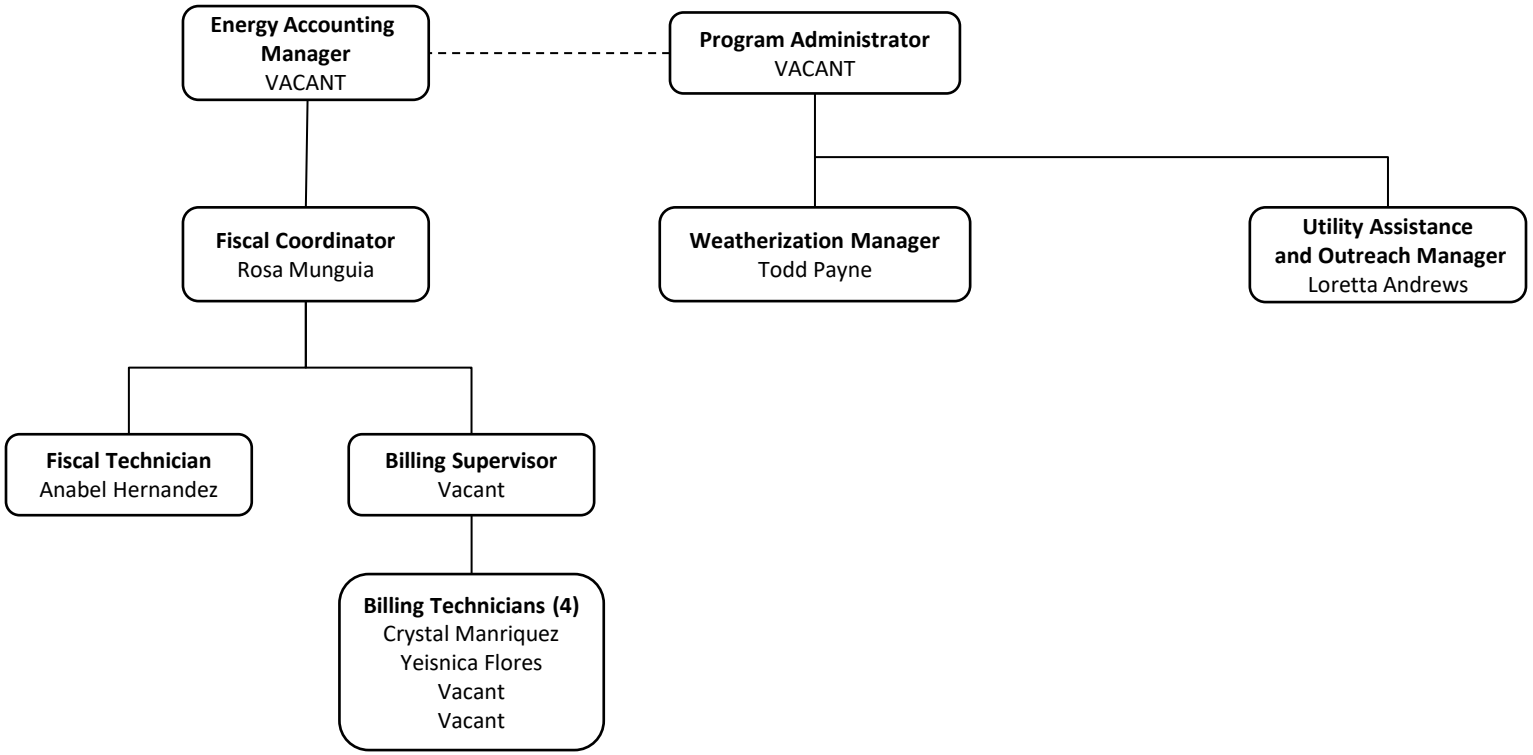
# Finance Division




PROPOSAL 03/12/2020

# *Operations Division*

## *Energy*




Proposed 3/12/2020

# MEMORANDUM

TO: Personnel Committee

FROM: Tracy Webster, Chief Financial Officer

DATE: March 12, 2020

RE: *Agenda Item 5e:* Fingerprint Policy – **Action Item**

The agency has acquired a new fingerprint machine and will be conducting fingerprinting as a part of the new hire on-boarding process. Historically, fingerprinting has been outsourced to outside vendors. This has resulted in delays in the background check process and reduced transparency for applicants. The fingerprinting pull system has been solely conducted by Community Care Licensing (CCL).

The Human Resource team will begin to conduct fingerprinting for all employees. The Head Start staff will continue to be fingerprinted through the agency's CCL account. However, we will establish an additional account for the remainder of the agency's staff. The fingerprint background check will be conducted in house and an active DOJ pull system will be maintained. As part of this initiative, CAPK must establish a policy and decision matrix for identified misdemeanors and/or felonies. California's new law (AB 1008) to "ban the box" and require adverse action procedures in order to reject a candidate based on criminal records requires that we adopt defined decision guidelines.

Please see the attached policy documenting the organization's strategy for fingerprinting background checks as well as the decision matrix broken down into four tiers. The policy template originated from CAPK's legal counsel. Management has determined categories of positions that belong to each of these tiers. The decision matrix was developed keeping in mind the nature and gravity of the offense or conduct, the time that has passed since the offense/conduct and completion of the sentence, and the nature of the job held or sought.

Recommendation:

Staff recommends the adoption of the proposed fingerprint policy and decision matrix.

Attachments: Fingerprint Policy
Background Screening Matrix
Position Grid by Tier

**California Background Check Policy**

**Purpose/Objective**

Community Action Partnership Kern County (CAPK) strives to hire and promote the best-qualified individuals, while promoting a safe work environment and protecting organizational assets and people. Background and reference checks are an important part of these objectives. When a background or reference check is needed with respect to hiring, promotion, job reclassification or other employment decisions, the company conducts such checks in compliance with applicable federal, state and local laws.

**Eligibility**

All applicants and employees.

**Procedures**

***Background checks***

The company conducts background checks in compliance with applicable federal and state laws, including the Fair Credit Reporting Act, the California Investigative Consumer Reporting Agencies Act and the California Consumer Credit Reporting Agencies Act. Background checks are required for all full-time, part-time and temporary employees once a conditional offer of employment has been extended, and prior to hire.

CAPK may collect credit information on applicants consistent with the guidelines set forth by the federal Fair Credit Reporting Act (FCRA). The FCRA requires organizations to obtain a candidate's written authorization before obtaining a credit report. When doing this, the employer will:

- Disclose to the applicant or employee, on a separate form, its plans to obtain a consumer or investigative consumer report and that the information received will be used solely for employment purposes.
- Inform the individual of his or her right to request additional information on the nature of the report and the means through which such information may be obtained.
- Inform the applicant that the report will include information about the individual's character, general reputation and personal characteristics.

- Provide the individual with a summary of his or her rights under the FCRA. If the results of the credit check are negative, CAPK will inform the applicant before taking adverse action based on the results, provide the applicant with a Statement of Consumer Rights from the Federal Trade Commission, offer the applicant the opportunity to review a copy of the credit report, and advise the applicant of his or her rights to dispute inaccurate information. Applicants should be granted reasonable time to dispute the information (approximately three to five days).

- CAPK assures applicants that all information obtained from the background check process will only be used as part of the employment process and will be kept strictly confidential. CAPK human resources will maintain a log that will include the position you are applying for, your name and the date of the background check. Only appropriate human resources personnel at CAPK will have access to this information, and complies with all federal and state laws regarding the collection, storing and disposal of applicant information, such as the Fair and Accurate Credit Transactions Act (FACTA)

***Consumer credit reports***

The company obtains consumer credit reports only under very limited circumstances, for example, when applicants or employees are being considered for an accounting, invoice processing, or related management or other positions in which they will have access to bank or credit card account information. When the company needs to obtain a consumer credit report, it will comply with applicable federal and state laws.

All information obtained from background or reference checks will be used only for purposes of making employment decisions (e.g., hiring, termination or promotion); will be maintained confidentially, in accordance with applicable legal requirements; and may only be reviewed or accessed by authorized individuals with the approval of the Human Resources Manager.

**Sensitive Positions**

For those positions designated as sensitive, which include roles interacting with children, CCL fingerprinting and requirements must be satisfied to be hired or retained in a sensitive position.

**Disqualifications**

- Should a candidate refuse a background check, they will be removed from consideration for the position.
- If a candidate falsifies or withholds information on the job application, the employee will be disqualified from further employment consideration.
- Convictions/Negative Data
    - Should an applicant have convictions or negative data in their background, such information will be evaluated to determine whether they should be excluded from consideration based on the conviction.
    - In so doing, CAPK will consider the following factors: the nature and gravity of the offense; the time that has passed since the offense or completion of sentence; the nature of the job sought or held; the facts and circumstances surrounding the offense or conduct; the number of offenses for which the individual was convicted; the age of the individual at the time of conviction or release; evidence that the individual performed the same type of work, post-conviction, with the same or a different employer with no known incidents of criminal conduct; the length and consistency of employment history before and after the offense or conduct; rehabilitation efforts, e.g. education and/or training; employment or character references and any other information regarding fitness for the particular position; and whether the individual is bonded under a federal, state, or local bonding program.
    - CAPK shall alert the applicant to the possibility of his or her exclusion due to past criminal conduct and provide the applicant an opportunity to submit an explanation. All personal data, background check data and adverse action letters shall be treated as confidential and maintained in a secure location.

**Revision Date:** Enter Here

# Background Check - Decision Matrix*

| Conviction** | Timeframe | Department | | | |
|---|---|---|---|---|---|
| Charge | | Tier 1 | Tier 2 | Tier 3 | Tier 4 |
| Animal Cruelty | >7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Arson | >7 years | Do Not Hire | Do Not Hire | Review | Review |
| Assault and Battery | >7 years | Review | Review | Review | Review |
| Bankruptcy | >7 years | Review | N/A | N/A | N/A |
| Bribery | >7 years | Do Not Hire | Do Not Hire | Review | Approved |
| Child abandonment/abuse | >7 years | Do Not Hire | Do Not Hire | Review | Review |
| Child Pornography | >7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Computer Crimes | >7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Crimes Against a Person | >7 years | Do Not Hire | Do Not Hire | Review | Approved |
| Crimes against Property | >7 years | Review | Review | Approved | Approved |
| Criminal Fraud | >7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Disorderly conduct | >7 years | Review | Review | Approved | Approved |
| Domestic Violence | >7 years | Review | Review | Approved | Approved |
| Driving Under the Influence (DUI/ DWI) | >7 years | Approved | Approved | Approved | Approved |
| Driving Without a license | >7 years | Approved | Approved | Approved | Approved |
| Drug possession | >7 years | Review | Review | Approved | Approved |
| Drug sale/distribution/manufacturing | >7 years | Review | Review | Review | Review |
| Embezzlement | >7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Evading Arrest | >7 years | Review | Review | Approved | Approved |
| Extortion | >7 years | Review | Review | Review | Review |
| False Pretenses | >7 years | Do Not Hire | Do Not Hire | Approved | Approved |
| Forgery | >7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Fraud (insurance, tax, wire, etc.) | >7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Fraud/Conversion/Credit Card Theft/ Identity Theft | >7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Indecent Exposure | >7 years | Do Not Hire | Do Not Hire | Approved | Approved |

| | | | | | |
|---|---|---|---|---|---|
| Kidnapping | >7 years | Do Not Hire | Do Not Hire | Review | Review |
| Manslaughter | >7 years | Do Not Hire | Do Not Hire | Review | Review |
| Murder/attempted murder | >7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Perjury | >7 years | Review | Review | Review | Review |
| Prostitution | >7 years | Do Not Hire | Do Not Hire | Approved | Approved |
| Rape/Sexual Assault/Criminal Sexual Conduct | >7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Robbery/Burglary | >7 years | Do Not Hire | Do Not Hire | Review | Review |
| Stalking | >7 years | Review | Review | Approved | Approved |
| Terrorist Threats | >7 years | Review | Review | Approved | Approved |
| Theft/Shoplifting/Larceny/ Receiving stolen Property | >7 years | Review | Review | Review | Review |
| Unauthorized use of a Motor Vehicle | >7 years | Review | Review | Approved | Approved |
| Unlawful use of a Computer | >7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Vandalism | >7 years | Review | Review | Approved | Approved |
| Weapons possesion/Unlicensed/ No permit/violations | >7 years | Review | Review | Approved | Approved |
| Worthless/Dishonored checks | >7 years | Review | Review | Review | Review |
| Other Misdemeanor | >7 years | Review | Review | Review | Review |
| Other Felony | >7 years | Review | Review | Review | Review |

| Conviction** | Timeframe | Department | | | |
|---|---|---|---|---|---|
| Charge | Within | Tier 1 | Tier 2 | Tier 3 | Tier 4 |
| Animal Cruelty | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Arson | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Assault and Battery | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Bankruptcy | 4-7 years | Do Not Hire | N/A | N/A | N/A |
| Bribery | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Child abandonment/abuse | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Child Pornography | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Computer Crimes | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Crimes Against a Person | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Crimes against Property | 4-7 years | Do Not Hire | Do Not Hire | Review | Approved |
| Criminal Fraud | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Disorderly conduct | 4-7 years | Review | Review | Review | Approved |
| Domestic Violence | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |

| | | | | | |
|---|---|---|---|---|---|
| Driving Under the Influence (DUI/ DWI) | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Driving Without a license | 4-7 years | Review | Review | Review | Review |
| Drug possession | 4-7 years | Do Not Hire | Do Not Hire | Review | **Approved** |
| Drug sale/distribution/manufacturing | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Embezzlement | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Evading Arrest | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Extortion | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| False Pretenses | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Forgery | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Fraud (insurance, tax, wire, etc.) | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Fraud/Conversion/Credit Card Theft/ Identity Theft | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Indecent Exposure | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Kidnapping | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Manslaughter | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Murder/attempted murder | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Perjury | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Prostitution | 4-7 years | Do Not Hire | Do Not Hire | Review | **Approved** |
| Rape/Sexual Assault/Criminal Sexual Conduct | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Robbery/Burglary | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Stalking | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Terrorist Threats | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Theft/Shoplifting/Larceny/ Receiving stolen Property | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Unauthorized use of a Motor Vehicle | 4-7 years | Review | Review | Review | Review |
| Unlawful use of a Computer | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Vandalism | 4-7 years | Do Not Hire | Do Not Hire | **Approved** | **Approved** |
| Weapons possesion/Unlicensed/ No permit/violations | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |
| Worthless/Dishonored checks | 4-7 years | Do Not Hire | Do Not Hire | Do Not Hire | **Approved** |
| Other Misdemeanor | 4-7 years | Review | Review | Review | Review |
| Other Felony | 4-7 years | Do Not Hire | Do Not Hire | Review | Review |

| **Conviction**** | **Timeframe** | **Department** | | | |
|---|---|---|---|---|---|
| **Charge** | **Within** | **Tier 1** | **Tier 2** | **Tier 3** | **Tier 4** |
| Animal Cruelty | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |

| | | | | | |
|---|---|---|---|---|---|
| Arson | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Assault and Battery | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Bankruptcy | 0-3 Years | Do Not Hire | N/A | N/A | N/A |
| Bribery | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Child abandonment/abuse | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Child Pornography | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Computer Crimes | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Crimes Against a Person | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Crimes against Property | 0-3 Years | Do Not Hire | Do Not Hire | Review | Review |
| Criminal Fraud | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Disorderly conduct | 0-3 Years | Review | Review | Review | Review |
| Domestic Violence | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Driving Under the Influence (DUI/ DWI) | 0-3 Years | Do Not Hire | Do Not Hire | Review | Review |
| Driving Without a license | 0-3 Years | Review | Review | Review | Review |
| Drug possession | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Drug sale/distribution/manufacturing | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Embezzlement | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Evading Arrest | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Extortion | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| False Pretenses | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Forgery | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Fraud (insurance, tax, wire, etc.) | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Fraud/Conversion/Credit Card Theft/ Identity Theft | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Indecent Exposure | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Kidnapping | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Manslaughter | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Murder/attempted murder | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Perjury | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Prostitution | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Rape/Sexual Assault/Criminal Sexual Conduct | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Robbery/Burglary | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Stalking | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Terrorist Threats | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Theft/Shoplifting/Larceny/ Receiving stolen Property | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Unauthorized use of a Motor Vehicle | 0-3 Years | Review | Review | Review | Review |

| | | | | | |
|---|---|---|---|---|---|
| Unlawful use of a Computer | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |
| Vandalism | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Weapons possession/Unlicensed/ No permit/violations | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Worthless/Dishonored checks | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Review |
| Other Misdemeanor | 0-3 Years | Review | Review | Review | Review |
| Other Felony | 0-3 Years | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |

| Other Verifications | Timeframe | Department | | | |
|---|---|---|---|---|---|
| **Any Discrepancy** | **Within** | **Tier 1** | **Tier 2** | **Tier 3** | **Tier 4** |
| Credit History Report (for applicable jobs only) | 7 Years | Do Not Hire | N/A | N/A | N/A |
| Employment Verification Discrepancy | Any | Do Not Hire | Review | Review | Review |
| Education Verification Discrepancy | Any | Do Not Hire | Review | Review | Review |
| MVR Driver License Discrepancy | Any | Do Not Hire | Review | Review | Review |
| Drug Screen (Tested Positive) | Any | Do Not Hire | Do Not Hire | Do Not Hire | Do Not Hire |

## Results Key

**Approved:** This type of criminal charge would be deemed *acceptable* under the company background check policy

**Review:** Results should be specifically reviewed for severity and job-relatedness in accordance with the company's background check policy

**N/A:** This type of screen / check is not applicable

Do Not Hire: This type of conviction in this time period is uncceptable for hire into designated position based on reccency, relevance and severity

**** Teacher and Child Care roles are controlled by CCL for background screening.***

***** excludes convictions that have been expunged, judicially dismised or ordered sealed***

## COMMUNITY ACTION PARTNERSHIP OF KERN

| Job Classification/Position Title | Fingerprint Tier |
|---|---|
| 211 Program Specialist | Tier 3 |
| 211 Supervisor - 211/Operations | Tier 3 |
| Accountant - Finance | Tier 3 |
| Accountant II - Finance | Tier 3 |
| Accounting Clerk - Finance | Tier 3 |
| Accounting Manager - Finance | Tier 2 |
| Accounting Specialist | Tier 3 |
| Accounting Technician | Tier 3 |
| Activity Specialist - FHCC  SYC - Community Development | Tier 3 |
| Administrative Assistant - FHCC - Community Development | Tier 3 |
| Administrative Assistant - Head Start | Tier 3 |
| Administrative Assistant - VITA | Tier 3 |
| Administrative Clerk - Food Bank - Health Nutrition | Tier 3 |
| Administrative Clerk - MCAP - Health & Nutrition | Tier 3 |
| Administrative Coordinator - CEO/Administration | Tier 3 |
| Agency Relations Coordinator -  Food Bank | Tier 3 |
| Assessor - Energy | Tier 3 |
| Assistant Director of Head Start/ State Child Development | Tier 2 |
| Assistant Teacher - Head Start | Head Start |
| Assistant Teacher Substitute - Head Start | Head Start |
| Assistant to the Director | Tier 3 |
| Assistant to the Director Head Start / State Child Development | Tier 3 |
| Associate Teacher - Head Start | Head Start |
| Associate Teacher Floater- Head Start | Head Start |
| Attendance Coordinator | Tier 3 |
| Attendance Technician | Tier 3 |
| Benefits Specialist - HR | Tier 3 |
| Billing Technician - Energy | Tier 3 |
| Breastfeeding Education Coordinator - WIC | Tier 3 |
| Business Contracts Specialist - Operations | Tier 3 |
| Business Manager - Operations | Tier 2 |
| Business Technician - Operations | Tier 3 |
| Cal Fresh Health Living Health Educator | Tier 3 |
| Cal Fresh Health Living Program Assistant | Tier 3 |
| Cal Fresh Health Living Program Coordinator | Tier 3 |
| Cal Fresh Health Living Program Manager | Tier 3 |
| Case Manager - Eastern Kern Resource Center - Health& Nutrition | Tier 3 |
| Chief Executive Officer | Tier 1 |
| Chief Financial Officer | Tier 1 |

# COMMUNITY ACTION PARTNERSHIP OF KERN

| Job Classification/Position Title | Fingerprint Tier |
|---|---|
| Chief Program Officer | Tier 1 |
| Child Care Partnership Program Manager | Head Start |
| Community Development Specialist - Comm. Development | Tier 3 |
| Content Area Specialist - Disabilities | Head Start |
| Content Area Specialist - Health | Head Start |
| Content Area Specialist - Nutrition | Head Start |
| Content Area Specialist - Wellness | Head Start |
| Controller | Tier 2 |
| Cook - Central Kitchen - Health & Nutrition | Tier 4 |
| CSFP Coordinator | Tier 3 |
| CSFP Program Assistant - Food Bank - Health & Nutrition | Tier 3 |
| Custodian Head Start | Head Start |
| Data Analyst - Head Start | Head Start |
| Data Entry Clerk - San Joaquin | Head Start |
| Data Entry Technician - Energy | Tier 3 |
| Development Specialist - 211 | Tier 3 |
| Director of Administration | Tier 1 |
| Director of Community Development | Tier 1 |
| Director of Head Start/ State Child Development | Tier 1 |
| Director of Health & Nutrition | Tier 1 |
| Director of Human Resources | Tier 1 |
| Director of Operations | Tier 1 |
| Driver - Food Bank - Health & Nutrition | Tier 3 |
| Early Childhood Educator/Case Manager - EKFRC - Health & Nutrition | Tier 3 |
| Early Head Start Teacher AA Degree - Head Start | Head Start |
| Early Head Start Teacher BA Degree - Head Start | Head Start |
| East Kern Family Resource Center Program Supervisor - Health & Nutrition | Tier 3 |
| Education Coordinator - Head Start | Head Start |
| Education Manager - Head Start | Head Start |
| Education Support Services Administrator - Head Start | Head Start |
| EHS Assistant Teacher - Head Start | Head Start |
| EHS Program Coordinator | Head Start |
| Eligibility Specialist - Energy | Tier 3 |
| Eligibility Technician - Energy | Tier 3 |
| Enrollment and Attendance Manager | Tier 3 |
| Enrollment Coordinator | Tier 3 |
| Enrollment Specialist | Tier 3 |
| Enrollment Technician | Tier 3 |
| Equipment Supply Clerk - WIC | Tier 3 |

# COMMUNITY ACTION PARTNERSHIP OF KERN

| Job Classification/Position Title | Fingerprint Tier |
|---|---|
| Facilities Specialist - Operations | Tier 3 |
| Facility Manager - Operations | Tier 3 |
| Family Advocate | Tier 3 |
| Family Engagement Specialist | Tier 3 |
| Family Service Coordinator - MCAP - Health & Nutrition | Tier 3 |
| Family Service Specialist - MCAP - Health Nutrition | Tier 3 |
| Family Service Worker I - Head Start | Head Start |
| Family Service Worker II - Head Start | Head Start |
| Family Services & Disability Supervisor - Head Start | Head Start |
| Finance Manager | Tier 2 |
| Fingerprint Clerk | Tier 3 |
| Fiscal Administrator - Head Start | Head Start |
| Fiscal Coordinator - Energy | Tier 3 |
| Fiscal Specialist - Head Start | Tier 3 |
| Fiscal Specialist - Operations | Tier 3 |
| Fiscal Technician - Energy | Tier 3 |
| Food Production Driver - Central Kitchen - Health & Nutrition | Tier 4 |
| Food Production Supervisor | Tier 4 |
| Food Service Clerk - Central Kitchen - Health & Nutrition | Head Start |
| Food Service Manager - Central Kitchen - Health & Nutrition | Head Start |
| Food Service Technician - Central Kitchen - Health & Nutrition | Head Start |
| Food Service Worker - Head Start | Head Start |
| Food Services Supervisor - Central Kitchen - Health & Nutrition | Head Start |
| Food Sourcer - Food Bank - Health & Nutrition | Tier 4 |
| Health & Nutrition Supervisor - Head Start | Head Start |
| Health Coordinator - Head Start | Head Start |
| Health Educator - SYC - Community Development | Tier 3 |
| Health Service Nurse - Head Start | Head Start |
| Home Base Educator - Head Start | Head Start |
| Home Base Educator EHS - Head Start | Head Start |
| Home Base Supervisor - Head Start | Head Start |
| Home Visiting Initiative Home Visitor | Head Start |
| Home Visiting Initiative Liaison | Head Start |
| Home Visiting Initiative Program Manager | Head Start |
| Homeless Food Prep Assistant | Tier 4 |
| Homeless Food Prep Lead | Tier 4 |
| Homeless Navigator | Tier 3 |
| Homeless Operations Supervisor | Tier 3 |
| Homeless Program Coordinator | Tier 3 |

## COMMUNITY ACTION PARTNERSHIP OF KERN

| Job Classification/Position Title | Fingerprint Tier |
|---|---|
| Homeless Program Manager | Tier 3 |
| Homeless Program Specialist | Tier 3 |
| Homeless Program Supervisor | Tier 3 |
| Homeless Shelter Worker | Tier 4 |
| Homeless Volunteer Coordinator | Tier 3 |
| HR Specialist - HR San Joaquin | Tier 3 |
| Human Resource Technician - HR | Tier 3 |
| Human Resources Generalist/Recruiting Supervisor - HR | Tier 3 |
| Human Resources Administrator - HR | Tier 2 |
| Information & Referral Specialist -211/Operations | Tier 4 |
| Information Systems Specialist I - Operations | Tier 4 |
| Information Systems Specialist II - Operations | Tier 4 |
| Lead Administrative Clerk - Food Bank - Health & Nutrition | Tier 3 |
| Lead Driver- Central Kitchen - Health & Nutrition | Head Start |
| Lead Warehouse Specialist - Food Bank - Health & Nutrition | Tier 3 |
| Local Vendor Liaison - WIC | Tier 3 |
| Maintenance Supervisor - Operations | Head Start |
| Maintenance Technician I - Operations | Head Start |
| Maintenance Technician II - Operations | Head Start |
| Mentor Coach - Head Start | Head Start |
| Nutrition Education Coordinator - WIC | Tier 3 |
| Office Assistant - EKFRC - Health Nutrition | Tier 3 |
| Operations Coordinator - WIC | Tier 3 |
| Operations Supervisor - Food Bank - Health & Nutrition | Tier 3 |
| Operations Technician - Energy | Tier 3 |
| Outreach & Public Relations Coordinator - WIC | Tier 3 |
| Outreach and Advocacy Coordinator | Tier 3 |
| Outreach and Grant Administrator - Community Development | Tier 3 |
| Outreach Specialist - Energy | Tier 3 |
| Outreach Specialist - Food Bank - Health & Nutrition | Tier 3 |
| Partnership Administrator | Head Start |
| Partnership Coordinator - EHS- Head Start | Head Start |
| Payroll Specialist - Finance | Tier 3 |
| Payroll/HRIS Administrator - Finance | Tier 2 |
| Professional Development Coordinator | Head Start |
| Professional Development Technician | Head Start |
| Program Administrator - Energy | Tier 3 |
| Program Assistant - Head Start | Head Start |
| Program Assistant/Translator Head Start | Head Start |

# COMMUNITY ACTION PARTNERSHIP OF KERN

| Job Classification/Position Title | Fingerprint Tier |
|---|---|
| Program Coordinator Coordinated Entry Systems | Tier 3 |
| Program Design & Management Administrator - Head Start | Head Start |
| Program Education Assistant - Head Start | Head Start |
| Program Educator - FHCC - Comm. Development | Tier 3 |
| Program Governance Coordinator - Head Start | Head Start |
| Program Manager - 211 | Tier 3 |
| Program Manager - Americorps | Tier 3 |
| Program Manager - Energy | Tier 3 |
| Program Manager - FHCC - Comm. Development | Tier 3 |
| Program Manager - Head Start | Head Start |
| Program Manager - MCAP | Tier 3 |
| Program Manager - SYC - Comm. Development | Tier 3 |
| Program Manager - WIC | Tier 3 |
| Program Manager Food Bank | Tier 3 |
| Program Manager VITA - Comm. Development | Tier 3 |
| Program Specialist Coordinated Entry System | Tier 3 |
| Quality Assurance Assistant | Head Start |
| Quality Assurance Coordinator | Head Start |
| Quality Assurance Manager | Head Start |
| Quality Assurance Technician | Head Start |
| Receptionist - Administration | Tier 4 |
| Receptionist - WIC | Tier 3 |
| Regional Breast Feeding Liaison - WIC | Tier 3 |
| Regional Breast Feeding Liaison Assistant - WIC | Tier 3 |
| Resource & Outreach Coordinator - Community Development | Tier 3 |
| Risk Management Supervisor - Operations | Tier 3 |
| Senior Community Development Specialist | Tier 3 |
| Senior Information and Referral Specialist - 211/Operations | Tier 3 |
| Services Clerk - MCAP - Health & Nutrition | Tier 3 |
| Shift Leader - Central Kitchen - Health & Nutrition | Tier 3 |
| Site Coordinator - VITA - Community Development | Tier 3 |
| Site Supervisor I - Head Start | Head Start |
| Site Supervisor II - Head Start | Head Start |
| Staff Development Coordinator - WIC | Tier 3 |
| Staffing Specialist - HR | Tier 3 |
| Subsidized Reimbursement Coordinator - MCAP - Health & Nutrition | Tier 3 |
| Subsidized Reimbursement Specialist - MCAP - Health & Nutrition | Tier 3 |
| Teacher - AADegree - Head Start | Head Start |
| Teacher - BA Degree - Head Start | Head Start |

## COMMUNITY ACTION PARTNERSHIP OF KERN

| Job Classification/Position Title | Fingerprint Tier |
|---|---|
| Teacher Floater - AA Degree - Head Start | Head Start |
| Teacher Floater - BA Degree - Head Start | Head Start |
| Technology Services Manager - Operations | Tier 3 |
| Utility Assistance & Outreach Manager - Energy | Tier 3 |
| Utility Assistance Supervisor - Energy | Tier 3 |
| Warehouse Operations Coordinator Food Bank | Tier 3 |
| Warehouse Specialist - Food Bank - Health & Nutrition | Tier 3 |
| Weatherization Inspector - Energy | Tier 3 |
| Weatherization Installer - Energy | Tier 3 |
| Weatherization Manager - Energy | Tier 3 |
| Weatherization Scheduler | Tier 3 |
| WIC Administrative Coordinator | Tier 3 |
| WIC Clerk - WIC | Tier 3 |
| WIC Degreed Nutritionist - WIC | Tier 3 |
| WIC Nutrition Assistant - WIC | Tier 3 |
| WIC Nutrition Assistant II - WIC | Tier 3 |
| WIC Nutrition Assistant III - WIC | Tier 3 |
| WIC Nutrition Assistant IV - WIC | Tier 3 |
| WNA/Peer Counselor - WIC | Tier 3 |
| WNAIII/Peer Counselor Supervisor - WIC | Tier 3 |
| WNAIII/Peer Counselor Support - WIC | Tier 3 |

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# MEMORANDUM

**To:** Personnel Committee

**From:** Tracy Webster, Chief Finance Officer

**Date:** March 12, 2020

**Subject:** *Agenda Item 5f:* CAPK Annual Satisfaction Surveys - **Info Item**

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In January of 2020, as part of CAPK's continuous quality improvement efforts, CAPK facilitated a process of dissemination of CAPK's annual Satisfaction Surveys to get feedback from employees regarding satisfaction with their work and the work of the organization.

Surveys were emailed to all employees with assistance from the CAPK Finance Division. Employees were given six weeks to complete the survey.

The following contains an overview of the survey.

**Employee Survey Results (Disseminated to 933 CAPK employees):**

- 248 surveys completed (26.6% response rate); 23.4% decrease from 2016.
- 4.07 average score for program/division level employee satisfaction; 12.7% increase from 2016.
- 3.92 average score for agency level employee satisfaction; 13.3% increase from 2016.
- Areas with the lowest level of satisfaction at the program/division level include the availability of job-related training and top-down, bottom-up communication (both 3.82) and recognition (3.86).
- Areas with the lowest scores at the agency level concern compensation (3.15) and total benefits (3.49).

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# Executive Summary
# CAPK Annual Satisfaction Surveys

**Purpose:** Satisfaction Survey participation, response and feedback from Employees

**Goal:** 100% participation and satisfaction, with focus on continuous quality improvements among CAPK employees.

**Overview/Approach:** In January of 2020, as part of CAPK's continuous quality improvement efforts, CAPK facilitated a process of dissemination of CAPK's annual Satisfaction Surveys to get feedback from employees regarding satisfaction with their work and the work of the organization.

Surveys were emailed to all employees with assistance from the CAPK Finance Division. Employees were given six weeks to complete the survey.

The following contains an overview of the surveys.

**Employee Survey Results (Disseminated to 820 CAPK employees):**

- 248 surveys completed (26.6% response rate); 23.4% decrease from 2016.
- 4.07 average score for program/division level employee satisfaction; 12.7% increase from 2016.
- 3.92 average score for agency level employee satisfaction; 13.3% increase from 2016.
- Areas with the lowest level of satisfaction at the program/division level include the availability of job-related training and top-down, bottom-up communication (both 3.82) and recognition (3.86).
- Areas with the lowest scores at the agency level concern compensation (3.15) and total benefits (3.49).

Next Steps:

- Chief Executive Officer provides executive summary of satisfaction survey findings to CAPK Board of Directors.
- Survey findings to be shared at Division Director's meeting (TBD).
- Division Directors share details of survey findings with Program Managers – PM's share findings with Employees.
- Division Directors submit next steps/action plan for quality improvements within areas of responsibility/influence.
- Administration feedback/approval of next steps/action plan.
- Approved items incorporated into division plans, strategic plan, etc., where applicable. (CEO memo to all staff i.e. thank you, etc. - TBD)
- Findings and action steps shared internally and externally in Annual Report and other venues, as appropriate (including Board of Directors, prior to rollout).
- 2021 Satisfaction Survey – Schedule for review/process to be developed/presented, along with management and presented to administration (for approval) by January 2021.

| Program Level Satisfaction | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Q#** | **Item** | **CSD** | **FIN** | **HS/SCD** | **H&N** | **HR** | **OPS** | **CDD** | **CAPK** |
| | **Number of Responses** | ***27*** | ***14*** | ***142*** | ***23*** | ***6*** | ***24*** | ***12*** | ***248*** |
| 1 | I have the appropriate tools and training I need to perform my job. | 4.37 | 3.86 | 3.64 | 3.52 | 4.67 | 4.08 | 4.00 | 4.02 |
| 2 | I work in a comfortable and friendly work environment. | 4.33 | 4.07 | 3.91 | 3.70 | 4.83 | 3.88 | 4.00 | 4.10 |
| 3 | I am given the freedom to develop and implement more efficient processes. | 4.15 | 4.21 | 3.82 | 3.39 | 4.33 | 4.08 | 4.00 | 4.00 |
| 4 | My supervisor treats everyone fairly. | 4.33 | 4.21 | 4.01 | 3.43 | 4.50 | 4.21 | 4.25 | 4.13 |
| 5 | I am comfortable reporting problems to my supervisor. | 4.33 | 4.36 | 4.12 | 3.61 | 4.67 | 4.21 | 4.17 | 4.21 |
| 6 | There is follow-through from my supervisor if I raise a suggestion or concern. | 4.37 | 4.21 | 3.96 | 3.61 | 4.50 | 4.08 | 3.92 | 4.12 |
| 7 | I receive timely performance evaluations. | 4.22 | 4.14 | 3.86 | 3.74 | 4.33 | 3.71 | 4.08 | 4.00 |
| 8 | I am given the opportunity to have input into my performance evaluation. | 4.26 | 4.14 | 3.96 | 3.78 | 4.50 | 4.29 | 3.83 | 4.16 |
| 9 | I am satisfied with the recognition I receive. | 4.07 | 4.07 | 3.61 | 3.17 | 4.33 | 3.79 | 4.00 | 3.86 |
| 10 | My supervisor makes use of my skills and abilities. | 4.52 | 4.14 | 4.01 | 3.78 | 4.33 | 4.08 | 4.08 | 4.13 |
| 11 | Management understands the importance of a good work/life balance. | 4.26 | 4.00 | 3.51 | 3.48 | 4.17 | 4.13 | 4.08 | 3.95 |
| 12 | I am satisfied with job-related training offered to me. | 4.11 | 3.86 | 3.63 | 3.57 | 4.00 | 3.63 | 3.92 | 3.82 |
| 13 | Communication between my supervisor and employees (top-down, bottom-up) is good. | 4.22 | 3.43 | 3.68 | 3.26 | 4.33 | 3.88 | 3.92 | 3.82 |
| 14 | My supervisor and I have a good working relationship. | 4.44 | 4.21 | 4.15 | 3.83 | 4.67 | 4.50 | 4.25 | 4.29 |
| 15 | My co-workers and I have a good working relationship. | 4.63 | 4.29 | 4.06 | 3.87 | 4.33 | 4.13 | 4.42 | 4.25 |
| 16 | Employees within my program/division treat each other with respect. | 4.37 | 3.79 | 3.85 | 3.52 | 4.67 | 3.63 | 4.08 | 3.99 |
| 17 | Overall, I am satisfied with my work in my program/division. | 4.48 | 4.36 | 4.05 | 3.83 | 4.50 | 4.29 | 4.33 | 4.26 |
| | **Total Average** | **4.32** | **4.08** | **3.87** | **3.59** | **4.45** | **4.04** | **4.11** | **4.07** |

| |
|---|
| **Low = 1.00 - 2.99** |
| **Moderate = 3.00 - 3.99** |
| **High = 4.00 - 5.00** |

| |
|---|
| **5 = Strongly Agree** |
| **4 = Agree** |
| **3 = Neutral** |
| **2 = Disgagree** |
| **1 = Strongly Disagree** |

| Program Level Satisfaction | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Q# | Item | CSD | FIN | HS/SCD | H&N | HR | OPS | CDD | CAPK |
| | Number of Responses | *27* | *14* | *142* | *23* | *6* | *24* | *12* | *248* |
| 22 | CAPK has a positive image in the community. | 4.44 | 4.14 | 4.18 | 4.39 | 4.67 | 4.17 | 4.42 | 4.34 |
| 23 | CAPK works collaboratively with other organizations. | 4.56 | 4.07 | 4.23 | 4.26 | 4.17 | 4.17 | 4.5 | 4.28 |
| 24 | CAPK develops and maintains positive relationships with community partners. | 4.52 | 4.07 | 4.13 | 4.22 | 4.17 | 4.13 | 4.33 | 4.22 |
| 25 | CAPK understands the needs of low-income people in the community. | 4.56 | 4.21 | 4.17 | 4.35 | 4.5 | 4.46 | 4.5 | 4.39 |
| 26 | CAPK is an advocate for low-income people. | 4.41 | 4.29 | 4.32 | 4.48 | 4.5 | 4.42 | 4.58 | 4.43 |
| 27 | CAPK is driven by a clear mission to assist low-income people to become self-sufficient. | 4.44 | 4.14 | 4.24 | 4.26 | 4.17 | 4.33 | 4.58 | 4.31 |
| 28 | CAPK has a clearly understood Strategic Plan for the future. | 4.41 | 3.29 | 3.94 | 3.87 | 4.17 | 4.04 | 4.17 | 3.98 |
| 29 | CAPK has strong values and ethical principles. | 4.37 | 3.86 | 4.04 | 4.17 | 4.33 | 3.96 | 4.50 | 4.18 |
| 30 | CAPK is creative and innovative in developing and sustaining programs. | 4.52 | 3.64 | 3.99 | 4.17 | 4.17 | 4.00 | 4.25 | 4.11 |
| 31 | CAPK has competent, knowledgeable, and skilled staff | 4.26 | 3.79 | 4.01 | 3.91 | 4.33 | 3.83 | 4.25 | 4.05 |
| 32 | I am familiar with CAPK's mission and vision statement. | 4.37 | 4.29 | 4.23 | 4.17 | 4.50 | 4.33 | 4.42 | 4.33 |
| 33 | I understand how my job contributes to CAPK's mission. | 4.67 | 4.50 | 4.34 | 4.30 | 4.67 | 4.67 | 4.50 | 4.52 |
| 34 | I would recommend CAPK to others as a good place to work. | 4.15 | 4.07 | 3.95 | 3.57 | 4.50 | 3.79 | 4.25 | 4.04 |
| 35 | I am satisfied with the opportunities for upward professional growth. | 4.07 | 3.71 | 3.68 | 3.35 | 4.17 | 3.38 | 4.08 | 3.78 |
| 36 | I am compensated fairly relative to the local market. | 3.41 | 3.57 | 2.00 | 3.00 | 3.67 | 2.67 | 3.75 | 3.15 |
| 37 | I am satisfied with my total benefits package. | 3.70 | 3.29 | 2.96 | 3.17 | 4.17 | 3.25 | 3.92 | 3.49 |
| 38 | Communication between leadership (Executive Director and Division Directors) and employees (top-down, bottom-up) is good. | 4.19 | 3.00 | 3.37 | 3.48 | 4.17 | 3.58 | 4.00 | 3.68 |
| 39 | CAPK employees treat each other with respect. | 4.22 | 3.36 | 3.70 | 3.65 | 4.67 | 3.58 | 3.83 | 3.86 |
| 40 | CAPK has a safe work environment. | 4.41 | 4.07 | 3.98 | 3.87 | 4.33 | 3.92 | 4.17 | 4.11 |
| 41 | I know what the other programs in CAPK do. | 4.15 | 4.14 | 3.68 | 3.96 | 4.17 | 4.17 | 4.08 | 4.05 |
| 42 | CAPK has clear, organized, and efficient management policies and protocols. | 4.22 | 3.29 | 3.75 | 3.83 | 4.17 | 3.88 | 4.00 | 3.88 |
| 43 | CAPK has clear, organized, and efficient administrative procedures and processes. | 4.30 | 3.49 | 3.73 | 3.74 | 4.17 | 3.75 | 3.83 | 3.86 |
| 44 | CAPK has clear, organized, and efficient decision-making processes. | 4.30 | 3.57 | 3.63 | 3.61 | 4.17 | 3.70 | 3.83 | 3.83 |
| 45 | CAPK has clear, organized, and efficient planning processes. | 4.26 | 3.57 | 3.61 | 3.61 | 4.17 | 3.61 | 4.08 | 3.84 |
| 46 | CAPK has clear, organized, and efficient communication processes. | 4.22 | 3.36 | 3.44 | 3.52 | 4.17 | 3.52 | 3.92 | 3.74 |
| 47 | CAPK has clear, organized, and efficient information access and reporting processes. | 4.19 | 3.57 | 3.70 | 3.83 | 4.17 | 3.52 | 3.75 | 3.82 |
| 48 | CAPK has clear, organized, and efficient lines and levels of authority. | 4.26 | 3.71 | 3.77 | 3.83 | 4.17 | 3.83 | 3.92 | 3.93 |
| | **Total Average** | **4.28** | **3.69** | **3.68** | **3.74** | **4.25** | **3.75** | **4.07** | **3.92** |

| |
|---|
| **Low = 1.00 - 2.99** |
| **Moderate = 3.00 - 3.99** |
| **High = 4.00 - 5.00** |

| |
|---|
| **5 = Strongly Agree** |
| **4 = Agree** |
| **3 = Neutral** |
| **2 = Disgagree** |
| **1 = Strongly Disagree** |

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# MEMORANDUM

TO: Personnel Committee

FROM: Tracy Webster, Chief Financial Officer

DATE: March 12, 2020

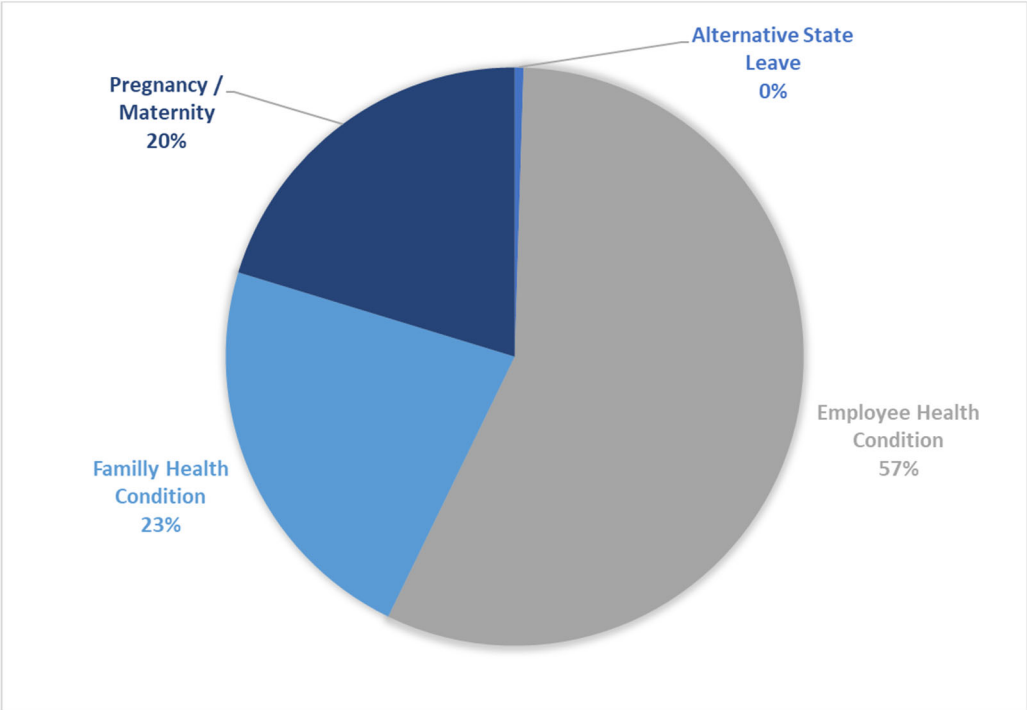
RE: *Agenda Item 5g*: Leave Management – **Info Item**

The agency has struggled with managing leaves for eligible participants under California and federal leave law. The agency contracted with The Hartford in March 2018. The Hartford issues communication, tracking, and the receipt of physician documentation. However, The Hartford does not manage the employee relationship. This is handled by CAPK's Benefits Specialist and Benefits Technician.

Currently, CAPK employs 908 individuals. The following represents current unduplicated leave cases:

| | Count | Percentage of Employees |
|---|---|---|
| Continuous Leave | 51 | 5.6% |
| Intermittent Leave | 148 | 16.3% |
| Total Leave | 199 | 21.9% |

The following categories represent the reasons for leave:




The Benefits Management and Human Resource teams are currently collaborating to eliminate some long-term leave cases and to ensure that The Hartford is properly managing existing cases. In some cases, appropriate documentation and process needs to be improved. Both teams are actively engaging employees with in-person interactive dialogue.

In the last two week pay period without a holiday, a total of 668.95 hours were utilized across the agency for protected leave in lieu of work. This represents 4.9% of scheduled work hours and the total of amount of labor time lost.

In calendar year 2019, there were 413 leave cases submitted to The Hartford and 298 case were approved.

In the next few months, the Benefits Management and Human Resources team will be revising the leave policies of the agency. The revisions will be reviewed with legal counsel prior to submission to the Personnel Committee and the Board of Directors. It is our goal to address leave management for the agency to ensure compliance with law and to ensure that we have a vibrant workforce.